



2015 APS Employee Census

Agency Benchmark Report: EMPLOYMENT

This report

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

Results

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

Benchmark data

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

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

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

Anonymity

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

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RESPONSES

1,255
of 1,446

RESPONSE RATE

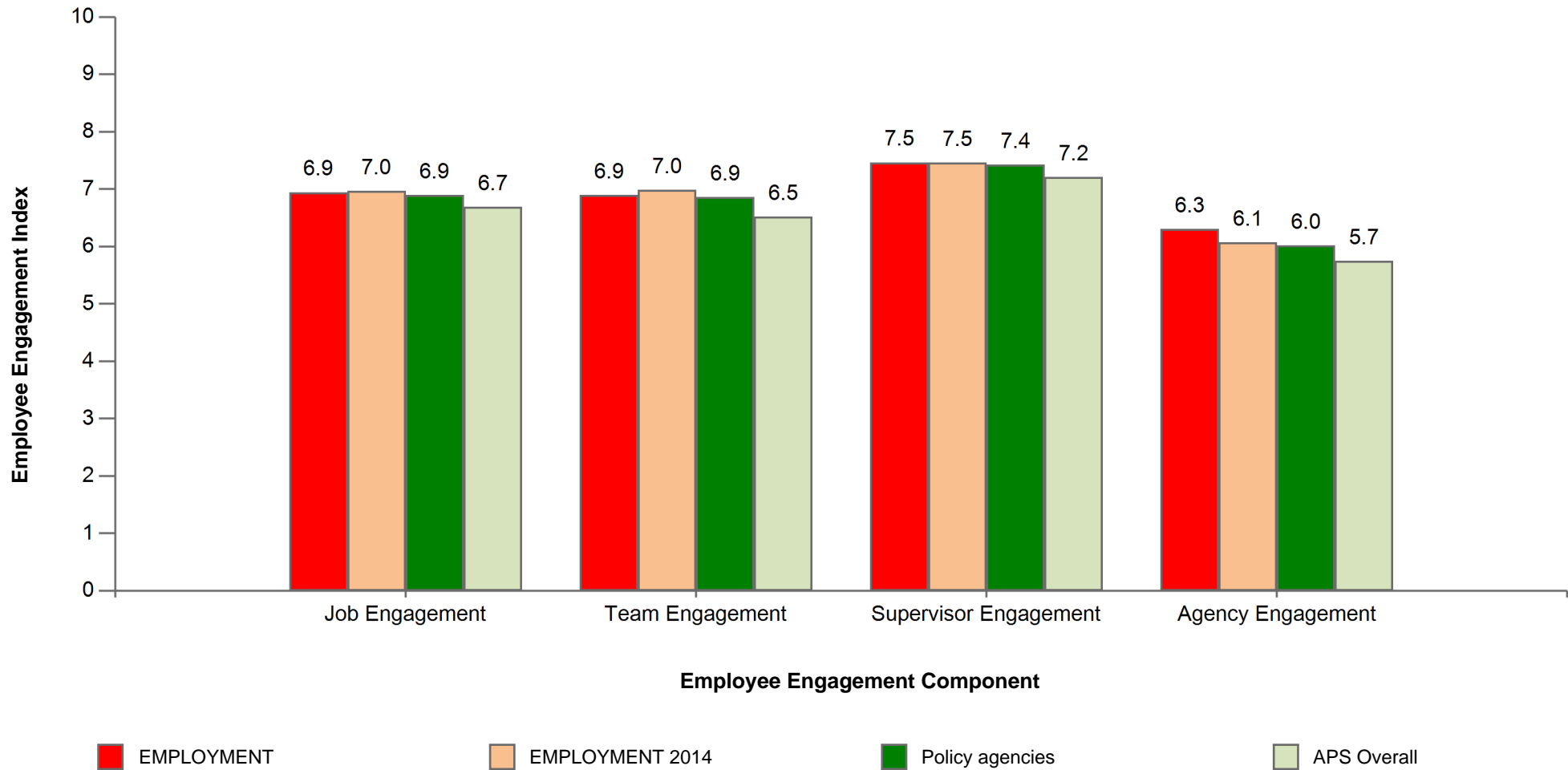
87%

Engagement

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

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

Elements of Engagement



Engagement (cont.)

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

Drivers of Engagement

Job Engagement

	Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree	2015 (% Strongly agree / Agree)
B17b My job gives me opportunities to utilise my skills	77	12	12	77
B17c My job gives me a feeling of personal accomplishment	68	19	13	68

Team Engagement

B17d I am satisfied with the recognition I receive for doing a good job	63	20	17	63
C18b The people in my workgroup are honest, open and transparent in their dealings	77	15	8	77

Supervisor Engagement

D20a I have a good immediate supervisor	81	11	7	81
I35c My immediate supervisor encourages me (Always or Often / Sometimes / Rarely or Never)	68	22	10	68

Agency Engagement

E21c In my agency, communication between senior leaders and other employees is effective	59	29	12	59
F22b When someone praises the accomplishments of my agency, it feels like a personal compliment to me	46	37	17	46
F22j In general, employees in my agency feel they are valued for their contribution	57	30	13	57
F22k My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments)	67	21	12	67

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

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

Percentage point difference from:

2014	Policy agencies	APS Overall
+1	0	+4
0	0	+2
-2	+2	+9
-2	-3	+1
-1	+1	+2
-1	-1	+3
+2	+10	+18
-1	+3	-3
+2	+4	+11
+12	-1	+5

Healthy Workplaces

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

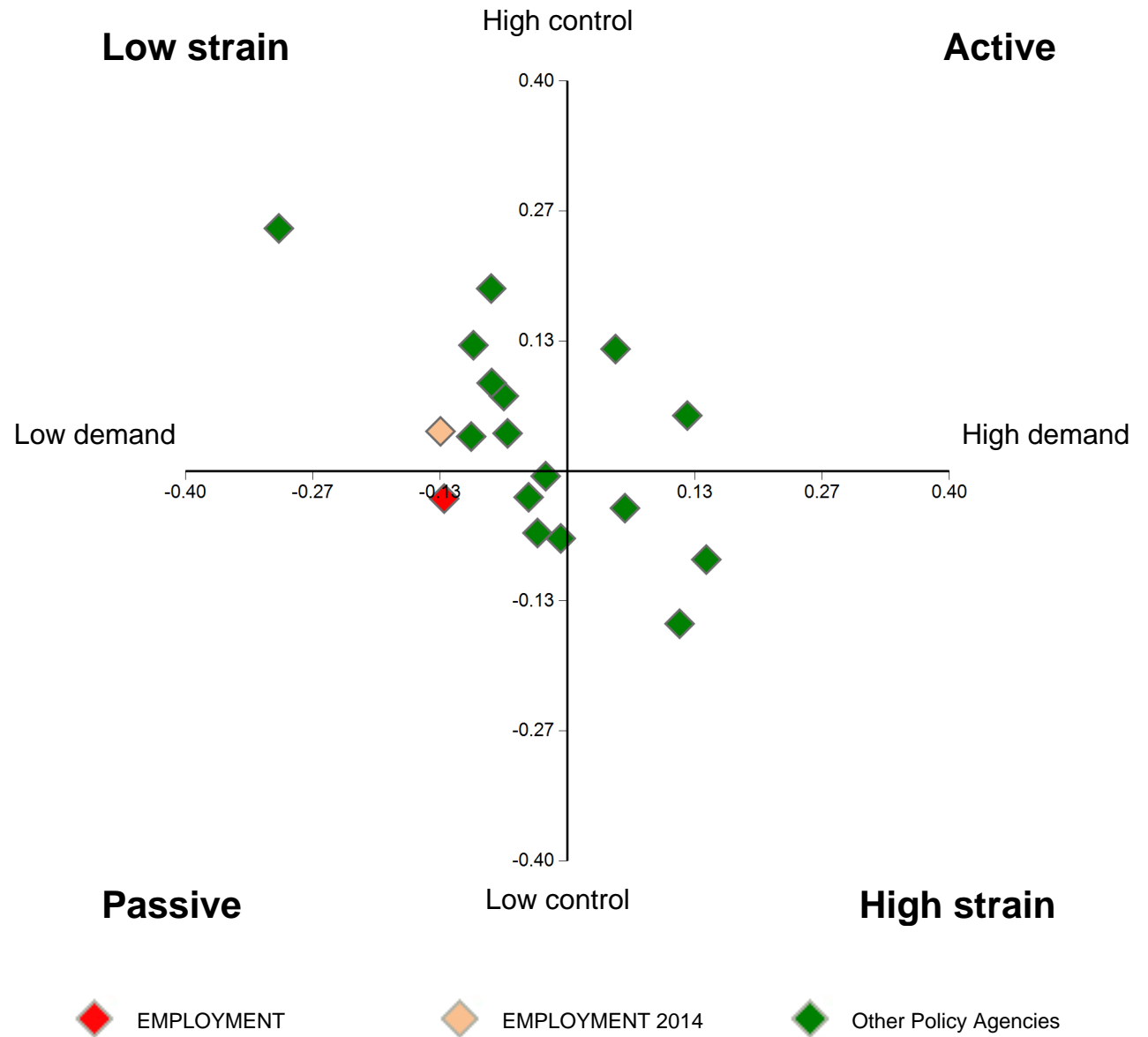
- I have unrealistic time pressures

Against the control that employees have:

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

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

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



Healthy Workplaces (cont.)

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

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

Percentage point difference from:

Healthy workplaces

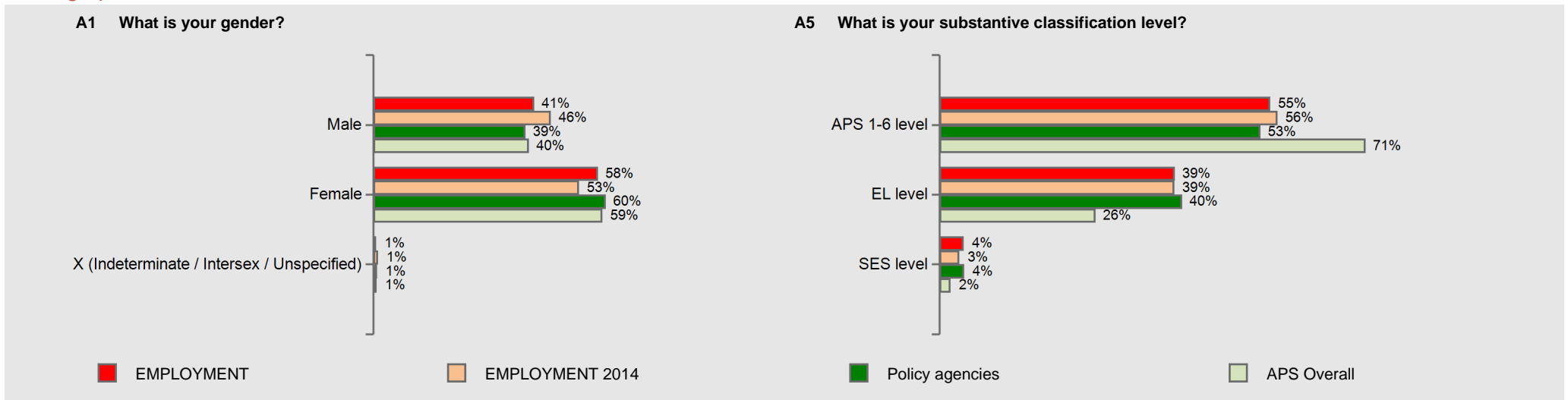
	Always / Often	Sometimes	Rarely / Never	2015 (% Always / Often)	2014	Policy agencies	APS Overall
I35b I have a choice in deciding how I do my work	63	26	11	63	-4	-1	+6
I35c My immediate supervisor encourages me	68	22	10	68	-1	-1	+3
I35d I receive the respect I deserve from my colleagues at work	76	19	4	76	0	+1	+3
I35f I am clear what my duties and responsibilities are	82	14	4	82	-2	+3	+2
I35g Staff are consulted about change at work	55	31	14	55	+1	+8	+10

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

	Rarely / Never	Sometimes	Always / Often	2015 (% Rarely / Never)	2014	Policy agencies	APS Overall
I35a I have unrealistic time pressures	31	49	20	31	-2	+3	0
I35e Relationships at work are strained	55	35	10	55	-1	+2	+2

Workforce trends

Demographics



Diversity

Question	Yes	No	2015 (% Yes)	Percentage point difference from:		
				2014	Policy agencies	APS Overall
A12a Do you identify as Aboriginal and/or Torres Strait Islander?	3	97	3	+1	0	0
A13a Do you have an ongoing disability?	7	93	7	+1	+1	-1
A14 Are you of non-English speaking background (NESB)?	19	81	19	+1	+3	0
A15a Do you have carer responsibilities?	27	73	27	0	-2	-2

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

Question	Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree	2015 (% Strongly agree / Agree)	Percentage point difference from:		
					2014	Policy agencies	APS Overall
F22s My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability status, Indigenous status)	73	23	4	73	-1	+6	+4
D20f My supervisor is accepting of people from diverse backgrounds	88	11	1	88	-1	+1	+2

Leadership

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

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

Percentage point difference from:

Senior leadership

	Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree	2015 (% Strongly agree / Agree)	2014	Policy agencies	APS Overall
E21a In my agency, the senior leadership is of a high quality	71	21	9	71	+5	+7	+18
E21b In my agency, the most senior leaders are sufficiently visible (e.g. can be seen in action)	72	18	10	72	+6	+14	+22
E21c In my agency, communication between senior leaders and other employees is effective	59	29	12	59	+2	+10	+18
E21e In my agency, senior leaders give their time to identify and develop talented people	41	39	20	41	+6	+6	+11

Immediate supervisor

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

	Very satisfied / Satisfied	Neither satisfied nor dissatisfied	Very Dissatisfied / Dissatisfied	2015 (% Very satisfied / Satisfied)	2014	Policy agencies	APS Overall
M58a Achieves results	82	12	6	82	+1	+2	+7
M58b Cultivates productive working relationships	76	14	10	76	-1	+1	+4
M58c Exemplifies personal drive and integrity	78	14	7	78	-1	0	+4
M58d Shapes strategic thinking	74	17	9	74	+1	+1	+5
M58e Communicates with influence	74	15	11	74	-1	+1	+4
M58f Sets direction	73	18	9	73	-1	+2	+4
M58g Motivates people	67	20	13	67	+1	+1	+4
M58h Encourages innovation	66	22	12	66	0	+2	+3
M58i Develops people	67	20	12	67	+1	0	+4
M58j Is open to continued self-learning	72	20	8	72	+1	+1	+3

Workplace Culture

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

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

Percentage point difference from:

APS Values and Code of Conduct

	Always / Often	Sometimes	Rarely / Never	2015 (% Always / Often)	2014	Policy agencies	APS Overall
P68c Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?				80	-2	+5	+12
P68b Does your supervisor act in accordance with the APS Values in his or her everyday work?				90	-2	-1	+1
P68a Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?				89	-1	-1	+1

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

	No	Yes	Not Sure	2015 (% No)	2014	Policy agencies	APS Overall
P69 During the last 12 months, have you been subjected to harassment or bullying in your workplace?				81	0	+3	+4
P71 During the last 12 months, did you witness someone else being subjected to harassment or bullying in your workplace?				71	-1	+4	+4

	Yes	No	2015 (% Yes)	2014	Policy agencies	APS Overall
P70 Did you report the bullying or harassment? (subjected to)			37	0	0	-2
P72 Did you report the bullying or harassment? (witnessed)			40	+8	-4	-6

Workplace Culture (cont.)

Accountability

		Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree	2015 (% Strongly agree / Agree)
P67a	When I identify a problem I take responsibility for it, including bringing it to the appropriate person's attention	96	4		96
P67b	When people in my immediate workgroup identify a problem they take responsibility for it	70	23	7	70
P67c	When my immediate supervisor identifies a problem he or she takes responsibility for it	81	14	5	81
P67d	When senior leaders in my agency identify a problem they take responsibility for it	63	30	7	63
P67e	People in my agency are encouraged to speak up when they identify a serious policy or delivery risk	70	21	8	70
P67f	In my agency, people are expected to admit mistakes and learn from them	60	32	7	60

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

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

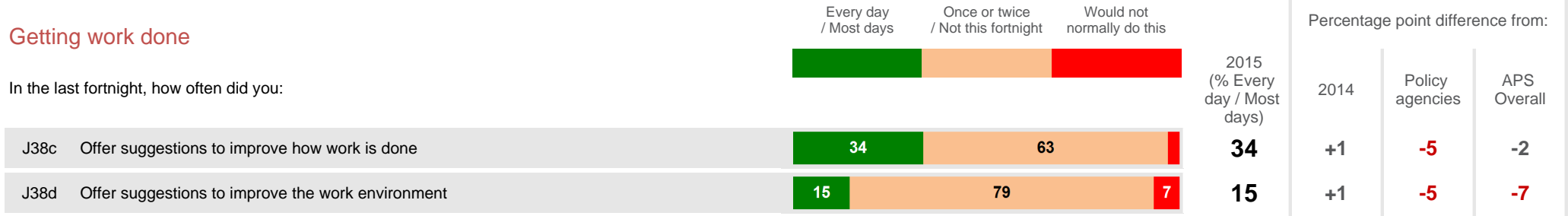
Percentage point difference from:

	2014	Policy agencies	APS Overall
	-	-1	+1
	-	-1	+4
	-	+2	+5
	-	+8	+14
	-	+7	+8
	-	+3	+2

Capability and capacity

Getting work done

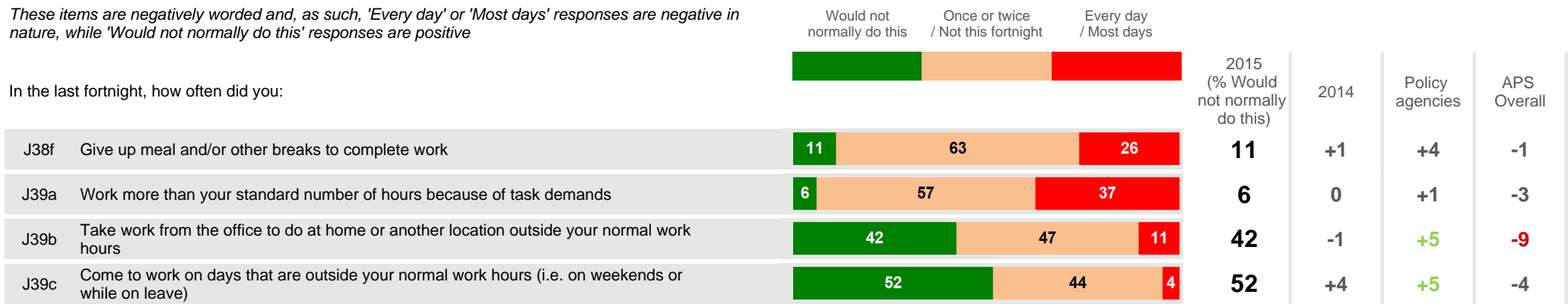
In the last fortnight, how often did you:



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

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

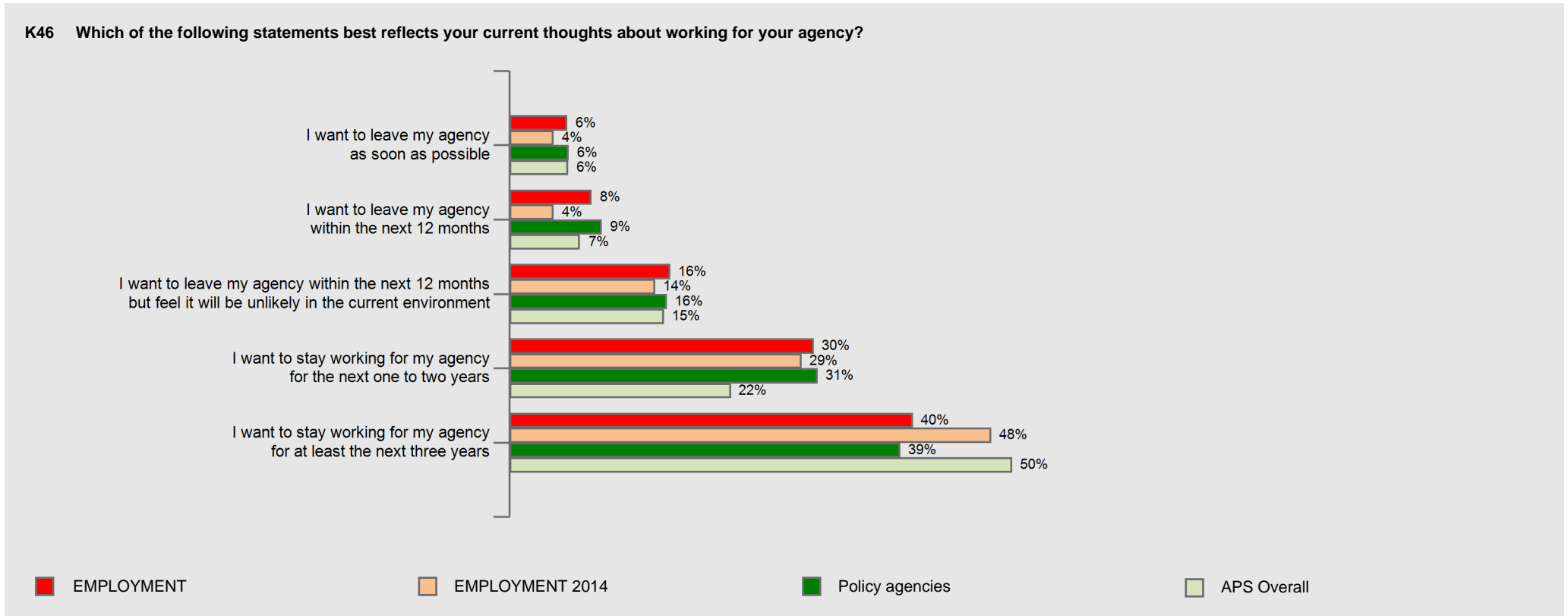
In the last fortnight, how often did you:



Capability and capacity (cont.)

Career Intentions

		Yes	No	2015 (% Yes)	Percentage point difference from:		
					2014	Policy agencies	APS Overall
K45	In the last 12 months, have you applied for a job?	45	55	45	+16	-4	+1



Workplace Conditions

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

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

Percentage point difference from:

Your job

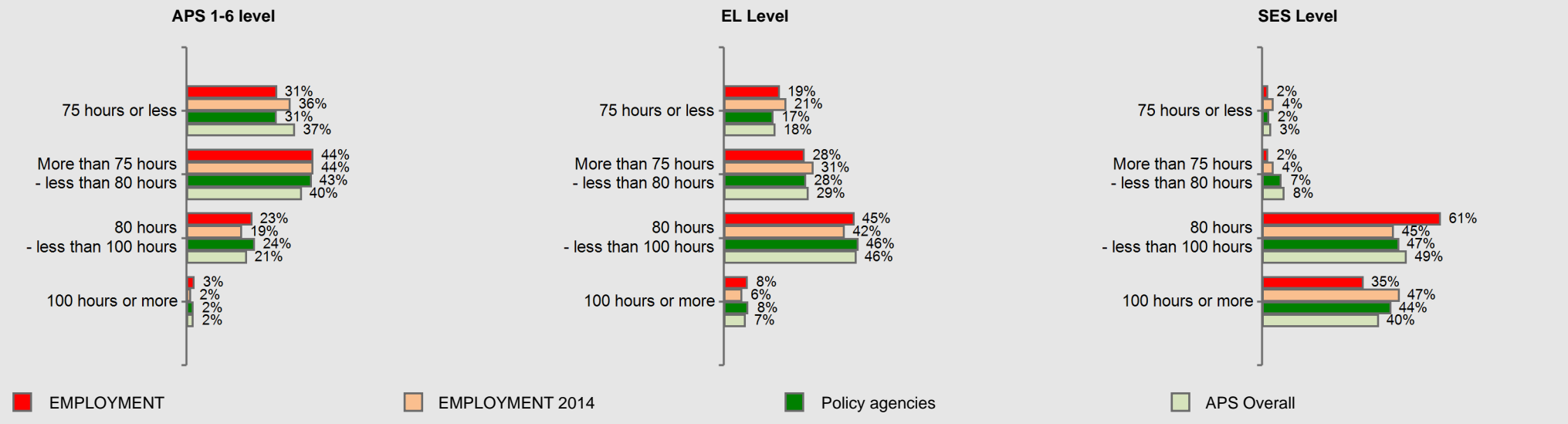
	Strongly agree / Agree	Neither agree nor disagree	Strongly disagree / Disagree	2015 (% Strongly agree / Agree)	2014	Policy agencies	APS Overall
B17e I am fairly remunerated (e.g. salary, superannuation) for the work that I do	69	16	15	69	-7	+3	+10
B17f I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83	11	6	83	-4	+4	+7
F22n I am satisfied with the opportunities for career progression in my agency	36	28	37	36	+1	+2	+5

Work-life balance

	Very satisfied / Satisfied	Neither satisfied nor dissatisfied	Very Dissatisfied / Dissatisfied	2015 (% Very satisfied / Satisfied)	2014	Policy agencies	APS Overall
I32 Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	76	14	9	76	-2	+3	+4
I33 Overall, how satisfied are you with your ability to access and use flexible working arrangements?	77	14	9	77	-1	+5	+5

Hours worked

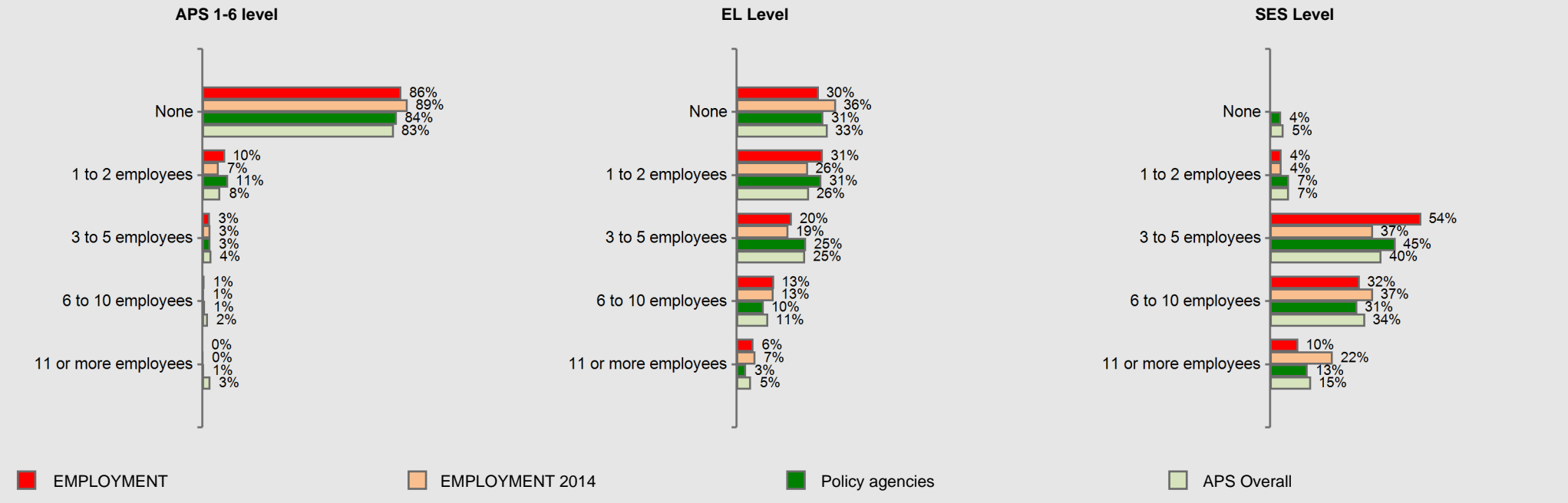
I31 In the last fortnight, how many hours did you work in your current job?



Workplace Design

Span of control

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



Responsibility



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

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

Percentage point difference from:

	2014	Policy agencies	APS Overall
Appropriate for my classification level)	-2	+3	+2
	-2	+5	+2

Appendix

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Rounded percentage	25%	27%	29%	16%	4%	101%
Number of positive responses	151 + 166 = 317					
% Positive	317 ÷ 613 = 52%					

APS Engagement Model

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

Appendix

Agency Cluster Table

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