

Dear [REDACTED]

**DECISION ON YOUR ACCESS APPLICATION**

I refer to your application under section 30 of the *Freedom of Information Act 2016* (FOI Act) received by the ACT Health Directorate (ACTHD) on **Monday 30 January 2023**.

This application requested access to:

*'Report of the review of the ACT Health Directorate Division, and all correspondence with the Minister's office regarding this review.'*

I am an Information Officer appointed by the Director-General of ACT Health Directorate (ACTHD) under section 18 of the FOI Act to deal with access applications made under Part 5 of the Act. ACTHD provided a decision on your access application on **Tuesday 21 March 2023**.

**Decisions**

You submitted an application for Ombudsman review of the original decision for which the Directorate received notification on **Tuesday 4 April 2023**.

ACTHD received the decision of the Ombudsman on **Thursday 28 September 2023**. To comply with this decision, I have included at Attachment A to this letter, a copy of the schedule and relevant documents as decided by the ACT Ombudsman.

**Charges**

Processing charges are not applicable to this request.

**Disclosure Log**

Under section 28 of the FOI Act, ACTHD maintains an online record of access applications called a disclosure log. The scope of your access application, my decision and documents released to you will be published in the disclosure log not less than three days but not more than 10 days after the date of this decision. Your personal contact details will not be published.

<https://www.health.act.gov.au/about-our-health-system/freedom-information/disclosure-log>.

**ACT Civil and Administrative Tribunal (ACAT) review**

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal  
Level 4, 1 Moore St  
GPO Box 370  
Canberra City ACT 2601  
Telephone: (02) 6207 1740  
<http://www.acat.act.gov.au/>

**Further assistance**

Should you have any queries in relation to your request, please do not hesitate to contact the FOI Coordinator on (02) 5124 9831 or email [HealthFOI@act.gov.au](mailto:HealthFOI@act.gov.au).

Yours sincerely,

A handwritten signature in black ink, appearing to read 'FBarbaro', with a stylized, cursive script.

Fiona Barbaro  
**Executive Group Manager**  
Corporate & Governance  
ACT Health Directorate

26 October 2023

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**REPORT TO:**

**Ms Rebecca Cross  
Director General  
ACT Health**

**CONCERNING:**

**In-Depth Health Check of Digital Solutions Division**

**PREPARED BY:**

**Mr Jeff Lamond Executive Reviewer and  
Ms Sue Balnaves Senior Reviewer  
CPM Reviews Pty Ltd**

**Quality Assurance by**

**Mr Trevor Van Dam  
Executive Director and Principal Reviewer  
CPM Reviews Pty Ltd**

**Submitted**

**13 January 2023**

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Providing Reviews of Decisions and Actions, Workplace Investigations  
and Related Strategic Advice to the Public Sector and Other Organisations

CPM Reviews Pty Ltd • ABN 93 151 808 374 • Address: Suite 3, 25 Napier Close, Deakin ACT 2600 • PO Box 201, Deakin West ACT 2600  
Phone: 02 6175 4500 • Email: [enquiries@cpmreviews.com.au](mailto:enquiries@cpmreviews.com.au) • Website: [www.cpmreviews.com.au](http://www.cpmreviews.com.au)

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### TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	3
Findings of fact .....	3
For further consideration .....	4
INTRODUCTION .....	5
BACKGROUND .....	5
METHODOLOGY .....	6
TERMS OF REFERENCE AND SCOPE .....	7
FRAMEWORK .....	8
Relevant legislation, policies and procedures .....	8
SUMMARY OF RESPONSES .....	9
Survey responses .....	10
Free text survey responses .....	12
Interview responses .....	14
Focus group responses .....	14
Participation rate .....	14
ANALYSIS .....	15
Identified strengths .....	16
Specific areas of concern .....	17
FINDINGS OF FACT .....	18
Other matters .....	20
For further consideration .....	<b>Error! Bookmark not defined.</b>
For further consideration .....	22
ATTACHMENTS .....	23
ATTACHMENT A SURVEY RESPONSES – FROM ACTH – PROVIDED SEPARATELY .....	24
ATTACHMENT B INTERVIEW APPROACH AND SUMMARY OF INTERVIEW RESPONSES .....	25
ATTACHMENT C FOCUS GROUP APPROACH AND SUMMARY OF RESPONSES .....	31
ATTACHMENT D SUMMARY AND ANALYSIS OF SURVEY RESULTS .....	35
Annex 1 – Analysis of response rates against current structure and drill down viability .....	40
Annex 2 – Analysis of responses to specific questions .....	45
Annex 3 – List of survey questions .....	50
ATTACHMENT E FREE TEXT RESPONSES IN WORD FORMAT– FROM ACTH – PROVIDED SEPARATELY .....	51
ATTACHMENT F SAMPLES BY GROUP FREE TEXT RESPONSES FROM SURVEY .....	52



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### EXECUTIVE SUMMARY

1. CPM Reviews, in conjunction with the People Strategy and Culture Branch of ACT Health Directorate (ACTHD), has undertaken an organisational workplace health check (the health check) of the Digital Solutions Division (DSD), prompted by indicators from earlier surveys and HR workforce data and associated information suggesting some potentially escalating behavioural concerns with an impact on declining workplace culture. The scope and evident extent of these matters suggested the need for further review.
2. The health check comprised an online survey which was made available to all DSD staff, a series of one-to-one interviews and three focus groups. To encourage frank comment, participation was anonymous and comments were not attributed. As a general observation, there was evidence of some fear of retribution from a component of the employee group who provided input to the check.
3. Of around 388 staff engaged in DSD, 99 completed the survey, [REDACTED]. The response pool represents around 30% of the DSD workforce [REDACTED]. The detailed data analysis of the survey responses indicated that the sample was a reasonable base from which to draw conclusions. Whilst the interview and focus group numbers were relatively low, the issues raised, both positive and negative, were strongly consistent with the survey responses. Further that the themes and responses were consistent with broader information and data provided by the PSC Branch as outlined in paragraph 1.
4. ACT Health noted at the outset that the check was happening at a time of very high workload and at the start of a large realignment and staff transition program designed to move forward from the initial launch and implementation of the Digital Health Record (DHR). This was reflected in the response rate and the types of comments made. There was an intentional decision to proceed at this particular time, however, to identify issues relevant to workplace satisfaction, performance and morale so as to consciously position DSD for a positive future and to focus on wellbeing and recovery elements, amongst others - particularly for the next 'post-COVID and post-DHR launch' stage.
5. This report presents the survey data and employee commentary gathered during this health check of DSD and our observations and recommendations based on an analysis of the material available.

### Findings of fact

6. Findings of fact emerging from the check are summarised as follows.
  - The survey results indicate a relative lack of relevant experience amongst managers of staff relating to the understanding of people management policies and their practical implementation on a day-to-day basis. [REDACTED]  
[REDACTED]  
[REDACTED] These proportions in no way reflect upon technical skills, which were not directly reported on in the survey. They may, however, go some way to potentially explaining why staff were not confident that fair and proper processes relating to, for example, access to leave; training or development opportunities were well understood, put in place or followed. This further reflects comments made that there were no consistent induction and onboarding processes, which only increased the risk of staff not understanding entitlements and where to find information.
  - Staff consistently cited their commitment to the work, to improving public health and to their teams; with senior staff (Senior Officers A, B and C) having a much higher response rate and being more likely to be positive.
  - Participants at all levels clearly used the health check to voice concerns, and the majority of free text, interview and focus group comments expressed these. Concerns reported by participants related to perceived poor communication, unsustainable workload and unreasonable workload expectations,

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poor project planning and last-minute changes, poor people management, a lack of performance management and perceived [REDACTED] and unfair practices.

- There were highly variable perceptions of internal trust and respect, with an assessed negative impact on group morale. The internal evidence on non-responses to survey topics by respondents [REDACTED] is considered an indicator of a potential level of concern [REDACTED], which is not being openly articulated.
- There was a commonly reported perception of a lack of transparency around access to training and a number of observations on tensions that flow from that. Several specific late arising matters are listed below. These matters were concrete examples of issues and themes raised during the health check and which added further veracity and evidence to the information provided by participants:
  - [REDACTED]
  - [REDACTED]
    - perceived unfairness relating to accessing employment conditions and entitlements, for example restrictions on taking leave and the management of flextime arrangements;
  - [REDACTED]
    - untested claims that only [REDACTED] DSD senior officers had attended an ACT Health-wide one-day development program for senior officers, where 400 senior officers from other parts of ACT Health had attended the 21 iterations of the program between December 2021 and December 2022.

### For further consideration

7. The results of the health check suggest that the following matters would be useful priorities for Executive consideration:
  - Acknowledgement of the relative lack of in situ experience within the existing workforce – at both the management and operational level - and the need to support all staff in acclimatising to and dealing with existing and emerging workplace matters., including an apparent minimal strategic approach undertaken in focusing on capabilities, support, capability build projects, career paths and staff development, raising a question about whether there has been sufficient exploration of who has relevant experience, expertise, knowledge about how to best use the skills of people in the DSD environment.
  - Training for all DSD managers in expected and required management practices - in line with ACTHD and wider ACT government obligations and practice.
  - Mandating of use of ACTHD formal and comprehensive staff performance frameworks, including the appropriate management of underperformance.
  - The introduction of systematic training and development opportunities at appropriate levels for all staff, linked to performance agreements and operational requirements.
  - Regarding the flextime situation in some areas, issues will be how to deal with the excessive extant balances;; how to not have these accumulate again in the future; and how to manage the impact on staff in terms of fatigue and fairness of work hours. These require the development and implementation of policies and processes for the systematic and fair recognition of accumulation of exceptional work hours and fatigue management, and the associated application of an effective time and attendance platform to enable effective data collection, understanding which areas have the highest level of overtime and flex credits, then careful exploration of what other options are available to manage this.
  - Recognition of exceptional effort and achievement.
  - Practices to ensure much more transparent and fair transition and recruitment activities.
  - Implementation of practices to promote more open, transparent and effective communication at all levels, including a strong focus on respectful interactions at all times.

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### INTRODUCTION

8. This is the report on an 'in-depth health check' of the Digital Solutions Division (DSD) of ACT Health.
9. On 2 August 2022 CPM Reviews was engaged by the ACT Health Directorate (ACTHD) to examine and report on staff views of workplace culture – including identified strengths and issues of concern. The Reviewers understand that this is the first of a series of checks to be undertaken across Divisions in ACTHD, commencing with DSD as the largest group.
10. The CPM Reviews personnel were Mr Jeff Lamond, Executive Director, and Ms Sue Balnaves, Senior Reviewer.

### BACKGROUND

11. CPM Reviews, in conjunction with the People Strategy and Culture (PSC) Branch, has undertaken this health check of the DSD. This health check is to be the first of a number of checks to be conducted in the various Divisions of ACT Health. The health check follows on from earlier reviews and surveys of the culture of the wider Health organisation, including the *Independent Review into Workplace Culture of ACT Health Services* of 2019. From that time, the organisation's approach has evolved to be an evidence-based culture reform program, and part of this is the *Workforce Culture Framework*, established around April 2021. That framework identified five key areas for investment across ACT Health, being:

- organisational trust;
- leadership and people;
- workplace civility;
- psychological safety; and
- team effectiveness.

12. Indicators from the earlier surveys, Human Resource (HR) workforce data and associated information suggested some potentially escalating behavioural concerns with an impact on declining workplace culture. The scope and evident extent of these matters suggested the need for further review. ACTHD noted at the outset that this check was happening at a time of very high workload and at the start of a large realignment and transition program designed to move DSD on from the initial launch and implementation of the Digital Health Record (DHR). The transition program is intended to support the move from formative to 'steady state' – involving ongoing management and maintenance. Notwithstanding the transition program, the timing of this check was seen as right to proactively review the current workforce culture, how the Division works at collective and individual levels and to identify issues that may affect workplace satisfaction, performance and morale. It was to inform work to position DSD for a positive future, and particularly for the next 'post-COVID and post-DHR launch' stage.

13. This check did not examine the content of the work undertaken in the Division but focused on eliciting more detail about the current perception and experience within the division. It has achieved by distilling and analysing the collected observations of a cross-section of current and a few past DSD staff. This was to identify issues and provide the basis for observations and analytical comments on a number of factors - as required under the contract of engagement.

14. In designing and conducting the Divisional health check, representatives from the PSC Branch and CPM Reviews reviewed the information collected from previous surveys and other HR sources as context. PSC Branch has also developed a methodology to support the intentional nature of the inquiry. The health checks are intended to look more closely at each Division and to provide an opportunity for participants to identify and comment on any areas that were working well, and any areas of perceived concern in relation to culture and interpersonal interactions in the DSD workplace.

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15. While not mapped exclusively to the five areas in the extant *Workforce Culture Framework* of 2021, information was to be gathered that was pertinent to each.

### METHODOLOGY

16. To conduct the health check, ACTHD and CPM Reviews developed a three-part approach.
- A new, internal online survey of the DSD staff, numbering around 388 covering workplace culture, strengths and opportunities. This was available to all staff from 5 October 2022 to 25 November 2022. The survey comprised:
    - A number of questions seeking information about classification and demographics, but with an option not to respond;
    - 38 questions seeking rated responses using seven response options (*Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly Disagree, Don't know/Not applicable, or Prefer not to say*) with a further two yes/no responses;
    - four questions which sought free text response; and
    - several questions relating to information about support under the DHR Transition.
  - The results of the survey as provided by ACTHD are at **ATTACHMENT A**.
  - The second element was a series of one-to-one interviews conducted by Ms Balnaves delving more deeply into issues raised in the survey. These interviews took place from 19 October 2022 to 7 November 2022 (a copy of the questions used is at **ATTACHMENT B**).
  - The third element was three focus groups conducted by Mr Lamond, with support from Ms Balnaves, to canvass organisational strengths, issues of concern and opportunities for improvement. These took place on 22 and 23 November 2022 (a copy of the questions posed is at **ATTACHMENT C**).
17. Participation by DSD staff in each of the elements was voluntary and followed a direct invitation from the Director General, Ms Rebecca Cross, through staff meetings and a 'walk-around' strategy, which were complemented by emails from Mr Peter O'Halloran, the Executive Group Manager and Chief Information Officer, and Ms Jodie Junk-Gibson, Executive Branch Manager, People Strategy and Culture.
18. Participants were assured of anonymity and that no comments would be attributed. All participants agreed to adhere to those provisions. Information that might identify an individuals' feedback has been excluded from reporting herein.
19. In September 2022, as part of the communication strategy announcing and encouraging participation in the health check, an all-staff presentation was made to DSD staff by the CIO, representing the DG. That presentation listed the outcomes sought from the DSD health check as to:
- obtain a better understanding of workplace culture and behaviours;
  - establish, strengthen and promote positive workplace initiatives to support staff and managers;
  - understand how DSD can continue to strengthen a collaborative and connected workforce; and
  - enhance the ability to attract, retain and engage staff through promoting a healthy workplace culture.
20. The survey elicited 99 responses against a series of structured questions, with some free text options included for participants to expand on issues and raise other matters as part of the process. [REDACTED]
- [REDACTED]
21. The interviews and focus groups provided an opportunity to delve deeper into the issues highlighted in the survey responses, again on the provision of non-attribution and anonymity. This report presents a summary of responses to each of the structured questions and includes a section of more detailed information around specific issues of concern raised.

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22. Whilst acknowledging that participant numbers were lower than anticipated, the response pool (at around 30% and [REDACTED] was still considered sufficient to represent the views of a substantial portion of the DSD workforce and the detailed data analysis of the survey responses indicated that the sample was a reasonable base from which to draw conclusions. Whilst the interview and focus group numbers were relatively low, the issues raised, both positive and negative, were strongly consistent with the survey responses.

23. This is particularly relevant, given the notable similarity in some of the key responses received. The detailed data analysis of the survey responses indicated that the sample was useful at an aggregate level and as such was a reasonable base from which to draw conclusions. Further that the themes and responses were consistent with broader information and data provided by the PSC Branch as outlined in paragraph 1.

24. A response rate at this level of course cannot be assumed to be fully representative, nor to necessarily reflect the majority view. Nevertheless, any strong messaging from this proportion of the workforce could likely be expected to be shared by others who did not participate and would be likely to identify issues in strengths and weaknesses that are either existing or emerging more widely across the workforce.

### TERMS OF REFERENCE AND SCOPE

25. The contract required that CPM Reviews:

*... undertake a workplace health check of a division in the ACT Health Directorate. It is anticipated that this will involve facilitating both group and individual sessions with staff. The outcome will be the completion of a written report that summarises the findings of the health check and will need to include the following points:*

- a. Identify any differences in perceptions among the team/ branch members of performance within the identified group;*
- b. Identify any factors which may inhibit high performance related to*
  - o Job demand and perceived level of control by employees*
  - o Resourcing*
  - o Job characteristics*
  - o Exposure to job related trauma, including bullying and harassment*
- c. Outline team/ group dynamics including:*
  - o Level of support received by staff in the team/ branch from colleagues and managers*
  - o Manager and leadership capability, does your team have effective leadership? What does this look like*
  - o Identification of key challenges- what's happened, why is it a challenge, can something be done about it*
  - o Do your team members understand their roles and are they able to carry them out effectively? What training do they require to support capability?*
  - o Does your team have good networks and clear lines of communication with internal and external stakeholders and management?*
  - o Does your team have effective ways of managing conflict including whether your team functioning in a way that people freely express ideas and share opinions?*
  - o Hold themselves jointly accountable for outcomes (they see themselves as being in it together)*
  - o Build a high level of trust and commitment, work well together, and enjoy doing so*
- d. Organisational related factors such as:*
  - o The impact of organisational change*
  - o Perceived organisational support*

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*e. Identify strengths and opportunities to enhance performance in the team/ branch*

26. While the wording was not identical, the issues raised in the list above were all covered over the survey, interviews and focus groups.
27. The Terms of Reference did not formally change during the check, however Reviewers and the ACTHD representative agreed a report structure on 7 December 2022 that covered the issues but under different headings, to better reflect the material emerging from participants.
28. The timing of components of the health check was affected by ACTHD operational requirements, and the overall information collection and reporting period was extended, by mutual agreement between CPM Reviews and ACTHD to reflect that.

### FRAMEWORK

29. Critical to the culture and workplace behaviours in DSD are the legislative and policy bases under which all staff are employed.

#### Relevant legislation, policies and procedures

30. The Enterprise Agreements that apply to the majority of staff in the Division are primarily the Administrative and Related Classifications Enterprise Agreement 2021-2022 and the ACT Public Sector Technical and Other Professional Enterprise Agreement 2021-2022. A small number of individuals are covered by other agreements, being the ACT-Public-Sector-Medical-Practitioners-Enterprise-Agreement-2021-2022, the ACT-Public-Sector-Health-Professional-Enterprise-Agreement-2021-2022, and the ACTPS-Nursing-and-Midwifery-Enterprise-Agreement-2020-2022. Staff employed in DSD prior to the ratification of the 2021-2022 agreements were covered by the various preceding agreements.
31. While there are differences in provisions of the various extant Enterprise Agreements, flextime provisions are consistent.
32. DSD staff are variously employed on an ongoing, temporary or casual bases. A number of non-staff contractors also make up the work force.
33. The Code of Conduct established under Part 8, subsection 107(1) of the *Public Sector Management Standards 2016* (the PSM Standards 2016) sets the standard of expected behaviour of all employees. For the purposes of the Code, a public employee means an officer, temporary employee, casual employee, public sector member and a member of the senior executive service. The Code also applies to Board and Committee members and contractors or consultants exercising the function of a public sector entity.
34. Staff are also obliged to comply with the ACT Public Service Employee Values: cited in the EA and the Code:  

*‘The ACT Public Service (ACTPS) Employee Values and Signature Behaviours define who we are as an organisation. They are the touchstones by which we should measure our own – and others’ – behaviour. In a service as diverse as ours, how those values and behaviours are given life will look different depending on our particular professional and organisational context, but those unifying Values and Signature Behaviours will still be recognisable.’*
35. The ACTPS Employee Values are enshrined in the Public Sector Management Act 1994 and carry the endorsement of the Head of Service and the Strategic Board. The Values are required behaviours under law and are not discretionary guidance. The Values encompass:

*Respect*



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*Respect in the ACTPS means treating others with the sensitivity, courtesy and understanding we would wish for ourselves, and recognising that everyone has something to offer. It means thinking “would I be happy if this was happening to me” and rests on a foundation of fundamental decency in our dealings with colleagues and clients alike.*

### *Integrity*

*Integrity in the ACTPS means being apolitical, honest, dependable, and accountable in our dealings with ministers, the Parliament, the public and each other. It means recognising achievement, not shirking uncomfortable conversations and implies a consistency in our dealings with others.*

### *Collaboration*

*Collaboration in the ACTPS means actively sharing information and resources, working together towards shared goals and asking, “who else do I need to talk to get this right”. It means actively seeking opportunities for breaking down unhealthy silos and relies on genuine engagement with colleagues in the ACTPS and with the broader community.*

### *Innovation*

*Innovation in the ACTPS means asking “but why”, actively seeking out new and better ways of doing what we do (as well as better things to do), and not settling for how it has always been. It means empowering colleagues at all levels to raise new ideas and necessitates sensible and thoughtful engagement with risk.*

*While managers and senior staff have a heightened responsibility to model the values and signature behaviours, the obligation on all of us is to continually test our own behaviours against the descriptions set out in this Code. It gives both permission to raise concerns and a language in which to have a conversation about improving our workplaces. These should be ongoing conversations, as well as a focus of regular performance management and professional development discussions.*

*All the values and signature behaviours are equally important, but at times we may need to give one value more prominence than another. That said, we should try to avoid giving one value so much importance that we cannot observe the others.*

The ACTPS values and signature behaviours state the following:

***In demonstrating respect*** *We take pride in our work We value the contribution of others We relate to colleagues and clients in a fair, decent and professional manner;*

***In demonstrating integrity*** *We do what we say we’ll do, and respond appropriately when the unexpected occurs We take responsibility and are accountable for our decisions and actions We engage genuinely with the community, managing the resources entrusted to us honestly and responsibly;*

***In demonstrating collaboration*** *We work openly and share information to reach shared goals We take on board other views when solving problems and welcome feedback on how we can do things better; and*

***In demonstrating innovation*** *We look for ways to continuously improve our services and skills We are open to change and new ideas from all sources*

## SUMMARY OF RESPONSES

36. Responses collected through the survey, interviews and focus groups are provided in the attachments and referred to below. All response information was considered in detail before amalgamation

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and overall analysis. Any responses which would identify an individual were modified only to keep them anonymous. Summaries of responses are detailed below.

### Survey responses

37. As stated, in the online survey, participants were asked a series of questions, including four that invited comments in free text form. ACTHD gave the Reviewers a document comprising the summary survey results in graph form, and a set of the unanalysed free text responses. This document is included as **ATTACHMENT A**.

38. The Reviewers then sorted the free text comments by classification - including a set for those who did not identify classification. This document is at **ATTACHMENT E**.

39. An analysis by the Reviewers of the survey responses is at **ATTACHMENT D**.

40. A sample of key points arising from the free text responses to the survey is at **ATTACHMENT F**.

41. Major points that emerged from the survey are as follows:

- The survey responses indicate a workforce that is relatively inexperienced in ACTPS practices and management. [REDACTED]. This does not mean that staff did not have other management experience, just limited tenure with ACTHD. It could, however, impact on their day-to-day prowess as they gained experience.
- The executive group feel generally much more confident about their ability to safely express their ideas and suggestions in the workplace – [REDACTED]
- Responses to other critical questions such as 'my team supports a positive workplace culture', 'performance within my team is of a high standard', 'I receive support and encouragement from my manager', 'I know exactly what is expected of me', 'I am clear on how my role aligns to the strategic direction of the Division' and 'I feel inspired to work for my division' were likewise generally more positive amongst senior staff – [REDACTED]  
[REDACTED] with the lowest at 49% for understanding how their role aligns to the strategic direction of the Division.

42. The variability in response rates to the survey across the Division and within various categorisations, together with the different scoring outcomes and the relatively high non-response rates to many questions within the survey, suggests that care should be taken when considering individual and specific statistics from the table.

43. For this reason, and to aid in the analysis, the Reviewers selected 20 out of the total of 40 scaled questions, with the results shown in the table below, ranked by descending positivity in the 'Exec and senior' group. This was also done for the 'ASO and equivalent' group, where the ranking differs somewhat. It is shown in **ATTACHMENT D**.

44. With reference to the table below, the two groups 'Exec and senior' and 'ASO and equivalent' (defined in the attachment with their natural meaning) show fundamentally different strategies (which could be referred to as approaches or tactics by participating staff members) in scoring the survey questions.

45. In each table the results read horizontally, with each group of 'agree, neutral, disagree' adding to 100%. In this context 'agree' includes 'strongly agree', 'disagree' includes 'strongly agree' and 'neutral' includes all other responses.

46. The table shows the following:



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- The 'Exec and senior' group scores much more positively and results for it are more likely to be representative of the group.
- The 'ASO and equiv' group appeared to be less engaged with the survey. The pattern of non-response, particularly to the question about support in transition and implementation, suggests a level of uncertainty about answering, due either to a relative lack of knowledge or concern about the implications of answering. We suggest that this should be considered a warning sign about the effectiveness of what is currently in place to support these staff.
- Both groups are mostly strongly positive about their own teams.
- Both groups are least strongly positive about the last six questions on support, opportunities and communications. The [REDACTED] is consistently negative about these matters. For example, [REDACTED] agreed that they regularly engaged in performance discussions with their seniors and only [REDACTED] indicated they feel supported by the Division to raise performance or behavioural issues. More detailed insight into these issues is covered later – based on free text and face to face inputs.
- The [REDACTED] was particularly disengaged around some questions – with [REDACTED] of that group of the survey participants not responding at all to the questions on support through the DHR transition and the implementation.
- [REDACTED] on Q26 *The leadership and management of my team is effective* [REDACTED] with the responses to the top four questions on other aspects of their own team performance [REDACTED]

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### Degrees of positive responses to selected survey question –

Q	Question						
Q24	My team is able to safely express their ideas and suggestions in the workplace				71%		
Q47	My manager models the ACT Public Service Values and Code of Conduct				71%		
Q21	My team supports a positive workplace culture				70%		
Q28	Performance within my team is of a high standard				67%		
Q40	As an individual, I receive support and encouragement from my manager				65%		
Q35	I know exactly what is expected of me				62%		
Q36	I am clear on how my role aligns to the strategic direction of the Division				58%		
Q12	I feel inspired to work for my division				57%		
Q29	I regularly feel valued working in this team				55%		
Q44	My manager is able to have difficult conversations when required				60%		
Q25	My team has engagement with senior management regularly				60%		
Q10	Communication is managed effectively in my division				48%		
Q22	My team manages conflict effectively				53%		
Q26	The leadership and management of my team is effective				56%		
Q52	Have you felt supported through the DHR Transition?				47%		
Q14	I feel supported by my division to make decisions that affect my role				40%		
Q53	Do you feel supported through the implementation of DHR?				47%		
Q18	I feel supported by my division to raise performance or behavioural issues				37%		
Q33	I am provided opportunities to grow and develop my skills to perform my role				41%		
Q32	I regularly discuss my performance with my manager				39%		

Note: Please refer to Attachment D where there is a more detailed statistical analysis of this data. 'Blank' means that the participant left the response option blank, that is, did not select any option.

### Free text survey responses

47. The analysis of the free text responses from the survey showed that the comments overall were strongly consistent with issues raised by participants in the interviews and focus groups. The emphasis was on teams being seen as positive, internally supportive and hardworking, and on the same strong commitment to the work and the contributions to public health. When asked what was working well, positive comments included - *the teams; teamwork; people supporting one another, Tenacity and determination, motivated to deliver a high quality of work.*

48. More concerns were raised in the free-text responses than positive comments made, and the concerns expressed were mostly about people management practices. Responses consistently referred to working in a high-pressure environment, perceptions about the related unrealistic and unsustainable expectations of some management, and the reported negative impacts on work quality and staff health and wellbeing. Some examples of staff comments about these issues include:

- *staff burning out and at breaking point;*
- *treated poorly;*
- *burnout of staff;*
- *unsustainable pressure from the DHR increasing risk of mental health problems and burn out;*

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- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

49. Staff also consistently observed that there were no performance management processes and that [REDACTED] There were comments that [REDACTED] and that [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

50. Many concerns were expressed about recruitment processes - a number claiming [REDACTED] lack of transparency and lack of accountability in the Division. Some comments in the survey were of a more extreme nature than those made in the interviews, for example suggestions [REDACTED] There were a number of references to a fear of reprisals if comments were attributed. Some examples of such comments included:

- need transparent and fair recruitment processes;
- [REDACTED] and toxic culture;
- [REDACTED]
- need consultation and engagement to replace [REDACTED]
- need transparency on work requirements and restrictions – [REDACTED] – should be in writing and not by word of mouth;
- lack of accountability; and
- Would love to say but don't want to be sacked

51. A sorted list of all free text comments in classification grouping is available at **Attachment E**.

52. When asked what area could provide more support through the DHR Transition, 69 staff responded, and as follows:

- |                               |            |             |
|-------------------------------|------------|-------------|
| • Leadership and Management   | [REDACTED] | ■ responses |
| • Human Resources             | [REDACTED] | ■ responses |
| • Employee Assistance Program | [REDACTED] | ■ response  |
| • Peers/colleagues            | [REDACTED] | ■ responses |
| • Communications              | [REDACTED] | ■ responses |

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- Supporting materials/plans [REDACTED] responses
- Other (please specify\*) [REDACTED] responses

*\* specified information not provided to the Reviewers*

### Interview responses

53. Staff were invited to self-nominate to participate in an interview with Ms Balnaves, again on the basis of non-attribution of responses and anonymity. [REDACTED]

54. Health check participants were interviewed on the basis of a set of structured questions, although the process allowed each person to explore or raise other issues which may have been of concern. These questions were designed to intentionally encourage commentary on both the perceived strengths of the area and on perceived improvement opportunities or issues of concern. A list of the structured questions and sample responses (as compiled by the Reviewer from her notes) can be found at **ATTACHMENT B**.

55. The interviews were intended to gain more information about issues that were working well and issues that may require attention by leadership, there was emphasis placed by interviewees on issues of concern to them – whilst seeking improvements and noting the strengths represent a significant base on which to build (commitment to the role in public health and stating that most teams were ‘close knit’) The summary is at **ATTACHMENT B**

### Focus group responses

56. Staff were also invited to attend one of three focus groups, with fifteen places available in each. The approach to the focus groups and samples of responses (as compiled from the Reviewers’ notes) are at **ATTACHMENT C**. [REDACTED] Nonetheless, all groups engaged in active and constructive discussion, with however, again an emphasis on issues of concern.

### Participation rate

57. Participant numbers were lower than anticipated. Ninety-nine staff completed the survey, [REDACTED]  
[REDACTED] The response pool was therefore sufficient to collect comments from around 30% of the DSD workforce. That number is not exact, as some interviewees and focus group attendees had not completed the survey or did not identify that they had. While the numbers of participants in the interviews and the focus groups were lower than anticipated, the quality of input was high and reflected deep thought about the issues by many participants.

58. Those who did participate offered the view that the relatively low participation rate was strongly affected by the heavy workload of the build-up to the launch of the Digital Health Record. There was also a strong view that participation was affected by staff concerns and nervousness relating to the impending staff transition program, fuelled by a strong perception of, or a continuation of the perception of a lack of transparency and proper process around earlier HR processes and the concern that participating in the health check or offering adverse or critical comment may have an adverse impact on one’s career or continued engagement.

59. A voluntary response at this level cannot be assumed to be fully representative, nor to reflect the majority view. Nevertheless, any strong messaging from this proportion of the workforce could be expected to be shared by others who did not participate and would be likely to identify issues in strengths and weaknesses that are either existing or emerging more widely across the workforce.

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### ANALYSIS

60. A number of reasonably clear and consistent themes emerged from the health check that were consistent across the survey, interviews and focus groups, and reflected issues identified in earlier survey data and information from HR sources. While noting that there was a divergence of views within the sample group, it is clear that many respondents had real concerns with:

- the quality and effectiveness of workplace communication;
- workload, work planning and organisational structure;
- approaches to people management;
- lack of effective performance management;
- lack of access to induction and training;
- low morale; and
- perceived lack of adherence to employer and employee obligations.

61. These are all explored in further detail later in the report.

62. As previously indicated the survey results indicate a relative lack of experience in relevant policy and practice, with [REDACTED]

[REDACTED] This does not mean that staff did not have other management experience, just limited tenure with ACTHD. It could, however, impact on their day-to-day prowess as they gained experience. These proportions also in no way reflect upon technical skills, which were not directly reported on in the survey however they go some way to explaining why staff were not confident that fair and proper processes relating, for example, to access to leave; to training; or to development opportunities were put in place or followed.

63. Most staff in DSD are covered by one of two Enterprise Agreements, and a small number are covered by one of another three agreements. The onus is on managers and staff to understand employments provisions.

64. From the survey, there was a high degree of positivity across all staff levels about their own teams and their performance, with [REDACTED]

[REDACTED] Over half of all respondents answered positively on the topic '*I feel inspired to work for my Division*'. There was overall agreement that staff were dedicated to improving public health and acknowledged the importance of the work of DSD.

65. Almost all interviewees raised issues that they described as being of serious concern to them.

66. There was an overall majority negative view about communications, support and opportunities, with [REDACTED] on balance negative or only marginally positive about these. Responses did show however

[REDACTED] Interviews and focus groups provided some anecdotal evidence of why that could be, [REDACTED]

67. Responses to other critical questions such as 'my team supports a positive workplace culture', 'performance within my team is of a high standard', 'I receive support and encouragement from my manager', 'I know exactly what is expected of me', 'I am clear on how my role aligns to the strategic direction of the Division' and 'I feel inspired to work for my division' were likewise generally more positive amongst senior staff – with the lowest agreement rate from executives and senior management being 67%. Again, however, more junior staff consistently showed lower agreement rates - with the lowest at 49% for understanding how their role aligns to the strategic direction of the Division .

68. An explanation of these responses could reflect the types of conversations executives and senior staff have in day-to-day interactions, and that the other staff have less exposure to those levels of context and also less understanding of and less confidence in the overall picture.

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69. The internal evidence on non-responses to survey topics by respondents below the senior level is an indicator of the possibility of a level of concern at those levels that is not openly articulated. Such concerns are more likely to be expressed in interviews or focus groups. Overall, the survey results suggested an information asymmetry between the senior and other levels that affected perceptions beyond what might be reasonably expected in any hierarchical organisation.

70. Whilst all responses demonstrate the underlying commitment to the work of DSD and its role, there was less understanding of how individual ASO and equivalent roles in DSD fit in with business and strategic plans. There were consistent messages of concern relating to the way people are managed and treated by some managers, the way work is managed, communication (particularly between managers and ASO staff), the non-management of under-performers and the lack of adherence to performance management processes and the overall effect of these elements on the workforce.

71. There was a consistent message that change was not well handled or managed in DSD.

72. A number of contributions included suggestions for improvement and it was clear to the Reviewers that many members had thought deeply about the issues. The workload associated with the then impending 'go live' date for the DHR anecdotally affected participation number. [REDACTED]

[REDACTED] Staff reported that the transition process was the biggest factor in this, along with a perceived lack of trust that the process would be fair. [REDACTED]

73. The Reviewers formed the view, in particular on the basis of the focus group comments, that there was a concerning deep cynicism and distrust amongst a number of staff, particularly about how HR processes were conducted/managed in the Division. There was a view expressed that some senior managers [REDACTED] do not follow ACTPS recruitment or HR practices. [REDACTED]

74. In the focus groups, there was not frequent or significant commentary about bullying and harassment. There was anecdotal reference to this in some interviews, but with no direct evidence offered.

75. While the Reviewers were aware of a general theme within the ACT Public Sector about reducing contracting and bringing resources in-house, concerns were identified by [REDACTED] regarding the ongoing support for the DHR, which was underpinned by the EPIC system. [REDACTED]

[REDACTED] the contract was now tied to the third-party company – rather than developing the depth of skill inhouse within the ACT Government.

### Identified strengths

76. As stated, all responses from all sources demonstrate the underlying commitment to the work of DSD and its role in improving public health and supporting the community. There was a very high consistency about that. There was a strong sense of commitment to supporting the provision of health care and to the contribution DSD made to the overall health care effort in the ACT. Participants appeared generally to respect the technical skill and ability that individual members bring. They spoke of staff being highly driven and that the work is meaningful, and that teams are generally 'close-knit' which helps get the work done.

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77. Views expressed in interviews about training were split. Some participants expressed that they were well equipped and had access to the right 'tools' for the role – in particular, access to IT training was good. A larger number of participants made comment about staff wanting more training and development, and the need to have it linked to performance agreements. When asked whether they had opportunities to grow and develop their skills (Q33) only 41% of the respondents said they did, and 16% left the response blank.

### Specific areas of concern

78. The overall message from the majority of participants in the survey, interviews and focus groups was that while people drive outcomes, and as such the staff should be highly valued, nurtured and developed, this was not the perceived attitude of [REDACTED]  
[REDACTED]

79. As indicated above, issues of concern included claims of lack of people management skills or understanding or adherence to the mandated policies and practices; overwork; lack of planning; lack of effective performance management practices and the claimed effect on staff of some individual personalities. Some of these are detailed further below.

80. There was a general view [REDACTED] that performance feedback is, at best, lacking and more generally largely non-existent and where it occurs it is inappropriate. There were comments that the existing performance management policy and templates were not fit for purpose. It was stated that the documentation that exists relates to higher level issues and not to the tasks or functions individuals are expected to undertake, and indeed some staff reported that their managers had said [REDACTED]  
[REDACTED]. When asked if individuals had a set of goals for a performance cycle, staff said that no they did not, they had a sort of position description, and the position description was usually dated and relevant from when they applied for and won a job and had not been updated to reflect subsequent changes and their current roles. Staff noted that generally there were no conversations with their managers about how they had been performing in the last 12 months; what were their strengths and where they could improve their work/skills. This was all seen as being compounded by the fluidity of staff being moved around.

81. [REDACTED] major difficulties and staff frustrations with workplace communication, which varies by team and by Senior Director. There was a sense of being blamed when something goes wrong, and that influence is projected in an unpleasant way by some managers. Senior managers acknowledged the challenge of keeping staff informed and engaged, especially when a lot were working from home.

82. A number of staff expressed fear of an emerging expectation that the 'unsustainable' workload of the past two years will be 'the norm' for the future. [REDACTED] work requirements changing daily, and staff being pulled in all directions. Many claimed that [REDACTED] do not always understand the implications of last-minute changes.

83. [REDACTED] claimed that staff management practices around attendance have devolved to a local practice where the amassing of excessive flex credits was becoming more common and that those local practices have significantly diverged from the binding provisions of the Enterprise Agreements that contained flextime provisions. It was claimed that even though there is some flexibility for discretion between managers and staff, those discretions are well exceeded by the current situation. It was claimed further that this has left staff in difficult situations, while noting that managers would have been aware of increasing credits and the lack of opportunity to take the flex leave or to keep within the parameters of the EA and noting both staff and managers have responsibility for managing the hours.

84. Some participants raised the need for clear and agreed expectations of performance and behaviour for all team members – suggesting that some specific staff appeared to be [REDACTED]  
[REDACTED] Others raised the importance of constructive performance guidance,

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including positive feedback; and highlighted a need for regular top-down reminders of agreed Divisional team behaviours, to embed acceptable workplace conduct.

85. A few participants raised the need for face-to-face exit interviews (possibly conducted by the Director General) with all staff leaving DSD for any reason, or at a minimum the collection of written comments.

86. A number of staff – [REDACTED] – commented on the absence of induction training. A number observed that the 'patchy' availability of induction training was no trivial matter, staff had taken up roles with no information about essential contacts or business relationships or inter-dependencies. There were suggestions that, with regard to the access to general training a revised approach was necessary and particularly to mitigate any perception of the fairness (or otherwise) of allocation of places on various courses; There were comments that other types of training were less supported or available, and that because of the low usage of the Performance Development Plan process, there was little visibility of or support for training to develop staff unless a particular manager was more engaged with specific individuals.

87. An agreement that unacceptable behaviour at any level should be called out quickly and addressed immediately through informal feedback and/or counselling, supported by action within the formal PDP process and ultimately through performance and/or conduct action if resolution has not been achieved.

### FINDINGS OF FACT

88. In an attempt to frame the issues emerging from the survey and discussions into a form that can support categorisation, below is a summary of the key areas identified from the check – with detail about the main elements that are relevant to each.

#### Communication

- A perception was evident in comments by the senior staff of the Division that communication was good across DSD, whilst recognising that to some extent this depended on individual managers and senior managers.
- In contrast, there was a reasonably common perception [REDACTED] staff that communication was not good and impacted directly and adversely on staffs' ability to do their jobs and to feel supported, and that this did not show appropriate respect for individuals.

#### Work, work planning and structure

- There was a common perception that the workload relating to rolling out the DHR was too high, and that staff acknowledged the importance of getting the project over the line. Overall however, the view was that in practice the impact on people was unacceptable. As well some staff voiced the concern that the [REDACTED] work and loads would not return or reduce to a reasonable BAU.
- There was a reported culture of over-commitment to projects and changes in direction without consideration of implications, [REDACTED]
- Some staff stated there was no [REDACTED] for anything they were doing, there was no [REDACTED] before arrangements were changed.
- There were extraordinarily high expectations of [REDACTED] There were comments that [REDACTED] had been advised that [REDACTED] and that [REDACTED] even when workloads did not require that.



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- A sense among many participants that while the Senior Executive says that people matter, they act and behave in ways that demonstrate that they do not.
- A perceived environment of [REDACTED] and unfair practices where there are people referred to as [REDACTED] and [REDACTED] chosen to do [REDACTED]
- There was consistent feedback relating to very large flex credits that managers had allowed to accumulate far beyond parameters specified in current EA, but with limited opportunity for staff to use those credits, even though there was some ability to make arrangements about hours and leave between staff and managers, and situations where contractors were in the position of potentially leaving with over [REDACTED] of credit, with no provision to pay out the leave. Both the manager and the staff member have been complicit in the accumulation of excess, and it would be reasonable to suggest that both need to assist with any resolution, in conjunction with the HR area.
- Managers were solely focused on the big goal without planning around or accommodating complementary work, leaving those areas without appropriate guidance, and with timing challenges when work came from the major project with little warning for preparation.
- Many staff expressed a strong sense of [REDACTED] and of [REDACTED]. The claimed recent introduction of [REDACTED] was reported to have had a negative and stress-inducing effect on staff.
- There was a strong perception that the recruitment process to underpin the transition to the ongoing 'post DHR roll-out' realigned structure had created anxiety, fear and mistrust, with staff worrying about their futures, and about the fairness and transparency of the processes to fill positions.
- There was a view that it was common practice to not follow recruitment or HR practices, and staff entitlements not being honoured (examples given of [REDACTED] not being granted, difficult and restricted access to flex and annual leave, unrealistic hours expected to be worked and an example of [REDACTED])
- A number of staff claimed that people who are technically good are promoted, but without people management experience or ability, then those people struggle to communicate and manage people effectively.
- Some claimed that some of the really good managers had left, telling others it is because of the behaviour of their seniors.
- Consistent identification of [REDACTED], with a series of examples of claimed behaviour given.

### **Access to training and development**

89. There was a persistent claim from [REDACTED] of a lack of transparency around access to training and observations on tensions that flow from that. Whilst technical training is supported and available as needed, most other forms of training are not seen as supported.

90. There was at least one report that [REDACTED] who had been in DSD for [REDACTED] had received no induction training and had not been introduced around or shown the intranet when they started.

A claim emerged that ACTHD had developed a leadership development training module for all SOGBs and SOGAs. The module was to be undertaken during 2022.

- The module comprised a one-hour launch session prior to the program, a session of one day's duration, and a coaching session of one hour 6-8 weeks after the session;
- The training was centrally funded and at no cost to any Directorate, however from March 2023 business units would absorb funding;

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- Between December 2021 and December 2022 about 400 senior officers had been through the program, with only [REDACTED] participants from DSD.
- [REDACTED] although the training has been available for 12 months
- It was understood that the DG had stated all senior officers were strongly encouraged to attend.

### Performance management

- There was an observed strong and common perception of a lack of adherence to performance management requirements, and an acceptance that this does not matter; along with a culture of working around or moving lower-performing staff, and a lack of managing under-performers; widespread non-existence of performance development plans; being told that [REDACTED], and a common perception that this does not matter.

### 91. Claims emerged of:

- staff who had been with DSD for many months without ever having a performance development plan;
- a reported culture of 'working around' non-performers with better performers absorbing extra work, and creating workload problems for the better performers; and
- a view that some managers are not prepared to be accountable for managing performance.

### Morale

- There were reported highly variable perceptions of internal trust and respect, with a negative impact on group morale for those in the low trust group.
- Comments were commonly made that morale used to be better, but that the workloads and staff transition arrangements have lowered it considerably.
- There were numerous observations from participants that staff do not trust [REDACTED].

### Adherence to employee and employer obligations

- Overall, when considering the outcome of the health check in the context of the employment obligations of all staff, there are some clear and concerning indications in the inputs provided that the behaviours of some [REDACTED] may have drifted towards an over-focus on the achievement of operational goals at the expense of the well-being of staff. While a big effort to get a project over the line is not unusual, the treatment of staff in meetings, of staff working hours and leave, and consequent high stress levels, presents as potentially problematic.
- There was no direct allegation of any bullying or harassing behaviour, however some alleged interactions with [REDACTED] could potentially border this. Noting the anonymous requirement of the handling of comments, where any specific example would identify a participant, it was not included in detail, but in general terms.
- There were many references to claimed [REDACTED] and a consequent negative effect on other staff.

### Other matters

92. The Reviewers were advised that a leadership development program was developed for Senior Officers Grades A/B and equivalent classifications. The program was launched in December 2021 and involves a 1-hour session to launch the program a week prior to the workshop, a full day face to face workshop and a one hour online coaching session 6-8 weeks following the workshop.

93. The Reviewers understand a total of 21 workshops were delivered over 12 months and around 400 senior officers from across the health system have participated in the program to date. It was intended that

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all SOGA/B's and equivalent staff (including SITO's) within the Directorate would participate in the program during 2022. Records show that just [REDACTED] staff from DSD participated in the program between Dec 2021 and Dec 2022 despite the large number of senior officers working within the Division.

94. Costs for the program were covered through a central funding allocation in 2022, however from March 2023, costs to attend the program will need to be absorbed by business units. The evaluation of the program indicated very high participant satisfaction with the program and highlighted benefits of attending the training along with staff from Canberra Health Services and Calvary Hospital, through creating more opportunities for networking and collaboration across the health system.

95. It is understood that DSD staff [REDACTED]

96. Towards the end of the information collecting stage of the health check, the Reviewers were advised by several participants of two additions to the work environment where the service desk is managing calls about the DHR implementation.

97. These were:

- The addition of a panel on an incoming wallboard which shows the staff and the number of calls each has taken, which was reported to us as being interpreted by staff as an attempt at listing the people with high call answer rates [REDACTED]  
[REDACTED]  
[REDACTED]
- The installation of a 'new gadget' that activates when more than five calls are waiting, where a ring tone comes through the ceiling speakers as an alert. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED] Participants stated:

- [REDACTED]  
[REDACTED]  
[REDACTED]
- [REDACTED]  
[REDACTED]  
[REDACTED]
- [REDACTED]  
[REDACTED]  
[REDACTED] and
- [REDACTED]  
[REDACTED]  
[REDACTED] *we work for Health because we love the contributions our actions can make to the community and the health services,* [REDACTED]  
[REDACTED]

98. [REDACTED] contacted the Reviewers after the main information collection stage and advised that there were cases during the staff transition recruitment stage [REDACTED]  
[REDACTED]  
[REDACTED] Allegedly people were told the process was happening so quickly [REDACTED]  
[REDACTED] - but that there had then been an announcement that the process would be concluded by mid-January.

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### For further consideration

99. The results of the health check suggest that the following matters would be useful priorities for Executive consideration:

- Acknowledgement of the relative lack of in situ experience within the existing workforce – at both the management and operational level - and the need to support all staff in acclimatising to and dealing with existing and emerging workplace matters., including an apparently minimally strategic approach undertaken in focusing on capabilities, support, capability build projects, career paths and staff development, raising a question about whether there has been sufficient exploration of who has relevant experience, expertise, knowledge about how to best use the skills of people in the DSD environment.
- Training for all DSD managers in expected and required management practices - in line with ACTHD and wider ACT government obligations and practice.
- Mandating of use of ACTHD formal and comprehensive staff performance frameworks, including the appropriate management of underperformance.
- The introduction of systematic training and development opportunities at appropriate levels for all staff, linked to performance agreements and operational requirements.
- Noting the issues relating to the flextime situation in some areas raise questions of;
  - How to deal with the excessive extant balances;
  - How to not have these accumulate again in the future; and
  - How to manage the impact on staff in terms of fatigue and fairness of work hours.
- Noting that these require the development and implementation of policies and processes for the systematic and fair recognition of accumulation of exceptional work hours and fatigue management, and the associated application of an effective time and attendance platform to enable effective data collection, understanding which areas have the highest level of overtime and flex credits, then careful exploration of what other options are available to manage this.
- The development and implementation of policies and processes for the systematic and fair recognition of accumulation of exceptional work hours and fatigue management, and the associated application of an effective time and attendance platform to enable effective data collection, understanding which areas have the highest level of overtime and flex credits, then careful exploration of what other options are available to manage this.
- Recognition of exceptional effort and achievement.
- Practices to ensure much more transparent and fair transition and recruitment activities. Implementation of practices to promote more open, transparent and effective communication at all levels, including a strong focus on respectful interactions at all times.

100. In closing, the Reviewers would like to thank those who participated in the survey, and those who managed and supported the health check processes within ACTHD.

101. This report is submitted for your consideration, and we are happy to discuss any aspect.

Jeff Lamond	Sue Balnaves
Executive Reviewer	Senior Reviewer

CPM Reviews

**SENSITIVE: CONFIDENTIAL****ATTACHMENTS**

- A. Survey responses (including free text comments in EXCEL format) (provided by ACTH)**
- B. Interview questions and summary of responses**
- C. Focus group questions and summary of responses**
- D. Summary and analysis of Survey results (excluding free text)**
- E. Free text comments sorted by classification (in Word format)**
- F. Samples of free text responses by classification**

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**ATTACHMENT A SURVEY RESPONSES – FROM ACTHD – PROVIDED SEPARATELY**

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### ATTACHMENT B INTERVIEW APPROACH AND SUMMARY OF INTERVIEW RESPONSES

These interviews are to gather a deeper insight from employees, to go with what is being gathered from the earlier staff survey and this Divisional survey. There will also be focus groups.

Your contribution is anonymous – we are not attributing comments, rather are collecting a pool of comments to sort and consider.

Questions will not be identical – but are collecting on several themes – your opinions

1. What is your classification level? Are you in DSD now, or have you worked there before?
2. As a workplace, what is **working well**?
3. About the way staff are **communicated** with
4. **Supported/treated**?
5. What impact has the transition to and implementation of the **DHR** had on you?
6. Any views about the leadership?
7. Is change managed well?
8. If you were in charge, **would you change anything** about the way DSD is?
9. Is there anything else you would like to say to contribute to this health check?

### SUMMARY OF INTERVIEW RESPONSES

#### What is working well in DSD

- Some good people. people are pleasant and the majority are well-intentioned, but they have less of an impact.
- great having the EPIC contractors available.
- There are smart, highly motivated senior technical people - but the workload has been high over a long period.
- Mix of talented staff. very strong motivation to improve public health.
- Great branch manager – still manages to have a personal touch. very caring even with 120-140 people.
- Quite close-knit team, which helps get the work done.
- Great co-workers. great boss.
- People are collaborative, innovative and resilient.
- Staff are really driven – is an attitude that we are all in this together, and that it is meaningful work.
- The members of the Executive team have tried to support each other over the very difficult two years.

#### Workplace communication

- It has been hard to keep staff informed and engaged and especially when a lot are Working From Home (WFH).
- Communication varies by team and by Senior Director. some are highly effective at this and some are not.
- Matters to be communicated are changing daily and people are pulled in all directions.
- Staff find out what is going on 2<sup>nd</sup> and 3<sup>rd</sup> hand – tricky to understand what it is.
- Is an implication that you should have known when something happens.
- Does feel heard. good senior director but manager is combative.
- Shocked at how poor workplace communication in health care is – on the DHR project in particular. an excessive volume of long and not concise emails and meetings not needed for the role.
- Influence projected in an unpleasant way by some managers.

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- Not that great, especially in the COVID and post-COVID time. staff are overwhelmed with high workloads. is a mad dash to the finish line with DHR.
- A lot of staff frustrated about communication.
- A lot done by email. not timely. very stressful for people. a lot of uncertainty.
- Good when group manager walks around and chats.
- Was interview training offered recently. was good. Anyone could apply to have it. Problem was some people did not even know it was available, and some missed out. Was in a Weekly Wrap-up email – and/or in the CIO transition email. Not really talked about though. There is no local encouragement to read them or pointing to things in them.
- Part-timers often see things late – would be good if they could think about timing of announcements.

### Levels of support for staff

- It has been a very difficult two years, with the DHR and COVID and all the activities around setting up the vaccination and testing clinics, phone calls, many casual staff and the reporting.
- Support is inconsistent, depending on your team and Senior Director and Branch Manager.
- [REDACTED]
- There has been support for work on the migration to the DHR, but a lot of work timing is unrealistic. must comply with deadlines set by others with no contribution to whether they will work or not.
- There has not been a lot of clarity about what is coming and when. team knows what needs to happen but is working without direction.
- Leaders are working to their own timeframes without understanding the work and the ramifications of what they are asking for.
- Does feel supported (several).
- DHR workers called back to the workplace early during COVID lockdown on the basis of being critical workers but [REDACTED] was allowed to work from home. double standard – resentment in teams. One manager would complain bitterly if staff would work from home but would take frequent WFH days themselves.
- [REDACTED] but almost every meeting/conversation is virtual – even if you are 10m from a meeting room. people prefer the virtual meetings.
- Wonders why more cannot WFH – are told must be in the office.
- [REDACTED]
- Was some talk about lack of meeting rooms so more virtual contact, but not always true.
- Staff are not supported. work environment for so many is chaotic and pressurised.
- Staff member working 12 hours straight non-stop for months without any lunch or other breaks.
- [REDACTED]
- [REDACTED]
- if a person was put in a role with no background (but with strong skills in another area) they would get complained about.
- training for technical staff is good.
- staff are 'terrified' DHR systems won't be ready.
- staff are really stressed
- people are accruing large flex balances and/or working overtime.
- one staff member will not take time off when sick because so worried about the work.
- the use of flex leave is supported, but then you have excess annual leave.

### Impact of the implementation of the DHR and the staff transition arrangements

- a lot of work has needed to be pushed out beyond this coming Christmas to get DHR done.



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- technical staff are very attractive in the Canberra job market, so that is a risk.
- change management has not been done well. was a change manager – they left, then one came then that person did not do the job – someone has stepped up recently.
- People are not happy – in fact, they are really angry and anxious. the majority of DHR staff are on loan from Canberra Hospital. the messaging has not been good.
- Staff are exhausted, especially [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- [REDACTED] there are the project staff and others and conflict arises.
- Some are doing unrecorded overtime – so no overtime and no flex.
- During COVID there were huge flex credits and no way to take time off.
- People asked for preferences of where they would like to go, but do not have a final say. Some people are just being told 'you are being moved to x'.
- Understands the staged process, but some people are applying now to leave to get permanent jobs, rather than risk not getting one. are seeing the process as not fair.
- No transparency of how many people will be in what teams.
- Some people do not want to be left with the mess.
- [REDACTED]  
[REDACTED]
- [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]
- At the end of 2021 there were some confusions around restructures – some different groups announced conflicting structures at the same time – was handled really poorly (week before Christmas). Were a lot of fretful people over Christmas, but there was more clarity in the new year.
- A lot of people left because of all that change.

102.

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] – has upset many; now tied to the third-party company – rather than have the depth of skill inhouse.

**What would you change/what would improvements look like?**

- Biggest problem is the approach of senior people in the health service – [REDACTED]  
[REDACTED]
- Would have manager not over-commit to what is needed without consulting with those who need to do the work.
- Need to take time to work out the quantity and type of work needed and not rush to change.
- Need time to do the proper documentation and reporting instead of rushing to make changes.
- Would like to feel heard and not feel dictated to.
- Would like there to be more opportunities to meet people in other teams and forge professional relationships. is a big advantage of face-to-face communication. even in lunchrooms. you get a better feel for the personalities you are working with.

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- Teams tend to stay together at anything social, so limited mixing. was a Halloween function and will be a Christmas one. would be better if there was more communication between teams.
- Would be good if more jobs were available as part time/job share. limited career progression if you are part-time
- Staff need to feel safe and supported at work – not immediately thinking ‘what have I done wrong’

### Performance management

- Person has not had a performance agreement or a performance discussion in the 12 months working there. saw an email from [REDACTED] saying mid-cycle action required with a link to PD planning template – nothing happened.
- Was a planning day but it was only teams sitting who they were and what their upcoming focus was – no planning.
- No focus on the development of people. some courses approved – need to ask – not planned.
- Hard to have the difficult conversations about people’s work – easier to work around them and pick up the extra yourself. [REDACTED]
- General culture is for a person to take on more work – eg if supervisor is away.
- [REDACTED]
- [REDACTED] was no formal underperformance process underway.
- has only ever had a very vague position description from when they applied for the job – no performance agreement ever.

### General comments from interviews

- The DSD culture has declined. [REDACTED]
- There are surprises when staff show up in some positions – no transparency about how that happened.
- There is a lack of trust in leadership. it is very cliquey.
- Integrity is missing.
- There is a culture of humiliation and intimidation. Staff have no autonomy and on ability to recruit or performance manage. It is not welcomed.
- No faith that information is relayed in a positive way. is given a negative spin.
- Information about a bullying and harassment claim was shared amongst the leadership in a non-constructive way.
- It used to not be safe to go to HR, but the HR team has changed and that is not the same now.
- Are no exit interviews.
- Nothing gets dealt with.
- The DHR project has been underway for 2 years. COVID came during this time and the pace of work has been frantic.
- Work priorities are not the right ones.
- [REDACTED]
- Job was not what was promised on recruitment.
- Expectations around records management/use of Objective – are unrealistic – not understanding the number of documents and the amount of work involved.
- If the workload was organised it would be tolerable but has been chaotic. no access to needed systems. no analysis of clinical behaviour to inform new systems.
- Approaches to getting information have been poor and resulted in much more work.
- Training team was meant to identify what staff were in what teams throughout the hospital. no structural approach - done so poorly – never properly worked out who worked where – caused big problems for security work.

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- [REDACTED] staff find out what is going on.
- Devices procurement was a monumental mess – moving people from paper records – was one audit that was unusable. then other teams did the audit – and had to provide the same information multiple times. arguing over the numbers for a year.
- People are dealing with a lot of changes to records management systems – all at once. trying to learn them. patchy use of them.
- [REDACTED] staff get things done by going around the person.
- Started with DSD – [REDACTED] – could find ACTH documents but not for DSD – are easier to find now. really struggles when started – no induction- no objectives. Had to find own way.
- Knew of one person who was +180 hours over 18 months and even more extreme examples. unable to take time off. [REDACTED] then when that finished the next priority had started.
- Many instances of staff in tears.
- Many outbursts by the analysts – huge workloads.
- Used to keep a to do list, but you give up because it gets longer and longer’.
- There is no capability development occurring.
- They keep promoting those who are technically good but are not valuing and investing in others.
- They will sweep problems under the carpet, and will tolerate unacceptable behaviour if the person is a high performer
- Was a one-day development program made for senior officers across ACT Health. The Reviewer researched and found there are about 250 in ACTH (including DSD), 300 in Canberra Hospital and 70 in Calvary. Allegedly, by December 2021, 400 had been through the program. Only [REDACTED] people from DSD had participated. The DG had said all SOGAs and SOGBs were to attend. It was at no cost and was all evidence-based and got strong reviews. [REDACTED]  
[REDACTED]

- Gets snarky when under stress. nasty and abusive for a day or two then is all right.
- [REDACTED]
- Did start saying yes more often recently.
- [REDACTED]  
[REDACTED]  
[REDACTED]
- Culture of whole Division is that if you are not doing overtime, you are not working hard enough
- Is very demoralising. is a micro-manager who wants things done a certain way. [REDACTED]  
[REDACTED]  
[REDACTED] Won't delegate things that could be delegated.
- People are stressed working really long hours but have no option to negotiate priorities with the senior manager.
- Culture that you cannot make mistakes. picks on people – has [REDACTED] eye on you – is scary and causes fear. will talk about getting rid of people – dumping work on them.
- Works hard themselves and delivers because [REDACTED] gets things done by cracking the whip.
- Sometimes people come out of [REDACTED] office in tears.
- Has favourites – [REDACTED] – will give opportunities without EOIs. [REDACTED]  
[REDACTED]
- will openly criticise people in front of others – will make really inappropriate and personal comments.

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- [REDACTED]
- when staff complained about uncivil behaviour were told by another party to get over it.
- widespread and condoned approaches.
- biggest problem is the approach of [REDACTED] – the way they push back and grill staff. Yelling – mini-explosions – The behaviour is not acceptable.
- Staff have reported nightmares before meetings.
- Staff worry about the choice of every single word for fear of the reaction it might evoke from the [REDACTED] people try to explain circumstances.
- Causes major damage to confidence of staff members.

- [REDACTED]
- [REDACTED]
- A lot of the workstream leads left and we lost their experience because of [REDACTED]
- Discouraged staff from asking for information they needed.
- Would put people in roles without enough regard for their experience – [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]. comments made in the workplace about the [REDACTED] profession, with the tipping point being an incident at a work [REDACTED]
- Confusing messages – eg at a DHR team meeting – where [REDACTED]
- Caused a lot of stress. does not consider skills and experience when placing people.
- Told someone they would not be eligible for a role because they were [REDACTED] when challenged, denied they said that.
- Said in an all-staff forum that it was [REDACTED] who wanted to work from home.
- Is a problem and a bully.
- Their narrative is that those who leave are incompetent.
- [REDACTED]

**SENSITIVE: CONFIDENTIAL****ATTACHMENT C**

Thank you for participating in [REDACTED]. We would like to know your views of some of the major themes emerging from staff comment.

1. Looking back on a project and the work that you have undertaken, how would you consider that the overall goal had been framed and then communicated to staff; had communications been regular; were the messages consistent and useful to help you as things unfolded? Did that work well or how might that communication have been improved?
2. Given the changes in play at the moment – are you continuing to receive appropriate communication and support? What could make this better?
3. There is a strong view that the work environment at the team level is positive and supportive and that employees are engaged; they are given appropriate tasks and they can identify how to progress their work – is that a fair representation?
4. What it is that you consider contributed to that engagement and flexibility?
5. Is the work environment helped by respectful behaviours – from the executive, from managers and from peers? Are inappropriate behaviours dealt with?
6. Responses have identified that performance within the Division and within teams is high, that achievements are recognised and celebrated, but that workloads have been very large and that has had an impact. How closely is performance monitored and measured – are plans/agreements in place?
7. It was not clear that managers had regular discussions with staff about performance – do you have any comment?
8. At the conclusion of any major project and/or organisational change there is the chance to identify what worked and what might have been improved – do you have any comments or suggestions?
9. What else would you like to say to us?

**SUMMARY OF FOCUS GROUP RESPONSES****Communication**

- Communication is really poor. It is not regular, not timely, and often late – staff were not told enough soon enough. Participants stated communication was inconsistent, contained jargon and buss words, was not passed to relevant areas; and there were lots of silos and limited collaboration. Comments were that the nature of the communication does not reflect the reality of the workplace or the task.
- The silos issue used to be better, and worse in the last couple of years.
- There is a lack of trust in senior management; they are unresponsive to questions from staff about staff concerns, and staff felt ignored.
- despite various senior management commenting there was dialogue with the unions, there was no evidence of that beyond the document about the staff transition plan that was apparently for the unions, in the last couple of months.

**Training**

- There was a general view amongst all the participants that within the Division there was an extremely poor approach to training. Many participants noted that they had not had training; two or three noted that they had not had induction training after up to eight months of working with DSD.
- Senior officer type level and tech training was arranged as needed, as staff asked.
- Staff who started without any induction training did not know critical staff to contact, or sources of basic information.

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- There was very limited access to other types of training; specific individuals got access to training, but it seemed to be about [REDACTED] rather than about the needs of the individuals.

### The work

- Staff reported a requirement of people to attend to work extra hours and made comments that backed one another up; Staff said overtime was paid, but also large flex credits were allowed to accrue. Staff said they were being paid overtime, but also people were allowed to accumulate very large flex credits, then people try to use the flex leave, but managers don't like them using more than a week at a time, then people not using annual leave, and are getting letters about excess annual leave credits.
- A couple of individuals noted there were strong expectations if not directions that they were to work 12-hour shifts, and that if they had caring responsibilities they could, for example, leave work momentarily, to collect a child and take them to other care, but then they had to return to work to complete the shift.
- There was comment that the 12-hour expectation had recently reduced to a requirement for 9 hours a day. A couple of [REDACTED] confirmed those expectations, but [REDACTED] on the requirement for people to work like that for specific periods, saying [REDACTED] they needed to explain why they want that in terms of the business needs.
- There was commentary that staff were relying very much on family and other childcare arrangements [REDACTED]
- There were comments about management announcing restricted access to leave, with only up to 2-3 days to be taken at one time over the Christmas period, and then then no more than 2 weeks at a time up to /from March.
- One [REDACTED] person said they fully understood the requirement to be an official direction. The message that [REDACTED] were pushing back on this was not getting through to all staff and many were of the view that they had to work those patterns.
- Other comments [REDACTED] said the expectation was clear, but you were never going to see said they were given verbally and there was nothing in writing.
- In terms of the expectations about work; staff stated there were extraordinarily high expectations of senior staff about work completion and timelines; staff felt that management was solely focused on the big goal and did not plan around or accommodate complementary endeavours happening in DSD.
- there was a view that there was no evidence of end-to-end project planning and senior managers were focused on the core element –being getting the EPIC system to work for the DHR and rolling out the DHR on time, but there was not evidence that they had undertaken any proof of concept or that non-core preliminary or subsequent activities had been considered or even properly resourced.
- that the <name withheld> would change the direction of elements in the project, at very short notice with big work implications and without full consideration of consequences for work and staff and would 'demand' 'just do it'.
- In terms of the downstream/complementary DSD activities that were not properly advised or resourced – there were examples around the [REDACTED] – that this could have been talked about months ago, and instead it 'lands on us in the last two weeks, and then we must accommodate the needs of other parts of the organisations', and that the [REDACTED] effort was impacted as well.
- [REDACTED] felt they were simply confronted with problems as a result of the lack of planning, and simply had to deal with that with the resources they had. A [REDACTED] in order to meet deadlines and expectations, and that required continually elevated levels of work. One individual cited working 10 days straight, with not ability to take down time even if needed, as the

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skills were stretched between a small number of people with no back-up, so there was no capacity to pick up other critical activities if someone was not in the workplace.

- Staff cited cases where [REDACTED] leave was rejected.

### Work planning and structure

- There was agreement that there was no root cause analysis for anything they were doing.
- The current reorganisation is creating wide-spread fear and panic and wide-ranging concerns about job security and a feeling that jobs are being given to some special people and staff feel this is not fair or transparent.
- There was an expressed criticism that the reorganisation impacts real people that is not efficient or timely; one said whether you do it early or later – communication has not been sufficient and does not show appropriate respect for individuals.
- Work planning and structure should be about the people, but this aspect is ignored; that for senior people it is all about the outcomes and staff feel that 'they' couldn't care less about people.
- There were multiple comments that there is not documentation about directions or expectations about attendance but that the requirements of senior management were very much made known.
- That resources were low and managers could not arrange for people to allow others to take time off and destress, and that managers themselves covered the gaps in roles and themselves worked extensive hours.

### Work organisation

- Staff stated that tasks for individuals needed to be clarified so they could feed into performance appraisal and an understanding of what needs to be done, and that flowing from that, regarding the impending reorganisation, managers needed to make sure the reorganised structure facilitates a move to a reasonable level of business as usual and that there is a risk that senior managers will expect that the recent levels of workload and output can be sustained.
- Staff stated that the inflated expectations of performance have been driven by large and complex and urgent deadlines and tasks and that expectation should not become the new norm as it is simply unsustainable.

### Performance

- There was a commonality of views that there was no detailed or regular discussion with direct line managers about individual performance; that performance agreements were not completed and were often non-existent, and that the available template was not relevant and was not useful for individuals' roles, responsibilities targets or achievements.
- Staff said there was quite significant underperformance in areas in the Division, but it was never dealt with, and because there were not performance agreements or records, current managers had no capacity to properly manage staff that were underperforming, and the method was usually to move someone elsewhere or out, for example to terminate a secondment early (and there was an example given in an interview of [REDACTED]).
- There were some views that many managers were not prepared to be accountable.

### Morale

- Staff stated it used to be good, but it had declined, and anxiety had increased; staff felt they had 'worked their guts out' with no recognition or reward, and now there is the situation of job uncertainty.
- Staff perceived that proper principles were not being followed, and there was a lack of transparency, even in this process where they have clear rules, (1a, 1b etc) then someone 'pops up' in one of the jobs;

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- In the situational stress, a number of staff or managers noted they have been noticing negative behaviours – not necessarily bullying or harassment, but people ‘acting out’.
- Staff said they are all exhausted and not valued, and [REDACTED].



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### ATTACHMENT D SUMMARY AND ANALYSIS OF SURVEY RESULTS

(excluding consideration of free-text responses which are presented separately in this report)

The Reviewers noted that they needed some quantitative understanding of any disparity in the survey results between views at different levels of job classification [REDACTED] and across the Divisional structure in order to interpret them usefully. They used a three-step process involving firstly analysis of survey results against the distribution of staff, secondly the extent to which drill down by various classification used in the survey might be usefully sustainable and finally analysis of the survey results against the resulting classifications. The Reviewers later noted from the interviews and the focus groups that there were again common themes but some disparity of views at different levels.

#### Summary of results

The survey responses indicate a workforce that is relatively inexperienced in ACTPS practices and management.

The two groups [REDACTED] and [REDACTED] (defined below) show fundamentally different strategies in scoring the survey questions.

- The [REDACTED] group scores much more positively and results for it are more likely to be representative of the group.
- The [REDACTED] group is much less engaged with the survey. The pattern of non-response, particularly to the question on support in transition and implementation, suggests a level of uncertainty about answering, due either to a relative lack of knowledge or concern about the implications of answering. It is a warning sign.
- Both groups are mostly strongly positive about their own teams.
- Both groups are least strongly positive about support, opportunities and communications. The [REDACTED] group is negative of marginally positive, the [REDACTED] group is consistently negative about these matters.
- The [REDACTED] group was particularly disengaged (35% did not respond) to the questions on support through the DHR transition and the implementation.

The variability in response rates to the survey across the Division and within various categorisations, together with the different scoring strategies and the relatively high non-response rates to many questions within the survey, suggests that care should be taken with the use of specific statistics.

#### Details of analysis

##### *Response rates across the Divisional structure*

The information available to the Reviewers on organisational structure was the document [REDACTED], noting that the structure reported there was dated March 2022, that some detail on some positions appeared to be redacted, and that for comparability actual staffing levels and not positions were needed. For comparability with the survey results they used the broad classifications shown in Table 1, classification to branch level and basis of employment (such as permanent or temporary). They assumed that any position in the structure document not noted as vacant was filled.

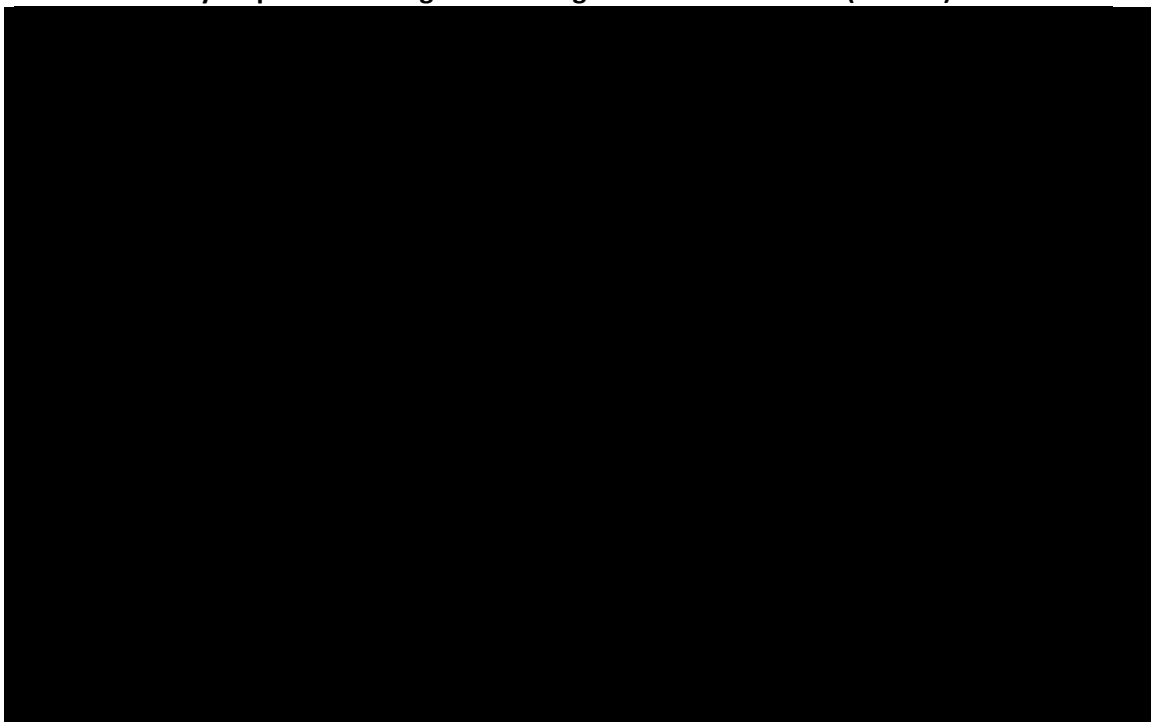
**SENSITIVE: CONFIDENTIAL****Table 1 Classification level groupings in survey results.**

		Respondents
		<b>49</b>
		5
		43
		1
		<b>43</b>
		16
		4
		23
(blank)		<b>7</b>
	(blank)	7
<b>Total</b>		<b>99</b>

The resulting analysis of the distribution of persons across the organisational structure is imperfect, but sufficient for the Reviewers to gain an overall understanding. It leads to the response rates for the survey shown in Table 2.

*Points to note are as follows.*

- Some survey respondents have not given their classification details and are shown as 'blank'. Such non-response on specific questions proved on further analysis (see below) to require some interpretation.
- The small numbers of personnel and survey respondents (cell sizes) for organisational elements such as the [REDACTED] lead to lumpy response rates that are not useful. Generally in statistical work such results are not separately reported as they can be highly misleading.
- There is a large difference in response rates between the [REDACTED] group and the [REDACTED] group, also between permanent and temporary staff, and other classifications such as contractor are not significantly represented.
- There are significant differences in response rates across branches, with the [REDACTED] being highest and the [REDACTED] lowest.
- The overall response rate of 26% is quite reasonable, given that all branches are in similar or related lines of work, and at a sufficient level of aggregation gives results that are useable. Nevertheless, given the variation in response rates, results must be taken as indicative.

**SENSITIVE: CONFIDENTIAL****Table 2 – Survey response rates against the organisational structure (Table 2)**


Note that the response rate amongst the [REDACTED] group is almost 60%, so the survey is much more likely to be representative of the views of that group than of the [REDACTED] group which has a response rate of just over 20%.

Given that the survey appears to be designed to enable a fair level of drill down – there are nine categorisation questions – the Reviewers tested some of these on question Q10 ‘*Communication is managed effectively in my Division*’. This testing confirmed that the cell size issue was a general one. For their purposes, the Reviewers have restricted further analysis to the broad categories of Table 1, that is [REDACTED] and [REDACTED].

Detail on the response rate and drill down analysis is given in the first section of the attachment.

#### *Specific question responses*

From the survey data, 70% of respondents have been in their present role for less and two years (72% at [REDACTED] level, 80% at [REDACTED] with 32% having been in the ACTPS for less than two years (32% at [REDACTED] level, 37% at [REDACTED]. While it would need confirmation, length of experience in role and the public service are less likely to be highly skewed in respondents, and the response rate amongst the [REDACTED] group is relatively high, so it is reasonable to conclude that DSD, with its emphasis on technical skills, is relatively inexperienced in ACTPS policies and practices, and relatively inexperienced in management generally.

In addition to the nine categorisation questions, the survey questionnaire has 40 questions on staff views that can be analysed statistically and seven open text response questions. Of the 40, the Reviewers selected 20 as representative, noting that there is significant overlap between questions. Also for its purposes the Reviewers focussed on team and Divisional level responses, not those at the level of ACTHD more broadly.

The results of this analysis are shown in Tables 3 and 4. Table 3 is sorted from most to least positive views held by the [REDACTED] group. Table 4 is sorted from most to least positive views held by the [REDACTED] group.

## SENSITIVE: CONFIDENTIAL

**Table 3 Degrees of positive responses to selected survey question – [REDACTED]**

Q	Question	[REDACTED]			Total agree	[REDACTED]	
		[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]
Q24	My team is able to safely express their ideas and suggestions in the workplace	[REDACTED]	[REDACTED]	[REDACTED]	71%	[REDACTED]	[REDACTED]
Q47	My manager models the ACT Public Service Values and Code of Conduct	[REDACTED]	[REDACTED]	[REDACTED]	71%	[REDACTED]	[REDACTED]
Q21	My team supports a positive workplace culture	[REDACTED]	[REDACTED]	[REDACTED]	70%	[REDACTED]	[REDACTED]
Q28	Performance within my team is of a high standard	[REDACTED]	[REDACTED]	[REDACTED]	67%	[REDACTED]	[REDACTED]
Q40	As an individual, I receive support and encouragement from my manager	[REDACTED]	[REDACTED]	[REDACTED]	65%	[REDACTED]	[REDACTED]
Q35	I know exactly what is expected of me	[REDACTED]	[REDACTED]	[REDACTED]	62%	[REDACTED]	[REDACTED]
Q36	I am clear on how my role aligns to the strategic direction of the Division	[REDACTED]	[REDACTED]	[REDACTED]	58%	[REDACTED]	[REDACTED]
Q12	I feel inspired to work for my Division	[REDACTED]	[REDACTED]	[REDACTED]	57%	[REDACTED]	[REDACTED]
Q29	I regularly feel valued working in this team	[REDACTED]	[REDACTED]	[REDACTED]	55%	[REDACTED]	[REDACTED]
Q44	My manager is able to have difficult conversations when required	[REDACTED]	[REDACTED]	[REDACTED]	60%	[REDACTED]	[REDACTED]
Q25	My team has engagement with senior management regularly	[REDACTED]	[REDACTED]	[REDACTED]	60%	[REDACTED]	[REDACTED]
Q10	Communication is managed effectively in my Division	[REDACTED]	[REDACTED]	[REDACTED]	48%	[REDACTED]	[REDACTED]
Q22	My team manages conflict effectively	[REDACTED]	[REDACTED]	[REDACTED]	53%	[REDACTED]	[REDACTED]
Q26	The leadership and management of my team is effective	[REDACTED]	[REDACTED]	[REDACTED]	56%	[REDACTED]	[REDACTED]
Q52	Have you felt supported through the DHR Transition?	[REDACTED]	[REDACTED]	[REDACTED]	47%	[REDACTED]	[REDACTED]
Q14	I feel supported by my Division to make decisions that affect my role	[REDACTED]	[REDACTED]	[REDACTED]	40%	[REDACTED]	[REDACTED]
Q53	Do you feel supported through the implementation of DHR?	[REDACTED]	[REDACTED]	[REDACTED]	47%	[REDACTED]	[REDACTED]
Q18	I feel supported by my Division to raise performance or behavioural issues	[REDACTED]	[REDACTED]	[REDACTED]	37%	[REDACTED]	[REDACTED]
Q33	I am provided opportunities to grow and develop my skills to perform my role	[REDACTED]	[REDACTED]	[REDACTED]	41%	[REDACTED]	[REDACTED]
Q32	I regularly discuss my performance with my manager	[REDACTED]	[REDACTED]	[REDACTED]	39%	[REDACTED]	[REDACTED]

Table 3 shows systematically different scoring strategies between the two groups. The [REDACTED] group has significantly higher positive (agree or strongly agree) scores and low non-response (blank) rate. The [REDACTED] group has lower positive scores and a much higher non-response rate – this is despite options such as ‘neither agree nor disagree’, ‘don’t now/not applicable’ or ‘prefer not to say’ being available. This suggests for the latter group an information asymmetry – the [REDACTED] group has a significant number who do not feel able to respond usefully on some or all questions – and/or a lack of engagement with some or all of the issues or with the survey itself. Rebasing the percentages to exclude the non-responses does not generally close the gap with the [REDACTED] positive response rate.

Comparing Table 3 and Table 4 shows that four of the top five questions with the highest positive ranking are the same between the two groups. These questions are about the respondent’s own team. The bottom five are the same in both cases. They are about support and opportunities provided.

Q12, ‘I feel inspired to work for my Division’ ranks 10<sup>th</sup> for the [REDACTED] group and 8<sup>th</sup> for the [REDACTED] group.

Q53 ‘Do you feel supported through the implementation of DHR?’ ranked 19<sup>th</sup> for the [REDACTED] group and 17<sup>th</sup> for the [REDACTED] group. For the corresponding transition question (Q52) the rank is 15<sup>th</sup> for both groups. Note however that for the [REDACTED] group 35% did not respond to either question – much higher than for any other question. 10% of the [REDACTED] group did not respond to either question – higher than for any other question. These levels of non-response, together with the relatively low

## SENSITIVE: CONFIDENTIAL

positive ratings, suggest a fundamental problem with support of staff in the transitions, and with communication and knowledge around them.

**Table 4 Degrees of positive responses to selected survey question – [REDACTED]**

Q	Question	[REDACTED]	[REDACTED]	[REDACTED]	Total agree	[REDACTED]	[REDACTED]
Q21	My team supports a positive workplace culture	[REDACTED]	[REDACTED]	[REDACTED]	70%	[REDACTED]	[REDACTED]
Q47	My manager models the ACT Public Service Values and Code of Conduct	[REDACTED]	[REDACTED]	[REDACTED]	71%	[REDACTED]	[REDACTED]
Q24	My team is able to safely express their ideas and suggestions in the workplace	[REDACTED]	[REDACTED]	[REDACTED]	71%	[REDACTED]	[REDACTED]
Q25	My team has engagement with senior management regularly	[REDACTED]	[REDACTED]	[REDACTED]	60%	[REDACTED]	[REDACTED]
Q40	As an individual, I receive support and encouragement from my manager	[REDACTED]	[REDACTED]	[REDACTED]	65%	[REDACTED]	[REDACTED]
Q26	The leadership and management of my team is effective	[REDACTED]	[REDACTED]	[REDACTED]	56%	[REDACTED]	[REDACTED]
Q28	Performance within my team is of a high standard	[REDACTED]	[REDACTED]	[REDACTED]	67%	[REDACTED]	[REDACTED]
Q35	I know exactly what is expected of me	[REDACTED]	[REDACTED]	[REDACTED]	62%	[REDACTED]	[REDACTED]
Q44	My manager is able to have difficult conversations when required	[REDACTED]	[REDACTED]	[REDACTED]	60%	[REDACTED]	[REDACTED]
Q12	I feel inspired to work for my Division	[REDACTED]	[REDACTED]	[REDACTED]	57%	[REDACTED]	[REDACTED]
Q22	My team manages conflict effectively	[REDACTED]	[REDACTED]	[REDACTED]	53%	[REDACTED]	[REDACTED]
Q29	I regularly feel valued working in this team	[REDACTED]	[REDACTED]	[REDACTED]	55%	[REDACTED]	[REDACTED]
Q36	I am clear on how my role aligns to the strategic direction of the Division	[REDACTED]	[REDACTED]	[REDACTED]	58%	[REDACTED]	[REDACTED]
Q10	Communication is managed effectively in my Division	[REDACTED]	[REDACTED]	[REDACTED]	48%	[REDACTED]	[REDACTED]
Q52	Have you felt supported through the DHR Transition?	[REDACTED]	[REDACTED]	[REDACTED]	47%	[REDACTED]	[REDACTED]
Q33	I am provided opportunities to grow and develop my skills to perform my role	[REDACTED]	[REDACTED]	[REDACTED]	41%	[REDACTED]	[REDACTED]
Q32	I regularly discuss my performance with my manager	[REDACTED]	[REDACTED]	[REDACTED]	39%	[REDACTED]	[REDACTED]
Q14	I feel supported by my Division to make decisions that affect my role	[REDACTED]	[REDACTED]	[REDACTED]	40%	[REDACTED]	[REDACTED]
Q53	Do you feel supported through the implementation of DHR?	[REDACTED]	[REDACTED]	[REDACTED]	47%	[REDACTED]	[REDACTED]
Q18	I feel supported by my Division to raise performance or behavioural issues	[REDACTED]	[REDACTED]	[REDACTED]	37%	[REDACTED]	[REDACTED]

Annex 1 – Analysis of response rates against current structure and drill down viability

Annex 2 – Analysis Of responses to specific questions

Annex 3 – List of survey questions

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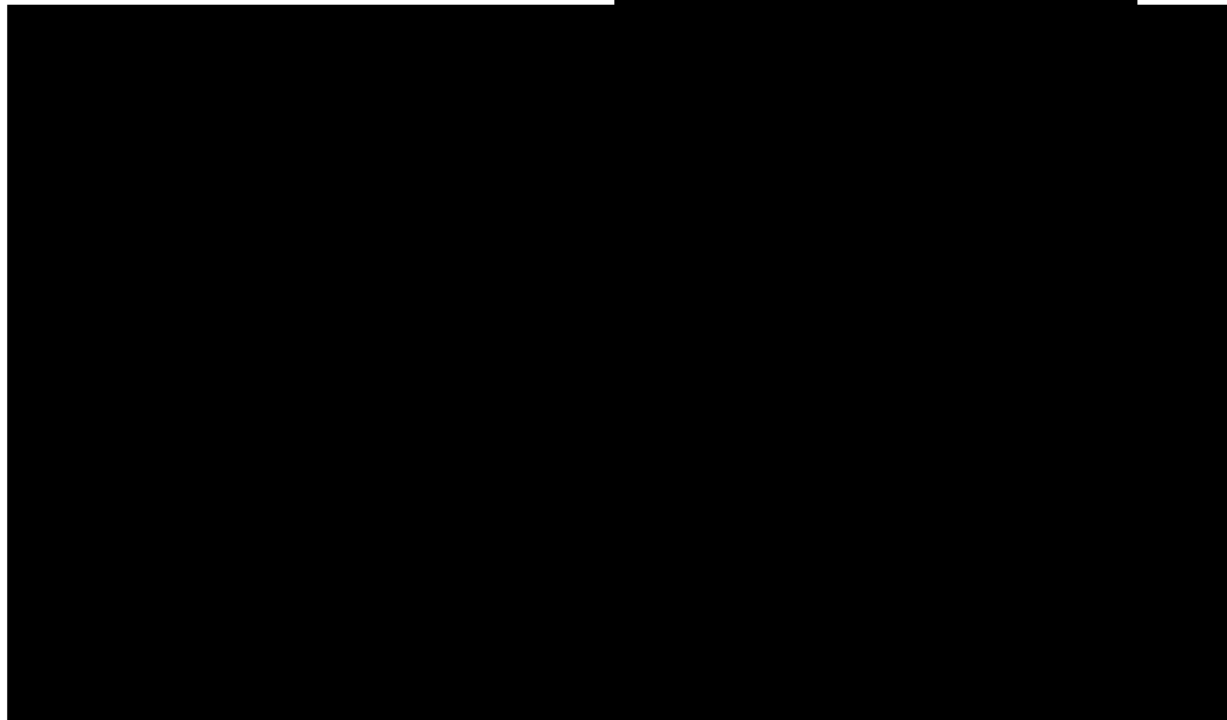
### Annex 1 – Analysis of response rates against current structure and drill down viability

#### Current Organisational Structure

For the current structure table (Table 1 below):

- the DHR BI team is rolled under DHR, as it is not separately identified in the survey;
- positions were mapped against the classifications in Table 1;
- some organisational data has been redacted, which may affect some results; and
- only positions not marked as 'vacant' have been included.

Table 1 - DSD current structure as at March 2022 –



#### Survey Response Structure

For the survey results (Table 2 below):

- a number of respondents did not give classification or other data and are shown as '(blank)';
- several groupings had very low response numbers, including nurses and contractors, and those groupings have not been separately analysed;
- the DHR BI team is not separately identified in the data; and
- staffing at the time of the survey will differ somewhat from staffing at the time of the structure document.

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Table 2 – DSD Survey results –

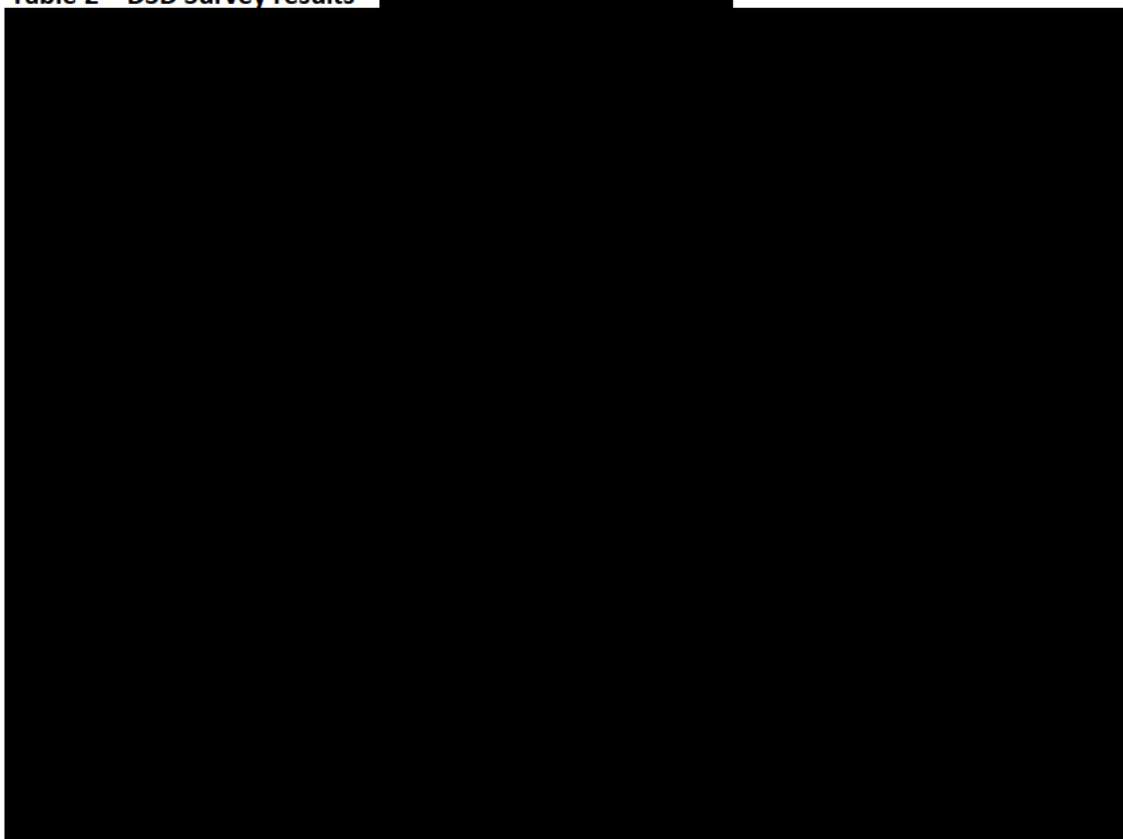
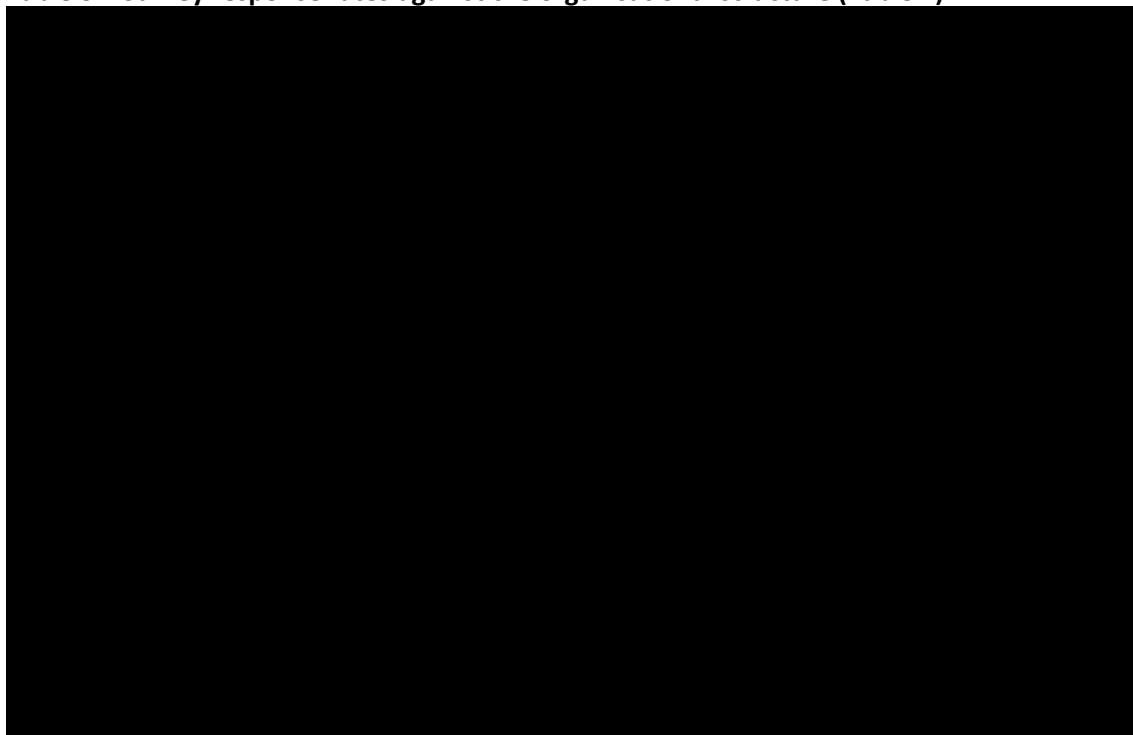

**Survey Response Rates**

Table 3 below provides the survey response rates against the classifications in the above tables.

- The overall response rate is good and sufficient for analysis at that level. However, response rates are uneven across the Division, so care is needed with interpretation. For any particular issue, areas with a higher response rate will have a higher impact on overall scores on the issue, for example if the [REDACTED] had a higher positive view on the issue the overall view as reported would be more positive than the true value. (Note that depends on the reported views in the survey representing the group reasonably representatively. Where response rates are particularly low this may need to be tested. Doing so is beyond the scope of the analysis.)
- Where numbers are small in either of the above tables, no useful results can be inferred for the corresponding group.
- Given the variation in response rates and the small numbers in some groupings, the survey results have not been rebalanced to reflect the proportions of staff in each classification.

**SENSITIVE: CONFIDENTIAL****Table 3 – Survey response rates against the organisational structure (Table 2)**

**Observations**

- The overall response rate of 26% for the survey is reasonable as a basis for analysis but is not high enough to ensure all skew in results will be small.
- Response rates for the [REDACTED] are three times higher than for [REDACTED]. Since the number of respondents in each group are similar (49 vs 43) there is an apparently significant skew in overall results.
- The response rates by branch [REDACTED] suggest that response rates decline as areas are more affected by coming change, and perhaps as they have a heavier immediate workload.
- Response rates for [REDACTED] are more than double those for [REDACTED] (40% vs 18%) while total numbers in each group are similar (both 164 by Table 1). This difference also has potential to skew overall results significantly. Since over 80% of [REDACTED] are in [REDACTED] (including the [REDACTED]), results for this branch must be treated with care.
- The small size of the Future Capability Hub suggests that separate analysis of the Branch would not be helpful.

Note that the precise results in the above analysis are indicative, in view of the differences in time of creation of the two data sets and the extent of redactions in the organisational data.

The tentative conclusion is that categorisation of the survey data in more detail than the broad levels of [REDACTED] and [REDACTED] is problematic.

**Drill down viability**

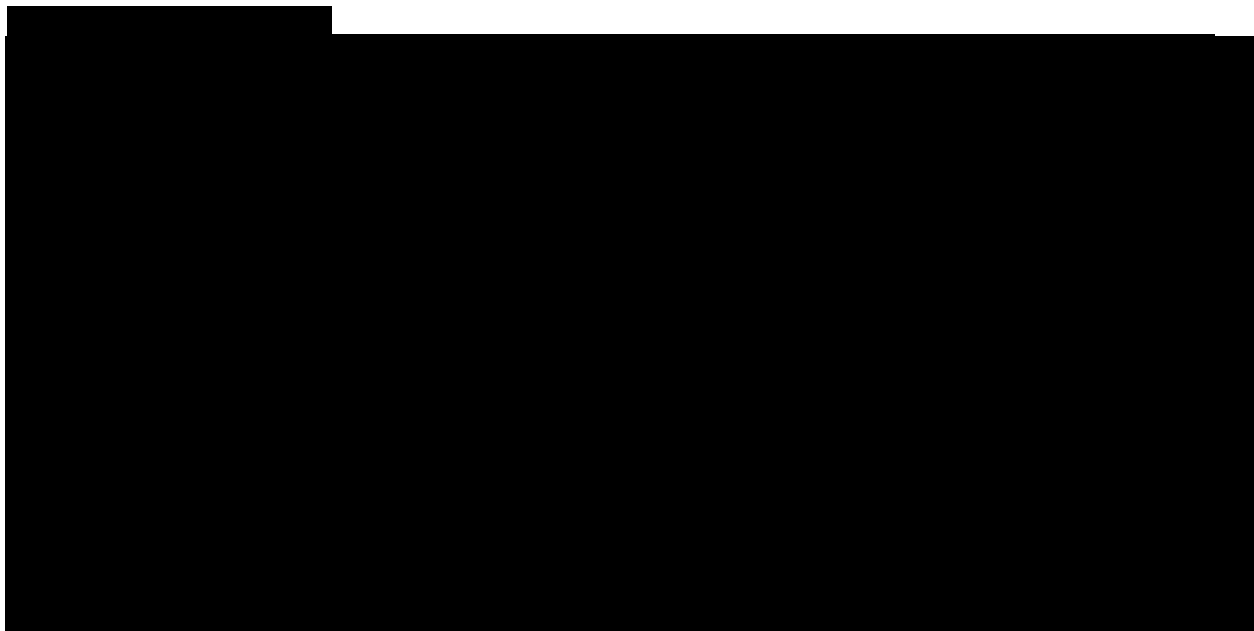
This conclusion was tested on question Q10 *Communication is managed effectively in my Division* using the basis of employment (Permanent and Temporary) – Tables 4a and 4b - and the gender classification – Tables 5a and 5b. In both cases the small cell sizes involved at this level of drill down lead to distributional analyses in terms of percentages that are quite misleading.



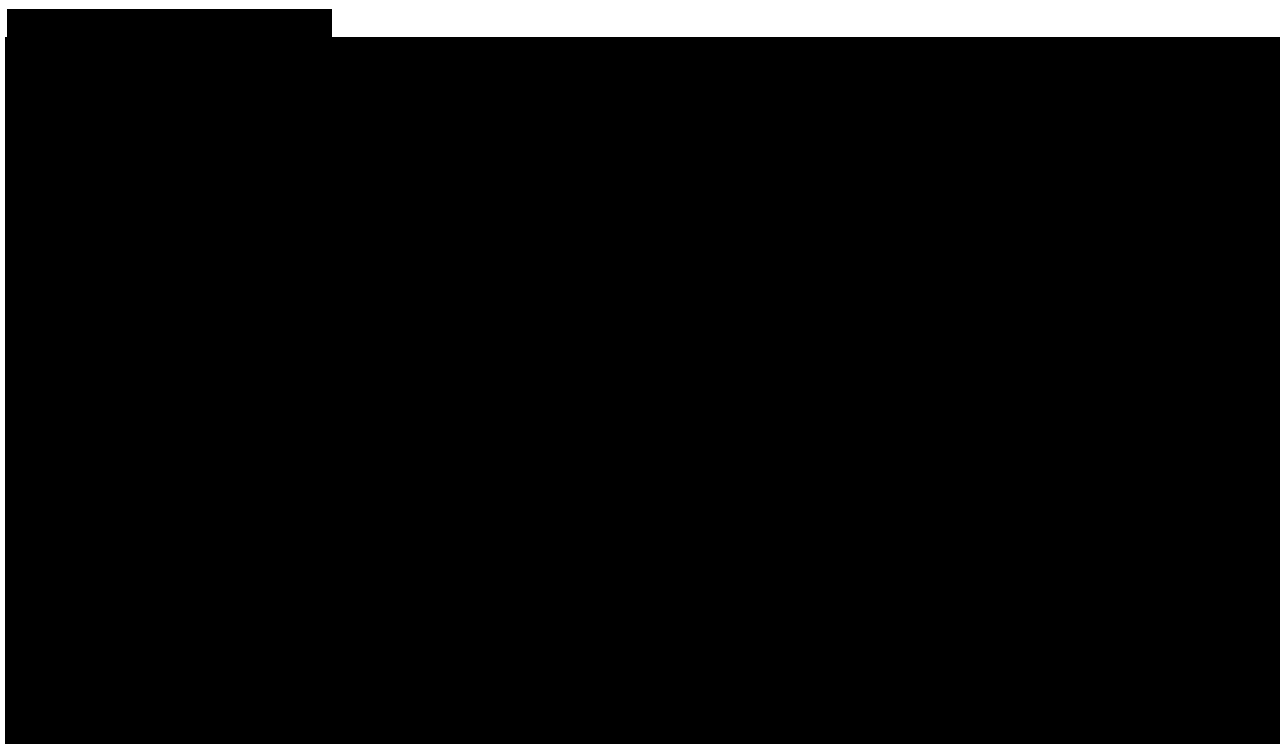
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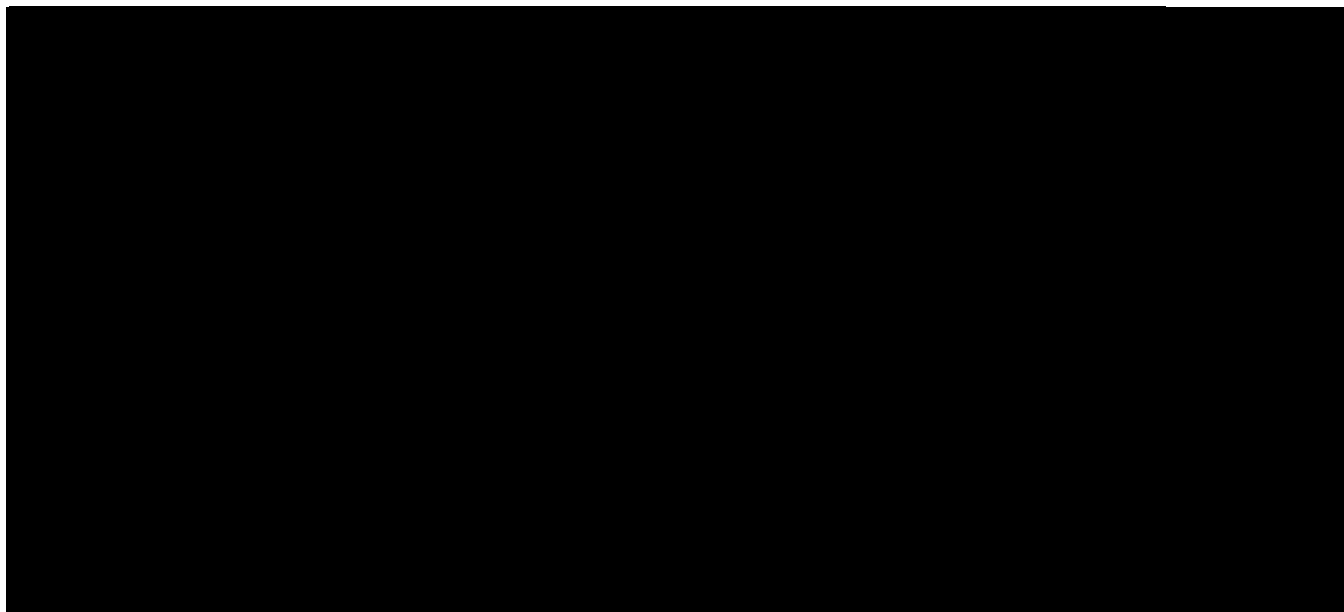
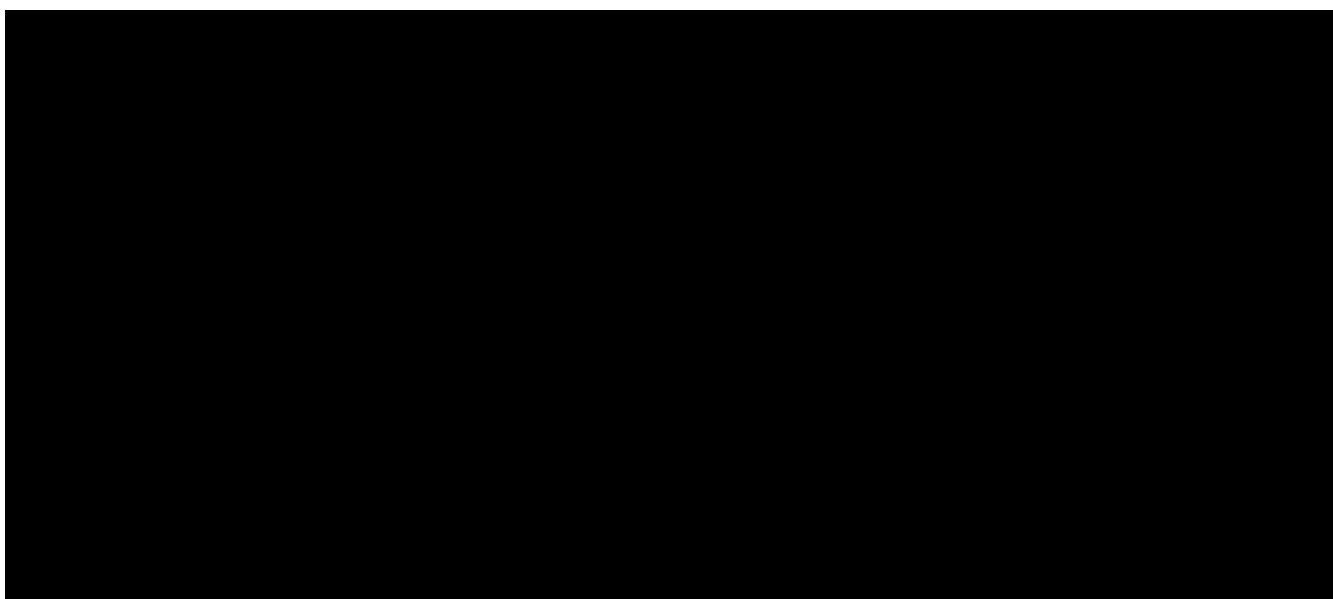
Note that in each table the results read horizontally, with each group of 'agree, neutral, disagree' adding to 100%. In this context 'agree' includes 'strongly agree', 'disagree' includes 'strongly disagree' and 'neutral' includes all other responses.

**Table 4a – Responses to Question *Communication is managed effectively in my Division* – numbers**

The content of Table 4a is completely redacted with a solid black box.

**Table 4b – Responses to Question *Communication is managed effectively in my Division* – percentages**

The content of Table 4b is completely redacted with a solid black box.

**SENSITIVE: CONFIDENTIAL****Table 6a – Gender breakdown of Question *Communication is managed effectively in my Division* - numbers**

**Table 6b – Gender breakdown of Question *Communication is managed effectively in my Division* - percentages**

**Conclusion**

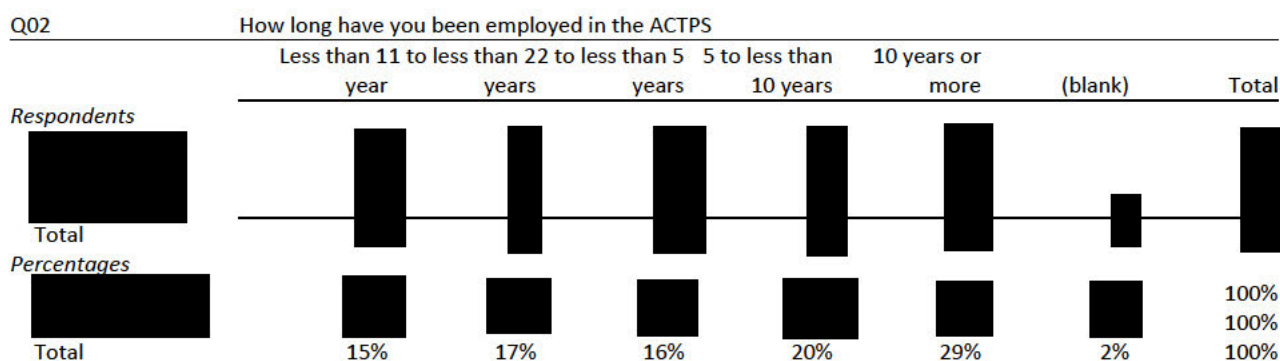
Response rates for the survey rate significantly across branches and classification levels, with [REDACTED] being somewhat low and temporary staff within that branch somewhat low. Breakdowns by specific classification levels, by employment basis or by gender lead to cell sizes that are too small for meaningful comparisons. The broad grouping of [REDACTED] and [REDACTED] classification levels is workable for analysis and reflects a potential source of bias in interpretation, as the response rate for the former group is more than double that of the latter.

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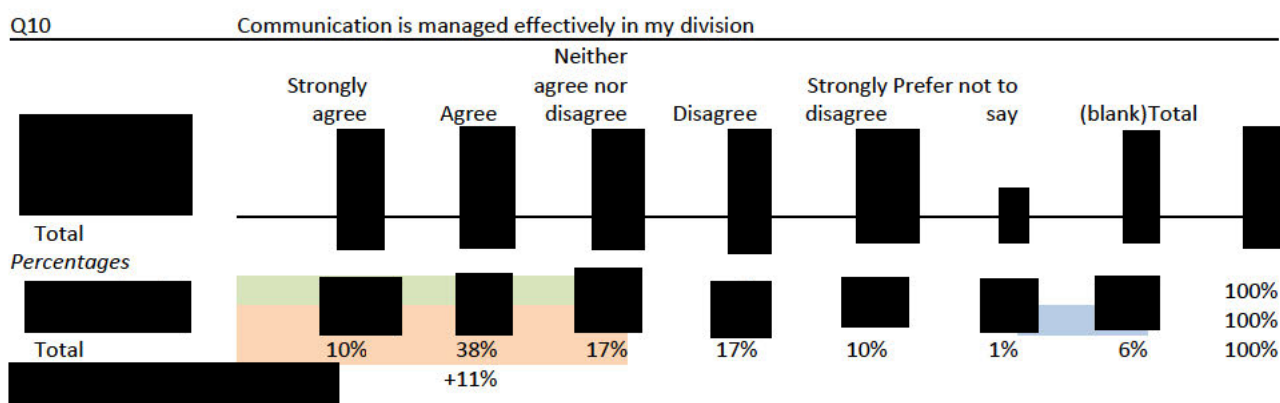
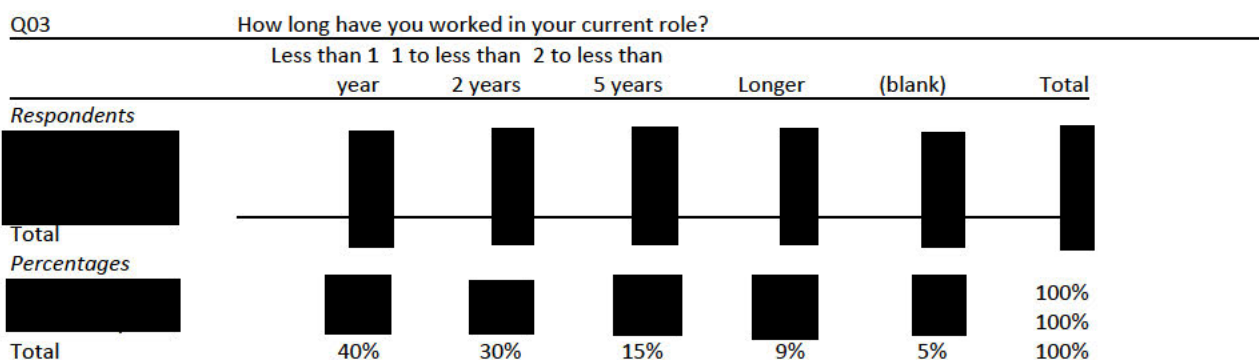
### Annex 2 – Analysis of responses to specific questions

103. Key:

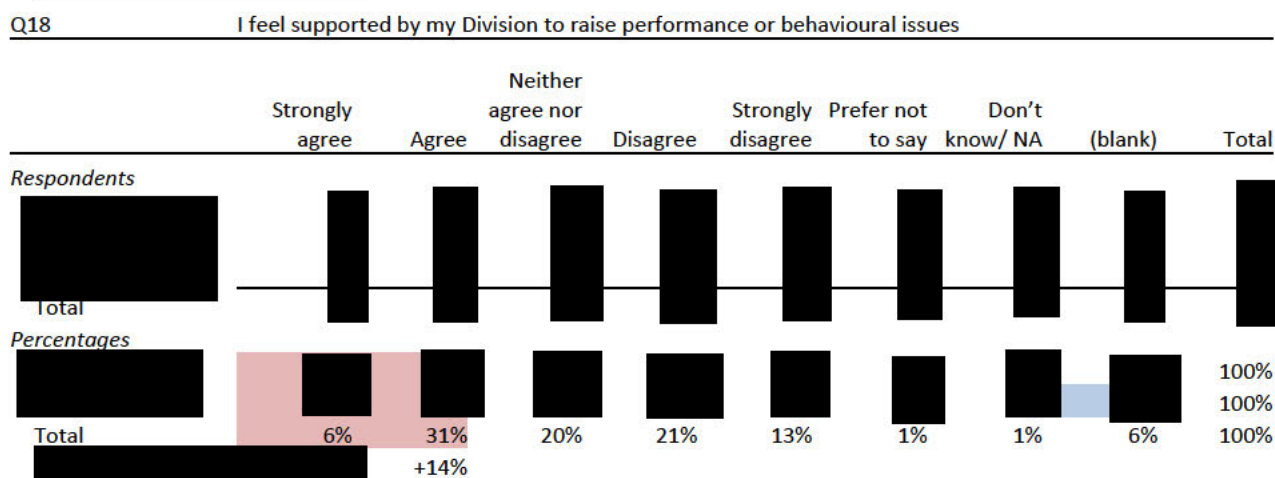
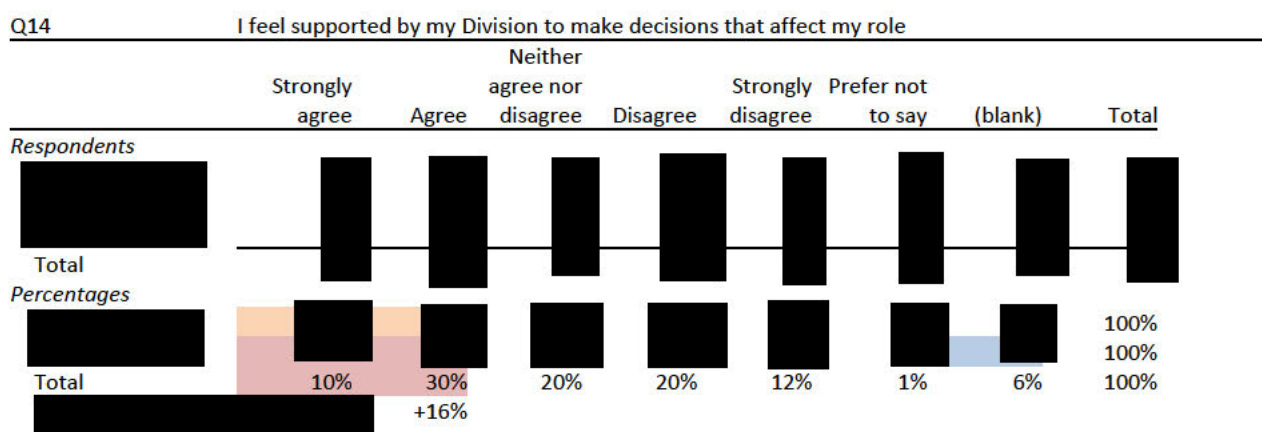
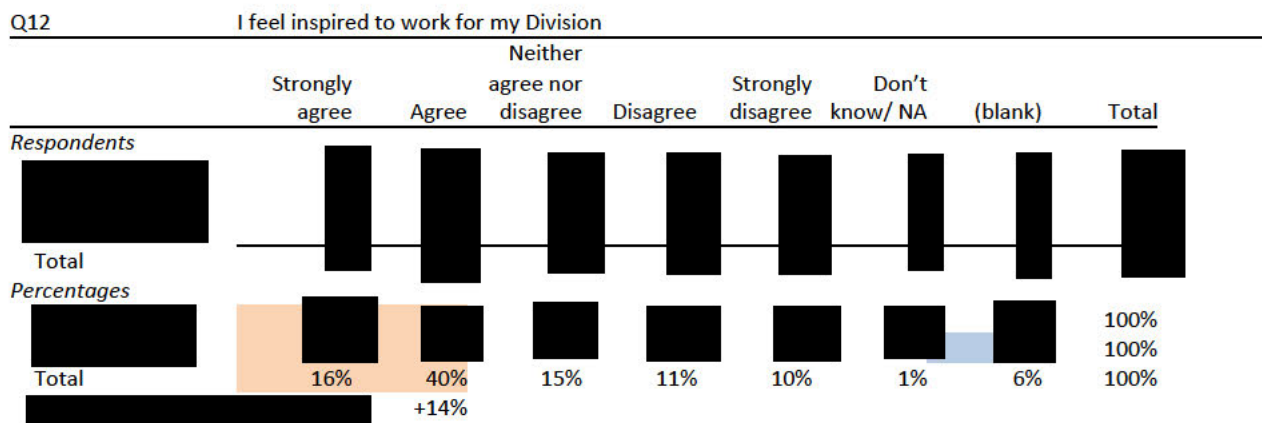
Green highlight                    positive responses for the grouping are at least 50%  
 Orange highlight                positive responses for the grouping are under 50%  
 Blue highlight                   percentage of [redacted] grouping that did not respond to question  
 positive margin                   difference between [redacted] positive responses (agree and strongly agree) and positive responses of [redacted]



104.

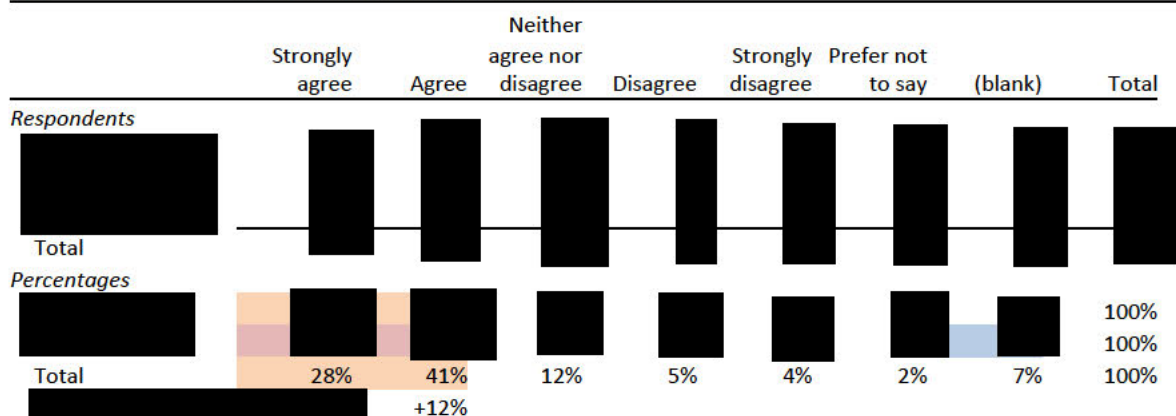


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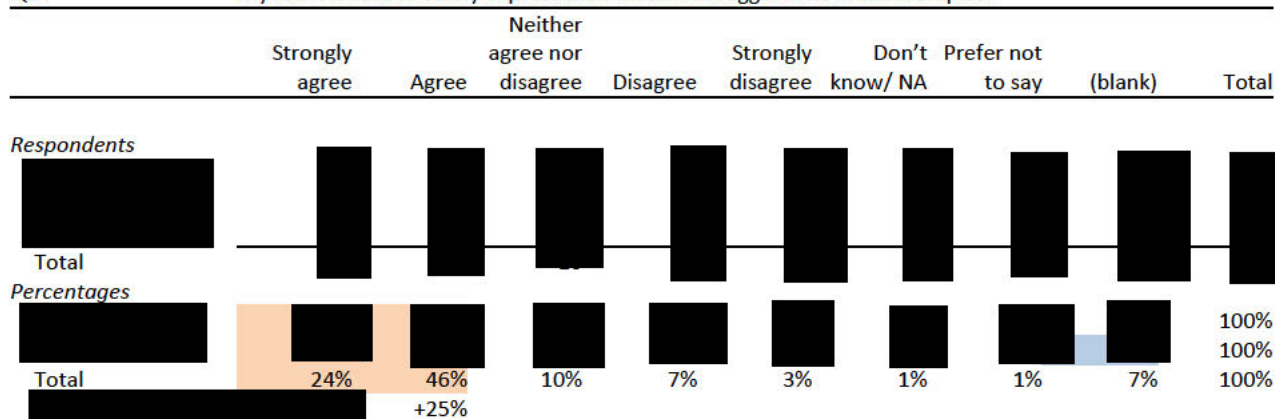


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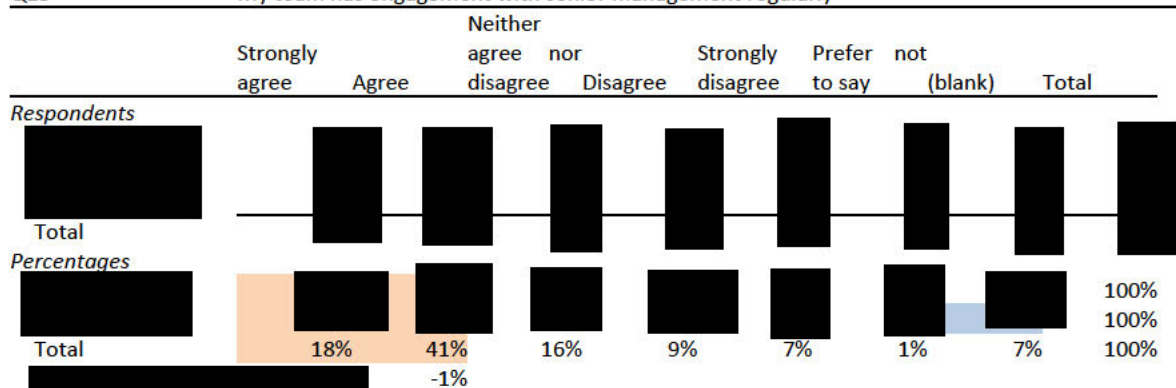
Q21 My team supports a positive workplace culture



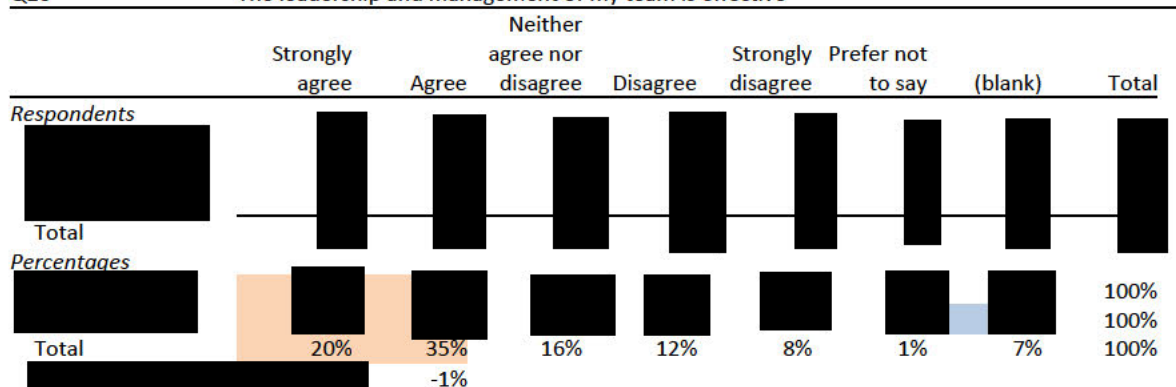
Q24 My team is able to safely express their ideas and suggestions in the workplace



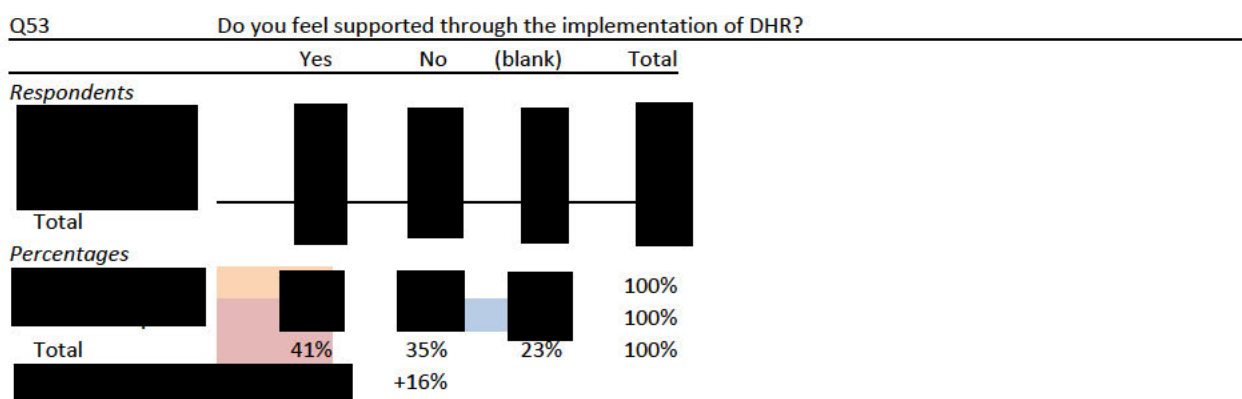
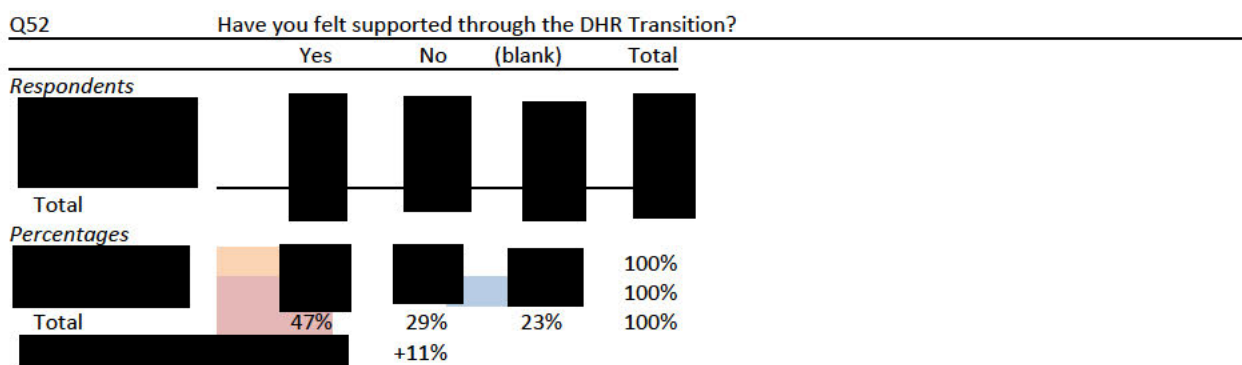
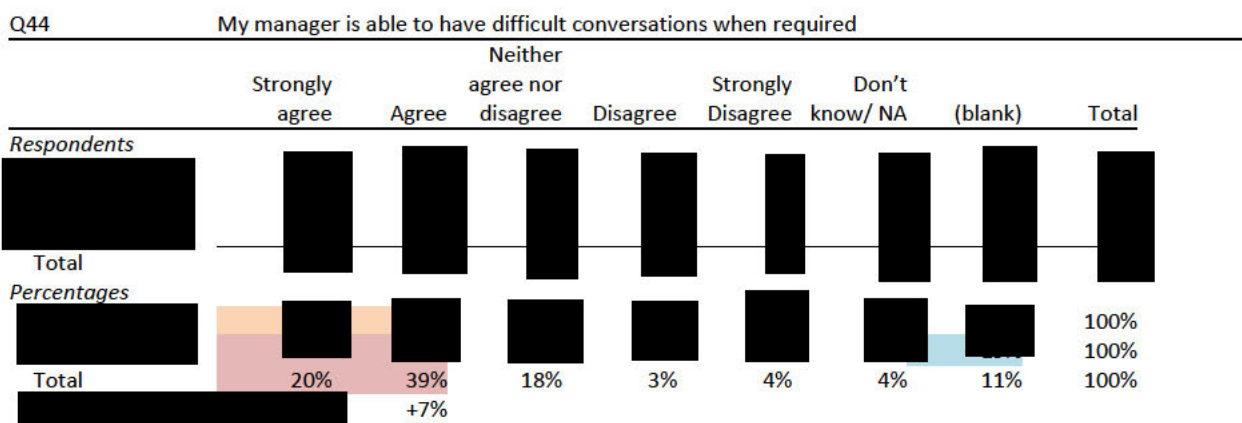
Q25 My team has engagement with senior management regularly



Q26 The leadership and management of my team is effective



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**SENSITIVE: CONFIDENTIAL**



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### Annex 3 – List of survey questions

Q01	How long have you been employed in the Directorate?
Q02	How long have you been employed in the ACTPS
Q03	How long have you worked in your current role?
Q04	Which Branch do you work in?
Q05	On what basis are you employed?
Q06	What is your classification group
Q07	Which of the following age groups do you fit into?
Q08	What is your gender?
Q09	Do any of the following apply to you? [Please select all that apply]1
Q10	Communication is managed effectively in my Division
Q11	Communication is managed effectively in ACTHD
Q12	I feel inspired to work for my Division
Q13	I feel inspired to work for ACTHD
Q14	I feel supported by my Division to make decisions that affect my role
Q15	I feel supported by ACTHD to make decisions that affect my role
Q16	I feel supported by my Division to innovate and express my ideas
Q17	I feel supported by ACTHD to innovate and express my ideas
Q18	I feel supported by my Division to raise performance or behavioural issues
Q19	I feel supported by ACTHD to raise performance or behavioural issues
Q20	On the whole, I would recommend ACTHD as a good place to work
Q21	My team supports a positive workplace culture
Q22	My team manages conflict effectively
Q23	My team enjoys working together
Q24	My team is able to safely express their ideas and suggestions in the workplace
Q25	My team has engagement with senior management regularly
Q26	The leadership and management of my team is effective
Q27	As an individual, I receive support and encouragement from my peers and colleagues
Q28	Performance within my team is of a high standard
Q29	I regularly feel valued working in this team
Q30	Staff in my team hold themselves accountable for delivering outcomes
Q31	I am clear about my duties and responsibilities
Q32	I regularly discuss my performance with my manager
Q33	I am provided opportunities to grow and develop my skills to perform my role
Q34	I am allowed to decide how to go about getting my job done
Q35	I know exactly what is expected of me
Q36	I am clear on how my role aligns to the strategic direction of the Division
Q37	I am clear on how my role aligns to the strategic direction of the Health Directorate
Q38	I am regularly provided tasks which are meaningful
Q39	I am clear on how my role impacts the community
Q40	As an individual, I receive support and encouragement from my manager
Q41	I have a positive working relationship with my manager
Q42	My manager understands the work pressures in my team
Q43	My manager regularly commends the team on delivering on its tasks
Q44	My manager is able to have difficult conversations when required
Q45	Change in my team is managed effectively
Q46	My manager displays resilience when faced with difficulties or failures
Q47	My manager models the ACT Public Service Values and Code of Conduct
Q48	What is one thing working well within your Division?
Q49	What is one thing that could be improved or implemented in your Division to improve workplace culture?
Q50	If anything worries you about your workplace, could you briefly describe it?
Q51	Would you like to speak to somebody in more detail about your response through a focus group or interview?
Q52	Have you felt supported through the DHR Transition?
Q53	Do you feel supported through the implementation of DHR?
Q54	What area do you think could provide more support through the DHR Transition?1
Q55	What area do you think could provide more support through the DHR Transition?2
Q56	What else could we do to support you?



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**ATTACHMENT E FREE TEXT RESPONSES IN WORD FORMAT– FROM ACTHD – PROVIDED SEPARATELY**

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### ATTACHMENT F SAMPLES BY GROUP FREE TEXT RESPONSES FROM SURVEY

#### *Sample responses*

The full set of responses is at **ATTACHMENT E**. Below are representative responses to give the picture of the full set, however the full set stands as the staff input to the survey.

#### *What is one thing working well in your Division?*

- [REDACTED]
  - It is good to be able to effectively work from home
  - There is a calm and productive attitude in a high-pressure environment
  - Strong work ethic
  - Teams are supportive and productive towards end goals
  - Hardworking staff
  - Collaboration
  - The Senior Executives are driving the teams to achieve goals
  - Are kicking goals through strong leadership
  - A great team who always delivers; high aspirations; great people
  - Nothing is working well – used to be happy – completely changed since working in the [REDACTED]. Zero integrity, honesty and transparency in the executive team. I have no trust and am not comfortable discussing my concerns with any senior executive staff and I feel it would be used against me. Different rules for executives in living our values
  - Very little. DSD branch is run top down with little to no engagement or participation from middle management and the workers. Grossly mismanaged project and recruitment is based on [REDACTED] and favours. There is a rotted culture of bullying and those guilty of [REDACTED] remain unpunished. All senior leadership should be investigated.
- [REDACTED]
  - Collaboration
  - Delegation to do work; not being micro-managed
  - Dedication
  - The teams; teamwork; people supporting one another
  - Tenacity and determination
  - Motivated to deliver a high quality of work
  - The DHR project
  - Work/life balance
  - Unable to comment
  - nothing
- [REDACTED]
  - Team supporting one another during difficult times and times of uncertainty
  - Resilience development through sheer adversity
  - No one could manage the DHR program as well as [REDACTED]
  - Nothing
  - Despite the unnecessary chaos work is delivered (though at varying levels of quality and not without unnecessary stress)

#### *What is one thing that could be improved or implemented in your Division to improve workplace culture?*

- [REDACTED]
  - Nothing I can think of

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- Alignment with the ACTPS employment framework re higher duties allowance
- Impact on existing and other staff of the detail of the transition program
- staff are under immense pressure and are at breaking point – practices are against staff wellbeing needs
- you are breaking people
- better quality, timely and honest communication
- Executive have adopted poor quality planning practices
- Practices have tended towards intimidation rather than growth
- [REDACTED] often speaks inappropriately about staff, about stress, about work/life balance.
- Lack of accountability
- Lack of compassion
- Lack of interest in why people are leaving
- Need better communication between branches and teams
- Teams and analysts still working in silos
- <name withheld> uses language to reassure staff but comes at the expense of other staff
- Need consultation; engagement to replace isolation, gaslighting, bullying, favouritism and [REDACTED]
- DHR transition processes do not seem fair
- If people behave inappropriately or arrogantly and they are critical to the project the behaviour is overlooked
- Need less time-pressured work
- Less discrimination and less ageist comments
- Need more people to share the load
- Need HR embedded in DSD to handle people problems and not just to protect the directorate from bad press
- <name withheld> should be immediately removed. [REDACTED] is a bully who manages through intimidation and humiliation. Is cruel and mediocre. Is toxic for culture, motivation and has a disastrous impact on people.
- Inner circle re untouchable; misconduct and inappropriate behaviour, and nothing is done
- Unrealistic and unhealthy expectations
- Need transparent and fair recruitment processes

•

- Everything is perfect
- Need access to more flexible working arrangements – should be role specific
- [REDACTED]
- [REDACTED]
- Need agile project management and to be open minded and share knowledge
- Better communication and clarity of who is responsible get sudden requests for work
- Need better opportunities for development
- Better rosters for 24/7
- Executives need to support like managers do, not just with words but actions
- Work pressure is too high – sometimes staff do not even drink water
- DSD needs to be more of a team
- Need mutual respect
- Need transparency on work requirements and restrictions – [REDACTED]
- [REDACTED]
- We are expected to work longer hours than we have in the day. Expectations need to change
- Would love to say but don't want to be sacked.

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- No responses

***If anything worries you about your workplace, could you briefly describe it?***

- [REDACTED]
  - Always saying you need to look after yourself, but leave is limited, there is an expectation to work additional hours, part-time employees are expected to work full time and little thanks is given
  - Being run by big egos
  - Isolating and overlooking some staff
  - Treated poorly
  - Burnout of staff
  - DHR a big project but other work, and patient needs have not been attended to
  - Underperformance is not managed – non-performers are put into lower-level duties on the same pay
  - Unsustainable pressure from the DHR increasing risk of mental health problems and burn out
  - An atmosphere of not reporting problems as staff feel if they voice concerns, it will ruin their chances for roles or will change the views of management towards them
  - Disagreements should be managed respectfully
  - Failure to recognise there is a human side to the business
  - Comments made by senior managers [REDACTED] bagging work life balances of [REDACTED], accusing them of slacking off when working from home
  - Siloed teams
  - Declines in physical and mental health and from working there
  - Nothing
  - [REDACTED] recruitment and toxic culture
  - People promoted and positioned based on friendships and not merit. The whole place should be thoroughly investigated for this and for executing projects well outside PMA standards
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED] in a meeting environment
  - Staff are not appreciated and poor behaviour is tolerated if you are seen to be delivering your work; issues are raised and swept under the rug
  - The staff turnover rate indicates dissatisfaction with the DHR project
  - Using a third-party vendor to manage backend infrastructure
  - An executive team that does not live the values – say words and actions are completely different
  - No performance management
- [REDACTED]
  - Everything is perfect
  - I feel supported if I have worries
  - [REDACTED]
  - [REDACTED]
  - Nothing worries me; nothing at the moment
  - Occasional lack of professionalism by some staff
  - Exponentially increasing and unsustainable workload
  - Staff burning out and at breaking point
  - DSD should spend more time scoping our deliverables and outcomes; should objectively evaluate outcomes and document lessons learned
  - Cliques workplace and culture
  - From time to time feel both welcome and ostracised

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- Culture that if you are not working overtime, you are not working hard enough.
- [REDACTED]
  - Burnout of staff due to demands on the team by the <name withheld> who constantly adds extra tasks to their already busy workload and is yet to employ the extra 20 staff required to meet expected demands
  - Executives need to act with integrity and honesty – we are here to serve the customer, not our own motives or agenda
  - Don't say you care about people then in the next breath make unrealistic demands of an under resourced workforce so people burn out
  - Don't give all the opportunities to the same people
  - The way the restructure has been handled has been the worst I have ever experienced
  - Lack of alignment to the ACTPS values; also, a lack of management and leadership. A lack of respect towards people
  - No point in even bothering anymore

### ***What else could we do to support you?***

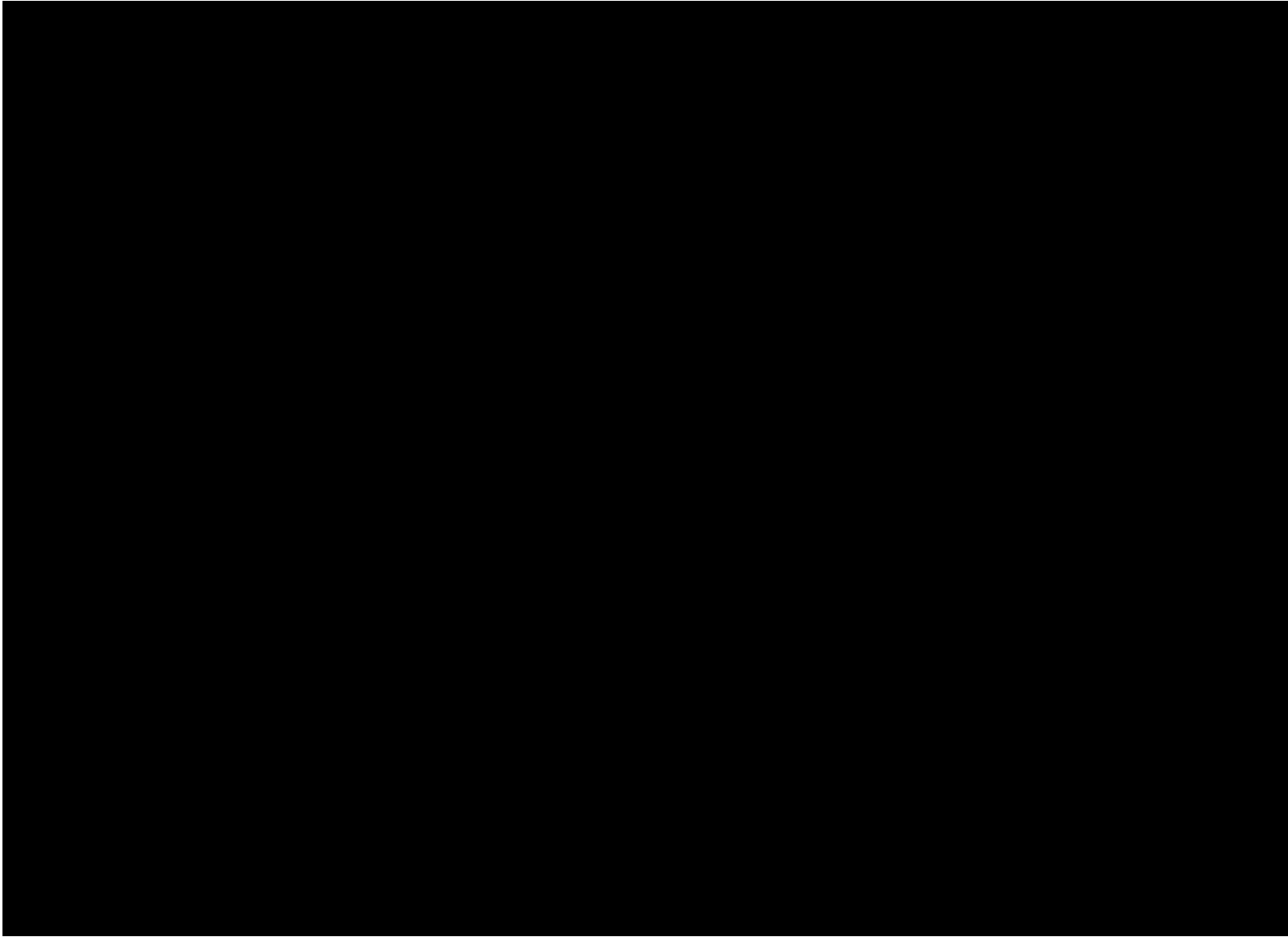
- [REDACTED]
  - Be transparent; put your people first; study HR and get up to speed with community expectations in this modern day
  - Better new starter experience
  - Better communication from top down, better support for work/life balance and mental health.
  - Communication has been consistently late, unavailable, contradictory or non-existent.
  - Do not disadvantage permanent DSD staff who have gone above and beyond.
  - Create more equal opportunities with [REDACTED]
  - Senior managers need to be held accountable and not be given leadership of future projects like this without some serious training/development
  - Many of the team are [REDACTED] which makes it harder to achieve quality goals.
  - Thank you for providing the avenue to share some very serious concerns, I am shocked by some of the things I have seen, heard and experienced. I expected more of a role in the APS (sic)
  - Take your findings to the DG ACTHD as well as the Ombudsman as appropriate. Trigger an internal investigation into recruitment and the leadership of <name withheld> and <name withheld>. The only person worthy of their leadership position, who models our values, is [REDACTED]
- [REDACTED]
  - Be clear and transparent about plans and provide supporting documentation so staff can manage their lives around the transition
  - Flexible working arrangements
  - It's probably too late for me
  - New work opportunity so I can learn new things
  - More opportunity for skill development
- [REDACTED]
  - Employ more staff to manage the ridiculous workload
  - You have done nothing but say meaningless words while you let the bad behaviour of <name withheld> continue to go unabated so why bother

## Q1 How long have you been employed in the Directorate?

Answered: 96 Skipped: 3

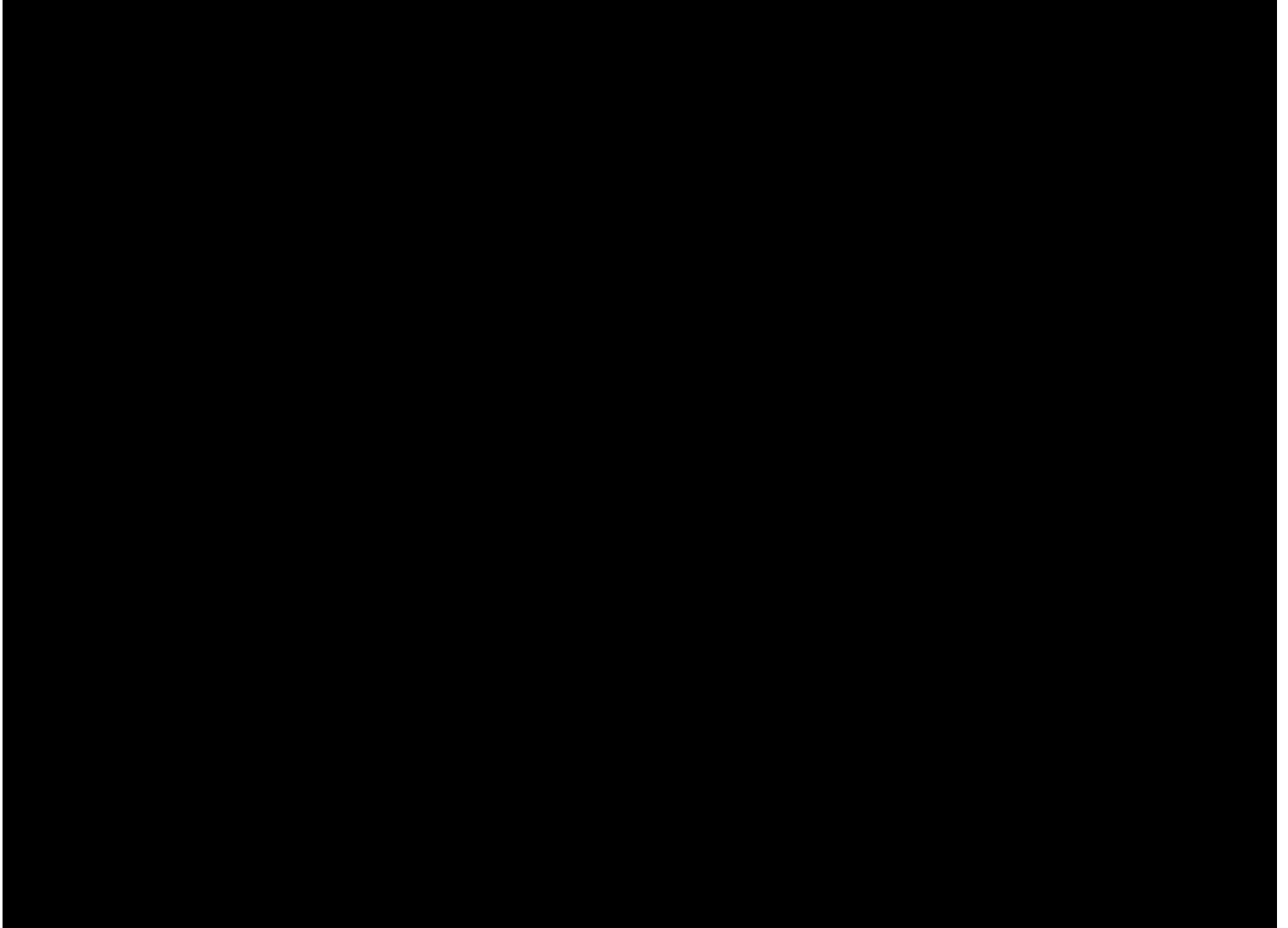
## Q2 How long have you been employed in the ACTPS

Answered: 97 Skipped: 2



### Q3 How long have you worked in your current role?

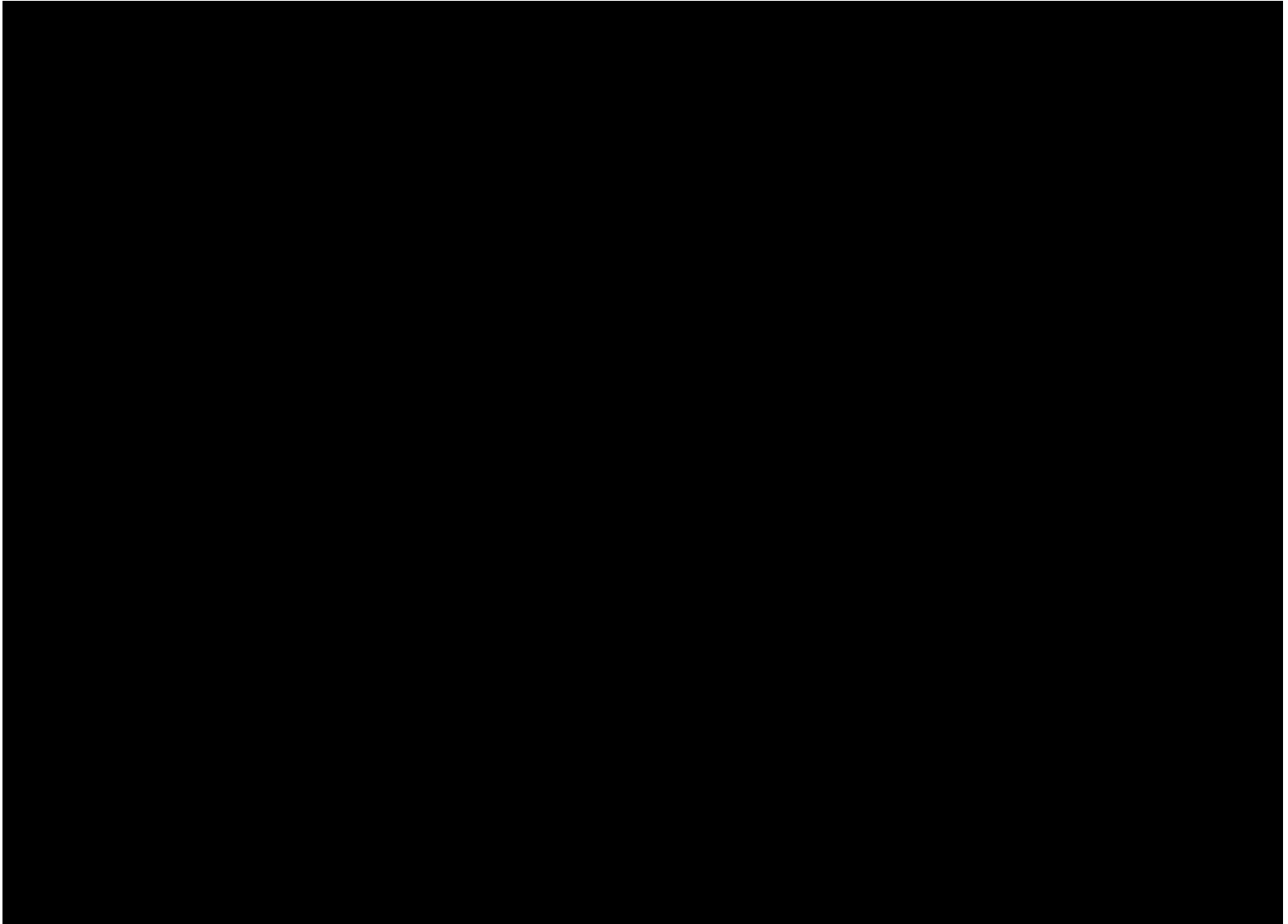
Answered: 94 Skipped: 5





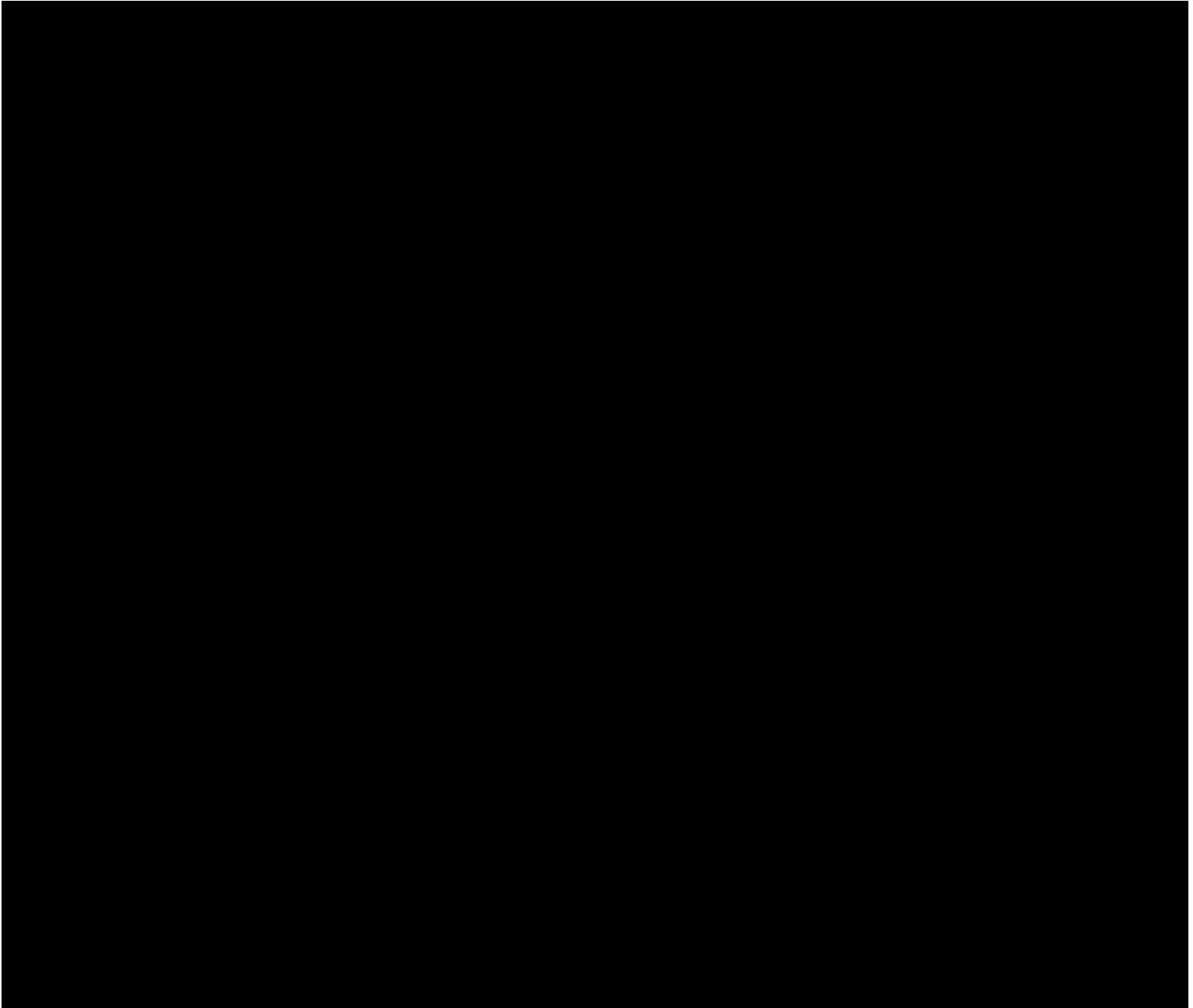
## Q4 Which Branch do you work in?

Answered: 95 Skipped: 4



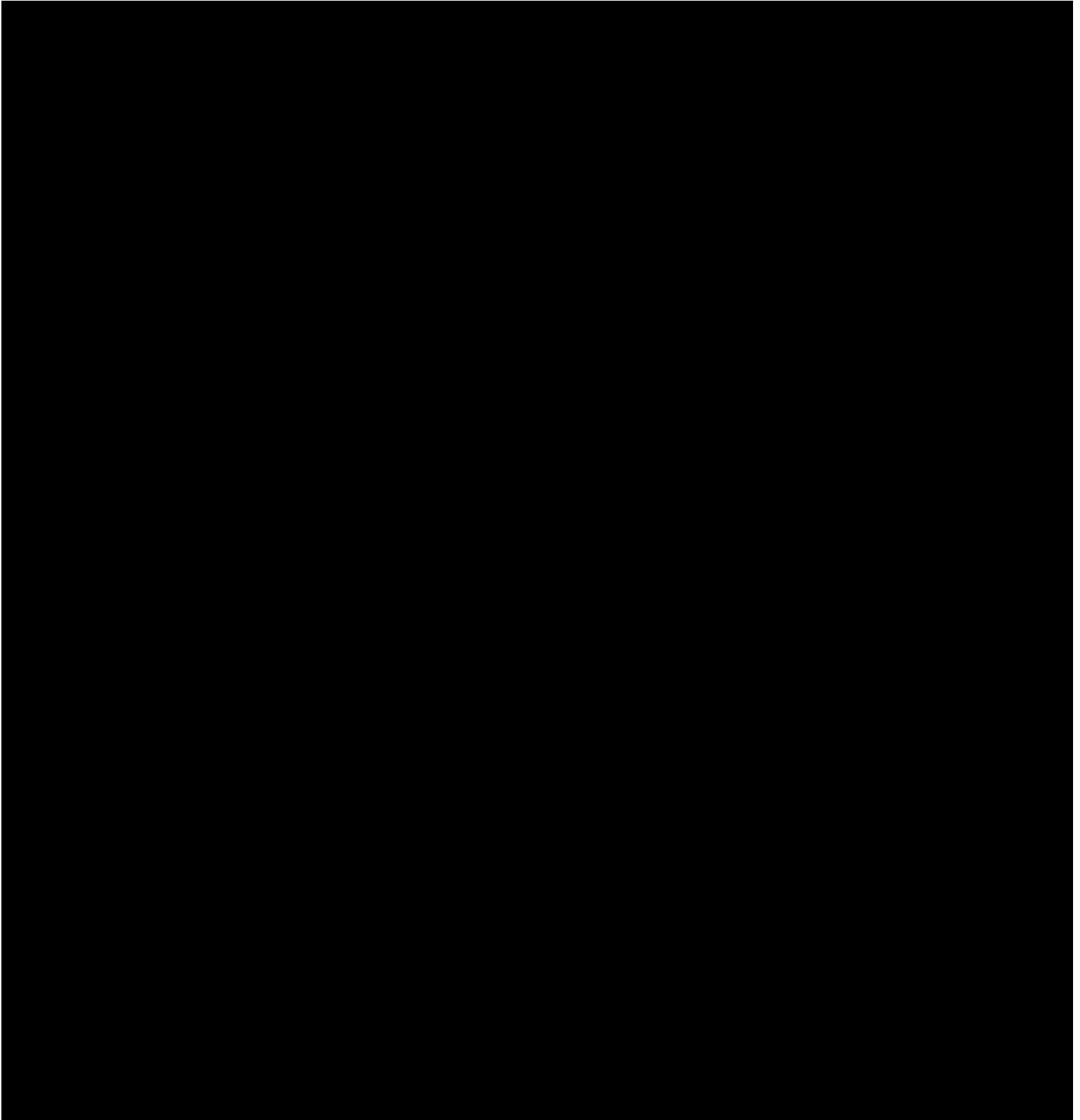
## Q5 On what basis are you employed?

Answered: 96 Skipped: 3



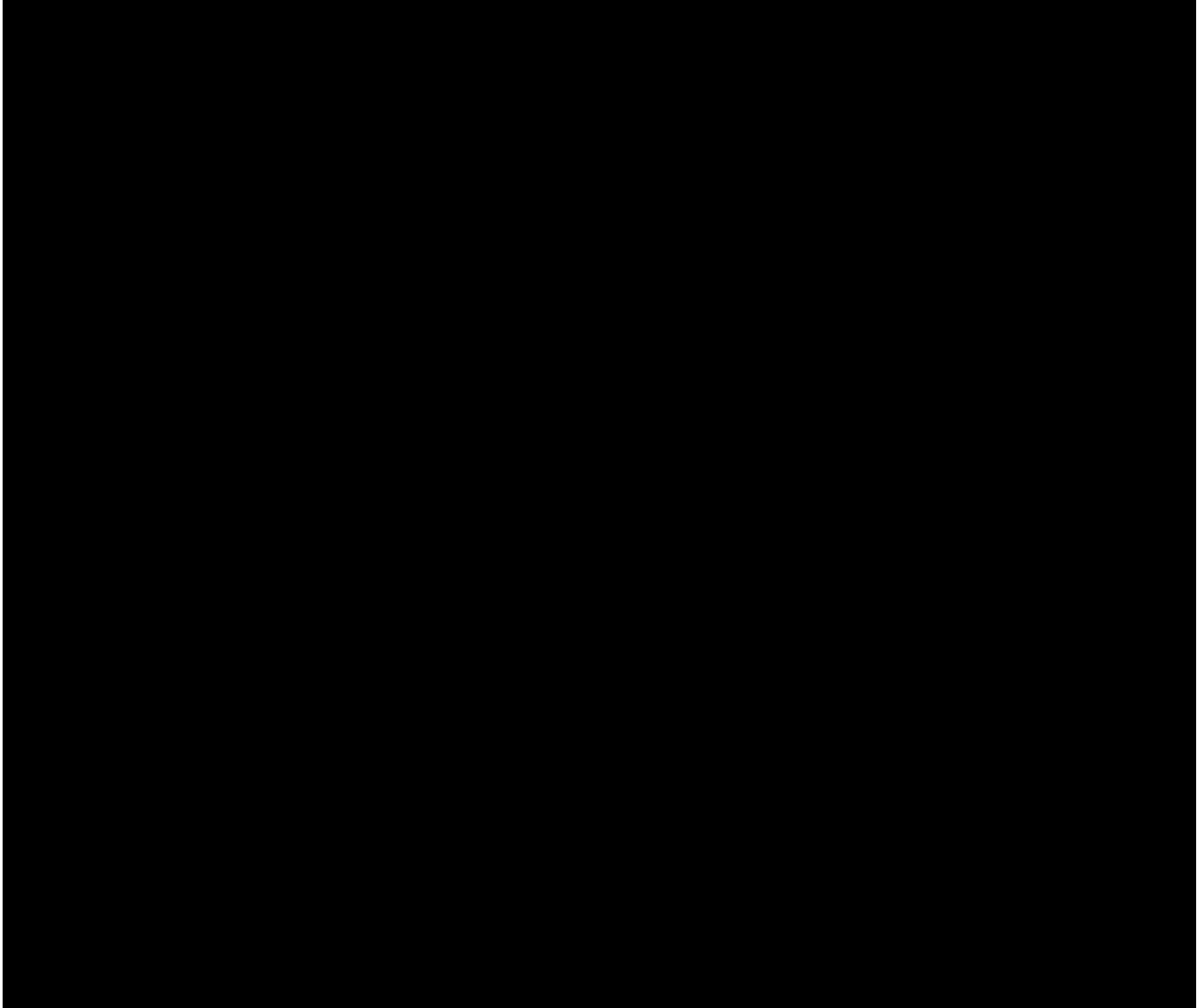
## Q6 What is your classification group

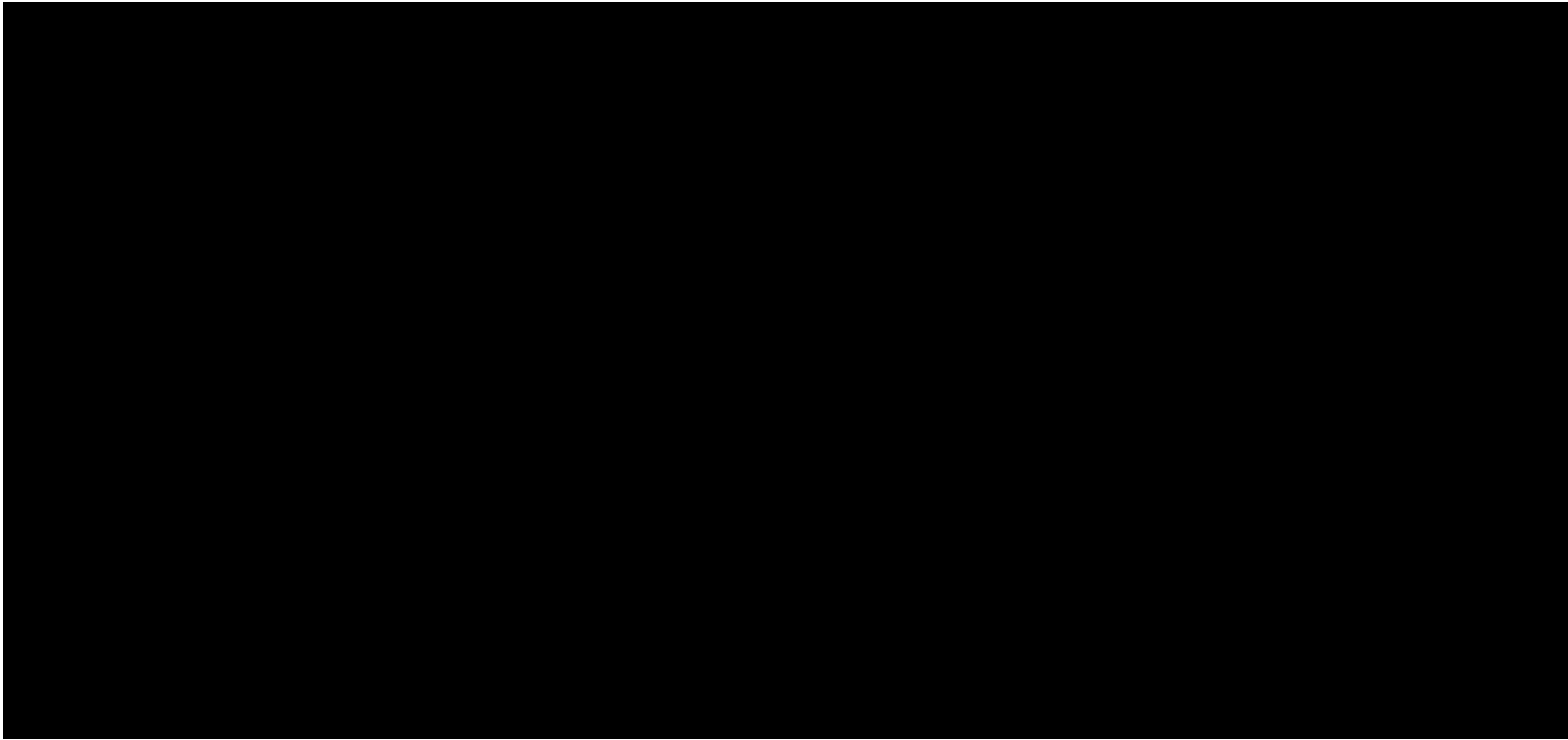
Answered: 92 Skipped: 7



## Q7 Which of the following age groups do you fit into?

Answered: 92 Skipped: 7



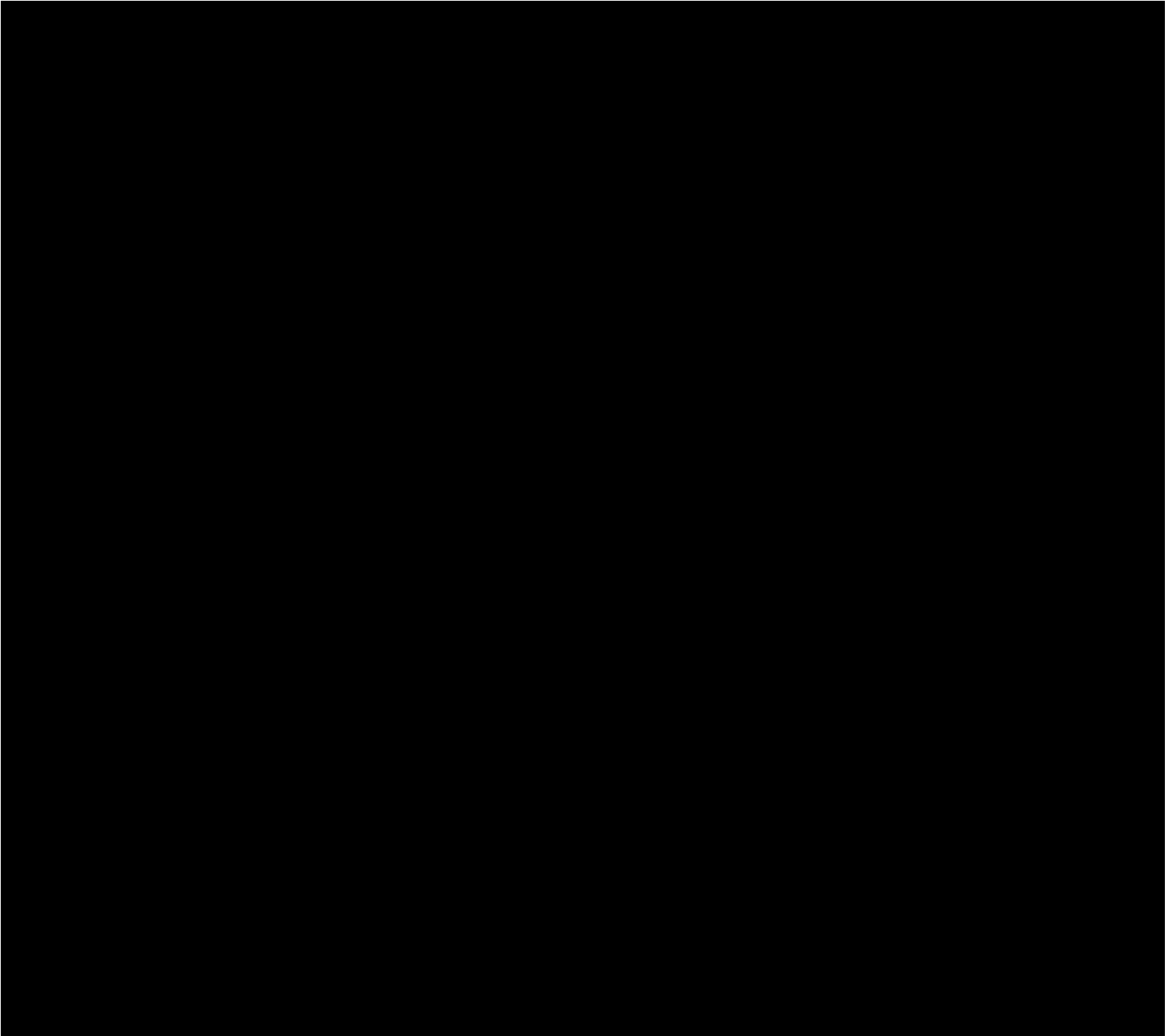


## Q8 What is your gender?

Answered: 95 Skipped: 4

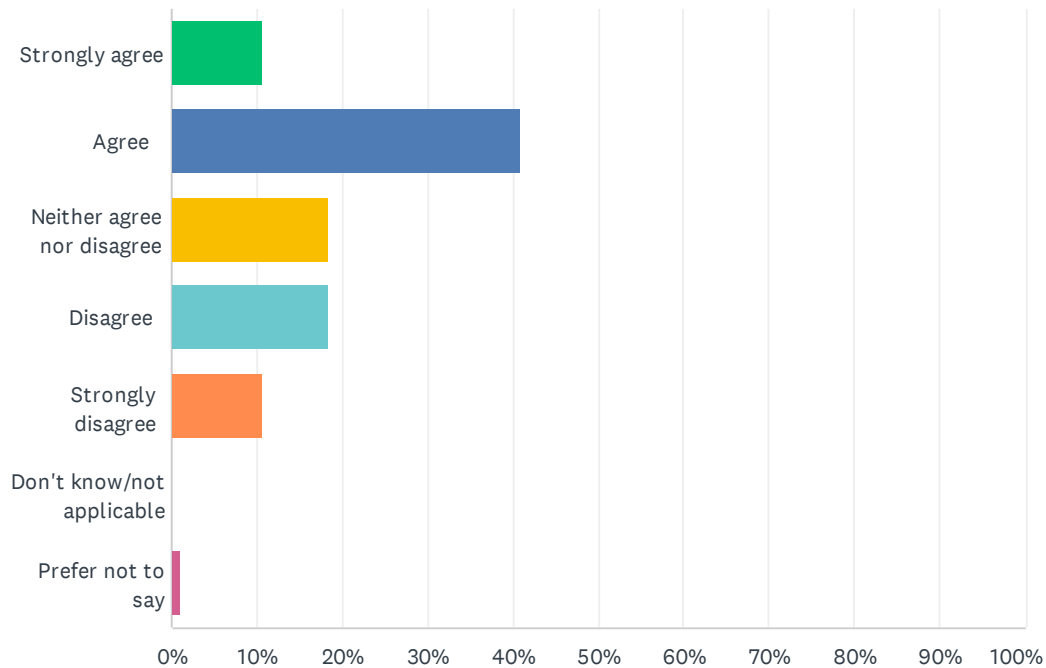
Q9 Do any of the following apply to you? [Please select all that apply]

Answered: 89 Skipped: 10



## Q10 Communication is managed effectively in my division

Answered: 93 Skipped: 6

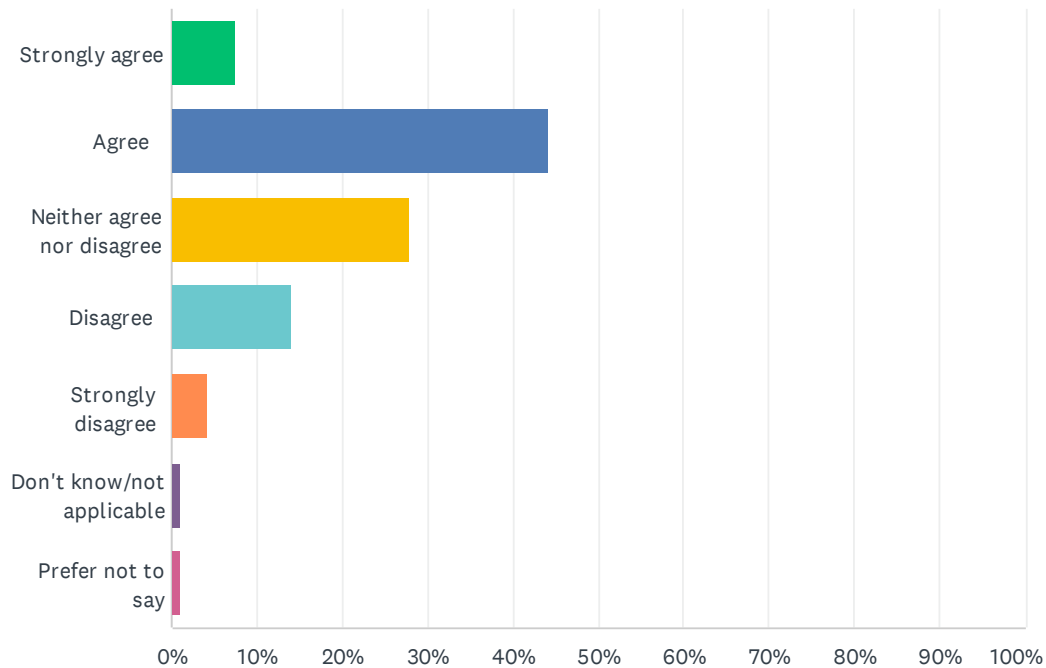


ANSWER CHOICES	RESPONSES	
Strongly agree	10.75%	10
Agree	40.86%	38
Neither agree nor disagree	18.28%	17
Disagree	18.28%	17
Strongly disagree	10.75%	10
Don't know/not applicable	0.00%	0
Prefer not to say	1.08%	1
TOTAL		93



## Q11 Communication is managed effectively in ACTHD

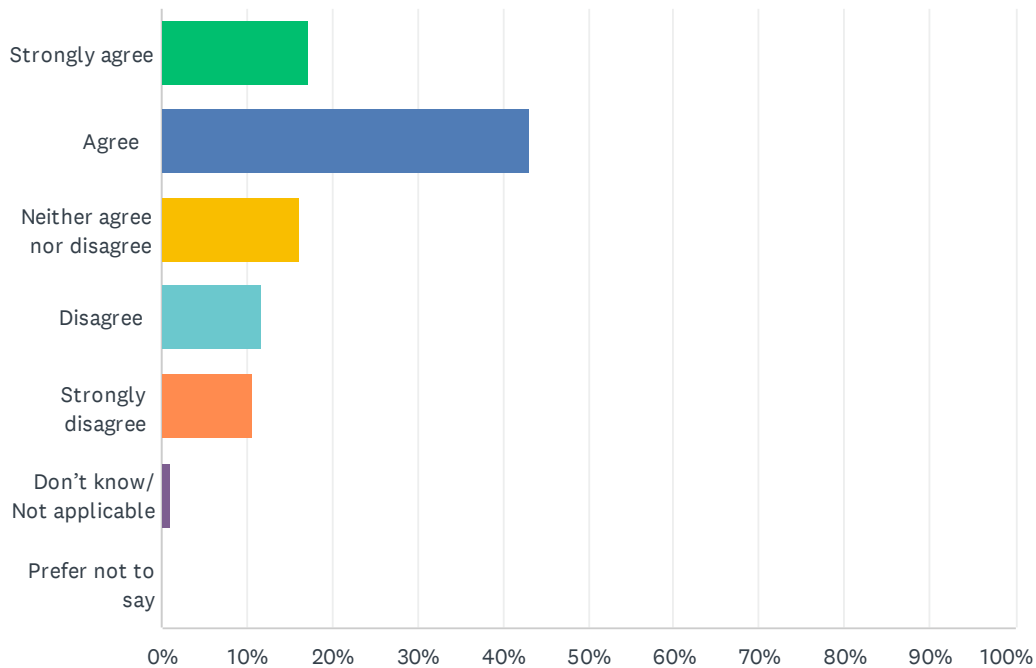
Answered: 93 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	7.53%	7
Agree	44.09%	41
Neither agree nor disagree	27.96%	26
Disagree	13.98%	13
Strongly disagree	4.30%	4
Don't know/not applicable	1.08%	1
Prefer not to say	1.08%	1
<b>TOTAL</b>		<b>93</b>

## Q12 I feel inspired to work for my division

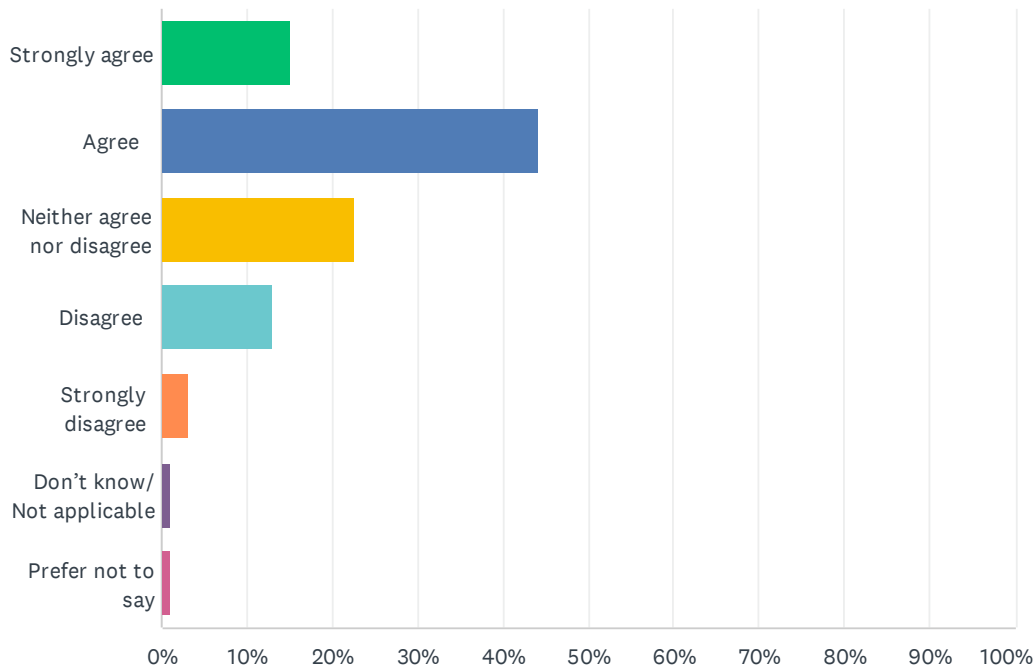
Answered: 93 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	17.20%	16
Agree	43.01%	40
Neither agree nor disagree	16.13%	15
Disagree	11.83%	11
Strongly disagree	10.75%	10
Don't know/ Not applicable	1.08%	1
Prefer not to say	0.00%	0
TOTAL		93

## Q13 I feel inspired to work for ACTHD

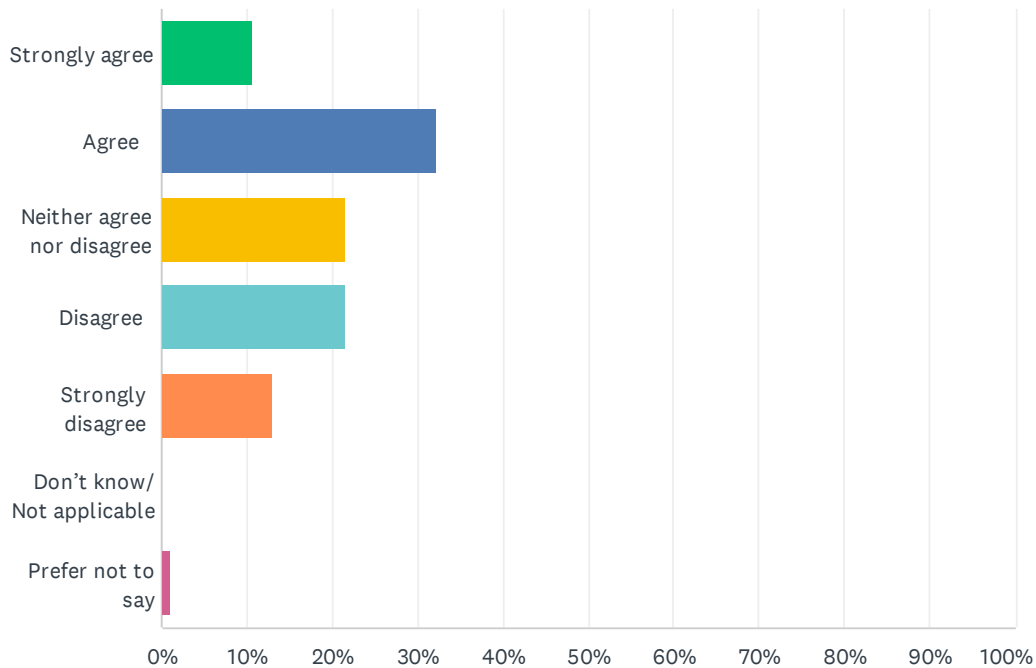
Answered: 93 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	15.05%	14
Agree	44.09%	41
Neither agree nor disagree	22.58%	21
Disagree	12.90%	12
Strongly disagree	3.23%	3
Don't know/ Not applicable	1.08%	1
Prefer not to say	1.08%	1
<b>TOTAL</b>		<b>93</b>

## Q14 I feel supported by my division to make decisions that effect my role

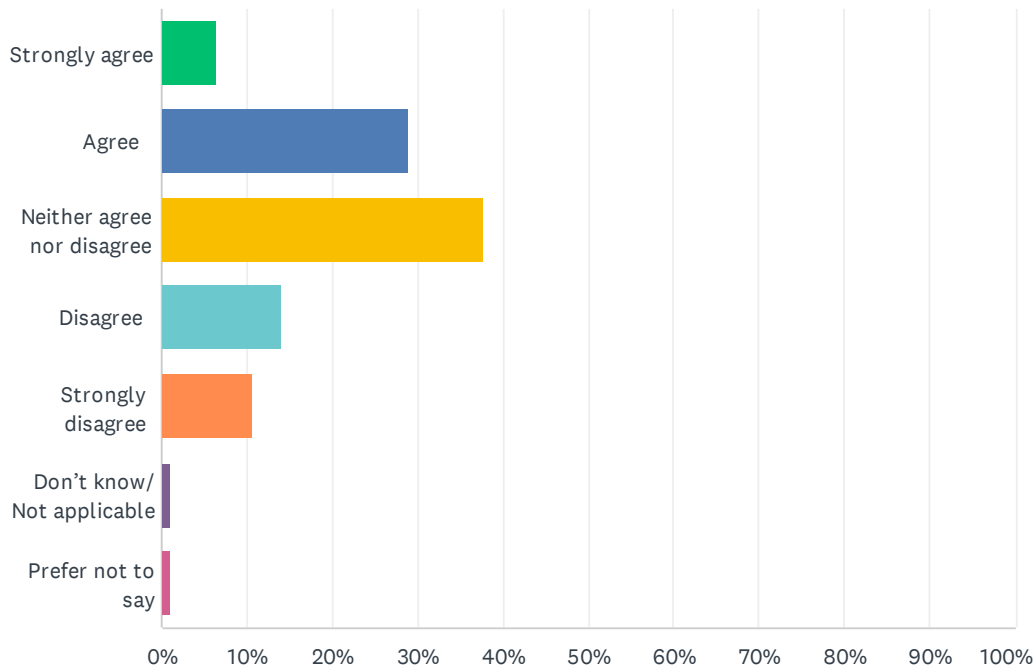
Answered: 93 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	10.75%	10
Agree	32.26%	30
Neither agree nor disagree	21.51%	20
Disagree	21.51%	20
Strongly disagree	12.90%	12
Don't know/ Not applicable	0.00%	0
Prefer not to say	1.08%	1
TOTAL		93

## Q15 I feel supported by ACTHD to make decisions that effect my role

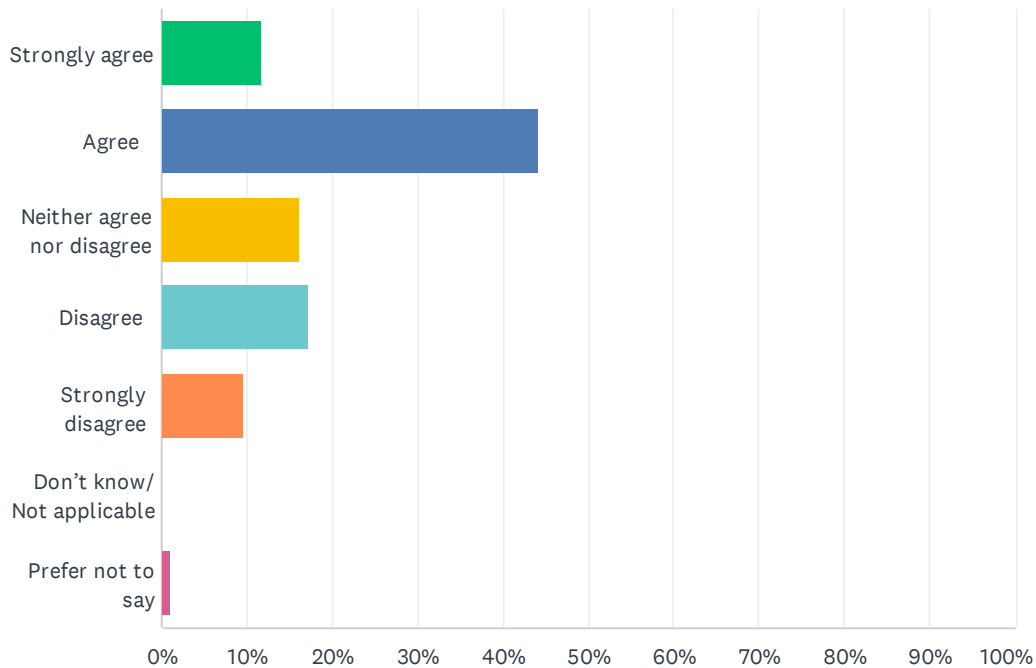
Answered: 93 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	6.45%	6
Agree	29.03%	27
Neither agree nor disagree	37.63%	35
Disagree	13.98%	13
Strongly disagree	10.75%	10
Don't know/ Not applicable	1.08%	1
Prefer not to say	1.08%	1
<b>TOTAL</b>		<b>93</b>

## Q16 I feel supported by my Division to innovate and express my ideas

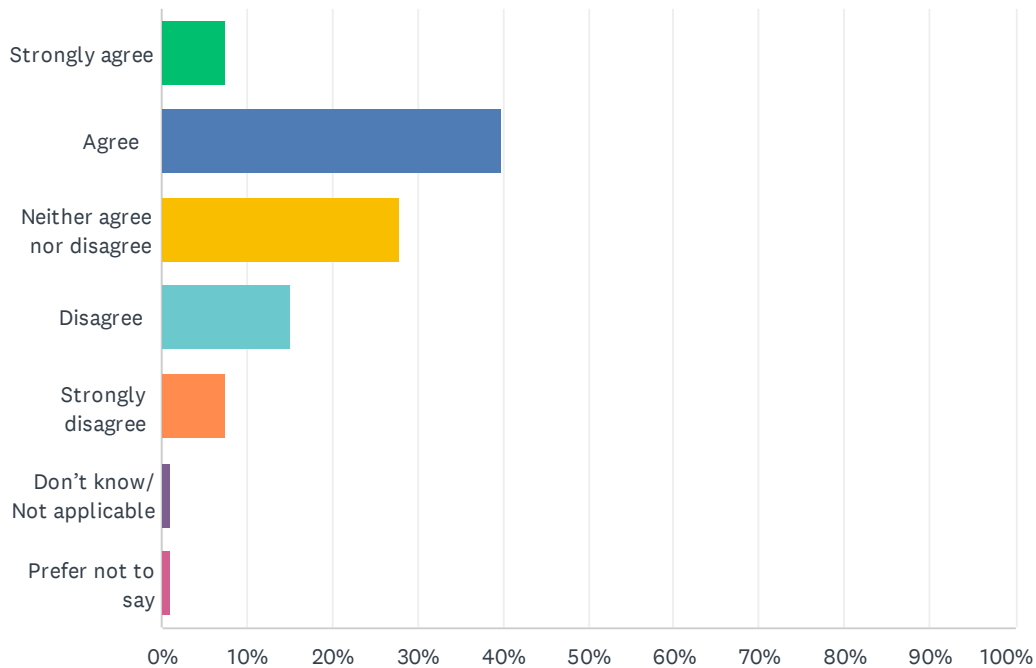
Answered: 93 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	11.83%	11
Agree	44.09%	41
Neither agree nor disagree	16.13%	15
Disagree	17.20%	16
Strongly disagree	9.68%	9
Don't know/ Not applicable	0.00%	0
Prefer not to say	1.08%	1
TOTAL		93

## Q17 I feel supported by ACTHD to innovate and express my ideas

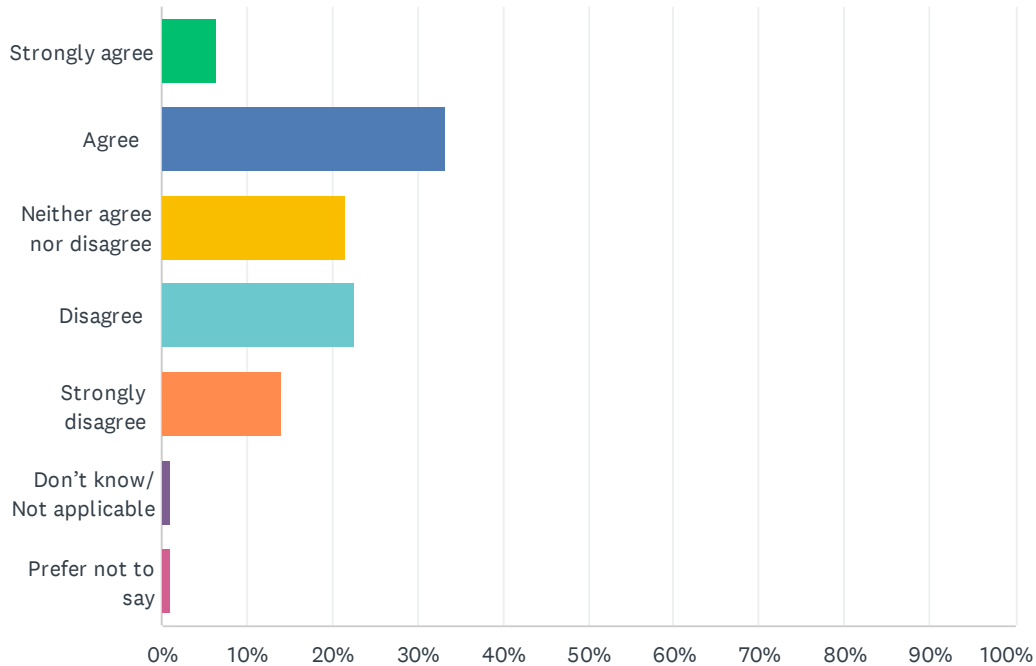
Answered: 93 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	7.53%	7
Agree	39.78%	37
Neither agree nor disagree	27.96%	26
Disagree	15.05%	14
Strongly disagree	7.53%	7
Don't know/ Not applicable	1.08%	1
Prefer not to say	1.08%	1
<b>TOTAL</b>		<b>93</b>

## Q18 I feel supported by my division to raise performance or behavioural issues

Answered: 93 Skipped: 6

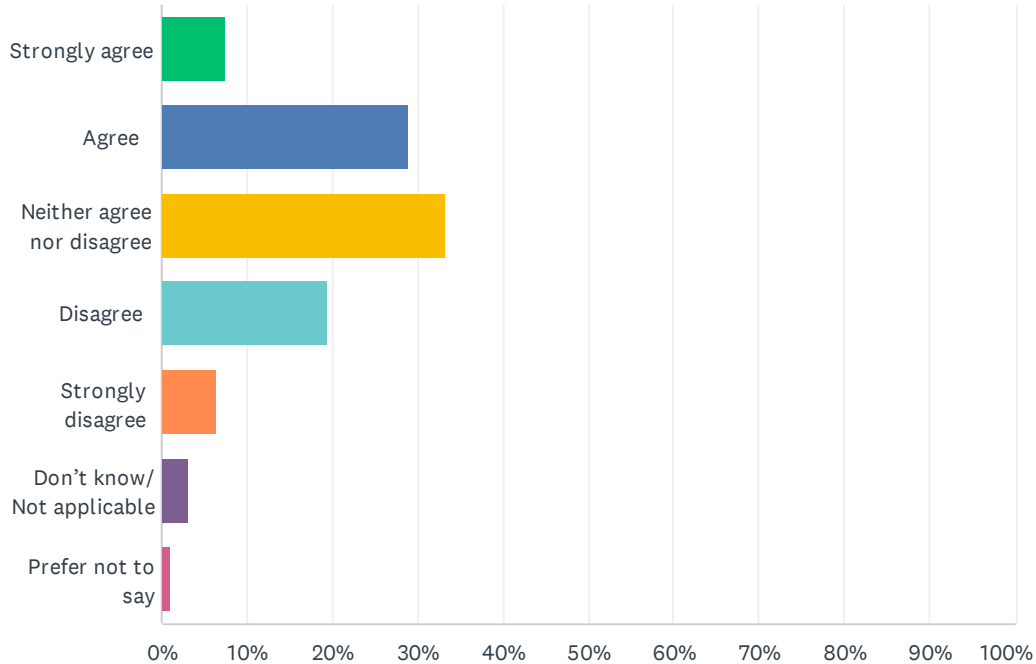


ANSWER CHOICES	RESPONSES	
Strongly agree	6.45%	6
Agree	33.33%	31
Neither agree nor disagree	21.51%	20
Disagree	22.58%	21
Strongly disagree	13.98%	13
Don't know/ Not applicable	1.08%	1
Prefer not to say	1.08%	1
<b>TOTAL</b>		<b>93</b>



## Q19 I feel supported by ACTHD to raise performance or behavioural issues

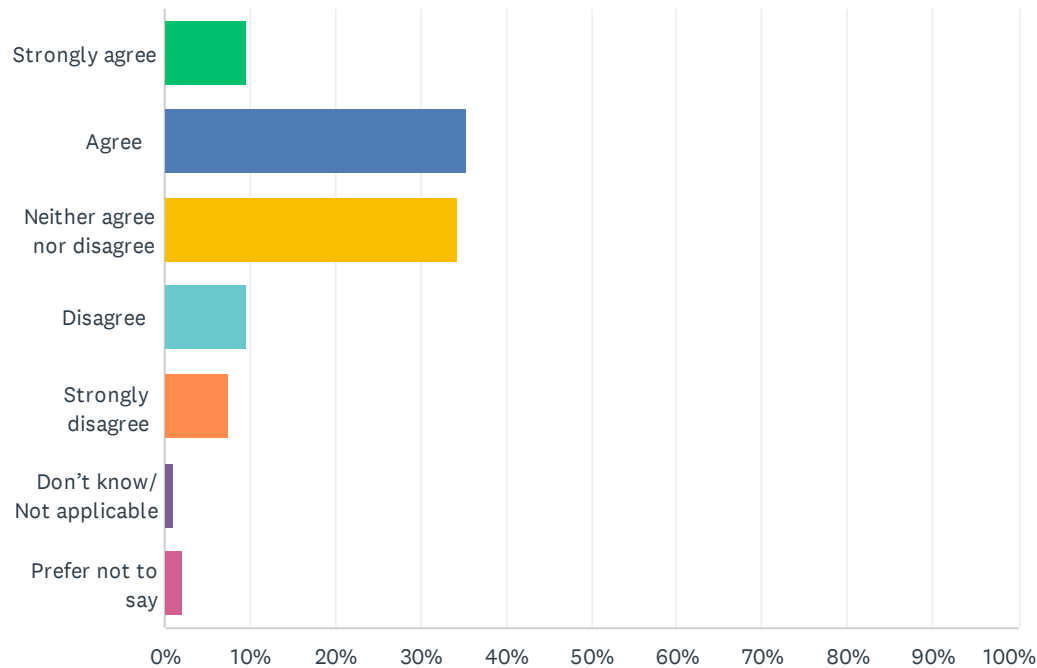
Answered: 93 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	7.53%	7
Agree	29.03%	27
Neither agree nor disagree	33.33%	31
Disagree	19.35%	18
Strongly disagree	6.45%	6
Don't know/ Not applicable	3.23%	3
Prefer not to say	1.08%	1
<b>TOTAL</b>		<b>93</b>

Q20 On the whole, I would recommend ACTHD as a good place to work

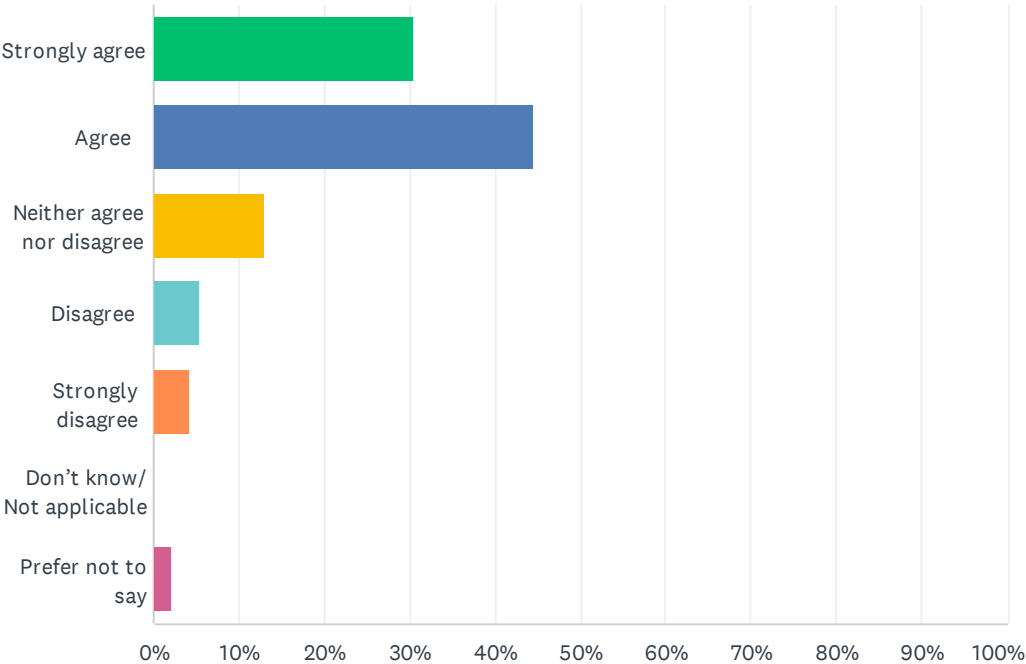
Answered: 93 Skipped: 6



ANSWER CHOICES	RESPONSES	
Strongly agree	9.68%	9
Agree	35.48%	33
Neither agree nor disagree	34.41%	32
Disagree	9.68%	9
Strongly disagree	7.53%	7
Don't know/ Not applicable	1.08%	1
Prefer not to say	2.15%	2
TOTAL		93

Q21 My team supports a positive workplace culture

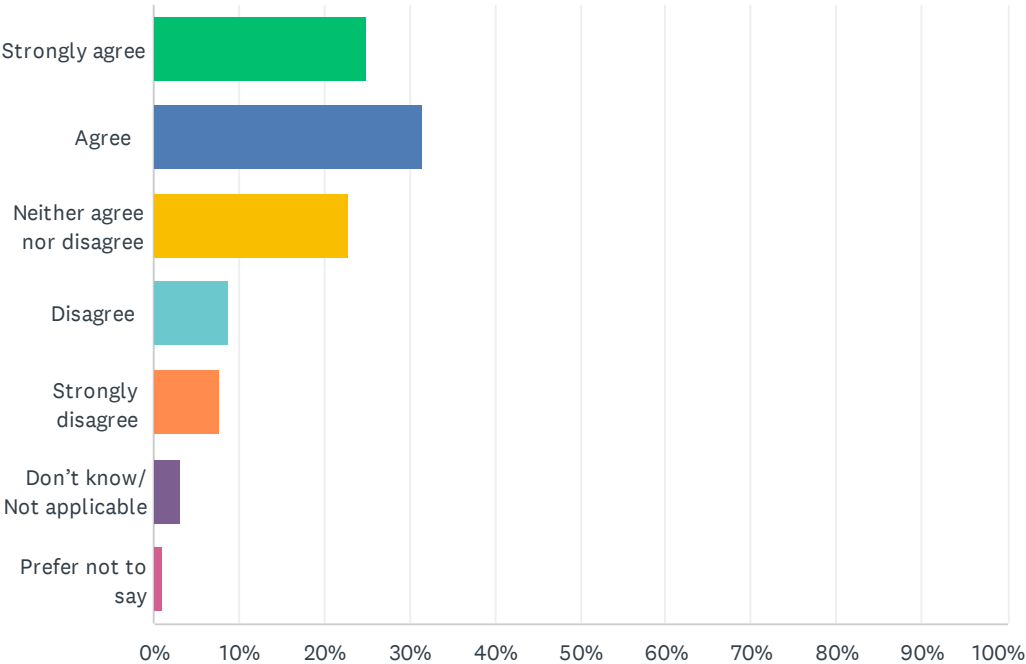
Answered: 92   Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	30.43%	28
Agree	44.57%	41
Neither agree nor disagree	13.04%	12
Disagree	5.43%	5
Strongly disagree	4.35%	4
Don't know/ Not applicable	0.00%	0
Prefer not to say	2.17%	2
TOTAL		92

Q22 My team manages conflict effectively

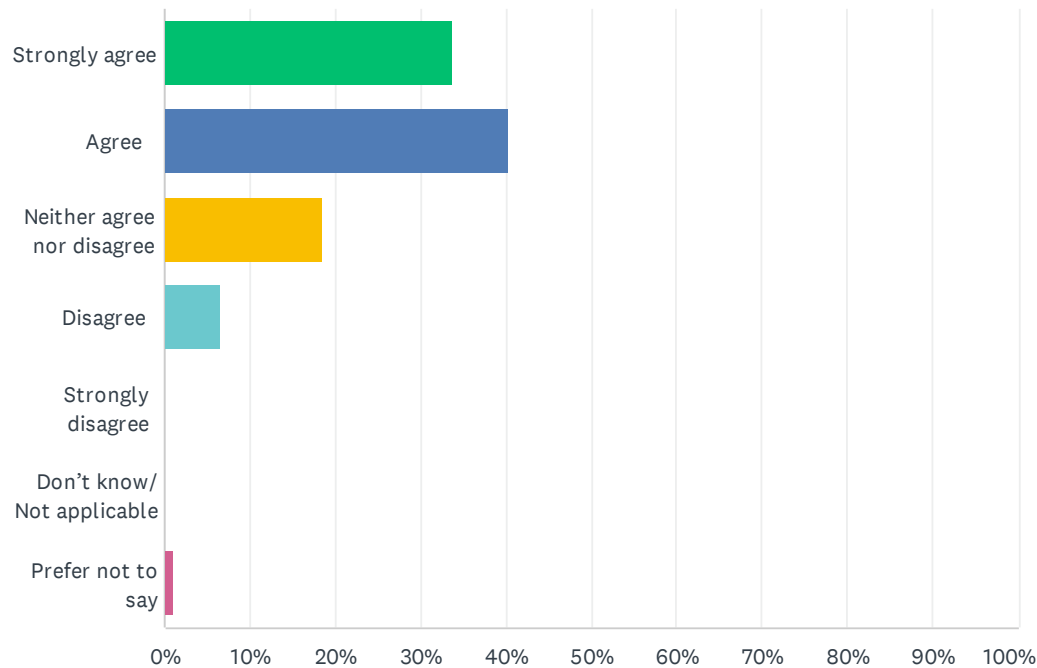
Answered: 92 Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	23
Agree	31.52%	29
Neither agree nor disagree	22.83%	21
Disagree	8.70%	8
Strongly disagree	7.61%	7
Don't know/ Not applicable	3.26%	3
Prefer not to say	1.09%	1
TOTAL		92

Q23 My team enjoys working together

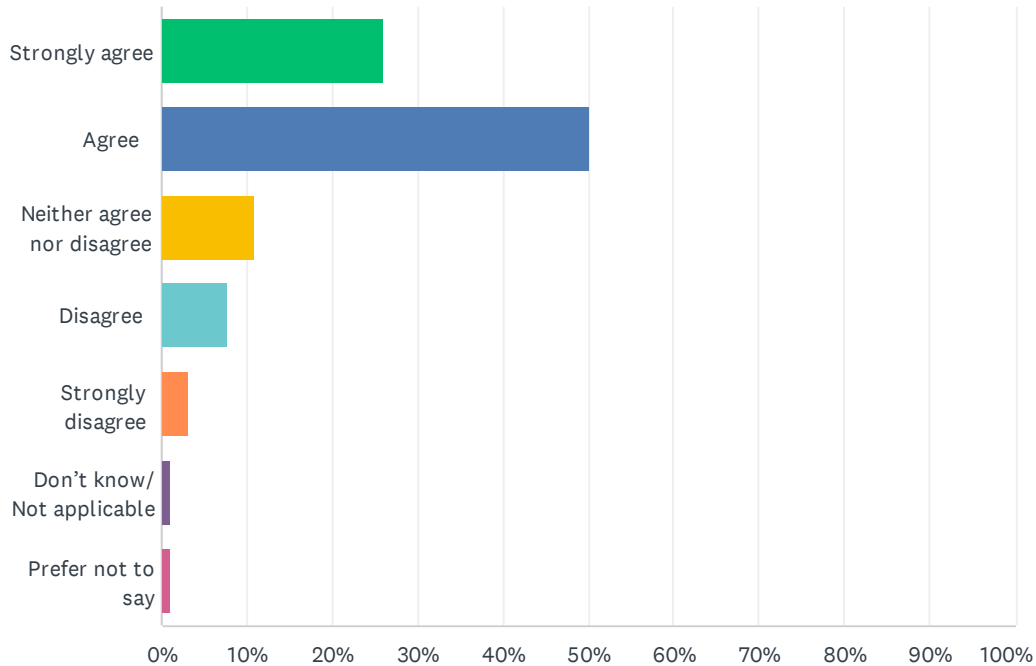
Answered: 92    Skipped: 7



ANSWER CHOICES		RESPONSES	
Strongly agree		33.70%	31
Agree		40.22%	37
Neither agree nor disagree		18.48%	17
Disagree		6.52%	6
Strongly disagree		0.00%	0
Don't know/ Not applicable		0.00%	0
Prefer not to say		1.09%	1
TOTAL			92

## Q24 My team is able to safely express their ideas and suggestions in the workplace

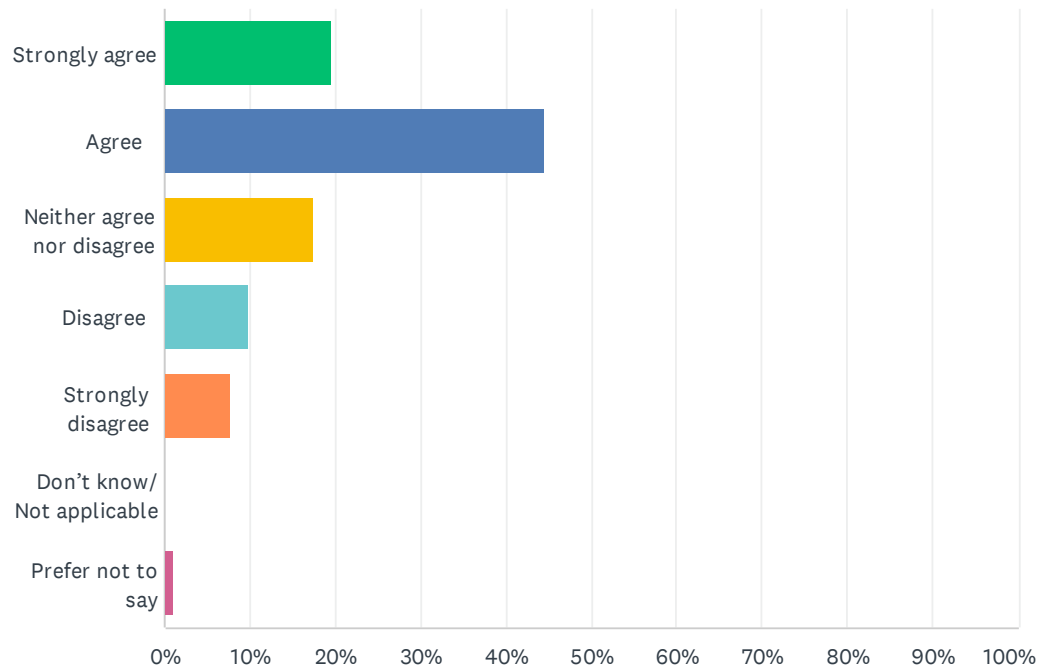
Answered: 92 Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	26.09%	24
Agree	50.00%	46
Neither agree nor disagree	10.87%	10
Disagree	7.61%	7
Strongly disagree	3.26%	3
Don't know/ Not applicable	1.09%	1
Prefer not to say	1.09%	1
<b>TOTAL</b>		<b>92</b>

Q25 My team has engagement with senior management regularly

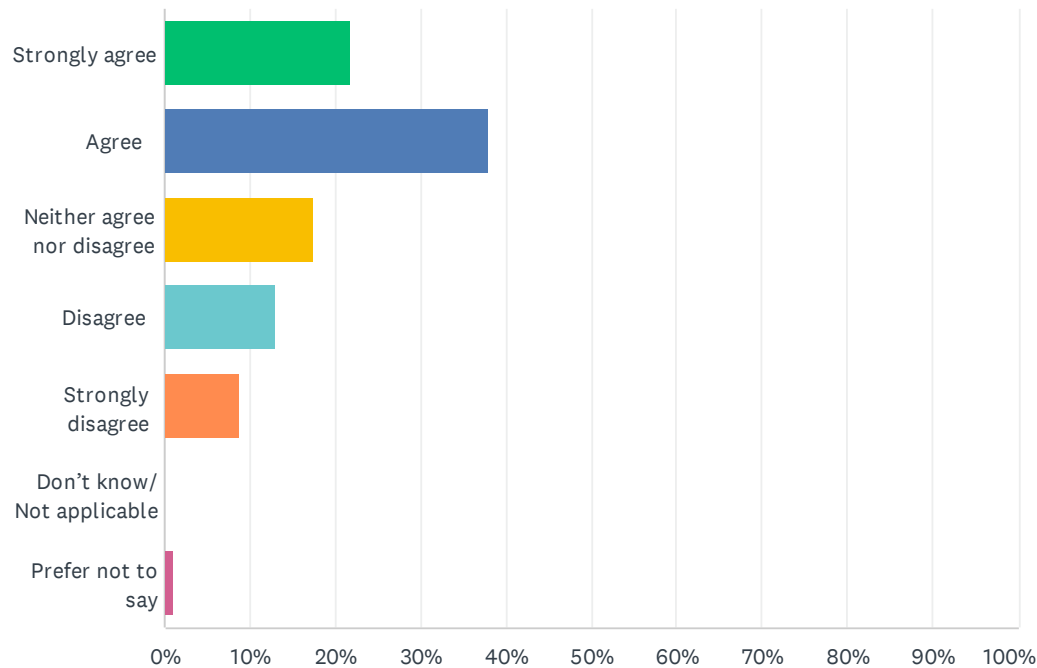
Answered: 92   Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	19.57%	18
Agree	44.57%	41
Neither agree nor disagree	17.39%	16
Disagree	9.78%	9
Strongly disagree	7.61%	7
Don't know/ Not applicable	0.00%	0
Prefer not to say	1.09%	1
TOTAL		92

Q26 The leadership and management of my team is effective

Answered: 92 Skipped: 7

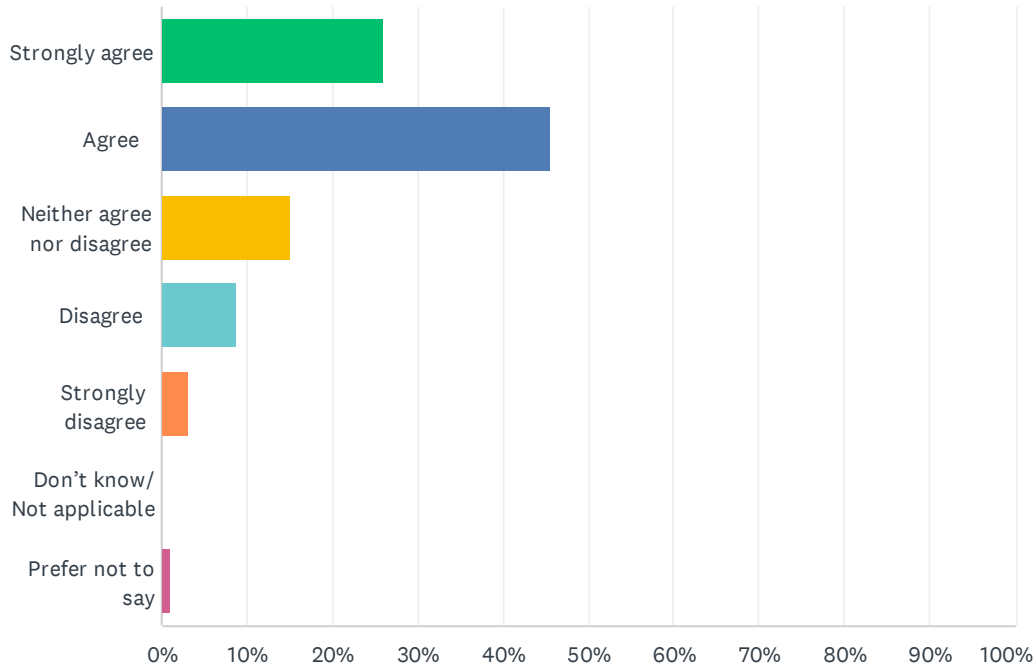


ANSWER CHOICES	RESPONSES	
Strongly agree	21.74%	20
Agree	38.04%	35
Neither agree nor disagree	17.39%	16
Disagree	13.04%	12
Strongly disagree	8.70%	8
Don't know/ Not applicable	0.00%	0
Prefer not to say	1.09%	1
TOTAL		92



## Q27 As an individual, I receive support and encouragement from my peers and colleagues

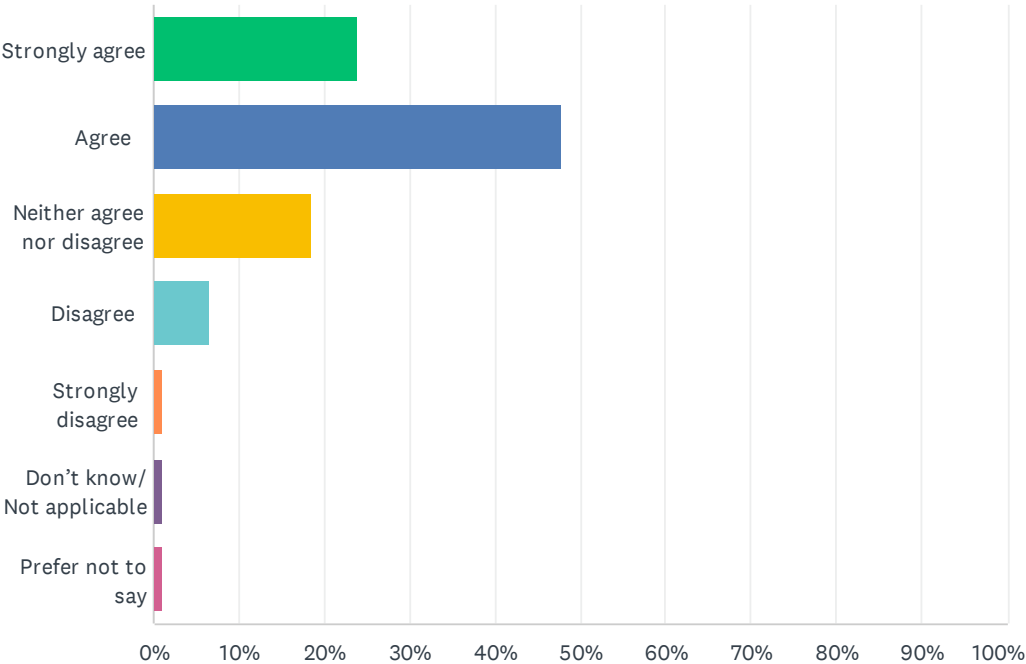
Answered: 92 Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	26.09%	24
Agree	45.65%	42
Neither agree nor disagree	15.22%	14
Disagree	8.70%	8
Strongly disagree	3.26%	3
Don't know/ Not applicable	0.00%	0
Prefer not to say	1.09%	1
TOTAL		92

Q28 Performance within my team is of a high standard

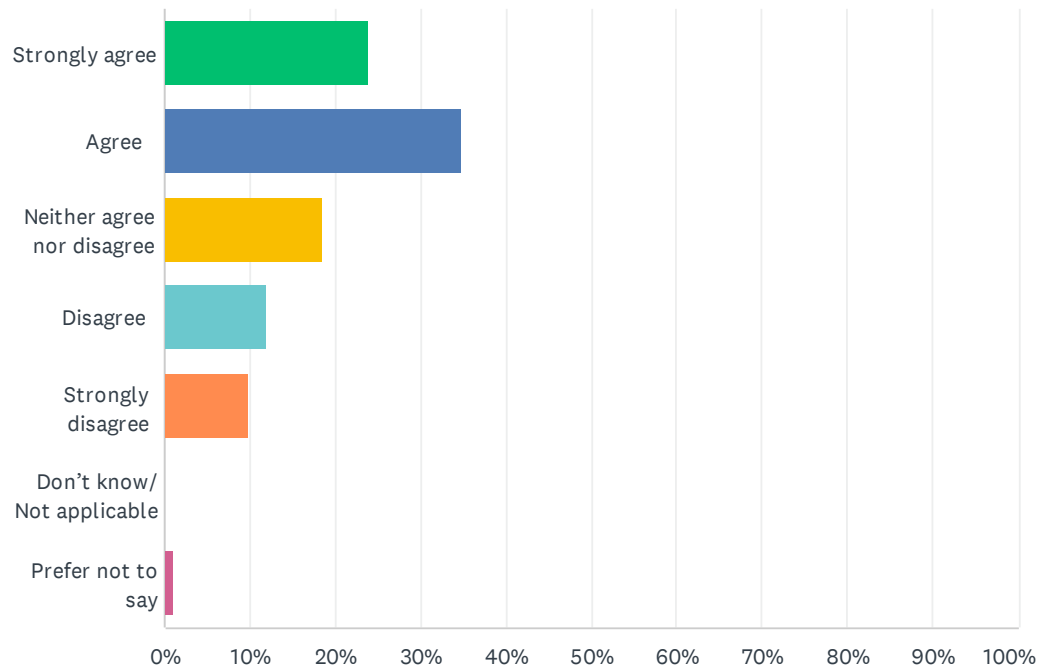
Answered: 92    Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	23.91%	22
Agree	47.83%	44
Neither agree nor disagree	18.48%	17
Disagree	6.52%	6
Strongly disagree	1.09%	1
Don't know/ Not applicable	1.09%	1
Prefer not to say	1.09%	1
TOTAL		92

Q29 I regularly feel valued working in this team

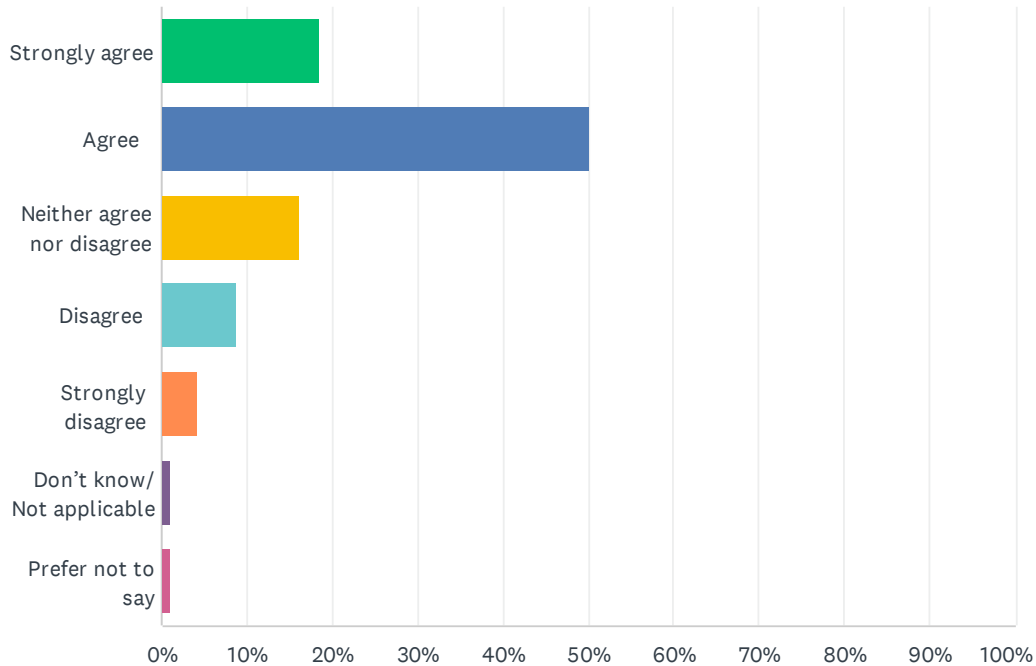
Answered: 92 Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	23.91%	22
Agree	34.78%	32
Neither agree nor disagree	18.48%	17
Disagree	11.96%	11
Strongly disagree	9.78%	9
Don't know/ Not applicable	0.00%	0
Prefer not to say	1.09%	1
TOTAL		92

## Q30 Staff in my team hold themselves accountable for delivering outcomes

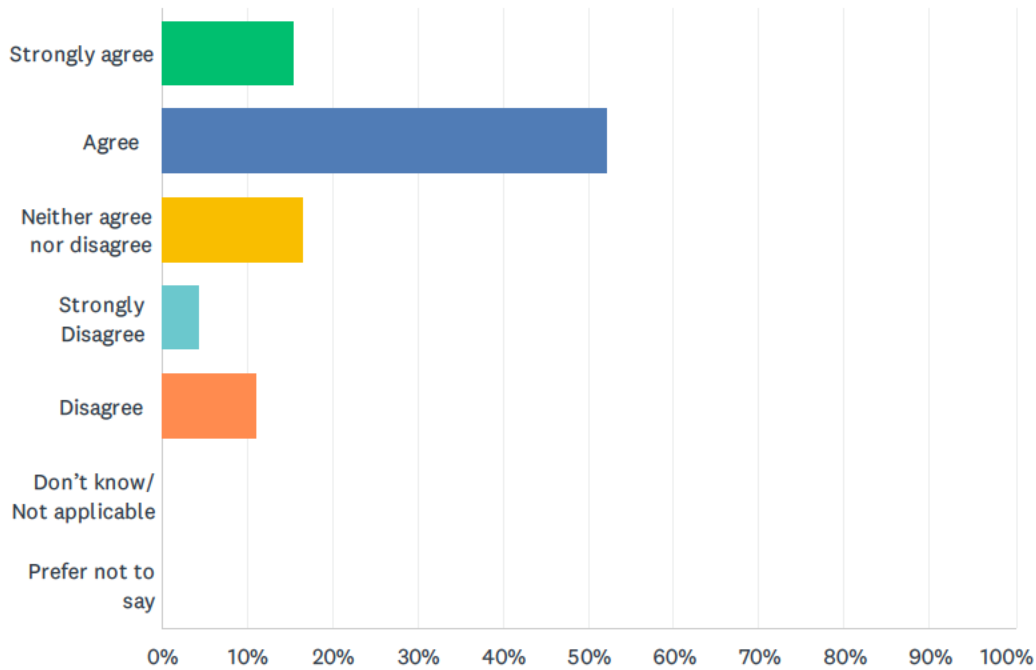
Answered: 92 Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	18.48%	17
Agree	50.00%	46
Neither agree nor disagree	16.30%	15
Disagree	8.70%	8
Strongly disagree	4.35%	4
Don't know/ Not applicable	1.09%	1
Prefer not to say	1.09%	1
<b>TOTAL</b>		<b>92</b>

### Q31 I am clear about my duties and responsibilities

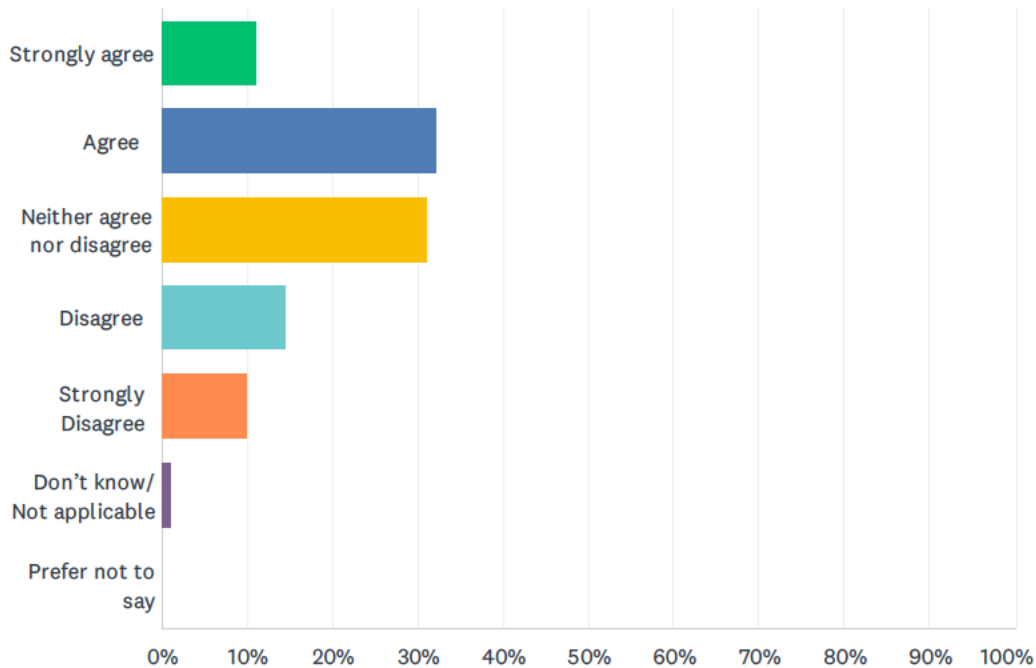
Answered: 90 Skipped: 9



ANSWER CHOICES	RESPONSES	
Strongly agree	15.56%	14
Agree	52.22%	47
Neither agree nor disagree	16.67%	15
Strongly Disagree	4.44%	4
Disagree	11.11%	10
Don't know/ Not applicable	0.00%	0
Prefer not to say	0.00%	0
<b>TOTAL</b>		<b>90</b>

## Q32 I regularly discuss my performance with my manager

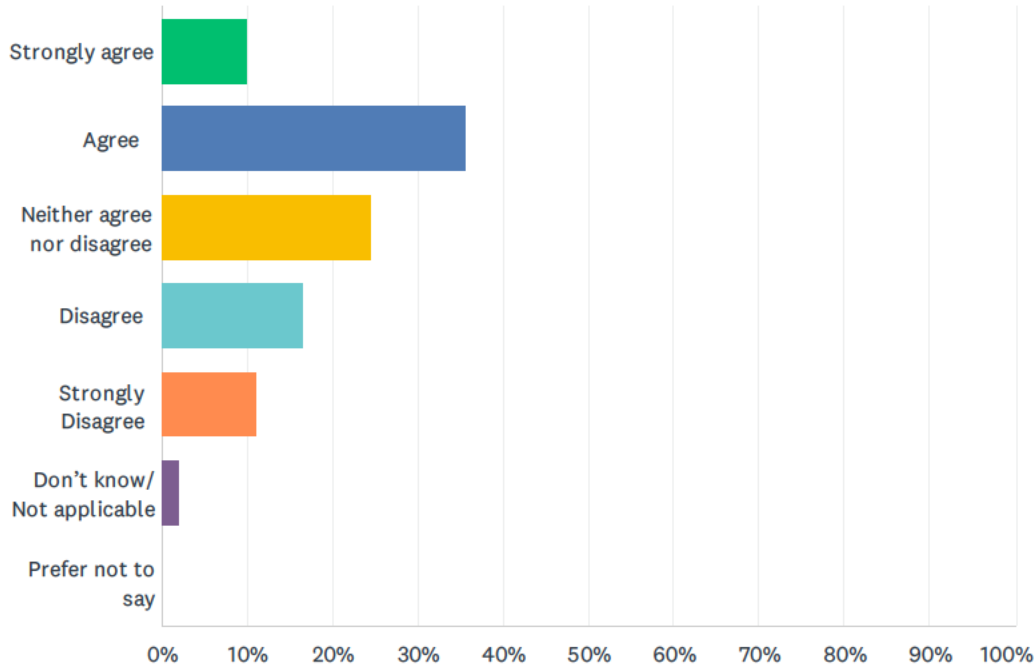
Answered: 90 Skipped: 9



ANSWER CHOICES	RESPONSES	
Strongly agree	11.11%	10
Agree	32.22%	29
Neither agree nor disagree	31.11%	28
Disagree	14.44%	13
Strongly Disagree	10.00%	9
Don't know/ Not applicable	1.11%	1
Prefer not to say	0.00%	0
TOTAL		90

### Q33 I am provided opportunities to grow and develop my skills to perform my role

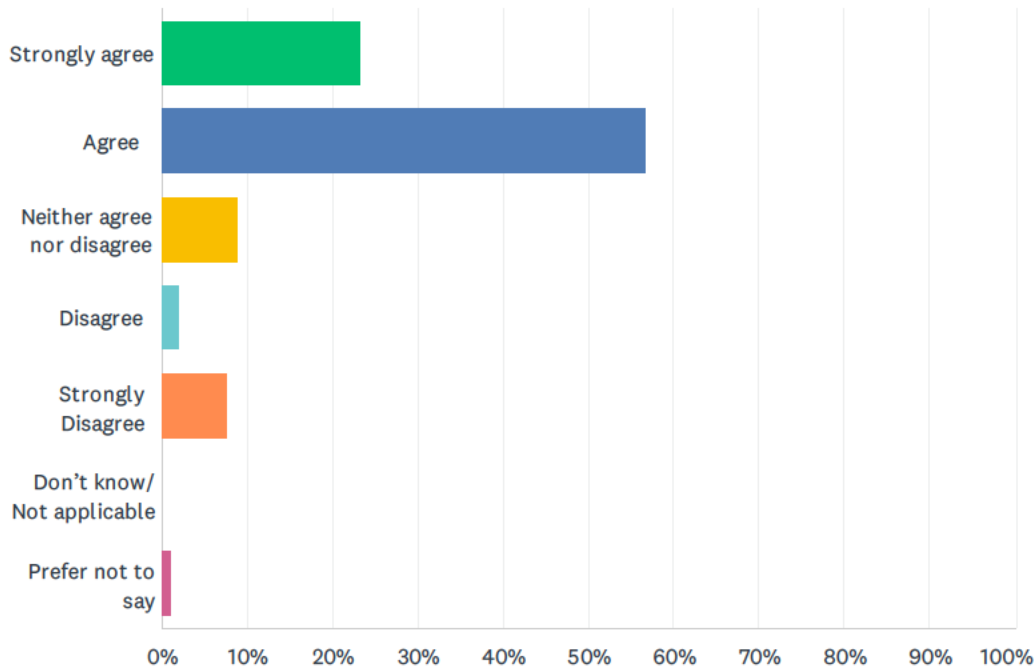
Answered: 90 Skipped: 9



ANSWER CHOICES	RESPONSES	
Strongly agree	10.00%	9
Agree	35.56%	32
Neither agree nor disagree	24.44%	22
Disagree	16.67%	15
Strongly Disagree	11.11%	10
Don't know/ Not applicable	2.22%	2
Prefer not to say	0.00%	0
TOTAL		90

## Q34 I am allowed to decide how to go about getting my job done

Answered: 90 Skipped: 9

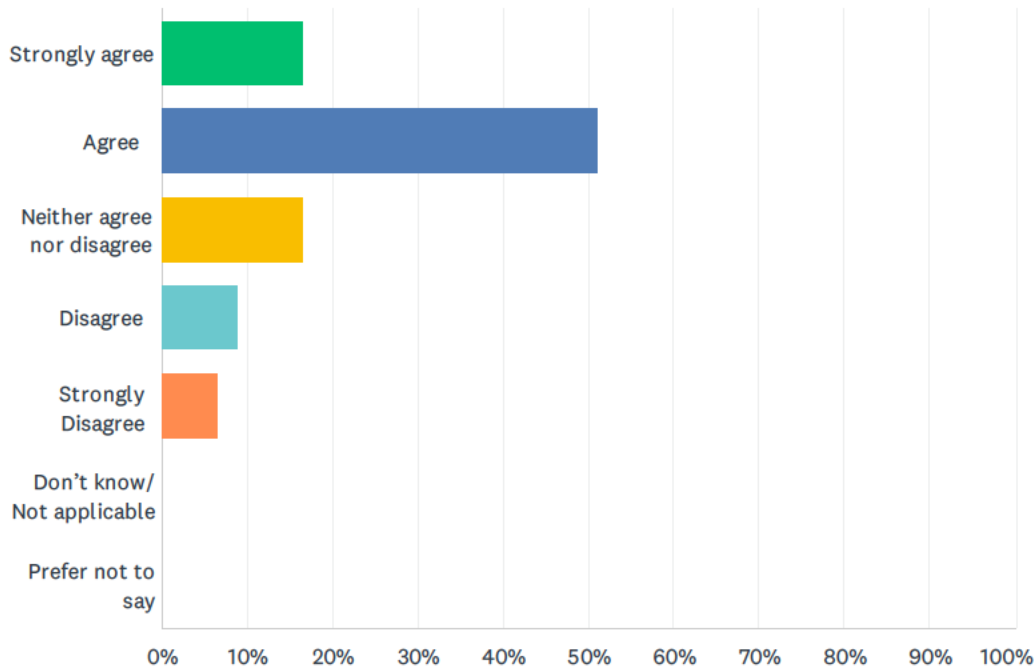


ANSWER CHOICES	RESPONSES	
Strongly agree	23.33%	21
Agree	56.67%	51
Neither agree nor disagree	8.89%	8
Disagree	2.22%	2
Strongly Disagree	7.78%	7
Don't know/ Not applicable	0.00%	0
Prefer not to say	1.11%	1
TOTAL		90



## Q35 I know exactly what is expected of me

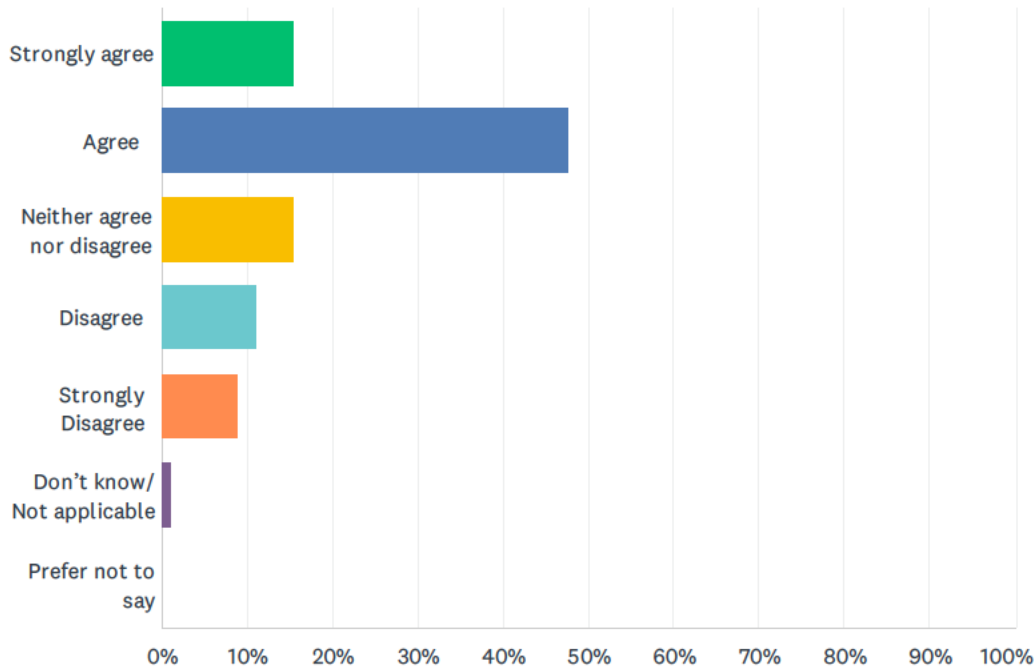
Answered: 90 Skipped: 9



ANSWER CHOICES	RESPONSES	
Strongly agree	16.67%	15
Agree	51.11%	46
Neither agree nor disagree	16.67%	15
Disagree	8.89%	8
Strongly Disagree	6.67%	6
Don't know/ Not applicable	0.00%	0
Prefer not to say	0.00%	0
<b>TOTAL</b>		<b>90</b>

## Q36 I am clear on how my role aligns to the strategic direction of the Division

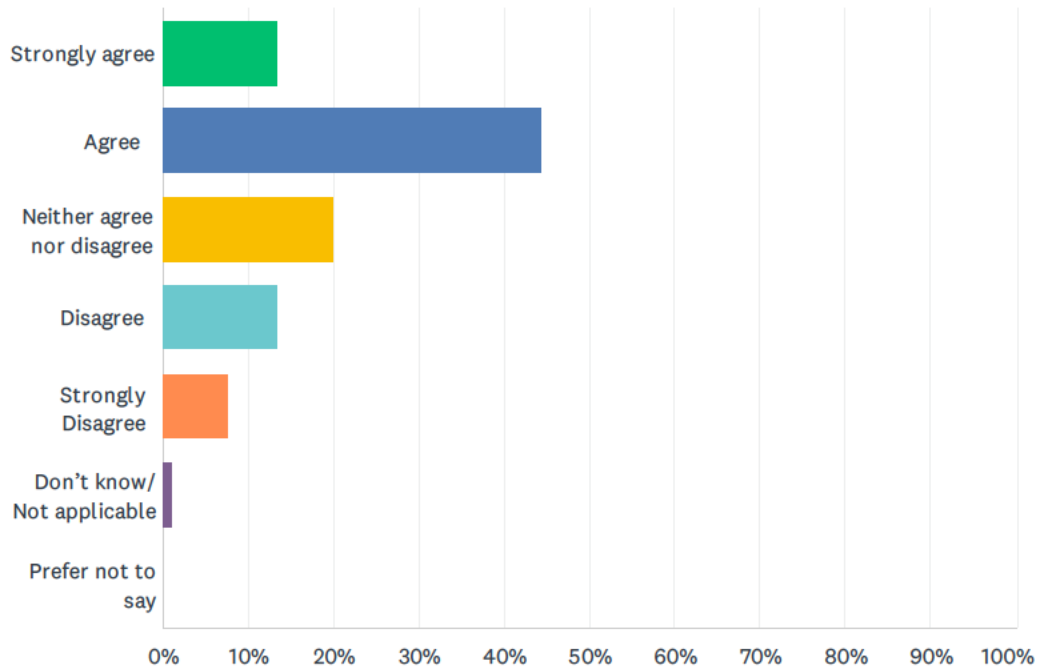
Answered: 90 Skipped: 9



ANSWER CHOICES	RESPONSES	
Strongly agree	15.56%	14
Agree	47.78%	43
Neither agree nor disagree	15.56%	14
Disagree	11.11%	10
Strongly Disagree	8.89%	8
Don't know/ Not applicable	1.11%	1
Prefer not to say	0.00%	0
TOTAL		90

### Q37 I am clear on how my role aligns to the strategic direction of the Health Directorate

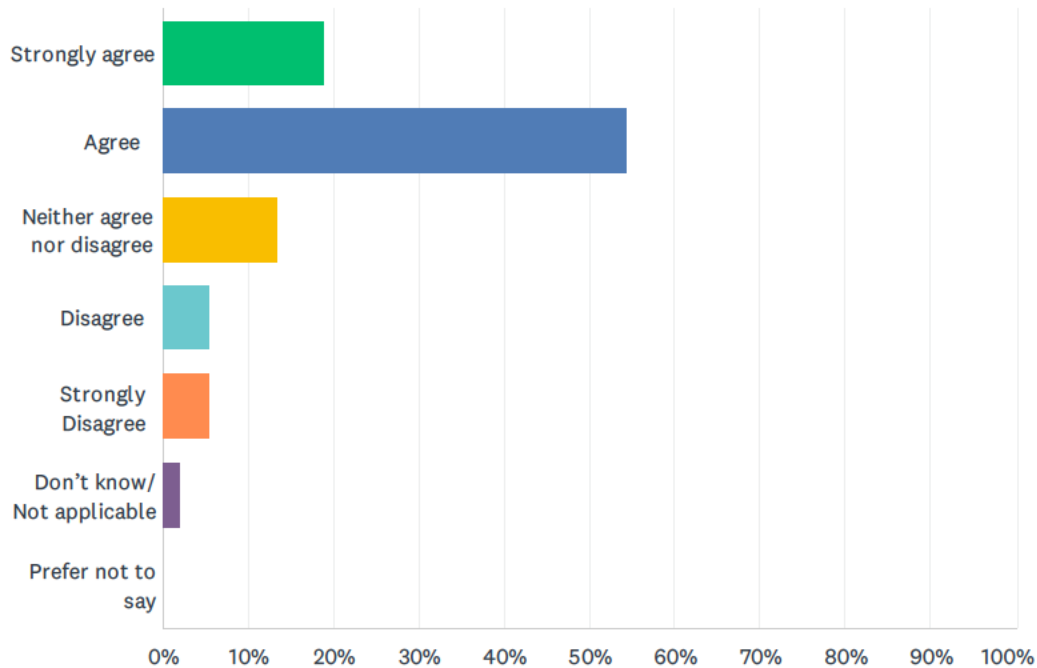
Answered: 90 Skipped: 9



ANSWER CHOICES	RESPONSES	
Strongly agree	13.33%	12
Agree	44.44%	40
Neither agree nor disagree	20.00%	18
Disagree	13.33%	12
Strongly Disagree	7.78%	7
Don't know/ Not applicable	1.11%	1
Prefer not to say	0.00%	0
TOTAL		90

## Q38 I am regularly provided tasks which are meaningful

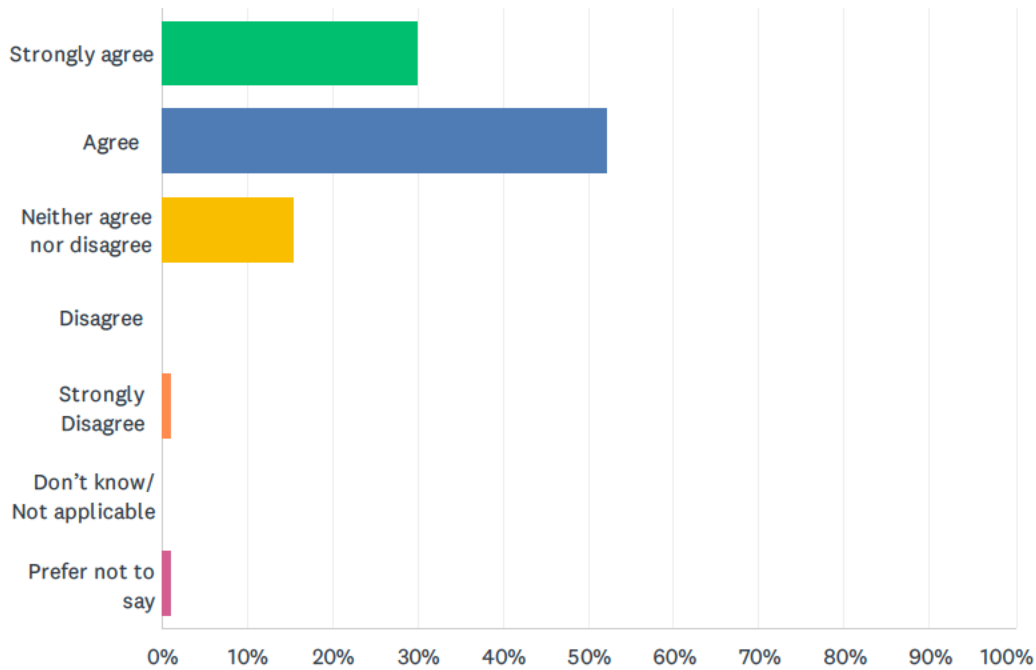
Answered: 90 Skipped: 9



ANSWER CHOICES	RESPONSES	
Strongly agree	18.89%	17
Agree	54.44%	49
Neither agree nor disagree	13.33%	12
Disagree	5.56%	5
Strongly Disagree	5.56%	5
Don't know/ Not applicable	2.22%	2
Prefer not to say	0.00%	0
TOTAL		90

### Q39 I am clear on how my role impacts the community

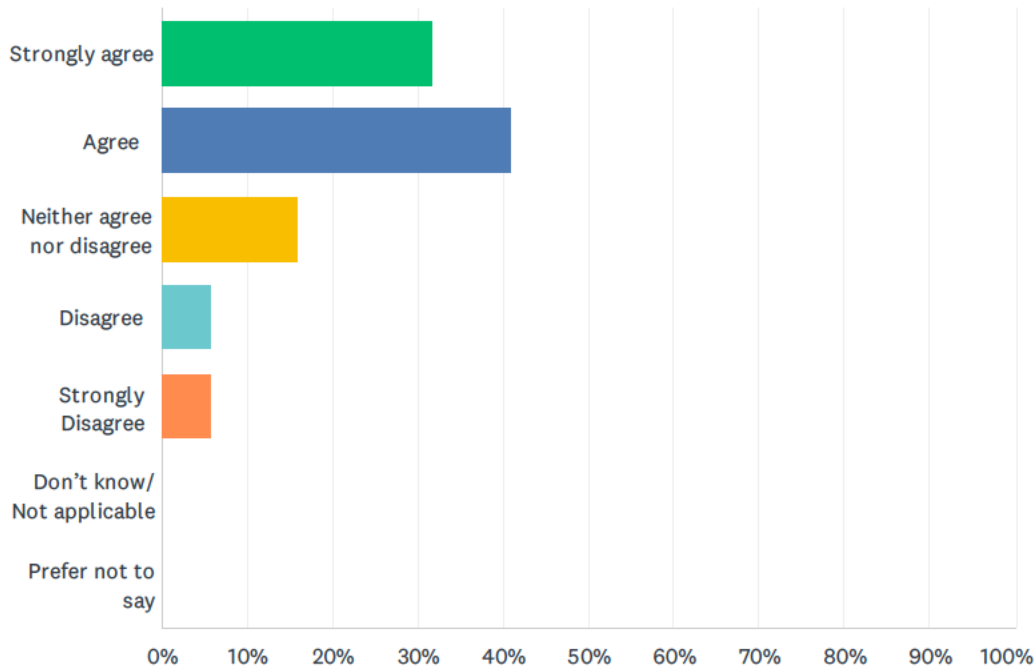
Answered: 90 Skipped: 9



ANSWER CHOICES	RESPONSES	
Strongly agree	30.00%	27
Agree	52.22%	47
Neither agree nor disagree	15.56%	14
Disagree	0.00%	0
Strongly Disagree	1.11%	1
Don't know/ Not applicable	0.00%	0
Prefer not to say	1.11%	1
TOTAL		90

## Q40 As an individual, I receive support and encouragement from my manager

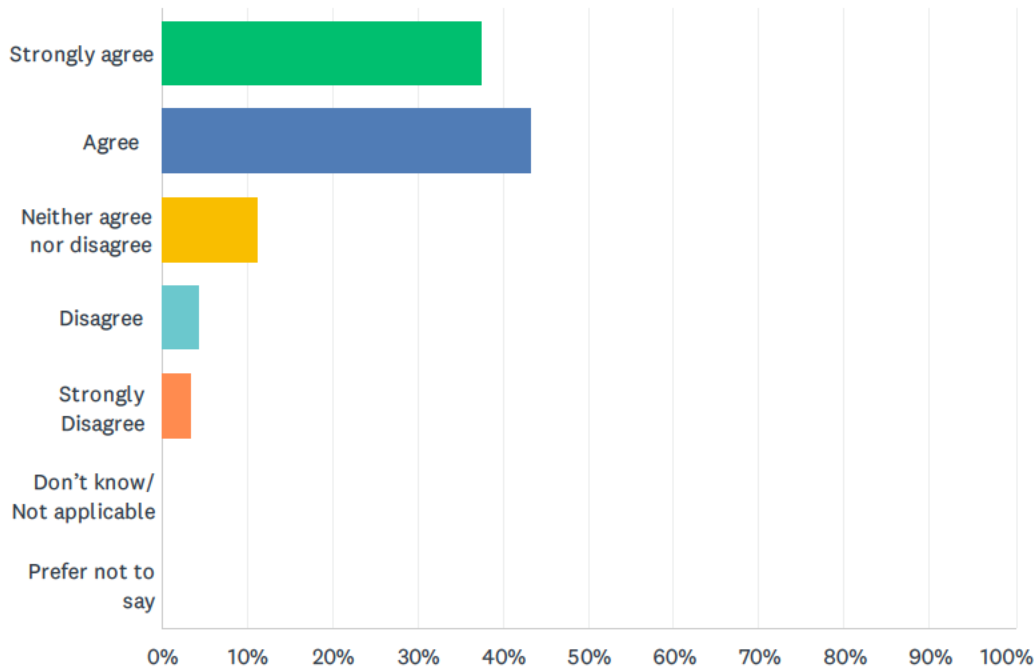
Answered: 88 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly agree	31.82%	28
Agree	40.91%	36
Neither agree nor disagree	15.91%	14
Disagree	5.68%	5
Strongly Disagree	5.68%	5
Don't know/ Not applicable	0.00%	0
Prefer not to say	0.00%	0
<b>TOTAL</b>		<b>88</b>

## Q41 I have a positive working relationship with my manager

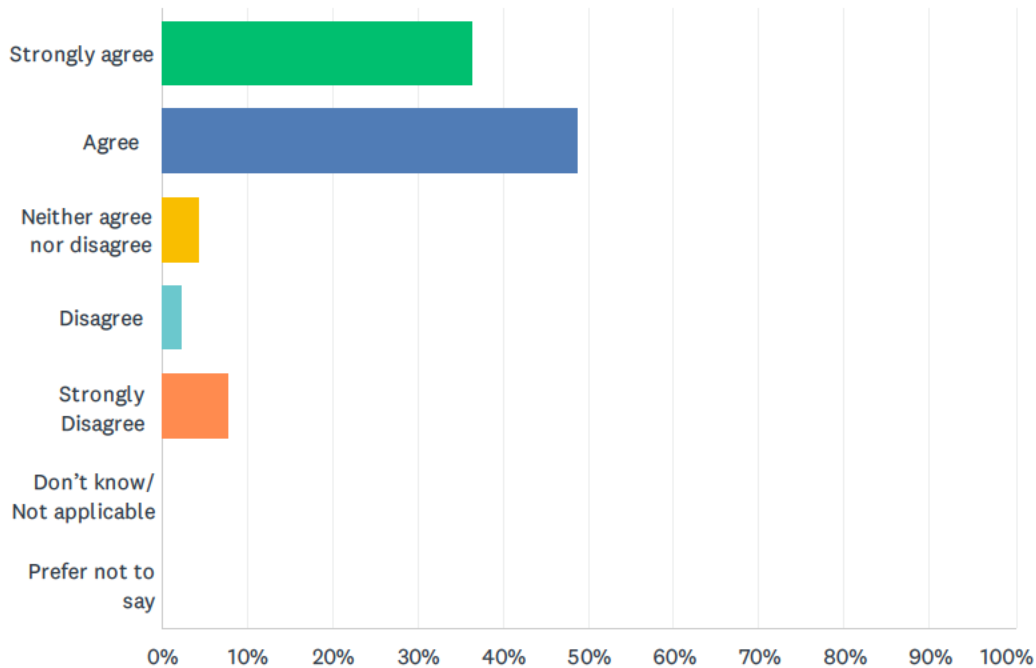
Answered: 88 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly agree	37.50%	33
Agree	43.18%	38
Neither agree nor disagree	11.36%	10
Disagree	4.55%	4
Strongly Disagree	3.41%	3
Don't know/ Not applicable	0.00%	0
Prefer not to say	0.00%	0
TOTAL		88

## Q42 My manager understands the work pressures in my team

Answered: 88 Skipped: 11

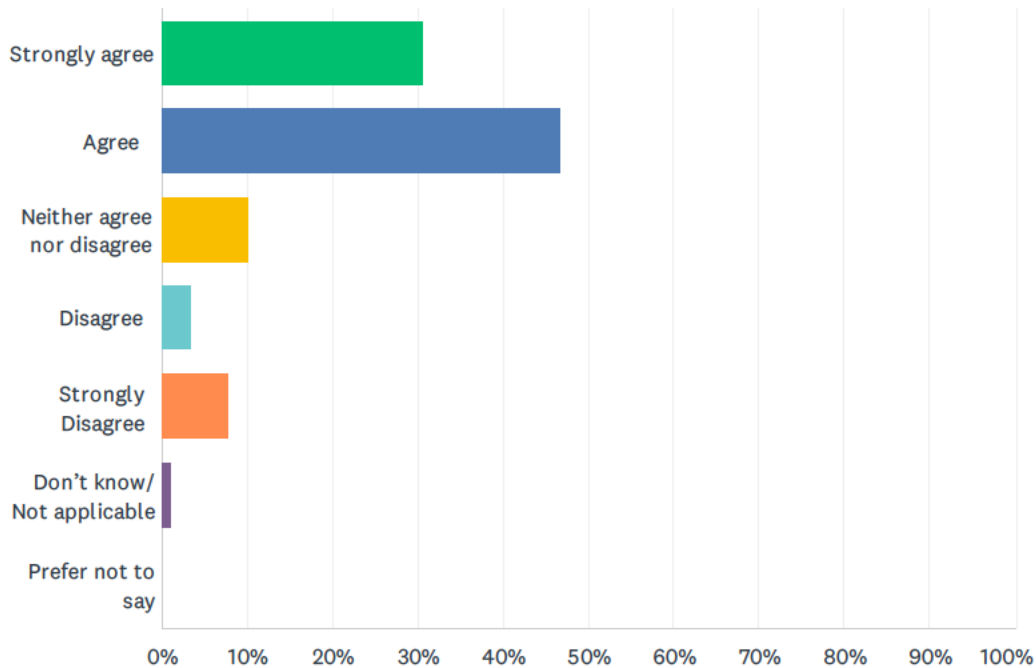


ANSWER CHOICES	RESPONSES	
Strongly agree	36.36%	32
Agree	48.86%	43
Neither agree nor disagree	4.55%	4
Disagree	2.27%	2
Strongly Disagree	7.95%	7
Don't know/ Not applicable	0.00%	0
Prefer not to say	0.00%	0
TOTAL		88



## Q43 My manager regularly commends the team on delivering on its tasks

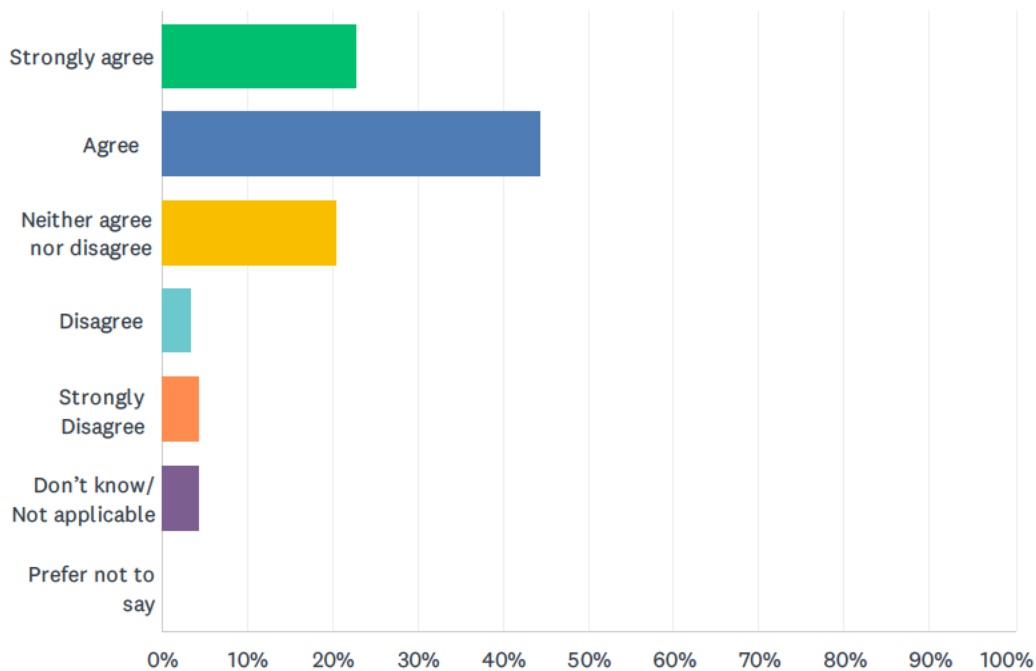
Answered: 88 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly agree	30.68%	27
Agree	46.59%	41
Neither agree nor disagree	10.23%	9
Disagree	3.41%	3
Strongly Disagree	7.95%	7
Don't know/ Not applicable	1.14%	1
Prefer not to say	0.00%	0
TOTAL		88

## Q44 My manager is able to have difficult conversations when required

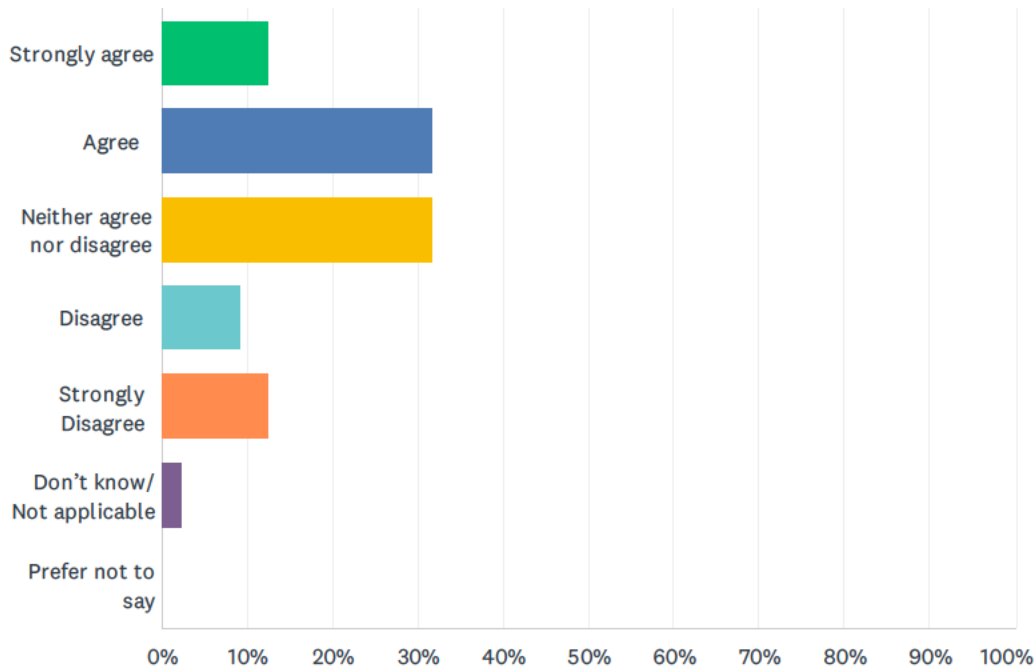
Answered: 88 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly agree	22.73%	20
Agree	44.32%	39
Neither agree nor disagree	20.45%	18
Disagree	3.41%	3
Strongly Disagree	4.55%	4
Don't know/ Not applicable	4.55%	4
Prefer not to say	0.00%	0
TOTAL		88

## Q45 Change in my team is managed effectively

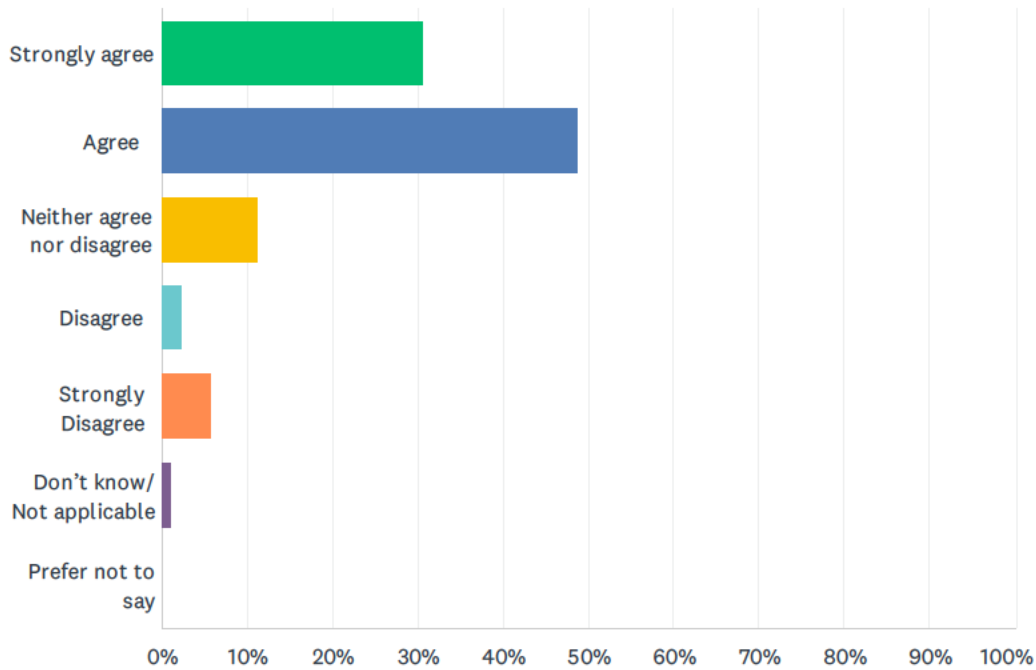
Answered: 88 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly agree	12.50%	11
Agree	31.82%	28
Neither agree nor disagree	31.82%	28
Disagree	9.09%	8
Strongly Disagree	12.50%	11
Don't know/ Not applicable	2.27%	2
Prefer not to say	0.00%	0
TOTAL		88

## Q46 My manager displays resilience when faced with difficulties or failures

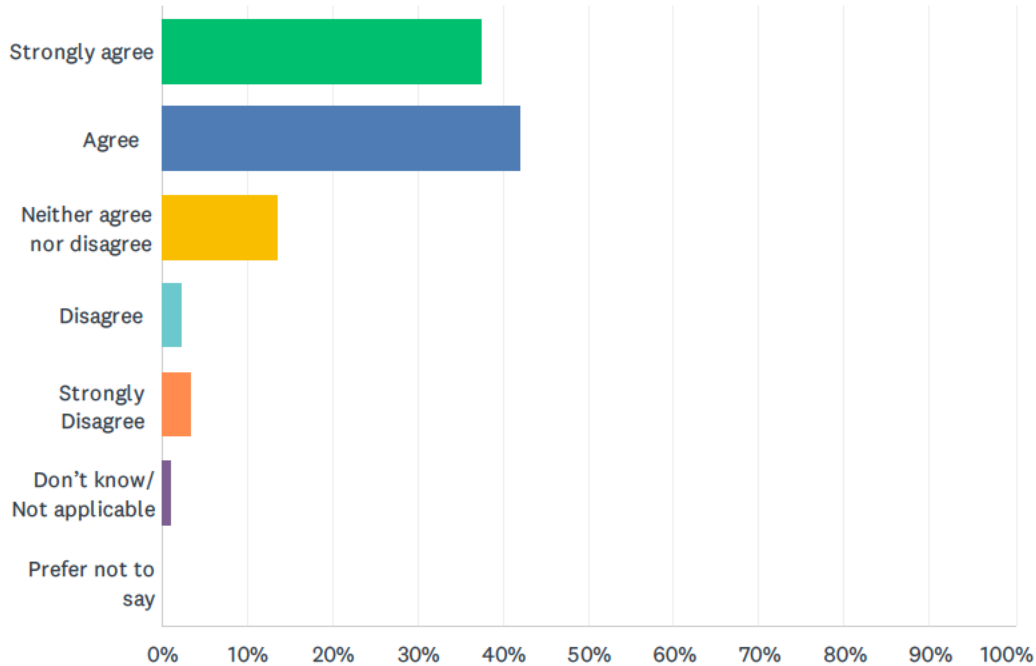
Answered: 88 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly agree	30.68%	27
Agree	48.86%	43
Neither agree nor disagree	11.36%	10
Disagree	2.27%	2
Strongly Disagree	5.68%	5
Don't know/ Not applicable	1.14%	1
Prefer not to say	0.00%	0
TOTAL		88

## Q47 My manager models the ACT Public Service Values and Code of Conduct

Answered: 88 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly agree	37.50%	33
Agree	42.05%	37
Neither agree nor disagree	13.64%	12
Disagree	2.27%	2
Strongly Disagree	3.41%	3
Don't know/ Not applicable	1.14%	1
Prefer not to say	0.00%	0
TOTAL		88

## Q48 What is one thing working well within your Division?

Answered: 80   Skipped: 19

**Q49 What is one thing that could be improved or implemented in your Division to improve workplace culture?**

Answered: 80   Skipped: 19

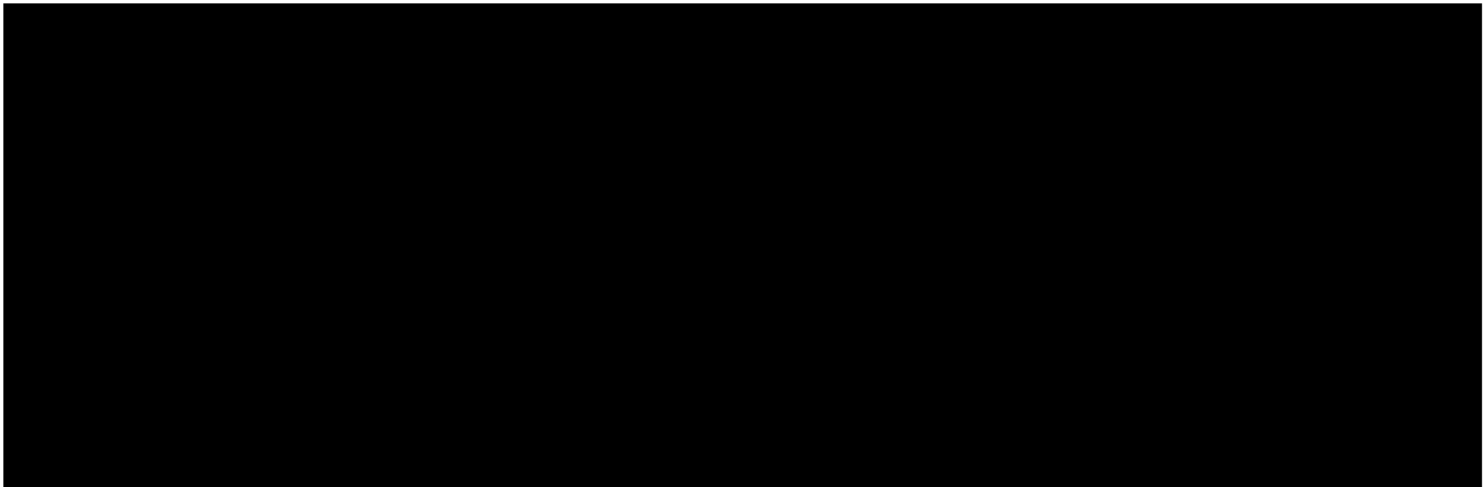
**Q50 If anything worries you about your workplace, could you briefly describe it?**

Answered: 80   Skipped: 19



Q51 Would you like to speak to somebody in more detail about your response through a focus group or interview?

Answered: 80 Skipped: 19



ANSWER CHOICES

Yes - please separately contact sue.barnes@cpm-evs.com.au

No

TOTAL

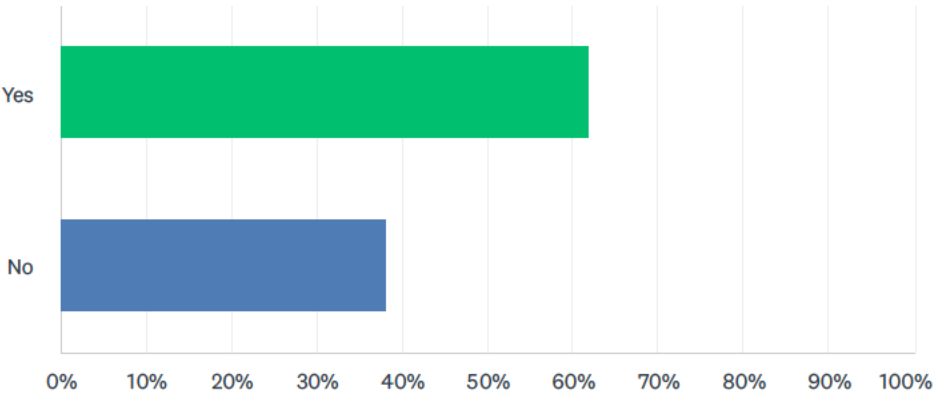
RESPONSES



80

Q52 Have you felt supported through the DHR Transition?

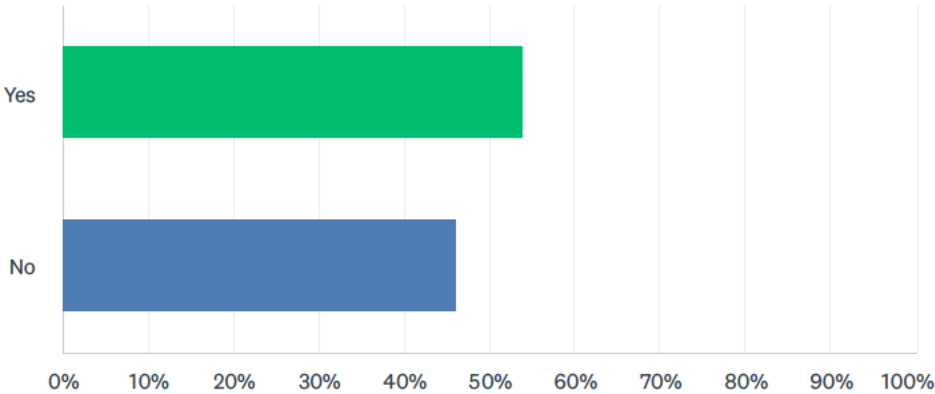
Answered: 76 Skipped: 23



ANSWER CHOICES	RESPONSES	
Yes	61.84%	47
No	38.16%	29
TOTAL		76

Q53 Do you feel supported through the implementation of DHR?

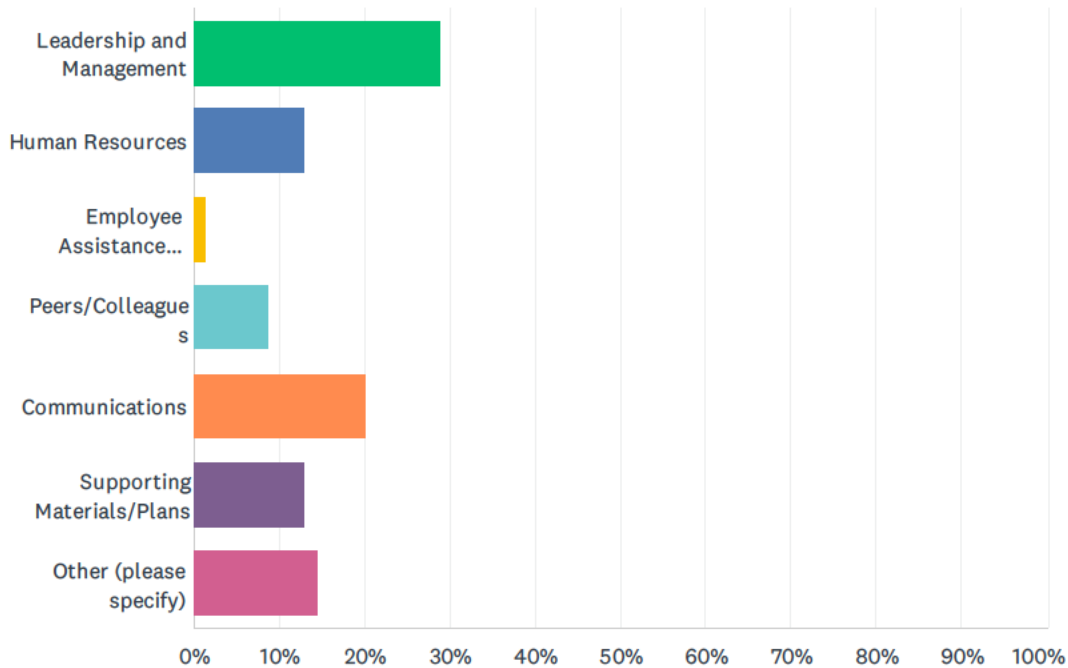
Answered: 76 Skipped: 23



ANSWER CHOICES		RESPONSES	
Yes		53.95%	41
No		46.05%	35
TOTAL			76

## Q54 What area do you think could provide more support through the DHR Transition?

Answered: 69 Skipped: 30



ANSWER CHOICES	RESPONSES	
Leadership and Management	28.99%	20
Human Resources	13.04%	9
Employee Assistance Program	1.45%	1
Peers/Colleagues	8.70%	6
Communications	20.29%	14
Supporting Materials/Plans	13.04%	9
Other (please specify)	14.49%	10
TOTAL		69

## Q55 What else could we do to support you?

Answered: 35   Skipped: 64

## SENSITIVE: PERSONAL

# CPM REVIEWS

Count of ID  
What is your  
classification  
group2

What is one thing working well within your Division?

-

Ability to effectively work from Home.

Awareness of the end goal, and its' importance is understood by all and brings us together. Some of the smaller teams do work cohesively but this is like little silos

Calm and productive attitude in high pressure environment

Communication between staff

Direct link of the work we do to the benefit of the community

DS have delivered over and above consistently for years for BAU, COVID, CSB, infrastructure projects and DHR in parallel.

Everybody has a strong work ethic and enjoys helping others.

Excellent workstream manager that supports when needed, but allows me to work autonomously.

I am empowered to complete tasks how i best see fit.

I think certainly in my team and wider team there is a sense of teamwork and 'we're all in this together' spirit which I enjoy. I do enjoy coming into work.

innovation

Innovation and efficiency to deliver the project

Most of the time everyone works well together to meet the end goals

My direct team.

Providing Reviews of Decisions and Actions Workplace Investigations

**SENSITIVE: PERSONAL**

My team is incredibly supportive and encouraging. My management [REDACTED] are incredible at their jobs and always provide me with the guidance I need to do my job.

N/A

Nil

no comment at moment

null

Open door policy

Our team and communication between members.

Paid every fortnight

people come to work and really do there best

Respond quickly to changing requirements.

Senior Executive work great to drive the Division forwards and the Client Services team ;)

Team collaboration

Teamwork

The communication between [REDACTED] to escalate inter-team tasks that need timely responses has been a positive improvement over the past 3 months.

The level at which staff are employed are generous from a remuneration perspective.

The majority of people are incredibly hardworking

The service provided to our clients is good.

The support from principal trainers and analyst's and some members of the executive team

The understanding of the PTs

To be frank nothing. [REDACTED] - since working in [REDACTED] my perception has completely changed.

There is zero integrity, honesty and transparency in the executive team. I have no trust and am not comfortable discussing my concerns with any [REDACTED] as I feel it would be used against me. There are different rules for executive in regard to living our values. [REDACTED]

[REDACTED] simply because executive staff want it to happen.

[REDACTED] are willing to make sacrifices to get the job done.

Very little. The [REDACTED] is run top-down, with little to no engagement or participation from middle management and the team/workers. The project I was involved with was grossly mismanaged and recruitment into senior roles was based on [REDACTED] and favours rather than merit or ability. There was no platform or forum for ideas or improvement, no one other than a select few were ever engaged or considered. [REDACTED]



**SENSITIVE: PERSONAL**

██████████ remain unpunished. All senior leadership should be investigated as almost all of them have hired ██████████ into senior roles.

We are "kicking goals" through strong leadership, talented and committed colleagues.

We are a great team who always delivers

We have great people in most roles who work hard and support each other

We have high aspirations and a clear idea of what we want to achieve (End user requirements are always well defined).

x

(blank)

1. Flexibility - it really helps us to balance family and work life 2. Learning - lot of learning opportunities to upskill ourselves 3.

Innovation - People does get opportunity to be part of projects that uses different technologies

collaboration

Collaboration

Collaboration between team members and managers.

Dedication

Delegation

Embracing new technologies

Everything is working well. I am learning so many things everyday.

Great leadership at the Management level.

I can't think of one thing, sorry

I haven't been here long enough to answer this, but I do notice that communication is the key here and it seems that everyone is generally on the same page.

I think the whole Division has a great understanding of the expectations required to delivery all the work.

Innovation and flexibility. Everyone works well to bring new processes and systems into place and is adaptable to high pressure situations.

N/A

Not being micro-managed.

People support one another where possible

Senior Executive innovation and the newly established Client Services Team.

Shared goal, working towards the one outcome, feeling passionate about the new digital platform.

Staff feel strongly about what they do and are motivated to deliver a high quality of work.

Team work



**SENSITIVE: PERSONAL**

Team work and communication related to work; Policy and procedures.

Teams all work well together to achieve the outcome that is required

The collaboration

The [redacted] that's what I am working on

the team

the tenacity and determination to ensure the program works well.

unable to comment at present time.

using new technologies such as those in Azure.

Work life balance. Hours can be long and demand high, but the capacity to work hours around private life is exceptional. Not

governed by 9-5 mentality, or micro management. Trusted to get my job done.

working of tickets

(blank)

Direct team supporting one another during difficult times and times of uncertainty.

Innovation. And despite the unnecessary chaos, work is delivered (though at varying levels of quality and not without unnecessary stress).

Nothing

resilience development through sheer adversity

The [redacted] being run by [redacted] as no-one could manage it as well as [redacted] does.

(blank)

Total

Total

Count of ID

What is your

classification

group2

What is one thing that could be improved or implemented in your Division to improve workplace culture?

-

## SENSITIVE: PERSONAL

Alignment with the ACTPS Employment Framework - [REDACTED] Higher Duties Allowance [REDACTED]

[REDACTED] Does it align with [REDACTED] – Higher Duties Allowance in the ACT PS Employment framework In regard to the DSD structure transition [REDACTED]

[REDACTED] Not being lied to about when jobs will be advertised – it was supposed to be January 2022 - The timing of the consultation and process alongside the go-live period for DHR – This is going against the wellbeing of staff, under immense pressure – you are breaking people The time to provide feedback alongside preparation for the DHR go-live [REDACTED]

[REDACTED] Aligning with the secure work conversion policy

Better quality, timely and honest communication. MUCH better planning. So many of the pressures the team are facing are because the Executive have adopted poor quality planning practices that have tended towards intimidation rather than growth. [REDACTED]

[REDACTED] Lack of accountability is another flaw of the current culture. Lack of compassion. Lack of the slightest attempt to keep good people who announce they are thinking of leaving. Lack of any interest in why people are leaving to see if we could do something to improve retention. [REDACTED]

Can have more events in the departments so that people can start collaborating more.

Clearer instructions on HR requirements such as overtime and penalties.

communication

Communication between branches and teams

Communication. There have been too many times where senior leadership fail to communicate what they are planning to the wider team or they think they've communicated something but they haven't but expect you to know about it. Likewise, communication within our [REDACTED] teams is poor and this continues to be a challenge. There are teams and analysts that still work very much in siloes and it is difficult to get them to understand how important it is for them to communicate with other people when they are making changes. [REDACTED]

**SENSITIVE: PERSONAL**

consistent floor/desk space available for BAU team to come into work together.

Consultation, engagement to replace isolation, gaslighting, bullying, favouritism and [REDACTED]

detailed documentation, clear direction, and overcommit

[REDACTED] Many staff are feeling extremely stressed to secure a position that they have been working in.

The process does not seem fair.

higher level managers supporting employees and seeing them as whole people - offering overtime is great but if i don't want to work extra hours i feel pressure - like it is not an option

If people behave inappropriately or arrogantly and if they are critical for the project sometimes that behaviour is overseen.

Less discrimination. Things have been said that I will forever remember. [REDACTED] that apparently go against the organisations key beliefs.

Less time pressured work

More communication between teams and from executives.

More frequent communication/engagement/meetings from senior managers, and to streamline processes/cut red-tape.

More people to share the workload

More staff members as those that are away or on leave are not replaced.

New leadership with integrity could improve the division. HR embedded with the division that work to support the people, not to protect the directorate from bad press.

no comment at moment

Nothing i can think of

null

Opportunities to get to know people from other teams (who are also in the office daily) in a social setting. This would improve relationship building and friendliness for when working together on stressful problems.

[REDACTED] should be immediately removed. [REDACTED] is a [REDACTED] through [REDACTED]. Never in my professional career have I encountered someone so [REDACTED] was [REDACTED] and was

completely unable to reflect on or accept [REDACTED] disastrous impact on those around [REDACTED]. It is my opinion that [REDACTED] and those in [REDACTED]

[REDACTED] despite being fundamentally bad people, were untouchable. There are numerous, [REDACTED]

[REDACTED] yet nothing was ever done.

Providing additional support to [REDACTED] in large classes.

Sometimes there is a lack on clarity on the big picture

Stability, too many times staff are asked to perform other roles at the detriment of our own area

Stop treating people like they are beneath you.

Team members being held accountable for their actions appropriately. When other team members witness no action towards individuals, it destroys the workplace culture and produces a toxic work environment.



## SENSITIVE: PERSONAL

The [REDACTED] should spend more time getting to know and appreciating the staff working in face to face and front-line roles.  
 The us vs them culture and working siloed  
 There often seems to be a poor understanding at high levels of the amount of work required by some teams, and thus unrealistic or unhealthy expectations around how much one person can achieve both inside and outside of their usual role.  
 Though the end goal is well defined, the road there has many potholes and roundabouts. The number of steps required to get anything done are too high! There are far too many formalities behind each business decision. I think we can learn from how private consultancies manage their projects with a PM, a timeline and chart of tasks and people responsible and accountable. I hear a lot of [REDACTED] and the can gets kicked down the road.  
 time pressures of go live and expectations of [REDACTED] is some what unrealistic  
 To actually have a Christmas party this year instead of a WebEx.  
 Transparency and have fair recruitment practices. there are a lot of [REDACTED] and do not have the relevant experience to undertake the role.  
 Understanding of our role post go-live (Nov 12) until Jan 11.  
 understanding roles of other teams, cross skilling, inter team communication  
 We have normalised working to excess and encourage people to go above and beyond what is safe to meet unrealistic expectations.  
 We need to change this and start looking after our staff better.  
 Work from home and Work from office combination will help to improve the workplace culture  
 x  
 (blank)

Everything is perfect.

.  
 Access to more flexible working arrangements (such as wfh) should be more role specific. Senior staff's response to their administrative tasks...there is a tendency with some senior execs not to respond to requests for updates to project risk, schedules, milestones, agendas, minutes etc  
 Agile Project Management.  
 Being open minded, sharing knowledge.  
 Better communication across teams, sometimes it is not clear who is responsible, and sudden request that relates to my team with not enough consideration and notice  
 Better opportunity for development and ability to act on higher duties.  
 better roster for 24/7

**SENSITIVE: PERSONAL**

Break down the barriers between groups and encourage people to interact on a broader level  
 Executives could mirror the support that Managers provide. Show this in actions and not just words.  
 flexibility. sometimes due to work pressure staffs even don't get up from their desk to drink water. due to number of calls etc.  
 I think communication could be improved. It seems that the leadership make decisions without a lot of consultation with staff and from the other perspective would be good for staff to have their say and be listened to. Would like to see more transparency from the Executive.  
 I think the Division need to be more of a "TEAM"  
 Less pressure / more realistic deadlines.  
 Long term structural change advice rather than as it happens  
 more social events  
 More structured training/time set aside for new starters (online modules etc).  
 more transparent communication with where the directorate is going and job stability.  
 Mutual respect  
 N/A  
 na  
 PDP to be discussed more often so that more learning and growing opportunities are available to staff.  
 Preparing for change. E.g. is the training we are receiving of good quality.  
 respect for other's opinion  
 Set realistic expectations and timeframes when project requirements aren't provided until the last minute.  
 Team leadership  
 The us vs them culture  
 To give equal and fair chance to everyone in project to get further jobs  
 Transparency and documentation on work requirements and restrictions e.g. leave restrictions [REDACTED]  
 [REDACTED] There needs to be legitimacy in the rules which are put in place otherwise there is no trust nor respect for the leaders in the Division because they clearly don't seem to have their worker's best interest in mind.  
 We are expected to work longer hours than we have in the day. So expectations need to change. [REDACTED]

[REDACTED]  
 (blank)



**SENSITIVE: PERSONAL**

All Executive require leadership training and experience. It is noticeably absent. Strategic thinking, strategic leadership is missing. No one-government commitment. Executive don't play well with other directorates. Executive negatively communicate about other people and other directorates. Lack of rigour in recruitment processes - encouraged by the top.

Change in the way our execs lead the organisation.

Everything

N/A

Would love to say but don't want to be sacked

(blank)

Total

Total

Count of ID  
What is your  
classification  
group2

If anything worries you about your workplace, could you briefly describe it?

-  
.

always saying that you need to look after yourself but leave is limited, expectation is to work additional hours, part time employees are expected to work full time. little thanks given - seems token

Being treated poorly

Burn-out of staff. Many colleagues have been working excessively long hours for too many months.

Current pressure of DHR Rollout.

Current staffing levels in some teams have opened significant potential for clinical risk (in terms of both teams with insufficient resourcing, and staff being expected to support and manage systems or tools that they have never used and don't understand).

While we understand that the DHR project is a major and important piece of work (and a project that appears to have been struggling to achieve its goals since its inception) that fact is meaningless in the face of a situation where the business and/or their patients have not had their needs met.

Everyone will be forced to re-apply for a new job and will be split up post DHR. It's concerning because it feels like the insane effort my colleagues and I put in aren't appreciated at all.

**SENSITIVE: PERSONAL**

High levels of work generated by COVID over the past 2.5 years have been highly disruptive to all teams and delayed/distracted work on DHR and other large infrastructure works and have exacerbated workload in 2022. The ongoing \$ and workload implications to [REDACTED] have been significant.

How underperformance is managed, staff who are not fulfilling their duties are not dealt with [REDACTED]

[REDACTED] The level of pressure put on DHR staff and trainers is unsustainable and provides an increased risk of mental health problems and burn out. There is also an atmosphere of not reporting these concerns as staff feel if they voice an opinion that it will ruin their chances at a BAU role or change management views of them and their work.

If employees have disagreement then communicate the disagreement with respect to each other just getting to go live.

Lack of resourcing for projects and BAU activities. Failure to recognise there is a human side to the business.

lots of stress due to implementation of DHR and then other requirements of surveys and job applications needing to be done at same time

N/A

N/A

no

NOTE: In answering the earlier questions about team - they were taken in response to the larger DHR team and not about [REDACTED] who seem to work well. There are two concerning aspects to my current workplace: Senior managements' poor planning. Less than 3 weeks from go-live and I'm unable to provide my team with information about what they are expected to do at go-live. There are just so many examples of last minute planning that have resulted in extra work being done by others at the last minute to compensate. The delay in engaging a [REDACTED]

[REDACTED] In the first three months in the role there was recognition of the need for internal communications - this is no longer genuine or timely. 3. The lack of accountability, especially of senior managers/ exec 4. The reported lack of regard of the team by senior managers exec. Comments like [REDACTED] bagging work life balance of [REDACTED] accusing them of slacking off when working from home, [REDACTED] by [REDACTED] harshness leads by intimidation. [REDACTED] doesn't grow [REDACTED] managers or bring out the best in them. I knew the project would be demanding close to go-live. [REDACTED]

[REDACTED] The recruitment process for [REDACTED] has not been fair to those who have worked really hard to get this project over the line. It is really quite a tragedy.

Nothing

Nothing at the moment.



## SENSITIVE: PERSONAL

null

Per above, the [REDACTED] recruitment and [REDACTED] DSD was the worst place I have ever worked. 50% of the team were high performing, the other half coasted and did almost literally nothing. People were promoted and positioned based on friendships rather than merit. The whole place should be thoroughly investigated for this and for executing projects well outside of PMA standards. Again, [REDACTED] is the worst, least competent manager I have ever worked for.

resourcing

Senior Managers do not take into consideration the workload of the area

[REDACTED] - having unrestricted access to ACT Patient and Staff data. But other team members cannot work from home I have witnessed and escalated bullying, [REDACTED] on several occasions during the last 18 months from within the DHR program, no action was taken at any time as the senior staff member was a part of the [REDACTED]. I have seen this several times over the last few years. It seems if you complain or tell the truth, you will be 'pushed' out, and the perpetrator promoted. Team members being told not to apply for the DHR project roles [REDACTED]. A Senior Staff member [REDACTED] in a meeting environment.

some permanent roles that are required to apply for jobs is causing a lot of anxiety. timing this with a large system go-live is creating more stress.

Sometime people work in silos which is not a good thing.

Team members are not held accountable for their actions and appropriately disciplined and has broken down the team dynamic.

Team attitude towards each other and their work could be improved.

The commitment to our Org values in DSD is lip service and not consistent. Staff are not fully appreciated and poor behaviour is tolerated if you are seen to be delivering your work.

The DSD transition is occurring at a very bad time for staff with the added pressure of the DHR go live. This is having significant impact to staff engagement and wellbeing.

The lack of support from CHS

The staff turnover rate indicates dissatisfaction on the larger DHR project.

The strategy to transition to BAU has been very poorly received. Staff that have worked incredibly hard over the past 18 months are feeling unappreciated and very anxious about the future when we were told not to stress because "jobs will be available".

The time frame given to effectively completing the project felt unrealistic, in turn, putting immense pressure on all employees.

There is a clear unspoken expectation on employees in this division is to work well over the contracted hours per week to actually be able to get work done. This moves outside the scope of time management and into the division being unorganised. The culture promotes poor mental health and poor work-life balance. For someone who already has a strong work ethic and happily works well over my contracted hours, I found that this kind of culture has no place in the public service division.



**SENSITIVE: PERSONAL**

The upcoming change and having to apply for a new job.

The way decisions about the [REDACTED] recruitment seems to be a little confusing and worrying.

There is so much to do and whilst we have a lot of resources to do it, we do rely heavily on and the same resources to complete it  
Transition from existing structure to the post Digital Health Records era. Using 3rd party vendor to manage backend infrastructure.

Unfair promotion of staff based on preferential treatment [REDACTED]

We have an [REDACTED] who do not live the values. They say words and their actions are completely different. The division is [REDACTED] is not transparent. This was evident in the organisational structure that was released as part of the DHR staff consultation. There is no performance management. [REDACTED]

[REDACTED] Staff are not encouraged to work at level and there is no autonomy; meaning the senior classification of majority of roles is not required. This is also disheartening for staff who are not able to utilise their skill and are not appreciated and respected for their knowledge and ability. Senior officers do not have governance over their teams. There is no allowance for recruitment of teams and no budget allocation. It is vastly different from that of other directorates. Everything is tightly controlled by the [REDACTED] Integrity is missing. Care about their people is missing. Issues are raised and are swept under the rug. Throughout this program staff have not been supported, they've just been told to do better. The management team insist that we must be in the office - when every other directorate is still home. This was about control. Comments were made in large forums about [REDACTED] It's disgustingly offensive. Leadership insisted at the outset of this program that there will be no leave or life. They insisted that there be no contractors, and all must be employees of ACTH. Imagine the shock of staff when the [REDACTED] There is no trust in our executive team.

We sometimes are slow to rectify bad workflows which become engrained as we build dependencies on those bad workflow.

Where are the questions about senior management/exec?

(blank)

Everything is perfect.

Everyone's fear of management and voicing true opinions due to [REDACTED]

I feel supported if I do have worries.

I worry that I will be overlooked for opportunities that I have worked tirelessly to prove I am capable of.

Job stability due to restructure, having to raise multiple cases to have a task performed, have to raise Jira, ServiceNow and also possible [REDACTED] service request to have requests and issues investigated.

## SENSITIVE: PERSONAL

[REDACTED]

N/A

NA

no

Not really. I am comfortable in what I do, and in contacting other staff subordinate and managerial to ask questions and seek support/advice.

Nothing at the moment

Nothing worries me

Occasional lack of professionalism by some staff

Our workload is increasing exponentially and is unsustainable. Staff are burning out and are at breaking point.

People leaving the project just few days prior to go live may be because of no surety of jobs

Perception without investigating the issue and decisions made only by hearing one side of story.

Recruitment fairness - The same should apply for all. Some staff have positions created or moved as suits, while others have to apply and at times reapply - not fair.

The division should spend more time scoping out deliverables and outcomes. The division should objectively evaluate outcomes and document 'lessons learnt' from current and future engagements and projects.

the roster, no personal life

the working shifts. [REDACTED]

The workplace is very cliquey; I have, at times, felt both welcomed and ostracised. I don't think that staff understand just how daunting this environment can be or how demoralising it can be walking into an environment where you are ignored each day.

Unrealistic deadlines.

Worklife balance is not good. There is a culture of if you're not working overtime and going over and above then you aren't working hard enough.

(blank)

Burnout of [REDACTED] due to the demands placed on the team by the [REDACTED] who constantly adds extra tasks to their already busy workload but is yet to employ the extra 20 staff required to meet [REDACTED] expected demands

Culture



**SENSITIVE: PERSONAL**

Executives: Act with honesty and integrity - we are here to serve the customer, not our own motives or agenda. Have a plan and communicate clearly - the division benefits from honesty and a well considered plan. The division does not benefit from forever changing goal posts and unrealistic time frames. Compassion - dont say you care about people or for people to take care of themselves when in the next breath you place unrealistic demands on an under resourced work force and burn people out. Fairness - I have lost count of the amount of times people have been gifted opportunities, why do the same people continue to get opportunities when others are left sitting in the dark. Another for communication - the way the restructure has been handled has been quite possible the worst I have experienced. Lack of alignment to ACTPS Values. Lack of management and leadership. Lack of respect towards people. No point even bothering anymore (blank)

	Total
Total	

Count of ID  
What is your  
classification  
group2

**What else could we do to support you?**

Be transparent. Be present. Put your people first, they are the biggest asset. Perhaps study HR and get up to speed with community expectations in this modern day.  
better new starter experience  
Better organisation and communication from top down, better support for work life balance and mental health support. Better communication and instruction on HR processes - how to submit overtime/penalties.

Communication about every aspect of the DHR project and resulting changes has been consistently late, unavailable, contradictory or non-existent. Go-live is only a month away and there are still so many gaps.

using the secure workforce policy.

Not disadvantage them

Create more opportunities for

Equal opportunities for all. No identifying individuals and 'mentoring' them into senior roles.

**SENSITIVE: PERSONAL**

I think having a more realistic expectation of what is possible in a small period of time and better project management to make sure future projects are hitting certain deliverables before moving to the next more hours in the day :)

More introductions to other teams and what they do.

N/A

Not sure, we are in full steam and need to stay the course. Senior Management/ Executive need to be held accountable and should not be given leadership of future projects like this without some serious training/development. And that senior people need to be supported by senior administrators. Many of the team are [REDACTED]

[REDACTED] Thank you for providing the avenue to share some very serious concerns. I am shocked by some of the things I have seen, heard and experienced. I expected more if a role in the APS

Provide frequent meetings with the current and future plans for DHR. Aswell as goals achieved, I think this will help build everyone's confidence as they will be more aware of what is actually happening before it happens. Currently it feels like things will just randomly happen and need to be dealt with straight away.

Provide further support, and training in the DHR system.

Reduce the additional work across the Directorate so we can focus on delivering the DHR

Replace staff members as they are leaving - not just management.

Review the proposed organisation structure as it seems to imply that individuals which have not devoted the time and effort to implement the DHR will be overlooked.

Take your findings to the Director General ACT HD as well as the Ombudsman where appropriate. Trigger an external investigation into recruitment and the leadership of [REDACTED] The only person within DSD worthy of their leadership position, who models our values is [REDACTED]

Transparent, consistent and strong communication and leadership

Treat people with respect

[REDACTED]

(blank)

Be clear and transparent about plans and provide supporting documentation well before the transition to allow employees to organise their lives around this.

Flexible working arrangements, so those with families can work around those commitments.

it's probably too late for me

N/A

**SENSITIVE: PERSONAL**

New work opportunity for me will be very helpful. So that I can learn more new things

Perhaps more surveys in future.

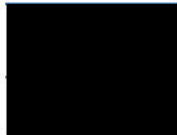
Provide more opportunity for skill development

Providing instructors/trainers who are effective communicators.

restructure very stressful process as need to re-apply for job currently performing. Not good timing when trying to learn new DHR system plus try and keep a job.

To get a good job:)

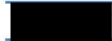
(blank)



Employ more staff to manage the ridiculous workload

You have done nothing but say meaningless words while you let the bad behaviour of the most senior exec continue unabated so why bother

(blank)



Total

Total

**SENSITIVE: PERSONAL**

DRAFT