



Australian Government
 Australian Public Service
 Commission

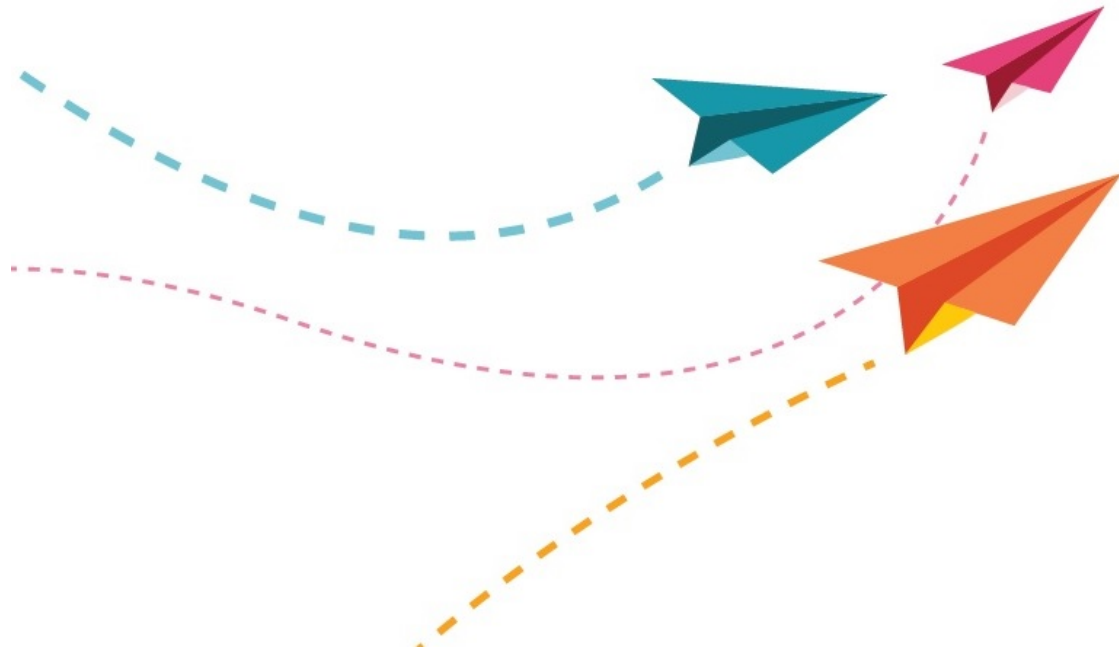
AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



Highlights Report:

PSR



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RESPONSES:
15 of 21

RESPONSE RATE:
71%

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.

YOUR EMPLOYEE ENGAGEMENT SCORE		82%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
SAY	Considering everything, I am satisfied with my job	93	93%	+23 ↑	+19 ↑	+17 ↑	
	I am proud to work in my agency	100	100%	+26 ↑	+16 ↑	+8 ↑	
	I would recommend my agency as a good place to work	100	100%	+36 ↑	+28 ↑	+30 ↑	
	I believe strongly in the purpose and objectives of my agency	100	100%	+18 ↑	+11 ↑	+4	
STAY	I feel a strong personal attachment to my agency	87	87%	+21 ↑	+13 ↑	+14 ↑	
	I feel committed to my agency's goals	100	100%	+21 ↑	+15 ↑	+6 ↑	
STRIVE	I suggest ideas to improve our way of doing things	93	93%	+9 ↑	+5 ↑	-3	
	I am happy to go the 'extra mile' at work when required	100	100%	+9 ↑	+7 ↑	+4	
	I work beyond what is required in my job to help my agency achieve its objectives	93	93%	+14 ↑	+12 ↑	+8 ↑	
	My agency really inspires me to do my best work every day	100	100%	+47 ↑	+41 ↑	+29 ↑	

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
What is your gender?					
Male		20%	-17↓	-21↓	-6↓
Female		80%	+21↑	+25↑	+12↑
X (Indeterminate/Intersex/Unspecified)		0%	0	0	-
Prefer not to say		0%	-4	-4	-5↓
Do you identify as Aboriginal and/or Torres Strait Islander?					
Yes		0%	-4	-2	-
No		100%	+4	+2	0
Do you have an ongoing disability?					
Yes		7%	-2	0	+1
No		93%	+2	0	-1
<p>KEY</p> <p> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </p>					

INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
In which country were you born?					
Australia		93%	+16	+17	+14
Other country		7%	-16	-17	-14
Do you speak a language other than English at home?					
No, English only		73%	-8	-9	-10
Yes, other		27%	+8	+9	+10
Do you have carer responsibilities?					
Yes		40%	-1	-1	+5
No		60%	+1	+1	-5

KEY



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INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?					
Yes		0%	-5 ↓	-6 ↓	-9 ↓
No		100%	+9 ↑	+10 ↑	+14 ↑
Prefer not to say		0%	-5 ↓	-5 ↓	-5 ↓

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	93	93%	+5 ⬆️	+2	0
	My SES manager actively supports people of diverse backgrounds	93	93%	+25 ⬆️	+19 ⬆️	+18 ⬆️
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	100	100%	+21 ⬆️	+21 ⬆️	+28 ⬆️
	My supervisor actively supports people from diverse backgrounds	100	100%	+14 ⬆️	+13 ⬆️	+9 ⬆️
	My agency supports and actively promotes an inclusive workplace culture	93	93%	+15 ⬆️	+13 ⬆️	+14 ⬆️

KEY

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

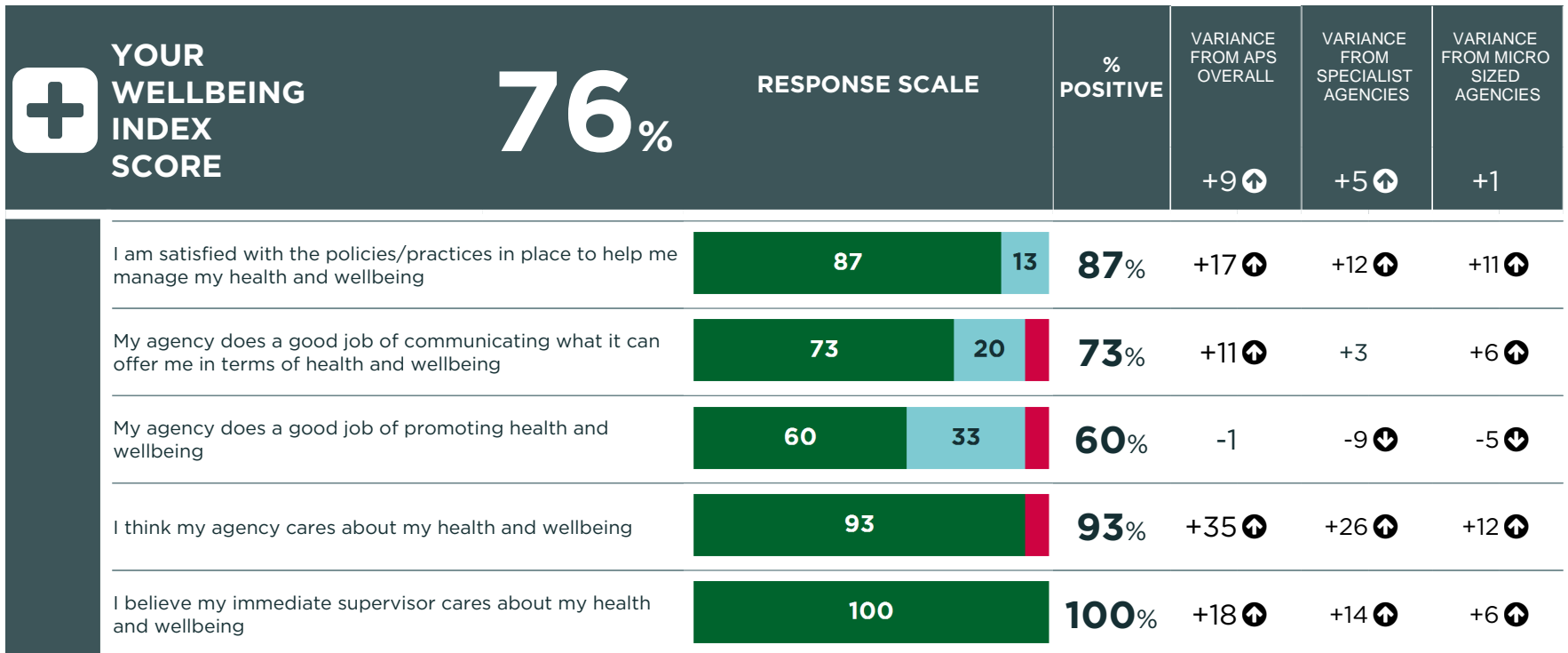
WELLBEING INDEX



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



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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES	
Senior leadership: Immediate SES manager	My SES manager is of a high quality	100	100%	+32 ↑	+27 ↑	+13 ↑
	My SES manager is sufficiently visible (e.g. can be seen in action)	100	100%	+35 ↑	+31 ↑	+13 ↑
	My SES manager communicates effectively	93	93%	+28 ↑	+26 ↑	+11 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	87	87%	+20 ↑	+14 ↑	+3
	My SES manager effectively leads and manages change	87	87%	+27 ↑	+24 ↑	+13 ↑
	My SES manager engages with staff on how to respond to future challenges	87	87%	+25 ↑	+23 ↑	+14 ↑

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Positive Neutral Negative



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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	100	100%	+45 ↑	+40 ↑	+15 ↑
	In my agency, communication between the SES and other employees is effective	93	93%	+44 ↑	+45 ↑	+22 ↑
	In my agency, the SES actively contribute to the work of our agency	93	93%	+29 ↑	+23 ↑	-1
	In my agency, the SES are of a high quality	93	93%	+37 ↑	+33 ↑	+4
	In my agency, the SES work as a team	80 20	80%	+34 ↑	+33 ↑	+2
	In my agency, the SES clearly articulate the direction and priorities for our agency	93	93%	+36 ↑	+36 ↑	+18 ↑

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Positive Neutral Negative



IMMEDIATE SUPERVISOR



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Immediate supervisor	My supervisor treats people with respect	100	100%	+12 ↑	+9 ↑	+7 ↑
	My supervisor communicates effectively	100	100%	+21 ↑	+20 ↑	+19 ↑
	My supervisor encourages me to contribute ideas	100	100%	+16 ↑	+13 ↑	+12 ↑
	My supervisor displays resilience when faced with difficulties or failures	100	100%	+20 ↑	+17 ↑	+18 ↑
	My supervisor gives me responsibility and holds me to account for what I deliver	100	100%	+14 ↑	+13 ↑	+11 ↑
	My supervisor challenges me to consider new ways of doing things	93	93%	+18 ↑	+16 ↑	+11 ↑

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

IMMEDIATE SUPERVISOR



EXPLORE
THE FULL
RESULTS

Immediate supervisor	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Where is your immediate supervisor's normal work location?					
In the same office as me		100%	+20	+19	+8
In the same office as me but on a different floor		0%	-3	-4	-
In a different office, but in the same town/city		0%	-3	-1	-1
In a different town/city or state		0%	-14	-13	-7
In a different country		0%	0	-1	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES	
Culture	I receive the respect I deserve from my colleagues at work	100	100%	+24 ⬆️	+22 ⬆️	+18 ⬆️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	93	93%	+39 ⬆️	+40 ⬆️	+29 ⬆️
	My agency actively encourages ethical behaviour by all of its employees	100	100%	+20 ⬆️	+16 ⬆️	+8 ⬆️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	27 40 33	27%	-4	-8 ⬇️	-19 ⬇️
	Staff are consulted about change at work	73 27	73%	+25 ⬆️	+24 ⬆️	+9 ⬆️
	I am happy to go the 'extra mile' at work when required	100	100%	+9 ⬆️	+7 ⬆️	+4
	Internal communication within my agency is effective	80 13	80%	+32 ⬆️	+32 ⬆️	+21 ⬆️
	In general, employees in my agency feel they are valued for their contribution	87 13	87%	+40 ⬆️	+32 ⬆️	+14 ⬆️
	My agency really inspires me to do my best work every day	100	100%	+47 ⬆️	+41 ⬆️	+29 ⬆️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?					
Always		73%	+23	+17	+5
Often		27%	-13	-10	+1
Sometimes		0%	-7	-5	-3
Rarely		0%	-1	-1	-
Never		0%	0	0	-
Not sure		0%	-1	-1	-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
SPECIALIST
AGENCIES

VARIANCE
FROM MICRO
SIZED
AGENCIES

Does your supervisor act in accordance with the APS Values in his or her everyday work?

Always		93%	+31	+27	+18
Often		0%	-29	-27	-19
Sometimes		7%	+1	+2	+2
Rarely		0%	-1	-1	-
Never		0%	0	0	-
Not sure		0%	-2	-1	-1

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
SPECIALIST
AGENCIES

VARIANCE
FROM MICRO
SIZED
AGENCIES

Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?

Always		87%	+43	+40	+19
Often		13%	-17	-19	-8
Sometimes		0%	-9	-8	-9
Rarely		0%	-2	-2	-
Never		0%	-1	0	-
Not sure		0%	-13	-11	-1

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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency promote the APS Values?					
Always		73%	+32	+33	+15
Often		20%	-11	-12	+6
Sometimes		7%	-6	-8	-9
Rarely		0%	-4	-5	-9
Never		0%	-1	-1	-
Not sure		0%	-10	-8	-3

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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
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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		0%	-12↓	-9↓	-3
No		100%	+12↑	+9↑	+3

Did this discrimination occur in your current agency?

Yes	The data for this question has been hidden for anonymity reasons.				
No	The data for this question has been hidden for anonymity reasons.				

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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?					
Yes		0%	-13 ↓	-9 ↓	-4
No		93%	+13 ↑	+9 ↑	0
Not Sure		7%	0	+1	+4

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 SPECIALIST AGENCIES	VARIANCE FROM MICRO 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		0%	-4	-3	-
No		100%	+12	+10	+3
Not sure		0%	-5	-5	-1
Would prefer not to answer		0%	-3	-2	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	93	93%	+9 ↑	+10 ↑	+10 ↑
	It would be hard to get away with corruption in my workplace	93	93%	+23 ↑	+24 ↑	+12 ↑
	I am confident that colleagues in my workplace would report corruption	87 13	87%	+6 ↑	+5 ↑	0
	I feel confident that I would know what to do if I identified corruption in my workplace	93	93%	+10 ↑	+13 ↑	+9 ↑

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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	93	93%	+13 ↑	+7 ↑	+6 ↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	53 27 20	53%	-9 ↓	-10 ↓	-19 ↓
	Considering everything, I am satisfied with my job	93	93%	+23 ↑	+19 ↑	+17 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	93	93%	+16 ↑	+9 ↑	+8 ↑
	I am satisfied with the stability and security of my current job	100	100%	+27 ↑	+30 ↑	+18 ↑
	I am satisfied with the opportunities for career progression in my agency	47 27 27	47%	+4	+7 ↑	+4

KEY ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR ↓ 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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender		100%	+17 ↑	+12 ↑	+14 ↑
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender		93%	+30 ↑	+20 ↑	+9 ↑
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?		87%	+12 ↑	+8 ↑	+2
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)		21%	-33 ↓	-34 ↓	+1
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)		14%	-14 ↓	-18 ↓	-15 ↓
	My immediate supervisor actively supports opportunities for mobility		29%	-19 ↓	-15 ↓	-5 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	93	93%	+18 ↑	+14 ↑	+8 ↑
My workgroup has the tools and resources we need to perform well	73 20	73%	+15 ↑	+13 ↑	+6 ↑
The work processes we have in place allow me to be as productive as possible	87 13	87%	+32 ↑	+31 ↑	+28 ↑
The people in my workgroup complete work to a high standard	87 13	87%	+9 ↑	+3	+2
The people in my work group use time and resources efficiently	87 13	87%	+17 ↑	+12 ↑	+11 ↑
My supervisor ensures that my workgroup delivers on what we are responsible for	87 13	87%	+8 ↑	+5 ↑	+6 ↑

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PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO 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		100%	+17	+18	+18
No		0%	-17	-18	-18
Received constructive feedback from your supervisor					
Yes		93%	+9	+8	+5
No		7%	-9	-8	-5
Your supervisor has checked in regularly with you to see how you are progressing					
Yes		93%	+11	+9	+13
No		7%	-11	-9	-13

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PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
<p>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?</p>					
Yes		87%	+12	+11	+18
No		7%	-2	-1	+2
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		7%	-10	-10	-20
<p>In the past 12 months, did your supervisor recognise when your job performance changed for any reason?</p>					
Yes		27%	0	+4	+11
No		0%	-16	-15	-4
Not applicable (e.g. my performance has not changed)		73%	+15	+12	-7

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?		80%	+19 ↑	+15 ↑	+11 ↑
To what extent do you agree that the support by your supervisor has helped to improve your performance?		60%	0	-3	+1
My overall experience of performance management in my agency has been useful for my development		47%	-1	-2	-3
My supervisor openly demonstrates commitment to performance management		60%	-4	-3	-2
I received recognition when I last accomplished something significant at work		53%	-13 ↓	-18 ↓	-13 ↓
I can identify a clear connection between my job and my agency's purpose		87%	+5 ↑	0	-3

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Positive Neutral Negative



PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

Managing Underperformance	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
To what extent do you agree that your agency deals with underperformance effectively?					
Strongly agree		7%	+4	+4	-3
Agree		36%	+19	+19	+15
Neither agree nor disagree		43%	-1	-6	-8
Disagree		7%	-16	-15	-5
Strongly disagree		7%	-6	-3	+1

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CAPABILITY



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WHERE ARE YOU PERFORMING WELL?

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	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
My supervisor provides time for me to attend learning programs	93	93%	+13 ↑	+14 ↑	+15 ↑
My supervisor shares links, readings and information	73	73%	0	+3	-2
My supervisor provides me with opportunities to develop relevant capabilities for my career	80	80%	+14 ↑	+13 ↑	+7 ↑
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	87	87%	+12 ↑	+10 ↑	+13 ↑
I access learning and development solutions to meet my needs	80	80%	+6 ↑	+10 ↑	+10 ↑
I have a clear understanding of my development needs	80	80%	+2	+5 ↑	+9 ↑
I spend time out of working hours building my capability	67	67%	+13 ↑	+11 ↑	+1
I seek out opportunities to apply what I learn in my day-to-day work	87	87%	+8 ↑	+6 ↑	+3

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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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
In the last 12 months, have you applied for a job?					
Yes, outside the APS		0%	-12 ↓	-15 ↓	-14 ↓
Yes, in my agency		7%	-31 ↓	-24 ↓	-9 ↓
Yes, in another APS agency		21%	+3	0	-8 ↓
No		71%	+23 ↑	+21 ↑	+21 ↑
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		0%	-6 ↓	-5 ↓	-3
I want to leave my agency within the next 12 months		14%	+5 ↑	+3	+4
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		0%	-10 ↓	-9 ↓	-6 ↓
I want to stay working for my agency for the next one to two years		36%	+11 ↑	+5 ↑	-10 ↓
I want to stay working for my agency for at least the next three years		50%	0	+7 ↑	+15 ↑
<p>KEY</p> <p> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </p>					

RISK MANAGEMENT



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers	100	100%	+30 ↑	+28 ↑	+18 ↑
Risk management concerns are discussed openly and honestly in my agency	93 7	93%	+33 ↑	+29 ↑	+24 ↑
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	100	100%	+48 ↑	+47 ↑	+37 ↑
Appropriate risk taking is rewarded in my agency	71 29	71%	+46 ↑	+45 ↑	+36 ↑
SES in my agency demonstrate the importance of managing risk appropriately	93 7	93%	+50 ↑	+45 ↑	+27 ↑
When things go wrong, my agency uses this as an opportunity to learn	100	100%	+54 ↑	+48 ↑	+31 ↑

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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	72%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	87	13	87%	0	-4	-8
My immediate supervisor encourages me to come up with new or better ways of doing things	80	13	80%	+8	+3	+3
People are recognised for coming up with new and innovative ways of working	73	20	73%	+12	+8	+7
My agency inspires me to come up with new or better ways of doing things	80	13	80%	+31	+28	+14
My agency recognises and supports the notion that failure is a part of innovation	50	43	50%	+12	+9	+1

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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.

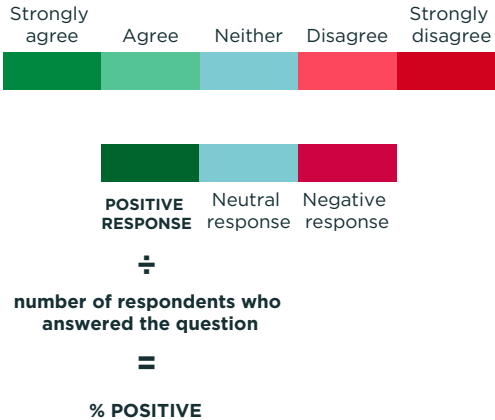
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.