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

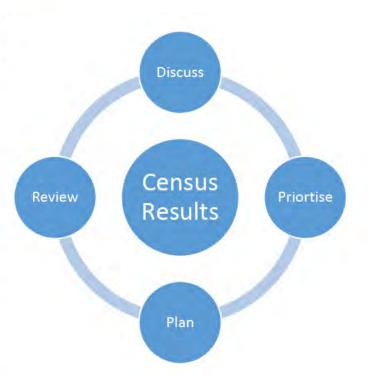
Generate discussion within your team focusing on the census results that are important to your team.

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



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HOW TO CREATE A CULTURE OF ACTION

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" 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**. 5 of 155 **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... D m t of Fin FOI 22/113(2) om Do and matter tAt 1

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. 7 of 155 D m t of Fin FOI 22/113(2) om Conformation t Adt 1

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

5

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.



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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 11 of 155

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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.

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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.

11

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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.

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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. D m t of Fin FOI 22/113(2) om Do and matter tAt 1

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.



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AGERS

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

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.

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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.

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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 grassroots ideas for action.



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



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HOW IT WORKS; NEXT STEPS

O1. 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

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of

Australian Public Service Employee Census 2018

7 May – 8 June

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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 <u>Measuring Employee Engagement Intuitive Model Robust Science</u> 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 <u>stateoftheservice@apsc.gov.au</u>.



MAKING THE MOST OF YOUR RESULTS



01.

Identify the

areas where

performing

These will tend to

which are notably

celebrated. Share

the good news

with employees.

be high results

above any

should be

comparative results. These

you are

well.

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.



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.



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.

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

05.

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. 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.



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EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE

HOW ENGAGED IS YOUR TEAM?

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NO VAR AT ON BETWEEN YOUR OVERALL 2017 AND 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW QUEST ONS WERE ADDED TO T E 2018 MODEL W C ALSO USES A MORE ROBUST CALCULAT ON MET OD

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.

7	YOUR EMPLOYEE ENGAGEMENT 66%	RESPONS	E SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANC FROM AP OVERALI
	SCORE		_			-5 🔮	-7 🔮	-4
	Cons der ng everyth ng am sat sf ed w th my ob	52	23 25	52%		-20 🔮	-220	-16 오
SAY	am proud to work n my agency	55	31 1	4 55%	+5⊙	-18 👁	-220	-17 🖸
l'S	wou d recommend my agency as a good p ace to work	52	17 31	52%	+6 🖸	-16 🕑	-19 🕑	-9 C
	be eve strong y n the purpose and ob ect ves of my agency	60	31	9 60%		-10 🔮	-13 🖸	-17 C
STAY	fee a strong persona attachment to my agency	48	32 20	48%	+13 😡	-13 🕑	-14 🔿	-16 🖸
ST	fee comm tted to my agency s goa s	55	34	11 55%		-13 🔮	-18 🖸	-21
	suggest deas to mprove our way of do ng th ngs	80	17	80%	-4	-5 👁	-60	-3
STRIVE	am happy to go the 'extra m e at work when required	92		92%	+3	0	-2	+2
STR	work beyond what s required n my ob to he p my agency ach eve its ob ectives	82	11	8 82%	+4	+1	0	+4
	My agency rea y nsp res me to do my best work every day	48	33 1	48%		-1	-6 🛛	-1
EY		T LEAST 5 PERCENTA	GE PO NTS LESS TH	AN	P	ostve Neutra N	legat ve	

INCLUSION AND DIVERSITY

EXPLORE THE FULL RESULTS

0

D

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANC FROM AP OVERALI
What is your gender?				0		
Ma e		48%	+70	+4	+3	+10 🖸
Fema e		45%	-13 🛛	-80	-70	-14 🔿
X (ndeterm nate/ ntersex/Unspec f ed)		0%	-	4	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
~ ~ ~ ~		- 70	1			
50.		98%	0	+1	+2	+2
No Do you have an ongoing disability?		- De alasta	0	+1	+2	
No		- De alasta	-3	+1 -5♥	+2 -3	
No Do you have an ongoing disability?		98%				+2



INCLUSION AND DIVERSITY

0 VAR ANCE VAR ANCE VAR ANCE VAR ANCE Demographics **RESPONSE SCALE** % FROM PARENT FROM FROM APS **FROM 2017** WORK UN T **FNANCE** OVERALL In which country were you born? EXPLORE THE FULL 68% -110 -110 -100 Austra a -RESULTS 32% +110 +110 +100 Other country -Do you speak a language other than English at home? 72% -90 -90 -10 0 No Eng sh on y -N L NE W TH THE 28% +90 +90 +100 Yes other -AUSTRAL AN BUREAU OF STAT ST CS STANDARDS CULTURAL AND L NGU ST C D VERS TY S How well do you speak English? COMPR SED OF FOUR VAR ABLES COUNTRY OF B RTH MA N LANGUAGE 89% OTHER THAN ENGLISH +90 +50 +80 Very we ÷., SPOKEN AT HOME PROF C ENCY N SPOKEN ENGL SH AND 11% -80 -80 We -4 -ND GENOUS STATUS 0% 0 0 -1 Not we -0% 0 Not at a ---AT LEAST 5 PERCENTAGE PO NTS LESS THAN AT LEAST 5 PERCENTAGE PO NTS GREATER KEY ଜ THAN COMPARATOR COMPARATOR

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INCLUSION AND DIVERSITY

0	Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	Do you identify as Lesbian, Gay, Bisexual, T	Frans, 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%	-50	+50	+70	+50
	No		55%	+50	-50	-70	-5♥
	KEY	AT LEAST 5 PERCENT, THAN COMPARATOR	AGE PO NTS GREATER		COMPARATOR	ERCENTAGE PO N R	NTS LESS THAN
		30 of 155					



INCLUSION AND DIVERSITY

0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE THE FULL		The peopen my workgroup behaven an accept ng manner towards peope from d verse backgrounds	73 14 1	73 %	+4	-13 🕑	-16	-15 🕑
RESULTS	_	My SES manager act ve y supports peop e of d verse backgrounds	69 20 1	¹ 69%	+14 🔂	-9	-13	+4
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	Attitudinal	My agency s comm tted to creat ng a d verse workforce (e g gender age cu tura and ngu st c background d sab ty nd genous LGBT +)	69 23	69 %	+14 🖸	-11 🕑	-13 🕑	-8 🕑
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		My superv sor act ve y supports peop e from d verse backgrounds	75 22	75%		-11 🕑	-12 🕑	-10 🕑
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED		My agency supports and act ve y promotes an nc us ve workp ace cu ture	63 23 14	63%		-15 🕑	-18 🔮	-12 🔮
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?								
IMPROVEMENT:	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE PO NTS LESS T COMPARATOR	IAN	P	ostve Neutra N	egat ve	





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WELLBEING INDEX

9	Ŧ	YOUR WELLBEING INDEX	0/	RESPON	ISE SC	ALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
		SCORE	70					+7 🕤	-8 🕑	-8 🕑	-6 🕹
VELLBEING		am sat sf ed w th the po c es/pract ce p ace to he p me manage my hea th and we be ng		64		22 14	64%	+240	-90	-90	-4
HE VAR ANCE FROM 2017 BASED ON A RE ALCULATED 2017		My agency does a good ob of commun cat ng what t can offer me n of hea th and we be ng	erms	44	33	23	44%	+120	-15 👁	-15 🔮	-15 오
INOVAT ON SCORE THAT SES A MORE ROBUST ALCULAT ON METHOD		My agency does a good ob of promot r hea th and we be ng	g	47	30	23	47%	+17 😡	-12 🔮	-12 👁	-11 🔿
HE WELLBE NG SCORE ROV DES AN ND CAT ON F THE STATE OF		th nk my agency cares about my hea t we be ng	n and	48	27	25	48%	+14 😡	-11 👁	-11 👁	-70
MOT ONAL AND HYS CAL HEALTH AND YELLBE NG AMONG MPLOYEES T MEASURES OTH THE PRACT CAL ND CULTURAL LEMENTS THAT ALLOW OR A SUSTA NABLE AND EALTHY WORK NG NV RONMENT		be eve my mmed ate superv sor cares about my hea th and we be ng		67		20 13	67%	+60	-12 🛛	-17 🖸	-14 오
IGH LEVELS OF NGAGEMENT WILL OT BE USTAINABLE AND /ILL LEAD TO URN OUT /ITHOUT ECIPROCALLY											
TRONG LEVELS OF /ELLBEING.	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	O	AT LEAST 5 PERCENT	TAGE PO N	TS LESS THAN		P	Postve Neutra N	legat ve	

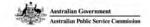


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SENIOR LEADERSHIP

9							RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
						s4	7F					
XPLORE	5	My S	ES manager	s of a h g <mark>h</mark>	qua ty							
	SES manager		ES manager be seen in ad		yvsbe(g						
DR EACH QUEST ON IOWN HERE FORMAT ON ABOUT IE PROPORT ON OF	nediate Sl	My S	ES manager	commun ca	ates effect	vey						
DLLEAGUES SPOND NG POS T VELY TRONGLY AGREE + GREE) NEUTRALLY	Senior leadership: Immediate	cont	ES manager r butes to th acy and the a	e strateg c d								
E THER AGREE NOR SAGREE) OR GAT VELY D SAGREE + RONGLY D SAGREE) S OV DED	nior leade		ES manager ages change		eads and							
	Sei		ES manager spond to fu			how						
OK AT HOW YOUR S T VE SCORE MPARES TO THE A LABLE MPAR SONS												
HERE ARE YOU RFORMING ELL?												
THERE DOM FOR			Sec. et al.					WARE.		Postve Neutra N	legat ve	
IPROVEMENT?	KEY	0	AT LEAST 5 PE	RCENTAGE PO	NTS	O	AT LEAST 5 PERCENTAGE PO NTS LES COMPARATOR	S THAN		USI VE Neutra N	legat ve	





SENIOR LEADERSHIP

0			RESPONSE	SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		n my agency the SES are suff c ent y v s b e (e g can be seen n act on)	72	12 15	72 %	+33 🔂	+4	+1	+21
THE FULL RESULTS	SES	n my agency commun cat on between the SES and other emp oyees s effect ve	60	20 18	60%	+20 🔂	+4	+1	+15 🖸
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	AII	n my agency the SES set a c ear strateg c d rect on for the agency	71	14 14	71 %	+26 🔂	+7 🔂	+5 🖸	+16 🔂
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	or Leadership:	n my agency the SES are of a h gh qua ty	65	15 15	65%	+29	+4	-2	+14 🖸
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Senior	n my agency the SES work as a team	59	22 17	59%		+70	+7 🔂	+20
		n my agency the SES c ear y art cu ate the d rect on and pr or t es for our agency	73	10 16	73 %		+12 🖸	+11 🖸	+20
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?]
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTA COMPARATOR	GE PO NTS LESS THA	N	Po	ostve Neutra No	egat ve	





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IMMEDIATE SUPERVISOR

		RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
	My superv sor treats peop e w th respect	82 9 9	82%	+12 🖸	-5 🛛	-7 🔮	-6 🔮
	My superv sor commun cates effect ve y	68 22 11	68 %	+10 🖸	-11 🕑	-13 🔮	-11 🕑
rvisor	My superv sor encourages me to contr bute deas	77 12 11	77 %	+8 0	-6 🔮	-8 🔮	-5 🕑
liate supe	My superv sor he ps to deve op my capab ty	63 15 22	63 %	+18 🖸	-7 🔮	-12 🔮	-9 🔮
Immed	My superv sor d sp ays res ence when faced w th d ff cu t es or fa ures	60 25 15	60%	+2	-17 👁	-21	-19 🔮
	My superv sor g ves me respons b ty and ho ds me to account for what de ver	80 14	80%	+90	-6 🕑	-7 🕑	-5 🕑
	My superv sor cha enges me to cons der new ways of do ng th ngs		63%	+90	-11 👁	-14	-9
[
KEY		AT LEAST 5 PERCENTAGE PO NTS LESS THA COMPARATOR	N	P	ostve Neutra Ne	egat ve	
	KEX Immediate supervisor	My superv sor commun cates effect ve y My superv sor encourages me to contr bute deas My superv sor he ps to deve op my capab ty My superv sor d sp ays res ence when faced w th d ff cu t es or fa ures My superv sor g ves me respons b ty and ho ds me to account for what de ver My superv sor cha enges me to cons der new ways of do ng th ngs	My superv sor treats peop e w th respect 82 9 9 My superv sor commun cates effect ve y 68 22 11 My superv sor encourages me to contr bute 77 12 11 My superv sor he ps to deve op my 63 15 22 My superv sor d sp ays res ence when 60 25 15 My superv sor d sp ays res ence when 80 14 My superv sor cha enges me to cons der 80 14 My superv sor cha enges me to cons der 80 14	POSITIVE POSITIVE My superv sor treats peop e w th respect 92 9 9 82% My superv sor treats peop e w th respect 68 22 11 68% My superv sor commun cates effect ve y 68 22 11 68% My superv sor encourages me to contr bute 77 12 17 77% My superv sor he ps to deve op my 63 15 22 63% My superv sor d sp ays res ence when faced w th df cut es or fa ures 60 25 15 60% My superv sor g ves me respons b ty and ods me to account for what de ver 80 44 80% My superv sor cha enges me to cons der new ways of do ng th ngs 633% 63%	RESPONSE SCALE POSITIVE FROM 2017 My superv sor treats peop e w th respect 82 9 9 82% +120 My superv sor commun cates effect ve y 68 22 1 68% +100 My superv sor encourages me to contr bute 77 12 11 77% +80 My superv sor he ps to deve op my 63 15 22 63% +180 My superv sor d sp ays res ence when 60 25 15 60% +2 My superv sor d sp ays res ence when 60 25 14 80% +90 My superv sor d sp ays res ence when 60 25 15 60% +2 My superv sor d sp ays res ence when 60 25 14 80% +90 My superv sor d sp ays res ence ons der 63% +90 63% +90 63% +90	RESPONSE SCALE POSITIVE PARM 2017 ROM PARENT WORK UNT My superv sor treats peop e w th respect 82 9 9 82% +12.0 -5.0 My superv sor commun cates effect ve y 68 22 11 68% +10.0 -11.0 My superv sor commun cates effect ve y 68 22 11 68% +10.0 -11.0 My superv sor encourages me to contr bute 77 12 11 77% +8.0 -6.0 My superv sor he ps to deve op my 63 15 22 6.3% +18.0 -7.0 My superv sor d sp ays res ence when faced w th df cut es or fa ures 60 25 15 60% +2 -11.0 My superv sor g ves me respons b ty and ho ds me to account for what de ver 80 14 80% +90 -6.0 My superv sor cha enges me to cons der mew ways of do ng th ngs 63.3% +90 -11.0	Normal Section Positive Promise SCALE Positive Promise Section Promise Section



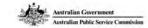


IMMEDIATE SUPERVISOR

Immediate supervisor RESPONSE SCALE	%	VAR ANCE FROM 2017	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?					-
n the same off ce as me	91%		-2	-50	+90
n the same off ce as me but on a d fferent f oor	3%	-	0	+1	0
n a d fferent off ce but n the same town/c ty	6%	-	+4	+50	+3
n a d fferent town/c ty or state	0%	13	-3	-1	-13 🔮
n a d fferent country	0%	÷.	- 81	-	0
n a d fferent country	0%	-			
	Where is your immediate supervisor's normal work location? n the same off ce as me n the same off ce as me but on a d fferent f oor n a d fferent off ce but n the same town/c ty n a d fferent town/c ty or state	Where is your immediate supervisor's normal work location? n the same off ce as me 91% n the same off ce as me but on a d fferent f oor 3% n a d fferent off ce but n the same town/c ty 6% n a d fferent town/c ty or state 0%	Immediate Supervisor RESPONSE SCALE % FROM 2017 Where is your immediate supervisor's normal work location? 91% - n the same off ce as me 91% - n the same off ce as me but on a d fferent f oor 3% - n a d fferent off ce but n the same town/c ty 6% - n a d fferent town/c ty or state 0% -	Immediate Supervisor RESPOnse SCALE % FROM 2017 PROM PARENT WORK UN T Where is your immediate supervisor's normal work location? 91% - -2 n the same off ce as me 91% - -2 n the same off ce as me but on a d fferent f oor 3% - 0 n a d fferent off ce but n the same town/c ty 6% - +4 n a d fferent town/c ty or state 0% - -3	Immediate Supervisor Response SCALE % FROM 2017 PROM PARENT WORK UN T PROM F NANCE Where is your immediate supervisor's normal work location? n the same off ce as me 91% - -2 -5 0 n the same off ce as me 3% - 0 +1 n a d fferent off ce but n the same town/c ty 6% - +4 +5 0 n a d fferent town/c ty or state 0% - -3 -1

KEY

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



WORKPLACE CULTURE

0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		rece ve the respect deserve from my co eagues at work	64 25 11	64%	+50	-11 🕑	-16 🔮	-12 🔮
THE FULL RESULTS		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 36 30	34%	-2	-15 🕑	-20 🔮	-18 🔮
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF		The peop e n my workgroup treat each other w th respect		60%	-3	-17 🕑	-22 🔮	-22 🕑
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		My agency act ve y encourages eth ca behav our by a of ts emp oyees	63 17 20	63%	-2	-15 🕑	-16 🕑	-16 🕑
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Culture	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 39 50	11 %	+1	-16 🕑	-17 🔮	-19 🔮
	Cul	Staff are consu ted about change at work	38 41 22	38 %	-1	-11 🕑	-12 🔮	-9 \mathbf
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS		am happy to go the 'extra m e at work when requ red	92	92%	+3	0	-2	+2
		nterna commun cat on w th n my agency s effect ve	45 27 28	45 %	0	-11 👁	-11 🕑	-1
WHERE ARE YOU PERFORMING WELL?		n genera emp oyees n my agency fee they are va ued for the r contr but on	42 29 29	42%	+2	-6 O	-15 🕑	-1
IS THERE ROOM FOR IMPROVEMENT?		My agency rea y nsp res me to do my best work every day	48 33 19	48 %		-1	-6 🔮	-1
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE PO NTS LESS THA COMPARATOR	N	Ρ	ostve Neutra N	egat ve	





WORKPLACE CULTURE

EXPLORE THE FULL RESULTS

0

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANC FROM AP OVERAL
Do colleagues in your immediate works veryday work?	group act in accordance with the APS Values in their					
A ways		26%	-7 🖸	-18 🔮	-24 🔮	-22 🔮
Often		47%	+80	+5 🖸	+60	+50
Somet mes		15%	-6 👁	+50	+80	+70
Rare y		5%	-3	+2	+4	+4
Never		2%	÷.	+1	+1	+1
Not sure		6%	-	+4	+50	+50
Not sure		6%		+4	+50	+50
	AT LEAST 5 PERCENTAGE PC				ERCENTAGE PO N	
		O NITE COLATED		COMPARATO	COCCUTACE DO N	

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WORKPLACE CULTURE

0	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
EXPLORE	Does your supervisor act in accordance	with the APS Values in his or her everyday work?					
THE FULL RESULTS	A ways		39%	-4	-16 👁	-22 👁	-21👁
	Often		42%	+70	+70	+110	+11 🖸
	Somet mes		10%	-50	+4	+4	+4
	Rare y		6%	-2	+4	+50	+50
	Never		0%		0	0	0
	Not sure		3%	÷	+2	+2	+1
	KEY	AT LEAST 5 PERCENTAGE THAN COMPARATOR	PO NTS GREATER		AT LEAST 5 P	ERCENTAGE PO N	NTS LESS THAN
		W THAN COMPARATOR			COMPARATO	2	
		20 of 155					



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0	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
EXPLORE	Do senior leaders (i.e. the SES) in your a	agency act in accordance with the APS Values?					
THE FULL RESULTS	A ways		38%	+50	-50	-8 👁	-2
	Often		36%	+1	-1	-2	+4
	Somet mes		11%	-50	+3	+4	+1
	Rare y	- 1	3%	-50	+1	+1	+1
	Never		3%		+3	+3	+3
	Not sure		8%	0	0	+1	-6 👁
			GE DO NISS GREATER		ATIEAST 5 D		
	KEY	AT LEAST 5 PERCENTAGE THAN COMPARATOR	GE PO NTS GREATER		COMPARATOR	ERCENTAGE PO N R	ITS LESS THAN
		40 -6 455					



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0	Discrimination	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL			
EXPLORE	During the last 12 months and in the course discrimination on the basis of your backgro	e of your employment, have you experienced ound or a personal characteristic								
THE FULL RESULTS	Yes		11%	-	+1	+2	-1			
	No		89%	÷	-1	-2	+1			
	Did this discrimination occur in your currer	nt agency?								
MPLOYEES WHO	Yes	The data for th s quest on has be	en h dden for anon	ym ty reasons						
REPORTED EXPER ENC NG SCR M NAT ON N THE AST 12 MONTHS N THE COURSE OF THE R	No The data for this quest on has been hidden for anonymity reasons									
EMPLOYMENT WERE SKED WHAT THE BAS S VAS FOR THE 0 SCR M NAT ON EMPLOYEES COULD SELECT ONE OR MORE 0 SCR M NAT ON TYPES ROM A L ST OF E GHT TEMS PLEASE SEE QUEST ON 84 OF THE 2018 QUEST ONNA RE FOR THESE TEMS	KEY	AT LEAST 5 PERCENT/ THAN COMPARATOR	AGE PO NTS GREATER		AT LEAST 5 PI	ERCENTAGE PO N	ITS LESS THAN			
					COMPARATOR	8	_			
		41 of 155								



0	Bullying and harassment RES	SPONSE SCALE %	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	During the last 12 months, have you been subjected to haras current workplace?	ssment or bullying in your				
THE FULL RESULTS	Yes	21%	-4	+90	+110	+80
	No	69%	+90	-10 🕑	-13 🖸	-11 🔮
	Not Sure	10%	-50	+1	+2	+4
EMPLOYEES WHO	Main type of harassment or bullying experienced:					
REPORTED EXPER ENC NG BULLY NG OR HARASSMENT N THE R CURRENT WORKPLACE	Verba abuse (e g offens ve anguage derogatory remarks shout ng or scream ng)	46%	+4	-80	-90	-3
DUR NG THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF BULLY NG OR HARASSMENT THE	Main person responsible for the harassment or bullying:					
EXPER ENCED EMPLOYEES COULD SELECT ONE OR MORE OPT ONS FROM A L ST OF	Someone more sen or (other than your superv sor)	38%	+50	+4	+3	+50
N NE TEMS PLEASE SEE QUEST ON 86 OF THE 2018 QUEST ONNA RE FOR THESE TEMS	Did you report the harassment or bullying?					
THESE TEMS	reported the behav our n accordance w th my agency s po c es and procedures	33%	+17 😡	+1	+70	-2
	t was reported by someone e se	8%	-80	+3	0	0
	d d not report the behav our	58%	-8 🛛	-4	-70	+2
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER		AT LEAST 5 PE	ERCENTAGE PO N	ITS LESS THAN



WORKPLACE CONDITIONS

0			RESPONSE	SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		My ob g ves me opportun t es to ut se my sk s	72	22	72 %	+90	-10 👁	-13 🔮	-7 🔮
THE FULL RESULTS		am fa r y remunerated (e g sa ary superannuat on) for the work that do	64	14 22	64 %	0	-7 🔮	-12 🔮	+3
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	doį	Cons der ng everyth ng am sat sf ed w th my ob	52	23 25	52 %		-20 🔮	-22 🔮	-16 🕑
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	Your job	am sat sf ed w th my non-monetary emp oyment cond t ons (e g eave f ex b e work arrangements other benef ts)	62	15 23	62 %	+3	-17 🔮	-20 🔮	-15 🕑
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED		am sat sf ed w th the stab ty and secur ty of my current ob	48	23 28	48%	-1	-19 🕑	-28 🔮	-21 🕑
		am sat sf ed w th the opportun t es for career progress on n my agency	29 23	48	29%	+80	-11 🕑	-16 🕑	-11 👁
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?	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTA COMPARATOR	GE PO NTS LESS THA	N	Po	ostve Neutra N	egat ve	

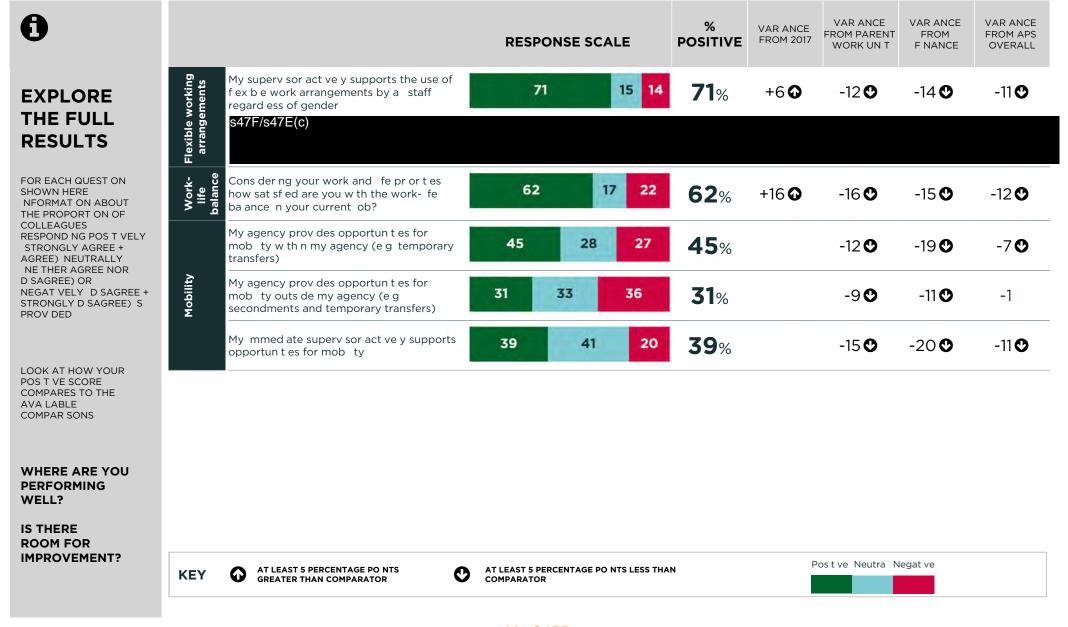
2018 APS emp oyee census



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WORKPLACE CONDITIONS





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WORKGROUP PERFORMANCE

0		I	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017 VAR ANCE FROM PAREN WORK UN T		VAR ANCE FROM APS OVERALL
EXPLORE	My workgroup has the too we need to perform we	s and resources	52 21 2	7 52%	-11 🔿	-15 🕑	-10 😍
THE FULL RESULTS	The work processes we ha me to be as product ve as		53 18 29	53%	-4	-4	+1
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	The peop e n my workgro work to a h gh standard	up comp ete	59 21	20 59%	-18 👁	-23	-19 🔮
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	My superv sor ensures tha de vers on what we are re		71 19	¹⁰ 71 %	-12 👁	-16 🕑	-9 🔮
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?							
	KEY AT LEAST 5 PERCENTAGE GREATER THAN COMPARA	PO NTS AT LE	AST 5 PERCENTAGE PO NTS LES ARATOR	S THAN	Postve Neutra	Negat ve	



PERFORMANCE MANAGEMENT

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
Received regular and timely feedback fro	om your supervisor					
Yes		81%	4	-3	-5 👁	-2
No		19%	-	+3	+50	+2
Received constructive feedback from yo	ur supervisor					
Yes		80%	19. T	-50	-8 🛛	-4
No		20%	÷	+50	+80	+4
Your supervisor has checked in regularly	with you to see how you are progressing					
Yes		77%	÷	-80	-90	-6 🛛
No		23%	÷	+80	+90	+60
KEY	AT LEAST 5 PERCENT	AGE PO NTS GREATER		AT LEAST 5 PE	ERCENTAGE PO N	ITS LESS THAN
	Management Received regular and timely feedback from Yes No Received constructive feedback from yo Yes No Yes No Yes No Yes No Your supervisor has checked in regularly Yes No	Management RESPONSE SCALE Received regular and timely feedback from your supervisor Imagement Yes Imagement No Imagement Yes Imagement Yes Imagement Yes Imagement Yes Imagement Yes Imagement Yes Imagement No Imagement Yes Imagement No Imagement	Management % Received regular and timely feedback from your supervisor 81% Yes 81% No 19% Received constructive feedback from your supervisor 9% Yes 80% No 20% Your supervisor has checked in regularly with you to see how you are progressing 77% Yes 77% No 23%	Management RESPONSE SCALE % PROM 2017 Received regular and timely feedback from your supervisor 19% - Yes 81% - No 19% - Received constructive feedback from your supervisor 9% - Yes 80% - No 20% - Vour supervisor has checked in regularly with you to see how you are progressing 77% Yes 77% - No 23% -	Management Response SCALE % PROM 200 PROM PARENT WORK UNT Received regular and timely feedback from your supervisor 81% - -3 No 19% - +3 Received constructive feedback from your supervisor 80% - -50 No 20% - +50 No 20% - +50 Vour supervisor has checked in regularly with you to see how you are progressing 77% - -80 No 23% - +80 - -80 No 23% - +80 - -	Management RESPONSE SCALE % PROM 2007 FROM EXENT FROM EXENT Received regular and timely feedback from your supervisor Yes 81% - -3 -50 No 19% - +3 +50 Received constructive feedback from your supervisor 19% - +3 +50 Received constructive feedback from your supervisor 20% - +50 +80 No 20% - +50 +80 No 20% - +50 +80 Your supervisor has checked in regularly with you to see how you are progressing 77% - -80 -90 No 23% - +80 +90 - -



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PERFORMANCE MANAGEMENT

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 w over the previous year and the performance	ith your supervisor your overall performance expectations for the future year?	e				
Yes		80%	-	-3	0	+3
No		2%	-	-4	-4	-70
Not app cab e (e g have not worked w the current superv sor ong enough for this con to occur)	ny versat on	19%	-7	+6 👁	+4	+4
In the past 12 months, did your supervisor re for any reason?	cognise when your job performance change	ed				
Yes		32%	-	+4	+70	+3
No		25%	-	+90	+110	+10 🖸
Not app cab e (e g my performance has no changed)	ot .	43%	1	-13 🛛	-19 🖸	-13 🔮
	Management In the past 12 months, have you discussed we over the previous year and the performance Yes No No Not app cab e (e g have not worked w the current superv sor ong enough for this conto occur) In the past 12 months, did your supervisor reformance Yes No No tapp cab e (e g my performance has not pere	Management RESPONSE SCALE 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 No Not app cab e (e g have not worked w th my current supervisor ong enough for this conversation to occur) In the past 12 months, did your supervisor recognise when your job performance changes for any reason? Yes No No No No No No No No tapp cab e (e g my performance has not	Management RESPONSE SCALE % 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? Management 80% Yes 80% 2% 80% No 2% 19% In the past 12 months, have you discussed with your supervisor for the future year? 19% Yes 19% 19% In the past 12 months, did your supervisor recognise when your job performance changed for any reason? 32% No 25% No 25% Not app cab e (e g my performance has not 43%	Management RESPONSE SCALE % FROM 2017 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? 80% - Yes 80% - 2% - No 2% - 19% - Not app cab e (e g have not worked w th my current supervisor ong enough for this conversation 19% - 19% - In the past 12 months, did your supervisor recognise when your job performance changed for any reason? 19% - <td>Management RESPONSE SCALE % Response Work UN T In the past 12 months, have you discussed with your supervisor for the future year? 30% - -4 No to cocur) 19% - +60 +60 In the past 12 months, did your supervisor recognise when your job performance changed for any reason? 32% - +4 - Yes 32% - +4 -</td> <td>Management RESPONSE SCALE % FROM 2017 FROM PARENT WORK UN T FROM FNANCE 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? 80% - -3 0 Yes 80% - -4 -4 No 2% - -4 -4 Not app cab e (e g have not worked w th my current superv sor ong enough for th s conversat on to occur) 19% - +60 +4 In the past 12 months, did your supervisor recognise when your job performance changed for any reason? 32% - +4 +70 No 25% - +90 +110 Not app cab e (e g my performance has not 13.0 -10.0</td>	Management RESPONSE SCALE % Response Work UN T In the past 12 months, have you discussed with your supervisor for the future year? 30% - -4 No to cocur) 19% - +60 +60 In the past 12 months, did your supervisor recognise when your job performance changed for any reason? 32% - +4 - Yes 32% - +4 -	Management RESPONSE SCALE % FROM 2017 FROM PARENT WORK UN T FROM FNANCE 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? 80% - -3 0 Yes 80% - -4 -4 No 2% - -4 -4 Not app cab e (e g have not worked w th my current superv sor ong enough for th s conversat on to occur) 19% - +60 +4 In the past 12 months, did your supervisor recognise when your job performance changed for any reason? 32% - +4 +70 No 25% - +90 +110 Not app cab e (e g my performance has not 13.0 -10.0



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PERFORMANCE MANAGEMENT

0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE THE FULL		To what extent do you agree that n the past 12 months the performance expectat ons of your ob were c ear and unamb guous?	55 19 26	55%	+18 🖸	-13	-16 🕑	-12
RESULTS		ow sat sf ed are you w th your superv sor n manag ng your performance?	65 21 14	65%		-12 🕑	-14 🕑	-10 🕑
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	nent	To what extent do you agree that the support by your superv sor has he ped to mprove your performance?	63 16 21	63 %		-1	-4	+3
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	Management	My overa exper ence of performance management n my agency has been usefu for my deve opment	44 21 35	44%	+50	-4	-8 🕑	-4
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Performance	My superv sor open y demonstrates comm tment to performance management	65 16 19	65 %	+20 🛈	0	-3	+1
	Per	rece ved recogn t on when ast accomp shed someth ng s gn f cant at work	61 19 19	61%		-9 😍	-14	-4
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS		can dent fy a c ear connect on between my ob and my agency s purpose	68 21 11	68 %		-4	-10 🕑	-12 🕑
COMPAR SONS		To what extent do you agree that your agency dea s w th underperformance effect ve v?	19 35 45	19%		+3	+2	0
WHERE ARE YOU PERFORMING WELL?				2 <u></u>				
IS THERE ROOM FOR								
IMPROVEMENT?	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE PO NTS LESS THA COMPARATOR	N	P	ostve Neutra N	egat ve	





CAPABILITY

0	% RESPONSE SCALE POSIT		VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	My mmed ate superv sor prov des t me for 62 19 19 62	%	-12 🛛	-18	-16
THE FULL RESULTS	My mmed ate superv sor shares nks 52 19 29 52	%	-8 🔮	-14 🕑	-17 🕑
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	My mmed ate superv sor prov des me w th opportun t es to deve op re evant capab t es for my career 48 26 26 48	8%	-14 🕑	-20 🔮	-15 🔮
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	My mmed ate superv sor g ves me the opportun ty to app y what earn n my day-to-day work	%	-12 🔮	-16 👁	-11 🕑
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	am ab e to access earn ng and deve opment so ut ons to meet my needs 45 32 23 45	0%	-26 🔮	-28 🔮	-23
	have a c ear understand ng of my 68 19 13 68	8%	-2	-5 🕑	-6 🔮
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS	seek out opportun t es to app y what 66 25 10 66	5%	-10 🕑	-14 🕑	-10 🔮
COMPAR SONS	have the appropr ate sk s capabilities 77 8 15 77	%	-14	-15 🕑	-12 🕑
WHERE ARE YOU PERFORMING WELL?					
IS THERE ROOM FOR					
IMPROVEMENT?	KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR	Pc	ostve Neutra N	egat ve	





CAREER INTENTIONS

0	3	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	In the last 12 months, have you applied for a job? [Multi	ple Response]					
THE FULL RESULTS	Yes outs de the APS		11%	-1	0	+1	-1
	Yes n my agency		33%	+12 🖸	0	-2	-4
	Yes n another APS agency		34%	+4	+80	+70	+16 🕥
	No		41%	-15 🔿	-60	-50	-90
	Which of the following statements best reflects your cu your agency?	rrent thoughts about working for					
EMPLOYEES COULD SELECT FROM TWELVE REASONS AS TO WHY THEY WANT TO LEAVE	want to eave my agency as soon as poss b e		14%	+4	+60	+60	+80
THE R AGENCY PLEASE EE QUEST ON 42 OF THE 2018 QUEST ONNA RE FOR	want to eave my agency w th n the next 12 months		13%	-50	+1	+1	+4
HESE TEMS	want to eave my agency w th n the next 12 months but fee tw be un key n the current env ronment		20%	+70	+90	+10 🖸	+10 🖸
	want to stay work ng for my agency for the next one to two years		27%	0	-50	-10 👁	+2
	want to stay work ng for my agency for at east the next three years		27%	-6 🔮	-12 🔮	-70	-24 🔮
	Main primary reason behind desire to leave agency:						
	There s a ack of future career opportunt es n my agency		40%	+110	+4	+6 🖸	+14 🖸
	KEY	AT LEAST 5 PERCENTA THAN COMPARATOR	GE PO NTS GREATER		COMPARATO	ERCENTAGE PO N	ITS LESS THAN
8 APS emp oyee census		PAGE 27			2	Australian Govern	

RISK MANAGEMENT

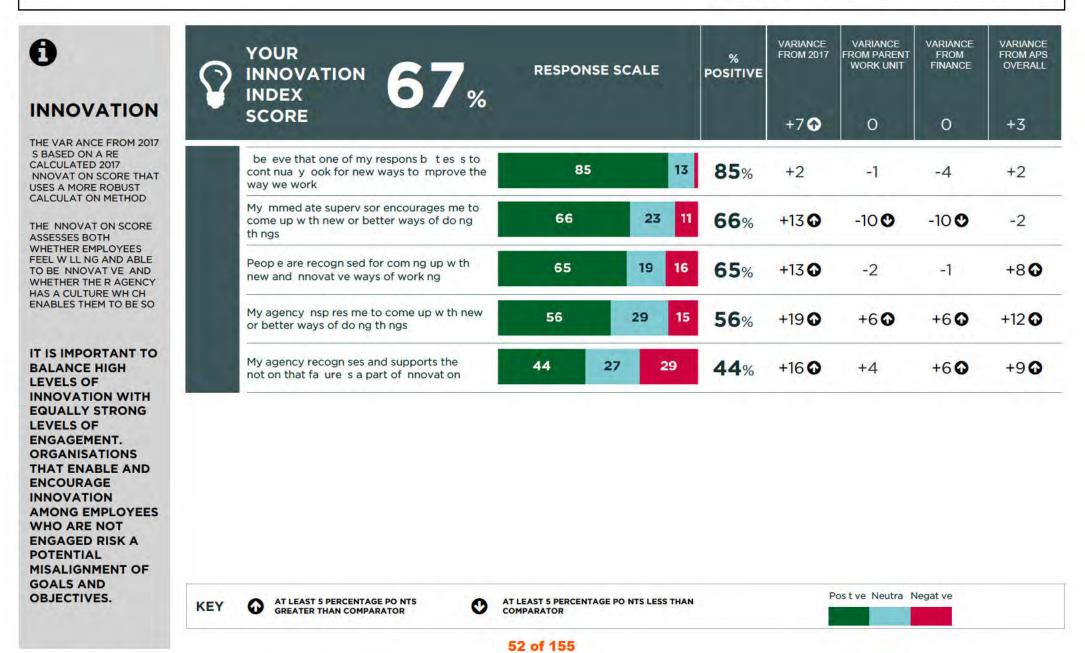
0			RESPON	SE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
		My agency supports emp oyees to esca at r sk-re ated ssues w th managers	e 69	18 13	69%		-1	-3	-1
THE FULL RESULTS		R sk management concerns are d scussed open y and honest y n my agency	68	16 16	68%		+7 🔂	+4	+6 🔂
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF		Emp oyees n my agency have the r ght sk s to manage r sk effect ve y	48	34 18	48%		+4	-1	-1
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		Appropr ate r sk tak ng s rewarded n my agency	38	38 25	38%	+90	+10 🔂	+8	+10 🔂
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED		Sen or eaders n my agency demonstrate and d scuss the mportance of manag ng r sk appropr ate y	69	15 16	69%		+18 🔂	+18 🖸	+22 🖸
		When th ngs go wrong my agency uses th as an opportun ty to rev ew earn and mprove the management of s m ar r sks	^{ns} 61	19 19	61%		+14 🖸	+13 🖸	+13 🔂
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?									
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCE COMPARATOR	NTAGE PO NTS LESS THAI	N	P	ostve Neutra N	egat ve	





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INNOVATION INDEX





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FINANCE SPECIFIC QUESTIONS

0		RESPONSE SCALE	% VAR A POSITIVE FROM	
EXPLORE	Overa how sat sf ed are you w th your ab ty to access and use f ex b e work ng arrangements?	64 20 16	64 % +20	O −6 O −6 O
THE FULL RESULTS	My agency rout ne y app es mert n dec s ons regard ng engagement and promot on	37 31 32	37 %	-4 -10 🔮
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT	am nterested n a mob ty opportun ty w th n F nance (e g mov ng to another branch or d v s on)	54 25 21	54 %	+1 -2
THE PROPORT ON OF COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE +	am nterested n a mob ty opportun ty externa to F nance (e g temporary transfer or secondment)	59 20 21	59 %	+4 -1
AGREE) NEUTRALLY NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE +	F nance has a set of Leadersh p Expectat ons Be part of the so ut on Co aborate and nnovate Deve op sef deve op others am fam ar w th these Leadersh p Expectat ons	50 27 23	50%	-13 🛛 -14 🕑
STRONGLY D SAGREE)S PROV DED	The F nance Leadersh p Expectat ons nf uence the way approach my day to day work	43 35 22	43 %	-2 -3
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE	am aware of the nterna avenues ava ab e to me f need to ra se a comp a nt about dec s ons made by the department	38 26 36	38 % -21	● -13 ● -14 ●
AVA LABLE COMPAR SONS	have the appropr ate sk s capab t es and know edge to co aborate effect ve y w th stakeho ders	89 10	89%	-3 -6 ♥
WHERE ARE YOU PERFORMING WELL?	be eve co aborat ng w th stakeho ders s an mportant part of my ob	87 11	87 %	-8 🛛 -9 🕲
IS THERE ROOM FOR IMPROVEMENT?	AT LEAST 5 PERCENTAGE PO NTS AT LEAST 5 PERC	CENTAGE PO NTS LESS THAN	Postve N	leutra Negat ve
	KEY O AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR O AT LEAST 5 PERC COMPARATOR	CENTAGE PO NIS LESS IMAN		



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FINANCE SPECIFIC QUESTIONS

0		RESPONSE SCALE	% VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE
EXPLORE	am encouraged to de ver outcomes by co aborat ng w th peop e beyond my mmed ate team	80 15	80%	-7 🔮	-10 🔮
THE FULL RESULTS	My team has estab shed product ve partnersh ps w th stakeho ders both w th n and externa to F nance	80 17	80%	-7 🔮	-10 🔮
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?	KEY O AT LEAST 5 PERCENTAGE PO NTS OREATER THAN COMPARATOR	PERCENTAGE PO NTS LESS THAN OR	Postve Neutra	Negat ve	



m tofFin

TIME TO TAKE ACTION

CELEBRATE	Q INVESTIGATE FURTHER WITH OUR TEAMS	
What things do we do well?	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
H NK ABOU HOW W CAN BU D ON OUR S R NG HS AND ARN ROM WHA W AR GOOD A .	HOW COU D W NV S GA ? HROUGH OOK NG A H DA A N MOR D A OR HROUGH D SCUSS ONS W H S A ?	WHA AR H K Y H NGS W N D O MPROV O MAK WORK NG H R B R?

0	PRIORITISE 3 AREAS			RESOURCES	TARGET / SUCCESS
USE THIS	FOR ACTION	TIMESCALES	OWNER	REQUIRED	MEASURE
PAGE TO START YOUR LOCAL ACTION	1				
PLANS	2				
DENT FY AREAS TO CELEBRATE OPPORTUN T ES FOR MPROVEMENT AND					
AREAS WH CH YOU NEED TO NVEST GATE FURTHER	3				
PR OR T SE 3 AREAS TO TAKE FORWARD		55 of 155			

GUIDE TO THIS REPORT

% POSITIVE

Strong y

agree

Agree

÷

number of respondents who

answered the question

=

% POSITIVE

WHERE RESUL S ARE SHOWN AS POSI IVE PERCEN AGES (% POSI IVE), HESE ARE CALCULA ED BY ADDING OGE HER POSI IVE RESPONSES ("S RONGLY AGREE" + "AGREE") AND DIVIDING BY HE NUMBER OF RESPONDEN S WHO ANSWERED HE QUES ION.

POSTVE Neutra Negatve

RESPONSE response response

Strong y

Ne ther D sagree d sagree

ROUNDING

RESUL S ARE PRESEN ED AS WHOLE NUMBERS FOR EASE OF READING, WI H ROUNDING PERFORMED A HE LAS S AGE OF CALCULA ION FOR MAXIMUM ACCURACY. VALUES FROM X.00 O X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 O X.99 ARE ROUNDED UP. HEREFORE IN SOME INS ANCES, RESUL S MAY NO O AL 100%.

	STRONGLY AGREE	AGREE	NE THER	D SAGREE	STRONGLY D SAGREE	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 POS T VE	151 + 166	= 317				
% POS T VE	317 ÷ 613	5 = 52%				

ANONYMITY

I IS ORC IN ERNA IONAL S PRAC ICE NO O DISPLAY HE RESUL S OF GROUPS O HE EX EN WHERE HE ANONYMI Y OF INDIVIDUALS MAY BE COMPROMISED. RESUL S FOR WORK UNI S WI H LESS HAN 10 RESPONDEN S WILL NO RECEIVE AN INDIVIDUAL REPOR . HOWEVER, HEIR DA A WILL S ILL CON RIBU E O HE SCORES FOR HEIR PAREN UNI AND HE ORGANISA ION OVERALL.

COMPARISONS TO PARENT

WI HIN HIS REPOR A COMPARISON AGAINS PAREN REFERS O BUSINESS ENABLING SERVICES





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of

Australian Public Service Employee Census 2018

7 May – 8 June

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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 <u>Measuring Employee Engagement Intuitive Model Robust Science</u> 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 <u>stateoftheservice@apsc.gov.au</u>.



MAKING THE MOST OF YOUR RESULTS



01.

Identify the

areas where

performing

These will tend to

which are notably

celebrated. Share

the good news

with employees.

be high results

above any

should be

comparative results. These

you are

well.

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.



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.



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

ticking 'neither

Ask your colleagues

about their views to

find out what is

causing this. More

to shift them to a positive frame of

communication and

involvement may help

agree nor

disagree')

neutral responses

(lots of employees

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.



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EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE

HOW ENGAGED IS YOUR TEAM?

0

NO VAR AT ON BETWEEN YOUR OVERALL 2017 AND 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW QUEST ONS WERE ADDED TO T E 2018 MODEL W C ALSO USES A MORE ROBUST CALCULAT ON MET OD

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 49%	RE	SPONSE S	CALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANC FROM AP OVERAL
	SCORE			-			-17 🔮	-23 🔮	-21 🕑
	Cons der ng everyth ng am sat sf ed w th my ob	27		67	7%		-46 👁	-68 😋	-61 C
SAY	am proud to work n my agency	13	47	40	13%	-210	-42 👁	-64 🕑	-59 ℃
s	wou d recommend my agency as a good p ace to work	13	80)	7%	-10 🔮	-46 🔮	-65 🔮	-54 C
	be eve strong y n the purpose and ob ect ves of my agency	27	47	27	27%		-33 🔮	-47 🔮	-50
STAY	fee a strong persona attachment to my agency	27	33	40	27%	+70	-210	-35 🔮	-37
ST	fee comm tted to my agency s goa s	27	40	33	27%		-29 🔮	-47 👁	-49
	suggest deas to mprove our way of do ng th ngs		67	33	67%	-14 O	-13 🕑	-19 🔮	-16
STRIVE	am happy to go the 'extra m e at work when requ red		87	13	87%	-2	-6 👁	-7 👁	-4
STR	work beyond what s required in my ob to he p my agency ach eve its ob ectives		73	20	73%	+3	-8 🔮	-8 👁	-50
	My agency rea y nsp res me to do my best work every day	27	33	40	27%		-22 🛛	-27 🕑	-23
KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 COMPARAT	PERCENTAGE PC) NTS LESS THAN	6	P	ostve Neutra M	Negat ve	
		60 of	155						

INCLUSION AND DIVERSITY

EXPLORE THE FULL RESULTS

0

D

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANC FROM AP OVERAL
What is your gender?						
Ma e		60%	+1	+12 🕥	+16 🕥	+220
Fema e		27%	-10 😋	-18 🕑	-25 👁	-32 🔮
X (ndeterm nate/ ntersex/Unspec f ed)		0%	-	4	0	0
Prefer not to say		13%	4	+60	+90	+10 🕜
	Strait Islander?	0~	-	-2	-7	-1
Do you identify as Aboriginal and/or Torres Yes No Do you have an ongoing disability?	Strait Islander?	0%	- 0	-2 +2	-3 +3	-4 +4
Yes No	Strait Islander?		- 0 -			
Yes No Do you have an ongoing disability?	Strait Islander?	100%		+2	+3	+4



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INCLUSION AND DIVERSITY

			FROM 2017	WORK UN T	FROM F NANCE	FROM APS OVERALL
In which country were you born?						
Austra a		27%	-	-410	-52 🕐	-510
Other country		73%	20	+410	+520	+510
Do you speak a language other than English	at home?					
No Eng sh on y		40%	÷	-320	-410	-420
Yes other		60%	-	+320	+410	+420
How well do you speak English?						
Very we	The data for th s quest on has be	en h dden for anony	vm ty reasons			
We	The data for th s quest on has be	en h dden for anony	/m ty reasons			
Not we	The data for th s quest on has be	en h dden for anony	/m ty reasons			
Not at a	The data for th s quest on has be	en h dden for anony	/m ty reasons			
KEY	AT LEAST 5 PERCENTA	GE PO NTS GREATER	((AT LEAST 5 P COMPARATO	ERCENTAGE PO I	NTS LESS THAN
	Austra a Other country Do you speak a language other than English No Eng sh on y Yes other How well do you speak English? Very we We Not we Not at a	Austra a Image: Constraint of the second	Austra a 27% Other country 73% Do you speak a language other than English at home? 40% No Eng sh on y 40% Yes other 60% How well do you speak English? 40% Very we The data for th s quest on has been h dden for anony We The data for th s quest on has been h dden for anony Not we The data for th s quest on has been h dden for anony Not at a The data for th s quest on has been h dden for anony	Austra a 27% - Other country 73% - Do you speak a language other than English at home? 73% - No Eng sh on y 40% - Yes other 60% - How well do you speak English? - - Very we The data for th s quest on has been h dden for anonym ty reasons We Not we The data for th s quest on has been h dden for anonym ty reasons Not we The data for th s quest on has been h dden for anonym ty reasons	Austra a 27%410 Other country 73% - +410 Do you speak a language other than English at home? 73% - +410 No Eng sh on y 40%320 Yes other 60% - +320 How well do you speak English? 73% - +320 Very we The data for th s quest on has been h dden for anonym ty reasons We The data for th s quest on has been h dden for anonym ty reasons Not we The data for th s quest on has been h dden for anonym ty reasons Not we The data for th s quest on has been h dden for anonym ty reasons Not at a The data for th s quest on has been h dden for anonym ty reasons	Austra a 27% - -410 -520 Other country 73% - +410 +520 Do you speak a language other than English at home? -

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INCLUSION AND DIVERSITY

0	Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	Do you identify as Lesbian, Gay, Bisexual, T	rans, and/or Intersex (LGBTI+)?					
THE FULL RESULTS	Yes		0%	- e -	-2	-4	-4
	No		100%	0	+50	+70	+90
	Prefer not to say		0%	-	-3	-4	-4
	Do you have carer responsibilities?						
	Yes		47%	+2	+2	+90	+70
	No		53%	-2	-2	-90	-70
		AT LEAST 5 PERCENT	TAGE PO NTS GREATER		AT LEAST 5 P	FRCENTAGE PO N	ITS LESS THAN
	KEY	AT LEAST 5 PERCENT THAN COMPARATOR	AGE PO NTS GREATER		COMPARATOR	ERCENTAGE PO N	ITS LESS THAN
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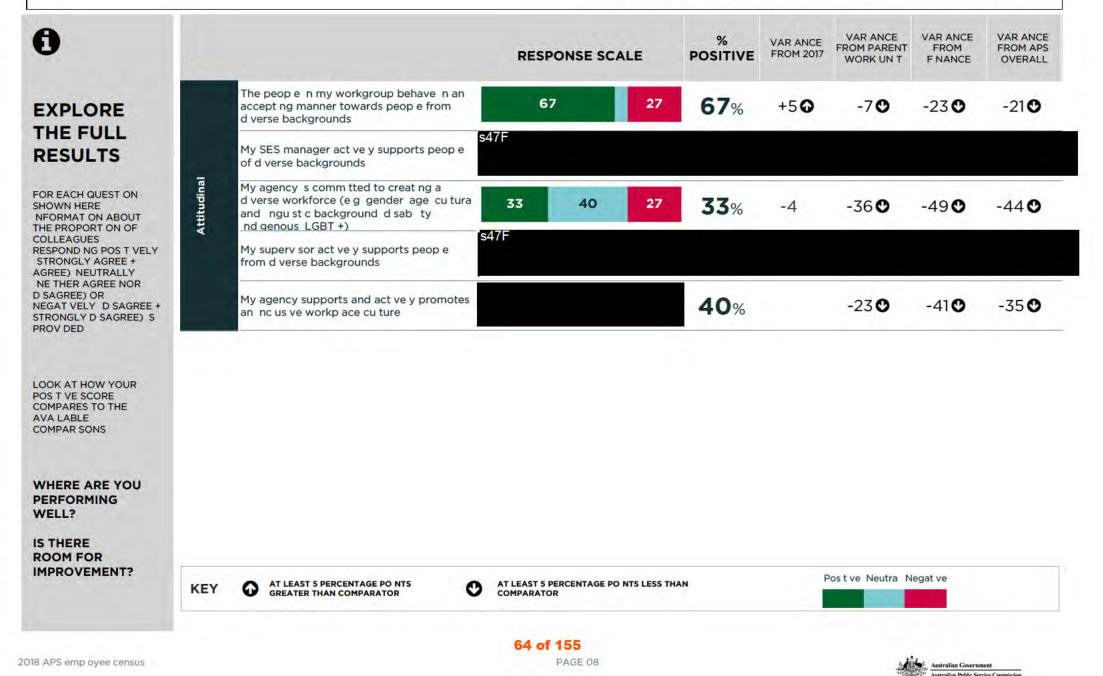


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INCLUSION AND DIVERSITY

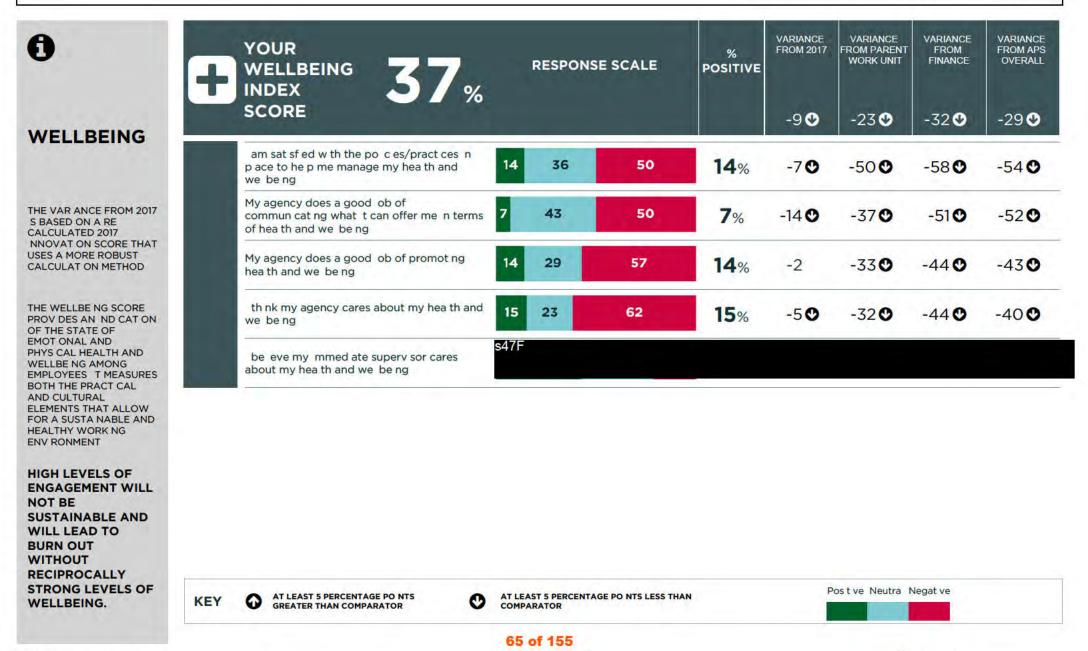


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WELLBEING INDEX

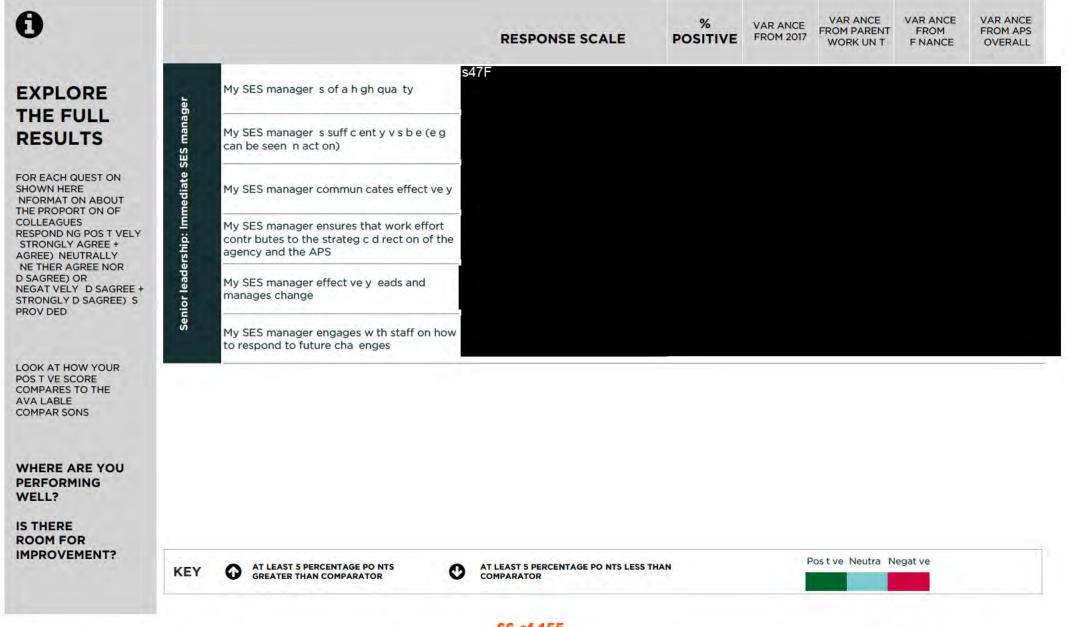




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SENIOR LEADERSHIP





SENIOR LEADERSHIP

0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		n my agency the SES are suff c ent y v s b e (e g can be seen n act on)	33 27 40	33%	-1	-39	-38	-18
THE FULL RESULTS	SES	n my agency commun cat on between the SES and other emp oyees s effect ve		20%	-7 👁	-40 🕑	-39	-25 🔮
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	rship: All	n my agency the SES set a c ear strateg c d rect on for the agency	27 33 40	27 %	0	-44 🕑	-39	-28 🔮
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	Senior Leadership: All SES	n my agency the SES are of a h gh qua ty	20 27 47	20%	+5 🖸	-45 🕑	-46	-30 🔮
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Seni	n my agency the SES work as a team		27 %		-33 🛛	-26	-13 🔮
		n my agency the SES c ear y art cu ate the d rect on and pr or t es for our agency	36 14 50	36%		-37 🔮	-26 🔮	-18 🔮
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?								
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE PO NTS LESS THA COMPARATOR	N	P	ostve Neutra N	egat ve	





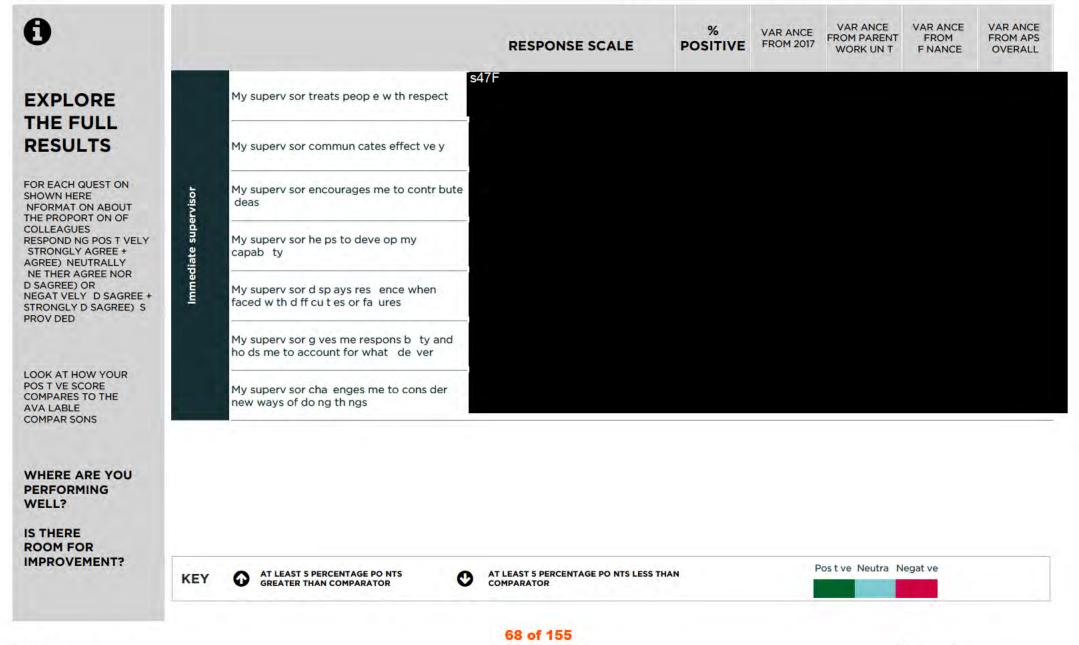
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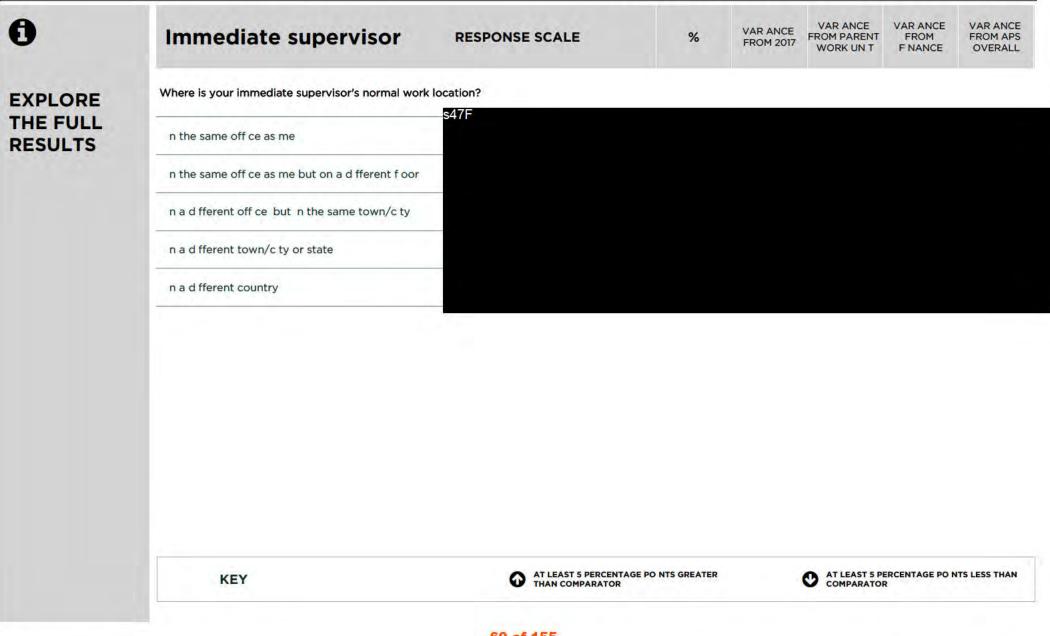
IMMEDIATE SUPERVISOR





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IMMEDIATE SUPERVISOR





0		RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		rece ve the respect deserve from my 40 33 2 co eagues at work	40%	-10	-24 🔮	-40 🔮	-36 🛛
THE FULL RESULTS		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]	13%	-16	-21	-41	-40
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF		The peop e n my workgroup treat each other w th respect402733	40 %	-10 🕑	-20 🕑	-42 🕑	-42 🕑
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		My agency act ve y encourages eth ca behav our by a of ts emp oyees 13 47 40	13%	-37 🔮	-50 🔮	-66 😍	-66 🔮
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Culture	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] 33 67	0%	0	-11 👁	-28	-30
	Cul	Staff are consu ted about change at work 21 43 36	21%	+8 🗘	-16 🕑	-28 🔮	-25
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS		am happy to go the 'extra m e at work 87	¹³ 87%	-2	-6 🛛	-7 🛛	-4
		nterna commun cat on w th n my agency s 27 27 47 47	27%	+3	-19 🔮	-29 🔮	-19 😍
WHERE ARE YOU PERFORMING WELL?		n genera emp oyees n my agency fee they are va ued for the r contr but on	20%	+80	-22 🔮	-37 🔮	-23 🔮
IS THERE ROOM FOR IMPROVEMENT?		My agency rea y nsp res me to do my best 27 33 40 work every day	27%		-22 🔮	-27 🔮	-23
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR ON AT LEAST 5 PERCENTAGE PO NTS LEAST 5 PER	SS THAN	Ρ	ostve Neutra N	egat ve	
	L	70 of 155					





WORKPLACE CULTURE

EXPLORE
THE FULL
RESULTS

0

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANC FROM AP OVERALI
Do colleagues in your immediate workgr everyday work?	oup act in accordance with the APS Values in th	neir				
A ways		17%	+80	-90	-33 👁	-310
Often		42%	-15 👁	-5 🛛	+1	0
Somet mes		25%	-1	+10 🖸	+18 🖸	+17 😡
Rare y		8%	0	+3	+70	+70
Never		0%	÷	-2	0	0
Not sure		8%		+2	+70	+70



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0	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
EXPLORE	Does your supervisor act in accordance	with the APS Values in his or her everyday work?					
THE FULL RESULTS	A ways	s47F					
	Often						
	Somet mes						
	Rare y						
	Never						
	Not sure						
	KEY	AT LEAST 5 PERCENTAGE THAN COMPARATOR	PO NTS GREATER		AT LEAST 5 PE	ERCENTAGE PO N	TS LESS THAN

72 of 155

Ð	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
EXPLORE	Do senior leaders (i.e. the SES) in your a	agency act in accordance with the APS Values?					
THE FULL RESULTS	A ways		17%	+4	-210	-29 👁	-230
	Often		17%	-220	-19 🔿	-210	-15 🔮
	Somet mes		17%	-18 👁	+50	+10 😡	+60
	Rare y		8%	-50	+50	+60	+60
	Never		17%		+13 🖸	+16 😡	+16 🖸
	Not sure		25%	÷	+17 🖸	+18 😡	+10 🖸



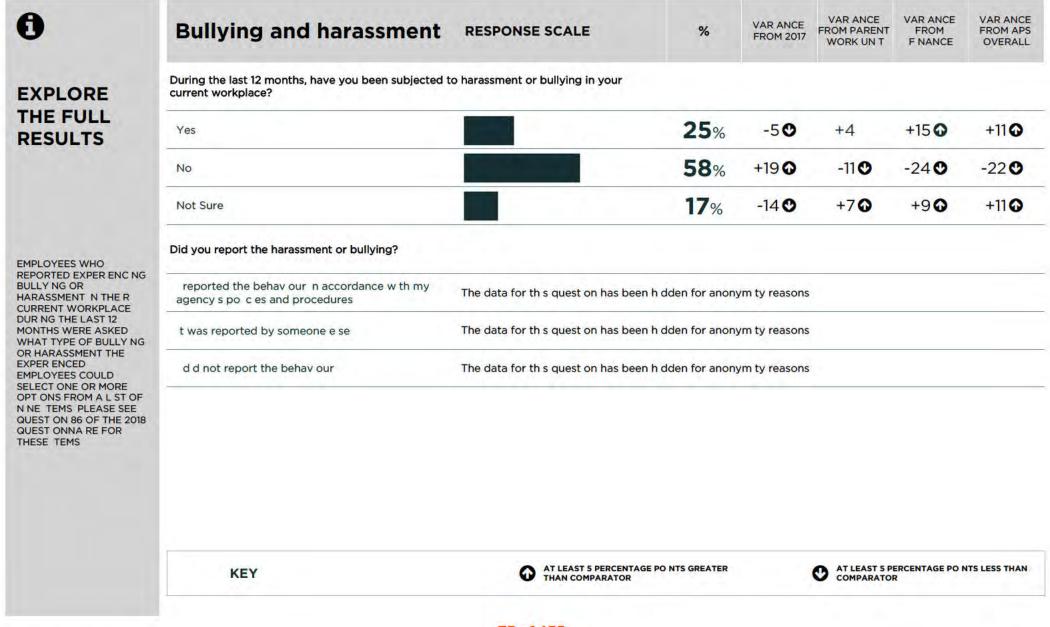
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WORKPLACE CULTURE

0	Discrimination	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL					
EXPLORE	During the last 12 months and in the course discrimination on the basis of your backgro	e of your employment, have you experienced ound or a personal characteristic										
	Yes		27%	-	+16 🖸	+18 🖸	+15 🖸					
MPLOYEES WHO EPORTED EXPER ENC NG	No		73%	÷	-16 🖸	-18 🖸	-15 🕑					
	Did this discrimination occur in your current agency?											
	Yes The data for this quest on has been hidden for anonymity reasons											
AST 12 MONTHS N THE	No The data for this quest on has been hidden for anonymity reasons											
MPLOYMENT WERE SKED WHAT THE BAS S VAS FOR THE SCR M NAT ON												
MPLOYEES COULD ELECT ONE OR MORE SCR M NAT ON TYPES												
ROM A L ST OF E GHT EMS PLEASE SEE UEST ON 84 OF THE 2018 UEST ONNA RE FOR												
HESE TEMS												
	KEY	AT LEAST 5 PERCENTAG	E PO NTS GREATER	(-1)	COMPARATOR	ERCENTAGE PO I	ITS LESS THAN					
		74 of 155			· · · · · ·							

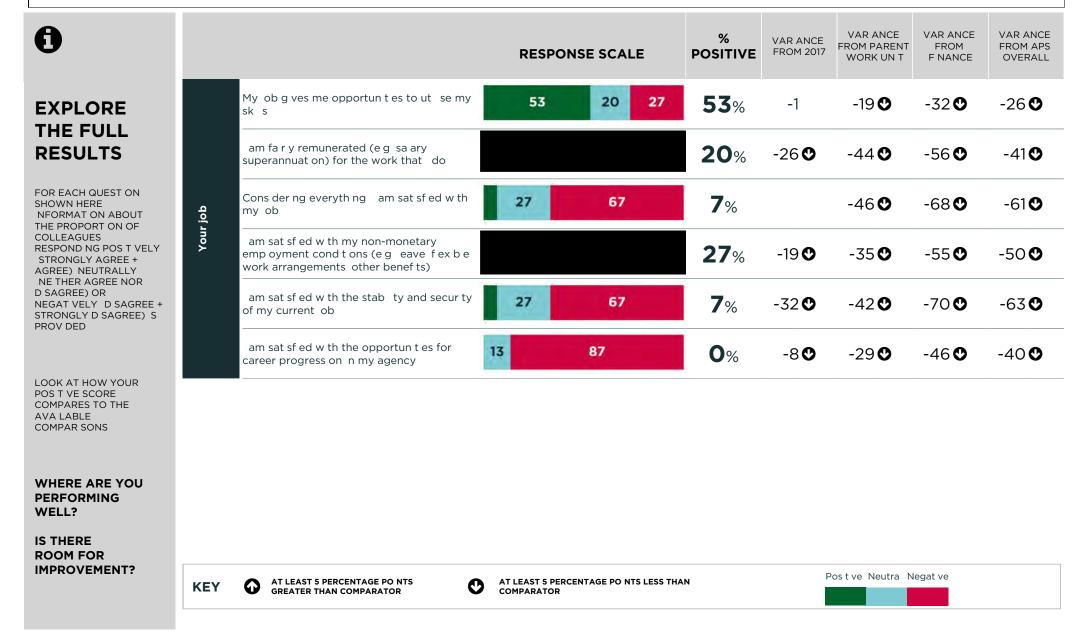


WORKPLACE CULTURE





WORKPLACE CONDITIONS







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WORKPLACE CONDITIONS

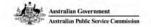
			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
XPLORE	working ments	My superv sor act ve y supports the use of f ex b e work arrangements by a staff regard ess of gender	s47F					
	Flexible working arrangements	My SES manager act ve y supports the use of f ex b e work arrangements by a staff regard ess of gender						
DR EACH QUEST ON HOWN HERE FORMAT ON ABOUT HE PROPORT ON OF	Work- life balance	Cons der ng your work and fe pr or t es how sat sf ed are you w th the work- fe ba ance n your current ob?	33 27 40	33%	-1	-28 🔮	-43 🔮	-40 🔮
DLLEAGUES ESPOND NG POS T VELY TRONGLY AGREE + GREE) NEUTRALLY IE THER AGREE NOR		My agency prov des opportun t es for mob ty w th n my agency (e g temporary transfers)	14 21 64	14%		-310	-50 🔮	-38 🔮
SAGREE) OR EGAT VELY D SAGREE + RONGLY D SAGREE) S ROV DED	Mobility	My agency prov des opportun t es for mob ty outs de my agency (e g secondments and temporary transfers)	7 21 71	7%		-24 🛛	-36 🔮	-25 🔮
		My mmed ate superv sor act ve y supports opportunt es for mob ty	s47F					
OK AT HOW YOUR IS T VE SCORE IMPARES TO THE A LABLE IMPAR SONS								
HERE ARE YOU								
ELL?								
/ELL? 5 THERE 00M FOR 1PROVEMENT?		AT LEAST 5 PERCENTAGE PO NTS	AT LEAST 5 PERCENTAGE PO NTS LE			Postve Neutra N	legat ve	



WORKGROUP PERFORMANCE

0			ı	RESPONSI	E SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		My workgroup has the too s and resources we need to perform we	17	25	58	17%		-35 👁	-50 🔮	-45 O
		The work processes we have n p ace a ow me to be as product ve as poss b e	17	25	58	17%		-37 🔮	-410	-35 🔮
OR EACH QUEST ON HOWN HERE IFORMAT ON ABOUT	1	The peop e n my workgroup comp ete work to a h gh standard	27	36	36	27%		-32 🔮	-55 🔮	-510
HE PROPORT ON OF OLLEAGUES ESPOND NG POS T VELY STRONGLY AGREE + GREE) NEUTRALLY NE THER AGREE NOR SAGREE) OR EGAT VELY D SAGREE + TRONGLY D SAGREE) S		My superv sor ensures that my workgroup de vers on what we are respons b e for	s47F							
ROV DED										
DOK AT HOW YOUR DS T VE SCORE DMPARES TO THE VA LABLE										
OOK AT HOW YOUR DOK AT HOW YOUR DS T VE SCORE DMPARES TO THE VA LABLE DMPAR SONS /HERE ARE YOU ERFORMING /ELL?										





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PERFORMANCE MANAGEMENT

)	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					
PLORE	Received regular and timely feedback fro	om your supervisor										
	Yes	s47F										
	No											
	Received constructive feedback from your supervisor											
	Yes	s47F										
	No											
	Your supervisor has checked in regularly											
	Yes	s47F										
	No											
	KEY	AT LEAST 5 PERCENTAGE THAN COMPARATOR	E PO NTS GREATER		COMPARATOR	ERCENTAGE PO N	ITS LESS THAN					
		70 -6455										

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FROM

PERFORMANCE MANAGEMENT

%

-	
EXPLORE	
THE FULL	

RESULTS

a

Performance Management

RESPONSE SCALE

VAR ANCE VAR ANCE FROM PARENT **FROM 2017** WORK UN T

VAR ANCE VAR ANCE FROM APS **FNANCE** 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	17F	
No		
Not app cab e (e g have not worked w th my current superv sor ong enough for th s conversat on to occur)		

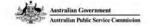
In the past 12 months, did your supervisor recognise when your job performance changed for any reason?

	s47F
Yes	
No	
Not app cab e (e g my performance has not changed)	

KEY

AT LEAST 5 PERCENTAGE PO NTS GREATER 0 THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN O COMPARATOR



PERFORMANCE MANAGEMENT

0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE THE FULL		To what extent do you agree that n the past 12 months the performance expectat ons of your ob were c ear and unamb guous?	15 46 38 s47F	15%	-19 👁	-39 👁	-55 오	-51♥
RESULTS		ow sat sf ed are you w th your superv sor n manag ng your performance?	5471					
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	tent	To what extent do you agree that the support by your superv sor has he ped to mprove your performance?		_				
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY NE THER AGREE NOR	Management	for my deve opment	8 25 67 47F	8%	-12 🖸	-35 🕑	-43 🕑	-39 🛛
D SAGREE OR DEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Performance	My superv sor open y demonstrates comm tment to performance management						
	Pe	rece ved recogn t on when ast accomp shed someth ng s gn f cant at work	17 33 50	17%		-45 👁	-58 🔿	-490
OOK AT HOW YOUR OS T VE SCORE OMPARES TO THE VA LABLE OMPAR SONS		can dent fy a c ear connect on between my ob and my agency s purpose	33 33 33	33%		-34 🕑	-45 🕑	-46 🕑
		To what extent do you agree that your agency dea s w th underperformance effect ve y?	25 75	0%		-19 🔿	-17 🕐	-19 🔿
WHERE ARE YOU PERFORMING WELL?								
S THERE ROOM FOR MPROVEMENT?								
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE PO NTS LESS TH COMPARATOR	HAN	P	ostve Neutra N	egat ve	



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CAPABILITY

0			RESPONSE	SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE THE FULL		Iy mmed ate superv sor prov des t me for ne to attend earn ng programs	s47F						
RESULTS		1y mmed ate superv sor shares nks ead ngs and nformat on							
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	0	1y mmed ate superv sor prov des me w th pportun t es to deve op re evant apab t es for my career							
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY NE THER AGREE NOR	0	1y mmed ate superv sor g ves me the pportun ty to app y what earn n my day o-day work	,						
D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED		am ab e to access earn ng and leve opment so ut ons to meet my needs	42	58	0%		-45	-73 🕑	-69 🔮
		have a c ear understand ng of my leve opment needs	58	25 17	58 %		-9 🔮	-14	-16 🔮
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS		seek out opportun t es to app y what earn n my day-to-day work	42	50 8	42 %		-24	-38	-34 🔮
		have the appropr ate sk s capab t es nd know edge to do my ob	50	7 33	50%		-27 🔮	-43 🛛	-39 🛛
WHERE ARE YOU PERFORMING WELL?									
IS THERE ROOM FOR IMPROVEMENT?						Po	ostve Neutra N	egat ve	
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	• AT LEAST 5 PERCENTA COMPARATOR	JE PO NIS LESS THA	.N			-	



CAREER INTENTIONS

0	R	ESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	In the last 12 months, have you applied for a job? [Multip	le Response]					
THE FULL RESULTS	Yes outs de the APS		7%	-1	-4	-3	-5♥
	Yes n my agency		0%	-	-33 🔮	-35 🔮	-37 🔮
	Yes n another APS agency		43%	+10 🖸	+80	+15 🖸	+250
	No		50%	-80	+90	+4	0
	Which of the following statements best reflects your curr your agency?	ent thoughts about working for					
MPLOYEES COULD ELECT FROM TWELVE EASONS AS TO WHY	want to eave my agency as soon as poss b e		43%	+300	+290	+350	+370
HEY WANT TO LEAVE HE R AGENCY PLEASE EE QUEST ON 42 OF THE 018 QUEST ONNA RE FOR	want to eave my agency w th n the next 12 months		14%	-15 🔿	+2	+2	+50
HESE TEMS	want to eave my agency with n the next 12 months but fee times be uninkey in the current environment $f(x) = 0$		14%	-70	-60	+4	+4
	want to stay work ng for my agency for the next one to two years		14%	+2	-12 🔿	-22 👁	-10 🔮
	want to stay work ng for my agency for at east the next three years		14%	-11 👁	-12 🛛	-19 🛛	-36 👁
	Main primary reason behind desire to leave agency:						
	There s a ack of future career opportunt es n my agency		40%	+13 😡	0	+60	+14 🖸
	KEY	AT LEAST 5 PERCENTAGE THAN COMPARATOR 83 of 155	PO NTS GREATER		COMPARATO	ERCENTAGE PO N	ITS LESS THAN
8 APS emp oyee census		PAGE 27			2	Australian Govern	

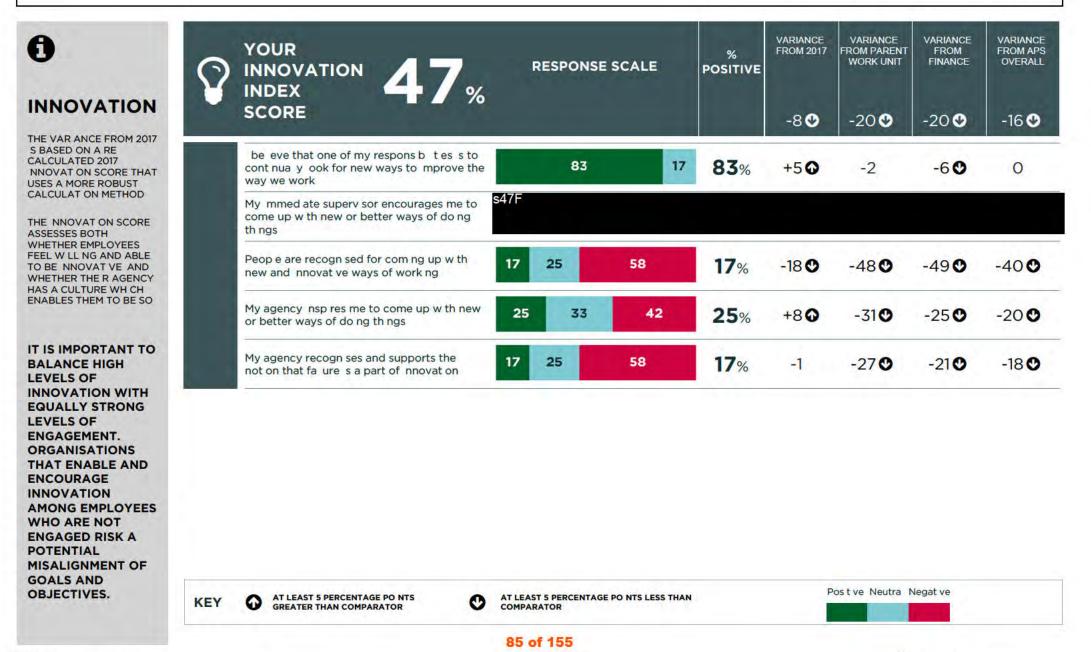
RISK MANAGEMENT

0				RESPONSE	SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		My agency supports emp oyees to esca r sk-re ated ssues w th managers	ate	25 25	50	25%		-44 🔮	-48 🔮	-46 🔮
THE FULL RESULTS		R sk management concerns are d scuss open y and honest y n my agency	ed	33 8	58	33%		-34 🔮	-30 🔮	-29 🔮
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT		Emp oyees n my agency have the r ght sk s to manage r sk effect ve y		25 33	42	25%		-23 🔮	-24 🔮	-24 🔮
THE PROPORT ON OF COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		Appropr ate r sk tak ng s rewarded n n agency	ıy	25 17	58	25%	-1	-13 🔮	-5 🕑	-3
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED		Sen or eaders n my agency demonstra and d scuss the mportance of manag n r sk appropr ate y		33 8	58	33%		-36 🔮	-18 🔮	-14 👁
PROVIDED		When th ngs go wrong my agency uses as an opportun ty to rev ew earn and mprove the management of s m ar r sk		25 17	58	25%		-36 🛛	-23 🔮	-23 🔮
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?										
IMPROVEMENT?	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	Ø	AT LEAST 5 PERCENTA COMPARATOR	GE PO NTS LESS TH	IAN	P	ostve Neutra N	legat ve	





INNOVATION INDEX





FINANCE SPECIFIC QUESTIONS

0		RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE
EXPLORE	Overa how sat sf ed are you w th your ab ty to access and use f ex b e work ng arrangements?	17 58 25	17%	+3	-47 🕑	-53
THE FULL RESULTS	My agency rout ne y app es mer t n dec s ons regard ng engagement and promot on	8 25 67	8%		-29	-39
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT	am nterested n a mob ty opportun ty w th n F nance (e g mov ng to another branch or d v s on)	45 36 18	45 %		-9 🕑	-10 🕑
THE PROPORT ON OF COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE +	am nterested n a mob ty opportun ty externa to F nance (e g temporary transfer or secondment)	64 27 9	64 %		+5 🖸	+4
AGREE) NEUTRALLY NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S	F nance has a set of Leadersh p Expectat ons Be part of the so ut on Co aborate and nnovate Deve op se f deve op others am fam ar w th these Leadersh p Expectat ons	27 27 45	27 %		-23	-36
PROV DED	The F nance Leadersh p Expectat ons nf uence the way approach my day to day work	18 36 45	18%		-25 🕑	-28 🕑
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE	am aware of the nterna avenues ava ab e to me f need to ra se a comp a nt about dec s ons made by the department	9 36 55	9%	-36 🕑	-29 🕑	-43 🕑
AVA LABLE COMPAR SONS	have the appropr ate sk s capab t es and know edge to co aborate effect ve y w th stakeho ders	82 18	82%		-7 🕑	-12 🕑
WHERE ARE YOU PERFORMING	be eve co aborat ng w th stakeho ders s an mportant part of my ob	73 27	73%		-14 🕑	-23 🕑
WELL? IS THERE ROOM FOR IMPROVEMENT?	KEY O AT LEAST 5 PERCENTAGE PO NTS O AT LEAST 5 PER GREATER THAN COMPARATOR O COMPARATOR	RCENTAGE PO NTS LESS THAN	Po	stve Neutra N	Negat ve	



m tof Fin

FINANCE SPECIFIC QUESTIONS

0		RESPONSE SCALE	% VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE
EXPLORE	am encouraged to de ver outcomes by co aborat ng w th peop e beyond my mmed ate team	73 18 9	73%	-7 0	-17 👁
THE FULL RESULTS	My team has estab shed product ve partnersh ps w th stakeho ders both w th n and externa to F nance	64 27 9	64%	-16 🕑	-27 🔮
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?					
INFROVENENT:	KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS COMPARATOR	RCENTAGE PO NTS LESS THAN	Postve Neutra	Negat ve	





m tofFin

TIME TO TAKE ACTION

👑 CELEBRATE	Q INVESTIGATE FURTHER WITH OUR TEAMS	OPPORTUNITIES
What things do we do well?	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
H NK ABOU HOW W CAN BU D ON OUR S R NG HS AND ARN ROM WHA W AR GOOD A .	HOW COU D W NV S GA ? HROUGH OOK NG A H DA A N MOR D A OR HROUGH D SCUSS ONS W H S A ?	WHA AR H K Y H NGS W N D O MPROV O MAK WORK NG H R B R?

O USE THIS		PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
PAGE TO START YOUR LOCAL ACTION	1					
PLANS DENT FY AREAS TO CELEBRATE OPPORTUN T ES FOR MPROVEMENT AND	2					
AREAS WH CH YOU NEED TO NVEST GATE FURTHER PR OR T SE 3 AREAS TO	3					
TAKE FORWARD			88 of 155			



GUIDE TO THIS REPORT

% POSITIVE

Strong y

agree

Agree

÷

number of respondents who

answered the question

=

% POSITIVE

WHERE RESUL S ARE SHOWN AS POSI IVE PERCEN AGES (% POSI IVE), HESE ARE CALCULA ED BY ADDING OGE HER POSI IVE RESPONSES ("S RONGLY AGREE" + "AGREE") AND DIVIDING BY HE NUMBER OF RESPONDEN S WHO ANSWERED HE QUES ION.

POSTVE Neutra Negatve

RESPONSE response response

Strong y

Ne ther D sagree d sagree

ROUNDING

RESUL S ARE PRESEN ED AS WHOLE NUMBERS FOR EASE OF READING, WI H ROUNDING PERFORMED A HE LAS S AGE OF CALCULA ION FOR MAXIMUM ACCURACY. VALUES FROM X.00 O X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 O X.99 ARE ROUNDED UP. HEREFORE IN SOME INS ANCES, RESUL S MAY NO O AL 100%.

	STRONGLY AGREE	AGREE	NE THER	D SAGREE	STRONGLY D SAGREE	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 POS T VE	151 + 166	= 317				
% POS T VE	317 ÷ 613	5 = 52%				

ANONYMITY

I IS ORC IN ERNA IONAL S PRAC ICE NO O DISPLAY HE RESUL S OF GROUPS O HE EX EN WHERE HE ANONYMI Y OF INDIVIDUALS MAY BE COMPROMISED. RESUL S FOR WORK UNI S WI H LESS HAN 10 RESPONDEN S WILL NO RECEIVE AN INDIVIDUAL REPOR . HOWEVER, HEIR DA A WILL S ILL CON RIBU E O HE SCORES FOR HEIR PAREN UNI AND HE ORGANISA ION OVERALL.

COMPARISONS TO PARENT

WI HIN HIS REPOR A COMPARISON AGAINS PAREN REFERS O SERVICE DELIVERY OFFICE

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Australian Public Service Employee Census 2018

7 May – 8 June

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Transactional Operations Branch

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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 <u>Measuring Employee Engagement Intuitive Model Robust Science</u> 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 <u>stateoftheservice@apsc.gov.au</u>.



MAKING THE MOST OF YOUR RESULTS



01.

Identify the

areas where

performing

These will tend to

which are notably

celebrated. Share

the good news

with employees.

be high results

above any

should be

comparative results. These

you are

well.

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.



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.



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

ticking 'neither

Ask your colleagues

about their views to

find out what is

causing this. More

to shift them to a positive frame of

communication and

involvement may help

agree nor

disagree')

neutral responses

(lots of employees

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.



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mind.

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FOI 22/113(2) - Document 1

Australian Government Australian Public Service Commission

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE

HOW ENGAGED IS YOUR TEAM?

0

NO VAR AT ON BETWEEN YOUR OVERALL 2017 AND 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW QUEST ONS WERE ADDED TO T E 2018 MODEL W C ALSO USES A MORE ROBUST CALCULAT ON MET OD

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 68%	RESPONS	E SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANC FROM AP OVERAL
SCORE					+2	-4	-2
Cons der ng everyth ng am sat sf ed w th my ob	67	22 1	1 67%		+14 😡	-80	-1
am proud to work n my agency	64	31	64%	+4	+90	-13 🛛	-8 👁
wou d recommend my agency as a good p ace to work	64	19 17	64%	-4	+12 🕥	-80	+3
be eve strong y n the purpose and ob ect ves of my agency	61	33	61%		+1	-12 🖸	-16 😋
fee a strong persona attachment to my agency	42	44 14	4 42%	-2	-6 🛛	-20 🕑	-22 C
fee comm tted to my agency s goa s	61	33	61%		+60	-12 🖸	-15 🖸
suggest deas to mprove our way of do ng th ngs	83	14	83%	-1	+3	-3	0
am happy to go the 'extra m e at work when required	92		92%	+3	-1	-2	+1
work beyond what s required in my ob to he p my agency ach eve its objectives	81	11	8 81 %	-2	-1	-1	+3
My agency rea y nsp res me to do my best work every day	51	34 14	51 %		+3	-3	+2
	T LEAST 5 PERCENTA	SE PO NTS LESS THA	N	P	ostve Neutra N	legat ve	
	EMPLOYEE 68% Score 68% Cons der ng everyth ng am sat sf ed w th my ob am proud to work n my agency a good wou d recommend my agency as a good p ace to work be eve strong y n the purpose and ob ect ves of my agency fee a strong persona attachment to my agency fee comm tted to my agency s goa s suggest deas to mprove our way of do ng th ngs am happy to go the 'extra m e at work when requ red Work beyond what s requ red n my ob to he p my agency ach eve ts ob ect ves My agency rea y nsp res me to do my best work every day	EMPLOYEE 68% PRESPONSE RESPONSE Cons der ng everyth ng am sat sf ed w th my ob 67 am proud to work n my agency 64 wou d recommend my agency as a good pace to work 64 be eve strong y n the purpose and ob ect ves of my agency 61 fee a strong persona attachment to my agency 61 suggest deas to mprove our way of do ng th ngs 61 am happy to go the 'extra m e at work when requ red 92 work beyond what s requ red n my ob to he p my agency ach eve ts ob ect ves 81 My agency rea y nsp res me to do my best work every day 51	EMPLOYEE 68% Score 67 22 Cons der ng everyth ng am sat sf ed w th my ob 67 22 am proud to work n my agency 64 31 wou d recommend my agency as a good pace to work 64 19 17 be eve strong y n the purpose and ob ect ves of my agency 61 33 14 fee a strong persona attachment to my agency 61 33 14 gency 61 33 14 mhappy to go the 'extra m e at work when required 92 14 11 work beyond what s required n my ob to he p my agency ach eve ts ob ect ves 81 11 My agency rea y nsp res me to do my best work every day 51 34 14	EMPLOYEE 68% RESPONSE SCALE Positive Cons der ng everyth ng am sat sf ed w th my ob 67 22 11 67% am proud to work n my agency 64 31 64% wou d recommend my agency as a good p ace to work 64 19 17 64% be eve strong y n the purpose and ob ect ves of my agency 61 33 61% fee a strong persona attachment to my agency 61 33 61% gency 61 33 61% fee comm tted to my agency s goa s 61 33 61% suggest deas to mprove our way of do ng th ngs 83 14 83% am happy to go the 'extra m e at work when required 92 92% work beyond what s required n my ob to he pe my agency rea y nsp res me to do my best work every day 51 34 14 51%	EMPLOYEE 68 RESPONSE SCALE % positive FROM 2017 Cons der ng everyth ng am sat sf ed w th my 67 22 11 67% am proud to work n my agency 64 31 64% +4 wou d recommend my agency as a good 64 19 17 64% -4 be eve strong y n the purpose and ob ect ves of my agency 61 33 61% -2 fee a strong persona attachment to my agency agency 61 33 61% -2 fee comm tted to my agency s goa s 61 33 61% -2 fee comm tted to my agency s goa s 61 33 61% -2 man happy to go the 'extra m e at work when required 92 92% +3 work beyond what s required n my ob to he yot to he pm yagency ach eve ts ob ect ves 81 11 81% -2 My agency rea y nsp res me to do my best work every day 51 34 14 51%	EMPLOYEE 68 RESPONSE SCALE % FROM 2017 REMARKING Cons der ng everyth ng am sat sf ed w th my 67 22 11 67% +114 am proud to work n my agency 64 31 64% +4 +90 would recommend my agency as a good pace to work 64 19 17 64% -4 +120 be eve strong y n the purpose and object ves of my agency 61 33 61% +1 fee a strong persona attachment to my agency is goas 61 33 61% +60 suggest deas to mprove our way of do ng th ngs 83 14 83% -1 +3 am happy to go the 'extra m e at work when required 92 92% +3 -1 work beyond what s required n my ob to he p my agency ache ve ts ob ect ves 81 11 81% -2 -1 My agency rea y nsp res me to do my best werk every day 51 34 14 51% +3	EMPLOYEE ENGAGEMENT 68% RESPONSE SCALE % POSITIVE FROM 2017 FROM PARENT WORK UNIT FROM 217 Cons der ng everything am sat sfied with my ob 67 22 11 67% +140 -80 am proud to work n my agency 64 31 64% +4 +90 -130 wou d recommend my agency as a good p ace to work 64 19 17 64% -4 +120 -80 be eve strong y n the purpose and ob ect ves of my agency 61 33 61% +1 -120 fee a strong persona attachment to my agency 42 44 14 42% -2 -60 -200 fee comm tted to my agency s goas 61 33 61% +60 -120 suggest deas to mprove our way of do ng things 83 14 83% -1 +3 -3 work beyond what s required n my ob to hep my agency rea y nsp res me to do my best work every day 91 11 8 81% -2 -1 -1 My agency rea y nsp res me to do my best work every day 51 34 14 51% +3 -3

INCLUSION AND DIVERSITY

EXPLORE THE FULL RESULTS

0

D

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANC FROM AP OVERALI
What is your gender?						
Ma e		42%	+15 🖸	-6 🕑	-3	+4
Fema e		53%	-20 🛛	+80	+1	-6 🛛
X (ndeterm nate/ 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
10		3%	-1 +1	+1 -1	0	-1 +1
Yes No Do you have an ongoing disability?						
No						
No Do you have an ongoing disability?		97%	+1	-1	0	+1

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INCLUSION AND DIVERSITY

0 VAR ANCE VAR ANCE VAR ANCE VAR ANCE Demographics % **RESPONSE SCALE** FROM PARENT FROM FROM APS **FROM 2017** WORK UN T **FNANCE** OVERALL In which country were you born? EXPLORE THE FULL 86% +180 +80 +80 Austra a -RESULTS 14% -18 🖸 -80 -80 Other country -Do you speak a language other than English at home? 86% +140 +50 +4No Eng sh on y -N L NE W TH THE 14% -140 -50 -4 Yes other -AUSTRAL AN BUREAU OF STAT ST CS STANDARDS CULTURAL AND L NGU ST C D VERS TY S How well do you speak English? COMPR SED OF FOUR VAR ABLES COUNTRY OF B RTH MA N LANGUAGE OTHER THAN ENGLISH Very we The data for this quest on has been hidden for anonymity reasons SPOKEN AT HOME PROF C ENCY N SPOKEN ENGL SH AND We The data for this quest on has been hidden for anonymity reasons ND GENOUS STATUS The data for this quest on has been hidden for anonymity reasons Not we Not at a The data for this quest on has been hidden for anonymity reasons AT LEAST 5 PERCENTAGE PO NTS LESS THAN AT LEAST 5 PERCENTAGE PO NTS GREATER KEY ഹ THAN COMPARATOR COMPARATOR

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INCLUSION AND DIVERSITY

0	Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	Do you identify as Lesbian, Gay, Bisexual, T	Frans, and/or Intersex (LGBTI+)?					
THE FULL RESULTS	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 👁	-50	-6 🔮
	No		67%	+17 😡	+110	+50	+60
	KEY	AT LEAST 5 PERCENT, THAN COMPARATOR	AGE PO NTS GREATER		COMPARATOR	ERCENTAGE PO N R	NTS LESS THAN
		96 of 155					



INCLUSION AND DIVERSITY

0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE THE FULL		The peop e n my workgroup behave n ar accept ng manner towards peop e from d verse backgrounds	71 20 9	71 %	-5 🕑	-2	-18	-17 🔮
RESULTS		My SES manager act ve y supports peop e of d verse backgrounds	s47F					
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	Attitudinal	My agency s comm tted to creat ng a d verse workforce (e g gender age cu tu and ngu st c background d sab ty nd genous LGBT +)	ra	78 %	+7 🔂	+90	-4	+1
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		My superv sor act ve y supports peop e from d verse backgrounds		78 %		+2	-10 🕑	-8 🕑
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED		My agency supports and act ve y promote an nc us ve workp ace cu ture	es 67 31	67%		+4	-14 🔮	-8 🛛
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?	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE PO NTS LESS TH. COMPARATOR	AN	P	ostve Neutra N	legat ve	





WELLBEING INDEX

9	Ŧ	VOUR WELLBEING INDEX 64	0/	RESPONSE	SCALE	PC	% DSITIVE	VARIANCE FROM 2017	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
		SCORE	70					+5 🔿	+5�	-4	-2
WELLBEING		am sat sf ed w th the po c es/pract ces p ace to he p me manage my hea th and we be ng	n	72	22		72%	+16 🖸	+80	0	+4
HE VAR ANCE FROM 2017 BASED ON A RE ALCULATED 2017		My agency does a good ob of commun cat ng what t can offer me n ter of hea th and we be ng	ms	53	31	17	53%	+11 🕞	+90	-6 🔮	-6 🔮
NOVAT ON SCORE THAT SES A MORE ROBUST ALCULAT ON METHOD		My agency does a good ob of promot ng hea th and we be ng		56	31	14	56%	+14 😡	+90	-3	-2
HE WELLBE NG SCORE ROV DES AN ND CAT ON OF THE STATE OF		th nk my agency cares about my hea th a we be ng	and	56	28	17	56%	+80	+80	-3	0
MOT ONAL AND HYS CAL HEALTH AND VELLBE NG AMONG MPLOYEES T MEASURES OTH THE PRACT CAL ND CULTURAL LEMENTS THAT ALLOW OR A SUSTA NABLE AND EALTHY WORK NG NV RONMENT		be eve my mmed ate superv sor cares about my hea th and we be ng		75	14	11	75%	+4	+8 🔾	-9 0	-6 O
IIGH LEVELS OF NGAGEMENT WILL IOT BE USTAINABLE AND VILL LEAD TO URN OUT VITHOUT ECIPROCALLY											
TRONG LEVELS OF	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	0	AT LEAST 5 PERCENTAG	PO NTS LESS TH	HAN		P	ostve Neutra N	legat ve	





SENIOR LEADERSHIP

0				RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE THE FULL	ger	My SES manager s of a h gh qua ty	s4 ⁻	7F					
RESULTS	ES mana	My SES manager s suff c ent y v s b e (e can be seen n act on)	e g						
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	Senior leadership: Immediate SES manager	My SES manager commun cates effect v	/е у						
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	rship: Imn	My SES manager ensures that work effor contr butes to the strateg c d rect on of agency and the APS	ort the						
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	ior leade	My SES manager effect ve y eads and manages change							
	Ser	My SES manager engages w th staff on h to respond to future cha enges	how						
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?									
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	Ø	AT LEAST 5 PERCENTAGE PO NTS LESS THA COMPARATOR	N	P	ostve Neutra N	egat ve	





SENIOR LEADERSHIP

0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		n my agency the SES are suff c ent y v s b e (e g can be seen n act on)	86 8	86%	+46 🖸	+14 🔂	+15 🖸	+35 🔂
THE FULL RESULTS	SES	n my agency commun cat on between the SES and other emp oyees s effect ve	69 19 <mark>11</mark>	69 %	+19 🖸	+9 🛇	+10 🖸	+25 🖸
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	ship: All (n my agency the SES set a c ear strateg c d rect on for the agency		83%	+19 🖸	+13 🖸	+18 🕢	+280
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	Senior Leadership: All SES	n my agency the SES are of a h gh qua ty	78 17	78 %	+26 🖸	+13 🖸	+12 🖸	+28
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Seni	n my agency the SES work as a team	74 20	74%		+15 🔂	+22	+35 🖸
		n my agency the SES c ear y art cu ate the d rect on and pr or t es for our agency	83 11	83%		+10 🖸	+21	+29
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?]
	KEY		AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR	N	P	ostve Neutra N	egat ve	



IMMEDIATE SUPERVISOR

		RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
	My superv sor treats peop e w th respect	86 8	86%	+90	+5 🖸	-3	-1
	My superv sor commun cates effect ve y		72 %	+3	+5 🖸	-9 🕑	-6
rvisor	My superv sor encourages me to contr bute deas	83 8 8	83%	+3	+6 🔂	-2	+1
liate supe	My superv sor he ps to deve op my capab ty	64 17 19	64 %	+6 🖸	+1	-11 🕑	-8
Immed	My superv sor d sp ays res ence when faced w th d ff cu t es or fa ures	61 25 14	61%	0	+1	-20 🔮	-17 🕑
	My superv sor g ves me respons b ty and ho ds me to account for what de ver	81 14	81 %	+4	+1	-6 🔮	-4
	My superv sor cha enges me to cons der new ways of do ng th ngs	64 28 8	64%	+2	+1	-13	-8 👁
KEY			N	Pe	ostve Neutra N	legat ve	
	Immediate supervisor	My superv sor commun cates effect ve y My superv sor encourages me to contr bute deas My superv sor he ps to deve op my capab ty My superv sor d sp ays res ence when faced w th d ff cut es or fa ures My superv sor g ves me respons b ty and ho ds me to account for what de ver My superv sor cha enges me to cons der new ways of do ng th ngs	My superv sor treats peop e w th respect 86 8 My superv sor commun cates effect ve y 9 9 My superv sor encourages me to contr bute 83 8 8 My superv sor he ps to deve op my 64 17 19 My superv sor d sp ays res 61 25 14 My superv sor d sp ays res 61 25 14 My superv sor g ves me respons b ty and ho ds me to account for what de ver 81 14 64 28 8 My superv sor cha enges me to cons der new ways of do ng th ngs 64 28 8 8	POSITIVE POSITIVE My superv sor treats peop e w th respect 86 8 86% My superv sor commun cates effect ve y 72% My superv sor encourages me to contr bute 83 8 8 83% My superv sor he ps to deve op my 64 17 19 64% My superv sor d sp ays res ence when faced w th df cut es or fa ures 61 25 14 61% My superv sor g ves me respons b ty and ot sme to account for what de ver 64 28 8 64% My superv sor cha enges me to cons der new ways of do ng th ngs 64 28 8 64%	RESPONSE SCALE POSITIVE FROM 2017 My superv sor treats peop e w th respect 86 8 86% +90 My superv sor treats peop e w th respect 86 8 86% +90 My superv sor commun cates effect ve y 72% +3 My superv sor encourages me to contr bute 83 8 83% +3 My superv sor he ps to deve op my 64 17 19 64% +60 My superv sor d sp ays res ence when faced w th d ff cu t es or fa ures 61 25 14 61% 0 My superv sor d sp ays res ence when faced w th d ff cu t es or fa ures 64 28 8 64% +2	RESPONSE SCALE POSITIVE PARACE PROM 2017 <	RESPONSE SCALE POSITIVE PROM 200 PROM PARENT PROM My superv sor treats peop e w th respect 86 8 86% +90 +50 -3 My superv sor commun cates effect ve y 72% +3 +50 -90 My superv sor commun cates effect ve y 72% +3 +60 -2 My superv sor encourages me to contr bute 83 8 83% +3 +60 -2 My superv sor d sp ays res ence when faced with aff cut es or fa ures 61 25 14 61% 0 +1 -200 My superv sor d sp ays res ence when faced with aff cut es or fa ures 61 25 14 61% 0 +1 -60 My superv sor g yes me respons b ty and ho ds me to account for what de ver 64 28 64% +2 +1 -13 0





IMMEDIATE SUPERVISOR

0	Immediate supervisor RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	Where is your immediate supervisor's normal work location?					
THE FULL RESULTS	n the same off ce as me	92%	-	+1	-4	+10 🖸
	n the same off ce as me but on a d fferent f oor		-	-3	-2	-3
	n a d fferent off ce but n the same town/c ty	8%	-	+2	+70	+50
	n a d fferent town/c ty or state	0%	13	÷	-1	-13 🔮
	n a d fferent country	0%	4	- 8		0

KEY

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN
 COMPARATOR



WORKPLACE CULTURE

0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		rece ve the respect deserve from my co eagues at work	71 23	71 %	+90	+7 🕥	-8 🕑	-5 🕑
THE FULL RESULTS		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]	42 31 28	42 %	-2	+7 🖸	-13 🔮	-11 🕑
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF		The peop e n my workgroup treat each other w th respect	58 22 19	58 %	-18	-2	-24	-24
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		My agency act ve y encourages eth ca behav our by a of ts emp oyees	75 8 17	75%	-1	+12 🕥	-4	-4
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Culture	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]		14 %	-7 🕑	+3	-14 🔮	-16
	Cul	Staff are consu ted about change at work	36 42 22	36%	-18 🕑	-1	-13 🔮	-10 🔮
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS		am happy to go the 'extra m e at work when requ red	92	92%	+3	-1	-2	+1
		nterna commun cat on w th n my agency s effect ve	46 34 20	46%	-14 🕑	0	-10 😍	0
WHERE ARE YOU PERFORMING WELL?		n genera emp oyees n my agency fee they are va ued for the r contr but on	44 39 17	44%	-18 🕑	+3	-12 🕑	+2
IS THERE ROOM FOR IMPROVEMENT?		My agency rea y nsp res me to do my best work every day	51 34 14	51%		+3	-3	+2
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE PO NTS LESS THA COMPARATOR	N	P	ostve Neutra N	egat ve	
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WORKPLACE CULTURE

EXPLORE THE FULL RESULTS

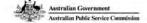
0

A ways	25%	-29 🔿	-1	-25 🔮	-23 🔮
Often	53%	+320	+60	+12 🕥	+110
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





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WORKPLACE CULTURE

0	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
EXPLORE	Does your supervisor act in accordance	with the APS Values in his or her everyday work?					
THE FULL RESULTS	A ways		33%	-25 👁	-50	-280	-27 🔮
	Often		50%	+210	+80	+19 🖸	+20 🖸
	Somet mes		8%	-	-1	+3	+2
	Rare y		8%	-4	+2	+70	+70
	Never		0%	.÷.,	4	0	0
	Not sure		0%	+	-3	-1	-2
	KEY	AT LEAST 5 PERCENTAGE P	O NTS GREATER		AT LEAST 5 PI	ERCENTAGE PO 1	NTS LESS THAN
		THAN COMPARATOR			COMPARATOR	2	
		105 of 155					



WORKPLACE CULTURE

EXPLORE
THE FULL
RESULTS

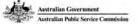
0

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
o senior leaders (i.e. the SES) in your a	agency act in accordance with the APS Values?					
A ways		43%	-7 👁	+50	-3	+3
Often		46%	+17 😡	+10 🖸	+80	+14 🖸
Somet mes		9%	-	-3	+1	-2
Rare y		3%	-1	0	+1	0
Never		0%		-3	0	-1
Not sure		0%	÷.,	-80	-70	-15 🔮

KEY

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR





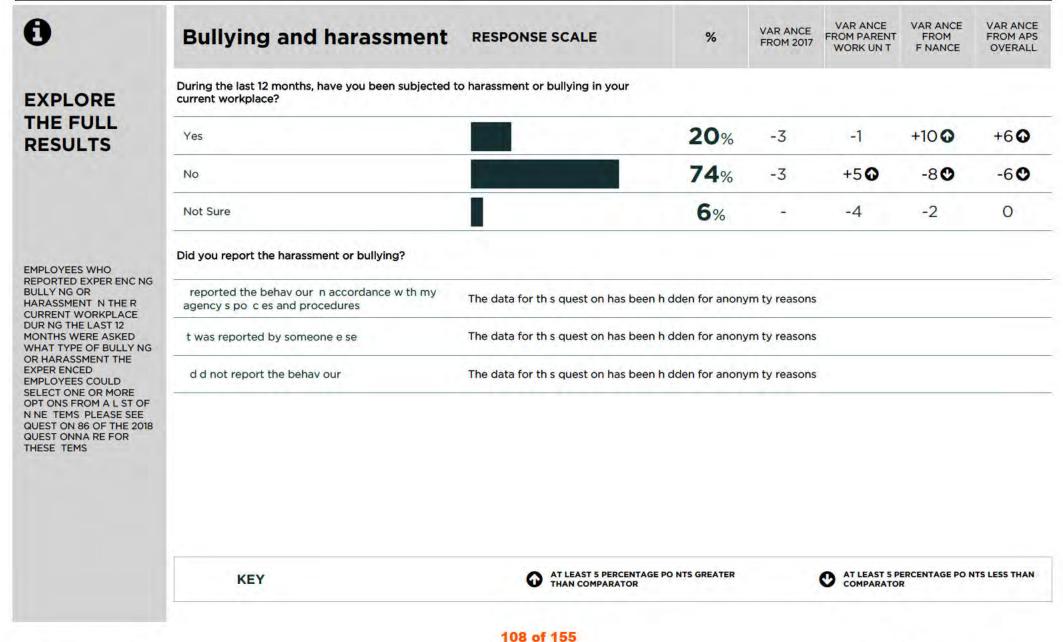
Australian Government Australian Public Service Commission

WORKPLACE CULTURE

0	Discrimination	RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL					
EXPLORE	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											
THE FULL RESULTS	Yes		3%	-	-90	-6 🛛	-10 🕑					
	No		97%	-	+90	+60	+10 🖸					
	Did this discrimination occur in your current agency?											
	Yes The data for this quest on has been hidden for anonymity reasons											
REPORTED EXPER ENC NG D SCR M NAT ON N THE LAST 12 MONTHS N THE COURSE OF THE R	No The data for this quest on has been hidden for anonymity reasons											
MPLOYMENT WERE SKED WHAT THE BAS S VAS FOR THE SCR M NAT ON MPLOYEES COULD												
ELECT ONE OR MORE SCR M NAT ON TYPES ROM A L ST OF E GHT TEMS PLEASE SEE												
UEST ON 84 OF THE 2018 UEST ONNA RE FOR HESE TEMS												
	KEY	AT LEAST 5 PERCENTA THAN COMPARATOR	AGE PO NTS GREATER	(1 - 1)	COMPARATOR	ERCENTAGE PO I R	NTS LESS THAN					
		107 of 155										



WORKPLACE CULTURE





WORKPLACE CONDITIONS

0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		My ob g ves me opportun t es to ut se my sk s	81 17	81%	+7 🖸	+8 🗘	-4	+1
THE FULL RESULTS		am far y remunerated (eg sa ary superannuat on) for the work that do		83%	-1	+19 🔂	+7 🖸	+23 🗘
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	job	Cons der ng everyth ng am sat sf ed w th my ob	67 22 11	67%		+14 🔂	-8 🔮	-1
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	Your job	am sat sf ed w th my non-monetary emp oyment cond t ons (e g eave f ex b e work arrangements other benef ts)	72 14 14	72%	+70	+11 🖸	-9	-5 🛛
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED		am sat sf ed w th the stab ty and secur ty of my current ob	63 26 11	63%	+5 🕶	+14 🖸	-14 🕑	-7 👁
		am sat sf ed w th the opportun t es for career progress on n my agency	33 31 36	33%	+5 🖸	+4	-12 🕑	-7 🛛
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?	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE PO NTS LESS TH COMPARATOR	IAN	P	ostve Neutra N	legat ve	



WORKPLACE CONDITIONS

0			F	RESPON	SE SCALE		% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	working ements	My superv sor act ve y supports the use of f ex b e work arrangements by a staff regard ess of gender		75	1	4 11	75%	+6 👁	+4	-10 🔮	-7 👁
THE FULL RESULTS	Flexible working arrangements	My SES manager act ve y supports the use of f ex b e work arrangements by a staff regard ess of gender	s47F								
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	Work- life balance	Cons der ng your work and fe pr or t es how sat sf ed are you w th the work-fe ba ance n your current ob?		64	14	22	64 %	+10 🔂	+2	-12	-10 🔮
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY NE THER AGREE NOR		My agency prov des opportun t es for mob ty w th n my agency (e g temporary transfers)		47	33	19	47 %		+2	-17 🔮	-5 🔮
D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Mobility	My agency prov des opportun t es for mob ty outs de my agency (e g secondments and temporary transfers)	3	9	39	22	39%		+80	-4	+7 🖸
LOOK AT HOW YOUR		My mmed ate superv sor act ve y supports opportunt es for mob ty	4	14	44	11	44%		+5 🖸	-14 🕑	-6 🛛
POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS											
WHERE ARE YOU PERFORMING WELL?											
IS THERE ROOM FOR IMPROVEMENT?											1
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR		AST 5 PERCE ARATOR	NTAGE PO NTS L	ESS THA	N	P	ostve Neutra N	egat ve	
	L]



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0			RESPONS	E SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		ly workgroup has the too s and resources re need to perform we	58	17 25	58 %		+7 😡	-9 🛛	-3
THE FULL RESULTS		he work processes we have n p ace a ow ne to be as product ve as poss b e	58	17 25	58%		+5 🖸	+1	+6 🗘
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF		he peop e n my workgroup comp ete vork to a h gh standard	61	19 19	61%		+2	-21	-17 👁
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		ly superv sor ensures that my workgroup e vers on what we are respons b e for			72 %		+1	-14 🕑	-8 🕑
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?									
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCEN COMPARATOR	TAGE PO NTS LESS THA	N	P	ostve Neutra N	egat ve	





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
Received regular and timely feedback fro	om your supervisor					
Yes		86%	-	+50	0	+3
No		14%	-	-50	0	-3
Received constructive feedback from you	ur supervisor					
Yes		86%	-	+60	-2	+2
No		14%	÷	-6 🛛	+2	-2
Your supervisor has checked in regularly	with you to see how you are progressing					
Yes		83%	÷.	+70	-2	+1
No		17%	÷	-7 👁	+2	-1
KEY	AT LEAST 5 PERCENTA	AGE PO NTS GREATER		AT LEAST 5 PE	RCENTAGE PO N	ITS LESS THAN
	Management Received regular and timely feedback from Yes No Received constructive feedback from you Yes No Yes No Yes No Yes No Yes No Yes No	Management RESPONSE SCALE Received regular and timely feedback from your supervisor Yes No Image: Constructive feedback from your supervisor Yes Image: Constructive feedback from your supervisor Your supervisor has checked in regularly with you to see how you are progressing Yes Image: Constructive feedback from your supervisor No Image: Constructive feedback from your supervisor	Management % Received regular and timely feedback from your supervisor 86% No 14% Received constructive feedback from your supervisor 86% No 14% Yes 86% No 14% Yes 86% No 14% Your supervisor has checked in regularly with you to see how you are progressing 83% No 17%	Management Response SCALE % PROM 2017 Received regular and timely feedback from your supervisor 86% - Yes 86% - No 14% - Received constructive feedback from your supervisor 86% - Yes 86% - No 14% - Vour supervisor has checked in regularly with you to see how you are progressing 83% - Yes 83% - - No 17% - -	Management RESPONSE SCALE % FROM 2007 FROM PARENT WORK UNT Received regular and timely feedback from your supervisor 86% - +50 No 14% - -50 Received constructive feedback from your supervisor 86% - +60 No 14% - -60 No 14% - -60 Yes 86% - +70 No 14% - -60 Your supervisor has checked in regularly with you to see how you are progressing - +70 No 17% - -70	Management RESPONSE SCALE % PROM 2007 PROM PARENT PROM 2007 PROM PARENT PROM 2007 PROM 2007



Australian Government Australian Public Service Commission

PERFORMANCE MANAGEMENT

EXPLORE
THE FULL
RESULTS

0

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
n the past 12 months, have you discussed with your su over the previous year and the performance expectation						
Yes		86%	-	+60	+70	+90
No		0%	-	-2	-60	-90
Not app cab e (e g have not worked w th my current superv sor ong enough for th s conversat on to occur)		14%	-	-50	-1	-1
n the past 12 months, did your supervisor recognise w or any reason?	hen your job performance changed					
Yes		39%	-	+70	+15 🖸	+10 🖸
No		19%	÷	-60	+50	+4
Not app cab e (e g my performance has not changed)		42%	÷	-1	-20 👁	-14 🔿
KEY	AT LEAST 5 PERCENTAGE THAN COMPARATOR	PO NTS GREATER		COMPARATO	ERCENTAGE PO N R	ITS LESS THAN
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		RESPONSE S	CALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
	To what extent do you agree that n the past 12 months the performance expectat ons of your ob were c ear and unamb guous?	63	14 23	63%	+30 🖸	+8 🕥	-8 🕲	-4
	ow sat sf ed are you w th your superv sor n manag ng your performance?			72 %		+7 🕥	-6 🔮	-3
nent	To what extent do you agree that the support by your superv sor has he ped to mprove your performance?	69	11 19	69%		+6 🔂	+2	+9 🔂
Managen	My overa exper ence of performance management n my agency has been usefu for my deve opment	56	19 25	56%	+3	+12 🖸	+5	+8
formance	My superv sor open y demonstrates comm tment to performance management	67	22 11	67 %	+6 🔂	+2	-1	+3
Peri	rece ved recogn t on when ast accomp shed someth ng s gn f cant at work	72	17 11	72 %		+11 🔂	-3	+7 😡
	can dent fy a c ear connect on between my ob and my agency s purpose	75	19	75%		+7 🔂	-3	-4
	To what extent do you agree that your agency dea s w th underperformance effect ve y?	22 33	44	22 %		+3	+50	+3
]
KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE COMPARATOR	PO NTS LESS THA	N	P	ostve Neutra Ne	egat ve	
	Performance Management	<page-header> past 12 months the performance expectat ons of your ob were c ear and unamb guous? ow sat sf ed are you w th your superv sor n manag ng your performance? To what extent do you agree that the support by your superv sor has he ped to more your performance? My overa exper ence of performance management n my agency has been usefu for my deve opment My superv sor open y demonstrates comm tment to performance management n wagency so fact at work rece ved recogn t on when ast accomp shed someth ng s gn f cant at work Can dent fy a c ear connect on between my ob and my agency s purpose To what extent do you agree that your agency dea s w th underperformance effect ve y?</page-header>	To what extent do you agree that n the past 12 months the performance expectat ons of your ob were c ear and unamb quous? 63 Image: the performance of the performance of the performance? 69 Image: the performance of the performance of the performance? 69 My overal experience of performance of the performance	past 12 months the performance expectat ons of your ob were c ear and unamb quous? 63 14 23 ow sat sf ed are you with your supervisor in managing your performance? 69 11 19 To what extent do you agree that the support by your supervisor has he ped to more your performance? 69 11 19 My overal experience of performance management in my agency has been useful for my development 67 22 11 My supervisor open y demonstrates commitment to performance management 67 22 11 rece ved recogn tion when ast accomp shed something significant at work 72 17 11 can dent fy a cear connect on between my ob and my agency is purpose 75 19 19 To what extent do you agree that your agency dea s with underperformance effect ve y? 22 33 44	To what extent do you agree that n the super to so of your ob were c ear and unamb auous? 63 14 23 63% W so st of da are you with your super your namaging your performance? 72% 72% To what extent do you agree that the support by your super your performance? 69 19 69% My overa experience of performance management in my agency has been usefu for my deve opment 67 22 10 67% My super yor open y demonstrates comm them to performance management in experience of performance management in the performance in the	To what with the purport of the pur	To what extent do you agree that nthe past 12 months the performance event to solve were cear and numb guous? 63 14 23 63% +30% +8% ow sat sfed are you with your supervisor 72% +7% To what extent do you agree that the super thy your supervisor in managing your performance? 69 11 19 69% +6% My overa experience of performance? 67 22 11 67% +6% +2 My superv sor open y demonstrates communic the performance management in my agency has been useful for my deve opment 67 22 11 67% +6% +2 rece ved recogn to n when ast accomp shed something sign f cant at work in the the your agency has been useful for my oband my agency sign propose 75 19 75% +7% To what extent do you agree that your agence that your agency as undergoing a sign f cant at work in the performance my oband my agency sign propose 75 19 75% +7% To what extent do you agree that your agency dea sign f cant at work iffect we y? 22 33 44 22% +3	To what extent do you agree that n the past 12 months the performance expectations of your ob were cear and unamb quous? 63 14 23 63% +30% +8% -8% ow sat sfed are you with your supervisor manage ng your performance? 72% +7% -6% +2 To what extent do you agree that the support by your supervisor manage ng your performance? 69 11 19 69% +6% +2 My overal experience of performance? 67 22 11 67% +6% +2 -1 received recogn tion when ast accomp shed something significant at work 72 17 11 72% +110 -3 can dent fy a cier connect on between monet with underperformance effect ve y? 23 44 22% +3 +5%



CAPABILITY

0	RESPONSE SCALE POSITIVE	VAR ANCE FROM 2017 VAR ANCE FROM PARENT WORK UN T	FROM F	AR ANCE ROM APS OVERALL
EXPLORE	My mmed ate superv sor prov des t me for me to attend earn ng programs 67 17 17 67%	+5 😡	-13	-11 🕑
THE FULL RESULTS	My mmed ate superv sor shares nks for and nformat on format on for	+9 😡	-6 🛛	-8 🔮
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	My mmed ate superv sor prov des me w th opportun t es to deve op re evant capab t es for my career 51 31 17 51%	+3	-17 👁	-12 🔮
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	My mmed ate superv sor g ves me the opportun ty to app y what earn n my day-to-day work 67 25 8 67%	+8 🗘	-8 😍	-3
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	am ab e to access earn ng and deve opment so ut ons to meet my needs 53 33 14 53%	+8 🖸	-20 O	-16 🕑
	have a c ear understand ng of my 69 22 8 69% deve opment needs	+2	-3	-5
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS	seek out opportun t es to app y what 66 23 11 66%	0	-14 👁 -	-10 🕑
	have the approprate sk s capabities and knowledge to do my ob 81 14 81 %	+3	-12 🕑	-9 🕑
WHERE ARE YOU PERFORMING WELL?				
IS THERE ROOM FOR IMPROVEMENT?		Postve Neutra N	erative]
	KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR			



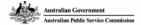
CAREER INTENTIONS

0		RESPONSE SCALE	%	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCI FROM APS OVERALI
EXPLORE	In the last 12 months, have you applied for a job? [Multi	ble Response]					
THE FULL RESULTS	Yes outs de the APS		8%	-80	-3	-2	-4
	Yes n my agency		36%	+12 🕥	+3	+1	-1
	Yes n another APS agency		33%	+50	-1	+60	+15 🖸
	No		42%	-14 👁	+1	-4	-80
	Which of the following statements best reflects your cur your agency?	rent thoughts about working for					
EMPLOYEES COULD SELECT FROM TWELVE REASONS AS TO WHY	want to eave my agency as soon as poss b e	1	6%	-2	-90	-3	-1
HEY WANT TO LEAVE HE R AGENCY PLEASE EE QUEST ON 42 OF THE 018 QUEST ONNA RE FOR	want to eave my agency w th n the next 12 months		14%	+60	+1	+2	+50
HESE TEMS	want to eave my agency w th n the next 12 months but fee t w be un key n the current env ronment		25%	+17 😡	+50	+15 🕥	+14 🖸
	want to stay work ng for my agency for the next one to two years		31%	-13 🔿	+4	-6 👁	+60
	want to stay work ng for my agency for at east the next three years		25%	-70	-2	-90	-25 🔿
	Main primary reason behind desire to leave agency:						
	There s a ack of future career opportunities in my agency		38%	+4	-3	+4	+12 🖸
	KEY	AT LEAST 5 PERCENTAGE P THAN COMPARATOR 116 of 155	O NTS GREATER		COMPARATO	ERCENTAGE PO N R	ITS LESS THAN
8 APS emp oyee census		PAGE 27			2	Australian Govern Australian Public So	

RISK MANAGEMENT

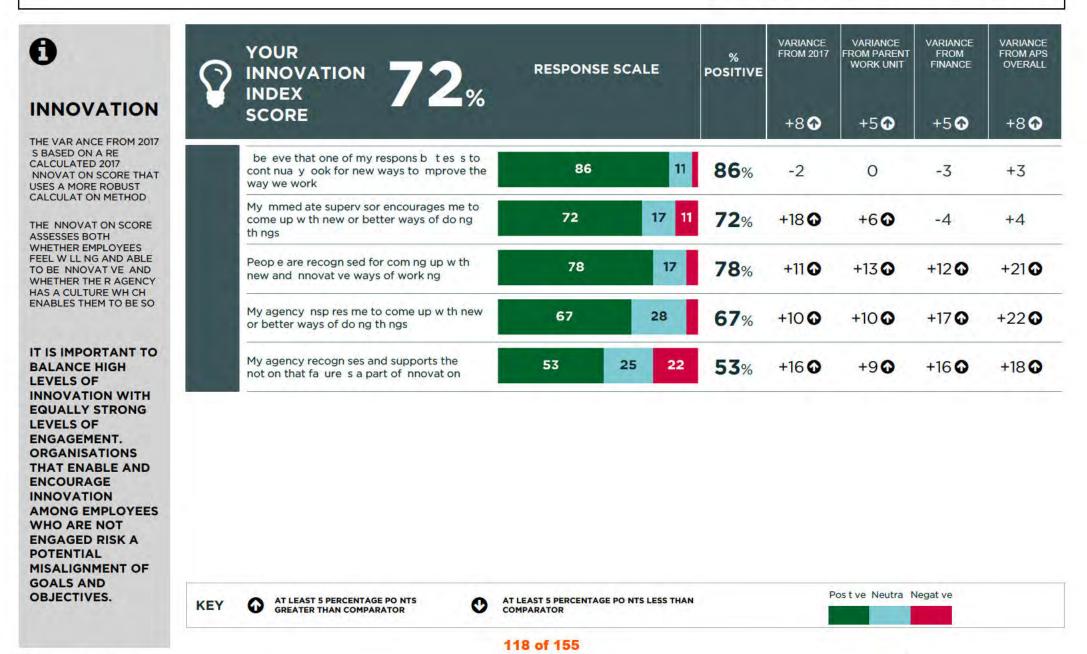
0				RESPONS	E SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		My agency supports emp oyees to esca r sk-re ated ssues w th managers	ate	81	14	81 %		+11 🖸	+8 🗘	+10 🔂
THE FULL RESULTS		R sk management concerns are d scuss open y and honest y n my agency	ed	78	14 8	78 %		+10 🕢	+14 🖸	+16 🖸
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF		Emp oyees n my agency have the r ght sk s to manage r sk effect ve y		53	33 14	53 %		+4	+4	+4
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		Appropr ate r sk tak ng s rewarded n r agency	ny	44	42 14	44%	+14 🖸	+70	+15 🖸	+17 🖸
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED		Sen or eaders n my agency demonstra and d scuss the mportance of manag n r sk appropr ate y		78	17	78 %		+80	+26 🖸	+30 🖸
PROVIDED		When th ngs go wrong my agency use as an opportun ty to rev ew earn and mprove the management of s m ar r sk		69	22 8	69%		+8	+21	+21
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?										
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	Q	AT LEAST 5 PERCENT COMPARATOR	AGE PO NTS LESS THA	N	P	ostve Neutra M	Negat ve	





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INNOVATION INDEX





FINANCE SPECIFIC QUESTIONS

0		RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2017	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE
EXPLORE	Overa how sat sf ed are you w th your ab ty to access and use f ex b e work ng arrangements?	69 <mark>11</mark> 19	69%	+3	+6 🖸	-1
THE FULL RESULTS	My agency rout ne y app es mer t n dec s ons regard ng engagement and promot on	42 36 22	42 %		+5 🖸	-6 \mathbf
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT	am nterested n a mob ty opportun ty w th n F nance (e g mov ng to another branch or d v s on)	56 22 22	56%		+1	0
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 +	am nterested n a mob ty opportun ty externa to F nance (e g temporary transfer or secondment)	58 17 25	58%		-1	-2
	F nance has a set of Leadersh p Expectat ons Be part of the so ut on Co aborate and nnovate Deve op sef deve op others am fam ar w th these Leadersh p Expectat ons	51 31 17	51%		+1	-12 🔮
STRONGLY D SAGREE) S PROV DED	The F nance Leadersh p Expectat ons nf uence the way approach my day to day work	46 43 11	46%		+2	-1
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE	am aware of the nterna avenues ava ab e to me f need to ra se a comp a nt about dec s ons made by the department	42 31 28	42 %	-25 🔮	+4	-10
AVA LABLE COMPAR SONS	have the appropr ate sk s capab t es and know edge to co aborate effect ve y w th stakeho ders	86 11	86%		-2	-8
WHERE ARE YOU PERFORMING WELL?	be eve co aborat ng w th stakeho ders s an mportant part of my ob	86 11	86%		-1	-10 🔮
IS THERE ROOM FOR IMPROVEMENT?	KEY O AT LEAST 5 PERCENTAGE PO NTS O AT LEAST 5 PERC GREATER THAN COMPARATOR O COMPARATOR	CENTAGE PO NTS LESS THAN	Pc	stve Neutra	Negat ve	







FINANCE SPECIFIC QUESTIONS

0		RESPONSE SCALE	% VAR ANC POSITIVE FROM 20		VAR ANCE FROM F NANCE
EXPLORE	am encouraged to de ver outcomes by co aborat ng w th peop e beyond my mmed ate team	83 14	83%	+3	-7 👁
THE FULL RESULTS	My team has estab shed product ve partnersh ps w th stakeho der both w th n and externa to F nance	^{rs} 77 20	77%	-3	-13 🔮
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?					
IMPROVEMENT?	KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST COMPARATOR	T 5 PERCENTAGE PO NTS LESS THAN ATOR	Postve Neutr	a Negat ve	





m tof Fin

CELEBRATE Q INVESTIGATE FURTHE WITH OUR TEAM	
What things do we do well? Are there any other opportunities coming ou of the results that we want to explore further	Areas we need to focus on and turn into action plans:
	 WHA AR H K Y H NGS W N D O MPROV O MAK WORK NG
H NK ABOU HOW W CAN BU D ON OUR S R NG HS AND ARN ROM WHA W AR GOOD A . HOW COU D W NV S GA ? HROUGH OOK NG A H DA A N MOR D A OR HROUGH D SCUSS ONS W H S A ?	WHA AR H K Y H H R B R?

O USE THIS		PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
PAGE TO START YOUR LOCAL ACTION	1					
PLANS DENT FY AREAS TO CELEBRATE OPPORTUN T ES FOR MPROVEMENT AND	2					
AREAS WH CH YOU NEED TO NVEST GATE FURTHER PR OR T SE 3 AREAS TO	3					
TAKE FORWARD			121 of 155			



GUIDE TO THIS REPORT

% POSITIVE

Strong y

agree

Agree

÷

number of respondents who

answered the question

=

% POSITIVE

WHERE RESUL S ARE SHOWN AS POSI IVE PERCEN AGES (% POSI IVE), HESE ARE CALCULA ED BY ADDING OGE HER POSI IVE RESPONSES ("S RONGLY AGREE" + "AGREE") AND DIVIDING BY HE NUMBER OF RESPONDEN S WHO ANSWERED HE QUES ION.

POSTVE Neutra Negatve

RESPONSE response response

Strong y

Ne ther D sagree d sagree

ROUNDING

RESUL S ARE PRESEN ED AS WHOLE NUMBERS FOR EASE OF READING, WI H ROUNDING PERFORMED A HE LAS S AGE OF CALCULA ION FOR MAXIMUM ACCURACY. VALUES FROM X.00 O X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 O X.99 ARE ROUNDED UP. HEREFORE IN SOME INS ANCES, RESUL S MAY NO O AL 100%.

	STRONGLY AGREE	AGREE	NE THER	D SAGREE	STRONGLY D SAGREE	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 POS T VE	151 + 166	= 317				
% POS T VE	317 ÷ 613	5 = 52%				

ANONYMITY

I IS ORC IN ERNA IONAL S PRAC ICE NO O DISPLAY HE RESUL S OF GROUPS O HE EX EN WHERE HE ANONYMI Y OF INDIVIDUALS MAY BE COMPROMISED. RESUL S FOR WORK UNI S WI H LESS HAN 10 RESPONDEN S WILL NO RECEIVE AN INDIVIDUAL REPOR . HOWEVER, HEIR DA A WILL S ILL CON RIBU E O HE SCORES FOR HEIR PAREN UNI AND HE ORGANISA ION OVERALL.

COMPARISONS TO PARENT

WI HIN HIS REPOR A COMPARISON AGAINS PAREN REFERS O SERVICE DELIVERY OFFICE

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Australian Public Service Employee Census 2018

7 May – 8 June

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Performance Management	23
Capab ty	26
Career ntent ons	27
R sk Management	28
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Agency Spec f c Quest ons	30
T me to take act on	32
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RESPONSES:

10 of 10

RESPONSE RATE:

100%

Highlights Report:

Service Design & Optimisation Branch

of



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 <u>Measuring Employee Engagement Intuitive Model Robust Science</u> 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 <u>stateoftheservice@apsc.gov.au</u>.



MAKING THE MOST OF YOUR RESULTS



01.

Identify the

areas where

performing

These will tend to

which are notably

celebrated. Share

the good news

with employees.

be high results

above any

should be

comparative results. These

you are

well.

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.



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.



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

ticking 'neither

Ask your colleagues

about their views to

find out what is

causing this. More

to shift them to a positive frame of

communication and

involvement may help

agree nor

disagree')

neutral responses

(lots of employees

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.



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mind.

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VARIANCE

FROM APS

OVERALL

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE

s47F 0 VARIANCE VARIANCE YOUR % FROM PARENT FROM EMPLOYEE WORK UNIT FINANCE POSITIVE RESPONSE SCALE ENGAGEMENT s47F SCORE HOW ENGAGED IS s47F Cons der ng everyth ng am sat sf ed w th my ob YOUR TEAM? am proud to work n my agency SAY NO VAR AT ON BETWEEN YOUR **OVERALL 2017 AND** would recommend my agency as a good place to work 2018 ENGAGEMENT SCORES ARE REPORTED AS NEW be eve strong y n the purpose and ob ect ves of my QUEST ONS WERE agency ADDED TO T E 2018 MODEL W C ALSO USES A MORE ROBUST fee a strong persona attachment to my agency CALCULAT ON STAY MET OD fee comm tted to my agency s goa s ENGAGEMENT suggest deas to mprove our way of doing things SCORES AREN'T JUST ABOUT HOW am happy to go the 'extra m e at work when required MUCH PEOPLE LIKE STRIVE WORKING FOR AN AGENCY, IT IS A work beyond what s required n my ob to he p my agency MEASURE OF THE ach eve ts ob ect ves EMOTIONAL CONNECTION AND COMMITMENT My agency rea y nsp res me to do my best work every day EMPLOYEES HAVE TO WORKING FOR THE AGENCY. Post ve Neutra Negat ve AT LEAST 5 PERCENTAGE PO NTS AT LEAST 5 PERCENTAGE PO NTS LESS THAN O KEY 0 GREATER THAN COMPARATOR COMPARATOR 126 of 155



INCLUSION AND DIVERSITY

0 VAR ANCE VAR ANCE VAR ANCE Demographics **RESPONSE SCALE** % FROM PARENT FROM FROM APS WORK UN T **FNANCE** OVERALL s47F What is your gender? EXPLORE THE FULL Mae RESULTS Fema e X (ndeterm nate/ ntersex/Unspec f ed) Prefer not to say Do you identify as Aboriginal and/or Torres Strait Islander? Yes No Do you have an ongoing disability? Yes No AT LEAST 5 PERCENTAGE PO NTS GREATER AT LEAST 5 PERCENTAGE PO NTS LESS THAN KEY Q C THAN COMPARATOR COMPARATOR



INCLUSION AND DIVERSITY

0 VAR ANCE VAR ANCE VAR ANCE Demographics **RESPONSE SCALE** FROM PARENT % FROM APS FROM WORK UN T FNANCE OVERALL s47F In which country were you born? EXPLORE THE FULL Austra a RESULTS Other country Do you speak a language other than English at home? No Eng shony N L NE W TH THE Yes other AUSTRAL AN BUREAU OF STAT ST CS STANDARDS CULTURAL AND L NGU ST C D VERS TY S How well do you speak English? COMPR SED OF FOUR VAR ABLES COUNTRY OF B RTH MA N LANGUAGE OTHER THAN ENGLISH Very we SPOKEN AT HOME PROF C ENCY N SPOKEN ENGL SH AND We ND GENOUS STATUS Not we Not at a AT LEAST 5 PERCENTAGE PO NTS GREATER AT LEAST 5 PERCENTAGE PO NTS LESS THAN KEY C G THAN COMPARATOR COMPARATOR

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INCLUSION AND DIVERSITY

0	Demographics	RESPONSE SCALE	%	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	Do you identify as Lesbian, Gay, Bisexual, Trans, ar (LGBTI+)?	nd/or Intersex s47F				
THE FULL RESULTS	Yes					
	No					
	Prefer not to say					
	Do you have carer responsibilities?					
	Yes					
	No					
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR		COMPARATOR	ERCENTAGE PO N R	ITS LESS THAN
		117 12 1 22				

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INCLUSION AND DIVERSITY

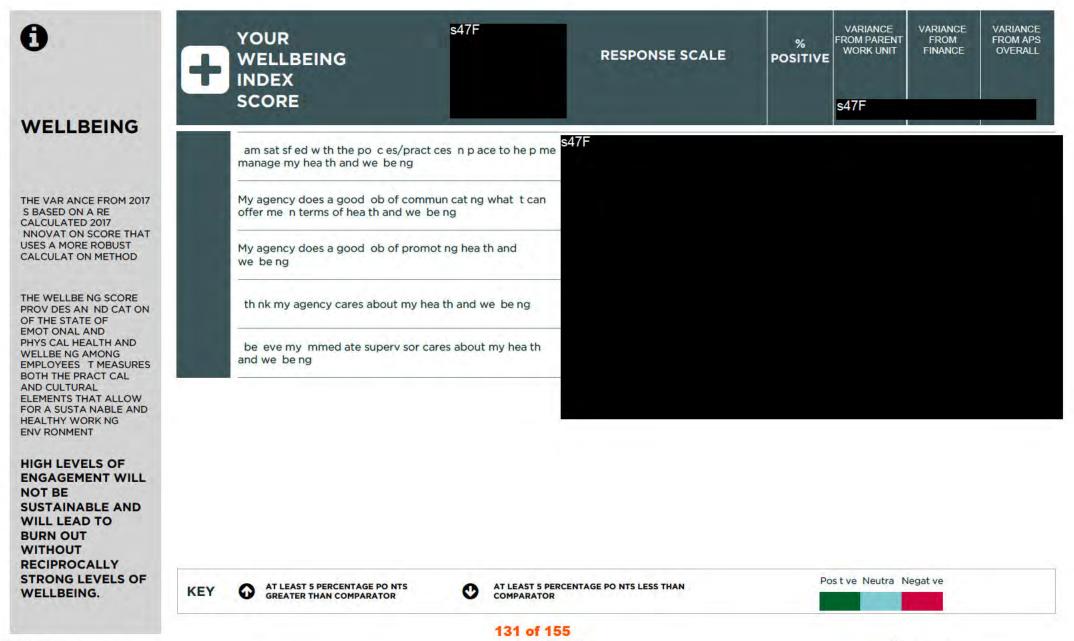
9		RESPONSE SCALE	% POSITIVE	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE		The peop e n my workgroup behave n an accept ng manner towards peop e from d verse backgrounds				
		My SES manager act ve y supports peop e of d verse backgrounds				
DR EACH QUEST ON HOWN HERE FORMAT ON ABOUT	Attitudinal	My agency s comm tted to creat ng a d verse workforce (e g gender age cu tura and ngu st c background d sab ty nd genous LGBT +)				
E PROPORT ON OF ULEAGUES SPOND NG POS T VELY IRONGLY AGREE + SREE) NEUTRALLY	Ā	My superv sor act ve y supports peop e from d verse backgrounds				
E THER AGREE NOR SAGREE) OR EGAT VELY D SAGREE + RONGLY D SAGREE) S ROV DED		My agency supports and act ve y promotes an nc us ve workp ace cu ture				
OOK AT HOW YOUR OS T VE SCORE OMPARES TO THE (A LABLE OMPAR SONS						
HERE ARE YOU ERFORMING ELL?						
THERE OOM FOR PROVEMENT?				ostve Neutra N		



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WELLBEING INDEX





SENIOR LEADERSHIP

0	RESPONSE SCALE	% POSITIVE	RENT FROM	VAR ANCE FROM APS OVERALL
EXPLORE	My SES manager s of a h gh qua ty			
THE FULL RESULTS	My SES manager s suff c ent y v s b e (e g can be seen n act on)			
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	My SES manager commun cates effect ve y			
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	My SES manager s suff c ent y v s b e (e g can be seen n act on) My SES manager commun cates effect ve y My SES manager ensures that work effort contr butes to the strateg c d rect on of the agency and the APS My SES manager effect ve y eads and manages change			
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	My SES manager effect ve y eads and manages change			
	My SES manager engages w th staff on how to respond to future cha enges			
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?				
INFROVENENT:	KEY • AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR • AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR	Postve Neu	tra Negat ve	



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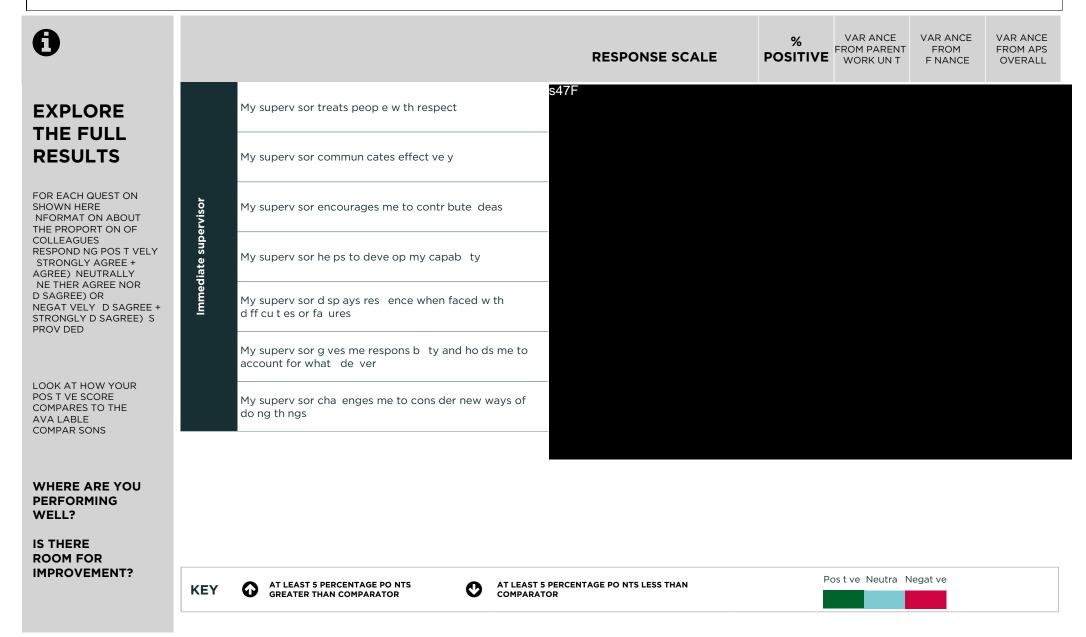
SENIOR LEADERSHIP

•			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
XPLORE		n my agency the SES are suff c ent y v s b e (e g can be seen n act on)	47F				
	SES	n my agency commun cat on between the SES and other emp oyees s effect ve					
R EACH QUEST ON OWN HERE FORMAT ON ABOUT E PROPORT ON OF	ship: All §	n my agency the SES set a c ear strateg c d rect on for the agency					
LLEAGUES SPOND NG POS T VELY RONGLY AGREE + REE) NEUTRALLY	Senior Leadership: All	n my agency the SES are of a h gh qua ty					
THER AGREE NOR AGREE) OR GAT VELY D SAGREE + RONGLY D SAGREE) S OV DED	Seni	n my agency the SES work as a team					
		n my agency the SES c ear y art cu ate the d rect on and pr or t es for our agency					
OK AT HOW YOUR S T VE SCORE MPARES TO THE A LABLE MPAR SONS							
IERE ARE YOU RFORMING ELL?							
THERE OM FOR PROVEMENT?							
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS COMPARATOR	RCENTAGE PO NTS LESS THAN	P	ostve Neutra Ne	egat ve	



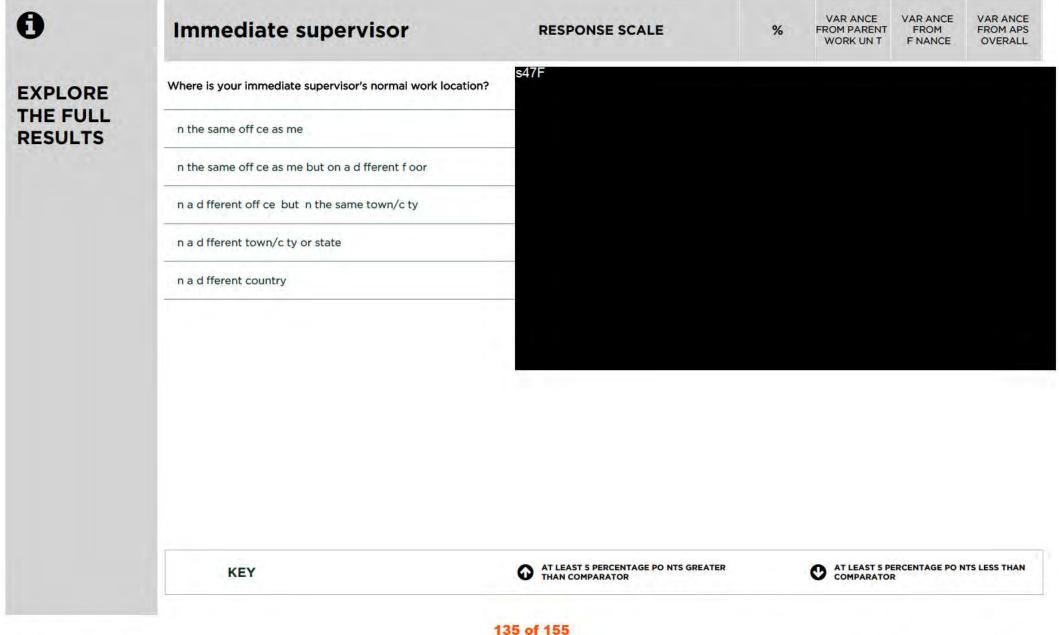


IMMEDIATE SUPERVISOR





IMMEDIATE SUPERVISOR





0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE THE FULL		s rece ve the respect deserve from my co eagues at work	47F				
RESULTS		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 post ve]					
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF		The peop e n my workgroup treat each other w th respect					
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY		My agency act ve y encourages eth ca behav our by a of ts emp oyees					
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Culture	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]					
	Cul	Staff are consu ted about change at work					
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS		am happy to go the 'extra m e at work when requ red					
		nterna commun cat on w th n my agency s effect ve					
WHERE ARE YOU PERFORMING WELL?		n genera emp oyees n my agency fee they are vaued for the r contr but on					
IS THERE ROOM FOR IMPROVEMENT?		My agency rea y nsp res me to do my best work every day					
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR O AT LEAST 5 PE COMPARATOR	ERCENTAGE PO NTS LESS THAN	Pe	ostve Neutra N	legat ve	





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WORKPLACE CULTURE

Do colleagues in your immediate workgroup act in act the APS Values in their everyday work? A ways Often Somet mes Rare y Never Not sure	cordance with	
Often Somet mes Rare y Never		
Somet mes Rare y Never		
Rare y Never		
Never		
Not sure		
and the second		
KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER	AT LEAST 5 PERCENTAGE PO NTS LESS TH COMPARATOR
	KEY	KEY TI LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

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0	APS Values	RESPONSE SCALE	%	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	Does your supervisor act in accordance with th or her everyday work?	ne APS Values in his s47F				
THE FULL RESULTS	A ways					
	Often					
	Somet mes					
	Rare y					
	Never					
	Not sure					
					S	
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR		COMPARATOR	ERCENTAGE PO N	TS LESS THAN

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Australian Government Australian Public Service Commission

0	APS Values	RESPONSE SCALE	% VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	Do senior leaders (i.e. the SES) in your agency with the APS Values?	v act in accordance s47F			
THE FULL RESULTS	A ways	5111			
	Often				
	Somet mes				
	Rare y				
	Never				
	Not sure				
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	AT LEAST 5 P COMPARATO	ERCENTAGE PO NT	S LESS THAN
	L	139 of 155			



Discrimination	RESPONSE SCALE	%	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
During the last 12 months and in the course of your empl have you experienced discrimination on the basis of you background or a personal characteristic	oyment, r s47F				
Yes					
No					
Did this discrimination occur in your current agency?					
Yes					
	During the last 12 months and in the course of your employed experienced discrimination on the basis of your background or a personal characteristic Yes No Did this discrimination occur in your current agency?	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 \$47F Yes No Did this discrimination occur in your current agency? Yes	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 \$47F Yes No Did this discrimination occur in your current agency? Yes	Discrimination RESPONSE SCALE % FROM PARENT WORK UN T 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 \$47F Yes	Discrimination RESPONSE SCALE % FROM PARENT WORK UN T FROM F NANCE 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 \$47F Yes



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WORKPLACE CULTURE

0	Bullying and harassment	RESPONSE SCALE	%	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	During the last 12 months, have you been subjected to harassn or bullying in your current workplace?	nent s47F				
THE FULL RESULTS	Yes					
	No					
	Not Sure					
EMPLOYEES WHO REPORTED EXPER ENC NG	Did you report the harassment or bullying?					
BULLY NG OR HARASSMENT N THE R CURRENT WORKPLACE DUR NG THE LAST 12	reported the behav our n accordance w th my agency s po and procedures	c es				
MONTHS WERE ASKED WHAT TYPE OF BULLY NG OR HARASSMENT THE EXPER ENCED	t was reported by someone e se					
EMPLOYEES COULD SELECT ONE OR MORE OPT ONS FROM A L ST OF	d d not report the behav our					
N NE TEMS PLEASE SEE QUEST ON 86 OF THE 2018 QUEST ONNA RE FOR THESE TEMS						
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR		AT LEAST 5 P	ERCENTAGE PO N	IS LESS THAN
		AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR			ATO	ST 5 PERCENTAGE PO N RATOR

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A

VAR ANCE

WORKPLACE CONDITIONS

•		RESPONSE SCALE
EXPLORE		My ob g ves me opportun t es to ut se my sk s
THE FULL RESULTS		am fa r y remunerated (e g sa ary superannuat on) for the work that do
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	job	Cons der ng everyth ng am sat sf ed w th my ob
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	Your job	am sat sf ed w th my non-monetary emp oyment cond t ons (e g eave f ex b e work arrangements other benef ts)
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED		am sat sf ed w th the stab ty and secur ty of my current ob
		am sat sf ed w th the opportun t es for career progress on n my agency
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?	1.520	
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

VAR ANCE FROM PARENT WORK UN T % FROM POSITIVE **FNANCE**

VAR ANCE FROM APS OVERALL

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Post ve Neutra Negat ve

WORKPLACE CONDITIONS

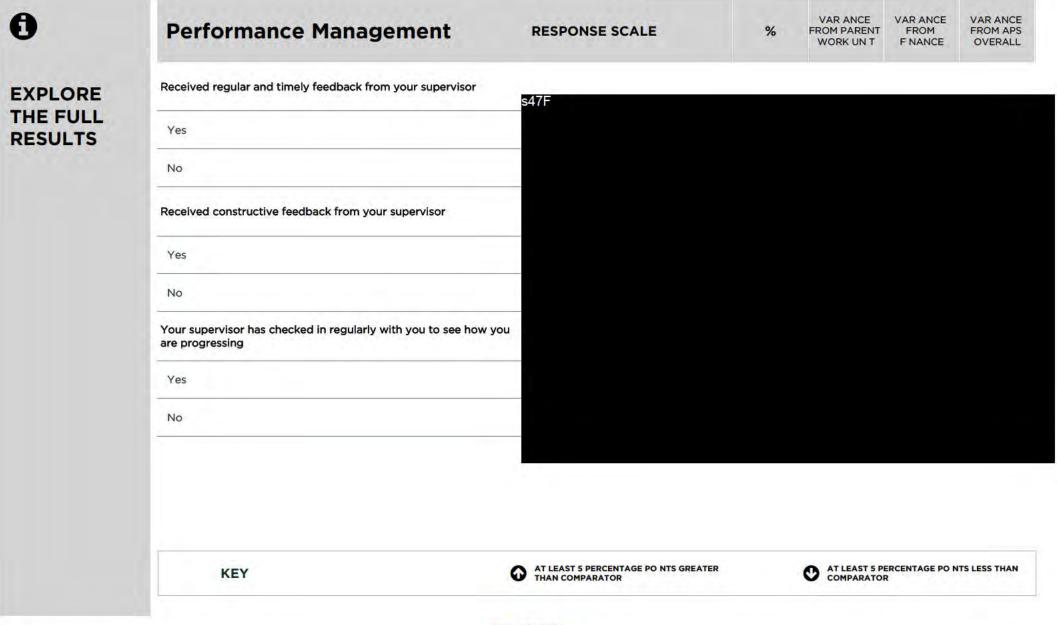
0	RESPON	SE SCALE POSITIVE	VAR ANCE VAR ANCE VAR AN FROM PARENT FROM FROM A WORK UN T F NANCE OVERA	PS
EXPLORE THE FULL	My superv sor act ve y supports the use of f ex b e work arrangements by a staff regard ess of gender My SES manager act ve y supports the use of f ex b e work arrangements by a staff regard ess of gender			
RESULTS	My SES manager act ve y supports the use of f ex b e work arrangements by a staff regard ess of gender			
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	Cons der ng your work and fe pr or t es how sat sf ed are you w th the work- fe ba ance n your current ob?			
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY NE THER AGREE NOR	My agency prov des opportun t es for mob ty w th n my agency (e g temporary transfers)			
D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	My agency prov des opportun t es for mob ty outs de my agency (e g secondments and temporary transfers)			
LOOK AT HOW YOUR	My mmed ate superv sor act ve y supports opportun t es for mob ty			
POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS				
WHERE ARE YOU				
PERFORMING WELL?				
IS THERE ROOM FOR IMPROVEMENT?				
	KEY • AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR • AT LEAST 5 PERCENTAGE PO NTS LE COMPARATOR	SS THAN Pos	st ve Neutra Negat ve	



WORKGROUP PERFORMANCE

0	RESPONSE SCALE	% POSITIVEVAR ANCE FROM PARENTVAR ANCE FROM VAR ANCEVAR ANCE FROM APS OVERALL
EXPLORE	s47F My workgroup has the too s and resources we need to perform we	
THE FULL RESULTS	The work processes we have n p ace a ow me to be as product ve as poss b e	
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	The peop e n my workgroup comp ete work to a h gh standard	
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	My superv sor ensures that my workgroup de vers on what we are respons b e for	
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?		
	KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR	Positive Neutra Negative





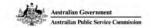


)	Performance Management	RESPONSE SCALE	% VAR ANCE FROM PARENT WORK UN T	VAR ANCE VAR ANCE FROM FROM APS F NANCE OVERALL
XPLORE	In the past 12 months, have you discussed with your supervisor you overall performance over the previous year and the performance expectations for the future year?	ur s47F		
	Yes			
	No			
	Not app cabe (eg have not worked with my current supervisor ong 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 app cab e (e g my performance has not changed)			
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER		ERCENTAGE PO NTS LESS THAN R



0			RESPONSE SCALE	% POSITIVE	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
		To what extent do you agree that n the past 12 months the performance expectat ons of your ob were c ear and unamb guous?					
		ow sat sf ed are you w th your superv sor n manag ng your performance?					
DR EACH QUEST ON HOWN HERE FORMAT ON ABOUT HE PROPORT ON OF	tent	To what extent do you agree that the support by your superv sor has he ped to mprove your performance?					
DLLEAGUES ESPOND NG POS T VELY TRONGLY AGREE + GREE) NEUTRALLY	Management	My overa exper ence of performance management n my agency has been usefu for my deve opment					
NE THER AGREE NOR SAGREE) OR EGAT VELY D SAGREE + TRONGLY D SAGREE) S ROV DED	Performance	My superv sor open y demonstrates comm tment to performance management					
	Per	rece ved recogn t on when ast accomp shed someth ng s gn f cant at work					
DOK AT HOW YOUR DS T VE SCORE DMPARES TO THE VA LABLE DMPAR SONS		can dent fy a c ear connect on between my ob and my agency s purpose					
		To what extent do you agree that your agency dea s w th underperformance effect ve y?					
VHERE ARE YOU ERFORMING VELL?							
S THERE OOM FOR MPROVEMENT?							
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR	NTAGE PO NTS LESS THAN	P	ostve Neutra N	egat ve	





CAPABILITY

0	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	S47F My mmed ate superv sor prov des t me for me to attend earn ng programs				
THE FULL RESULTS	My mmed ate superv sor shares nks read ngs and nformat on				
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	My mmed ate superv sor prov des me w th opportun t es to deve op re evant capab t es for my career				
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	My mmed ate superv sor g ves me the opportun ty to app y what earn n my day-to-day work				
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	am ab e to access earn ng and deve opment so ut ons to meet my needs				
	have a c ear understand ng of my deve opment needs				
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE AVA LABLE COMPAR SONS	seek out opportun t es to app y what earn n my day- to-day work				
	have the appropr ate sk s capab t es and know edge to do my ob				
WHERE ARE YOU PERFORMING WELL?					
IS THERE ROOM FOR					
IMPROVEMENT?	KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR	Po	ostve Neutra Ne	egat ve	





CAREER INTENTIONS

0		RESPONSE SCALE	%	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	In the last 12 months, have you applied for a job? [Multiple Response]	s47F				
THE FULL RESULTS	Yes outs de the APS					
	Yes n my agency					
	Yes n another APS agency					
	No					
	Which of the following statements best reflects your current thoughts about working for your agency?					
EMPLOYEES COULD SELECT FROM TWELVE REASONS AS TO WHY THEY WANT TO LEAVE	want to eave my agency as soon as poss b e					
THE R AGENCY PLEASE SEE QUEST ON 42 OF THE 2018 QUEST ONNA RE FOR	want to eave my agency w th n the next 12 months					
THESE TEMS	want to eave my agency with n the next 12 months but fee it w be unlikely in the current environment	v				
	want to stay work ng for my agency for the next one to two ye	are				
	want to stay work ng for my agency for at east the next three years					
	KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR		AT LEAST 5 PE	RCENTAGE PO N	TS LESS THAN

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RISK MANAGEMENT

0	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
EXPLORE	S47F My agency supports emp oyees to esca ate r sk-re ated ssues w th managers				
THE FULL RESULTS	R sk management concerns are d scussed open y and honest y n my agency				
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT THE PROPORT ON OF	Emp oyees n my agency have the r ght sk s to manage r sk effect ve y				
COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE + AGREE) NEUTRALLY	Appropr ate r sk tak ng s rewarded n my agency				
NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE + STRONGLY D SAGREE) S PROV DED	Sen or eaders n my agency demonstrate and d scuss the mportance of manag ng r sk appropr ate y				
	When th ngs go wrong my agency uses th s as an opportun ty to rev ew earn and mprove the management of s m ar r sks				
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?]
INFROVENENT:	KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR	Po	ostve Neutra Neg	gat ve	

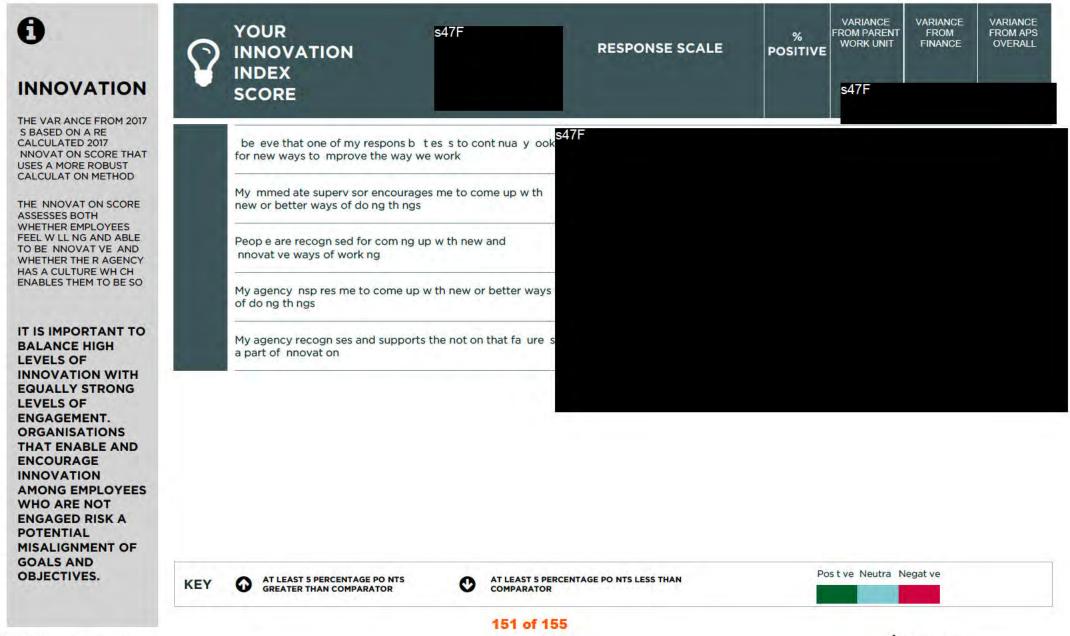


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FOI 22/113(2) - Document 1

Australian Government Australian Public Service Commission

INNOVATION INDEX





FINANCE SPECIFIC QUESTIONS

0	RESPONSE SCALE % VAR ANCE FROM PAREN WORK UN T	VAR ANCE FROM F NANCE
EXPLORE	Overa how sat sf ed are you w th your ab ty to access and use f ex b e work ng arrangements?	
THE FULL RESULTS	My agency rout ne y app es mer t n dec s ons regard ng engagement and promot on	
FOR EACH QUEST ON SHOWN HERE NFORMAT ON ABOUT	am nterested n a mob ty opportun ty w th n F nance (e g mov ng to another branch or d v s on)	
THE PROPORT ON OF COLLEAGUES RESPOND NG POS T VELY STRONGLY AGREE +	am nterested n a mob ty opportun ty externa to F nance (e g temporary transfer or secondment)	
AGREE) NEUTRALLY NE THER AGREE NOR D SAGREE) OR NEGAT VELY D SAGREE +	F nance has a set of Leadersh p Expectat ons Be part of the so ut on Co aborate and nnovate Deve op se f deve op others am fam ar w th these Leadersh p Expectat ons	
STRONGLY D SAGREE)S PROV DED	The F nance Leadersh p Expectat ons nf uence the way approach my day to day work	
LOOK AT HOW YOUR POS T VE SCORE COMPARES TO THE	am aware of the nterna avenues ava ab e to me f need to ra se a comp a nt about dec s ons made by the department	
AVA LABLE COMPAR SONS	have the appropr ate sk s capab t es and know edge to co aborate effect ve y w th stakeho ders	
WHERE ARE YOU PERFORMING	be eve co aborat ng w th stakeho ders s an mportant part of my ob	
WELL? IS THERE		
ROOM FOR IMPROVEMENT?	KEY • AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR • AT LEAST 5 PERCENTAGE PO NTS LESS THAN • OMPARATOR Post ve Neutra Negat ve • • • • • • • • • • • • • • •	





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and externa to F nance

am encouraged to de ver outcomes by co aborat ng w th peop e beyond my

My team has estab shed product ve partnersh ps w th stakeho ders both w th n

%

POSITIVE

VAR ANCE

FROM PARENT

WORK UN T

VAR ANCE

FROM

FNANCE

FINANCE SPECIFIC QUESTIONS

RESPONSE SCALE

s47F

EXPLORE THE FULL RESULTS

0

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?

KEY O AT LI

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR Post ve Neutra Negat ve





m tofFin

TIME TO TAKE ACTION

CELEBRATE	Q INVESTIGATE FURTHER WITH OUR TEAMS	
What things do we do well?	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
H NK ABOU HOW W CAN BU D ON OUR S R NG HS AND ARN ROM WHA W AR GOOD A .	HOW COU D W NV S GA ? HROUGH OOK NG A H DA A N MOR D A OR HROUGH D SCUSS ONS W H S A ?	WHA AR H K Y H NGS W N D O MPROV O MAK WORK NG H R B R?

O USE THIS		PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
PAGE TO START YOUR LOCAL ACTION	1					
PLANS DENT FY AREAS TO CELEBRATE OPPORTUN T ES FOR MPROVEMENT AND	2					
AREAS WH CH YOU NEED TO NVEST GATE FURTHER	3					
PR OR T SE 3 AREAS TO TAKE FORWARD			154 of 155			



GUIDE TO THIS REPORT

% POSITIVE

Strong y

agree

Agree

÷

number of respondents who

answered the question

=

% POSITIVE

WHERE RESUL S ARE SHOWN AS POSI IVE PERCEN AGES (% POSI IVE), HESE ARE CALCULA ED BY ADDING OGE HER POSI IVE RESPONSES ("S RONGLY AGREE" + "AGREE") AND DIVIDING BY HE NUMBER OF RESPONDEN S WHO ANSWERED HE QUES ION.

POSTVE Neutra Negatve

RESPONSE response response

Strong y

Ne ther D sagree d sagree

ROUNDING

RESUL S ARE PRESEN ED AS WHOLE NUMBERS FOR EASE OF READING, WI H ROUNDING PERFORMED A HE LAS S AGE OF CALCULA ION FOR MAXIMUM ACCURACY. VALUES FROM X.00 O X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 O X.99 ARE ROUNDED UP. HEREFORE IN SOME INS ANCES, RESUL S MAY NO O AL 100%.

	STRONGLY AGREE	AGREE	NE THER	D SAGREE	STRONGLY D SAGREE	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 POS T VE	151 + 166 = 317					
% POS T VE	317 ÷ 613 = 52%					

ANONYMITY

I IS ORC IN ERNA IONAL S PRAC ICE NO O DISPLAY HE RESUL S OF GROUPS O HE EX EN WHERE HE ANONYMI Y OF INDIVIDUALS MAY BE COMPROMISED. RESUL S FOR WORK UNI S WI H LESS HAN 10 RESPONDEN S WILL NO RECEIVE AN INDIVIDUAL REPOR . HOWEVER, HEIR DA A WILL S ILL CON RIBU E O HE SCORES FOR HEIR PAREN UNI AND HE ORGANISA ION OVERALL.

COMPARISONS TO PARENT

WI HIN HIS REPOR A COMPARISON AGAINS PAREN REFERS O SERVICE DELIVERY OFFICE

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