



Australian Government  
 Australian Public Service  
 Commission

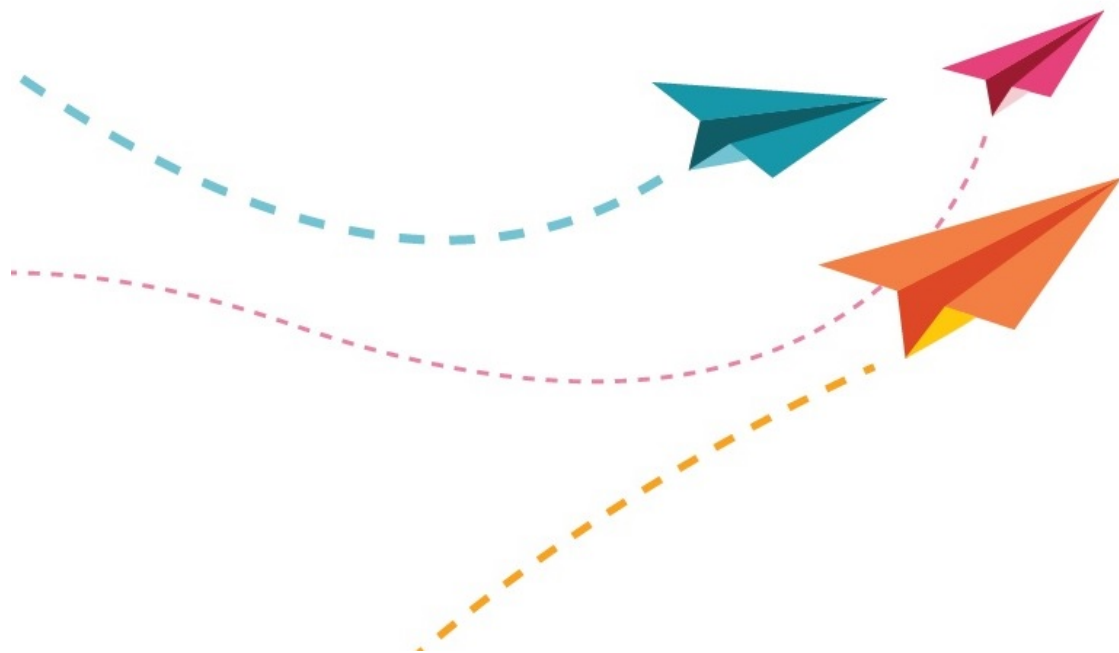
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

### AFMA



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**RESPONSES:**  
**134 of 179**

**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.

YOUR EMPLOYEE ENGAGEMENT SCORE <b>71%</b>		RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
SAY	Considering everything, I am satisfied with my job	64	20	15	64%	-9 ↓	-6 ↓	-10 ↓	-9 ↓
	I am proud to work in my agency	73	21	6	73%	-12 ↓	-1	-9 ↓	-7 ↓
	I would recommend my agency as a good place to work	52	27	20	52%	-24 ↓	-12 ↓	-22 ↓	-15 ↓
	I believe strongly in the purpose and objectives of my agency	88	10	2	88%	-5 ↓	+6 ↑	-2	-1
STAY	I feel a strong personal attachment to my agency	62	23	15	62%	-17 ↓	-4	-10 ↓	-7 ↓
	I feel committed to my agency's goals	87	13	0	87%	-1	+8 ↑	+1	+1
STRIVE	I suggest ideas to improve our way of doing things	92	7	1	92%	-2	+9 ↑	+7 ↑	+5 ↑
	I am happy to go the 'extra mile' at work when required	95	5	0	95%	+1	+3	0	+1
	I work beyond what is required in my job to help my agency achieve its objectives	80	19	1	80%	-2	0	-5 ↓	-3
	My agency really inspires me to do my best work every day	42	36	22	42%	-17 ↓	-11 ↓	-20 ↓	-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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>What is your gender?</b>						
Male		<b>56%</b>	0	+19	+17	+19
Female		<b>40%</b>	-2	-18	-15	-17
X (Indeterminate/Intersex/Unspecified)		<b>0%</b>	-	0	0	0
Prefer not to say		<b>4%</b>	+2	0	-1	-1
<b>Do you identify as Aboriginal and/or Torres Strait Islander?</b>						
Yes		<b>2%</b>	-1	-2	0	-2
No		<b>98%</b>	+1	+2	0	+2
<b>Do you have an ongoing disability?</b>						
Yes		<b>5%</b>	-3	-3	-1	-2
No		<b>95%</b>	+3	+3	+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 APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>In which country were you born?</b>						
Australia		<b>81%</b>	-2	+3	+5	+4
Other country		<b>19%</b>	+2	-3	-5	-4
<b>Do you speak a language other than English at home?</b>						
No, English only		<b>85%</b>	+2	+3	+3	0
Yes, other		<b>15%</b>	-2	-3	-3	0
<b>Do you have carer responsibilities?</b>						
Yes		<b>41%</b>	-4	-1	+2	+1
No		<b>59%</b>	+4	+1	-2	-1

KEY



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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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?						
Yes		<b>5%</b>	-1	0	-1	-2
No		<b>92%</b>	-1	+2	+3	+4
Prefer not to say		<b>3%</b>	+1	-2	-2	-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

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES			
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	89	89%	-1	+1	-2	-1		
	My SES manager actively supports people of diverse backgrounds	56	41	56%	-10 ↓	-12 ↓	-18 ↓	-17 ↓	
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	63	25	12	63%	-5 ↓	-16 ↓	-15 ↓	-10 ↓
	My supervisor actively supports people from diverse backgrounds	82	15	82%	-1	-4	-4	-3	
	My agency supports and actively promotes an inclusive workplace culture	56	29	15	56%	-18 ↓	-22 ↓	-25 ↓	-19 ↓

**KEY**

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

Positive Neutral Negative

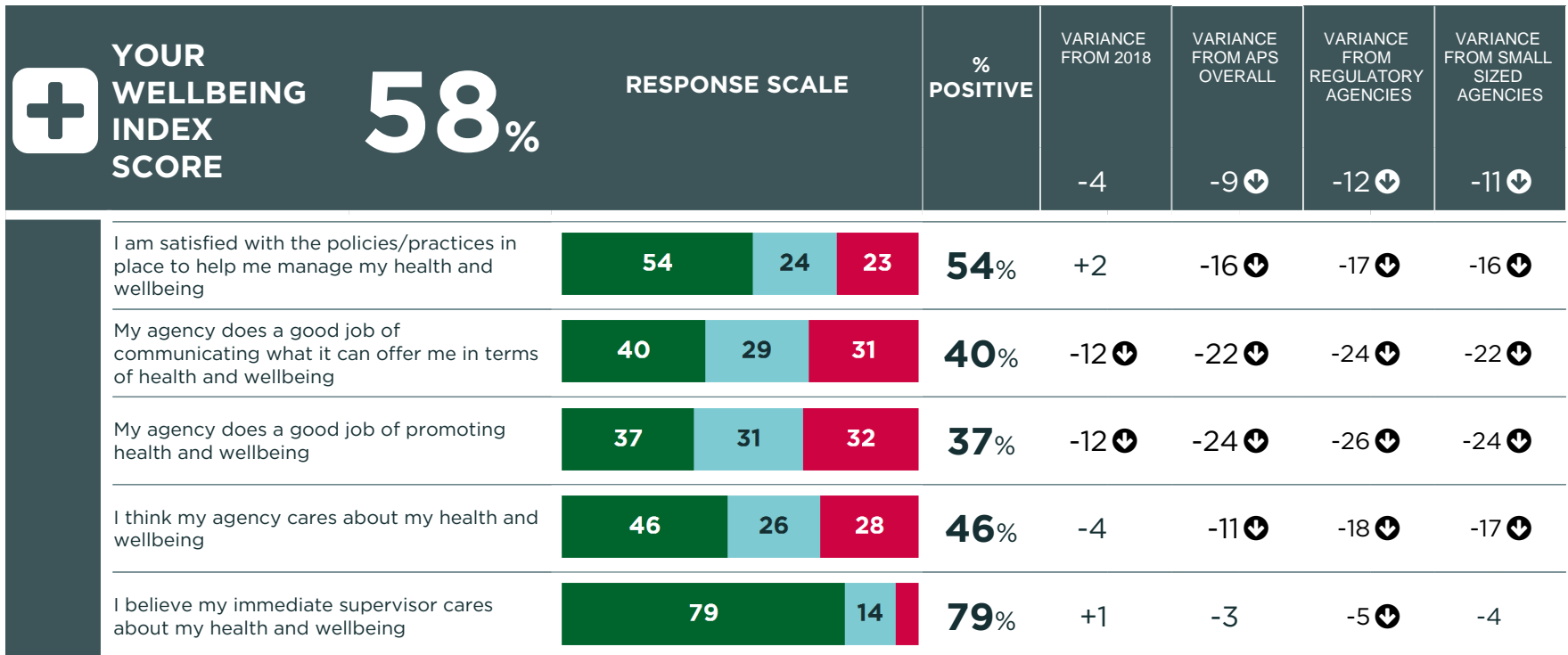
# WELLBEING INDEX



## WELLBEING

THE 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.**





# SENIOR LEADERSHIP



## 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 APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Senior leadership: Immediate SES manager	My SES manager is of a high quality	56 (Green) 25 (Light Blue) 19 (Red)	56%	-15 ↓	-12 ↓	-19 ↓
	My SES manager is sufficiently visible (e.g. can be seen in action)	52 (Green) 26 (Light Blue) 22 (Red)	52%	-14 ↓	-14 ↓	-20 ↓
	My SES manager communicates effectively	44 (Green) 32 (Light Blue) 24 (Red)	44%	-15 ↓	-21 ↓	-27 ↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	54 (Green) 32 (Light Blue) 14 (Red)	54%	-14 ↓	-13 ↓	-20 ↓
	My SES manager effectively leads and manages change	45 (Green) 28 (Light Blue) 27 (Red)	45%	-11 ↓	-14 ↓	-20 ↓
	My SES manager engages with staff on how to respond to future challenges	44 (Green) 34 (Light Blue) 22 (Red)	44%	-17 ↓	-18 ↓	-24 ↓

**KEY**

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

Positive Neutral Negative

# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES			
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	50	29	21	50%	-21↓	-5↓	-14↓	-11↓
	In my agency, communication between the SES and other employees is effective	38	35	27	38%	-28↓	-11↓	-15↓	-10↓
	In my agency, the SES actively contribute to the work of our agency	57	30	13	57%	-27↓	-7↓	-17↓	-13↓
	In my agency, the SES are of a high quality	45	30	25	45%	-25↓	-11↓	-20↓	-14↓
	In my agency, the SES work as a team	40	38	23	40%	-20↓	-6↓	-10↓	-7↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	36	35	29	36%	-30↓	-21↓	-27↓	-20↓

**KEY**

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 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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Immediate supervisor	My supervisor treats people with respect	89	89%	+4	+1	0	+1
	My supervisor communicates effectively	70	70%	+1	-9 ↓	-10 ↓	-7 ↓
	My supervisor encourages me to contribute ideas	78	78%	-6 ↓	-6 ↓	-7 ↓	-5 ↓
	My supervisor displays resilience when faced with difficulties or failures	77	77%	+4	-3	-5 ↓	-4
	My supervisor gives me responsibility and holds me to account for what I deliver	86	86%	+3	0	-1	0
	My supervisor challenges me to consider new ways of doing things	69	69%	+3	-6 ↓	-7 ↓	-6 ↓

**KEY**

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

# IMMEDIATE SUPERVISOR



EXPLORE THE FULL RESULTS

Immediate supervisor	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Where is your immediate supervisor's normal work location?						
In the same office as me		<b>88%</b>	+1	+8	+17	+6
In the same office as me but on a different floor		<b>1%</b>	-4	-2	-1	-3
In a different office, but in the same town/city		<b>0%</b>	-	-3	-1	-1
In a different town/city or state		<b>11%</b>	+4	-3	-15	-1
In a different country		<b>0%</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

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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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Culture	I receive the respect I deserve from my colleagues at work		70%	-6 ↓	-6 ↓	-8 ↓	-7 ↓
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]		46%	-4	-8 ↓	-12 ↓	-5 ↓
	My agency actively encourages ethical behaviour by all of its employees		76%	-9 ↓	-4	-8 ↓	-4
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]		44%	+3	+14 ↑	+9 ↑	+7 ↑
	Staff are consulted about change at work		36%	-12 ↓	-12 ↓	-13 ↓	-11 ↓
	I am happy to go the 'extra mile' at work when required		95%	+1	+3	0	+1
	Internal communication within my agency is effective		34%	-16 ↓	-14 ↓	-20 ↓	-12 ↓
	In general, employees in my agency feel they are valued for their contribution		36%	-29 ↓	-10 ↓	-22 ↓	-17 ↓
	My agency really inspires me to do my best work every day		42%	-17 ↓	-11 ↓	-20 ↓	-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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
Always		<b>45%</b>	-3	-6	-7	-8
Often		<b>43%</b>	+1	+3	+4	+5
Sometimes		<b>10%</b>	+3	+3	+4	+4
Rarely		<b>1%</b>	0	0	0	0
Never		<b>0%</b>	-	0	0	0
Not sure		<b>1%</b>	0	0	-1	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



**EXPLORE  
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RESULTS**

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Does your supervisor act in accordance with the APS Values in his or her everyday work?						
Always		<b>64%</b>	-2	+1	+1	-1
Often		<b>28%</b>	+1	0	0	+2
Sometimes		<b>7%</b>	+2	+2	+2	+2
Rarely		<b>0%</b>	-	-1	-1	-1
Never		<b>0%</b>	-	0	0	0
Not sure		<b>1%</b>	-2	-1	-1	-1

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



EXPLORE  
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RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
Always		<b>41%</b>	-15 ↓	-3	-6 ↓	-4
Often		<b>31%</b>	-2	0	-3	-1
Sometimes		<b>20%</b>	+13 ↑	+11 ↑	+12 ↑	+9 ↑
Rarely		<b>1%</b>	-	-1	-1	-2
Never		<b>0%</b>	-	-1	0	-1
Not sure		<b>7%</b>	+2	-6 ↓	-1	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# WORKPLACE CULTURE



EXPLORE  
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RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
Always		41%	-	-1	-2	0
Often		29%	-	-2	-3	-1
Sometimes		18%	-	+5	+4	+2
Rarely		7%	-	+3	+2	+1
Never		1%	-	0	0	-1
Not sure		5%	-	-5	-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 APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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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		<b>13%</b>	+3	+1	+4	+3
No		<b>87%</b>	-3	-1	-4	-3

Did this discrimination occur in your current agency?

Yes		<b>93%</b>	+2	-1	+2	+2
No		<b>7%</b>	-2	+1	-2	-2

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

Gender		<b>31%</b>	-	-	-	-
Caring responsibilities		<b>25%</b>	-	-	-	-
LGBTI+ (e.g., sexual orientation)		<b>19%</b>	-	-	-	-

### 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?						
Yes		15%	0	+2	+5	+2
No		73%	-5	-8	-12	-9
Not Sure		13%	+5	+6	+7	+6
Types of harassment or bullying experienced (3 highest responses):						
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		67%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		56%	-	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		33%	-	-	-	-
Person responsible for the harassment or bullying (3 highest responses):						
Someone more senior (other than your supervisor)		50%	-	-	-	-
Co-worker		44%	-	-	-	-
Your current supervisor		22%	-	-	-	-
<b>KEY</b>			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 REGULATORY AGENCIES	VARIANCE FROM SMALL 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		6%	+3	+2	+3	+2
No		83%	-1	-5	-8	-4
Not sure		6%	-2	+1	+2	+1
Would prefer not to answer		5%	0	+2	+3	+1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	<div style="display: flex; width: 100%;"><div style="width: 76%; background-color: #006400;"></div><div style="width: 20%; background-color: #ADD8E6;"></div><div style="width: 4%; background-color: #DC143C;"></div></div> 76 / 20	76%	-4	-8 ↓	-7 ↓	0
	It would be hard to get away with corruption in my workplace	<div style="display: flex; width: 100%;"><div style="width: 53%; background-color: #006400;"></div><div style="width: 30%; background-color: #ADD8E6;"></div><div style="width: 17%; background-color: #DC143C;"></div></div> 53 / 30 / 17	53%	-10 ↓	-17 ↓	-18 ↓	-11 ↓
	I am confident that colleagues in my workplace would report corruption	<div style="display: flex; width: 100%;"><div style="width: 72%; background-color: #006400;"></div><div style="width: 16%; background-color: #ADD8E6;"></div><div style="width: 12%; background-color: #DC143C;"></div></div> 72 / 16 / 12	72%	+1	-9 ↓	-10 ↓	-6 ↓
	I feel confident that I would know what to do if I identified corruption in my workplace	<div style="display: flex; width: 100%;"><div style="width: 82%; background-color: #006400;"></div><div style="width: 11%; background-color: #ADD8E6;"></div><div style="width: 7%; background-color: #DC143C;"></div></div> 82 / 11 / 7	82%	-3	-1	+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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	80 11 9	80%	-9↓	-1	-6↓	-5↓
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	62 19 19	62%	-1	-1	-2	-4
	Considering everything, I am satisfied with my job	64 20 15	64%	-9↓	-6↓	-10↓	-9↓
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	64 20 17	64%	-8↓	-14↓	-20↓	-18↓
	I am satisfied with the stability and security of my current job	73 11 16	73%	-4	0	-2	+1
	I am satisfied with the opportunities for career progression in my agency	24 30 45	24%	-10↓	-19↓	-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 APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	75   17   8	75%	+4	-8 ↓	-11 ↓	-9 ↓
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	46   37   17	46%	-10 ↓	-17 ↓	-25 ↓	-24 ↓
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	72   17   10	72%	+4	-2	-5 ↓	-4
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	44   39   17	44%	-15 ↓	-11 ↓	-15 ↓	-4
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	28   40   32	28%	-19 ↓	-1	-3	0
	My immediate supervisor actively supports opportunities for mobility	45   42   14	45%	-3	-3	-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

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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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well		76%	-	+1	-3	-2
My workgroup has the tools and resources we need to perform well		50%	-7↓	-8↓	-10↓	-8↓
The work processes we have in place allow me to be as productive as possible		50%	+6↑	-4	-3	-3
The people in my workgroup complete work to a high standard		81%	-3	+3	-2	-1
The people in my work group use time and resources efficiently		68%	-	-2	-5↓	-6↓
My supervisor ensures that my workgroup delivers on what we are responsible for		82%	-1	+3	+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**

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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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		<b>90%</b>	-1	+8	+7	+9
No		<b>10%</b>	+1	-8	-7	-9

Received constructive feedback from your supervisor

Yes		<b>89%</b>	+4	+5	+4	+5
No		<b>11%</b>	-4	-5	-4	-5

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

Yes		<b>87%</b>	+4	+5	+3	+5
No		<b>13%</b>	-4	-5	-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**

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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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		<b>81%</b>	-4	+6	+8	+9
No		<b>6%</b>	+1	-2	-2	-4
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		<b>13%</b>	+3	-4	-7	-6

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

Yes		<b>38%</b>	-2	+11	+12	+14
No		<b>15%</b>	+4	-1	+1	0
Not applicable (e.g. my performance has not changed)		<b>47%</b>	-2	-11	-13	-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 APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?		67%	-3	+7	+4	+5
To what extent do you agree that the support by your supervisor has helped to improve your performance?		55%	+1	-5	-10	-5
My overall experience of performance management in my agency has been useful for my development		46%	+3	-2	-4	+2
My supervisor openly demonstrates commitment to performance management		66%	+1	+3	+1	+4
I received recognition when I last accomplished something significant at work		64%	-1	-3	-8	-4
I can identify a clear connection between my job and my agency's purpose		82%	-6	0	-5	-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**

## Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM REGULATORY AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Strongly agree		<b>2%</b>	-	-1	-1	-1
Agree		<b>13%</b>	-	-4	-3	-3
Neither agree nor disagree		<b>41%</b>	-	-2	-9	-9
Disagree		<b>28%</b>	-	+5	+8	+8
Strongly disagree		<b>16%</b>	-	+3	+5	+5

**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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My supervisor provides time for me to attend learning programs		75%	-4	-6 ↓	-7 ↓	-3
My supervisor shares links, readings and information		67%	-5 ↓	-6 ↓	-4	-2
My supervisor provides me with opportunities to develop relevant capabilities for my career		59%	-6 ↓	-8 ↓	-9 ↓	-5 ↓
My supervisor gives me the opportunity to apply what I learn in my day-to-day work		70%	-3	-4	-7 ↓	-4
I access learning and development solutions to meet my needs		67%	-	-7 ↓	-5 ↓	-2
I have a clear understanding of my development needs		79%	+10 ↑	+1	+3	+5 ↑
I spend time out of working hours building my capability		58%	+4	+5 ↑	0	-2
I seek out opportunities to apply what I learn in my day-to-day work		79%	-1	+1	-1	-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 APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>In the last 12 months, have you applied for a job?</b>						
Yes, outside the APS		<b>21%</b>	+8 ⬆	+9 ⬆	+6 ⬆	+5 ⬆
Yes, in my agency		<b>23%</b>	0	-15 ⬇	-11 ⬇	-3
Yes, in another APS agency		<b>40%</b>	+17 ⬆	+21 ⬆	+21 ⬆	+14 ⬆
No		<b>37%</b>	-22 ⬇	-11 ⬇	-10 ⬇	-11 ⬇
<b>Which of the following statements best reflects your current thoughts about working for your agency?</b>						
I want to leave my agency as soon as possible		<b>19%</b>	+14 ⬆	+13 ⬆	+12 ⬆	+11 ⬆
I want to leave my agency within the next 12 months		<b>19%</b>	+7 ⬆	+10 ⬆	+9 ⬆	+6 ⬆
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		<b>14%</b>	-4	+4	+6 ⬆	+4
I want to stay working for my agency for the next one to two years		<b>26%</b>	-6 ⬇	+1	-7 ⬇	-5 ⬇
I want to stay working for my agency for at least the next three years		<b>23%</b>	-12 ⬇	-28 ⬇	-21 ⬇	-15 ⬇

### 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>Primary reasons behind desire to leave agency (3 highest responses):</b>						
There is a lack of future career opportunities in my agency		<b>38%</b>	-	-	-	-
Senior leadership is of a poor quality		<b>14%</b>	-	-	-	-
I am in an unpleasant working environment		<b>10%</b>	-	-	-	-

<b>KEY</b>	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR
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# 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers	69	21	10	69%	-11↓	-1	-5↓	-2
Risk management concerns are discussed openly and honestly in my agency	60	26	13	60%	-6↓	+1	-3	-1
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	51	34	15	51%	-	-1	-2	+1
Appropriate risk taking is rewarded in my agency	18	40	42	18%	-17↓	-7↓	-10↓	-7↓
SES in my agency demonstrate the importance of managing risk appropriately	46	33	22	46%	-	+3	-4	-1
When things go wrong, my agency uses this as an opportunity to learn	42	35	22	42%	-	-4	-11↓	-7↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





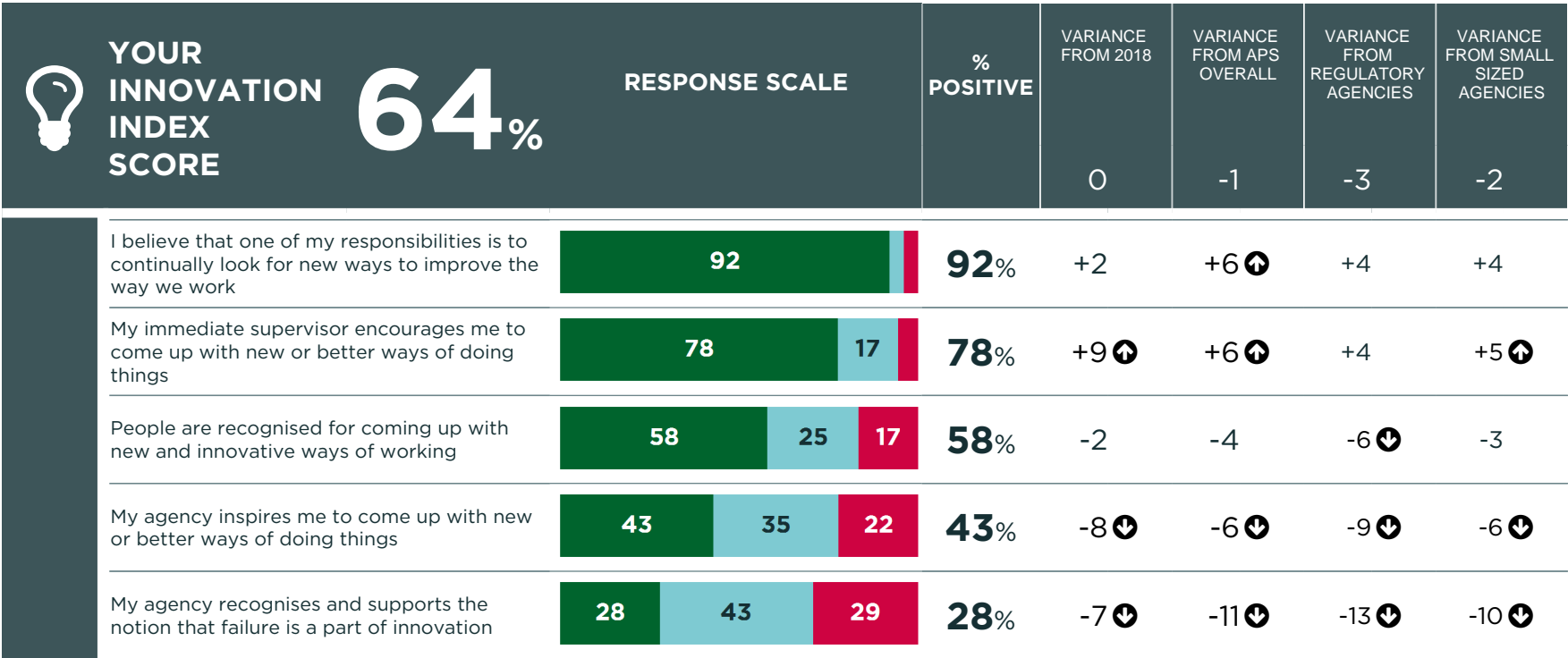
# INNOVATION INDEX



## INNOVATION

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

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



# TIME TO TAKE ACTION



## CELEBRATE

What things do we do well?

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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.

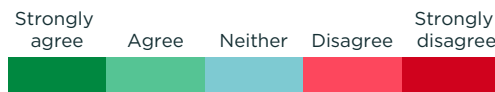
PRIORITISE 3 AREAS TO TAKE FORWARD

	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	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## ANONYMITY

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

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

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