



Increasing role clarity

The APS Employee Census has an underlying framework that identifies and considers conditions within workplaces that influence employee and workgroup performance.

This guide explores one element of this framework, role clarity, and outlines:

- What role clarity is
- Its benefits
- The specific questions that measure role clarity
- Tips for improving results

Have
your
say



2026 APS
Employee Census

4 May–5 June

Role Clarity

To perform at their best, employees must understand the tasks, responsibilities and processes that are required for their job. Yet, providing employees with role clarity is more than simply supplying a job description or a list of procedures. Employees also need to understand how that role fits within their team and amongst the wider purpose and objectives of the agency.

Role clarity increases workplace productivity and performance by providing employees with a clear purpose to guide their work.

In 2026, the following questions relate to employee perceptions of role clarity in their workplace.

- **26h.** I understand how my role contributes to achieving an outcome for the Australian public - higher *Strongly agree* and *Agree* responses indicate higher employee perceptions of role clarity.
- **30e.** I am clear what my duties and responsibilities are - higher *Always* and *Often* responses indicate higher employee perceptions of role clarity.
- **37a.** Lack of clarity around my role and responsibilities - higher *Not at all* and *Very little* responses indicate higher employee perceptions of role clarity.

Actions to improve scores on these questions

- Explore employees' understanding of their role.
 - What do they perceive as the key components?
 - What aspects of the role may be ambiguous or confusing to them?
 - Explore what makes this so. View issues from both the employee's and the supervisor's perspectives. This provides an opportunity to acknowledge why and how any differences between these understandings can occur.
- Together, determine any actions that can be implemented to grow and clarify the employee's understanding around their role.
 - Discuss how the role and its tasks fit within the immediate workgroup.
 - Acknowledge the role's contribution to the overall goals and purpose of the agency.
- Encourage employees to develop their own personal work plans that clearly define task objectives and expected outputs.
- Ensure employees receive regular performance feedback to identify work that they have done well and opportunities for improvement.
- Promote a culture of open communication and enquiry that supports clarification around the scope and/or responsibilities associated with employees' roles and the tasks that are associated.
- Encourage a growth mindset culture where the ways of working that are demonstrated in a process is critiqued and rewarded separately to the overall outcomes of the project.