

Australian Federal Police 2020 All Staff Survey Report

October 2020

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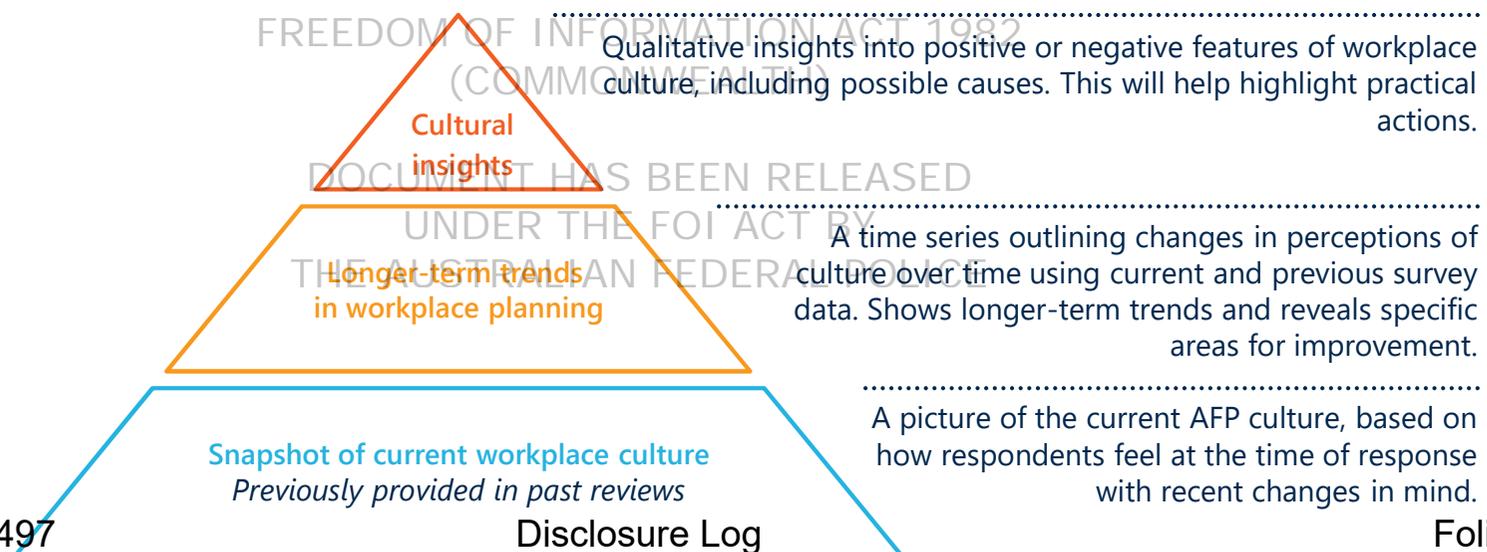
The AFP has undergone a significant period of change in relation to its strategy and operations.

2020 for the Australian Federal Police (AFP) has marked a period of significant change. The *AFP 2020 and Beyond* strategy has outlined the organisation's aspirational value proposition and priorities for the future.

The AFP is deeply committed to ensuring a stable, trustworthy and positive workplace culture. The AFP has already invested considerably in culture through surveys in 2015 and 2018, the *High-Performing Culture Strategy* and independent reviews. The 2020 All Staff Survey (2020 Survey) is no exception. Nous Group (Nous) has been engaged to design the 2020 survey to understand current pain points and appropriate initiatives and strategies to address identified concerns. In particular, the *AFP 2020 and Beyond* strategy outlines a focus on health and wellbeing, proactivity, leadership development and diversity and inclusion which are relevant themes to the 2020 survey.

The AFP is on a journey to re-shape, re-balance and reconnect with its workforce – as evidenced by the 2020 Survey. In order to remain a step ahead, the AFP needs to know what staff are thinking and feeling to achieve its operational strategy as well as outsmart serious crime through intelligent action.

The scope of the project sought to provide the AFP with three layers of survey analysis with additional enabling products and outputs:



Recommendations for the AFP to address the issues identified broadly in the themes

THEMES AND INSIGHTS- FOUR KEY THEMES

Leadership and supervision

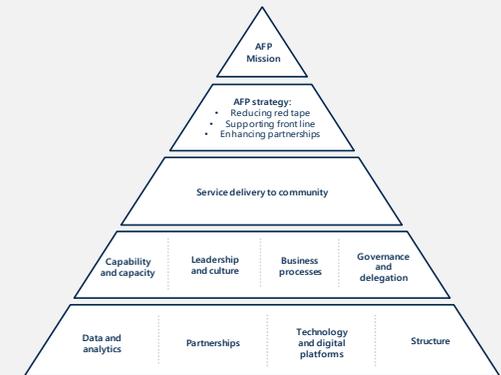
Culture and inclusion

Operations and support

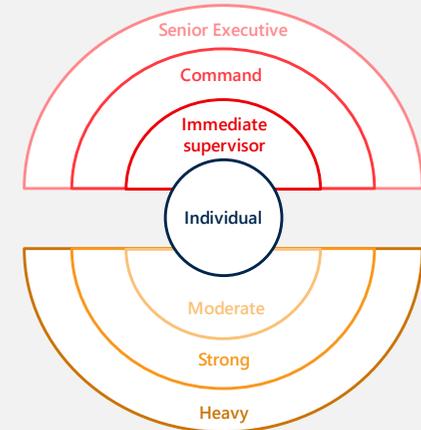
Capability and career development

FUTURE RECOMMENDATIONS

Recommendations rely on levers within the AFP's organisational architecture to address insights and respond to key business challenges.



A key premise to the recommendations is also the relationship between individual perception, distance from decision makers and reliance on systems.

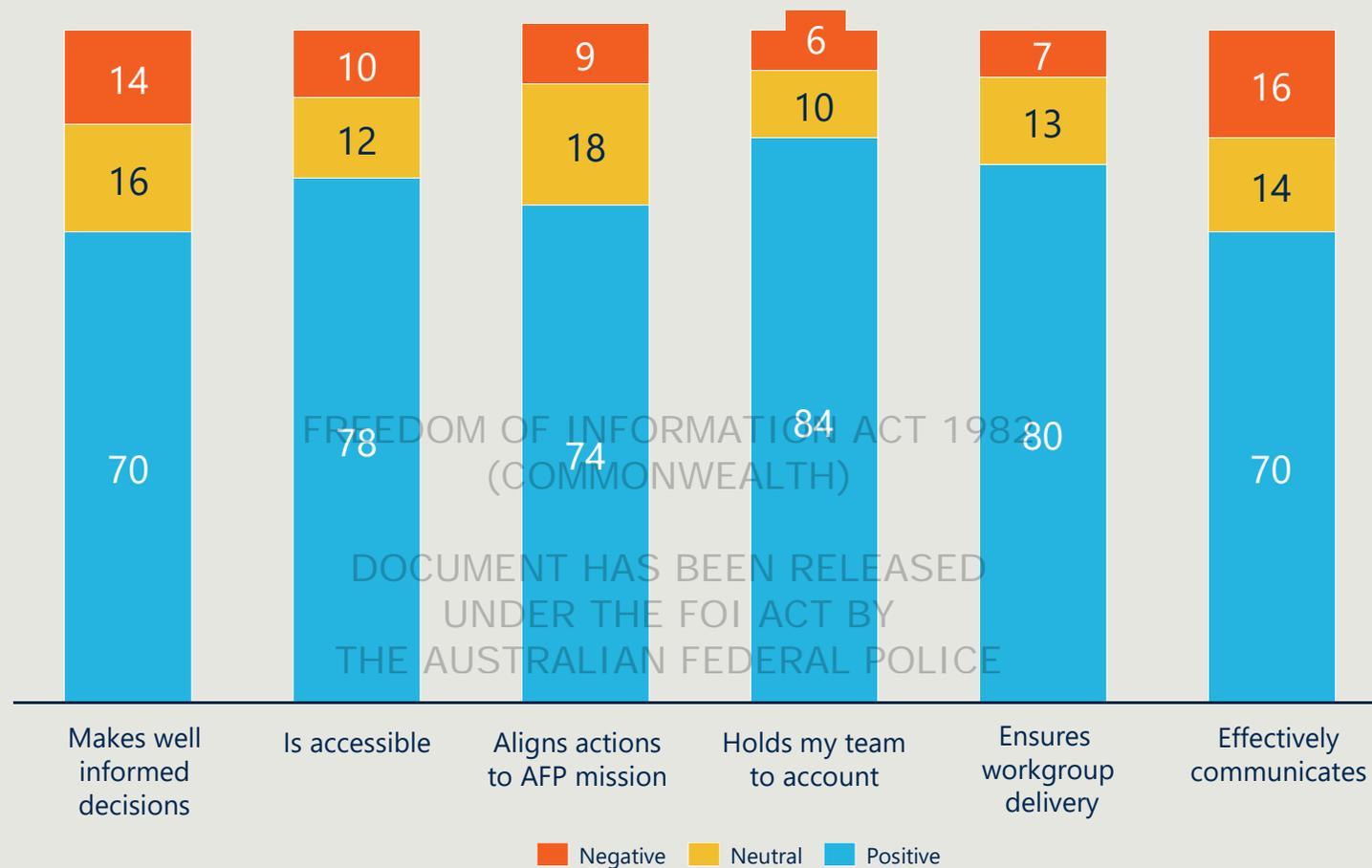


Theme 1: Leadership and supervision

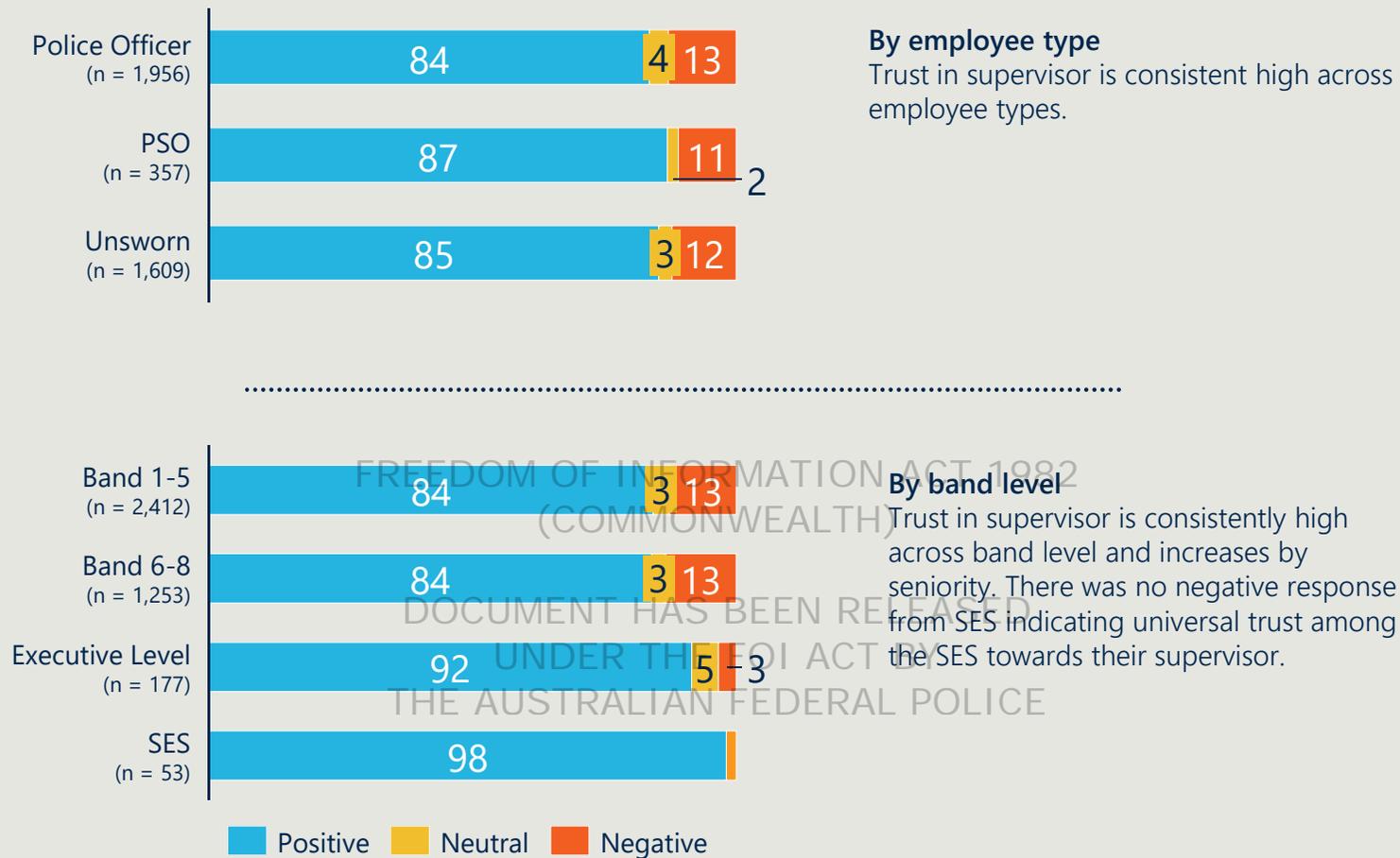
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Trust in immediate supervisor

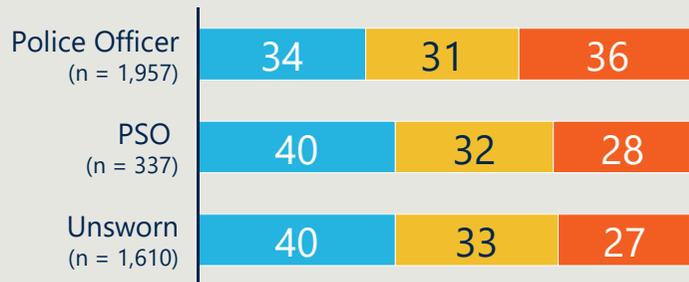
My supervisor...



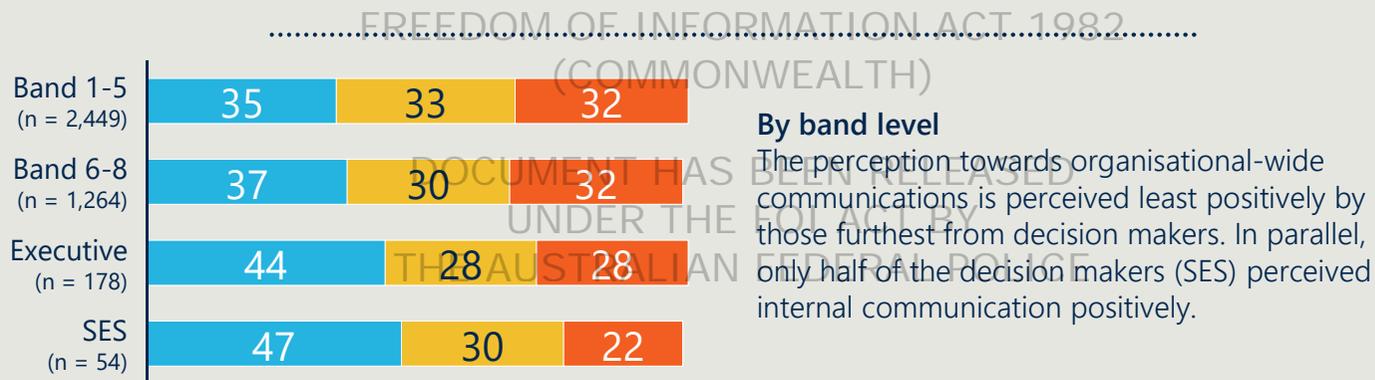
Overall perception of supervisors



Effectiveness and regularity of communication



By outcome
The sentiment towards regular and effective communication by outcome is relatively similar, however Police Officers feel the least positive.

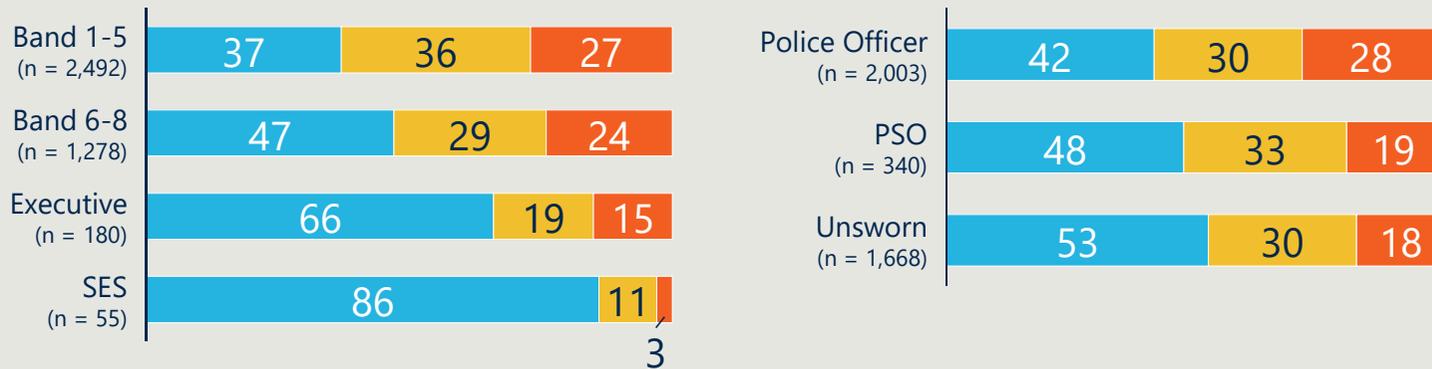


By band level
The perception towards organisational-wide communications is perceived least positively by those furthest from decision makers. In parallel, only half of the decision makers (SES) perceived internal communication positively.

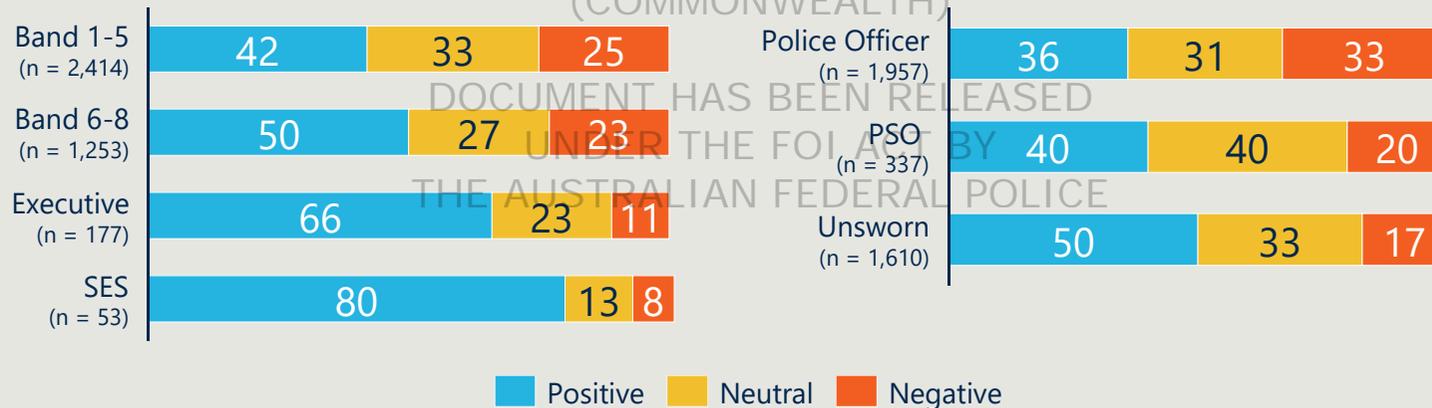
Positive Neutral Negative

SES' strategic decision making

I understand the alignment between the senior executive's actions and the AFP's mission



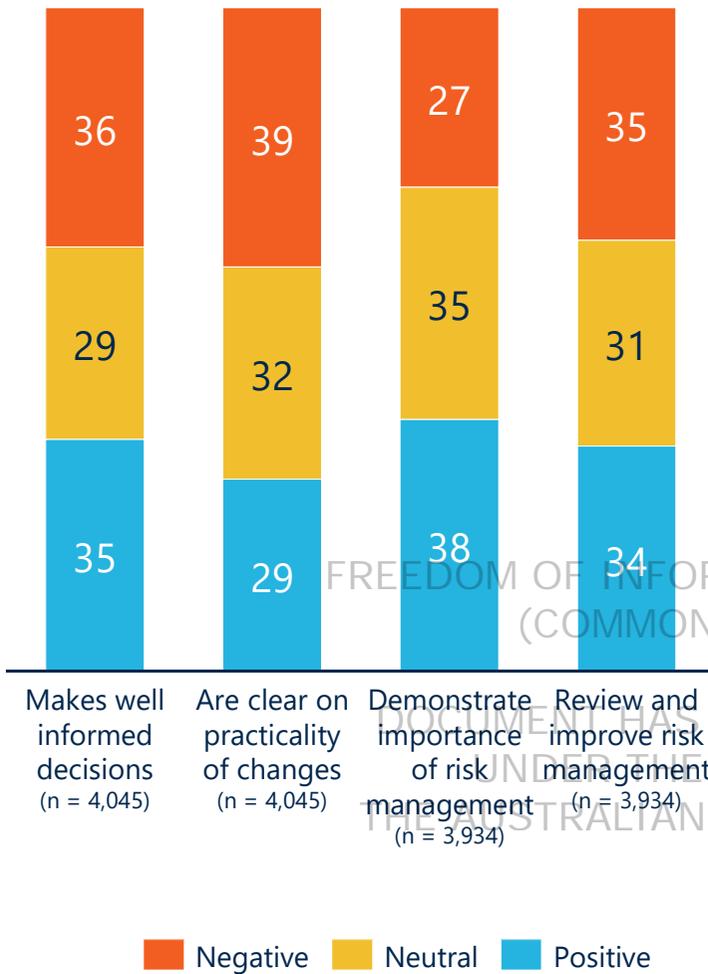
The AFP senior executive clearly articulate the strategic direction and priorities for our organisation



Positive Neutral Negative

Trust in operational decision making

The Senior Executive...

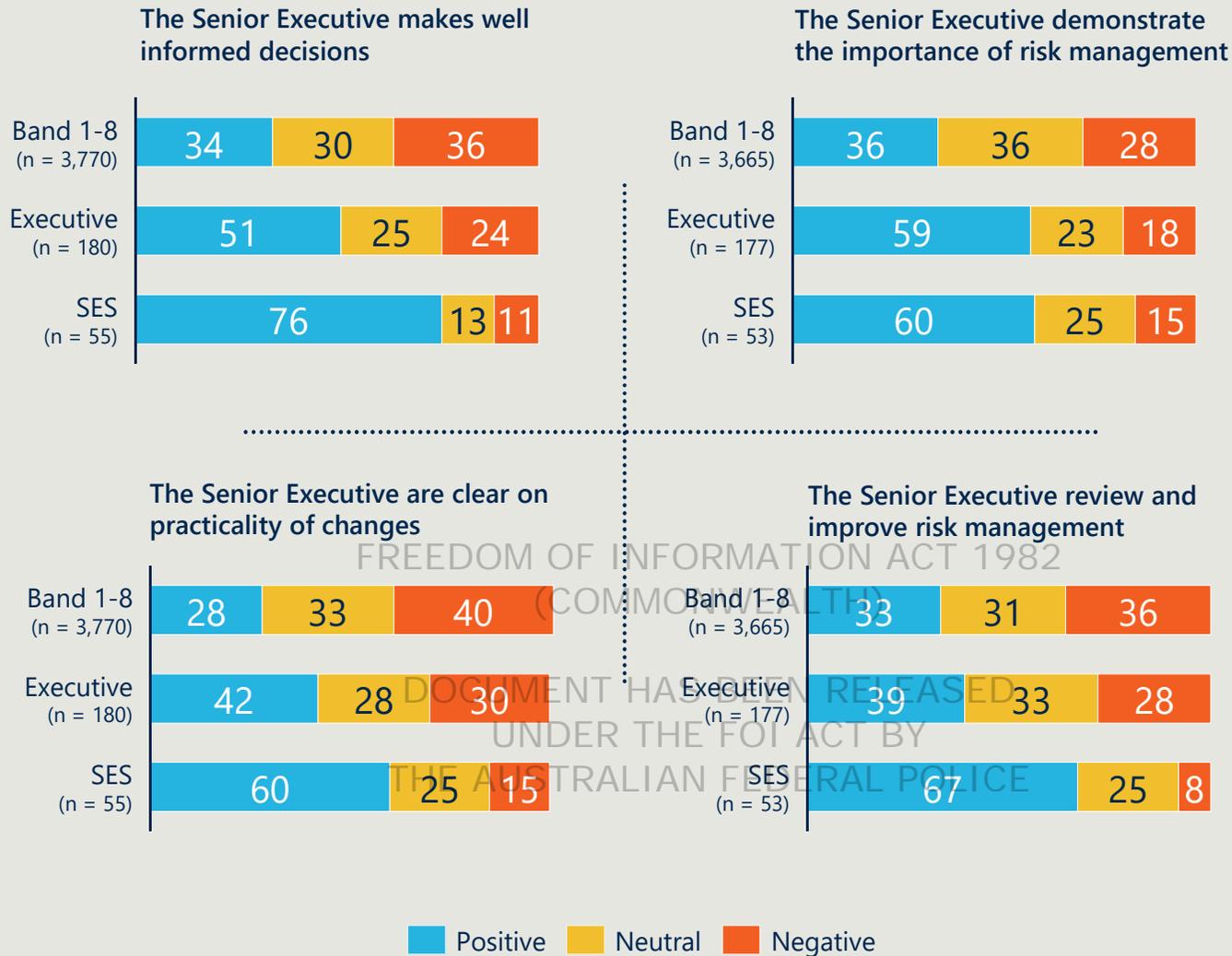


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Trust in operational decision making



Desired behaviours for SES

When asked what behaviours and actions they would like to see from the SES, staff spoke of three key themes*

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32% spoke of increased transparency, accountability and communication

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28% spoke about more face to face engagement with the frontline

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23% spoke of supporting staff

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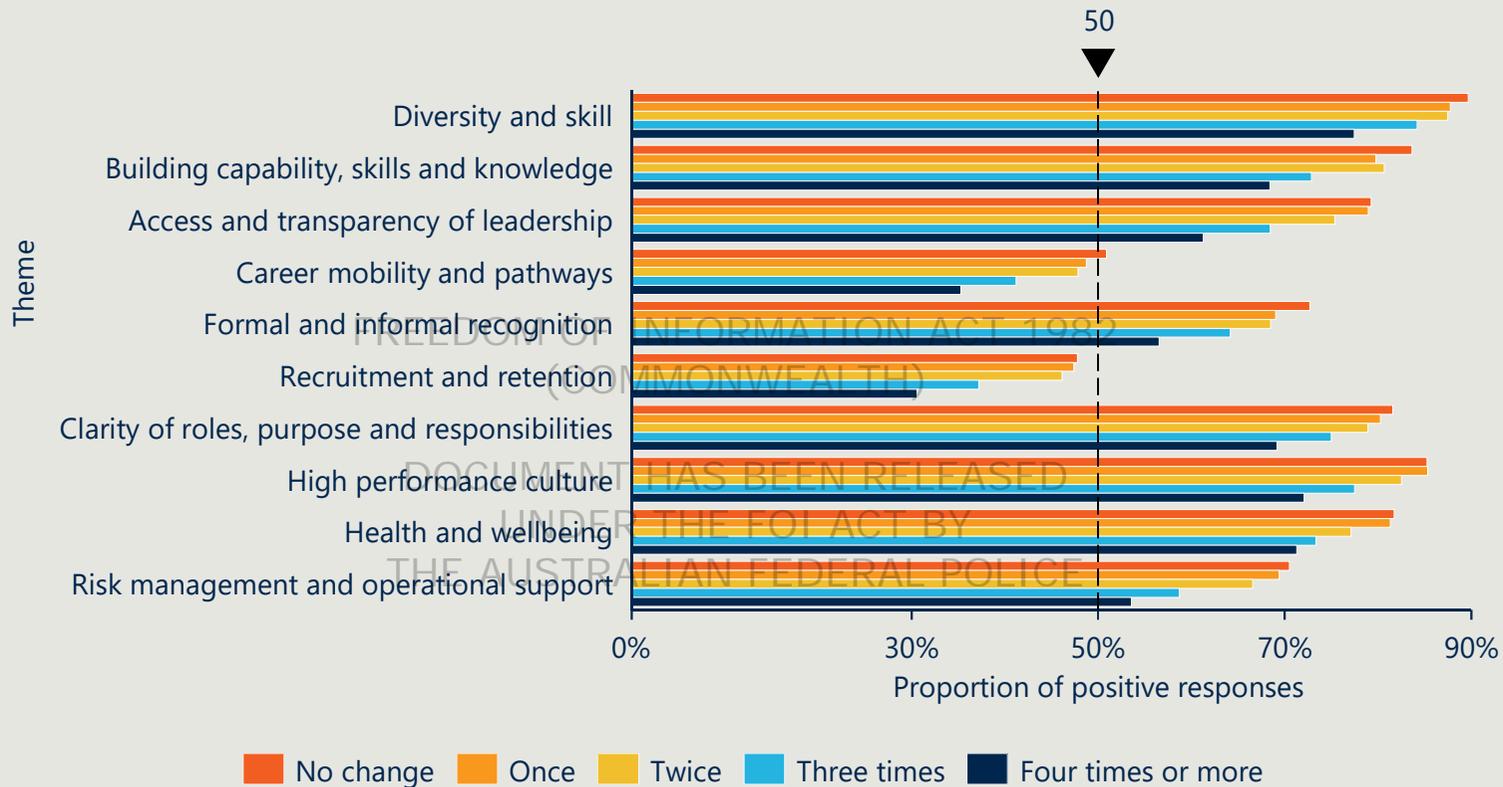
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Multiple changes in supervisor

50% of staff have had at least two changes in supervisor in the past 12 months.



The more a supervisor changes, the more negative the responses across the survey responses where a Likert scale was used (Strongly Agree versus Strongly Disagree)

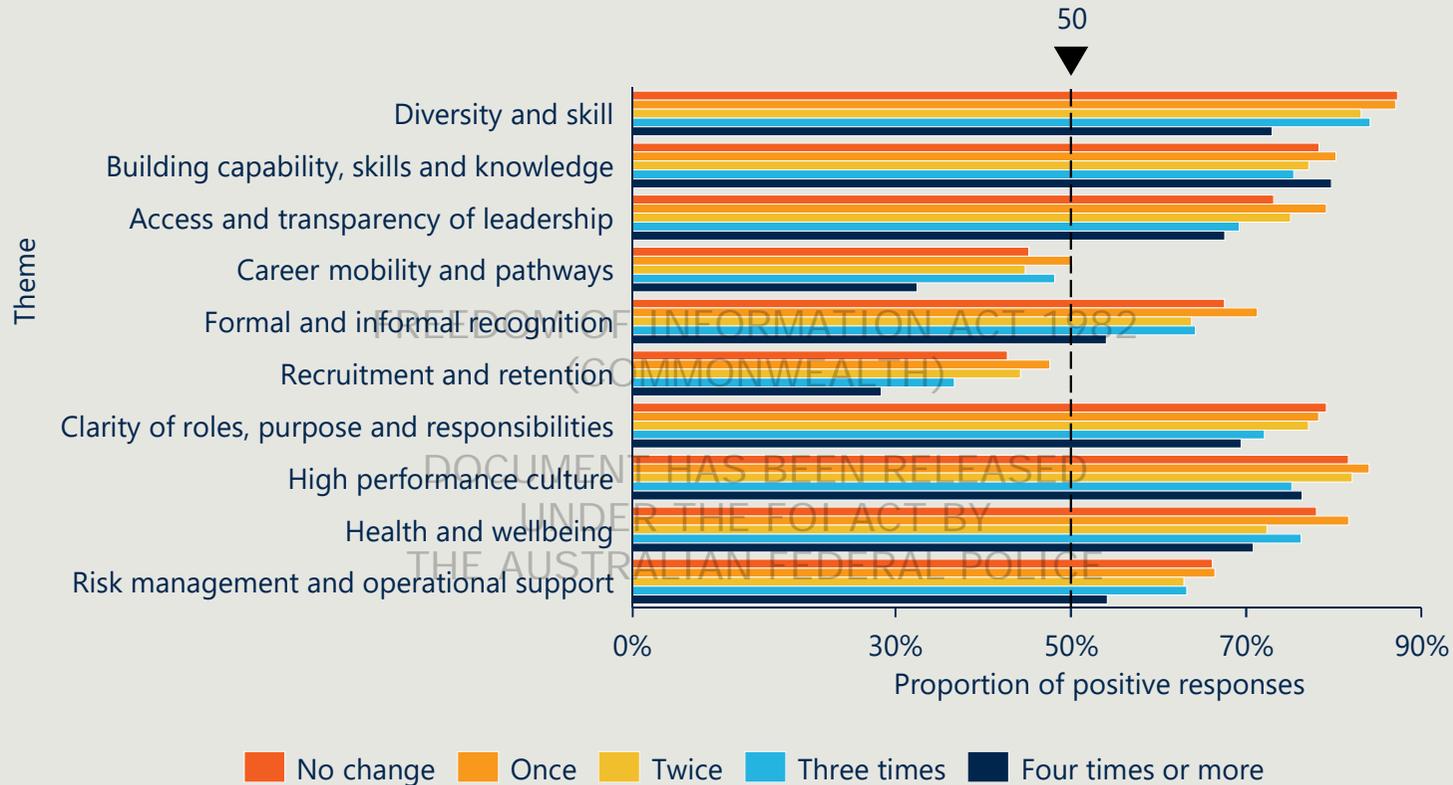


Multiple changes in role

16% of staff had changed roles at least twice in the past 12 months



A comparison of positive responses for Likert questions by the number of times people have changed roles in the past 12 months:



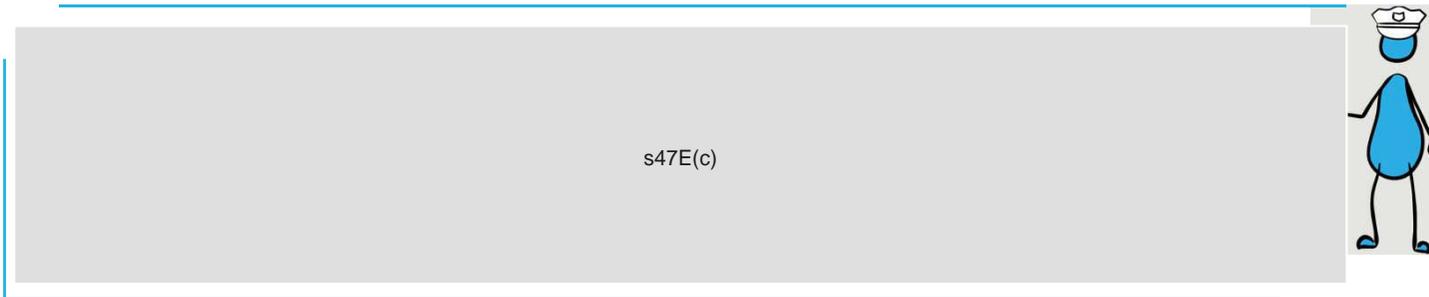
Theme 2: Culture and inclusion

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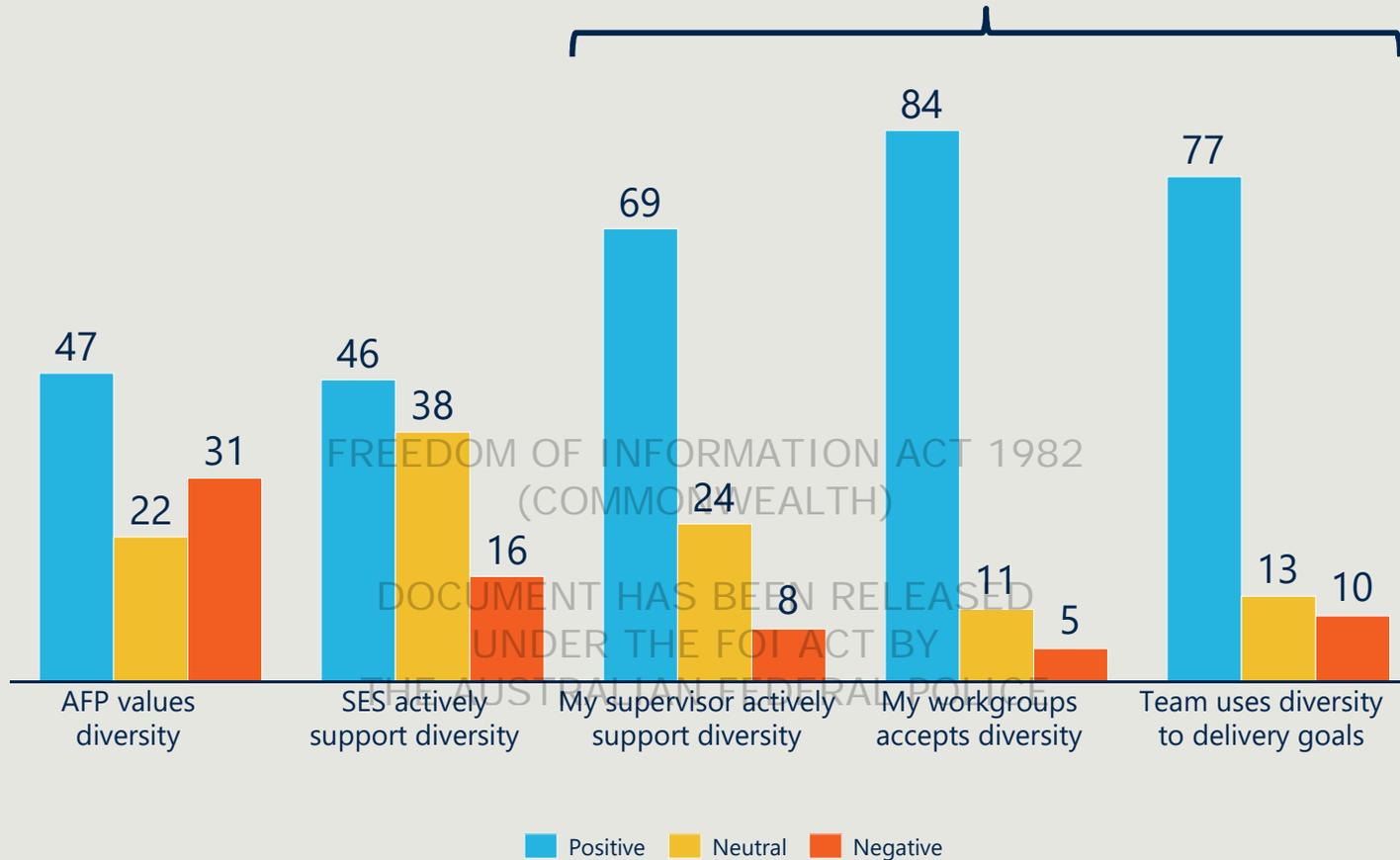
'What makes you proud to work for the AFP?'

Half of staff were proud to work with the AFP to 'make a positive difference' and 40% were proud to 'achieve outcomes'



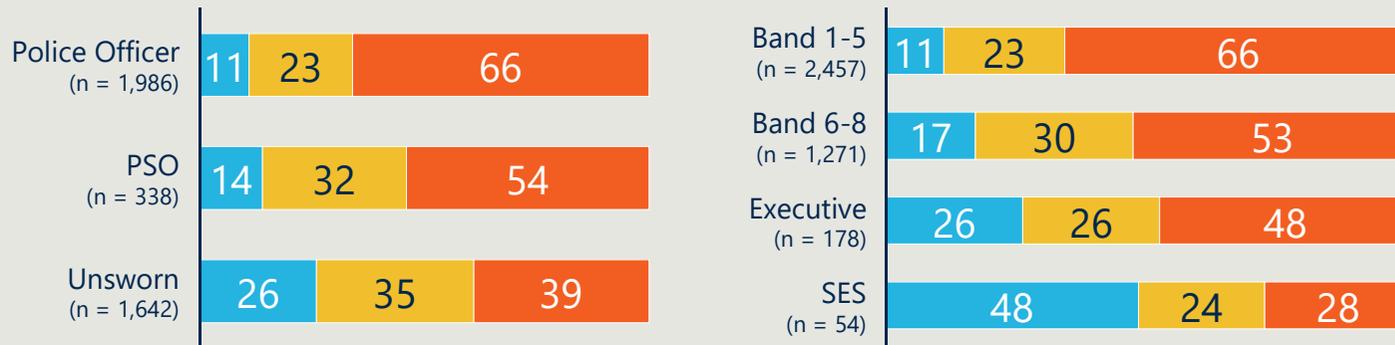
Diversity

Staff perceptions towards their supervisor's and colleagues' support for diversity was the highest



Transparency and meritocracy

The AFP senior executive makes fair, transparent and merit-based decisions regarding engagement and advancement



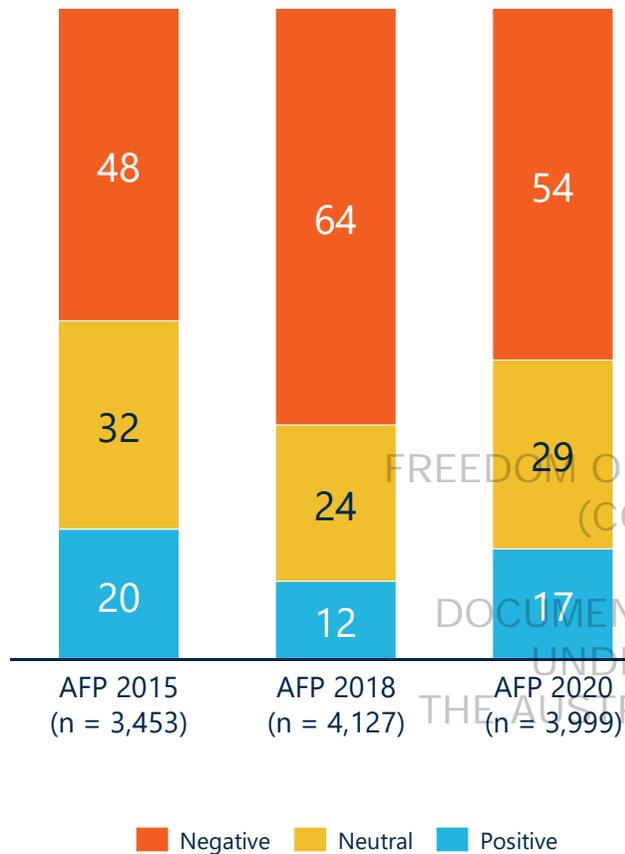
I have the same opportunities as anyone else of my ability or experience



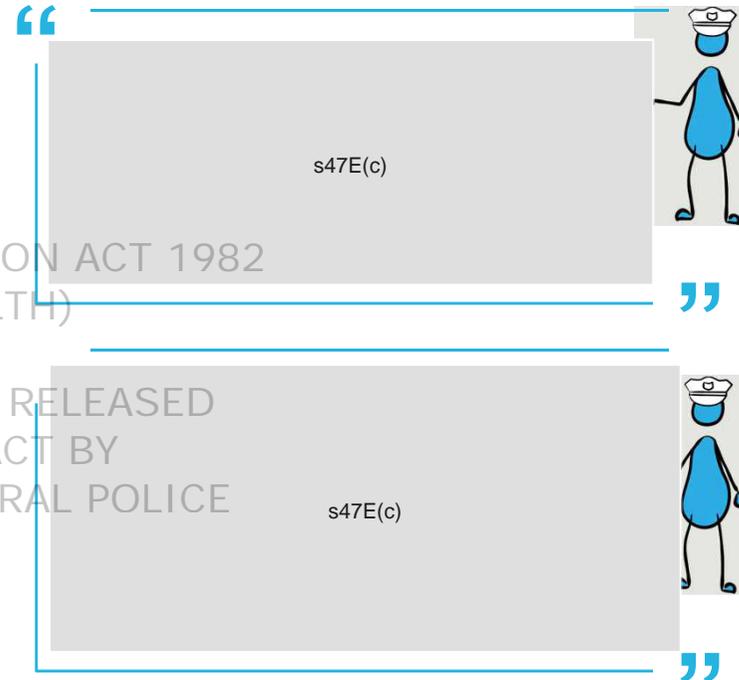
Positive Neutral Negative

Transparency and fairness

Responses to the perception of transparency and fairness in engagement and advancement over time are consistent



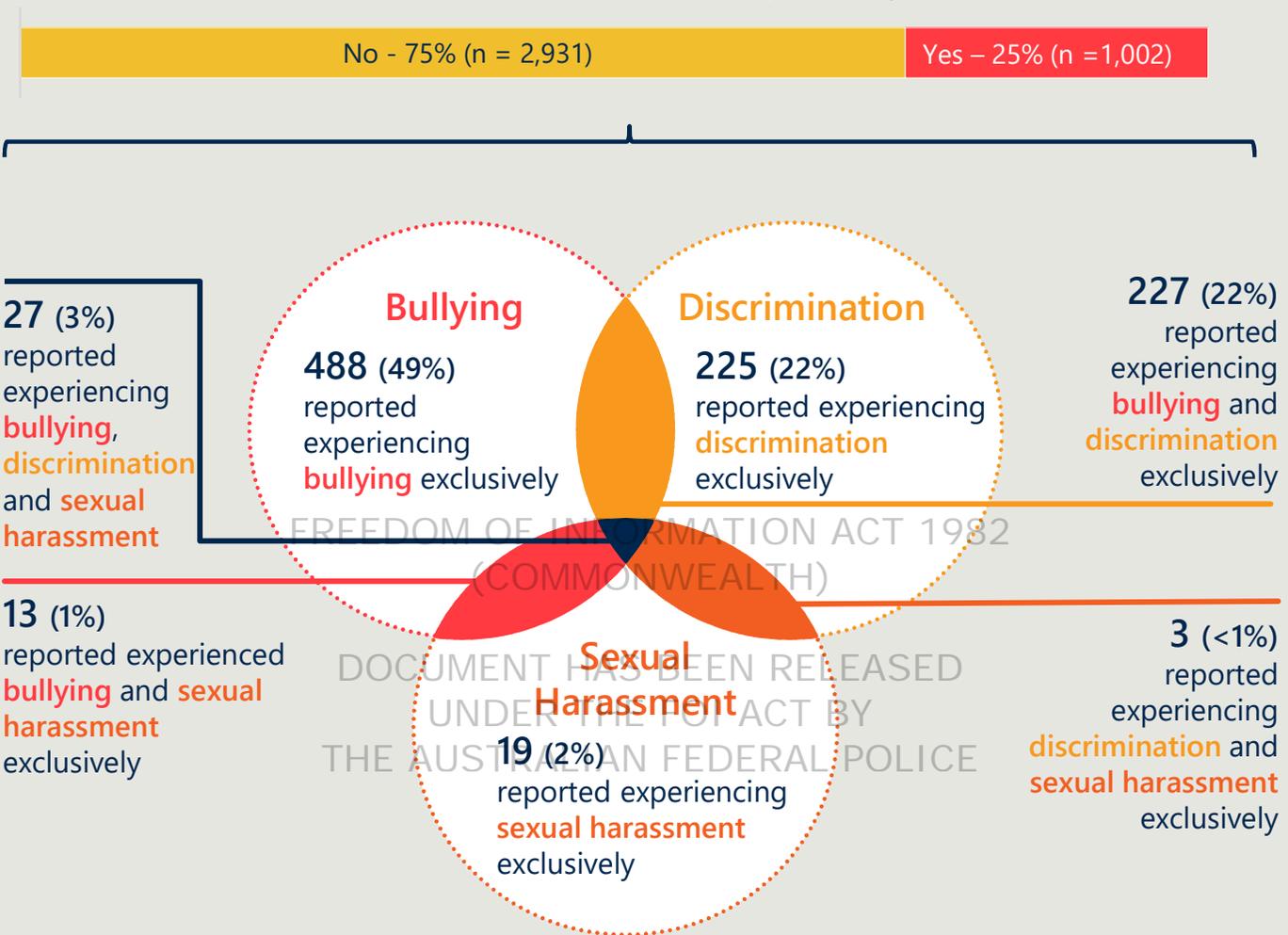
When asked if they believe the AFP has a culture of cronyism or nepotism, 78% responded with 'yes'



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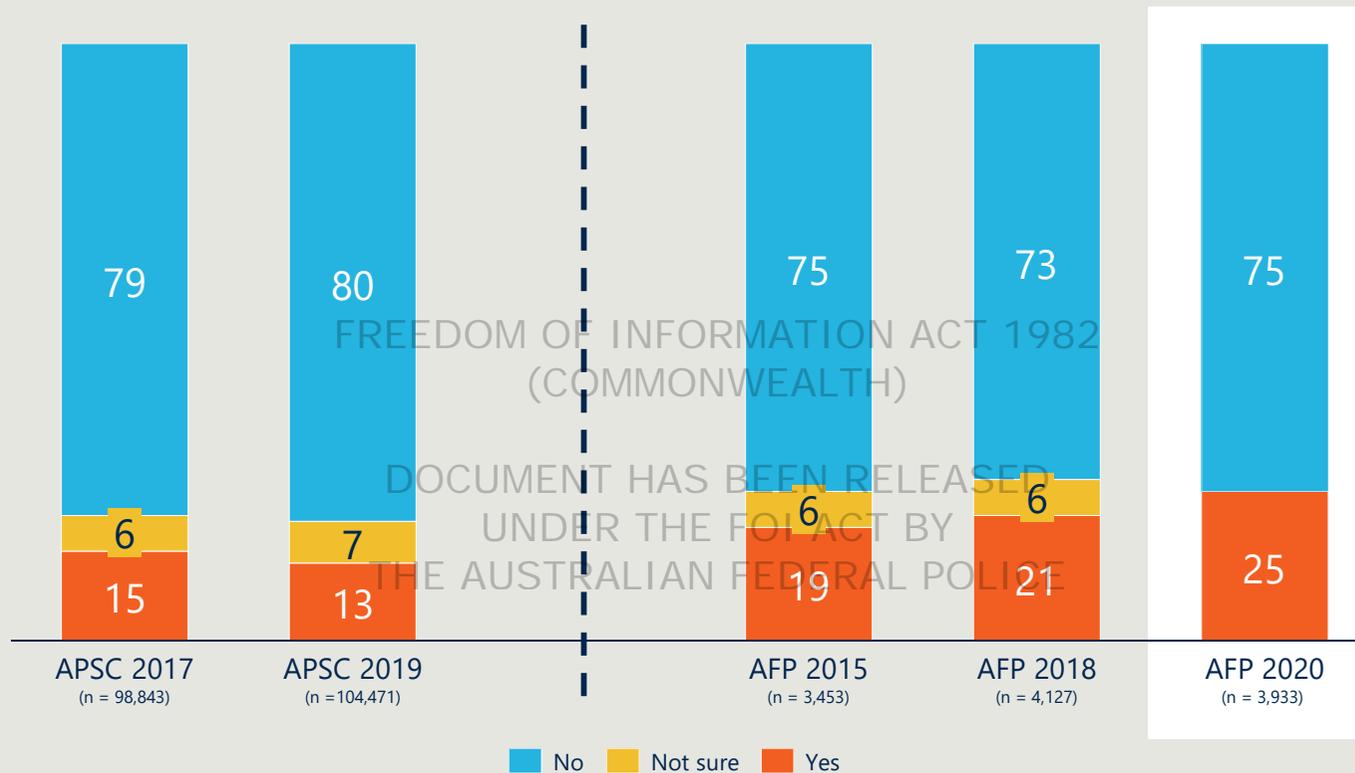
Bullying, discrimination or harassment

When asked if they have experienced workplace bullying, discrimination and/or sexual harassment, 25% of staff responded yes.



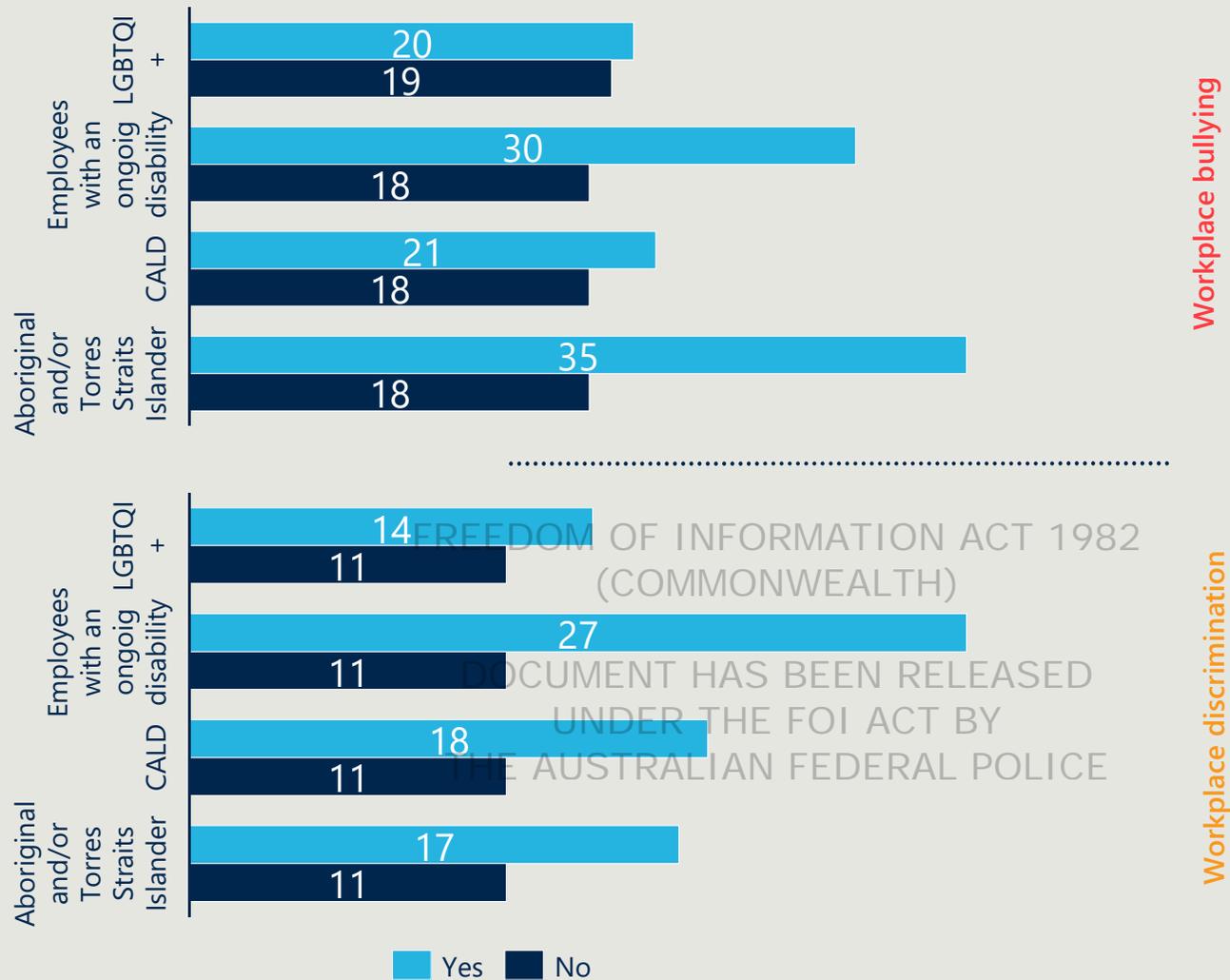
Bullying, discrimination or harassment across AFP

The overall incidence of experiencing bullying, discrimination or harassment within the AFP remains high; consistent with previous survey results.



Bullying, discrimination or harassment

Staff who answered 'yes' to experiencing bullying or discrimination were more likely to identify as from a diverse community



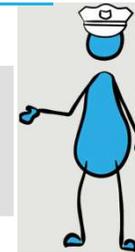
Yes No

Reporting bullying, discrimination or harassment

When asked if they had experienced or witnessed bullying, discrimination or sexual harassment, 75% of staff did not report it

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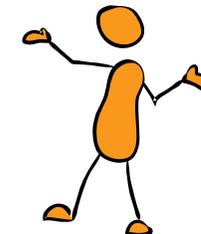
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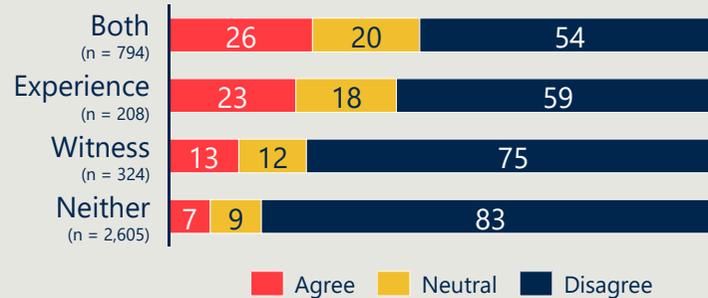
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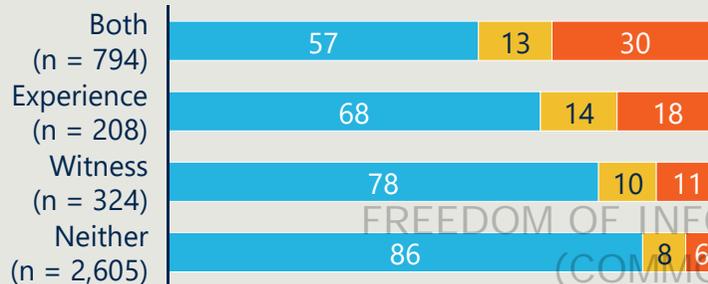


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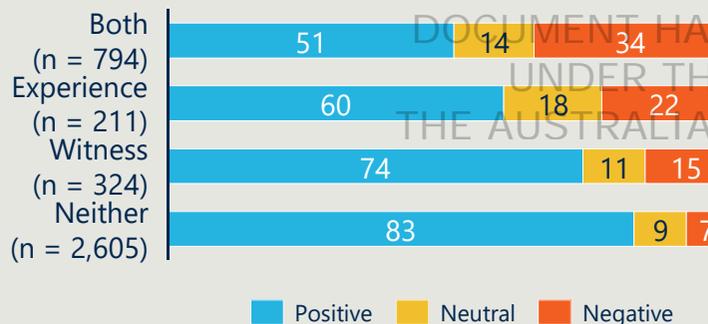
Comfort at work



I have to hide or change who I am to fit in at work:
Staff who experience and/or witnesses this behaviour is a major indicator of whether they bring their whole selves to work.



I am comfortable approaching my supervisor about *personal circumstances* that may impact on work



I am comfortable approaching my supervisor about *working-relationship issues*

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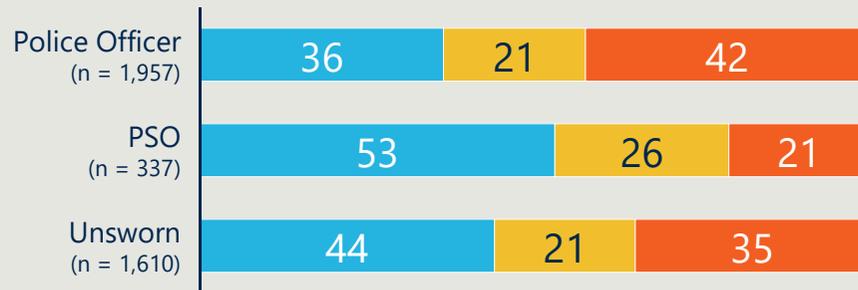
Theme 3: Operations and support

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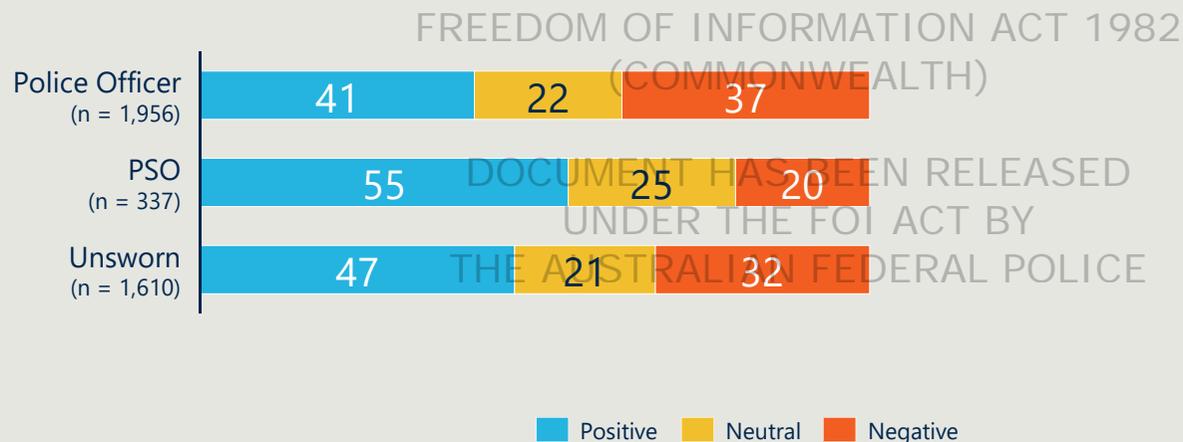
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Current work processes

Work processes we have in place allow me to be as productive as possible



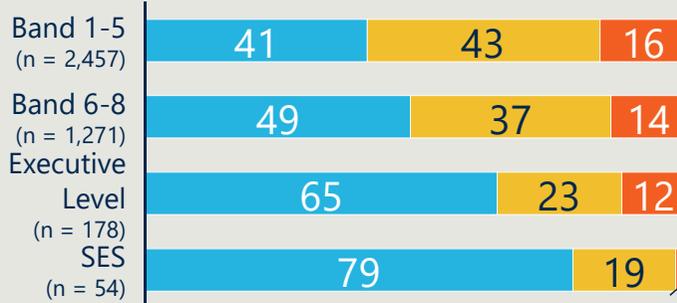
My workgroup has the tools and resources we need to perform well



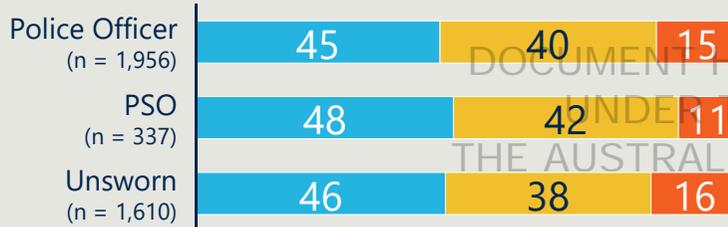
Workgroup performance over 12 months



When asked if they thought if their workgroup's performance has improved in the past 12 months, 45% agreed.



The more senior, the more positive they feel that their workgroup's performance has improved



Perceptions are consistent across the three employee types:

About 5 in 10 staff across the three employee types feel that their workgroup's performance has improved.

Positive Neutral Negative

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Strategic focus on operational support

Operational support was flagged as an area for opportunity across multiple open text questions by staff

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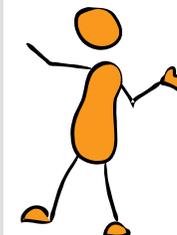
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Process improvement in technology solutions

Systems and technology was flagged as an opportunity for improvement across multiple open text questions by staff

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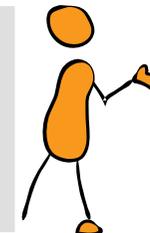
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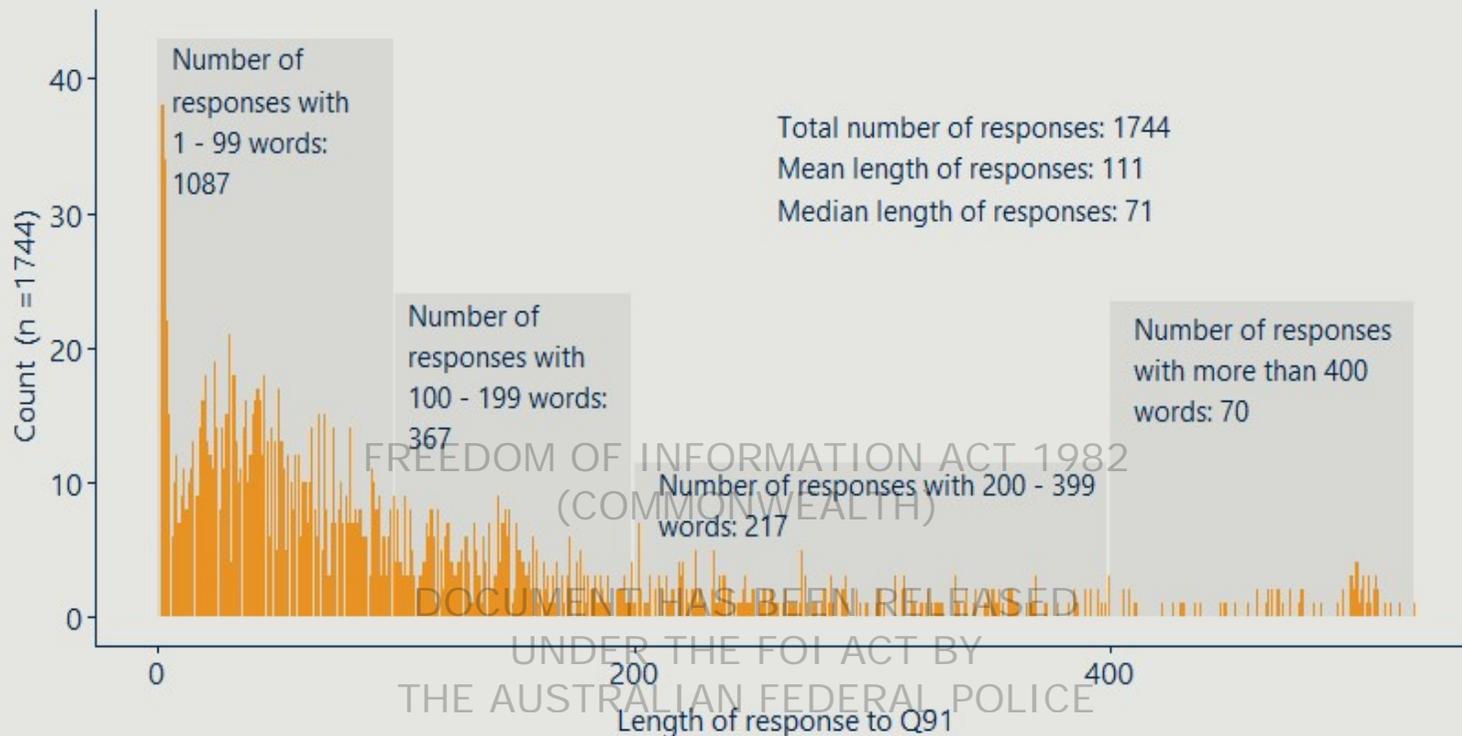
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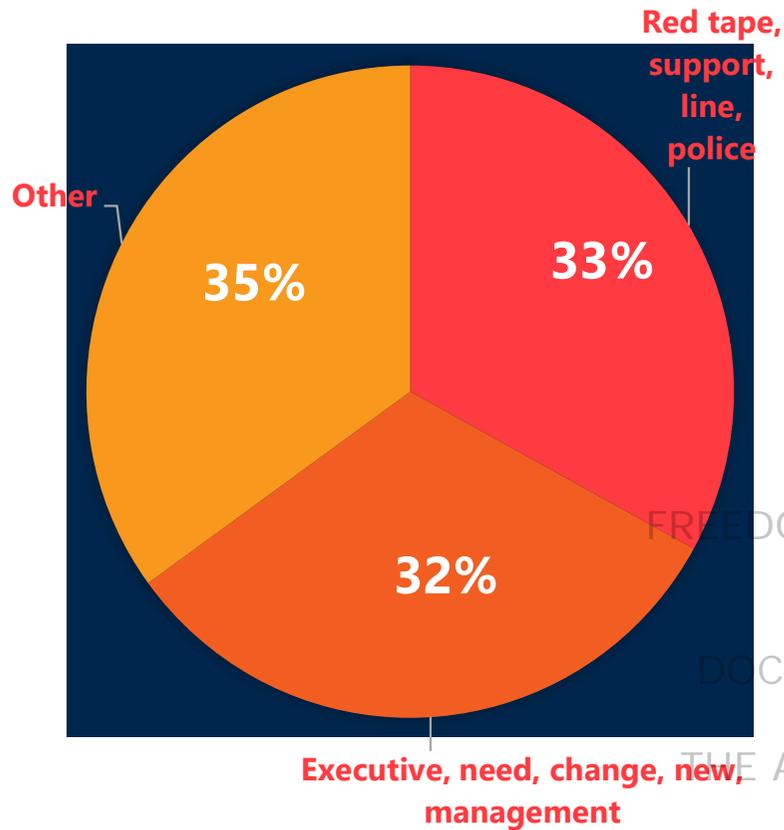


Open text field engagement



Staff open text responses for 'Any further comments?'

Using topic modelling on the question 'Any further comments?' 6 out of 10 responses can be categorised into two groups based on the frequencies and co-occurrences of words used in each response.*



Red tape, support, line, police – 33% of responses reference this topic



Executive, need, change, new, management – 32% of responses reference this topic



'In the future, the AFP should be more...?'

Using topic modelling on the question 'In the future, the AFP should be more...?' the following extracts were selected based on the use and co-occurrence of words within each identified 'topic'.*

Support, police, unsworn officers – 23% of responses

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Reduce red tape, manage bullying – 20% of responses

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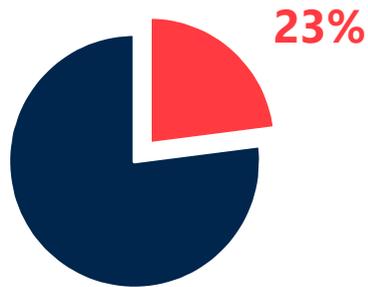
Transparent, flexible, open – 20% of responses

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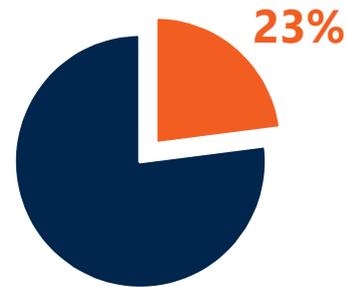
Staff open text responses for 'If you could make one practical change within the AFP, what would it be?'

Using topic modelling on the question 'If you could make one practical change within the AFP, what would it be?' the following extracts were selected based on the use and co-occurrence of words within each identified 'topic'.*



**Process, promotion, change,
review**

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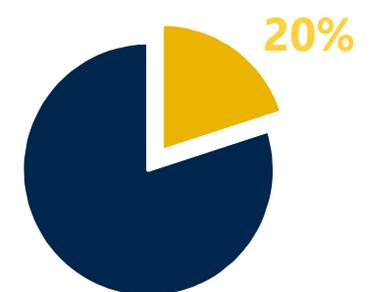


Senior, executive, decision

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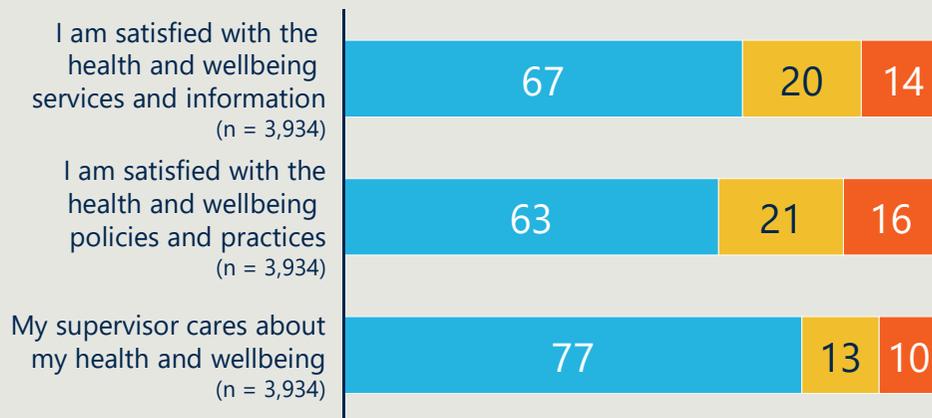
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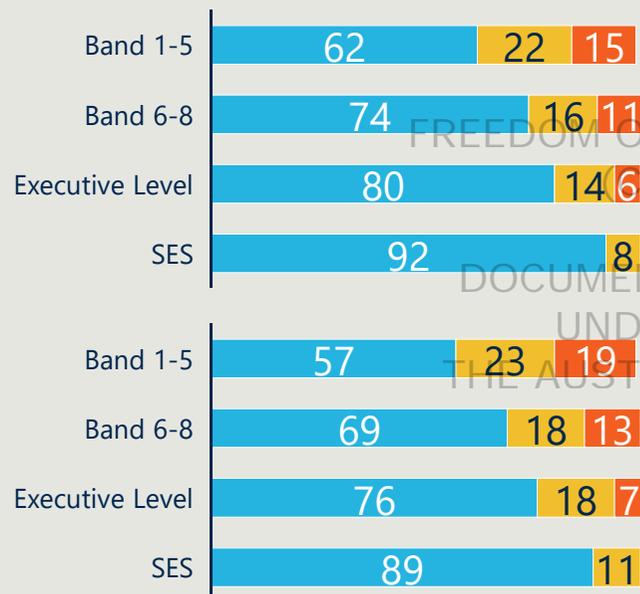
**Reduce red tape, police,
enforcement**

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Health and wellbeing



A majority of staff are satisfied with the health and wellbeing services and 8 in 10 agree their supervisor cares about their health and wellbeing.



I am satisfied with the health and wellbeing services and information:

There are low levels of negative perceptions on the health and wellbeing services and information available to staff.

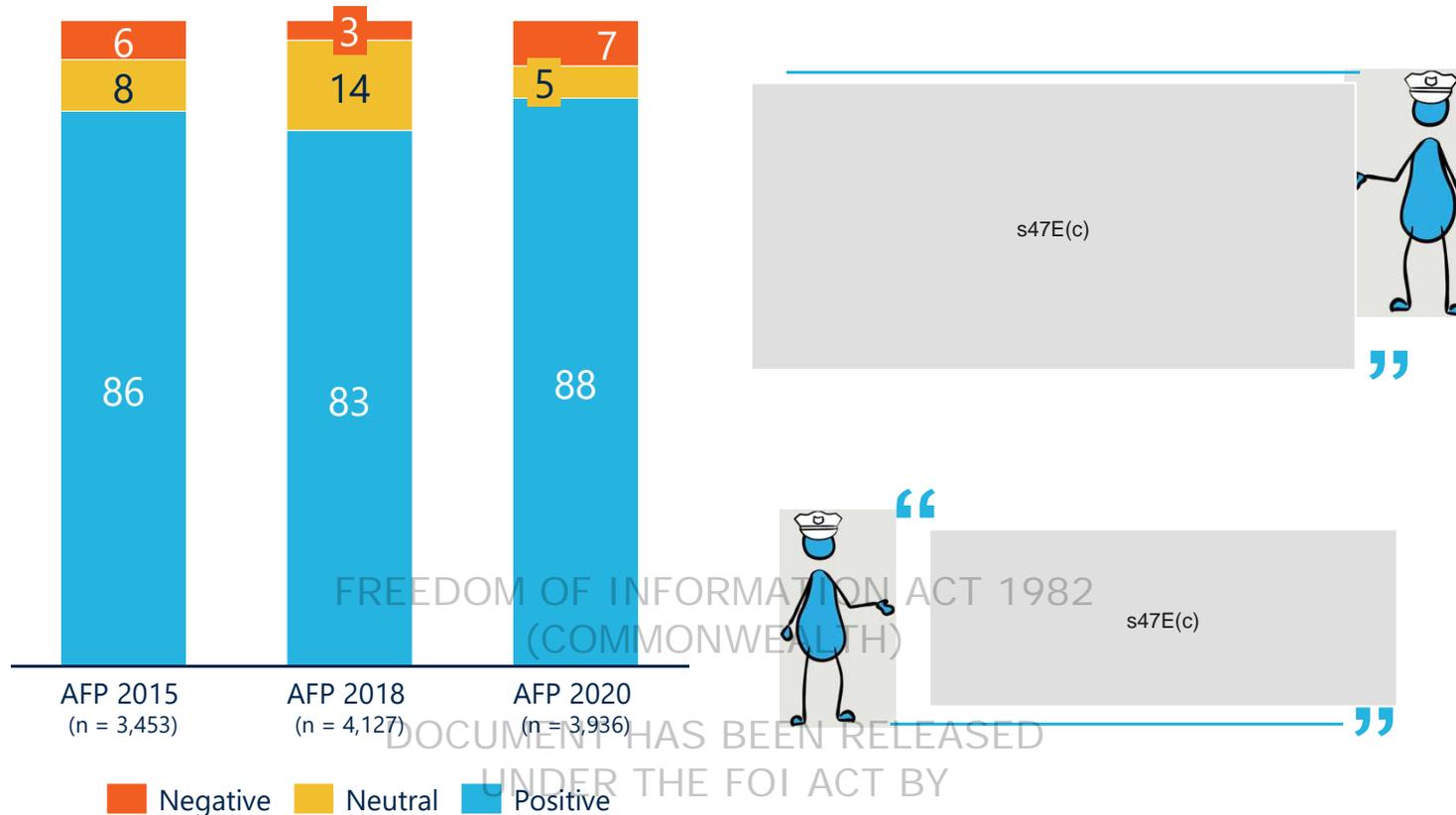
I am satisfied with the health and wellbeing policies and practices:

While there are low levels of negative perceptions on health and wellbeing policies and practices, only a little over half of Band 1-5 staff feel positively towards this area.

Theme 4: Capability and career development

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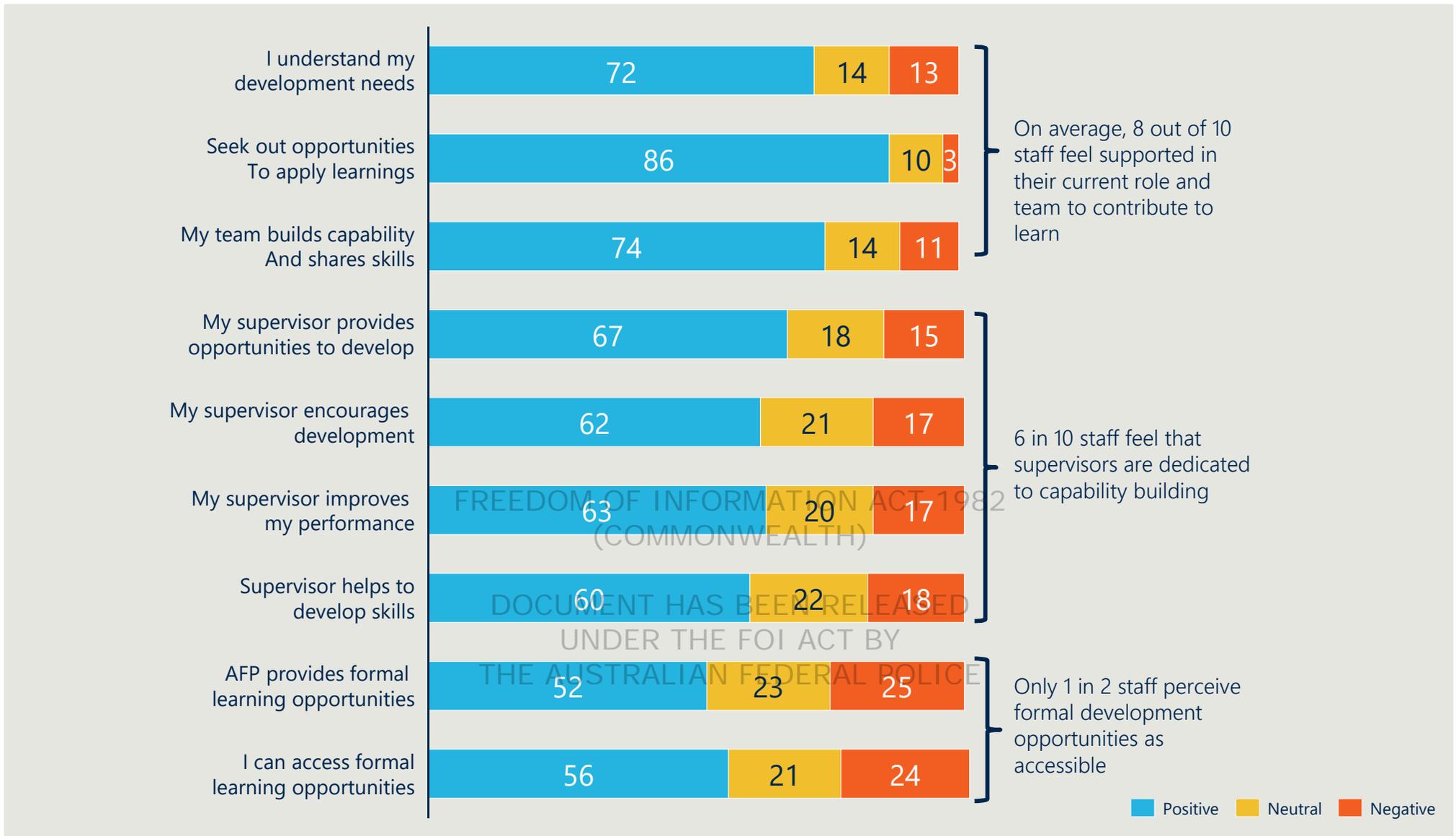
Clarity of duties and capabilities to do job



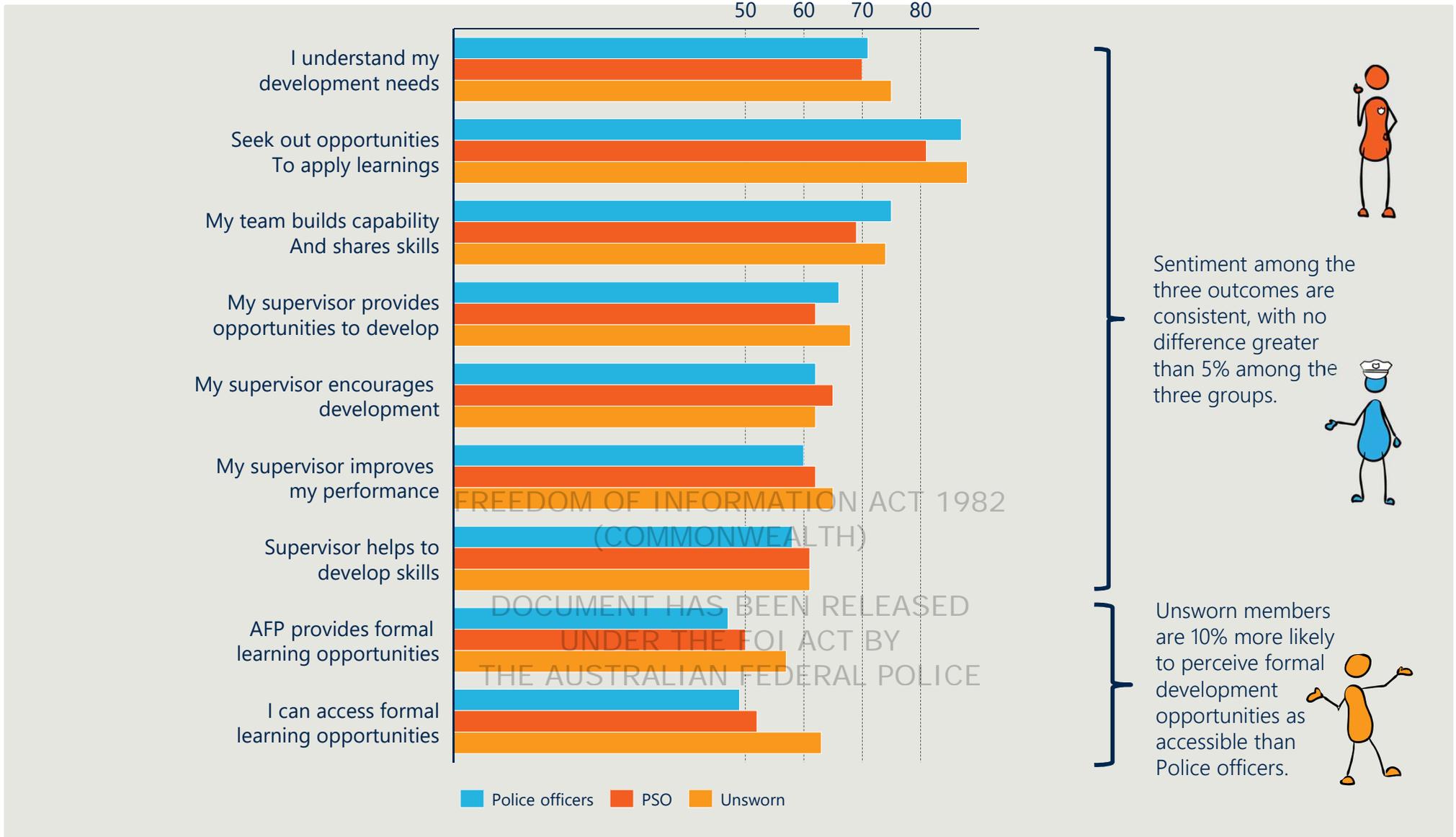
Question in the 2020 AFP 2020 survey:
 Q25. I have the appropriate skills, capabilities and knowledge to do my job
 Q60. I can identify a clear connection between my job and the AFP's mission
 Q62. I have adequate time to complete my duties
 Q63. I am clear what my duties and responsibilities are

Question in the AFP 2015 and AFP 2018 survey:
 Q25a. I am clear what is expected of me at work
 Q25d. I know how to go about getting my job done
 Q25k. I am clear what my duties and responsibilities are
 I am clear about the goals and objectives of the AFP
 Q25q. I understand how my work fits into the overall aim of the organisation

Capability development

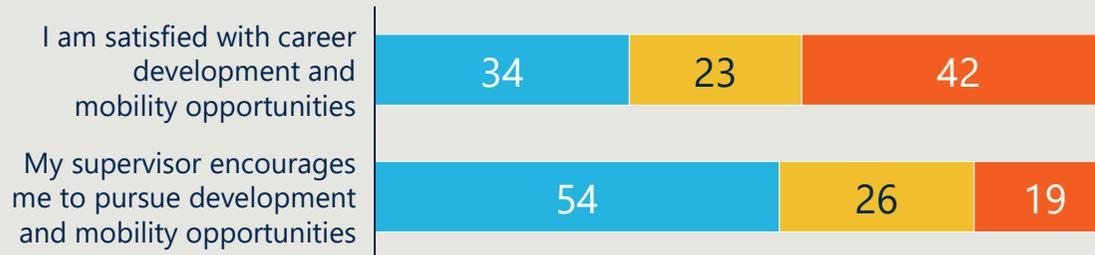


Capability development

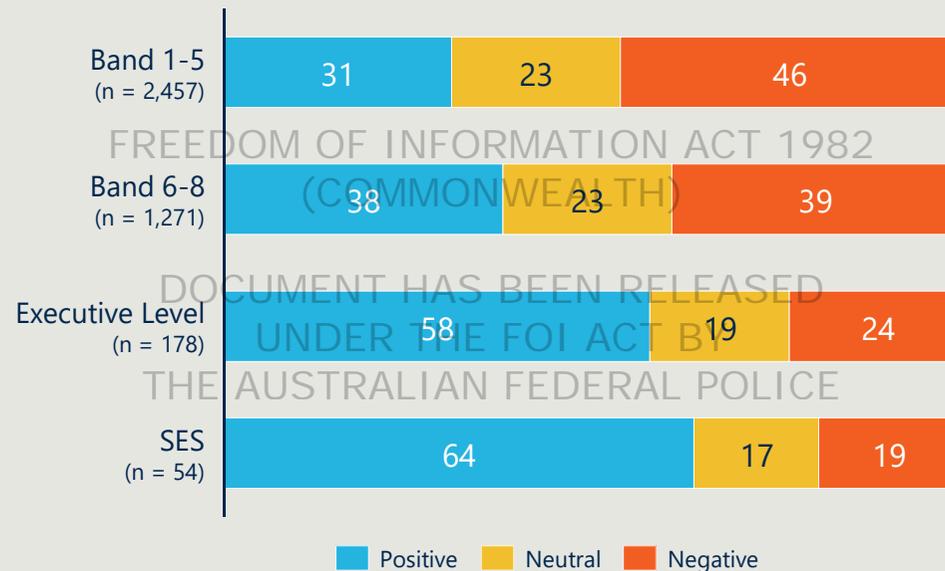


Career development and mobility opportunities

Satisfaction with career opportunities in the AFP

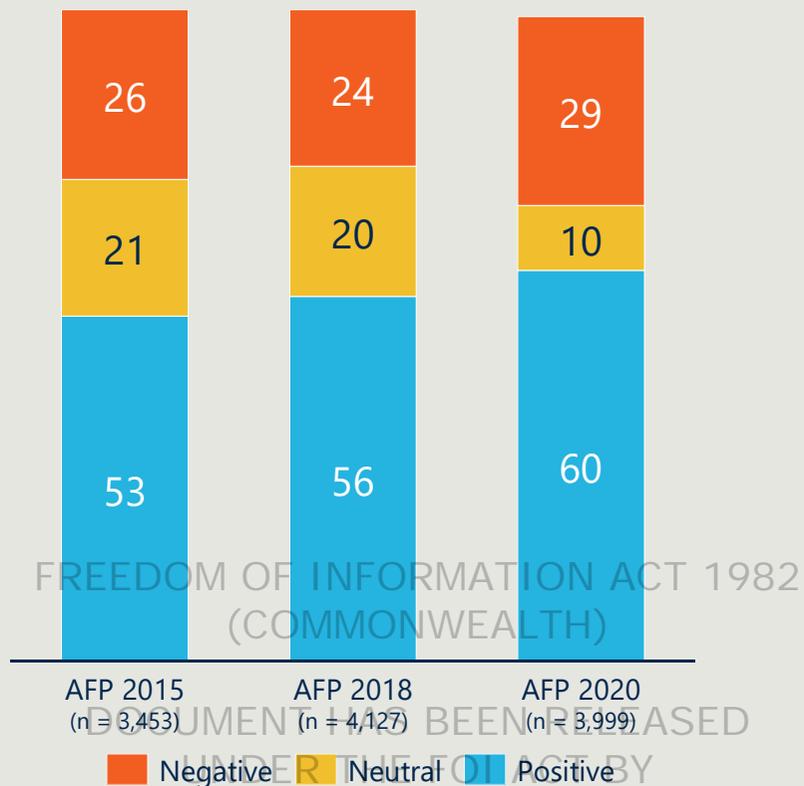


Perceptions on career development and mobility



Recognition

The cumulative perception on recognition is increasing in positivity over time

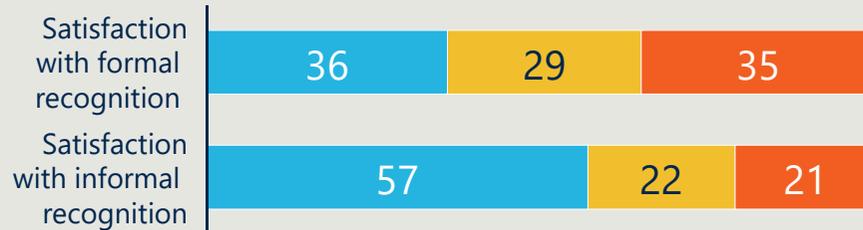


Questions in the 2020 AFP 2020 survey:
Q49. I am satisfied with the formal recognition I receive for doing a good job
Q50. I am satisfied with the informal recognition I receive for doing a good job

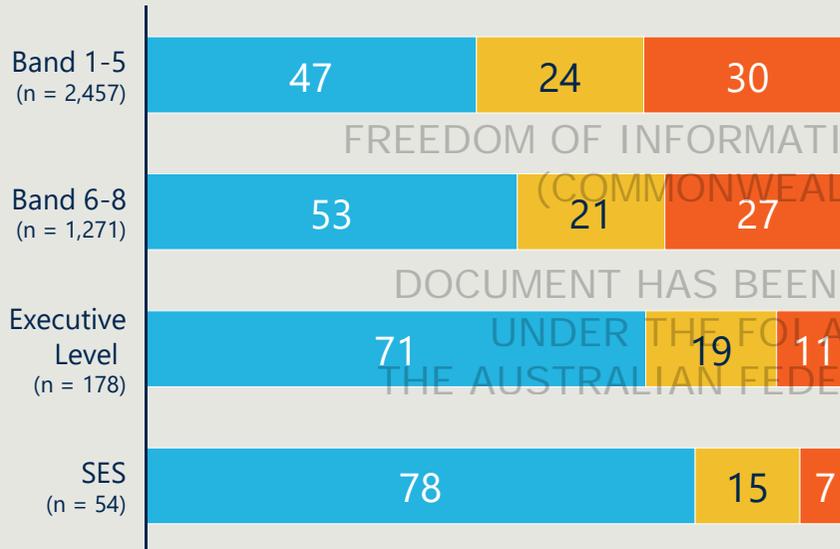
Question in the AFP 2015 and AFP 2018 survey:
Q11e. I am satisfied with the recognition I receive for doing a good job

Informal recognition

Staff perceived informal recognition more positively than formal recognition



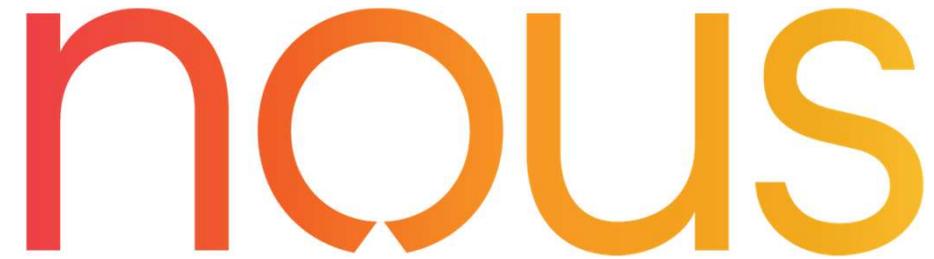
Only one in two Band 1-5 staff perceive recognition positively compared to almost eight in 10 SES staff



Recognition by band level

The sentiment toward recognition varies significantly across the bands. Staff at Bands 1-5 are 4 times more likely to be dissatisfied with *formal and informal* of recognition than SES.

Positive Neutral Negative



About Nous

Nous Group is an international management consultancy operating in 10 locations across Australia, the UK and Canada.

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For over 20 years we have been partnering with leaders to shape world-class businesses, effective governments and empowered communities.

400

PEOPLE

10

LOCATIONS

3

COUNTRIES