

**HOME AFFAIRS PORTFOLIO
DEPARTMENT OF HOME AFFAIRS**

PARLIAMENTARY INQUIRY SPOKEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number: 25

Subject: Why did the contract change from March 2021 to 2 years than five months later a market sweep is conducted and the contract was then extended to 6 years.

Asked by: Julian Hill

Question:

CHAIR: Let's just look at the year. In March 2021 you authorised an extension of two years, from December 2021, and then the magical market sweep mysteriously happened five months later, in August. In September the minister and the acting Prime Minister approved a six-year extension. Why did two change to six and why wasn't the market sweep done in March?

Mr Pezzullo: I think the chief operating officer has got the procurement details. To be honest, I was resisting any kind of lengthy extension. My preference would be to go short to see if we couldn't convince government to provide that recapitalisation authority that you need, because if you're just simply swapping out the 10 aircraft that we have for, as you say, 10 aircraft that might magically happen—if you can do it, you're fine. But you do need that recapitalisation funding. I think it's fair to say, Commissioner that you and I had discussions about how long I should extend and exercise my powers, and I was reluctant to go along. But, Ms Saunders, do you have the exact dates regarding the change from the two years to the six years?

Ms Saunders: As the Secretary indicated, we challenged the proposition that the contract should be extended for a significant period of time and that we actually did need to go out to tender as you've suggested. On that basis, we made a decision that we'd extend the contract for a period of two years, to 31 December 2023, with a provision of a further one-year extension. On the basis of going forward with that—I should point out and I apologise that we weren't clear on the issue of the market sweep. The actual part of the department that did the market sweep was the Strategy Division, which is not here today. But we're happy to take further details in relation to the particular sweep itself on notice. But on the back of that guidance, obviously, work was undertaken and engagement occurred with government. On the back of that engagement, a decision was made that we'd really need to go out and do that market sweep, which then did occur.

Answer:

The change from a two year extension (with a one year extension option) to a six year extension was informed by negotiations with the incumbent between March 2021 and July 2021, and the market sweep which was undertaken in August 2021, which indicated that no service providers (other than the incumbent) could deliver full like-for-like capability before at least 2025.

The market sweep requirement emerged after March as a result of the negotiations with the incumbent.

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Joint Public Accounts and Audit

10 February 2023

QoN Number: 26

Subject: How many procurement contracts have been entered into using the urgency justification since 2014?

Asked by: Julian Hill

Question:

CHAIR: Back on the urgency issue, reason or excuse—probably a reason at that point, even before the giant \$1 billion variation we're discussing, this contract had been varied 40 times, reshaped and increased in value by 29 per cent. It does makes me curious whether this avoidance of competition through variations in Home Affairs is endemic. You probably need to take this on notice, but how many procurements have been entered into, including new parent contracts or variations to existing contracts, using the urgency justification, say, since 2014, when you became Secretary of the predecessor department?

Mr Pezzullo: I'll ask either the chief operating officer or the chief procurement officer.

Ms Saunders: I'd have to take that on notice.

Answer:

The Department reports contracts valued at \$10,000 or more, including the relevant procurement method, on AusTender. For the period 1 July 2014 to 30 June 2018 the Department reported 2588 new contracts procured through limited tender and 879 amendments applicable to 641 limited tender contracts.

On 1 July 2018, a change to the CPRs was implemented by the Department of Finance in relation to the reporting of limited tender procurements, requiring the relevant exemption or limited tender condition be reported on AusTender. Prior to this change, the Department was not required to report limited tender conditions or exemptions.

From 1 July 2018 the Department has reported limited tender conditions and exemptions on AusTender.

Paragraph 10.3(b) of the Commonwealth Procurement Rules 2022 (CPRs) allows for procurement at or above the relevant procurement threshold¹ through limited tender when, for reasons of extreme urgency brought about by events unforeseen by the relevant entity, the goods and services could not be obtained in time under open tender.

For the period 1 July 2018 to 31 January 2023 the Department reported 13 new contracts utilising paragraph 10.3(b) and reported eight individual amendments applicable to five of these contracts.

¹ According to paragraph 9.7 in the CPRs, the procurement thresholds (including GST) are \$80,000 for procurements of non-construction services and \$7.5 million for procurement of construction services.

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PARLIAMENTARY INQUIRY SPOKEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number: 27

Subject: Has there been an improvement to culture

Asked by: Julian Hill

Question:

Ms Saunders: As to your comment that there hasn't been an improvement in culture, we all know culture is a work in progress in any department or organisation. But there has been improvement over time. I think even the most recent census results indicate there's been improvement across-the-board. It's not as high as we would like. I would love to see Home Affairs score in the top 10 of the APS. That would be fabulous, and we aspire to that. But there has been improvement across-the-board. There has been a concerted effort by the department to invest in our leadership group. There's been a significant investment in terms of addressing the behavioural—

CHAIR: In the interests of time, could you take that on notice and give an explanation.

Answer:

Census

- The Census is one of a number of inputs that provide us with an appreciation of how our staff feel, and the areas of importance to them. Our Census results show our people have a very strong connection with the vision and purpose of the Department, are committed to the agency's goals, and go the extra mile. There are improvements to make in supporting staff, but staff are clear on the reasons they work for the Department and that is valued.
- Improvement has been consistently seen across the Census themes since 2018. In 2022, there was improvement across all themes, with the exception of innovation which remained steady. Specifically:
 - Employee Engagement (67 per cent, +1 point)
 - Wellbeing (62 per cent, +2 points)
 - Communication (63 per cent, +1 point)

- Leadership – Immediate Supervisor (72 per cent +1 point)
- Leadership – SES Manager (64 per cent, +3 points)
- The Department places a strong focus on the iterative improvement of our results (both to previous years and APS overall), and acknowledges the areas staff are reporting as important and require focus.
- Practical steps are being taken to continuously improve, with action taken at both the organisation and local levels, to celebrate what is done well and address the areas of concern.
- The results have supported the way staff are attracted and retained – including people with disability and First Nations People. Improvements to our recruitment processes have seen more people (over 5,000 staff, including engagements and internal promotions since January 2022) on-boarded and promoted, to support the delivery of the Department’s responsibilities. There has been an increase in the commencement rate and decrease in attrition rate, as a result.
- It is acknowledged the results are lower than preferred, the Department is fully committed to working with staff to improve what is important to them.

Behavioural Matters

- The Department implemented a suite of initiatives in 2022, with a particular focus on how staff can call out and report inappropriate workplace behaviour, and how managers are to set clear behaviour expectations in the workplace.
- Initiatives developed and implemented during 2022 included the release of:
 - *Manager’s Toolkit* - including a range of practical tools and templates to set clear behaviour expectations and to address performance and behaviour concerns in the workplace.
 - *Coffee with a SES series* - with a particular focus on senior leaders talking about workplace behaviour expectations with staff at the APS1-6 of the organisation.
 - *Leadership in Action* events with senior staff sharing their lived experiences of workplace culture and setting the standard for behaviour as a leader.
 - *Thank You Challenge* and intranet page focused on *Creating a Culture of Recognition*, with a particular focus on encouraging managers to recognise high standards of professional behaviour.
 - Contact cards and posters to locations across the nation that promote support and advisory pathways for employees and managers to seek support and report any form of inappropriate workplace behaviour.
- Leveraging the work completed in 2022, the Department plans to extend its program of outreach to work areas seeking to address performance and behaviour concerns. Specific pieces of work underway include:

- The development of a short video series that focuses on ways to call out inappropriate behaviour in the workplace.
- Performance and behaviour awareness session roadshows with practical tips on setting high standards of behaviour and calling out poor behaviour.
- Additional guides and supporting products to be added to the Manager's Toolkit.
- A further communications campaign focused on the importance of setting behaviour standards as part of overall performance goals.

Embedding an inclusive culture

- The Department has a multifaceted diversity and inclusion program with clear action plans focused on improving outcomes across six diversity pillars - gender equality, culturally and linguistically diverse, intergenerational, disability, Aboriginal and Torres Strait Islander and LGBTIQ+.
- The Department supports diversity and inclusion through flexible working arrangements, enhancing manager capability, strengthening awareness of workplace behaviour, modernising HR policies and procedural instructions, ICT and buildings, and continuing awareness of diversity issues.
- As at 31 December 2022, departmental workforce data showed an increase in representation of staff identifying with the diversity pillars, with a slight decrease in representation for the LGBTIQ+ pillar and those staff aged 55 years and above.
- Of note in 2022, the Department:
 - was recognised as an Australian Workplace Equality Index (AWEI) 2022 Bronze Employer for excellence in LGBTIQ+ inclusion initiatives;
 - embedded broad implementation of our Statement of Commitment on culture in business planning arrangements to ensure that we commit to building and valuing a diverse, professional and empowered workforce;
 - implemented 'Five plus Five' forums ongoing, bringing together five staff members who identify within a diversity pillar, and five SES officers to hear from staff about their experiences in the workplace; and
 - continued to engage and support staff through the ongoing appointment of six of our most senior SES leaders to our Champions program.
- Action plans are in place across our diversity pillars with new plans in development for Reconciliation and LGBTIQ+ on schedule for launch in 2023.

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PARLIAMENTARY INQUIRY SPOKEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number: 28

Subject: Can you provide us with the results from staff surveys since 2014

Asked by: Linda Reynolds

Question:

Ms Saunders: We've just recruited 5,000 people into the department since the beginning of 2022. There has been a marked improvement across-the-board.

Senator REYNOLDS: On that note, Ms Saunders, can you actually provide us perhaps since maybe the last five years—when were those? Seven years?

CHAIR: Since 2014.

Senator REYNOLDS: Yes, since 2014. Can you provide us with the results of the surveys so we can just see those?

Mr Pezzullo: We'll come back to you on notice. There's a consistent set of questions, too, I think.

Ms Saunders: That's right. Some variation over time, but there is some consistent basis, yes.

Answer:

Please see attached the results of staff surveys between 2014 and 2022. This includes:

- 2014 APS Employee Census Department of Immigration and Border Protection (DIBP) benchmark report.
- 2015 APS Employee Census DIBP benchmark report.
- 2016 APS Employee Census DIBP benchmark report.
- 2017 APS Employee Census DIBP benchmark report.
- 2018 APS Employee Census Department of Home Affairs.
- 2019 APS Employee Census - Home Affairs Highlights report.
- 2020 APS Employee Census - Home Affairs Highlights report.
- 2021 APS Employee Census - Home Affairs Highlights report.
- 2022 APS Employee Census - Home Affairs Highlights report.



Australian Government
Australian Public Service Commission



2014 APS Employee Census

Agency Benchmark Report: DIBP

This report

This report provides agencies with data from the 2014 APS Employee Census. It summarises employee views from your agency in comparison with similar APS agencies (in terms of function), the overall APS average and 2013 data. This will help to put your agency's results into perspective.

Results

Most results are presented as whole numbers for ease of reading. The procedure for rounding is explained in the appendix. Rounding means that some results may not total 100%.

Benchmark data

To allow comparisons between similar organisations, agencies were categorised based on the size of their workforces and their primary function. The clusters are:

- Policy: organisations involved in the development of public policy
- Smaller operational: organisations with less than 1,000 employees involved in the implementation of public policy
- Larger operational: organisations with 1,000 employees or more involved in the implementation of public policy
- Regulatory: organisations involved in regulation and inspection
- Specialist: organisations providing specialist support to Government, businesses and the public.

Agencies are categorised based on the information provided in the 2010–11 State of the Service agency survey and updated in 2014. Functional clusters will be reviewed and improved over time to ensure they identify the most appropriate benchmarking measures available for agencies. Please refer the cluster table in the appendix which shows the agencies that contribute to each cluster.

Anonymity

It is the Commission's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Results for groups with less than 10 respondents will not receive an individual report. However, their data will still contribute to the scores for their group and the organisation overall.

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CONTENT

6,614
of 9,036

RESPONSES

73%

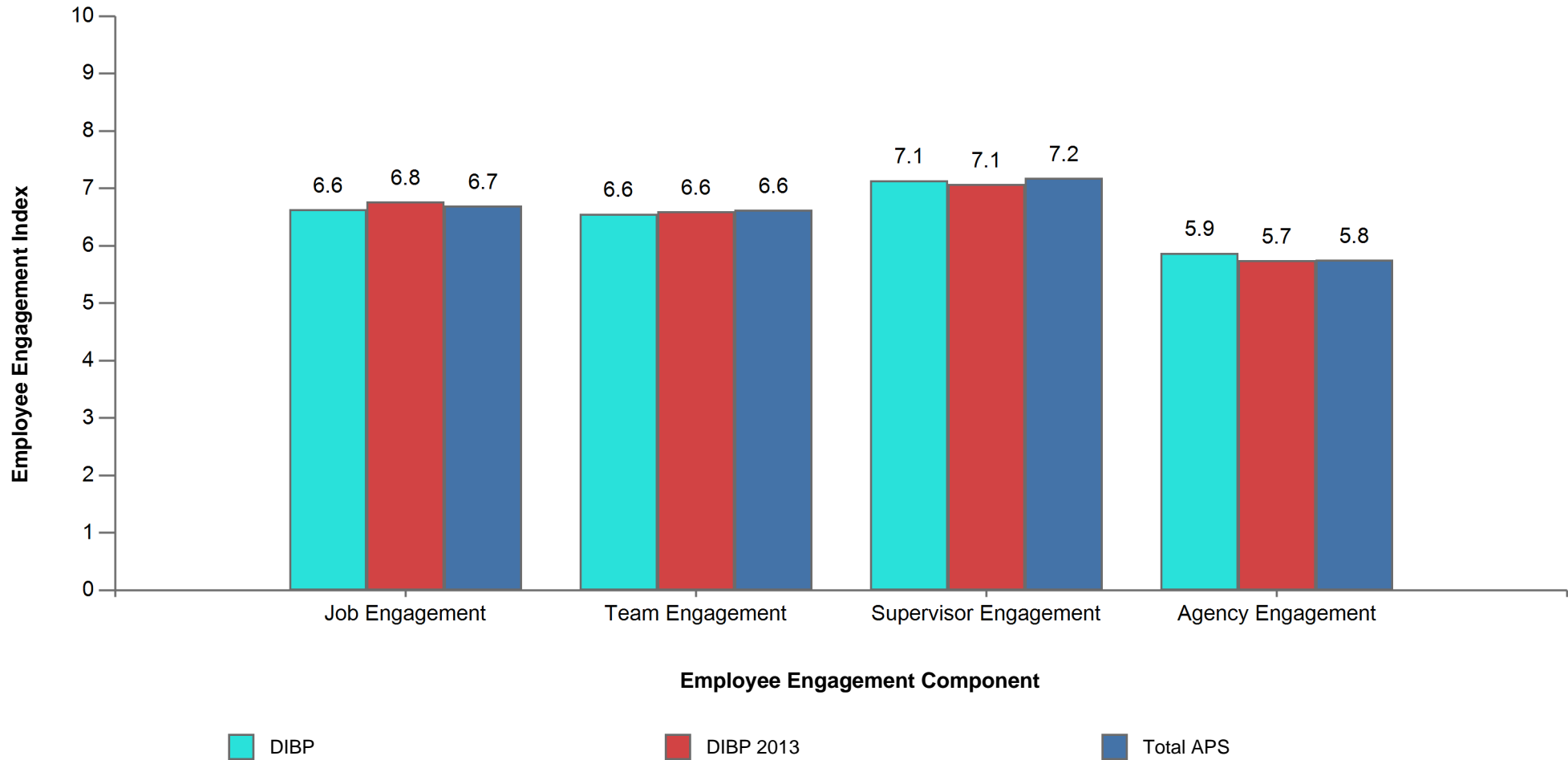
RESPONSE RATE

Engagement

The APS Employee Engagement Model allows APS managers and HR practitioners to gain a sophisticated understanding of the nature of engagement in their organisation and benchmark this element of their workforce against APS performance.

The model consists of the four aspects below. The scores are calculated by transforming the questions within each aspect onto a 0-10 scale from a 5 point (scored 1 Strongly disagree to 5 Strongly agree) scale.

Elements of Engagement



Engagement (cont.)

Shown below are the individual items that make up each element of the APS Employee Engagement Model. These are the drivers of engagement and they define the engagement relationship.

Drivers of Engagement

| | | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2014 % Strongly agree / Agree | Percentage point difference from: | | |
|------------------------------|---|------------------------|----------------------------|------------------------------|-------------------------------|-----------------------------------|-----------|----|
| | | | | | 2013 | Larger operational agencies | Total APS | |
| Job Engagement | | | | | | | | |
| B18c | My job gives me opportunities to utilise my skills | 70 | 16 | 15 | 70 | -3 | -2 | -2 |
| B18d | My job gives me a feeling of personal accomplishment | 65 | 18 | 17 | 65 | -2 | 0 | -1 |
| Team Engagement | | | | | | | | |
| B18e | I am satisfied with the recognition I receive for doing a good job | 56 | 23 | 21 | 56 | -2 | +2 | 0 |
| C19a | The people in my work group are honest, open and transparent in their dealings | 75 | 15 | 10 | 75 | +1 | -1 | -2 |
| Supervisor Engagement | | | | | | | | |
| B18b | I have a good immediate supervisor | 78 | 13 | 10 | 78 | 0 | 0 | -1 |
| I36c | My immediate supervisor encourages me | 64 | 23 | 13 | 64 | +2 | 0 | -1 |
| Agency Engagement | | | | | | | | |
| E21c | In my agency, communication between senior leaders and other employees is effective | 45 | 30 | 24 | 45 | +9 | +7 | +4 |
| F22b | When someone praises the accomplishments of my agency, it feels like a personal compliment to me | 50 | 32 | 18 | 50 | +1 | -2 | -1 |
| F22j | In general, employees in my agency feel they are valued for their contribution | 46 | 31 | 23 | 46 | -4 | +3 | +1 |
| F22o | My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments) | 65 | 19 | 16 | 65 | +3 | +4 | +4 |

Differences are green if they are at least 5% points greater than the comparator.

Differences are red if they are at least 5% points less than the comparator.

Healthy Workplaces

We can characterise workplaces by comparing the demands placed on employees:

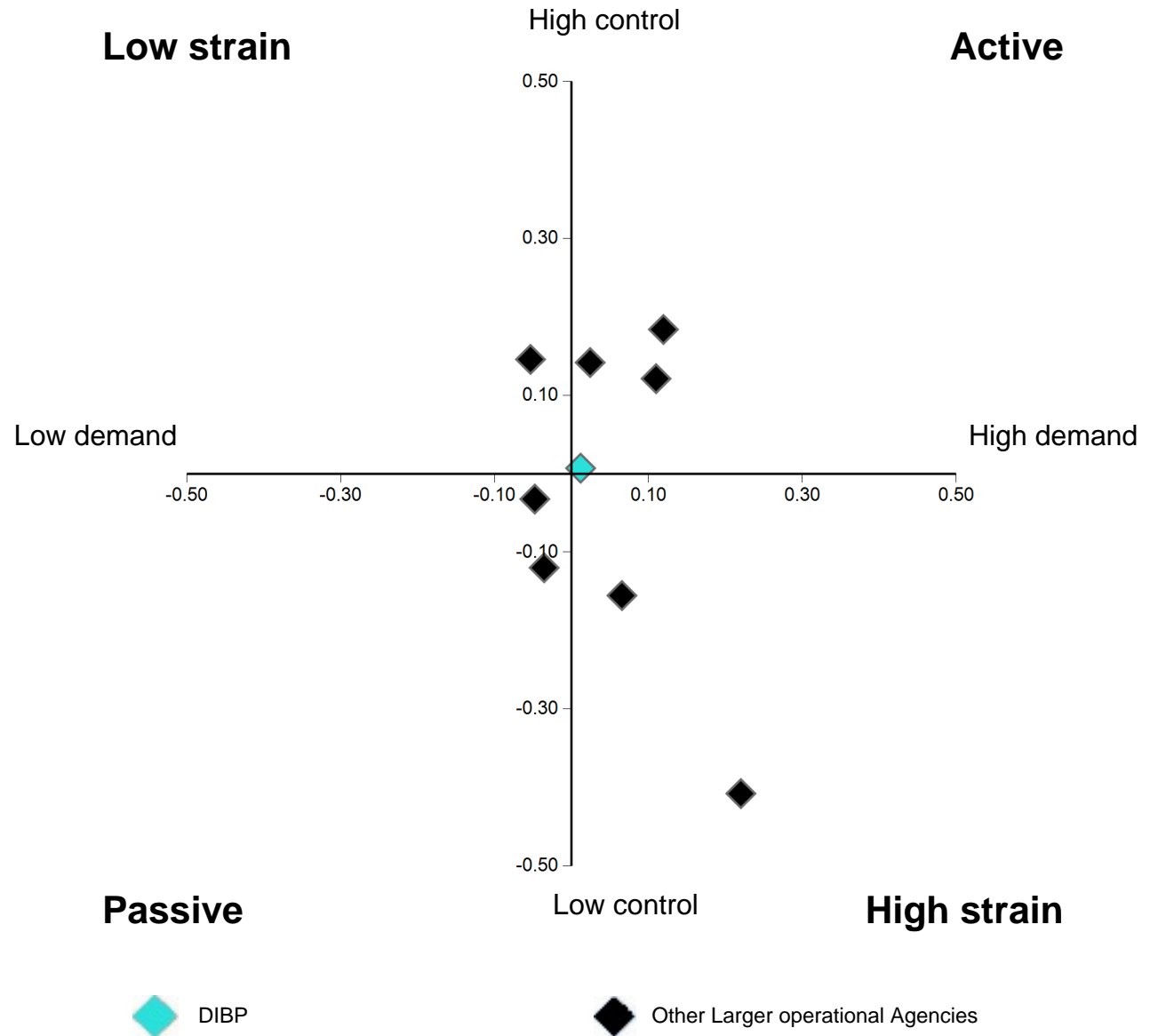
- I have unrealistic time pressures

Against the control that employees have:

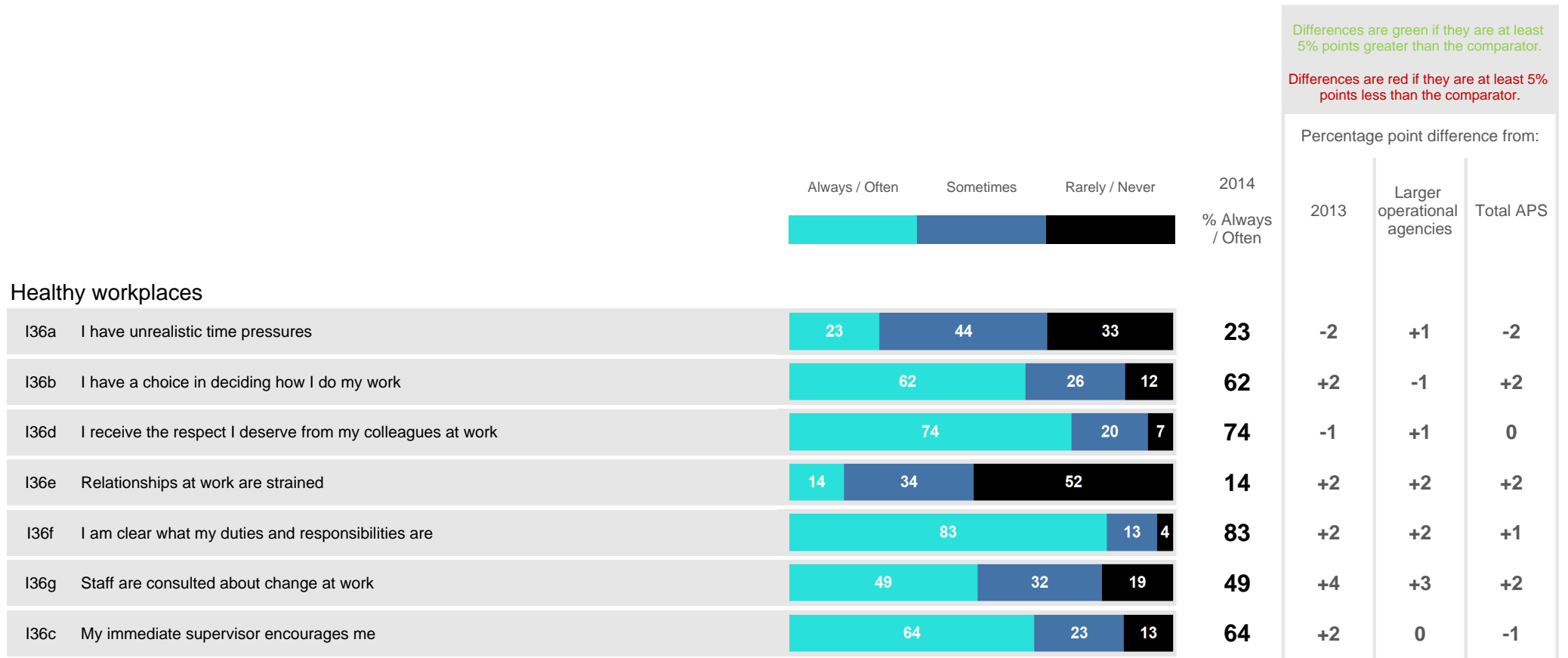
- I have a choice in deciding how I do my work.

The combination of the two is linked to health outcomes in employees.

- An active workplace is characterised by high demands and high levels of control; this results in positive health outcomes for employees.
- A passive workplace has low demand and control and while the health risks are lower, employees may be unmotivated.
- A low strain job is characterised by high control and low demands; the health risks are low.
- High demands and low control are characteristic of a high strain workplace. There is an elevated risk of ill health among employees in these workplaces.



Healthy workplaces (cont.)



Culture

Differences are green if they are at least 5% points greater than the comparator.

Differences are red if they are at least 5% points less than the comparator.

Percentage point difference from:

Safety culture

| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2014 % Strongly agree / Agree | 2013 | Larger operational agencies | Total APS |
|---|------------------------|----------------------------|------------------------------|-------------------------------|------|-----------------------------|-----------|
| C19c The people in my work group are committed to workplace safety | 82 | 15 | 3 | 82 | +2 | -3 | -2 |
| D20d My supervisor is committed to workplace safety | 81 | 17 | 2 | 81 | +2 | -3 | -3 |
| F22h My agency genuinely cares about employees being healthy and safe at work | 65 | 23 | 12 | 65 | +3 | -3 | -2 |
| F22i My agency supports employees who are injured or become ill due to work | 62 | 29 | 8 | 62 | -4 | -4 | -2 |

APS Values and Code of Conduct

| | | | | | | | |
|---|-----|----|----|-------|----|----|----|
| P69c Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? | 73 | 10 | 17 | 73 | +7 | +2 | -1 |
| P69b Does your supervisor act in accordance with the APS Values in his or her everyday work? | 89 | 7 | 4 | 89 | +3 | -1 | -1 |
| P69a Do colleagues in your immediate work group act in accordance with the APS Values in their everyday work? | 89 | 8 | 3 | 89 | +2 | -2 | -2 |
| P73 During the last 12 months, have you been subjected to harassment or bullying in your workplace? | 18 | 75 | 7 | 18 | -1 | +2 | +1 |
| | Yes | No | | % Yes | | | |
| P75 Did you report the bullying or harassment? | 37 | 63 | 0 | 37 | -5 | -2 | 0 |

Culture (cont.)

Diversity

| | | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2014 % Strongly agree / Agree | Percentage point difference from: | | |
|------|---|------------------------|----------------------------|------------------------------|-------------------------------|-----------------------------------|-----------|----|
| | | | | | 2013 | Larger operational agencies | Total APS | |
| F22w | My agency is committed to creating a diverse workforce (for example gender, age, cultural background, disability status, Indigenous status) | 74 | 21 | 5 | 74 | -1 | +5 | +6 |
| D20e | My supervisor is accepting of people from diverse backgrounds | 87 | 11 | | 87 | 0 | +1 | +1 |

Accountability

| | | | | | | | | |
|------|---|----|----|----|----|---|----|----|
| P79c | When senior leaders in my agency identify a problem they take responsibility for it | 49 | 38 | 12 | 49 | - | +6 | +2 |
| P79b | When my immediate supervisor identifies a problem he or she takes responsibility for it | 71 | 21 | 8 | 71 | - | +1 | 0 |
| P79a | When someone in my immediate workgroup identifies a problem they take responsibility for it | 59 | 30 | 11 | 59 | - | +2 | 0 |
| N62c | People in my work group analyse their work to look for ways of doing a better job | 65 | 25 | 9 | 65 | - | 0 | -1 |
| N62b | Employees in my team believe that improving the quality of our work is our responsibility | 68 | 27 | 5 | 68 | - | -1 | -2 |
| N62a | I believe that improving the quality of my work is my responsibility | 89 | 9 | | 89 | - | 0 | 0 |

Differences are green if they are at least 5% points greater than the comparator.

Differences are red if they are at least 5% points less than the comparator.

Percentage point difference from:

Conditions

Differences are green if they are at least 5% points greater than the comparator.

Differences are red if they are at least 5% points less than the comparator.

Percentage point difference from:

Your job

| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2014 | 2013 | Larger operational agencies | Total APS |
|--|------------------------|----------------------------|------------------------------|-----------|------|-----------------------------|-----------|
| B18f I am fairly remunerated (e.g. salary, superannuation) for the work that I do | 58 | 21 | 21 | 58 | -5 | -7 | -9 |
| B18g I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | 78 | 13 | 10 | 78 | -1 | -5 | -3 |
| F22r I am satisfied with the opportunities for career progression in my agency | 36 | 24 | 41 | 36 | -9 | +6 | +5 |

Work-life balance

| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | | 2013 | Larger operational agencies | Total APS |
|--|------------------------|----------------------------|------------------------------|-----------|------|-----------------------------|-----------|
| F22t My workplace culture supports people to achieve a good work-life balance | 68 | 19 | 13 | 68 | +2 | -1 | +2 |

| | Satisfied | Neither | Dissatisfied | | 2013 | Larger operational agencies | Total APS |
|---|-----------|---------|--------------|-----------|------|-----------------------------|-----------|
| I33 Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | 76 | 15 | 10 | 76 | +5 | -1 | +2 |
| I34 Overall, how satisfied are you with your ability to access and use flexible working arrangements? | 74 | 16 | 11 | 74 | +3 | -4 | 0 |

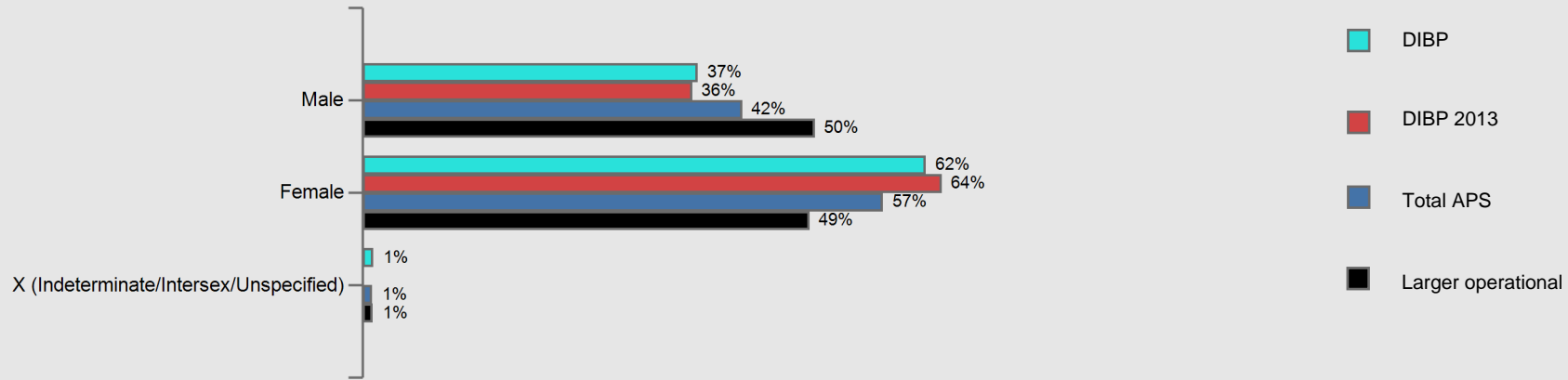
Learning and development

| | High | Moderate | Low | | 2013 | Larger operational agencies | Total APS |
|--|------|----------|-----|-----------|------|-----------------------------|-----------|
| L53 How would you rate the overall effectiveness of the learning and development you have received in the last 12 months in helping you improve your performance? | 28 | 43 | 23 | 28 | -4 | +3 | +2 |

| | Some time | No time | | 2013 | Larger operational agencies | Total APS |
|---|-----------|---------|-----------|------|-----------------------------|-----------|
| L54 During the last 12 months, how much time did you spend in formal training and education? | 84 | 16 | 84 | 0 | +2 | +2 |

Capability and capacity

A1 What is your gender?



Diversity

| Question | 2014 | | Percentage point difference from: | | |
|--|------|----|-----------------------------------|-----------------------------|-----------|
| | Yes | No | 2013 | Larger operational agencies | Total APS |
| A12a Do you identify yourself as Aboriginal and/or Torres Strait Islander? | 98 | 2 | 0 | 0 | -1 |
| A13a Do you have an ongoing disability? | 5 | 95 | 0 | -2 | -2 |
| A14 Are you of non-English speaking background (NESB)? | 31 | 69 | +2 | +13 | +16 |
| A15a Do you have carer responsibilities? | 27 | 73 | -5 | +1 | -1 |

Your job

| Question | 2014 | | % Appropriate for my classification level | | |
|--|---|---|---|-----------------------------|-----------|
| | Appropriate for my classification level | Not appropriate for my classification level | 2013 | Larger operational agencies | Total APS |
| J41 In my opinion, the work I am given is appropriate for my classification level | 76 | 24 | - | +1 | 0 |
| J42 In my opinion, the decision-making authority I have is appropriate for my classification level | 78 | 22 | - | +5 | +4 |

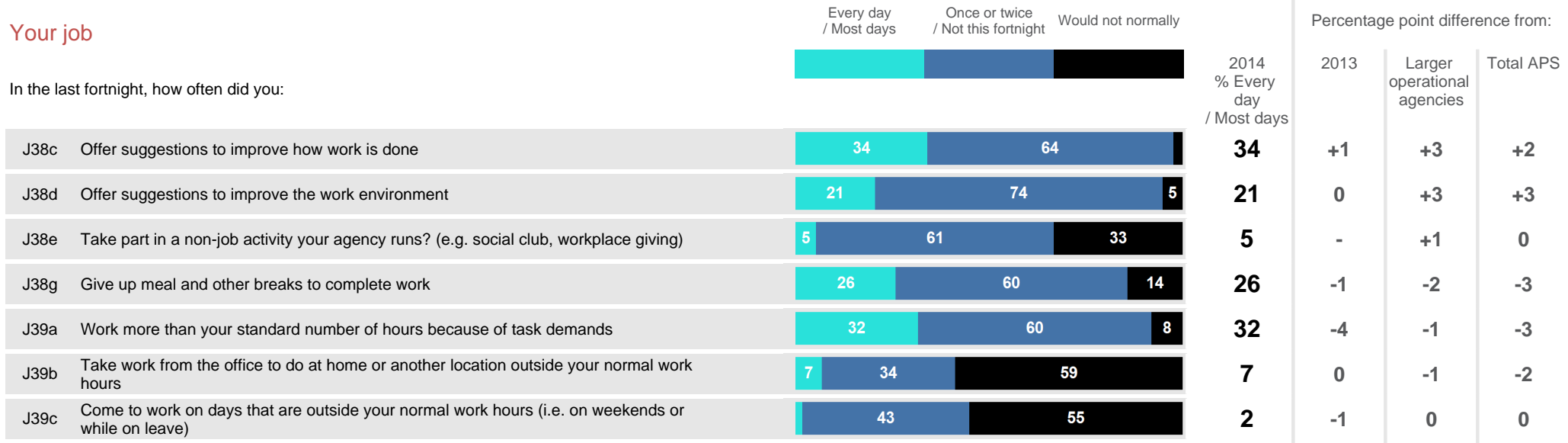
Differences are green if they are at least 5% points greater than the comparator.

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Capability and capacity (cont.)

Your job

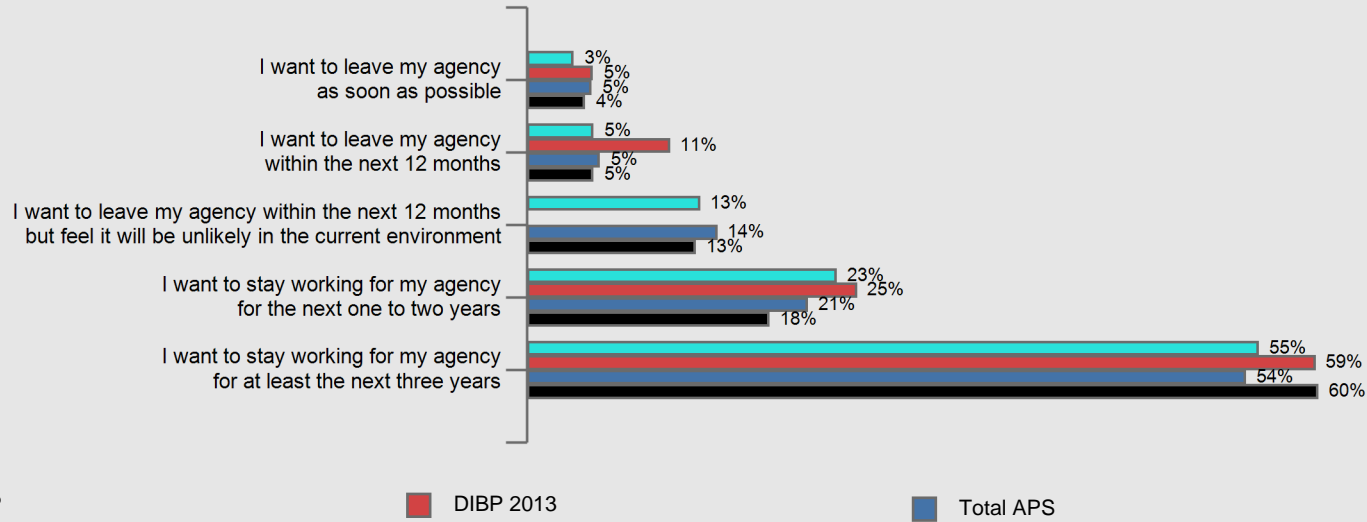
In the last fortnight, how often did you:



Differences are green if they are at least 5% points greater than the comparator.
Differences are red if they are at least 5% points less than the comparator.

Career intentions

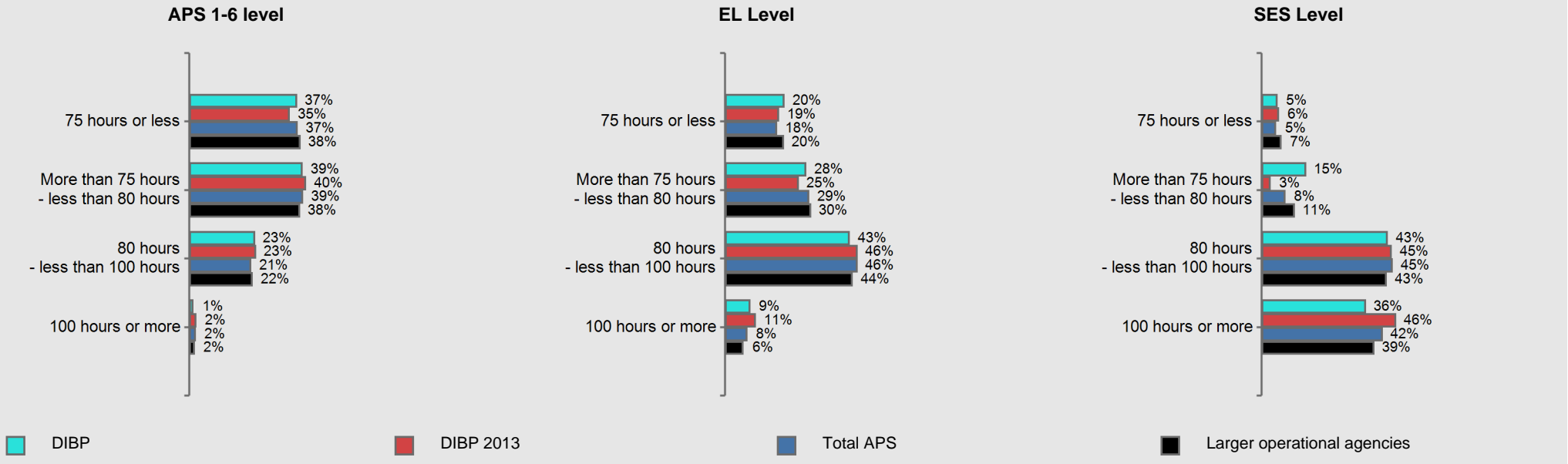
K44 Which of the following statements best reflects your current thoughts about working for your agency?



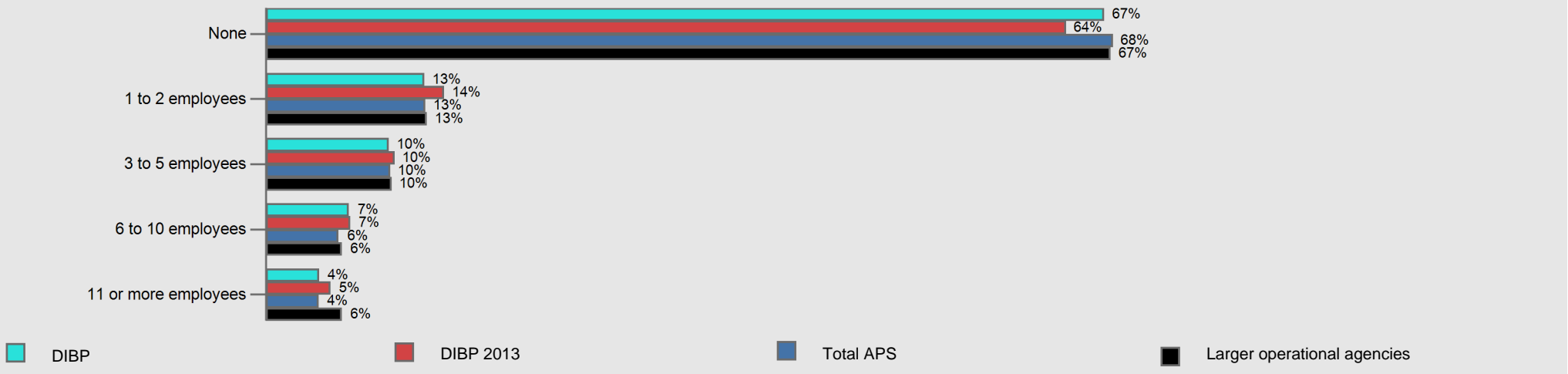
Design

Work-life Balance

I32 In the last fortnight, how many hours did you work in your current job?



L51 How many employees do you have direct performance management responsibility for?



Leadership

Differences are green if they are at least 5% points greater than the comparator.

Differences are red if they are at least 5% points less than the comparator.

Senior leadership

| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2014 % Strongly agree / Agree |
|--|------------------------|----------------------------|------------------------------|-------------------------------|
| E21b In my agency, the most senior leaders are sufficiently visible (e.g. can be seen in action) | 51 | 25 | 24 | 51 |
| E21d In my agency, senior leaders engage with staff on how to respond to future challenges | 50 | 28 | 22 | 50 |
| E21e In my agency, senior leaders give their time to identify and develop talented people | 30 | 38 | 31 | 30 |

| Percentage point difference from: | | |
|-----------------------------------|-----------------------------|-----------|
| 2013 | Larger operational agencies | Total APS |
| +6 | +7 | +2 |
| +9 | +7 | +3 |
| +3 | +5 | +2 |

Immediate supervisor

Please indicate your level of satisfaction with your immediate supervisor's actions in the following areas:

| | Satisfied | Neither | Dissatisfied | % Satisfied |
|--|-----------|---------|--------------|-------------|
| M55a Achieves results | 75 | 17 | 8 | 75 |
| M55b Cultivates productive working relationships | 71 | 17 | 12 | 71 |
| M55c Exemplifies personal drive and integrity | 74 | 17 | 10 | 74 |
| M55d Shapes strategic thinking | 70 | 20 | 11 | 70 |
| M55e Communicates with influence | 70 | 18 | 12 | 70 |
| M55f Sets direction | 69 | 21 | 10 | 69 |
| M55g Motivates people | 63 | 23 | 14 | 63 |
| M55h Encourages innovation | 63 | 24 | 13 | 63 |
| M55i Develops people | 63 | 23 | 14 | 63 |
| M55j Is open to continued self-learning | 68 | 23 | 9 | 68 |

| | | |
|----|----|----|
| +1 | +2 | 0 |
| -1 | 0 | -1 |
| 0 | +1 | -1 |
| +1 | +3 | 0 |
| 0 | +1 | 0 |
| +2 | +2 | 0 |
| +1 | +1 | 0 |
| 0 | +1 | 0 |
| 0 | +1 | -1 |
| +1 | 0 | -1 |

Risk Management

Risk management

| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2014 % Strongly agree / Agree |
|---|------------------------|----------------------------|------------------------------|-------------------------------|
| K30b In my agency, risks are managed proactively | 59 | 29 | 12 | 59 |
| K30f Risk management practices in my agency assist in the achievement of business objectives | 62 | 30 | 8 | 62 |
| F22m My agency has procedures in place to manage business risks | 64 | 29 | 7 | 64 |
| E21f In my agency, senior leaders communicate effectively regarding the business risks that we face | 52 | 29 | 19 | 52 |
| P79d People in my agency are encouraged to speak up when they identify a serious policy or delivery risk | 67 | 23 | 10 | 67 |
| F22l In general, employees in my agency appropriately assess risk | 57 | 31 | 12 | 57 |
| K30c My supervisor supports me in managing risk according to my agency's policies and procedures | 70 | 23 | 7 | 70 |
| D20g My supervisor communicates effectively regarding the business risks that impact my workgroup | 73 | 17 | 10 | 73 |
| K30d My managers actively promote risk management disciplines and continuous risk management improvements | 61 | 29 | 10 | 61 |
| K30e In my immediate work area employees respond to risk in a manner consistent with my agency's risk management policies and processes | 64 | 29 | 7 | 64 |
| K30a I am aware of my agency's policies for managing risk and fraud or know where to find them | 83 | 12 | 4 | 83 |

Differences are green if they are at least 5% points greater than the comparator.

Differences are red if they are at least 5% points less than the comparator.

| Percentage point difference from: | | |
|-----------------------------------|-----------------------------|-----------|
| 2013 | Larger operational agencies | Total APS |
| - | -2 | -3 |
| - | +2 | +3 |
| - | 0 | 0 |
| - | +5 | +2 |
| - | +2 | +2 |
| +3 | -1 | -2 |
| - | -2 | 0 |
| - | 0 | -1 |
| - | 0 | +1 |
| - | -2 | -1 |
| - | -4 | -1 |

Change management

Change management

| | To a very great extent / a lot | Somewhat | A little / not at all | 2014 % To a great extent / A lot |
|---|--------------------------------|----------|-----------------------|-------------------------------------|
| G27 In your opinion, to what extent do you think these changes are likely to improve your team's ability to do their work in the longer-term? | 30 | 34 | 36 | 30 |

Change management

| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2014 % Strongly agree / Agree |
|---|------------------------|----------------------------|------------------------------|----------------------------------|
| E21h In my agency, senior leaders effectively lead and manage organisational change | 49 | 29 | 21 | 49 |
| F22d Change is managed well in my agency | 37 | 33 | 31 | 37 |
| I36g Staff are consulted about change at work | 49 | 32 | 19 | 49 |
| G29a I feel prepared for most of the demands in my job | 86 | 9 | 5 | 86 |
| G29b I meet the goals that I set for myself in my job | 91 | 7 | | 91 |
| G29c Whatever comes my way in my job, I can usually handle it | 93 | 6 | | 93 |
| G29d My past experiences in my job have prepared me well for my future work | 86 | 11 | | 86 |

Differences are green if they are at least 5% points greater than the comparator.
 Differences are red if they are at least 5% points less than the comparator.

Percentage point difference from:

| 2013 | Larger operational agencies | Total APS |
|------|-----------------------------|-----------|
| - | +6 | +4 |
| +9 | +9 | +4 |
| +6 | +6 | +2 |
| +4 | +3 | +2 |
| - | +1 | +1 |
| - | +1 | +1 |
| - | +1 | +1 |
| - | +3 | +2 |

Appendix

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% | 100.00% |
| Rounded percentage | 25% | 27% | 29% | 16% | 4% | 101% |
| Number of positive responses | 151 + 166 = 317 | | | | | |
| % Positive | 317 ÷ 613 = 52% | | | | | |

APS Engagement Model

Appendix 3 of the 2010-11 State of the Service Report provides a overview of the conceptual and technical development of the APS Employee Engagement Model. This is available at: <http://www.apsc.gov.au/about-the-apsc/parliamentary/state-of-the-service/state-of-the-service-2010/appendices/appendix-3-the-development-of-the-aps-employee-engagement-model>.

Appendix

Agency Cluster Table

| Larger operational | Smaller operational | Policy | Regulatory | Specialist | | |
|--|--|---|---|---|--|--|
| Australian Customs and Border Protection Service | Aboriginal Hostels Limited | Attorney-General's Department | Australian Aged Care Quality Agency | Australian Bureau of Statistics | Cancer Australia | National Library of Australia |
| Australian Taxation Office | Administrative Appeals Tribunal | Australian Public Service Commission | Australian Charities and Not-for-profits Commission | Australian Centre for International Agricultural Research | Climate Change Authority | National Mental Health Commission |
| Bureau of Meteorology | Australian Crime Commission | Department of Communications | Australian Communications and Media Authority | Australian Commission for Law Enforcement Integrity | Commonwealth Grants Commission | National Museum of Australia |
| Department of Agriculture | Australian Electoral Commission | Department of Education | Australian Competition and Consumer Commission | Australian Commission on Safety and Quality in Health Care | Corporations and Markets Advisory Committee | National Portrait Gallery of Australia |
| Department of Defence | Australian Financial Security Authority | Department of Employment | Australian Fisheries Management Authority | Australian Human Rights Commission | CrimTrac Agency | National Water Commission |
| Department of Human Services | Australian Transport Safety Bureau | Department of Finance | Australian Pesticides and Veterinary Medicines Authority | Australian Institute of Aboriginal and Torres Strait Islander Studies | Department of Parliamentary Services | Office of National Assessments |
| Department of Immigration and Border Protection | Comcare | Department of Foreign Affairs and Trade | Australian Securities and Investments Commission | Australian Institute of Criminology | Future Fund Management Agency | Office of Parliamentary Counsel |
| Department of Veterans' Affairs | ComSuper | Department of Health | Australian Skills Quality Authority | Australian Institute of Family Studies | Geoscience Australia | Office of the Commonwealth Ombudsman |
| IP Australia | Defence Housing Australia | Department of Industry | Australian Sports Anti-Doping Authority | Australian Institute of Health and Welfare | Great Barrier Reef Marine Park Authority | Office of the Inspector-General of Intelligence and Security |
| | Fair Work Commission | Department of Infrastructure and Regional Development | Australian Transaction Reports and Analysis Centre | Australian Law Reform Commission | Independent Hospital Pricing Authority | Office of the Inspector-General of Taxation |
| | Family Court and Federal Circuit Court | Department of Social Services | Clean Energy Regulator | Australian National Audit Office | Museum of Australian Democracy at Old Parliament House | Private Health Insurance Ombudsman |
| | Federal Court of Australia | Department of the Environment | Food Standards Australia New Zealand | Australian National Maritime Museum | National Archives of Australia | Productivity Commission |
| | Migration Review Tribunal and Refugee Review Tribunal | Department of the Prime Minister and Cabinet | National Offshore Petroleum Safety and Environmental Management Authority | Australian National Preventive Health Agency | National Blood Authority | Professional Services Review |
| | National Disability Insurance Agency | Department of the Treasury | Office of the Australian Information Commissioner | Australian Office of Financial Management | National Capital Authority | Royal Australian Mint |
| | Office of the Commonwealth Director of Public Prosecutions | Murray-Darling Basin Authority | Office of the Fair Work Building Industry Inspectorate | Australian Organ and Tissue Authority | National Competition Council | Screen Australia |
| | Social Security Appeals Tribunal | Safe Work Australia | Office of the Fair Work Ombudsman | Australian Radiation Protection and Nuclear Safety Agency | National Film and Sound Archive of Australia | Telecommunications Universal Service Management Agency |
| | | | Tertiary Education Quality and Standards Agency | Australian Research Council | National Health and Medical Research Council | Torres Strait Regional Authority |
| | | | | Australian Trade Commission | National Health Funding Body | Workplace Gender Equality Agency |
| | | | | Australian War Memorial | National Health Performance Authority | |



Australian Government
Australian Public Service Commission



2015 APS Employee Census

Agency Benchmark Report: DIBP

This report

This report presents key results from the 2015 APS Employee Census. It summarises employee views from your agency in comparison with similar APS agencies (in terms of function), the overall APS average and 2014 data. This will help to put your agency's results into perspective.

Results

Most results are presented as whole numbers for ease of reading. The procedure for rounding is explained in the appendix. Rounding means that some results may not total 100%.

Benchmark data

To allow comparisons between similar organisations, agencies were categorised based on the size of their workforces and their primary function. The clusters are:

- Policy: organisations involved in the development of public policy
- Smaller operational: organisations with less than 1,000 employees involved in the implementation of public policy
- Larger operational: organisations with 1,000 employees or more involved in the implementation of public policy
- Regulatory: organisations involved in regulation and inspection
- Specialist: organisations providing specialist support to Government, businesses and the public.

Agencies are categorised based on the information provided in the 2010–11 State of the Service agency survey and updated in 2014. Functional clusters will be reviewed and improved over time to ensure they identify the most appropriate benchmarking measures available for agencies. Please refer the cluster table in the appendix which shows the agencies that contribute to each cluster.

Anonymity

It is the Commission's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Results for groups with less than 10 respondents will not receive an individual report. However, their data will still contribute to the scores for their group and the organisation overall. Within this report, results for individual questions with less than 10 respondents will be replaced with a '-'.

CONTENT

| | Page |
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| Employee Engagement | 1 |
| Healthy Workplaces | 3 |
| Workforce Trends | 5 |
| Leadership | 6 |
| Workplace Culture | 7 |
| Capability & Capacity | 9 |
| Workforce Conditions | 11 |
| Workforce Design | 12 |
| Appendix | 13 |

RESPONSES

7,983

of 14,002

RESPONSE RATE

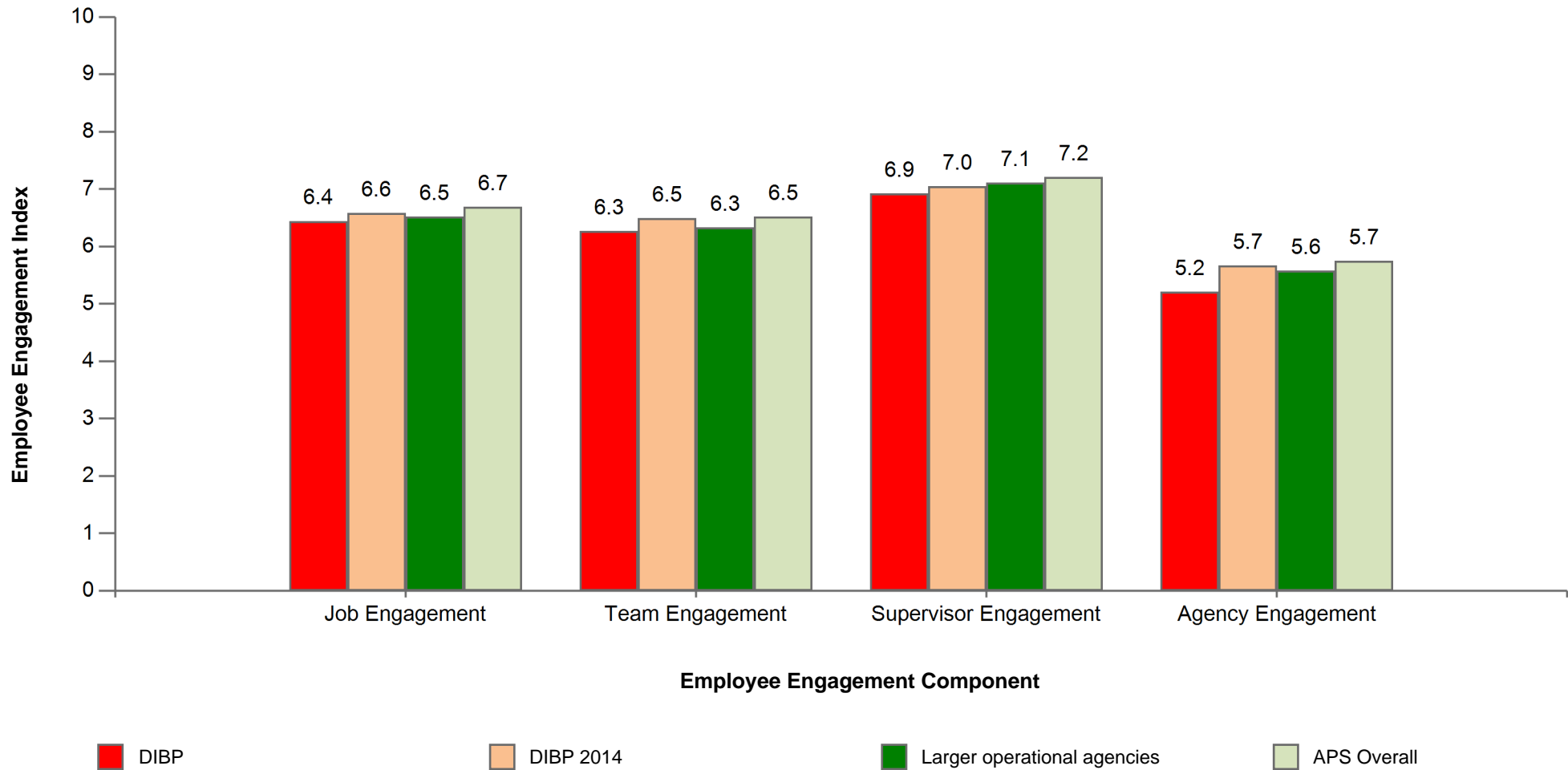
57%

Engagement

The APS Employee Engagement Model allows APS managers and HR practitioners to gain a sophisticated understanding of the nature of engagement in their organisation and benchmark this element of their workforce against APS performance.

The model consists of the four aspects below. The scores are calculated by transforming the questions within each aspect onto a 0-10 scale from a 5 point scale (where a score of 1 equals Strongly disagree and a score of 5 equals Strongly agree).

Elements of Engagement



Engagement (cont.)

Shown below are the individual items that make up each element of the APS Employee Engagement Model. These are the drivers of engagement and they define the engagement relationship.

Drivers of Engagement

| | | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2015 (% Strongly agree / Agree) | Percentage point difference from: | | |
|------------------------------|---|------------------------|----------------------------|------------------------------|---------------------------------|-----------------------------------|-----------------------------|-------------|
| | | | | | | 2014 | Larger operational agencies | APS Overall |
| Job Engagement | | | | | | | | |
| B17b | My job gives me opportunities to utilise my skills | 70 | 14 | 16 | 70 | 0 | 0 | -3 |
| B17c | My job gives me a feeling of personal accomplishment | 62 | 19 | 18 | 62 | -2 | -1 | -4 |
| Team Engagement | | | | | | | | |
| B17d | I am satisfied with the recognition I receive for doing a good job | 48 | 24 | 27 | 48 | -5 | -2 | -6 |
| C18b | The people in my workgroup are honest, open and transparent in their dealings | 74 | 15 | 11 | 74 | -1 | +1 | -1 |
| Supervisor Engagement | | | | | | | | |
| D20a | I have a good immediate supervisor | 76 | 13 | 11 | 76 | 0 | -3 | -3 |
| I35c | My immediate supervisor encourages me (Always or Often / Sometimes / Rarely or Never) | 60 | 25 | 15 | 60 | -2 | -3 | -5 |
| Agency Engagement | | | | | | | | |
| E21c | In my agency, communication between senior leaders and other employees is effective | 29 | 30 | 40 | 29 | -12 | -9 | -12 |
| F22b | When someone praises the accomplishments of my agency, it feels like a personal compliment to me | 49 | 30 | 21 | 49 | -3 | 0 | -1 |
| F22j | In general, employees in my agency feel they are valued for their contribution | 34 | 32 | 35 | 34 | -8 | -8 | -12 |
| F22k | My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments) | 53 | 25 | 22 | 53 | -7 | -6 | -9 |

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

| 2014 | Larger operational agencies | APS Overall |
|------|-----------------------------|-------------|
|------|-----------------------------|-------------|

Healthy Workplaces

We can characterise workplaces by comparing the demands placed on employees:

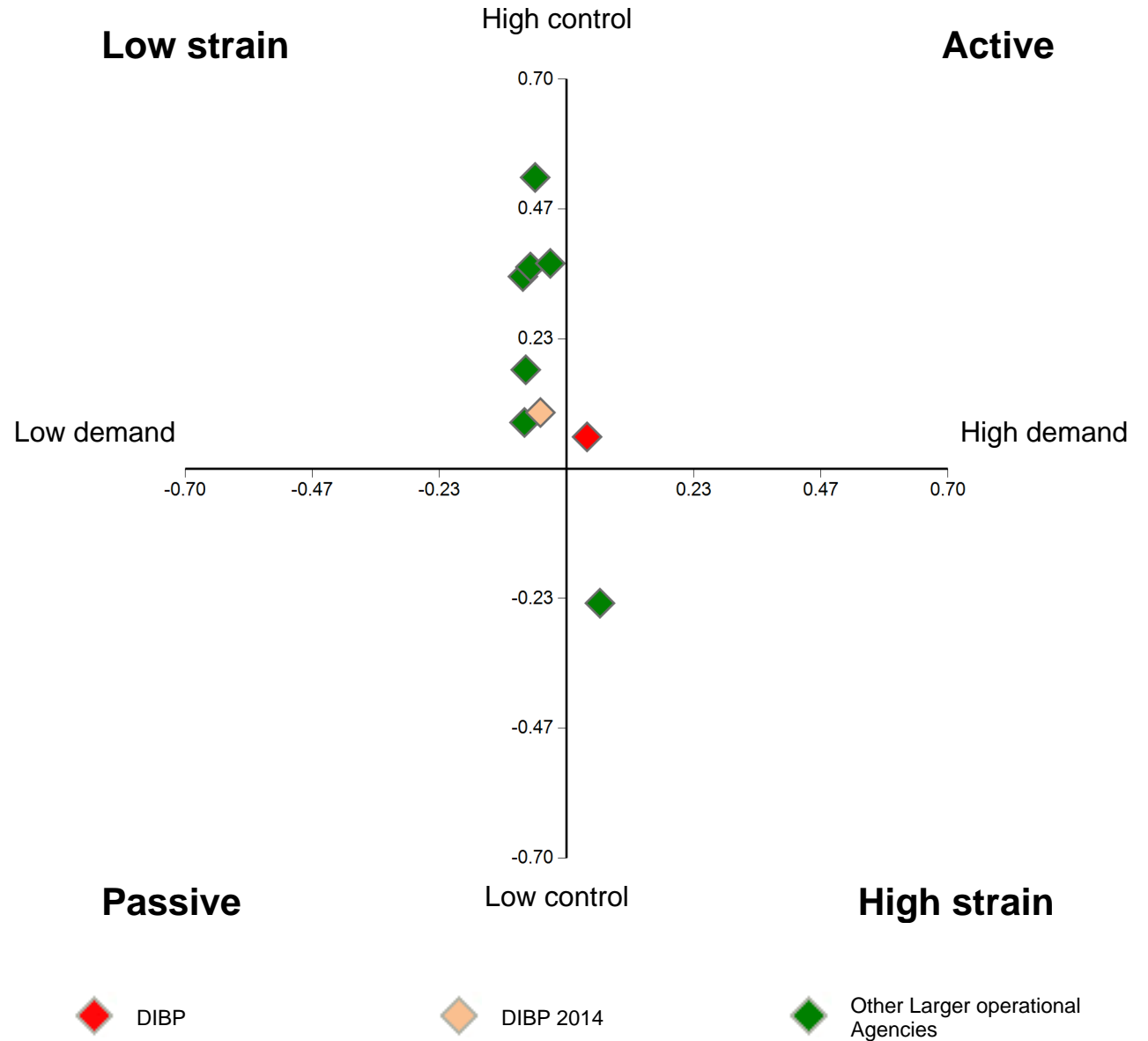
- I have unrealistic time pressures

Against the control that employees have:

- I have a choice in deciding how I do my work.

The combination of the two is linked to health outcomes in employees.

- An active workplace is characterised by high demands and high levels of control; this results in positive health outcomes for employees.
- A passive workplace has low demand and control and while the health risks are lower, employees may be unmotivated.
- A low strain job is characterised by high control and low demands; the health risks are low.
- High demands and low control are characteristic of a high strain workplace. There is an elevated risk of ill health among employees in these workplaces.



Healthy Workplaces (cont.)

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

Healthy workplaces

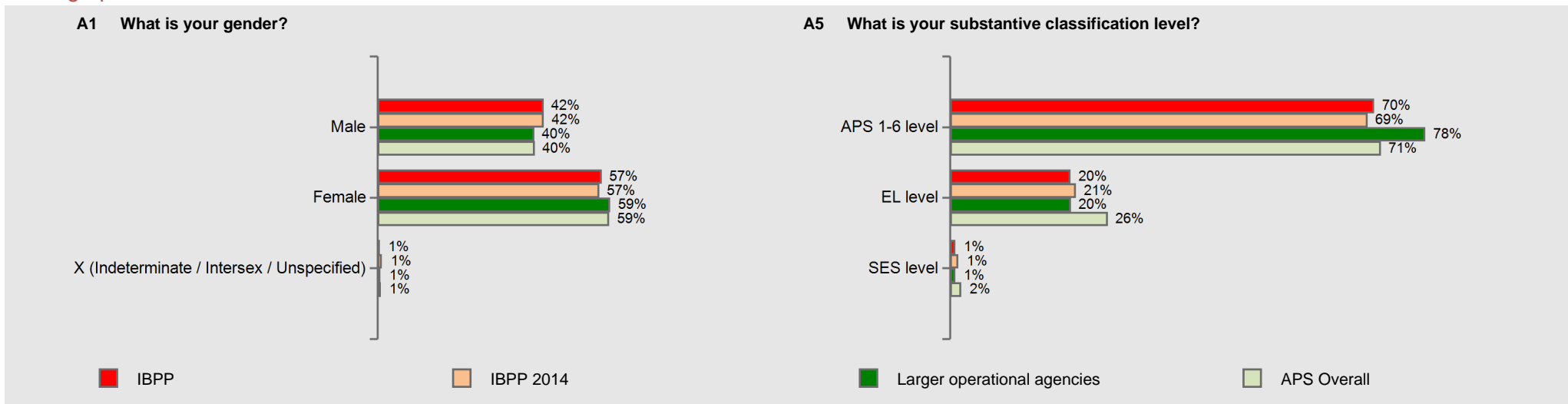
| | Always / Often | Sometimes | Rarely / Never | 2015 (% Always / Often) | 2014 | Larger operational agencies | APS Overall |
|---|----------------|-----------|----------------|----------------------------|------|-----------------------------|-------------|
| I35b I have a choice in deciding how I do my work | 54 | 29 | 18 | 54 | -6 | +1 | -4 |
| I35c My immediate supervisor encourages me | 60 | 25 | 15 | 60 | -2 | -3 | -5 |
| I35d I receive the respect I deserve from my colleagues at work | 71 | 22 | 7 | 71 | -2 | -1 | -2 |
| I35f I am clear what my duties and responsibilities are | 77 | 16 | 7 | 77 | -4 | -3 | -3 |
| I35g Staff are consulted about change at work | 38 | 36 | 26 | 38 | -9 | -6 | -8 |

These items are negatively worded and, as such, 'Always' or 'Often' responses are negative in nature, while 'Rarely' or 'Never' responses are positive

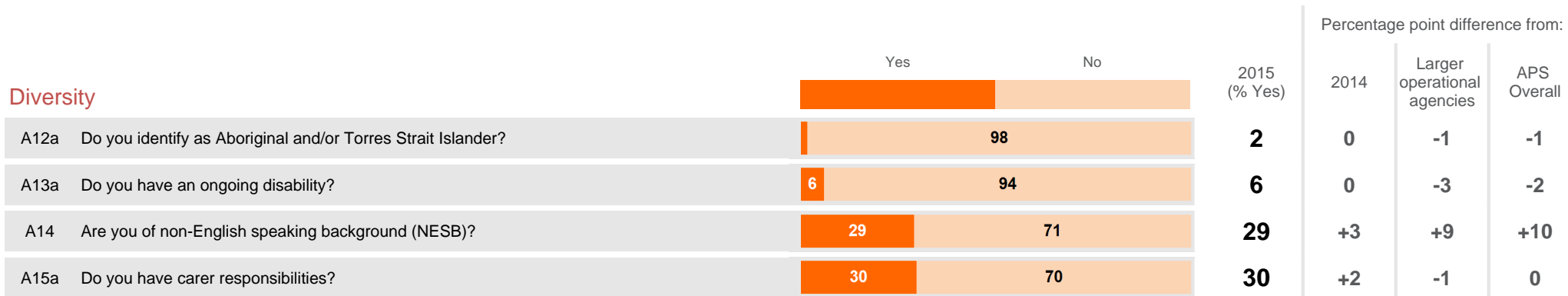
| | Rarely / Never | Sometimes | Always / Often | 2015 (% Rarely / Never) | 2014 | Larger operational agencies | APS Overall |
|---|----------------|-----------|----------------|----------------------------|------|-----------------------------|-------------|
| I35a I have unrealistic time pressures | 29 | 43 | 27 | 29 | -3 | -2 | -2 |
| I35e Relationships at work are strained | 49 | 37 | 15 | 49 | -2 | -4 | -4 |

Workforce trends

Demographics



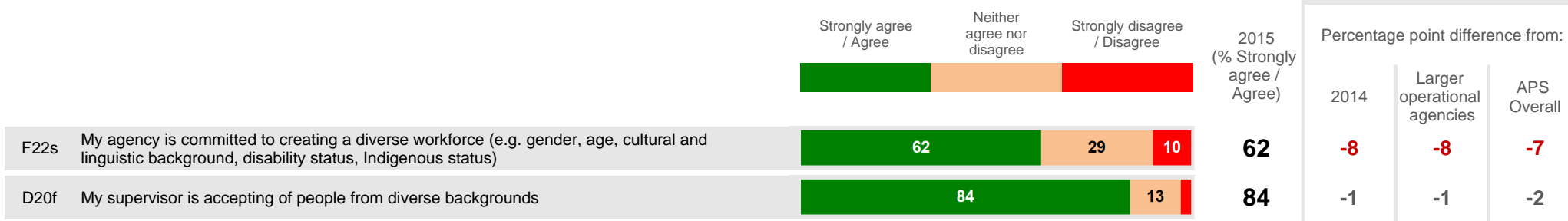
Diversity



Percentage point difference from:

| | 2014 | Larger operational agencies | APS Overall |
|--------------|------|-----------------------------|-------------|
| 2015 (% Yes) | | | |

Differences are green if they are at least 5% points better than the comparator
Differences are red if they are at least 5% points worse than the comparator



Percentage point difference from:

| | 2014 | Larger operational agencies | APS Overall |
|---------------------------------|------|-----------------------------|-------------|
| 2015 (% Strongly agree / Agree) | | | |

Leadership

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

Senior leadership

| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2015 (% Strongly agree / Agree) | 2014 | Larger operational agencies | APS Overall |
|--|------------------------|----------------------------|------------------------------|---------------------------------|------|-----------------------------|-------------|
| E21a In my agency, the senior leadership is of a high quality | 36 | 34 | 30 | 36 | -14 | -11 | -17 |
| E21b In my agency, the most senior leaders are sufficiently visible (e.g. can be seen in action) | 34 | 26 | 40 | 34 | -12 | -10 | -16 |
| E21c In my agency, communication between senior leaders and other employees is effective | 29 | 30 | 40 | 29 | -12 | -9 | -12 |
| E21e In my agency, senior leaders give their time to identify and develop talented people | 19 | 37 | 44 | 19 | -8 | -9 | -11 |

Immediate supervisor

Please indicate your level of satisfaction with your immediate supervisor's actions in the following areas:

| | Very satisfied / Satisfied | Neither satisfied nor dissatisfied | Very Dissatisfied / Dissatisfied | 2015 (% Very satisfied / Satisfied) | | | |
|--|----------------------------|------------------------------------|----------------------------------|-------------------------------------|----|----|----|
| M58a Achieves results | 70 | 19 | 11 | 70 | -3 | -3 | -5 |
| M58b Cultivates productive working relationships | 68 | 19 | 14 | 68 | -1 | -2 | -4 |
| M58c Exemplifies personal drive and integrity | 70 | 19 | 12 | 70 | -2 | -2 | -4 |
| M58d Shapes strategic thinking | 64 | 23 | 14 | 64 | -3 | -3 | -5 |
| M58e Communicates with influence | 65 | 19 | 15 | 65 | -2 | -3 | -5 |
| M58f Sets direction | 64 | 23 | 13 | 64 | -3 | -5 | -5 |
| M58g Motivates people | 59 | 24 | 18 | 59 | -2 | -4 | -5 |
| M58h Encourages innovation | 57 | 27 | 16 | 57 | -4 | -5 | -6 |
| M58i Develops people | 58 | 24 | 18 | 58 | -3 | -5 | -6 |
| M58j Is open to continued self-learning | 63 | 25 | 11 | 63 | -2 | -4 | -6 |

Workplace Culture

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

APS Values and Code of Conduct

| | Always / Often | Sometimes | Rarely / Never | 2015 (% Always / Often) | 2014 | Larger operational agencies | APS Overall |
|--|----------------|-----------|----------------|----------------------------|------------|-----------------------------|-------------|
| P68c Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? | | | | 57 | -14 | -8 | -12 |
| P68b Does your supervisor act in accordance with the APS Values in his or her everyday work? | | | | 88 | -1 | -1 | -1 |
| P68a Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work? | | | | 88 | -2 | 0 | -1 |

These items are negatively worded and, as such, 'Yes' responses are negative in nature, while 'No' responses are positive

| | No | Yes | Not Sure | 2015 (% No) | 2014 | Larger operational agencies | APS Overall |
|--|----|-----|----------|----------------|------|-----------------------------|-------------|
| P69 During the last 12 months, have you been subjected to harassment or bullying in your workplace? | | | | 74 | -1 | -1 | -2 |
| P71 During the last 12 months, did you witness someone else being subjected to harassment or bullying in your workplace? | | | | 64 | -4 | -2 | -3 |

| | Yes | No | 2015 (% Yes) | 2014 | Larger operational agencies | APS Overall |
|---|-----|----|-----------------|-----------|-----------------------------|-------------|
| P70 Did you report the bullying or harassment? (subjected to) | | | 38 | +1 | -1 | -1 |
| P72 Did you report the bullying or harassment? (witnessed) | | | 49 | +7 | +2 | +3 |

Workplace Culture (cont.)

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

| | | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2015 (% Strongly agree / Agree) | 2014 | Larger operational agencies | APS Overall |
|-----------------------|---|------------------------|----------------------------|------------------------------|---------------------------------|------|-----------------------------|-------------|
| Accountability | | | | | | | | |
| P67a | When I identify a problem I take responsibility for it, including bringing it to the appropriate person's attention | 96 | 4 | | 96 | - | +2 | +1 |
| P67b | When people in my immediate workgroup identify a problem they take responsibility for it | 65 | 26 | 9 | 65 | - | +1 | -1 |
| P67c | When my immediate supervisor identifies a problem he or she takes responsibility for it | 74 | 18 | 8 | 74 | - | 0 | -2 |
| P67d | When senior leaders in my agency identify a problem they take responsibility for it | 40 | 38 | 22 | 40 | - | -5 | -8 |
| P67e | People in my agency are encouraged to speak up when they identify a serious policy or delivery risk | 55 | 25 | 20 | 55 | - | -7 | -8 |
| P67f | In my agency, people are expected to admit mistakes and learn from them | 56 | 27 | 16 | 56 | - | -2 | -2 |

Capability and capacity

Getting work done

In the last fortnight, how often did you:

| | Every day / Most days | Once or twice / Not this fortnight | Would not normally do this | 2015 (% Every day / Most days) | Percentage point difference from: | | |
|--|-----------------------|------------------------------------|----------------------------|--------------------------------|-----------------------------------|-----------------------------|-------------|
| | | | | | 2014 | Larger operational agencies | APS Overall |
| J38c Offer suggestions to improve how work is done | 36 | 61 | | 36 | +3 | +2 | 0 |
| J38d Offer suggestions to improve the work environment | 23 | 73 | 4 | 23 | +2 | +1 | +2 |

Differences are green if they are at least 5% points better than the comparator
Differences are red if they are at least 5% points worse than the comparator

These items are negatively worded and, as such, 'Every day' or 'Most days' responses are negative in nature, while 'Would not normally do this' responses are positive

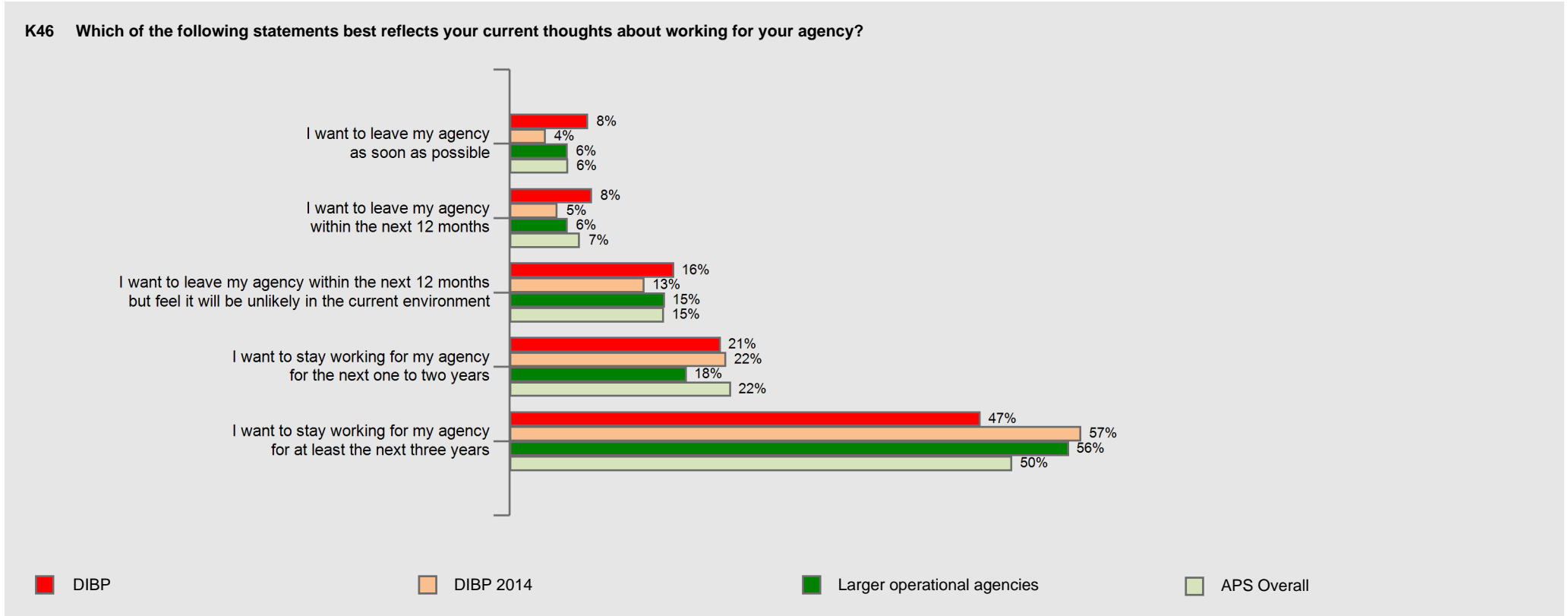
In the last fortnight, how often did you:

| | Would not normally do this | Once or twice / Not this fortnight | Every day / Most days | 2015 (% Would not normally do this) | Percentage point difference from: | | |
|--|----------------------------|------------------------------------|-----------------------|-------------------------------------|-----------------------------------|-----------------------------|-------------|
| | | | | | 2014 | Larger operational agencies | APS Overall |
| J38f Give up meal and/or other breaks to complete work | 12 | 55 | 33 | 12 | 0 | -3 | 0 |
| J39a Work more than your standard number of hours because of task demands | 9 | 58 | 33 | 9 | +1 | -2 | 0 |
| J39b Take work from the office to do at home or another location outside your normal work hours | 56 | 35 | 9 | 56 | 0 | -2 | +5 |
| J39c Come to work on days that are outside your normal work hours (i.e. on weekends or while on leave) | 52 | 45 | | 52 | -1 | -8 | -4 |

Capability and capacity (cont.)

Career Intentions

| | | Yes | No | 2015 (% Yes) | Percentage point difference from: | | |
|-----|--|-----|----|-----------------|-----------------------------------|-----------------------------------|----------------|
| | | | | | 2014 | Larger operational agencies | APS Overall |
| K45 | In the last 12 months, have you applied for a job? | 49 | 51 | 49 | +4 | +7 | +5 |



Workplace Conditions

Differences are green if they are at least 5% points **better than** the comparator

Differences are red if they are at least 5% points **worse than** the comparator

Percentage point difference from:

Your job

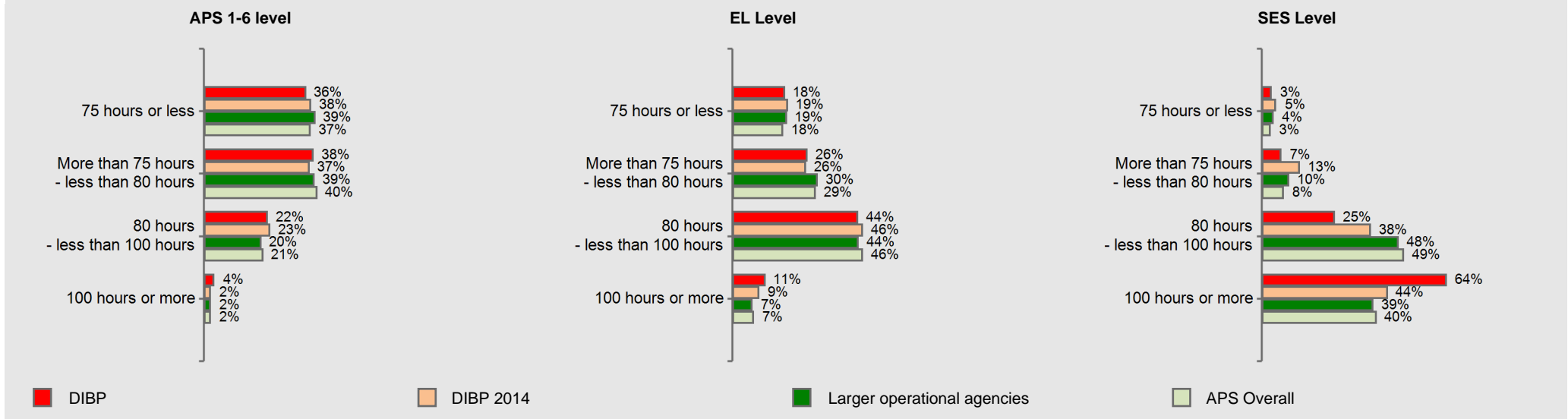
| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2015 (% Strongly agree / Agree) | 2014 | Larger operational agencies | APS Overall |
|---|------------------------|----------------------------|------------------------------|---------------------------------|------|-----------------------------|-------------|
| B17e I am fairly remunerated (e.g. salary, superannuation) for the work that I do | 49 | 22 | 29 | 49 | -10 | -8 | -10 |
| B17f I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | 70 | 16 | 14 | 70 | -7 | -3 | -5 |
| F22n I am satisfied with the opportunities for career progression in my agency | 27 | 25 | 47 | 27 | -5 | -2 | -3 |

Work-life balance

| | Very satisfied / Satisfied | Neither satisfied nor dissatisfied | Very Dissatisfied / Dissatisfied | 2015 (% Very satisfied / Satisfied) | 2014 | Larger operational agencies | APS Overall |
|--|----------------------------|------------------------------------|----------------------------------|-------------------------------------|------|-----------------------------|-------------|
| I32 Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | 66 | 18 | 16 | 66 | -7 | -5 | -6 |
| I33 Overall, how satisfied are you with your ability to access and use flexible working arrangements? | 66 | 19 | 15 | 66 | -5 | -6 | -7 |

Hours worked

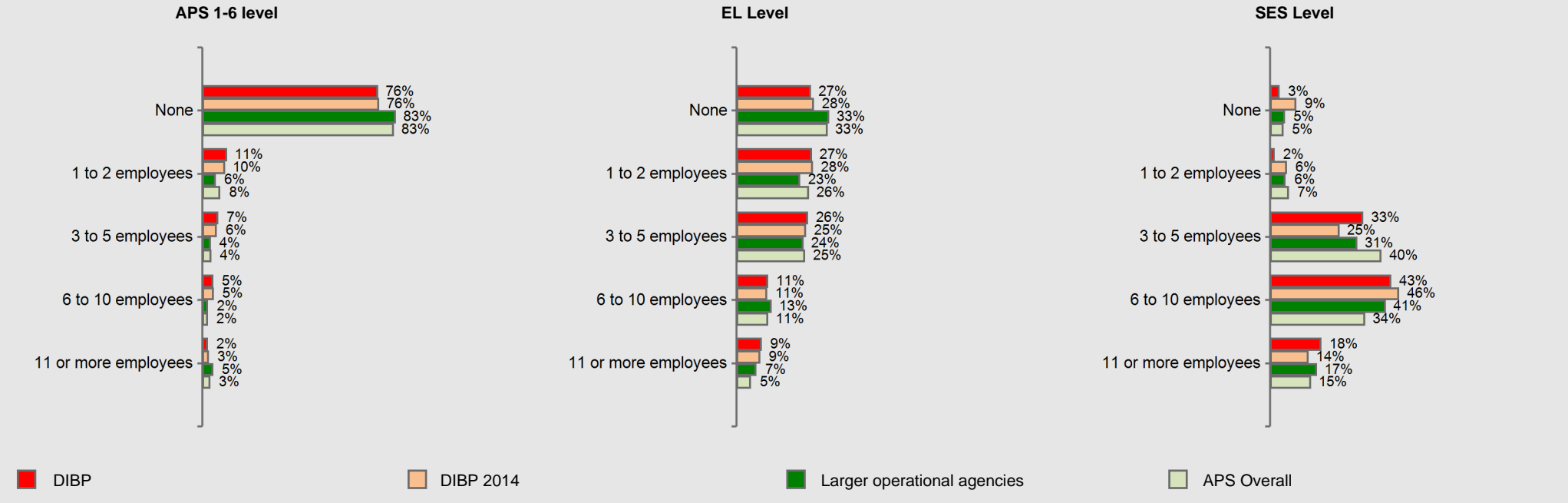
I31 In the last fortnight, how many hours did you work in your current job?



Workplace Design

Span of control

L54 How many employees do you have direct performance management for?



Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Responsibility

| Item | Appropriate for my classification level | Above my classification level | Below my classification level |
|---|---|-------------------------------|-------------------------------|
| J43 In my opinion, the work I am given is: | 71 | 21 | 7 |
| J44 In my opinion, the decision-making authority I have is: | 72 | 14 | 13 |

2015 (%)
Appropriate for my classification level)

| Percentage point difference from: | 2014 | Larger operational agencies | APS Overall |
|-----------------------------------|------|-----------------------------|-------------|
| J43 | -4 | -4 | -3 |
| J44 | -4 | -2 | -1 |

Appendix

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% | 100.00% |
| Rounded percentage | 25% | 27% | 29% | 16% | 4% | 101% |
| Number of positive responses | 151 + 166 = 317 | | | | | |
| % Positive | 317 ÷ 613 = 52% | | | | | |

APS Engagement Model

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Appendix

Agency Cluster Table

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|--|--|---|---|---|--|--|
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| Bureau of Meteorology | Administrative Appeals Tribunal | Asbestos Safety and Eradication Agency | Australian Charities and Not-for-profits Commission | Australian Centre for International Agricultural Research | Commonwealth Grants Commission | National Museum of Australia |
| Department of Agriculture | Australian Crime Commission | Australian Public Service Commission | Australian Communications and Media Authority | Australian Commission for Law Enforcement Integrity | CrimTrac | National Portrait Gallery of Australia |
| Department of Defence | Australian Electoral Commission | Department of Communications | Australian Competition and Consumer Commission | Australian Commission on Safety and Quality in Health Care | Department of Parliamentary Services | Office of National Assessments |
| Department of Human Services | Australian Financial Security Authority | Department of Education | Australian Fisheries Management Authority | Australian Human Rights Commission | Future Fund Management Agency | Office of Parliamentary Counsel |
| Department of Veterans' Affairs | Australian Transport Safety Bureau | Department of Employment | Australian Pesticides and Veterinary Medicines Authority | Australian Institute of Aboriginal and Torres Strait Islander Studies | Geoscience Australia | Office of the Commonwealth Ombudsman |
| Immigration and Border Protection Portfolio (DIBP) | Comcare | Department of the Environment | Australian Securities and Investments Commission | Australian Institute of Criminology | Great Barrier Reef Marine Park Authority | Office of the Inspector-General of Intelligence and Security |
| IP Australia | ComSuper | Department of Finance | Australian Skills Quality Authority | Australian Institute of Family Studies | Independent Hospital Pricing Authority | Office of the Inspector-General of Taxation |
| | Defence Housing Australia | Department of Foreign Affairs and Trade | Australian Sports Anti-Doping Authority | Australian Institute of Health and Welfare | Museum of Australian Democracy at Old Parliament House | Organ and Tissue Authority |
| | Fair Work Commission | Department of Health | Australian Transaction Reports and Analysis Centre | Australian Law Reform Commission | National Archives of Australia | Private Health Insurance Ombudsman |
| | Family Court and Federal Circuit Court | Department of Industry | Clean Energy Regulator | Australian National Audit Office | National Blood Authority | Productivity Commission |
| | Federal Court of Australia | Department of Infrastructure and Regional Development | Food Standards Australia New Zealand | Australian National Maritime Museum | National Capital Authority | Professional Services Review |
| | Migration Review Tribunal and Refugee Review Tribunal | Department of Social Services | National Offshore Petroleum Safety and Environmental Management Authority | Australian Office of Financial Management | National Competition Council | Royal Australian Mint |
| | National Disability Insurance Agency | Department of the Prime Minister and Cabinet | Office of the Australian Information Commissioner | Australian Radiation Protection and Nuclear Safety Agency | National Film and Sound Archive of Australia | Screen Australia |
| | Office of the Commonwealth Director of Public Prosecutions | Department of the Treasury | Office of the Fair Work Building Industry Inspectorate | Australian Research Council | National Health and Medical Research Council | Telecommunications Universal Service Management Agency |
| | Social Security Appeals Tribunal | Murray-Darling Basin Authority | Office of the Fair Work Ombudsman | Australian Trade Commission | National Health Funding Body | Torres Strait Regional Authority |
| | | Safe Work Australia | Tertiary Education Quality and Standards Agency | Australian War Memorial | National Health Performance Authority | Workplace Gender Equality Agency |
| | | | | Cancer Australia | National Library of Australia | |



Australian Government
Australian Public Service Commission



2016 APS Employee Census

Agency Benchmark Report: DIBP

This report

This report presents key results from the 2016 APS employee census. It summarises employee views from your agency in comparison with similar APS agencies (in terms of function), the overall APS average and 2015 data. This will help to put your agency's results into perspective.

Results

Most results are presented as whole numbers for ease of reading. The procedure for rounding is explained in the appendix. Rounding means that some results may not total 100%.

Benchmark data

To allow comparisons between similar organisations, agencies were categorised based on the size of their workforces and their primary function. The clusters are:

- Policy: organisations involved in the development of public policy
- Smaller operational: organisations with less than 1,000 employees involved in the implementation of public policy
- Larger operational: organisations with 1,000 employees or more involved in the implementation of public policy
- Regulatory: organisations involved in regulation and inspection
- Specialist: organisations providing specialist support to Government, businesses and the public.

Agencies are categorised based on the information provided in the 2010–11 State of the Service agency survey and updated in 2016. Functional clusters will be reviewed and improved over time to ensure they identify the most appropriate benchmarking measures available for agencies. Please refer the cluster table in the appendix which shows the agencies that contribute to each cluster.

Anonymity

It is the Commission's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Results for groups with less than 10 respondents will not receive an individual report. However, their data will still contribute to the scores for their group and the organisation overall. Within this report, results for individual questions with less than 10 respondents will be replaced with a '-'.

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RESPONSES

9,063

of 14,493

RESPONSE RATE

63%

What do these results mean?

Below you will see the APS Employee Census (the Census) results for the Department based on the survey conducted between 9 May and 10 June 2016. These results are broadly consistent with the Pulse survey that was held across the Department in January-February 2016.

We are pleased to report that there are some positive findings in the Census that are a continuation of the results from the Pulse survey.

79% of respondents in the Census have a clear understanding of how their workgroup's role contributes to the agency's strategic direction. This tracks closely with the earlier Pulse survey, where six out of ten staff were clear about their personal role in achieving the Department's mission and vision.

Similarly, eight out of ten staff in the Pulse survey believe their team and others they work with act with integrity and uphold and maintain the law. This is reflected in the recent Census results where 86% of staff say that colleagues in their immediate workgroup act in accordance with the APS Values in their everyday work.

We are now in the process of building and consolidating our Department following a period of significant change. We are already seeing the benefits of improved collaboration and blended teams, and the results of the Census and Pulse survey show us that we are building a motivated, professional and highly-skilled workforce that will position us well to meet future challenges.

As with all change, we acknowledge that there are some things that still need to be improved.

Only two out of ten staff who responded to the Pulse survey feel valued for their contribution. The Census results indicate there has been an improvement, with 28% of staff feeling valued for their contribution, and 48% of staff saying that they feel satisfied with the recognition they receive for doing a good job.

25% of staff who participated in the Census believe that communication between SES and other employees is effective. This correlates with the Pulse survey, which found that two out of ten respondents believe that communication between senior leaders and others is effective.

Our focus is twofold. Firstly, we need to improve the way leaders at all levels engage with their staff. This Department offers a unique value proposition to the Australian public – it is the nexus between our economic prosperity, our social cohesion, and our national security. While we operate in a contested policy space, the contribution to our nation – from visa and citizenship, to goods and trade, to border security, to our international engagement and beyond – is broad, meaningful and enduring. Providing our people with the facts, and a clear narrative about what we are doing and why, is therefore a priority.

We all have a responsibility to engage better across the Department so that we build on our successes and create a responsive and inclusive high-performance culture.

We have heard your concerns and encourage your ongoing engagement. Your previous feedback from the EL2 conversations held in December 2015 and April 2016 has informed the prioritisation of ongoing consolidation work. We have retained building a positive culture as a Departmental priority, with a Reference Group established to connect, plan and align cultural change activities across the Department and ensure staff can contribute to our aspirational culture. Everyone in our Department plays a role in shaping our workplace culture.

We are committed to ongoing engagement as we continue our journey of professionalism and the professionalisation of our workforce. Thank you for your contribution to the Departmental surveys this year. We will formally ask for your views again in early 2017, with the next Pulse survey. In the interim, we will keep you informed of what is happening in our Department.

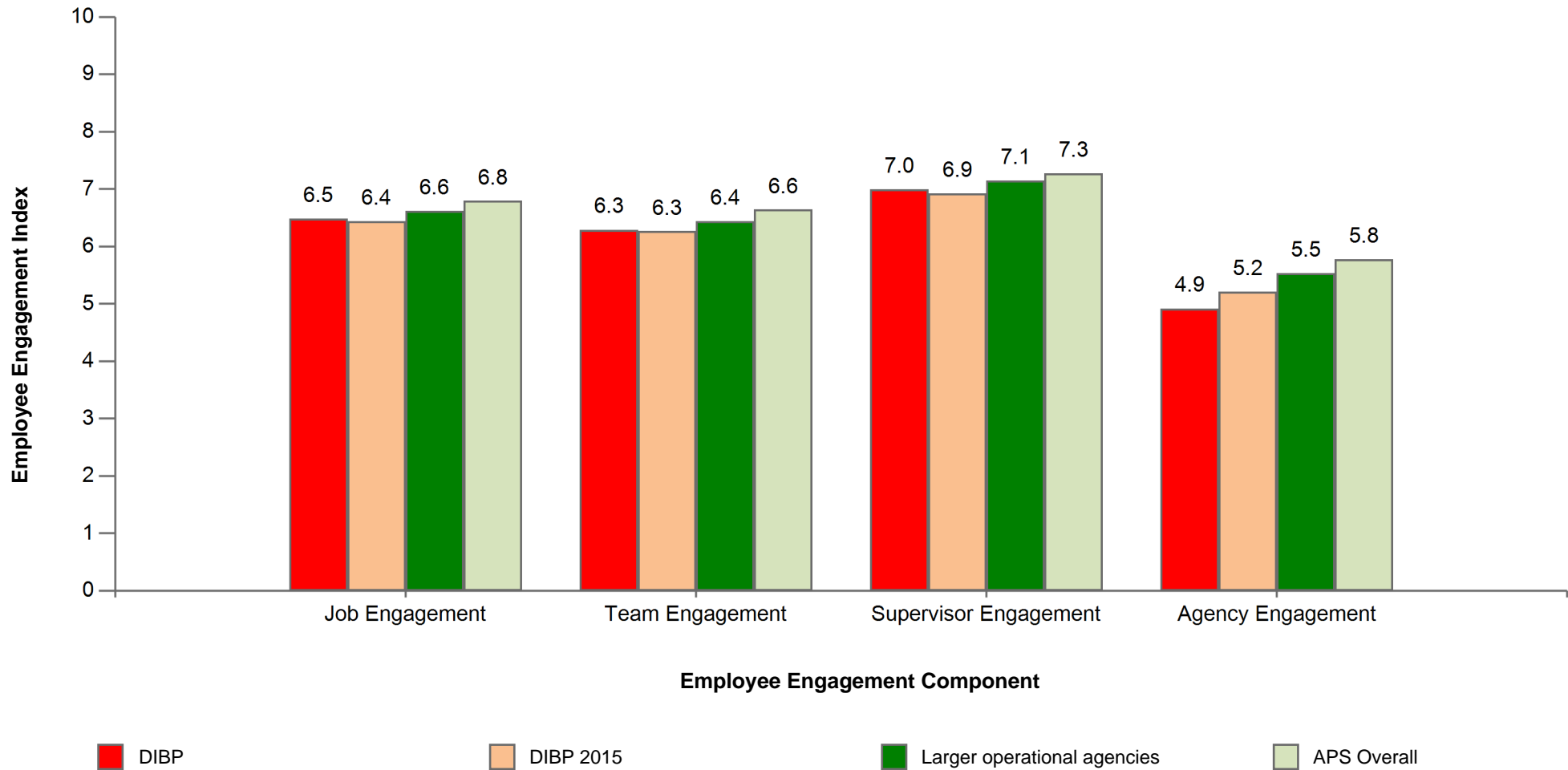
We welcome any further feedback you may have. Please send an email to workforce.planning@border.gov.au to provide feedback, comments or request further information.

Employee Engagement

The APS Employee Engagement Model allows APS managers and HR practitioners to gain a sophisticated understanding of the nature of engagement in their organisation and benchmark this element of their workforce against APS performance.

The model consists of the four aspects below. The scores are calculated by transforming the questions within each aspect onto a 0-10 scale from a 5 point scale (where a score of 1 equals Strongly disagree and a score of 5 equals Strongly agree).

Elements of Engagement



Employee Engagement (cont.)

Shown below are the individual items that make up each element of the APS Employee Engagement Model. These are the drivers of engagement and they define the engagement relationship.

Drivers of Engagement

| | | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2016 (% Strongly agree / Agree) | Percentage point difference from: | | |
|------------------------------|---|---|----------------------------|------------------------------|---------------------------------|-----------------------------------|-----------------------------|-------------|
| | |  | | | | 2015 | Larger operational agencies | APS Overall |
| Job Engagement | | | | | | | | |
| B20b | My job gives me opportunities to utilise my skills | 69 | 15 | 16 | 69 | -1 | -2 | -5 |
| B20c | My job gives me a feeling of personal accomplishment | 63 | 19 | 18 | 63 | +1 | -2 | -5 |
| Team Engagement | | | | | | | | |
| B20d | I am satisfied with the recognition I receive for doing a good job | 48 | 23 | 29 | 48 | 0 | -4 | -9 |
| C21b | The people in my workgroup are honest, open and transparent in their dealings | 76 | 14 | 10 | 76 | +2 | +1 | -1 |
| Supervisor Engagement | | | | | | | | |
| D23a | I have a good immediate supervisor | 78 | 12 | 10 | 78 | +2 | -1 | -2 |
| I41c | My immediate supervisor encourages me (Always or Often / Sometimes / Rarely or Never) | 61 | 24 | 15 | 61 | +1 | -2 | -4 |
| Agency Engagement | | | | | | | | |
| E24c | In my agency, communication between SES and other employees is effective | 25 | 30 | 45 | 25 | - | -10 | -17 |
| F25b | When someone praises the accomplishments of my agency, it feels like a personal compliment to me | 45 | 30 | 25 | 45 | -4 | -4 | -5 |
| F25j | In general, employees in my agency feel they are valued for their contribution | 28 | 30 | 41 | 28 | -5 | -13 | -19 |
| F25k | My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments) | 52 | 24 | 24 | 52 | -1 | -8 | -11 |

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

| 2015 | Larger operational agencies | APS Overall |
|------|-----------------------------|-------------|
| -1 | -2 | -5 |
| +1 | -2 | -5 |
| 0 | -4 | -9 |
| +2 | +1 | -1 |
| +2 | -1 | -2 |
| +1 | -2 | -4 |
| - | -10 | -17 |
| -4 | -4 | -5 |
| -5 | -13 | -19 |
| -1 | -8 | -11 |

Healthy Workplaces

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

Supervisor Engagement

| | Always / Often | Sometimes | Rarely / Never | 2016 (% Always / Often) | 2015 | Larger operational agencies | APS Overall |
|---|----------------|-----------|----------------|-------------------------------|------|-----------------------------------|----------------|
| I41c My immediate supervisor encourages me | 61 | 24 | 15 | 61 | +1 | -2 | -4 |
| I41d I receive the respect I deserve from my colleagues at work | 71 | 21 | 7 | 71 | 0 | -1 | -3 |
| I41f I am clear what my duties and responsibilities are | 76 | 17 | 7 | 76 | -1 | -3 | -3 |
| I41g Staff are consulted about change at work | 38 | 35 | 27 | 38 | 0 | -5 | -8 |

| | Rarely / Never | Sometimes | Always / Often | 2016 (% Rarely / Never) | 2015 | Larger operational agencies | APS Overall |
|--|----------------|-----------|----------------|-------------------------------|------|-----------------------------------|----------------|
| <i>Question I41e is negatively worded and, as such, 'Always' or 'Often' responses are negative in nature, while 'Rarely' or 'Never' responses are positive</i> | | | | | | | |
| I41e Relationships at work are strained | 48 | 37 | 15 | 48 | -1 | -5 | -6 |

Healthy Workplaces (cont.)

We can characterise workplaces by the demands placed on employees:
 - I have unrealistic time pressures

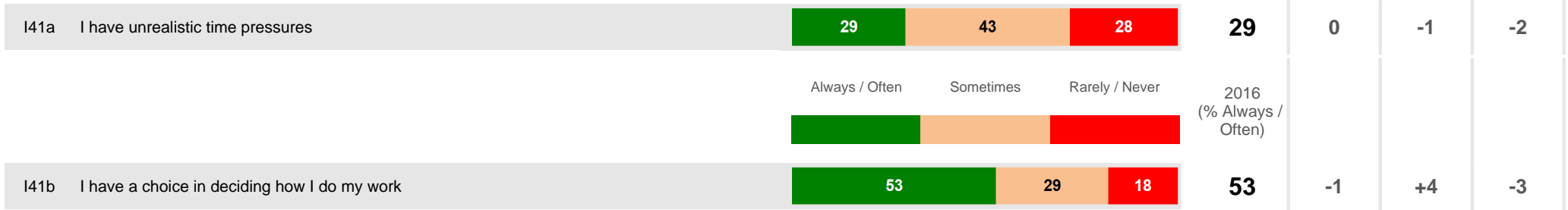
As well as the control that employees have:
 - I have a choice in deciding how I do my work.

Commission research shows that where employees are under consistently high demands or have low levels of control, they are less engaged and more likely to intend to leave their agency. It can also impact employee wellbeing and performance.

Employees will almost certainly experience periods of surge productivity at times. Also, some jobs simply cannot support giving employees high levels of autonomy. However, job control and demands must be recognised by agencies and leaders because they impact employees and have flow on effects for the broader organisation. The Commission's publication [Working Together: Promoting mental health and wellbeing](#) provides advice on managing these factors.

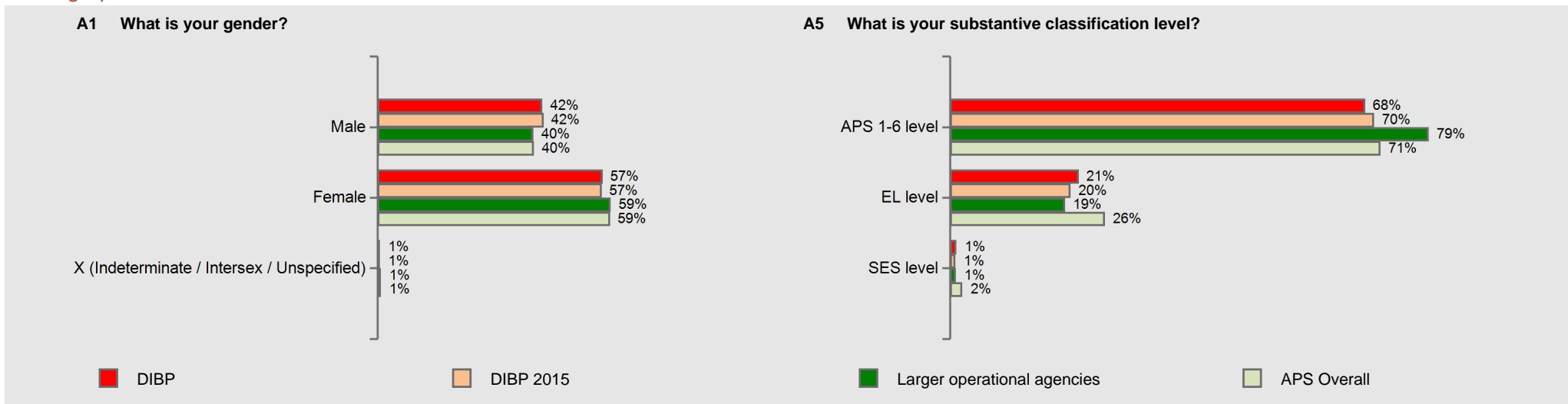
Question I41a is negatively worded and, as such, 'Always' or 'Often' responses are negative in nature, while 'Rarely' or 'Never' responses are positive

Healthy workplaces

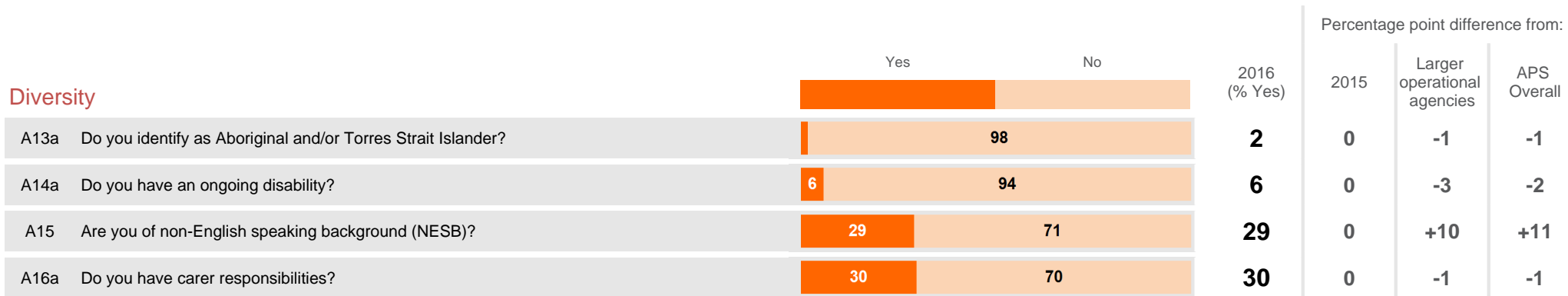


Workforce Trends

Demographics



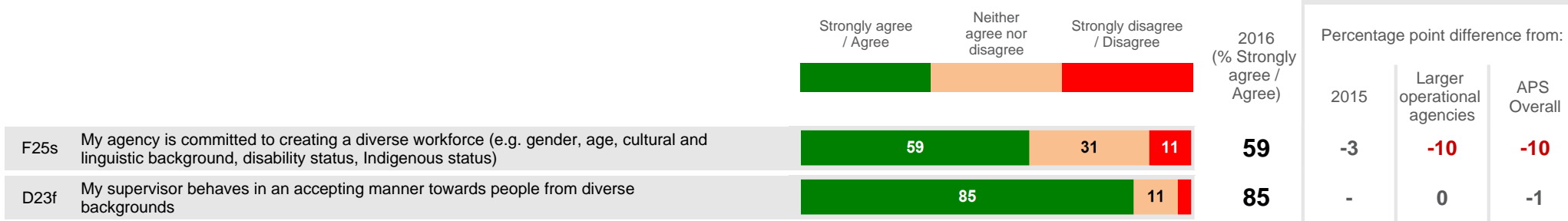
Diversity



Percentage point difference from:

| | 2015 | Larger operational agencies | APS Overall |
|------|------|-----------------------------|-------------|
| A13a | 0 | -1 | -1 |
| A14a | 0 | -3 | -2 |
| A15 | 0 | +10 | +11 |
| A16a | 0 | -1 | -1 |

Differences are green if they are at least 5% points better than the comparator
Differences are red if they are at least 5% points worse than the comparator



Percentage point difference from:

| | 2015 | Larger operational agencies | APS Overall |
|------|------|-----------------------------|-------------|
| F25s | -3 | -10 | -10 |
| D23f | - | 0 | -1 |

Leadership

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

Senior leadership

| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2016 (% Strongly agree / Agree) | 2015 | Larger operational agencies | APS Overall |
|--|------------------------|----------------------------|------------------------------|---------------------------------|------|-----------------------------|-------------|
| E24a In my agency, the SES are of a high quality | 30 | 39 | 31 | 30 | - | -11 | -18 |
| E24b In my agency, the most senior leaders are sufficiently visible (e.g. can be seen in action) | 29 | 24 | 47 | 29 | -5 | -13 | -19 |
| E24c In my agency, communication between SES and other employees is effective | 25 | 30 | 45 | 25 | - | -10 | -17 |
| E24e In my agency, SES give their time to identify and develop talented people | 17 | 35 | 48 | 17 | - | -8 | -12 |

Immediate supervisor

Please indicate your level of satisfaction with your immediate supervisor's actions in the following areas:

| | Very satisfied / Satisfied | Neither satisfied nor dissatisfied | Very Dissatisfied / Dissatisfied | 2016 (% Very satisfied / Satisfied) | 2015 | Larger operational agencies | APS Overall |
|--|----------------------------|------------------------------------|----------------------------------|-------------------------------------|------|-----------------------------|-------------|
| M71a Achieves results | 70 | 19 | 11 | 70 | 0 | -2 | -5 |
| M71b Cultivates productive working relationships | 68 | 17 | 14 | 68 | 0 | -2 | -4 |
| M71c Exemplifies personal drive and integrity | 71 | 17 | 12 | 71 | +1 | -2 | -4 |
| M71d Shapes strategic thinking | 64 | 22 | 14 | 64 | 0 | -2 | -5 |
| M71e Communicates with influence | 66 | 19 | 15 | 66 | +1 | -3 | -4 |
| M71f Sets direction | 64 | 23 | 13 | 64 | 0 | -4 | -6 |
| M71g Motivates people | 58 | 24 | 17 | 58 | 0 | -4 | -6 |
| M71h Encourages innovation | 58 | 26 | 16 | 58 | +1 | -4 | -6 |
| M71i Develops people | 59 | 24 | 17 | 59 | +1 | -5 | -6 |
| M71j Is open to continued self-learning | 64 | 24 | 12 | 64 | 0 | -4 | -6 |

Workplace Culture

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

APS Values and Code of Conduct

| | Always / Often | Sometimes | Rarely / Never | 2016 (% Always / Often) | 2015 | Larger operational agencies | APS Overall |
|--|----------------|-----------|----------------|----------------------------|------|-----------------------------|-------------|
| O80c Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? | 53 | 18 | 7 | 53 | -4 | -10 | -15 |
| O80b Does your supervisor act in accordance with the APS Values in his or her everyday work? | 87 | 8 | | 87 | -1 | -1 | -2 |
| O80a Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work? | 86 | 10 | | 86 | -1 | -1 | -2 |

These items are negatively worded and, as such, 'Yes' responses are negative in nature, while 'No' responses are positive

| | No | Yes | Not Sure | 2016 (% No) | 2015 | Larger operational agencies | APS Overall |
|--|----|-----|----------|----------------|------|-----------------------------|-------------|
| O81 During the last 12 months, have you been subjected to harassment or bullying in your current workplace? | 75 | 19 | 7 | 75 | 0 | -2 | -3 |
| O85 During the last 12 months, did you witness someone else being subjected to harassment or bullying in your current workplace? | 65 | 24 | 11 | 65 | +2 | -2 | -3 |

| | Yes | No | 2016 (% Yes) | 2015 | Larger operational agencies | APS Overall |
|---|-----|----|-----------------|------|-----------------------------|-------------|
| O82 Did you report the bullying or harassment? (subjected to) | 36 | 64 | 36 | -2 | -4 | -4 |
| O86 Did you report the bullying or harassment? (witnessed) | 47 | 53 | 47 | -2 | +1 | +1 |

Workplace Culture (cont.)

Accountability

| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2016 (% Strongly agree / Agree) |
|--|------------------------|----------------------------|------------------------------|---------------------------------|
| O79a When I identify a problem I take responsibility for it, including bringing it to the appropriate person's attention | 96 | 4 | | 96 |
| O79b When people in my immediate workgroup identify a problem they take responsibility for it | 67 | 24 | 9 | 67 |
| O79c When my immediate supervisor identifies a problem he or she takes responsibility for it | 75 | 17 | 8 | 75 |
| O79d When senior leaders in my agency identify a problem they take responsibility for it | 36 | 38 | 27 | 36 |
| O79e In my agency, people are encouraged to speak up when they identify a serious policy or delivery risk | 51 | 26 | 23 | 51 |
| O79f In my agency, people are expected to admit mistakes and learn from them | 55 | 27 | 18 | 55 |

Differences are green if they are at least 5% points **better than** the comparator

Differences are red if they are at least 5% points **worse than** the comparator

Percentage point difference from:

| | 2015 | Larger operational agencies | APS Overall |
|------|------|-----------------------------|-------------|
| O79a | 0 | +2 | +1 |
| O79b | +2 | +1 | -2 |
| O79c | +1 | 0 | -2 |
| O79d | -5 | -9 | -13 |
| O79e | -4 | -9 | -11 |
| O79f | -2 | -4 | -5 |

Capability and Capacity

Getting work done

In the last fortnight, how often did you:

| | Every day / Most days | Once or twice / Not this fortnight | Would not normally do this | 2016 (% Every day / Most days) | Percentage point difference from: | | |
|--|-----------------------|------------------------------------|----------------------------|--------------------------------|-----------------------------------|-----------------------------|-------------|
| | | | | | 2015 | Larger operational agencies | APS Overall |
| J43c Offer suggestions to improve how work is done | 40 | 57 | 3 | 40 | +4 | +3 | +2 |
| J43d Offer suggestions to improve the work environment | 28 | 67 | 5 | 28 | +5 | +3 | +3 |

Differences are green if they are at least 5% points **better than** the comparator
 Differences are red if they are at least 5% points **worse than** the comparator

These items are negatively worded and, as such, 'Every day' or 'Most days' responses are negative in nature, while 'Would not normally do this' responses are positive

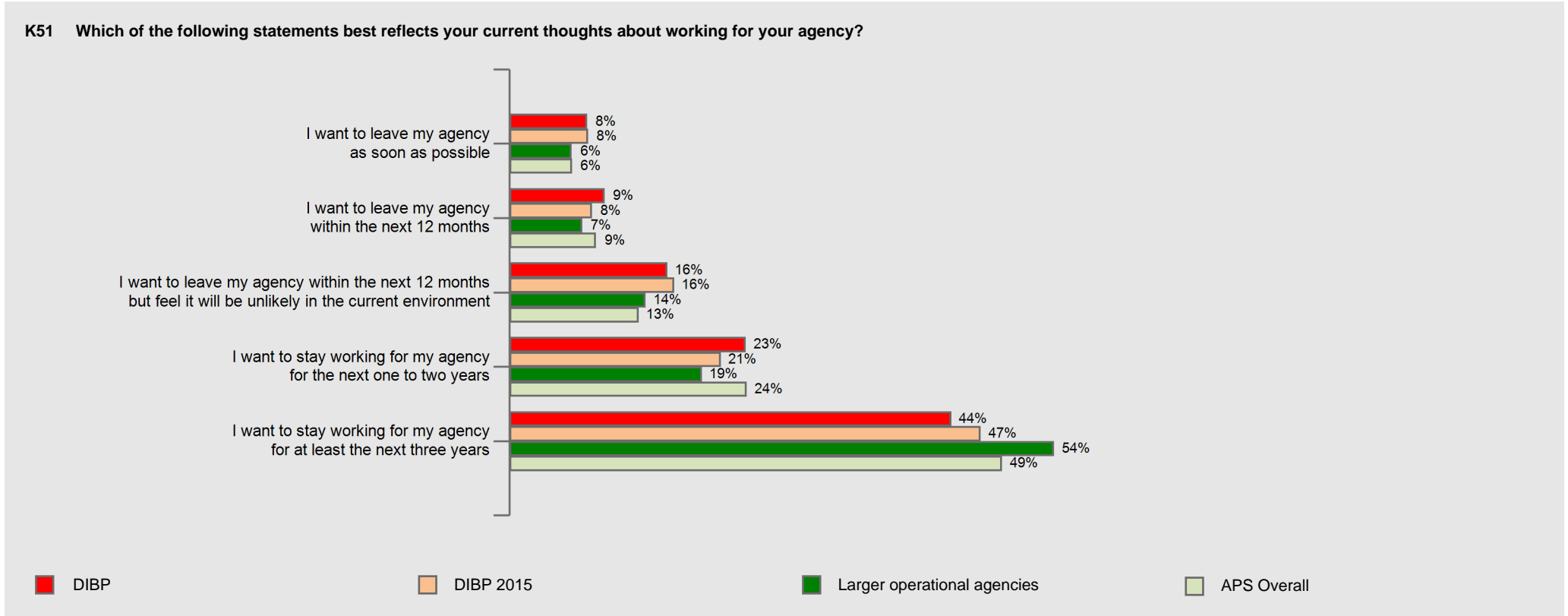
In the last fortnight, how often did you:

| | Would not normally do this | Once or twice / Not this fortnight | Every day / Most days | 2016 (% Would not normally do this) | Percentage point difference from: | | |
|--|----------------------------|------------------------------------|-----------------------|-------------------------------------|-----------------------------------|-----------------------------|-------------|
| | | | | | 2015 | Larger operational agencies | APS Overall |
| J44d Give up meal and/or other breaks to complete work | 22 | 52 | 26 | 22 | +10 | -4 | -1 |
| J44a Work more than your standard number of hours because of task demands | 9 | 57 | 34 | 9 | 0 | -3 | -1 |
| J44b Take work from the office to do at home or another location outside your normal work hours | 56 | 35 | 10 | 56 | 0 | -2 | +5 |
| J44c Come to work on days that are outside your normal work hours (i.e. on weekends or while on leave) | 50 | 46 | 4 | 50 | -2 | -8 | -4 |

Capability and Capacity (cont.)

Career Intentions

| | | Yes | No | 2016 (% Yes) | Percentage point difference from: | | |
|-----|--|-----|----|-----------------|-----------------------------------|-----------------------------------|----------------|
| | | | | | 2015 | Larger operational agencies | APS Overall |
| K50 | In the last 12 months, have you applied for a job? | 59 | 41 | 59 | +10 | +9 | +7 |



Workplace Conditions

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

Your job

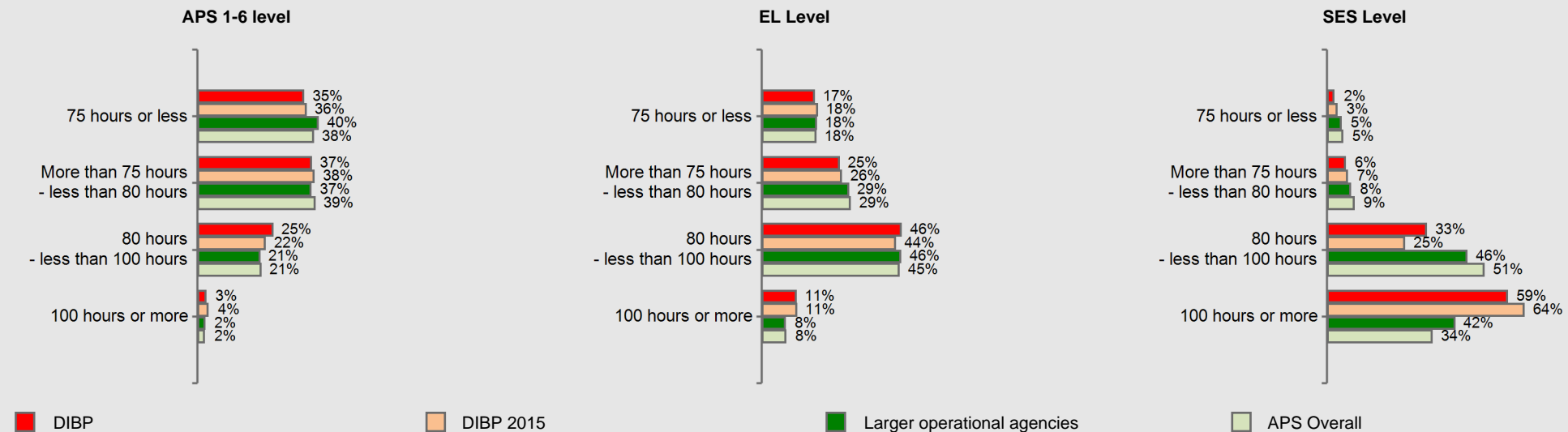
| | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2016 (% Strongly agree / Agree) | 2015 | Larger operational agencies | APS Overall |
|---|------------------------|----------------------------|------------------------------|---------------------------------|------|-----------------------------|-------------|
| B20e I am fairly remunerated (e.g. salary, superannuation) for the work that I do | 43 | 20 | 38 | 43 | -7 | -12 | -16 |
| B20f I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | 67 | 17 | 16 | 67 | -3 | -5 | -9 |
| F25n I am satisfied with the opportunities for career progression in my agency | 31 | 26 | 43 | 31 | +3 | -5 | -6 |

Work-life balance

| | Very satisfied / Satisfied | Neither satisfied nor dissatisfied | Very Dissatisfied / Dissatisfied | 2016 (% Very satisfied / Satisfied) | 2015 | Larger operational agencies | APS Overall |
|--|----------------------------|------------------------------------|----------------------------------|-------------------------------------|------|-----------------------------|-------------|
| I35 Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | 67 | 17 | 16 | 67 | 0 | -4 | -5 |
| I36 Overall, how satisfied are you with your ability to access and use flexible working arrangements? | 66 | 20 | 14 | 66 | 0 | -3 | -5 |

Hours worked

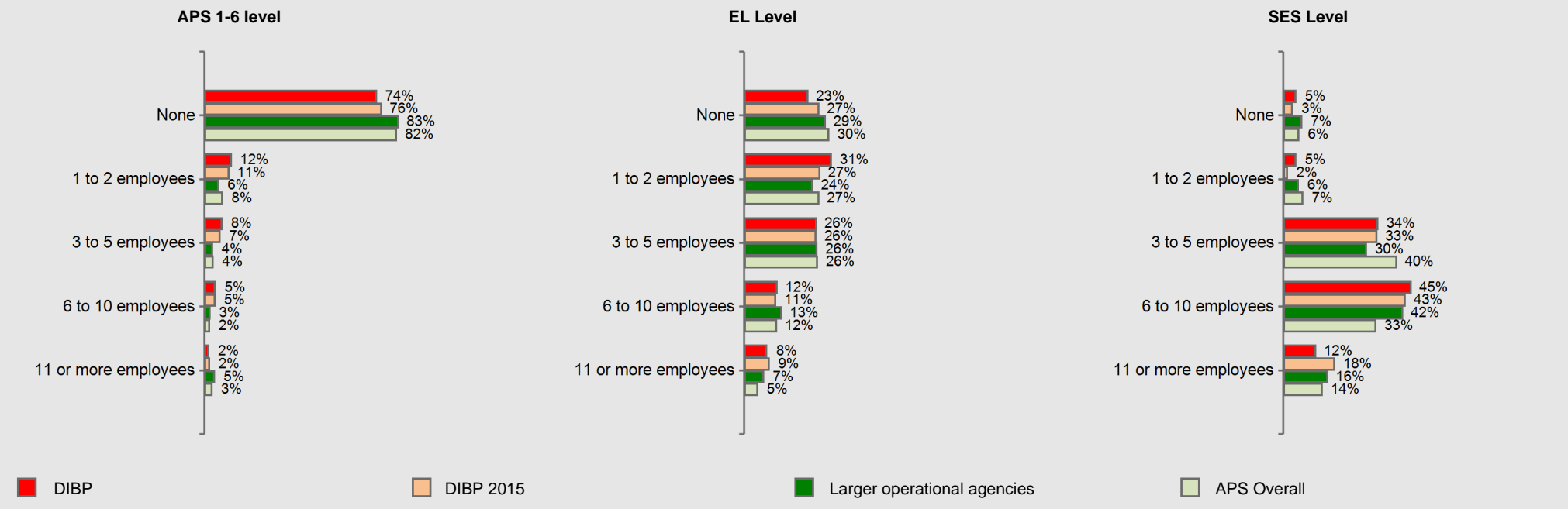
I34 In the last fortnight, how many hours did you work in your current job?



Workplace Design

Span of control

L65 How many employees do you have direct performance management responsibility for?



Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Responsibility

| Item | Appropriate for my classification level | Above my classification level | Below my classification level | 2016 (%) |
|---|---|-------------------------------|-------------------------------|----------|
| J48 In my opinion, the work I am given is: | 72 | 20 | 8 | 72 |
| J49 In my opinion, the decision-making authority I have is: | 73 | 15 | 13 | 73 |

2016 (%) Appropriate for my classification level)

| Percentage point difference from: | | |
|-----------------------------------|-----------------------------|-------------|
| 2015 | Larger operational agencies | APS Overall |
| 0 | -4 | -4 |
| +1 | -3 | -2 |

Agency Specific Questions

| Agency Specific Questions | | Positive | Neutral | Negative | 2016 (% Positive) |
|---------------------------|--|----------|---------|----------|----------------------|
| 1 | Thinking about your Secretary / Commissioner, to what extent do you agree he provides positive leadership to the Department. | 25 | 32 | 42 | 25 |
| 2 | Thinking about your Secretary / Commissioner, to what extent do you agree he encourages collaboration, both internal and external to the Department. | 27 | 39 | 34 | 27 |
| 3 | Thinking about your Deputy Secretary/ Deputy Commissioner, to what extent do you agree they provide positive leadership to the people in your Group. | 27 | 40 | 33 | 27 |
| 4 | Thinking about your Deputy Secretary/ Deputy Commissioner, to what extent do you agree they encourage collaboration, both internal and external to the Department. | 29 | 44 | 26 | 29 |
| 5 | Thinking about your First Assistant Secretary/ Assistant Commissioner, to what extent do you agree they provide positive leadership to the people in your Division. | 37 | 40 | 23 | 37 |
| 6 | Thinking about your First Assistant Secretary/ Assistant Commissioner, to what extent do you agree they encourage collaboration, both internal and external to the Department. | 38 | 43 | 20 | 38 |
| 7 | Thinking about your Assistant Secretary/Commander, to what extent do you agree they provide positive leadership to the people in your Branch. | 43 | 37 | 21 | 43 |
| 8 | Thinking about your Assistant Secretary/Commander, to what extent do you agree they encourage collaboration, both internal and external to the Department. | 43 | 39 | 18 | 43 |
| 9 | My agency provides opportunities for workplace mobility within the Department (e.g. temporary transfers, higher duties). | 42 | 30 | 28 | 42 |
| 10 | My immediate work area provides opportunities for workplace mobility within the Department (e.g. temporary transfers, higher duties). | 41 | 29 | 30 | 41 |

Appendix

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% | 100.00% |
| Rounded percentage | 25% | 27% | 29% | 16% | 4% | 101% |
| Number of positive responses | 151 + 166 = 317 | | | | | |
| % Positive | 317 ÷ 613 = 52% | | | | | |

APS Engagement Model

Appendix 3 of the 2010-11 State of the Service Report provides an overview of the conceptual and technical development of the APS Employee Engagement Model. This is available at: <http://www.apsc.gov.au/about-the-apsc/parliamentary/state-of-the-service/state-of-the-service-2010/appendices/appendix-3-the-development-of-the-aps-employee-engagement-model>.

Appendix

Agency Cluster Table

| Larger operational | Smaller operational | Policy | Regulatory | Specialist | | |
|---|--|---|---|---|--|--|
| Australian Taxation Office | Aboriginal Hostels Limited | Attorney General's Department | Australian Aged Care Quality Agency | Australian Bureau of Statistics | Climate Change Authority | National Mental Health Commission |
| Bureau of Meteorology | Administrative Appeals Tribunal | Asbestos Safety and Eradication Agency | Australian Charities and Not-for-profits Commission | Australian Centre for International Agricultural Research | Commonwealth Grants Commission | National Museum of Australia |
| Department of Agriculture and Water Resources | Australian Crime Commission | Australian Public Service Commission | Australian Communications and Media Authority | Australian Commission for Law Enforcement Integrity | CrimTrac | National Portrait Gallery of Australia |
| Department of Defence | Australian Electoral Commission | Department of Communications and the Arts | Australian Competition and Consumer Commission | Australian Commission on Safety and Quality in Health Care | Department of Parliamentary Services | Office of National Assessments |
| Department of Human Services | Australian Financial Security Authority | Department of Education and Training | Australian Fisheries Management Authority | Australian Human Rights Commission | Future Fund Management Agency | Office of Parliamentary Counsel |
| Department of Veterans' Affairs | Australian Transport Safety Bureau | Department of Employment | Australian Pesticides and Veterinary Medicines Authority | Australian Institute of Aboriginal and Torres Strait Islander Studies | Geoscience Australia | Office of the Commonwealth Ombudsman |
| Department of Immigration and Border Protection | Comcare | Department of the Environment | Australian Securities and Investments Commission | Australian Institute of Family Studies | Great Barrier Reef Marine Park Authority | Office of the Inspector-General of Intelligence and Security |
| IP Australia | Defence Housing Australia | Department of Finance | Australian Skills Quality Authority | Australian Institute of Health and Welfare | Independent Hospital Pricing Authority | Office of the Inspector-General of Taxation |
| | Fair Work Commission | Department of Foreign Affairs and Trade | Australian Sports Anti-Doping Authority | Australian Law Reform Commission | Museum of Australian Democracy at Old Parliament House | Organ and Tissue Authority |
| | Family Court and Federal Circuit Court | Department of Health | Australian Transaction Reports and Analysis Centre | Australian National Audit Office | National Archives of Australia | Productivity Commission |
| | Federal Court of Australia | Department of Industry, Innovation and Science | Clean Energy Regulator | Australian National Maritime Museum | National Blood Authority | Professional Services Review |
| | National Disability Insurance Agency | Department of Infrastructure and Regional Development | Food Standards Australia New Zealand | Australian Office of Financial Management | National Capital Authority | Royal Australian Mint |
| | Office of the Commonwealth Director of Public Prosecutions | Department of Social Services | National Offshore Petroleum Safety and Environmental Management Authority | Australian Radiation Protection and Nuclear Safety Agency | National Film and Sound Archive of Australia | Screen Australia |
| | Shared Services Centre | Department of the Prime Minister and Cabinet | Office of the Australian Information Commissioner | Australian Research Council | National Health and Medical Research Council | Torres Strait Regional Authority |
| | | Department of the Treasury | Office of the Fair Work Building Industry Inspectorate | Australian Trade Commission | National Health Funding Body | Workplace Gender Equality Agency |
| | | | Murray-Darling Basin Authority | Office of the Fair Work Ombudsman | Australian War Memorial | National Health Performance Authority |
| | | | Safe Work Australia | Tertiary Education Quality and Standards Agency | Cancer Australia | National Library of Australia |



2017 AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS



Benchmark Report:

DIBP

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RESPONSES:
8,834 of 14,268

RESPONSE RATE:
62%

CHANGES FOR 2017



Following consultation with APS agencies ahead of the 2017 APS Employee Census, a number of enhancements were introduced to the census, including:

Additional Questions

Some additional questions were included to explore flexible working arrangements, diversity, corruption, bullying, wellbeing, innovation and data literacy in more detail.

Employee Engagement

Questions from the internationally recognised 'Say, Stay, Strive' model of engagement were included in the census to enable the measurement of employee engagement in a different way. See [Measuring Employee Engagement Intuitive Model Robust Science](#) for more information on this model. Analysis will now be undertaken to determine the most appropriate approach for measuring employee engagement across the APS into the future.

Senior Leadership

Previous senior leadership questions grouped all senior leaders (a respondent's immediate supervisor and the broader senior leadership group in an agency) into a single cohort. In 2017, questions differentiated between a respondent's immediate senior leader and the broader leadership group within the respondent's agency.

Wellbeing index and Innovation index

Questions were refined or added this year in order to collectively provide a validated index percentage score to measure Wellbeing and Innovation. This is in recognition of considerable research which shows that these two areas are strongly associated with employee engagement.

Online Portal

More detailed data is available for your agency via the online accesspoint portal. Please see your agency census coordinator for more information.

Feedback on the census is always welcomed and can be provided to the APSC's Workforce Performance Team at stateoftheservice@apsc.gov.au.

TIPS & SUGGESTIONS

01.

Take the time to digest the results and 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.

First take the time to fully understand this report before sharing with others.

What is your response rate? If high, the results will be representative of the views of your colleagues. If low (<20%) take care when interpreting the results.

How do your results compare to your parent unit or the organisation overall?

Are there any results that are unexpected?

Encourage all colleagues to help with action planning and hopefully this will encourage them to complete the survey next time.

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 actions to take.

03.

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.

04.

Is there room for improvement?

The 'All questions' pages show every question asked in the survey and the proportion of colleagues responding positively (strongly agree + agree), neutrally (neither agree nor disagree) or negatively (disagree + strongly disagree). Look at how your positive score compares to your parent unit, and your last survey's results.

05.

Some actions may be 'quick wins' and short term. However, in most instances, you will need to think longer term.

What do you want employees to be saying about their working lives in the future?

What should be put in place to achieve this?

APS EMPLOYEE ENGAGEMENT MODEL

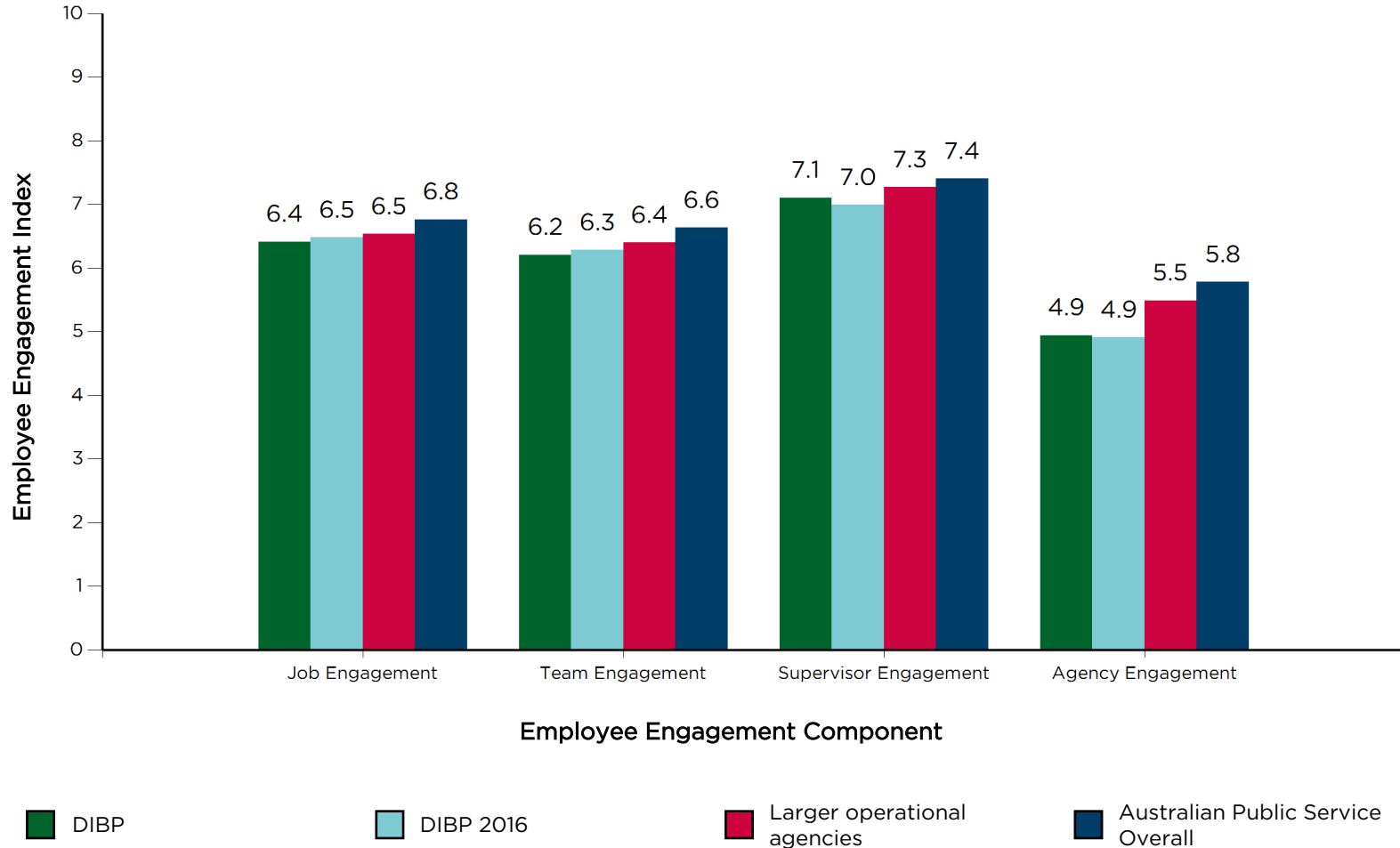


THE APS MODEL

THE APS EMPLOYEE ENGAGEMENT MODEL ALLOWS APS MANAGERS AND HR PRACTITIONERS TO GAIN A SOPHISTICATED UNDERSTANDING OF THE NATURE OF ENGAGEMENT IN THEIR ORGANISATION AND BENCHMARK THIS ELEMENT OF THEIR WORKFORCE AGAINST APS PERFORMANCE.

THE MODEL CONSISTS OF THE FOUR ASPECTS SHOWN.

THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.



APS EMPLOYEE ENGAGEMENT MODEL



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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-----------------------|---|----------------|------------|--------------------|---------------------------|---|--|
| Job engagement | My job gives me opportunities to utilise my skills | 68 14 17 | 68% | 0 | -5 ↓ | -2 | -1 |
| | My job gives me a feeling of personal accomplishment | 62 19 19 | 62% | -1 | -5 ↓ | -1 | 0 |
| Team engagement | I am satisfied with the recognition I receive for doing a good job | 48 23 29 | 48% | 0 | -9 ↓ | -4 | -3 |
| | The people in my workgroup are honest, open and transparent in their dealings | 73 15 11 | 73% | -2 | -3 | -1 | -1 |
| Supervisor engagement | I have a good immediate supervisor | 78 12 10 | 78% | 0 | -3 | -2 | -2 |
| | My immediate supervisor encourages me | 63 23 14 | 63% | +2 | -5 ↓ | -2 | -1 |
| Agency engagement | In my agency, communication between the SES and other employees is effective | 27 31 38 | 27% | +3 | -13 ↓ | -7 ↓ | -7 ↓ |
| | When someone praises the accomplishments of my agency, it feels like a personal compliment to me | 43 34 24 | 43% | -2 | -6 ↓ | -4 | -3 |
| | In general, employees in my agency feel they are valued for their contribution | 26 30 45 | 26% | -3 | -16 ↓ | -9 ↓ | -8 ↓ |
| | My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments) | 51 24 25 | 51% | -1 | -14 ↓ | -10 ↓ | -9 ↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR THE EMPLOYEES OF THIS WORK UNIT.

THE SAY, STAY AND STRIVE MODEL MEASURES ATTRIBUTES WHICH RESEARCH HAS PROVEN IS LINKED WITH EMPLOYEE ENGAGEMENT. THESE ARE EMPLOYEE ADVOCACY, EMPLOYEE LOYALTY AND ALSO WHETHER EMPLOYEES GIVE DISCRETIONARY EFFORT.

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 68% | | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|---|----------------|----|----|------------|--------------------|---------------------------|---|--|
| SAY | I am proud to work in my agency | 61 | 22 | 17 | 61% | +6 ⬆️ | -8 ⬇️ | -4 | -2 |
| | I would recommend my agency as a good place to work | 47 | 27 | 27 | 47% | +7 ⬆️ | -16 ⬇️ | -11 ⬇️ | -9 ⬇️ |
| STAY | I feel a strong personal attachment to my agency | 57 | 24 | 20 | 57% | +4 | -5 ⬇️ | -3 | -1 |
| STRIVE | I suggest ideas to improve our way of doing things | 81 | 15 | | 81% | - | 0 | +3 | +4 |
| | I am happy to go the 'extra mile' at work when required | 87 | 9 | | 87% | - | -2 | 0 | +1 |
| | I work beyond what is required in my job to help my agency achieve its objectives | 73 | 20 | | 73% | - | -3 | -1 | 0 |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

SENIOR LEADERSHIP



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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|----------------|----|----|------------|--------------------|---------------------------|---|--|
| Senior leadership: Immediate SES manager | My SES manager is of a high quality | 55 | 32 | 13 | 55% | - | -8 ↓ | -1 | 0 |
| | My SES manager is sufficiently visible (e.g. can be seen in action) | 53 | 24 | 23 | 53% | - | -8 ↓ | -1 | 0 |
| | My SES manager communicates effectively | 53 | 28 | 19 | 53% | - | -7 ↓ | -2 | 0 |
| | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 55 | 33 | 12 | 55% | - | -7 ↓ | -1 | 0 |
| | My SES manager effectively leads and manages change | 50 | 33 | 17 | 50% | - | -6 ↓ | -1 | 0 |
| Senior Leadership: All SES | In my agency, the SES are of a high quality | 32 | 35 | 28 | 32% | +1 | -17 ↓ | -9 ↓ | -8 ↓ |
| | In my agency, the SES are sufficiently visible (e.g. can be seen in action) | 30 | 29 | 37 | 30% | +2 | -16 ↓ | -8 ↓ | -7 ↓ |
| | In my agency, communication between the SES and other employees is effective | 27 | 31 | 38 | 27% | +3 | -13 ↓ | -7 ↓ | -7 ↓ |
| | In my agency, the SES set a clear strategic direction for the agency | 36 | 33 | 27 | 36% | - | -13 ↓ | -8 ↓ | -7 ↓ |
| | My SES manager engages with staff on how to respond to future challenges | 49 | 30 | 21 | 49% | - | -7 ↓ | -1 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



IMMEDIATE SUPERVISOR



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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES | | | |
|----------------------|--|------------|--------------------|---------------------------|---|--|----|----|----|
| Immediate supervisor | My supervisor treats people with respect | 85 | 9 | 85% | +1 | -2 | -1 | -1 | |
| | My supervisor communicates effectively | 73 | 14 | 13 | 73% | - | -4 | -3 | -3 |
| | My supervisor encourages me to contribute ideas | 75 | 14 | 10 | 75% | - | -4 | -2 | -2 |
| | My supervisor helps to develop my capability | 62 | 22 | 16 | 62% | - | -6 | -4 | -4 |
| | My supervisor displays resilience when faced with difficulties or failures | 73 | 18 | 9 | 73% | - | -4 | -2 | -2 |
| | My supervisor gives me responsibility and holds me to account for what I deliver | 80 | 14 | | 80% | - | -3 | -1 | -1 |
| | My supervisor challenges me to consider new ways of doing things | 64 | 23 | 12 | 64% | - | -5 | -3 | -3 |

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

| Demographic | RESPONSE SCALE | % | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| What is your gender? | | | | | | |
| Male | | 43% | +1 | +4 | +4 | +5 |
| Female | | 56% | -1 | -4 | -4 | -5 |
| X (Indeterminate/Intersex/Unspecified) | | 1% | 0 | 0 | 0 | 0 |
| Do you identify as Aboriginal and/or Torres Strait Islander? | | | | | | |
| Yes | | 2% | 0 | -1 | -2 | -2 |
| No | | 98% | 0 | +1 | +2 | +2 |
| Do you have an ongoing disability? | | | | | | |
| Yes | | 6% | 0 | -2 | -3 | -3 |
| No | | 94% | 0 | +2 | +3 | +3 |
| <p>KEY</p> <p> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</p> <p> AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</p> | | | | | | |

INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

| Demographic | RESPONSE SCALE | % | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--|---|---|--|
| Are you of non-English speaking background (NESB)? | | | | | | |
| Yes | | 29% | 0 | +9 | +8 | +8 |
| No | | 71% | 0 | -9 | -8 | -8 |
| Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)? | | | | | | |
| Yes | | 5% | - | +1 | +1 | +1 |
| No | | 91% | - | -1 | -1 | -1 |
| Prefer not to say | | 4% | - | 0 | 0 | 0 |
| Do you have carer responsibilities? | | | | | | |
| Yes | | 38% | +8 | -1 | -1 | -1 |
| No | | 62% | -8 | +1 | +1 | +1 |
| KEY | | | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | | |

INCLUSION AND DIVERSITY



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------|---|----------------|------------|--------------------|---------------------------|---|--|
| Attitudinal | The people in my workgroup behave in an accepting manner towards people from diverse backgrounds | 85 10 | 85% | 0 | -3 | -1 | -1 |
| | My supervisor behaves in an accepting manner towards people from diverse backgrounds | 87 9 | 87% | +2 | -2 | -1 | -1 |
| | My SES manager behaves in an accepting manner towards people of diverse backgrounds | 62 32 | 62% | - | -7↓ | 0 | +1 |
| | My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+) | 63 29 8 | 63% | +4 | -12↓ | -11↓ | -11↓ |

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

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|---------|---|----------------|----|----|------------|--------------------|---------------------------|---|--|
| Culture | I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive] | 30 | 42 | 28 | 30% | 0 | -1 | 0 | 0 |
| | I receive the respect I deserve from my colleagues at work | 71 | 22 | 8 | 71% | -1 | -4 | -2 | -2 |
| | Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive] | 45 | 38 | 17 | 45% | -3 | -7⬇️ | -6⬇️ | -6⬇️ |
| | Staff are consulted about change at work | 37 | 35 | 29 | 37% | -1 | -7⬇️ | -4 | -4 |
| | The people in my workgroup treat each other with respect | 79 | 12 | 9 | 79% | -1 | -3 | -2 | -2 |
| | My agency actively encourages ethical behaviour by all of its employees | 73 | 17 | 10 | 73% | +2 | -7⬇️ | -5⬇️ | -5⬇️ |
| | My workplace culture supports people to achieve a good work-life balance | 54 | 23 | 23 | 54% | +1 | -12⬇️ | -8⬇️ | -7⬇️ |

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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work? | | | | | | |
| Always | | 43% | -2 | -3 | -1 | -1 |
| Often | | 43% | +2 | 0 | 0 | 0 |
| Sometimes | | 11% | +1 | +1 | 0 | 0 |
| Rarely | | 2% | 0 | 0 | 0 | 0 |
| Never | | 0% | 0 | 0 | 0 | 0 |
| Not sure | | 1% | -1 | 0 | 0 | 0 |

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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Does your supervisor act in accordance with the APS Values in his or her everyday work? | | | | | | |
| Always | | 54% | 0 | -4 | -2 | -2 |
| Often | | 34% | +1 | +2 | +1 | +1 |
| Sometimes | | 8% | 0 | +1 | +1 | 0 |
| Rarely | | 1% | 0 | 0 | 0 | 0 |
| Never | | 0% | 0 | 0 | 0 | 0 |
| Not sure | | 3% | 0 | +1 | +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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? | | | | | | |
| Always | | 28% | +4 | -9 | -5 | -5 |
| Often | | 32% | +4 | -2 | 0 | 0 |
| Sometimes | | 15% | -3 | +4 | +2 | +2 |
| Rarely | | 5% | -1 | +2 | +1 | +1 |
| Never | | 1% | 0 | 0 | 0 | 0 |
| Not sure | | 19% | -3 | +5 | +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**

| Discrimination | RESPONSE SCALE | % | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Have you experienced discrimination on the basis of your gender, race, disability, caring responsibilities, age, sexual orientation or identification as an Aboriginal and Torres Strait Islander? | | | | | | |
| Yes, in my current agency | | 18% | - | +4 | +2 | +2 |
| Yes, in a previous agency | | 2% | - | -1 | 0 | 0 |
| No | | 79% | - | -3 | -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

| Bullying and harassment | RESPONSE SCALE | % | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------------------|----------------|---|--------------------|---------------------------|---|--|
|-------------------------|----------------|---|--------------------|---------------------------|---|--|

During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

| | | | | | | |
|----------|--|------------|---|----|----|----|
| Yes | | 19% | 0 | +4 | +2 | +2 |
| No | | 75% | 0 | -4 | -3 | -3 |
| Not sure | | 7% | 0 | 0 | 0 | 0 |

Main type of harassment or bullying experienced:

| | | | | | | |
|---|--|------------|----|----|----|----|
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming) | | 52% | +2 | +3 | +5 | +6 |
|---|--|------------|----|----|----|----|

Main person responsible for the harassment or bullying:

| | | | | | | |
|-----------|--|------------|----|----|----|----|
| Co-worker | | 42% | +7 | +4 | +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**

| Bullying and harassment | RESPONSE SCALE | % | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Did you report the harassment or bullying? | | | | | | |
| I reported the behaviour in accordance with my agency's policies and procedures | | 35% | - | 0 | 0 | 0 |
| It was reported by someone else | | 7% | - | 0 | 0 | 0 |
| I did not report the behaviour | | 58% | - | 0 | 0 | 0 |
| Main reason for not reporting the harassment or bullying: | | | | | | |
| I did not think action would be taken | | 52% | - | +6 | +5 | +5 |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------------------------|--|----------------|----|----|------------|--------------------|---------------------------|---|--|
| Your job | I am fairly remunerated (e.g. salary, superannuation) for the work that I do | 36 | 19 | 44 | 36% | -7↓ | -18↓ | -11↓ | -9↓ |
| | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | 67 | 17 | 17 | 67% | 0 | -8↓ | -4 | -3 |
| | I am satisfied with the stability and security of my current job | 62 | 18 | 21 | 62% | -1 | -6↓ | -3 | -3 |
| | I am satisfied with the opportunities for career progression in my agency | 29 | 25 | 46 | 29% | -1 | -10↓ | -8↓ | -7↓ |
| Work-life balance | Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | 64 | 18 | 17 | 64% | -2 | -6↓ | -4 | -3 |
| | My workplace culture supports people to achieve a good work-life balance | 54 | 23 | 23 | 54% | +1 | -12↓ | -8↓ | -7↓ |
| Flexible working arrangements | My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender | 77 | 16 | 8 | 77% | - | -4 | -2 | -1 |
| | My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender | 51 | 39 | 9 | 51% | - | -7↓ | 0 | +1 |

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

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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------|--|----------------|----|----|------------|--------------------|---------------------------|---|--|
| Mobility | My agency provides opportunities for workplace mobility (e.g. secondments and temporary transfers) | 34 | 31 | 35 | 34% | -3 | -12 ↓ | -9 ↓ | -8 ↓ |
| | Workplace mobility (e.g. secondments and temporary transfers) should be more common in my agency | 66 | 26 | 8 | 66% | 0 | +5 ↑ | +4 | +3 |
| | I believe I have the same opportunities to develop my career as other staff in my agency | 39 | 27 | 33 | 39% | 0 | -7 ↓ | -5 ↓ | -4 |

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**

| | RESPONSE SCALE | % | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| In the last 12 months, have you applied for a job? [Multiple Response] | | | | | | |
| Yes, outside the APS | | 12% | +1 | 0 | 0 | 0 |
| Yes, in my agency | | 32% | -15 | -3 | -4 | -5 |
| Yes, in another APS agency | | 19% | -3 | +2 | +4 | +4 |
| No | | 53% | +12 | +1 | +1 | +1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

CAREER INTENTIONS



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|---|--------------------|---------------------------|---|--|
|--|----------------|---|--------------------|---------------------------|---|--|

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 | | 8% | 0 | +2 | +1 | +1 |
| I want to leave my agency within the next 12 months | | 9% | -1 | 0 | +1 | +1 |
| I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment | | 17% | +1 | +5 | +4 | +3 |
| I want to stay working for my agency for the next one to two years | | 22% | -1 | -2 | +3 | +4 |
| I want to stay working for my agency for at least the next three years | | 44% | 0 | -5 | -9 | -10 |

Main primary reason behind desire to leave agency:

| | | | | | | |
|---|--|------------|---|----|----|----|
| There is a lack of future career opportunities in my agency | | 28% | - | -1 | +2 | +2 |
|---|--|------------|---|----|----|----|

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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| In the last 12 months, have you received formal individual performance feedback in your current agency? | | | | | | |
| Yes | | 76% | +2 | 0 | +3 | +4 |
| No | | 24% | -2 | 0 | -3 | -4 |
| In the last 12 months, have you received informal performance feedback in your current agency? | | | | | | |
| Yes, regularly | | 33% | +2 | -6 | -4 | -4 |
| Yes, irregularly | | 41% | -3 | +3 | +5 | +5 |
| No | | 22% | 0 | +3 | +1 | 0 |
| Not sure | | 4% | +1 | 0 | -1 | -1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|------------------------|--|------------|--------------------|---------------------------|---|--|
| Performance Management | To what extent do you agree that your most recent formal performance feedback will help you improve your performance? | 52 31 18 | 52% | +9↑ | -4 | -2 |
| | To what extent do you agree that your most recent informal performance feedback will help you improve your performance? | 61 28 10 | 61% | +11↑ | -4 | -1 |
| | To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous? | 57 25 18 | 57% | +4 | -5↓ | -3 |
| | My overall experience of performance management in my agency has been useful for my development | 38 30 32 | 38% | +4 | -7↓ | -6↓ |
| | My supervisor provides me with clear and consistent performance expectations | 59 24 17 | 59% | +4 | -6↓ | -5↓ |
| | My supervisor provides me with a clear understanding of how my performance is assessed and measured | 51 28 20 | 51% | +5↑ | -7↓ | -7↓ |

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

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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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|------------------------|---|------------|--------------------|---------------------------|---|--|
| Performance Management | My supervisor openly demonstrates commitment to performance management | 54 29 17 | 54% | +5 ⬆ | -7 ⬇ | -7 ⬇ |
| | My performance discussion helps me understand what is required of me and how this can be achieved | 52 29 20 | 52% | +4 | -8 ⬇ | -7 ⬇ |
| | My performance agreement provides me with meaningful and relevant information that enables me to perform my role | 44 30 26 | 44% | +5 ⬆ | -7 ⬇ | -6 ⬇ |
| | The individual work outcomes listed on my performance agreement are a clear reflection of what my role involves on a day-to-day basis | 51 28 21 | 51% | +4 | -4 | -3 |
| | My agency deals with underperformance effectively | 17 29 54 | 17% | +1 | -5 ⬇ | -6 ⬇ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

DATA LITERACY



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 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES | | | |
|---------------|---|------------|--------------------|---------------------------|---|--|-----|-----|-----|
| Data Literacy | How would you rate your general data literacy capability? | 87 | 11 | 87% | - | +1 | 0 | 0 | |
| | I can analyse a range of information types to draw sound, logical conclusions that will support decision making | 93 | | 93% | - | +1 | +2 | +2 | |
| | I understand basic statistical concepts and I can read and interpret statistical information | 87 | 10 | 87% | - | +1 | +1 | +1 | |
| | My agency has a strong culture of using data and evidence in our work | 66 | 25 | 9 | 66% | - | -5↓ | -6↓ | -6↓ |
| | I can present data in a way that supports clear communication of results/information to non-technical audiences | 80 | 17 | | 80% | - | +1 | +2 | +2 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



DATA LITERACY



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Have you undertaken any training to develop/improve your data literacy? | | | | | | |
| Yes - formal, structured training | | 16% | - | -1 | +2 | +2 |
| Yes - informal, self guided training | | 28% | - | +1 | +1 | +1 |
| No | | 57% | - | 0 | -2 | -3 |
| When was your most recent data-related training undertaken? | | | | | | |
| In the past year | | 45% | - | -4 | -4 | -5 |
| 1-2 years ago | | 23% | - | +1 | +1 | +1 |
| Up to 3 years ago | | 12% | - | +1 | +1 | +1 |
| More than 3 years ago | | 20% | - | +2 | +2 | +3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DATA LITERACY



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2016 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Would you benefit from training to improve your data literacy? | | | | | | |
| Yes | | 53% | - | +1 | +4 | +4 |
| No - data literacy is not relevant to my job | | 4% | - | 0 | 0 | 0 |
| No - I'm not interested in improving my data literacy | | 3% | - | 0 | 0 | 0 |
| No - my data literacy is sufficient for my current job | | 23% | - | -3 | -4 | -4 |
| Unsure | | 16% | - | +1 | 0 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING INDEX

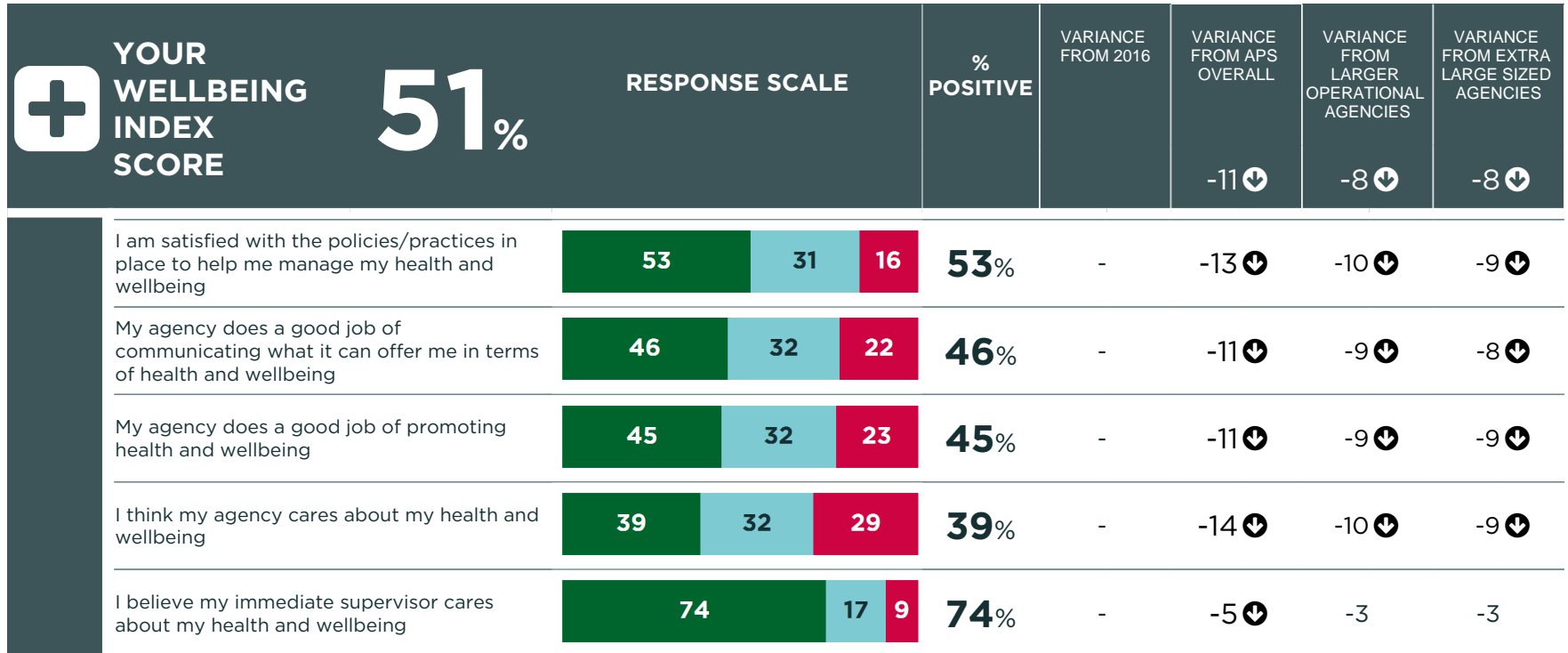


WELLBEING

THESE RESULTS PROVIDE A MEASURE OF WELLBEING FOR THE EMPLOYEES OF THIS WORK UNIT.

THE WELLBEING SCORE PROVIDES AN INDICATION OF THE STATE OF EMOTIONAL AND PHYSICAL HEALTH AND WELLBEING AMONG EMPLOYEES. 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.



INNOVATION INDEX

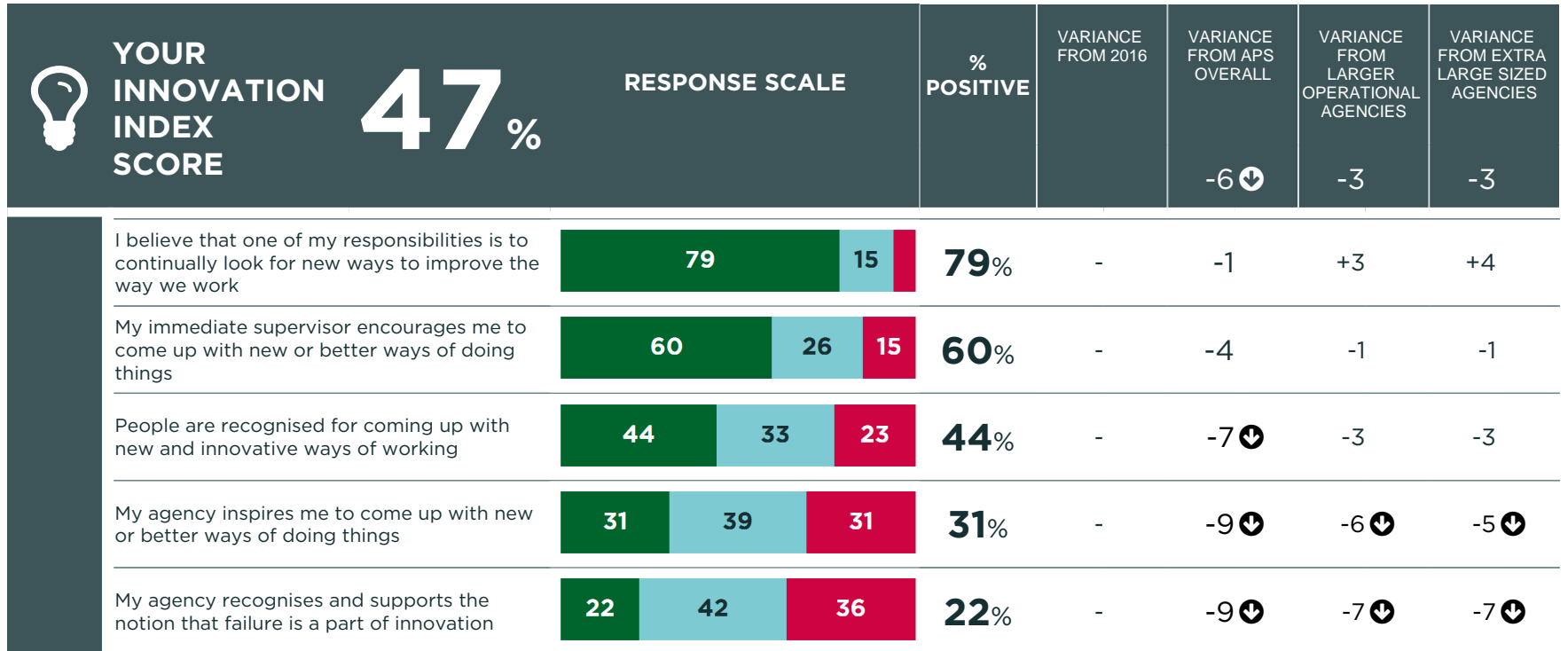


INNOVATION

THESE RESULTS PROVIDE A MEASURE OF INNOVATION FOR THE EMPLOYEES OF THIS WORK UNIT.

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.



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR BUSINESS UNIT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.

| | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | % POSITIVE | VARIANCE FROM PREVIOUS SURVEY | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|---|------------|-------------------------------|---------------------------|---|--|
| .1 Change is managed well in my agency | | | 23% | +2 | -13 | -10 | -11 |
| .2 In my agency, the SES set a clear strategic direction for the agency | | | 36% | - | -13 | -8 | -7 |
| .3 My agency actively encourages ethical behaviour by all of its employees | | | 73% | +2 | -7 | -5 | -5 |
| .4 I receive the respect I deserve from my colleagues at work | | | 71% | -1 | -4 | -2 | -2 |
| .5 My agency inspires me to come up with new or better ways of doing things | | | 31% | - | -9 | -6 | -5 |
| .6 I believe that one of my responsibilities is to continually look for new ways to improve the way we work | | | 79% | - | -1 | +3 | +4 |

AGENCY SPECIFIC QUESTIONS



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 2016 |
|--|----------------|------------|--------------------|
| My team and others I work with are accountable for their actions and decisions | | 89% | - |
| My team and others I work with make decisions impartially, based on merit and facts | | 86% | - |
| My team and others I work with are innovative, adaptable and contribute ideas | | 75% | - |
| My team and others I work with act with integrity and uphold and maintain the law | | 92% | - |
| My team and others I work with undertake their work in a responsive and efficient manner | | 86% | - |
| My team and others I work with develop their skills and knowledge | | 76% | - |
| My team and others I work with share information across teams | | 77% | - |
| I have the autonomy I need to do my job effectively | | 76% | - |
| I am clear about the professional standards expected of me | | 93% | - |
| I know how to access the policies and procedures that help me to do my job | | 88% | - |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive
 Neutral
 Negative

AGENCY SPECIFIC QUESTIONS



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 2016 |
|--|----------------|----|----|------------|--------------------|
| I sometimes work around policies and procedures to get the job done | 39 | 29 | 32 | 39% | - |
| The policies and procedures that help me do my job are easy to understand | 52 | 31 | 17 | 52% | - |
| In the last six months, how helpful has our internal communication (eg: Border Bulletin, the 'Feed' on our intranet homepage) been to help you know what has been happening in our Department? | 30 | 42 | 28 | 30% | - |

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.

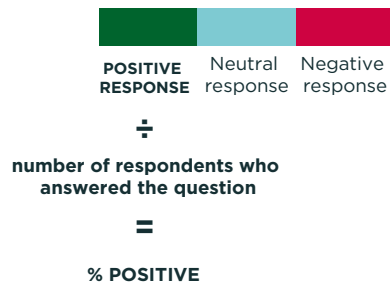
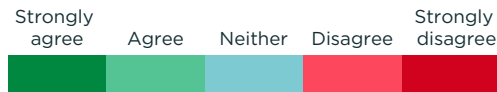
PRIORITISE 3 AREAS TO TAKE FORWARD

| PRIORITISE 3 AREAS FOR ACTION | TIMESCALES | OWNER | RESOURCES REQUIRED | TARGET / SUCCESS MEASURE |
|-------------------------------|------------|-------|--------------------|--------------------------|
| 01. | | | | |
| 02. | | | | |
| 03. | | | | |

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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR WORK UNITS WITH LESS THAN 10 RESPONDENTS WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR PARENT UNIT AND THE ORGANISATION OVERALL.



Australian Public Service Employee Census 2018

7 May – 8 June

Highlights Report:

DoHA

| CONTENT | |
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RESPONSES:

9,065 of 14,893

RESPONSE RATE:

61%

CHANGES FOR 2018



A number of enhancements were introduced to 2018 APS employee census, including:

Additional Questions

Some additional questions were included to explore cultural and linguistic diversity, workgroup performance, discrimination and management location in more detail.

Employee Engagement

Questions from the internationally recognised 'Say, Stay, Strive' model of engagement have been included in the census again to enable the measurement of employee engagement. See [Measuring Employee Engagement Intuitive Model Robust Science](#) for more information on this model. This year a new calculation method was applied and questions were added to the model. The APSC model that was used for a number of years is still available in the ORC International accesspoint portal.

Senior Leadership

Previous senior leadership questions grouped all senior leaders (a respondent's immediate supervisor and the broader senior leadership group in an agency) into a single cohort. In 2018, questions continue to differentiate between a respondent's immediate senior leader and the broader leadership group within the respondent's agency.

Wellbeing index and Innovation index

Questions were retained this year in order to collectively provide a validated index percentage score to measure Wellbeing and Innovation. This is in recognition of considerable research which shows that these two areas are strongly associated with employee engagement. This year a new calculation method was applied.

Additional Data

More data is available for your agency via the online accesspoint portal. Please see your agency census coordinator for more information.

Feedback on the census is always welcomed and can be provided to the APSC's Workforce Performance Team at stateoftheservice@apsc.gov.au.

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.

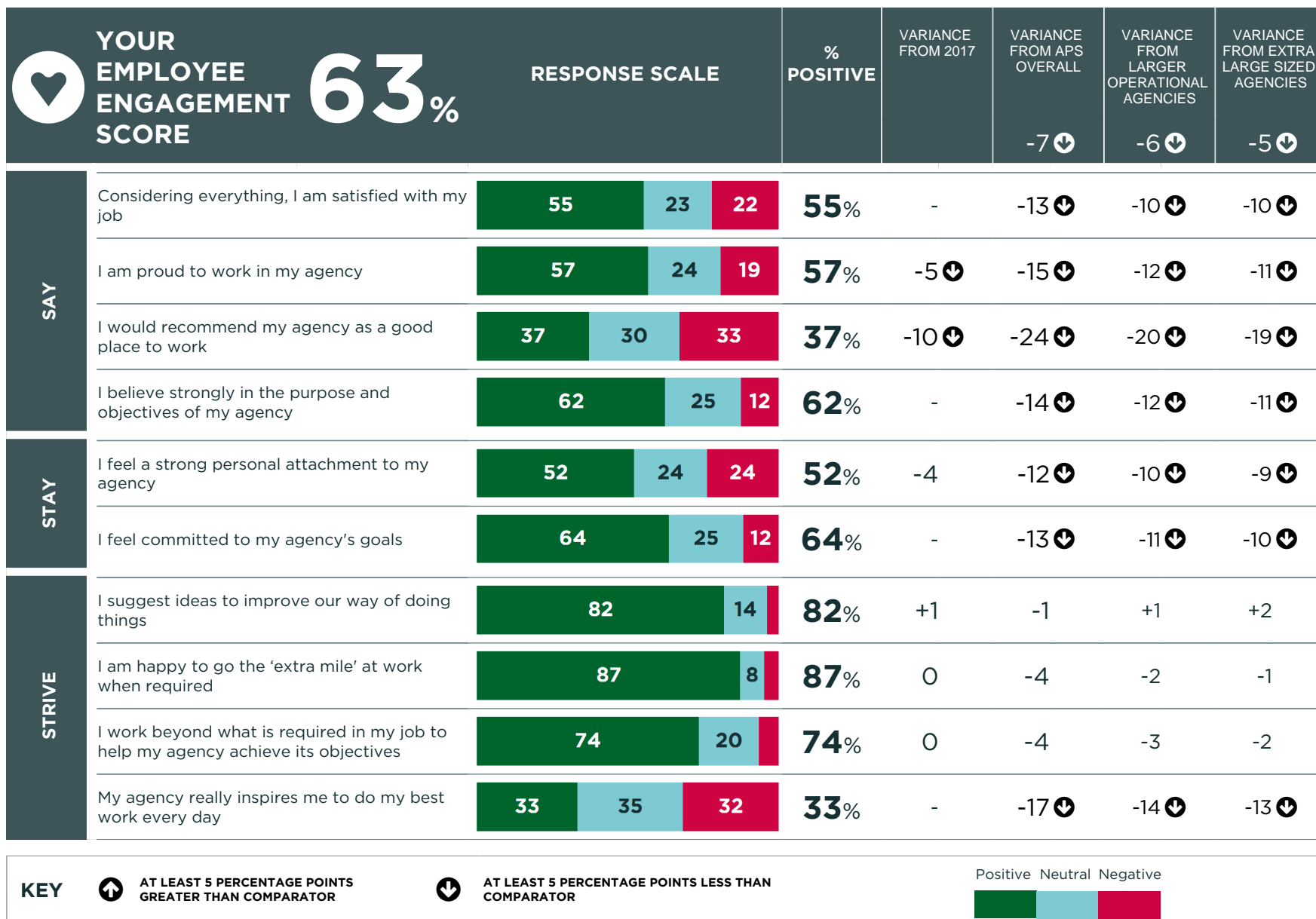
EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

NO VARIATION BETWEEN YOUR OVERALL 2017 AND 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW QUESTIONS WERE ADDED TO THE 2018 MODEL WHICH ALSO USES A MORE ROBUST CALCULATION METHOD.

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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| What is your gender? | | | | | | |
| Male | | 42% | -1 | +4 | +5 | +5 |
| Female | | 54% | -2 | -4 | -4 | -4 |
| X (Indeterminate/Intersex/Unspecified) | | 0% | -1 | 0 | 0 | 0 |
| Prefer not to say | | 3% | - | 0 | 0 | 0 |
| Do you identify as Aboriginal and/or Torres Strait Islander? | | | | | | |
| Yes | | 2% | 0 | -2 | -2 | -2 |
| No | | 98% | 0 | +2 | +2 | +2 |
| Do you have an ongoing disability? | | | | | | |
| Yes | | 6% | +1 | -2 | -3 | -3 |
| No | | 94% | -1 | +2 | +3 | +3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS, CULTURAL AND LINGUISTIC DIVERSITY IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENOUS STATUS.

| Demographics | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| In which country were you born? | | | | | | |
| Australia | | 69% | - | -9 ↓ | -9 ↓ | -9 ↓ |
| Other country | | 31% | - | +9 ↑ | +9 ↑ | +9 ↑ |
| Do you speak a language other than English at home? | | | | | | |
| No, English only | | 73% | - | -9 ↓ | -8 ↓ | -8 ↓ |
| Yes, other | | 27% | - | +9 ↑ | +8 ↑ | +8 ↑ |
| How well do you speak English? | | | | | | |
| Very well | | 82% | - | -2 | -2 | -2 |
| Well | | 18% | - | +2 | +3 | +3 |
| Not well | | 0% | - | 0 | 0 | 0 |
| Not at all | | 0% | - | 0 | 0 | 0 |
| <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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--------------|----------------|---|--------------------|---------------------------|---|--|
|--------------|----------------|---|--------------------|---------------------------|---|--|

Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?

| | | | | | | |
|-------------------|--|------------|----|----|----|----|
| Yes | | 5% | 0 | +1 | +1 | +1 |
| No | | 90% | -1 | -1 | -1 | -1 |
| Prefer not to say | | 5% | 0 | +1 | 0 | 0 |

Do you have carer responsibilities?

| | | | | | | |
|-----|--|------------|----|----|----|----|
| Yes | | 38% | +1 | -1 | -1 | -1 |
| No | | 62% | -1 | +1 | +1 | +1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------|---|----------------|------------|--------------------|---------------------------|---|--|
| Attitudinal | The people in my workgroup behave in an accepting manner towards people from diverse backgrounds | 85 10 | 85% | 0 | -3 | -2 | -2 |
| | My SES manager actively supports people of diverse backgrounds | 53 39 8 | 53% | -9↓ | -12↓ | -8↓ | -6↓ |
| | My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+) | 61 29 10 | 61% | -2 | -16↓ | -15↓ | -15↓ |
| | My supervisor actively supports people from diverse backgrounds | 83 14 | 83% | - | -3 | -2 | -2 |
| | My agency supports and actively promotes an inclusive workplace culture | 54 28 18 | 54% | - | -21↓ | -19↓ | -19↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING INDEX

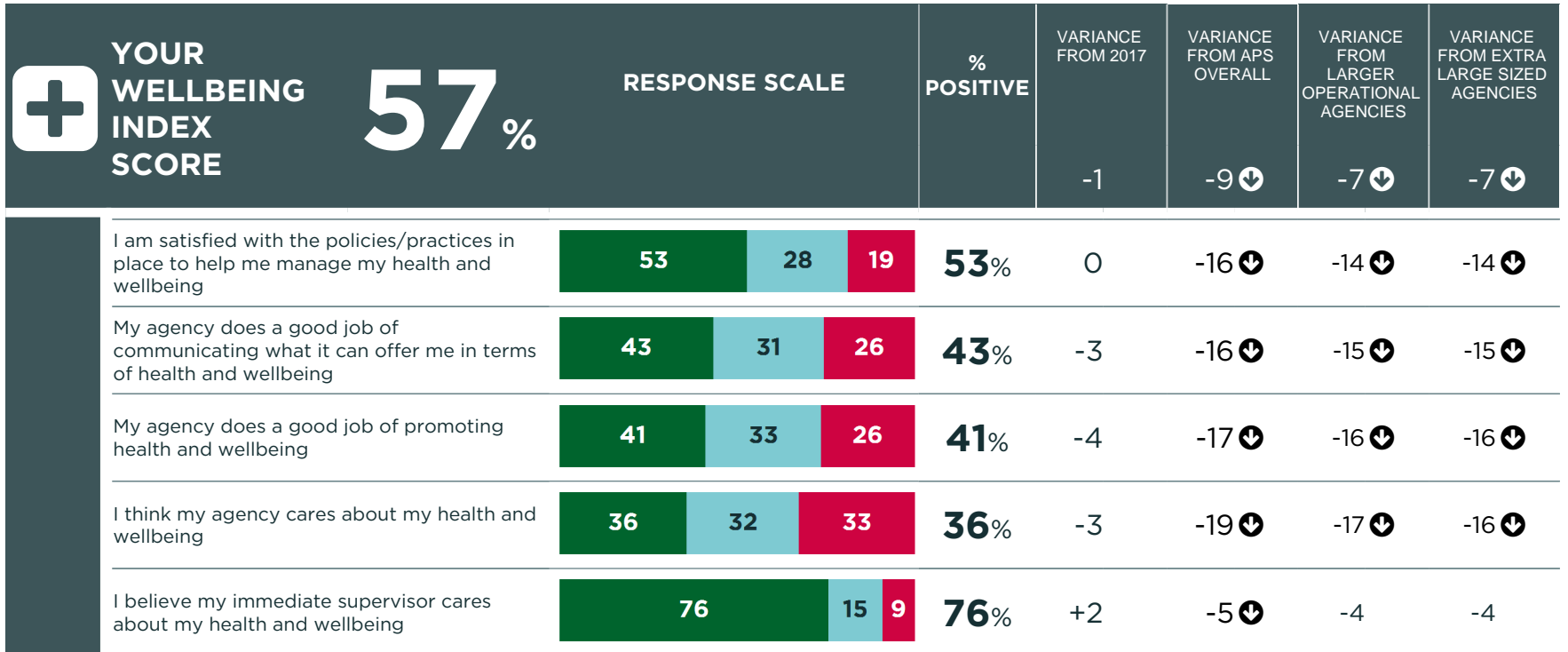


WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

THE WELLBEING SCORE PROVIDES AN INDICATION OF THE STATE OF EMOTIONAL AND PHYSICAL HEALTH AND WELLBEING AMONG EMPLOYEES. 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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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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|-------------------------------------|--------------------|---------------------------|---|--|
| Senior leadership: Immediate SES manager | My SES manager is of a high quality | 52 (Green) 32 (Light Blue) 17 (Red) | 52% | -3 | -14 ↓ | -9 ↓ |
| | My SES manager is sufficiently visible (e.g. can be seen in action) | 50 (Green) 23 (Light Blue) 27 (Red) | 50% | -3 | -13 ↓ | -8 ↓ |
| | My SES manager communicates effectively | 50 (Green) 27 (Light Blue) 24 (Red) | 50% | -3 | -14 ↓ | -10 ↓ |
| | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 52 (Green) 32 (Light Blue) 16 (Red) | 52% | -2 | -13 ↓ | -8 ↓ |
| | My SES manager effectively leads and manages change | 45 (Green) 32 (Light Blue) 23 (Red) | 45% | -5 ↓ | -12 ↓ | -9 ↓ |
| | My SES manager engages with staff on how to respond to future challenges | 46 (Green) 29 (Light Blue) 25 (Red) | 46% | -3 | -13 ↓ | -9 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

SENIOR LEADERSHIP



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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES | |
|----------------------------|--|----|----|------------|--------------------|---------------------------|---|--|-------|
| Senior Leadership: All SES | In my agency, the SES are sufficiently visible (e.g. can be seen in action) | 32 | 24 | 41 | 32% | +1 | -20 ↓ | -14 ↓ | -13 ↓ |
| | In my agency, communication between the SES and other employees is effective | 27 | 27 | 41 | 27% | 0 | -18 ↓ | -14 ↓ | -13 ↓ |
| | In my agency, the SES set a clear strategic direction for the agency | 38 | 28 | 29 | 38% | +2 | -17 ↓ | -14 ↓ | -13 ↓ |
| | In my agency, the SES are of a high quality | 30 | 34 | 30 | 30% | -2 | -21 ↓ | -15 ↓ | -15 ↓ |
| | In my agency, the SES work as a team | 24 | 37 | 28 | 24% | - | -16 ↓ | -13 ↓ | -12 ↓ |
| | In my agency, the SES clearly articulate the direction and priorities for our agency | 37 | 30 | 28 | 37% | - | -16 ↓ | -13 ↓ | -13 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

IMMEDIATE SUPERVISOR



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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------------------|--|------------|--------------------|---------------------------|---|--|
| Immediate supervisor | My supervisor treats people with respect | 85 | 85% | 0 | -3 | -2 |
| | My supervisor communicates effectively | 75 | 75% | +2 | -4 | -3 |
| | My supervisor encourages me to contribute ideas | 77 | 77% | +1 | -5 ↓ | -4 |
| | My supervisor helps to develop my capability | 66 | 66% | +4 | -6 ↓ | -5 ↓ |
| | My supervisor displays resilience when faced with difficulties or failures | 74 | 74% | +1 | -5 ↓ | -4 |
| | My supervisor gives me responsibility and holds me to account for what I deliver | 81 | 81% | +2 | -3 | -2 |
| | My supervisor challenges me to consider new ways of doing things | 66 | 66% | +2 | -6 ↓ | -5 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

IMMEDIATE SUPERVISOR



**EXPLORE
THE FULL
RESULTS**

| Immediate supervisor | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Where is your immediate supervisor's normal work location? | | | | | | |
| In the same office as me | | 88% | - | +6 | +8 | +8 |
| In the same office as me but on a different floor | | 3% | - | +1 | +1 | +1 |
| In a different office, but in the same town/city | | 2% | - | 0 | -2 | -2 |
| In a different town/city or state | | 6% | - | -7 | -8 | -8 |
| In a different country | | 1% | - | 0 | +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

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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---------|--|--|------------|--------------------|---------------------------|---|--|
| Culture | I receive the respect I deserve from my colleagues at work | <div style="display: flex; width: 100%;"><div style="width: 72%; background-color: #006633;"></div><div style="width: 21%; background-color: #99ccff;"></div><div style="width: 7%; background-color: #cc0033;"></div></div> 72 21 | 72% | +1 | -4 | -3 | -3 |
| | Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive] | <div style="display: flex; width: 100%;"><div style="width: 46%; background-color: #006633;"></div><div style="width: 37%; background-color: #99ccff;"></div><div style="width: 17%; background-color: #cc0033;"></div></div> 46 37 17 | 46% | +1 | -7 ↓ | -7 ↓ | -7 ↓ |
| | The people in my workgroup treat each other with respect | <div style="display: flex; width: 100%;"><div style="width: 79%; background-color: #006633;"></div><div style="width: 12%; background-color: #99ccff;"></div><div style="width: 9%; background-color: #cc0033;"></div></div> 79 12 9 | 79% | 0 | -3 | -2 | -2 |
| | My agency actively encourages ethical behaviour by all of its employees | <div style="display: flex; width: 100%;"><div style="width: 71%; background-color: #006633;"></div><div style="width: 16%; background-color: #99ccff;"></div><div style="width: 13%; background-color: #cc0033;"></div></div> 71 16 13 | 71% | -3 | -9 ↓ | -8 ↓ | -8 ↓ |
| | I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive] | <div style="display: flex; width: 100%;"><div style="width: 30%; background-color: #006633;"></div><div style="width: 42%; background-color: #99ccff;"></div><div style="width: 28%; background-color: #cc0033;"></div></div> 30 42 28 | 30% | +1 | 0 | 0 | 0 |
| | Staff are consulted about change at work | <div style="display: flex; width: 100%;"><div style="width: 35%; background-color: #006633;"></div><div style="width: 36%; background-color: #99ccff;"></div><div style="width: 30%; background-color: #cc0033;"></div></div> 35 36 30 | 35% | -2 | -12 ↓ | -10 ↓ | -10 ↓ |
| | I am happy to go the 'extra mile' at work when required | <div style="display: flex; width: 100%;"><div style="width: 87%; background-color: #006633;"></div><div style="width: 8%; background-color: #99ccff;"></div><div style="width: 5%; background-color: #cc0033;"></div></div> 87 8 | 87% | 0 | -4 | -2 | -1 |
| | Internal communication within my agency is effective | <div style="display: flex; width: 100%;"><div style="width: 28%; background-color: #006633;"></div><div style="width: 26%; background-color: #99ccff;"></div><div style="width: 46%; background-color: #cc0033;"></div></div> 28 26 46 | 28% | 0 | -17 ↓ | -15 ↓ | -15 ↓ |
| | In general, employees in my agency feel they are valued for their contribution | <div style="display: flex; width: 100%;"><div style="width: 22%; background-color: #006633;"></div><div style="width: 26%; background-color: #99ccff;"></div><div style="width: 52%; background-color: #cc0033;"></div></div> 22 26 52 | 22% | -4 | -21 ↓ | -16 ↓ | -16 ↓ |
| | My agency really inspires me to do my best work every day | <div style="display: flex; width: 100%;"><div style="width: 33%; background-color: #006633;"></div><div style="width: 35%; background-color: #99ccff;"></div><div style="width: 32%; background-color: #cc0033;"></div></div> 33 35 32 | 33% | - | -17 ↓ | -14 ↓ | -13 ↓ |

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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work? | | | | | | |
| Always | | 45% | +3 | -2 | -1 | -1 |
| Often | | 42% | -1 | 0 | 0 | 0 |
| Sometimes | | 9% | -2 | +1 | 0 | +1 |
| Rarely | | 2% | 0 | 0 | 0 | 0 |
| Never | | 0% | 0 | 0 | 0 | 0 |
| Not sure | | 2% | 0 | 0 | 0 | 0 |

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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Does your supervisor act in accordance with the APS Values in his or her everyday work? | | | | | | |
| Always | | 55% | +1 | -5 | -3 | -3 |
| Often | | 33% | -1 | +2 | +1 | +2 |
| Sometimes | | 7% | 0 | +1 | +1 | +1 |
| Rarely | | 2% | 0 | 0 | 0 | 0 |
| Never | | 0% | 0 | 0 | 0 | 0 |
| Not sure | | 3% | 0 | +1 | +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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? | | | | | | |
| Always | | 25% | -4 | -15 | -12 | -12 |
| Often | | 29% | -3 | -4 | -2 | -2 |
| Sometimes | | 18% | +2 | +7 | +7 | +7 |
| Rarely | | 7% | +2 | +4 | +4 | +4 |
| Never | | 2% | +1 | +1 | +1 | +1 |
| Not sure | | 20% | +2 | +6 | +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

EMPLOYEES WHO REPORTED EXPERIENCING 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 DISCRIMINATION TYPES FROM A LIST OF EIGHT ITEMS. PLEASE SEE QUESTION 84 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

| Discrimination | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | | 17% | - | +5 | +4 | +4 |
| No | | 83% | - | -5 | -4 | -4 |

Did this discrimination occur in your current agency?

| | | | | | | |
|-----|--|-----|---|----|----|---|
| Yes | | 94% | - | +1 | +1 | 0 |
| No | | 6% | - | -1 | -1 | 0 |

Main basis for the discrimination that you experienced:

| | | | | | | |
|-------------------------|--|-----|---|----|----|----|
| Gender | | 36% | - | +3 | +6 | +6 |
| Caring responsibilities | | 23% | - | 0 | -2 | -2 |
| Age | | 28% | - | +2 | +3 | +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 REPORTED EXPERIENCING BULLYING OR HARASSMENT IN THEIR CURRENT WORKPLACE DURING THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF BULLYING OR HARASSMENT THE EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE OPTIONS FROM A LIST OF NINE ITEMS. PLEASE SEE QUESTION 86 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

| Bullying and harassment | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|-----|--------------------|---------------------------|---|--|
| During the last 12 months, have you been subjected to harassment or bullying in your current workplace? | | | | | | |
| Yes | | 17% | -1 | +4 | +3 | +3 |
| No | | 76% | +1 | -5↓ | -3 | -4 |
| Not Sure | | 7% | 0 | +1 | +1 | +1 |
| Main type of harassment or bullying experienced: | | | | | | |
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming) | | 52% | 0 | +3 | +4 | +4 |
| Main person responsible for the harassment or bullying: | | | | | | |
| Co-worker | | 37% | -4 | -1 | -1 | -1 |
| Did you report the harassment or bullying? | | | | | | |
| I reported the behaviour in accordance with my agency's policies and procedures | | 32% | -3 | -3 | -4 | -4 |
| It was reported by someone else | | 8% | +1 | 0 | 0 | 0 |
| I did not report the behaviour | | 60% | +2 | +4 | +4 | +3 |
| KEY ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | | | | | | |

WORKPLACE CONDITIONS



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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------|--|--|------------|--------------------|---------------------------|---|--|
| Your job | My job gives me opportunities to utilise my skills | <div style="display: flex; justify-content: space-between;"><div style="width: 73%; background-color: #006633; color: white; text-align: center;">73</div><div style="width: 13%; background-color: #add8e6; color: white; text-align: center;">13</div><div style="width: 14%; background-color: #cc0033; color: white; text-align: center;">14</div></div> | 73% | +5 ⬆ | -6 ⬇ | -4 | -3 |
| | I am fairly remunerated (e.g. salary, superannuation) for the work that I do | <div style="display: flex; justify-content: space-between;"><div style="width: 27%; background-color: #006633; color: white; text-align: center;">27</div><div style="width: 16%; background-color: #add8e6; color: white; text-align: center;">16</div><div style="width: 57%; background-color: #cc0033; color: white; text-align: center;">57</div></div> | 27% | -9 ⬇ | -33 ⬇ | -29 ⬇ | -28 ⬇ |
| | Considering everything, I am satisfied with my job | <div style="display: flex; justify-content: space-between;"><div style="width: 55%; background-color: #006633; color: white; text-align: center;">55</div><div style="width: 23%; background-color: #add8e6; color: white; text-align: center;">23</div><div style="width: 22%; background-color: #cc0033; color: white; text-align: center;">22</div></div> | 55% | - | -13 ⬇ | -10 ⬇ | -10 ⬇ |
| | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | <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: 17%; background-color: #add8e6; color: white; text-align: center;">17</div><div style="width: 20%; background-color: #cc0033; color: white; text-align: center;">20</div></div> | 63% | -4 | -14 ⬇ | -11 ⬇ | -11 ⬇ |
| | I am satisfied with the stability and security of my current job | <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: 17%; background-color: #add8e6; color: white; text-align: center;">17</div><div style="width: 21%; background-color: #cc0033; color: white; text-align: center;">21</div></div> | 62% | 0 | -8 ⬇ | -6 ⬇ | -7 ⬇ |
| | I am satisfied with the opportunities for career progression in my agency | <div style="display: flex; justify-content: space-between;"><div style="width: 31%; background-color: #006633; color: white; text-align: center;">31</div><div style="width: 24%; background-color: #add8e6; color: white; text-align: center;">24</div><div style="width: 45%; background-color: #cc0033; color: white; text-align: center;">45</div></div> | 31% | +1 | -9 ⬇ | -10 ⬇ | -10 ⬇ |

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

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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------------------------|--|----------------|------------|--------------------|---------------------------|---|--|
| Flexible working arrangements | My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender | | 77% | +1 | -5 ↓ | -3 | -3 |
| | My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender | | 48% | -3 | -12 ↓ | -6 ↓ | -5 ↓ |
| Work-life balance | Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | | 66% | +1 | -8 ↓ | -7 ↓ | -7 ↓ |
| Mobility | My agency provides opportunities for mobility within my agency (e.g. temporary transfers) | | 40% | - | -12 ↓ | -10 ↓ | -10 ↓ |
| | My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers) | | 19% | - | -13 ↓ | -10 ↓ | -10 ↓ |
| | My immediate supervisor actively supports opportunities for mobility | | 44% | - | -6 ↓ | -6 ↓ | -6 ↓ |

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

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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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|----|----|------------|--------------------|---------------------------|---|--|
| My workgroup has the tools and resources we need to perform well | 52 | 19 | 30 | 52% | - | -10 ↓ | -9 ↓ | -9 ↓ |
| The work processes we have in place allow me to be as productive as possible | 46 | 23 | 31 | 46% | - | -6 ↓ | -5 ↓ | -5 ↓ |
| The people in my workgroup complete work to a high standard | 72 | 18 | 10 | 72% | - | -6 ↓ | -4 | -4 |
| My supervisor ensures that my workgroup delivers on what we are responsible for | 74 | 17 | 9 | 74% | - | -6 ↓ | -4 | -4 |

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**

| Performance Management | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|------------------------|----------------|---|--------------------|---------------------------|---|--|
|------------------------|----------------|---|--------------------|---------------------------|---|--|

Received regular and timely feedback from your supervisor

| | | | | | | |
|-----|--|------------|---|-----|-----|-----|
| Yes | | 76% | - | -7↓ | -6↓ | -7↓ |
| No | | 24% | - | +7↑ | +6↑ | +7↑ |

Received constructive feedback from your supervisor

| | | | | | | |
|-----|--|------------|---|-----|-----|-----|
| Yes | | 77% | - | -7↓ | -6↓ | -6↓ |
| No | | 23% | - | +7↑ | +6↑ | +6↑ |

Your supervisor has checked in regularly with you to see how you are progressing

| | | | | | | |
|-----|--|------------|---|-----|-----|-----|
| Yes | | 74% | - | -8↓ | -7↓ | -8↓ |
| No | | 26% | - | +8↑ | +7↑ | +8↑ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



**EXPLORE
THE FULL
RESULTS**

| Performance Management | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | | 70% | - | -7 | -7 | -8 |
| No | | 13% | - | +4 | +4 | +4 |
| Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur) | | 17% | - | +3 | +3 | +4 |

In the past 12 months, did your supervisor recognise when your job performance changed for any reason?

| | | | | | | |
|--|--|------------|---|----|----|----|
| Yes | | 24% | - | -4 | -5 | -6 |
| No | | 19% | - | +4 | +3 | +4 |
| Not applicable (e.g. my performance has not changed) | | 56% | - | 0 | +2 | +2 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|------------------------|--|------------|--------------------|---------------------------|---|--|
| Performance Management | To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous? | 59 25 15 | 59% | +2 | -7 ↓ | -5 ↓ |
| | How satisfied are you with your supervisor in managing your performance? | 69 21 10 | 69% | - | -6 ↓ | -6 ↓ |
| | To what extent do you agree that the support by your supervisor has helped to improve your performance? | 54 31 16 | 54% | - | -7 ↓ | -5 ↓ |
| | My overall experience of performance management in my agency has been useful for my development | 38 30 32 | 38% | 0 | -10 ↓ | -9 ↓ |
| | My supervisor openly demonstrates commitment to performance management | 55 28 17 | 55% | +1 | -9 ↓ | -9 ↓ |
| | I received recognition when I last accomplished something significant at work | 56 21 22 | 56% | - | -9 ↓ | -6 ↓ |
| | I can identify a clear connection between my job and my agency's purpose | 73 17 10 | 73% | - | -6 ↓ | -5 ↓ |
| | To what extent do you agree that your agency deals with underperformance effectively? | 13 40 47 | 13% | - | -6 ↓ | -7 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|--|------------|--------------------|---------------------------|---|--|
| My immediate supervisor provides time for me to attend learning programs | <div style="display: flex; justify-content: space-between;"><div style="width: 70%; background-color: #006633; color: white; text-align: center;">70</div><div style="width: 19%; background-color: #99d9e9; color: white; text-align: center;">19</div><div style="width: 11%; background-color: #d93025; color: white; text-align: center;">11</div></div> | 70% | - | -7 ↓ | -7 ↓ | -8 ↓ |
| My immediate supervisor shares links, readings and information | <div style="display: flex; justify-content: space-between;"><div style="width: 61%; background-color: #006633; color: white; text-align: center;">61</div><div style="width: 20%; background-color: #99d9e9; color: white; text-align: center;">20</div><div style="width: 19%; background-color: #d93025; color: white; text-align: center;">19</div></div> | 61% | - | -8 ↓ | -9 ↓ | -10 ↓ |
| My immediate supervisor provides me with opportunities to develop relevant capabilities for my career | <div style="display: flex; justify-content: space-between;"><div style="width: 54%; background-color: #006633; color: white; text-align: center;">54</div><div style="width: 26%; background-color: #99d9e9; color: white; text-align: center;">26</div><div style="width: 20%; background-color: #d93025; color: white; text-align: center;">20</div></div> | 54% | - | -9 ↓ | -8 ↓ | -8 ↓ |
| My immediate 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: 63%; background-color: #006633; color: white; text-align: center;">63</div><div style="width: 25%; background-color: #99d9e9; color: white; text-align: center;">25</div><div style="width: 12%; background-color: #d93025; color: white; text-align: center;">12</div></div> | 63% | - | -7 ↓ | -6 ↓ | -6 ↓ |
| I am able to 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: 25%; background-color: #99d9e9; color: white; text-align: center;">25</div><div style="width: 17%; background-color: #d93025; color: white; text-align: center;">17</div></div> | 58% | - | -11 ↓ | -10 ↓ | -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: 21%; background-color: #99d9e9; color: white; text-align: center;">21</div><div style="width: 10%; background-color: #d93025; color: white; text-align: center;">10</div></div> | 69% | - | -6 ↓ | -6 ↓ | -7 ↓ |
| 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: 70%; background-color: #006633; color: white; text-align: center;">70</div><div style="width: 23%; background-color: #99d9e9; color: white; text-align: center;">23</div><div style="width: 7%; background-color: #d93025; color: white; text-align: center;">7</div></div> | 70% | - | -5 ↓ | -4 | -3 |
| I have the appropriate skills, capabilities, and knowledge to do my job | <div style="display: flex; justify-content: space-between;"><div style="width: 87%; background-color: #006633; color: white; text-align: center;">87</div><div style="width: 7%; background-color: #99d9e9; color: white; text-align: center;">7</div><div style="width: 6%; background-color: #d93025; color: white; text-align: center;">6</div></div> | 87% | - | -2 | -1 | 0 |

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 COULD SELECT FROM TWELVE REASONS AS TO WHY THEY WANT TO LEAVE THEIR AGENCY. PLEASE SEE QUESTION 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

| | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|---|------------|--|---------------------------|---|--|
| In the last 12 months, have you applied for a job? [Multiple Response] | | | | | | |
| Yes, outside the APS | | 14% | +2 | +1 | +2 | +2 |
| Yes, in my agency | | 41% | +9 | +4 | +2 | +1 |
| Yes, in another APS agency | | 23% | +5 | +5 | +7 | +7 |
| No | | 43% | -9 | -7 | -6 | -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 | | 10% | +2 | +3 | +3 | +3 |
| I want to leave my agency within the next 12 months | | 11% | +2 | +2 | +3 | +4 |
| I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment | | 15% | -2 | +5 | +4 | +4 |
| I want to stay working for my agency for the next one to two years | | 23% | +1 | -1 | +3 | +4 |
| I want to stay working for my agency for at least the next three years | | 41% | -3 | -9 | -14 | -15 |
| Main primary reason behind desire to leave agency: | | | | | | |
| There is a lack of future career opportunities in my agency | | 19% | -10 | -7 | -4 | -4 |
| KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | | | |

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 2017 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|----|----|------------|--------------------|---------------------------|---|--|
| My agency supports employees to escalate risk-related issues with managers | 67 | 23 | 11 | 67% | - | -4 | -3 | -3 |
| Risk management concerns are discussed openly and honestly in my agency | 55 | 29 | 17 | 55% | - | -7 ↓ | -5 ↓ | -5 ↓ |
| Employees in my agency have the right skills to manage risk effectively | 40 | 38 | 22 | 40% | - | -9 ↓ | -8 ↓ | -9 ↓ |
| Appropriate risk taking is rewarded in my agency | 22 | 46 | 32 | 22% | -2 | -6 ↓ | -5 ↓ | -6 ↓ |
| Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately | 38 | 36 | 26 | 38% | - | -10 ↓ | -7 ↓ | -7 ↓ |
| When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks | 37 | 35 | 28 | 37% | - | -12 ↓ | -11 ↓ | -11 ↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INNOVATION INDEX

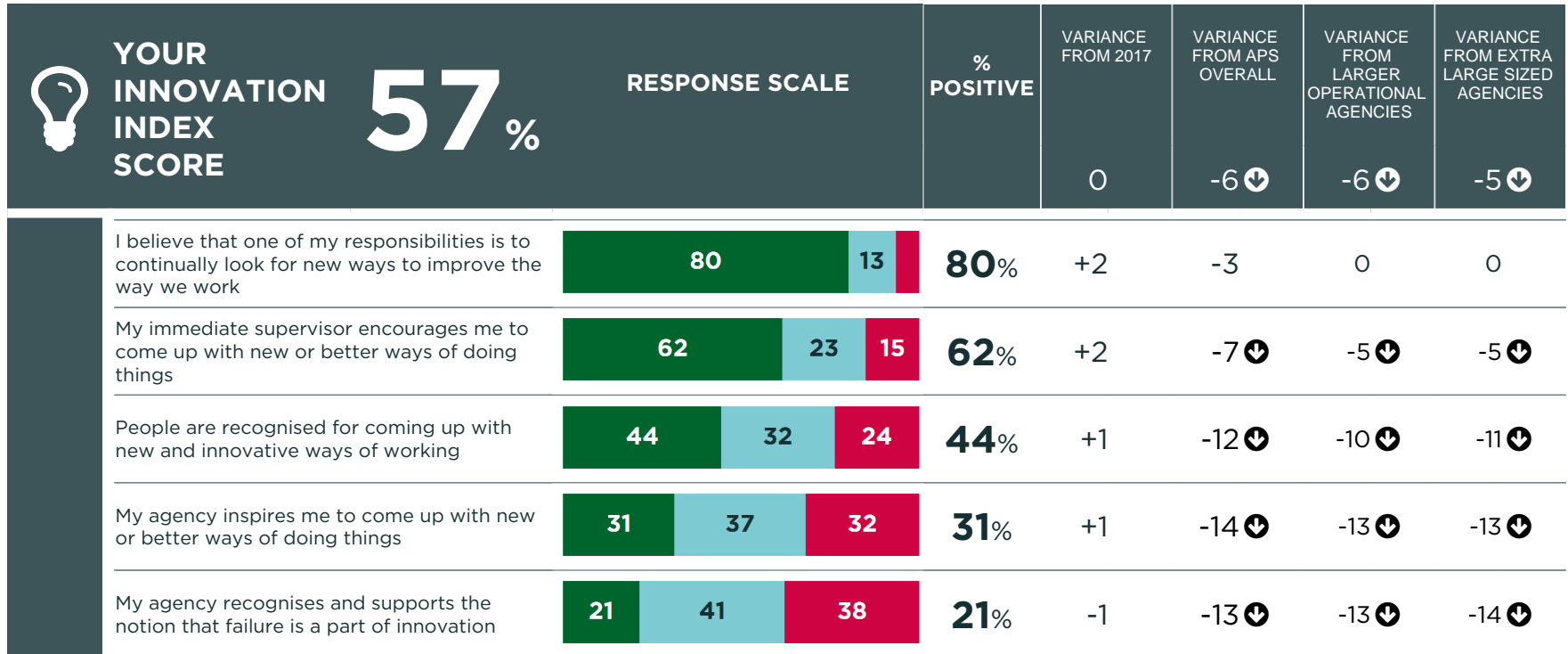


INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



AGENCY POSITION



AGENCY POSITION

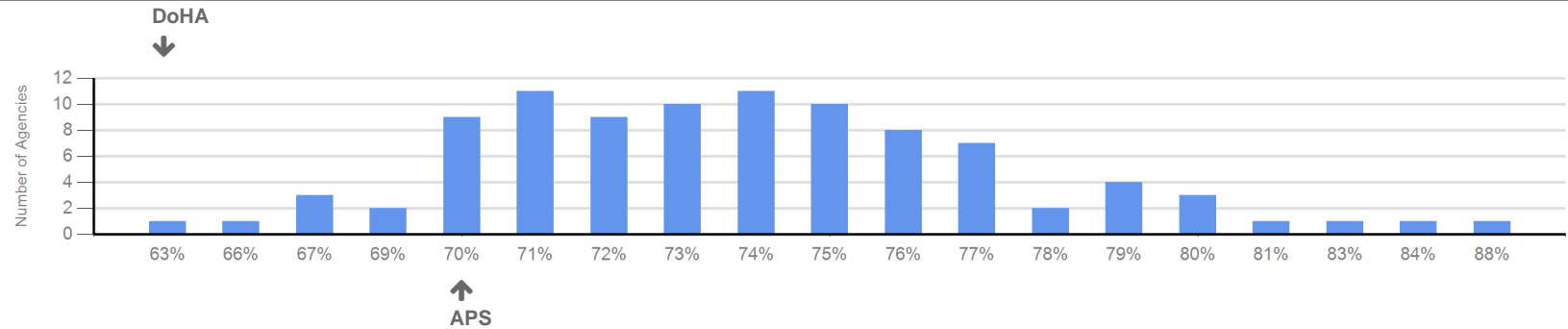
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE ENGAGEMENT, WELLBEING AND INNOVATION INDICES. THESE ARE TO ASSIST YOU SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

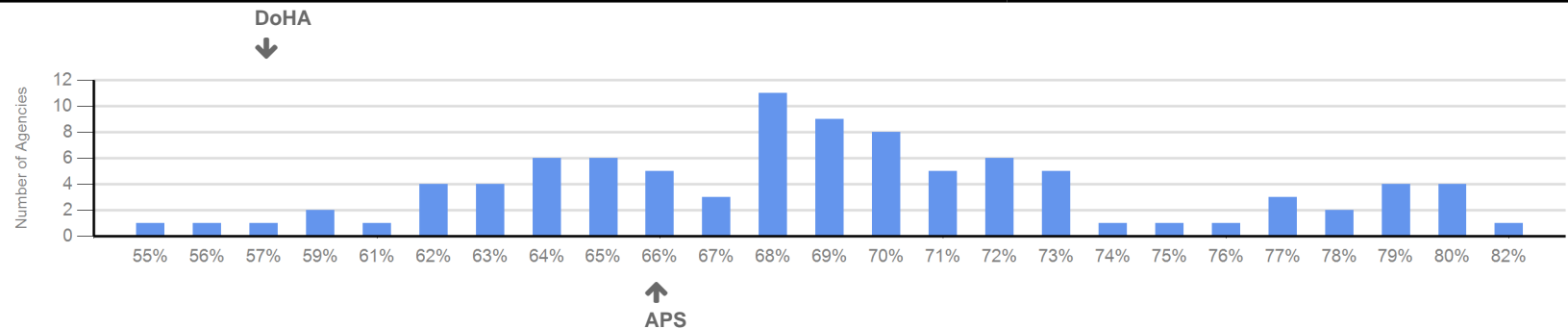
Engagement

Ranking : 95th



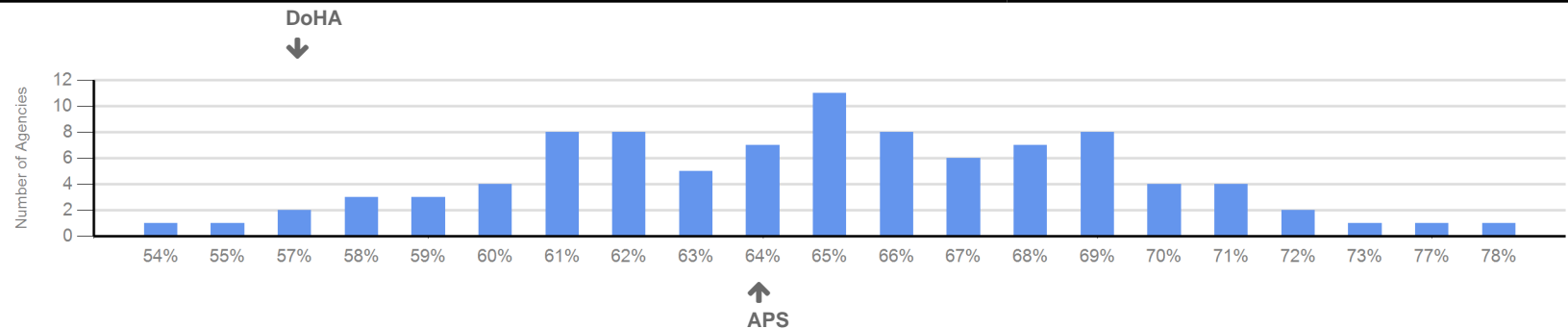
Wellbeing

Ranking : 93rd



Innovation

Ranking : 92nd



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR BUSINESS UNIT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.

| | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | % POSITIVE | VARIANCE FROM PREVIOUS SURVEY | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|--|---|------------|-------------------------------|---------------------------|---|--|
| .1 Change is managed well in my agency | | | 21% | -1 | -16 | -15 | -15 |
| .2 My agency inspires me to come up with new or better ways of doing things | | | 31% | +1 | -14 | -13 | -13 |
| .3 Internal communication within my agency is effective | | | 28% | 0 | -17 | -15 | -15 |
| .4 My agency actively encourages ethical behaviour by all of its employees | | | 71% | -3 | -9 | -8 | -8 |
| .5 My agency supports and actively promotes an inclusive workplace culture | | | 54% | - | -21 | -19 | -19 |
| .6 My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+) | | | 61% | -2 | -16 | -15 | -15 |

DOHA SPECIFIC QUESTIONS



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 2017 |
|---|----------------|------------|--------------------|
| I am supported and encouraged to collaborate with peers outside of my branch/division/group/agency to solve problems and deliver outcomes. | | 58% | - |
| Over the past 12 months, people in my agency often collaborated with peers outside of their branch/division/group/agency to solve problems or deliver outcomes. | | 59% | - |
| Undertaking my role in a professional manner is important to me | | 98% | - |
| Undertaking our work in a professional manner is important to my team | | 94% | - |
| Undertaking our work in a professional manner is important to my organisation | | 87% | - |
| I understand my obligations under the Department's Integrity Framework. | | 97% | - |
| I know how to identify where I may have a conflict of interest. | | 98% | - |
| I know how to report integrity matters/conflicts of interest. | | 95% | - |
| I understand why the Home Affairs Portfolio was established. | | 65% | - |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive
 Neutral
 Negative

DOHA SPECIFIC QUESTIONS



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 2017 |
|--|----------------|----|----|------------|--------------------|
| I understand my agency's responsibilities within the Home Affairs Portfolio. | 72 | 16 | 12 | 72% | - |
| I receive and/or access information about what is going on in my agency beyond my immediate work group (branch/division/group). | 58 | 23 | 18 | 58% | - |
| Over the past 12 months, I have sometimes had to work around policies and procedures to get the job done. | 40 | 30 | 30 | 40% | - |
| My agency supports me in my current role (for example, through training, policies and procedures, communications and processes) to perform my duties according to relevant laws and government policy. | 61 | 24 | 15 | 61% | - |
| My agency responds effectively when staff members or organisational areas do not adhere to legislation or policy and procedures. | 44 | 40 | 15 | 44% | - |

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.

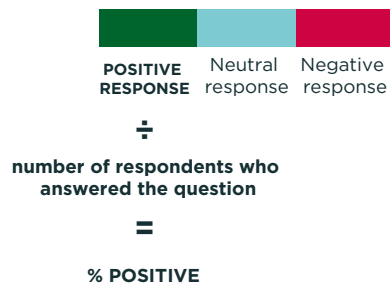
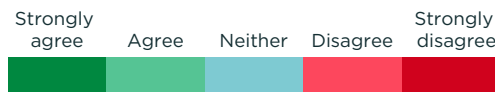
PRIORITISE 3 AREAS TO TAKE FORWARD

| | 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR WORK UNITS WITH LESS THAN 10 RESPONDENTS WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR PARENT UNIT AND THE ORGANISATION OVERALL.



Australian Government
Australian Public Service
Commission

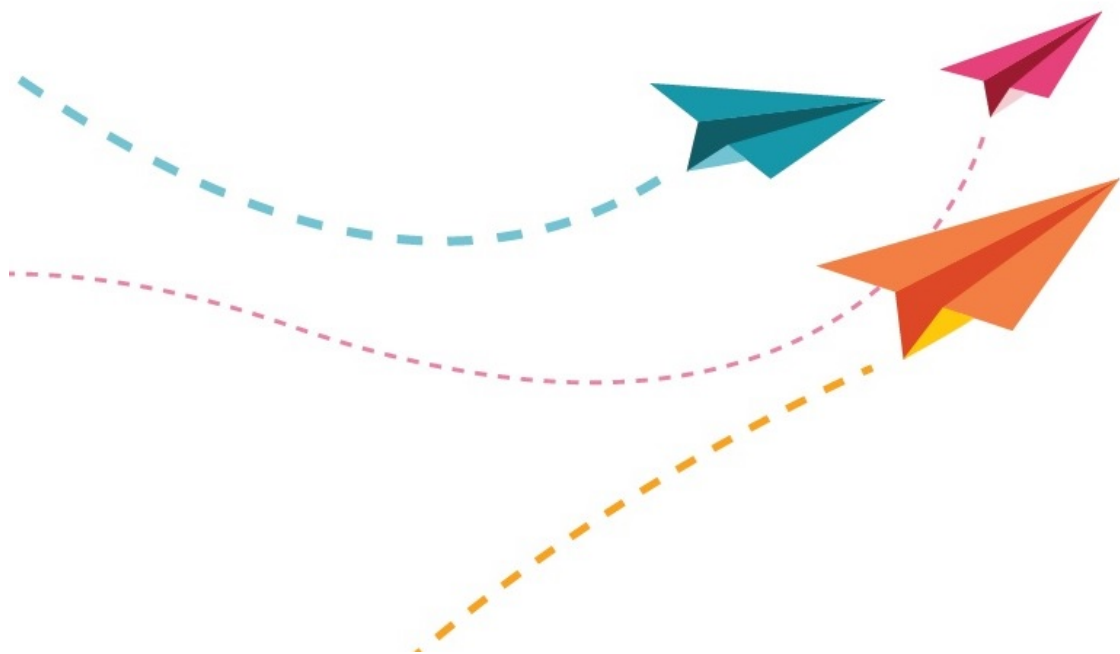
AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



Highlights Report:

HOME AFFAIRS



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RESPONSES:
9,172 of 14,608

RESPONSE RATE:
63%

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.

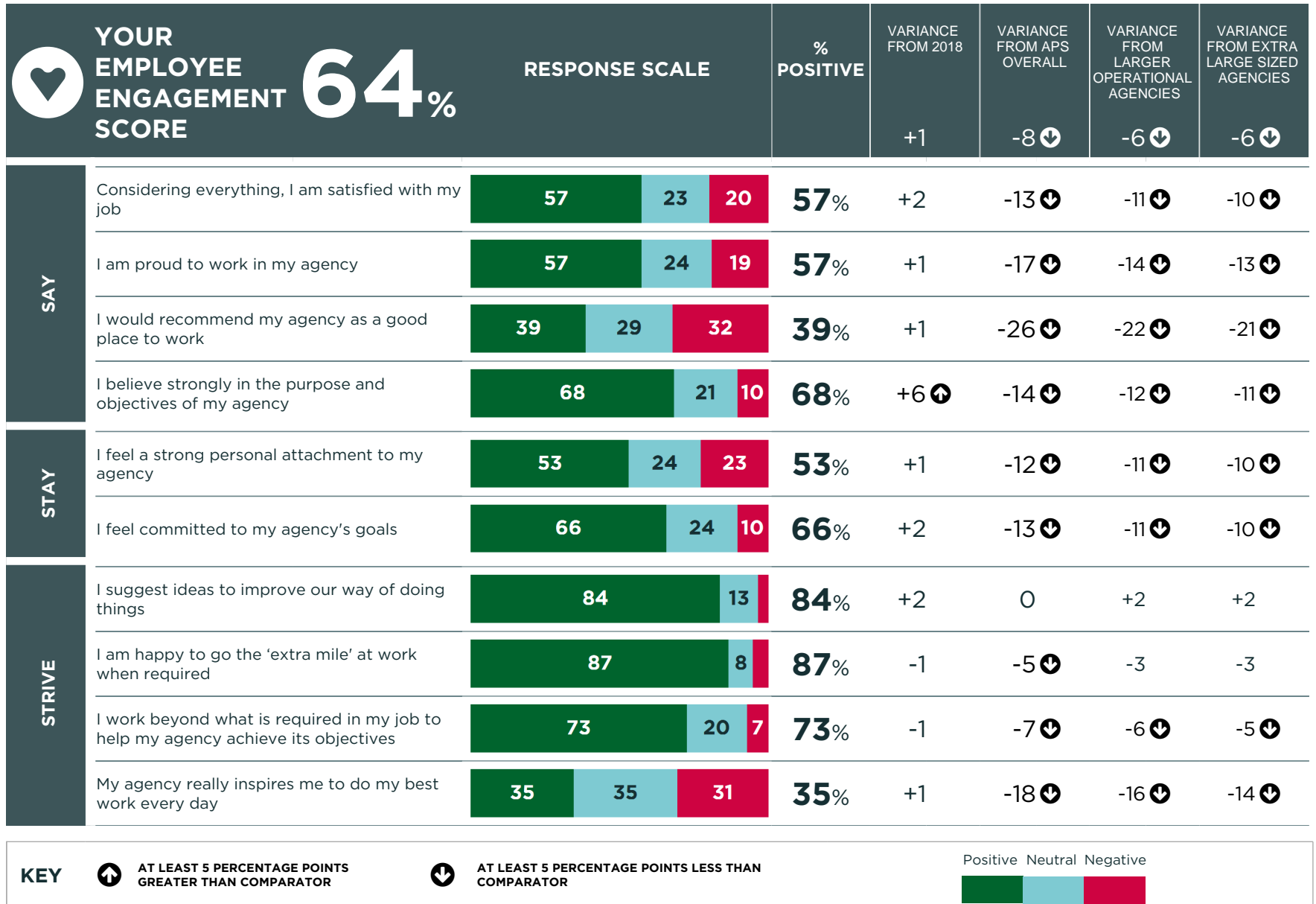
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| What is your gender? | | | | | | |
| Male | | 41% | -1 | +3 | +4 | +4 |
| Female | | 56% | +1 | -3 | -4 | -4 |
| X (Indeterminate/Intersex/Unspecified) | | 0% | 0 | 0 | 0 | 0 |
| Prefer not to say | | 3% | 0 | 0 | 0 | 0 |
| Do you identify as Aboriginal and/or Torres Strait Islander? | | | | | | |
| Yes | | 2% | 0 | -2 | -2 | -2 |
| No | | 98% | 0 | +2 | +2 | +2 |
| Do you have an ongoing disability? | | | | | | |
| Yes | | 6% | 0 | -2 | -3 | -3 |
| No | | 94% | 0 | +2 | +3 | +3 |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| In which country were you born? | | | | | | |
| Australia | | 68% | 0 | -9 ↓ | -9 ↓ | -9 ↓ |
| Other country | | 32% | 0 | +9 ↑ | +9 ↑ | +9 ↑ |
| Do you speak a language other than English at home? | | | | | | |
| No, English only | | 73% | 0 | -9 ↓ | -8 ↓ | -7 ↓ |
| Yes, other | | 27% | 0 | +9 ↑ | +8 ↑ | +7 ↑ |
| Do you have carer responsibilities? | | | | | | |
| Yes | | 42% | +3 | 0 | 0 | 0 |
| No | | 58% | -3 | 0 | 0 | 0 |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)? | | | | | | |
| Yes | | 5% | 0 | 0 | +1 | +1 |
| No | | 90% | -1 | -1 | -1 | -1 |
| Prefer not to say | | 5% | 0 | 0 | 0 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------|---|----------------|------------|--------------------|---------------------------|---|--|
| Attitudinal | The people in my workgroup behave in an accepting manner towards people from diverse backgrounds | 85 9 | 85% | 0 | -4 | -2 | -2 |
| | My SES manager actively supports people of diverse backgrounds | 57 36 7 | 57% | +4 | -11↓ | -7↓ | -6↓ |
| | My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+) | 64 27 10 | 64% | +3 | -15↓ | -14↓ | -13↓ |
| | My supervisor actively supports people from diverse backgrounds | 83 13 | 83% | 0 | -3 | -2 | -2 |
| | My agency supports and actively promotes an inclusive workplace culture | 58 26 16 | 58% | +4 | -20↓ | -18↓ | -17↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



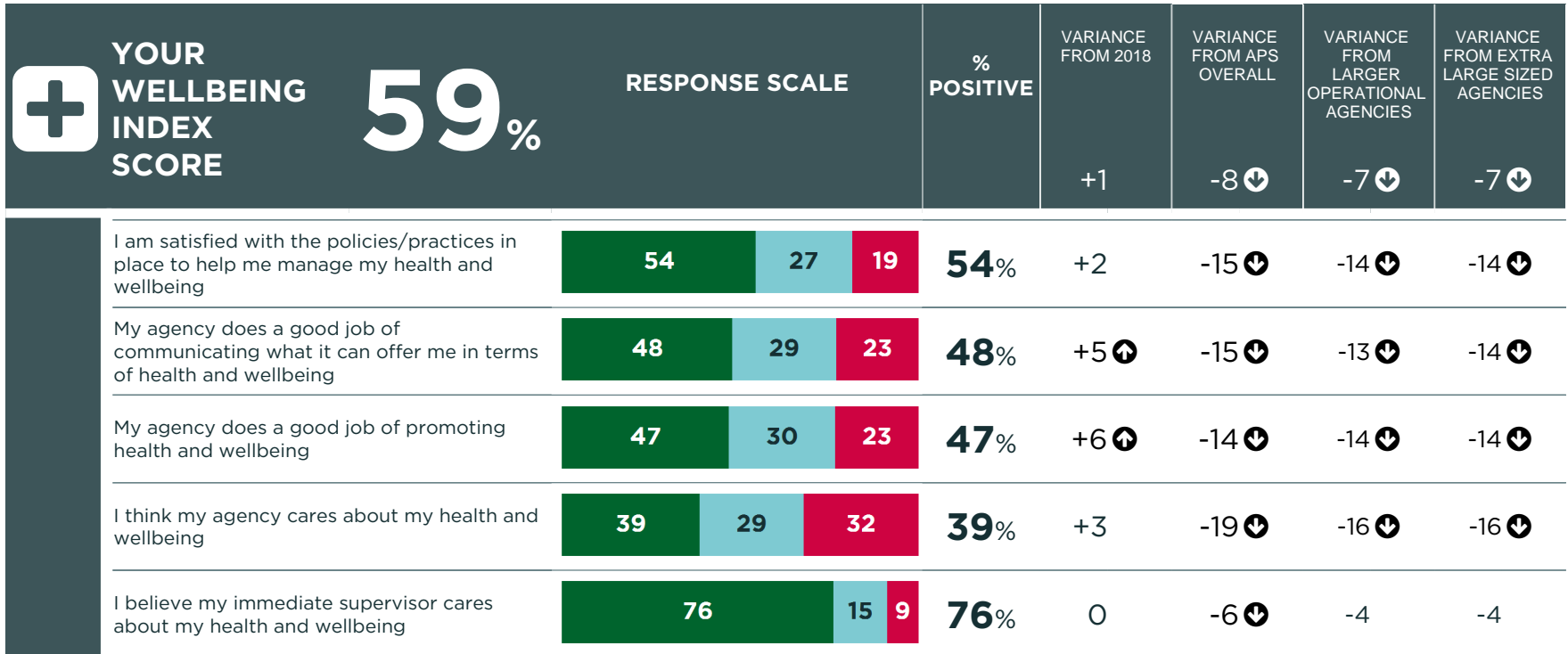
WELLBEING INDEX



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

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES | |
|--|--|-------------|--------------------|---------------------------|---|--|------|
| Senior leadership: Immediate SES manager | My SES manager is of a high quality | 55 (30, 15) | 55% | +4 | -13 ↓ | -8 ↓ | -7 ↓ |
| | My SES manager is sufficiently visible (e.g. can be seen in action) | 54 (22, 24) | 54% | +4 | -12 ↓ | -6 ↓ | -5 ↓ |
| | My SES manager communicates effectively | 53 (26, 21) | 53% | +3 | -12 ↓ | -8 ↓ | -8 ↓ |
| | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 55 (31, 14) | 55% | +3 | -12 ↓ | -7 ↓ | -6 ↓ |
| | My SES manager effectively leads and manages change | 48 (31, 21) | 48% | +3 | -11 ↓ | -8 ↓ | -7 ↓ |
| | My SES manager engages with staff on how to respond to future challenges | 51 (27, 22) | 51% | +5 ↑ | -11 ↓ | -6 ↓ | -6 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

SENIOR LEADERSHIP



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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES | |
|----------------------------|--|------------|--------------------|---------------------------|---|--|-------|
| Senior Leadership: All SES | In my agency, the SES are sufficiently visible (e.g. can be seen in action) | 35 25 40 | 35% | +2 | -20 ↓ | -14 ↓ | -14 ↓ |
| | In my agency, communication between the SES and other employees is effective | 31 29 40 | 31% | +3 | -18 ↓ | -14 ↓ | -15 ↓ |
| | In my agency, the SES actively contribute to the work of our agency | 45 32 23 | 45% | +3 | -19 ↓ | -13 ↓ | -12 ↓ |
| | In my agency, the SES are of a high quality | 35 36 29 | 35% | +3 | -21 ↓ | -16 ↓ | -15 ↓ |
| | In my agency, the SES work as a team | 29 40 31 | 29% | +2 | -17 ↓ | -15 ↓ | -14 ↓ |
| | In my agency, the SES clearly articulate the direction and priorities for our agency | 40 32 28 | 40% | +1 | -17 ↓ | -14 ↓ | -14 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

IMMEDIATE SUPERVISOR



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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------------------|--|------------|--------------------|---------------------------|---|--|
| Immediate supervisor | My supervisor treats people with respect | 85 | 85% | 0 | -3 | -2 |
| | My supervisor communicates effectively | 75 | 75% | +1 | -4 | -3 |
| | My supervisor encourages me to contribute ideas | 78 | 78% | +1 | -5 ↓ | -4 |
| | My supervisor displays resilience when faced with difficulties or failures | 76 | 76% | +2 | -4 | -3 |
| | My supervisor gives me responsibility and holds me to account for what I deliver | 83 | 83% | +1 | -3 | -2 |
| | My supervisor challenges me to consider new ways of doing things | 69 | 69% | +2 | -6 ↓ | -5 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

IMMEDIATE SUPERVISOR



**EXPLORE
THE FULL
RESULTS**

| Immediate supervisor | RESPONSE SCALE | % | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Where is your immediate supervisor's normal work location? | | | | | | |
| In the same office as me | | 88% | 0 | +8 | +11 | +10 |
| In the same office as me but on a different floor | | 3% | 0 | 0 | 0 | 0 |
| In a different office, but in the same town/city | | 2% | 0 | -1 | -2 | -2 |
| In a different town/city or state | | 6% | +1 | -8 | -10 | -9 |
| In a different country | | 1% | 0 | 0 | 0 | 0 |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES | |
|---------|--|------------|--------------------|---------------------------|---|--|-------|
| Culture | I receive the respect I deserve from my colleagues at work | 72 21 8 | 72% | -1 | -5 ↓ | -3 | -3 |
| | Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive] | 47 37 17 | 47% | +1 | -7 ↓ | -7 ↓ | -7 ↓ |
| | My agency actively encourages ethical behaviour by all of its employees | 71 16 13 | 71% | 0 | -10 ↓ | -9 ↓ | -9 ↓ |
| | I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive] | 32 43 25 | 32% | +2 | +1 | +1 | +1 |
| | Staff are consulted about change at work | 38 35 27 | 38% | +3 | -10 ↓ | -9 ↓ | -9 ↓ |
| | I am happy to go the 'extra mile' at work when required | 87 8 | 87% | -1 | -5 ↓ | -3 | -3 |
| | Internal communication within my agency is effective | 31 26 43 | 31% | +2 | -18 ↓ | -15 ↓ | -15 ↓ |
| | In general, employees in my agency feel they are valued for their contribution | 25 26 49 | 25% | +3 | -22 ↓ | -17 ↓ | -16 ↓ |
| | My agency really inspires me to do my best work every day | 35 35 31 | 35% | +1 | -18 ↓ | -16 ↓ | -14 ↓ |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work? | | | | | | |
| Always | | 48% | +3 | -2 | 0 | -1 |
| Often | | 40% | -2 | +1 | 0 | 0 |
| Sometimes | | 8% | -1 | +1 | 0 | 0 |
| Rarely | | 1% | 0 | 0 | 0 | 0 |
| Never | | 0% | 0 | 0 | 0 | 0 |
| Not sure | | 2% | 0 | 0 | 0 | 0 |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Does your supervisor act in accordance with the APS Values in his or her everyday work? | | | | | | |
| Always | | 57% | +2 | -5 | -3 | -3 |
| Often | | 31% | -2 | +3 | +1 | +1 |
| Sometimes | | 7% | 0 | +1 | +1 | +1 |
| Rarely | | 2% | 0 | +1 | 0 | 0 |
| Never | | 1% | 0 | 0 | 0 | 0 |
| Not sure | | 2% | 0 | +1 | 0 | 0 |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? | | | | | | |
| Always | | 30% | +5 | -14 | -12 | -11 |
| Often | | 28% | 0 | -2 | -1 | -1 |
| Sometimes | | 14% | -4 | +5 | +4 | +4 |
| Rarely | | 5% | -2 | +3 | +3 | +3 |
| Never | | 1% | 0 | +1 | +1 | +1 |
| Not sure | | 21% | +1 | +8 | +5 | +4 |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Do senior leaders (i.e. the SES) in your agency promote the APS Values? | | | | | | |
| Always | | 30% | - | -12 | -11 | -11 |
| Often | | 30% | - | -1 | 0 | 0 |
| Sometimes | | 17% | - | +4 | +5 | +5 |
| Rarely | | 7% | - | +3 | +3 | +3 |
| Never | | 2% | - | +1 | +1 | +1 |
| Not sure | | 14% | - | +5 | +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

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | | 17% | 0 | +5 | +4 | +4 |
| No | | 83% | 0 | -5 | -4 | -4 |

Did this discrimination occur in your current agency?

| | | | | | | |
|-----|--|-----|----|----|----|----|
| Yes | | 96% | +2 | +2 | +1 | +1 |
| No | | 4% | -2 | -2 | -1 | -1 |

Basis for the discrimination that you experienced (3 highest responses):

| | | | | | | |
|-------------------------|--|-----|---|---|---|---|
| Gender | | 36% | - | - | - | - |
| Age | | 30% | - | - | - | - |
| Caring responsibilities | | 24% | - | - | - | - |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|-----|--|---|---|--|
| During the last 12 months, have you been subjected to harassment or bullying in your current workplace? | | | | | | |
| Yes | | 17% | -1 | +4 | +2 | +2 |
| No | | 76% | 0 | -4 | -3 | -3 |
| Not Sure | | 7% | 0 | +1 | 0 | 0 |
| Types of harassment or bullying experienced (3 highest responses): | | | | | | |
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming) | | 55% | - | - | - | - |
| Interference with work tasks (i.e. withholding needed information, undermining or sabotage) | | 44% | - | - | - | - |
| Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development) | | 40% | - | - | - | - |
| Person responsible for the harassment or bullying (3 highest responses): | | | | | | |
| Co-worker | | 38% | - | - | - | - |
| Someone more senior (other than your supervisor) | | 36% | - | - | - | - |
| A previous supervisor | | 29% | - | - | - | - |
| 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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | | 5% | -1 | +1 | 0 | +1 |
| No | | 86% | +1 | -2 | -1 | -1 |
| Not sure | | 6% | 0 | +1 | 0 | +1 |
| Would prefer not to answer | | 3% | 0 | 0 | 0 | 0 |

Types of corrupt behaviours witnessed (3 highest responses):

| | | | | | | |
|---|--|------------|---|---|---|---|
| Cronyism—preferential treatment of friends | | 68% | - | - | - | - |
| Acting (or failing to act) in the presence of an undisclosed conflict of interest | | 26% | - | - | - | - |
| Nepotism—preferential treatment of family members | | 25% | - | - | - | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|------------|--|--|------------|--------------------|---------------------------|---|--|
| Corruption | My agency has procedures in place to manage corruption | <div style="width: 86%; background-color: #006633; display: inline-block;"></div> 86 | 86% | +1 | +2 | +1 | 0 |
| | It would be hard to get away with corruption in my workplace | <div style="width: 63%; background-color: #006633; display: inline-block;"></div> 63 | 63% | +2 | -8 ↓ | -8 ↓ | -10 ↓ |
| | I am confident that colleagues in my workplace would report corruption | <div style="width: 80%; background-color: #006633; display: inline-block;"></div> 80 | 80% | +1 | -1 | -1 | -1 |
| | I feel confident that I would know what to do if I identified corruption in my workplace | <div style="width: 90%; background-color: #006633; display: inline-block;"></div> 90 | 90% | +1 | +7 ↑ | +5 ↑ | +5 ↑ |

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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IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------|--|----------------|------------|--------------------|---------------------------|---|--|
| Your job | My job gives me opportunities to utilise my skills | 74 12 14 | 74% | 0 | -7 ↓ | -5 ↓ | -4 |
| | I am fairly remunerated (e.g. salary, superannuation) for the work that I do | 36 18 46 | 36% | +9 ↑ | -27 ↓ | -23 ↓ | -22 ↓ |
| | Considering everything, I am satisfied with my job | 57 23 20 | 57% | +2 | -13 ↓ | -11 ↓ | -10 ↓ |
| | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | 56 16 27 | 56% | -6 ↓ | -21 ↓ | -18 ↓ | -18 ↓ |
| | I am satisfied with the stability and security of my current job | 66 16 17 | 66% | +5 ↑ | -6 ↓ | -4 | -5 ↓ |
| | I am satisfied with the opportunities for career progression in my agency | 33 24 43 | 33% | +3 | -10 ↓ | -9 ↓ | -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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------------------------|--|----------------|------------|--------------------|---------------------------|---|--|
| Flexible working arrangements | My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender | | 77% | 0 | -6 ↓ | -4 | -4 |
| | My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender | | 50% | +2 | -13 ↓ | -7 ↓ | -6 ↓ |
| Work-life balance | Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | | 65% | 0 | -9 ↓ | -8 ↓ | -8 ↓ |
| Mobility | My agency provides opportunities for mobility within my agency (e.g. temporary transfers) | | 42% | +2 | -13 ↓ | -11 ↓ | -10 ↓ |
| | My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers) | | 17% | -2 | -11 ↓ | -8 ↓ | -9 ↓ |
| | My immediate supervisor actively supports opportunities for mobility | | 41% | -3 | -6 ↓ | -6 ↓ | -6 ↓ |

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

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IS THERE ROOM FOR IMPROVEMENT?

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|--|--|------------|--------------------|---------------------------|---|--|
| My workgroup has the appropriate skills, capabilities, and knowledge to perform well | <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: 16%; background-color: #99d9e1; color: white; text-align: center;">16</div><div style="width: 15%; background-color: #d90027; color: white; text-align: center;">15</div></div> | 69% | - | -6 ↓ | -5 ↓ | -5 ↓ |
| My workgroup has the tools and resources we need to perform well | <div style="display: flex; justify-content: space-between;"><div style="width: 49%; background-color: #006633; color: white; text-align: center;">49</div><div style="width: 19%; background-color: #99d9e1; color: white; text-align: center;">19</div><div style="width: 32%; background-color: #d90027; color: white; text-align: center;">32</div></div> | 49% | -3 | -10 ↓ | -9 ↓ | -9 ↓ |
| The work processes we have in place allow me to be as productive as possible | <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: 22%; background-color: #99d9e1; color: white; text-align: center;">22</div><div style="width: 30%; background-color: #d90027; color: white; text-align: center;">30</div></div> | 48% | +2 | -6 ↓ | -6 ↓ | -6 ↓ |
| The people in my workgroup complete work to a high standard | <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: 18%; background-color: #99d9e1; color: white; text-align: center;">18</div><div style="width: 9%; background-color: #d90027; color: white; text-align: center;">9</div></div> | 72% | 0 | -6 ↓ | -3 | -3 |
| The people in my work group use time and resources efficiently | <div style="display: flex; justify-content: space-between;"><div style="width: 65%; background-color: #006633; color: white; text-align: center;">65</div><div style="width: 22%; background-color: #99d9e1; color: white; text-align: center;">22</div><div style="width: 13%; background-color: #d90027; color: white; text-align: center;">13</div></div> | 65% | - | -5 ↓ | -3 | -3 |
| My supervisor ensures that my workgroup delivers on what we are responsible for | <div style="display: flex; justify-content: space-between;"><div style="width: 73%; background-color: #006633; color: white; text-align: center;">73</div><div style="width: 18%; background-color: #99d9e1; color: white; text-align: center;">18</div><div style="width: 8%; background-color: #d90027; color: white; text-align: center;">8</div></div> | 73% | -1 | -6 ↓ | -4 | -4 |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | | 77% | +1 | -6 ↓ | -5 ↓ | -6 ↓ |
| No | | 23% | -1 | +6 ↑ | +5 ↑ | +6 ↑ |

Received constructive feedback from your supervisor

| | | | | | | |
|-----|--|------------|----|------|------|------|
| Yes | | 78% | +1 | -6 ↓ | -5 ↓ | -5 ↓ |
| No | | 22% | -1 | +6 ↑ | +5 ↑ | +5 ↑ |

Your supervisor has checked in regularly with you to see how you are progressing

| | | | | | | |
|-----|--|------------|----|------|------|------|
| Yes | | 75% | +1 | -7 ↓ | -6 ↓ | -6 ↓ |
| No | | 25% | -1 | +7 ↑ | +6 ↑ | +6 ↑ |

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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|---|----------------|------------|--------------------|---------------------------|---|--|
| 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 | | 70% | 0 | -5 ↓ | -6 ↓ | -7 ↓ |
| No | | 13% | 0 | +4 | +3 | +4 |
| Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur) | | 17% | 0 | +1 | +2 | +3 |
| In the past 12 months, did your supervisor recognise when your job performance changed for any reason? | | | | | | |
| Yes | | 24% | -1 | -3 | -4 | -5 ↓ |
| No | | 18% | -1 | +3 | +2 | +2 |
| Not applicable (e.g. my performance has not changed) | | 58% | +1 | 0 | +2 | +3 |

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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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

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|--|--|------------|--------------------|---------------------------|---|--|
| 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: 56%; background-color: #006633; color: white; text-align: center;">56</div><div style="width: 26%; background-color: #99d9e9; color: white; text-align: center;">26</div><div style="width: 18%; background-color: #cc0033; color: white; text-align: center;">18</div></div> | 56% | -3 | -5 ↓ | -3 | -3 |
| 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: 54%; background-color: #006633; color: white; text-align: center;">54</div><div style="width: 31%; background-color: #99d9e9; color: white; text-align: center;">31</div><div style="width: 16%; background-color: #cc0033; color: white; text-align: center;">16</div></div> | 54% | 0 | -6 ↓ | -4 | -4 |
| 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: 38%; background-color: #006633; color: white; text-align: center;">38</div><div style="width: 31%; background-color: #99d9e9; color: white; text-align: center;">31</div><div style="width: 31%; background-color: #cc0033; color: white; text-align: center;">31</div></div> | 38% | 0 | -10 ↓ | -9 ↓ | -9 ↓ |
| My supervisor openly demonstrates commitment to performance management | <div style="display: flex; justify-content: space-between;"><div style="width: 55%; background-color: #006633; color: white; text-align: center;">55</div><div style="width: 28%; background-color: #99d9e9; color: white; text-align: center;">28</div><div style="width: 16%; background-color: #cc0033; color: white; text-align: center;">16</div></div> | 55% | 0 | -8 ↓ | -8 ↓ | -8 ↓ |
| I received recognition when I last accomplished something significant at work | <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: 21%; background-color: #99d9e9; color: white; text-align: center;">21</div><div style="width: 21%; background-color: #cc0033; color: white; text-align: center;">21</div></div> | 58% | +2 | -9 ↓ | -5 ↓ | -5 ↓ |
| 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: 75%; background-color: #006633; color: white; text-align: center;">75</div><div style="width: 16%; background-color: #99d9e9; color: white; text-align: center;">16</div><div style="width: 9%; background-color: #cc0033; color: white; text-align: center;">9</div></div> | 75% | +2 | -6 ↓ | -5 ↓ | -4 |

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 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM LARGER OPERATIONAL AGENCIES

VARIANCE FROM EXTRA LARGE SIZED AGENCIES

To what extent do you agree that your agency deals with underperformance effectively?

| | | | | | | |
|----------------------------|--|------------|---|------|------|------|
| Strongly agree | | 2% | - | -1 | -1 | -1 |
| Agree | | 11% | - | -6 ↓ | -7 ↓ | -7 ↓ |
| Neither agree nor disagree | | 37% | - | -7 ↓ | -4 | -4 |
| Disagree | | 28% | - | +5 ↑ | +4 | +4 |
| Strongly disagree | | 22% | - | +9 ↑ | +8 ↑ | +8 ↑ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

THESE QUESTIONS WERE ANSWERED BY EMPLOYEES WHO INDICATED THAT THEY HAD MANAGED SOMEONE FOR UNDERPERFORMANCE.

EMPLOYEES WHO INDICATED THAT THEY HAD FOUND SOMETHING PARTICULARLY BENEFICIAL OR HELPFUL WHILE MANAGING THIS UNDERPERFORMANCE WERE ASKED WHAT THEY HAD FOUND BENEFICIAL OR HELPFUL. 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 AND WITH RESULTS FOR THE APS OVERALL.

Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM LARGER OPERATIONAL AGENCIES

VARIANCE FROM EXTRA LARGE SIZED AGENCIES

The following questions were asked of employees who indicated that they managed someone for underperformance:

What were the challenges or difficulties you experienced while managing this underperformance? (3 highest responses)

| | | | | | | |
|---|--|------------|---|---|---|---|
| The time required to manage the underperformance | | 66% | - | - | - | - |
| The previous manager did not address the underperformance | | 62% | - | - | - | - |
| The complexity of processes required to manage the underperformance | | 58% | - | - | - | - |

What did you find particularly beneficial or helpful while managing this underperformance? (3 highest responses)

| | | | | | | |
|--|--|------------|---|---|---|---|
| Support from my immediate supervisor | | 65% | - | - | - | - |
| Access to resources to support the process | | 31% | - | - | - | - |
| Support from my agency's HR area | | 28% | - | - | - | - |

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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IS THERE ROOM FOR IMPROVEMENT?

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|---|--|------------|--------------------|---------------------------|---|--|
| My supervisor provides time for me to attend learning programs | <div style="display: flex; width: 100%;"><div style="width: 75%; background-color: #006633;"></div><div style="width: 15%; background-color: #ADD8E6;"></div><div style="width: 10%; background-color: #CC0000;"></div></div> 75 15 10 | 75% | +5 ⬆️ | -5 ⬇️ | -4 | -5 ⬇️ |
| My supervisor shares links, readings and information | <div style="display: flex; width: 100%;"><div style="width: 68%; background-color: #006633;"></div><div style="width: 17%; background-color: #ADD8E6;"></div><div style="width: 16%; background-color: #CC0000;"></div></div> 68 17 16 | 68% | +6 ⬆️ | -5 ⬇️ | -7 ⬇️ | -8 ⬇️ |
| My supervisor provides me with opportunities to develop relevant capabilities for my career | <div style="display: flex; width: 100%;"><div style="width: 59%; background-color: #006633;"></div><div style="width: 23%; background-color: #ADD8E6;"></div><div style="width: 19%; background-color: #CC0000;"></div></div> 59 23 19 | 59% | +4 | -8 ⬇️ | -6 ⬇️ | -7 ⬇️ |
| My supervisor gives me the opportunity to apply what I learn in my day-to-day work | <div style="display: flex; width: 100%;"><div style="width: 68%; background-color: #006633;"></div><div style="width: 21%; background-color: #ADD8E6;"></div><div style="width: 11%; background-color: #CC0000;"></div></div> 68 21 11 | 68% | +5 ⬆️ | -6 ⬇️ | -5 ⬇️ | -5 ⬇️ |
| I access learning and development solutions to meet my needs | <div style="display: flex; width: 100%;"><div style="width: 69%; background-color: #006633;"></div><div style="width: 20%; background-color: #ADD8E6;"></div><div style="width: 11%; background-color: #CC0000;"></div></div> 69 20 11 | 69% | - | -5 ⬇️ | -6 ⬇️ | -7 ⬇️ |
| I have a clear understanding of my development needs | <div style="display: flex; width: 100%;"><div style="width: 74%; background-color: #006633;"></div><div style="width: 17%; background-color: #ADD8E6;"></div><div style="width: 9%; background-color: #CC0000;"></div></div> 74 17 9 | 74% | +6 ⬆️ | -4 | -4 | -5 ⬇️ |
| I spend time out of working hours building my capability | <div style="display: flex; width: 100%;"><div style="width: 48%; background-color: #006633;"></div><div style="width: 25%; background-color: #ADD8E6;"></div><div style="width: 27%; background-color: #CC0000;"></div></div> 48 25 27 | 48% | +3 | -5 ⬇️ | -3 | -2 |
| I seek out opportunities to apply what I learn in my day-to-day work | <div style="display: flex; width: 100%;"><div style="width: 73%; background-color: #006633;"></div><div style="width: 21%; background-color: #ADD8E6;"></div><div style="width: 6%; background-color: #CC0000;"></div></div> 73 21 | 73% | +3 | -5 ⬇️ | -4 | -3 |

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 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| In the last 12 months, have you applied for a job? | | | | | | |
| Yes, outside the APS | | 14% | +1 | +2 | +3 | +3 |
| Yes, in my agency | | 40% | -1 | +3 | +1 | +1 |
| Yes, in another APS agency | | 24% | +1 | +6 | +9 | +9 |
| No | | 43% | 0 | -5 | -6 | -7 |
| 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 | | 10% | +1 | +4 | +4 | +4 |
| I want to leave my agency within the next 12 months | | 11% | 0 | +2 | +3 | +3 |
| I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment | | 15% | -1 | +5 | +4 | +4 |
| I want to stay working for my agency for the next one to two years | | 25% | +2 | 0 | +5 | +6 |
| I want to stay working for my agency for at least the next three years | | 39% | -1 | -11 | -17 | -17 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

CAREER INTENTIONS



EXPLORE THE FULL RESULTS

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|---|----------------|------------|--------------------|---------------------------|---|--|
| Primary reasons behind desire to leave agency (3 highest responses): | | | | | | |
| There is a lack of future career opportunities in my agency | | 18% | - | - | - | - |
| I can receive a higher salary elsewhere | | 14% | - | - | - | - |
| My agency lacks respect for employees | | 12% | - | - | - | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RISK MANAGEMENT



EXPLORE THE FULL RESULTS

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IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|------------|--------------------|---------------------------|---|--|
| My agency supports employees to escalate risk-related issues with managers | <div style="display: flex; justify-content: space-between;"><div style="width: 65%; background-color: #006633; color: white; text-align: center;">65</div><div style="width: 23%; background-color: #99d9e9; color: white; text-align: center;">23</div><div style="width: 11%; background-color: #d93355; color: white; text-align: center;">11</div></div> | 65% | -1 | -4 | -3 | -3 |
| Risk management concerns are discussed openly and honestly in my agency | <div style="display: flex; justify-content: space-between;"><div style="width: 52%; background-color: #006633; color: white; text-align: center;">52</div><div style="width: 30%; background-color: #99d9e9; color: white; text-align: center;">30</div><div style="width: 18%; background-color: #d93355; color: white; text-align: center;">18</div></div> | 52% | -3 | -8 ↓ | -6 ↓ | -5 ↓ |
| My agency provides me with opportunities to develop and enhance my skills to manage risk effectively | <div style="display: flex; justify-content: space-between;"><div style="width: 42%; background-color: #006633; color: white; text-align: center;">42</div><div style="width: 36%; background-color: #99d9e9; color: white; text-align: center;">36</div><div style="width: 21%; background-color: #d93355; color: white; text-align: center;">21</div></div> | 42% | - | -10 ↓ | -9 ↓ | -9 ↓ |
| Appropriate risk taking is rewarded in my agency | <div style="display: flex; justify-content: space-between;"><div style="width: 19%; background-color: #006633; color: white; text-align: center;">19</div><div style="width: 45%; background-color: #99d9e9; color: white; text-align: center;">45</div><div style="width: 36%; background-color: #d93355; color: white; text-align: center;">36</div></div> | 19% | -3 | -6 ↓ | -5 ↓ | -5 ↓ |
| SES in my agency demonstrate the importance of managing risk appropriately | <div style="display: flex; justify-content: space-between;"><div style="width: 32%; background-color: #006633; color: white; text-align: center;">32</div><div style="width: 41%; background-color: #99d9e9; color: white; text-align: center;">41</div><div style="width: 27%; background-color: #d93355; color: white; text-align: center;">27</div></div> | 32% | -6 ↓ | -11 ↓ | -8 ↓ | -7 ↓ |
| When things go wrong, my agency uses this as an opportunity to learn | <div style="display: flex; justify-content: space-between;"><div style="width: 32%; background-color: #006633; color: white; text-align: center;">32</div><div style="width: 35%; background-color: #99d9e9; color: white; text-align: center;">35</div><div style="width: 33%; background-color: #d93355; color: white; text-align: center;">33</div></div> | 32% | - | -14 ↓ | -13 ↓ | -12 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

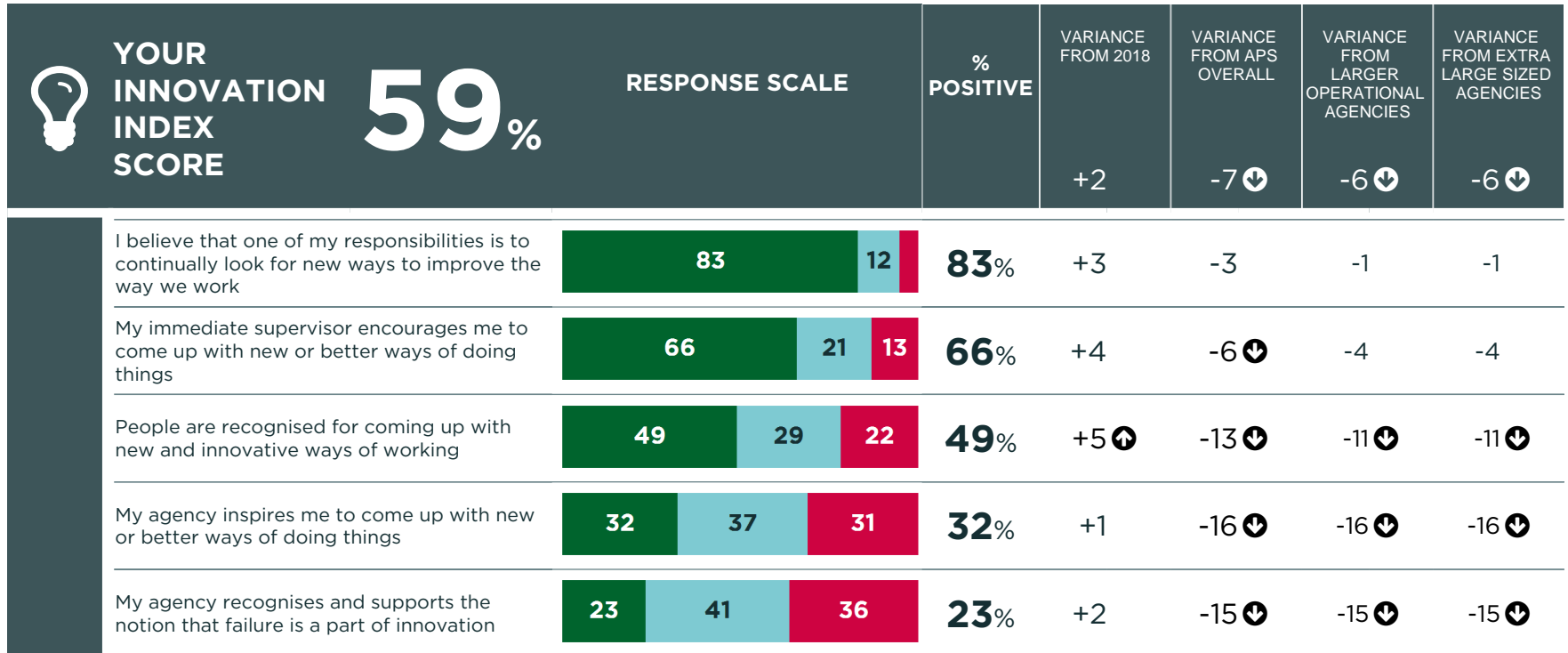
INNOVATION INDEX



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.



AGENCY POSITION



AGENCY POSITION

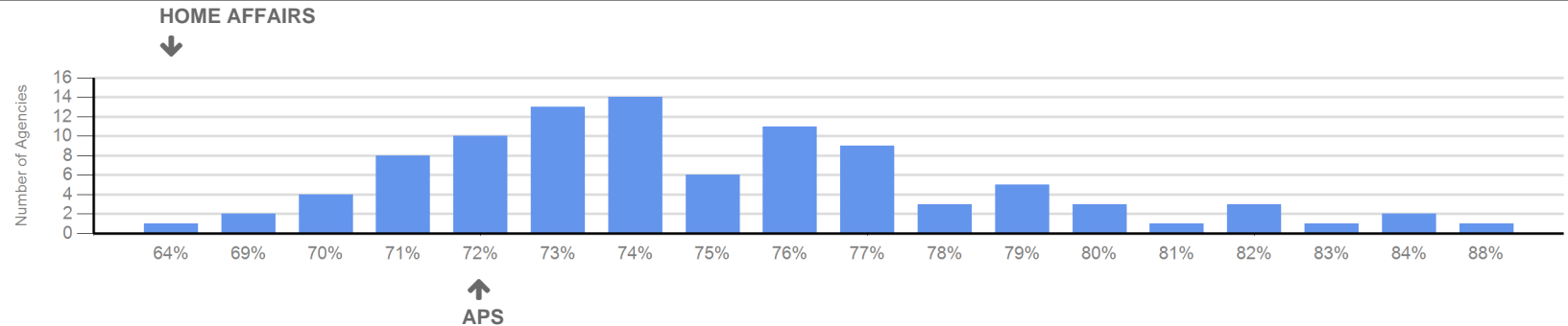
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE ENGAGEMENT, WELLBEING AND INNOVATION INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

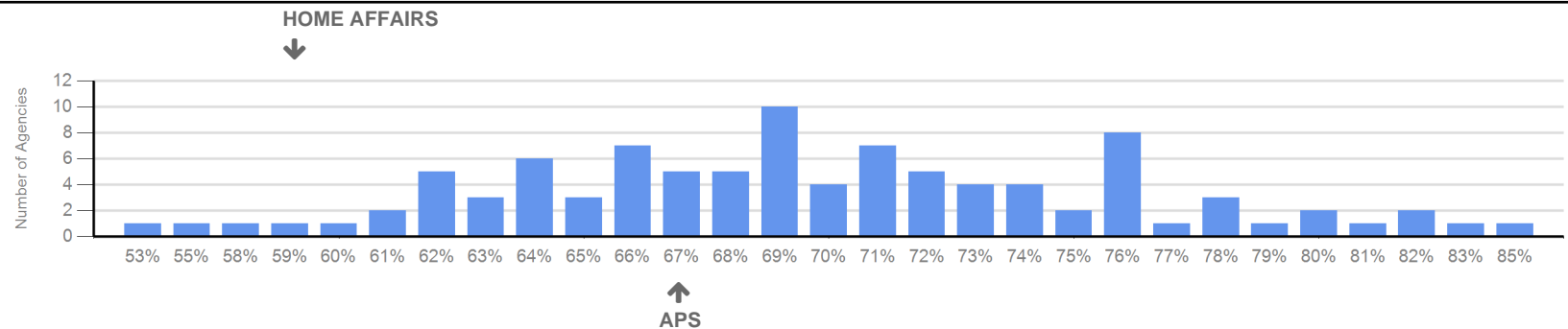
Engagement

Ranking : 97th of 97



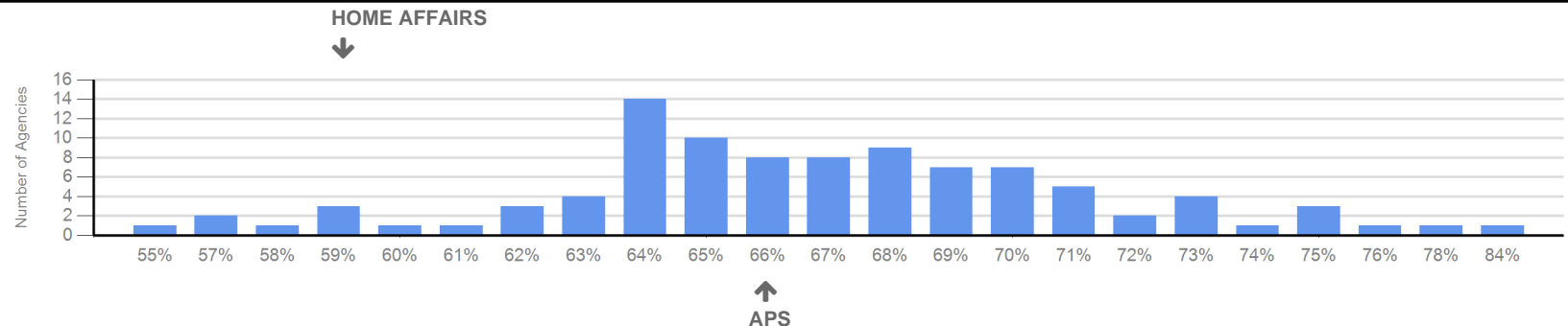
Wellbeing

Ranking : 94th of 97



Innovation

Ranking : 91st of 97



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.

| | | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | % POSITIVE | VARIANCE FROM PREVIOUS SURVEY | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-----------|--|--|---|------------|-------------------------------|---------------------------|---|--|
| .1 | My agency inspires me to come up with new or better ways of doing things | | | 32% | +1 | -16 | -16 | -16 |
| .2 | My agency supports and actively promotes an inclusive workplace culture | | | 58% | +4 | -20 | -18 | -17 |
| .3 | Change is managed well in my agency | | | 23% | +1 | -16 | -15 | -16 |
| .4 | Internal communication within my agency is effective | | | 31% | +2 | -18 | -15 | -15 |
| .5 | My agency actively encourages ethical behaviour by all of its employees | | | 71% | 0 | -10 | -9 | -9 |
| .6 | I think my agency cares about my health and wellbeing | | | 39% | +3 | -19 | -16 | -16 |

HOME AFFAIRS SPECIFIC QUESTIONS



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 2018 |
|---|----------------|----|----|------------|--------------------|
| I am supported and encouraged to collaborate with peers outside of my branch/division/group/agency to solve problems and deliver outcomes. | 56 | 26 | 18 | 56% | -2 |
| I routinely engage and collaborate with other Portfolio agencies (AUSTRAC, ASIO, AFP, ACIC). | 35 | 26 | 39 | 35% | - |
| My agency sufficiently engages with me so that I understand our direction. | 46 | 33 | 21 | 46% | - |
| My supervisor sufficiently engages with me so that I understand our direction. | 68 | 20 | 12 | 68% | - |
| My supervisor provides me with various avenues to engage with senior leaders in the course of my duties. | 47 | 30 | 23 | 47% | - |
| I understand the purpose of the Home Affairs Portfolio. | 74 | 16 | 10 | 74% | - |
| I understand the purpose of my agency. | 83 | 11 | | 83% | - |
| I understand my agency's responsibilities within the Home Affairs Portfolio. | 80 | 13 | | 80% | +8 ↑ |
| I receive and/or access information about what is going on in my agency beyond my immediate work group (branch/division/group). | 60 | 25 | 15 | 60% | +1 |
| I understand how my role contributes to achieving the initiatives in the 'Blueprint for Home Affairs'/'Realising Our Full Potential' in order to shape the future of my agency. | 64 | 23 | 12 | 64% | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



HOME AFFAIRS SPECIFIC QUESTIONS



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 2018 |
|--|----------------|----|----|------------|--------------------|
| I believe my agency's performance and practice is aligned with our strategy as outlined in the 'Blueprint for Home Affairs'/'Realising Our Full Potential'. | 52 | 34 | 14 | 52% | - |
| Over the past 12 months, I have sometimes had to work around policies and procedures to get the job done. | 31 | 34 | 35 | 31% | -9 ↓ |
| My agency supports me in my current role (for example, through training, policies and procedures, communications and processes) to perform my duties according to relevant laws and government policy. | 57 | 25 | 18 | 57% | -4 |
| My agency responds effectively when staff members or organisational areas do not adhere to legislation or policy and procedures. | 41 | 42 | 17 | 41% | -3 |
| My current workload allows me to produce timely and quality work. | 53 | 24 | 23 | 53% | - |

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.

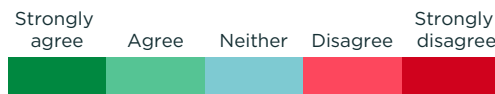
PRIORITISE 3 AREAS TO TAKE FORWARD

| | 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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

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 TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR WORK UNITS WITH LESS THAN 10 RESPONDENTS WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR PARENT UNIT AND THE ORGANISATION OVERALL.

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.



Australian Public Service **Employee Census 2020**

12 October–13 November



Highlights Report **HOME AFFAIRS**



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| Inclusion and Wellbeing | 14 |
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| Suggested Questions to Focus On | 23 |
| Agency Specific Questions | 25 |
| Time to Take Action | 27 |
| Guide to this Report | 28 |

| |
|------------------------|
| RESPONSES: |
| 9,633 of 14,148 |
| RESPONSE RATE: |
| 68% |

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 68% | | RESPONSE SCALE | | % POSITIVE | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|---|----------------|-------|------------|--------------------|---------------------------|---|--|
| SAY | Overall, I am satisfied with my job | 71 | 17 12 | 71% | +13 ↑ | -4 | -3 | -3 |
| | I am proud to work in my agency | 66 | 22 12 | 66% | +9 ↑ | -11 ↓ | -10 ↓ | -9 ↓ |
| | I would recommend my agency as a good place to work | 51 | 29 20 | 51% | +12 ↑ | -18 ↓ | -16 ↓ | -16 ↓ |
| | I believe strongly in the purpose and objectives of my agency | 73 | 20 8 | 73% | +4 | -9 ↓ | -8 ↓ | -7 ↓ |
| STAY | I feel a strong personal attachment to my agency | 57 | 24 19 | 57% | +4 | -9 ↓ | -9 ↓ | -8 ↓ |
| | I feel committed to my agency's goals | 76 | 19 | 76% | +10 ↑ | -7 ↓ | -7 ↓ | -6 ↓ |
| STRIVE | I suggest ideas to improve our way of doing things | 85 | 13 | 85% | +1 | 0 | +2 | +2 |
| | I am happy to go the 'extra mile' at work when required | 90 | | 90% | +4 | -2 | -1 | -1 |
| | I work beyond what is required in my job to help my agency achieve its objectives | 79 | 16 | 79% | +7 ↑ | -4 | -3 | -2 |
| | My agency really inspires me to do my best work every day | 44 | 35 21 | 44% | +9 ↑ | -13 ↓ | -12 ↓ | -11 ↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



DEMOGRAPHICS



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| What is your gender? | | | | | | |
| Male | | 42% | +1 | +5 | +5 | +5 |
| Female | | 55% | -1 | -5 | -5 | -5 |
| X (Indeterminate/Intersex/Unspecified) | | 0% | 0 | 0 | 0 | 0 |
| Prefer not to say | | 3% | 0 | -1 | 0 | 0 |
| Do you identify as Aboriginal and/or Torres Strait Islander? | | | | | | |
| Yes | | 2% | 0 | -1 | -2 | -2 |
| No | | 98% | 0 | +1 | +2 | +2 |
| Do you have an ongoing disability? | | | | | | |
| Yes | | 6% | 0 | -2 | -3 | -3 |
| No | | 94% | 0 | +2 | +3 | +3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS



EXPLORE THE FULL RESULTS

EMPLOYEES WHO INDICATED THAT THEY HAD WORKED ON TASKS OR ACTIVITIES DIRECTLY RELATED TO COVID-19 WERE ASKED TO DESCRIBE THE TYPE OF WORK. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

| | RESPONSE SCALE | % | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Do you have carer responsibilities? | | | | | | |
| Yes | | 41% | -1 | 0 | 0 | 0 |
| No | | 59% | +1 | 0 | 0 | 0 |
| Since 27 February 2020, have you worked on tasks or activities directly related to COVID-19? | | | | | | |
| Yes | | 48% | - | -1 | 0 | -4 |
| No | | 52% | - | +1 | 0 | +4 |
| What form did this work take? [Multiple Response] | | | | | | |
| Working in a different team within your agency on work dedicated to the COVID-19 response and related activities (e.g. a COVID-19 taskforce) | | 29% | - | +8 | +7 | +7 |
| Working in a different agency on work dedicated to the COVID-19 response and related activities (e.g. APS2000 surge workforce) | | 5% | - | 0 | +1 | +1 |
| Working on COVID-19 related work in my usual role | | 76% | - | -4 | -4 | -3 |
| Other | | 4% | - | -1 | -1 | -1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)? | | | | | | |
| Yes | | 6% | +1 | 0 | +1 | +1 |
| No | | 94% | +4 | 0 | -1 | -1 |
| Are you currently seconded to a different agency and have been working within that agency for less than six months? | | | | | | |
| Yes | | 1% | - | 0 | 0 | 0 |
| No | | 99% | - | 0 | 0 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|-------------|--------------------|---------------------------|---|--|
| Senior leadership: Immediate SES manager | My SES manager communicates effectively | 59 (24, 18) | 59% | +5↑ | -10↓ | -7↓ |
| | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 63 (27, 11) | 63% | +7↑ | -8↓ | -5↓ |
| | My SES manager effectively leads and manages change | 54 (28, 17) | 54% | +6↑ | -9↓ | -6↓ |
| | My SES manager gives their time to identify and develop talented people | 41 (37, 22) | 41% | +4 | -8↓ | -5↓ |
| | My SES manager clearly articulates the direction and priorities for our area | 58 (25, 17) | 58% | +5↑ | -8↓ | -6↓ |
| | My SES manager promotes cooperation within and between agencies | 57 (31, 12) | 57% | - | -7↓ | -3 |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

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 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------------------------|--|----------------|----|----|------------|--------------------|---------------------------|---|--|
| Senior Leadership: All SES | In my agency, communication between the SES and other employees is effective | 41 | 30 | 29 | 41% | +10 ↑ | -15 ↓ | -13 ↓ | -13 ↓ |
| | In my agency, the SES actively contribute to the work of our agency | 53 | 31 | 16 | 53% | +8 ↑ | -14 ↓ | -9 ↓ | -8 ↓ |
| | In my agency, the SES work as a team | 38 | 38 | 24 | 38% | +10 ↑ | -15 ↓ | -13 ↓ | -13 ↓ |
| | In my agency, the SES clearly articulate the direction and priorities for our agency | 50 | 29 | 20 | 50% | +10 ↑ | -12 ↓ | -11 ↓ | -11 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

IMMEDIATE SUPERVISOR



EXPLORE THE FULL RESULTS

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|----------------------|---|------------------------------|--------------------|---------------------------|---|--|
| Immediate supervisor | My supervisor communicates effectively | 78 (11 Neutral, 12 Negative) | 78% | +2 | -3 | -3 |
| | My supervisor displays resilience when faced with difficulties or failures | 79 (12 Neutral, 8 Negative) | 79% | +4 | -3 | -2 |
| | My supervisor engages with staff on how to respond to future challenges | 76 (13 Neutral, 11 Negative) | 76% | - | -4 | -4 |
| | My supervisor can deliver difficult advice whilst maintaining relationships | 75 (15 Neutral, 10 Negative) | 75% | - | -3 | -3 |
| | My supervisor encourages my team to regularly review and improve our work | 76 (15 Neutral, 9 Negative) | 76% | - | -4 | -4 |
| | My supervisor actively seeks feedback | 62 (21 Neutral, 17 Negative) | 62% | - | -5 ↓ | -6 ↓ |

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

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 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES | |
|---------|--|------------|--------------------|---------------------------|---|--|-------|
| Culture | Staff are consulted about change at work | 42 35 23 | 42% | +4 | -6 ↓ | -6 ↓ | -7 ↓ |
| | Internal communication within my agency is effective | 44 30 26 | 44% | +14 ↑ | -13 ↓ | -12 ↓ | -12 ↓ |
| | Internal communication within my agency is regular | 69 19 12 | 69% | +10 ↑ | -9 ↓ | -8 ↓ | -8 ↓ |
| | I understand how my role contributes to achieving an outcome for the Australian public | 90 | 90% | +4 | -1 | -2 | -2 |
| | I can see a clear connection between my job and my agency's purpose | 82 11 | 82% | - | -3 | -2 | -2 |
| | I believe strongly in the purpose and objectives of the APS | 82 15 | 82% | +8 ↑ | -3 | -2 | -2 |
| | I feel a strong personal attachment to the APS | 61 26 12 | 61% | - | -3 | -4 | -5 ↓ |
| | My agency inspires me to come up with new or better ways of doing things | 45 35 21 | 45% | +12 ↑ | -13 ↓ | -13 ↓ | -13 ↓ |
| | To what extent do you agree that crises such as the 2019-20 bushfires and COVID-19 clarified your sense of purpose in working for the APS? | 53 36 11 | 53% | - | -8 ↓ | -11 ↓ | -13 ↓ |

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

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 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | | 15% | -2 | +3 | +2 | +2 |
| No | | 85% | +2 | -3 | -2 | -2 |

Did this discrimination occur in your current agency?

| | | | | | | |
|-----|--|-----|----|----|----|----|
| Yes | | 94% | -2 | +2 | +1 | +1 |
| No | | 6% | +2 | -2 | -1 | -1 |

Basis for the discrimination that you experienced (3 highest responses):

| | | | | | | |
|-------------------------|--|-----|---|---|---|---|
| Gender | | 37% | - | - | - | - |
| Age | | 29% | - | - | - | - |
| Caring responsibilities | | 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 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 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------------------|----------------|---|--------------------|---------------------------|---|--|
|-------------------------|----------------|---|--------------------|---------------------------|---|--|

During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

| | | | | | | |
|----------|--|------------|----|----|----|----|
| Yes | | 15% | -2 | +3 | +2 | +2 |
| No | | 78% | +2 | -4 | -2 | -2 |
| Not Sure | | 8% | 0 | +1 | 0 | 0 |

Types of harassment or bullying experienced (3 highest responses):

| | | | | | | |
|---|--|------------|---|---|---|---|
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming) | | 48% | - | - | - | - |
| Interference with work tasks (e.g. withholding needed information, undermining or sabotage) | | 46% | - | - | - | - |
| Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development) | | 39% | - | - | - | - |

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 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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% | -2 | 0 | 0 | 0 |
| No | | 89% | +3 | -1 | 0 | 0 |
| Not sure | | 5% | -1 | +1 | 0 | 0 |
| Would prefer not to answer | | 2% | -1 | 0 | 0 | 0 |

Types of corrupt behaviours witnessed (3 highest responses):

| | | | | | | |
|--|--|-----|---|---|---|---|
| Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit | | 66% | - | - | - | - |
| Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit | | 27% | - | - | - | - |
| Acting (or failing to act) in the presence of an undisclosed conflict of interest | | 27% | - | - | - | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND WELLBEING



EXPLORE THE FULL RESULTS

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------|---|--|------------|--------------------|---------------------------|---|--|
| Attitudinal | My agency supports and actively promotes an inclusive workplace culture | <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: 20%; background-color: #99ccff; color: white; text-align: center;">20</div><div style="width: 12%; background-color: #cc0033; color: white; text-align: center;">12</div></div> | 68% | +10 | -13 | -12 | -12 |
| | I have a choice in deciding how I do my work | <div style="display: flex; justify-content: space-between;"><div style="width: 57%; background-color: #006633; color: white; text-align: center;">57</div><div style="width: 28%; background-color: #99ccff; color: white; text-align: center;">28</div><div style="width: 15%; background-color: #cc0033; color: white; text-align: center;">15</div></div> | 57% | 0 | -4 | +1 | +3 |
| | I receive the respect I deserve from my colleagues at work | <div style="display: flex; justify-content: space-between;"><div style="width: 76%; background-color: #006633; color: white; text-align: center;">76</div><div style="width: 19%; background-color: #99ccff; color: white; text-align: center;">19</div><div style="width: 5%; background-color: #cc0033; color: white; text-align: center;">1</div></div> | 76% | +4 | -4 | -3 | -3 |
| | I am clear what my duties and responsibilities are | <div style="display: flex; justify-content: space-between;"><div style="width: 79%; background-color: #006633; color: white; text-align: center;">79</div><div style="width: 16%; background-color: #99ccff; color: white; text-align: center;">16</div><div style="width: 5%; background-color: #cc0033; color: white; text-align: center;">1</div></div> | 79% | +1 | -2 | -2 | -3 |

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

Positive Neutral Negative

INCLUSION AND WELLBEING



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|---|--|---|--|
| To what extent is your work emotionally demanding? | | | | | | |
| To a very large extent | | 7% | - | -1 | -2 | -2 |
| To a large extent | | 21% | - | -1 | -2 | -2 |
| Somewhat | | 41% | - | +2 | +2 | +1 |
| To a small extent | | 22% | - | +1 | +2 | +2 |
| To a very small extent | | 10% | - | 0 | +1 | +1 |
| I feel burned out by my work. | | | | | | |
| Strongly agree | | 9% | - | -1 | -1 | 0 |
| Agree | | 25% | - | -1 | -1 | -1 |
| Neither agree nor disagree | | 35% | - | +1 | 0 | 0 |
| Disagree | | 25% | - | +1 | +1 | +1 |
| Strongly disagree | | 5% | - | 0 | 0 | 0 |
| KEY | | | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | | |

INCLUSION AND WELLBEING



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Has there been a change in your general health and wellbeing since COVID-19 (27 February 2020)? | | | | | | |
| Very positive change | | 5% | - | +1 | 0 | +1 |
| Positive change | | 17% | - | 0 | 0 | +1 |
| No change | | 49% | - | +2 | +1 | 0 |
| Negative change | | 26% | - | -3 | -1 | -1 |
| Very negative change | | 3% | - | 0 | 0 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

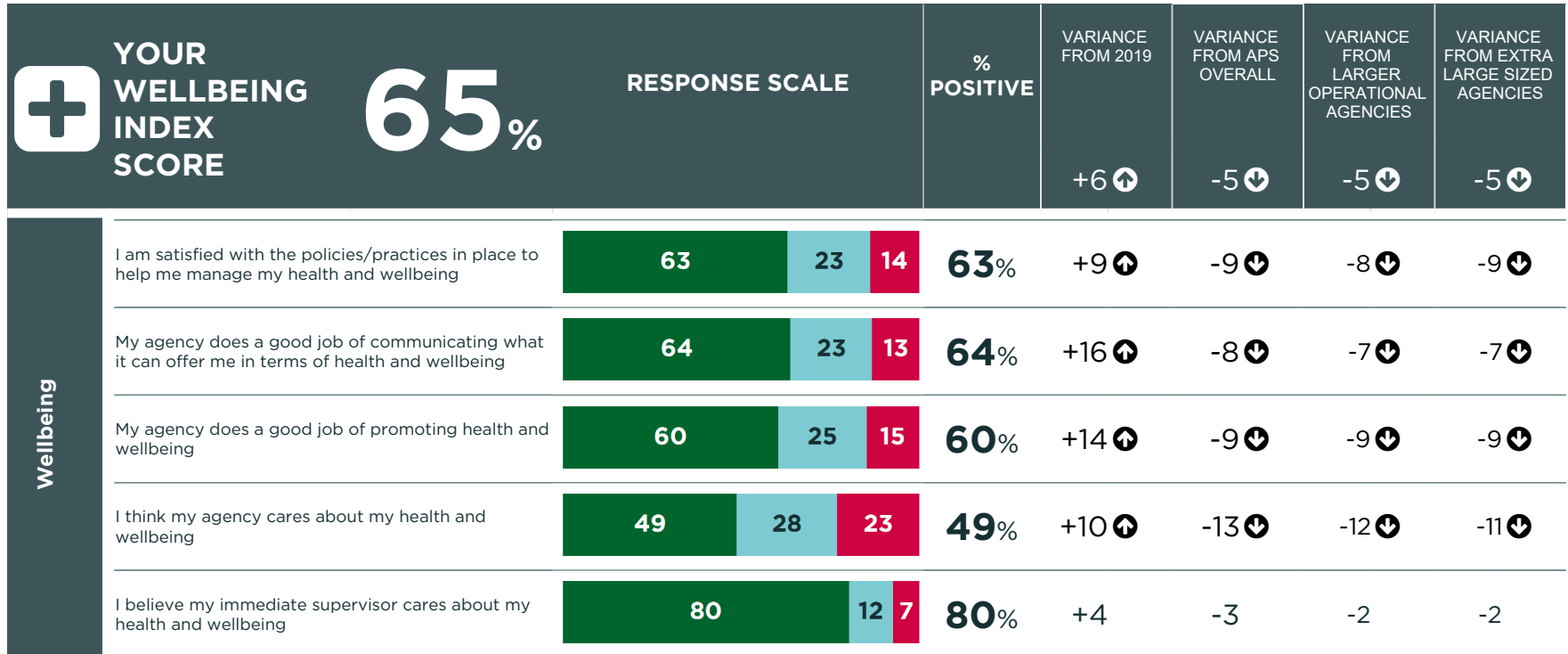
WELLBEING INDEX



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.



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 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------|--|--|------------|--------------------|---------------------------|---|--|
| Your job | My job gives me opportunities to utilise my skills | <div style="display: flex; width: 100%;"><div style="width: 81%; background-color: #006633;"></div><div style="width: 10%; background-color: #99ccff;"></div><div style="width: 9%; background-color: #cc0033;"></div></div> 81 10 9 | 81% | +7↑ | -4 | -3 | -2 |
| | I am fairly remunerated (e.g. salary, superannuation) for the work that I do | <div style="display: flex; width: 100%;"><div style="width: 49%; background-color: #006633;"></div><div style="width: 20%; background-color: #99ccff;"></div><div style="width: 31%; background-color: #cc0033;"></div></div> 49 20 31 | 49% | +13↑ | -17↓ | -14↓ | -13↓ |
| | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | <div style="display: flex; width: 100%;"><div style="width: 68%; background-color: #006633;"></div><div style="width: 16%; background-color: #99ccff;"></div><div style="width: 15%; background-color: #cc0033;"></div></div> 68 16 15 | 68% | +12↑ | -11↓ | -9↓ | -9↓ |
| | I am satisfied with the stability and security of my job | <div style="display: flex; width: 100%;"><div style="width: 85%; background-color: #006633;"></div><div style="width: 9%; background-color: #99ccff;"></div><div style="width: 6%; background-color: #cc0033;"></div></div> 85 9 6 | 85% | +19↑ | +4 | +5↑ | +3 |

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

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES | |
|-----------------------|---|------------|--------------------|---------------------------|---|--|-----|
| Workgroup performance | When changes occur, the impacts are communicated well within my workgroup | 60 17 23 | 60% | - | -7↓ | -5↓ | -5↓ |
| | The people in my workgroup cooperate to get the job done | 84 10 | 84% | +2 | -3 | -2 | -2 |
| | My workgroup can readily adapt to new priorities and tasks | 84 11 | 84% | - | -2 | -1 | -2 |
| | My workgroup has the appropriate skills, capabilities and knowledge to perform well | 77 14 10 | 77% | +8↑ | -5↓ | -3 | -3 |
| | My workgroup has the tools and resources we need to perform well | 60 19 21 | 60% | +11↑ | -6↓ | -5↓ | -7↓ |
| | The people in my workgroup use time and resources efficiently | 74 17 9 | 74% | +9↑ | -3 | -2 | -3 |
| | My supervisor ensures that my workgroup delivers on what we are responsible for | 82 11 | 82% | +9↑ | -3 | -2 | -2 |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

PRODUCTIVITY AND WAYS OF WORKING



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|---|--|---|--|
| How has your productivity changed since COVID-19 (Since 27 February 2020)? | | | | | | |
| Significantly improved | | 12% | - | 0 | -1 | 0 |
| Improved | | 33% | - | -4 | -3 | -2 |
| No change | | 40% | - | -1 | -1 | -2 |
| Reduced | | 11% | - | +3 | +3 | +3 |
| Significantly reduced | | 4% | - | +2 | +2 | +2 |
| What best describes your current workload? | | | | | | |
| Well above capacity - too much work | | 18% | - | -1 | 0 | +2 |
| Slightly above capacity - lots of work to do | | 36% | - | -3 | -2 | -1 |
| At capacity - about the right amount of work to do | | 31% | - | -1 | -3 | -4 |
| Slightly below capacity - available for more work | | 10% | - | +3 | +2 | +2 |
| Below capacity - not enough work | | 4% | - | +2 | +2 | +2 |
| KEY | | | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | | |

PRODUCTIVITY AND WAYS OF WORKING



EXPLORE THE FULL RESULTS

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2019 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------------------|---|--|------------|--------------------|---------------------------|---|--|
| Responding to change | My workgroup successfully adapts to new ways of working when required (e.g. in response to crises such as COVID-19) | <div style="display: flex; width: 100%;"><div style="width: 85%; background-color: #006633;"></div><div style="width: 10%; background-color: #99ccff;"></div><div style="width: 5%; background-color: #cc0033;"></div></div> 85 10 | 85% | - | -4 | -3 | -3 |
| | My workgroup has used the COVID-19 crisis to improve the way we work | <div style="display: flex; width: 100%;"><div style="width: 57%; background-color: #006633;"></div><div style="width: 30%; background-color: #99ccff;"></div><div style="width: 13%; background-color: #cc0033;"></div></div> 57 30 13 | 57% | - | -8 ↓ | -7 ↓ | -6 ↓ |
| | My agency quickly adapts and responds to changing priorities (e.g. in response to crises such as COVID-19) | <div style="display: flex; width: 100%;"><div style="width: 70%; background-color: #006633;"></div><div style="width: 19%; background-color: #99ccff;"></div><div style="width: 11%; background-color: #cc0033;"></div></div> 70 19 11 | 70% | - | -10 ↓ | -10 ↓ | -10 ↓ |
| | My agency is taking actions to maintain changed ways of working implemented during the COVID-19 crisis | <div style="display: flex; width: 100%;"><div style="width: 52%; background-color: #006633;"></div><div style="width: 29%; background-color: #99ccff;"></div><div style="width: 19%; background-color: #cc0033;"></div></div> 52 29 19 | 52% | - | -12 ↓ | -13 ↓ | -12 ↓ |
| | My immediate SES manager supports embedding changed ways of working implemented during the COVID-19 crisis | <div style="display: flex; width: 100%;"><div style="width: 56%; background-color: #006633;"></div><div style="width: 31%; background-color: #99ccff;"></div><div style="width: 13%; background-color: #cc0033;"></div></div> 56 31 13 | 56% | - | -8 ↓ | -7 ↓ | -6 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

AGENCY POSITION



AGENCY POSITION

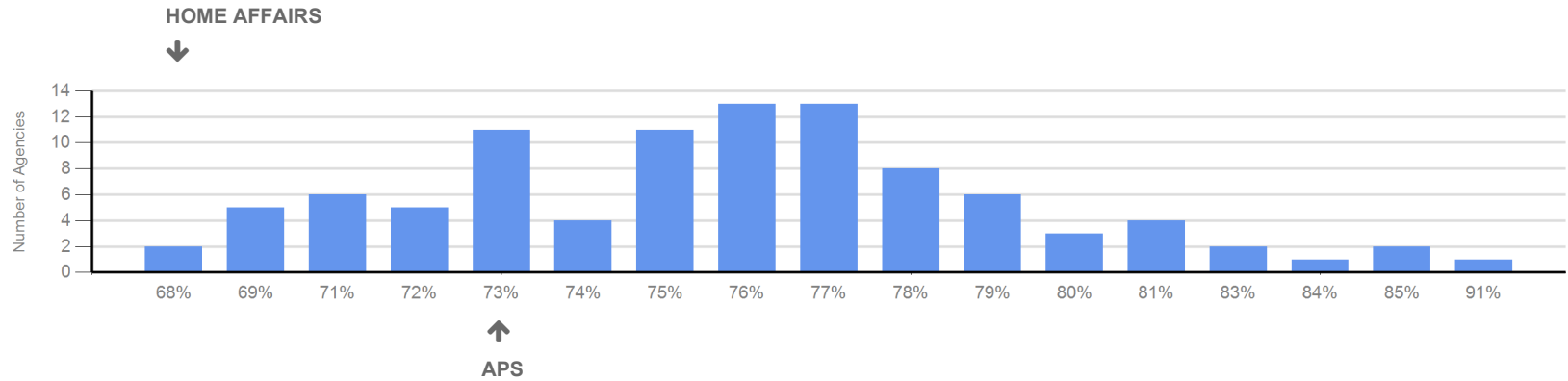
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE ENGAGEMENT AND WELLBEING INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

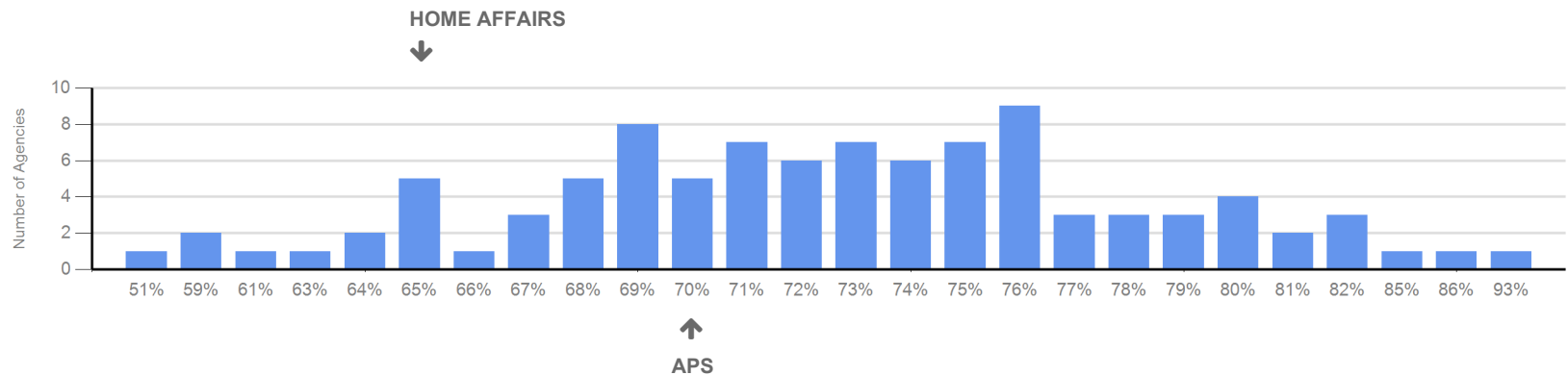
Engagement

Ranking : 96th of 97



Wellbeing

Ranking : 86th of 97



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.

| | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | % POSITIVE | VARIANCE FROM PREVIOUS SURVEY | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|---|------------|-------------------------------|---------------------------|---|--|
| .1 The work I do gives me a sense of accomplishment | | | 74% | - | -5 | -4 | -3 |
| .2 Change is managed well in my agency | | | 34% | +11 | -14 | -14 | -15 |
| .3 My agency supports and actively promotes an inclusive workplace culture | | | 68% | +10 | -13 | -12 | -12 |
| .4 Internal communication within my agency is effective | | | 44% | +14 | -13 | -12 | -12 |
| .5 I think my agency cares about my health and wellbeing | | | 49% | +10 | -13 | -12 | -11 |
| .6 In my agency, the SES clearly articulate the direction and priorities for our agency | | | 50% | +10 | -12 | -11 | -11 |

HOME AFFAIRS SPECIFIC QUESTIONS



EXPLORE THE FULL RESULTS

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2019 |
|---|----------------|------------|--------------------|
| I understand the purpose of my agency (Department and ABF). | | 94% | +11 ↑ |
| I understand how my role contributes to a Prosperous, Secure and United Australia. | | 90% | - |
| My Performance and Development Agreement reflects how I can contribute to Future Ready or Realising Our Full Potential. | | 70% | - |
| We have a good organisational and workplace culture. | | 50% | - |
| I have observed positive changes in workplace culture in the past 12 months. | | 43% | - |
| My agency (Department and ABF) supports me in my current role (for example, through training, policies and procedures, communications and processes) to perform my duties according to relevant laws and government policy. | | 63% | +6 ↑ |
| I am supported and encouraged to collaborate with peers outside of my branch/command/division/group/agency to solve problems and deliver outcomes. | | 59% | +3 |
| I receive and access information about what is going on in my agency beyond my immediate work group (branch/command/division/group). | | 63% | +3 |
| My workgroup/team is effective and achieves its desired outcomes. | | 85% | - |
| In the initial response to the COVID-19 pandemic I received information on new operational priorities and, if necessary for my role, PPE. | | 73% | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



HOME AFFAIRS SPECIFIC QUESTIONS



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2019 |
|--|----------------|------------|--------------------|
| I am adequately trained to do my role. | | 75% | - |
| I understand how I can manage my career to gain new experiences and opportunities, including mobility and surge. | | 63% | - |
| (For ABF staff only) I am confident that the ABF is taking steps to build its culture and to support officers to raise concerns. | | 38% | - |
| (For ABF staff only) I understand how my role aligns to the ABF's Mission, Signature Values and the Enforcement Doctrine. | | 67% | - |
| (For ABF staff only) I have the opportunity to participate in innovation and idea generation for the ABF. | | 47% | - |

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.

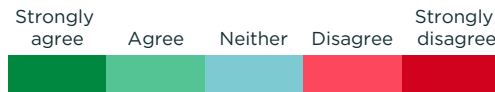
PRIORITISE 3 AREAS TO TAKE FORWARD

| | 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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

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.

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.



Australian Public Service
Employee Census 2021
10 May–11 June

HAVE YOUR SAY



Highlights Report **HOME AFFAIRS**



CONTENT

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RESPONSES:

9,164 of 14,469

RESPONSE RATE:

63%

EXPLORING YOUR RESULTS



Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.



Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.



Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.



Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.



Generally a difference of $-/+$ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

EMPLOYEE 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 66% | | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|---|----------------|----|----|------------|--------------------|---------------------------|---|--|
| SAY | Overall, I am satisfied with my job | 66 | 19 | 15 | 66% | -5 ↓ | -8 ↓ | -7 ↓ | -7 ↓ |
| | I am proud to work in my agency | 61 | 24 | 15 | 61% | -5 ↓ | -15 ↓ | -14 ↓ | -13 ↓ |
| | I would recommend my agency as a good place to work | 46 | 28 | 26 | 46% | -5 ↓ | -22 ↓ | -20 ↓ | -20 ↓ |
| | I believe strongly in the purpose and objectives of my agency | 72 | 20 | 9 | 72% | -1 | -11 ↓ | -10 ↓ | -10 ↓ |
| STAY | I feel a strong personal attachment to my agency | 54 | 25 | 21 | 54% | -3 | -11 ↓ | -11 ↓ | -10 ↓ |
| | I feel committed to my agency's goals | 73 | 20 | | 73% | -3 | -9 ↓ | -9 ↓ | -8 ↓ |
| STRIVE | I suggest ideas to improve our way of doing things | 84 | 13 | | 84% | -1 | 0 | +1 | +2 |
| | I am happy to go the 'extra mile' at work when required | 88 | 8 | | 88% | -3 | -4 | -3 | -2 |
| | I work beyond what is required in my job to help my agency achieve its objectives | 77 | 18 | | 77% | -2 | -6 ↓ | -5 ↓ | -4 |
| | My agency really inspires me to do my best work every day | 40 | 34 | 26 | 40% | -4 | -17 ↓ | -16 ↓ | -16 ↓ |

KEY

- ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
- ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

LEADERSHIP

| IMMEDIATE SUPERVISOR | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|----|----|------------|--------------------|---------------------------|---|--|
| My supervisor engages with staff on how to respond to future challenges | 73 | 14 | 13 | 73% | -3 | -6 ↓ | -6 ↓ | -6 ↓ |
| My supervisor can deliver difficult advice whilst maintaining relationships | 73 | 16 | 11 | 73% | -1 | -5 ↓ | -5 ↓ | -5 ↓ |
| My supervisor invites a range of views, including those different to their own | 74 | 16 | 10 | 74% | - | -6 ↓ | -5 ↓ | -5 ↓ |
| My supervisor encourages my team to regularly review and improve our work | 73 | 16 | 11 | 73% | -3 | -7 ↓ | -7 ↓ | -7 ↓ |
| My supervisor is invested in my development | 65 | 20 | 14 | 65% | -2 | -8 ↓ | -8 ↓ | -8 ↓ |
| My immediate supervisor encourages me | 70 | 19 | 12 | 70% | 0 | -6 ↓ | -5 ↓ | -5 ↓ |
| My supervisor ensures that my workgroup delivers on what we are responsible for | 82 | 12 | | 82% | 0 | -5 ↓ | -4 | -4 |
| My supervisor provides me with helpful feedback to improve my performance | 69 | 17 | 14 | 69% | - | -6 ↓ | -6 ↓ | -7 ↓ |

KEY

 **AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR**
 **AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR**

Positive Neutral Negative



LEADERSHIP

| IMMEDIATE SES MANAGER | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|----|----|------------|--------------------|---------------------------|---|--|
| My SES manager clearly articulates the direction and priorities for our area | 55 | 25 | 20 | 55% | -3 | -12 ↓ | -11 ↓ | -11 ↓ |
| My SES manager presents convincing arguments and persuades others towards an outcome | 47 | 35 | 17 | 47% | - | -13 ↓ | -10 ↓ | -9 ↓ |
| My SES manager promotes cooperation within and between agencies | 55 | 32 | 13 | 55% | -1 | -11 ↓ | -8 ↓ | -8 ↓ |
| My SES manager encourages innovation and creativity | 50 | 32 | 17 | 50% | - | -14 ↓ | -12 ↓ | -13 ↓ |
| My SES manager creates an environment that enables us to deliver our best | 48 | 31 | 21 | 48% | - | -13 ↓ | -11 ↓ | -11 ↓ |
| My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 61 | 26 | 12 | 61% | -1 | -12 ↓ | -9 ↓ | -9 ↓ |
| ALL SES | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
| In my agency, the SES work as a team | 35 | 37 | 28 | 35% | -3 | -17 ↓ | -16 ↓ | -17 ↓ |
| In my agency, the SES clearly articulate the direction and priorities for our agency | 43 | 31 | 25 | 43% | -7 ↓ | -17 ↓ | -16 ↓ | -17 ↓ |




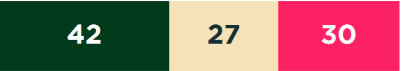


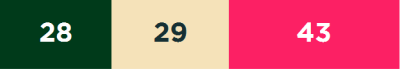
KEY

 **AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR**
 **AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR**

Positive Neutral Negative



COMMUNICATION AND CHANGE

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|---|------------|--------------------|---------------------------|---|--|
| My supervisor communicates effectively |  | 77% | -1 | -5 ↓ | -4 | -5 ↓ |
| My SES manager communicates effectively |  | 56% | -2 | -13 ↓ | -11 ↓ | -11 ↓ |
| In my agency, communication between SES and other employees is effective |  | 35% | -6 ↓ | -16 ↓ | -15 ↓ | -16 ↓ |
| Internal communication within my agency is effective |  | 42% | -2 | -15 ↓ | -15 ↓ | -16 ↓ |
| When changes occur, the impacts are communicated well within my workgroup |  | 58% | -2 | -8 ↓ | -7 ↓ | -8 ↓ |
| Staff are consulted about change at work |  | 35% | -7 ↓ | -10 ↓ | -10 ↓ | -11 ↓ |
| Change is managed well in my agency |  | 28% | -6 ↓ | -15 ↓ | -16 ↓ | -18 ↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR












AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|------------|--------------------|---------------------------|---|--|
| My job gives me opportunities to utilise my skills |  | 78% | -3 | -6 ↓ | -4 | -4 |
| I have a choice in deciding how I do my work |  | 57% | +1 | -4 | 0 | +2 |
| Where appropriate, I am able to take part in decisions that affect my job |  | 61% | - | -7 ↓ | -4 | -3 |
| I am clear what my duties and responsibilities are |  | 75% | -4 | -3 | -4 | -4 |
| I am satisfied with the recognition I receive for doing a good job |  | 55% | -3 | -11 ↓ | -9 ↓ | -9 ↓ |
| I am fairly remunerated (e.g. salary, superannuation) for the work that I do |  | 43% | -6 ↓ | -23 ↓ | -20 ↓ | -20 ↓ |
| I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) |  | 65% | -3 | -12 ↓ | -11 ↓ | -11 ↓ |
| I am satisfied with the stability and security of my job |  | 84% | -2 | +4 | +4 | +3 |
| I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration |  | 64% | - | -11 ↓ | -9 ↓ | -9 ↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

| | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|----|----|------------|--------------------|---------------------------|---|--|
| I feel a strong personal attachment to the APS | 60 | 26 | 14 | 60% | -1 | -3 | -5 ⬇️ | -6 ⬇️ |
| I understand how my role contributes to achieving an outcome for the Australian public | 87 | 8 | | 87% | -2 | -3 | -3 | -3 |
| I believe strongly in the purpose and objectives of the APS | 78 | 18 | | 78% | -5 ⬇️ | -4 | -4 | -4 |



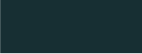



KEY

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  AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

| | RESPONSE SCALE | % | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|------------|--|---------------------------|---|--|
| What best describes your current workload? | | | | | | |
| Well above capacity – too much work |  | 23% | +5  | -1 | 0 | +2 |
| Slightly above capacity – lots of work to do |  | 36% | 0 | -4 | -4 | -4 |
| At capacity – about the right amount of work to do |  | 29% | -2 | +1 | -1 | -2 |
| Slightly below capacity – available for more work |  | 8% | -1 | +3 | +3 | +3 |
| Well below capacity – not enough work |  | 3% | -1 | +2 | +2 | +2 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|--|------------|--------------------|---------------------------|---|--|
| My agency supports and actively promotes an inclusive workplace culture | <div style="display: flex; justify-content: space-between; width: 100px; height: 20px;"> 63 22 15 </div> | 63% | -5 ↓ | -16 ↓ | -15 ↓ | -15 ↓ |
| My supervisor actively supports people from diverse backgrounds | <div style="display: flex; justify-content: space-between; width: 100px; height: 20px;"> 74 21 5 </div> | 74% | - | -5 ↓ | -5 ↓ | -5 ↓ |
| I receive the respect I deserve from my colleagues at work | <div style="display: flex; justify-content: space-between; width: 100px; height: 20px;"> 75 19 6 </div> | 75% | -1 | -5 ↓ | -5 ↓ | -5 ↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

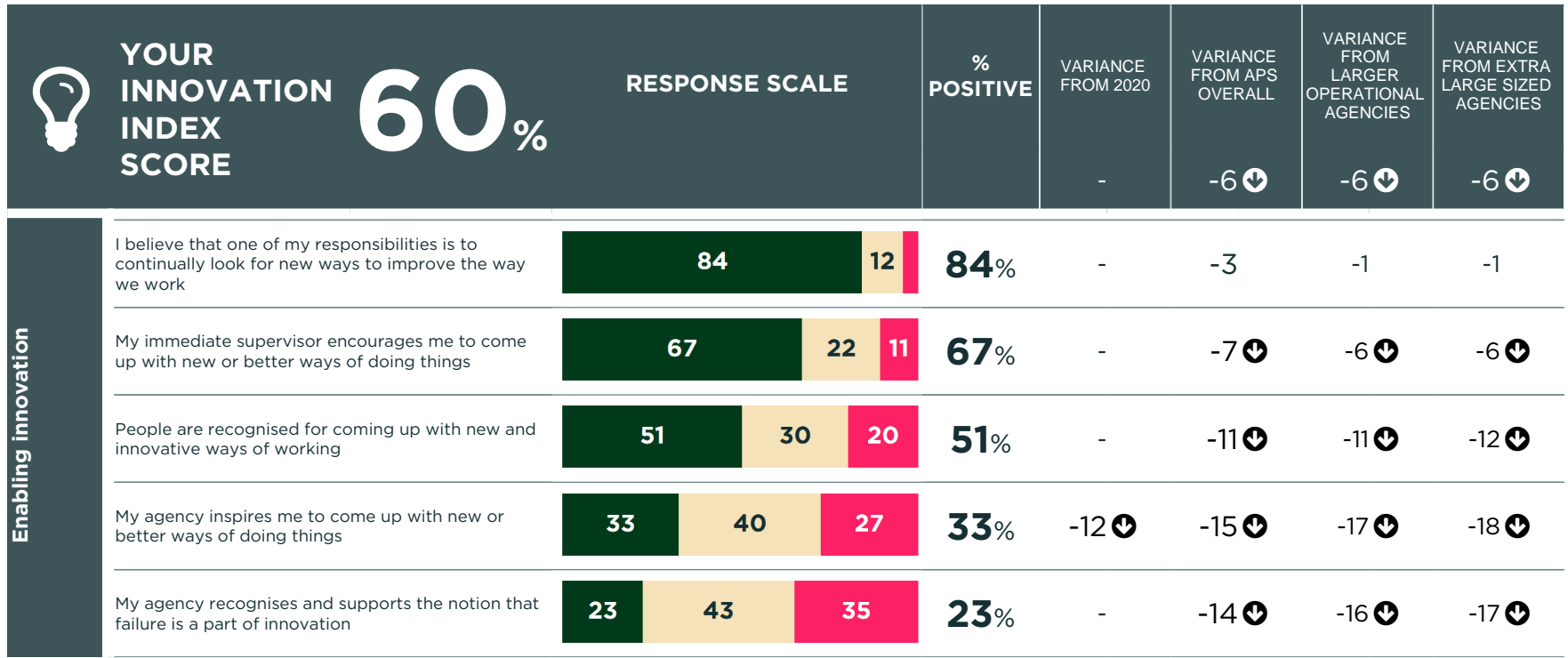


ENABLING INNOVATION



ENABLING 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.



KEY

- AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
- AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

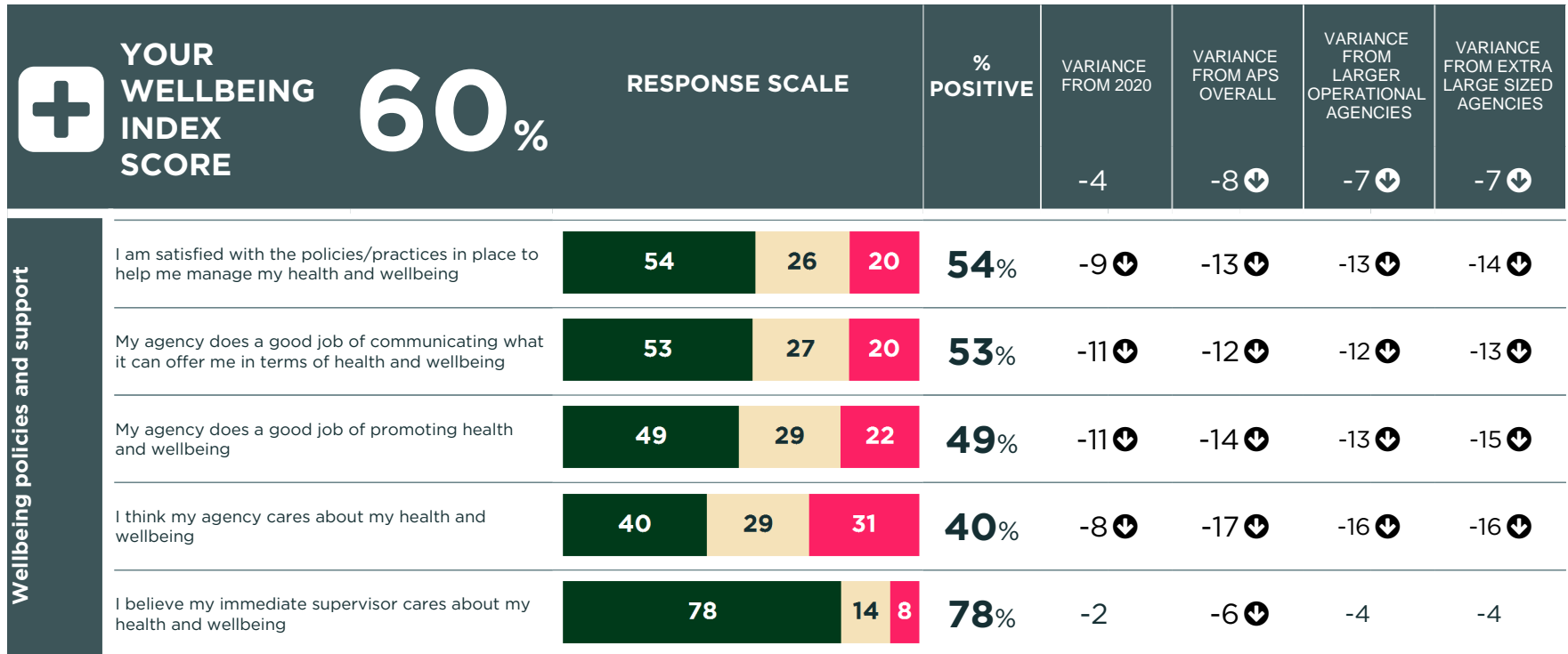
Positive Neutral Negative

WELLBEING POLICIES AND SUPPORT



WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.













KEY

- ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
- ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

WELLBEING

| RESPONSE SCALE | % | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|--|--------------------|---------------------------|---|--|
| How often do you find your work stressful? | | | | | |
| Always |  5% | - | -1 | -1 | -1 |
| Often |  27% | - | -2 | -2 | -1 |
| Sometimes |  49% | - | +1 | +1 | +1 |
| Rarely |  18% | - | +2 | +2 | +2 |
| Never |  2% | - | 0 | 0 | 0 |
| To what extent is your work emotionally demanding? | | | | | |
| To a very large extent |  7% | 0 | -1 | -2 | -1 |
| To a large extent |  23% | +2 | 0 | -2 | -1 |
| Somewhat |  40% | 0 | +1 | +1 | 0 |
| To a small extent |  22% | 0 | +1 | +2 | +2 |
| To a very small extent |  7% | -2 | 0 | +1 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

| | RESPONSE SCALE | % | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| I feel burned out by my work | | | | | | |
| Strongly agree | | 9% | 0 | 0 | 0 | 0 |
| Agree | | 25% | 0 | 0 | 0 | +1 |
| Neither agree nor disagree | | 32% | -4 | 0 | 0 | -1 |
| Disagree | | 28% | +2 | 0 | 0 | 0 |
| Strongly disagree | | 6% | +1 | -1 | 0 | -1 |
| In general, would you say that your health is: | | | | | | |
| Excellent | | 11% | - | -1 | 0 | 0 |
| Very good | | 34% | - | -1 | -1 | -1 |
| Good | | 37% | - | +2 | +1 | +1 |
| Fair | | 14% | - | 0 | 0 | 0 |
| Poor | | 4% | - | 0 | 0 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR








AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR






PERFORMANCE

| RESPONSE SCALE | % | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------------|---|--------------------|---------------------------|---|--|
|----------------|---|--------------------|---------------------------|---|--|

In the last month, please rate your workgroup's overall performance:

| | | | | | | |
|--------------------|--|------------|---|----|----|----|
| Excellent |  | 24% | - | -3 | -2 | -1 |
| Very good |  | 54% | - | -1 | -2 | -2 |
| Average |  | 18% | - | +3 | +2 | +2 |
| Below average |  | 3% | - | +1 | +1 | +1 |
| Well below average |  | 1% | - | +1 | +1 | +1 |

In the last month, please rate your agency's success in meeting its goals and objectives:

| | | | | | | |
|--------------------|--|------------|---|------|------|------|
| Excellent |  | 12% | - | -4 | -3 | -3 |
| Very good |  | 47% | - | -9 ↓ | -8 ↓ | -9 ↓ |
| Average |  | 33% | - | +9 ↑ | +7 ↑ | +9 ↑ |
| Below average |  | 5% | - | +2 | +2 | +2 |
| Well below average |  | 3% | - | +1 | +1 | +1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|--|------------|--------------------|---------------------------|---|--|
| My workgroup has the appropriate skills, capabilities and knowledge to perform well | <div style="display: flex; justify-content: space-between; width: 100px;"> 76 13 11 </div> | 76% | -1 | -5 | -4 | -4 |
| My workgroup has the tools and resources we need to perform well | <div style="display: flex; justify-content: space-between; width: 100px;"> 56 19 25 </div> | 56% | -4 | -8 | -8 | -10 |
| The people in my workgroup use time and resources efficiently | <div style="display: flex; justify-content: space-between; width: 100px;"> 72 17 11 </div> | 72% | -2 | -5 | -4 | -4 |
| My workgroup can readily adapt to new priorities and tasks | <div style="display: flex; justify-content: space-between; width: 100px;"> 82 11 7 </div> | 82% | -1 | -3 | -3 | -3 |
| The people in my workgroup cooperate to get the job done | <div style="display: flex; justify-content: space-between; width: 100px;"> 83 10 7 </div> | 83% | -1 | -4 | -3 | -3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



EMPLOYEES WHO INDICATED THAT THEY WANTED TO LEAVE THEIR CURRENT POSITION AS SOON AS POSSIBLE OR WITHIN THE NEXT 12 MONTHS WERE ASKED WHAT THEIR PLANS WERE.

| | RESPONSE SCALE | % | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| Which of the following statements best reflects your current thoughts about working in your current position? | | | | | | |
| I want to leave my position as soon as possible | | 13% | - | +4 | +3 | +3 |
| I want to leave my position within the next 12 months | | 27% | - | +5 | +7 | +7 |
| I want to stay working in my position for the next one to two years | | 35% | - | -1 | +2 | +2 |
| I want to stay working in my position for at least the next three years | | 24% | - | -8 | -12 | -13 |
| What best describes your plans involved with leaving your current position? | | | | | | |
| I am planning to retire | | 5% | - | -1 | -2 | -2 |
| I am pursuing another position within my agency | | 41% | - | -1 | -5 | -6 |
| I am pursuing a position in another agency | | 32% | - | +7 | +11 | +11 |
| I am pursuing work outside the APS | | 9% | - | -3 | -2 | -2 |
| It is the end of my non-ongoing, casual or contracted employment | | 1% | - | -3 | -2 | -2 |
| Other | | 13% | - | 0 | 0 | +1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION



EMPLOYEES WHO WANTED TO LEAVE WERE ASKED FOR THE PRIMARY REASON BEHIND THEIR DESIRE TO LEAVE AND COULD SELECT ONE RESPONSE FROM A LIST OF ITEMS.

ONLY THE THREE REASONS FOR LEAVING 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 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|-----|--------------------|---------------------------|---|--|
| What is the primary reason behind your desire to leave your current position? (3 highest responses): | | | | | |
| I want to try a different type of work or I'm seeking a career change | 12% | - | - | - | - |
| I am looking to further my skills in another area | 12% | - | - | - | - |
| I wish to pursue a promotion opportunity | 10% | - | - | - | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | | 16% | +1 | +4 | +3 | +3 |
| No | | 84% | -1 | -4 | -3 | -3 |
| Did this discrimination occur in your current agency? | | | | | | |
| Yes | | 96% | +3 | +3 | +2 | +2 |
| No | | 4% | -3 | -3 | -2 | -2 |
| Basis for the discrimination that you experienced (3 highest responses): | | | | | | |
| Gender | | 37% | - | - | - | - |
| Age | | 29% | - | - | - | - |
| Caring responsibilities | | 25% | - | - | - | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 2020

VARIANCE FROM APS OVERALL

VARIANCE FROM LARGER OPERATIONAL AGENCIES

VARIANCE FROM EXTRA LARGE SIZED AGENCIES

During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

| | | | | | | |
|----------|--|------------|----|----|----|----|
| Yes | | 16% | +1 | +4 | +4 | +4 |
| No | | 77% | -1 | -5 | -4 | -4 |
| Not sure | | 7% | -1 | +1 | 0 | 0 |

Types of harassment or bullying experienced (3 highest responses):

| | | | | | | |
|---|--|------------|---|---|---|---|
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming) | | 47% | - | - | - | - |
| Interference with work tasks (e.g. withholding needed information, undermining or sabotage) | | 42% | - | - | - | - |
| Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development) | | 40% | - | - | - | - |

Did you report the harassment or bullying?

| | | | | | | |
|---|--|------------|---|----|----|----|
| I reported the behaviour in accordance with my agency's policies and procedures | | 32% | - | -2 | -2 | -2 |
| It was reported by someone else | | 8% | - | +1 | 0 | 0 |
| I did not report the behaviour | | 60% | - | +1 | +2 | +1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | | 5% | +1 | +1 | +1 | +1 |
| No | | 88% | -1 | -2 | -1 | -1 |
| Not sure | | 5% | 0 | +1 | 0 | 0 |
| Would prefer not to answer | | 2% | 0 | 0 | 0 | 0 |

Types of corrupt behaviours witnessed (3 highest responses):

| | | | | | | |
|--|--|-----|---|---|---|---|
| Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit | | 69% | - | - | - | - |
| Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit | | 29% | - | - | - | - |
| Acting (or failing to act) in the presence of an undisclosed conflict of interest | | 20% | - | - | - | - |

Did you report the potentially corrupt behaviour?

| | | | | | | |
|---|--|-----|---|-----|-----|-----|
| I reported the behaviour in accordance with my agency's policies and procedures | | 22% | - | +2 | 0 | 0 |
| It was reported by someone else | | 22% | - | +7↑ | +5↑ | +5↑ |
| I did not report the behaviour | | 56% | - | -9↓ | -5↓ | -5↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

| | RESPONSE SCALE | % | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| How do you describe your gender? | | | | | | |
| Man or male | | 43% | +1 | +6 | +6 | +5 |
| Woman or female | | 54% | -1 | -5 | -6 | -5 |
| Non-binary | | 0% | - | 0 | 0 | 0 |
| I use a different term | | 0% | - | 0 | 0 | 0 |
| Prefer not to say | | 3% | 0 | 0 | 0 | 0 |
| Do you identify as an Australian Aboriginal and/or Torres Strait Islander person? | | | | | | |
| Yes | | 2% | 0 | -1 | -2 | -2 |
| No | | 98% | 0 | +1 | +2 | +2 |
| Do you have an ongoing disability? | | | | | | |
| Yes | | 7% | +1 | -2 | -3 | -3 |
| No | | 93% | -1 | +2 | +3 | +3 |

| | | | | |
|------------|--|--|--|---|
| KEY | | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR |
|------------|--|--|--|---|

DEMOGRAPHICS

| | RESPONSE SCALE | % | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Do you have carer responsibilities? | | | | | | |
| Yes | | 40% | -1 | 0 | 0 | +1 |
| No | | 60% | +1 | 0 | 0 | -1 |
| Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)? | | | | | | |
| Yes | | 7% | +1 | 0 | 0 | +1 |
| No | | 93% | -1 | 0 | 0 | -1 |
| In which country were you born? | | | | | | |
| Australia | | 69% | - | -8↓ | -7↓ | -7↓ |
| Other country | | 31% | - | +8↑ | +7↑ | +7↑ |
| Do you speak a language other than English at home? | | | | | | |
| No, English only | | 74% | - | -7↓ | -6↓ | -5↓ |
| Yes, other | | 26% | - | +7↑ | +6↑ | +5↑ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

AGENCY POSITION



AGENCY POSITION

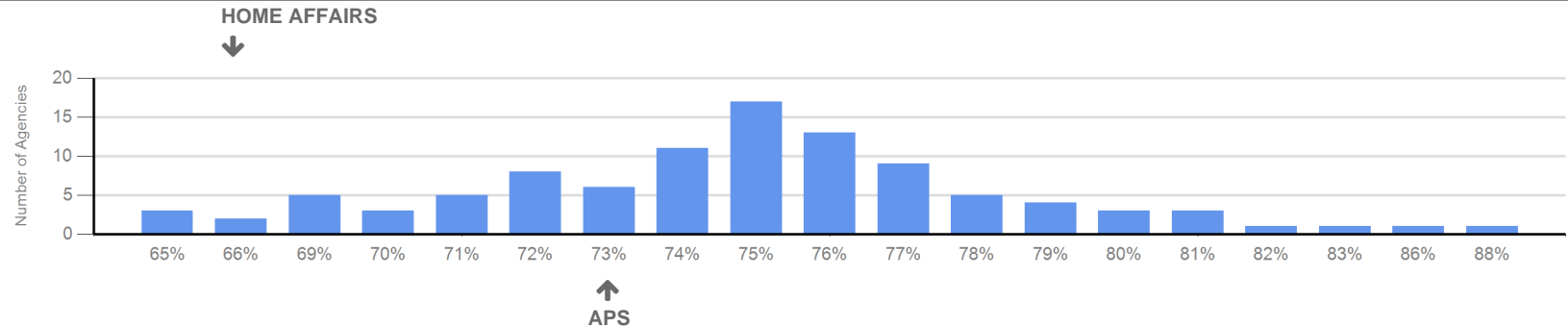
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, WELLBEING AND INNOVATION INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

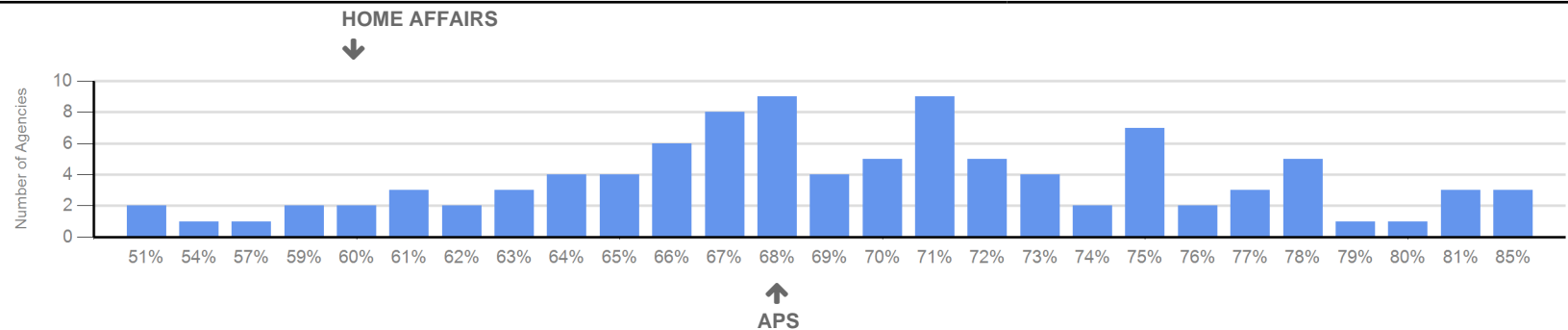
Engagement

Ranking : 98th of 101



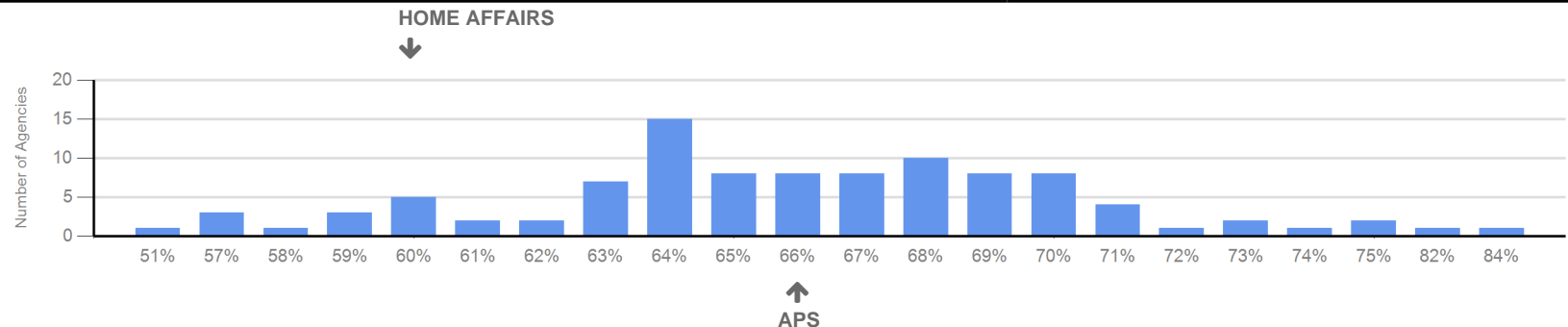
Wellbeing

Ranking : 94th of 101



Innovation

Ranking : 92nd of 101



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

% POSITIVE

VARIANCE FROM 2020

VARIANCE FROM APS OVERALL

VARIANCE FROM LARGER OPERATIONAL AGENCIES

VARIANCE FROM EXTRA LARGE SIZED AGENCIES

| | | % POSITIVE | VARIANCE FROM 2020 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-----------|---|------------|--------------------|---------------------------|---|--|
| .1 | Change is managed well in my agency | 28% | -6↓ | -15↓ | -16↓ | -18↓ |
| .2 | Internal communication within my agency is effective | 42% | -2 | -15↓ | -15↓ | -16↓ |
| .3 | My agency supports and actively promotes an inclusive workplace culture | 63% | -5↓ | -16↓ | -15↓ | -15↓ |
| .4 | My agency inspires me to come up with new or better ways of doing things | 33% | -12↓ | -15↓ | -17↓ | -18↓ |
| .5 | I think my agency cares about my health and wellbeing | 40% | -8↓ | -17↓ | -16↓ | -16↓ |
| .6 | Where appropriate, I am able to take part in decisions that affect my job | 61% | - | -7↓ | -4 | -3 |

HOME AFFAIRS SPECIFIC QUESTIONS

| | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2020 |
|---|----------------|----|----|------------|--------------------|
| In general, I feel valued for my contribution to the workplace | 59 | 22 | 19 | 59% | - |
| In general, I feel decisions in my work area are made at the appropriate level | 55 | 23 | 23 | 55% | - |
| I am empowered to make decisions relative to my level, role and responsibilities | 62 | 20 | 17 | 62% | - |
| In general, I can effectively manage my workload | 81 | 12 | 7 | 81% | - |
| I felt supported to return to 'working from work' | 47 | 24 | 12 | 47% | - |
| I understand how my role links to the delivery of Future Ready / Realising Our Full Potential | 60 | 26 | 14 | 60% | - |
| I am able to find the time to complete learning and development activities | 50 | 22 | 28 | 50% | - |
| Over the last 12 months, I have completed the learning and development activities identified in my Performance and Development Agreement | 65 | 18 | 17 | 65% | - |
| I feel my career aspirations are adequately supported by my immediate supervisor | 62 | 24 | 14 | 62% | - |
| Over the last 12 months, I can see that the Department and the ABF have taken the appropriate steps to prevent and respond to inappropriate workplace behaviour | 36 | 41 | 23 | 36% | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



HOME AFFAIRS SPECIFIC QUESTIONS

| | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2020 |
|---|----------------|----|----|------------|--------------------|
| I feel confident to speak up and raise concerns of inappropriate behaviour | 61 | 19 | 19 | 61% | - |
| (For ABF staff only) I am confident that the ABF is taking steps to build its culture and to support officers to raise concerns | 35 | 29 | 36 | 35% | -3 |
| (For ABF staff only) I believe responsibility for decision making and accountability is delegated to the appropriate level | 32 | 28 | 40 | 32% | - |
| (For ABF staff only) I believe that WHS incidents and risks are managed appropriately by my work area | 53 | 28 | 19 | 53% | - |
| (For ABF staff only) I believe that WHS is promoted and resourced effectively in the ABF | 44 | 32 | 24 | 44% | - |

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.

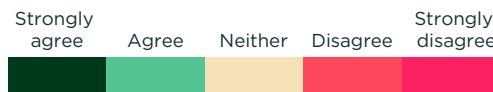
PRIORITISE 3 AREAS TO TAKE FORWARD

| | 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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

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.

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.

Australian Public Service
Employee Census 2022 9 May – 10 June



Highlights Report **HOME AFFAIRS**



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RESPONSES:

9,110 of 13,591

RESPONSE RATE:

67%

EXPLORING YOUR RESULTS



Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.



Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.



Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.



Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.



Generally a difference of $-/+$ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

EMPLOYEE ENGAGEMENT IS MORE THAN SIMPLY JOB SATISFACTION OR COMMITMENT TO AN ORGANISATION. IT IS THE EXTENT TO WHICH EMPLOYEES ARE MOTIVATED, INSPIRED AND ENABLED TO IMPROVE AN ORGANISATION'S OUTCOMES.

| YOUR EMPLOYEE ENGAGEMENT INDEX SCORE | | 67 | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--------------------------------------|---|----|----------------|------------|--------------------|---------------------------|---|--|
| SAY | Overall, I am satisfied with my job | 69 | 18 13 | 69% | +3 | -5 ↓ | -4 | -3 |
| | I am proud to work in my agency | 61 | 25 13 | 61% | 0 | -14 ↓ | -13 ↓ | -11 ↓ |
| | I would recommend my agency as a good place to work | 49 | 27 24 | 49% | +3 | -20 ↓ | -18 ↓ | -17 ↓ |
| | I believe strongly in the purpose and objectives of my agency | 74 | 19 | 74% | +3 | -9 ↓ | -8 ↓ | -7 ↓ |
| STAY | I feel a strong personal attachment to my agency | 52 | 28 20 | 52% | -2 | -9 ↓ | -9 ↓ | -7 ↓ |
| | I feel committed to my agency's goals | 75 | 19 | 75% | +2 | -8 ↓ | -7 ↓ | -6 ↓ |
| STRIVE | I suggest ideas to improve our way of doing things | 87 | 11 | 87% | +2 | 0 | +2 | +2 |
| | I am happy to go the 'extra mile' at work when required | 88 | 8 | 88% | 0 | -3 | -2 | -2 |
| | I work beyond what is required in my job to help my agency achieve its objectives | 78 | 17 | 78% | +1 | -3 | -3 | -2 |
| | My agency really inspires me to do my best work every day | 43 | 34 23 | 43% | +3 | -15 ↓ | -13 ↓ | -12 ↓ |

KEY

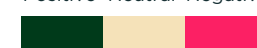


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP - IMMEDIATE SUPERVISOR



IMMEDIATE SUPERVISOR

THE IMMEDIATE SUPERVISOR SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SUPERVISOR IN LINE WITH THE *APS LEADERSHIP CAPABILITY FRAMEWORK*.

| YOUR IMMEDIATE SUPERVISOR INDEX SCORE | | 72 | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---------------------------------------|--|---|---------------------------|------------|--------------------|---------------------------|---|--|
| Immediate Supervisor | My supervisor engages with staff on how to respond to future challenges | 74 | 16 10 | 74% | +1 | -6 ⬇ | -5 ⬇ | -5 ⬇ |
| | My supervisor can deliver difficult advice whilst maintaining relationships | 74 | 17 9 | 74% | +1 | -5 ⬇ | -5 ⬇ | -4 |
| | My supervisor invites a range of views, including those different to their own | 76 | 14 10 | 76% | +3 | -5 ⬇ | -4 | -4 |
| | My supervisor encourages my team to regularly review and improve our work | 75 | 16 9 | 75% | +2 | -6 ⬇ | -6 ⬇ | -6 ⬇ |
| | My supervisor is invested in my development | 70 | 18 12 | 70% | +5 ⬆ | -5 ⬇ | -5 ⬇ | -4 |
| | My supervisor ensures that my workgroup delivers on what we are responsible for | 83 | 11 | 83% | +1 | -4 | -3 | -3 |
| Other similar questions | | | | | | | | |
| | My supervisor provides me with helpful feedback to improve my performance | 73 | 16 11 | 73% | +5 ⬆ | -5 ⬇ | -5 ⬇ | -4 |
| | My supervisor actively ensures that everyone can be included in workplace activities | 79 | 13 8 | 79% | - | -5 ⬇ | -4 | -4 |
| KEY | ⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | ⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | Positive Neutral Negative | | | | | |

LEADERSHIP - SES MANAGER



SES MANAGER

THE SES MANAGER SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SES MANAGER IN LINE WITH THE APS LEADERSHIP CAPABILITY FRAMEWORK.

| YOUR SES MANAGER LEADERSHIP INDEX SCORE | | 64 | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|--|----|----------------|------------|--------------------|---------------------------|---|--|
| | | | | | +3 | -5 ↓ | -3 | -2 |

| SES Manager | Statement | Score | | | % Positive | Variance from 2021 | Variance from APS Overall | Variance from Larger Operational Agencies | Variance from Extra Large Sized Agencies |
|-------------|--|----------|---------|----------|------------|--------------------|---------------------------|---|--|
| | | Positive | Neutral | Negative | | | | | |
| | My SES manager clearly articulates the direction and priorities for our area | 61 | 23 | 15 | 61% | +6 ↑ | -7 ↓ | -5 ↓ | -4 |
| | My SES manager presents convincing arguments and persuades others towards an outcome | 54 | 32 | 14 | 54% | +7 ↑ | -8 ↓ | -4 | -3 |
| | My SES manager promotes cooperation within and between agencies | 60 | 30 | 10 | 60% | +5 ↑ | -6 ↓ | -2 | -1 |
| | My SES manager encourages innovation and creativity | 58 | 28 | 14 | 58% | +7 ↑ | -8 ↓ | -5 ↓ | -5 ↓ |
| | My SES manager creates an environment that enables us to deliver our best | 57 | 27 | 17 | 57% | +8 ↑ | -8 ↓ | -4 | -3 |
| | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 66 | 24 | 10 | 66% | +5 ↑ | -8 ↓ | -4 | -3 |

Other similar questions

| All SES | Statement | Score | | | % Positive | Variance from 2021 | Variance from APS Overall | Variance from Larger Operational Agencies | Variance from Extra Large Sized Agencies |
|---------|--|----------|---------|----------|------------|--------------------|---------------------------|---|--|
| | | Positive | Neutral | Negative | | | | | |
| | In my agency, the SES work as a team | 39 | 36 | 25 | 39% | +3 | -15 ↓ | -12 ↓ | -12 ↓ |
| | In my agency, the SES clearly articulate the direction and priorities for our agency | 50 | 28 | 22 | 50% | +6 ↑ | -13 ↓ | -12 ↓ | -11 ↓ |
| | In my agency, communication between SES and other employees is effective | 40 | 30 | 30 | 40% | +5 ↑ | -14 ↓ | -11 ↓ | -10 ↓ |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



COMMUNICATION AND CHANGE



COMMUNICATION

THE COMMUNICATION SCORE MEASURES COMMUNICATION AT THE INDIVIDUAL, GROUP AND AGENCY LEVEL.

CHANGE

EFFECTIVE COMMUNICATION IS AN IMPORTANT PART OF ANY CHANGE PROCESS. NOTE THESE QUESTIONS DO NOT CONTRIBUTE TO THE ABOVE INDEX SCORE.

| | | | | | | | |
|---------------------------------------|-----------|-----------------------|-------------------|--------------------|---------------------------|---|--|
| YOUR COMMUNICATION INDEX SCORE | 63 | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
| | | | | +1 | -6 ↓ | -5 ↓ | -4 |

| | | | | | | | | | |
|---------------|--|----|----|----|-----|------|-------|-------|-------|
| Communication | My supervisor communicates effectively | 76 | 13 | 11 | 76% | -1 | -5 ↓ | -5 ↓ | -4 |
| | My SES manager communicates effectively | 62 | 22 | 16 | 62% | +6 ↑ | -8 ↓ | -5 ↓ | -4 |
| | Internal communication within my agency is effective | 44 | 28 | 28 | 44% | +1 | -14 ↓ | -12 ↓ | -12 ↓ |

Other similar questions

| | | | | | | | | | |
|--------|---|----|----|----|-----|------|-------|-------|-------|
| Change | When changes occur, the impacts are communicated well within my workgroup | 63 | 18 | 19 | 63% | +5 ↑ | -6 ↓ | -4 | -4 |
| | Staff are consulted about change at work | 43 | 36 | 21 | 43% | +8 ↑ | -7 ↓ | -6 ↓ | -5 ↓ |
| | Change is managed well in my agency | 31 | 30 | 39 | 31% | +3 | -13 ↓ | -13 ↓ | -14 ↓ |

| | | | |
|------------|--|---|---------------------------|
| KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | Positive Neutral Negative |
| | | | |

WORKPLACE CONDITIONS

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| My job gives me opportunities to utilise my skills | | 75% | -3 | -4 | -2 | -1 |
| I have a choice in deciding how I do my work | | 60% | +3 | -3 | +1 | +4 |
| Where appropriate, I am able to take part in decisions that affect my job | | 67% | +6 | -3 | +1 | +2 |
| I am clear what my duties and responsibilities are | | 79% | +4 | -2 | -2 | -2 |
| I am satisfied with the recognition I receive for doing a good job | | 58% | +3 | -9 | -6 | -5 |
| I am fairly remunerated (e.g. salary, superannuation) for the work that I do | | 37% | -6 | -24 | -20 | -18 |
| I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | | 66% | +1 | -11 | -8 | -7 |
| I am satisfied with the stability and security of my job | | 85% | +2 | +4 | +5 | +5 |
| I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration | | 70% | +6 | -8 | -5 | -3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR


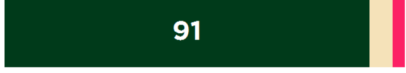



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative








WORKPLACE CONDITIONS

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|------------|--------------------|---------------------------|---|--|
| I feel a strong personal attachment to the APS |  | 60% | +1 | -2 | -3 | -3 |
| I understand how my role contributes to achieving an outcome for the Australian public |  | 91% | +4 | -1 | -1 | -1 |
| I believe strongly in the purpose and objectives of the APS |  | 81% | +4 | -4 | -3 | -3 |

| | RESPONSE SCALE | % | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|---|--------------------|---------------------------|---|--|
|--|----------------|---|--------------------|---------------------------|---|--|

What best describes your current workload?

| | | | | | | |
|--|--|-----|----|----|----|------|
| Well above capacity - too much work |  | 27% | +4 | +4 | +4 | +5 ⬆ |
| Slightly above capacity - lots of work to do |  | 40% | +4 | -1 | -1 | -1 |
| At capacity - about the right amount of work to do |  | 26% | -3 | -4 | -4 | -5 ⬇ |
| Slightly below capacity - available for more work |  | 6% | -2 | 0 | +1 | +1 |
| Well below capacity - not enough work |  | 1% | -2 | 0 | 0 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR












AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INCLUSION AND FLEXIBLE WORKING

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|--|------------|--------------------|---------------------------|---|--|
| My agency supports and actively promotes an inclusive workplace culture |  | 65% | +1 | -14 ⬇️ | -13 ⬇️ | -12 ⬇️ |
| My supervisor actively ensures that everyone can be included in workplace activities |  | 79% | - | -5 ⬇️ | -4 | -4 |
| I receive the respect I deserve from my colleagues at work |  | 79% | +4 | -3 | -2 | -2 |

| | RESPONSE SCALE | % | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|--|-----|--------------------|---------------------------|---|--|
| Do you currently access any of the following flexible working arrangements? [Multiple Response] | | | | | | |
| Part time |  | 11% | 0 | -3 | -4 | -4 |
| Flexible hours of work |  | 26% | +1 | -1 | -1 | -1 |
| Compressed work week |  | 2% | 0 | 0 | 0 | 0 |
| Job sharing |  | 0% | 0 | 0 | 0 | 0 |
| Working away from the office/working from home |  | 46% | +9 ⬆️ | -8 ⬇️ | -3 | +2 |
| None of the above |  | 35% | -10 ⬇️ | +8 ⬆️ | +6 ⬆️ | +3 |

KEY

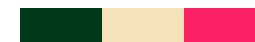


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



ENABLING INNOVATION



ENABLING 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.

| YOUR ENABLING INNOVATION INDEX SCORE | | 60 | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--------------------------------------|--|----|----|----------------|------------|--------------------|---------------------------|---|--|
| Enabling innovation | I believe that one of my responsibilities is to continually look for new ways to improve the way we work | 78 | 15 | 78% | -6 ↓ | -3 | -2 | -1 | |
| | My immediate supervisor encourages me to come up with new or better ways of doing things | 68 | 22 | 68% | 0 | -6 ↓ | -4 | -4 | |
| | People are recognised for coming up with new and innovative ways of working | 48 | 33 | 48% | -3 | -12 ↓ | -12 ↓ | -12 ↓ | |
| | My agency inspires me to come up with new or better ways of doing things | 38 | 39 | 38% | +5 ↑ | -14 ↓ | -14 ↓ | -13 ↓ | |
| | My agency recognises and supports the notion that failure is a part of innovation | 26 | 43 | 26% | +3 | -13 ↓ | -14 ↓ | -14 ↓ | |

KEY

- ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
- ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

WELLBEING POLICIES AND SUPPORT



WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.


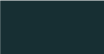



| YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE | | 62 | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES | |
|---|--|----|----------------|------------|--------------------|---------------------------|---|--|-------|
| Wellbeing policies and support | I am satisfied with the policies/practices in place to help me manage my health and wellbeing | 53 | 29 | 18 | 53% | -1 | -11 ↓ | -10 ↓ | -9 ↓ |
| | My agency does a good job of communicating what it can offer me in terms of health and wellbeing | 55 | 28 | 17 | 55% | +1 | -9 ↓ | -8 ↓ | -8 ↓ |
| | My agency does a good job of promoting health and wellbeing | 53 | 29 | 19 | 53% | +3 | -11 ↓ | -10 ↓ | -10 ↓ |
| | I think my agency cares about my health and wellbeing | 47 | 28 | 25 | 47% | +7 ↑ | -14 ↓ | -12 ↓ | -10 ↓ |
| | I believe my immediate supervisor cares about my health and wellbeing | 82 | | 12 | 82% | +4 | -3 | -2 | -1 |

| | | | | | | | |
|-----|---|--|---|---|----------|---------|----------|
| KEY | ↑ | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | ↓ | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | Positive | Neutral | Negative |
| | | | | | | | |






WELLBEING

| RESPONSE SCALE | % | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------------|---|--------------------|---------------------------|---|--|
|----------------|---|--------------------|---------------------------|---|--|

How often do you find your work stressful?

| | | | | | | |
|-----------|--|-----|----|----|----|----|
| Always |  | 4% | -1 | -1 | -1 | -1 |
| Often |  | 26% | -1 | 0 | -1 | -1 |
| Sometimes |  | 51% | +3 | +1 | +2 | +2 |
| Rarely |  | 18% | 0 | 0 | 0 | 0 |
| Never |  | 2% | 0 | 0 | 0 | 0 |

To what extent is your work emotionally demanding?

| | | | | | | |
|------------------------|--|-----|----|----|----|----|
| To a very large extent |  | 7% | -1 | -1 | -1 | -1 |
| To a large extent |  | 21% | -2 | 0 | -1 | -1 |
| Somewhat |  | 41% | 0 | +1 | +1 | +1 |
| To a small extent |  | 23% | +1 | 0 | +1 | +1 |
| To a very small extent |  | 8% | +1 | -1 | 0 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

| | RESPONSE SCALE | % | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| I feel burned out by my work | | | | | | |
| Strongly agree | | 8% | -1 | 0 | 0 | 0 |
| Agree | | 26% | +1 | +2 | +1 | +1 |
| Neither agree nor disagree | | 32% | 0 | 0 | -1 | -1 |
| Disagree | | 28% | +1 | -1 | 0 | 0 |
| Strongly disagree | | 5% | -1 | -1 | -1 | -1 |
| In general, would you say that your health is: | | | | | | |
| Excellent | | 10% | -1 | 0 | 0 | 0 |
| Very good | | 33% | 0 | -1 | 0 | 0 |
| Good | | 39% | +2 | +1 | +1 | +1 |
| Fair | | 15% | 0 | 0 | -1 | -1 |
| Poor | | 3% | 0 | 0 | 0 | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR








AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR






PERFORMANCE

| RESPONSE SCALE | % | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|----------------|---|--------------------|---------------------------|---|--|
|----------------|---|--------------------|---------------------------|---|--|

In the last month, please rate your workgroup's overall performance

| | | | | | | |
|--------------------|--|------------|----|----|----|----|
| Excellent |  | 25% | +1 | -3 | -2 | -1 |
| Very good |  | 54% | 0 | -1 | -1 | -2 |
| Average |  | 18% | -1 | +3 | +2 | +2 |
| Below average |  | 3% | 0 | +1 | +1 | +1 |
| Well below average |  | 1% | 0 | 0 | 0 | 0 |

In the last month, please rate your agency's success in meeting its goals and objectives

| | | | | | | |
|--------------------|--|------------|----|------|------|------|
| Excellent |  | 12% | 0 | -5 ↓ | -4 | -4 |
| Very good |  | 48% | +1 | -7 ↓ | -6 ↓ | -6 ↓ |
| Average |  | 31% | -1 | +8 ↑ | +6 ↑ | +6 ↑ |
| Below average |  | 5% | 0 | +2 | +2 | +2 |
| Well below average |  | 3% | 0 | +2 | +2 | +2 |

KEY














AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|--|------------|--------------------|--|--|--|
| My workgroup has the appropriate skills, capabilities and knowledge to perform well |  | 73% | -2 | -7  | -5  | -5  |
| My workgroup has the tools and resources we need to perform well |  | 55% | -1 | -7  | -6  | -7  |
| The people in my workgroup use time and resources efficiently |  | 74% | +1 | -4 | -3 | -2 |
| My workgroup can readily adapt to new priorities and tasks |  | 82% | -1 | -3 | -3 | -3 |
| The people in my workgroup cooperate to get the job done |  | 86% | +3 | -3 | -2 | -2 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



EMPLOYEES WHO INDICATED THAT THEY WANTED TO LEAVE THEIR CURRENT POSITION AS SOON AS POSSIBLE OR WITHIN THE NEXT 12 MONTHS WERE ASKED WHAT THEIR PLANS WERE.

| | RESPONSE SCALE | % | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--|---|---|--|
| Which of the following statements best reflects your current thoughts about working in your current position? | | | | | | |
| I want to leave my position as soon as possible | | 12% | -1 | +3 | +2 | +2 |
| I want to leave my position within the next 12 months | | 27% | -1 | +4 | +5 | +5 |
| I want to stay working in my position for the next one to two years | | 37% | +1 | -1 | +2 | +3 |
| I want to stay working in my position for at least the next three years | | 25% | +1 | -6 | -10 | -10 |
| What best describes your plans involved with leaving your current position? | | | | | | |
| I am planning to retire | | 6% | +1 | 0 | -1 | -2 |
| I am pursuing another position within my agency | | 42% | +1 | +2 | -2 | -2 |
| I am pursuing a position in another agency | | 31% | -1 | +6 | +10 | +10 |
| I am pursuing work outside the APS | | 8% | 0 | -4 | -4 | -4 |
| It is the end of my non-ongoing, casual or contracted employment | | 1% | 0 | -3 | -2 | -1 |
| Other | | 12% | -1 | -1 | 0 | 0 |
| KEY | | | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | | |

RETENTION



EMPLOYEES WERE ALSO ASKED FOR THE PRIMARY REASON BEHIND THEIR DESIRE TO LEAVE AND COULD SELECT ONE RESPONSE FROM A LIST OF ITEMS.

ONLY THE FIVE REASONS FOR LEAVING 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 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|-----|--------------------|---------------------------|---|--|
| What is the primary reason behind your desire to leave your current position? (5 highest responses): | | | | | |
| I wish to pursue a promotion opportunity | 15% | - | - | - | - |
| I can receive a higher salary elsewhere | 14% | - | - | - | - |
| I am looking to further my skills in another area | 11% | - | - | - | - |
| I want to try a different type of work or I'm seeking a career change | 9% | - | - | - | - |
| Other | 7% | - | - | - | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | | 14% | -2 | +4 | +3 | +3 |
| No | | 86% | +2 | -4 | -3 | -3 |
| Did this discrimination occur in your current agency? | | | | | | |
| Yes | | 94% | -3 | +3 | +1 | 0 |
| No | | 6% | +3 | -3 | -1 | 0 |
| Basis for the discrimination that you experienced (3 highest responses): | | | | | | |
| Gender | | 33% | - | - | - | - |
| Age | | 27% | - | - | - | - |
| Other | | 23% | - | - | - | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED. 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.

| HARASSMENT AND BULLYING | RESPONSE SCALE | % | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|-------------------------|----------------|---|--------------------|---------------------------|---|--|
|-------------------------|----------------|---|--------------------|---------------------------|---|--|

During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

| | | | | | | |
|----------|--|------------|----|----|----|----|
| Yes | | 13% | -3 | +3 | +2 | +2 |
| No | | 81% | +4 | -4 | -3 | -3 |
| Not sure | | 6% | -1 | +1 | +1 | +1 |

Types of harassment or bullying experienced (3 highest responses):

| | | | | | | |
|---|--|------------|---|---|---|---|
| Interference with work tasks (e.g. withholding needed information, undermining or sabotage) | | 44% | - | - | - | - |
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming) | | 44% | - | - | - | - |
| Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development) | | 33% | - | - | - | - |

Did you report the harassment or bullying?

| | | | | | | |
|---|--|------------|----|----|----|----|
| I reported the behaviour in accordance with my agency's policies and procedures | | 31% | -1 | -3 | -3 | -3 |
| It was reported by someone else | | 9% | +1 | +1 | +1 | +1 |
| I did not report the behaviour | | 61% | +1 | +2 | +2 | +2 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE 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 | 0 | 0 |
| No | | 90% | +2 | -1 | 0 | 0 |
| Not sure | | 4% | -1 | +1 | 0 | 0 |
| Would prefer not to answer | | 2% | 0 | 0 | 0 | 0 |
| Types of corrupt behaviours witnessed (3 highest responses): | | | | | | |
| Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit | | 59% | - | - | - | - |
| Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit | | 25% | - | - | - | - |
| Acting (or failing to act) in the presence of an undisclosed conflict of interest | | 20% | - | - | - | - |
| Did you report the potentially corrupt behaviour? | | | | | | |
| I reported the behaviour in accordance with my agency's policies and procedures | | 25% | +4 | +6 | +4 | +4 |
| It was reported by someone else | | 18% | -5 | +2 | +2 | +1 |
| I did not report the behaviour | | 57% | +1 | -7 | -6 | -5 |
| KEY | | | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | | |

DEMOGRAPHICS

| | RESPONSE SCALE | % | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|---|--|
| How do you describe your gender? | | | | | | |
| Man or male | | 43% | 0 | +5 | +5 | +5 |
| Woman or female | | 54% | 0 | -5 | -5 | -4 |
| Non-binary | | 0% | 0 | 0 | 0 | 0 |
| I use a different term | | 0% | 0 | 0 | 0 | 0 |
| Prefer not to say | | 3% | 0 | 0 | 0 | 0 |
| Do you identify as an Australian Aboriginal and/or Torres Strait Islander person? | | | | | | |
| Yes | | 2% | 0 | -1 | -2 | -2 |
| No | | 98% | 0 | +1 | +2 | +2 |
| Do you have an ongoing disability? | | | | | | |
| Yes | | 7% | 0 | -3 | -3 | -3 |
| No | | 93% | 0 | +3 | +3 | +3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

| | RESPONSE SCALE | % | VARIANCE FROM 2021 | VARIANCE FROM APS OVERALL | VARIANCE FROM LARGER OPERATIONAL AGENCIES | VARIANCE FROM EXTRA LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|---|--|
| Do you have carer responsibilities? | | | | | | |
| Yes | | 43% | +3 | +2 | +1 | +1 |
| No | | 57% | -3 | -2 | -1 | -1 |
| Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)? | | | | | | |
| Yes | | 7% | +1 | -1 | 0 | +1 |
| No | | 93% | -1 | +1 | 0 | -1 |
| In which country were you born? | | | | | | |
| Australia | | 70% | +1 | -6 ↓ | -5 ↓ | -5 ↓ |
| Other country | | 30% | -1 | +6 ↑ | +5 ↑ | +5 ↑ |
| Do you speak a language other than English at home? | | | | | | |
| No, English only | | 74% | 0 | -6 ↓ | -5 ↓ | -4 |
| Yes, other | | 26% | 0 | +6 ↑ | +5 ↑ | +4 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

AGENCY POSITION



AGENCY POSITION

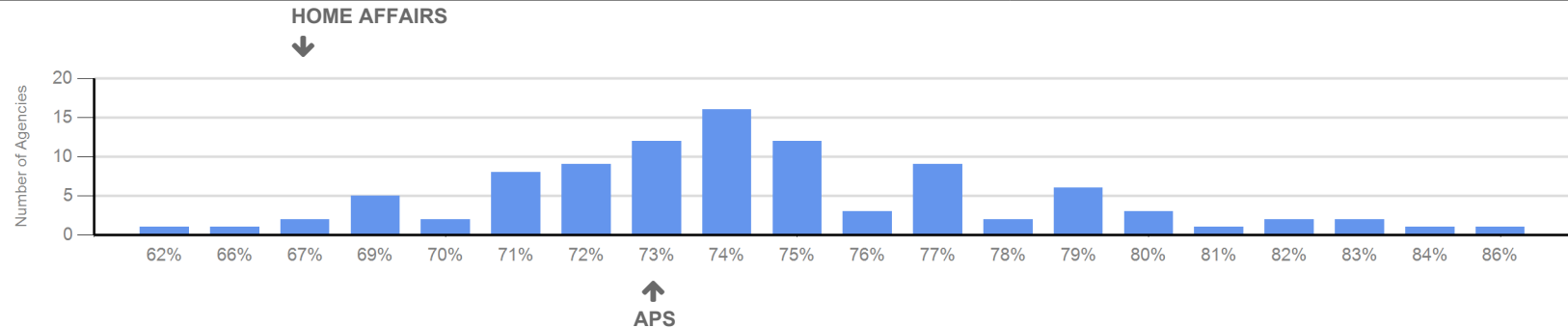
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

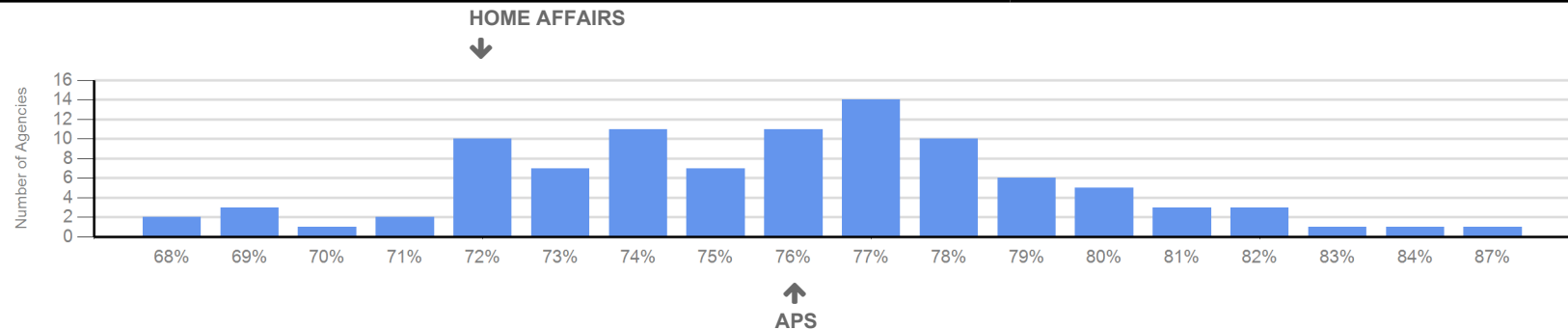
Employee Engagement Index

Ranking : 95th of 98



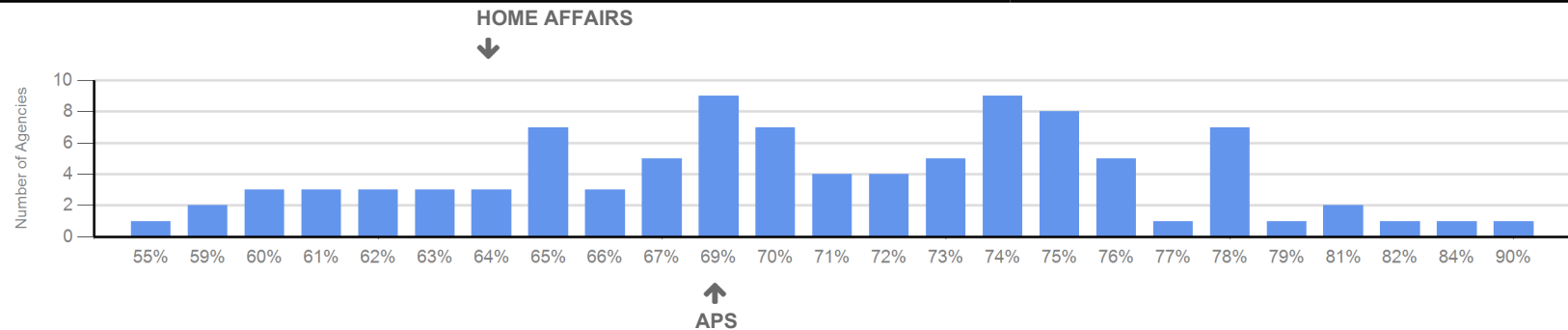
Leadership – Immediate Supervisor Index

Ranking : 83rd of 98



Leadership – SES Manager Index

Ranking : 82nd of 98



AGENCY POSITION



AGENCY POSITION

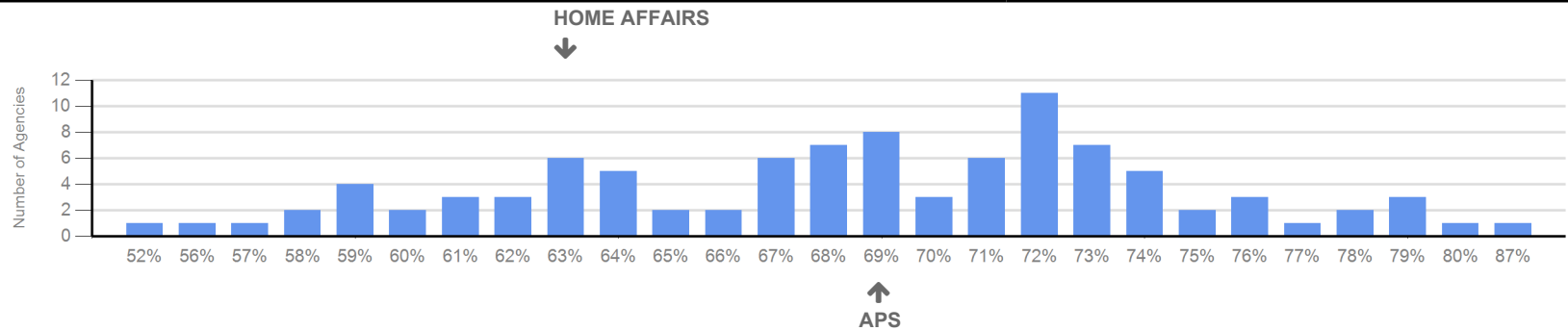
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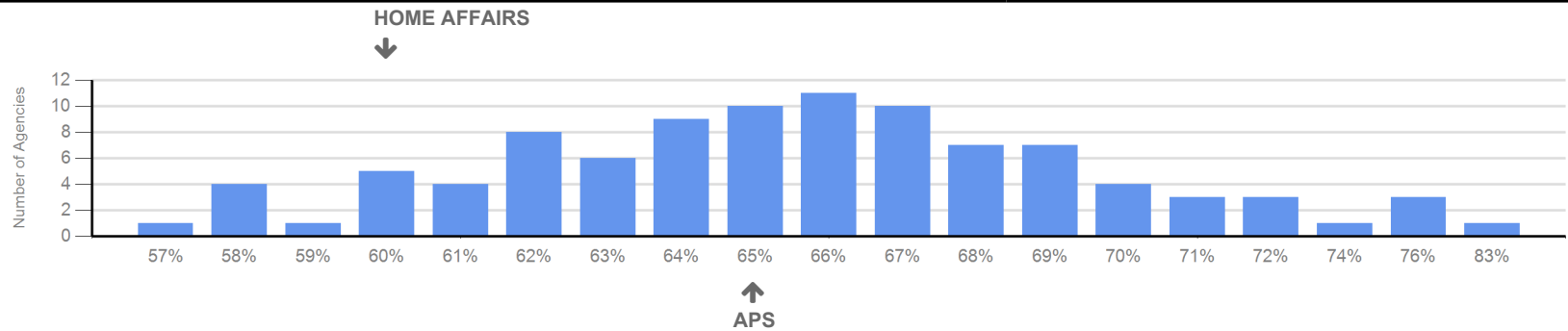
Communication Index

Ranking : 77th of 98



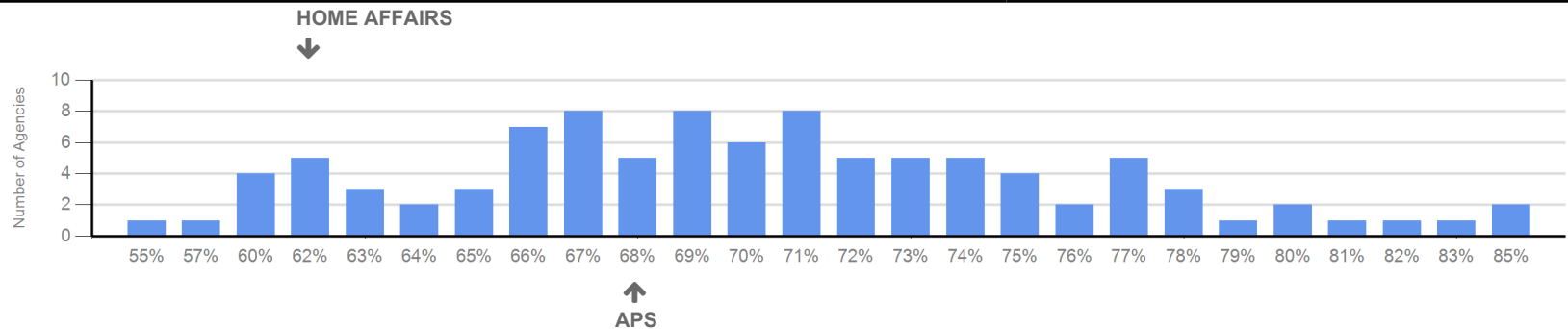
Enabling Innovation Index

Ranking : 92nd of 98



Wellbeing Policies and Support Index

Ranking : 88th of 98



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THROUGH DRIVER ANALYSIS, THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

%
POSITIVE

VARIANCE FROM 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM LARGER OPERATIONAL AGENCIES

VARIANCE FROM EXTRA LARGE SIZED AGENCIES

| .1 | My agency supports and actively promotes an inclusive workplace culture | 65% | +1 | -14↓ | -13↓ | -12↓ |
|-----------|--|------------|-----|------|------|------|
| .2 | My agency inspires me to come up with new or better ways of doing things | 38% | +5↑ | -14↓ | -14↓ | -13↓ |
| .3 | Internal communication within my agency is effective | 44% | +1 | -14↓ | -12↓ | -12↓ |
| .4 | Change is managed well in my agency | 31% | +3 | -13↓ | -13↓ | -14↓ |
| .5 | I think my agency cares about my health and wellbeing | 47% | +7↑ | -14↓ | -12↓ | -10↓ |
| .6 | In my agency, the SES clearly articulate the direction and priorities for our agency | 50% | +6↑ | -13↓ | -12↓ | -11↓ |

HOME AFFAIRS SPECIFIC QUESTIONS

| | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2021 |
|---|----------------|----|----|------------|--------------------|
| I understand how I contribute to the delivery of Future Ready / Realising Our Full Potential | 61 | 26 | 13 | 61% | - |
| I was given adequate time and support to return to working from work (where applicable) | 69 | 20 | 11 | 69% | - |
| I believe that my direct supervisor has the skills and capability to effectively manage staff working remotely and flexibly | 78 | 13 | 8 | 78% | - |
| I am supported and encouraged to collaborate with peers outside of my branch / command / division / group / agency to solve problems and deliver outcomes | 63 | 24 | 12 | 63% | - |
| Over the last 12 months, I can see that the Department and the ABF have taken appropriate steps to prevent and respond to inappropriate workplace behaviour | 57 | | 43 | 57% | - |
| I feel confident to speak up and raise concerns of inappropriate behaviour | 66 | 19 | 15 | 66% | +4 |
| I am able to find the time to complete learning and development activities identified in my Performance and Development Agreement | 54 | 22 | 23 | 54% | - |
| My role description and Department priorities inform my individual annual performance goals | 67 | 24 | 9 | 67% | - |
| I believe my immediate supervisor cares about my wellbeing, including my mental health | 82 | 11 | 7 | 82% | - |
| Do you know how and where to access support and information, should you be subject to, or witness, discrimination, bullying or harassment? | 64 | 28 | 8 | 64% | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR


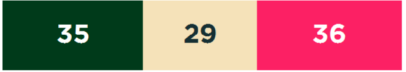




AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



HOME AFFAIRS SPECIFIC QUESTIONS

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2021 |
|---|---|------------|--------------------|
| I feel trusted to do my job to the best of my ability |  | 83% | - |
| (For ABF staff only) I am confident that the ABF is taking steps to build its culture, to support officers to raise concerns |  | 35% | 0 |
| (For ABF staff only) I believe that WHS incidents and risks are managed appropriately by my work area |  | 52% | 0 |
| (For ABF staff only) The ABF motivates me to proactively share my working knowledge, experience and skills to develop staff in my workgroup |  | 51% | - |

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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

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.

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.

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PARLIAMENTARY INQUIRY SPOKEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number: 29

Subject: Market sweep for new technologies

Asked by: Linda Reynolds

Question:

Senator REYNOLDS: So, this was a departmental initiative?

Mr Pezzullo: Well, it's the government.

Senator REYNOLDS: But it didn't come down initially. This was you doing your job, responsible for the contracting of equipment?

Mr Pezzullo: I think that's a fair way to put it. In the end it's the minister's decision as to what he takes, as you well know, to his cabinet colleagues. It then goes through a budget process. You have to convince ERC.

Senator REYNOLDS: Yes, I know well how the process works. So, you did that sweep and had a look at a range of technologies?

Mr Pezzullo: Yes.

Senator REYNOLDS: So, you were looking at an effects based outcome for ABF?

Mr Pezzullo: Yes, irrespective of platform. That was examined. I just need to be cautious, because we have given evidence and I don't want to contradict that. We'll come back to you on notice. We got the results in. It basically said, yes, in years to come there will be technologies, particularly in the uninhabited space. In fact, I think even balloons might have come up, which have had some recent notoriety. There will be capabilities and technologies that will, if you like, give you more persistent eyes-on surveillance in the broad area. I think from memory—and, Ms Saunders, we'll need to take this notice because I've given evidence on this before and I don't wish to contradict myself.

Senator REYNOLDS: I'm happy if you want to take that on notice. Basically, the result of the decision taken of what would have then been the Morrison government to do a sort of a technology sweep, under the future maritime surveillance capability construct, said you need a capacity to do broad-area surveillance.

Answer:

The capability analysis of the 2018 Request for Information (RFI) and 2020 Clarification Questions to the RFI identified a need in the long-term for options to deliver persistent, land-based and aerial surveillance with capabilities that could deliver shorter and longer ranges (broad-area surveillance).

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PARLIAMENTARY INQUIRY SPOKEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number: 30

Subject: After the market sweep, at what point did you get to we will extend the fixed wing rather than introducing another mix of technologies.

Asked by: Linda Reynolds

Question:

Senator REYNOLDS: No. I'll come back to that, because I have more questions in relation to that, as I'm sure you would imagine. So, you did that sweep. Before you get to the cost, how did you come from that effects based sweep, looking at different technologies and their current state of maturity, availability and suitability, and at what point from that did you get to, 'We're going to recommend extension of fixed-wing rather than starting to introduce another mix of technologies'?

Mr Pezzullo: Understood. We'll need to check. As I said, I've given evidence in other committees, and we've also provided answers to other committees. I'll just need to check. I would hate to be inconsistent with other evidence. Let's say for the sake of argument today—and we'll correct this obviously as required—that it took 12 months. It might have taken a little bit longer than that. It was a very comprehensive project out at Molonglo, as I recall it. They were in your headquarters, from what I recall, Commissioner. Let's say it took 12 months. You get to the back end of 2019, possibly the start of 2020, but we'll come back to you if that evidence is in error. Essentially—and I will summarise it in colloquial terms; I'll have to remind myself of what the report said—the report came to the Commissioner and I. Down the track, yes, there will be technologies that move away from essentially propellor-driven, fixed-wing aircraft, which are very capable for their age and time, with a massive radar essentially sitting under the radar.

Answer:

The capability analysis of the 2018 and 2020-21 industry engagements informed the decision in 2021 to pursue extending the current fixed wing arrangements until the long term effects based replacement could be delivered (no earlier than 2025).

Information provided by industry during the market sweep indicated that maintaining the existing level of capability would not be possible until 2025 and still with risks. Shifting to new technologies and methodologies would further increase those risks to operational capability.

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PARLIAMENTARY INQUIRY SPOKEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number: 31

Subject: When was the market sweep and analysis completed?

Asked by: Linda Reynolds

Question:

Mr Pezzullo: Indeed. So, at some point, you will be in a position, subject to capital investment and all the rest of it, to have a combined fleet largely of long-range uninhabited—

Senator REYNOLDS: No, no. I get that, but the question is—and perhaps, firstly for time and secondly for accuracy, you could take this on notice—when that concluded and you had done your analysis and what your capability analysis was of what was required.

Mr Pezzullo: We'll come back to you on notice. I'm going to say early 2020, but we will correct that.

Answer:

The effects-based capability needs analysis concluded in June 2021, informed by two industry engagements

- The Request for Information (RFI) which was released for industry responses between 29 October 2018 and 30 November 2018 was summarized in a Final Report completed in March 2019.
- The Clarification Questions asked of RFI respondents between 23 December 2020 and 15 February 2021, the outcomes of which were summarised in a Final Report completed in June 2021.

The capability analysis identified a need in the long-term for options to deliver persistent, land-based and aerial surveillance with capabilities that could deliver shorter and longer ranges (broad-area surveillance); system and capability integration options, as well as risk reduction activities including technology demonstrators and technology trials.

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PARLIAMENTARY INQUIRY SPOKEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number: 32

Subject: Can you clarify that the overall contract performance metrics were agreed in the original contract in 2008, did you seek to change the performance management framework?

Asked by: Julian Hill

Question:

Mr Outram: Again, I'll clarify that the overall contract performance metrics were agreed in the original contract in 2008.

CHAIR: Okay. The liquidated damage—that would be the contract outset. But, through any of the substantive variations over the years, did you seek to change the performance management framework?

Mr Pezzullo: Can I just check with Border Force. What about abatements?

Mr Outram: Abatements have certainly been issued under the—

Mr Pezzullo: But have we varied, as part of the—

Mr Outram: I don't believe we've varied. Whether we've sought to vary it, in all that time, I would have to take on notice.

Answer:

The Department has not sought to change the outcomes-based nature of the performance management framework since the Contract commenced in 2008.

As part of the negotiations in September 2021, for the six year extension, the Department agreed to the service providers request for temporary adjustments to the performance regime which provide for relief where obsolete equipment or implementation of the aircraft upgrades directly affected the service provider's performance score. These performance relief measures only apply where evidence is provided and is quarantined to the period during the two year aircraft modification program.

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PARLIAMENTARY INQUIRY WRITTEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number: 33

Subject: What made the market sweep an appropriate use of time and resource for the Department and industry responder?

Asked by: Julian Hill

Question:

The market sweep affirmed what would have already been clear to any observer – that the opportunity to explore a replacement capability had long gone.

- a. How did the Department assess what effect the market sweep would have in further strengthening the position of the incumbent in its negotiations with the Commonwealth on a contract extension?
- b. What made the market sweep an appropriate use of time and resource for the Department and industry responder?

Answer:

a. How did the Department assess what effect the market sweep would have in further strengthening the position of the incumbent in its negotiations with the Commonwealth on a contract extension?

The market sweep was run in accordance strict probity protocols, informed by best practice considerations and included representatives of the Australian Government Solicitor to ensure all engagement met probity requirements and did not result in direct or implied benefits to the incumbent in its non-binding negotiations with the Commonwealth on a contract extension.

b. What made the market sweep an appropriate use of time and resource for the Department and industry responder?

The format of the market sweep was designed to minimize impost on industry, noting the previous industry engagement in 2018 and 2020, and provide the Department with targeted information on a like-for-like replacement to inform the decision on a contract extension.

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PARLIAMENTARY INQUIRY WRITTEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number 34

Subject: I am keen to understand the nature of the market sweep consultation including how businesses were asked to engage the Department and provide information.

Asked by: Julian Hill

Question:

I am keen to understand the nature of the market sweep consultation including how businesses were asked to engage the Department and provide information.

- a. What was the format for this consultation?
- b. How much notice were businesses provided to prepare information in response to the Department?
- c. How did this format and timing allow for in-depth consideration of alternative solutions to provide capability in a timely manner and avoid a contract extension?
- d. Why were participants asked to agree to a deed of confidentiality to participate in this activity?
- e. How did the Department ensure all reasonable opportunities for competitive alternatives to a contract extension were considered?

Answer:

a. What was the format for this consultation?

The format for the 2021 market sweep was one-on-one engagement undertaken through 1.5 hour virtual meetings where participants provided verbal responses to an information brief outlining the like for like capability requirements.

b. How much notice were businesses provided to prepare information in response to the Department?

Participants were provided between 7 and 12 business days to prepare information.

c. How did this format and timing allow for in-depth consideration of alternative solutions to provide capability in a timely manner and avoid a contract extension?

The format of the market sweep was designed to minimize impost on industry, noting the previous industry engagement in 2018 and 2020, while providing the Department with targeted information on a like-for-like replacement to inform the decision on a contract extension prior to expiry of the previous arrangement in December 2021.

d. Why were participants asked to agree to a deed of confidentiality to participate in this activity?

In line with standard Commonwealth industry engagement practices, participants were asked to complete a 'Deed of Undertaking including as to Confidentiality' to ensure non-disclosure of sensitive Commonwealth material.

e. How did the Department ensure all reasonable opportunities for competitive alternatives to a contract extension were considered?

The Department commenced planning for future aerial surveillance capability in 2016 in advance of expiry of the previous contractual arrangements on 31 Dec 2021.

This included industry engagement in 2018, 2020 and 2021; risk mitigation activities; and evaluation of alternative technologies and their associated lead times.

The Department took a risk based approach to the decision to extend the contract informed by this analysis. Alternatives to a contract extension would have posed an unacceptable risk to the continuation of existing levels of operational capability.

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PARLIAMENTARY INQUIRY WRITTEN QUESTION ON NOTICE

Joint Public Accounts and Audit

10 February 2023

QoN Number: 35

Subject: How did the Department conduct the market sweep

Asked by: Julian Hill

Question:

Considering the Department had 67 responses to its 2018 RFI, and 31 sought supplementary detail in 2020,

- a. How did it identify the nine businesses invited to participate in the August 2021 market sweep?
- b. How did the Department assess this limited group as best placed to present a reasonable breadth of competitive alternatives for Commonwealth consideration?
- c. Why did the Department not open the market sweep for public response as it had with earlier consultation?

Answer:

a. How did it identify the nine businesses invited to participate in the August 2021 market sweep?

Participants were identified through either participation in previous formal industry engagement in 2018 and 2020, or through the ongoing informal industry engagements undertaken by the Department since that time, in line with standard Commonwealth procurement practices.

b. How did the Department assess this limited group as best placed to present a reasonable breadth of competitive alternatives for Commonwealth consideration?

The eight domestic and international participants were invited based on:

- Industry knowledge and having the potential capability and interest in the opportunity to provide a long term fixed wing civil maritime surveillance solution;
- Market presence and existing experience in providing similar services in a national security context;
- Ensuring there is representation of a cross-section of the market, comprising of small-medium and multinational organisations; and/or
- Their participation in relevant and similar procurement processes in Australia or overseas.

c. Why did the Department not open the market sweep for public response as it had with earlier consultation?

The market sweep was undertaken as a confidential information gathering process to ensure non-disclosure of sensitive Commonwealth material, that the process did not provide an unfair advantage to the incumbent, and to encourage sharing of participant commercial information.