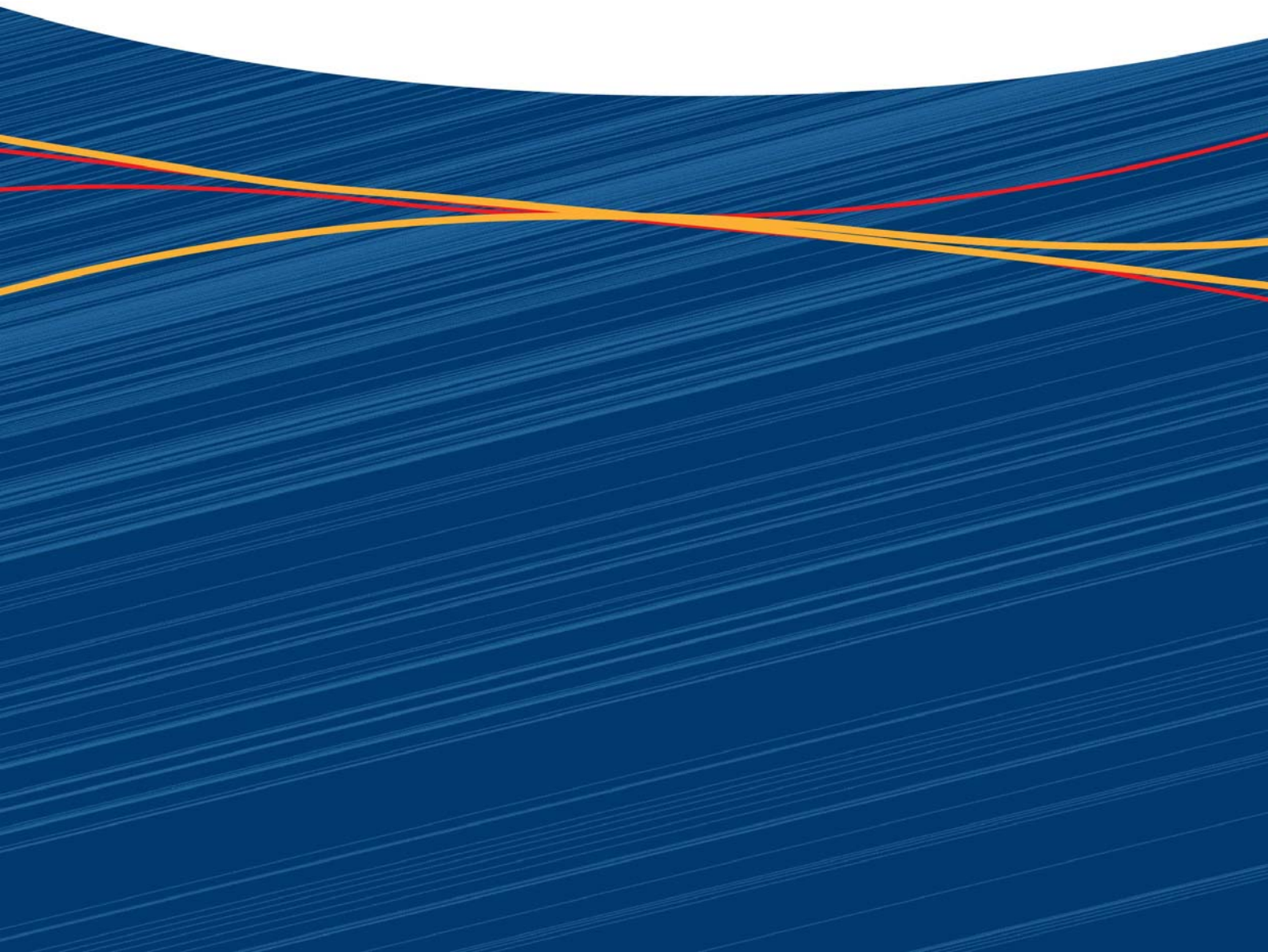




Government of South Australia

Department of the Premier
and Cabinet

Graduate Employer of Choice Survey 2007



Graduate Employer of Choice Survey 2007

| | | |
|----------|--|-----------|
| 1 | INTRODUCTION | 3 |
| 2 | OVERVIEW OF THE FINDINGS | 4 |
| 2.1 | KEY FINDINGS | 4 |
| 2.2 | SUMMARY OF POSSIBLE ATTRACTION/RETENTION STRATEGIES | 4 |
| 2.3 | GRADUATE PERCEPTIONS OF AN EMPLOYER OF CHOICE | 5 |
| 2.4 | JOB SATISFACTION AND EXPECTATIONS | 5 |
| 2.5 | INTENTION TO LEAVE | 6 |
| 3 | METHODOLOGY | 7 |
| 3.1 | PARTICIPANTS | 7 |
| 3.2 | SURVEY DESIGN AND DEVELOPMENT | 8 |
| 3.3 | SURVEY IMPLEMENTATION | 8 |
| 3.4 | DATA ANALYSIS | 8 |
| 4 | FINDINGS | 9 |
| 4.1 | GRADUATE PERCEPTIONS OF AN EMPLOYER OF CHOICE | 9 |
| 4.1.1 | IMPORTANCE OF JOB/EMPLOYER ATTRIBUTES TO GRADUATES | 9 |
| 4.1.2 | PERFORMANCE OF THE SA PUBLIC SECTOR ON THE JOB/EMPLOYER ATTRIBUTES | 10 |
| 4.1.3 | IMPLICATIONS FOR IMPROVING PERFORMANCE | 10 |
| 4.1.4 | COMPARISON OF THE SA PUBLIC SECTOR WITH OTHER SECTORS OF EMPLOYMENT – GRADUATE PERCEPTIONS | 12 |
| 4.1.5 | GRADUATE EXPERIENCES OF SUPPORT FROM LINE/DIRECT MANAGERS | 14 |
| 4.2 | JOB SATISFACTION AND EXPECTATIONS | 15 |
| 4.2.1 | GRADUATE JOB SATISFACTION | 15 |
| 4.3 | INTENTION TO LEAVE | 16 |
| 4.3.1 | GRADUATES INTENTION TO LEAVE THE SA PUBLIC SECTOR | 16 |
| 4.3.2 | FACTORS IMPACTING ON GRADUATES DECISION TO LEAVE THE SA PUBLIC SECTOR | 20 |
| 4.3.3 | GRADUATES' PLANS AFTER LEAVING THE SA PUBLIC SECTOR | 21 |
| 4.3.4 | FACTORS MOTIVATING GRADUATES TO REMAIN IN THE SA PUBLIC SECTOR | 23 |
| 4.3.5 | THE 'WORK/LIFE BALANCE' POLICIES/PRACTICES THAT WOULD IMPACT ON THE ATTRACTION AND RETENTION OF GRADUATES | 24 |
| | APPENDIX 1 | 25 |
| A.1 | DEMOGRAPHICS | 25 |
| | APPENDIX 2 | 29 |
| A2.1 | GRADUATE PERCEPTIONS OF EMPLOYER OF CHOICE | 29 |
| A2.2 | EMPLOYMENT AS A GRADUATE IN THE SA PUBLIC SECTOR | 34 |
| A2.3 | VOLUNTARY FLEXIBLE WORKING ARRANGEMENTS | 40 |
| A2.4 | MOBILITY WITHIN THE SA PUBLIC SECTOR | 42 |
| A2.5 | JOB SATISFACTION AND EXPECTATIONS | 45 |
| A2.6 | INTENTION TO LEAVE | 47 |

1 Introduction

The recruitment of graduates is a key strategy in the renewal and maintenance of the SA Public Sector workforce. The ageing of Australia's population is a key issue facing workforce planning affecting public and private sectors alike. This issue is particularly acute for the South Australian Public Sector where the median age of the workforce is 45.3 years and is steadily increasing¹. The SA Public Sector employs many of its employees in the moderate and highly skilled occupations and faces a potential shortage of skilled employees as more employees approach retirement age within an increasingly tight labour market. Various strategies have been implemented to address this challenge, including changes to superannuation to attract older workers to continue working in the SA Public Sector.

The SA Public Sector needs to be an 'Employer of Choice' in order to successfully compete with other employers in attracting and retaining graduates and this is also a focus for the Government Reform Commission.

In 2006, the Office of Public Employment conducted an Employer of Choice Graduate Survey of registrants on the then Office of Public Employment Graduate Recruitment Register and resulted in over 400 respondents. The majority of these respondents had only recently graduated and had not worked in the public sector. The survey results provided insight into graduate perceptions of the public sector as an employer as well as what graduates believe to be an employer of choice for this group. The results showed that this group of graduates had positive perceptions of the SA Public Sector, which was perceived as being best able to provide 'career development opportunities', 'career options and pathways', 'job security', 'work-life balance' and a range of other job attributes in comparison to other sectors of employment such as the private sector. The SA Public Sector was also the first choice for the majority of graduates in terms of an employer. The findings of the 2006 survey provide valuable insights for the development of attraction strategies for graduates, as the sample group consisted mainly of those with a desire to work for the SA Public Sector.

The 2007 survey was conducted as a follow up to the 2006 survey. A key difference between the current survey and the 2006 survey is that the current survey targets graduates and recent graduates that are currently employed within the SA Public Sector and have therefore experienced being an employee in the sector. In contrast to the 2006 survey, by focusing on those who are currently working within the SA Public Sector, the current survey attempts to provide insight into how graduates can be retained within the SA Public Sector.

The 2007 survey identifies attributes of an employer that are important to graduates and how the SA Public Sector is performing on those attributes. The survey also investigates the level of job satisfaction in this group of graduates and their intention to leave the SA Public Sector. This information will inform the development of strategies for the attraction and retention of graduates.

¹ Office of Public Employment. (2006). The South Australian Public Sector Workforce Information at June 2006: Summary Report.

2 Overview of the findings

2.1 Key Findings

- Graduates rate career development and work/life balance as being most important to graduates
- The public sector is performing well on work/life balance but relatively poorly on career development
- A significant proportion of those surveyed (44%) intend to leave the SA Public sector in the next five years and of those intending to leave, a majority plan to seek work in the private sector
- Those intending to leave are most likely to cite lack of career/promotional opportunities as a reason impacting on their decision to leave

2.2 Summary of possible attraction/retention strategies

The following is a list of attraction/retention strategies arising from the findings of the survey. They are listed as being either to maintain (i.e. continue with the current strategies) or develop/intensify (i.e. develop new strategies or further improve current strategies).

| <i>Develop or intensify</i> | <i>Maintain</i> |
|--|---|
| <ul style="list-style-type: none">• Bust myths about career development and financial reward of equivalent positions in the private sector where possible (see pg 12 & pg 32)• Investigate and develop partnerships/employee exchange with private and public sector organisations, both interstate and internationally (see pg 21 & pg 22)• Promote positive aspects of working for the SA Public sector, such as the ability to help the community (see pg 33)• Encourage agencies to provide graduates with ongoing employment after probationary period (see pg 29 & pg 45)• Evaluate the various graduate development programs to ensure that they are relevant to graduates (see pg 38 & pg 39)• Support the use of other flexible work arrangements, such as working from home, in situations where this is possible (see pg 40 & pg 41)• Support the appropriate mobility of graduates (see pg 44) | <ul style="list-style-type: none">• Promote work/life balance policies and practices (see pg 11 & pg 33)• Promote job security and job variety offered by the SA Public Sector (see pg 11 & pg 33) |

Graduate Employer of Choice Survey 2007

2.3 Graduate perceptions of an employer of choice

Graduates were asked to rate the importance of 46 job/employer attributes. The results indicate that graduates value career development and advancement and a good work-life balance. In contrast, graduates consider having an 'inspiring vision and mission' as relatively less important in a job/employer, which is 41st most important out of 46 job/employer attributes.

An analysis of both the importance and satisfaction ratings that graduates applied to the 46 job/employer attributes suggest a number of strengths of the SA Public Sector as well as areas for improvement. An Importance-Performance Map was constructed to summarise the results. The analysis shows that the SA Public Sector should continue to promote itself as a workplace that values the work-life balance of employees, as this attribute has both high relative importance and high relative satisfaction ratings. Similarly, an 'opportunity to learn new things', 'working with a boss you like and respect', 'job security', and a 'cohesive work team' also had relatively high importance and satisfaction ratings, suggesting that these areas are strengths of the SA Public Sector and may be used in promoting the SA Public Sector to potential and existing employees.

In contrast, attributes reflecting career development and career advancement have high relative importance but low relative satisfaction ratings. The findings suggest that addressing the career development and advancement of graduates may be most effective in retaining graduates, as a lack of career or promotional opportunities was also the most commonly cited reason impacting on graduates' decision to leave.

In comparison to other sectors of employment, the SA Public Sector is perceived as being best able to provide job security and work-life balance. The private sector is perceived as being best able to provide career development and competitive salaries and performance based pay. In contrast, results of the previous survey in 2006² showed that graduates perceived the public sector as being best able to provide career development opportunities and career options and pathways. These findings suggest that the SA Public Sector may not be meeting the expectations that graduates have in terms of career development and pathways. Consequently, there is an apparent shift to a more positive assessment of the private sector's ability to provide career development opportunities and career options and pathways.

2.4 Job satisfaction and expectations

The majority of graduates reported that they are satisfied with their job overall (63% overall satisfaction). Fifty-three percent of graduates reported that they are satisfied with their agency. In contrast, 75% of graduates reported that they are satisfied with the SA Public Sector as an employer. This suggests that graduates make a distinction between their own agency and the SA Public Sector as a whole. Potentially, graduates that are dissatisfied with their own agency may continue to seek employment within other public sector agencies, as their dissatisfaction does not appear to extend to the whole of the SA Public Sector. This result is encouraging in terms of retaining graduates within the SA Public Sector, if not within individual agencies.

A pattern of decreased job satisfaction is observed for those who are intending to leave the SA Public Sector in the next five years versus those who are not intending to leave. Those who are intending to leave are also less likely to believe that the SA Public Sector has met their expectations on various job attributes. For instance, 46% of those who are intending to leave report that the public sector has not met their expectations in terms of providing career opportunities (38% below expectations, 8% far below expectations). In contrast, only 20% of

² The 2006 survey was conducted with graduates that want to work for the SA Public Sector. In contrast, the current survey was conducted with graduates that are currently working for the SA Public Sector. The same group of graduates did not participate in both surveys and the results are therefore not directly comparable

Graduate Employer of Choice Survey 2007

those who intend to remain report that the public sector has not met their expectations in terms of providing career opportunities (18% below expectations, 2% far below expectations).

Meeting the expectations of graduates on important job attributes such as career opportunities can be important in terms of meeting the psychological contract between the employee and employer. The psychological contract is the unwritten contract between the employee and employer and includes the expectations that both parties have of each other. When an organisation does not meet the expectations of the employees, they will be more inclined to leave.

The lower job satisfaction associated with those who are intending to leave is also a cause for concern in terms of the SA Public Sector's image as an Employer of Choice. The negative perception of the public sector held by those intending to leave may be harming the sector's image as an Employer of Choice through word of mouth in the graduates' social networks. Addressing the job satisfaction of graduates is therefore an important strategy in terms of creating or maintaining an 'Employer of Choice' image and reputation.

2.5 Intention to leave

Forty-four percent of all graduates surveyed intend to leave the SA Public Sector in the next five years. The majority of those intending to leave are planning to seek a job in the private sector. Approximately one third of graduates who are intending to leave are planning to move overseas or interstate.

Given that the majority of graduates in the survey have already participated in a graduate development program, this represents an already significant investment that would be lost if the current rates of intention to leave are realised.

Graduates cite a lack of career development opportunities as the main reason impacting on their intention to leave the SA Public Sector. Additionally, the private sector is perceived to be better able to provide career development opportunities. Therefore, it is not surprising that the majority of graduates that are intending to leave are planning to seek employment in the private sector.

The SA Public Sector agencies may benefit from exploring leave arrangements that would allow graduates to work in the private sector for an agreed length of time whilst still having a job to which to return. This may assist the sector to retain graduates over the longer term. Such an option is possible under current arrangements but the lack of familiarity with it may be a barrier to its implementation. The result may be that graduates simply leave the SA Public Sector altogether in order to gain the desired experience.

Similarly the SA Public Sector could investigate building partnerships with interstate or overseas government organisations or private sector organisations. A significant proportion of those intending to leave have indicated that they are planning to move interstate or overseas. This desire could be exploited by agencies via the development of work exchange programs with interstate/overseas organisations. This would allow the broadening of graduate skills and perspectives through exposure to different environments and situations, and simultaneously provide an injection of new ideas and perspectives from other experienced individuals coming into the SA Public Sector temporarily.

The Workplace Perspectives Survey 2006 indicates that a similarly large number of PSM Act employees intending to leave also cited lack of career/promotional opportunities as a reason for leaving. This suggests that these issues affect the broader workforce rather than being confined to graduates. Thus, strategies developed to address the attraction and retention of graduates can be applied more widely. In particular, as one graduate expressed, the focus should not simply be on the "star graduates".

3 Methodology

3.1 Participants

Recent graduates from the past five years that are currently working in the SA Public Sector were invited to participate in the survey. A graduate was defined as someone who was initially employed specifically as a graduate in the SA Public Sector and came through a graduate recruitment program, excluding teacher and health professional programs. This definition specifically excludes those individuals who have a university degree and applied for a position within the SA Public Sector more generally, as such information is not collected by agencies and therefore it is not possible to identify these individuals easily. This definition fits with the definition of graduates used by the agencies and the Public Sector Workforce Division, Department of the Premier and Cabinet. Thus the current sample includes individuals that are currently employed in graduate roles, as well as those that have moved on from their initial graduate position. This group will be referred to as graduates for the sake of simplicity in the remainder of the report.

The individual Human Resource Directors/Managers and Graduate Recruitment Coordinators of each agency who worked with the Public Sector Workforce Division Graduate Recruitment Program were contacted to provide a list of all graduates who are currently employed as a graduate or were employed as a graduate in the past five years. In addition, a list of graduates from the Public Sector Workforce Division Graduate Recruitment Register was also obtained. Full names were requested from agencies, and where possible, email addresses were also provided. All other names were searched on the SA Public Sector Global Address List and SA Direct (a contact information database of SA Public Sector employees). This resulted in a list of 877 email addresses and constituted the sample from which participants were drawn. In total, 365 graduates completed the survey resulting in a response rate of approximately 41%.

3.1.1 Participant characteristics

Basic demographic information on the sample is summarised below. The full demographic results are presented in Appendix 1.

- 58% of graduates participating in the survey were female whilst 42% were male.
- The largest group of respondents came from the Department for Transport, Energy and Infrastructure (20%), followed by the Department for Families and Communities (12%) and the Department of the Premier and Cabinet (8%).
- 14% of respondents commenced their employment at the Department for Transport, Energy and Infrastructure, followed by the Department for Families and Communities (12%) and the former Department for Administrative and Information Services³ (12%).
- 49% of respondents are aged 25-29 years, whilst 21% of respondents are aged 20-24 years.
- The majority of respondents commenced their employment at the ASO2 level (69%).
- 34% of respondents are currently employed at the ASO4 to ASO5 level, whilst 32% are employed at the ASO2 to ASO3 level.
- A majority of graduates are employed in ongoing/permanent positions within the SA Public Sector (70%). Of those who are currently in contract positions, 32% have a right of return to an ongoing position. This suggests that 80% of graduates currently have an ongoing/permanent position within the SA Public Sector.
- The majority of graduates have been working continuously in the SA Public Sector between 1 and 3 years (53%).

³ The Department for Administrative and Information Services was abolished in October 2006.

Graduate Employer of Choice Survey 2007

3.2 Survey design and development

The survey of the current project was developed based on the Employer of Choice Graduate Survey 2006. The previous survey investigated the views of graduates who wanted to work for the SA Public Sector. The current survey was modified to be appropriate to the target sample, namely graduates or former graduates who are currently employed in the Public Sector. The survey also drew on the Workplace Perspectives Survey 2006⁴. The survey investigated the attributes of an employer, which they considered to be desirable, and the importance they placed on these attributes, as well as the extent to which they considered the SA Public Sector to have these attributes.

3.3 Survey implementation

The survey was implemented via an online survey tool, Zoomerang⁵. A web link was generated that allowed participants to access and complete the survey. A general email was sent to the 877 email addresses introducing the survey to potential participants and requesting their voluntary participation. A link to the survey was included in the email. The survey was open for 3 weeks between the 8th of February and the 2nd of March 2007. Reminder emails to complete the survey were sent after the first week and after the second week to assist in achieving a strong response rate.

3.4 Data analysis

The Public Sector Workforce Division – Workforce Evaluation section, conducted the data analysis in house. All data was analysed using the Statistical Package for the Social Sciences.

⁴ The Workplace Perspectives Survey is a biennial whole of SA Public Service employee survey.

⁵ Zoomerang is a subscription based online survey tool.

Graduate Employer of Choice Survey 2007

4 Findings

This section identifies selected key findings from the survey for consideration by agencies and the SA Public Sector. The full findings for the survey are contained in Appendix 2.

4.1 Graduate perceptions of an employer of choice

4.1.1 Importance of job/employer attributes to graduates

Graduates were asked to rate 46 attributes in terms of importance to them in a job or employer. The top five most important attributes are:

- Career development opportunities
- Job allows you to have a work-life balance
- Job allows you to use your skills, knowledge and ability
- Opportunity to learn new things
- Clear avenues for career advancement

The bottom five least important attributes are:

- Inspiring organisational vision and mission
- Public recognition for your expertise
- Flat organisational structure/little hierarchy
- Exerting influence over others
- Frequent social events (eg Friday night drinks)

The 2006 and 2007 survey results were compared to investigate differences in perceptions between the two groups. The comparison of the top five important attributes for the two surveys are summarised in the table below.

Comparison of Top Five Important job/employer attributes between 2006 and 2007

| 2007 Results | | | 2006 Results | | |
|--|---------------------------------------|--------------------------|--|---------------------------------------|--------------------------|
| Working Conditions Statement | Mean Importance Score (Scale = 1 – 5) | 2006 Ranking (out of 46) | Working Conditions Statement | Mean Importance Score (Scale = 1 – 5) | 2007 Ranking (out of 46) |
| Career development opportunities | 4.40 | 2 | Opportunity to learn new things | 4.41 | 4 |
| Job allows you to have a work-life balance | 4.39 | 7 | Career development opportunities | 4.30 | 1 |
| Job allows you to use your skills, knowledge and ability | 4.36 | 3 | Job allows you to use your skills, knowledge & ability | 4.26 | 3 |
| Opportunity to learn new things | 4.34 | 1 | Respect for individuals and their differences | 4.26 | 15 |
| Clear avenues for career advancement | 4.28 | 14 | Openness in communication | 4.22 | 18 |

The table shows that graduates who are currently working for the SA Public Sector place greater importance on attributes related to career development and progression. These attributes are also important for those who are intending to work for the SA Public Sector (participants in the 2006 survey), however, this group places relatively higher importance on the cultural aspects of the workplace. For instance 'respect for individuals and their differences' was fourth most important for 2006 participants, whereas it was 15th most important for 2007 participants.

Graduate Employer of Choice Survey 2007

4.1.2 Performance of the SA Public Sector on the Job/Employer Attributes

Graduates were also asked to rate their perceptions of the SA Public Sector's performance on the list of 46 job/employer attributes.

The five attributes with which the graduates are most satisfied are:

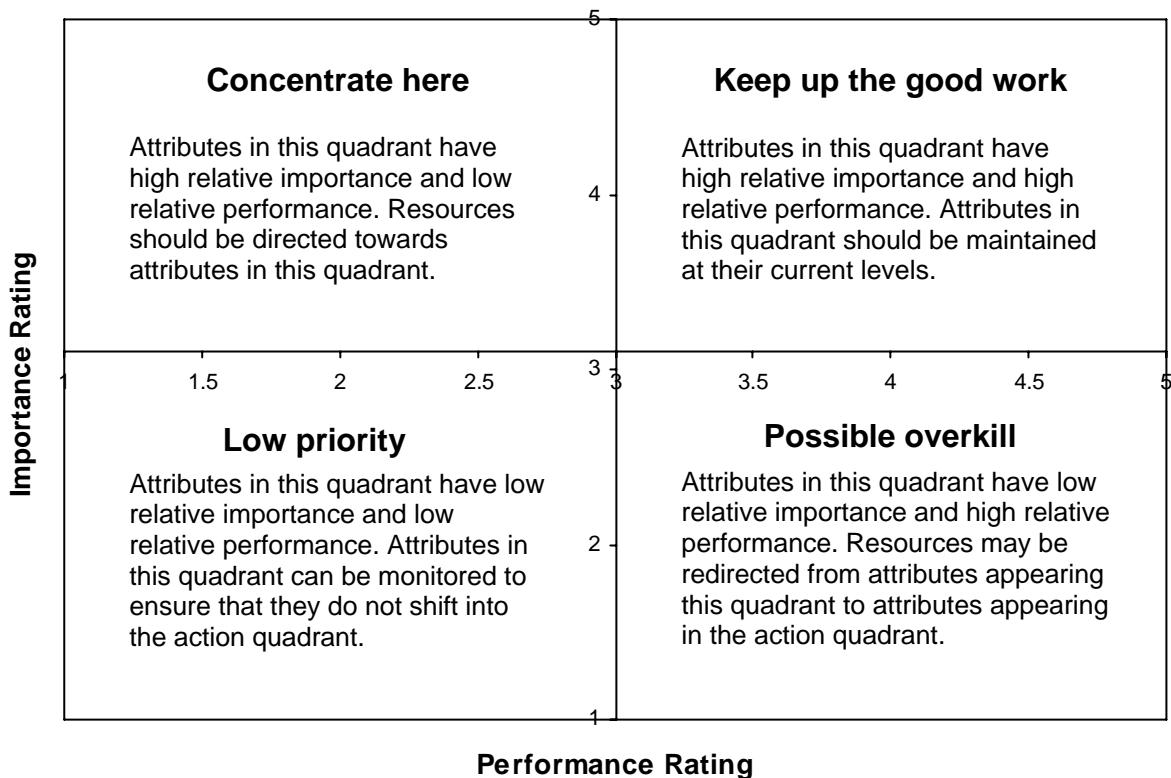
- Where you work – geographic location
- Job allows you to have a work-life balance
- Offers flexible working arrangements
- Freedom and autonomy to organise your own work
- Good occupational health and safety systems

The five attributes with which graduates are least satisfied are:

- Clear avenues for career advancement
- Opportunities for promotion based on merit
- Performance based salary
- Reward based on performance
- Minimal red tape and bureaucracy

4.1.3 Implications for improving performance

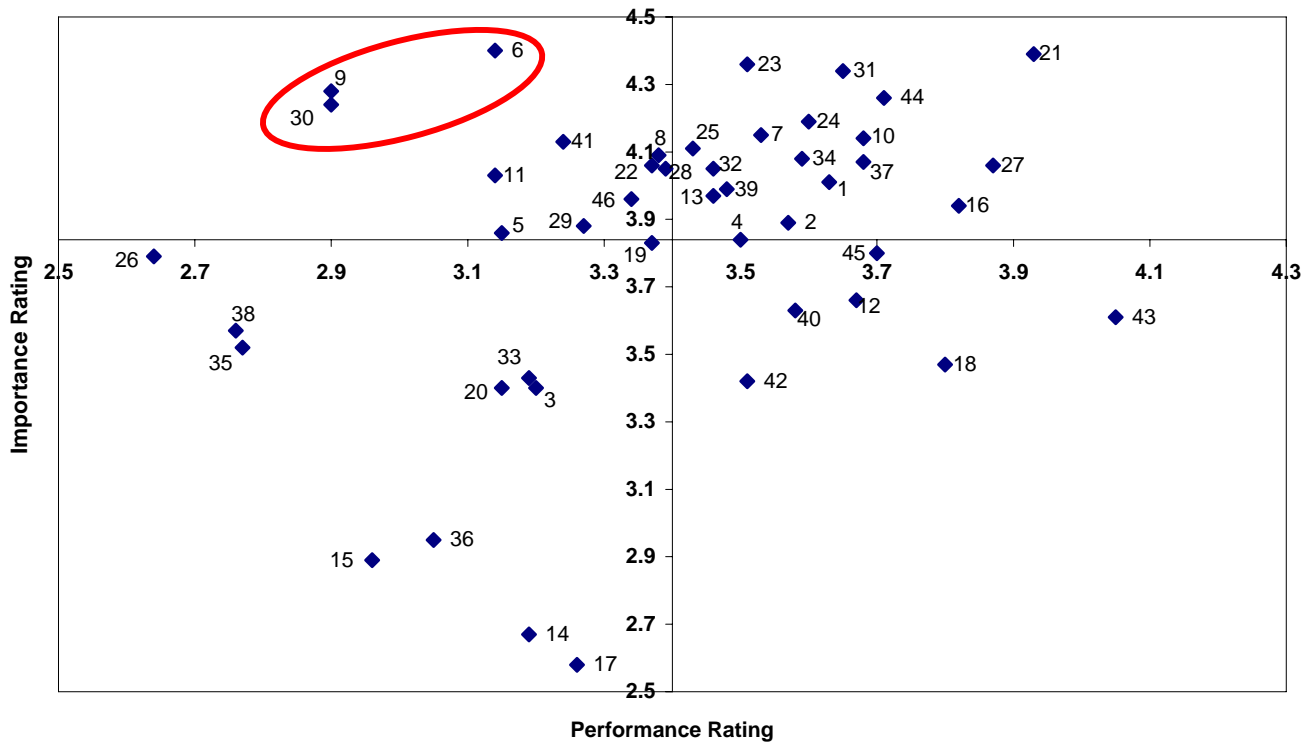
Importance-Performance analysis was conducted. This identifies areas requiring attention for the improvement of graduate perceptions of the SA Public Sector as an employer of choice. The analysis combines the importance and satisfaction ratings for each of the 46 job/employer attributes and presents the information in an easily interpretable format, resulting in an Importance-Performance Map (IP Map). The IP Map places each attribute into one of four quadrants⁶. These are summarised in the following figure with an explanation of each quadrant.



⁶ Martilla, J.A. & James, J.C. (1977). Importance-Performance Analysis. *Journal of Marketing*, 41(1), pp.77-79.

Graduate Employer of Choice Survey 2007

Importance-Performance Map of Graduate Ratings of Job/Employer Attributes



| | | | | | |
|----|--|----|--|----|--|
| 1 | A variety of tasks and activities | 17 | Frequent social events (eg Friday night drinks) | 33 | Organisation has strong positive 'brand'/reputation with customers |
| 2 | Acceptable time pressure and work demands | 18 | Good occupational health and safety systems | 34 | Organisation with high ethical standards |
| 3 | Access to cutting edge technology | 19 | Individual recognition for your own work | 35 | Performance based salary |
| 4 | Being able to make important decisions about your work | 20 | Inspiring organisational vision and mission | 36 | Public recognition for your expertise |
| 5 | Being clear about how your performance is measured | 21 | Job allows you to have a work-life balance | 37 | Respect for individuals and their differences |
| 6 | Career development opportunities | 22 | Job allows you to make a difference | 38 | Reward based on performance |
| 7 | Challenging work | 23 | Job allows you to use your skills, knowledge and ability | 39 | See the results of my work |
| 8 | Clear about job expectations/role in organisation | 24 | Job security | 40 | Sense of family and belonging within the work team |
| 9 | Clear avenues for career advancement | 25 | Manager who inspires by his/her behaviour and performance | 41 | Strong management and clear leadership |
| 10 | Cohesive work team | 26 | Minimal red tape and bureaucracy | 42 | The physical work environment |
| 11 | Competitive salary and benefits | 27 | Offers flexible working arrangements (eg job share, working from home, flexible hours) | 43 | Where you work - geographic location |
| 12 | Culturally inclusive work environment | 28 | Openness in communication | 44 | Working with a boss you like and respect |
| 13 | Culture of mutual trust | 29 | Opportunities for creativity and innovation | 45 | Working with talented colleagues |
| 14 | Exerting influence over others | 30 | Opportunities for promotion based on merit | 46 | Your input being sought and considered in decision making |
| 15 | Flat organisational structure/little hierarchy | 31 | Opportunity to learn new things | | |
| 16 | Freedom and autonomy to organise your own work | 32 | Opportunity to work with experts in your field | | |

□ Attributes in the 'Keep up the good work' quadrant

□ Attributes in the 'Concentrate here' quadrant

Graduate Employer of Choice Survey 2007

The IP Map identifies a number of areas that the public sector can improve upon. In particular, the results suggest that agencies should place greater emphasis on career development opportunities as these attributes have the relatively high importance ratings and relatively low performance ratings. The IP-Map also shows a number of SA Public Sector strengths. The relative high performance and high importance of attributes relating to work-life balance suggest that the SA Public Sector should continue to emphasise this aspect.

4.1.4 Comparison of the SA Public Sector with other sectors of employment – graduate perceptions

Graduates were asked to identify which sector they believe are best able to offer specific job/employer attributes from a list of 17 attributes.

The SA Public Sector was seen as being best able to offer:

- Equal employment opportunity (89%)
- Job Security (87%)
- Flexible working arrangements (86%)
- Work-life balance (85%)
- A safe place to work and a health work environment (84%)
- An ethical workforce (68%)
- An opportunity to give back to the community/state (49%)

The private sector was seen as being best able to offer:

- Reward for performance (85%)
- Performance based salary (85%)
- Competitive salaries and benefits (81%)
- Promotion based on merit (73%)
- Opportunity to work with experts in your field (60%)
- Career options and pathways (55%)
- Career development opportunity (52%)
- Public recognition for your expertise (42%)
- Interesting work (37%)

The results suggest that graduates perceive the SA Public Sector as being able to offer better workplace conditions, such as job security, work-life balance, and a safe working environment. In contrast, the private sector is perceived as being able to offer better financial rewards and career opportunities.

Graduate Employer of Choice Survey 2007

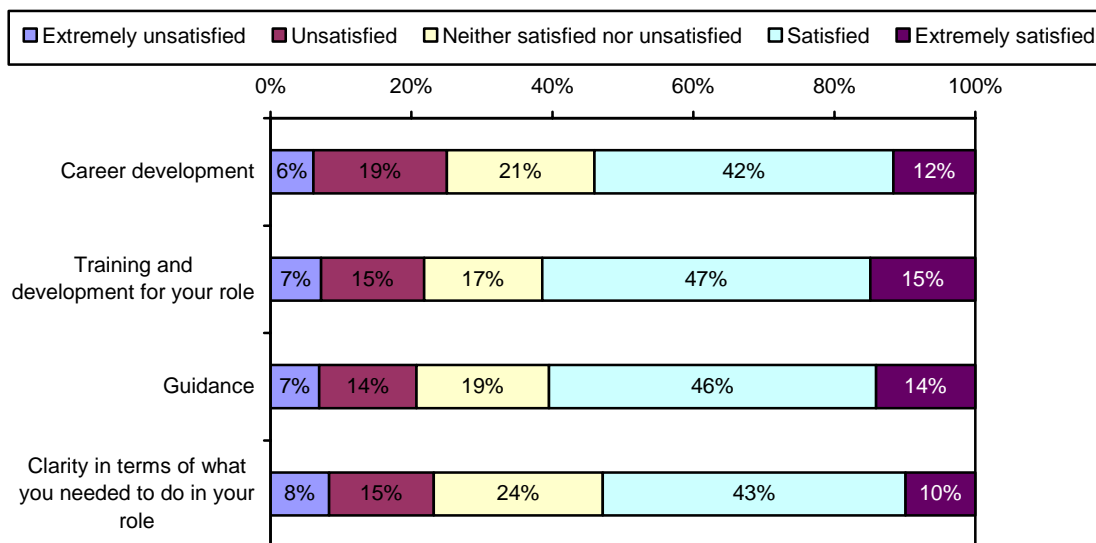
Comparison of graduates perceptions of SA Public Sector and Private Sector between 2006 and 2007

| | SA Public Sector 2006 | Private Sector 2006 | SA Public Sector 2007 | Private Sector 2007 |
|---|----------------------------------|--------------------------------|----------------------------------|--------------------------------|
| Competitive salaries and benefits | 24% | 58% | 16% | 81% |
| Career development opportunity | 77% | 19% | 43% | 52% |
| Career options and pathways | 77% | 17% | 41% | 55% |
| Job security | 85% | 4% | 87% | 5% |
| Interesting work | 54% | 23% | 35% | 37% |
| An opportunity to give back to the community/state | 57% | 2% | 49% | 3% |
| A safe place to work and a healthy work environment | 86% | 4% | 84% | 4% |
| An ethical workforce | 70% | 4% | 68% | 4% |
| Equal employment opportunity | 83% | 3% | 89% | 2% |
| Flexible working arrangements (i.e. part time, flexible hours) | 67% | 8% | 86% | 1% |
| Reward for performance | 38% | 48% | 6% | 85% |
| Promotion based on merit | 57% | 36% | 20% | 73% |
| Personal job satisfaction | 49% | 13% | 26% | 22% |
| Public recognition for your expertise | 63% | 18% | 26% | 42% |
| Opportunity to work with experts in your field | 62% | 33% | 35% | 60% |
| Performance based salary | 34% | 56% | 6% | 85% |
| Work-life balance | 80% | 4% | 85% | 2% |

A comparison of the 2007 and 2006 survey results identifies a number of differences between those who want to work for the SA Public Sector and those who are currently working for the SA Public Sector. The comparison demonstrates that those who have worked in the SA Public Sector have a more positive view of the private sector than those wanting to work for the public sector. In interpreting these results, it should be noted that the samples between the 2006 and 2007 survey are not the same, hence direct comparisons cannot be made. Nevertheless, the results do provide some indicative trends.

Graduate Employer of Choice Survey 2007

4.1.5 Graduate experiences of support from line/direct managers



Graduates were asked to rate their satisfaction with the level of support that they received from their line/direct manager during their graduate year. In general, graduates were satisfied with the level of support received from line/direct managers during the graduate year. Graduates were most satisfied with the support they received in terms of their training and development (15% extremely satisfied, 47% satisfied).

The results show, however, that at least one in five graduates were not satisfied with the support they received across the different aspects of manager support. This suggests that further improvements can be made to the line/direct manager support provided to graduates during their graduate year. Specifically, appropriate performance management should provide opportunities to discuss career development and training, guidance, and make clear to graduates their role. Training for managers could also be investigated as a mechanism for improving the experience of graduates.

Graduates were given the opportunity to provide further comments about the support they received in their initial graduate year. A mixed picture emerged of the level of support received. The differences in the experiences of graduates may be reflective of the differences in the way that graduates are utilised and viewed in the SA Public Sector.

For instance one graduate stated that:

'I think I was fortunate enough to have a manager focused on development, succession planning and the importance of youth within the Public Sector.'

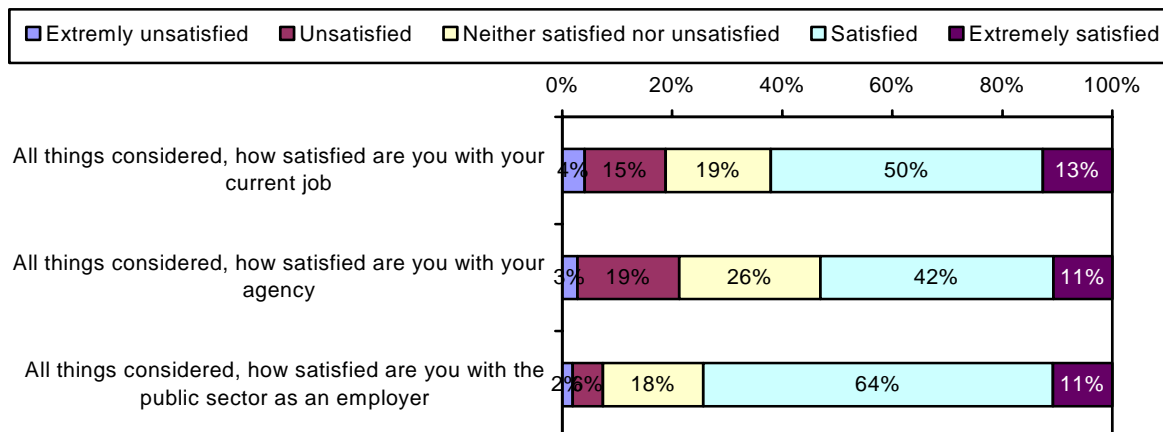
In contrast, another graduate described that:

'the section that hired me appeared to have agreed to a graduate position on a whim, and had no concept what work they wanted me to do or how they saw me fitting into the existing work structures of the department. I was given very little work and was unsure who I was reporting to. As I had very little work there was limited opportunity to experience things for the purposes of career development. There was also very little training given specific to the department and the section in which I was employed.'

Graduate Employer of Choice Survey 2007

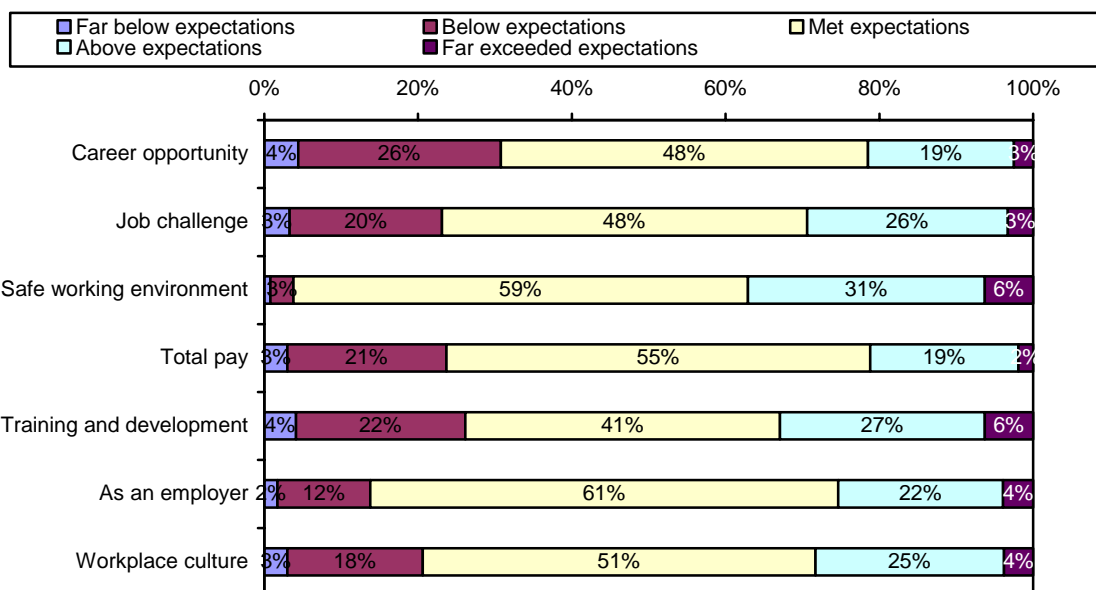
4.2 Job satisfaction and expectations

4.2.1 Graduate job satisfaction



Graduates were asked to rate their satisfaction with their current job, their agency and the public sector as an employer. Results show that 63% of graduates are satisfied or extremely satisfied with their current job, whilst 53% are satisfied or extremely satisfied with their agency. 75% of graduates are satisfied with the public sector as an employer, which represents the highest level of satisfaction for the above statements. The results suggest that graduates make a distinction between their own agency and the SA Public Sector as a whole.

4.2.2 Graduate expectations

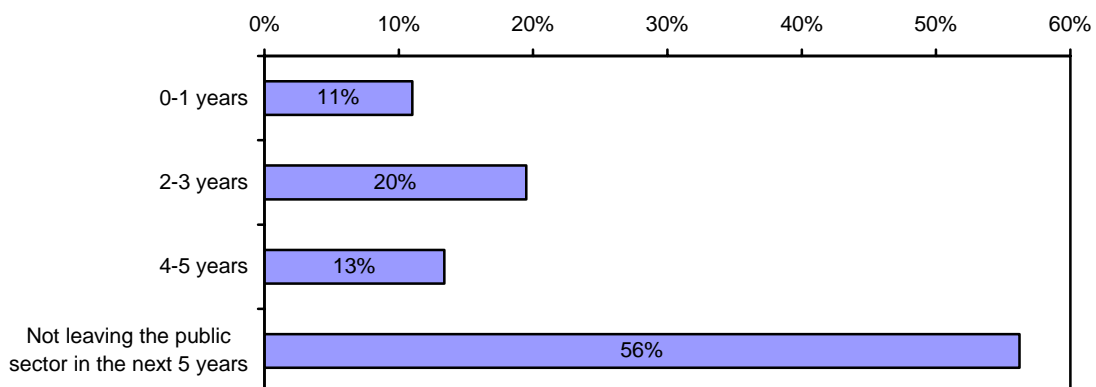


Graduates were asked to identify whether their expectations on a number of attributes had been met by the public sector. The results show that the majority of graduates have had their expectations met or exceeded by the SA Public Sector in terms of a 'safe working environment' (96%), and 'as an employer' (87%). Graduate expectations of 'career opportunity' were not met as well by the SA Public Sector and this was the lowest rating of the expectations having been met. This finding is consistent with graduates citing 'Lack of career/promotional opportunities' as the most common reason indicated for intending to leave the SA Public Sector (see page 20).

Graduate Employer of Choice Survey 2007

4.3 Intention to leave

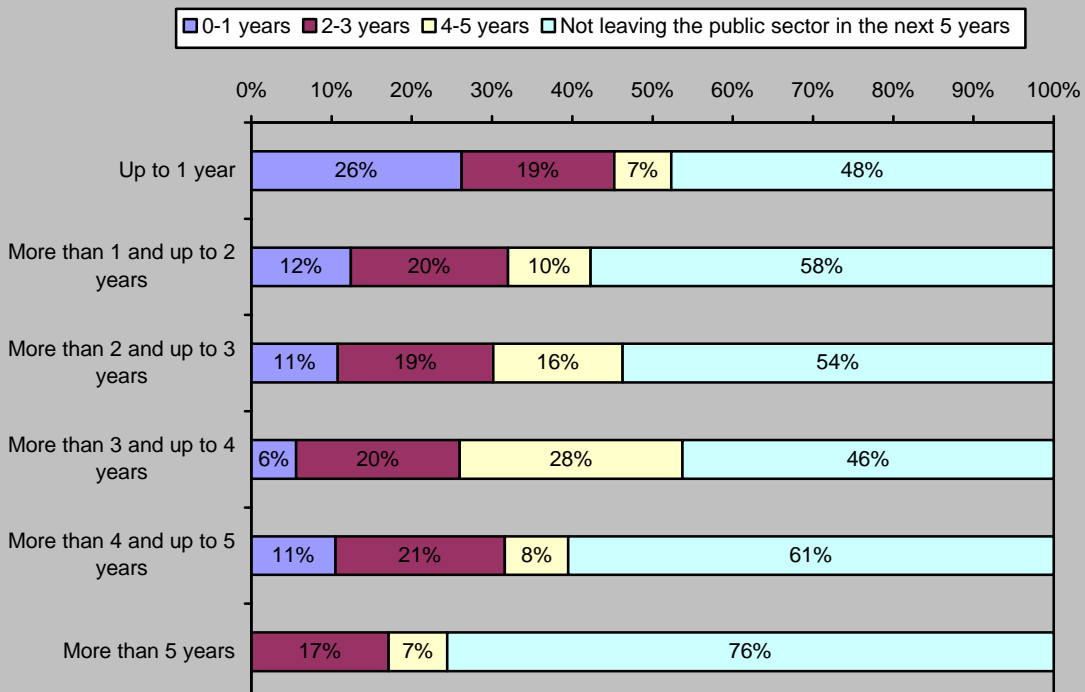
4.3.1 Graduates intention to leave the SA Public Sector



Graduates were asked to identify their likelihood of leaving the SA Public Sector in the next five years. A significant number of graduates (44%) report that they are intending to leave the SA Public Sector in the next 5 years. It is important to note that this question relates to leaving the SA Public Sector and not just an individual agency.

Further Analysis

Graduates intention to leave by length of service



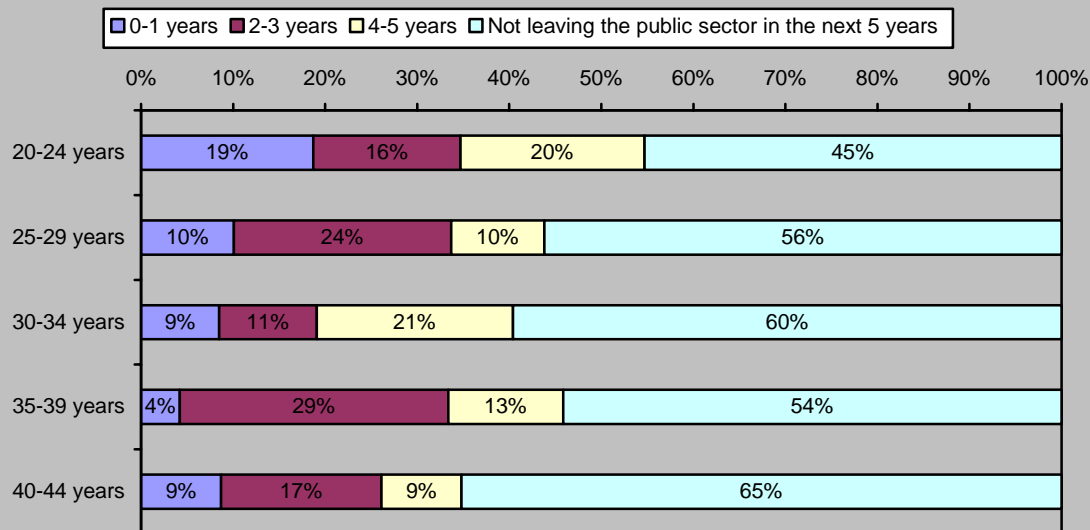
Intention to leave was investigated by length of service. For those who have been working in the SA Public Sector for up to 1 year, 26% are planning to leave in the next year. This might be explained in part by the higher number of contract employees in this group (see Appendix 1) where contracts may not be renewed.

Of those who have been working for more than 5 years in the SA Public Sector, 76% are not planning to leave in the next five years, and for this group there are no respondents that are planning to leave in the next year.

Graduate Employer of Choice Survey 2007

Further Analysis

Graduates intention to leave by age group



*Note: The results for the following age groups were not reported due to small sample size: 45-49 years, 50-54 years, 55-59 years

Intention to leave was also investigated in terms of age group. The results show that a majority of 20-24 year olds (55%) are intending to leave the SA Public Sector in the next 5 years, with 19% intending to leave in the next 12 months.

Further Analysis

Graduate intention to leave by job satisfaction

| | | <i>Extremely unsatisfied</i> | <i>Unsatisfied</i> | <i>Neither satisfied nor unsatisfied</i> | <i>Satisfied</i> | <i>Extremely satisfied</i> |
|---|------------------------|------------------------------|--------------------|--|------------------|----------------------------|
| Your current job | Intending to leave | 8% | 25% | 23% | 39% | 6% |
| | Not intending to leave | 2% | 7% | 17% | 58% | 17% |
| Your agency | Intending to leave | 4% | 33% | 26% | 31% | 5% |
| | Not intending to leave | 2% | 7% | 26% | 51% | 15% |
| The public sector as an employer | Intending to leave | 4% | 11% | 30% | 51% | 3% |
| | Not intending to leave | 0% | 1% | 9% | 73% | 17% |

Graduates who are intending to leave the SA Public Sector in the next five years report lower levels of satisfaction across all job satisfaction statements investigated.

The largest difference between those intending to leave versus those who are not intending to leave is observed in satisfaction with the public sector as an employer (54% overall satisfaction and 90% overall satisfaction respectively).

Graduate Employer of Choice Survey 2007

Further Analysis

Graduate intention to leave by expectations

| | | <i>Far below expectations</i> | <i>Below expectations</i> | <i>Met expectations</i> | <i>Above expectations</i> | <i>Far exceeded expectations</i> |
|---------------------------------|------------------------|-------------------------------|---------------------------|-------------------------|---------------------------|----------------------------------|
| Career opportunity | Intending to leave | 8% | 38% | 41% | 13% | 1% |
| | Not intending to leave | 2% | 18% | 53% | 24% | 4% |
| Job challenge | Intending to leave | 7% | 26% | 47% | 18% | 3% |
| | Not intending to leave | 1% | 15% | 48% | 32% | 4% |
| Safe working environment | Intending to leave | 2% | 3% | 60% | 30% | 6% |
| | Not intending to leave | 0% | 3% | 58% | 31% | 7% |
| Total pay | Intending to leave | 4% | 26% | 54% | 15% | 1% |
| | Not intending to leave | 2% | 16% | 56% | 23% | 3% |
| Training and development | Intending to leave | 6% | 26% | 42% | 21% | 5% |
| | Not intending to leave | 3% | 19% | 40% | 31% | 7% |
| As an employer | Intending to leave | 3% | 23% | 58% | 14% | 2% |
| | Not intending to leave | 1% | 3% | 64% | 27% | 5% |
| Workplace culture | Intending to leave | 5% | 28% | 46% | 18% | 4% |
| | Not intending to leave | 2% | 10% | 55% | 30% | 4% |

Graduates intending to leave the public sector in the next five years are generally less likely to report having their expectations met across a range of attributes; career opportunity, job challenge, total pay, training and development, workplace culture and public sector as an employer.

46% of those intending to leave report that the public sector has not met their expectations in terms of providing career opportunities (38% below expectations, 8% far below expectations). In contrast only 20% of those who are not intending to leave reported that the public sector has not met their expectations in terms of providing career opportunities (18% below expectations, 2% far below expectations).

Graduate Employer of Choice Survey 2007

Further Analysis

Graduate intention to leave by experiences of support from their line/direct manager

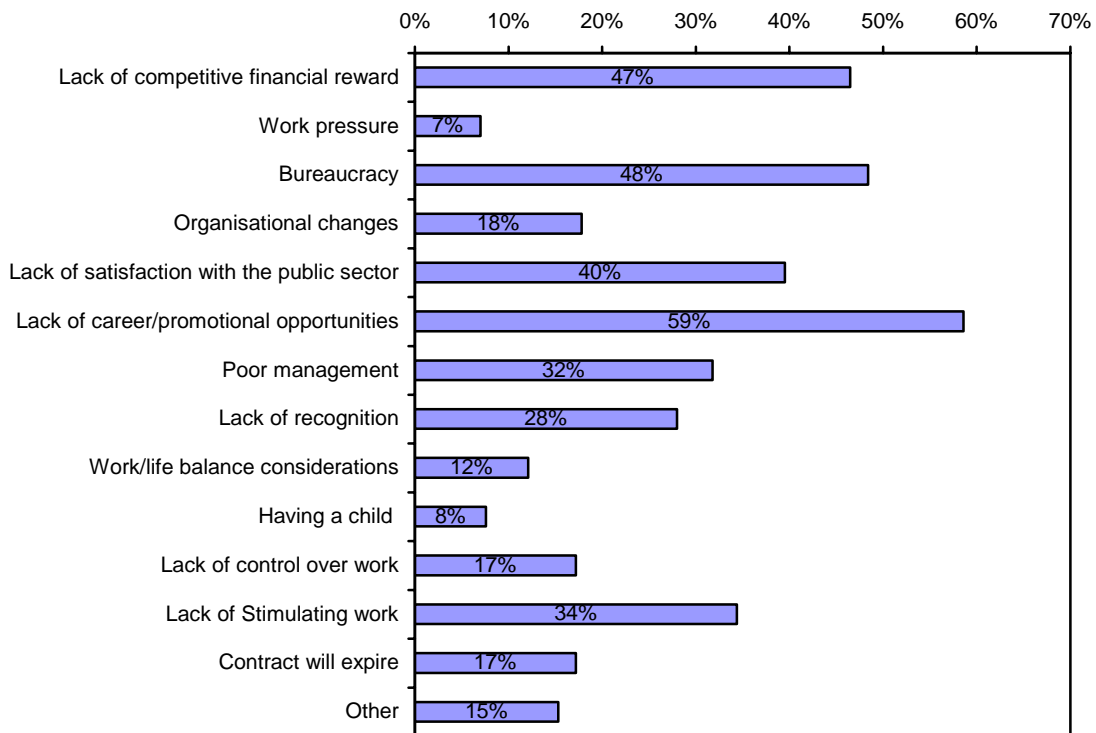
| | | <i>Extremely unsatisfied</i> | <i>Unsatisfied</i> | <i>Neither Satisfied nor Unsatisfied</i> | <i>Satisfied</i> | <i>Extremely Satisfied</i> |
|---|------------------------------|----------------------------------|--------------------|--|------------------|--------------------------------|
| Career development | Intending to leave | 8% | 23% | 25% | 35% | 9% |
| | Not intending to leave | 5% | 16% | 18% | 48% | 13% |
| Training and development for your role | Intending to leave | 8% | 17% | 20% | 47% | 9% |
| | Not intending to leave | 7% | 13% | 15% | 47% | 19% |
| Guidance | Intending to leave | 9% | 16% | 19% | 43% | 13% |
| | Not intending to leave | 5% | 12% | 19% | 49% | 15% |
| Clarity in terms of what you needed to do in your role | Intending to leave | 10% | 18% | 25% | 40% | 8% |
| | Not intending to leave | 7% | 13% | 24% | 45% | 12% |

The level of satisfaction with support received from their line/direct manager was investigated for differences between those who are intending to leave in the next five years versus those who are not intending to leave in the next five years. The results show a general trend of lower levels of satisfaction with the support received from line/direct managers for those who are intending leave compared to those who are not intending to leave.

The main difference between the two groups however, lies in career development. 44% of those intending to leave, compared to 61% of those not intending to leave, reported that they are satisfied or extremely satisfied with the support received in terms of career development.

Graduate Employer of Choice Survey 2007

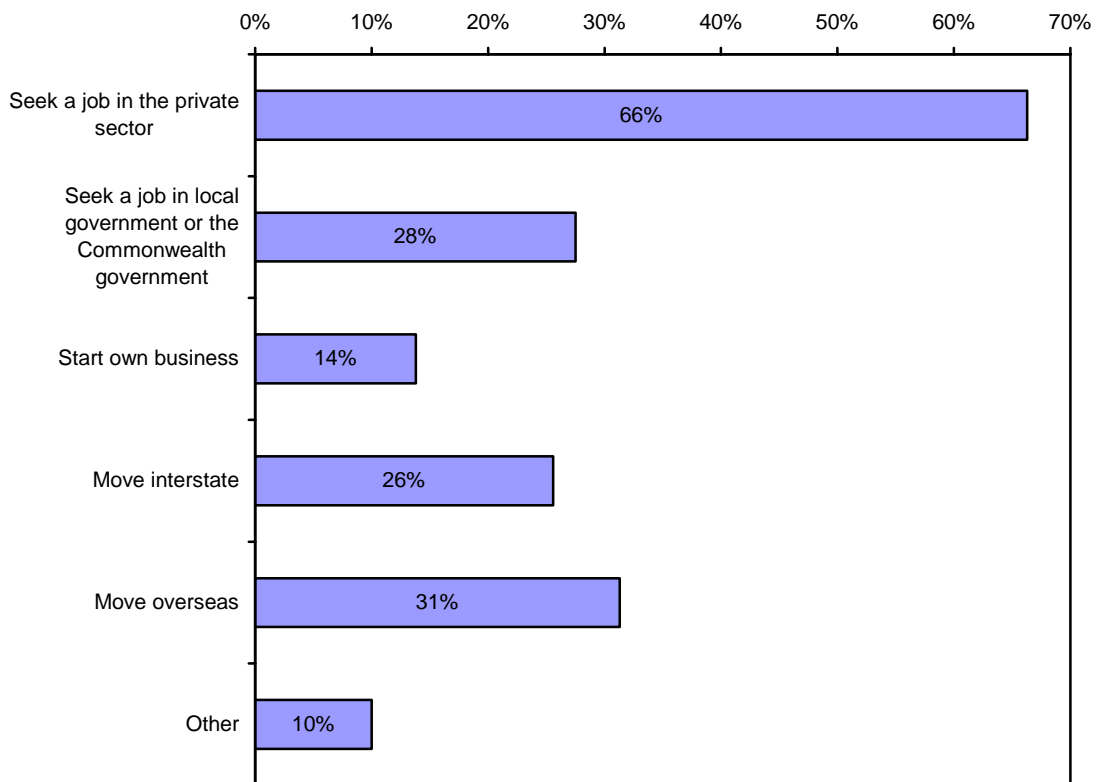
4.3.2 Factors impacting on graduates decision to leave the SA Public Sector



Graduates were asked to identify reasons that impacted on their decision to leave. A lack of career/promotional opportunities is the main reason impacting on graduates' decision to leave the SA Public Sector in the next five years (59%). Other significant reasons for leaving were bureaucracy (48%) and lack of competitive financial reward (47%).

Graduate Employer of Choice Survey 2007

4.3.3 Graduates' plans after leaving the SA Public Sector



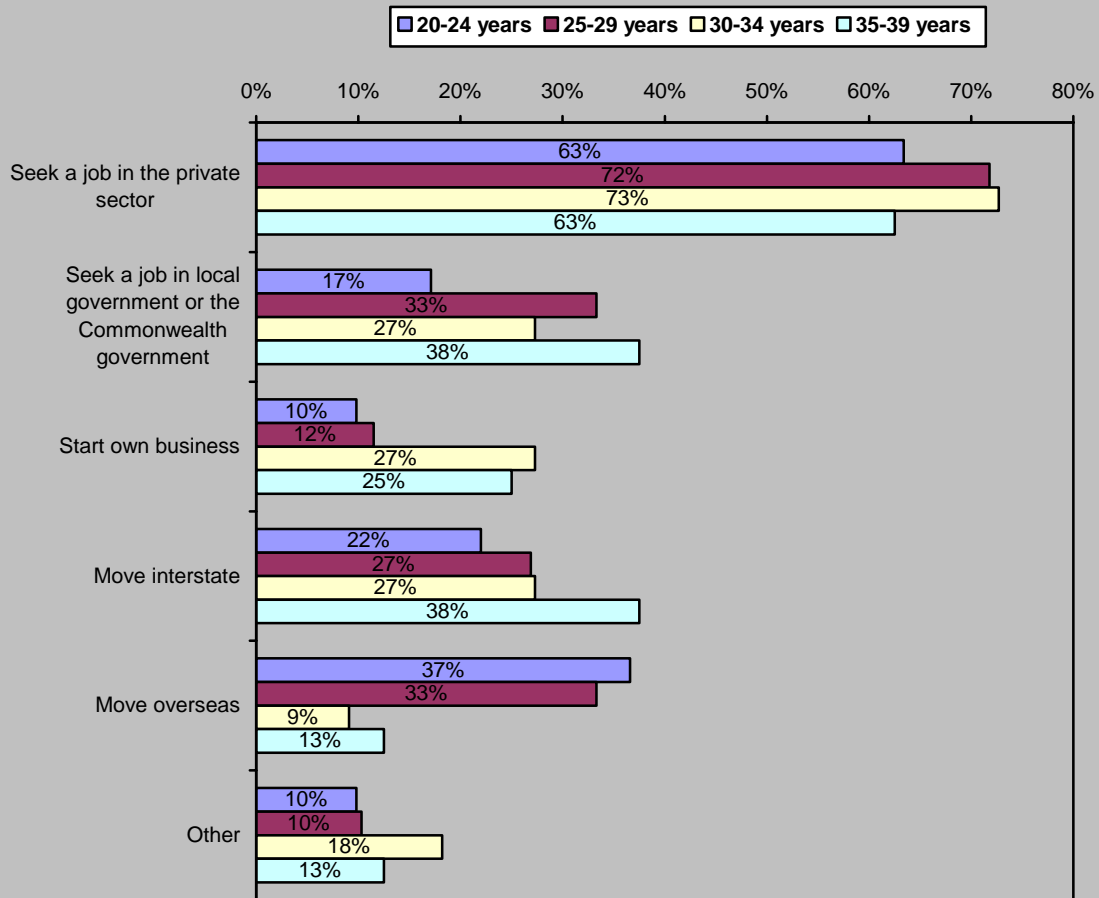
Graduates who reported that they are intending to leave the SA Public Sector in the next 5 years were asked to identify their plans after leaving. 66% of these graduates intend to seek a job in the private sector, followed by 31% reporting that they plan to move overseas. This result clearly shows that the private sector is the main competitor for graduates. It is not surprising that the majority of those intending to leave are planning to seek employment in the private sector. Graduates, according to this research, perceive the private sector as the best sector for career development opportunities and a lack of career and promotional opportunities is the main reason impacting on graduates' decision to leave (see pg 13 & 20).

This finding further highlights the need for the SA Public Sector to explore creative strategies to address the career aspirations of graduates in order to retain them as employees.

Graduate Employer of Choice Survey 2007

Further Analysis

Graduate plans after leaving the SA Public Sector by age group

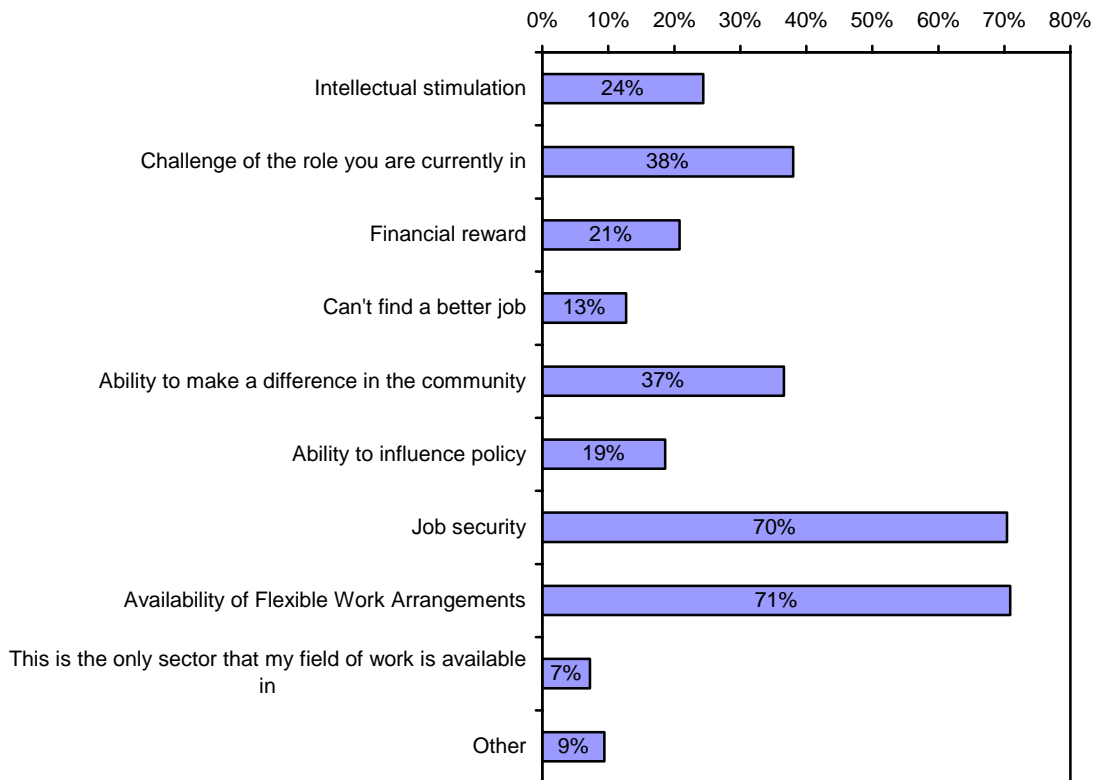


*Note: The results for the following age groups were not reported due to small sample size: 40-44 years, 45-49 years, 50-54 years, 55-59 years

Across the age groups, graduates most commonly plan to seek a job in the private sector after they leave the SA Public Sector. Approximately one third of those aged between 20-24 (37%) and 25-29 (33%) indicated that they plan to move overseas, whereas a similar proportion of those aged between 35-39 plan to move interstate (38%).

Graduate Employer of Choice Survey 2007

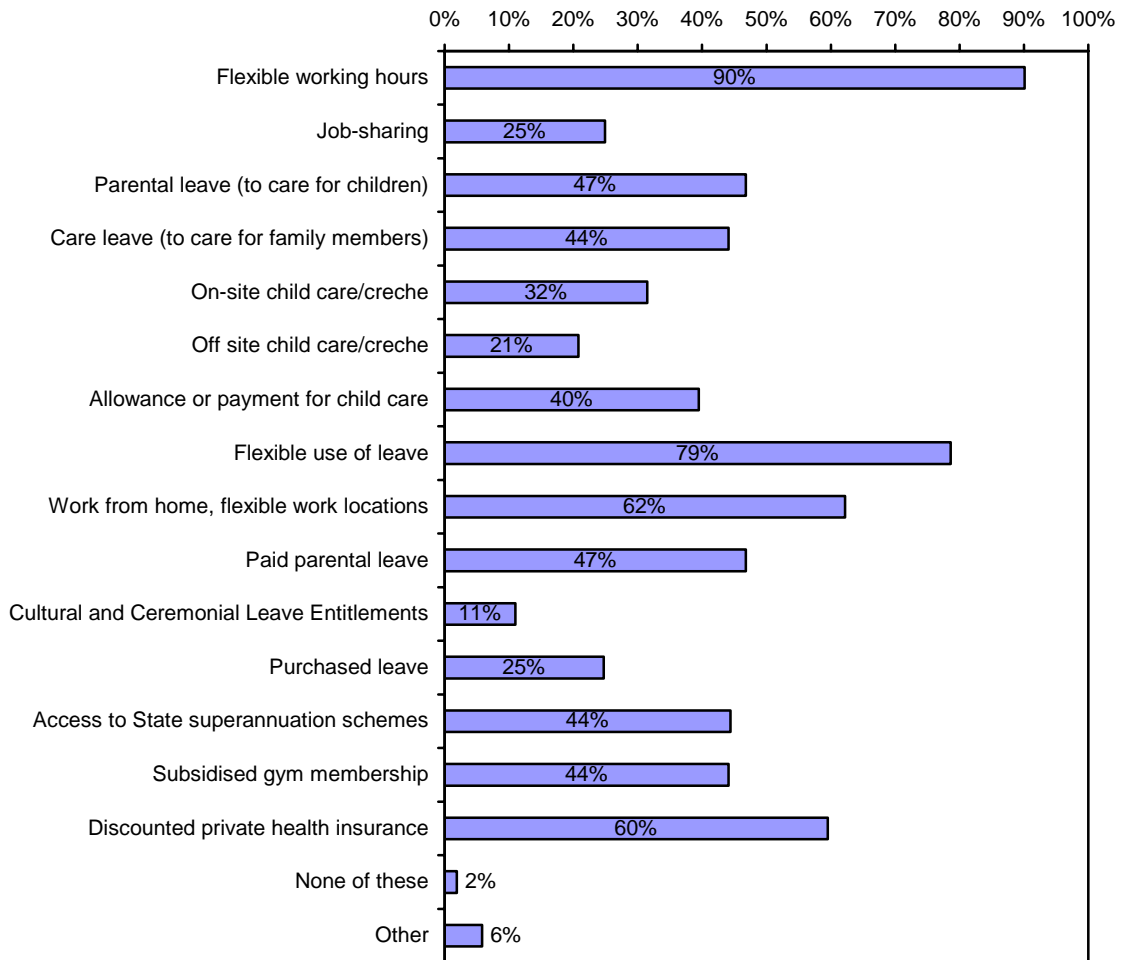
4.3.4 Factors motivating graduates to remain in the SA Public Sector



Graduates were asked what factors motivate them to remain in the SA Public Sector. Most commonly, graduates are motivated to remain in the SA Public Sector by 'availability of flexible work arrangements' (71%) and 'job security' (70%). These two attributes appear to be strongly associated with the SA Public Sector and are also rated by graduates as being important in a job or employer.

Graduate Employer of Choice Survey 2007

4.3.5 The 'Work/Life Balance' policies/practices that would impact on the attraction and retention of graduates



90% of graduates report that having 'flexible working hours' would encourage them to work for, or remain in, an organisation, followed by 'flexible use of leave' (79%) and 'work from home, flexible work locations' (62%).

Interestingly, 60% of graduates also indicated that having discounted private health insurance would also encourage them to work for or remain in an organisation. A similar percentage of graduates in the 2006 survey also indicated that discounted private health insurance would encourage them to work for, or remain in, an organisation (58%).

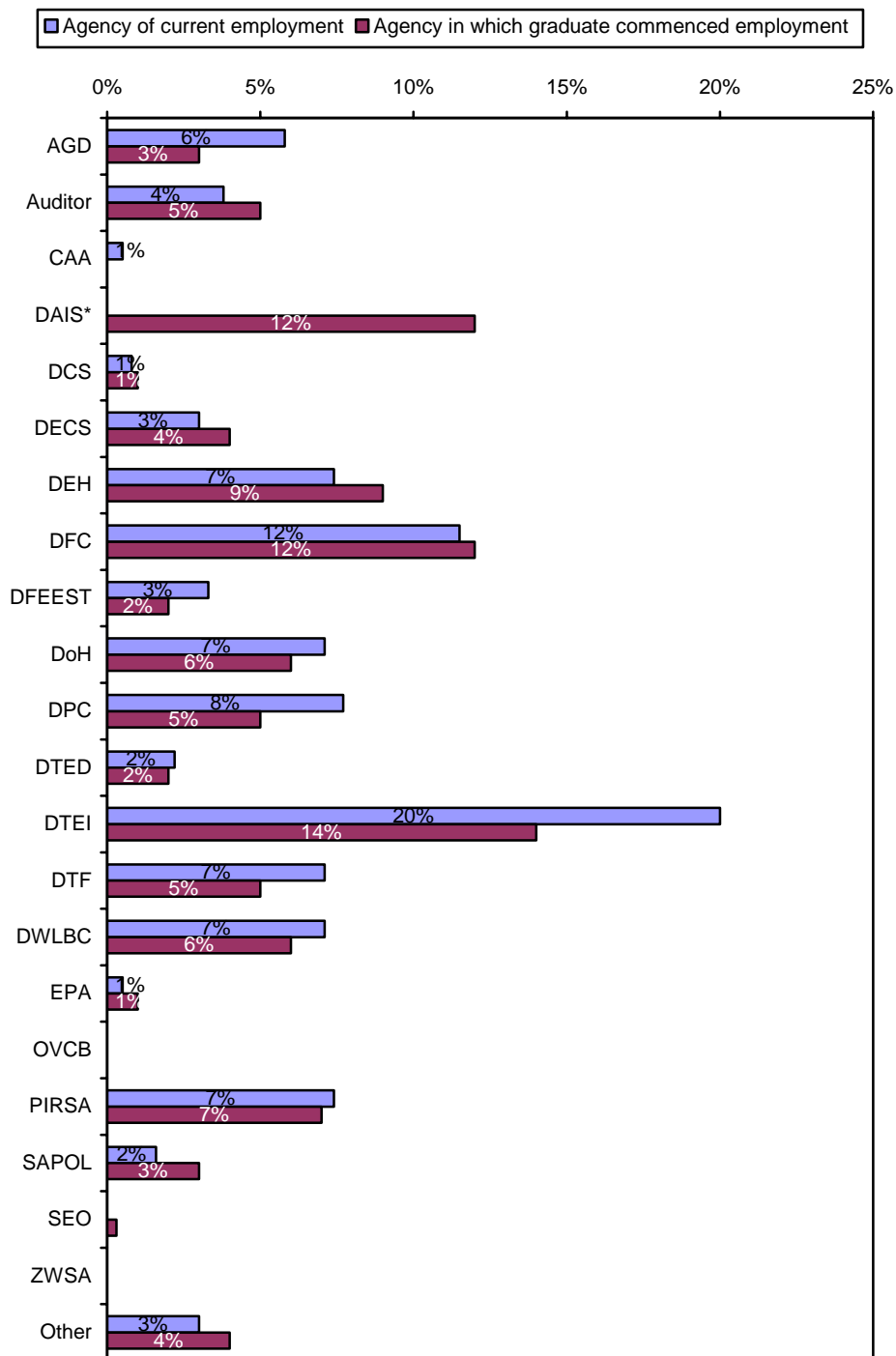
Graduate Employer of Choice Survey 2007

Appendix 1

A.1 Demographics

Q1. In which agency are you currently employed? (Single Response. Sample size: n = 365)

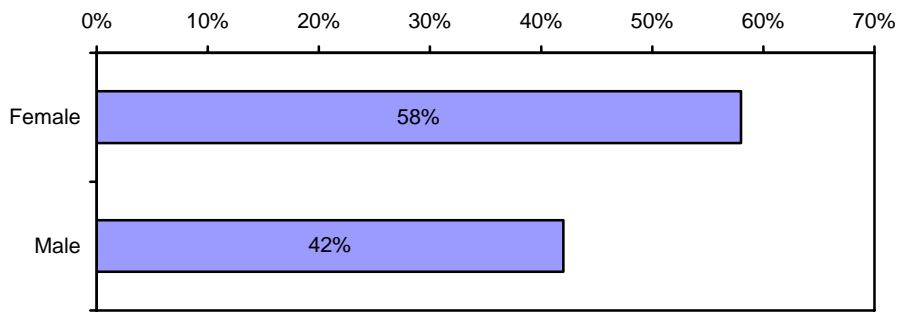
Q2. In which agency did you commence employment with the SA Public Sector? (Single Response. Sample size: n=365)



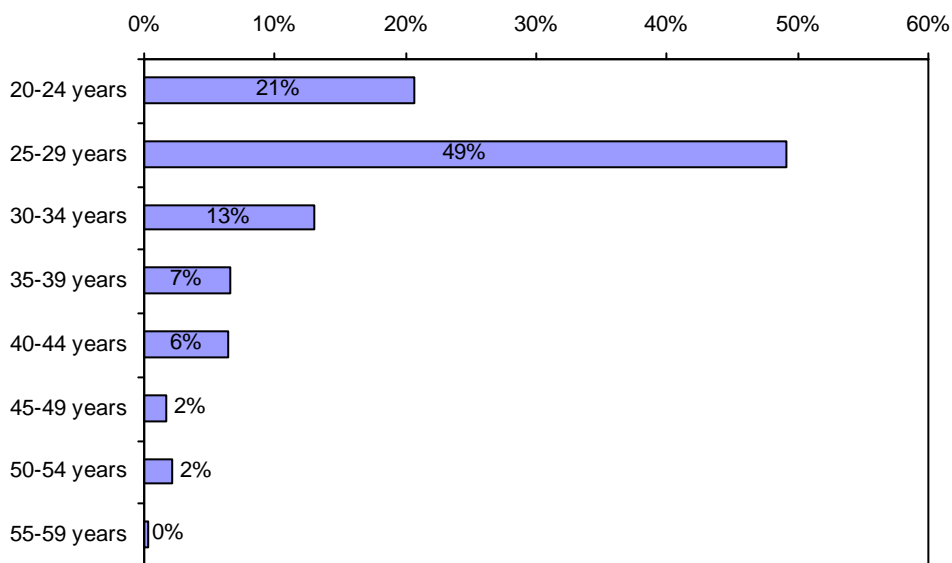
*The Department for Administrative and Information Services (DAIS) was abolished in October 2006. It is likely that graduates that commenced with DAIS would have moved to DTEI, DTF, and DPC.

Graduate Employer of Choice Survey 2007

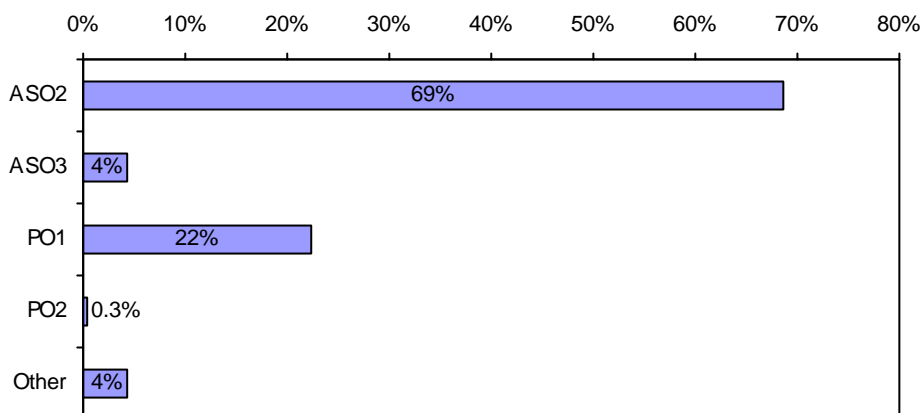
Q4. What is your gender? (Single Response. Sample size: n = 364)



Q44. In which age category do you belong? (Single Response. Sample size: n = 362)

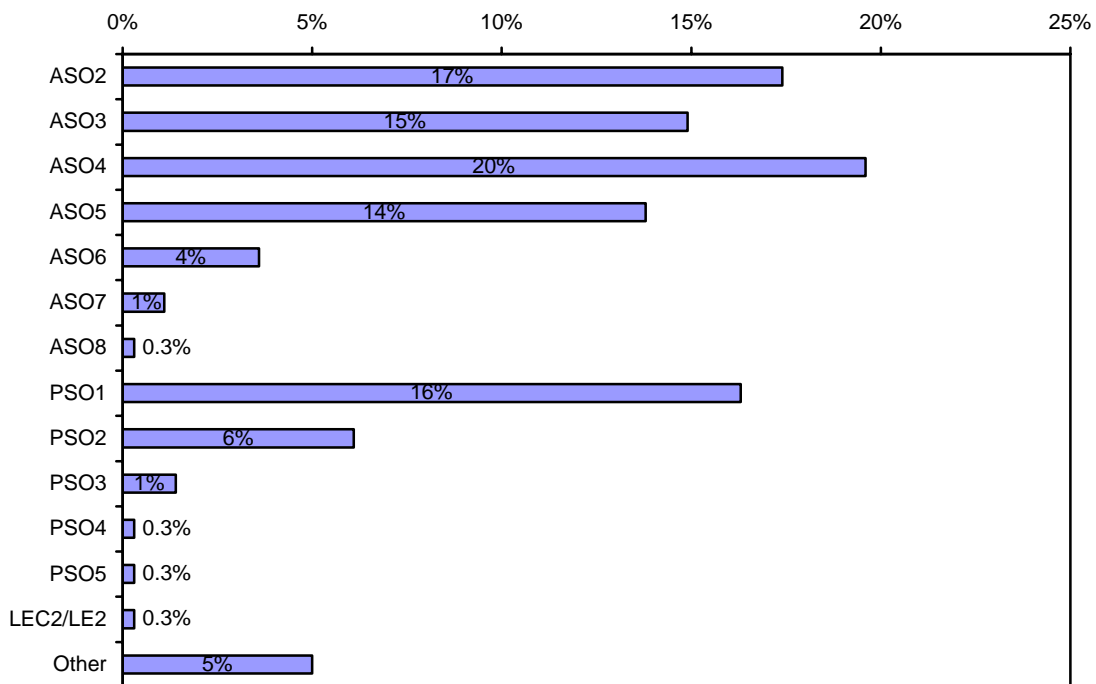


Q6. Which classification did you commence employment at? (Single Response. Sample Size: n = 363)

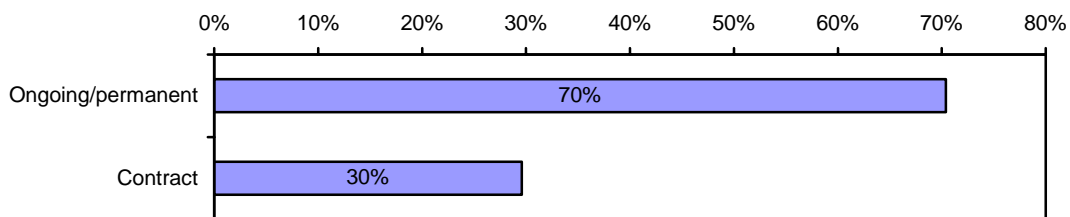


Graduate Employer of Choice Survey 2007

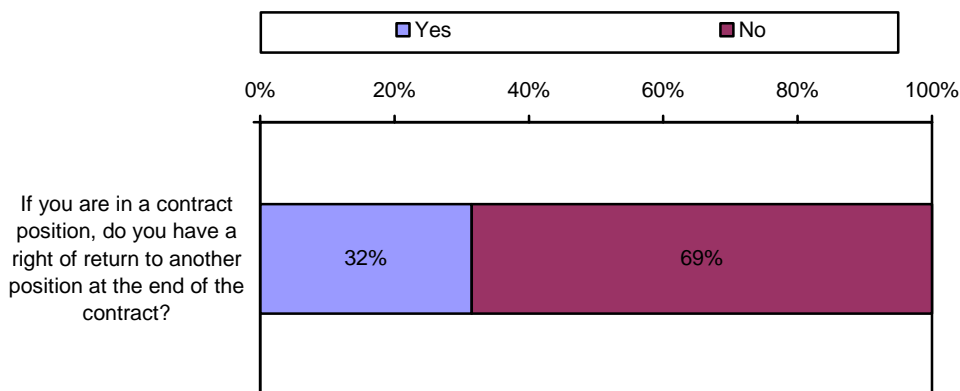
Q5. What is the classification of your current role? (Single Response. Sample Size: n = 363)



Q37. What is the employment type of your current position? (Single Response. Sample Size: n = 365)

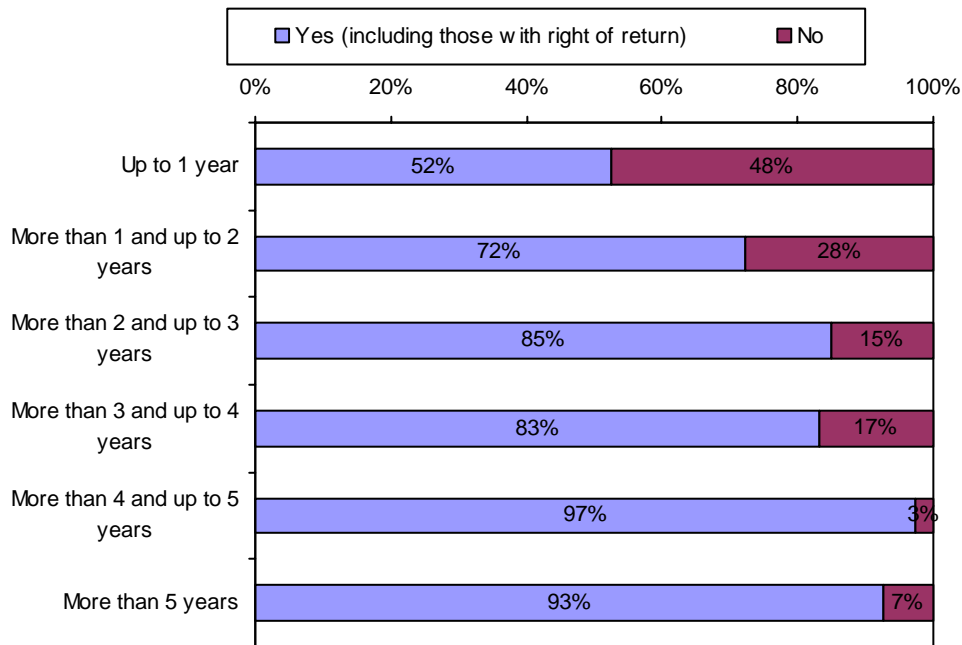


Q38. If you are in a contract position, do you have a right of return to another position at the end of the contract? (Single Response. Sample Size: n = 108)



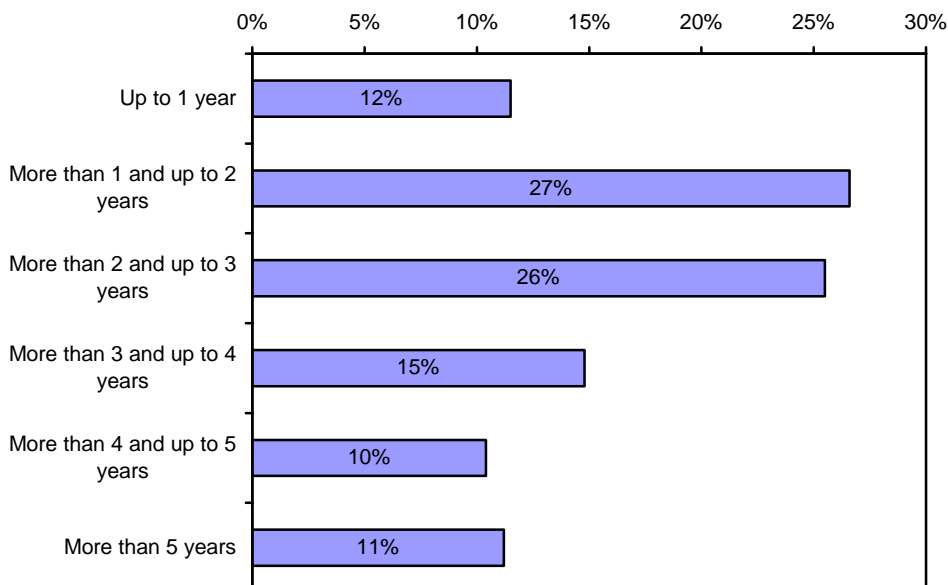
Graduate Employer of Choice Survey 2007

Employment type by length of service



- Graduates who have been working in the SA Public Sector for up to 1 year have the lowest proportion of ongoing/permanent (52%). This finding is consistent with perceptions that graduates are often initially employed on a contract basis.

Q41. How long have you worked continuously in the public sector? (Single Response. Sample Size: n = 365)



Graduate Employer of Choice Survey 2007

Appendix 2

A2.1 Graduate perceptions of employer of choice

Q7. How important to you are the following factors in a job/employer? (Single response. Sample Size: minimum n = 361⁷)

Full results

Colour Key Job Organisation Culture Environment Reward and Recognition

| Working Conditions Statement | Participant Rating | | | | | Mean Score | Category |
|--|--------------------|--------------------|-----------|----------------|---------------------|------------|------------------------|
| | Unimportant | Not very important | Important | Very important | Extremely important | | |
| Career development opportunities | 0% | 1% | 8% | 40% | 51% | 4.40 | Organisation |
| Job allows you to have a work-life balance | 0% | 1% | 11% | 37% | 52% | 4.39 | Job |
| Job allows you to use your skills, knowledge and ability | 0% | 0% | 10% | 44% | 46% | 4.36 | Job |
| Opportunity to learn new things | 0% | 0% | 9% | 47% | 44% | 4.34 | Job |
| Clear avenues for career advancement | 0% | 2% | 13% | 40% | 45% | 4.28 | Job |
| Working with a boss you like and respect | 0% | 1% | 13% | 45% | 41% | 4.26 | Job |
| Opportunities for promotion based on merit | 0% | 1% | 14% | 44% | 41% | 4.24 | Organisation |
| Job security | 1% | 4% | 17% | 34% | 45% | 4.19 | Organisation |
| Challenging work | 0% | 0% | 19% | 47% | 34% | 4.15 | Job |
| Cohesive work team | 0% | 1% | 17% | 50% | 33% | 4.14 | Job |
| Strong management and clear leadership | 0% | 1% | 18% | 46% | 34% | 4.13 | Organisation |
| Manager who inspires by his/her behaviour and performance | 0% | 2% | 18% | 46% | 34% | 4.11 | Organisation |
| Clear about job expectations/role in organisation | 0% | 1% | 20% | 48% | 31% | 4.09 | Job |
| Organisation with high ethical standards | 0% | 2% | 21% | 44% | 33% | 4.08 | Organisation |
| Respect for individuals and their differences | 0% | 2% | 21% | 44% | 33% | 4.07 | Culture |
| Job allows you to make a difference | 0% | 4% | 18% | 45% | 33% | 4.06 | Job |
| Offers flexible working arrangements (eg job share, working from home, flexible hours) | 0% | 5% | 20% | 39% | 36% | 4.06 | Organisation |
| Openness in communication | 0% | 1% | 20% | 51% | 28% | 4.05 | Culture |
| Opportunity to work with experts in your field | 0% | 2% | 21% | 45% | 32% | 4.05 | Job |
| Competitive salary and benefits | 0% | 3% | 25% | 40% | 33% | 4.03 | Reward and Recognition |
| A variety of tasks and activities | 1% | 1% | 20% | 54% | 25% | 4.01 | Job |
| See the results of my work | 0% | 1% | 23% | 52% | 25% | 3.99 | Job |
| Culture of mutual trust | 0% | 2% | 23% | 52% | 23% | 3.97 | Culture |
| Your input being sought and considered in decision making | 0% | 3% | 21% | 53% | 23% | 3.96 | Job |
| Freedom and autonomy to organise your own work | 0% | 3% | 25% | 48% | 25% | 3.94 | Job |
| Acceptable time pressure and work demands | 0% | 1% | 30% | 46% | 22% | 3.89 | Job |

⁷ Where a minimum n (sample size) is stated, this means that not all respondents answered the group of questions that are referred to under a particular section. The minimum n is the minimum number of people that responded to each of these questions. For instance, where the minimum n = 362, this means that at least 362 participants responded to each of the questions in the section.

Graduate Employer of Choice Survey 2007

| | | | | | | | |
|--|-----|-----|-----|-----|-----|------|------------------------|
| Opportunities for creativity and innovation | 1% | 4% | 24% | 50% | 21% | 3.88 | Job |
| Being clear about how your performance is measured | 0% | 4% | 26% | 50% | 20% | 3.86 | Job |
| Being able to make important decisions about your work | | 1% | 32% | 49% | 18% | 3.84 | Job |
| Individual recognition for your own work | 1% | 3% | 29% | 44% | 23% | 3.83 | Reward and Recognition |
| Working with talented colleagues | 0% | 4% | 32% | 46% | 19% | 3.8 | Environment |
| Minimal red tape and bureaucracy | 1% | 6% | 32% | 36% | 26% | 3.79 | Organisation |
| Culturally inclusive work environment | 1% | 9% | 34% | 37% | 20% | 3.66 | Culture |
| Sense of family and belonging within the work team | 1% | 7% | 34% | 43% | 15% | 3.63 | Culture |
| Where you work - geographic location | 1% | 11% | 32% | 39% | 17% | 3.61 | Environment |
| Reward based on performance | 2% | 11% | 34% | 36% | 20% | 3.57 | Reward and Recognition |
| Performance based salary | 3% | 13% | 32% | 34% | 18% | 3.52 | Reward and Recognition |
| Good occupational health and safety systems | 2% | 12% | 37% | 33% | 15% | 3.47 | Organisation |
| Organisation has strong positive 'brand'/reputation with customers | 3% | 12% | 38% | 34% | 13% | 3.43 | Organisation |
| The physical work environment | 3% | 9% | 43% | 36% | 10% | 3.42 | Environment |
| Access to cutting edge technology | 1% | 16% | 38% | 31% | 14% | 3.4 | Environment |
| Inspiring organisational vision and mission | 3% | 15% | 31% | 39% | 12% | 3.4 | Organisation |
| Public recognition for your expertise | 6% | 29% | 37% | 23% | 6% | 2.95 | Reward and Recognition |
| Flat organisational structure/little hierarchy | 5% | 36% | 33% | 18% | 8% | 2.89 | Organisation |
| Exerting influence over others | 7% | 38% | 38% | 13% | 3% | 2.67 | Job |
| Frequent social events (eg Friday night drinks) | 16% | 35% | 30% | 14% | 6% | 2.58 | Culture |

Q8. How satisfied are you with your current role's ability to provide the following factors? (Single Response. Sample Size: minimum n = 353)

Full results

Colour Key Job Organisation Culture Environment Reward and Recognition

| Working Conditions Statement | Participant Rating | | | | | | Mean Score (N/A removed) | Category |
|--|-----------------------|-------------|-----------------------------------|-----------|---------------------|-----|-----------------------------|--------------|
| | Extremely unsatisfied | Unsatisfied | Neither satisfied nor unsatisfied | Satisfied | Extremely satisfied | N/A | | |
| Where you work - geographic location | 1% | 4% | 16% | 49% | 30% | 1% | 4.05 | Environment |
| Job allows you to have a work-life balance | 1% | 5% | 15% | 57% | 22% | 0% | 3.93 | Job |
| Offers flexible working arrangements (eg job share, working from home, flexible hours) | 1% | 7% | 16% | 55% | 20% | 2% | 3.87 | Organisation |
| Freedom and autonomy to organise your own work | 1% | 9% | 14% | 60% | 16% | 1% | 3.82 | Job |
| Good occupational health and safety systems | 1% | 5% | 24% | 55% | 15% | 1% | 3.8 | Organisation |

Graduate Employer of Choice Survey 2007

| | | | | | | | | |
|--|----|-----|-----|-----|-----|----|------|------------------------|
| Working with a boss you like and respect | 5% | 9% | 17% | 46% | 23% | 0% | 3.71 | Job |
| Working with talented colleagues | 1% | 9% | 23% | 52% | 14% | 0% | 3.7 | Environment |
| Cohesive work team | 3% | 11% | 19% | 49% | 18% | 0% | 3.68 | Job |
| Respect for individuals and their differences | 3% | 8% | 22% | 53% | 14% | 0% | 3.68 | Culture |
| Culturally inclusive work environment | 1% | 7% | 28% | 51% | 13% | 0% | 3.67 | Culture |
| Opportunity to learn new things | 3% | 10% | 22% | 51% | 15% | 0% | 3.65 | Job |
| A variety of tasks and activities | 2% | 13% | 18% | 53% | 13% | 0% | 3.63 | Job |
| Job security | 9% | 11% | 15% | 40% | 24% | 0% | 3.6 | Organisation |
| Organisation with high ethical standards | 3% | 9% | 29% | 47% | 13% | 0% | 3.59 | Organisation |
| Sense of family and belonging within the work team | 2% | 11% | 25% | 49% | 12% | 1% | 3.58 | Culture |
| Acceptable time pressure and work demands | 3% | 12% | 20% | 57% | 8% | 0% | 3.57 | Job |
| Challenging work | 4% | 14% | 20% | 50% | 12% | 0% | 3.53 | Job |
| Job allows you to use your skills, knowledge and ability | 3% | 15% | 19% | 52% | 10% | 0% | 3.51 | Job |
| The physical work environment | 2% | 10% | 30% | 50% | 7% | 1% | 3.51 | Environment |
| Being able to make important decisions about your work | 1% | 15% | 24% | 55% | 6% | 0% | 3.5 | Job |
| See the results of my work | 1% | 13% | 28% | 51% | 6% | 0% | 3.48 | Job |
| Culture of mutual trust | 3% | 10% | 30% | 49% | 7% | 0% | 3.46 | Culture |
| Opportunity to work with experts in your field | 4% | 13% | 27% | 45% | 11% | 1% | 3.46 | Job |
| Manager who inspires by his/her behaviour and performance | 8% | 13% | 25% | 39% | 17% | 0% | 3.43 | Organisation |
| Openness in communication | 3% | 17% | 26% | 47% | 7% | 0% | 3.39 | Culture |
| Clear about job expectations/role in organisation | 4% | 17% | 24% | 46% | 9% | 0% | 3.38 | Job |
| Individual recognition for your own work | 3% | 15% | 31% | 44% | 7% | 1% | 3.37 | Reward and Recognition |
| Job allows you to make a difference | 3% | 13% | 35% | 41% | 7% | 1% | 3.37 | Job |
| Your input being sought and considered in decision making | 3% | 18% | 28% | 43% | 8% | 0% | 3.34 | Job |
| Opportunities for creativity and innovation | 3% | 15% | 40% | 33% | 8% | 1% | 3.27 | Job |
| Frequent social events (eg Friday night drinks) | 5% | 10% | 44% | 32% | 6% | 4% | 3.26 | Culture |
| Strong management and clear leadership | 9% | 17% | 26% | 36% | 12% | 0% | 3.24 | Organisation |
| Access to cutting edge technology | 5% | 17% | 37% | 36% | 5% | 1% | 3.2 | Environment |
| Exerting influence over others | 1% | 11% | 56% | 24% | 3% | 6% | 3.19 | Job |
| Organisation has strong positive 'brand'/reputation with customers | 5% | 15% | 43% | 29% | 7% | 1% | 3.19 | Organisation |
| Being clear about how | 5% | 24% | 29% | 35% | 6% | 1% | 3.15 | Job |

Graduate Employer of Choice Survey 2007

| | | | | | | | | |
|--|-----|-----|-----|-----|----|----|------|------------------------|
| your performance is measured | | | | | | | | |
| Inspiring organisational vision and mission | 4% | 18% | 42% | 30% | 5% | 0% | 3.15 | Organisation |
| Competitive salary and benefits | 6% | 23% | 26% | 40% | 5% | 1% | 3.14 | Reward and Recognition |
| Career development opportunities | 8% | 23% | 24% | 38% | 7% | 0% | 3.14 | Organisation |
| Public recognition for your expertise | 4% | 13% | 55% | 22% | 1% | 5% | 3.05 | Reward and Recognition |
| Flat organisational structure/little hierarchy | 6% | 19% | 46% | 21% | 3% | 5% | 2.96 | Organisation |
| Clear avenues for career advancement | 10% | 27% | 30% | 29% | 5% | 0% | 2.9 | Job |
| Opportunities for promotion based on merit | 11% | 23% | 33% | 26% | 5% | 2% | 2.9 | Organisation |
| Performance based salary | 10% | 26% | 36% | 17% | 4% | 8% | 2.77 | Reward and Recognition |
| Reward based on performance | 10% | 26% | 40% | 19% | 2% | 4% | 2.76 | Reward and Recognition |
| Minimal red tape and bureaucracy | 12% | 33% | 37% | 15% | 3% | 0% | 2.64 | Organisation |

Q9. Which of the following employment sectors do you think is best able to provide the following? (Single Response. Sample Size: n = 365)

| | SA Public Sector | Private Sector | Local Government | Not for Profit | Own Business |
|---|-------------------------|-----------------------|-------------------------|-----------------------|---------------------|
| Competitive salaries and benefits | 16% | 81% | 1% | 0% | 2% |
| Career development opportunity | 43% | 52% | 2% | 1% | 2% |
| Career options and pathways | 41% | 55% | 2% | 0.3% | 2% |
| Job security | 87% | 5% | 3% | 2% | 3% |
| Interesting work | 35% | 37% | 2% | 12% | 15% |
| An opportunity to give back to the community/state | 49% | 3% | 12% | 35% | 3% |
| A safe place to work and a healthy work environment | 84% | 4% | 6% | 1% | 5% |
| An ethical workforce | 68% | 4% | 4% | 19% | 6% |
| Equal employment opportunity | 89% | 2% | 3% | 4% | 3% |
| Flexible working arrangements (i.e. part time, flexible hours) | 86% | 1% | 2% | 2% | 9% |
| Reward for performance | 6% | 85% | 1% | 0.3% | 9% |
| Promotion based on merit | 20% | 73% | 2% | 1% | 4% |
| Personal job satisfaction | 26% | 22% | 2% | 17% | 33% |
| Public recognition for your expertise | 26% | 42% | 7% | 10% | 14% |
| Opportunity to work with experts in your field | 35% | 60% | 1% | 2% | 2% |
| Performance based salary | 6% | 85% | 1% | 0.3% | 8% |
| Work-life balance | 85% | 2% | 4% | 3% | 6% |

*Note: Bold-type indicates which sector is seen as being best able to provide the job attribute

Graduate Employer of Choice Survey 2007

Q35. What do you find most rewarding about working in the public sector? (Open Question)

A number of common themes emerged in what graduates find rewarding about working in the SA Public Sector.

Graduates frequently identified the availability of flexible working arrangements as a rewarding aspect of their employment within the SA Public Sector. Some graduates contrasted their experience in the SA Public Sector with that of their previous experience working in the private sector, which was described as being less flexible and required out of hours work. As one graduate expressed:

'I find a workplace which values a work/life balance that offers flexible working arrangements and one where workers are treated fairly and difference is respected extremely rewarding.'

The ability to make a difference to the community was also identified as rewarding. Graduates commonly expressed notions of serving the South Australian community and making a difference to people's lives as reasons for working in the public sector.

Other themes to emerge from the analysis include satisfaction with relationships with co-workers, job security and job variety.

One quote from a graduate is particularly noteworthy:

'Ability to be part of a great team under the leadership of a Manager that inspires me and has been an excellent mentor. The opportunity to convey honestly how I feel my work is progressing and what challenges I need in order to keep the work interesting. Ability to work independently, be trusted with responsibility and make high level decisions and influence others. Building relationships with others across the agency and understanding and believing in the mission of the agency.'

Q36. What do you find most difficult about working in the public sector? (Open Question)

A number of common themes emerged in difficulties that graduates experienced with working in the SA Public Sector.

Graduates frequently cited bureaucracy and red tape as a difficulty that they have encountered in their public sector career. Bureaucracy often related to decision-making processes and the perceived lethargic way in which the government machine is seen to operate. One graduate expressed that:

'time frames of tasks taking way too long to go through everyone that want to have their own stamp to approve something.'

Another suggested that in relation to bureaucracy:

'it's worse towards the policy end of the hierarchy – I made a deliberate move to the operational end to get more immediate outcomes for the public.'

Graduates also expressed frustration with the lack of career progression opportunities in the SA Public Sector. Some perceived that promotional opportunities are only available through application for a new position, and that the process for obtaining a reclassification of their current job is too difficult. Other graduates expressed frustration with the bottlenecks in the system creates. As one graduate expressed:

Graduate Employer of Choice Survey 2007

'It seems the only way I can move up is if someone above me leaves/applies for another position or if I apply in other offices/depts. I am the youngest employee in my unit. I find that older employees aren't as motivated to advance their careers probably because they have become secure in their current role. This tends to block the way for my career advancement. I think the private sector would give me more opportunity to advance my skills and is more flexible in being able to reward me for my advancement.'

A related theme to that of having to apply for new positions in order to obtain promotions was that the application processes for jobs within the SA Public Sector are long and complex.

In contrast to those graduates who cite job security as one of the most rewarding things about working in the SA Public Sector, another common difficulty identified by some graduates was the lack of permanency and inability to find ongoing/permanent positions.

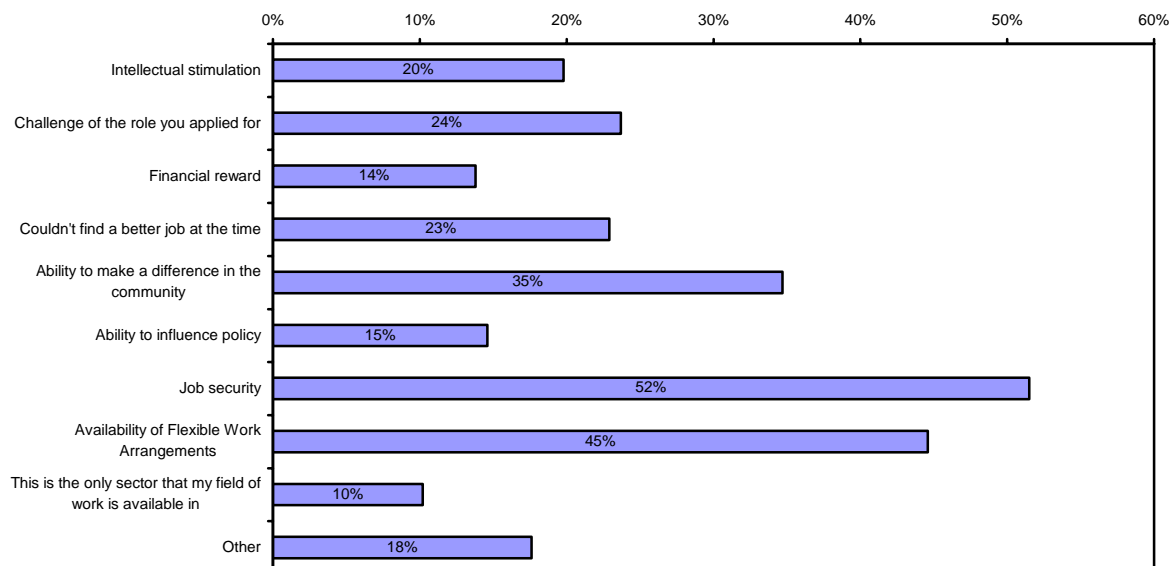
The lack of performance management and willingness to deal with underperforming employees, as well as the negative attitude of longer term public servants, were also identified by graduates as creating problems in their work in the SA Public Sector. As one graduate expressed:

'Too many people of limited ability are given good references to move them on, rather than being properly performance managed and so the wrong persons end up being promoted to positions that they are not capable of performing in.'

The lack of competitive financial reward was also mentioned by some graduates with the level of pay offered in the SA Public Sector often being compared unfavourably with that believed to be offered in the private sector.

A2.2 Employment as a graduate in the SA Public Sector

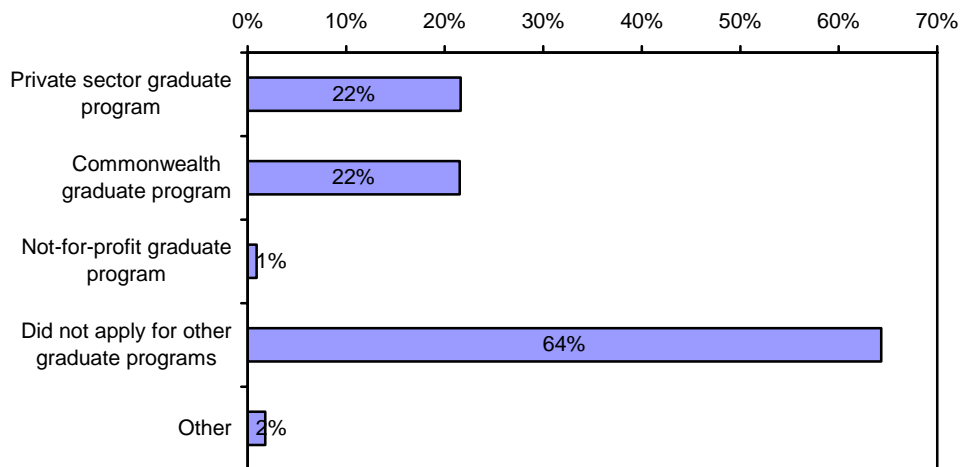
Q17. What motivated you to apply for the public sector? (Multiple Response. Sample Size: n = 363)



- 52% of graduates reported that 'Job security' motivated them to apply for the SA Public Sector, followed by 'Availability of Flexible Work Arrangements' (45%) and 'Ability to make a difference in the community' (35%).
- Job Security and Flexible working arrangements appear in the 'Keep up the good work' quadrant in the Importance Performance map (see page 11).

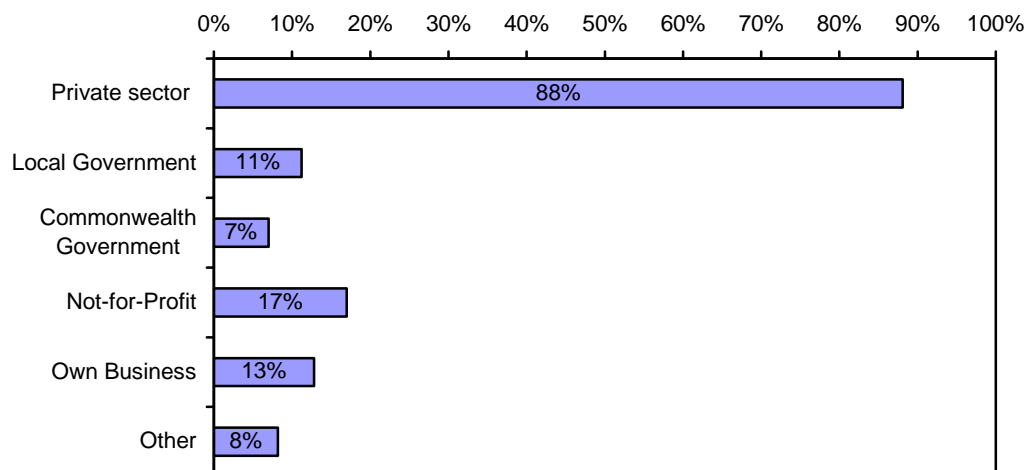
Graduate Employer of Choice Survey 2007

Q16. Did you apply for any other graduate recruitment programs? (Multiple Response.
Sample Size: n = 342)



- 64% of graduates did not apply for other types of graduate programs, suggesting that the SA Public Sector was their employer of choice.
- 22% of graduates reported applying for private sector and Commonwealth graduate programs.

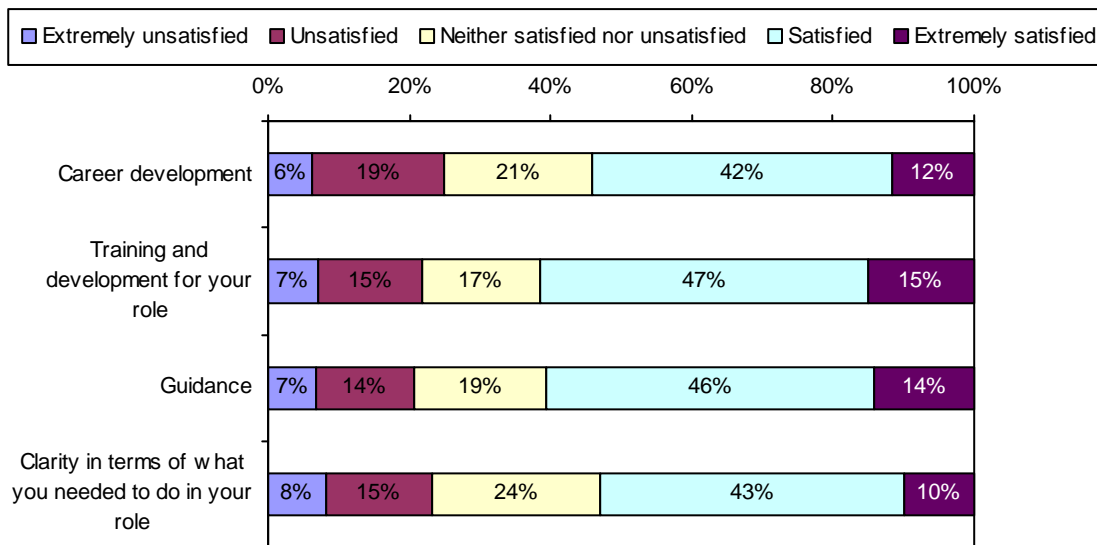
Q42. Have you previously worked in other sectors of employment? (Multiple Response.
Sample Size: n = 329)



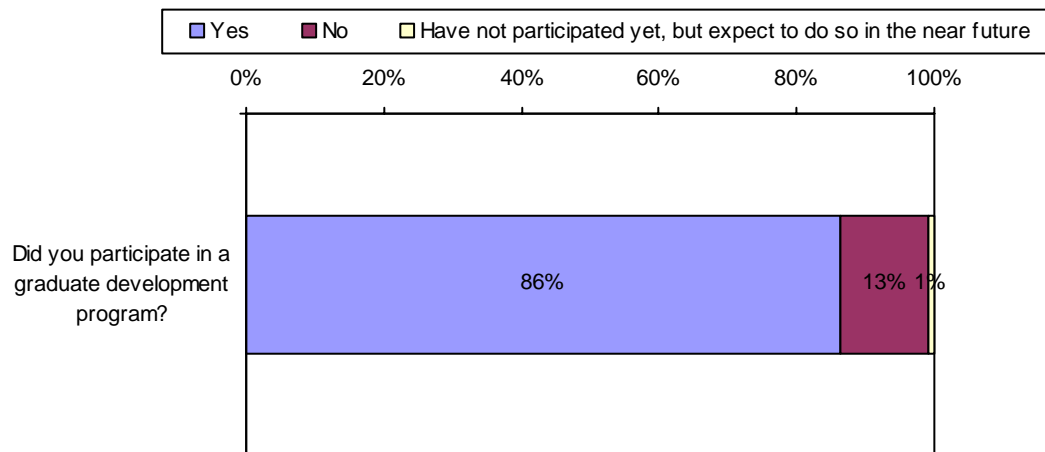
- The large majority of graduates have previously been employed in the private sector (88%), however, the nature of this employment was not specified, and thus may not have been in a graduate or professional capacity.

Graduate Employer of Choice Survey 2007

Q14. During your *initial graduate year*, how satisfied were/are you with the support received from your line/direct manager in relation to... (Single Response. Sample Size: minimum n = 362)



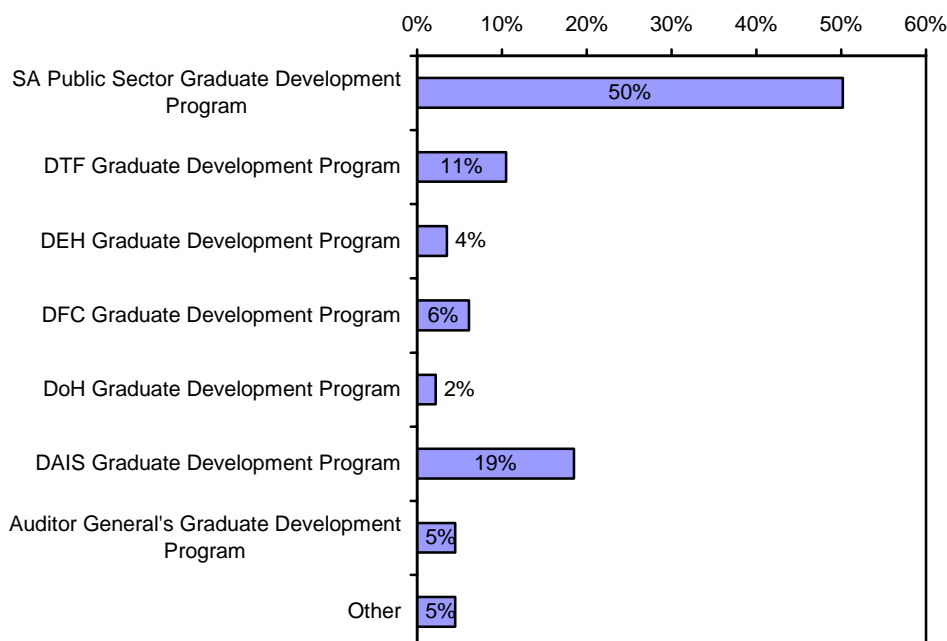
Q10. Did you participate in a graduate development program? (Single Response. Sample Size: n = 364)



- 86% of graduates report having participated in a graduate development program.

Graduate Employer of Choice Survey 2007

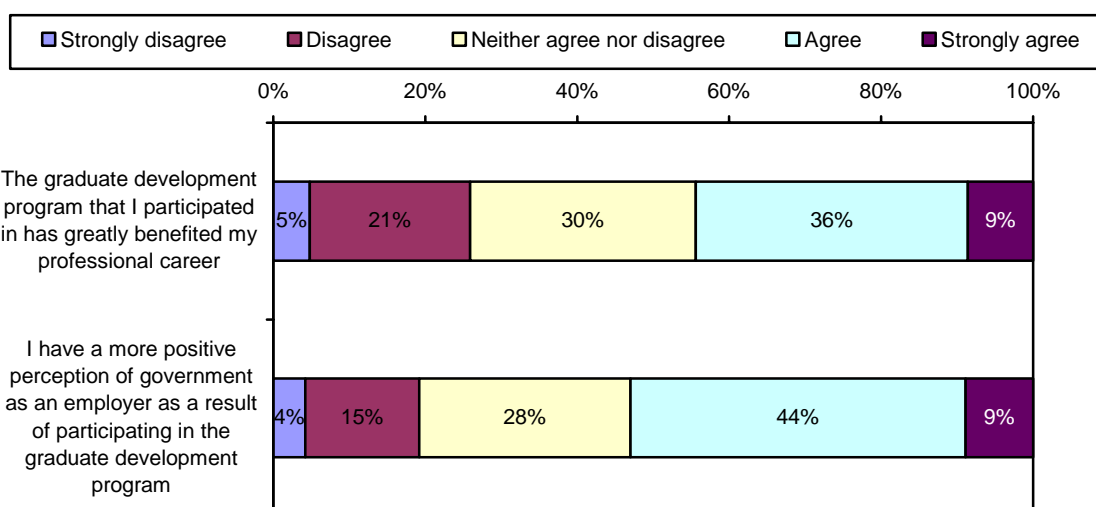
Q11. Which graduate development program did you participate in? (Single Response. Sample Size: n = 313)



- Of those graduates who have participated in a graduate development program, 50% reported that they participated in the SA Public Sector Graduate Development Program, followed by 19% in the Department for Administrative and Information Services Graduate Development Program, and 11% in the Department of Treasury and Finance Graduate Development Program.

Q12. The graduate development program that I participated in has greatly benefited my professional career. (Single Response. Sample Size: n = 313)

Q13. I have a more positive perception of government as an employer as a result of participating in the graduate development program. (Single Response. Sample Size: n = 313)



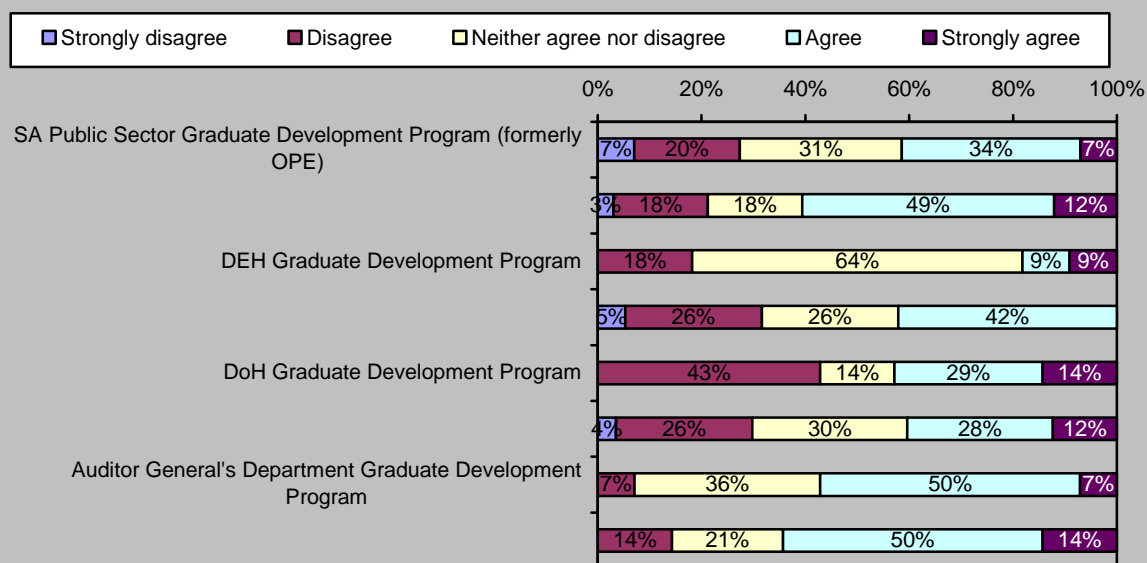
- 45% of graduates agree or strongly agree that the graduate development program in which they participated has greatly benefited their professional career.

Graduate Employer of Choice Survey 2007

- 53% of those who had participated in a graduate development program have a more positive perception of the government as an employer as a result of the program in which they participated.
- Graduates were not asked to specifically evaluate the graduate development program in which they participated, however, the results suggest that further investigation and evaluation of the various graduate development programs may be warranted.
- Appropriate evaluation can ensure that graduate development programs meet the needs of graduates as well as the needs of the agency.

Further Analysis

Graduate perceptions of the benefit of the graduate development program by type of graduate development program

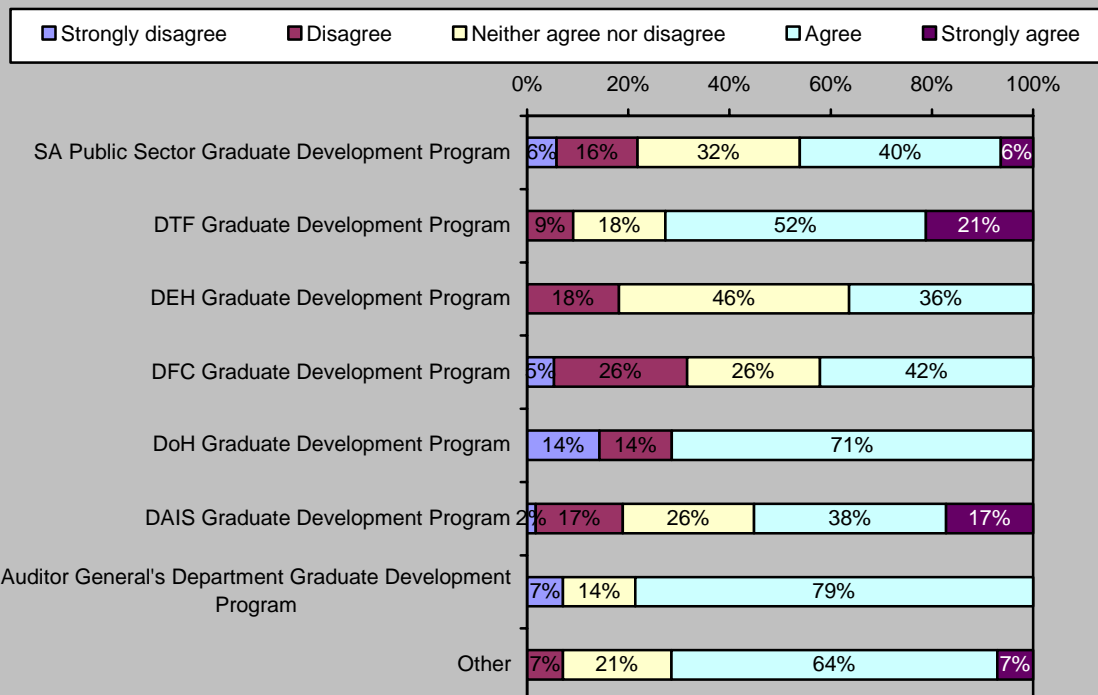


Graduates who participated in the Department of Treasury and Finance graduate development program are more likely to agree with the statement 'The graduate development program that I participated in has greatly benefited my professional career' (49% agree, 12% strongly agree). A similar proportion of graduates that participated in the Auditor General's Department Graduate Development Program also agreed with this statement (50% agree, 7% strongly agree). In contrast, less than half of those participating in the other graduate development programs agreed with this statement.

The Department of Treasury and Finance graduate development program and the Auditor General Department's graduate development program are both strongly focused on providing graduates with development specific to the type of roles that graduates have in these departments. In contrast, the SA Public Sector, Department for Families and Communities and the Department of Health's graduate development programs offer somewhat more generic training in government. The difference between the levels of agreement with the statement may in part be explained by the difference in course content in that the Department of Treasury and Finance program and the Auditor General's Department program may be seen as being more relevant to the specific role of the graduate.

Graduate Employer of Choice Survey 2007

Graduate perceptions of the government as an employer by type of graduate development program



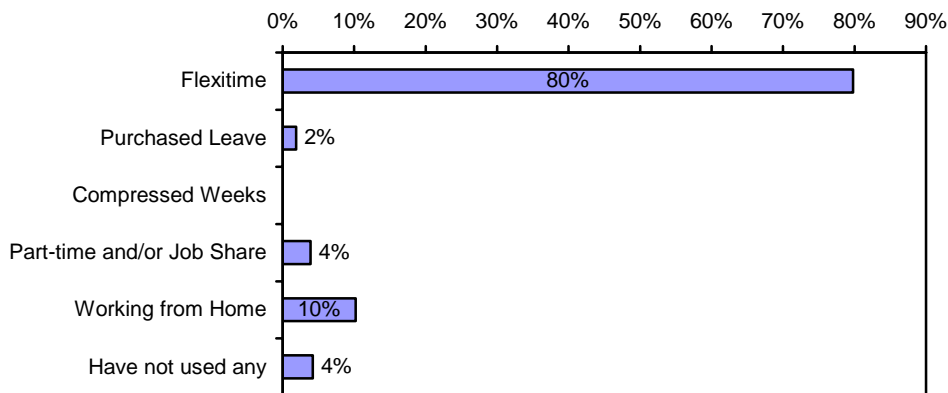
Graduates who participated in the Department of Treasury and Finance, Department of Health, and the Auditor General's Department graduate development programs had high levels of agreement with the statement 'I have a more positive perception of government as an employer as a result of participating in the graduate development program'. Participants in the SA Public Sector, Department for Families and Communities, Department for Administrative and Information Services, and Department for Environment and Heritage graduate development programs had lower levels of agreement with this statement.

It is interesting to note that participants in the Department of Health program also had high levels of agreement with this statement, given that it is not as highly focused on job specific development as the Department of Treasury and Finance and the Auditor General's Department programs, and is similar to the more broadly focused SA Public Sector and Department for Families and Communities programs. The results suggest that further investigation and evaluation of the different programs may be warranted in order to identify the elements that are most valued by the different graduate groups.

Graduate Employer of Choice Survey 2007

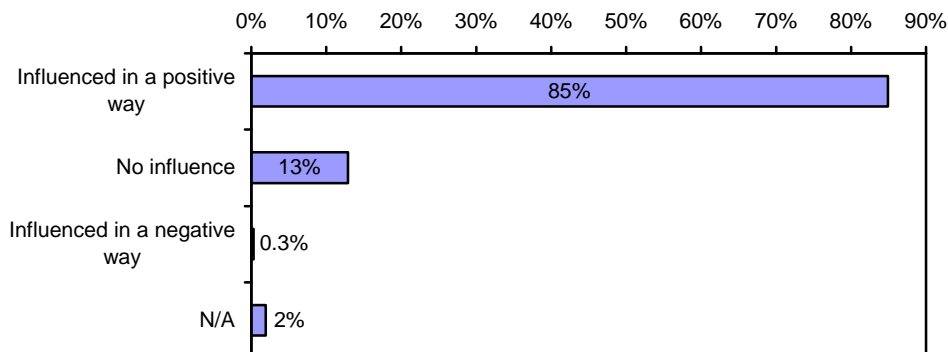
A2.3 Voluntary flexible working arrangements

Q22. In the past 12 months, have you accessed any of the following flexible work arrangements? (Multiple Response. Sample Size: n = 365)



- 80% of graduates had utilised flexitime in the past 12 months, whilst only 4% had not used any flexible working arrangements in the past 12 months.

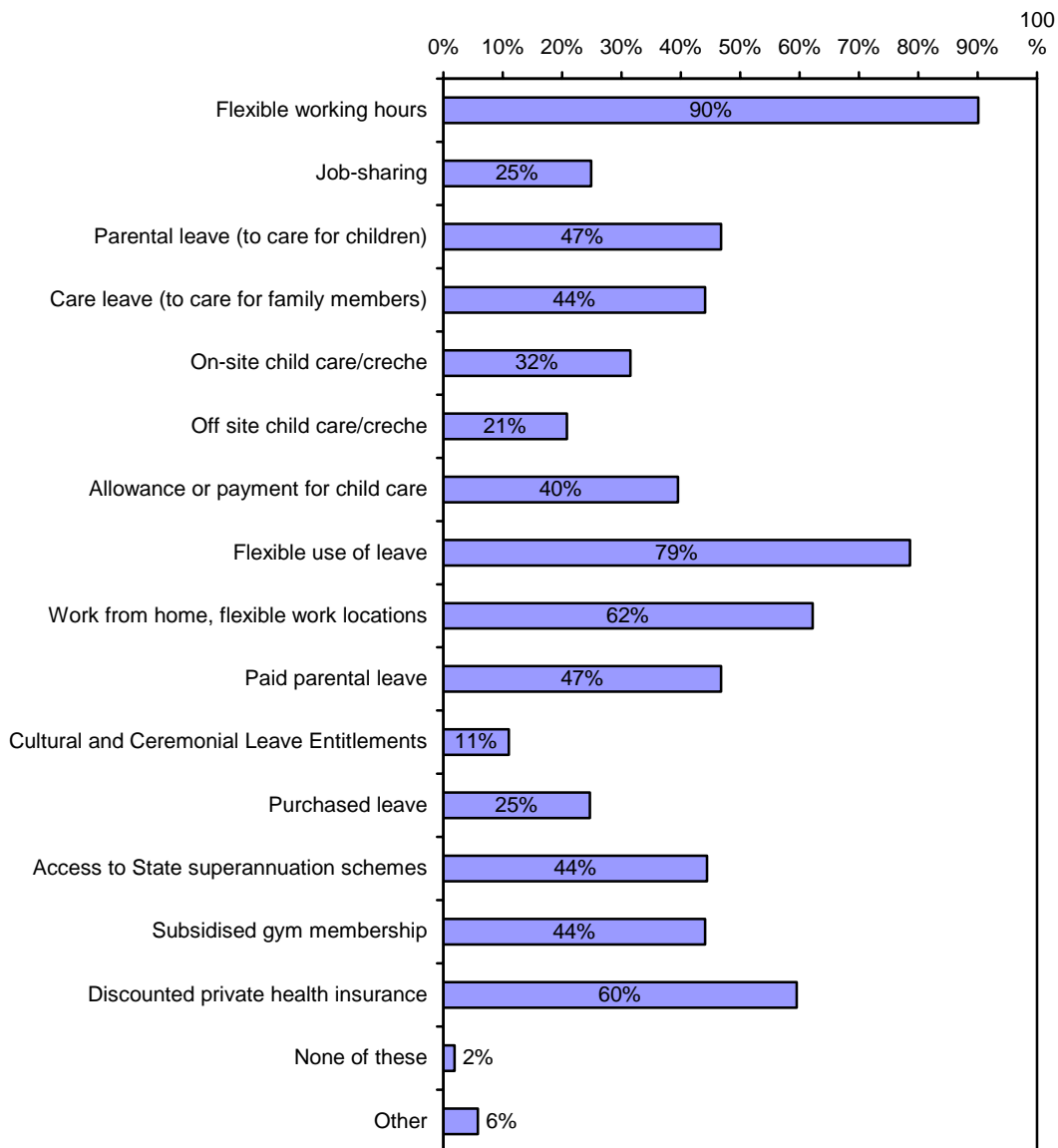
Q23. Has being able to access flexible work arrangements influenced your perceptions of the SA Public Sector as an employer? (Single Response. Sample Size: n = 365)



- 85% of graduates indicate that the availability of Flexible Working Arrangements has positively influenced their perceptions of the SA Public Sector as an employer.

Graduate Employer of Choice Survey 2007

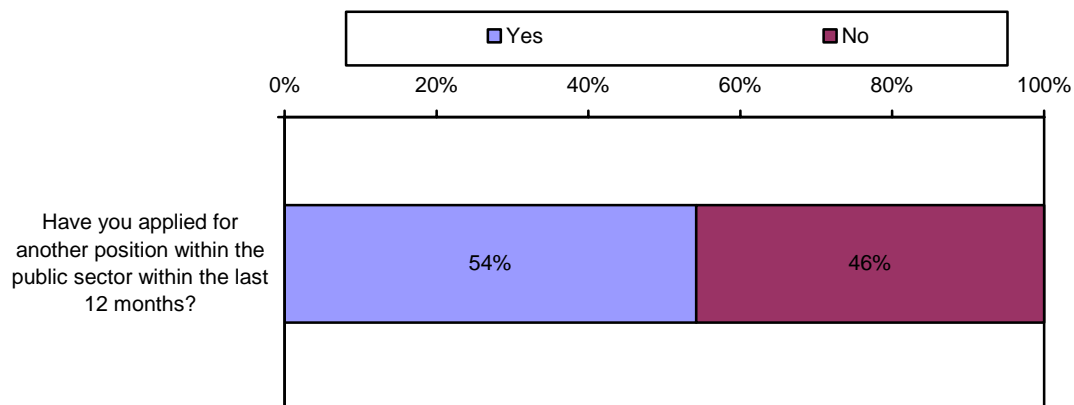
Q24. Which of the following 'work/life balance' policies or practices would encourage you to work for, or remain in, an organisation? (Multiple Response. Sample Size: n = 365)



Graduate Employer of Choice Survey 2007

A2.4 Mobility within the SA Public Sector

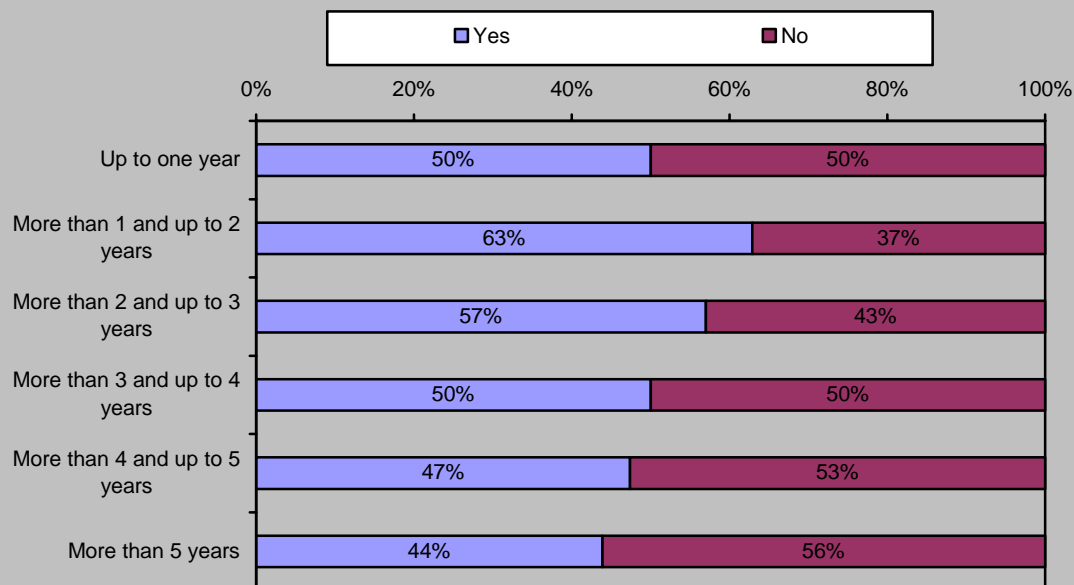
Q25. Have you applied for another position within the public sector within the last 12 months? (Single Response. Sample Size: n = 365)



- 54% of graduates reported having applied for other positions within the SA Public Sector in the last 12 months.

Further Analysis

Graduate applications for other positions within the SA Public Sector by Length of Service

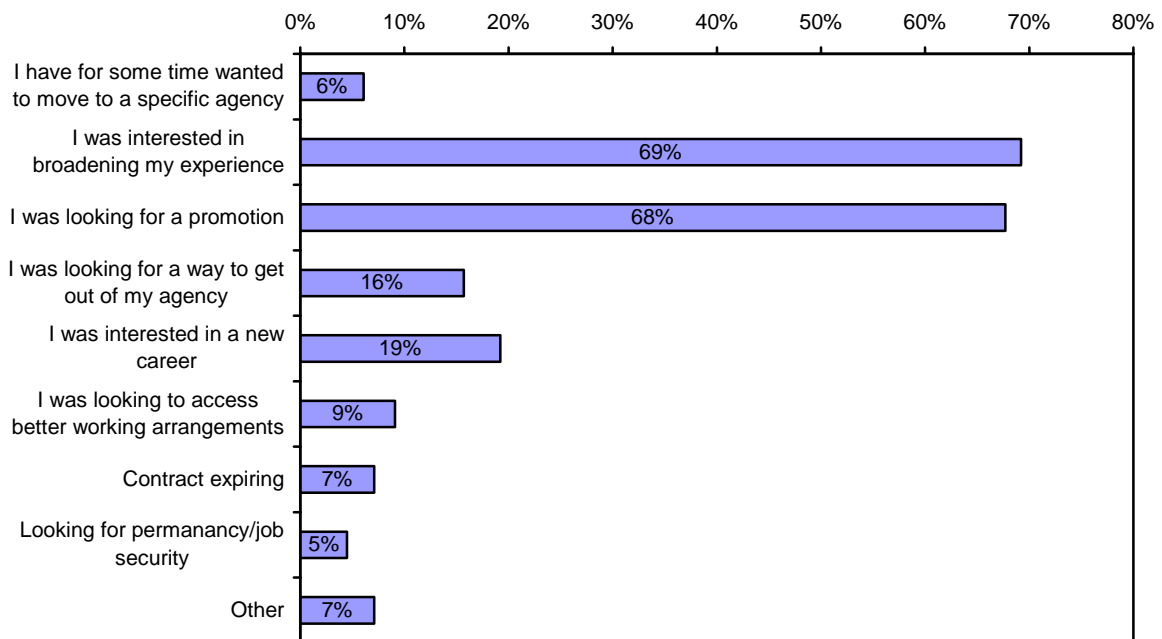


The figure above shows that a slightly higher proportion of graduates who have worked for more than 1 and less than 2 years had applied for other positions within the SA Public Sector within the last twelve months.

A trend is evident in that the proportion of people who have applied for other positions decreased as the length of service increases. It should be noted however, that there is a large proportion of graduates who are applying for other positions even with increasing length of service, and 44% of those who have worked for more than five years are applying for other positions within the SA Public Sector.

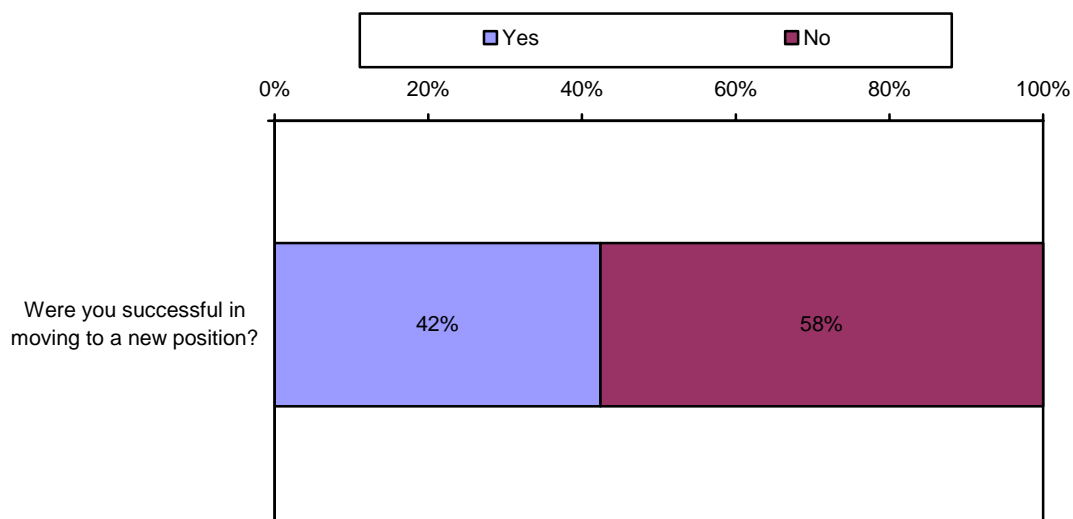
Graduate Employer of Choice Survey 2007

Q26. If you did apply for another position, what were your reasons? (Multiple Response. Sample Size: n = 198)



- 69% of those graduates who had applied for other positions in the SA Public Sector in the last 12 months cited 'I was interested in broadening my experience' as a reason for applying for other positions, and 68% cited 'I was looking for a promotion'.
- These reasons are consistent with the career development focus of graduates identified through the survey.

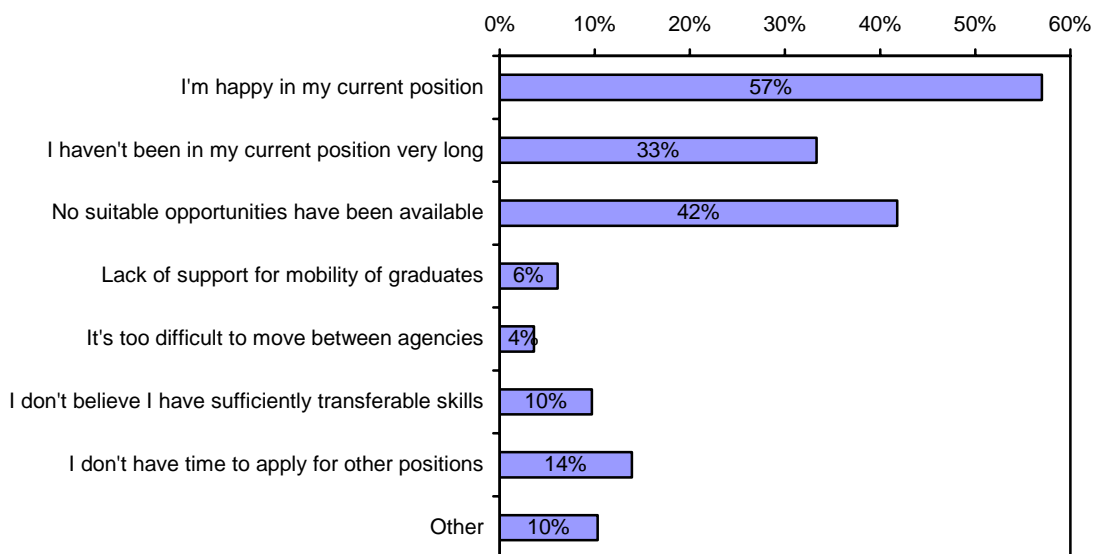
Q27. Were you successful in moving to a new position? (Single Response. Sample Size: n = 198)



- 42% of those graduates who had applied for other positions within the SA Public Sector, were successful in moving to a new position.

Graduate Employer of Choice Survey 2007

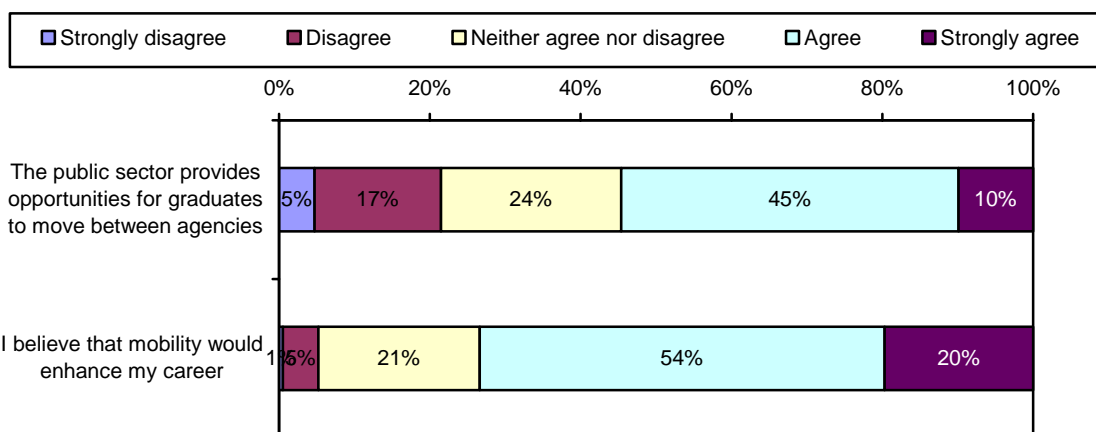
Q28. If you did not apply for another position, what were your reasons? (Multiple Response. Sample Size: n = 165)



- 57% of graduates who had not applied for another position cited 'I'm happy in my current position' as a reason for not applying, whilst 42% reported that 'no suitable opportunities have been available'.
- 33% cited 'I haven't been in my current position very long' as another reason for not applying.

Q29. The public sector provides opportunities for graduates to move between agencies. (Single Response. Sample Size: n = 364)

Q30. I believe that mobility would enhance my career. (Single Response. Sample Size: n = 364)

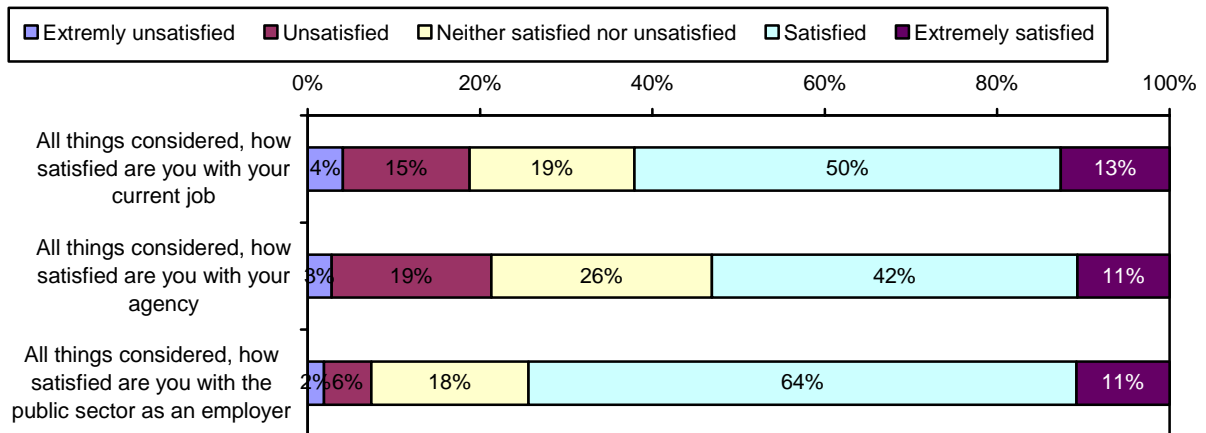


- 74% of graduates agree or strongly agree that mobility would enhance their career.
- This is contrasted with 55% of graduates agreeing that 'the public sector provides opportunities for graduates to move between agencies'.

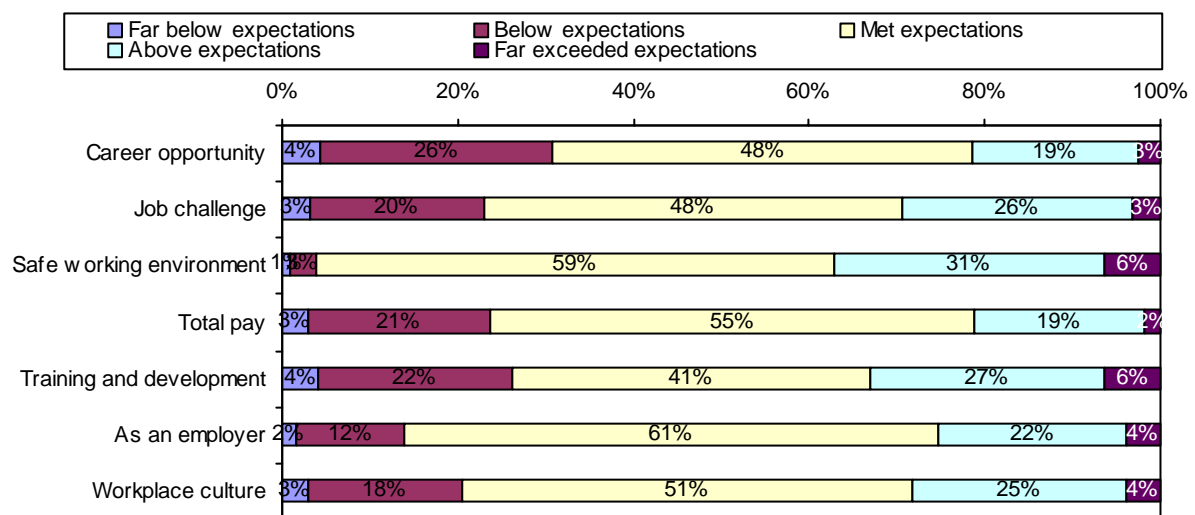
Graduate Employer of Choice Survey 2007

A2.5 Job satisfaction and expectations

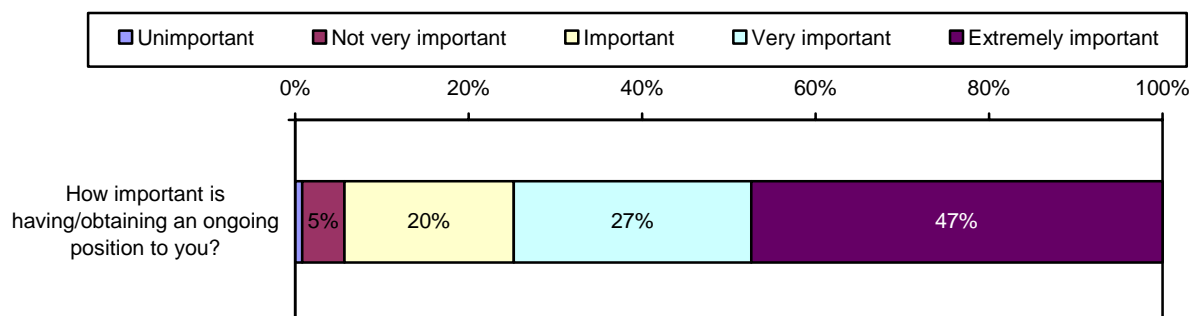
Q31. All things considered, how satisfied are you with... (Single Response. Sample Size: minimum n = 362)



Q32. Looking back to your expectations when you first started, how has the public sector met your expectations in terms of... (Single Response. Sample Size: minimum n = 363)



Q39. How important is having/obtaining an ongoing position to you? (Single Response. Sample Size = 365)



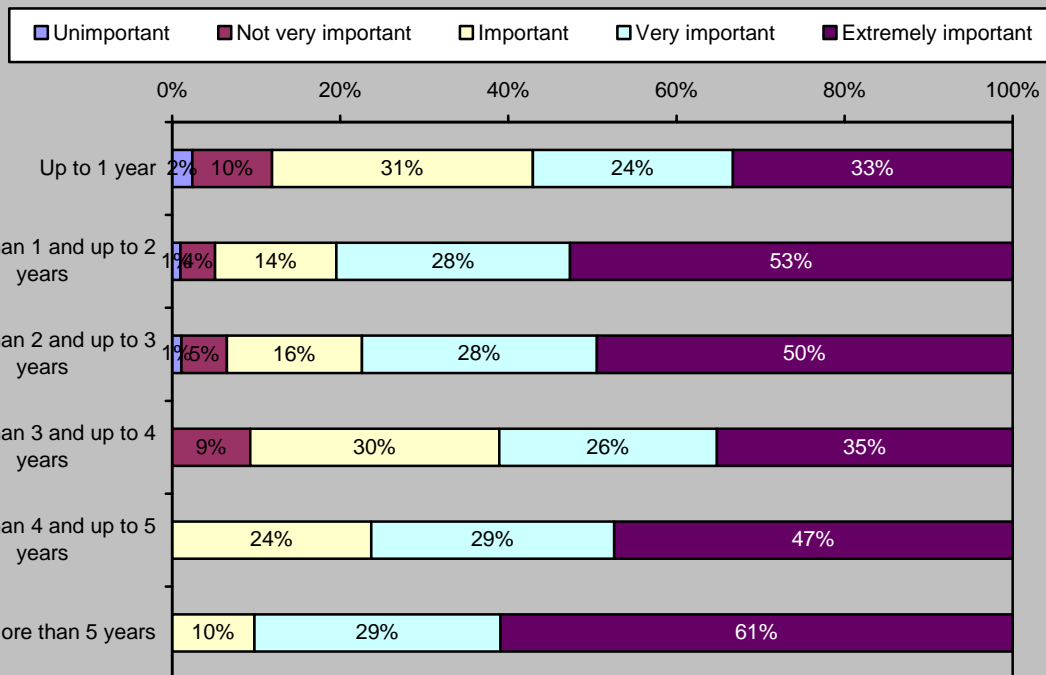
- 94% of graduates indicated that having an ongoing position is important to them.

Graduate Employer of Choice Survey 2007

- This is consistent with the finding that Job Security is relatively important to graduates in a job/employer (see page 29).

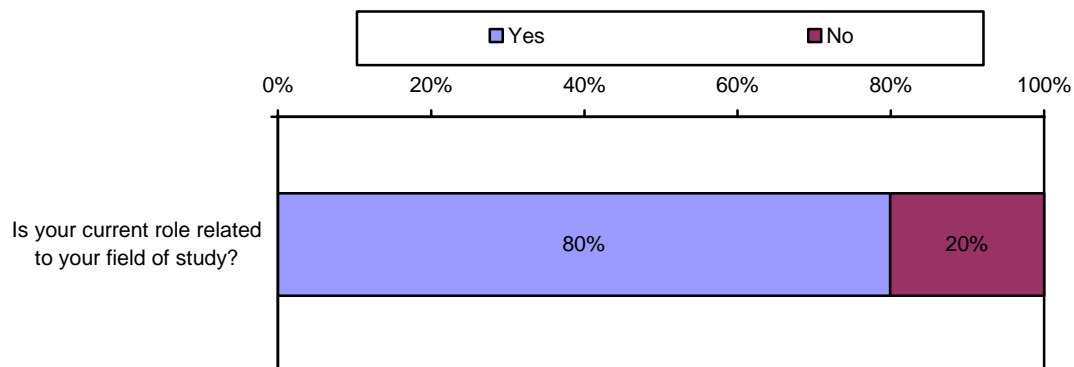
Further Analysis

Importance of having on going positions by length of service



The figure above shows that the importance of having an ongoing position is slightly less for those who have worked in the SA Public Sector continuously for up to 1 year, and it is most important for those who have worked for more than 5 years. It should be noted however, that 88% of those who have worked for up to 1 year still consider ongoing positions to be important.

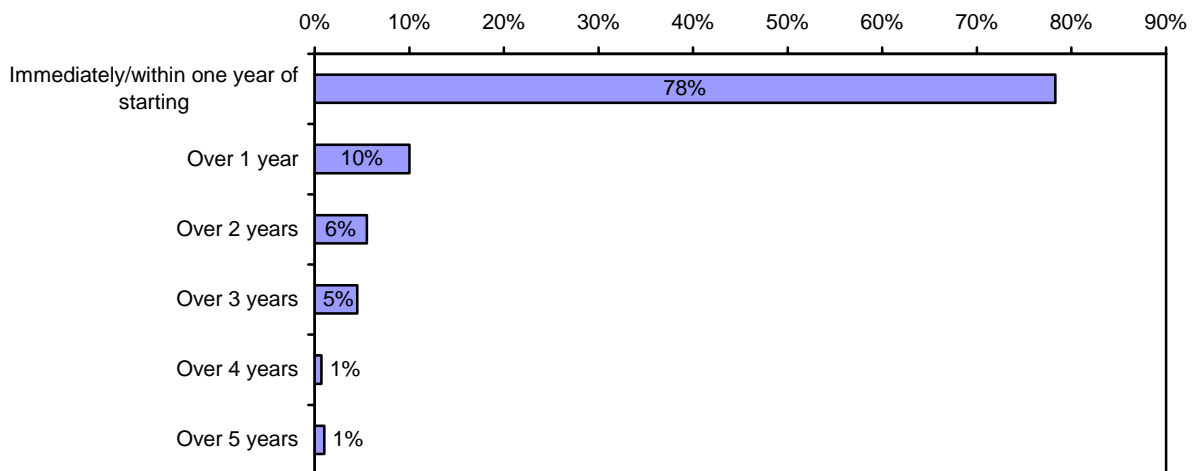
Q33. Is your current role related to your field of study? (Single Response. Sample Size: n = 365)



- 80% of graduates reported that their current role is related to their field of study.

Graduate Employer of Choice Survey 2007

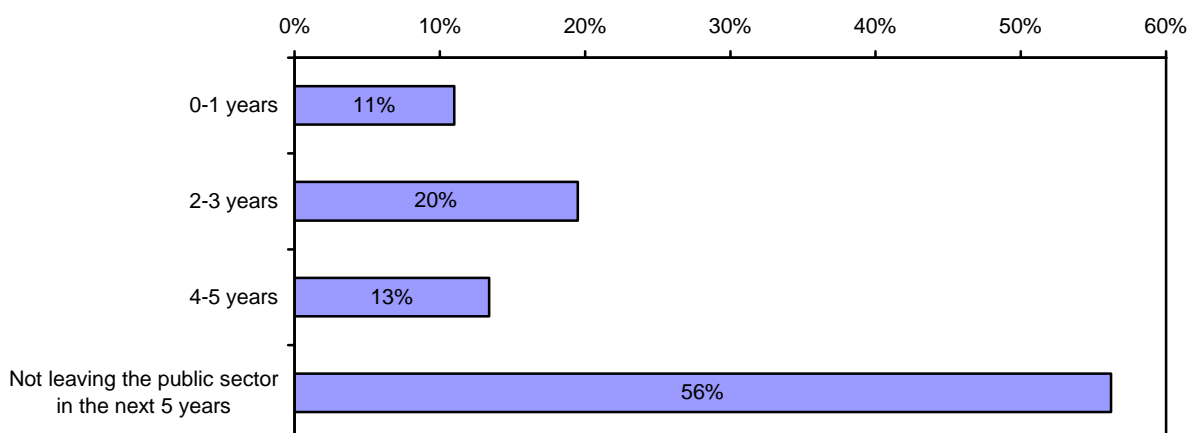
Q34. How long did it take you to obtain a role that is related to your field of study? (Single Response. Sample Size: n = 290)



- 78% of graduates whose current role is related to their field of study, reported that they obtained a role related to their study immediately/within one year of starting.
- This suggests that the majority of graduates are placed in roles that are relevant to their field of study within a short time after starting in the SA Public Sector.
- This finding contrasts with anecdotal evidence that suggests that graduates are often placed in roles that are not related to their field of study and instead placed in administrative roles that do not appropriately engage the graduate.

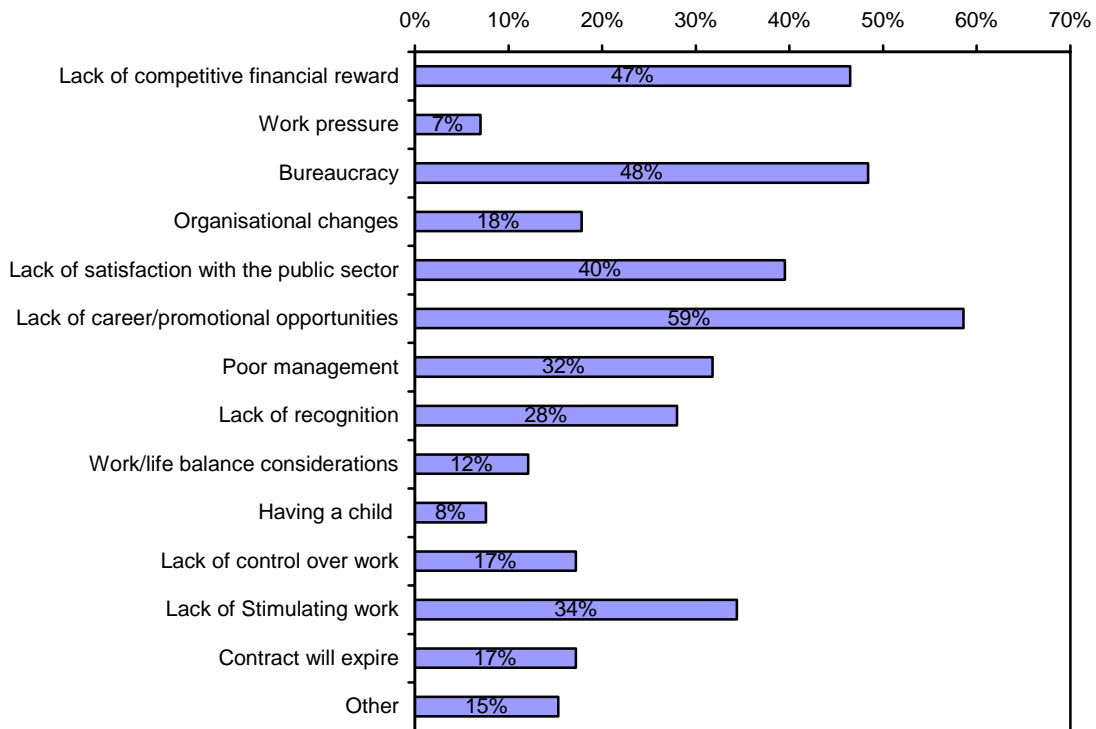
A2.6 Intention to leave

Q18. It is likely that I will resign from the public sector within the next... (Single Response. Sample Size: n = 365)

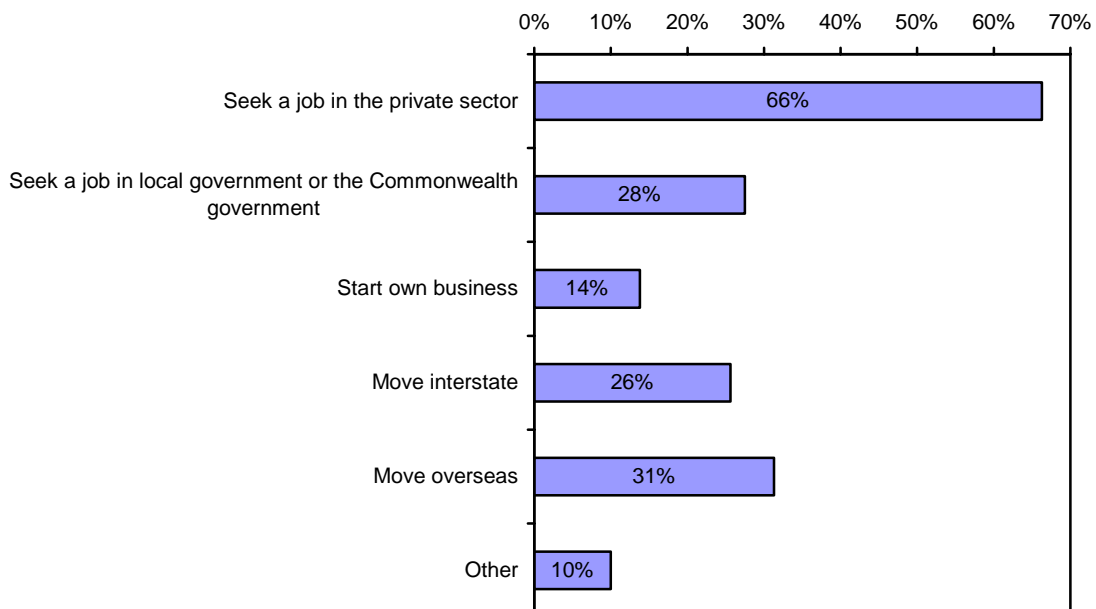


Graduate Employer of Choice Survey 2007

Q20. Please indicate which, if any, of the following reasons have impacted on your decision to leave. (Multiple Response. Sample Size: n = 157)



Q18. If you intend to leave the SA Public Sector in the next 5 years, are you planning to... (Multiple Response. Sample Size: n = 160)



Graduate Employer of Choice Survey 2007

Q21. What motivates you to remain in the public sector? (Multiple Response. Sample Size: n = 361)

