



Government  
of South Australia

people  
matter  
employee  
survey

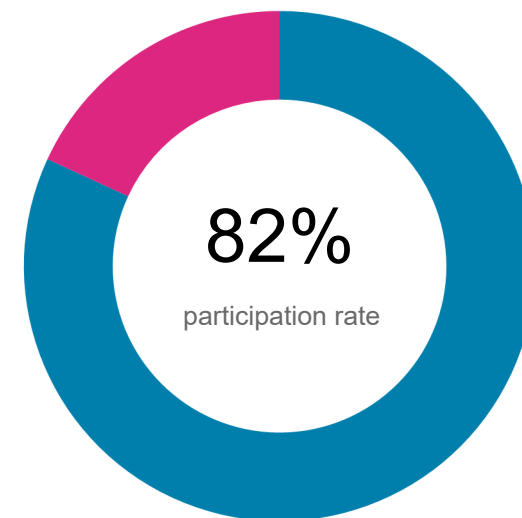
2024 Highlights report

## Department of Treasury and Finance

**Survey period:** 28 February to 27 March 2024

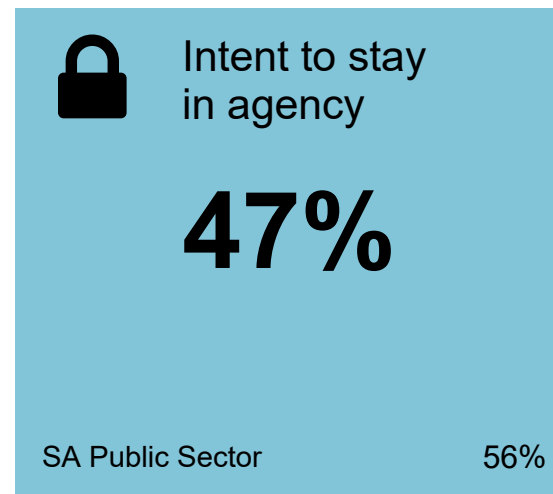
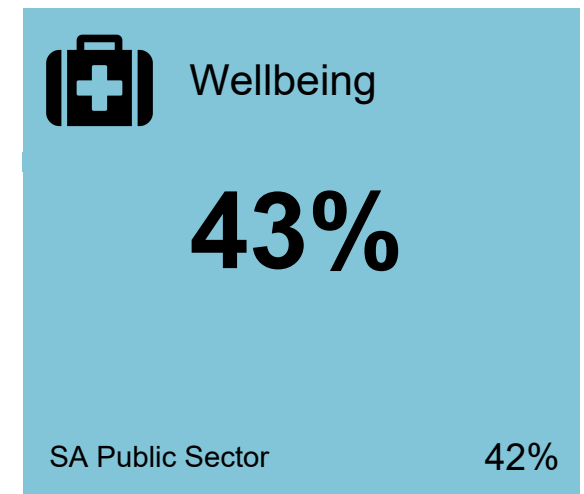
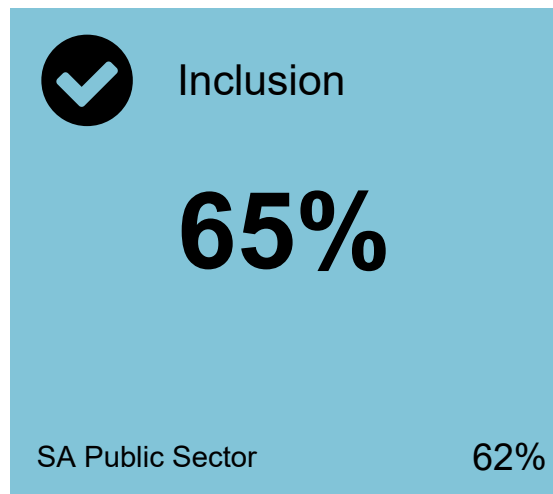
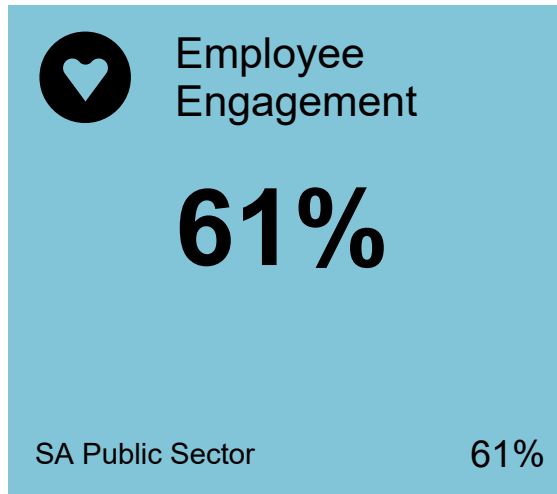
**Employees invited:** 1,601 (*127 less than 2021*)

**Completed surveys:** 1,311 (*291 more than 2021*)





The results below show a summary of the key outcomes from the People Matter Employee Survey 2024.



Significant enhancements were made to the People Matter Employee Survey since 2021. These changes reflect new government priorities and commitments, and changes to legislation. Results were compared to 2021 survey questions for continuity where available. Where there is a dash, this signals that a comparison is unavailable.

Employee Engagement is measured in a new way in 2024, that tells us the extent to which there is positive employee engagement.

If people are engaged, they will be more motivated in their roles.

The top drivers are those most likely to drive an increase in this measure.

## 61% of employees feel engaged.

### Employee Engagement measures

				% Positive	SA Public Sector	2021 Survey
I would recommend this agency as a great place to work.	65	20	15	65%	63%	59%
My work gives me a feeling of personal accomplishment.	68	19	12	68%	70%	-
This agency motivates me to contribute more than is normally required to complete my work.	51	31	18	51%	48%	-

### Top Employee Engagement drivers

				% Positive	SA Public Sector	2021 Survey
I am proud of my agency's efforts to have a positive impact.	64	25	11	64%	63%	-
There is open and honest communication at this agency.	49	27	24	49%	40%	-
I have confidence in senior leaders to make the right decisions for the agency.	57	22	20	57%	48%	-

KEY

% Positive

% Neutral

% Negative



Inclusion is measured in a new way in 2024, that tells us the extent to which people feel included.

The inclusion score is the average of the % positive scores for the inclusion questions.

The top drivers are those most likely to drive an increase in this measure.

## 65% of employees feel included.

### Inclusion measures

				% Positive	SA Public Sector	2021 Survey
At this agency, everyone can succeed to their full potential no matter who they are.	65	18	17	65%	55%	71%
I can be myself.	74	16	9	74%	71%	-
I feel as if I belong at this agency.	57	29	13	57%	59%	-

### Top Inclusion drivers

				% Positive	SA Public Sector	2021 Survey
There is open and honest communication at this agency.	49	27	24	49%	40%	-
I am treated with respect at work.	78	13	8	78%	71%	84%
I can share my opinions openly without fear of retaliation.	61	20	19	61%	53%	52%

KEY

% Positive

% Neutral

% Negative



Wellbeing is measured in a new way in 2024, that measures the overall positive levels of wellbeing of employees.

The Wellbeing score is the total percentage of strongly agree and agree responses.

One question is used to measure the feelings of energy at work which is a strong measure of wellbeing at work.

The top drivers are those most likely to drive an increase in this measure.

## 43% of employees feel energised.

### Wellbeing measures

Wellbeing measures				% Positive	SA Public Sector	2021 Survey
I feel energised at work.	43	32	25	<b>43%</b>	42%	-

### Top Wellbeing drivers

Top Wellbeing drivers				% Positive	SA Public Sector	2021 Survey
I am proud of my agency's efforts to have a positive impact.	64	25	11	<b>64%</b>	63%	-
Senior leadership shows genuine interest in the wellbeing of employees.	55	23	22	<b>55%</b>	46%	-
There is open and honest communication at this agency.	49	27	24	<b>49%</b>	40%	-

KEY

% Positive

% Neutral

% Negative



Employee experience is a new measure for 2024.

The percentage measures how many people indicate their expectations for working for the agency have been met, exceeded or greatly exceeded.

The top drivers are those most likely to drive an increase in this measure.

# 76% feel the Public Sector is meeting or exceeding their expectations.

## Employee Experience measures

			% Positive	SA Public Sector	2021 Survey
Overall, to what extent does your experience working in your agency meet your expectations.	76	24	<b>76%</b>	71%	-

## Top Employee Experience drivers

			% Positive	SA Public Sector	2021 Survey	
There is open and honest communication at this agency.	49	27	24	<b>49%</b>	40%	-
Overall, I believe that my career goals can be met at this agency.	51	27	22	<b>51%</b>	52%	46%
I am proud of my agency's efforts to have a positive impact.	64	25	11	<b>64%</b>	63%	-

KEY

% Positive    % Neutral    % Negative



This measure indicates your people's positive intent to stay in your agency for three years or longer.

47% intend to stay working in this agency for at least the next 3 years.

Intent to stay measures

				% Positive	SA Public Sector	2021 Survey
Intent to stay working at agency	47	25	27	47%	56%	-

Top Intent to stay drivers

				% Positive	SA Public Sector	2021 Survey
Overall, I believe that my career goals can be met at this agency.	51	27	22	51%	52%	46%
My job makes good use of my skills and abilities.	69	18	13	69%	70%	77%
I can share my opinions openly without fear of retaliation.	61	20	19	61%	53%	52%

KEY

% Positive    % Neutral    % Negative



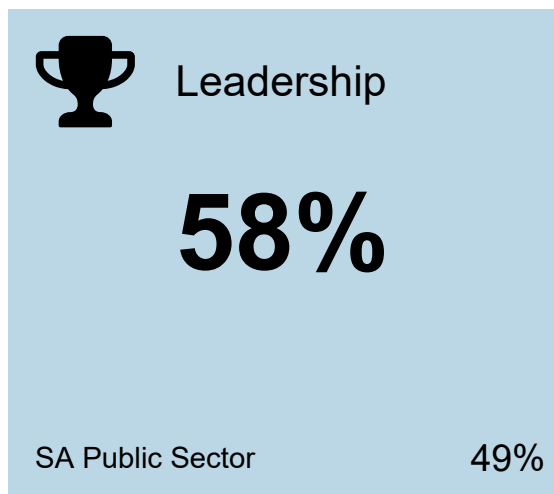
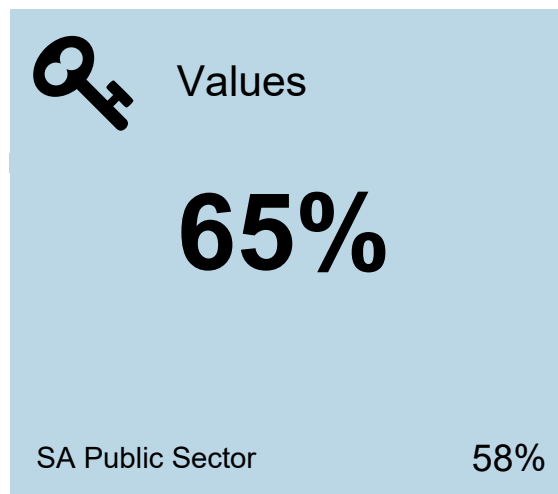
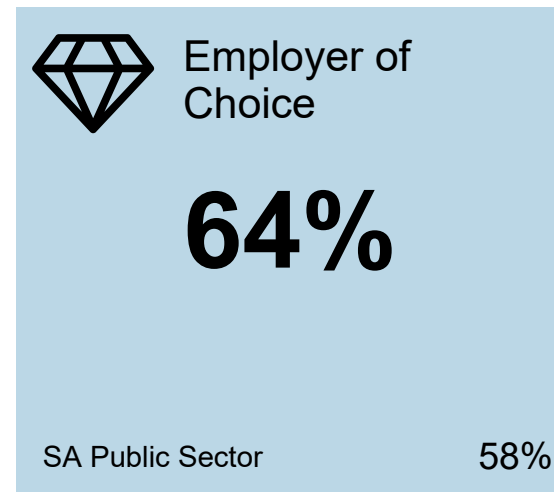
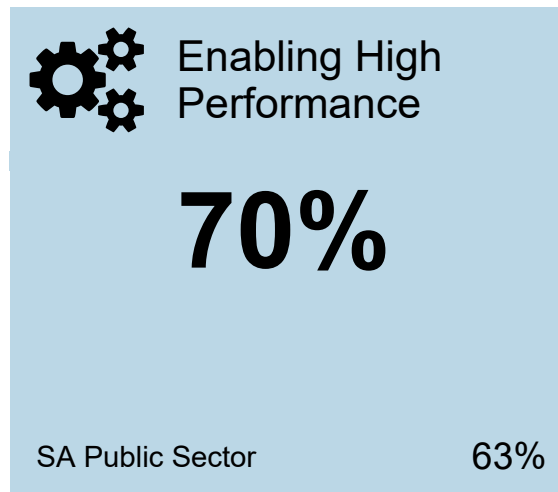
The 2024 results below show a summary of the key public sector priorities identified in the 2021 survey.

Effective leadership, enabling high performance, striving to be an employer of choice and demonstrating the sector values were key priorities identified in the previous survey in 2021.

The Leadership score measures strategic leadership demonstrated at a senior level in agencies.

Each of these scores is calculated as the average of the component questions to provide a comprehensive measure of key public sector priorities.

We will continue to measure progress in these priority areas.





The results below show a summary of Management Capability and the components that make up this measure.

The Management Capability Measure focuses on people manager capability aligned to the Leadership Excellence Framework - the day-to-day behaviours of people managers that directly impact on team members.

These are key behaviours as identified by the public sector's Leadership Excellence Framework (Advance, Inspire and Deliver).



Management Capability

77%

SA Public Sector

68%



Advance (govern well)

76%

SA Public Sector

68%



Deliver (manage well)

77%

SA Public Sector

69%



Inspire (lead well)

77%

SA Public Sector

68%

Advance focuses on establishing purpose, developing strategy, driving integrity, mitigating risk, monitoring results, and investing in public value.

## Advance (govern well) 76%

				% Positive	SA Public Sector	2021 Survey
I have meaningful discussions with my manager about my career development.	64	20	16	64%	57%	-
I trust my manager.	78	13	9	78%	68%	75%
My manager treats people fairly.	80	11	9	80%	72%	-
My manager's behaviour is consistent with the agency values.	81	12	7	81%	73%	-

KEY

% Positive

% Neutral

% Negative

Deliver emphasises focusing on important matters, driving accountability, enhancing employee engagement, facilitating resource coordination, and embracing new technical solutions and ways of working.

## Deliver (manage well) 77%

				% Positive	SA Public Sector	2021 Survey
I am clear on what is expected of me at work.	83	11	6	83%	80%	88%
I am encouraged to come up with better ways of doing things.	73	17	10	73%	63%	76%
I feel comfortable discussing my mental health and wellbeing with my manager.	67	18	15	67%	59%	59%
I get the help and support I need from my manager.	79	13	8	79%	68%	-
My manager cares about my wellbeing.	82	12	6	82%	74%	-

KEY

% Positive

% Neutral

% Negative

Inspire involves setting examples, generating enthusiasm, articulating vision, communicating for understanding, creating an optimal work environment, building stronger organisations, fostering collaboration, and developing capability.

## Inspire (lead well) 77%

				% Positive	SA Public Sector	2021 Survey
I feel that my manager values my contributions to this agency.	82	12	7	<b>82%</b>	73%	78%
I have regular conversations with my manager about my performance.	71	16	13	<b>71%</b>	59%	53%
My manager regularly reinforces safe behaviours.	79	16	5	<b>79%</b>	73%	-
My manager values my perspectives, even if they are different from their own.	76	15	9	<b>76%</b>	68%	80%

KEY

% Positive

% Neutral

% Negative



The results below show a summary of questions on respectful behaviours.

**14%** witnessed bullying or harassment *(17% in 2021)*.

**9%** experienced bullying or harassment *(10% in 2021)*.

**14%** witnessed and **9%** experienced **bullying**.

**1%** witnessed and **0%** experienced **sexual harassment**.

**3%** witnessed and **4%** experienced **racism**.

**7%** witnessed and **4%** experienced **discrimination**.

**4%** experienced **violence and aggression**.

These results give insight into the extent to which bullying and harassment have been experienced or observed by public sector employees.

PMES questions measured a wider range of respectful behaviours than the 2021 survey to better align with the public sector priorities and strategies to eliminate harmful, negative behaviours in our workplaces.

Bullying was reported separately from sexual harassment in 2024. This reflects the introduction of the *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022 (Cth)*, and the introduction of a positive duty for employers to eliminate workplace sexual harassment, sex discrimination and sex-based harassment.

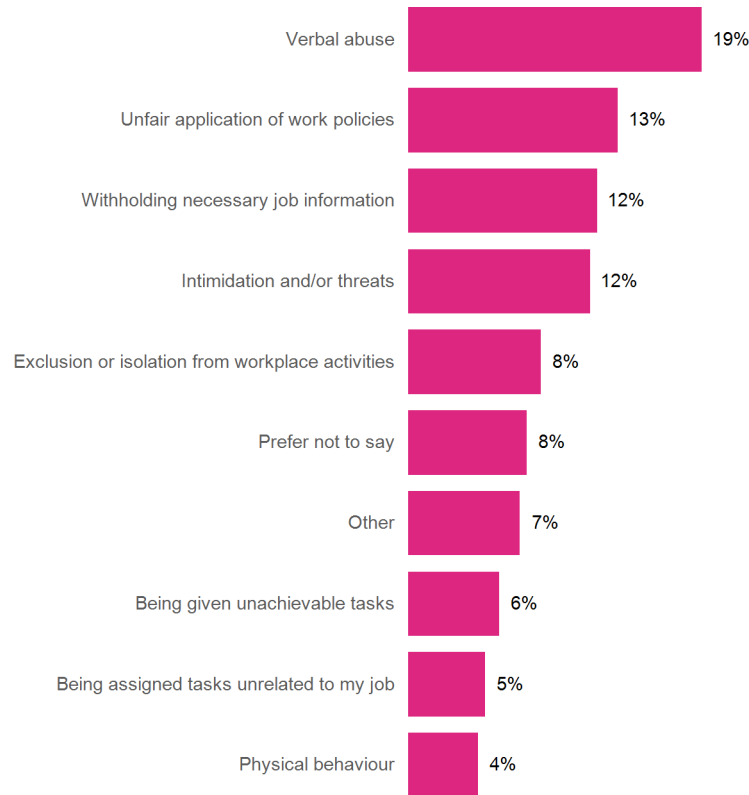


These results give insight into the extent to which bullying has been experienced or observed by public sector employees.

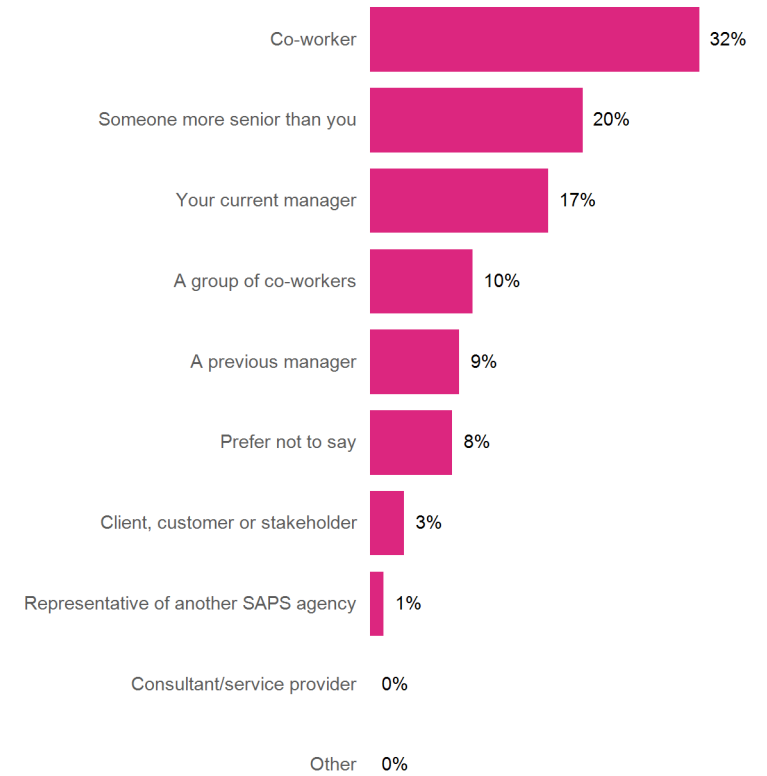
The results for bullying in the workplace are shown below.



### Top types of bullying experienced (top 10)



### Who was responsible?



#### KEY



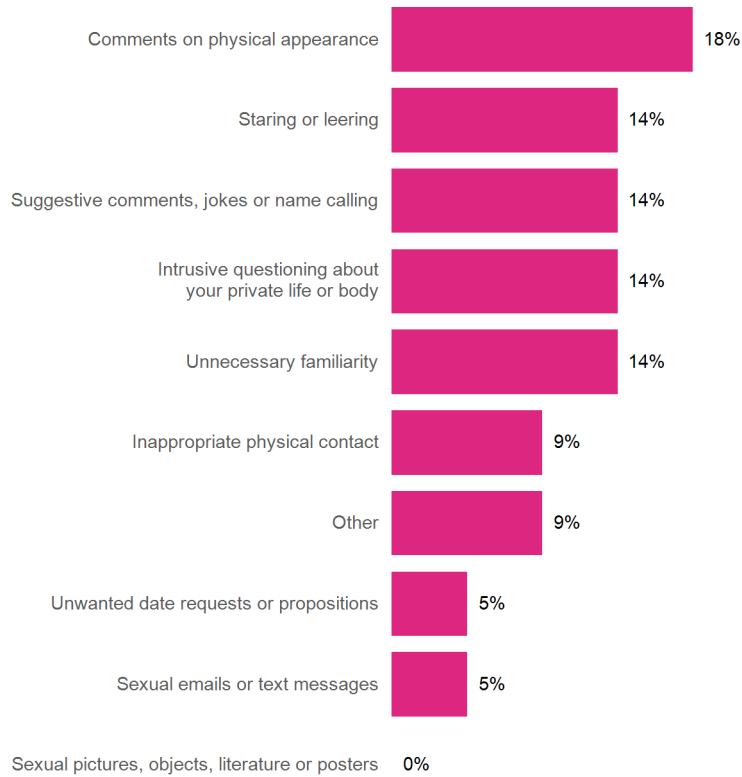


These results give insight into the extent to which workplace sexual harassment has been experienced or observed by public sector employees.

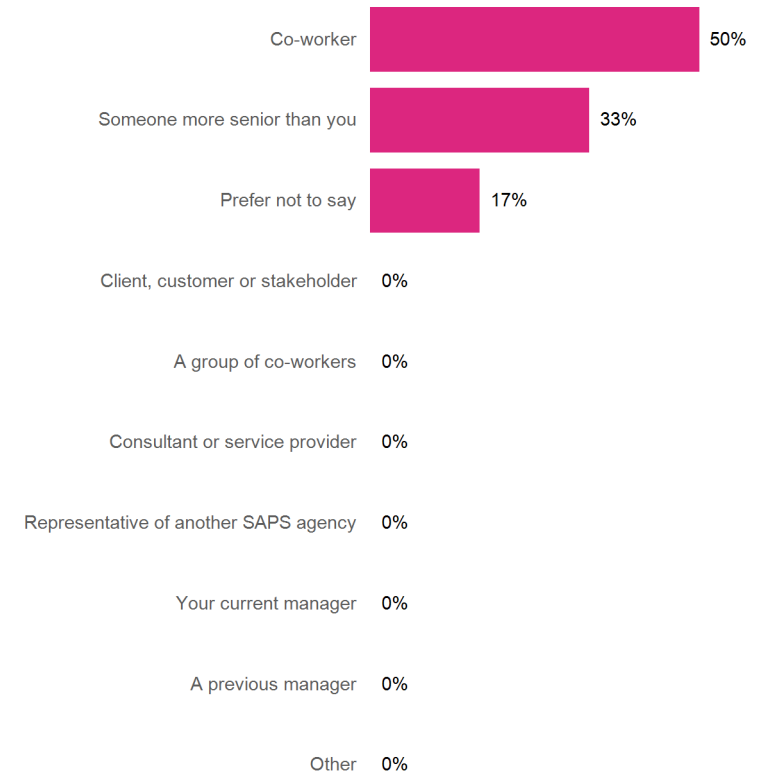
The results for sexual harassment in the workplace are shown below.



Top types of sexual harassment experienced (top 10)



Who was responsible?



KEY



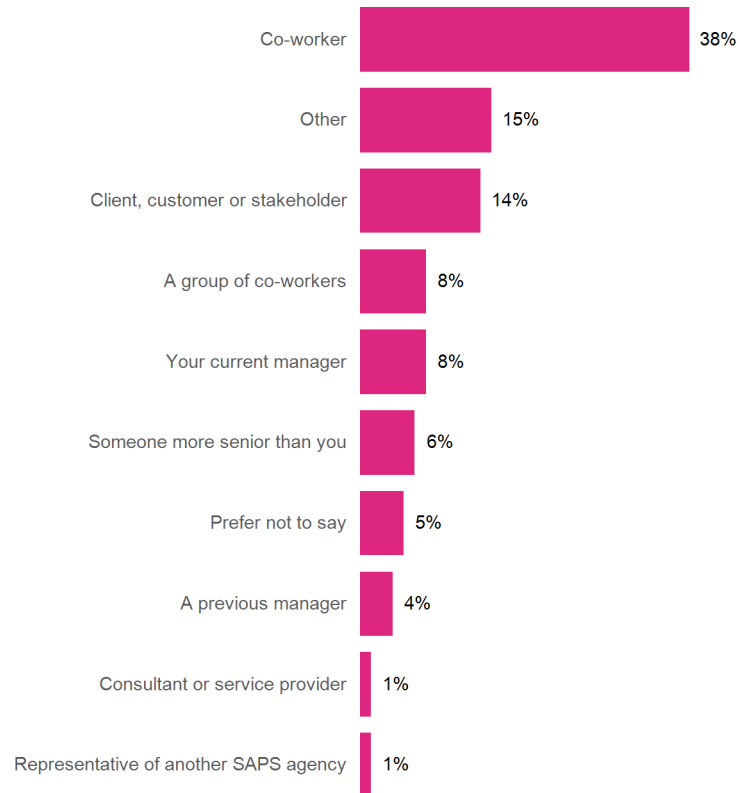


These results give insight into the extent to which racism has been experienced or observed by public sector employees.

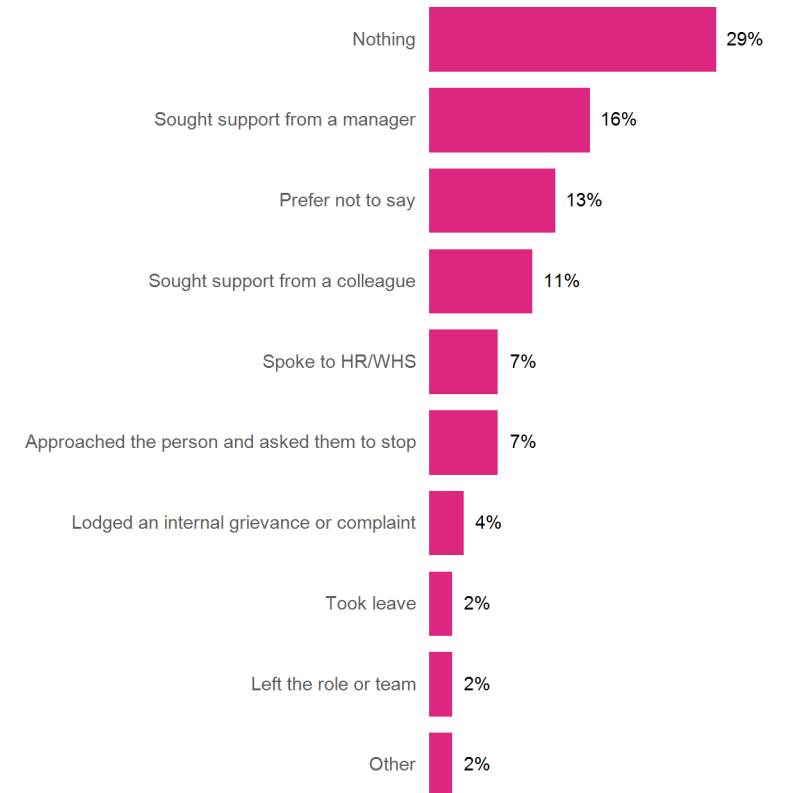
The results for racism in the workplace are shown below.



### Who was responsible?



### What was done in response to your experience? (top 10)



#### KEY



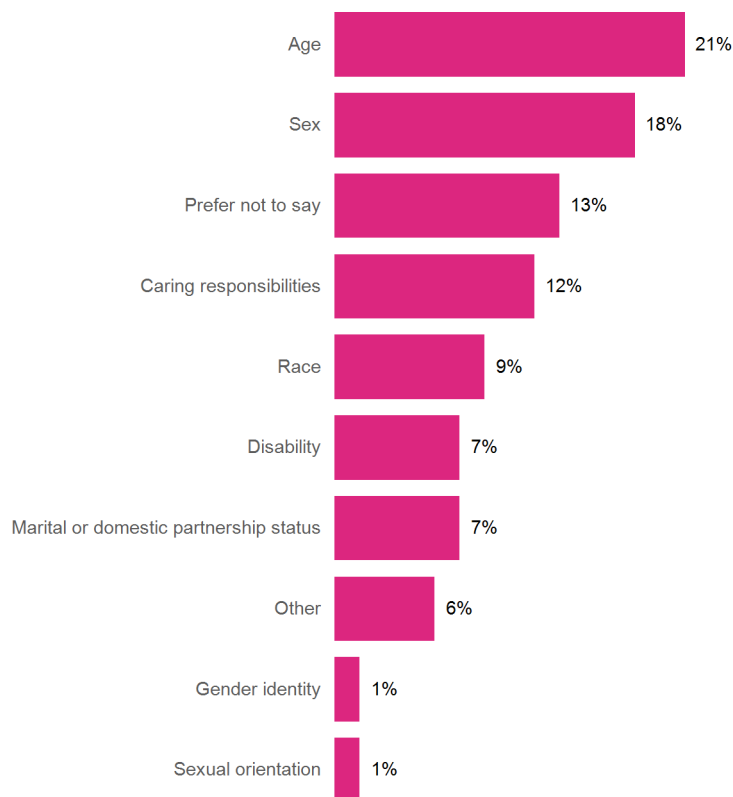


These results give insight into the extent to which discrimination has been experienced or observed by public sector employees.

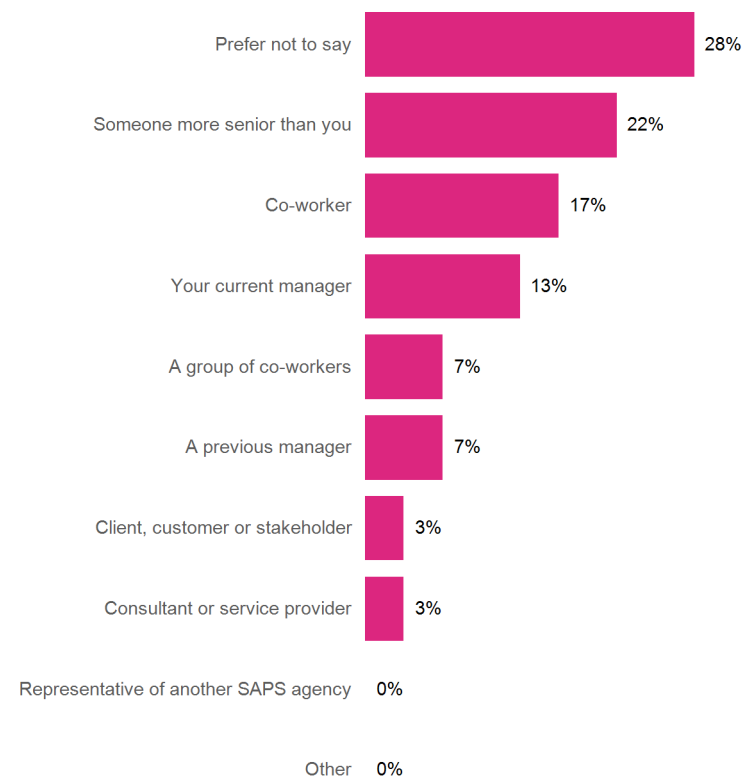
The results for discrimination in the workplace are shown below.



### Top types of discrimination experienced (top 10)



### Who was responsible?



KEY



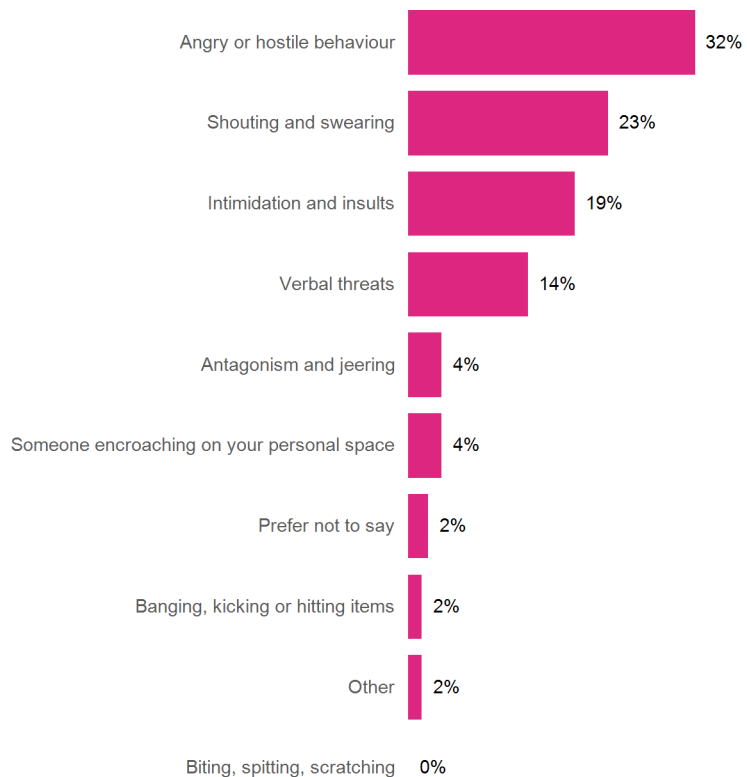


These results give insight into the extent to which workplace violence or aggression has been experienced by public sector employees.

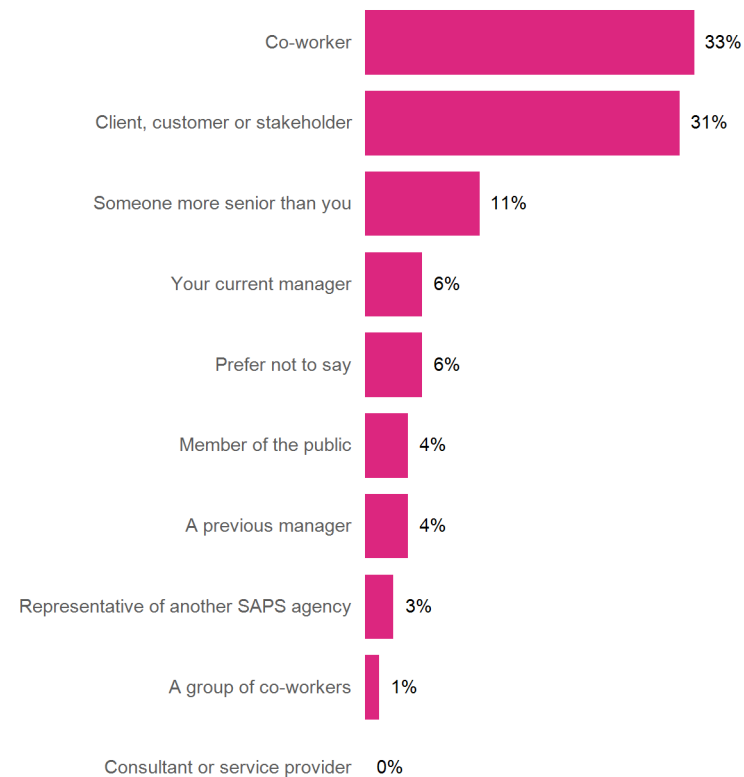
The results for violence and aggression in the workplace are shown below.



### Top types of violence and aggression experienced (top 10)



### Who was responsible? (top 10)



KEY





These are the additional questions that your agency asked within the survey.

				% Positive	2021 Survey
I know where to access the cultural protocol documents.	52	26	22	<b>52%</b>	-
Department of Treasury and Finance's cultural protocol documents are effective in facilitating my cultural learning.	51	41	9	<b>51%</b>	-
I am confident in relating my agency's reconciliation action plan to my work.	48	40	12	<b>48%</b>	43%
I understand how the work of my branch contributes to achieving a world class Treasury and Finance.	67	25	9	<b>67%</b>	-
My department is investing effort into achieving the Department of Treasury and Finance's strategic plan 2023-2028.	63	33	4	<b>63%</b>	-
I have a clear understanding of Department of Treasury and Finance's strategic plan and objectives.	68	24	8	<b>68%</b>	-

KEY

% Positive

% Neutral

% Negative



These measures are a first for the public sector and address the *Work Health and Safety (Psychosocial Risks) Amendment Regulations 2023* to better address the risks caused by psychosocial hazards at work.

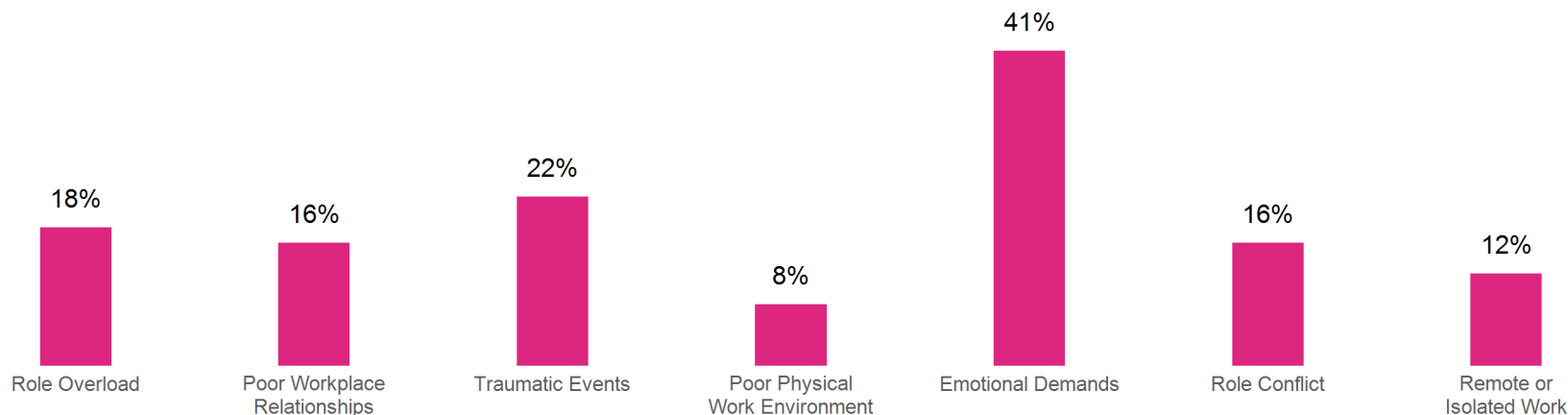
Psychosocial hazards are factors in the design or management of work that can cause stress resulting in poor mental health and / or physical harm.

The Job Demands, Job Resources model has been used in the People Matter Employee Survey to group psychosocial hazards. The model tells us that excessive job demands negatively impact an employee's experience. Job resources can support an employee's wellbeing and contribute positively to an employee's experience.

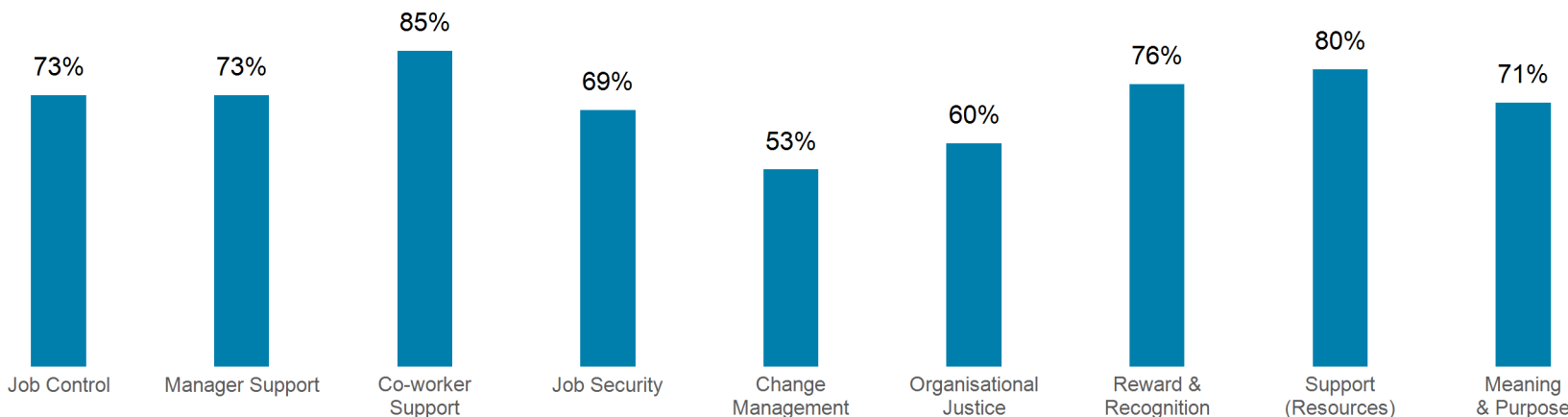
In the job demands results, the higher scoring demands are the areas of opportunity for improvement.

In the job resources results, the lower scoring resources are the areas of opportunity for improvement.

### Job demands



### Job resources





This is a summary of the demographics of all survey respondents.

Gender	
Woman or female	52.1%
Man or male	36.1%
Prefer not to say	11.1%
Non-binary	(r)
I use a different term	(r)

LGBTIQA+	
Yes	4.7%
No	86.9%
Prefer not to say	8.4%

Disability	
Yes	4.9%
No	89.0%
Prefer not to say	6.1%

Age	
< 20 years	0.5%
20 – 29	16.4%
30 – 39	20.1%
40 – 49	23.4%
50 – 59	20.5%
60-64	5.0%
65 +	1.2%
Prefer not to say	13.0%

Cultural background	
Australian	53.5%
Prefer not to say	18.0%
English	9.3%
Other	7.1%
Italian	5.4%
Indian	5.2%
Chinese	4.2%
Irish	2.6%
Vietnamese	2.3%
Greek	2.2%

Language Other than English spoken at home	
Yes	22.9%
No	68.2%
Prefer not to say	8.9%

Aboriginal and Torres Strait Islander	
Yes	1.3%
No	92.1%
Prefer not to say	6.6%

Carer responsibilities	
Yes	26.8%
No	67.3%
Prefer not to say	6.0%

Types of work	
Finance	30.7%
Other	12.2%
Service delivery (public facing)	10.7%
Program and project management	8.7%
Other service delivery	7.8%
Corporate services	7.0%
ICT	6.9%
Admin support	5.6%
Policy	3.4%
Communications	2.7%
Human Resources	2.1%
Legal	1.0%
Ministerial/parliamentary	0.7%
Research	0.6%

Employment category	
Permanent or Ongoing	73.4%
Temporary or Term Contract	20.9%
Executive Contract	3.9%
Traineeship, graduate, internship or apprenticeship program	1.2%
Casual	0.6%

Employment status	
Full-time	88.0%
Part-time	12.0%

'r' - The data for this question has been hidden for anonymity reasons.



Taking action in response to the results of the PMES survey is important.

Focusing on these drivers will have the biggest impact on employee engagement, Inclusion, wellbeing and employee experience.

These drivers have the potential to improve Key Outcomes through purposeful focus and action across the SA public sector.

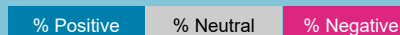
# 43% believe positive change will happen as a result of the survey.



## Summary of Key Drivers:

Key Outcomes	Most impactful driver	Second most impactful driver	Third most impactful driver
<b>Employee Engagement (61%)</b>	I am proud of my agency's efforts to have a positive impact. (64%)	There is open and honest communication at this agency. (49%)	I have confidence in senior leaders to make the right decisions for the agency. (57%)
<b>Inclusion (65%)</b>	There is open and honest communication at this agency. (49%)	I am treated with respect at work. (78%)	I can share my opinions openly without fear of retaliation. (61%)
<b>Wellbeing (43%)</b>	I am proud of my agency's efforts to have a positive impact. (64%)	Senior leadership shows genuine interest in the wellbeing of employees. (55%)	There is open and honest communication at this agency. (49%)
<b>Employee Experience (76%)</b>	There is open and honest communication at this agency. (49%)	Overall, I believe that my career goals can be met at this agency. (51%)	I am proud of my agency's efforts to have a positive impact. (64%)
<b>Intent to stay in agency (47%)</b>	Overall, I believe that my career goals can be met at this agency. (51%)	My job makes good use of my skills and abilities. (69%)	I can share my opinions openly without fear of retaliation. (61%)

KEY



**Since the previous 2021 employee survey, the world of work has changed significantly.**

To reflect this changing environment and new priorities, the 2024 People Matter Employee Survey aimed to:

- bridge the gap between HR policy and practice.
- better understand employees' experiences to inform diversity, inclusion, and cultural capability.
- identify and manage risk of psychosocial hazards impacting respectful behaviours and stress.
- assess perceptions of leadership capabilities to prioritise development.

Questions were re-designed to measure **key public sector strategies and priorities**, including:

- anti-racism
- prevention of bullying
- prevention of harassment and discrimination
- diversity, equity and inclusion
- the Multicultural Charter
- the Autism Inclusion Charter
- psychosocial hazards

Two evidence-based frameworks were leveraged to redesign the survey and ensure it provides the SA public sector with a robust and future-proofed measure of employee experience.

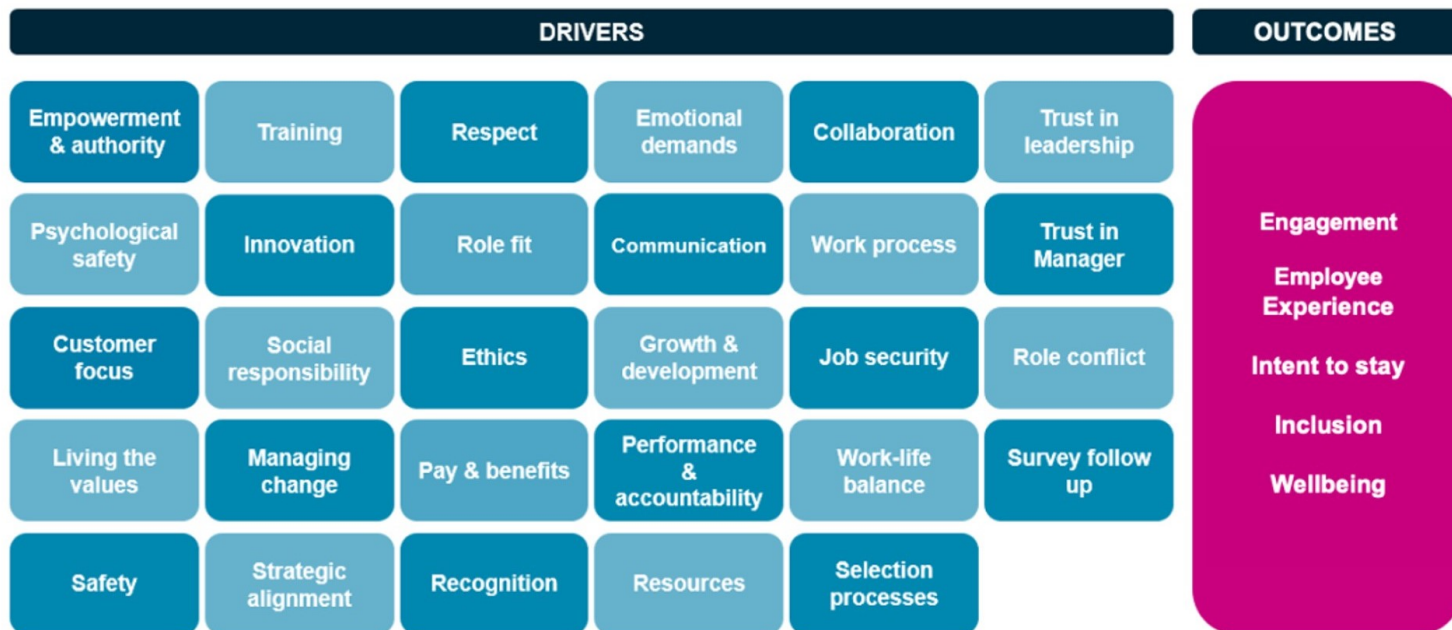
The People Matter Employee Survey 2024 is underpinned by validated, evidence-based models, new regulations and code of practice.

### Qualtrics EX25

EX25 is Qualtrics' best-in-class validated approach to measuring and acting on employee engagement and the holistic employee experience. It allows you to measure more of the employee experience with less questions, and is designed to provide practical, actionable insights to help managers/leaders at all levels create meaningful change.

In addition to the measurement of key experience metrics such as engagement, employee experience, intent to stay, inclusion, and wellbeing, the framework also has an embedded management capability index. This index measures actionable manager led behaviours that are key to the experience of employees at work and was also mapped to the South Australian Public Sector Leadership Excellence Framework.

The survey covered the following core survey areas:





## SafeWork Australia's Model Code of Practice: Managing psychosocial hazards at work

As a national policy body representing the interests of the Commonwealth, states and territories, as well as workers and employers, Safe Work Australia is responsible for developing Work, Health and Safety Laws. In June 2022, SafeWork Australia amended the Model Work Health and Safety Regulations to include the management of psychosocial risks. Later in July, they released a newly developed model code of practice on managing psychosocial hazards at work under section 274 of the *Work Health and Safety Act 2012 (the WHS Act)* - this new code of practice provides practical guidance on how to identify and manage psychosocial risks and achieve the standards required under the regulations.

This is an important step forward, as previously, the management of psychosocial risks has been unregulated in Australian workplaces. With the rising frequency and costs of psychosocial injuries, and after multiple WHS regulation reviews, there is growing awareness of the significance of psychosocial hazards and injuries in the workplace, and commitment to introducing regulations across Australia to elevate psychosocial health and safety to the same level as physical health and safety.

## People at Work

The design of the People at Work methodology is underpinned by the Job Demands and Resources Model, and Safe Work Australia's Code of Practice: Managing psychosocial hazards at work.

Australian work health and safety regulators jointly funded People at Work to provide free tools and resources to assist employers to identify psychosocial hazards and factors and implement a psychosocial risk management process at the workplace. Selected key items from the People at Work Survey have been included in the People Matter Employee Survey.