



Australian Government  
 Australian Public Service  
 Commission

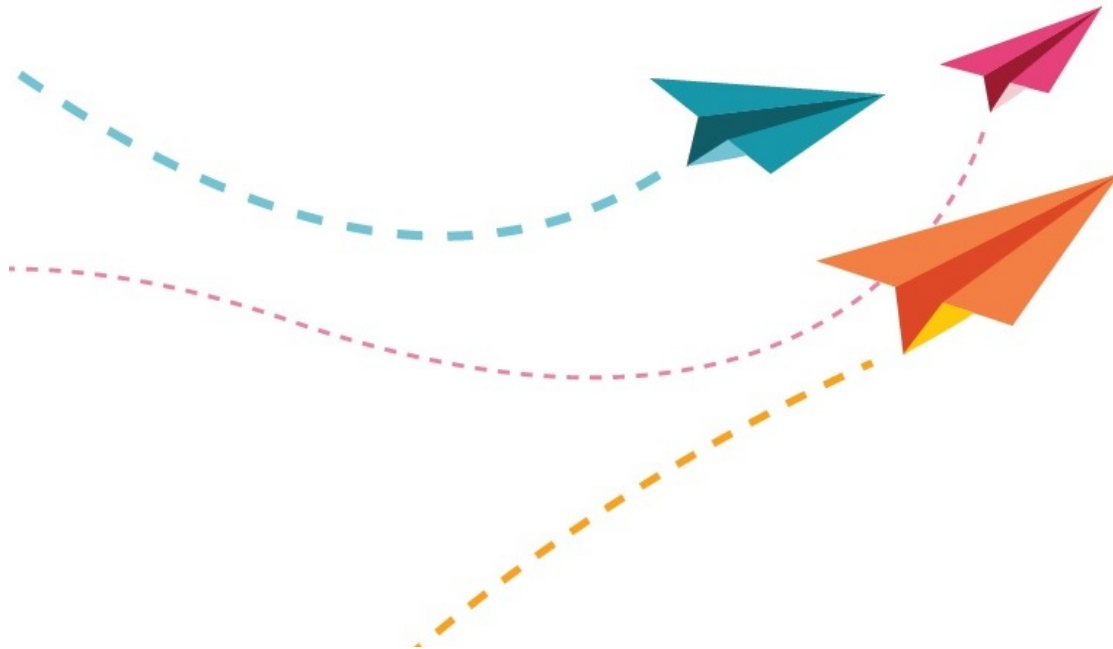
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

### DSS



| CONTENT                                |      |
|--|------|
|  | Page |
| Making the most of your results        | 2    |
| Employee Engagement: Say, Stay, Strive | 3    |
| Inclusion and Diversity                | 4    |
| Wellbeing Index                        | 8    |
| Senior Leadership                      | 9    |
| Immediate Supervisor                   | 11   |
| Workplace Culture                      | 13   |
| Workplace Conditions                   | 22   |
| Workgroup Performance                  | 24   |
| Performance Management                 | 25   |
| Capability                             | 30   |
| Career Intentions                      | 31   |
| Risk Management                        | 33   |
| Innovation Index                       | 34   |
| Time to take action                    | 35   |
| Guide to this report                   | 36   |

| RESPONSES:     |
|----------------|
| 2,107 of 2,378 |
| RESPONSE RATE: |
| 89%            |

# MAKING THE MOST OF YOUR RESULTS



## 01.

**Identify the areas where you are performing well.**

These will tend to be high results which are notably above any comparative results. These should be celebrated. Share the good news with employees.

## Understanding your report and getting to action!

The results in this report give you summary information.

Take the time to fully understand this report and digest the results.

Consider your response rate and if it is representative of the views of your colleagues.

**Identify areas that need improvement.**

## 02.

These will be the lower results, and/or those which are scoring notably below your comparators. Consider discussing these areas with your colleagues in focus groups or individually or team meetings, gather their thoughts and solutions before deciding on actions to take.

## 03.

**Consider if there is actually room for improvement.**

This report shows the proportion of colleagues responding positively (strongly agree + agree), neutrally (neither agree nor disagree) or negatively (disagree + strongly disagree) to the question asked in the survey. Look at how your positive scores compare to your parent unit, and your last survey's results.

## 04.

**Consider the impact of high neutral responses (lots of employees ticking 'neither agree nor disagree')**

Ask your colleagues about their views to find out what is causing this. More communication and involvement may help to shift them to a positive frame of mind.

**Take action - think 'quick wins', short term and long term.**

## 05.

Encourage all colleagues to help with action planning and implementation.

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

# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## HOW ENGAGED IS YOUR TEAM?

ENGAGEMENT SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.

| YOUR EMPLOYEE ENGAGEMENT SCORE <b>70%</b> |   | RESPONSE SCALE |    |    | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|---|---|----------------|----|----|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
|   |   |                |    |    |            | -1                 | -2                        | -3                            | -4                                 |
| SAY                                       | Considering everything, I am satisfied with my job                                | 70             | 16 | 14 | 70%        | -1                 | -1                        | -6 ↓                          | -4                                 |
|   | I am proud to work in my agency   | 66             | 25 | 9  | 66%        | -3                 | -8 ↓                      | -10 ↓                         | -11 ↓                              |
|   | I would recommend my agency as a good place to work                               | 64             | 22 | 14 | 64%        | -1                 | -1                        | -7 ↓                          | -5 ↓                               |
|   | I believe strongly in the purpose and objectives of my agency                     | 80             | 16 |    | 80%        | +3                 | -3                        | -3                            | -5 ↓                               |
| STAY                                      | I feel a strong personal attachment to my agency                                  | 54             | 27 | 19 | 54%        | -4                 | -11 ↓                     | -9 ↓                          | -12 ↓                              |
|   | I feel committed to my agency's goals   | 76             | 19 |    | 76%        | 0                  | -3                        | -3                            | -5 ↓                               |
| STRIVE                                    | I suggest ideas to improve our way of doing things                                | 87             | 11 |    | 87%        | +2                 | +3                        | -1                            | +1                                 |
|   | I am happy to go the 'extra mile' at work when required                           | 93             |    |    | 93%        | 0                  | +2                        | -1                            | -1                                 |
|   | I work beyond what is required in my job to help my agency achieve its objectives | 78             | 18 |    | 78%        | 0                  | -2                        | -4                            | -4                                 |
|   | My agency really inspires me to do my best work every day                         | 49             | 35 | 15 | 49%        | -1                 | -4                        | -6 ↓                          | -6 ↓                               |

### 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 POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| <b>What is your gender?</b>   |                |            |                    |                           |                               |                                    |
| Male  |                | <b>31%</b> | -1                 | -6 ↓                      | -6 ↓                          | -7 ↓                               |
| Female  |                | <b>65%</b> | +1                 | +7 ↑                      | +6 ↑                          | +7 ↑                               |
| X (Indeterminate/Intersex/Unspecified)                              |                | <b>0%</b>  | 0                  | 0                         | 0                             | 0                                  |
| Prefer not to say   |                | <b>4%</b>  | 0                  | 0                         | 0                             | 0                                  |
| <b>Do you identify as Aboriginal and/or Torres Strait Islander?</b> |                |            |                    |                           |                               |                                    |
| Yes   |                | <b>6%</b>  | +1                 | +2                        | +2                            | +2                                 |
| No  |                | <b>94%</b> | -1                 | -2                        | -2                            | -2                                 |
| <b>Do you have an ongoing disability?</b>                           |                |            |                    |                           |                               |                                    |
| Yes   |                | <b>10%</b> | -1                 | +2                        | +3                            | +2                                 |
| No  |                | <b>90%</b> | +1                 | -2                        | -3                            | -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 POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| <b>In which country were you born?</b>                     |                |            |                    |                           |                               |                                    |
| Australia  |                | <b>82%</b> | 0                  | +5                        | +3                            | +4                                 |
| Other country  |                | <b>18%</b> | 0                  | -5                        | -3                            | -4                                 |
| <b>Do you speak a language other than English at home?</b> |                |            |                    |                           |                               |                                    |
| No, English only   |                | <b>85%</b> | -1                 | +3                        | +2                            | +2                                 |
| Yes, other   |                | <b>15%</b> | +1                 | -3                        | -2                            | -2                                 |
| <b>Do you have carer responsibilities?</b>                 |                |            |                    |                           |                               |                                    |
| Yes  |                | <b>44%</b> | +1                 | +3                        | +1                            | +3                                 |
| No   |                | <b>56%</b> | -1                 | -3                        | -1                            | -3                                 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

| Demographics  | RESPONSE SCALE | %          | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)? |                |            |                    |                           |                               |                                    |
| Yes   |                | <b>6%</b>  | +1                 | +1                        | 0                             | 0                                  |
| No  |                | <b>91%</b> | -1                 | 0                         | +1                            | 0                                  |
| Prefer not to say   |                | <b>4%</b>  | +1                 | -1                        | -1                            | -1                                 |

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

|             | RESPONSE SCALE  | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |    |
|-------------|---|------------|--------------------|---------------------------|-------------------------------|------------------------------------|----|
| Attitudinal | The people in my workgroup behave in an accepting manner towards people from diverse backgrounds  | 92         | 92%                | +1                        | +3                            | +1                                 | +2 |
|             | My SES manager actively supports people of diverse backgrounds  | 74         | 74%                | +1                        | +6                            | -3                                 | 0  |
|             | My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+) | 81         | 81%                | 0                         | +2                            | -1                                 | -1 |
|             | My supervisor actively supports people from diverse backgrounds   | 88         | 88%                | 0                         | +3                            | +1                                 | +1 |
|             | My agency supports and actively promotes an inclusive workplace culture   | 79         | 79%                | +2                        | +1                            | -3                                 | -3 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



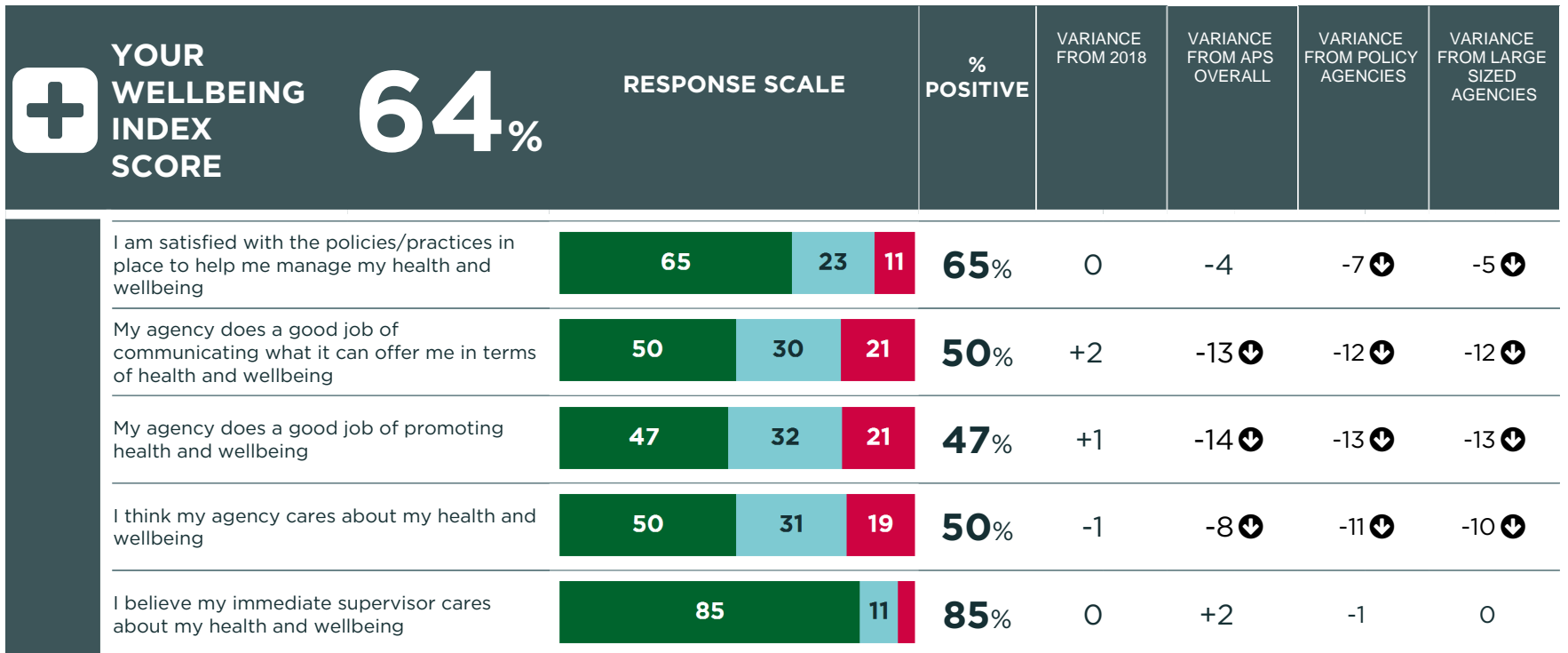
# WELLBEING INDEX



## WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF WELLBEING FOR EMPLOYEES WITHIN AN ORGANISATION. IT MEASURES BOTH THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.

**HIGH LEVELS OF ENGAGEMENT WILL NOT BE SUSTAINABLE AND WILL LEAD TO BURN OUT WITHOUT RECIPROCALLY STRONG LEVELS OF WELLBEING.**





# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

|  | RESPONSE SCALE   | % POSITIVE                   | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|--|--|------------------------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Senior leadership: Immediate SES manager | My SES manager is of a high quality  | 72 (20 Neutral, 8 Negative)  | 72%                | +2                        | +4                            | -6 ↓                               |
|  | My SES manager is sufficiently visible (e.g. can be seen in action)                                      | 74 (15 Neutral, 11 Negative) | 74%                | 0                         | +9 ↑                          | -6 ↓                               |
|  | My SES manager communicates effectively  | 71 (18 Neutral, 11 Negative) | 71%                | +1                        | +5 ↑                          | -5 ↓                               |
|  | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 72 (22 Neutral, 6 Negative)  | 72%                | +1                        | +5 ↑                          | -5 ↓                               |
|  | My SES manager effectively leads and manages change  | 61 (25 Neutral, 14 Negative) | 61%                | 0                         | +2                            | -7 ↓                               |
|  | My SES manager engages with staff on how to respond to future challenges                                 | 67 (20 Neutral, 12 Negative) | 67%                | +1                        | +5 ↑                          | -6 ↓                               |

**KEY**

- ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
- ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY 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 POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|----------------------------|--|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Senior Leadership: All SES | In my agency, the SES are sufficiently visible (e.g. can be seen in action)          | 62 22 17   | 62%                | -1                        | +6 ↑                          | -6 ↓ 0                             |
|                            | In my agency, communication between the SES and other employees is effective         | 50 30 20   | 50%                | -2                        | +1                            | -8 ↓ -3                            |
|                            | In my agency, the SES actively contribute to the work of our agency                  | 70 23 7    | 70%                | +1                        | +6 ↑                          | -7 ↓ -1                            |
|                            | In my agency, the SES are of a high quality  | 56 33 11   | 56%                | 0                         | 0                             | -11 ↓ -6 ↓                         |
|                            | In my agency, the SES work as a team   | 44 40 15   | 44%                | 0                         | -2                            | -9 ↓ -5 ↓                          |
|                            | In my agency, the SES clearly articulate the direction and priorities for our agency | 57 28 14   | 57%                | -1                        | 0                             | -6 ↓ -3                            |

**KEY**

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

Positive Neutral Negative

# IMMEDIATE SUPERVISOR



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY 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 POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |    |
|----------------------|--|------------|--------------------|---------------------------|-------------------------------|------------------------------------|----|
| Immediate supervisor | My supervisor treats people with respect   | 90         | 90%                | 0                         | +2                            | 0                                  | +1 |
|                      | My supervisor communicates effectively   | 80         | 80%                | -1                        | +1                            | 0                                  | 0  |
|                      | My supervisor encourages me to contribute ideas                                  | 86         | 86%                | +1                        | +2                            | -1                                 | +1 |
|                      | My supervisor displays resilience when faced with difficulties or failures       | 82         | 82%                | 0                         | +2                            | -1                                 | 0  |
|                      | My supervisor gives me responsibility and holds me to account for what I deliver | 88         | 88%                | +1                        | +2                            | 0                                  | +1 |
|                      | My supervisor challenges me to consider new ways of doing things                 | 78         | 78%                | +2                        | +3                            | +1                                 | +2 |

**KEY**

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

Positive Neutral Negative

# IMMEDIATE SUPERVISOR



EXPLORE  
THE FULL  
RESULTS

| Immediate supervisor                                       | RESPONSE SCALE | %          | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Where is your immediate supervisor's normal work location? |                |            |                    |                           |                               |                                    |
| In the same office as me                                   |                | <b>94%</b> | +1                 | +14                       | +5                            | +11                                |
| In the same office as me but on a different floor          |                | <b>2%</b>  | 0                  | -1                        | -1                            | -1                                 |
| In a different office, but in the same town/city           |                | <b>1%</b>  | 0                  | -2                        | 0                             | -1                                 |
| In a different town/city or state                          |                | <b>3%</b>  | 0                  | -11                       | -3                            | -9                                 |
| In a different country                                     |                | <b>0%</b>  | -                  | 0                         | -1                            | -1                                 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

|         | RESPONSE SCALE   | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |     |
|---------|--|------------|--------------------|---------------------------|-------------------------------|------------------------------------|-----|
| Culture | I receive the respect I deserve from my colleagues at work   |            | 78%                | 0                         | +2                            | -1                                 | +1  |
|         | Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive] |            | 52%                | +1                        | -2                            | -3                                 | -3  |
|         | My agency actively encourages ethical behaviour by all of its employees  |            | 75%                | 0                         | -5↓                           | -6↓                                | -6↓ |
|         | I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]  |            | 28%                | +4                        | -3                            | -1                                 | -1  |
|         | Staff are consulted about change at work   |            | 44%                | -1                        | -4                            | -8↓                                | -6↓ |
|         | I am happy to go the 'extra mile' at work when required  |            | 93%                | 0                         | +2                            | -1                                 | -1  |
|         | Internal communication within my agency is effective   |            | 46%                | +2                        | -2                            | -9↓                                | -4  |
|         | In general, employees in my agency feel they are valued for their contribution   |            | 46%                | -2                        | -1                            | -7↓                                | -5↓ |
|         | My agency really inspires me to do my best work every day  |            | 49%                | -1                        | -4                            | -6↓                                | -6↓ |

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

| APS Values  | RESPONSE SCALE | %          | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work? |                |            |                    |                           |                               |                                    |
| Always  |                | <b>52%</b> | +2                 | +1                        | -2                            | 0                                  |
| Often   |                | <b>41%</b> | 0                  | +1                        | +3                            | +2                                 |
| Sometimes   |                | <b>6%</b>  | -2                 | -1                        | 0                             | -1                                 |
| Rarely  |                | <b>1%</b>  | 0                  | 0                         | 0                             | 0                                  |
| Never   |                | <b>0%</b>  | 0                  | 0                         | 0                             | 0                                  |
| Not sure  |                | <b>1%</b>  | 0                  | 0                         | 0                             | 0                                  |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

| APS Values  | RESPONSE SCALE | %          | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Does your supervisor act in accordance with the APS Values in his or her everyday work? |                |            |                    |                           |                               |                                    |
| Always  |                | <b>66%</b> | +1                 | +3                        | -1                            | +2                                 |
| Often   |                | <b>26%</b> | -2                 | -2                        | 0                             | -1                                 |
| Sometimes   |                | <b>5%</b>  | 0                  | 0                         | +1                            | 0                                  |
| Rarely  |                | <b>1%</b>  | 0                  | 0                         | 0                             | 0                                  |
| Never   |                | <b>0%</b>  | 0                  | 0                         | 0                             | 0                                  |
| Not sure  |                | <b>1%</b>  | 0                  | 0                         | 0                             | 0                                  |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

| APS Values   | RESPONSE SCALE | %          | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? |                |            |                    |                           |                               |                                    |
| Always   |                | <b>43%</b> | +4                 | -1                        | -7                            | -4                                 |
| Often  |                | <b>34%</b> | -1                 | +3                        | +1                            | +1                                 |
| Sometimes  |                | <b>10%</b> | -1                 | +1                        | +3                            | +2                                 |
| Rarely   |                | <b>2%</b>  | -1                 | 0                         | +1                            | +1                                 |
| Never  |                | <b>1%</b>  | 0                  | 0                         | 0                             | 0                                  |
| Not sure   |                | <b>10%</b> | -2                 | -3                        | +2                            | 0                                  |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

| APS Values  | RESPONSE SCALE | %          | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Do senior leaders (i.e. the SES) in your agency promote the APS Values? |                |            |                    |                           |                               |                                    |
| Always  |                | <b>39%</b> | -                  | -3                        | -6                            | -4                                 |
| Often   |                | <b>32%</b> | -                  | +1                        | 0                             | 0                                  |
| Sometimes   |                | <b>15%</b> | -                  | +2                        | +2                            | +2                                 |
| Rarely  |                | <b>4%</b>  | -                  | +1                        | +1                            | +1                                 |
| Never   |                | <b>1%</b>  | -                  | 0                         | 0                             | 0                                  |
| Not sure  |                | <b>8%</b>  | -                  | -2                        | +1                            | +1                                 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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 POLICY AGENCIES | VARIANCE FROM LARGE 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 |  | 11% | 0 | -1 | 0 | -1 |
| No  |  | 89% | 0 | +1 | 0 | +1 |

Did this discrimination occur in your current agency?

|     |  |     |   |    |   |    |
|-----|--|-----|---|----|---|----|
| Yes |  | 92% | 0 | -3 | 0 | -1 |
| No  |  | 8%  | 0 | +3 | 0 | +1 |

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

|                         |  |     |   |   |   |   |
|-------------------------|--|-----|---|---|---|---|
| Caring responsibilities |  | 26% | - | - | - | - |
| Age                     |  | 26% | - | - | - | - |
| Gender                  |  | 25% | - | - | - | - |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED AND WHO WAS RESPONSIBLE FOR IT. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

### Bullying and harassment

#### RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

|          |  |     |    |    |    |    |
|----------|--|-----|----|----|----|----|
| Yes      |  | 11% | -2 | -2 | -1 | -1 |
| No       |  | 82% | +1 | +1 | 0  | 0  |
| Not Sure |  | 7%  | +1 | +1 | +1 | +1 |

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

|   |  |     |   |   |   |   |
|---|--|-----|---|---|---|---|
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)   |  | 58% | - | - | - | - |
| Interference with work tasks (i.e. withholding needed information, undermining or sabotage)   |  | 43% | - | - | - | - |
| Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development) |  | 33% | - | - | - | - |

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

|  |  |     |   |   |   |   |
|--|--|-----|---|---|---|---|
| Someone more senior (other than your supervisor) |  | 34% | - | - | - | - |
| A previous supervisor                            |  | 30% | - | - | - | - |
| Co-worker  |  | 28% | - | - | - | - |

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO INDICATED THAT THEY HAD WITNESSED POTENTIAL CORRUPT BEHAVIOUR WERE ASKED TO DESCRIBE THE BEHAVIOUR. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF CORRUPT BEHAVIOURS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

| Corruption | RESPONSE SCALE | % | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE 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                        |  | 4%  | -1 | -1 | 0  | 0 |
| No                         |  | 89% | +2 | +1 | -2 | 0 |
| Not sure                   |  | 5%  | 0  | 0  | +1 | 0 |
| Would prefer not to answer |  | 2%  | -1 | 0  | 0  | 0 |

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

|   |  |     |   |   |   |   |
|---|--|-----|---|---|---|---|
| Cronyism—preferential treatment of friends  |  | 79% | - | - | - | - |
| Nepotism—preferential treatment of family members                                 |  | 20% | - | - | - | - |
| Acting (or failing to act) in the presence of an undisclosed conflict of interest |  | 20% | - | - | - | - |

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

|            |  | RESPONSE SCALE   | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|------------|--|--|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Corruption | My agency has procedures in place to manage corruption                                   | <div style="display: flex; width: 100%;"><div style="width: 75%; background-color: #006400;"></div><div style="width: 22%; background-color: #ADD8E6;"></div><div style="width: 3%; background-color: #DC143C;"></div></div> 75 / 22 / 3   | 75%        | +1                 | -9 ↓                      | -7 ↓                          | -7 ↓                               |
|            | It would be hard to get away with corruption in my workplace                             | <div style="display: flex; width: 100%;"><div style="width: 66%; background-color: #006400;"></div><div style="width: 26%; background-color: #ADD8E6;"></div><div style="width: 8%; background-color: #DC143C;"></div></div> 66 / 26 / 8   | 66%        | +2                 | -5 ↓                      | -4                            | -1                                 |
|            | I am confident that colleagues in my workplace would report corruption                   | <div style="display: flex; width: 100%;"><div style="width: 78%; background-color: #006400;"></div><div style="width: 17%; background-color: #ADD8E6;"></div><div style="width: 5%; background-color: #DC143C;"></div></div> 78 / 17 / 5   | 78%        | +3                 | -3                        | -4                            | -2                                 |
|            | 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: 70%; background-color: #006400;"></div><div style="width: 20%; background-color: #ADD8E6;"></div><div style="width: 10%; background-color: #DC143C;"></div></div> 70 / 20 / 10 | 70%        | +1                 | -13 ↓                     | -11 ↓                         | -11 ↓                              |

**KEY**

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

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

Positive Neutral Negative

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

|          | QUESTION   | RESPONSE SCALE               | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|----------|--|------------------------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Your job | My job gives me opportunities to utilise my skills   | 80 (9 Neutral, 11 Negative)  | 80%        | -2                 | -1                        | -5 ↓                          | -4                                 |
|          | I am fairly remunerated (e.g. salary, superannuation) for the work that I do                                       | 79 (12 Neutral, 9 Negative)  | 79%        | +3                 | +16 ↑                     | +5 ↑                          | +10 ↑                              |
|          | Considering everything, I am satisfied with my job   | 70 (16 Neutral, 14 Negative) | 70%        | -1                 | -1                        | -6 ↓                          | -4                                 |
|          | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | 81 (10 Neutral, 9 Negative)  | 81%        | +2                 | +4                        | -2                            | 0                                  |
|          | I am satisfied with the stability and security of my current job   | 77 (12 Neutral, 11 Negative) | 77%        | +1                 | +4                        | -4                            | +3                                 |
|          | I am satisfied with the opportunities for career progression in my agency  | 48 (25 Neutral, 26 Negative) | 48%        | +2                 | +6 ↑                      | +2                            | +4                                 |

**KEY**

- ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
- ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

|                               |  | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|-------------------------------|--|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| Flexible working arrangements | My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender         | 85 11          | 85%        | +1                 | +2                        | -1                            | 0                                  |
|                               | My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender        | 63 29 8        | 63%        | -2                 | 0                         | -11↓                          | -7↓                                |
| Work-life balance             | Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | 75 14 11       | 75%        | +2                 | 0                         | -1                            | 0                                  |
| Mobility                      | My agency provides opportunities for mobility within my agency (e.g. temporary transfers)                        | 55 31 14       | 55%        | 0                  | 0                         | -6↓                           | -4                                 |
|                               | My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)       | 28 46 26       | 28%        | -1                 | 0                         | -8↓                           | -2                                 |
|                               | My immediate supervisor actively supports opportunities for mobility   | 49 41 10       | 49%        | -1                 | +2                        | -1                            | +2                                 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKGROUP PERFORMANCE



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

|  | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| My workgroup has the appropriate skills, capabilities, and knowledge to perform well |                | 72%        | -                  | -3                        | -5                            | -4                                 |
| My workgroup has the tools and resources we need to perform well                     |                | 60%        | -4                 | +2                        | 0                             | +2                                 |
| The work processes we have in place allow me to be as productive as possible         |                | 53%        | 0                  | -1                        | -2                            | -1                                 |
| The people in my workgroup complete work to a high standard                          |                | 77%        | -4                 | -1                        | -4                            | -3                                 |
| The people in my work group use time and resources efficiently                       |                | 71%        | -                  | +1                        | -2                            | -1                                 |
| My supervisor ensures that my workgroup delivers on what we are responsible for      |                | 82%        | -3                 | +3                        | -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**

| RESPONSE SCALE | % | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|----------------|---|--------------------|---------------------------|-------------------------------|------------------------------------|
|----------------|---|--------------------|---------------------------|-------------------------------|------------------------------------|

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

Received regular and timely feedback from your supervisor

|     |  |            |   |    |    |    |
|-----|--|------------|---|----|----|----|
| Yes |  | <b>84%</b> | 0 | +2 | +1 | +2 |
| No  |  | <b>16%</b> | 0 | -2 | -1 | -2 |

Received constructive feedback from your supervisor

|     |  |            |    |    |   |    |
|-----|--|------------|----|----|---|----|
| Yes |  | <b>85%</b> | +1 | +2 | 0 | +1 |
| No  |  | <b>15%</b> | -1 | -2 | 0 | -1 |

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

|     |  |            |    |    |    |    |
|-----|--|------------|----|----|----|----|
| Yes |  | <b>85%</b> | +1 | +2 | +2 | +2 |
| No  |  | <b>15%</b> | -1 | -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

| RESPONSE SCALE | % | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE 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>74%</b> | -2 | -2 | 0  | +1 |
| No  |  | <b>6%</b>  | 0  | -3 | -1 | -3 |
| Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur) |  | <b>21%</b> | +2 | +4 | +2 | +1 |

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

|  |  |            |    |    |    |    |
|--|--|------------|----|----|----|----|
| Yes  |  | <b>23%</b> | -2 | -4 | -1 | -1 |
| No   |  | <b>15%</b> | 0  | -1 | +1 | 0  |
| Not applicable (e.g. my performance has not changed) |  | <b>63%</b> | +2 | +5 | 0  | +2 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

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

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

|  | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous? |                | 59%        | -7⬇️               | -1                        | -4                            | -3                                 |
| To what extent do you agree that the support by your supervisor has helped to improve your performance?                      |                | 61%        | -2                 | +2                        | -1                            | 0                                  |
| My overall experience of performance management in my agency has been useful for my development                              |                | 44%        | -3                 | -4                        | -4                            | -4                                 |
| My supervisor openly demonstrates commitment to performance management   |                | 64%        | +2                 | 0                         | -1                            | 0                                  |
| I received recognition when I last accomplished something significant at work  |                | 70%        | -2                 | +3                        | -3                            | -1                                 |
| I can identify a clear connection between my job and my agency's purpose   |                | 78%        | +1                 | -4                        | -5⬇️                          | -6⬇️                               |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

## Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

|                            |  |     |   |    |    |    |
|----------------------------|--|-----|---|----|----|----|
| Strongly agree             |  | 2%  | - | -1 | 0  | -1 |
| Agree                      |  | 13% | - | -4 | -1 | -2 |
| Neither agree nor disagree |  | 49% | - | +6 | +1 | +3 |
| Disagree                   |  | 23% | - | -1 | -1 | -1 |
| Strongly disagree          |  | 13% | - | 0  | +1 | 0  |

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 POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

The following questions were asked of employees who indicated that they managed someone for underperformance:

**What were the challenges or difficulties you experienced while managing this underperformance? (3 highest responses)**

|   |  |     |   |   |   |   |
|---|--|-----|---|---|---|---|
| The time required to manage the underperformance                            |  | 66% | - | - | - | - |
| Managing the impact of the underperformer on team members and/or colleagues |  | 66% | - | - | - | - |
| The previous manager did not address the underperformance                   |  | 58% | - | - | - | - |

**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           |  | 45% | - | - | - | - |
| Access to resources to support the process |  | 29% | - | - | - | - |

### 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 POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| My supervisor provides time for me to attend learning programs                              |                | 81%        | +4                 | 0                         | -2                            | +1                                 |
| My supervisor shares links, readings and information  |                | 71%        | +7↑                | -2                        | -1                            | 0                                  |
| My supervisor provides me with opportunities to develop relevant capabilities for my career |                | 69%        | +3                 | +2                        | -2                            | +1                                 |
| My supervisor gives me the opportunity to apply what I learn in my day-to-day work          |                | 75%        | +2                 | 0                         | -2                            | -1                                 |
| I access learning and development solutions to meet my needs                                |                | 73%        | -                  | -1                        | 0                             | +1                                 |
| I have a clear understanding of my development needs  |                | 81%        | +5↑                | +3                        | +3                            | +4                                 |
| I spend time out of working hours building my capability                                    |                | 52%        | +1                 | -1                        | -5↓                           | -4                                 |
| I seek out opportunities to apply what I learn in my day-to-day work                        |                | 79%        | +1                 | 0                         | -2                            | -1                                 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO INDICATED THAT THEY WANTED TO LEAVE THEIR AGENCY AS SOON AS POSSIBLE OR WITHIN THE NEXT 12 MONTHS WERE ASKED WHY THEY WANTED TO DO SO. EMPLOYEES COULD SELECT ONLY ONE OPTION FROM A LIST OF ITEMS.

|   | RESPONSE SCALE | %          | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|---|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| <b>In the last 12 months, have you applied for a job?</b>   |                |            |                    |                           |                               |                                    |
| Yes, outside the APS  |                | <b>11%</b> | +2                 | -1                        | 0                             | -1                                 |
| Yes, in my agency   |                | <b>41%</b> | +4                 | +3                        | +2                            | +1                                 |
| Yes, in another APS agency  |                | <b>24%</b> | +2                 | +6                        | 0                             | +4                                 |
| No  |                | <b>43%</b> | -6                 | -5                        | -2                            | -3                                 |
| <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>8%</b>  | 0                  | +2                        | +2                            | +3                                 |
| I want to leave my agency within the next 12 months   |                | <b>12%</b> | -1                 | +3                        | +1                            | +2                                 |
| I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment |                | <b>10%</b> | -2                 | 0                         | +2                            | +2                                 |
| I want to stay working for my agency for the next one to two years  |                | <b>33%</b> | +1                 | +8                        | -1                            | +2                                 |
| I want to stay working for my agency for at least the next three years                                      |                | <b>37%</b> | +1                 | -13                       | -4                            | -9                                 |

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

| RESPONSE SCALE   | %          | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE 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>21%</b> | -                  | -                         | -                             | -                                  |
| I want to try a different type of work or I'm seeking a career change  | <b>15%</b> | -                  | -                         | -                             | -                                  |
| Senior leadership is of a poor quality                                 | <b>10%</b> | -                  | -                         | -                             | -                                  |

|            |   |  |
|------------|---|--|
| <b>KEY</b> |  <b>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</b> |  <b>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</b> |
|------------|---|--|



# RISK MANAGEMENT



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

|  | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|--|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
| My agency supports employees to escalate risk-related issues with managers                           |                | 74%        | +5                 | +4                        | +3                            | +3                                 |
| Risk management concerns are discussed openly and honestly in my agency                              |                | 62%        | +1                 | +3                        | 0                             | +1                                 |
| My agency provides me with opportunities to develop and enhance my skills to manage risk effectively |                | 59%        | -                  | +7                        | +5                            | +6                                 |
| Appropriate risk taking is rewarded in my agency   |                | 22%        | -2                 | -3                        | -3                            | -3                                 |
| SES in my agency demonstrate the importance of managing risk appropriately                           |                | 47%        | -                  | +4                        | -3                            | -1                                 |
| When things go wrong, my agency uses this as an opportunity to learn                                 |                | 40%        | -                  | -6                        | -6                            | -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  | 65% | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 | VARIANCE FROM APS OVERALL | VARIANCE FROM POLICY AGENCIES | VARIANCE FROM LARGE SIZED AGENCIES |
|--|-----|----------------|------------|--------------------|---------------------------|-------------------------------|------------------------------------|
|  |     |                |            |                    |                           |                               |                                    |
| I believe that one of my responsibilities is to continually look for new ways to improve the way we work | 89  | 9              | 89%        | +3                 | +3                        | -2                            | 0                                  |
| My immediate supervisor encourages me to come up with new or better ways of doing things                 | 75  | 18             | 75%        | +2                 | +3                        | -1                            | +1                                 |
| People are recognised for coming up with new and innovative ways of working                              | 61  | 27             | 61%        | +5                 | -1                        | -4                            | -3                                 |
| My agency inspires me to come up with new or better ways of doing things                                 | 42  | 38             | 42%        | +1                 | -6                        | -6                            | -6                                 |
| My agency recognises and supports the notion that failure is a part of innovation                        | 30  | 44             | 30%        | +2                 | -8                        | -7                            | -8                                 |

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

# TIME TO TAKE ACTION



## CELEBRATE

What things do we do well?

---



---



---

THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.



## INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

---



---



---

HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?



## OPPORTUNITIES

Areas we need to focus on and turn into action plans:

---



---



---

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



## USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

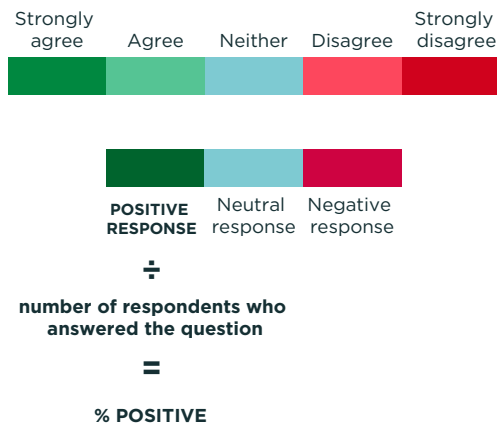
PRIORITISE 3 AREAS TO TAKE FORWARD

|   | PRIORITISE 3 AREAS FOR ACTION | TIMESCALES | OWNER | RESOURCES REQUIRED | TARGET / SUCCESS MEASURE |
|---|-------------------------------|------------|-------|--------------------|--------------------------|
| 1 |                               |            |       |                    |                          |
| 2 |                               |            |       |                    |                          |
| 3 |                               |            |       |                    |                          |

# GUIDE TO THIS REPORT

## % POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



## 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.