

Taking action on your 2018 APS Census Results

To show your commitment to continuous improvement, it is important to follow through after census results are received. It also shows that you value your employees' feedback, that they are being heard and that they will see improvements as a result.

Action planning turns your census results into practical and manageable steps.

The action planning process

1. Discuss

Encourage comments and discussion from all team members by asking open ended questions.

2. Prioritise

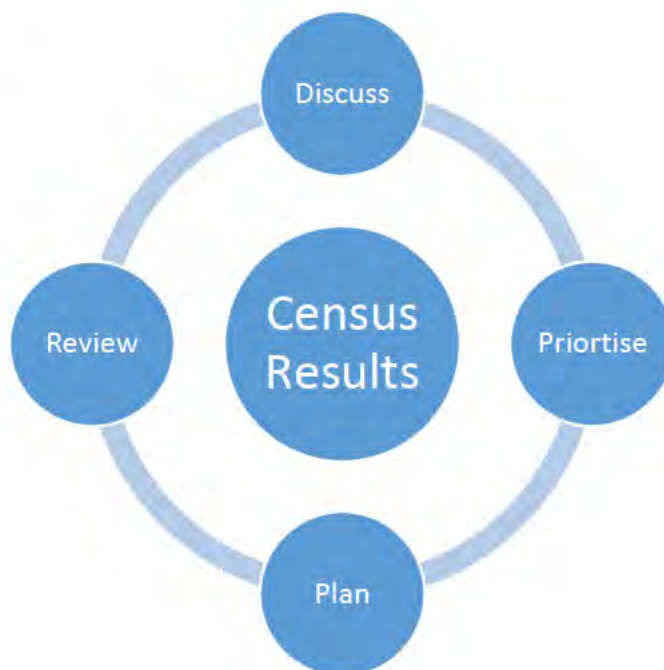
Decide with your team what is most important to address from the census results. Focus on matters that you as a manager can influence.

3. Plan

Decide what will be done, by whom and by when.

4. Review

Improvement is a journey, not an event. Review and follow up to ensure people are completing their tasks which, in turn, should result in actual improvements in the next census.



Discuss

Generate discussion within your team focusing on the census results that are important to your team.

Ask your team:

- Do the results for any particular item surprise you?
- Are the results on a particular item reflective of how you feel now as a team?
- What were you thinking about when you answered this item?
- What are we doing that makes this a strong/weak result?
- What do we need to do to improve on this item

Prioritise

It is recommended to identify up to three focus areas for action. Action is more likely to take place if there are a limited number of areas. It's important to keep it simple: build on existing change and use this

momentum as a springboard for stepping into the new. Use the 'time to take action' template that has been provided in the back of each *Highlights report* to summarise key results.

Align your priorities for action with organisational and team objectives. Consider what is important and valued. Reflect on initiatives that have changed in the past 12 months.

Consider not only opportunities for improvements but also any strong areas to maintain. Looking at high neutral scores (lots of employees ticking 'neither agree nor disagree') to identify potential 'quick wins'.

Plan

Once the most important areas have been prioritised, you now need to work out a plan for action. The next step is to plan what will be done, by whom and by when. Brainstorming is an effective means of generating ideas for improvement initiatives and an essential part of the action planning process.

The best change happens when you create a sense of collective ownership. Taking action will not lead to successful change if it falls on the shoulders of a few people. Generate a conversation, involve people in creating solutions and use action as a tool for engagement in itself.

Ensure that your plan for action is realistic, and you do what you say you're going to do.

Review

After you have completed your action plan which details the priority areas to be addressed, what will be done, by whom and by when, it's a good idea to continually review and monitor progress.

Incorporating review/follow up into your plan ensures commitment to action, which in turn, should result in actual improvements in subsequent census results.

- Follow-up is the key to strengthening your work unit
- When an issue is not within the work unit's control, the work unit should leave the issue off the plan
- Evaluate the issue in accordance with the Department's focus areas

It is important to take a long term perspective with some short term wins. Changing behaviour can't happen overnight, it takes support and reinforcement.

Important points about action planning

- Communicate your census results as soon as possible and follow up soon after with your action planning session
- Implement and follow up on agreed actions
- As a leader, set an example by following through on agreed actions



HOW TO CREATE A CULTURE OF ACTION

A QUICK INTRODUCTION

“ NOTHING
IS MORE
EXPENSIVE
THAN A MISSED
OPPORTUNITY ”

-H. Jackson. Brown

For all of the organisations we work with the ultimate goal for the engagement research is to create a vibrant, healthy, workplace - where people feel inspired and enabled to perform at their best and the organisation benefits as a result.

The survey provides the evidence.

Insights show you where to focus attention and help with smarter decision making.

But action is where the transformation happens.

Our goal when working with organisations is to help create the foundations for a **culture of action.**

49%

of employees in the UK believe that action will be taken on the feedback they provide in employee surveys*

*ORC International's Perspectives database

We know that for many organisations, taking action to address employee engagement issues is challenging. Why is this? One of the big reasons is because it's easy to fall into the "action planning" trap - where the focus is on creating a process rather than environment where transformation will happen...

SO WHAT'S THE RECIPE FOR SUCCESS?

We've taken lessons from the organisations who deliver truly successful action and combined this with the best principles of transformational communications, learning theory and behaviour change to create the recipe for creating a culture of action.

**A CULTURE
OF ACTION
IS NOT THE
SAME AS
ACTION
PLANING.**

YOU KNOW YOU HAVE A CULTURE OF ACTION WHEN...

Action is VALUED

- Everyone at every level understands and values employee engagement and the benefits it can bring.
- Taking action is seen as more than just creating a to-do list, it's a platform for creating sustainable change across the organisation.
- Leaders champion engagement. They believe engagement is important to business success and communicate this regularly.

Everyone feels ENABLED

- Everyone across the organisation understands the role they can play in creating an engaging place to work.
- They are enabled to change their own behaviour and influence others.
- Everyone has the knowledge, skills and tools they need to make an impact.

The conversation is ONGOING

- Action isn't a standalone process. It doesn't just happen at one point in time. It becomes something everyone throughout the organisation embraces and talks about every day.

Action DELIVERS RESULTS

- Action are meaningful as they are built on a strong understanding of the root causes behind the employee experience.
- Actions are aligned with the organisation and team's objectives, to ensure they deliver the right results.
- The impact of taking action can be measured and quantified.

THE WAY YOU TAKE ACTION IS ALSO IMPORTANT...

Drawing on our research and experience, and some well-established theories and models of individual and organisational change, we have identified some principles which influence the way you do things.

- **‘Conscious action’ leads to positive change**

- **The ‘how’ is as important as the ‘what’**

- **Success is an ongoing journey**

‘CONSCIOUS ACTION’ LEADS TO POSITIVE CHANGE

Creating a culture of action requires an understanding of the sparks and barriers of change. In order to achieve positive change we must understand why change works and why it fails, both in general and within your specific organisational context.

It’s important to keep it simple; build on existing change and use this momentum as a springboard for stepping into the new. Ensure that your plan for action is realistic, and you do what you say you’re going to do.

People are at the heart of any change. And people are not always rational, so don’t expect them to be. Understand what drives and mitigates ‘resistant’ behaviour.

'CONSCIOUS ACTION' LEADS TO POSITIVE CHANGE

Keep it simple; build on existing change and step into the new

Change is happening all the time, so make connections between existing initiatives and what you're trying to achieve.

Ensure that your plan for action is realistic, and you do what you say you're going to do.

People are at the heart of any change

Individual behaviour change has an impact on organisational change.

People are not always rational, so don't expect them to be.

Understand what drives and mitigates 'resistant' behaviour.

THE 'HOW' IS AS IMPORTANT AS THE 'WHAT'

Create a sense of collective ownership

Taking action will not lead to successful change if it falls on the shoulders of a few people.

Involve and build ownership across a range of audiences.

Ensure everyone understands the part they play in achieving success.

THE 'HOW' IS AS IMPORTANT AS THE 'WHAT'

Generate a continuous conversation and dialogue

The experience of change is as important as they change itself.

Communication and involvement help reduce anxiety around change and get buy in.

Make it meaningful through understanding the root causes

Creating a plan for action in isolation is likely to have limited impact.

Align your plan for action with organisational and team objectives.

The best change happens when you create a sense of collective ownership. Taking action will not lead to successful change if it falls on the shoulders of a few people.

The experience of change is as important as they change itself. Generate a conversation, involve people in creating solutions so as to reduce anxiety around change and use action as a tool for engagement in itself.

SUCCESS IS AN ONGOING JOURNEY.

It is important to take a long term perspective, with some short term wins. Changing behaviour can't happen overnight, it takes support and reinforcement.

Sustainable change is fluid. Change is constant and ultimately unpredictable. Being too rigid when following a plan for action can actually have a detrimental effect. Have a clear vision of the outcome you want to achieve but adapt how you go about getting there.

Keep the conversation going. Involving the team shouldn't be a one-off activity. Regular review and reflection through conversation will ensure your plan has the right impact and people feel a tangible change.

ACTION IS FOR EVERYONE

To create a sense of collective ownership and the right conditions for effective action and change, it's important to involve a range of audiences. Each audience has their own priorities but they also share goals. And the real magic happens when they work together.

LEADERS

What they need: A clear steer on where to focus to get the biggest return. Help cutting through the details to see where their energies need to be best spent.

MANAGERS

What they need: To drive and create change in their teams and to have the tools and guidance to do this. They need a way to connect with others and practical support to keep action on their agenda.

CHAMPIONS

What they need: To build expertise, to feel empowered and be part of a network designed to support the business.

EMPLOYEES

What they need: An opportunity to create my own engagement and share their great ideas.

INTERESTED SPECIALISTS

What they need: Support in developing and implementing high impact action that will touch people across the organisation.

WHAT THIS MIGHT LOOK LIKE IN PRACTISE?

Each organisation may have different needs when it comes to achieving a culture of action. We can flex the solution we deliver based on your requirements.

**LEADERS**

Leaders Workshop to engage this group and create the basis for an action plan

**MANAGERS**

Manager Toolkit to upskill and enable this key audience to use team feedback to drive action and engagement.

**CHAMPIONS**

Champion Network Toolkit to upskill this group and encourage active collaboration.

**EMPLOYEES**

Action Activist Community facilitated by our researchers to generate grass-roots ideas for action.

**INTERESTED SPECIALISTS**

Deep-dive analysis and consulting to put the spotlight on key issues.

HOW IT WORKS; NEXT STEPS

01. Understanding your needs

Get in touch with one of our team and they'll take you through the best way for us to understand your needs. If you know what you need, this can be a quick conversation. If you're more unsure, we can facilitate a workshop with you to identify the best approach.

02. Designing an approach that works for you

Following our discussion with you we'll put together an approach that is based on the right combination of solutions to meet your needs. We can partner with you to deliver this, or just point you in the right direction. Or even something in between.

03. Delivering the solution

If you're happy with what we've recommended, we'll put together a plan and start making change happen!

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GET IN TOUCH TO FIND OUT MORE.

Your project team will
be happy to help

answers@orcinternational.com

Australian Public Service Employee Census 2018

7 May – 8 June

Highlights Report: Service Delivery Office

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RESPONSES:

65 of 81

RESPONSE RATE:

80%

CHANGES FOR 2018



A number of enhancements were introduced to 2018 APS employee census, including:

Additional Questions

Some additional questions were included to explore cultural and linguistic diversity, workgroup performance, discrimination and management location in more detail.

Employee Engagement

Questions from the internationally recognised 'Say, Stay, Strive' model of engagement have been included in the census again to enable the measurement of employee engagement. See [Measuring Employee Engagement Intuitive Model Robust Science](#) for more information on this model. This year a new calculation method was applied and questions were added to the model. The APSC model that was used for a number of years is still available in the ORC International accesspoint portal.

Senior Leadership

Previous senior leadership questions grouped all senior leaders (a respondent's immediate supervisor and the broader senior leadership group in an agency) into a single cohort. In 2018, questions continue to differentiate between a respondent's immediate senior leader and the broader leadership group within the respondent's agency.

Wellbeing index and Innovation index

Questions were retained this year in order to collectively provide a validated index percentage score to measure Wellbeing and Innovation. This is in recognition of considerable research which shows that these two areas are strongly associated with employee engagement. This year a new calculation method was applied.

Additional Data

More data is available for your agency via the online accesspoint portal. Please see your agency census coordinator for more information.

Feedback on the census is always welcomed and can be provided to the APSC's Workforce Performance Team at stateoftheservice@apsc.gov.au.

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?

NO VARIATION BETWEEN YOUR OVERALL 2017 AND 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW QUESTIONS WERE ADDED TO THE 2018 MODEL WHICH ALSO USES A MORE ROBUST CALCULATION METHOD.

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 66% | | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|---|----------------|----|----|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| SAY | Considering everything I am satisfied with my job | 52 | 23 | 25 | 52% | | -20 | -22 | -16 |
| | I am proud to work in my agency | 55 | 31 | 14 | 55% | +5 | -18 | -22 | -17 |
| | I would recommend my agency as a good place to work | 52 | 17 | 31 | 52% | +6 | -16 | -19 | -9 |
| | I believe strongly in the purpose and objectives of my agency | 60 | 31 | 9 | 60% | | -10 | -13 | -17 |
| STAY | I feel a strong personal attachment to my agency | 48 | 32 | 20 | 48% | +13 | -13 | -14 | -16 |
| | I feel committed to my agency's goals | 55 | 34 | 11 | 55% | | -13 | -18 | -21 |
| STRIVE | I suggest ideas to improve our way of doing things | 80 | 17 | 3 | 80% | -4 | -5 | -6 | -3 |
| | I am happy to go the 'extra mile' at work when required | 92 | 7 | 1 | 92% | +3 | 0 | -2 | +2 |
| | I work beyond what is required in my job to help my agency achieve its objectives | 82 | 11 | 8 | 82% | +4 | +1 | 0 | +4 |
| | My agency really inspires me to do my best work every day | 48 | 33 | 19 | 48% | | -1 | -6 | -1 |

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 | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM F NANCE | VAR ANCE FROM APS OVERALL |
|---|----------------|-----|--------------------|--------------------------------|-----------------------|---------------------------|
| What is your gender? | | | | | | |
| Male | | 48% | +7 ⬆ | +4 | +3 | +10 ⬆ |
| Female | | 45% | -13 ⬇ | -8 ⬇ | -7 ⬇ | -14 ⬇ |
| X (ndeterminate/ ntersex/Unspec f ed) | | 0% | - | - | 0 | 0 |
| Prefer not to say | | 8% | - | +4 | +3 | +4 |
| Do you identify as Aboriginal and/or Torres Strait Islander? | | | | | | |
| Yes | | 2% | 0 | -1 | -2 | -2 |
| No | | 98% | 0 | +1 | +2 | +2 |
| Do you have an ongoing disability? | | | | | | |
| Yes | | 5% | -3 | -5 ⬇ | -3 | -4 |
| No | | 95% | +3 | +5 ⬆ | +3 | +4 |

KEY

⬆ AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS CULTURAL AND LINGUISTIC DIVERSITY'S COMPREHENSIVE OF FOUR VARIABLES: COUNTRY OF BIRTH, MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME, PROFICIENCY IN SPOKEN ENGLISH AND INDIGENOUS STATUS

| Demographics | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|--|----------------|-----|--------------------|--------------------------------|-----------------------|---------------------------|
| In which country were you born? | | | | | | |
| Australia | | 68% | - | -11↓ | -11↓ | -10↓ |
| Other country | | 32% | - | +11↑ | +11↑ | +10↑ |
| Do you speak a language other than English at home? | | | | | | |
| No English only | | 72% | - | -9↓ | -9↓ | -10↓ |
| Yes other | | 28% | - | +9↑ | +9↑ | +10↑ |
| How well do you speak English? | | | | | | |
| Very well | | 89% | - | +9↑ | +8↑ | +5↑ |
| Well | | 11% | - | -8↓ | -8↓ | -4 |
| Not well | | 0% | - | -1 | 0 | 0 |
| Not at all | | 0% | - | - | - | 0 |

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 | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|--------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|--------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?

| | | | | | | |
|-------------------|--|-----|----|----|----|----|
| Yes | | 2% | 0 | -2 | -2 | -3 |
| No | | 95% | +1 | +2 | +3 | +4 |
| Prefer not to say | | 3% | 0 | 0 | -1 | -1 |

Do you have carer responsibilities?

| | | | | | | |
|-----|--|-----|------|------|------|------|
| Yes | | 45% | -5 ↓ | +5 ↑ | +7 ↑ | +5 ↑ |
| No | | 55% | +5 ↑ | -5 ↓ | -7 ↓ | -5 ↓ |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|-------------|--|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Attitudinal | The people in my workgroup behave in an accepting manner towards people from diverse backgrounds | | 73% | +4 | -13 ↓ | -16 ↓ | -15 ↓ |
| | My SES manager actively supports people of diverse backgrounds | | 69% | +14 ↑ | -9 ↓ | -13 ↓ | +4 |
| | My agency is committed to creating a diverse workforce (e.g. gender age, culture and linguistic background, disability, indigenous, LGBT+) | | 69% | +14 ↑ | -11 ↓ | -13 ↓ | -8 ↓ |
| | My supervisor actively supports people from diverse backgrounds | | 75% | | -11 ↓ | -12 ↓ | -10 ↓ |
| | My agency supports and actively promotes an inclusive workplace culture | | 63% | | -15 ↓ | -18 ↓ | -12 ↓ |

KEY

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

Positive Neutral Negative

WELLBEING INDEX



WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE WELLBEING SCORE PROVIDES AN INDICATION OF THE STATE OF EMOTIONAL AND PHYSICAL HEALTH AND WELLBEING AMONG EMPLOYEES. IT MEASURES BOTH THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT

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

| YOUR WELLBEING INDEX SCORE | | 60% | | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|--|-----|----|----|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| I am satisfied with the policies/practices in place to help me manage my health and wellbeing | | 64 | 22 | 14 | 64% | +24 ↑ | -9 ↓ | -9 ↓ | -4 | |
| My agency does a good job of communicating what it can offer me in terms of health and wellbeing | | 44 | 33 | 23 | 44% | +12 ↑ | -15 ↓ | -15 ↓ | -15 ↓ | |
| My agency does a good job of promoting health and wellbeing | | 47 | 30 | 23 | 47% | +17 ↑ | -12 ↓ | -12 ↓ | -11 ↓ | |
| I think my agency cares about my health and wellbeing | | 48 | 27 | 25 | 48% | +14 ↑ | -11 ↓ | -11 ↓ | -7 ↓ | |
| I believe my immediate supervisor cares about my health and wellbeing | | 67 | 20 | 13 | 67% | +6 ↑ | -12 ↓ | -17 ↓ | -14 ↓ | |

| | | | |
|-----|--|---|-----------------------------------|
| 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 PERFORMANCE 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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Senior leadership: Immediate SES manager | My SES managers of a high quality | 47% | | | | |
| | My SES managers sufficiently visible (e.g. can be seen in action) | | | | | |
| | My SES manager communicates effectively | | | | | |
| | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | | | | | |
| | My SES manager effectively leads and manages change | | | | | |
| | My SES manager engages with staff on how to respond to future challenges | | | | | |

KEY

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

Positive (Green) Neutral (Light Blue) Negative (Red)

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|----------------------------|--|---|--------------------|--------------------------------|-----------------------|---------------------------|
| Senior Leadership: All SES | In my agency, the SES are sufficiently visible (e.g. can be seen in action) | 72% (72% Positive, 12% Neutral, 15% Negative) | +33% ↑ | +4 | +1 | +21% ↑ |
| | In my agency, communication between the SES and other employees is effective | 60% (60% Positive, 20% Neutral, 18% Negative) | +20% ↑ | +4 | +1 | +15% ↑ |
| | In my agency, the SES set a clear strategic direction for the agency | 71% (71% Positive, 14% Neutral, 14% Negative) | +26% ↑ | +7% ↑ | +5% ↑ | +16% ↑ |
| | In my agency, the SES are of a high quality | 65% (65% Positive, 15% Neutral, 15% Negative) | +29% ↑ | +4 | -2 | +14% ↑ |
| | In my agency, the SES work as a team | 59% (59% Positive, 22% Neutral, 17% Negative) | | +7% ↑ | +7% ↑ | +20% ↑ |
| | In my agency, the SES clearly articulate the direction and priorities for our agency | 73% (73% Positive, 10% Neutral, 16% Negative) | | +12% ↑ | +11% ↑ | +20% ↑ |

KEY

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

Pos t ve Neutra Negat ve

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|----------------------|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Immediate supervisor | My supervisor treats people with respect | 82 | 82% | +12 ↑ | -5 ↓ | -7 ↓ | -6 ↓ |
| | My supervisor communicates effectively | 68 | 68% | +10 ↑ | -11 ↓ | -13 ↓ | -11 ↓ |
| | My supervisor encourages me to contribute ideas | 77 | 77% | +8 ↑ | -6 ↓ | -8 ↓ | -5 ↓ |
| | My supervisor helps to develop my capability | 63 | 63% | +18 ↑ | -7 ↓ | -12 ↓ | -9 ↓ |
| | My supervisor displays resilience when faced with difficulties or failures | 60 | 60% | +2 | -17 ↓ | -21 ↓ | -19 ↓ |
| | My supervisor gives me responsibility and holds me to account for what I deliver | 80 | 80% | +9 ↑ | -6 ↓ | -7 ↓ | -5 ↓ |
| | My supervisor challenges me to consider new ways of doing things | | 63% | +9 ↑ | -11 ↓ | -14 ↓ | -9 ↓ |

KEY

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

Pos t ve Neutra Negat ve

IMMEDIATE SUPERVISOR



EXPLORE THE FULL RESULTS

| Immediate supervisor | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|----------------|-----|--------------------|--------------------------------|-----------------------|---------------------------|
| Where is your immediate supervisor's normal work location? | | | | | | |
| In the same office as me | | 91% | - | -2 | -5 | +9 |
| In the same office as me but on a different floor | | 3% | - | 0 | +1 | 0 |
| In a different office but in the same town/city | | 6% | - | +4 | +5 | +3 |
| In a different town/city or state | | 0% | - | -3 | -1 | -13 |
| In a different country | | 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

FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF COLLEAGUES RESPOND NG POS T VELY (STRONGLY AGREE + AGREE) NEUTRALLY (NE THER AGREE NOR D SAGREE) OR NEGAT VELY (D SAGREE + STRONGLY D SAGREE) S PROV DED

LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL | |
|---------|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Culture | rece ve the respect deserve from my co eagues at work | | 64% | +5 ⬆ | -11 ⬇ | -16 ⬇ | -12 ⬇ |
| | Re at onsh ps at work are stra ned [negat ve y worded quest on "A ways" or "Often" responses are negat ve wh e "Rare y" or "Never" responses are pos t ve] | | 34% | -2 | -15 ⬇ | -20 ⬇ | -18 ⬇ |
| | The peop e n my workgroup treat each other w th respect | | 60% | -3 | -17 ⬇ | -22 ⬇ | -22 ⬇ |
| | My agency act ve y encourages eth ca behav our by a of ts emp oyees | | 63% | -2 | -15 ⬇ | -16 ⬇ | -16 ⬇ |
| | I have unrea st c t me pressures [negat ve y worded quest on "A ways" or "Often" responses are negat ve wh e "Rare y" or "Never" responses are pos t ve] | | 11% | +1 | -16 ⬇ | -17 ⬇ | -19 ⬇ |
| | Staff are consu ted about change at work | | 38% | -1 | -11 ⬇ | -12 ⬇ | -9 ⬇ |
| | I am happy to go the 'extra m e' at work when requ red | | 92% | +3 | 0 | -2 | +2 |
| | I nterna commu cat on w th n my agency s effect ve | | 45% | 0 | -11 ⬇ | -11 ⬇ | -1 |
| | I n genera emp oyees n my agency fee they are va ued for the r contr but on | | 42% | +2 | -6 ⬇ | -15 ⬇ | -1 |
| | My agency rea y nsp res me to do my best work every day | | 48% | | -1 | -6 ⬇ | -1 |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

Pos t ve Neutra Negat ve



WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

| APS Values | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work? | | | | | | |
| A ways | | 26% | -7 ⬇ | -18 ⬇ | -24 ⬇ | -22 ⬇ |
| Often | | 47% | +8 ⬆ | +5 ⬆ | +6 ⬆ | +5 ⬆ |
| Somet mes | | 15% | -6 ⬇ | +5 ⬆ | +8 ⬆ | +7 ⬆ |
| Rare y | | 5% | -3 | +2 | +4 | +4 |
| Never | | 2% | - | +1 | +1 | +1 |
| Not sure | | 6% | - | +4 | +5 ⬆ | +5 ⬆ |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

| APS Values | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Does your supervisor act in accordance with the APS Values in his or her everyday work? | | | | | | |
| A ways | | 39% | -4 | -16 | -22 | -21 |
| Often | | 42% | +7 | +7 | +11 | +11 |
| Somet mes | | 10% | -5 | +4 | +4 | +4 |
| Rare y | | 6% | -2 | +4 | +5 | +5 |
| Never | | 0% | - | 0 | 0 | 0 |
| Not sure | | 3% | - | +2 | +2 | +1 |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

| APS Values | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|--|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? | | | | | | |
| A ways | | 38% | +5 | -5 | -8 | -2 |
| Often | | 36% | +1 | -1 | -2 | +4 |
| Somet mes | | 11% | -5 | +3 | +4 | +1 |
| Rare y | | 3% | -5 | +1 | +1 | +1 |
| Never | | 3% | - | +3 | +3 | +3 |
| Not sure | | 8% | 0 | 0 | +1 | -6 |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO REPORTED EXPERIENCING 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 DISCRIMINATION TYPES FROM A LIST OF EIGHT ITEMS. PLEASE SEE QUESTION 84 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

| Discrimination | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|----------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|----------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

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% | - | +1 | +2 | -1 |
| No | | 89% | - | -1 | -2 | +1 |

Did this discrimination occur in your current agency?

| | |
|-----|--|
| Yes | The data for this question has been hidden for anonymity reasons |
| No | The data for this question has been hidden for anonymity reasons |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO REPORTED EXPERIENCING BULLYING OR HARASSMENT IN THEIR CURRENT WORKPLACE DURING THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF BULLYING OR HARASSMENT THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE OPTIONS FROM A LIST OF NINE ITEMS. PLEASE SEE QUESTION 86 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

| Bullying and harassment | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORKUNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|----------------|-----|--------------------|-------------------------------|-----------------------|---------------------------|
| During the last 12 months, have you been subjected to harassment or bullying in your current workplace? | | | | | | |
| Yes | | 21% | -4 | +9 | +11 | +8 |
| No | | 69% | +9 | -10 | -13 | -11 |
| Not Sure | | 10% | -5 | +1 | +2 | +4 |
| Main type of harassment or bullying experienced: | | | | | | |
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming) | | 46% | +4 | -8 | -9 | -3 |
| Main person responsible for the harassment or bullying: | | | | | | |
| Someone more senior (other than your supervisor) | | 38% | +5 | +4 | +3 | +5 |
| Did you report the harassment or bullying? | | | | | | |
| reported the behaviour in accordance with my agency's policies and procedures | | 33% | +17 | +1 | +7 | -2 |
| it was reported by someone else | | 8% | -8 | +3 | 0 | 0 |
| did not report the behaviour | | 58% | -8 | -4 | -7 | +2 |
| <p>KEY</p> <p> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</p> <p> AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</p> | | | | | | |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|-----------------|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|--------|
| | | | | | | | |
| Your job | My job gives me opportunities to utilise my skills | | 72% | +9 ⬆️ | -10 ⬇️ | -13 ⬇️ | -7 ⬇️ |
| | I am fairly remunerated (e.g. salary superannuation) for the work that I do | | 64% | 0 | -7 ⬇️ | -12 ⬇️ | +3 |
| | Considering everything I am satisfied with my job | | 52% | | -20 ⬇️ | -22 ⬇️ | -16 ⬇️ |
| | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | | 62% | +3 | -17 ⬇️ | -20 ⬇️ | -15 ⬇️ |
| | I am satisfied with the stability and security of my current job | | 48% | -1 | -19 ⬇️ | -28 ⬇️ | -21 ⬇️ |
| | I am satisfied with the opportunities for career progression in my agency | | 29% | +8 ⬆️ | -11 ⬇️ | -16 ⬇️ | -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.

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|-------------------------------|--|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Flexible working arrangements | My supervisor actively supports the use of flexible work arrangements by all staff regardless of gender | | 71% | +6 ↑ | -12 ↓ | -14 ↓ | -11 ↓ |
| | s47F/s47E(c) | | | | | | |
| Work-life balance | Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | | 62% | +16 ↑ | -16 ↓ | -15 ↓ | -12 ↓ |
| Mobility | My agency provides opportunities for mobility within my agency (e.g. temporary transfers) | | 45% | | -12 ↓ | -19 ↓ | -7 ↓ |
| | My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers) | | 31% | | -9 ↓ | -11 ↓ | -1 |
| | My immediate supervisor actively supports opportunities for mobility | | 39% | | -15 ↓ | -20 ↓ | -11 ↓ |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| My workgroup has the tools and resources we need to perform well | <div style="display: flex; justify-content: space-between; width: 100px;"> 52 21 27 </div> | 52% | -11 ↓ | -15 ↓ | -10 ↓ | |
| The work processes we have in place allow me to be as productive as possible | <div style="display: flex; justify-content: space-between; width: 100px;"> 53 18 29 </div> | 53% | -4 | -4 | +1 | |
| The people in my workgroup complete work to a high standard | <div style="display: flex; justify-content: space-between; width: 100px;"> 59 21 20 </div> | 59% | -18 ↓ | -23 ↓ | -19 ↓ | |
| My supervisor ensures that my workgroup delivers on what we are responsible for | <div style="display: flex; justify-content: space-between; width: 100px;"> 71 19 10 </div> | 71% | -12 ↓ | -16 ↓ | -9 ↓ | |

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

| Performance Management | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|------------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|------------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

Received regular and timely feedback from your supervisor

| | | | | | | |
|-----|--|------------|---|----|----|----|
| Yes | | 81% | - | -3 | -5 | -2 |
| No | | 19% | - | +3 | +5 | +2 |

Received constructive feedback from your supervisor

| | | | | | | |
|-----|--|------------|---|----|----|----|
| Yes | | 80% | - | -5 | -8 | -4 |
| No | | 20% | - | +5 | +8 | +4 |

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

| | | | | | | |
|-----|--|------------|---|----|----|----|
| Yes | | 77% | - | -8 | -9 | -6 |
| No | | 23% | - | +8 | +9 | +6 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

Performance Management

RESPONSE SCALE

%

VAR ANCE FROM 2017

VAR ANCE FROM PARENT WORK UN T

VAR ANCE FROM F NANCE

VAR ANCE FROM APS OVERALL

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 | | 80% | - | -3 | 0 | +3 |
| No | | 2% | - | -4 | -4 | -7 ⬇ |
| Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur) | | 19% | - | +6 ⬆ | +4 | +4 |

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

| | | | | | | |
|--|--|------------|---|-------|-------|-------|
| Yes | | 32% | - | +4 | +7 ⬆ | +3 |
| No | | 25% | - | +9 ⬆ | +11 ⬆ | +10 ⬆ |
| Not applicable (e.g. my performance has not changed) | | 43% | - | -13 ⬇ | -19 ⬇ | -13 ⬇ |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|------------------------|---|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Performance Management | To what extent do you agree that in the past 12 months the performance expectations of your job were clear and unambiguous? | | 55% | +18 ↑ | -13 ↓ | -16 ↓ | -12 ↓ |
| | How satisfied are you with your supervisor in managing your performance? | | 65% | | -12 ↓ | -14 ↓ | -10 ↓ |
| | To what extent do you agree that the support by your supervisor has helped to improve your performance? | | 63% | | -1 | -4 | +3 |
| | My overall experience of performance management in my agency has been useful for my development. | | 44% | +5 ↑ | -4 | -8 ↓ | -4 |
| | My supervisor openly demonstrates commitment to performance management. | | 65% | +20 ↑ | 0 | -3 | +1 |
| | I received recognition when I last accomplished something significant at work. | | 61% | | -9 ↓ | -14 ↓ | -4 |
| | I can identify a clear connection between my job and my agency's purpose. | | 68% | | -4 | -10 ↓ | -12 ↓ |
| | To what extent do you agree that your agency deals with underperformance effectively? | | 19% | | +3 | +2 | 0 |

KEY

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

Positive Neutral Negative

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| My immediate supervisor provides me for me to attend learning programs | | 62% | -12 ↓ | -18 ↓ | -16 ↓ | |
| My immediate supervisor shares links, readings and information | | 52% | -8 ↓ | -14 ↓ | -17 ↓ | |
| My immediate supervisor provides me with opportunities to develop relevant capabilities for my career | | 48% | -14 ↓ | -20 ↓ | -15 ↓ | |
| My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work | | 59% | -12 ↓ | -16 ↓ | -11 ↓ | |
| I am able to access learning and development solutions to meet my needs | | 45% | -26 ↓ | -28 ↓ | -23 ↓ | |
| I have a clear understanding of my development needs | | 68% | -2 | -5 ↓ | -6 ↓ | |
| I seek out opportunities to apply what I learn in my day-to-day work | | 66% | -10 ↓ | -14 ↓ | -10 ↓ | |
| I have the appropriate skills, capabilities and knowledge to do my job | | 77% | -14 ↓ | -15 ↓ | -12 ↓ | |

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 COULD SELECT FROM TWELVE REASONS AS TO WHY THEY WANT TO LEAVE THE R AGENCY PLEASE SEE QUEST ON 42 OF THE 2018 QUEST ONNA RE FOR THESE TEMS

| | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM F NANCE | VAR ANCE FROM APS OVERALL |
|---|----------------|-----|--|---|-----------------------|---------------------------|
| In the last 12 months, have you applied for a job? [Multiple Response] | | | | | | |
| Yes ous de the APS | | 11% | -1 | 0 | +1 | -1 |
| Yes n my agency | | 33% | +12 ⬆ | 0 | -2 | -4 |
| Yes n another APS agency | | 34% | +4 | +8 ⬆ | +7 ⬆ | +16 ⬆ |
| No | | 41% | -15 ⬆ | -6 ⬆ | -5 ⬆ | -9 ⬆ |
| Which of the following statements best reflects your current thoughts about working for your agency? | | | | | | |
| want to eave my agency as soon as poss b e | | 14% | +4 | +6 ⬆ | +6 ⬆ | +8 ⬆ |
| want to eave my agency w th n the next 12 months | | 13% | -5 ⬆ | +1 | +1 | +4 |
| want to eave my agency w th n the next 12 months but fee t w be un ke y n the current env ronment | | 20% | +7 ⬆ | +9 ⬆ | +10 ⬆ | +10 ⬆ |
| want to stay work ng for my agency for the next one to two years | | 27% | 0 | -5 ⬆ | -10 ⬆ | +2 |
| want to stay work ng for my agency for at east the next three years | | 27% | -6 ⬆ | -12 ⬆ | -7 ⬆ | -24 ⬆ |
| Main primary reason behind desire to leave agency: | | | | | | |
| There s a ack of future career opportun tes n my agency | | 40% | +11 ⬆ | +4 | +6 ⬆ | +14 ⬆ |
| KEY | | | ⬆ AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR | ⬆ AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR | | |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| My agency supports employees to escalate risk-related issues with managers | | 69% | | -1 | -3 | -1 |
| Risk management concerns are discussed openly and honestly in my agency | | 68% | | +7 ↑ | +4 | +6 ↑ |
| Employees in my agency have the right skills to manage risk effectively | | 48% | | +4 | -1 | -1 |
| Appropriate risk taking is rewarded in my agency | | 38% | +9 ↑ | +10 ↑ | +8 ↑ | +10 ↑ |
| Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately | | 69% | | +18 ↑ | +18 ↑ | +22 ↑ |
| When things go wrong, my agency uses this as an opportunity to review and improve the management of similar risks | | 61% | | +14 ↑ | +13 ↑ | +13 ↑ |

KEY

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

Positive Neutral Negative

INNOVATION INDEX



INNOVATION

THE VARIANCE FROM 2017 SCORES BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WELLING AND ABLE TO BE INNOVATIVE AND WHETHER THE 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

67%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2017

+7 ↑

VARIANCE FROM PARENT WORK UNIT

0

VARIANCE FROM FINANCE

0

VARIANCE FROM APS OVERALL

+3

| | | | | | | | |
|--|----|----|------------|-------|-------|-------|-------|
| I believe that one of my responsibilities is to continually look for new ways to improve the way we work | 85 | 13 | 85% | +2 | -1 | -4 | +2 |
| My immediate supervisor encourages me to come up with new or better ways of doing things | 66 | 23 | 66% | +13 ↑ | -10 ↓ | -10 ↓ | -2 |
| People are recognised for coming up with new and innovative ways of working | 65 | 19 | 65% | +13 ↑ | -2 | -1 | +8 ↑ |
| My agency inspires me to come up with new or better ways of doing things | 56 | 29 | 56% | +19 ↑ | +6 ↑ | +6 ↑ | +12 ↑ |
| My agency recognises and supports the notion that failure is a part of innovation | 44 | 27 | 44% | +16 ↑ | +4 | +6 ↑ | +9 ↑ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

FINANCE SPECIFIC QUESTIONS



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 | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UNIT | VAR ANCE FROM FINANCE |
|---|--|------------|--------------------|--------------------------------|-----------------------|
| Overall, how satisfied are you with your ability to access and use flexible working arrangements? | <div style="display: flex; width: 100%;"><div style="width: 64%; background-color: #006633;"></div><div style="width: 20%; background-color: #99ccff;"></div><div style="width: 16%; background-color: #cc0033;"></div></div> 64 20 16 | 64% | +20 ⬆ | -6 ⬇ | -6 ⬇ |
| My agency routinely appraises merit in decisions regarding engagement and promotion | <div style="display: flex; width: 100%;"><div style="width: 37%; background-color: #006633;"></div><div style="width: 31%; background-color: #99ccff;"></div><div style="width: 32%; background-color: #cc0033;"></div></div> 37 31 32 | 37% | | -4 | -10 ⬇ |
| I am interested in a mobility opportunity within Finance (e.g. moving to another branch or division) | <div style="display: flex; width: 100%;"><div style="width: 54%; background-color: #006633;"></div><div style="width: 25%; background-color: #99ccff;"></div><div style="width: 21%; background-color: #cc0033;"></div></div> 54 25 21 | 54% | | +1 | -2 |
| I am interested in a mobility opportunity external to Finance (e.g. temporary transfer or secondment) | <div style="display: flex; width: 100%;"><div style="width: 59%; background-color: #006633;"></div><div style="width: 20%; background-color: #99ccff;"></div><div style="width: 21%; background-color: #cc0033;"></div></div> 59 20 21 | 59% | | +4 | -1 |
| Finance has a set of Leadership Expectations. Be part of the solution. Collaborate and innovate. Develop self, develop others. I am familiar with these Leadership Expectations | <div style="display: flex; width: 100%;"><div style="width: 50%; background-color: #006633;"></div><div style="width: 27%; background-color: #99ccff;"></div><div style="width: 23%; background-color: #cc0033;"></div></div> 50 27 23 | 50% | | -13 ⬇ | -14 ⬇ |
| The Finance Leadership Expectations influence the way I approach my day to day work | <div style="display: flex; width: 100%;"><div style="width: 43%; background-color: #006633;"></div><div style="width: 35%; background-color: #99ccff;"></div><div style="width: 22%; background-color: #cc0033;"></div></div> 43 35 22 | 43% | | -2 | -3 |
| I am aware of the internal avenues available to me if I need to raise a complaint about decisions made by the department | <div style="display: flex; width: 100%;"><div style="width: 38%; background-color: #006633;"></div><div style="width: 26%; background-color: #99ccff;"></div><div style="width: 36%; background-color: #cc0033;"></div></div> 38 26 36 | 38% | -21 ⬇ | -13 ⬇ | -14 ⬇ |
| I have the appropriate skills, capabilities and knowledge to collaborate effectively with stakeholders | <div style="display: flex; width: 100%;"><div style="width: 89%; background-color: #006633;"></div><div style="width: 10%; background-color: #99ccff;"></div><div style="width: 1%; background-color: #cc0033;"></div></div> 89 10 1 | 89% | | -3 | -6 ⬇ |
| Being collaborative with stakeholders is an important part of my job | <div style="display: flex; width: 100%;"><div style="width: 87%; background-color: #006633;"></div><div style="width: 11%; background-color: #99ccff;"></div><div style="width: 2%; background-color: #cc0033;"></div></div> 87 11 2 | 87% | | -8 ⬇ | -9 ⬇ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive:
 Neutral:
 Negative:

FINANCE SPECIFIC QUESTIONS



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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|
| I am encouraged to deliver outcomes by collaborating with people beyond my immediate team | | 80% | | -7 ↓ | -10 ↓ |
| My team has established productive partnerships with stakeholders both within and external to Finance | | 80% | | -7 ↓ | -10 ↓ |

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 HEADLINE MORNING OR THROUGH DISCUSSIONS WITH SALES?


OPPORTUNITIES

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

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE OR MAKE WORKING HARDER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

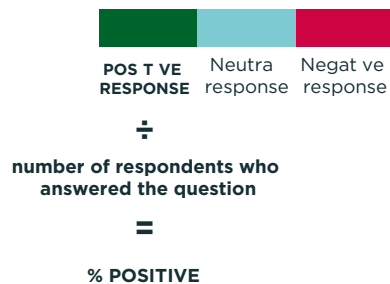
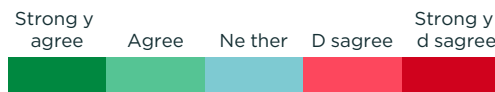
PRIORITY SE 3 AREAS TO TAKE FORWARD

| | 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 EQUAL 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 ORC IN ERNATIONALS PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF THE EXEMPT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR WORK UNITS WITH LESS THAN 10 RESPONDENTS WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR PARENT UNIT AND THE ORGANISATION OVERALL.

COMPARISONS TO PARENT

WITHIN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO BUSINESS ENABLING SERVICES



Australian Public Service Employee Census 2018

7 May – 8 June

Highlights Report: ICT Delivery Branch

| CONTENT | |
|--|------|
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RESPONSES:
15 of 19

RESPONSE RATE:
79%

CHANGES FOR 2018



A number of enhancements were introduced to 2018 APS employee census, including:

Additional Questions

Some additional questions were included to explore cultural and linguistic diversity, workgroup performance, discrimination and management location in more detail.

Employee Engagement

Questions from the internationally recognised 'Say, Stay, Strive' model of engagement have been included in the census again to enable the measurement of employee engagement. See [Measuring Employee Engagement Intuitive Model Robust Science](#) for more information on this model. This year a new calculation method was applied and questions were added to the model. The APSC model that was used for a number of years is still available in the ORC International accesspoint portal.

Senior Leadership

Previous senior leadership questions grouped all senior leaders (a respondent's immediate supervisor and the broader senior leadership group in an agency) into a single cohort. In 2018, questions continue to differentiate between a respondent's immediate senior leader and the broader leadership group within the respondent's agency.

Wellbeing index and Innovation index

Questions were retained this year in order to collectively provide a validated index percentage score to measure Wellbeing and Innovation. This is in recognition of considerable research which shows that these two areas are strongly associated with employee engagement. This year a new calculation method was applied.

Additional Data

More data is available for your agency via the online accesspoint portal. Please see your agency census coordinator for more information.

Feedback on the census is always welcomed and can be provided to the APSC's Workforce Performance Team at stateoftheservice@apsc.gov.au.

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?

NO VARIATION BETWEEN YOUR OVERALL 2017 AND 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW QUESTIONS WERE ADDED TO THE 2018 MODEL WHICH ALSO USES A MORE ROBUST CALCULATION METHOD.

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 49% | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | | |
|---|---|---|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|-------|
| SAY | Considering everything I am satisfied with my job | <div style="width: 27%; background-color: #008000;"></div> 27 | 67 | 7% | -46 ↓ | -68 ↓ | -61 ↓ | | |
| | I am proud to work in my agency | <div style="width: 13%; background-color: #008000;"></div> 13 | 47 | 40 | 13% | -21 ↓ | -42 ↓ | -64 ↓ | -59 ↓ |
| | I would recommend my agency as a good place to work | <div style="width: 13%; background-color: #008000;"></div> 13 | 80 | 7% | -10 ↓ | -46 ↓ | -65 ↓ | -54 ↓ | |
| | I believe strongly in the purpose and objectives of my agency | <div style="width: 27%; background-color: #008000;"></div> 27 | 47 | 27 | 27% | -33 ↓ | -47 ↓ | -50 ↓ | |
| STAY | I feel a strong personal attachment to my agency | <div style="width: 27%; background-color: #008000;"></div> 27 | 33 | 40 | 27% | +7 ↑ | -21 ↓ | -35 ↓ | -37 ↓ |
| | I feel committed to my agency's goals | <div style="width: 27%; background-color: #008000;"></div> 27 | 40 | 33 | 27% | -29 ↓ | -47 ↓ | -49 ↓ | |
| STRIVE | I suggest ideas to improve our way of doing things | <div style="width: 67%; background-color: #008000;"></div> 67 | 33 | 67% | -14 ↓ | -13 ↓ | -19 ↓ | -16 ↓ | |
| | I am happy to go the 'extra mile' at work when required | <div style="width: 87%; background-color: #008000;"></div> 87 | 13 | 87% | -2 | -6 ↓ | -7 ↓ | -4 | |
| | I work beyond what is required in my job to help my agency achieve its objectives | <div style="width: 73%; background-color: #008000;"></div> 73 | 20 | 73% | +3 | -8 ↓ | -8 ↓ | -5 ↓ | |
| | My agency really inspires me to do my best work every day | <div style="width: 27%; background-color: #008000;"></div> 27 | 33 | 40 | 27% | -22 ↓ | -27 ↓ | -23 ↓ | |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|----------------|------|--------------------|--------------------------------|-----------------------|---------------------------|
| What is your gender? | | | | | | |
| Male | | 60% | +1 | +12 ↑ | +16 ↑ | +22 ↑ |
| Female | | 27% | -10 ↓ | -18 ↓ | -25 ↓ | -32 ↓ |
| X (Indeterminate/Intersex/Unspecified) | | 0% | - | - | 0 | 0 |
| Prefer not to say | | 13% | - | +6 ↑ | +9 ↑ | +10 ↑ |
| Do you identify as Aboriginal and/or Torres Strait Islander? | | | | | | |
| Yes | | 0% | - | -2 | -3 | -4 |
| No | | 100% | 0 | +2 | +3 | +4 |
| Do you have an ongoing disability? | | | | | | |
| Yes | | 0% | - | -5 ↓ | -7 ↓ | -9 ↓ |
| No | | 100% | 0 | +5 ↑ | +7 ↑ | +9 ↑ |

KEY

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS CULTURAL AND LINGUISTIC DIVERSITY'S COMPREHENSIVE OF FOUR VARIABLES: COUNTRY OF BIRTH, MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME, PROFESSION SPOKEN ENGLISH AND INDIGENOUS STATUS

| Demographics | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|--|--|-----|--------------------|--------------------------------|-----------------------|---------------------------|
| In which country were you born? | | | | | | |
| Australia | | 27% | - | -41↓ | -52↓ | -51↓ |
| Other country | | 73% | - | +41↑ | +52↑ | +51↑ |
| Do you speak a language other than English at home? | | | | | | |
| No English only | | 40% | - | -32↓ | -41↓ | -42↓ |
| Yes other | | 60% | - | +32↑ | +41↑ | +42↑ |
| How well do you speak English? | | | | | | |
| Very well | The data for this question has been hidden for anonymity reasons | | | | | |
| Well | The data for this question has been hidden for anonymity reasons | | | | | |
| Not well | The data for this question has been hidden for anonymity reasons | | | | | |
| Not at all | The data for this question has been hidden for anonymity reasons | | | | | |

KEY

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

| Demographics | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|---|----------------|------|--------------------|--------------------------------|-----------------------|---------------------------|
| Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)? | | | | | | |
| Yes | | 0% | - | -2 | -4 | -4 |
| No | | 100% | 0 | +5 | +7 | +9 |
| Prefer not to say | | 0% | - | -3 | -4 | -4 |
| Do you have carer responsibilities? | | | | | | |
| Yes | | 47% | +2 | +2 | +9 | +7 |
| No | | 53% | -2 | -2 | -9 | -7 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|-------------|---|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Attitudinal | The people in my workgroup behave in an accepting manner towards people from diverse backgrounds | | 67% | +5 ↑ | -7 ↓ | -23 ↓ | |
| | My SES manager actively supports people of diverse backgrounds | s47F | | | | | |
| | My agency is committed to creating a diverse workforce (e.g. gender age, culture and linguistic background, disability and genderous LGBT+) | | 33% | -4 | -36 ↓ | -49 ↓ | -44 ↓ |
| | My supervisor actively supports people from diverse backgrounds | s47F | | | | | |
| | My agency supports and actively promotes an inclusive workplace culture | | 40% | | -23 ↓ | -41 ↓ | |

KEY

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

Positive Neutral Negative

WELLBEING INDEX



WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE WELLBEING SCORE PROVIDES AN INDICATION OF THE STATE OF EMOTIONAL AND PHYSICAL HEALTH AND WELLBEING AMONG EMPLOYEES. IT MEASURES BOTH THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT

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

| YOUR WELLBEING INDEX SCORE | | 37% | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|------|-----|----|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| I am satisfied with the policies/practices in place to help me manage my health and wellbeing | 14 | 36 | 50 | 14% | -7 | -50 | -58 | -54 | |
| My agency does a good job of communicating what it can offer me in terms of health and wellbeing | 7 | 43 | 50 | 7% | -14 | -37 | -51 | -52 | |
| My agency does a good job of promoting health and wellbeing | 14 | 29 | 57 | 14% | -2 | -33 | -44 | -43 | |
| I think my agency cares about my health and wellbeing | 15 | 23 | 62 | 15% | -5 | -32 | -44 | -40 | |
| I believe my immediate supervisor cares about my health and wellbeing | s47F | | | | | | | | |

| | | | |
|------------|--|---|---------------------------|
| KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | Positive Neutral Negative |
|------------|--|---|---------------------------|

SENIOR LEADERSHIP



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Senior leadership: Immediate SES manager | My SES managers of a high quality | | | | | |
| | My SES managers sufficiently visible (e.g. can be seen in action) | | | | | |
| | My SES manager communicates effectively | | | | | |
| | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | | | | | |
| | My SES manager effectively leads and manages change | | | | | |
| | My SES manager engages with staff on how to respond to future challenges | | | | | |

KEY

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

Positive Neutra Negative

SENIOR LEADERSHIP



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|----------------------------|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Senior Leadership: All SES | In my agency, the SES are sufficiently visible (e.g. can be seen in action) | | 33% | -1 | -39 ↓ | -38 ↓ | -18 ↓ |
| | In my agency, communication between the SES and other employees is effective | | 20% | -7 ↓ | -40 ↓ | -39 ↓ | -25 ↓ |
| | In my agency, the SES set a clear strategic direction for the agency | | 27% | 0 | -44 ↓ | -39 ↓ | -28 ↓ |
| | In my agency, the SES are of a high quality | | 20% | +5 ↑ | -45 ↓ | -46 ↓ | -30 ↓ |
| | In my agency, the SES work as a team | | 27% | | -33 ↓ | -26 ↓ | -13 ↓ |
| | In my agency, the SES clearly articulate the direction and priorities for our agency | | 36% | | -37 ↓ | -26 ↓ | -18 ↓ |

KEY

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

Pos t ve Neutra Negat ve

IMMEDIATE SUPERVISOR



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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|----------------------|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Immediate supervisor | My supervisor treats people with respect | s47F | | | | |
| | My supervisor communicates effectively | | | | | |
| | My supervisor encourages me to contribute ideas | | | | | |
| | My supervisor helps to develop my capability | | | | | |
| | My supervisor displays resilience when faced with difficulties or failures | | | | | |
| | My supervisor gives me responsibility and holds me to account for what I deliver | | | | | |
| | My supervisor challenges me to consider new ways of doing things | | | | | |

KEY

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

Positive (Green) Neutral (Light Blue) Negative (Red)

IMMEDIATE SUPERVISOR



**EXPLORE
THE FULL
RESULTS**

| Immediate supervisor | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|----------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|----------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

Where is your immediate supervisor's normal work location?

| | |
|---|------|
| In the same office as me | s47F |
| In the same office as me but on a different floor | |
| In a different office but in the same town/city | |
| In a different town/city or state | |
| In a different country | |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|---------|---|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Culture | Receive the respect I deserve from my colleagues at work | 40 33 27 | 40% | -10 ↓ | -24 ↓ | -40 ↓ | -36 ↓ |
| | Relationships at work are strained [negatively worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive] | 13 33 53 | 13% | -16 ↓ | -21 ↓ | -41 ↓ | -40 ↓ |
| | The people in my workgroup treat each other with respect | 40 27 33 | 40% | -10 ↓ | -20 ↓ | -42 ↓ | -42 ↓ |
| | My agency actively encourages ethical behaviour by all of its employees | 13 47 40 | 13% | -37 ↓ | -50 ↓ | -66 ↓ | -66 ↓ |
| | I have unrealistic time pressures [negatively worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive] | 33 67 | 0% | 0 | -11 ↓ | -28 ↓ | -30 ↓ |
| | Staff are consulted about change at work | 21 43 36 | 21% | +8 ↑ | -16 ↓ | -28 ↓ | -25 ↓ |
| | I am happy to go the 'extra mile' at work when required | 87 13 | 87% | -2 | -6 ↓ | -7 ↓ | -4 |
| | Internal communication within my agency is effective | 27 27 47 | 27% | +3 | -19 ↓ | -29 ↓ | -19 ↓ |
| | In general, employees in my agency feel they are valued for their contribution | | 20% | +8 ↑ | -22 ↓ | -37 ↓ | -23 ↓ |
| | My agency really inspires me to do my best work every day | 27 33 40 | 27% | | -22 ↓ | -27 ↓ | -23 ↓ |

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 | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work? | | | | | | |
| A ways | | 17% | +8 | -9 | -33 | -31 |
| Often | | 42% | -15 | -5 | +1 | 0 |
| Somet mes | | 25% | -1 | +10 | +18 | +17 |
| Rare y | | 8% | 0 | +3 | +7 | +7 |
| Never | | 0% | - | -2 | 0 | 0 |
| Not sure | | 8% | - | +2 | +7 | +7 |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



**EXPLORE
THE FULL
RESULTS**

APS Values

RESPONSE SCALE

%

VAR ANCE
FROM 2017

VAR ANCE
FROM PARENT
WORK UN T

VAR ANCE
FROM
F NANCE

VAR ANCE
FROM APS
OVERALL

Does your supervisor act in accordance with the APS Values in his or her everyday work?

| Response | Percentage | Var Ance From 2017 | Var Ance From Parent Work Unit | Var Ance From Finance | Var Ance From APS Overall |
|-----------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| A ways | 47% | | | | |
| Often | | | | | |
| Somet mes | | | | | |
| Rare y | | | | | |
| Never | | | | | |
| Not sure | | | | | |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN
COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

| APS Values | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|--|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? | | | | | | |
| A ways | | 17% | +4 | -21 ⬇ | -29 ⬇ | -23 ⬇ |
| Often | | 17% | -22 ⬇ | -19 ⬇ | -21 ⬇ | -15 ⬇ |
| Somet mes | | 17% | -18 ⬇ | +5 ⬆ | +10 ⬆ | +6 ⬆ |
| Rare y | | 8% | -5 ⬇ | +5 ⬆ | +6 ⬆ | +6 ⬆ |
| Never | | 17% | - | +13 ⬆ | +16 ⬆ | +16 ⬆ |
| Not sure | | 25% | - | +17 ⬆ | +18 ⬆ | +10 ⬆ |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO REPORTED EXPERIENCING 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 DISCRIMINATION TYPES FROM A LIST OF EIGHT ITEMS. PLEASE SEE QUESTION 84 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

| Discrimination | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|----------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|----------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

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 | | 27% | - | +16 | +18 | +15 |
| No | | 73% | - | -16 | -18 | -15 |

Did this discrimination occur in your current agency?

| | |
|-----|--|
| Yes | The data for this question has been hidden for anonymity reasons |
| No | The data for this question has been hidden for anonymity reasons |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO REPORTED EXPERIENCING BULLYING OR HARASSMENT IN THE CURRENT WORKPLACE DURING THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF BULLYING OR HARASSMENT THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE OPTIONS FROM A LIST OF NINE ITEMS. PLEASE SEE QUESTION 86 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

| Bullying and harassment | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UNIT | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|-------------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|-------------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

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

| | | | | | | |
|----------|--|-----|-------|-------|-------|-------|
| Yes | | 25% | -5 ↓ | +4 | +15 ↑ | +11 ↑ |
| No | | 58% | +19 ↑ | -11 ↓ | -24 ↓ | -22 ↓ |
| Not Sure | | 17% | -14 ↓ | +7 ↑ | +9 ↑ | +11 ↑ |

Did you report the harassment or bullying?

| | |
|---|--|
| reported the behaviour in accordance with my agency's policies and procedures | The data for this question has been hidden for anonymity reasons |
| it was reported by someone else | The data for this question has been hidden for anonymity reasons |
| did not report the behaviour | The data for this question has been hidden for anonymity reasons |

KEY

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE 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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|----------|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Your job | My job gives me opportunities to utilise my skills | | 53% | -1 | -19 ↓ | -32 ↓ | -26 ↓ |
| | I am fairly remunerated (e.g. salary superannuation) for the work that I do | | 20% | -26 ↓ | -44 ↓ | -56 ↓ | -41 ↓ |
| | Considering everything, I am satisfied with my job | | 7% | | -46 ↓ | -68 ↓ | -61 ↓ |
| | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | | 27% | -19 ↓ | -35 ↓ | -55 ↓ | -50 ↓ |
| | I am satisfied with the stability and security of my current job | | 7% | -32 ↓ | -42 ↓ | -70 ↓ | -63 ↓ |
| | I am satisfied with the opportunities for career progression in my agency | | 0% | -8 ↓ | -29 ↓ | -46 ↓ | -40 ↓ |

KEY

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

Positive:
 Neutral:
 Negative:

WORKPLACE CONDITIONS



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|-------------------------------|---|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Flexible working arrangements | My supervisor actively supports the use of flexible work arrangements by all staff regardless of gender | s47F | | | | | |
| | My SES manager actively supports the use of flexible work arrangements by all staff regardless of gender | s47F | | | | | |
| Work-life balance | Considering your work and life priorities how satisfied are you with the work-life balance in your current job? | | 33% | -1 | -28 ↓ | -43 ↓ | -40 ↓ |
| Mobility | My agency provides opportunities for mobility within my agency (e.g. temporary transfers) | | 14% | | -31 ↓ | -50 ↓ | -38 ↓ |
| | My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers) | | 7% | | -24 ↓ | -36 ↓ | -25 ↓ |
| | My immediate supervisor actively supports opportunities for mobility | s47F | | | | | |

KEY

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

Positive Neutral Negative

WORKGROUP PERFORMANCE



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|----------------|----|----|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| My workgroup has the tools and resources we need to perform well | 17 | 25 | 58 | 17% | -35 ↓ | -50 ↓ | -45 ↓ | |
| The work processes we have in place allow me to be as productive as possible | 17 | 25 | 58 | 17% | -37 ↓ | -41 ↓ | -35 ↓ | |
| The people in my workgroup complete work to a high standard | 27 | 36 | 36 | 27% | -32 ↓ | -55 ↓ | -51 ↓ | |
| My supervisor ensures that my workgroup delivers on what we are responsible for | s47F | | | | | | | |

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**

Performance Management

RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL

Received regular and timely feedback from your supervisor

| | |
|-----|------|
| Yes | s47F |
| No | |

Received constructive feedback from your supervisor

| | |
|-----|------|
| Yes | s47F |
| No | |

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

| | |
|-----|------|
| Yes | s47F |
| No | |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



**EXPLORE
THE FULL
RESULTS**

Performance Management

RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL

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 | s47F |
| No | |
| Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur) | |

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

| | |
|--|------|
| Yes | s47F |
| No | |
| Not applicable (e.g. my performance has not changed) | |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|------------------------|---|------------|--------------------|--------------------------------|-----------------------|---------------------------|------|
| Performance Management | To what extent do you agree that in the past 12 months the performance expectations of your job were clear and unambiguous? | | 15% | -19↓ | -39↓ | -55↓ | -51↓ |
| | How satisfied are you with your supervisor in managing your performance? | s47F | | | | | |
| | To what extent do you agree that the support by your supervisor has helped to improve your performance? | s47F | | | | | |
| | My overall experience of performance management in my agency has been useful for my development | | 8% | -12↓ | -35↓ | -43↓ | -39↓ |
| | My supervisor openly demonstrates commitment to performance management | s47F | | | | | |
| | I received recognition when I last accomplished something significant at work | | 17% | | -45↓ | -58↓ | -49↓ |
| | I can identify a clear connection between my job and my agency's purpose | | 33% | | -34↓ | -45↓ | -46↓ |
| | To what extent do you agree that your agency deals with underperformance effectively? | | 0% | | -19↓ | -17↓ | -19↓ |

KEY

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

Pos t ve Neutra Negat ve

CAPABILITY



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|-----|
| My immediate supervisor provides me the opportunity for me to attend learning programs | 42 | 58 | 0% | -45 | -73 | -69 | |
| My immediate supervisor shares links, readings and information | 42 | 58 | 0% | -45 | -73 | -69 | |
| My immediate supervisor provides me with opportunities to develop relevant capabilities for my career | 42 | 58 | 0% | -45 | -73 | -69 | |
| My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work | 42 | 58 | 0% | -45 | -73 | -69 | |
| I am able to access learning and development solutions to meet my needs | 42 | 58 | 0% | -45 | -73 | -69 | |
| I have a clear understanding of my development needs | 58 | 25 | 17 | 58% | -9 | -14 | -16 |
| I seek out opportunities to apply what I learn in my day-to-day work | 42 | 50 | 8 | 42% | -24 | -38 | -34 |
| I have the appropriate skills, capabilities and knowledge to do my job | 50 | 17 | 33 | 50% | -27 | -43 | -39 |

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 COULD SELECT FROM TWELVE REASONS AS TO WHY THEY WANT TO LEAVE THE AGENCY PLEASE SEE QUEST ON 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS

| | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM F NANCE | VAR ANCE FROM APS OVERALL |
|---|----------------|-----|--|---|-----------------------|---------------------------|
| In the last 12 months, have you applied for a job? [Multiple Response] | | | | | | |
| Yes outside the APS | | 7% | -1 | -4 | -3 | -5 ⬇ |
| Yes in my agency | | 0% | - | -33 ⬇ | -35 ⬇ | -37 ⬇ |
| Yes in another APS agency | | 43% | +10 ⬆ | +8 ⬆ | +15 ⬆ | +25 ⬆ |
| No | | 50% | -8 ⬇ | +9 ⬆ | +4 | 0 |
| Which of the following statements best reflects your current thoughts about working for your agency? | | | | | | |
| want to leave my agency as soon as possible | | 43% | +30 ⬆ | +29 ⬆ | +35 ⬆ | +37 ⬆ |
| want to leave my agency within the next 12 months | | 14% | -15 ⬇ | +2 | +2 | +5 ⬆ |
| want to leave my agency within the next 12 months but feel it will be unhelpful in the current environment | | 14% | -7 ⬇ | -6 ⬇ | +4 | +4 |
| want to stay working for my agency for the next one to two years | | 14% | +2 | -12 ⬇ | -22 ⬇ | -10 ⬇ |
| want to stay working for my agency for at least the next three years | | 14% | -11 ⬇ | -12 ⬇ | -19 ⬇ | -36 ⬇ |
| Main primary reason behind desire to leave agency: | | | | | | |
| There is a lack of future career opportunities in my agency | | 40% | +13 ⬆ | 0 | +6 ⬆ | +14 ⬆ |
| KEY | | | ⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | ⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | | |

RISK MANAGEMENT



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|----------------|----|----|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| My agency supports employees to escalate risk-related issues with managers | 25 | 25 | 50 | 25% | | -44 ↓ | -48 ↓ | -46 ↓ |
| Risk management concerns are discussed openly and honestly in my agency | 33 | 8 | 58 | 33% | | -34 ↓ | -30 ↓ | -29 ↓ |
| Employees in my agency have the right skills to manage risk effectively | 25 | 33 | 42 | 25% | | -23 ↓ | -24 ↓ | -24 ↓ |
| Appropriate risk taking is rewarded in my agency | 25 | 17 | 58 | 25% | -1 | -13 ↓ | -5 ↓ | -3 |
| Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately | 33 | 8 | 58 | 33% | | -36 ↓ | -18 ↓ | -14 ↓ |
| When things go wrong, my agency uses this as an opportunity to review and improve the management of similar risks | 25 | 17 | 58 | 25% | | -36 ↓ | -23 ↓ | -23 ↓ |

KEY

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

Positive:
 Neutral:
 Negative:

INNOVATION INDEX

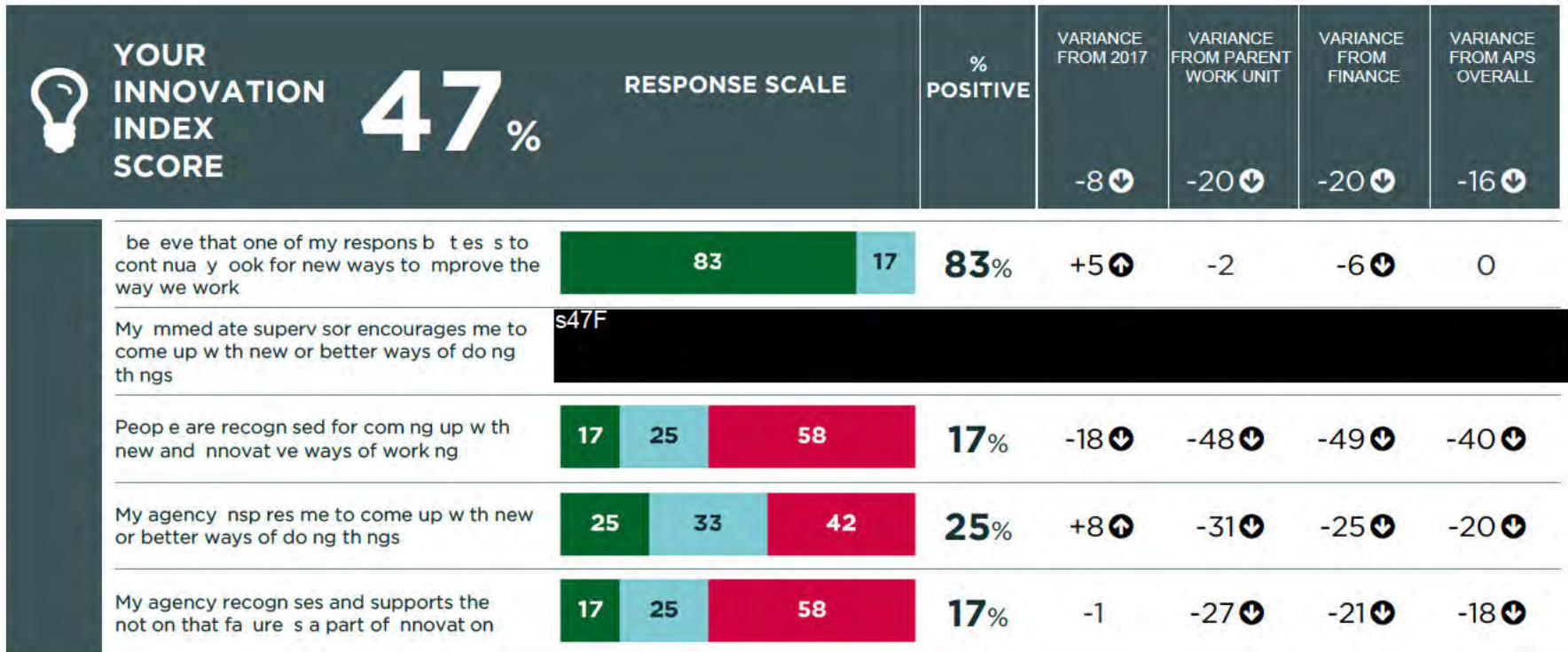


INNOVATION

THE VARIANCE FROM 2017 SCORES BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WELLING AND ABLE TO BE INNOVATIVE AND WHETHER THE 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.



FINANCE SPECIFIC QUESTIONS



EXPLORE THE FULL RESULTS

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IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UNIT | VAR ANCE FROM FINANCE |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|
| Overall, how satisfied are you with your ability to access and use flexible working arrangements? | | 17% | +3 | -47 ⬇️ | -53 ⬇️ |
| My agency routinely applies merit in decisions regarding engagement and promotion | | 8% | | -29 ⬇️ | -39 ⬇️ |
| I am interested in a mobility opportunity within Finance (e.g. moving to another branch or division) | | 45% | | -9 ⬇️ | -10 ⬇️ |
| I am interested in a mobility opportunity external to Finance (e.g. temporary transfer or secondment) | | 64% | | +5 ⬆️ | +4 |
| Finance has a set of Leadership Expectations. Be part of the solution. Collaborate and innovate. Develop self, develop others. I am familiar with these Leadership Expectations | | 27% | | -23 ⬇️ | -36 ⬇️ |
| The Finance Leadership Expectations influence the way I approach my day to day work | | 18% | | -25 ⬇️ | -28 ⬇️ |
| I am aware of the internal avenues available to me if I need to raise a complaint about decisions made by the department | | 9% | -36 ⬇️ | -29 ⬇️ | -43 ⬇️ |
| I have the appropriate skills, capabilities and knowledge to collaborate effectively with stakeholders | | 82% | | -7 ⬇️ | -12 ⬇️ |
| Being collaborative with stakeholders is an important part of my job | | 73% | | -14 ⬇️ | -23 ⬇️ |

KEY

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

Positive:
 Neutral:
 Negative:

FINANCE SPECIFIC QUESTIONS



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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|
| I am encouraged to deliver outcomes by collaborating with people beyond my immediate team | | 73% | -7 ↓ | -17 ↓ | |
| My team has established productive partnerships with stakeholders both within and external to Finance | | 64% | -16 ↓ | -27 ↓ | |

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 HEADLINE MORNING OR THROUGH DISCUSSIONS WITH SALES?


OPPORTUNITIES

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

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE OR MAKE WORKING HARDER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

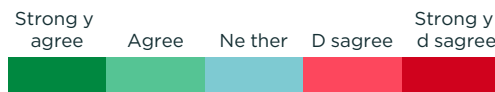
PRIORITY SE 3 AREAS TO TAKE FORWARD

| | 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.



$$\begin{array}{c}
 \text{Strongly agree} + \text{Agree} \\
 \text{POSITIVE RESPONSE} \\
 \div \\
 \text{number of respondents who answered the question} \\
 = \\
 \text{\% POSITIVE}
 \end{array}$$

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 EQUAL 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 ORC IN OPERATIONAL PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OR THE EXCEL WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR WORK UNITS WITH LESS THAN 10 RESPONDENTS WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR PARENT UNIT AND THE ORGANISATION OVERALL.

COMPARISONS TO PARENT

WITHIN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO SERVICE DELIVERY OFFICE

Highlights Report:

Transactional Operations Branch

| CONTENT | |
|--|------|
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RESPONSES:
36 of 48

RESPONSE RATE:
75%

CHANGES FOR 2018



A number of enhancements were introduced to 2018 APS employee census, including:

Additional Questions

Some additional questions were included to explore cultural and linguistic diversity, workgroup performance, discrimination and management location in more detail.

Employee Engagement

Questions from the internationally recognised 'Say, Stay, Strive' model of engagement have been included in the census again to enable the measurement of employee engagement. See [Measuring Employee Engagement Intuitive Model Robust Science](#) for more information on this model. This year a new calculation method was applied and questions were added to the model. The APSC model that was used for a number of years is still available in the ORC International accesspoint portal.

Senior Leadership

Previous senior leadership questions grouped all senior leaders (a respondent's immediate supervisor and the broader senior leadership group in an agency) into a single cohort. In 2018, questions continue to differentiate between a respondent's immediate senior leader and the broader leadership group within the respondent's agency.

Wellbeing index and Innovation index

Questions were retained this year in order to collectively provide a validated index percentage score to measure Wellbeing and Innovation. This is in recognition of considerable research which shows that these two areas are strongly associated with employee engagement. This year a new calculation method was applied.

Additional Data

More data is available for your agency via the online accesspoint portal. Please see your agency census coordinator for more information.

Feedback on the census is always welcomed and can be provided to the APSC's Workforce Performance Team at stateoftheservice@apsc.gov.au.

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?

NO VARIATION BETWEEN YOUR OVERALL 2017 AND 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW QUESTIONS WERE ADDED TO THE 2018 MODEL WHICH ALSO USES A MORE ROBUST CALCULATION METHOD.

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 68% | | RESPONSE SCALE | | | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|---|----------------|----|----|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| SAY | Considering everything I am satisfied with my job | 67 | 22 | 11 | 67% | | +2 | -4 | -2 |
| | I am proud to work in my agency | 64 | 31 | | 64% | +4 | +9 | -13 | -8 |
| | I would recommend my agency as a good place to work | 64 | 19 | 17 | 64% | -4 | +12 | -8 | +3 |
| | I believe strongly in the purpose and objectives of my agency | 61 | 33 | | 61% | | +1 | -12 | -16 |
| STAY | I feel a strong personal attachment to my agency | 42 | 44 | 14 | 42% | -2 | -6 | -20 | -22 |
| | I feel committed to my agency's goals | 61 | 33 | | 61% | | +6 | -12 | -15 |
| STRIVE | I suggest ideas to improve our way of doing things | 83 | 14 | | 83% | -1 | +3 | -3 | 0 |
| | I am happy to go the 'extra mile' at work when required | 92 | | | 92% | +3 | -1 | -2 | +1 |
| | I work beyond what is required in my job to help my agency achieve its objectives | 81 | 11 | 8 | 81% | -2 | -1 | -1 | +3 |
| | My agency really inspires me to do my best work every day | 51 | 34 | 14 | 51% | | +3 | -3 | +2 |

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 | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM F NANCE | VAR ANCE FROM APS OVERALL |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| What is your gender? | | | | | | |
| Ma e | | 42% | +15 ⬆ | -6 ⬇ | -3 | +4 |
| Fema e | | 53% | -20 ⬇ | +8 ⬆ | +1 | -6 ⬇ |
| X (ndeterminate/ ntersex/Unspec f ed) | | 0% | - | - | 0 | 0 |
| Prefer not to say | | 6% | - | -2 | +1 | +2 |
| Do you identify as Aboriginal and/or Torres Strait Islander? | | | | | | |
| Yes | | 3% | -1 | +1 | 0 | -1 |
| No | | 97% | +1 | -1 | 0 | +1 |
| Do you have an ongoing disability? | | | | | | |
| Yes | | 9% | -7 ⬇ | +4 | +1 | 0 |
| No | | 91% | +7 ⬆ | -4 | -1 | 0 |

KEY

⬆ AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS CULTURAL AND LINGUISTIC DIVERSITY'S COMPOSED OF FOUR VARIABLES: COUNTRY OF BIRTH, MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME, PROFICIENCY IN SPOKEN ENGLISH AND INDIGENOUS STATUS

| Demographics | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|--|--|-----|--------------------|--------------------------------|-----------------------|---------------------------|
| In which country were you born? | | | | | | |
| Australia | | 86% | - | +18 ↑ | +8 ↑ | +8 ↑ |
| Other country | | 14% | - | -18 ↓ | -8 ↓ | -8 ↓ |
| Do you speak a language other than English at home? | | | | | | |
| No English only | | 86% | - | +14 ↑ | +5 ↑ | +4 |
| Yes other | | 14% | - | -14 ↓ | -5 ↓ | -4 |
| How well do you speak English? | | | | | | |
| Very well | The data for this question has been hidden for anonymity reasons | | | | | |
| Well | The data for this question has been hidden for anonymity reasons | | | | | |
| Not well | The data for this question has been hidden for anonymity reasons | | | | | |
| Not at all | The data for this question has been hidden for anonymity reasons | | | | | |

KEY

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

| Demographics | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|--------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|--------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?

| | | | | | | |
|-------------------|--|------------|----|----|----|----|
| Yes | | 3% | -1 | +1 | -1 | -2 |
| No | | 92% | +3 | -4 | -1 | 0 |
| Prefer not to say | | 6% | -2 | +2 | +2 | +1 |

Do you have carer responsibilities?

| | | | | | | |
|-----|--|------------|-------|-------|------|------|
| Yes | | 33% | -17 ⬇ | -11 ⬇ | -5 ⬇ | -6 ⬇ |
| No | | 67% | +17 ⬆ | +11 ⬆ | +5 ⬆ | +6 ⬆ |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|-------------|---|--|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Attitudinal | The people in my workgroup behave in an accepting manner towards people from diverse backgrounds | <div style="display: flex; width: 100%;"><div style="width: 71%; background-color: #006633;"></div><div style="width: 20%; background-color: #99ccff;"></div><div style="width: 9%; background-color: #cc0000;"></div></div> 71 20 9 | 71% | -5 ↓ | -2 | -18 ↓ | -17 ↓ |
| | My SES manager actively supports people of diverse backgrounds | [REDACTED] | | | | | |
| | My agency is committed to creating a diverse workforce (e.g. gender age, cultural and linguistic background, disability, indigenous, LGBT+) | [REDACTED] | 78% | +7 ↑ | +9 ↑ | -4 | +1 |
| | My supervisor actively supports people from diverse backgrounds | [REDACTED] | 78% | | +2 | -10 ↓ | -8 ↓ |
| | My agency supports and actively promotes an inclusive workplace culture | <div style="display: flex; width: 100%;"><div style="width: 67%; background-color: #006633;"></div><div style="width: 31%; background-color: #99ccff;"></div><div style="width: 2%; background-color: #cc0000;"></div></div> 67 31 2 | 67% | | +4 | -14 ↓ | -8 ↓ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

WELLBEING INDEX



WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE WELLBEING SCORE PROVIDES AN INDICATION OF THE STATE OF EMOTIONAL AND PHYSICAL HEALTH AND WELLBEING AMONG EMPLOYEES. IT MEASURES BOTH THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT

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

| YOUR WELLBEING INDEX SCORE | | 64% | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|----|-----|----|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| | | | | | | +5 ↑ | +5 ↑ | -4 | -2 |
| I am satisfied with the policies/practices in place to help me manage my health and wellbeing | 72 | 22 | | 72% | +16 ↑ | +8 ↑ | 0 | +4 | |
| My agency does a good job of communicating what it can offer me in terms of health and wellbeing | 53 | 31 | 17 | 53% | +11 ↑ | +9 ↑ | -6 ↓ | -6 ↓ | |
| My agency does a good job of promoting health and wellbeing | 56 | 31 | 14 | 56% | +14 ↑ | +9 ↑ | -3 | -2 | |
| I think my agency cares about my health and wellbeing | 56 | 28 | 17 | 56% | +8 ↑ | +8 ↑ | -3 | 0 | |
| I believe my immediate supervisor cares about my health and wellbeing | 75 | 14 | 11 | 75% | +4 | +8 ↑ | -9 ↓ | -6 ↓ | |

| | | | |
|------------|--|---|------------------------------|
| KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | Positive Neutra Negative |
|------------|--|---|------------------------------|

SENIOR LEADERSHIP



EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PERFORMANCE 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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Senior leadership: Immediate SES manager | My SES managers of a high quality | | | | | |
| | My SES managers sufficiently visible (e.g. can be seen in action) | | | | | |
| | My SES manager communicates effectively | | | | | |
| | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | | | | | |
| | My SES manager effectively leads and manages change | | | | | |
| | My SES manager engages with staff on how to respond to future challenges | | | | | |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|----------------------------|---|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Senior Leadership: All SES | In my agency the SES are sufficiently visible (e.g. can be seen in action) | 86 | 86% | +46 ↑ | +14 ↑ | +15 ↑ | +35 ↑ |
| | In my agency communication between the SES and other employees is effective | 69 | 69% | +19 ↑ | +9 ↑ | +10 ↑ | +25 ↑ |
| | In my agency the SES set a clear strategic direction for the agency | | 83% | +19 ↑ | +13 ↑ | +18 ↑ | +28 ↑ |
| | In my agency the SES are of a high quality | 78 | 78% | +26 ↑ | +13 ↑ | +12 ↑ | +28 ↑ |
| | In my agency the SES work as a team | 74 | 74% | | +15 ↑ | +22 ↑ | +35 ↑ |
| | In my agency the SES clearly articulate the direction and priorities for our agency | 83 | 83% | | +10 ↑ | +21 ↑ | +29 ↑ |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|----------------------|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|-----|
| Immediate supervisor | My supervisor treats people with respect | | 86% | +9 | +5 | -3 | -1 |
| | My supervisor communicates effectively | | 72% | +3 | +5 | -9 | -6 |
| | My supervisor encourages me to contribute ideas | | 83% | +3 | +6 | -2 | +1 |
| | My supervisor helps to develop my capability | | 64% | +6 | +1 | -11 | -8 |
| | My supervisor displays resilience when faced with difficulties or failures | | 61% | 0 | +1 | -20 | -17 |
| | My supervisor gives me responsibility and holds me to account for what I deliver | | 81% | +4 | +1 | -6 | -4 |
| | My supervisor challenges me to consider new ways of doing things | | 64% | +2 | +1 | -13 | -8 |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Where is your immediate supervisor's normal work location? | | | | | | |
| In the same office as me | | 92% | - | +1 | -4 | +10 |
| In the same office as me but on a different floor | | 0% | - | -3 | -2 | -3 |
| In a different office but in the same town/city | | 8% | - | +2 | +7 | +5 |
| In a different town/city or state | | 0% | - | - | -1 | -13 |
| In a different country | | 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

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|---------|---|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Culture | Receive the respect I deserve from my colleagues at work | | 71% | +9 ↑ | +7 ↑ | -8 ↓ | -5 ↓ |
| | Relationships at work are strained [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive] | | 42% | -2 | +7 ↑ | -13 ↓ | -11 ↓ |
| | The people in my workgroup treat each other with respect | | 58% | -18 ↓ | -2 | -24 ↓ | -24 ↓ |
| | My agency actively encourages ethical behaviour by all of its employees | | 75% | -1 | +12 ↑ | -4 | -4 |
| | I have unrealistic time pressures [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive] | | 14% | -7 ↓ | +3 | -14 ↓ | -16 ↓ |
| | Staff are consulted about change at work | | 36% | -18 ↓ | -1 | -13 ↓ | -10 ↓ |
| | I am happy to go the 'extra mile' at work when required | | 92% | +3 | -1 | -2 | +1 |
| | Internal communication within my agency is effective | | 46% | -14 ↓ | 0 | -10 ↓ | 0 |
| | In general, employees in my agency feel they are valued for their contribution | | 44% | -18 ↓ | +3 | -12 ↓ | +2 |
| | My agency really inspires me to do my best work every day | | 51% | | +3 | -3 | +2 |

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 | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?

| | | | | | | |
|-----------|--|------------|-------|------|-------|-------|
| A ways | | 25% | -29 ⬇ | -1 | -25 ⬇ | -23 ⬇ |
| Often | | 53% | +32 ⬆ | +6 ⬆ | +12 ⬆ | +11 ⬆ |
| Somet mes | | 11% | -6 ⬇ | -3 | +4 | +3 |
| Rare y | | 6% | -3 | +1 | +4 | +4 |
| Never | | 0% | - | -2 | 0 | 0 |
| Not sure | | 6% | - | -1 | +4 | +4 |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

| APS Values | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Does your supervisor act in accordance with the APS Values in his or her everyday work? | | | | | | |
| A ways | | 33% | -25 | -5 | -28 | -27 |
| Often | | 50% | +21 | +8 | +19 | +20 |
| Somet mes | | 8% | - | -1 | +3 | +2 |
| Rare y | | 8% | -4 | +2 | +7 | +7 |
| Never | | 0% | - | - | 0 | 0 |
| Not sure | | 0% | - | -3 | -1 | -2 |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

| APS Values | RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM FINANCE | VAR ANCE FROM APS OVERALL |
|--|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values? | | | | | | |
| A ways | | 43% | -7 ⬇ | +5 ⬆ | -3 | +3 |
| Often | | 46% | +17 ⬆ | +10 ⬆ | +8 ⬆ | +14 ⬆ |
| Somet mes | | 9% | - | -3 | +1 | -2 |
| Rare y | | 3% | -1 | 0 | +1 | 0 |
| Never | | 0% | - | -3 | 0 | -1 |
| Not sure | | 0% | - | -8 ⬇ | -7 ⬇ | -15 ⬇ |

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO REPORTED EXPERIENCING 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 DISCRIMINATION TYPES FROM A LIST OF EIGHT ITEMS. PLEASE SEE QUESTION 84 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

| Discrimination | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|----------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|----------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

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 | | 3% | - | -9 ↓ | -6 ↓ | -10 ↓ |
| No | | 97% | - | +9 ↑ | +6 ↑ | +10 ↑ |

Did this discrimination occur in your current agency?

| | |
|-----|--|
| Yes | The data for this question has been hidden for anonymity reasons |
| No | The data for this question has been hidden for anonymity reasons |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO REPORTED EXPERIENCING BULLYING OR HARASSMENT IN THE CURRENT WORKPLACE DURING THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF BULLYING OR HARASSMENT THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE OPTIONS FROM A LIST OF NINE ITEMS. PLEASE SEE QUESTION 86 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

| Bullying and harassment | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORKUNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|-------------------------|----------------|---|--------------------|-------------------------------|-----------------------|---------------------------|
|-------------------------|----------------|---|--------------------|-------------------------------|-----------------------|---------------------------|

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

| | | | | | | |
|----------|--|-----|----|----|-----|----|
| Yes | | 20% | -3 | -1 | +10 | +6 |
| No | | 74% | -3 | +5 | -8 | -6 |
| Not Sure | | 6% | - | -4 | -2 | 0 |

Did you report the harassment or bullying?

| | |
|---|--|
| reported the behaviour in accordance with my agency's policies and procedures | The data for this question has been hidden for anonymity reasons |
| it was reported by someone else | The data for this question has been hidden for anonymity reasons |
| did not report the behaviour | The data for this question has been hidden for anonymity reasons |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE 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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|----------|--|--|--------------------|--------------------------------|-----------------------|---------------------------|--------|
| Your job | My job gives me opportunities to utilise my skills | <div style="display: flex; width: 100%;"><div style="width: 81%; background-color: green;"></div><div style="width: 17%; background-color: red;"></div></div> 81 / 17 | 81% | +7 ⬆️ | +8 ⬆️ | -4 | +1 |
| | I am fairly remunerated (e.g. salary superannuation) for the work that I do | [REDACTED] | 83% | -1 | +19 ⬆️ | +7 ⬆️ | +23 ⬆️ |
| | Considering everything I am satisfied with my job | <div style="display: flex; width: 100%;"><div style="width: 67%; background-color: green;"></div><div style="width: 22%; background-color: lightblue;"></div><div style="width: 11%; background-color: red;"></div></div> 67 / 22 / 11 | 67% | | +14 ⬆️ | -8 ⬇️ | -1 |
| | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | <div style="display: flex; width: 100%;"><div style="width: 72%; background-color: green;"></div><div style="width: 14%; background-color: lightblue;"></div><div style="width: 14%; background-color: red;"></div></div> 72 / 14 / 14 | 72% | +7 ⬆️ | +11 ⬆️ | -9 ⬇️ | -5 ⬇️ |
| | I am satisfied with the stability and security of my current job | <div style="display: flex; width: 100%;"><div style="width: 63%; background-color: green;"></div><div style="width: 26%; background-color: lightblue;"></div><div style="width: 11%; background-color: red;"></div></div> 63 / 26 / 11 | 63% | +5 ⬆️ | +14 ⬆️ | -14 ⬇️ | -7 ⬇️ |
| | I am satisfied with the opportunities for career progression in my agency | <div style="display: flex; width: 100%;"><div style="width: 33%; background-color: green;"></div><div style="width: 31%; background-color: lightblue;"></div><div style="width: 36%; background-color: red;"></div></div> 33 / 31 / 36 | 33% | +5 ⬆️ | +4 | -12 ⬇️ | -7 ⬇️ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Pos t ve Neutra Negat ve

WORKPLACE CONDITIONS



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|-------------------------------|--|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| Flexible working arrangements | My supervisor actively supports the use of flexible work arrangements by all staff regardless of gender | 75 14 11 | 75% | +6 ↑ | +4 | -10 ↓ | -7 ↓ |
| | My SES manager actively supports the use of flexible work arrangements by all staff regardless of gender | s47F | | | | | |
| Work-life balance | Considering your work and life priorities, how satisfied are you with the work-life balance in your current job? | 64 14 22 | 64% | +10 ↑ | +2 | -12 ↓ | -10 ↓ |
| Mobility | My agency provides opportunities for mobility within my agency (e.g. temporary transfers) | 47 33 19 | 47% | | +2 | -17 ↓ | -5 ↓ |
| | My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers) | 39 39 22 | 39% | | +8 ↑ | -4 | +7 ↑ |
| | My immediate supervisor actively supports opportunities for mobility | 44 44 11 | 44% | | +5 ↑ | -14 ↓ | -6 ↓ |

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|--|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| My workgroup has the tools and resources we need to perform well | <div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 58%; background-color: #006633; color: white; text-align: center;">58</div><div style="width: 17%; background-color: #add8e6; color: white; text-align: center;">17</div><div style="width: 25%; background-color: #cc0033; color: white; text-align: center;">25</div></div> | 58% | | +7 | -9 | -3 |
| The work processes we have in place allow me to be as productive as possible | <div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 58%; background-color: #006633; color: white; text-align: center;">58</div><div style="width: 17%; background-color: #add8e6; color: white; text-align: center;">17</div><div style="width: 25%; background-color: #cc0033; color: white; text-align: center;">25</div></div> | 58% | | +5 | +1 | +6 |
| The people in my workgroup complete work to a high standard | <div style="display: flex; justify-content: space-between; width: 100px;"><div style="width: 61%; background-color: #006633; color: white; text-align: center;">61</div><div style="width: 19%; background-color: #add8e6; color: white; text-align: center;">19</div><div style="width: 19%; background-color: #cc0033; color: white; text-align: center;">19</div></div> | 61% | | +2 | -21 | -17 |
| My supervisor ensures that my workgroup delivers on what we are responsible for | <div style="background-color: black; width: 100%; height: 20px;"></div> | 72% | | +1 | -14 | -8 |

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

| Performance Management | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|------------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|------------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

Received regular and timely feedback from your supervisor

| | | | | | | |
|-----|--|-----|---|----|---|----|
| Yes | | 86% | - | +5 | 0 | +3 |
| No | | 14% | - | -5 | 0 | -3 |

Received constructive feedback from your supervisor

| | | | | | | |
|-----|--|-----|---|----|----|----|
| Yes | | 86% | - | +6 | -2 | +2 |
| No | | 14% | - | -6 | +2 | -2 |

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

| | | | | | | |
|-----|--|-----|---|----|----|----|
| Yes | | 83% | - | +7 | -2 | +1 |
| No | | 17% | - | -7 | +2 | -1 |

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

| Performance Management | RESPONSE SCALE | % | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|------------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|------------------------|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

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 | | 86% | - | +6 | +7 | +9 |
| No | | 0% | - | -2 | -6 | -9 |
| Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur) | | 14% | - | -5 | -1 | -1 |

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

| | | | | | | |
|--|--|------------|---|----|-----|-----|
| Yes | | 39% | - | +7 | +15 | +10 |
| No | | 19% | - | -6 | +5 | +4 |
| Not applicable (e.g. my performance has not changed) | | 42% | - | -1 | -20 | -14 |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL | |
|------------------------|---|------------|--------------------|--------------------------------|-----------------------|---------------------------|-------|
| Performance Management | To what extent do you agree that in the past 12 months the performance expectations of your job were clear and unambiguous? | | 63% | +30 ⬆️ | +8 ⬆️ | -8 ⬇️ | -4 |
| | How satisfied are you with your supervisor in managing your performance? | | 72% | | +7 ⬆️ | -6 ⬇️ | -3 |
| | To what extent do you agree that the support by your supervisor has helped to improve your performance? | | 69% | | +6 ⬆️ | +2 | +9 ⬆️ |
| | My overall experience of performance management in my agency has been useful for my development. | | 56% | +3 | +12 ⬆️ | +5 ⬆️ | +8 ⬆️ |
| | My supervisor openly demonstrates commitment to performance management. | | 67% | +6 ⬆️ | +2 | -1 | +3 |
| | I received recognition when I last accomplished something significant at work. | | 72% | | +11 ⬆️ | -3 | +7 ⬆️ |
| | I can identify a clear connection between my job and my agency's purpose. | | 75% | | +7 ⬆️ | -3 | -4 |
| | To what extent do you agree that your agency deals with underperformance effectively? | | 22% | | +3 | +5 ⬆️ | +3 |

KEY

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

Positive:
 Neutral:
 Negative:

CAPABILITY



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| My immediate supervisor provides me for me to attend learning programs | | 67% | +5 ↑ | -13 ↓ | -11 ↓ | |
| My immediate supervisor shares links, readings and information | | 61% | +9 ↑ | -6 ↓ | -8 ↓ | |
| My immediate supervisor provides me with opportunities to develop relevant capabilities for my career | | 51% | +3 | -17 ↓ | -12 ↓ | |
| My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work | | 67% | +8 ↑ | -8 ↓ | -3 | |
| I am able to access learning and development solutions to meet my needs | | 53% | +8 ↑ | -20 ↓ | -16 ↓ | |
| I have a clear understanding of my development needs | | 69% | +2 | -3 | -5 ↓ | |
| I seek out opportunities to apply what I learn in my day-to-day work | | 66% | 0 | -14 ↓ | -10 ↓ | |
| I have the appropriate skills, capabilities and knowledge to do my job | | 81% | +3 | -12 ↓ | -9 ↓ | |

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 COULD SELECT FROM TWELVE REASONS AS TO WHY THEY WANT TO LEAVE THE AGENCY PLEASE SEE QUEST ON 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS

| RESPONSE SCALE | % | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UN T | VAR ANCE FROM F NANCE | VAR ANCE FROM APS OVERALL |
|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|
|----------------|---|--------------------|--------------------------------|-----------------------|---------------------------|

In the last 12 months, have you applied for a job? [Multiple Response]

| | | | | | | |
|---------------------------|--|-----|------|----|-----|------|
| Yes outside the APS | | 8% | -8↓ | -3 | -2 | -4 |
| Yes in my agency | | 36% | +12↑ | +3 | +1 | -1 |
| Yes in another APS agency | | 33% | +5↑ | -1 | +6↑ | +15↑ |
| No | | 42% | -14↓ | +1 | -4 | -8↓ |

Which of the following statements best reflects your current thoughts about working for your agency?

| | | | | | | |
|--|--|-----|------|-----|------|------|
| want to leave my agency as soon as possible | | 6% | -2 | -9↓ | -3 | -1 |
| want to leave my agency within the next 12 months | | 14% | +6↑ | +1 | +2 | +5↑ |
| want to leave my agency within the next 12 months but feel it will be unkey in the current environment | | 25% | +17↑ | +5↑ | +15↑ | +14↑ |
| want to stay working for my agency for the next one to two years | | 31% | -13↓ | +4 | -6↓ | +6↑ |
| want to stay working for my agency for at least the next three years | | 25% | -7↓ | -2 | -9↓ | -25↓ |

Main primary reason behind desire to leave agency:

| | | | | | | |
|---|--|-----|----|----|----|------|
| There is a lack of future career opportunities in my agency | | 38% | +4 | -3 | +4 | +12↑ |
|---|--|-----|----|----|----|------|

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

116 of 155

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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|----------------|------------|--------------------|--------------------------------|-----------------------|---------------------------|
| My agency supports employees to escalate risk-related issues with managers | | 81% | | +11 ↑ | +8 ↑ | +10 ↑ |
| Risk management concerns are discussed openly and honestly in my agency | | 78% | | +10 ↑ | +14 ↑ | +16 ↑ |
| Employees in my agency have the right skills to manage risk effectively | | 53% | | +4 | +4 | +4 |
| Appropriate risk taking is rewarded in my agency | | 44% | +14 ↑ | +7 ↑ | +15 ↑ | +17 ↑ |
| Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately | | 78% | | +8 ↑ | +26 ↑ | +30 ↑ |
| When things go wrong, my agency uses this as an opportunity to review, learn and improve the management of similar risks | | 69% | | +8 ↑ | +21 ↑ | +21 ↑ |

KEY

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

Positive Neutral Negative

INNOVATION INDEX



INNOVATION

THE VARIANCE FROM 2017 SCORES BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WELLING AND ABLE TO BE INNOVATIVE AND WHETHER THE 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

72%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2017

+8 ↑

VARIANCE FROM PARENT WORK UNIT

+5 ↑

VARIANCE FROM FINANCE

+5 ↑

VARIANCE FROM APS OVERALL

+8 ↑

| | | | | | | |
|--|--|------------|-------|-------|-------|-------|
| I believe that one of my responsibilities is to continually look for new ways to improve the way we work | <div style="display: flex; justify-content: space-between;"> 86 11 </div> | 86% | -2 | 0 | -3 | +3 |
| My immediate supervisor encourages me to come up with new or better ways of doing things | <div style="display: flex; justify-content: space-between;"> 72 17 11 </div> | 72% | +18 ↑ | +6 ↑ | -4 | +4 |
| People are recognised for coming up with new and innovative ways of working | <div style="display: flex; justify-content: space-between;"> 78 17 </div> | 78% | +11 ↑ | +13 ↑ | +12 ↑ | +21 ↑ |
| My agency inspires me to come up with new or better ways of doing things | <div style="display: flex; justify-content: space-between;"> 67 28 </div> | 67% | +10 ↑ | +10 ↑ | +17 ↑ | +22 ↑ |
| My agency recognises and supports the notion that failure is a part of innovation | <div style="display: flex; justify-content: space-between;"> 53 25 22 </div> | 53% | +16 ↑ | +9 ↑ | +16 ↑ | +18 ↑ |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

FINANCE SPECIFIC QUESTIONS



EXPLORE THE FULL RESULTS

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VAR ANCE FROM 2017 | VAR ANCE FROM PARENT WORK UNIT | VAR ANCE FROM FINANCE |
|---|----------------|------------|--------------------|--------------------------------|-----------------------|
| Overall how satisfied are you with your ability to access and use flexible working arrangements? | 69 11 19 | 69% | +3 | +6 ⬆ | -1 |
| My agency routinely applies merit in decisions regarding engagement and promotion | 42 36 22 | 42% | | +5 ⬆ | -6 ⬇ |
| I am interested in a mobility opportunity within Finance (e.g. moving to another branch or division) | 56 22 22 | 56% | | +1 | 0 |
| I am interested in a mobility opportunity external to Finance (e.g. temporary transfer or secondment) | 58 17 25 | 58% | | -1 | -2 |
| Finance has a set of Leadership Expectations. Be part of the solution. Collaborate and innovate. Develop self, develop others. I am familiar with these Leadership Expectations | 51 31 17 | 51% | | +1 | -12 ⬇ |
| The Finance Leadership Expectations influence the way I approach my day to day work | 46 43 11 | 46% | | +2 | -1 |
| I am aware of the internal avenues available to me if I need to raise a complaint about decisions made by the department | 42 31 28 | 42% | -25 ⬇ | +4 | -10 ⬇ |
| I have the appropriate skills, capabilities and knowledge to collaborate effectively with stakeholders | 86 11 | 86% | | -2 | -8 ⬇ |
| Being collaborative with stakeholders is an important part of my job | 86 11 | 86% | | -1 | -10 ⬇ |

KEY

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

Positive Neutral Negative

FINANCE SPECIFIC QUESTIONS



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 2017 | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE |
|---|---|------------|--------------------|--------------------------------|-----------------------|
| I am encouraged to deliver outcomes by collaborating with people beyond my immediate team | <div style="width: 83%; background-color: #006633; color: white; text-align: center;">83</div> <div style="width: 14%; background-color: #ADD8E6; color: black; text-align: center;">14</div> | 83% | | +3 | -7 |
| My team has established productive partnerships with stakeholders both within and external to Finance | <div style="width: 77%; background-color: #006633; color: white; text-align: center;">77</div> <div style="width: 20%; background-color: #ADD8E6; color: black; text-align: center;">20</div> | 77% | | -3 | -13 |

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 HEADLINE MORNING 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 OR MAKE WORKING 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

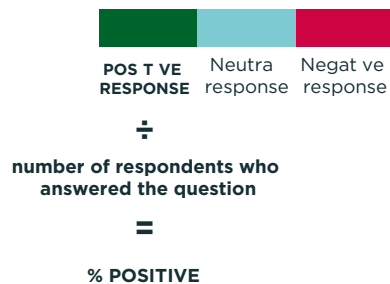
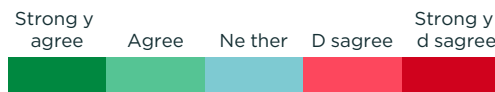
PRIORITY SE 3 AREAS TO TAKE FORWARD

| | 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 EQUAL 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 ORC IN OPERATIONAL PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OR THE EXEMPT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR WORK UNITS WITH LESS THAN 10 RESPONDENTS WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR PARENT UNIT AND THE ORGANISATION OVERALL.

COMPARISONS TO PARENT

WITHIN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO SERVICE DELIVERY OFFICE

Highlights Report:

Service Design & Optimisation Branch

| CONTENT | |
|--|------|
| | Page |
| Changes for 2018 | 2 |
| Making the most of your results | 3 |
| Employee Engagement: Say, Stay, Strive | 4 |
| Inclusion and Diversity | 5 |
| Wellbeing Index | 9 |
| Senior Leadership | 10 |
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| Workplace Culture | 14 |
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| Performance Management | 23 |
| Capability | 26 |
| Career Intentions | 27 |
| Risk Management | 28 |
| Innovation Index | 29 |
| Agency Specific Questions | 30 |
| Time to take action | 32 |
| Guide to this report | 33 |

RESPONSES:
 10 of 10

RESPONSE RATE:
 100%

CHANGES FOR 2018



A number of enhancements were introduced to 2018 APS employee census, including:

Additional Questions

Some additional questions were included to explore cultural and linguistic diversity, workgroup performance, discrimination and management location in more detail.

Employee Engagement

Questions from the internationally recognised 'Say, Stay, Strive' model of engagement have been included in the census again to enable the measurement of employee engagement. See [Measuring Employee Engagement Intuitive Model Robust Science](#) for more information on this model. This year a new calculation method was applied and questions were added to the model. The APSC model that was used for a number of years is still available in the ORC International accesspoint portal.

Senior Leadership

Previous senior leadership questions grouped all senior leaders (a respondent's immediate supervisor and the broader senior leadership group in an agency) into a single cohort. In 2018, questions continue to differentiate between a respondent's immediate senior leader and the broader leadership group within the respondent's agency.

Wellbeing index and Innovation index

Questions were retained this year in order to collectively provide a validated index percentage score to measure Wellbeing and Innovation. This is in recognition of considerable research which shows that these two areas are strongly associated with employee engagement. This year a new calculation method was applied.

Additional Data

More data is available for your agency via the online accesspoint portal. Please see your agency census coordinator for more information.

Feedback on the census is always welcomed and can be provided to the APSC's Workforce Performance Team at stateoftheservice@apsc.gov.au.

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?

NO VARIATION BETWEEN YOUR OVERALL 2017 AND 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW QUESTIONS WERE ADDED TO THE 2018 MODEL WHICH ALSO USES A MORE ROBUST CALCULATION METHOD.

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 | s47F | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
| | | | | s47F | | |

| | | |
|---------------|---|------|
| SAY | Considering everything, I am satisfied with my job | s47F |
| | I am proud to work in my agency | |
| | I would recommend my agency as a good place to work | |
| STAY | I believe strongly in the purpose and objectives of my agency | |
| | I feel a strong personal attachment to my agency | |
| | I feel committed to my agency's goals | |
| STRIVE | I suggest ideas to improve our way of doing things | |
| | I am happy to go the 'extra mile' at work when required | |
| | I work beyond what is required in my job to help my agency achieve its objectives | |
| | My agency really inspires me to do my best work every day | |

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 PARENT WORK UNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL

What is your gender?

Male

Female

X (Indeterminate/Intersex/Unspecified)

Prefer not to say

Do you identify as Aboriginal and/or Torres Strait Islander?

Yes

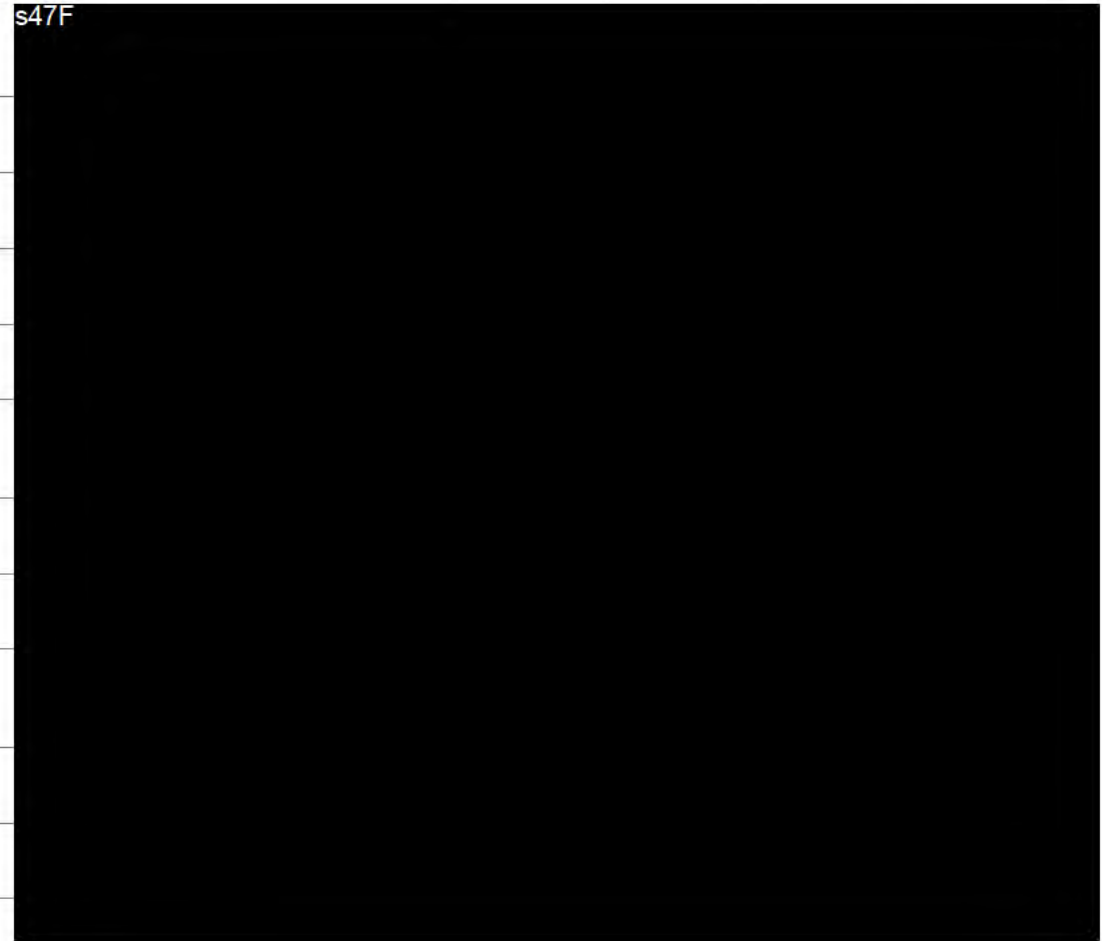
No

Do you have an ongoing disability?

Yes

No

s47F



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

IN LINE WITH THE AUSTRALIAN BUREAU OF STATISTICS STANDARDS CULTURAL AND LINGUISTIC DIVERSITY SURVEY COMPOSED OF FOUR VARIABLES: COUNTRY OF BIRTH, MAIN LANGUAGE OTHER THAN ENGLISH SPOKEN AT HOME, PROFICIENCY IN SPOKEN ENGLISH AND INDIGENOUS STATUS

Demographics

RESPONSE SCALE

%

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL

In which country were you born?

Australia

Other country

Do you speak a language other than English at home?

No English only

Yes other

How well do you speak English?

Very well

Well

Not well

Not at all

s47F

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 PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|----------------|---|--------------------------------|-----------------------|---------------------------|
| Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)? | s47F | | | | |
| Yes | | | | | |
| No | | | | | |
| Prefer not to say | | | | | |
| Do you have carer responsibilities? | | | | | |
| Yes | | | | | |
| No | | | | | |

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 PARENT WORKUNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|-------------|--|------------|-------------------------------|-----------------------|---------------------------|
| Attitudinal | The people in my workgroup behave in an accepting manner towards people from diverse backgrounds | 547F | | | |
| | My SES manager actively supports people of diverse backgrounds | | | | |
| | My agency is committed to creating a diverse workforce (e.g. gender age, culture and linguistic background, disability, indigenous, LGBT+) | | | | |
| | My supervisor actively supports people from diverse backgrounds | | | | |
| | My agency supports and actively promotes an inclusive workplace culture | | | | |

KEY

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

Positive Neutra Negative

WELLBEING INDEX



WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE WELLBEING SCORE PROVIDES AN INDICATION OF THE STATE OF EMOTIONAL AND PHYSICAL HEALTH AND WELLBEING AMONG EMPLOYEES. IT MEASURES BOTH THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT

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

| | | | | | | |
|-----------------------------------|------|-----------------------|-------------------|--------------------------------|-----------------------|---------------------------|
| YOUR WELLBEING INDEX SCORE | s47F | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
| | | | | | | |

| | |
|--|------|
| I am satisfied with the policies/practices in place to help me manage my health and wellbeing | s47F |
| My agency does a good job of communicating what it can offer me in terms of health and wellbeing | |
| My agency does a good job of promoting health and wellbeing | |
| I think my agency cares about my health and wellbeing | |
| Believe my immediate supervisor cares about my health and wellbeing | |

| | | | |
|------------|--|---|---------------------------|
| KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | Positive Neutral Negative |
| | | | |

SENIOR LEADERSHIP



EXPLORE THE FULL RESULTS

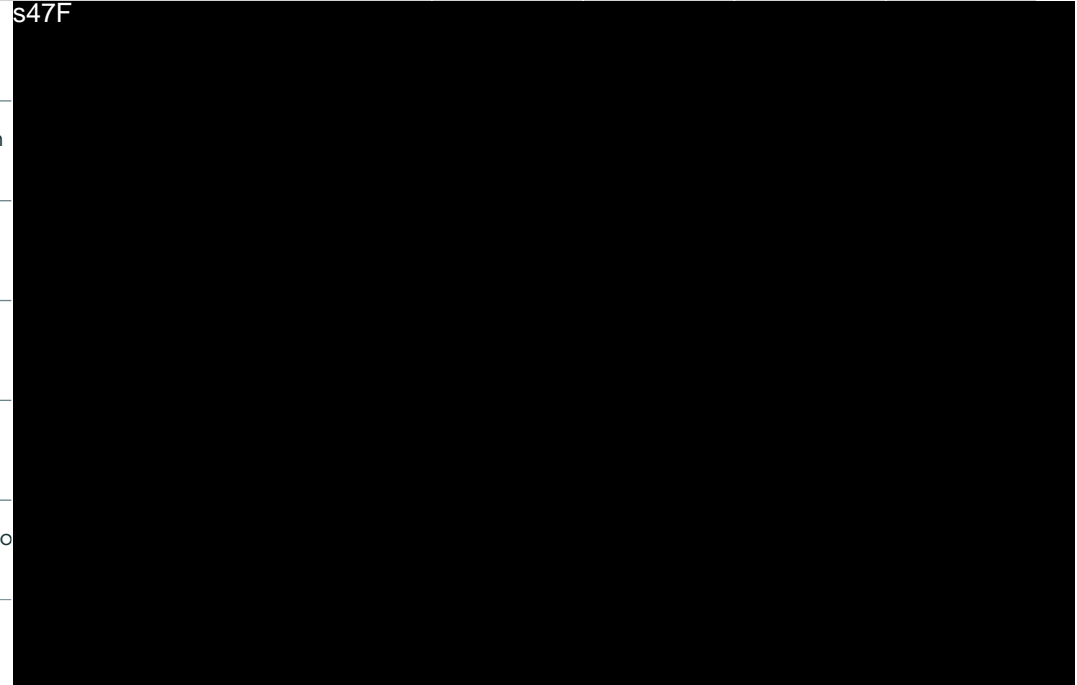
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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|--|------------|--------------------------------|-----------------------|---------------------------|
| Senior leadership: Immediate SES manager | My SES managers of a high quality | | | | |
| | My SES managers sufficiently visible (e.g. can be seen in action) | | | | |
| | My SES managers communicate effectively | | | | |
| | My SES managers ensure that work effort contributes to the strategic direction of the agency and the APS | | | | |
| | My SES managers effectively lead and manage change | | | | |
| | My SES managers engage with staff on how to respond to future challenges | | | | |



KEY

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

Positive Neutra Negative

SENIOR LEADERSHIP



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

Senior Leadership: All SES

- In my agency, the SES are sufficiently visible (e.g. can be seen in action)
- In my agency, communication between the SES and other employees is effective
- In my agency, the SES set a clear strategic direction for the agency
- In my agency, the SES are of a high quality
- In my agency, the SES work as a team
- In my agency, the SES clearly articulate the direction and priorities for our agency



RESPONSE SCALE

% POSITIVE

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL

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

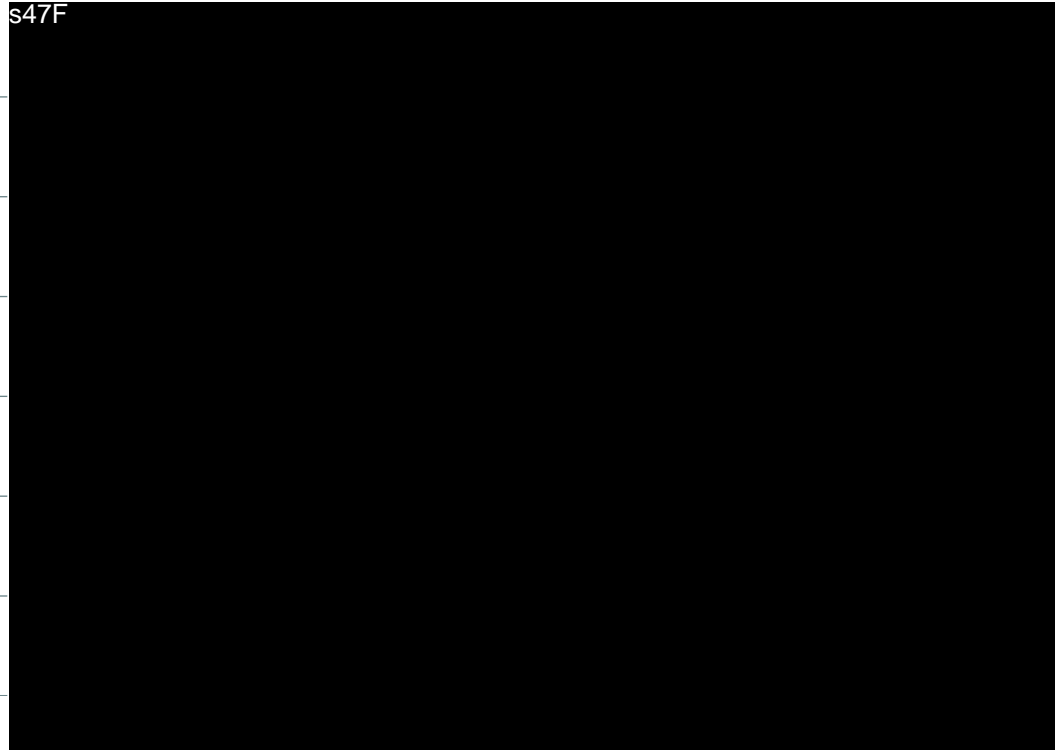
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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|----------------------|--|------------|--------------------------------|-----------------------|---------------------------|
| Immediate supervisor | My supervisor treats people with respect | | | | |
| | My supervisor communicates effectively | | | | |
| | My supervisor encourages me to contribute ideas | | | | |
| | My supervisor helps to develop my capability | | | | |
| | My supervisor displays resilience when faced with difficulties or failures | | | | |
| | My supervisor gives me responsibility and holds me to account for what I deliver | | | | |
| | My supervisor challenges me to consider new ways of doing things | | | | |



KEY

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

Positive Neutra Negative

IMMEDIATE SUPERVISOR



**EXPLORE
THE FULL
RESULTS**

Immediate supervisor

RESPONSE SCALE

%

VAR ANCE
FROM PARENT
WORK UN T

VAR ANCE
FROM
F NANCE

VAR ANCE
FROM APS
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me

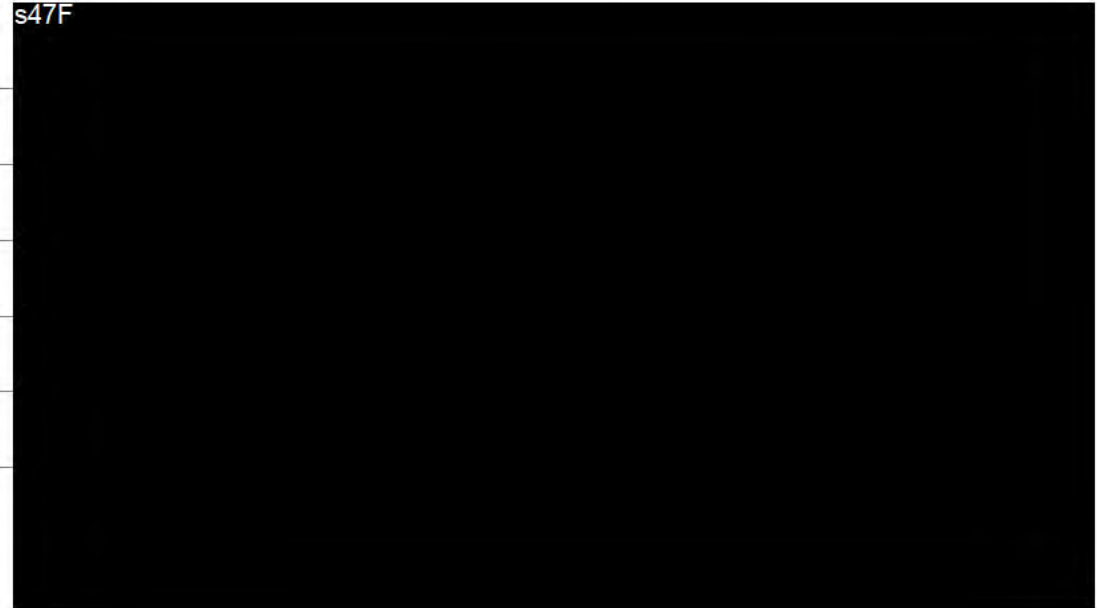
In the same office as me but on a different floor

In a different office but in the same town/city

In a different town/city or state

In a different country

s47F



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 PARENT WORKUNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|--|------------|-------------------------------|-----------------------|---------------------------|
| Culture | receive the respect I deserve from my colleagues at work | | | | |
| | Relationships at work are strained [negatively worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive] | | | | |
| | The people in my workgroup treat each other with respect | | | | |
| | My agency actively encourages ethical behaviour by all of its employees | | | | |
| | I have unrealistic time pressures [negatively worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive] | | | | |
| | Staff are consulted about change at work | | | | |
| | I am happy to go the 'extra mile' at work when required | | | | |
| | Internal communication within my agency is effective | | | | |
| | In general employees in my agency feel they are valued for their contribution | | | | |
| My agency really inspires me to do my best work every day | | | | | |

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

%

VAR ANCE
FROM PARENT
WORK UN T

VAR ANCE
FROM
F NANCE

VAR ANCE
FROM APS
OVERALL

Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?

A ways

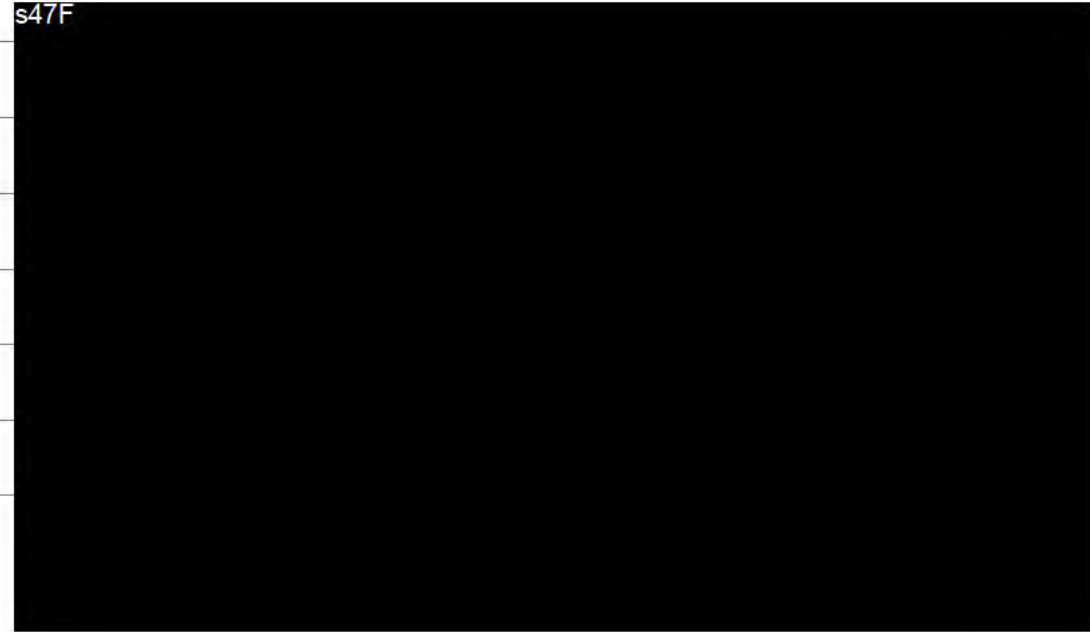
Often

Somet mes

Rare y

Never

Not sure



KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



**EXPLORE
THE FULL
RESULTS**

APS Values

RESPONSE SCALE

%

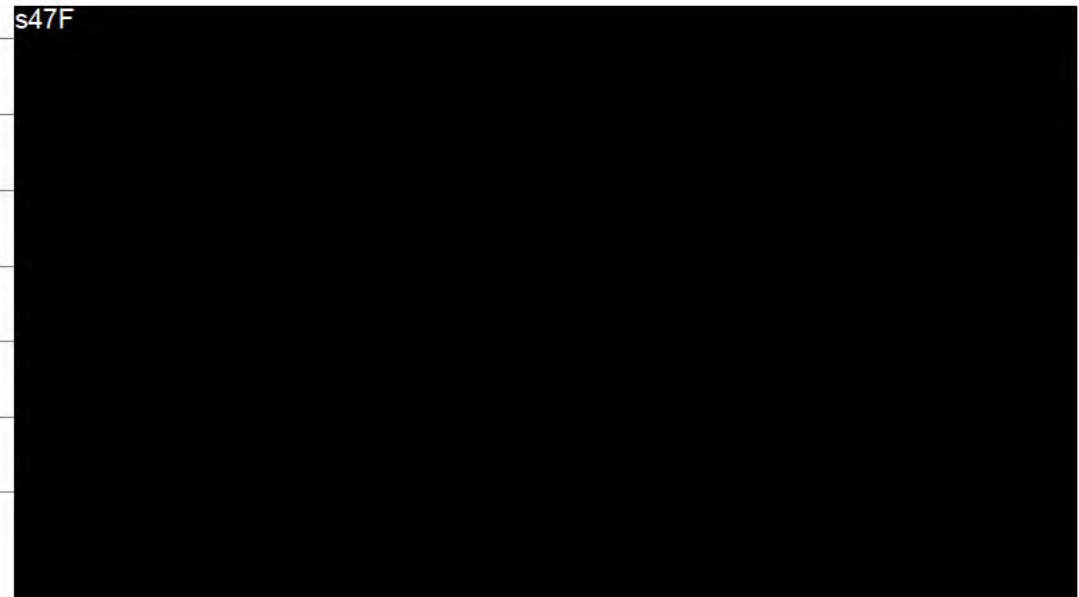
VARIANCE
FROM PARENT
WORK UNIT

VARIANCE
FROM
FINANCE

VARIANCE
FROM APS
OVERALL

Does your supervisor act in accordance with the APS Values in his or her everyday work?

| |
|-----------|
| A ways |
| Often |
| Sometimes |
| Rarely |
| Never |
| Not sure |



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

%

VAR ANCE
FROM PARENT
WORK UN T

VAR ANCE
FROM
F NANCE

VAR ANCE
FROM APS
OVERALL

Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?

A ways

Often

Somet mes

Rare y

Never

Not sure

S47F



KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO REPORTED EXPERIENCING 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 DISCRIMINATION TYPES FROM A LIST OF EIGHT ITEMS. PLEASE SEE QUESTION 84 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

Discrimination

RESPONSE SCALE

%

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL

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

No

Did this discrimination occur in your current agency?

Yes

No

s47F

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 REPORTED EXPERIENCING BULLYING OR HARASSMENT IN THEIR CURRENT WORKPLACE DURING THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF BULLYING OR HARASSMENT THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE OPTIONS FROM A LIST OF NINE ITEMS. PLEASE SEE QUESTION 86 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

Bullying and harassment

RESPONSE SCALE

%

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL

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

Yes

No

Not Sure

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures

It was reported by someone else

I did not report the behaviour

s47F

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CONDITIONS



EXPLORE THE FULL RESULTS

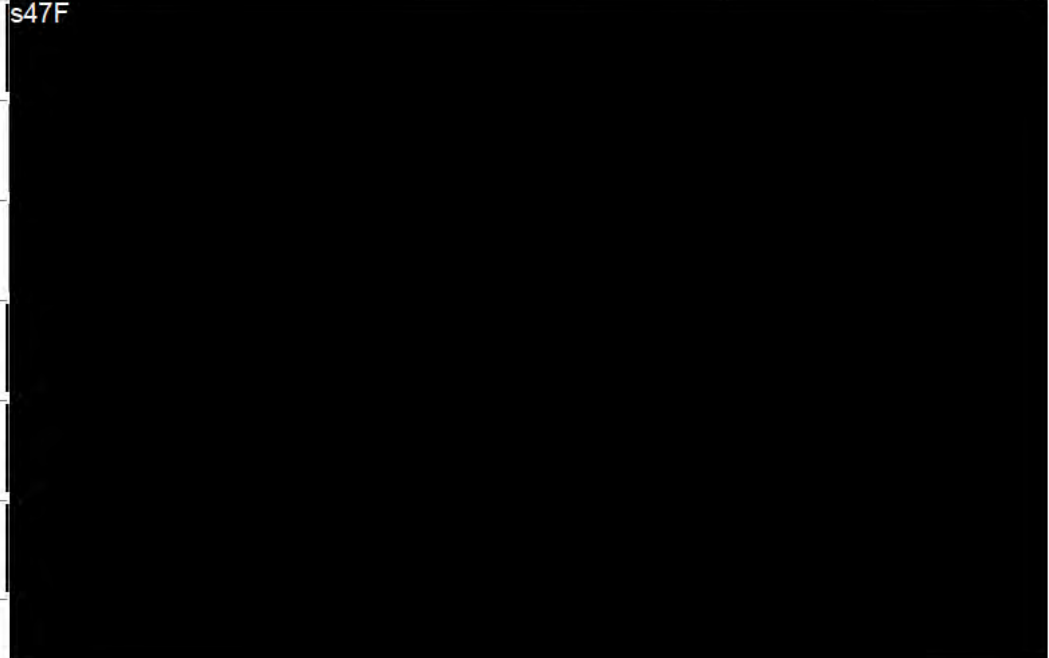
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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|----------|--|------------|--------------------------------|-----------------------|---------------------------|
| Your job | My job gives me opportunities to utilise my skills | | | | |
| | I am fairly remunerated (e.g. salary, superannuation) for the work that I do | | | | |
| | Considering everything, I am satisfied with my job | | | | |
| | I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | | | | |
| | I am satisfied with the stability and security of my current job | | | | |
| | I am satisfied with the opportunities for career progression in my agency | | | | |



KEY

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

Positive Neutral Negative

WORKPLACE CONDITIONS



EXPLORE THE FULL RESULTS

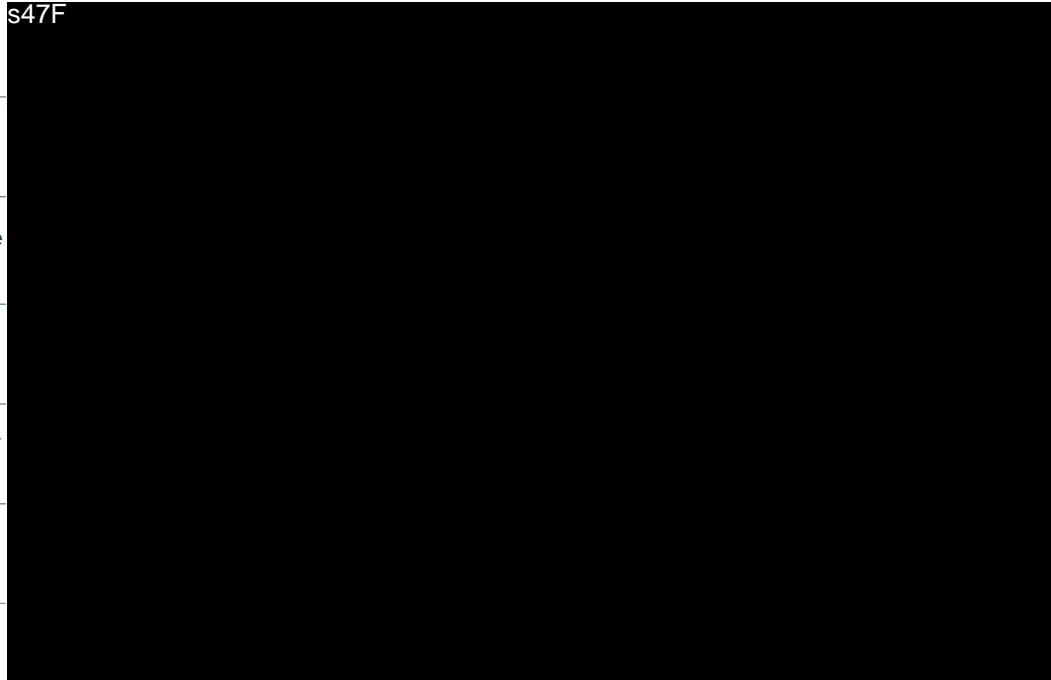
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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|-------------------------------|---|----------------|------------|--------------------------------|-----------------------|---------------------------|
| Flexible working arrangements | My supervisor actively supports the use of flexible work arrangements by all staff regardless of gender | | | | | |
| | My SES manager actively supports the use of flexible work arrangements by all staff regardless of gender | | | | | |
| Work-life balance | Considering your work and life priorities how satisfied are you with the work-life balance in your current job? | | | | | |
| Mobility | My agency provides opportunities for mobility within my agency (e.g. temporary transfers) | | | | | |
| | My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers) | | | | | |
| | My immediate supervisor actively supports opportunities for mobility | | | | | |



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 PERFORMANCE 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 PARENT WORKUNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|----------------|------------|-------------------------------|-----------------------|---------------------------|
|--|----------------|------------|-------------------------------|-----------------------|---------------------------|

| | | | | | |
|--|--|------|--|--|--|
| My workgroup has the tools and resources we need to perform well. | | 547F | | | |
| The work processes we have in place allow me to be as productive as possible. | | | | | |
| The people in my workgroup complete work to a high standard. | | | | | |
| My supervisor ensures that my workgroup delivers on what we are responsible for. | | | | | |

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

| Performance Management | RESPONSE SCALE | % | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|------------------------|----------------|---|--------------------------------|-----------------------|---------------------------|
|------------------------|----------------|---|--------------------------------|-----------------------|---------------------------|

Received regular and timely feedback from your supervisor

Yes

No

Received constructive feedback from your supervisor

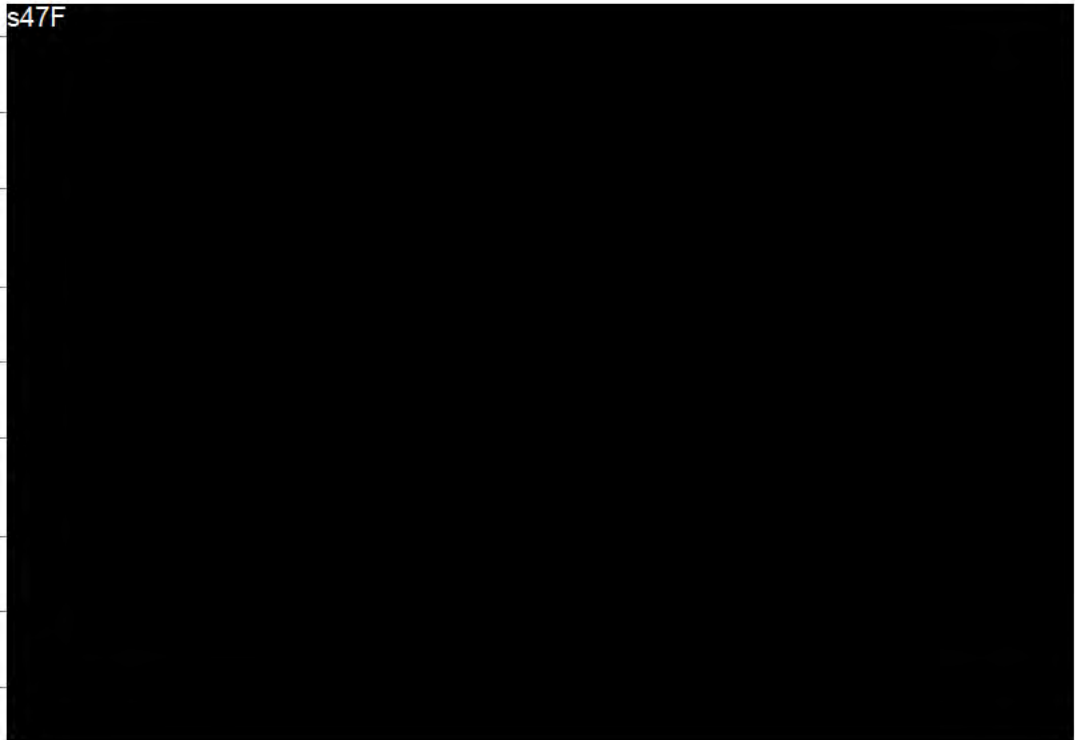
Yes

No

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

Yes

No



s47F

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

Performance Management

RESPONSE SCALE

%

VAR IANCE FROM PARENT WORK UN T

VAR IANCE FROM F NANCE

VAR IANCE FROM APS OVERALL

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

No

Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)

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

Yes

No

Not applicable (e.g. my performance has not changed)

s47F

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

Performance Management

- To what extent do you agree that in the past 12 months the performance expectations of your job were clear and unambiguous?
- How satisfied are you with your supervisor in managing your performance?
- To what extent do you agree that the support by your supervisor has helped to improve your performance?
- My overall experience of performance management in my agency has been useful for my development
- My supervisor openly demonstrates commitment to performance management
- I received recognition when I last accomplished something significant at work
- I can identify a clear connection between my job and my agency's purpose
- To what extent do you agree that your agency deals with underperformance effectively?

s47F

RESPONSE SCALE

% POSITIVE

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



CAPABILITY



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|----------------|------------|--------------------------------|-----------------------|---------------------------|
| My immediate supervisor provides me with the opportunity to attend training programs | | | | | |
| My immediate supervisor shares links, readings and information | | | | | |
| My immediate supervisor provides me with the opportunity to develop relevant capabilities for my career | | | | | |
| My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work | | | | | |
| I am able to access training and development solutions to meet my needs | | | | | |
| My supervisor has a clear understanding of my development needs | | | | | |
| My supervisor seeks out opportunities to apply what I learn in my day-to-day work | | | | | |
| My supervisor has the appropriate skills, capabilities and knowledge to do my job | | | | | |

KEY

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

Positive Neutra Negative

CAREER INTENTIONS



EXPLORE THE FULL RESULTS

EMPLOYEES COULD SELECT FROM TWELVE REASONS AS TO WHY THEY WANT TO LEAVE THE AGENCY. PLEASE SEE QUEST ON 42 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS

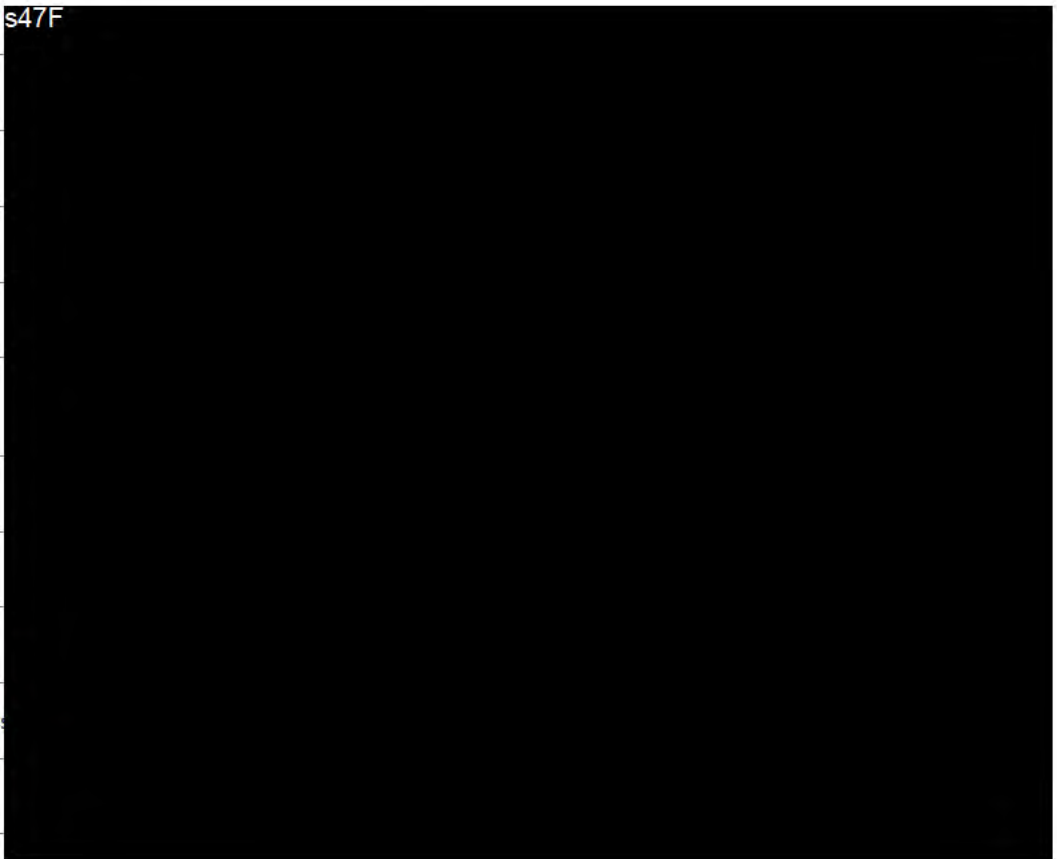
| | RESPONSE SCALE | % | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|--|----------------|---|--------------------------------|-----------------------|---------------------------|
|--|----------------|---|--------------------------------|-----------------------|---------------------------|

In the last 12 months, have you applied for a job? [Multiple Response]

- Yes outside the APS
- Yes in my agency
- Yes in another APS agency
- No

Which of the following statements best reflects your current thoughts about working for your agency?

- want to leave my agency as soon as possible
- want to leave my agency within the next 12 months
- want to leave my agency within the next 12 months but feel it will be unkey in the current environment
- want to stay working for my agency for the next one to two years
- want to stay working for my agency for at least the next three years



| | | |
|------------|--|---|
| KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR |
|------------|--|---|

RISK MANAGEMENT



EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
|---|----------------|------------|--------------------------------|-----------------------|---------------------------|
| My agency supports employees to escalate risk-related issues with managers | | | | | |
| Risk management concerns are discussed openly and honestly in my agency | | | | | |
| Employees in my agency have the right skills to manage risk effectively | | | | | |
| Appropriate risk takings rewarded in my agency | | | | | |
| Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately | | | | | |
| When things go wrong my agency uses this as an opportunity to review, learn and improve the management of similar risks | | | | | |

s47F

KEY

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutra Negative

INNOVATION INDEX



INNOVATION

THE VARIANCE FROM 2017 SCORES BASED ON A RECALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WELLING AND ABLE TO BE INNOVATIVE AND WHETHER THE 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 | s47F | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE | VARIANCE FROM APS OVERALL |
| | | | | s47F | | |

| | |
|---|------|
| <p>I believe that one of my responsibilities is to continually look for new ways to improve the way we work</p> | s47F |
| <p>My immediate supervisor encourages me to come up with new or better ways of doing things</p> | |
| <p>People are recognised for coming up with new and innovative ways of working</p> | |
| <p>My agency inspires me to come up with new or better ways of doing things</p> | |
| <p>My agency recognises and supports the notion that failure is a part of innovation</p> | |

| | | | |
|------------|--|---|---------------------------|
| KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | Positive Neutral Negative |
| | | | |

FINANCE SPECIFIC QUESTIONS



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 PARENT WORK UNIT | VARIANCE FROM FINANCE |
|--|----------------|------------|--------------------------------|-----------------------|
|--|----------------|------------|--------------------------------|-----------------------|

| | | | | |
|--|--|--|--|--|
| Overall, how satisfied are you with your ability to access and use flexible working arrangements? | | | | |
| My agency routinely applies merit in decisions regarding engagement and promotion | | | | |
| I am interested in a mobility opportunity within Finance (e.g. moving to another branch or division) | | | | |
| I am interested in a mobility opportunity external to Finance (e.g. temporary transfer or secondment) | | | | |
| Finance has a set of Leadership Expectations. Be part of the solution. Collaborate and innovate. Develop self, develop others. I am familiar with these Leadership Expectations. | | | | |
| The Finance Leadership Expectations influence the way I approach my day to day work. | | | | |
| I am aware of the internal avenues available to me if I need to raise a complaint about decisions made by the department. | | | | |
| I have the appropriate skills, capabilities and knowledge to collaborate effectively with stakeholders. | | | | |
| Collaborating with stakeholders is an important part of my job. | | | | |



| | | | | | |
|------------|--|---|----------|---------|----------|
| KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | Positive | Neutral | Negative |
| | | | | | |

FINANCE SPECIFIC QUESTIONS



EXPLORE THE FULL RESULTS

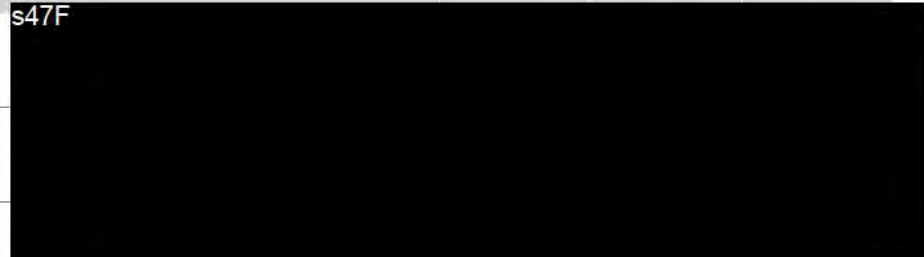
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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

| | RESPONSE SCALE | % POSITIVE | VARIANCE FROM PARENT WORK UNIT | VARIANCE FROM FINANCE |
|---|----------------|------------|--------------------------------|-----------------------|
| <p>I am encouraged to deliver outcomes by collaborating with people beyond my immediate team</p> <hr/> <p>My team has established productive partnerships with stakeholders both within and external to Finance</p> | | | | |



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 HEADLINE MORNING OR THROUGH DISCUSSIONS WITH SALES?


OPPORTUNITIES

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

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE OR MAKE WORKING 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

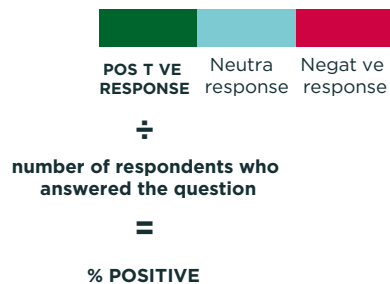
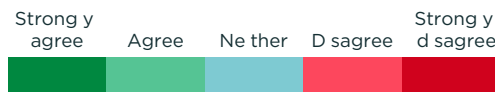
PRIORITY SE 3 AREAS TO TAKE FORWARD

| | 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 EQUAL 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 ORC IN OPERATIONAL PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OR THE EXCEL WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR WORK UNITS WITH LESS THAN 10 RESPONDENTS WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR PARENT UNIT AND THE ORGANISATION OVERALL.

COMPARISONS TO PARENT

WITHIN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO SERVICE DELIVERY OFFICE