



PEOPLE MATTER FOR LOCAL GOVERNMENT

PILOT NSW SURVEY
TOPLINE REPORT

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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Executive Summary

People Matter is an employee perception survey that is regularly conducted across Australian 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 focuses on a sample number of employees from NSW local government as a pilot study area to explore how the *People Matter* survey can be utilised. 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 authority areas between December 2016 and April 2017. Research findings include the following perceptions from the local government employees who responded to the survey:

- There is a strong understanding of what is expected of in terms of **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%). 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%)

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 group of the sector's workforce. It offers an opportunity for local government employees to have a say about their workplace and contribute to better working practices and environments.

This pilot study provides an example of how a sample of employees experience 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 **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 in the **evaluation of progress** made.
- > Pave the way for further **pilots and studies**.
- > 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 Australian 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.

¹ Phillips, P.P., Phillips, J.J. and Ray, R., 2016. *Measuring the Success of Employee Engagement: A Step-by-step Guide for Measuring Impact and Calculating ROI*. American Society for Training and Development.

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>

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 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.

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

There is a 60/40 split of those under 50/over 50 years in age

1/4 are engaged in predominantly outdoor roles with 3/4 in indoor roles

34% are in people supervisor/manager roles

On average, 82% are engaged in a full time permanent position

The highest educational qualification is most likely to be a certificate level (23%), followed by a bachelor degree level (21%) qualification

46% have worked at council for 10+ years, with 37% indicating they will look to continue working at council for 10 years or more

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

Half of the respondents worked in the private sector before moving to local government

Research headlines

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

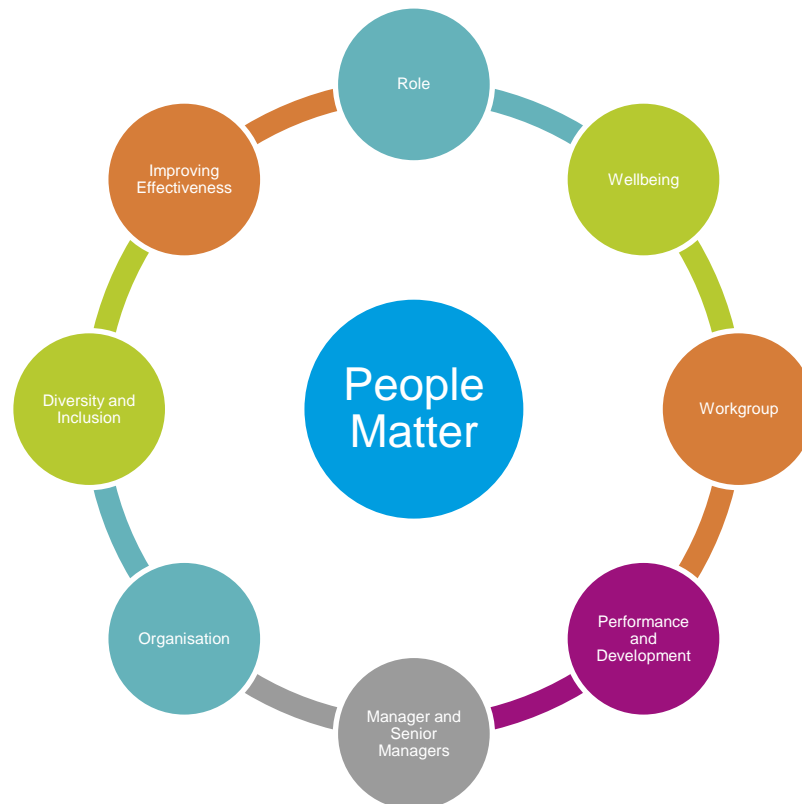


FIGURE 1: PEOPLE MATTER SURVEY AREAS

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 each other, 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:

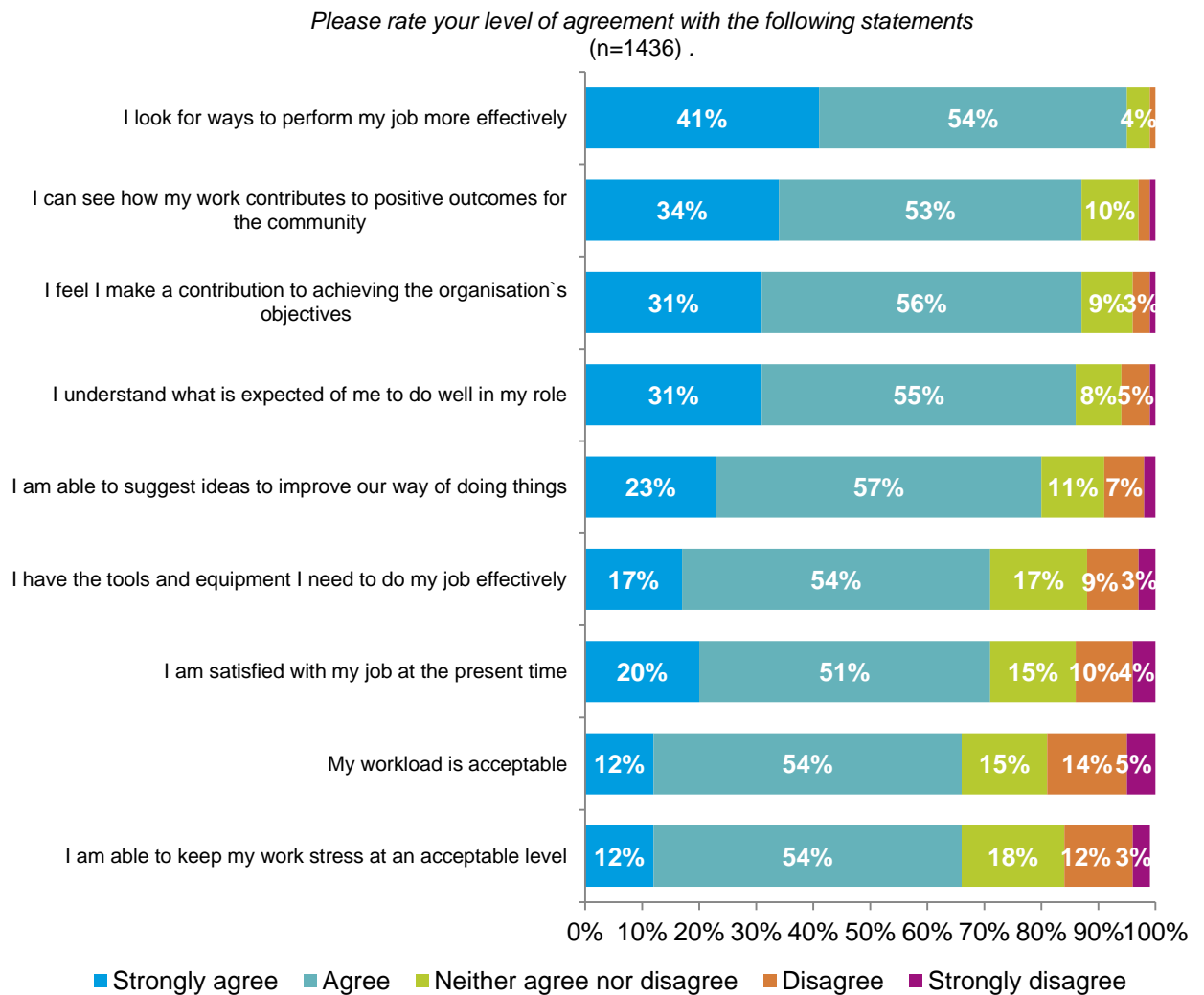
- "Questions" 4, 7, 10, 21 & 22 of the survey are not reported. These consisted of notes for respondents' information where no response was required or have been omitted for anonymity purposes.

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.

FIGURE 2: MY ROLE



- > 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”

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.

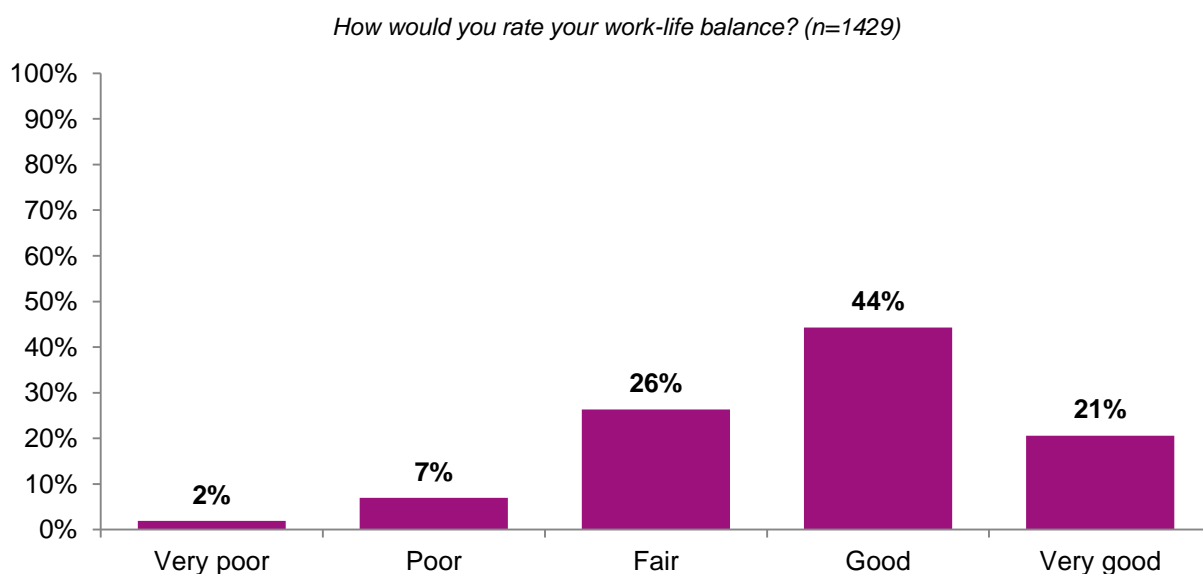
Respondents were asked to indicate which of the following are not available if they responded that did not have the tools and equipment needed to do their job effectively. Respondents who disagreed with this statement were then provided with a list of tools/equipment and asked to select which of these were unavailable, but necessary, to their roles.

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

TABLE 1 : TOOLS/EQUIPMENT REQUIRED

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

FIGURE 3: MY WORK-LIFE BALANCE

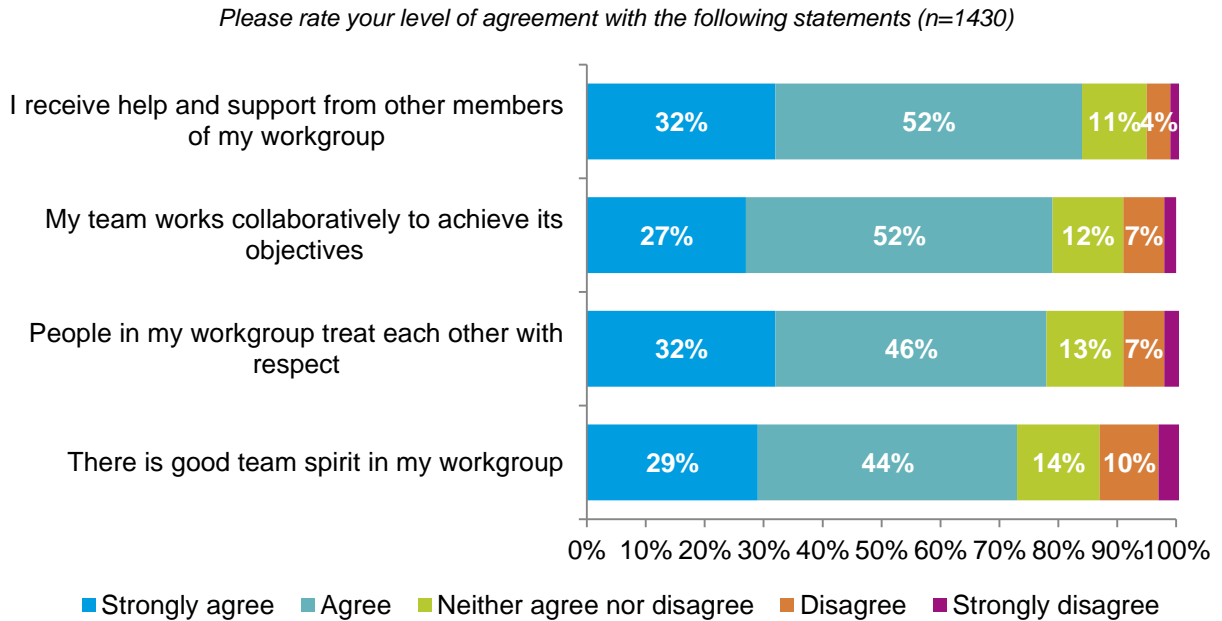


- > Respondents were most likely to rate their work-life balance as being 'Good' (44%), followed by 'Fair' (26%).
- > 7% of respondents rated their work-life balance as being 'Poor'. 2% awarded ratings of 'Very poor'.

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



- > 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

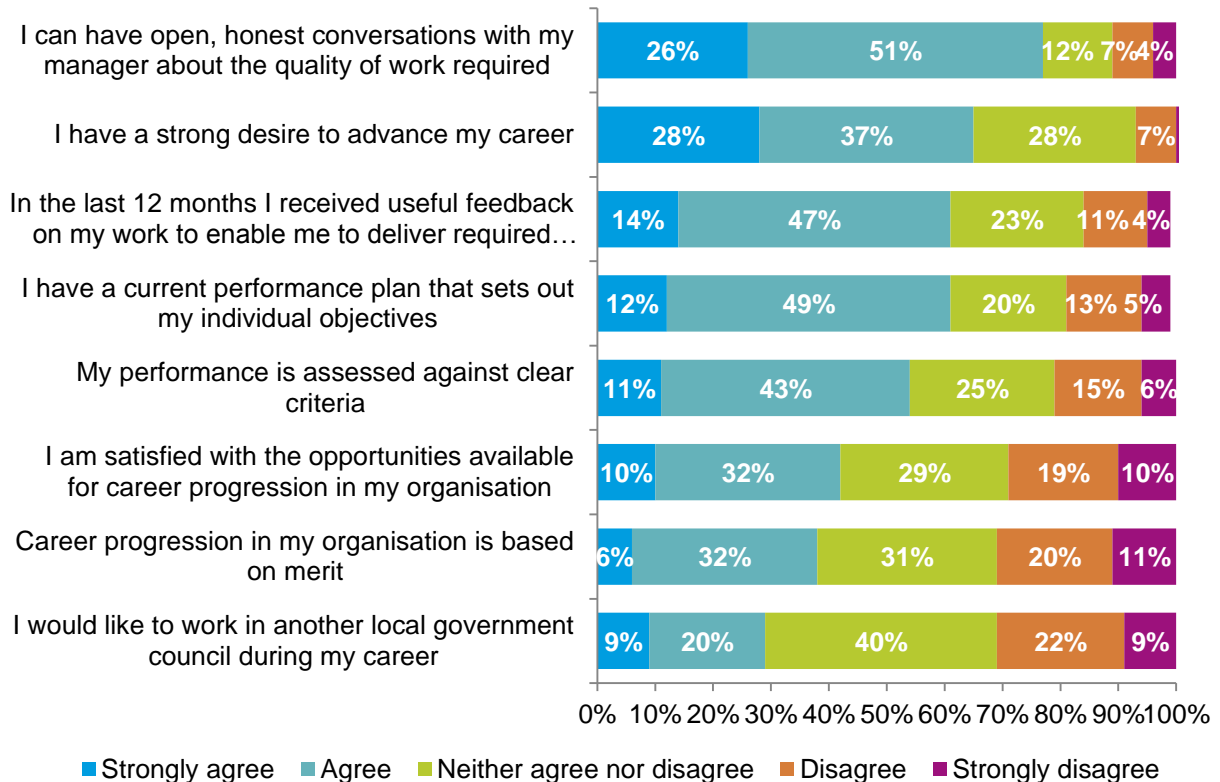
10% disagreed; 4% strongly disagreed. An additional 14% neither agreed nor disagreed.

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)



- > 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

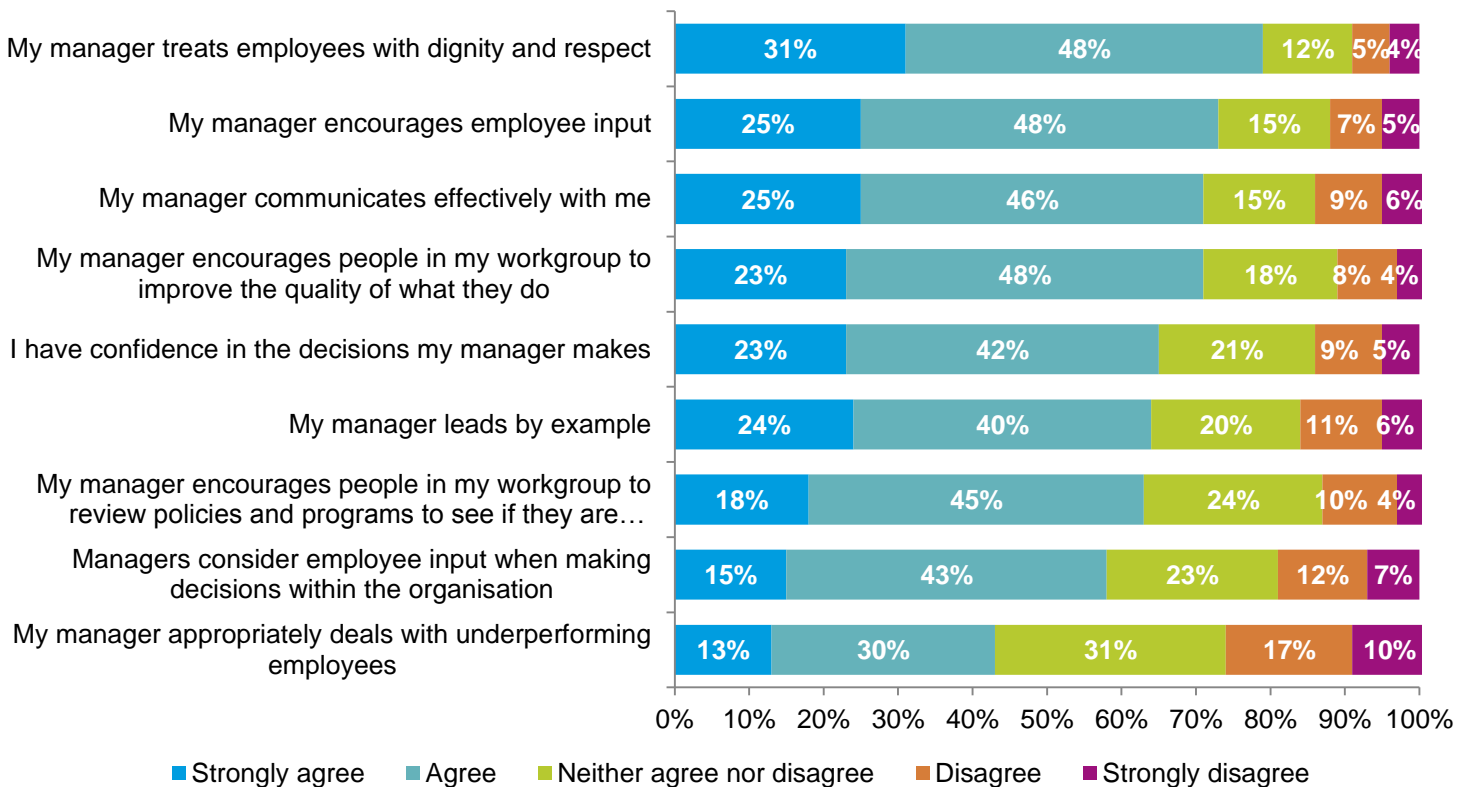
20% disagreed; 11% strongly disagreed. An additional 31% neither agreed nor disagreed.

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)



- > 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



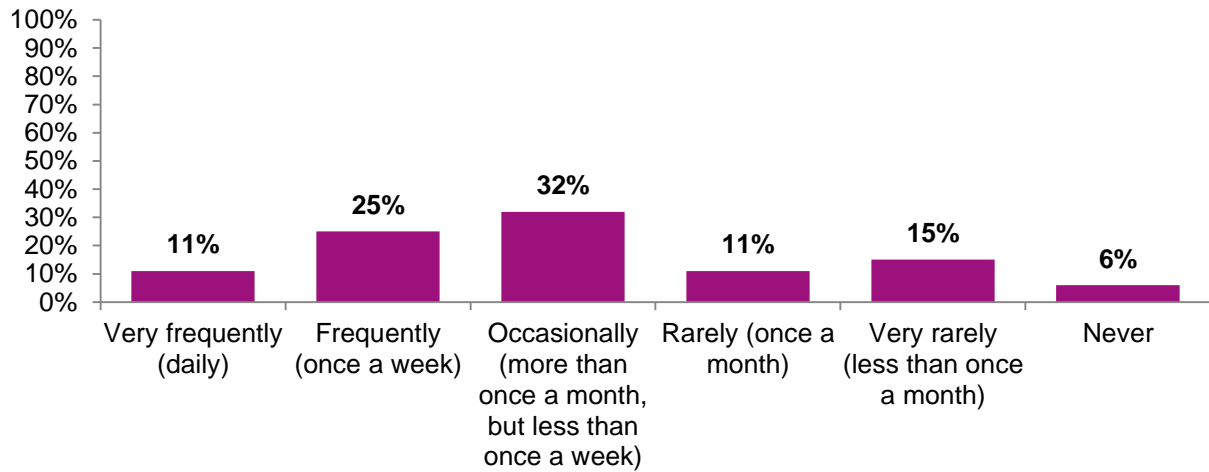
“My manager appropriately deals with underperforming employees.”

27% Overall Disagree

17% disagreed; 10% strongly disagreed. An additional 31% neither agreed nor disagreed.

FIGURE 7: RECOGNITION FOR WORK

How often does your manager provide acknowledgement or other recognition for the work you do? (n=1370)



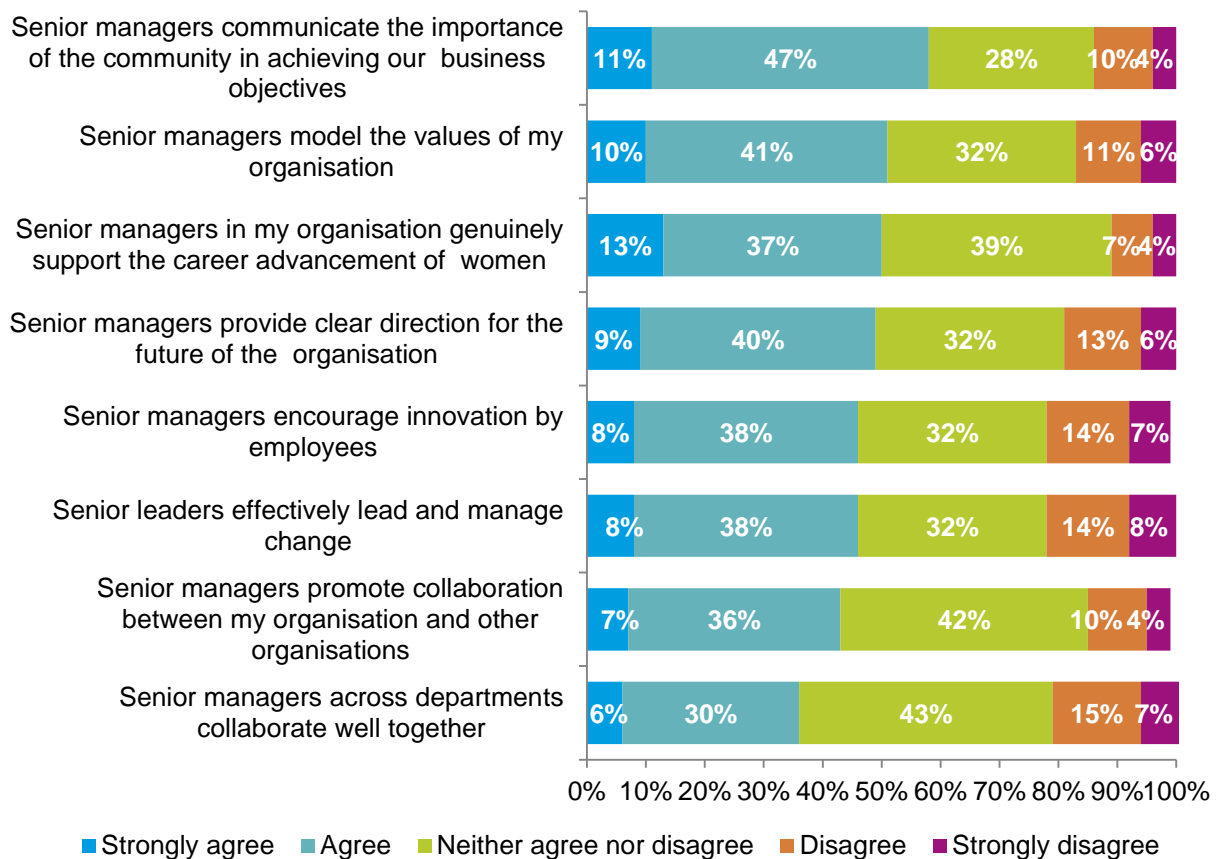
- > Respondents were asked to identify the frequency with which they received acknowledgement/recognition for the work they do from their immediate manager.
- > Respondents were most likely to identify receiving recognition 'Occasionally (more than once a month, but less than once a week)' (32%).
- > 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)



- > 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."

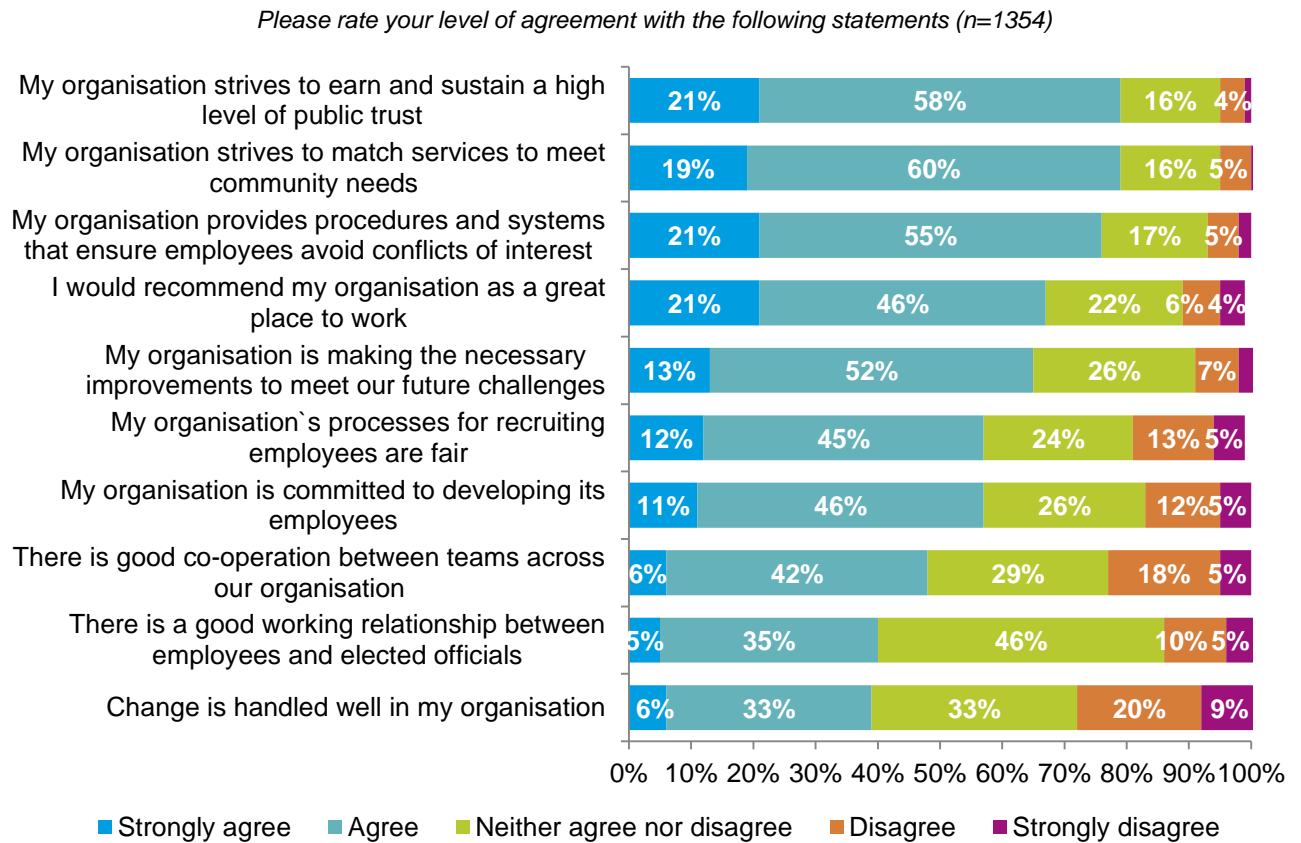
22% Overall Disagree

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



- > 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

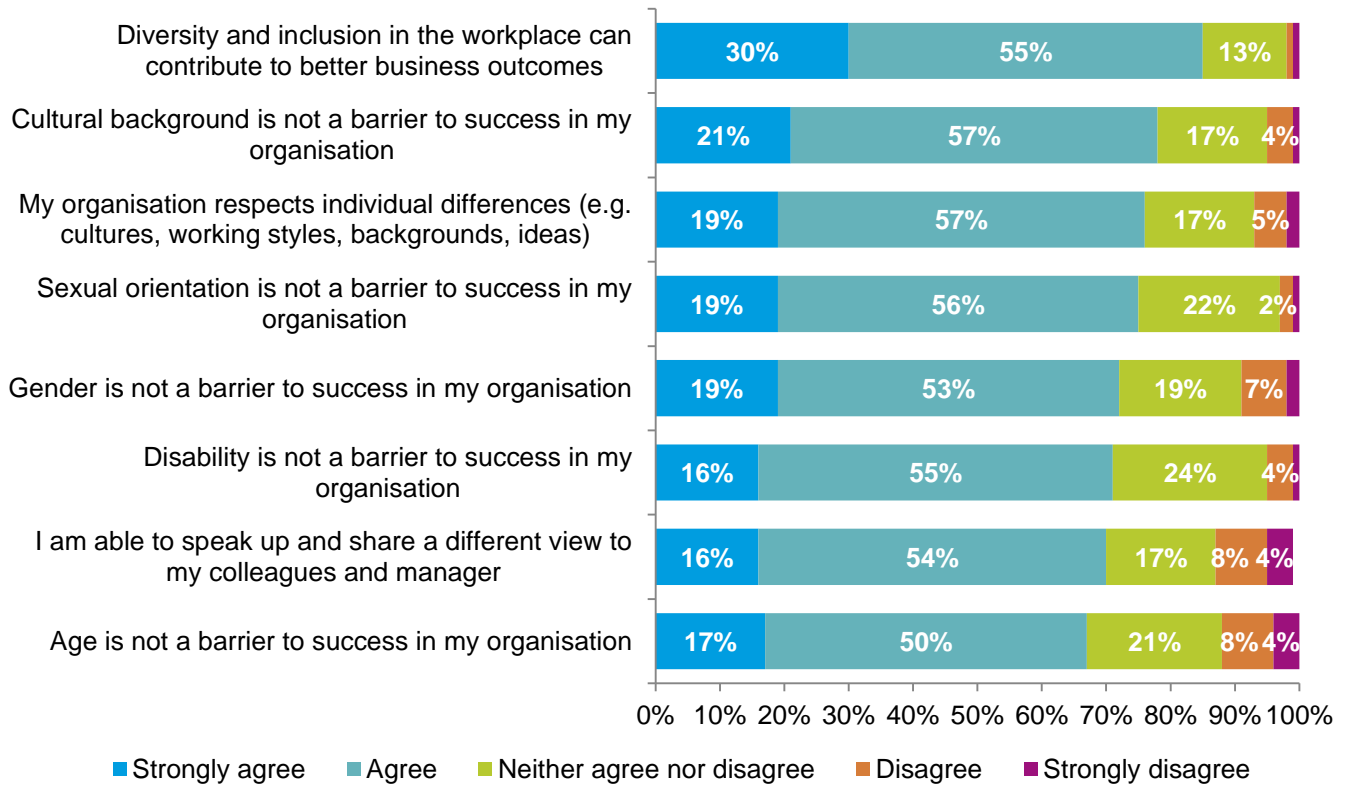
18% disagreed; 5% strongly disagreed.

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)



- > 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

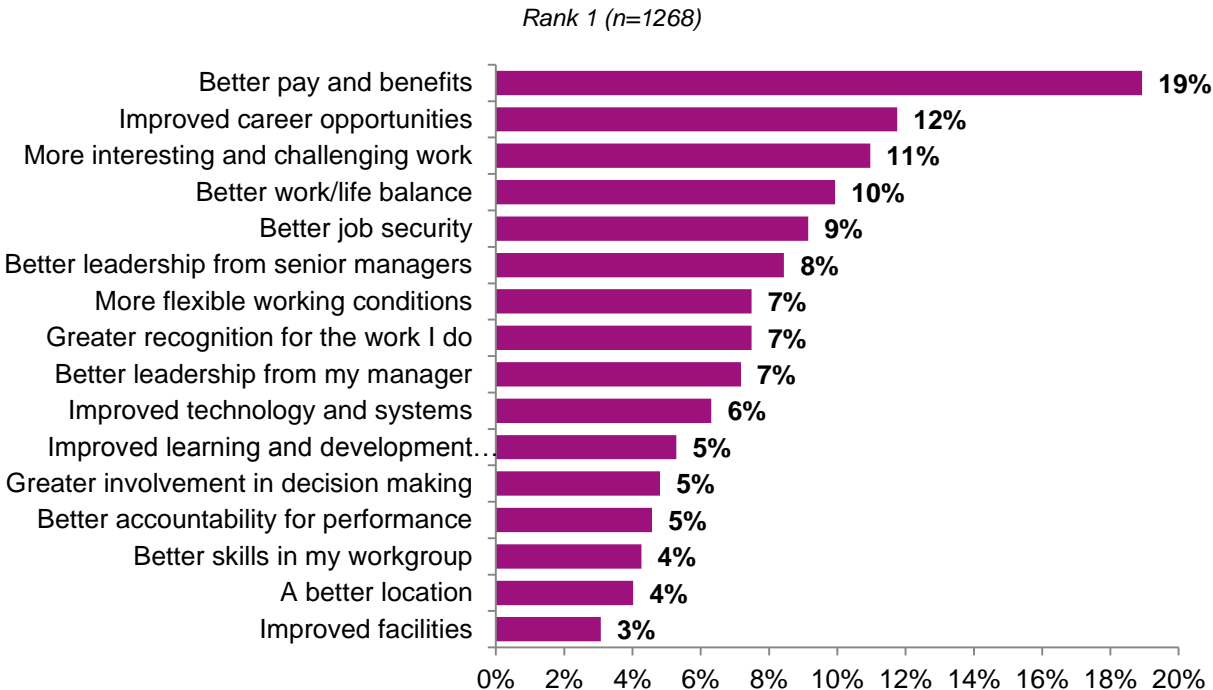
8% disagreed; 4% strongly disagreed.

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



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.

FIGURE 12: IMPROVING THE EFFECTIVENESS OF THE WORKPLACE



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"

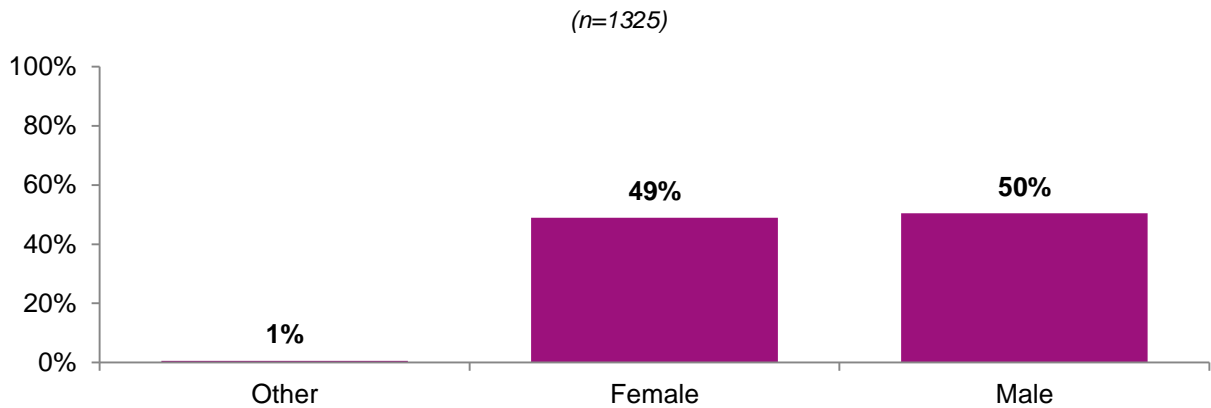
Community Focus

- "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

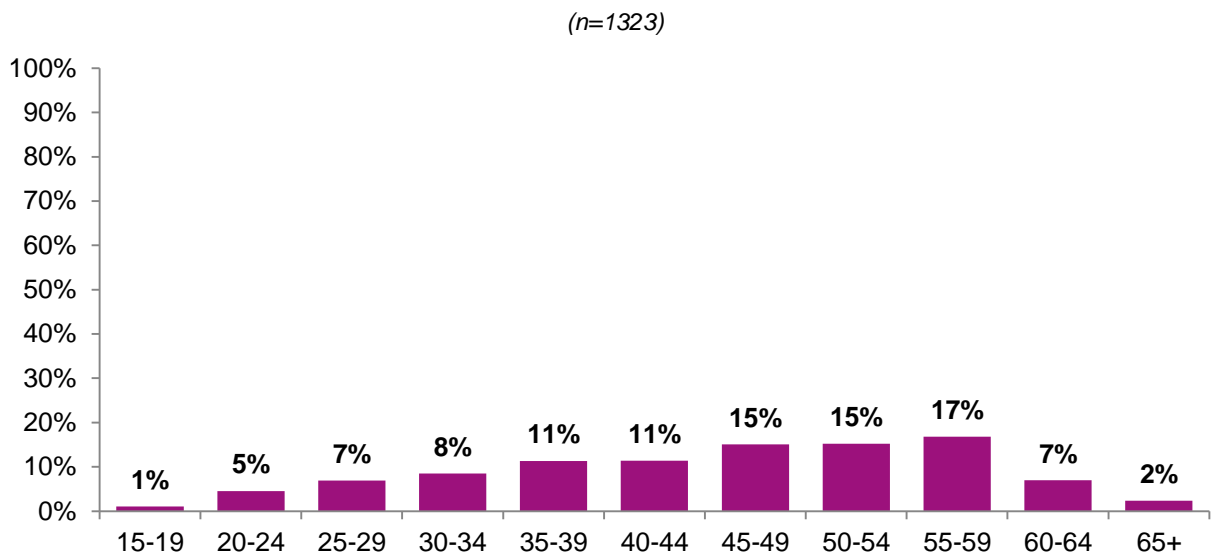
Survey recipients were asked a series of demographic questions to provide data for this report. Areas include gender, age, occupation streams, indoor and outdoor working, full and part time working, employment status and education levels

FIGURE 13: GENDER



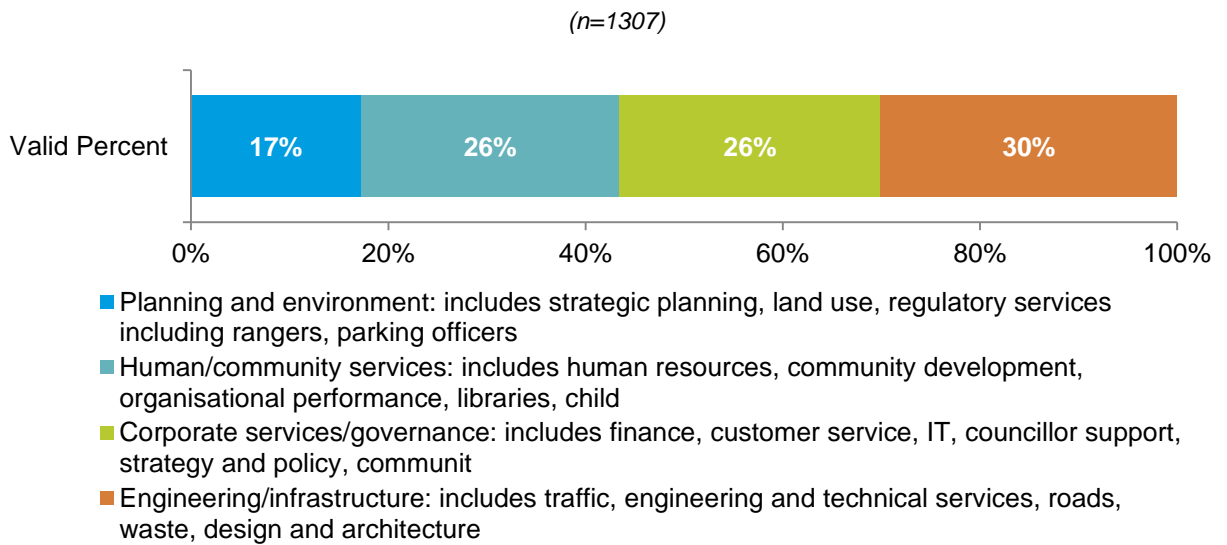
> There was an even gender split between the respondents

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%).

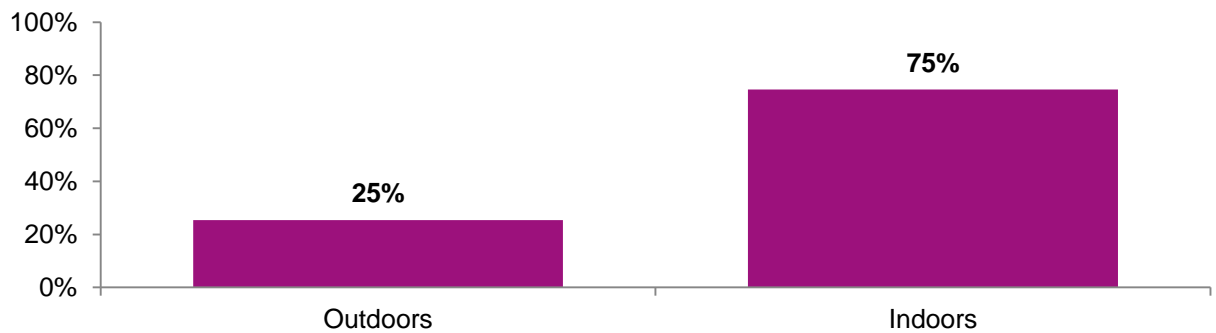
FIGURE 15: OCCUPATION AREAS



- > 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.

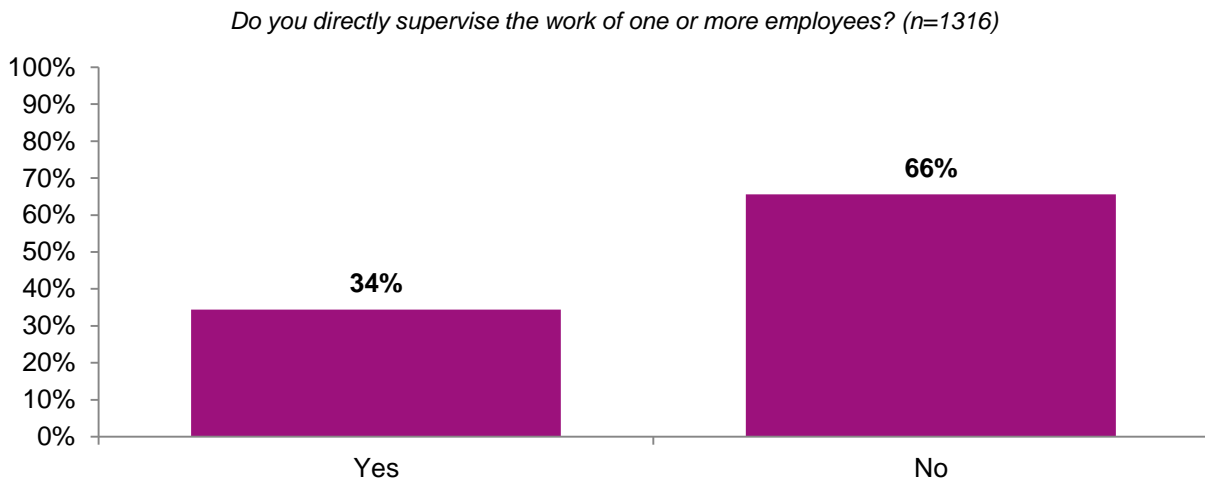
FIGURE 16: INDOOR AND OUTDOOR WORKING

*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)*



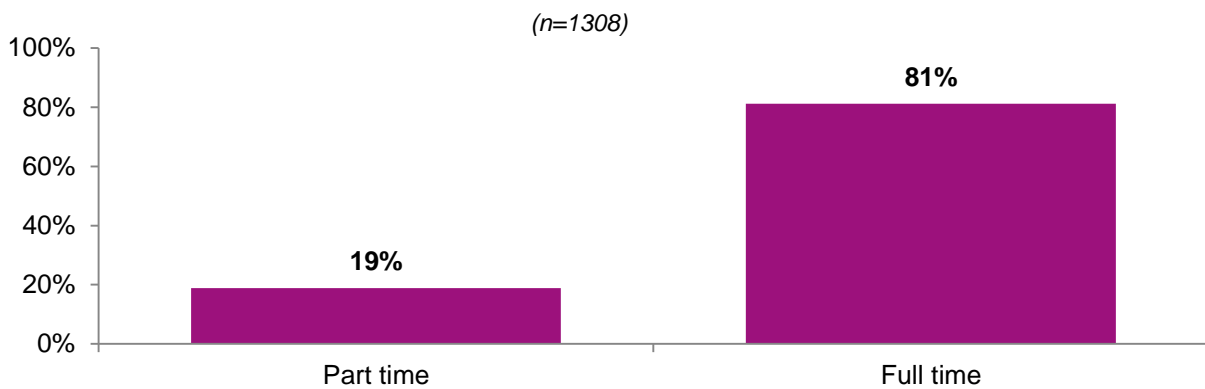
- > Respondents were asked to select whether the majority of their working day was spent indoors or outdoors.
- > 75% of respondents at Council occupied indoor roles, whilst 25% were engaged predominantly outdoor roles.

FIGURE 17: SUPERVISION OF EMPLOYEES



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

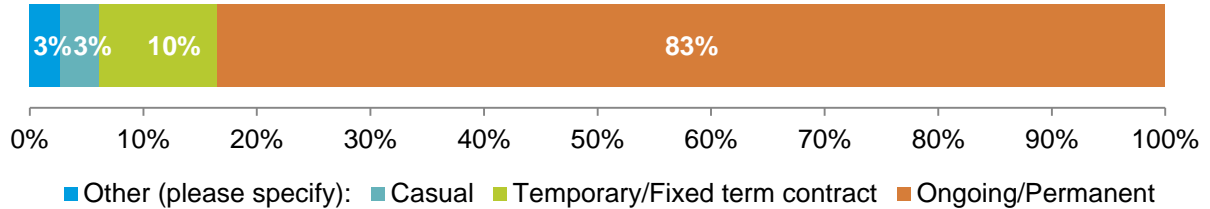
FIGURE 18: FULL TIME AND PART TIME WORKING



- > 81% of respondents were engaged in a full time role.

FIGURE 19: EMPLOYMENT STATUS

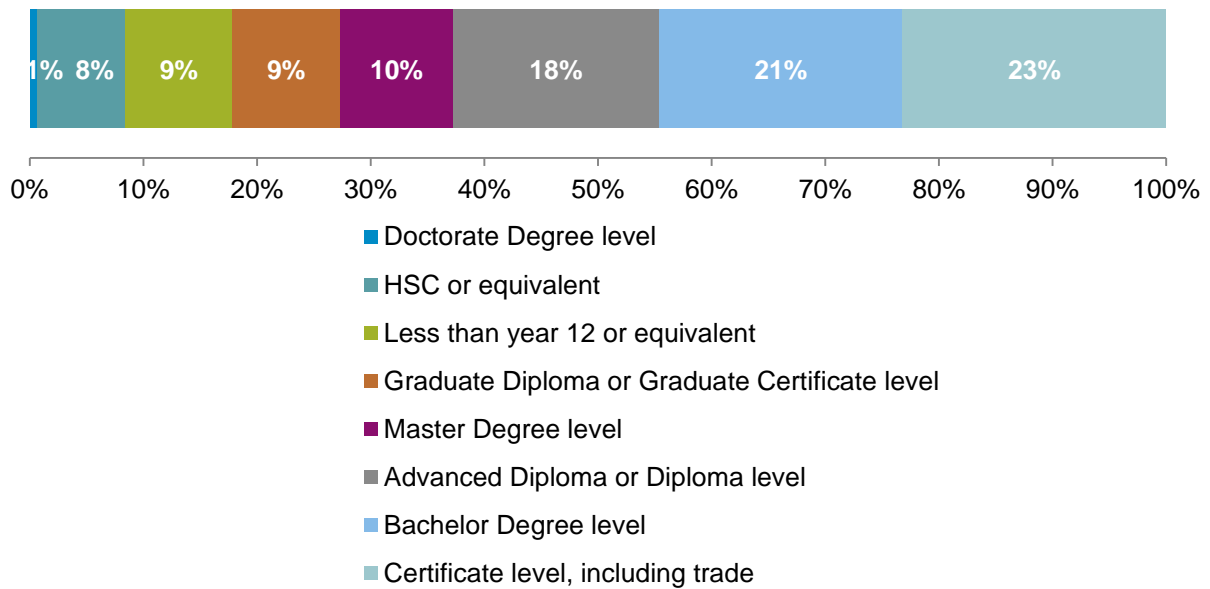
(n=1323)



> 83% of respondents were in ongoing/permanent positions.

FIGURE 20: EDUCATIONAL ATTAINMENT

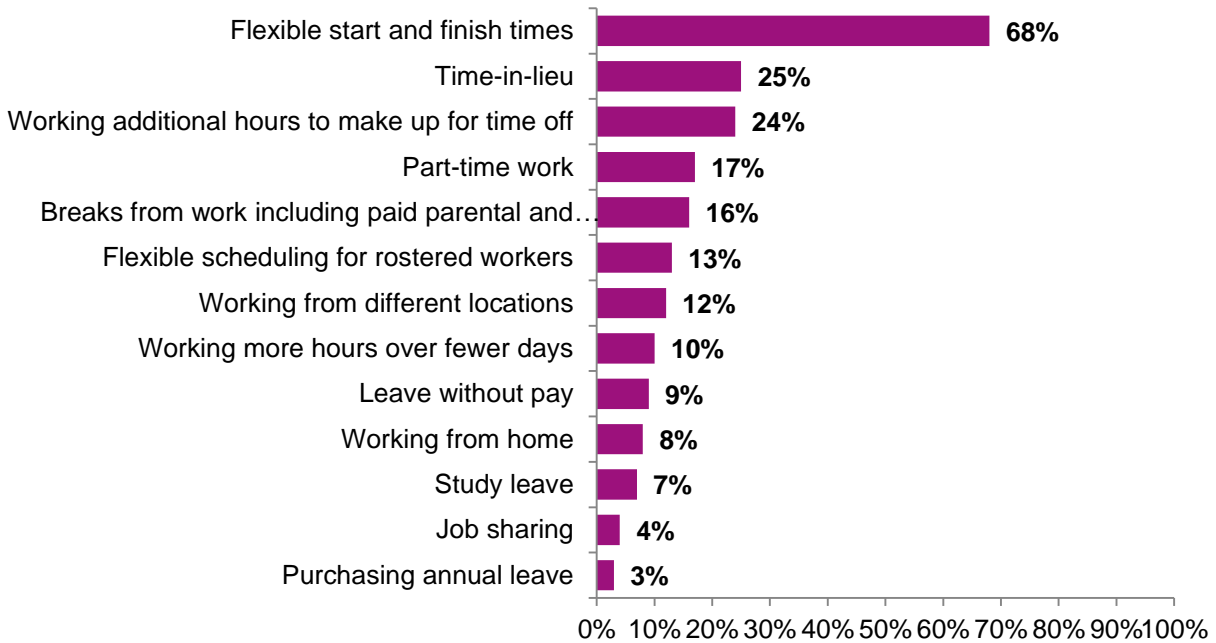
(n=1329)



- > 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.

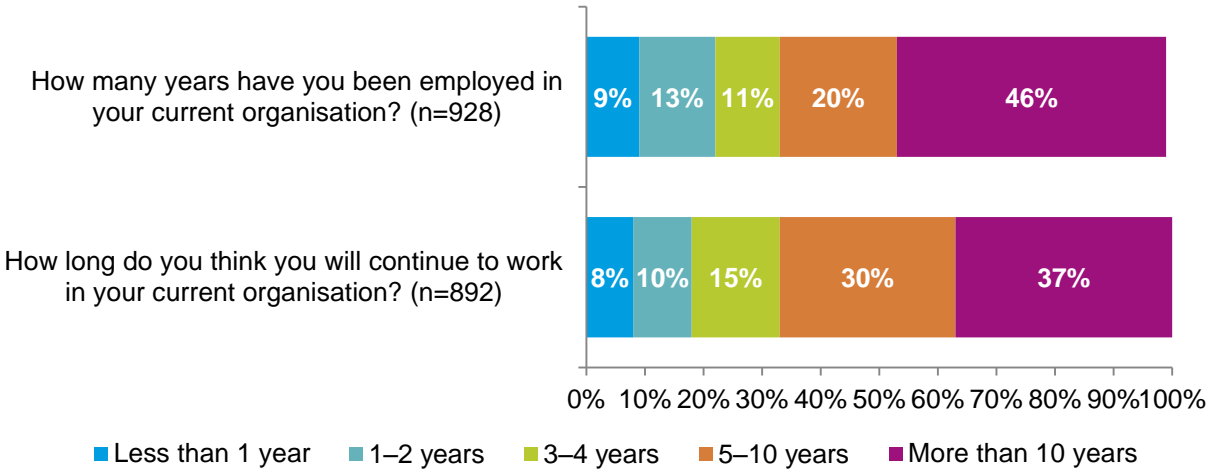
FIGURE 21: FLEXIBLE WORKING ARRANGEMENTS

Do you use any of the following flexible work arrangements? (n=1104)



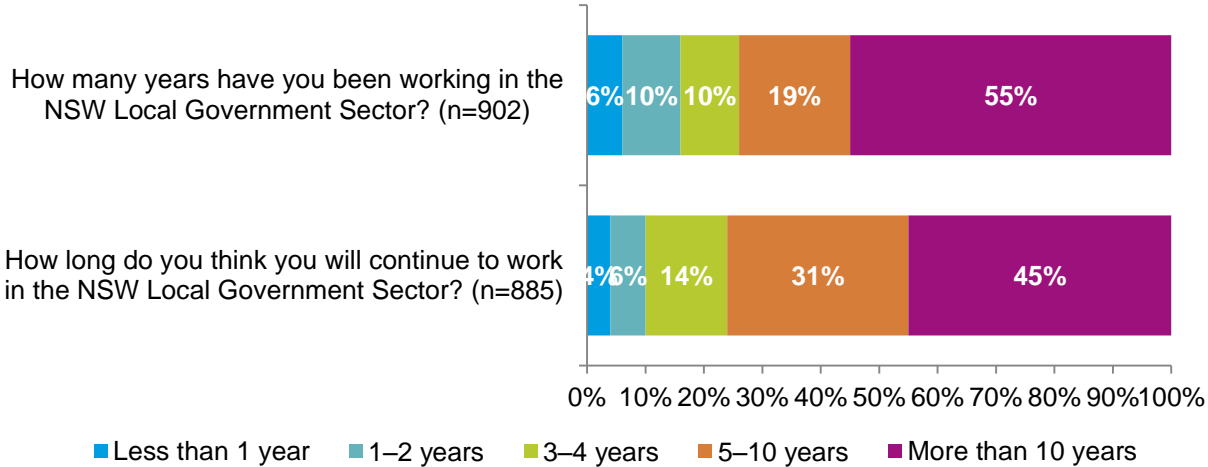
- > Respondents were presented with a list of flexible work arrangements and asked to select all those that they used.
 - “Flexible start and finish times” was the most popular type of flexible work arrangement (68%).
 - “Time-in-lieu” (25%) and “Working additional hours to make up for time off” (24%) were the next most popular options.

FIGURE 22: EMPLOYMENT TIME AT CURRENT ORGANISATION



- > 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%).

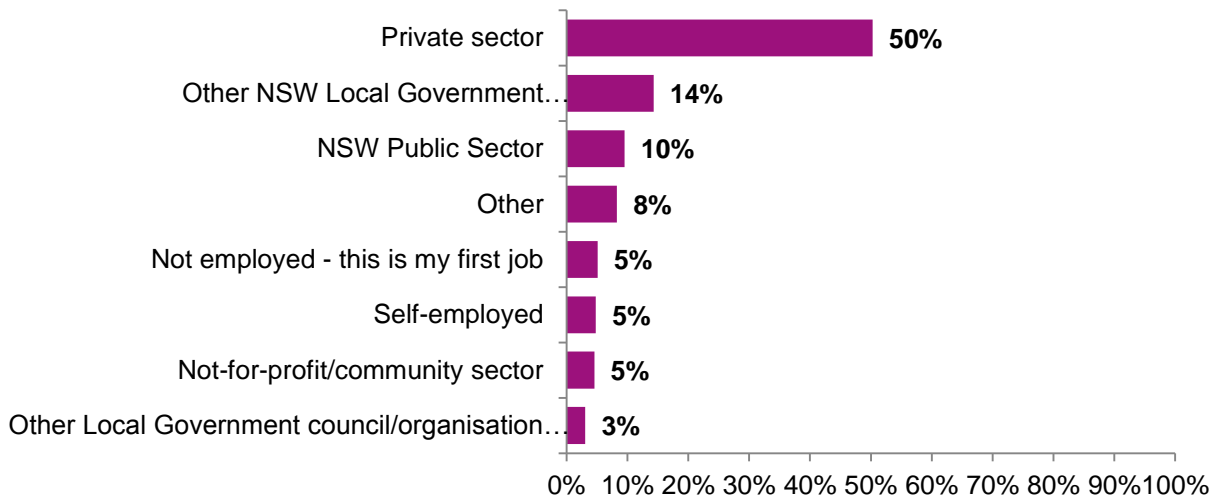
FIGURE 23: EMPLOYMENT TIME IN LOCAL GOVERNMENT SECTOR



- > 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.

FIGURE 24: PREVIOUS EMPLOYMENT

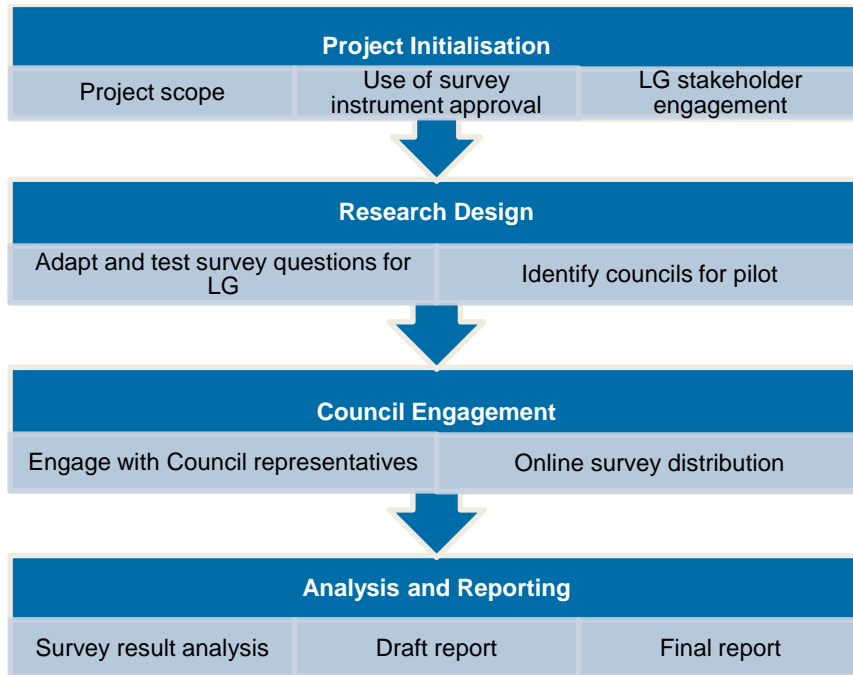
Where were you employed prior to working in your current organisation? (n=1330)



- > 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 a 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

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.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I understand what is expected of me to do well in my role	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I feel I make a contribution to achieving the organisation's objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I can see how my work contributes to positive outcomes for the community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to suggest ideas to improve our way of doing things	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I look for ways to perform my job more effectively	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am satisfied with my job at the present time	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I am able to keep my work stress at an acceptable level	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My workload is acceptable	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have the tools and equipment I need to do my job effectively	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

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 1
- Video conferencing 2
- Meeting rooms 3
- Internet access 4
- Teleconferencing facilities 5
- Mobile devices (e.g. Smart phones, tablets) 6
- Protective equipment 7
- Hand held tools 8
- Machinery 9

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

- Very poor 1
- Poor 2
- Fair 3
- Good 4
- Very good 5

YOUR WORKGROUP

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

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

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My team works collaboratively to achieve its objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I receive help and support from other members of my workgroup	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
There is good team spirit in my workgroup	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
People in my workgroup treat each other with respect	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

YOUR PERFORMANCE AND DEVELOPMENT

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

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have a current performance plan that sets out my individual objectives	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

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

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.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My manager encourages people in my workgroup to improve the quality of what they do	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager communicates effectively with me	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager encourages employee input	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Managers consider employee input when making decisions within the organisation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager leads by example	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
I have confidence in the decisions my manager makes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager treats employees with dignity and respect	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
My manager appropriately deals with underperforming employees	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

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

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

YOUR ORGANISATION

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

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My organisation strives to match services to meet community needs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

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

DIVERSITY AND INCLUSION

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

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

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

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 <input type="checkbox"/> |
| Female | 2 <input type="checkbox"/> |

Q17. What is your age?

- | | |
|-------|----------------------------|
| 15-19 | 1 <input type="checkbox"/> |
| 20-24 | 2 <input type="checkbox"/> |
| 26-35 | 3 <input type="checkbox"/> |
| 36-45 | 4 <input type="checkbox"/> |
| 46-55 | 5 <input type="checkbox"/> |
| 56-65 | 6 <input type="checkbox"/> |
| 65 + | 7 <input type="checkbox"/> |

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.

	Less than 1 year	1–2 years	2–5 years	5–10 years	More than 20 years
How many years have you been employed in your current organisation?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How many years have you been working in the NSW Local Government Sector?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How long do you think you will continue to work in your current organisation?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
How long do you think you will continue to work in the NSW Local Government Sector?	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

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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