PEOPLE MATTER FOR LOCAL GOVERNMENT

PILOT NSW SURVEY TOPLINE REPORT

UTS:CLG CENTRE FOR LOCAL GOVERNMENT
Project Reference Group

Local Government New South Wales

Local Government Professionals Australia - New South Wales

New South Wales Office of Local Government

Australian Services Union

Centre for Local Government, University Technology Sydney

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We also acknowledge, with thanks, the permission we received to use the survey People Matters from the NSW Public Service Commission and the Victorian Public Sector Commission.

Citing this report

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Executive Summary

*People Matter* is an employee perception survey that is regularly conducted across state government public sectors and provides important information and insights for departments, organisations and sector stakeholders on workplace experiences and employee engagement.

Local government makes up almost 10% of the total public sector workforce in Australia. This research utilises a tailored version *People Matter* survey tool to gain feedback on employee experiences and perceptions of working in the local government sector.

The research is with a sample of employees from NSW local government in a pilot study to explore how the *People Matter* survey can be utilised in local government. A project reference group of NSW local government stakeholders provided advice and guidance on the survey and council engagement.

Approximately 1500 NSW local government employees responded to the anonymous survey from an estimated fifteen local government areas between December 2016 and April 2017. Research findings include the following from the local government employees who responded to the survey:

- There is a strong understanding of what is expected from them in terms of their role (86%) and respondents are highly enthusiastic when it comes to look for ways to perform their job better (95%). Employees who responded have a strong appreciation (87%) of how their position contributes to positive outcomes for their council and community.

- While wellbeing is mostly perceived positively, unacceptable workloads (19%) and detrimental work stress (15%) is reported. A third of the respondents rate work-life balance as less than good.

- There are positive perceptions of how their immediate workgroup or team works together (70%). There are some negative perceptions (14%) when it comes to rating ‘team spirit’.

- In terms of performance and development, employees who responded are able to have open and honest conversation with their supervisors about the quality of work required (70%), although a proportion (39%) do not have a current performance plan that sets out objectives. There is a strong desire for career advancement (65%); however there is dissatisfaction with opportunities for career progression or the merit system within their organisation (30%). Managing underperformance was one area that a significant proportion of respondents perceived in a negative light (27%).

- There are mostly positive perceptions of managers with many managers being seen to encourage employee input (73%). However, a smaller number of managers are seen to consider this input when making decisions in the organisation (58%). Less than half of the respondents have positive perceptions of council senior managers. Demonstrating collaboration and leading change are perceived as being areas for improvement for senior executive teams.

- Council organisations are rated well when it comes to understanding and building relationships with communities (79%). While a large proportion of the respondents agree that councils are making the necessary improvements to meet challenges of the future (65%), a quarter perceives that change is not handled well. Most of the employees who responded (67%) would recommend their organisation as a great place to work.

- The majority of respondents (85%) can see how diversity and inclusion in the workplace contributes to better business outcomes and feel able to voice different views to their managers and colleagues (70%). Gender and age are seen as a barrier to success within some of the respondents’ council organisations (8%-12%)
Widespread use of the *People Matter for Local Government* survey would provide an opportunity to further strengthen effective local government management practices and workforce planning activities by highlighting perceptions and feedback from the workforce.

It offers an opportunity for local government employees to have a say about their workplace and for their ideas to contribute to better working practices and environments. Further work in this area could provide comparisons between state and local government workforces and provide the evidence base for the development of a local government capability framework.

This pilot study provides a sample of the views of employees working in local government in NSW. The research output provides opportunities to:

- Complement and compare with previous workforce and engagement data.
- Provide input and ideas for council and sector wide workforce planning strategies.
- Inform content for learning and development programs.
- Give insights on the perceptions of council leadership and culture.
- Guide the development and use of local government capability frameworks.
- Provide a baseline for further surveys and the evaluation of progress.
- Pave the way for further research.
- Explore future comparative analysis and benchmarking measures across regions and sectors.
- Connect with public sector peers on workforce and engagement issues and initiatives.
1 Research scope

1.1 Rationale

Employee engagement is a key component of success for organisations and sectors with research demonstrating that increased engagement leads to better outcomes including greater productivity, higher retention rates, reduced absenteeism, improved levels of service and heightened staff wellbeing.1

Employee surveys are an important way to gather information and insights on workplace experiences directly from the perspective of staff. Surveys of this kind value employee opinion and provide an open opportunity for staff to provide feedback back to the organisation. This data is useful for employers and organisations to understand and assess levels of engagement and align this to capacity building, professional development and workforce strategies.

Employee perception surveys are regularly conducted across state public sectors providing important information and insights for departments, organisations and sector stakeholders. The People Matter survey provides a particularly effective instrument for gaining employee feedback and has been utilised by different public sectors across Australian jurisdictions2.

Local government makes up almost 10% of the total public sector workforce in Australia3. The Centre for Local Government at the University Technology Sydney (UTS:CLG) has undertaken this pilot research study to better understand employee experiences of working at councils by providing a People Matter survey tool for local government to gain feedback and better understand its workforce.

Many councils across Australia utilise different types of employee surveys to gain important insights for their own organisational purposes. This research intends to provide access to a sector wide employee engagement survey that can be utilised by local governments and sector stakeholders who want to understand the opinions of local government workforces, and see how this compares across councils and with the public sector data.

People Matter for Local Government supports effective local government’s council management practices and workforce planning activities by highlighting perceptions and feedback from a sample of the sector’s workforce. It offers local government employees the opportunity to have a say about their workplace and to help make local government a better place to work.

1.2 Pilot study

This research focuses on NSW local government as its pilot study area for the People Matter survey tool. A detailed overview of the research methodology is presented in Appendix A.

UTS:CLG were granted permission by the Victorian Public Service Commission to use the People Matter survey instrument and were provided with the latest survey questions by NSW Public Sector Commission to adapt for this research. A copy of the survey questions used for this pilot study is located at Appendix B.

The project reference group for the NSW pilot study comprised of representatives from the NSW Office of Local Government, Local Government NSW, Local Government Professionals

2 Public service commissions across Australia utilise employee perception surveys for people working in the public sector. NSW, Victoria, Tasmania and the ACT have utilised the People Matter survey tool.
3 http://www.abs.gov.au
Australia - NSW, the Australian Services Union and UTS:CLG. The project reference group provided advice and guidance on the survey questions and sector engagement.

For the purposes of this pilot study, approximately 1500 NSW local government employees responded to the survey from an estimated fifteen local authority areas between Dec 2016 and April 2017. Due to the research scope limitations of the pilot study, the local authority areas are not representative of councils across NSW and respondent numbers are not wholly representative at individual council level. The survey was not completed by employees from amalgamating councils. Information collected through the survey is presented in this top-line report does not identify individual councils or participants by name.4

The data collected offers a unique insight into NSW local government employee perceptions of council workplaces from a section of the workforce. Areas of insight and perceptions include: engagement and leadership; values and conduct; workplace experiences; diversity and wellbeing; and intentions to stay.

1.3 Research outputs

The information gathered provides data on the experience of working in local government in NSW from a section of the workforce at a topline level. Research results from this study can be utilised across a range of areas, including:

- To complement and build on previous workforce data and assist with workforce planning strategies by highlighting drivers for engagement.
- To inform content for learning and development programs such as strategic awareness, performance management, working with communities, and equity and diversity awareness.
- Providing insights on the perceptions of council leadership and culture that is based on direct feedback from employees and can be built into recruitment, development and organisational change initiatives.
- Guiding the development and use of capability frameworks by identifying areas of importance to performance and development in local government.
- Providing an example of the experience of working in contemporary local government that can be used as a baseline for further surveys and in the evaluation of progress made in identified areas of need.

Further possibilities for this research include:

- Continued pilots and studies in NSW and across other Australian states and territories.
- Further comparative analysis across NSW local government regions and with the NSW Public Service Commission data.
- Topline benchmarking measures across different council groupings, states and territories, and with public sectors at a state/territory level.
- An avenue for local governments to connect with public sector peers in state and territory governments and vice-versa.

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4 Studies undertaken by CLG have been granted program approval by the University of Technology Sydney Human Research Ethics Commission.
1.4 This topline report

The following information provides a profile of the respondents, with detailed demographical data presented pages 23-29 of this report.

Demographical headlines

There is an equal proportion of male and female respondents

<table>
<thead>
<tr>
<th>There is a 60/40 split of those under 50/over 50 years in age</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/4 are engaged in predominantly outdoor roles with 3/4 in indoor roles</td>
</tr>
<tr>
<td>34% are in people supervisor/manager roles</td>
</tr>
<tr>
<td>On average, 82% are engaged in a full time permanent position</td>
</tr>
<tr>
<td>The highest educational qualification is most likely to be a certificate level (23%), followed by a bachelor degree level (21%) qualification</td>
</tr>
<tr>
<td>46% have worked at council for 10+ years, with 37% indicating they will look to continue working at council for 10 years or more</td>
</tr>
<tr>
<td>On average, 75% have worked in NSW local government for 5+years and say they will continue to work in local government for at least the next 5+ years</td>
</tr>
<tr>
<td>Half of the respondents worked in the private sector before moving to local government</td>
</tr>
</tbody>
</table>

Research headlines

This report presents the key findings from responses to survey questions designed across a range of areas, as depicted in Figure 1.

**FIGURE 1: PEOPLE MATTER SURVEY AREAS**
Role
> The local government employees who responded to the survey have positive perceptions when it comes to thinking about their individual role, with 95% demonstrating an enthusiasm for looking for ways to perform their job better and 86% understanding what is expected of them in their role.
> 87% of the respondents reported an appreciation of how their position contributes to positive outcomes for their council and community.

Wellbeing
> While role is regarded mostly positively, areas for discussion in this category include workload and work stress with 19% of respondents reporting unacceptable workloads and 15% reporting work stress over an acceptable level.
> In terms of work-life balance 65% of respondents regarded their work-life balance favourably, and there is high utilisation of work day flexible start and finish times, and a quarter use time-in-lieu. However 35% rated their work-life balance as fair to very poor.

Workgroup
> On average, 70% of respondents have positive perceptions of how their immediate workgroup or team works in terms of offering help and support to eachother, collaborating, and demonstrating respect.
> 14% of respondents have negative perceptions of ‘team spirit’ in their workgroup with a further 10% opting to not answer this question either positively or negatively.

Performance and Development
> Three quarters of respondents feel able to have open and honest conversations with their supervisors about quality of work required and 61% report receiving useful feedback in the past 12 months.
> In terms of performance planning, 39% reported not having a current performance plan that sets out objectives.
> 65% have a strong desire to advance their careers, however on average 30% are dissatisfied with opportunities for career progression or the merit system for good work within their organisation.
> 29% of respondents indicated that they would like to work for another local government council during their career compared to 71% of respondents who either disagreed with this, or did not answer this question either way. When asked to select what would encourage employees to remain working at council, the top three motivational factors were “Better pay and benefits”; “Improved career opportunities”; and “Improved learning and development opportunities”.
> Underperformance was one area that a significant proportion of respondents perceived in a negative light with 27% reporting that underperforming employees were not dealt with appropriately. A further 31% did not answer this question definitively.

Managers
> On average, 70% of respondents have positive perceptions of their managers in terms of how they communicate, make decisions, encourage and respect employees and lead by example.
> 73% of respondents feel their manager encourages employee input, however only 58% feel employee input is considered by managers when making decisions in the organisation. 63% are encouraged to review and evaluate policies and programs.

Senior Managers
> Senior managers are defined as the most senior group of managers in the organisation (i.e. the General Manager, executive and division directors).
Positive perceptions of senior managers are lower than those perceptions of direct managers. On average, 47% of respondents have positive perceptions of senior managers in areas such as communication of strategic objectives, providing direction, encouraging innovation, and displaying leadership and collaboration.

On average, 35% of respondents chose “neither agree nor disagree” when it comes to answering questions about senior managers. This is a higher proportion than in other survey areas.

Demonstrating collaboration and leading change were the areas that were more likely to attract a combination of ‘neither agree nor disagree’ or negative perceptions from respondents.

Organisations

Councils with employees who responded to the survey are perceived as doing well when it comes to understanding and building relationships with communities, with 79% respondents overall agreeing that their organisation strives to match services to community needs and works to earn and sustain public trust. 76% agree that systems and procedures are in place to avoid conflicts of interest.

Almost half of all respondents opted to neither agree nor disagree with whether there is a good relationship between employees and elected officials.

While 65% agree that their councils are making the necessary improvements to meet challenges of the future, 23% perceive that change is not handled well.

67% of respondents would recommend their local government organisation as a great place to work compared with 10% who would not.

Diversity and Inclusion

The majority of respondents (85%) can see how diversity and inclusion in the workplace contributes to better business outcomes, although 20% of respondents answered ‘neither agree nor disagree’ to the range of specific questions on diversity and inclusion in their own workplace.

The majority indicate that diverse and inclusive workplaces are encouraged. However 6% of respondents felt that their organisation did not respect or support individual differences and diverse workforces, with 8% perceiving gender as a barrier to success and 12% feeling that age is a barrier to success in organisations.

While 70% of respondents feel they are able to voice different views to their managers and colleagues, 17% did not answer definitively and 12% felt unable to speak up.

Improving Effectiveness

The survey included an open question inviting participants to identify areas that would improve the effectiveness of their workplace. Suggestions for improvements are grouped within the following areas:

- Office space and working environment
- Technology and equipment
- Flexible working arrangements
- Salary, career pathways and training
- Role clarity
- Funding and resources (including investment in permanent staff)
- Organisational communication and collaboration
- Workplace culture and accountability
- Effective leadership
- Innovation and efficiencies in processes and systems
- Community focus
2 Topline Results

2.1 Survey analysis
Data is reported for each survey area, followed by a selection of topline analysis to highlight particular findings. This further analysis utilises the following parameters:
- ‘Overall agreement’ refers to ‘agree’ and ‘strongly agree’ ratings combined.
- ‘Overall disagreement’ refers to ‘disagree’ and ‘strongly disagree’ ratings combined.
- Where individual statements are highlighted inside a text box, the distribution of responses within individual response categories (i.e. strongly/agree, strongly/disagree, ‘neither agree nor disagree’) have been ordered from high to low.
- Where the analysis highlights select response categories, the statement/s drawing the highest proportions of responses is represented as examples of overall employee feedback.
- Due to rounding (nearest whole percent), total percentages may not equal 100%.
- Where percentages of two or more categories have been added to reflect an ‘overall’ rating, overall reported percentages may diverge slightly from the true percentage sum owing to rounding (to the nearest whole percent).

Of further note:
- “Questions” 4, 7,10, 21 & 22 of the survey are not reported. These consisted of notes for respondents’ information where no response was required or have been omitted for anonymity purposes.

2.2 Role
Survey recipients were asked to respond to a series of statements that related to their individual role including their understanding of what was expected from them in the role, job satisfaction, workload and the equipment they required to do their job effectively.
They were also asked to rate their work-life balance.
High levels of agreement correlate with positive perceptions of role.

76% of respondents were most likely to ‘agree’ or ‘strongly agree’ with the statements above.

A further question was asked of those respondents who disagreed with having the tools and equipment to do their job effectively (see Question 2).

The following statements drew the highest proportions of responses within selected rating categories:

- I look for ways to perform my job more effectively
- I can see how my work contributes to positive outcomes for the community
- I feel I make a contribution to achieving the organisation’s objectives
- I understand what is expected of me to do well in my role
- I am able to suggest ideas to improve our way of doing things
- I have the tools and equipment I need to do my job effectively
- I am satisfied with my job at the present time
- My workload is acceptable
- I am able to keep my work stress at an acceptable level
"I look for ways to perform my job more effectively” 95% Overall agree 54% agreed; 41% strongly agreed

"I can see how my work contributes to positive outcomes for the community” 87% Overall agree 53% agreed; 34% strongly agreed

"I feel I make a contribution to achieving the organisation’s objectives.” 87% Overall agree 56% agreed; 31% strongly agreed

"My workload is acceptable.” 19% Overall Disagree 14% disagreed; 5% strongly disagreed

"I am able to keep my work stress at an acceptable level” 15% Overall Disagree 12% disagreed; 3% strongly disagreed. An additional 18% neither agreed nor disagreed.
Respondents were asked to indicate which of the following are not available if they responded that did not have the tools and equipment needed to do their job effectively. Respondents who disagreed with this statement were then provided with a list of tools/equipment and asked to select which of these were unavailable, but necessary, to their roles.

The following table outlines the items selected by respondents (n=131).

**TABLE 1: TOOLS/EQUIPMENT REQUIRED**

<table>
<thead>
<tr>
<th>Tools/Equipment</th>
<th>Number of Selections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile devices (e.g. Smart phones, tablets)</td>
<td>68</td>
</tr>
<tr>
<td>Computers</td>
<td>52</td>
</tr>
<tr>
<td>Machinery</td>
<td>33</td>
</tr>
<tr>
<td>Hand held tools</td>
<td>24</td>
</tr>
<tr>
<td>Internet access</td>
<td>22</td>
</tr>
<tr>
<td>Meeting rooms</td>
<td>21</td>
</tr>
<tr>
<td>Protective equipment</td>
<td>15</td>
</tr>
<tr>
<td>Teleconferencing facilities</td>
<td>12</td>
</tr>
<tr>
<td>Video conferencing</td>
<td>5</td>
</tr>
</tbody>
</table>

**FIGURE 3: MY WORK-LIFE BALANCE**

*How would you rate your work-life balance? (n=1429)*

- Respondents were most likely to rate their work-life balance as being ‘Good’ (44%), followed by ‘Fair’ (26%).
- 7% of respondents rated their work-life balance as being ‘Poor’. 2% awarded ratings of ‘Very poor’.
2.3 Workgroup

The respondents’ immediate team is referred to as their ‘workgroup’. Survey recipients were asked to respond to a series of statements that related to their workgroup including perceptions of how their team worked together, team spirit and levels of support.

FIGURE 4: MY WORKGROUP

**Please rate your level of agreement with the following statements (n=1430)**

I receive help and support from other members of my workgroup

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>32%</td>
<td>52%</td>
<td>11%</td>
<td>4%</td>
<td></td>
</tr>
</tbody>
</table>

My team works collaboratively to achieve its objectives

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>27%</td>
<td>52%</td>
<td>12%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>

People in my workgroup treat each other with respect

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>32%</td>
<td>46%</td>
<td>13%</td>
<td>7%</td>
<td></td>
</tr>
</tbody>
</table>

There is good team spirit in my workgroup

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>44%</td>
<td>14%</td>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>

- High levels of agreement correlate with positive perceptions of workgroups
- On average 70% of respondents were most likely to ‘agree’ or ‘strongly agree’ with the statements
- The following statements drew the highest proportions of responses within selected rating categories:
“I receive help and support from other members of my workgroup.”
84% Overall agree
52% agreed; 32% strongly agreed

“My team works collaboratively to achieve its objectives.”
79% Overall agree
52% agreed; 27% strongly agreed

“There is good team spirit in my workgroup.”
14% Overall Disagree
10% disagreed; 4% strongly disagreed. An additional 14% neither agreed nor disagreed.
2.4 Performance and Development

Survey recipients were asked to respond to a series of statements that related to their performance and development, including feedback on performance, understanding of their individual performance plan and criteria and satisfaction with opportunities for career progression within council and within local government.

FIGURE 5: MY PERFORMANCE AND DEVELOPMENT

Please rate your level of agreement with the following statements (n=1404)

- I would like to work in another local government council during my career
- Career progression in my organisation is based on merit
- I am satisfied with the opportunities available for career progression in my organisation
- My performance is assessed against clear criteria
- I have a current performance plan that sets out my individual objectives
- In the last 12 months I received useful feedback on my work to enable me to deliver required…
- I have a strong desire to advance my career
- I can have open, honest conversations with my manager about the quality of work required

High levels of agreement correlate with positive perceptions of performance and development.

On average (39%), respondents were most likely to ‘Agree’ with the statements above. ‘Neither agree nor disagree’ ratings (26%) were next likely to be highest on average.

The following statements drew the highest proportions of responses within selected rating categories:
“I can have open, honest conversations with my manager about the quality of work required.”

77% Overall agree
51% agreed; 26% strongly agreed

“I have a strong desire to advance my career.”

65% Overall agree
37% agreed; 28% strongly agreed

“I would like to work in another local government council during my career.”

31% Overall Disagree
22% disagreed; 9% strongly disagreed. An additional 40% neither agreed nor disagreed.

“Career progression at my organisation is based on merit.”

31% Overall Disagree
20% disagreed; 11% strongly disagreed. An additional 31% neither agreed nor disagreed.
2.5 Managers

‘Manager’ is defined as the individual in respondents’ immediate team or project to whom they report on a daily basis. Survey recipients were asked to respond to a series of statements that related to areas such as their manager’s communication, decision making, encouragement and managing underperformance. They were also asked to rate how often their manager provided acknowledgement or recognition for work.

**FIGURE 6: MY MANAGER**

*Please rate your level of agreement with the following statements (n=1377)*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My manager treats employees with dignity and respect</td>
<td>31%</td>
<td>48%</td>
<td>12%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>My manager encourages employee input</td>
<td>25%</td>
<td>48%</td>
<td>15%</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>My manager communicates effectively with me</td>
<td>25%</td>
<td>46%</td>
<td>15%</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>My manager encourages people in my workgroup to improve the quality of what they do</td>
<td>23%</td>
<td>48%</td>
<td>18%</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>I have confidence in the decisions my manager makes</td>
<td>23%</td>
<td>42%</td>
<td>21%</td>
<td>9%</td>
<td>5%</td>
</tr>
<tr>
<td>My manager leads by example</td>
<td>24%</td>
<td>40%</td>
<td>20%</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>My manager encourages people in my workgroup to review policies and programs to see if they are…</td>
<td>18%</td>
<td>45%</td>
<td>24%</td>
<td>10%</td>
<td>4%</td>
</tr>
<tr>
<td>Managers consider employee input when making decisions within the organisation</td>
<td>15%</td>
<td>43%</td>
<td>23%</td>
<td>12%</td>
<td>7%</td>
</tr>
<tr>
<td>My manager appropriately deals with underperforming employees</td>
<td>13%</td>
<td>30%</td>
<td>31%</td>
<td>17%</td>
<td>10%</td>
</tr>
</tbody>
</table>

- High levels of agreement correlate with positive perceptions of managers
- On average (65%), respondents were most likely to ‘Agree’ or ‘Strongly agree’ with the statements above.
- The following statements drew the highest proportions of responses within selected rating categories:
“My manager treats employees with dignity and respect.”
79% Overall agree
48% agreed; 31% strongly agreed

“My manager encourages employee input.”
73% Overall agree
48% agreed; 25% strongly agreed

“My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims.”
24% Neither agree nor disagree

“My manager appropriately deals with underperforming employees.”
27% Overall Disagree
17% disagreed; 10% strongly disagreed. An additional 31% neither agreed nor disagreed.
Respondents were asked to identify the frequency with which they received acknowledgement/recognition for the work they do from their immediate manager.

Respondents were most likely to identify receiving recognition 'Occasionally (more than once a month, but less than once a week)' (32%).

Receiving recognition 'Frequently (once a week)' was next most likely (25%).

It was least likely for respondents to identify 'Never' (6%) receiving managerial acknowledgement and other kinds of recognition for the work they do.
### 2.6 Senior Managers

'Senior managers' are defined as the most senior group of managers in respondents' organisations (i.e. the CEO or General Manager and the Director of each division). Survey recipients were asked to respond to a series of statements that related to perceptions of how well senior managers communicate strategic objectives, provide direction, encourage innovation, and display leadership and collaboration.

**FIGURE 8: SENIOR MANAGERS**

> **Please rate your level of agreement with the following statements (n=1361)**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior managers communicate the importance of the community in achieving business objectives</td>
<td>11%</td>
<td>47%</td>
<td>28%</td>
<td>10%</td>
<td>4%</td>
</tr>
<tr>
<td>Senior managers model the values of my organisation</td>
<td>10%</td>
<td>41%</td>
<td>32%</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>Senior managers in my organisation genuinely support the career advancement of women</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior managers provide clear direction for the future of the organisation</td>
<td>13%</td>
<td>37%</td>
<td>39%</td>
<td>7%</td>
<td>4%</td>
</tr>
<tr>
<td>Senior managers encourage innovation by employees</td>
<td>8%</td>
<td>38%</td>
<td>32%</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>Senior leaders effectively lead and manage change</td>
<td>9%</td>
<td>38%</td>
<td>32%</td>
<td>14%</td>
<td>8%</td>
</tr>
<tr>
<td>Senior managers promote collaboration between my organisation and other organisations</td>
<td>8%</td>
<td>38%</td>
<td>42%</td>
<td>10%</td>
<td>4%</td>
</tr>
<tr>
<td>Senior managers across departments collaborate well together</td>
<td>6%</td>
<td>30%</td>
<td>43%</td>
<td>15%</td>
<td>7%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rating categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%</td>
</tr>
</tbody>
</table>

- High levels of agreement correlate with positive perceptions of senior managers
- On average, respondents were most likely to award ratings of ‘Agree’ (38%), followed by ‘Neither agree nor disagree’ (35%) for the statements above.
- The following statements drew the highest proportions of responses within selected rating categories:
"Senior managers communicate the importance of the community in achieving our business objectives."

58% Overall agree
47% agreed; 11% strongly agreed

"Senior managers promote collaboration between my organisation and other organisations."

42% Neither agree nor disagree

“Senior managers across departments collaborate well together.”

22% Overall Disagree
15% disagreed; 7% strongly disagreed. An additional 43% neither agreed nor disagreed.

“Senior leaders effectively lead and manage change.”

22% Overall Disagree
14% disagreed; 8% strongly disagreed.
2.7 Organisations

Survey recipients were asked to respond to a series of statements that related to perceptions of their organisation including matching services to community needs, avoiding conflicts of interest, fair recruitment processes, relationship with elected officials and responding to change.

FIGURE 9: MY ORGANISATION

Please rate your level of agreement with the following statements (n=1354)

- My organisation strives to earn and sustain a high level of public trust: 21% Strongly agree, 58% Agree, 16% Neither agree nor disagree, 4% Disagree
- My organisation strives to match services to meet community needs: 19% Strongly agree, 60% Agree, 16% Neither agree nor disagree, 5% Disagree
- My organisation provides procedures and systems that ensure employees avoid conflicts of interest: 21% Strongly agree, 55% Agree, 17% Neither agree nor disagree, 5% Disagree
- I would recommend my organisation as a great place to work: 21% Strongly agree, 46% Agree, 22% Neither agree nor disagree, 6% Disagree, 4% Strongly disagree
- My organisation is making the necessary improvements to meet our future challenges: 13% Strongly agree, 52% Agree, 26% Neither agree nor disagree, 7% Disagree
- My organisation’s processes for recruiting employees are fair: 12% Strongly agree, 45% Agree, 24% Neither agree nor disagree, 13% Disagree, 5% Strongly disagree
- My organisation is committed to developing its employees: 11% Strongly agree, 46% Agree, 26% Neither agree nor disagree, 12% Disagree, 5% Strongly disagree
- There is good co-operation between teams across our organisation: 6% Strongly agree, 42% Agree, 29% Neither agree nor disagree, 18% Disagree, 5% Strongly disagree
- There is a good working relationship between employees and elected officials: 5% Strongly agree, 35% Agree, 46% Neither agree nor disagree, 10% Disagree, 5% Strongly disagree
- Change is handled well in my organisation: 6% Strongly agree, 33% Agree, 33% Neither agree nor disagree, 20% Disagree, 9% Strongly disagree

> High levels of agreement correlate with positive perceptions of organisations
> On average, respondents were most likely to award ratings of ‘Agree’ (47%) or ‘Neither agree nor disagree’ (26%) for the statements above.
> The following statements drew the highest proportions of responses within selected rating categories:
"My organisation strives to earn and sustain a high level of public trust." 79% Overall agree
58% agreed; 21% strongly agreed

"My organisation strives to match services to meet community needs." 79% Overall agree
60% agreed; 19% strongly agreed

"There is a good working relationship between employees and elected officials." 46% Neither agree nor disagree

"Change is handled well in my organisation." 29% Overall Disagree
20% disagreed; 9% strongly disagreed

“There is good cooperation between teams across our organisation.” 23% Overall Disagree
18% disagreed; 5% strongly disagreed
2.8 Diversity and Inclusion

Survey recipients were asked to respond to a series of statements that related to perceptions of diversity and inclusion within their organisation including barriers to success, respect of difference and ability of individuals to speak up.

FIGURE 10: DIVERSITY AND INCLUSION IN THE WORKPLACE

Please rate your level of agreement with the following statements (n=1352)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neither agree nor disagree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diversity and inclusion in the workplace can contribute to better business outcomes</td>
<td>30%</td>
<td>55%</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural background is not a barrier to success in my organisation</td>
<td>21%</td>
<td>57%</td>
<td>17%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)</td>
<td>19%</td>
<td>57%</td>
<td>17%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Sexual orientation is not a barrier to success in my organisation</td>
<td>19%</td>
<td>56%</td>
<td>22%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>Gender is not a barrier to success in my organisation</td>
<td>19%</td>
<td>53%</td>
<td>19%</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Disability is not a barrier to success in my organisation</td>
<td>16%</td>
<td>55%</td>
<td>24%</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>I am able to speak up and share a different view to my colleagues and manager</td>
<td>16%</td>
<td>54%</td>
<td>17%</td>
<td>8%</td>
<td>4%</td>
</tr>
<tr>
<td>Age is not a barrier to success in my organisation</td>
<td>17%</td>
<td>50%</td>
<td>21%</td>
<td>8%</td>
<td>4%</td>
</tr>
</tbody>
</table>

> High levels of agreement correlate with positive perceptions of organisations

> On average (75%), respondents were most likely to ‘agree’ or ‘strongly agree’ with the statements above.

> The following statements drew the highest proportions of responses within selected rating categories:
“Diversity and inclusion in the workplace can contribute to better business outcomes.”

85% Overall agree
55% agreed; 30% strongly agreed

“Disability is not a barrier to success in my organisation.”

24% Neither agree nor disagree

“Age is not a barrier to success in my organisation.”

12% Overall Disagree
8% disagreed; 4% strongly disagreed

“I am able to speak up and share a different view to my colleagues and manager.”

12% Overall Disagree
8% disagreed; 4% strongly disagreed.
2.9 Motivation to Stay
Survey recipients were provided with a list of factors and asked to select those that would motivate them to remain working at Council. Factors included pay and benefits, leadership, job security and type of work.

> Respondents ranked these factors from 1 to 5, where 1=most important factor, and 5=fifth most important factor.

> “Better pay and benefits”; “Improved career opportunities”; and “Improved learning and development opportunities” were the top three motivational factors which received the highest proportions of responses overall (i.e. responses for all five rankings combined).

> The figure below shows the distribution of responses for those factors ranked in first place.

**FIGURE 11: MOTIVATION TO STAY**

![Graph showing distribution of responses for motivational factors](image)

```
Rank 1 (n=1268)
```

**Better pay and benefits** 19%
**Improved career opportunities** 12%
**More interesting and challenging work** 11%
**Better work/life balance** 10%
**Better job security** 9%

2.10 Improving Effectiveness
Respondents were invited to answer the question “If you could change one thing to improve the effectiveness of your workplace, what would it be?”

This was an open question and all responses have been categorised in Figure 13 according to areas identified by recipients as most important. Selected quotes from the survey responses provide examples of the types of suggestions.
| Office space and working environment | •"Have a 'quiet room' where an individual can go when they need to be uninterrupted and concentrate on a task"  
•"A full review of our office environment and lay outs to design a better office working environment" |
| Technology and equipment | •"Assign tablets to outdoor teams..with access to Council (systems) to improve inefficiencies in work reporting, on-site information provision and workplace management.  
•"More efficient equipment (i.e Vehicles/Tools/Machinery) to carry out jobs and for individual employees to be... held accountable for and maintain equipment in better working,longer lasting and more presentable" |
| Flexible working | •"A more flexible updated view on work from home policy. I also believe that most council staff should be in the field, that the desk is just a place to network or collate work. That their desk/office is the car, the local coffee shop and/or home. That this would be balanced out by less time off, more work output, costs savings in energy, water and green house gas emissions" |
| Salary, career paths and training | •"Fairness and equity in relation to advancement and opportunities provided to 'all' employees"  
•"Better access to training to help career development for the people who actually do the job" |
| Role clarity | •"Clearer delineation between roles/responsibilities of elected Council and administrative arm"  
•"Recognise that there are different roles requiring different resources and different ways of working. Some positions require collaboration and strategizing, other positions are more process driven" |
| Funding and resources, including staffing | •"By the time temp staff members are able to do the role without assistance, their contract is over, or they move on because they can’t get a permanent position. It causes frustration amongst the other staff and errors occur because people are new and mistakes are inevitable"  
•"Willingness to spend money in my area to make processes more efficient saving time and money in the long run" |
<table>
<thead>
<tr>
<th>Category</th>
<th>Remarks</th>
</tr>
</thead>
</table>
| Organisational communication and collaboration | • “Better communication processes about any change and what is actually happening in the workplace”  
• “More collaborative approach to problems. Working together to address issues rather than individual officers trying to deliver projects on their own” |
| Workplace culture and accountability         | • “Ensure all employees are accountable, take responsibility for their actions, are open and honest, willing to stand up and admit they made an error and back their team members”  
• “To actually carry out and embed in the culture of the organisation the high aspirational values we espouse, to have these be measurable and for employees to be accountable for their adherence to these values; to be less directed by the day to day, arbitrary and spontaneous requirements of the political arm” |
| Effective Leadership                         | • “Better strategic vision balancing community and corporate strategic needs and aspirations”  
• “Authentic leadership from the Executive Team - engage others in the journey and lead by example, live the values of the organisation” |
| Innovation and efficiency in processes and systems | • “The integration of continuous improvement principles, innovation and lean thinking into daily operations and cultural mindset”  
• “Establish and embed 'lead' performance indicators focussed on measuring efficiencies, decision making and quality outcomes (not outputs) that respond to community needs” |
| Community Focus                              | • “To work holistically to encourage our focus to be less financially driven and more on the needs of the community we serve”  
• “Better understanding between members of public and council employees” |
2.11 Demographics

Survey recipients were asked a series of demographic questions to provide data for this report. Areas include gender, age, occupation streams, indoor and outdoor working, full and part time working, employment status and education levels.

FIGURE 13: GENDER

There was an even gender split between the respondents.

FIGURE 14: AGE

Respondents who were 50 years of age and older represented 41% of the respondent base.
- 50-54 years – 15%; 55-59 years – 17%; 60-64 years – 7%; 65+ years – 2%.

Those aged 15-19 years were least likely to be represented in the survey (1%).
> Respondents were most likely to be from the ‘engineering/infrastructure’ stream (30%).

> Those occupied in ‘planning and environment’ roles (17%) were least likely to have participated in this survey.

**FIGURE 15: OCCUPATION AREAS**

Thinking about your typical workday, please select the response that best applies to you.

“My role requires me to spend the majority of my day...” (n=1329)

- Planning and environment: includes strategic planning, land use, regulatory services including rangers, parking officers
- Human/community services: includes human resources, community development, organisational performance, libraries, child
- Corporate services/governance: includes finance, customer service, IT, councillor support, strategy and policy, communit
- Engineering/infrastructure: includes traffic, engineering and technical services, roads, waste, design and architecture

> Respondents were asked to select whether the majority of their working day was spent indoors or outdoors.

> 75% of respondents at Council occupied indoor roles, whilst 25% were engaged predominantly outdoor roles.
FIGURE 17: SUPERVISION OF EMPLOYEES

Do you directly supervise the work of one or more employees? (n=1316)

> 34% directly supervised at least one employee. 66% did not have any direct supervision responsibilities.

FIGURE 18: FULL TIME AND PART TIME WORKING

(n=1308)

> 81% of respondents were engaged in a full time role.
> 83% of respondents were in ongoing/permanent positions.

**FIGURE 20: EDUCATIONAL ATTAINMENT**

- Respondents’ highest educational qualification was most likely to be a certificate level, qualification (including trade) (23%), followed by a bachelor degree level (21%) qualification.
- Respondents were least likely to be equipped with a doctorate degree (1%) qualification.
Respondents were presented with a list of flexible work arrangements and asked to select all those that they used.

- “Flexible start and finish times” was the most popular type of flexible work arrangement (68%).
- “Time-in-lieu” (25%) and “Working additional hours to make up for time off” (24%) were the next most popular options.
66% of respondents had worked at Council for five years or more (5-10 years – 20%; more than 10 years – 46%).

67% of respondents indicated that they will look to remain at Council for five years or longer (5-10 years - 30%; more than 10 years – 37%).

19% of respondents have been working in the NSW Local Government sector for a period of 5-10 years. An additional 55% of respondents have been working in the sector for longer than 10 years.

31% of respondents indicated that they will look to remain in the NSW LG sector for an additional 5-10 years. 45% thought that they will continue working in the sector for more than 10 years.
50% of survey respondents had been employed in the private sector before joining Council. 14% had been employed in another NSW Local Government council or organisation.

Prior to joining Council, respondents were least likely to have been employed in another Local Government council/organisation not based in NSW (3%).
Appendix A. Research Methodology

The research methodology undertaken to investigate and explore local government employee feedback on working in the sector is outlined below.

**Project Initialisation**
Preliminary discussions on this research were held with the NSW Public Sector Commission, Victorian Public Sector Commission and Local Government NSW. UTS:CLG were granted permission by the Victorian Public Service Commission to use the *People Matter* survey instrument and were provided with the latest survey questions by NSW Public Sector Commission to adapt for this research.

A project reference group for the NSW pilot study was convened and it comprised of representatives from the NSW Office of Local Government, Local Government NSW, Local Government Professionals NSW, the Australian Services Union and UTS:CLG.

**Research Design**
In consultation with the project reference group, the NSW Public Sector *People Matter* survey questions were adapted to suit local government in NSW. This adaptation included shortening the amount of questions to 30 for this pilot research, tailoring existing question wording to a local government context and including new questions specifically related to working in local government. Completing the survey takes 20-30 minutes and questions were tested by members of the project reference group and by a test group of local government employees. To maintain anonymity, survey recipients were not required to identify what council they worked in, however an optional question on the postcode of their council was included in the survey.
**Council Engagement**

In conjunction with Local Government NSW, information on the project and survey was distributed to all NSW councils through direct email. The project was further promoted through Local Government NSW networks and events and through newsletters in Dec 2016 through to May 2017.

UTS:CLG engaged with representatives from interested councils and participating councils received an email link to the survey from UTS, which they were invited to forward to their council employees for a 2-3 week open period. A complimentary topline analysis was offered to participating councils with recipients of at least 10% of the total organisational workforce, as identified through the LGA postcode.

The survey was open to local government professionals from stakeholder group networks and to all staff from participating councils during late 2016 and 2017 via an email link and hard copy where required.

**Research respondent sample**

A range of local government professionals from the stakeholder group networks, plus a range of different councils expressed interest in participating in the survey. Approximately 2000 employees entered the survey during the open period, with 1451 valid respondents collected. All survey responses were anonymous and returned to a host data collection point.

Of the postcodes entered by respondents opting to answer this question, it is estimated that respondents come from councils in approximately fifteen different local authority areas in metro and rural-regional areas.

Due to the research scope limitations of the pilot study, it is acknowledged that the local authority areas are not representative of councils across NSW and respondent numbers are not wholly representative at individual council level.

The survey was not completed by employees from amalgamating councils.

**Analysis and Reporting**

The information collected through the survey is presented in this top-line report at a general level. This research data does not identify individual councils or participants by name.\(^5\)

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\(^5\) Studies undertaken by CLG have been granted program approval by the University of Technology Sydney Human Research Ethics Commission.
Appendix B. Pilot People Matter Survey

Introduction

The Centre for Local Government at University Technology Sydney (UTS:CLG) appreciates your participation in this pilot employee engagement and organisational culture study. Your completion of the People Matter survey will help us to gain a greater understanding of what it is like to work in local government from the perspectives of employees currently working in council organisations within New South Wales. The findings of this research will support the sector’s activities in council management and leadership practices, workforce planning, learning and development and employee engagement strategies. It should take around ten minutes to complete the survey. All responses are confidential and you will not be identified in our overall reporting.

If you have any questions about this research, please contact Sophi Bruce (Research Specialist UTS:CLG) at sophi.bruce@uts.edu.au. We thank you for your time to take part in this important research for the sector.

Research and Ethics: Studies undertaken by the Institute for Public Policy and Governance (UTS:IPPG) have been granted program approval by the University of Technology, Sydney, Human Research Ethics Committee. If you have any complaints or reservations about any aspect of your participation in this research you may contact Roberta Ryan or the UTS Ethics Committee through the Research Ethics Officer, tel: 02 9514 9777. Any complaint you make will be treated in confidence and investigated fully, and you will be informed of the outcome.

YOUR ROLE

Q1. Please rate your level of agreement with the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand what is expected of me to do well in my role</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I feel I make a contribution to achieving the organisation's objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I can see how my work contributes to positive outcomes for the community</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I am able to suggest ideas to improve our way of doing things</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I look for ways to perform my job more effectively</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I am satisfied with my job at the present time</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I am able to keep my work stress at an acceptable level</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My workload is acceptable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have the tools and equipment I need to do my job effectively</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Q2. If you do not have the tools and equipment needed, please indicate which of the following are not available, otherwise skip to Q3.

Multiple answers are possible. Please select all that apply.

Computers
Video conferencing
Meeting rooms
Internet access
Teleconferencing facilities
Mobile devices (e.g. Smart phones, tablets)
Protective equipment
Hand held tools
Machinery

Q3. How would you rate your work-life balance?

Very poor
Poor
Fair
Good
Very good

YOUR WORKGROUP

Q5. Please rate your level of agreement with the following statements.

*Please note: By 'workgroup' we mean your immediate team.*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My team works collaboratively to achieve its objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I receive help and support from other members of my workgroup</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>There is good team spirit in my workgroup</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>People in my workgroup treat each other with respect</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

YOUR PERFORMANCE AND DEVELOPMENT

Q6. Please rate your level of agreement with the following statements.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a current performance plan that sets out my individual objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
In the last 12 months I received useful feedback on my work to enable me to deliver required results

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the last 12 months I received useful feedback on my work to enable me to deliver required results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My performance is assessed against clear criteria</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I can have open, honest conversations with my manager about the quality of work required</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have a strong desire to advance my career</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I am satisfied with the opportunities available for career progression in my organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Career progression in my organisation is based on merit</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I would like to work in another local government council during my career</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**YOUR MANAGER**

Q8. Please rate your level of agreement with the following statements.

*Please note: By 'manager' we mean the person in your immediate team or project to whom you report on a daily basis. If you work for more than one team, please think of the manager/supervisor with whom you work most frequently.*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My manager encourages people in my workgroup to improve the quality of what they do</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My manager communicates effectively with me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My manager encourages employee input</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Managers consider employee input when making decisions within the organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My manager leads by example</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I have confidence in the decisions my manager makes</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My manager treats employees with dignity and respect</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My manager appropriately deals with underperforming employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Q9. **How often does your manager provide acknowledgement or other recognition for the work you do?**

- Very frequently (daily) 1
- Frequently (once a week) 2
- Occasionally (more than once a month, but less than once a week) 3
- Rarely (once a month) 4
- Very rarely (less than once a month) 5
- Never 6

**YOUR SENIOR MANAGER**

Q11. **Please rate your level of agreement with the following statements.**

*Please note: By ‘senior manager’ we mean the most senior group of managers in your organisation (i.e. the CEO or General Manager and the Director of each division).*

*Please also note that by ‘innovation’ we mean a person or organisation committed to continuous improvement by creating new and better products, processes, services, technologies, or ideas.*

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior managers provide clear direction for the future of the organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Senior leaders effectively lead and manage change</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Senior managers model the values of my organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Senior managers encourage innovation by employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Senior managers promote collaboration between my organisation and other organisations</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Senior managers across departments collaborate well together</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Senior managers communicate the importance of the community in achieving our business objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Senior managers in my organisation genuinely support the career advancement of women</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

**YOUR ORGANISATION**

Q12. **Please rate your level of agreement with the following statements.**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organisation strives to match services to meet community needs</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Strongly disagree</td>
<td>Disagree</td>
<td>Neither agree nor disagree</td>
<td>Agree</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>------------------------------------------------------------------</td>
<td>-------------------</td>
<td>----------</td>
<td>----------------------------</td>
<td>-------</td>
<td>----------------</td>
</tr>
<tr>
<td>My organisation strives to earn and sustain a high level of public trust</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My organisation is making the necessary improvements to meet our future challenges</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Change is handled well in my organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>There is good co-operation between teams across our organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My organisation provides procedures and systems that ensure employees avoid conflicts of interest</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>There is a good working relationship between employees and elected officials</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My organisation is committed to developing its employees</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>My organisation's processes for recruiting employees are fair</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I would recommend my organisation as a great place to work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

## DIVERSITY AND INCLUSION

Q13. **Please rate your level of agreement with the following statements.**

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Cultural background is not a barrier to success in my organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Age is not a barrier to success in my organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Disability is not a barrier to success in my organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Sexual orientation is not a barrier to success in my organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Gender is not a barrier to success in my organisation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>I am able to speak up and share a different view to my colleagues and manager</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Diversity and inclusion in the workplace can contribute to better business outcomes</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
MOTIVATION TO STAY

Q14. Please rank the top five factors that would motivate you to stay in your current organisation.

(1 = most important factor and 5 = fifth most important factor)

Please rank your top 5 only

More interesting and challenging work 1
Better skills in my workgroup 2
Improved career opportunities 3
Improved learning and development opportunities 4
Greater involvement in decision making 5
Better pay and benefits 6
Greater recognition for the work I do 7
Better leadership from senior managers 8
Better leadership from my manager 9
Better accountability for performance 10
A better location 11
More flexible working conditions 12
Better work/life balance 13
Improved facilities 14
Improved technology and systems 15
Better job security 16

Q15. If you could change one thing to improve the effectiveness of your workplace, what would it be?

DEMOGRAPHICS

Q16. What is your gender?

Male 1
Female 2

Q17. What is your age?

15-19 1
20-24 2
26-35 3
36-45 4
46-55 5
56-65 6
65+ 7
Q18. Which one of the following occupation streams best describes the type of work you do?

Corporate services/governance: includes finance, customer service, IT, councillor support, strategy and policy, community engagement, communications, contracts, procurement 1

Engineering/infrastructure: includes traffic, engineering and technical services, roads, waste, design and architecture etc. 2

Human/community services: includes human resources, community development, organisational performance, libraries, child care, recreation – including pools etc. 3

Planning and environment: includes strategic planning, land use, regulatory services including rangers, parking officers etc., development, town planners, natural resource management, environment and sustainability. 4

Q19. Thinking about your typical workday, please select the response that best applies to you. My role requires me to spend the majority of my day...

Indoors 1

Outdoors 2

Q20. Do you directly supervise the work of one or more employees?

Yes 1

No 2

Q21. What is the postcode of your current workplace?

Note: If you work in more than one location, select the primary or base location.

Q22. What is the current merger/amalgamation status of your council?

Newly merged 1

Potentially merging 2

Was not required to amalgamate 3

Q23. Do you work full-time or part time?

Full time 1

Part time 2
Q24. What is your current employment status?
   - Ongoing/Permanent 1
   - Temporary/Fixed term contract 2
   - Casual 3
   - Other (please specify): 4

Q25. What is the highest level of formal education you have completed?
   - Doctorate Degree level 1
   - Master Degree level 2
   - Graduate Diploma or Graduate Certificate level 3
   - Bachelor Degree level 4
   - Advanced Diploma or Diploma Level 5
   - Certificate level, including trade 6
   - HSC or equivalent 7
   - Less than year 12 or equivalent 8

Q26. Do you use any of the following flexible work arrangements?
   *Multiple answers are possible. Please select all that apply.*
   - Flexible start and finish times 1
   - Flexible scheduling for rostered workers 2
   - Working more hours over fewer days 3
   - Part-time work 4
   - Working additional hours to make up for time off 5
   - Job sharing 6
   - Working from different locations 7
   - Working from home 8
   - Breaks from work including paid parental and carer's leave 9
   - Purchasing annual leave 10
   - Leave without pay 11
   - Study leave 12
   - Time-in-lieu 13
Q27. Please select a response to the following questions.

<table>
<thead>
<tr>
<th>Question</th>
<th>Less than 1 year</th>
<th>1–2 years</th>
<th>2–5 years</th>
<th>5–10 years</th>
<th>More than 20 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>How many years have you been employed in your current organisation?</td>
<td>1 □</td>
<td>2 □</td>
<td>3 □</td>
<td>4 □</td>
<td>5 □</td>
</tr>
<tr>
<td>How many years have you been working in the NSW Local Government Sector?</td>
<td>1 □</td>
<td>2 □</td>
<td>3 □</td>
<td>4 □</td>
<td>5 □</td>
</tr>
<tr>
<td>How long do you think you will continue to work in your current organisation?</td>
<td>1 □</td>
<td>2 □</td>
<td>3 □</td>
<td>4 □</td>
<td>5 □</td>
</tr>
<tr>
<td>How long do you think you will continue to work in the NSW Local Government Sector?</td>
<td>1 □</td>
<td>2 □</td>
<td>3 □</td>
<td>4 □</td>
<td>5 □</td>
</tr>
</tbody>
</table>

Q28. Where were you employed prior to working in your current organisation?

- Private sector 1 □
- Not-for-profit/community sector 2 □
- NSW Public Sector 3 □
- Other NSW Local Government council/organisation 4 □
- Other Local Government council/organisation not in NSW 5 □
- Self-employed 6 □
- Not employed - this is my first job 7 □
- Other 8 □

END OF SURVEY. THANK YOU FOR YOUR TIME.
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