

Australian Public Service Employee Census 2018

7 May – 8 June

Highlights Report: Research Branch

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RESPONSES:

48 of 76

RESPONSE RATE:

63%

CHANGES FOR 2018



A number of enhancements were introduced to 2018 APS employee census, including:

Additional Questions

Some additional questions were included to explore cultural and linguistic diversity, workgroup performance, discrimination and management location in more detail.

Employee Engagement

Questions from the internationally recognised 'Say, Stay, Strive' model of engagement have been included in the census again to enable the measurement of employee engagement. See [Measuring Employee Engagement Intuitive Model Robust Science](#) for more information on this model. This year a new calculation method was applied and questions were added to the model. The APSC model that was used for a number of years is still available in the ORC International accesspoint portal.

Senior Leadership

Previous senior leadership questions grouped all senior leaders (a respondent's immediate supervisor and the broader senior leadership group in an agency) into a single cohort. In 2018, questions continue to differentiate between a respondent's immediate senior leader and the broader leadership group within the respondent's agency.

Wellbeing index and Innovation index

Questions were retained this year in order to collectively provide a validated index percentage score to measure Wellbeing and Innovation. This is in recognition of considerable research which shows that these two areas are strongly associated with employee engagement. This year a new calculation method was applied.

Additional Data

More data is available for your agency via the online accesspoint portal. Please see your agency census coordinator for more information.

Feedback on the census is always welcomed and can be provided to the APSC's Workforce Performance Team at stateoftheservice@apsc.gov.au.

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.

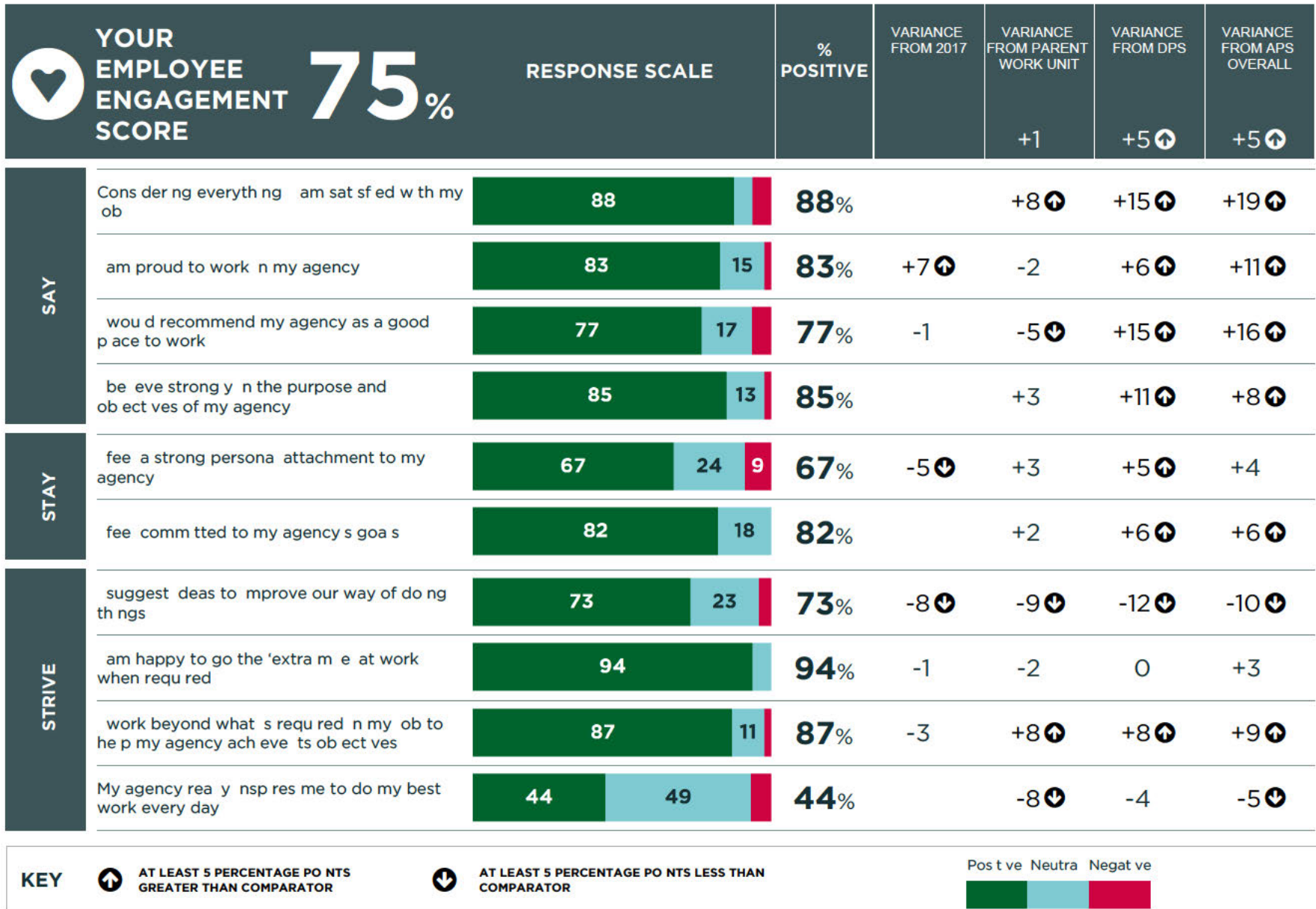
EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

NO VARIATION BETWEEN YOUR OVERALL 2017 AND 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW QUESTIONS WERE ADDED TO THE 2018 MODEL WHICH ALSO USES A MORE ROBUST CALCULATION METHOD.

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 2017

VARIANCE
FROM PARENT
WORK UNIT

VARIANCE
FROM DPS

VARIANCE
FROM APS
OVERALL

What is your gender?

Male	<div></div>	44%	-1	+7↑	-9↓	+6↑
Female	<div></div>	54%	+1	-7↓	+9↑	-4
X (Indeterminate/Intersex/Unspecified)		0%	-	-	0	0
Prefer not to say	<div></div>	2%	-	0	-1	-1

Do you identify as Aboriginal and/or Torres Strait Islander?

Yes		0%	-	-2	-2	-4
No	<div></div>	100%	0	+2	+2	+4

Do you have an ongoing disability?

Yes	<div></div>	13%	+7↑	-1	+5↑	+4
No	<div></div>	88%	-7↓	+1	-5↓	-4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS CULTURAL AND LINGUISTIC DIVERSITY'S COMPREHENSIVE OF FOUR VARIABLES: COUNTRY OF BIRTH, MAJORITY LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME, PROFESSION SPOKEN ENGLISH AND INDIGENOUS STATUS

Demographics

RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

In which country were you born?

Australia	<div></div>	81%	-	-1	+1	+3
Other country	<div></div>	19%	-	+1	-1	-3

Do you speak a language other than English at home?

No English only	<div></div>	92%	-	+1	+6 ↑	+10 ↑
Yes other	<div></div>	8%	-	-1	-6 ↓	-10 ↓

How well do you speak English?

Very well	The data for this question has been hidden for anonymity reasons
Well	The data for this question has been hidden for anonymity reasons
Not well	The data for this question has been hidden for anonymity reasons
Not at all	The data for this question has been hidden for anonymity reasons

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

%

VAR ANCE
FROM 2017

VAR ANCE
FROM PARENT
WORK UN T

VAR ANCE
FROM DPS

VAR ANCE
FROM APS
OVERALL

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

Yes		6%	+3	+1	+3	+2
No		90%	0	+1	-2	-2
Prefer not to say		4%	-3	-2	-1	0

Do you have carer responsibilities?

Yes		42%	0	+12	+8	+2
No		58%	0	-12	-8	-2

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS 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 2017	VARIANCE FROM PARENT WORKUNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	83 8 8	83%	-6 ↓	-3	+1	-5 ↓
	My SES manager actively supports people of diverse backgrounds	47 40 13	47%	-30 ↓	-16 ↓	-15 ↓	-18 ↓
	My agency is committed to creating a diverse workforce (e.g. gender age, culture and linguistic background, disability and gender, LGBT+)	53 32 15	53%	-5 ↓	-9 ↓	-9 ↓	-24 ↓
	My supervisor actively supports people from diverse backgrounds	85 13	85%		+3	+7 ↑	0
	My agency supports and actively promotes an inclusive workplace culture	56 31 13	56%		-11 ↓	-9 ↓	-19 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING INDEX



WELLBEING

THE VARIANCE FROM 2017'S BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE WELLBEING SCORE PROVIDES AN INDICATION OF THE STATE OF EMOTIONAL AND PHYSICAL HEALTH AND WELLBEING AMONG EMPLOYEES. 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				62%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
							0	-4	-2	-4
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	61	28	11	61%	+1	-9⬇️	-4	-7⬇️		
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	43	35	22	43%	-13⬇️	-10⬇️	-10⬇️	-16⬇️		
My agency does a good job of promoting health and wellbeing	28	54	17	28%	-18⬇️	-15⬇️	-21⬇️	-29⬇️		
I think my agency cares about my health and wellbeing	35	52	13	35%	-13⬇️	-12⬇️	-18⬇️	-20⬇️		
I believe my immediate supervisor cares about my health and wellbeing	89	9		89%	+5⬆️	+3	+13⬆️	+8⬆️		

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

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PERFORMANCE 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?

Senior leadership: Immediate SES manager

- My SES manager is of a high quality
- My SES manager is sufficiently visible (e.g. can be seen in action)
- My SES manager communicates effectively
- My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS
- My SES manager effectively leads and manages change
- My SES manager engages with staff on how to respond to future challenges

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RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2017

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

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?

Senior Leadership: All SES

In my agency, the SES are sufficiently visible (e.g. can be seen in action)



% POSITIVE

17%

VARIANCE FROM 2017

-7 ↓

VARIANCE FROM PARENT WORK UNIT

-24 ↓

VARIANCE FROM DPS

-29 ↓

VARIANCE FROM APS OVERALL

-34 ↓

In my agency, communication between the SES and other employees is effective



22%

+1

-19 ↓

-16 ↓

-23 ↓

In my agency, the SES set a clear strategic direction for the agency



35%

-2

-17 ↓

-11 ↓

-20 ↓

In my agency, the SES are of a high quality



22%

-12 ↓

-19 ↓

-19 ↓

-29 ↓

In my agency, the SES work as a team



22%

-16 ↓

-15 ↓

-18 ↓

In my agency, the SES clearly articulate the direction and priorities for our agency



36%

-13 ↓

-9 ↓

-18 ↓

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	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM DPS	VAR ANCE FROM APS OVERALL
Immediate supervisor	My superv sor treats peop e w th respect	<div><div>94</div></div>	94%	+1	+1	+11⬆	+6⬆
	My superv sor commun cates effect ve y	<div><div>83</div><div>13</div></div>	83%	+11⬆	+2	+11⬆	+5⬆
	My superv sor encourages me to contr bute deas	<div><div>81</div><div>13</div><div></div></div>	81%	-2	+2	+5⬆	-1
	My superv sor he ps to deve op my capab ty	<div><div>67</div><div>23</div><div>10</div></div>	67%	-6⬆	-2	0	-5⬆
	My superv sor d sp ays res ence when faced w th d ff cu tes or fa ures	<div><div>81</div><div>10</div><div>8</div></div>	81%	-2	-1	+8⬆	+3
	My superv sor g ves me respons b ty and ho ds me to account for what de ver	<div><div>83</div><div>15</div><div></div></div>	83%	-1	+1	+2	-1
	My superv sor cha enges me to cons der new ways of do ng th ngs	<div><div>60</div><div>26</div><div>15</div></div>	60%	+1	-2	-5⬆	-13⬆

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

Immediate supervisor

RESPONSE SCALE

%

VARIANCE
FROM 2017

VARIANCE
FROM PARENT
WORK UNIT

VARIANCE
FROM DPS

VARIANCE
FROM APS
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	98%	-	0	+12	+17
In the same office as me but on a different floor	<div></div>	2%	-	0	-9	-1
A different office but in the same town/city		0%	-	-	-3	-3
A different town/city or state		0%	-	-	-	-13
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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	receive the respect I deserve from my colleagues at work	<div><div>85</div><div>13</div></div>	85%	+2	+7 ↑	+13 ↑	+9 ↑
	Relationships at work are strained [negative worded question: "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]	<div><div>74</div><div>24</div></div>	74%	+1	+6 ↑	+31 ↑	+21 ↑
	The people in my workgroup treat each other with respect	<div><div>88</div><div>8</div></div>	88%	0	-1	+11 ↑	+5 ↑
	My agency actively encourages ethical behaviour by all of its employees	<div><div>79</div><div>21</div></div>	79%	+5 ↑	-1	+5 ↑	-1
	I have unrealistic time pressures [negative worded question: "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]	<div><div>13</div><div>52</div><div>35</div></div>	13%	-16 ↓	-23 ↓	-20 ↓	-17 ↓
	Staff are consulted about change at work	<div><div>20</div><div>50</div><div>30</div></div>	20%	-20 ↓	-27 ↓	-21 ↓	-27 ↓
	I am happy to go the 'extra mile' at work when required	<div><div>94</div></div>	94%	-1	-2	0	+3
	Internal communication within my agency is effective	<div><div>36</div><div>28</div><div>36</div></div>	36%	-5 ↓	-14 ↓	-7 ↓	-10 ↓
	In general, employees in my agency feel they are valued for their contribution	<div><div>54</div><div>28</div><div>17</div></div>	54%	+8 ↑	+1	+15 ↑	+11 ↑
	My agency really inspires me to do my best work every day	<div><div>44</div><div>49</div></div>	44%		-8 ↓	-4	-5 ↓
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

%

VAR ANCE
FROM 2017

VAR ANCE
FROM PARENT
WORK UN T

VAR ANCE
FROM DPS

VAR ANCE
FROM APS
OVERALL

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

A ways	<div></div>	57%	-4	+1	+16	+9
Often	<div></div>	41%	+11	+3	-3	0
Somet mes	<div></div>	2%	-3	-4	-9	-6
Rare y		0%	-	-	-2	-1
Never		0%	-	-	0	0
Not sure		0%	-	-	-2	-1

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN
COMPARATOR

WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values

RESPONSE SCALE

%

VAR ANCE
FROM 2017

VAR ANCE
FROM PARENT
WORK UN T

VAR ANCE
FROM DPS

VAR ANCE
FROM APS
OVERALL

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

A ways	<div></div>	67%	+1	-3	+16	+8
Often	<div></div>	30%	+2	+5	-2	0
Somet mes	<div></div>	2%	-1	-1	-8	-4
Rare y		0%	-	-1	-3	-1
Never		0%	-	-	-1	0
Not sure		0%	-	-	-2	-2

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN
COMPARATOR

WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values

RESPONSE SCALE

%

VAR ANCE
FROM 2017

VAR ANCE
FROM PARENT
WORK UN T

VAR ANCE
FROM DPS

VAR ANCE
FROM APS
OVERALL

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

A ways		24%	-6 ↓	-9 ↓	-6 ↓	-15 ↓
Often		38%	+13 ↑	+2	+4	+6 ↑
Somet mes		11%	-3	+2	-5 ↓	+1
Rare y		4%	-1	0	-1	+2
Never		0%	-	-	-1	-1
Not sure		22%	+1	+5 ↑	+10 ↑	+8 ↑

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN
COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO REPORTED EXPERIENCING 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 DISCRIMINATION TYPES FROM A LIST OF EIGHT ITEMS. PLEASE SEE QUESTION 84 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

Discrimination

RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM PARENT WORKUNIT

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

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	<div></div>	17%	-	+5 ↑	+4	+5 ↑
No	<div></div>	83%	-	-5 ↓	-4	-5 ↓

Did this discrimination occur in your current agency?

Yes	The data for this question has been hidden for anonymity reasons
No	The data for this question has been hidden for anonymity reasons

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 REPORTED EXPERIENCING BULLYING OR HARASSMENT IN THEIR CURRENT WORKPLACE DURING THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF BULLYING OR HARASSMENT THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE OPTIONS FROM A LIST OF NINE ITEMS. PLEASE SEE QUESTION 86 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

Bullying and harassment

RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM PARENT WORKUNIT

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

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

Yes	<div></div>	7%	-4	-2	-9↓	-7↓
No	<div></div>	91%	+7↑	+5↑	+13↑	+11↑
Not Sure	<div></div>	2%	-3	-3	-4	-4

Did you report the harassment or bullying?

reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden for anonymity reasons
it was reported by someone else	The data for this question has been hidden for anonymity reasons
did not report the behaviour	The data for this question has been hidden for anonymity reasons

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CONDITIONS



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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	94	94%	+4	+9 ↑	+11 ↑	+14 ↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	73 13 15	73%	+16 ↑	+3	+9 ↑	+12 ↑
	Considering everything, I am satisfied with my job	88	88%		+8 ↑	+15 ↑	+19 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	72 15 13	72%	-7 ↓	-9 ↓	-8 ↓	-4
	I am satisfied with the stability and security of my current job	75 15 10	75%	-3	+2	+5 ↑	+5 ↑
	I am satisfied with the opportunities for career progression in my agency	19 32 49	19%	-17 ↓	-18 ↓	-17 ↓	-21 ↓

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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff regardless of gender	85	85%	+1	+3	+9 ↑	+3
	My SES manager actively supports the use of flexible work arrangements by all staff regardless of gender	47					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	78	78%	+5 ↑	-4	+4	+4
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	24	24%		-26 ↓	-21 ↓	-28 ↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	28	28%		-4	+6 ↑	-4
	My immediate supervisor actively supports opportunities for mobility	41	41%		-13 ↓	-1	-9 ↓

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

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 2017	VARIANCE FROM PARENT WORKUNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div><div>65</div><div>13</div><div>22</div></div>	65%		-7 ↓	+3	+4
The work processes we have in place allow me to be as productive as possible	<div><div>56</div><div>20</div><div>24</div></div>	56%		-7 ↓	+1	+3
The people in my workgroup complete work to a high standard	<div><div>91</div><div>9</div></div>	91%		+3	+15 ↑	+13 ↑
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>89</div></div>	89%		-3	+11 ↑	+9 ↑

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

Performance Management

RESPONSE SCALE

%

VARIANCE
FROM 2017

VARIANCE
FROM PARENT
WORK UNIT

VARIANCE
FROM DPS

VARIANCE
FROM APS
OVERALL

Received regular and timely feedback from your supervisor

Yes



83%

-

-5 ↓

+2

0

No



17%

-

+5 ↑

-2

0

Received constructive feedback from your supervisor

Yes



83%

-

-5 ↓

+4

-1

No



17%

-

+5 ↑

-4

+1

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

Yes



80%

-

-2

+7 ↑

-2

No



20%

-

+2

-7 ↓

+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

Performance Management

RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

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	<div></div>	80%	-	-5 ↓	+3	+4
No	<div></div>	11%	-	+6 ↑	+1	+2
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	9%	-	-1	-3	-6 ↓

In the past 12 months, did your supervisor recognise when your job performance changed for any reason?

Yes	<div></div>	17%	-	0	-5 ↓	-11 ↓
No	<div></div>	0%	-	-3	-19 ↓	-15 ↓
Not applicable (e.g. my performance has not changed)	<div></div>	83%	-	+3	+24 ↑	+26 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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?

Performance Management

To what extent do you agree that in the past 12 months the performance expectations of your job were clear and unambiguous?

RESPONSE SCALE

96

%
POSITIVE

96%

VARIANCE
FROM 2017

+14 ↑

VARIANCE
FROM PARENT
WORK UNIT

+6 ↑

VARIANCE
FROM DPS

+26 ↑

VARIANCE
FROM APS
OVERALL

+29 ↑

How satisfied are you with your supervisor in managing your performance?

76

15

9

76%

-4

+6 ↑

+1

To what extent do you agree that the support by your supervisor has helped to improve your performance?

63

24

13

63%

0

+7 ↑

+3

My overall experience of performance management in my agency has been useful for my development.

37

37

26

37%

+5 ↑

-5 ↓

-5 ↓

-11 ↓

My supervisor openly demonstrates commitment to performance management.

63

24

13

63%

+11 ↑

-4

+6 ↑

-1

I received recognition when I last accomplished something significant at work.

76

11

13

76%

+6 ↑

+13 ↑

+11 ↑

I can identify a clear connection between my job and my agency's purpose.

85

13

85%

+2

+8 ↑

+5 ↑

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

9

64

27

9%

-4

-8 ↓

-10 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My immediate supervisor provides me for me to attend learning programs	87 11	87%		+4	+14 ↑	+9 ↑
My immediate supervisor shares links, readings and information	76 11 13	76%		+1	+20 ↑	+7 ↑
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	59 22 20	59%		+6 ↑	+8 ↑	-4
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	74 17 9	74%		+4	+9 ↑	+4
I am able to access learning and development solutions to meet my needs	63 17 20	63%		-7 ↓	0	-6 ↓
I have a clear understanding of my development needs	65 22 13	65%		0	-1	-9 ↓
I seek out opportunities to apply what I learn in my day-to-day work	80 15	80%		+7 ↑	+7 ↑	+5 ↑
I have the appropriate skills, capabilities and knowledge to do my job	98	98%		-1	+3	+9 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



CAREER INTENTIONS



EXPLORE THE FULL RESULTS

EMPLOYEES COULD SELECT FROM TWELVE REASONS AS TO WHY THEY WANT TO LEAVE THE AGENCY. PLEASE SEE QUESTION 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS

	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job? [Multiple Response]						
Yes outside the APS	<div></div>	24%	+6 ↑	+4	+10 ↑	+12 ↑
Yes in my agency	<div></div>	15%	-6 ↓	-5 ↓	-5 ↓	-21 ↓
Yes in another APS agency	<div></div>	15%	-8 ↓	+2	-7 ↓	-3
No	<div></div>	59%	+1	+1	+2	+9 ↑
Which of the following statements best reflects your current thoughts about working for your agency?						
want to leave my agency as soon as possible		0%	-	-3	-7 ↓	-6 ↓
want to leave my agency within the next 12 months	<div></div>	20%	+8 ↑	+9 ↑	+8 ↑	+11 ↑
want to leave my agency within the next 12 months but feel it will be unhelpful in the current environment	<div></div>	13%	+10 ↑	+4	+4	+3
want to stay working for my agency for the next one to two years	<div></div>	29%	-21 ↓	-2	+3	+5 ↑
want to stay working for my agency for at least the next three years	<div></div>	38%	+13 ↑	-9 ↓	-8 ↓	-12 ↓
Main primary reason behind desire to leave agency:						
Other (please specify)	<div></div>	25%	-	+3	+15 ↑	+13 ↑
<div> <div>KEY</div> <div> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR </div> <div> AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </div> </div>						

RISK MANAGEMENT



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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	51 38 11	51%		-5 ↓	-12 ↓	-20 ↓
Risk management concerns are discussed openly and honestly in my agency	41 41 18	41%		-8 ↓	-16 ↓	-21 ↓
Employees in my agency have the right skills to manage risk effectively	28 58 14	28%		-11 ↓	-15 ↓	-21 ↓
Appropriate risk-taking is rewarded in my agency	14 45 41	14%	-2	-4	-6 ↓	-14 ↓
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	30 43 27	30%		-8 ↓	-12 ↓	-18 ↓
When things go wrong, my agency uses this as an opportunity to review, learn and improve the management of similar risks	30 48 23	30%		-7 ↓	-13 ↓	-19 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INNOVATION INDEX



INNOVATION

THE VARIANCE FROM 2017 SCORES BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WELLING AND ABLE TO BE INNOVATIVE AND WHETHER THE 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.



YOUR INNOVATION INDEX SCORE

54%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2017

+2

VARIANCE FROM PARENT WORK UNIT

-3

VARIANCE FROM DPS

-6 ↓

VARIANCE FROM APS OVERALL

-10 ↓

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

82

16

82%

+19 ↑

+3

-2

-1

My immediate supervisor encourages me to come up with new or better ways of doing things

64

27

9

64%

+8 ↑

+3

+1

-5 ↓

People are recognised for coming up with new and innovative ways of working

34

34

32

34%

-5 ↓

-2

-11 ↓

-23 ↓

My agency inspires me to come up with new or better ways of doing things

20

41

39

20%

-1

-9 ↓

-17 ↓

-24 ↓

My agency recognises and supports the notion that failure is a part of innovation

48

48

5%

-8 ↓

-9 ↓

-19 ↓

-30 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



DPS SPECIFIC QUESTIONS



EXPLORE THE FULL RESULTS

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
The people in my immediate workgroup are held to account for the quality of work they deliver	96	96%	+15 ↑	+5 ↑	+14 ↑
My agency routinely applies merit in decisions regarding engagement and promotion	65 24 11	65%		+6 ↑	+17 ↑
I can count on my peers when I need help	91	91%		+5 ↑	+9 ↑
I believe I collaborate well together with my peers	98	98%		+6 ↑	+5 ↑
I feel safe to raise new ideas and receive feedback	80 17	80%		0	+6 ↑
In DPS, the lines of communication are "open" and the way to the SES Executive	24 26 50	24%		-25 ↓	-20 ↓
DPS is moving in the right direction	46 46 9	46%		-8 ↓	-5 ↓
I understand the priorities for my work in the next six months	91 9	91%		-1	+14 ↑
I am looking forward to the next 12 months with enthusiasm	61 30 9	61%		+6 ↑	+7 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



TIME TO TAKE ACTION



CELEBRATE

What things do we do well?

THANK 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 AND MORAL DATA 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? WHAT WORKING PRACTICES?



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.



$$\begin{array}{c}
 \begin{array}{|c|c|c|} \hline \text{Strongly agree} & \text{Agree} & \text{Neither} \\ \hline \end{array} \\
 \div \\
 \text{number of respondents who} \\
 \text{answered the question} \\
 = \\
 \% \text{ POSITIVE}
 \end{array}$$

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 EQUAL 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

THE IS ORIGINATIONALS PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OR THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR WORK UNITS WITH LESS THAN 10 RESPONDENTS WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR PARENT UNIT AND THE ORGANISATION OVERALL.

COMPARISONS TO PARENT

WITHIN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO PARLIAMENTARY LIBRARY