

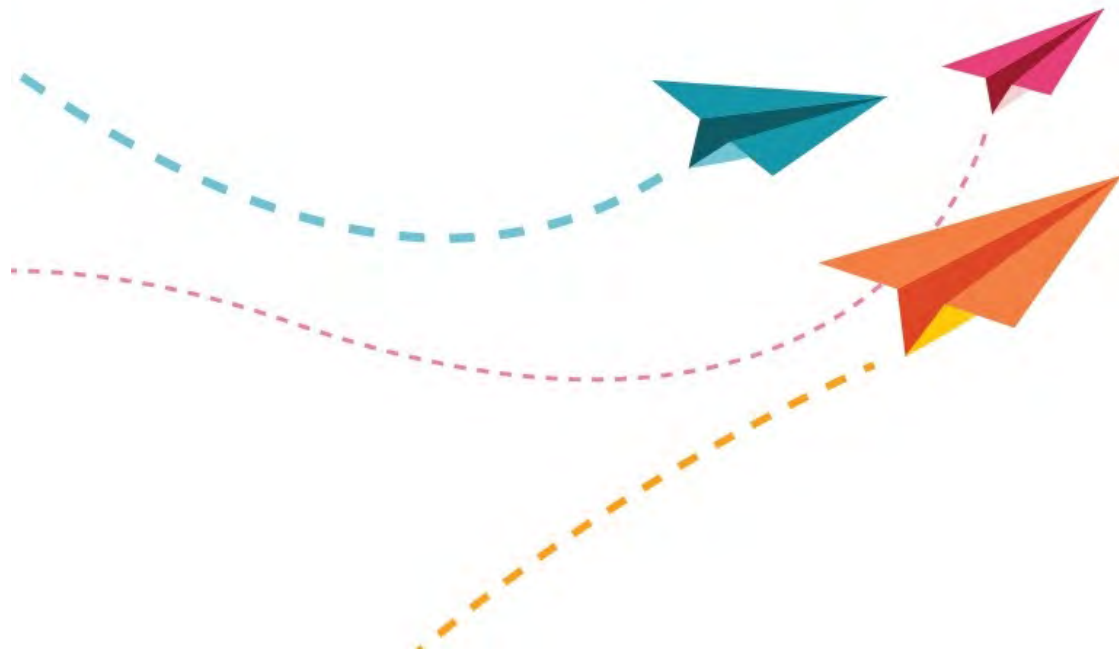
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

DPS - SES



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# 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.

YOUR EMPLOYEE ENGAGEMENT SCORE <b>88%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				-2	+3	+2	+1
SAY	Considering everything, I am satisfied with my job	100	100%	+10 ↑	+11 ↑	+13 ↑	+10 ↑
	I am proud to work in my agency	100	100%	0	+9 ↑	+4	+6 ↑
	I would recommend my agency as a good place to work	83	83%	-7 ↓	-4	-5 ↓	-7 ↓
	I believe strongly in the purpose and objectives of my agency	100	100%	0	+4	+1	+2
STAY	I feel a strong personal attachment to my agency	100	100%	+10 ↑	+16 ↑	+9 ↑	+10 ↑
	I feel committed to my agency's goals	100	100%	0	+4	+1	+3
STRIVE	I suggest ideas to improve our way of doing things	100	100%	0	+3	+2	+2
	I am happy to go the 'extra mile' at work when required	100	100%	0	+1	+2	0
	I work beyond what is required in my job to help my agency achieve its objectives	100	100%	+10 ↑	+4	+5 ↑	+4
	My agency really inspires me to do my best work every day	83	83%	-17 ↓	+2	+1	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

## Demographics

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

What is your gender?

Male	<div></div>	58%	+8 ⬆	+5 ⬆	+7 ⬆	-1
Female	<div></div>	42%	-8 ⬇	-3	-6 ⬇	+2
X (Indeterminate/Intersex/Unspecified)		0%	-	0	-	-
Prefer not to say		0%	-	-1	-1	-1

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

Yes		0%	-	-2	-1	-1
No	<div></div>	100%	0	+2	+1	+1

Do you have an ongoing disability?

Yes		0%	-	-5 ⬇	-4	-5 ⬇
No	<div></div>	100%	+10 ⬆	+5 ⬆	+4	+5 ⬆

### 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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

In which country were you born?

Australia	<div></div>	92%	-8 ↓	+9 ↑	+17 ↑	+10 ↑
Other country	<div></div>	8%	-	-9 ↓	-17 ↓	-10 ↓

Do you speak a language other than English at home?

No, English only	<div></div>	83%	-17 ↓	-9 ↓	-5 ↓	-9 ↓
Yes, other	<div></div>	17%	-	+9 ↑	+5 ↑	+9 ↑

Do you have carer responsibilities?

Yes	<div></div>	33%	-7 ↓	-21 ↓	-22 ↓	-21 ↓
No	<div></div>	67%	+7 ↑	+21 ↑	+22 ↑	+21 ↑

### 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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Yes		8%	-	+4	+5 	+5 
No		92%	-8 	-1	-2	-2
Prefer not to say		0%	-	-2	-3	-3

### 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	100	100%	0	+3	+4	+4
	My SES manager actively supports people of diverse backgrounds	100	100%	0	+9 ↑	+8 ↑	+8 ↑
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	92 8	92%	-8 ↓	-1	+1	-2
	My supervisor actively supports people from diverse backgrounds	100	100%	0	+7 ↑	+8 ↑	+6 ↑
	My agency supports and actively promotes an inclusive workplace culture	100	100%	0	+7 ↑	+8 ↑	+6 ↑

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	80%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					-1	+3	+1	+2
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	92	8	92%	+3	+8 ↑	+8 ↑	+8 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	75	17 8	75%	-3	-1	-3	-6 ↓
	My agency does a good job of promoting health and wellbeing	75	25	75%	-5 ↓	+1	-2	-3
	I think my agency cares about my health and wellbeing	83	17	83%	+3	+5 ↑	-1	+1
	I believe my immediate supervisor cares about my health and wellbeing	100		100%	0	+10 ↑	+11 ↑	+10 ↑

### 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: Immediate SES manager

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My SES manager is of a high quality	<div><div>92</div><div>8</div></div>	92%	-8⬇️	0	+1	+1
My SES manager is sufficiently visible (e.g. can be seen in action)	<div><div>75</div><div>17</div><div>8</div></div>	75%	-15⬇️	-14⬇️	-13⬇️	-16⬇️
My SES manager communicates effectively	<div><div>83</div><div>8</div><div>8</div></div>	83%	-17⬇️	-4	0	-3
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<div><div>100</div></div>	100%	0	+8⬆️	+9⬆️	+9⬆️
My SES manager effectively leads and manages change	<div><div>75</div><div>17</div><div>8</div></div>	75%	-25⬇️	-8⬇️	-3	-9⬇️
My SES manager engages with staff on how to respond to future challenges	<div><div>83</div><div>8</div><div>8</div></div>	83%	-17⬇️	-4	0	-6⬇️

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)

RESPONSE SCALE

92

8

% POSITIVE

92%

VARIANCE FROM 2018

-8⬇️

VARIANCE FROM APS OVERALL

+6⬆️

VARIANCE FROM SPECIALIST AGENCIES

+6⬆️

VARIANCE FROM MEDIUM SIZED AGENCIES

+4

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

100

100%

0

+22⬆️

+27⬆️

+21⬆️

In my agency, the SES actively contribute to the work of our agency

100

100%

0

+6⬆️

+8⬆️

+7⬆️

In my agency, the SES are of a high quality

73

18

9

73%

-27⬇️

-13⬇️

-14⬇️

-13⬇️

In my agency, the SES work as a team

73

18

9

73%

-17⬇️

+1

+3

0

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

83

8

8

83%

-17⬇️

+1

+5⬆️

+4

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My supervisor treats people with respect	92	92%	-8	-1	-1	-2
My supervisor communicates effectively	83	83%	-17	-3	-1	-2
My supervisor encourages me to contribute ideas	100	100%	0	+7	+9	+6
My supervisor displays resilience when faced with difficulties or failures	92	92%	-8	+1	+2	+1
My supervisor gives me responsibility and holds me to account for what I deliver	100	100%	0	+7	+10	+9
My supervisor challenges me to consider new ways of doing things	100	100%	0	+12	+16	+11

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 2018

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

Where is your immediate supervisor's normal work location?

In the same office as me		50%	-20↓	-2	-16↓	+1
In the same office as me but on a different floor		50%	+30↑	+34↑	+40↑	+34↑
In a different office, but in the same town/city		0%	-	-7↓	-2	-1
In a different town/city or state		0%	-	-22↓	-19↓	-30↓
In a different country		0%	-	-4	-4	-4

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR



# WORKPLACE CULTURE



## 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Culture	I receive the respect I deserve from my colleagues at work	<div><div>83</div><div>17</div></div>	83%	-17⬇️	-4	0	-5⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>50</div><div>50</div></div>	50%	-10⬇️	-9⬇️	+1	-5⬇️
	My agency actively encourages ethical behaviour by all of its employees	<div><div>75</div><div>25</div></div>	75%	-15⬇️	-18⬇️	-19⬇️	-19⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>42</div><div>33</div><div>25</div></div>	42%	+22⬆️	+25⬆️	+23⬆️	+24⬆️
	Staff are consulted about change at work	<div><div>75</div><div>25</div></div>	75%	+5⬆️	-2	-2	-3
	I am happy to go the 'extra mile' at work when required	<div><div>100</div></div>	100%	0	+1	+2	0
	Internal communication within my agency is effective	<div><div>75</div><div>8</div><div>17</div></div>	75%	-25⬇️	+5⬆️	+8⬆️	+3
	In general, employees in my agency feel they are valued for their contribution	<div><div>100</div></div>	100%	+10⬆️	+22⬆️	+21⬆️	+15⬆️
	My agency really inspires me to do my best work every day	<div><div>83</div><div>8</div><div>8</div></div>	83%	-17⬇️	+2	+1	0

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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	83%	+23 ⬆	+18 ⬆	+17 ⬆	+15 ⬆
Often	<div></div>	17%	-23 ⬆	-16 ⬆	-14 ⬆	-13 ⬆
Sometimes		0%	-	-2	-2	-2
Rarely		0%	-	0	-	-
Never		0%	-	-	-	-
Not sure		0%	-	0	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	83%	+3	+4	+7 ↑	+5 ↑
Often	<div></div>	8%	-12 ↓	-9 ↓	-12 ↓	-10 ↓
Sometimes	<div></div>	8%	-	+6 ↑	+6 ↑	+6 ↑
Rarely		0%	-	-1	-1	-1
Never		0%	-	0	-	-
Not sure		0%	-	-1	-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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always		75%	+15 ⬆	+12 ⬆	+8 ⬆	+6 ⬆
Often		17%	-23 ⬇	-15 ⬇	-12 ⬇	-10 ⬇
Sometimes		8%	-	+4	+5 ⬆	+5 ⬆
Rarely		0%	-	-1	-	-1
Never		0%	-	0	0	0
Not sure		0%	-	-1	-1	-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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	67%	-	+9↑	+11↑	+6↑
Often	<div></div>	25%	-	-7↓	-9↓	-4
Sometimes		0%	-	-8↓	-8↓	-8↓
Rarely	<div></div>	8%	-	+7↑	+8↑	+7↑
Never		0%	-	0	-	-
Not sure		0%	-	-1	-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

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

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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		0%	-	-5↓	-5↓	-3
No	<div></div>	100%	0	+5↑	+5↑	+3

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 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

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes		0%	-	-5↓	-5↓	-4
No	<div></div>	100%	+10↑	+8↑	+8↑	+5↑
Not Sure		0%	-	-3	-3	-2

#### 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

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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		0%	-	-2	-2	-3
No	<div></div>	100%	+20	+4	+5	+5
Not sure		0%	-	-1	-2	-1
Would prefer not to answer		0%	-	-1	-1	-1

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# WORKPLACE CULTURE



## 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	100	100%	+30 ⬆	+7 ⬆	+6 ⬆	+6 ⬆
	It would be hard to get away with corruption in my workplace	91 9	91%	+41 ⬆	+10 ⬆	+11 ⬆	+10 ⬆
	I am confident that colleagues in my workplace would report corruption	92 8	92%	+22 ⬆	-1	0	0
	I feel confident that I would know what to do if I identified corruption in my workplace	100	100%	0	+4	+4	+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

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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	100	100%	0	+4	+4	+2
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	100	100%	+10 ⬆	+17 ⬆	+21 ⬆	+18 ⬆
	Considering everything, I am satisfied with my job	100	100%	+10 ⬆	+11 ⬆	+13 ⬆	+10 ⬆
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	92 8	92%	+2	+5 ⬆	+2	+1
	I am satisfied with the stability and security of my current job	83 8 8	83%	-7 ⬇	-5 ⬇	-4	-5 ⬇
	I am satisfied with the opportunities for career progression in my agency	92 8	92%	+2	+20 ⬆	+31 ⬆	+26 ⬆

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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	100	100%	+10 ⬆	+11 ⬆	+11 ⬆	+9 ⬆
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	100	100%	0	+12 ⬆	+11 ⬆	+8 ⬆
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	83 17	83%	+3	+8 ⬆	+6 ⬆	+8 ⬆
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	75 8 17	75%	-5 ⬆	-3	+3	-6 ⬆
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	33 33 33	33%	-37 ⬆	-26 ⬆	-26 ⬆	-33 ⬆
	My immediate supervisor actively supports opportunities for mobility	42 50 8	42%	-28 ⬆	-26 ⬆	-24 ⬆	-27 ⬆

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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>83</div><div>8</div><div>8</div></div>	83%	-	+2	+2	+1
My workgroup has the tools and resources we need to perform well	<div><div>83</div><div>17</div></div>	83%	+3	+19	+17	+16
The work processes we have in place allow me to be as productive as possible	<div><div>67</div><div>8</div><div>25</div></div>	67%	-13	+5	+6	+5
The people in my workgroup complete work to a high standard	<div><div>92</div><div>8</div></div>	92%	+12	+4	+4	+2
The people in my work group use time and resources efficiently	<div><div>92</div><div>8</div></div>	92%	-	+11	+8	+8
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>83</div><div>8</div><div>8</div></div>	83%	-17	-3	0	0

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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	-----------------------	---------------------------------	--	--

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	100%	0	+13 ↑	+14 ↑	+14 ↑
No		0%	-	-13 ↓	-14 ↓	-14 ↓

Received constructive feedback from your supervisor

Yes	<div></div>	100%	0	+11 ↑	+14 ↑	+11 ↑
No		0%	-	-11 ↓	-14 ↓	-11 ↓

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

Yes	<div></div>	92%	-8 ↓	+4	+7 ↑	+2
No	<div></div>	8%	-	-4	-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

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	-------------------------------------

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>	75%	-5 ↓	-7 ↓	-4	-7 ↓
No	<div></div>	17%	-	+11 ↑	+4	+10 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	8%	-12 ↓	-4	0	-2

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

Yes	<div></div>	42%	+31 ↑	+16 ↑	+21 ↑	+15 ↑
No	<div></div>	8%	-3	-3	-6 ↓	-3
Not applicable (e.g. my performance has not changed)	<div></div>	50%	-28 ↓	-14 ↓	-15 ↓	-12 ↓

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>75</div><div>8</div><div>17</div></div>	75%	-25⬇️	-5⬇️	-4	-6⬇️
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>67</div><div>25</div><div>8</div></div>	67%	-13⬇️	-7⬇️	0	-9⬇️
My overall experience of performance management in my agency has been useful for my development	<div><div>83</div><div>17</div></div>	83%	+3	+19⬆️	+17⬆️	+11⬆️
My supervisor openly demonstrates commitment to performance management	<div><div>67</div><div>25</div><div>8</div></div>	67%	-23⬇️	-12⬇️	-7⬇️	-15⬇️
I received recognition when I last accomplished something significant at work	<div><div>92</div><div>8</div></div>	92%	+2	+12⬆️	+17⬆️	+10⬆️
I can identify a clear connection between my job and my agency's purpose	<div><div>100</div></div>	100%	0	+3	+3	+3

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

## Managing Underperformance

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Strongly agree	<div></div>	8%	-	+4	+1	+3
Agree	<div></div>	75%	-	+41↑	+34↑	+32↑
Neither agree nor disagree	<div></div>	8%	-	-26↓	-23↓	-24↓
Disagree	<div></div>	8%	-	-14↓	-8↓	-8↓
Strongly disagree		0%	-	-5↓	-4	-3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR



# 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My supervisor provides time for me to attend learning programs	92 8	92%	-8 ⬇️	+6 ⬆️	+6 ⬆️	+6 ⬆️
My supervisor shares links, readings and information	92 8	92%	+3	+18 ⬆️	+16 ⬆️	+17 ⬆️
My supervisor provides me with opportunities to develop relevant capabilities for my career	92 8	92%	+2	+12 ⬆️	+16 ⬆️	+13 ⬆️
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	92 8	92%	-8 ⬇️	+5 ⬆️	+6 ⬆️	+5 ⬆️
I access learning and development solutions to meet my needs	100	100%	-	+17 ⬆️	+19 ⬆️	+20 ⬆️
I have a clear understanding of my development needs	100	100%	0	+12 ⬆️	+12 ⬆️	+15 ⬆️
I spend time out of working hours building my capability	92 8	92%	-8 ⬇️	+12 ⬆️	+15 ⬆️	+15 ⬆️
I seek out opportunities to apply what I learn in my day-to-day work	100	100%	0	+7 ⬆️	+8 ⬆️	+11 ⬆️

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 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	-------------------------------------

In the last 12 months, have you applied for a job?

Yes, outside the APS	<div></div>	25%	+5 ⬆	+18 ⬆	+15 ⬆	+15 ⬆
Yes, in my agency	<div></div>	17%	-3	-5 ⬇	+2	-1
Yes, in another APS agency	<div></div>	17%	-13 ⬇	0	+2	0
No	<div></div>	50%	-20 ⬇	-12 ⬇	-18 ⬇	-13 ⬇

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		0%	-	-3	-4	-3
I want to leave my agency within the next 12 months		0%	-	-10 ⬇	-13 ⬇	-11 ⬇
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		0%	-	-4	-3	-2
I want to stay working for my agency for the next one to two years	<div></div>	33%	+13 ⬆	-4	+2	-3
I want to stay working for my agency for at least the next three years	<div></div>	67%	-3	+20 ⬆	+18 ⬆	+20 ⬆

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers	100	100%	0	+12 ↑	+13 ↑	+12 ↑
Risk management concerns are discussed openly and honestly in my agency	92 8	92%	-8 ↓	+12 ↑	+13 ↑	+10 ↑
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	83 8 8	83%	-	+9 ↑	+9 ↑	+9 ↑
Appropriate risk taking is rewarded in my agency	50 25 25	50%	0	+9 ↑	+6 ↑	+1
SES in my agency demonstrate the importance of managing risk appropriately	83 17	83%	-7 ↓	+9 ↑	+9 ↑	+6 ↑
When things go wrong, my agency uses this as an opportunity to learn	67 25 8	67%	-	0	-6 ↓	-5 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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.

YOUR INNOVATION INDEX SCORE	82%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				-1	+3	+2	+2
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	100	100%	100%	0	+1	+2	+1
My immediate supervisor encourages me to come up with new or better ways of doing things	100	100%	100%	0	+11↑	+13↑	+11↑
People are recognised for coming up with new and innovative ways of working	92	92%	92%	+12↑	+6↑	+8↑	+6↑
My agency inspires me to come up with new or better ways of doing things	75	75%	75%	-15↓	+1	-1	-2
My agency recognises and supports the notion that failure is a part of innovation	42	42%	42%	-18↓	-15↓	-22↓	-21↓

### 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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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 routinely applies merit in decisions regarding engagement and promotion	75 25	75%	-25 ↓
The people in my immediate workgroup are held to account for the quality of work they deliver	100	100%	+10 ↑
I can count on my peers when I need help	92 8	92%	-8 ↓
I believe I collaborate well with my peers	100	100%	0
I feel safe to raise new ideas and receive feedback	92 8	92%	+2
In DPS the lines of communication are "open" all the way to the SES Executive	92 8	92%	-8 ↓
I understand the priorities for my work in the next six months	100	100%	0
DPS is moving in the right direction	92 8	92%	+2
I am looking forward to the next 12 months with enthusiasm	92 8	92%	+2

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?

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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?

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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:

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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.

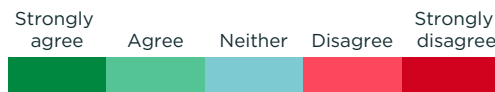
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 TO 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 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.

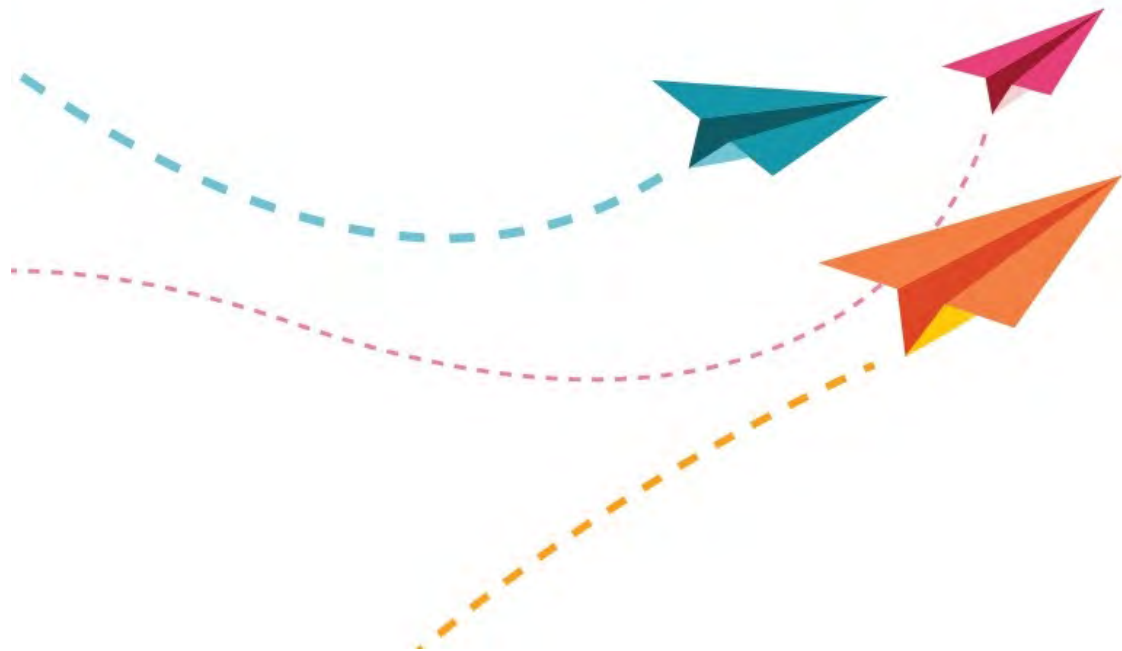
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

### DPS



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#### RESPONSES:

575 of 967

#### RESPONSE RATE:

59%



# 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.

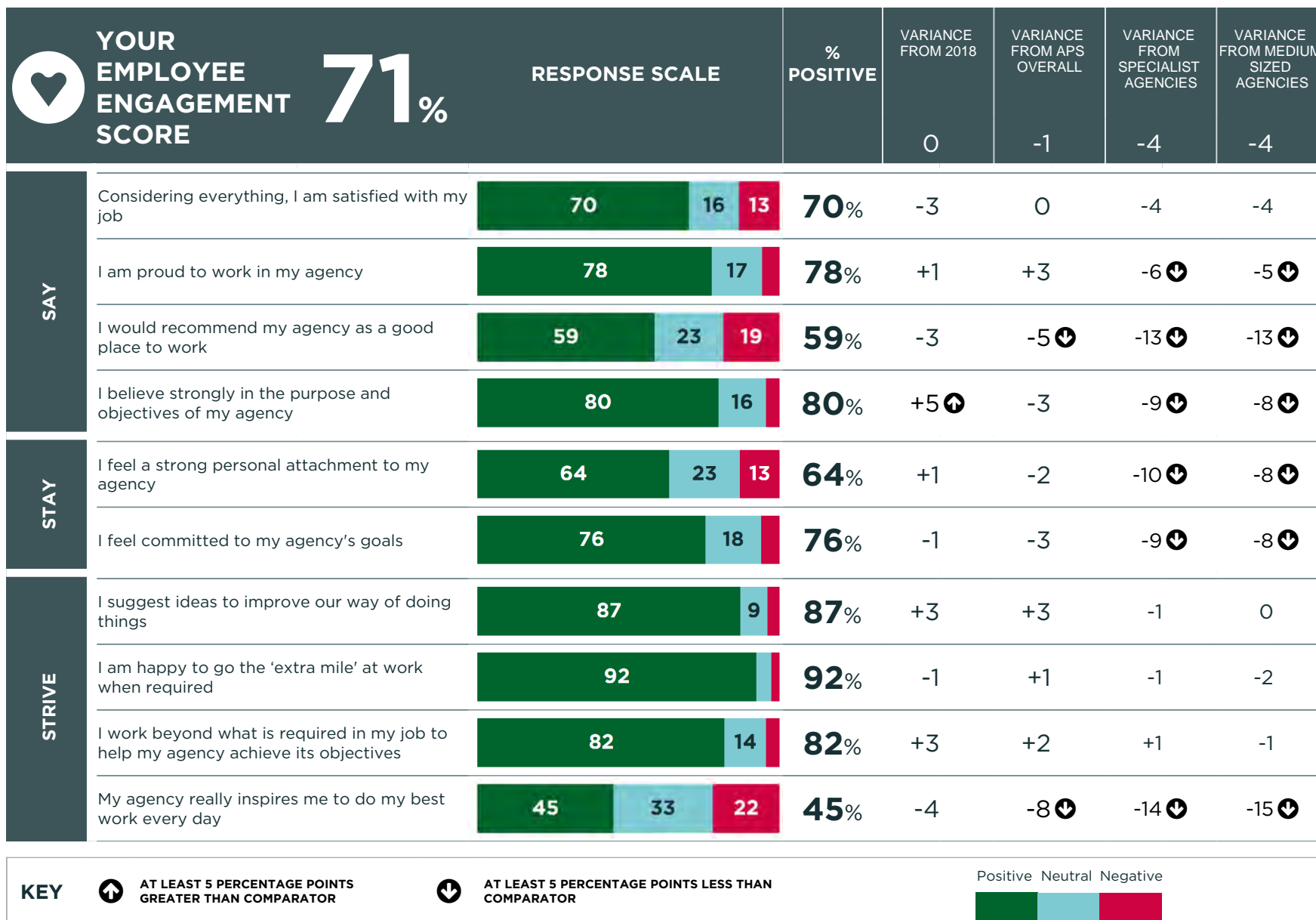
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

What is your gender?

Male	<div></div>	51%	-1	+14 ⬆	+10 ⬆	+12 ⬆
Female	<div></div>	45%	0	-14 ⬇	-10 ⬇	-11 ⬇
X (Indeterminate/Intersex/Unspecified)		0%	0	0	0	0
Prefer not to say	<div></div>	4%	+1	0	0	0

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

Yes	<div></div>	2%	+1	-1	0	+1
No	<div></div>	98%	-1	+1	0	-1

Do you have an ongoing disability?

Yes	<div></div>	6%	-1	-2	0	0
No	<div></div>	94%	+1	+2	0	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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

In which country were you born?

Australia	<div></div>	81%	+1	+4	+5	+3
Other country	<div></div>	19%	-1	-4	-5	-3

Do you speak a language other than English at home?

No, English only	<div></div>	86%	0	+4	+4	+3
Yes, other	<div></div>	14%	0	-4	-4	-3

Do you have carer responsibilities?

Yes	<div></div>	34%	+1	-7	-7	-5
No	<div></div>	66%	-1	+7	+7	+5

### 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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Yes		5%	+1	0	-1	-1
No		91%	0	+1	+1	+1
Prefer not to say		4%	-1	-1	-1	-1

### 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	82 12	82%	-1	-7 ↓	-10 ↓	-9 ↓
	My SES manager actively supports people of diverse backgrounds	64 28 8	64%	+3	-4	-9 ↓	-11 ↓
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	64 26 9	64%	+2	-14 ↓	-15 ↓	-13 ↓
	My supervisor actively supports people from diverse backgrounds	78 17	78%	0	-7 ↓	-9 ↓	-7 ↓
	My agency supports and actively promotes an inclusive workplace culture	63 26 11	63%	-1	-15 ↓	-17 ↓	-16 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



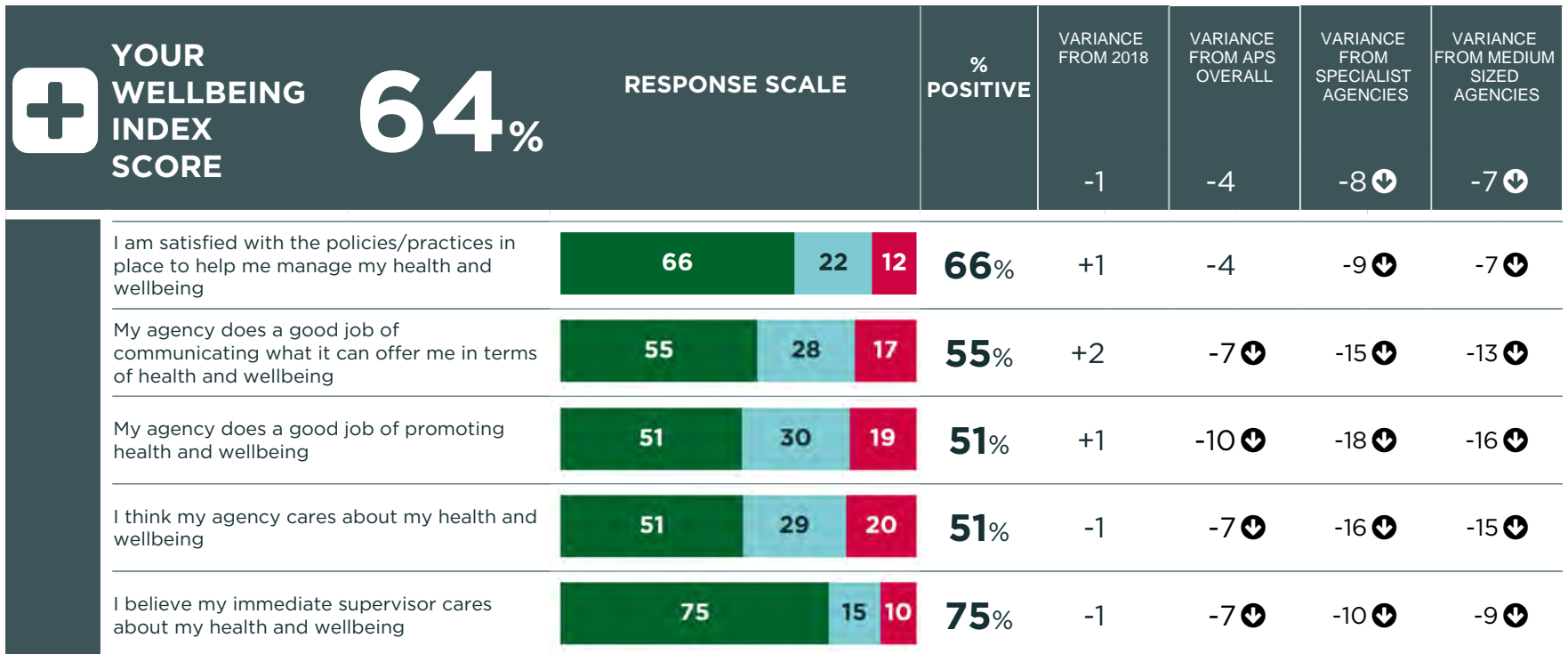
# WELLBEING INDEX



## 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.**



### 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 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?

### Senior leadership: Immediate SES manager

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My SES manager is of a high quality	<div><div>55</div><div>25</div><div>20</div></div>	55%	-3	-13 ↓	-18 ↓	-21 ↓
My SES manager is sufficiently visible (e.g. can be seen in action)	<div><div>59</div><div>19</div><div>22</div></div>	59%	-1	-7 ↓	-10 ↓	-13 ↓
My SES manager communicates effectively	<div><div>56</div><div>19</div><div>25</div></div>	56%	+1	-9 ↓	-11 ↓	-14 ↓
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<div><div>58</div><div>25</div><div>17</div></div>	58%	0	-9 ↓	-14 ↓	-16 ↓
My SES manager effectively leads and manages change	<div><div>47</div><div>27</div><div>25</div></div>	47%	-2	-12 ↓	-15 ↓	-17 ↓
My SES manager engages with staff on how to respond to future challenges	<div><div>52</div><div>23</div><div>25</div></div>	52%	-1	-10 ↓	-12 ↓	-15 ↓

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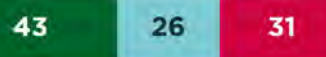
LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

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)



43%

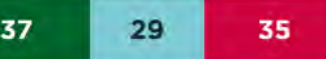
-5 ⬇

-12 ⬇

-17 ⬇

-18 ⬇

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



37%

-3

-12 ⬇

-11 ⬇

-14 ⬇

In my agency, the SES actively contribute to the work of our agency



52%

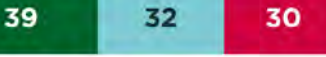
-1

-12 ⬇

-18 ⬇

-20 ⬇

In my agency, the SES are of a high quality



39%

-4

-18 ⬇

-22 ⬇

-25 ⬇

In my agency, the SES work as a team



37%

-4

-9 ⬇

-9 ⬇

-10 ⬇

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



43%

-5 ⬇

-14 ⬇

-15 ⬇

-17 ⬇

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?

### Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My supervisor treats people with respect	<div><div>82</div><div>9</div><div>9</div></div>	82%	-1	-6 ↓	-9 ↓	-8 ↓
My supervisor communicates effectively	<div><div>72</div><div>12</div><div>16</div></div>	72%	0	-7 ↓	-8 ↓	-7 ↓
My supervisor encourages me to contribute ideas	<div><div>78</div><div>10</div><div>12</div></div>	78%	+2	-6 ↓	-9 ↓	-8 ↓
My supervisor displays resilience when faced with difficulties or failures	<div><div>72</div><div>17</div><div>11</div></div>	72%	-1	-8 ↓	-11 ↓	-10 ↓
My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>81</div><div>13</div><div></div></div>	81%	0	-5 ↓	-6 ↓	-6 ↓
My supervisor challenges me to consider new ways of doing things	<div><div>65</div><div>20</div><div>15</div></div>	65%	0	-10 ↓	-13 ↓	-12 ↓

#### 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 2018

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	86%	-1	+6 ⬆	+5 ⬆	+8 ⬆
In the same office as me but on a different floor	<div></div>	12%	+1	+9 ⬆	+8 ⬆	+9 ⬆
In a different office, but in the same town/city	<div></div>	2%	0	0	+1	+2
In a different town/city or state		0%	-	-14 ⬇	-13 ⬇	-18 ⬇
In a different country		0%	-	0	-1	-1

### 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Culture	I receive the respect I deserve from my colleagues at work	<div><div>68</div><div>22</div><div>9</div></div>	68%	-3	-8⬇️	-10⬇️	-9⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>45</div><div>36</div><div>19</div></div>	45%	+2	-8⬇️	-8⬇️	-10⬇️
	My agency actively encourages ethical behaviour by all of its employees	<div><div>68</div><div>18</div><div>14</div></div>	68%	-5⬇️	-12⬇️	-16⬇️	-15⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>32</div><div>45</div><div>23</div></div>	32%	-1	+1	-3	-2
	Staff are consulted about change at work	<div><div>36</div><div>36</div><div>28</div></div>	36%	-5⬇️	-13⬇️	-14⬇️	-14⬇️
	I am happy to go the 'extra mile' at work when required	<div><div>92</div><div></div><div></div></div>	92%	-1	+1	-1	-2
	Internal communication within my agency is effective	<div><div>39</div><div>25</div><div>36</div></div>	39%	-4	-10⬇️	-9⬇️	-13⬇️
	In general, employees in my agency feel they are valued for their contribution	<div><div>41</div><div>28</div><div>31</div></div>	41%	+1	-6⬇️	-14⬇️	-15⬇️
	My agency really inspires me to do my best work every day	<div><div>45</div><div>33</div><div>22</div></div>	45%	-4	-8⬇️	-14⬇️	-15⬇️

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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	45%	+4	-6 ↓	-11 ↓	-10 ↓
Often	<div></div>	41%	-3	+2	+5 ↑	+4
Sometimes	<div></div>	10%	-1	+3	+5 ↑	+4
Rarely	<div></div>	2%	0	+1	+1	+1
Never	<div></div>	1%	0	0	0	0
Not sure	<div></div>	1%	-1	0	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always		<b>52%</b>	0	-11↓	-14↓	-13↓
Often		<b>32%</b>	0	+4	+6↑	+5↑
Sometimes		<b>10%</b>	0	+4	+5↑	+5↑
Rarely		<b>3%</b>	0	+2	+3	+2
Never		<b>1%</b>	0	0	0	0
Not sure		<b>2%</b>	0	0	0	+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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	30%	0	-14↓	-16↓	-18↓
Often	<div></div>	32%	-2	+2	0	0
Sometimes	<div></div>	17%	0	+7↑	+8↑	+8↑
Rarely	<div></div>	6%	0	+4	+4	+4
Never	<div></div>	1%	0	+1	+1	+1
Not sure	<div></div>	14%	+1	0	+3	+4

### 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

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	29%	-	-12↓	-11↓	-13↓
Often	<div></div>	30%	-	-1	-2	-2
Sometimes	<div></div>	19%	-	+7↑	+5↑	+6↑
Rarely	<div></div>	8%	-	+4	+4	+4
Never	<div></div>	4%	-	+2	+3	+2
Not sure	<div></div>	10%	-	0	+2	+3

### 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

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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>	13%	0	+1	+4	+3
No	<div></div>	87%	0	-1	-4	-3

Did this discrimination occur in your current agency?

Yes	<div></div>	94%	+2	0	+1	+1
No	<div></div>	6%	-2	0	-1	-1

Basis for the discrimination that you experienced (3 highest responses):

Gender	<div></div>	39%	-	-	-	-
Age	<div></div>	25%	-	-	-	-
Caring responsibilities	<div></div>	22%	-	-	-	-

#### 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

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes	<div></div>	18%	+2	+5 ⬆	+8 ⬆	+8 ⬆
No	<div></div>	74%	-4	-6 ⬇	-11 ⬇	-10 ⬇
Not Sure	<div></div>	8%	+2	+1	+2	+2

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	62%	-	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)	<div></div>	48%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	32%	-	-	-	-

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

Someone more senior (other than your supervisor)	<div></div>	39%	-	-	-	-
Co-worker	<div></div>	39%	-	-	-	-
Your current supervisor	<div></div>	20%	-	-	-	-

#### 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

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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	<div></div>	9%	+2	+5	+6	+6
No	<div></div>	78%	-2	-10	-12	-12
Not sure	<div></div>	8%	-1	+3	+3	+4
Would prefer not to answer	<div></div>	5%	+1	+2	+2	+2

#### Types of corrupt behaviours witnessed (3 highest responses):

Cronyism—preferential treatment of friends	<div></div>	70%	-	-	-	-
Nepotism—preferential treatment of family members	<div></div>	26%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	26%	-	-	-	-

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	78 16	78%	-1	-7 ↓	-6 ↓	-6 ↓
	It would be hard to get away with corruption in my workplace	53 27 20	53%	-2	-18 ↓	-17 ↓	-17 ↓
	I am confident that colleagues in my workplace would report corruption	71 19 10	71%	-1	-10 ↓	-11 ↓	-11 ↓
	I feel confident that I would know what to do if I identified corruption in my workplace	80 13	80%	-2	-3	0	-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

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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	<div><div>79</div><div>10</div><div>11</div></div>	79%	-4	-2	-7⬇️	-7⬇️
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>67</div><div>15</div><div>18</div></div>	67%	+3	+4	+4	+3
	Considering everything, I am satisfied with my job	<div><div>70</div><div>16</div><div>13</div></div>	70%	-3	0	-4	-4
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>79</div><div>14</div><div></div></div>	79%	-2	+2	-5⬇️	-3
	I am satisfied with the stability and security of my current job	<div><div>69</div><div>16</div><div>15</div></div>	69%	-1	-4	-1	-5⬇️
	I am satisfied with the opportunities for career progression in my agency	<div><div>37</div><div>26</div><div>37</div></div>	37%	+1	-6⬇️	-2	-6⬇️

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

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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	<div><div>77</div><div>15</div><div>8</div></div>	77%	0	-6 ↓	-11 ↓	-10 ↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	<div><div>59</div><div>31</div><div>10</div></div>	59%	+2	-4	-13 ↓	-14 ↓
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	<div><div>72</div><div>16</div><div>13</div></div>	72%	-2	-3	-7 ↓	-5 ↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	<div><div>47</div><div>33</div><div>19</div></div>	47%	+3	-7 ↓	-8 ↓	-13 ↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	<div><div>20</div><div>50</div><div>30</div></div>	20%	-3	-9 ↓	-13 ↓	-15 ↓
	My immediate supervisor actively supports opportunities for mobility	<div><div>40</div><div>41</div><div>19</div></div>	40%	-2	-7 ↓	-3	-8 ↓

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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>77</div><div>12</div><div>12</div></div>	77%	-	+1	-3	-3
My workgroup has the tools and resources we need to perform well	<div><div>58</div><div>17</div><div>25</div></div>	58%	-3	0	-1	-3
The work processes we have in place allow me to be as productive as possible	<div><div>54</div><div>21</div><div>25</div></div>	54%	-1	-1	-2	-2
The people in my workgroup complete work to a high standard	<div><div>74</div><div>17</div><div>9</div></div>	74%	-3	-4	-10⬇️	-9⬇️
The people in my work group use time and resources efficiently	<div><div>65</div><div>21</div><div>14</div></div>	65%	-	-5⬇️	-10⬇️	-9⬇️
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>73</div><div>18</div><div>9</div></div>	73%	-5⬇️	-6⬇️	-9⬇️	-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

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	-----------------------	---------------------------------	--	--

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	<b>76%</b>	-4	-7 ↓	-6 ↓	-7 ↓
No	<div></div>	<b>24%</b>	+4	+7 ↑	+6 ↑	+7 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	<b>75%</b>	-4	-9 ↓	-10 ↓	-10 ↓
No	<div></div>	<b>25%</b>	+4	+9 ↑	+10 ↑	+10 ↑

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

Yes	<div></div>	<b>75%</b>	+1	-7 ↓	-8 ↓	-7 ↓
No	<div></div>	<b>25%</b>	-1	+7 ↑	+8 ↑	+7 ↑

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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	-------------------------------------

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>	<b>69%</b>	-9 ↓	-6 ↓	-7 ↓	-7 ↓
No	<div></div>	<b>17%</b>	+7 ↑	+9 ↑	+9 ↑	+10 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	<b>14%</b>	+2	-2	-3	-3

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

Yes	<div></div>	<b>19%</b>	-3	-7 ↓	-4	-6 ↓
No	<div></div>	<b>20%</b>	+1	+4	+5 ↑	+4
Not applicable (e.g. my performance has not changed)	<div></div>	<b>61%</b>	+3	+3	-1	+1

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>62</div><div>22</div><div>17</div></div>	62%	-8⬇️	+1	-3	-2
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>52</div><div>30</div><div>18</div></div>	52%	-5⬇️	-8⬇️	-11⬇️	-11⬇️
My overall experience of performance management in my agency has been useful for my development	<div><div>40</div><div>31</div><div>29</div></div>	40%	-2	-8⬇️	-9⬇️	-10⬇️
My supervisor openly demonstrates commitment to performance management	<div><div>54</div><div>27</div><div>19</div></div>	54%	-3	-10⬇️	-10⬇️	-11⬇️
I received recognition when I last accomplished something significant at work	<div><div>63</div><div>20</div><div>17</div></div>	63%	0	-4	-9⬇️	-9⬇️
I can identify a clear connection between my job and my agency's purpose	<div><div>79</div><div>14</div><div>7</div></div>	79%	+2	-3	-8⬇️	-7⬇️

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

## Managing Underperformance

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Strongly agree		<b>3%</b>	-	0	0	0
Agree		<b>13%</b>	-	-4	-4	-5↓
Neither agree nor disagree		<b>43%</b>	-	0	-5↓	-5↓
Disagree		<b>24%</b>	-	+1	+3	+4
Strongly disagree		<b>16%</b>	-	+3	+6↑	+6↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

# 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

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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 previous manager did not address the underperformance	<div></div>	58%	-	-	-	-
The time required to manage the underperformance	<div></div>	53%	-	-	-	-
Managing the impact of the underperformer on team members and/or colleagues	<div></div>	50%	-	-	-	-

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

Support from my immediate supervisor	<div></div>	70%	-	-	-	-
Support from my agency's HR area	<div></div>	55%	-	-	-	-
Access to resources to support the process	<div></div>	30%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My supervisor provides time for me to attend learning programs	<div><div>76</div><div>14</div><div>9</div></div>	76%	+3	-4	-3	-6↓
My supervisor shares links, readings and information	<div><div>61</div><div>18</div><div>20</div></div>	61%	+5↑	-12↓	-9↓	-9↓
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>56</div><div>22</div><div>22</div></div>	56%	+5↑	-10↓	-11↓	-12↓
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>68</div><div>19</div><div>13</div></div>	68%	+3	-6↓	-8↓	-8↓
I access learning and development solutions to meet my needs	<div><div>68</div><div>20</div><div>12</div></div>	68%	-	-6↓	-2	-5↓
I have a clear understanding of my development needs	<div><div>72</div><div>18</div><div>11</div></div>	72%	+5↑	-6↓	-4	-5↓
I spend time out of working hours building my capability	<div><div>59</div><div>21</div><div>20</div></div>	59%	+5↑	+6↑	+3	+2
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>74</div><div>18</div><div>7</div></div>	74%	+2	-4	-6↓	-6↓

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 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	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
In the last 12 months, have you applied for a job?						
Yes, outside the APS	<div></div>	14%	0	+1	-1	0
Yes, in my agency	<div></div>	25%	+5	-13	-7	-9
Yes, in another APS agency	<div></div>	20%	-2	+2	-1	-2
No	<div></div>	55%	-2	+6	+5	+7
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	<div></div>	7%	0	+1	+2	+1
I want to leave my agency within the next 12 months	<div></div>	14%	+1	+5	+3	+2
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	9%	-1	-1	0	0
I want to stay working for my agency for the next one to two years	<div></div>	22%	-4	-3	-9	-11
I want to stay working for my agency for at least the next three years	<div></div>	48%	+3	-2	+5	+8

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS





## EXPLORE THE FULL RESULTS

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.

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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Primary reasons behind desire to leave agency (3 highest responses):

Senior leadership is of a poor quality		22%	-	-	-	-
There is a lack of future career opportunities in my agency		20%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		10%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers	<div><div>61</div><div>26</div><div>13</div></div>	61%	-2	-9↓	-11↓	-12↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>49</div><div>27</div><div>23</div></div>	49%	-8↓	-10↓	-14↓	-13↓
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>42</div><div>35</div><div>23</div></div>	42%	-	-11↓	-11↓	-11↓
Appropriate risk taking is rewarded in my agency	<div><div>19</div><div>46</div><div>35</div></div>	19%	-1	-6↓	-8↓	-8↓
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>34</div><div>39</div><div>27</div></div>	34%	-8↓	-9↓	-14↓	-14↓
When things go wrong, my agency uses this as an opportunity to learn	<div><div>36</div><div>34</div><div>30</div></div>	36%	-	-10↓	-16↓	-14↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





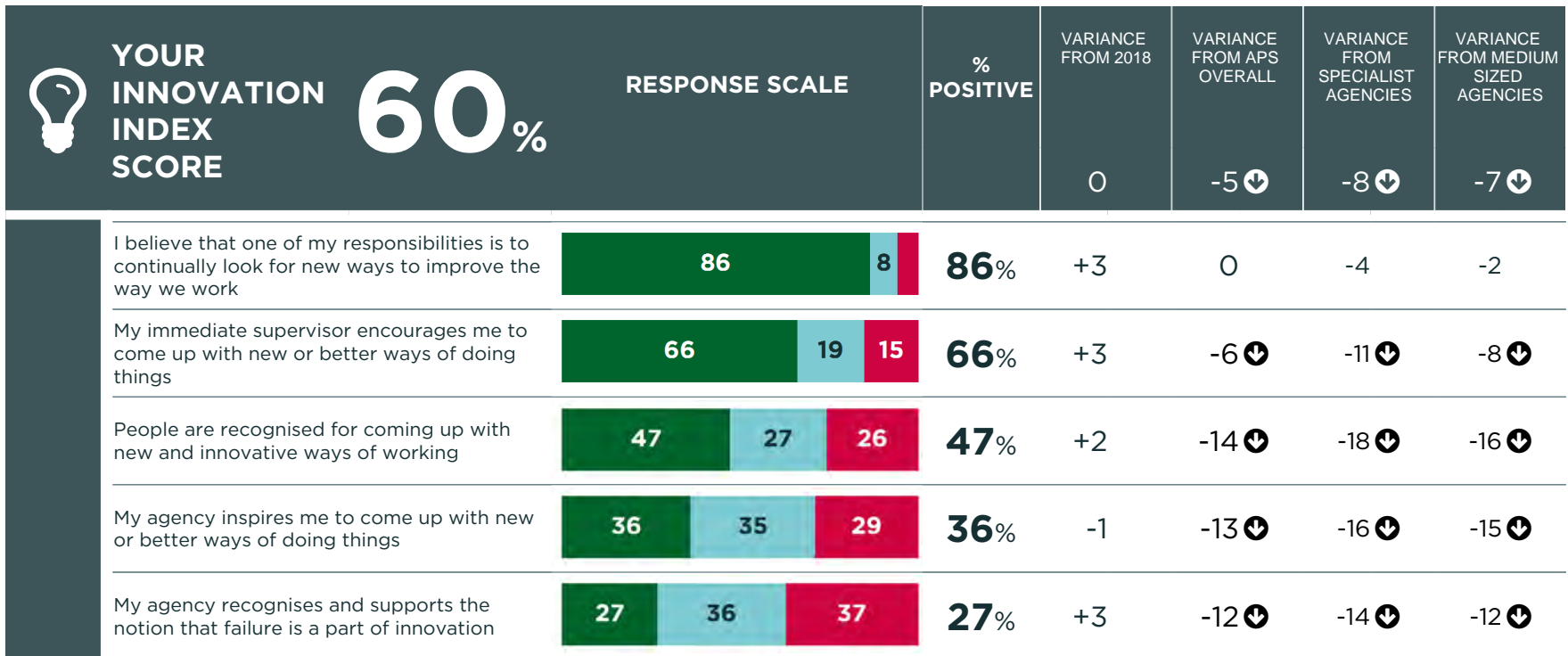
# INNOVATION INDEX



## 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.



### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# SUGGESTED QUESTIONS TO FOCUS ON



## WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

%  
POSITIVE

VARIANCE  
FROM  
PREVIOUS  
SURVEY

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

.1

My agency supports and actively promotes an inclusive workplace culture

63%

-1

-15↓

-17↓

-16↓

.2

I understand how my role contributes to achieving an outcome for the Australian public

83%

-

-7↓

-8↓

-8↓

.3

Change is managed well in my agency

32%

0

-7↓

-6↓

-9↓

.4

My agency actively encourages ethical behaviour by all of its employees

68%

-5↓

-12↓

-16↓

-15↓

.5

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

36%

-1

-13↓

-16↓

-15↓

.6

I am satisfied with the recognition I receive for doing a good job

56%

0

-6↓

-12↓

-11↓

# DPS SPECIFIC QUESTIONS



## 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
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>46</div><div>30</div><div>24</div></div>	46%	-3
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>70</div><div>18</div><div>12</div></div>	70%	-12↓
I can count on my peers when I need help	<div><div>83</div><div>13</div><div></div></div>	83%	0
I believe I collaborate well with my peers	<div><div>94</div><div></div><div></div></div>	94%	+1
I feel safe to raise new ideas and receive feedback	<div><div>75</div><div>14</div><div>11</div></div>	75%	0
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>43</div><div>24</div><div>33</div></div>	43%	0
I understand the priorities for my work in the next six months	<div><div>75</div><div>12</div><div>13</div></div>	75%	-3
DPS is moving in the right direction	<div><div>49</div><div>33</div><div>18</div></div>	49%	-1
I am looking forward to the next 12 months with enthusiasm	<div><div>50</div><div>29</div><div>21</div></div>	50%	-4

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?

---



---



---

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?

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---



---

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.

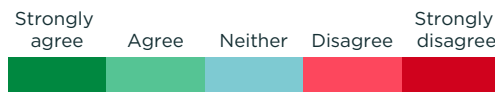
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 WITH RESULTS FROM PREVIOUS YEARS

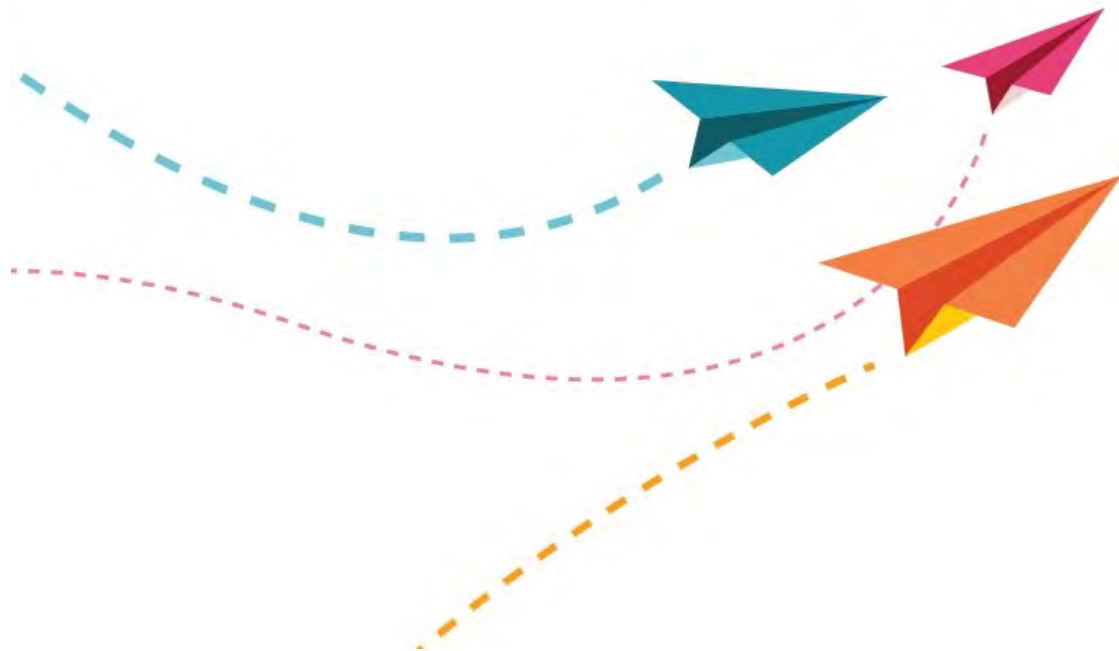
THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS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

# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Parliamentary Library



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### RESPONSES:

102 of 143

### RESPONSE RATE:

71%

# 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.

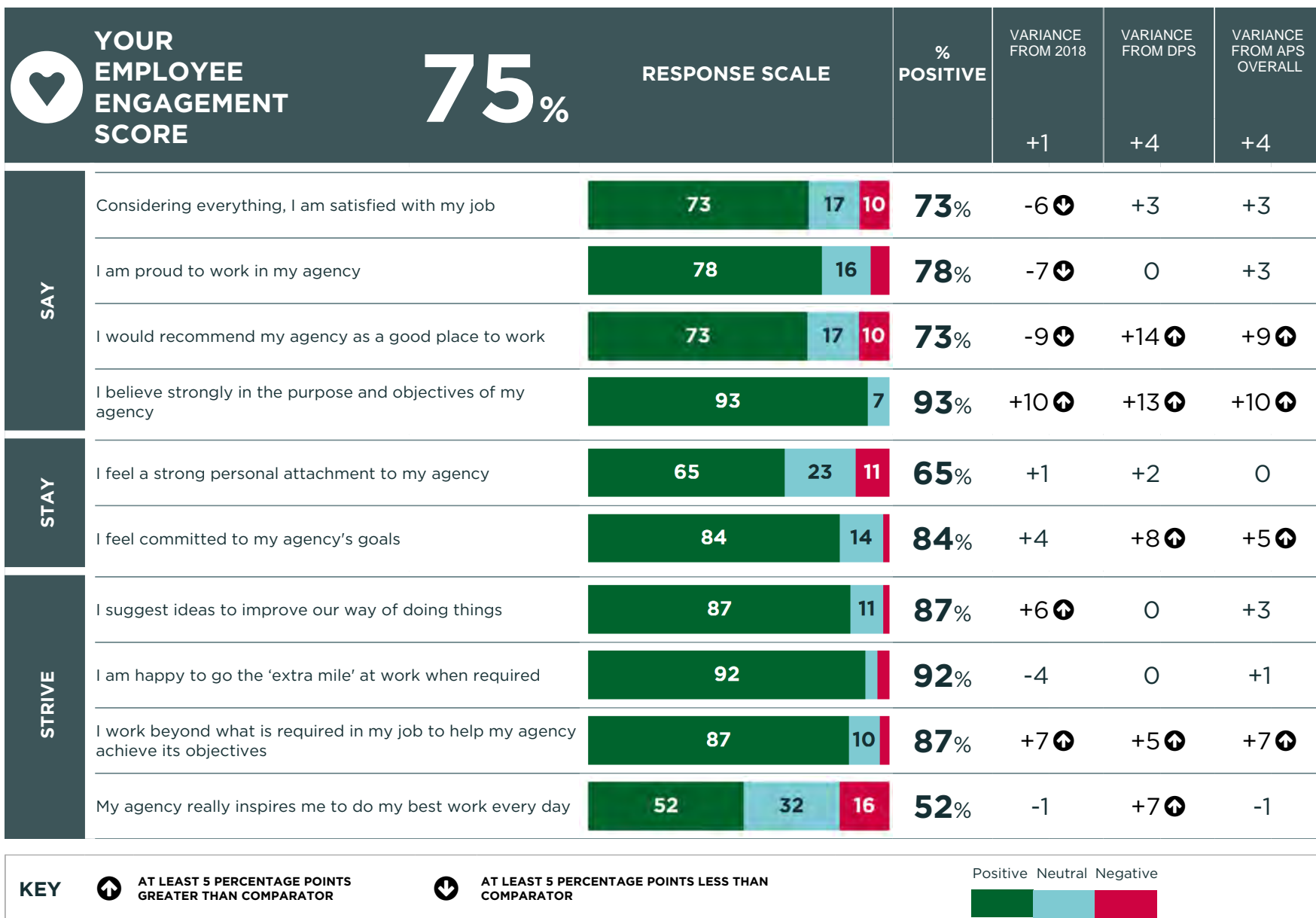
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	35%	-1	-16 ⬇	-2
Female	<div></div>	59%	-2	+14 ⬆	0

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

Yes	<div></div>	1%	-1	-1	-3
No	<div></div>	99%	+1	+1	+3

Do you have an ongoing disability?

Yes	<div></div>	7%	-6 ⬇	+1	-2
No	<div></div>	93%	+6 ⬆	-1	+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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	81%	-1	0	+4
Other country	<div></div>	19%	+1	0	-4

Do you speak a language other than English at home?

No, English only	<div></div>	94%	+3	+8 ↑	+13 ↑
Yes, other	<div></div>	6%	-3	-8 ↓	-13 ↓

Do you have carer responsibilities?

Yes	<div></div>	37%	+7 ↑	+2	-5 ↓
No	<div></div>	63%	-7 ↓	-2	+5 ↑

### 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	85	85%	-2	+4	-3
	My SES manager actively supports people of diverse backgrounds	67	67%	+4	+3	-1
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	64	64%	+2	-1	-15↓
	My supervisor actively supports people from diverse backgrounds	80	80%	-2	+2	-5↓
	My agency supports and actively promotes an inclusive workplace culture	64	64%	-2	+1	-14↓

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				64%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
							-2	+1	-3
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	66	25	9	66%	-4	0	-4	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	52	27	21	52%	-1	-3	-10 ⬇	
	My agency does a good job of promoting health and wellbeing	45	33	22	45%	+2	-6 ⬇	-16 ⬇	
	I think my agency cares about my health and wellbeing	42	34	24	42%	-5 ⬇	-9 ⬇	-16 ⬇	
	I believe my immediate supervisor cares about my health and wellbeing	82	12		82%	-4	+7 ⬆	0	

### 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 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?

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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

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 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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	37 22 41	37%	-7 ↓	-6 ↓	-18 ↓
In my agency, communication between the SES and other employees is effective	33 26 41	33%	-10 ↓	-3	-16 ↓
In my agency, the SES actively contribute to the work of our agency	48 24 28	48%	-7 ↓	-4	-16 ↓
In my agency, the SES are of a high quality	41 26 32	41%	-2	+3	-15 ↓
In my agency, the SES work as a team	44 37 19	44%	-1	+7 ↑	-2
In my agency, the SES clearly articulate the direction and priorities for our agency	44 24 31	44%	-7 ↓	+2	-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

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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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	90	90%	-3	+8⬆	+2
	My supervisor communicates effectively	74	74%	-7⬇	+2	-5⬇
	My supervisor encourages me to contribute ideas	83	83%	+4	+5⬆	0
	My supervisor displays resilience when faced with difficulties or failures	80	80%	-3	+8⬆	0
	My supervisor gives me responsibility and holds me to account for what I deliver	83	83%	0	+2	-3
	My supervisor challenges me to consider new ways of doing things	65	65%	+3	0	-10⬇

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 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	100%	+2	+14	+20
In the same office as me but on a different floor		0%	-	-12	-3
In a different office, but in the same town/city		0%	-	-2	-3
In a different town/city or state		0%	-	-	-14
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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	80 11 8	80%	+2	+12 ⬆	+4
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	60 27 13	60%	-7 ⬇	+15 ⬆	+7 ⬆
	My agency actively encourages ethical behaviour by all of its employees	73 12 15	73%	-7 ⬇	+4	-8 ⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	32 43 25	32%	-4	0	+1
	Staff are consulted about change at work	33 45 22	33%	-13 ⬇	-3	-15 ⬇
	I am happy to go the 'extra mile' at work when required	92	92%	-4	0	+1
	Internal communication within my agency is effective	43 22 34	43%	-7 ⬇	+5 ⬆	-5 ⬇
	In general, employees in my agency feel they are valued for their contribution	43 27 30	43%	-10 ⬇	+3	-3
	My agency really inspires me to do my best work every day	52 32 16	52%	-1	+7 ⬆	-1

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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	<b>58%</b>	+3	+14	+8
Often	<div></div>	<b>35%</b>	-3	-6	-4
Sometimes	<div></div>	<b>3%</b>	-3	-7	-4
Rarely	<div></div>	<b>1%</b>	-	-1	0
Never	<div></div>	<b>0%</b>	-	-1	0
Not sure	<div></div>	<b>2%</b>	-	+1	+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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	66%	-5↓	+14↑	+4
Often	<div></div>	28%	+3	-4	0
Sometimes	<div></div>	1%	-2	-8↓	-5↓
Rarely	<div></div>	2%	+1	-1	+1
Never	<div></div>	1%	-	0	+1
Not sure	<div></div>	1%	-	-1	-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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	41%	+8↑	+11↑	-3
Often	<div></div>	26%	-10↓	-7↓	-5↓
Sometimes	<div></div>	11%	+1	-6↓	+1
Rarely	<div></div>	4%	0	-2	+2
Never	<div></div>	1%	-	0	0
Not sure	<div></div>	17%	0	+3	+4

### 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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		36%	-	+6	-6
Often		23%	-	-7	-8
Sometimes		17%	-	-2	+5
Rarely		9%	-	+1	+5
Never		7%	-	+3	+5
Not sure		9%	-	-1	-1

### 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

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>	14%	+1	+1	+1
No	<div></div>	86%	-1	-1	-1

Did this discrimination occur in your current agency?

Yes	<div></div>	100%	+17 ↑	+6 ↑	+6 ↑
No		0%	-	-6 ↓	-6 ↓

Basis for the discrimination that you experienced (3 highest responses):

Age	<div></div>	46%	-	-	-
Gender	<div></div>	31%	-	-	-
Race	<div></div>	23%	-	-	-

#### 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

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></div></div>	13%	+4	-5 ⬇	-1
No	<div><div></div></div>	84%	-2	+10 ⬆	+4
Not Sure	<div><div></div></div>	3%	-2	-5 ⬇	-4

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div><div></div></div>	64%	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)	<div><div></div></div>	45%	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div><div></div></div>	27%	-	-	-

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

Someone more senior (other than your supervisor)	<div><div></div></div>	55%	-	-	-
Co-worker	<div><div></div></div>	45%	-	-	-
Your current supervisor	<div><div></div></div>	9%	-	-	-

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	<div><div>89</div></div>	89%	+5 ↑	+11 ↑	+8 ↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>73</div><div>11</div><div>16</div></div>	73%	+3	+6 ↑	+10 ↑
	Considering everything, I am satisfied with my job	<div><div>73</div><div>17</div><div>10</div></div>	73%	-6 ↓	+3	+3
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>81</div><div>13</div></div>	81%	0	+2	+4
	I am satisfied with the stability and security of my current job	<div><div>75</div><div>11</div><div>14</div></div>	75%	+2	+6 ↑	+3
	I am satisfied with the opportunities for career progression in my agency	<div><div>30</div><div>31</div><div>38</div></div>	30%	-7 ↓	-7 ↓	-12 ↓

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

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	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	87	87%	+4	+10 ↑	+4
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F				
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	79	79%	-4	+7 ↑	+4
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	46	46%	-4	-2	-9 ↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	28	28%	-4	+8 ↑	-1
	My immediate supervisor actively supports opportunities for mobility	51	51%	-3	+11 ↑	+4

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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>80</div><div>12</div><div>8</div></div>	80%	-	+3	+5 ⬆
My workgroup has the tools and resources we need to perform well	<div><div>65</div><div>17</div><div>18</div></div>	65%	-7 ⬇	+7 ⬆	+7 ⬆
The work processes we have in place allow me to be as productive as possible	<div><div>56</div><div>17</div><div>27</div></div>	56%	-6 ⬇	+2	+1
The people in my workgroup complete work to a high standard	<div><div>80</div><div>13</div><div>7</div></div>	80%	-9 ⬇	+6 ⬆	+2
The people in my work group use time and resources efficiently	<div><div>73</div><div>16</div><div>12</div></div>	73%	-	+8 ⬆	+3
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>80</div><div>14</div><div></div></div>	80%	-12 ⬇	+7 ⬆	+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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
--	----------------	---	--------------------	-------------------	---------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	79%	-8↓	+4	-3
No	<div></div>	21%	+8↑	-4	+3

Received constructive feedback from your supervisor

Yes	<div></div>	80%	-7↓	+6↑	-3
No	<div></div>	20%	+7↑	-6↓	+3

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

Yes	<div></div>	79%	-3	+4	-3
No	<div></div>	21%	+3	-4	+3

### 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	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>	72%	-13↓	+3	-3
No	<div></div>	13%	+7↑	-5↓	+4
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	16%	+6↑	+2	-1
In the past 12 months, did your supervisor recognise when your job performance changed for any reason?					
Yes	<div></div>	17%	-1	-3	-10↓
No	<div></div>	11%	+8↑	-8↓	-4
Not applicable (e.g. my performance has not changed)	<div></div>	72%	-7↓	+11↑	+14↑

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>77</div><div>13</div><div>10</div></div>	77%	-12⬇	+16⬆	+16⬆
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>57</div><div>28</div><div>15</div></div>	57%	-6⬇	+5⬆	-3
My overall experience of performance management in my agency has been useful for my development	<div><div>45</div><div>26</div><div>29</div></div>	45%	+3	+5⬆	-3
My supervisor openly demonstrates commitment to performance management	<div><div>56</div><div>25</div><div>19</div></div>	56%	-10⬇	+2	-8⬇
I received recognition when I last accomplished something significant at work	<div><div>68</div><div>13</div><div>19</div></div>	68%	-2	+5⬆	+1
I can identify a clear connection between my job and my agency's purpose	<div><div>85</div><div>10</div><div></div></div>	85%	+3	+6⬆	+3

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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	90	90%	+6 ⬆	+13 ⬆	+10 ⬆
My supervisor shares links, readings and information	72	72%	-3	+11 ⬆	-1
My supervisor provides me with opportunities to develop relevant capabilities for my career	61	61%	+8 ⬆	+5 ⬆	-5 ⬇
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	77	77%	+7 ⬆	+8 ⬆	+2
I access learning and development solutions to meet my needs	80	80%	-	+13 ⬆	+7 ⬆
I have a clear understanding of my development needs	78	78%	+13 ⬆	+7 ⬆	+1
I spend time out of working hours building my capability	71	71%	+18 ⬆	+12 ⬆	+18 ⬆
I seek out opportunities to apply what I learn in my day-to-day work	84	84%	+10 ⬆	+9 ⬆	+5 ⬆

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 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job?					
Yes, outside the APS		10%	-9↓	-3	-2
Yes, in my agency		34%	+14↑	+9↑	-4
Yes, in another APS agency		19%	+5↑	-2	0
No		49%	-8↓	-5↓	+1
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		4%	+1	-3	-2
I want to leave my agency within the next 12 months		14%	+3	0	+5↑
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		5%	-4	-4	-4
I want to stay working for my agency for the next one to two years		27%	-3	+5↑	+2
I want to stay working for my agency for at least the next three years		49%	+3	+1	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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.

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Primary reasons behind desire to leave agency (3 highest responses):					
There is a lack of future career opportunities in my agency		23%	-	-	-
Senior leadership is of a poor quality		18%	-	-	-
I want to try a different type of work or I'm seeking a career change		14%	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# 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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>52</div><div>28</div><div>20</div></div>	52%	-4	-9⬇️	-18⬇️
Risk management concerns are discussed openly and honestly in my agency	<div><div>42</div><div>27</div><div>31</div></div>	42%	-7⬇️	-7⬇️	-18⬇️
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>39</div><div>39</div><div>22</div></div>	39%	-	-2	-13⬇️
Appropriate risk taking is rewarded in my agency	<div><div>14</div><div>45</div><div>41</div></div>	14%	-4	-5⬇️	-11⬇️
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>27</div><div>40</div><div>33</div></div>	27%	-10⬇️	-7⬇️	-16⬇️
When things go wrong, my agency uses this as an opportunity to learn	<div><div>38</div><div>28</div><div>34</div></div>	38%	-	+2	-8⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



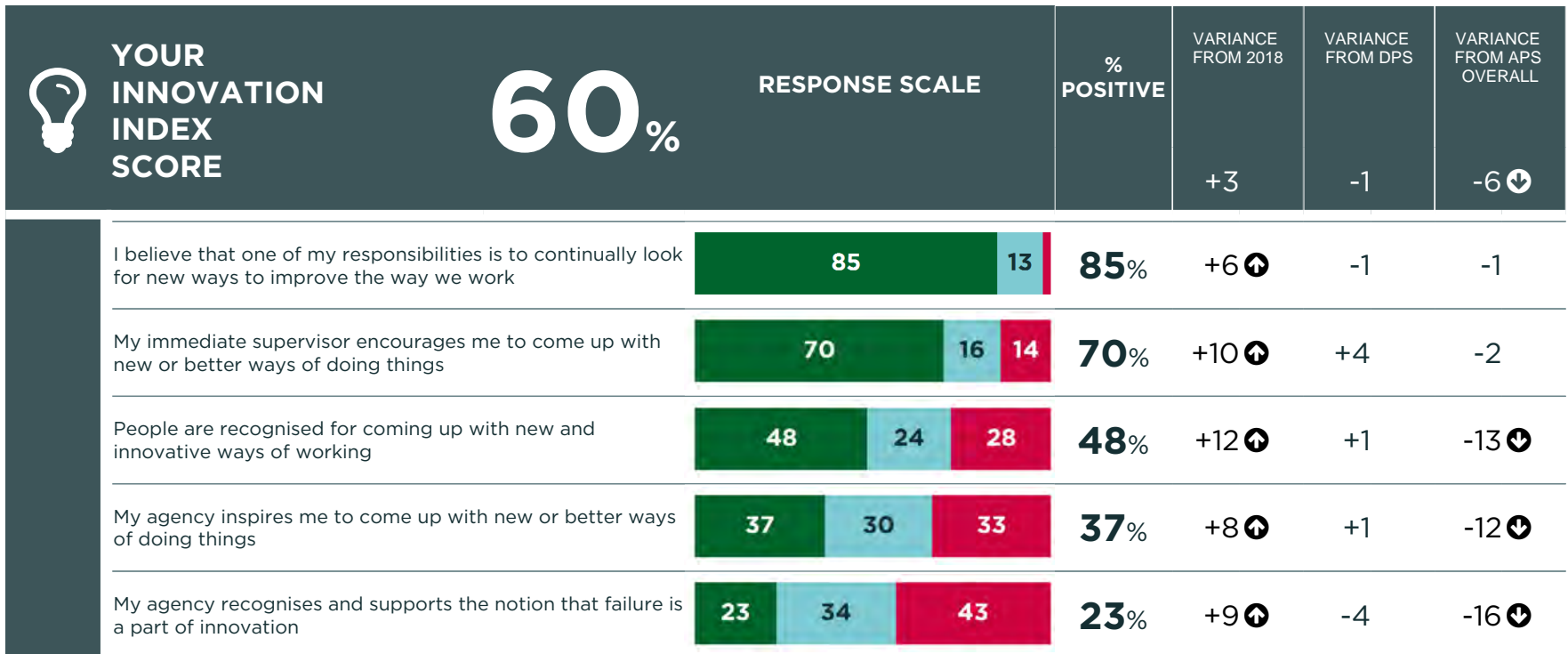
# INNOVATION INDEX



## 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.



### 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

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	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>57</div><div>24</div><div>19</div></div>	57%	-2	+11⬆
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>73</div><div>15</div><div>12</div></div>	73%	-17⬇	+3
I can count on my peers when I need help	<div><div>87</div><div>7</div><div></div></div>	87%	+1	+5⬆
I believe I collaborate well with my peers	<div><div>91</div><div>7</div><div></div></div>	91%	0	-2
I feel safe to raise new ideas and receive feedback	<div><div>77</div><div>15</div><div>8</div></div>	77%	-3	+3
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>41</div><div>21</div><div>37</div></div>	41%	-7⬇	-2
I understand the priorities for my work in the next six months	<div><div>79</div><div>12</div><div>10</div></div>	79%	-14⬇	+4
DPS is moving in the right direction	<div><div>52</div><div>34</div><div>14</div></div>	52%	-2	+3
I am looking forward to the next 12 months with enthusiasm	<div><div>54</div><div>24</div><div>21</div></div>	54%	-1	+4

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?

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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?

---



---



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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.

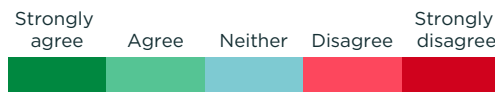
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 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.

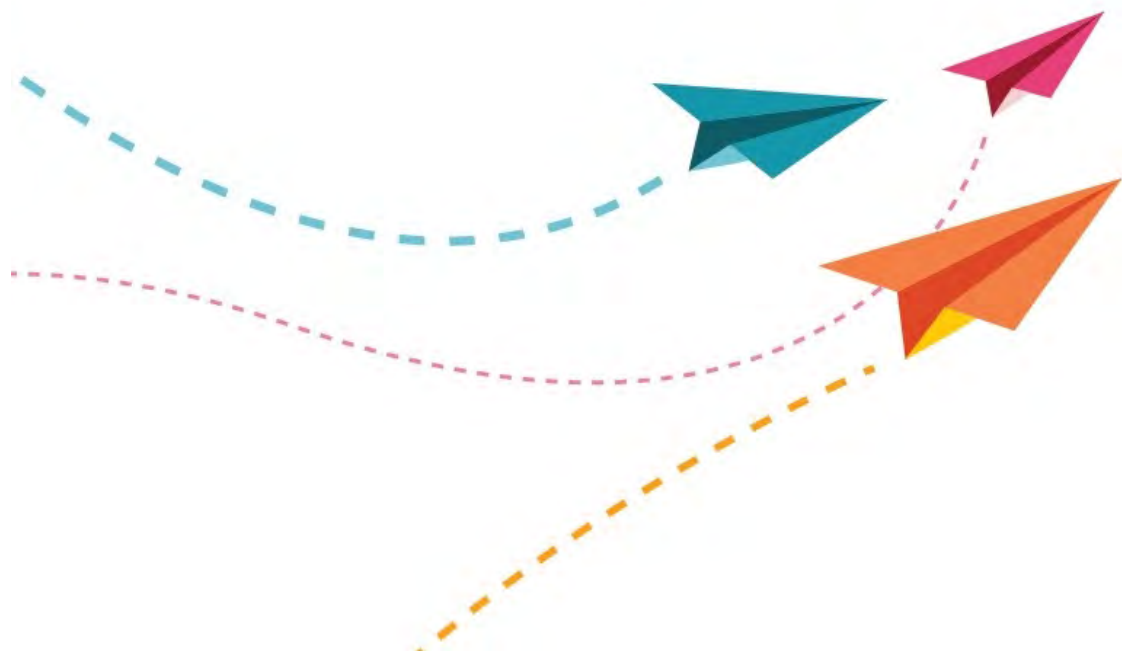
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

## Research Branch



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### RESPONSES:

59 of 81

### RESPONSE RATE:

73%

# 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.

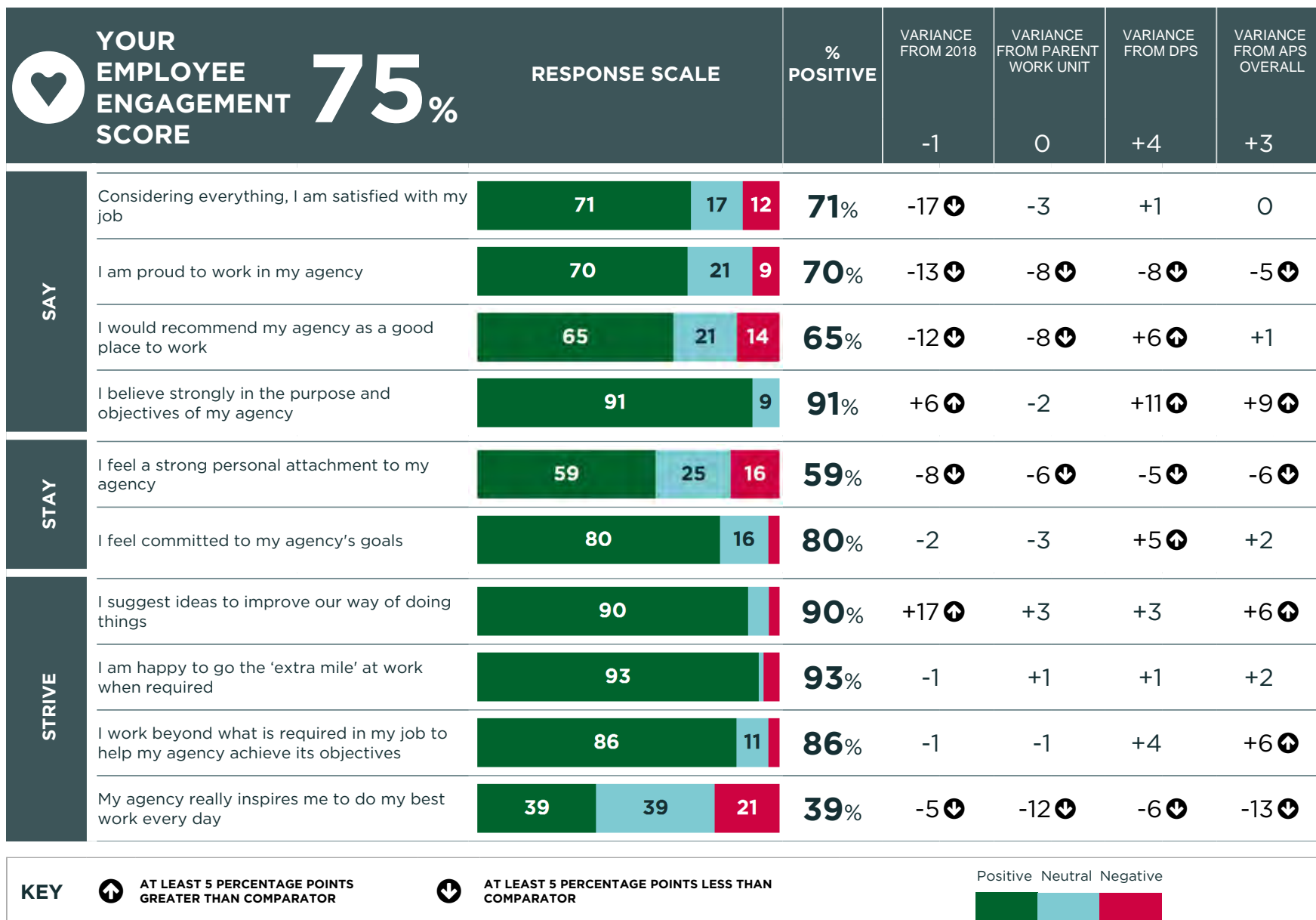
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	46%	+2	+10 ↑	-5 ↓	+8 ↑
Female	<div></div>	46%	-8 ↓	-13 ↓	+1	-13 ↓

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

Yes	<div></div>	2%	-	+1	-1	-2
No	<div></div>	98%	-2	-1	+1	+2

Do you have an ongoing disability?

Yes	<div></div>	5%	-7 ↓	-2	-1	-3
No	<div></div>	95%	+7 ↑	+2	+1	+3

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	85%	+3	+3	+3	+7 ↑
Other country	<div></div>	15%	-3	-3	-3	-7 ↓

Do you speak a language other than English at home?

No, English only	<div></div>	97%	+5 ↑	+2	+11 ↑	+15 ↑
Yes, other	<div></div>	3%	-5 ↓	-2	-11 ↓	-15 ↓

Do you have carer responsibilities?

Yes	<div></div>	49%	+7 ↑	+13 ↑	+15 ↑	+8 ↑
No	<div></div>	51%	-7 ↓	-13 ↓	-15 ↓	-8 ↓

### 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	<div><div>83</div><div>10</div></div>	83%	-1	-2	+1	-6⬇️
	My SES manager actively supports people of diverse backgrounds	<div><div>52</div><div>34</div><div>14</div></div>	52%	+5⬆️	-15⬇️	-13⬇️	-16⬇️
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	<div><div>54</div><div>30</div><div>16</div></div>	54%	+1	-9⬇️	-10⬇️	-24⬇️
	My supervisor actively supports people from diverse backgrounds	<div><div>74</div><div>19</div></div>	74%	-11⬇️	-6⬇️	-4	-11⬇️
	My agency supports and actively promotes an inclusive workplace culture	<div><div>52</div><div>32</div><div>16</div></div>	52%	-4	-12⬇️	-11⬇️	-26⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



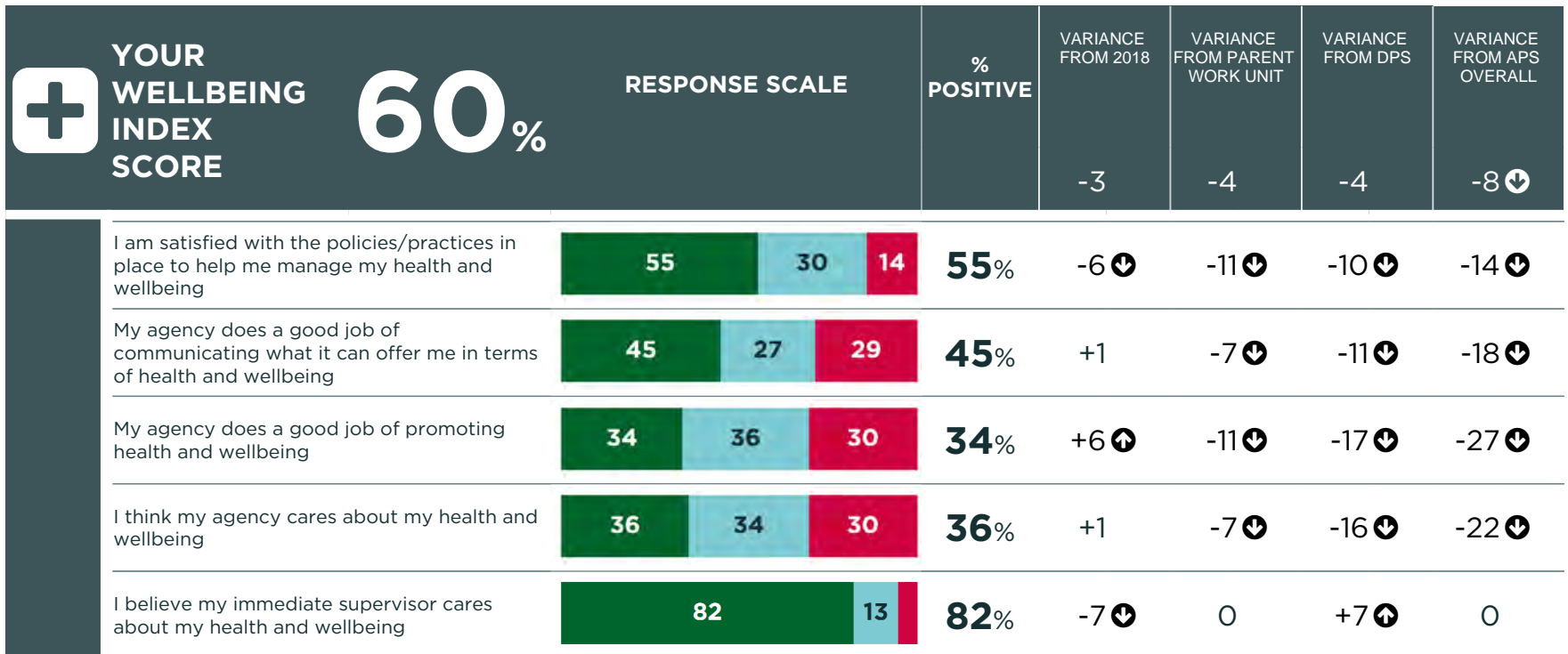
# WELLBEING INDEX



## 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.**



### 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 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?

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

s47F

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>14</div><div>20</div><div>67</div></div>	14%	-5⬇️	-23⬇️	-30⬇️	-42⬇️
In my agency, communication between the SES and other employees is effective	<div><div>13</div><div>23</div><div>63</div></div>	13%	-11⬇️	-20⬇️	-23⬇️	-35⬇️
In my agency, the SES actively contribute to the work of our agency	<div><div>30</div><div>28</div><div>42</div></div>	30%	-8⬇️	-18⬇️	-22⬇️	-34⬇️
In my agency, the SES are of a high quality	<div><div>22</div><div>24</div><div>53</div></div>	22%	-2	-19⬇️	-16⬇️	-34⬇️
In my agency, the SES work as a team	<div><div>25</div><div>43</div><div>33</div></div>	25%	-4	-19⬇️	-12⬇️	-21⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>27</div><div>24</div><div>49</div></div>	27%	-10⬇️	-17⬇️	-15⬇️	-30⬇️

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	88 9	88%	-6 ⬇	-2	+6 ⬆	0
My supervisor communicates effectively	72 22	72%	-11 ⬇	-2	0	-7 ⬇
My supervisor encourages me to contribute ideas	83 10	83%	+2	0	+5 ⬆	-1
My supervisor displays resilience when faced with difficulties or failures	75 12 12	75%	-6 ⬇	-5 ⬇	+3	-5 ⬇
My supervisor gives me responsibility and holds me to account for what I deliver	81 14	81%	-2	-2	0	-5 ⬇
My supervisor challenges me to consider new ways of doing things	60 19 21	60%	+1	-5 ⬇	-4	-15 ⬇

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 2018

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	100%	+2	0	+14	+20
In the same office as me but on a different floor	0%	-	-	-12	-3
In a different office, but in the same town/city	0%	-	-	-2	-3
In a different town/city or state	0%	-	-	-	-14
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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>80</div><div>9</div><div>11</div></div>	80%	-4	0	+12 ⬆	+4
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>54</div><div>29</div><div>18</div></div>	54%	-20 ⬇	-7 ⬇	+8 ⬆	0
	My agency actively encourages ethical behaviour by all of its employees	<div><div>63</div><div>16</div><div>21</div></div>	63%	-16 ⬇	-10 ⬇	-5 ⬇	-17 ⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>14</div><div>52</div><div>34</div></div>	14%	+1	-18 ⬇	-18 ⬇	-17 ⬇
	Staff are consulted about change at work	<div><div>29</div><div>41</div><div>30</div></div>	29%	+9 ⬆	-4	-7 ⬇	-20 ⬇
	I am happy to go the 'extra mile' at work when required	<div><div>93</div><div></div><div></div></div>	93%	-1	+1	+1	+2
	Internal communication within my agency is effective	<div><div>35</div><div>21</div><div>44</div></div>	35%	-1	-8 ⬇	-4	-13 ⬇
	In general, employees in my agency feel they are valued for their contribution	<div><div>36</div><div>25</div><div>39</div></div>	36%	-19 ⬇	-8 ⬇	-5 ⬇	-11 ⬇
	My agency really inspires me to do my best work every day	<div><div>39</div><div>39</div><div>21</div></div>	39%	-5 ⬇	-12 ⬇	-6 ⬇	-13 ⬇

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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	54%	-3	-5↓	+9↑	+3
Often	<div></div>	38%	-4	+2	-4	-2
Sometimes	<div></div>	4%	+1	0	-7↓	-3
Rarely	<div></div>	2%	-	+1	0	+1
Never		0%	-	-	-1	0
Not sure	<div></div>	4%	-	+1	+3	+2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	63%	-5 ↓	-4	+11 ↑	0
Often	<div></div>	30%	0	+2	-2	+2
Sometimes		0%	-	-1	-10 ↓	-6 ↓
Rarely	<div></div>	4%	-	+1	0	+2
Never	<div></div>	2%	-	+1	+1	+1
Not sure	<div></div>	2%	-	+1	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	30%	+6 ⬆	-11 ⬇	0	-14 ⬇
Often	<div></div>	27%	-11 ⬇	+1	-6 ⬇	-4
Sometimes	<div></div>	16%	+5 ⬆	+5 ⬆	-1	+7 ⬆
Rarely	<div></div>	7%	+3	+3	+1	+5 ⬆
Never	<div></div>	2%	-	+1	+1	+1
Not sure	<div></div>	18%	-4	+1	+4	+5 ⬆

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	24%	-	-12↓	-6↓	-18↓
Often	<div></div>	18%	-	-5↓	-12↓	-13↓
Sometimes	<div></div>	27%	-	+10↑	+8↑	+14↑
Rarely	<div></div>	13%	-	+4	+5↑	+9↑
Never	<div></div>	11%	-	+4	+7↑	+10↑
Not sure	<div></div>	7%	-	-1	-2	-2

### 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

VARIANCE FROM PARENT WORK UNIT

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>	18%	0	+4	+5	+6
No	<div></div>	82%	0	-4	-5	-6

Did this discrimination occur in your current agency?

Yes	<div></div>	100%	0	0	+6	+6
No		0%	-	-	-6	-6

Basis for the discrimination that you experienced (3 highest responses):

Gender	<div></div>	40%	-	-	-	-
Race	<div></div>	30%	-	-	-	-
Disability (e.g. loss of hearing or sight, incomplete use of limbs or mental health issues)	<div></div>	30%	-	-	-	-

#### 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

VARIANCE FROM PARENT WORK UNIT

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>	18%	+11 ⬆	+5 ⬆	0	+5 ⬆
No	<div></div>	79%	-13 ⬆	-6 ⬆	+5 ⬆	-2
Not Sure	<div></div>	4%	+1	0	-4	-3

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	60%	-	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)	<div></div>	40%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	30%	-	-	-	-

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

Someone more senior (other than your supervisor)	<div></div>	50%	-	-	-	-
Co-worker	<div></div>	50%	-	-	-	-
Your current supervisor	<div></div>	10%	-	-	-	-

#### 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	91	91%	-2	+2	+13 ↑	+11 ↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	72 10 17	72%	-1	-1	+5 ↑	+10 ↑
	Considering everything, I am satisfied with my job	71 17 12	71%	-17 ↓	-3	+1	0
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	74 17 9	74%	+2	-7 ↓	-5 ↓	-3
	I am satisfied with the stability and security of my current job	81 9 10	81%	+6 ↑	+6 ↑	+12 ↑	+8 ↑
	I am satisfied with the opportunities for career progression in my agency	18 35 47	18%	-2	-13 ↓	-19 ↓	-25 ↓

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

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	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	81 7 12	81%	-4	-6 ↓	+4	-2
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	81 11 9	81%	+3	+2	+9 ↑	+6 ↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	23 38 39	23%	-1	-23 ↓	-24 ↓	-32 ↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	21 36 43	21%	-7 ↓	-7 ↓	+2	-7 ↓
	My immediate supervisor actively supports opportunities for mobility	43 39 18	43%	+2	-8 ↓	+3	-5 ↓

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>79</div><div>11</div><div>11</div></div>	79%	-	-1	+2	+3
My workgroup has the tools and resources we need to perform well	<div><div>66</div><div>9</div><div>25</div></div>	66%	+1	+1	+8⬆	+8⬆
The work processes we have in place allow me to be as productive as possible	<div><div>48</div><div>18</div><div>34</div></div>	48%	-7⬇	-8⬇	-5⬇	-6⬇
The people in my workgroup complete work to a high standard	<div><div>82</div><div>11</div><div>7</div></div>	82%	-9⬇	+2	+9⬆	+4
The people in my work group use time and resources efficiently	<div><div>73</div><div>13</div><div>14</div></div>	73%	-	+1	+8⬆	+3
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>79</div><div>13</div><div>9</div></div>	79%	-11⬇	-1	+5⬆	0

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	-----------------------	--------------------------------------	----------------------	---------------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	75%	-8 ↓	-4	-1	-8 ↓
No	<div></div>	25%	+8 ↑	+4	+1	+8 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	77%	-6 ↓	-4	+2	-7 ↓
No	<div></div>	23%	+6 ↑	+4	-2	+7 ↑

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

Yes	<div></div>	80%	0	+1	+5 ↑	-2
No	<div></div>	20%	0	-1	-5 ↓	+2

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	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>	75%	-5 ↓	+3	+6 ↑	0
No	<div></div>	11%	0	-2	-6 ↓	+2
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	14%	+6 ↑	-1	0	-2

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

Yes	<div></div>	20%	+2	+3	0	-7 ↓
No	<div></div>	13%	-	+1	-7 ↓	-3
Not applicable (e.g. my performance has not changed)	<div></div>	68%	-15 ↓	-4	+7 ↑	+10 ↑

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>80</div><div>7</div><div>13</div></div>	80%	-15⬇️	+3	+19⬆️	+20⬆️
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>56</div><div>22</div><div>22</div></div>	56%	-7⬇️	0	+5⬆️	-3
My overall experience of performance management in my agency has been useful for my development	<div><div>34</div><div>29</div><div>38</div></div>	34%	-3	-11⬇️	-6⬇️	-14⬇️
My supervisor openly demonstrates commitment to performance management	<div><div>50</div><div>27</div><div>23</div></div>	50%	-13⬇️	-6⬇️	-4	-14⬇️
I received recognition when I last accomplished something significant at work	<div><div>68</div><div>7</div><div>25</div></div>	68%	-8⬇️	0	+6⬆️	+2
I can identify a clear connection between my job and my agency's purpose	<div><div>84</div><div>9</div><div>7</div></div>	84%	-1	-1	+5⬆️	+2

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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	91	91%	+4	+1	+15 ⬆	+11 ⬆
My supervisor shares links, readings and information	73 11 16	73%	-3	+1	+12 ⬆	0
My supervisor provides me with opportunities to develop relevant capabilities for my career	59 18 23	59%	0	-2	+3	-7 ⬇
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	71 16 13	71%	-2	-5 ⬇	+3	-3
I access learning and development solutions to meet my needs	75 11 14	75%	-	-5 ⬇	+7 ⬆	+1
I have a clear understanding of my development needs	77 14 9	77%	+12 ⬆	-2	+5 ⬆	-1
I spend time out of working hours building my capability	73 9 18	73%	+12 ⬆	+2	+14 ⬆	+20 ⬆
I seek out opportunities to apply what I learn in my day-to-day work	84 9 7	84%	+3	0	+9 ⬆	+6 ⬆

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
--	----------------	---	--------------------	--------------------------------	-------------------	---------------------------

In the last 12 months, have you applied for a job?

Yes, outside the APS	<div></div>	14%	-10 ↓	+4	0	+2
Yes, in my agency	<div></div>	25%	+9 ↑	-9 ↓	0	-13 ↓
Yes, in another APS agency	<div></div>	25%	+9 ↑	+6 ↑	+4	+6 ↑
No	<div></div>	53%	-6 ↓	+3	-2	+4

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	<div></div>	7%	-	+3	0	+1
I want to leave my agency within the next 12 months	<div></div>	18%	-2	+4	+4	+9 ↑
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	7%	-6 ↓	+2	-2	-3
I want to stay working for my agency for the next one to two years	<div></div>	30%	+1	+2	+8 ↑	+5 ↑
I want to stay working for my agency for at least the next three years	<div></div>	39%	+1	-11 ↓	-10 ↓	-12 ↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS





## EXPLORE THE FULL RESULTS

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.

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-------------------	---------------------------

Primary reasons behind desire to leave agency (3 highest responses):

There is a lack of future career opportunities in my agency		22%	-	-	-	-
Senior leadership is of a poor quality		22%	-	-	-	-
Other		17%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# RISK 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>35</div><div>31</div><div>33</div></div>	35%	-16 ↓	-17 ↓	-26 ↓	-35 ↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>33</div><div>17</div><div>50</div></div>	33%	-8 ↓	-9 ↓	-16 ↓	-26 ↓
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>28</div><div>39</div><div>33</div></div>	28%	-	-11 ↓	-14 ↓	-24 ↓
Appropriate risk taking is rewarded in my agency	<div><div>8</div><div>28</div><div>64</div></div>	8%	-6 ↓	-7 ↓	-11 ↓	-18 ↓
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>15</div><div>33</div><div>52</div></div>	15%	-15 ↓	-12 ↓	-19 ↓	-28 ↓
When things go wrong, my agency uses this as an opportunity to learn	<div><div>28</div><div>24</div><div>48</div></div>	28%	-	-10 ↓	-9 ↓	-19 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



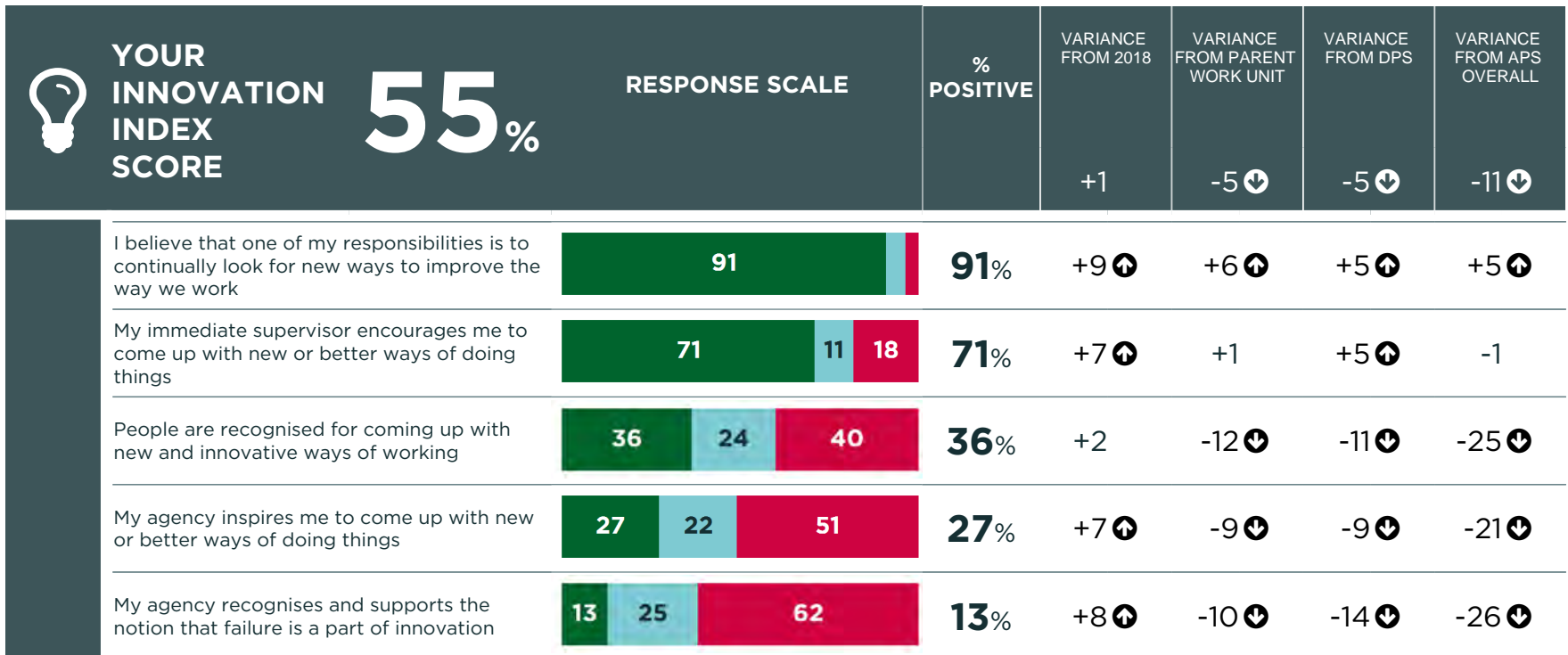
# INNOVATION INDEX



## INNOVATION

THE 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.



### 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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>55</div><div>19</div><div>26</div></div>	55%	-11⬇️	-2	+9⬆️
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>75</div><div>11</div><div>15</div></div>	75%	-21⬇️	+1	+5⬆️
I can count on my peers when I need help	<div><div>89</div><div></div><div></div></div>	89%	-2	+2	+6⬆️
I believe I collaborate well with my peers	<div><div>95</div><div></div><div></div></div>	95%	-3	+3	+1
I feel safe to raise new ideas and receive feedback	<div><div>80</div><div>11</div><div>9</div></div>	80%	0	+3	+5⬆️
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>31</div><div>15</div><div>55</div></div>	31%	+7⬆️	-11⬇️	-12⬇️
I understand the priorities for my work in the next six months	<div><div>80</div><div>7</div><div>13</div></div>	80%	-11⬇️	+1	+5⬆️
DPS is moving in the right direction	<div><div>38</div><div>44</div><div>18</div></div>	38%	-7⬇️	-14⬇️	-11⬇️
I am looking forward to the next 12 months with enthusiasm	<div><div>49</div><div>20</div><div>31</div></div>	49%	-12⬇️	-5⬇️	-1

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?

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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?

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---



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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.

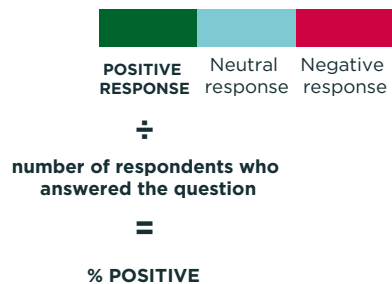
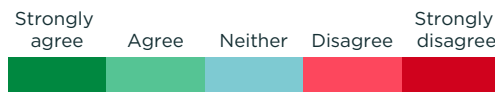
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 TO 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

## 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.

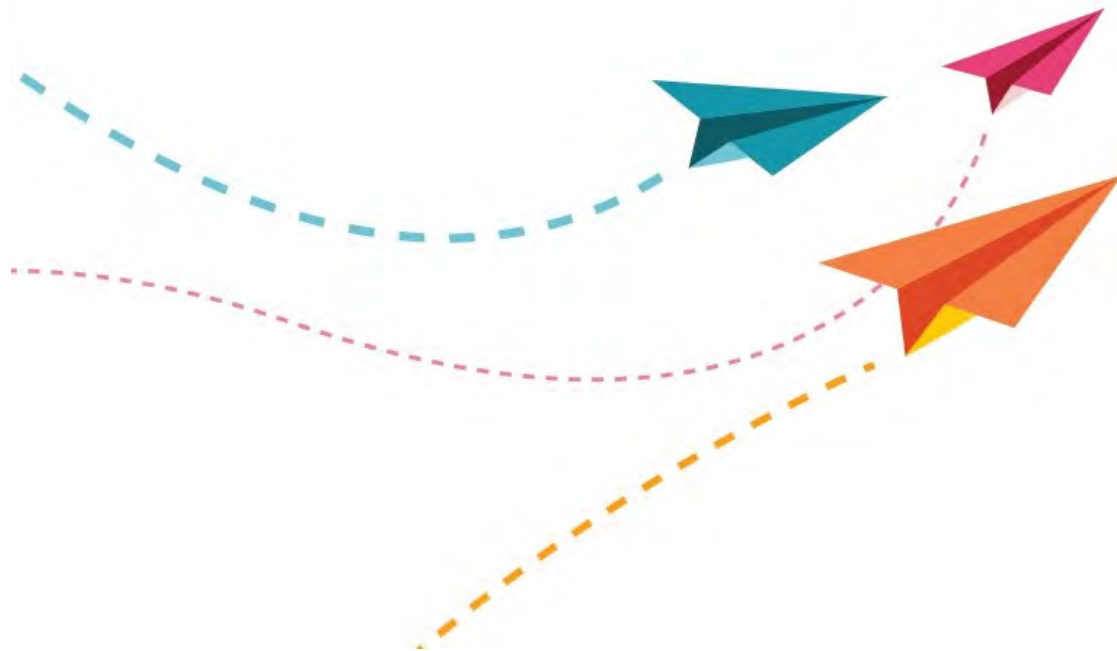
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

## Library Collections & Databases Branch



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### RESPONSES:

39 of 55

### RESPONSE RATE:

71%

# 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.

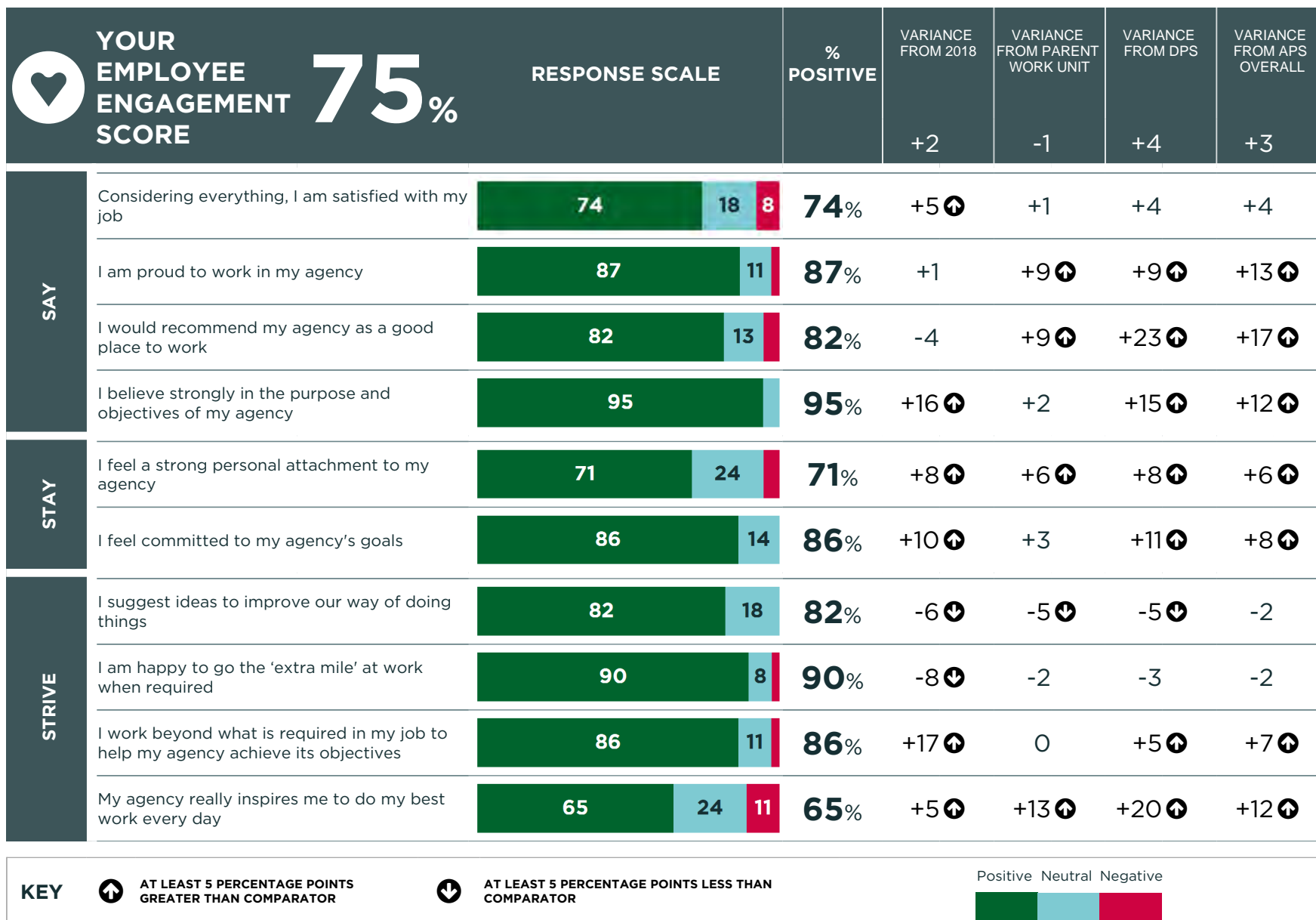
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	23%	-9↓	-12↓	-28↓	-14↓
Female	<div></div>	74%	+9↑	+16↑	+29↑	+16↑

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

Yes		0%	-	-1	-2	-4
No	<div></div>	100%	+5↑	+1	+2	+4

Do you have an ongoing disability?

Yes	<div></div>	10%	-4	+3	+4	+2
No	<div></div>	90%	+4	-3	-4	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	74%	-7 ↓	-7 ↓	-7 ↓	-3
Other country	<div></div>	26%	+7 ↑	+7 ↑	+7 ↑	+3

Do you speak a language other than English at home?

No, English only	<div></div>	90%	+2	-4	+4	+8 ↑
Yes, other	<div></div>	10%	-2	+4	-4	-8 ↓

Do you have carer responsibilities?

Yes	<div></div>	18%	+2	-18 ↓	-16 ↓	-23 ↓
No	<div></div>	82%	-2	+18 ↑	+16 ↑	+23 ↑

### 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	87 10	87%	-1	+2	+6 ⬆	-1
	My SES manager actively supports people of diverse backgrounds	89 8	89%	+11 ⬆	+22 ⬆	+25 ⬆	+21 ⬆
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	76 18	76%	+9 ⬆	+13 ⬆	+12 ⬆	-2
	My supervisor actively supports people from diverse backgrounds	90 10	90%	+11 ⬆	+10 ⬆	+11 ⬆	+4
	My agency supports and actively promotes an inclusive workplace culture	81 14	81%	+7 ⬆	+17 ⬆	+18 ⬆	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



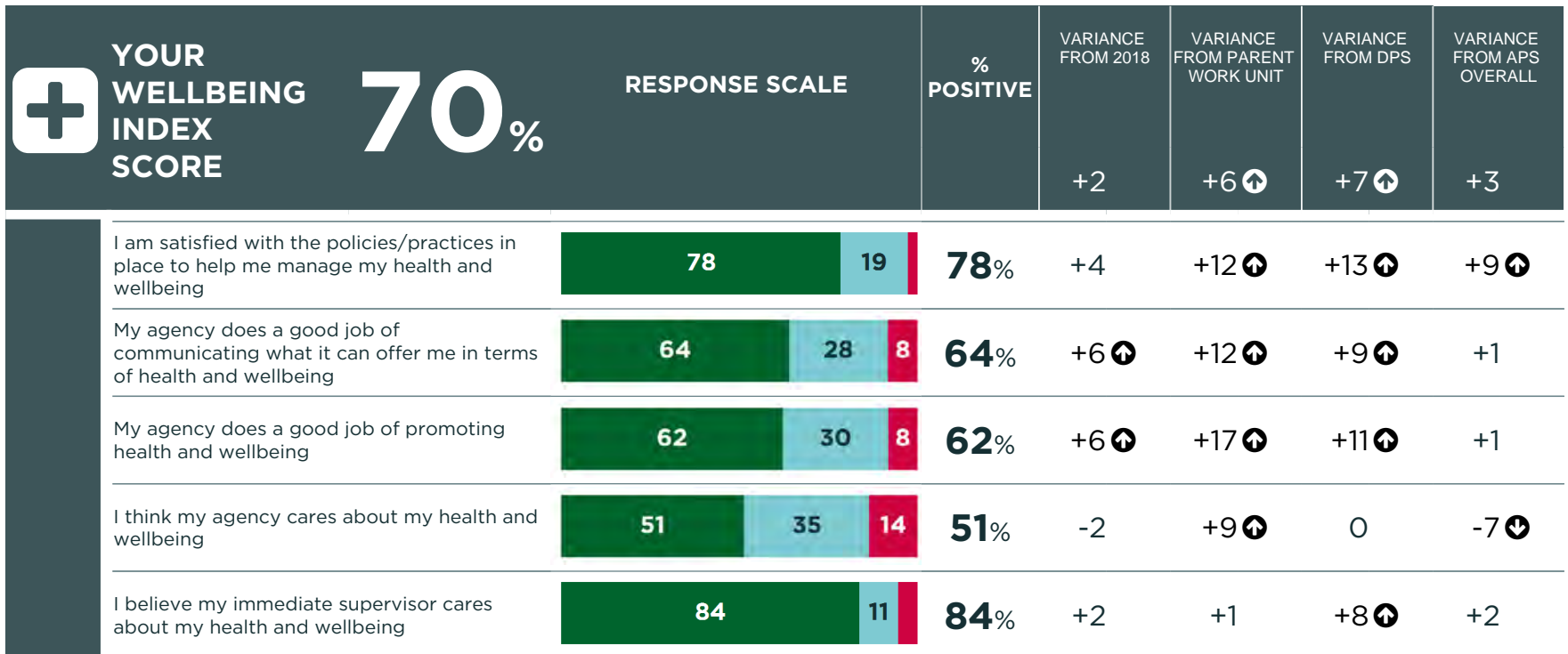
# WELLBEING INDEX



## 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.**



### 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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Senior leadership: Immediate SES manager	My SES manager is of a high quality	s47F				
	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					
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)

68

22

11

68%

+3

+31 ↑

+24 ↑

+12 ↑

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

59

27

14

59%

+1

+26 ↑

+23 ↑

+11 ↑

In my agency, the SES actively contribute to the work of our agency

73

18

9

73%

+4

+24 ↑

+21 ↑

+9 ↑

In my agency, the SES are of a high quality

65

29

65%

+4

+23 ↑

+26 ↑

+8 ↑

In my agency, the SES work as a team

65

32

65%

+8 ↑

+21 ↑

+27 ↑

+19 ↑

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

66

26

9

66%

+1

+21 ↑

+23 ↑

+9 ↑

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	92	92%	+2	+2	+10 ⬆	+4
My supervisor communicates effectively	79	79%	-2	+5 ⬆	+7 ⬆	0
My supervisor encourages me to contribute ideas	87	87%	+13 ⬆	+4	+9 ⬆	+4
My supervisor displays resilience when faced with difficulties or failures	85	85%	+3	+5 ⬆	+13 ⬆	+5 ⬆
My supervisor gives me responsibility and holds me to account for what I deliver	84	84%	+5 ⬆	+1	+3	-2
My supervisor challenges me to consider new ways of doing things	68	68%	+8 ⬆	+3	+4	-6 ⬆

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 2018

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	100%	0	0	+14	+20
In the same office as me but on a different floor	0%	-	-	-12	-3
In a different office, but in the same town/city	0%	-	-	-2	-3
In a different town/city or state	0%	-	-	-	-14
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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>78</div><div>16</div></div>	78%	+11⬆	-2	+10⬆	+2
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>67</div><div>28</div></div>	67%	+6⬆	+6⬆	+21⬆	+13⬆
	My agency actively encourages ethical behaviour by all of its employees	<div><div>84</div><div>8</div><div>8</div></div>	84%	+3	+11⬆	+16⬆	+4
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>57</div><div>30</div><div>14</div></div>	57%	0	+25⬆	+25⬆	+26⬆
	Staff are consulted about change at work	<div><div>35</div><div>54</div><div>11</div></div>	35%	-36⬆	+2	0	-13⬆
	I am happy to go the 'extra mile' at work when required	<div><div>90</div><div>8</div></div>	90%	-8⬆	-2	-3	-2
	Internal communication within my agency is effective	<div><div>55</div><div>24</div><div>21</div></div>	55%	-10⬆	+12⬆	+16⬆	+7⬆
	In general, employees in my agency feel they are valued for their contribution	<div><div>54</div><div>27</div><div>19</div></div>	54%	+3	+11⬆	+13⬆	+7⬆
	My agency really inspires me to do my best work every day	<div><div>65</div><div>24</div><div>11</div></div>	65%	+5⬆	+13⬆	+20⬆	+12⬆

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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		65%	+18 ↑	+7 ↑	+20 ↑	+14 ↑
Often		32%	-9 ↓	-3	-9 ↓	-7 ↓
Sometimes		3%	-9 ↓	0	-7 ↓	-4
Rarely		0%	-	-1	-2	-1
Never		0%	-	-	-1	0
Not sure		0%	-	-2	-1	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>72%</b>	+2	+6	+20	+10
Often		<b>25%</b>	+2	-3	-7	-4
Sometimes		<b>3%</b>	-2	+2	-7	-3
Rarely		<b>0%</b>	-	-2	-3	-1
Never		<b>0%</b>	-	-1	-1	0
Not sure		<b>0%</b>	-	-1	-2	-2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	57%	+15 ⬆	+16 ⬆	+27 ⬆	+13 ⬆
Often	<div></div>	23%	-10 ⬇	-3	-9 ⬇	-8 ⬇
Sometimes	<div></div>	3%	-6 ⬇	-8 ⬇	-14 ⬇	-6 ⬇
Rarely		0%	-	-4	-6 ⬇	-2
Never		0%	-	-1	-1	-1
Not sure	<div></div>	17%	+6 ⬆	0	+3	+4

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		53%	-	+17 ⬆	+24 ⬆	+11 ⬆
Often		29%	-	+7 ⬆	-1	-2
Sometimes		3%	-	-14 ⬇	-16 ⬇	-10 ⬇
Rarely		3%	-	-6 ⬇	-5 ⬇	-1
Never		0%	-	-7 ⬇	-4	-1
Not sure		12%	-	+3	+2	+2

### 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

VARIANCE FROM PARENT WORK UNIT

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		8%	-1	-5 ↓	-5 ↓	-4
No		92%	+1	+5 ↑	+5 ↑	+4

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 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

VARIANCE FROM PARENT WORK UNIT

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		5%	-6 ↓	-7 ↓	-13 ↓	-8 ↓
No		92%	+13 ↑	+8 ↑	+18 ↑	+12 ↑
Not Sure		3%	-7 ↓	0	-5 ↓	-4

#### 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	85 13	85%	+11↑	-4	+6↑	+4
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	74 13 13	74%	+6↑	+1	+7↑	+11↑
	Considering everything, I am satisfied with my job	74 18 8	74%	+5↑	+1	+4	+4
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	90 8	90%	+2	+9↑	+11↑	+12↑
	I am satisfied with the stability and security of my current job	64 15 21	64%	-3	-11↓	-5↓	-9↓
	I am satisfied with the opportunities for career progression in my agency	47 29 24	47%	-4	+17↑	+10↑	+5↑

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

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	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	95	95%	+13 ↑	+8 ↑	+18 ↑	+12 ↑
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	73 27	73%	-11 ↓	-6 ↓	+1	-2
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	75 14 11	75%	-2	+29 ↑	+28 ↑	+20 ↑
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	33 47 19	33%	+1	+5 ↑	+14 ↑	+5 ↑
	My immediate supervisor actively supports opportunities for mobility	61 31 8	61%	-4	+10 ↑	+21 ↑	+14 ↑

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>81</div><div>14</div><div></div></div>	81%	-	+1	+4	+5⬆
My workgroup has the tools and resources we need to perform well	<div><div>64</div><div>28</div><div>8</div></div>	64%	-11⬇	-1	+5⬆	+5⬆
The work processes we have in place allow me to be as productive as possible	<div><div>67</div><div>17</div><div>17</div></div>	67%	+4	+11⬆	+13⬆	+12⬆
The people in my workgroup complete work to a high standard	<div><div>75</div><div>17</div><div>8</div></div>	75%	-11⬇	-5⬇	+1	-3
The people in my work group use time and resources efficiently	<div><div>72</div><div>19</div><div>8</div></div>	72%	-	0	+7⬆	+2
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>80</div><div>17</div><div></div></div>	80%	-13⬇	0	+7⬆	+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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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Please indicate whether you have experienced each of the following in the past 12 months:

Received regular and timely feedback from your supervisor

Yes	<div></div>	89%	-2	+10 ↑	+13 ↑	+7 ↑
No	<div></div>	11%	+2	-10 ↓	-13 ↓	-7 ↓

Received constructive feedback from your supervisor

Yes	<div></div>	89%	-1	+9 ↑	+14 ↑	+5 ↑
No	<div></div>	11%	+1	-9 ↓	-14 ↓	-5 ↓

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

Yes	<div></div>	78%	-5 ↓	-1	+3	-4
No	<div></div>	22%	+5 ↑	+1	-3	+4

### 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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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>	67%	-24 ↓	-5 ↓	-2	-8 ↓
No	<div></div>	17%	-	+4	0	+8 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	17%	+7 ↑	+1	+3	0

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

Yes	<div></div>	11%	-5 ↓	-6 ↓	-8 ↓	-15 ↓
No	<div></div>	11%	+4	0	-9 ↓	-5 ↓
Not applicable (e.g. my performance has not changed)	<div></div>	78%	+1	+6 ↑	+17 ↑	+20 ↑

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>72</div><div>19</div><div>8</div></div>	72%	-11↓	-5↓	+11↑	+12↑
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>61</div><div>33</div><div></div></div>	61%	+2	+4	+9↑	+1
My overall experience of performance management in my agency has been useful for my development	<div><div>64</div><div>19</div><div>17</div></div>	64%	+20↑	+19↑	+24↑	+16↑
My supervisor openly demonstrates commitment to performance management	<div><div>69</div><div>19</div><div>11</div></div>	69%	0	+13↑	+15↑	+6↑
I received recognition when I last accomplished something significant at work	<div><div>67</div><div>22</div><div>11</div></div>	67%	+5↑	-1	+4	0
I can identify a clear connection between my job and my agency's purpose	<div><div>86</div><div>14</div><div></div></div>	86%	+9↑	+1	+7↑	+4

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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>89</div><div>8</div></div>	89%	+10 ⬆	0	+13 ⬆	+9 ⬆
My supervisor shares links, readings and information	<div><div>74</div><div>21</div></div>	74%	-1	+1	+12 ⬆	0
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>66</div><div>29</div></div>	66%	+19 ⬆	+5 ⬆	+10 ⬆	-1
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>84</div><div>13</div></div>	84%	+22 ⬆	+8 ⬆	+16 ⬆	+10 ⬆
I access learning and development solutions to meet my needs	<div><div>89</div><div>8</div></div>	89%	-	+9 ⬆	+21 ⬆	+16 ⬆
I have a clear understanding of my development needs	<div><div>78</div><div>19</div></div>	78%	+18 ⬆	0	+7 ⬆	+1
I spend time out of working hours building my capability	<div><div>65</div><div>19</div><div>16</div></div>	65%	+16 ⬆	-6 ⬆	+5 ⬆	+12 ⬆
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>81</div><div>19</div></div>	81%	+14 ⬆	-2	+7 ⬆	+3

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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In the last 12 months, have you applied for a job?

Yes, outside the APS	<div></div>	6%	-8 ↓	-5 ↓	-8 ↓	-7 ↓
Yes, in my agency	<div></div>	47%	+22 ↑	+13 ↑	+23 ↑	+9 ↑
Yes, in another APS agency	<div></div>	11%	+2	-7 ↓	-9 ↓	-7 ↓
No	<div></div>	44%	-14 ↓	-5 ↓	-10 ↓	-4

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		0%	-	-4	-7 ↓	-6 ↓
I want to leave my agency within the next 12 months	<div></div>	6%	-	-8 ↓	-8 ↓	-3
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	3%	-4	-2	-6 ↓	-7 ↓
I want to stay working for my agency for the next one to two years	<div></div>	26%	-1	-1	+4	+1
I want to stay working for my agency for at least the next three years	<div></div>	65%	+4	+15 ↑	+16 ↑	+14 ↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# RISK 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>74</div><div>26</div></div>	74%	+18 ⬆	+22 ⬆	+13 ⬆	+4
Risk management concerns are discussed openly and honestly in my agency	<div><div>50</div><div>44</div><div></div></div>	50%	-3	+8 ⬆	+1	-9 ⬇
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>51</div><div>43</div><div></div></div>	51%	-	+12 ⬆	+10 ⬆	-1
Appropriate risk taking is rewarded in my agency	<div><div>25</div><div>67</div><div>8</div></div>	25%	+4	+11 ⬆	+6 ⬆	0
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>43</div><div>51</div><div></div></div>	43%	+6 ⬆	+16 ⬆	+9 ⬆	0
When things go wrong, my agency uses this as an opportunity to learn	<div><div>49</div><div>37</div><div>14</div></div>	49%	-	+11 ⬆	+12 ⬆	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





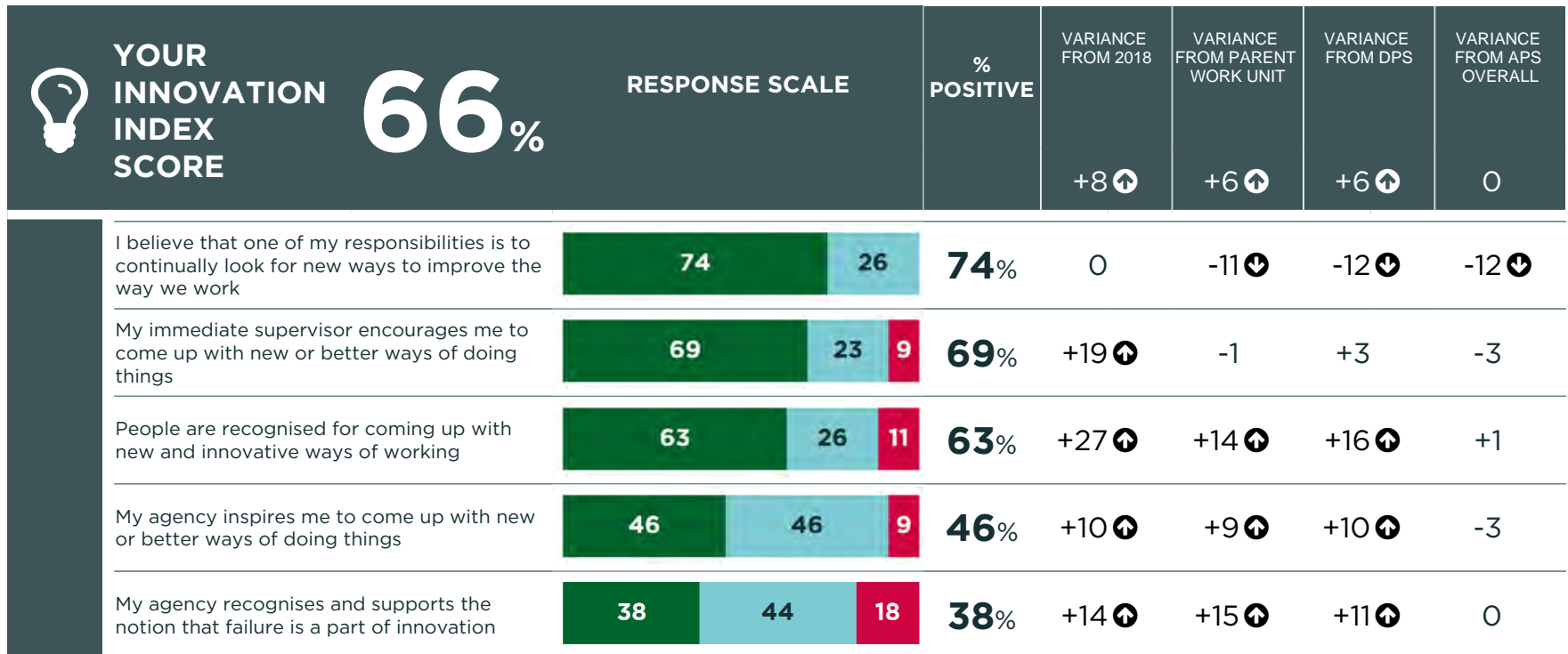
# INNOVATION INDEX



## 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.



### 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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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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>57</div><div>34</div><div>9</div></div>	57%	+6 ⬆	0	+11 ⬆
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>69</div><div>22</div><div>8</div></div>	69%	-14 ⬇	-4	-1
I can count on my peers when I need help	<div><div>83</div><div>11</div><div></div></div>	83%	+5 ⬆	-4	+1
I believe I collaborate well with my peers	<div><div>86</div><div>14</div><div></div></div>	86%	+3	-5 ⬇	-7 ⬇
I feel safe to raise new ideas and receive feedback	<div><div>71</div><div>23</div><div></div></div>	71%	-5 ⬇	-6 ⬇	-3
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>56</div><div>31</div><div>14</div></div>	56%	-13 ⬇	+14 ⬆	+12 ⬆
I understand the priorities for my work in the next six months	<div><div>78</div><div>17</div><div></div></div>	78%	-15 ⬇	-1	+3
DPS is moving in the right direction	<div><div>69</div><div>22</div><div>8</div></div>	69%	+12 ⬆	+17 ⬆	+20 ⬆
I am looking forward to the next 12 months with enthusiasm	<div><div>58</div><div>33</div><div>8</div></div>	58%	+12 ⬆	+4	+8 ⬆

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?

---



---



---

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.

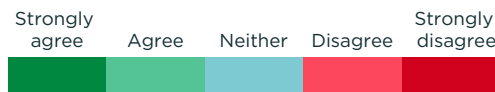
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

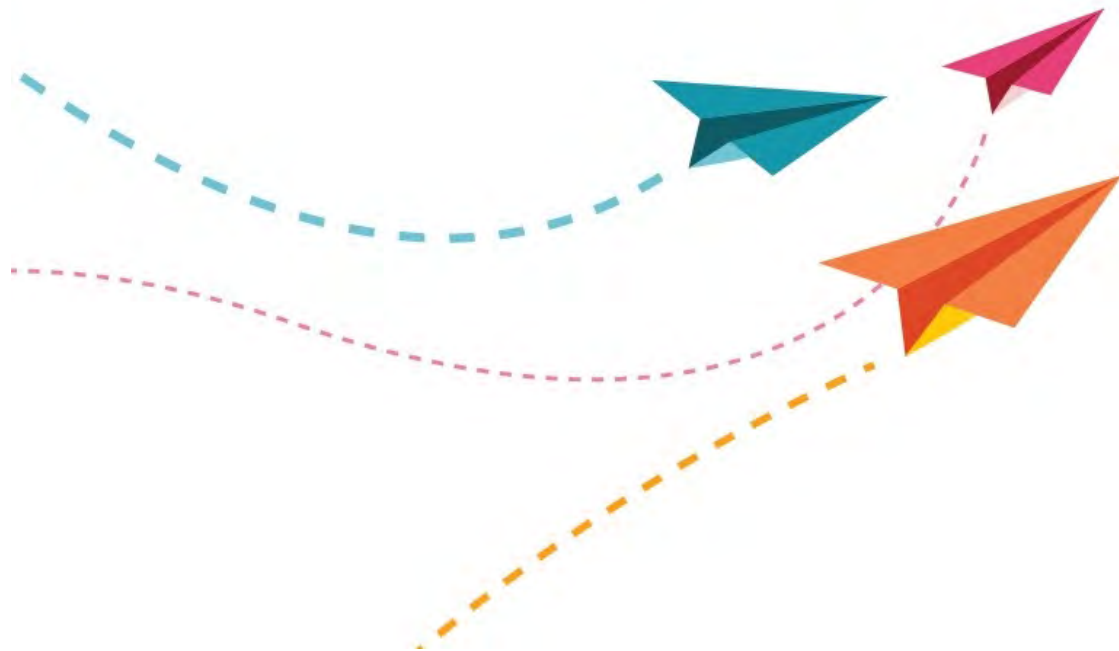
THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS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

# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Information Services



CONTENT	
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Making the most of your results	2
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Inclusion and Diversity	4
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Immediate Supervisor	10
Workplace Culture	12
Workplace Conditions	19
Workgroup Performance	21
Performance Management	22
Capability	25
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Agency Specific Questions	30
Time to take action	31
Guide to this report	32

### RESPONSES:

148 of 237

### RESPONSE RATE:

62%

# 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.

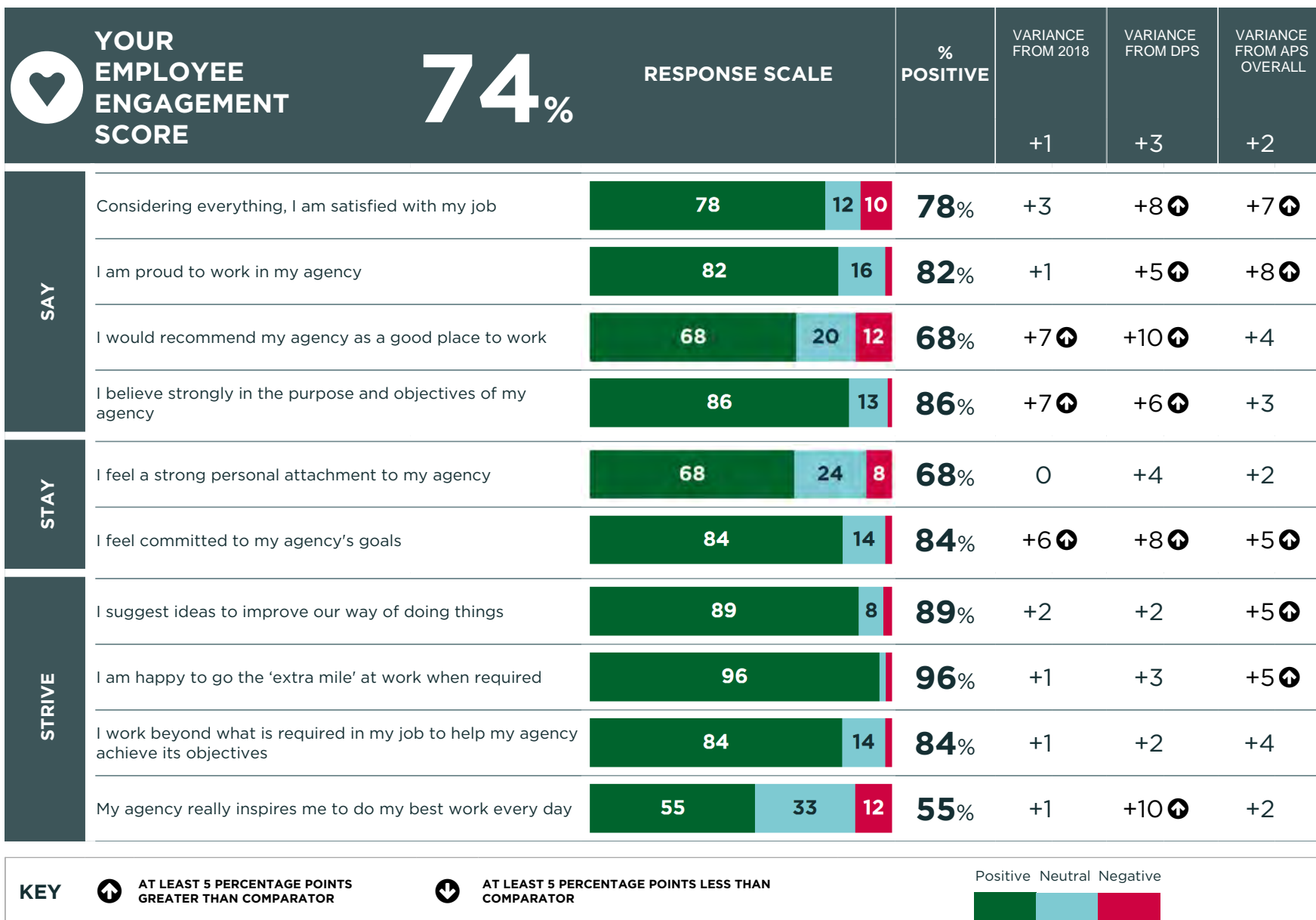
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	60%	+2	+9	+23
Female	<div></div>	38%	0	-7	-21

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

Yes	<div></div>	1%	0	-2	-3
No	<div></div>	99%	0	+2	+3

Do you have an ongoing disability?

Yes	<div></div>	7%	0	+1	-1
No	<div></div>	93%	0	-1	+1

### 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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	78%	-1	-3	+1
Other country	<div></div>	22%	+1	+3	-1

Do you speak a language other than English at home?

No, English only	<div></div>	84%	0	-2	+3
Yes, other	<div></div>	16%	0	+2	-3

Do you have carer responsibilities?

Yes	<div></div>	34%	+1	0	-8↓
No	<div></div>	66%	-1	0	+8↑

### 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	88 10	88%	+4	+7 ⬆	0
	My SES manager actively supports people of diverse backgrounds	65 33	65%	+3	+1	-3
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	70 25	70%	+6 ⬆	+6 ⬆	-9 ⬇
	My supervisor actively supports people from diverse backgrounds	79 20	79%	0	+1	-7 ⬇
	My agency supports and actively promotes an inclusive workplace culture	73 24	73%	+1	+10 ⬆	-5 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



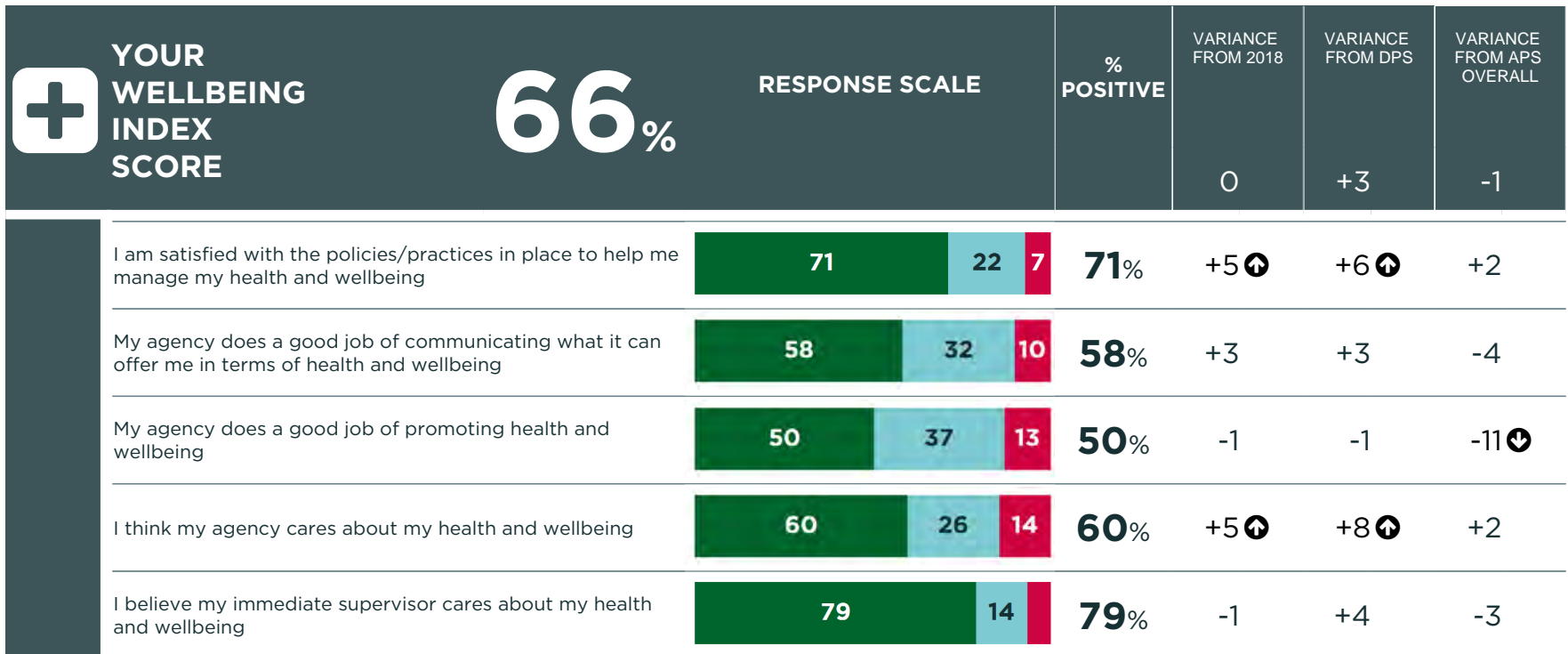
# WELLBEING INDEX



## 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.**



### 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 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Senior leadership: Immediate SES manager	My SES manager is of a high quality	s47F			
	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				
KEY		<div> <div>  AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR                 </div> <div>  AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR                 </div> </div>			
		<div> <div>Positive</div> <div>Neutral</div> <div>Negative</div> </div>			

# SENIOR LEADERSHIP



## 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?

Senior Leadership: All SES

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

RESPONSE SCALE

51

28

21

% POSITIVE

51%

VARIANCE FROM 2018

+4

VARIANCE FROM DPS

+7 ⬆

VARIANCE FROM APS OVERALL

-4

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

47

37

17

47%

+6 ⬆

+10 ⬆

-2

In my agency, the SES actively contribute to the work of our agency

59

29

12

59%

+8 ⬆

+7 ⬆

-5 ⬇

In my agency, the SES are of a high quality

45

38

17

45%

+2

+7 ⬆

-11 ⬇

In my agency, the SES work as a team

44

44

13

44%

+5 ⬆

+6 ⬆

-2

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

49

38

13

49%

+3

+6 ⬆

-8 ⬇

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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	82 12	82%	-4	0	-5↓
	My supervisor communicates effectively	69 19 12	69%	-8↓	-3	-10↓
	My supervisor encourages me to contribute ideas	78 16	78%	+1	+1	-5↓
	My supervisor displays resilience when faced with difficulties or failures	75 20	75%	-1	+3	-5↓
	My supervisor gives me responsibility and holds me to account for what I deliver	86 10	86%	+3	+5↑	0
	My supervisor challenges me to consider new ways of doing things	68 24 8	68%	0	+3	-7↓

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 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	89%	+1	+4	+9
In the same office as me but on a different floor	<div></div>	7%	+2	-5	+4
In a different office, but in the same town/city	<div></div>	4%	-3	+1	+1
In a different town/city or state		0%	-	-	-14
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

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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	70 23 7	70%	-6⬇️	+1	-7⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	51 36 12	51%	+7⬆️	+6⬆️	-2
	My agency actively encourages ethical behaviour by all of its employees	79 13 8	79%	0	+10⬆️	-2
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	36 47 17	36%	+1	+4	+5⬆️
	Staff are consulted about change at work	44 39 16	44%	-3	+9⬆️	-4
	I am happy to go the 'extra mile' at work when required	96	96%	+1	+3	+5⬆️
	Internal communication within my agency is effective	54 29 17	54%	+6⬆️	+15⬆️	+6⬆️
	In general, employees in my agency feel they are valued for their contribution	48 35 16	48%	+5⬆️	+7⬆️	+2
	My agency really inspires me to do my best work every day	55 33 12	55%	+1	+10⬆️	+2

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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	52%	+9	+7	+2
Often	<div></div>	42%	-7	+1	+2
Sometimes	<div></div>	4%	-1	-6	-3
Rarely		0%	-	-2	-1
Never		0%	-	-1	0
Not sure	<div></div>	1%	0	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>55%</b>	+1	+3	-7
Often		<b>32%</b>	-2	-1	+3
Sometimes		<b>9%</b>	+2	-1	+3
Rarely		<b>1%</b>	-1	-2	0
Never		<b>0%</b>	-	-1	0
Not sure		<b>3%</b>	+1	+1	+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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	36%	+2	+6 ⬆	-8 ⬇
Often	<div></div>	35%	-2	+2	+4
Sometimes	<div></div>	11%	-2	-6 ⬇	+2
Rarely	<div></div>	3%	0	-3	+1
Never	<div></div>	0%	-	-1	-1
Not sure	<div></div>	15%	+1	+2	+2

### 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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	33%	-	+4	-9⬇️
Often	<div></div>	33%	-	+3	+2
Sometimes	<div></div>	15%	-	-4	+3
Rarely	<div></div>	5%	-	-3	+1
Never	<div></div>	2%	-	-1	+1
Not sure	<div></div>	11%	-	+1	+2

### 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

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></div></div>	7%	-3	-6 ↓	-5 ↓
No	<div><div></div></div>	93%	+3	+6 ↑	+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 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

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		7%	-2	-11↓	-6↓
No		80%	-3	+6↑	0
Not Sure		12%	+5↑	+4	+6↑

#### 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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	86	86%	0	+7↑	+5↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	75	75%	+6↑	+8↑	+12↑
	Considering everything, I am satisfied with my job	78	78%	+3	+8↑	+7↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	78	78%	-3	-1	+1
	I am satisfied with the stability and security of my current job	77	77%	+4	+8↑	+4
	I am satisfied with the opportunities for career progression in my agency	42	42%	+8↑	+5↑	-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

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	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	75 20	75%	+4	-2	-8↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F				
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	70 17 13	70%	-5↓	-2	-5↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	53 35 12	53%	+13↑	+5↑	-2
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	17 60 22	17%	+1	-2	-11↓
	My immediate supervisor actively supports opportunities for mobility	39 45 16	39%	+5↑	-1	-9↓

KEY



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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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>74</div><div>15</div><div>11</div></div>	74%	-	-3	-1
My workgroup has the tools and resources we need to perform well	<div><div>65</div><div>17</div><div>17</div></div>	65%	-1	+7 ⬆	+7 ⬆
The work processes we have in place allow me to be as productive as possible	<div><div>61</div><div>26</div><div>13</div></div>	61%	+2	+7 ⬆	+7 ⬆
The people in my workgroup complete work to a high standard	<div><div>80</div><div>17</div><div></div></div>	80%	0	+6 ⬆	+2
The people in my work group use time and resources efficiently	<div><div>72</div><div>21</div><div>7</div></div>	72%	-	+7 ⬆	+2
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>81</div><div>14</div><div></div></div>	81%	0	+8 ⬆	+2

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# PERFORMANCE MANAGEMENT



## EXPLORE THE FULL RESULTS

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
--	----------------	---	--------------------	-------------------	---------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	81%	-2	+5 ⬆	-1
No	<div></div>	19%	+2	-5 ⬇	+1

Received constructive feedback from your supervisor

Yes	<div></div>	78%	-2	+3	-6 ⬇
No	<div></div>	22%	+2	-3	+6 ⬆

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

Yes	<div></div>	81%	+5 ⬆	+6 ⬆	-1
No	<div></div>	19%	-5 ⬇	-6 ⬇	+1

### 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	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>	75%	-9↓	+7↑	0
No	<div></div>	12%	+5↑	-6↓	+3
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	13%	+5↑	-1	-3
In the past 12 months, did your supervisor recognise when your job performance changed for any reason?					
Yes	<div></div>	17%	-10↓	-3	-10↓
No	<div></div>	14%	-2	-5↓	-1
Not applicable (e.g. my performance has not changed)	<div></div>	69%	+12↑	+8↑	+11↑

### KEY



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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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>65</div><div>22</div><div>13</div></div>	65%	-10⬇	+3	+4
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>50</div><div>35</div><div>14</div></div>	50%	-8⬇	-1	-9⬇
My overall experience of performance management in my agency has been useful for my development	<div><div>40</div><div>35</div><div>26</div></div>	40%	-1	0	-8⬇
My supervisor openly demonstrates commitment to performance management	<div><div>58</div><div>27</div><div>14</div></div>	58%	0	+4	-5⬇
I received recognition when I last accomplished something significant at work	<div><div>65</div><div>23</div><div>12</div></div>	65%	+1	+3	-1
I can identify a clear connection between my job and my agency's purpose	<div><div>86</div><div>12</div><div></div></div>	86%	0	+6⬆	+4

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

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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>74</div><div>19</div><div>7</div></div>	74%	+4	-2	-6 ↓
My supervisor shares links, readings and information	<div><div>63</div><div>17</div><div>20</div></div>	63%	+11 ↑	+1	-10 ↓
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>56</div><div>24</div><div>21</div></div>	56%	+7 ↑	0	-11 ↓
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>70</div><div>25</div><div></div></div>	70%	+1	+2	-4
I access learning and development solutions to meet my needs	<div><div>67</div><div>25</div><div>9</div></div>	67%	-	-1	-7 ↓
I have a clear understanding of my development needs	<div><div>71</div><div>21</div><div>9</div></div>	71%	0	-1	-7 ↓
I spend time out of working hours building my capability	<div><div>60</div><div>23</div><div>18</div></div>	60%	+2	0	+6 ↑
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>79</div><div>18</div><div></div></div>	79%	+1	+4	+1

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 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job?					
Yes, outside the APS	<div><div></div></div>	14%	+3	+1	+2
Yes, in my agency	<div><div></div></div>	25%	+3	+1	-13⬇️
Yes, in another APS agency	<div><div></div></div>	19%	-5⬇️	-1	+1
No	<div><div></div></div>	58%	0	+4	+10⬆️
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	<div><div></div></div>	4%	-1	-3	-2
I want to leave my agency within the next 12 months	<div><div></div></div>	14%	+5⬆️	+1	+5⬆️
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div><div></div></div>	10%	-1	+1	0
I want to stay working for my agency for the next one to two years	<div><div></div></div>	22%	-4	0	-3
I want to stay working for my agency for at least the next three years	<div><div></div></div>	50%	+1	+1	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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.

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Primary reasons behind desire to leave agency (3 highest responses):					
There is a lack of future career opportunities in my agency		28%	-	-	-
Senior leadership is of a poor quality		18%	-	-	-
I want to try a different type of work or I'm seeking a career change		10%	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>65</div><div>25</div><div>10</div></div>	65%	-1	+4	-5↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>54</div><div>29</div><div>18</div></div>	54%	-3	+5↑	-6↓
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>46</div><div>38</div><div>16</div></div>	46%	-	+4	-6↓
Appropriate risk taking is rewarded in my agency	<div><div>16</div><div>53</div><div>30</div></div>	16%	-2	-2	-9↓
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>37</div><div>41</div><div>21</div></div>	37%	-6↓	+3	-6↓
When things go wrong, my agency uses this as an opportunity to learn	<div><div>45</div><div>36</div><div>19</div></div>	45%	-	+9↑	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





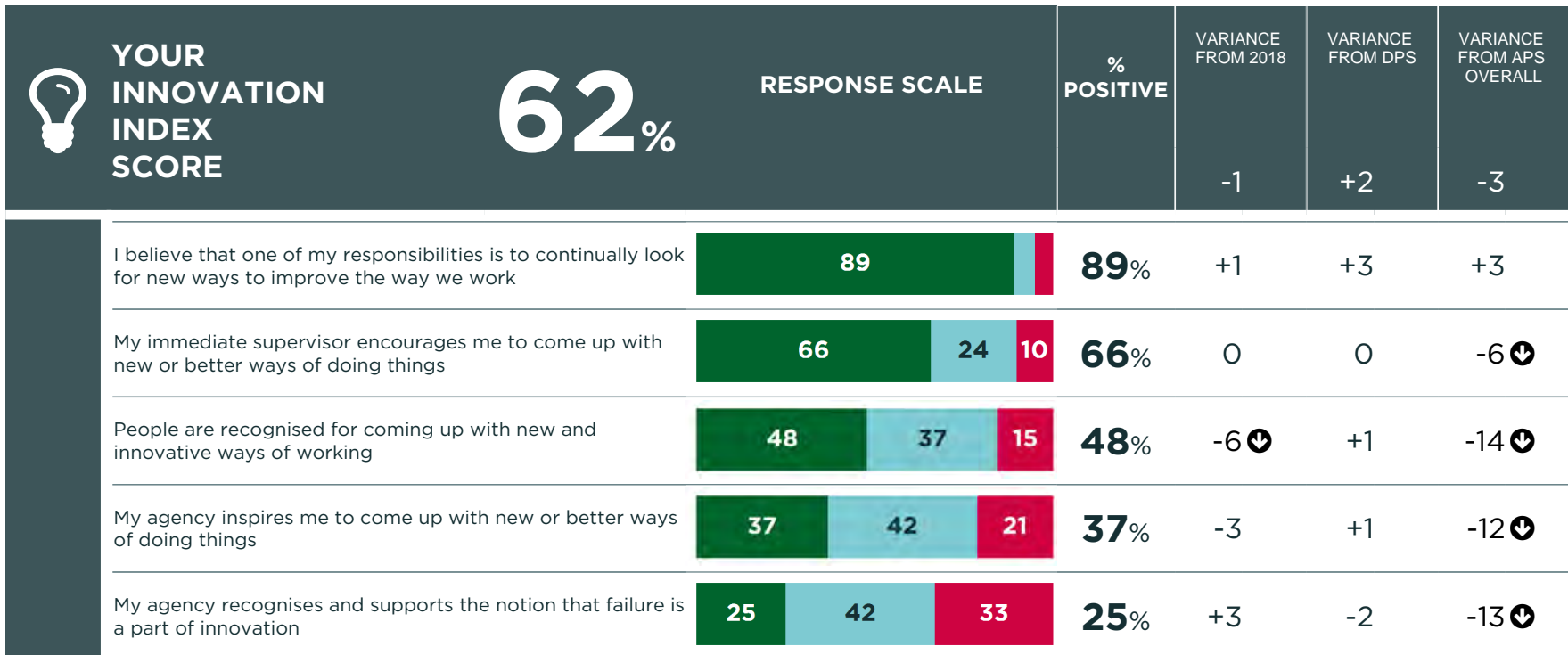
# INNOVATION INDEX



## 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.



### 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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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	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>48</div><div>41</div><div>10</div></div>	48%	-1	+2
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>69</div><div>20</div><div>11</div></div>	69%	-15⬇️	-1
I can count on my peers when I need help	<div><div>86</div><div>11</div></div>	86%	+1	+4
I believe I collaborate well with my peers	<div><div>93</div></div>	93%	-2	0
I feel safe to raise new ideas and receive feedback	<div><div>81</div><div>14</div></div>	81%	-1	+7⬆️
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>48</div><div>32</div><div>20</div></div>	48%	+6⬆️	+5⬆️
I understand the priorities for my work in the next six months	<div><div>85</div><div>9</div></div>	85%	+3	+11⬆️
DPS is moving in the right direction	<div><div>54</div><div>40</div></div>	54%	+5⬆️	+5⬆️
I am looking forward to the next 12 months with enthusiasm	<div><div>54</div><div>32</div><div>13</div></div>	54%	-3	+4

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?

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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?

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---



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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.

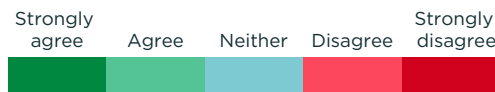
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



÷  
number of respondents who  
answered the question

=  
% POSITIVE

## 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 TO 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 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.

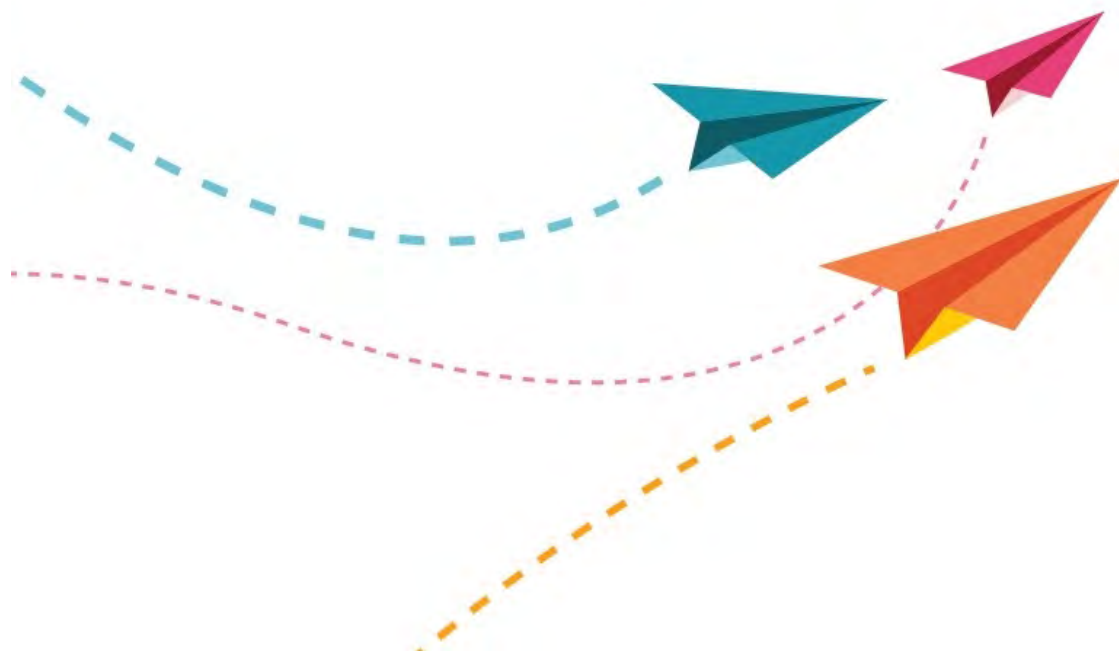
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

## Planning & Applications Branch



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### RESPONSES:

13 of 18

### RESPONSE RATE:

72%

# 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.

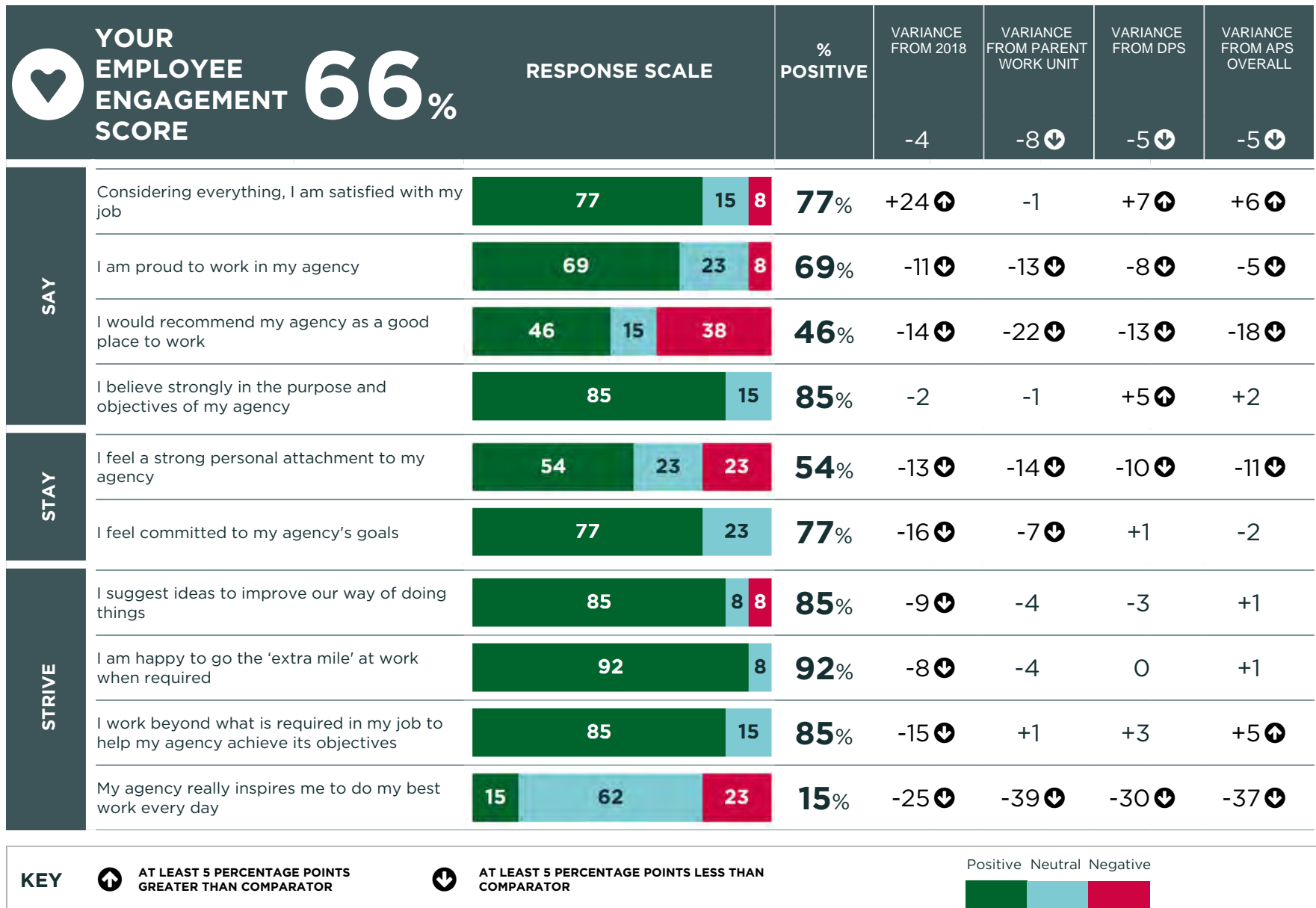
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	54%	+7 ⬆	-6 ⬇	+3	+16 ⬆
Female	<div></div>	46%	-1	+8 ⬆	+1	-13 ⬇

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

Yes		0%	-	-1	-2	-4
No	<div></div>	100%	0	+1	+2	+4

Do you have an ongoing disability?

Yes		0%	-	-7 ⬇	-6 ⬇	-8 ⬇
No	<div></div>	100%	+7 ⬆	+7 ⬆	+6 ⬆	+8 ⬆

### KEY



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THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR



# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

## Demographics

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	69%	+3	-9 ↓	-12 ↓	-9 ↓
Other country	<div></div>	31%	-3	+9 ↑	+12 ↑	+9 ↑

Do you speak a language other than English at home?

No, English only	<div></div>	69%	-4	-15 ↓	-16 ↓	-12 ↓
Yes, other	<div></div>	31%	+4	+15 ↑	+16 ↑	+12 ↑

Do you have carer responsibilities?

Yes	<div></div>	31%	+2	-3	-3	-11 ↓
No	<div></div>	69%	-2	+3	+3	+11 ↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



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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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	100	100%	+7 ⬆	+12 ⬆	+18 ⬆	+12 ⬆
	My SES manager actively supports people of diverse backgrounds	77 23	77%	+24 ⬆	+12 ⬆	+13 ⬆	+9 ⬆
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	62 23 15	62%	-12 ⬆	-8 ⬆	-3	-17 ⬆
	My supervisor actively supports people from diverse backgrounds	85 15	85%	-9 ⬆	+6 ⬆	+6 ⬆	-1
	My agency supports and actively promotes an inclusive workplace culture	62 31 8	62%	-5 ⬆	-12 ⬆	-2	-16 ⬆

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



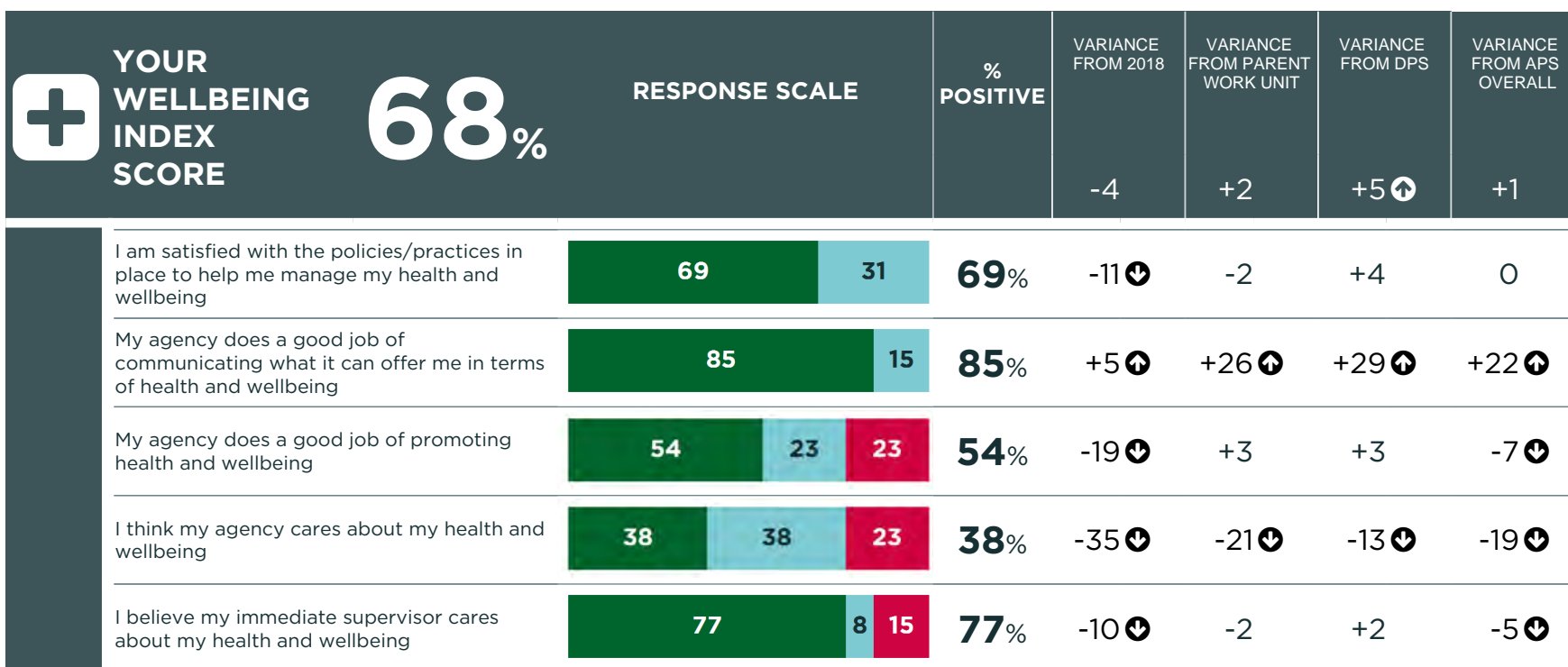
# WELLBEING INDEX



## 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.**



### 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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Senior leadership: Immediate SES manager	My SES manager is of a high quality	s47F				
	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					
KEY		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative <div> </div>		

# SENIOR LEADERSHIP



## 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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>15</div><div>38</div><div>46</div></div>	15%	-25⬇️	-35⬇️	-28⬇️	-40⬇️
In my agency, communication between the SES and other employees is effective	<div><div>8</div><div>42</div><div>50</div></div>	8%	-12⬇️	-38⬇️	-28⬇️	-41⬇️
In my agency, the SES actively contribute to the work of our agency	<div><div>33</div><div>42</div><div>25</div></div>	33%	0	-25⬇️	-19⬇️	-31⬇️
In my agency, the SES are of a high quality	<div><div>54</div><div>46</div></div>	0%	-13⬇️	-45⬇️	-39⬇️	-56⬇️
In my agency, the SES work as a team	<div><div>67</div><div>33</div></div>	0%	-7⬇️	-44⬇️	-37⬇️	-46⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>23</div><div>23</div><div>54</div></div>	23%	+10⬆️	-26⬇️	-20⬇️	-34⬇️

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

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	<div><div>92</div><div>8</div></div>	92%	-1	+10 ↑	+10 ↑	+4
My supervisor communicates effectively	<div><div>85</div><div>15</div></div>	85%	+5 ↑	+16 ↑	+12 ↑	+5 ↑
My supervisor encourages me to contribute ideas	<div><div>85</div><div>8</div><div>8</div></div>	85%	-2	+6 ↑	+7 ↑	+1
My supervisor displays resilience when faced with difficulties or failures	<div><div>77</div><div>15</div><div>8</div></div>	77%	-10 ↓	+2	+5 ↑	-3
My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>92</div><div>8</div></div>	92%	-1	+6 ↑	+11 ↑	+6 ↑
My supervisor challenges me to consider new ways of doing things	<div><div>62</div><div>31</div><div>8</div></div>	62%	-18 ↓	-6 ↓	-3	-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 2018

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	100%	+27 ⬆	+11 ⬆	+14 ⬆	+20 ⬆
In the same office as me but on a different floor	0%	-	-7 ⬇	-12 ⬇	-3
In a different office, but in the same town/city	0%	-	-4	-2	-3
In a different town/city or state	0%	-	-	-	-14 ⬇
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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>69</div><div>31</div></div>	69%	-17⬇️	0	+1	-7⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>38</div><div>31</div><div>31</div></div>	38%	-8⬇️	-13⬇️	-7⬇️	-15⬇️
	My agency actively encourages ethical behaviour by all of its employees	<div><div>62</div><div>31</div><div>8</div></div>	62%	-5⬇️	-17⬇️	-7⬇️	-19⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>38</div><div>38</div><div>23</div></div>	38%	+18⬆️	+3	+7⬆️	+8⬆️
	Staff are consulted about change at work	<div><div>15</div><div>69</div><div>15</div></div>	15%	+2	-29⬇️	-20⬇️	-33⬇️
	I am happy to go the 'extra mile' at work when required	<div><div>92</div><div>8</div></div>	92%	-8⬇️	-4	0	+1
	Internal communication within my agency is effective	<div><div>23</div><div>46</div><div>31</div></div>	23%	-10⬇️	-31⬇️	-16⬇️	-25⬇️
	In general, employees in my agency feel they are valued for their contribution	<div><div>8</div><div>54</div><div>38</div></div>	8%	-26⬇️	-41⬇️	-33⬇️	-39⬇️
	My agency really inspires me to do my best work every day	<div><div>15</div><div>62</div><div>23</div></div>	15%	-25⬇️	-39⬇️	-30⬇️	-37⬇️

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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		46%	-14 ↓	-6 ↓	+1	-5 ↓
Often		46%	+13 ↑	+4	+5 ↑	+6 ↑
Sometimes		8%	+1	+3	-2	+1
Rarely		0%	-	-	-2	-1
Never		0%	-	-	-1	0
Not sure		0%	-	-1	-1	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	85%	+11 ↑	+30 ↑	+33 ↑	+22 ↑
Often	<div></div>	15%	-5 ↓	-16 ↓	-17 ↓	-13 ↓
Sometimes		0%	-	-9 ↓	-10 ↓	-6 ↓
Rarely		0%	-	-1	-3	-1
Never		0%	-	-	-1	0
Not sure		0%	-	-3	-2	-2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	23%	-17 ↓	-13 ↓	-7 ↓	-21 ↓
Often	<div></div>	69%	+16 ↑	+35 ↑	+37 ↑	+39 ↑
Sometimes	<div></div>	8%	+1	-3	-9 ↓	-1
Rarely		0%	-	-3	-6 ↓	-2
Never		0%	-	-	-1	-1
Not sure		0%	-	-15 ↓	-14 ↓	-13 ↓

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		23%	-	-10 ↓	-6 ↓	-19 ↓
Often		15%	-	-18 ↓	-15 ↓	-16 ↓
Sometimes		38%	-	+23 ↑	+19 ↑	+26 ↑
Rarely		23%	-	+18 ↑	+15 ↑	+19 ↑
Never		0%	-	-2	-4	-1
Not sure		0%	-	-11 ↓	-10 ↓	-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

VARIANCE FROM PARENT WORK UNIT

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>	8%	+1	0	-5↓	-5↓
No	<div></div>	92%	-1	0	+5↑	+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 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

VARIANCE FROM PARENT WORK UNIT

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>	8%	-7 ↓	0	-10 ↓	-5 ↓
No	<div></div>	92%	+7 ↑	+12 ↑	+18 ↑	+12 ↑
Not Sure		0%	-	-12 ↓	-8 ↓	-7 ↓

#### 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	92 8	92%	-1	+7 ⬆	+14 ⬆	+12 ⬆
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	46 23 31	46%	-7 ⬇	-29 ⬇	-21 ⬇	-17 ⬇
	Considering everything, I am satisfied with my job	77 15 8	77%	+24 ⬆	-1	+7 ⬆	+6 ⬆
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	85 15	85%	-9 ⬇	+7 ⬆	+6 ⬆	+7 ⬆
	I am satisfied with the stability and security of my current job	69 31	69%	-11 ⬇	-7 ⬇	0	-3
	I am satisfied with the opportunities for career progression in my agency	38 31 31	38%	+12 ⬆	-3	+1	-4

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

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	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 15	85%	+11⬆	+10⬆	+8⬆	+2
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	69 31	69%	-17⬇	0	-2	-5⬇
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	31 46 23	31%	-3	-22⬇	-17⬇	-24⬇
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	62 38	0%	-7⬇	-17⬇	-20⬇	-29⬇
	My immediate supervisor actively supports opportunities for mobility	31 54 15	31%	+4	-8⬇	-10⬇	-17⬇

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>62</div><div>15</div><div>23</div></div>	62%	-	-12 ↓	-15 ↓	-14 ↓
My workgroup has the tools and resources we need to perform well	<div><div>8</div><div>15</div><div>77</div></div>	8%	-32 ↓	-58 ↓	-51 ↓	-51 ↓
The work processes we have in place allow me to be as productive as possible	<div><div>15</div><div>38</div><div>46</div></div>	15%	-38 ↓	-46 ↓	-38 ↓	-39 ↓
The people in my workgroup complete work to a high standard	<div><div>85</div><div>8</div><div>8</div></div>	85%	+11 ↑	+5 ↑	+11 ↑	+7 ↑
The people in my work group use time and resources efficiently	<div><div>77</div><div>15</div><div>8</div></div>	77%	-	+5 ↑	+12 ↑	+7 ↑
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>85</div><div>8</div><div>8</div></div>	85%	-9 ↓	+3	+11 ↑	+6 ↑

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	-----------------------	--------------------------------------	----------------------	---------------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	92%	-1	+11 ↑	+16 ↑	+10 ↑
No	<div></div>	8%	+1	-11 ↓	-16 ↓	-10 ↓

Received constructive feedback from your supervisor

Yes	<div></div>	85%	+5 ↑	+7 ↑	+10 ↑	+1
No	<div></div>	15%	-5 ↓	-7 ↓	-10 ↓	-1

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

Yes	<div></div>	85%	-2	+3	+9 ↑	+3
No	<div></div>	15%	+2	-3	-9 ↓	-3

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	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>	69%	-31↓	-6↓	0	-6↓
No	<div></div>	8%	-	-4	-9↓	-1
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	23%	-	+10↑	+9↑	+7↑

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

Yes	<div></div>	23%	-24↓	+6↑	+4	-3
No	<div></div>	15%	-5↓	+1	-4	0
Not applicable (e.g. my performance has not changed)	<div></div>	62%	+28↑	-7↓	+1	+4

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>69</div><div>15</div><div>15</div></div>	69%	-17⬇️	+4	+8⬆️	+9⬆️
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>69</div><div>15</div><div>15</div></div>	69%	+3	+19⬆️	+18⬆️	+10⬆️
My overall experience of performance management in my agency has been useful for my development	<div><div>38</div><div>46</div><div>15</div></div>	38%	-22⬇️	-1	-1	-9⬇️
My supervisor openly demonstrates commitment to performance management	<div><div>38</div><div>38</div><div>23</div></div>	38%	-22⬇️	-20⬇️	-15⬇️	-25⬇️
I received recognition when I last accomplished something significant at work	<div><div>69</div><div>23</div><div>8</div></div>	69%	-4	+4	+6⬆️	+3
I can identify a clear connection between my job and my agency's purpose	<div><div>77</div><div>23</div></div>	77%	-10⬇️	-9⬇️	-2	-5⬇️

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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>85</div><div>8</div><div>8</div></div>	85%	-2	+10 ⬆	+8 ⬆	+4
My supervisor shares links, readings and information	<div><div>77</div><div>8</div><div>15</div></div>	77%	+17 ⬆	+14 ⬆	+16 ⬆	+4
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>62</div><div>15</div><div>23</div></div>	62%	+2	+6 ⬆	+6 ⬆	-5 ⬇
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>92</div><div>8</div></div>	92%	+6 ⬆	+23 ⬆	+24 ⬆	+18 ⬆
I access learning and development solutions to meet my needs	<div><div>92</div><div>8</div></div>	92%	-	+26 ⬆	+24 ⬆	+19 ⬆
I have a clear understanding of my development needs	<div><div>92</div><div>8</div></div>	92%	+19 ⬆	+21 ⬆	+21 ⬆	+14 ⬆
I spend time out of working hours building my capability	<div><div>62</div><div>15</div><div>23</div></div>	62%	+2	+2	+2	+8 ⬆
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>92</div><div>8</div></div>	92%	-1	+14 ⬆	+18 ⬆	+14 ⬆

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-------------------	---------------------------

In the last 12 months, have you applied for a job?

Yes, outside the APS	<div></div>	46%	+39 ⬆	+32 ⬆	+33 ⬆	+34 ⬆
Yes, in my agency	<div></div>	31%	+4	+6 ⬆	+6 ⬆	-7 ⬇
Yes, in another APS agency	<div></div>	38%	+18 ⬆	+19 ⬆	+18 ⬆	+20 ⬆
No	<div></div>	38%	-28 ⬇	-20 ⬇	-16 ⬇	-10 ⬇

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		0%	-	-4	-7 ⬇	-6 ⬇
I want to leave my agency within the next 12 months	<div></div>	15%	+2	+1	+2	+6 ⬆
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	23%	+16 ⬆	+13 ⬆	+14 ⬆	+13 ⬆
I want to stay working for my agency for the next one to two years	<div></div>	31%	-9 ⬇	+9 ⬆	+9 ⬆	+6 ⬆
I want to stay working for my agency for at least the next three years	<div></div>	31%	-9 ⬇	-19 ⬇	-18 ⬇	-20 ⬇

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>54</div><div>15</div><div>31</div></div>	54%	-19↓	-11↓	-7↓	-16↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>31</div><div>31</div><div>38</div></div>	31%	-43↓	-23↓	-18↓	-29↓
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>38</div><div>23</div><div>38</div></div>	38%	-	-7↓	-3	-14↓
Appropriate risk taking is rewarded in my agency	<div><div>23</div><div>77</div></div>	0%	-20↓	-16↓	-19↓	-25↓
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>8</div><div>38</div><div>54</div></div>	8%	-46↓	-29↓	-26↓	-35↓
When things go wrong, my agency uses this as an opportunity to learn	<div><div>15</div><div>23</div><div>62</div></div>	15%	-	-30↓	-21↓	-31↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



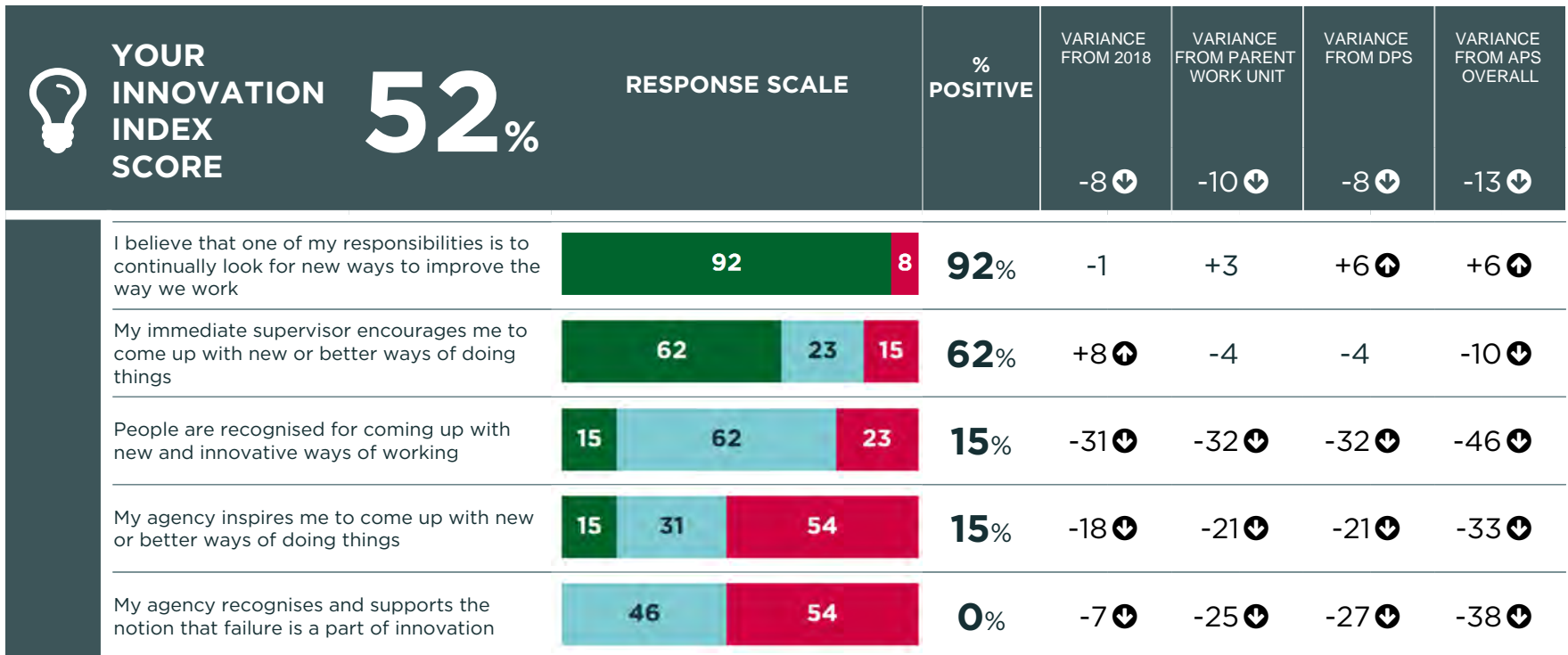
# INNOVATION INDEX



## 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.



### 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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>23</div><div>46</div><div>31</div></div>	23%	-24↓	-25↓	-23↓
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>69</div><div>15</div><div>15</div></div>	69%	-24↓	0	-1
I can count on my peers when I need help	<div><div>92</div><div>8</div></div>	92%	+12↑	+6↑	+10↑
I believe I collaborate well with my peers	<div><div>92</div><div>8</div></div>	92%	-8↓	-1	-1
I feel safe to raise new ideas and receive feedback	<div><div>92</div><div>8</div></div>	92%	+12↑	+11↑	+18↑
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>31</div><div>31</div><div>38</div></div>	31%	-23↓	-17↓	-13↓
I understand the priorities for my work in the next six months	<div><div>69</div><div>23</div><div>8</div></div>	69%	-24↓	-16↓	-5↓
DPS is moving in the right direction	<div><div>31</div><div>54</div><div>15</div></div>	31%	-16↓	-24↓	-18↓
I am looking forward to the next 12 months with enthusiasm	<div><div>38</div><div>31</div><div>31</div></div>	38%	-8↓	-16↓	-12↓

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?

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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?

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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.

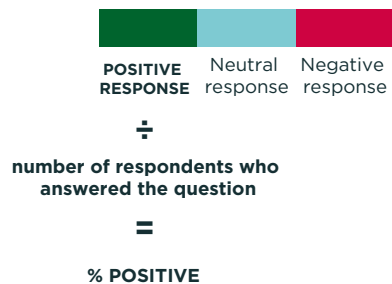
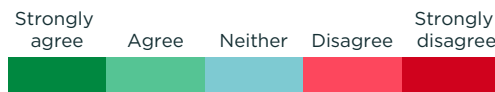
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 TO 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 INFORMATION SERVICES

## 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.

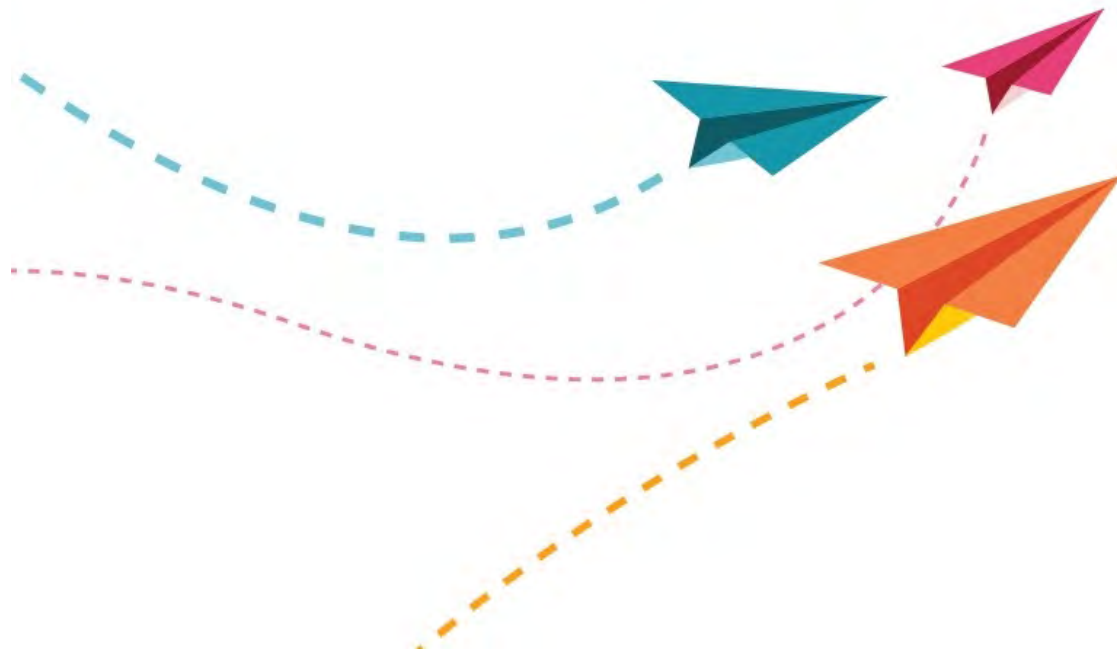
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

### ICT Infrastructure & Services Branch



CONTENT	
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#### RESPONSES:

55 of 76

#### RESPONSE RATE:

72%

# 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.

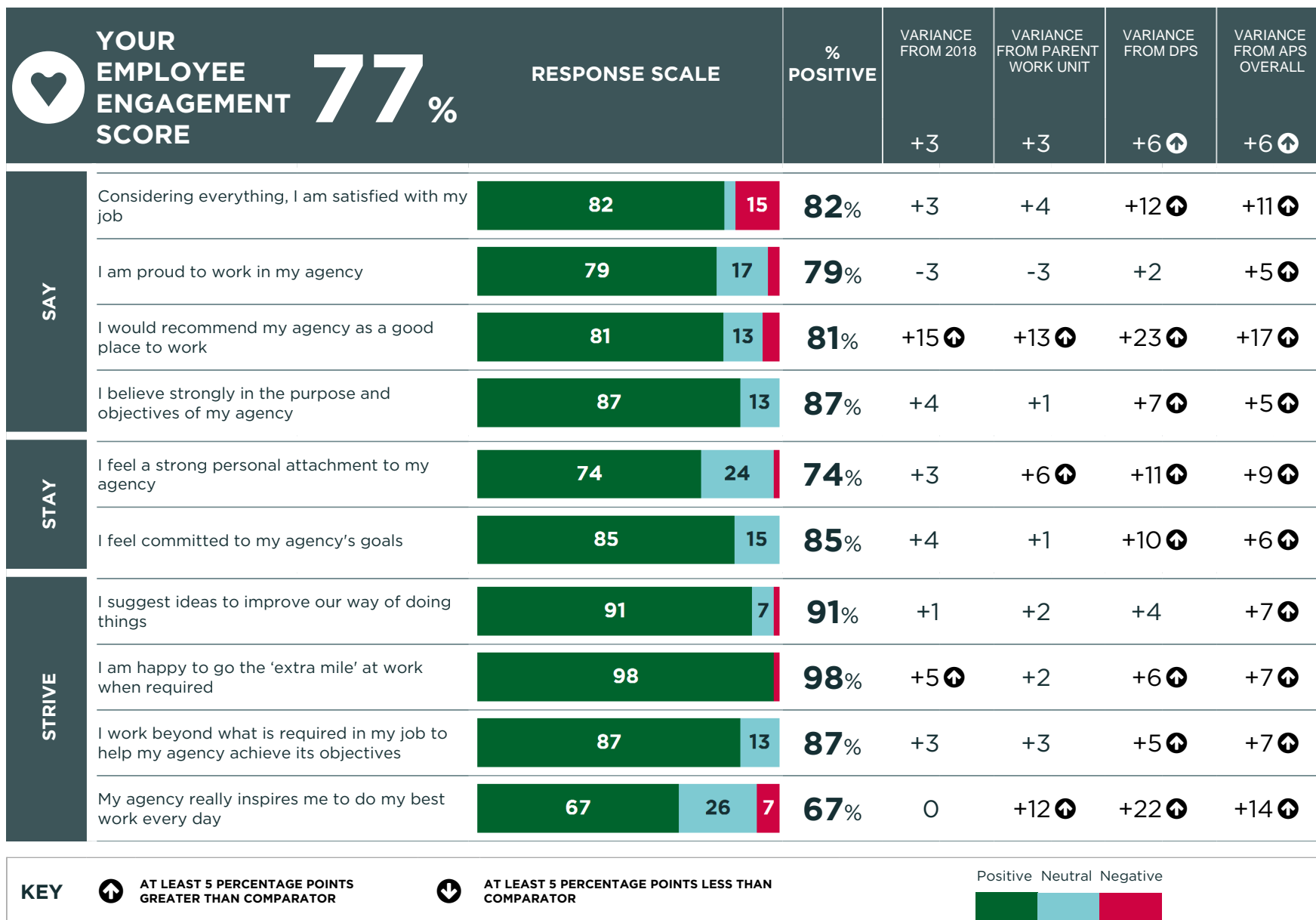
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	75%	+6 ↑	+14 ↑	+23 ↑	+37 ↑
Female	<div></div>	22%	-9 ↓	-16 ↓	-23 ↓	-37 ↓

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

Yes	<div></div>	2%	0	+1	-1	-2
No	<div></div>	98%	0	-1	+1	+2

Do you have an ongoing disability?

Yes	<div></div>	9%	+1	+2	+3	+1
No	<div></div>	91%	-1	-2	-3	-1

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	76%	-1	-2	-5⬇️	-1
Other country	<div></div>	24%	+1	+2	+5⬆️	+1

Do you speak a language other than English at home?

No, English only	<div></div>	82%	-4	-2	-4	+1
Yes, other	<div></div>	18%	+4	+2	+4	-1

Do you have carer responsibilities?

Yes	<div></div>	33%	-4	-1	-1	-9⬇️
No	<div></div>	67%	+4	+1	+1	+9⬆️

### 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	95	95%	+2	+6 ↑	+13 ↑	+6 ↑
	My SES manager actively supports people of diverse backgrounds	91	91%	+6 ↑	+26 ↑	+26 ↑	+23 ↑
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	87	87%	+12 ↑	+17 ↑	+23 ↑	+9 ↑
	My supervisor actively supports people from diverse backgrounds	93	93%	0	+14 ↑	+14 ↑	+7 ↑
	My agency supports and actively promotes an inclusive workplace culture	85	85%	+3	+12 ↑	+22 ↑	+7 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



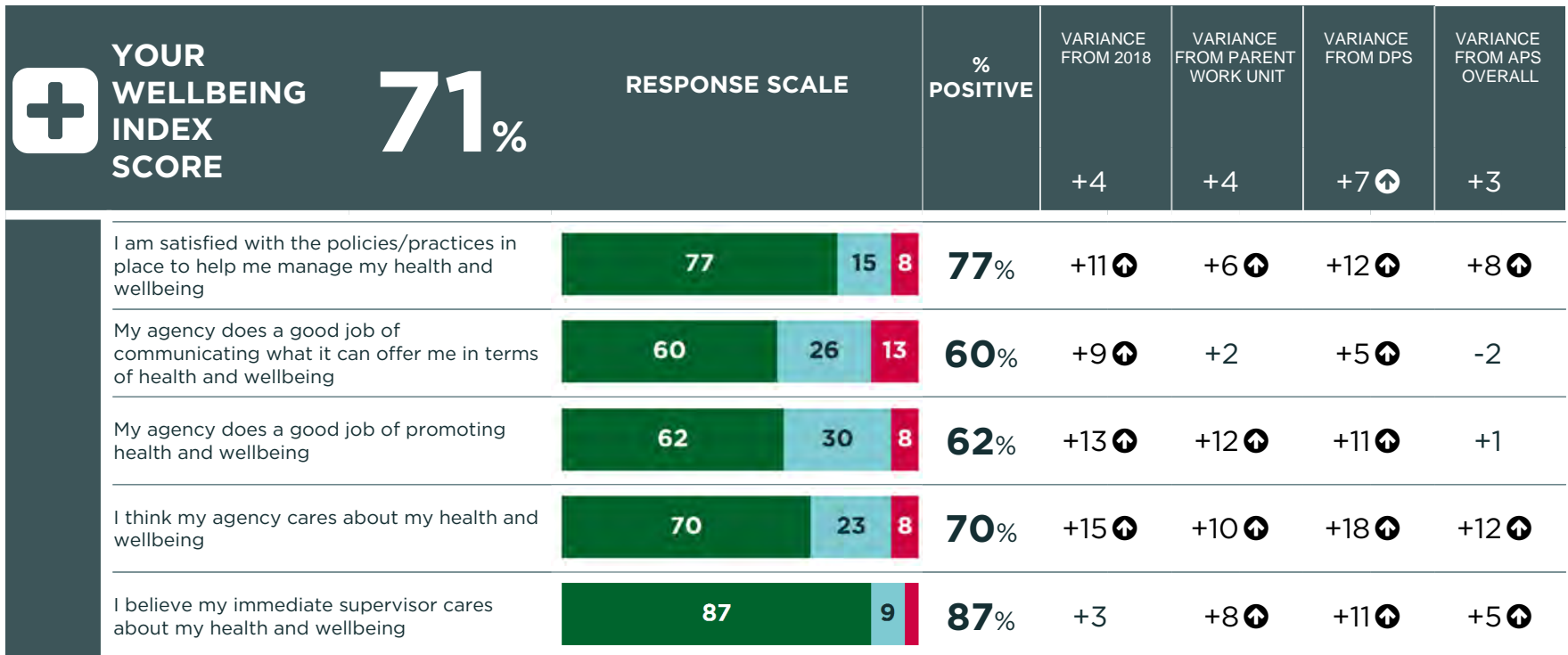
# WELLBEING INDEX



## 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.**



### 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: 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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

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 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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>72</div><div>19</div><div>9</div></div>	72%	+12 ⬆	+21 ⬆	+29 ⬆	+17 ⬆
In my agency, communication between the SES and other employees is effective	<div><div>65</div><div>26</div><div>9</div></div>	65%	+6 ⬆	+18 ⬆	+28 ⬆	+16 ⬆
In my agency, the SES actively contribute to the work of our agency	<div><div>70</div><div>25</div><div></div></div>	70%	+4	+11 ⬆	+18 ⬆	+6 ⬆
In my agency, the SES are of a high quality	<div><div>69</div><div>25</div><div></div></div>	69%	+2	+23 ⬆	+30 ⬆	+12 ⬆
In my agency, the SES work as a team	<div><div>53</div><div>37</div><div>10</div></div>	53%	-5 ⬇	+9 ⬆	+16 ⬆	+7 ⬆
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>63</div><div>33</div><div></div></div>	63%	0	+14 ⬆	+20 ⬆	+6 ⬆

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	98	98%	+2	+16 ↑	+16 ↑	+10 ↑
My supervisor communicates effectively	78	78%	-4	+9 ↑	+5 ↑	-1
My supervisor encourages me to contribute ideas	89	89%	+5 ↑	+11 ↑	+11 ↑	+5 ↑
My supervisor displays resilience when faced with difficulties or failures	91	91%	+4	+16 ↑	+19 ↑	+11 ↑
My supervisor gives me responsibility and holds me to account for what I deliver	96	96%	+9 ↑	+10 ↑	+15 ↑	+10 ↑
My supervisor challenges me to consider new ways of doing things	80	80%	+1	+12 ↑	+15 ↑	+5 ↑

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 2018

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>	91%	-1	+1	+5	+11
In the same office as me but on a different floor	<div></div>	6%	+3	-1	-6	+3
In a different office, but in the same town/city	<div></div>	4%	-2	0	+1	+1
In a different town/city or state		0%	-	-	-	-14
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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>74</div><div>17</div><div>9</div></div>	74%	-9⬇️	+4	+5⬆️	-2
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>63</div><div>26</div><div>11</div></div>	63%	+10⬆️	+12⬆️	+18⬆️	+9⬆️
	My agency actively encourages ethical behaviour by all of its employees	<div><div>89</div><div>8</div></div>	89%	+6⬆️	+10⬆️	+20⬆️	+8⬆️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>39</div><div>39</div><div>22</div></div>	39%	+3	+3	+7⬆️	+8⬆️
	Staff are consulted about change at work	<div><div>56</div><div>28</div><div>17</div></div>	56%	-2	+11⬆️	+20⬆️	+7⬆️
	I am happy to go the 'extra mile' at work when required	<div><div>98</div></div>	98%	+5⬆️	+2	+6⬆️	+7⬆️
	Internal communication within my agency is effective	<div><div>69</div><div>22</div><div>9</div></div>	69%	+11⬆️	+14⬆️	+30⬆️	+20⬆️
	In general, employees in my agency feel they are valued for their contribution	<div><div>63</div><div>30</div><div>7</div></div>	63%	+6⬆️	+15⬆️	+22⬆️	+16⬆️
	My agency really inspires me to do my best work every day	<div><div>67</div><div>26</div><div>7</div></div>	67%	0	+12⬆️	+22⬆️	+14⬆️

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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		60%	+15 ⬆	+8 ⬆	+16 ⬆	+10 ⬆
Often		36%	-8 ⬇	-6 ⬇	-6 ⬇	-4
Sometimes		4%	-4	-1	-6 ⬇	-3
Rarely		0%	-	-	-2	-1
Never		0%	-	-	-1	0
Not sure		0%	-	-1	-1	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	62%	+3	+7	+10	0
Often	<div></div>	28%	-5	-4	-4	0
Sometimes	<div></div>	9%	+5	+1	0	+4
Rarely		0%	-	-1	-3	-1
Never		0%	-	-	-1	0
Not sure		0%	-	-3	-2	-2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	50%	+11 ↑	+14 ↑	+20 ↑	+6 ↑
Often	<div></div>	37%	-3	+2	+4	+6 ↑
Sometimes	<div></div>	10%	+1	-1	-7 ↓	0
Rarely		0%	-	-3	-6 ↓	-2
Never		0%	-	-	-1	-1
Not sure	<div></div>	4%	-5 ↓	-12 ↓	-10 ↓	-9 ↓

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	44%	-	+11↑	+15↑	+2
Often	<div></div>	38%	-	+5↑	+8↑	+7↑
Sometimes	<div></div>	13%	-	-2	-6↓	+1
Rarely		0%	-	-5↓	-8↓	-4
Never		0%	-	-2	-4	-1
Not sure	<div></div>	4%	-	-7↓	-6↓	-6↓

### 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

VARIANCE FROM PARENT WORK UNIT

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		8%	-2	0	-6 ↓	-5 ↓
No		92%	+2	0	+6 ↑	+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 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

VARIANCE FROM PARENT WORK UNIT

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		9%	+5	+2	-9	-4
No		85%	-4	+4	+11	+5
Not Sure		6%	0	-7	-2	-1

#### 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	82 7 11	82%	-1	-4	+3	+1
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	74 19 7	74%	+7⬆	-1	+7⬆	+11⬆
	Considering everything, I am satisfied with my job	82 15	82%	+3	+4	+12⬆	+11⬆
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	78 13 9	78%	-5⬆	0	-1	+1
	I am satisfied with the stability and security of my current job	78 16	78%	0	+2	+9⬆	+6⬆
	I am satisfied with the opportunities for career progression in my agency	57 24 19	57%	+12⬆	+16⬆	+20⬆	+15⬆

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

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	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 11	85%	+1	+11 ↑	+9 ↑	+2
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	76 15 9	76%	-2	+6 ↑	+4	+1
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	64 26 9	64%	+13 ↑	+12 ↑	+17 ↑	+9 ↑
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	17 62 21	17%	+2	0	-3	-12 ↓
	My immediate supervisor actively supports opportunities for mobility	42 43 15	42%	0	+3	+1	-6 ↓

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>77</div><div>11</div><div>11</div></div>	77%	-	+3	+1	+2
My workgroup has the tools and resources we need to perform well	<div><div>70</div><div>15</div><div>15</div></div>	70%	+4	+5	+11	+11
The work processes we have in place allow me to be as productive as possible	<div><div>73</div><div>23</div><div></div></div>	73%	+7	+12	+20	+19
The people in my workgroup complete work to a high standard	<div><div>85</div><div>11</div><div></div></div>	85%	+5	+5	+11	+7
The people in my work group use time and resources efficiently	<div><div>68</div><div>26</div><div></div></div>	68%	-	-4	+3	-2
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>87</div><div>11</div><div></div></div>	87%	+10	+6	+14	+8

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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Please indicate whether you have experienced each of the following in the past 12 months:

Received regular and timely feedback from your supervisor

Yes	<div></div>	81%	-3	0	+5 ⬆	-1
No	<div></div>	19%	+3	0	-5 ⬇	+1

Received constructive feedback from your supervisor

Yes	<div></div>	81%	-1	+3	+6 ⬆	-3
No	<div></div>	19%	+1	-3	-6 ⬇	+3

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

Yes	<div></div>	85%	+3	+4	+10 ⬆	+3
No	<div></div>	15%	-3	-4	-10 ⬇	-3

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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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>	81%	-6 ↓	+5 ↑	+12 ↑	+6 ↑
No	<div></div>	12%	+6 ↑	0	-6 ↓	+3
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	8%	0	-5 ↓	-6 ↓	-9 ↓

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

Yes	<div></div>	25%	-5 ↓	+8 ↑	+5 ↑	-2
No	<div></div>	13%	-3	-1	-7 ↓	-2
Not applicable (e.g. my performance has not changed)	<div></div>	62%	+8 ↑	-7 ↓	+1	+4

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>64</div><div>26</div><div>9</div></div>	64%	-12⬇️	-1	+3	+3
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>62</div><div>28</div><div>9</div></div>	62%	-6⬇️	+12⬆️	+11⬆️	+3
My overall experience of performance management in my agency has been useful for my development	<div><div>45</div><div>38</div><div>17</div></div>	45%	+4	+6⬆️	+5⬆️	-3
My supervisor openly demonstrates commitment to performance management	<div><div>66</div><div>23</div><div>11</div></div>	66%	-2	+8⬆️	+12⬆️	+2
I received recognition when I last accomplished something significant at work	<div><div>68</div><div>25</div><div>8</div></div>	68%	+1	+2	+5⬆️	+1
I can identify a clear connection between my job and my agency's purpose	<div><div>85</div><div>11</div><div></div></div>	85%	+3	-1	+6⬆️	+3

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>72</div><div>20</div><div>7</div></div>	72%	+3	-2	-4	-8⬇️
My supervisor shares links, readings and information	<div><div>65</div><div>19</div><div>17</div></div>	65%	-1	+2	+3	-8⬇️
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>57</div><div>26</div><div>17</div></div>	57%	+1	+2	+1	-9⬇️
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>72</div><div>24</div><div></div></div>	72%	-4	+2	+4	-2
I access learning and development solutions to meet my needs	<div><div>63</div><div>24</div><div>13</div></div>	63%	-	-4	-5⬇️	-11⬇️
I have a clear understanding of my development needs	<div><div>70</div><div>22</div><div>7</div></div>	70%	-1	-1	-1	-7⬇️
I spend time out of working hours building my capability	<div><div>56</div><div>28</div><div>17</div></div>	56%	-10⬇️	-4	-4	+2
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>80</div><div>19</div><div></div></div>	80%	+4	+1	+5⬆️	+1

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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In the last 12 months, have you applied for a job?

Yes, outside the APS		11%	-2	-3	-2	-1
Yes, in my agency		26%	-3	+1	+2	-12↓
Yes, in another APS agency		11%	-14↓	-8↓	-9↓	-7↓
No		60%	+7↑	+2	+6↑	+12↑

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		2%	-3	-2	-5↓	-4
I want to leave my agency within the next 12 months		8%	0	-7↓	-6↓	-1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		13%	+4	+3	+4	+4
I want to stay working for my agency for the next one to two years		25%	-4	+3	+3	-1
I want to stay working for my agency for at least the next three years		53%	+2	+3	+4	+2

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS






## EXPLORE THE FULL RESULTS

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.

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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Primary reasons behind desire to leave agency (3 highest responses):

There is a lack of future career opportunities in my agency		25%	-	-	-	-
I am not satisfied with the work		17%	-	-	-	-
I am looking to further my skills in another area		17%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>79</div><div>15</div></div>	79%	+8 ⬆	+14 ⬆	+18 ⬆	+9 ⬆
Risk management concerns are discussed openly and honestly in my agency	<div><div>69</div><div>15</div><div>15</div></div>	69%	+7 ⬆	+16 ⬆	+20 ⬆	+10 ⬆
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>50</div><div>38</div><div>12</div></div>	50%	-	+4	+8 ⬆	-2
Appropriate risk taking is rewarded in my agency	<div><div>21</div><div>54</div><div>25</div></div>	21%	+1	+5 ⬆	+2	-4
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>54</div><div>31</div><div>15</div></div>	54%	+4	+17 ⬆	+20 ⬆	+11 ⬆
When things go wrong, my agency uses this as an opportunity to learn	<div><div>58</div><div>29</div><div>13</div></div>	58%	-	+13 ⬆	+21 ⬆	+11 ⬆

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



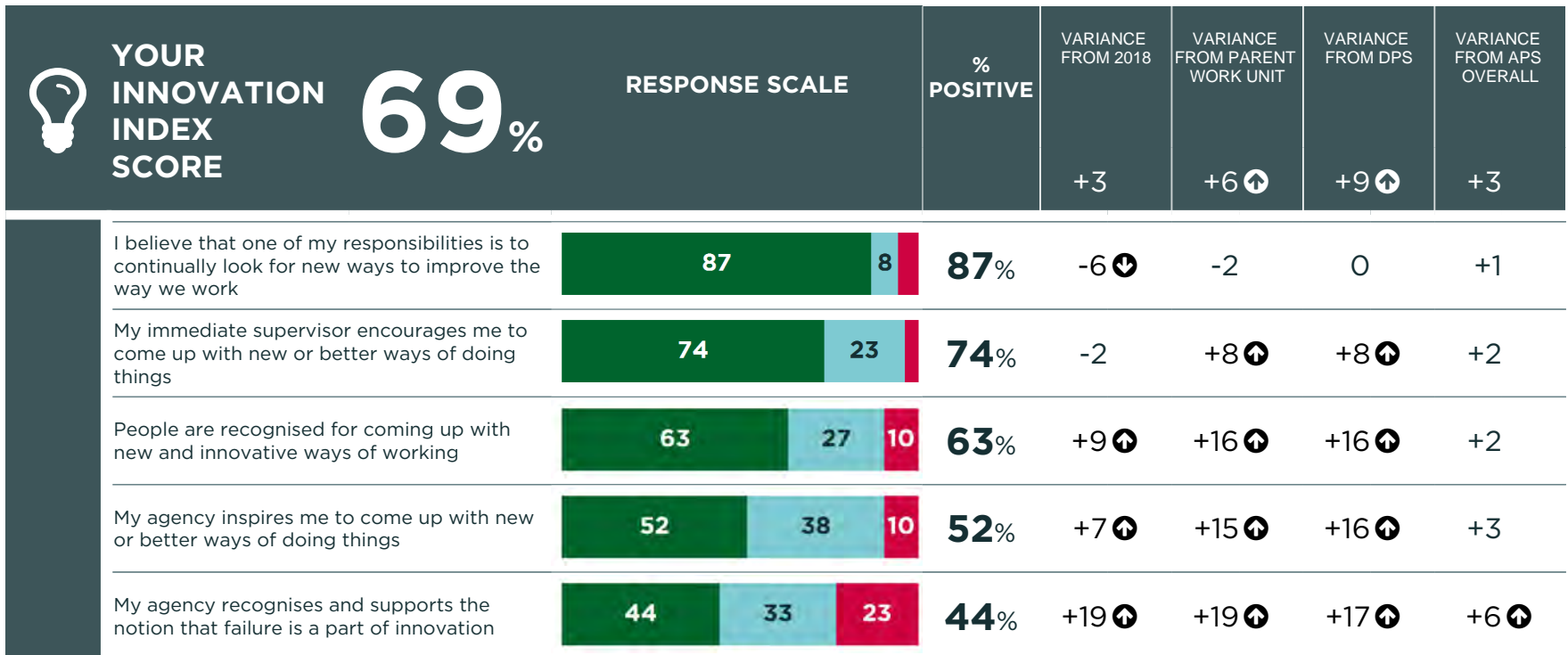
# INNOVATION INDEX



## 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.



### 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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>69</div><div>23</div><div>8</div></div>	69%	+11 ⬆	+21 ⬆	+24 ⬆
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>79</div><div>17</div><div></div></div>	79%	-4	+10 ⬆	+9 ⬆
I can count on my peers when I need help	<div><div>87</div><div>9</div><div></div></div>	87%	+1	+1	+4
I believe I collaborate well with my peers	<div><div>96</div><div></div><div></div></div>	96%	+1	+3	+3
I feel safe to raise new ideas and receive feedback	<div><div>94</div><div></div><div></div></div>	94%	+8 ⬆	+13 ⬆	+20 ⬆
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>65</div><div>25</div><div>10</div></div>	65%	+10 ⬆	+17 ⬆	+22 ⬆
I understand the priorities for my work in the next six months	<div><div>81</div><div>15</div><div></div></div>	81%	+3	-4	+7 ⬆
DPS is moving in the right direction	<div><div>73</div><div>23</div><div></div></div>	73%	+13 ⬆	+19 ⬆	+24 ⬆
I am looking forward to the next 12 months with enthusiasm	<div><div>67</div><div>23</div><div>10</div></div>	67%	+4	+13 ⬆	+17 ⬆

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?

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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?

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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:

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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.

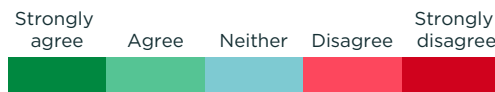
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 INFORMATION SERVICES

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

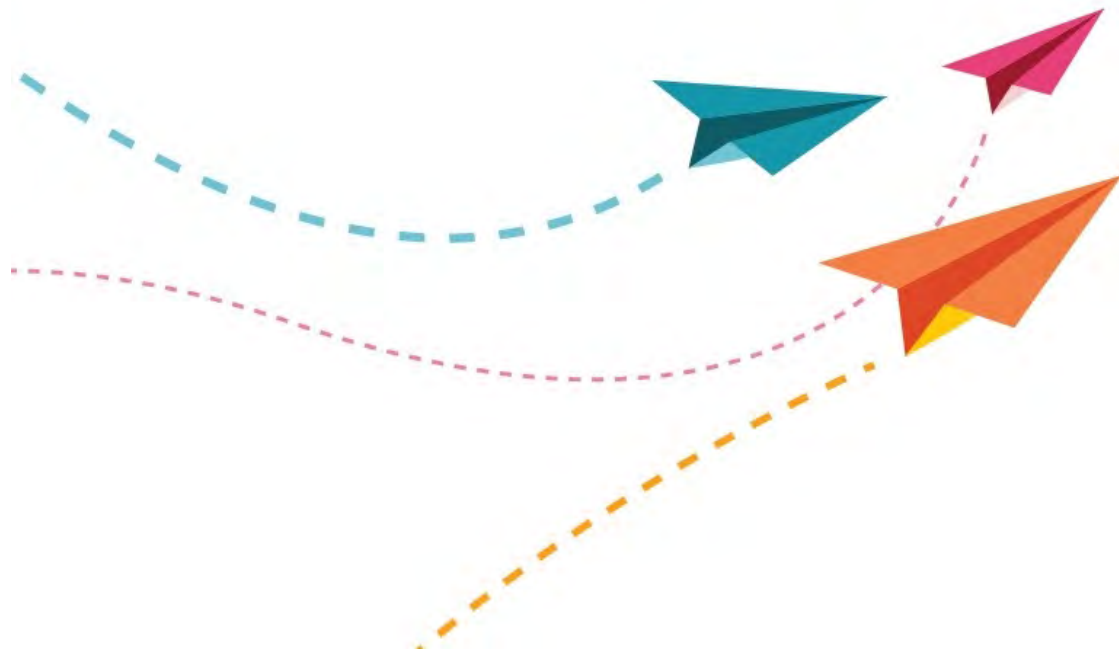
THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS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

# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Building & Security



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### RESPONSES:

164 of 357

### RESPONSE RATE:

46%

# 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.

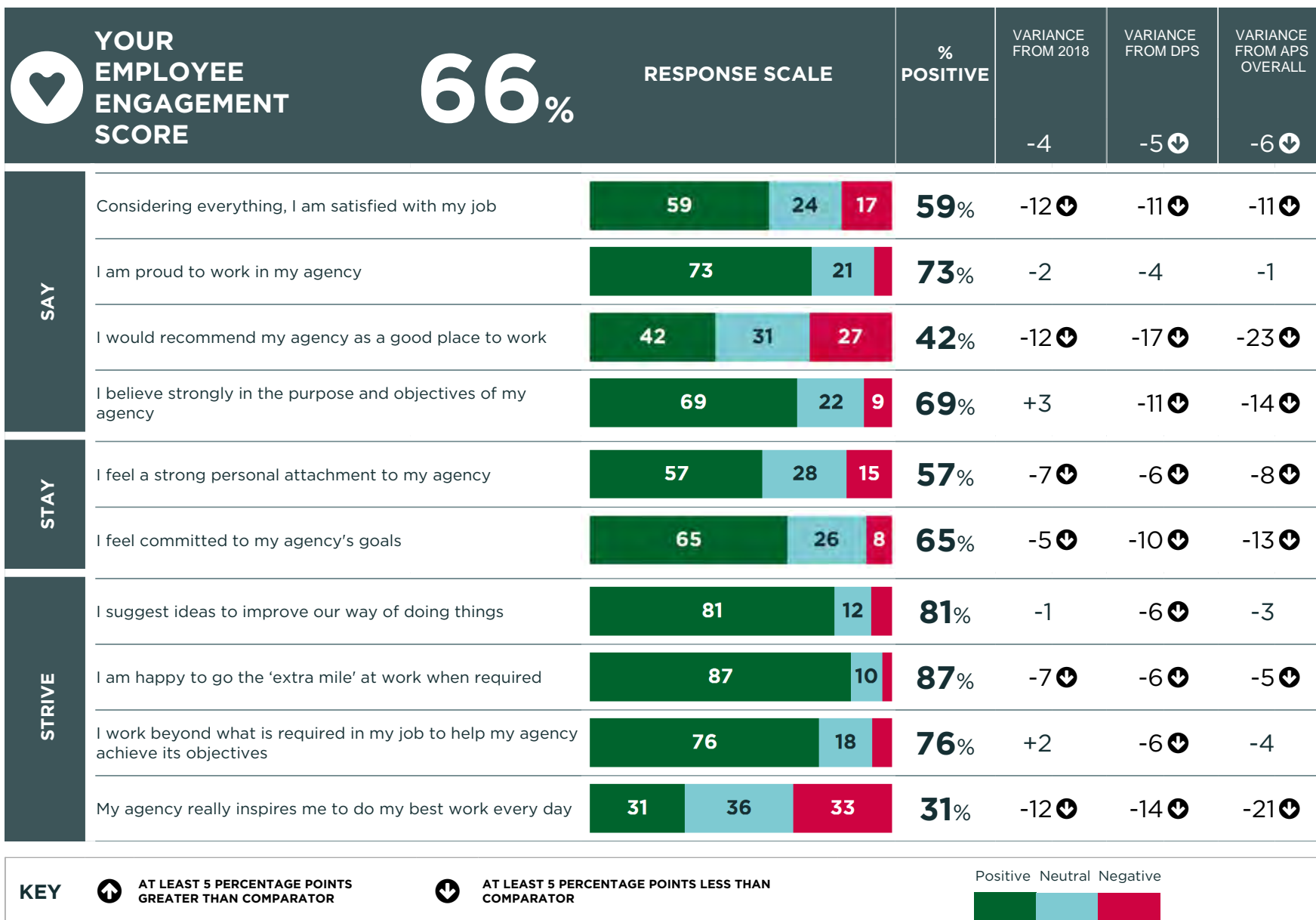
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	69%	-1	+18	+31
Female	<div></div>	25%	-2	-20	-34

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

Yes	<div></div>	4%	+3	+2	+1
No	<div></div>	96%	-3	-2	-1

Do you have an ongoing disability?

Yes	<div></div>	5%	-2	-1	-3
No	<div></div>	95%	+2	+1	+3

### 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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	85%	+2	+4	+7 ↑
Other country	<div></div>	15%	-2	-4	-7 ↓

Do you speak a language other than English at home?

No, English only	<div></div>	88%	0	+3	+7 ↑
Yes, other	<div></div>	12%	0	-3	-7 ↓

Do you have carer responsibilities?

Yes	<div></div>	30%	0	-4	-11 ↓
No	<div></div>	70%	0	+4	+11 ↑

### KEY



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# INCLUSION AND DIVERSITY



## 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	67 20 12	67%	-12 ↓	-14 ↓	-21 ↓
	My SES manager actively supports people of diverse backgrounds	53 32 15	53%	-6 ↓	-12 ↓	-16 ↓
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	50 37 13	50%	-8 ↓	-14 ↓	-28 ↓
	My supervisor actively supports people from diverse backgrounds	71 21 8	71%	-9 ↓	-7 ↓	-14 ↓
	My agency supports and actively promotes an inclusive workplace culture	47 35 18	47%	-11 ↓	-16 ↓	-30 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



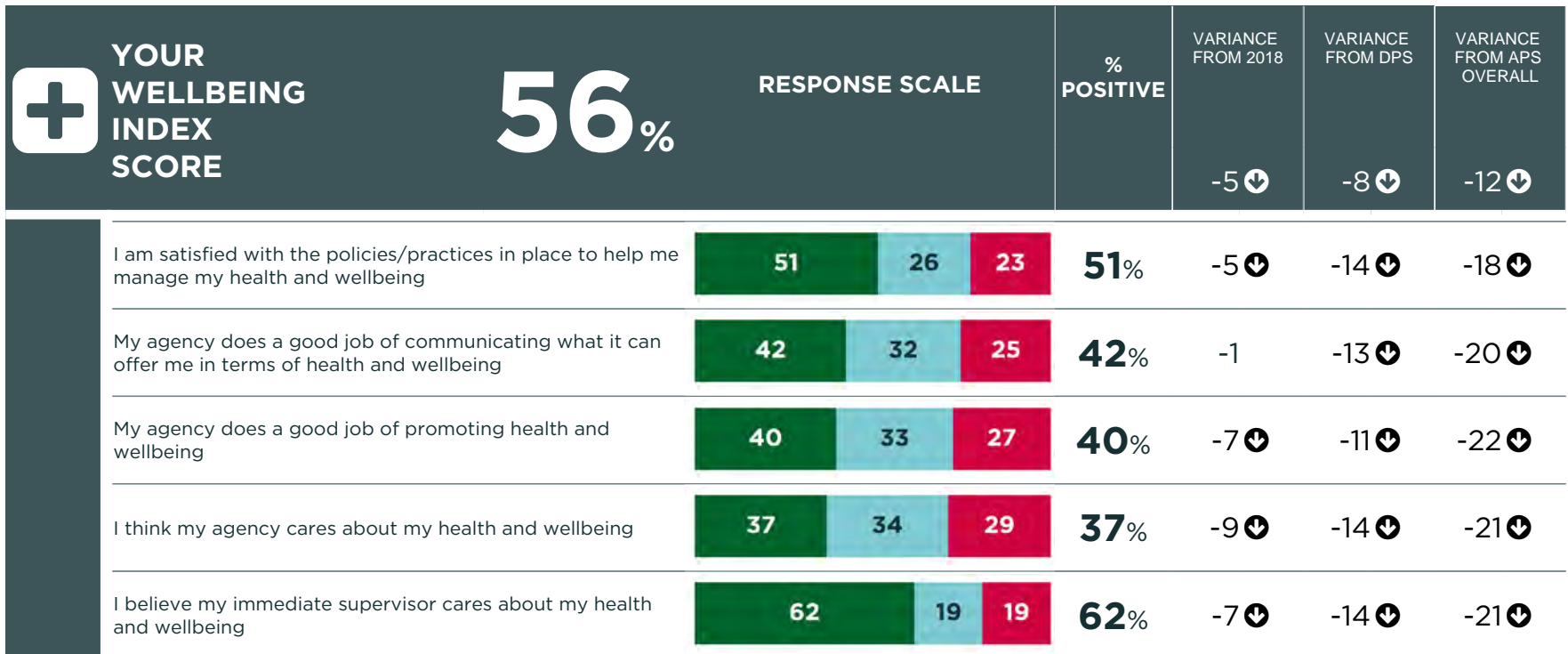
# WELLBEING INDEX



## 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.**



### 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: 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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

KEY



AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

Positive Neutral Negative



# SENIOR LEADERSHIP



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>36</div><div>29</div><div>34</div></div>	36%	-12↓	-7↓	-19↓
In my agency, communication between the SES and other employees is effective	<div><div>29</div><div>30</div><div>41</div></div>	29%	-11↓	-8↓	-20↓
In my agency, the SES actively contribute to the work of our agency	<div><div>44</div><div>30</div><div>26</div></div>	44%	-8↓	-8↓	-20↓
In my agency, the SES are of a high quality	<div><div>28</div><div>31</div><div>41</div></div>	28%	-13↓	-10↓	-28↓
In my agency, the SES work as a team	<div><div>28</div><div>33</div><div>39</div></div>	28%	-15↓	-9↓	-18↓
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>36</div><div>27</div><div>37</div></div>	36%	-11↓	-7↓	-21↓

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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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	<div><div>73</div><div>13</div><div>13</div></div>	73%	-8↓	-9↓	-15↓
	My supervisor communicates effectively	<div><div>65</div><div>14</div><div>21</div></div>	65%	-7↓	-7↓	-14↓
	My supervisor encourages me to contribute ideas	<div><div>66</div><div>12</div><div>22</div></div>	66%	-11↓	-12↓	-18↓
	My supervisor displays resilience when faced with difficulties or failures	<div><div>63</div><div>20</div><div>17</div></div>	63%	-9↓	-9↓	-17↓
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>77</div><div>15</div><div>7</div></div>	77%	-4	-4	-9↓
	My supervisor challenges me to consider new ways of doing things	<div><div>57</div><div>23</div><div>20</div></div>	57%	-11↓	-8↓	-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

## Immediate supervisor

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	74%	-4	-11↓	-6↓
In the same office as me but on a different floor	<div></div>	23%	+2	+11↑	+20↑
In a different office, but in the same town/city	<div></div>	3%	+2	0	0
In a different town/city or state		0%	-	-	-14↓
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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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	54 29 16	54%	-10 ↓	-14 ↓	-22 ↓
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	33 38 29	33%	-2	-12 ↓	-21 ↓
	My agency actively encourages ethical behaviour by all of its employees	52 30 18	52%	-18 ↓	-16 ↓	-28 ↓
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	33 44 23	33%	+1	+1	+2
	Staff are consulted about change at work	30 28 42	30%	-5 ↓	-6 ↓	-18 ↓
	I am happy to go the 'extra mile' at work when required	87 10	87%	-7 ↓	-6 ↓	-5 ↓
	Internal communication within my agency is effective	27 28 45	27%	-12 ↓	-12 ↓	-22 ↓
	In general, employees in my agency feel they are valued for their contribution	29 29 42	29%	-3	-12 ↓	-18 ↓
	My agency really inspires me to do my best work every day	31 36 33	31%	-12 ↓	-14 ↓	-21 ↓

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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	29%	-2	-16 ↓	-22 ↓
Often	<div></div>	41%	-5 ↓	0	+2
Sometimes	<div></div>	24%	+6 ↑	+13 ↑	+17 ↑
Rarely	<div></div>	5%	+2	+3	+4
Never	<div></div>	1%	+1	+1	+1
Not sure		0%	-	-1	-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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>36%</b>	-6 ↓	-16 ↓	-27 ↓
Often		<b>36%</b>	-3	+3	+7 ↑
Sometimes		<b>16%</b>	+3	+6 ↑	+10 ↑
Rarely		<b>8%</b>	+4	+4	+7 ↑
Never		<b>2%</b>	+1	+1	+2
Not sure		<b>3%</b>	0	+1	+1

### KEY



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THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		17%	-11↓	-14↓	-28↓
Often		31%	-1	-1	0
Sometimes		25%	+5↑	+9↑	+16↑
Rarely		11%	+2	+5↑	+9↑
Never		4%	0	+2	+3
Not sure		13%	+5↑	-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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		17%	-	-12 ↓	-25 ↓
Often		31%	-	+1	0
Sometimes		24%	-	+5 ↑	+11 ↑
Rarely		11%	-	+3	+8 ↑
Never		4%	-	+1	+3
Not sure		12%	-	+3	+3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
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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

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>	20%	+3	+7 ⬆	+8 ⬆
No	<div></div>	80%	-3	-7 ⬇	-8 ⬇

Did this discrimination occur in your current agency?

Yes	<div></div>	96%	+4	+3	+2
No	<div></div>	4%	-4	-3	-2

Basis for the discrimination that you experienced (3 highest responses):

Gender	<div></div>	59%	-	-	-
Caring responsibilities	<div></div>	26%	-	-	-
Race	<div></div>	19%	-	-	-

#### 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

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>	34%	+16 ↑	+16 ↑	+21 ↑
No	<div></div>	60%	-14 ↓	-14 ↓	-20 ↓
Not Sure	<div></div>	6%	-2	-2	-1

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	65%	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)	<div></div>	50%	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	37%	-	-	-

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

Someone more senior (other than your supervisor)	<div></div>	42%	-	-	-
Co-worker	<div></div>	42%	-	-	-
Your current supervisor	<div></div>	27%	-	-	-

#### 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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	62 18 20	62%	-15 ↓	-16 ↓	-19 ↓
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	55 20 26	55%	-2	-12 ↓	-8 ↓
	Considering everything, I am satisfied with my job	59 24 17	59%	-12 ↓	-11 ↓	-11 ↓
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	72 19 9	72%	-7 ↓	-7 ↓	-5 ↓
	I am satisfied with the stability and security of my current job	64 17 19	64%	-9 ↓	-4	-8 ↓
	I am satisfied with the opportunities for career progression in my agency	33 20 47	33%	-5 ↓	-4	-10 ↓

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

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	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	68 17 15	68%	-7↓	-8↓	-15↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F				
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	63 20 17	63%	-7↓	-9↓	-12↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	42 35 23	42%	-15↓	-5↓	-12↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	10 52 38	10%	-12↓	-10↓	-19↓
	My immediate supervisor actively supports opportunities for mobility	30 43 27	30%	-15↓	-10↓	-17↓

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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>68</div><div>13</div><div>19</div></div>	68%	-	-9⬇️	-7⬇️
My workgroup has the tools and resources we need to perform well	<div><div>54</div><div>17</div><div>29</div></div>	54%	-8⬇️	-5⬇️	-5⬇️
The work processes we have in place allow me to be as productive as possible	<div><div>48</div><div>22</div><div>29</div></div>	48%	-6⬇️	-5⬇️	-6⬇️
The people in my workgroup complete work to a high standard	<div><div>59</div><div>22</div><div>20</div></div>	59%	-10⬇️	-15⬇️	-19⬇️
The people in my work group use time and resources efficiently	<div><div>50</div><div>30</div><div>20</div></div>	50%	-	-15⬇️	-20⬇️
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>63</div><div>23</div><div>14</div></div>	63%	-11⬇️	-10⬇️	-16⬇️

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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
--	----------------	---	--------------------	-------------------	---------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	68%	-12↓	-8↓	-14↓
No	<div></div>	32%	+12↑	+8↑	+14↑

Received constructive feedback from your supervisor

Yes	<div></div>	68%	-10↓	-7↓	-16↓
No	<div></div>	32%	+10↑	+7↑	+16↑

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

Yes	<div></div>	68%	-5↓	-7↓	-14↓
No	<div></div>	32%	+5↑	+7↑	+14↑

### 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	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>	65%	-15↓	-4	-10↓
No	<div></div>	25%	+17↑	+8↑	+16↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	10%	-2	-4	-6↓
In the past 12 months, did your supervisor recognise when your job performance changed for any reason?					
Yes	<div></div>	21%	-5↓	+2	-5↓
No	<div></div>	29%	+2	+9↑	+13↑
Not applicable (e.g. my performance has not changed)	<div></div>	50%	+3	-10↓	-8↓

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	48 31 20	48%	-13 ↓	-13 ↓	-12 ↓
To what extent do you agree that the support by your supervisor has helped to improve your performance?	41 34 24	41%	-17 ↓	-10 ↓	-18 ↓
My overall experience of performance management in my agency has been useful for my development	32 33 35	32%	-12 ↓	-8 ↓	-16 ↓
My supervisor openly demonstrates commitment to performance management	48 30 22	48%	-10 ↓	-6 ↓	-16 ↓
I received recognition when I last accomplished something significant at work	51 23 26	51%	-7 ↓	-12 ↓	-16 ↓
I can identify a clear connection between my job and my agency's purpose	65 23 12	65%	-7 ↓	-14 ↓	-17 ↓

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

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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>65</div><div>18</div><div>17</div></div>	65%	-7 ⬇	-12 ⬇	-16 ⬇
My supervisor shares links, readings and information	<div><div>48</div><div>23</div><div>29</div></div>	48%	-9 ⬇	-13 ⬇	-25 ⬇
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>49</div><div>23</div><div>28</div></div>	49%	-5 ⬇	-7 ⬇	-17 ⬇
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>55</div><div>21</div><div>24</div></div>	55%	-11 ⬇	-13 ⬇	-19 ⬇
I access learning and development solutions to meet my needs	<div><div>57</div><div>23</div><div>20</div></div>	57%	-	-10 ⬇	-16 ⬇
I have a clear understanding of my development needs	<div><div>65</div><div>18</div><div>17</div></div>	65%	+5 ⬆	-7 ⬇	-13 ⬇
I spend time out of working hours building my capability	<div><div>47</div><div>26</div><div>27</div></div>	47%	0	-13 ⬇	-7 ⬇
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>62</div><div>24</div><div>14</div></div>	62%	-3	-12 ⬇	-16 ⬇

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 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job?					
Yes, outside the APS	<div><div></div></div>	14%	+3	+1	+2
Yes, in my agency	<div><div></div></div>	23%	0	-2	-15⬇️
Yes, in another APS agency	<div><div></div></div>	17%	-1	-4	-2
No	<div><div></div></div>	57%	+1	+2	+8⬆️
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	<div><div></div></div>	12%	+7⬆️	+5⬆️	+6⬆️
I want to leave my agency within the next 12 months	<div><div></div></div>	10%	-1	-4	+1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div><div></div></div>	10%	+2	+1	0
I want to stay working for my agency for the next one to two years	<div><div></div></div>	14%	-6⬇️	-8⬇️	-11⬇️
I want to stay working for my agency for at least the next three years	<div><div></div></div>	55%	-1	+6⬆️	+4

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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.

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Primary reasons behind desire to leave agency (3 highest responses):					
Senior leadership is of a poor quality		27%	-	-	-
I am in an unpleasant working environment		20%	-	-	-
There is a lack of future career opportunities in my agency		18%	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>54</div><div>30</div><div>16</div></div>	54%	-14↓	-7↓	-16↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>45</div><div>26</div><div>29</div></div>	45%	-18↓	-4	-14↓
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>32</div><div>38</div><div>29</div></div>	32%	-	-9↓	-20↓
Appropriate risk taking is rewarded in my agency	<div><div>18</div><div>42</div><div>40</div></div>	18%	-6↓	-1	-7↓
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>33</div><div>40</div><div>27</div></div>	33%	-15↓	-1	-10↓
When things go wrong, my agency uses this as an opportunity to learn	<div><div>27</div><div>37</div><div>36</div></div>	27%	-	-9↓	-19↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



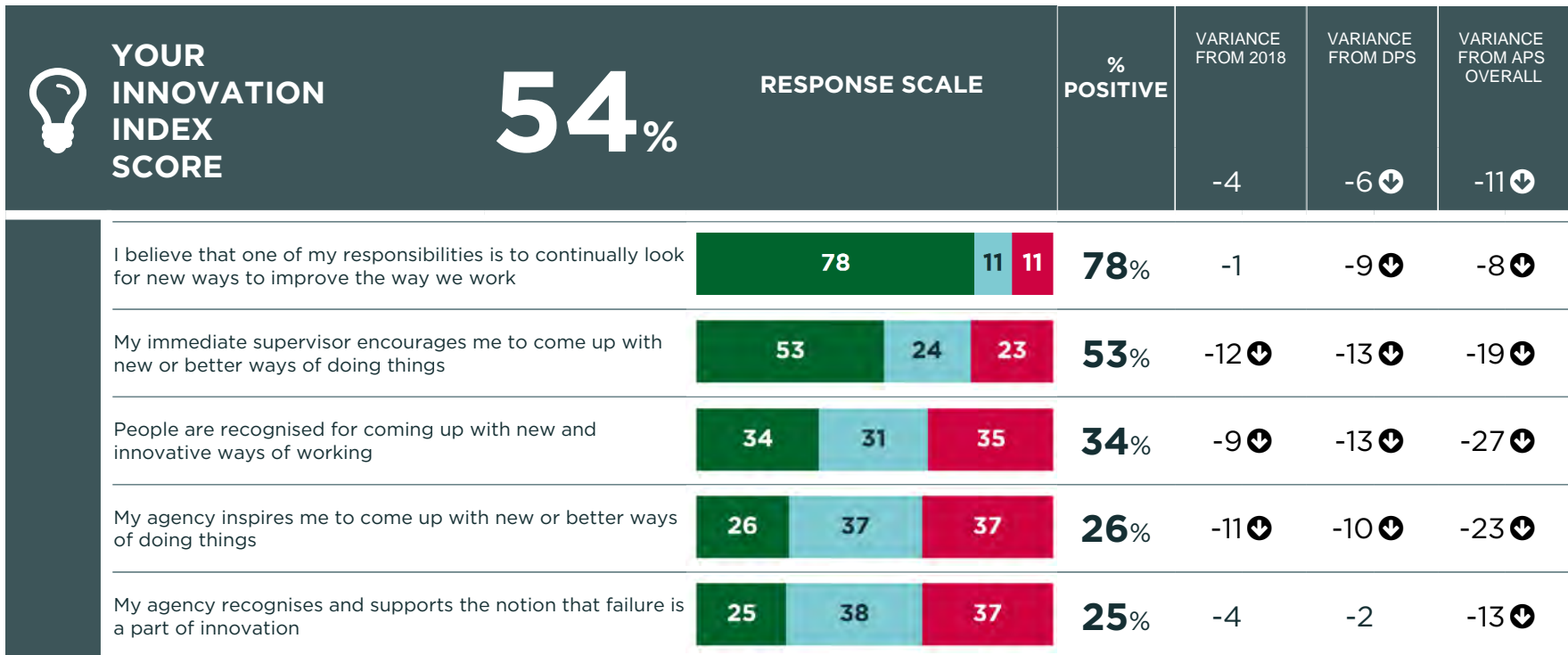
# INNOVATION INDEX



## INNOVATION

THE 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.



### 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

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	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>34</div><div>25</div><div>41</div></div>	34%	-7 ⬇	-12 ⬇
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>63</div><div>22</div><div>15</div></div>	63%	-14 ⬇	-7 ⬇
I can count on my peers when I need help	<div><div>73</div><div>20</div><div></div></div>	73%	-7 ⬇	-9 ⬇
I believe I collaborate well with my peers	<div><div>91</div><div></div><div></div></div>	91%	0	-2
I feel safe to raise new ideas and receive feedback	<div><div>60</div><div>19</div><div>21</div></div>	60%	-9 ⬇	-14 ⬇
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>39</div><div>25</div><div>36</div></div>	39%	-6 ⬇	-4
I understand the priorities for my work in the next six months	<div><div>68</div><div>14</div><div>18</div></div>	68%	-4	-6 ⬇
DPS is moving in the right direction	<div><div>40</div><div>30</div><div>30</div></div>	40%	-10 ⬇	-9 ⬇
I am looking forward to the next 12 months with enthusiasm	<div><div>39</div><div>33</div><div>28</div></div>	39%	-14 ⬇	-11 ⬇

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?

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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?

---



---



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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.

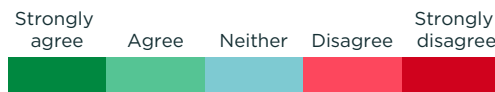
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 WITH RESULTS FROM PREVIOUS YEARS

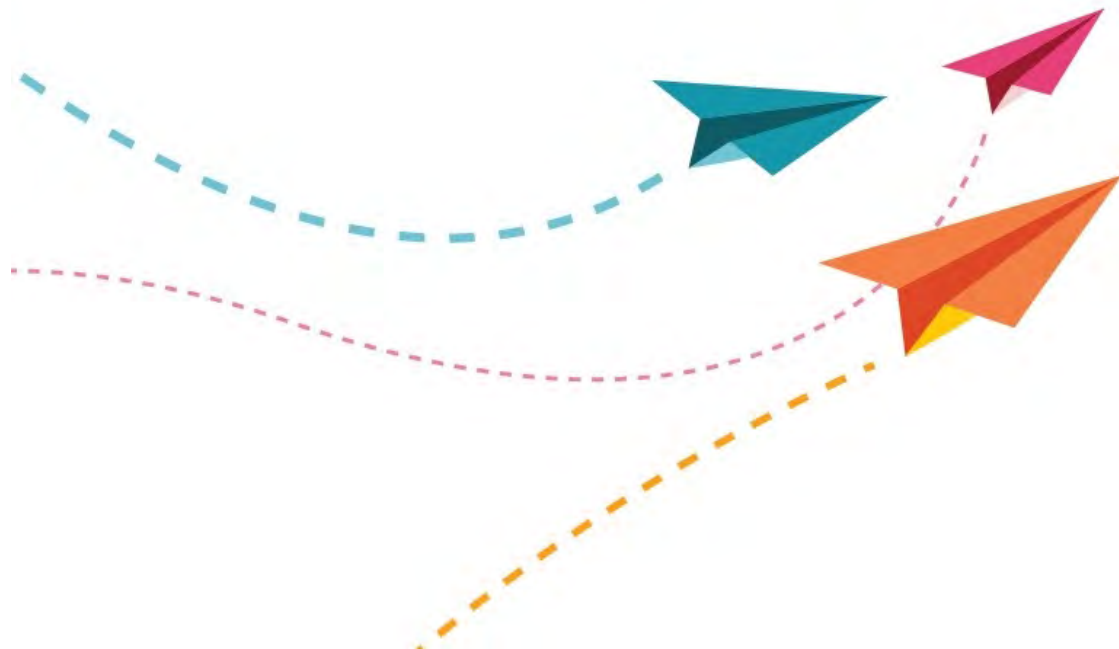
THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS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

# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Capital Works Branch



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### RESPONSES:

17 of 19

### RESPONSE RATE:

89%

# 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.

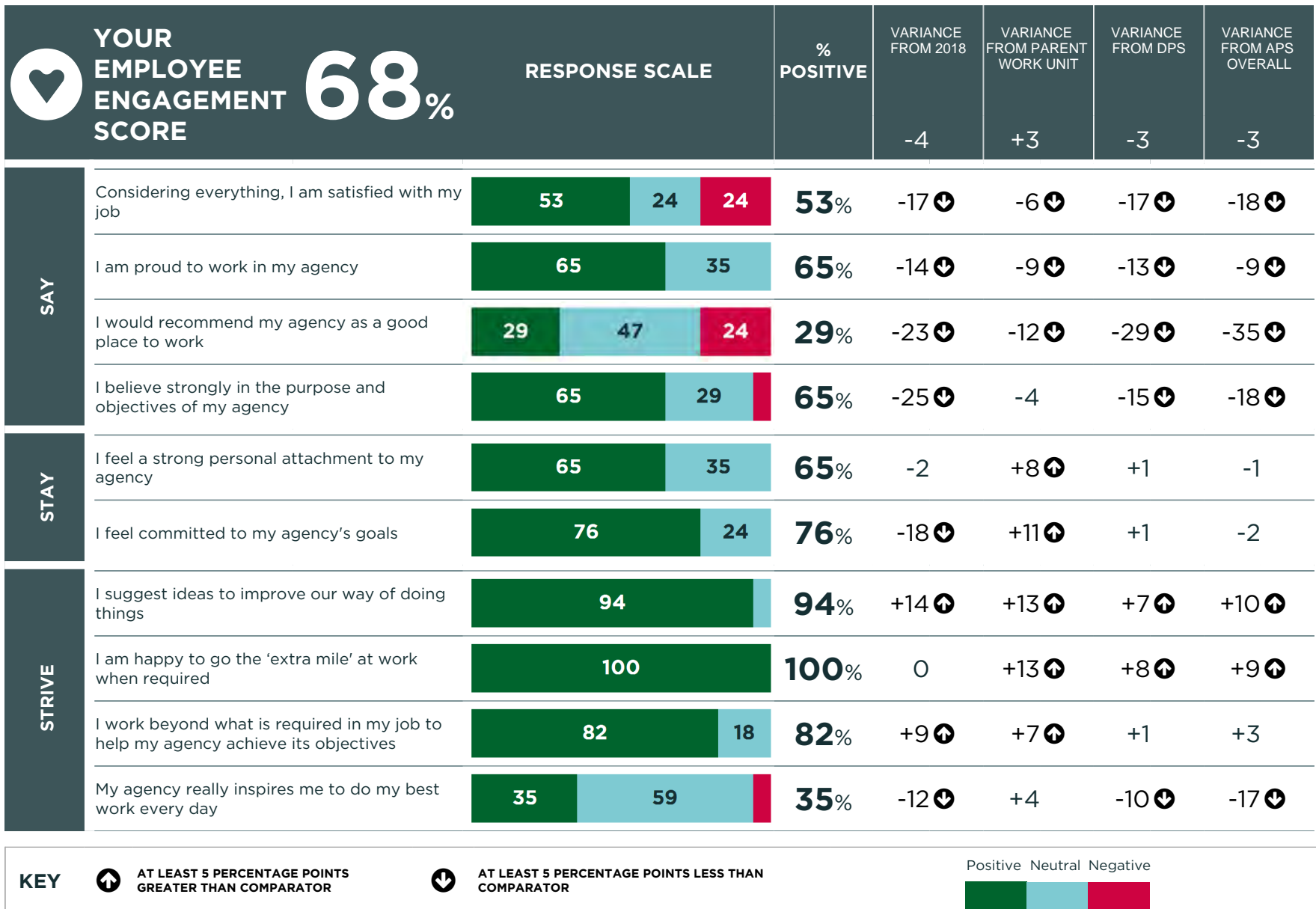
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	76%	+6 ↑	+8 ↑	+25 ↑	+39 ↑
Female	<div></div>	18%	-7 ↓	-7 ↓	-27 ↓	-41 ↓

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

Yes	<div></div>	6%	-	+2	+3	+2
No	<div></div>	94%	-6 ↓	-2	-3	-2

Do you have an ongoing disability?

Yes	<div></div>	12%	+2	+7 ↑	+6 ↑	+3
No	<div></div>	88%	-2	-7 ↓	-6 ↓	-3

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	71%	-9↓	-15↓	-11↓	-7↓
Other country	<div></div>	29%	+9↑	+15↑	+11↑	+7↑

Do you speak a language other than English at home?

No, English only	<div></div>	82%	-8↓	-6↓	-3	+1
Yes, other	<div></div>	18%	+8↑	+6↑	+3	-1

Do you have carer responsibilities?

Yes	<div></div>	41%	+11↑	+11↑	+7↑	0
No	<div></div>	59%	-11↓	-11↓	-7↓	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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	82 18	82%	-3	+15 ⬆	+1	-6 ⬇
	My SES manager actively supports people of diverse backgrounds	76 18	76%	-4	+24 ⬆	+12 ⬆	+8 ⬆
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	47 53	47%	-27 ⬇	-3	-17 ⬇	-31 ⬇
	My supervisor actively supports people from diverse backgrounds	94	94%	-6 ⬇	+23 ⬆	+16 ⬆	+9 ⬆
	My agency supports and actively promotes an inclusive workplace culture	53 47	53%	-19 ⬇	+6 ⬆	-10 ⬇	-25 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



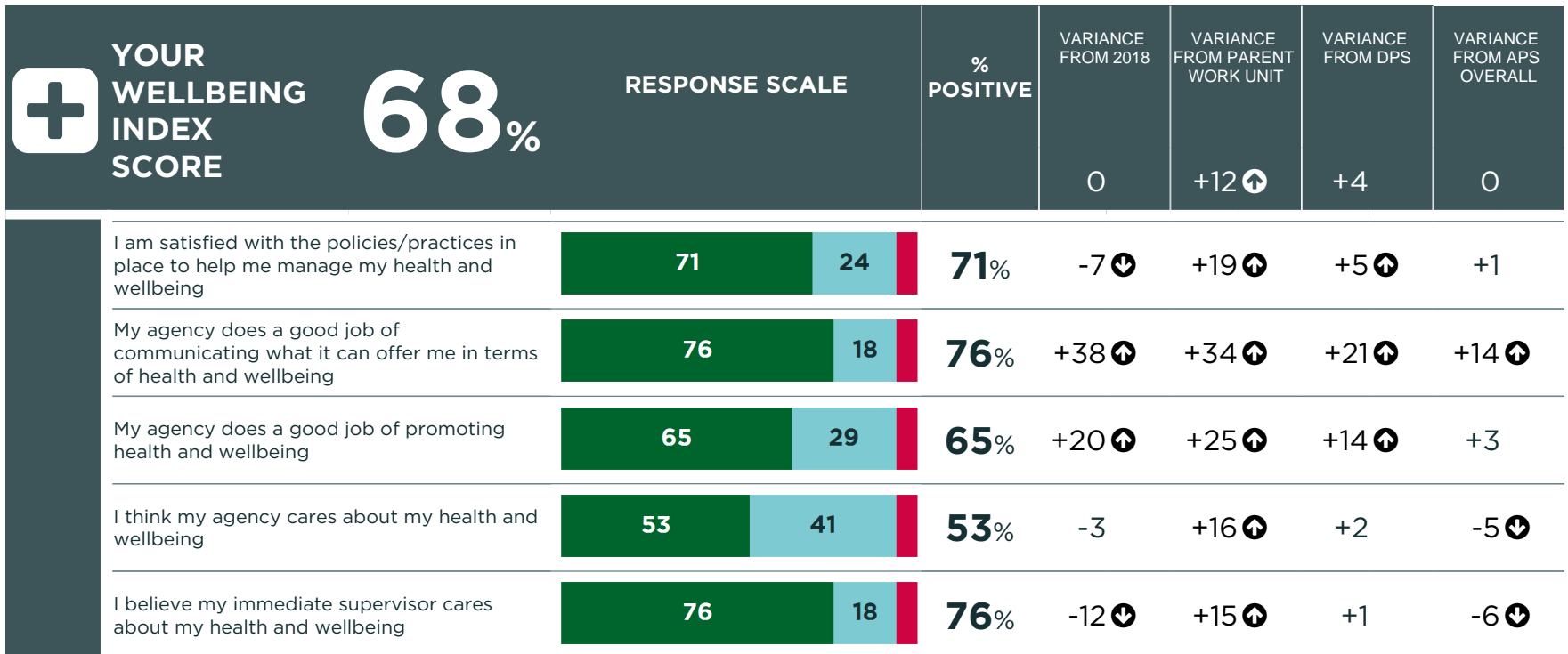
# WELLBEING INDEX



## 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.**



### 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 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?

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

s47F

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>53</div><div>24</div><div>24</div></div>	53%	-17↓	+17↑	+10↑	-2
In my agency, communication between the SES and other employees is effective	<div><div>47</div><div>12</div><div>41</div></div>	47%	+5↑	+18↑	+10↑	-2
In my agency, the SES actively contribute to the work of our agency	<div><div>65</div><div>12</div><div>24</div></div>	65%	-9↓	+21↑	+13↑	+1
In my agency, the SES are of a high quality	<div><div>41</div><div>18</div><div>41</div></div>	41%	-27↓	+13↑	+3	-15↓
In my agency, the SES work as a team	<div><div>41</div><div>24</div><div>35</div></div>	41%	-17↓	+13↑	+4	-5↓
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>53</div><div>18</div><div>29</div></div>	53%	-10↓	+17↑	+10↑	-4

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

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	<div><div>82</div><div>12</div></div>	82%	-18⬇️	+9⬆️	0	-5⬇️
My supervisor communicates effectively	<div><div>65</div><div>18</div><div>18</div></div>	65%	-25⬇️	0	-8⬇️	-14⬇️
My supervisor encourages me to contribute ideas	<div><div>82</div><div>12</div></div>	82%	-13⬇️	+17⬆️	+5⬆️	-1
My supervisor displays resilience when faced with difficulties or failures	<div><div>76</div><div>18</div></div>	76%	-14⬇️	+14⬆️	+4	-4
My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>82</div><div>12</div></div>	82%	-8⬇️	+5⬆️	+1	-4
My supervisor challenges me to consider new ways of doing things	<div><div>76</div><div>18</div></div>	76%	-9⬇️	+20⬆️	+12⬆️	+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

## Immediate supervisor

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

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>	94%	-1	+20	+8	+14
In the same office as me but on a different floor	<div></div>	6%	+1	-17	-6	+3
In a different office, but in the same town/city		0%	-	-3	-2	-3
In a different town/city or state		0%	-	-	-	-14
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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>65</div><div>18</div><div>18</div></div>	65%	-4	+11⬆	-4	-11⬇
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>24</div><div>59</div><div>18</div></div>	24%	-8⬇	-9⬇	-22⬇	-30⬇
	My agency actively encourages ethical behaviour by all of its employees	<div><div>41</div><div>41</div><div>18</div></div>	41%	-33⬇	-11⬇	-27⬇	-39⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div></div><div>59</div><div>35</div></div>	6%	-15⬇	-27⬇	-26⬇	-25⬇
	Staff are consulted about change at work	<div><div>12</div><div>35</div><div>53</div></div>	12%	-20⬇	-18⬇	-24⬇	-36⬇
	I am happy to go the 'extra mile' at work when required	<div><div>100</div><div></div><div></div></div>	100%	0	+13⬆	+8⬆	+9⬆
	Internal communication within my agency is effective	<div><div>41</div><div>29</div><div>29</div></div>	41%	-6⬇	+15⬆	+2	-7⬇
	In general, employees in my agency feel they are valued for their contribution	<div><div>41</div><div>35</div><div>24</div></div>	41%	+10⬆	+12⬆	0	-5⬇
	My agency really inspires me to do my best work every day	<div><div>35</div><div>59</div><div></div></div>	35%	-12⬇	+4	-10⬇	-17⬇

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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	29%	-4	+1	-15 ↓	-21 ↓
Often	<div></div>	59%	+9 ↑	+17 ↑	+17 ↑	+19 ↑
Sometimes	<div></div>	6%	-5 ↓	-18 ↓	-4	-1
Rarely	<div></div>	6%	-	+1	+4	+5 ↑
Never		0%	-	-1	-1	0
Not sure		0%	-	-	-1	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	41%	+2	+5 ⬆	-11 ⬇	-21 ⬇
Often	<div></div>	53%	-3	+17 ⬆	+21 ⬆	+24 ⬆
Sometimes	<div></div>	6%	-	-10 ⬇	-4	0
Rarely		0%	-	-8 ⬇	-3	-1
Never		0%	-	-2	-1	0
Not sure		0%	-	-3	-2	-2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		6%	-33 ↓	-11 ↓	-24 ↓	-38 ↓
Often		65%	+26 ↑	+34 ↑	+32 ↑	+34 ↑
Sometimes		12%	-5 ↓	-13 ↓	-5 ↓	+3
Rarely		18%	-	+7 ↑	+12 ↑	+15 ↑
Never		0%	-	-4	-1	-1
Not sure		0%	-	-13 ↓	-14 ↓	-13 ↓

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	12%	-	-5 ↓	-18 ↓	-30 ↓
Often	<div></div>	53%	-	+22 ↑	+23 ↑	+22 ↑
Sometimes	<div></div>	24%	-	-1	+4	+11 ↑
Rarely	<div></div>	12%	-	0	+4	+8 ↑
Never		0%	-	-4	-4	-1
Not sure		0%	-	-12 ↓	-10 ↓	-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

VARIANCE FROM PARENT WORK UNIT

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		12%	-	-9↓	-1	0
No		88%	-12↓	+9↑	+1	0

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 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

VARIANCE FROM PARENT WORK UNIT

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>	29%	-	-4	+11 ↑	+16 ↑
No	<div></div>	65%	-30 ↓	+4	-9 ↓	-16 ↓
Not Sure	<div></div>	6%	0	0	-2	-1

#### 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	<div><div>76</div><div>12</div><div>12</div></div>	76%	-19⬇️	+14⬆️	-2	-4
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>59</div><div>12</div><div>29</div></div>	59%	+9⬆️	+4	-8⬇️	-4
	Considering everything, I am satisfied with my job	<div><div>53</div><div>24</div><div>24</div></div>	53%	-17⬇️	-6⬇️	-17⬇️	-18⬇️
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>76</div><div>24</div><div></div></div>	76%	-19⬇️	+4	-3	-1
	I am satisfied with the stability and security of my current job	<div><div>41</div><div>29</div><div>29</div></div>	41%	-34⬇️	-23⬇️	-28⬇️	-31⬇️
	I am satisfied with the opportunities for career progression in my agency	<div><div>24</div><div>41</div><div>35</div></div>	24%	-34⬇️	-10⬇️	-13⬇️	-19⬇️

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

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	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	88 12	88%	+3	+20 ↑	+12 ↑	+5 ↑
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	65 29	65%	-14 ↓	+2	-7 ↓	-10 ↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	29 53 18	29%	-21 ↓	-13 ↓	-18 ↓	-25 ↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	59 35	6%	-11 ↓	-4	-14 ↓	-23 ↓
	My immediate supervisor actively supports opportunities for mobility	35 41 24	35%	-4	+5 ↑	-5 ↓	-12 ↓

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>71</div><div>18</div><div>12</div></div>	71%	-	+3	-6 ⬇	-5 ⬇
My workgroup has the tools and resources we need to perform well	<div><div>41</div><div>18</div><div>41</div></div>	41%	-25 ⬇	-12 ⬇	-17 ⬇	-17 ⬇
The work processes we have in place allow me to be as productive as possible	<div><div>41</div><div>24</div><div>35</div></div>	41%	+2	-7 ⬇	-12 ⬇	-13 ⬇
The people in my workgroup complete work to a high standard	<div><div>76</div><div>18</div><div></div></div>	76%	-1	+18 ⬆	+3	-1
The people in my work group use time and resources efficiently	<div><div>71</div><div>24</div><div></div></div>	71%	-	+21 ⬆	+6 ⬆	+1
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>71</div><div>18</div><div>12</div></div>	71%	-13 ⬇	+8 ⬆	-3	-8 ⬇

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	-----------------------	--------------------------------------	----------------------	---------------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	63%	-38 ↓	-6 ↓	-13 ↓	-20 ↓
No	<div></div>	38%	-	+6 ↑	+13 ↑	+20 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	71%	-29 ↓	+3	-4	-13 ↓
No	<div></div>	29%	-	-3	+4	+13 ↑

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

Yes	<div></div>	82%	-12 ↓	+14 ↑	+7 ↑	0
No	<div></div>	18%	+12 ↑	-14 ↓	-7 ↓	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	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>	<b>53%</b>	-19 ↓	-12 ↓	-16 ↓	-22 ↓
No	<div></div>	<b>35%</b>	+30 ↑	+10 ↑	+18 ↑	+27 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	<b>12%</b>	-10 ↓	+1	-2	-4

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

Yes	<div></div>	<b>47%</b>	+30 ↑	+26 ↑	+28 ↑	+21 ↑
No	<div></div>	<b>29%</b>	+2	+1	+10 ↑	+14 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	<b>24%</b>	-32 ↓	-27 ↓	-37 ↓	-34 ↓

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>47</div><div>41</div><div>12</div></div>	47%	-14 ⬇	-1	-15 ⬇	-14 ⬇
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>53</div><div>24</div><div>24</div></div>	53%	-25 ⬇	+12 ⬆	+1	-7 ⬇
My overall experience of performance management in my agency has been useful for my development	<div><div>29</div><div>59</div><div>12</div></div>	29%	-15 ⬇	-3	-11 ⬇	-18 ⬇
My supervisor openly demonstrates commitment to performance management	<div><div>59</div><div>24</div><div>18</div></div>	59%	+9 ⬆	+11 ⬆	+5 ⬆	-5 ⬇
I received recognition when I last accomplished something significant at work	<div><div>71</div><div>18</div><div>12</div></div>	71%	-2	+20 ⬆	+8 ⬆	+4
I can identify a clear connection between my job and my agency's purpose	<div><div>71</div><div>24</div><div></div></div>	71%	-18 ⬇	+5 ⬆	-9 ⬇	-11 ⬇

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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>65</div><div>24</div><div>12</div></div>	65%	-19⬇️	0	-12⬇️	-15⬇️
My supervisor shares links, readings and information	<div><div>47</div><div>24</div><div>29</div></div>	47%	-14⬇️	-1	-14⬇️	-26⬇️
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>41</div><div>41</div><div>18</div></div>	41%	-31⬇️	-8⬇️	-15⬇️	-25⬇️
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>65</div><div>12</div><div>24</div></div>	65%	-13⬇️	+10⬆️	-4	-10⬇️
I access learning and development solutions to meet my needs	<div><div>53</div><div>29</div><div>18</div></div>	53%	-	-4	-15⬇️	-21⬇️
I have a clear understanding of my development needs	<div><div>65</div><div>24</div><div>12</div></div>	65%	-2	0	-7⬇️	-13⬇️
I spend time out of working hours building my capability	<div><div>35</div><div>35</div><div>29</div></div>	35%	-9⬇️	-11⬇️	-24⬇️	-18⬇️
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>59</div><div>29</div><div>12</div></div>	59%	-25⬇️	-3	-16⬇️	-19⬇️

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
--	----------------	---	--------------------	--------------------------------	-------------------	---------------------------

In the last 12 months, have you applied for a job?

Yes, outside the APS	<div></div>	24%	+12 ⬆	+9 ⬆	+10 ⬆	+11 ⬆
Yes, in my agency	<div></div>	24%	+1	+1	-1	-14 ⬇
Yes, in another APS agency	<div></div>	29%	+2	+13 ⬆	+9 ⬆	+11 ⬆
No	<div></div>	41%	+2	-15 ⬇	-13 ⬇	-7 ⬇

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	<div></div>	12%	-	0	+4	+6 ⬆
I want to leave my agency within the next 12 months	<div></div>	24%	+12 ⬆	+14 ⬆	+10 ⬆	+15 ⬆
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	6%	-5 ⬇	-4	-3	-4
I want to stay working for my agency for the next one to two years	<div></div>	18%	-27 ⬇	+4	-4	-7 ⬇
I want to stay working for my agency for at least the next three years	<div></div>	41%	+8 ⬆	-14 ⬇	-7 ⬇	-9 ⬇

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>71</div><div>29</div></div>	71%	-18⬇️	+16⬆️	+9⬆️	+1
Risk management concerns are discussed openly and honestly in my agency	<div><div>41</div><div>47</div><div>12</div></div>	41%	-48⬇️	-4	-8⬇️	-18⬇️
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>29</div><div>41</div><div>29</div></div>	29%	-	-3	-12⬇️	-23⬇️
Appropriate risk taking is rewarded in my agency	<div><div>18</div><div>47</div><div>35</div></div>	18%	+1	0	-1	-7⬇️
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>41</div><div>41</div><div>18</div></div>	41%	-20⬇️	+8⬆️	+7⬆️	-2
When things go wrong, my agency uses this as an opportunity to learn	<div><div>24</div><div>47</div><div>29</div></div>	24%	-	-4	-13⬇️	-23⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



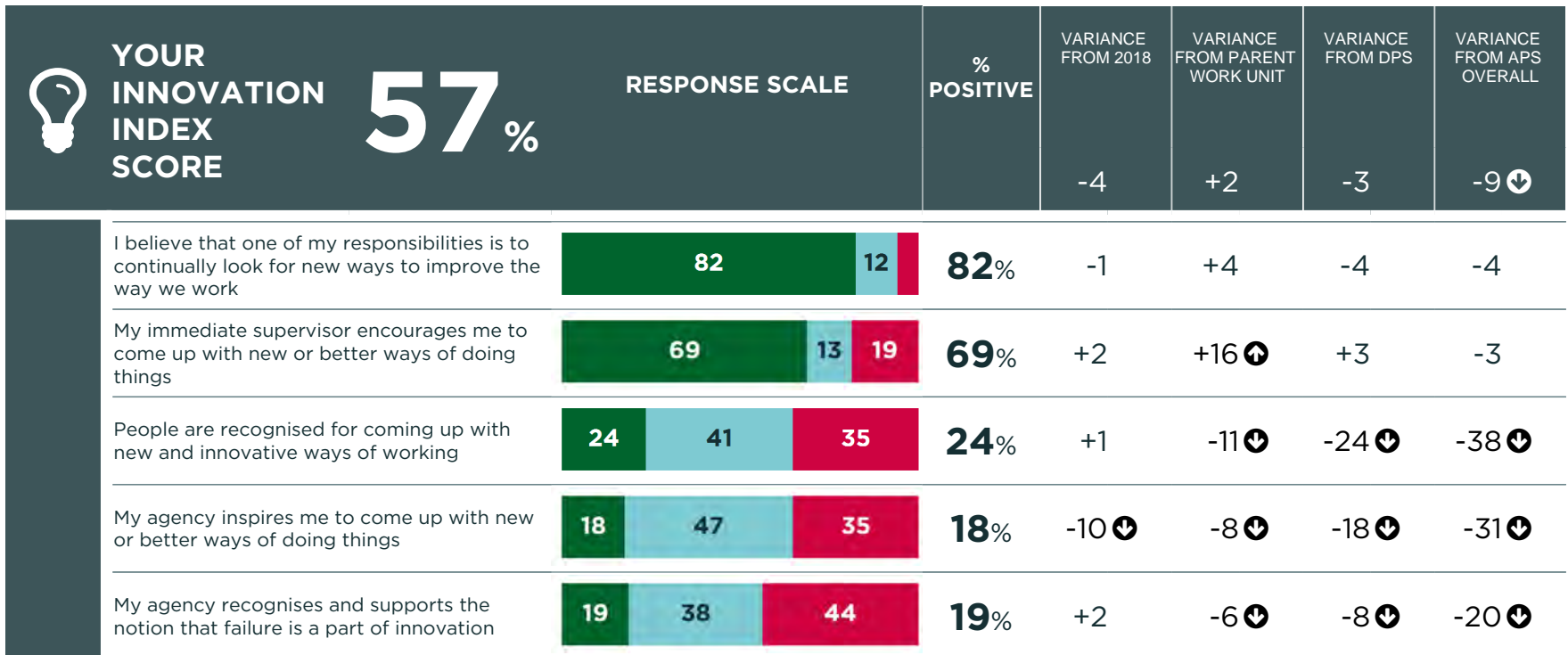
# INNOVATION INDEX



## 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.



### 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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>41</div><div>41</div><div>18</div></div>	41%	-3	+7 ⬆	-4
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>76</div><div>18</div></div>	76%	-7 ⬇	+13 ⬆	+6 ⬆
I can count on my peers when I need help	<div><div>88</div><div>12</div></div>	88%	-6 ⬇	+15 ⬆	+6 ⬆
I believe I collaborate well with my peers	<div><div>94</div></div>	94%	0	+3	+1
I feel safe to raise new ideas and receive feedback	<div><div>47</div><div>47</div></div>	47%	-31 ⬇	-13 ⬇	-27 ⬇
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>35</div><div>29</div><div>35</div></div>	35%	-15 ⬇	-4	-8 ⬇
I understand the priorities for my work in the next six months	<div><div>56</div><div>19</div><div>25</div></div>	56%	-27 ⬇	-12 ⬇	-18 ⬇
DPS is moving in the right direction	<div><div>41</div><div>35</div><div>24</div></div>	41%	-25 ⬇	+1	-8 ⬇
I am looking forward to the next 12 months with enthusiasm	<div><div>47</div><div>29</div><div>24</div></div>	47%	-14 ⬇	+8 ⬆	-3

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?

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---



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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?

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---



---

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.

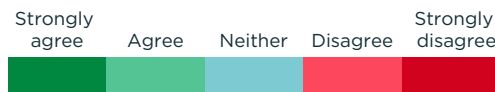
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 BUILDING & SECURITY

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

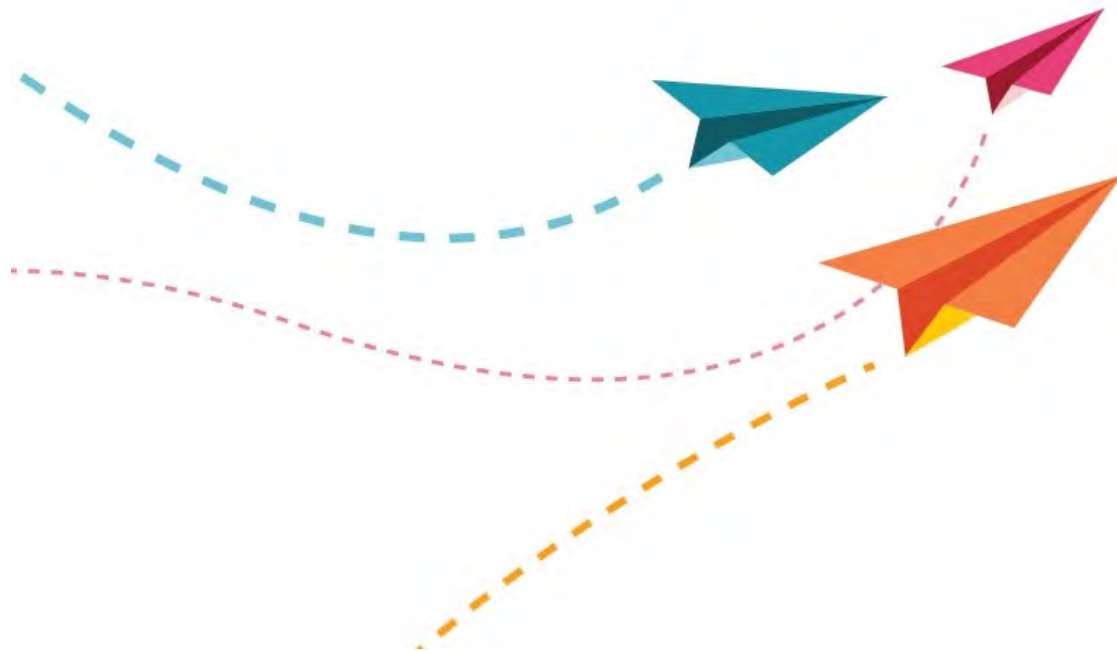
THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS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

# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Building Services Branch



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### RESPONSES:

81 of 126

### RESPONSE RATE:

64%

# 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.

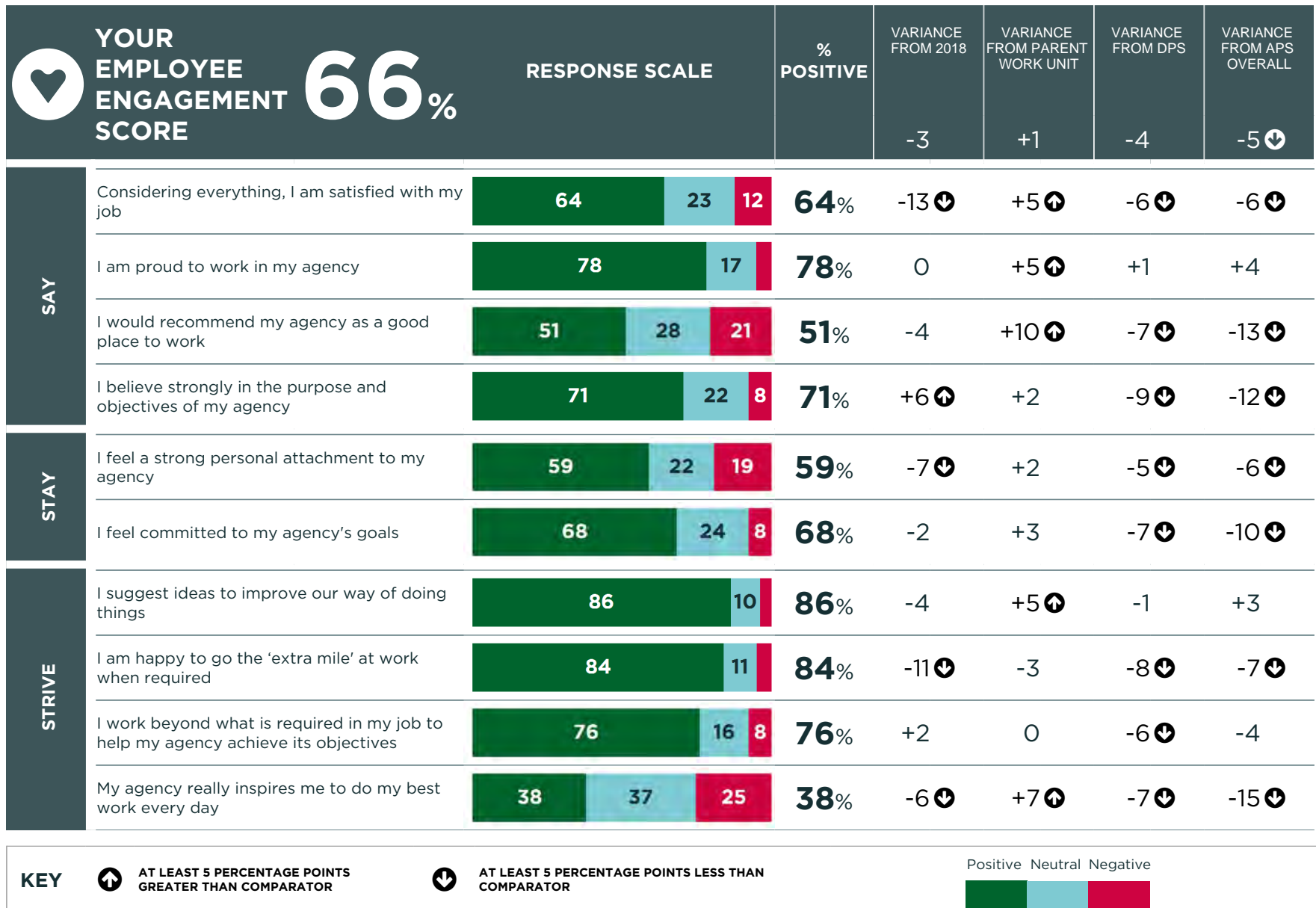
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	65%	-13 ⬇	-3	+14 ⬆	+28 ⬆
Female	<div></div>	27%	+7 ⬆	+2	-18 ⬇	-32 ⬇

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

Yes	<div></div>	2%	+1	-2	0	-1
No	<div></div>	98%	-1	+2	0	+1

Do you have an ongoing disability?

Yes	<div></div>	4%	-1	-1	-2	-5 ⬇
No	<div></div>	96%	+1	+1	+2	+5 ⬆

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	88%	+4	+2	+6	+10
Other country	<div></div>	12%	-4	-2	-6	-10

Do you speak a language other than English at home?

No, English only	<div></div>	90%	+2	+2	+4	+9
Yes, other	<div></div>	10%	-2	-2	-4	-9

Do you have carer responsibilities?

Yes	<div></div>	33%	+1	+2	-2	-9
No	<div></div>	68%	-1	-2	+2	+9

### 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	<div><div>69</div><div>18</div><div>14</div></div>	69%	-16 ⬇	+1	-13 ⬇	-20 ⬇
	My SES manager actively supports people of diverse backgrounds	<div><div>60</div><div>29</div><div>10</div></div>	60%	+3	+8 ⬆	-4	-8 ⬇
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	<div><div>53</div><div>35</div><div>12</div></div>	53%	-3	+3	-11 ⬇	-25 ⬇
	My supervisor actively supports people from diverse backgrounds	<div><div>72</div><div>19</div><div>10</div></div>	72%	-10 ⬇	0	-7 ⬇	-14 ⬇
	My agency supports and actively promotes an inclusive workplace culture	<div><div>50</div><div>38</div><div>12</div></div>	50%	-12 ⬇	+3	-13 ⬇	-28 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





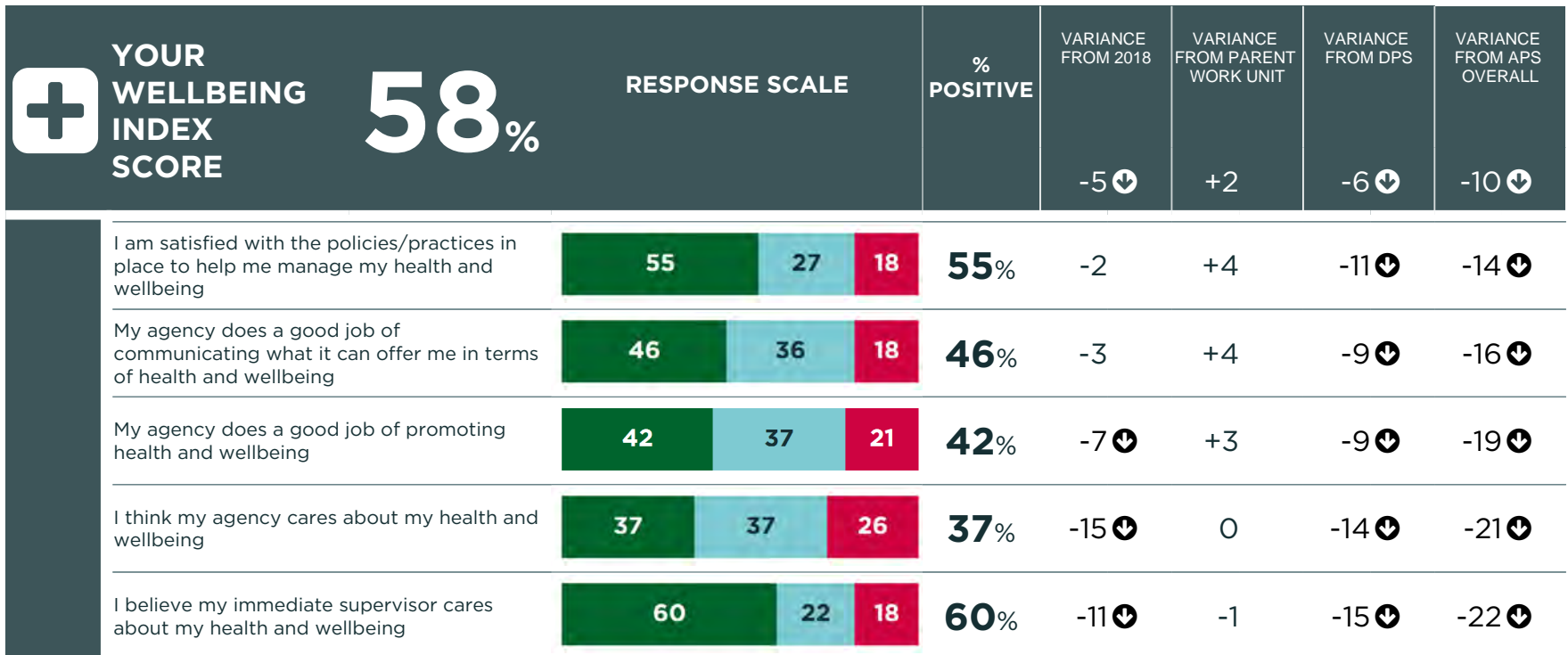
# WELLBEING INDEX



## 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.**



### 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 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?

Senior leadership: Immediate SES manager

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

s47F

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 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?

Senior Leadership: All SES

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

RESPONSE SCALE



% POSITIVE

44%

VARIANCE FROM 2018

-5 ↓

VARIANCE FROM PARENT WORK UNIT

+8 ↑

VARIANCE FROM DPS

+1

VARIANCE FROM APS OVERALL

-11 ↓

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



32%

-11 ↓

+3

-5 ↓

-17 ↓

In my agency, the SES actively contribute to the work of our agency



49%

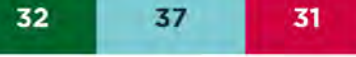
-1

+5 ↑

-3

-15 ↓

In my agency, the SES are of a high quality



32%

-5 ↓

+4

-7 ↓

-24 ↓

In my agency, the SES work as a team



33%

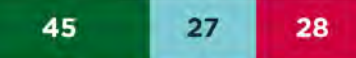
-6 ↓

+5 ↑

-5 ↓

-13 ↓

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



45%

0

+9 ↑

+3

-12 ↓

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

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	<div><div>72</div><div>16</div><div>12</div></div>	72%	-12⬇️	-1	-10⬇️	-16⬇️
My supervisor communicates effectively	<div><div>69</div><div>12</div><div>19</div></div>	69%	-11⬇️	+4	-3	-10⬇️
My supervisor encourages me to contribute ideas	<div><div>73</div><div>9</div><div>19</div></div>	73%	-10⬇️	+7⬆️	-5⬇️	-11⬇️
My supervisor displays resilience when faced with difficulties or failures	<div><div>64</div><div>20</div><div>16</div></div>	64%	-11⬇️	+2	-8⬇️	-16⬇️
My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>85</div><div>11</div><div></div></div>	85%	-4	+8⬆️	+4	-1
My supervisor challenges me to consider new ways of doing things	<div><div>62</div><div>23</div><div>15</div></div>	62%	-13⬇️	+5⬆️	-3	-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 2018

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>	<b>83%</b>	+2	+8	-3	+2
In the same office as me but on a different floor	<div></div>	<b>16%</b>	-2	-7	+4	+14
In a different office, but in the same town/city	<div></div>	<b>1%</b>	0	-1	-1	-2
In a different town/city or state		<b>0%</b>	-	-	-	-14
In a different country		<b>0%</b>	-	-	-	0

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

# WORKPLACE CULTURE



## 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>54</div><div>32</div><div>14</div></div>	54%	-14 ⬇	0	-15 ⬇	-22 ⬇
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>32</div><div>38</div><div>29</div></div>	32%	-7 ⬇	-1	-13 ⬇	-22 ⬇
	My agency actively encourages ethical behaviour by all of its employees	<div><div>56</div><div>31</div><div>13</div></div>	56%	-16 ⬇	+4	-12 ⬇	-25 ⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>32</div><div>46</div><div>22</div></div>	32%	+2	-1	0	+1
	Staff are consulted about change at work	<div><div>41</div><div>29</div><div>30</div></div>	41%	+2	+11 ⬆	+5 ⬆	-7 ⬇
	I am happy to go the 'extra mile' at work when required	<div><div>84</div><div>11</div><div>5</div></div>	84%	-11 ⬇	-3	-8 ⬇	-7 ⬇
	Internal communication within my agency is effective	<div><div>33</div><div>29</div><div>37</div></div>	33%	-11 ⬇	+7 ⬆	-5 ⬇	-15 ⬇
	In general, employees in my agency feel they are valued for their contribution	<div><div>34</div><div>38</div><div>28</div></div>	34%	+1	+5 ⬆	-7 ⬇	-12 ⬇
	My agency really inspires me to do my best work every day	<div><div>38</div><div>37</div><div>25</div></div>	38%	-6 ⬇	+7 ⬆	-7 ⬇	-15 ⬇

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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		32%	-1	+3	-13 ↓	-19 ↓
Often		40%	-7 ↓	-1	-1	0
Sometimes		23%	+6 ↑	-1	+13 ↑	+16 ↑
Rarely		4%	+3	-1	+2	+3
Never		1%	0	0	+1	+1
Not sure		0%	-	-	-1	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	39%	-6 ↓	+3	-13 ↓	-24 ↓
Often	<div></div>	28%	-8 ↓	-8 ↓	-4	-1
Sometimes	<div></div>	17%	+3	+2	+8 ↑	+12 ↑
Rarely	<div></div>	11%	+9 ↑	+3	+7 ↑	+9 ↑
Never	<div></div>	3%	+1	+1	+2	+2
Not sure	<div></div>	3%	0	0	+1	+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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>23%</b>	-4	+6	-7	-21
Often		<b>22%</b>	-15	-9	-11	-9
Sometimes		<b>28%</b>	+6	+3	+12	+19
Rarely		<b>8%</b>	+5	-3	+2	+6
Never		<b>4%</b>	-	0	+3	+3
Not sure		<b>15%</b>	+4	+2	+1	+2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		23%	-	+6 ↑	-7 ↓	-19 ↓
Often		23%	-	-8 ↓	-7 ↓	-8 ↓
Sometimes		31%	-	+6 ↑	+11 ↑	+18 ↑
Rarely		5%	-	-6 ↓	-3	+2
Never		3%	-	-2	-1	+1
Not sure		16%	-	+4	+6 ↑	+6 ↑

### 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

VARIANCE FROM PARENT WORK UNIT

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>	23%	+3	+3	+10 ⬆	+11 ⬆
No	<div></div>	77%	-3	-3	-10 ⬇	-11 ⬇

Did this discrimination occur in your current agency?

Yes	<div></div>	100%	+12 ⬆	+4	+6 ⬆	+6 ⬆
No		0%	-	-4	-6 ⬇	-6 ⬇

Basis for the discrimination that you experienced (3 highest responses):

Gender	<div></div>	44%	-	-	-	-
Other	<div></div>	31%	-	-	-	-
Caring responsibilities	<div></div>	25%	-	-	-	-

#### 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

VARIANCE FROM PARENT WORK UNIT

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>	33%	+16 ⬆	-1	+15 ⬆	+20 ⬆
No	<div></div>	58%	-16 ⬆	-3	-16 ⬆	-23 ⬆
Not Sure	<div></div>	10%	0	+4	+2	+3

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	75%	-	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)	<div></div>	54%	-	-	-	-
Interference with your personal property or work equipment	<div></div>	29%	-	-	-	-

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

Co-worker	<div></div>	39%	-	-	-	-
Your current supervisor	<div></div>	39%	-	-	-	-
Someone more senior (other than your supervisor)	<div></div>	35%	-	-	-	-

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	72 15 14	72%	-11↓	+9↑	-7↓	-9↓
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	62 20 19	62%	0	+7↑	-5↓	-1
	Considering everything, I am satisfied with my job	64 23 12	64%	-13↓	+5↑	-6↓	-6↓
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	78 17	78%	-10↓	+6↑	-1	0
	I am satisfied with the stability and security of my current job	73 17 10	73%	-5↓	+8↑	+4	0
	I am satisfied with the opportunities for career progression in my agency	44 23 33	44%	+2	+10↑	+7↑	+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	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	75 14 11	75%	-7⬇️	+7⬆️	-1	-8⬇️
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	75 18	75%	0	+12⬆️	+4	+1
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	47 34 19	47%	-14⬇️	+4	-1	-8⬇️
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	8 57 35	8%	-13⬇️	-2	-12⬇️	-21⬇️
	My immediate supervisor actively supports opportunities for mobility	28 48 24	28%	-23⬇️	-2	-12⬇️	-19⬇️

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>73</div><div>12</div><div>16</div></div>	73%	-	+5	-4	-3
My workgroup has the tools and resources we need to perform well	<div><div>63</div><div>18</div><div>18</div></div>	63%	-5	+10	+5	+5
The work processes we have in place allow me to be as productive as possible	<div><div>53</div><div>22</div><div>25</div></div>	53%	-9	+5	0	-1
The people in my workgroup complete work to a high standard	<div><div>62</div><div>18</div><div>19</div></div>	62%	-11	+4	-11	-15
The people in my work group use time and resources efficiently	<div><div>48</div><div>34</div><div>18</div></div>	48%	-	-2	-17	-22
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>66</div><div>21</div><div>13</div></div>	66%	-13	+3	-7	-13

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	-----------------------	--------------------------------------	----------------------	---------------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	78%	-5 ↓	+10 ↑	+2	-5 ↓
No	<div></div>	22%	+5 ↑	-10 ↓	-2	+5 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	75%	-7 ↓	+7 ↑	0	-9 ↓
No	<div></div>	25%	+7 ↑	-7 ↓	0	+9 ↑

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

Yes	<div></div>	72%	-5 ↓	+4	-3	-10 ↓
No	<div></div>	28%	+5 ↑	-4	+3	+10 ↑

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	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>	84%	0	+20 ⬆	+16 ⬆	+9 ⬆
No	<div></div>	12%	+8 ⬆	-13 ⬇	-5 ⬇	+3
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	4%	-8 ⬇	-6 ⬇	-10 ⬇	-12 ⬇

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

Yes	<div></div>	17%	-14 ⬇	-4	-2	-9 ⬇
No	<div></div>	28%	+6 ⬆	-1	+8 ⬆	+12 ⬆
Not applicable (e.g. my performance has not changed)	<div></div>	55%	+8 ⬆	+5 ⬆	-6 ⬇	-3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>55</div><div>30</div><div>16</div></div>	55%	-11↓	+6↑	-7↓	-6↓
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>49</div><div>26</div><div>25</div></div>	49%	-11↓	+8↑	-2	-10↓
My overall experience of performance management in my agency has been useful for my development	<div><div>42</div><div>32</div><div>26</div></div>	42%	-5↓	+10↑	+2	-6↓
My supervisor openly demonstrates commitment to performance management	<div><div>55</div><div>28</div><div>17</div></div>	55%	-10↓	+7↑	+1	-8↓
I received recognition when I last accomplished something significant at work	<div><div>56</div><div>24</div><div>20</div></div>	56%	-6↓	+5↑	-7↓	-11↓
I can identify a clear connection between my job and my agency's purpose	<div><div>68</div><div>23</div><div>9</div></div>	68%	-1	+3	-11↓	-14↓

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>78</div><div>13</div><div>9</div></div>	78%	-8⬇️	+13⬆️	+1	-2
My supervisor shares links, readings and information	<div><div>53</div><div>25</div><div>22</div></div>	53%	-12⬇️	+5⬆️	-8⬇️	-20⬇️
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>61</div><div>19</div><div>19</div></div>	61%	-1	+12⬆️	+5⬆️	-5⬇️
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>65</div><div>16</div><div>19</div></div>	65%	-9⬇️	+10⬆️	-3	-9⬇️
I access learning and development solutions to meet my needs	<div><div>65</div><div>22</div><div>13</div></div>	65%	-	+8⬆️	-3	-9⬇️
I have a clear understanding of my development needs	<div><div>71</div><div>18</div><div>10</div></div>	71%	+8⬆️	+7⬆️	0	-6⬇️
I spend time out of working hours building my capability	<div><div>48</div><div>30</div><div>22</div></div>	48%	-2	+1	-11⬇️	-5⬇️
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>70</div><div>23</div><div></div></div>	70%	+2	+8⬆️	-4	-8⬇️

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job?						
Yes, outside the APS	<div></div>	8%	0	-7↓	-6↓	-5↓
Yes, in my agency	<div></div>	22%	-3	-1	-3	-16↓
Yes, in another APS agency	<div></div>	9%	-4	-8↓	-11↓	-9↓
No	<div></div>	64%	+5↑	+8↑	+9↑	+16↑
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	<div></div>	8%	+5↑	-4	+1	+2
I want to leave my agency within the next 12 months	<div></div>	8%	-5↓	-2	-6↓	-1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	8%	+1	-2	-1	-2
I want to stay working for my agency for the next one to two years	<div></div>	13%	0	-1	-9↓	-12↓
I want to stay working for my agency for at least the next three years	<div></div>	64%	-1	+9↑	+15↑	+13↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS




## EXPLORE THE FULL RESULTS

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.

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-------------------	---------------------------

Primary reasons behind desire to leave agency (3 highest responses):

There is a lack of future career opportunities in my agency		22%	-	-	-	-
I am in an unpleasant working environment		22%	-	-	-	-
I am not satisfied with the work		17%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>61</div><div>28</div><div>11</div></div>	61%	-9↓	+7↑	0	-9↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>58</div><div>18</div><div>24</div></div>	58%	-11↓	+13↑	+9↑	-1
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>42</div><div>39</div><div>19</div></div>	42%	-	+10↑	0	-10↓
Appropriate risk taking is rewarded in my agency	<div><div>18</div><div>50</div><div>32</div></div>	18%	-10↓	0	-1	-8↓
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>38</div><div>45</div><div>18</div></div>	38%	-15↓	+5↑	+4	-5↓
When things go wrong, my agency uses this as an opportunity to learn	<div><div>37</div><div>35</div><div>28</div></div>	37%	-	+10↑	+1	-9↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



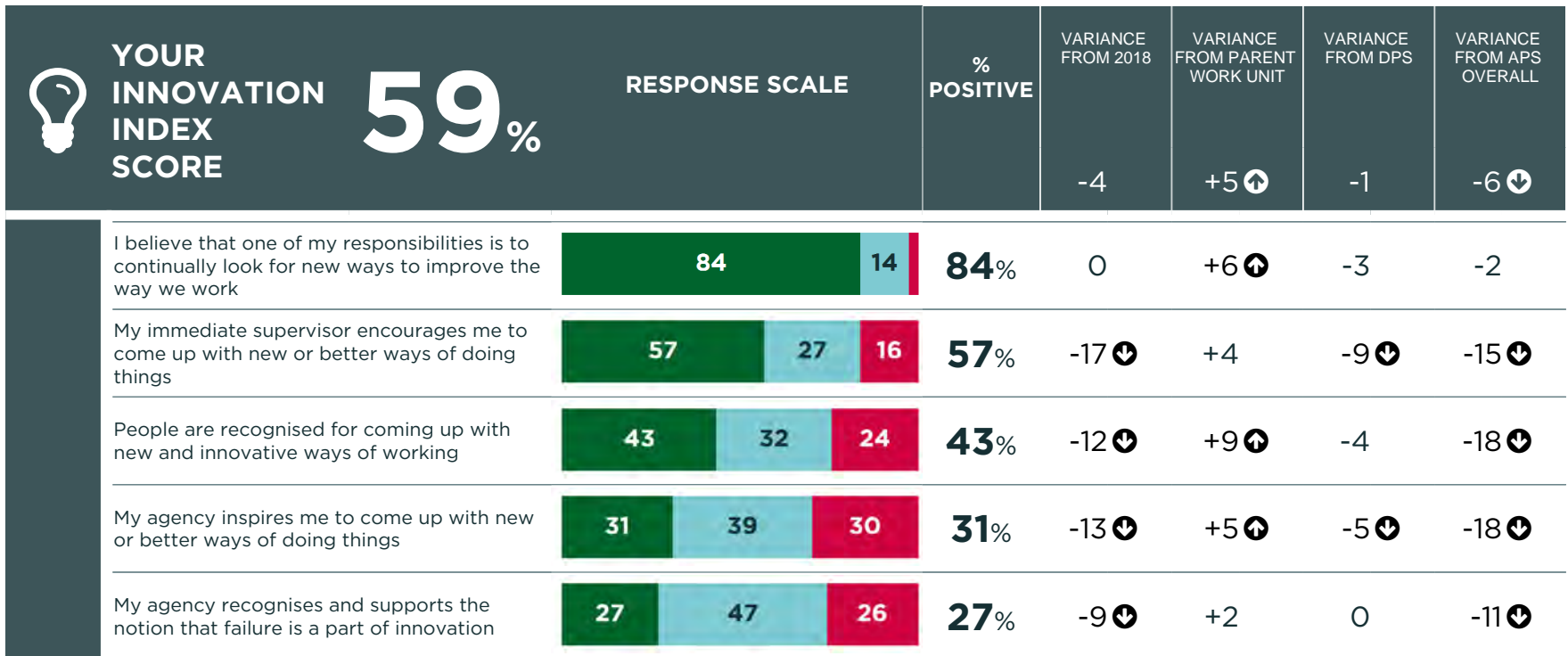
# INNOVATION INDEX



## 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.



### 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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>40</div><div>26</div><div>34</div></div>	40%	0	+6 ⬆	-6 ⬇
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>66</div><div>23</div><div>11</div></div>	66%	-14 ⬇	+2	-4
I can count on my peers when I need help	<div><div>74</div><div>23</div><div></div></div>	74%	-3	+1	-9 ⬇
I believe I collaborate well with my peers	<div><div>92</div><div></div><div></div></div>	92%	-1	0	-2
I feel safe to raise new ideas and receive feedback	<div><div>68</div><div>12</div><div>19</div></div>	68%	-11 ⬇	+8 ⬆	-6 ⬇
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>44</div><div>29</div><div>27</div></div>	44%	-4	+5 ⬆	+1
I understand the priorities for my work in the next six months	<div><div>75</div><div>14</div><div>11</div></div>	75%	0	+7 ⬆	+1
DPS is moving in the right direction	<div><div>42</div><div>36</div><div>22</div></div>	42%	-6 ⬇	+3	-7 ⬇
I am looking forward to the next 12 months with enthusiasm	<div><div>40</div><div>34</div><div>26</div></div>	40%	-13 ⬇	+1	-10 ⬇

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?

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---



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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.

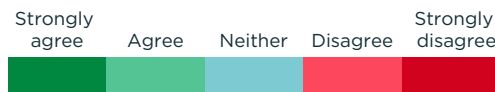
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 BUILDING & SECURITY

## 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.

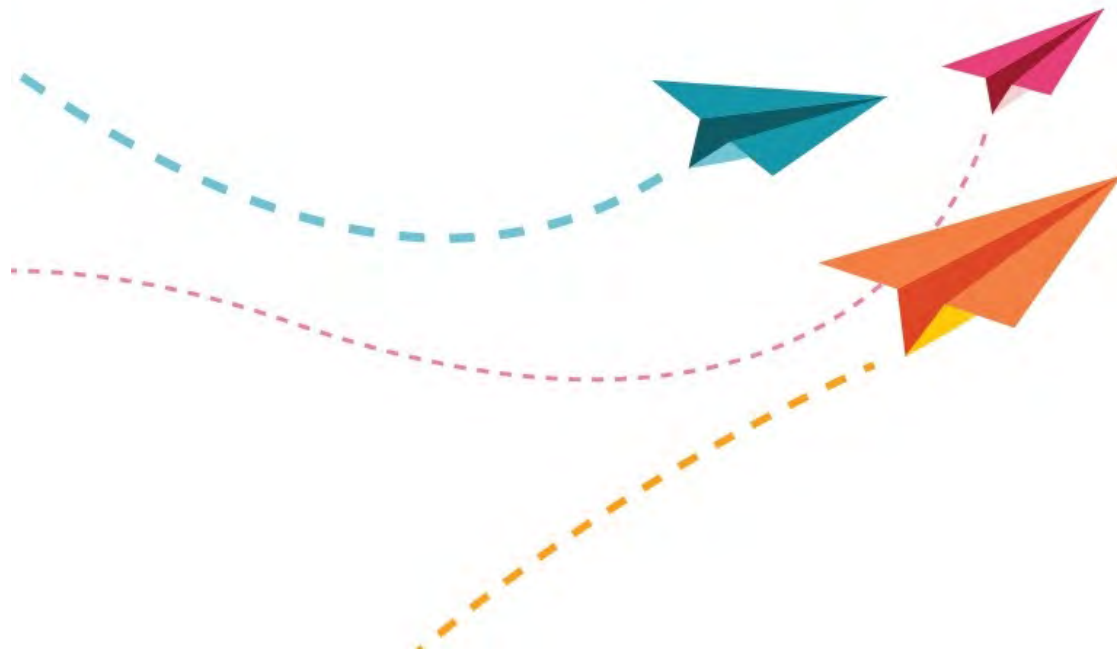
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

### Security Branch



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#### RESPONSES:

**63 of 209**

#### RESPONSE RATE:

**30%**

# 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.

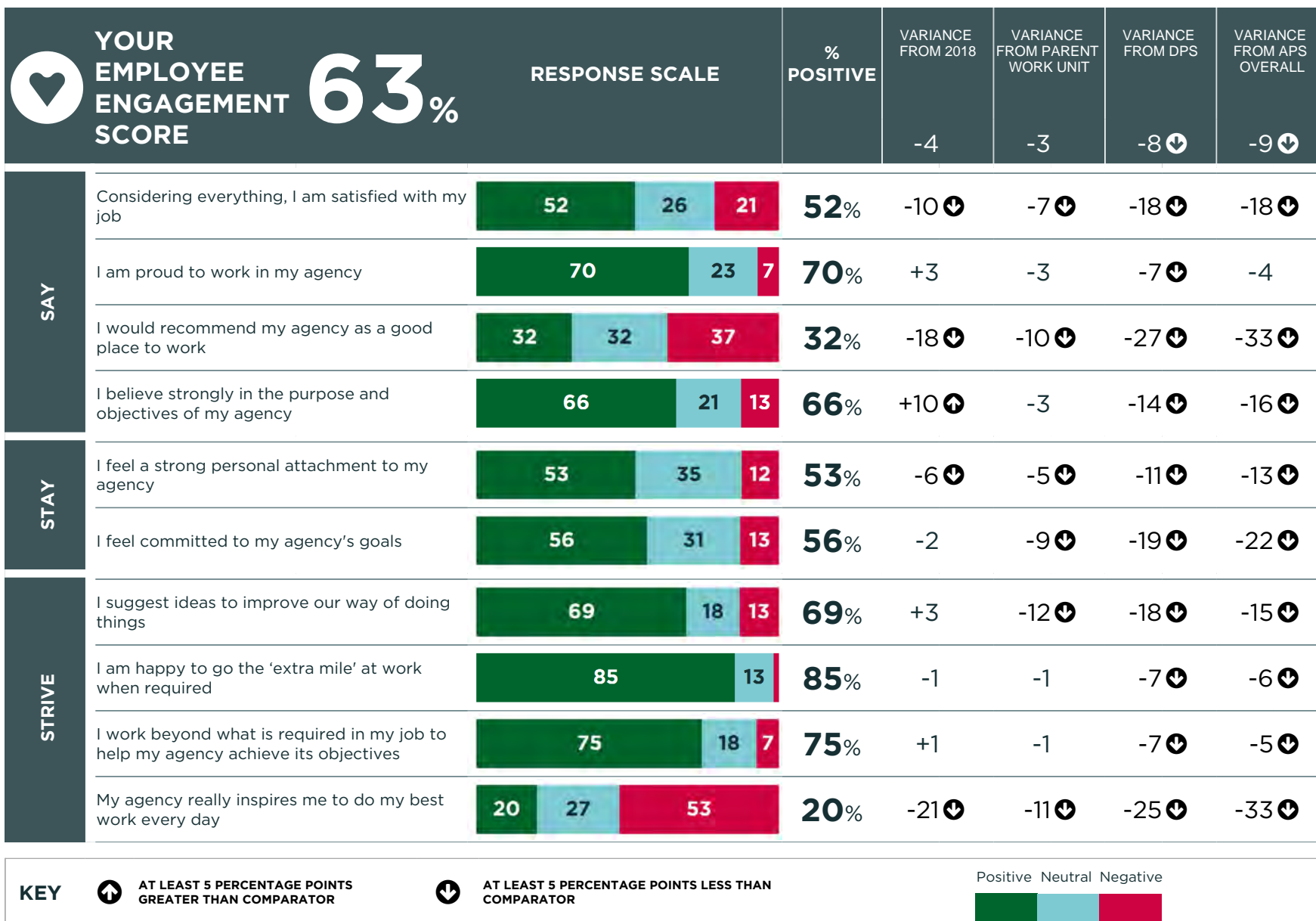
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	75%	+14 ↑	+6 ↑	+23 ↑	+37 ↑
Female	<div></div>	24%	-10 ↓	-1	-21 ↓	-35 ↓

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

Yes	<div></div>	6%	+4	+2	+4	+3
No	<div></div>	94%	-4	-2	-4	-3

Do you have an ongoing disability?

Yes	<div></div>	5%	-7 ↓	0	-1	-4
No	<div></div>	95%	+7 ↑	0	+1	+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

## Demographics

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	85%	+4	0	+4	+8 ↑
Other country	<div></div>	15%	-4	0	-4	-8 ↓

Do you speak a language other than English at home?

No, English only	<div></div>	89%	+2	0	+3	+8 ↑
Yes, other	<div></div>	11%	-2	0	-3	-8 ↓

Do you have carer responsibilities?

Yes	<div></div>	26%	-1	-4	-8 ↓	-16 ↓
No	<div></div>	74%	+1	+4	+8 ↑	+16 ↑

### 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	<div><div>63</div><div>23</div><div>15</div></div>	63%	-5⬇️	-4	-19⬇️	-25⬇️
	My SES manager actively supports people of diverse backgrounds	<div><div>33</div><div>41</div><div>26</div></div>	33%	-20⬇️	-20⬇️	-32⬇️	-35⬇️
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	<div><div>47</div><div>33</div><div>19</div></div>	47%	-9⬇️	-3	-17⬇️	-31⬇️
	My supervisor actively supports people from diverse backgrounds	<div><div>63</div><div>29</div><div>8</div></div>	63%	-9⬇️	-8⬇️	-15⬇️	-23⬇️
	My agency supports and actively promotes an inclusive workplace culture	<div><div>42</div><div>25</div><div>33</div></div>	42%	-6⬇️	-6⬇️	-21⬇️	-36⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





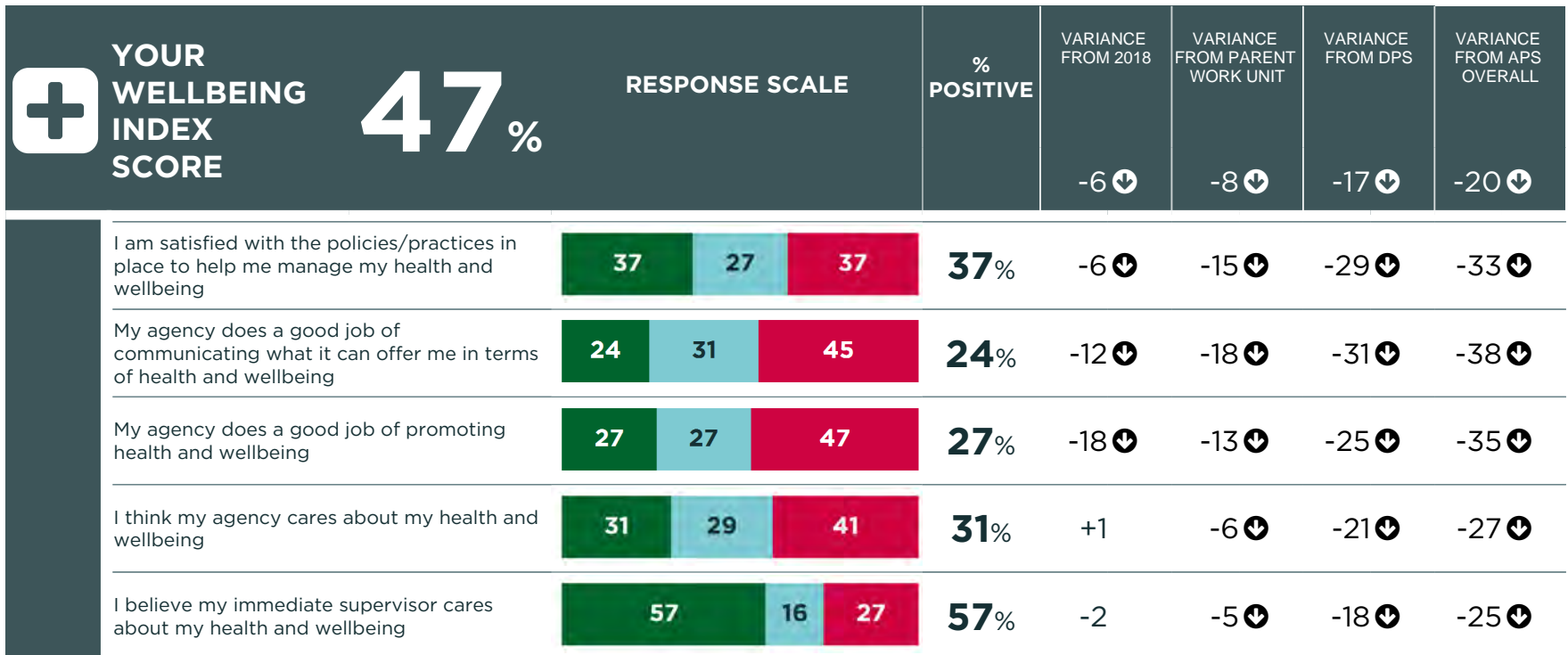
# WELLBEING INDEX



## 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.**



### 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: 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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

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 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?

Senior Leadership: All SES

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



18%

-17↓

-18↓

-25↓

-37↓

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



18%

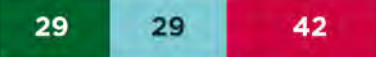
-13↓

-11↓

-18↓

-30↓

In my agency, the SES actively contribute to the work of our agency



29%

-14↓

-15↓

-23↓

-35↓

In my agency, the SES are of a high quality



18%

-21↓

-10↓

-21↓

-38↓

In my agency, the SES work as a team



16%

-25↓

-12↓

-21↓

-30↓

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



16%

-25↓

-20↓

-27↓

-41↓

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	71 11 18	71%	+1	-2	-11↓	-17↓
	My supervisor communicates effectively	58 16 26	58%	+5↑	-7↓	-14↓	-21↓
	My supervisor encourages me to contribute ideas	50 18 32	50%	-10↓	-16↓	-28↓	-34↓
	My supervisor displays resilience when faced with difficulties or failures	55 23 23	55%	-9↓	-8↓	-17↓	-25↓
	My supervisor gives me responsibility and holds me to account for what I deliver	65 23 13	65%	+3	-13↓	-17↓	-21↓
	My supervisor challenges me to consider new ways of doing things	43 26 31	43%	-8↓	-14↓	-22↓	-32↓

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 2018

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>	58%	-9↓	-16↓	-27↓	-22↓
In the same office as me but on a different floor	<div></div>	37%	+4	+14↑	+25↑	+34↑
In a different office, but in the same town/city	<div></div>	5%	-	+3	+3	+2
In a different town/city or state		0%	-	-	-	-14↓
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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>49</div><div>31</div><div>20</div></div>	49%	-4	-5⬇️	-19⬇️	-27⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>39</div><div>31</div><div>31</div></div>	39%	+14⬆️	+6⬆️	-7⬇️	-15⬇️
	My agency actively encourages ethical behaviour by all of its employees	<div><div>50</div><div>27</div><div>23</div></div>	50%	-15⬇️	-2	-18⬇️	-30⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>45</div><div>35</div><div>20</div></div>	45%	+12⬆️	+12⬆️	+13⬆️	+14⬆️
	Staff are consulted about change at work	<div><div>18</div><div>27</div><div>55</div></div>	18%	-8⬇️	-11⬇️	-17⬇️	-30⬇️
	I am happy to go the 'extra mile' at work when required	<div><div>85</div><div>13</div><div>2</div></div>	85%	-1	-1	-7⬇️	-6⬇️
	Internal communication within my agency is effective	<div><div>12</div><div>26</div><div>61</div></div>	12%	-12⬇️	-14⬇️	-27⬇️	-36⬇️
	In general, employees in my agency feel they are valued for their contribution	<div><div>16</div><div>16</div><div>67</div></div>	16%	-8⬇️	-12⬇️	-24⬇️	-30⬇️
	My agency really inspires me to do my best work every day	<div><div>20</div><div>27</div><div>53</div></div>	20%	-21⬇️	-11⬇️	-25⬇️	-33⬇️

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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		22%	-4	-7↓	-23↓	-29↓
Often		39%	-4	-2	-2	-1
Sometimes		30%	+7↑	+7↑	+20↑	+23↑
Rarely		7%	-1	+2	+4	+5↑
Never		2%	-	+1	+2	+2
Not sure		0%	-	-	-1	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>26%</b>	-11 ↓	-10 ↓	-26 ↓	-36 ↓
Often		<b>43%</b>	+4	+8 ↑	+11 ↑	+15 ↑
Sometimes		<b>17%</b>	+4	+2	+8 ↑	+12 ↑
Rarely		<b>7%</b>	-1	-1	+3	+5 ↑
Never		<b>2%</b>	-	0	+1	+2
Not sure		<b>4%</b>	+2	+1	+2	+3

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		9%	-12 ↓	-8 ↓	-21 ↓	-35 ↓
Often		35%	+12 ↑	+4	+2	+4
Sometimes		24%	+9 ↑	-1	+7 ↑	+15 ↑
Rarely		13%	-10 ↓	+2	+7 ↑	+11 ↑
Never		4%	-8 ↓	+1	+3	+4
Not sure		15%	+10 ↑	+2	+2	+2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		9%	-	-8↓	-21↓	-33↓
Often		37%	-	+6↑	+7↑	+6↑
Sometimes		13%	-	-11↓	-6↓	0
Rarely		22%	-	+10↑	+14↑	+18↑
Never		9%	-	+4	+5↑	+8↑
Not sure		11%	-	-1	+1	+1

### 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

VARIANCE FROM PARENT WORK UNIT

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>	20%	-2	0	+7	+8
No	<div></div>	80%	+2	0	-7	-8

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 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

VARIANCE FROM PARENT WORK UNIT

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>	39%	+12 ⬆	+5 ⬆	+21 ⬆	+26 ⬆
No	<div></div>	61%	-7 ⬇	+1	-13 ⬇	-19 ⬇
Not Sure		0%	-	-6 ⬇	-8 ⬇	-7 ⬇

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	59%	-	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)	<div></div>	53%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	47%	-	-	-	-

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

Someone more senior (other than your supervisor)	<div></div>	53%	-	-	-	-
Co-worker	<div></div>	41%	-	-	-	-
Your current supervisor	<div></div>	18%	-	-	-	-

#### 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	44 25 30	44%	-16 ↓	-18 ↓	-34 ↓	-36 ↓
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	42 23 35	42%	-11 ↓	-13 ↓	-25 ↓	-21 ↓
	Considering everything, I am satisfied with my job	52 26 21	52%	-10 ↓	-7 ↓	-18 ↓	-18 ↓
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	62 21 16	62%	+2	-10 ↓	-17 ↓	-15 ↓
	I am satisfied with the stability and security of my current job	60 13 27	60%	-3	-5 ↓	-9 ↓	-13 ↓
	I am satisfied with the opportunities for career progression in my agency	21 9 70	21%	-5 ↓	-12 ↓	-16 ↓	-22 ↓

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	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	52 23 26	52%	-8⬇	-16⬇	-25⬇	-31⬇
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	S47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	42 21 37	42%	-11⬇	-21⬇	-29⬇	-32⬇
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	40 29 31	40%	-10⬇	-3	-8⬇	-15⬇
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	13 42 46	13%	-10⬇	+3	-7⬇	-16⬇
	My immediate supervisor actively supports opportunities for mobility	31 35 33	31%	-8⬇	+1	-9⬇	-16⬇

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>60</div><div>15</div><div>26</div></div>	60%	-	-8⬇️	-17⬇️	-16⬇️
My workgroup has the tools and resources we need to perform well	<div><div>42</div><div>16</div><div>42</div></div>	42%	0	-11⬇️	-16⬇️	-16⬇️
The work processes we have in place allow me to be as productive as possible	<div><div>43</div><div>21</div><div>36</div></div>	43%	-2	-6⬇️	-11⬇️	-12⬇️
The people in my workgroup complete work to a high standard	<div><div>47</div><div>30</div><div>23</div></div>	47%	-6⬇️	-12⬇️	-27⬇️	-31⬇️
The people in my work group use time and resources efficiently	<div><div>46</div><div>26</div><div>28</div></div>	46%	-	-4	-19⬇️	-24⬇️
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>55</div><div>28</div><div>17</div></div>	55%	-5⬇️	-7⬇️	-18⬇️	-24⬇️

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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Please indicate whether you have experienced each of the following in the past 12 months:

Received regular and timely feedback from your supervisor

Yes	<div></div>	53%	-12 ↓	-15 ↓	-23 ↓	-29 ↓
No	<div></div>	47%	+12 ↑	+15 ↑	+23 ↑	+29 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	54%	-9 ↓	-14 ↓	-21 ↓	-30 ↓
No	<div></div>	46%	+9 ↑	+14 ↑	+21 ↑	+30 ↑

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

Yes	<div></div>	55%	-3	-13 ↓	-20 ↓	-27 ↓
No	<div></div>	45%	+3	+13 ↑	+20 ↑	+27 ↑

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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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>	39%	-36 ↓	-26 ↓	-30 ↓	-36 ↓
No	<div></div>	43%	+27 ↑	+18 ↑	+26 ↑	+34 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	18%	+9 ↑	+8 ↑	+4	+2

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

Yes	<div></div>	17%	-7 ↓	-4	-3	-10 ↓
No	<div></div>	31%	-4	+3	+11 ↑	+16 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	52%	+10 ↑	+2	-9 ↓	-6 ↓

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>38</div><div>32</div><div>30</div></div>	38%	-13⬇️	-10⬇️	-23⬇️	-22⬇️
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>23</div><div>51</div><div>26</div></div>	23%	-23⬇️	-18⬇️	-28⬇️	-36⬇️
My overall experience of performance management in my agency has been useful for my development	<div><div>15</div><div>26</div><div>60</div></div>	15%	-23⬇️	-17⬇️	-25⬇️	-33⬇️
My supervisor openly demonstrates commitment to performance management	<div><div>32</div><div>36</div><div>32</div></div>	32%	-16⬇️	-16⬇️	-22⬇️	-32⬇️
I received recognition when I last accomplished something significant at work	<div><div>35</div><div>23</div><div>42</div></div>	35%	-12⬇️	-16⬇️	-27⬇️	-31⬇️
I can identify a clear connection between my job and my agency's purpose	<div><div>58</div><div>23</div><div>19</div></div>	58%	-9⬇️	-7⬇️	-21⬇️	-24⬇️

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>46</div><div>22</div><div>31</div></div>	46%	+6 ⬆	-18 ⬇	-30 ⬇	-34 ⬇
My supervisor shares links, readings and information	<div><div>41</div><div>20</div><div>39</div></div>	41%	+1	-7 ⬇	-21 ⬇	-33 ⬇
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>35</div><div>20</div><div>44</div></div>	35%	+3	-14 ⬇	-21 ⬇	-31 ⬇
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>38</div><div>30</div><div>32</div></div>	38%	-10 ⬇	-17 ⬇	-31 ⬇	-37 ⬇
I access learning and development solutions to meet my needs	<div><div>48</div><div>21</div><div>31</div></div>	48%	-	-9 ⬇	-20 ⬇	-26 ⬇
I have a clear understanding of my development needs	<div><div>54</div><div>17</div><div>29</div></div>	54%	+5 ⬆	-11 ⬇	-18 ⬇	-24 ⬇
I spend time out of working hours building my capability	<div><div>46</div><div>19</div><div>35</div></div>	46%	+5 ⬆	0	-13 ⬇	-7 ⬇
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>52</div><div>23</div><div>25</div></div>	52%	+1	-10 ⬇	-23 ⬇	-26 ⬇

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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In the last 12 months, have you applied for a job?

Yes, outside the APS	<div></div>	23%	+2	+8 ↑	+9 ↑	+11 ↑
Yes, in my agency	<div></div>	25%	+7 ↑	+2	0	-13 ↓
Yes, in another APS agency	<div></div>	25%	+2	+8 ↑	+5 ↑	+7 ↑
No	<div></div>	48%	-9 ↓	-9 ↓	-7 ↓	0

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	<div></div>	19%	+7 ↑	+7 ↑	+11 ↑	+13 ↑
I want to leave my agency within the next 12 months	<div></div>	8%	+2	-1	-5 ↓	-1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	15%	+5 ↑	+5 ↑	+6 ↑	+5 ↑
I want to stay working for my agency for the next one to two years	<div></div>	13%	-10 ↓	-1	-9 ↓	-13 ↓
I want to stay working for my agency for at least the next three years	<div></div>	46%	-4	-9 ↓	-3	-5 ↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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.

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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Primary reasons behind desire to leave agency (3 highest responses):

Senior leadership is of a poor quality		30%	-	-	-	-
I am in an unpleasant working environment		20%	-	-	-	-
There is a lack of future career opportunities in my agency		10%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>36</div><div>34</div><div>30</div></div>	36%	-19⬇️	-18⬇️	-25⬇️	-34⬇️
Risk management concerns are discussed openly and honestly in my agency	<div><div>23</div><div>34</div><div>43</div></div>	23%	-13⬇️	-22⬇️	-26⬇️	-36⬇️
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>17</div><div>35</div><div>48</div></div>	17%	-	-15⬇️	-24⬇️	-35⬇️
Appropriate risk taking is rewarded in my agency	<div><div>17</div><div>26</div><div>57</div></div>	17%	-4	-1	-1	-8⬇️
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>22</div><div>35</div><div>43</div></div>	22%	-12⬇️	-11⬇️	-12⬇️	-21⬇️
When things go wrong, my agency uses this as an opportunity to learn	<div><div>9</div><div>38</div><div>53</div></div>	9%	-	-18⬇️	-28⬇️	-38⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



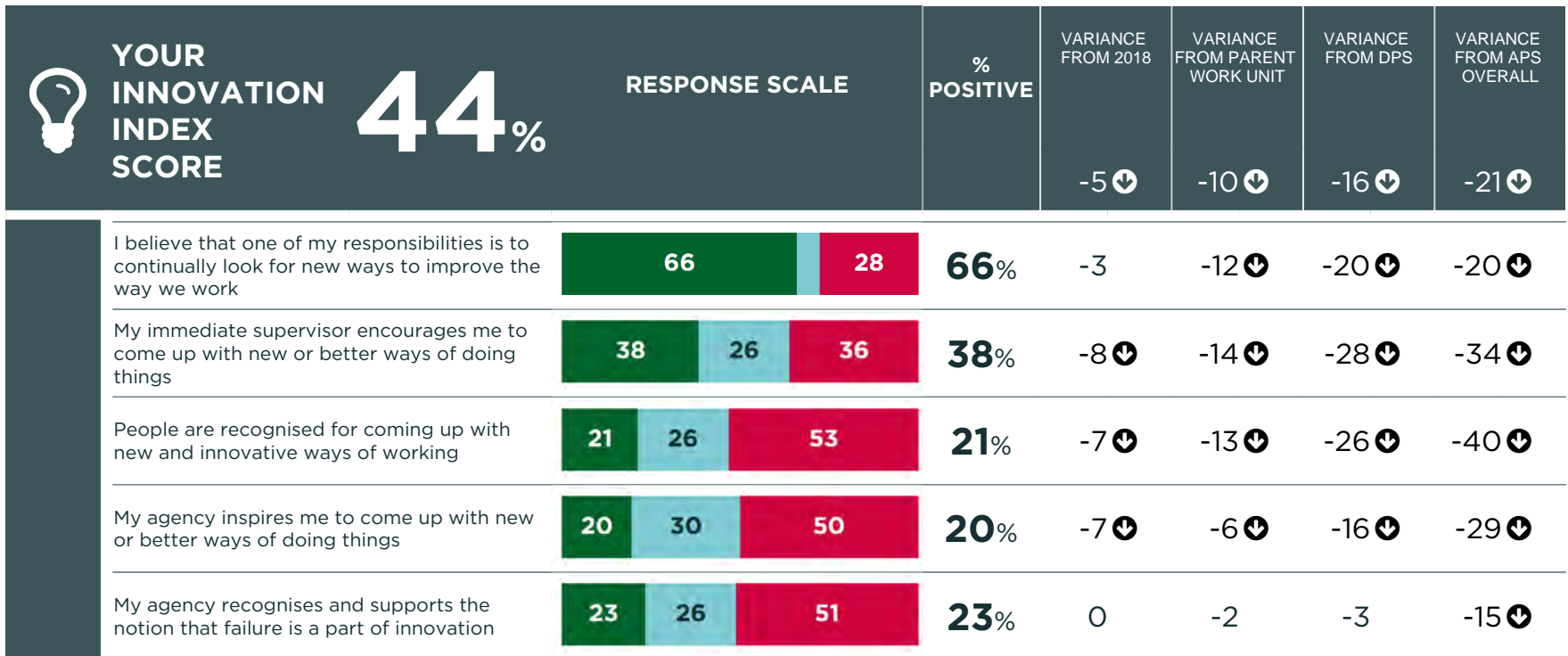
# INNOVATION INDEX



## 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.



### 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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>22</div><div>20</div><div>59</div></div>	22%	-19↓	-12↓	-24↓
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>53</div><div>21</div><div>26</div></div>	53%	-13↓	-10↓	-17↓
I can count on my peers when I need help	<div><div>65</div><div>20</div><div>15</div></div>	65%	-11↓	-8↓	-17↓
I believe I collaborate well with my peers	<div><div>89</div><div></div><div></div></div>	89%	+3	-2	-4
I feel safe to raise new ideas and receive feedback	<div><div>51</div><div>19</div><div>30</div></div>	51%	+6↑	-9↓	-23↓
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>32</div><div>19</div><div>49</div></div>	32%	-1	-7↓	-11↓
I understand the priorities for my work in the next six months	<div><div>60</div><div>13</div><div>28</div></div>	60%	+2	-9↓	-15↓
DPS is moving in the right direction	<div><div>35</div><div>17</div><div>48</div></div>	35%	-10↓	-5↓	-14↓
I am looking forward to the next 12 months with enthusiasm	<div><div>35</div><div>30</div><div>35</div></div>	35%	-15↓	-4	-15↓

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?

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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.

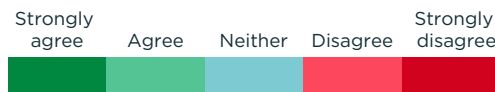
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 BUILDING & SECURITY

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

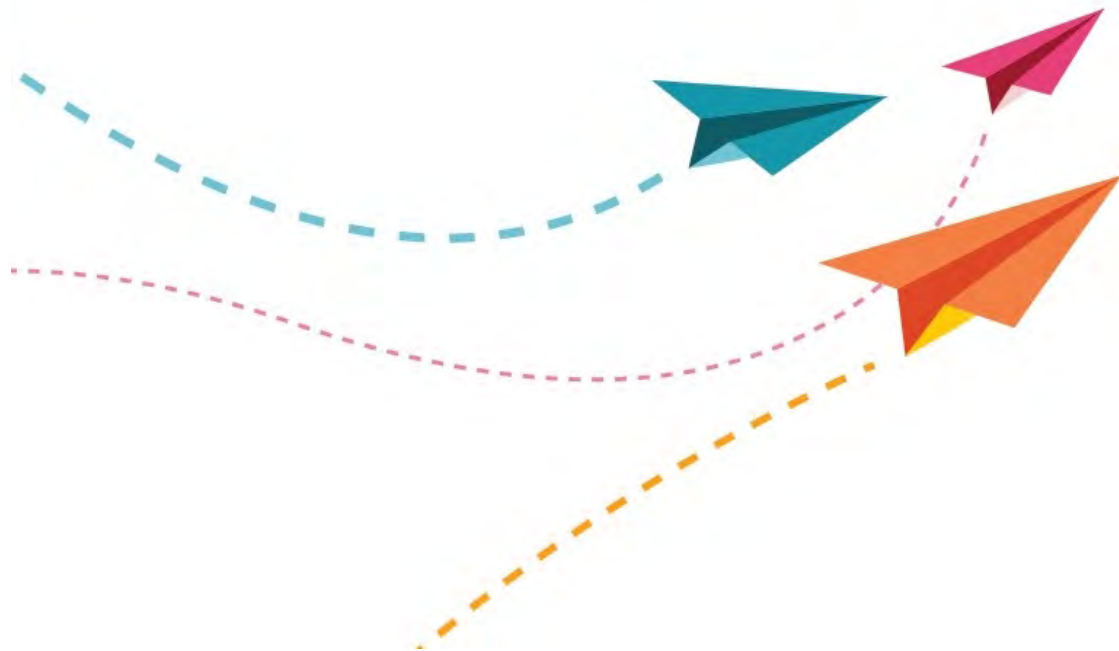
THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS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

# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Chief Operating Officer



CONTENT	
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Workplace Culture	12
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Performance Management	22
Capability	25
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Innovation Index	29
Agency Specific Questions	30
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Guide to this report	32

### RESPONSES:

143 of 206

### RESPONSE RATE:

69%

# 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.

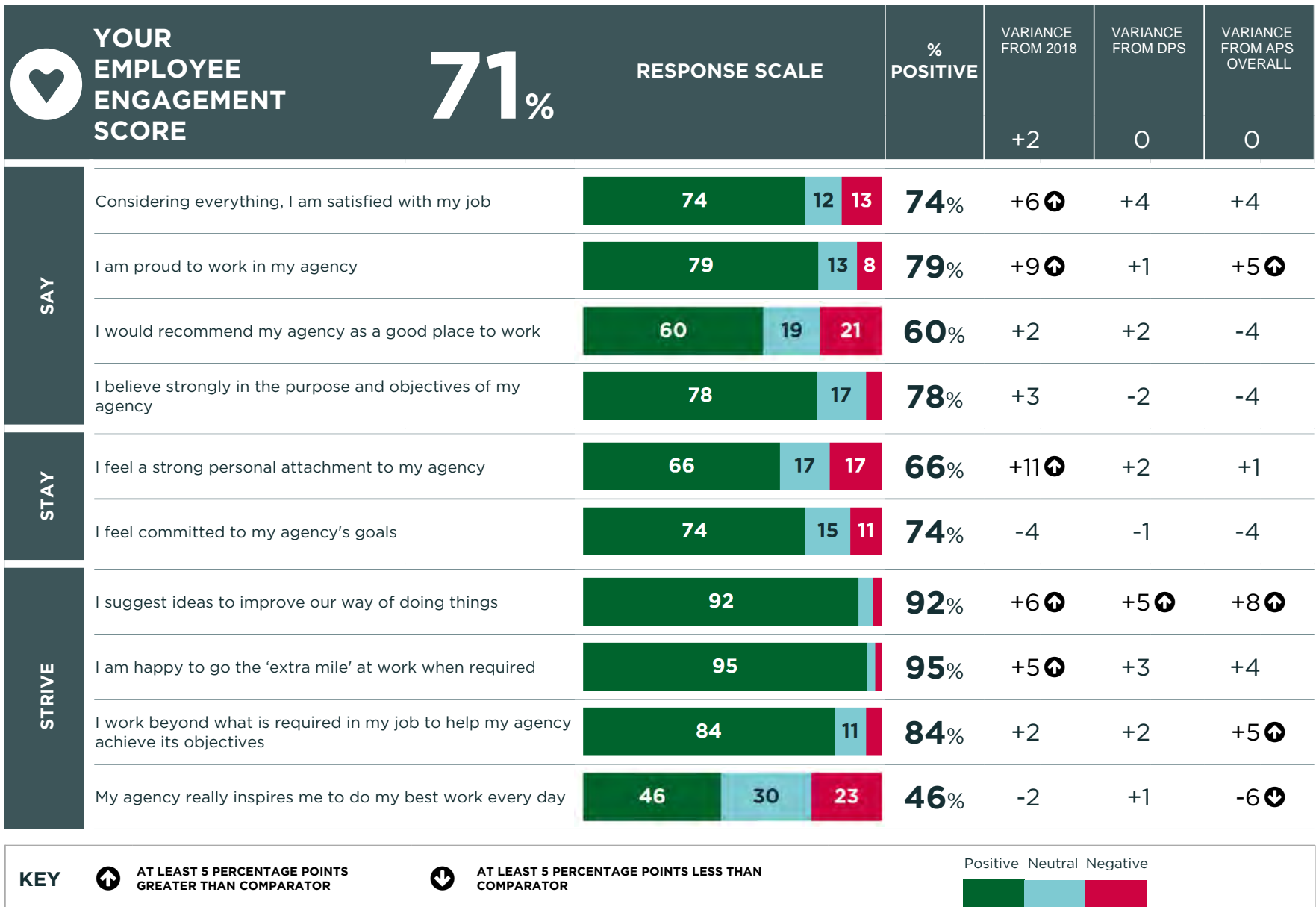
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	35%	-3	-16⬇️	-2
Female	<div></div>	63%	+4	+18⬆️	+4

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

Yes	<div></div>	3%	0	0	-1
No	<div></div>	97%	0	0	+1

Do you have an ongoing disability?

Yes	<div></div>	6%	+2	0	-2
No	<div></div>	94%	-2	0	+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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	80%	+3	-1	+2
Other country	<div></div>	20%	-3	+1	-2

Do you speak a language other than English at home?

No, English only	<div></div>	79%	-3	-7 ↓	-2
Yes, other	<div></div>	21%	+3	+7 ↑	+2

Do you have carer responsibilities?

Yes	<div></div>	36%	-4	+2	-6 ↓
No	<div></div>	64%	+4	-2	+6 ↑

### 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	88	88%	+7 ⬆	+6 ⬆	0
	My SES manager actively supports people of diverse backgrounds	78	78%	+15 ⬆	+14 ⬆	+10 ⬆
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	74	74%	+8 ⬆	+10 ⬆	-4
	My supervisor actively supports people from diverse backgrounds	86	86%	+11 ⬆	+8 ⬆	+1
	My agency supports and actively promotes an inclusive workplace culture	68	68%	+5 ⬆	+5 ⬆	-10 ⬇

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	69%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
				+3	+5 ↑	+2
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	76	15 9	76%	+6 ↑	+10 ↑	+6 ↑
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	68	18 14	68%	+6 ↑	+13 ↑	+6 ↑
My agency does a good job of promoting health and wellbeing	67	19 14	67%	+11 ↑	+16 ↑	+6 ↑
I think my agency cares about my health and wellbeing	65	22 13	65%	+4	+13 ↑	+7 ↑
I believe my immediate supervisor cares about my health and wellbeing	82	11	82%	+7 ↑	+6 ↑	-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?

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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

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 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?

Senior Leadership: All SES

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

RESPONSE SCALE

48

22

30

% POSITIVE

48%

VARIANCE FROM 2018

-5 ↓

VARIANCE FROM DPS

+5 ↑

VARIANCE FROM APS OVERALL

-7 ↓

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

39

22

39

39%

0

+3

-10 ↓

In my agency, the SES actively contribute to the work of our agency

58

25

16

58%

+3

+6 ↑

-5 ↓

In my agency, the SES are of a high quality

44

27

29

44%

-1

+5 ↑

-12 ↓

In my agency, the SES work as a team

39

30

31

39%

-1

+1

-7 ↓

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

44

28

29

44%

-4

+1

-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

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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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	<div><div>87</div><div></div><div></div></div>	87%	+9	+5	-1
	My supervisor communicates effectively	<div><div>83</div><div>12</div><div></div></div>	83%	+17	+10	+3
	My supervisor encourages me to contribute ideas	<div><div>86</div><div>9</div><div></div></div>	86%	+13	+8	+3
	My supervisor displays resilience when faced with difficulties or failures	<div><div>76</div><div>16</div><div>8</div></div>	76%	+10	+4	-4
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>81</div><div>12</div><div>7</div></div>	81%	+2	-1	-5
	My supervisor challenges me to consider new ways of doing things	<div><div>72</div><div>12</div><div>16</div></div>	72%	+9	+7	-3

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 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	86%	-1	+1	+6
In the same office as me but on a different floor	<div></div>	11%	+1	-1	+8
In a different office, but in the same town/city	<div></div>	3%	0	+1	0
In a different town/city or state		0%	-	-	-14
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

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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>74</div><div>21</div><div></div></div>	74%	+2	+6 ⬆	-2
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>42</div><div>42</div><div>16</div></div>	42%	+6 ⬆	-3	-12 ⬇
	My agency actively encourages ethical behaviour by all of its employees	<div><div>73</div><div>14</div><div>14</div></div>	73%	+3	+4	-8 ⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>28</div><div>45</div><div>27</div></div>	28%	-2	-4	-3
	Staff are consulted about change at work	<div><div>35</div><div>37</div><div>28</div></div>	35%	-3	0	-13 ⬇
	I am happy to go the 'extra mile' at work when required	<div><div>95</div><div></div><div></div></div>	95%	+5 ⬆	+3	+4
	Internal communication within my agency is effective	<div><div>34</div><div>17</div><div>48</div></div>	34%	-5 ⬇	-5 ⬇	-14 ⬇
	In general, employees in my agency feel they are valued for their contribution	<div><div>47</div><div>18</div><div>35</div></div>	47%	+9 ⬆	+6 ⬆	0
	My agency really inspires me to do my best work every day	<div><div>46</div><div>30</div><div>23</div></div>	46%	-2	+1	-6 ⬇

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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		44%	+6 ⬆	-1	-7 ⬇
Often		46%	+4	+5 ⬆	+6 ⬆
Sometimes		6%	-6 ⬇	-4	-1
Rarely		2%	0	0	+1
Never		1%	0	0	+1
Not sure		1%	-4	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>56%</b>	+8	+4	-7
Often		<b>33%</b>	+3	0	+4
Sometimes		<b>9%</b>	-4	-1	+3
Rarely		<b>2%</b>	-4	-1	+1
Never		<b>0%</b>	-	-1	0
Not sure		<b>1%</b>	-2	-1	-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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>32%</b>	+3	+2	-12↓
Often		<b>36%</b>	+3	+3	+5↑
Sometimes		<b>17%</b>	-1	+1	+8↑
Rarely		<b>6%</b>	-1	0	+4
Never		<b>0%</b>	-	-1	-1
Not sure		<b>9%</b>	-4	-5↓	-5↓

### 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

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	36%	-	+6 ⬆	-6 ⬇
Often	<div></div>	30%	-	0	-1
Sometimes	<div></div>	19%	-	0	+6 ⬆
Rarely	<div></div>	6%	-	-2	+3
Never	<div></div>	2%	-	-1	+1
Not sure	<div></div>	6%	-	-3	-3

### 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	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>	13%	+1	0	+1
No	<div></div>	87%	-1	0	-1
Did this discrimination occur in your current agency?					
Yes	<div></div>	87%	-8↓	-7↓	-7↓
No	<div></div>	13%	+8↑	+7↑	+7↑
Basis for the discrimination that you experienced (3 highest responses):					
Caring responsibilities	<div></div>	33%	-	-	-
Age	<div></div>	33%	-	-	-
Disability (e.g. loss of hearing or sight, incomplete use of limbs or mental health issues)	<div></div>	27%	-	-	-

### 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

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		17%	-5⬇️	-1	+4
No		75%	+1	+1	-6⬇️
Not Sure		9%	+4	+1	+2

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		67%	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		57%	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		14%	-	-	-

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

Co-worker		38%	-	-	-
A previous supervisor		29%	-	-	-
Someone more senior (other than your supervisor)		24%	-	-	-

#### 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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	82 7 11	82%	-5↓	+4	+2
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	69 13 18	69%	+6↑	+2	+6↑
	Considering everything, I am satisfied with my job	74 12 13	74%	+6↑	+4	+4
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	86 10	86%	+2	+7↑	+8↑
	I am satisfied with the stability and security of my current job	62 14 23	62%	-2	-6↓	-10↓
	I am satisfied with the opportunities for career progression in my agency	41 24 35	41%	+6↑	+4	-2

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

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	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	82 14	82%	+2	+5 ⬆	-1
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F				
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	76 10 14	76%	+5 ⬆	+4	+1
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	50 31 18	50%	+15 ⬆	+3	-4
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	28 42 29	28%	+5 ⬆	+9 ⬆	0
	My immediate supervisor actively supports opportunities for mobility	46 35 19	46%	+6 ⬆	+5 ⬆	-2

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 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>84</div><div>9</div><div></div></div>	84%	-	+8⬆	+9⬆
My workgroup has the tools and resources we need to perform well	<div><div>55</div><div>16</div><div>29</div></div>	55%	+2	-3	-4
The work processes we have in place allow me to be as productive as possible	<div><div>50</div><div>19</div><div>31</div></div>	50%	+4	-3	-4
The people in my workgroup complete work to a high standard	<div><div>75</div><div>18</div><div></div></div>	75%	0	+2	-3
The people in my work group use time and resources efficiently	<div><div>67</div><div>17</div><div>16</div></div>	67%	-	+2	-3
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>72</div><div>17</div><div>11</div></div>	72%	0	-1	-7⬇

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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
--	----------------	---	--------------------	-------------------	---------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	75%	+1	-1	-8 ↓
No	<div></div>	25%	-1	+1	+8 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	74%	0	-1	-10 ↓
No	<div></div>	26%	0	+1	+10 ↑

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

Yes	<div></div>	74%	+5 ↑	-1	-8 ↓
No	<div></div>	26%	-5 ↓	+1	+8 ↑

### 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	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>	62%	-2	-6 ↓	-13 ↓
No	<div></div>	20%	+2	+3	+11 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	18%	+1	+4	+1
In the past 12 months, did your supervisor recognise when your job performance changed for any reason?					
Yes	<div></div>	22%	+2	+2	-5 ↓
No	<div></div>	22%	0	+2	+6 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	56%	-2	-5 ↓	-2

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>62</div><div>18</div><div>20</div></div>	62%	-3	0	+1
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>61</div><div>22</div><div>17</div></div>	61%	+11⬆	+9⬆	+1
My overall experience of performance management in my agency has been useful for my development	<div><div>45</div><div>28</div><div>27</div></div>	45%	+1	+5⬆	-3
My supervisor openly demonstrates commitment to performance management	<div><div>57</div><div>24</div><div>19</div></div>	57%	+7⬆	+3	-7⬇
I received recognition when I last accomplished something significant at work	<div><div>69</div><div>18</div><div>13</div></div>	69%	+7⬆	+6⬆	+2
I can identify a clear connection between my job and my agency's purpose	<div><div>83</div><div>8</div><div>9</div></div>	83%	+12⬆	+4	+1

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

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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>81</div><div>12</div><div></div></div>	81%	+9	+5	+1
My supervisor shares links, readings and information	<div><div>67</div><div>16</div><div>16</div></div>	67%	+16	+6	-6
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>59</div><div>19</div><div>21</div></div>	59%	+10	+3	-7
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>76</div><div>13</div><div>11</div></div>	76%	+17	+8	+2
I access learning and development solutions to meet my needs	<div><div>71</div><div>20</div><div>10</div></div>	71%	-	+3	-3
I have a clear understanding of my development needs	<div><div>77</div><div>14</div><div>10</div></div>	77%	+7	+5	-1
I spend time out of working hours building my capability	<div><div>66</div><div>17</div><div>17</div></div>	66%	+8	+6	+12
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>77</div><div>16</div><div>7</div></div>	77%	+2	+2	-1

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 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job?					
Yes, outside the APS	<div><div></div></div>	14%	+1	+1	+2
Yes, in my agency	<div><div></div></div>	21%	+5	-3	-17
Yes, in another APS agency	<div><div></div></div>	27%	-2	+7	+9
No	<div><div></div></div>	51%	-4	-4	+3
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	<div><div></div></div>	8%	-5	0	+2
I want to leave my agency within the next 12 months	<div><div></div></div>	15%	-2	+1	+6
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div><div></div></div>	9%	-1	+1	0
I want to stay working for my agency for the next one to two years	<div><div></div></div>	27%	-1	+5	+2
I want to stay working for my agency for at least the next three years	<div><div></div></div>	41%	+9	-7	-9

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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.

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Primary reasons behind desire to leave agency (3 highest responses):					
Senior leadership is of a poor quality		27%	-	-	-
There is a lack of future career opportunities in my agency		17%	-	-	-
I want to try a different type of work or I'm seeking a career change		15%	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK 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	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>74</div><div>18</div><div>8</div></div>	74%	+12 ⬆	+13 ⬆	+4
Risk management concerns are discussed openly and honestly in my agency	<div><div>56</div><div>25</div><div>19</div></div>	56%	-1	+6 ⬆	-4
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>50</div><div>26</div><div>24</div></div>	50%	-	+9 ⬆	-2
Appropriate risk taking is rewarded in my agency	<div><div>26</div><div>44</div><div>30</div></div>	26%	+6 ⬆	+7 ⬆	+1
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>37</div><div>37</div><div>27</div></div>	37%	-3	+3	-6 ⬇
When things go wrong, my agency uses this as an opportunity to learn	<div><div>38</div><div>31</div><div>31</div></div>	38%	-	+1	-8 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



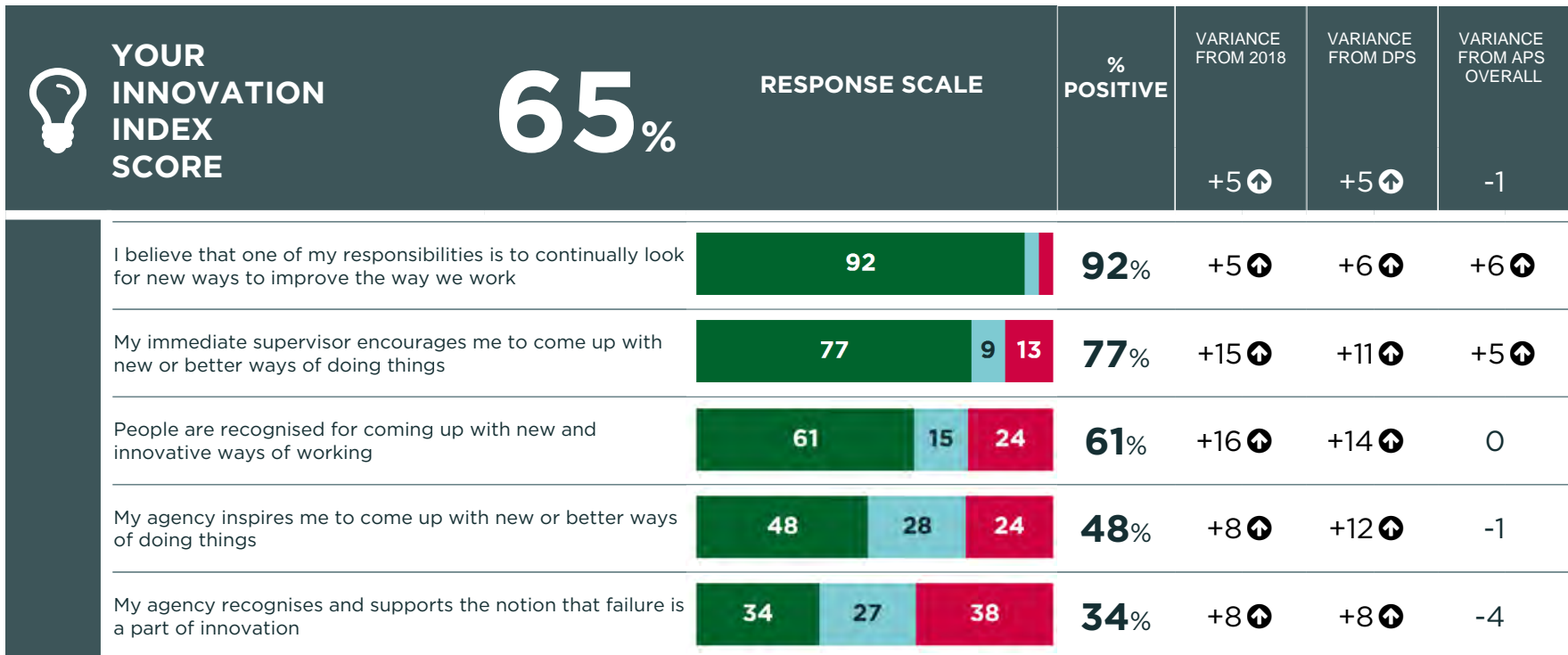
# INNOVATION INDEX



## 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.



### 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

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	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>48</div><div>25</div><div>26</div></div>	48%	0	+3
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>75</div><div>16</div><div>10</div></div>	75%	-4	+5⬆
I can count on my peers when I need help	<div><div>85</div><div>9</div><div></div></div>	85%	+5⬆	+2
I believe I collaborate well with my peers	<div><div>98</div><div></div><div></div></div>	98%	+7⬆	+4
I feel safe to raise new ideas and receive feedback	<div><div>79</div><div>9</div><div>12</div></div>	79%	+10⬆	+4
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>46</div><div>16</div><div>38</div></div>	46%	+4	+3
I understand the priorities for my work in the next six months	<div><div>67</div><div>13</div><div>20</div></div>	67%	0	-8⬆
DPS is moving in the right direction	<div><div>52</div><div>28</div><div>20</div></div>	52%	+1	+3
I am looking forward to the next 12 months with enthusiasm	<div><div>56</div><div>21</div><div>23</div></div>	56%	+4	+6⬆

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?

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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?

---



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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:

---



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---

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.

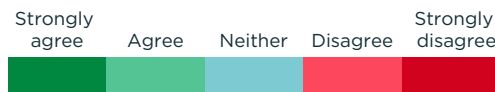
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 WITH RESULTS FROM PREVIOUS YEARS

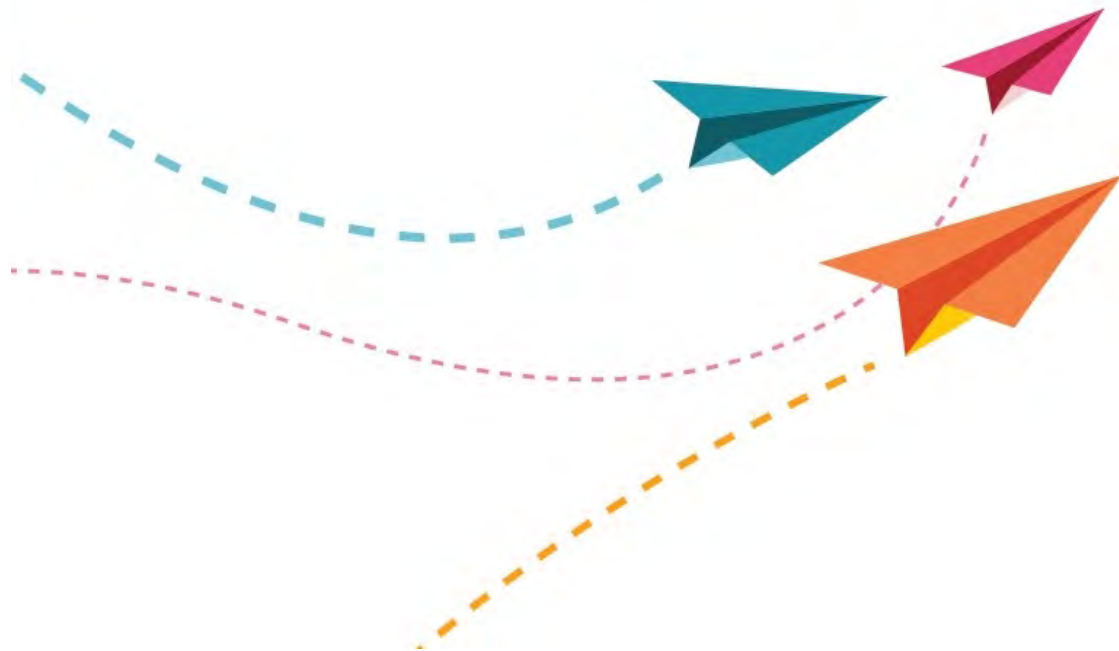
THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS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

# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Chief Finance Officer



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### RESPONSES:

40 of 48

### RESPONSE RATE:

83%

# 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.

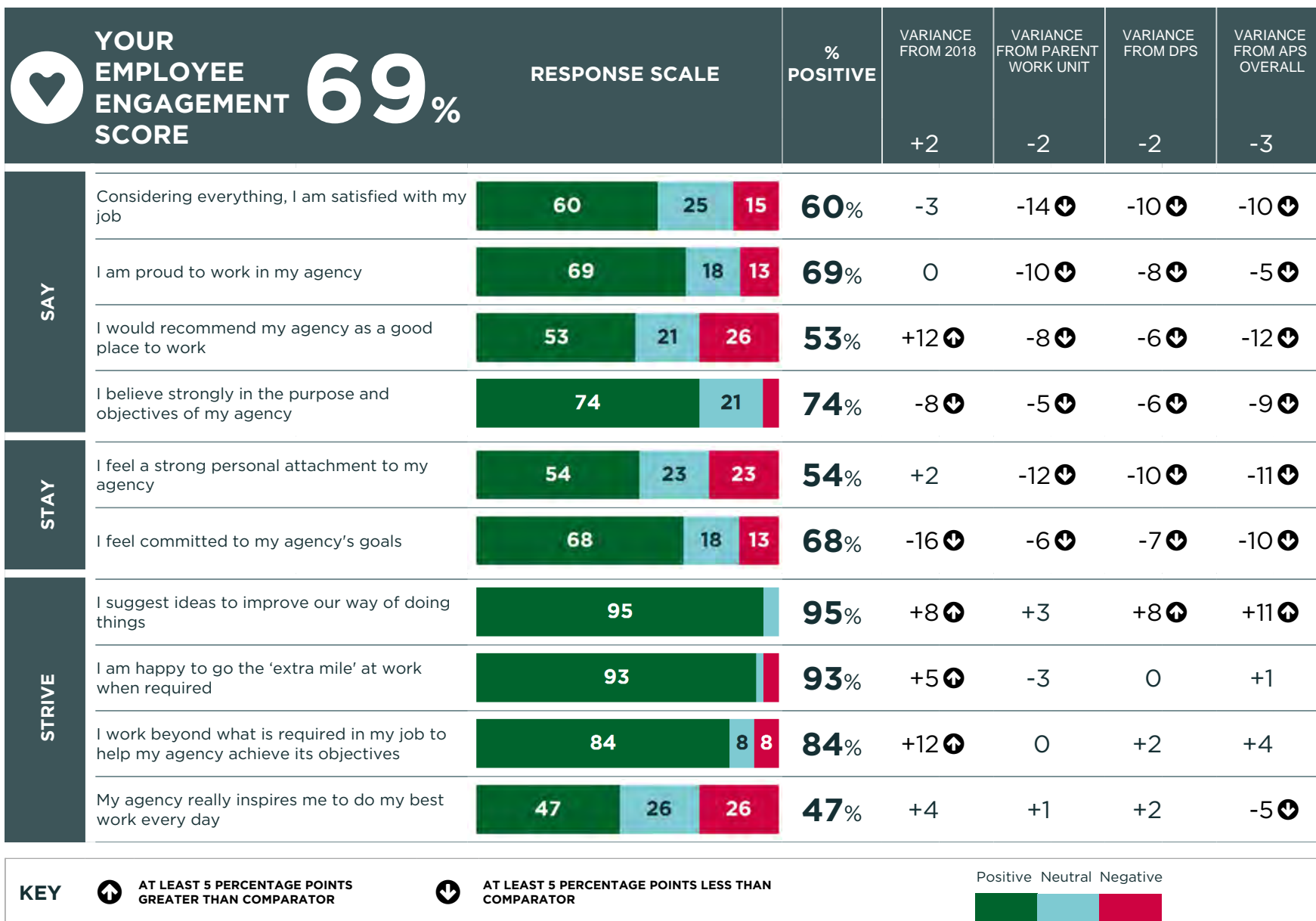
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	30%	-14 ↓	-5 ↓	-21 ↓	-7 ↓
Female	<div></div>	70%	+20 ↑	+7 ↑	+25 ↑	+11 ↑

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

Yes		0%	-	-3	-2	-4
No	<div></div>	100%	+3	+3	+2	+4

Do you have an ongoing disability?

Yes		0%	-	-6 ↓	-6 ↓	-8 ↓
No	<div></div>	100%	+3	+6 ↑	+6 ↑	+8 ↑

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	75%	+6 ⬆	-5 ⬇	-6 ⬇	-3
Other country	<div></div>	25%	-6 ⬇	+5 ⬆	+6 ⬆	+3

Do you speak a language other than English at home?

No, English only	<div></div>	73%	-6 ⬇	-6 ⬇	-13 ⬇	-9 ⬇
Yes, other	<div></div>	28%	+6 ⬆	+6 ⬆	+13 ⬆	+9 ⬆

Do you have carer responsibilities?

Yes	<div></div>	38%	-24 ⬇	+2	+3	-4
No	<div></div>	63%	+24 ⬆	-2	-3	+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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	85 10	85%	+10 ⬆	-3	+3	-3
	My SES manager actively supports people of diverse backgrounds	70 24	70%	-2	-8 ⬇	+6 ⬆	+2
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	68 26	68%	+3	-6 ⬇	+4	-10 ⬇
	My supervisor actively supports people from diverse backgrounds	85 10	85%	+10 ⬆	-1	+7 ⬆	-1
	My agency supports and actively promotes an inclusive workplace culture	61 24 16	61%	-2	-7 ⬇	-3	-17 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





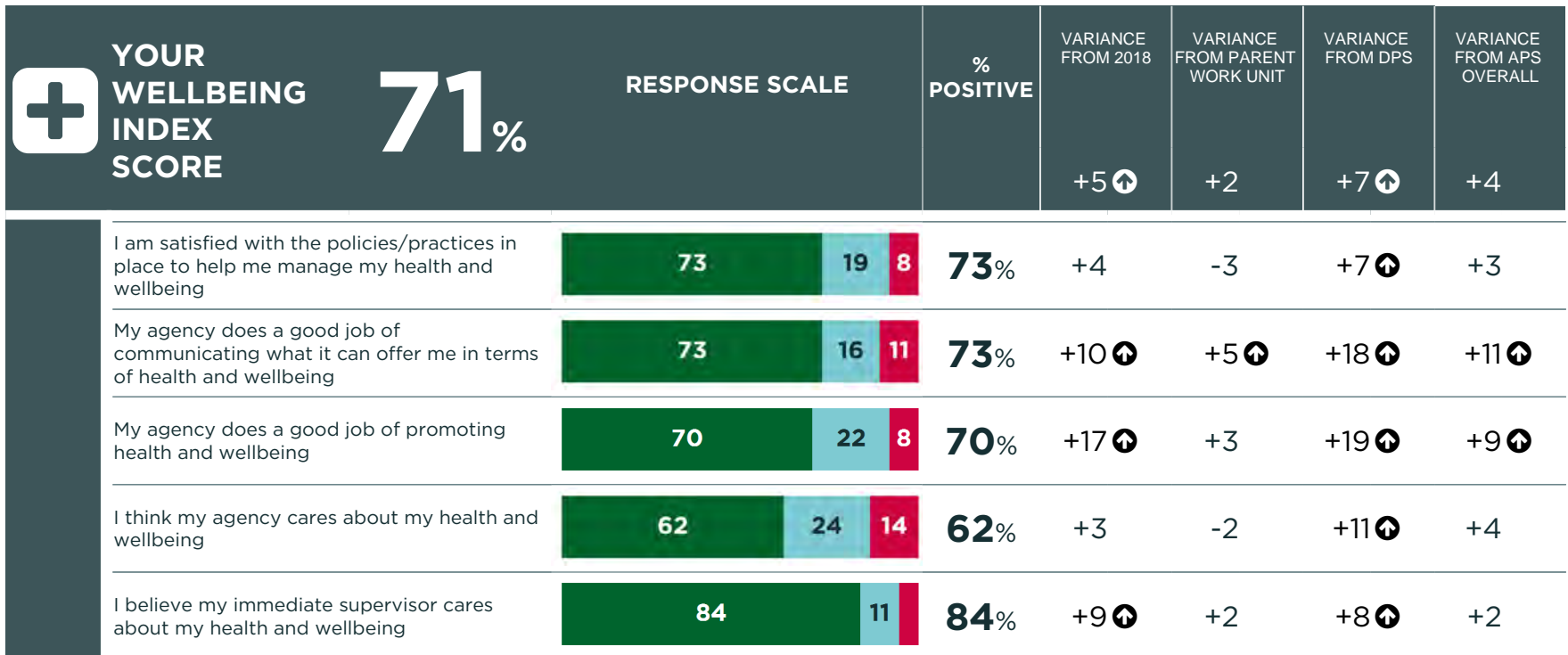
# WELLBEING INDEX



## 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.**



### 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 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?

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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

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 PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

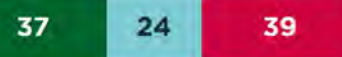
LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

Senior Leadership: All SES

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



37%

-19↓

-11↓

-7↓

-18↓

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



32%

-17↓

-8↓

-5↓

-17↓

In my agency, the SES actively contribute to the work of our agency



51%

-14↓

-7↓

-1

-13↓

In my agency, the SES are of a high quality



39%

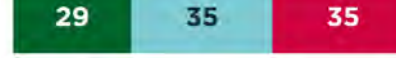
-6↓

-5↓

0

-17↓

In my agency, the SES work as a team



29%

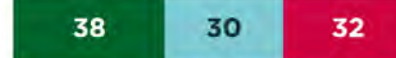
-17↓

-9↓

-8↓

-17↓

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



38%

-30↓

-6↓

-5↓

-19↓

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	80 10 10	80%	+2	-7 ↓	-2	-8 ↓
My supervisor communicates effectively	85 10	85%	+29 ↑	+2	+13 ↑	+6 ↑
My supervisor encourages me to contribute ideas	88 8	88%	+9 ↑	+1	+10 ↑	+4
My supervisor displays resilience when faced with difficulties or failures	80 15	80%	+14 ↑	+4	+8 ↑	0
My supervisor gives me responsibility and holds me to account for what I deliver	80 13 8	80%	+2	-1	-1	-6 ↓
My supervisor challenges me to consider new ways of doing things	80 8 13	80%	+8 ↑	+8 ↑	+15 ↑	+5 ↑

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 2018

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%	+1	+11	+12	+17
In the same office as me but on a different floor		0%	-	-11	-12	-3
In a different office, but in the same town/city	<div></div>	3%	-1	0	0	0
In a different town/city or state		0%	-	-	-	-14
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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>78</div><div>14</div><div>8</div></div>	78%	+15⬆	+4	+9⬆	+2
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>43</div><div>38</div><div>19</div></div>	43%	+18⬆	+1	-2	-11⬇
	My agency actively encourages ethical behaviour by all of its employees	<div><div>55</div><div>21</div><div>24</div></div>	55%	-17⬇	-17⬇	-13⬇	-25⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>27</div><div>46</div><div>27</div></div>	27%	+2	-1	-5⬇	-4
	Staff are consulted about change at work	<div><div>43</div><div>41</div><div>16</div></div>	43%	-1	+8⬆	+8⬆	-5⬇
	I am happy to go the 'extra mile' at work when required	<div><div>93</div><div></div><div></div></div>	93%	+5⬆	-3	0	+1
	Internal communication within my agency is effective	<div><div>38</div><div>15</div><div>46</div></div>	38%	-5⬇	+4	0	-10⬇
	In general, employees in my agency feel they are valued for their contribution	<div><div>37</div><div>29</div><div>34</div></div>	37%	+6⬆	-10⬇	-4	-10⬇
	My agency really inspires me to do my best work every day	<div><div>47</div><div>26</div><div>26</div></div>	47%	+4	+1	+2	-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

%

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>49%</b>	+17	+5	+4	-2
Often		<b>43%</b>	+3	-3	+2	+3
Sometimes		<b>3%</b>	-13	-4	-7	-4
Rarely		<b>0%</b>	-	-2	-2	-1
Never		<b>3%</b>	-	+2	+2	+2
Not sure		<b>3%</b>	0	+2	+2	+2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		59%	+28	+4	+8	-3
Often		32%	-11	0	0	+4
Sometimes		5%	-10	-3	-4	0
Rarely		0%	-	-2	-3	-1
Never		0%	-	-	-1	0
Not sure		3%	-	+2	+1	+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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	46%	+24 ⬆	+14 ⬆	+16 ⬆	+2
Often	<div></div>	27%	-29 ⬇	-9 ⬇	-5 ⬇	-4
Sometimes	<div></div>	14%	-2	-4	-3	+4
Rarely	<div></div>	5%	-1	-1	-1	+3
Never		0%	-	-	-1	-1
Not sure	<div></div>	8%	-	-1	-6 ⬇	-5 ⬇

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		51%	-	+16	+22	+10
Often		16%	-	-14	-14	-15
Sometimes		22%	-	+3	+2	+9
Rarely		3%	-	-4	-5	-1
Never		0%	-	-2	-4	-1
Not sure		8%	-	+2	-1	-1

### 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

VARIANCE FROM PARENT WORK UNIT

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		11%	-14 ⬇	-2	-2	-1
No		89%	+14 ⬆	+2	+2	+1

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 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

VARIANCE FROM PARENT WORK UNIT

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		22%	-16 ↓	+5 ↑	+4	+9 ↑
No		59%	+3	-15 ↓	-15 ↓	-21 ↓
Not Sure		19%	+13 ↑	+10 ↑	+11 ↑	+12 ↑

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	75 10 15	75%	-9⬇️	-7⬇️	-4	-6⬇️
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	75 20	75%	+6⬆️	+6⬆️	+8⬆️	+12⬆️
	Considering everything, I am satisfied with my job	60 25 15	60%	-3	-14⬇️	-10⬇️	-10⬇️
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	93	93%	+5⬆️	+7⬆️	+13⬆️	+15⬆️
	I am satisfied with the stability and security of my current job	68 13 20	68%	-8⬇️	+5⬆️	-1	-5⬇️
	I am satisfied with the opportunities for career progression in my agency	49 26 26	49%	+20⬆️	+8⬆️	+12⬆️	+6⬆️

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

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	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 13	85%	+10 ⬆	+3	+8 ⬆	+2
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	79 13 8	79%	+4	+3	+7 ⬆	+4
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	34 55 11	34%	+6 ⬆	-16 ⬇	-13 ⬇	-21 ⬇
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	24 66 11	24%	-1	-5 ⬇	+4	-5 ⬇
	My immediate supervisor actively supports opportunities for mobility	42 47 11	42%	-5 ⬇	-4	+2	-5 ⬇

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>86</div><div>8</div></div>	86%	-	+2	+10 ⬆	+11 ⬆
My workgroup has the tools and resources we need to perform well	<div><div>57</div><div>14</div><div>30</div></div>	57%	+4	+2	-2	-2
The work processes we have in place allow me to be as productive as possible	<div><div>49</div><div>30</div><div>22</div></div>	49%	+8 ⬆	-2	-5 ⬆	-6 ⬆
The people in my workgroup complete work to a high standard	<div><div>81</div><div>14</div></div>	81%	+15 ⬆	+6 ⬆	+8 ⬆	+3
The people in my work group use time and resources efficiently	<div><div>68</div><div>16</div><div>16</div></div>	68%	-	+1	+3	-2
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>76</div><div>16</div><div>8</div></div>	76%	-2	+4	+3	-3

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	-----------------------	--------------------------------------	----------------------	---------------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	76%	-8 ↓	+2	0	-6 ↓
No	<div></div>	24%	+8 ↑	-2	0	+6 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	76%	-2	+3	+1	-8 ↓
No	<div></div>	24%	+2	-3	-1	+8 ↑

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

Yes	<div></div>	82%	+7 ↑	+8 ↑	+6 ↑	-1
No	<div></div>	18%	-7 ↓	-8 ↓	-6 ↓	+1

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	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>	66%	-22 ↓	+3	-3	-9 ↓
No	<div></div>	13%	+7 ↑	-7 ↓	-4	+5 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	21%	+15 ↑	+3	+7 ↑	+5 ↑

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

Yes	<div></div>	24%	-1	+2	+5 ↑	-2
No	<div></div>	11%	-11 ↓	-11 ↓	-9 ↓	-5 ↓
Not applicable (e.g. my performance has not changed)	<div></div>	65%	+12 ↑	+9 ↑	+4	+7 ↑

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>70</div><div>19</div><div>11</div></div>	70%	+8⬆	+8⬆	+9⬆	+10⬆
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>62</div><div>22</div><div>16</div></div>	62%	+18⬆	+1	+11⬆	+2
My overall experience of performance management in my agency has been useful for my development	<div><div>44</div><div>31</div><div>25</div></div>	44%	+4	-1	+4	-3
My supervisor openly demonstrates commitment to performance management	<div><div>57</div><div>27</div><div>16</div></div>	57%	+10⬆	0	+3	-7⬇
I received recognition when I last accomplished something significant at work	<div><div>65</div><div>24</div><div>11</div></div>	65%	+15⬆	-4	+2	-2
I can identify a clear connection between my job and my agency's purpose	<div><div>76</div><div>14</div><div>11</div></div>	76%	+4	-8⬇	-3	-6⬇

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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>82</div><div>13</div></div>	82%	+10 ⬆	0	+5 ⬆	+1
My supervisor shares links, readings and information	<div><div>68</div><div>21</div><div>11</div></div>	68%	+31 ⬆	+1	+7 ⬆	-5 ⬇
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>58</div><div>29</div><div>13</div></div>	58%	+16 ⬆	-1	+2	-8 ⬇
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>79</div><div>13</div><div>8</div></div>	79%	+35 ⬆	+3	+11 ⬆	+5 ⬆
I access learning and development solutions to meet my needs	<div><div>71</div><div>26</div></div>	71%	-	0	+3	-3
I have a clear understanding of my development needs	<div><div>84</div><div>13</div></div>	84%	+9 ⬆	+8 ⬆	+13 ⬆	+6 ⬆
I spend time out of working hours building my capability	<div><div>61</div><div>29</div><div>11</div></div>	61%	+11 ⬆	-5 ⬇	+1	+7 ⬆
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>68</div><div>26</div></div>	68%	0	-8 ⬇	-6 ⬇	-10 ⬇

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job?						
Yes, outside the APS	<div></div>	11%	-2	-4	-3	-1
Yes, in my agency	<div></div>	19%	0	-2	-6 ↓	-19 ↓
Yes, in another APS agency	<div></div>	30%	+2	+2	+10 ↑	+11 ↑
No	<div></div>	51%	-2	+1	-3	+3
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	<div></div>	14%	0	+6 ↑	+6 ↑	+8 ↑
I want to leave my agency within the next 12 months	<div></div>	11%	-3	-4	-3	+2
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	5%	-19 ↓	-4	-3	-4
I want to stay working for my agency for the next one to two years	<div></div>	38%	+7 ↑	+11 ↑	+16 ↑	+13 ↑
I want to stay working for my agency for at least the next three years	<div></div>	32%	+15 ↑	-9 ↓	-16 ↓	-18 ↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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.

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-------------------	---------------------------

Primary reasons behind desire to leave agency (3 highest responses):

Senior leadership is of a poor quality	<div></div>	45%	-	-	-	-
I am looking to further my skills in another area	<div></div>	18%	-	-	-	-
There is a lack of future career opportunities in my agency	<div></div>	9%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	76 22	76%	+10 ⬆	+1	+15 ⬆	+6 ⬆
Risk management concerns are discussed openly and honestly in my agency	59 27 14	59%	+11 ⬆	+4	+10 ⬆	0
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	51 38 11	51%	-	+1	+10 ⬆	-1
Appropriate risk taking is rewarded in my agency	30 43 27	30%	+8 ⬆	+4	+11 ⬆	+5 ⬆
SES in my agency demonstrate the importance of managing risk appropriately	30 49 22	30%	-12 ⬇	-7 ⬇	-4	-13 ⬇
When things go wrong, my agency uses this as an opportunity to learn	35 38 27	35%	-	-3	-1	-11 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



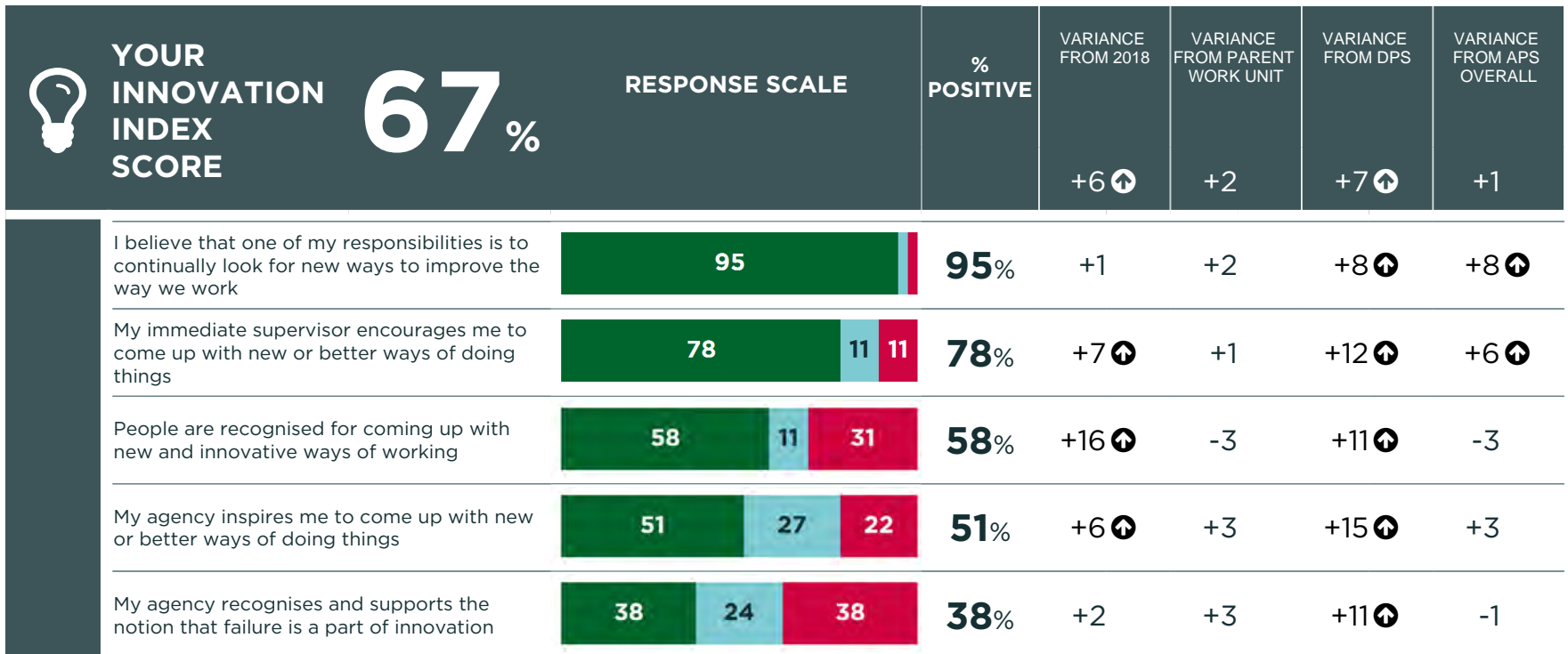
# INNOVATION INDEX



## 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.



### 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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>54</div><div>27</div><div>19</div></div>	54%	+2	+6 ⬆	+8 ⬆
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>78</div><div>16</div><div></div></div>	78%	0	+4	+8 ⬆
I can count on my peers when I need help	<div><div>81</div><div>8</div><div>11</div></div>	81%	+9 ⬆	-4	-2
I believe I collaborate well with my peers	<div><div>95</div><div></div><div></div></div>	95%	+7 ⬆	-3	+1
I feel safe to raise new ideas and receive feedback	<div><div>81</div><div>11</div><div>8</div></div>	81%	+19 ⬆	+2	+7 ⬆
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>47</div><div>22</div><div>31</div></div>	47%	-4	+1	+4
I understand the priorities for my work in the next six months	<div><div>70</div><div>19</div><div>11</div></div>	70%	+2	+3	-4
DPS is moving in the right direction	<div><div>51</div><div>30</div><div>19</div></div>	51%	-10 ⬇	-1	+2
I am looking forward to the next 12 months with enthusiasm	<div><div>58</div><div>19</div><div>22</div></div>	58%	+16 ⬆	+3	+8 ⬆

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?

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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?

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---



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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.

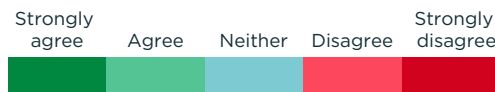
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



÷  
number of respondents who  
answered the question

=  
% POSITIVE

## 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 TO 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 CHIEF OPERATING OFFICER

## 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.

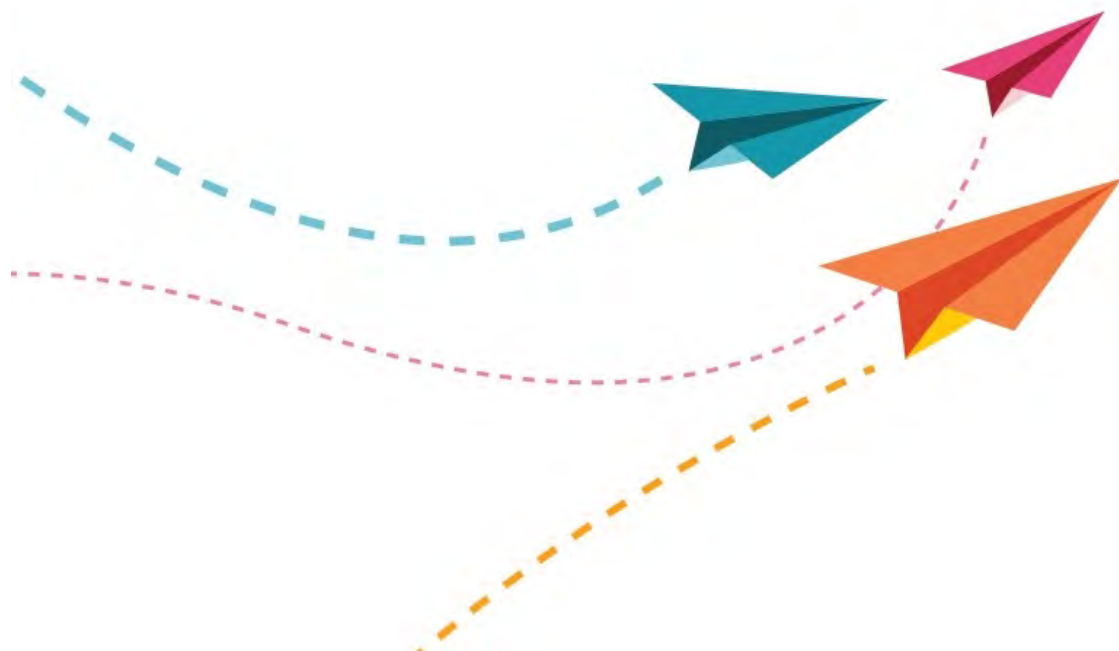
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

### People & Governance Branch



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Agency Specific Questions	30
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#### RESPONSES:

34 of 37

#### RESPONSE RATE:

92%

# 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.

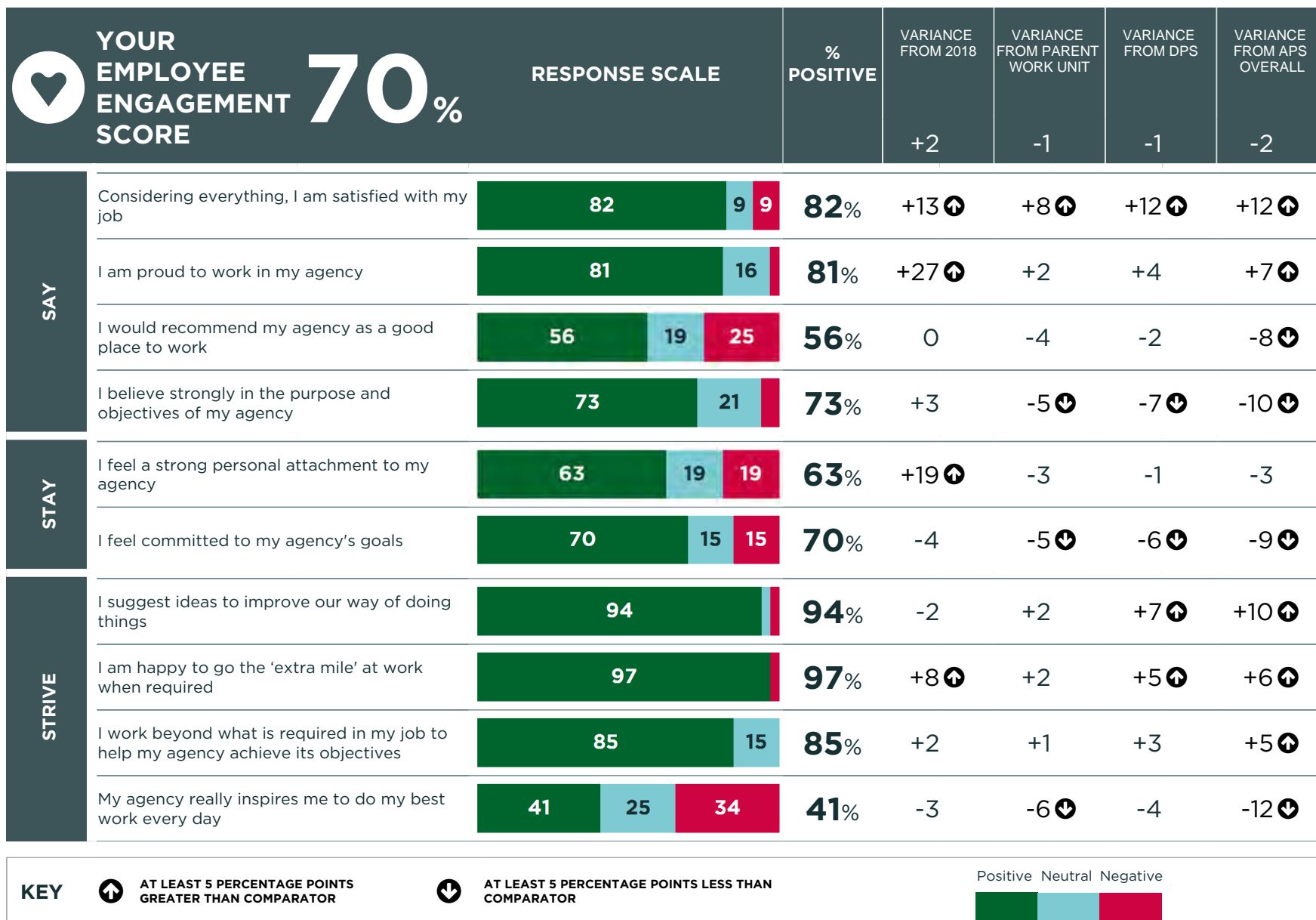
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	26%	-2	-8↓	-25↓	-11↓
Female	<div></div>	68%	-4	+5↑	+23↑	+9↑

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

Yes	<div></div>	3%	-1	0	0	-1
No	<div></div>	97%	+1	0	0	+1

Do you have an ongoing disability?

Yes	<div></div>	12%	+5↑	+5↑	+6↑	+3
No	<div></div>	88%	-5↓	-5↓	-6↓	-3

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	94%	+3	+14 ↑	+13 ↑	+16 ↑
Other country	<div></div>	6%	-3	-14 ↓	-13 ↓	-16 ↓

Do you speak a language other than English at home?

No, English only	<div></div>	85%	-1	+6 ↑	0	+4
Yes, other	<div></div>	15%	+1	-6 ↓	0	-4

Do you have carer responsibilities?

Yes	<div></div>	35%	-4	-1	+1	-6 ↓
No	<div></div>	65%	+4	+1	-1	+6 ↑

### 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	<div><div>82</div><div>9</div><div>9</div></div>	82%	0	-6⬇️	+1	-6⬇️
	My SES manager actively supports people of diverse backgrounds	<div><div>82</div><div>12</div><div></div></div>	82%	+21⬆️	+4	+18⬆️	+14⬆️
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	<div><div>78</div><div>9</div><div>13</div></div>	78%	+16⬆️	+4	+14⬆️	0
	My supervisor actively supports people from diverse backgrounds	<div><div>82</div><div>9</div><div>9</div></div>	82%	+4	-4	+4	-3
	My agency supports and actively promotes an inclusive workplace culture	<div><div>70</div><div>9</div><div>21</div></div>	70%	+12⬆️	+2	+6⬆️	-8⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





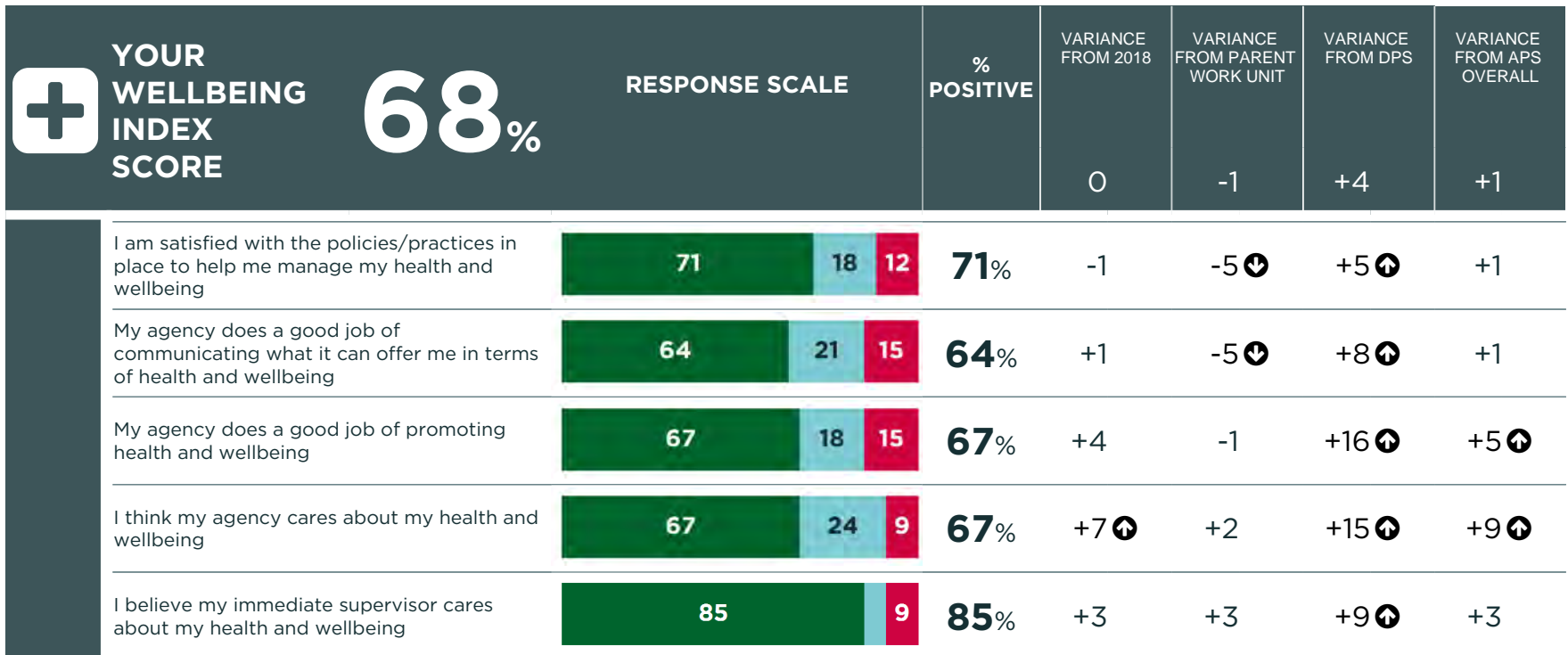
# WELLBEING INDEX



## 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.**



### 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 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?

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

s47F

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>48</div><div>27</div><div>24</div></div>	48%	-6⬇️	0	+5⬆️	-7⬇️
In my agency, communication between the SES and other employees is effective	<div><div>41</div><div>22</div><div>38</div></div>	41%	+7⬆️	+1	+4	-8⬇️
In my agency, the SES actively contribute to the work of our agency	<div><div>61</div><div>24</div><div>15</div></div>	61%	+7⬆️	+2	+9⬆️	-3
In my agency, the SES are of a high quality	<div><div>47</div><div>31</div><div>22</div></div>	47%	+10⬆️	+3	+8⬆️	-9⬇️
In my agency, the SES work as a team	<div><div>41</div><div>25</div><div>34</div></div>	41%	+5⬆️	+2	+3	-5⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>47</div><div>23</div><div>30</div></div>	47%	+13⬆️	+3	+4	-10⬇️

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

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	91	91%	+13 ⬆	+4	+9 ⬆	+3
My supervisor communicates effectively	82	82%	+12 ⬆	-1	+9 ⬆	+3
My supervisor encourages me to contribute ideas	88	88%	+5 ⬆	+2	+10 ⬆	+4
My supervisor displays resilience when faced with difficulties or failures	74	74%	+2	-3	+2	-7 ⬇
My supervisor gives me responsibility and holds me to account for what I deliver	82	82%	0	+2	+1	-4
My supervisor challenges me to consider new ways of doing things	71	71%	+3	-1	+6 ⬆	-4

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 2018

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>	94%	+1	+8	+8	+14
In the same office as me but on a different floor	<div></div>	3%	-1	-8	-9	0
In a different office, but in the same town/city	<div></div>	3%	+1	0	+1	0
In a different town/city or state		0%	-	-	-	-14
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



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>68</div><div>24</div><div>9</div></div>	68%	-13⬇️	-6⬇️	-1	-8⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>53</div><div>29</div><div>18</div></div>	53%	+14⬆️	+11⬆️	+8⬆️	-1
	My agency actively encourages ethical behaviour by all of its employees	<div><div>66</div><div>13</div><div>22</div></div>	66%	+9⬆️	-7⬇️	-3	-15⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>26</div><div>50</div><div>24</div></div>	26%	-4	-2	-5⬇️	-4
	Staff are consulted about change at work	<div><div>24</div><div>47</div><div>29</div></div>	24%	-12⬇️	-12⬇️	-12⬇️	-25⬇️
	I am happy to go the 'extra mile' at work when required	<div><div>97</div><div></div><div></div></div>	97%	+8⬆️	+2	+5⬆️	+6⬆️
	Internal communication within my agency is effective	<div><div>25</div><div>31</div><div>44</div></div>	25%	-8⬇️	-9⬇️	-14⬇️	-23⬇️
	In general, employees in my agency feel they are valued for their contribution	<div><div>47</div><div>13</div><div>41</div></div>	47%	+10⬆️	0	+6⬆️	0
	My agency really inspires me to do my best work every day	<div><div>41</div><div>25</div><div>34</div></div>	41%	-3	-6⬇️	-4	-12⬇️

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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		34%	-16 ↓	-9 ↓	-10 ↓	-16 ↓
Often		50%	+16 ↑	+4	+9 ↑	+10 ↑
Sometimes		6%	-7 ↓	0	-4	-1
Rarely		9%	-	+7 ↑	+7 ↑	+8 ↑
Never		0%	-	-1	-1	0
Not sure		0%	-	-1	-1	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	47%	-17 ↓	-9 ↓	-5 ↓	-15 ↓
Often	<div></div>	38%	+22 ↑	+5 ↑	+5 ↑	+9 ↑
Sometimes	<div></div>	9%	-4	+1	0	+4
Rarely	<div></div>	6%	+2	+4	+3	+5 ↑
Never		0%	-	-	-1	0
Not sure		0%	-	-1	-2	-2

### KEY



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# WORKPLACE CULTURE



EXPLORE  
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RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	28%	+8 ⬆	-4	-2	-16 ⬇
Often	<div></div>	41%	+20 ⬆	+5 ⬆	+8 ⬆	+10 ⬆
Sometimes	<div></div>	22%	-12 ⬇	+4	+5 ⬆	+13 ⬆
Rarely	<div></div>	6%	-7 ⬇	0	0	+4
Never		0%	-	-	-1	-1
Not sure	<div></div>	3%	-8 ⬇	-6 ⬇	-11 ⬇	-10 ⬇

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
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COMPARATOR

# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	34%	-	-1	+5 ↑	-7 ↓
Often	<div></div>	28%	-	-2	-2	-3
Sometimes	<div></div>	28%	-	+9 ↑	+9 ↑	+15 ↑
Rarely	<div></div>	3%	-	-3	-5 ↓	-1
Never	<div></div>	3%	-	+1	0	+2
Not sure	<div></div>	3%	-	-3	-6 ↓	-6 ↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
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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

VARIANCE FROM PARENT WORK UNIT

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		13%	+8	0	0	+1
No		87%	-8	0	0	-1

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 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

VARIANCE FROM PARENT WORK UNIT

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		19%	+2	+2	+1	+6
No		75%	-4	0	+1	-5
Not Sure		6%	+1	-2	-2	0

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CONDITIONS



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	88	88%	-3	+6 ↑	+10 ↑	+8 ↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	76 9 15	76%	+3	+8 ↑	+9 ↑	+14 ↑
	Considering everything, I am satisfied with my job	82 9 9	82%	+13 ↑	+8 ↑	+12 ↑	+12 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	91	91%	0	+5 ↑	+12 ↑	+14 ↑
	I am satisfied with the stability and security of my current job	62 18 21	62%	-3	-1	-7 ↓	-11 ↓
	I am satisfied with the opportunities for career progression in my agency	38 16 47	38%	+1	-3	0	-5 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS



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IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	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	88 12	88%	+3	+6 ↑	+12 ↑	+5 ↑
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	76 15 9	76%	-4	+1	+5 ↑	+2
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	64 18 18	64%	+28 ↑	+13 ↑	+16 ↑	+9 ↑
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	38 34 28	38%	+13 ↑	+9 ↑	+18 ↑	+9 ↑
	My immediate supervisor actively supports opportunities for mobility	52 30 18	52%	+8 ↑	+6 ↑	+11 ↑	+4

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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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>70</div><div>15</div><div>15</div></div>	70%	-	-15 ↓	-7 ↓	-6 ↓
My workgroup has the tools and resources we need to perform well	<div><div>39</div><div>21</div><div>39</div></div>	39%	+1	-16 ↓	-19 ↓	-19 ↓
The work processes we have in place allow me to be as productive as possible	<div><div>39</div><div>21</div><div>39</div></div>	39%	-5 ↓	-11 ↓	-14 ↓	-15 ↓
The people in my workgroup complete work to a high standard	<div><div>67</div><div>18</div><div>15</div></div>	67%	-16 ↓	-9 ↓	-7 ↓	-11 ↓
The people in my work group use time and resources efficiently	<div><div>73</div><div></div><div>21</div></div>	73%	-	+6 ↑	+8 ↑	+3
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>67</div><div>18</div><div>15</div></div>	67%	-7 ↓	-5 ↓	-6 ↓	-12 ↓

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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Please indicate whether you have experienced each of the following in the past 12 months:

Received regular and timely feedback from your supervisor

Yes	<div></div>	<b>73%</b>	-7 ↓	-2	-3	-10 ↓
No	<div></div>	<b>27%</b>	+7 ↑	+2	+3	+10 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	<b>70%</b>	-4	-4	-5 ↓	-14 ↓
No	<div></div>	<b>30%</b>	+4	+4	+5 ↑	+14 ↑

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

Yes	<div></div>	<b>64%</b>	-12 ↓	-10 ↓	-12 ↓	-18 ↓
No	<div></div>	<b>36%</b>	+12 ↑	+10 ↑	+12 ↑	+18 ↑

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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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>	42%	-33 ↓	-20 ↓	-26 ↓	-33 ↓
No	<div></div>	21%	+15 ↑	+1	+4	+13 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	36%	+19 ↑	+19 ↑	+22 ↑	+20 ↑

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

Yes	<div></div>	9%	-18 ↓	-13 ↓	-10 ↓	-17 ↓
No	<div></div>	22%	+8 ↑	0	+2	+6 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	69%	+10 ↑	+13 ↑	+8 ↑	+11 ↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>50</div><div>22</div><div>28</div></div>	50%	-20 ⬇	-12 ⬇	-12 ⬇	-11 ⬇
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>56</div><div>28</div><div>16</div></div>	56%	+1	-5 ⬇	+5 ⬆	-3
My overall experience of performance management in my agency has been useful for my development	<div><div>32</div><div>35</div><div>32</div></div>	32%	-15 ⬇	-13 ⬇	-8 ⬇	-16 ⬇
My supervisor openly demonstrates commitment to performance management	<div><div>52</div><div>26</div><div>23</div></div>	52%	-14 ⬇	-5 ⬇	-2	-12 ⬇
I received recognition when I last accomplished something significant at work	<div><div>69</div><div>16</div><div>16</div></div>	69%	-11 ⬇	0	+6 ⬆	+2
I can identify a clear connection between my job and my agency's purpose	<div><div>83</div><div></div><div>13</div></div>	83%	+12 ⬆	0	+4	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# CAPABILITY



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	79 15	79%	-7⬇️	-2	+3	-1
My supervisor shares links, readings and information	65 32	65%	-4	-2	+3	-9⬇️
My supervisor provides me with opportunities to develop relevant capabilities for my career	62 18 21	62%	-9⬇️	+3	+6⬆️	-5⬇️
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	79 9 12	79%	+6⬆️	+3	+11⬆️	+5⬆️
I access learning and development solutions to meet my needs	65 18 18	65%	-	-6⬇️	-3	-9⬇️
I have a clear understanding of my development needs	79 9 12	79%	-3	+3	+8⬆️	+2
I spend time out of working hours building my capability	59 15 26	59%	+3	-7⬇️	-1	+6⬆️
I seek out opportunities to apply what I learn in my day-to-day work	79 15	79%	-5⬇️	+3	+5⬆️	+1

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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In the last 12 months, have you applied for a job?

Yes, outside the APS	<div></div>	21%	+12 ⬆	+6 ⬆	+7 ⬆	+8 ⬆
Yes, in my agency	<div></div>	26%	+13 ⬆	+5 ⬆	+2	-11 ⬇
Yes, in another APS agency	<div></div>	26%	-9 ⬇	-1	+6 ⬆	+8 ⬆
No	<div></div>	38%	-15 ⬇	-13 ⬇	-16 ⬇	-10 ⬇

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	<div></div>	3%	-15 ⬇	-5 ⬇	-4	-3
I want to leave my agency within the next 12 months	<div></div>	25%	+1	+10 ⬆	+11 ⬆	+16 ⬆
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	9%	+3	0	+1	0
I want to stay working for my agency for the next one to two years	<div></div>	22%	-5 ⬇	-5 ⬇	0	-3
I want to stay working for my agency for at least the next three years	<div></div>	41%	+16 ⬆	0	-8 ⬇	-10 ⬇

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS





## EXPLORE THE FULL RESULTS

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.

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
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Primary reasons behind desire to leave agency (3 highest responses):

There is a lack of future career opportunities in my agency		25%	-	-	-	-
Other		25%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		17%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK MANAGEMENT



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>75</div><div>13</div><div>13</div></div>	75%	+20 ⬆	+1	+14 ⬆	+5 ⬆
Risk management concerns are discussed openly and honestly in my agency	<div><div>50</div><div>22</div><div>28</div></div>	50%	+3	-6 ⬇	+1	-9 ⬇
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>48</div><div>24</div><div>27</div></div>	48%	-	-2	+7 ⬆	-4
Appropriate risk taking is rewarded in my agency	<div><div>18</div><div>61</div><div>21</div></div>	18%	+7 ⬆	-8 ⬇	-1	-7 ⬇
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>44</div><div>25</div><div>31</div></div>	44%	+19 ⬆	+7 ⬆	+10 ⬆	+1
When things go wrong, my agency uses this as an opportunity to learn	<div><div>32</div><div>29</div><div>39</div></div>	32%	-	-6 ⬇	-4	-14 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



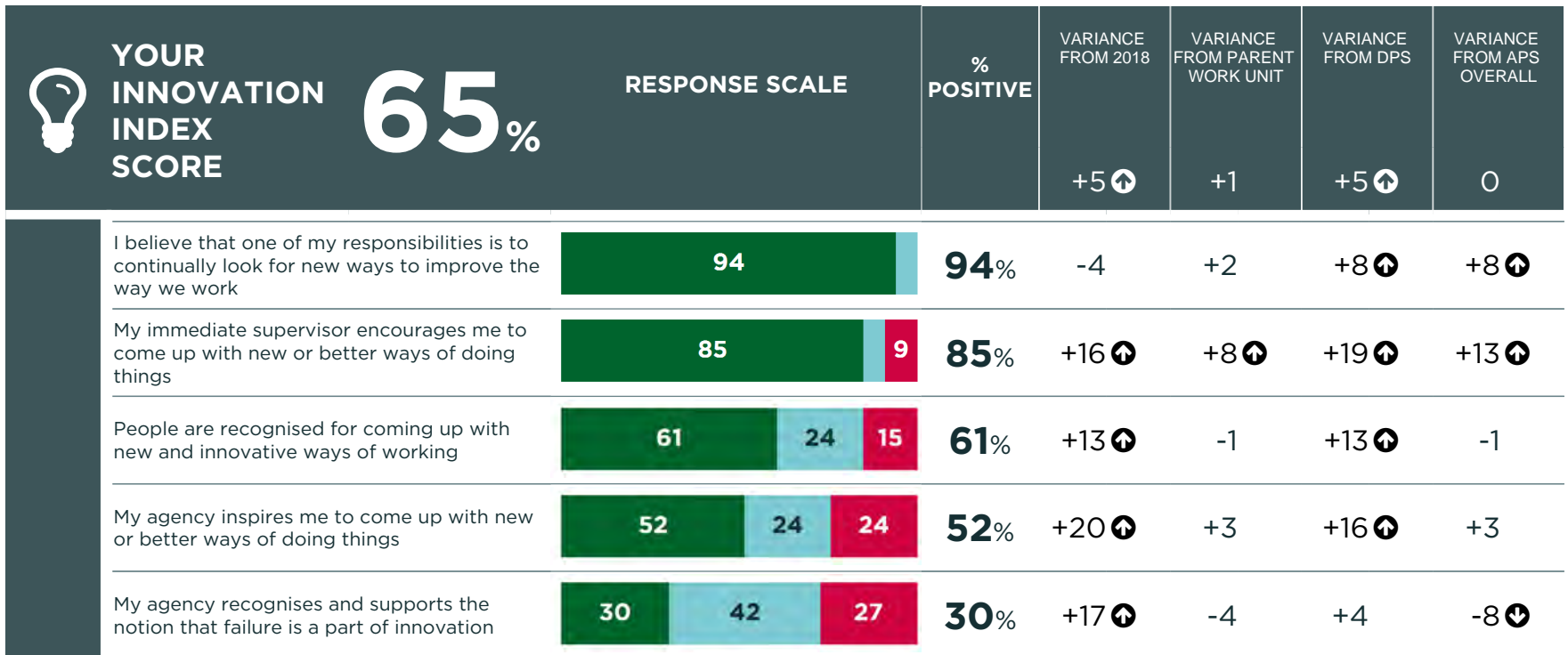
# INNOVATION INDEX



## 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.



### 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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>44</div><div>31</div><div>25</div></div>	44%	-5↓	-5↓	-2
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>81</div><div>16</div></div>	81%	-2	+7↑	+11↑
I can count on my peers when I need help	<div><div>76</div><div>18</div><div>6</div></div>	76%	-6↓	-9↓	-7↓
I believe I collaborate well with my peers	<div><div>100</div></div>	100%	+11↑	+2	+6↑
I feel safe to raise new ideas and receive feedback	<div><div>82</div><div>9</div><div>9</div></div>	82%	+7↑	+3	+7↑
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>48</div><div>19</div><div>32</div></div>	48%	+14↑	+2	+5↑
I understand the priorities for my work in the next six months	<div><div>64</div><div>21</div><div>15</div></div>	64%	+1	-3	-11↓
DPS is moving in the right direction	<div><div>55</div><div>27</div><div>18</div></div>	55%	+14↑	+3	+5↑
I am looking forward to the next 12 months with enthusiasm	<div><div>52</div><div>27</div><div>21</div></div>	52%	+8↑	-4	+2

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?

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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.

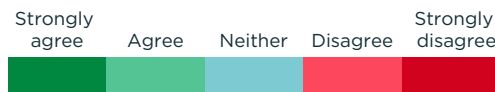
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 CHIEF OPERATING OFFICER

## 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.

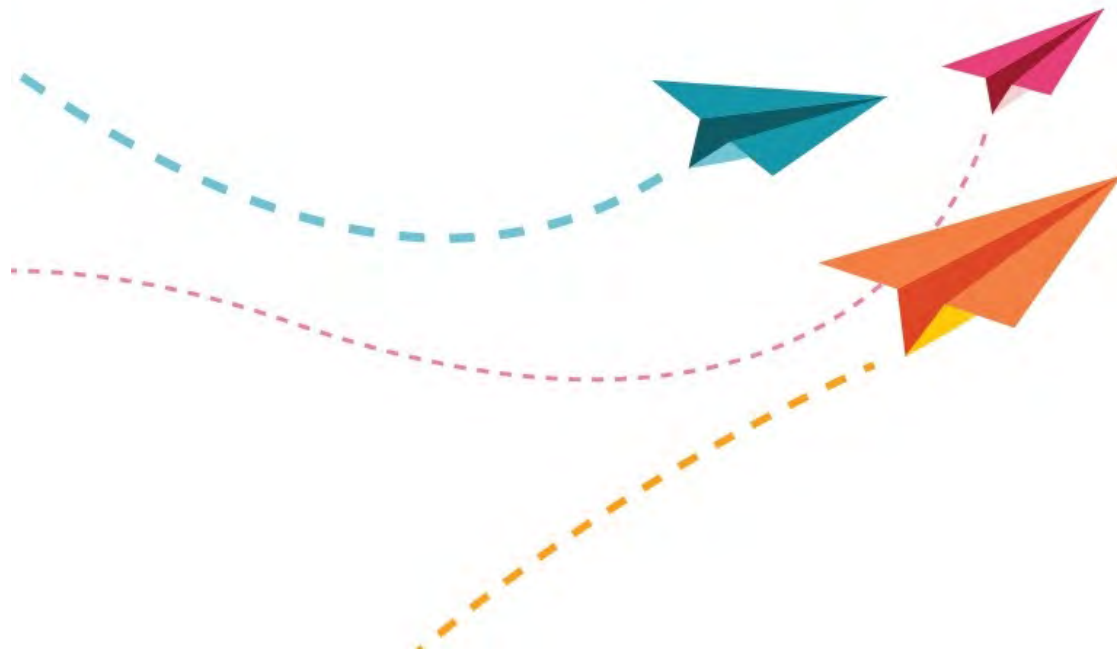
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

## Recording and Reporting Branch



CONTENT	
	Page
Making the most of your results	2
Employee Engagement: Say, Stay, Strive	3
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Wellbeing Index	7
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Workplace Culture	12
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Agency Specific Questions	30
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Guide to this report	32

### RESPONSES:

**66 of 124**

### RESPONSE RATE:

**53%**

# 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.

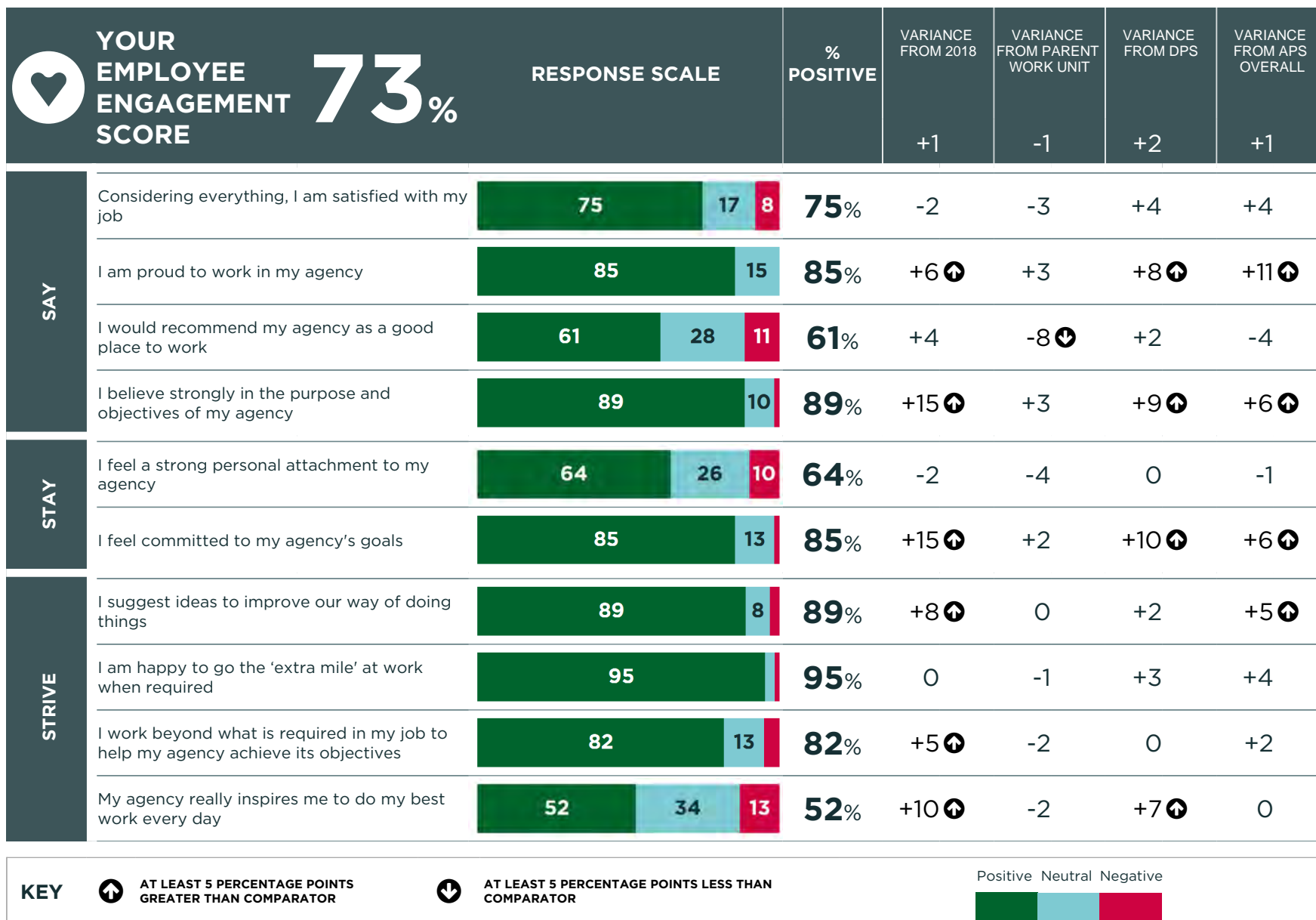
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	48%	-2	-12↓	-3	+11↑
Female	<div></div>	50%	+6↑	+12↑	+5↑	-9↓

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

Yes		0%	-	-1	-2	-4
No	<div></div>	100%	0	+1	+2	+4

Do you have an ongoing disability?

Yes	<div></div>	9%	+3	+2	+3	+1
No	<div></div>	91%	-3	-2	-3	-1

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	82%	-3	+3	0	+4
Other country	<div></div>	18%	+3	-3	0	-4

Do you speak a language other than English at home?

No, English only	<div></div>	88%	+5 ↑	+4	+2	+7 ↑
Yes, other	<div></div>	12%	-5 ↓	-4	-2	-7 ↓

Do you have carer responsibilities?

Yes	<div></div>	33%	+5 ↑	0	-1	-8 ↓
No	<div></div>	67%	-5 ↓	0	+1	+8 ↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
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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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	<div><div>79</div><div>19</div></div>	79%	+5⬆	-9⬇	-3	-9⬇
	My SES manager actively supports people of diverse backgrounds	<div><div>41</div><div>56</div></div>	41%	+2	-24⬇	-24⬇	-27⬇
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	<div><div>56</div><div>38</div></div>	56%	+7⬆	-14⬇	-8⬇	-23⬇
	My supervisor actively supports people from diverse backgrounds	<div><div>64</div><div>34</div></div>	64%	+3	-15⬇	-14⬇	-22⬇
	My agency supports and actively promotes an inclusive workplace culture	<div><div>67</div><div>33</div></div>	67%	+4	-6⬇	+4	-11⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





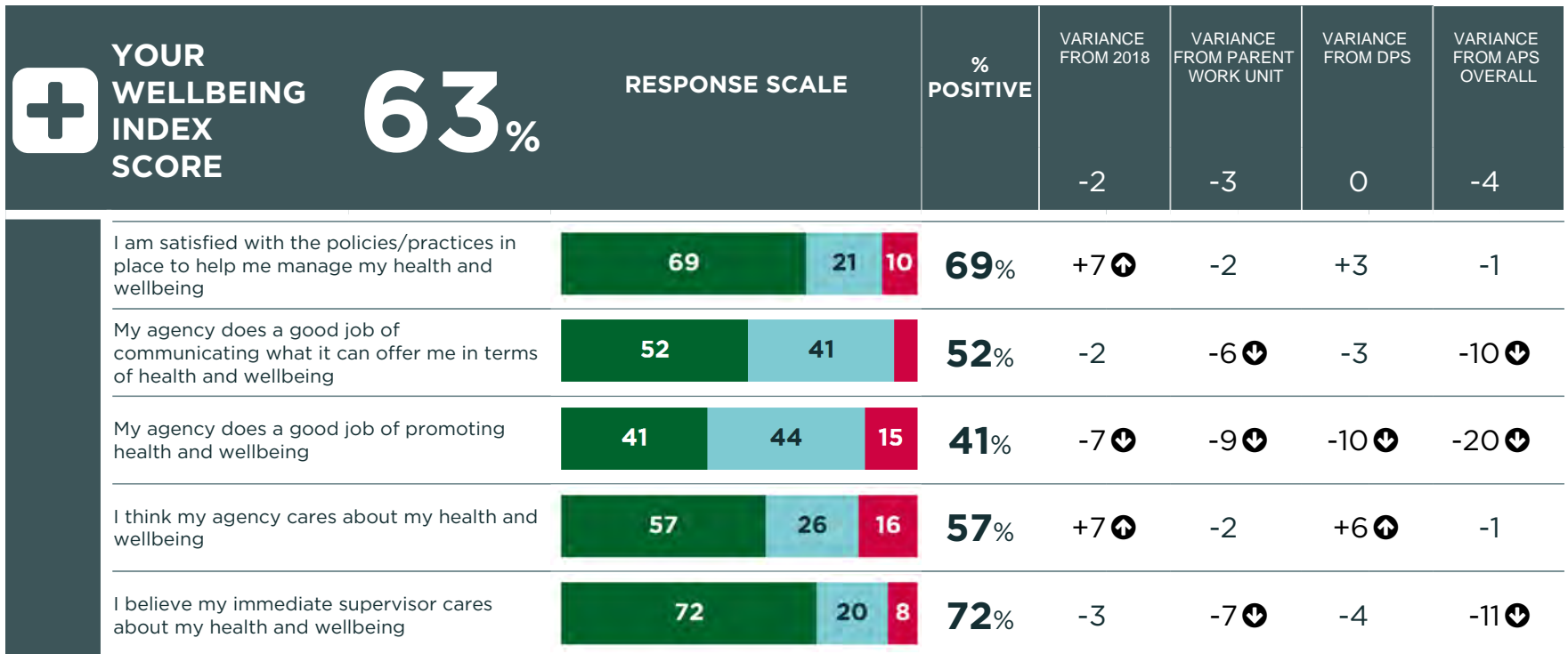
# WELLBEING INDEX



## 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.**



### 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 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?

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

s47F

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2018

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>42</div><div>38</div><div>21</div></div>	42%	+9⬆	-9⬇	-2	-14⬇
In my agency, communication between the SES and other employees is effective	<div><div>38</div><div>46</div><div>15</div></div>	38%	+15⬆	-8⬇	+2	-10⬇
In my agency, the SES actively contribute to the work of our agency	<div><div>55</div><div>34</div><div>11</div></div>	55%	+19⬆	-3	+3	-9⬇
In my agency, the SES are of a high quality	<div><div>35</div><div>46</div><div>19</div></div>	35%	+11⬆	-11⬇	-4	-22⬇
In my agency, the SES work as a team	<div><div>43</div><div>50</div><div></div></div>	43%	+18⬆	0	+6⬆	-3
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>43</div><div>46</div><div>11</div></div>	43%	+7⬆	-6⬇	0	-15⬇

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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	67 21 11	67%	-7 ↓	-15 ↓	-15 ↓	-21 ↓
	My supervisor communicates effectively	57 25 18	57%	-15 ↓	-12 ↓	-15 ↓	-22 ↓
	My supervisor encourages me to contribute ideas	66 27	66%	-1	-12 ↓	-12 ↓	-18 ↓
	My supervisor displays resilience when faced with difficulties or failures	61 32	61%	0	-14 ↓	-11 ↓	-19 ↓
	My supervisor gives me responsibility and holds me to account for what I deliver	75 20	75%	-1	-11 ↓	-6 ↓	-10 ↓
	My supervisor challenges me to consider new ways of doing things	56 32 11	56%	+3	-11 ↓	-8 ↓	-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

## Immediate supervisor

### RESPONSE SCALE

%

VARIANCE  
FROM 2018

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>	92%	+3	+2	+6	+12
In the same office as me but on a different floor	<div></div>	5%	-3	-2	-7	+2
In a different office, but in the same town/city	<div></div>	3%	0	0	+1	0
In a different town/city or state		0%	-	-	-	-14
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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>70</div><div>23</div><div></div></div>	70%	+4	0	+2	-6⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>44</div><div>48</div><div>8</div></div>	44%	+10⬆️	-7⬇️	-1	-10⬇️
	My agency actively encourages ethical behaviour by all of its employees	<div><div>79</div><div>15</div><div></div></div>	79%	+2	0	+10⬆️	-2
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>34</div><div>57</div><div>8</div></div>	34%	-2	-1	+3	+4
	Staff are consulted about change at work	<div><div>36</div><div>49</div><div>15</div></div>	36%	-8⬇️	-8⬇️	0	-12⬇️
	I am happy to go the 'extra mile' at work when required	<div><div>95</div><div></div><div></div></div>	95%	0	-1	+3	+4
	Internal communication within my agency is effective	<div><div>48</div><div>34</div><div>18</div></div>	48%	+5⬆️	-7⬇️	+9⬆️	-1
	In general, employees in my agency feel they are valued for their contribution	<div><div>43</div><div>39</div><div>18</div></div>	43%	+12⬆️	-6⬇️	+2	-4
	My agency really inspires me to do my best work every day	<div><div>52</div><div>34</div><div>13</div></div>	52%	+10⬆️	-2	+7⬆️	0

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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	45%	+9 ⬆	-7 ⬇	0	-6 ⬇
Often	<div></div>	48%	-9 ⬇	+6 ⬆	+7 ⬆	+9 ⬆
Sometimes	<div></div>	3%	0	-1	-7 ⬇	-4
Rarely		0%	-	-	-2	-1
Never		0%	-	-	-1	0
Not sure	<div></div>	3%	+2	+2	+2	+2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	40%	-4	-15 ↓	-12 ↓	-22 ↓
Often	<div></div>	42%	+3	+10 ↑	+9 ↑	+13 ↑
Sometimes	<div></div>	10%	0	+1	0	+4
Rarely	<div></div>	2%	-2	0	-2	0
Never		0%	-	-	-1	0
Not sure	<div></div>	7%	+5 ↑	+4	+5 ↑	+5 ↑

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		25%	0	-11↓	-5↓	-19↓
Often		29%	0	-6↓	-3	-2
Sometimes		10%	-8↓	-1	-6↓	+1
Rarely		3%	0	0	-3	+1
Never		0%	-	-	-1	-1
Not sure		32%	+8↑	+17↑	+19↑	+19↑

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>24%</b>	-	-9↓	-6↓	-18↓
Often		<b>34%</b>	-	+1	+4	+3
Sometimes		<b>14%</b>	-	-2	-6↓	+1
Rarely		<b>2%</b>	-	-3	-6↓	-2
Never		<b>5%</b>	-	+3	+2	+4
Not sure		<b>22%</b>	-	+11↑	+12↑	+13↑

### 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

VARIANCE FROM PARENT WORK UNIT

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		8%	-3	+1	-5 ⬇	-4
No		92%	+3	-1	+5 ⬆	+4

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 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

VARIANCE FROM PARENT WORK UNIT

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		7%	-6 ↓	-1	-11 ↓	-6 ↓
No		70%	-7 ↓	-10 ↓	-4	-10 ↓
Not Sure		23%	+13 ↑	+11 ↑	+15 ↑	+17 ↑

#### 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	86 10	86%	0	0	+7↑	+5↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	81 8 11	81%	+7↑	+6↑	+14↑	+18↑
	Considering everything, I am satisfied with my job	75 17 8	75%	-2	-3	+4	+4
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	78 17	78%	+3	0	-1	0
	I am satisfied with the stability and security of my current job	83 16	83%	+18↑	+6↑	+14↑	+10↑
	I am satisfied with the opportunities for career progression in my agency	27 30 43	27%	+3	-15↓	-10↓	-16↓

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

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	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	61 31 8	61%	+4	-14 ⬇	-16 ⬇	-22 ⬇
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	66 15 20	66%	-3	-4	-6 ⬇	-9 ⬇
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	48 39 13	48%	+19 ⬆	-5 ⬇	0	-7 ⬇
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	23 57 20	23%	+4	+6 ⬆	+3	-6 ⬇
	My immediate supervisor actively supports opportunities for mobility	43 41 16	43%	+14 ⬆	+4	+2	-5 ⬇

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<div><div>83</div><div>13</div></div>	83%	-	+9 ↑	+7 ↑	+8 ↑
My workgroup has the tools and resources we need to perform well	<div><div>77</div><div>20</div></div>	77%	+5 ↑	+11 ↑	+18 ↑	+18 ↑
The work processes we have in place allow me to be as productive as possible	<div><div>65</div><div>25</div><div>10</div></div>	65%	+12 ↑	+4	+11 ↑	+11 ↑
The people in my workgroup complete work to a high standard	<div><div>78</div><div>20</div></div>	78%	-3	-1	+5 ↑	+1
The people in my work group use time and resources efficiently	<div><div>73</div><div>18</div><div>8</div></div>	73%	-	+2	+8 ↑	+3
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>80</div><div>17</div></div>	80%	-3	-1	+7 ↑	+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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	-----------------------	--------------------------------------	----------------------	---------------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	80%	-1	-1	+4	-2
No	<div></div>	20%	+1	+1	-4	+2

Received constructive feedback from your supervisor

Yes	<div></div>	74%	-2	-4	-1	-10 ↓
No	<div></div>	26%	+2	+4	+1	+10 ↑

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

Yes	<div></div>	77%	+9 ↑	-4	+2	-5 ↓
No	<div></div>	23%	-9 ↓	+4	-2	+5 ↑

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	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%	+1	+5 ⬆	+12 ⬆	+5 ⬆
No	<div></div>	5%	-5 ⬇	-7 ⬇	-12 ⬇	-4
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	15%	+3	+2	+1	-1

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

Yes	<div></div>	8%	-11 ⬇	-8 ⬇	-11 ⬇	-18 ⬇
No	<div></div>	13%	-3	-1	-6 ⬇	-2
Not applicable (e.g. my performance has not changed)	<div></div>	78%	+14 ⬆	+9 ⬆	+17 ⬆	+20 ⬆

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>69</div><div>18</div><div>13</div></div>	69%	-1	+4	+7⬆	+8⬆
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>38</div><div>44</div><div>18</div></div>	38%	-7⬇	-13⬇	-14⬇	-22⬇
My overall experience of performance management in my agency has been useful for my development	<div><div>33</div><div>33</div><div>34</div></div>	33%	-2	-7⬇	-7⬇	-15⬇
My supervisor openly demonstrates commitment to performance management	<div><div>59</div><div>31</div><div>10</div></div>	59%	+11⬆	+1	+5⬆	-5⬇
I received recognition when I last accomplished something significant at work	<div><div>64</div><div>21</div><div>15</div></div>	64%	+5⬆	-2	+1	-3
I can identify a clear connection between my job and my agency's purpose	<div><div>92</div><div></div><div></div></div>	92%	+3	+6⬆	+13⬆	+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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>80</div><div>16</div></div>	80%	+13 ⬆	+6 ⬆	+4	0
My supervisor shares links, readings and information	<div><div>56</div><div>20</div><div>25</div></div>	56%	+21 ⬆	-7 ⬇	-6 ⬇	-18 ⬇
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>52</div><div>23</div><div>25</div></div>	52%	+16 ⬆	-3	-3	-14 ⬇
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>62</div><div>33</div></div>	62%	+6 ⬆	-8 ⬇	-7 ⬇	-13 ⬇
I access learning and development solutions to meet my needs	<div><div>67</div><div>28</div></div>	67%	-	+1	-1	-6 ⬇
I have a clear understanding of my development needs	<div><div>67</div><div>25</div><div>8</div></div>	67%	-1	-4	-4	-11 ⬇
I spend time out of working hours building my capability	<div><div>59</div><div>20</div><div>21</div></div>	59%	+11 ⬆	-1	0	+6 ⬆
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>74</div><div>20</div></div>	74%	-2	-5 ⬇	-1	-4

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job?						
Yes, outside the APS	<div></div>	7%	-4	-8⬇️	-7⬇️	-6⬇️
Yes, in my agency	<div></div>	21%	+9⬆️	-4	-3	-17⬇️
Yes, in another APS agency	<div></div>	16%	-9⬇️	-3	-4	-2
No	<div></div>	66%	+5⬆️	+7⬆️	+11⬆️	+17⬆️
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	<div></div>	7%	0	+2	-1	+1
I want to leave my agency within the next 12 months	<div></div>	16%	+5⬆️	+2	+3	+7⬆️
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	5%	-10⬇️	-5⬇️	-4	-5⬇️
I want to stay working for my agency for the next one to two years	<div></div>	16%	-3	-5⬇️	-6⬇️	-9⬇️
I want to stay working for my agency for at least the next three years	<div></div>	56%	+7⬆️	+6⬆️	+7⬆️	+5⬆️

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS






## EXPLORE THE FULL RESULTS

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.

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-------------------	---------------------------

Primary reasons behind desire to leave agency (3 highest responses):

There is a lack of future career opportunities in my agency		18%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		18%	-	-	-	-
I am intending to retire		18%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>54</div><div>39</div><div></div></div>	54%	-4	-10 ↓	-7 ↓	-16 ↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>47</div><div>37</div><div>15</div></div>	47%	0	-6 ↓	-2	-12 ↓
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>43</div><div>41</div><div>16</div></div>	43%	-	-3	+2	-9 ↓
Appropriate risk taking is rewarded in my agency	<div><div>17</div><div>60</div><div>22</div></div>	17%	+2	+1	-1	-8 ↓
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>28</div><div>55</div><div>17</div></div>	28%	-4	-9 ↓	-6 ↓	-15 ↓
When things go wrong, my agency uses this as an opportunity to learn	<div><div>43</div><div>47</div><div>10</div></div>	43%	-	-2	+7 ↑	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



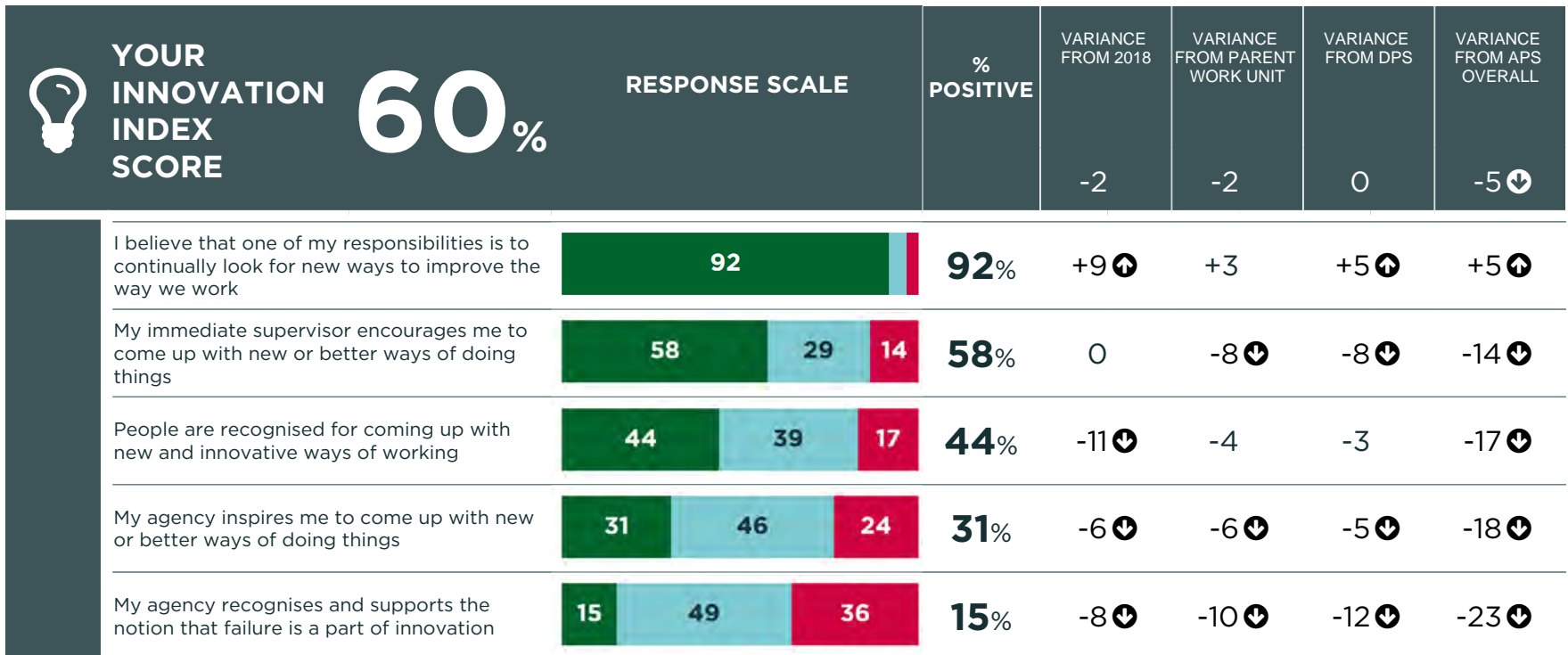
# INNOVATION INDEX



## 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.



### 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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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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>38</div><div>55</div><div></div></div>	38%	-3	-10 ⬇	-8 ⬇
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>60</div><div>26</div><div>14</div></div>	60%	-23 ⬇	-9 ⬇	-10 ⬇
I can count on my peers when I need help	<div><div>86</div><div>14</div><div></div></div>	86%	+1	0	+4
I believe I collaborate well with my peers	<div><div>95</div><div></div><div></div></div>	95%	0	+2	+1
I feel safe to raise new ideas and receive feedback	<div><div>71</div><div>24</div><div></div></div>	71%	-9 ⬇	-11 ⬇	-4
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>36</div><div>41</div><div>22</div></div>	36%	+11 ⬆	-12 ⬇	-7 ⬇
I understand the priorities for my work in the next six months	<div><div>95</div><div></div><div></div></div>	95%	+10 ⬆	+10 ⬆	+20 ⬆
DPS is moving in the right direction	<div><div>46</div><div>53</div><div></div></div>	46%	+8 ⬆	-9 ⬇	-3
I am looking forward to the next 12 months with enthusiasm	<div><div>46</div><div>42</div><div>12</div></div>	46%	-8 ⬇	-9 ⬇	-4

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?

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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?

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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:

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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.

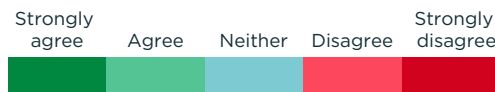
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 INFORMATION SERVICES

## 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.

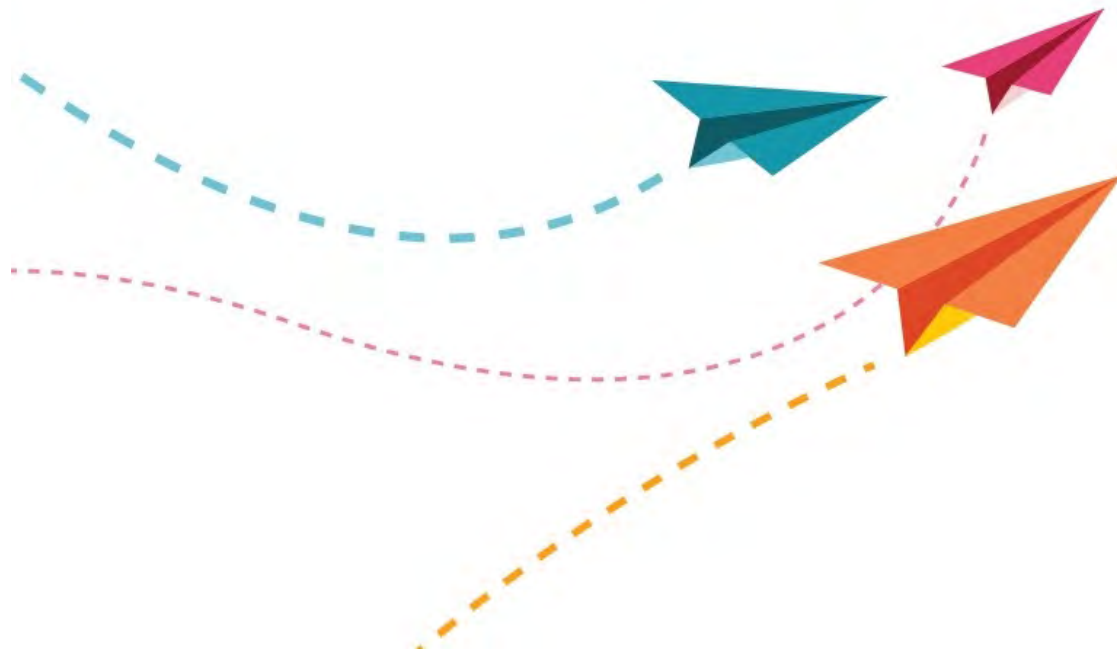
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

### Parliamentary Experience Branch



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#### RESPONSES:

**68 of 120**

#### RESPONSE RATE:

**57%**

# 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.

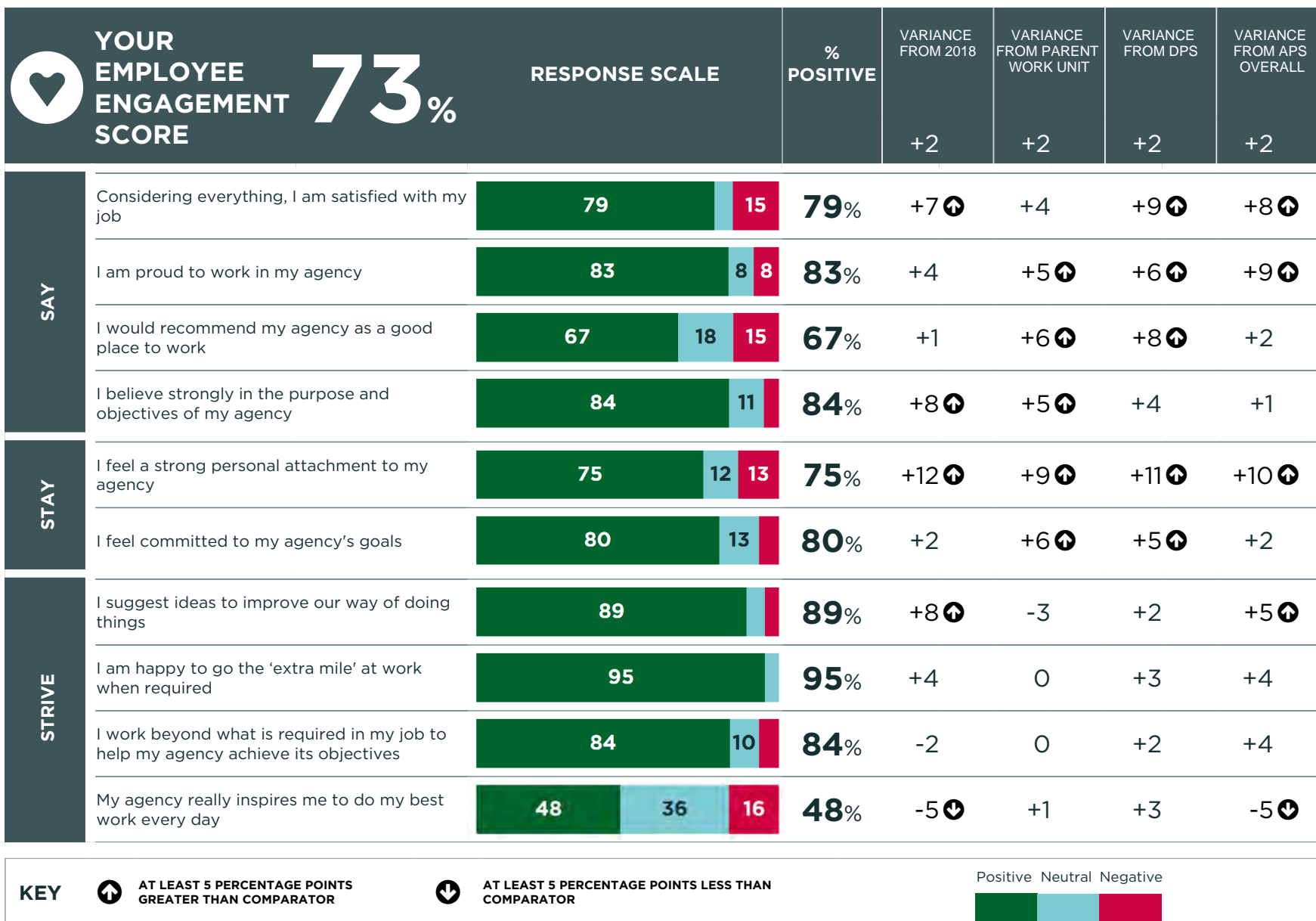
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	41%	-1	+6	-10	+4
Female	<div></div>	57%	+3	-6	+12	-1

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

Yes	<div></div>	5%	+3	+2	+2	+1
No	<div></div>	95%	-3	-2	-2	-1

Do you have an ongoing disability?

Yes	<div></div>	7%	+4	+1	+1	-1
No	<div></div>	93%	-4	-1	-1	+1

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	76%	+4	-4	-5↓	-2
Other country	<div></div>	24%	-4	+4	+5↑	+2

Do you speak a language other than English at home?

No, English only	<div></div>	79%	-1	0	-7↓	-2
Yes, other	<div></div>	21%	+1	0	+7↑	+2

Do you have carer responsibilities?

Yes	<div></div>	34%	+3	-2	0	-7↓
No	<div></div>	66%	-3	+2	0	+7↑

### 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	92	92%	+10 ⬆	+4	+11 ⬆	+4
	My SES manager actively supports people of diverse backgrounds	81	81%	+20 ⬆	+2	+16 ⬆	+13 ⬆
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	75	75%	+8 ⬆	+1	+11 ⬆	-4
	My supervisor actively supports people from diverse backgrounds	89	89%	+16 ⬆	+3	+11 ⬆	+3
	My agency supports and actively promotes an inclusive workplace culture	71	71%	+6 ⬆	+3	+8 ⬆	-7 ⬇

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	68%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
					+3	-1	+5 ↑	+1
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	80	12 8	80%	+10 ↑	+4	+14 ↑	+10 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	68	17 15	68%	+6 ↑	-1	+13 ↑	+5 ↑
	My agency does a good job of promoting health and wellbeing	65	18 17	65%	+13 ↑	-2	+14 ↑	+4
	I think my agency cares about my health and wellbeing	64	20 15	64%	+3	0	+13 ↑	+7 ↑
	I believe my immediate supervisor cares about my health and wellbeing	78	15	78%	+8 ↑	-3	+3	-4

### 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: 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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

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

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>54</div><div>19</div><div>27</div></div>	54%	+3	+6	+11	-1
In my agency, communication between the SES and other employees is effective	<div><div>42</div><div>24</div><div>34</div></div>	42%	+5	+3	+6	-6
In my agency, the SES actively contribute to the work of our agency	<div><div>61</div><div>19</div><div>20</div></div>	61%	+9	+3	+9	-3
In my agency, the SES are of a high quality	<div><div>44</div><div>25</div><div>31</div></div>	44%	-4	0	+5	-12
In my agency, the SES work as a team	<div><div>42</div><div>31</div><div>27</div></div>	42%	+3	+3	+4	-4
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>45</div><div>29</div><div>26</div></div>	45%	-2	+1	+2	-12

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	<div><div>89</div><div></div><div></div></div>	89%	+11↑	+2	+7↑	+1
My supervisor communicates effectively	<div><div>81</div><div></div><div>13</div></div>	81%	+14↑	-1	+9↑	+2
My supervisor encourages me to contribute ideas	<div><div>84</div><div></div><div>13</div></div>	84%	+17↑	-2	+7↑	+1
My supervisor displays resilience when faced with difficulties or failures	<div><div>75</div><div>17</div><div>8</div></div>	75%	+12↑	-1	+3	-5↓
My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>80</div><div>14</div><div></div></div>	80%	+3	-1	-1	-6↓
My supervisor challenges me to consider new ways of doing things	<div><div>67</div><div>16</div><div>17</div></div>	67%	+10↑	-5↓	+2	-8↓

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 2018

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>	75%	-4	-11↓	-11↓	-5↓
In the same office as me but on a different floor	<div></div>	22%	+5↑	+11↑	+10↑	+19↑
In a different office, but in the same town/city	<div></div>	3%	-1	0	+1	0
In a different town/city or state		0%	-	-	-	-14↓
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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	75 23	75%	+5⬆	+1	+7⬆	-1
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	36 51 14	36%	-1	-6⬇	-10⬇	-18⬇
	My agency actively encourages ethical behaviour by all of its employees	87 10	87%	+12⬆	+14⬆	+18⬆	+6⬆
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	30 42 28	30%	-2	+2	-2	-1
	Staff are consulted about change at work	36 29 36	36%	-2	0	0	-13⬇
	I am happy to go the 'extra mile' at work when required	95	95%	+4	0	+3	+4
	Internal communication within my agency is effective	35 12 53	35%	-4	+1	-4	-13⬇
	In general, employees in my agency feel they are valued for their contribution	52 15 33	52%	+12⬆	+5⬆	+12⬆	+6⬆
	My agency really inspires me to do my best work every day	48 36 16	48%	-5⬇	+1	+3	-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

%

VARIANCE  
FROM 2018

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	45%	+12 ⬆	+1	0	-6 ⬇
Often	<div></div>	46%	-1	0	+5 ⬆	+7 ⬆
Sometimes	<div></div>	9%	-2	+3	-1	+2
Rarely		0%	-	-2	-2	-1
Never		0%	-	-1	-1	0
Not sure		0%	-	-1	-1	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>57%</b>	+13	+2	+5	-5
Often		<b>30%</b>	-1	-2	-2	+2
Sometimes		<b>11%</b>	-2	+2	+1	+5
Rarely		<b>2%</b>	-6	-1	-2	+1
Never		<b>0%</b>	-	-	-1	0
Not sure		<b>0%</b>	-	-1	-2	-2

### 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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>23%</b>	-13 ↓	-9 ↓	-7 ↓	-21 ↓
Often		<b>39%</b>	+9 ↑	+4	+7 ↑	+9 ↑
Sometimes		<b>18%</b>	+6 ↑	0	+1	+9 ↑
Rarely		<b>7%</b>	+3	+1	+1	+5 ↑
Never		<b>0%</b>	-	-	-1	-1
Not sure		<b>13%</b>	-6 ↓	+4	-1	-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

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		25%	-	-11↓	-4	-17↓
Often		41%	-	+11↑	+11↑	+10↑
Sometimes		13%	-	-7↓	-7↓	0
Rarely		11%	-	+4	+3	+7↑
Never		4%	-	+1	0	+2
Not sure		7%	-	+1	-2	-2

### 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

VARIANCE FROM PARENT WORK UNIT

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		14%	+3	+1	+1	+2
No		86%	-3	-1	-1	-2

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 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

VARIANCE FROM PARENT WORK UNIT

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		12%	-6 ↓	-4	-6 ↓	-1
No		84%	+6 ↑	+9 ↑	+10 ↑	+4
Not Sure		4%	0	-5 ↓	-4	-3

#### 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	83 11	83%	-2	+1	+5 ⬆	+3
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	61 11 29	61%	+7 ⬆	-8 ⬇	-6 ⬇	-2
	Considering everything, I am satisfied with my job	79 15	79%	+7 ⬆	+4	+9 ⬆	+8 ⬆
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	78 15	78%	+1	-7 ⬇	-1	+1
	I am satisfied with the stability and security of my current job	59 14 27	59%	+1	-3	-10 ⬇	-14 ⬇
	I am satisfied with the opportunities for career progression in my agency	37 28 35	37%	+1	-4	0	-6 ⬇

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	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	76 16 8	76%	-2	-6↓	0	-7↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	73 22	73%	+8↑	-3	+2	-1
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	53 24 24	53%	+15↑	+2	+5↑	-2
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	27 32 41	27%	+6↑	-1	+7↑	-2
	My immediate supervisor actively supports opportunities for mobility	44 31 25	44%	+11↑	-2	+4	-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

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	91	91%	-	+7 ↑	+15 ↑	+16 ↑
My workgroup has the tools and resources we need to perform well	62 16 22	62%	+2	+7 ↑	+4	+4
The work processes we have in place allow me to be as productive as possible	57 10 33	57%	+8 ↑	+7 ↑	+3	+3
The people in my workgroup complete work to a high standard	76 21	76%	+1	+1	+2	-2
The people in my work group use time and resources efficiently	62 24 14	62%	-	-5 ↓	-3	-8 ↓
My supervisor ensures that my workgroup delivers on what we are responsible for	72 18 11	72%	+2	0	-1	-7 ↓

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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	-----------------------	--------------------------------------	----------------------	---------------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	74%	+9	0	-2	-8
No	<div></div>	26%	-9	0	+2	+8

Received constructive feedback from your supervisor

Yes	<div></div>	74%	+2	0	-1	-10
No	<div></div>	26%	-2	0	+1	+10

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

Yes	<div></div>	74%	+12	0	-1	-8
No	<div></div>	26%	-12	0	+1	+8

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	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>	71%	+19 ⬆	+8 ⬆	+2	-4
No	<div></div>	24%	-5 ⬇	+4	+7 ⬆	+16 ⬆
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	5%	-15 ⬇	-13 ⬇	-9 ⬇	-11 ⬇

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

Yes	<div></div>	28%	+14 ⬆	+6 ⬆	+8 ⬆	+1
No	<div></div>	29%	+2	+7 ⬆	+10 ⬆	+14 ⬆
Not applicable (e.g. my performance has not changed)	<div></div>	43%	-16 ⬇	-13 ⬇	-18 ⬇	-15 ⬇

### 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?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>63</div><div>15</div><div>22</div></div>	63%	+1	+1	+1	+2
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>62</div><div>19</div><div>19</div></div>	62%	+13⬆	+1	+10⬆	+2
My overall experience of performance management in my agency has been useful for my development	<div><div>52</div><div>22</div><div>26</div></div>	52%	+9⬆	+6⬆	+12⬆	+4
My supervisor openly demonstrates commitment to performance management	<div><div>59</div><div>22</div><div>19</div></div>	59%	+16⬆	+2	+5⬆	-5⬇
I received recognition when I last accomplished something significant at work	<div><div>71</div><div>16</div><div>14</div></div>	71%	+14⬆	+2	+8⬆	+4
I can identify a clear connection between my job and my agency's purpose	<div><div>88</div><div></div><div></div></div>	88%	+18⬆	+5⬆	+9⬆	+6⬆

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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>82</div><div>10</div><div>8</div></div>	82%	+18⬆	+1	+6⬆	+2
My supervisor shares links, readings and information	<div><div>67</div><div>21</div><div>11</div></div>	67%	+20⬆	0	+6⬆	-6⬇
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>58</div><div>15</div><div>27</div></div>	58%	+20⬆	-1	+2	-8⬇
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>72</div><div>15</div><div>13</div></div>	72%	+15⬆	-4	+3	-3
I access learning and development solutions to meet my needs	<div><div>73</div><div>17</div><div>10</div></div>	73%	-	+3	+5⬆	0
I have a clear understanding of my development needs	<div><div>70</div><div>17</div><div>13</div></div>	70%	+11⬆	-7⬇	-2	-8⬇
I spend time out of working hours building my capability	<div><div>72</div><div>11</div><div>16</div></div>	72%	+11⬆	+6⬆	+13⬆	+19⬆
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>80</div><div>15</div><div></div></div>	80%	+8⬆	+3	+6⬆	+2

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 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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job?						
Yes, outside the APS	<div></div>	13%	-3	-1	0	+1
Yes, in my agency	<div></div>	20%	+4	-1	-5↓	-18↓
Yes, in another APS agency	<div></div>	27%	+1	-1	+6↑	+8↑
No	<div></div>	57%	0	+6↑	+2	+8↑
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	<div></div>	7%	-3	-1	0	+1
I want to leave my agency within the next 12 months	<div></div>	12%	-3	-3	-2	+3
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	12%	+5↑	+3	+3	+2
I want to stay working for my agency for the next one to two years	<div></div>	22%	-7↓	-5↓	0	-3
I want to stay working for my agency for at least the next three years	<div></div>	47%	+8↑	+6↑	-1	-3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS





## EXPLORE THE FULL RESULTS

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.

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-------------------	---------------------------

Primary reasons behind desire to leave agency (3 highest responses):

Senior leadership is of a poor quality		28%	-	-	-	-
There is a lack of future career opportunities in my agency		17%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		17%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>73</div><div>18</div><div>9</div></div>	73%	+9⬆	-2	+12⬆	+3
Risk management concerns are discussed openly and honestly in my agency	<div><div>55</div><div>27</div><div>18</div></div>	55%	-11⬇	0	+6⬆	-4
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>50</div><div>20</div><div>30</div></div>	50%	-	0	+8⬆	-2
Appropriate risk taking is rewarded in my agency	<div><div>27</div><div>36</div><div>38</div></div>	27%	+4	+1	+8⬆	+2
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>36</div><div>36</div><div>29</div></div>	36%	-12⬇	-1	+2	-7⬇
When things go wrong, my agency uses this as an opportunity to learn	<div><div>42</div><div>27</div><div>31</div></div>	42%	-	+4	+5⬆	-5⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



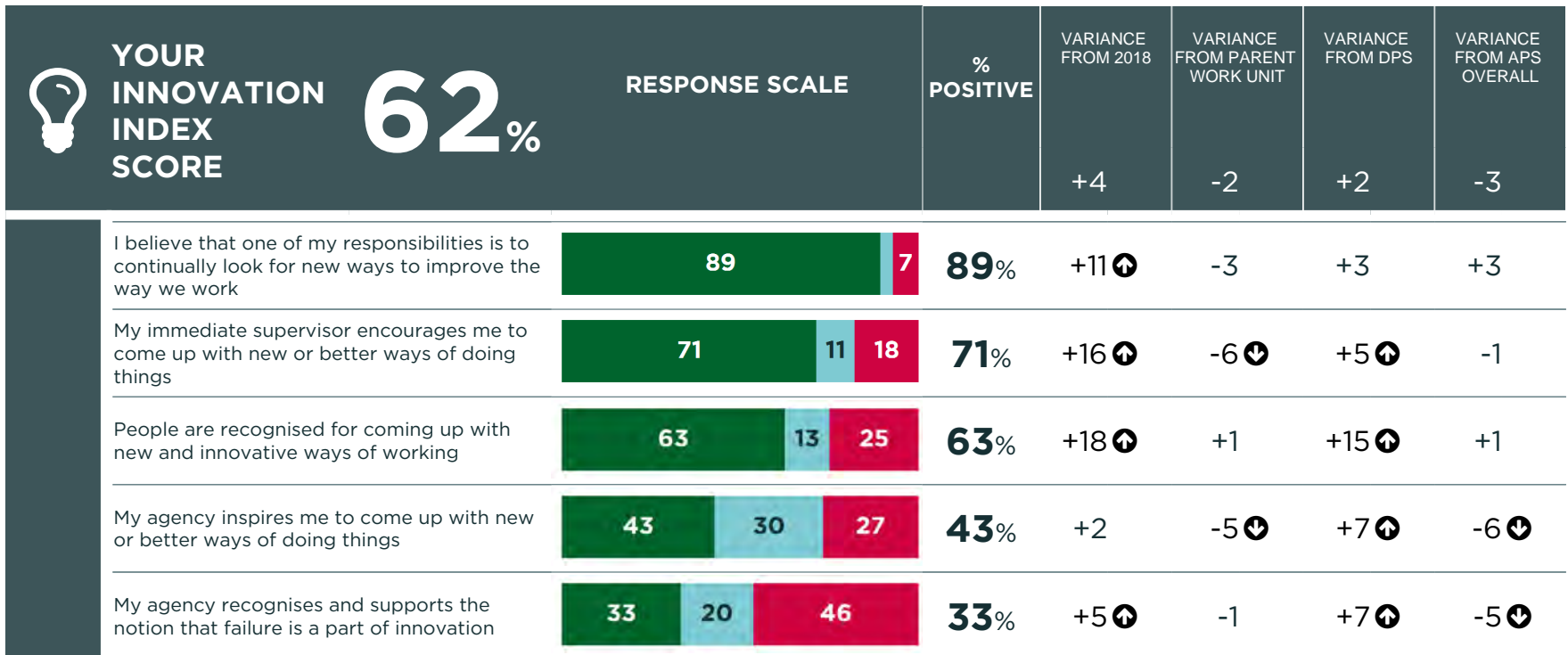
# INNOVATION INDEX



## 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.



### 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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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	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>46</div><div>21</div><div>32</div></div>	46%	-1	-2	+1
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>68</div><div>23</div><div>9</div></div>	68%	-7⬇️	-7⬇️	-2
I can count on my peers when I need help	<div><div>93</div><div></div><div></div></div>	93%	+10⬆️	+8⬆️	+10⬆️
I believe I collaborate well with my peers	<div><div>98</div><div></div><div></div></div>	98%	+6⬆️	+1	+5⬆️
I feel safe to raise new ideas and receive feedback	<div><div>75</div><div>9</div><div>16</div></div>	75%	+7⬆️	-4	0
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>43</div><div>11</div><div>46</div></div>	43%	+3	-3	0
I understand the priorities for my work in the next six months	<div><div>66</div><div></div><div>29</div></div>	66%	-1	-1	-9⬇️
DPS is moving in the right direction	<div><div>50</div><div>27</div><div>23</div></div>	50%	-1	-2	+1
I am looking forward to the next 12 months with enthusiasm	<div><div>55</div><div>20</div><div>25</div></div>	55%	-3	0	+5⬆️

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?

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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?

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---



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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.

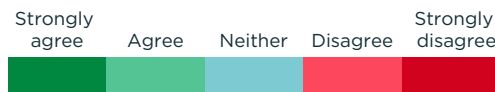
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 TO 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 CHIEF OPERATING OFFICER

## 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.

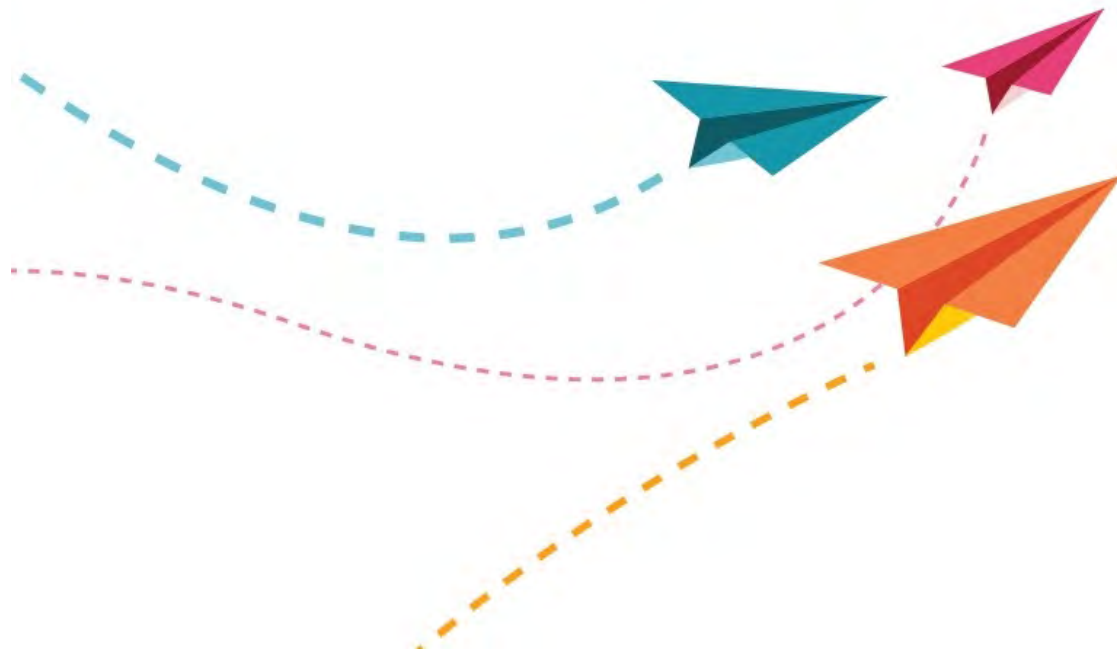
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

Cyber Security and Networks Branch (incl. Office of CIO and Service Delivery & Support Unit)



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### RESPONSES:

12 of 16

### RESPONSE RATE:

75%

# 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.

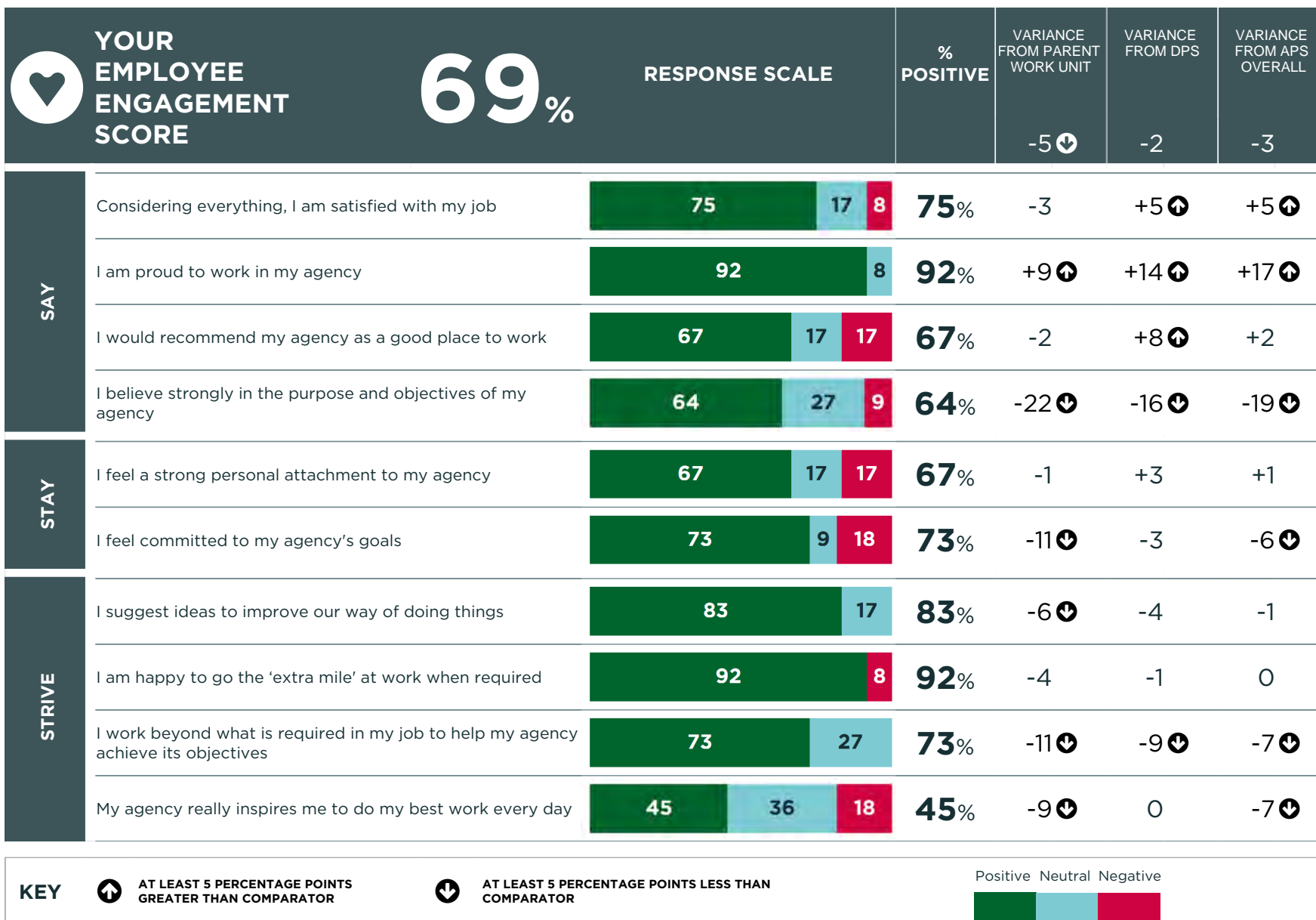
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# 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 PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	67%	+7 ↑	+16 ↑	+29 ↑
Female	<div></div>	33%	-5 ↓	-12 ↓	-25 ↓

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

Yes		0%	-1	-2	-4
No	<div></div>	100%	+1	+2	+4

Do you have an ongoing disability?

Yes		0%	-7 ↓	-6 ↓	-8 ↓
No	<div></div>	100%	+7 ↑	+6 ↑	+8 ↑

### 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 PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

In which country were you born?

Australia	<div></div>	83%	+5	+2	+6
Other country	<div></div>	17%	-5	-2	-6

Do you speak a language other than English at home?

No, English only	<div></div>	83%	0	-2	+2
Yes, other	<div></div>	17%	0	+2	-2

Do you have carer responsibilities?

Yes	<div></div>	33%	0	-1	-8
No	<div></div>	67%	0	+1	+8

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

# INCLUSION AND DIVERSITY



## 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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	92 8	92%	+3	+10 ⬆	+3
	My SES manager actively supports people of diverse backgrounds	50 42 8	50%	-15 ⬇	-14 ⬇	-18 ⬇
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	67 25 8	67%	-3	+2	-12 ⬇
	My supervisor actively supports people from diverse backgrounds	83 8 8	83%	+4	+5 ⬆	-2
	My agency supports and actively promotes an inclusive workplace culture	55 27 18	55%	-19 ⬇	-9 ⬇	-23 ⬇

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		60%		RESPONSE SCALE	% POSITIVE	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
						-6 ⬇	-4	-7 ⬇
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	<div><div>55</div><div>45</div></div>		55%	-17 ⬇	-11 ⬇	-15 ⬇	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	<div><div>45</div><div>27</div><div>27</div></div>		45%	-13 ⬇	-10 ⬇	-17 ⬇	
	My agency does a good job of promoting health and wellbeing	<div><div>36</div><div>45</div><div>18</div></div>		36%	-14 ⬇	-15 ⬇	-25 ⬇	
	I think my agency cares about my health and wellbeing	<div><div>45</div><div>27</div><div>27</div></div>		45%	-14 ⬇	-6 ⬇	-12 ⬇	
	I believe my immediate supervisor cares about my health and wellbeing	<div><div>82</div><div>18</div></div>		82%	+3	+6 ⬆	0	

### 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 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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Senior leadership: Immediate SES manager	My SES manager is of a high quality	s47F			
	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				

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 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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>25</div><div>25</div><div>50</div></div>	25%	-26↓	-18↓	-30↓
In my agency, communication between the SES and other employees is effective	<div><div>27</div><div>45</div><div>27</div></div>	27%	-19↓	-9↓	-22↓
In my agency, the SES actively contribute to the work of our agency	<div><div>42</div><div>25</div><div>33</div></div>	42%	-17↓	-10↓	-22↓
In my agency, the SES are of a high quality	<div><div>33</div><div>42</div><div>25</div></div>	33%	-12↓	-5↓	-23↓
In my agency, the SES work as a team	<div><div>50</div><div>30</div><div>20</div></div>	50%	+6↑	+13↑	+4
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>33</div><div>42</div><div>25</div></div>	33%	-16↓	-9↓	-24↓

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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	<div><div>75</div><div>17</div><div>8</div></div>	75%	-7↓	-7↓	-13↓
	My supervisor communicates effectively	<div><div>67</div><div>17</div><div>17</div></div>	67%	-2	-6↓	-12↓
	My supervisor encourages me to contribute ideas	<div><div>83</div><div></div><div>17</div></div>	83%	+5↑	+6↑	0
	My supervisor displays resilience when faced with difficulties or failures	<div><div>67</div><div>25</div><div>8</div></div>	67%	-8↓	-5↓	-13↓
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>83</div><div>8</div><div>8</div></div>	83%	-3	+2	-3
	My supervisor challenges me to consider new ways of doing things	<div><div>75</div><div>25</div><div></div></div>	75%	+7↑	+10↑	0

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 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>	67%	-23↓	-19↓	-13↓
In the same office as me but on a different floor	<div></div>	25%	+18↑	+13↑	+22↑
In a different office, but in the same town/city	<div></div>	8%	+5↑	+6↑	+6↑
In a different town/city or state		0%	-	-	-14↓
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

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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>55</div><div>36</div><div>9</div></div>	55%	-15⬇️	-14⬇️	-22⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>55</div><div>27</div><div>18</div></div>	55%	+3	+9⬆️	+1
	My agency actively encourages ethical behaviour by all of its employees	<div><div>58</div><div>8</div><div>33</div></div>	58%	-20⬇️	-10⬇️	-22⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>18</div><div>45</div><div>36</div></div>	18%	-18⬇️	-14⬇️	-13⬇️
	Staff are consulted about change at work	<div><div>64</div><div>9</div><div>27</div></div>	64%	+19⬆️	+28⬆️	+16⬆️
	I am happy to go the 'extra mile' at work when required	<div><div>92</div><div></div><div>8</div></div>	92%	-4	-1	0
	Internal communication within my agency is effective	<div><div>50</div><div>17</div><div>33</div></div>	50%	-4	+11⬆️	+2
	In general, employees in my agency feel they are valued for their contribution	<div><div>45</div><div>27</div><div>27</div></div>	45%	-3	+5⬆️	-1
	My agency really inspires me to do my best work every day	<div><div>45</div><div>36</div><div>18</div></div>	45%	-9⬇️	0	-7⬇️

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 PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	<b>64%</b>	+11↑	+19↑	+13↑
Often	<div></div>	<b>27%</b>	-15↓	-14↓	-13↓
Sometimes	<div></div>	<b>9%</b>	+5↑	-1	+2
Rarely		<b>0%</b>	-	-2	-1
Never		<b>0%</b>	-	-1	0
Not sure		<b>0%</b>	-1	-1	-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 PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	73%	+18↑	+21↑	+10↑
Often	<div></div>	9%	-23↓	-23↓	-19↓
Sometimes	<div></div>	9%	0	0	+3
Rarely	<div></div>	9%	+8↑	+6↑	+8↑
Never		0%	-	-1	0
Not sure		0%	-3	-2	-2

### 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 PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>45%</b>	+9	+15	+1
Often		<b>9%</b>	-25	-23	-22
Sometimes		<b>27%</b>	+16	+11	+18
Rarely		<b>18%</b>	+15	+12	+16
Never		<b>0%</b>	-	-1	-1
Not sure		<b>0%</b>	-15	-14	-13

### 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 PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>45%</b>	+12	+16	+4
Often		<b>18%</b>	-15	-12	-13
Sometimes		<b>9%</b>	-6	-10	-4
Rarely		<b>27%</b>	+22	+19	+24
Never		<b>0%</b>	-2	-4	-1
Not sure		<b>0%</b>	-11	-10	-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 PARENT WORK UNIT

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

0%

-7 ↓

-13 ↓

-12 ↓

No

100%

+7 ↑

+13 ↑

+12 ↑

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 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 PARENT  
WORK UNIT

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		0%	-7↓	-18↓	-13↓
No	<div></div>	100%	+20↑	+26↑	+20↑
Not Sure		0%	-12↓	-8↓	-7↓

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

# 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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	92 8	92%	+6 ↑	+13 ↑	+11 ↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	75 8 17	75%	0	+8 ↑	+12 ↑
	Considering everything, I am satisfied with my job	75 17 8	75%	-3	+5 ↑	+5 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	67 33	67%	-11 ↓	-12 ↓	-11 ↓
	I am satisfied with the stability and security of my current job	50 42 8	50%	-27 ↓	-19 ↓	-23 ↓
	I am satisfied with the opportunities for career progression in my agency	42 42 17	42%	0	+5 ↑	-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 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	83 17	83%	+9⬆	+7⬆	0
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F				
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	55 27 18	55%	-15⬇	-17⬇	-20⬇
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	45 45 9	45%	-7⬇	-2	-9⬇
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	9 64 27	9%	-8⬇	-11⬇	-20⬇
	My immediate supervisor actively supports opportunities for mobility	18 64 18	18%	-21⬇	-22⬇	-29⬇

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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	18 45 36	18%	-56⬇️	-58⬇️	-57⬇️
My workgroup has the tools and resources we need to perform well	45 18 36	45%	-20⬇️	-13⬇️	-13⬇️
The work processes we have in place allow me to be as productive as possible	30 30 40	30%	-31⬇️	-24⬇️	-24⬇️
The people in my workgroup complete work to a high standard	55 45	55%	-25⬇️	-19⬇️	-23⬇️
The people in my work group use time and resources efficiently	73 18 9	73%	+1	+8⬆️	+3
My supervisor ensures that my workgroup delivers on what we are responsible for	55 27 18	55%	-27⬇️	-19⬇️	-24⬇️

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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
--	----------------	---	--------------------------------	-------------------	---------------------------

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

Received regular and timely feedback from your supervisor

Yes	<div></div>	73%	-9↓	-3	-10↓
No	<div></div>	27%	+9↑	+3	+10↑

Received constructive feedback from your supervisor

Yes	<div></div>	73%	-5↓	-2	-11↓
No	<div></div>	27%	+5↑	+2	+11↑

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

Yes	<div></div>	82%	+1	+7↑	0
No	<div></div>	18%	-1	-7↓	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 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>	27%	-48↓	-41↓	-48↓
No	<div></div>	55%	+43↑	+37↑	+46↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	18%	+5↑	+4	+2
In the past 12 months, did your supervisor recognise when your job performance changed for any reason?					
Yes	<div></div>	9%	-8↓	-10↓	-17↓
No	<div></div>	27%	+13↑	+8↑	+12↑
Not applicable (e.g. my performance has not changed)	<div></div>	64%	-5↓	+3	+6↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE 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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>36</div><div>36</div><div>27</div></div>	36%	-28⬇️	-25⬇️	-24⬇️
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>36</div><div>45</div><div>18</div></div>	36%	-14⬇️	-15⬇️	-23⬇️
My overall experience of performance management in my agency has been useful for my development	<div><div>45</div><div>18</div><div>36</div></div>	45%	+6⬆️	+5⬆️	-2
My supervisor openly demonstrates commitment to performance management	<div><div>36</div><div>18</div><div>45</div></div>	36%	-22⬇️	-18⬇️	-27⬇️
I received recognition when I last accomplished something significant at work	<div><div>64</div><div>18</div><div>18</div></div>	64%	-2	+1	-3
I can identify a clear connection between my job and my agency's purpose	<div><div>64</div><div>27</div><div>9</div></div>	64%	-22⬇️	-15⬇️	-18⬇️

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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	<div><div>30</div><div>40</div><div>30</div></div>	30%	-44↓	-46↓	-50↓
My supervisor shares links, readings and information	<div><div>70</div><div>10</div><div>20</div></div>	70%	+7↑	+9↑	-3
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>50</div><div>30</div><div>20</div></div>	50%	-6↓	-6↓	-16↓
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>70</div><div>10</div><div>20</div></div>	70%	0	+2	-4
I access learning and development solutions to meet my needs	<div><div>45</div><div>36</div><div>18</div></div>	45%	-21↓	-22↓	-28↓
I have a clear understanding of my development needs	<div><div>64</div><div>18</div><div>18</div></div>	64%	-7↓	-8↓	-14↓
I spend time out of working hours building my capability	<div><div>73</div><div>27</div></div>	73%	+13↑	+13↑	+19↑
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>82</div><div>18</div></div>	82%	+3	+7↑	+4

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 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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job?					
Yes, outside the APS	<div></div>	27%	+13 ⬆	+14 ⬆	+15 ⬆
Yes, in my agency	<div></div>	36%	+11 ⬆	+12 ⬆	-2
Yes, in another APS agency	<div></div>	55%	+35 ⬆	+34 ⬆	+36 ⬆
No	<div></div>	36%	-22 ⬆	-18 ⬆	-12 ⬆
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	<div></div>	9%	+5 ⬆	+2	+3
I want to leave my agency within the next 12 months	<div></div>	36%	+22 ⬆	+23 ⬆	+27 ⬆
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	9%	-1	0	0
I want to stay working for my agency for the next one to two years	<div></div>	27%	+6 ⬆	+5 ⬆	+2
I want to stay working for my agency for at least the next three years	<div></div>	18%	-31 ⬆	-30 ⬆	-32 ⬆

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK 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 PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>64</div><div>9</div><div>27</div></div>	64%	-1	+3	-6 ⬇
Risk management concerns are discussed openly and honestly in my agency	<div><div>36</div><div>45</div><div>18</div></div>	36%	-17 ⬇	-13 ⬇	-23 ⬇
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div><div>45</div><div>36</div><div>18</div></div>	45%	0	+4	-7 ⬇
Appropriate risk taking is rewarded in my agency	<div><div>9</div><div>55</div><div>36</div></div>	9%	-7 ⬇	-10 ⬇	-16 ⬇
SES in my agency demonstrate the importance of managing risk appropriately	<div><div>36</div><div>27</div><div>36</div></div>	36%	-1	+3	-7 ⬇
When things go wrong, my agency uses this as an opportunity to learn	<div><div>27</div><div>36</div><div>36</div></div>	27%	-18 ⬇	-9 ⬇	-19 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



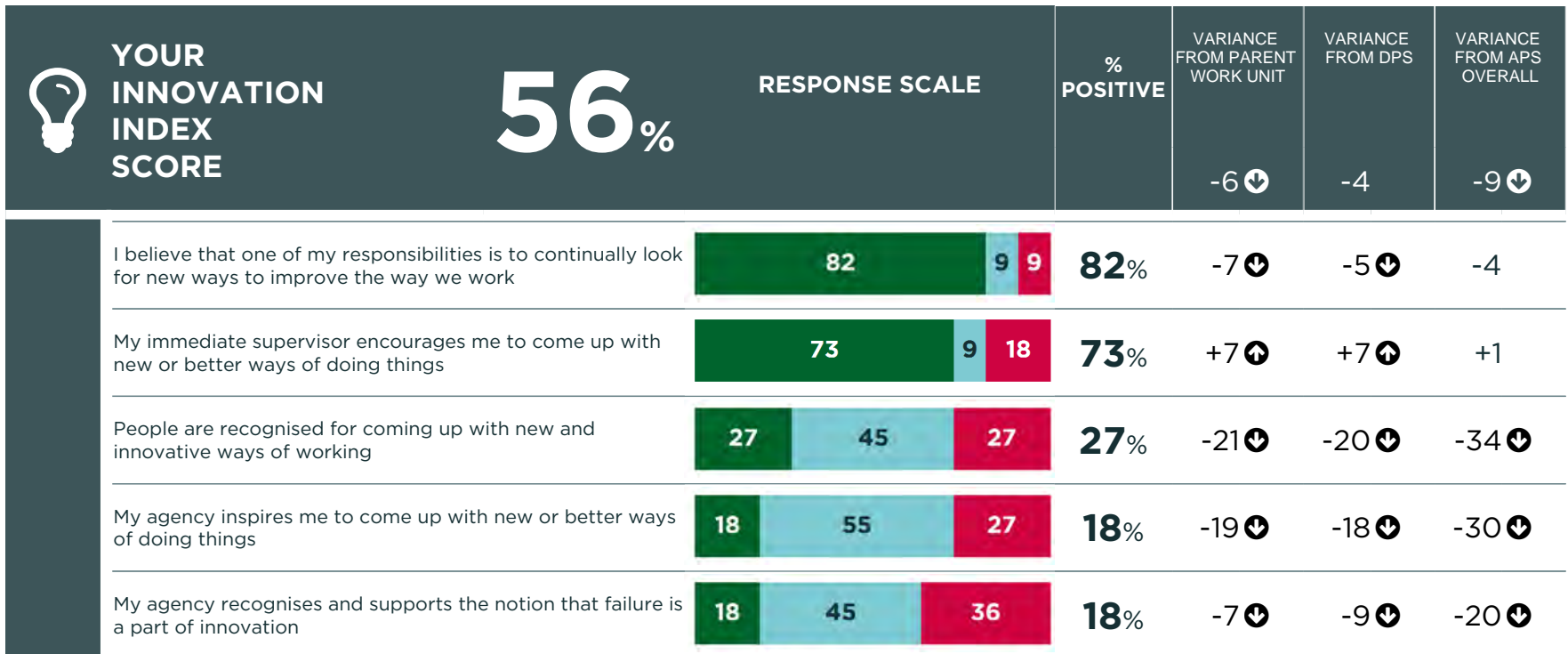
# INNOVATION INDEX



## INNOVATION

THE 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.



### 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

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 PARENT WORK UNIT	VARIANCE FROM DPS
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>36</div><div>45</div><div>18</div></div>	36%	-12⬇️	-9⬇️
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>64</div><div>9</div><div>27</div></div>	64%	-5⬇️	-6⬇️
I can count on my peers when I need help	<div><div>82</div><div>18</div></div>	82%	-4	-1
I believe I collaborate well with my peers	<div><div>73</div><div>27</div></div>	73%	-21⬇️	-21⬇️
I feel safe to raise new ideas and receive feedback	<div><div>64</div><div>27</div><div>9</div></div>	64%	-18⬇️	-11⬇️
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>45</div><div>18</div><div>36</div></div>	45%	-3	+2
I understand the priorities for my work in the next six months	<div><div>73</div><div>27</div></div>	73%	-13⬇️	-2
DPS is moving in the right direction	<div><div>36</div><div>45</div><div>18</div></div>	36%	-18⬇️	-13⬇️
I am looking forward to the next 12 months with enthusiasm	<div><div>55</div><div>27</div><div>18</div></div>	55%	0	+5⬆️

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?

---



---



---

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?

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---



---

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

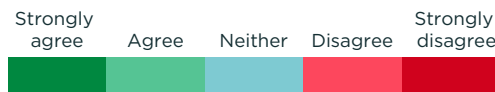
	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
1					
2					
3					



# 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.



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

## 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 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 TO 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 INFORMATION SERVICES



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## DPS - SES

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10

# 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](mailto: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.

YOUR EMPLOYEE ENGAGEMENT SCORE		91%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					↑	+6 ↑	+3	+4
SAY	Considering everything, I am satisfied with my job	90	10	90%	-	+3	+4	-1
	I am proud to work in my agency	100		100%	+8 ↑	+10 ↑	+5 ↑	+4
	I would recommend my agency as a good place to work	90	10	90%	-2	+6 ↑	+2	+1
	I believe strongly in the purpose and objectives of my agency	100		100%	-	+5 ↑	+1	+2
STAY	I feel a strong personal attachment to my agency	90	10	90%	+15 ↑	+7 ↑	+3	+2
	I feel committed to my agency's goals	100		100%	-	+4	+1	+2
STRIVE	I suggest ideas to improve our way of doing things	100		100%	0	+2	+1	+2
	I am happy to go the 'extra mile' at work when required	100		100%	0	+1	+1	+1
	I work beyond what is required in my job to help my agency achieve its objectives	90	10	90%	-2	-4	-4	-6 ↓
	My agency really inspires me to do my best work every day	100		100%	-	+21 ↑	+15 ↑	+16 ↑
KEY		↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR			↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR			Positive Neutral Negative

# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

## Demographics

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

What is your gender?

Male	<div></div>	50%	0	-5↓	0	-8↓
Female	<div></div>	50%	0	+7↑	+2	+10↑
X (Indeterminate/Intersex/Unspecified)		0%	-	0	-	-
Prefer not to say		0%	-	-2	-1	-2

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

Yes		0%	-	-1	-	0
No	<div></div>	100%	0	+1	0	0

Do you have an ongoing disability?

Yes	<div></div>	10%	-	+5↑	+6↑	+6↑
No	<div></div>	90%	-10↓	-5↓	-6↓	-6↓

### 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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENOUS STATUS.

### Demographics

#### RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

In which country were you born?

Australia	<div></div>	100%	-	+19 ↑	+27 ↑	+21 ↑
Other country		0%	-	-19 ↓	-27 ↓	-21 ↓

Do you speak a language other than English at home?

No, English only	<div></div>	100%	-	+8 ↑	+10 ↑	+8 ↑
Yes, other		0%	-	-8 ↓	-10 ↓	-8 ↓

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

%

VARIANCE  
FROM 2017

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Yes		0%	-	-4	-5↓	-3
No	<div></div>	100%	+8↑	+6↑	+7↑	+5↑
Prefer not to say		0%	-	-2	-2	-2

Do you have carer responsibilities?

Yes	<div></div>	40%	-18↓	-12↓	-12↓	-11↓
No	<div></div>	60%	+18↑	+12↑	+12↑	+11↑

### 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 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	100	100%	0	+4	+5 ⬆	+3
	My SES manager actively supports people of diverse backgrounds	100	100%	0	+10 ⬆	+8 ⬆	+7 ⬆
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	100	100%	+25 ⬆	+9 ⬆	+12 ⬆	+8 ⬆
	My supervisor actively supports people from diverse backgrounds	100	100%	-	+8 ⬆	+8 ⬆	+7 ⬆
	My agency supports and actively promotes an inclusive workplace culture	100	100%	-	+9 ⬆	+10 ⬆	+9 ⬆

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 IS BASED ON A RE-CALCULATED 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	81%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					+1	+6 ↑	+2	+3
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	89	11	89%	-11 ↓	+8 ↑	0	-2
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	78	22	78%	-6 ↓	+5 ↑	-3	-4
	My agency does a good job of promoting health and wellbeing	80	20	80%	-3	+10 ↑	+4	0
	I think my agency cares about my health and wellbeing	80	20	80%	+5 ↑	+5 ↑	-1	-1
	I believe my immediate supervisor cares about my health and wellbeing	100		100%	0	+12 ↑	+11 ↑	+11 ↑

### 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 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?

Senior leadership: Immediate SES manager

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My SES manager is of a high quality	100	100%	+17 ⬆	+10 ⬆	+11 ⬆	+8 ⬆
My SES manager is sufficiently visible (e.g. can be seen in action)	90 10	90%	-2	+3	+3	-2
My SES manager communicates effectively	100	100%	+8 ⬆	+14 ⬆	+15 ⬆	+11 ⬆
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	100	100%	+8 ⬆	+10 ⬆	+11 ⬆	+9 ⬆
My SES manager effectively leads and manages change	100	100%	+17 ⬆	+18 ⬆	+18 ⬆	+13 ⬆
My SES manager engages with staff on how to respond to future challenges	100	100%	+17 ⬆	+15 ⬆	+14 ⬆	+12 ⬆

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 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?

Senior Leadership: All SES

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

100

%  
POSITIVE

100%

VARIANCE  
FROM 2017

+17 ⬆

VARIANCE  
FROM APS  
OVERALL

+15 ⬆

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

+14 ⬆

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

+12 ⬆

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

100

100%

+17 ⬆

+23 ⬆

+25 ⬆

+20 ⬆

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

100

100%

+8 ⬆

+19 ⬆

+20 ⬆

+18 ⬆

In my agency, the SES are of a high quality

100

100%

+17 ⬆

+16 ⬆

+16 ⬆

+14 ⬆

In my agency, the SES work as a team

90

10

90%

-

+19 ⬆

+17 ⬆

+17 ⬆

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

100

100%

-

+19 ⬆

+21 ⬆

+17 ⬆

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

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Immediate supervisor	My supervisor treats people with respect	100	100%	0	+8 ↑	+7 ↑	+6 ↑
	My supervisor communicates effectively	100	100%	0	+13 ↑	+13 ↑	+12 ↑
	My supervisor encourages me to contribute ideas	100	100%	0	+8 ↑	+5 ↑	+5 ↑
	My supervisor helps to develop my capability	90 10	90%	-2	+10 ↑	+12 ↑	+10 ↑
	My supervisor displays resilience when faced with difficulties or failures	100	100%	0	+10 ↑	+9 ↑	+8 ↑
	My supervisor gives me responsibility and holds me to account for what I deliver	100	100%	0	+6 ↑	+4	+5 ↑
	My supervisor challenges me to consider new ways of doing things	100	100%	+8 ↑	+14 ↑	+12 ↑	+11 ↑

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 APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	70%	-	+20	+13	+25
In the same office as me but on a different floor	<div></div>	20%	-	+2	+2	+1
In a different office, but in the same town/city	<div></div>	10%	-	+3	+7	+9
In a different town/city or state		0%	-	-21	-19	-30
In a different country		0%	-	-4	-4	-4

### 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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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Culture	I receive the respect I deserve from my colleagues at work	100	100%	+17⬆	+12⬆	+11⬆	+10⬆
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	60 40	60%	+35⬆	+2	+1	+1
	The people in my workgroup treat each other with respect	89 11	89%	-3	-5⬇	-4	-7⬇
	My agency actively encourages ethical behaviour by all of its employees	90 10	90%	-2	-2	-5⬇	-4
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	20 30 50	20%	+12⬆	+6⬆	-5⬇	+4
	Staff are consulted about change at work	70 30	70%	+3	-7⬇	-6⬇	-10⬇
	I am happy to go the 'extra mile' at work when required	100	100%	0	+1	+1	+1
	Internal communication within my agency is effective	100	100%	+42⬆	+33⬆	+33⬆	+29⬆
	In general, employees in my agency feel they are valued for their contribution	90 10	90%	+7⬆	+14⬆	+11⬆	+5⬆
	My agency really inspires me to do my best work every day	100	100%	-	+21⬆	+15⬆	+16⬆
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 2017

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	60%	+18 ↑	-4	-8 ↓	-5 ↓
Often	<div></div>	40%	-18 ↓	+7 ↑	+9 ↑	+6 ↑
Sometimes		0%	-	-2	-1	-1
Rarely		0%	-	0	-	-
Never		0%	-	0	-	-
Not sure		0%	-	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	80%	+22 ⬆	+3	+7 ⬆	+4
Often	<div></div>	20%	-22 ⬇	+1	-3	0
Sometimes		0%	-	-2	-3	-2
Rarely		0%	-	-1	0	0
Never		0%	-	0	-	-
Not sure		0%	-	-1	-	-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 2017

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	60%	+10 ⬆	+3	-2	-2
Often	<div></div>	40%	-2	+5 ⬆	+8 ⬆	+9 ⬆
Sometimes		0%	-	-5 ⬇	-5 ⬇	-5 ⬇
Rarely		0%	-	-1	-	-
Never		0%	-	0	-	-
Not sure		0%	-	-1	-1	-1

### 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 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 APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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		0%	-	-6 ↓	-4	-6 ↓
No	<div></div>	100%	-	+6 ↑	+4	+6 ↑

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 APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes	<div><div></div></div>	10%	-	+5	+4	+6
No	<div><div></div></div>	90%	-	-3	-3	-4
Not sure		0%	-	-2	-1	-2

#### Did you report the harassment or bullying?

I 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.
I 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

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	100	100%	0	+4	+5 ⬆	+3
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	90 10	90%	-2	+9 ⬆	+10 ⬆	+11 ⬆
	Considering everything, I am satisfied with my job	90 10	90%	-	+3	+4	-1
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	90 10	90%	-10 ⬇	+5 ⬆	+2	+5 ⬆
	I am satisfied with the stability and security of my current job	90 10	90%	+7 ⬆	+3	+3	+2
	I am satisfied with the opportunities for career progression in my agency	90 10	90%	+15 ⬆	+21 ⬆	+27 ⬆	+22 ⬆

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	90 10	90%	-2	+4	0	-2
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	100	100%	0	+14 ↑	+9 ↑	+8 ↑
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	80 10 10	80%	-3	+8 ↑	+3	+4
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	80 20	80%	-	+5 ↑	+14 ↑	+3
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	70 30	70%	-	+12 ↑	+12 ↑	+5 ↑
	My immediate supervisor actively supports opportunities for mobility	70 30	70%	-	+2	+9 ↑	-2

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 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the tools and resources we need to perform well	<div> <div>80</div> <div>10</div> <div>10</div> </div>	80%	-	+10 ↑	+13 ↑	+6 ↑
The work processes we have in place allow me to be as productive as possible	<div> <div>80</div> <div>10</div> <div>10</div> </div>	80%	-	+21 ↑	+23 ↑	+19 ↑
The people in my workgroup complete work to a high standard	<div> <div>80</div> <div>20</div> </div>	80%	-	-7 ↓	-9 ↓	-9 ↓
My supervisor ensures that my workgroup delivers on what we are responsible for	<div> <div>100</div> </div>	100%	-	+14 ↑	+14 ↑	+13 ↑

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 APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

Received regular and timely feedback from your supervisor

Yes	<div></div>	100%	-	+14 ↑	+16 ↑	+11 ↑
No		0%	-	-14 ↓	-16 ↓	-11 ↓

Received constructive feedback from your supervisor

Yes	<div></div>	100%	-	+12 ↑	+13 ↑	+9 ↑
No		0%	-	-12 ↓	-13 ↓	-9 ↓

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

Yes	<div></div>	100%	-	+15 ↑	+16 ↑	+10 ↑
No		0%	-	-15 ↓	-16 ↓	-10 ↓

### 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 APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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%	-	-2	+2	-5 ↓
No		0%	-	-7 ↓	-13 ↓	-6 ↓
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	20%	-	+9 ↑	+11 ↑	+11 ↑

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

Yes	<div></div>	11%	-	-15 ↓	-14 ↓	-18 ↓
No	<div></div>	11%	-	-1	-6 ↓	0
Not applicable (e.g. my performance has not changed)	<div></div>	78%	-	+16 ↑	+21 ↑	+19 ↑

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



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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?

100

100%

+9 ⬆

+15 ⬆

+14 ⬆

+16 ⬆

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

90

10

90%

-

+7 ⬆

+6 ⬆

+6 ⬆

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

80

20

80%

-

+10 ⬆

+8 ⬆

+6 ⬆

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

80

20

80%

+13 ⬆

+18 ⬆

+20 ⬆

+15 ⬆

My supervisor openly demonstrates commitment to performance management

90

10

90%

-2

+14 ⬆

+19 ⬆

+10 ⬆

I received recognition when I last accomplished something significant at work

90

10

90%

-

+12 ⬆

+14 ⬆

+9 ⬆

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

100

100%

-

+4

+4

+3

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

90

10

90%

-

+51 ⬆

+43 ⬆

+42 ⬆

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# CAPABILITY



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My immediate supervisor provides time for me to attend learning programs	100	100%	-	+19 ↑	+17 ↑	+17 ↑
My immediate supervisor shares links, readings and information	89 11	89%	-	+25 ↑	+14 ↑	+19 ↑
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	90 10	90%	-	+17 ↑	+19 ↑	+16 ↑
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	100	100%	-	+20 ↑	+20 ↑	+18 ↑
I am able to access learning and development solutions to meet my needs	100	100%	-	+18 ↑	+18 ↑	+15 ↑
I have a clear understanding of my development needs	100	100%	-	+14 ↑	+16 ↑	+13 ↑
I seek out opportunities to apply what I learn in my day-to-day work	100	100%	-	+10 ↑	+14 ↑	+11 ↑
I have the appropriate skills, capabilities, and knowledge to do my job	100	100%	-	+2	+2	+2

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 THEIR AGENCY. PLEASE SEE QUESTION 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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In the last 12 months, have you applied for a job? [Multiple Response]

Yes, outside the APS	<div></div>	20%	+11 ↑	+13 ↑	+10 ↑	+12 ↑
Yes, in my agency	<div></div>	20%	-	-1	+1	+3
Yes, in another APS agency	<div></div>	30%	-6 ↓	+11 ↑	+16 ↑	+10 ↑
No	<div></div>	70%	+6 ↑	+8 ↑	+4	+7 ↑

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		0%	-	-3	-3	-2
I want to leave my agency within the next 12 months		0%	-	-12 ↓	-12 ↓	-10 ↓
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	10%	+2	+6 ↑	+6 ↑	+7 ↑
I want to stay working for my agency for the next one to two years	<div></div>	20%	-47 ↓	-14 ↓	-13 ↓	-21 ↓
I want to stay working for my agency for at least the next three years	<div></div>	70%	+45 ↑	+24 ↑	+22 ↑	+27 ↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK MANAGEMENT



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers	100	100%	-	+10 ↑	+9 ↑	+6 ↑
Risk management concerns are discussed openly and honestly in my agency	100	100%	-	+16 ↑	+15 ↑	+13 ↑
Employees in my agency have the right skills to manage risk effectively	70 10 20	70%	-	+8 ↑	+6 ↑	+4
Appropriate risk taking is rewarded in my agency	50 50	50%	0	+4	-6 ↓	-4
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	90 10	90%	-	+12 ↑	+8 ↑	+8 ↑
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	90 10	90%	-	+20 ↑	+13 ↑	+19 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

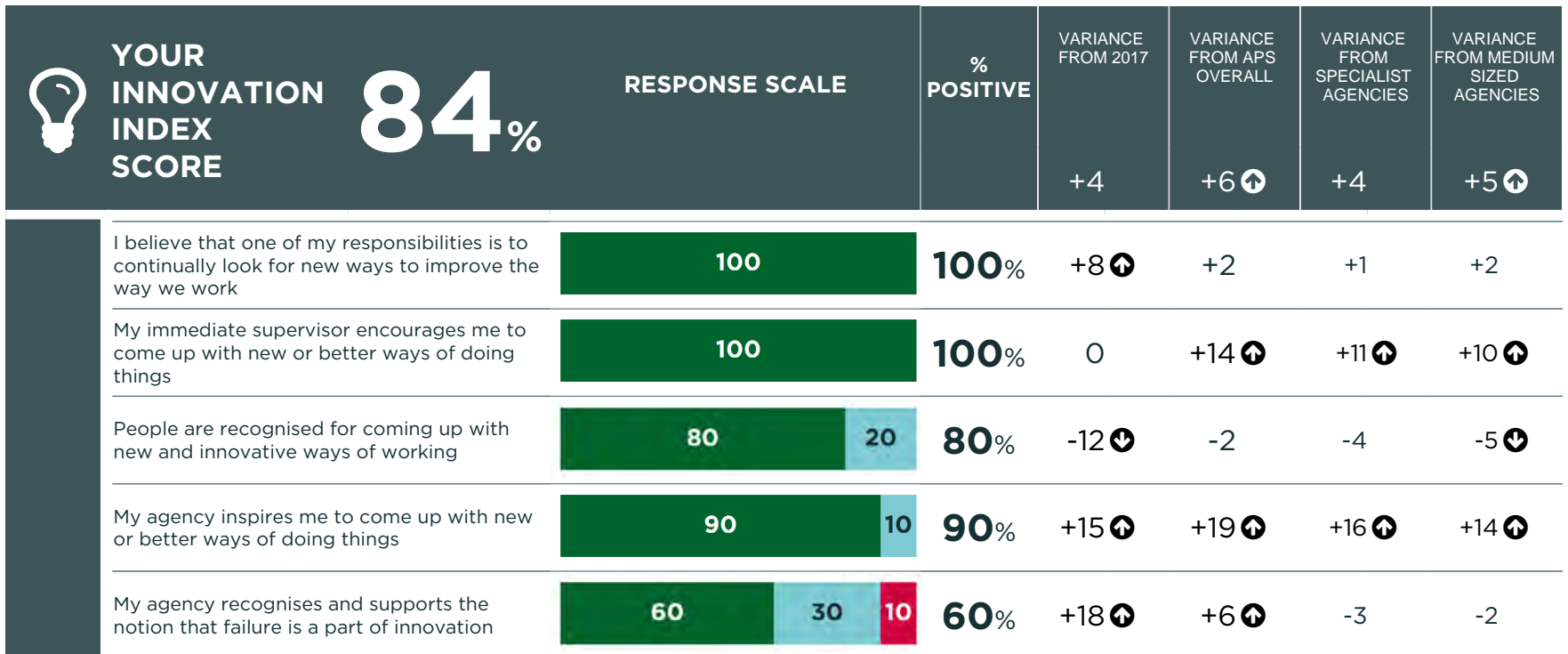


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# DPS SPECIFIC QUESTIONS



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017
The people in my immediate workgroup are held to account for the quality of work they deliver	90 10	90%	-10 ↓
My agency routinely applies merit in decisions regarding engagement and promotion	100	100%	-
I can count on my peers when I need help	100	100%	-
I believe I collaborate well together with my peers	100	100%	-
I feel safe to raise new ideas and receive feedback	90 10	90%	-
In DPS the lines of communication are "open" all the way to the SES Executive	100	100%	-
DPS is moving in the right direction	90 10	90%	-
I understand the priorities for my work in the next six months	100	100%	-
I am looking forward to the next 12 months with enthusiasm	90 10	90%	-

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?

---



---



---

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

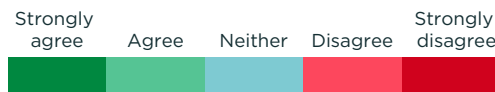
	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
1					
2					
3					



# 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.



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

## 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 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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.



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

DPS

CONTENT	
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Making the most of your results	3
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Innovation Index	29
Suggested Questions to Focus On	30
Agency Specific Questions	31
Time to take action	32
Guide to this report	33

### RESPONSES:

587 of 938

### 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](mailto: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.

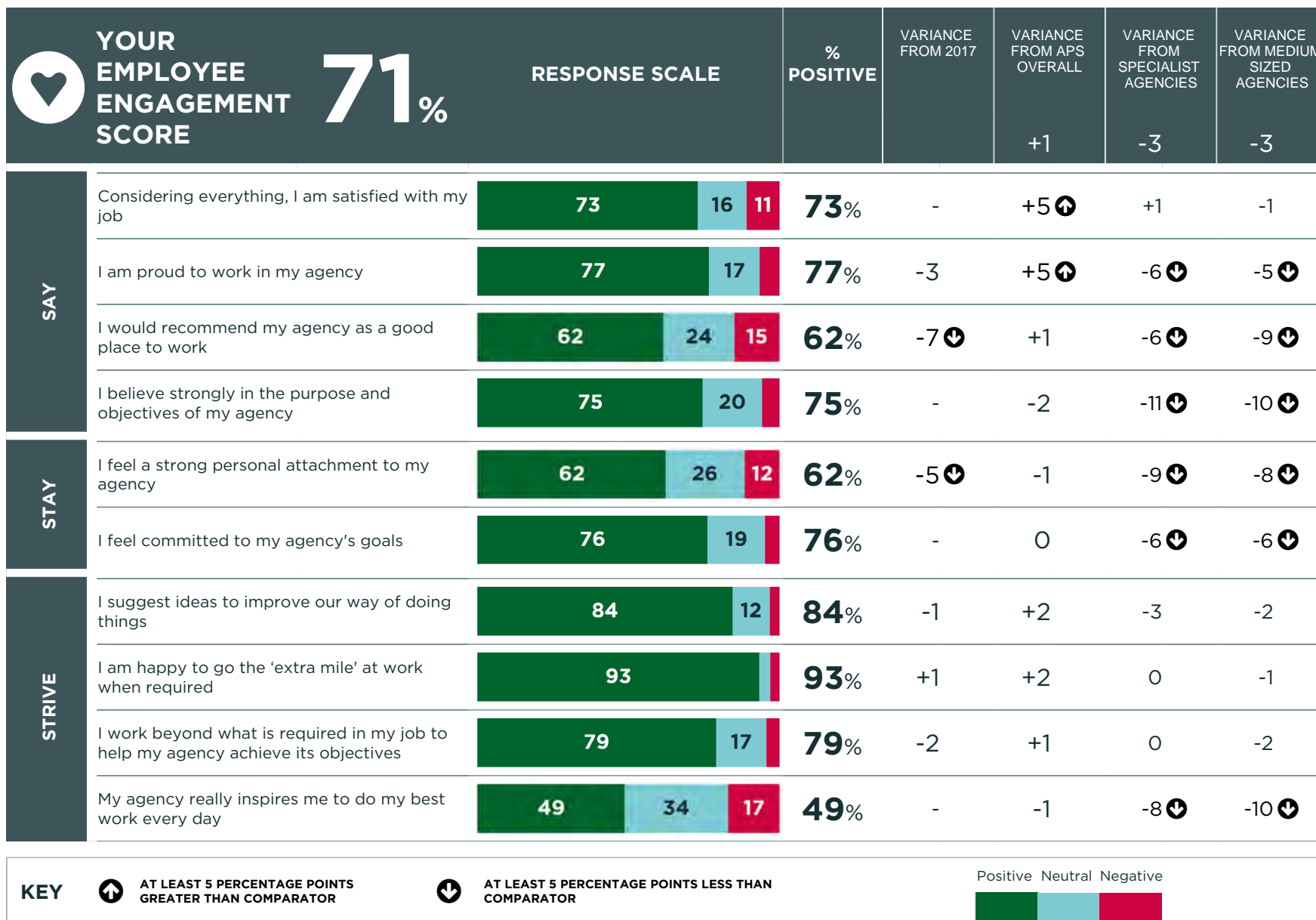
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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 APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

What is your gender?

Male	<div></div>	52%	-4	+14 ↑	+11 ↑	+13 ↑
Female	<div></div>	45%	+3	-14 ↓	-10 ↓	-12 ↓
X (Indeterminate/Intersex/Unspecified)		0%	-1	0	0	0
Prefer not to say	<div></div>	3%	-	-1	-1	-1

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

Yes	<div></div>	2%	+1	-2	-1	-2
No	<div></div>	98%	-1	+2	+1	+2

Do you have an ongoing disability?

Yes	<div></div>	7%	0	-1	+1	+2
No	<div></div>	93%	0	+1	-1	-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

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS, CULTURAL AND LINGUISTIC DIVERSITY IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENOUS STATUS.

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
In which country were you born?						
Australia	<div></div>	81%	-	+2	+4	+2
Other country	<div></div>	19%	-	-2	-4	-2
Do you speak a language other than English at home?						
No, English only	<div></div>	86%	-	+4	+3	+3
Yes, other	<div></div>	14%	-	-4	-3	-3
How well do you speak English?						
Very well	<div></div>	70%	-	-14↓	-9↓	-14↓
Well	<div></div>	29%	-	+13↑	+8↑	+13↑
Not well	<div></div>	1%	-	+1	+1	+1
Not at all	<div></div>	0%	-	0	-	0
<div>KEY</div> <div>  AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR            AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </div>						

# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

## Demographics

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Yes	<div></div>	4%	0	-1	-2	-2
No	<div></div>	91%	0	0	0	+1
Prefer not to say	<div></div>	5%	0	+1	+1	+1

Do you have carer responsibilities?

Yes	<div></div>	33%	+3	-6 ↓	-7 ↓	-4
No	<div></div>	67%	-3	+6 ↑	+7 ↑	+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

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	83 12	83%	-4	-6 ↓	-8 ↓	-7 ↓
	My SES manager actively supports people of diverse backgrounds	61 33	61%	-15 ↓	-4	-10 ↓	-10 ↓
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	62 30 8	62%	+2	-15 ↓	-15 ↓	-13 ↓
	My supervisor actively supports people from diverse backgrounds	78 17	78%	-	-7 ↓	-8 ↓	-7 ↓
	My agency supports and actively promotes an inclusive workplace culture	64 25 11	64%	-	-10 ↓	-12 ↓	-12 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

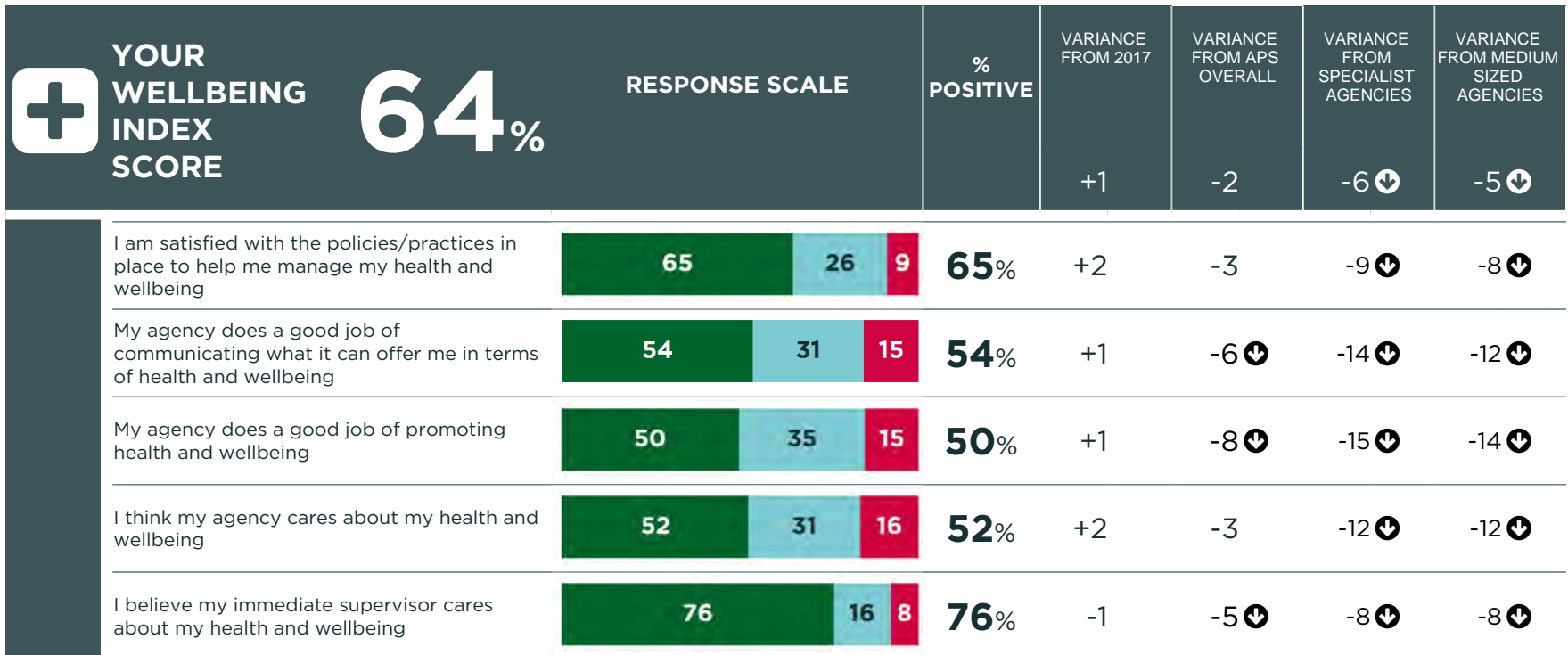


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



### 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 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?

### Senior leadership: Immediate SES manager

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My SES manager is of a high quality	<div><div>58</div><div>23</div><div>18</div></div>	58%	-7⬇️	-7⬇️	-13⬇️	-15⬇️
My SES manager is sufficiently visible (e.g. can be seen in action)	<div><div>60</div><div>19</div><div>21</div></div>	60%	-5⬇️	-3	-7⬇️	-10⬇️
My SES manager communicates effectively	<div><div>55</div><div>24</div><div>21</div></div>	55%	-9⬇️	-8⬇️	-11⬇️	-12⬇️
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<div><div>58</div><div>28</div><div>14</div></div>	58%	-7⬇️	-7⬇️	-13⬇️	-14⬇️
My SES manager effectively leads and manages change	<div><div>50</div><div>27</div><div>23</div></div>	50%	-8⬇️	-8⬇️	-11⬇️	-13⬇️
My SES manager engages with staff on how to respond to future challenges	<div><div>54</div><div>26</div><div>21</div></div>	54%	-7⬇️	-6⬇️	-9⬇️	-11⬇️

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 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?

Senior Leadership: All SES

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

RESPONSE SCALE

46

26

25

% POSITIVE

46%

VARIANCE FROM 2017

+3

VARIANCE FROM APS OVERALL

-5 ↓

VARIANCE FROM SPECIALIST AGENCIES

-12 ↓

VARIANCE FROM MEDIUM SIZED AGENCIES

-12 ↓

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

38

30

27

38%

0

-7 ↓

-8 ↓

-10 ↓

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

46

30

20

46%

-1

-9 ↓

-14 ↓

-14 ↓

In my agency, the SES are of a high quality

40

33

22

40%

-3

-10 ↓

-16 ↓

-18 ↓

In my agency, the SES work as a team

37

36

18

37%

-

-3

-6 ↓

-7 ↓

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

45

31

19

45%

-

-8 ↓

-13 ↓

-14 ↓

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

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Immediate supervisor	My supervisor treats people with respect	83 7 10	83%	-3	-5 ↓	-7 ↓	-6 ↓
	My supervisor communicates effectively	73 12 15	73%	-3	-6 ↓	-6 ↓	-6 ↓
	My supervisor encourages me to contribute ideas	76 13 11	76%	-2	-7 ↓	-9 ↓	-9 ↓
	My supervisor helps to develop my capability	66 18 15	66%	-4	-5 ↓	-6 ↓	-7 ↓
	My supervisor displays resilience when faced with difficulties or failures	73 16 12	73%	-5 ↓	-6 ↓	-8 ↓	-8 ↓
	My supervisor gives me responsibility and holds me to account for what I deliver	81 12 7	81%	-1	-4	-6 ↓	-6 ↓
	My supervisor challenges me to consider new ways of doing things	65 22 13	65%	0	-8 ↓	-10 ↓	-10 ↓

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 APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	86%	-	+5	+6	+8
In the same office as me but on a different floor	<div></div>	11%	-	+8	+7	+8
In a different office, but in the same town/city	<div></div>	3%	-	0	+2	+2
In a different town/city or state		0%	-	-13	-14	-18
In a different country		0%	-	0	-1	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

# WORKPLACE CULTURE



## 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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Culture	I receive the respect I deserve from my colleagues at work	<div><div>72</div><div>21</div><div></div></div>	72%	+1	-4	-6⬇	-6⬇
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>43</div><div>41</div><div>16</div></div>	43%	-5⬇	-10⬇	-10⬇	-11⬇
	The people in my workgroup treat each other with respect	<div><div>76</div><div>15</div><div>9</div></div>	76%	-3	-6⬇	-10⬇	-9⬇
	My agency actively encourages ethical behaviour by all of its employees	<div><div>73</div><div>18</div><div>9</div></div>	73%	-3	-6⬇	-9⬇	-9⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>33</div><div>44</div><div>23</div></div>	33%	-1	+3	0	-2
	Staff are consulted about change at work	<div><div>41</div><div>38</div><div>22</div></div>	41%	-1	-6⬇	-8⬇	-9⬇
	I am happy to go the 'extra mile' at work when required	<div><div>93</div><div></div><div></div></div>	93%	+1	+2	0	-1
	Internal communication within my agency is effective	<div><div>43</div><div>27</div><div>29</div></div>	43%	+1	-3	-3	-6⬇
	In general, employees in my agency feel they are valued for their contribution	<div><div>40</div><div>34</div><div>27</div></div>	40%	-1	-3	-11⬇	-14⬇
	My agency really inspires me to do my best work every day	<div><div>49</div><div>34</div><div>17</div></div>	49%	-	-1	-8⬇	-10⬇
KEY		⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		Positive Neutral Negative	
						<div><div></div><div></div><div></div></div>	

# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always		<b>40%</b>	+1	-7	-12	-11
Often		<b>44%</b>	0	+2	+5	+4
Sometimes		<b>11%</b>	-1	+4	+6	+5
Rarely		<b>2%</b>	-1	+1	+1	+1
Never		<b>0%</b>	0	0	0	0
Not sure		<b>2%</b>	+1	+1	+1	+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 2017

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	51%	-1	-8↓	-11↓	-11↓
Often	<div></div>	33%	-3	+2	+3	+4
Sometimes	<div></div>	10%	+2	+4	+5↑	+4
Rarely	<div></div>	3%	+2	+2	+2	+2
Never	<div></div>	1%	-1	0	0	0
Not sure	<div></div>	2%	+1	0	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

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

Always	<div></div>	30%	-4	-9↓	-11↓	-13↓
Often	<div></div>	34%	-2	+2	0	0
Sometimes	<div></div>	16%	+2	+6↑	+6↑	+7↑
Rarely	<div></div>	6%	+3	+3	+4	+4
Never	<div></div>	1%	0	0	0	0
Not sure	<div></div>	12%	+2	-2	0	+1

### 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 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 APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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>	13%	-	+1	+3	+3
No	<div></div>	87%	-	-1	-3	-3

Did this discrimination occur in your current agency?

Yes	<div></div>	92%	-	-1	-1	-1
No	<div></div>	8%	-	+1	+1	+1

Main basis for the discrimination that you experienced:

Gender	<div></div>	38%	-	+5⬆	-4	-6⬇
Caring responsibilities	<div></div>	25%	-	+1	+6⬆	+6⬆
Age	<div></div>	29%	-	+3	+3	+3

#### 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 APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes	<div></div>	15%	-2	+2	+4	+4
No	<div></div>	78%	+3	-2	-5↓	-5↓
Not Sure	<div></div>	6%	-1	0	0	+1

Main type of harassment or bullying experienced:

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	47%	-5↓	-2	-3	-5↓
---	-------------	-----	-----	----	----	-----

Main person responsible for the harassment or bullying:

Someone more senior (other than your supervisor)	<div></div>	35%	+4	+1	0	0
--	-------------	-----	----	----	---	---

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	34%	-8↓	-2	-3	-5↓
It was reported by someone else	<div></div>	10%	+5↑	+2	+1	+1
I did not report the behaviour	<div></div>	56%	+4	0	+2	+3

#### 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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	<div><div>83</div><div>9</div><div>8</div></div>	83%	+3	+3	-2	-2
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>64</div><div>19</div><div>17</div></div>	64%	+9⬆	+3	+2	-1
	Considering everything, I am satisfied with my job	<div><div>73</div><div>16</div><div>11</div></div>	73%	-	+5⬆	+1	-1
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>81</div><div>11</div><div>8</div></div>	81%	+4	+4	-4	-1
	I am satisfied with the stability and security of my current job	<div><div>70</div><div>16</div><div>14</div></div>	70%	+2	+1	+4	-3
	I am satisfied with the opportunities for career progression in my agency	<div><div>36</div><div>30</div><div>34</div></div>	36%	-1	-4	+2	-5⬇

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

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	<div><div>76</div><div>15</div><div>9</div></div>	76%	-2	-5↓	-10↓	-8↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	<div><div>57</div><div>34</div><div>9</div></div>	57%	-5↓	-3	-13↓	-13↓
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	<div><div>74</div><div>15</div><div>11</div></div>	74%	+4	0	-5↓	-4
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	<div><div>45</div><div>34</div><div>21</div></div>	45%	-	-7↓	-6↓	-12↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	<div><div>23</div><div>47</div><div>30</div></div>	23%	-	-9↓	-12↓	-15↓
	My immediate supervisor actively supports opportunities for mobility	<div><div>42</div><div>41</div><div>17</div></div>	42%	-	-8↓	-5↓	-10↓

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the tools and resources we need to perform well	<div><div>62</div><div>15</div><div>23</div></div>	62%	-	+1	+1	-5↓
The work processes we have in place allow me to be as productive as possible	<div><div>54</div><div>20</div><div>25</div></div>	54%	-	+2	+3	-2
The people in my workgroup complete work to a high standard	<div><div>77</div><div>16</div><div>7</div></div>	77%	-	-1	-7↓	-6↓
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>78</div><div>14</div><div>8</div></div>	78%	-	-2	-4	-5↓

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 APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

Received regular and timely feedback from your supervisor

Yes	<div></div>	80%	-	-3	-2	-3
No	<div></div>	20%	-	+3	+2	+3

Received constructive feedback from your supervisor

Yes	<div></div>	78%	-	-5 ↓	-5 ↓	-6 ↓
No	<div></div>	22%	-	+5 ↑	+5 ↑	+6 ↑

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

Yes	<div></div>	74%	-	-8 ↓	-9 ↓	-10 ↓
No	<div></div>	26%	-	+8 ↑	+9 ↑	+10 ↑

### 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 APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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>	78%	-	+1	+2	-1
No	<div></div>	10%	-	+2	+2	+3
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	12%	-	-3	-3	-2

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

Yes	<div></div>	23%	-	-6 ↓	-2	-5 ↓
No	<div></div>	19%	-	+4	+5 ↑	+5 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	58%	-	+2	-2	0

#### 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?



% POSITIVE

70%

VARIANCE FROM 2017

+3

VARIANCE FROM APS OVERALL

+3

VARIANCE FROM SPECIALIST AGENCIES

+2

VARIANCE FROM MEDIUM SIZED AGENCIES

-1

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



70%

-

-5 ↓

-5 ↓

-6 ↓

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



56%

-

-4

-5 ↓

-8 ↓

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



42%

+2

-5 ↓

-6 ↓

-9 ↓

My supervisor openly demonstrates commitment to performance management



57%

0

-7 ↓

-5 ↓

-9 ↓

I received recognition when I last accomplished something significant at work



63%

-

-2

-7 ↓

-8 ↓

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



77%

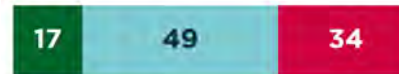
-

-2

-7 ↓

-8 ↓

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



17%

-

-2

-1

-1

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My immediate supervisor provides time for me to attend learning programs	<div><div>73</div><div>17</div><div>10</div></div>	73%	-	-5 ↓	-4	-6 ↓
My immediate supervisor shares links, readings and information	<div><div>57</div><div>21</div><div>22</div></div>	57%	-	-12 ↓	-9 ↓	-10 ↓
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>51</div><div>27</div><div>22</div></div>	51%	-	-13 ↓	-13 ↓	-15 ↓
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>65</div><div>24</div><div>11</div></div>	65%	-	-5 ↓	-7 ↓	-8 ↓
I am able to access learning and development solutions to meet my needs	<div><div>63</div><div>20</div><div>17</div></div>	63%	-	-5 ↓	-2	-6 ↓
I have a clear understanding of my development needs	<div><div>66</div><div>23</div><div>10</div></div>	66%	-	-8 ↓	-5 ↓	-7 ↓
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>73</div><div>23</div><div></div></div>	73%	-	-3	-4	-6 ↓
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>95</div><div></div><div></div></div>	95%	-	+6 ↑	+4	+2

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 THEIR AGENCY. PLEASE SEE QUESTION 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
In the last 12 months, have you applied for a job? [Multiple Response]						
Yes, outside the APS	<div></div>	14%	0	+2	-1	0
Yes, in my agency	<div></div>	20%	-5⬇️	-17⬇️	-11⬇️	-12⬇️
Yes, in another APS agency	<div></div>	22%	+2	+4	+1	0
No	<div></div>	56%	-1	+7⬆️	+6⬆️	+7⬆️
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	<div></div>	7%	+1	+1	+1	0
I want to leave my agency within the next 12 months	<div></div>	12%	+2	+3	+2	+1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	10%	0	-1	0	+1
I want to stay working for my agency for the next one to two years	<div></div>	26%	-3	+1	-5⬇️	-7⬇️
I want to stay working for my agency for at least the next three years	<div></div>	45%	+1	-5⬇️	+3	+5⬆️
Main primary reason behind desire to leave agency:						
There is a lack of future career opportunities in my agency	<div></div>	29%	-4	+3	-6⬇️	-1
<div>KEY</div> <div> <div>⬆️</div> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR           <div>⬇️</div> AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </div>						

# RISK 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 2017	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers	<div><div>63</div><div>28</div><div>8</div></div>	63%	-	-7↓	-9↓	-10↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>57</div><div>31</div><div>13</div></div>	57%	-	-5↓	-8↓	-8↓
Employees in my agency have the right skills to manage risk effectively	<div><div>43</div><div>43</div><div>14</div></div>	43%	-	-6↓	-6↓	-8↓
Appropriate risk taking is rewarded in my agency	<div><div>20</div><div>54</div><div>26</div></div>	20%	+2	-8↓	-9↓	-11↓
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>42</div><div>40</div><div>18</div></div>	42%	-	-6↓	-11↓	-11↓
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>42</div><div>39</div><div>19</div></div>	42%	-	-6↓	-11↓	-10↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

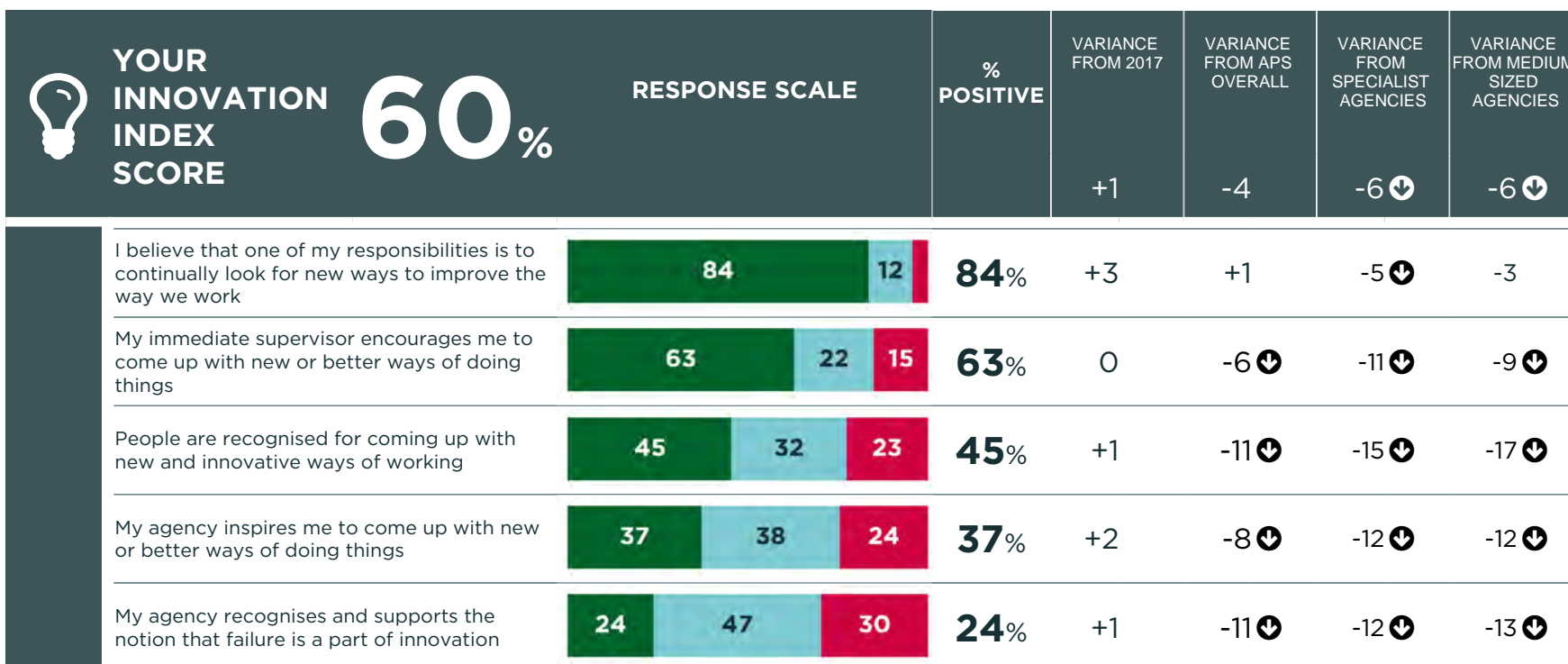


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# SUGGESTED QUESTIONS TO FOCUS ON



## WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR BUSINESS UNIT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

%  
POSITIVE

VARIANCE  
FROM  
PREVIOUS  
SURVEY

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

.1

My agency actively encourages ethical behaviour by all of its employees

73%

-3

-6↓

-9↓

-9↓

.2

My agency supports and actively promotes an inclusive workplace culture

64%

-

-10↓

-12↓

-12↓

.3

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

37%

+2

-8↓

-12↓

-12↓

.4

Internal communication within my agency is effective

43%

+1

-3

-3

-6↓

.5

I am satisfied with the recognition I receive for doing a good job

56%

-5↓

-3

-9↓

-9↓

.6

Change is managed well in my agency

32%

-2

-6↓

-6↓

-10↓

# DPS SPECIFIC QUESTIONS



## 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
The people in my immediate workgroup are held to account for the quality of work they deliver	82 12	82%	+9 ↑
My agency routinely applies merit in decisions regarding engagement and promotion	48 30 22	48%	-
I can count on my peers when I need help	83 13	83%	-
I believe I collaborate well together with my peers	92	92%	-
I feel safe to raise new ideas and receive feedback	74 16 10	74%	-
In DPS the lines of communication are "open" all the way to the SES Executive	44 30 27	44%	-
DPS is moving in the right direction	50 35 15	50%	-
I understand the priorities for my work in the next six months	77 13 10	77%	-
I am looking forward to the next 12 months with enthusiasm	54 29 17	54%	-

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?

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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?

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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:

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---



---

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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \text{\% POSITIVE}$$

## 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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.



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## Parliamentary Library

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### RESPONSES:

98 of 138

### RESPONSE RATE:

71%

# 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](mailto: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.

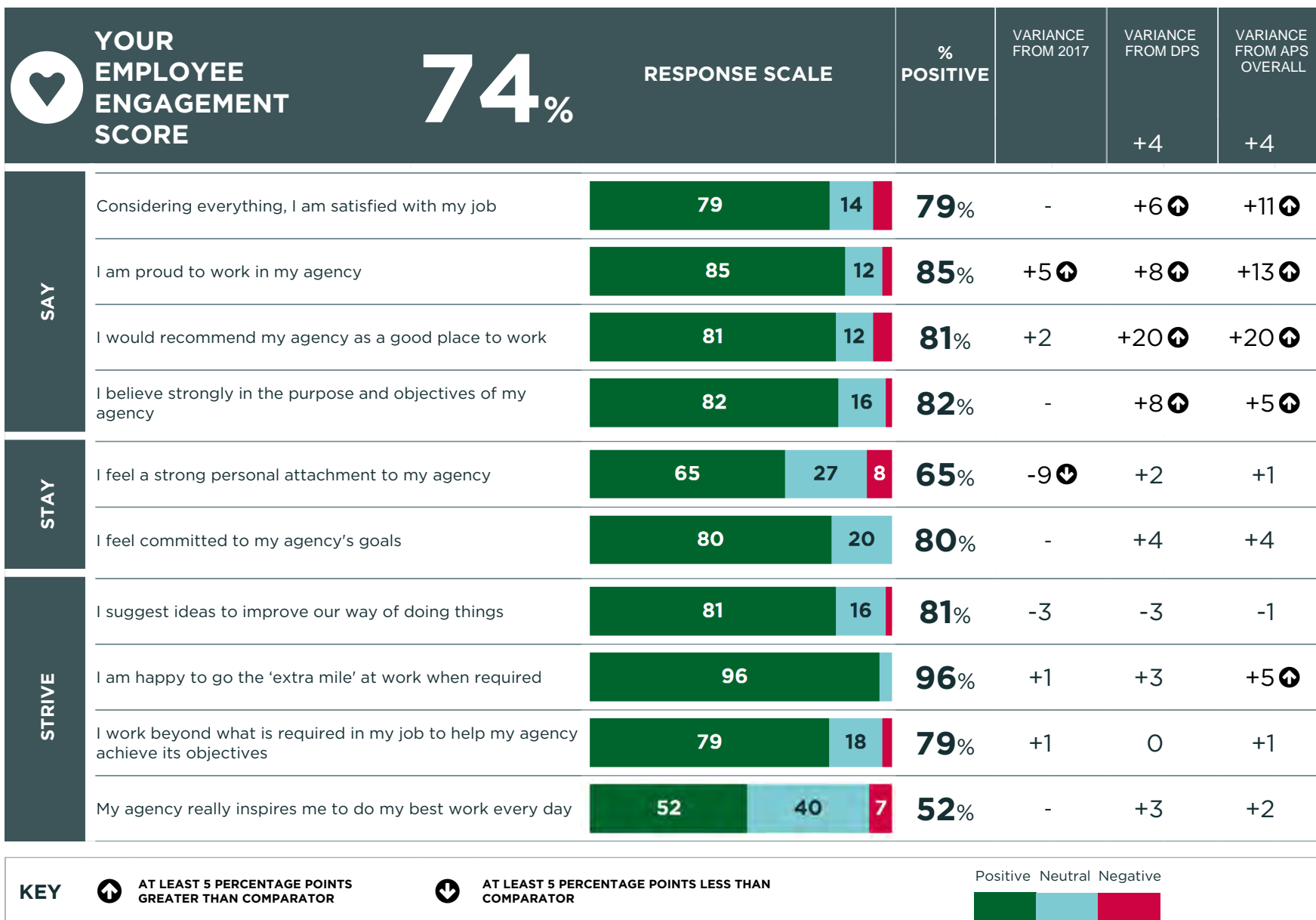
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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 DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	37%	-3	-16 ↓	-1
Female	<div></div>	61%	+2	+16 ↑	+3
X (Indeterminate/Intersex/Unspecified)		0%	-	0	0
Prefer not to say	<div></div>	2%	-	-1	-1

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

Yes	<div></div>	2%	-	0	-2
No	<div></div>	98%	-2	0	+2

Do you have an ongoing disability?

Yes	<div></div>	13%	+4	+6 ↑	+5 ↑
No	<div></div>	87%	-4	-6 ↓	-5 ↓

### 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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENEOUS STATUS.

### Demographics

#### RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

In which country were you born?

Australia	<div></div>	83%	-	+2	+5 ↑
Other country	<div></div>	17%	-	-2	-5 ↓

Do you speak a language other than English at home?

No, English only	<div></div>	91%	-	+5 ↑	+9 ↑
Yes, other	<div></div>	9%	-	-5 ↓	-9 ↓

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

%

VARIANCE  
FROM 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes	<div></div>	5%	0	+1	+1
No	<div></div>	89%	-2	-2	-3
Prefer not to say	<div></div>	6%	+1	+1	+2

Do you have carer responsibilities?

Yes	<div></div>	30%	-4	-4	-10 ↓
No	<div></div>	70%	+4	+4	+10 ↑

### 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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	87 7	87%	-3	+4	-1
	My SES manager actively supports people of diverse backgrounds	63 30 7	63%	-19↓	+1	-2
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	62 29 9	62%	+3	0	-15↓
	My supervisor actively supports people from diverse backgrounds	83 14	83%	-	+4	-3
	My agency supports and actively promotes an inclusive workplace culture	66 25 8	66%	-	+2	-8↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

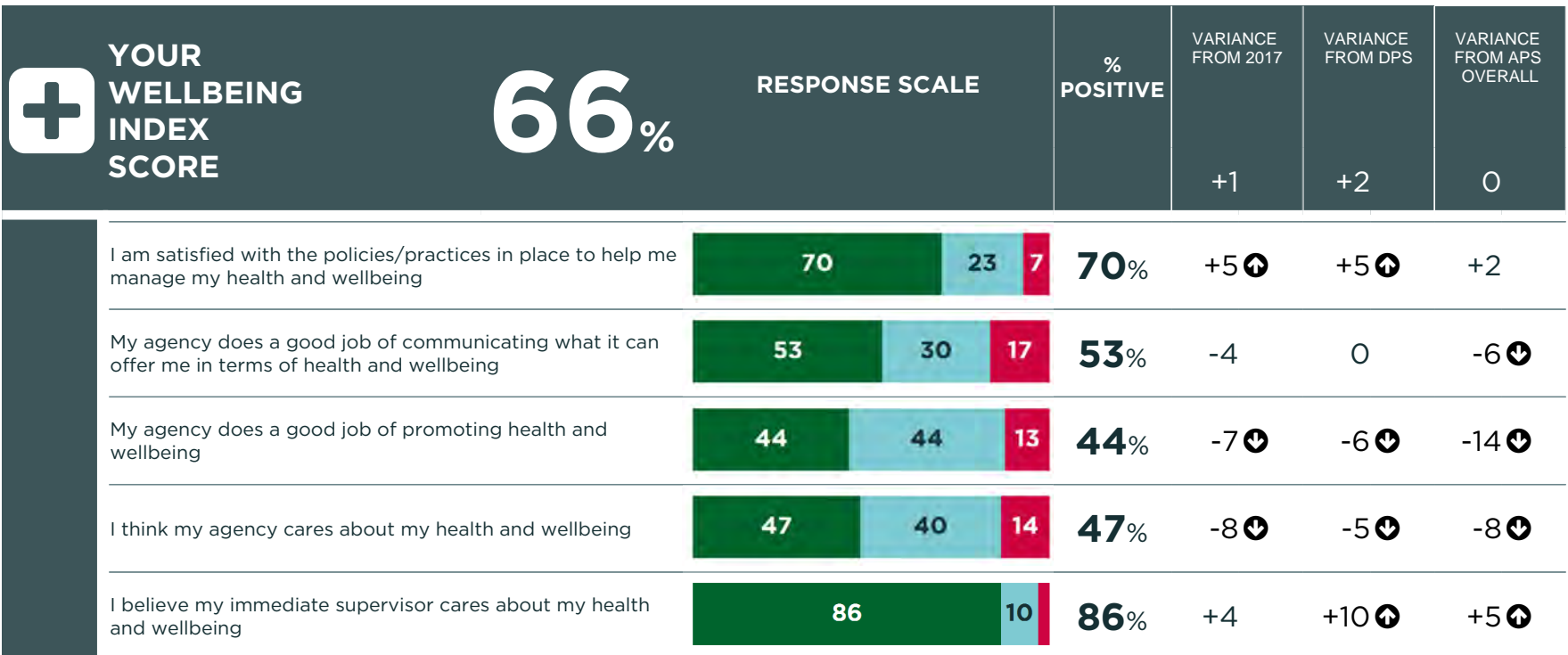


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



### 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: 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

s47F

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2017

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>42</div><div>19</div><div>35</div></div>	42%	+1	-5⬇️	-10⬇️
In my agency, communication between the SES and other employees is effective	<div><div>41</div><div>20</div><div>32</div></div>	41%	+7⬆️	+3	-4
In my agency, the SES set a clear strategic direction for the agency	<div><div>52</div><div>26</div><div>18</div></div>	52%	-1	+6⬆️	-3
In my agency, the SES are of a high quality	<div><div>41</div><div>32</div><div>20</div></div>	41%	-8⬇️	0	-10⬇️
In my agency, the SES work as a team	<div><div>38</div><div>33</div><div>13</div></div>	38%	-	0	-2
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>49</div><div>29</div><div>18</div></div>	49%	-	+4	-5⬇️

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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	93	93%	0	+10 ⬆	+5 ⬆
	My supervisor communicates effectively	82	82%	+9 ⬆	+9 ⬆	+3
	My supervisor encourages me to contribute ideas	80	80%	-2	+4	-3
	My supervisor helps to develop my capability	68	68%	-4	+2	-3
	My supervisor displays resilience when faced with difficulties or failures	83	83%	+4	+10 ⬆	+4
	My supervisor gives me responsibility and holds me to account for what I deliver	83	83%	-1	+2	-2
	My supervisor challenges me to consider new ways of doing things	62	62%	+7 ⬆	-3	-10 ⬇

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 DPS

VARIANCE  
FROM APS  
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	98%	-	+12	+17
In the same office as me but on a different floor	<div></div>	2%	-	-9	-1
In a different office, but in the same town/city		0%	-	-3	-3
In a different town/city or state		0%	-	-	-13
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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>78</div><div>18</div></div>	78%	+1	+6 ⬆	+2
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>68</div><div>27</div></div>	68%	+3	+25 ⬆	+15 ⬆
	The people in my workgroup treat each other with respect	<div><div>89</div><div></div></div>	89%	+2	+12 ⬆	+7 ⬆
	My agency actively encourages ethical behaviour by all of its employees	<div><div>80</div><div>18</div></div>	80%	+4	+7 ⬆	+1
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>36</div><div>39</div><div>25</div></div>	36%	-3	+3	+5 ⬆
	Staff are consulted about change at work	<div><div>46</div><div>37</div><div>17</div></div>	46%	+3	+6 ⬆	0
	I am happy to go the 'extra mile' at work when required	<div><div>96</div><div></div></div>	96%	+1	+3	+5 ⬆
	Internal communication within my agency is effective	<div><div>51</div><div>25</div><div>25</div></div>	51%	-1	+7 ⬆	+5 ⬆
	In general, employees in my agency feel they are valued for their contribution	<div><div>53</div><div>32</div><div>15</div></div>	53%	+3	+13 ⬆	+10 ⬆
	My agency really inspires me to do my best work every day	<div><div>52</div><div>40</div><div>7</div></div>	52%	-	+3	+2
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 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		55%	-3	+15 ⬆	+7 ⬆
Often		39%	+5 ⬆	-5 ⬇	-3
Sometimes		6%	+1	-5 ⬇	-1
Rarely		0%	-	-2	-1
Never		0%	-	0	0
Not sure		0%	-	-2	-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 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		71%	+4	+19	+11
Often		25%	-4	-8	-5
Sometimes		3%	0	-7	-3
Rarely		1%	-	-2	0
Never		0%	-	-1	0
Not sure		0%	-	-2	-2

### 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 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	34%	-7↓	+3	-6↓
Often	<div></div>	36%	+12↑	+2	+4
Sometimes	<div></div>	9%	-2	-7↓	-1
Rarely	<div></div>	4%	0	-2	+2
Never	<div></div>	0%	-	-1	-1
Not sure	<div></div>	17%	-1	+4	+2

### 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 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 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>	13%	-	-1	0
No	<div></div>	88%	-	+1	0

Did this discrimination occur in your current agency?

Yes	<div></div>	83%	-	-8 ↓	-10 ↓
No	<div></div>	17%	-	+8 ↑	+10 ↑

Main basis for the discrimination that you experienced:

Gender	<div></div>	58%	-	+21 ↑	+26 ↑
Race	<div></div>	42%	-	+25 ↑	+22 ↑
Disability	<div></div>	33%	-	+24 ↑	+22 ↑

#### 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 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></div></div>	8%	-4	-7 ↓	-5 ↓
No	<div><div></div></div>	86%	+6 ↑	+8 ↑	+6 ↑
Not Sure	<div><div></div></div>	5%	-1	-1	-1

Did you report the harassment or bullying?

I 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.
I 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 DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	85 8 7	85%	+1	+2	+5 ⬆
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	70 13 16	70%	+10 ⬆	+7 ⬆	+10 ⬆
	Considering everything, I am satisfied with my job	79 14	79%	-	+6 ⬆	+11 ⬆
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	81 11 7	81%	0	0	+4
	I am satisfied with the stability and security of my current job	73 14 12	73%	-3	+3	+4
	I am satisfied with the opportunities for career progression in my agency	37 30 33	37%	-7 ⬇	+1	-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

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 DPS	VARIANCE FROM APS OVERALL
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	82 11	82%	-2	+6 ↑	+1
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F				
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	82 13	82%	+6 ↑	+9 ↑	+8 ↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	50 25 25	50%	-	+5 ↑	-2
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	32 42 26	32%	-	+10 ↑	+1
	My immediate supervisor actively supports opportunities for mobility	54 30 16	54%	-	+12 ↑	+4

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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div><div>72</div><div>9</div><div>19</div></div>	72%	-	+10 ⬆	+11 ⬆
The work processes we have in place allow me to be as productive as possible	<div><div>62</div><div>17</div><div>21</div></div>	62%	-	+8 ⬆	+10 ⬆
The people in my workgroup complete work to a high standard	<div><div>89</div><div>10</div><div></div></div>	89%	-	+12 ⬆	+10 ⬆
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>92</div><div></div><div></div></div>	92%	-	+14 ⬆	+12 ⬆

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 DPS	VARIANCE FROM APS OVERALL
Received regular and timely feedback from your supervisor					
Yes	<div></div>	88%	-	+7	+5
No	<div></div>	13%	-	-7	-5
Received constructive feedback from your supervisor					
Yes	<div></div>	87%	-	+9	+4
No	<div></div>	13%	-	-9	-4
Your supervisor has checked in regularly with you to see how you are progressing					
Yes	<div></div>	82%	-	+8	0
No	<div></div>	18%	-	-8	0

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 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>	85%	-	+8 ⬆	+9 ⬆
No	<div></div>	5%	-	-5 ⬇	-3
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	9%	-	-2	-5 ⬇

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

Yes	<div></div>	18%	-	-5 ⬇	-11 ⬇
No	<div></div>	3%	-	-16 ⬇	-12 ⬇
Not applicable (e.g. my performance has not changed)	<div></div>	79%	-	+21 ⬆	+23 ⬆

#### 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?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Performance Management	To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>89</div><div>7</div></div>	89%	+9 ↑	+20 ↑	+23 ↑
	How satisfied are you with your supervisor in managing your performance?	<div><div>80</div><div>14</div></div>	80%	-	+10 ↑	+5 ↑
	To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>63</div><div>28</div><div>8</div></div>	63%	-	+7 ↑	+3
	My overall experience of performance management in my agency has been useful for my development	<div><div>42</div><div>38</div><div>21</div></div>	42%	+2	0	-6 ↓
	My supervisor openly demonstrates commitment to performance management	<div><div>67</div><div>25</div><div>8</div></div>	67%	+7 ↑	+10 ↑	+3
	I received recognition when I last accomplished something significant at work	<div><div>71</div><div>14</div><div>16</div></div>	71%	-	+8 ↑	+5 ↑
	I can identify a clear connection between my job and my agency's purpose	<div><div>82</div><div>15</div></div>	82%	-	+5 ↑	+3
	To what extent do you agree that your agency deals with underperformance effectively?	<div><div>13</div><div>65</div><div>23</div></div>	13%	-	-4	-6 ↓

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

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 DPS	VARIANCE FROM APS OVERALL
My immediate supervisor provides time for me to attend learning programs	<div><div>83</div><div>13</div></div>	83%	-	+10 ⬆	+6 ⬆
My immediate supervisor shares links, readings and information	<div><div>75</div><div>14</div><div>11</div></div>	75%	-	+18 ⬆	+6 ⬆
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>53</div><div>31</div><div>16</div></div>	53%	-	+3	-10 ⬇
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>69</div><div>23</div><div>7</div></div>	69%	-	+5 ⬆	-1
I am able to access learning and development solutions to meet my needs	<div><div>71</div><div>15</div><div>15</div></div>	71%	-	+7 ⬆	+2
I have a clear understanding of my development needs	<div><div>66</div><div>22</div><div>13</div></div>	66%	-	-1	-9 ⬇
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>74</div><div>21</div><div></div></div>	74%	-	+1	-2
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>99</div></div>	99%	-	+4	+10 ⬆

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 THEIR AGENCY. PLEASE SEE QUESTION 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

	RESPONSE SCALE	%	VARIANCE FROM 2017	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>	20%	+6 ⬆	+6 ⬆	+8 ⬆
Yes, in my agency	<div></div>	20%	-2	0	-17 ⬇
Yes, in another APS agency	<div></div>	14%	-4	-9 ⬇	-5 ⬇
No	<div></div>	57%	-2	+1	+8 ⬆
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	<div></div>	3%	-4	-4	-3
I want to leave my agency within the next 12 months	<div></div>	11%	+1	-2	+2
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	9%	+5 ⬆	0	-1
I want to stay working for my agency for the next one to two years	<div></div>	31%	-1	+5 ⬆	+6 ⬆
I want to stay working for my agency for at least the next three years	<div></div>	46%	-1	+1	-4
Main primary reason behind desire to leave agency:					
I want to try a different type of work or I'm seeking a career change	<div></div>	22%	-1	+8 ⬆	+7 ⬆
<div> <div>KEY</div> <div> <div>⬆</div> <div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> </div> <div> <div>⬇</div> <div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> </div> </div>					

# RISK 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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>56</div><div>36</div><div>8</div></div>	56%	-	-7⬇	-15⬇
Risk management concerns are discussed openly and honestly in my agency	<div><div>49</div><div>36</div><div>15</div></div>	49%	-	-8⬇	-13⬇
Employees in my agency have the right skills to manage risk effectively	<div><div>39</div><div>52</div><div>10</div></div>	39%	-	-4	-10⬇
Appropriate risk taking is rewarded in my agency	<div><div>18</div><div>52</div><div>30</div></div>	18%	+3	-2	-10⬇
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>37</div><div>43</div><div>20</div></div>	37%	-	-5⬇	-10⬇
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>36</div><div>47</div><div>17</div></div>	36%	-	-6⬇	-12⬇

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 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



## YOUR INNOVATION INDEX SCORE

# 57%

### RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2017

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

+1

-3

-7 ↓

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

78

17

78%

+7 ↑

-5 ↓

-4

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

60

29

11

60%

+4

-3

-8 ↓

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

37

40

24

37%

-7 ↓

-9 ↓

-20 ↓

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

29

43

28

29%

-1

-8 ↓

-16 ↓

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

14

52

34

14%

-7 ↓

-10 ↓

-21 ↓

### 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

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 DPS
The people in my immediate workgroup are held to account for the quality of work they deliver	91	91%	+16 ⬆	+9 ⬆
My agency routinely applies merit in decisions regarding engagement and promotion	60 30 11	60%	-	+11 ⬆
I can count on my peers when I need help	86 9	86%	-	+4
I believe I collaborate well together with my peers	92 8	92%	-	-1
I feel safe to raise new ideas and receive feedback	80 15	80%	-	+6 ⬆
In DPS the lines of communication are "open" all the way to the SES Executive	48 22 29	48%	-	+5 ⬆
DPS is moving in the right direction	54 39 7	54%	-	+3
I understand the priorities for my work in the next six months	93	93%	-	+16 ⬆
I am looking forward to the next 12 months with enthusiasm	55 33 12	55%	-	+2

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?

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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?

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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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \text{\% POSITIVE}$$

## 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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.



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## Library Collections & Databases Branch

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Inclusion and Diversity	5
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Workplace Culture	14
Workplace Conditions	20
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Capability	26
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Risk Management	28
Innovation Index	29
Agency Specific Questions	30
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### RESPONSES:

43 of 54

### RESPONSE RATE:

80%

# 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](mailto: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.

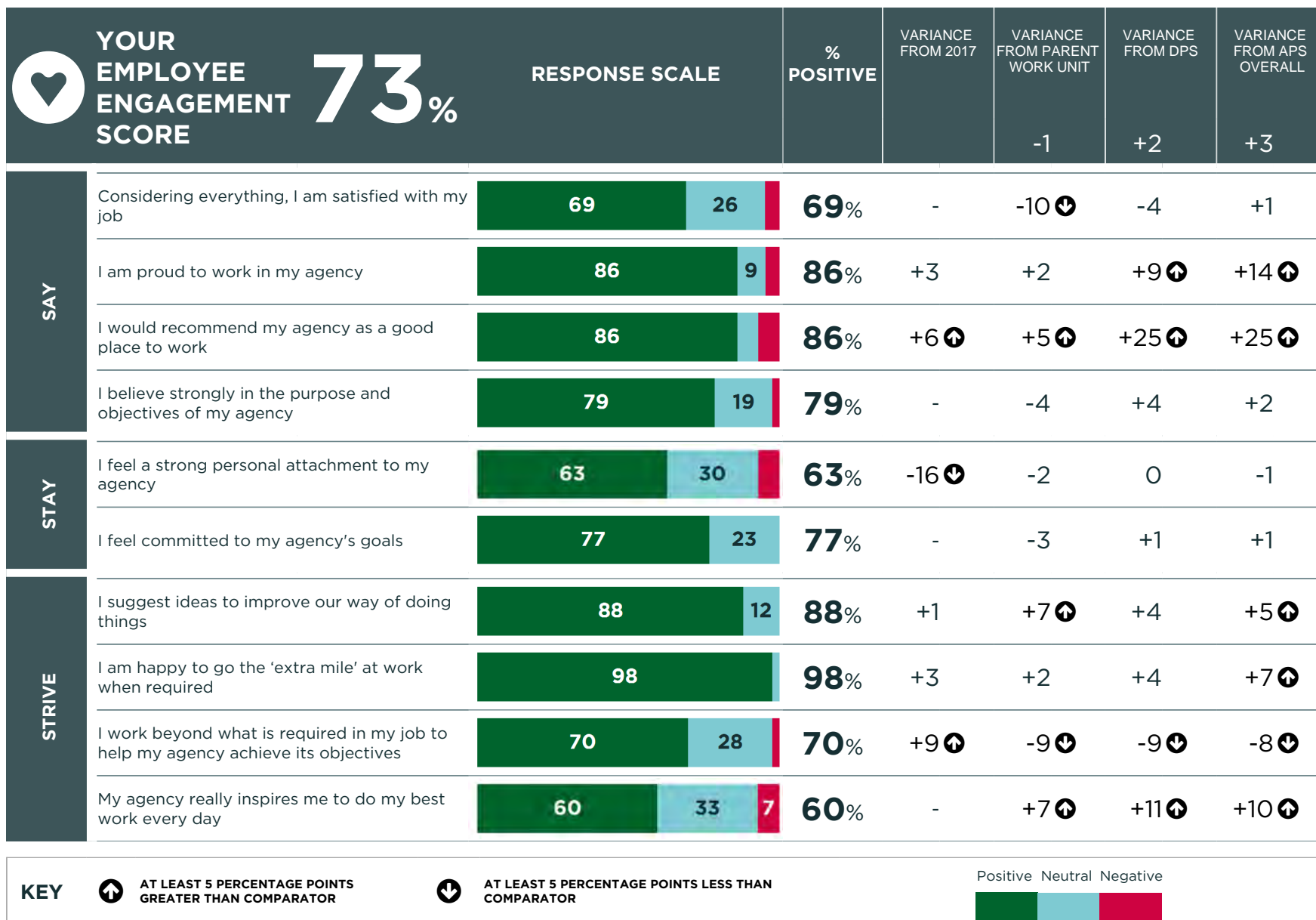
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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>	33%	-1	-4	-20⬇️	-5⬇️
Female	<div></div>	65%	-2	+4	+20⬆️	+7⬆️
X (Indeterminate/Intersex/Unspecified)		0%	-	-	0	0
Prefer not to say	<div></div>	2%	-	0	0	-1

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

Yes	<div></div>	5%	-	+3	+3	+1
No	<div></div>	95%	-5⬇️	-3	-3	-1

Do you have an ongoing disability?

Yes	<div></div>	14%	-3	+1	+7⬆️	+5⬆️
No	<div></div>	86%	+3	-1	-7⬇️	-5⬇️

### 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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN 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>	88%	-	-3	+2	+6 ↑
Yes, other	<div></div>	12%	-	+3	-2	-6 ↓

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

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes	<div></div>	5%	-2	0	+1	0
No	<div></div>	88%	-2	0	-3	-3
Prefer not to say	<div></div>	7%	+5 ⬆	+1	+2	+3

Do you have carer responsibilities?

Yes	<div></div>	16%	-8 ⬇	-13 ⬇	-17 ⬇	-23 ⬇
No	<div></div>	84%	+8 ⬆	+13 ⬆	+17 ⬆	+23 ⬆

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	88	88%	+1	+2	+6 ↑	0
	My SES manager actively supports people of diverse backgrounds	78	78%	-7 ↓	+15 ↑	+17 ↑	+13 ↑
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	67	67%	+11 ↑	+6 ↑	+5 ↑	-10 ↓
	My supervisor actively supports people from diverse backgrounds	79	79%	-	-4	+1	-6 ↓
	My agency supports and actively promotes an inclusive workplace culture	74	74%	-	+8 ↑	+10 ↑	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

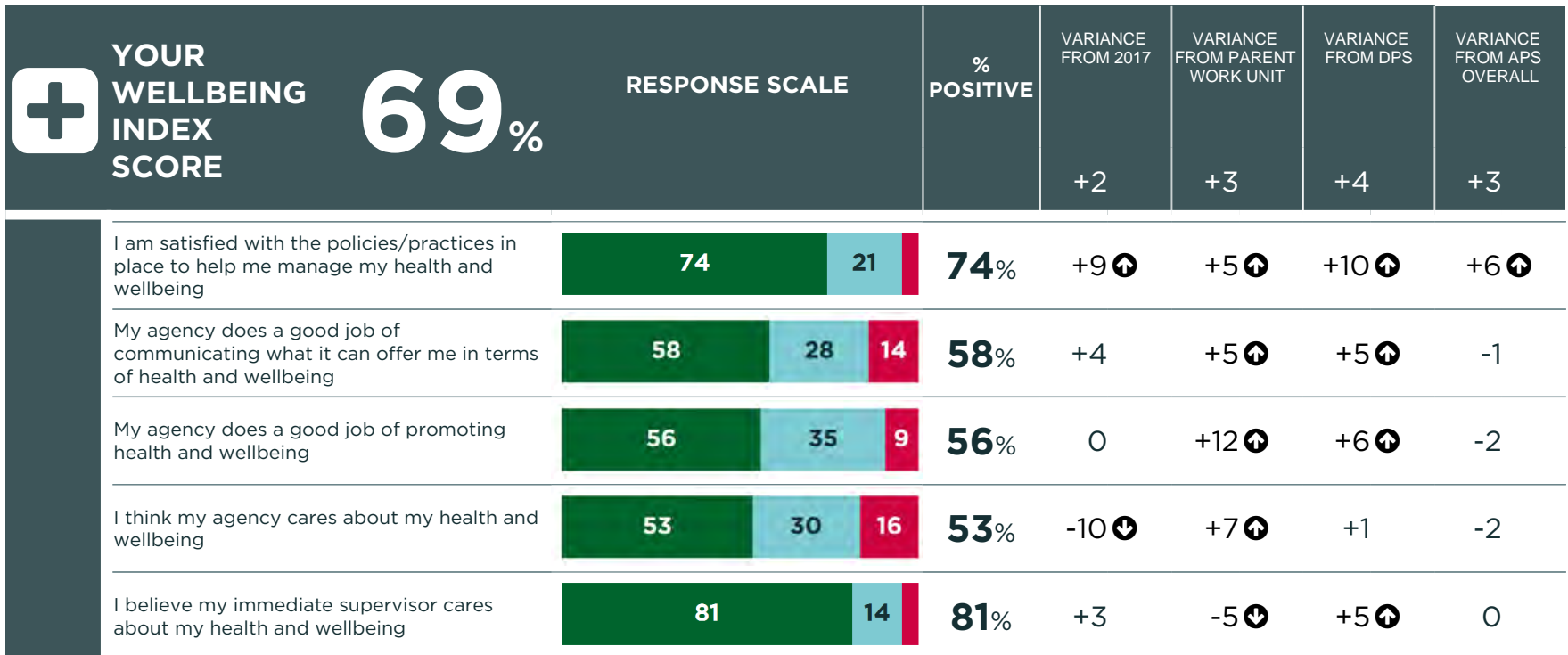


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



### 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 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?

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

s47F

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>63</div><div>21</div><div>14</div></div>	63%	+7 ⬆	+21 ⬆	+16 ⬆	+11 ⬆
In my agency, communication between the SES and other employees is effective	<div><div>56</div><div>21</div><div>19</div></div>	56%	+9 ⬆	+15 ⬆	+18 ⬆	+11 ⬆
In my agency, the SES set a clear strategic direction for the agency	<div><div>67</div><div>21</div><div></div></div>	67%	-3	+15 ⬆	+22 ⬆	+12 ⬆
In my agency, the SES are of a high quality	<div><div>58</div><div>28</div><div>9</div></div>	58%	-8 ⬇	+18 ⬆	+18 ⬆	+8 ⬆
In my agency, the SES work as a team	<div><div>51</div><div>30</div><div>9</div></div>	51%	-	+14 ⬆	+14 ⬆	+11 ⬆
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>62</div><div>21</div><div>12</div></div>	62%	-	+13 ⬆	+17 ⬆	+8 ⬆

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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	91	91%	0	-2	+8 ⬆	+3
	My supervisor communicates effectively	81	81%	+12 ⬆	0	+9 ⬆	+3
	My supervisor encourages me to contribute ideas	74	74%	-3	-5 ⬇	-1	-8 ⬇
	My supervisor helps to develop my capability	70	70%	-2	+1	+3	-2
	My supervisor displays resilience when faced with difficulties or failures	81	81%	+13 ⬆	-1	+8 ⬆	+3
	My supervisor gives me responsibility and holds me to account for what I deliver	79	79%	-1	-4	-2	-6 ⬇
	My supervisor challenges me to consider new ways of doing things	60	60%	+12 ⬆	-1	-4	-12 ⬇

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	100%	-	+2	+14	+19
In the same office as me but on a different floor	0%	-	-2	-11	-3
In a different office, but in the same town/city	0%	-	-	-3	-3
In a different town/city or state	0%	-	-	-	-13
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

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
Culture	I receive the respect I deserve from my colleagues at work	<div><div>67</div><div>26</div><div></div></div>	67%	-2	-11↓	-4	-9↓
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>60</div><div>30</div><div>9</div></div>	60%	+10↑	-7↓	+17↑	+8↑
	The people in my workgroup treat each other with respect	<div><div>88</div><div></div><div></div></div>	88%	+5↑	0	+12↑	+6↑
	My agency actively encourages ethical behaviour by all of its employees	<div><div>81</div><div>14</div><div></div></div>	81%	+3	+1	+8↑	+2
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>57</div><div>29</div><div>14</div></div>	57%	+6↑	+21↑	+24↑	+27↑
	Staff are consulted about change at work	<div><div>71</div><div>24</div><div></div></div>	71%	+28↑	+25↑	+31↑	+25↑
	I am happy to go the 'extra mile' at work when required	<div><div>98</div><div></div><div></div></div>	98%	+3	+2	+4	+7↑
	Internal communication within my agency is effective	<div><div>65</div><div>21</div><div>14</div></div>	65%	+1	+15↑	+22↑	+19↑
	In general, employees in my agency feel they are valued for their contribution	<div><div>51</div><div>35</div><div>14</div></div>	51%	-5↓	-2	+11↑	+8↑
	My agency really inspires me to do my best work every day	<div><div>60</div><div>33</div><div>7</div></div>	60%	-	+7↑	+11↑	+10↑
KEY		↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative			
				<div><div></div><div></div><div></div></div>			



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	47%	-5 ↓	-9 ↓	+6 ↑	-1
Often	<div></div>	42%	0	+3	-2	0
Sometimes	<div></div>	12%	+7 ↑	+5 ↑	0	+4
Rarely		0%	-	-	-2	-1
Never		0%	-	-	0	0
Not sure		0%	-	-	-2	-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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	70%	+6 ⬆	-1	+18 ⬆	+10 ⬆
Often	<div></div>	23%	-11 ⬇	-2	-9 ⬇	-7 ⬇
Sometimes	<div></div>	5%	+2	+2	-5 ⬇	-1
Rarely	<div></div>	2%	-	+1	-1	+1
Never		0%	-	-	-1	0
Not sure		0%	-	-	-2	-2

### 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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>42%</b>	-8 ⬇	+8 ⬆	+12 ⬆	+2
Often		<b>33%</b>	+10 ⬆	-3	-2	0
Sometimes		<b>9%</b>	-1	0	-7 ⬇	-1
Rarely		<b>5%</b>	+2	0	-1	+2
Never		<b>0%</b>	-	-	-1	-1
Not sure		<b>12%</b>	-3	-5 ⬇	-1	-3

### 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 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 WORK UNIT

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		9%	-	-3	-4	-3
No		91%	-	+3	+4	+3

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 WORK UNIT

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		12%	-5 ⬇	+3	-4	-2
No		79%	+3	-7 ⬇	+1	-1
Not Sure		9%	+2	+4	+3	+3

Did you report the harassment or bullying?

I 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.
I 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

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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
Your job	My job gives me opportunities to utilise my skills	74 14 12	74%	+1	-11 ↓	-9 ↓	-6 ↓
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	67 14 19	67%	+8 ↑	-3	+4	+7 ↑
	Considering everything, I am satisfied with my job	69 26	69%	-	-10 ↓	-4	+1
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	88 10	88%	+6 ↑	+7 ↑	+7 ↑	+11 ↑
	I am satisfied with the stability and security of my current job	67 17 17	67%	-6 ↓	-7 ↓	-3	-3
	I am satisfied with the opportunities for career progression in my agency	51 28 21	51%	-2	+14 ↑	+15 ↑	+11 ↑

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

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
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	81 14	81%	-4	-1	+5 ↑	0
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	84 12	84%	+8 ↑	+2	+10 ↑	+10 ↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	77 14 9	77%	-	+27 ↑	+32 ↑	+24 ↑
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	33 53 14	33%	-	0	+10 ↑	+1
	My immediate supervisor actively supports opportunities for mobility	65 23 12	65%	-	+11 ↑	+23 ↑	+15 ↑

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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div><div>74</div><div>19</div></div>	74%	-	+3	+13 ↑	+13 ↑
The work processes we have in place allow me to be as productive as possible	<div><div>63</div><div>16</div><div>21</div></div>	63%	-	+1	+8 ↑	+11 ↑
The people in my workgroup complete work to a high standard	<div><div>86</div><div>12</div></div>	86%	-	-2	+9 ↑	+8 ↑
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>93</div></div>	93%	-	+1	+15 ↑	+13 ↑

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	<div></div>	91%	-	+3	+10	+8
No	<div></div>	9%	-	-3	-10	-8

Received constructive feedback from your supervisor

Yes	<div></div>	90%	-	+3	+12	+7
No	<div></div>	10%	-	-3	-12	-7

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

Yes	<div></div>	83%	-	+1	+9	+1
No	<div></div>	17%	-	-1	-9	-1

### 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>	90%	-	+5	+13	+14
No		0%	-	-5	-10	-9
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	10%	-	0	-2	-5

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

Yes	<div></div>	16%	-	-1	-6	-12
No	<div></div>	7%	-	+4	-12	-8
Not applicable (e.g. my performance has not changed)	<div></div>	77%	-	-2	+19	+21

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE 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?

### Performance Management

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



%  
POSITIVE

83%

VARIANCE  
FROM 2017

+5 ⬆

VARIANCE  
FROM PARENT  
WORK UNIT

-6 ⬇

VARIANCE  
FROM DPS

+13 ⬆

VARIANCE  
FROM APS  
OVERALL

+17 ⬆

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



81%

-

+1

+11 ⬆

+6 ⬆

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



60%

-

-4

+3

-1

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



44%

-1

+3

+2

-3

My supervisor openly demonstrates commitment to performance management



70%

+3

+3

+13 ⬆

+6 ⬆

I received recognition when I last accomplished something significant at work



62%

-

-9 ⬇

-1

-3

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



77%

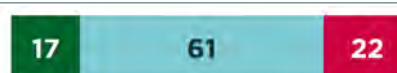
-

-6 ⬇

0

-3

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



17%

-

+4

0

-2

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 time for me to attend learning programs	<div><div>79</div><div>14</div></div>	79%	-	-4	+6 ⬆	+2
My immediate supervisor shares links, readings and information	<div><div>74</div><div>19</div></div>	74%	-	-1	+18 ⬆	+5 ⬆
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>47</div><div>40</div><div>14</div></div>	47%	-	-7 ⬇	-4	-17 ⬇
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>62</div><div>31</div><div>7</div></div>	62%	-	-8 ⬇	-3	-8 ⬇
I am able to access learning and development solutions to meet my needs	<div><div>76</div><div>12</div><div>12</div></div>	76%	-	+6 ⬆	+13 ⬆	+8 ⬆
I have a clear understanding of my development needs	<div><div>60</div><div>26</div><div>14</div></div>	60%	-	-5 ⬇	-6 ⬇	-14 ⬇
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>67</div><div>26</div><div>7</div></div>	67%	-	-7 ⬇	-6 ⬇	-9 ⬇
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>100</div></div>	100%	-	+1	+5 ⬆	+11 ⬆

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 THEIR 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
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In the last 12 months, have you applied for a job? [Multiple Response]

Yes, outside the APS	<div></div>	14%	+4	-6 ↓	0	+2
Yes, in my agency	<div></div>	26%	-1	+6 ↑	+6 ↑	-11 ↓
Yes, in another APS agency	<div></div>	9%	-3	-4	-13 ↓	-9 ↓
No	<div></div>	58%	-1	+1	+2	+8 ↑

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	<div></div>	5%	0	+1	-2	-2
I want to leave my agency within the next 12 months	<div></div>	0%	-	-11 ↓	-12 ↓	-9 ↓
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	7%	0	-2	-3	-4
I want to stay working for my agency for the next one to two years	<div></div>	28%	+18 ↑	-3	+2	+4
I want to stay working for my agency for at least the next three years	<div></div>	60%	-13 ↓	+14 ↑	+15 ↑	+10 ↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>56</div><div>37</div><div></div></div>	56%	-	0	-7⬇️	-15⬇️
Risk management concerns are discussed openly and honestly in my agency	<div><div>53</div><div>37</div><div>9</div></div>	53%	-	+5⬆️	-3	-9⬇️
Employees in my agency have the right skills to manage risk effectively	<div><div>44</div><div>49</div><div></div></div>	44%	-	+5⬆️	+1	-5⬇️
Appropriate risk taking is rewarded in my agency	<div><div>21</div><div>60</div><div>19</div></div>	21%	+3	+3	+1	-7⬇️
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>37</div><div>49</div><div>14</div></div>	37%	-	0	-5⬇️	-10⬇️
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>40</div><div>47</div><div>14</div></div>	40%	-	+3	-3	-9⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

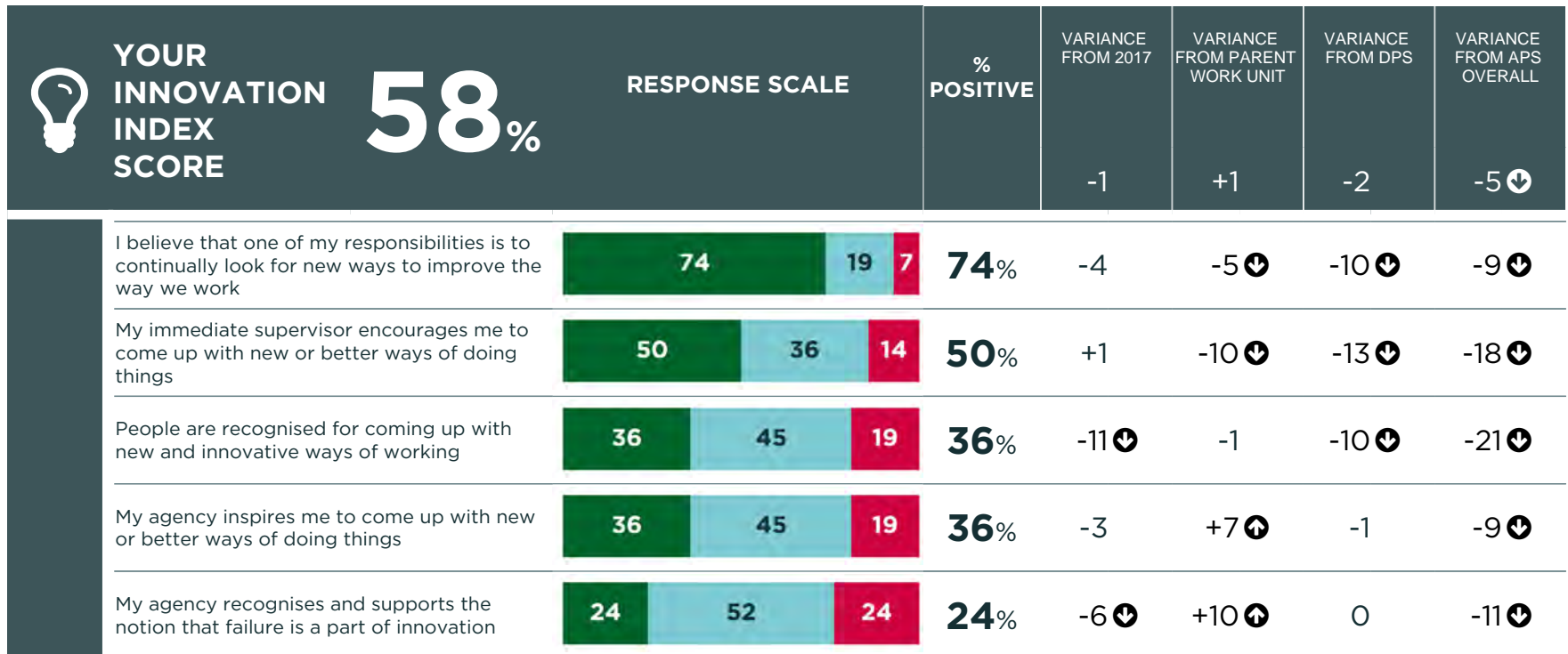


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



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

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
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>83</div><div>12</div><div></div></div>	83%	+17 ⬆	-7 ⬇	+2
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>51</div><div>39</div><div>10</div></div>	51%	-	-8 ⬇	+3
I can count on my peers when I need help	<div><div>79</div><div>17</div><div></div></div>	79%	-	-8 ⬇	-4
I believe I collaborate well together with my peers	<div><div>83</div><div>17</div><div></div></div>	83%	-	-8 ⬇	-9 ⬇
I feel safe to raise new ideas and receive feedback	<div><div>76</div><div>14</div><div>10</div></div>	76%	-	-4	+2
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>69</div><div>21</div><div>10</div></div>	69%	-	+21 ⬆	+25 ⬆
DPS is moving in the right direction	<div><div>57</div><div>36</div><div>7</div></div>	57%	-	+3	+7 ⬆
I understand the priorities for my work in the next six months	<div><div>93</div><div></div><div></div></div>	93%	-	0	+16 ⬆
I am looking forward to the next 12 months with enthusiasm	<div><div>46</div><div>37</div><div>17</div></div>	46%	-	-9 ⬇	-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?

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---



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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?

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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:

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---



---

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.

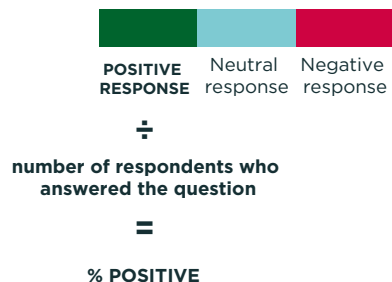
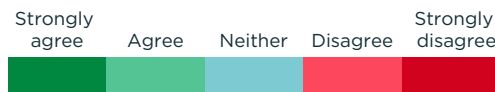
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report: Information Services

CONTENT	
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Making the most of your results	3
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Workplace Culture	14
Workplace Conditions	20
Workgroup Performance	22
Performance Management	23
Capability	26
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Time to take action	31
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### RESPONSES:

152 of 233

### RESPONSE RATE:

65%

# 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](mailto: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.

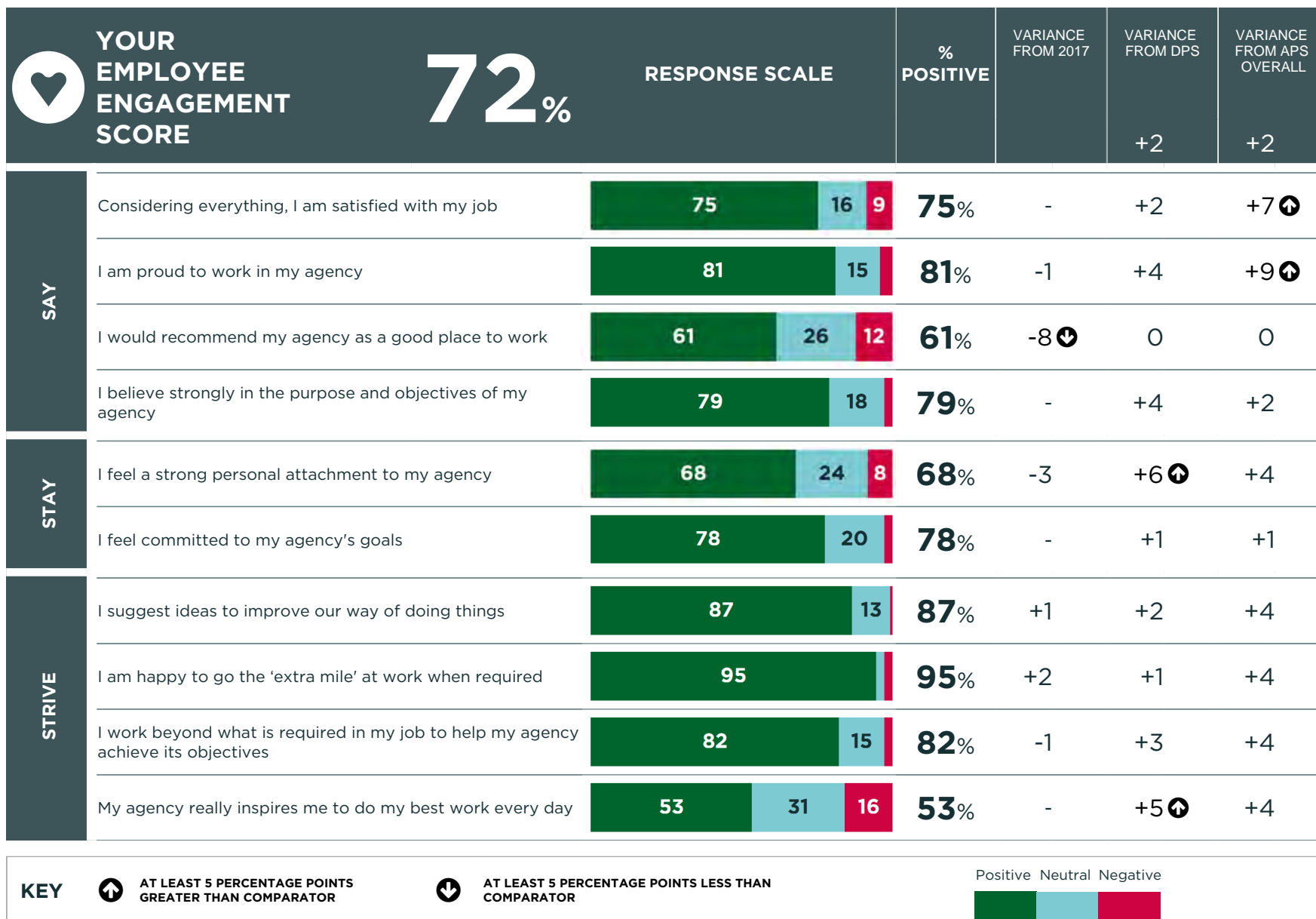
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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 DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	59%	-4	+6	+21
Female	<div></div>	38%	+3	-7	-20
X (Indeterminate/Intersex/Unspecified)	<div></div>	1%	-1	0	0
Prefer not to say	<div></div>	3%	-	0	-1

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

Yes	<div></div>	1%	0	-1	-3
No	<div></div>	99%	0	+1	+3

Do you have an ongoing disability?

Yes	<div></div>	7%	+1	0	-1
No	<div></div>	93%	-1	0	+1

### 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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENOUS STATUS.

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In which country were you born?					
Australia	<div></div>	80%	-	-1	+2
Other country	<div></div>	20%	-	+1	-2
Do you speak a language other than English at home?					
No, English only	<div></div>	84%	-	-2	+2
Yes, other	<div></div>	16%	-	+2	-2
How well do you speak English?					
Very well	<div></div>	72%	-	+2	-12⬇️
Well	<div></div>	28%	-	-1	+13⬆️
Not well		0%	-	-1	0
Not at all		0%	-	-	0
<div>KEY</div> <div> ⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR </div> <div> ⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </div>					



# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

## Demographics

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes	<div></div>	3%	0	0	-1
No	<div></div>	90%	0	-1	-1
Prefer not to say	<div></div>	7%	0	+1	+2

Do you have carer responsibilities?

Yes	<div></div>	33%	+1	-1	-7⬇️
No	<div></div>	67%	-1	+1	+7⬆️

### 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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL	
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	85	13	85%	-3	+2	-3
	My SES manager actively supports people of diverse backgrounds	62	33	62%	-15⬇️	+1	-3
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	63	30	63%	+3	+1	-14⬇️
	My supervisor actively supports people from diverse backgrounds	79	18	79%	-	+1	-6⬇️
	My agency supports and actively promotes an inclusive workplace culture	72	21	72%	-	+8⬆️	-2

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 IS BASED ON A RE-CALCULATED 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	67%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
				+3	+2	+1
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	66	28	66%	+7⬆️	+1	-2
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	55	34	55%	+5⬆️	+2	-4
My agency does a good job of promoting health and wellbeing	51	35	51%	+4	+2	-6⬇️
I think my agency cares about my health and wellbeing	55	33	55%	+9⬆️	+2	0
I believe my immediate supervisor cares about my health and wellbeing	80	16	80%	-1	+4	-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

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?

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

s47F

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2017

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

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?

Senior Leadership: All SES

In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>45</div><div>30</div><div>21</div></div>	45%	+4	-2	-7⬇️
In my agency, communication between the SES and other employees is effective	<div><div>38</div><div>34</div><div>23</div></div>	38%	+4	+1	-6⬇️
In my agency, the SES set a clear strategic direction for the agency	<div><div>43</div><div>36</div><div>18</div></div>	43%	+1	-3	-12⬇️
In my agency, the SES are of a high quality	<div><div>41</div><div>32</div><div>22</div></div>	41%	+7⬆️	0	-9⬇️
In my agency, the SES work as a team	<div><div>35</div><div>39</div><div>17</div></div>	35%	-	-2	-4
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>44</div><div>33</div><div>18</div></div>	44%	-	-1	-9⬇️

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

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 DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	86	86%	-5↓	+3	-2
	My supervisor communicates effectively	77	77%	-2	+5↑	-1
	My supervisor encourages me to contribute ideas	77	77%	-4	+1	-5↓
	My supervisor helps to develop my capability	72	72%	+1	+5↑	0
	My supervisor displays resilience when faced with difficulties or failures	76	76%	-5↓	+3	-3
	My supervisor gives me responsibility and holds me to account for what I deliver	83	83%	-2	+2	-1
	My supervisor challenges me to consider new ways of doing things	68	68%	-2	+3	-5↓

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 DPS

VARIANCE  
FROM APS  
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	89%	-	+2	+7
In the same office as me but on a different floor	<div></div>	5%	-	-6	+3
In a different office, but in the same town/city	<div></div>	6%	-	+3	+3
In a different town/city or state		0%	-	-	-13
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

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 DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>76</div><div>19</div></div>	76%	+3	+4	-1
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>44</div><div>45</div><div>11</div></div>	44%	-8⬇️	+1	-9⬇️
	The people in my workgroup treat each other with respect	<div><div>79</div><div>18</div></div>	79%	-2	+2	-4
	My agency actively encourages ethical behaviour by all of its employees	<div><div>78</div><div>18</div></div>	78%	+2	+5⬆️	-1
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>34</div><div>42</div><div>24</div></div>	34%	-1	+2	+4
	Staff are consulted about change at work	<div><div>47</div><div>44</div><div>10</div></div>	47%	+4	+6⬆️	+1
	I am happy to go the 'extra mile' at work when required	<div><div>95</div></div>	95%	+2	+1	+4
	Internal communication within my agency is effective	<div><div>49</div><div>30</div><div>22</div></div>	49%	+5⬆️	+5⬆️	+3
	In general, employees in my agency feel they are valued for their contribution	<div><div>43</div><div>33</div><div>24</div></div>	43%	+1	+3	0
	My agency really inspires me to do my best work every day	<div><div>53</div><div>31</div><div>16</div></div>	53%	-	+5⬆️	+4
<div> <div>KEY</div> <div> <div>⬆️</div> <div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> </div> <div> <div>⬇️</div> <div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> </div> <div> <div>Positive</div> <div>Neutral</div> <div>Negative</div> </div> </div>						



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>43%</b>	+2	+3	-5↓
Often		<b>49%</b>	+1	+5↑	+7↑
Sometimes		<b>6%</b>	-3	-6↓	-2
Rarely		<b>1%</b>	-1	0	0
Never		<b>0%</b>	-	0	0
Not sure		<b>1%</b>	+1	-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 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>54%</b>	+2	+3	-6 ⬇
Often		<b>34%</b>	-7 ⬇	+2	+4
Sometimes		<b>7%</b>	+1	-3	+1
Rarely		<b>2%</b>	+2	-1	+1
Never		<b>1%</b>	-	0	0
Not sure		<b>1%</b>	+1	0	-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 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>34%</b>	-2	+3	-6
Often		<b>36%</b>	-1	+2	+4
Sometimes		<b>13%</b>	+3	-4	+2
Rarely		<b>3%</b>	-1	-3	0
Never		<b>0%</b>	-	-1	-1
Not sure		<b>14%</b>	+1	+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

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 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></div></div>	10%	-	-3	-2
No	<div><div></div></div>	90%	-	+3	+2

Did this discrimination occur in your current agency?

Yes	<div><div></div></div>	93%	-	+1	0
No	<div><div></div></div>	7%	-	-1	0

Main basis for the discrimination that you experienced:

Gender	<div><div></div></div>	31%	-	-7⬇️	-2
Race	<div><div></div></div>	23%	-	+6⬆️	+4
Caring responsibilities	<div><div></div></div>	38%	-	+13⬆️	+15⬆️

#### 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 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>	9%	-5↓	-6↓	-4
No	<div></div>	84%	+5↑	+5↑	+3
Not Sure	<div></div>	7%	0	+1	+1

Main type of harassment or bullying experienced:

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	46%	+5↑	-1	-3
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Main person responsible for the harassment or bullying:

Your current supervisor	<div></div>	31%	+22↑	-3	+11↑
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Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	42%	-4	+8↑	+6↑
It was reported by someone else	<div></div>	8%	+4	-2	0
I did not report the behaviour	<div></div>	50%	0	-6↓	-6↓

#### 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 DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	85 11	85%	+5 ↑	+2	+6 ↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	69 21 11	69%	+15 ↑	+5 ↑	+8 ↑
	Considering everything, I am satisfied with my job	75 16 9	75%	-	+2	+7 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	81 13	81%	+7 ↑	0	+4
	I am satisfied with the stability and security of my current job	73 15 13	73%	-1	+3	+3
	I am satisfied with the opportunities for career progression in my agency	34 32 34	34%	0	-2	-6 ↓

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

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 DPS	VARIANCE FROM APS OVERALL
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	71 21 8	71%	-6⬇	-5⬇	-11⬇
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F				
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	75 15 10	75%	+14⬆	+1	+1
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	39 38 23	39%	-	-6⬇	-13⬇
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	16 48 37	16%	-	-7⬇	-16⬇
	My immediate supervisor actively supports opportunities for mobility	34 51 14	34%	-	-8⬇	-16⬇

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 DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div><div>66</div><div>13</div><div>21</div></div>	66%	-	+4	+5
The work processes we have in place allow me to be as productive as possible	<div><div>59</div><div>22</div><div>19</div></div>	59%	-	+5	+7
The people in my workgroup complete work to a high standard	<div><div>80</div><div>15</div><div></div></div>	80%	-	+3	+2
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>81</div><div>11</div><div>8</div></div>	81%	-	+3	+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

Performance Management	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Received regular and timely feedback from your supervisor					
Yes	<div></div>	84%	-	+3	+1
No	<div></div>	16%	-	-3	-1
Received constructive feedback from your supervisor					
Yes	<div></div>	79%	-	+1	-4
No	<div></div>	21%	-	-1	+4
Your supervisor has checked in regularly with you to see how you are progressing					
Yes	<div></div>	77%	-	+3	-6 ↓
No	<div></div>	23%	-	-3	+6 ↑

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 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>	85%	-	+7	+8
No	<div></div>	7%	-	-3	-2
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	8%	-	-4	-6

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

Yes	<div></div>	27%	-	+4	-2
No	<div></div>	17%	-	-3	+1
Not applicable (e.g. my performance has not changed)	<div></div>	57%	-	-2	0

#### 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?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Performance Management	To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>74</div><div>18</div><div>8</div></div>	74%	+5⬆	+4	+8⬆
	How satisfied are you with your supervisor in managing your performance?	<div><div>75</div><div>18</div><div></div></div>	75%	-	+5⬆	0
	To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>58</div><div>26</div><div>15</div></div>	58%	-	+2	-2
	My overall experience of performance management in my agency has been useful for my development	<div><div>40</div><div>31</div><div>28</div></div>	40%	-2	-2	-7⬇
	My supervisor openly demonstrates commitment to performance management	<div><div>58</div><div>33</div><div>8</div></div>	58%	-2	+1	-5⬇
	I received recognition when I last accomplished something significant at work	<div><div>64</div><div>22</div><div>13</div></div>	64%	-	+1	-1
	I can identify a clear connection between my job and my agency's purpose	<div><div>85</div><div>10</div><div></div></div>	85%	-	+8⬆	+6⬆
	To what extent do you agree that your agency deals with underperformance effectively?	<div><div>15</div><div>52</div><div>33</div></div>	15%	-	-3	-4

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

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 DPS	VARIANCE FROM APS OVERALL
My immediate supervisor provides time for me to attend learning programs	<div><div>70</div><div>22</div><div>8</div></div>	70%	-	-3	-7↓
My immediate supervisor shares links, readings and information	<div><div>52</div><div>24</div><div>24</div></div>	52%	-	-5↓	-17↓
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>48</div><div>32</div><div>20</div></div>	48%	-	-2	-15↓
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>69</div><div>22</div><div>10</div></div>	69%	-	+4	-2
I am able to access learning and development solutions to meet my needs	<div><div>58</div><div>22</div><div>20</div></div>	58%	-	-5↓	-10↓
I have a clear understanding of my development needs	<div><div>70</div><div>22</div><div>8</div></div>	70%	-	+4	-4
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>78</div><div>19</div><div></div></div>	78%	-	+5↑	+2
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>92</div><div></div><div></div></div>	92%	-	-3	+3

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 THEIR AGENCY. PLEASE SEE QUESTION 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

	RESPONSE SCALE	%	VARIANCE FROM 2017	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>	12%	0	-2	-1
Yes, in my agency	<div></div>	22%	-13⬇️	+2	-15⬇️
Yes, in another APS agency	<div></div>	25%	+5⬆️	+2	+7⬆️
No	<div></div>	58%	+5⬆️	+2	+8⬆️
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	<div></div>	5%	-1	-2	-1
I want to leave my agency within the next 12 months	<div></div>	10%	+1	-3	+1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	11%	0	+1	+1
I want to stay working for my agency for the next one to two years	<div></div>	26%	-6⬇️	0	+1
I want to stay working for my agency for at least the next three years	<div></div>	49%	+7⬆️	+3	-1
Main primary reason behind desire to leave agency:					
There is a lack of future career opportunities in my agency	<div></div>	42%	-1	+13⬆️	+16⬆️
KEY		⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	

# RISK 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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>66</div><div>28</div><div></div></div>	66%	-	+3	-5↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>57</div><div>31</div><div>11</div></div>	57%	-	0	-5↓
Employees in my agency have the right skills to manage risk effectively	<div><div>42</div><div>45</div><div>13</div></div>	42%	-	-1	-7↓
Appropriate risk taking is rewarded in my agency	<div><div>18</div><div>58</div><div>24</div></div>	18%	-1	-2	-10↓
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>43</div><div>39</div><div>18</div></div>	43%	-	+1	-5↓
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>47</div><div>35</div><div>18</div></div>	47%	-	+5↑	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

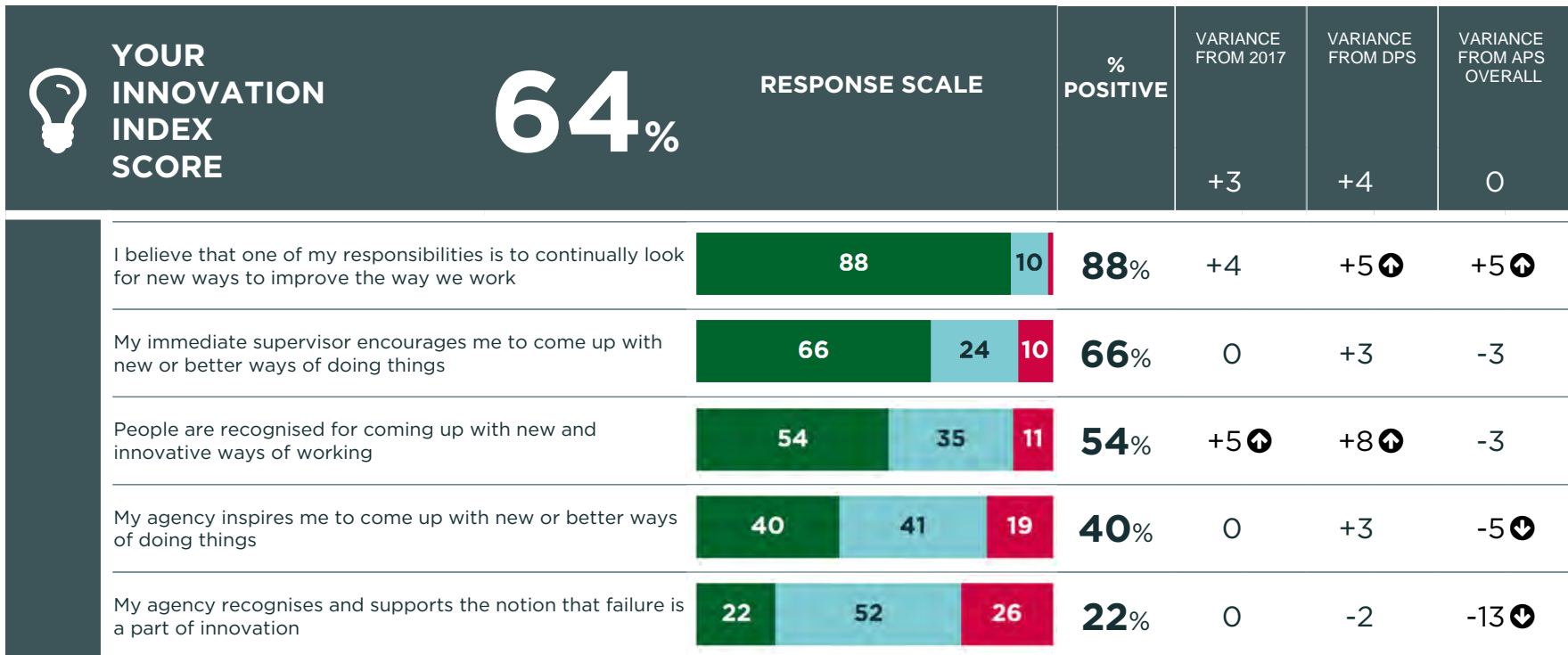


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### 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

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 DPS
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>84</div><div>12</div></div>	84%	+8⬆	+3
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>50</div><div>33</div><div>17</div></div>	50%	-	+1
I can count on my peers when I need help	<div><div>85</div><div>13</div></div>	85%	-	+3
I believe I collaborate well together with my peers	<div><div>96</div></div>	96%	-	+3
I feel safe to raise new ideas and receive feedback	<div><div>83</div><div>12</div></div>	83%	-	+9⬆
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>42</div><div>40</div><div>18</div></div>	42%	-	-1
DPS is moving in the right direction	<div><div>49</div><div>42</div><div>9</div></div>	49%	-	-1
I understand the priorities for my work in the next six months	<div><div>83</div><div>11</div></div>	83%	-	+6⬆
I am looking forward to the next 12 months with enthusiasm	<div><div>57</div><div>28</div><div>15</div></div>	57%	-	+4

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?

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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?

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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:

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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.



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

## 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 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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.



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## Planning & Applications Branch

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### RESPONSES:

15 of 15

### RESPONSE RATE:

100%

# 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](mailto: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.

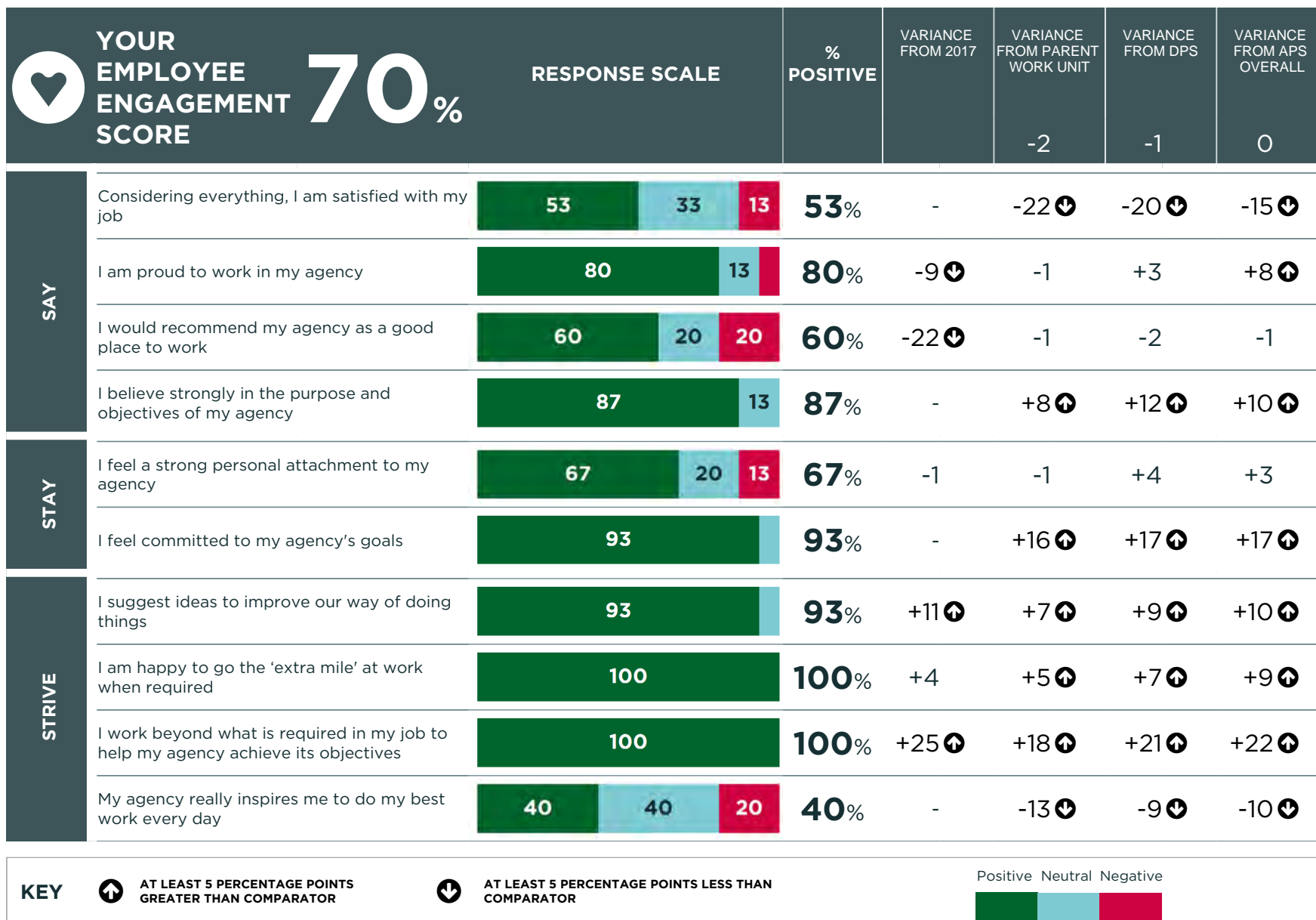
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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>	47%	-25 ↓	-12 ↓	-6 ↓	+9 ↑
Female	<div></div>	47%	+18 ↑	+9 ↑	+2	-12 ↓
X (Indeterminate/Intersex/Unspecified)		0%	-	-1	0	0
Prefer not to say	<div></div>	7%	-	+4	+4	+3

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

Yes		0%	-	-1	-2	-4
No	<div></div>	100%	0	+1	+2	+4

Do you have an ongoing disability?

Yes	<div></div>	7%	0	0	0	-2
No	<div></div>	93%	0	0	0	+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

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS, CULTURAL AND LINGUISTIC DIVERSITY IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN 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>	67%	-	-13 ↓	-14 ↓	-11 ↓
Other country	<div></div>	33%	-	+13 ↑	+14 ↑	+11 ↑

Do you speak a language other than English at home?

No, English only	<div></div>	73%	-	-10 ↓	-12 ↓	-8 ↓
Yes, other	<div></div>	27%	-	+10 ↑	+12 ↑	+8 ↑

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

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes		0%	-	-3	-4	-4
No	<div></div>	86%	-11↓	-4	-5↓	-6↓
Prefer not to say	<div></div>	14%	-	+8↑	+9↑	+10↑

Do you have carer responsibilities?

Yes	<div></div>	29%	-2	-4	-5↓	-11↓
No	<div></div>	71%	+2	+4	+5↑	+11↑

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	93	93%	-7⬇️	+9⬆️	+11⬆️	+5⬆️
	My SES manager actively supports people of diverse backgrounds	53	53%	-32⬇️	-9⬇️	-8⬇️	-12⬇️
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	73	73%	-5⬇️	+10⬆️	+11⬆️	-4
	My supervisor actively supports people from diverse backgrounds	93	93%	-	+14⬆️	+15⬆️	+8⬆️
	My agency supports and actively promotes an inclusive workplace culture	67	67%	-	-6⬇️	+2	-8⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

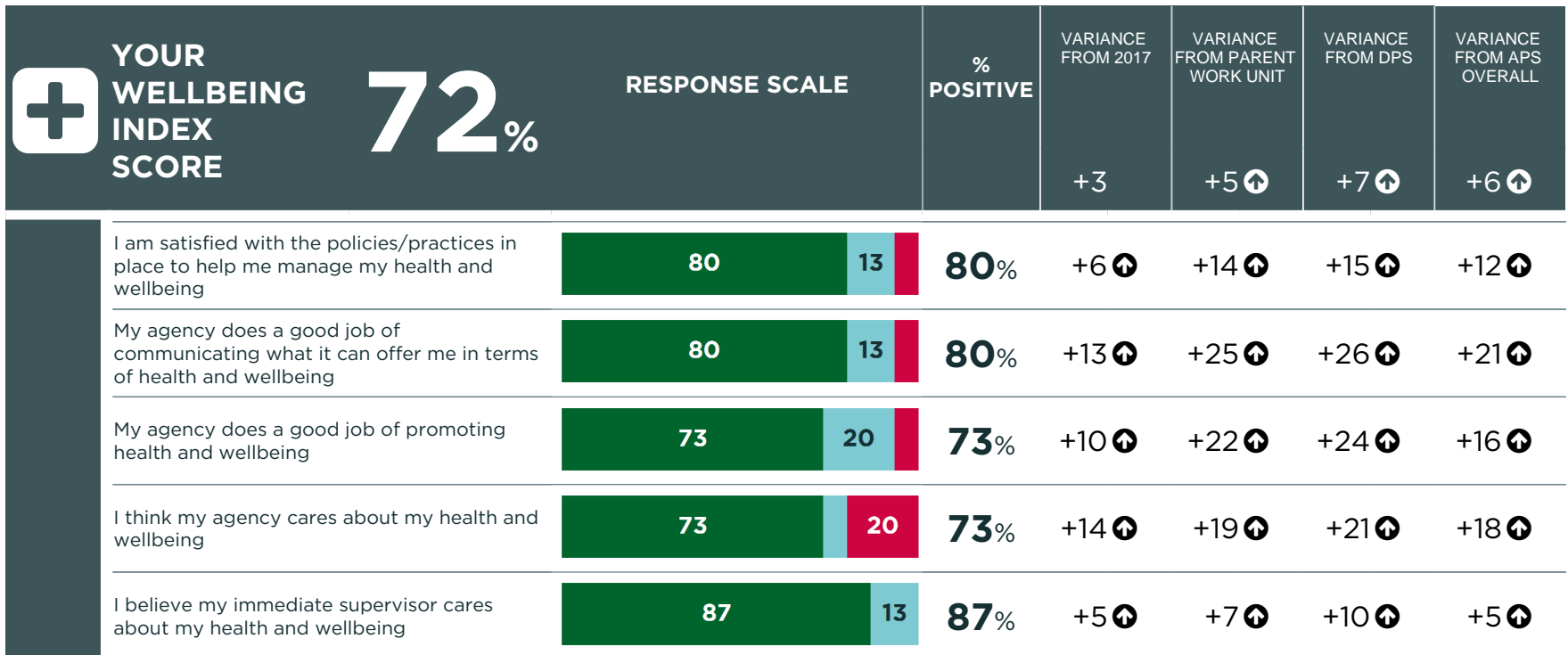


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



### 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 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?

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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

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 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?

Senior Leadership: All SES

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



40%

VARIANCE FROM 2017

-14 ↓

VARIANCE FROM PARENT WORK UNIT

-5 ↓

VARIANCE FROM DPS

-6 ↓

VARIANCE FROM APS OVERALL

-12 ↓

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



20%

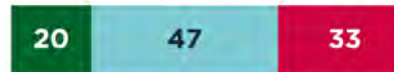
-19 ↓

-18 ↓

-18 ↓

-25 ↓

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



20%

-21 ↓

-23 ↓

-26 ↓

-35 ↓

In my agency, the SES are of a high quality



13%

-33 ↓

-28 ↓

-27 ↓

-37 ↓

In my agency, the SES work as a team



7%

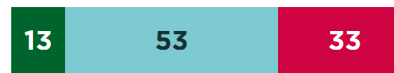
-

-29 ↓

-31 ↓

-33 ↓

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



13%

-

-31 ↓

-32 ↓

-40 ↓

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

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	93	93%	-3	+7 ⬆	+10 ⬆	+6 ⬆
My supervisor communicates effectively	80	80%	-6 ⬆	+3	+7 ⬆	+2
My supervisor encourages me to contribute ideas	87	87%	-6 ⬆	+9 ⬆	+11 ⬆	+4
My supervisor helps to develop my capability	67	67%	-22 ⬆	-5 ⬆	0	-5 ⬆
My supervisor displays resilience when faced with difficulties or failures	87	87%	+1	+11 ⬆	+14 ⬆	+8 ⬆
My supervisor gives me responsibility and holds me to account for what I deliver	93	93%	-7 ⬆	+10 ⬆	+12 ⬆	+9 ⬆
My supervisor challenges me to consider new ways of doing things	80	80%	-5 ⬆	+12 ⬆	+15 ⬆	+8 ⬆

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>	73%	-	-15↓	-13↓	-8↓
In the same office as me but on a different floor	<div></div>	7%	-	+1	-4	+4
In a different office, but in the same town/city	<div></div>	20%	-	+14↑	+17↑	+17↑
In a different town/city or state		0%	-	-	-	-13↓
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

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
Culture	I receive the respect I deserve from my colleagues at work	<div><div>87</div><div></div><div></div></div>	87%	+5 ⬆	+11 ⬆	+15 ⬆	+11 ⬆
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>47</div><div>53</div><div></div></div>	47%	-18 ⬇	+2	+4	-6 ⬇
	The people in my workgroup treat each other with respect	<div><div>87</div><div>13</div><div></div></div>	87%	-10 ⬇	+8 ⬆	+10 ⬆	+4
	My agency actively encourages ethical behaviour by all of its employees	<div><div>67</div><div>27</div><div></div></div>	67%	-12 ⬇	-12 ⬇	-7 ⬇	-13 ⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>20</div><div>53</div><div>27</div></div>	20%	-16 ⬇	-14 ⬇	-13 ⬇	-10 ⬇
	Staff are consulted about change at work	<div><div>13</div><div>73</div><div>13</div></div>	13%	-44 ⬇	-34 ⬇	-27 ⬇	-33 ⬇
	I am happy to go the 'extra mile' at work when required	<div><div>100</div><div></div><div></div></div>	100%	+4	+5 ⬆	+7 ⬆	+9 ⬆
	Internal communication within my agency is effective	<div><div>33</div><div>33</div><div>33</div></div>	33%	-27 ⬇	-15 ⬇	-10 ⬇	-13 ⬇
	In general, employees in my agency feel they are valued for their contribution	<div><div>33</div><div>33</div><div>33</div></div>	33%	-24 ⬇	-9 ⬇	-6 ⬇	-10 ⬇
	My agency really inspires me to do my best work every day	<div><div>40</div><div>40</div><div>20</div></div>	40%	-	-13 ⬇	-9 ⬇	-10 ⬇
KEY		⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		Positive Neutral Negative	
						<div><div></div><div></div><div></div></div>	



# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

### APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>60%</b>	+8	+17	+20	+12
Often		<b>33%</b>	-15	-15	-11	-8
Sometimes		<b>7%</b>	-	+1	-5	-1
Rarely		<b>0%</b>	-	-1	-2	-1
Never		<b>0%</b>	-	-	0	0
Not sure		<b>0%</b>	-	-1	-2	-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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	73%	+7 ⬆	+19 ⬆	+22 ⬆	+13 ⬆
Often	<div></div>	20%	-13 ⬆	-14 ⬆	-13 ⬆	-10 ⬆
Sometimes	<div></div>	7%	-	0	-3	+1
Rarely		0%	-	-2	-3	-1
Never		0%	-	-1	-1	0
Not sure		0%	-	-1	-2	-2

### 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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	40%	-4	+6 ⬆	+10 ⬆	0
Often	<div></div>	53%	+13 ⬆	+17 ⬆	+19 ⬆	+21 ⬆
Sometimes	<div></div>	7%	-4	-6 ⬆	-10 ⬆	-4
Rarely		0%	-	-3	-6 ⬆	-3
Never		0%	-	-	-1	-1
Not sure		0%	-	-14 ⬆	-12 ⬆	-15 ⬆

### 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 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 WORK UNIT

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>	7%	-	-3	-7 ↓	-6 ↓
No	<div></div>	93%	-	+3	+7 ↑	+6 ↑

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 WORK UNIT

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></div></div>	14%	+11 ⬆	+5 ⬆	-1	+1
No	<div><div></div></div>	86%	+1	+2	+7 ⬆	+6 ⬆
Not Sure		0%	-	-7 ⬇	-6 ⬇	-6 ⬇

Did you report the harassment or bullying?

I 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.
I 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	93	93%	0	+8 ⬆	+10 ⬆	+14 ⬆
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	53 20 27	53%	+10 ⬆	-15 ⬇	-11 ⬇	-7 ⬇
	Considering everything, I am satisfied with my job	53 33 13	53%	-	-22 ⬇	-20 ⬇	-15 ⬇
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	93	93%	+18 ⬆	+13 ⬆	+13 ⬆	+17 ⬆
	I am satisfied with the stability and security of my current job	80 20	80%	-9 ⬇	+7 ⬆	+10 ⬆	+10 ⬆
	I am satisfied with the opportunities for career progression in my agency	27 33 40	27%	-13 ⬇	-7 ⬇	-9 ⬇	-13 ⬇

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

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
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	73 20	73%	-12↓	+2	-3	-8↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	87 13	87%	+8↑	+12↑	+13↑	+13↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	33 53 13	33%	-	-6↓	-12↓	-19↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	60 33	7%	-	-9↓	-16↓	-25↓
	My immediate supervisor actively supports opportunities for mobility	27 67	27%	-	-8↓	-15↓	-24↓

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 WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	40 27 33	40%	-	-26 ↓	-22 ↓	-21 ↓
The work processes we have in place allow me to be as productive as possible	53 13 33	53%	-	-6 ↓	-1	+1
The people in my workgroup complete work to a high standard	73 20	73%	-	-7 ↓	-3	-5 ↓
My supervisor ensures that my workgroup delivers on what we are responsible for	93	93%	-	+12 ↑	+16 ↑	+14 ↑

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	<div></div>	<b>93%</b>	-	+10	+13	+10
No	<div></div>	<b>7%</b>	-	-10	-13	-10

Received constructive feedback from your supervisor

Yes	<div></div>	<b>80%</b>	-	+1	+2	-4
No	<div></div>	<b>20%</b>	-	-1	-2	+4

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

Yes	<div></div>	<b>87%</b>	-	+10	+13	+4
No	<div></div>	<b>13%</b>	-	-10	-13	-4

### 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>	100%	-	+15 ⬆	+22 ⬆	+23 ⬆
No		0%	-	-7 ⬇	-10 ⬇	-9 ⬇
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		0%	-	-8 ⬇	-12 ⬇	-15 ⬇

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

Yes	<div></div>	47%	-	+20 ⬆	+24 ⬆	+18 ⬆
No	<div></div>	20%	-	+3	+1	+5 ⬆
Not applicable (e.g. my performance has not changed)	<div></div>	33%	-	-23 ⬇	-25 ⬇	-23 ⬇

#### 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?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Performance Management	To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div><div>87</div><div>13</div></div>	87%	+13 ⬆	+12 ⬆	+17 ⬆	+20 ⬆
	How satisfied are you with your supervisor in managing your performance?	<div><div>80</div><div>13</div></div>	80%	-	+5 ⬆	+10 ⬆	+5 ⬆
	To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div><div>67</div><div>27</div></div>	67%	-	+8 ⬆	+10 ⬆	+6 ⬆
	My overall experience of performance management in my agency has been useful for my development	<div><div>60</div><div>13</div><div>27</div></div>	60%	+8 ⬆	+20 ⬆	+18 ⬆	+12 ⬆
	My supervisor openly demonstrates commitment to performance management	<div><div>60</div><div>27</div><div>13</div></div>	60%	+1	+2	+3	-4
	I received recognition when I last accomplished something significant at work	<div><div>73</div><div>20</div></div>	73%	-	+9 ⬆	+10 ⬆	+8 ⬆
	I can identify a clear connection between my job and my agency's purpose	<div><div>87</div><div>13</div></div>	87%	-	+1	+10 ⬆	+7 ⬆
	To what extent do you agree that your agency deals with underperformance effectively?	<div><div>33</div><div>33</div><div>33</div></div>	33%	-	+19 ⬆	+16 ⬆	+14 ⬆

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

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
My immediate supervisor provides time for me to attend learning programs	87 13	87%	-	+17 ↑	+14 ↑	+9 ↑
My immediate supervisor shares links, readings and information	60 20 20	60%	-	+8 ↑	+3	-9 ↓
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	60 13 27	60%	-	+12 ↑	+9 ↑	-3
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	87	87%	-	+18 ↑	+22 ↑	+17 ↑
I am able to access learning and development solutions to meet my needs	80 13	80%	-	+22 ↑	+17 ↑	+11 ↑
I have a clear understanding of my development needs	73 13 13	73%	-	+3	+7 ↑	-1
I seek out opportunities to apply what I learn in my day-to-day work	93	93%	-	+16 ↑	+20 ↑	+18 ↑
I have the appropriate skills, capabilities, and knowledge to do my job	100	100%	-	+8 ↑	+5 ↑	+11 ↑

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 THEIR 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		7%	-1	-5 ↓	-7 ↓	-6 ↓
Yes, in my agency		27%	-18 ↓	+5 ↑	+7 ↑	-10 ↓
Yes, in another APS agency		20%	+5 ↑	-5 ↓	-2	+2
No		67%	+22 ↑	+8 ↑	+10 ↑	+17 ↑

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		0%	-	-5 ↓	-7 ↓	-6 ↓
I want to leave my agency within the next 12 months		13%	-	+4	+1	+4
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		7%	-1	-4	-3	-4
I want to stay working for my agency for the next one to two years		40%	-8 ↓	+14 ↑	+14 ↑	+16 ↑
I want to stay working for my agency for at least the next three years		40%	-1	-9 ↓	-5 ↓	-10 ↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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	<div><div>73</div><div>20</div><div></div></div>	73%	-	+7	+10	+3
Risk management concerns are discussed openly and honestly in my agency	<div><div>73</div><div>13</div><div>13</div></div>	73%	-	+16	+17	+11
Employees in my agency have the right skills to manage risk effectively	<div><div>40</div><div>40</div><div>20</div></div>	40%	-	-2	-3	-9
Appropriate risk taking is rewarded in my agency	<div><div>20</div><div>33</div><div>47</div></div>	20%	+2	+2	0	-8
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>53</div><div>13</div><div>33</div></div>	53%	-	+11	+11	+6
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>53</div><div>27</div><div>20</div></div>	53%	-	+6	+11	+5

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

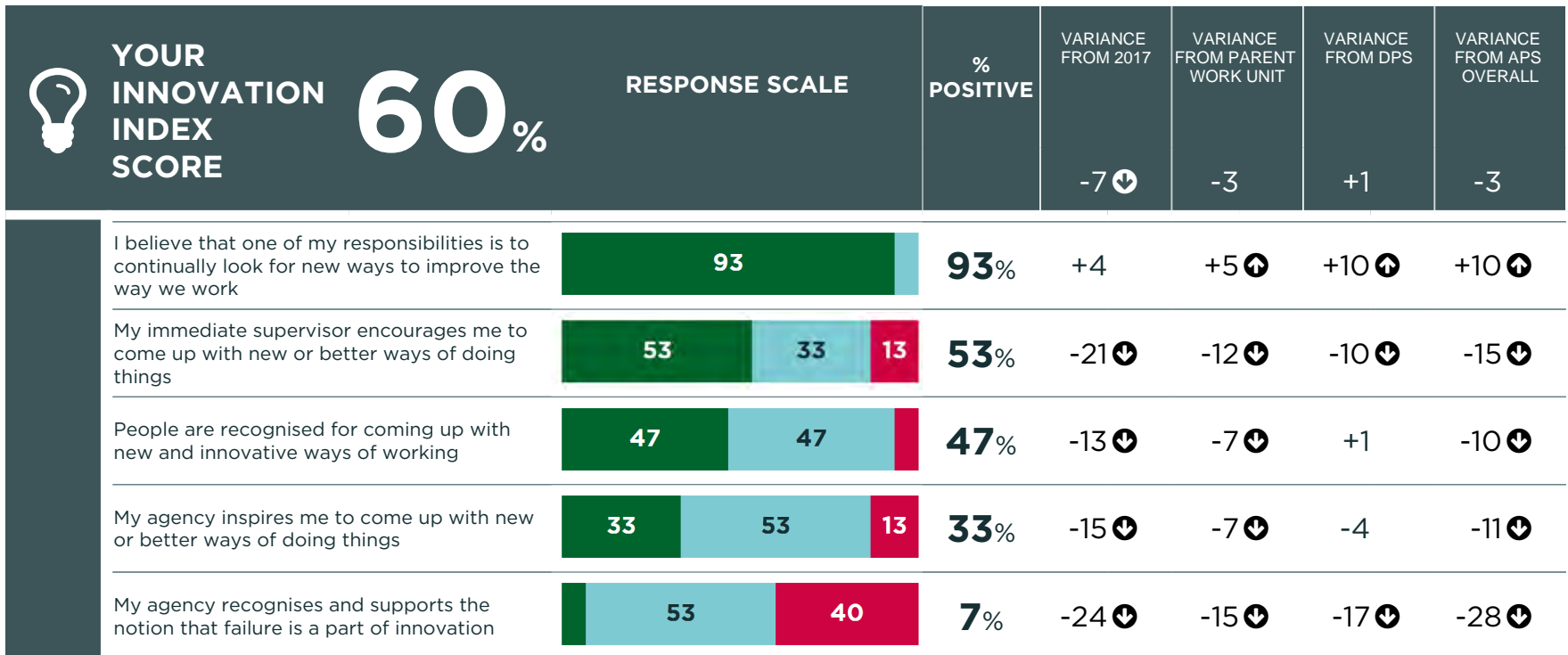


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### 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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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
The people in my immediate workgroup are held to account for the quality of work they deliver	93	93%	+1	+9 ⬆	+12 ⬆
My agency routinely applies merit in decisions regarding engagement and promotion	47 27 27	47%	-	-3	-2
I can count on my peers when I need help	80 13	80%	-	-5 ⬇	-3
I believe I collaborate well together with my peers	100	100%	-	+4	+8 ⬆
I feel safe to raise new ideas and receive feedback	80 13	80%	-	-3	+6 ⬆
In DPS the lines of communication are "open" all the way to the SES Executive	53 13 33	53%	-	+11 ⬆	+10 ⬆
DPS is moving in the right direction	47 47	47%	-	-2	-4
I understand the priorities for my work in the next six months	93	93%	-	+10 ⬆	+16 ⬆
I am looking forward to the next 12 months with enthusiasm	47 33 20	47%	-	-11 ⬇	-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?

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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?

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---



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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.

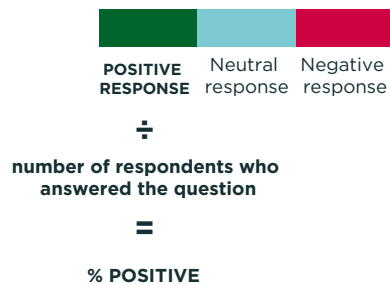
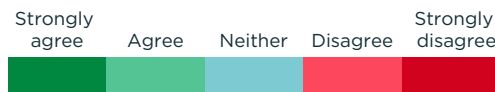
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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 INFORMATION SERVICES



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

ICT Infrastructure & Services  
Branch (incl. CIO Office and ICT  
Service Delivery & Support Unit )

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### RESPONSES:

71 of 91

### RESPONSE RATE:

78%

# 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](mailto: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.

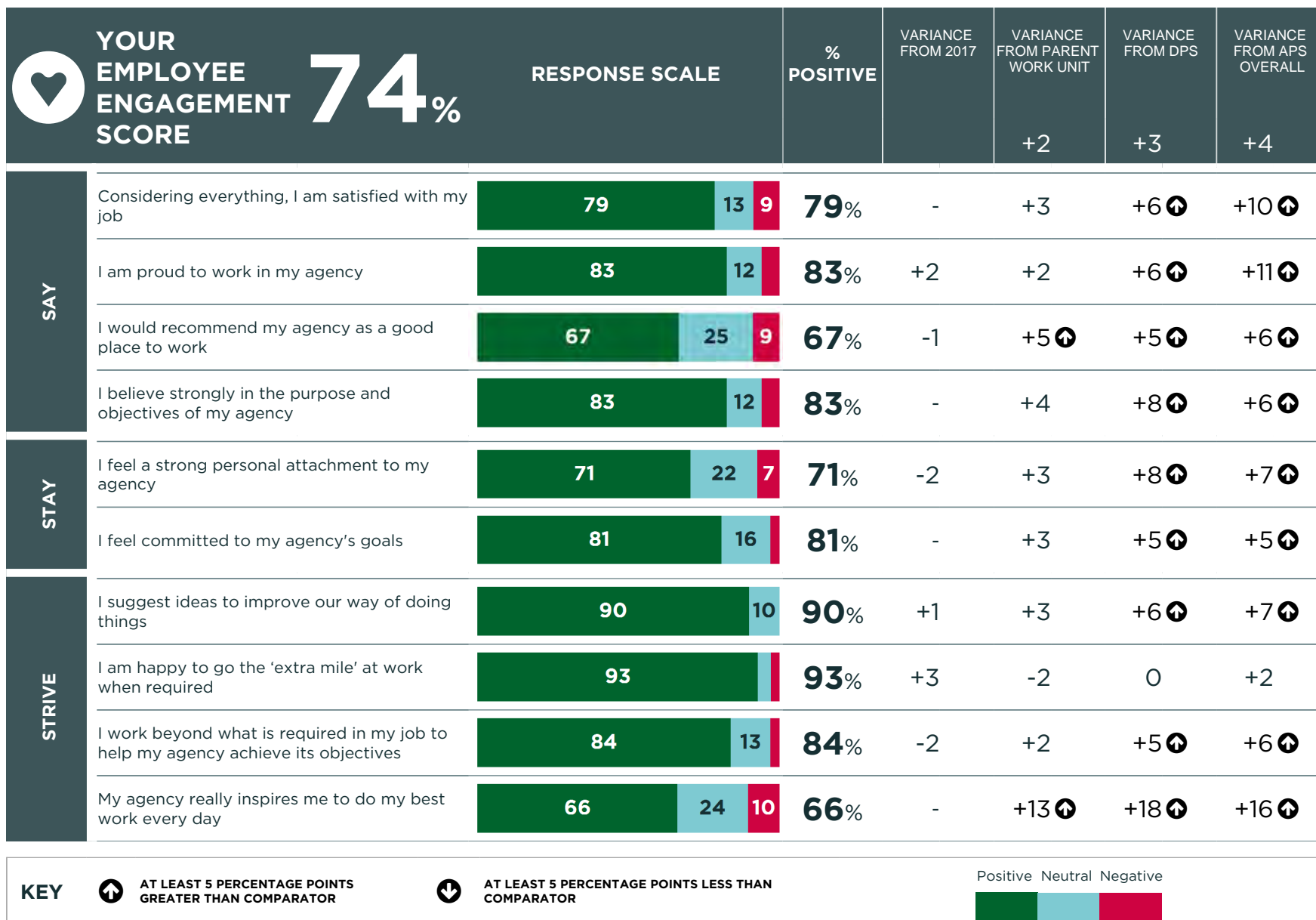
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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>	69%	-11↓	+10↑	+17↑	+31↑
Female	<div></div>	31%	+12↑	-7↓	-14↓	-27↓
X (Indeterminate/Intersex/Unspecified)		0%	-	-1	0	0
Prefer not to say		0%	-	-3	-3	-3

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

Yes	<div></div>	1%	0	+1	0	-2
No	<div></div>	99%	0	-1	0	+2

Do you have an ongoing disability?

Yes	<div></div>	9%	0	+1	+1	0
No	<div></div>	91%	0	-1	-1	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

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS, CULTURAL AND LINGUISTIC DIVERSITY IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN 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>	77%	-	-2	-3	-1
Other country	<div></div>	23%	-	+2	+3	+1
Do you speak a language other than English at home?						
No, English only	<div></div>	86%	-	+2	0	+4
Yes, other	<div></div>	14%	-	-2	0	-4
How well do you speak English?						
Very well	<div></div>	60%	-	-12⬇️	-10⬇️	-24⬇️
Well	<div></div>	40%	-	+12⬆️	+11⬆️	+25⬆️
Not well		0%	-	-	-1	0
Not at all		0%	-	-	-	0
<b>KEY</b> <span>⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</span> <span>⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</span>						



# 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

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

Yes	<div></div>	4%	0	+1	+1	0
No	<div></div>	91%	+5 ⬆	+1	0	0
Prefer not to say	<div></div>	4%	-6 ⬆	-2	-1	0

Do you have carer responsibilities?

Yes	<div></div>	37%	+12 ⬆	+4	+4	-3
No	<div></div>	63%	-12 ⬆	-4	-4	+3

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	93 7	93%	+11 ⬆	+8 ⬆	+10 ⬆	+5 ⬆
	My SES manager actively supports people of diverse backgrounds	85 12	85%	-1	+23 ⬆	+24 ⬆	+20 ⬆
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	75 19	75%	+12 ⬆	+11 ⬆	+12 ⬆	-2
	My supervisor actively supports people from diverse backgrounds	93 7	93%	-	+14 ⬆	+14 ⬆	+8 ⬆
	My agency supports and actively promotes an inclusive workplace culture	82 10 7	82%	-	+10 ⬆	+18 ⬆	+7 ⬆

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

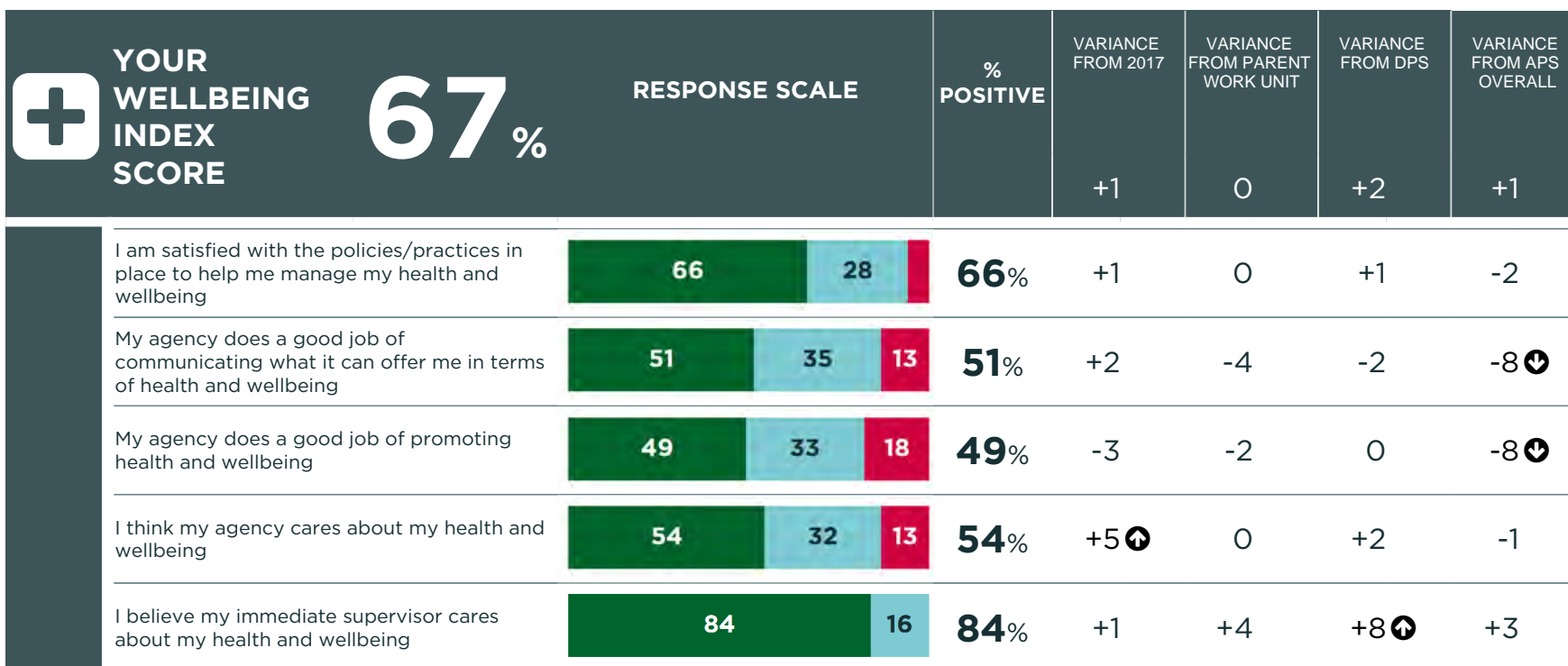


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



### 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 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?

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

S47F

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div><div>59</div><div>20</div><div>19</div></div>	59%	+18 ⬆	+15 ⬆	+13 ⬆	+8 ⬆
In my agency, communication between the SES and other employees is effective	<div><div>57</div><div>28</div><div>12</div></div>	57%	+21 ⬆	+19 ⬆	+20 ⬆	+13 ⬆
In my agency, the SES set a clear strategic direction for the agency	<div><div>60</div><div>26</div><div>12</div></div>	60%	+10 ⬆	+18 ⬆	+15 ⬆	+5 ⬆
In my agency, the SES are of a high quality	<div><div>63</div><div>18</div><div>15</div></div>	63%	+27 ⬆	+22 ⬆	+23 ⬆	+13 ⬆
In my agency, the SES work as a team	<div><div>54</div><div>27</div><div>12</div></div>	54%	-	+18 ⬆	+17 ⬆	+14 ⬆
In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>60</div><div>25</div><div>10</div></div>	60%	-	+16 ⬆	+15 ⬆	+7 ⬆

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

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
Immediate supervisor	My supervisor treats people with respect	96	96%	+10 ⬆	+10 ⬆	+13 ⬆	+8 ⬆
	My supervisor communicates effectively	81	81%	+5 ⬆	+4	+9 ⬆	+3
	My supervisor encourages me to contribute ideas	84	84%	+5 ⬆	+7 ⬆	+9 ⬆	+2
	My supervisor helps to develop my capability	74	74%	+3	+2	+8 ⬆	+3
	My supervisor displays resilience when faced with difficulties or failures	87	87%	+12 ⬆	+11 ⬆	+14 ⬆	+9 ⬆
	My supervisor gives me responsibility and holds me to account for what I deliver	87	87%	+7 ⬆	+4	+6 ⬆	+2
	My supervisor challenges me to consider new ways of doing things	79	79%	+7 ⬆	+11 ⬆	+14 ⬆	+6 ⬆

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>	91%	-	+3	+5	+10
In the same office as me but on a different floor	<div></div>	3%	-	-2	-8	0
In a different office, but in the same town/city	<div></div>	6%	-	0	+3	+3
In a different town/city or state		0%	-	-	-	-13
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

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
Culture	I receive the respect I deserve from my colleagues at work	<div><div>82</div><div>13</div></div>	82%	+11⬆	+7⬆	+10⬆	+6⬆
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>53</div><div>41</div></div>	53%	+5⬆	+9⬆	+10⬆	0
	The people in my workgroup treat each other with respect	<div><div>89</div><div>10</div></div>	89%	+16⬆	+10⬆	+12⬆	+6⬆
	My agency actively encourages ethical behaviour by all of its employees	<div><div>82</div><div>16</div></div>	82%	+7⬆	+4	+9⬆	+3
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>36</div><div>41</div><div>23</div></div>	36%	0	+2	+3	+6⬆
	Staff are consulted about change at work	<div><div>57</div><div>37</div></div>	57%	+16⬆	+10⬆	+17⬆	+11⬆
	I am happy to go the 'extra mile' at work when required	<div><div>93</div></div>	93%	+3	-2	0	+2
	Internal communication within my agency is effective	<div><div>58</div><div>22</div><div>20</div></div>	58%	+15⬆	+9⬆	+15⬆	+12⬆
	In general, employees in my agency feel they are valued for their contribution	<div><div>57</div><div>28</div><div>15</div></div>	57%	+16⬆	+14⬆	+17⬆	+14⬆
	My agency really inspires me to do my best work every day	<div><div>66</div><div>24</div><div>10</div></div>	66%	-	+13⬆	+18⬆	+16⬆
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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	45%	+6 ⬆	+3	+5 ⬆	-2
Often	<div></div>	44%	-3	-5 ⬇	0	+2
Sometimes	<div></div>	8%	-5 ⬇	+2	-4	0
Rarely	<div></div>	2%	0	0	0	0
Never		0%	-	-	0	0
Not sure	<div></div>	2%	-	0	-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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>59%</b>	+12	+5	+8	-1
Often		<b>33%</b>	-9	-1	+1	+3
Sometimes		<b>5%</b>	-6	-3	-5	-2
Rarely		<b>2%</b>	-	-1	-2	0
Never		<b>0%</b>	-	-1	-1	0
Not sure		<b>2%</b>	-	0	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	39%	+3	+6	+9	0
Often	<div></div>	39%	-2	+3	+5	+7
Sometimes	<div></div>	9%	+1	-4	-7	-1
Rarely	<div></div>	3%	0	0	-3	0
Never		0%	-	-	-1	-1
Not sure	<div></div>	9%	-2	-5	-3	-5

### 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 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  
WORK UNIT

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		9%	-	-1	-4	-3
No		91%	-	+1	+4	+3

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 WORK UNIT

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		5%	-13 ↓	-5 ↓	-11 ↓	-9 ↓
No		89%	+14 ↑	+6 ↑	+11 ↑	+9 ↑
Not Sure		6%	-1	-1	0	0

Did you report the harassment or bullying?

I 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.

I 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	83 13	83%	+12 ⬆	-2	0	+3
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	67 21 11	67%	+17 ⬆	-2	+3	+7 ⬆
	Considering everything, I am satisfied with my job	79 13 9	79%	-	+3	+6 ⬆	+10 ⬆
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83 14	83%	+2	+2	+2	+6 ⬆
	I am satisfied with the stability and security of my current job	79 11 10	79%	+4	+6 ⬆	+8 ⬆	+9 ⬆
	I am satisfied with the opportunities for career progression in my agency	45 32 23	45%	+10 ⬆	+11 ⬆	+9 ⬆	+5 ⬆

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

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
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	84 13	84%	+2	+13 ↑	+8 ↑	+2
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	78 16	78%	+15 ↑	+3	+5 ↑	+5 ↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	51 28 21	51%	-	+12 ↑	+6 ↑	-2
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	15 55 30	15%	-	-1	-8 ↓	-17 ↓
	My immediate supervisor actively supports opportunities for mobility	42 43 15	42%	-	+8 ↑	0	-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

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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 workgroup has the tools and resources we need to perform well	<div><div>66</div><div>14</div><div>20</div></div>	66%	-	0	+4	+5
The work processes we have in place allow me to be as productive as possible	<div><div>66</div><div>15</div><div>18</div></div>	66%	-	+7	+12	+14
The people in my workgroup complete work to a high standard	<div><div>80</div><div>12</div><div>8</div></div>	80%	-	0	+4	+2
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>77</div><div>15</div><div>8</div></div>	77%	-	-4	-1	-3

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	<div></div>	84%	-	0	+4	+1
No	<div></div>	16%	-	0	-4	-1

Received constructive feedback from your supervisor

Yes	<div></div>	82%	-	+3	+4	-1
No	<div></div>	18%	-	-3	-4	+1

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

Yes	<div></div>	82%	-	+6	+8	0
No	<div></div>	18%	-	-6	-8	0

### 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>	87%	-	+2	+9	+10
No	<div></div>	6%	-	-1	-4	-3
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	7%	-	-1	-5	-7

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

Yes	<div></div>	29%	-	+3	+7	+1
No	<div></div>	16%	-	0	-3	+1
Not applicable (e.g. my performance has not changed)	<div></div>	54%	-	-2	-4	-2

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE 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?

### Performance Management

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



%  
POSITIVE

76%

VARIANCE  
FROM 2017

+20 ⬆

VARIANCE  
FROM PARENT  
WORK UNIT

+2

VARIANCE  
FROM DPS

+6 ⬆

VARIANCE  
FROM APS  
OVERALL

+10 ⬆

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



78%

-

+3

+8 ⬆

+3

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



69%

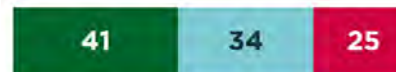
-

+10 ⬆

+12 ⬆

+8 ⬆

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



41%

-3

+1

-1

-6 ⬇

My supervisor openly demonstrates commitment to performance management



68%

+3

+9 ⬆

+11 ⬆

+4

I received recognition when I last accomplished something significant at work



67%

-

+3

+4

+2

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



82%

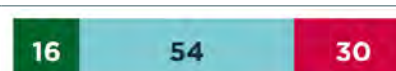
-

-3

+5 ⬆

+3

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



16%

-

+2

-1

-3

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

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
My immediate supervisor provides time for me to attend learning programs	<div><div>69</div><div>22</div><div>9</div></div>	69%	-	-1	-4	-8⬇️
My immediate supervisor shares links, readings and information	<div><div>66</div><div>16</div><div>18</div></div>	66%	-	+14⬆️	+9⬆️	-3
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>57</div><div>27</div><div>16</div></div>	57%	-	+8⬆️	+6⬆️	-6⬇️
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>76</div><div>18</div><div></div></div>	76%	-	+8⬆️	+11⬆️	+6⬆️
I am able to access learning and development solutions to meet my needs	<div><div>60</div><div>18</div><div>22</div></div>	60%	-	+1	-3	-9⬇️
I have a clear understanding of my development needs	<div><div>72</div><div>22</div><div></div></div>	72%	-	+1	+5⬆️	-3
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>76</div><div>22</div><div></div></div>	76%	-	-2	+3	+1
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>91</div><div></div><div></div></div>	91%	-	-1	-4	+2

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 THEIR 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>	13%	-1	+2	0	+1
Yes, in my agency	<div></div>	30%	-14 ↓	+8 ↑	+10 ↑	-7 ↓
Yes, in another APS agency	<div></div>	25%	0	+1	+3	+7 ↑
No	<div></div>	54%	+9 ↑	-4	-3	+4
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	<div></div>	4%	-2	0	-2	-2
I want to leave my agency within the next 12 months	<div></div>	7%	0	-2	-5 ↓	-1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	9%	-4	-2	-1	-2
I want to stay working for my agency for the next one to two years	<div></div>	28%	-2	+3	+3	+4
I want to stay working for my agency for at least the next three years	<div></div>	51%	+9 ↑	+2	+5 ↑	+1
Main primary reason behind desire to leave agency:						
There is a lack of future career opportunities in my agency	<div></div>	57%	0	+15 ↑	+28 ↑	+31 ↑
<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

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
My agency supports employees to escalate risk-related issues with managers	<div><div>71</div><div>20</div><div>9</div></div>	71%	-	+5	+8	+1
Risk management concerns are discussed openly and honestly in my agency	<div><div>63</div><div>27</div><div>11</div></div>	63%	-	+5	+6	0
Employees in my agency have the right skills to manage risk effectively	<div><div>44</div><div>39</div><div>17</div></div>	44%	-	+2	+1	-5
Appropriate risk taking is rewarded in my agency	<div><div>20</div><div>60</div><div>20</div></div>	20%	-2	+2	0	-8
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>50</div><div>35</div><div>15</div></div>	50%	-	+7	+8	+2
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>51</div><div>31</div><div>18</div></div>	51%	-	+4	+8	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

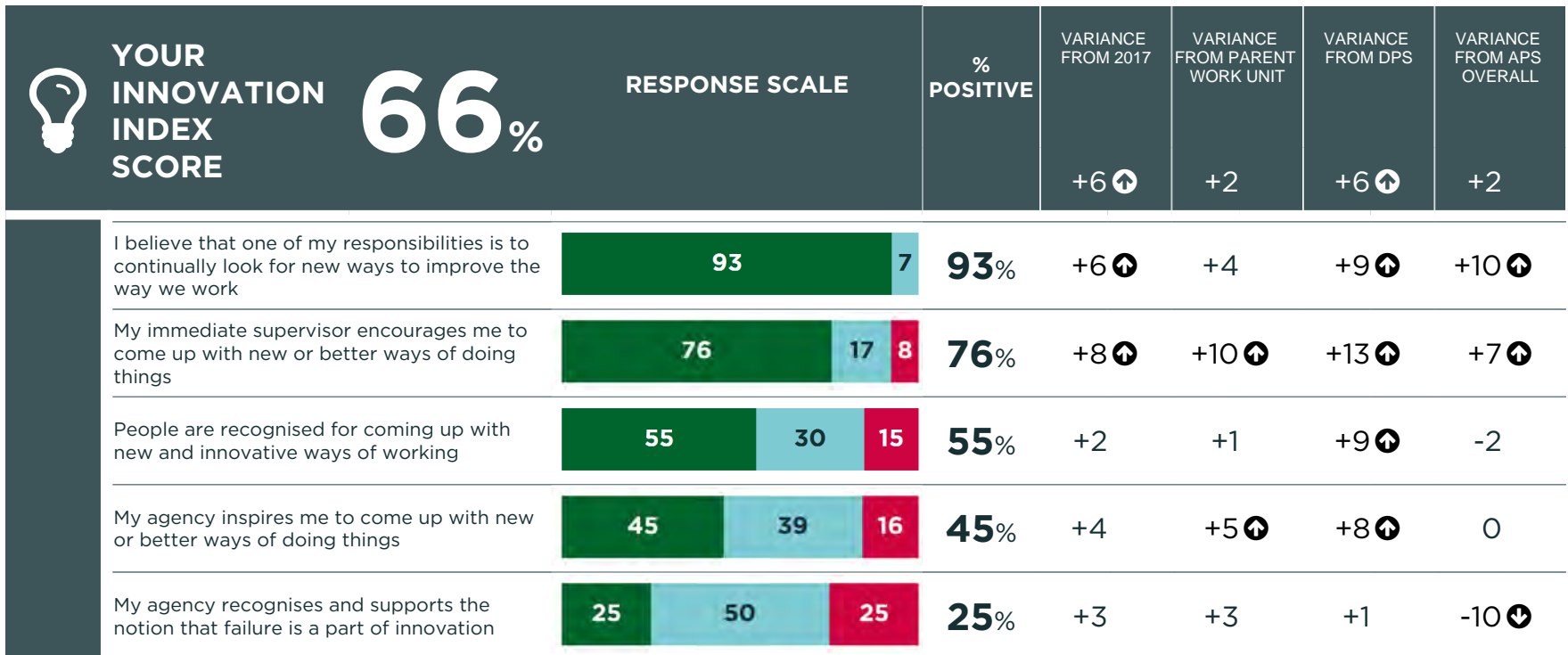


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### 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

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
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>83</div><div>13</div></div>	83%	+10 ⬆	-1	+1
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>58</div><div>26</div><div>15</div></div>	58%	-	+9 ⬆	+10 ⬆
I can count on my peers when I need help	<div><div>86</div><div>12</div></div>	86%	-	+1	+4
I believe I collaborate well together with my peers	<div><div>95</div></div>	95%	-	0	+3
I feel safe to raise new ideas and receive feedback	<div><div>86</div><div>11</div></div>	86%	-	+4	+12 ⬆
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>55</div><div>32</div><div>12</div></div>	55%	-	+13 ⬆	+12 ⬆
DPS is moving in the right direction	<div><div>60</div><div>31</div><div>9</div></div>	60%	-	+11 ⬆	+10 ⬆
I understand the priorities for my work in the next six months	<div><div>78</div><div>12</div><div>9</div></div>	78%	-	-4	+1
I am looking forward to the next 12 months with enthusiasm	<div><div>64</div><div>23</div><div>14</div></div>	64%	-	+6 ⬆	+10 ⬆

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?

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---

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?

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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.

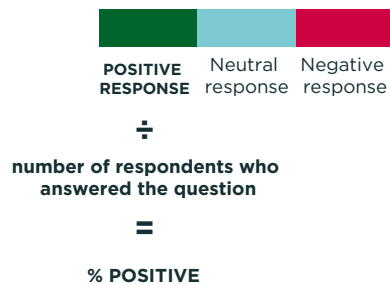
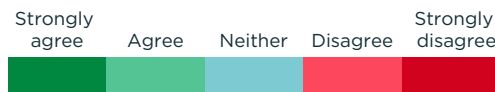
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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 INFORMATION SERVICES



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report: Building & Security

CONTENT	
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Workplace Culture	14
Workplace Conditions	20
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Performance Management	23
Capability	26
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Time to take action	31
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### RESPONSES:

165 of 353

### RESPONSE RATE:

47%

# 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](mailto: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.

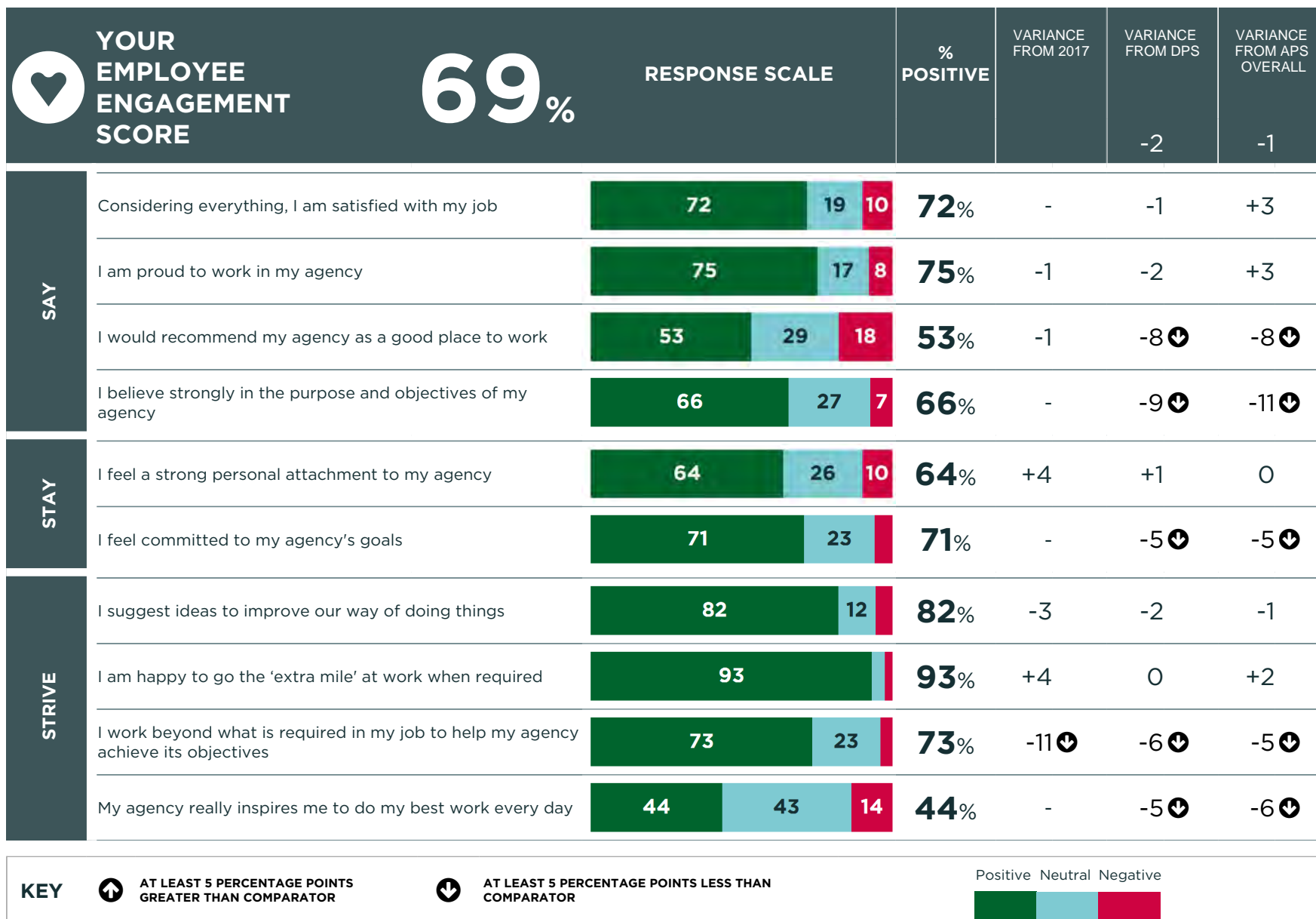
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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 DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	70%	-7↓	+18↑	+32↑
Female	<div></div>	27%	+5↑	-18↓	-32↓
X (Indeterminate/Intersex/Unspecified)		0%	-	0	0
Prefer not to say	<div></div>	3%	-	0	0

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

Yes	<div></div>	1%	0	0	-2
No	<div></div>	99%	0	0	+2

Do you have an ongoing disability?

Yes	<div></div>	7%	+1	0	-1
No	<div></div>	93%	-1	0	+1

### 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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENOUS STATUS.

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In which country were you born?					
Australia	<div></div>	83%	-	+2	+5 ⬆
Other country	<div></div>	17%	-	-2	-5 ⬇
Do you speak a language other than English at home?					
No, English only	<div></div>	88%	-	+3	+7 ⬆
Yes, other	<div></div>	12%	-	-3	-7 ⬇
How well do you speak English?					
Very well	<div></div>	74%	-	+4	-10 ⬇
Well	<div></div>	21%	-	-8 ⬇	+6 ⬆
Not well	<div></div>	5%	-	+4	+5 ⬆
Not at all		0%	-	-	0
<div>KEY</div> <div> <div>⬆</div> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR                 </div> <div> <div>⬇</div> AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR                 </div>					



# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

## Demographics

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes	<div></div>	5%	+4	+1	0
No	<div></div>	90%	-3	-1	-1
Prefer not to say	<div></div>	5%	-1	0	+1

Do you have carer responsibilities?

Yes	<div></div>	30%	+5⬆	-3	-9⬇
No	<div></div>	70%	-5⬇	+3	+9⬆

### 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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	80 14	80%	0	-3	-8↓
	My SES manager actively supports people of diverse backgrounds	58 36	58%	-2	-3	-7↓
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	58 36	58%	+4	-4	-19↓
	My supervisor actively supports people from diverse backgrounds	80 16	80%	-	+2	-5↓
	My agency supports and actively promotes an inclusive workplace culture	59 30 11	59%	-	-6↓	-16↓

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 IS BASED ON A RE-CALCULATED 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				60%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
							+2	-4	-6⬇️
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	57	32	11	57%	0	-8⬇️	-12⬇️	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	44	39	17	44%	0	-10⬇️	-15⬇️	
	My agency does a good job of promoting health and wellbeing	46	34	19	46%	+8⬆️	-3	-11⬇️	
	I think my agency cares about my health and wellbeing	46	29	25	46%	+6⬆️	-6⬇️	-9⬇️	
	I believe my immediate supervisor cares about my health and wellbeing	69	20	11	69%	+1	-7⬇️	-12⬇️	

### 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 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 DPS	VARIANCE FROM APS OVERALL
Senior leadership: Immediate SES manager	My SES manager is of a high quality	s47F			
	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				
KEY		Positive Neutral Negative <div> </div>			
		↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR           ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR			

# SENIOR LEADERSHIP



## 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?

Senior Leadership: All SES

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

RESPONSE SCALE

47

29

22

% POSITIVE

47%

VARIANCE FROM 2017

+8 ↑

VARIANCE FROM DPS

0

VARIANCE FROM APS OVERALL

-5 ↓

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

38

31

26

38%

+4

0

-7 ↓

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

43

29

23

43%

+9 ↑

-2

-12 ↓

In my agency, the SES are of a high quality

39

32

24

39%

+9 ↑

-1

-11 ↓

In my agency, the SES work as a team

40

32

20

40%

-

+3

+1

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

44

31

19

44%

-

-1

-9 ↓

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

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 DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	<div><div>81</div><div>11</div><div>8</div></div>	81%	+4	-2	-6↓
	My supervisor communicates effectively	<div><div>72</div><div>12</div><div>16</div></div>	72%	-1	-1	-6↓
	My supervisor encourages me to contribute ideas	<div><div>77</div><div>11</div><div>12</div></div>	77%	+9↑	+1	-6↓
	My supervisor helps to develop my capability	<div><div>66</div><div>18</div><div>16</div></div>	66%	0	0	-6↓
	My supervisor displays resilience when faced with difficulties or failures	<div><div>72</div><div>15</div><div>13</div></div>	72%	-1	-1	-7↓
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>81</div><div>11</div><div>8</div></div>	81%	+1	0	-4
	My supervisor challenges me to consider new ways of doing things	<div><div>68</div><div>18</div><div>14</div></div>	68%	+5↑	+3	-4

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 DPS

VARIANCE  
FROM APS  
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	78%	-	-8↓	-3
In the same office as me but on a different floor	<div></div>	21%	-	+10↑	+18↑
In a different office, but in the same town/city	<div></div>	1%	-	-2	-2
In a different town/city or state		0%	-	-	-13↓
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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>64</div><div>29</div><div>7</div></div>	64%	+2	-8⬇️	-12⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>35</div><div>50</div><div>15</div></div>	35%	0	-8⬇️	-18⬇️
	The people in my workgroup treat each other with respect	<div><div>73</div><div>17</div><div>9</div></div>	73%	+3	-3	-9⬇️
	My agency actively encourages ethical behaviour by all of its employees	<div><div>70</div><div>21</div><div>9</div></div>	70%	+3	-4	-10⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>32</div><div>53</div><div>16</div></div>	32%	+4	-1	+1
	Staff are consulted about change at work	<div><div>35</div><div>35</div><div>31</div></div>	35%	-3	-6⬇️	-12⬇️
	I am happy to go the 'extra mile' at work when required	<div><div>93</div><div></div><div></div></div>	93%	+4	0	+2
	Internal communication within my agency is effective	<div><div>39</div><div>32</div><div>30</div></div>	39%	+9⬆️	-4	-7⬇️
	In general, employees in my agency feel they are valued for their contribution	<div><div>32</div><div>38</div><div>30</div></div>	32%	+7⬆️	-8⬇️	-11⬇️
	My agency really inspires me to do my best work every day	<div><div>44</div><div>43</div><div>14</div></div>	44%	-	-5⬇️	-6⬇️
<div> <div>KEY</div> <div> <div>⬆️</div> <div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> </div> <div> <div>⬇️</div> <div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> </div> <div> <div>Positive</div> <div>Neutral</div> <div>Negative</div> </div> </div>						



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>31%</b>	+3	-10 ⬇	-17 ⬇
Often		<b>47%</b>	-3	+3	+5 ⬆
Sometimes		<b>18%</b>	+1	+6 ⬆	+10 ⬆
Rarely		<b>3%</b>	-1	+1	+1
Never		<b>1%</b>	-1	0	0
Not sure		<b>1%</b>	-	-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 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div><div></div></div>	42%	0	-9↓	-18↓
Often	<div><div></div></div>	39%	-3	+6↑	+8↑
Sometimes	<div><div></div></div>	12%	+1	+3	+6↑
Rarely	<div><div></div></div>	3%	+1	0	+2
Never	<div><div></div></div>	1%	-2	0	0
Not sure	<div><div></div></div>	3%	-	+1	+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 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	27%	+8↑	-3	-12↓
Often	<div></div>	32%	-8↓	-2	0
Sometimes	<div></div>	20%	-7↓	+3	+9↑
Rarely	<div></div>	9%	+4	+3	+6↑
Never	<div></div>	3%	+1	+3	+3
Not sure	<div></div>	8%	+2	-4	-6↓

### 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 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 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></div></div>	18%	-	+4	+5 ⬆
No	<div><div></div></div>	82%	-	-4	-5 ⬇

Did this discrimination occur in your current agency?

Yes	<div><div></div></div>	92%	-	+1	-1
No	<div><div></div></div>	8%	-	-1	+1

Main basis for the discrimination that you experienced:

Gender	<div><div></div></div>	38%	-	+1	+6 ⬆
Caring responsibilities	<div><div></div></div>	27%	-	+2	+3
Other	<div><div></div></div>	31%	-	+7 ⬆	+9 ⬆

#### 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 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>	18%	-12↓	+3	+4
No	<div></div>	74%	+12↑	-4	-6↓
Not Sure	<div></div>	8%	0	+2	+1

Main type of harassment or bullying experienced:

Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	52%	+21↑	+6↑	+15↑
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Main person responsible for the harassment or bullying:

Your current supervisor	<div></div>	28%	-3	-5↓	+9↑
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Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	32%	-22↓	-2	-3
It was reported by someone else	<div></div>	4%	+1	-6↓	-4
I did not report the behaviour	<div></div>	64%	+21↑	+8↑	+8↑

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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 DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	77 12 10	77%	+1	-6 ⬇	-2
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	57 22 22	57%	+9 ⬆	-7 ⬇	-4
	Considering everything, I am satisfied with my job	72 19 10	72%	-	-1	+3
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	79 13 8	79%	+3	-2	+2
	I am satisfied with the stability and security of my current job	73 19 8	73%	+10 ⬆	+3	+4
	I am satisfied with the opportunities for career progression in my agency	39 31 30	39%	+1	+2	-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 2017	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	75 12 13	75%	-2	-1	-7 ↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F				
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	69 18 13	69%	+6 ↑	-4	-4
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	57 29 14	57%	-	+12 ↑	+5 ↑
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	22 51 27	22%	-	-1	-10 ↓
	My immediate supervisor actively supports opportunities for mobility	45 39 15	45%	-	+3	-5 ↓

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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div> <div>61</div> <div>17</div> <div>21</div> </div>	61%	-	0	0
The work processes we have in place allow me to be as productive as possible	<div> <div>54</div> <div>19</div> <div>26</div> </div>	54%	-	0	+2
The people in my workgroup complete work to a high standard	<div> <div>68</div> <div>21</div> <div>10</div> </div>	68%	-	-8↓	-10↓
My supervisor ensures that my workgroup delivers on what we are responsible for	<div> <div>74</div> <div>18</div> <div>8</div> </div>	74%	-	-4	-6↓

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 DPS	VARIANCE FROM APS OVERALL
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Received regular and timely feedback from your supervisor

Yes	<div></div>	80%	-	0	-3
No	<div></div>	20%	-	0	+3

Received constructive feedback from your supervisor

Yes	<div></div>	78%	-	-1	-6 ↓
No	<div></div>	22%	-	+1	+6 ↑

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

Yes	<div></div>	73%	-	-1	-9 ↓
No	<div></div>	27%	-	+1	+9 ↑

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 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%	-	+2	+3
No	<div></div>	8%	-	-2	-1
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	12%	-	0	-2

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

Yes	<div></div>	26%	-	+3	-2
No	<div></div>	27%	-	+8	+12
Not applicable (e.g. my performance has not changed)	<div></div>	47%	-	-11	-9

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



## 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 DPS	VARIANCE FROM APS OVERALL
Performance Management	To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	61 23 15	61%	+6 ↑	-9 ↓	-5 ↓
	How satisfied are you with your supervisor in managing your performance?	70 23 7	70%	-	0	-5 ↓
	To what extent do you agree that the support by your supervisor has helped to improve your performance?	58 29 13	58%	-	+2	-2
	My overall experience of performance management in my agency has been useful for my development	44 31 26	44%	+7 ↑	+1	-4
	My supervisor openly demonstrates commitment to performance management	58 24 18	58%	+5 ↑	+1	-5 ↓
	I received recognition when I last accomplished something significant at work	59 22 20	59%	-	-4	-7 ↓
	I can identify a clear connection between my job and my agency's purpose	72 20 7	72%	-	-5 ↓	-7 ↓
	To what extent do you agree that your agency deals with underperformance effectively?	22 40 39	22%	-	+4	+3

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 DPS	VARIANCE FROM APS OVERALL
My immediate supervisor provides time for me to attend learning programs	<div><div>71</div><div>15</div><div>14</div></div>	71%	-	-2	-6 ↓
My immediate supervisor shares links, readings and information	<div><div>57</div><div>22</div><div>21</div></div>	57%	-	+1	-12 ↓
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>54</div><div>25</div><div>21</div></div>	54%	-	+4	-9 ↓
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>66</div><div>24</div><div>10</div></div>	66%	-	+2	-4
I am able to access learning and development solutions to meet my needs	<div><div>61</div><div>20</div><div>19</div></div>	61%	-	-2	-8 ↓
I have a clear understanding of my development needs	<div><div>60</div><div>30</div><div>10</div></div>	60%	-	-6 ↓	-14 ↓
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>66</div><div>30</div><div></div></div>	66%	-	-7 ↓	-10 ↓
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>92</div><div></div><div></div></div>	92%	-	-3	+3

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 THEIR AGENCY. PLEASE SEE QUESTION 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

	RESPONSE SCALE	%	VARIANCE FROM 2017	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>	12%	-1	-2	0
Yes, in my agency	<div></div>	22%	-4	+3	-14 ⬇️
Yes, in another APS agency	<div></div>	18%	-1	-5 ⬇️	0
No	<div></div>	56%	-3	0	+6 ⬆️
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	<div></div>	5%	+1	-2	-1
I want to leave my agency within the next 12 months	<div></div>	11%	-2	-2	+2
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	8%	-5 ⬇️	-2	-3
I want to stay working for my agency for the next one to two years	<div></div>	20%	+6 ⬆️	-6 ⬇️	-4
I want to stay working for my agency for at least the next three years	<div></div>	56%	0	+11 ⬆️	+6 ⬆️
Main primary reason behind desire to leave agency:					
There is a lack of future career opportunities in my agency	<div></div>	28%	+5 ⬆️	-1	+2
KEY		⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	

# 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 DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>69</div><div>22</div><div>9</div></div>	69%	-	+6 ⬆	-2
Risk management concerns are discussed openly and honestly in my agency	<div><div>63</div><div>24</div><div>13</div></div>	63%	-	+6 ⬆	+1
Employees in my agency have the right skills to manage risk effectively	<div><div>45</div><div>40</div><div>15</div></div>	45%	-	+2	-4
Appropriate risk taking is rewarded in my agency	<div><div>24</div><div>53</div><div>24</div></div>	24%	+12 ⬆	+4	-4
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>48</div><div>40</div><div>13</div></div>	48%	-	+6 ⬆	0
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>47</div><div>35</div><div>18</div></div>	47%	-	+5 ⬆	-1

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 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



## YOUR INNOVATION INDEX SCORE

# 59%

### RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2017

+3

VARIANCE FROM DPS

-1

VARIANCE FROM APS OVERALL

-5 ↓

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

79

14

79%

-1

-5 ↓

-4

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

64

22

14

64%

+7 ↑

+1

-4

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

43

28

28

43%

+7 ↑

-2

-14 ↓

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

37

37

26

37%

+8 ↑

0

-8 ↓

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

30

45

25

30%

+11 ↑

+6 ↑

-5 ↓

### 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

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 DPS
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>77</div><div>15</div><div>8</div></div>	77%	+8⬆	-4
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>41</div><div>28</div><div>32</div></div>	41%	-	-8⬇
I can count on my peers when I need help	<div><div>80</div><div>15</div><div></div></div>	80%	-	-3
I believe I collaborate well together with my peers	<div><div>92</div><div></div><div></div></div>	92%	-	-1
I feel safe to raise new ideas and receive feedback	<div><div>69</div><div>19</div><div>11</div></div>	69%	-	-5⬇
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>45</div><div>27</div><div>27</div></div>	45%	-	+1
DPS is moving in the right direction	<div><div>50</div><div>34</div><div>16</div></div>	50%	-	0
I understand the priorities for my work in the next six months	<div><div>72</div><div>19</div><div>9</div></div>	72%	-	-5⬇
I am looking forward to the next 12 months with enthusiasm	<div><div>53</div><div>31</div><div>17</div></div>	53%	-	-1

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?

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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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \text{\% POSITIVE}$$

## 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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.



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## Capital Works Branch

CONTENT	
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Making the most of your results	3
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Senior Leadership	10
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Workplace Culture	14
Workplace Conditions	20
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Performance Management	23
Capability	26
Career Intentions	27
Risk Management	28
Innovation Index	29
Agency Specific Questions	30
Time to take action	31
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### RESPONSES:

20 of 20

### RESPONSE RATE:

100%

# 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](mailto: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.

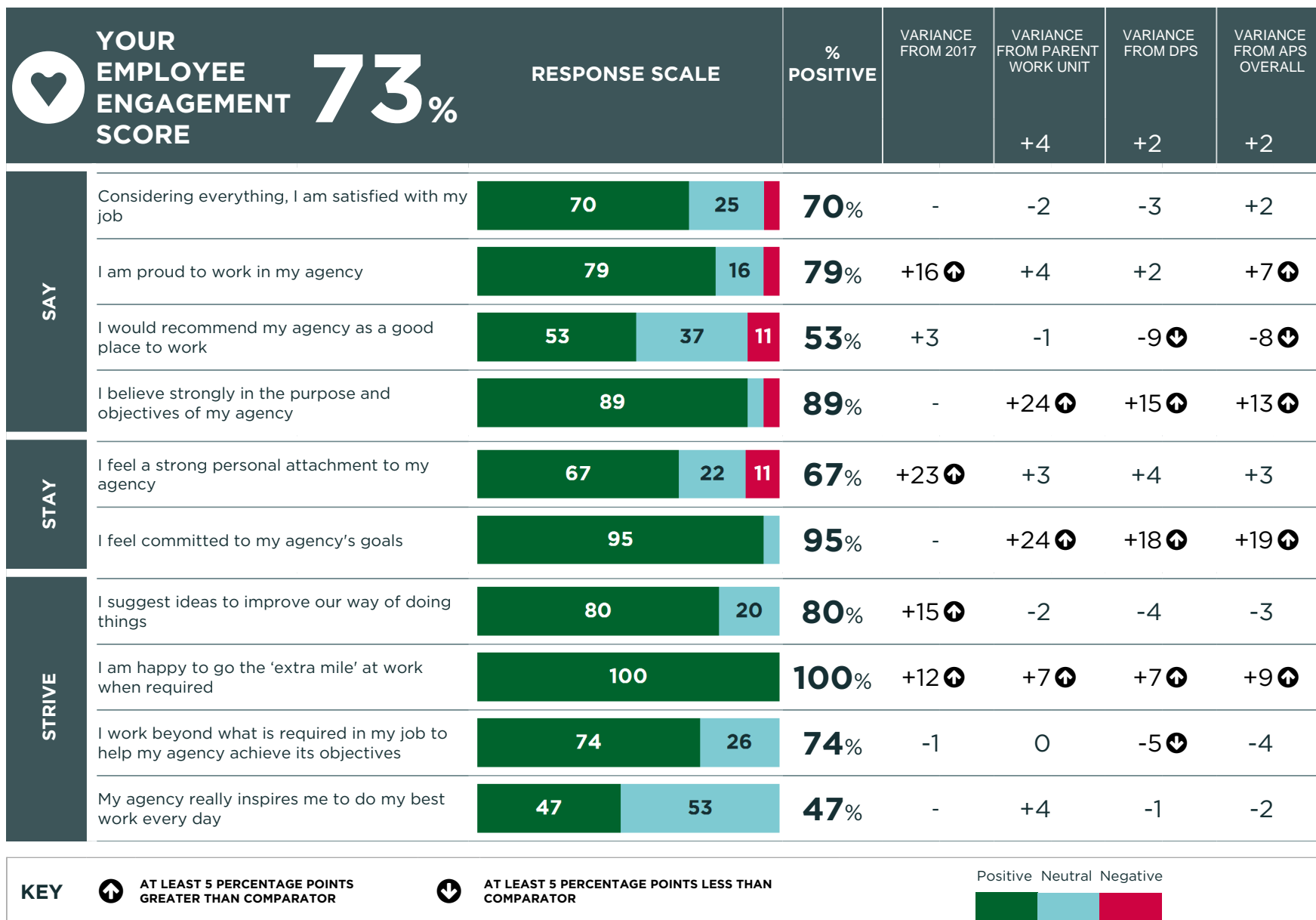
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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>	70%	+5	0	+18	+32
Female	<div></div>	25%	-10	-2	-20	-33
X (Indeterminate/Intersex/Unspecified)		0%	-	-	0	0
Prefer not to say	<div></div>	5%	-	+2	+2	+2

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

Yes		0%	-	-1	-2	-4
No	<div></div>	100%	0	+1	+2	+4

Do you have an ongoing disability?

Yes	<div></div>	10%	+4	+3	+3	+1
No	<div></div>	90%	-4	-3	-3	-1

### 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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN 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>	80%	-	-3	-1	+2
Other country	<div></div>	20%	-	+3	+1	-2

Do you speak a language other than English at home?

No, English only	<div></div>	90%	-	+2	+4	+8 ↑
Yes, other	<div></div>	10%	-	-2	-4	-8 ↓

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

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes		0%	-	-5↓	-4	-4
No	<div></div>	95%	-5↓	+5↑	+4	+4
Prefer not to say	<div></div>	5%	-	0	0	+1

Do you have carer responsibilities?

Yes	<div></div>	30%	+18↑	0	-3	-10↓
No	<div></div>	70%	-18↓	0	+3	+10↑

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	85 15	85%	-3	+5 ⬆	+2	-3
	My SES manager actively supports people of diverse backgrounds	80 20	80%	-7 ⬇	+22 ⬆	+19 ⬆	+15 ⬆
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	74 21	74%	+17 ⬆	+15 ⬆	+12 ⬆	-3
	My supervisor actively supports people from diverse backgrounds	100	100%	-	+20 ⬆	+22 ⬆	+15 ⬆
	My agency supports and actively promotes an inclusive workplace culture	72 28	72%	-	+13 ⬆	+8 ⬆	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

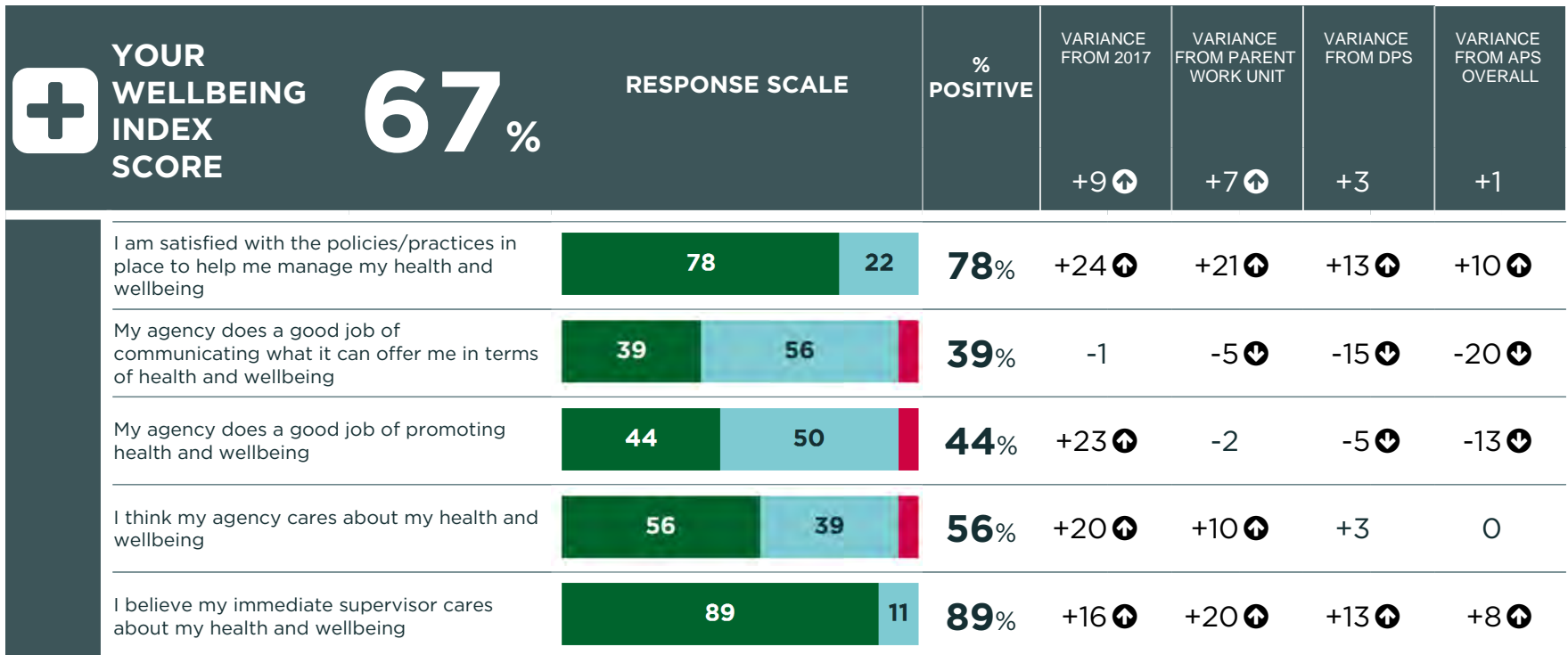


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



### 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 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?

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

s47F

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	70 15 15	70%	+17 ↑	+23 ↑	+24 ↑	+18 ↑
In my agency, communication between the SES and other employees is effective	42 32 26	42%	+9 ↑	+4	+4	-3
In my agency, the SES set a clear strategic direction for the agency	55 35 10	55%	+15 ↑	+12 ↑	+9 ↑	0
In my agency, the SES are of a high quality	68 21 11	68%	+28 ↑	+29 ↑	+28 ↑	+18 ↑
In my agency, the SES work as a team	58 21 21	58%	-	+17 ↑	+21 ↑	+18 ↑
In my agency, the SES clearly articulate the direction and priorities for our agency	63 26 11	63%	-	+19 ↑	+18 ↑	+10 ↑

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

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?

Immediate supervisor

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My supervisor treats people with respect	100	100%	+18 ⬆	+19 ⬆	+17 ⬆	+12 ⬆
My supervisor communicates effectively	90	90%	+8 ⬆	+18 ⬆	+17 ⬆	+12 ⬆
My supervisor encourages me to contribute ideas	95	95%	+19 ⬆	+18 ⬆	+19 ⬆	+13 ⬆
My supervisor helps to develop my capability	90	90%	+2	+24 ⬆	+24 ⬆	+18 ⬆
My supervisor displays resilience when faced with difficulties or failures	90	90%	+2	+18 ⬆	+17 ⬆	+11 ⬆
My supervisor gives me responsibility and holds me to account for what I deliver	90 10	90%	-4	+9 ⬆	+9 ⬆	+5 ⬆
My supervisor challenges me to consider new ways of doing things	85 15	85%	+3	+17 ⬆	+20 ⬆	+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>	95%	-	+17	+9	+14
In the same office as me but on a different floor	<div></div>	5%	-	-16	-6	+2
In a different office, but in the same town/city		0%	-	-1	-3	-3
In a different town/city or state		0%	-	-	-	-13
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

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
Culture	I receive the respect I deserve from my colleagues at work	<div><div>68</div><div>32</div></div>	68%	+8⬆	+4	-3	-8⬇
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>32</div><div>58</div><div>11</div></div>	32%	-15⬇	-3	-12⬇	-21⬇
	The people in my workgroup treat each other with respect	<div><div>90</div><div>10</div></div>	90%	+14⬆	+17⬆	+14⬆	+8⬆
	My agency actively encourages ethical behaviour by all of its employees	<div><div>74</div><div>21</div><div>5</div></div>	74%	+11⬆	+4	0	-6⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>21</div><div>63</div><div>16</div></div>	21%	-6⬇	-11⬇	-12⬇	-9⬇
	Staff are consulted about change at work	<div><div>32</div><div>37</div><div>32</div></div>	32%	-4	-3	-9⬇	-15⬇
	I am happy to go the 'extra mile' at work when required	<div><div>100</div></div>	100%	+12⬆	+7⬆	+7⬆	+9⬆
	Internal communication within my agency is effective	<div><div>47</div><div>32</div><div>21</div></div>	47%	+22⬆	+9⬆	+4	+2
	In general, employees in my agency feel they are valued for their contribution	<div><div>32</div><div>58</div><div>11</div></div>	32%	0	0	-8⬇	-11⬇
	My agency really inspires me to do my best work every day	<div><div>47</div><div>53</div></div>	47%	-	+4	-1	-2

**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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	33%	0	+3	-7 ↓	-14 ↓
Often	<div></div>	50%	-3	+3	+6 ↑	+8 ↑
Sometimes	<div></div>	11%	-2	-7 ↓	0	+3
Rarely		0%	-	-3	-2	-1
Never		0%	-	-1	0	0
Not sure	<div></div>	6%	-	+4	+3	+4

### 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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	39%	-8 ↓	-3	-13 ↓	-21 ↓
Often	<div></div>	56%	+16 ↑	+17 ↑	+23 ↑	+25 ↑
Sometimes		0%	-	-12 ↓	-10 ↓	-6 ↓
Rarely		0%	-	-3	-3	-1
Never		0%	-	-1	-1	0
Not sure	<div></div>	6%	-	+3	+4	+4

### 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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	39%	-8 ↓	+11 ↑	+9 ↑	-1
Often	<div></div>	39%	+12 ↑	+7 ↑	+5 ↑	+7 ↑
Sometimes	<div></div>	17%	-10 ↓	-3	0	+6 ↑
Rarely		0%	-	-9 ↓	-6 ↓	-3
Never		0%	-	-3	-1	-1
Not sure	<div></div>	6%	-	-3	-7 ↓	-9 ↓

### 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 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 WORK UNIT

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		0%	-	-18↓	-13↓	-12↓
No	<div></div>	100%	-	+18↑	+13↑	+12↑

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 WORK UNIT

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		0%	-	-18↓	-15↓	-14↓
No	<div></div>	94%	+8↑	+20↑	+16↑	+14↑
Not Sure	<div></div>	6%	-	-2	-1	-1

Did you report the harassment or bullying?

I 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.

I 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	95	95%	+7 ⬆	+18 ⬆	+12 ⬆	+15 ⬆
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	50 30 20	50%	+15 ⬆	-7 ⬇	-14 ⬇	-11 ⬇
	Considering everything, I am satisfied with my job	70 25	70%	-	-2	-3	+2
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	95	95%	+24 ⬆	+16 ⬆	+14 ⬆	+18 ⬆
	I am satisfied with the stability and security of my current job	75 20	75%	+16 ⬆	+2	+5 ⬆	+5 ⬆
	I am satisfied with the opportunities for career progression in my agency	58 26 16	58%	+27 ⬆	+19 ⬆	+22 ⬆	+18 ⬆

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

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
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	<div><div>85</div><div>15</div></div>	85%	+3	+10 ⬆	+9 ⬆	+3
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	<div><div>79</div><div>16</div></div>	79%	+19 ⬆	+9 ⬆	+5 ⬆	+5 ⬆
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	<div><div>50</div><div>50</div></div>	50%	-	-7 ⬆	+5 ⬆	-2
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	<div><div>17</div><div>56</div><div>28</div></div>	17%	-	-5 ⬆	-6 ⬆	-15 ⬆
	My immediate supervisor actively supports opportunities for mobility	<div><div>39</div><div>50</div><div>11</div></div>	39%	-	-6 ⬆	-3	-11 ⬆

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 WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div><div>67</div><div>28</div><div></div></div>	67%	-	+5	+5	+5
The work processes we have in place allow me to be as productive as possible	<div><div>39</div><div>33</div><div>28</div></div>	39%	-	-16	-15	-13
The people in my workgroup complete work to a high standard	<div><div>78</div><div>22</div><div></div></div>	78%	-	+10	+1	0
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>83</div><div>11</div><div></div></div>	83%	-	+10	+6	+4

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	<div></div>	100%	-	+20 ↑	+20 ↑	+17 ↑
No		0%	-	-20 ↓	-20 ↓	-17 ↓

Received constructive feedback from your supervisor

Yes	<div></div>	100%	-	+22 ↑	+22 ↑	+16 ↑
No		0%	-	-22 ↓	-22 ↓	-16 ↓

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

Yes	<div></div>	94%	-	+21 ↑	+21 ↑	+12 ↑
No	<div></div>	6%	-	-21 ↓	-21 ↓	-12 ↓

### 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>	72%	-	-8 ↓	-6 ↓	-5 ↓
No	<div></div>	6%	-	-3	-5 ↓	-3
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	22%	-	+10 ↑	+10 ↑	+8 ↑

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

Yes	<div></div>	17%	-	-10 ↓	-6 ↓	-12 ↓
No	<div></div>	28%	-	+1	+9 ↑	+13 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	56%	-	+9 ↑	-3	-1

#### 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?



% POSITIVE

61%

VARIANCE FROM 2017

+14 ⬆

VARIANCE FROM PARENT WORK UNIT

0

VARIANCE FROM DPS

-9 ⬇

VARIANCE FROM APS OVERALL

-5 ⬇

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



83%

-

+13 ⬆

+13 ⬆

+8 ⬆

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



78%

-

+20 ⬆

+22 ⬆

+17 ⬆

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



44%

+23 ⬆

+1

+2

-3

My supervisor openly demonstrates commitment to performance management



50%

+3

-8 ⬇

-7 ⬇

-14 ⬇

I received recognition when I last accomplished something significant at work



72%

-

+14 ⬆

+9 ⬆

+7 ⬆

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



89%

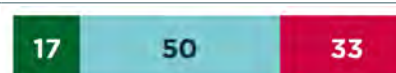
-

+17 ⬆

+12 ⬆

+10 ⬆

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



17%

-

-5 ⬇

-1

-2

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 time for me to attend learning programs	<div><div>83</div><div>11</div></div>	83%	-	+12 ↑	+10 ↑	+6 ↑
My immediate supervisor shares links, readings and information	<div><div>61</div><div>28</div><div>11</div></div>	61%	-	+4	+5 ↑	-8 ↓
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>72</div><div>22</div></div>	72%	-	+18 ↑	+22 ↑	+9 ↑
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>78</div><div>22</div></div>	78%	-	+11 ↑	+13 ↑	+8 ↑
I am able to access learning and development solutions to meet my needs	<div><div>78</div><div>11</div><div>11</div></div>	78%	-	+17 ↑	+15 ↑	+9 ↑
I have a clear understanding of my development needs	<div><div>67</div><div>33</div></div>	67%	-	+7 ↑	0	-7 ↓
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>83</div><div>17</div></div>	83%	-	+18 ↑	+10 ↑	+8 ↑
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>89</div><div>11</div></div>	89%	-	-3	-6 ↓	0

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 THEIR 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>	11%	-16 ↓	-1	-3	-1
Yes, in my agency	<div></div>	22%	-31 ↓	0	+2	-14 ↓
Yes, in another APS agency	<div></div>	28%	-46 ↓	+10 ↑	+5 ↑	+10 ↑
No	<div></div>	39%	+12 ↑	-17 ↓	-17 ↓	-11 ↓

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		0%	-	-5 ↓	-7 ↓	-6 ↓
I want to leave my agency within the next 12 months	<div></div>	11%	-9 ↓	+1	-1	+2
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	11%	-2	+3	+1	+1
I want to stay working for my agency for the next one to two years	<div></div>	44%	+24 ↑	+25 ↑	+19 ↑	+20 ↑
I want to stay working for my agency for at least the next three years	<div></div>	33%	0	-23 ↓	-12 ↓	-17 ↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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	<div><div>89</div><div></div><div></div></div>	89%	-	+20 ⬆	+26 ⬆	+18 ⬆
Risk management concerns are discussed openly and honestly in my agency	<div><div>89</div><div>11</div><div></div></div>	89%	-	+26 ⬆	+32 ⬆	+27 ⬆
Employees in my agency have the right skills to manage risk effectively	<div><div>39</div><div>61</div><div></div></div>	39%	-	-6 ⬇	-4	-10 ⬇
Appropriate risk taking is rewarded in my agency	<div><div>17</div><div>67</div><div>17</div></div>	17%	+2	-7 ⬇	-3	-11 ⬇
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>61</div><div>22</div><div>17</div></div>	61%	-	+13 ⬆	+19 ⬆	+14 ⬆
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>61</div><div>33</div><div></div></div>	61%	-	+14 ⬆	+19 ⬆	+13 ⬆

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

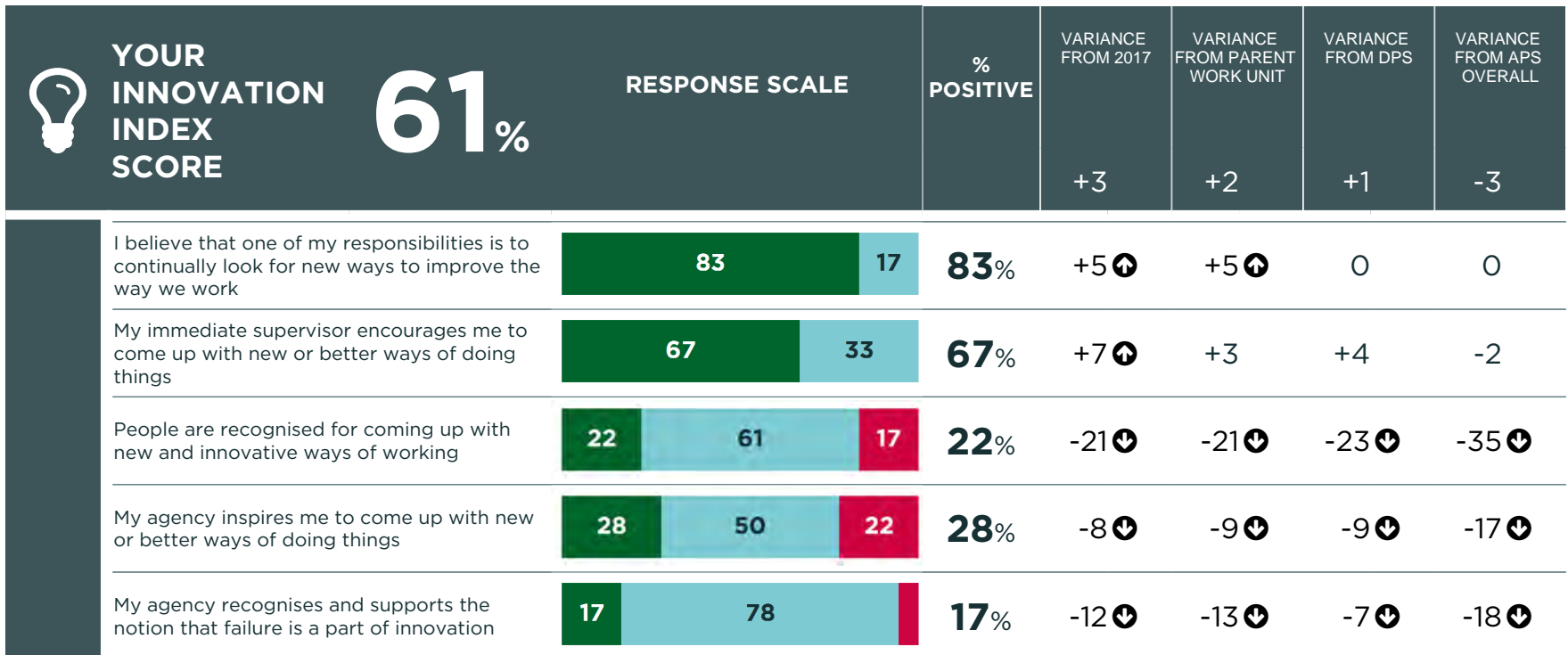


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### 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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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
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>83</div><div>17</div></div>	83%	+3	+6 ⬆	+2
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>44</div><div>28</div><div>28</div></div>	44%	-	+4	-4
I can count on my peers when I need help	<div><div>94</div><div>6</div></div>	94%	-	+15 ⬆	+12 ⬆
I believe I collaborate well together with my peers	<div><div>94</div><div>6</div></div>	94%	-	+3	+2
I feel safe to raise new ideas and receive feedback	<div><div>78</div><div>17</div><div>5</div></div>	78%	-	+8 ⬆	+4
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>50</div><div>39</div><div>11</div></div>	50%	-	+5 ⬆	+6 ⬆
DPS is moving in the right direction	<div><div>67</div><div>28</div><div>5</div></div>	67%	-	+17 ⬆	+16 ⬆
I understand the priorities for my work in the next six months	<div><div>83</div><div>17</div></div>	83%	-	+11 ⬆	+6 ⬆
I am looking forward to the next 12 months with enthusiasm	<div><div>61</div><div>33</div><div>6</div></div>	61%	-	+8 ⬆	+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?

---



---



---

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?

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---

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.

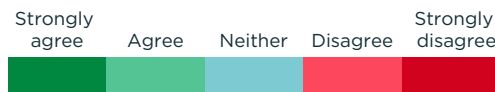
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



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

## 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 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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 BUILDING & SECURITY



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## Building Services Branch

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### RESPONSES:

88 of 120

### RESPONSE RATE:

73%

# 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](mailto: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.

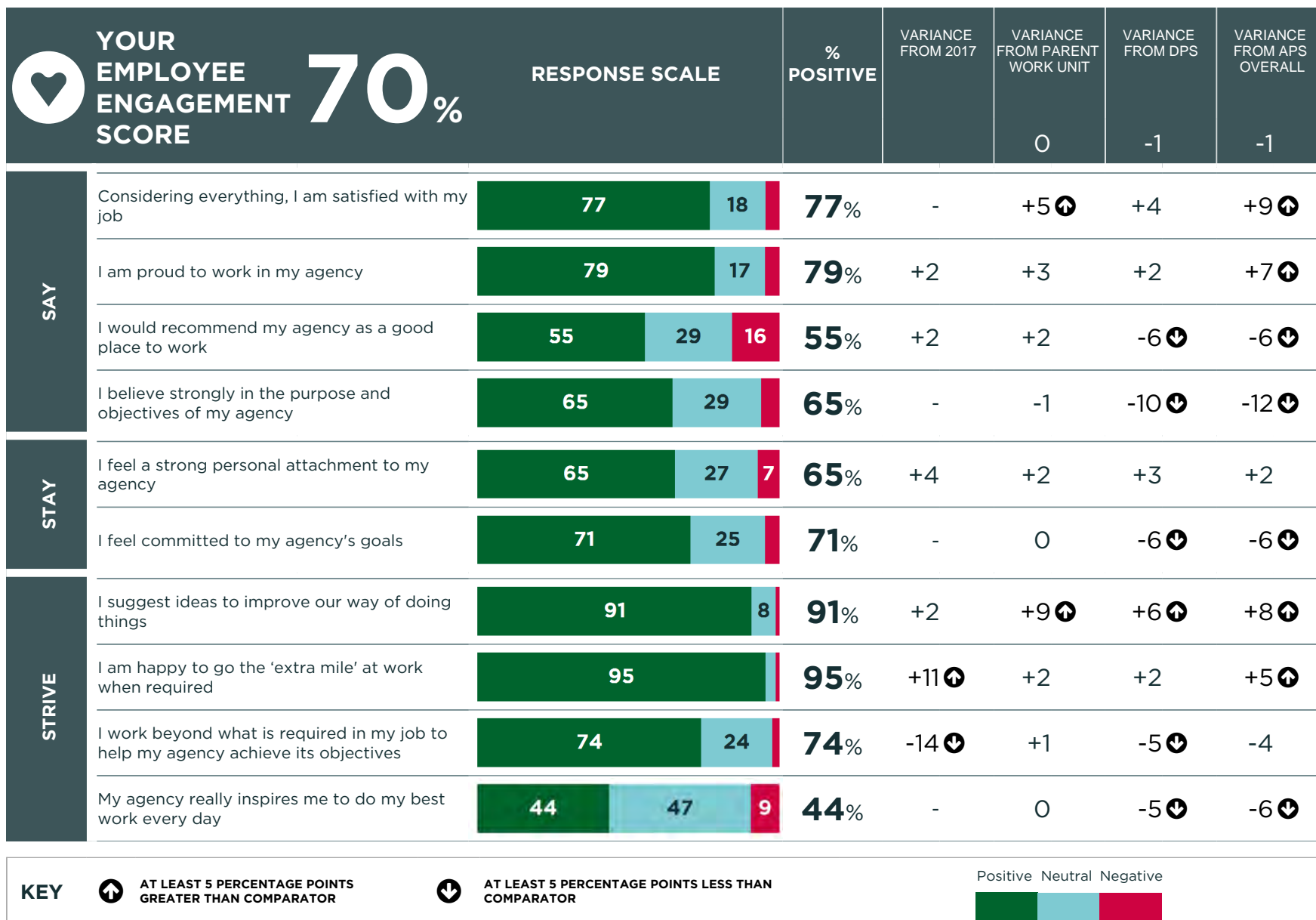
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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>	78%	-2	+8 ↑	+26 ↑	+40 ↑
Female	<div></div>	20%	+2	-6 ↓	-24 ↓	-38 ↓
X (Indeterminate/Intersex/Unspecified)		0%	-	-	0	0
Prefer not to say	<div></div>	1%	-	-2	-2	-2

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

Yes	<div></div>	1%	0	0	0	-2
No	<div></div>	99%	0	0	0	+2

Do you have an ongoing disability?

Yes	<div></div>	5%	-4	-3	-3	-4
No	<div></div>	95%	+4	+3	+3	+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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN 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>	84%	-	+1	+3	+6 ⬆
Other country	<div></div>	16%	-	-1	-3	-6 ⬇
Do you speak a language other than English at home?						
No, English only	<div></div>	88%	-	0	+3	+7 ⬆
Yes, other	<div></div>	12%	-	0	-3	-7 ⬇
How well do you speak English?						
Very well	<div></div>	60%	-	-14 ⬇	-10 ⬇	-24 ⬇
Well	<div></div>	40%	-	+19 ⬆	+11 ⬆	+25 ⬆
Not well		0%	-	-5 ⬇	-1	0
Not at all		0%	-	-	-	0
<b>KEY</b> <span>⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</span> <span>⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</span>						



# 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

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

Yes	<div></div>	6%	+4	+1	+2	+1
No	<div></div>	87%	-6⬇️	-3	-4	-4
Prefer not to say	<div></div>	7%	+2	+2	+2	+3

Do you have carer responsibilities?

Yes	<div></div>	32%	+3	+2	-2	-8⬇️
No	<div></div>	68%	-3	-2	+2	+8⬆️

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	85 11	85%	+11⬆	+5⬆	+3	-3
	My SES manager actively supports people of diverse backgrounds	58 43	58%	+1	-1	-4	-8⬇
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	56 41	56%	+3	-2	-6⬇	-21⬇
	My supervisor actively supports people from diverse backgrounds	82 16	82%	-	+1	+3	-4
	My agency supports and actively promotes an inclusive workplace culture	62 31 7	62%	-	+4	-2	-12⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

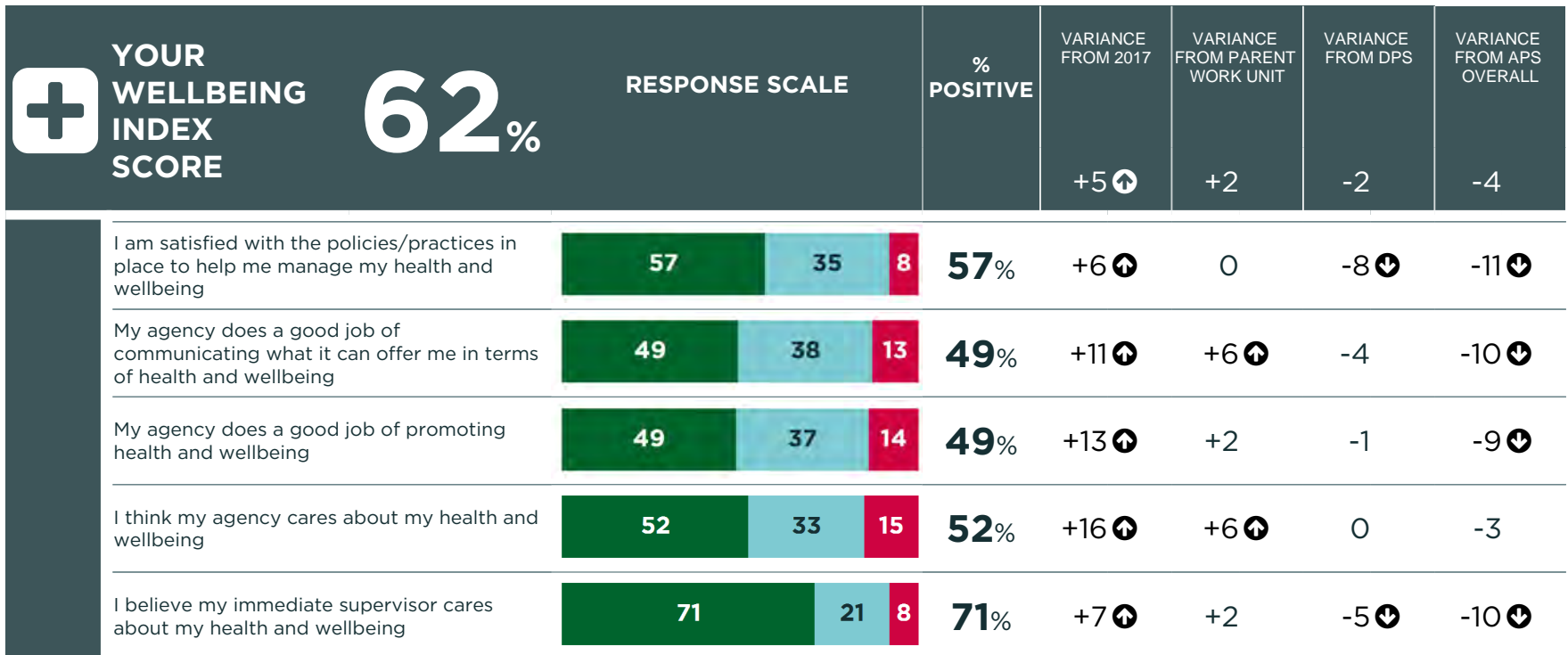


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



### 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 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?

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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

S47F

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 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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	49 39 11	49%	+10 ⬆	+2	+2	-3
In my agency, communication between the SES and other employees is effective	41 39 16	41%	+6 ⬆	+4	+4	-3
In my agency, the SES set a clear strategic direction for the agency	44 38 15	44%	+10 ⬆	0	-2	-11 ⬇
In my agency, the SES are of a high quality	35 44 17	35%	+8 ⬆	-4	-5 ⬇	-15 ⬇
In my agency, the SES work as a team	37 45 12	37%	-	-4	-1	-3
In my agency, the SES clearly articulate the direction and priorities for our agency	44 43 11	44%	-	0	-1	-10 ⬇

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

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
Immediate supervisor	My supervisor treats people with respect	<div><div>84</div><div>11</div></div>	84%	+8⬆	+3	+1	-4
	My supervisor communicates effectively	<div><div>80</div><div>11</div><div>8</div></div>	80%	+10⬆	+8⬆	+8⬆	+2
	My supervisor encourages me to contribute ideas	<div><div>83</div><div>11</div></div>	83%	+10⬆	+6⬆	+7⬆	0
	My supervisor helps to develop my capability	<div><div>74</div><div>16</div><div>10</div></div>	74%	+12⬆	+8⬆	+7⬆	+2
	My supervisor displays resilience when faced with difficulties or failures	<div><div>76</div><div>16</div><div>8</div></div>	76%	+6⬆	+4	+3	-3
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>90</div><div></div></div>	90%	+11⬆	+9⬆	+9⬆	+5⬆
	My supervisor challenges me to consider new ways of doing things	<div><div>75</div><div>18</div></div>	75%	+11⬆	+7⬆	+10⬆	+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

## 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>	80%	-	+2	-6↓	-1
In the same office as me but on a different floor	<div></div>	18%	-	-3	+7↑	+16↑
In a different office, but in the same town/city	<div></div>	1%	-	+1	-1	-2
In a different town/city or state		0%	-	-	-	-13↓
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

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
Culture	I receive the respect I deserve from my colleagues at work	<div><div>67</div><div>26</div><div></div></div>	67%	+10 ⬆	+3	-4	-9 ⬇
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>40</div><div>47</div><div>14</div></div>	40%	+9 ⬆	+5 ⬆	-4	-13 ⬇
	The people in my workgroup treat each other with respect	<div><div>76</div><div>16</div><div>8</div></div>	76%	+6 ⬆	+2	0	-6 ⬇
	My agency actively encourages ethical behaviour by all of its employees	<div><div>72</div><div>25</div><div></div></div>	72%	+2	+3	-1	-7 ⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>30</div><div>56</div><div>14</div></div>	30%	+6 ⬆	-2	-3	0
	Staff are consulted about change at work	<div><div>39</div><div>40</div><div>21</div></div>	39%	0	+4	-2	-7 ⬇
	I am happy to go the 'extra mile' at work when required	<div><div>95</div><div></div><div></div></div>	95%	+11 ⬆	+2	+2	+5 ⬆
	Internal communication within my agency is effective	<div><div>45</div><div>39</div><div>17</div></div>	45%	+10 ⬆	+6 ⬆	+1	-1
	In general, employees in my agency feel they are valued for their contribution	<div><div>33</div><div>45</div><div>22</div></div>	33%	+13 ⬆	+1	-7 ⬇	-10 ⬇
	My agency really inspires me to do my best work every day	<div><div>44</div><div>47</div><div>9</div></div>	44%	-	0	-5 ⬇	-6 ⬇
KEY		⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative			
		<div><div></div><div></div><div></div></div>					



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	33%	+8 ⬆	+2	-7 ⬇	-15 ⬇
Often	<div></div>	47%	-7 ⬇	0	+3	+5 ⬆
Sometimes	<div></div>	16%	+3	-1	+5 ⬆	+9 ⬆
Rarely	<div></div>	1%	-4	-2	-1	0
Never	<div></div>	1%	0	0	+1	+1
Not sure	<div></div>	1%	-	0	-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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>45%</b>	+11	+3	-7	-15
Often		<b>36%</b>	-14	-2	+4	+6
Sometimes		<b>14%</b>	+3	+2	+4	+8
Rarely		<b>1%</b>	-2	-2	-2	0
Never		<b>1%</b>	-2	0	0	+1
Not sure		<b>2%</b>	-	0	+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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	27%	+15 ⬆	0	-3	-12 ⬇
Often	<div></div>	36%	-8 ⬇	+4	+2	+4
Sometimes	<div></div>	22%	-5 ⬇	+2	+6 ⬆	+12 ⬆
Rarely	<div></div>	4%	-2	-5 ⬇	-2	+1
Never		0%	-	-3	-1	-1
Not sure	<div></div>	11%	+5 ⬆	+2	-2	-4

### 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 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 WORK UNIT

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>	20%	-	+3	+7	+8
No	<div></div>	80%	-	-3	-7	-8

Did this discrimination occur in your current agency?

Yes	<div></div>	88%	-	-4	-3	-5
No	<div></div>	12%	-	+4	+3	+5

Main basis for the discrimination that you experienced:

Gender	<div></div>	35%	-	-3	-2	+3
Caring responsibilities	<div></div>	24%	-	-3	-1	0
Other	<div></div>	29%	-	-1	+6	+7

#### 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 WORK UNIT

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>	17%	-17 ↓	-1	+1	+3
No	<div></div>	74%	+18 ↑	0	-5 ↓	-6 ↓
Not Sure	<div></div>	10%	-2	+2	+3	+3

#### Main type of harassment or bullying experienced:

Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	62%	+24 ↑	+10 ↑	+16 ↑	+24 ↑
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#### Main person responsible for the harassment or bullying:

Your current supervisor	<div></div>	31%	-3	+3	-3	+11 ↑
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#### Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	23%	-35 ↓	-9 ↓	-11 ↓	-12 ↓
It was reported by someone else		0%	-	-4	-10 ↓	-8 ↓
I did not report the behaviour	<div></div>	77%	+39 ↑	+13 ↑	+21 ↑	+21 ↑

#### 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	83 13	83%	+8 ⬆	+6 ⬆	0	+3
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	62 20 18	62%	+9 ⬆	+5 ⬆	-2	+1
	Considering everything, I am satisfied with my job	77 18	77%	-	+5 ⬆	+4	+9 ⬆
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	87 10	87%	+5 ⬆	+8 ⬆	+7 ⬆	+11 ⬆
	I am satisfied with the stability and security of my current job	78 19	78%	+20 ⬆	+5 ⬆	+8 ⬆	+8 ⬆
	I am satisfied with the opportunities for career progression in my agency	42 35 24	42%	+3	+3	+6 ⬆	+2

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

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
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	83 8 9	83%	+2	+8 ↑	+6 ↑	+1
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	76 19	76%	+6 ↑	+6 ↑	+2	+2
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	60 28 12	60%	-	+3	+16 ↑	+8 ↑
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	21 56 22	21%	-	-1	-2	-11 ↓
	My immediate supervisor actively supports opportunities for mobility	51 36 13	51%	-	+5 ↑	+9 ↑	0

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 WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div><div>68</div><div>12</div><div>20</div></div>	68%	-	+7 ↑	+6 ↑	+7 ↑
The work processes we have in place allow me to be as productive as possible	<div><div>62</div><div>16</div><div>21</div></div>	62%	-	+8 ↑	+8 ↑	+10 ↑
The people in my workgroup complete work to a high standard	<div><div>73</div><div>19</div><div>8</div></div>	73%	-	+5 ↑	-4	-5 ↓
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>79</div><div>15</div><div></div></div>	79%	-	+5 ↑	+1	-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

## 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	<div></div>	<b>83%</b>	-	+3	+3	0
No	<div></div>	<b>17%</b>	-	-3	-3	0

Received constructive feedback from your supervisor

Yes	<div></div>	<b>82%</b>	-	+4	+4	-2
No	<div></div>	<b>18%</b>	-	-4	-4	+2

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

Yes	<div></div>	<b>77%</b>	-	+4	+3	-5 ↓
No	<div></div>	<b>23%</b>	-	-4	-3	+5 ↑

### 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>	84%	-	+5 ⬆	+7 ⬆	+8 ⬆
No	<div></div>	4%	-	-4	-7 ⬇	-5 ⬇
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	12%	-	0	0	-3

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

Yes	<div></div>	31%	-	+5 ⬆	+8 ⬆	+2
No	<div></div>	21%	-	-5 ⬇	+2	+6 ⬆
Not applicable (e.g. my performance has not changed)	<div></div>	48%	-	+1	-11 ⬇	-9 ⬇

#### 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?



%  
POSITIVE

65%

VARIANCE  
FROM 2017

+13 ⬆

VARIANCE  
FROM PARENT  
WORK UNIT

+4

VARIANCE  
FROM DPS

-4

VARIANCE  
FROM APS  
OVERALL

-1

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



76%

-

+6 ⬆

+6 ⬆

+1

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



60%

-

+2

+4

0

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



47%

+10 ⬆

+4

+5 ⬆

0

My supervisor openly demonstrates commitment to performance management



65%

+12 ⬆

+7 ⬆

+8 ⬆

+2

I received recognition when I last accomplished something significant at work



62%

-

+4

0

-3

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



69%

-

-3

-8 ⬇

-10 ⬇

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



28%

-

+7 ⬆

+11 ⬆

+9 ⬆

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 time for me to attend learning programs	<div><div>86</div><div>8</div></div>	86%	-	+14 ↑	+13 ↑	+8 ↑
My immediate supervisor shares links, readings and information	<div><div>65</div><div>23</div><div>12</div></div>	65%	-	+8 ↑	+9 ↑	-4
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>62</div><div>25</div><div>13</div></div>	62%	-	+8 ↑	+11 ↑	-1
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>74</div><div>18</div><div>8</div></div>	74%	-	+7 ↑	+9 ↑	+4
I am able to access learning and development solutions to meet my needs	<div><div>68</div><div>19</div><div>13</div></div>	68%	-	+7 ↑	+5 ↑	-1
I have a clear understanding of my development needs	<div><div>63</div><div>30</div><div>7</div></div>	63%	-	+3	-3	-11 ↓
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>68</div><div>30</div><div></div></div>	68%	-	+2	-5 ↓	-8 ↓
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>94</div><div></div><div></div></div>	94%	-	+2	-1	+5 ↑

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 THEIR 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>	8%	0	-4	-6 ↓	-4
Yes, in my agency	<div></div>	24%	+1	+2	+5 ↑	-12 ↓
Yes, in another APS agency	<div></div>	13%	+3	-5 ↓	-10 ↓	-5 ↓
No	<div></div>	59%	-7 ↓	+3	+3	+10 ↑
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	<div></div>	2%	0	-3	-5 ↓	-4
I want to leave my agency within the next 12 months	<div></div>	13%	+3	+2	+1	+4
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	7%	-7 ↓	-1	-3	-4
I want to stay working for my agency for the next one to two years	<div></div>	13%	-2	-7 ↓	-13 ↓	-11 ↓
I want to stay working for my agency for at least the next three years	<div></div>	65%	+6 ↑	+8 ↑	+19 ↑	+15 ↑
Main primary reason behind desire to leave agency:						
There is a lack of future career opportunities in my agency	<div></div>	26%	+16 ↑	-1	-3	0
<div>KEY</div> <div>  AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR            AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </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	<div><div>70</div><div>24</div><div></div></div>	70%	-	+1	+7⬆	0
Risk management concerns are discussed openly and honestly in my agency	<div><div>69</div><div>23</div><div>8</div></div>	69%	-	+6⬆	+12⬆	+7⬆
Employees in my agency have the right skills to manage risk effectively	<div><div>49</div><div>41</div><div>9</div></div>	49%	-	+4	+6⬆	+1
Appropriate risk taking is rewarded in my agency	<div><div>27</div><div>51</div><div>21</div></div>	27%	+17⬆	+4	+7⬆	0
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>52</div><div>43</div><div></div></div>	52%	-	+4	+10⬆	+5⬆
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>46</div><div>39</div><div>14</div></div>	46%	-	-1	+4	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

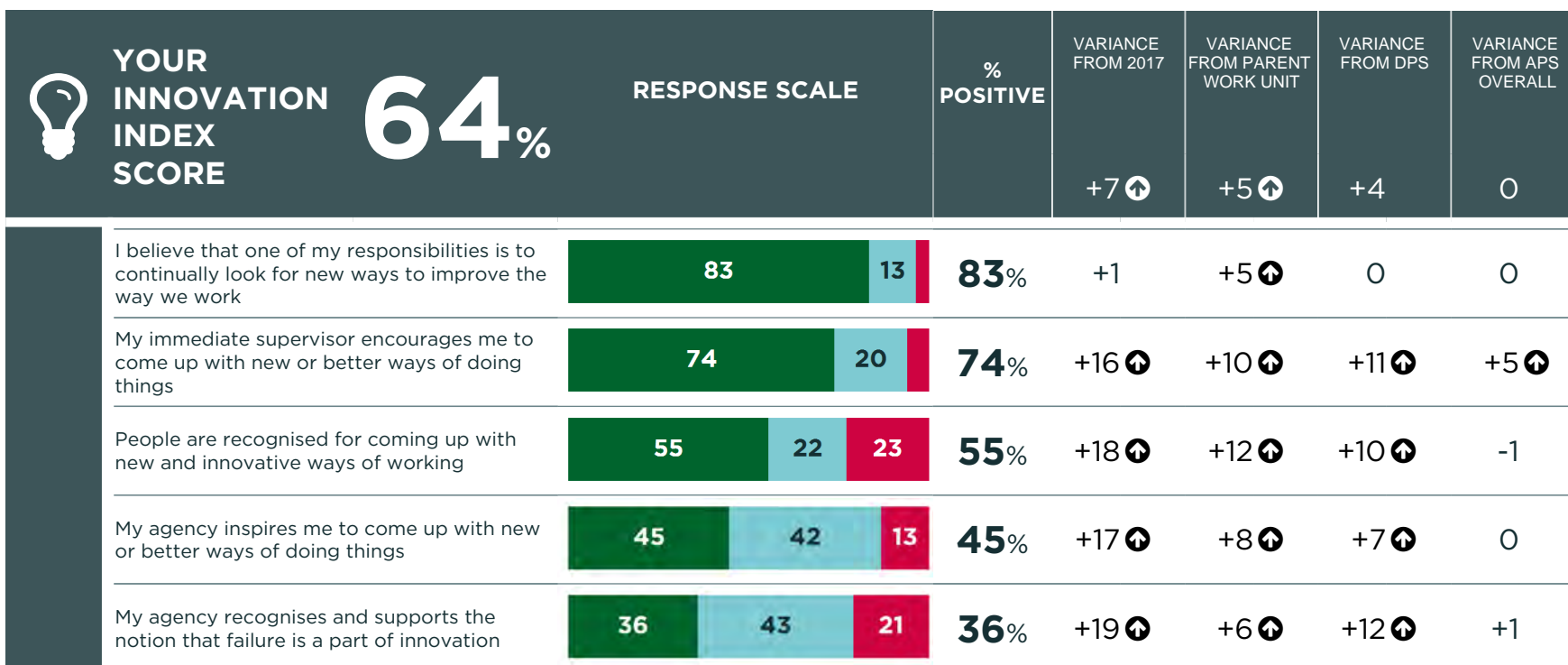


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



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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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
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>80</div><div>13</div><div>7</div></div>	80%	+15 ⬆	+3	-2
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>39</div><div>30</div><div>31</div></div>	39%	-	-1	-9 ⬇
I can count on my peers when I need help	<div><div>77</div><div>19</div><div></div></div>	77%	-	-2	-5 ⬇
I believe I collaborate well together with my peers	<div><div>93</div><div></div><div></div></div>	93%	-	+1	0
I feel safe to raise new ideas and receive feedback	<div><div>80</div><div>14</div><div></div></div>	80%	-	+10 ⬆	+6 ⬆
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>48</div><div>30</div><div>22</div></div>	48%	-	+3	+5 ⬆
DPS is moving in the right direction	<div><div>49</div><div>42</div><div>10</div></div>	49%	-	-1	-1
I understand the priorities for my work in the next six months	<div><div>75</div><div>23</div><div></div></div>	75%	-	+3	-2
I am looking forward to the next 12 months with enthusiasm	<div><div>52</div><div>33</div><div>14</div></div>	52%	-	0	-1

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?

---



---



---

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.

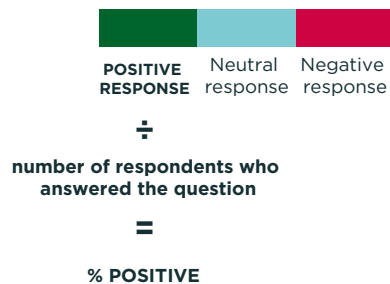
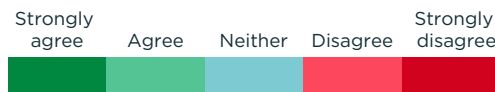
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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 BUILDING & SECURITY



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report: Security Branch

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### RESPONSES:

53 of 209

### RESPONSE RATE:

25%

# 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](mailto: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.

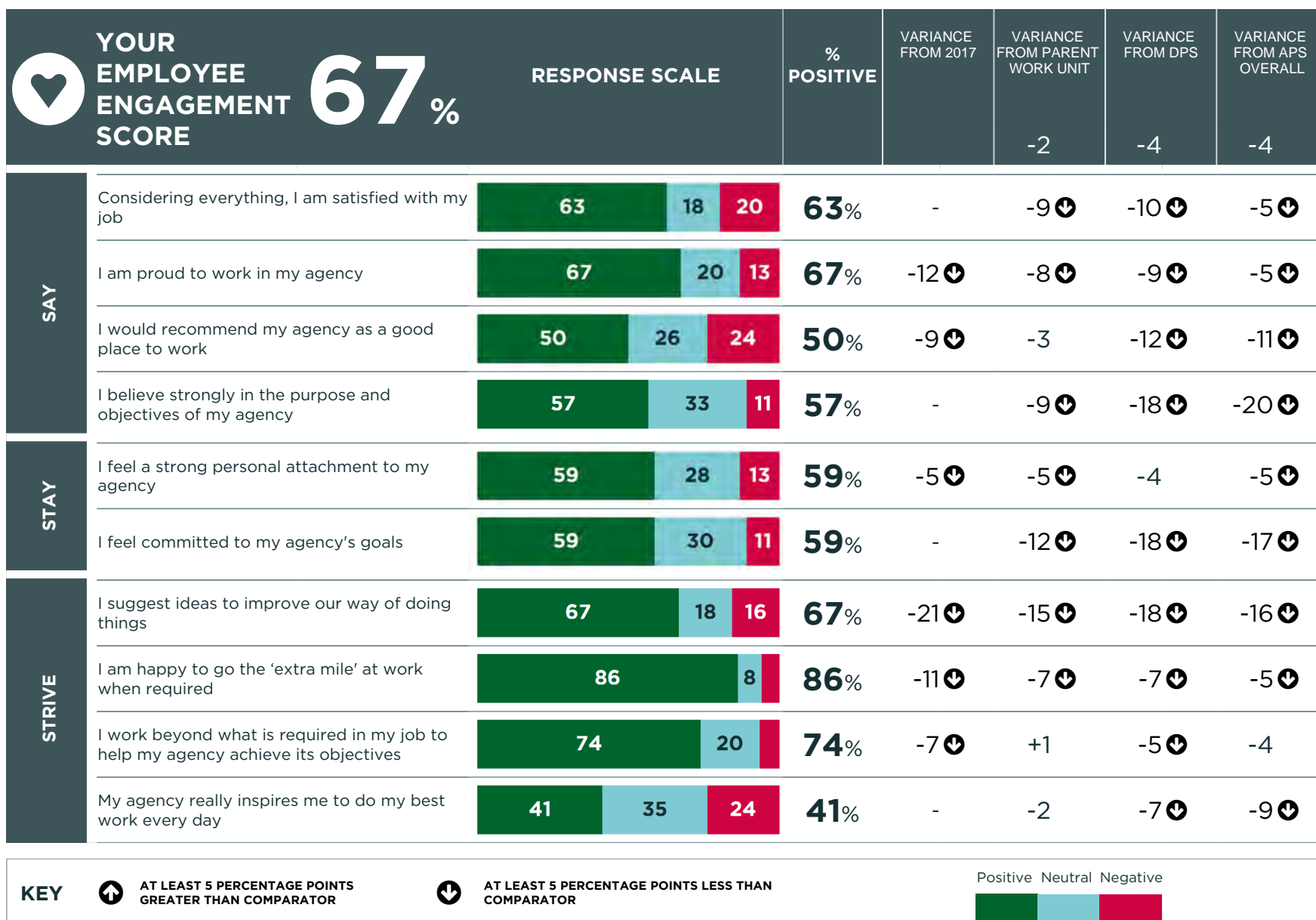
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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>	60%	-17 ↓	-10 ↓	+8 ↑	+22 ↑
Female	<div></div>	34%	+11 ↑	+7 ↑	-11 ↓	-24 ↓
X (Indeterminate/Intersex/Unspecified)		0%	-	-	0	0
Prefer not to say	<div></div>	6%	-	+3	+3	+2
Do you identify as Aboriginal and/or Torres Strait Islander?						
Yes	<div></div>	2%	-1	+1	0	-2
No	<div></div>	98%	+1	-1	0	+2
Do you have an ongoing disability?						
Yes	<div></div>	11%	+9 ↑	+4	+4	+3
No	<div></div>	89%	-9 ↓	-4	-4	-3
<div>KEY</div> <div>  AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR            AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </div>						

# INCLUSION AND DIVERSITY



## EXPLORE THE FULL RESULTS

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS, CULTURAL AND LINGUISTIC DIVERSITY IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENEOUS 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%	-	-2	+1	+3
Other country	<div></div>	19%	-	+2	-1	-3

Do you speak a language other than English at home?

No, English only	<div></div>	87%	-	-2	+1	+5↑
Yes, other	<div></div>	13%	-	+2	-1	-5↓

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

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes		4%	-	-1	0	-1
No		94%	+4	+4	+3	+3
Prefer not to say		2%	-8⬇️	-3	-3	-2

Do you have carer responsibilities?

Yes		26%	+3	-4	-7⬇️	-13⬇️
No		74%	-3	+4	+7⬆️	+13⬆️

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	68 19 13	68%	-19 ↓	-12 ↓	-14 ↓	-20 ↓
	My SES manager actively supports people of diverse backgrounds	52 30 18	52%	-6 ↓	-6 ↓	-9 ↓	-13 ↓
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	57 33 11	57%	+1	-2	-6 ↓	-20 ↓
	My supervisor actively supports people from diverse backgrounds	72 21	72%	-	-8 ↓	-6 ↓	-13 ↓
	My agency supports and actively promotes an inclusive workplace culture	48 33 20	48%	-	-11 ↓	-17 ↓	-27 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

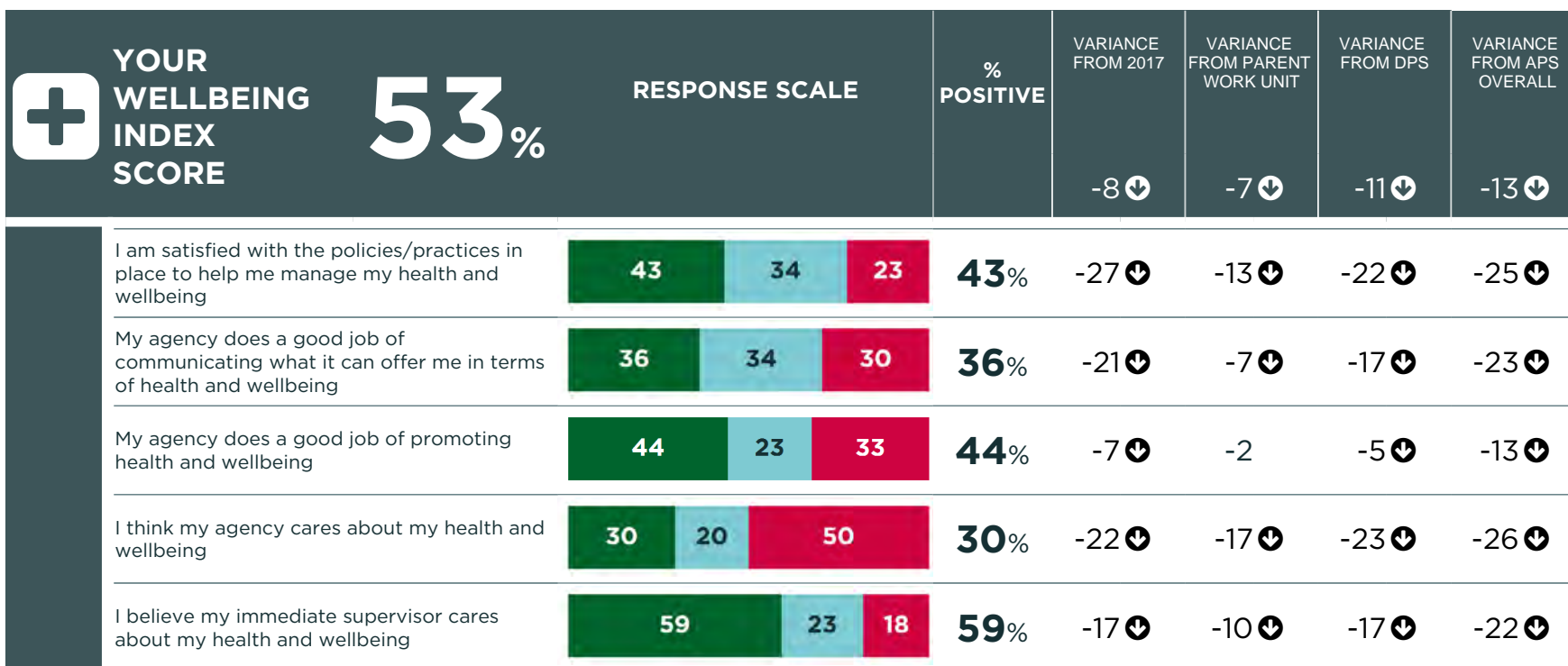


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



### 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 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?

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

S47F

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

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?

Senior Leadership: All SES

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



%  
POSITIVE

33%

VARIANCE  
FROM 2017

+1

VARIANCE  
FROM PARENT  
WORK UNIT

-14 ↓

VARIANCE  
FROM DPS

-14 ↓

VARIANCE  
FROM APS  
OVERALL

-19 ↓

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



28%

-3

-9 ↓

-9 ↓

-16 ↓

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



37%

+2

-6 ↓

-9 ↓

-18 ↓

In my agency, the SES are of a high quality



35%

+3

-4

-6 ↓

-15 ↓

In my agency, the SES work as a team



37%

-

-3

0

-3

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



37%

-

-7 ↓

-8 ↓

-17 ↓

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

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
Immediate supervisor	My supervisor treats people with respect	<div><div>70</div><div>13</div><div>17</div></div>	70%	-9⬇️	-11⬇️	-13⬇️	-17⬇️
	My supervisor communicates effectively	<div><div>53</div><div>15</div><div>32</div></div>	53%	-20⬇️	-19⬇️	-20⬇️	-25⬇️
	My supervisor encourages me to contribute ideas	<div><div>60</div><div>13</div><div>28</div></div>	60%	+7⬆️	-17⬇️	-16⬇️	-23⬇️
	My supervisor helps to develop my capability	<div><div>45</div><div>23</div><div>32</div></div>	45%	-19⬇️	-21⬇️	-22⬇️	-27⬇️
	My supervisor displays resilience when faced with difficulties or failures	<div><div>64</div><div>15</div><div>21</div></div>	64%	-8⬇️	-8⬇️	-9⬇️	-15⬇️
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>62</div><div>19</div><div>19</div></div>	62%	-15⬇️	-19⬇️	-19⬇️	-23⬇️
	My supervisor challenges me to consider new ways of doing things	<div><div>51</div><div>17</div><div>32</div></div>	51%	-3	-17⬇️	-14⬇️	-21⬇️

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>	67%	-	-11↓	-19↓	-14↓
In the same office as me but on a different floor	<div></div>	33%	-	+12↑	+22↑	+30↑
In a different office, but in the same town/city		0%	-	-1	-3	-3
In a different town/city or state		0%	-	-	-	-13↓
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

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
Culture	I receive the respect I deserve from my colleagues at work	53 36 11	53%	-19⬇️	-11⬇️	-19⬇️	-23⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	25 55 20	25%	-11⬇️	-10⬇️	-18⬇️	-28⬇️
	The people in my workgroup treat each other with respect	62 23 15	62%	-9⬇️	-12⬇️	-15⬇️	-20⬇️
	My agency actively encourages ethical behaviour by all of its employees	65 15 20	65%	+2	-5⬇️	-8⬇️	-14⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	33 47 20	33%	-3	+2	0	+3
	Staff are consulted about change at work	27 27 47	27%	-10⬇️	-8⬇️	-14⬇️	-19⬇️
	I am happy to go the 'extra mile' at work when required	86 8	86%	-11⬇️	-7⬇️	-7⬇️	-5⬇️
	Internal communication within my agency is effective	24 20 57	24%	+1	-15⬇️	-19⬇️	-22⬇️
	In general, employees in my agency feel they are valued for their contribution	24 22 54	24%	-9⬇️	-8⬇️	-16⬇️	-19⬇️
	My agency really inspires me to do my best work every day	41 35 24	41%	-	-2	-7⬇️	-9⬇️
KEY		⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative			
				<div></div> <div></div> <div></div>			



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>26%</b>	-6 ↓	-5 ↓	-15 ↓	-22 ↓
Often		<b>44%</b>	+6 ↑	-3	0	+2
Sometimes		<b>23%</b>	-2	+5 ↑	+12 ↑	+15 ↑
Rarely		<b>8%</b>	+5 ↑	+5 ↑	+6 ↑	+6 ↑
Never		<b>0%</b>	-	-1	0	0
Not sure		<b>0%</b>	-	-1	-2	-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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	37%	-24 ↓	-5 ↓	-15 ↓	-23 ↓
Often	<div></div>	39%	+17 ↑	+1	+7 ↑	+9 ↑
Sometimes	<div></div>	13%	+3	+1	+3	+7 ↑
Rarely	<div></div>	8%	+5 ↑	+4	+4	+7 ↑
Never		0%	-	-1	-1	0
Not sure	<div></div>	3%	-	0	+1	+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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		21%	-2	-7 ↓	-10 ↓	-19 ↓
Often		23%	-12 ↓	-9 ↓	-11 ↓	-9 ↓
Sometimes		15%	-10 ↓	-4	-1	+5 ↑
Rarely		23%	+17 ↑	+14 ↑	+17 ↑	+20 ↑
Never		13%	-	+9 ↑	+12 ↑	+12 ↑
Not sure		5%	-5 ↓	-3	-7 ↓	-9 ↓

### 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 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 WORK UNIT

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>	22%	-	+4	+8 ↑	+9 ↑
No	<div></div>	78%	-	-4	-8 ↓	-9 ↓

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 WORK UNIT

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>	26%	-3	+8 ↑	+11 ↑	+13 ↑
No	<div></div>	68%	+1	-6 ↓	-10 ↓	-12 ↓
Not Sure	<div></div>	5%	+2	-2	-1	-1

#### Main type of harassment or bullying experienced:

Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	50%	+28 ↑	-2	+4	+13 ↑
---	-------------	-----	-------	----	----	-------

#### Main person responsible for the harassment or bullying:

Someone more senior (other than your supervisor)	<div></div>	40%	+18 ↑	+12 ↑	+5 ↑	+7 ↑
--	-------------	-----	-------	-------	------	------

#### Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	40%	-4	+8 ↑	+6 ↑	+5 ↑
It was reported by someone else	<div></div>	10%	-	+6 ↑	0	+2
I did not report the behaviour	<div></div>	50%	-6 ↓	-14 ↓	-6 ↓	-6 ↓

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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
Your job	My job gives me opportunities to utilise my skills	<div><div>61</div><div>16</div><div>24</div></div>	61%	-14 ⬇	-16 ⬇	-22 ⬇	-19 ⬇
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>53</div><div>22</div><div>25</div></div>	53%	+9 ⬆	-4	-11 ⬇	-8 ⬇
	Considering everything, I am satisfied with my job	<div><div>63</div><div>18</div><div>20</div></div>	63%	-	-9 ⬇	-10 ⬇	-5 ⬇
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>61</div><div>20</div><div>20</div></div>	61%	-3	-18 ⬇	-20 ⬇	-16 ⬇
	I am satisfied with the stability and security of my current job	<div><div>63</div><div>20</div><div>18</div></div>	63%	-14 ⬇	-11 ⬇	-7 ⬇	-7 ⬇
	I am satisfied with the opportunities for career progression in my agency	<div><div>26</div><div>28</div><div>46</div></div>	26%	-12 ⬇	-12 ⬇	-10 ⬇	-14 ⬇

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

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
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	60 15 26	60%	-7↓	-15↓	-17↓	-22↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	S47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	53 18 29	53%	+2	-16↓	-20↓	-20↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	50 25 25	50%	-	-7↓	+5↑	-2
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	23 39 39	23%	-	+1	0	-9↓
	My immediate supervisor actively supports opportunities for mobility	40 42 19	40%	-	-6↓	-2	-11↓

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 WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div> <div>42</div> <div>24</div> <div>34</div> </div>	42%	-	-19 ↓	-20 ↓	-19 ↓
The work processes we have in place allow me to be as productive as possible	<div> <div>45</div> <div>18</div> <div>37</div> </div>	45%	-	-10 ↓	-10 ↓	-7 ↓
The people in my workgroup complete work to a high standard	<div> <div>53</div> <div>29</div> <div>18</div> </div>	53%	-	-16 ↓	-24 ↓	-26 ↓
My supervisor ensures that my workgroup delivers on what we are responsible for	<div> <div>61</div> <div>29</div> <div>11</div> </div>	61%	-	-13 ↓	-17 ↓	-19 ↓

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	<div></div>	65%	-	-15 ↓	-15 ↓	-18 ↓
No	<div></div>	35%	-	+15 ↑	+15 ↑	+18 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	63%	-	-15 ↓	-16 ↓	-21 ↓
No	<div></div>	37%	-	+15 ↑	+16 ↑	+21 ↑

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

Yes	<div></div>	58%	-	-15 ↓	-16 ↓	-24 ↓
No	<div></div>	42%	-	+15 ↑	+16 ↑	+24 ↑

### 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>	74%	-	-5 ↓	-3	-2
No	<div></div>	16%	-	+8 ↑	+6 ↑	+8 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	9%	-	-3	-3	-5 ↓

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

Yes	<div></div>	23%	-	-3	+1	-5 ↓
No	<div></div>	35%	-	+8 ↑	+16 ↑	+20 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	42%	-	-5 ↓	-16 ↓	-14 ↓

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE 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?

### Performance Management

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



% POSITIVE

51%

VARIANCE FROM 2017

-14 ↓

VARIANCE FROM PARENT WORK UNIT

-10 ↓

VARIANCE FROM DPS

-19 ↓

VARIANCE FROM APS OVERALL

-15 ↓

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



55%

-

-15 ↓

-15 ↓

-20 ↓

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



46%

-

-12 ↓

-10 ↓

-14 ↓

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



38%

-6 ↓

-6 ↓

-5 ↓

-10 ↓

My supervisor openly demonstrates commitment to performance management



48%

-9 ↓

-11 ↓

-10 ↓

-16 ↓

I received recognition when I last accomplished something significant at work



48%

-

-11 ↓

-15 ↓

-18 ↓

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



68%

-

-5 ↓

-10 ↓

-12 ↓

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



10%

-

-12 ↓

-7 ↓

-9 ↓

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

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
My immediate supervisor provides time for me to attend learning programs	<div><div>40</div><div>28</div><div>33</div></div>	40%	-	-31↓	-33↓	-38↓
My immediate supervisor shares links, readings and information	<div><div>40</div><div>20</div><div>40</div></div>	40%	-	-17↓	-17↓	-29↓
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>33</div><div>25</div><div>43</div></div>	33%	-	-22↓	-18↓	-31↓
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>48</div><div>35</div><div>18</div></div>	48%	-	-19↓	-17↓	-23↓
I am able to access learning and development solutions to meet my needs	<div><div>39</div><div>29</div><div>32</div></div>	39%	-	-22↓	-24↓	-29↓
I have a clear understanding of my development needs	<div><div>49</div><div>31</div><div>21</div></div>	49%	-	-11↓	-18↓	-25↓
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>51</div><div>38</div><div>10</div></div>	51%	-	-14↓	-22↓	-24↓
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>89</div><div></div><div></div></div>	89%	-	-3	-6↓	0

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 THEIR 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>	20%	+2	+9 ⬆	+7 ⬆	+8 ⬆
Yes, in my agency	<div></div>	18%	-3	-4	-2	-18 ⬇
Yes, in another APS agency	<div></div>	23%	+8 ⬆	+5 ⬆	0	+5 ⬆
No	<div></div>	57%	-1	+1	+1	+7 ⬆
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	<div></div>	11%	+8 ⬆	+6 ⬆	+5 ⬆	+5 ⬆
I want to leave my agency within the next 12 months	<div></div>	7%	-8 ⬇	-4	-5 ⬇	-2
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	9%	-3	+1	-1	-1
I want to stay working for my agency for the next one to two years	<div></div>	23%	+14 ⬆	+3	-3	-1
I want to stay working for my agency for at least the next three years	<div></div>	50%	-11 ⬇	-6 ⬇	+5 ⬆	0
Main primary reason behind desire to leave agency:						
There is a lack of future career opportunities in my agency	<div></div>	25%	-8 ⬇	-3	-4	-1
<div>KEY</div> <div>  AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR         </div> <div>  AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </div>						

# RISK 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>55</div><div>26</div><div>18</div></div>	55%	-	-13 ↓	-8 ↓	-15 ↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>37</div><div>32</div><div>32</div></div>	37%	-	-26 ↓	-20 ↓	-25 ↓
Employees in my agency have the right skills to manage risk effectively	<div><div>36</div><div>28</div><div>36</div></div>	36%	-	-9 ↓	-7 ↓	-13 ↓
Appropriate risk taking is rewarded in my agency	<div><div>21</div><div>50</div><div>29</div></div>	21%	+9 ↑	-3	+1	-7 ↓
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>34</div><div>39</div><div>26</div></div>	34%	-	-14 ↓	-8 ↓	-13 ↓
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>39</div><div>26</div><div>34</div></div>	39%	-	-8 ↓	-3	-9 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

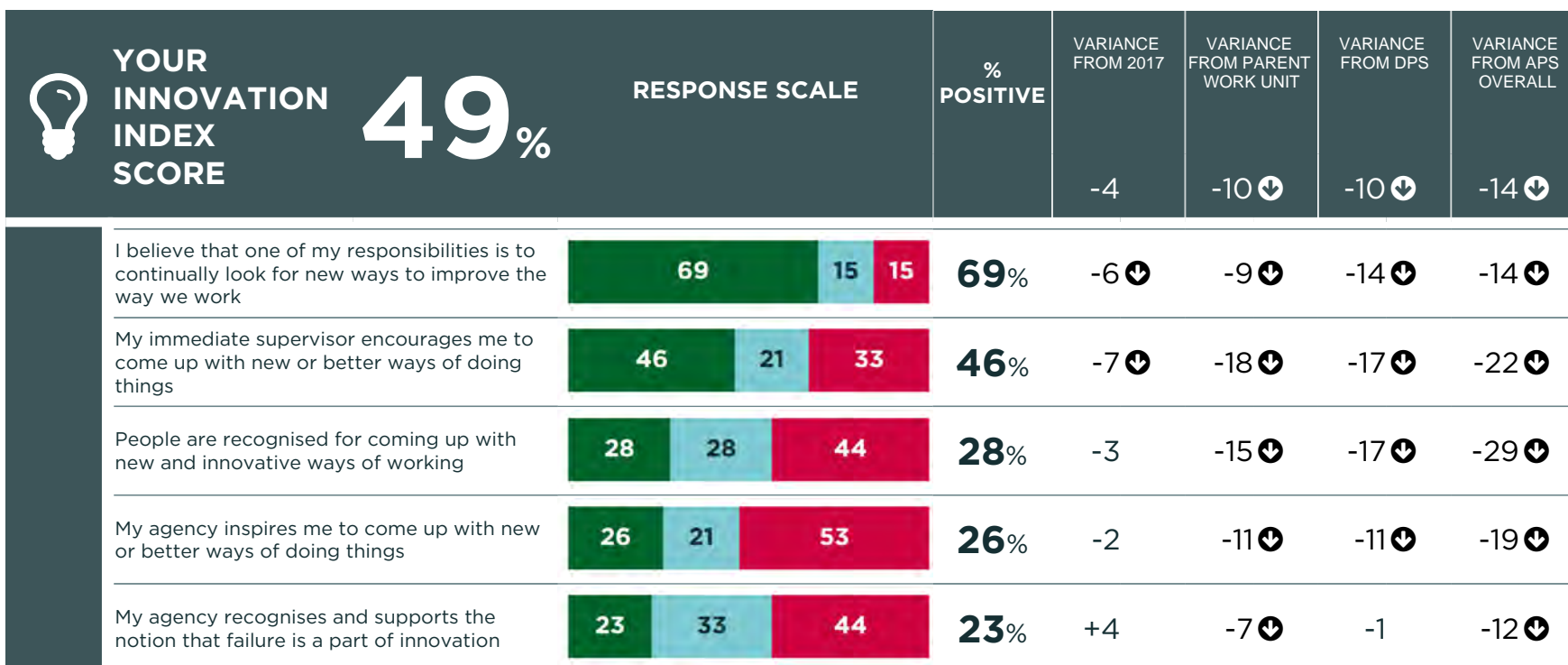


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### 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

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
The people in my immediate workgroup are held to account for the quality of work they deliver	66 21 13	66%	-8↓	-11↓	-16↓
My agency routinely applies merit in decisions regarding engagement and promotion	41 23 36	41%	-	0	-7↓
I can count on my peers when I need help	76 13 11	76%	-	-4	-6↓
I believe I collaborate well together with my peers	87 11	87%	-	-5↓	-6↓
I feel safe to raise new ideas and receive feedback	45 32 24	45%	-	-25↓	-29↓
In DPS the lines of communication are "open" all the way to the SES Executive	32 19 49	32%	-	-13↓	-11↓
DPS is moving in the right direction	45 21 34	45%	-	-5↓	-5↓
I understand the priorities for my work in the next six months	58 13 29	58%	-	-14↓	-19↓
I am looking forward to the next 12 months with enthusiasm	50 24 26	50%	-	-3	-4

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?

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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.

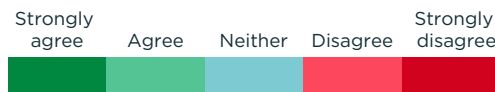
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



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

## 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 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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 BUILDING & SECURITY



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report: Chief Operating Officer

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Making the most of your results	3
Employee Engagement: Say, Stay, Strive	4
Inclusion and Diversity	5
Wellbeing Index	9
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Workplace Culture	14
Workplace Conditions	20
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Performance Management	23
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### RESPONSES:

165 of 206

### RESPONSE RATE:

80%

# 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](mailto: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.

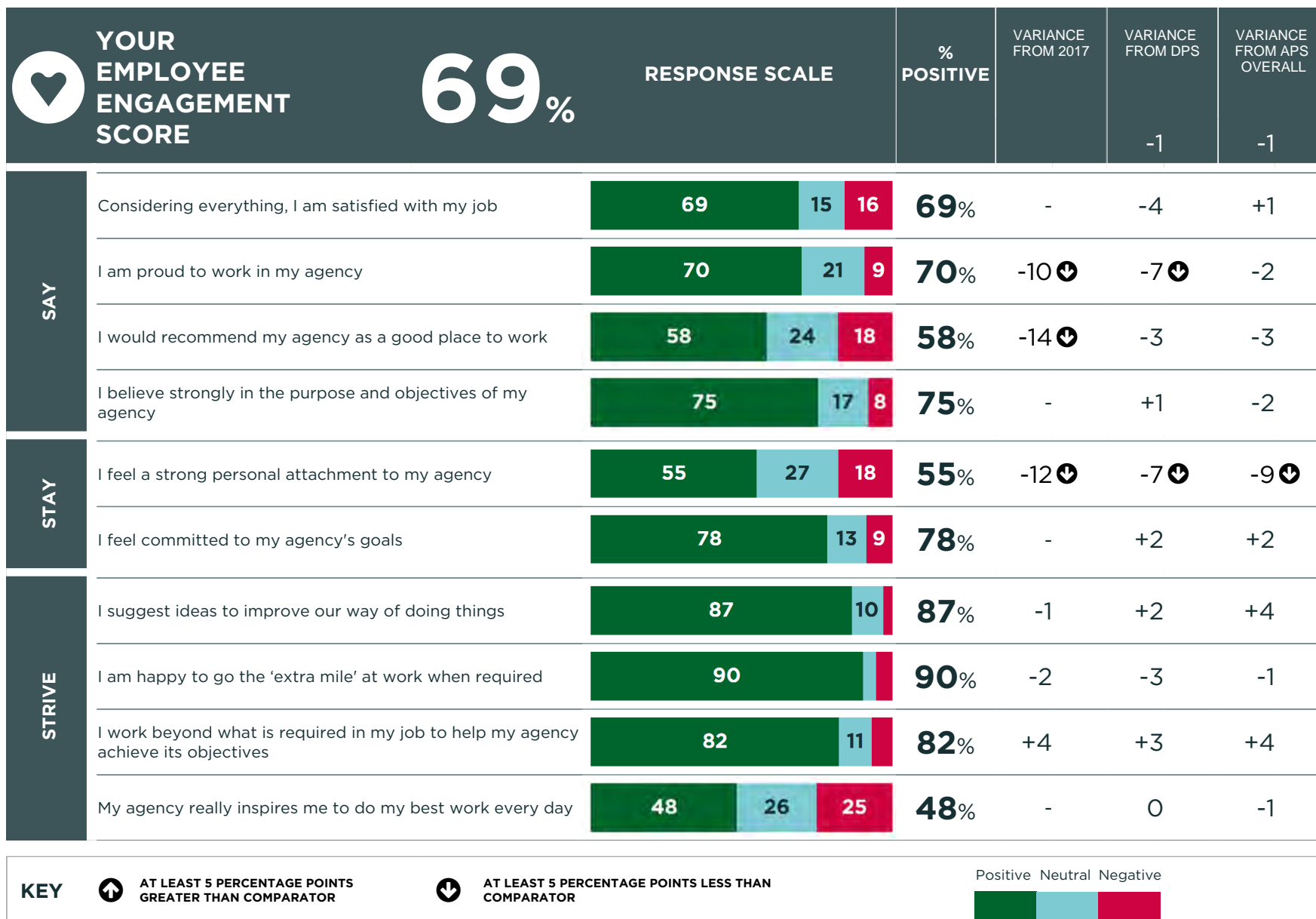
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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 DPS

VARIANCE  
FROM APS  
OVERALL

What is your gender?

Male	<div></div>	38%	-7↓	-14↓	0
Female	<div></div>	59%	+6↑	+14↑	0
X (Indeterminate/Intersex/Unspecified)		0%	-	0	0
Prefer not to say	<div></div>	3%	-	0	0

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

Yes	<div></div>	2%	+1	+1	-1
No	<div></div>	98%	-1	-1	+1

Do you have an ongoing disability?

Yes	<div></div>	4%	-2	-3	-4
No	<div></div>	96%	+2	+3	+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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENOUS STATUS.

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In which country were you born?					
Australia	<div></div>	77%	-	-4	-1
Other country	<div></div>	23%	-	+4	+1
Do you speak a language other than English at home?					
No, English only	<div></div>	82%	-	-4	0
Yes, other	<div></div>	18%	-	+4	0
How well do you speak English?					
Very well	<div></div>	63%	-	-7↓	-21↓
Well	<div></div>	37%	-	+8↑	+21↑
Not well		0%	-	-1	0
Not at all		0%	-	-	0
<div>KEY</div> <div>  AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR            AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </div>					



# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

## Demographics

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes		2%	-2	-2	-3
No		94%	+3	+3	+3
Prefer not to say		4%	-1	-1	0

Do you have carer responsibilities?

Yes		40%	+7	+6	0
No		60%	-7	-6	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

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	81 12 7	81%	-8⬇️	-1	-7⬇️
	My SES manager actively supports people of diverse backgrounds	64 31	64%	-21⬇️	+2	-2
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	66 27	66%	-2	+4	-11⬇️
	My supervisor actively supports people from diverse backgrounds	75 19	75%	-	-3	-10⬇️
	My agency supports and actively promotes an inclusive workplace culture	63 24 14	63%	-	-2	-12⬇️

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 IS BASED ON A RE-CALCULATED 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	66%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
				-1	+1	0
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	70	21 9	70%	0	+5 ↑	+2
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	63	22 16	63%	+6 ↑	+9 ↑	+4
My agency does a good job of promoting health and wellbeing	56	30 14	56%	0	+6 ↑	-2
I think my agency cares about my health and wellbeing	61	26 13	61%	0	+9 ↑	+6 ↑
I believe my immediate supervisor cares about my health and wellbeing	75	12 12	75%	-3	-1	-6 ↓

### 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: 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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

S47F

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 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?

Senior Leadership: All SES

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

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2017

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

51

23

23

51%

-2

+5 ⬆

0

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

37

32

26

37%

-11 ⬇

-1

-8 ⬇

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

48

28

19

48%

-9 ⬇

+2

-7 ⬇

In my agency, the SES are of a high quality

43

34

19

43%

-16 ⬇

+2

-8 ⬇

In my agency, the SES work as a team

36

38

18

36%

-

-1

-4

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

45

29

20

45%

-

0

-8 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# IMMEDIATE SUPERVISOR



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	<div><div>78</div><div>7</div><div>15</div></div>	78%	-5↓	-5↓	-10↓
	My supervisor communicates effectively	<div><div>66</div><div>15</div><div>20</div></div>	66%	-12↓	-7↓	-13↓
	My supervisor encourages me to contribute ideas	<div><div>73</div><div>12</div><div>14</div></div>	73%	-7↓	-2	-9↓
	My supervisor helps to develop my capability	<div><div>63</div><div>18</div><div>19</div></div>	63%	-8↓	-4	-9↓
	My supervisor displays resilience when faced with difficulties or failures	<div><div>66</div><div>19</div><div>16</div></div>	66%	-13↓	-7↓	-13↓
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>79</div><div>14</div><div>7</div></div>	79%	-1	-2	-6↓
	My supervisor challenges me to consider new ways of doing things	<div><div>63</div><div>20</div><div>17</div></div>	63%	-5↓	-2	-10↓

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 DPS

VARIANCE  
FROM APS  
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	87%	-	+1	+6
In the same office as me but on a different floor	<div></div>	10%	-	-1	+7
In a different office, but in the same town/city	<div></div>	3%	-	0	0
In a different town/city or state		0%	-	-	-13
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

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 DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>72</div><div>19</div><div>10</div></div>	72%	-2	0	-4
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>36</div><div>36</div><div>28</div></div>	36%	-8⬇️	-7⬇️	-17⬇️
	The people in my workgroup treat each other with respect	<div><div>71</div><div>15</div><div>15</div></div>	71%	-11⬇️	-6⬇️	-12⬇️
	My agency actively encourages ethical behaviour by all of its employees	<div><div>69</div><div>15</div><div>16</div></div>	69%	-16⬇️	-4	-10⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>30</div><div>42</div><div>28</div></div>	30%	-3	-3	-1
	Staff are consulted about change at work	<div><div>39</div><div>37</div><div>25</div></div>	39%	-5⬇️	-2	-8⬇️
	I am happy to go the 'extra mile' at work when required	<div><div>90</div><div></div><div></div></div>	90%	-2	-3	-1
	Internal communication within my agency is effective	<div><div>39</div><div>23</div><div>38</div></div>	39%	-4	-4	-7⬇️
	In general, employees in my agency feel they are valued for their contribution	<div><div>38</div><div>30</div><div>32</div></div>	38%	-10⬇️	-2	-5⬇️
	My agency really inspires me to do my best work every day	<div><div>48</div><div>26</div><div>25</div></div>	48%	-	0	-1
KEY		⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative		
				<div><div></div><div></div><div></div></div>		



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div><div></div></div>	<b>38%</b>	+3	-3	-10 ⬇
Often	<div><div></div></div>	<b>42%</b>	-2	-2	0
Sometimes	<div><div></div></div>	<b>13%</b>	-4	+1	+5 ⬆
Rarely	<div><div></div></div>	<b>3%</b>	-1	+1	+1
Never	<div><div></div></div>	<b>1%</b>	0	0	0
Not sure	<div><div></div></div>	<b>5%</b>	+4	+3	+4

### 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 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>47%</b>	-5	-4	-13
Often		<b>30%</b>	-2	-3	-1
Sometimes		<b>13%</b>	+2	+3	+7
Rarely		<b>6%</b>	+5	+3	+5
Never		<b>1%</b>	-1	+1	+1
Not sure		<b>3%</b>	+1	+1	+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 2017

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	29%	-12↓	-1	-11↓
Often	<div></div>	33%	-7↓	-1	+1
Sometimes	<div></div>	19%	+7↑	+2	+8↑
Rarely	<div></div>	7%	+6↑	+1	+4
Never		0%	-	-1	-1
Not sure	<div></div>	12%	+7↑	0	-2

### 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 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 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>	12%	-	-1	0
No	<div></div>	88%	-	+1	0

Did this discrimination occur in your current agency?

Yes	<div></div>	94%	-	+3	+1
No	<div></div>	6%	-	-3	-1

Main basis for the discrimination that you experienced:

Gender	<div></div>	32%	-	-6 ↓	-1
Age	<div></div>	42%	-	+13 ↑	+16 ↑
Other	<div></div>	32%	-	+8 ↑	+9 ↑

#### 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 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>	22%	+7 ↑	+6 ↑	+8 ↑
No	<div></div>	74%	-5 ↓	-5 ↓	-6 ↓
Not Sure	<div></div>	4%	-2	-2	-2

Main type of harassment or bullying experienced:

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	47%	-14 ↓	0	-2
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Main person responsible for the harassment or bullying:

Someone more senior (other than your supervisor)	<div></div>	46%	+23 ↑	+11 ↑	+12 ↑
--	-------------	-----	-------	-------	-------

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	34%	+1	+1	-1
It was reported by someone else	<div></div>	16%	+1	+6 ↑	+7 ↑
I did not report the behaviour	<div></div>	50%	-2	-6 ↓	-6 ↓

#### 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 DPS	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	<div><div>87</div><div>7</div></div>	87%	+6	+4	+8
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>63</div><div>17</div><div>20</div></div>	63%	+6	-1	+2
	Considering everything, I am satisfied with my job	<div><div>69</div><div>15</div><div>16</div></div>	69%	-	-4	+1
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>83</div><div>9</div><div>8</div></div>	83%	+5	+3	+7
	I am satisfied with the stability and security of my current job	<div><div>64</div><div>13</div><div>23</div></div>	64%	+4	-6	-6
	I am satisfied with the opportunities for career progression in my agency	<div><div>35</div><div>28</div><div>37</div></div>	35%	-2	-1	-5

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

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 DPS	VARIANCE FROM APS OVERALL
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	80 13 7	80%	+1	+3	-2
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F				
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	71 16 13	71%	-6 ⬇	-2	-2
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	36 41 23	36%	-	-9 ⬇	-16 ⬇
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	24 47 29	24%	-	+1	-8 ⬇
	My immediate supervisor actively supports opportunities for mobility	40 41 19	40%	-	-2	-11 ⬇

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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div> <div>53</div> <div>16</div> <div>30</div> </div>	53%	-	-9⬇	-8⬇
The work processes we have in place allow me to be as productive as possible	<div> <div>47</div> <div>22</div> <div>31</div> </div>	47%	-	-8⬇	-6⬇
The people in my workgroup complete work to a high standard	<div> <div>75</div> <div>16</div> <div>9</div> </div>	75%	-	-2	-3
My supervisor ensures that my workgroup delivers on what we are responsible for	<div> <div>72</div> <div>19</div> <div>9</div> </div>	72%	-	-6⬇	-8⬇

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 DPS	VARIANCE FROM APS OVERALL
------------------------	----------------	---	--------------------	-------------------	---------------------------

Received regular and timely feedback from your supervisor

Yes	<div></div>	74%	-	-7 ↓	-9 ↓
No	<div></div>	26%	-	+7 ↑	+9 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	74%	-	-5 ↓	-10 ↓
No	<div></div>	26%	-	+5 ↑	+10 ↑

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

Yes	<div></div>	69%	-	-5 ↓	-14 ↓
No	<div></div>	31%	-	+5 ↑	+14 ↑

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 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>	65%	-	-13 ↓	-12 ↓
No	<div></div>	18%	-	+8 ↑	+10 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	17%	-	+5 ↑	+2

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

Yes	<div></div>	20%	-	-3	-9 ↓
No	<div></div>	22%	-	+3	+7 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	58%	-	0	+2

#### 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?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Performance Management	To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	65 20 15	65%	+1	-5 ⬇	-2
	How satisfied are you with your supervisor in managing your performance?	61 22 17	61%	-	-9 ⬇	-14 ⬇
	To what extent do you agree that the support by your supervisor has helped to improve your performance?	50 28 23	50%	-	-6 ⬇	-10 ⬇
	My overall experience of performance management in my agency has been useful for my development	44 28 28	44%	+3	+2	-3
	My supervisor openly demonstrates commitment to performance management	50 27 23	50%	-6 ⬇	-7 ⬇	-14 ⬇
	I received recognition when I last accomplished something significant at work	62 15 23	62%	-	-1	-3
	I can identify a clear connection between my job and my agency's purpose	71 18 11	71%	-	-6 ⬇	-8 ⬇
	To what extent do you agree that your agency deals with underperformance effectively?	19 47 34	19%	-	+2	0

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

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 DPS	VARIANCE FROM APS OVERALL
My immediate supervisor provides time for me to attend learning programs	<div><div>73</div><div>18</div><div>10</div></div>	73%	-	-1	-5⬇️
My immediate supervisor shares links, readings and information	<div><div>51</div><div>23</div><div>26</div></div>	51%	-	-5⬇️	-18⬇️
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>49</div><div>24</div><div>27</div></div>	49%	-	-2	-14⬇️
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>59</div><div>26</div><div>14</div></div>	59%	-	-6⬇️	-11⬇️
I am able to access learning and development solutions to meet my needs	<div><div>67</div><div>23</div><div>11</div></div>	67%	-	+3	-2
I have a clear understanding of my development needs	<div><div>69</div><div>21</div><div>10</div></div>	69%	-	+3	-5⬇️
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>75</div><div>22</div><div></div></div>	75%	-	+2	0
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>99</div><div></div><div></div></div>	99%	-	+3	+10⬆️

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 THEIR AGENCY. PLEASE SEE QUESTION 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

	RESPONSE SCALE	%	VARIANCE FROM 2017	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>	14%	-2	0	+2
Yes, in my agency	<div></div>	16%	-2	-4	-20 ⬇
Yes, in another APS agency	<div></div>	29%	+6 ⬆	+7 ⬆	+11 ⬆
No	<div></div>	54%	-3	-2	+5 ⬆
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	<div></div>	13%	+8 ⬆	+6 ⬆	+6 ⬆
I want to leave my agency within the next 12 months	<div></div>	17%	+5 ⬆	+5 ⬆	+8 ⬆
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	10%	0	0	0
I want to stay working for my agency for the next one to two years	<div></div>	28%	-7 ⬇	+3	+4
I want to stay working for my agency for at least the next three years	<div></div>	32%	-6 ⬇	-14 ⬇	-18 ⬇
Main primary reason behind desire to leave agency:					
There is a lack of future career opportunities in my agency	<div></div>	28%	-12 ⬇	-2	+2
<div>KEY</div> <div> <div>⬆</div> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR         </div> <div> <div>⬇</div> AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </div>					

# RISK 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 2017	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>62</div><div>28</div><div>9</div></div>	62%	-	-1	-9↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>57</div><div>32</div><div>11</div></div>	57%	-	0	-5↓
Employees in my agency have the right skills to manage risk effectively	<div><div>46</div><div>40</div><div>13</div></div>	46%	-	+3	-3
Appropriate risk taking is rewarded in my agency	<div><div>20</div><div>51</div><div>29</div></div>	20%	-4	0	-8↓
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>40</div><div>39</div><div>21</div></div>	40%	-	-2	-8↓
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>38</div><div>42</div><div>20</div></div>	38%	-	-4	-10↓

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 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



## YOUR INNOVATION INDEX SCORE

# 59%

### RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2017

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

-3

0

-4

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

87

9

87%

+3

+4

+5 ↑

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

63

16

22

63%

-5 ↓

0

-6 ↓

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

46

29

26

46%

-2

0

-11 ↓

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

40

35

25

40%

0

+3

-5 ↓

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

26

41

33

26%

-2

+2

-9 ↓

### 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

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 DPS
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>78</div><div>12</div><div>10</div></div>	78%	+9⬆	-3
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>49</div><div>29</div><div>22</div></div>	49%	-	0
I can count on my peers when I need help	<div><div>81</div><div>12</div><div>8</div></div>	81%	-	-2
I believe I collaborate well together with my peers	<div><div>91</div><div></div><div></div></div>	91%	-	-2
I feel safe to raise new ideas and receive feedback	<div><div>69</div><div>16</div><div>14</div></div>	69%	-	-5⬇
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>42</div><div>28</div><div>31</div></div>	42%	-	-2
DPS is moving in the right direction	<div><div>51</div><div>27</div><div>22</div></div>	51%	-	0
I understand the priorities for my work in the next six months	<div><div>67</div><div>16</div><div>17</div></div>	67%	-	-10⬇
I am looking forward to the next 12 months with enthusiasm	<div><div>51</div><div>26</div><div>23</div></div>	51%	-	-3

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?

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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?

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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:

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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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \text{\% POSITIVE}$$

## 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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.



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## Chief Finance Officer

CONTENT	
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Changes for 2018	2
Making the most of your results	3
Employee Engagement: Say, Stay, Strive	4
Inclusion and Diversity	5
Wellbeing Index	9
Senior Leadership	10
Immediate Supervisor	12
Workplace Culture	14
Workplace Conditions	20
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Performance Management	23
Capability	26
Career Intentions	27
Risk Management	28
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Agency Specific Questions	30
Time to take action	31
Guide to this report	32

### RESPONSES:

32 of 37

### RESPONSE RATE:

86%

# 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](mailto: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.

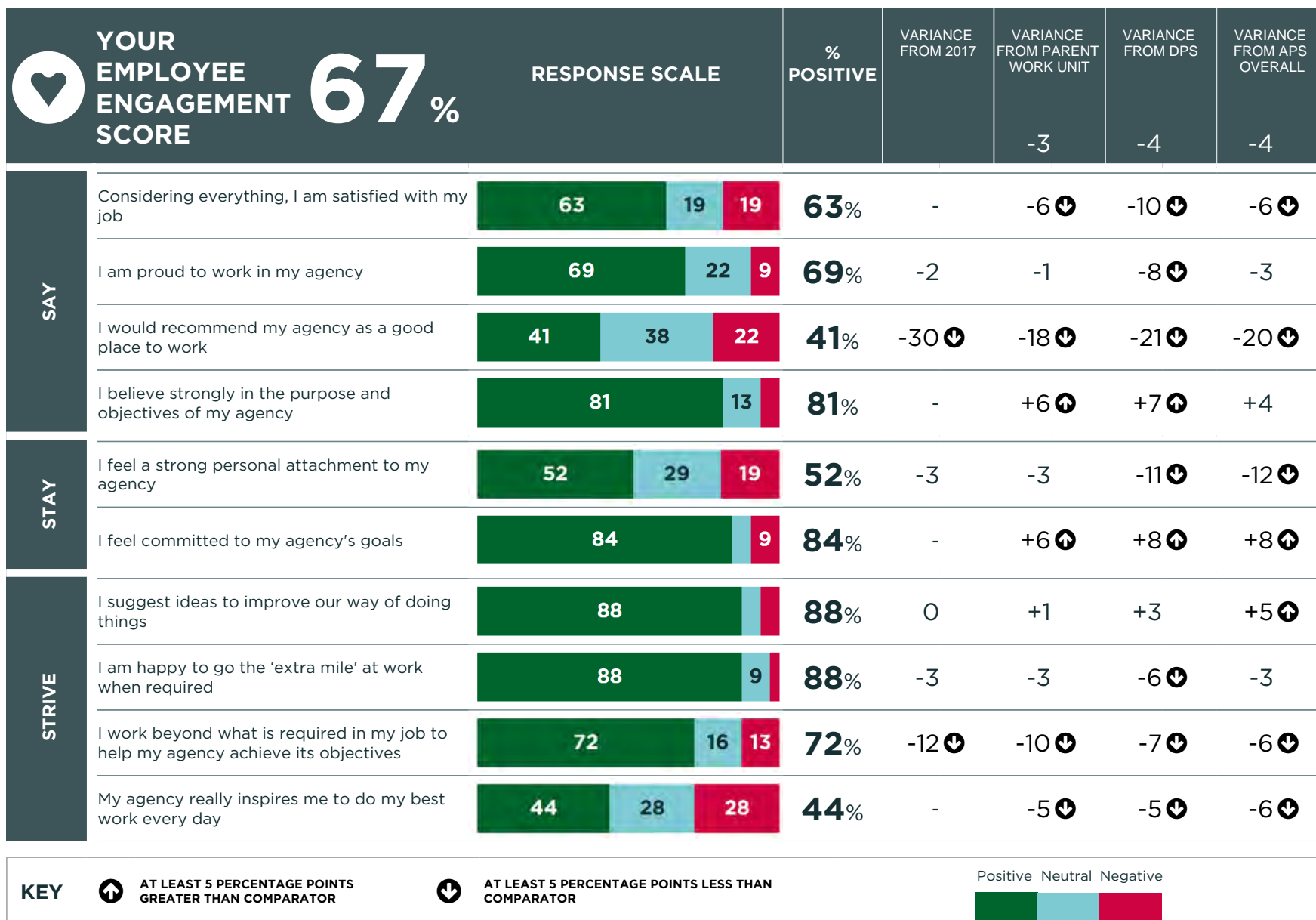
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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%	+2	+6 ↑	-9 ↓	+6 ↑
Female	<div></div>	50%	-2	-9 ↓	+5 ↑	-8 ↓
X (Indeterminate/Intersex/Unspecified)		0%	-	-	0	0
Prefer not to say	<div></div>	6%	-	+3	+4	+3

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

Yes	<div></div>	3%	0	+1	+2	-1
No	<div></div>	97%	0	-1	-2	+1

Do you have an ongoing disability?

Yes	<div></div>	3%	0	-1	-4	-5 ↓
No	<div></div>	97%	0	+1	+4	+5 ↑

### 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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENEOUS 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>	69%	-	-8↓	-12↓	-9↓
Other country	<div></div>	31%	-	+8↑	+12↑	+9↑

Do you speak a language other than English at home?

No, English only	<div></div>	78%	-	-4	-8↓	-4
Yes, other	<div></div>	22%	-	+4	+8↑	+4

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

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes	<div></div>	3%	-3	+1	0	-1
No	<div></div>	94%	+7 ⬆	-1	+3	+2
Prefer not to say	<div></div>	3%	-3	-1	-2	-1

Do you have carer responsibilities?

Yes	<div></div>	61%	+13 ⬆	+22 ⬆	+28 ⬆	+22 ⬆
No	<div></div>	39%	-13 ⬆	-22 ⬆	-28 ⬆	-22 ⬆

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	<div><div>75</div><div>19</div></div>	75%	-12⬇	-6⬇	-8⬇	-13⬇
	My SES manager actively supports people of diverse backgrounds	<div><div>72</div><div>19</div><div>9</div></div>	72%	-14⬇	+8⬆	+10⬆	+7⬆
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	<div><div>66</div><div>31</div></div>	66%	-2	0	+3	-11⬇
	My supervisor actively supports people from diverse backgrounds	<div><div>75</div><div>16</div><div>9</div></div>	75%	-	0	-3	-10⬇
	My agency supports and actively promotes an inclusive workplace culture	<div><div>63</div><div>22</div><div>16</div></div>	63%	-	0	-2	-12⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

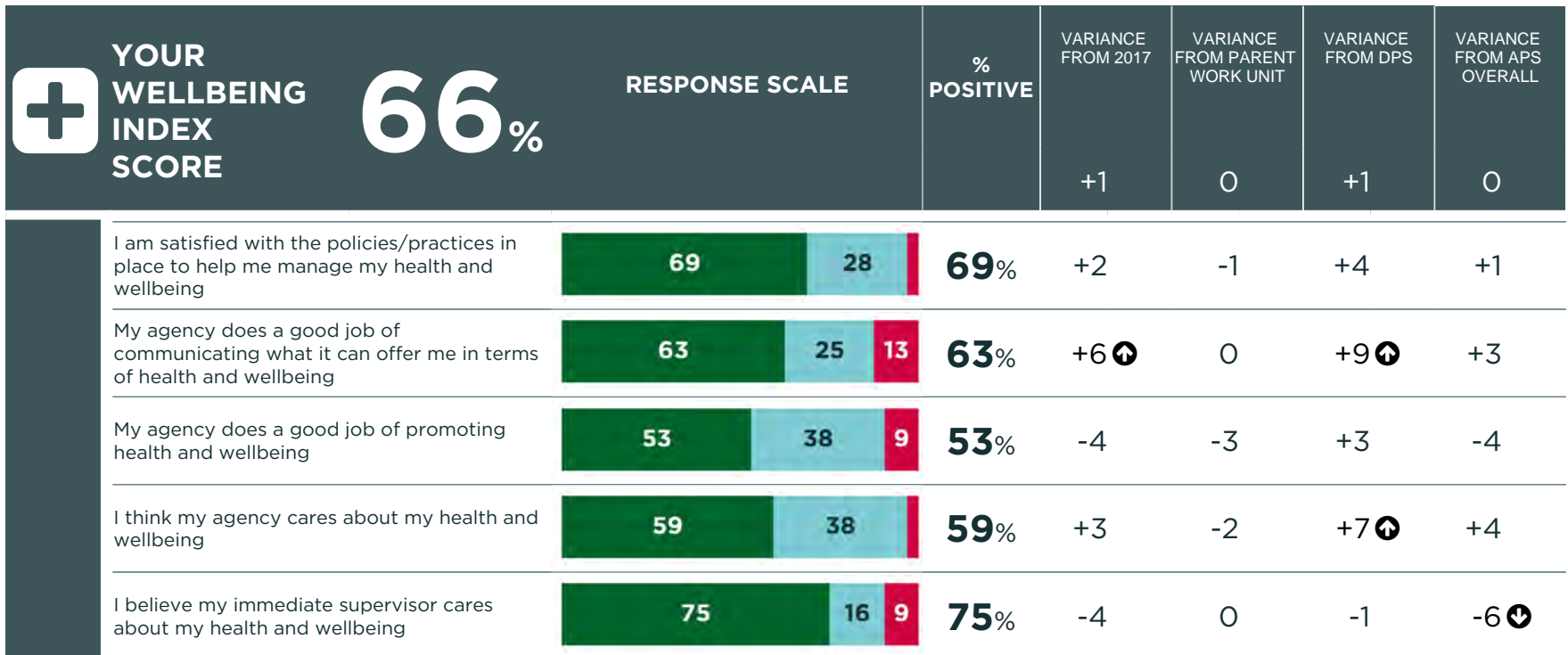


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



### 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 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?

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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

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 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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	56 28 16	56%	+20 ⬆	+5 ⬆	+10 ⬆	+5 ⬆
In my agency, communication between the SES and other employees is effective	47 31 19	47%	+10 ⬆	+10 ⬆	+9 ⬆	+2
In my agency, the SES set a clear strategic direction for the agency	59 25 13	59%	+3	+12 ⬆	+14 ⬆	+4
In my agency, the SES are of a high quality	44 38 16	44%	+4	+1	+3	-6 ⬇
In my agency, the SES work as a team	44 34 16	44%	-	+8 ⬆	+7 ⬆	+4
In my agency, the SES clearly articulate the direction and priorities for our agency	66 19 13	66%	-	+21 ⬆	+21 ⬆	+12 ⬆

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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	<div><div>78</div><div>16</div></div>	78%	+7⬆	0	-5⬇	-9⬇
	My supervisor communicates effectively	<div><div>56</div><div>19</div><div>25</div></div>	56%	-8⬇	-9⬇	-16⬇	-22⬇
	My supervisor encourages me to contribute ideas	<div><div>78</div><div>13</div><div>9</div></div>	78%	+4	+5⬆	+2	-4
	My supervisor helps to develop my capability	<div><div>65</div><div>16</div><div>19</div></div>	65%	-5⬇	+2	-2	-7⬇
	My supervisor displays resilience when faced with difficulties or failures	<div><div>66</div><div>13</div><div>22</div></div>	66%	+2	0	-7⬇	-13⬇
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>78</div><div>16</div></div>	78%	+5⬆	-1	-3	-7⬇
	My supervisor challenges me to consider new ways of doing things	<div><div>72</div><div>16</div><div>13</div></div>	72%	+2	+9⬆	+7⬆	0

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>	97%	-	+10	+11	+16
In the same office as me but on a different floor		0%	-	-10	-11	-3
In a different office, but in the same town/city	<div></div>	3%	-	0	+1	0
In a different town/city or state		0%	-	-	-	-13
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

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
Culture	I receive the respect I deserve from my colleagues at work	<div><div>63</div><div>13</div><div>25</div></div>	63%	0	-9⬇	-9⬇	-14⬇
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>25</div><div>47</div><div>28</div></div>	25%	-6⬇	-11⬇	-18⬇	-28⬇
	The people in my workgroup treat each other with respect	<div><div>72</div><div>13</div><div>16</div></div>	72%	+14⬆	+1	-4	-10⬇
	My agency actively encourages ethical behaviour by all of its employees	<div><div>72</div><div>9</div><div>19</div></div>	72%	-15⬇	+3	-1	-7⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>25</div><div>44</div><div>31</div></div>	25%	-3	-5⬇	-8⬇	-5⬇
	Staff are consulted about change at work	<div><div>44</div><div>38</div><div>19</div></div>	44%	+6⬆	+5⬆	+3	-2
	I am happy to go the 'extra mile' at work when required	<div><div>88</div><div>9</div><div></div></div>	88%	-3	-3	-6⬇	-3
	Internal communication within my agency is effective	<div><div>44</div><div>25</div><div>31</div></div>	44%	-6⬇	+5⬆	+1	-2
	In general, employees in my agency feel they are valued for their contribution	<div><div>31</div><div>38</div><div>31</div></div>	31%	-4	-6⬇	-9⬇	-12⬇
	My agency really inspires me to do my best work every day	<div><div>44</div><div>28</div><div>28</div></div>	44%	-	-5⬇	-5⬇	-6⬇
KEY		⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		Positive Neutral Negative	
						<div><div></div><div></div><div></div></div>	



# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

### APS Values

### RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM DPS

VARIANCE FROM APS OVERALL

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

Always	<div></div>	31%	+15 ⬆	-6 ⬇	-9 ⬇	-16 ⬇
Often	<div></div>	41%	-19 ⬇	-1	-3	-1
Sometimes	<div></div>	16%	-4	+3	+4	+8 ⬆
Rarely	<div></div>	9%	-	+7 ⬆	+8 ⬆	+8 ⬆
Never		0%	-	-1	0	0
Not sure	<div></div>	3%	-	-2	+1	+2

### 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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		31%	-5 ↓	-16 ↓	-20 ↓	-29 ↓
Often		44%	-10 ↓	+14 ↑	+11 ↑	+13 ↑
Sometimes		16%	+9 ↑	+2	+6 ↑	+10 ↑
Rarely		6%	-	0	+3	+5 ↑
Never		3%	0	+2	+2	+3
Not sure		0%	-	-3	-2	-2

### 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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	22%	-16 ↓	-7 ↓	-8 ↓	-18 ↓
Often	<div></div>	56%	+5 ↑	+23 ↑	+22 ↑	+24 ↑
Sometimes	<div></div>	16%	+5 ↑	-3	-1	+5 ↑
Rarely	<div></div>	6%	-	-1	0	+4
Never		0%	-	-	-1	-1
Not sure		0%	-	-12 ↓	-12 ↓	-15 ↓

### 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 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 WORK UNIT

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>	25%	-	+13 ↑	+12 ↑	+13 ↑
No	<div></div>	75%	-	-13 ↓	-12 ↓	-13 ↓

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 WORK UNIT

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>	38%	+18 ⬆	+16 ⬆	+22 ⬆	+24 ⬆
No	<div></div>	56%	-4	-18 ⬇	-22 ⬇	-24 ⬇
Not Sure	<div></div>	6%	-14 ⬇	+2	0	0

Main type of harassment or bullying experienced:

Interference with work tasks (i.e. withholding needed information, undermining or sabotage)	<div></div>	67%	+17 ⬆	+25 ⬆	+24 ⬆	+26 ⬆
---	-------------	-----	-------	-------	-------	-------

Main person responsible for the harassment or bullying:

Someone more senior (other than your supervisor)	<div></div>	42%	-	-4	+7 ⬆	+8 ⬆
--	-------------	-----	---	----	------	------

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	33%	-17 ⬇	-1	0	-2
It was reported by someone else	<div></div>	33%	+8 ⬆	+18 ⬆	+23 ⬆	+25 ⬆
I did not report the behaviour	<div></div>	33%	+8 ⬆	-17 ⬇	-23 ⬇	-23 ⬇

#### 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	<div><div>84</div><div>9</div><div></div></div>	84%	-3	-3	+1	+5⬆
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>69</div><div>22</div><div>9</div></div>	69%	+4	+6⬆	+5⬆	+8⬆
	Considering everything, I am satisfied with my job	<div><div>63</div><div>19</div><div>19</div></div>	63%	-	-6⬆	-10⬆	-6⬆
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>88</div><div></div><div></div></div>	88%	-6⬆	+4	+7⬆	+11⬆
	I am satisfied with the stability and security of my current job	<div><div>75</div><div>19</div><div></div></div>	75%	+4	+11⬆	+5⬆	+5⬆
	I am satisfied with the opportunities for career progression in my agency	<div><div>29</div><div>35</div><div>35</div></div>	29%	-13⬆	-6⬆	-7⬆	-11⬆

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

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
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	75 16 9	75%	-1	-5↓	-1	-7↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	75 16 9	75%	-2	+4	+1	+1
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	28 41 31	28%	-	-8↓	-17↓	-24↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	25 53 22	25%	-	+1	+2	-7↓
	My immediate supervisor actively supports opportunities for mobility	47 31 22	47%	-	+7↑	+5↑	-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

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
My workgroup has the tools and resources we need to perform well	<div><div>53</div><div>25</div><div>22</div></div>	53%	-	0	-9⬇️	-8⬇️
The work processes we have in place allow me to be as productive as possible	<div><div>41</div><div>25</div><div>34</div></div>	41%	-	-6⬇️	-14⬇️	-12⬇️
The people in my workgroup complete work to a high standard	<div><div>66</div><div>22</div><div>13</div></div>	66%	-	-9⬇️	-11⬇️	-13⬇️
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>78</div><div>13</div><div>9</div></div>	78%	-	+6⬆️	0	-2

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	<div></div>	84%	-	+11 ↑	+4	+2
No	<div></div>	16%	-	-11 ↓	-4	-2

Received constructive feedback from your supervisor

Yes	<div></div>	78%	-	+4	0	-6 ↓
No	<div></div>	22%	-	-4	0	+6 ↑

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

Yes	<div></div>	75%	-	+6 ↑	+1	-7 ↓
No	<div></div>	25%	-	-6 ↓	-1	+7 ↑

### 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>	88%	-	+23 ↑	+10 ↑	+11 ↑
No	<div></div>	6%	-	-12 ↓	-4	-2
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	6%	-	-11 ↓	-6 ↓	-8 ↓

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

Yes	<div></div>	25%	-	+5 ↑	+2	-4
No	<div></div>	22%	-	0	+3	+7 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	53%	-	-5 ↓	-5 ↓	-3

#### 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?



63%

-8⬇️

-2

-7⬇️

-4

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



63%

-

+2

-8⬇️

-13⬇️

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



44%

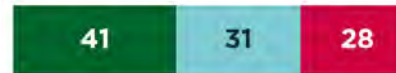
-

-6⬇️

-12⬇️

-17⬇️

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



41%

+10⬆️

-4

-1

-7⬇️

My supervisor openly demonstrates commitment to performance management



47%

+9⬆️

-3

-10⬇️

-17⬇️

I received recognition when I last accomplished something significant at work



50%

-

-12⬇️

-13⬇️

-15⬇️

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



72%

-

+1

-5⬇️

-7⬇️

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



19%

-

0

+2

0

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 time for me to attend learning programs	<div><div>72</div><div>13</div><div>16</div></div>	72%	-	-1	-1	-6⬇️
My immediate supervisor shares links, readings and information	<div><div>38</div><div>25</div><div>38</div></div>	38%	-	-14⬇️	-19⬇️	-31⬇️
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>42</div><div>32</div><div>26</div></div>	42%	-	-7⬇️	-9⬇️	-21⬇️
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>44</div><div>44</div><div>13</div></div>	44%	-	-15⬇️	-21⬇️	-26⬇️
I am able to access learning and development solutions to meet my needs	<div><div>72</div><div>16</div><div>13</div></div>	72%	-	+5⬆️	+9⬆️	+3
I have a clear understanding of my development needs	<div><div>75</div><div>19</div><div></div></div>	75%	-	+6⬆️	+9⬆️	+1
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>69</div><div>31</div><div></div></div>	69%	-	-7⬇️	-4	-7⬇️
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>100</div><div></div><div></div></div>	100%	-	+1	+5⬆️	+11⬆️

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 THEIR 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>	13%	+2	-1	-1	0
Yes, in my agency	<div></div>	19%	-8⬇️	+2	-1	-18⬇️
Yes, in another APS agency	<div></div>	28%	+1	-1	+6⬆️	+10⬆️
No	<div></div>	53%	0	-1	-3	+3
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	<div></div>	14%	+10⬆️	+1	+7⬆️	+8⬆️
I want to leave my agency within the next 12 months	<div></div>	14%	+10⬆️	-3	+2	+5⬆️
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	24%	+11⬆️	+14⬆️	+14⬆️	+14⬆️
I want to stay working for my agency for the next one to two years	<div></div>	31%	-6⬇️	+3	+5⬆️	+7⬆️
I want to stay working for my agency for at least the next three years	<div></div>	17%	-26⬇️	-14⬇️	-28⬇️	-33⬇️
Main primary reason behind desire to leave agency:						
There is a lack of future career opportunities in my agency	<div></div>	41%	+8⬆️	+13⬆️	+12⬆️	+15⬆️
<div> <div>KEY</div> <div> <div>⬆️</div> <div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> </div> <div> <div>⬇️</div> <div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> </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	<div><div>66</div><div>19</div><div>16</div></div>	66%	-	+4	+2	-5↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>48</div><div>35</div><div>16</div></div>	48%	-	-9↓	-8↓	-14↓
Employees in my agency have the right skills to manage risk effectively	<div><div>38</div><div>47</div><div>16</div></div>	38%	-	-9↓	-6↓	-11↓
Appropriate risk taking is rewarded in my agency	<div><div>22</div><div>56</div><div>22</div></div>	22%	-8↓	+2	+2	-6↓
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>42</div><div>32</div><div>26</div></div>	42%	-	+2	0	-6↓
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>48</div><div>35</div><div>16</div></div>	48%	-	+10↑	+6↑	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

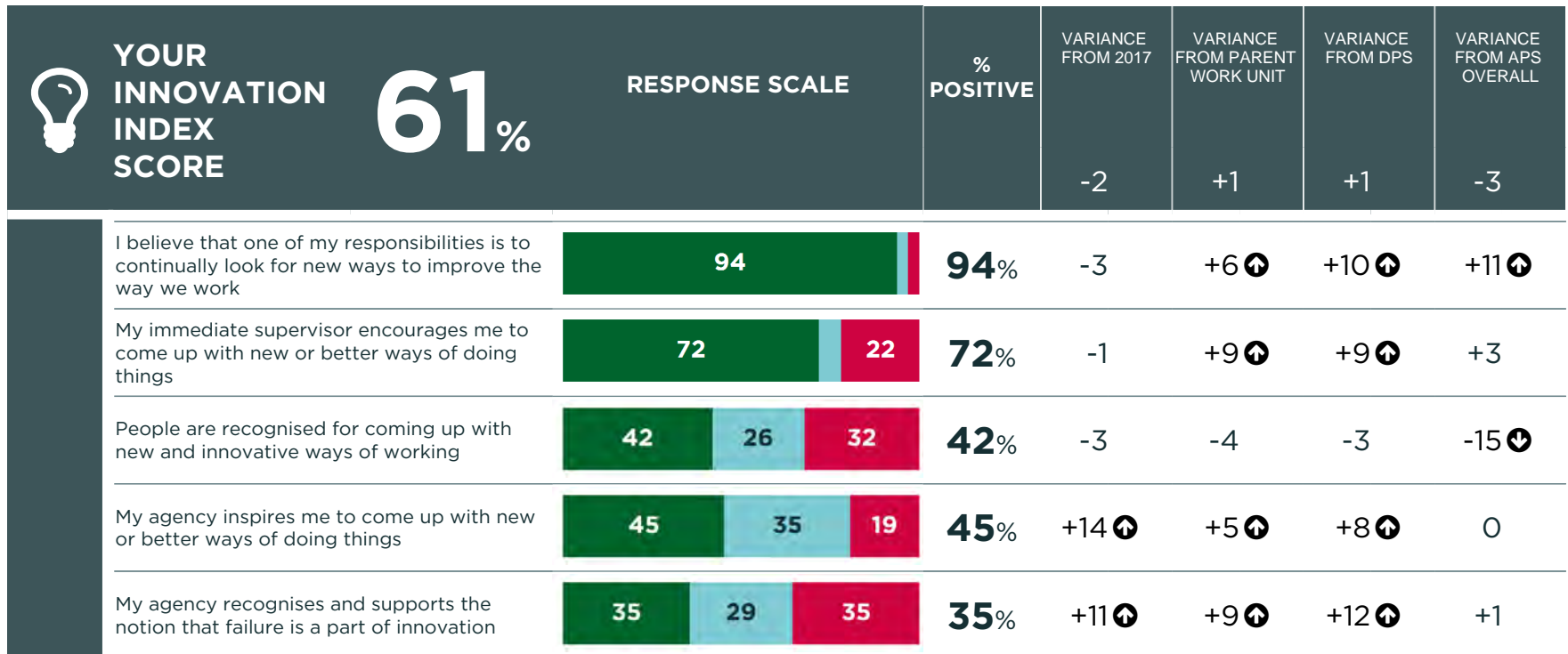


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### 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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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
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>78</div><div>13</div><div>9</div></div>	78%	+11↑	0	-3
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>52</div><div>23</div><div>26</div></div>	52%	-	+3	+3
I can count on my peers when I need help	<div><div>72</div><div>16</div><div>13</div></div>	72%	-	-9↓	-11↓
I believe I collaborate well together with my peers	<div><div>87</div><div></div><div>10</div></div>	87%	-	-3	-5↓
I feel safe to raise new ideas and receive feedback	<div><div>63</div><div>22</div><div>16</div></div>	63%	-	-7↓	-12↓
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>52</div><div>19</div><div>29</div></div>	52%	-	+10↑	+8↑
DPS is moving in the right direction	<div><div>61</div><div>16</div><div>23</div></div>	61%	-	+11↑	+11↑
I understand the priorities for my work in the next six months	<div><div>69</div><div>16</div><div>16</div></div>	69%	-	+2	-8↓
I am looking forward to the next 12 months with enthusiasm	<div><div>42</div><div>29</div><div>29</div></div>	42%	-	-9↓	-12↓

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?

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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?

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---



---

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.

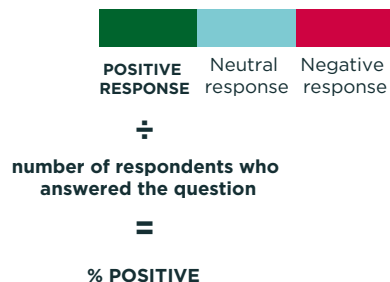
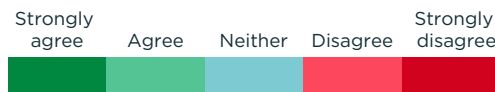
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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 CHIEF OPERATING OFFICER



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## People & Governance Branch

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### RESPONSES:

46 of 54

### RESPONSE RATE:

85%

# 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](mailto: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.

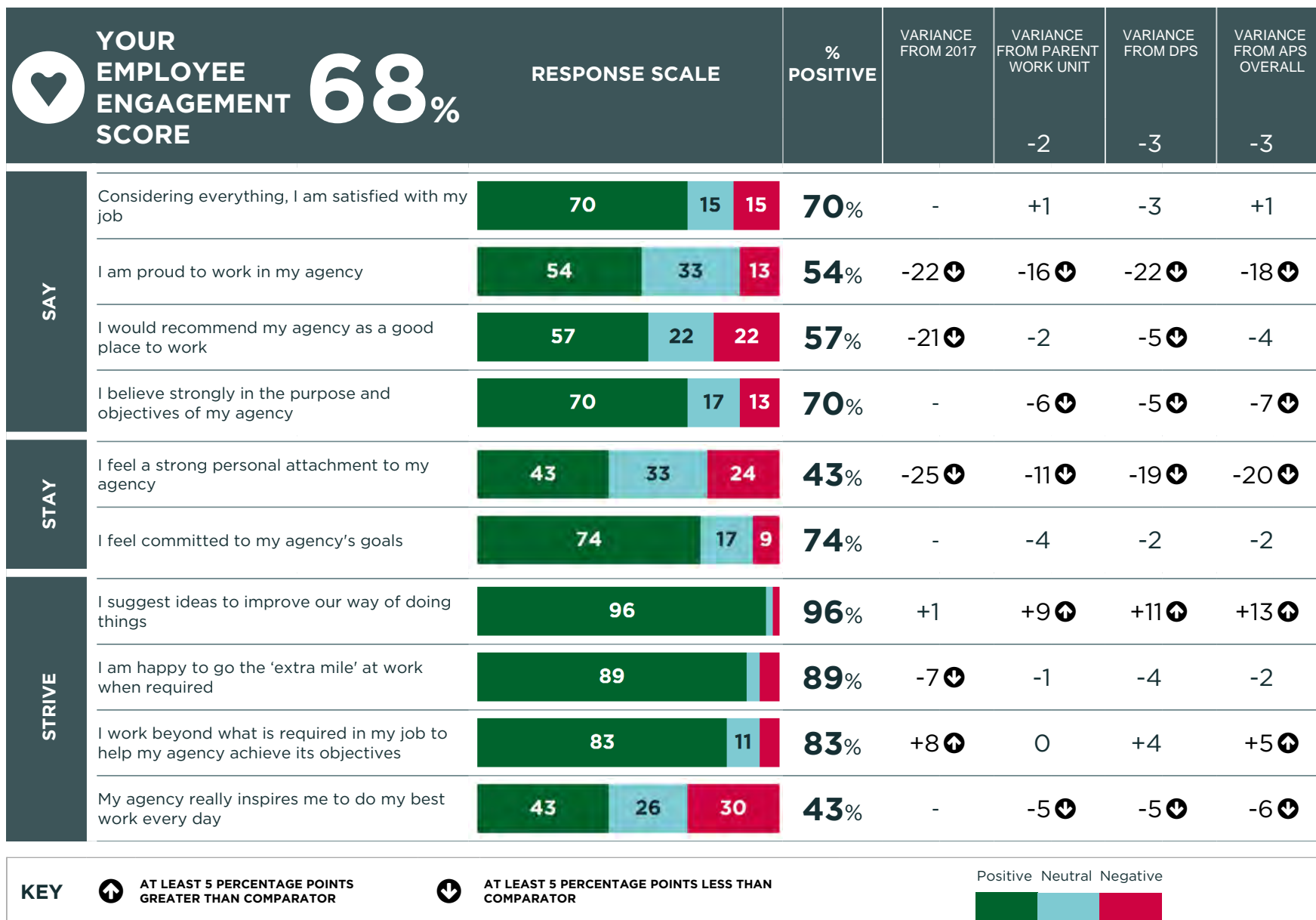
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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>	28%	-6 ↓	-10 ↓	-24 ↓	-10 ↓
Female	<div></div>	72%	+6 ↑	+13 ↑	+27 ↑	+13 ↑
X (Indeterminate/Intersex/Unspecified)		0%	-	-	0	0
Prefer not to say		0%	-	-3	-3	-3

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

Yes	<div></div>	4%	-	+2	+3	+1
No	<div></div>	96%	-4	-2	-3	-1

Do you have an ongoing disability?

Yes	<div></div>	7%	-4	+2	-1	-2
No	<div></div>	93%	+4	-2	+1	+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

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS, CULTURAL AND LINGUISTIC DIVERSITY IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN 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>	91%	-	+14 ↑	+11 ↑	+13 ↑
Other country	<div></div>	9%	-	-14 ↓	-11 ↓	-13 ↓

Do you speak a language other than English at home?

No, English only	<div></div>	87%	-	+5 ↑	+1	+5 ↑
Yes, other	<div></div>	13%	-	-5 ↓	-1	-5 ↓

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

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Yes		0%	-	-2	-4	-4
No	<div></div>	98%	+3	+3	+7	+6
Prefer not to say	<div></div>	2%	-1	-1	-3	-2

Do you have carer responsibilities?

Yes	<div></div>	39%	+9	0	+6	-1
No	<div></div>	61%	-9	0	-6	+1

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	<div><div>83</div><div>9</div><div>9</div></div>	83%	-16⬇️	+1	0	-5⬇️
	My SES manager actively supports people of diverse backgrounds	<div><div>61</div><div>37</div><div></div></div>	61%	-31⬇️	-3	-1	-4
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	<div><div>62</div><div>31</div><div></div></div>	62%	-12⬇️	-4	0	-15⬇️
	My supervisor actively supports people from diverse backgrounds	<div><div>78</div><div>17</div><div></div></div>	78%	-	+3	0	-7⬇️
	My agency supports and actively promotes an inclusive workplace culture	<div><div>58</div><div>27</div><div>16</div></div>	58%	-	-5⬇️	-7⬇️	-17⬇️

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 IS BASED ON A RE-CALCULATED 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	67%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
					-3	+2	+3	+1
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	71	22	71%	-10 ↓	+1	+6 ↑	+3
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	62	13 24	62%	-2	-1	+9 ↑	+3
	My agency does a good job of promoting health and wellbeing	62	24 13	62%	+5 ↑	+6 ↑	+13 ↑	+5 ↑
	I think my agency cares about my health and wellbeing	60	22 18	60%	-9 ↓	-1	+8 ↑	+5 ↑
	I believe my immediate supervisor cares about my health and wellbeing	82	11	82%	-6 ↓	+7 ↑	+6 ↑	+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

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?

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

s47F

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	52 11 33	52%	-10 ⬇️	+1	+6 ⬆️	+1
In my agency, communication between the SES and other employees is effective	30 22 39	30%	-25 ⬇️	-6 ⬇️	-7 ⬇️	-14 ⬇️
In my agency, the SES set a clear strategic direction for the agency	43 17 35	43%	-17 ⬇️	-4	-2	-12 ⬇️
In my agency, the SES are of a high quality	35 24 35	35%	-39 ⬇️	-8 ⬇️	-6 ⬇️	-15 ⬇️
In my agency, the SES work as a team	33 28 30	33%	-	-4	-5 ⬇️	-7 ⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	30 24 37	30%	-	-15 ⬇️	-15 ⬇️	-23 ⬇️

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

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
Immediate supervisor	My supervisor treats people with respect	<div><div>78</div><div>9</div><div>13</div></div>	78%	-16⬇️	0	-5⬇️	-9⬇️
	My supervisor communicates effectively	<div><div>70</div><div>13</div><div>17</div></div>	70%	-20⬇️	+4	-3	-9⬇️
	My supervisor encourages me to contribute ideas	<div><div>83</div><div>11</div><div></div></div>	83%	-10⬇️	+9⬆️	+7⬆️	0
	My supervisor helps to develop my capability	<div><div>67</div><div>20</div><div>13</div></div>	67%	-21⬇️	+5⬆️	+1	-4
	My supervisor displays resilience when faced with difficulties or failures	<div><div>71</div><div>22</div><div></div></div>	71%	-20⬇️	+5⬆️	-2	-7⬇️
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>83</div><div>13</div><div></div></div>	83%	-9⬇️	+4	+2	-2
	My supervisor challenges me to consider new ways of doing things	<div><div>67</div><div>20</div><div>13</div></div>	67%	-12⬇️	+5⬆️	+3	-5⬇️

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>	93%	-	+7	+7	+12
In the same office as me but on a different floor	<div></div>	4%	-	-6	-7	+2
In a different office, but in the same town/city	<div></div>	2%	-	-1	0	-1
In a different town/city or state		0%	-	-	-	-13
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

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
Culture	I receive the respect I deserve from my colleagues at work	<div><div>80</div><div>15</div></div>	80%	+1	+9 ⬆	+9 ⬆	+4
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>39</div><div>28</div><div>33</div></div>	39%	-18 ⬇	+3	-4	-14 ⬇
	The people in my workgroup treat each other with respect	<div><div>78</div><div>9</div><div>13</div></div>	78%	-17 ⬇	+8 ⬆	+2	-4
	My agency actively encourages ethical behaviour by all of its employees	<div><div>57</div><div>11</div><div>33</div></div>	57%	-31 ⬇	-13 ⬇	-17 ⬇	-23 ⬇
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>30</div><div>37</div><div>33</div></div>	30%	-14 ⬇	+1	-2	0
	Staff are consulted about change at work	<div><div>36</div><div>38</div><div>27</div></div>	36%	-18 ⬇	-3	-5 ⬇	-11 ⬇
	I am happy to go the 'extra mile' at work when required	<div><div>89</div><div></div><div></div></div>	89%	-7 ⬇	-1	-4	-2
	Internal communication within my agency is effective	<div><div>33</div><div>20</div><div>48</div></div>	33%	-24 ⬇	-6 ⬇	-11 ⬇	-13 ⬇
	In general, employees in my agency feel they are valued for their contribution	<div><div>37</div><div>22</div><div>41</div></div>	37%	-22 ⬇	-1	-3	-6 ⬇
	My agency really inspires me to do my best work every day	<div><div>43</div><div>26</div><div>30</div></div>	43%	-	-5 ⬇	-5 ⬇	-6 ⬇
KEY		⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative			
		<div><div></div><div></div><div></div></div>					



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>50%</b>	+10	+13	+10	+2
Often		<b>34%</b>	-17	-8	-10	-8
Sometimes		<b>14%</b>	+5	+1	+2	+6
Rarely		<b>0%</b>	-	-3	-2	-1
Never		<b>2%</b>	-	+2	+2	+2
Not sure		<b>0%</b>	-	-5	-2	-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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>64%</b>	-3	+16	+12	+4
Often		<b>16%</b>	-16	-14	-17	-15
Sometimes		<b>14%</b>	+12	0	+4	+8
Rarely		<b>5%</b>	-	-2	+1	+3
Never		<b>2%</b>	-	+1	+2	+2
Not sure		<b>0%</b>	-	-3	-2	-2

### 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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	20%	-27 ↓	-9 ↓	-10 ↓	-19 ↓
Often	<div></div>	20%	-20 ↓	-12 ↓	-14 ↓	-12 ↓
Sometimes	<div></div>	34%	+25 ↑	+15 ↑	+18 ↑	+24 ↑
Rarely	<div></div>	14%	-	+7 ↑	+8 ↑	+11 ↑
Never		0%	-	-	-1	-1
Not sure	<div></div>	11%	+8 ↑	-1	-1	-3

### 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 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 WORK UNIT

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>	5%	-	-7↓	-9↓	-8↓
No	<div></div>	95%	-	+7↑	+9↑	+8↑

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 WORK UNIT

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>	17%	+1	-5 ↓	+1	+3
No	<div></div>	79%	-2	+5 ↑	0	-2
Not Sure	<div></div>	5%	+1	0	-1	-1

Did you report the harassment or bullying?

I 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.

I 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	91	91%	+2	+4	+8 ⬆	+12 ⬆
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	74 13 13	74%	+12 ⬆	+11 ⬆	+10 ⬆	+13 ⬆
	Considering everything, I am satisfied with my job	70 15 15	70%	-	+1	-3	+1
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	91	91%	+2	+8 ⬆	+11 ⬆	+15 ⬆
	I am satisfied with the stability and security of my current job	65 17 17	65%	-11 ⬇	+1	-5 ⬇	-4
	I am satisfied with the opportunities for career progression in my agency	37 28 35	37%	-4	+2	+1	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS



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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%	-8↓	+5↑	+8↑	+3
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	80	80%	-9↓	+9↑	+7↑	+7↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	36	36%	-	0	-9↓	-17↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	25	25%	-	+1	+2	-7↓
	My immediate supervisor actively supports opportunities for mobility	43	43%	-	+4	+1	-7↓

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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div><div>39</div><div>14</div><div>48</div></div>	39%	-	-15 ↓	-23 ↓	-23 ↓
The work processes we have in place allow me to be as productive as possible	<div><div>44</div><div>18</div><div>38</div></div>	44%	-	-2	-10 ↓	-8 ↓
The people in my workgroup complete work to a high standard	<div><div>82</div><div>9</div><div>9</div></div>	82%	-	+7 ↑	+5 ↑	+4
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>73</div><div>20</div><div></div></div>	73%	-	+1	-4	-6 ↓

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	<div></div>	80%	-	+6	0	-3
No	<div></div>	20%	-	-6	0	+3

Received constructive feedback from your supervisor

Yes	<div></div>	73%	-	0	-5	-10
No	<div></div>	27%	-	0	+5	+10

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

Yes	<div></div>	76%	-	+7	+2	-7
No	<div></div>	24%	-	-7	-2	+7

### 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>	76%	-	+11	-2	-1
No	<div></div>	7%	-	-12	-4	-2
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	18%	-	+1	+6	+3

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

Yes	<div></div>	27%	-	+8	+5	-1
No	<div></div>	14%	-	-9	-5	-2
Not applicable (e.g. my performance has not changed)	<div></div>	59%	-	+1	+1	+3

#### 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

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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?



% POSITIVE

70%

VARIANCE FROM 2017

0

VARIANCE FROM PARENT WORK UNIT

+6 ↑

VARIANCE FROM DPS

+1

VARIANCE FROM APS OVERALL

+4

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



69%

-

+8 ↑

-1

-6 ↓

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



56%

-

+6 ↑

-1

-5 ↓

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



48%

-5 ↓

+3

+6 ↑

0

My supervisor openly demonstrates commitment to performance management



65%

-14 ↓

+15 ↑

+8 ↑

+1

I received recognition when I last accomplished something significant at work



80%

-

+18 ↑

+17 ↑

+14 ↑

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



71%

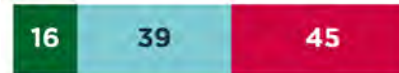
-

0

-6 ↓

-8 ↓

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



16%

-

-3

-1

-3

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 time for me to attend learning programs	87 11	87%	-	+14 ↑	+14 ↑	+9 ↑
My immediate supervisor shares links, readings and information	69 16 16	69%	-	+18 ↑	+12 ↑	0
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	71 16 13	71%	-	+22 ↑	+21 ↑	+8 ↑
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	73 18 9	73%	-	+14 ↑	+8 ↑	+3
I am able to access learning and development solutions to meet my needs	78 16	78%	-	+11 ↑	+15 ↑	+9 ↑
I have a clear understanding of my development needs	82 9 9	82%	-	+13 ↑	+16 ↑	+8 ↑
I seek out opportunities to apply what I learn in my day-to-day work	84 13	84%	-	+9 ↑	+12 ↑	+9 ↑
I have the appropriate skills, capabilities, and knowledge to do my job	98	98%	-	-1	+2	+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 THEIR 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>	9%	-7 ↓	-5 ↓	-5 ↓	-3
Yes, in my agency	<div></div>	13%	+3	-3	-6 ↓	-23 ↓
Yes, in another APS agency	<div></div>	36%	+6 ↑	+6 ↑	+13 ↑	+17 ↑
No	<div></div>	53%	-5 ↓	-1	-3	+4
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	<div></div>	18%	+14 ↑	+5 ↑	+11 ↑	+12 ↑
I want to leave my agency within the next 12 months	<div></div>	24%	+18 ↑	+7 ↑	+12 ↑	+16 ↑
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	7%	-2	-3	-3	-4
I want to stay working for my agency for the next one to two years	<div></div>	27%	-18 ↓	-2	+1	+2
I want to stay working for my agency for at least the next three years	<div></div>	24%	-12 ↓	-7 ↓	-21 ↓	-26 ↓
Main primary reason behind desire to leave agency:						
Senior leadership is of a poor quality	<div></div>	36%	+27 ↑	+16 ↑	+21 ↑	+29 ↑
KEY			↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	

# RISK MANAGEMENT



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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	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>55</div><div>32</div><div>14</div></div>	55%	-	-7 ↓	-9 ↓	-16 ↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>47</div><div>40</div><div>13</div></div>	47%	-	-10 ↓	-10 ↓	-15 ↓
Employees in my agency have the right skills to manage risk effectively	<div><div>32</div><div>50</div><div>18</div></div>	32%	-	-14 ↓	-11 ↓	-17 ↓
Appropriate risk taking is rewarded in my agency	<div><div>11</div><div>45</div><div>43</div></div>	11%	-20 ↓	-9 ↓	-9 ↓	-16 ↓
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>25</div><div>48</div><div>27</div></div>	25%	-	-15 ↓	-17 ↓	-23 ↓
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>20</div><div>45</div><div>34</div></div>	20%	-	-18 ↓	-22 ↓	-28 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

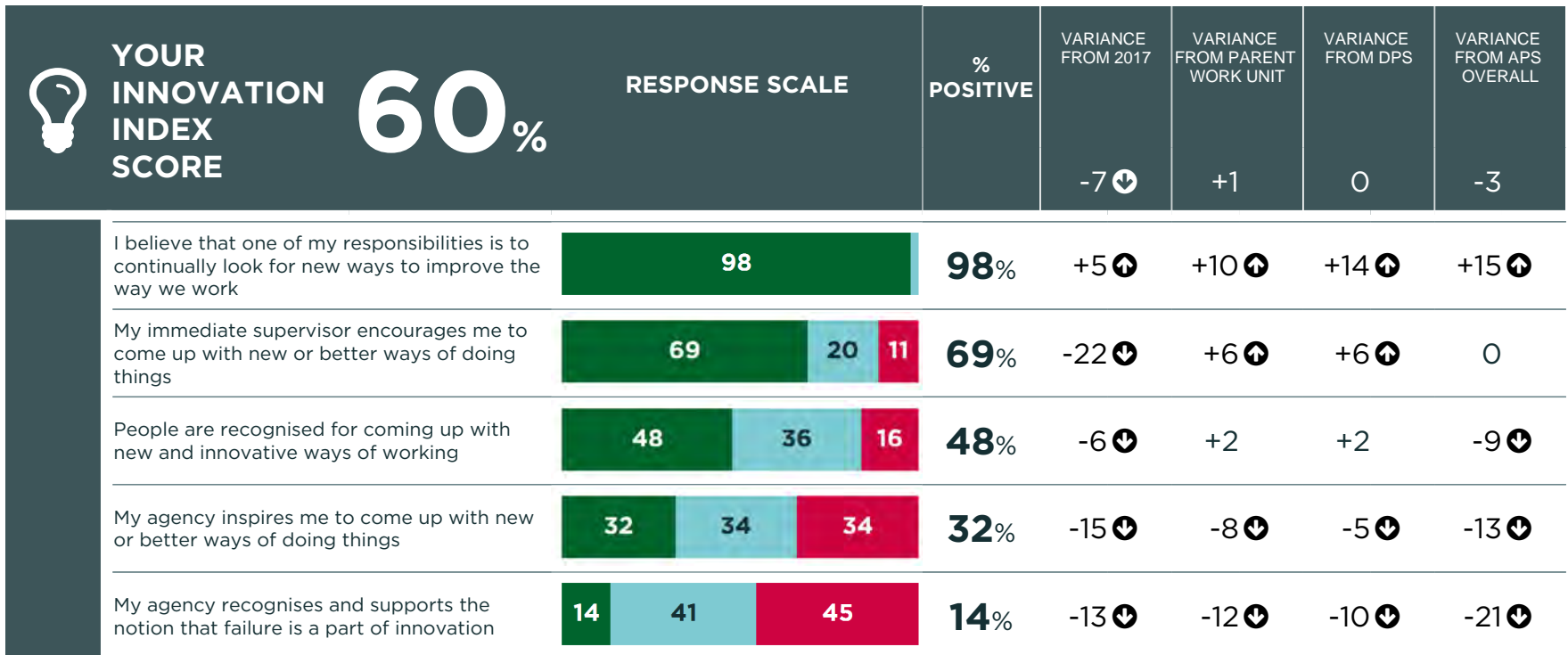


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# DPS SPECIFIC QUESTIONS



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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
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>84</div><div>9</div></div>	84%	-2	+5 ⬆	+2
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>49</div><div>33</div><div>19</div></div>	49%	-	0	+1
I can count on my peers when I need help	<div><div>82</div><div>9</div><div>9</div></div>	82%	-	+1	-1
I believe I collaborate well together with my peers	<div><div>89</div><div></div><div></div></div>	89%	-	-2	-4
I feel safe to raise new ideas and receive feedback	<div><div>75</div><div>9</div><div>16</div></div>	75%	-	+6 ⬆	+1
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>35</div><div>26</div><div>40</div></div>	35%	-	-7 ⬇	-9 ⬇
DPS is moving in the right direction	<div><div>41</div><div>27</div><div>32</div></div>	41%	-	-10 ⬇	-9 ⬇
I understand the priorities for my work in the next six months	<div><div>63</div><div>12</div><div>26</div></div>	63%	-	-4	-14 ⬇
I am looking forward to the next 12 months with enthusiasm	<div><div>43</div><div>27</div><div>30</div></div>	43%	-	-8 ⬇	-11 ⬇

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?

---



---



---

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.

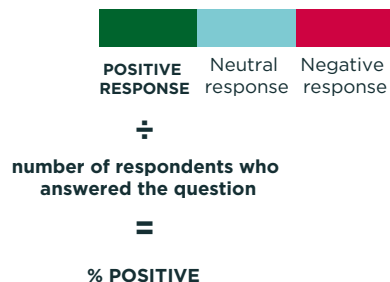
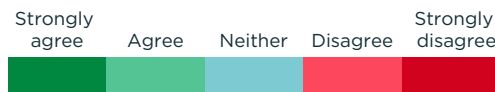
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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 CHIEF OPERATING OFFICER



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## Recording and Reporting Branch

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### RESPONSES:

66 of 127

### RESPONSE RATE:

52%

# 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](mailto: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.

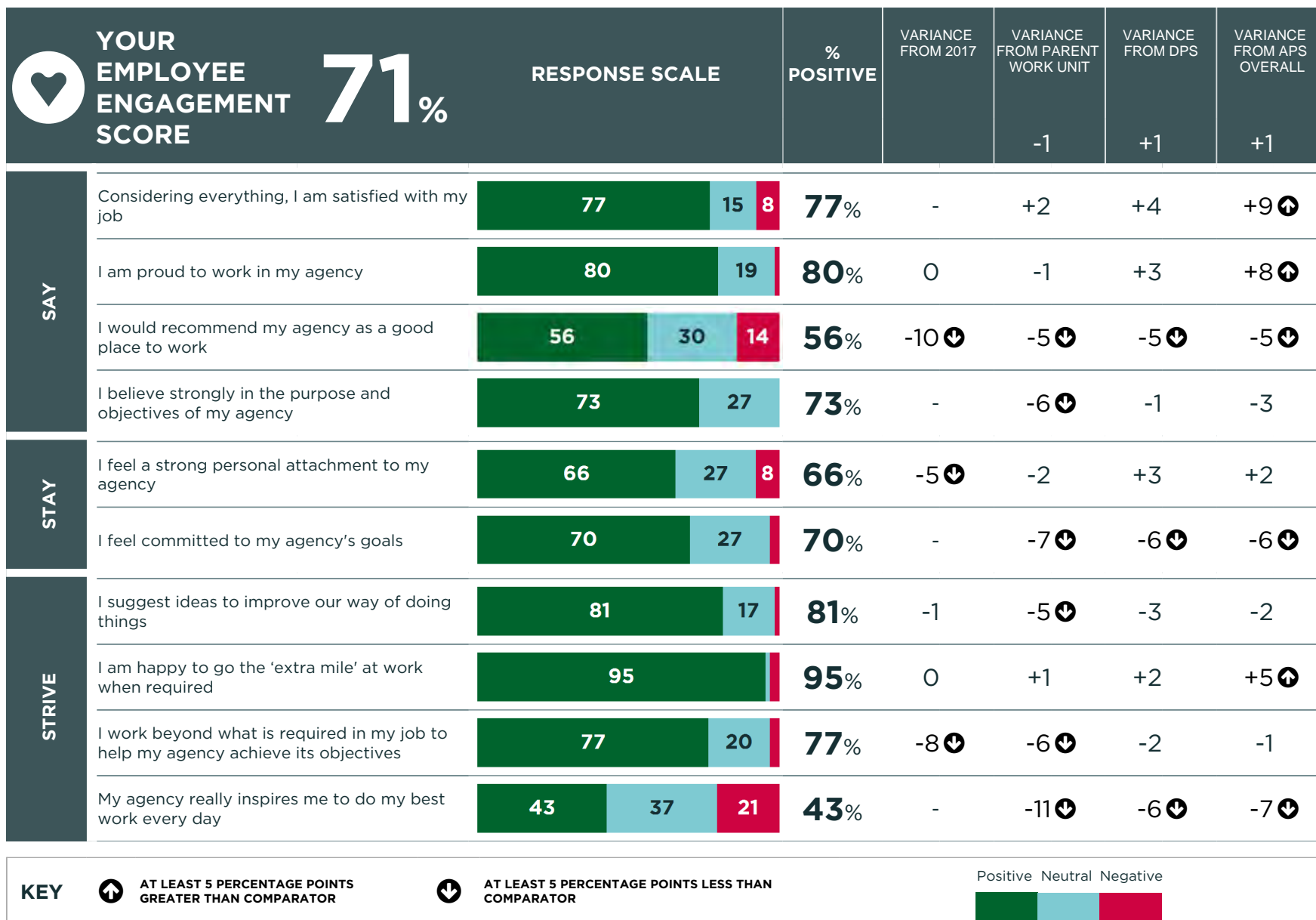
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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>	50%	+13 ⬆	-9 ⬇	-2	+12 ⬆
Female	<div></div>	44%	-16 ⬇	+6 ⬆	-1	-14 ⬇
X (Indeterminate/Intersex/Unspecified)	<div></div>	2%	-2	+1	+1	+1
Prefer not to say	<div></div>	5%	-	+2	+2	+1

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

Yes		0%	-	-1	-2	-4
No	<div></div>	100%	0	+1	+2	+4

Do you have an ongoing disability?

Yes	<div></div>	6%	+3	-1	-1	-2
No	<div></div>	94%	-3	+1	+1	+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

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS, CULTURAL AND LINGUISTIC DIVERSITY IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN 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>	85%	-	+5 ↑	+4	+7 ↑
Other country	<div></div>	15%	-	-5 ↓	-4	-7 ↓
Do you speak a language other than English at home?						
No, English only	<div></div>	83%	-	0	-2	+2
Yes, other	<div></div>	17%	-	0	+2	-2
How well do you speak English?						
Very well	<div></div>	73%	-	+1	+3	-11 ↓
Well	<div></div>	27%	-	-1	-2	+12 ↑
Not well		0%	-	-	-1	0
Not at all		0%	-	-	-	0
<div>KEY</div> <div>  AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR            AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </div>						



# 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

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

Yes	<div></div>	3%	0	0	-1	-1
No	<div></div>	89%	-2	-1	-2	-2
Prefer not to say	<div></div>	8%	+2	+1	+2	+3

Do you have carer responsibilities?

Yes	<div></div>	29%	-11↓	-4	-5↓	-11↓
No	<div></div>	71%	+11↑	+4	+5↑	+11↑

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	74 22	74%	-15⬇️	-11⬇️	-9⬇️	-14⬇️
	My SES manager actively supports people of diverse backgrounds	39 54	39%	-22⬇️	-23⬇️	-23⬇️	-26⬇️
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	49 43 8	49%	+2	-14⬇️	-13⬇️	-28⬇️
	My supervisor actively supports people from diverse backgrounds	61 34	61%	-	-18⬇️	-18⬇️	-24⬇️
	My agency supports and actively promotes an inclusive workplace culture	63 30	63%	-	-9⬇️	-1	-11⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING INDEX

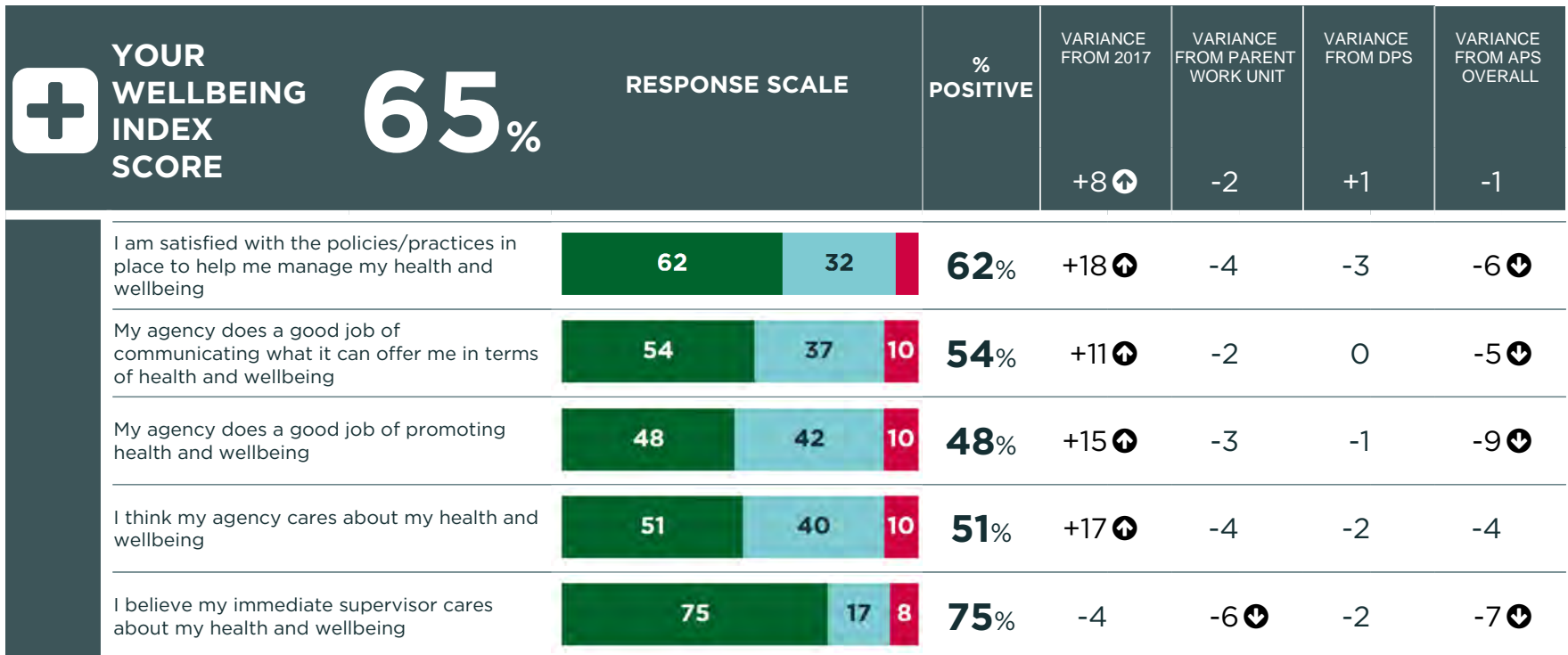


## WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 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.**



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: 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

S47F

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

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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	30 38 25	30%	-6 ⬇	-15 ⬇	-17 ⬇	-22 ⬇
In my agency, communication between the SES and other employees is effective	22 40 32	22%	-8 ⬇	-17 ⬇	-16 ⬇	-23 ⬇
In my agency, the SES set a clear strategic direction for the agency	28 43 22	28%	-3	-14 ⬇	-17 ⬇	-27 ⬇
In my agency, the SES are of a high quality	22 46 25	22%	-3	-19 ⬇	-18 ⬇	-28 ⬇
In my agency, the SES work as a team	22 47 19	22%	-	-13 ⬇	-15 ⬇	-18 ⬇
In my agency, the SES clearly articulate the direction and priorities for our agency	34 37 24	34%	-	-10 ⬇	-11 ⬇	-20 ⬇

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

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
Immediate supervisor	My supervisor treats people with respect	74 9 17	74%	-21⬇️	-12⬇️	-9⬇️	-14⬇️
	My supervisor communicates effectively	72 11 17	72%	-8⬇️	-5⬇️	0	-6⬇️
	My supervisor encourages me to contribute ideas	67 22 11	67%	-11⬇️	-10⬇️	-9⬇️	-15⬇️
	My supervisor helps to develop my capability	70 17 13	70%	+9⬆️	-1	+4	-1
	My supervisor displays resilience when faced with difficulties or failures	62 26 12	62%	-23⬇️	-14⬇️	-11⬇️	-17⬇️
	My supervisor gives me responsibility and holds me to account for what I deliver	77 14 9	77%	-7⬇️	-7⬇️	-4	-8⬇️
	My supervisor challenges me to consider new ways of doing things	53 38 9	53%	-9⬇️	-15⬇️	-12⬇️	-19⬇️

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>	89%	-	+1	+3	+8
In the same office as me but on a different floor	<div></div>	8%	-	+2	-3	+5
In a different office, but in the same town/city	<div></div>	3%	-	-3	0	0
In a different town/city or state		0%	-	-	-	-13
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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	<div><div>66</div><div>28</div><div></div></div>	66%	-2	-10 ⬇	-6 ⬇	-10 ⬇
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>34</div><div>47</div><div>19</div></div>	34%	-17 ⬇	-10 ⬇	-9 ⬇	-18 ⬇
	The people in my workgroup treat each other with respect	<div><div>66</div><div>28</div><div></div></div>	66%	-18 ⬇	-13 ⬇	-11 ⬇	-17 ⬇
	My agency actively encourages ethical behaviour by all of its employees	<div><div>77</div><div>19</div><div></div></div>	77%	+1	-2	+3	-3
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>36</div><div>41</div><div>23</div></div>	36%	+1	+1	+3	+6 ⬆
	Staff are consulted about change at work	<div><div>44</div><div>44</div><div>13</div></div>	44%	+6 ⬆	-3	+3	-2
	I am happy to go the 'extra mile' at work when required	<div><div>95</div><div></div><div></div></div>	95%	0	+1	+2	+5 ⬆
	Internal communication within my agency is effective	<div><div>42</div><div>38</div><div>20</div></div>	42%	+7 ⬆	-6 ⬇	-1	-4
	In general, employees in my agency feel they are valued for their contribution	<div><div>30</div><div>38</div><div>32</div></div>	30%	-6 ⬇	-13 ⬇	-10 ⬇	-13 ⬇
	My agency really inspires me to do my best work every day	<div><div>43</div><div>37</div><div>21</div></div>	43%	-	-11 ⬇	-6 ⬇	-7 ⬇
KEY		⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		Positive Neutral Negative	
						<div><div></div><div></div><div></div></div>	



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	36%	-3	-7↓	-5↓	-12↓
Often	<div></div>	58%	+10↑	+9↑	+14↑	+16↑
Sometimes	<div></div>	3%	-6↓	-2	-8↓	-4
Rarely	<div></div>	2%	-2	0	0	0
Never		0%	-	-	0	0
Not sure	<div></div>	2%	0	0	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		<b>44%</b>	-7 ↓	-10 ↓	-7 ↓	-16 ↓
Often		<b>39%</b>	-5 ↓	+5 ↑	+6 ↑	+8 ↑
Sometimes		<b>10%</b>	+8 ↑	+3	0	+4
Rarely		<b>3%</b>	+2	+1	0	+2
Never		<b>2%</b>	-	+1	+1	+1
Not sure		<b>2%</b>	0	0	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

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always		25%	-4	-8↓	-5↓	-14↓
Often		29%	-2	-8↓	-5↓	-3
Sometimes		19%	+8↑	+6↑	+2	+8↑
Rarely		3%	-4	+1	-3	+1
Never		0%	-	-	-1	-1
Not sure		24%	+4	+9↑	+11↑	+9↑

### 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 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 WORK UNIT

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		11%	-	+2	-2	-1
No		89%	-	-2	+2	+1

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 WORK UNIT

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		13%	-2	+4	-2	-1
No		77%	-3	-7↓	-1	-3
Not Sure		10%	+4	+3	+4	+4

#### Did you report the harassment or bullying?

I 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.

I 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	86 11	86%	-1	+1	+3	+7 ⬆
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	74 20	74%	+11 ⬆	+5 ⬆	+10 ⬆	+13 ⬆
	Considering everything, I am satisfied with my job	77 15 8	77%	-	+2	+4	+9 ⬆
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	75 13 13	75%	+10 ⬆	-6 ⬇	-6 ⬇	-2
	I am satisfied with the stability and security of my current job	65 17 18	65%	0	-8 ⬇	-6 ⬇	-5 ⬇
	I am satisfied with the opportunities for career progression in my agency	23 31 45	23%	-6 ⬇	-10 ⬇	-13 ⬇	-17 ⬇

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

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
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	57 29 14	57%	-10 ↓	-14 ↓	-19 ↓	-25 ↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	69 14 17	69%	+18 ↑	-6 ↓	-5 ↓	-5 ↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	28 44 28	28%	-	-11 ↓	-17 ↓	-24 ↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	19 38 44	19%	-	+3	-4	-13 ↓
	My immediate supervisor actively supports opportunities for mobility	28 56 16	28%	-	-6 ↓	-14 ↓	-22 ↓

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 WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div><div>71</div><div>10</div><div>19</div></div>	71%	-	+6	+10	+10
The work processes we have in place allow me to be as productive as possible	<div><div>53</div><div>31</div><div>16</div></div>	53%	-	-6	-1	+1
The people in my workgroup complete work to a high standard	<div><div>81</div><div>16</div><div></div></div>	81%	-	+1	+4	+3
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>83</div><div>8</div><div>10</div></div>	83%	-	+1	+5	+3

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	<div></div>	81%	-	-3	+1	-2
No	<div></div>	19%	-	+3	-1	+2

Received constructive feedback from your supervisor

Yes	<div></div>	76%	-	-3	-2	-8 ↓
No	<div></div>	24%	-	+3	+2	+8 ↑

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

Yes	<div></div>	68%	-	-8 ↓	-6 ↓	-14 ↓
No	<div></div>	32%	-	+8 ↑	+6 ↑	+14 ↑

### 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>	<b>79%</b>	-	-6 ⬇	+1	+2
No	<div></div>	<b>10%</b>	-	+3	-1	+1
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	<b>11%</b>	-	+3	-1	-3

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

Yes	<div></div>	<b>19%</b>	-	-8 ⬇	-3	-9 ⬇
No	<div></div>	<b>16%</b>	-	0	-3	+1
Not applicable (e.g. my performance has not changed)	<div></div>	<b>65%</b>	-	+8 ⬆	+6 ⬆	+8 ⬆

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE 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?

### Performance Management

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



% POSITIVE

69%

VARIANCE FROM 2017

-15 ↓

VARIANCE FROM PARENT WORK UNIT

-5 ↓

VARIANCE FROM DPS

-1

VARIANCE FROM APS OVERALL

+3

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



71%

-

-4

+1

-4

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



45%

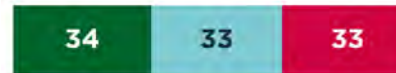
-

-13 ↓

-11 ↓

-15 ↓

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



34%

0

-6 ↓

-8 ↓

-13 ↓

My supervisor openly demonstrates commitment to performance management



48%

-9 ↓

-11 ↓

-9 ↓

-16 ↓

I received recognition when I last accomplished something significant at work



59%

-

-5 ↓

-4

-6 ↓

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



88%

-

+3

+11 ↑

+9 ↑

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



8%

-

-7 ↓

-9 ↓

-11 ↓

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

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
My immediate supervisor provides time for me to attend learning programs	<div><div>67</div><div>25</div><div>8</div></div>	67%	-	-3	-6 ⬇	-10 ⬇
My immediate supervisor shares links, readings and information	<div><div>34</div><div>34</div><div>31</div></div>	34%	-	-17 ⬇	-22 ⬇	-35 ⬇
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>36</div><div>43</div><div>21</div></div>	36%	-	-12 ⬇	-14 ⬇	-27 ⬇
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>56</div><div>30</div><div>15</div></div>	56%	-	-13 ⬇	-9 ⬇	-14 ⬇
I am able to access learning and development solutions to meet my needs	<div><div>52</div><div>28</div><div>20</div></div>	52%	-	-7 ⬇	-12 ⬇	-17 ⬇
I have a clear understanding of my development needs	<div><div>68</div><div>23</div><div>8</div></div>	68%	-	-2	+2	-6 ⬇
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>75</div><div>20</div><div></div></div>	75%	-	-2	+2	0
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>92</div><div>8</div><div></div></div>	92%	-	0	-3	+3

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 THEIR 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>	11%	0	-1	-3	-1
Yes, in my agency	<div></div>	13%	-5↓	-9↓	-7↓	-24↓
Yes, in another APS agency	<div></div>	25%	+9↑	0	+3	+7↑
No	<div></div>	61%	-7↓	+3	+5↑	+11↑
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	<div></div>	6%	-1	+2	0	0
I want to leave my agency within the next 12 months	<div></div>	11%	-3	+2	-1	+2
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	15%	+4	+3	+5↑	+4
I want to stay working for my agency for the next one to two years	<div></div>	19%	-7↓	-6↓	-6↓	-5↓
I want to stay working for my agency for at least the next three years	<div></div>	48%	+7↑	0	+3	-2
Main primary reason behind desire to leave agency:						
There is a lack of future career opportunities in my agency	<div></div>	33%	0	-9↓	+4	+7↑
KEY			AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	

# RISK 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>58</div><div>40</div><div></div></div>	58%	-	-8↓	-5↓	-12↓
Risk management concerns are discussed openly and honestly in my agency	<div><div>48</div><div>41</div><div>11</div></div>	48%	-	-10↓	-9↓	-14↓
Employees in my agency have the right skills to manage risk effectively	<div><div>40</div><div>52</div><div>8</div></div>	40%	-	-2	-3	-9↓
Appropriate risk taking is rewarded in my agency	<div><div>15</div><div>62</div><div>23</div></div>	15%	0	-3	-5↓	-13↓
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>32</div><div>50</div><div>18</div></div>	32%	-	-11↓	-10↓	-16↓
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>42</div><div>42</div><div>17</div></div>	42%	-	-5↓	-1	-7↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

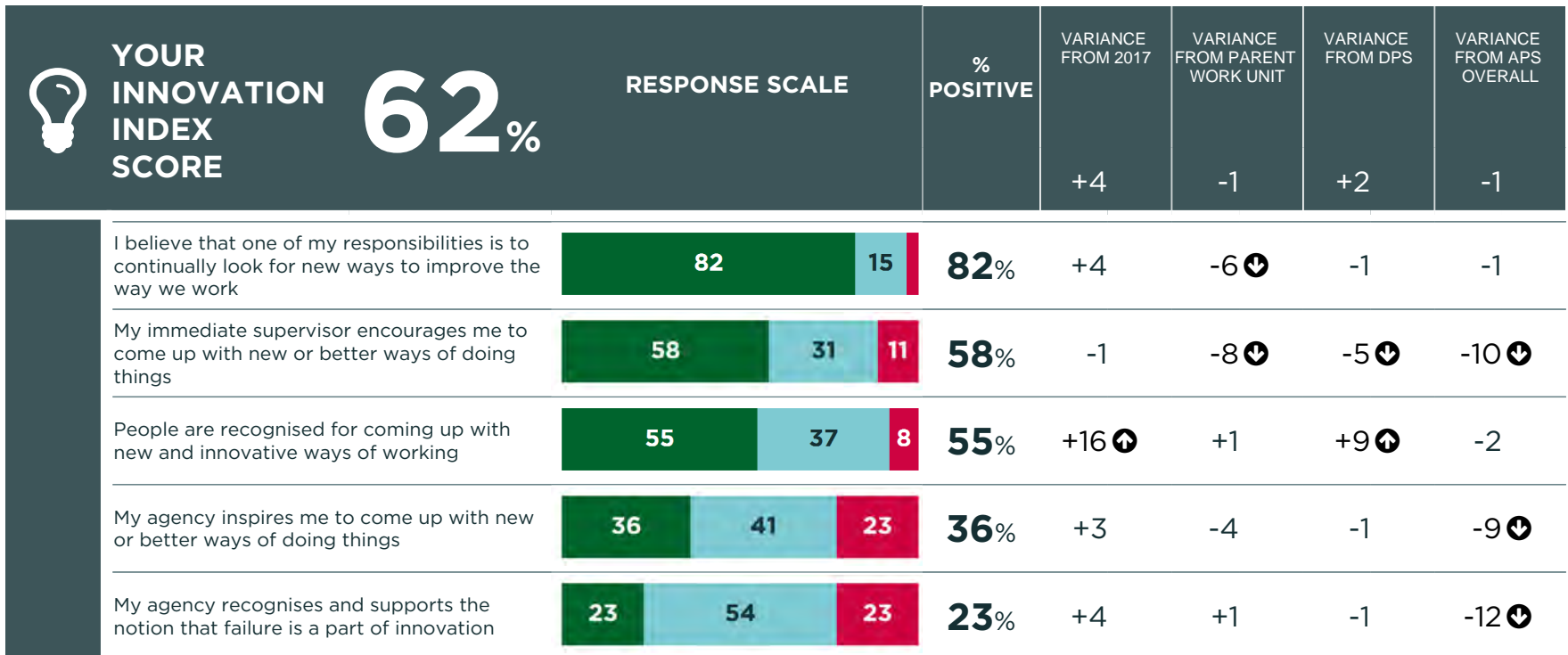


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### 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

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
The people in my immediate workgroup are held to account for the quality of work they deliver	83 13	83%	+9 ↑	-1	+2
My agency routinely applies merit in decisions regarding engagement and promotion	41 42 17	41%	-	-9 ↓	-8 ↓
I can count on my peers when I need help	85 15	85%	-	0	+3
I believe I collaborate well together with my peers	95	95%	-	-1	+3
I feel safe to raise new ideas and receive feedback	80 14	80%	-	-3	+6 ↑
In DPS the lines of communication are "open" all the way to the SES Executive	25 54 20	25%	-	-17 ↓	-18 ↓
DPS is moving in the right direction	37 54 8	37%	-	-12 ↓	-13 ↓
I understand the priorities for my work in the next six months	85 12	85%	-	+2	+8 ↑
I am looking forward to the next 12 months with enthusiasm	53 32 15	53%	-	-4	0

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?

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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?

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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.

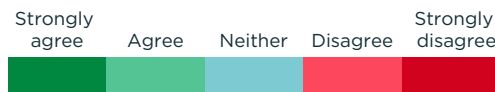
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



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

## 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 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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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 INFORMATION SERVICES



# Australian Public Service Employee Census 2018

7 May – 8 June

## Highlights Report:

## Parliamentary Experience Branch

CONTENT	
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Making the most of your results	3
Employee Engagement: Say, Stay, Strive	4
Inclusion and Diversity	5
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Workplace Culture	14
Workplace Conditions	20
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### RESPONSES:

85 of 112

### RESPONSE RATE:

76%

# 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](mailto: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.

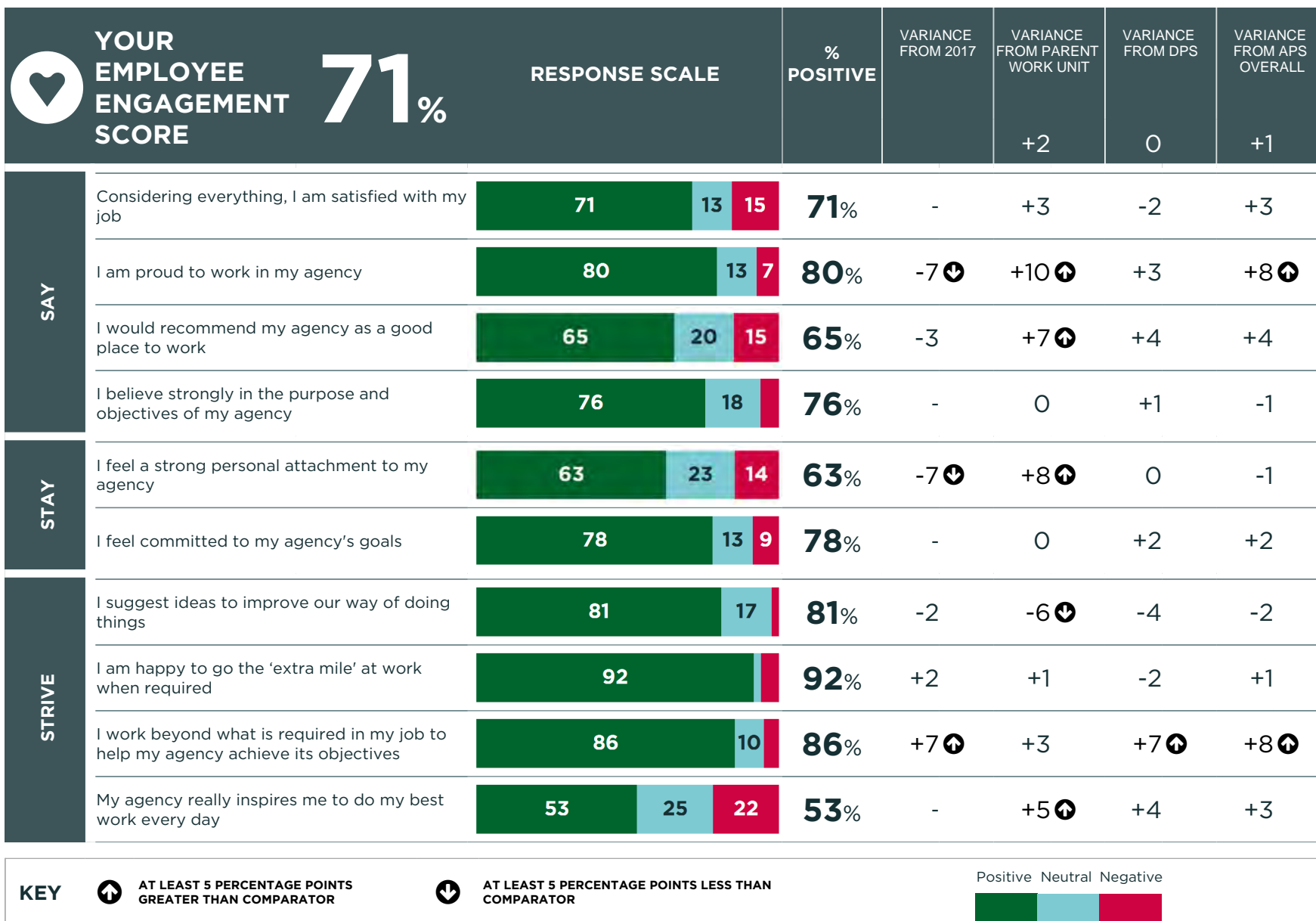
# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## 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>	42%	-11⬇️	+4	-10⬇️	+4
Female	<div></div>	54%	+11⬆️	-5⬇️	+9⬆️	-4
X (Indeterminate/Intersex/Unspecified)		0%	-	-	0	0
Prefer not to say	<div></div>	4%	-	0	+1	0

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

Yes	<div></div>	1%	0	-1	0	-2
No	<div></div>	99%	0	+1	0	+2

Do you have an ongoing disability?

Yes	<div></div>	4%	-2	-1	-4	-5⬇️
No	<div></div>	96%	+2	+1	+4	+5⬆️

### 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 IS COMPRISED OF FOUR VARIABLES: COUNTRY OF BIRTH; MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME; PROFICIENCY IN SPOKEN ENGLISH; AND INDIGENEOUS 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>	72%	-	-5↓	-9↓	-6↓
Other country	<div></div>	28%	-	+5↑	+9↑	+6↑
Do you speak a language other than English at home?						
No, English only	<div></div>	80%	-	-2	-6↓	-2
Yes, other	<div></div>	20%	-	+2	+6↑	+2
How well do you speak English?						
Very well	<div></div>	47%	-	-16↓	-23↓	-37↓
Well	<div></div>	53%	-	+16↑	+24↑	+37↑
Not well		0%	-	-	-1	0
Not at all		0%	-	-	-	0
<div>KEY</div> <div>  AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR            AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </div>						



# 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

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

Yes	<div></div>	2%	-1	+1	-1	-2
No	<div></div>	94%	+3	0	+3	+3
Prefer not to say	<div></div>	4%	-2	0	-2	-1

Do you have carer responsibilities?

Yes	<div></div>	31%	+4	-8↓	-2	-8↓
No	<div></div>	69%	-4	+8↑	+2	+8↑

### 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	82 15	82%	-2	+1	0	-6⬇️
	My SES manager actively supports people of diverse backgrounds	61 34	61%	-18⬇️	-3	-1	-4
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	67 24 9	67%	+4	+1	+5⬆️	-10⬇️
	My supervisor actively supports people from diverse backgrounds	73 21	73%	-	-2	-6⬇️	-13⬇️
	My agency supports and actively promotes an inclusive workplace culture	65 23 12	65%	-	+2	0	-10⬇️

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 IS BASED ON A RE-CALCULATED 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	65%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
					0	-1	+1	-1
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	70	18 12	70%	+7 ⬆	0	+5 ⬆	+1
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	62	26 12	62%	+10 ⬆	-1	+9 ⬆	+3
	My agency does a good job of promoting health and wellbeing	52	32 16	52%	-2	-3	+3	-5 ⬇
	I think my agency cares about my health and wellbeing	61	24 14	61%	+4	0	+9 ⬆	+6 ⬆
	I believe my immediate supervisor cares about my health and wellbeing	71	15 15	71%	+1	-4	-6 ⬇	-10 ⬇

### 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 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?

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

RESPONSE SCALE

%  
POSITIVE

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

s47F

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 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?

Senior Leadership: All SES

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	49 26 20	49%	-3	-3	+2	-3
In my agency, communication between the SES and other employees is effective	36 37 22	36%	-11⬇️	-1	-2	-9⬇️
In my agency, the SES set a clear strategic direction for the agency	44 35 14	44%	-9⬇️	-3	-1	-11⬇️
In my agency, the SES are of a high quality	46 38 13	46%	-8⬇️	+4	+6⬆️	-4
In my agency, the SES work as a team	35 44 11	35%	-	-1	-2	-5⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	44 36 14	44%	-	-1	-1	-10⬇️

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

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
Immediate supervisor	My supervisor treats people with respect	<div><div>78</div><div>16</div></div>	78%	0	0	-5⬇	-9⬇
	My supervisor communicates effectively	<div><div>67</div><div>13</div><div>19</div></div>	67%	-6⬇	+2	-5⬇	-11⬇
	My supervisor encourages me to contribute ideas	<div><div>67</div><div>12</div><div>21</div></div>	67%	-7⬇	-6⬇	-9⬇	-15⬇
	My supervisor helps to develop my capability	<div><div>60</div><div>17</div><div>23</div></div>	60%	+2	-3	-7⬇	-12⬇
	My supervisor displays resilience when faced with difficulties or failures	<div><div>63</div><div>20</div><div>17</div></div>	63%	-11⬇	-3	-10⬇	-16⬇
	My supervisor gives me responsibility and holds me to account for what I deliver	<div><div>77</div><div>14</div><div>10</div></div>	77%	+2	-2	-4	-8⬇
	My supervisor challenges me to consider new ways of doing things	<div><div>57</div><div>21</div><div>22</div></div>	57%	0	-6⬇	-8⬇	-16⬇

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>	79%	-	-8↓	-7↓	-2
In the same office as me but on a different floor	<div></div>	17%	-	+7↑	+6↑	+14↑
In a different office, but in the same town/city	<div></div>	4%	-	+1	+1	+1
In a different town/city or state		0%	-	-	-	-13↓
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

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
Culture	I receive the respect I deserve from my colleagues at work	<div><div>70</div><div>23</div><div>7</div></div>	70%	-4	-2	-2	-7⬇️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>37</div><div>38</div><div>26</div></div>	37%	-2	+1	-6⬇️	-16⬇️
	The people in my workgroup treat each other with respect	<div><div>67</div><div>19</div><div>14</div></div>	67%	-15⬇️	-4	-10⬇️	-16⬇️
	My agency actively encourages ethical behaviour by all of its employees	<div><div>74</div><div>20</div><div></div></div>	74%	-9⬇️	+5⬆️	+1	-5⬇️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div><div>32</div><div>43</div><div>26</div></div>	32%	+6⬆️	+2	-1	+1
	Staff are consulted about change at work	<div><div>38</div><div>35</div><div>27</div></div>	38%	0	-1	-3	-8⬇️
	I am happy to go the 'extra mile' at work when required	<div><div>92</div><div></div><div></div></div>	92%	+2	+1	-2	+1
	Internal communication within my agency is effective	<div><div>39</div><div>26</div><div>35</div></div>	39%	+10⬆️	0	-4	-7⬇️
	In general, employees in my agency feel they are valued for their contribution	<div><div>40</div><div>32</div><div>28</div></div>	40%	-4	+3	0	-3
	My agency really inspires me to do my best work every day	<div><div>53</div><div>25</div><div>22</div></div>	53%	-	+5⬆️	+4	+3
KEY		⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		Positive Neutral Negative	
						<div><div></div><div></div><div></div></div>	



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

## APS Values

### RESPONSE SCALE

%

VARIANCE  
FROM 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	33%	-4	-5↓	-7↓	-15↓
Often	<div></div>	48%	+15↑	+6↑	+4	+6↑
Sometimes	<div></div>	11%	-10↓	-2	0	+3
Rarely		0%	-	-3	-2	-1
Never		0%	-	-1	0	0
Not sure	<div></div>	9%	+6↑	+4	+6↑	+7↑

### 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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	44%	-2	-3	-7 ↓	-15 ↓
Often	<div></div>	31%	+8 ↑	+1	-2	0
Sometimes	<div></div>	12%	-8 ↓	-1	+2	+6 ↑
Rarely	<div></div>	7%	+5 ↑	+1	+4	+6 ↑
Never		0%	-	-1	-1	0
Not sure	<div></div>	5%	+2	+2	+3	+3

### 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 2017

VARIANCE  
FROM PARENT  
WORK UNIT

VARIANCE  
FROM DPS

VARIANCE  
FROM APS  
OVERALL

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

Always	<div></div>	36%	-1	+7	+6	-3
Often	<div></div>	30%	-6	-3	-4	-2
Sometimes	<div></div>	12%	-3	-7	-5	+1
Rarely	<div></div>	4%	+3	-3	-2	+1
Never		0%	-	-	-1	-1
Not sure	<div></div>	18%	+9	+6	+6	+4

### 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 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 WORK UNIT

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		11%	-	-1	-2	-1
No		89%	-	+1	+2	+1

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 WORK UNIT

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>	19%	+8 ⬆	-3	+3	+5 ⬆
No	<div></div>	78%	-7 ⬆	+4	-1	-2
Not Sure	<div></div>	4%	0	-1	-2	-2

Main type of harassment or bullying experienced:

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	53%	-9 ⬆	+6 ⬆	+6 ⬆	+4
---	-------------	-----	------	------	------	----

Main person responsible for the harassment or bullying:

Your current supervisor	<div></div>	38%	+25 ⬆	+3	+4	+18 ⬆
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Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	38%	+13 ⬆	+4	+5 ⬆	+3
It was reported by someone else	<div></div>	8%	-17 ⬆	-8 ⬆	-2	-1
I did not report the behaviour	<div></div>	54%	+4	+4	-2	-2

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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
Your job	My job gives me opportunities to utilise my skills	<div><div>86</div><div>8</div></div>	86%	+13 ⬆	-1	+3	+6 ⬆
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>54</div><div>18</div><div>29</div></div>	54%	+4	-9 ⬇	-10 ⬇	-7 ⬇
	Considering everything, I am satisfied with my job	<div><div>71</div><div>13</div><div>15</div></div>	71%	-	+3	-2	+3
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>77</div><div>13</div><div>10</div></div>	77%	+13 ⬆	-6 ⬇	-4	0
	I am satisfied with the stability and security of my current job	<div><div>58</div><div>8</div><div>33</div></div>	58%	+15 ⬆	-6 ⬇	-12 ⬇	-11 ⬇
	I am satisfied with the opportunities for career progression in my agency	<div><div>35</div><div>26</div><div>39</div></div>	35%	+3	0	-1	-5 ⬇

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	78 15 7	78%	+10 ↑	-2	+1	-4
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	65 17 17	65%	-3	-6 ↓	-8 ↓	-8 ↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	37 40 23	37%	-	+2	-7 ↓	-15 ↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	21 46 33	21%	-	-3	-2	-11 ↓
	My immediate supervisor actively supports opportunities for mobility	33 42 25	33%	-	-6 ↓	-9 ↓	-17 ↓

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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div><div>60</div><div>15</div><div>25</div></div>	60%	-	+7	-2	-1
The work processes we have in place allow me to be as productive as possible	<div><div>49</div><div>24</div><div>28</div></div>	49%	-	+2	-6	-3
The people in my workgroup complete work to a high standard	<div><div>75</div><div>16</div><div>9</div></div>	75%	-	0	-2	-3
My supervisor ensures that my workgroup delivers on what we are responsible for	<div><div>70</div><div>20</div><div>11</div></div>	70%	-	-3	-8	-10

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	<div></div>	65%	-	-8 ↓	-15 ↓	-17 ↓
No	<div></div>	35%	-	+8 ↑	+15 ↑	+17 ↑

Received constructive feedback from your supervisor

Yes	<div></div>	72%	-	-2	-7 ↓	-12 ↓
No	<div></div>	28%	-	+2	+7 ↑	+12 ↑

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

Yes	<div></div>	62%	-	-7 ↓	-12 ↓	-21 ↓
No	<div></div>	38%	-	+7 ↑	+12 ↑	+21 ↑

### 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>	51%	-	-14 ↓	-27 ↓	-26 ↓
No	<div></div>	29%	-	+11 ↑	+18 ↑	+20 ↑
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	20%	-	+3	+8 ↑	+5 ↑

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

Yes	<div></div>	14%	-	-6 ↓	-9 ↓	-15 ↓
No	<div></div>	27%	-	+5 ↑	+8 ↑	+12 ↑
Not applicable (e.g. my performance has not changed)	<div></div>	59%	-	+1	+1	+3

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE 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?

### Performance Management

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



%  
POSITIVE

61%

VARIANCE  
FROM 2017

+6 ⬆

VARIANCE  
FROM PARENT  
WORK UNIT

-3

VARIANCE  
FROM DPS

-9 ⬇

VARIANCE  
FROM APS  
OVERALL

-5 ⬇

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



56%

-

-5 ⬇

-14 ⬇

-19 ⬇

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



49%

-

-1

-7 ⬇

-11 ⬇

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



43%

+7 ⬆

-2

0

-5 ⬇

My supervisor openly demonstrates commitment to performance management



43%

-2

-7 ⬇

-15 ⬇

-21 ⬇

I received recognition when I last accomplished something significant at work



56%

-

-6 ⬇

-7 ⬇

-9 ⬇

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



70%

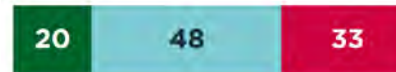
-

-1

-7 ⬇

-10 ⬇

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



20%

-

+1

+2

+1

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 time for me to attend learning programs	<div><div>64</div><div>23</div><div>12</div></div>	64%	-	-8↓	-9↓	-13↓
My immediate supervisor shares links, readings and information	<div><div>47</div><div>27</div><div>26</div></div>	47%	-	-4	-10↓	-22↓
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>38</div><div>25</div><div>37</div></div>	38%	-	-11↓	-13↓	-25↓
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>56</div><div>25</div><div>19</div></div>	56%	-	-3	-9↓	-14↓
I am able to access learning and development solutions to meet my needs	<div><div>58</div><div>30</div><div>13</div></div>	58%	-	-9↓	-6↓	-11↓
I have a clear understanding of my development needs	<div><div>59</div><div>28</div><div>12</div></div>	59%	-	-10↓	-7↓	-15↓
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>72</div><div>24</div><div></div></div>	72%	-	-3	-1	-3
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>99</div><div></div><div></div></div>	99%	-	0	+3	+10↑

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 THEIR 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>	16%	-1	+2	+2	+4
Yes, in my agency	<div></div>	16%	-4	0	-4	-21↓
Yes, in another APS agency	<div></div>	26%	+9↑	-3	+4	+8↑
No	<div></div>	57%	-2	+2	+1	+7↑
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	<div></div>	10%	+3	-3	+3	+4
I want to leave my agency within the next 12 months	<div></div>	15%	-4	-2	+2	+6↑
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	7%	-2	-3	-2	-3
I want to stay working for my agency for the next one to two years	<div></div>	29%	+1	+1	+4	+5↑
I want to stay working for my agency for at least the next three years	<div></div>	39%	+2	+7↑	-6↓	-11↓
Main primary reason behind desire to leave agency:						
There is a lack of future career opportunities in my agency	<div></div>	31%	-4	+3	+2	+5↑
<div>KEY</div> <div>  AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR         </div> <div>  AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR         </div>						

# RISK 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 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DPS	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div><div>64</div><div>31</div><div></div></div>	64%	-	+2	+1	-7⬇️
Risk management concerns are discussed openly and honestly in my agency	<div><div>66</div><div>26</div><div>8</div></div>	66%	-	+9⬆️	+9⬆️	+4
Employees in my agency have the right skills to manage risk effectively	<div><div>56</div><div>33</div><div>10</div></div>	56%	-	+10⬆️	+13⬆️	+7⬆️
Appropriate risk taking is rewarded in my agency	<div><div>23</div><div>53</div><div>24</div></div>	23%	+7⬆️	+3	+3	-5⬇️
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	<div><div>47</div><div>36</div><div>17</div></div>	47%	-	+7⬆️	+5⬆️	0
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	<div><div>44</div><div>42</div><div>14</div></div>	44%	-	+6⬆️	+1	-5⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INNOVATION INDEX

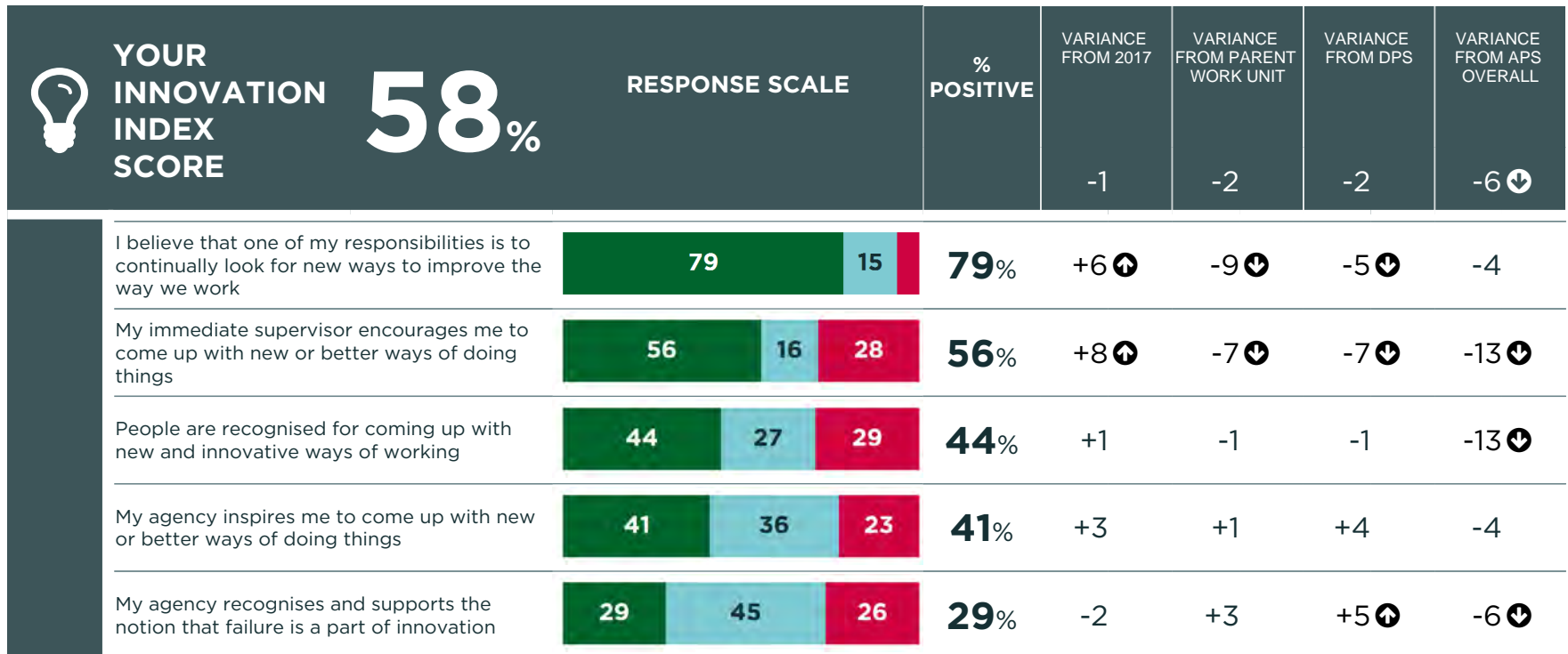


## INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



### 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

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
The people in my immediate workgroup are held to account for the quality of work they deliver	<div><div>75</div><div>15</div><div>10</div></div>	75%	+16	-3	-7
My agency routinely applies merit in decisions regarding engagement and promotion	<div><div>48</div><div>30</div><div>23</div></div>	48%	-	-1	-1
I can count on my peers when I need help	<div><div>83</div><div>12</div><div></div></div>	83%	-	+2	0
I believe I collaborate well together with my peers	<div><div>93</div><div></div><div></div></div>	93%	-	+2	0
I feel safe to raise new ideas and receive feedback	<div><div>68</div><div>19</div><div>14</div></div>	68%	-	-1	-6
In DPS the lines of communication are "open" all the way to the SES Executive	<div><div>40</div><div>33</div><div>28</div></div>	40%	-	-2	-4
DPS is moving in the right direction	<div><div>51</div><div>32</div><div>17</div></div>	51%	-	0	0
I understand the priorities for my work in the next six months	<div><div>68</div><div>19</div><div>14</div></div>	68%	-	+1	-10
I am looking forward to the next 12 months with enthusiasm	<div><div>58</div><div>24</div><div>18</div></div>	58%	-	+7	+4

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?

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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?

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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:

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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.

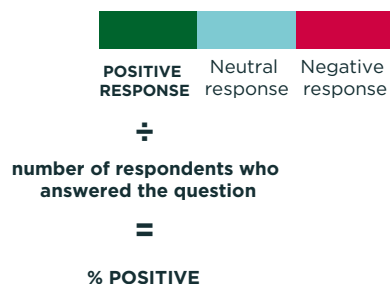
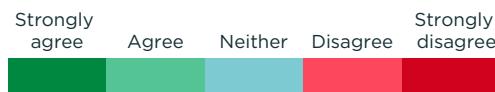
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO 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 CHIEF OPERATING OFFICER