



Australian Government  
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 Commission

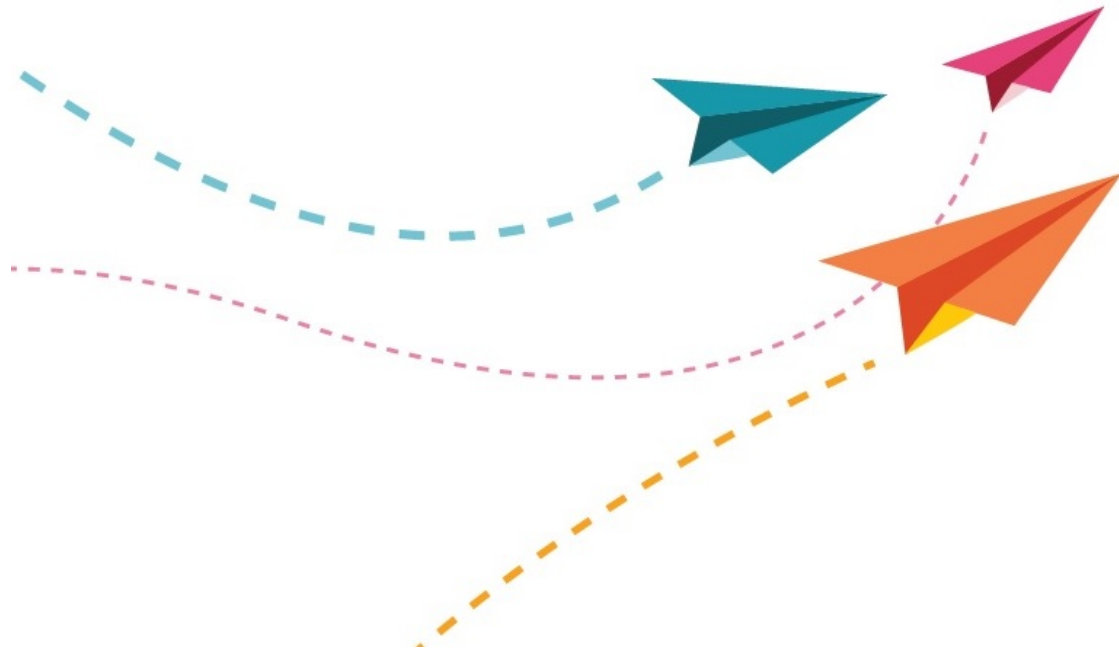
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

### OIGIS



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**RESPONSES:**  
**22 of 29**

**RESPONSE RATE:**  
**76%**

# 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>82%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
SAY	Considering everything, I am satisfied with my job	68 27	68%	-24 ↓	-2	-6 ↓	-8 ↓
	I am proud to work in my agency	95	95%	+3	+21 ↑	+12 ↑	+4
	I would recommend my agency as a good place to work	68 18 14	68%	-24 ↓	+4	-3	-2
	I believe strongly in the purpose and objectives of my agency	100	100%	+8 ↑	+18 ↑	+11 ↑	+4
STAY	I feel a strong personal attachment to my agency	77 23	77%	0	+12 ↑	+4	+5 ↑
	I feel committed to my agency's goals	100	100%	+8 ↑	+21 ↑	+15 ↑	+6 ↑
STRIVE	I suggest ideas to improve our way of doing things	100	100%	+8 ↑	+16 ↑	+11 ↑	+4
	I am happy to go the 'extra mile' at work when required	95	95%	-5 ↓	+4	+2	-1
	I work beyond what is required in my job to help my agency achieve its objectives	82 14	82%	-18 ↓	+2	+1	-3
	My agency really inspires me to do my best work every day	68 23 9	68%	-9 ↓	+15 ↑	+9 ↑	-3

### 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 MICRO SIZED AGENCIES
<b>What is your gender?</b>						
Male		<b>36%</b>	+13	-1	-5	+10
Female		<b>55%</b>	-15	-4	0	-14
X (Indeterminate/Intersex/Unspecified)		<b>0%</b>	-	0	0	-
Prefer not to say		<b>9%</b>	+1	+6	+5	+4
<b>Do you identify as Aboriginal and/or Torres Strait Islander?</b>						
Yes		<b>0%</b>	-	-4	-2	-
No		<b>100%</b>	0	+4	+2	0
<b>Do you have an ongoing disability?</b>						
Yes		<b>5%</b>	-3	-4	-2	-1
No		<b>95%</b>	+3	+4	+2	+1

KEY



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# INCLUSION AND DIVERSITY



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Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
<b>In which country were you born?</b>						
Australia		<b>77%</b>	0	-1	+1	-2
Other country		<b>23%</b>	0	+1	-1	+2
<b>Do you speak a language other than English at home?</b>						
No, English only		<b>91%</b>	+6	+10	+9	+8
Yes, other		<b>9%</b>	-6	-10	-9	-8
<b>Do you have carer responsibilities?</b>						
Yes		<b>32%</b>	-7	-10	-9	-3
No		<b>68%</b>	+7	+10	+9	+3

**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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?						
Yes		<b>14%</b>	-2	+9	+8	+4
No		<b>77%</b>	0	-13	-12	-8
Prefer not to say		<b>9%</b>	+1	+4	+4	+4

## KEY



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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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES		
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	95	95%	-5 ⬇	+7 ⬆	+4	+2		
	My SES manager actively supports people of diverse backgrounds	71	24	71%	-12 ⬇	+3	-2	-4	
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	68	18	14	68%	+7 ⬆	-10 ⬇	-11 ⬇	-4
	My supervisor actively supports people from diverse backgrounds	100	100%	+8 ⬆	+14 ⬆	+13 ⬆	+9 ⬆		
	My agency supports and actively promotes an inclusive workplace culture	86	9	86%	+2	+8 ⬆	+6 ⬆	+7 ⬆	

**KEY**

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 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 MICRO SIZED AGENCIES
I am satisfied with the policies/practices in place to help me manage my health and wellbeing		86	14	86%	+2	+17 ↑	+12 ↑	+10 ↑	
My agency does a good job of communicating what it can offer me in terms of health and wellbeing		82	14	82%	+5 ↑	+19 ↑	+12 ↑	+14 ↑	
My agency does a good job of promoting health and wellbeing		64	23	64%	-6 ↓	+2	-5 ↓	-1	
I think my agency cares about my health and wellbeing		77	23	77%	-7 ↓	+19 ↑	+9 ↑	-4	
I believe my immediate supervisor cares about my health and wellbeing		95		95%	+11 ↑	+13 ↑	+10 ↑	+1	

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Positive Neutral Negative





# SENIOR LEADERSHIP



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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 MICRO SIZED AGENCIES	
Senior leadership: Immediate SES manager	My SES manager is of a high quality	95	95%	+3	+28 ↑	+23 ↑	+8 ↑
	My SES manager is sufficiently visible (e.g. can be seen in action)	95	95%	+19 ↑	+30 ↑	+26 ↑	+8 ↑
	My SES manager communicates effectively	77	77%	-7 ↓	+12 ↑	+10 ↑	-5 ↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	77	77%	+11 ↑	+10 ↑	+5 ↑	-6 ↓
	My SES manager effectively leads and manages change	82	82%	+7 ↑	+22 ↑	+20 ↑	+8 ↑
	My SES manager engages with staff on how to respond to future challenges	68	68%	-1	+6 ↑	+4	-4

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Positive Neutral Negative

# SENIOR LEADERSHIP



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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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES	
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)		86%	-5 ↓	+31 ↑	+26 ↑	+1
	In my agency, communication between the SES and other employees is effective		59%	-33 ↓	+10 ↑	+11 ↑	-12 ↓
	In my agency, the SES actively contribute to the work of our agency		91%	-9 ↓	+27 ↑	+21 ↑	-4
	In my agency, the SES are of a high quality		95%	-5 ↓	+39 ↑	+35 ↑	+6 ↑
	In my agency, the SES work as a team		68%	-7 ↓	+22 ↑	+22 ↑	-10 ↓
	In my agency, the SES clearly articulate the direction and priorities for our agency		64%	-20 ↓	+7 ↑	+6 ↑	-11 ↓

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

# IMMEDIATE SUPERVISOR



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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 MICRO SIZED AGENCIES	
Immediate supervisor	My supervisor treats people with respect	100	100%	0	+12 ↑	+9 ↑	+7 ↑
	My supervisor communicates effectively	91	91%	+14 ↑	+12 ↑	+11 ↑	+10 ↑
	My supervisor encourages me to contribute ideas	91	91%	+6 ↑	+7 ↑	+4	+3
	My supervisor displays resilience when faced with difficulties or failures	91	91%	+6 ↑	+11 ↑	+8 ↑	+8 ↑
	My supervisor gives me responsibility and holds me to account for what I deliver	91	91%	+6 ↑	+5 ↑	+4	+2
	My supervisor challenges me to consider new ways of doing things	77	77%	0	+2	0	-5 ↓

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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 MICRO SIZED AGENCIES
Where is your immediate supervisor's normal work location?						
In the same office as me		<b>91%</b>	+6	+11	+10	-1
In the same office as me but on a different floor		<b>0%</b>	-	-3	-4	-
In a different office, but in the same town/city		<b>5%</b>	-	+2	+4	+3
In a different town/city or state		<b>5%</b>	-	-10	-9	-2
In a different country		<b>0%</b>	-	0	-1	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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# 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 MICRO SIZED AGENCIES	
Culture	I receive the respect I deserve from my colleagues at work	73 23 9	73%	-12 ↓	-3	-5 ↓	-9 ↓
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	59 32 9	59%	+5 ↑	+5 ↑	+5 ↑	-5 ↓
	My agency actively encourages ethical behaviour by all of its employees	86 9	86%	-6 ↓	+6 ↑	+2	-5 ↓
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	50 41 9	50%	+4	+19 ↑	+16 ↑	+4
	Staff are consulted about change at work	73 14 14	73%	-20 ↓	+25 ↑	+23 ↑	+9 ↑
	I am happy to go the 'extra mile' at work when required	95	95%	-5 ↓	+4	+2	-1
	Internal communication within my agency is effective	50 14 36	50%	-27 ↓	+2	+2	-9 ↓
	In general, employees in my agency feel they are valued for their contribution	77 14 9	77%	-7 ↓	+31 ↑	+22 ↑	+5 ↑
	My agency really inspires me to do my best work every day	68 23 9	68%	-9 ↓	+15 ↑	+9 ↑	-3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
Always		<b>73%</b>	-12 ↓	+22 ↑	+17 ↑	+5 ↑
Often		<b>23%</b>	+15 ↑	-17 ↓	-14 ↓	-3
Sometimes		<b>0%</b>	-	-7 ↓	-5 ↓	-3
Rarely		<b>0%</b>	-	-1	-1	-
Never		<b>0%</b>	-	0	0	-
Not sure		<b>5%</b>	-3	+3	+3	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Does your supervisor act in accordance with the APS Values in his or her everyday work?						
Always		<b>82%</b>	+13	+19	+16	+6
Often		<b>18%</b>	-5	-10	-8	-1
Sometimes		<b>0%</b>	-	-6	-5	-4
Rarely		<b>0%</b>	-	-1	-1	-
Never		<b>0%</b>	-	0	0	-
Not sure		<b>0%</b>	-	-2	-1	-1

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



EXPLORE  
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APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
Always		<b>64%</b>	-13 ↓	+20 ↑	+17 ↑	-4
Often		<b>27%</b>	+12 ↑	-3	-5 ↓	+6 ↑
Sometimes		<b>9%</b>	-	0	+1	0
Rarely		<b>0%</b>	-	-2	-2	-
Never		<b>0%</b>	-	-1	0	-
Not sure		<b>0%</b>	-	-13 ↓	-11 ↓	-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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
Always		59%	-	+17	+18	+1
Often		9%	-	-22	-23	-5
Sometimes		18%	-	+5	+4	+2
Rarely		9%	-	+5	+5	0
Never		0%	-	-1	-1	-
Not sure		5%	-	-5	-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 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 MICRO 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		9%	+1	-3	0	+6
No		91%	-1	+3	0	-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 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 MICRO SIZED AGENCIES

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

Yes		9%	-	-4	0	+5
No		86%	-6	+6	+2	-7
Not Sure		5%	-3	-2	-1	+2

#### KEY



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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 MICRO 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%	-	-4	-3	-
No		95%	+3	+7 	+6 	-2
Not sure		5%	-3	0	0	+3
Would prefer not to answer		0%	-	-3	-2	-1

### KEY



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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 MICRO SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	95	95%	+3	+11 ↑	+12 ↑	+12 ↑
	It would be hard to get away with corruption in my workplace	91	91%	+8 ↑	+20 ↑	+21 ↑	+10 ↑
	I am confident that colleagues in my workplace would report corruption	95	95%	+3	+15 ↑	+14 ↑	+8 ↑
	I feel confident that I would know what to do if I identified corruption in my workplace	91	91%	-1	+8 ↑	+11 ↑	+7 ↑

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 MICRO SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	82 (9 Neutral, 9 Negative)	82%	-10 ↓	+1	-4	-5 ↓
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	82 (14 Negative)	82%	+5 ↑	+19 ↑	+19 ↑	+9 ↑
	Considering everything, I am satisfied with my job	68 (27 Neutral)	68%	-24 ↓	-2	-6 ↓	-8 ↓
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	82 (18 Neutral)	82%	+13 ↑	+4	-3	-4
	I am satisfied with the stability and security of my current job	86 (14 Neutral)	86%	-14 ↓	+14 ↑	+16 ↑	+5 ↑
	I am satisfied with the opportunities for career progression in my agency	41 (32 Neutral, 27 Negative)	41%	+18 ↑	-2	+2	-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

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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 MICRO SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	91   9	91%	+22 ⬆	+8 ⬆	+3	+4
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	76   24	76%	-7 ⬇	+13 ⬆	+4	-8 ⬇
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	91	91%	+14 ⬆	+16 ⬆	+12 ⬆	+6 ⬆
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	38   48   14	38%	-12 ⬇	-17 ⬇	-17 ⬇	+18 ⬆
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	55   27   18	55%	-22 ⬇	+26 ⬆	+22 ⬆	+25 ⬆
	My immediate supervisor actively supports opportunities for mobility	55   45	55%	+5 ⬆	+7 ⬆	+11 ⬆	+21 ⬆

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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well		73%	-	-3	-7↓	-13↓
My workgroup has the tools and resources we need to perform well		55%	-7↓	-4	-5↓	-13↓
The work processes we have in place allow me to be as productive as possible		50%	-4	-4	-6↓	-9↓
The people in my workgroup complete work to a high standard		82%	-10↓	+4	-2	-2
The people in my work group use time and resources efficiently		68%	-	-2	-7↓	-8↓
My supervisor ensures that my workgroup delivers on what we are responsible for		77%	+8↑	-2	-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**

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO 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>73%</b>	+3	-10 ↓	-10 ↓	-9 ↓
No		<b>27%</b>	-3	+10 ↑	+10 ↑	+9 ↑

Received constructive feedback from your supervisor

Yes		<b>91%</b>	-1	+7 ↑	+6 ↑	+2
No		<b>9%</b>	+1	-7 ↓	-6 ↓	-2

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

Yes		<b>77%</b>	+8 ↑	-5 ↓	-6 ↓	-3
No		<b>23%</b>	-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**

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO 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		<b>59%</b>	-18 ↓	-16 ↓	-16 ↓	-10 ↓
No		<b>5%</b>	-3	-4	-3	0
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		<b>36%</b>	+21 ↑	+20 ↑	+20 ↑	+10 ↑

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

Yes		<b>5%</b>	-20 ↓	-22 ↓	-19 ↓	-11 ↓
No		<b>9%</b>	+1	-7 ↓	-6 ↓	+5 ↑
Not applicable (e.g. my performance has not changed)		<b>86%</b>	+20 ↑	+28 ↑	+25 ↑	+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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?		64%	-13 ↓	+3	-1	-5 ↓
To what extent do you agree that the support by your supervisor has helped to improve your performance?		76%	+15 ↑	+16 ↑	+14 ↑	+17 ↑
My overall experience of performance management in my agency has been useful for my development		43%	-19 ↓	-5 ↓	-6 ↓	-7 ↓
My supervisor openly demonstrates commitment to performance management		76%	+30 ↑	+12 ↑	+13 ↑	+14 ↑
I received recognition when I last accomplished something significant at work		73%	-12 ↓	+6 ↑	+1	+6 ↑
I can identify a clear connection between my job and my agency's purpose		91%	-9 ↓	+9 ↑	+4	+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**

## Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MICRO SIZED AGENCIES

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

Strongly agree		<b>14%</b>	-	+12	+11	+4
Agree		<b>14%</b>	-	-3	-2	-7
Neither agree nor disagree		<b>48%</b>	-	+4	-1	-3
Disagree		<b>14%</b>	-	-9	-8	+2
Strongly disagree		<b>10%</b>	-	-4	-1	+4

**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 MICRO SIZED AGENCIES
My supervisor provides time for me to attend learning programs		73%	+11↑	-7↓	-7↓	-5↓
My supervisor shares links, readings and information		73%	+11↑	-1	+2	-3
My supervisor provides me with opportunities to develop relevant capabilities for my career		77%	+8↑	+11↑	+10↑	+5↑
My supervisor gives me the opportunity to apply what I learn in my day-to-day work		77%	+8↑	+3	+1	+3
I access learning and development solutions to meet my needs		59%	-	-15↓	-11↓	-11↓
I have a clear understanding of my development needs		64%	-13↓	-14↓	-12↓	-8↓
I spend time out of working hours building my capability		68%	+14↑	+15↑	+12↑	+2
I seek out opportunities to apply what I learn in my day-to-day work		82%	+5↑	+4	+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 SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
<b>In the last 12 months, have you applied for a job?</b>						
Yes, outside the APS		<b>9%</b>	-6 ↓	-3	-5 ↓	-5 ↓
Yes, in my agency		<b>9%</b>	-6 ↓	-29 ↓	-22 ↓	-7 ↓
Yes, in another APS agency		<b>23%</b>	-8 ↓	+4	+2	-6 ↓
No		<b>64%</b>	+10 ↑	+15 ↑	+14 ↑	+13 ↑
<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>5%</b>	-	-1	-1	+2
I want to leave my agency within the next 12 months		<b>9%</b>	-6 ↓	0	-2	-1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		<b>5%</b>	-3	-5 ↓	-5 ↓	-1
I want to stay working for my agency for the next one to two years		<b>41%</b>	-5 ↓	+16 ↑	+10 ↑	-5 ↓
I want to stay working for my agency for at least the next three years		<b>41%</b>	+10 ↑	-10 ↓	-2	+6 ↑

### 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 MICRO SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers		82%	+5	+12	+10	-1
Risk management concerns are discussed openly and honestly in my agency		59%	-2	0	-4	-10
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively		55%	-	+2	+2	-8
Appropriate risk taking is rewarded in my agency		14%	-11	-11	-13	-22
SES in my agency demonstrate the importance of managing risk appropriately		59%	-	+16	+11	-7
When things go wrong, my agency uses this as an opportunity to learn		73%	-	+26	+21	+4

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 <b>74%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
				+5 ↑	+9 ↑	+6 ↑	+2
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	95		95%	+11 ↑	+9 ↑	+5 ↑	+1
My immediate supervisor encourages me to come up with new or better ways of doing things	86	14	86%	+25 ↑	+14 ↑	+10 ↑	+9 ↑
People are recognised for coming up with new and innovative ways of working	64	23 14	64%	+2	+2	-1	-3
My agency inspires me to come up with new or better ways of doing things	64	27 9	64%	+10 ↑	+15 ↑	+12 ↑	-2
My agency recognises and supports the notion that failure is a part of innovation	50	41 9	50%	+17 ↑	+12 ↑	+9 ↑	+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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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.

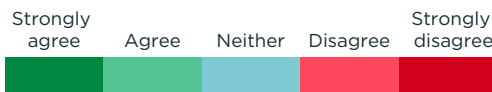
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



**POSITIVE RESPONSE**   Neutral response   Negative response

+

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	<b>151</b>	<b>166</b>	<b>176</b>	<b>96</b>	<b>24</b>	<b>613</b>
PERCENTAGE	<b>24.63%</b>	<b>27.08%</b>	<b>28.71%</b>	<b>15.66%</b>	<b>3.92%</b>	<b>100%</b>
ROUNDED PERCENTAGE	<b>25%</b>	<b>27%</b>	<b>29%</b>	<b>16%</b>	<b>4%</b>	<b>101%</b>
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.