



Australian Government
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 Commission

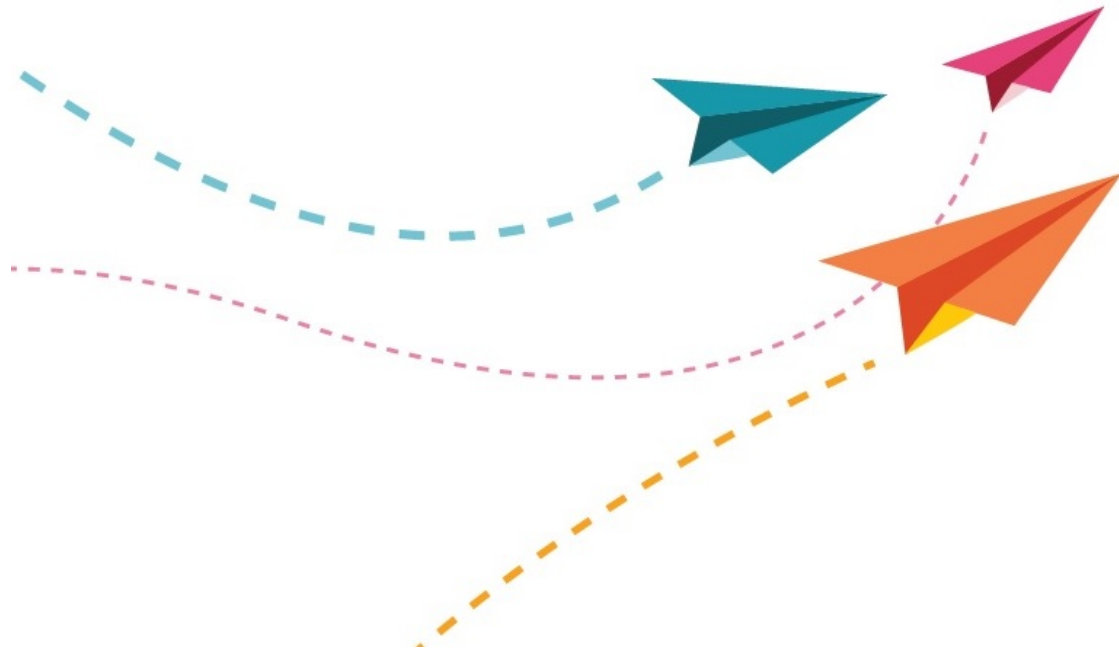
AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



Highlights Report:

OMBUDSMAN



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RESPONSES:
254 of 288

RESPONSE RATE:
88%

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 77%		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
SAY	Considering everything, I am satisfied with my job	77	77%	-3	+6 ↑	+2	+4
	I am proud to work in my agency	84	84%	-1	+10 ↑	0	+4
	I would recommend my agency as a good place to work	80	80%	-4	+16 ↑	+8 ↑	+12 ↑
	I believe strongly in the purpose and objectives of my agency	90	90%	-2	+8 ↑	+1	0
STAY	I feel a strong personal attachment to my agency	71	71%	-1	+6 ↑	-2	+2
	I feel committed to my agency's goals	85	85%	-3	+6 ↑	0	0
STRIVE	I suggest ideas to improve our way of doing things	91	91%	+3	+7 ↑	+2	+3
	I am happy to go the 'extra mile' at work when required	95	95%	0	+4	+2	+2
	I work beyond what is required in my job to help my agency achieve its objectives	81	81%	-1	+2	0	-1
	My agency really inspires me to do my best work every day	64	64%	0	+11 ↑	+5 ↑	+5 ↑

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 SMALL SIZED AGENCIES
What is your gender?						
Male		33%	0	-4	-8⬇️	-4
Female		62%	0	+3	+7⬆️	+5⬆️
X (Indeterminate/Intersex/Unspecified)		0%	-	0	0	0
Prefer not to say		5%	0	+1	+1	0
Do you identify as Aboriginal and/or Torres Strait Islander?						
Yes		2%	0	-2	0	-1
No		98%	0	+2	0	+1
Do you have an ongoing disability?						
Yes		10%	+1	+2	+4	+3
No		90%	-1	-2	-4	-3

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 SMALL SIZED AGENCIES
In which country were you born?						
Australia		78%	-3	+1	+2	+1
Other country		22%	+3	-1	-2	-1
Do you speak a language other than English at home?						
No, English only		86%	0	+4	+4	+1
Yes, other		14%	0	-4	-4	-1
Do you have carer responsibilities?						
Yes		37%	-7↓	-5↓	-4	-4
No		63%	+7↑	+5↑	+4	+4

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INCLUSION AND DIVERSITY



EXPLORE
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Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?						
Yes		11%	0	+6	+5	+5
No		85%	+1	-6	-5	-4
Prefer not to say		4%	-1	0	0	-1

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	91	91%	-1	+3	0	+1
	My SES manager actively supports people of diverse backgrounds	79	79%	-7↓	+11↑	+5↑	+7↑
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	86	86%	+4	+7↑	+7↑	+13↑
	My supervisor actively supports people from diverse backgrounds	89	89%	-1	+4	+2	+4
	My agency supports and actively promotes an inclusive workplace culture	87	87%	0	+9↑	+7↑	+12↑

KEY

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Positive Neutral Negative

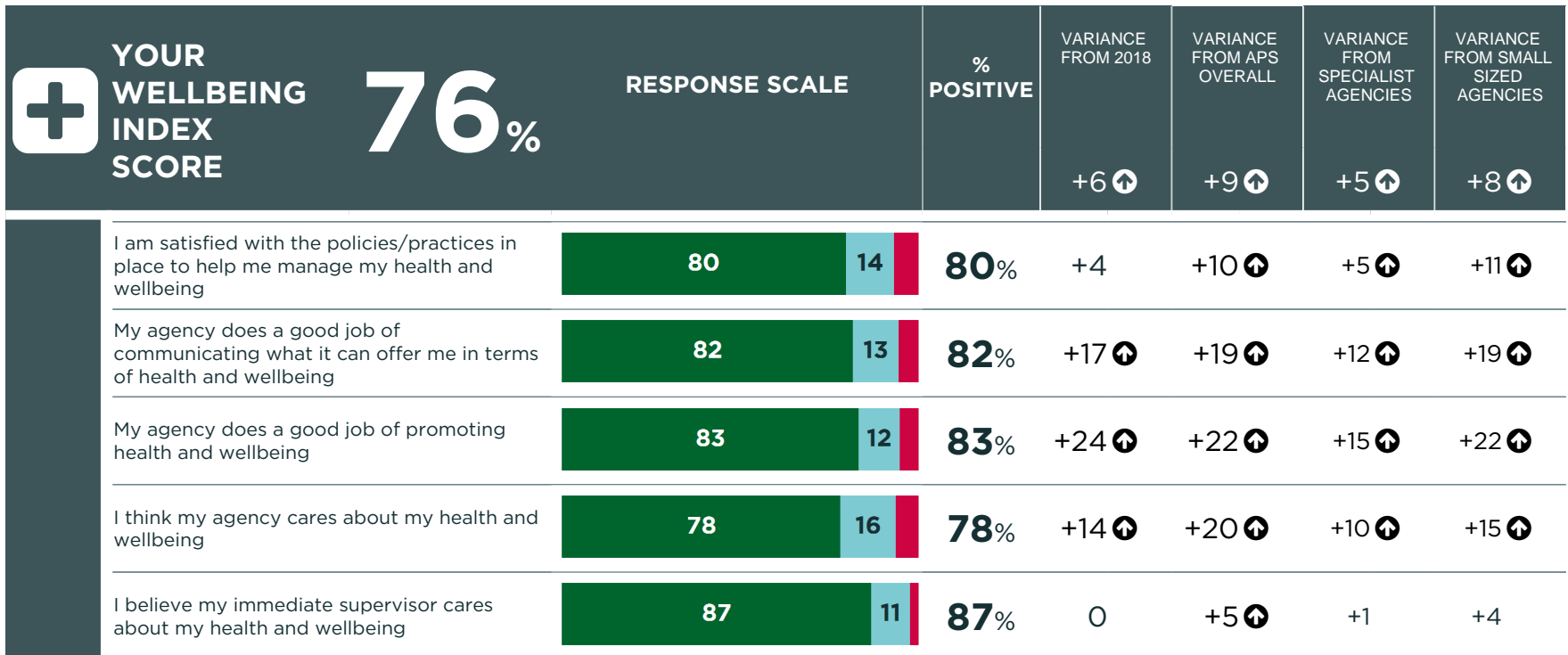
WELLBEING INDEX



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



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SENIOR LEADERSHIP



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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Senior leadership: Immediate SES manager	My SES manager is of a high quality	79 (17)	79%	-2	+11 ↑	+6 ↑	+7 ↑
	My SES manager is sufficiently visible (e.g. can be seen in action)	71 (19, 10)	71%	-7 ↓	+6 ↑	+2	+1
	My SES manager communicates effectively	73 (20, 7)	73%	-8 ↓	+7 ↑	+5 ↑	+7 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	76 (20)	76%	-6 ↓	+9 ↑	+3	+5 ↑
	My SES manager effectively leads and manages change	70 (22, 8)	70%	-4	+10 ↑	+7 ↑	+10 ↑
	My SES manager engages with staff on how to respond to future challenges	67 (25, 8)	67%	-10 ↓	+5 ↑	+3	+4

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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 SMALL SIZED AGENCIES	
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	59 22 19	59%	-7↓	+4	-1	-2
	In my agency, communication between the SES and other employees is effective	57 27 16	57%	-7↓	+8↑	+9↑	+9↑
	In my agency, the SES actively contribute to the work of our agency	75 22 3	75%	0	+12↑	+5↑	+6↑
	In my agency, the SES are of a high quality	73 21 6	73%	+1	+17↑	+12↑	+14↑
	In my agency, the SES work as a team	54 37 9	54%	-7↓	+8↑	+8↑	+7↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	62 27 12	62%	-4	+5↑	+4	+6↑

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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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Immediate supervisor	My supervisor treats people with respect	93	93%	-3	+5 ↑	+3	+5 ↑
	My supervisor communicates effectively	82	82%	-3	+3	+2	+5 ↑
	My supervisor encourages me to contribute ideas	86	86%	-5 ↓	+2	-1	+2
	My supervisor displays resilience when faced with difficulties or failures	83	83%	-5 ↓	+3	0	+3
	My supervisor gives me responsibility and holds me to account for what I deliver	87	87%	-3	+1	-1	0
	My supervisor challenges me to consider new ways of doing things	82	82%	-1	+7 ↑	+5 ↑	+7 ↑

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IMMEDIATE SUPERVISOR



EXPLORE
THE FULL
RESULTS

Immediate supervisor	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Where is your immediate supervisor's normal work location?						
In the same office as me		65%	-5 ↓	-15 ↓	-16 ↓	-18 ↓
In the same office as me but on a different floor		2%	0	0	-1	-1
In a different office, but in the same town/city		0%	-	-3	-1	-1
In a different town/city or state		33%	+6 ↑	+19 ↑	+19 ↑	+21 ↑
In a different country		0%	-	0	-1	0

KEY



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WORKPLACE CULTURE



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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 SMALL SIZED AGENCIES	
Culture	I receive the respect I deserve from my colleagues at work	82 (16)	82%	0	+6 ↑	+4	+5 ↑
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	55 (38, 7)	55%	-4	+1	+1	+4
	My agency actively encourages ethical behaviour by all of its employees	89 (8)	89%	+2	+8 ↑	+5 ↑	+9 ↑
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	43 (40, 17)	43%	+8 ↑	+12 ↑	+9 ↑	+6 ↑
	Staff are consulted about change at work	52 (32, 16)	52%	-10 ↓	+4	+3	+6 ↑
	I am happy to go the 'extra mile' at work when required	95	95%	0	+4	+2	+2
	Internal communication within my agency is effective	56 (22, 22)	56%	-1	+7 ↑	+8 ↑	+9 ↑
	In general, employees in my agency feel they are valued for their contribution	65 (25, 11)	65%	+1	+18 ↑	+10 ↑	+11 ↑
	My agency really inspires me to do my best work every day	64 (26, 10)	64%	0	+11 ↑	+5 ↑	+5 ↑

KEY



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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 SMALL SIZED AGENCIES
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
Always		50%	-10 ↓	0	-5 ↓	-2
Often		40%	+5 ↑	0	+3	+2
Sometimes		8%	+3	+1	+2	+1
Rarely		0%	-	-1	0	-1
Never		0%	-	0	0	0
Not sure		2%	+1	0	0	0

KEY



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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 SMALL SIZED AGENCIES
Does your supervisor act in accordance with the APS Values in his or her everyday work?						
Always		69%	-5	+7	+3	+4
Often		22%	-1	-6	-4	-4
Sometimes		5%	+3	-1	0	0
Rarely		0%	-	-1	-1	-1
Never		0%	-	0	0	0
Not sure		3%	+3	+2	+2	+1

KEY



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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 SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
Always		60%	+7	+16	+13	+14
Often		25%	-3	-5	-7	-7
Sometimes		5%	-2	-4	-3	-6
Rarely		0%	0	-2	-1	-2
Never		0%	-	0	0	0
Not sure		9%	-2	-4	-2	0

KEY

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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 SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
Always		54%	-	+12	+13	+13
Often		28%	-	-3	-4	-2
Sometimes		10%	-	-3	-4	-5
Rarely		2%	-	-2	-3	-4
Never		0%	-	-1	-1	-1
Not sure		6%	-	-3	-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

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 SMALL 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		7%	-2	-6 ↓	-3	-4
No		93%	+2	+6 ↑	+3	+4
Did this discrimination occur in your current agency?						
Yes		100%	+13 ↑	+6 ↑	+8 ↑	+9 ↑
No		0%	-	-6 ↓	-8 ↓	-9 ↓
Basis for the discrimination that you experienced (3 highest responses):						
Gender		31%	-	-	-	-
Disability (e.g. loss of hearing or sight, incomplete use of limbs or mental health issues)		19%	-	-	-	-
Caring responsibilities		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 APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Yes		10%	+3	-3	0	-2
No		84%	-3	+3	-1	+3
Not Sure		7%	0	0	+1	0

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		54%	-	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		54%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		25%	-	-	-	-

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

Co-worker		46%	-	-	-	-
A previous supervisor		33%	-	-	-	-
Someone more senior (other than your supervisor)		21%	-	-	-	-

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 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		1%	-3	-3	-2	-4
No		94%	+2	+6	+4	+7
Not sure		4%	+2	-1	-1	-1
Would prefer not to answer		1%	0	-1	-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

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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 SMALL SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption		78%	+1	-6 ↓	-6 ↓	+3
	It would be hard to get away with corruption in my workplace		71%	+9 ↑	+1	+2	+7 ↑
	I am confident that colleagues in my workplace would report corruption		86%	+1	+5 ↑	+5 ↑	+9 ↑
	I feel confident that I would know what to do if I identified corruption in my workplace		82%	+4	-1	+2	+6 ↑

KEY

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

WORKPLACE CONDITIONS



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		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	82 10 8	82%	-7↓	+1	-4	-3
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	67 18 15	67%	-1	+4	+4	+1
	Considering everything, I am satisfied with my job	77 13 10	77%	-3	+6↑	+2	+4
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	77 13 10	77%	-9↓	0	-7↓	-4
	I am satisfied with the stability and security of my current job	64 13 23	64%	-10↓	-8↓	-5↓	-8↓
	I am satisfied with the opportunities for career progression in my agency	44 26 30	44%	+7↑	+2	+5↑	+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 SMALL SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender		87%	-7⬇️	+4	-1	+3
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender		78%	-2	+15⬆️	+5⬆️	+8⬆️
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?		80%	-5⬇️	+5⬆️	+1	+4
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)		57%	+3	+2	+2	+9⬆️
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)		29%	+2	0	-4	0
	My immediate supervisor actively supports opportunities for mobility		48%	-2	+1	+4	+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 SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well		78%	-	+3	-1	0
My workgroup has the tools and resources we need to perform well		67%	0	+9	+7	+9
The work processes we have in place allow me to be as productive as possible		54%	-2	0	-2	+1
The people in my workgroup complete work to a high standard		76%	-4	-2	-8	-6
The people in my work group use time and resources efficiently		70%	-	0	-5	-4
My supervisor ensures that my workgroup delivers on what we are responsible for		79%	-2	0	-3	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 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		84%	-8	+1	+2	+2
No		16%	+8	-1	-2	-2

Received constructive feedback from your supervisor

Yes		86%	-3	+2	+1	+3
No		14%	+3	-2	-1	-3

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

Yes		83%	-3	+1	0	+1
No		17%	+3	-1	0	-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 APS OVERALL	VARIANCE FROM SPECIALIST 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		67%	-22 ↓	-8 ↓	-9 ↓	-5 ↓
No		6%	+5 ↑	-3	-2	-4
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		28%	+18 ↑	+11 ↑	+11 ↑	+10 ↑

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

Yes		26%	0	-1	+3	+3
No		15%	+4	-1	-1	-1
Not applicable (e.g. my performance has not changed)		60%	-4	+2	-2	-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 APS OVERALL	VARIANCE FROM SPECIALIST 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?		61%	-19↓	0	-4	-2
To what extent do you agree that the support by your supervisor has helped to improve your performance?		65%	-5↓	+6↑	+3	+5↑
My overall experience of performance management in my agency has been useful for my development		52%	-4	+4	+3	+7↑
My supervisor openly demonstrates commitment to performance management		63%	-8↓	0	0	+1
I received recognition when I last accomplished something significant at work		71%	-12↓	+4	-1	+2
I can identify a clear connection between my job and my agency's purpose		86%	-1	+4	-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

Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Strongly agree		4%	-	+1	+1	+1
Agree		17%	-	0	+1	+2
Neither agree nor disagree		52%	-	+8	+3	+2
Disagree		20%	-	-3	-1	0
Strongly disagree		6%	-	-7	-4	-5

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 SMALL 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)

Managing the impact of the underperformer on team members and/or colleagues		63%	-	-	-	-
The time required to manage the underperformance		54%	-	-	-	-
Dealing with confidentiality issues		33%	-	-	-	-

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

Support from my immediate supervisor		64%	-	-	-	-
Support from my agency's HR area		50%	-	-	-	-
Access to resources to support the process		27%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My supervisor provides time for me to attend learning programs		84%	+12 ⬆️	+4	+4	+6 ⬆️
My supervisor shares links, readings and information		70%	-4	-3	0	+1
My supervisor provides me with opportunities to develop relevant capabilities for my career		63%	-2	-3	-4	0
My supervisor gives me the opportunity to apply what I learn in my day-to-day work		74%	-4	0	-2	0
I access learning and development solutions to meet my needs		69%	-	-4	-1	0
I have a clear understanding of my development needs		74%	+5 ⬆️	-4	-1	0
I spend time out of working hours building my capability		54%	+12 ⬆️	+1	-2	-6 ⬇️
I seek out opportunities to apply what I learn in my day-to-day work		83%	+8 ⬆️	+5 ⬆️	+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 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 SMALL SIZED AGENCIES
In the last 12 months, have you applied for a job?						
Yes, outside the APS		18%	+8	+6	+4	+2
Yes, in my agency		41%	+13	+3	+9	+15
Yes, in another APS agency		31%	+6	+13	+11	+6
No		35%	-14	-13	-15	-14
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		6%	-1	0	0	-2
I want to leave my agency within the next 12 months		14%	-1	+5	+3	+1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		10%	+4	+1	+1	+1
I want to stay working for my agency for the next one to two years		32%	-1	+7	+1	0
I want to stay working for my agency for at least the next three years		38%	0	-12	-5	0

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 SMALL SIZED AGENCIES
Primary reasons behind desire to leave agency (3 highest responses):						
There is a lack of future career opportunities in my agency		26%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		14%	-	-	-	-
I am not satisfied with the work		9%	-	-	-	-

KEY	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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers		77%	-1	+7	+5	+7
Risk management concerns are discussed openly and honestly in my agency		65%	-1	+5	+1	+3
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively		49%	-	-3	-3	-1
Appropriate risk taking is rewarded in my agency		25%	-5	0	-1	0
SES in my agency demonstrate the importance of managing risk appropriately		46%	-	+3	-2	-1
When things go wrong, my agency uses this as an opportunity to learn		56%	-	+10	+4	+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.

YOUR INNOVATION INDEX SCORE	69%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
				-1	+3	+1	+3	
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	85	12	85%	-2	-1	-5 ⬇️	-3	
My immediate supervisor encourages me to come up with new or better ways of doing things	75	17	8	75%	-2	+3	-2	+2
People are recognised for coming up with new and innovative ways of working	67	22	11	67%	-4	+5 ⬆️	+1	+5 ⬆️
My agency inspires me to come up with new or better ways of doing things	53	32	14	53%	-4	+5 ⬆️	+1	+4
My agency recognises and supports the notion that failure is a part of innovation	41	40	19	41%	+3	+2	0	+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?

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.

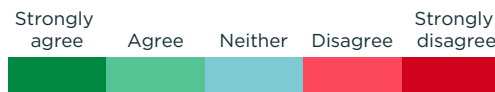
PRIORITISE 3 AREAS TO TAKE FORWARD

	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 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.