



Australian Government
Australian Public Service
Commission

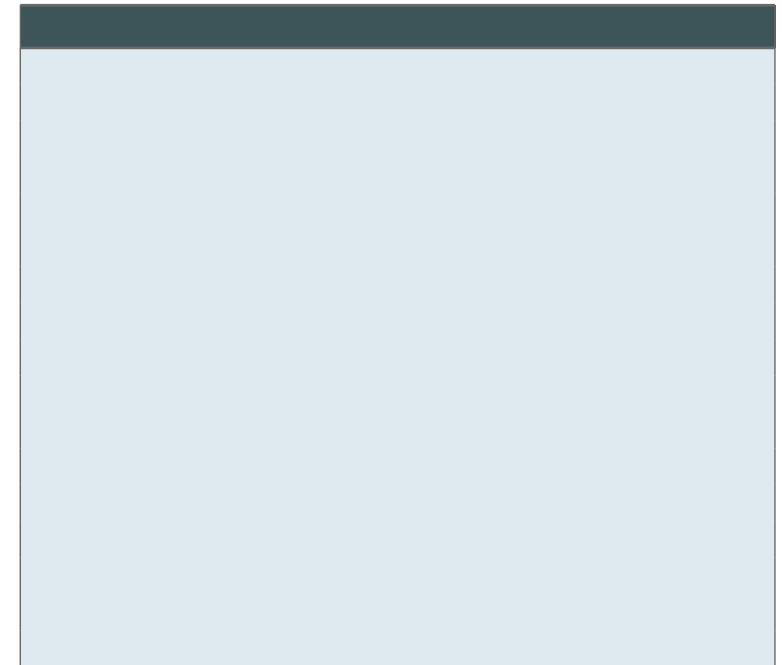
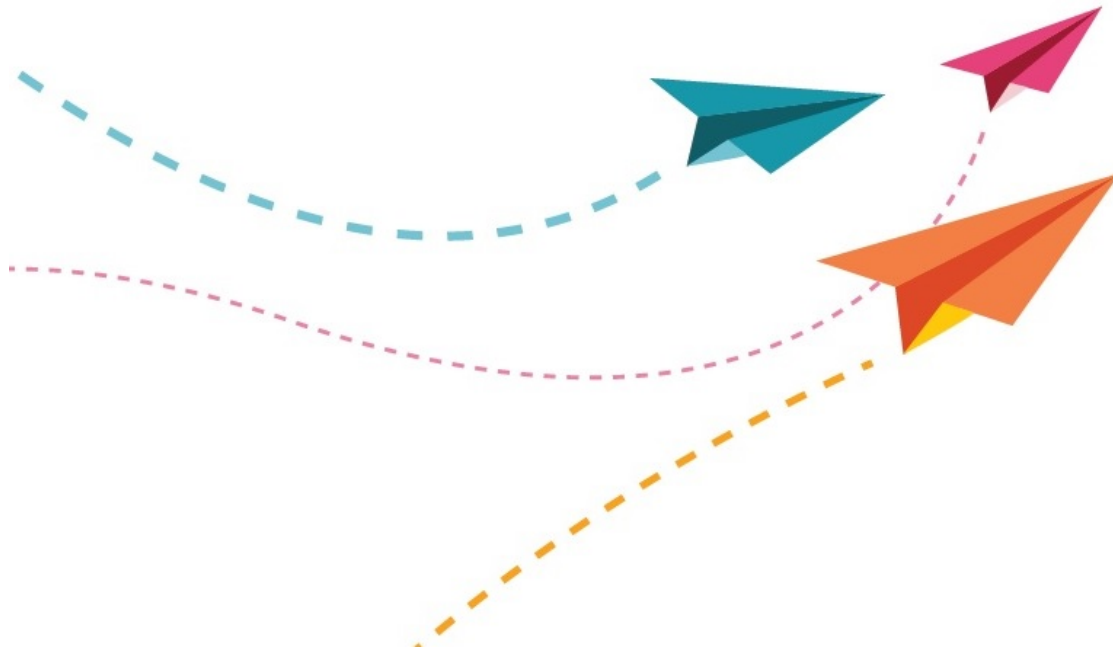
AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



Highlights Report:

NDISCQSC



RESPONSES:

151 of 181

RESPONSE RATE:

MAKING THE MOST OF YOUR RESULTS



01.

Identify the areas where you are performing well.

These will tend to be high results which are notably above any comparative results. These should be celebrated. Share the good news with employees.

Understanding your report and getting to action!

The results in this report give you summary information.

Take the time to fully understand this report and digest the results.

Consider your response rate and if it is representative of the views of your colleagues.

Identify areas that need improvement.

02.

These will be the lower results, and/or those which are scoring notably below your comparators. Consider discussing these areas with your colleagues in focus groups or individually or team meetings, gather their thoughts and solutions before deciding on actions to take.

03.

Consider if there is actually room for improvement.

This report shows the proportion of colleagues responding positively (strongly agree + agree), neutrally (neither agree nor disagree) or negatively (disagree + strongly disagree) to the question asked in the survey. Look at how your positive scores compare to your parent unit, and your last survey's results.

04.

Consider the impact of high neutral responses (lots of employees ticking 'neither agree nor disagree')

Ask your colleagues about their views to find out what is causing this. More communication and involvement may help to shift them to a positive frame of mind.

Take action - think 'quick wins', short term and long term.

05.

Encourage all colleagues to help with action planning and implementation.

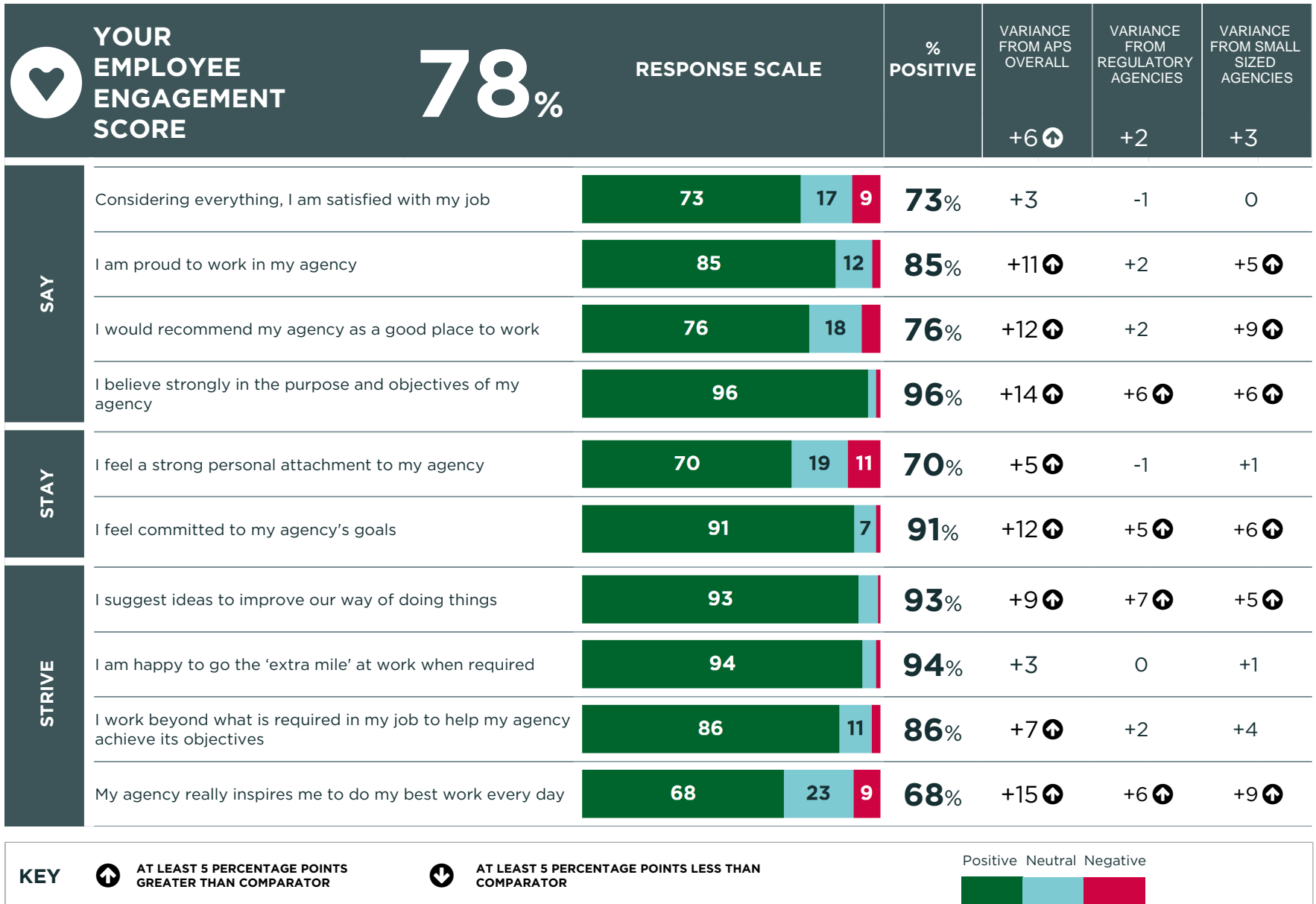
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

ENGAGEMENT SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.



INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
What is your gender?					
Male		23%	-14 ↓	-16 ↓	-14 ↓
Female		75%	+17 ↑	+20 ↑	+18 ↑
X (Indeterminate/Intersex/Unspecified)		0%	0	0	0
Prefer not to say		1%	-2	-4	-4
Do you identify as Aboriginal and/or Torres Strait Islander?					
Yes		1%	-2	0	-2
No		99%	+2	0	+2
Do you have an ongoing disability?					
Yes		13%	+4	+7 ↑	+6 ↑
No		87%	-4	-7 ↓	-6 ↓
KEY			↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	

INCLUSION AND DIVERSITY



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THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
In which country were you born?					
Australia		75%	-2	-1	-2
Other country		25%	+2	+1	+2
Do you speak a language other than English at home?					
No, English only		82%	+1	0	-3
Yes, other		18%	-1	0	+3
Do you have carer responsibilities?					
Yes		47%	+5	+7	+7
No		53%	-5	-7	-7

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?					
Yes		5%	+1	0	-1
No		91%	+1	+2	+3
Prefer not to say		3%	-1	-1	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	92	92%	+4	+1	+1	
	My SES manager actively supports people of diverse backgrounds	77	20	77%	+9 ⬆️	+3	+4
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	83	11	83%	+4	+6 ⬆️	+11 ⬆️
	My supervisor actively supports people from diverse backgrounds	87	10	87%	+1	+1	+1
	My agency supports and actively promotes an inclusive workplace culture	79	13	8	79%	+1	-2

KEY

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

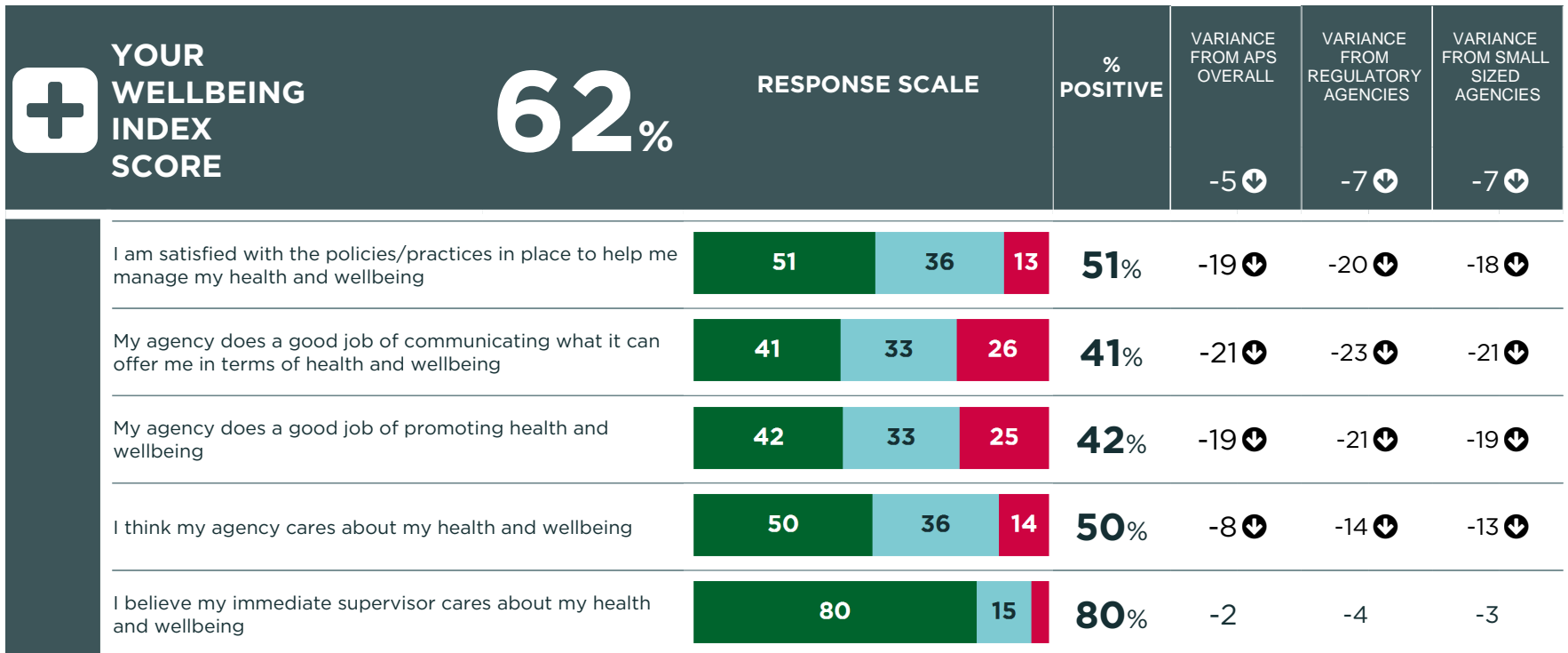
WELLBEING INDEX



WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF WELLBEING FOR EMPLOYEES WITHIN AN ORGANISATION. IT MEASURES BOTH THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.

HIGH LEVELS OF ENGAGEMENT WILL NOT BE SUSTAINABLE AND WILL LEAD TO BURN OUT WITHOUT RECIPROCALLY STRONG LEVELS OF WELLBEING.



SENIOR LEADERSHIP



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Senior leadership: Immediate SES manager	My SES manager is of a high quality	81 (15)	81% +13 ↑	+6 ↑	+10 ↑
	My SES manager is sufficiently visible (e.g. can be seen in action)	77 (15, 8)	77% +11 ↑	+5 ↑	+7 ↑
	My SES manager communicates effectively	71 (19, 10)	71% +5 ↑	0	+4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	78 (15)	78% +12 ↑	+5 ↑	+8 ↑
	My SES manager effectively leads and manages change	69 (19, 12)	69% +10 ↑	+4	+9 ↑
	My SES manager engages with staff on how to respond to future challenges	68 (21, 11)	68% +6 ↑	0	+4

KEY

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Positive Neutral Negative

SENIOR LEADERSHIP



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IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	75 15 10	75%	+20 ↑	+11 ↑	+14 ↑
	In my agency, communication between the SES and other employees is effective	56 23 21	56%	+7 ↑	+3	+7 ↑
	In my agency, the SES actively contribute to the work of our agency	75 20 5	75%	+11 ↑	+1	+5 ↑
	In my agency, the SES are of a high quality	70 22 9	70%	+13 ↑	+4	+11 ↑
	In my agency, the SES work as a team	51 36 13	51%	+5 ↑	+1	+4
	In my agency, the SES clearly articulate the direction and priorities for our agency	70 20 10	70%	+13 ↑	+7 ↑	+15 ↑

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Positive Neutral Negative

IMMEDIATE SUPERVISOR



EXPLORE THE FULL RESULTS

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Immediate supervisor	My supervisor treats people with respect	91	91%	+3	+2	+3
	My supervisor communicates effectively	77	77%	-2	-3	0
	My supervisor encourages me to contribute ideas	86	86%	+2	+1	+3
	My supervisor displays resilience when faced with difficulties or failures	81	81%	+1	-1	0
	My supervisor gives me responsibility and holds me to account for what I deliver	87	87%	+1	0	+1
	My supervisor challenges me to consider new ways of doing things	77	77%	+2	0	+2

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Positive Neutral Negative

IMMEDIATE SUPERVISOR



EXPLORE THE FULL RESULTS

Immediate supervisor	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Where is your immediate supervisor's normal work location?					
In the same office as me		86%	+6	+15	+3
In the same office as me but on a different floor		1%	-2	-1	-3
In a different office, but in the same town/city		0%	-3	-1	-1
In a different town/city or state		14%	-1	-12	+1
In a different country		0%	0	0	0

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

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WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES		
Culture	I receive the respect I deserve from my colleagues at work	<div style="width: 79%; background-color: #006633; display: inline-block;"></div> 79	19	79%	+3	+1	+2	
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div style="width: 59%; background-color: #006633; display: inline-block;"></div> 59	36	59%	+5 ⬆️	+1	+8 ⬆️	
	My agency actively encourages ethical behaviour by all of its employees	<div style="width: 86%; background-color: #006633; display: inline-block;"></div> 86	9	86%	+5 ⬆️	+1	+6 ⬆️	
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div style="width: 32%; background-color: #006633; display: inline-block;"></div> 32	46	22	32%	+1	-3	-5 ⬇️
	Staff are consulted about change at work	<div style="width: 50%; background-color: #006633; display: inline-block;"></div> 50	36	14	50%	+2	+1	+4
	I am happy to go the 'extra mile' at work when required	<div style="width: 94%; background-color: #006633; display: inline-block;"></div> 94			94%	+3	0	+1
	Internal communication within my agency is effective	<div style="width: 44%; background-color: #006633; display: inline-block;"></div> 44	31	25	44%	-5 ⬇️	-11 ⬇️	-3
	In general, employees in my agency feel they are valued for their contribution	<div style="width: 64%; background-color: #006633; display: inline-block;"></div> 64	23	13	64%	+18 ⬆️	+6 ⬆️	+11 ⬆️
	My agency really inspires me to do my best work every day	<div style="width: 68%; background-color: #006633; display: inline-block;"></div> 68	23	9	68%	+15 ⬆️	+6 ⬆️	+9 ⬆️

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CULTURE



**EXPLORE
THE FULL
RESULTS**

APS Values	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?					
Always		51%	0	-1	-2
Often		40%	0	+1	+1
Sometimes		6%	-1	0	0
Rarely		2%	+1	+1	+1
Never		0%	0	0	0
Not sure		1%	0	-1	-1

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



**EXPLORE
THE FULL
RESULTS**

APS Values	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Does your supervisor act in accordance with the APS Values in his or her everyday work?					
Always		63%	+1	0	-1
Often		31%	+2	+3	+4
Sometimes		4%	-1	-1	-1
Rarely		1%	0	0	0
Never		0%	0	0	0
Not sure		0%	-2	-2	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



**EXPLORE
THE FULL
RESULTS**

APS Values	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?					
Always		45%	+1	-2	0
Often		37%	+7	+3	+5
Sometimes		9%	-1	0	-2
Rarely		2%	0	0	0
Never		1%	0	0	0
Not sure		6%	-8	-3	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



**EXPLORE
THE FULL
RESULTS**

APS Values	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency promote the APS Values?					
Always		45%	+3	+2	+4
Often		33%	+2	0	+3
Sometimes		11%	-2	-2	-5
Rarely		5%	+1	+1	0
Never		1%	0	0	0
Not sure		5%	-4	-1	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF DISCRIMINATION WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

Discrimination	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?					
Yes		9%	-4	-1	-1
No		91%	+4	+1	+1
Did this discrimination occur in your current agency?					
Yes		100%	+6	+8	+9
No		0%	-6	-8	-9
Basis for the discrimination that you experienced (3 highest responses):					
Other		33%	-	-	-
Disability (e.g, loss of hearing or sight, incomplete use of limbs or mental health issues)		25%	-	-	-
Gender		17%	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED AND WHO WAS RESPONSIBLE FOR IT. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

Bullying and harassment	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?					
Yes		9%	-4	0	-3
No		86%	+5	+1	+5
Not Sure		5%	-2	-1	-2
Types of harassment or bullying experienced (3 highest responses):					
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		69%	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		54%	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		31%	-	-	-
Person responsible for the harassment or bullying (3 highest responses):					
Someone more senior (other than your supervisor)		54%	-	-	-
Your current supervisor		31%	-	-	-
Co-worker		23%	-	-	-
KEY		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO INDICATED THAT THEY HAD WITNESSED POTENTIAL CORRUPT BEHAVIOUR WERE ASKED TO DESCRIBE THE BEHAVIOUR. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF CORRUPT BEHAVIOURS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

Corruption	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?					
Yes		4%	-1	+1	-1
No		91%	+3	-1	+4
Not sure		4%	-1	+1	-1
Would prefer not to answer		1%	-1	-1	-2

KEY



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WORKPLACE CULTURE



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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE			% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	60	29	11	60%	-24 ↓	-23 ↓	-15 ↓
	It would be hard to get away with corruption in my workplace	63	30	7	63%	-7 ↓	-8 ↓	-1
	I am confident that colleagues in my workplace would report corruption	82	16	2	82%	+1	-1	+4
	I feel confident that I would know what to do if I identified corruption in my workplace	71	20	9	71%	-12 ↓	-10 ↓	-6 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

EXPLORE THE FULL RESULTS

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	80	80%	-1	-5	-5
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	61	61%	-1	-2	-5
	Considering everything, I am satisfied with my job	73	73%	+3	-1	0
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	72	72%	-5	-11	-9
	I am satisfied with the stability and security of my current job	76	76%	+3	+1	+4
	I am satisfied with the opportunities for career progression in my agency	43	43%	0	-2	+4

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

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		RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender		81%	-2	-5 ⬇	-3
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender		68%	+5 ⬆	-3	-2
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?		70%	-4	-7 ⬇	-6 ⬇
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)		31%	-24 ⬇	-28 ⬇	-17 ⬇
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)		13%	-15 ⬇	-18 ⬇	-15 ⬇
	My immediate supervisor actively supports opportunities for mobility		35%	-12 ⬇	-11 ⬇	-4

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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WORKGROUP PERFORMANCE



EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well		75%	0	-5 ⬇️	-3
My workgroup has the tools and resources we need to perform well		41%	-18 ⬇️	-20 ⬇️	-18 ⬇️
The work processes we have in place allow me to be as productive as possible		33%	-21 ⬇️	-21 ⬇️	-20 ⬇️
The people in my workgroup complete work to a high standard		83%	+5 ⬆️	0	+1
The people in my work group use time and resources efficiently		76%	+6 ⬆️	+3	+2
My supervisor ensures that my workgroup delivers on what we are responsible for		77%	-2	-5 ⬇️	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Please indicate whether you have experienced each of the following in the past 12 months: Received regular and timely feedback from your supervisor					
Yes		85%	+2	+1	+3
No		15%	-2	-1	-3
Received constructive feedback from your supervisor					
Yes		85%	+1	0	+2
No		15%	-1	0	-2
Your supervisor has checked in regularly with you to see how you are progressing					
Yes		87%	+5	+3	+5
No		13%	-5	-3	-5

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
In the past 12 months, have you discussed with your supervisor your overall performance over the previous year and the performance expectations for the future year?					
Yes		54%	-21↓	-18↓	-18↓
No		10%	+1	+2	0
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		36%	+19↑	+16↑	+18↑
In the past 12 months, did your supervisor recognise when your job performance changed for any reason?					
Yes		10%	-17↓	-16↓	-14↓
No		13%	-3	-1	-3
Not applicable (e.g. my performance has not changed)		78%	+20↑	+17↑	+16↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div style="display: flex; justify-content: space-between;"><div style="width: 50%; background-color: #006633; color: white; text-align: center;">50</div><div style="width: 24%; background-color: #add8e6; color: white; text-align: center;">24</div><div style="width: 25%; background-color: #cc0033; color: white; text-align: center;">25</div></div>	50%	-10 ↓	-13 ↓	-12 ↓
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div style="display: flex; justify-content: space-between;"><div style="width: 62%; background-color: #006633; color: white; text-align: center;">62</div><div style="width: 27%; background-color: #add8e6; color: white; text-align: center;">27</div><div style="width: 12%; background-color: #cc0033; color: white; text-align: center;">12</div></div>	62%	+2	-3	+1
My overall experience of performance management in my agency has been useful for my development	<div style="display: flex; justify-content: space-between;"><div style="width: 48%; background-color: #006633; color: white; text-align: center;">48</div><div style="width: 35%; background-color: #add8e6; color: white; text-align: center;">35</div><div style="width: 17%; background-color: #cc0033; color: white; text-align: center;">17</div></div>	48%	0	-2	+3
My supervisor openly demonstrates commitment to performance management	<div style="display: flex; justify-content: space-between;"><div style="width: 58%; background-color: #006633; color: white; text-align: center;">58</div><div style="width: 32%; background-color: #add8e6; color: white; text-align: center;">32</div><div style="width: 10%; background-color: #cc0033; color: white; text-align: center;">10</div></div>	58%	-6 ↓	-7 ↓	-4
I received recognition when I last accomplished something significant at work	<div style="display: flex; justify-content: space-between;"><div style="width: 71%; background-color: #006633; color: white; text-align: center;">71</div><div style="width: 22%; background-color: #add8e6; color: white; text-align: center;">22</div><div style="width: 8%; background-color: #cc0033; color: white; text-align: center;">8</div></div>	71%	+4	-2	+2
I can identify a clear connection between my job and my agency's purpose	<div style="display: flex; justify-content: space-between;"><div style="width: 86%; background-color: #006633; color: white; text-align: center;">86</div><div style="width: 10%; background-color: #add8e6; color: white; text-align: center;">10</div><div style="width: 4%; background-color: #cc0033; color: white; text-align: center;">4</div></div>	86%	+4	-1	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

Managing Underperformance	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
To what extent do you agree that your agency deals with underperformance effectively?					
Strongly agree		6%	+3	+3	+3
Agree		17%	0	+1	+2
Neither agree nor disagree		65%	+21	+15	+15
Disagree		8%	-15	-12	-13
Strongly disagree		4%	-9	-7	-7

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

CAPABILITY



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My supervisor provides time for me to attend learning programs	<div style="display: flex; justify-content: space-between;"><div style="width: 67%; background-color: #006633; color: white; text-align: center;">67</div><div style="width: 23%; background-color: #99ccff; color: white; text-align: center;">23</div><div style="width: 10%; background-color: #cc0033; color: white; text-align: center;">10</div></div>	67%	-13 ↓	-15 ↓	-11 ↓
My supervisor shares links, readings and information	<div style="display: flex; justify-content: space-between;"><div style="width: 68%; background-color: #006633; color: white; text-align: center;">68</div><div style="width: 19%; background-color: #99ccff; color: white; text-align: center;">19</div><div style="width: 14%; background-color: #cc0033; color: white; text-align: center;">14</div></div>	68%	-6 ↓	-4	-1
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div style="display: flex; justify-content: space-between;"><div style="width: 60%; background-color: #006633; color: white; text-align: center;">60</div><div style="width: 22%; background-color: #99ccff; color: white; text-align: center;">22</div><div style="width: 19%; background-color: #cc0033; color: white; text-align: center;">19</div></div>	60%	-7 ↓	-8 ↓	-4
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div style="display: flex; justify-content: space-between;"><div style="width: 72%; background-color: #006633; color: white; text-align: center;">72</div><div style="width: 17%; background-color: #99ccff; color: white; text-align: center;">17</div><div style="width: 12%; background-color: #cc0033; color: white; text-align: center;">12</div></div>	72%	-3	-5 ↓	-2
I access learning and development solutions to meet my needs	<div style="display: flex; justify-content: space-between;"><div style="width: 58%; background-color: #006633; color: white; text-align: center;">58</div><div style="width: 24%; background-color: #99ccff; color: white; text-align: center;">24</div><div style="width: 18%; background-color: #cc0033; color: white; text-align: center;">18</div></div>	58%	-16 ↓	-14 ↓	-11 ↓
I have a clear understanding of my development needs	<div style="display: flex; justify-content: space-between;"><div style="width: 69%; background-color: #006633; color: white; text-align: center;">69</div><div style="width: 20%; background-color: #99ccff; color: white; text-align: center;">20</div><div style="width: 11%; background-color: #cc0033; color: white; text-align: center;">11</div></div>	69%	-9 ↓	-7 ↓	-5 ↓
I spend time out of working hours building my capability	<div style="display: flex; justify-content: space-between;"><div style="width: 63%; background-color: #006633; color: white; text-align: center;">63</div><div style="width: 21%; background-color: #99ccff; color: white; text-align: center;">21</div><div style="width: 16%; background-color: #cc0033; color: white; text-align: center;">16</div></div>	63%	+10 ↑	+6 ↑	+3
I seek out opportunities to apply what I learn in my day-to-day work	<div style="display: flex; justify-content: space-between;"><div style="width: 81%; background-color: #006633; color: white; text-align: center;">81</div><div style="width: 18%; background-color: #99ccff; color: white; text-align: center;">18</div></div>	81%	+3	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



CAREER INTENTIONS



EXPLORE THE FULL RESULTS

EMPLOYEES WHO INDICATED THAT THEY WANTED TO LEAVE THEIR AGENCY AS SOON AS POSSIBLE OR WITHIN THE NEXT 12 MONTHS WERE ASKED WHY THEY WANTED TO DO SO. EMPLOYEES COULD SELECT ONLY ONE OPTION FROM A LIST OF ITEMS.

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
In the last 12 months, have you applied for a job?					
Yes, outside the APS		17%	+5	+2	+1
Yes, in my agency		32%	-6	-2	+6
Yes, in another APS agency		26%	+7	+7	0
No		43%	-5	-5	-6
Which of the following statements best reflects your current thoughts about working for your agency?					
I want to leave my agency as soon as possible		4%	-2	-2	-4
I want to leave my agency within the next 12 months		11%	+2	+1	-2
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		3%	-6	-4	-6
I want to stay working for my agency for the next one to two years		28%	+3	-5	-4
I want to stay working for my agency for at least the next three years		53%	+3	+10	+15

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

CAREER INTENTIONS



EXPLORE THE FULL RESULTS

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Primary reasons behind desire to leave agency (3 highest responses):					
My expectations for work in my agency have not been met		19%	-	-	-
Other		19%	-	-	-
There is a lack of future career opportunities in my agency		11%	-	-	-

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR
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RISK MANAGEMENT



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers		74%	+4	-1	+3
Risk management concerns are discussed openly and honestly in my agency		63%	+4	-1	+1
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively		43%	-9↓	-10↓	-7↓
Appropriate risk taking is rewarded in my agency		24%	-2	-5↓	-2
SES in my agency demonstrate the importance of managing risk appropriately		47%	+4	-2	0
When things go wrong, my agency uses this as an opportunity to learn		53%	+6↑	-1	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INNOVATION INDEX



INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.

IT IS IMPORTANT TO BALANCE HIGH LEVELS OF INNOVATION WITH EQUALLY STRONG LEVELS OF ENGAGEMENT. ORGANISATIONS THAT ENABLE AND ENCOURAGE INNOVATION AMONG EMPLOYEES WHO ARE NOT ENGAGED RISK A POTENTIAL MISALIGNMENT OF GOALS AND OBJECTIVES.

YOUR INNOVATION INDEX SCORE	70%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
				+5	+3	+4
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	92		92%	+6	+4	+4
My immediate supervisor encourages me to come up with new or better ways of doing things	79	14	79%	+7	+5	+7
People are recognised for coming up with new and innovative ways of working	65	24 11	65%	+3	+1	+3
My agency inspires me to come up with new or better ways of doing things	64	29 7	64%	+16	+12	+15
My agency recognises and supports the notion that failure is a part of innovation	42	49 9	42%	+3	+1	+4


KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative


TIME TO TAKE ACTION



CELEBRATE

What things do we do well?


THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.



INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?



OPPORTUNITIES

Areas we need to focus on and turn into action plans:

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

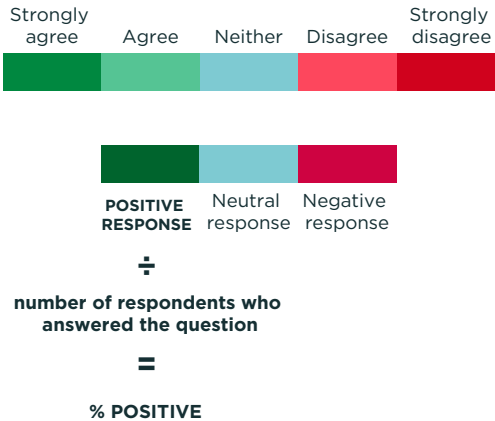
PRIORITISE 3 AREAS TO TAKE FORWARD

	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
1					
2					
3					

GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

ANONYMITY

IT IS ENGINE'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.