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RESULTS REPORT**

APRIL 2005

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DEFENCE ATTITUDE SURVEY 2004
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OVERVIEW

Background Information

For the first time in 1999, Defence's organisational climate was measured through the administration of an Attitude Survey. This survey provided comparable data across the Navy, Army, Air Force and Defence Civilian¹ work forces. The instrument was reviewed and re-administered in 2001, 2002 and 2003, finding wide utility across Defence.

The 2004 Defence Attitude Survey (DAS) builds on data gathered from the 1999, 2001, 2002 and 2003 Attitude Surveys. It incorporates further input and refinement from representatives of each of the Defence Groups. The survey was designed so that the data gathered would be applicable to a broad range of clients. It is expected that users will find the analysis of this data beneficial in areas of policy, planning, group performance measurement and Balanced Scorecard supplementation.

The key results from the survey are presented in the following section. These results provide an overall comparison between the three Services and Defence Civilians on the main areas of interest. Individual DAS items are then presented by Navy, Army, Air Force and Defence Civilian.

Aims

The DAS aims to:

- Collect information on the attitudes and opinions of Defence Personnel (Navy, Army, Air Force and Defence Civilians) across a range of pertinent work related issues;
- Inform personnel policy and planning; and,
- Provide Defence with a picture of the organisational climate in 2004 and compare this with the results of previous Attitude Surveys.

1. The terms Defence Civilians and Defence APS are used interchangeably throughout this brief. The term refers to all non-military personnel employed by Defence (that is; APS, contractors, etc).

Survey Themes

- Immediate Supervisor Leadership
- Senior Defence Leadership
- Your Job and Service Life
- Personal/Family Issues and Career Intention
- Wellbeing
- Change
- Security
- Equity and Diversity
- Senior Officer/Staff Leadership
- Career Management and Postings
- Conditions
- Personal Performance and Performance Culture
- Internal Communication
- Occupational Health and Safety
- Environment and Heritage

Survey Description

- Parallel surveys for the Services and Defence Civilians were developed and administered to a 30% stratified sample of the Australian Defence Organisation². The sample was stratified by Service and Rank.
- Data collection was undertaken from November 2004 through to January 2005. Response rates from the sample surveyed were as follows: Navy: 1175 (37.2%)³; Army: 1845 (26.9%); RAAF: 2252 (62.8%); Civilians: 3104 (58.6%).

2. The 2004 DAS was administered to all members of the Strategy Group at the request of DEP SEC Strategy. There will be a separate report detailing the findings for the Strategy Group available at a later date.

3. Not all items will add to 100% due to rounding.

2004 DEFENCE ATTITUDE SURVEY: KEY RESULTS

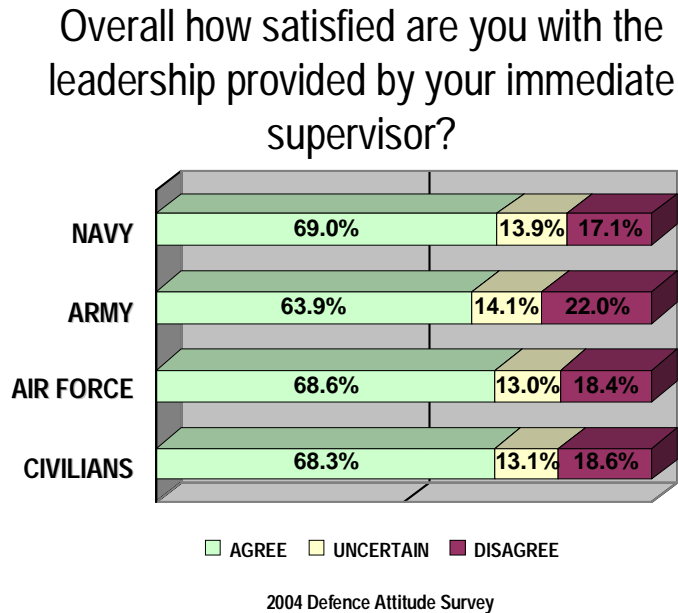
- Similar to the results from the 2001 to 2003 surveys, generally speaking, Air Force respondents report more positive attitudes than their Navy and Army counterparts.
- Navy respondents expressed less positive attitudes than their Army and Air Force counterparts to the following issues: Service life, wellbeing, work/life balance and Senior Defence leadership.
- In general, the attitudes expressed by uniformed respondents (regardless of Service) were reasonably similar. However, there are differences between the attitudes expressed by Service respondents and Defence Civilian respondents in some areas. Similar to the results from previous iterations of the DAS, Civilians responded more negatively on items relating to Senior Defence Leadership, promotion prospects and career development and more positively on work/life balance, conditions and intention to leave.
- A trend continuing from previous years is with regard to perceptions of leadership. Once again, in 2004, the highest levels of satisfaction were found when rating immediate supervisors, followed by that of Senior Officers (LTCOL(E) and COL(E)) and finally Senior Defence leadership. These levels of satisfaction with leadership may be explained by the level of proximity and interaction experienced by personnel with the different leadership levels.
- The largest areas of concern were found in relation to promotion prospects (Civilians), work/life balance (Navy in particular), change in Defence (all Services and Defence Civilians) and in the degree of cooperation between areas of the ADF/ADO (all Services and Defence Civilians).
- The response rates remain an area of concern. A substantial effort was made to try and increase the response rate through electronic and hard-copy distribution of the survey. A considerable increase in the response rate for RAAF (62.8%) and Civilians (58.6%) was achieved, with a slight increase in the response rate for Navy (37.2%) also achieved. However, the response rate for Army (26.9%) has continued to decline.

Further analysis of the 2004 Defence Attitude Survey will be undertaken during the first half of 2005. Additional statistical analyses will be performed in order to determine relationships between items and the strength of these associations as requested. It is envisaged that individual Group level briefs will be produced as well as adhoc queries for other areas of Defence. Furthermore, feedback to respondents will be achieved via email (for those that indicated their email address) and articles in the Service Newspapers.

Where statistically significant differences are present an asterix has been placed against the graphical representation of the data. A discussion on each of the key results, according to Service, follows.

KEY RESULTS

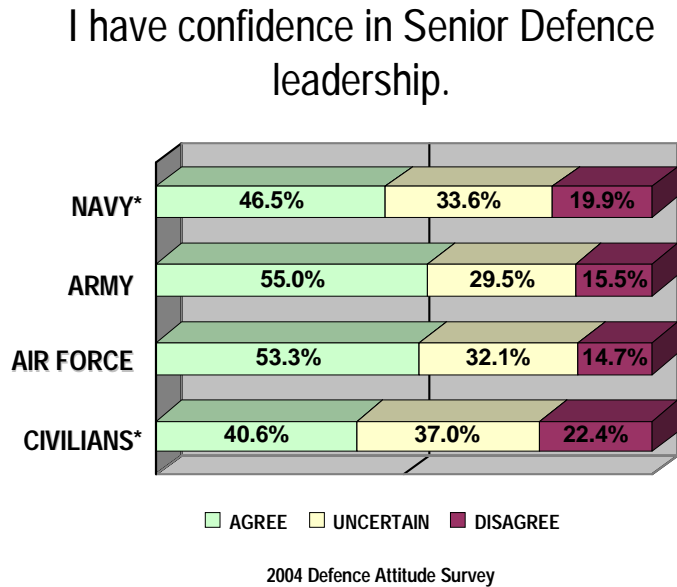
Figure 1 Overall, how satisfied are you with the leadership provided by your immediate supervisor?



Similar results were observed for military and civilian personnel, with over 60% of personnel indicating they were satisfied with the leadership provided by their immediate supervisor. Navy personnel showed the highest levels of satisfaction with this item.

These results suggest that personnel across Defence occupying supervisory positions are performing well and to the satisfaction of their staff. While there is scope for improvement in these results they indicate that any dissatisfaction with leadership in Defence is not likely to be at this level of the organisation.

Figure 2 I have confidence in Senior Defence leadership.



The results for this item indicate that a majority of Army and Air Force personnel have confidence in Senior Defence leadership. However, Navy and Civilian personnel showed significantly⁴ less confidence in Senior Defence leadership, with civilian personnel showing the lowest levels of agreement with this item.

The attitudes expressed by Civilian personnel may be the result of the complex command structure in which they operate. Unlike other government departments, the chain of command for civilian personnel in Defence can often involve a combination of military and civilian personnel. The reverse could also be said for military personnel operating under the civilian senior leadership, however a separate command structure often exists outside this which is likely to expose Service personnel to Senior Military Leadership more frequently.

The results for Navy on this item are also likely to be of concern. Initiatives such as Sea Change may assist in addressing this issue and future attitude survey results could reflect the impact this has on personnel perceptions.

4. The term 'significantly' is used to highlight where the response between personnel differ in a statistically significant manner. Statistical significance was determined using 99% confidence intervals where a range around each mean is mathematically determined. Where the ranges between the two means being compared do not overlap, there is a 99% likelihood that there is a real difference between the means rather than one attributable to chance.

Figure 3 My promotion prospects are good.

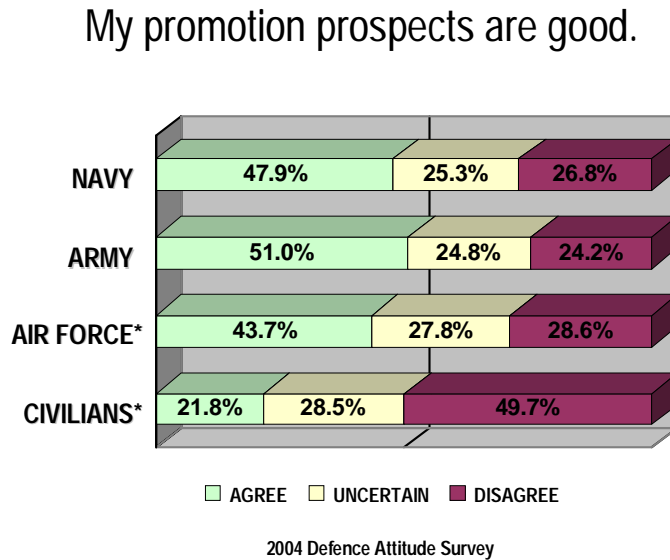
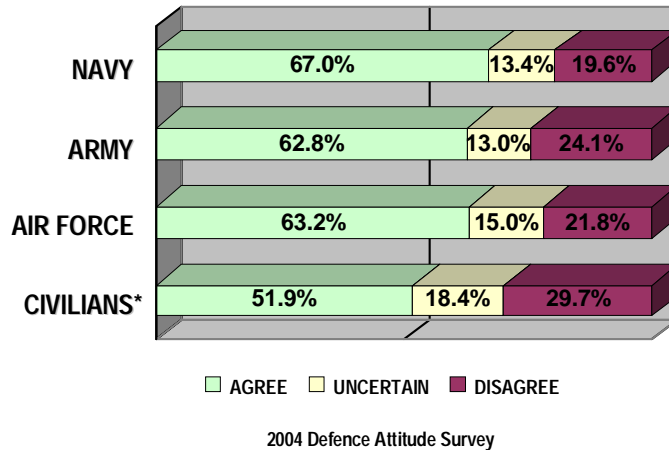


Figure 3 illustrates that a majority of Army personnel believe their promotion prospects are good. However, significantly less Air Force and civilian personnel indicated they believe their promotion prospects are good, in comparison to Army. Civilian personnel also showed significantly less agreement with this item in comparison to Navy and Air Force personnel, as evidenced by the large proportion of civilian personnel who disagreed that their promotion prospects are good.

These results may reflect the difference in career structure between the military and Defence civilians, with military personnel considered for promotion every year and civilians only nominating for promotion when a position becomes vacant. Results for this item have also remained relatively consistent over time for both military and civilian personnel and could reflect the success of military workforce planning practices and provide further support for proposed civilian workforce planning initiatives.

Figure 4 My career development has generally been good.

My career development has generally been good.

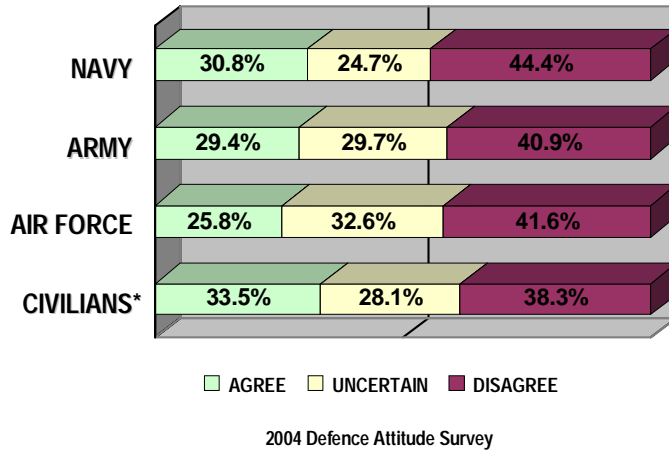


The results displayed in Figure 4 reveal that a majority of personnel in Defence believe their career development has been good. Civilian personnel showed significantly less agreement with this item, in comparison to the three Services, while Navy had the highest proportion of personnel who believed that their career development has generally been good.

The difference in perceptions between civilian and military personnel on their promotion prospects (Figure 3) and career development could be a result of civilians having less structured access to training and development opportunities, in comparison to their military counterparts.

Figure 5 There doesn't seem to be any long term planning in Defence.

There doesn't seem to be any long term planning within Defence.

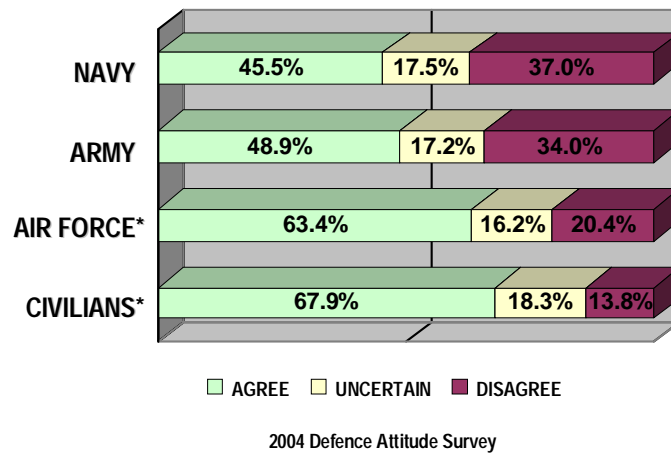


Military personnel responded in a similar manner to this item, with over 40% of personnel suggesting there was long term planning within Defence. Similar proportions of agreement and uncertainty were observed in the responses of all personnel (military and civilian), however significantly more civilians indicated there didn't seem to be any long term planning within Defence in comparison to Air Force personnel.

The level of agreement by civilian personnel to this item is not unanticipated given their lower level of confidence in Senior Defence leadership (Figure 2). These results may also reflect that the specific role of civilians within Defence is not as clear as it is for Navy, Army and Air Force. Long term planning and its impacts may not be explicitly articulated to civilian personnel thus influencing their perceptions on whether or not it occurs.

Figure 6 My workplace encourages a healthy balance between my work, home and family?

My workplace encourages a healthy balance between my work, home and family.



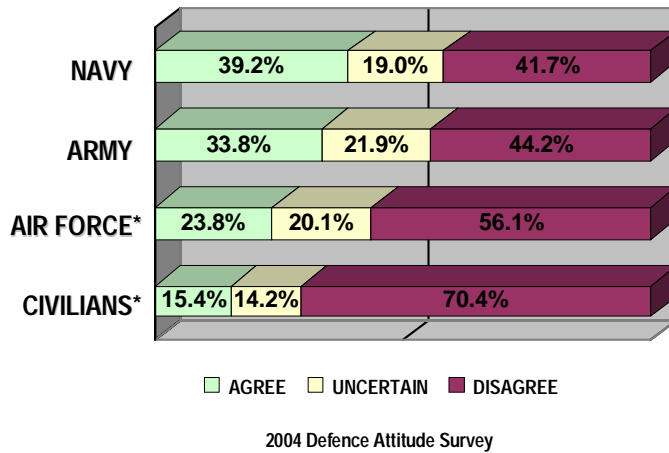
Varying results were observed for military and civilian personnel in response to this item. In comparison to Navy and Army, significantly more Air Force personnel indicated that their workplace encouraged a healthy balance between their work, home and family. Navy personnel showed the lowest levels of agreement with this item. These results also highlight that civilian personnel believe their workplace encourages a healthy balance between work, home and family, with significantly more personnel agreeing with this item in comparison to their military counterparts.

Once again, the results for Navy maybe of concern and future attitude survey results may reflect any impact the Navy Sea Change initiative has on improving the work-life balance of its personnel. The positive results for Air Force may be a result of developing a culture and implementing programs that reflects the importance of the people within its organisation and the success of these programs has been revealed in the steady increase in positive responses to this item.

The results for civilian personnel are not unexpected as they generally have a greater amount of control over their working hours in comparison to their military counterparts.

Figure 7 My current working hours are excessive.

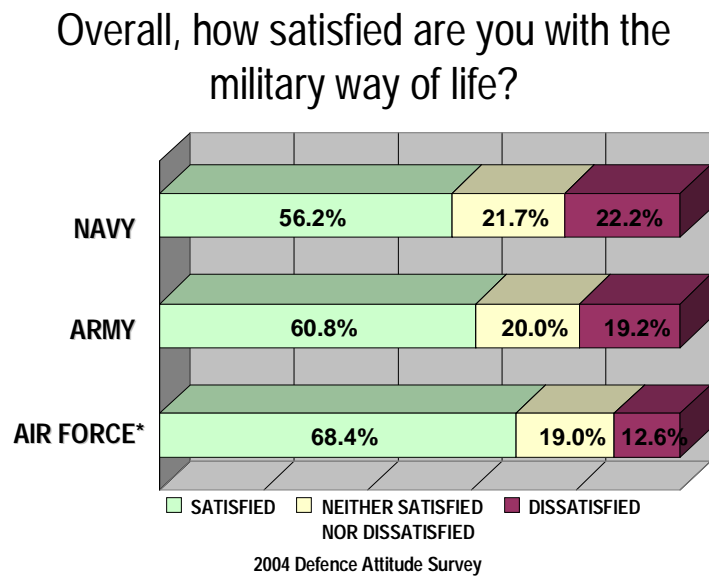
My current working hours are excessive.



The results for this item reveal that significantly more Navy and Army personnel believe their current working hours are excessive, in comparison to Air Force and Civilian personnel. Civilians also showed significantly less agreement with this item in comparison to Air Force personnel. This is evidenced by a substantial majority of civilian personnel responding with disagreement to this item.

These results are inversely proportional to those observed in Figure 6 for work–life balance. It stands to reason that actual working hours may have an impact on perceived work–life balance, therefore a reduction in working hours may lead to a more positive perception of Defence as an organisation that encourages personnel to have a healthy balance between work, home and family.

Figure 8 Overall, how satisfied are you with the military way of life?

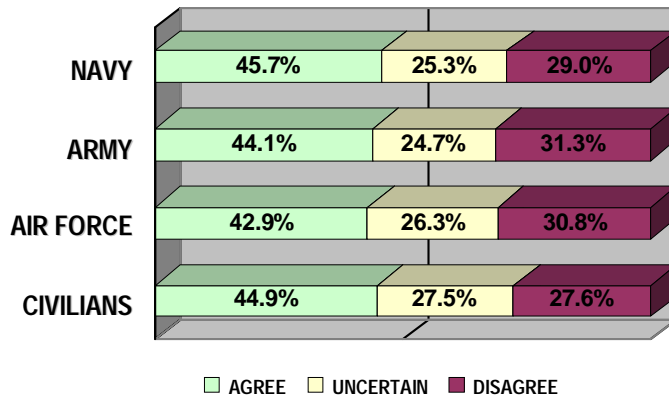


The results displayed in Figure 8 show that Air Force personnel are significantly more satisfied than Navy and Army personnel with the military way of life, as evidenced by the large proportion of personnel who agreed, and the small proportion who disagreed with this item. Navy personnel showed the lowest levels of satisfaction with the military way of life, as well as the highest percentage of uncertainty in response to this item.

While a majority of personnel are satisfied with the military way of life, a substantial minority are either uncertain or dissatisfied. This result may be of concern if the level of dissatisfaction translates into actual separations from the military.

Figure 9 My work area gets the cooperation and assistance it needs form other parts of the ADF/Defence.

My work area gets the cooperation and assistance it needs from other parts of the ADF / Defence.



2004 Defence Attitude Survey

Similar results were observed for military and civilian personnel, with over 40% of personnel indicating their work area gets the cooperation and assistance it needs from other parts of the ADF/Defence. Similar proportions of disagreement and uncertainty were also observed in the responses of all personnel.

The results for this item over the last 3 years have remained relatively steady, indicating there is a consistent level of cooperation between areas of Defence. While these results are not particularly high and there is scope for improvement, they do suggest that the various areas of Defence are engaging cooperatively.

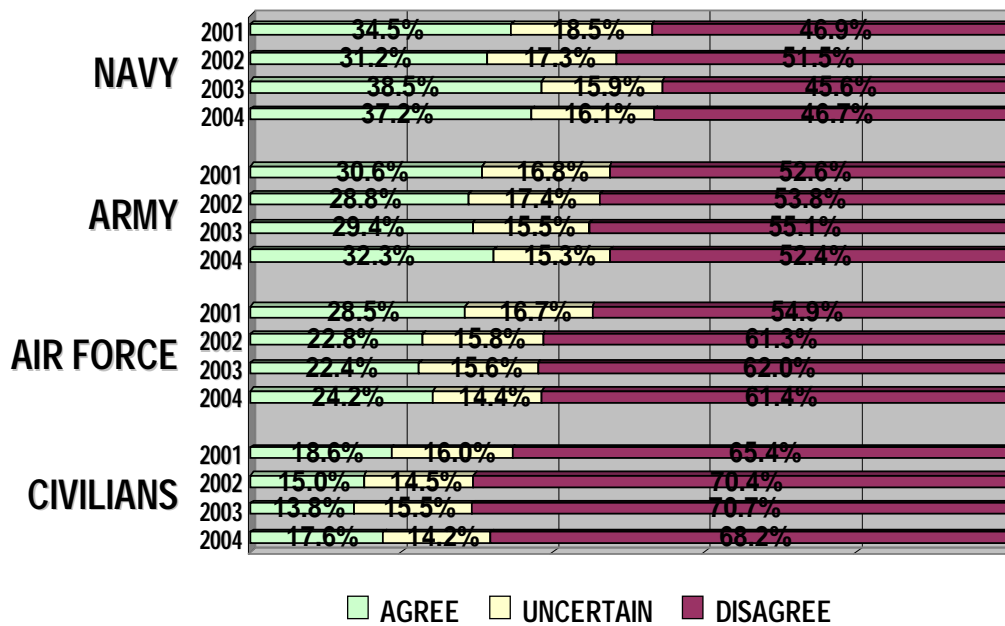
INTENTION TO LEAVE

The following section explores respondent's intention to leave. Intention to leave was measured and assessed utilising the attitudinal item: *'I am actively looking at leaving the Service/Defence'* as well as demographic items relating to applications for discharge/resignation and intention to stay. The following provides an overview of results and a further breakdown for ADF results by Service and Rank.

ADO Results

Figure 10 I am actively looking at leaving the Service/Defence - ADO Results.

I am actively looking at leaving the Service / Defence – ADO Results.



2004 Defence Attitude Survey

After a slight increase in 2003, the proportion of Navy respondents who agree to the statement 'I am actively looking at leaving the Service' remained steady in 2004. Navy has the greatest proportion of respondents who indicated they were actively looking at leaving the Service at 37%.

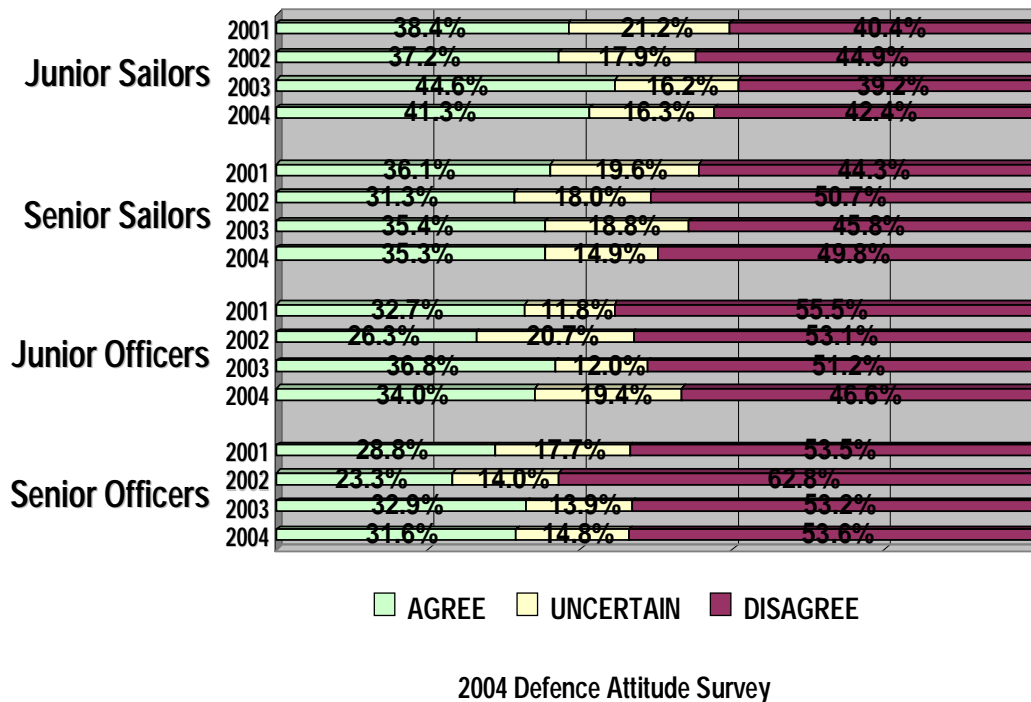
There has been an almost 3% increase in the proportion of Army respondents indicating they are actively looking at leaving the Service. There has been a slight increase in the proportion of Army respondents indicating they are actively looking at leaving the Service each year since 2002.

After seeing improvement in the Air Force and Civilian groups over the 2001 – 2003 time period, the proportion of respondents indicating they are actively looking at leaving the Service/Defence has increased in 2004. The proportion of Air Force respondents actively looking at leaving the Service stands at 24% in 2004. Furthermore, the proportion of Defence Civilian respondents stands at 18% in 2004.

Navy Breakdown

Figure 11 I am actively looking at leaving the Service - Navy Results.

I am actively looking at leaving the Service – Navy Results.



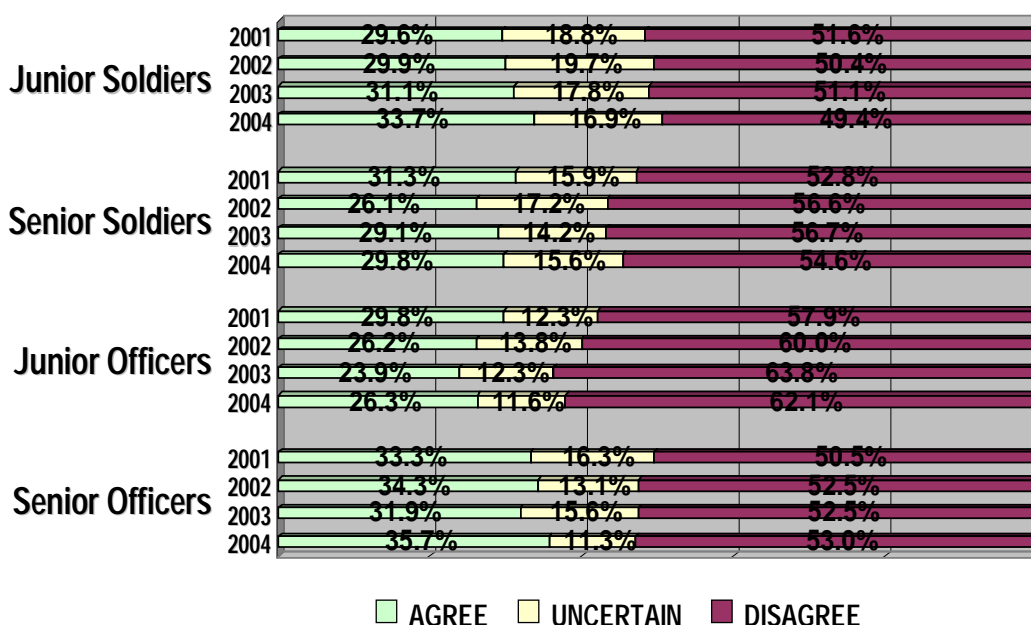
The Navy results demonstrated the highest proportions of intention to leave, across both Service and Rank. There was a slight decrease (that is, a positive change) in 2004 in the proportion of both Junior Sailors and Junior Officers indicating they were actively looking at leaving the Navy. There has been little or no change between 2003 and 2004 in the proportion of Senior Sailors and Senior Officers who reported they were actively looking at leaving the Navy.

Only 9% of Navy respondents indicated they had submitted a request for discharge or transfer to the Reserves within the last 6 months. 26% of Navy respondents indicated they have not considered leaving the Service, 14% indicated they intend to stay until retirement age, 17% indicated they intend to stay for less than one year and 43% indicated they intended to stay for a specified number of years. The mean number of years specified by these 43% of respondents was 3.8 years (range 0-40 years).

Army Breakdown

Figure 12 I am actively looking at leaving the Service - Army Results.

I am actively looking at leaving the Service – Army Results.



2004 Defence Attitude Survey

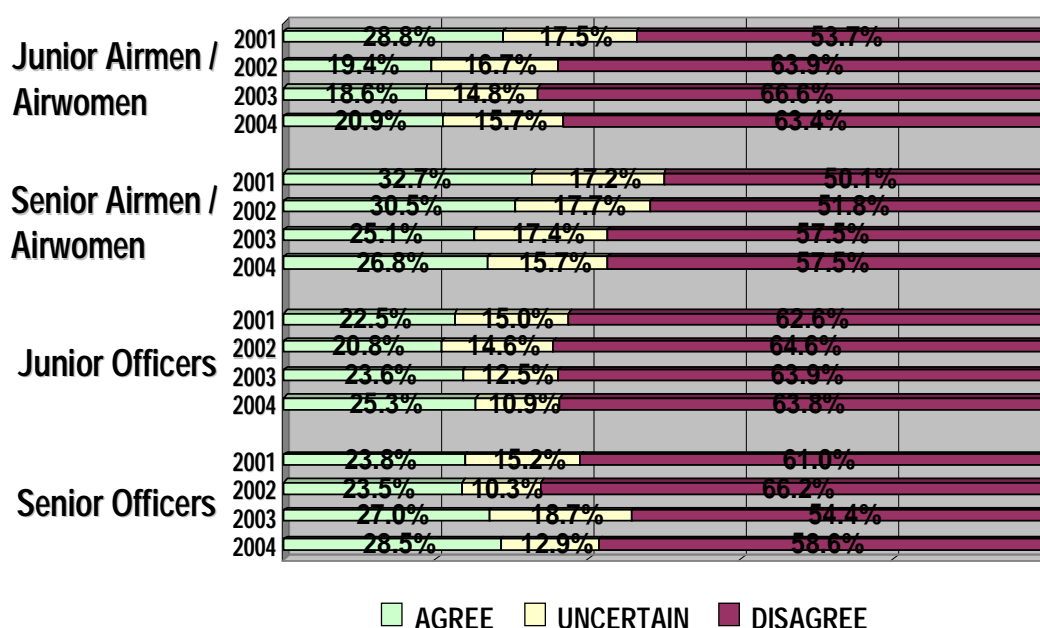
For Senior Officers and Junior Soldiers, there was a small increase (a negative change) in the proportion of respondents who indicated they are actively looking at leaving the Army. The proportion of Senior Officers and Junior Soldiers who indicated they are actively looking at leaving the Army in 2004 is higher than that indicated by respondents in 2001-2003. There was also a slight increase between 2003 and 2004 in the proportion of Junior Officers who indicated they are actively looking at leaving the Army, although it is similar to the proportion indicated in 2002 and lower than that indicated in 2001. The proportion of Senior Soldiers who indicated they are actively looking at leaving the Army has remained stable over the last year.

Only 6% of Army respondents indicated they had submitted a request for discharge or transfer to the Reserves within the last 6 months. One third (33%) of Army respondents indicated they have not considered leaving the Army, 16% indicated they intend to stay until retirement age, 17% intend to stay for less than one year and 34% indicated they intended to stay for a specified number of years. The mean number of years specified by these 34% of respondents was 4.02 years (range 0-25 years).

Air Force Breakdown

Figure 13 I am actively looking at leaving the Service - Air Force Results.

I am actively looking at leaving the Service – Air Force Results.



2004 Defence Attitude Survey

The Air Force results represented, once again, the lowest proportions of intention to leave, across both Service and Rank. There has been a slight increase (a negative change) in the proportions of both Junior and Senior Airmen/Airwomen who indicated they are actively looking at leaving the RAAF. However, these results are both lower than the previous high separation intentions reported in 2001. There was a slight increase (a negative change) in the proportion of both Junior and Senior Officers who reported they are actively looking at leaving the Service. The proportion of Junior and Senior Air Force Officers indicating they are actively looking at leaving the RAAF is the highest result since the 2001 administration of the survey.

Only 3% of Air Force respondents indicated they had submitted a request for discharge or transfer to the Reserves within the last 6 months. Over one third (38%) of Air Force respondents indicated they have not considered leaving the RAAF, 19% indicated they intend to stay until retirement age, 13% intend to stay for less than one year and 30% indicated they intended to stay for a specified number of years. The mean number of years specified by these 30% of respondents was 4.5 years (range 0-55 years).

SUMMARY OF ITEMS

The following section explores all items from the 2004 Defence Attitude Survey. Items were broken into themed categories and are presented in these groupings. A complete listing of survey themes and items is provided in Table 2 at the end of this section. The following information provides an overview of the 2004 results by survey theme.

Immediate Supervisor Leadership

- Overall, Defence personnel (both Service and Civilian) have positive attitudes towards immediate supervisor leadership, with the majority of respondents from each Service responding positively toward the items in this theme.
- Respondents were divided in their responses to the item “*My immediate supervisor wants to get ahead no matter what*”, with similar proportions of Navy and Army respondents agreeing and disagreeing with this item (see Figure 20).
- Between 53%-56% of respondents rated the effectiveness of their immediate supervisor as ‘high’ (see Figure 25).
- While the majority of respondents (64%-69%) reported being ‘satisfied’ with the leadership provided by their immediate supervisor, a substantial minority of respondents (17%-22%) indicated they were ‘dissatisfied’ (see Figure 26).
- No notable changes were present over time or between the Services.

Senior Officer/Staff Leadership (LTCOL-COL/EL1-2)

- Similar to the results from the 2003 survey, respondents reported less confidence in Senior Officers than in immediate supervisors (see Figure 27).
- Navy respondents reported the most positive attitudes towards the leadership provided by their Senior Officers/Staff, with Defence Civilians reporting slightly less positive attitudes than their uniformed counterparts.
- A decline in confidence was observed amongst Civilian populations from 2001, however no trends in responses were evident amongst Service respondents.
- All Services reported similar levels of confidence in their Senior Officers.

Senior Defence Leadership (BRIG/SES)

- Similar to the results from the 2003 survey, respondents reported less confidence in Senior Defence leaders than in their immediate supervisors' or Senior Officers' (see Figure 32).
- Navy is the only Service to report an increase in confidence in Senior Defence leadership between 2003 and 2004. The other Services and Defence Civilians remained steady in their confidence in Senior Defence leadership from 2003 to 2004.
- Despite a small decrease since 2003, Air Force respondents continue to demonstrate the highest level of agreement toward the sentiment that communication between Senior Defence leaders and personnel is good.
- Also similar to the results from 2003, there is a large degree of uncertainty within each of the Services regarding Senior Defence leaders and their role, effectiveness, communication and receptiveness to ideas.

Career Management and Postings

- While the majority of uniformed respondents (78%-82%) indicate they have generally been happy with their postings in the ADF (see Figure 47) they would like their individual posting preferences to have more influence (see Figure 49). Furthermore, more than a third of respondents indicated they feel they have no personal control over their career (see Figure 40).
- There has been a decrease in the proportion of Service respondents indicating they have sufficient contact with their career management agency.
- There has been little change over time in the response patterns to the item '*My career development has generally been good*' (see Figure 41), with respondents indicating moderate to high levels of agreement with this item.
- Similar to results reported from the 2003 survey, positive attitudes toward promotion prospects were highest amongst Army respondents and lowest amongst Defence Civilian respondents (see Figure 39).
- Between 57%-70% of respondents indicated they believe they have been adequately trained in performance appraisal (see Figure 37).

Your Job and Service Life

- Generally, both the Services and Defence Civilians reported positive attitudes towards their jobs and Service life. The majority of respondents expressed a liking for their work, pride in the quality of their work and a belief that their work makes an important contribution to the Service/Defence. This result is similar to that from previous attitude surveys.
- Similar to the results reported from the 2003 survey, quality of work was found to be extremely important to all Defence personnel. The vast majority of respondents indicated that their work is important, is valued, contributes to Defence Goals, and that they have the opportunity to use their initiative. Furthermore, respondents once again indicated they are willing to put in extra effort to help the Service/Defence be successful.
- The majority (73%-77%) of uniformed respondents indicated they view the military as a way of life and more than just a job (see Figure 74).
- A majority of uniformed respondents also indicated that their training and experience in the Service has prepared them well for operational duties (see Figure 85). Navy and Army respondents were more likely to report this than their Air Force counterparts.
- Similar to results reported in 2003, most uniformed respondents (71%-76%) believe there has been a decline in traditional military values and standards (see Figure 83). Additionally, a sizeable proportion (47%-49%) of Service respondents indicated they thought there is not enough discipline in the Service (see Figure 82).
- There was a drop between 2003 and 2004 in the proportion of Service and Civilian respondents who reported they are adequately recognised and rewarded for their work by verbal recognition.
- Most uniformed respondents are satisfied with the military way of life. Air Force (68%) had the greatest proportion of respondents indicating they were satisfied with the military way of life, followed by Army (61%) and Navy (56%) (see Figure 90).

Conditions (for example: working hours, etc)

- Similar to the results of previous surveys, overall, Defence Civilians responded more positively toward items relating to working conditions than did the three Services.
- However, Navy, Army and Air Force did evidence increasing levels of satisfaction with conditions of service since 2001.
- There was a decrease from 2003 to 2004 in the proportion of Navy and Army respondents who indicated their overall workload was excessive. There was no change for Air Force and Civilian respondents.
- Amongst the Services, there was a perceived lack of reward for what would be considered overtime in the civilian community. The proportion of Army respondents indicating this had slightly increased between 2003 and 2004, while there was no notable change for Navy and Air Force.
- There has been small increases between 2003 and 2004 in the proportion of Navy, Air Force and Civilian respondents who indicated they are satisfied with their current salary. Whereas for Army there was a small decrease (over the same time period) in the proportion of respondents who indicated they are satisfied with their current salary.
- Responses to the item *'There are an adequate number of respite posting opportunities available to me'* have remained stable overtime for Navy and Army respondents, however, there was a dramatic decrease between 2003 (41%) and 2004 (18%) in the proportion of Air Force respondents who agreed with this statement.
- Defence Civilians were more likely to indicate they have adequate opportunities to clear leave in their current position than their Service counterparts (see Figure 104).
- Army respondents were more likely to express the opinion that their Service lacks the equipment it needs to perform well in operations, followed by Navy and then Air Force (see Figure 98).
- Navy respondents were the most likely to indicate that their Service would look after their needs should they be injured on the job, followed by Air Force and then Army (see Figure 106).
- Between 64%-72% of respondents indicated that subsidised housing was 'very important' in influencing their decision to stay in the Service (see Figure 100).
- Between 50%-57% of respondents with dependent children indicated that Defence sponsored childcare was 'very important' in influencing their decision to stay in Defence (see Figure 101).

Personal/Family Issues and Career Intention

- The reported impact of postings on the education of respondents' children differs between the Services⁵. Navy was the only Service to have a greater proportion of respondents disagreeing (43.2%) than agreeing (39.2%) with the statement '*Postings are having a negative impact on my children's education*'. More than half of Army (55.1%) and Air Force (52.3%) respondents indicated their postings were having a negative impact on their children's education (see Figure 54).
- There was a slight decrease between 2003 and 2004 in the proportion of uniformed respondents indicating that civilian employment seems more financially attractive than a Service career (see Figure 61).
- Civilian respondents were the most likely to indicate they have sufficient access to learning and development opportunities (see Figure 62).
- The proportion of respondents from each Service actively looking at leaving the Service has remained stable between 2003 and 2004 for the uniformed Services, with a slight increase in the proportion of Civilian respondents looking at leaving between 2003 and 2004. Once again, the Navy reported the highest intention to leave, followed by the Army, Air Force and Defence Civilians (see Figure 60).
- Similar to the results reported from the 2003 survey, all three Services again reported strong levels of family support for their Service career (see Figure 53).
- There was an increase in the proportion of uniformed respondents who reported they would stay in the Service longer if more options for flexible work practices and career breaks were available (see Figure 63).
- A majority of Navy and Army respondents (60% and 58% respectively) agreed their work schedule often conflicts with their personal life. Whereas, the majority of Civilian respondents indicated their work schedule does not often conflict with their personal life (see Figure 64).
- Similar levels of stress in their work lives were reported by each of the Services and Defence Civilians. Between 73%-77% of respondents rated the current level of stress in their work life as medium to high (see Figure 65).

5. It should be noted that only data from respondents who indicated they have dependent children was included here.

Personal Performance and Performance Culture

- In general (and consistent with responses to previous surveys), respondents had positive perceptions of their current skills, training and their contribution towards unit goals.
- All populations reported working in environments where they are encouraged to learn from their mistakes and improve upon their performance. However, once again there has been a consistent yet small decline in the strength of this belief from year to year.
- Similar to the results reported in 2003, respondents from all groups indicated a need for better cooperation within the ADO (see Figure 114).
- The majority of respondents from each Service indicated that they understood how their work contributes to their units goals, their Service goals and the Defence mission.

Wellbeing

- The majority (66%-73%) of Service and Civilian respondents reported being satisfied with their life in general. Civilian respondents were the most satisfied, followed by Air Force, Army and Navy (see Figure 118).
- There has been no change between 2003 and 2004 in the proportion of respondents who rated their own mental health as poor. Navy once again, had the largest proportion of respondents who rated their mental health as 'poor', followed by Army then Air Force and Civilians (see Figure 126).
- Uniformed respondents are more likely than their Civilian counterparts to believe that mental health is an issue that Defence should address (see Figure 128).
- There has been very little change in the attitudes of respondents towards whether they think alcohol and drug abuse is a problem in Defence. Navy (59.6%) and Army (55.7%) respondents were more likely to agree than Air Force (38.5%) or Defence APS (26.5%) respondents that alcohol abuse was a problem in Defence. Moreover, Army (51.3%) and Navy (48.0%) respondents were also more likely to agree that drug use (including steroids) is a problem in Defence than their Air Force (24.3%) and Defence APS (14.3%) counterparts (see Figure 130).
- Navy (24.9%) had the largest proportion of respondents who rated the current level of stress in their personal life as 'high', followed by Army (22.7%), Air Force (19.9%) and Defence Civilians (15.8%) (see Figure 132).

Change

- There is a perception among respondents that changes at the workplace/section level have not been well planned. Defence Civilian respondents were the most likely to indicate this (see Figure 136).
- There was an increase between 2003 and 2004 in the proportion of Navy and Army respondents who indicated they were satisfied with the information communicated to them about changes to Defence. There was no change for Air Force or Civilian respondents.
- Army respondents (54%), followed by Navy (51%), Air Force (48%) and Civilians (44%), were the most likely to agree with the statement '*I am satisfied that the changes in Defence occur for a reason*' (see Figure 135).

Internal Communication

- Several differences were found between each Service and the Defence APS regarding communication medium effectiveness. The Service newspapers appear to be the most reliable source of information for Service personnel, while Defence Civilians tend to rely more on DEFGRAMS and the DEFWEB as a source of information.
- Only 34%-45% of respondents indicated that the Defence Information Bulletin was a reliable and useful source of information.
- While a larger proportion of Civilian respondents (79%) indicated the DEFWEB was a reliable and useful source of information, Service respondents (between 66%-69%) also viewed it as a useful and reliable source of information.
- There was a slight increase for Navy and Army and a slight decrease for Air Force and Civilians between 2003 and 2004 in the proportion of respondents who agreed with the statement '*Internal information and communication of Defence issues is effective*' (see Figure 143).

Security

- Similar to the results from the 2003 survey, no notable differences were observed between Services and the Defence APS regarding security issues. Generally, personnel have a good knowledge, understanding and appreciation for security issues and their importance.
- There has been some movement in responses to the item '*The "need-to-know" principle is always followed in my work area*' between 2003 and 2004. For Navy and Army respondents there was a slight drop and for Air Force and Civilians there has been a slight increase in the proportion of respondents indicating they agreed with the statement (see Figure 148).

Occupational Health and Safety

- There has been little to no change over time in respondents attitudes towards occupational health and safety issues.
- The majority of respondents believe appropriate action will be taken in the event of an accident (see Figure 149), and were aware of how to access information to deal with events (see Figure 151). Furthermore, a majority of respondents indicated that their Commanders/managers promote a safe working environment (see Figure 152).

Equity and Diversity

- In general, there has been little or no change in sentiments towards equity and diversity between 2003 and 2004. Most Service respondents (61%-64%) agree that incidents of discrimination or harassment are well managed in their work area. The proportion of Civilians who reported this is somewhat lower (50%) (see Figure 157).
- The majority of respondents from all Services reported that supervisors generally provide a fair and inclusive work environment. This attitude has remained consistent from 2003 to 2004.
- There has been little change overtime in attitudes towards the management of diversity in the ADO.

Environment and Heritage

- Similar to the results reported from the 2003 survey, the vast majority of respondents (89%-93%) agree that Defence has a responsibility to look after the environment, however only between 52% to 63% actively take steps to reduce the environmental impact- of their work.

LIST OF ITEMS

Figure 14 I have confidence in my immediate supervisor.

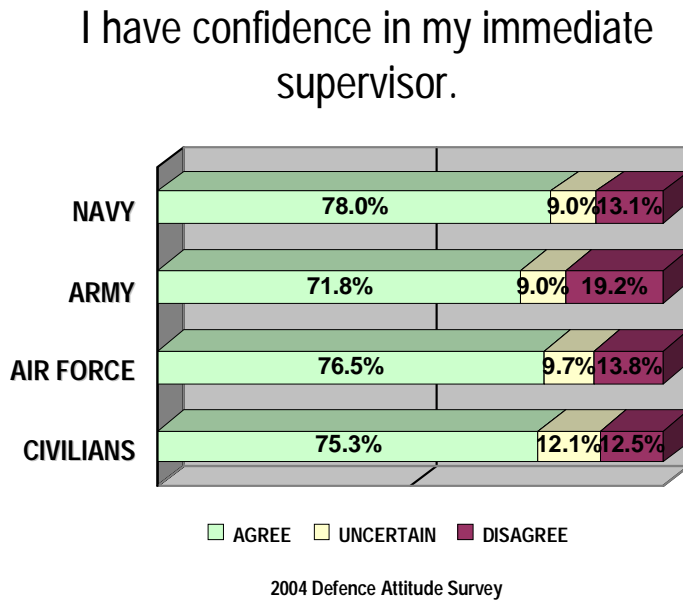


Figure 15 I trust my supervisor to behave with fairness and integrity.

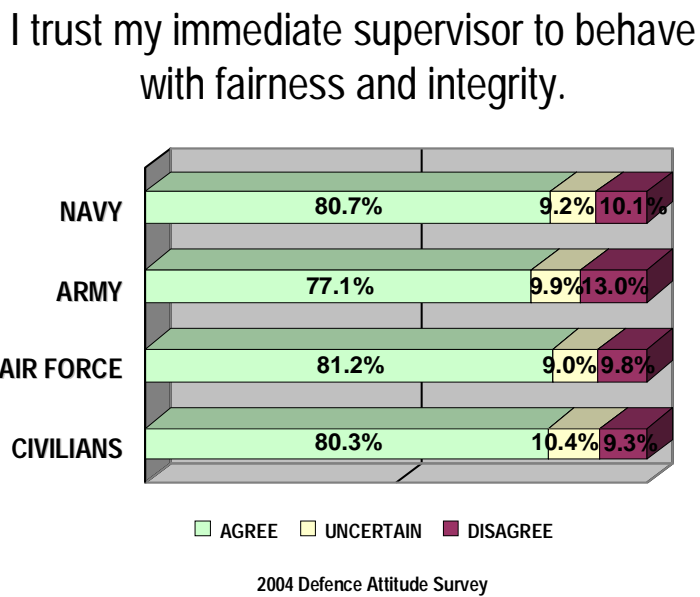


Figure 16 My immediate supervisor listens and responds.

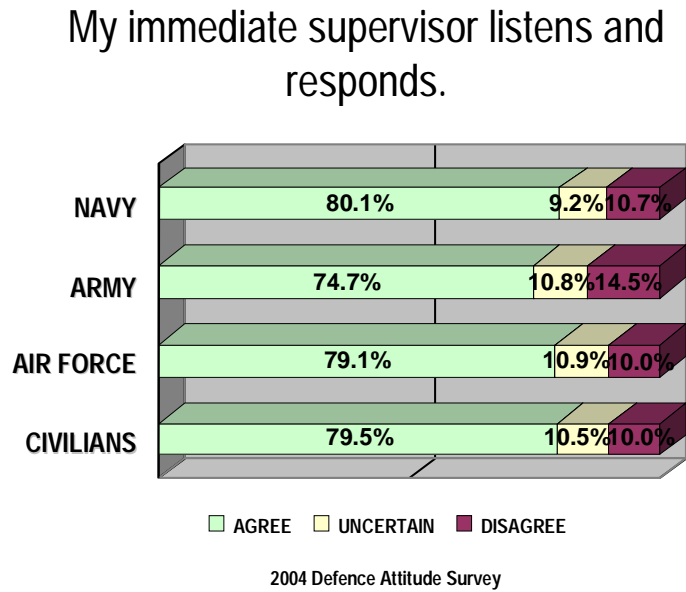


Figure 17 My immediate supervisor demonstrates the skills and abilities to deliver results.

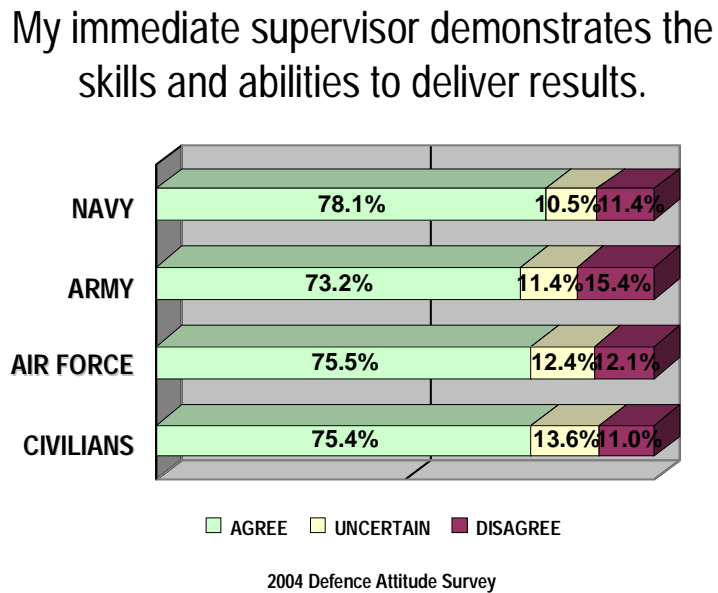


Figure 18 My immediate supervisor makes clear what tasks I need to perform.

My immediate supervisor makes clear what tasks I need to perform.

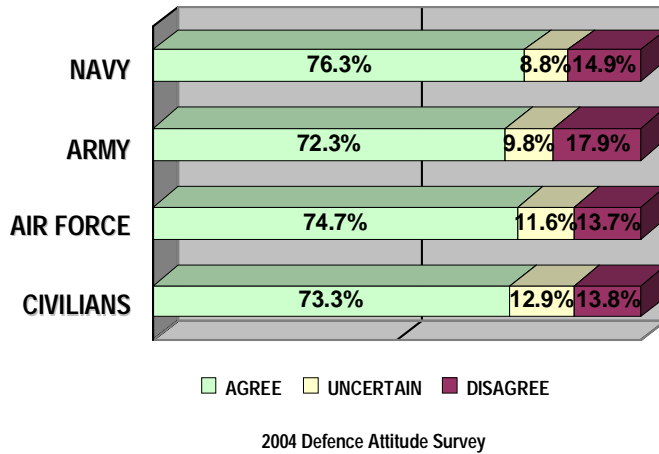


Figure 19 My immediate supervisor ensures people have what they need to get the job done, within allocated resources.

My immediate supervisor ensures people have what they need to get the job done, within allocated resources.

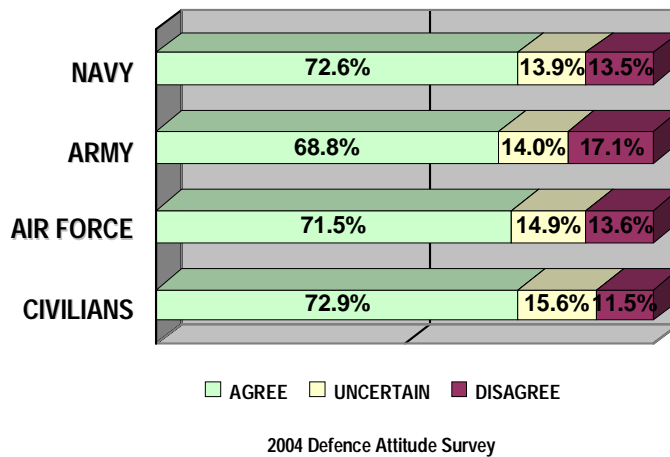


Figure 20 My immediate supervisor wants to get ahead no matter what.

My immediate supervisor wants to get ahead no matter what.

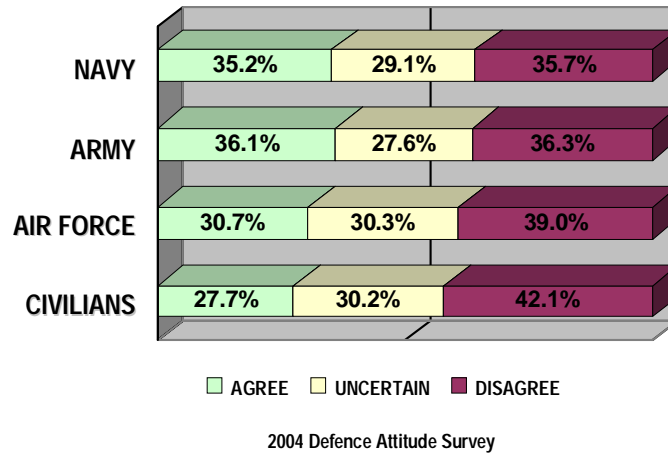


Figure 21 My immediate supervisor encourages my personal and professional development.

My immediate supervisor encourages my personal and professional development.

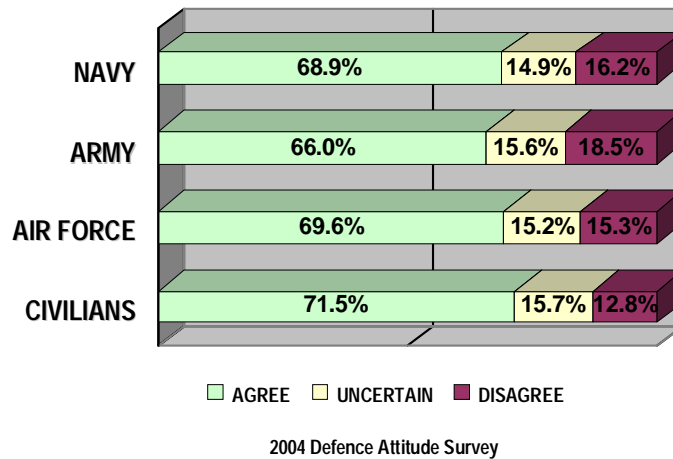


Figure 22 My immediate supervisor fails to take action until problems become serious.

My immediate supervisor fails to take action until problems become serious.

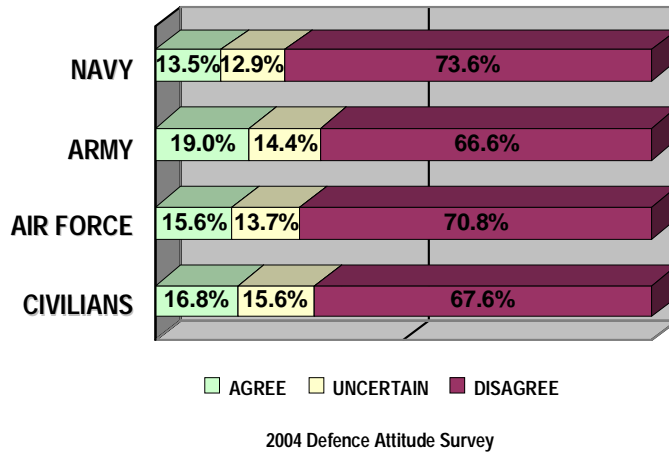


Figure 23 My immediate supervisor sets a high standard of ethical behaviour.

My immediate supervisor sets a high standard of ethical behaviour.

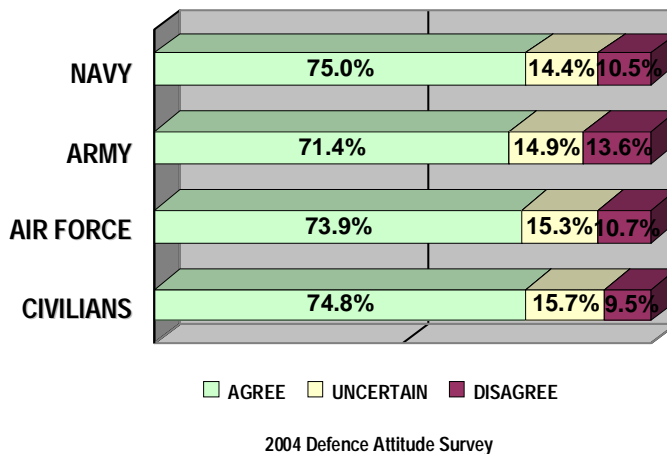


Figure 24 My immediate supervisor tells me when I do a good job.

My immediate supervisor tells me when I do a good job.

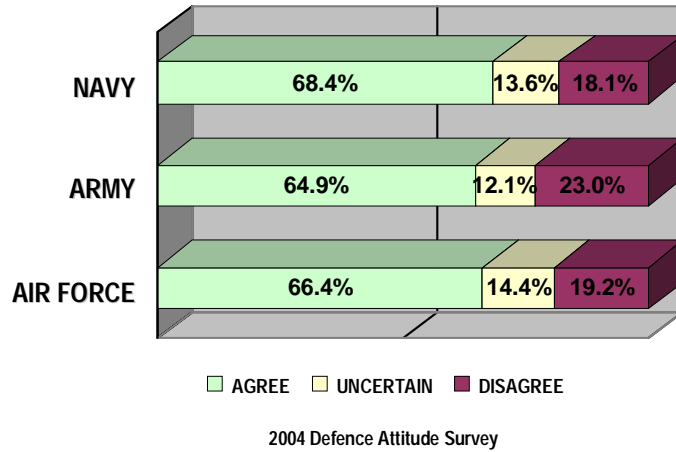


Figure 25 Rate the effectiveness of your immediate supervisor at managing people.

Rate the effectiveness of your immediate supervisor at managing people.

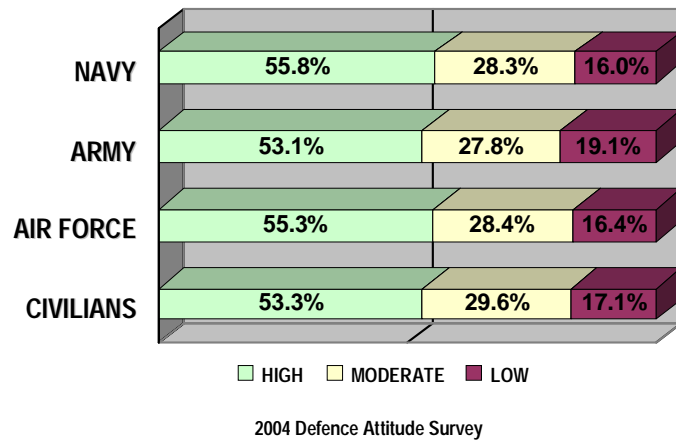


Figure 26 Overall, how satisfied are you with the leadership provided by your immediate supervisor?

Overall how satisfied are you with the leadership provided by your immediate supervisor?

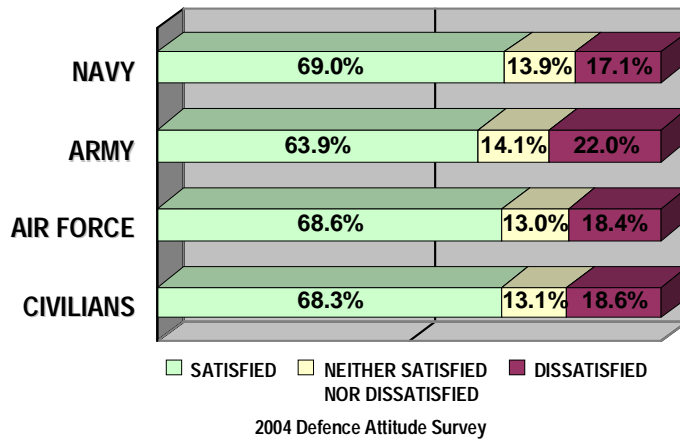


Figure 27 I have confidence in my Senior Officers/Staff.

I have confidence in my Senior Officers / Staff.

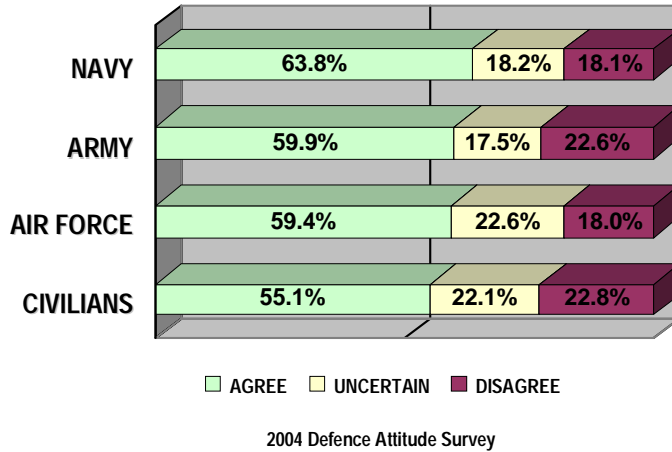


Figure 28 Staff Officers/Staff provide clear direction and leadership.

Senior Officers / Staff provide clear direction and leadership.

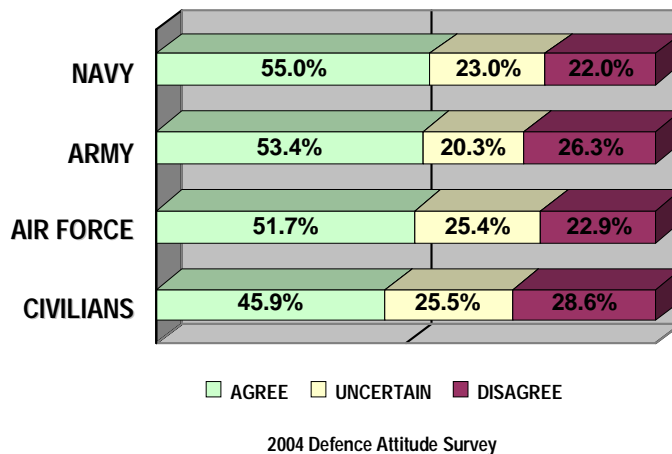


Figure 29 Senior Officers/Staff are forward thinking and progressive.

Senior Officer / Staff are forward thinking and progressive.

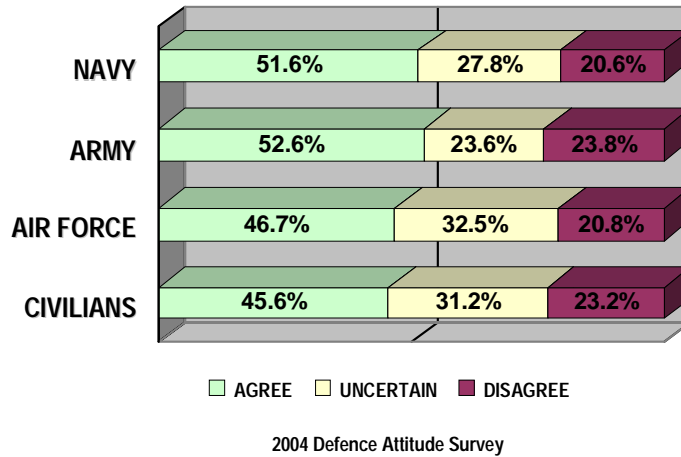


Figure 30 Senior Officers/Staff are aware of most of the challenges that their people face.

Senior Officers / Staff are aware of most of the challenges that their people face.

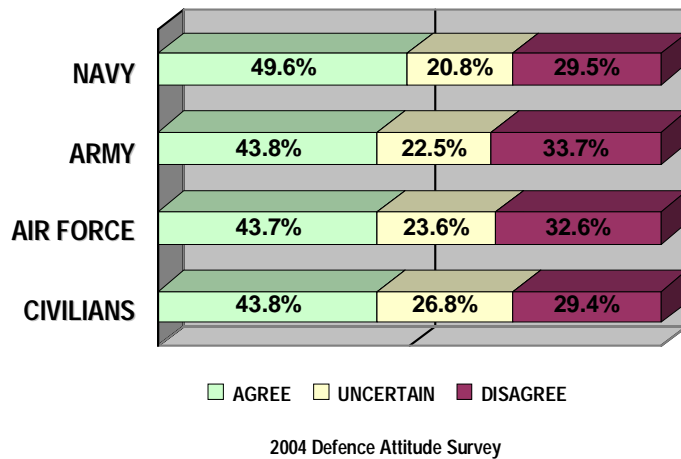


Figure 31 Senior Officers/Staff take time to talk to personnel.

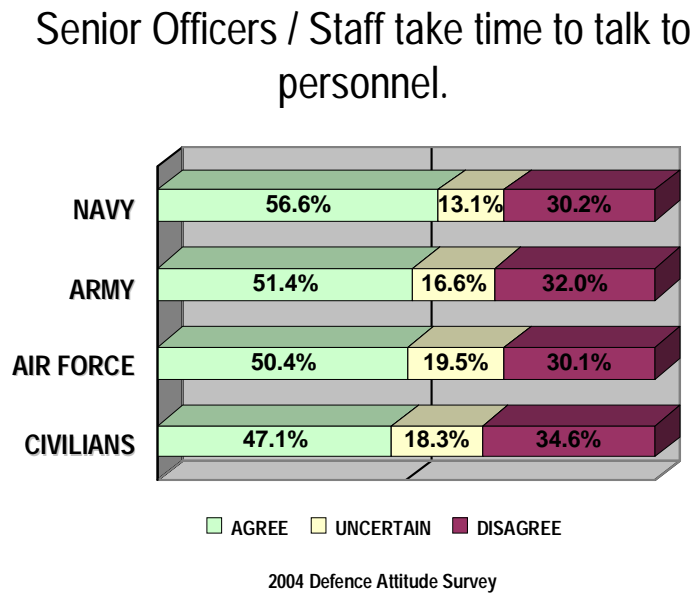


Figure 32 I have confidence in Senior Defence Leadership.

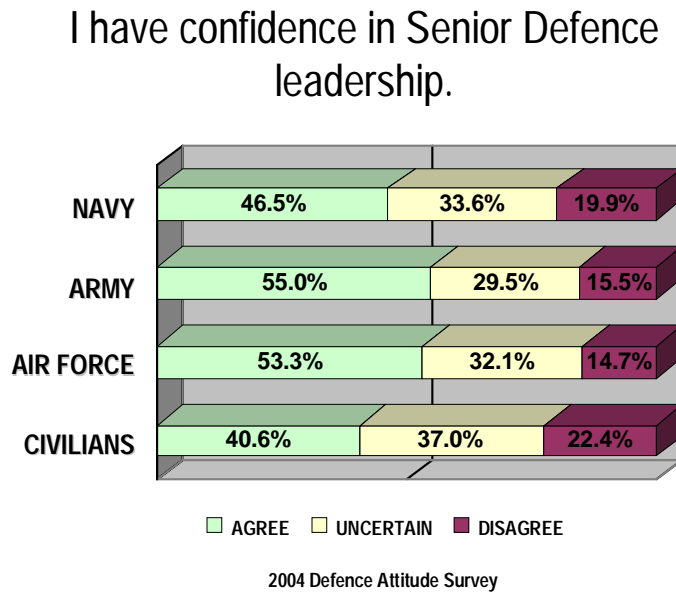


Figure 33 Communication between Senior Defence Leaders and Defence personnel is good.

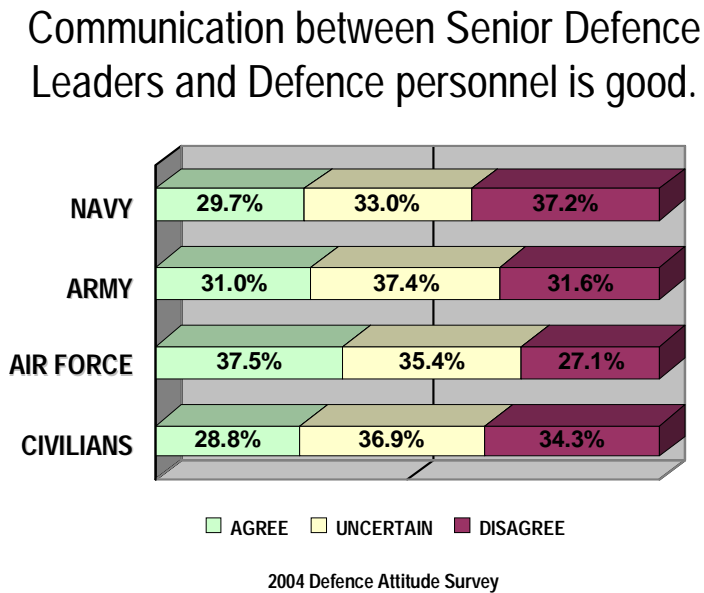


Figure 34 Defence Leaders are committed to improving the way Defence is run.

Defence Leaders are committed to improving the way Defence is run.

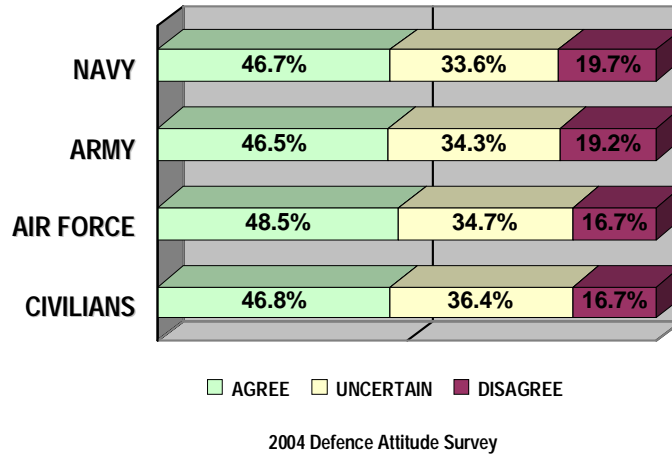


Figure 35 Senior Defence Leadership is receptive to ideas put forward by personnel.

Senior Defence leadership is receptive to ideas put forward by personnel.

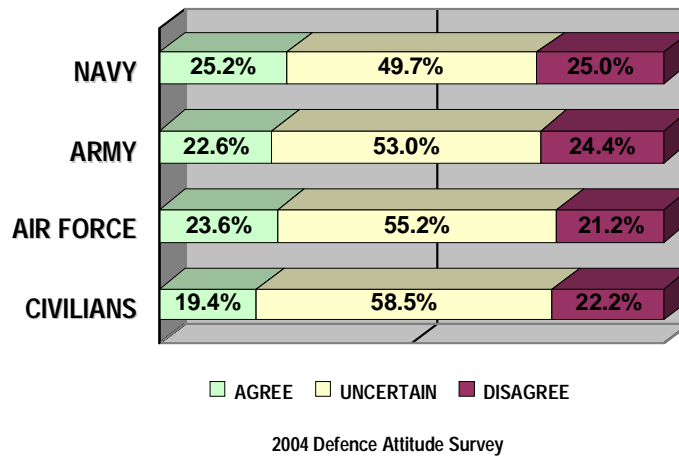
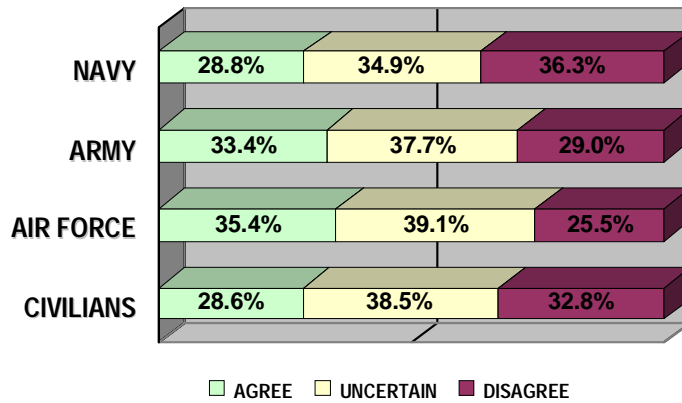


Figure 36 I trust the Senior Defence Leaders to appropriately balance employee interest with those of the organisation.

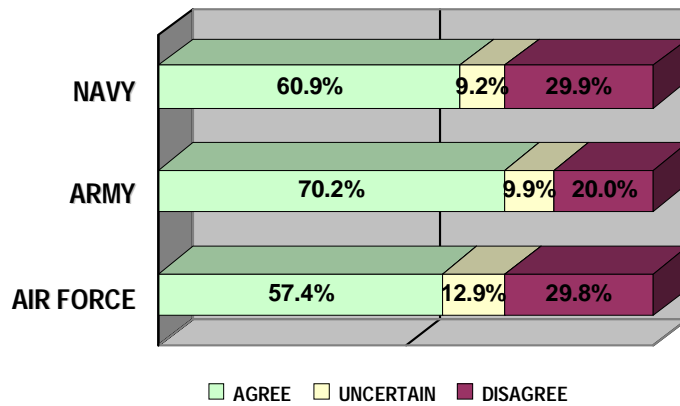
I trust the Senior Defence Leaders to appropriately balance employee interest with those of the organisation.



2004 Defence Attitude Survey

Figure 37 I have been adequately trained in performance appraisal so that I feel comfortable when appraising the performance of my subordinates.

I have been adequately trained in performance appraisal so that I feel comfortable when appraising the performance of my subordinates.

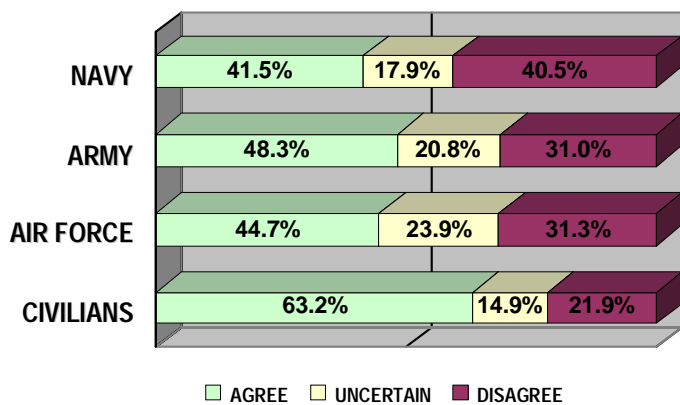


2004 Defence Attitude Survey

Note: This item only represents those respondents who indicated that they had subordinates.

Figure 38 I am satisfied with the performance appraisal system.

I am satisfied with the performance appraisal system.



2004 Defence Attitude Survey

Figure 39 My promotion prospects are good.

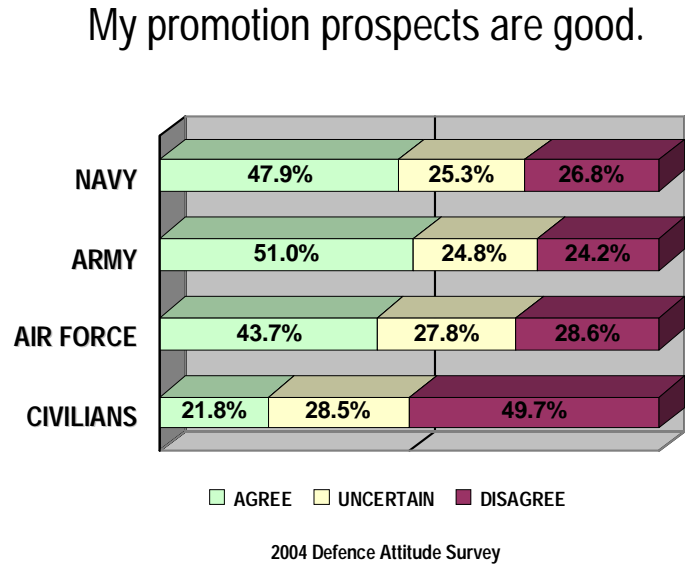


Figure 40 I feel like I have no personal control over my career.

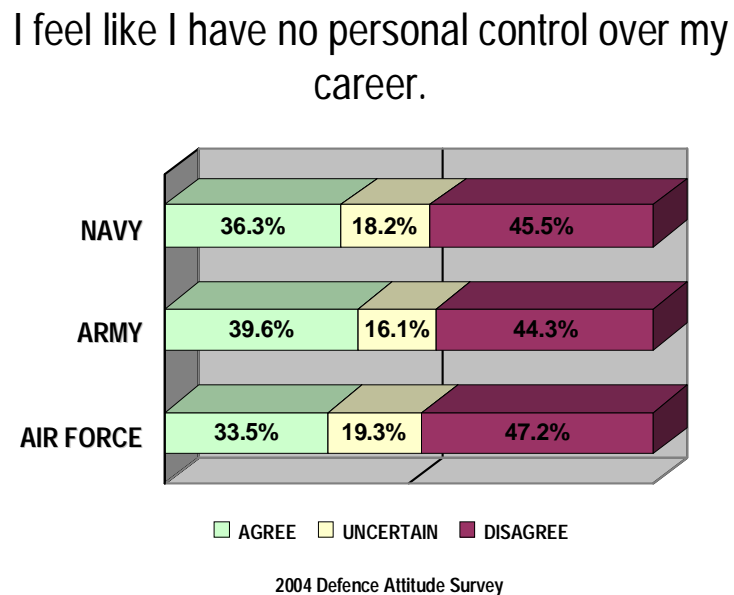


Figure 41 My career development has generally been good.

My career development has generally been good.

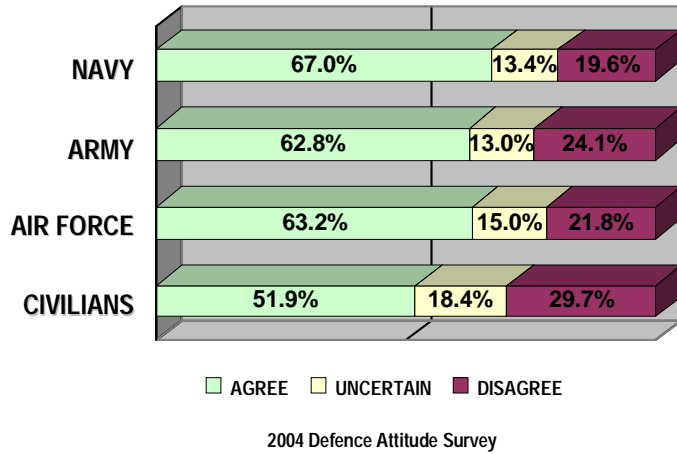


Figure 42 My current job is beneficial to my career advancement.

My current job is beneficial to my career advancement.

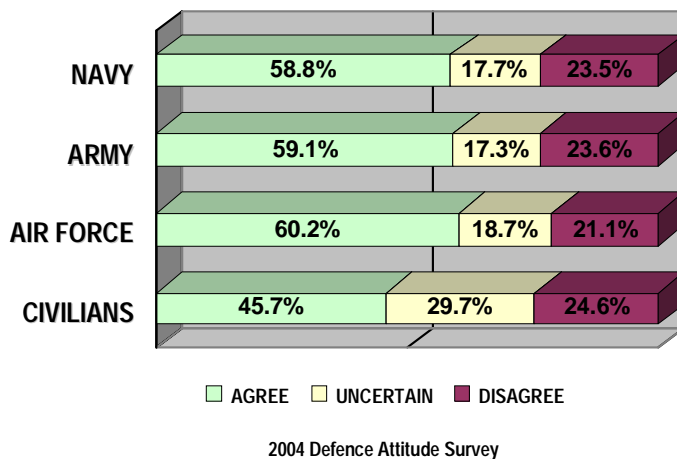


Figure 43 I can access adequate information to manage my career.

I can access adequate information to manage my career.

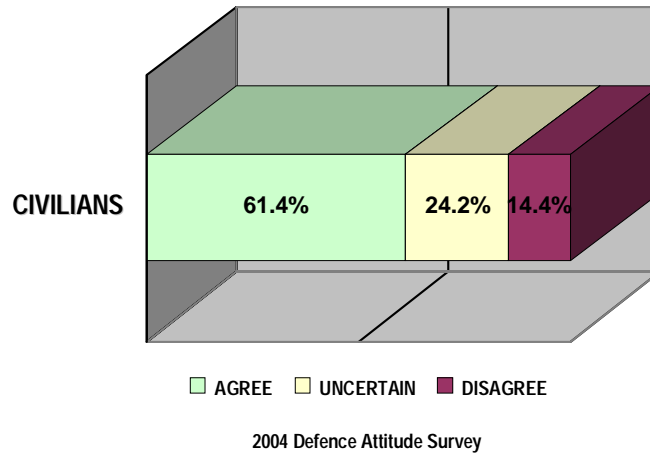


Figure 44 The Department of Defence makes decisions about people based on merit.

The Department of Defence makes decisions about people based on merit.

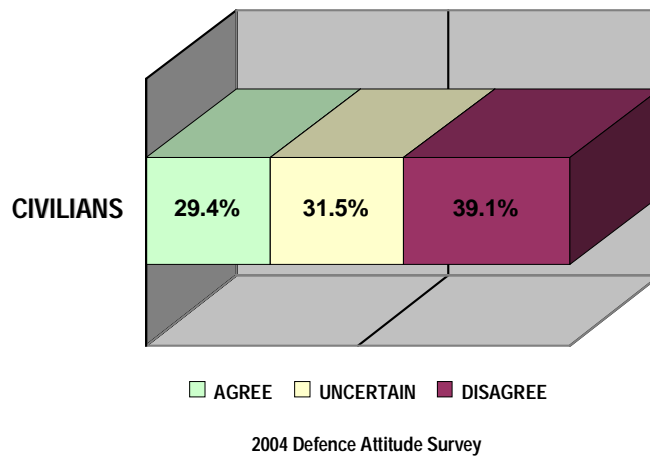


Figure 45 I am satisfied with the promotion system.

I am satisfied with the promotion system.

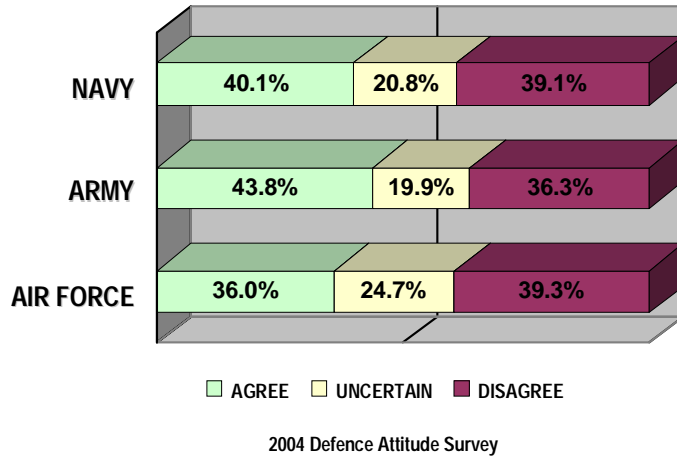


Figure 46 Information on my career management has been adequate.

Information on my career management has been adequate.

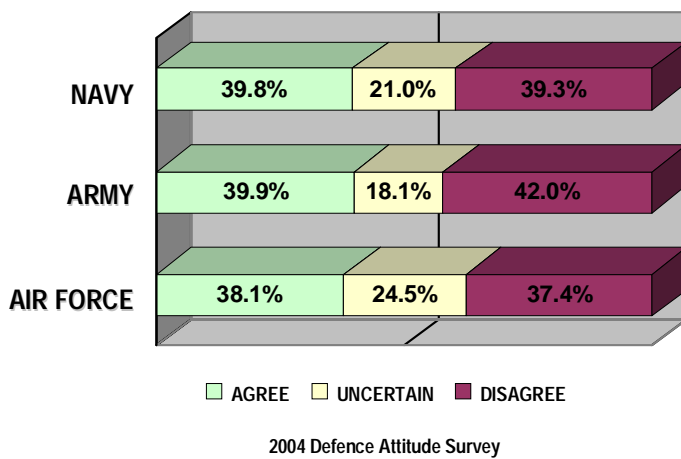


Figure 47 I have generally been happy with my postings in the Service.

I have generally been happy with my postings in the Service.

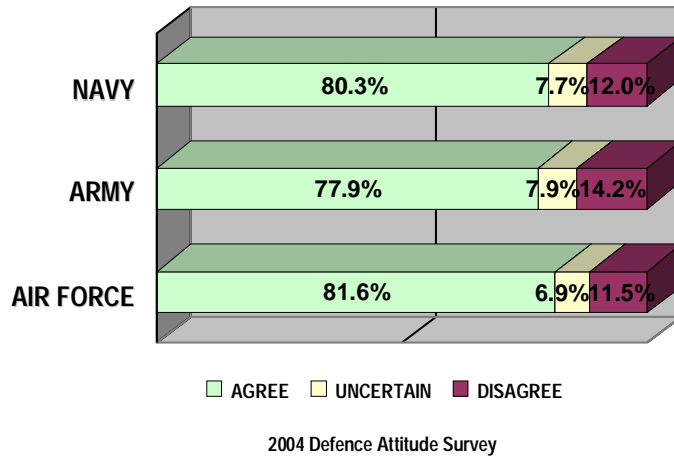


Figure 48 My work is fairly assessed by the Defence performance appraisal system.

My work is fairly assessed by the Defence performance appraisal system.

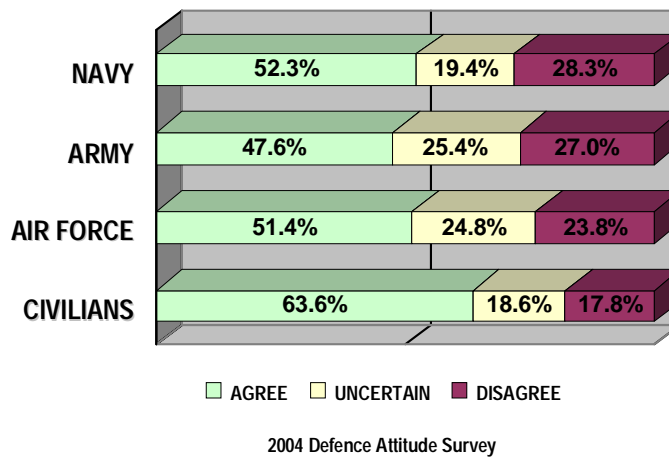


Figure 49 Individual posting preferences need to have more influence.

Individual posting preferences need to have more influence.

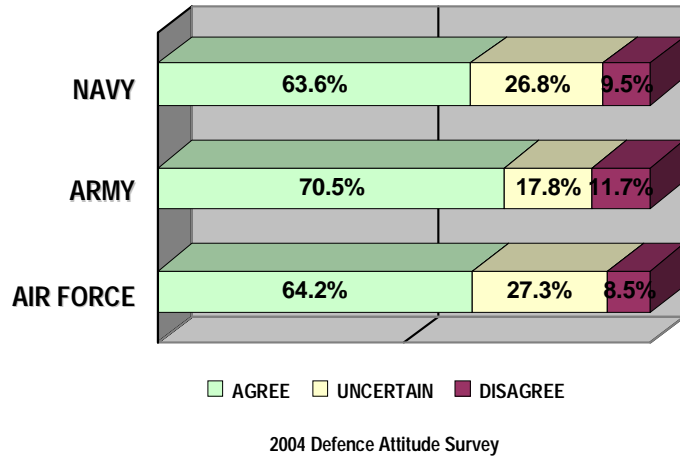


Figure 50 I have sufficient contact with the career management agency.

I have sufficient contact with the career management agency.

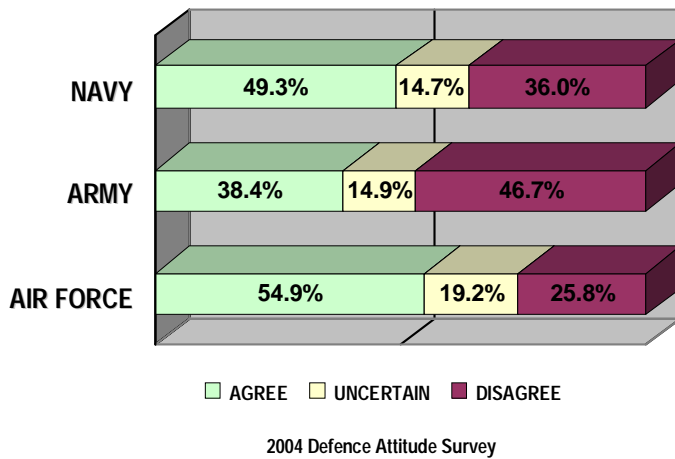


Figure 51 Members in my trade/specialisations spend too much time away from home (that is, their place of residence).

Members in my trade / specialisations spend too much time away from home (i.e., their place of residence).

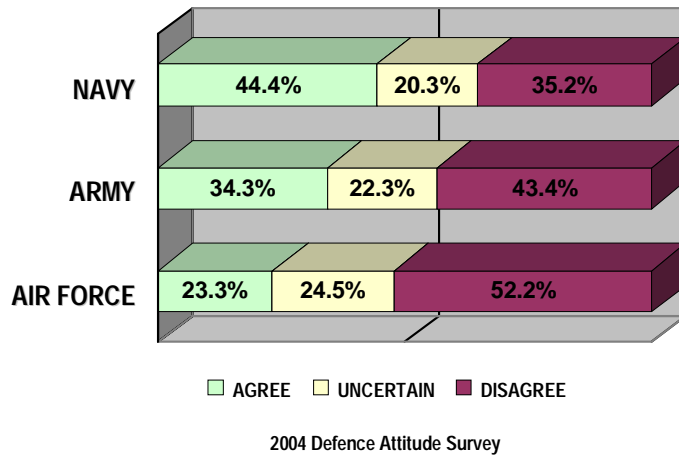


Figure 52 The amount of time my job takes up makes it difficult to fulfil my family and/or personal responsibilities.

The amount of time my job takes up makes it difficult to fulfil my family and / or personal responsibilities.

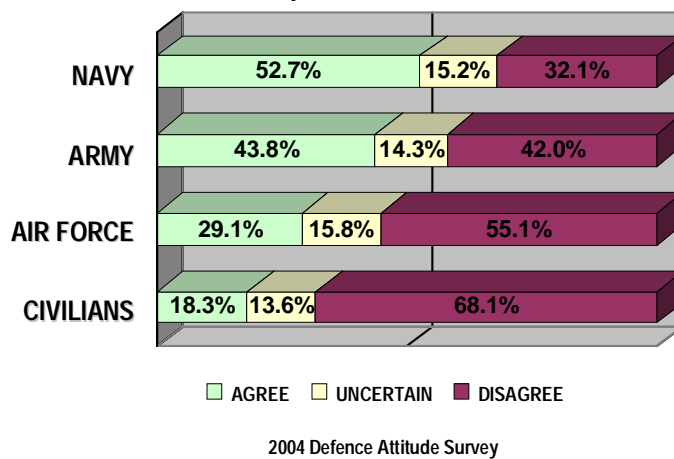


Figure 53 My family strongly supports my Service career.

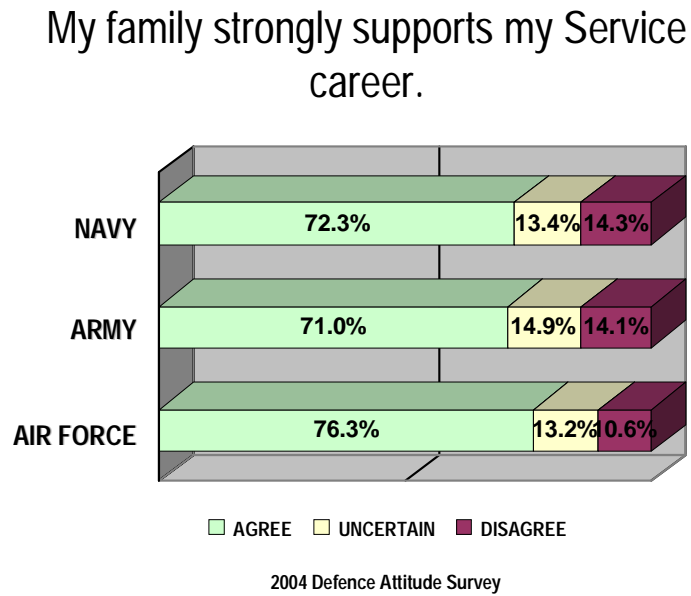
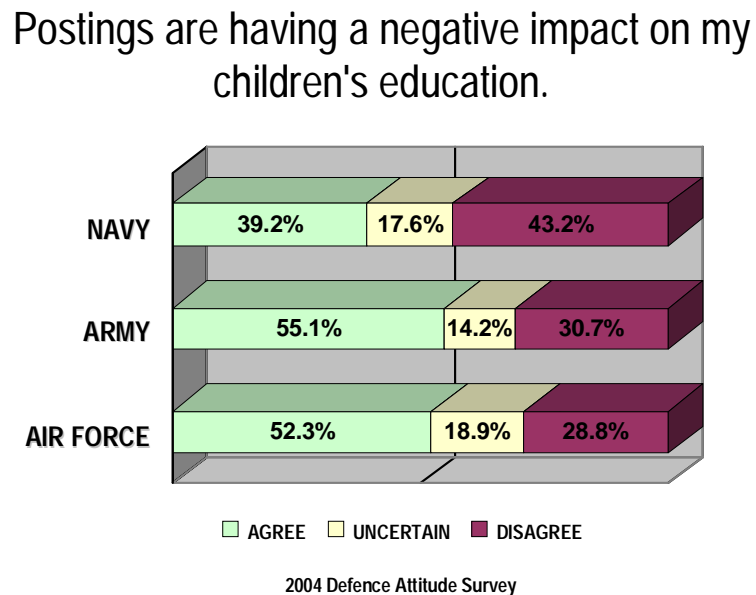


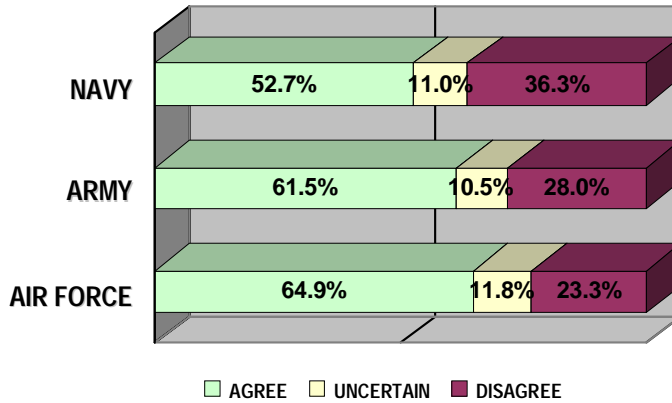
Figure 54 Postings are having a negative impact on my children's education.



Note: This item only represents those respondents who indicated that they have dependents.

Figure 55 Postings are having a negative impact on my spouse's employment.

Postings are having a negative impact on my spouses employment.

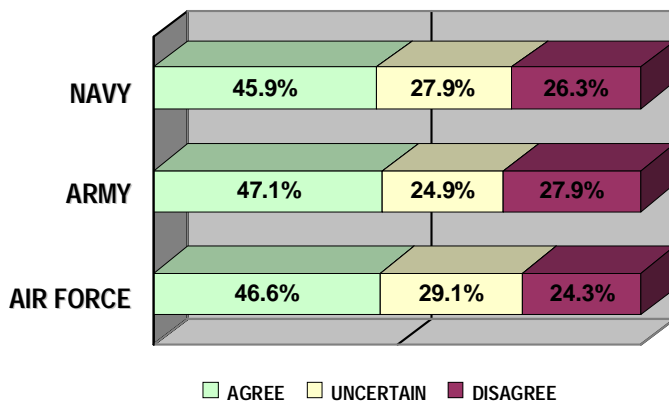


2004 Defence Attitude Survey

Note: This item only represents those respondents who indicated that they were either married or in a de facto relationship.

Figure 56 I would leave the Service if I were given a posting to where I didn't want to go.

I would leave the Service if I were given a posting to where I didn't want to go.



2004 Defence Attitude Survey

Figure 57 I want more locational stability.

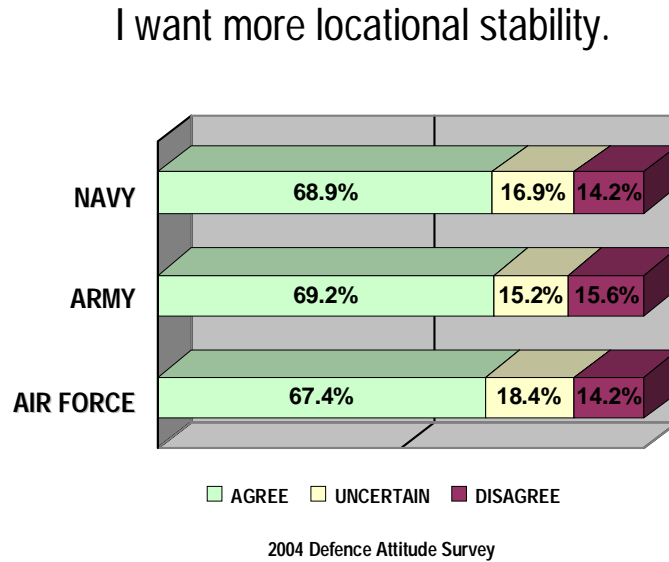


Figure 58 My workplace encourages a healthy balance between my work, home and family.

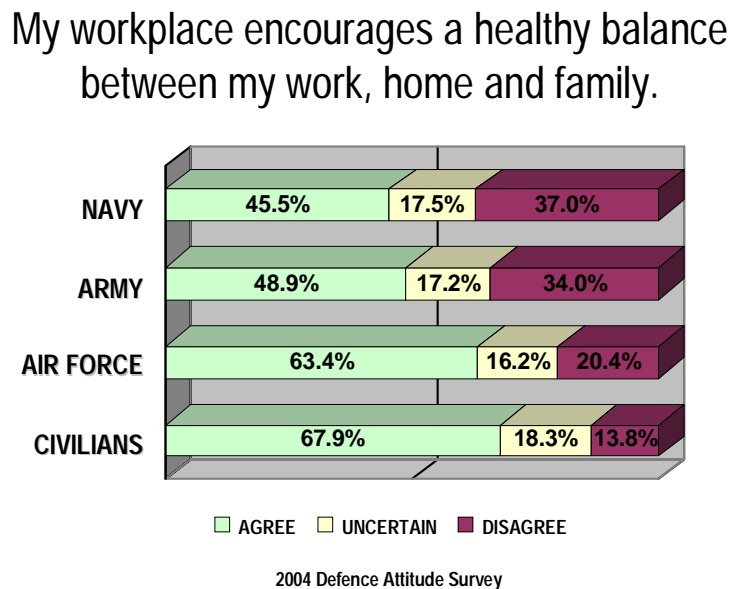


Figure 59 It would take very little change in my present circumstances to cause me to leave my Service.

It would take very little change in my present circumstances to cause me to leave my Service.

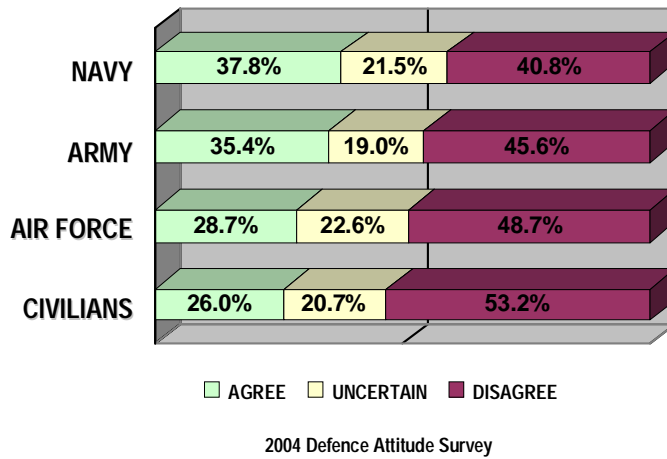


Figure 60 I am actively looking at leaving the Service.

I am actively looking at leaving the Service.

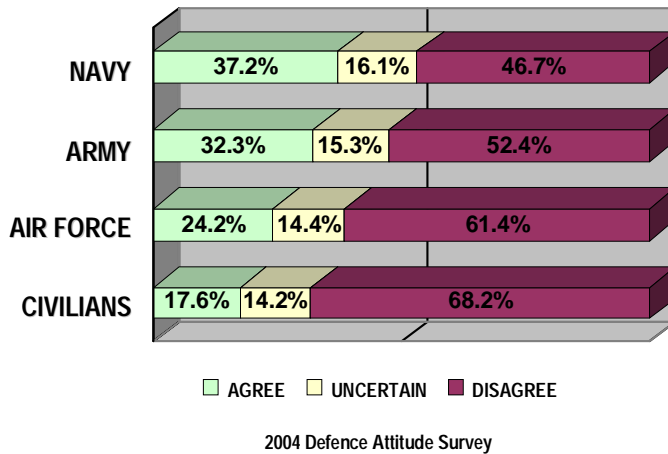


Figure 61 Civilian employment seems to be more attractive financially than does Service employment.

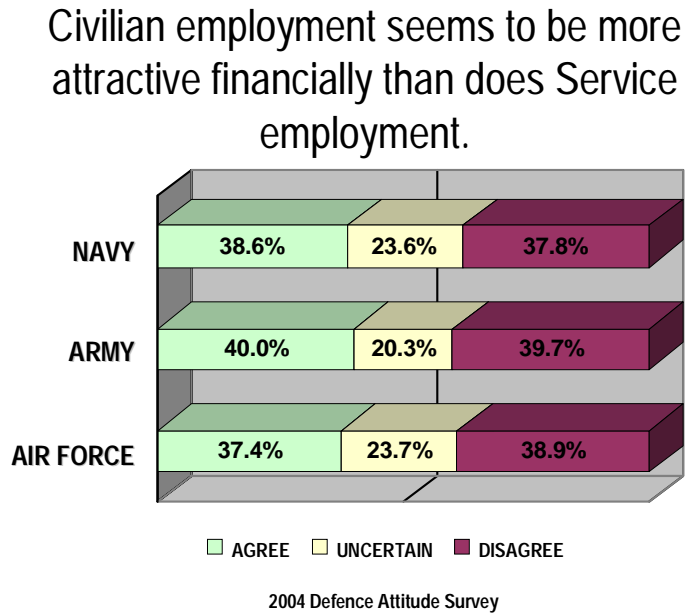


Figure 62 I have sufficient access to learning and development opportunities to improve my skills.

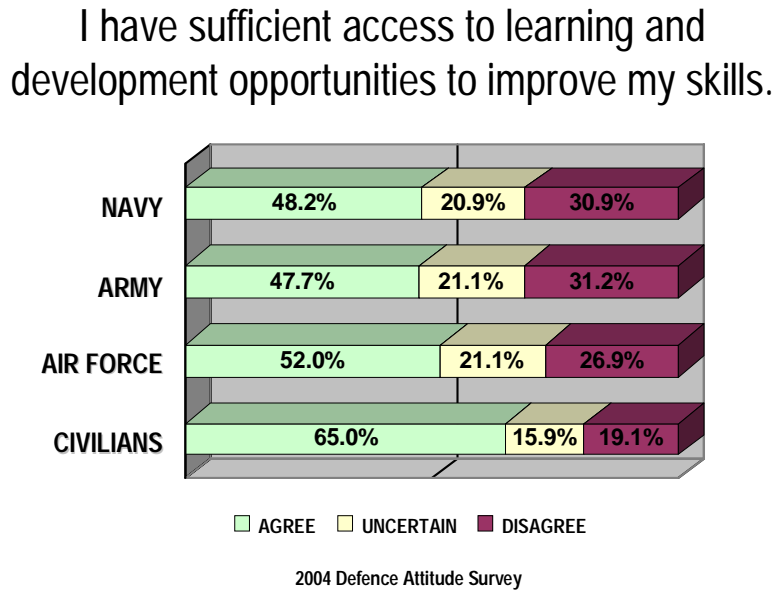


Figure 63 I would stay in the Service longer if more options for flexible work practices and career breaks were available.

I would stay in the Service longer if more options for flexible work practices and career breaks were available.

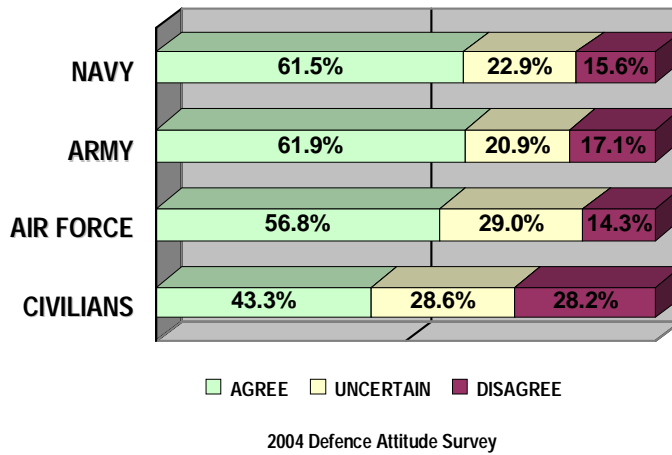


Figure 64 My work schedule often conflicts with my personal life.

My work schedule often conflicts with my personal life.

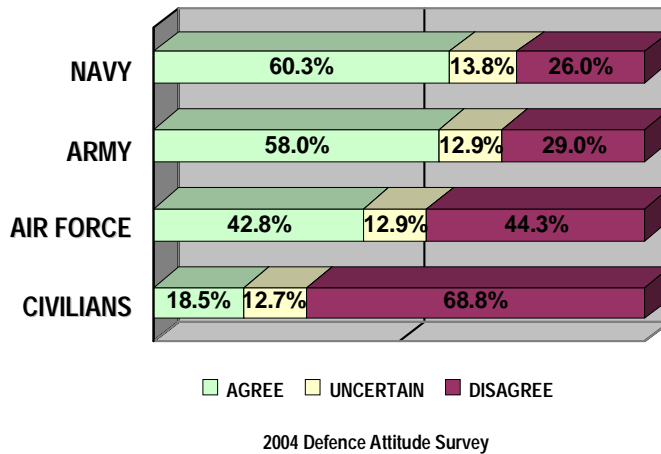


Figure 65 Overall, how would you rate the current level of stress in your work life?

Overall, how would you rate the current level of stress in your work life?

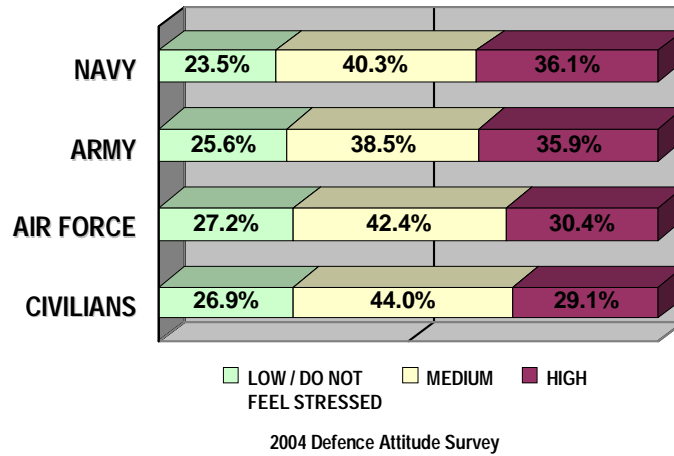


Figure 66 I like the work in my present posting.

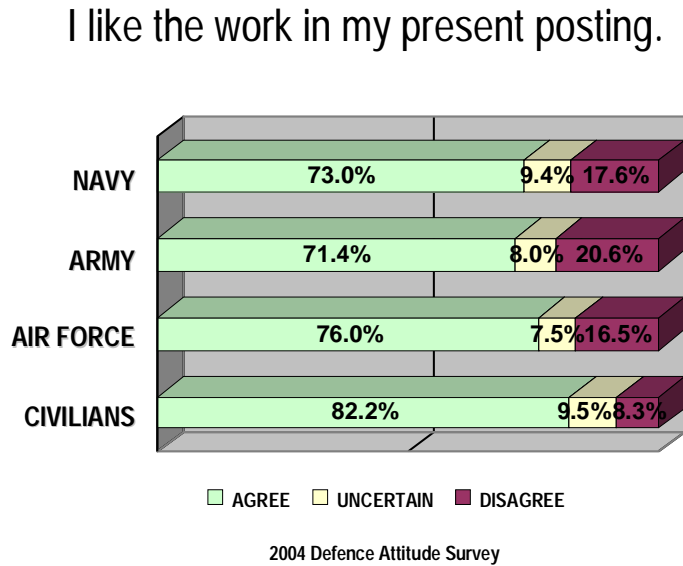


Figure 67 The contribution I make to the Service is valued by my leaders.

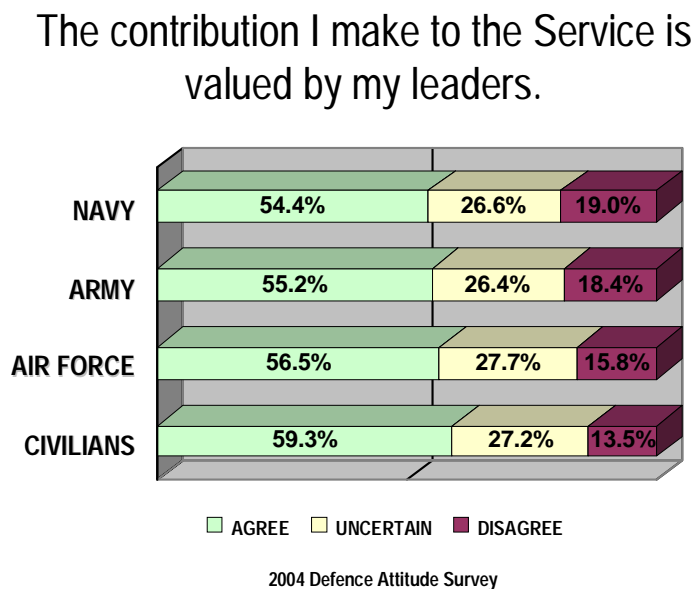


Figure 68 I believe my work makes an important contribution to the Service.

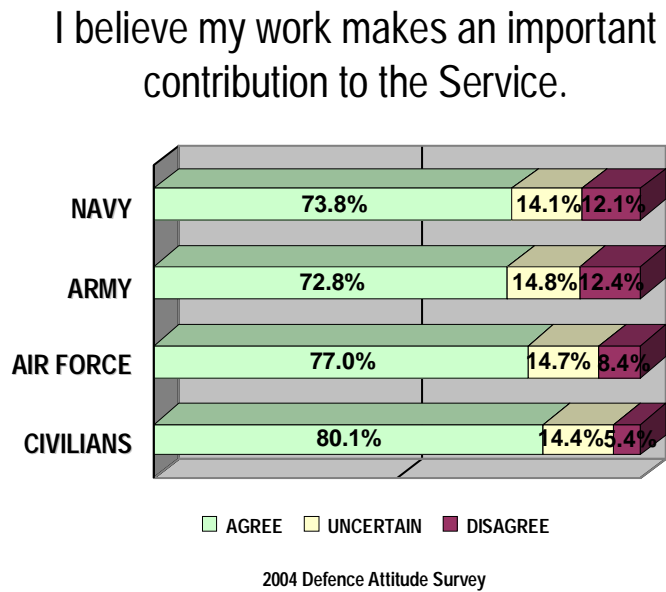


Figure 69 Getting ahead in Defence means behaving ethically.

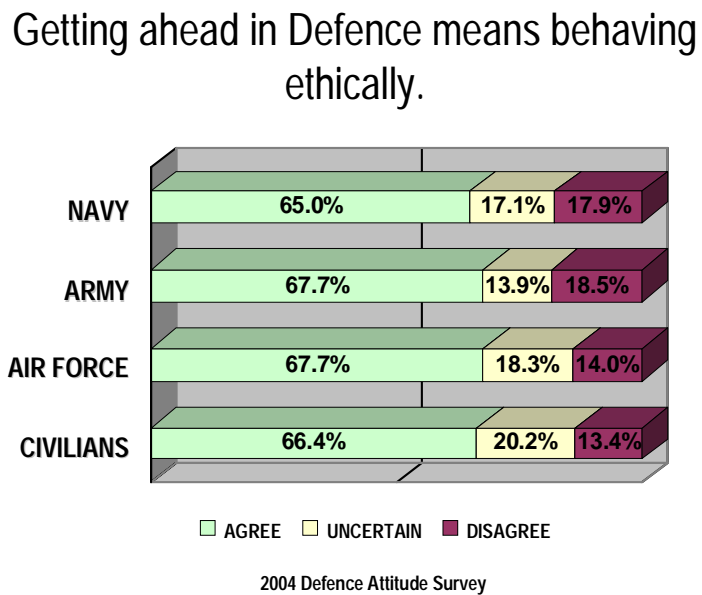


Figure 70 The quality of the work done in my workplace/section is very important to me.

The quality of the work done in my workplace / section is very important to me.

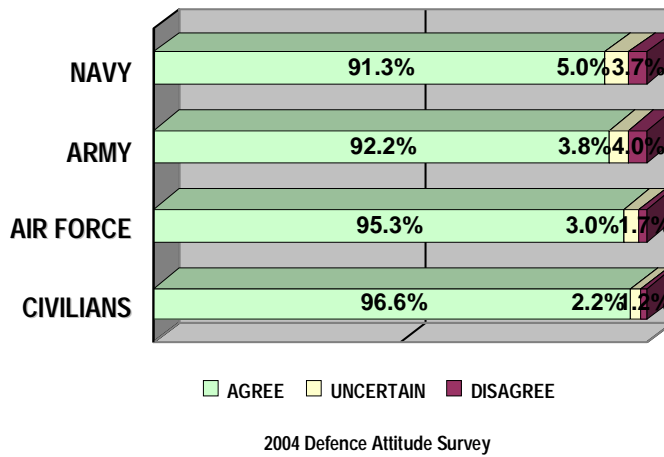


Figure 71 I feel I have more to do than I can handle.

I feel I have more to do than I can handle.

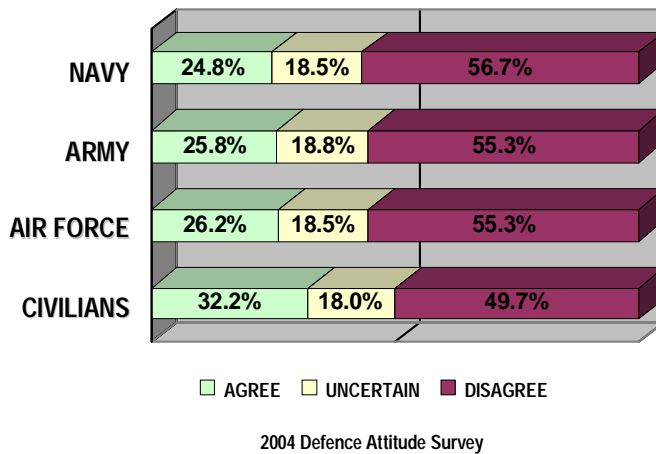


Figure 72 I am often being asked for my ideas about how we could handle things better at work.

I am often being asked for my ideas about how we could handle things better at work.

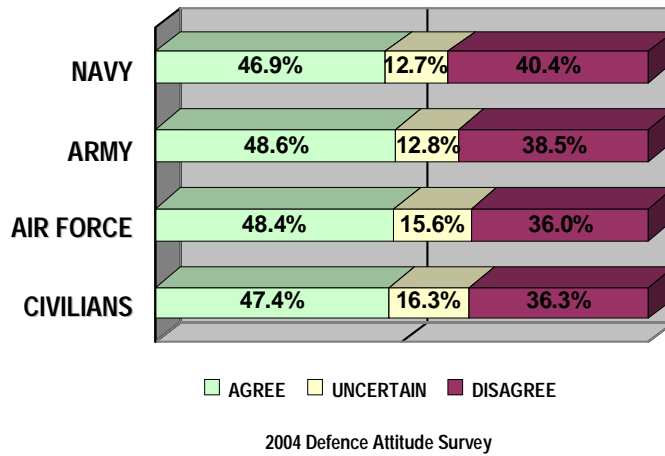


Figure 73 Life in the Service is enjoyable.

Life in the Service is enjoyable.

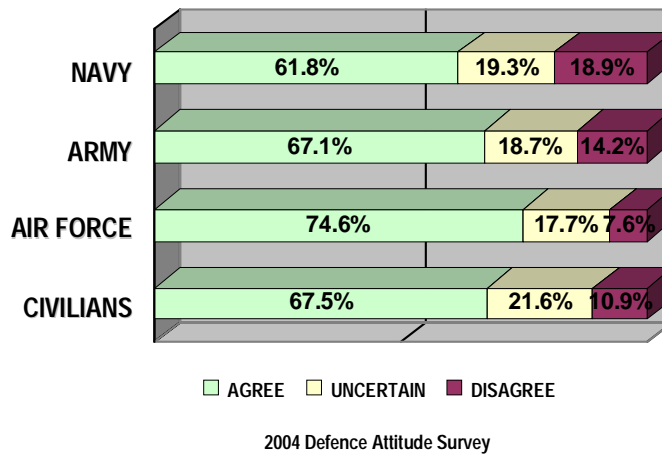


Figure 74 The military is a way of life and can never be just a job.

The military is a way of life and can never be just a job.

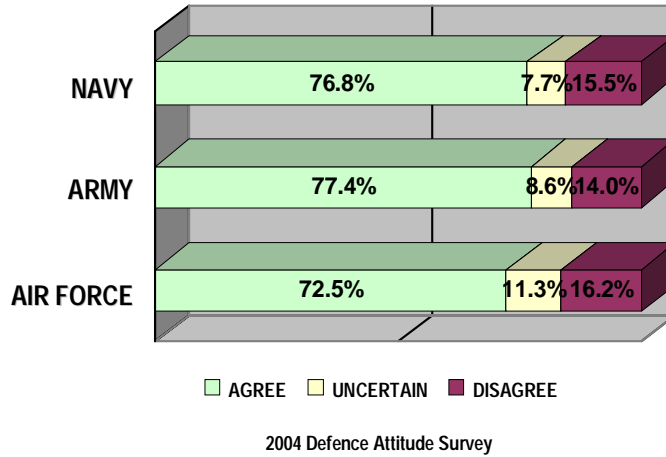


Figure 75 I really care about the future of the Service.

I really care about the future of the Service.

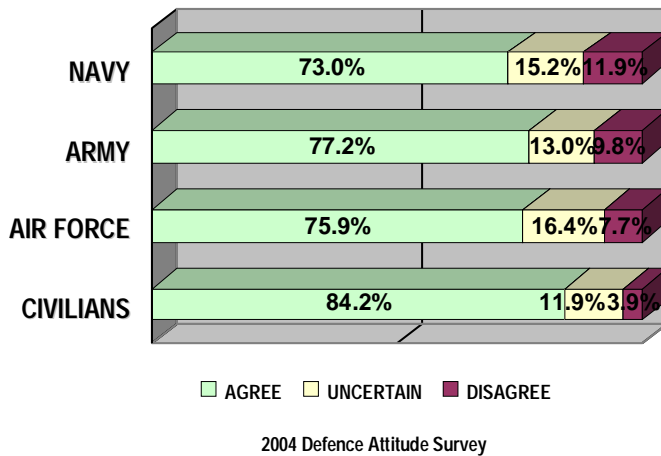


Figure 76 I am willing to put in effort beyond that normally expected in order to help the Service be successful.

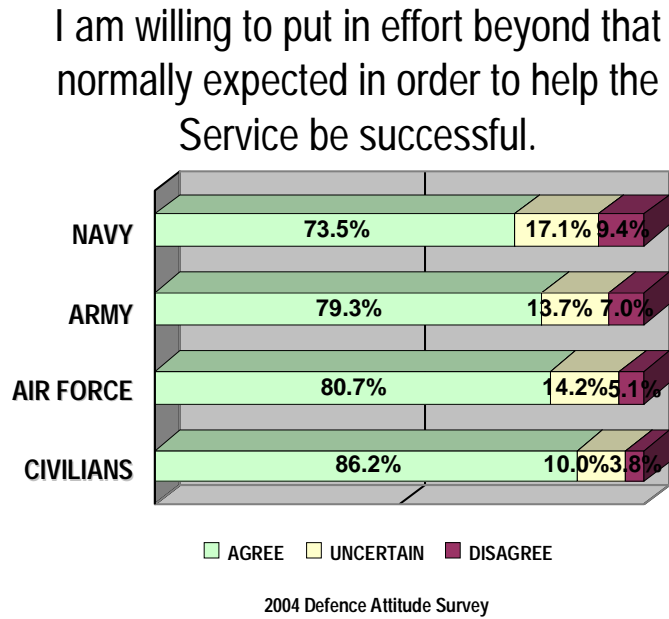


Figure 77 Too many Defence services/roles are outsourced to contractors.

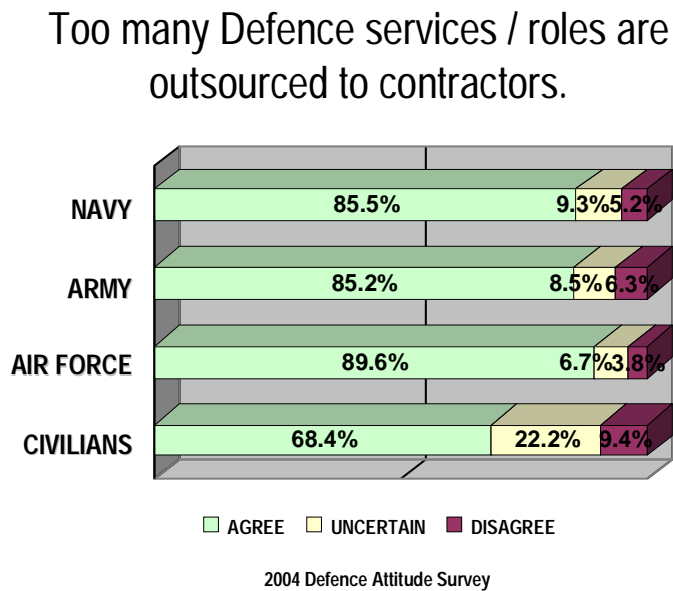


Figure 78 I speak highly of the Service to my friends.

I speak highly of the Service to my friends.

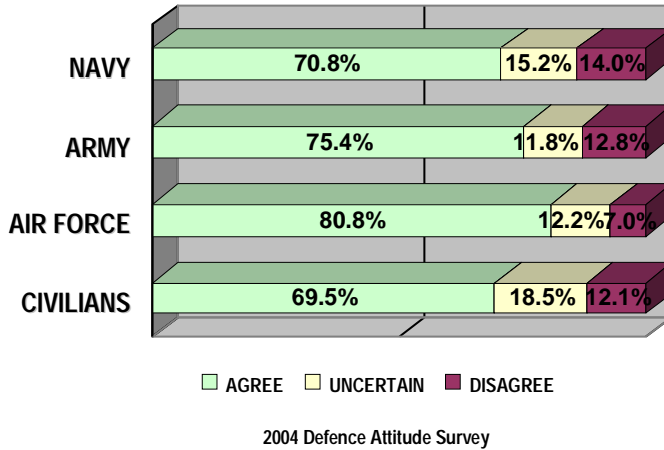


Figure 79 The Service inspires the very best in me in the way of performance.

The Service inspires the very best in me in the way of performance.

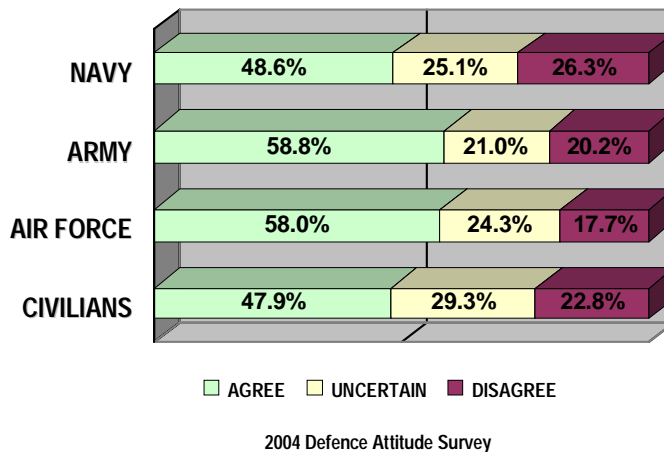


Figure 80 I have a good understanding of the APS values and the way in which they apply to my work.

I have a good understanding of the APS values and the way in which they apply to my work.

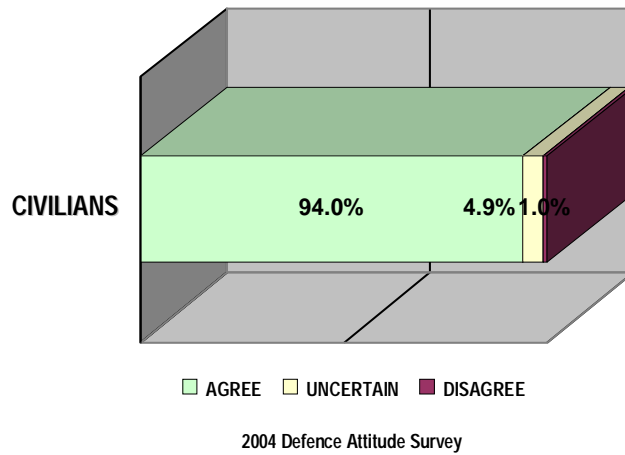


Figure 81 I believe the behaviour of the people with whom I work is consistent with the APS Code of Conduct as it applies to their work.

I believe the behaviour of the people with whom I work is consistent with the APS Code of Conduct as it applies to their work.

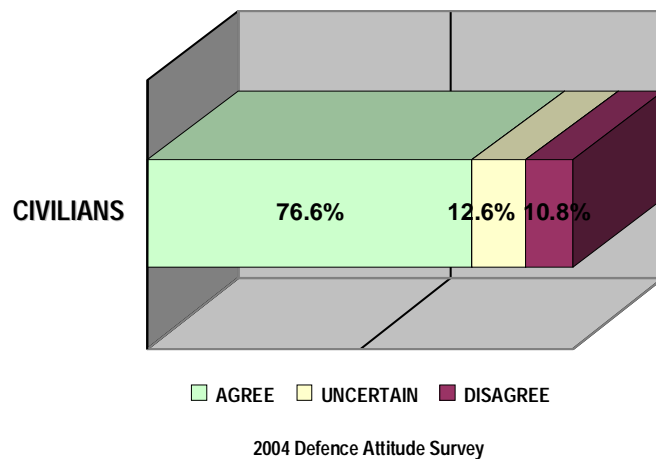


Figure 82 There is not enough discipline in the Service.

There is not enough discipline in the Service.

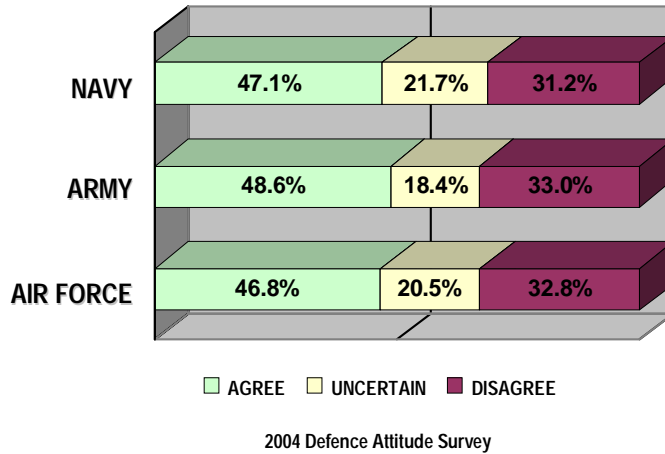


Figure 83 There has been a decline in traditional military values and standards.

There has been a decline in traditional military values and standards.

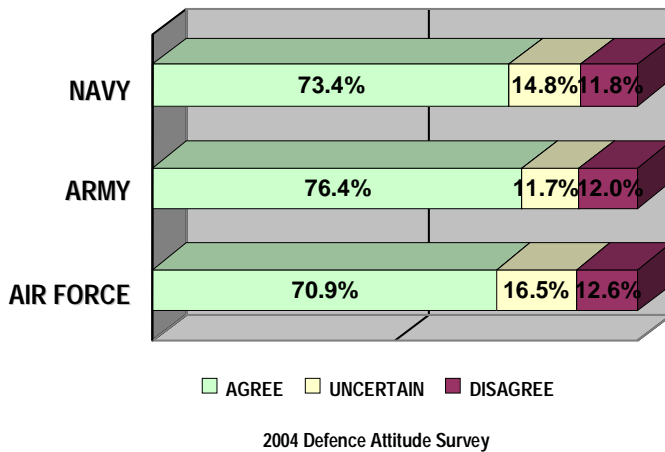


Figure 84 I trust Defence to operate with fairness and integrity.

I trust Defence to operate with fairness and integrity.

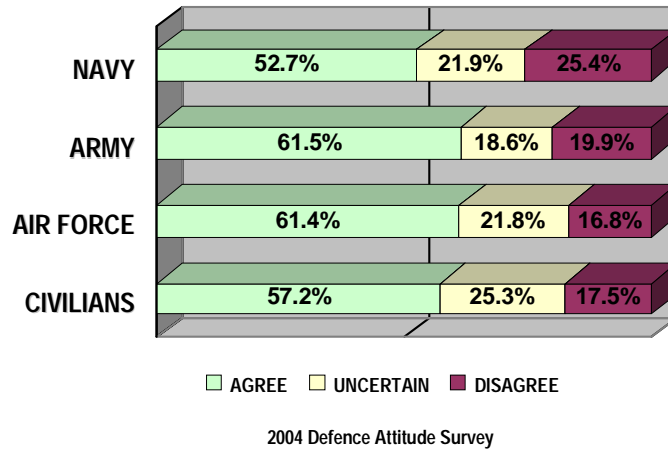


Figure 85 My training and experience in the Service has prepared me well for operational duties.

My training and experience in the Service has prepared me well for operational duties.

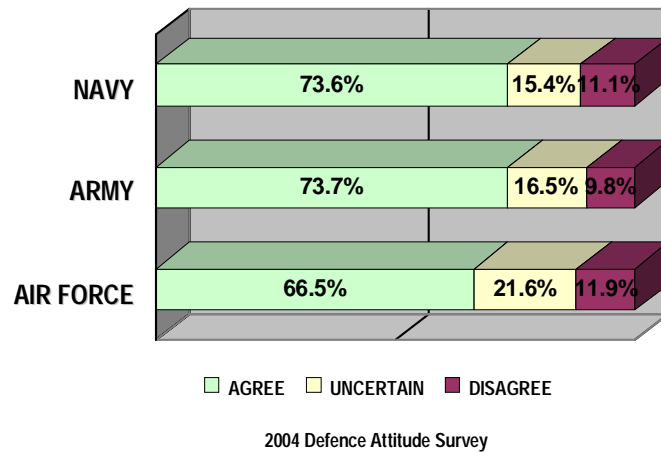


Figure 86 I am adequately recognised and rewarded for my work by verbal recognition.

I am adequately recognised and rewarded for my work by verbal recognition.

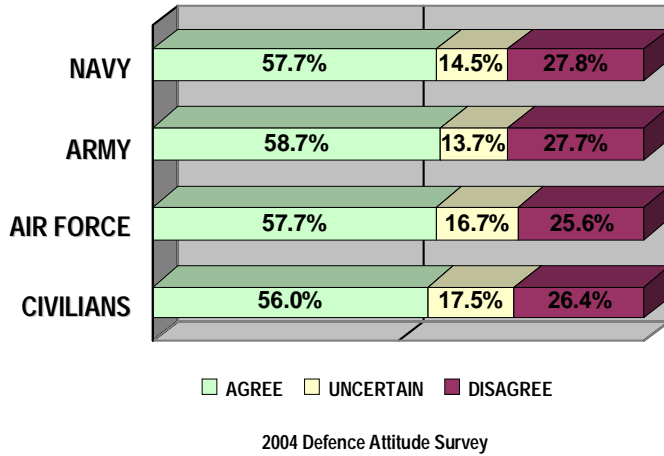


Figure 87 I am adequately recognised and rewarded for my work by Awards/Honours/Medals.

I am adequately recognised and rewarded for my work by Awards / Honours / Medals.

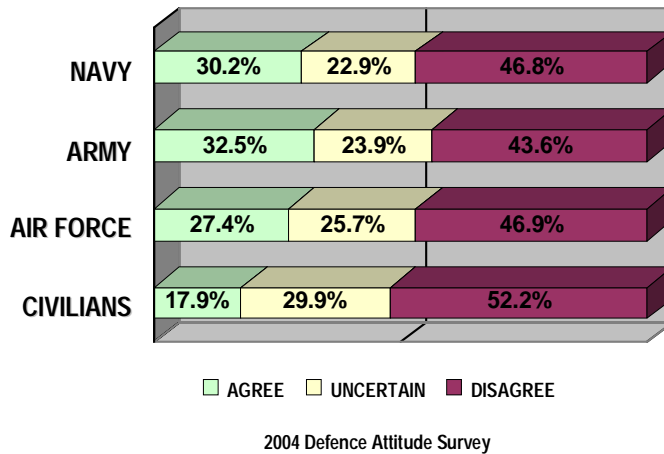


Figure 88 Do you feel that Defence has a clear set of values guiding the behaviour expected of employees?

Do you feel that Defence has a clear set of values guiding the behaviour expected of employees?

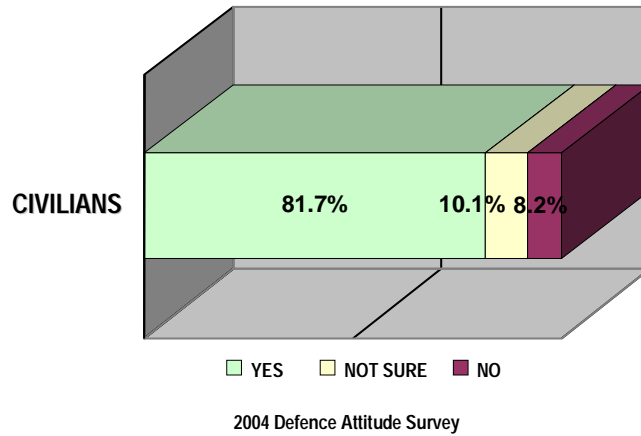


Figure 89 I do too much unpaid overtime.

I do too much unpaid overtime.

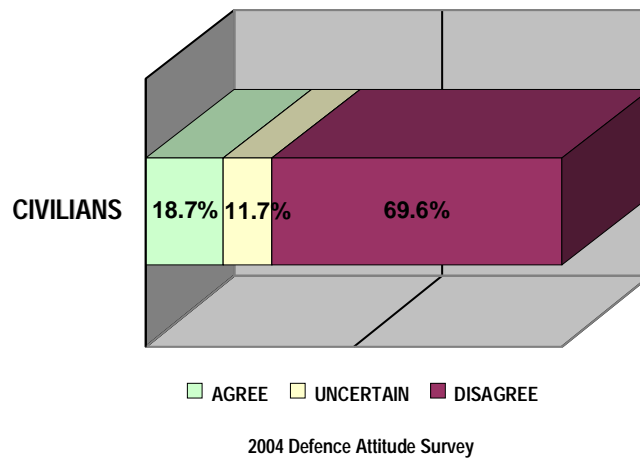


Figure 90 Overall, how satisfied are you with the military way of life?

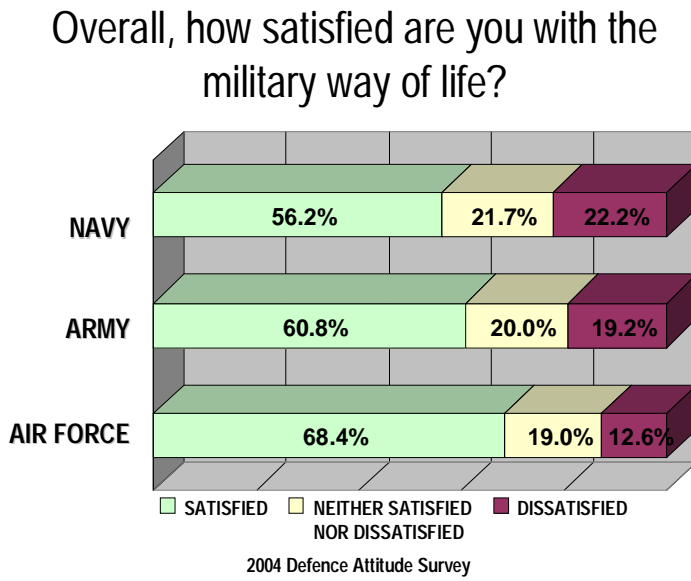


Figure 91 My overall workload is excessive.

My overall workload is excessive.

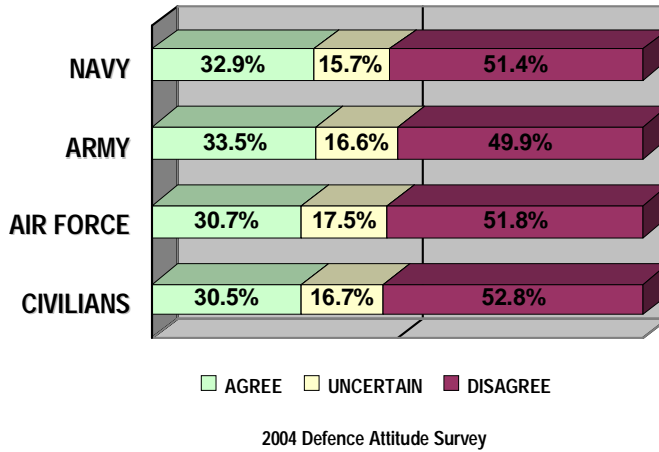


Figure 92 I get insufficient reward for what could be considered overtime in the civilian community.

I get insufficient reward for what would be considered overtime in the civilian community.

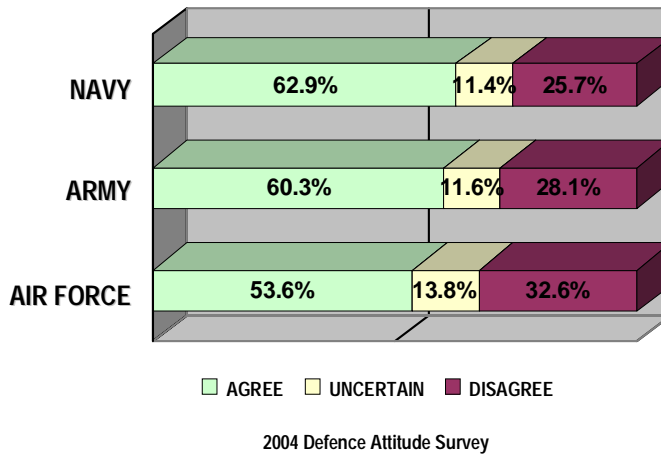


Figure 93 My current working hours are excessive.

My current working hours are excessive.

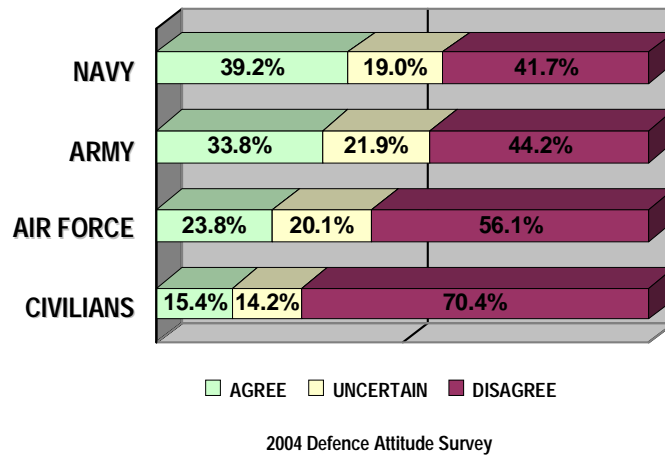


Figure 94 I am satisfied with my current salary.

I am satisfied with my current salary.

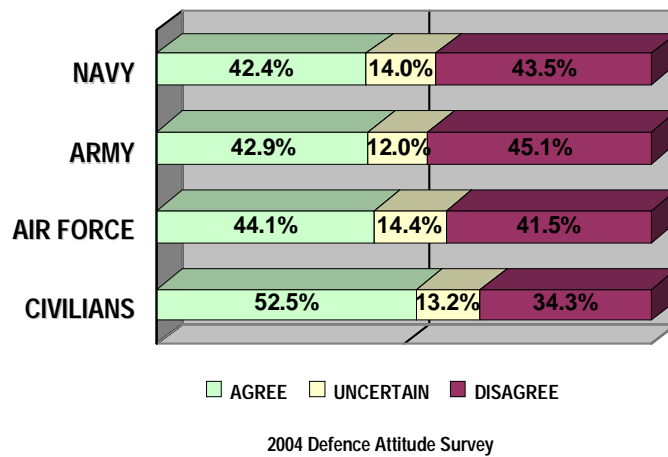


Figure 95 There are insufficient people in units to do the work.

There are insufficient people in units to do the work.

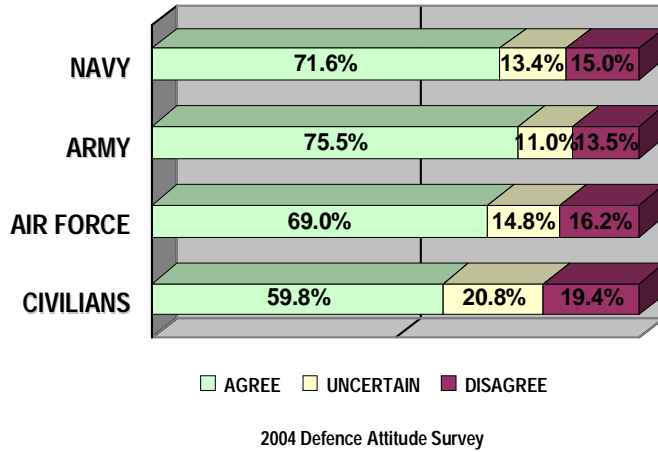


Figure 96 We never seem to have enough resources (physical equipment, financial support, etc) to do our job properly.

We never seem to have enough resources (physical equipment, financial support, etc) to do our job properly.

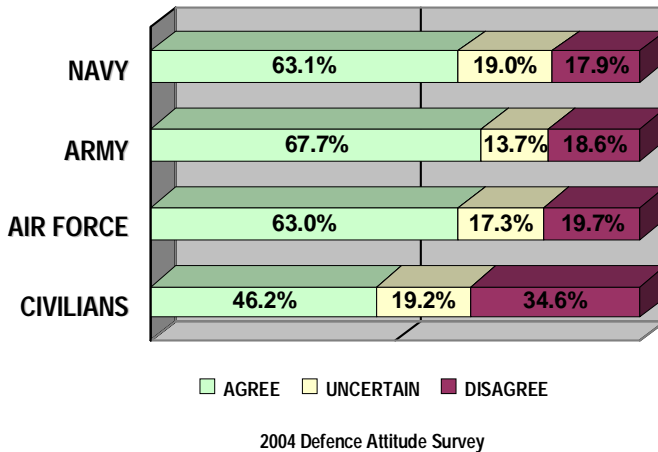


Figure 97 Defence provides me with a physical environment (work surroundings, financial support, etc) that enables me to carry out my job.

Defence provides me with a physical environment (work surroundings, financial support, etc) that enables me to carry out my job.

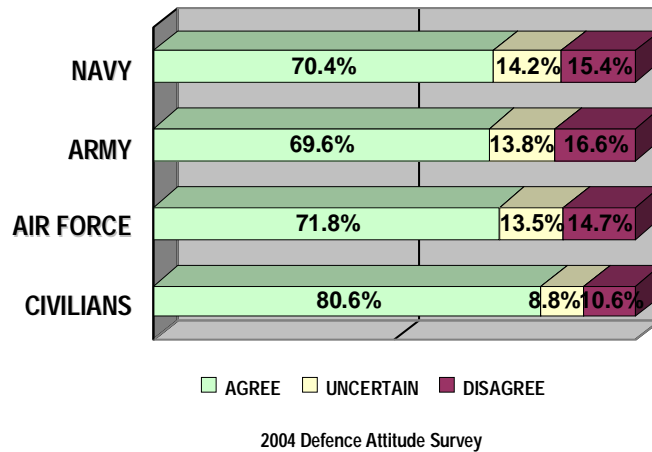


Figure 98 The Service lacks the equipment it needs to perform well in operations.

The Service lacks the equipment it needs to perform well in operations.

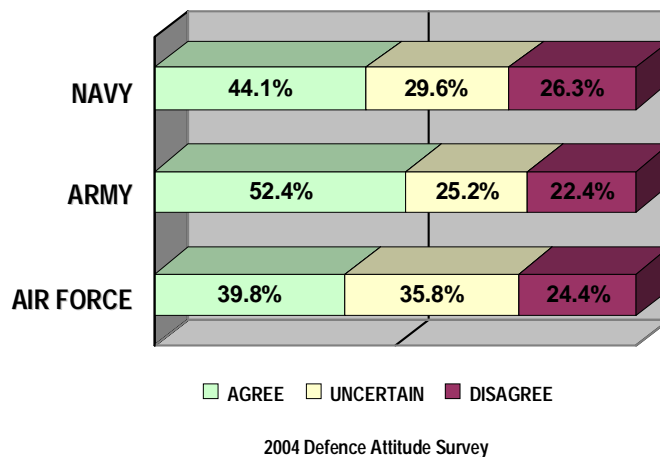


Figure 99 There are an adequate number of respite posting opportunities available to me.

There are an adequate number of respite posting opportunities available to me.

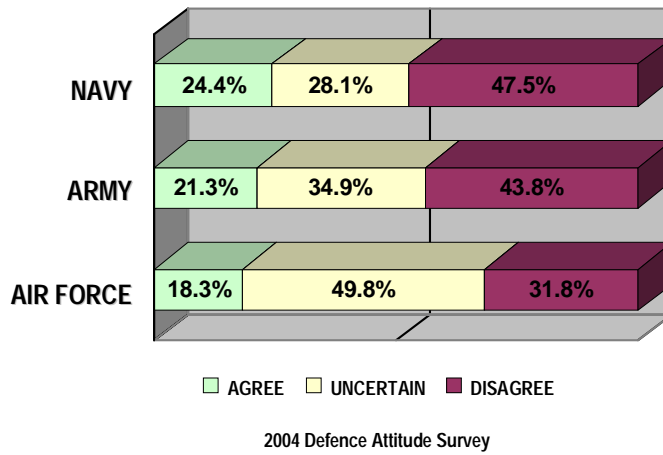


Figure 100 How important is subsidised housing in influencing your decision to stay in the Service?

How important is subsidised housing in influencing your decision to stay in the Service?

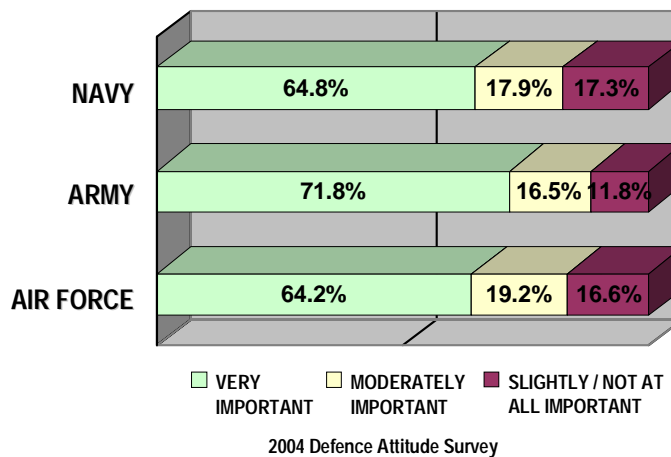


Figure 101 How important is Defence sponsored childcare in influencing your decision to stay in the Service?

How important is Defence sponsored childcare in influencing your decision to stay in the Service?

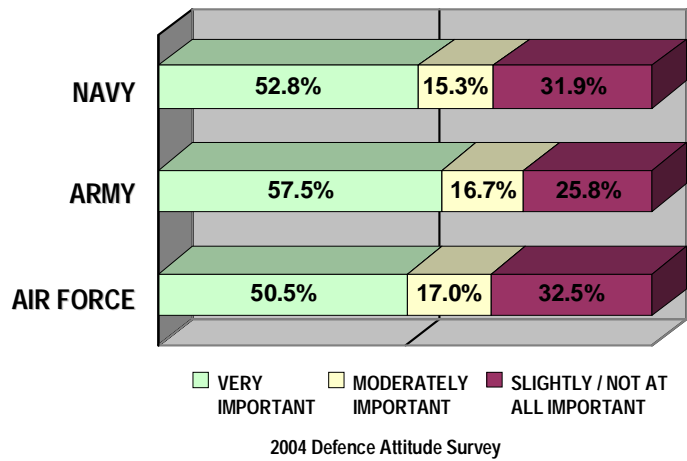


Figure 102 How important is spouse employment in influencing your decision to stay in the Service?

How important is spouse employment assistance in influencing your decision to stay in the Service?

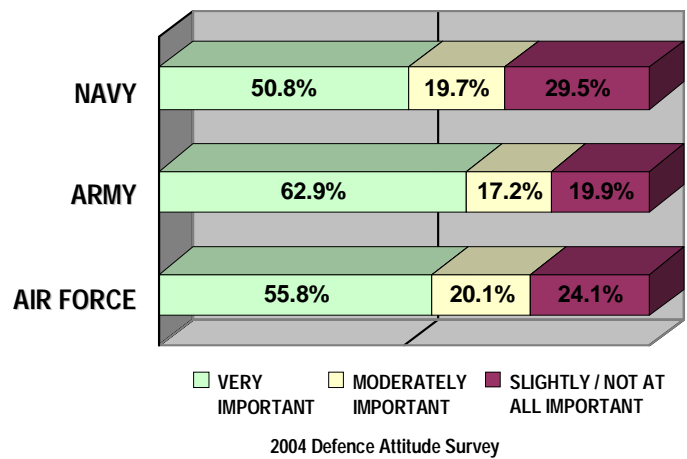


Figure 103 How important is free medical and dental treatment in influencing your decision to stay in the Service?

How important is free medical and dental treatment in influencing your decision to stay in the Service?

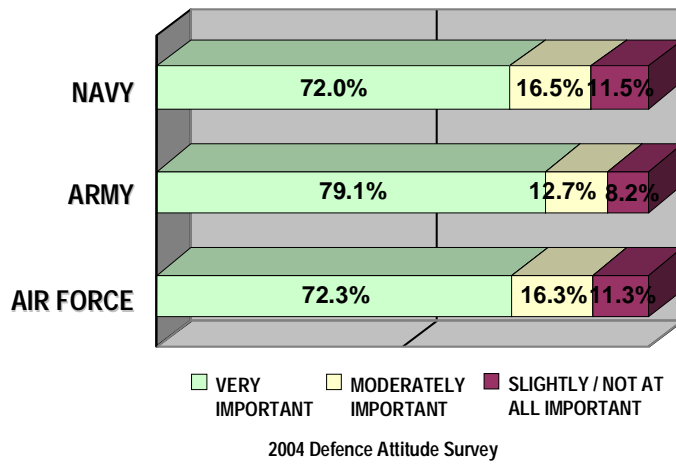


Figure 104 I have adequate opportunities to clear leave in my current position.

I have adequate opportunities to clear leave in my current position.

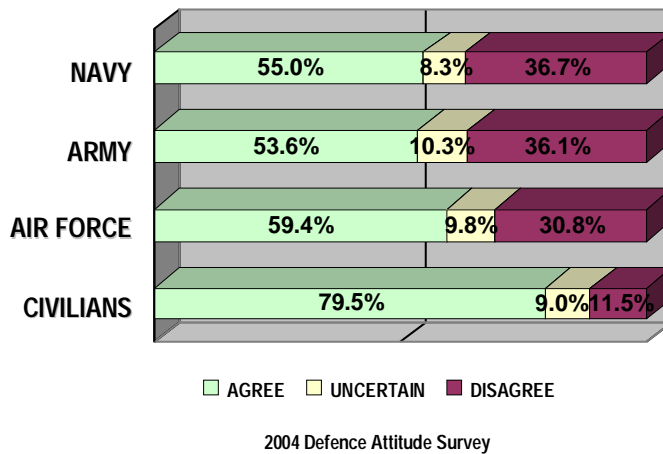


Figure 105 My unit's current operational commitments are too high.

My units current operational commitments are too high.

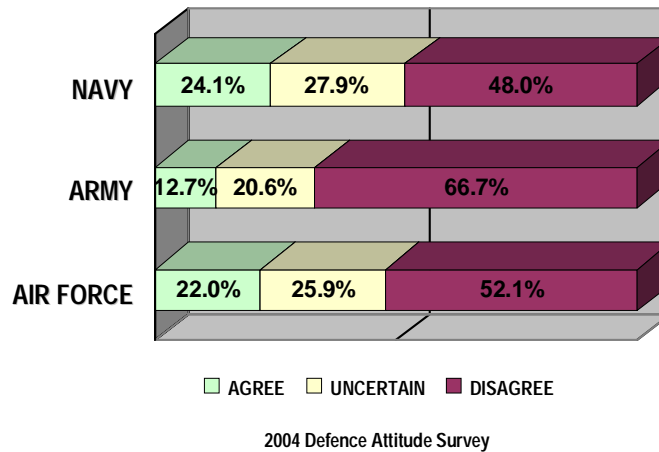


Figure 106 I know the Service will look after my needs should I become injured on the job.

I know the Service will look after my needs should I become injured on the job.

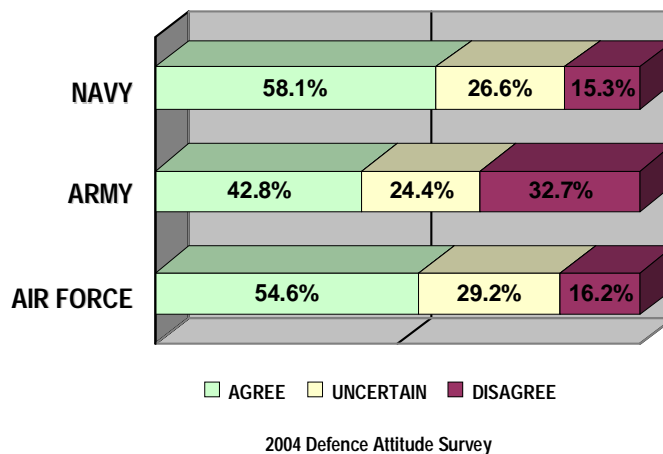


Figure 107 I have the skills to deal with just about any problem that arises in my current job.

I have the skills to deal with just about any problem that arises in my current job.

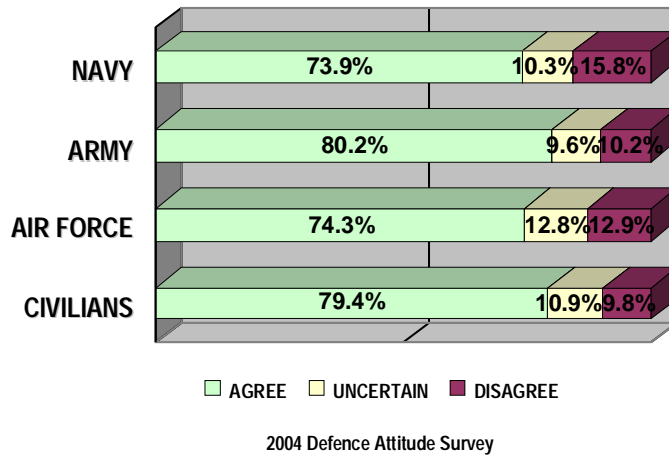


Figure 108 My current posting utilises my skills and training.

My current posting utilises my skills and training.

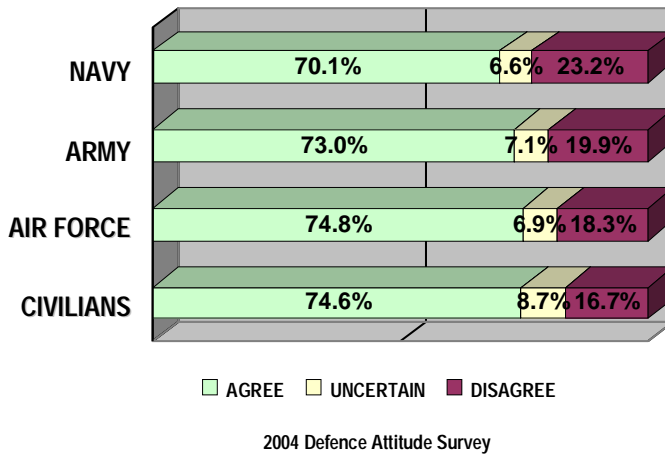


Figure 109 My training in the Service has prepared me well for duties in my current job.

My training in the Service has prepared me well for duties in my current job.

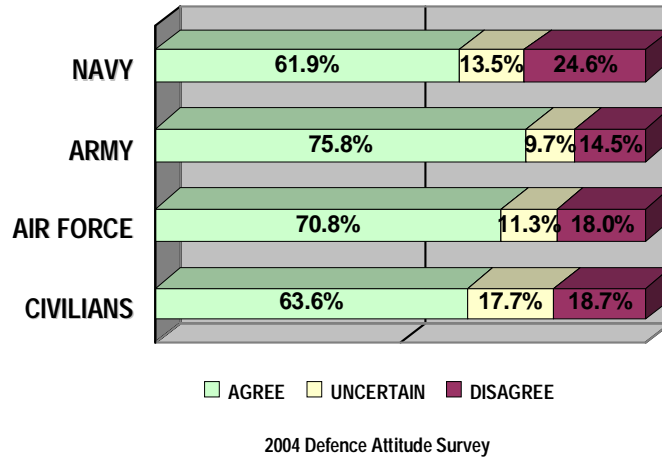


Figure 110 I have a clear understanding of how I contribute to my unit's/section's goals.

I have a clear understanding of how I contribute to my unit's / section's goals.

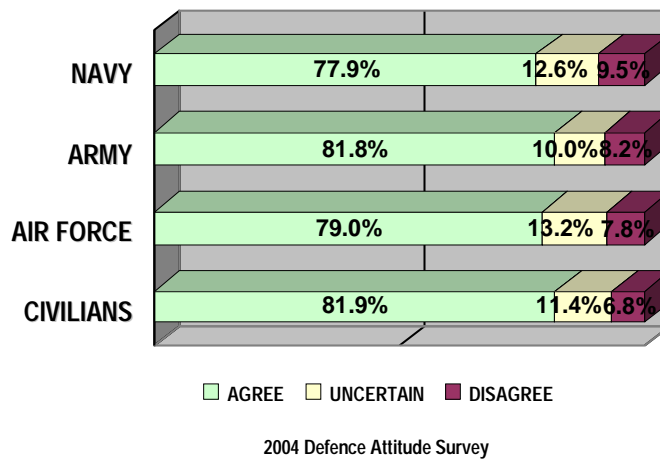


Figure 111 I have a clear understanding of how I contribute to my Service's/Group's goals.

I have a clear understanding of how I contribute to my Service's / Group's goals.

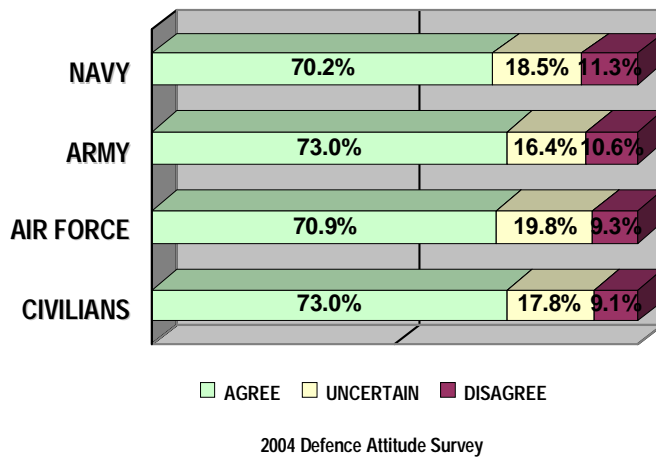


Figure 112 I have a clear understanding of how I contribute to the Defence mission.

I have a clear understanding of how I contribute to the Defence mission.

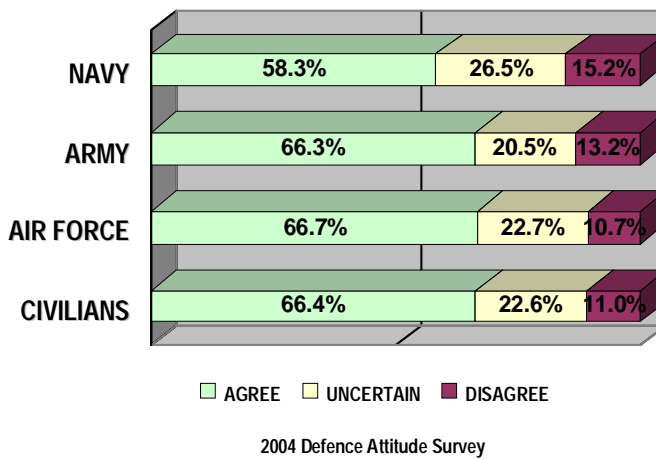


Figure 113 I have the autonomy (that is, the necessary rank, autonomy, or level of responsibility) to do my job effectively

I have the authority (i.e., the necessary rank, autonomy, or level of responsibility) to do my job effectively.

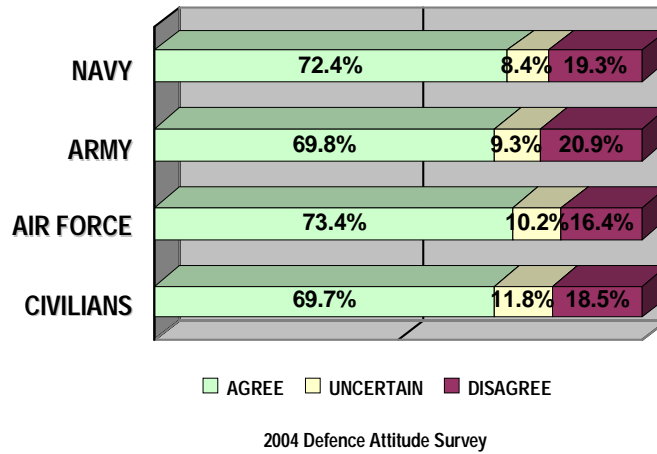


Figure 114 My work area gets the cooperation and assistance it needs from other parts of the ADF/Defence.

My work area gets the cooperation and assistance it needs from other parts of the ADF / Defence.

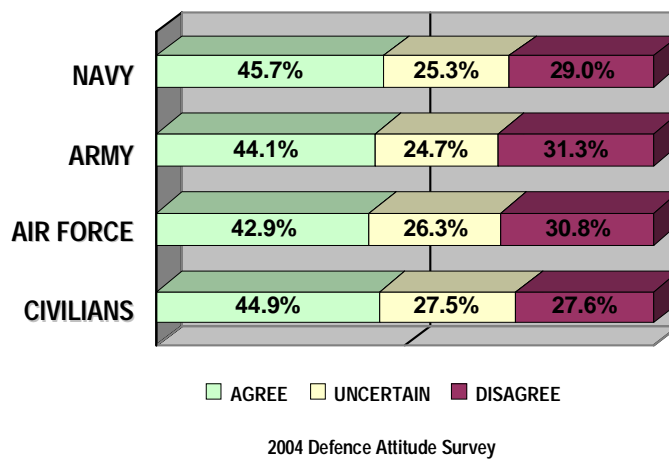


Figure 115 In my current work area, people are encouraged to examine what they do and to find ways to do it better.

In my current work area, people are encouraged to examine what they do and to find ways to do it better.

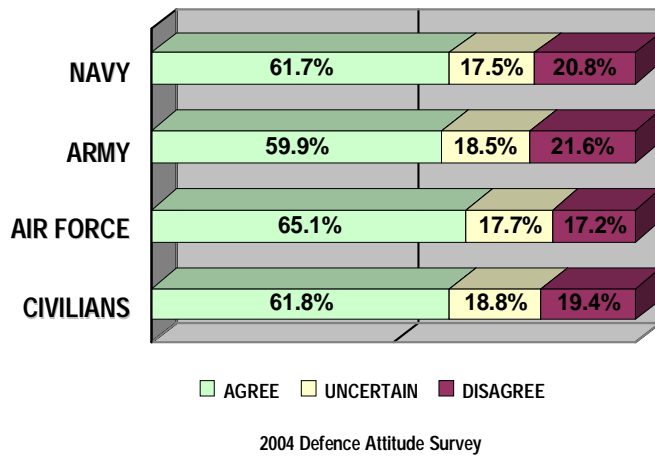


Figure 116 People in this work area are encouraged to learn from their mistakes.

People in this work area are encouraged to learn from their mistakes.

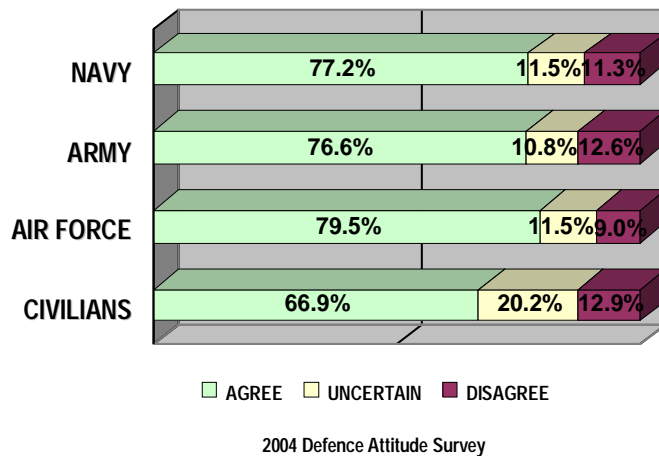


Figure 117 I clearly understand what is expected of me in this job.

I clearly understand what is expected of me
in this job.

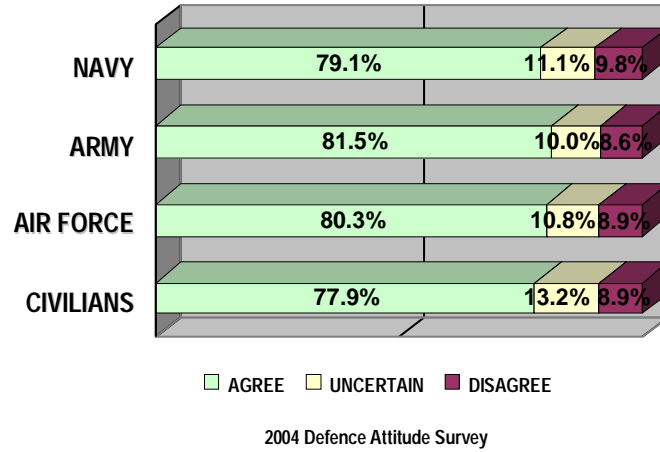


Figure 118 Thinking about your own life and personal circumstances, how satisfied are you with your life as a whole?

Thinking about your own life and personal circumstances, how satisfied are you with your life as a whole?

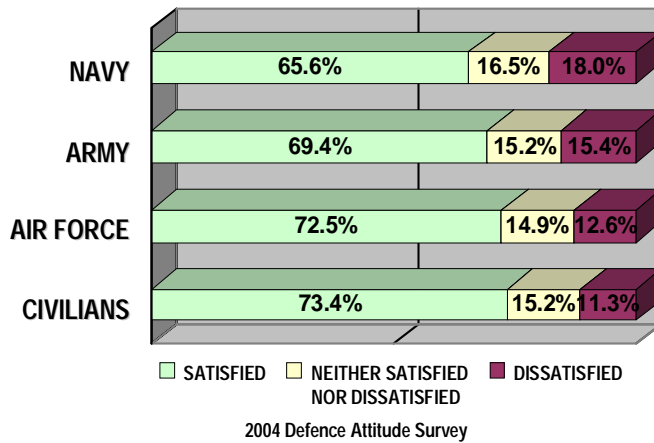


Figure 119 How satisfied are you with your health?

How satisfied are you with your health?

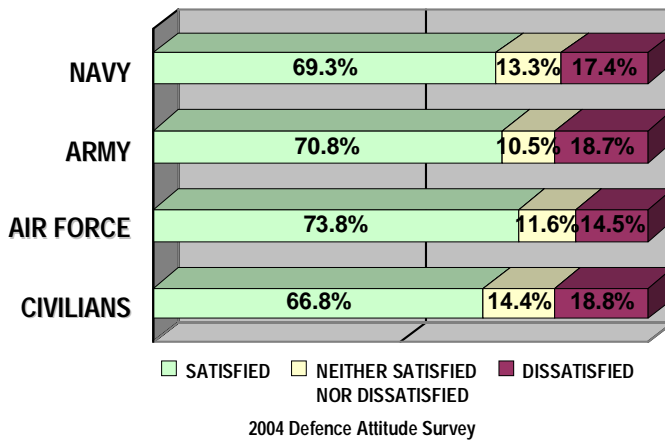


Figure 120 How satisfied are you with your standard of living?

How satisfied are you with your standard of living?

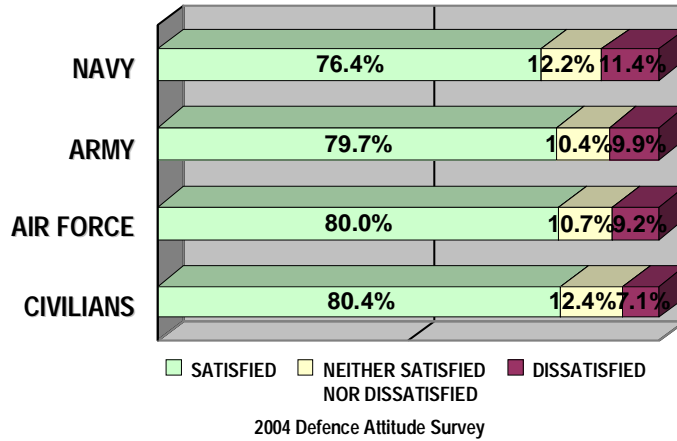


Figure 121 How satisfied are you with your achievements?

How satisfied are you with your achievements?

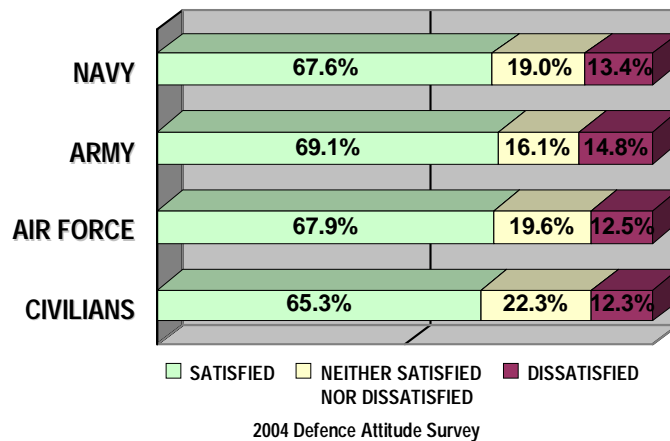


Figure 122 How satisfied are you with your personal relationships?

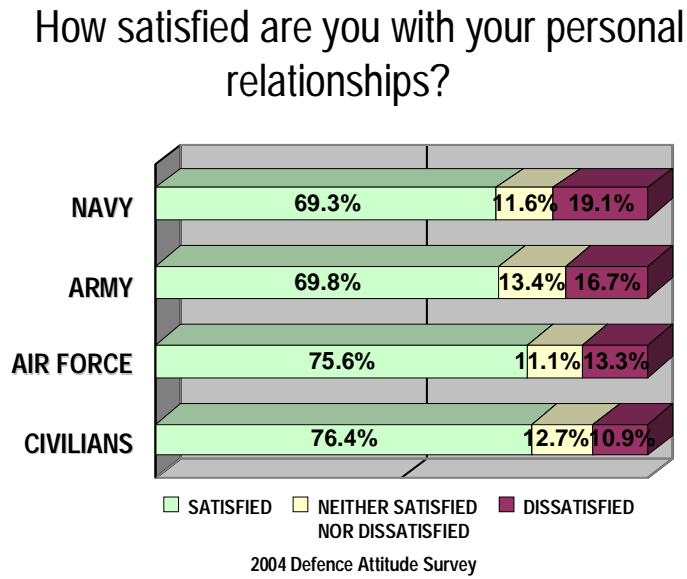


Figure 123 How satisfied are you with your links to the general community?

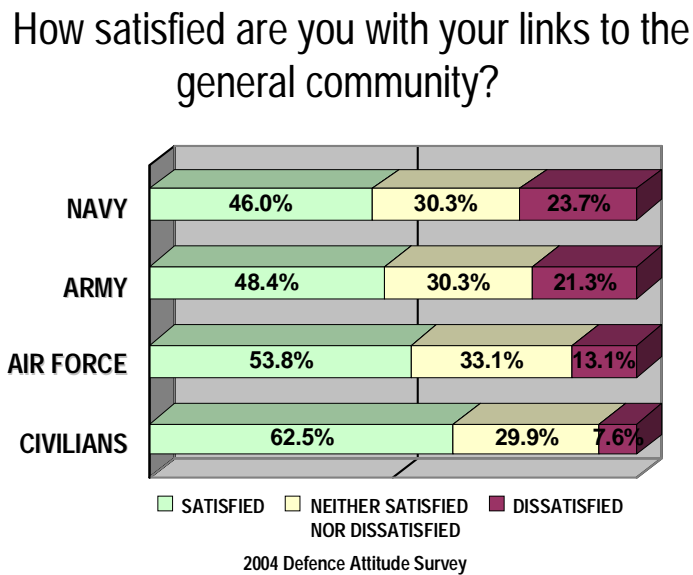


Figure 124 How satisfied are you with your links to the Defence community?

How satisfied are you with your links to the Defence community?

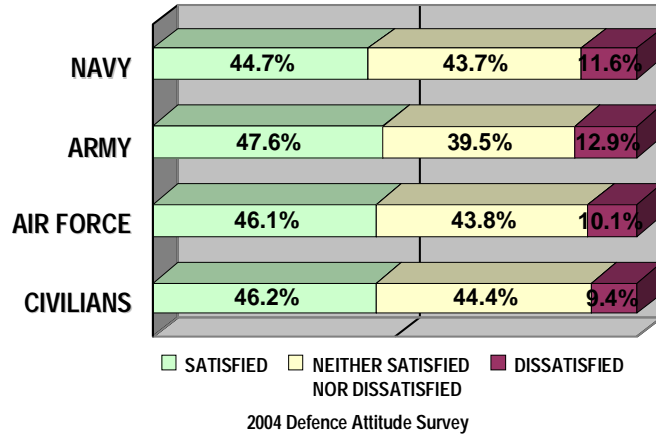


Figure 125 How would you rate your knowledge of mental health issues?

How would you rate your knowledge of mental health issues?

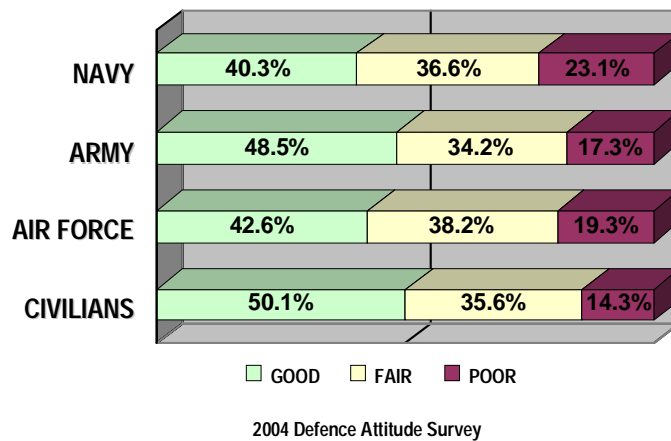


Figure 126 How would you rate your own mental health?

How would you rate your own mental health?

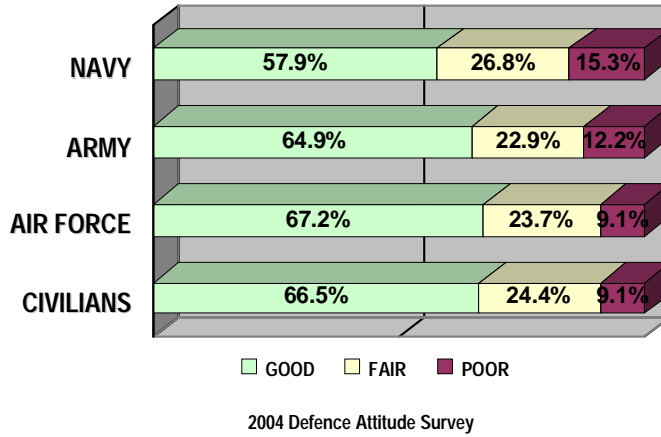


Figure 127 If you thought or felt you were mentally unwell, where would you seek help?

If you thought or felt you were mentally unwell, where would you seek help?

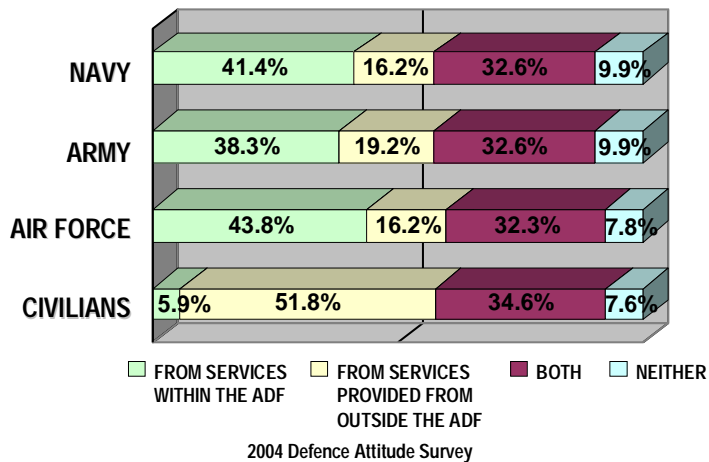


Figure 128 Mental health is an issue Defence should address.

Mental health is an issue Defence should address.

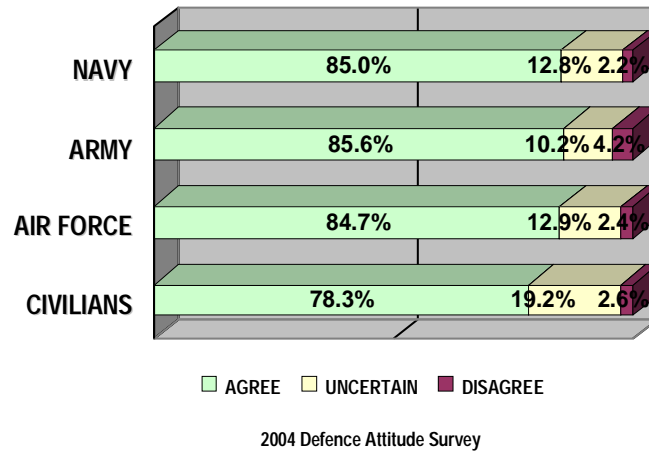


Figure 129 Alcohol abuse is a problem within Defence.

Alcohol abuse is a problem within Defence.

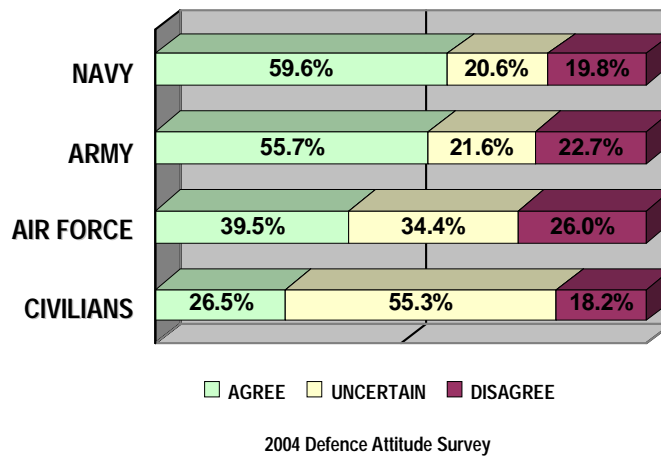


Figure 130 Drug abuse (including steroids) is a problem within Defence.

Drug abuse (including steroids) is a problem within Defence.

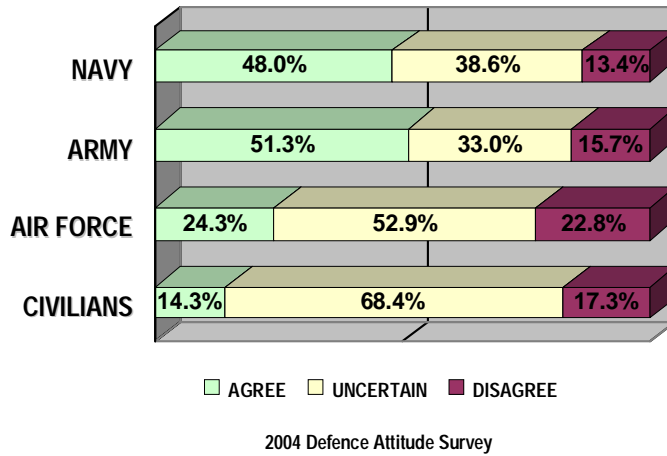


Figure 131 My social support network is satisfactory should I need to ask for help or talk about personal problems.

My social support network is satisfactory should I need to ask for help or talk about personal problems.

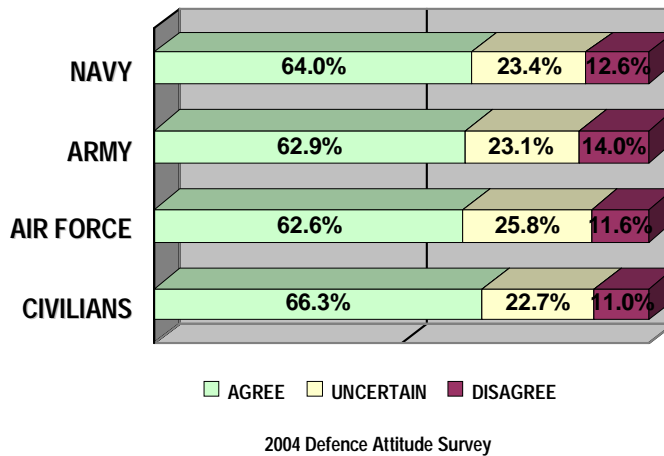


Figure 132 Overall, how would you rate the current level of stress in your personal life?

Overall, how would you rate the current level of stress in your personal life?

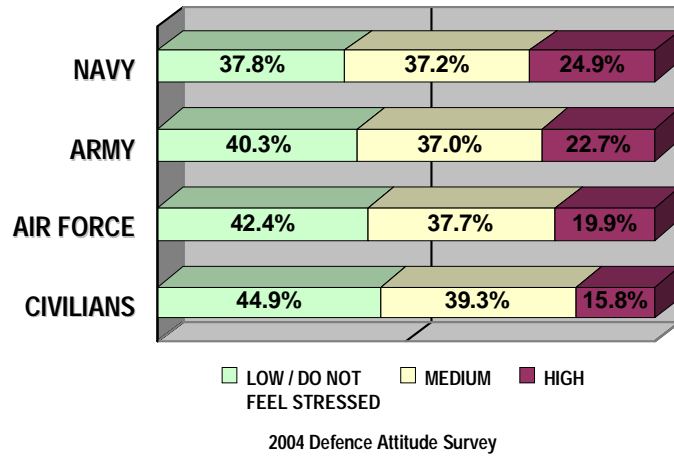


Figure 133 There doesn't seem to be any long term planning within Defence.

There doesn't seem to be any long term planning within Defence.

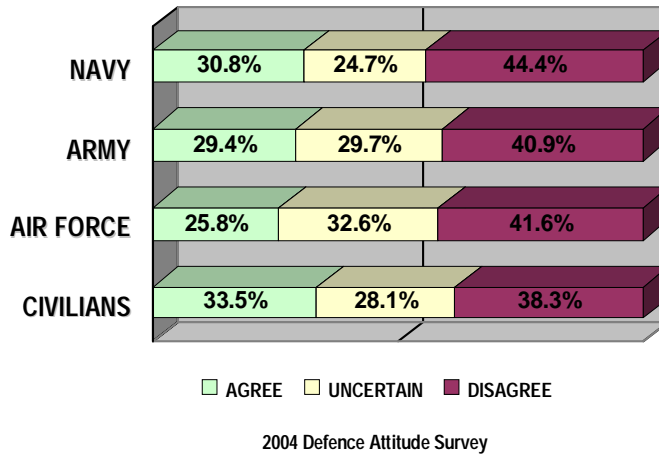


Figure 134 I am satisfied with the information that is communicated to me about changes to Defence.

I am satisfied with the information that is communicated to me about changes to Defence.

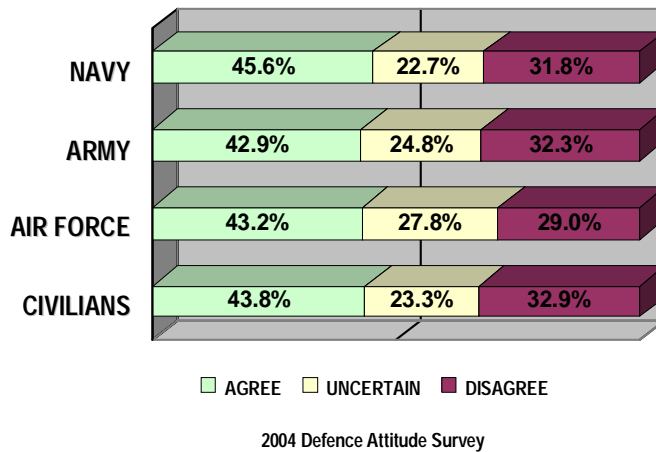


Figure 135 I am satisfied that the changes in Defence occur for a reason.

I am satisfied that the changes in Defence occur for a reason.

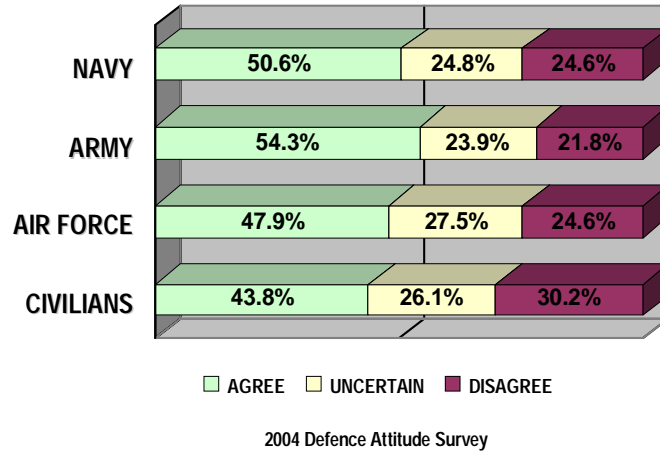


Figure 136 Changes in my workplace/section have been well planned.

Changes in my workplace / section have been well planned.

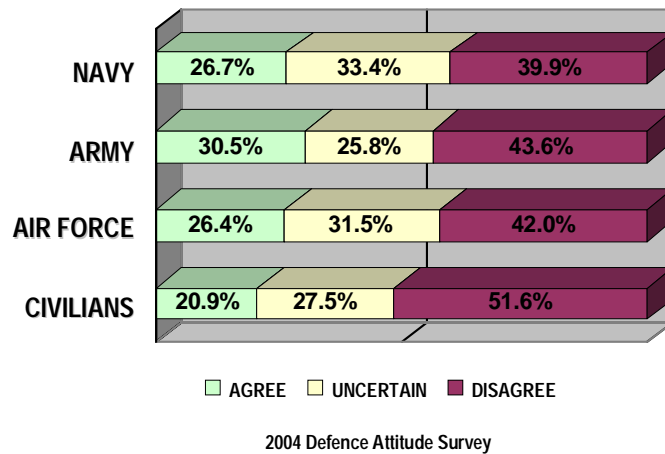


Figure 137 Service Newspapers are a reliable and useful source of information.

Service Newspapers are a reliable and useful source of information.

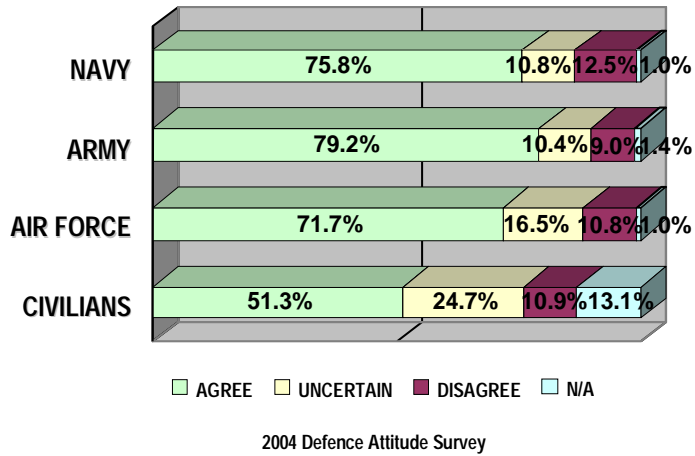


Figure 138 DEFGRAMS are a reliable and useful source of information.

DEFGRAMS are a reliable and useful source of information.

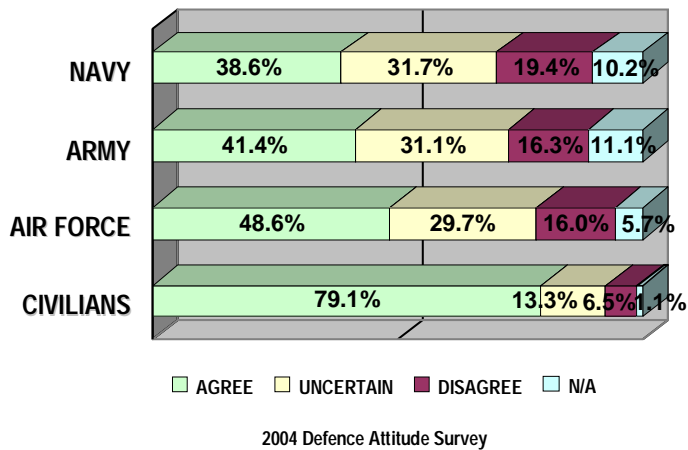


Figure 139 The Defence Information Bulletin is a reliable and useful source of information.

The Defence Information Bulletin is a reliable and useful source of information.

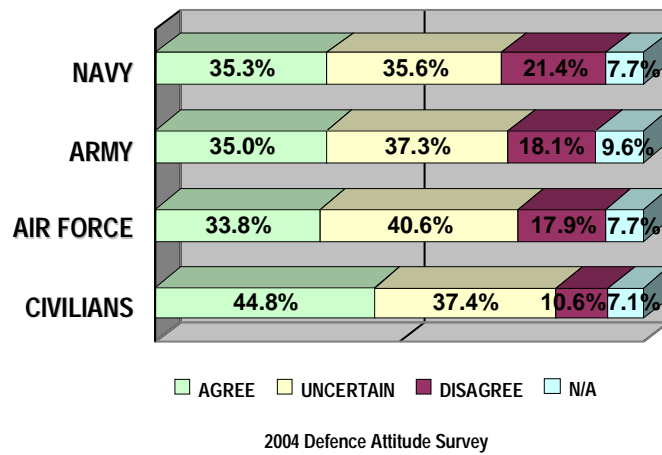


Figure 140 The DEFWEB is a reliable and useful source of information.

The DEFWEB is a reliable and useful source of information.

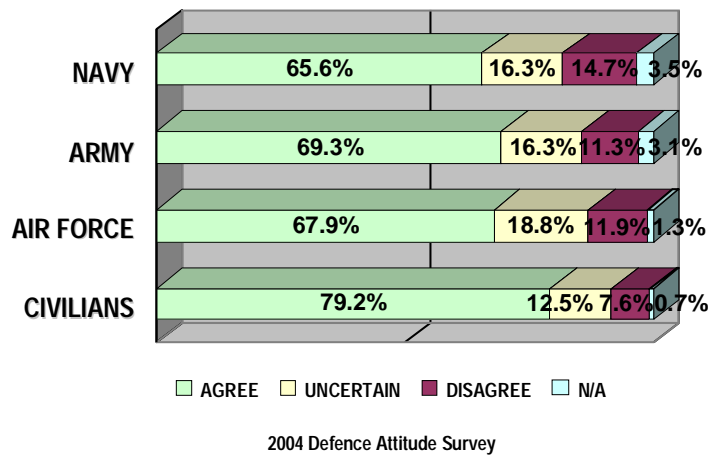


Figure 141 The Chain of Command is a reliable and useful source of information.

The Chain of Command is a reliable and useful source of information.

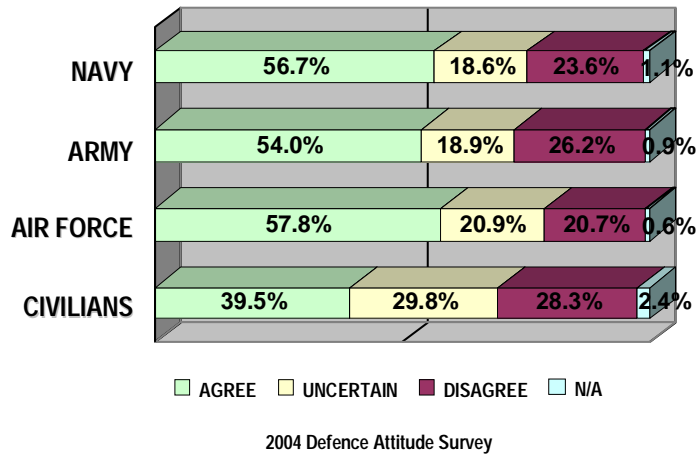


Figure 142 The Defence Family Matters Publication is a reliable and useful source of information.

The Defence Family Matters Publication is a reliable and useful source of information.

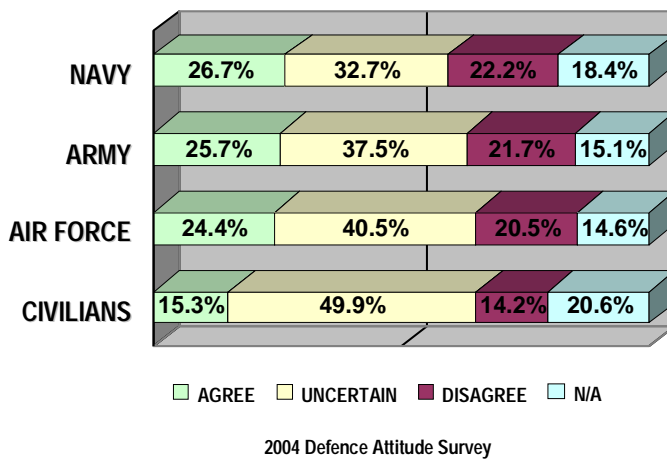


Figure 143 Internal information and communication of Defence issues is effective.

Internal information and communication of Defence issues is effective.

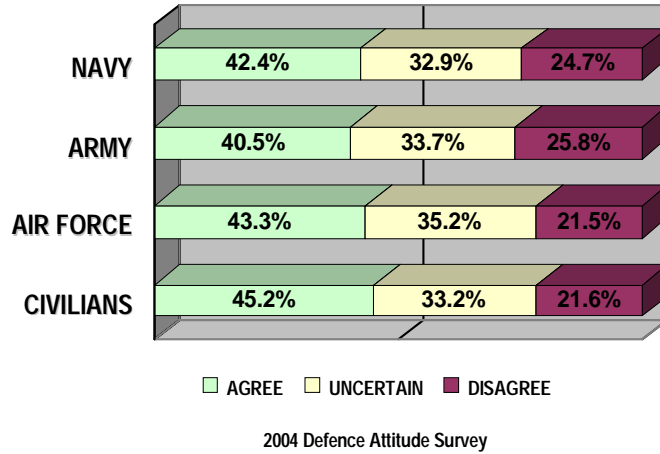


Figure 144 I clearly understand my personal security responsibilities within Defence.

I clearly understand my personal security responsibilities within Defence.

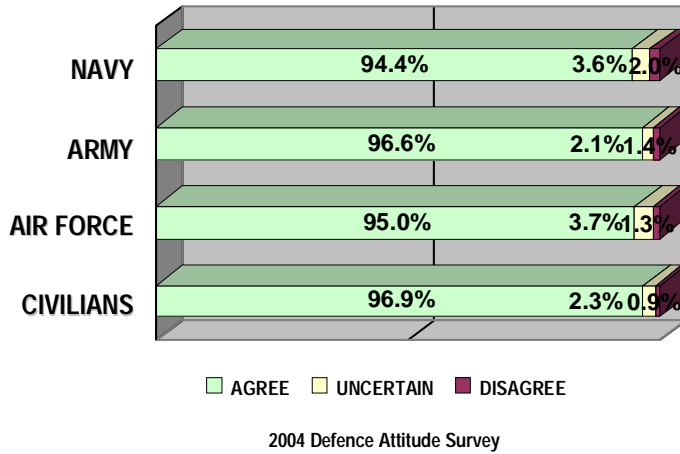


Figure 145 My immediate supervisor routinely demonstrates security awareness and practices that I consider to be appropriate security behaviours.

My immediate supervisor routinely demonstrates security awareness and practices that I consider to be appropriate security behaviours.

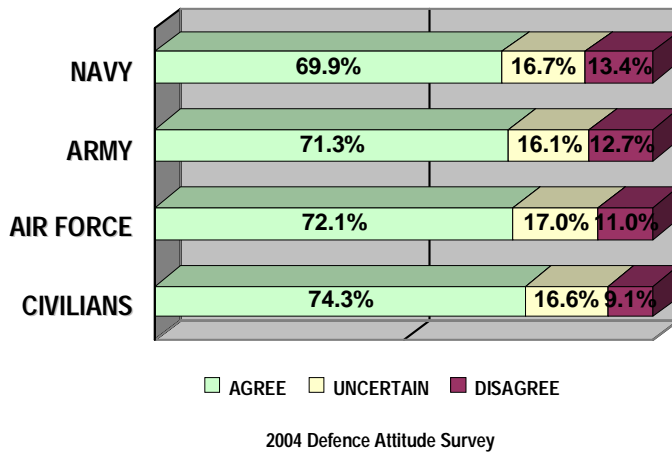


Figure 146 I consider that security personnel demonstrate care and diligence in the handling of security related issues.

I consider that security personnel demonstrate care and diligence in the handling of security related issues.

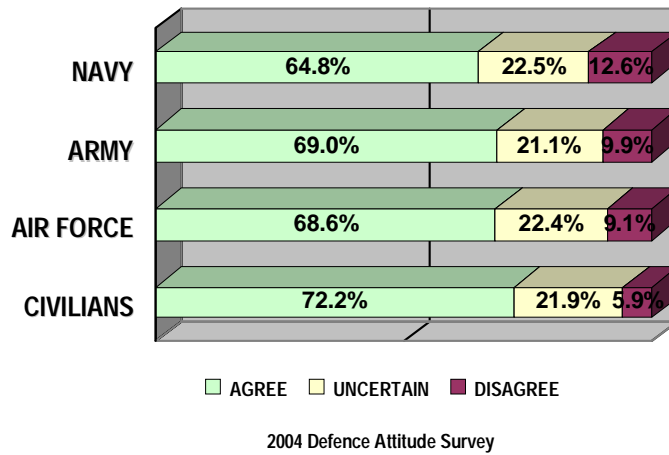


Figure 147 The Defence climate adequately reflects the importance of security within Defence.

The Defence climate adequately reflects the importance of security within Defence.

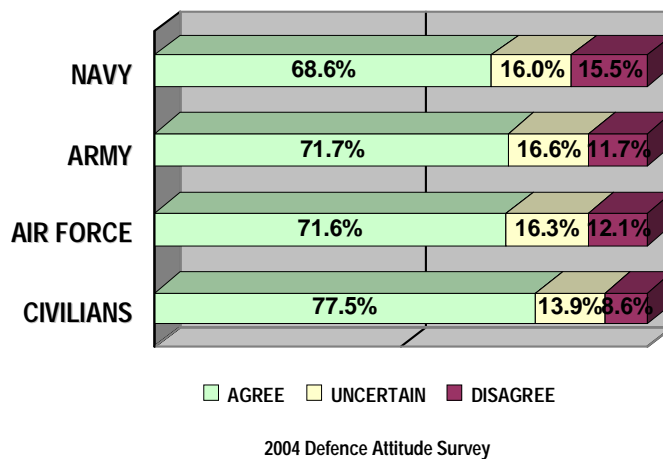


Figure 148 The 'need-to-know' principle is always followed in my work area.

The "need-to-know" principle is always followed in my work area.

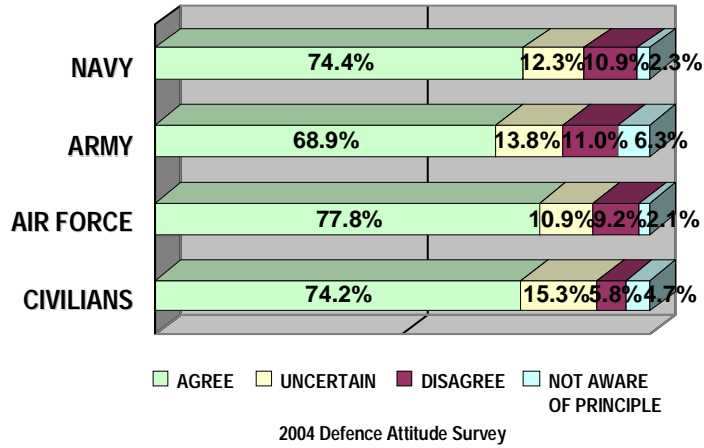


Figure 149 When I report an accident/incident/hazard, I believe appropriate action will be taken.

When I report an accident / incident / hazard,
I believe appropriate action will be taken.

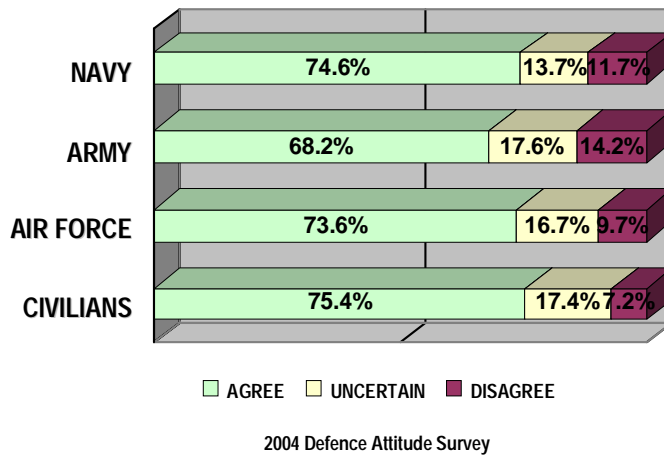


Figure 150 My workplace has a system in place to ensure that lessons learnt from safety reporting are integrated into our safety procedures.

My workplace has a system in place to ensure
that lessons learnt from safety reporting are
integrated into our safety procedures.

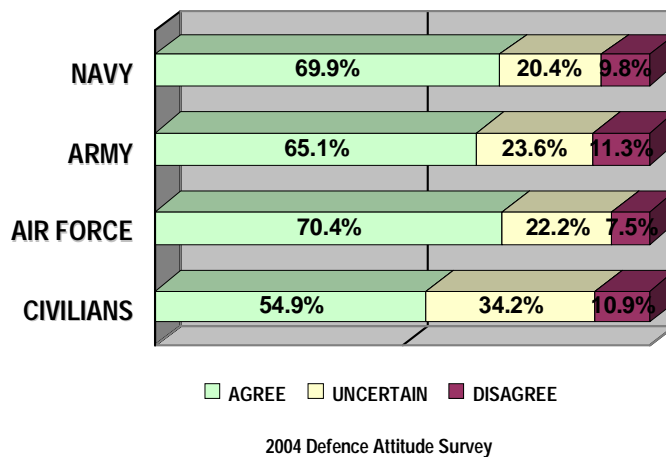


Figure 151 I know how/where to obtain safety information relevant to my workplace.

I know how / where to obtain safety information relevant to my workplace.

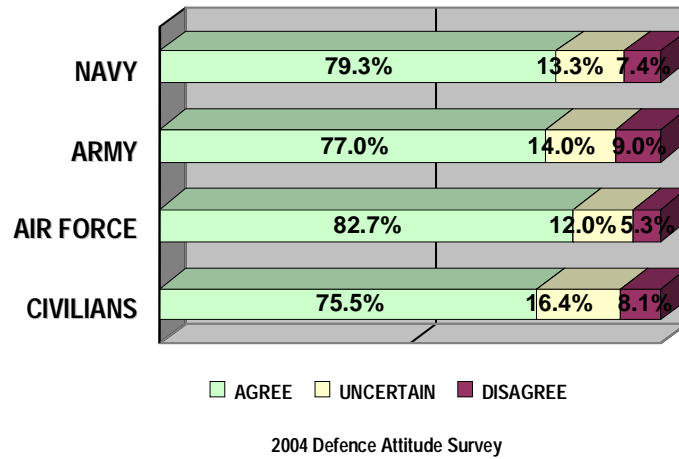


Figure 152 My commanders/managers promote a safe working environment.

My commanders / managers promote a safe working environment.

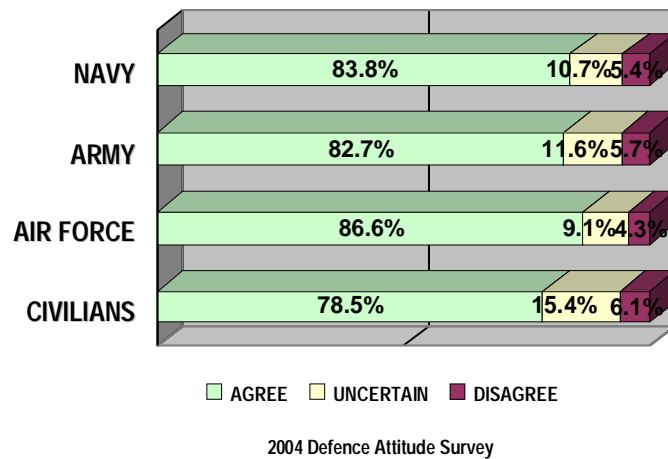


Figure 153 My immediate supervisor actively provides and supports a fair and inclusive work environment.

My immediate supervisor actively provides and supports a fair and inclusive work environment.

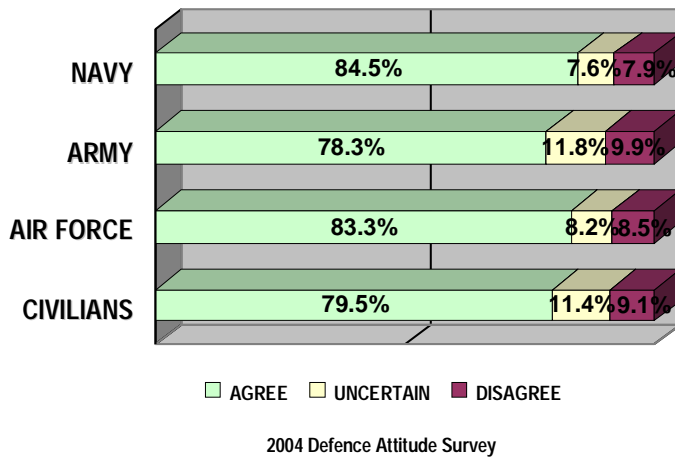


Figure 154 Discrimination and harassment of any form are not tolerated in my current unit/location.

Discrimination and harassment of any form are not tolerated in my current unit/location.

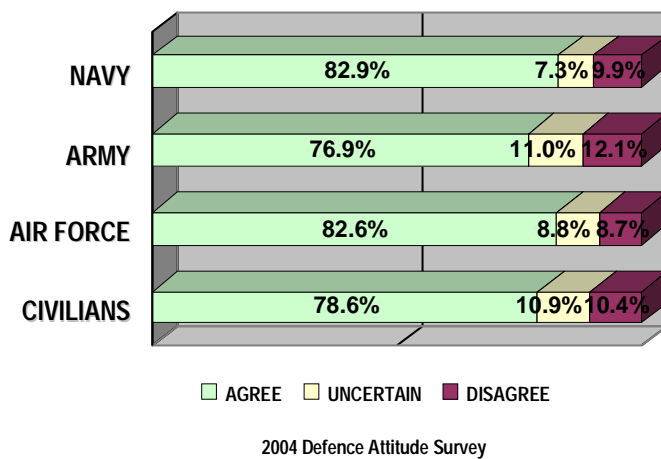


Figure 155 Diversity of skills, experience, background and ways of working are recognised and appreciate in Defence.

Diversity of skills, experience, background and ways of working are recognised and appreciated in Defence.

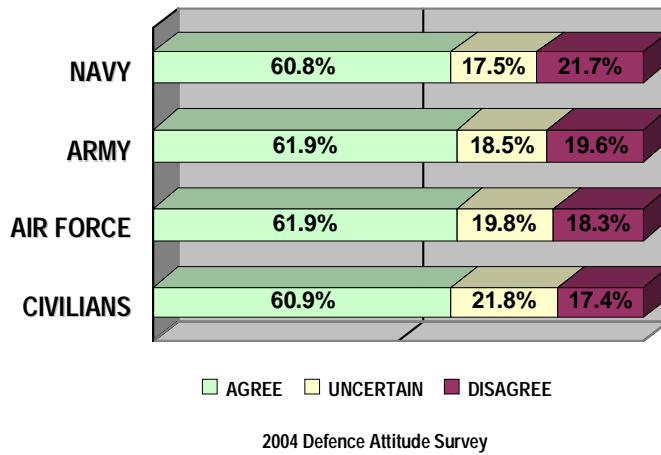


Figure 156 It doesn't matter what gender you are so long as you can handle the job.

It doesn't matter what gender you are as long as you can handle the job.

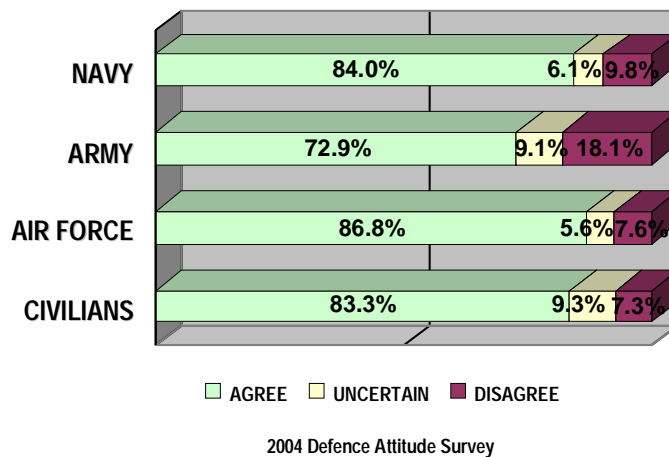


Figure 157 Incidents of discrimination or harassment are managed well in my workplace/section.

Incidents of discrimination or harassment are managed well in my workplace / section.

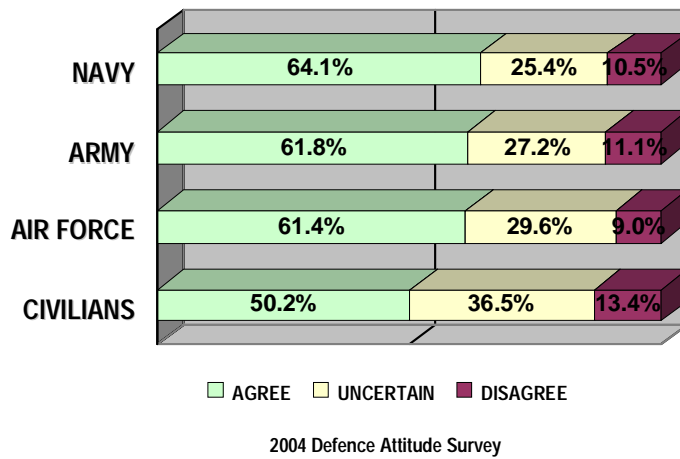


Figure 158 Defence has a responsibility to look after the natural environment.

Defence has a responsibility to look after the natural environment.

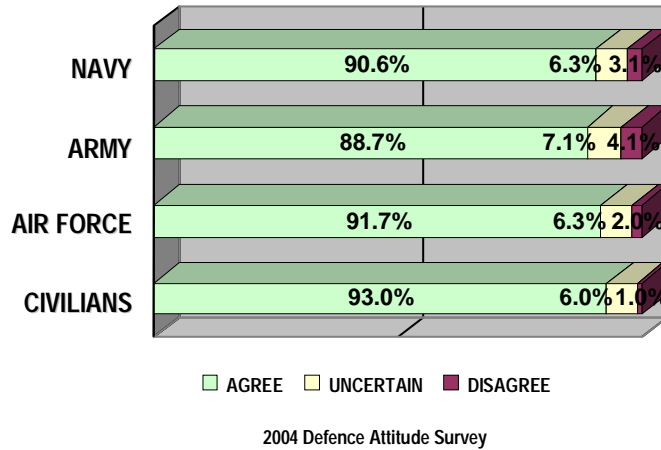


Figure 159 Personnel in my unit actively take steps to reduce the environmental impacts of their actions.

Personnel in my unit actively take steps to reduce the environmental impacts of their actions.

