

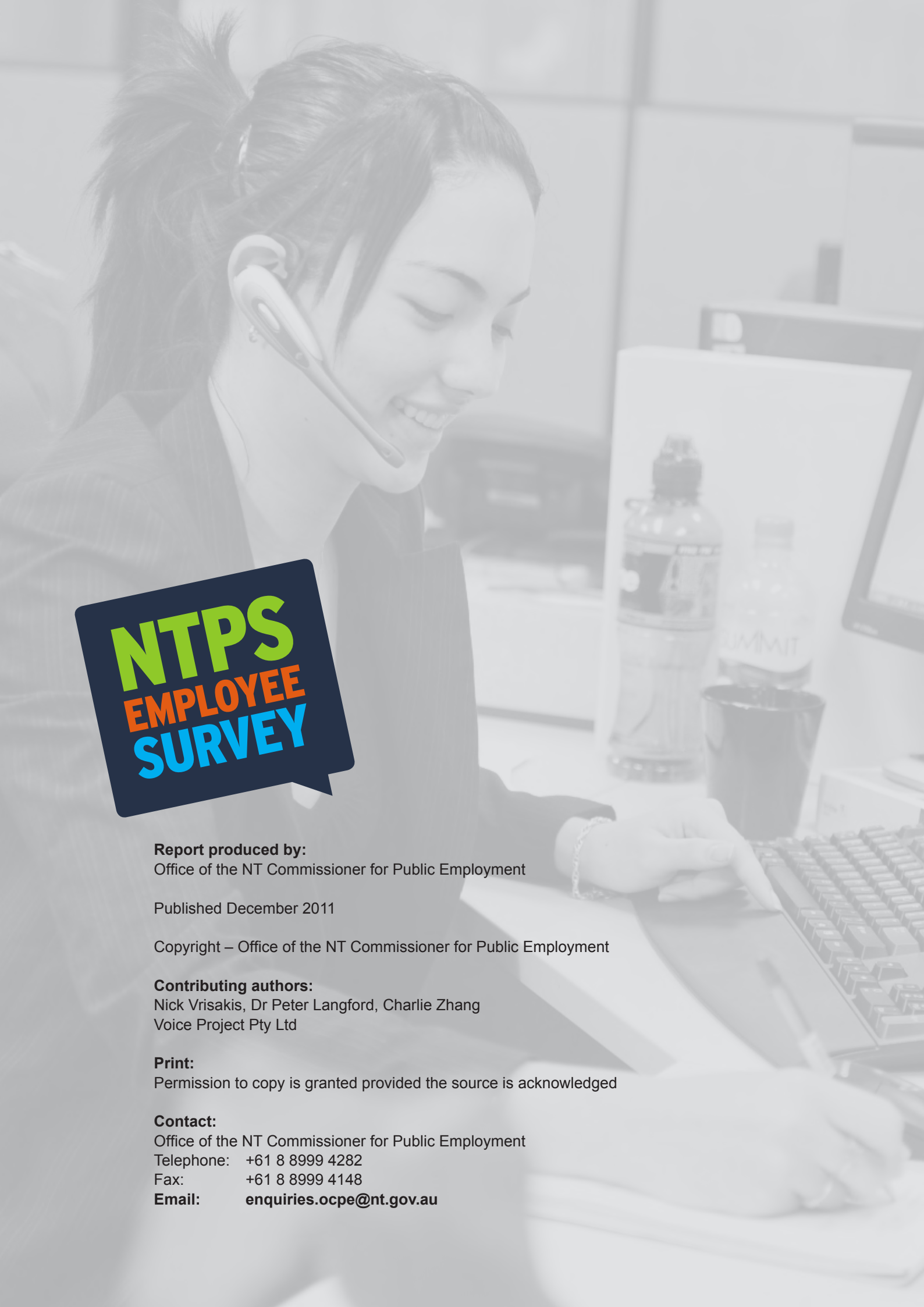


Northern
Territory
Government

NORTHERN TERRITORY PUBLIC SECTOR EMPLOYEE SURVEY REPORT 2011



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NTPS EMPLOYEE SURVEY

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Commissioner's foreword

Since 2008, the Office of the Commissioner for Public Employment (OCPE), with the assistance of Northern Territory Government agencies, has been implementing a suite of initiatives aimed at reforming and revitalising the Northern Territory Public Sector (NTPS). One of the key initiatives under this agenda was the implementation of a biennial employee survey.

The first Survey was conducted in August 2009 and the second survey between August and September 2011.

5817 employees responded to the 2011 survey, with an estimated overall response rate of just over 31 percent. This represents a 6 percent improvement in response rates since 2009.

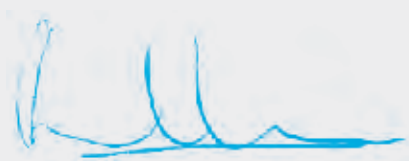
Since the 2009 survey, a number of actions and initiatives have been undertaken by the Commissioner's Office and agencies to maintain or improve the quality of employment within the NTPS. These include:

- Amendments to the *Public Sector Employment and Management Act* (to commence January 2012).
- Drafting of new Employment Instructions around performance management and agency internal review systems.
- A capabilities and leadership framework was introduced to set expectations and standards of behaviour and accountability required at each level of employment within the NTPS.
- A web-based guide to flexible workplace practices has been developed.
- Agencies have been encouraged to promote internal employee consultation and input into substantial workplace changes.
- A range of awareness materials have been developed around recruitment and grievance reviews.
- Leaders and managers have participated in feedback programs.
- Indigenous leadership programs have been conducted.
- There has been increased uptake of training around recruitment and selection, managing employee performance, and resolving conflict.

The 2011 survey differed from the 2009 survey in that it:

- contained additional questions about wellbeing and experiences at work to add depth to the data being collected
- allowed the larger agencies to interpret information at a divisional level (without compromising anonymity)
- was expanded to include the Northern Territory Police, Fire and Emergency Services

Results from the 2011 survey will be used to inform policies and programs for NTPS employees as well as track changes and improvements through comparisons with the 2009 results. It is recognised that agencies are constantly looking to improve policies, procedures, standards and systems for their workforce. Individual agency reports have been produced from the survey data to inform agencies where improvement is required and to recognise and share best practice between agencies.

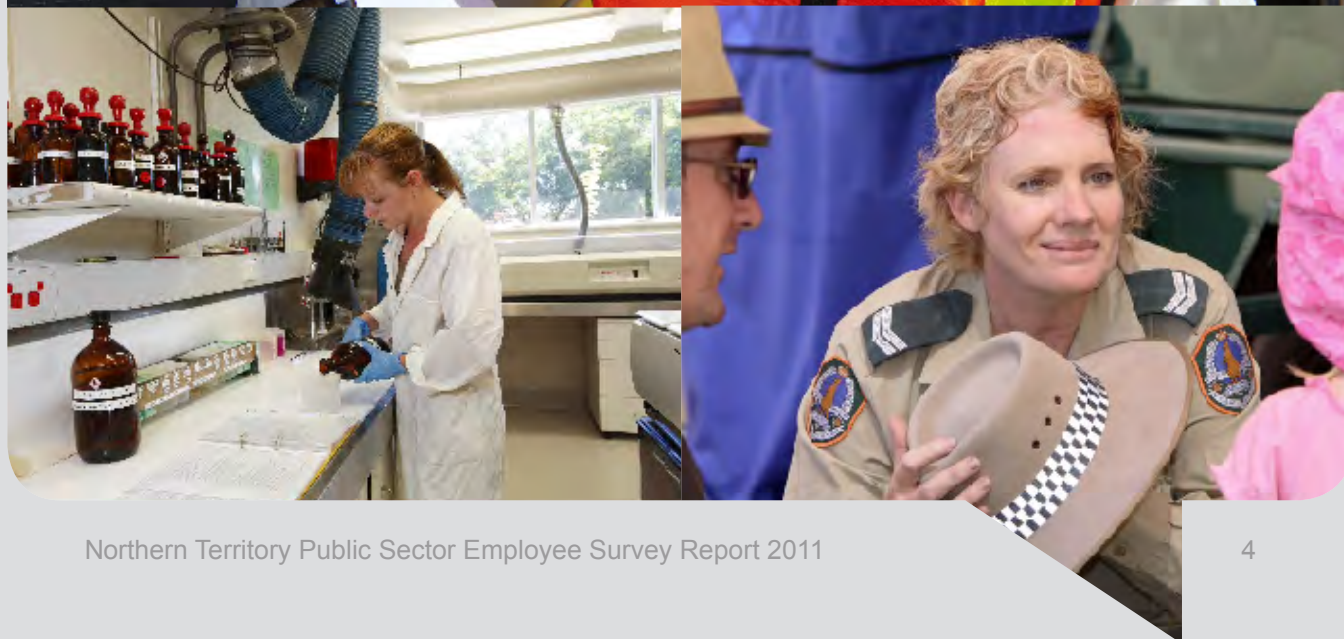


Graham Symons
NT COMMISSIONER FOR PUBLIC EMPLOYMENT

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I would also like to acknowledge the support and assistance provided by all agencies and the unions in promoting the survey and encouraging NTPS employees to participate.



1.0 Executive summary

1.1 Background

The primary aim of the Northern Territory Public Sector Employee Survey 2011 ('the Survey') was to measure employees' perceptions of how well the principles contained within the *Public Sector Employment and Management Act* are upheld within individual agencies and across the Northern Territory Public Sector (NTPS) as a whole. The Survey also provided an opportunity to collect information about the work experiences and demographic characteristics of the NTPS workforce. The results from the survey build on the results from the previous NTPS Public Sector Employee Survey of 2009.

A total of 5817 employees across 21 agencies completed either a web-based or paper-based survey, giving a sound overall response rate of 31 per cent. This represents a notable increase in the response rate compared to the previous survey. The profile of the Survey sample reasonably matched the profile of the NTPS workforce and confidence can be placed in the results presented being representative of the overall labor force. Alternative analyses were conducted that weighted under- and over-represented groups to match the workforce profile; however, doing so produced almost no change in the overall whole-of-sector results and hence the unweighted results are presented in this report. Based on the sample size, the estimated margin of error for the results presented here is a highly accurate ± 1.0 per cent.

This report provides an overview of results relevant to the entire NTPS workforce. In discussing some of the results in this report an effort has been made to compare the results from the Survey with results from the previous survey from 2009. While there were some new items for the 2011 Survey, much of the content remained the same as the 2009 survey, allowing a direct comparison across most items. Therefore, it was possible to see what changes have occurred in two years.

The Survey also contained items enabling benchmarking against similar public sector surveys in Tasmania, South Australia, Western Australia, Victoria and the Australian Public Service. An effort has been made to compare the results from the NTPS Employee Survey 2011 with those from other public sector surveys conducted by Voice Project.

1.2 Key positive findings

Many strengths were identified, including:

- The highest scoring concept was application for employment open to all. There was clear agreement among employees that most job vacancies are advertised publicly and that people outside the NTPS have the opportunity to apply for jobs within the NTPS.
- Other concepts that scored highly were community service and fairness and equity in employment. There was strong support among employees that confidentiality of information is taken seriously, that employees are committed to providing excellent customer service and do not abuse their authority when dealing with customers or clients. Similarly, a clear majority of employees felt that gender, age, cultural background or sexual orientation were not barriers to workplace success.
- The highest scoring individual statement in the survey related to role clarity, with a very high proportion of staff reporting that they know how to get their job done. Another statement that received very strong support was about the quality of working relationships, with a strong majority of staff reporting that they have good working relationships with their co-workers. There was also a very high level of awareness shown of the existence of the NTPS Code of Conduct.

- A clear majority of employees reported that their workplace was free from sexual harassment.
- A clear majority also felt that employees are encouraged to behave in an ethical manner. Accordingly, there was also strong agreement among staff that their fellow employees behave ethically, professionally and fairly when making decisions that affect their clients and customers.
- There was a strong feeling among employees that they make an important contribution to achieving workplace and organisational outcomes.
- There was strong agreement among employees that if their work gets difficult their colleagues will help and that they get the respect they deserve from their peers.
- The majority of employees also reported that their manager or supervisor treats them with respect.
- There was good support for workplace safety within the NTPS, with employees believing both that their agency is committed to employee health and safety, and that managers and supervisors encourage employees to report workplace health and safety risks.
- With regard to the performance management system, where employees have had a formal performance management discussion, a clear majority of employees reported that they found the discussion to be beneficial, as was the case for the 2009 survey.

These results are, on the whole, similar to the findings from the 2009 survey. This is usual for a survey of a workforce this size. Marked differences are more likely to emerge for individual agencies, departments and workplaces rather than across the entire NTPS workforce. While a comparison has been made between the 2009 and 2011 surveys, a comparison for all items and concepts was not possible as the 2011 Survey included some items that were not included in the 2009 survey. In accordance with best practice for employee surveys, direct comparisons are generally only made where the item or category content is identical. There were some exceptions made in areas where it was considered that the historical comparison data was of such significance that it should be presented alongside the 2011 score and there had been only minor changes in the wording. Generally, scores have either remained stable or increased compared to the 2009 survey, although there are some areas where scores have decreased slightly.

The main improvements compared to the 2009 survey were:

- The concept of flexible workplace showed quite a marked improvement compared to the 2009 survey; there was a large increase in the percentage of employees who indicated that there are opportunities for flexible work arrangements available. However, it should be noted that the wording used in the 2009 survey was slightly different; the term “part-time” was used instead of “flexible”. Therefore, some caution should be used in interpreting the implications of this result.
- The concept of managing performance was another area that showed a notable increase in scores compared to the 2009 survey. There was stronger support for all statements applicable to this concept; in particular the number of staff reporting that their agency has a formal performance management system had increased markedly. There was also more support shown regarding managers’ commitment to managing employees. There was a higher level of satisfaction shown with the amount of performance feedback given and there was also more confidence shown in managers’ and supervisors’ ability to deal effectively with performance management issues.
- There was also stronger agreement amongst employees regarding the view that their workplace is free of bullying and/or harassment and sexual harassment.

- The concept of quality leadership was another area where scores improved notably for most of the applicable statements. Specifically, more employees agreed their manager or supervisor is good at managing people. Employees reported greater awareness of the availability of leadership training opportunities. Staff also reported an improved understanding of their agency's priorities.
- There was increased agreement among employees that managers or supervisors provide recognition for the work undertaken, that they are kept informed and that managers/supervisors take into account the differing needs of employees when making decisions.
- Staff reported increased confidence in their manager/supervisor's ability to deal with workplace grievances and disputes. Similarly they also reported increased confidence in the processes and procedures used to resolve employee grievances.
- There was a marked increase in the percentage of employees who reported having received an individual performance feedback session in the past 12 months. There was also a slight increase in the percentage of staff who found this discussion to be beneficial.

1.3 Key opportunities for improvement

Overall, as was the case for the 2009 survey, the results obtained from the NTPS Employee Survey 2011 are similar in many respects to survey results from other large public sector organisations. While there has been improvement in a number of areas, the results indicate there are opportunities for improvement in the following areas:

- The concept of employment based on merit. There were again some concerns expressed regarding employment being based on merit and the efficacy of the selection process. Just over 50 per cent of employees felt their organisation has good procedures for selecting employees. As was the case for the 2009 survey, less than half of the workforce agreed that recruitment and promotion decisions were fair and similar concerns were expressed about favouritism influencing selection decisions. Scores for these statements have decreased marginally compared to 2009. However, as noted in the previous report, employee surveys such as the NTPS Employee Survey 2011 typically do not show strong support for recruitment and promotion processes because of the limited number of promotion opportunities within organisations and differing experiences of the selection process. Nevertheless, the scores shown in this report suggest there is still scope for improvement on these issues. As was the case in 2009, the results suggest that this area may be one of the higher priorities. It is interesting to note that those employees who have participated on a selection panel again showed noticeably greater confidence in recruitment and selection processes. Therefore, it is possible that participation on a selection panel may, over a period of time, increase confidence in recruitment and selection processes across the NTPS. The percentage of employees who reported having participated on a selection panel has remained static compared to the previous survey. Given that previous results have suggested that participating on a selection panel may improve confidence in the process, it may be timely to consider ways to increase the level of participation in and/or the understanding of the selection process.
- Internal review system. As highlighted above, there has been an increase in confidence in formal grievance handling processes and procedures as well as improved confidence in managers'/supervisors' ability to deal with grievances. Statements in this area showed some of the larger increases compared to the previous survey. However, this concept was again one where a lower level of support was shown among staff. Less than half of the workforce surveyed reported confidence in the processes and procedures. Also, it was again the case that only a minority of employees felt they would not suffer any negative consequences if they did lodge a grievance.

- Managing performance. Similar to the results indicated above and results from the previous survey, this was one of the lower scoring areas in the survey. While there has generally been a notable improvement in this area, the results suggest there is further scope for improvement. Specifically, as continues to be the case in other public sector surveys and as was the case in 2009, the lowest level of support of all the issues measured in the survey related to the way in which poor work performance is managed. Only a minority of employees felt their manager or supervisor deals effectively with underperforming employees. Following a similar pattern to the previous survey and other similar surveys, just over half of all employees felt that good work performance was sufficiently recognised, although this also showed a slight increase compared to the 2009 results. There is much higher level of agreement regarding managers'/supervisors' commitment to trying to ensure that employees perform well in contrast to the agreement regarding how effectively they deal with poor performance. It suggests there may be disconnect between a manager's intention and their own confidence in dealing with these issues. As was the case for the 2009 survey, the 2011 survey found those employees who have had a sit-down performance management discussion with their manager or supervisor hold greater overall confidence in the way performance is managed. This again highlights the value of this process.
- Employee consultation and input. This area had mixed results. There was an increase in the percentage of employees who reported that their manager or supervisor keeps them informed, compared to the 2009 survey. However, there was slightly less agreement regarding the extent to which managers/supervisors listen to employees. The main area of concern was again regarding change management, with only a minority of employees agreeing that change is managed well.
- Quality of leadership. The majority of employees again showed support for the quality of leadership within their workplace. There was notable improvement in this area compared to the 2009 survey results. However, there was still a significant number of employees who expressed reservations about some aspects of leadership. As has been highlighted previously, leadership is commonly a poorly performing section of many employee surveys, partly because employees often lack knowledge of their senior leaders to have strong confidence in their abilities. Other possible reasons identified in the current survey for this lack of confidence might be the extent to which senior managers are perceived to model the values of the agency, with only just over half of employees agreeing that this is the case. Similarly, only a minority of employees reported their manager talks to them about how the values of their agency apply to their work. The item receiving the least favourable rating (which was a new item for the 2011 survey), was about the perception that priorities emerging from the 2009 survey were acted on. Just over one third of respondents agreed with this statement. As is often the case with actions resulting from surveys of this type, the visibility that employees have to the action planning process (and therefore the link between survey results and new initiatives) may be more restricted compared to senior leadership. Those areas that have improved compared to 2009 suggest that priorities emerging from the survey results were acted upon, but the perception that many employees have about this could also explain some of the results relating to leadership
- Workload and stress. The results are static compared to the 2009 results; there has been no change in the percentage of employees who are comfortable with their stress and workload levels. Approximately just over half are satisfied with current workload and slightly more report being satisfied with their current stress level. Overall, while these are acceptable results, the data suggest there are still significant numbers of employees who are feeling uncomfortable with their workload and stress level.
- Bullying and harassment. The majority of employees again reported their workplaces as being free of bullying or harassment. This score has increased markedly compared to the 2009 results. However, there was also a slightly larger percentage of employees who reported actually

having experienced bullying and/or harassment compared to the previous survey. While this represents a minority of employees and is consistent with similar surveys, the results indicate there are still significant numbers of employees reporting having been bullied or harassed. The more detailed set of questions in this area again indicated that bullying and harassment are perceived to be roughly equally enacted by fellow employees and supervisors and, to a lesser extent, by clients. The most common forms of bullying and harassment are intimidating and aggressive body language, persistent criticism, sarcasm, humiliation, withholding information, spreading of gossip and rumours, being isolated and ostracised, and inequitable treatment. As found in other public sector surveys, and in the 2009 survey, there was a significant correlation between personal experience of bullying or harassment and overall satisfaction levels.

- A gap analysis and key driver analysis were again conducted to explore the potential priorities arising from the survey. The main area for improvement identified by both of these analysis methods was improving the perception that employment is based on merit, including both the efficiency of the selection procedures and the perceived fairness of those decisions. Other potential priorities identified by either the gap analysis or the key driver analysis included improving confidence in the internal review system, better managing performance, and encouraging employee consultation and input. These issues were also highlighted in the 2009 report, and while there has been improvement in some of these areas, the results confirm that they remain prime opportunities for improvement.

The main decreases compared to the 2009 survey were:

- Fewer employees agreed their workplace strives to meet customer service needs and that customer feedback is used to improve services.
- A smaller percentage of employees reported awareness of the Principles of Public Administration, the Principles of Human Resource Management and the Principles of Conduct (*Public Sector Employment and Management Act*).
- Fewer employees agreed that people outside the NTPS have a reasonable opportunity to apply for jobs and that most job vacancies are advertised publicly.
- There was less agreement that managers/supervisors provide consistent information about goals and priorities.

1.4 Differences across groups

Part 3 of the survey obtained information about employees' backgrounds. When analysing results across employees with different experiences and demographic characteristics, the following notable differences were found:

- On the whole Aboriginal and Torres Strait Islander (ATSI) respondents tended to report slightly lower scores than their non-ATSI counterparts. This was most notable within the concepts of community service and fairness, equity in employment, and discrimination-free and diversity recognised, as was the case for the 2009 employee survey. Also, their confidence in the principles being upheld overall was again somewhat lower than for non-ATSI respondents. More specifically, ATSI employees showed significantly less agreement regarding the view that employees behave ethically and fairly when making decisions that affect clients and customers or do not abuse their position of authority. ATSI employees also showed less confidence about cultural diversity not being a barrier to success in the workplace and less agreement regarding the extent to which their agency is committed to equity in employment. The percentage of ATSI employees reporting having been bullied or harassed in the past 12 months was again higher than non-ATSI employees, as was the number of employees who formally reported their concerns. In some areas, however, ATSI respondent scores were higher than non-ATSI respondents about flexible workplace and fair internal review system.



- The scores for males tended to be lower than for females, as was the case for the 2009 results. The more significant differences related to the concepts of community service and fairness, employment based on merit, managing performance, and equity in employment. There was less agreement among males that creativity and innovation are encouraged in the workplace, that employees are committed to providing excellent customer service and that customer feedback is used to improve service. Fewer males reported awareness of the existence of a formal performance management system in their workplace, and felt that most people in their workplace use time and resources efficiently. There was less agreement among males regarding perceived barriers to workplace success, including: sexual orientation, having a disability, and the use of flexible work options (including part-time work). Also, there was notably less agreement among males that academic qualifications were valued in the workplace. Males showed slightly stronger agreement with the following concepts than females: fair internal review system and apolitical, impartial and ethical.
- In a similar result to 2009, the scores for employees with a disability were notably lower than those without a disability. This was again the case for the overall evaluation that the concepts are upheld. Other marked differences between the two groups of respondents related to employment based on merit, equity in employment, apolitical impartial and ethical, rewarding workplace, discrimination free and diversity recognised, and safe workplace. There were markedly fewer employees with a disability, compared to those without, who felt that advertised selection criteria adequately reflect job requirements and those on selection panels have the requisite skills. Employees with a disability also showed less agreement that their agency is committed to promoting equity in employment and that having disability is not a barrier to success. There was less agreement among employees with a disability that workplace decisions are made fairly and objectively; they were also less confident that their manager or supervisor would take appropriate action if such decisions occurred. There were also fewer employees with a disability who felt comfortable with their current level of workplace stress. Employees with a disability were also less confident that they would be supported through emotionally demanding work than those without disability.
- There were few areas where the views of full-time employees differed notably from those of part-time employees. The exception was the concept of flexible workplace where, as would be expected, part-time employees scored higher than full-time employees. Full-time employees again reported greater awareness of the concepts than their part-time counterparts. Also similar to the 2009 results, part-time employees showed greater support for the view that working part time or using other flexible work options is not a barrier to success in the workplace. Full-time employees again reported higher stress and workload levels compared to part-time employees. While there was not a marked difference between full-time and part-time employees about the extent to which they viewed their workplace as rewarding, the percentage of full-time employees who felt proud to work in the NTPS was somewhat higher than their part-time colleagues.
- In a similar result to 2009 and consistent with other similar surveys, managers tended to report higher scores than non-managers. This again included the overall evaluation that the concepts are upheld as well as more marked differences in employment based on merit, application for employment open to all, apolitical, impartial and ethical, and quality leadership. Managers again showed markedly higher support regarding the perceived efficacy of recruitment and selection procedures, as well as fairness of recruitment and selection decisions compared to non-managers. Managers reported feeling more stressed than non-managers, and in view of this result it was perhaps not surprising that a higher percentage of managers felt pressured to work long hours compared to non-managers.

- There were some differences in reported scores among the regions. The regions that tended to show stronger support for the concepts were Darwin (city), Barkly and Alice Springs (town). The regions showing less support for the concepts were East Arnhem and Alice Springs (other). The differences were more notable in relation to the concepts flexible workplace and apolitical, impartial and ethical. There was markedly less agreement from employees within both these regions that their workplace supports people in achieving a good worklife balance or that managers/supervisors take into account the differing needs and circumstances of employees when making decisions. There was also less agreement that workplace decisions are made fairly and objectively. The highest percentage of staff reporting that they had been bullied or harassed in the past 12 months was in the East Arnhem region.
- With regard to age, the greatest support for the concepts was shown among younger workers (up to the age of 24). The differences were more notable among the concepts of employment based on merit, flexible workplace, and employee consultation and input encouraged. There was generally more confidence in recruitment procedures and selection and promotion decisions compared to other age groups. This may be a reflection on having relatively recent experience of a positive selection decision. There was also greater agreement among this group that managers/supervisors listen to employees and that their input is sought and considered. The least support for the concepts tended to be among employees aged 60 to 64. The difference being more marked for the concepts of employment based on merit, flexible workplace and fair internal review system. There was notably less confidence shown in selection procedures and the skills of those involved in the selection process. There was also less support shown among this group that their workplace culture supports the achievement of work-life balance and less confidence shown in the processes and procedures used to resolve employee grievances.

1.5 Other findings

Some additional analyses were conducted for the 2011 Employee Survey based on extra items that were included. These related to the perception of health and wellbeing programs. Employees reported greatest awareness of general lifestyle programs, followed by those dealing with smoking, ergonomics and mental health. Those programs rated as the most effective were those covered by 'other' (ie not fitting into another category) and exercise.

An assessment of the relationship between educational background and perceived value of academic qualifications was not conclusive, however, it is interesting to note that those with the highest level of academic achievements and qualifications (post graduate research or doctorate qualifications) felt that there was less value placed on such achievements and qualifications compared to most of the other groups in this category.

1.6 Next steps

One of the highest priorities immediately following any employee survey is the distribution of results to managers, employees and other critical stakeholders. Senior managers need to understand the results for the entire NTPS workforce as well as for their own area of responsibility. Most employees will not want to know the detailed results of the survey but they will want to know the key findings and the actions that will be taken to address at least some of the identified areas for improvement.

A substantial challenge following any large-scale employee survey is planning actions to be taken across the entire sector as well as actions specific to individual agencies. Following communication of results to senior executives within each agency, these same senior executives need to decide upon both global and local strategies to address agreed priorities. Action plans need to be developed and monitored, with senior executives taking responsibility for fulfilling the plans and reporting progress towards achieving set goals.



2.0 Background

2.1 Public Sector Employment and Management Act

The Public Sector Employment and Management Act (PSEMA) is the Act for the regulation of the Northern Territory Public Sector (NTPS) and human resource (HR) administration and management of agencies established for government and public purposes.

Among other things, the PSEMA sets out the powers, functions and responsibilities of the Commissioner for Public Employment and chief executives.

Through regulation, PSEMA sets out the principles of public administration and management, human resource management and conduct. These, together with the Code of Conduct (Employment Instruction Number 13), are intrinsic elements of the employment arrangements established by the PSEMA.

While the principles are expressed in general terms, they establish a framework that informs employees of their obligations and rights. At a different level, the principles also constitute a set of standards against which agency HR policies, procedures and other initiatives can be measured.

Similarly, the Code of Conduct provides specific guidance on a range of ethical and practical issues that may impact on employees during their service to the NT community. NTPS employees are in a rare position of trust requiring standards of behaviour that reflect community expectations.

The principles and Code of Conduct are part of the terms and conditions of the employment relationship. As such they are binding on all employees and must be observed by all, including chief executives and the Commissioner for Public Employment.

The principles and the Code of Conduct inform the focus of research of the survey, including the concepts of community service and fairness, accountable for actions and performance, employment based on merit, application for employment open to all, managing performance, equity in employment, flexible workplace, fair internal review system, rewarding workplace, apolitical, impartial and ethical, quality leadership, discrimination-free and diversity recognised, employee consultation and input recognised, and safe workplace.

Please note that amendments to the PSEMA, associated Regulations and other instruments such as the Commissioner's Employment Instructions have been made and will become effective in January 2012.

2.2 Survey methodology

The survey was developed specifically to meet the needs of the NTPS and, in particular, to assess the performance of the NTPS workforce against the NTPS principles and Code of Conduct within PSEMA.

The survey content was similar to the NTPS 2009 employee survey and similar to the employee survey of the Tasmanian Office of the State Service Commissioner (2005, 2007 and 2010) with amendments based on the specific needs of the NTPS for the 2011 survey.

The survey comprised three parts. Part 1 explored employees' awareness of the NTPS principles and Code of Conduct, and assessed employees' level of agreement (on a five-point 'strongly agree' to 'strongly disagree' rating scale) with 76 statements associated with the NTPS principles. These statements were grouped into 14 concepts reflecting the principles contained within the PSEMA. The 2011 survey also contained a number of statements regarding general comments and impressions of employees' workplace experiences.

Part 2 of the survey involved 12 'yes'/'no' statements on which employees reported their experiences with events including job applications, selection processes, performance management, bullying and harassment, grievance processes, and recreational leave. Some of these yes/no statements had branching questions if employees answered 'yes' to an initial question. The 2011 survey also included some additional items that sought information regarding employees' awareness and perceived efficacy of health and wellbeing programs offered by their agency.

Part 3 of the survey requested background information about employees, including information about gender, age, place of birth, first language, identification as Aboriginal or Torres Strait Islander, having a disability and whether the disability required a work-related adjustment, length of service for the service and their agency, employment status, management status, salary, classification, education, caring responsibilities, retirement intentions, and region of work within the Northern Territory.

Employees' answers to Part 2 and Part 3 of the survey were used to analyse differences in confidence in the concepts across groups with different working experiences and backgrounds.

2.3 Scoring of responses

The primary score used to report employees' confidence in the application of the concepts is the percentage of employees who agreed or strongly agreed with the statements regarding the concepts. For example, the score for the statement 'Employees in my workplace are committed to providing excellent customer service' is 79 per cent, indicating that 79 per cent of employees answered 'agree' or 'strongly agree' with this particular statement. It should be noted that this result does not mean that 21 per cent of employees disagreed – for this particular statement, 13 per cent of employees answered 'neither agree nor disagree' (the middle of the five response options) and only 8 per cent of employees answered 'disagree' or 'strongly disagree'. Employees who did not answer a question or responded 'don't know' are not included in calculations of '% Agree and Strongly Agree' or '% Yes'.

The 76 agree/disagree statements in Part 1 of the survey were sorted into 14 categories, with each category representing a concept within the NTPS PSEMA. Scores for these concepts were calculated by averaging the scores for all statements in the category. For example, statements 1.3, 1.4, 1.5, 1.6, 1.7, 1.8 and 1.9 were all grouped into a concept called community service and fairness and a score for this concept was calculated by averaging the scores for the seven statements within the category. The bulk of this report is structured around these 14 concepts, with each concept having its own section in this report. In each section the results are shown for the overall category (highlighted in blue) and for individual statements.

2.4 Response rates

The overall response rate across the whole NTPS workforce was 31 per cent, with 5,817 responses received from the 18,512 employees who were available to complete the survey. This compared to a 25 percent response rate in the 2009 survey. From a statistical point of view, and given the very large and diverse workforce that was being targeted, 31 per cent can be regarded as a good response rate. The response rate was significantly higher for the web-based survey (34 per cent) than it was for the paper-based survey (8 per cent).

The response rates for individual agencies are shown in Figure 2.1. Although not universally the case, response rates tended to be higher for the smaller agencies and lower for the larger agencies, which was a similar pattern to the 2009 results and is a typical finding for employee surveys given that larger workforces are harder to communicate with and motivate to complete the survey. The Northern Territory Electoral Commission produced the highest response rate of 100 per cent, the Office of the Commissioner for Public Employment achieved an 83 per cent response rate, and the Ombudsmen NT achieved an 80% response rate. The lowest response rates were reported by the Department of Education and Training and Power and Water Corporation, with response rates of 23 per cent and 4 per cent respectively. For Power and Water Corporation there were some factors unique to that agency that are likely to have contributed to its low response rate.

Through the Survey period there were widespread reporting technical issues with the online survey & slowness in delivery of paper-based surveys to regional and remote areas which may have effected some response rates.

As is shown in the following section, the demographic profile of the employees who completed the survey reasonably matches the demographic profile of the overall workforce. Given the strong response rate and the representativeness of the survey sample (as mentioned in Section 1.1, above), the results can be confidently assumed to accurately represent the entire NTPS. Given this assumption, the response rate of 31 per cent for the overall NTPS provides a very small margin of error of ± 1.0 per cent; that is, the true scores for the whole sector can be confidently assumed to be within a range of 1.0% lower and 1.0% higher than the scores presented in this report.

2.5 Sample profile

Figures 2.2, 2.3 and 2.4 compare the characteristics of the overall NTPS workforce with the survey sample. To a large extent the workforce profile closely matches the sample profile. Nevertheless, there are some differences. The survey sample is under-represented by the Department of Education and Training (this may have been due to working conditions that currently exist in this agency that resulted in more limited access to the survey) and Power and Water Corporation. The sample is slightly over-represented by the Department of Natural Resources, Environment, the Arts and Sport and the Department of Lands and Planning (see Figure 2.2). Females are slightly over represented relative to males. Employees with lower tenure in the NTPS are somewhat under-represented, while employees with five to 10 years' NTPS service are slightly over-represented.

Figure 2.5 shows further details of the survey sample. As shown in Figure 2.5, 22 per cent of the survey sample were born overseas, 10 per cent do not have English as their first language, 6 per cent have an ATSI background, 5 per cent have a disability, 33 per cent are managers or supervisors, 54 per cent have a degree, 34 per cent care for a child, and 58 per cent have no caring responsibilities. Figure 2.6 indicates that of those with a disability 40 per cent require a work-related adjustment.

In addition, Figure 2.9 indicates that 33 per cent of females care for a child and 58 per cent have no caring responsibilities. Figure 2.9 also shows that 35 per cent of males who responded to the survey have caring responsibilities, while 58 per cent have no caring responsibilities (ie the per centage is the same for males and females). Figure 2.10 shows that 60 per cent of full-time employees report no caring responsibilities, while only 35 per cent of part-time staff reported no caring responsibilities. A higher proportion of part-time staff also report having caring responsibilities for children (56 per cent vs 32 per cent for full-time staff). Figure 2.11 reports that those staff aged 35-44 have the highest proportion of caring responsibilities for children, while among younger staff (15-29) and older staff (55-65+) the per centage with caring responsibilities is much less.

Finally, employees were asked about their retirement plans. Responses are shown in Figure 2.7, with 23 per cent planning to retire between the ages of 56 and 60 and a further 7 per cent planning to retire at age 55. 18 per cent of respondents are still uncertain about the age at which they will retire. By combining employees' current age with their planned age of retirement it was possible to calculate the number of years until retirement. As shown in Figure 2.7, 15 per cent of employees are planning to retire within the next five years and a further 15 per cent within 6 to 10 years, giving a total of 30 per cent planning to retire within the next 10 years.

Compared to the 2009 survey there has been a slight decrease in the proportion of staff planning to retire. A possible explanation may be that employees are extending their working lives. Respondents were also asked about their working life intentions in the NTPS and in the broader labour market (Figure 2.8), with 19 per cent not planning to stay working in the NTPS beyond the next three years. Fifty-five per cent of survey respondents indicated that they did not know what their working life intentions were outside of the NTPS, indicating a substantial degree of uncertainty regarding work intentions beyond the NTPS.

Figure 2.1 - Response rates for the NTPS workforce and individual agencies

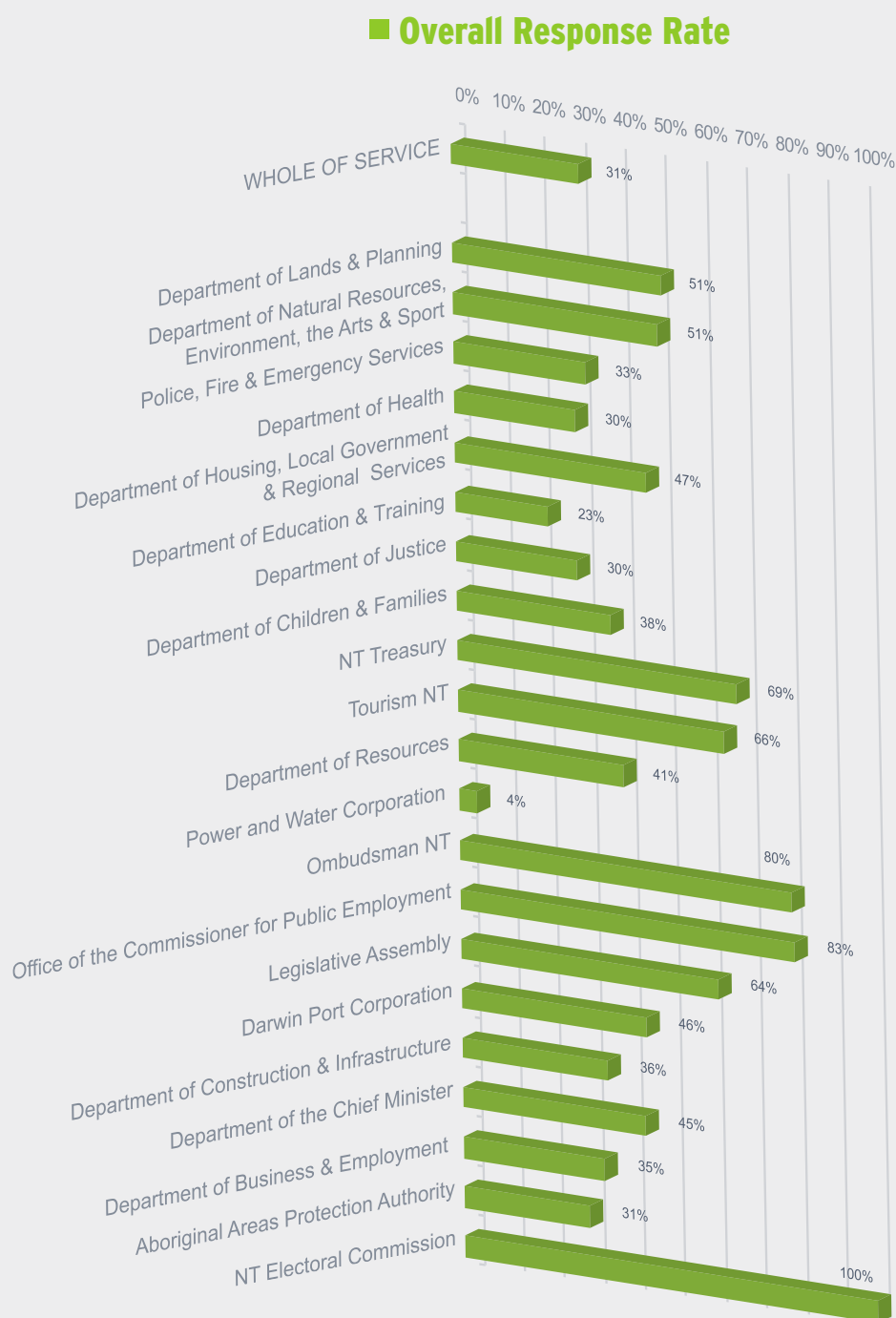


Figure 2.2 – Proportion of the overall workforce within each agency compared to the survey sample

■ **Workforce Profile (% of Total)** ■ **Survey Responses (% of Total)**

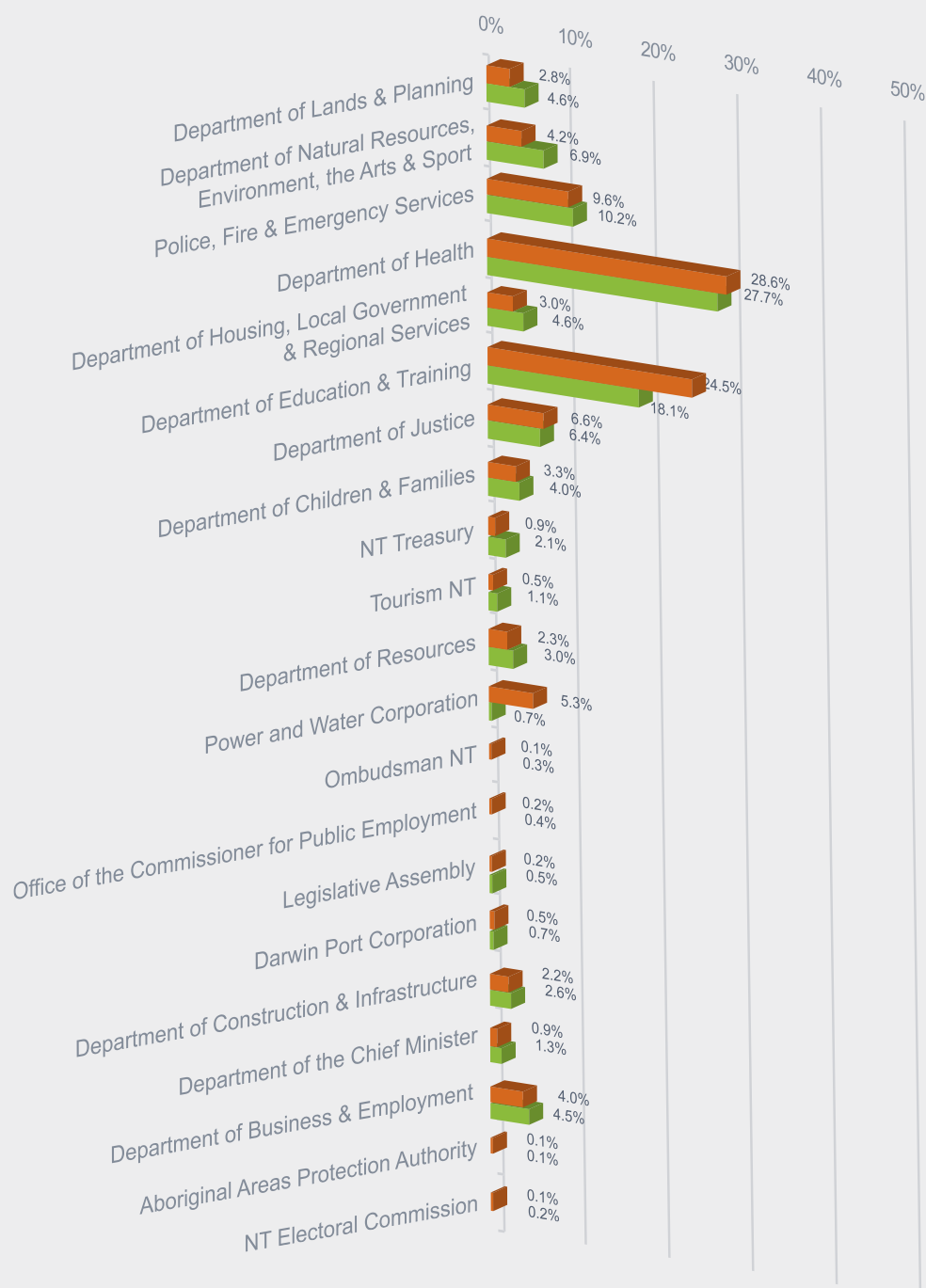


Figure 2.3 – Comparison of the workforce profile against the survey sample profile for gender, age, length of service, and full-time/part-time status

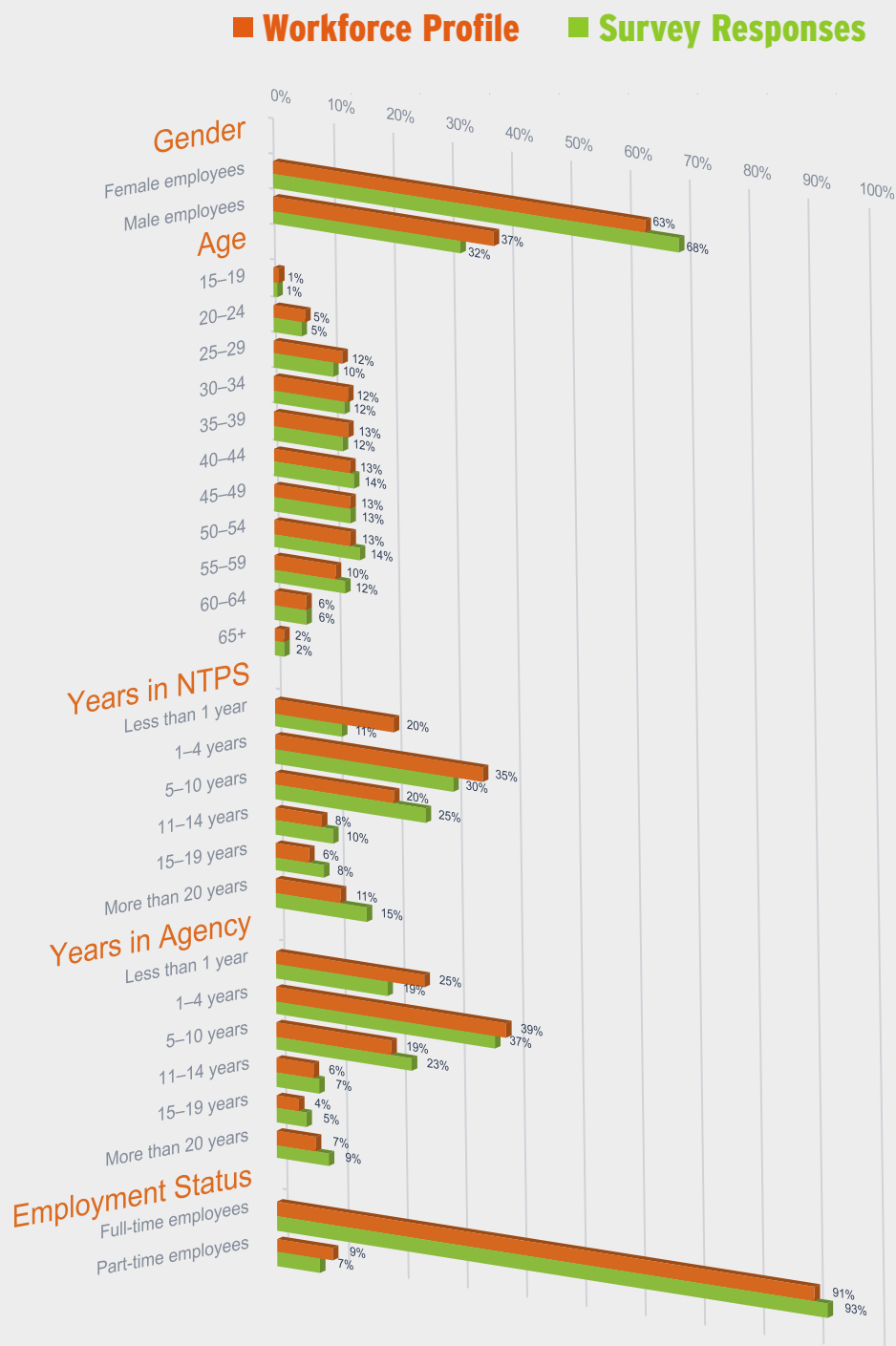


Figure 2.4 - Comparison of the workforce profile against the survey sample profile for employment category, salary, region, and survey method

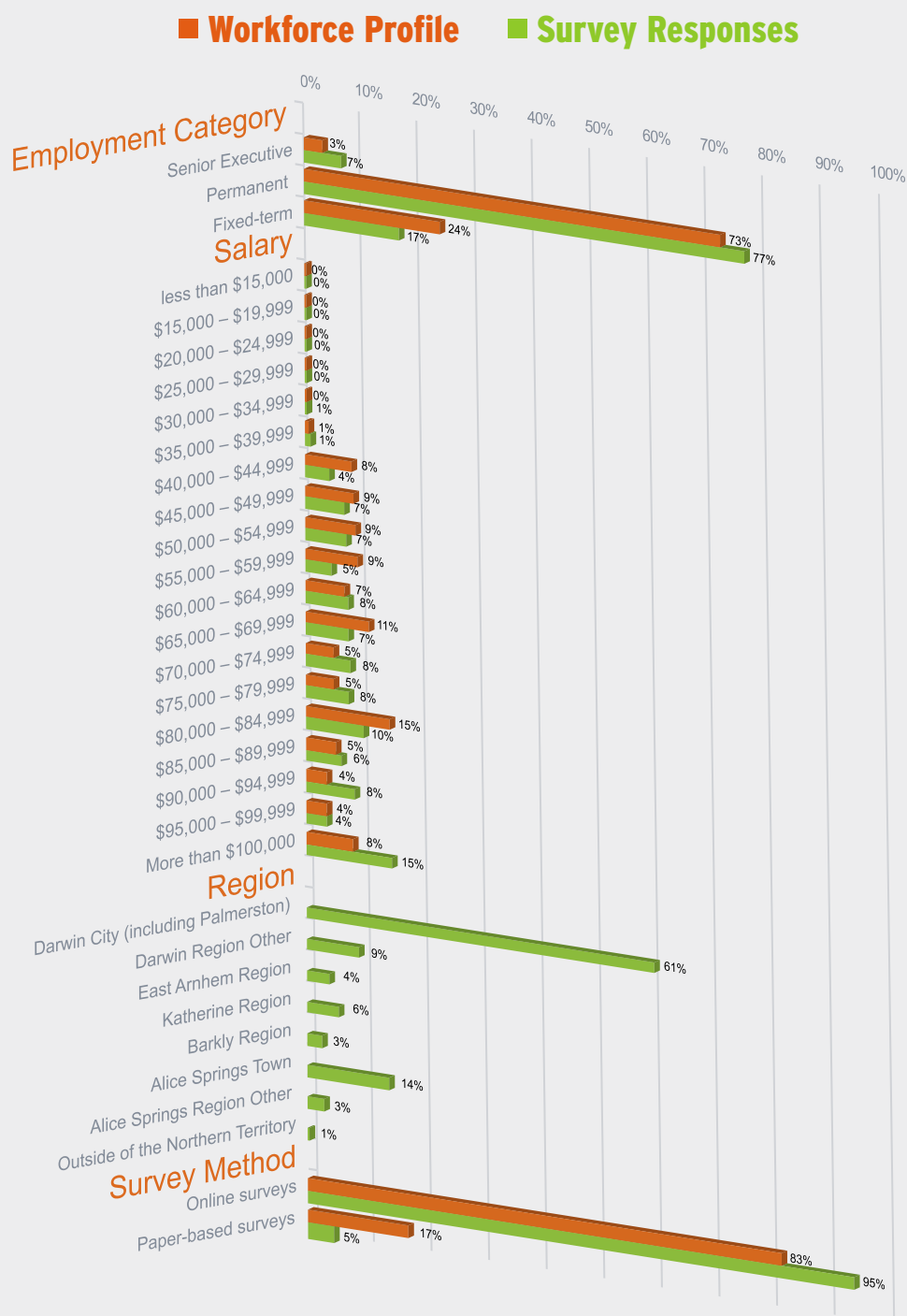


Figure 2.5 – Sample characteristics for place of birth, first language, ATSI background, disability, manager status, education, and caring responsibilities

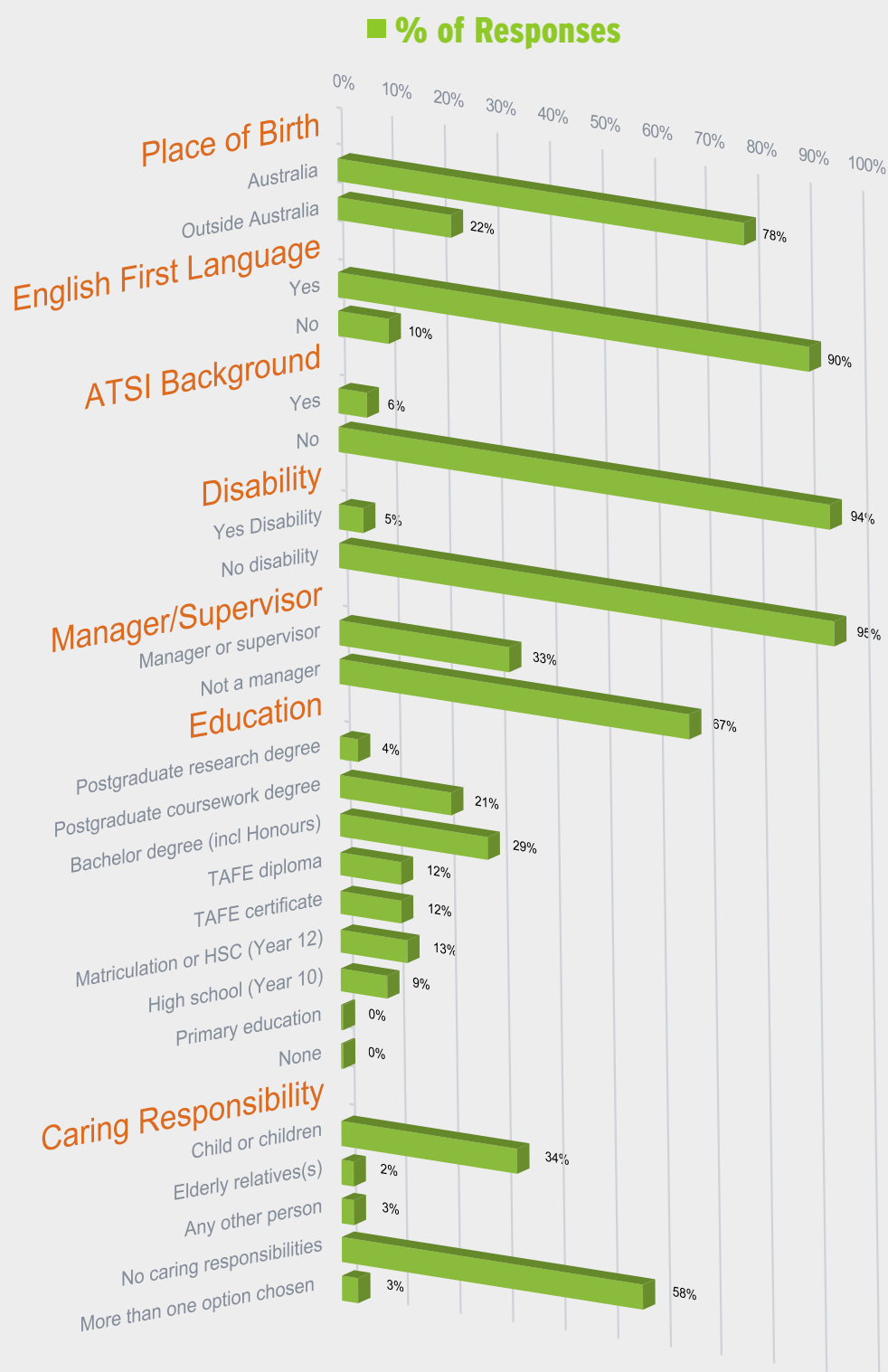


Figure 2.6 - Percentages of people with a disability requiring and not requiring work-place adjustments

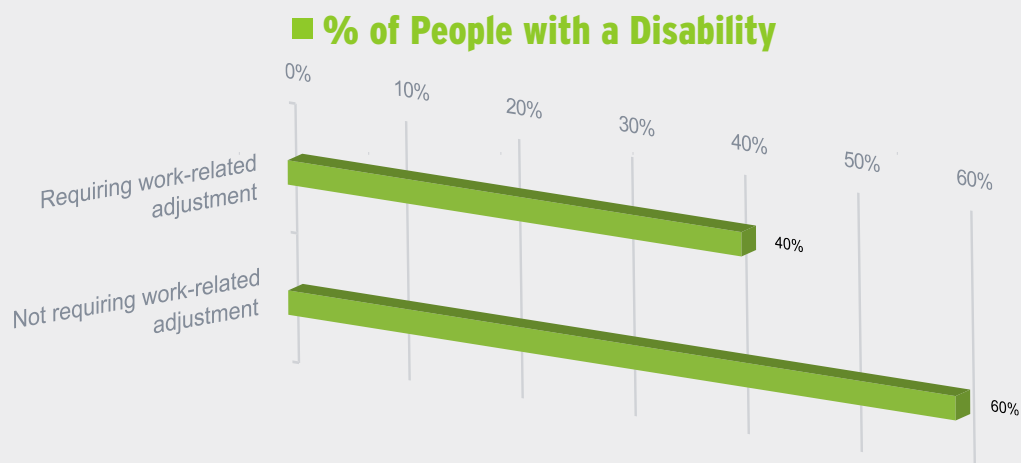


Figure 2.7 - Retirement plans

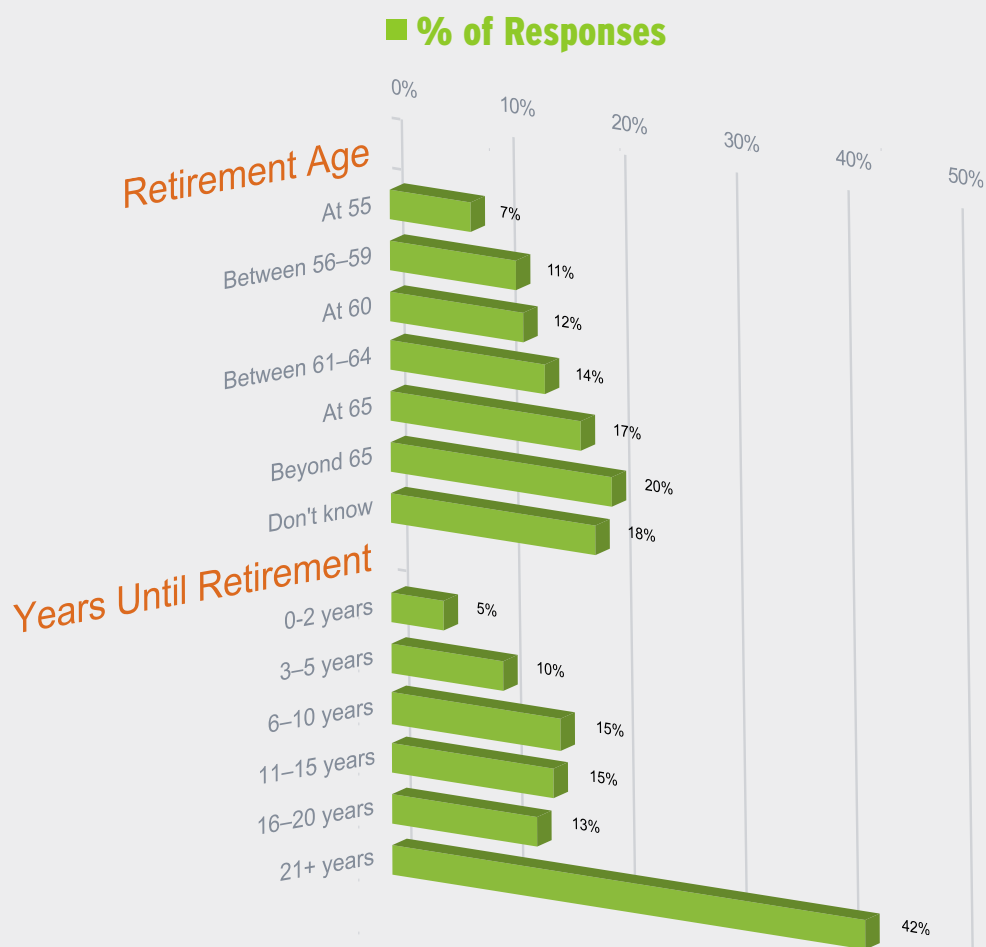


Figure 2.8 - Working life intentions; planned duration of working life within the NTPS and broader labour market (i.e. outside the NTPS)

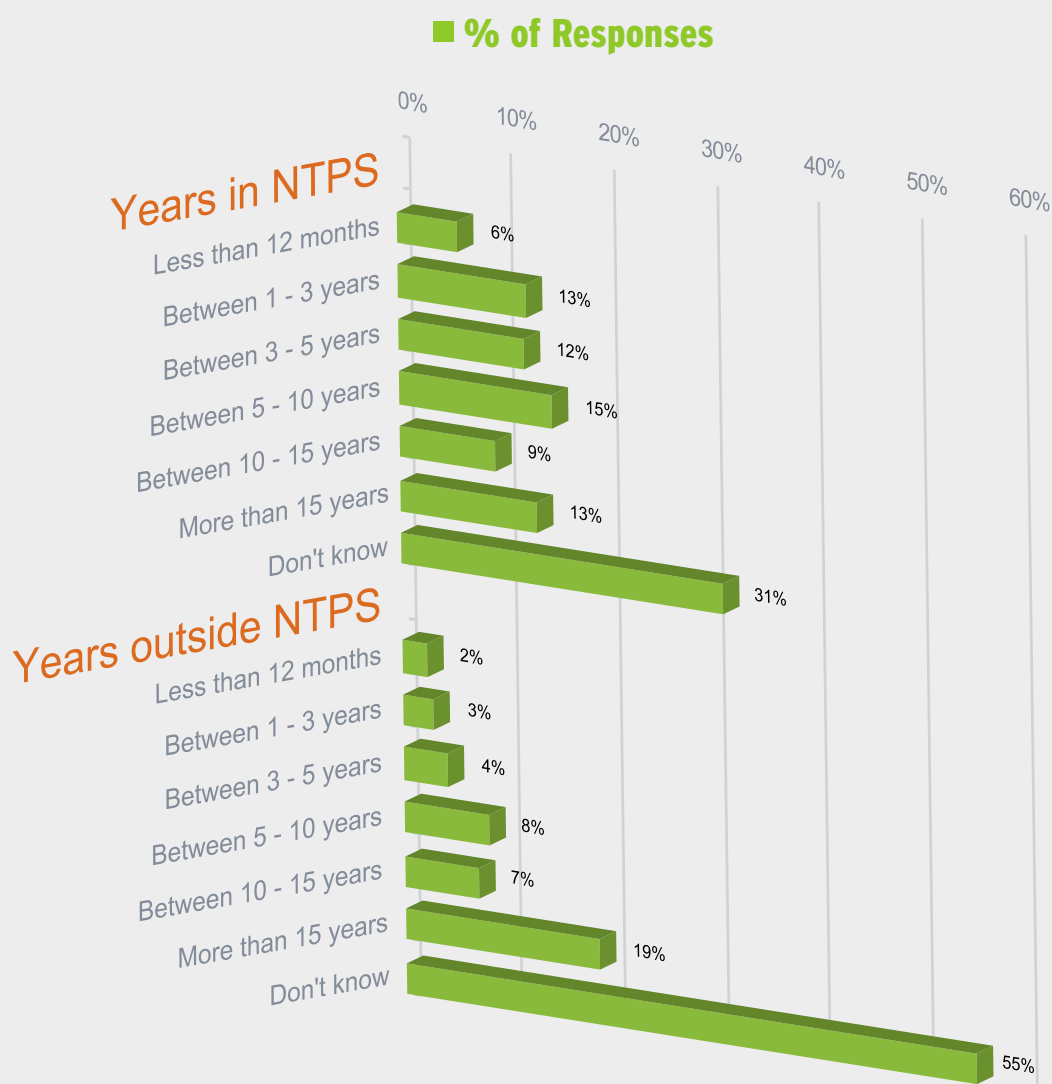


Figure 2.9 - Caring responsibilities by gender

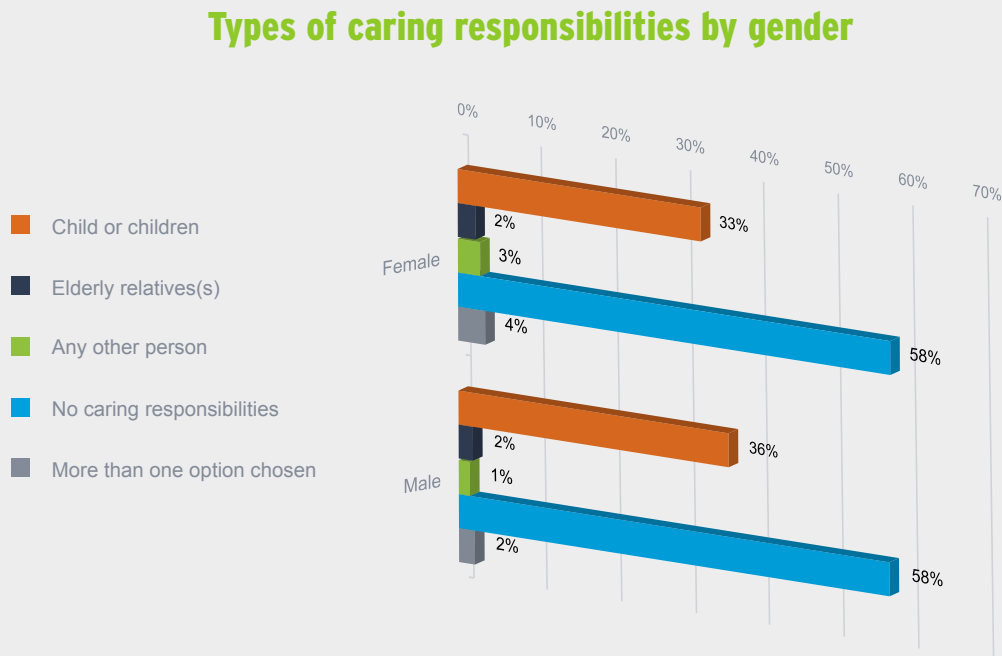


Figure 2.10 - Caring responsibilities by full-time or part-time status

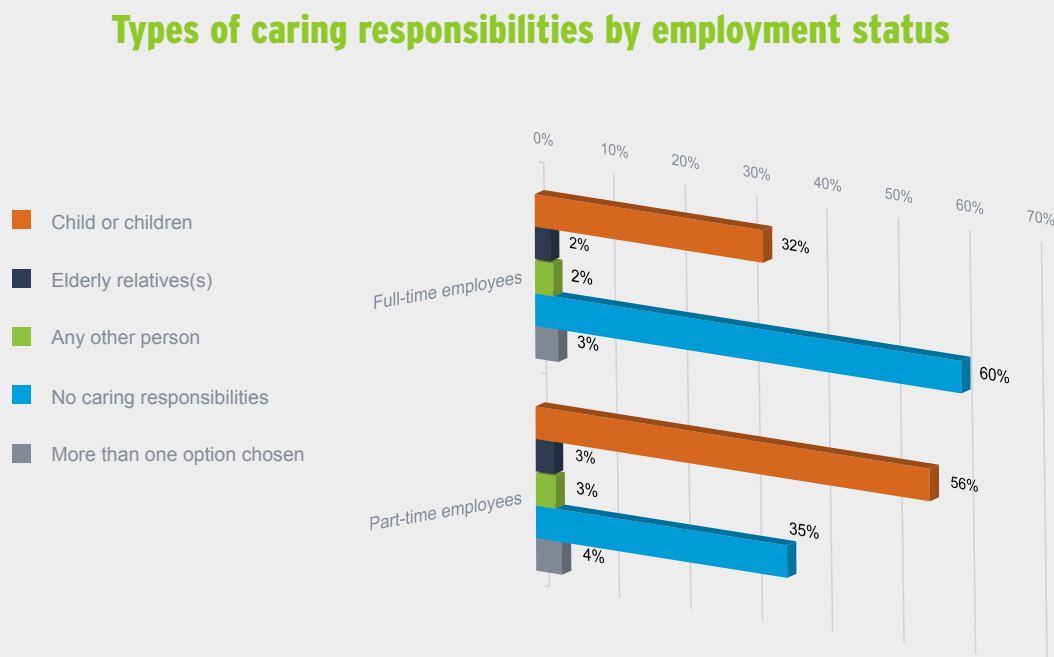
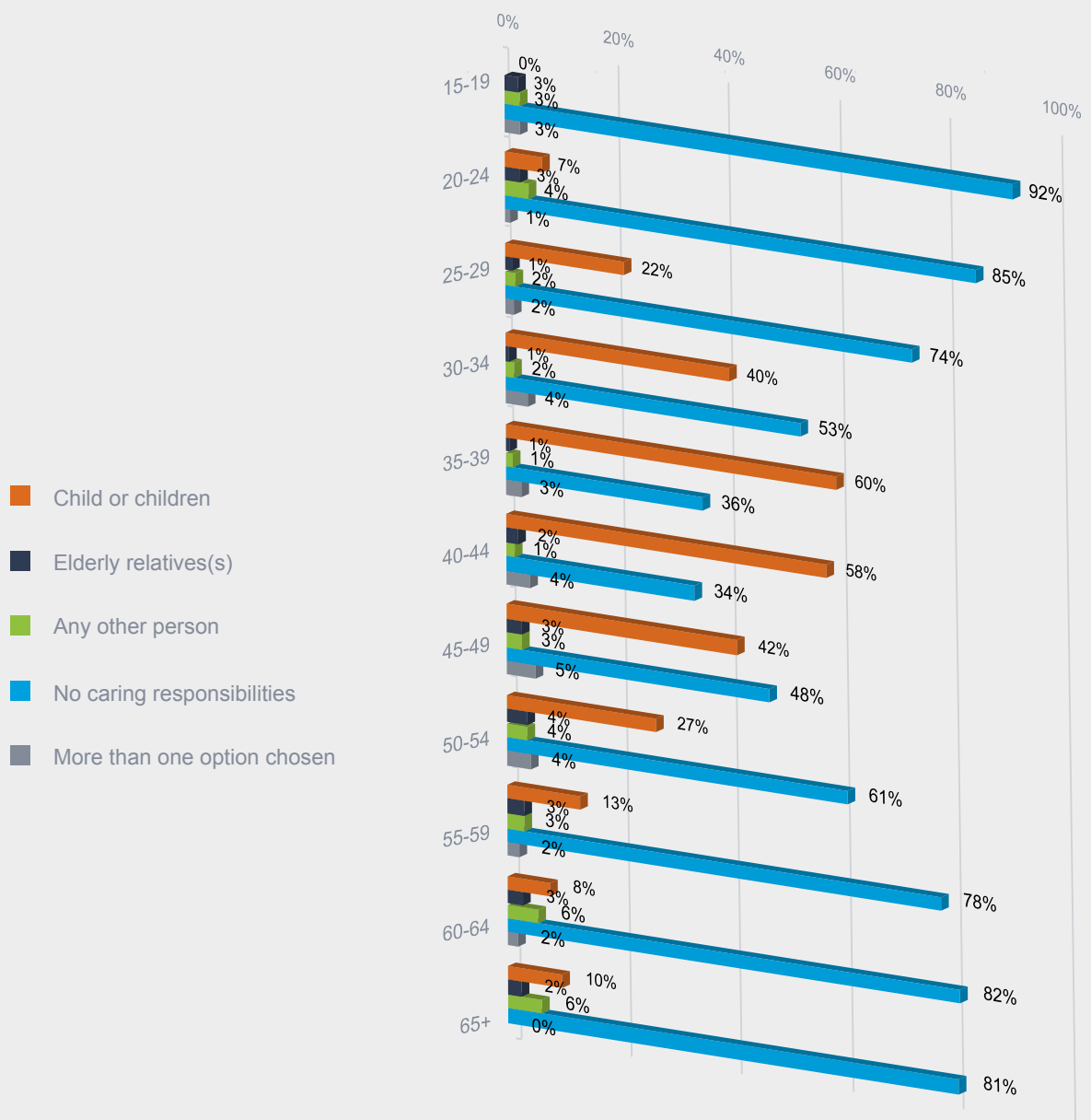


Figure 2.11 – Caring responsibilities by age

Types of caring responsibilities by age



3.0 Overall results

3.1 Awareness of NTPS principles and Code of Conduct

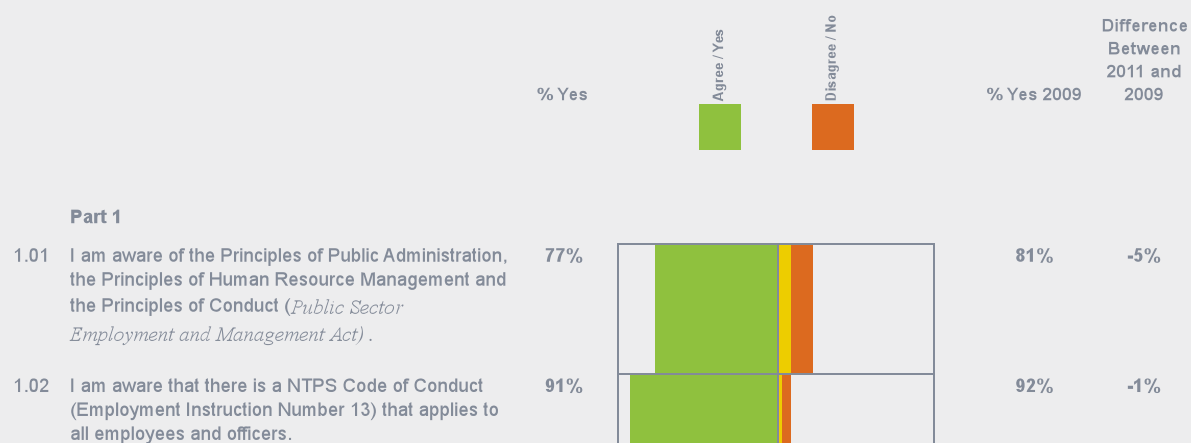
The two statements in Figure 3.1 explored employees' awareness of the NTPS principles and Code of Conduct. As shown, 77 per cent of employees reported being aware of the principles of public administration and management, the principles of human resource management and the principles of conduct, while 91 per cent reported being aware of the Code of Conduct. Overall, there was a marginal drop in awareness compared to the results of the 2009 survey.

3.2 Key positive findings

Many strengths were identified, including:

- The highest scoring concept was application for employment open to all. There was clear agreement among employees that most job vacancies are advertised publicly and that people outside the NTPS have the opportunity to apply for jobs within the NTPS.
- Other concepts that scored highly were community service & fairness and equity in employment. There was strong support among employees that confidentiality of information is taken seriously, that employees are committed to providing excellent customer service and employees do not abuse their authority when dealing with customers or clients. Similarly, a clear majority of employees felt that gender, age, cultural background and sexual orientation are not barriers to workplace success.
- The highest scoring individual statement in the survey related to role clarity, with a very high proportion of staff reporting that they know how to get their job done. Another statement that received very strong support was about the quality of working relationships, with a strong majority of staff reporting that they have good working relationships with their co-workers. There was also a very high level of awareness shown of the existence of the NTPS Code of Conduct.

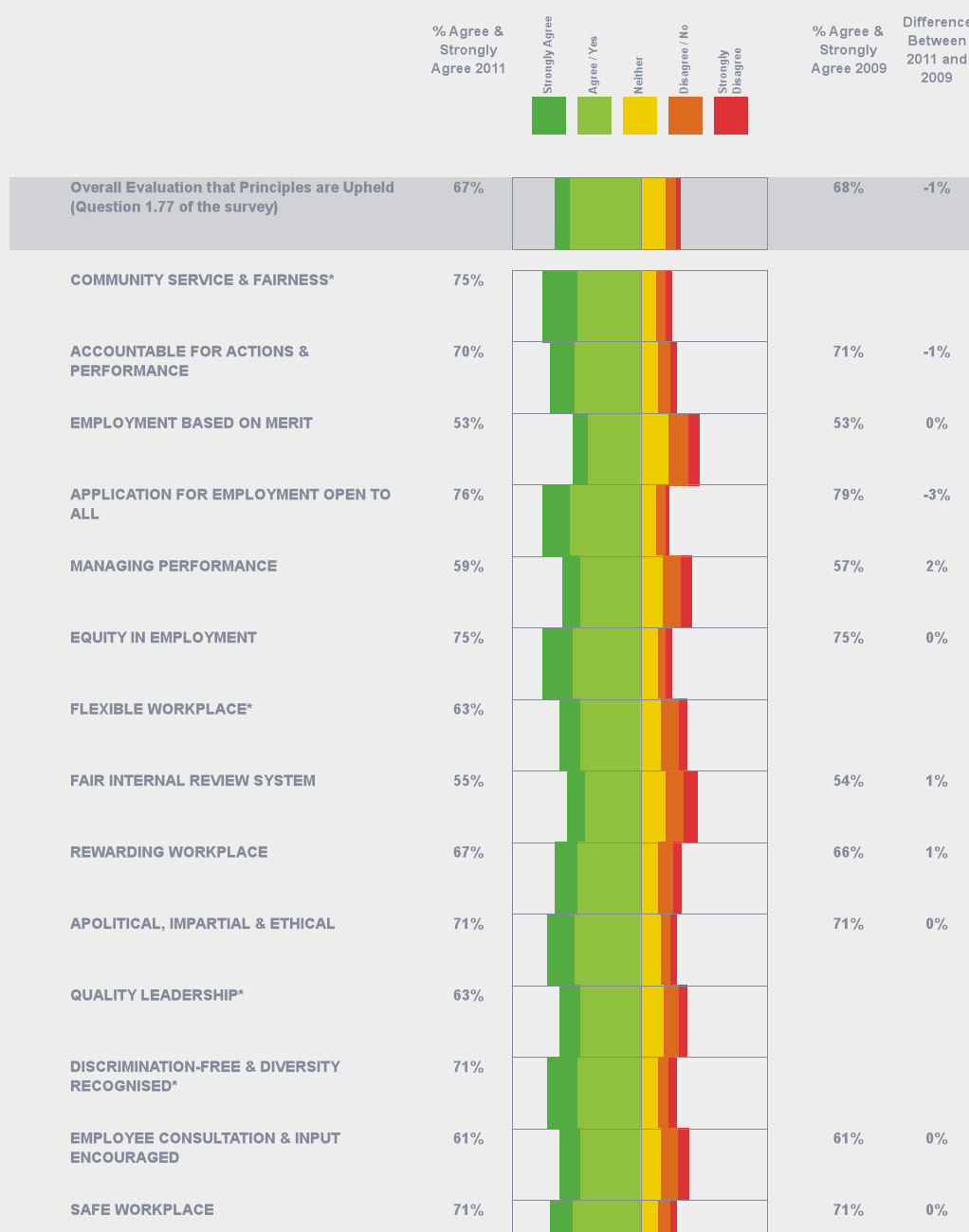
Figure 3.1 – Awareness of NTPS principles and Code of Conduct



3.3 Category scores for 14 concepts associated with the NTPS principles and Code of Conduct

Figure 3.2 shows the overall category scores for the 14 concepts in Part 1 of the survey. The historical comparisons are also shown. Similar to the results in 2009, staff reported positively regarding the application of concepts associated with community service and fairness (75 per cent), application for employment being open to all (76 per cent), and equity in employment (75 per cent). On the other hand, staff were less confident in the areas of employment being based on merit (53 per cent), having a fair internal review system (55 per cent) and managing performance (59 per cent). Notably, the principle associated with flexible workplace improved significantly since 2009. Finally, 67 per cent of employees reported having confidence that the NTPS principles are upheld in their workplace.

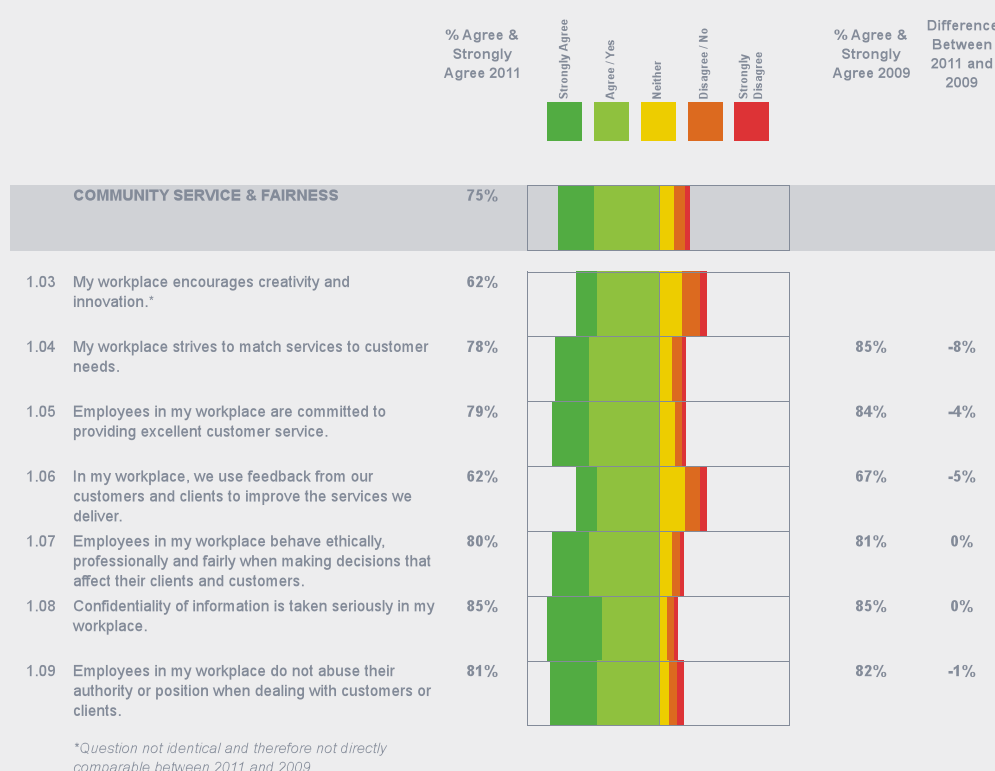
Figure 3.3 - Category scores for groups of related statements



4.0 Community service and fairness

Principles of public administration and management – (a) the Public Sector shall be administered in a manner which emphasises the importance of optimum service to the community. The results for this principle are shown in Figure 4.1.

Figure 4.1 – Community service and fairness

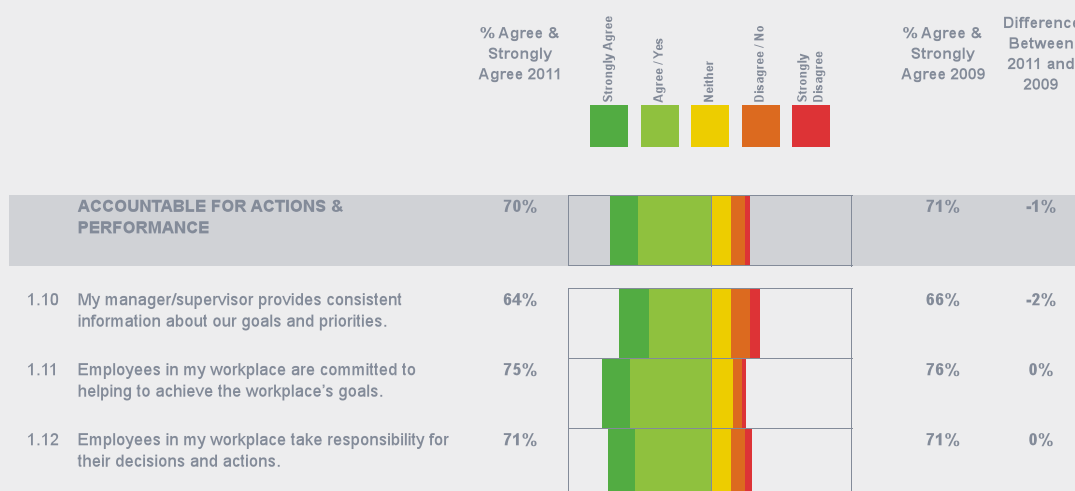


- Staff generally believe that there is a strong level of community service and fairness demonstrated within their agency and the sector.
- Similar to 2009, a large majority of employees (85 per cent) agreed that confidentiality of information is taken seriously.
- A majority of employees also believe that staff behave ethically and professionally when making decisions about their clients and customers (80 per cent), and that staff do not abuse their authority or position when dealing with clients or customers (81 per cent).
- Compared to 2009, fewer employees now believe that their workplace strives to match services to customer needs (78 per cent, -8 per cent), and that employees are committed to providing excellent customer service (79 per cent, -4 per cent).
- Employees also believe that feedback from customers and clients is used to improve the services delivered (62 per cent), although there is less support for this statement compared to the previous survey.

5.0 Accountable for actions and performance

Principles of public administration and management – (c) administrative responsibility and authority shall be clearly defined to allow the expeditious discharge of that responsibility and exercise of authority with appropriate levels of accountability. The results for this principle are shown in Figure 5.1.

Figure 5.1 – Accountable for actions and performance



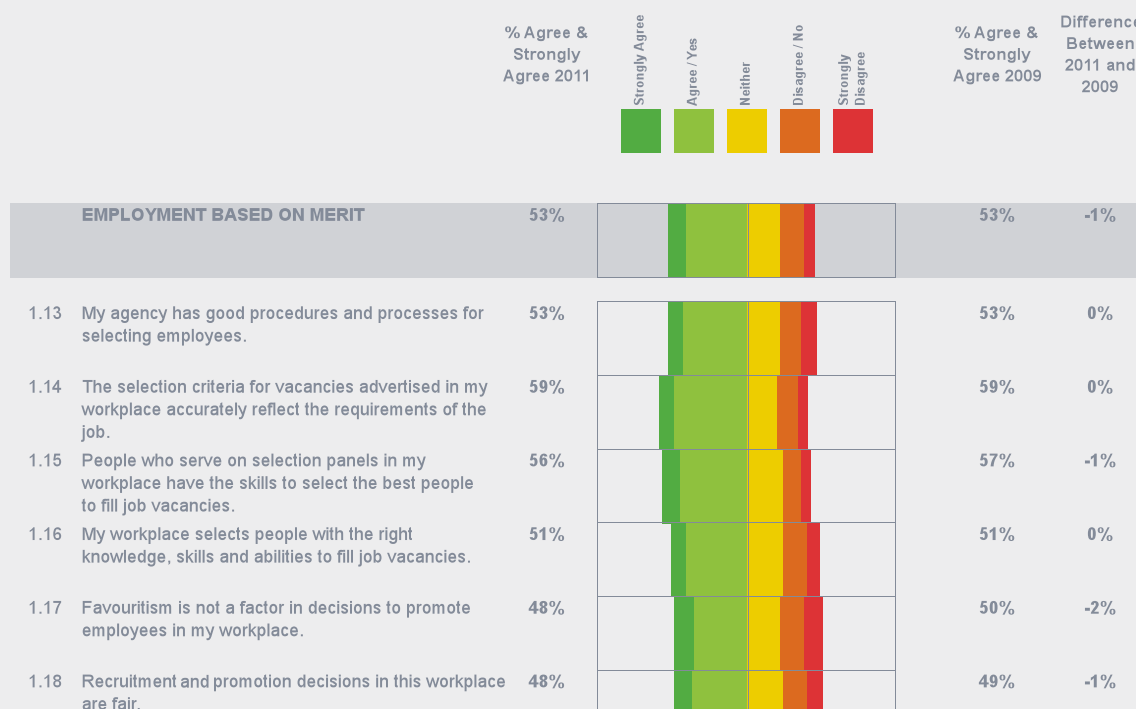
- Three quarters of employees agreed that other employees in their workplace are committed to achieving workplace goals.
- Further, a large percentage (71 per cent) believe that their fellow employees take responsibility for their decisions and actions.
- A lower percentage of employees agreed that managers or supervisors provide consistent information about goals and priorities (64 per cent).



6.0 Employment based on merit

Principles of human resource management – (a) subject to the Act, the selection of persons to fill vacancies in the Public Sector shall be on the basis of merit. The results for this principle are shown in Figure 6.1.

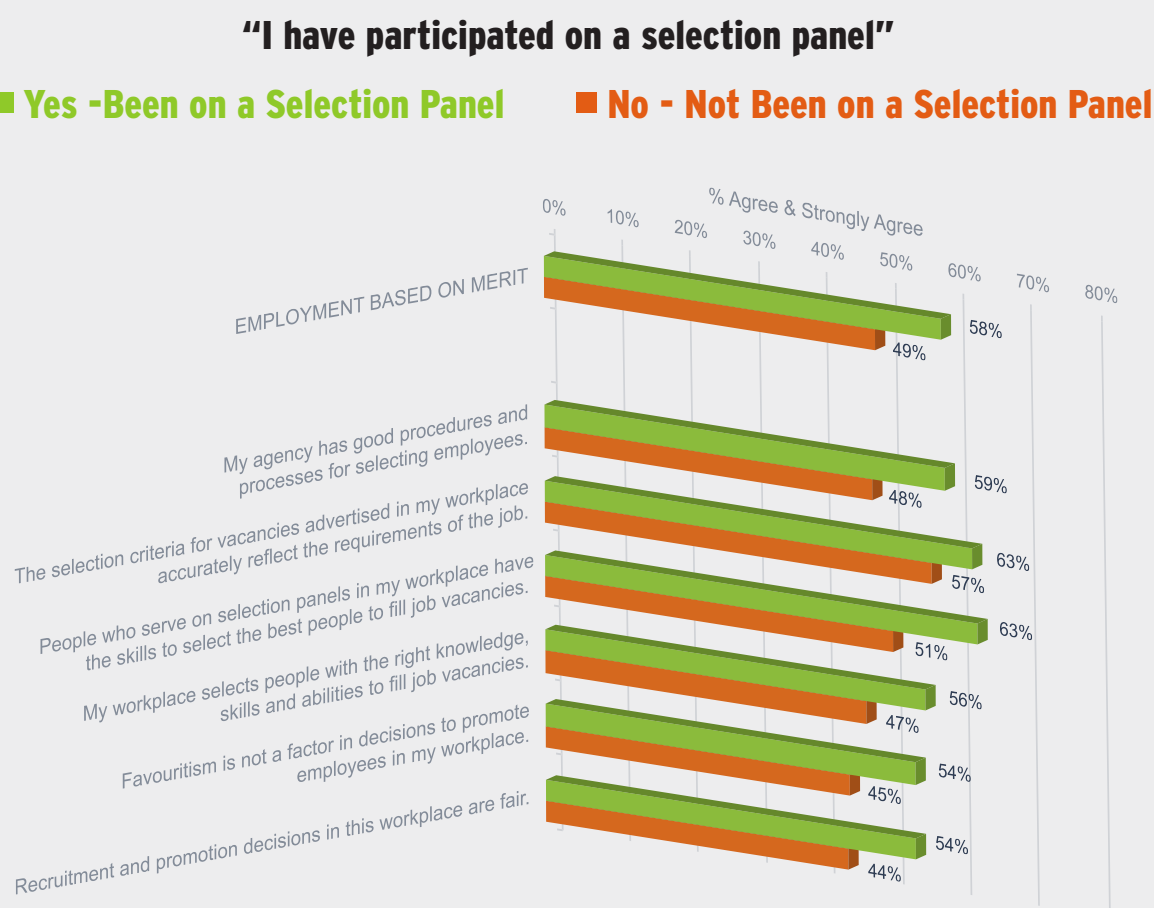
Figure 6.1 – Employment based on merit



- 53 per cent of employees provided overall support for employment being based on merit.
- As shown in figure 6.1, support is provided for the idea that selection criteria accurately reflect job requirements (59 per cent). In addition, 56 per cent of staff believe that those who serve on selection panels have the necessary skills to select the best person for the job.
- Similar to 2009, approximately half of all employees agreed that their workplace selects people with the right knowledge, skills and abilities for jobs (51 per cent agreement), and that their organisation has good processes and procedures for selecting employees (53 per cent).
- However, less than half of the employees who responded to the survey believe that favouritism is not a factor in decisions to promote employees, and that recruitment and selection decisions are fair.

- It is important to apply some caution when interpreting these results. Averaged responses to employee surveys will never demonstrate universal support for recruitment and selection processes given the limited number of promotion opportunities within agencies and the limited exposure employees have to recruitment processes. According to Figure 6.3, below, those employees who have not participated on a selection panel showed significantly less confidence in recruitment and selection processes and decisions than those who had. Also, statements associated with recruitment and selection tend to be some of the lowest-scoring sections of public sector surveys, with results in other jurisdictions being similar to those presented here.

Figure 6.3 - Participation on a selection panel against confidence in the application of the merit principle

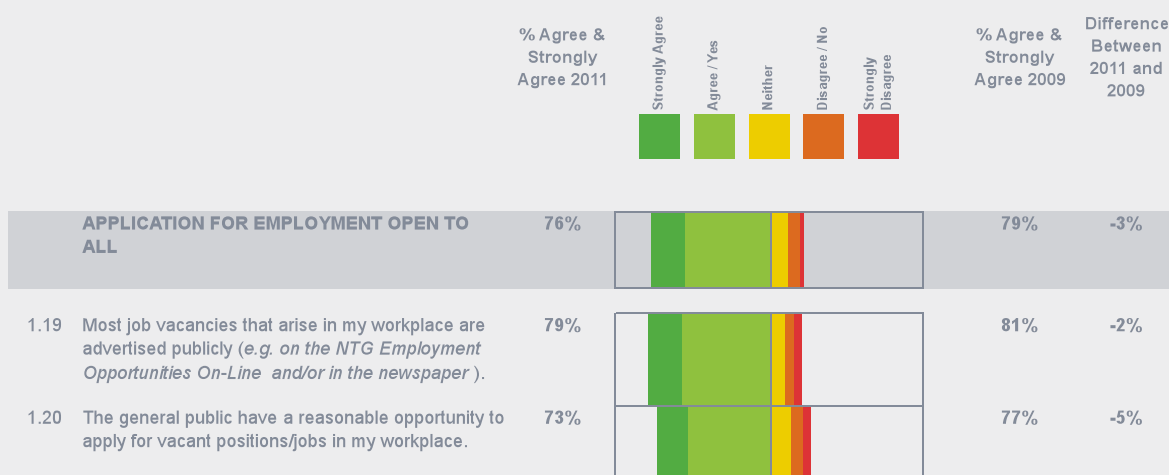


- Figure 6.3 shows the relationship between employees' confidence in the application of the merit principle and whether they have participated on a selection panel. As was the case for the 2009 survey, those who have participated in a selection panel again reported stronger confidence in the application of the merit principle than those who did not participate on a selection panel.

7.0 Application for employment open to all

Principles of human resource management – (b) human resource management actions shall be taken in such a manner as to ensure the exclusion of nepotism, patronage, favouritism and unlawful and unjustified discrimination on any ground in respect of all employees and persons seeking employment in the Public Sector. The results for this concept are shown in Figure 7.1.

Figure 7.1 – Application for employment open to all

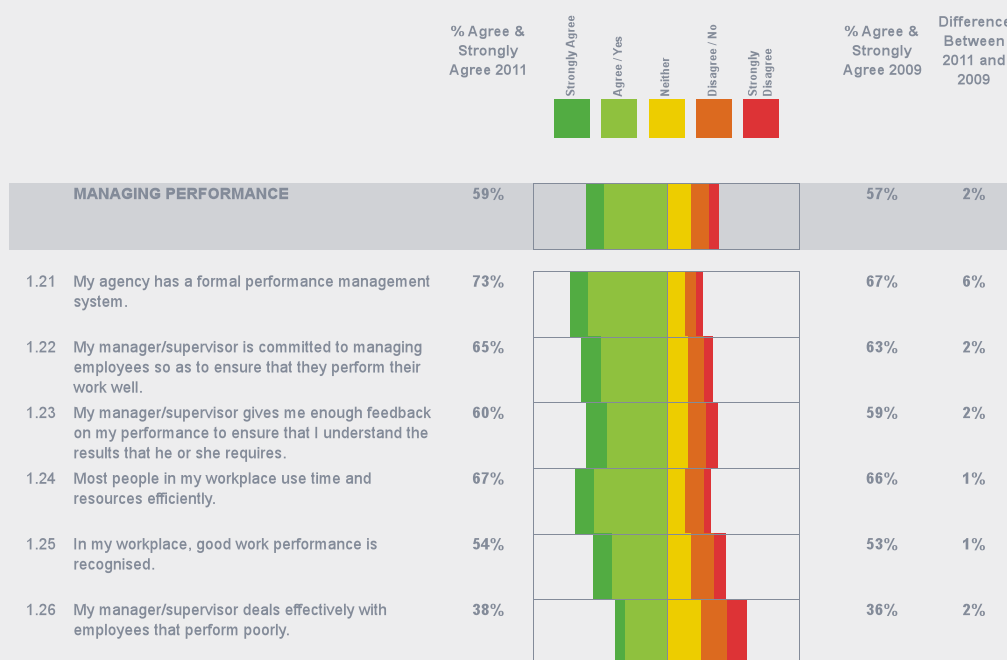


- As indicated in Figure 7.1, the majority of employees who participated in the survey reported that the application for employment is open to all (76 per cent), with 79 per cent reporting that job vacancies are advertised publicly and 77 per cent believing that the general public has a reasonable opportunity to apply for vacant positions/jobs in the NTPS.

8.0 Managing performance

Principles of human resource management – (c) employees shall be treated fairly and shall not be subject to arbitrary or capricious administrative acts. The results for this concept are shown in Figure 8.1.

Figure 8.1 – Managing performance



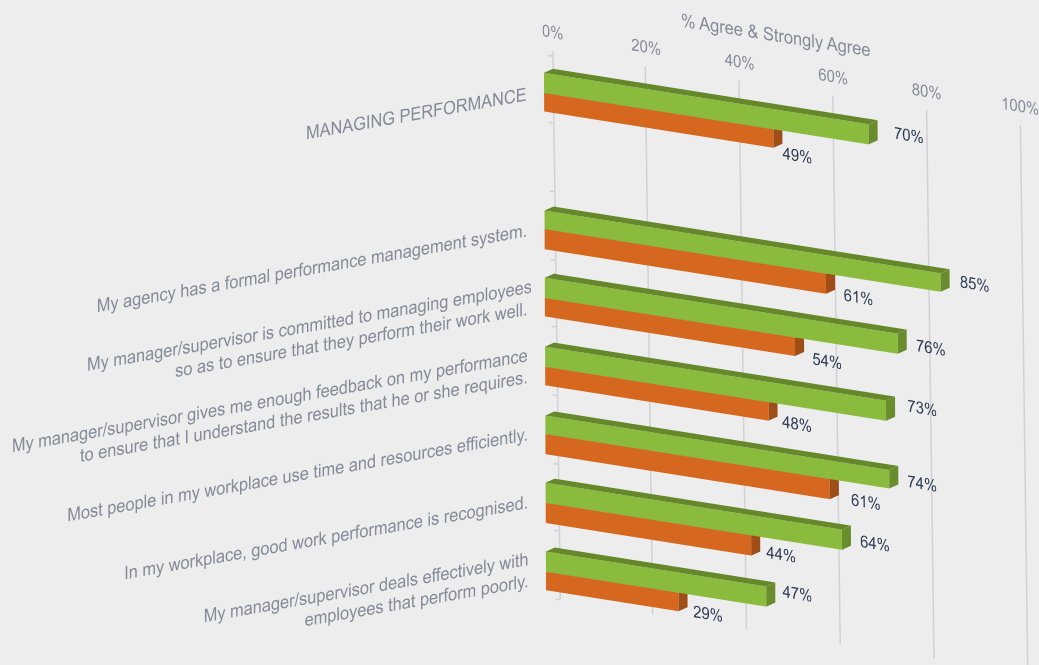
- Overall, the majority of employees report positive support for the managing performance principle (59 per cent). In addition, there was a marginal increase in positive responses compared to the results of the 2009 survey.
- Similar to 2009, some responses from this year's survey were variable pertaining to performance management. For example, many employees are aware that their agency has a formal performance management system (73 per cent), while less than half of employees reported that their manager/supervisor deals effectively with employees that perform poorly (38 per cent).
- In addition, the majority of employees believe that their colleagues use time and resources efficiently (67 per cent).
- It should be noted that it is not uncommon for items regarding performance management and feedback to score poorly in employee surveys in both public and private sectors. The results reported here are similar to those found other whole-of-service public sector surveys.

Figure 8.2 – Performance management feedback experience against confidence in performance management processes

“I have received formal individual performance feedback in the last 12 months”

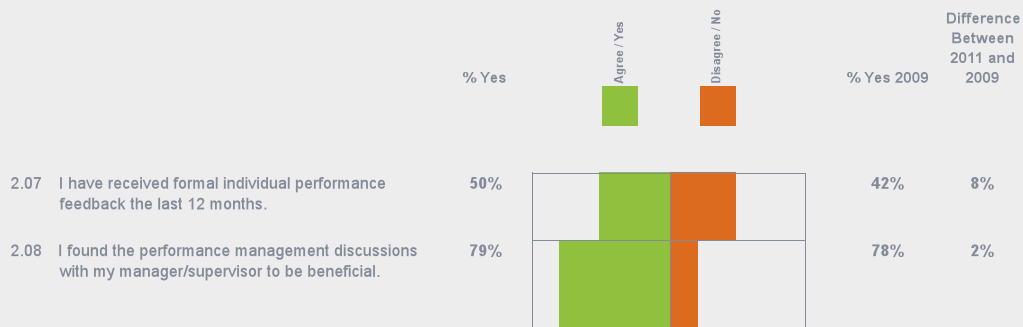
■ **Received Individual Performance Feedback**

■ **Did not Receive Individual Performance**



- As shown in Figure 8.2, those employees who have received formal individual performance feedback in the last 12 months have noticeably stronger confidence in the way performance is managed in their agency. Overall, these results suggest that increasing performance discussions and feedback, and recognising good performance may improve confidence in the managing performance principle.

Figure 8.3 - Satisfaction with performance management feedback and discussions



**Question not identical and therefore not directly comparable between 2011 and 2009*

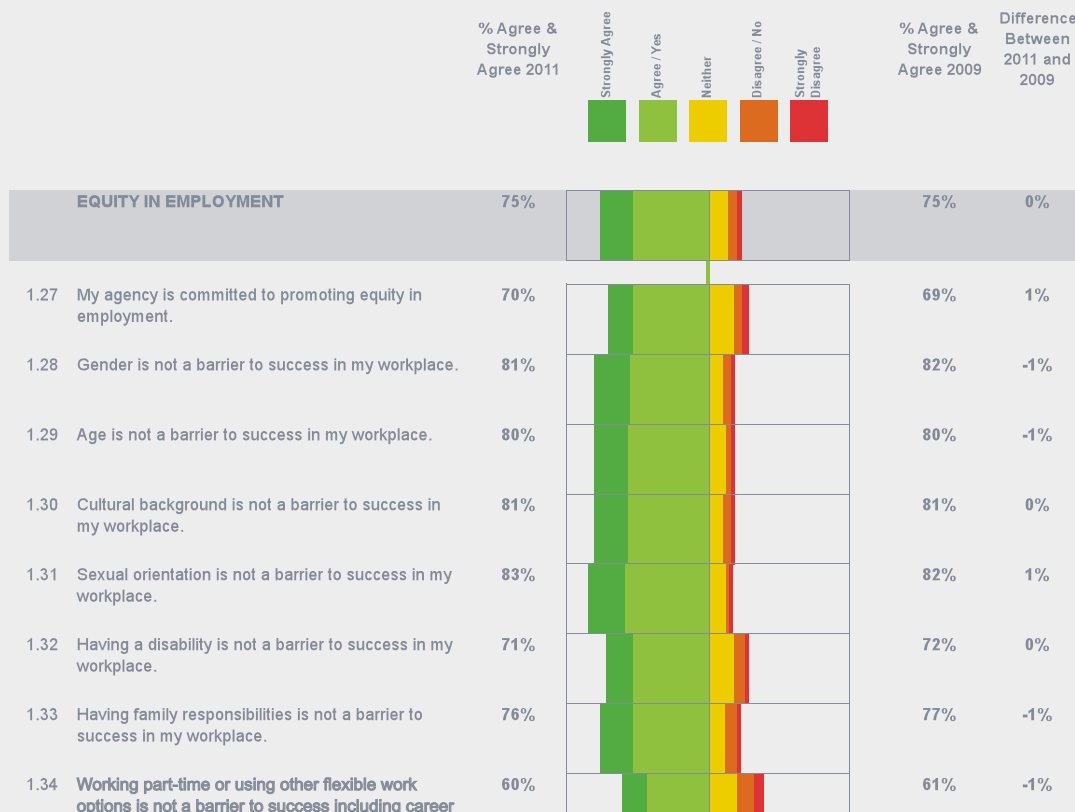
- About half of the employees who completed the survey reported that they received performance feedback; a marked increase on the corresponding 2009 percentage.
- For those who have had a formal performance management discussion with their manager/supervisor, most found the session to be beneficial (79 per cent).



9.0 Equity in employment

Principles of human resource management – (d) human resource administration and management in the Public Sector shall be consistent with the principles of equal employment opportunity. The results for this concept are shown in Figure 9.1.

Figure 9.1 - Equity in employment



- As shown in Figure 9.1, employees continue to show positive support for the concept of equity in employment, with an overall agreement score of 75 per cent. In addition, 70 per cent of employees believed their agency is committed to promoting equity in employment.
- Similar to the results from the 2009 survey, the majority of staff do not believe that gender, age, cultural background, or sexual orientation are barriers to success (80 - 83 per cent agreement).
- Further, a strong majority of employees do not believe that family responsibilities and having a disability are barriers to success (76 and 71 per cent respectively).
- Comparatively, less employees believe that part-time and flexible work options are not barriers to success (60 per cent).

10.0 Flexible workplace

Principles of human resource management – (d) human resource administration and management in the Public Sector shall be consistent with the principles of equal employment opportunity. The results for this concept are shown in Figure 10.1.

Figure 10.1 – Flexible workplace



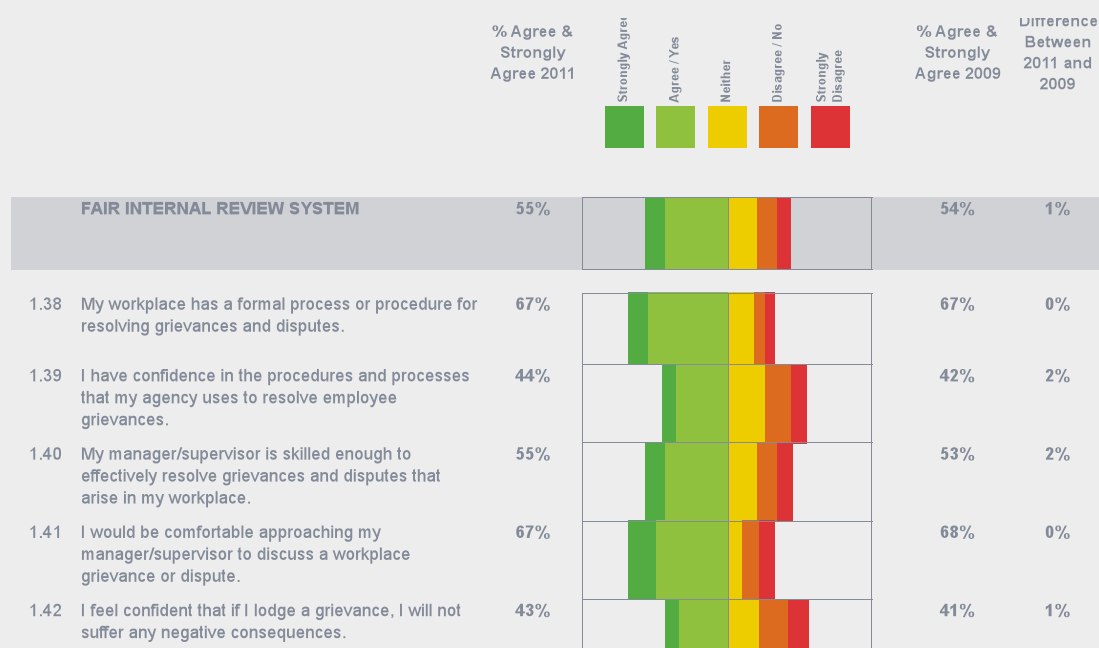
**Question not identical and therefore not directly*

- As Figure 10.1 indicates, the majority of employees believe that their workplace is flexible (63 per cent).
- Over half of employees believe that their manager or supervisor takes into account the differing needs and circumstances of employees when making decisions (67 per cent), and that the workplace culture supports people to achieve a good work/life balance (62 per cent).
- Similarly, 60 per cent of employees believe that their workplace provides opportunities for them to have a flexible work arrangement if they want to.

11.0 Fair internal review system

Principles of human resource management – (e) employees shall be – (i) afforded reasonable, independent avenues of redress against improper or unreasonable administrative acts. The results for this concept are shown in Figure 11.1.

11.1 – Fair internal review system



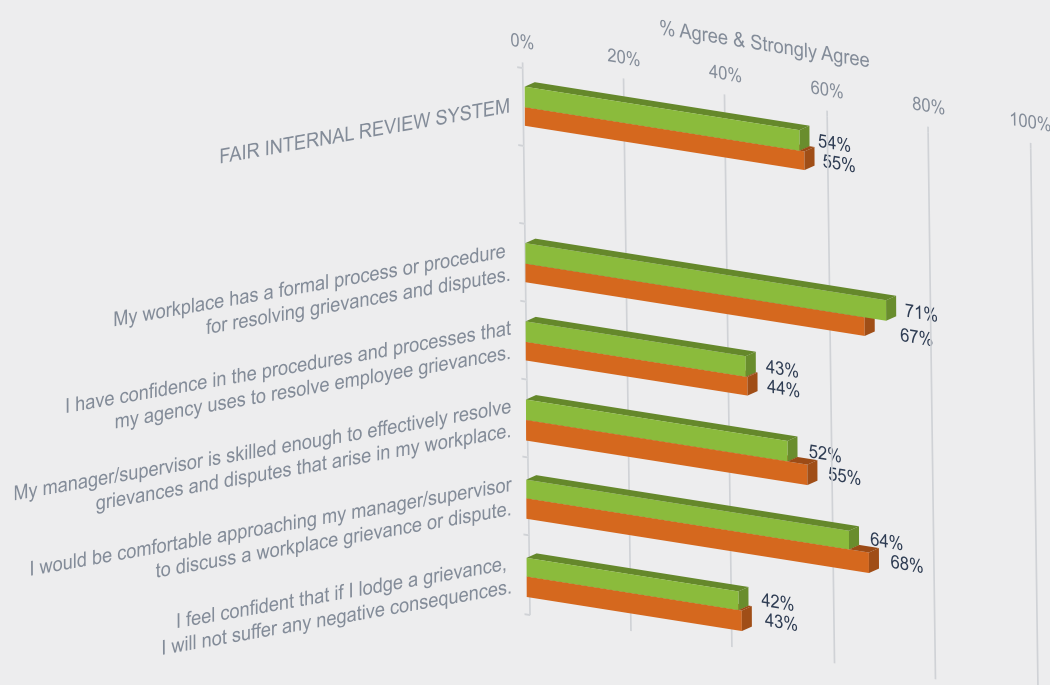
- As Figure 11.1 indicates, similar results have been observed relating to the principle of fair internal review system. Also, in line with the 2009 results, there were some variations in the scores across the various areas measured.
- The majority of staff are aware that their workplace has formal processes for resolving grievances and disputes (67 per cent), and are comfortable approaching their manager or supervisor to discuss any workplace grievance or dispute.
- More than half of all employees who completed the survey (55 per cent) believed their manager or supervisor is skilled enough to resolve grievances and disputes; a slight increase compared to 2009.
- The concerns appear to mostly rest on employees confidence in the effectiveness of the grievance resolution system. For example, only 44 percent of staff reported that they have confidence in the procedures and processes used to resolve grievances, and only 43 per cent of staff confidently believe there will not be negative consequences for lodging a grievance.

Figure 11.2 – Use of grievance or dispute resolution processes against confidence in the processes

“I have used my agency’s grievance or dispute resolution process”

■ **Yes - Used Dispute Resolution Process**

■ **No - Not Used Dispute Resolution Process**

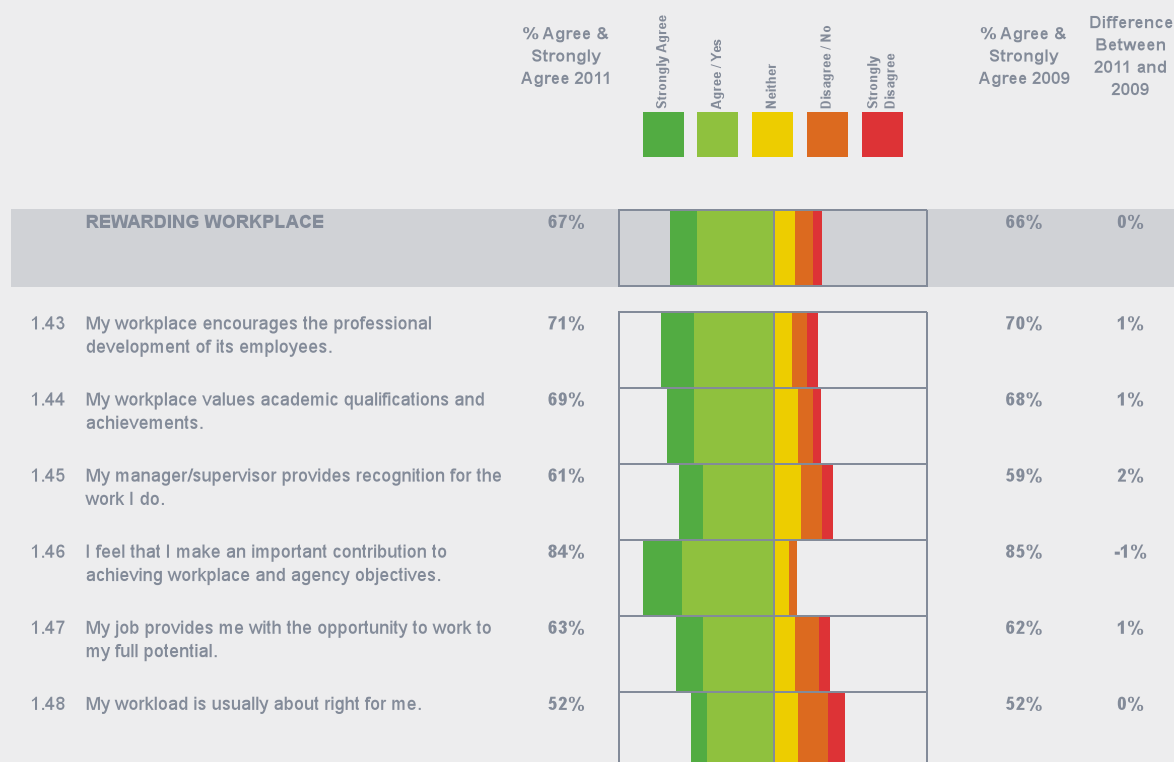


- Figure 11.2 compares the responses from employees who have used their agency’s dispute resolution process versus those who have not, on their perception of the fair internal review system principle. Generally, the results between the two groups are similar.
- Compared to 2009, the results are also largely similar; those who have used the dispute resolution process showed slightly less confidence in their manager or supervisor’s dispute resolution skills, and felt less comfortable about approaching their manager or supervisor to discuss a workplace grievance or dispute.

12.0 Rewarding workplace

Principles of human resource management – (e) employees shall be – (ii) afforded reasonable access to training and development. The results for this concept are shown in Figure 12.1.

Figure 12.1 – Rewarding workplace



- As show in a Figure 12.1, the majority of staff continue to feel that their workplace is rewarding (67 per cent).
- Importantly, the majority of employees believe their workplace values academic qualifications (69 per cent) and encourages the professional development of its employees (71 per cent). 84 per cent of staff also believe that they make an important contribution to achieving workplace and agency objectives.
- A slightly lower percentage of employees believed that their manager or supervisor provides recognition for the work they do (61 per cent), and that their job provides them with the opportunity to work to their full potential (63 per cent).
- The results also show some mixed perceptions regarding the level of workload, with just over half of the employees believing that their workload is usually about right for them.



Figure 12.2 – Use of leave for recreational purposes against stress, work-life balance and workload

“In the past 12 months I have taken four weeks of leave or more for recreational purposes”

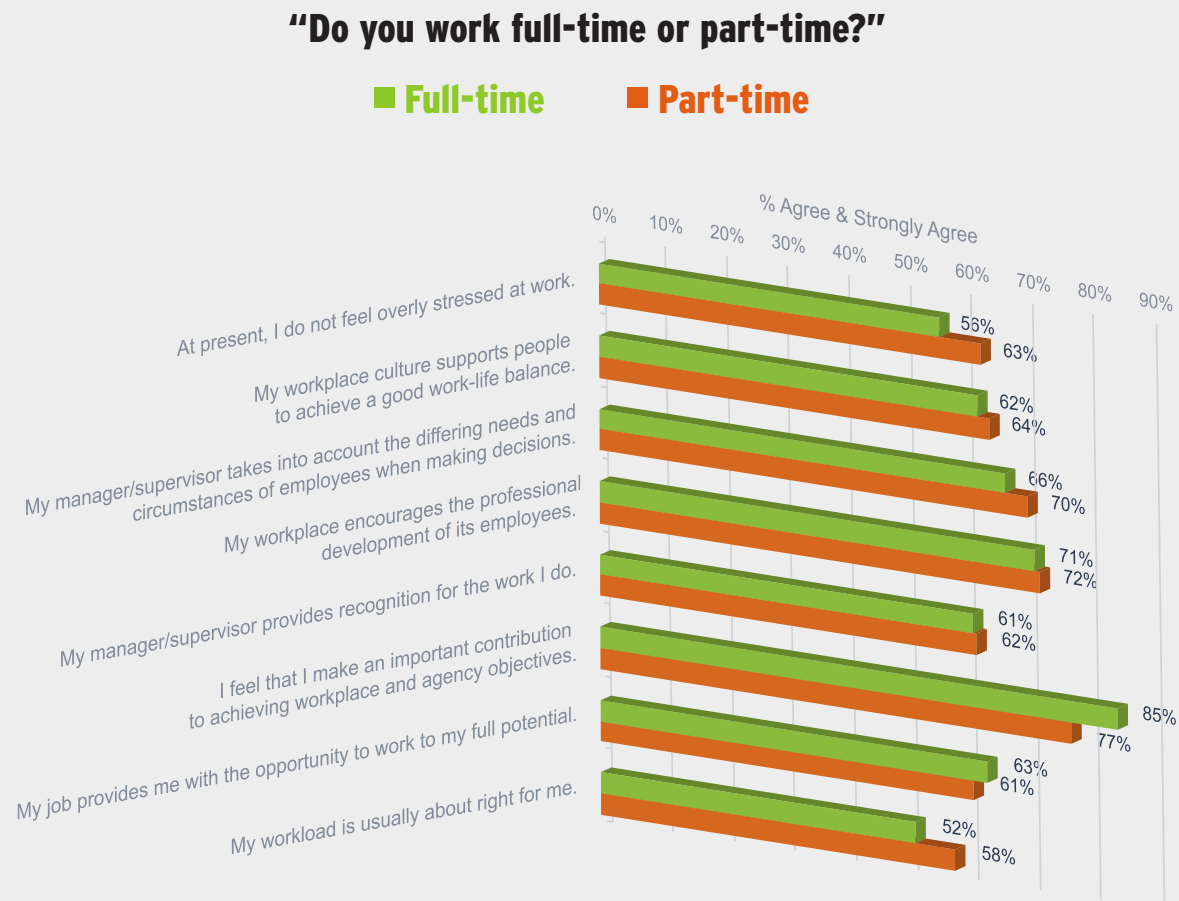
■ **Yes - Taken four Weeks' Leave**

■ **No - Not Taken four Weeks' Leave**



- For those who have taken four weeks of leave or more, Figure 12.2 shows their responses to feeling stressed, experiencing work-life balance, and believing that their workload is appropriate.
- It is difficult to draw any conclusions associated with any differences between taking leave and stress, work/life balance, and workload.

Figure 12.3 – Flexible, safe and rewarding workplace for full-time and part-time employees

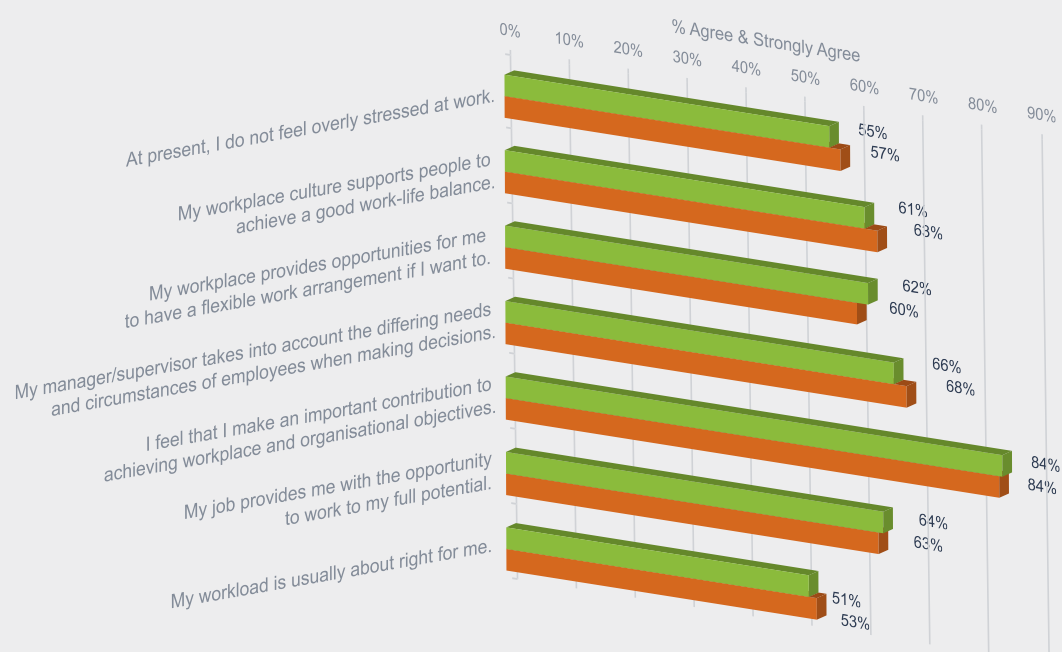


- As shown in Figure 12.3, a higher proportion of part-time employees (70 per cent) believe that managers take into account the differing needs and circumstances of employees when making decisions than full-time employees (66 per cent). On the other hand, a high majority of full-time (85 per cent) employees feel that they make important contributions to achieving workplace and agency objectives, compared to 77 per cent of part-time employees.
- Similar to previous and other public sector surveys, a higher proportion of part-time employees reported that their workload is usually right for them (58 per cent), and that they do not feel overly stressed at work (63 per cent) compared to full-time employees (52 per cent and 56 per cent respectively).
- The results are similar to those reported in the 2009 employee survey.

Figure 12.4 – Flexible, safe and rewarding workplace for employees with and without caring responsibilities

“Do you spend some time each week providing care for another person?”

■ **Yes - Caring Responsibilities** ■ **No - No Caring Responsibilities**

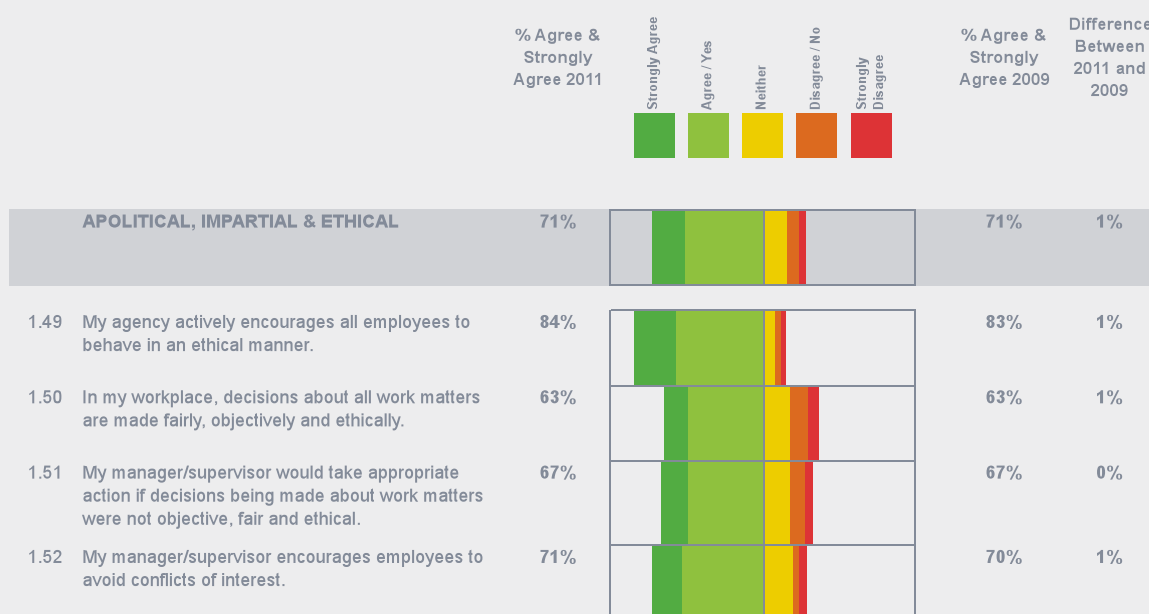


- As Figure 12.4 suggests, there appears to be little difference in the perception of a flexible, safe, and rewarding workplace between those employees with caring responsibilities and those without caring responsibilities.

13.0 Apolitical, impartial and ethical

Principles of conduct – (a) employees shall perform their official duties with skill, impartiality, professionalism and integrity. The results for this concept are shown in Figure 13.1.

Figure 13.1 – Apolitical, impartial and ethical

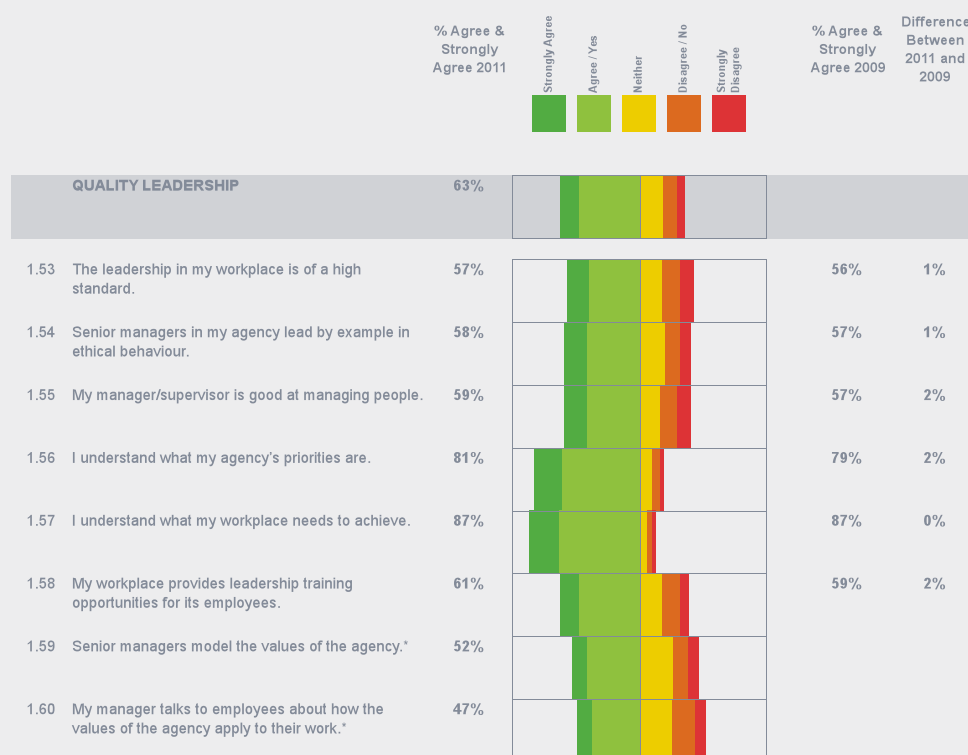


- Overall, there appears to be strong agreement among employees that their agency and the NTPS acts in an apolitical, impartial and ethical manner (71 per cent).
- Similar to 2009, a good majority of employees (84 per cent) reported that their organisation encourages employees to behave in an ethical manner, although there is less agreement regarding the extent to which decisions about all work matters are made fairly, objectively and ethically (63 per cent).
- Most employees believe that their manager or supervisor would take appropriate action if decisions being made about work matters were not objective, fair and ethical (67 per cent), and would encourage employees to avoid conflicts of interest (71 per cent).

14.0 Quality leadership

Principles of public administration and management – (c) administrative responsibility and authority shall be clearly defined to allow the expeditious discharge of that responsibility and exercise of authority with appropriate levels of accountability. The results for this concept are shown in Figure 14.1.

Figure 14.1 – Quality leadership



*Question not identical and therefore not directly comparable between 2011 and 2009

- Overall, the majority of employees gave support to the quality of leadership within NTPS (63 per cent overall agreement).
- Similar to 2009 results, most employees understand what their organisation needs to achieve and what its priorities are (87 per cent and 81 per cent respectively).
- A good majority also believe that their workplace provides leadership training opportunities for its employees (61 per cent).
- More than half of all employees reported that senior managers lead by example in ethical behaviour (58 per cent), model the values of the agency (52 per cent), and that leadership in their workplace is generally of a high standard (57 per cent).
- Slightly less than the majority of staff reported that their manager talks to employees about how the values of the agency apply to their work (47 per cent).
- With respect to leadership, it is worth noting that it is typically lower performing in employee surveys (both public and private sector). This is considered to be due (at least partly) to the difficulty in meeting employee expectations of leadership, particularly in regard to communication and interaction with employees. The results presented here are similar to, and in some cases noticeably better than, results of many other public and private sector organisations.

15.0 Discrimination-free and diversity recognised

Principles of conduct – (e) employees shall exercise proper courtesy, consideration and sensitivity and shall act with fairness and equity in all their dealings with members of the public and with other employees. The results for this concept are shown in Figure 15.1.

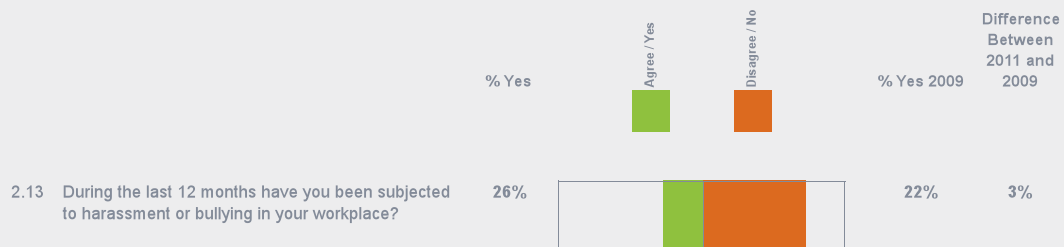
Figure 15.1 – Discrimination-free and diversity recognised



*Question not identical and therefore not directly comparable between 2011 and 2009

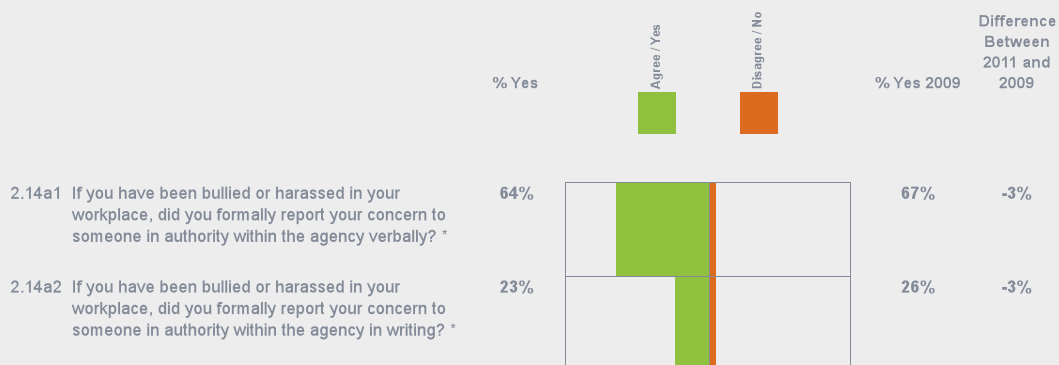
- As per Figure 15.1, most employees agree that their workplace manages discrimination and diversity satisfactorily (71 per cent overall agreement).
- Most employees believe that their agency is committed to creating a diverse workforce (74 per cent), and that their workplace is generally free of sexual harassment (86 per cent).
- Many also believe that people in their workplace treat each other respectfully (71 per cent), and that their manager or supervisor treats other employees with dignity and respect (76 per cent).
- The belief that bullying and/or harassment is not tolerated in the workplace has dropped slightly compared to 2009, with 65 per cent agreement, while the proportion of employees who reported that their current workplace is free of bullying and/or harassment has increased marginally to 58 per cent.

Figure 15.2 – Experience of bullying and harassment in the last 12 months



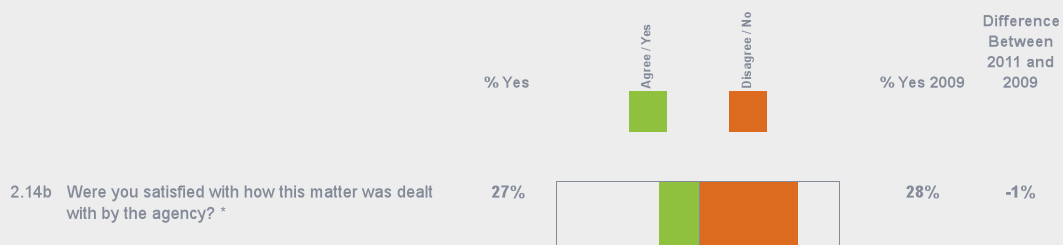
- Overall, 26 per cent of employees reported having been bullied or harassed in the last 12 months, a slight increase compared to the 2009 survey results.

Figure 15.3 – Reports of bullying and harassment in the last 12 months



- Figure 15.3 shows that of those employees who indicated that they had been bullied and/or harassed (Figure 15.2, above), 64 per cent reported it verbally, and only 23 per cent of employees reported it in writing.

Figure 15.4 – Satisfaction with how bullying and harassment was dealt with



* Percentage of respondents answering "Yes" who also answered "Yes" to Q2.13

- Similar to 2009, of those employees who experienced and reported bullying and/or harassment (Figure 15.2, above), 27 per cent were satisfied with how the matter was dealt with by the agency.

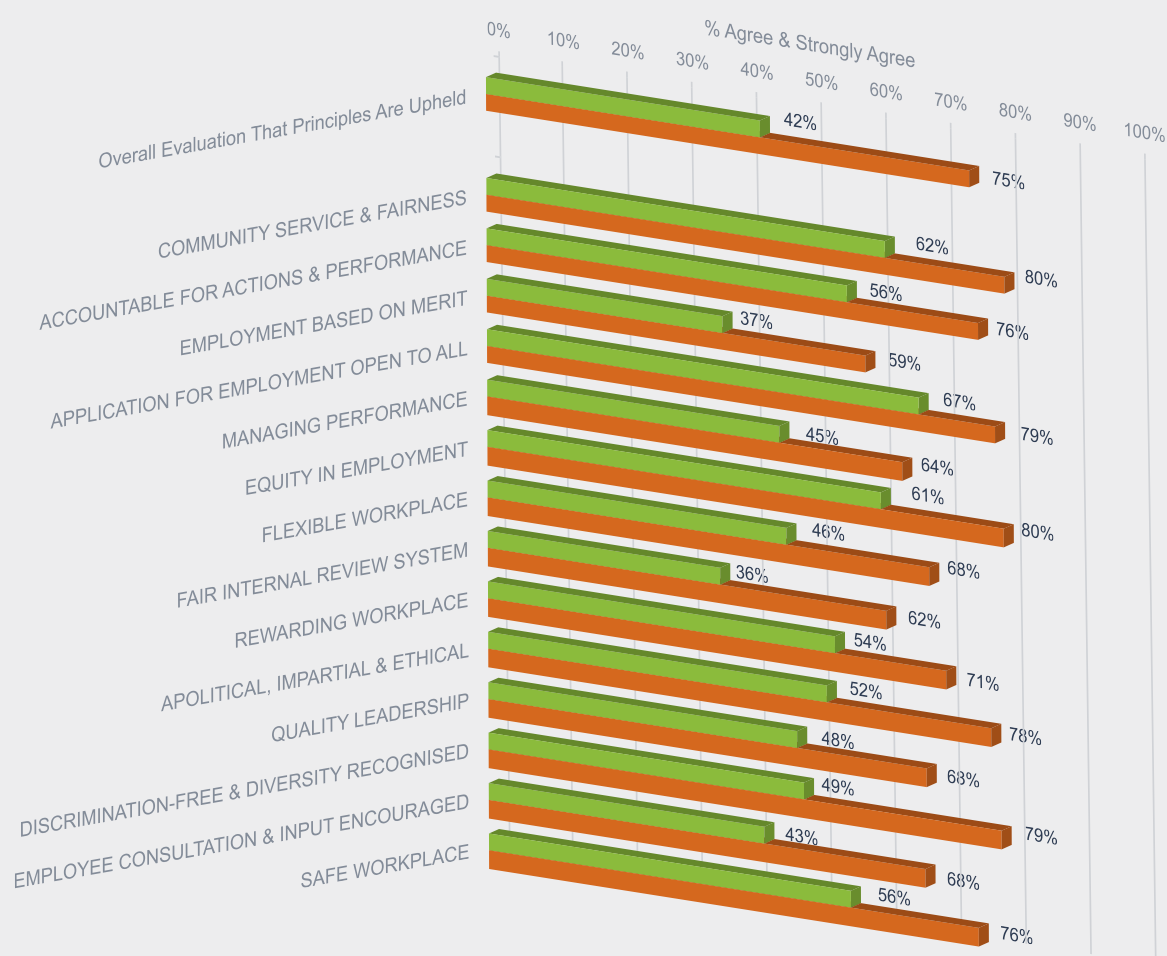


Figure 15.5 – Experience of being bullied and/or harassed against confidence in all concepts

“I have been bullied and/or harassed in my workplace”

■ **Yes - Been Bullied and/or Harassed**

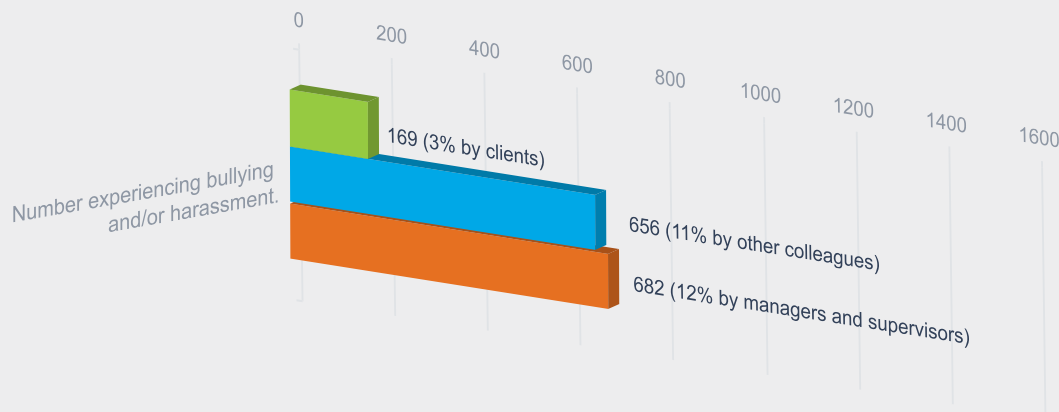
■ **No - Not Been Bullied and/or Harassed**



- The above (Figure 15.5) shows the relationship between the experience of bullying and harassment and employees' confidence in the application of all concepts. Employees who have experienced bullying or harassment in the last 12 months were markedly less satisfied with the application of all principles, and were less inclined to believe that the overall principles are upheld.

Figure 15.6 – Source of bullying and harassment

Experience of bullying and/or harassment indicated by employees according to source



N.B. The figures above do not add up to the total of all employees reporting bullying and/or harassment, as respondents were allowed to choose more than one category and therefore there is some overlap (i.e. where employees may have experienced bullying and/or harassment from multiple sources).

- The survey explored sources of bullying and harassment. For employees who have reported experiencing bullying and/or harassment, Figure 15.6 suggests that the most common source of bullying or harassment behaviour was from managers/supervisors, closely followed by other colleagues.
- About 3 per cent of employees reported that their experience of bullying and harassment came from an external source (i.e. clients).

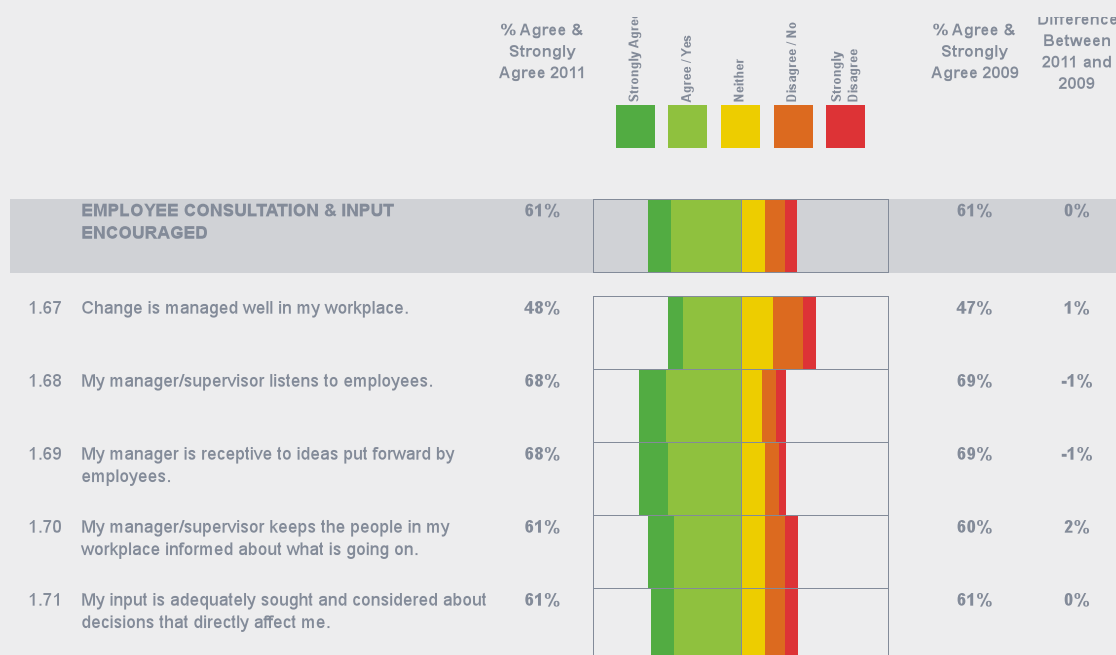
The nature of the bullying or harassment experience – specific behaviours

- The survey further explored specific behaviours demonstrated by the source of bullying or harassment for those employees who indicated that they had experienced bullying and/or harassment.
- Similar to 2009, the most frequent forms of bullying and/or harassment experienced from clients were negative, intimidating or aggressive body language, shouting and offensive language, verbal threats and threats or acts of physical violence.
- The most frequent forms of bullying and/or harassment experienced from fellow employees were negative or intimidating body language, persistent nit-picking and criticism, humiliation through sarcasm, spreading gossip or rumours, shouting or offensive language and withholding information to prevent work being carried out.
- The most frequent forms of bullying and/or harassment experienced from managers or supervisors were negative or intimidating body language, inequitable treatment of employees, persistent nit-picking and criticism, withholding information to prevent work being carried out, being isolated or ostracised, humiliation through sarcasm and preventing access to opportunities, e.g. training or career development.

16.0 Employee consultation and input encouraged

The results for this concept are shown in Figure 16.1.

Figure 16.1 – Employee consultation and input encouraged



- More than half of the employees who participated in the survey showed support for the concept of employee consultation and input encouraged (61 per cent overall agreement), which is similar to the results from the 2009 survey.
- There is a strong agreement among employees that their manager or supervisor listens to them (68 per cent), and are receptive to ideas put forward by employees (68 per cent). A majority agreement was also shown for manager or supervisor keeping people informed about what's going on (61 per cent).
- Employees also felt that their input is adequately considered before decisions are made that affect their work directly (61 per cent).
- Less than the majority of employees believe that change is managed well in their workplace. However, these results are again comparable to, and in some cases better than, results of other recent public sector surveys conducted in other states.

Figure 16.2 – Perceptions of quality of leadership against perceptions of how well change is handled

“Change is managed well in my workplace”

■ **Agree that Change Managed Well**

■ **Don't Agree that Change Managed Well**

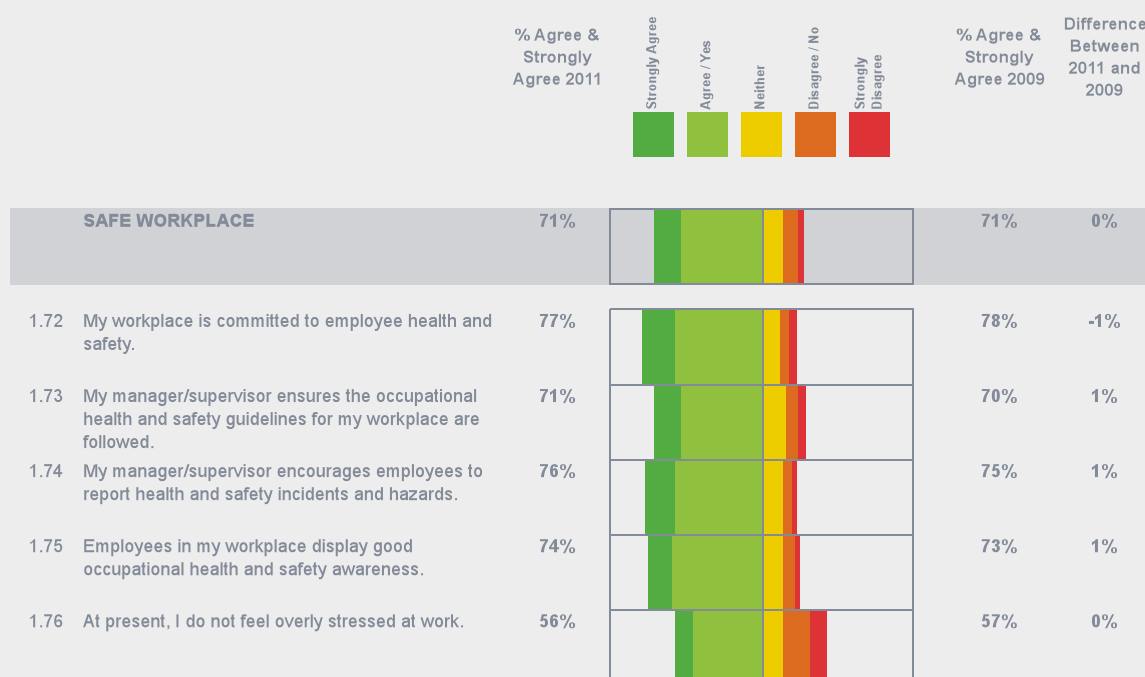


- Figure 16.2 indicates employees' confidence in the quality of leadership in the NTPS based on whether they agreed that change is handled well (i.e. they answered agree or strongly agree), or not (i.e. they answered neither, disagree or strongly disagree).
- Employees who believe that change is handled well reported significantly higher confidence in the quality of leadership within their workplace. These results echo those reported in the 2009 survey, and in other public sector surveys.

17.0 Safe workplace

The results for this concept are shown in Figure 17.1.

Figure 17.1 – Safe workplace

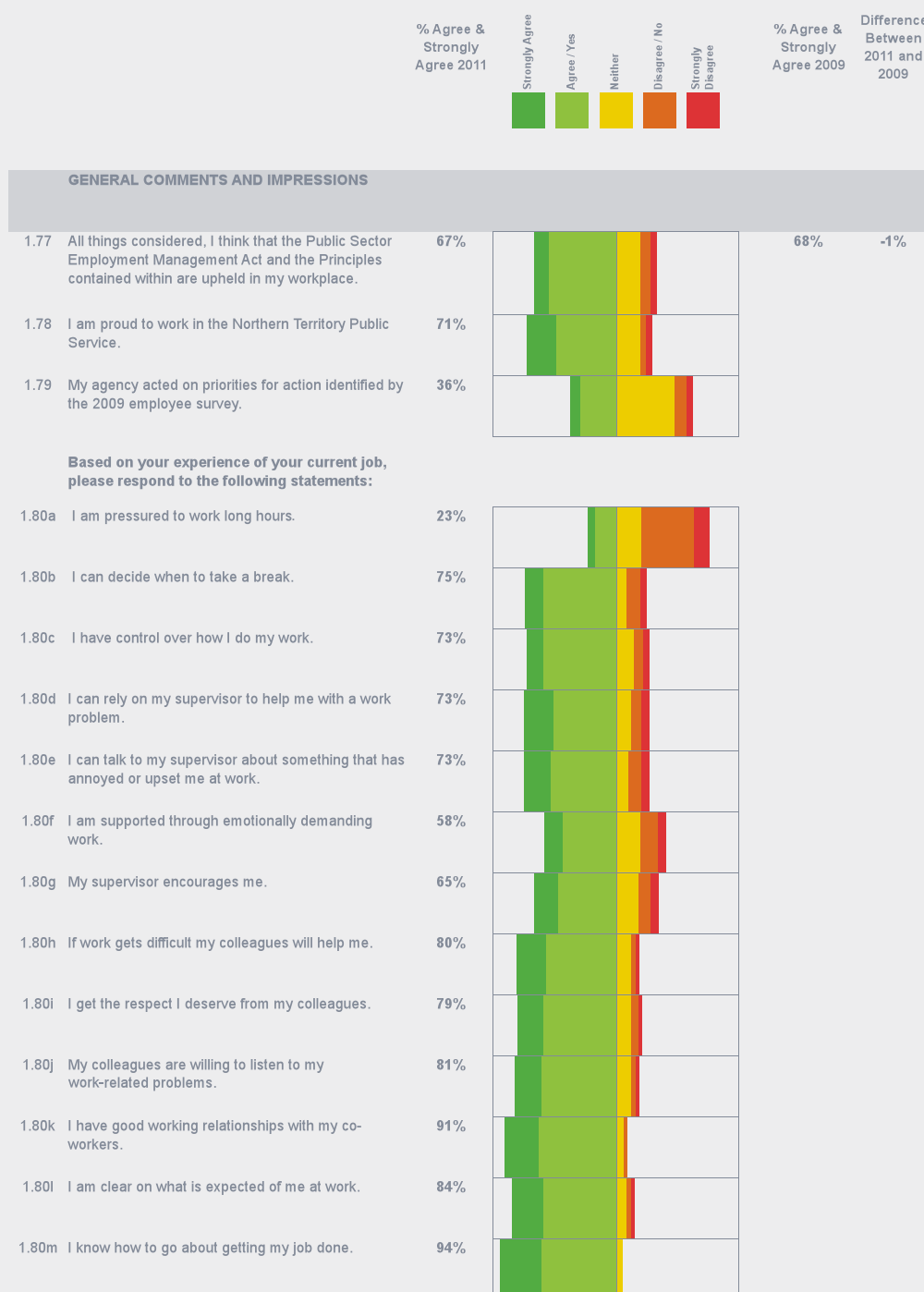


- Figure 17.1 shows that employees generally perceive their workplace to be safe (71 per cent overall agreement).
- The majority of employees believe that their manager or supervisor ensures OH&S guidelines are followed (71 per cent), and encourages employees to report health and safety incidents or hazards (76 per cent).
- Moreover, a large proportion of employees report that their workplace is committed to employee health and safety (77 per cent), and that people generally display good OH&S awareness (74 per cent).
- More than half of the NTPS's employees report not being overly stressed at work.
- Results for this concept overall reflect similar findings from the 2009 employee survey.

18.0 General comments and impressions

This section of the report shows some general comments and impressions regarding working at NTPS.

Figure 18.1 – General comments and impressions



- Figure 18.1 shows that the majority of employees are proud to be working with the NTPS (71 per cent), have good understanding of the requirements of their work (84 per cent), and how to get their job done (94 per cent). Employees also reported strong working relationships with their co-workers (91 per cent), as well as believing that their colleagues are willing to listen to their work-related problems (81 per cent). The survey also indicated that work colleagues tend to respect each other (79 per cent), and support each other in times of difficulty (80 per cent).
- The majority of employees reported that they receive support from their manager or supervisor to solve work problems (73 per cent), and that they can talk to their supervisor or manager regarding matters that upset or concern them (73 per cent). They also feel that their supervisor encourages them (65 per cent), and that they are supported through emotionally demanding work (58 per cent).
- 23 per cent of staff reported that they are pressured to work long hours. On the flip side, many believe that they can decide when to take a break (75 per cent), and have control over their work (73 per cent).
- Despite these strengths, only 36 per cent of employees who participated in the survey believe that actions and priorities identified in the 2009 survey were acted upon in their agency. However, 46 per cent of employees did not provide a response, suggesting that a significant number of survey respondents may have joined NTPS after the 2009 survey.



19.0 Additional results

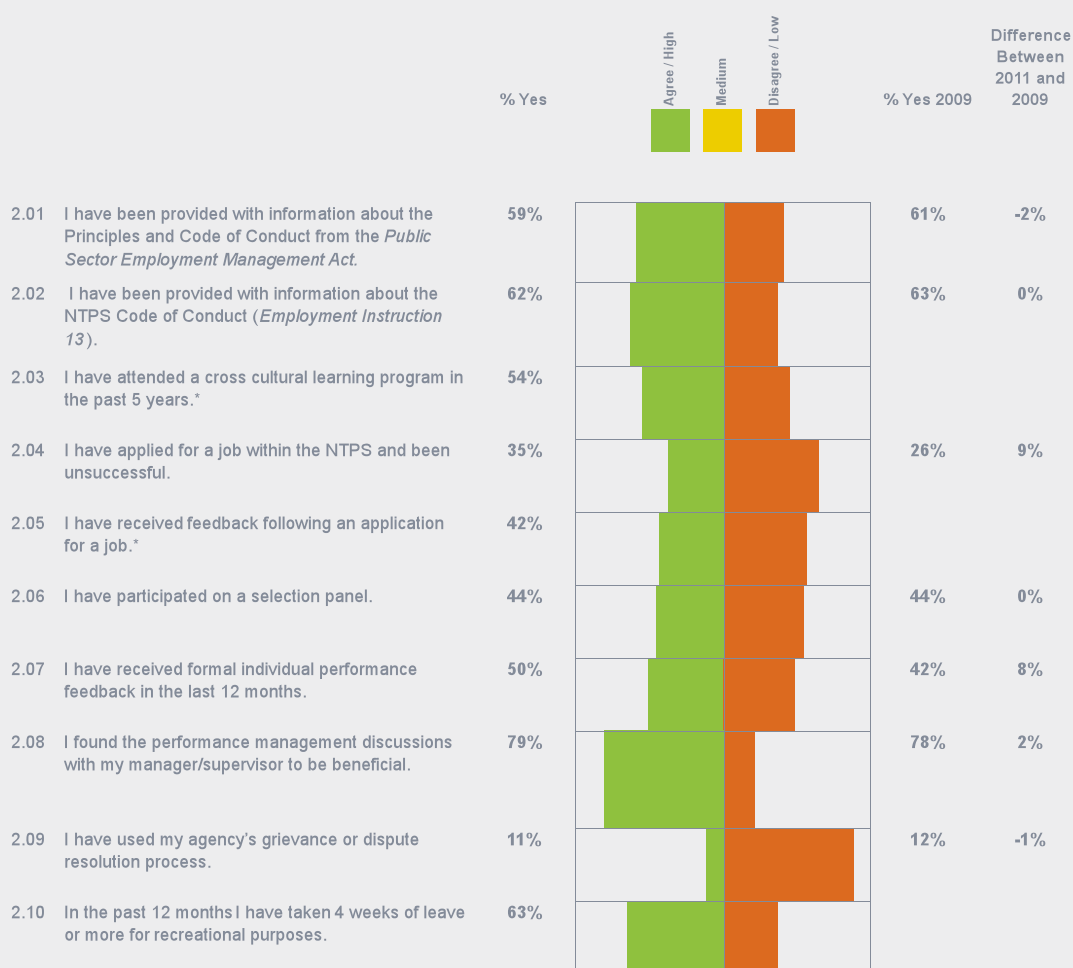
This section of the report presents survey results that may not be directly linked to any particular concept.

19.1 - 19.3 Part 2 of the survey

Figures 19.1 to 19.3 show employees' responses for all of Part 2 of the survey. Some of these have been presented earlier in this report, in which employees answered the listed questions based on their personal experiences over the 12 months prior to the survey.

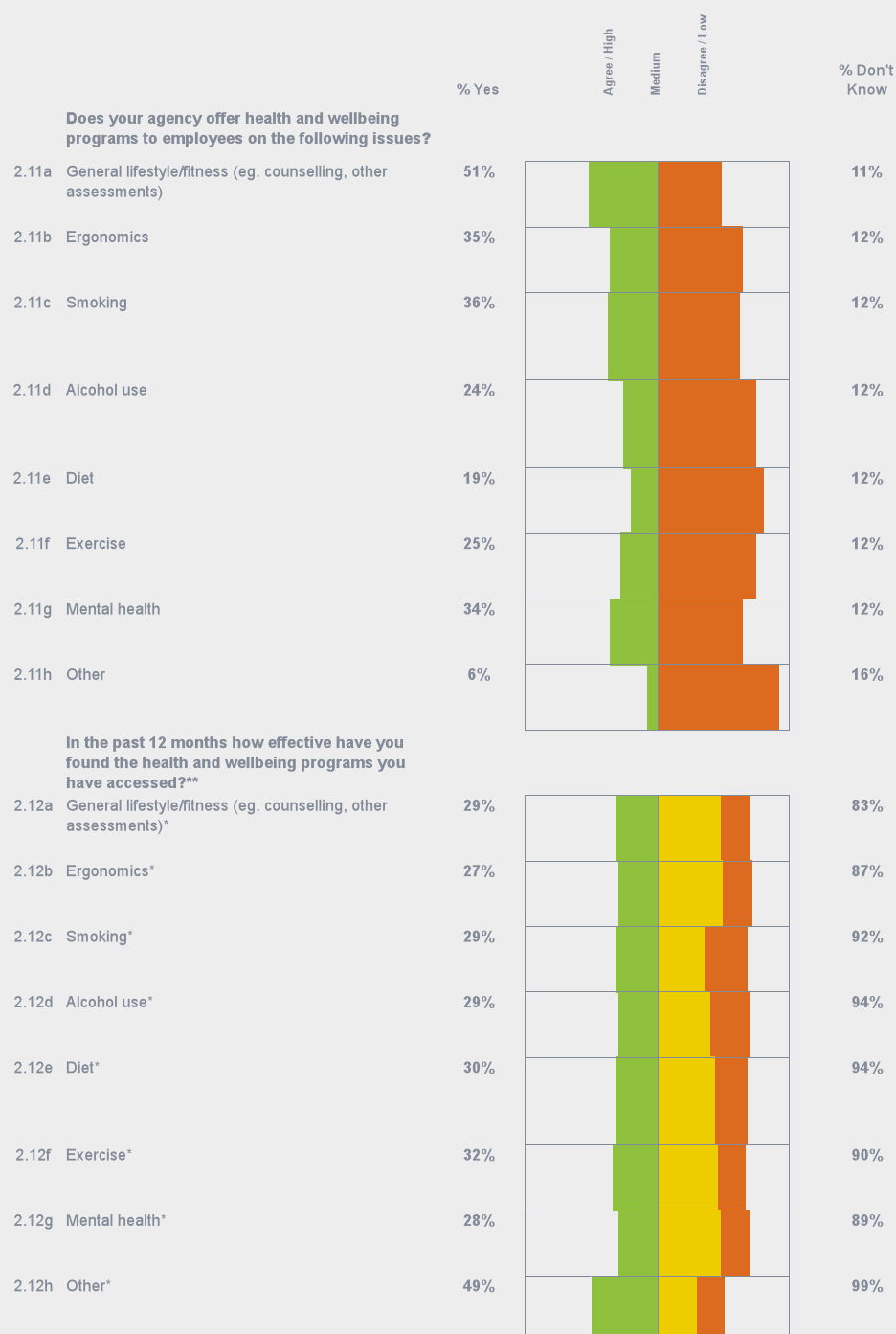
Notable results shown in Figure 19.1 include that since the 2009 survey an increased proportion of employees reported having received formal individual performance feedback in the last 12 months (50 per cent), and most found the performance discussions with their supervisor or manager to be beneficial (79 per cent). Only 11 per cent of employees reported having used their agency's grievance procedure. Figure 19.2 shows that that there tends not to be a strong offering of health and wellness programs aside from general lifestyle and fitness programs. Satisfaction with the effectiveness of the programs have been mixed.

Figure 19.1 - Response distributions for Part 2 of the survey - 2.01 to 2.10



*Question not identical and therefore not directly comparable between 2011 and 2009

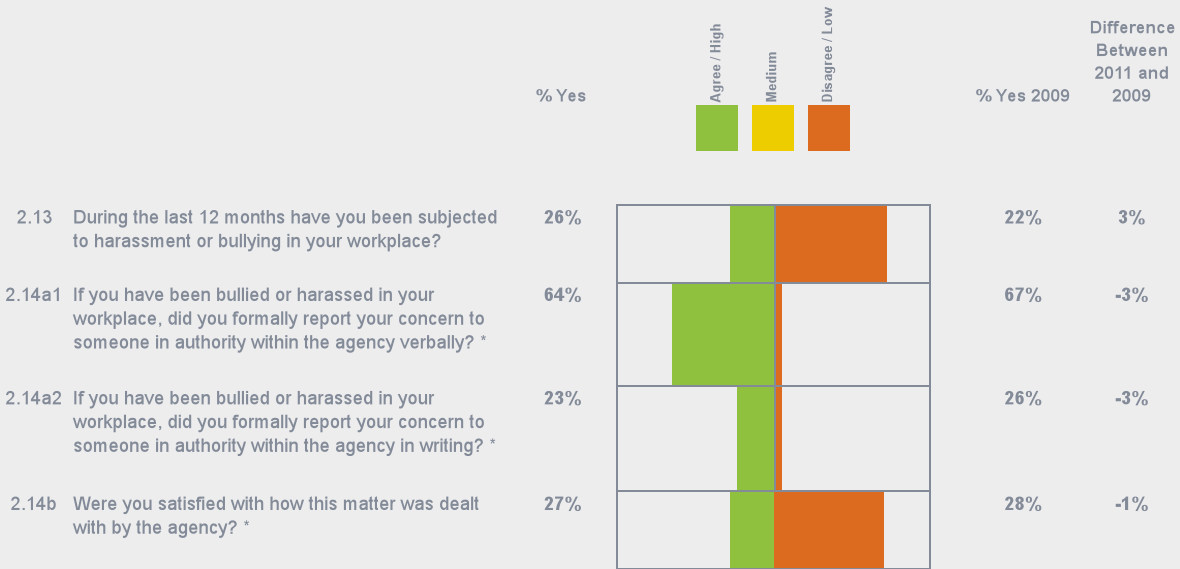
Figure 19.2 – Response distributions for Part 2 of the survey – 2.11 and 2.12



*Percentage of respondents answering "Yes" who also answered "Yes to Q2. 11

** 2.12 - green indicated 'High', yellow indicates 'Medium', and red indicates 'Low'.

Figure 19.3 – Response distributions for Part 2 of the survey – 2.13 and 2.14



* Percentage of respondents answering "Yes" who also answered "Yes" to Q2.13



19.4 - 19.5 Top 10 and bottom 10 items compared to 2009

The advantage of running consecutive surveys is that it allows a historical comparison between the current survey and the 2009 survey. For each category where a direct comparison could be made, the right-hand side of Figures 19.4 and 19.5 show the difference between the 2011 and 2009 survey results.

Figure 19.4 shows that the strongest improvement was the awareness that an employee's agency has a formal performance management system. Furthermore, more employees now agree that their current workplace is free of bullying and/or harassment.

Figure 19.5 indicates that a lower proportion of employees believe their workplace strives to match services to customer needs, and feedback from customers and clients are used to improve the services delivered to them.

Figure 19.4 - Top 10 changes since the 2009 survey

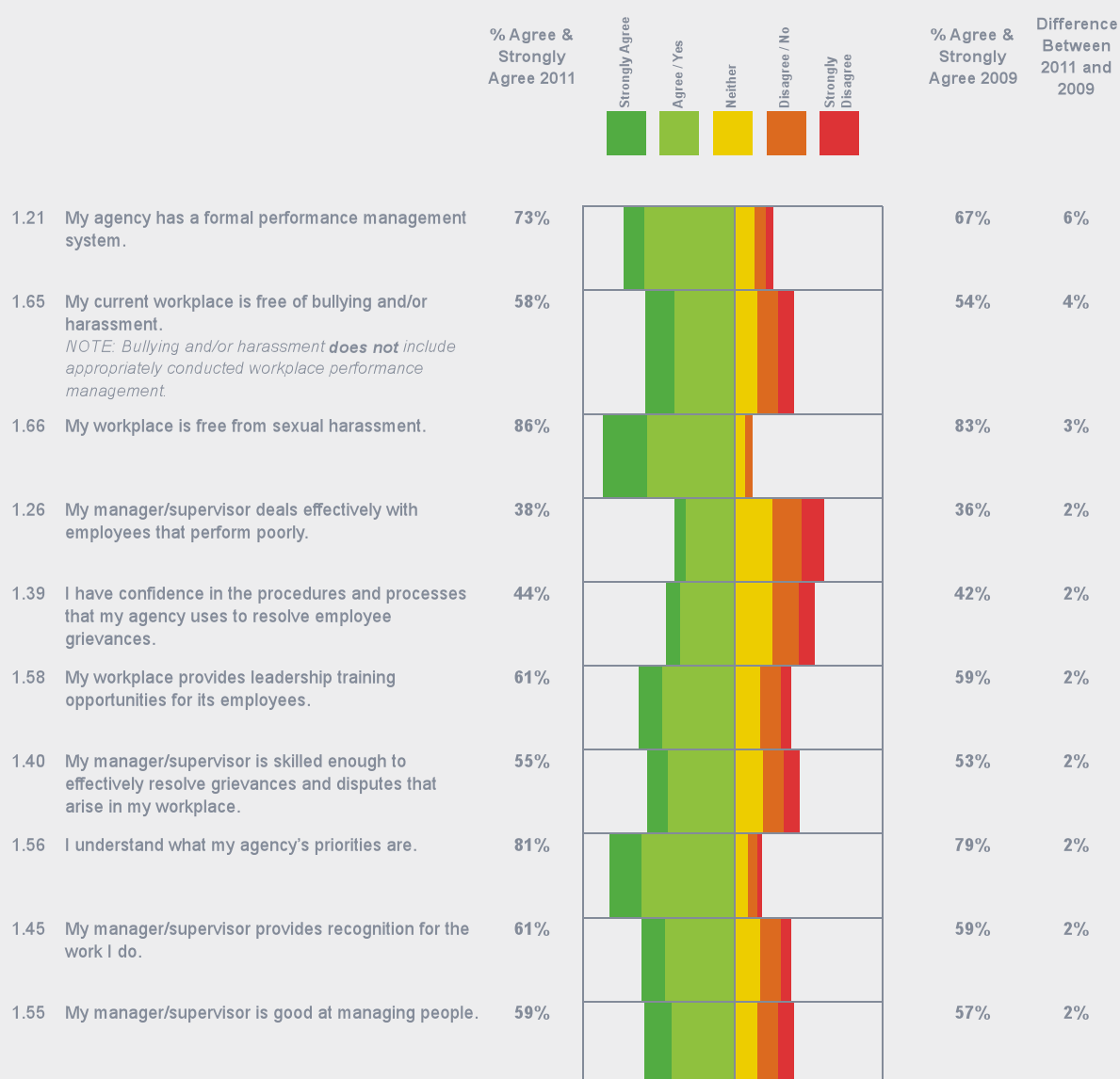


Figure 19.5 - Bottom 10 changes since the 2009 survey



19.6 Gap analysis and key driver analysis

Figure 19.6 highlights the potential priorities for attention if the NTPS wishes to improve employees' overall evaluation of the principles being upheld in their workplace. The 14 concepts in the survey are plotted on two axes. The vertical axis shows the relative agreement that employees reported in each of the 14 categories. The horizontal axis shows the strength of the relationship (using statistical correlations) between how people rated the 14 concepts and their overall evaluation.

Such analysis allows the identification of possible gaps between how well the concepts were scored and how important they appear to be for employees. Concepts that appear within the oval show a good match between performance and importance, in that higher scores are associated with stronger relationship with overall evaluation, and vice versa.

Concepts that appear in the bottom right corner of Figure 19.6 are potential priorities for action, as these are the concepts that show relatively higher association with overall evaluation, but received lower scores. Figure 19.6 suggests the highest priorities for action may be improving the principles of fair internal review system, employment based on merit, managing performance, quality leadership, and employee consultation and input encouraged.

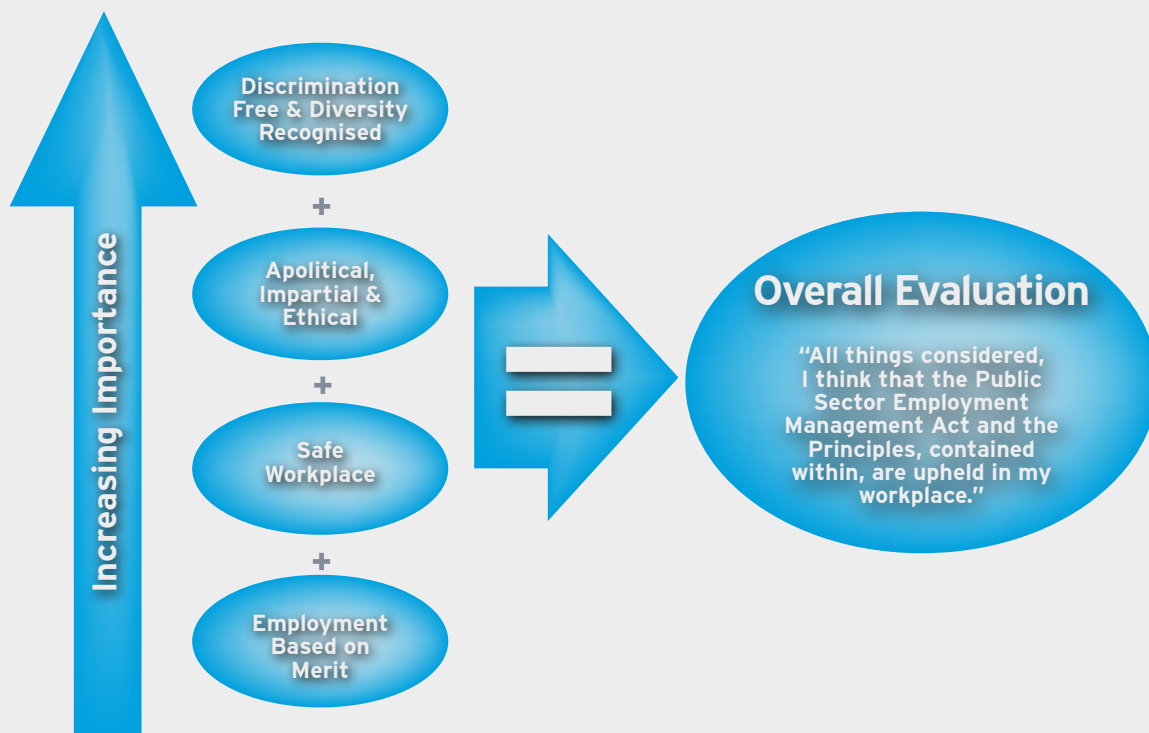
Figure 19.6 – Gap analysis plotting percentage agreement against importance for overall evaluations



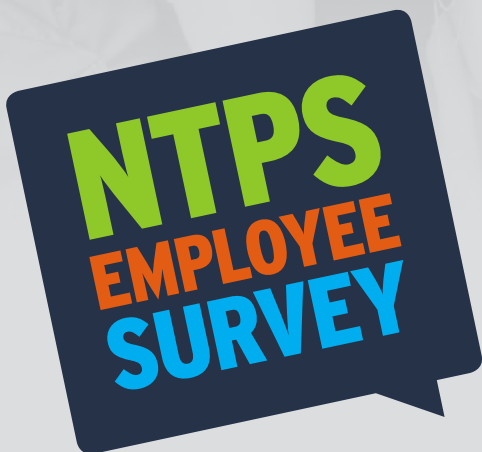
Figure 19.7 shows an alternative approach to estimating priorities for action. A statistical method of 'regression analysis' is applied here (sometimes referred to as a key driver analysis). Employees' overall evaluation of the principles being upheld was most strongly predicted by the four principles. In the order of strength of the drivers, they are discrimination-free and diversity recognised, apolitical, impartial and ethical, safe workplace, and employment based on merit. For a limited resource contribution, the data suggests that investing in the above four principles are likely going to generate the biggest return on overall evaluation.

Taking both sets of analyses together, employment based on merit emerged as the highest priority for action. This is consistent with the outcome of the 2009 survey. Secondary priorities include discrimination-free and diversity recognised, apolitical, impartial and ethical, and safe workplace. These emerged as key drivers, and should therefore continue to be promoted within the NTPS. Other secondary priorities from the gap analysis include fair internal review system, managing performance, quality leadership, and employee consultation and input encouraged. Once again, these statistical outcomes should be considered in the context of other initiatives, plans, and activities within the NTPS. Therefore, these results should be used as a guide, rather than necessarily prescriptive of future plans.

Figure 19.7 – Key driver analysis showing the strongest predictors of employees' overall evaluations.



NB. Calculation based on linear regression using stepwise method with 0.1 entry and 0.5 removal requirements with missing values being replaced with mean. Model development continued until change in R-square is less than 1%.



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