



Australian Government
Australian Public Service Commission

2014 APS employee census

12 May–13 June 2014

INTRODUCTION

What is the purpose of this census?

Each year the Australian Public Service Commissioner presents a State of the Service report to parliament after the end of the financial year. The report identifies year-to-year trends in workforce participation and capability across the Australian Public Service (APS).

The report draws on a range of information sources but one of its main data sources is this census. The census is your opportunity to comment and provide feedback on various aspects of working in the APS and your agency. It covers issues such as senior leadership capability, access to and satisfaction with work-life balance and employee engagement. You can access previous reports from the State of the Service Exchange Blog to see how previous employee census results have been reported:

<http://www.apsc.gov.au/sosr-exchange>.

The responses you provide are vital in assisting the Australian Public Service Commissioner to evaluate the state of the APS. Aggregated census data also provides your agency with the attitudes and opinions of employees across a range of important agency-specific issues.

Who is conducting the census?

The Australian Public Service Commission (the Commission) has engaged ORC International (www.orcinternational.com.au) to conduct the census on its behalf. ORC International's data management systems and security policy are ISO 27001 (Information Security Management System) certified.

How long will the census take?

The census should take around 30 to 35 minutes to complete, depending on how many comments you choose to make. We encourage you to take this opportunity to express your attitudes and opinions about your workplace and thank you for your valuable contribution.

Will my answers be confidential?

Your responses will remain confidential unless disclosure of the information is required or authorised by or under an Australian law or a court/tribunal order. The survey is voluntary and, with the exception of the first four questions, you may skip any question you do not wish to answer.

Data is only used in an aggregated, or in the case of comments, de-identified form and no data will be used or provided that allows the identification of any individual.

The names of individual APS employees are not recorded with census responses, and are not provided to the Commission.

In accordance with the *Privacy Act 1988* and the Australian Privacy Principles, please see the *Privacy Statement* below for a clear description of why the data is being collected, under what authority, and how it will be stored and used.

How was I identified to participate?

You were identified from the APS Employment Database (APSED) or by your agency to participate in the census. Each year, the names, AGS numbers and email addresses of all APS employees are obtained from APSED for the purpose of sending the employee census to all APS employees. Only ORC International has access to both the APSED information and your census results and the information is stored separately.

What happens after I take part in the census?

ORC International will provide the State of the Service team within the Commission with de-identified unit (individual level) record datasets for analysis and reporting purposes. The *State of the Service Report 2013–14* will be available on the Commission's website from early December.

Your agency will receive aggregated results for internal use and communication. Again, no data will be provided to agencies that allows the identification of any individual.

Where do I go if I still have questions?

If you have any further questions, please contact ORC International on 1800 065 312 (for technical advice) or the State of the Service team on stateoftheservice@apsc.gov.au (for questions relating to your participation in the survey).

Privacy Statement: APS employee census

What kind of personal information is collected and held?

The APS employee census collects the attitudes and opinions of APS employees on a range of workplace issues.

How is information collected and held?

Information is collected by the Commission's contracted survey provider; ORC International. ORC International is a contracted service provider within the meaning of section 6 of the Privacy Act and their data management systems and security policy are ISO 27001 (Information Security Management System) certified.

Why is the information collected, held, used and disclosed?

The information collected through the APS employee census is collected for the purpose of the APS Commissioner's annual report on the state of the APS. Individual responses are confidential and data is only used in an aggregated, or in the case of free text fields, de-identified form.

Aggregated data is provided to agencies to inform internal management decisions and, where respondents have indicated their consent, de-identified comment data is also provided to individual agencies. Aggregated data may be used for research purposes in the future and is available on www.data.gov.au. No data will be used or provided that allows the identification of any individual.

Authority for collection

The APS Commissioner's statutory functions under the *Public Service Act 1999* include:

- developing, reviewing and evaluating APS workforce management policies and practices and maintaining appropriate databases (paragraph 41(2)(c)); and
- reporting to the parliament on the state of the APS (section 44).

To perform these functions the APS Commissioner conducts an annual APS employee census. Data from the census, in conjunction with data from other sources, is used to evaluate and prepare reports on the state of the APS.

INSTRUCTIONS ON HOW TO COMPLETE THIS CENSUS

1. Please read each question carefully.
2. A number of different scales have been used throughout the employee census. Where there is a scale in response to the question, please select the option that represents the answer you want to give. For example, if you think that the weather outside today has been good, you would select the circle 'good' as below.

	Very Good	Good	Average	Poor	Very Poor
How would you rate the weather outside today?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

3. Unless stipulated, please answer in relation to your current agency even if you have worked in more than one agency during the last 12 months.
4. There are some open-ended questions in the census where you can elaborate or comment on specific issues. In answering the open-ended questions, please do not provide personal information about any other person, for example by including their name in your response. Australian Privacy Principle 5 requires that, where personal information has been collected about an individual (including from sources other than the individual concerned), they must be notified of certain matters, such as the purposes for which this information has been collected.

When is this census due?

The census should be completed and submitted by Friday 13 June 2014.

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A. ABOUT YOU

Please note that your survey responses are confidential. All data and information collected from the survey will be stored in accordance with the *Privacy Act 1988*.

1. What is your gender?
- 1 Male
 - 2 Female
 - 3 X (Indeterminate/Intersex/Unspecified)

2. How old were you at your last birthday?

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3. Where is your workplace?
- 1 Australian Capital Territory
 - 2 New South Wales
 - 3 Victoria
 - 4 Queensland
 - 5 South Australia
 - 6 Western Australia
 - 7 Tasmania
 - 8 Northern Territory
 - 9 Outside Australia

4. What is your substantive classification level?
[This is the classification level at which you were engaged or to which you were last promoted.
It does not mean the level you may be acting in, or temporarily performing.]

If you are unsure of how your classification translates to the APS standard classifications and you are unable to ask someone in your agency, please call Marie Rowles at the Australian Public Service Commission between 8:30 am and 5:00 pm Eastern Standard Time on (02) 6202 3843 before completing the survey.

- 1 Trainee/Apprentice
- 2 Graduate APS (including Cadets)
- 3 APS 1–2 (or equivalent)
- 4 APS 3–4 (or equivalent)
- 5 APS 5–6 (or equivalent)
- 6 Executive Level 1 (or equivalent)
- 7 Executive Level 2 (or equivalent)
- 8 Senior Executive Service Band 1 (or equivalent)
- 9 Senior Executive Service Band 2 or 3 (or equivalent)
- 10 Outside Australia—non-APS¹
- 11 Non-APS—within Australia

¹ For the purpose of the survey, Outside Australia—non-APS includes locally-engaged staff, overseas engaged employees, O-based staff and other similar terms.

5. How long have you been at your substantive classification? **[Please enter the number of years. If it is less than one year please enter zero.]**

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6. What is your current, actual classification level? **(This is the classification level you are currently assigned, such as acting or higher duties).**

- 1 My actual classification is the same as my substantive classification **[Please go to question 8]**
- 2 Trainee/Apprentice
- 3 Graduate APS (including cadets)
- 4 APS 1–2 (or equivalent)
- 5 APS 3–4 (or equivalent)
- 6 APS 5–6 (or equivalent)
- 7 Executive Level 1 (or equivalent)
- 8 Executive Level 2 (or equivalent)
- 9 Senior Executive Service Band 1 (or equivalent)
- 10 Senior Executive Service Band 2 or 3 (or equivalent)
- 11 Outside Australia—non-APS
- 12 Non-APS—within Australia

7. For how long have you been acting at a different classification level?

- 1 Less than 1 month
- 2 1 to less than 3 months
- 3 3 months to less than 12 months
- 4 One year or more

8. What is your **total** length of service in the APS?
[Please include all periods of service in the APS]

- 1 Less than 1 year
- 2 1 to less than 5 years
- 3 5 to less than 10 years
- 4 10 to less than 15 years
- 5 15 to less than 20 years
- 6 20 years or more

9. What is your **total** length of service in your current agency?

- 1 Less than 1 year
- 2 1 to less than 5 years
- 3 5 to less than 10 years
- 4 10 to less than 15 years
- 5 15 to less than 20 years
- 6 20 years or more

10. What is your highest completed qualification?

- 1 Less than Year 12 or equivalent
- 2 Year 12 or equivalent (HSC/Leaving certificate)
- 3 Vocational qualification
- 4 Associate diploma
- 5 Undergraduate diploma
- 6 Bachelor degree (including with Honours)
- 7 Postgraduate diploma (includes graduate certificate)
- 8 Master's degree
- 9 Doctorate

11. What is your employment category?

- 1 Ongoing
- 2 Non-ongoing
- 3 Not sure

12. a. Do you identify yourself as Aboriginal and/or Torres Strait Islander?

- 1 Yes
- 2 No **[Please go to question 13]**

b. Are you identified as Aboriginal and/or Torres Strait Islander in your agency's human resource information system (i.e. have you informed your agency)?

- 1 Yes
- 2 No—I chose not to inform
- 3 No—I have never been asked for this information
- 4 No—For another reason
- 5 Not sure

c. If you selected 'No—I chose not to inform' in the item above, could you please explain why you chose not to inform your agency?

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13. a. Do you have an ongoing disability²?
- O 1 Yes
- O 2 No **[Please go to question 14]**
- b. Is your ongoing disability recorded on your agency's human resource information system (i.e. have you informed your agency that you have a disability)?
- O 1 Yes
- O 2 No—I chose not to inform
- O 3 No—I have never been asked for this information
- O 4 No—For another reason
- O 5 Not sure
- c. If you selected 'No—I chose not to inform' in the item above, could you please explain why you chose not to inform your agency?
-

14. Are you of non-English speaking background (NESB)?
[For the purpose of this survey, you should indicate 'yes' to this question only if you were born overseas and your first language was not English.]
- O 1 Yes
- O 2 No

15. a. Do you have carer responsibilities? [For the purpose of this question carer responsibilities are not limited to those in receipt of carer payment.]
- O 1 Yes
- O 2 No **[Please go to question 16 (non-SES) or question 17 (SES)]**
- b. For whom do you have carer responsibilities?
[Please select all that apply]
- O 1 Child(ren)—under 5 years
- O 2 Child(ren)—5 to 16 years
- O 3 Child(ren)—over 16 years
- O 4 Parent(s)
- O 5 Other relative(s) (not including parents or children)
- O 6 Partner
- O 7 Other

² For the purpose of this survey, a person has a disability if they report that they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least 6 months and restricts everyday activities. This includes:

- loss of sight (not corrected by glasses or contact lenses)
- loss of hearing where communication is restricted, or an aid to assist with, or substitute for, hearing is used
- speech difficulties
- shortness of breath or breathing difficulties causing restriction
- chronic or recurrent pain or discomfort causing restriction
- blackouts, fits, or loss of consciousness
- difficulty learning or understanding
- incomplete use of arms or fingers
- difficulty gripping or holding things
- incomplete use of feet or legs
- nervous or emotional condition causing restriction
- restriction in physical activities or in doing physical work
- disfigurement or deformity
- mental illness or condition requiring help or supervision
- long-term effects of head injury, stroke or other brain damage causing restriction
- receiving treatment or medication for any other long-term conditions or ailments and still restricted
- any other long-term conditions resulting in a restriction.

B. GENERAL IMPRESSIONS: CURRENT JOB

18. Please rate your level of agreement with the following statements regarding *your current job*:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I enjoy the work in my current job	O 1	O 2	O 3	O 4	O 5
b. I have a good immediate supervisor	O 1	O 2	O 3	O 4	O 5
c. My job gives me opportunities to utilise my skills	O 1	O 2	O 3	O 4	O 5
d. My job gives me a feeling of personal accomplishment	O 1	O 2	O 3	O 4	O 5
e. I am satisfied with the recognition I receive for doing a good job	O 1	O 2	O 3	O 4	O 5
f. I am fairly remunerated (e.g. salary, superannuation) for the work that I do	O 1	O 2	O 3	O 4	O 5
g. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	O 1	O 2	O 3	O 4	O 5
h. I have a clear understanding of how my work group's role contributes to my agency's strategic directions	O 1	O 2	O 3	O 4	O 5

C. GENERAL IMPRESSIONS: IMMEDIATE WORKGROUP

19. Please rate your level of agreement with the following statements regarding *your immediate work group*:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. The people in my work group are honest, open and transparent in their dealings	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. The people in my work group cooperate to get the job done	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. The people in my work group are committed to workplace safety	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. The people in my work group are accepting of people from diverse backgrounds	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. The people in my work group treat each other with respect	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

D. GENERAL IMPRESSIONS: IMMEDIATE SUPERVISOR

20. Please rate your level of agreement with the following statements regarding *your immediate supervisor*.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My supervisor provides me with regular and constructive feedback	O 1	O 2	O 3	O 4	O 5
b. My supervisor appropriately deals with employees that perform poorly	O 1	O 2	O 3	O 4	O 5
c. My supervisor works effectively with people from diverse backgrounds	O 1	O 2	O 3	O 4	O 5
d. My supervisor is committed to workplace safety	O 1	O 2	O 3	O 4	O 5
e. My supervisor is accepting of people from diverse backgrounds	O 1	O 2	O 3	O 4	O 5
f. My supervisor treats people with respect	O 1	O 2	O 3	O 4	O 5
g. My supervisor communicates effectively regarding the business risks that impact my workgroup	O 1	O 2	O 3	O 4	O 5

E. GENERAL IMPRESSIONS: SENIOR LEADERSHIP

21. In the APS, leadership is a practice used by employees at all levels. The following questions only relate to the leadership practices of **Senior Executive Service (SES)** employees in your agency. Please rate your level of agreement with the following statements regarding the SES in your agency:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. In my agency, the senior leadership is of a high quality	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. In my agency, the most senior leaders are sufficiently visible (e.g. can be seen in action)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. In my agency, communication between senior leaders and other employees is effective	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. In my agency, senior leaders engage with staff on how to respond to future challenges	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. In my agency, senior leaders give their time to identify and develop talented people	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. In my agency, senior leaders communicate effectively regarding the business risks that we face	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. In my agency, senior leaders ensure that work effort contributes to the strategic direction of the agency and the APS	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
h. In my agency, senior leaders effectively lead and manage organisational change	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
i. Senior leaders in my agency lead by example in ethical behaviour	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
j. In my agency, senior leaders encourage innovation and creativity	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

F. GENERAL IMPRESSIONS: AGENCY

22. Please rate your level of agreement with the following statements regarding aspects of *your agency's working environment*:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I feel a strong personal attachment to my agency	0 1	0 2	0 3	0 4	0 5
b. When someone praises the accomplishments of my agency, it feels like a personal compliment to me	0 1	0 2	0 3	0 4	0 5
c. I am proud to work in my agency	0 1	0 2	0 3	0 4	0 5
d. Change is managed well in my agency	0 1	0 2	0 3	0 4	0 5
e. Internal communication within my agency is effective	0 1	0 2	0 3	0 4	0 5
f. My agency deals with underperformance effectively	0 1	0 2	0 3	0 4	0 5
g. My agency routinely applies merit ⁴ in decisions regarding engagement and promotion	0 1	0 2	0 3	0 4	0 5
h. My agency genuinely cares about employees being healthy and safe at work	0 1	0 2	0 3	0 4	0 5
i. My agency supports employees who are injured or become ill due to work	0 1	0 2	0 3	0 4	0 5
j. In general, employees in my agency feel they are valued for their contribution	0 1	0 2	0 3	0 4	0 5
k. In general, employees in my agency effectively manage conflicts of interest	0 1	0 2	0 3	0 4	0 5
l. In general, employees in my agency appropriately assess risk	0 1	0 2	0 3	0 4	0 5
m. My agency has procedures in place to manage business risks	0 1	0 2	0 3	0 4	0 5
n. I know who to talk to in my agency about business risks that impact my workgroup	0 1	0 2	0 3	0 4	0 5

⁴ For the purpose of this survey, a decision relating to engagement or promotion is based on merit if:

- an assessment is made of the relative suitability of the candidates for the duties, using a competitive selection process; and
- the assessment is based on the relationship between the candidates' work-related qualities and the work-related qualities genuinely required for the duties; and
- the assessment focuses on the relative capacity of the candidates to achieve outcomes related to the duties; and
- the assessment is the primary consideration in making the decision.

o. My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments)	O 1	O 2	O 3	O 4	O 5
p. My agency motivates me to help achieve its objectives	O 1	O 2	O 3	O 4	O 5
q. My agency inspires me to do the best in my job	O 1	O 2	O 3	O 4	O 5
r. I am satisfied with the opportunities for career progression in my agency	O 1	O 2	O 3	O 4	O 5
s. I would recommend my agency as a good place to work	O 1	O 2	O 3	O 4	O 5
t. My workplace culture supports people to achieve a good work-life balance	O 1	O 2	O 3	O 4	O 5
u. My agency actively encourages ethical behaviour by all of its employees	O 1	O 2	O 3	O 4	O 5
v. I have confidence in the processes that my agency uses to resolve employee grievances	O 1	O 2	O 3	O 4	O 5
w. My agency is committed to creating a diverse workforce (for example gender, age, cultural background, disability status, Indigenous status)	O 1	O 2	O 3	O 4	O 5

23. If asked to choose, which would you **primarily** consider yourself to be?

[Please select one category only]

- O 1 An APS employee
- O 2 An employee of your agency

24. Please rate your level of agreement with the following statements regarding aspects of *your agency's culture*:

	To a very great extent	Quite a lot	Somewhat	Hardly at all	Not at all
In my opinion, my agency emphasises:					
a. Innovation—Finding new solutions to problems is important	O 1	O 2	O 3	O 4	O 5
b. Procedure—Delivering standardised services is important	O 1	O 2	O 3	O 4	O 5
c. Employees—The wellbeing of our people is important	O 1	O 2	O 3	O 4	O 5
d. Delivery—Completing tasks is important	O 1	O 2	O 3	O 4	O 5
In my opinion, my agency prioritises:					
e. Developing new ideas— Employees are encouraged to make suggestions	O 1	O 2	O 3	O 4	O 5
f. Process—Employees are expected to follow established procedures	O 1	O 2	O 3	O 4	O 5
g. People—Team cohesion is important	O 1	O 2	O 3	O 4	O 5
h. Achieving goals—Work must be completed to a high standard	O 1	O 2	O 3	O 4	O 5
In my opinion, the employees who get ahead in my agency are:					
i. Able to generate new ideas	O 1	O 2	O 3	O 4	O 5
j. Process orientated	O 1	O 2	O 3	O 4	O 5
k. Supportive of others	O 1	O 2	O 3	O 4	O 5
l. Task focused	O 1	O 2	O 3	O 4	O 5
In my opinion, most managers in my agency are people who:					
m. Encourage innovation	O 1	O 2	O 3	O 4	O 5
n. Make sure procedure is rigorously followed	O 1	O 2	O 3	O 4	O 5
o. Value their employees	O 1	O 2	O 3	O 4	O 5
p. Ensure their team delivers	O 1	O 2	O 3	O 4	O 5

G. CHANGE MANAGEMENT

25. In the last 12 months, has your immediate work group been directly affected by any major workplace change (e.g. functional, geographical, staffing changes)?

1 Yes

1 No [Please go to question 29]

26. Which of the following changes impacted your work group in the last 12 months?

[Select all that apply]

1 Change in physical workplace (e.g. moved to a new building, existing workplace renovated)

2 Machinery of government change

3 Relocated to a new city

4 Structural change (change in division or branch structure)

5 Functional change (e.g. change in responsibilities)

6 Change in work priorities

7 Decrease in staffing numbers

8 Increase in staffing numbers

9 Change in SES leadership (e.g. change of branch head)

10 Change in supervisor

11 Other

27. 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?

1 To a very great extent

2 Quite a lot

3 Somewhat

4 Hardly at all

5 Not at all

28. Please comment on how these workplace changes affected you.

.....

.....

.....

29. Please rate your level of agreement with the following statements regarding *your current job*:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I feel prepared for most of the demands in my job	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. I meet the goals that I set for myself in my job	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. Whatever comes my way in my job, I can usually handle it	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. My past experiences in my job have prepared me well for my future work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

H. RISK MANAGEMENT

30. Please rate your level of agreement with the following statements regarding *your current job*:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I am aware of my agency's policies for managing risk and fraud or know where to find them	O 1	O 2	O 3	O 4	O 5
b. In my agency, risks are managed proactively	O 1	O 2	O 3	O 4	O 5
c. My supervisor supports me in managing risk according to my agency's policies and procedures	O 1	O 2	O 3	O 4	O 5
d. My managers actively promote risk management disciplines and continuous risk management improvements	O 1	O 2	O 3	O 4	O 5
e. In my immediate work area employees respond to risk in a manner consistent with my agency's risk management policies and processes	O 1	O 2	O 3	O 4	O 5
f. Risk management practices in my agency assist in the achievement of business objectives	O 1	O 2	O 3	O 4	O 5

I. WELLBEING

31. On what basis are you employed?
- 1 Full-time basis
 - 2 Part-time basis **[Please go to question 33]**
 - 3 Casual basis **[Please go to question 33]**
32. In the last fortnight,⁵ how many hours did you work in your current job?
*[Please **add** any overtime or extra time worked and **subtract** any time off.⁶]*
- 1 75 hours or less
 - 2 More than 75 hours to less than 80 hours
 - 3 80 to less than 90 hours
 - 4 90 to less than 100 hours
 - 5 100 to less than 120 hours
 - 6 120 to less than 150 hours
 - 7 150 hours or more
 - 8 Not applicable (e.g. graduated return to work, on leave for whole fortnight)
33. Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?
- 1 Very satisfied
 - 2 Satisfied
 - 3 Neither satisfied nor dissatisfied
 - 4 Dissatisfied
 - 5 Very dissatisfied
34. Overall, how satisfied are you with your ability to access and use flexible working arrangements?
- 1 Very satisfied
 - 2 Satisfied
 - 3 Neither satisfied nor dissatisfied
 - 4 Dissatisfied
 - 5 Very dissatisfied

⁵ To assist in your calculations, a fortnight of full-time work (without any additional hours) is approximately 75 hours.

⁶ For the purpose of this survey, one day is the equivalent of 7.5 hours in calculating time off.

35. In the last fortnight, how many days did you take of the following types of unplanned leave:
[Please exclude compensation leave, unauthorised leave, annual leave, long service leave, adoption leave, purchased leave, parental leave, flex leave, jury duty, emergency services duty.]

*If you did not take any days of this type of unplanned leave in the last fortnight, please enter 0.

Leave type	Number of days*
a. Sick (due to personal illness, injury or to undergo an unplanned or planned medical procedure, whether paid or unpaid, regardless of duration)	
b. Carer's (to provide care or support for a member of your immediate family or household, whether paid or unpaid, regardless of duration)	
c. Miscellaneous/other (taken in the event of an unexpected emergency, whether paid or unpaid, regardless of duration)	

36. Based on your experience in your current job, please respond to the following statements:

	Always	Often	Sometimes	Rarely	Never
a. I have unrealistic time pressures	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. I have a choice in deciding how I do my work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. My immediate supervisor encourages me	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. I receive the respect I deserve from my colleagues at work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. Relationships at work are strained	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. I am clear what my duties and responsibilities are	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. Staff are consulted about change at work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

37. a. How many days in the last fortnight have you **gone to work** while suffering from health problems?
- 1 None **[Please go to question 38]**
 - 2 One
 - 3 Two
 - 4 Three
 - 5 More than three
- b. On these days when you went to work suffering from health problems, what proportion of your time were you as productive as usual?
- 1 All of the time
 - 2 About three quarters of the time
 - 3 About one half of the time
 - 4 About one quarter of the time
 - 5 None of the time

J. INDIVIDUAL PERFORMANCE

38. In the last fortnight, how often did you:

	Every day	Most days	Once or twice	Not this fortnight	Would not normally do this
a. Help a colleague learn new skills or share job knowledge	O 1	O 2	O 3	O 4	O 5
b. Offer to help a colleague with their work	O 1	O 2	O 3	O 4	O 5
c. Offer suggestions to improve how work is done	O 1	O 2	O 3	O 4	O 5
d. Offer suggestions to improve the work environment	O 1	O 2	O 3	O 4	O 5
e. Take part in a non-job activity your agency runs? (e.g. social club, workplace giving)	O 1	O 2	O 3	O 4	O 5
f. Go beyond your formal job requirements to make sure your team completes its tasks	O 1	O 2	O 3	O 4	O 5
g. Give up meal and other breaks to complete work	O 1	O 2	O 3	O 4	O 5
h. Go out of the way to give a co-worker encouragement or express appreciation	O 1	O 2	O 3	O 4	O 5

39. In the last fortnight, how often did you:

	Every Day	Most days	Once or twice	Not this fortnight	Would not normally do this
a. Work more than your standard number of hours because of task demands	O 1	O 2	O 3	O 4	O 5
b. Take work from the office to do at home or another location outside your normal work hours	O 1	O 2	O 3	O 4	O 5
c. Come to work on days that are outside your normal work hours (i.e. on weekends or while on leave)	O 1	O 2	O 3	O 4	O 5

40. Please assess the level of red tape in your agency (red tape is defined as burdensome administrative rules and procedures that have negative effects on the agency's performance). (Please enter a number between 1 and 10, with 1 signifying no red tape and 10 signifying the highest level of red tape).

1 2 3 4 5 6 7 8 9 10 Don't know

41. In my opinion, the work I am given is:

- 1 Above my classification level
- 2 Appropriate for my classification level
- 3 Below my classification level

42. In my opinion, the decision-making authority I have is:

- 1 Above my classification level
- 2 Appropriate for my classification level
- 3 Below my classification level

K. RECRUITMENT AND RETENTION

43. In the last 12 months, have you applied for a job?
[Please select all that apply]

- 1 Yes, outside the APS
- 2 Yes, in my agency
- 3 Yes, in another APS agency
- 4 No

44. Which of the following statements best reflects your current thoughts about working for your agency?
[Please select one category only]

- 1 I want to leave my agency as soon as possible
- 2 I want to leave my agency within the next 12 months
- 3 I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment
- 4 I want to stay working for my agency for the next one to two years
[Please go to question 46]
- 5 I want to stay working for my agency for at least the next three years
[Please go to question 46]

45. Which one of the following **best** describes what you intend to be doing in the next 12 months?
[Please select one category only]

- 1 Working for another APS agency
- 2 Working for another Commonwealth government agency
- 3 Working in the state or local government sector
- 4 Working in the private sector
- 5 Working in the not-for-profit sector
- 6 Self-employed
- 7 Studying full-time
- 8 Not in the labour force (e.g. not looking for work)
- 9 Retired
- 10 Other **[Please specify]**.....

L. PERFORMANCE MANAGEMENT

46. In the last 12 months, have you received **formal** individual performance feedback in your current agency?
 1 Yes
 2 No
47. In the last 12 months, have you received **informal** performance feedback in your current agency?
 1 Yes, regularly
 2 Yes, irregularly
 3 No
 4 Not sure
48. To what extent do you agree that your most recent **formal** performance review will help you improve your performance?
 1 Strongly agree
 2 Agree
 3 Neither agree nor disagree
 4 Disagree
 5 Strongly disagree
49. In the last fortnight, please rate your overall job performance (for the days that you worked) on a scale of **1 to 10**, where **1 means your worst performance** ever at your job, **5 means your usual performance** at your job and **10 means the best you have ever worked** in your job:
 1 2 3 4 5 6 7 8 9 10
 Not applicable (e.g. on leave for whole fortnight, on graduated return to work)

50. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My overall experience of performance management in my agency has been useful for my development	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My supervisor provides me with clear and consistent performance expectations	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. My supervisor provides me with a clear understanding of how my performance is assessed and measured	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. My supervisor openly demonstrates commitment to performance management	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. My performance discussion helps me understand what is required of me and how this can be achieved	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
f. My performance agreement provides me with meaningful and relevant information that enables me to perform my role	O 1	O 2	O 3	O 4	O 5
g. The individual work outcomes listed on my performance agreement are a clear reflection of what my role involves on a day-to-day basis	O 1	O 2	O 3	O 4	O 5
h. My supervisor appears to manage underperformance well in my workgroup	O 1	O 2	O 3	O 4	O 5

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

- O 1 None **[Please go to question 53]**
- O 2 1 to 2 employees
- O 3 3 to 5 employees
- O 4 6 to 10 employees
- O 5 11 or more employees

52. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I can rely on my supervisor for guidance and support if I have to manage a case of underperformance in one of my direct reports	O 1	O 2	O 3	O 4	O 5
b. I feel confident that the formal performance feedback I provide to my staff has a direct benefit	O 1	O 2	O 3	O 4	O 5
c. When I see a staff member who appears unable to achieve their performance goals, I proactively deal with the situation	O 1	O 2	O 3	O 4	O 5
d. I articulate clear and consistent performance expectations to my staff	O 1	O 2	O 3	O 4	O 5
e. I provide performance feedback to my staff in a timely manner	O 1	O 2	O 3	O 4	O 5
f. I know where I can find suitable support and guidance regarding performance management when required	O 1	O 2	O 3	O 4	O 5
g. Our performance management policies provide me with clear guidelines for measuring	O 1	O 2	O 3	O 4	O 5

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
performance					
h. The requirements necessary to rate an employee as performing at an acceptable level are clear	O 1	O 2	O 3	O 4	O 5
i. Our performance management policies are transparent and promote fair and equitable processes	O 1	O 2	O 3	O 4	O 5

53. 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?

[Include on-the-job training.]

- O 1 Very high
- O 2 High
- O 3 Moderate
- O 4 Low
- O 5 Very low
- O 6 Not applicable

54. During the last 12 months, how much time did you spend in formal training and education?

[Formal training and education can include seminars, conferences, classroom training, academic study, or formal in-house programs.]

- O 1 No time
- O 2 1 to 2 days (include part day)
- O 3 3 to 5 days
- O 4 6 to 10 days
- O 5 More than 10 days
- O 6 Not sure

M. LEADERSHIP

Please use the following definitions for the next question.

These are key leadership capabilities, including those from the Leadership Capability Framework.

- **Achieves results** (e.g. builds agency capability and responsiveness, marshals professional expertise, steers and implements change and deals with uncertainty, delivers on intended results).
- **Cultivates productive working relationships** (e.g. nurtures internal and external relationships, facilitates cooperation and partnerships, values individual differences and diversity, guides, mentors and develops people).
- **Exemplifies personal drive and integrity** (e.g. demonstrates public service professionalism and probity, engages with risk and shows personal courage, commits to action, displays resilience, demonstrates self-awareness and a commitment to personal development).
- **Shapes strategic thinking** (e.g. inspires a sense of purpose and direction, focuses strategically, harnesses information and opportunities, shows judgement, intelligence and common sense).
- **Communicates with influence** (e.g. communicates clearly, listens, understands and adapts to audience, negotiates persuasively).
- **Sets direction** (e.g. maintains a focus on the strategic direction of the agency and the APS).
- **Motivates people** (e.g. encourages people to understand how work fits with the strategic direction of the agency and the APS).
- **Encourages innovation** (e.g. encourages people to find new ways of doing work and solving problems).
- **Develops people** (e.g. encourages people to learn from work and develop new skills).
- **Is open to continued self-learning** (e.g. seeks to learn from own work and develop own skills).

55. In the APS, leadership is a practice used by employees at all levels. The following questions only relate to your immediate supervisor's capability. Please indicate your level of satisfaction with your **immediate supervisor's action** in the following areas:

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very dissatisfied
a. Achieves results	O 1	O 2	O 3	O 4	O 5
b. Cultivates productive working relationships	O 1	O 2	O 3	O 4	O 5
c. Exemplifies personal drive and integrity	O 1	O 2	O 3	O 4	O 5
d. Shapes strategic thinking	O 1	O 2	O 3	O 4	O 5
e. Communicates with influence	O 1	O 2	O 3	O 4	O 5
f. Sets direction	O 1	O 2	O 3	O 4	O 5
g. Motivates people	O 1	O 2	O 3	O 4	O 5
h. Encourages innovation	O 1	O 2	O 3	O 4	O 5
i. Develops people	O 1	O 2	O 3	O 4	O 5
j. Is open to continued self-learning	O 1	O 2	O 3	O 4	O 5

56. What is your immediate supervisor's current classification level?

[If they are acting or temporarily performing at that level, please record their acting level.]

- O 1 Trainee/Apprentice
- O 2 Graduate APS (including Cadets)
- O 3 APS 1–2 (or equivalent)
- O 4 APS 3–4 (or equivalent)
- O 5 APS 5–6 (or equivalent)
- O 6 Executive Level 1 (or equivalent)
- O 7 Executive Level 2 (or equivalent)
- O 8 Senior Executive Service Band 1 (or equivalent)
- O 9 Senior Executive Service Band 2 or 3 (or equivalent)
- O 10 Agency head

Year	Classification	Number	Percentage	Year	Classification
2010	01	01	50	01	01
2011	01	01	50	01	01
2012	01	01	50	01	01
2013	01	01	50	01	01
2014	01	01	50	01	01
2015	01	01	50	01	01
2016	01	01	50	01	01
2017	01	01	50	01	01
2018	01	01	50	01	01
2019	01	01	50	01	01

N. INNOVATION

57. In the last 12 months, has your work group implemented any innovations?

- 1 Yes
- 2 No **[Please go to question 61]**
- 3 Not sure **[Please go to question 61]**

58. Thinking of the **most** significant innovation that was implemented by your work group in the last 12 months, which parts of your work did it affect?

[Please select all that apply]

- 1 Process
- 2 Products/Outcomes
- 3 Communications
- 4 Policy

59. Please describe any positive impacts of this innovation:

.....

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60. Please describe any negative impacts of this innovation:

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.....

61. Do you believe there are any barriers to implementing innovations in your workplace?

- 1 Yes
- 2 No
- 3 Not sure

62. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I believe that improving the quality of my work is my responsibility	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. Employees in my team believe that improving the quality of our work is our responsibility	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. People in my work group analyse	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
their work to look for ways of doing a better job					
d. The people in my work group are encouraged to come up with new and better ways of doing things	O 1	O 2	O 3	O 4	O 5
e. The people in my work group work together to improve the service we provide	O 1	O 2	O 3	O 4	O 5
f. My supervisor is open to new ideas	O 1	O 2	O 3	O 4	O 5
g. I believe I would be supported if I tried a new idea, even if it may not work	O 1	O 2	O 3	O 4	O 5
h. In my work group I feel comfortable to voice an opinion that differs from my colleagues	O 1	O 2	O 3	O 4	O 5
i. In my work group, we are allowed to voice an opinion that differs from our supervisor	O 1	O 2	O 3	O 4	O 5
j. In my current job, I am able to explore new ideas about how I do my job	O 1	O 2	O 3	O 4	O 5
k. In my current job, I have the time to explore new ideas about how I do my job	O 1	O 2	O 3	O 4	O 5

O. SOCIAL MEDIA

63. If you use social media for work, which social networking site do you use?

[Please select all that apply]

- 1 I do not use social media on behalf of my agency
- 2 Facebook
- 3 LinkedIn
- 4 Twitter
- 5 Other

64. Does your agency provide guidance on acceptable, private usage of social media besides the APS Values and Code of Conduct? **[Select all that apply]**

- 1 My agency has provided a specific social media policy
- 2 My agency provides formal training
- 3 I don't know what materials my agency provides
- 4 I was not aware the Values and Code of Conduct applied to private use of social media

65. Do you use agency provided social media or networking tools to communicate with other employees in the agency? (e.g. instant messaging services, discussion forums)

- 1 Yes
- 2 No **[Please go to question 68]**
- 3 Not sure **[Please go to question 68]**

66. To what extent do you agree the use of these tools has helped you carry out your work more effectively?

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

67. To what extent do you agree the use of these tools has helped you keep up to date with events and issues facing your agency?

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

68. How do you prefer your agency to deliver news which affects your agency?

- 1 All staff email
- 2 Agency blog or intranet post
- 3 Presentation from senior leadership or agency head
- 4 Briefing from supervisor

P. APS VALUES AND THE CODE OF CONDUCT

69. Based on your experience in the workplace, how frequently:

	Always	Often	Sometimes	Rarely	Never	Not sure
a. Do colleagues in your immediate work group act in accordance with the APS Values in their everyday work?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
b. Does your supervisor act in accordance with the APS Values in his or her everyday work?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
c. Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6

The standards of personal conduct for APS employees are set out in section 13 of the Public Service Act 1999 (the APS Code of Conduct). This year data is being collected on two types of serious misconduct: corruption, and harassment and bullying.

For the purposes of this survey, the following definitions have been used:

Corruption: The dishonest or biased exercise of a Commonwealth public official's functions. A distinguishing characteristic of corrupt behaviour is that it involves conduct that would usually justify serious penalties, such as termination of employment or criminal prosecution.

Harassment: Workplace harassment entails offensive, belittling or threatening behaviour directed at an individual or group of APS employees. The behaviour is unwelcome, unsolicited, usually unreciprocated and usually (but not always) repeated.

Bullying: While there is no standard definition of workplace bullying, it is generally used to describe repeated workplace behaviour that could reasonably be considered to be humiliating, intimidating, threatening or demeaning to an individual or group of individuals. It can be overt or covert.

Please note this survey is voluntary and you may skip any question you do not wish to answer. Your responses will remain confidential unless disclosure of the information is required or authorised by or under Australian law or a court/tribunal order.

In answering open-ended questions, please do not provide personal information about any other person, for example including their name in your response.

70. In the last 12 months, did you witness another APS employee engaging in behaviour that you consider may be serious enough to be viewed as corruption?

- 1 Yes
- 2 No [Please go to question 73]
- 3 Not sure [Please go to question 73]
- 4 Would prefer not to answer [Please go to question 73]

71. Which of the following best describes the corrupt behaviours you witnessed? **[Please select all that apply]**

- 1 Bribery, domestic and foreign—obtaining, offering or soliciting secret commissions, kickbacks or gratuities
- 2 Fraud, forgery, embezzlement
- 3 Theft or misappropriation of official assets
- 4 Nepotism and cronyism
- 5 Acting (or failing to act) in the presence of an undisclosed conflict of interest
- 6 Unlawful disclosure of government information
- 7 Blackmail
- 8 Perverting the course of justice
- 9 Colluding, conspiring with or harbouring, criminals
- 10 Other

72. Was the behaviour reported in accordance with your agency's policies and procedures?

- 1 Yes
- 2 No
- 3 Not sure

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

- 1 Yes
- 2 No **[Please go to question 76]**
- 3 Not sure **[Please go to question 76]**

74. What type of harassment or bullying were you subjected to? **[If subjected to more than one type of bullying or harassment behaviour, please select the most serious occurrence.]**

- 1 Physical behaviour
- 2 Verbal abuse
- 3 Harassment based on a personal characteristic (e.g. gender, disability, ethnicity, age, religion, political opinion, sexual orientation etc)
- 4 'Initiations' or pranks
- 5 Inappropriate and unfair application of performance management practices
- 6 Inappropriate and unfair application of fitness for duty assessments
- 7 Inappropriate and unfair application of other work policies or rules
- 8 Other

75. Did you report the bullying or harassment?

- 1 I reported the behaviour in accordance with my agency's policies and procedures, or it was reported by someone else
- 2 I did not report the behaviour **[Please specify why you chose not to report the behaviour, and any other action that you took instead]**

.....

.....

.....

76. During the last 12 months, did you witness someone else being subjected to harassment or bullying in your workplace?

- 1 Yes
- 2 No **[Please go to question 78]**

3 Not sure **[Please go to question 78]**

77. Did you report the bullying or harassment?

- 1 I reported the behaviour in accordance with my agency's policies and procedures, or it was reported by someone else
- 2 I did not report the behaviour **[Please specify why you chose not to report the behaviour, and any other action that you took instead]**

.....

.....

.....

78. In the last 12 months, did you witness another APS employee engaging in any other type of serious misconduct that you considered was a breach of the Code of Conduct? **[Please specify the type of behaviour and the action you took after witnessing the behaviour]**

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.....

79. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. When someone in my immediate workgroup identifies a problem they take responsibility for it	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. When my immediate supervisor identifies a problem he or she takes responsibility for it	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. When senior leaders in my agency identify a problem they take responsibility for it	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. People in my agency are encouraged to speak up when they identify a serious policy or delivery risk	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. In my agency, people are expected to admit mistakes and learn from them	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

80. In the last 12 months have you experienced discrimination in your workplace as a result of your pregnancy, taking parental leave, or on your return to work from parental leave?

- 1 Yes
- 2 No **[Please go to question 82]**
- 3 Not sure **[Please go to question 82]**
- 4 NA (i.e. you did not experience pregnancy or did not take parental leave in the previous 12 months) **[Please go to question 82]**

81. What type of discrimination did you experience? **[Please select all that apply]**

- 1 Pay conditions and duties **[Please specify]**
- 2 Health and safety **[Please specify]**
- 3 Performance assessments and career advancement opportunities **[Please specify]**
- 4 Negative attitudes **[Please specify]**
- 5 Threatened with redundancy/job loss/dismissal **[Please specify]**
- 6 Leave (including access to flexible work arrangements) **[Please specify]**
- 7 Other **[Please specify]**

Q. QUALITATIVE QUESTIONS

I agree for my de-identified, verbatim comments for questions 82, 83 and 84 to be provided to my agency.

1 Yes

2 No

82. If you could make one realistic, practical and implementable change in your agency, what would it be?

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83. What factors in your agency make introducing this change harder?

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.....

.....

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84. What factors in your agency make introducing this change easier?

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.....

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