



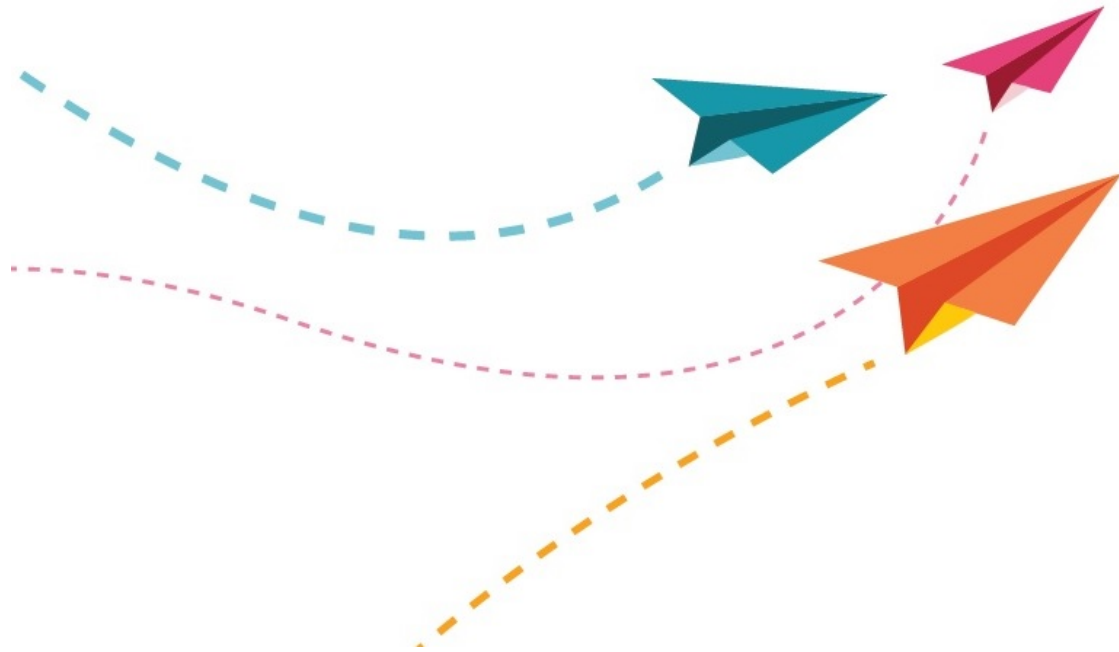
Australian Government
 Australian Public Service
 Commission

AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



Highlights Report: Australian Public Service Overall



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RESPONSES:
 104,471 of 136,527

RESPONSE RATE:
 77%

MAKING THE MOST OF YOUR RESULTS



01.

Identify the areas where you are performing well.

These will tend to be high results which are notably above any comparative results. These should be celebrated. Share the good news with employees.

Understanding your report and getting to action!

The results in this report give you summary information.

Take the time to fully understand this report and digest the results.

Consider your response rate and if it is representative of the views of your colleagues.

Identify areas that need improvement.

02.

These will be the lower results, and/or those which are scoring notably below your comparators. Consider discussing these areas with your colleagues in focus groups or individually or team meetings, gather their thoughts and solutions before deciding on actions to take.

03.

Consider if there is actually room for improvement.

This report shows the proportion of colleagues responding positively (strongly agree + agree), neutrally (neither agree nor disagree) or negatively (disagree + strongly disagree) to the question asked in the survey. Look at how your positive scores compare to your parent unit, and your last survey's results.

04.

Consider the impact of high neutral responses (lots of employees ticking 'neither agree nor disagree')

Ask your colleagues about their views to find out what is causing this. More communication and involvement may help to shift them to a positive frame of mind.

Take action - think 'quick wins', short term and long term.

05.

Encourage all colleagues to help with action planning and implementation.

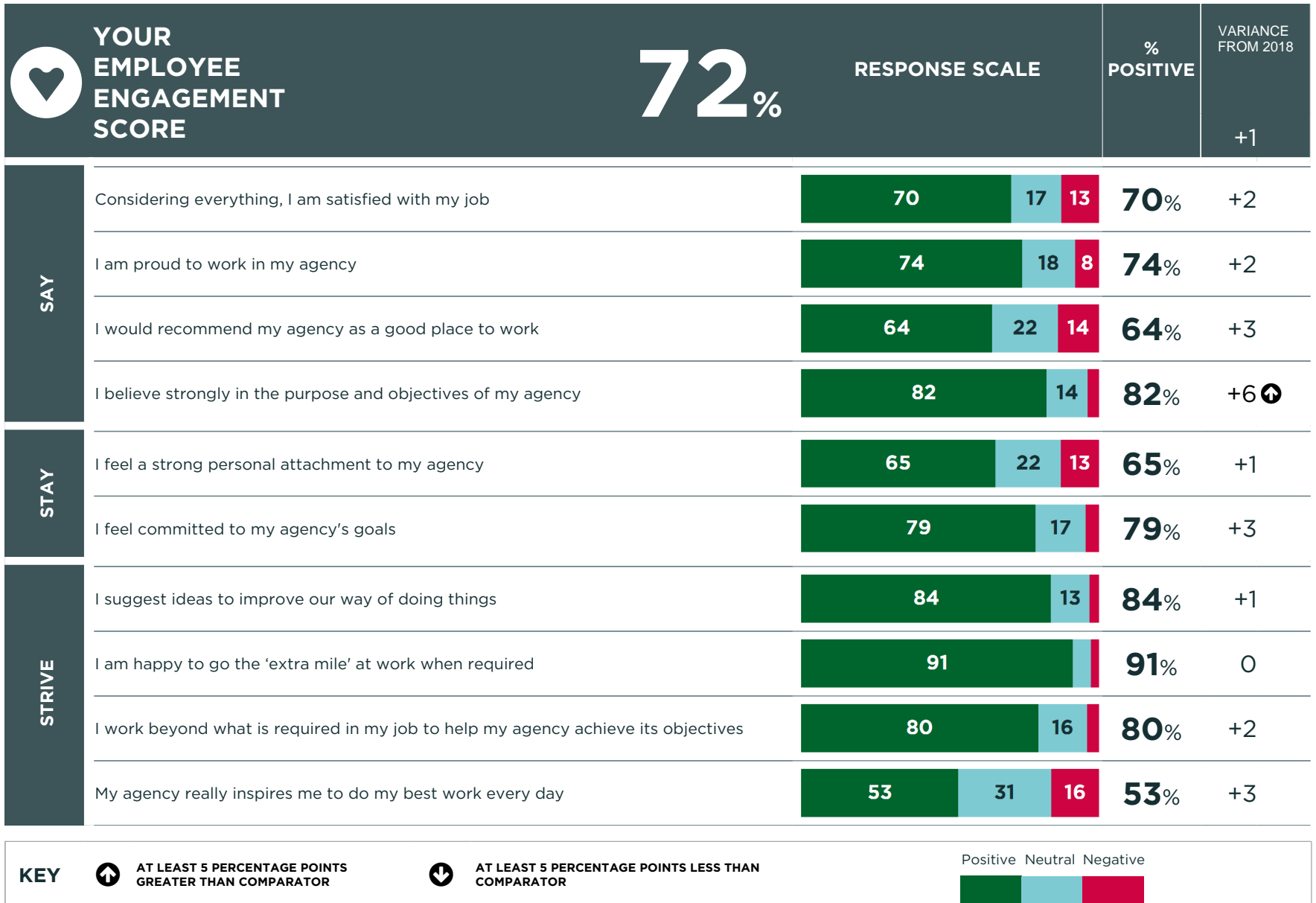
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

ENGAGEMENT SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.



INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

| Demographics | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|---|----------------|------------|--------------------|
| What is your gender? | | | |
| Male | | 37% | -1 |
| Female | | 59% | 0 |
| X (Indeterminate/Intersex/Unspecified) | | 0% | 0 |
| Prefer not to say | | 4% | 0 |
| Do you identify as Aboriginal and/or Torres Strait Islander? | | | |
| Yes | | 4% | 0 |
| No | | 96% | 0 |
| Do you have an ongoing disability? | | | |
| Yes | | 8% | 0 |
| No | | 92% | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics

RESPONSE SCALE

%

VARIANCE
FROM 2018

In which country were you born?

| | | | |
|---------------|--|------------|---|
| Australia | | 78% | 0 |
| Other country | | 22% | 0 |

Do you speak a language other than English at home?

| | | | |
|------------------|--|------------|----|
| No, English only | | 81% | -1 |
| Yes, other | | 19% | +1 |

Do you have carer responsibilities?

| | | | |
|-----|--|------------|----|
| Yes | | 41% | +2 |
| No | | 59% | -2 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics

RESPONSE SCALE

%

VARIANCE
FROM 2018

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

| | | | |
|-------------------|--|-----|----|
| Yes | | 5% | 0 |
| No | | 91% | -1 |
| Prefer not to say | | 5% | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|-------------|---|----------------|------------|--------------------|
| Attitudinal | The people in my workgroup behave in an accepting manner towards people from diverse backgrounds | 88 | 88% | 0 |
| | My SES manager actively supports people of diverse backgrounds | 68 | 68% | +3 |
| | My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+) | 79 | 79% | +2 |
| | My supervisor actively supports people from diverse backgrounds | 86 | 86% | 0 |
| | My agency supports and actively promotes an inclusive workplace culture | 78 | 78% | +3 |

KEY

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

Positive Neutral Negative

WELLBEING INDEX



WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF WELLBEING FOR EMPLOYEES WITHIN AN ORGANISATION. IT MEASURES BOTH THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.

HIGH LEVELS OF ENGAGEMENT WILL NOT BE SUSTAINABLE AND WILL LEAD TO BURN OUT WITHOUT RECIPROCALLY STRONG LEVELS OF WELLBEING.

YOUR WELLBEING INDEX SCORE

67%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2018

| | | | | | |
|--|----|----|----|------------|----|
| I am satisfied with the policies/practices in place to help me manage my health and wellbeing | 70 | 20 | 10 | 70% | +1 |
| My agency does a good job of communicating what it can offer me in terms of health and wellbeing | 62 | 24 | 14 | 62% | +3 |
| My agency does a good job of promoting health and wellbeing | 61 | 25 | 14 | 61% | +4 |
| I think my agency cares about my health and wellbeing | 58 | 25 | 17 | 58% | +3 |
| I believe my immediate supervisor cares about my health and wellbeing | 82 | 12 | 6 | 82% | +1 |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

SENIOR LEADERSHIP



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2018 |
|--|--|----------------|----|----|------------|--------------------|
| Senior leadership: Immediate SES manager | My SES manager is of a high quality | 68 | 24 | 8 | 68% | +2 |
| | My SES manager is sufficiently visible (e.g. can be seen in action) | 65 | 20 | 15 | 65% | +2 |
| | My SES manager communicates effectively | 66 | 22 | 12 | 66% | +2 |
| | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 67 | 26 | 8 | 67% | +2 |
| | My SES manager effectively leads and manages change | 60 | 28 | 12 | 60% | +2 |
| | My SES manager engages with staff on how to respond to future challenges | 62 | 25 | 13 | 62% | +2 |

KEY

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

Positive Neutral Negative

SENIOR LEADERSHIP



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2018 |
|----------------------------|--|----------------|----|----|------------|--------------------|
| Senior Leadership: All SES | In my agency, the SES are sufficiently visible (e.g. can be seen in action) | 55 | 24 | 21 | 55% | +2 |
| | In my agency, communication between the SES and other employees is effective | 49 | 30 | 22 | 49% | +3 |
| | In my agency, the SES actively contribute to the work of our agency | 64 | 26 | 10 | 64% | +4 |
| | In my agency, the SES are of a high quality | 56 | 31 | 13 | 56% | +4 |
| | In my agency, the SES work as a team | 46 | 38 | 16 | 46% | +3 |
| | In my agency, the SES clearly articulate the direction and priorities for our agency | 57 | 29 | 14 | 57% | +2 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



IMMEDIATE SUPERVISOR



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|----------------------|--|----------------|------------|--------------------|
| Immediate supervisor | My supervisor treats people with respect | 88 7 | 88% | 0 |
| | My supervisor communicates effectively | 79 11 10 | 79% | +1 |
| | My supervisor encourages me to contribute ideas | 84 10 | 84% | +1 |
| | My supervisor displays resilience when faced with difficulties or failures | 80 13 | 80% | +2 |
| | My supervisor gives me responsibility and holds me to account for what I deliver | 86 10 | 86% | +1 |
| | My supervisor challenges me to consider new ways of doing things | 75 17 8 | 75% | +3 |

KEY

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

IMMEDIATE SUPERVISOR



**EXPLORE
THE FULL
RESULTS**

| Immediate supervisor | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|----------------------|----------------|---|--------------------|
|----------------------|----------------|---|--------------------|

Where is your immediate supervisor's normal work location?

| | | | |
|---|--|------------|----|
| In the same office as me | | 80% | -1 |
| In the same office as me but on a different floor | | 3% | 0 |
| In a different office, but in the same town/city | | 3% | 0 |
| In a different town/city or state | | 14% | +1 |
| In a different country | | 0% | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|---------|---|----------------|------------|--------------------|
| Culture | I receive the respect I deserve from my colleagues at work | | 76% | 0 |
| | Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive] | | 54% | +1 |
| | My agency actively encourages ethical behaviour by all of its employees | | 80% | +1 |
| | I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive] | | 31% | +1 |
| | Staff are consulted about change at work | | 48% | +2 |
| | I am happy to go the 'extra mile' at work when required | | 91% | 0 |
| | Internal communication within my agency is effective | | 48% | +3 |
| | In general, employees in my agency feel they are valued for their contribution | | 47% | +4 |
| | My agency really inspires me to do my best work every day | | 53% | +3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CULTURE



**EXPLORE
THE FULL
RESULTS**

APS Values

RESPONSE SCALE

%

VARIANCE
FROM 2018

Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?

| | | | |
|-----------|--|------------|----|
| Always | | 51% | +3 |
| Often | | 40% | -2 |
| Sometimes | | 7% | -1 |
| Rarely | | 1% | 0 |
| Never | | 0% | 0 |
| Not sure | | 1% | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

| APS Values | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|------------|----------------|---|--------------------|
|------------|----------------|---|--------------------|

Does your supervisor act in accordance with the APS Values in his or her everyday work?

| | | | |
|-----------|--|------------|----|
| Always | | 62% | +3 |
| Often | | 29% | -2 |
| Sometimes | | 6% | 0 |
| Rarely | | 1% | 0 |
| Never | | 0% | 0 |
| Not sure | | 2% | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values

RESPONSE SCALE

%

VARIANCE
FROM 2018

Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?

| | | | |
|-----------|--|------------|----|
| Always | | 44% | +5 |
| Often | | 31% | -1 |
| Sometimes | | 9% | -1 |
| Rarely | | 2% | -1 |
| Never | | 1% | 0 |
| Not sure | | 13% | -1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

WORKPLACE CULTURE



**EXPLORE
THE FULL
RESULTS**

| APS Values | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|------------|----------------|---|--------------------|
|------------|----------------|---|--------------------|

Do senior leaders (i.e. the SES) in your agency promote the APS Values?

| | | | |
|-----------|--|------------|---|
| Always | | 42% | - |
| Often | | 31% | - |
| Sometimes | | 13% | - |
| Rarely | | 4% | - |
| Never | | 1% | - |
| Not sure | | 10% | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

| Discrimination | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|---|----------------|-----|--------------------|
| During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic? | | | |
| Yes | | 12% | 0 |
| No | | 88% | 0 |
| Did this discrimination occur in your current agency? | | | |
| Yes | | 94% | +1 |
| No | | 6% | -1 |
| Basis for the discrimination that you experienced (3 highest responses): | | | |
| Gender | | 32% | - |
| Age | | 27% | - |
| Caring responsibilities | | 24% | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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

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

Bullying and harassment

RESPONSE SCALE

%

VARIANCE FROM 2018

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

| | | | |
|----------|--|-----|----|
| Yes | | 13% | -1 |
| No | | 80% | 0 |
| Not Sure | | 7% | +1 |

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

| | | | |
|---|--|-----|---|
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming) | | 49% | - |
| Interference with work tasks (i.e. withholding needed information, undermining or sabotage) | | 41% | - |
| Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development) | | 38% | - |

Person responsible for the harassment or bullying (3 highest responses):

| | | | |
|--|--|-----|---|
| Co-worker | | 39% | - |
| Someone more senior (other than your supervisor) | | 33% | - |
| A previous supervisor | | 26% | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO INDICATED THAT THEY HAD WITNESSED POTENTIAL CORRUPT BEHAVIOUR WERE ASKED TO DESCRIBE THE BEHAVIOUR. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF CORRUPT BEHAVIOURS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

| Corruption | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|------------|----------------|---|--------------------|
|------------|----------------|---|--------------------|

Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?

| | | | |
|----------------------------|--|-----|----|
| Yes | | 4% | 0 |
| No | | 88% | +1 |
| Not sure | | 5% | 0 |
| Would prefer not to answer | | 3% | 0 |

Types of corrupt behaviours witnessed (3 highest responses):

| | | | |
|---|--|-----|---|
| Cronyism—preferential treatment of friends | | 69% | - |
| Nepotism—preferential treatment of family members | | 25% | - |
| Acting (or failing to act) in the presence of an undisclosed conflict of interest | | 23% | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|------------|--|----------------|------------|--------------------|
| Corruption | My agency has procedures in place to manage corruption | 84 13 | 84% | +1 |
| | It would be hard to get away with corruption in my workplace | 71 21 9 | 71% | +2 |
| | I am confident that colleagues in my workplace would report corruption | 81 14 | 81% | +1 |
| | I feel confident that I would know what to do if I identified corruption in my workplace | 83 12 | 83% | +1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|----------|--|----------------|------------|--------------------|
| Your job | My job gives me opportunities to utilise my skills | 81 10 9 | 81% | +1 |
| | I am fairly remunerated (e.g. salary, superannuation) for the work that I do | 63 16 21 | 63% | +2 |
| | Considering everything, I am satisfied with my job | 70 17 13 | 70% | +2 |
| | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | 77 12 11 | 77% | +1 |
| | I am satisfied with the stability and security of my current job | 73 13 15 | 73% | +3 |
| | I am satisfied with the opportunities for career progression in my agency | 43 24 33 | 43% | +3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|-------------------------------|--|----------------|------------|--------------------|
| Flexible working arrangements | My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender | | 83% | +1 |
| | My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender | | 63% | +3 |
| Work-life balance | Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | | 75% | +1 |
| Mobility | My agency provides opportunities for mobility within my agency (e.g. temporary transfers) | | 55% | +2 |
| | My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers) | | 29% | -3 |
| | My immediate supervisor actively supports opportunities for mobility | | 47% | -3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKGROUP PERFORMANCE



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|--|----------------|------------|--------------------|
| My workgroup has the appropriate skills, capabilities, and knowledge to perform well | | 75% | - |
| My workgroup has the tools and resources we need to perform well | | 59% | -3 |
| The work processes we have in place allow me to be as productive as possible | | 54% | +2 |
| The people in my workgroup complete work to a high standard | | 78% | -1 |
| The people in my work group use time and resources efficiently | | 70% | - |
| My supervisor ensures that my workgroup delivers on what we are responsible for | | 79% | -1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PERFORMANCE MANAGEMENT



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|--|----------------|---|--------------------|
|--|----------------|---|--------------------|

Please indicate whether you have experienced each of the following in the past 12 months:

Received regular and timely feedback from your supervisor

| | | | |
|-----|--|------------|---|
| Yes | | 83% | 0 |
| No | | 17% | 0 |

Received constructive feedback from your supervisor

| | | | |
|-----|--|------------|---|
| Yes | | 84% | 0 |
| No | | 16% | 0 |

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

| | | | |
|-----|--|------------|---|
| Yes | | 82% | 0 |
| No | | 18% | 0 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



**EXPLORE
THE FULL
RESULTS**

| | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|---|----------------|------------|--------------------|
| In the past 12 months, have you discussed with your supervisor your overall performance over the previous year and the performance expectations for the future year? | | | |
| Yes | | 75% | -2 |
| No | | 9% | 0 |
| Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur) | | 16% | +2 |
| In the past 12 months, did your supervisor recognise when your job performance changed for any reason? | | | |
| Yes | | 26% | -2 |
| No | | 16% | 0 |
| Not applicable (e.g. my performance has not changed) | | 58% | +2 |

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PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|--|----------------|------------|--------------------|
| To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous? | | 61% | -6 ↓ |
| To what extent do you agree that the support by your supervisor has helped to improve your performance? | | 60% | -1 |
| My overall experience of performance management in my agency has been useful for my development | | 48% | 0 |
| My supervisor openly demonstrates commitment to performance management | | 64% | 0 |
| I received recognition when I last accomplished something significant at work | | 67% | +1 |
| I can identify a clear connection between my job and my agency's purpose | | 82% | +3 |

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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PERFORMANCE MANAGEMENT



EXPLORE
THE FULL
RESULTS

Managing Underperformance

RESPONSE SCALE

%

VARIANCE
FROM 2018

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

| | | | |
|----------------------------|--|------------|---|
| Strongly agree | | 3% | - |
| Agree | | 17% | - |
| Neither agree nor disagree | | 44% | - |
| Disagree | | 23% | - |
| Strongly disagree | | 13% | - |

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PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

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

EMPLOYEES WHO INDICATED THAT THEY HAD FOUND SOMETHING PARTICULARLY BENEFICIAL OR HELPFUL WHILE MANAGING THIS UNDERPERFORMANCE WERE ASKED WHAT THEY HAD FOUND BENEFICIAL OR HELPFUL. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

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

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

| | | | |
|---|--|-----|---|
| The time required to manage the underperformance | | 67% | - |
| The previous manager did not address the underperformance | | 54% | - |
| Managing the impact of the underperformer on team members and/or colleagues | | 54% | - |

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

| | | | |
|--|--|-----|---|
| Support from my immediate supervisor | | 67% | - |
| Support from my agency's HR area | | 53% | - |
| Access to resources to support the process | | 33% | - |

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CAPABILITY



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|---|----------------|------------|--------------------|
| My supervisor provides time for me to attend learning programs | | 80% | +3 |
| My supervisor shares links, readings and information | | 73% | +4 |
| My supervisor provides me with opportunities to develop relevant capabilities for my career | | 66% | +3 |
| My supervisor gives me the opportunity to apply what I learn in my day-to-day work | | 74% | +4 |
| I access learning and development solutions to meet my needs | | 74% | - |
| I have a clear understanding of my development needs | | 78% | +4 |
| I spend time out of working hours building my capability | | 53% | +3 |
| I seek out opportunities to apply what I learn in my day-to-day work | | 78% | +3 |

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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



CAREER INTENTIONS



EXPLORE THE FULL RESULTS

EMPLOYEES WHO INDICATED THAT THEY WANTED TO LEAVE THEIR AGENCY AS SOON AS POSSIBLE OR WITHIN THE NEXT 12 MONTHS WERE ASKED WHY THEY WANTED TO DO SO. EMPLOYEES COULD SELECT ONLY ONE OPTION FROM A LIST OF ITEMS.

| | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|---|----------------|-----|--------------------|
| In the last 12 months, have you applied for a job? | | | |
| Yes, outside the APS | | 12% | 0 |
| Yes, in my agency | | 38% | +1 |
| Yes, in another APS agency | | 18% | 0 |
| No | | 48% | -2 |
| Which of the following statements best reflects your current thoughts about working for your agency? | | | |
| I want to leave my agency as soon as possible | | 6% | 0 |
| I want to leave my agency within the next 12 months | | 9% | 0 |
| I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment | | 10% | -1 |
| I want to stay working for my agency for the next one to two years | | 25% | +1 |
| I want to stay working for my agency for at least the next three years | | 50% | 0 |

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CAREER INTENTIONS



EXPLORE THE FULL RESULTS

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| | RESPONSE SCALE | % | VARIANCE FROM 2018 |
|---|----------------|------------|--------------------|
| Primary reasons behind desire to leave agency (3 highest responses): | | | |
| There is a lack of future career opportunities in my agency | | 25% | - |
| I want to try a different type of work or I'm seeking a career change | | 12% | - |
| Other | | 9% | - |

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RISK MANAGEMENT



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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 |
|--|----------------|------------|--------------------|
| My agency supports employees to escalate risk-related issues with managers | | 70% | -1 |
| Risk management concerns are discussed openly and honestly in my agency | | 59% | -3 |
| My agency provides me with opportunities to develop and enhance my skills to manage risk effectively | | 52% | - |
| Appropriate risk taking is rewarded in my agency | | 25% | -3 |
| SES in my agency demonstrate the importance of managing risk appropriately | | 43% | - |
| When things go wrong, my agency uses this as an opportunity to learn | | 46% | - |

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Positive Neutral Negative



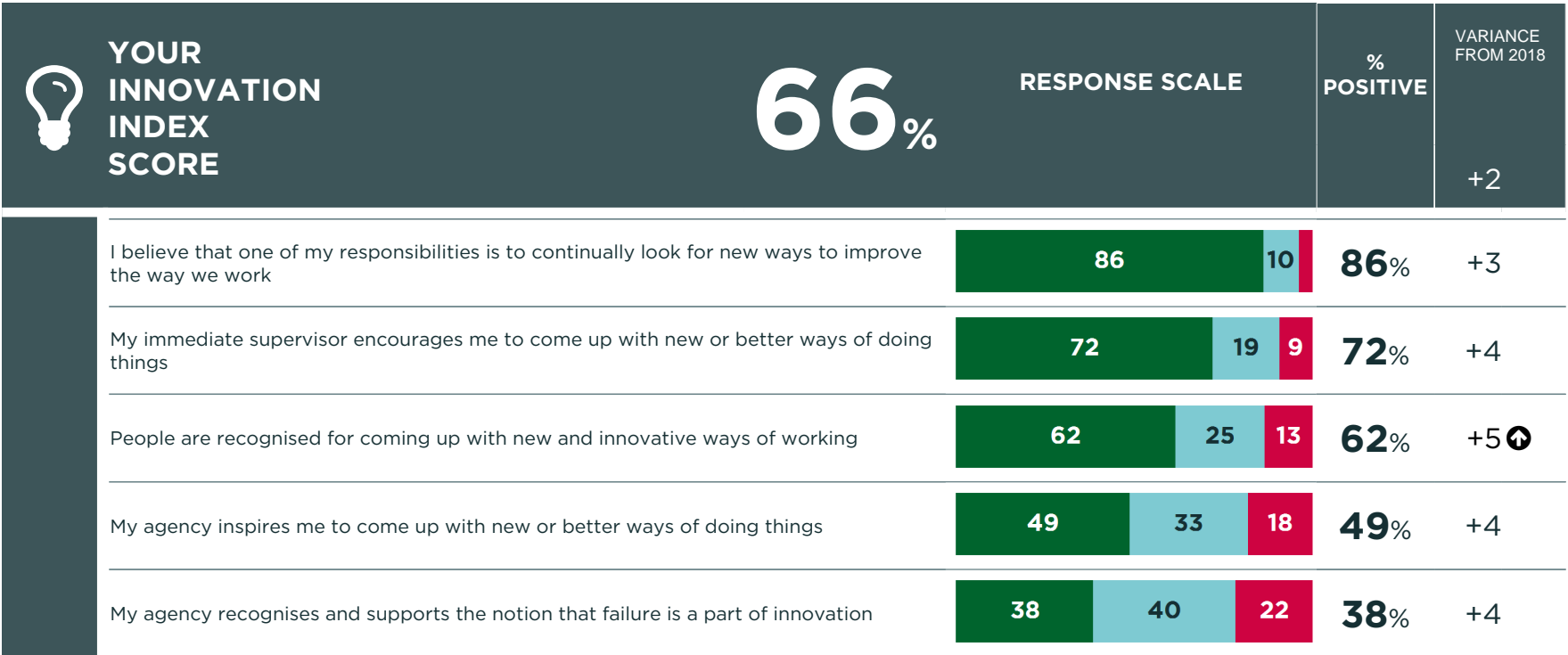
INNOVATION INDEX




INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.

IT IS IMPORTANT TO BALANCE HIGH LEVELS OF INNOVATION WITH EQUALLY STRONG LEVELS OF ENGAGEMENT. ORGANISATIONS THAT ENABLE AND ENCOURAGE INNOVATION AMONG EMPLOYEES WHO ARE NOT ENGAGED RISK A POTENTIAL MISALIGNMENT OF GOALS AND OBJECTIVES.




TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.


INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?


OPPORTUNITIES

Areas we need to focus on and turn into action plans:

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

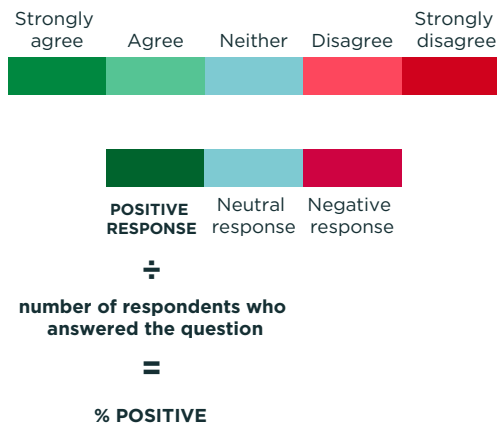
PRIORITISE 3 AREAS TO TAKE FORWARD

| | PRIORITISE 3 AREAS FOR ACTION | TIMESCALES | OWNER | RESOURCES REQUIRED | TARGET / SUCCESS MEASURE |
|---|-------------------------------|------------|-------|--------------------|--------------------------|
| 1 | | | | | |
| 2 | | | | | |
| 3 | | | | | |

GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

| | STRONGLY AGREE | AGREE | NEITHER | DISAGREE | STRONGLY DISAGREE | TOTAL |
|---------------------|------------------------|---------------|---------------|---------------|-------------------|-------------|
| NUMBER OF RESPONSES | 151 | 166 | 176 | 96 | 24 | 613 |
| PERCENTAGE | 24.63% | 27.08% | 28.71% | 15.66% | 3.92% | 100% |
| ROUNDED PERCENTAGE | 25% | 27% | 29% | 16% | 4% | 101% |
| NUMBER OF POSITIVE | 151 + 166 = 317 | | | | | |
| % POSITIVE | 317 ÷ 613 = 52% | | | | | |

ANONYMITY

IT IS ENGINE'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

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