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Mr Glen Worthington  
Committee Secretary  
House of Representatives Standing Committee  
on Education and Employment  
Parliament House  
CANBERRA ACT 2600

Dear Mr Worthington

Thank you for the opportunity to make a submission to the House of Representatives Standing Committee on Education and Employment Inquiry into Workplace Bullying, and for the extension of time for making a submission.

A joint submission is attached.

Yours sincerely

[Redacted Signature]  
Stephen Sedgwick AO  
Public Service Commissioner  
6 July 2012

[Redacted Signature]  
Annwyn Godwin  
Merit Protection Commissioner  
6 July 2012

## HOUSE OF REPRESENTATIVES STANDING COMMITTEE ON EDUCATION AND EMPLOYMENT: INQUIRY INTO WORKPLACE BULLYING

### SUBMISSION FROM THE AUSTRALIAN PUBLIC SERVICE COMMISSION

As at 30 June 2011, the Australian Public Service (APS) employed 166,495 people in over 100 agencies<sup>1</sup>. APS employees are engaged under the *Public Service Act 1999* (the Act) which also sets out the functions of the Public Service Commissioner (the Commissioner) and the Merit Protection Commissioner. The roles and responsibilities of the Commissioners and agency heads as they relate to preventing and addressing harassment and bullying are described in Attachment A. The APS Code of Conduct places a statutory obligation on employees, when acting in the course of employment, to treat everyone with respect and courtesy, and without harassment.

Consistent with the devolved management environment in the APS, the Commissioner issues guidance to agencies from time to time on workplace matters including workplace harassment and bullying. In particular, the guide, *Respect: promoting a culture free from harassment and bullying in the APS*, makes clear that workplace harassment and bullying is unacceptable and is not tolerated in the APS. Workplace harassment, which includes bullying, is defined in the APS as 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, inflicted by one person or by groups, and intentional or unintentional. This is usually but not always repeated<sup>2</sup>.

One of the strengths of the APS framework for addressing bullying and harassment is its clarity of roles and responsibilities, and the breadth of avenues available to employees for reporting the behaviour. Despite this, the levels of perceived harassment and bullying in the APS workplace are worryingly high.

The Australian Public Service Commission (the Commission) has monitored the incidence of workplace harassment and bullying in the APS over a number of years:

- by collecting data from agencies on the numbers of employees investigated for a suspected failure to treat everyone with respect and courtesy, and without harassment' (as required by section 13 (3) of the Act); and
- by surveying employees, Service-wide, about their perceptions of the incidence of workplace harassment and bullying.

Over the last five years the number of employees investigated by agencies for suspected breaches of section 13(3) of the Act has been fairly constant, averaging 241 employees a year. In 2010-11, there were 210 employees investigated, which is 0.13% of the APS employee population.

Over the same period the number of employees reporting that they have been subjected to harassment and bullying in the workplace has also remained largely unchanged, at around 17%.

The reasons for the large difference between the level of perceived bullying and harassment and the number of employees investigated for this behaviour are not known. It is possible that some employees who report in the survey that they have been harassed or bullied may perceive this when they have in fact been subject to legitimate management action (for example, feedback in a performance management or relevant discussion). This is supported by data from the Merit Protection Commissioner caseload and discussions. As well, relatively minor bullying behaviour is more likely to be dealt with through other avenues, such as an agency's performance management framework or by actions taken on the spot by responsible managers. Nevertheless, these two factors are unlikely to explain fully the difference between the two figures and the apparent reluctance of employees to report the apparent harassment and bullying they witness.

<sup>1</sup> *State of the Service Report 2010-11*, Commonwealth of Australia 2011, p86

<sup>2</sup> *Respect: Promoting a Culture Free from Harassment and Bullying in the APS*, Commonwealth of Australia 2011.

In its approach to surveying in the current year, the Commission has collected more detailed data on employee views on harassment and bullying in its 2012 employee census (the census questions are at [Attachment B](#))<sup>3</sup>, including the reasons for not reporting this behaviour and sought information from every employee rather than a large sample. This in turn will allow the development of stronger and more targeted strategies to prevent and address workplace harassment and bullying in the APS.

The data has only just become available and will take some months to analyse fully. The results and a more complete analysis will be reported in the Commission's *State of the Service Report 2011-12* which will be tabled in Parliament in November 2012.

As well as monitoring the incidence of workplace harassment and bullying in the APS in annual surveys, the Commission has undertaken specific projects on embedding values, 'agency health' and managing employee complaints and disputes. These studies all point to the impact of workplace culture and leadership on such things as employee engagement and the capacity of organisations to attract and retain staff and to deliver high quality outcomes. The outcome of these projects also suggest that a positive workplace culture and good leadership have an impact on reducing the incidence of harassment and bullying.

The APS is still learning about this complex behaviour and hence how to implement the best strategies for preventing it and for tackling it. It is a learning process too for employees, both to understand what workplace harassment and bullying is in practice and how to deal with it when they see it<sup>4</sup>. The Merit Protection Commissioner advises that from her experience what is, and is not, legitimate management action is not well understood within agencies and by individuals. Research and education have important roles to play in this regard.

Against this background, the following comments are provided in relation to most of the Committee's terms of reference.

### **The prevalence of workplace bullying in Australia and the experience of victims of workplace bullying**

17.7% of APS employees responding to a sample survey conducted for the purposes of the *State of the Service Report 2010-11*, reported that they had experienced bullying or harassment in the previous 12 months (using a comprehensive definition of harassment and bullying drawn from the Commission's *Respect* guide).

In 2012, the survey methodology was changed to a census of all APS employees, which increased the number of employees who responded to the same survey question. The results of the 2012 survey have only recently become available and show that 17.4% of employees reported experiencing bullying or harassment in the last 12 months.

In 2010-11, 210 employees were investigated under agency misconduct procedures for suspected breaches of failing in their requirement to treat everyone with respect and courtesy, and without harassment in the course of their APS employment (0.13% of all employees). A breach of this requirement was found in 61% of those cases, which is a little higher than the five year average of 57%.

Some of the agency decisions about workplace harassment and bullying, including on breaches of the relevant element of the Code, are tested on review by the Merit Protection Commissioner. Review results indicate that agency decisions in regard to bullying and harassment are, on the whole, sound. Over the last five years (2007-08 to 2011-12), of the 48 cases involving allegations of

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<sup>3</sup> A total of 87,214 valid responses were received, representing a 55% response rate.

<sup>4</sup> The Commission's guidance on what does, and does not, constitute workplace harassment and bullying is at Attachment C is

bullying and harassment referred to the Merit Protection Commissioner by an employee for review, agency decisions were varied or set aside in only six cases (or 12.5%).

Data from the annual survey of agencies on the numbers of employees investigated for a breach of the relevant element of the Code of Conduct in 2011-12, and the outcomes, will not become available until later this year.

The employee survey results for 2010-11 showed a wide range of outcomes across APS agencies, ranging from 6% to 28% of employees who reported being subjected to harassing or bullying behaviour. Female employees (20%) were more likely to report experiencing harassment or bullying than male employees (15%). Senior employees were less likely to report having been subjected to harassment or bullying than junior employees.

Further analysis showed a relationship between employee experiences of harassment or bullying and employee engagement. Employees who reported being subjected to harassment or bullying were significantly more likely to have lower engagement levels.

Employees who did not report an incident of harassment or bullying they had experienced cited the following common reasons for not doing so:

- they believed that no action would be taken
- they were fearful that it could affect their career
- they did not wish to upset relationships in the workplace.

Employees who were dissatisfied with action taken as a result of their report of an incident cited the following common reasons for dissatisfaction:

- employee continued to harass or bully others
- agency did not take any effective action
- managers accepted the behaviour.

The Merit Protection Commissioner notes that when balancing the privacy aspects of the outcome of a review, it is not always possible to advise the applicant of the specific outcome especially if Code of Conduct action is taken. This may contribute to the perception identified in the last two dot points.

The *State of the Service Report 2010-11* is available online with the results on workplace harassment and bullying largely at Chapter 3 ([www.apsc.gov.au/publications-and-media/current-publications/state-of-the-service/state-of-the-service-2010/chapter-3-values,-performance-and-conduct](http://www.apsc.gov.au/publications-and-media/current-publications/state-of-the-service/state-of-the-service-2010/chapter-3-values,-performance-and-conduct)).

For the forthcoming 2012 Report, as indicated above, the Commission has collected more extensive data on bullying than in previous years in order to develop a better understanding of both the behaviour and its impact. The 2012 employee census contained much more detailed questions on workplace harassment and bullying, including on the role and responsibilities of the person exhibiting the bullying behaviour, the perceived cause of the bullying, and the nature of the actual behaviour which the respondent reported experiencing. Combined with recent Commission work on employee engagement, job-strain analysis, and measuring workplace outcomes such as use of sick leave, intention to remain in the job, and work performance, this will allow workplace harassment and bullying to be examined in a much more comprehensive manner than previously. This work will be undertaken in the coming months with a view to publication in the State of the Service Report in November.

Finally, APS employees may raise queries about any matter with an ethical dimension affecting their work with the Commission's Ethics Advisory Service (EAS) by email or telephone. Approximately 10% of queries raised with the EAS since its establishment in May 2009 have concerned workplace

behaviours and potential harassment and bullying. Many of these inquiries have related to dissatisfaction with a management decision in relation to the person's employment or the management of their performance.

Most recently, several agencies have raised with the EAS queries about online abuse and harassment by agency clients who are dissatisfied with their agency's services. The abuse is reported to have been directed at staff at various levels and to be of a highly personal nature. The Commission is starting a project to examine whether cyberbullying of APS employees by clients is a significant problem and, if so, how best to support agencies and their employees to deal with it.

**The role of workplace cultures in preventing and responding to bullying and the capacity for workplace-based policies and procedures to influence the incidence and seriousness of workplace bullying.**

The Commission has issued a range of guidance material in recent years, developed using standard research practices, on various aspects of management which has all pointed to fostering a positive workplace culture (which includes being free of workplace harassment) as a means of delivering high performance and achieving results. This approach is consistent with international research that points to a link between workplace culture and harassment and bullying, suggesting that the focus should be on aspects of the workplace environment then enables bullying to flourish<sup>5</sup>.

Examples of the Commission's work in this area include:

- *Respect: promoting a culture free from Harassment and Bullying in the APS*<sup>6</sup>—a guide for agency heads, managers and human resource managers emphasises the importance of a positive workplace culture in preventing and managing workplace harassment and bullying, and advises that employers and employees have a shared obligation to create respectful and courteous workplaces. The guide includes strategies to promote respect and courtesy in the workplace, ensure open communication, and manage workloads and priorities, acknowledging that a workplace culture benefits from clear expectations and good management of employees by their leaders.
- *Embedding the APS Values*<sup>7</sup>—a guide aimed at helping APS agency heads to embed the APS Values, found that the ethical commitments of an organisation can contribute to greater employee commitment and performance, and reported research that employees are more likely to engage in discretionary behaviour to benefit the organisation if they trust their supervisors to treat them fairly.
- *Agency Health: monitoring agency health and improving performance*<sup>8</sup>—a guide for all APS managers, particularly senior executives, and including input from Public Service Commissioners of the Australian states and territories and the New Zealand State Services Commission, identifies key indicators of corporate health, and of failing corporate health, in a range of governance related areas. A high incidence of, or level of tolerance for, alleged improper behaviour such as harassment and/or bullying is identified as a corporate health indicator associated with agencies at risk of poor performance.

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<sup>5</sup> For example, a recent prospective study (Oxenstierna et al, Industrial Health, in press) of a random sample of Swedish employees explored a number of workplace factors as possible predictors of employee reports of being bullied at least once in the past 12 months. The study found that predictors of workplace bullying included organisational change; a lack of civility in the workplace; employees feeling that they are expendable; dictatorial management; and conflicting demands.

<sup>6</sup> *Respect* can be found at <http://www.apsc.gov.au/publications-and-media/current-publications/respect-building-a-positive-work-environment>

<sup>7</sup> *Embedding APS Values* can be found at <http://www.apsc.gov.au/publications-and-media/current-publications/embedding-the-aps-values>

<sup>8</sup> Available from the Commission on request.

- *Not just about process: the review of actions scheme*<sup>9</sup>—a guide developed by the Merit Protection Commissioner for human resource practitioners on responding to and managing employee complaints and disputes, found that a healthy organisation recognises that complaints provide it with opportunities to acknowledge and rectify mistakes, to learn from critiques of performance and to apply the lessons learned to improve decision-making, policy and performance. Good management processes include systems that encourage reporting of unacceptable behaviour and are seen to deal with complaints effectively and fairly.

A common theme running through this work is the importance of leadership in fostering a high performing culture and setting the standard for ‘how things are done around here’, which includes dealing promptly and firmly with unacceptable behaviour, such as workplace harassment and bullying.

The Commission’s guidance in *Respect* describes how an agency’s operational practices can support a positive workplace culture through the proper management of relationships in the workplace and effective performance management. It also points to the importance of monitoring systems such as agency health checks and staff surveys to assess the success of agency strategies employed to reduce bullying and other unacceptable behaviour.

**The adequacy of existing education and support services to prevent and respond to workplace bullying and whether there are further opportunities to raise awareness of workplace bullying such as community forums.**

The Commission has published a range of guidance material to support APS agencies with the development of strategies to address workplace harassment and bullying as indicated above. In addition, the Commission offers learning and development programs for APS employees on appropriate workplace behaviour, including the following:

- the APS Induction program (contains a session on APS Values and Code of Conduct)
- the Diploma of Government and Graduate Development Program (contains a module on values, ethics and Code of Conduct)
- a stand-alone training program on APS Values.

There is also a specific training program offered for Harassment Contact Officers (HCOs), which delves in some detail into issues which may arise in the workplace around harassment and bullying; the role of HCOs; complaints resolution processes; and available tools and support mechanisms.

The Commission recognises that education is important. However, it needs to be based on a well-developed understanding of this complex problem, including what motivates employees to harass or bully others (including environmental factors), as well as the reasons for employees failing to report the behaviour. The Merit Protection Commissioner is a regular speaker at a range of agency forums and information about what is, and what is not, harassment and bullying, as well as what support is available, is almost a standard inclusion.

**Whether there is scope to improve coordination between governments, regulators, health service providers and other stakeholders to address and prevent workplace bullying.**

In response to public consultation on Safe Work Australia’s draft Code of Practice on Workplace Bullying, the Commission made a submission which highlighted the importance of coming to a common understanding of what constitutes workplace harassment in order to ensure a consistent approach across the Commonwealth.

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<sup>9</sup> *Not just about process* can be found at <http://www.apsc.gov.au/publications-and-media/current-publications/not-just-about-process-the-reviewof-actions-scheme>

The Commission's submission can be found at [www.safeworkaustralia.gov.au](http://www.safeworkaustralia.gov.au).

### **Whether the existing regulatory frameworks provide a sufficient deterrent against workplace bullying**

In the APS, roles and responsibilities for preventing and responding to harassment and bullying are clearly defined, and employees have several avenues through which they can receive advice or make complaints.

The Public Service Amendment Bill 2012 (the Bill), currently before Parliament, will strengthen the powers available to agencies to investigate suspected breaches of the APS Code of Conduct, including in relation to harassment and bullying, by former employees. That is, an investigation may, if the agency considers it appropriate, continue through to determination after an employee has left the APS. This would generally only occur if there was a strong public interest in doing so.

The Bill also amends the relevant element of the Code that requires employees to treat everyone without harassment to apply where there is 'a direct connection with' the employee's employment, rather than only 'when acting in the course of employment'. This amendment would assist in clarifying, for example, that after hours harassment and bullying on work related travel is a breach of the Code.

### **Possible improvements to the national evidence base on workplace bullying.**

In terms of collecting evidence on workplace harassment and bullying in the public sector, it may be beneficial to harmonise staff surveys on perceptions of harassment and bullying across all jurisdictions, so that data can be effectively compared. The Commission's submission to Safe Work Australia also highlighted the benefits of a common understanding of the term. There may also be some benefit in benchmarking with the private sector, taking into account the different employment environments and context.

### **The Role of the Public Service Commissioner and the Merit Protection Commissioner in relation to preventing and responding to workplace bullying**

The Australian Public Service Commission (the Commission) supports two statutory office holders, the Public Service Commissioner, who is the agency head, and the Merit Protection Commissioner.

The functions of the Public Service Commissioner (the Commissioner) and the Merit Protection Commissioner are set out in the *Public Service Act 1999* (the Act).

Under the Act (s 20) agency heads<sup>10</sup> have all the rights, duties and powers of an employer. They are also responsible for promoting the APS Values and upholding the APS Code of Conduct, which are set out in the Act (ss 10(1) and 13 respectively) and are binding on APS employees. Agency heads must establish procedures for determining whether an employee has breached the Code of Conduct (ss 15 (3)) and may impose sanctions set out in the Act (ss 15(4)) where employees are found to have breached the Code. Sanctions can range from a reprimand to termination of employment.

Among other things, the APS Code of Conduct requires employees when acting in the course of employment to:

- treat everyone with respect and courtesy, and without harassment (s.13(3)); and
- comply with all applicable Australian laws (s.13(4); this includes anti-discrimination and workplace health and safety laws).

The Commissioner's functions under the Act (s. 41) include:

- promoting the APS Values and Code of Conduct
- evaluating the extent to which agencies incorporate and uphold the APS Values, and the adequacy of agencies' systems and procedures for ensuring compliance with the Code of Conduct
- co-ordinating APS-wide training and development
- developing, promoting, reviewing and evaluating APS employment policies and practices.

The Commissioner's evaluation functions are principally discharged through the annual 'State of the Service Report'. Section 44 of the Act requires the Commissioner to report annually on the state of the APS and agency heads must give the Commissioner the information needed to prepare the report.

The Merit Protection Commissioner's functions under the Act (s 50) and the Public Service Regulations 1999 (Part 5) include reviewing any action affecting an APS employee, below Senior Executive Service (SES) level, in relation to their employment. Generally, this is after the matter has first been reviewed by the relevant agency head. An APS employee may, for example, apply for a review of actions which they believe to be bullying and harassment. If they are not satisfied with the outcome of their agency's review of the matter they may apply to the Merit Protection Commissioner for independent external review.

APS employees (excluding SES employees) may also apply to the Merit Protection Commissioner for review of an agency head's determination that they have breached the APS Code of Conduct as well as any sanction imposed as consequence, with the exception of sanctions of termination of employment. The Merit Protection Commissioner has no jurisdiction to review such decisions, and they are generally reviewable by Fair Work Australia.

<sup>10</sup> The definition of an 'agency head' in the *Public Service Act 1999* includes a Secretary of a Department.





**Australian Government**

**Australian Public Service Commission**

# **2012 State of the Service Employee Census**

**May 2012**

## INTRODUCTION

### **What is the purpose of this census?**

The Australian Public Service Commission (the Commission) conducts an annual survey of Australian Public Service (APS) employees for its State of the Service report. If you would like to see how employee survey results have been used in previous reports please go to [www.apsc.gov.au/stateoftheservice/](http://www.apsc.gov.au/stateoftheservice/)

This is the first time the Commission is undertaking a census of all APS employees. The census will provide important data on employee attitudes to working conditions in the APS, including work-life balance, leadership, job satisfaction, recruitment and retention. It gives you the opportunity to comment on various aspects of your experience working in the APS and your agency.

The census data will be vital in helping the Public Service Commissioner evaluate the state of the APS. It will provide more robust data at an agency level for small demographic groups. Census data may be used for research purposes in the future. Any such data is only made available in a collated format so that identification of individuals is not possible.

### **Who is conducting the census?**

The Commission has engaged ORC International ([www.orcinternational.com.au](http://www.orcinternational.com.au)) to conduct this census on its behalf.

### **How long will the census take?**

This census should take around 30-40 minutes to complete (depending on the number of comments you make). Please take the time to complete the survey as your contribution is important.

### **Will my answers be confidential?**

Your responses will be completely confidential. All data and information collected from the census will be stored in accordance with the *Privacy Act 1988*.

ORC International, an external firm of consultants, will analyse your completed census. No APS employee will be shown any completed census and no individual's name will be associated with any of the results.

### **How was I identified to participate?**

You were identified from the APS Employment Database (APSED) to participate in the census. Employment data, including details such as sex and date of birth, is supplied to APSED from the human resource systems of APS agencies. Only ORC International will be able to link your census response with other personal information contained in APSED.

### **What happens after I take part in the census?**

ORC International will collate and provide the de-identified results to the Commission for analysis in the State of the Service Report 2011–12. The report will be available on the Commission's website at [www.apsc.gov.au](http://www.apsc.gov.au) from early December 2012.

The Commission intends to give agencies with 100 or more APS employees a copy of their individual agency's results of the census. However, these results will not include data where the identification of individuals may be possible. Agencies with less than 100 employees will receive a modified report. Comment data is not provided to individual agencies.

### **Who can I ask for further information?**

If you have any queries on completing this census, please contact ORC International on [2012survey@stateoftheservice.com](mailto:2012survey@stateoftheservice.com)

## INSTRUCTIONS ON HOW TO COMPLETE THIS CENSUS

1. Please read each question carefully.
2. A number of different scales have been used throughout the 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"/> O <sub>1</sub>	<input checked="" type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>

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.

### **When is this census due?**

The census should be completed and submitted **by Friday 1 June 2012.**

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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. Where is your workplace?

- O<sub>1</sub> Australian Capital Territory
- O<sub>2</sub> New South Wales
- O<sub>3</sub> Victoria
- O<sub>4</sub> Queensland
- O<sub>5</sub> South Australia
- O<sub>6</sub> Western Australia
- O<sub>7</sub> Tasmania
- O<sub>8</sub> Northern Territory
- O<sub>9</sub> Outside Australia

2. What is your substantive classification level?

**[This is the classification level you have either been engaged at, or were last promoted to. It does not mean the level you may be acting in, or temporarily performing at.]**

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

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 4:00 pm Eastern Standard Time on (02) 6202 3843 before completing the survey.

3. What is your total length of service in the APS?

**[Please include all periods of service in the APS]**

- O<sub>1</sub> Less than 1 year
- O<sub>2</sub> 1 to less than 5 years
- O<sub>3</sub> 5 to less than 10 years
- O<sub>4</sub> 10 to less than 15 years
- O<sub>5</sub> 15 to less than 20 years
- O<sub>6</sub> 20 years or more

4. What is your highest completed qualification?

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

5. What is your employment category?

- O<sub>1</sub> Ongoing
- O<sub>2</sub> Non-ongoing
- O<sub>3</sub> Not sure

6. a. Do you identify yourself as an Indigenous Australian?

- O<sub>1</sub> Yes
- O<sub>2</sub> No **[Please go to question 7]**

b. Are you identified as an Indigenous Australian in your agency's human resource information system (i.e. have you informed your agency)?

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

7. a. Do you have an ongoing disability<sup>1</sup>?

- O<sub>1</sub> Yes
- O<sub>2</sub> No **[Please go to question 8]**

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<sup>1</sup> 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. What is your main type of ongoing disability?

**[Please select one category only. All data collected from this survey will be used to determine any reasonable adjustments that may be made to support employees in the workplace.]**

- O<sub>1</sub> Sensory (e.g. loss of sight not corrected by glasses or contact lenses, loss of hearing, speech difficulties)
- O<sub>2</sub> Intellectual (e.g. difficulty learning or understanding things)
- O<sub>3</sub> Physical (e.g. chronic or recurrent pain or discomfort, shortness of breath, fits or loss of consciousness, incomplete use of arms/fingers/feet/legs, disfigurement, deformity)
- O<sub>4</sub> Psychological (e.g. mental illness, nervous or emotional condition, head injury, stroke, brain damage)
- O<sub>5</sub> Other

c. 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<sub>1</sub> Yes
- O<sub>2</sub> No—I chose not to inform
- O<sub>3</sub> No—I have never been asked for this information
- O<sub>4</sub> No— For another reason
- O<sub>5</sub> Not sure

8. 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<sub>1</sub> Yes
- O<sub>2</sub> No

9. In which languages do you have a **sufficient** degree of competence for work-related tasks? **[Please select all that apply]**

- |                            |                                    |
|----------------------------|------------------------------------|
| O <sub>1</sub> Arabic      | O <sub>14</sub> Macedonian         |
| O <sub>2</sub> Cantonese   | O <sub>15</sub> Maltese            |
| O <sub>3</sub> Croatian    | O <sub>16</sub> Mandarin           |
| O <sub>4</sub> Dutch       | O <sub>17</sub> Polish             |
| O <sub>5</sub> English     | O <sub>18</sub> Russian            |
| O <sub>6</sub> French      | O <sub>19</sub> Serbian            |
| O <sub>7</sub> German      | O <sub>20</sub> Spanish            |
| O <sub>8</sub> Greek       | O <sub>21</sub> Tagalog (Filipino) |
| O <sub>9</sub> Hindi       | O <sub>22</sub> Turkish            |
| O <sub>10</sub> Indonesian | O <sub>23</sub> Vietnamese         |
| O <sub>11</sub> Italian    | O <sub>24</sub> Other              |
| O <sub>12</sub> Japanese   |                                    |
| O <sub>13</sub> Korean     |                                    |

10. a. Do you have carer responsibilities?

Yes

No **[Please go to question 11]**

b. For whom do you have carer responsibilities?

**[Please select all that apply]**

Child(ren) – under 5 years

Child(ren) – 5 to 16 years

Child(ren) – over 16 years

Parent(s)

Other relative(s) (not including parents or children)

Partner

Other



**[The following question is for non-SES respondents only. SES employees, please go to question 12.]**

11. Which **one** of the following **best** describes the type of work you currently do?<sup>2</sup>

**[Please select one category only]**

- O<sub>1</sub> Accounting and finance (e.g. accounting, accounts receivable/payable, budgets, travel, procurement and contracting, grants management)
- O<sub>2</sub> Administration (e.g. administrative support, executive support, secretariat, facilities and property)
- O<sub>3</sub> Communications and marketing (e.g. campaign and marketing, graphic design, change management, event organisation, public relations, stakeholder management, editing, writing, speech writing)
- O<sub>4</sub> Compliance and regulation (e.g. enforcement, quarantine, inspection, investigation, regulation and compliance, detention assessment, visa processing)
- O<sub>5</sub> Engineering and technical (e.g. engineering, education, training and assessment, draftsperson/technician, patents examiner, land and asset management)
- O<sub>6</sub> Information and communications technology (e.g. networks and telecommunications, testing, helpdesk/support, databases, development and programming, systems analysis and design, systems administration, systems integration and deployment, web and multimedia content development)
- O<sub>7</sub> Information and knowledge management (e.g. archivist, curator, librarian, records management)
- O<sub>8</sub> Intelligence (e.g. collection and analysis, production and dissemination, national security advice, personnel security)
- O<sub>9</sub> Legal and parliamentary (e.g. lawyer, legal adviser, court officer, freedom of information, ministerial and parliamentary liaison, legislation drafting and advice)
- O<sub>10</sub> Monitoring and audit (e.g. internal/external auditor, risk management, fraud control)
- O<sub>11</sub> Organisational leadership (e.g. board member, chief executive or managing director, statutory office holder, corporate and business planning, generalist management)
- O<sub>12</sub> People (e.g. human resources advice, industrial relations, learning and development, recruitment, payroll, workforce planning, occupational health and safety, organisational design)
- O<sub>13</sub> Science and health (e.g. agriculture/forestry science, chemist, environmental science, life sciences, health and allied health professionals, health and welfare support)
- O<sub>14</sub> Service delivery (e.g. customer advice and support, gallery, museum and tour guides, hospitality, program delivery)
- O<sub>15</sub> Strategic policy, research, project and program (evaluation, numerical analysis, economist, actuary, program management, project management, data analysis, research, strategic policy, policy development, policy advice)
- O<sub>16</sub> Trades and labour (e.g. vehicles and equipment maintenance/operation, transport and logistics, horticulture, gardening, labourers, trades)
- O<sub>17</sub> Other **[Please specify]**.....

<sup>2</sup> See <http://www.apsc.gov.au/publications11/apswrpfjobfamilymodel.pdf> for further information.

**[The following question is for SES respondents only. All other employees, please go to Section B.]**

12. Which **one** of the following **best** describes the main type of work you are currently responsible for? **[Please select one category only]**
- O<sub>1</sub> Delivery  
*(The most significant contribution of the delivery role relates to outcome delivery and/or effective resource management. This may include development of delivery responses for policy objectives. Delivery roles are accountable for a measurable impact on the agency or APS as a whole (e.g. achievement of objectives through the management of financial, human and physical resources). This may be directed to an ongoing delivery program, integration of multiple programs for delivery or to a finite government initiative.)*
  - O<sub>2</sub> Public policy and program design  
*(The most significant contribution of the public policy and program design job role relates to the provision of policy advice, reflecting research and analysis of financial and other implications and stakeholder views obtained through consultations, and articulation of policy in policy statements, regulatory or financial measures and legislation. The role also includes program design but not program implementation—the latter would be included in Delivery.)*
  - O<sub>3</sub> Regulatory  
*(The most significant contribution of the regulatory role relates to information gathering and risk assessment, and the design and implementation of compliance and enforcement programs within a governance framework.)*
  - O<sub>4</sub> Professional/specialist  
*(The most significant contribution of the professional/specialist job role is the provision of technical, professional, specialist, or strategic advice. This advice has a primary influence on adopted strategies, plans and targets and outcomes in terms of effectiveness or efficiency.)*
  - O<sub>5</sub> Other

## B. GENERAL IMPRESSIONS

13. 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. Overall, I am satisfied with my job.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
b. I enjoy the work in my current job.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
c. I have a good manager.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
d. My job gives me opportunities to utilise my skills.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
e. My job gives me a feeling of personal accomplishment.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
f. I am satisfied with the recognition I receive for doing a good job.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
g. I receive adequate feedback on my performance to enable me to deliver required results.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
h. I would be more productive if there was less 'red tape' (e.g. regulatory or administrative processes).	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
i. I am fairly remunerated (e.g. salary, superannuation) for the work that I do.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
j. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits).	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
k. When needed, I am willing to put in the extra effort to get a job done.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
l. I make suggestions to improve my work area.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
m. In my current job, I have enough time to think strategically.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
n. I have a clear understanding of how my work group's role contributes to my agency's strategic directions.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

14. 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.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
b. The people in my work group cooperate to get the job done.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
c. The people in my work group are committed to workplace safety.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

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

- O<sub>1</sub> Yes
- O<sub>2</sub> No **[Please go to question 16]**

b. Which of the following changes impacted on your work group in the last 12 months? **[Please select all that apply]**

- O<sub>1</sub> Geographical change (e.g. change in work location)
- O<sub>2</sub> Structural change (e.g. change in division or branch structure)
- O<sub>3</sub> Functional change (e.g. change in responsibilities)
- O<sub>4</sub> Change in work priorities
- O<sub>5</sub> Change in staffing numbers
- O<sub>6</sub> Change in SES leadership (e.g. change in branch head)
- O<sub>7</sub> Change in supervisor
- O<sub>8</sub> Other

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

.....

16. 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 demonstrates honesty and integrity.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
b. My supervisor provides me with regular and constructive feedback.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
c. My supervisor appropriately deals with employees that perform poorly.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
d. My supervisor works effectively with people from diverse backgrounds.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
e. My supervisor is committed to workplace safety.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

17. Please rate your level of agreement with the following statements regarding *the senior leadership group* (i.e. the **Senior Executive Service [SES]**) in your agency:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. In my agency, the leadership is of a high quality.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
b. In my agency, the most senior leaders are sufficiently visible (e.g. can be seen in action).	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
c. In my agency, communication between senior leaders and other employees is effective.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
d. In my agency, senior leaders engage with staff on how to respond to future challenges.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

18. 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. Overall, I am satisfied with my agency.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
b. I feel a strong personal attachment to my agency.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
c. When someone praises the accomplishments of my agency, it feels like a personal compliment to me.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
d. I am proud to work in my agency.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
e. Overall, my agency has sound governance <sup>3</sup> processes for effective decision making.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
f. My agency is well managed.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
g. Change is managed well in my agency.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
h. Internal communication within my agency is effective.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
i. I am satisfied with the level of information provided by my agency on the most recent workplace bargaining process.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
j. My agency deals with underperformance effectively.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
k. My agency operates with a high level of integrity.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
l. My agency routinely applies merit <sup>4</sup> in decisions regarding engagement and promotion.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
m. My agency genuinely cares about employees being healthy and safe at work.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
n. My agency supports employees who are injured or become ill due to work.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
o. In general, employees in my agency feel they are valued for their contribution.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
p. In general, employees in my agency effectively manage conflicts of interest.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
q. In general, employees in my agency appropriately assess risk.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
r. My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
s. My workplace provides opportunities to increase knowledge and/or experience in my job.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
t. My agency motivates me to help it achieve its objectives.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
u. My agency inspires me to do the best in my job.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
v. I am satisfied with the opportunities for career progression in my agency.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
w. I would recommend my agency as a good place to work.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

<sup>3</sup> For the purpose of this survey, governance covers the set of responsibilities and practices, policies and procedures, exercised by an agency's executive, to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability.

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

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

19. Please rate your level of agreement with the following statements regarding aspects of the broader **Australian Public Service** (i.e. not just your agency):

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. When I talk about the APS, I usually say "we" rather than "they".	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
b. When someone praises the accomplishments of the APS, it feels like a personal compliment to me.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
c. In the APS, communication between senior leaders and other employees is effective.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
d. The APS provides access to effective learning and development.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
e. I am satisfied with the opportunities for career progression in the APS.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
f. In general, employees in the APS feel they are valued for their contribution.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
g. Working in the APS is important to the way that I think of myself as a person.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
h. I am proud to work in the APS.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
i. I would recommend the APS as a good place to work.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

20. If asked to choose, which would you **primarily** consider yourself to be?  
**[Please select one category only]**

- O<sub>1</sub> An APS employee
- O<sub>2</sub> An employee of your agency

### C. HEALTH AND WELLBEING

*Employee wellbeing and work-life balance are important concerns for managers; they are important in terms of overall impact on the individual, but also in terms of impact on ability to work productively. The questions in this section focus on some aspects of your wellbeing with the aim of examining whether your agency could do more to provide support to employees.*

21. On what basis are you employed?

- O<sub>1</sub> Full-time basis
- O<sub>2</sub> Part-time basis **[Please go to question 23]**
- O<sub>3</sub> Casual basis **[Please go to question 23]**

22. In the last fortnight,<sup>5</sup> how many hours did you work in your current job?

*[Please **add** any overtime or extra time worked and **subtract** any time off.<sup>6</sup>]*

- O<sub>1</sub> 75 hours or less
- O<sub>2</sub> More than 75 hours to less than 80 hours
- O<sub>3</sub> 80 to less than 90 hours
- O<sub>4</sub> 90 to less than 100 hours
- O<sub>5</sub> 100 to less than 120 hours
- O<sub>6</sub> 120 to less than 150 hours
- O<sub>7</sub> 150 hours or more
- O<sub>8</sub> Not applicable (e.g. graduated return to work, on leave for whole fortnight)

23. Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?

- O<sub>1</sub> Very satisfied
- O<sub>2</sub> Satisfied
- O<sub>3</sub> Neither satisfied nor dissatisfied
- O<sub>4</sub> Dissatisfied
- O<sub>5</sub> Very dissatisfied

24. Overall, how satisfied are you with your ability to access and use flexible working arrangements?

- O<sub>1</sub> Very satisfied
- O<sub>2</sub> Satisfied
- O<sub>3</sub> Neither satisfied nor dissatisfied
- O<sub>4</sub> Dissatisfied
- O<sub>5</sub> Very dissatisfied

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

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

25. In the last fortnight, how many days did you take of the following types of unplanned leave:

**[Please exclude annual leave, long service leave, adoption leave, purchased leave, parental leave, flex leave, jury duty, emergency services duty.]**

Leave type	NA*	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)	<input type="radio"/>	.....
b. Carer's (to provide care or support for a member of your immediate family or household, whether paid or unpaid, regardless of duration)	<input type="radio"/>	.....
c. Compensation (resulting from work-related personal injury/disease and accepted by Comcare, excludes time spent on rehabilitation programs where they take place at the workplace in paid employment)	<input type="radio"/>	.....
d. Miscellaneous/other (taken in the event of an unexpected emergency, whether paid or unpaid, regardless of duration)	<input type="radio"/>	.....
e. Unauthorised (not supported or approved by management, whether paid or unpaid, regardless of duration)	<input type="radio"/>	.....

\*i.e. You did not take any days of this type of unplanned leave in the last fortnight.

26. In the last 12 months, how effective have you found the following health and wellbeing programs (if offered by your agency):

	NA*	Highly effective	Somewhat effective	Not effective
a. Workplace assessments	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>
b. Smoking	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>
c. Alcohol use	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>
d. Diet	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>
e. Exercise	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>
f. Mental health	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>
g. Employee assistance program	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>
h. Other general lifestyle/health/fitness	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>

\* i.e. You do not have access to these health and wellbeing programs, or you did not access them in the last 12 months.



27. 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.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
b. I have a choice in deciding how I do my work.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
c. I am supported through emotionally demanding work.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
d. My supervisor encourages me.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
e. I get help and support I need from colleagues.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
f. I am subject to bullying at work.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
g. Relationships at work are strained.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
h. I am clear what my duties and responsibilities are.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
i. Staff are consulted about change at work.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
j. When changes are made, I am clear how they will work out in practice.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

**D. RECRUITMENT**

28. a. In the last 12 months, have you applied for a job in the APS?  
**[Please select all that apply]**
- O<sub>1</sub> Yes, in my agency
  - O<sub>2</sub> Yes, in another APS agency
  - O<sub>3</sub> No **[Please go to question 29]**
- b. Based on your **most recent** experience in applying for a job in the APS, how did you find out about the availability of the position? **[Please select all that apply]**
- O<sub>1</sub> My agency's intranet
  - O<sub>2</sub> Another APS agency's website
  - O<sub>3</sub> APSjobs website (www.apsjobs.gov.au)
  - O<sub>4</sub> Australian JobSearch website (www.jobsearch.gov.au)
  - O<sub>5</sub> Family/friends
  - O<sub>6</sub> Another APS employee
  - O<sub>7</sub> Other **[Please specify]**.....
- c. Based on your **most recent** experience in applying for a job in the APS, what was the outcome of the process?
- O<sub>1</sub> I was offered the job
  - O<sub>2</sub> I was not offered the job
  - O<sub>3</sub> I withdrew my application **[Please go to question 29]**
  - O<sub>4</sub> Availability of the job was withdrawn **[Please go to question 29]**
  - O<sub>5</sub> The process is not yet complete **[Please go to question 29]**
  - O<sub>6</sub> Other **[Please go to question 29]**
- d. Based on your **most recent** experience in applying for/commencing in a job in the APS, please rate your level of agreement with the following statements:

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	NA
i.	I found that the selection criteria helped me understand what was expected from the position.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
ii.	I found that the selection criteria helped me identify the most relevant skills and experience for the position.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
iii.	I was given enough guidance and training when I started in the position.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
iv.	I was given the opportunity for reasonable adjustments to be made to the selection process due to my diversity group needs.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
v.	I found it easy to apply for the position.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	
vi.	I believe that the assessment process was fair and transparent.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	
vii.	I was kept informed of the progress of my application.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	
viii.	I believe that the assessment process took too long to complete.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	
ix.	I was provided with adequate opportunity to seek feedback.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	
x.	I was left with a positive impression of the agency following the selection process.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	

29. To what extent do you agree that the following were **important in attracting** you to your current job:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Type of work (e.g. interesting, challenging, different)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
b. Career progression (e.g. higher level of responsibility)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
c. Career development (e.g. learning new skills or developing current skills)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
d. Job-skills match (e.g. using current skills)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
e. Job security and stability	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
f. Employment conditions (e.g. work-life balance, remuneration package)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
g. Geographical location	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
h. Working relationships (e.g. team environment, supervisor)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
i. Service to the general public (e.g. making a difference to society in general)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
j. Service to diversity groups (e.g. working for Indigenous Australians, people with disability, people from a non-English speaking background)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

30. Have you been a member of an APS recruitment selection panel in the last 12 months?

- O<sub>1</sub> Yes
- O<sub>2</sub> No

## E. RETENTION

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

- O<sub>1</sub> I want to leave my agency as soon as possible
- O<sub>2</sub> I want to leave my agency within the next 12 months
- O<sub>3</sub> I want to stay working for my agency for the next one to two years  
**[Please go to question 34]**
- O<sub>4</sub> I want to stay working for my agency for at least the next three years  
**[Please go to question 34]**

32. Which one of the following **best** describes where you intend to be within the next 12 months? **[Please select one category only]**

- O<sub>1</sub> Working for another public sector organisation
- O<sub>2</sub> Working for a not-for-profit sector organisation
- O<sub>3</sub> Working for a private sector organisation
- O<sub>4</sub> Studying full-time
- O<sub>5</sub> Retired
- O<sub>6</sub> Other

33. What is influencing your decision to leave **your agency** within the next 12 months? **[Please select up to three factors only]**

- O<sub>1</sub> My interests do not match the responsibilities of my job
- O<sub>2</sub> Lack of developmental/educational opportunities
- O<sub>3</sub> Lack of opportunity to work on innovative or 'leading edge' projects
- O<sub>4</sub> Desire to gain further experience
- O<sub>5</sub> Desire to try a different type of work or seeking a career change
- O<sub>6</sub> A lack of involvement in decisions affecting my job or career
- O<sub>7</sub> Lack of future career opportunities in my agency
- O<sub>8</sub> Inadequate remuneration package
- O<sub>9</sub> Lack of stability – either agency or job
- O<sub>10</sub> Unable to adequately balance work and life
- O<sub>11</sub> Family/caring commitments
- O<sub>12</sub> Desire to return to home community
- O<sub>13</sub> Desire to relocate (other than to home community)
- O<sub>14</sub> Senior leadership is of a poor quality
- O<sub>15</sub> My supervisor is ineffective
- O<sub>16</sub> A lack of recognition for doing a good job
- O<sub>17</sub> Promotions or rewards are not based on achievement
- O<sub>18</sub> My work environment is not team oriented or collaborative
- O<sub>19</sub> My agency is not recognised as a good employer
- O<sub>20</sub> My agency lacks respect for employees
- O<sub>21</sub> My agency lacks commitment to diversity
- O<sub>22</sub> My agency lacks commitment to ethics and integrity
- O<sub>23</sub> There is conflict between my personal views and my professional role or obligations
- O<sub>24</sub> I have been subjected to bullying, harassment and/or discrimination
- O<sub>25</sub> None of the above

34. Have you been at your current substantive classification level for **at least five years**?

**[This is the classification level you have either been engaged at, or were last promoted to. It does not mean the level you may be acting in, or temporarily performing at.]**

O<sub>1</sub> Yes

O<sub>2</sub> No **[Please go to Section F]**

35. **Overall, over the last five years or more**, how has the work at your current classification level changed in relation to *your*:

	Increased greatly	Increased slightly	Neither increased nor decreased	Decreased slightly	Decreased greatly	NA
a. Responsibility for managing staff	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
b. Level of financial delegation	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
c. Size of budget	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
d. Responsibility for managing sensitive stakeholder relationships	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
e. Extent of collaboration with other APS agencies	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
f. Level of autonomy or independence	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	
g. Job requirements in terms of skills, knowledge or qualifications	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	
h. Workload (e.g. the number or size of tasks to be completed within a given timeframe)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	
i. Requirement to deal with a complex working environment	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	

## F. APS VALUES AND CODE OF CONDUCT

The APS Values are set out in section 10 of the Public Service Act 1999. They describe the principles and ethics that guide the behaviour of APS employees and are common to all agencies. For a copy of the APS Values, see Attachment A. The APS Code of Conduct is set out in section 13 of the Public Service Act 1999. The Code outlines standards of personal conduct for APS employees, and is common to all agencies. For a copy of the APS Code of Conduct, see Attachment B.

**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*.**

36. 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?	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
b. Does your supervisor act in accordance with the APS Values in his or her everyday work?	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
c. Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>

37. a. In the last 12 months, did you witness another APS employee engaging in behaviour you saw as a **serious** breach of the Code of Conduct? (e.g. fraud, theft, misusing clients' personal information, sexual harassment, leaking classified documentation, or other behaviour that would be likely to result in termination of employment for that employee.)

- O<sub>1</sub> Yes
- O<sub>2</sub> No **[Please go to question 38]**
- O<sub>3</sub> Not sure **[Please go to question 38]**

b. Did you report the **serious** misconduct?

- O<sub>1</sub> Yes **[Please go to question 37d]**
- O<sub>2</sub> No

c. Why did you **not** report the **serious** misconduct?  
**[Please select all that apply]**

- O<sub>1</sub> I did not want to upset relationships in the workplace
- O<sub>2</sub> It is not my responsibility to report the misconduct
- O<sub>3</sub> It could affect my career
- O<sub>4</sub> I did not think any action would be taken
- O<sub>5</sub> The matter(s) were resolved informally
- O<sub>6</sub> I did not think the misconduct was serious enough
- O<sub>7</sub> I did not know how to report it
- O<sub>8</sub> Other

**[If you did not report the serious misconduct, please go to question 38.]**

- d. Who did you report the serious misconduct to?  
**[Please select all that apply]**
- O<sub>1</sub> Your supervisor
  - O<sub>2</sub> Your human resources area in your agency
  - O<sub>3</sub> A Harassment Contact Officer in your agency
  - O<sub>4</sub> A person authorised in your agency to receive whistleblowing reports (e.g. your agency head or a person nominated by your agency head)
  - O<sub>5</sub> Other
- e. When you reported the serious misconduct, how satisfied were you with the outcome?
- O<sub>1</sub> Very satisfied **[Please go to question 38]**
  - O<sub>2</sub> Satisfied **[Please go to question 38]**
  - O<sub>3</sub> Neither satisfied nor dissatisfied **[Please go to question 38]**
  - O<sub>4</sub> Dissatisfied
  - O<sub>5</sub> Very dissatisfied
  - O<sub>6</sub> Not applicable – outcome pending **[Please go to question 38]**
- f. Why were you **dissatisfied** with the outcome of reporting the serious misconduct?  
**[Please select all that apply]**
- O<sub>1</sub> My agency was slow to take action
  - O<sub>2</sub> My agency did not take any effective action
  - O<sub>3</sub> The employee continued to breach the Code
  - O<sub>4</sub> The employee was transferred or promoted within my agency
  - O<sub>5</sub> The employee resigned and went to another agency before the misconduct investigation was finalised
  - O<sub>6</sub> The managers accepted the behaviour
  - O<sub>7</sub> My career has been negatively affected
  - O<sub>8</sub> My working relationships have been negatively affected
  - O<sub>9</sub> I was not informed of the outcome
  - O<sub>10</sub> Other
38. a. During the last 12 months have you been subjected to harassment or bullying<sup>7</sup> in your workplace?
- O<sub>1</sub> Yes
  - O<sub>2</sub> No **[Please go to Section G]**
  - O<sub>3</sub> Not sure **[Please go to Section G]**

<sup>7</sup> For the purpose of this survey, 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. 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.

- b. Who was responsible for the harassment or bullying?  
**[Please select all that apply]**
- O<sub>1</sub> Someone more senior (other than your supervisor)
  - O<sub>2</sub> Your supervisor
  - O<sub>3</sub> Co-worker
  - O<sub>4</sub> Someone more junior than you
  - O<sub>5</sub> Client, customer or stakeholder
  - O<sub>6</sub> Consultant/service provider
  - O<sub>7</sub> Representative of another APS agency
  - O<sub>8</sub> Minister or ministerial adviser
  - O<sub>9</sub> Other
- c. What type of harassment or bullying did you experience?  
**[Please select all that apply]**
- O<sub>1</sub> Physical behaviour (e.g. assault or aggressive body language)
  - O<sub>2</sub> Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)
  - O<sub>3</sub> 'Initiations' or pranks
  - O<sub>4</sub> Interference with your personal property or work equipment
  - O<sub>5</sub> Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)
  - O<sub>6</sub> Other
- d. Which of the following factors was the harassment or bullying based on?  
**[Please select all that apply]**
- O<sub>1</sub> Personality differences
  - O<sub>2</sub> Race/ethnicity
  - O<sub>3</sub> Disability
  - O<sub>4</sub> Religion
  - O<sub>5</sub> Sex or gender
  - O<sub>6</sub> Age
  - O<sub>7</sub> Sexual orientation
  - O<sub>8</sub> Political opinion
  - O<sub>9</sub> Work performance
  - O<sub>10</sub> Employment status (e.g. non-ongoing or part-time status)
  - O<sub>11</sub> Other
- e. Did you report the harassment or bullying?
- O<sub>1</sub> Yes **[Please go to question 38g]**
  - O<sub>2</sub> No
- f. Why did you **not** report the harassment or bullying?  
**[Please select all that apply]**
- O<sub>1</sub> I did not want to upset relationships in the workplace
  - O<sub>2</sub> I did not have enough evidence
  - O<sub>3</sub> It could affect my career
  - O<sub>4</sub> I did not think any action would be taken
  - O<sub>5</sub> The matter was resolved informally
  - O<sub>6</sub> I did not think the harassment or bullying was serious enough
  - O<sub>7</sub> Managers accepted the behaviour
  - O<sub>8</sub> I did not think it was worth the hassle of going through the report process
  - O<sub>9</sub> I did not know how to report it
  - O<sub>10</sub> Other **[Please specify]**.....



**[If you did not report the harassment or bullying, please go to Section G.]**

g. Who did you report the harassment or bullying to?

**[Please select all that apply]**

- O<sub>1</sub> Your supervisor
- O<sub>2</sub> Your human resources area in your agency
- O<sub>3</sub> A Harassment Contact Officer in your agency
- O<sub>4</sub> A person authorised in your agency to receive whistleblowing reports (e.g. your agency head or a person nominated by your agency head)
- O<sub>5</sub> Other

h. When you reported the harassment or bullying, how satisfied were you with the outcome?

- O<sub>1</sub> Very satisfied **[Please go to Section G]**
- O<sub>2</sub> Satisfied **[Please go to Section G]**
- O<sub>3</sub> Neither satisfied nor dissatisfied **[Please go to Section G]**
- O<sub>4</sub> Dissatisfied
- O<sub>5</sub> Very dissatisfied
- O<sub>6</sub> Not applicable – outcome pending **[Please go to Section G]**

i. Why were you **dissatisfied** with the outcome of reporting the harassment or bullying? **[Please select all that apply]**

- O<sub>1</sub> My agency was slow to take action
- O<sub>2</sub> My agency did not take any effective action
- O<sub>3</sub> The employee continued to harass or bully me or others
- O<sub>4</sub> The employee was transferred or promoted within my agency
- O<sub>5</sub> The managers accepted the behaviour
- O<sub>6</sub> My career has been negatively affected
- O<sub>7</sub> My working relationships have been negatively affected
- O<sub>8</sub> I was not informed of the outcome
- O<sub>9</sub> Other

## G. PERFORMANCE MANAGEMENT

39. a. Have you received **formal** individual performance feedback in your current agency in the last 12 months?
- O<sub>1</sub> Yes
  - O<sub>2</sub> No [**Please go to question 40**]
- b. To what extent do you agree that your most recent performance review will help you improve your performance?
- O<sub>1</sub> Strongly agree [**Please go to question 40**]
  - O<sub>2</sub> Agree [**Please go to question 40**]
  - O<sub>3</sub> Neither agree nor disagree [**Please go to question 40**]
  - O<sub>4</sub> Disagree
  - O<sub>5</sub> Strongly disagree
- c. Why did you **disagree** that your most recent performance review will help you improve your performance? [**Please select all that apply**]
- O<sub>1</sub> The performance review was too generic and/or not tailored to my work
  - O<sub>2</sub> The performance review needed to draw on additional sources of feedback
  - O<sub>3</sub> The performance review did not give me constructive feedback and/or identify ways to improve
  - O<sub>4</sub> The performance review process did not appropriately recognise my level of performance
  - O<sub>5</sub> Challenges and limitations, due to factors beyond my control, were not reflected in the performance review
  - O<sub>6</sub> A supervisor who was unfamiliar with my work conducted the performance review
  - O<sub>7</sub> The performance review process was not treated seriously by my supervisor
  - O<sub>8</sub> The performance review did not appropriately consider my career development needs
  - O<sub>9</sub> None of the above
40. a. Please provide **three** key behaviours or attributes that represent **good** performance in your workplace.
- .....
- b. Please provide **three** key behaviours or attributes that represent **poor** performance in your workplace.
- .....
41. 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 and 10 means the best you have ever worked in your job:
- ..... Your overall performance in the last fortnight
- O Not applicable (e.g. on leave for whole fortnight, on graduated return to work)

42. In your agency, how many employees do you have **direct performance management responsibility** for?

- O<sub>1</sub> None **[Please go to Section H]**
- O<sub>2</sub> 1 to 2 employees
- O<sub>3</sub> 3 to 5 employees
- O<sub>4</sub> 6 to 10 employees
- O<sub>5</sub> 11 or more employees

43. Based on your experience in your current *performance management role*, please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I am provided with adequate resources to undertake my performance management role.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>
b. I am clear about my agency's priorities as they relate to my performance management role.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>
c. I feel confident in managing the performance of employees.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>
d. I do not have sufficient time to manage the performance of employees.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>

44. If you **did not agree** that you feel confident in managing the performance of employees (**question 43c**), which of the following would assist you? **[Please select all that apply]**

- O<sub>1</sub> Increased access to training on performance management
- O<sub>2</sub> Improved guidelines on the performance management process
- O<sub>3</sub> Improved access to advice within my agency
- O<sub>4</sub> Other **[Please specify]**.....

45. a. Considering performance management in your agency, please comment on what is done **well**.

.....

b. Considering performance management in your agency, please comment on what is done **poorly**.

.....

## H. LEARNING AND DEVELOPMENT

46. a. Based on your experience in the workplace, please rate your level of satisfaction with:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	NA*
i. The quality of learning through formal training and education <sup>8</sup>	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>
ii. The quality of support for learning on the job	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>
iii. The quality of learning through peers or networks	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>
iv. The quality of learning through coaching or mentoring	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>
v. The quality of e-learning	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>
vi. Access to development through job experiences <b>within your agency</b> (e.g. secondments, project work, job placements)	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>
vii. Access to development through job experiences <b>across the APS</b> (e.g. secondments, project work, job placements)	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>
viii. Access to development through job experiences <b>outside the APS</b> (e.g. secondments, project work, job placements)	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>
ix. Overall access to learning and development opportunities	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>

\* i.e. You do not have access to these learning and development activities or you have not used them.

- b. If you were **not satisfied** with your overall access to learning and development opportunities (**question 46ix**), which of the following reasons apply?  
**[Please select all that apply]**

- O<sub>1</sub> Work pressures mean there is no time for learning and development
- O<sub>2</sub> Budget constraints mean access to learning and development is limited
- O<sub>3</sub> Working in a remote location means travel costs to access learning and development are prohibitive
- O<sub>4</sub> My supervisor does not support learning and development
- O<sub>5</sub> Other **[Please specify]**.....

<sup>8</sup>Formal training and education can include seminars, conferences, classroom training, academic study or formal in-house programs.

47. 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?

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

48. How much time did you spend in formal training and education during the last 12 months? *[Formal training and education can include seminars, conferences, classroom training, academic study, or formal in-house programs.]*

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

49. Which of the following skills do you intend to develop for work purposes over the next 12 months? **[Please select up to three skills only]**

- O<sub>1</sub> Communication
- O<sub>2</sub> Strategic thinking and analysis
- O<sub>3</sub> Influencing and negotiation
- O<sub>4</sub> Project and program management
- O<sub>5</sub> People management
- O<sub>6</sub> Leadership
- O<sub>7</sub> Financial management
- O<sub>8</sub> Contracts and procurement
- O<sub>9</sub> Risk management
- O<sub>10</sub> Information and communications technology
- O<sub>11</sub> Policy development and implementation
- O<sub>12</sub> Working with government
- O<sub>13</sub> Customer service delivery
- O<sub>14</sub> Technical/professional
- O<sub>15</sub> APS governance and legislative frameworks
- O<sub>16</sub> Governance and legislative frameworks specific to your agency
- O<sub>17</sub> Other **[Please specify]**.....
- O<sub>18</sub> None of the above

## I. 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).

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

Your immediate supervisor:	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very dissatisfied
a. Achieves results	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>
b. Cultivates productive working relationships	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>
c. Exemplifies personal drive and integrity	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>
d. Shapes strategic thinking	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>
e. Communicates with influence	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>
f. Sets direction	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>
g. Motivates people	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>
h. Encourages innovation	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>
i. Develops people	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>
j. Is open to continued self-learning	<input type="radio"/> <sub>1</sub>	<input type="radio"/> <sub>2</sub>	<input type="radio"/> <sub>3</sub>	<input type="radio"/> <sub>4</sub>	<input type="radio"/> <sub>5</sub>

51. 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<sub>1</sub> APS 1 – 2 (or equivalent)
- O<sub>2</sub> APS 3 – 4 (or equivalent)
- O<sub>3</sub> APS 5 – 6 (or equivalent)
- O<sub>4</sub> Executive Level 1 (or equivalent)
- O<sub>5</sub> Executive Level 2 (or equivalent)
- O<sub>6</sub> Senior Executive Service Band 1 (or equivalent)
- O<sub>7</sub> Senior Executive Service Band 2 or 3 (or equivalent)

52. Overall, do you view **senior leaders (i.e. the SES)** in your agency as part of a broader APS-wide leadership cadre/group?

- O<sub>1</sub> Yes, definitely
- O<sub>2</sub> Yes, somewhat
- O<sub>3</sub> No
- O<sub>4</sub> Not sure

53. To what extent do you agree that **senior leaders (i.e. the SES)** in your agency exhibit the following leadership capabilities:

		<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
i.	Encourage innovation and creativity.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
ii.	Are personally active in efforts to improve diversity in employment.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
iii.	Give their time to identify and develop talented people.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
iv.	Work collaboratively with people from other agencies.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
v.	Maintain a focus on the strategic direction of the agency and the APS.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
vi.	Ensure that work effort contributes to the strategic direction of the agency and the APS.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
vii.	Encourage learning and development (both on and off the job).	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
viii.	Effectively lead and manage organisational change.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
ix.	Seek to learn from their own work effort and develop their own skills and capabilities.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

**[The following questions are for SES respondents only. All other employees, please go to Section J.]**

54. Overall, in your view, do you see yourself as part of a broader APS-wide leadership cadre/group?

- O<sub>1</sub> Yes, definitely
- O<sub>2</sub> Yes, somewhat
- O<sub>3</sub> No

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

		<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
i.	I am actively engaged in the leadership of my agency.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>
ii.	I feel confident that I have the leadership skills to do my job effectively.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>



## J. INNOVATION

*Innovations comprise new or significant changes to services and goods, operational processes, organisational methods, or the way your work group communicates with users. Innovations may have had a positive, neutral or negative impact on your work.*

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

- O<sub>1</sub> Yes
- O<sub>2</sub> No **[Please go to question 57]**
- O<sub>3</sub> Not sure **[Please go to question 57]**

b. 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]**

- O<sub>1</sub> Your policy thinking
- O<sub>2</sub> Your services
- O<sub>3</sub> The way you provide services (not including the way you interact with stakeholders)
- O<sub>4</sub> The way you interact with stakeholders
- O<sub>5</sub> Your administrative or organisational processes
- O<sub>6</sub> The way you look at problems or challenge assumptions
- O<sub>7</sub> Other

57. a. Do you believe there are any **barriers** to implementing innovations in your workplace?

- O<sub>1</sub> Yes
- O<sub>2</sub> No **[Please go to question 58]**
- O<sub>3</sub> Not sure **[Please go to question 58]**

b. Please indicate how frequently the following factors are barriers to implementing innovations in your workplace:

		Always	Often	Sometimes	Rarely	Never
i.	Unwillingness of managers to take risks	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
ii.	Resistance to change by managers	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
iii.	Resistance to change by other employees	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
iv.	Employees believe their ideas will not be seriously considered by managers	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
v.	Budget restrictions	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
vi.	Political uncertainty (e.g. changes in government or ministers)	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
vii.	Lack of incentives	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
viii.	Technological barriers	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>
ix.	Lack of qualified personnel	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>

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

	<b>Strongly agree</b>	<b>Agree</b>	<b>Neither agree nor disagree</b>	<b>Disagree</b>	<b>Strongly disagree</b>
a. I receive support from my manager when I suggest new ideas.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>
b. There are established processes for evaluating my ideas.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>
c. Employees in my workplace are provided with enough time and resources to try out new ideas.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>
d. My workplace encourages innovation and the development of new ideas.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>
e. My workplace shares its ideas and encourages their wider use.	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>

## K. E-COMMUNICATION AND COLLABORATION

Previously, communication over the internet was dominated by email. However, modern **social media and networking tools** enable connections and collaborations of all kinds. These online tools present important new challenges and possibilities for government, including opening up decision making to contributions from the community. Some examples of social media and networking tools are **wikis, blogs, social networking platforms (e.g. Facebook, MySpace, Twitter, YouTube) and interactive discussion forums.**

59. What level of access do you have to online social media and networking tools in your current agency?

- O<sub>1</sub> Access is available to **all** social media and networking tools
- O<sub>2</sub> Access is available to **some** social media and networking tools
- O<sub>3</sub> Access is **not** available to social media and networking tools  
**[Please go to question 61]**
- O<sub>4</sub> Not sure

60. a. During the last 12 months, did you use any online social media and networking tools for **work purposes**?

**[Please select all that apply]**

- O<sub>1</sub> Yes – for working with government stakeholders  
(e.g. within your agency or with other Commonwealth, state or local government agencies)
- O<sub>2</sub> Yes – for working with non-government stakeholders  
(e.g. community groups, industry/business, members of the public)
- O<sub>3</sub> No **[Please go to question 61]**
- O<sub>4</sub> Not sure **[Please go to question 61]**

b. To what extent do you agree that the use of social media and networking tools **helped** you to more effectively carry out your work:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	NA
i. ...with government stakeholders? (e.g. within your agency or with other Commonwealth, state or local government agencies)	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>
ii. ...with non-government stakeholders? (e.g. community groups, industry/business, members of the public)	<input type="radio"/> O <sub>1</sub>	<input type="radio"/> O <sub>2</sub>	<input type="radio"/> O <sub>3</sub>	<input type="radio"/> O <sub>4</sub>	<input type="radio"/> O <sub>5</sub>	<input type="radio"/> O <sub>6</sub>

c. If you **agreed** that the use of social media and networking tools helped you to carry out your work (**question 60b**), which of the following reasons apply?

**[Please select all that apply]**

- O<sub>1</sub> Improves the ability to engage with stakeholders (e.g. knowledge sharing, receiving feedback)
- O<sub>2</sub> Provides ready access to professional or technical information (e.g. industry trends)
- O<sub>3</sub> Improves the efficiency of work processes (e.g. timeliness)
- O<sub>4</sub> Other **[Please specify]**.....

61. a. Does your agency have a policy on the use of online social media and networking tools **for work use**?
- O<sub>1</sub> Yes
  - O<sub>2</sub> No
  - O<sub>3</sub> Not sure
- b. Does your agency have a policy on the use of online social media and networking tools **for personal or home use**?  
**[This may be the same policy as in question 61a.]**
- O<sub>1</sub> Yes
  - O<sub>2</sub> No
  - O<sub>3</sub> Not sure
62. a. During the last 12 months, have you been subjected to harassment or bullying through the internet **because of work you have done** as an APS employee?  
**[Please exclude emails. Please include posts on blogs, chat rooms, social networking sites etc.]**
- O<sub>1</sub> Yes
  - O<sub>2</sub> No **[Please go to question 63]**
  - O<sub>3</sub> Not sure **[Please go to question 63]**
- b. Who was responsible for the harassment or bullying?  
**[Please select all that apply]**
- O<sub>1</sub> Another APS employee
  - O<sub>2</sub> Client, customer or stakeholder
  - O<sub>3</sub> Another member of the general public
  - O<sub>4</sub> Other **[Please specify]**.....

*Please use the following definition for the next question.*

**Teleworking** is an arrangement where an employee has a formal agreement with his or her employer to work in a location other than the office, usually a home office. Telework uses information and communications technology to stay connected to other employees and work systems.

63. Which of the following **best** describes your teleworking situation?  
**[Please select one category only]**
- O<sub>1</sub> I telework on a regular basis (at least two entire work days per week)
  - O<sub>2</sub> I telework on a semi-regular basis (at least one entire work day per week but less than two entire work days per week)
  - O<sub>3</sub> I telework infrequently (less than one entire work day per week)
  - O<sub>4</sub> I do not telework because I have to be physically present at my job
  - O<sub>5</sub> I do not telework because there are technical issues that prevent me from teleworking
  - O<sub>6</sub> I do not telework because I am not allowed to, even though I have the kind of job where I could telework
  - O<sub>7</sub> I do not telework because I choose not to
  - O<sub>8</sub> I do not telework because I have not considered this possibility
  - O<sub>9</sub> Not sure

## L. AGENCY CULTURE

*The following questions have been included to allow direct comparisons of the results with those from State and Territory public service surveys. Some questions are similar to those you have already answered. Your responses to this final block of questions would be appreciated.*

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not sure
a. My workplace culture supports people to achieve a good work/life balance.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
b. My input is adequately sought and considered about decisions that directly affect me.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
c. My agency actively encourages ethical behaviour by all of its employees.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
d. Senior managers in my agency lead by example in ethical behaviour.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
e. Recruitment and promotion decisions in my agency are fair.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
f. I have confidence in the processes that my agency uses to resolve employee grievances.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
g. My agency is committed to creating a diverse workforce (for example gender, age, cultural background, disability status, Indigenous status).	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
h. My supervisor is effective in managing people.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>
i. My agency acted on concerns identified by last year's State of the Service survey.	O <sub>1</sub>	O <sub>2</sub>	O <sub>3</sub>	O <sub>4</sub>	O <sub>5</sub>	O <sub>6</sub>

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

.....

**Thank you for taking the time to complete this census.  
Your contribution is an important input to evaluating and  
improving the Australian Public Service.**

The APS:

- is apolitical, performing its functions in an impartial and professional manner;
- is a public service in which employment decisions are based on merit;
- provides a workplace that is free from discrimination and recognises and utilises the diversity of the Australian community it serves;
- has the highest ethical standards;
- is openly accountable for its actions, within the framework of Ministerial responsibility to the Government, the Parliament and the Australian public;
- is responsive to the Government in providing frank, honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs;
- delivers services fairly, effectively, impartially and courteously to the Australian public and is sensitive to the diversity of the Australian public;
- has leadership of the highest quality;
- establishes workplace relations that value communication, consultation, co-operation and input from employees on matters that affect their workplace;
- provides a fair, flexible, safe and rewarding workplace;
- focuses on achieving results and managing performance;
- promotes equity in employment;
- provides a reasonable opportunity to all eligible members of the community to apply for APS employment;
- is a career-based service to enhance the effectiveness and cohesion of Australia's democratic system of government;
- provides a fair system of review of decisions taken in respect of employees.

## Attachment B: The APS Code of Conduct

The Code of Conduct requires that an employee must:

- behave honestly and with integrity in the course of APS employment;
- act with care and diligence in the course of APS employment;
- when acting in the course of APS employment, treat everyone with respect and courtesy, and without harassment;
- when acting in the course of APS employment, comply with all applicable Australian laws;
- comply with any lawful and reasonable direction given by someone in the employee's Agency who has authority to give the direction;
- maintain appropriate confidentiality about dealings that the employee has with any Minister or Minister's member of staff;
- disclose, and take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with APS employment;
- use Commonwealth resources in a proper manner;
- not provide false or misleading information in response to a request for information that is made for official purposes in connection with the employee's APS employment;
- not make improper use of:
  - (a) inside information, or
  - (b) the employee's duties, status, power or authority, in order to gain, or seek to gain, a benefit or advantage for the employee or for any other person;
- at all times behave in a way that upholds the APS Values and the integrity and good reputation of the APS;
- while on duty overseas, at all times behave in a way that upholds the good reputation of Australia;
- comply with any other conduct requirement that is prescribed by the regulations.

## Workplace harassment and bullying<sup>1</sup>

Workplace harassment and bullying is unacceptable and is not tolerated in the APS. It may also be unlawful under anti-discrimination legislation (such as sexual harassment or racial vilification). Workplace harassment includes offensive, belittling or threatening behaviour towards an individual or group of employees. The behaviour is unwelcome, unsolicited, usually unreciprocated, and often repeated.

Even if the behaviour is not meant deliberately, it can still be harassment where a reasonable person would conclude that it would humiliate, offend, intimidate or cause a person unnecessary hurt or distress. In the case of sexual harassment, it need only be shown that a reasonable person would anticipate the possibility that the behaviour would offend, humiliate or intimidate.

Bullying is a form of harassment and does not show respect and courtesy.

While there is no standard definition of workplace bullying, this term is generally used to describe repeated behaviour in the workplace 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, inflicted by one person or by groups. Abusive group behaviour or 'ganging up' against one or more individuals is a form of bullying that is sometimes called workplace 'mobbing'.

Workplace harassment and bullying can be:

- intended: where actions were intended to humiliate, offend, intimidate or distress, whether or not the behaviour did in fact have that effect, or
- unintended: which, although not intended to humiliate, offend, intimidate or distress, did cause and should reasonably have been expected to cause that effect.

Examples of workplace harassment or bullying include:

- physical behaviour—assault, intimidating or aggressive body language
- verbal abuse—offensive language or derogatory remarks about lifestyle choices, physical or mental abilities, or racial or ethnic background
- unwelcome sexual advances or requests for sexual favours—in person, by email or online, by phone, or by text message
- behaviour or language that threatens, frightens, humiliates or degrades—shouting and screaming, tone of voice, sarcasm and insults, whether face-to-face, in emails, or in graffiti
- 'initiations' and pranks
- interfering with a person's personal property or work equipment
- inappropriate and unfair application of work policies and rules—involving, for example, performance management or access to leave.

Some subtle patterns of behaviour are also seen as harassment or bullying, for example:

- ostracism—physical or social isolation; exclusion from work-related activities; not acknowledging or responding to an individual's presence or comments; leaving the room when a person enters

<sup>1</sup> *Respect: Promoting a Culture Free from Harassment and Bullying in the APS*, Commonwealth of Australia 2011, p7-10.



- undermining—persistent and baseless criticism; unwarranted removal of responsibility; ridicule; taunts; hectoring; spreading gossip and rumours (either verbally or by email); including inappropriate remarks in emails about a person sent to and/or copied to others; belittling or derogatory remarks or actions that diminish a person’s dignity (such as eye-rolling responses)
- sabotage—giving meaningless tasks, confusing and/or contradictory instructions; inappropriately and frequently changing targets and work deadlines; unnecessary disruptions; deliberately withholding important information; deliberately failing to complete tasks or missing deadlines; insisting on petty work requirements.

The following case provides an example of both subtle and overt forms of inappropriate behaviour.

### **Investigating bullying behaviour**

An employee alleged ongoing bullying by her immediate supervisor. She said her supervisor openly criticised her work and regularly sabotaged her efforts. She said that if she made a simple error like a spelling mistake, the supervisor made disparaging comments like, ‘What kind of work is this? I thought graduates were supposed to be smart!’ Yet, when it suited him, the supervisor took full credit for the employee’s work.

The employee complained to her director, who separately questioned the employee, her supervisor and witnesses. Following further investigation, the agency’s Code of Conduct delegate sanctioned (reprimanded) the supervisor and the bullying stopped.

Workplace harassment or bullying can occur:

- between employees at the same or different classifications—it can be directed sideways, upwards at supervisors or managers as well as downwards
- between employees of the same or opposite sex
- between employees in the same or a different work area or agency
- between employees and contractors and/or labour hire staff
- during work-organised events or possibly even outside work hours
- while off-site, for example external meetings, on regional or interstate visits, or on overseas postings.

### **Behaviours that are not workplace harassment**

Examples of behaviours that are not harassment include:

- expressing differences of opinion
- providing constructive and courteous feedback, counselling or advice about work-related behaviour and performance
- carrying out legitimate or reasonable management decisions or actions, undertaken in a reasonable way and with respect and courtesy, for example:
  - taking action to transfer an employee
  - allocating work to an employee, and setting reasonable goals, standards and deadlines
  - making a decision not to select an employee for promotion
  - warning employees about unsatisfactory performance

- transferring or terminating excess employees
- making a complaint about a manager's or other employee's conduct, if the complaint is made in a proper and reasonable way.

### **Some behaviours do not in themselves amount to a breach of the Code of Conduct**

Certain behaviour on its own is not a breach of the Code of Conduct. For example:

- openly recording meetings—tape-recording a meeting is legitimate and can lead to a more reliable and accurate record of meetings than note taking. However, secretly taping meetings, without the knowledge of all the participants, is inappropriate and discourteous and a breach of the Code
- refusing to accept 'no' for an answer—within reason, an employee is entitled to press their position, just as a supervisor is entitled to take that position into account and make a management decision that disagrees with it
- asserting authority—when opinions differ, it is legitimate for a manager to end a discussion, after listening to the various points of view, by asserting their seniority and management prerogative
- discussing difficult issues—while potentially stressful, having a frank, polite, calm and rational discussion between an employee and a supervisor is an appropriate way of resolving grievances. It may also have the effect of clearing up any misunderstandings or inaccurate assumptions. Discussions should remain work related and focus on particular behaviours and issues, rather than the individual.

Under pressure, an assertive management style may give way to bullying behaviour. Managers should be sensitive about how they are perceived by others and should know the best ways to communicate difficult or sensitive matters. In some situations, behaviour that is not intended to be humiliating, threatening or demeaning may cause distress and be perceived as bullying. Being open to another person's perspective and genuinely listening to their concerns before coming to a conclusion may assist in defusing a potentially troublesome situation.

### **Perceptions matter**

People's perceptions can differ about behaviour that is disrespectful or harassing. Someone might perceive a supervisor's approach as 'assertive'. Yet the person affected may think the supervisor's tone is 'inappropriate and/or rude' or 'sarcastic and belittling'. The key factor in these circumstances is what a reasonable person would conclude about the behaviour.

Employees from various cultural and social backgrounds may also have different views and expectations of cultural norms and appropriate workplace behaviour.

Sometimes, even though a manager has tried to create a friendly and open environment, people working for them may feel intimidated because of the manager's status.