

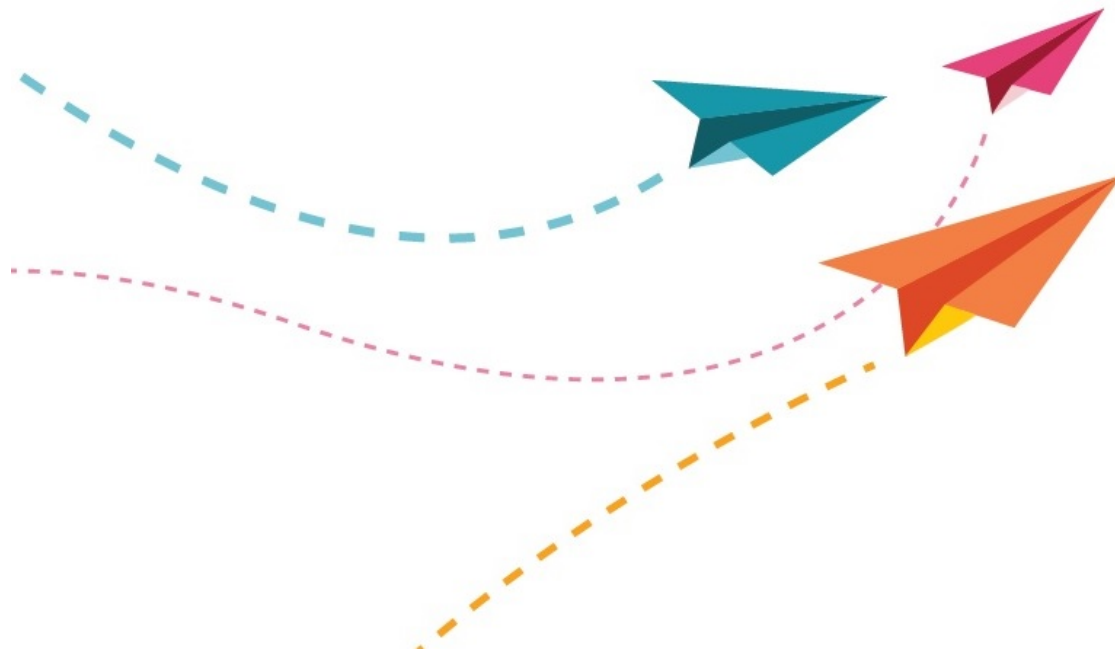


# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Service Delivery Office



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**RESPONSES:**  
**67 of 71**

**RESPONSE RATE:**  
**94%**

# MAKING THE MOST OF YOUR RESULTS



## 01.

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

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

## Understanding your report and getting to action!

The results in this report give you summary information.

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

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

### Identify areas that need improvement.

## 02.

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

## 03.

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

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

## 04.

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

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

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

## 05.

Encourage all colleagues to help with action planning and implementation.

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

# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## HOW ENGAGED IS YOUR TEAM?

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

YOUR EMPLOYEE ENGAGEMENT SCORE		72%			RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
SAY	Considering everything, I am satisfied with my job	65	17	18	65%	+13 ↑	-12 ↓	-14 ↓	-5 ↓	
	I am proud to work in my agency	68	17	15	68%	+12 ↑	-8 ↓	-12 ↓	-6 ↓	
	I would recommend my agency as a good place to work	67	15	18	67%	+14 ↑	-7 ↓	-12 ↓	+2	
	I believe strongly in the purpose and objectives of my agency	75	22		75%	+15 ↑	+1	-3	-7 ↓	
STAY	I feel a strong personal attachment to my agency	55	21	24	55%	+7 ↑	-8 ↓	-9 ↓	-11 ↓	
	I feel committed to my agency's goals	72	22		72%	+16 ↑	-1	-6 ↓	-7 ↓	
STRIVE	I suggest ideas to improve our way of doing things	95			95%	+15 ↑	+6 ↑	+7 ↑	+11 ↑	
	I am happy to go the 'extra mile' at work when required	94			94%	+2	-1	-1	+3	
	I work beyond what is required in my job to help my agency achieve its objectives	83	13		83%	+1	0	-1	+3	
	My agency really inspires me to do my best work every day	56	28	16	56%	+8 ↑	+1	-5 ↓	+4	

**KEY**

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

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

# INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
What is your gender?						
Ma e		55%	+8 ⬆	+11 ⬆	+11 ⬆	+18 ⬆
Fema e		39%	-6 ⬇	-11 ⬇	-12 ⬇	-20 ⬇
Do you identify as Aboriginal and/or Torres Strait Islander?						
Yes		3%	+1	-1	0	-1
No		97%	-1	+1	0	+1
Do you have an ongoing disability?						
Yes		6%	+1	-4	-2	-2
No		94%	-1	+4	+2	+2

KEY

⬆ AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



# INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
<b>In which country were you born?</b>						
Austra a		<b>75%</b>	+7	-3	-3	-3
Other country		<b>25%</b>	-7	+3	+3	+3
<b>Do you speak a language other than English at home?</b>						
No Eng sh on y		<b>75%</b>	+2	-5	-5	-7
Yes other		<b>25%</b>	-2	+5	+5	+7
<b>Do you have carer responsibilities?</b>						
Yes		<b>43%</b>	-1	0	+1	+2
No		<b>57%</b>	+1	0	-1	-2

**KEY**

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	83	83%	+10 ↑	-5 ↓	-7 ↓	-5 ↓
	s47F/s47E(c)						
	My agency is committed to creating a diverse workforce (e.g. gender, age, culture and linguistic background, disability, indigenous, LGBT+)	77	77%	+8 ↑	-4	-7 ↓	-2
	My supervisor actively supports people from diverse backgrounds	85	85%	+9 ↑	-3	-5 ↓	-1
	My agency supports and actively promotes an inclusive workplace culture	75	75%	+12 ↑	-6 ↓	-9 ↓	-3

**KEY**

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

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

# WELLBEING INDEX



## WELLBEING

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

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

YOUR WELLBEING INDEX SCORE		68%		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
I am satisfied with the policies/practices in place to help me manage my health and wellbeing		72		16	13	72%	+8 ↑	-4	-6 ↓	+2
My agency does a good job of communicating what it can offer me in terms of health and wellbeing		58		25	17	58%	+14 ↑	-8 ↓	-9 ↓	-5 ↓
My agency does a good job of promoting health and wellbeing		59		27	14	59%	+13 ↑	-6 ↓	-8 ↓	-2
I think my agency cares about my health and wellbeing		61		27	13	61%	+13 ↑	-3	-6 ↓	+3
I believe my immediate supervisor cares about my health and wellbeing		89				89%	+22 ↑	+3	+1	+7 ↑

KEY	↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Pos t ve	Neutra	Negat ve

# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

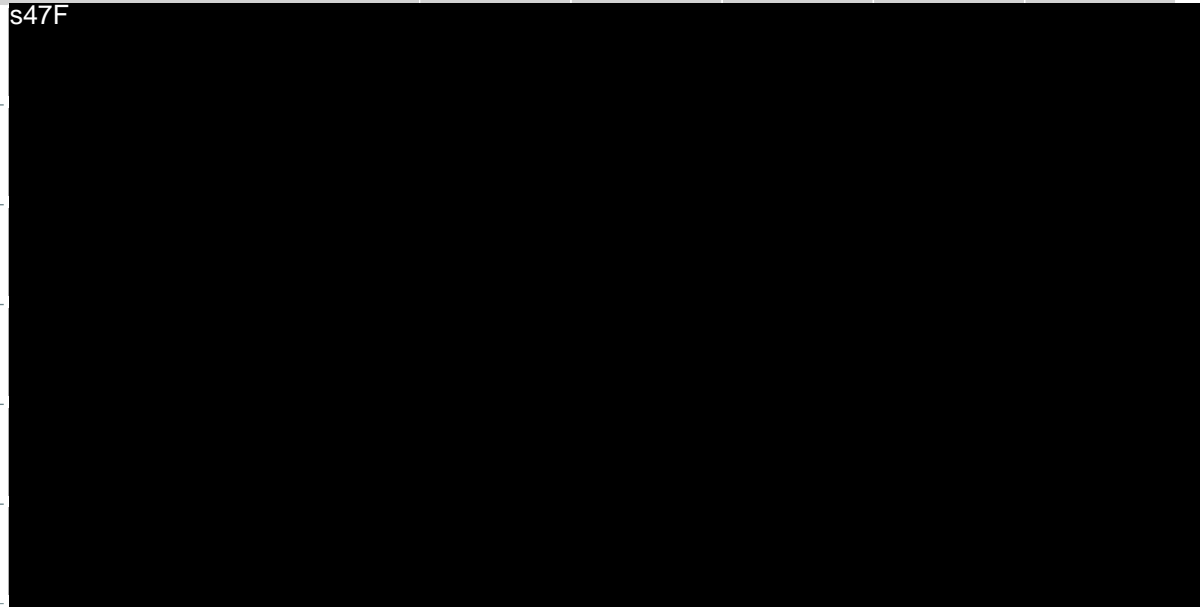
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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Senior leadership: Immediate SES manager	My SES managers of a high quality					
	My SES managers sufficiently visible (e.g. can be seen in action)					
	My SES manager communicates effectively					
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS					
	My SES manager effectively leads and manages change					
	My SES manager engages with staff on how to respond to future challenges					



**KEY**

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

Positive Neutra Negative

# SENIOR LEADERSHIP



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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)		71%	-2	+2	-4	+16 ⬆️
	In my agency, communication between the SES and other employees is effective		66%	+5 ⬆️	+5 ⬆️	-1	+17 ⬆️
	In my agency, the SES actively contribute to the work of our agency		81%	+11 ⬆️	+4	0	+17 ⬆️
	In my agency, the SES are of a high quality		73%	+5 ⬆️	+6 ⬆️	-1	+17 ⬆️
	In my agency, the SES work as a team		73%	+13 ⬆️	+14 ⬆️	+10 ⬆️	+27 ⬆️
	In my agency, the SES clearly articulate the direction and priorities for our agency		79%	+5 ⬆️	+11 ⬆️	+8 ⬆️	+22 ⬆️

**KEY**

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

Pos t ve Neutra Negat ve



# IMMEDIATE SUPERVISOR



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL			
Immediate supervisor	My supervisor treats people with respect	88	9	88%	+6 ↑	-2	-3	0	
	My supervisor communicates effectively	78	8	14	78%	+11 ↑	-3	-5 ↓	-1
	My supervisor encourages me to contribute ideas	92			92%	+15 ↑	+5 ↑	+3	+9 ↑
	My supervisor displays resilience when faced with difficulties or failures	80	14		80%	+20 ↑	-1	-5 ↓	0
	My supervisor gives me responsibility and holds me to account for what I deliver	88	8		88%	+8 ↑	-3	-3	+2
	My supervisor challenges me to consider new ways of doing things	83	12		83%	+20 ↑	+4	+2	+8 ↑

**KEY**

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

Positive: 
 Neutral: 
 Negative:

# IMMEDIATE SUPERVISOR



EXPLORE THE FULL RESULTS

Immediate supervisor	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Where is your immediate supervisor's normal work location?						
In the same office as me		89%	-1	-4	-7	+9
In the same office as me but on a different floor		9%	+6	+7	+7	+7
In a different office but in the same town/city		0%	-	-1	-1	-3
In a different town/city or state		2%	-	-1	0	-13
In a different country		0%	-	0	0	0

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Culture	Receive the respect I deserve from my colleagues at work	72   20   8	72%	+8 ⬆	-6 ⬇	-10 ⬇	-4
	Relationships at work are strained [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]	41   34   25	41%	+6 ⬆	-7 ⬇	-15 ⬇	-13 ⬇
	My agency actively encourages ethical behaviour by all of its employees	77   12   11	77%	+14 ⬆	-2	-7 ⬇	-4
	I have unrealistic time pressures [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]	17   42   42	17%	+6 ⬆	-12 ⬇	-12 ⬇	-14 ⬇
	Staff are consulted about change at work	45   28   27	45%	+8 ⬆	-12 ⬇	-13 ⬇	-3
	I am happy to go the 'extra mile' at work when required	94   0   6	94%	+2	-1	-1	+3
	Intra-communication within my agency is effective	55   28   17	55%	+10 ⬆	-5 ⬇	-6 ⬇	+7 ⬆
	In general, employees in my agency feel they are valued for their contribution	52   23   25	52%	+10 ⬆	-3	-10 ⬇	+5 ⬆
	My agency really inspires me to do my best work every day	56   28   16	56%	+8 ⬆	+1	-5 ⬇	+4

**KEY**

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

Positive | Neutral | Negative

# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
A ways		<b>36%</b>	+10	-13	-19	-15
Often		<b>45%</b>	-1	+6	+9	+6
Somet mes		<b>14%</b>	0	+5	+8	+7
Rare y		<b>5%</b>	0	+3	+4	+4
Never		<b>0%</b>	-	0	0	0
Not sure		<b>0%</b>	-	0	0	-1

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Does your supervisor act in accordance with the APS Values in his or her everyday work?						
A ways		<b>55%</b>	+16	-9	-14	-8
Often		<b>30%</b>	-12	+3	+5	+1
Somet mes		<b>11%</b>	+1	+5	+6	+5
Rare y		<b>2%</b>	-5	0	+1	0
Never		<b>2%</b>	-	+1	+1	+1
Not sure		<b>2%</b>	-2	0	+1	0

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
A ways		<b>56%</b>	+19	+2	0	+12
Often		<b>25%</b>	-11	-4	-5	-6
Somet mes		<b>11%</b>	-1	+2	+4	+2
Rare y		<b>0%</b>	-	-1	-1	-2
Never		<b>2%</b>	-2	+1	+1	+1
Not sure		<b>6%</b>	-2	-1	+1	-7

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
A ways		<b>54%</b>	-	+4	+2	+12
Often		<b>24%</b>	-	-5	-4	-7
Somet mes		<b>14%</b>	-	+2	+2	+1
Rare y		<b>2%</b>	-	0	0	-2
Never		<b>0%</b>	-	-1	-1	-1
Not sure		<b>6%</b>	-	-1	+1	-3

**KEY**

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

Discrimination	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
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During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes		11%	0	+2	+3	-1
No		89%	0	-2	-3	+1

Did this discrimination occur in your current agency?

Yes	The data for th s quest on has been h dden for anonym ty reasons
No	The data for th s quest on has been h dden for anonym ty reasons

### KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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

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

Bullying and harassment	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?						
Yes		19%	-3	+6	+8	+6
No		70%	+1	-7	-11	-10
Not Sure		11%	+1	0	+3	+4
Types of harassment or bullying experienced (3 highest responses):						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		50%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		42%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to training and development)		33%	-	-	-	-
Person responsible for the harassment or bullying (3 highest responses):						
Someone more senior (other than your supervisor)		42%	-	-	-	-
Your current supervisor		33%	-	-	-	-
A previous supervisor		17%	-	-	-	-
<b>KEY</b>			AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Your job	My job gives me opportunities to utilise my skills	84 10	84%	+11↑	-4	-4	+3
	I am fairly remunerated (e.g. salary superannuation) for the work that I do	76 12 12	76%	+12↑	+1	-4	+13↑
	Considering everything I am satisfied with my job	65 17 18	65%	+13↑	-12↓	-14↓	-5↓
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83 9 8	83%	+22↑	0	-2	+6↑
	I am satisfied with the stability and security of my current job	75 10 15	75%	+26↑	-4	-9↓	+2
	I am satisfied with the opportunities for career progression in my agency	42 21 36	42%	+13↑	-4	-9↓	0

**KEY**

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

Positive Neutral Negative



# WORKPLACE CONDITIONS



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IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff regardless of gender	86% (86% Positive, 8% Neutral, 6% Negative)	86%	+15% ↑	0	-2	+3
	My SES manager actively supports the use of flexible work arrangements by all staff regardless of gender	47% (47% Positive, 34% Neutral, 19% Negative)	47%	+16% ↑	+3	+1	+18% ↑
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	62% (62% Positive, 18% Neutral, 20% Negative)	62%	0	-16% ↓	-17% ↓	-13% ↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	59% (59% Positive, 28% Neutral, 13% Negative)	59%	+14% ↑	-6% ↓	-10% ↓	+5% ↑
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	47% (47% Positive, 34% Neutral, 19% Negative)	47%	+16% ↑	+3	+1	+18% ↑
	My immediate supervisor actively supports opportunities for mobility	53% (53% Positive, 36% Neutral, 11% Negative)	53%	+14% ↑	-2	-5% ↓	+6% ↑

**KEY**

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

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

# WORKGROUP PERFORMANCE



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities and knowledge to perform well	<div style="display: flex; width: 100%;"><div style="width: 50%; background-color: #006633; color: white; text-align: center;">50</div><div style="width: 17%; background-color: #add8e6; text-align: center;">17</div><div style="width: 33%; background-color: #cc0033; color: white; text-align: center;">33</div></div>	50%		-25 ↓	-31 ↓	-25 ↓
My workgroup has the tools and resources we need to perform well	<div style="display: flex; width: 100%;"><div style="width: 58%; background-color: #006633; color: white; text-align: center;">58</div><div style="width: 9%; background-color: #add8e6; text-align: center;">9</div><div style="width: 33%; background-color: #cc0033; color: white; text-align: center;">33</div></div>	58%	+6 ↑	-4	-9 ↓	-1
The work processes we have in place allow me to be as productive as possible	<div style="display: flex; width: 100%;"><div style="width: 52%; background-color: #006633; color: white; text-align: center;">52</div><div style="width: 22%; background-color: #add8e6; text-align: center;">22</div><div style="width: 27%; background-color: #cc0033; color: white; text-align: center;">27</div></div>	52%	-2	-9 ↓	-10 ↓	-3
The people in my workgroup complete work to a high standard	<div style="display: flex; width: 100%;"><div style="width: 55%; background-color: #006633; color: white; text-align: center;">55</div><div style="width: 22%; background-color: #add8e6; text-align: center;">22</div><div style="width: 23%; background-color: #cc0033; color: white; text-align: center;">23</div></div>	55%	-4	-23 ↓	-29 ↓	-23 ↓
The people in my workgroup use time and resources effectively	<div style="display: flex; width: 100%;"><div style="width: 47%; background-color: #006633; color: white; text-align: center;">47</div><div style="width: 23%; background-color: #add8e6; text-align: center;">23</div><div style="width: 31%; background-color: #cc0033; color: white; text-align: center;">31</div></div>	47%		-23 ↓	-30 ↓	-23 ↓
My supervisor ensures that my workgroup delivers on what we are responsible for	<div style="display: flex; width: 100%;"><div style="width: 72%; background-color: #006633; color: white; text-align: center;">72</div><div style="width: 16%; background-color: #add8e6; text-align: center;">16</div><div style="width: 13%; background-color: #cc0033; color: white; text-align: center;">13</div></div>	72%	+1	-10 ↓	-14 ↓	-7 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# PERFORMANCE MANAGEMENT



**EXPLORE THE FULL RESULTS**

RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

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

Received regular and timely feedback from your supervisor

Yes		<b>84%</b>	+3	-1	-3	+2
No		<b>16%</b>	-3	+1	+3	-2

Received constructive feedback from your supervisor

Yes		<b>86%</b>	+6	-1	-2	+2
No		<b>14%</b>	-6	+1	+2	-2

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

Yes		<b>80%</b>	+3	-3	-5	-2
No		<b>20%</b>	-3	+3	+5	+2

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



**EXPLORE THE FULL RESULTS**

RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

In the past 12 months, have you discussed with your supervisor your overall performance over the previous year and the performance expectations for the future year?

Yes		<b>81%</b>	+2	-2	-1	+6
No		<b>8%</b>	+6	+2	+4	-1
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		<b>11%</b>	-8	0	-3	-5

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

Yes		<b>48%</b>	+17	+21	+22	+22
No		<b>8%</b>	-18	-7	-6	-8
Not applicable (e.g. my performance has not changed)		<b>44%</b>	+1	-14	-16	-14

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months the performance expectations of your job were clear and unambiguous?		64%	+9↑	-5↓	-5↓	+3
To what extent do you agree that the support by your supervisor has helped to improve your performance?		69%	+5↑	+1	0	+9↑
My overall experience of performance management in my agency has been useful for my development		66%	+22↑	+14↑	+11↑	+18↑
My supervisor openly demonstrates commitment to performance management		77%	+12↑	+7↑	+4	+13↑
I received recognition when I have accomplished something significant at work		56%	-5↓	-15↓	-19↓	-10↓
I can identify a clear connection between my job and my agency's purpose		73%	+6↑	-3	-9↓	-9↓

**KEY**

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

Pos t ve Neutra Negat ve



# CAPABILITY



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My supervisor provides me for me to attend learning programs	<div style="display: flex; justify-content: space-between;"><div style="width: 71%; background-color: #006633; color: white; text-align: center;">71</div><div style="width: 15%; background-color: #add8e6; color: white; text-align: center;">15</div><div style="width: 14%; background-color: #cc0000; color: white; text-align: center;">14</div></div>	71%	+9 ↑	-9 ↓	-15 ↓	-9 ↓
My supervisor shares links, readings and information	<div style="display: flex; justify-content: space-between;"><div style="width: 65%; background-color: #006633; color: white; text-align: center;">65</div><div style="width: 15%; background-color: #add8e6; color: white; text-align: center;">15</div><div style="width: 20%; background-color: #cc0000; color: white; text-align: center;">20</div></div>	65%	+12 ↑	-6 ↓	-11 ↓	-9 ↓
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div style="display: flex; justify-content: space-between;"><div style="width: 68%; background-color: #006633; color: white; text-align: center;">68</div><div style="width: 18%; background-color: #add8e6; color: white; text-align: center;">18</div><div style="width: 14%; background-color: #cc0000; color: white; text-align: center;">14</div></div>	68%	+19 ↑	-2	-6 ↓	+1
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div style="display: flex; justify-content: space-between;"><div style="width: 78%; background-color: #006633; color: white; text-align: center;">78</div><div style="width: 12%; background-color: #add8e6; color: white; text-align: center;">12</div><div style="width: 9%; background-color: #cc0000; color: white; text-align: center;">9</div></div>	78%	+20 ↑	0	-3	+4
I have access to learning and development solutions to meet my needs	<div style="display: flex; justify-content: space-between;"><div style="width: 59%; background-color: #006633; color: white; text-align: center;">59</div><div style="width: 25%; background-color: #add8e6; color: white; text-align: center;">25</div><div style="width: 16%; background-color: #cc0000; color: white; text-align: center;">16</div></div>	59%		-13 ↓	-18 ↓	-14 ↓
I have a clear understanding of my development needs	<div style="display: flex; justify-content: space-between;"><div style="width: 78%; background-color: #006633; color: white; text-align: center;">78</div><div style="width: 19%; background-color: #add8e6; color: white; text-align: center;">19</div><div style="width: 3%; background-color: #cc0000; color: white; text-align: center;">3</div></div>	78%	+10 ↑	0	-2	0
I spend time out of working hours building my capability	<div style="display: flex; justify-content: space-between;"><div style="width: 53%; background-color: #006633; color: white; text-align: center;">53</div><div style="width: 23%; background-color: #add8e6; color: white; text-align: center;">23</div><div style="width: 24%; background-color: #cc0000; color: white; text-align: center;">24</div></div>	53%	+1	-3	-7 ↓	0
I seek out opportunities to apply what I learn in my day-to-day work	<div style="display: flex; justify-content: space-between;"><div style="width: 73%; background-color: #006633; color: white; text-align: center;">73</div><div style="width: 19%; background-color: #add8e6; color: white; text-align: center;">19</div><div style="width: 8%; background-color: #cc0000; color: white; text-align: center;">8</div></div>	73%	+7 ↑	-4	-8 ↓	-5 ↓

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive   Neutral   Negative

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
<b>In the last 12 months, have you applied for a job?</b>						
Yes outside the APS		6%	-5 ↓	-5 ↓	-4	-6 ↓
Yes in my agency		20%	-13 ↓	-5 ↓	-17 ↓	-18 ↓
Yes in another APS agency		27%	-8 ↓	+2	+1	+8 ↑
No		56%	+16 ↑	+3	+11 ↑	+8 ↑
<b>Which of the following statements best reflects your current thoughts about working for your agency?</b>						
want to leave my agency as soon as possible		11%	-3	+5 ↑	+6 ↑	+5 ↑
want to leave my agency within the next 12 months		16%	+3	+4	+4	+7 ↑
want to leave my agency within the next 12 months but feel it will be unhelpful in the current environment		9%	-11 ↓	+1	+1	0
want to stay working for my agency for the next one to two years		28%	+2	-3	-9 ↓	+3
want to stay working for my agency for at least the next three years		36%	+9 ↑	-8 ↓	-2	-15 ↓

**KEY**

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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

	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
Primary reasons behind desire to leave agency (3 highest responses):						
am in an unpleasant work ng env ronment		30%	-	-	-	-
There s a ack of future career opportun t es n my agency		17%	-	-	-	-
am ook ng to further my sk s n another area		17%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK MANAGEMENT



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers		78%	+8 ↑	+7 ↑	+5 ↑	+8 ↑
Risk management concerns are discussed openly and honestly in my agency		66%	-2	+3	+1	+6 ↑
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively		61%		+7 ↑	+6 ↑	+9 ↑
Appropriate risk-taking is rewarded in my agency		47%	+9 ↑	+15 ↑	+15 ↑	+22 ↑
SES in my agency demonstrate the importance of managing risk appropriately		63%	-7 ↓	+12 ↑	+8 ↑	+20 ↑
When things go wrong, my agency uses this as an opportunity to learn		68%		+20 ↑	+19 ↑	+22 ↑

**KEY**

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

Positive Neutral Negative

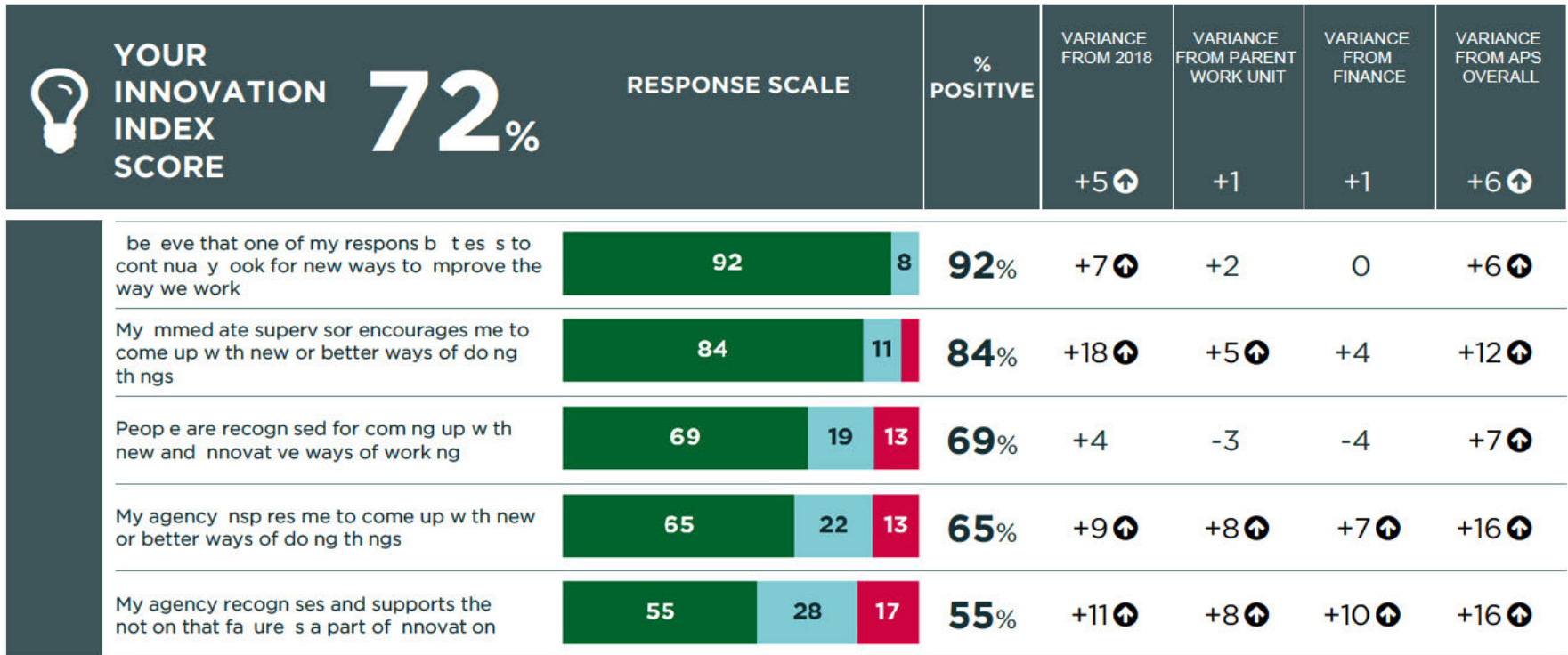
# INNOVATION INDEX



## INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WELLING AND ABLE TO BE INNOVATIVE AND WHETHER THE AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO

IT IS IMPORTANT TO BALANCE HIGH LEVELS OF INNOVATION WITH EQUALLY STRONG LEVELS OF ENGAGEMENT. ORGANISATIONS THAT ENABLE AND ENCOURAGE INNOVATION AMONG EMPLOYEES WHO ARE NOT ENGAGED RISK A POTENTIAL MISALIGNMENT OF GOALS AND OBJECTIVES.



**KEY**

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

Positive Neutral Negative



# FINANCE SPECIFIC QUESTIONS



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE
Overall how satisfied are you with your ability to access and use flexible working arrangements?	75 16 9	75%	+11 ⬆	-3	-2
My agency routinely applies merit in decisions regarding engagement and promotion	49 33 17	49%	+12 ⬆	0	-5 ⬇
I am interested in a mobility opportunity within Finance (e.g. moving to another branch or division)	63 15 23	63%	+9 ⬆	+13 ⬆	+7 ⬆
I am interested in a mobility opportunity external to Finance (e.g. temporary transfer or secondment)	54 20 26	54%	-5 ⬇	+6 ⬆	-2
Finance has a set of Leadership Expectations. Be part of the solution. Collaborate and innovate. Develop self, develop others. I am familiar with these Leadership Expectations	75 16 10	75%	+25 ⬆	0	-1
The Finance Leadership Expectations influence the way I approach my day to day work	56 24 19	56%	+13 ⬆	+2	0
Does your manager display these leadership expectations?	68 21 11	68%		-4	-8 ⬇
I have the appropriate skills, capabilities and knowledge to collaborate effectively with stakeholders	87 8 5	87%	-1	-3	-6 ⬇
My team engages effectively with stakeholders both within and external to Finance	81 13 6	81%		-7 ⬇	-9 ⬇
I am aware of the department's transformation plan and the four areas of transformation focus	69 18 13	69%		-6 ⬇	-6 ⬇

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# FINANCE SPECIFIC QUESTIONS



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE
understand how my team's work is aligned with the Finance Transformation Plan and four focus areas	73	73%		+6	+8

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Pos t ve Neutra Negat ve

# TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

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


INVESTIGATE FURTHER WITH OUR TEAMS

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

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HOW COULD WE INVESTIGATE THROUGH LOOKING AT HEADLINE MORNING OR THROUGH DISCUSSIONS WITH SALES?


OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

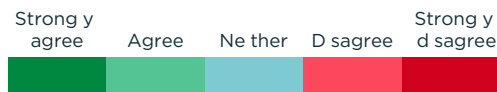
PRIORITY SE 3 AREAS TO TAKE FORWARD

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

# GUIDE TO THIS REPORT

## % POSITIVE

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



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## ANONYMITY

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

## COMPARISONS TO PARENT

WHEN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO BUSINESS ENABLING SERVICES.

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORTS ALWAYS USE THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS INCLUDING COMPARISONS WITH TIME SERIES DATA.

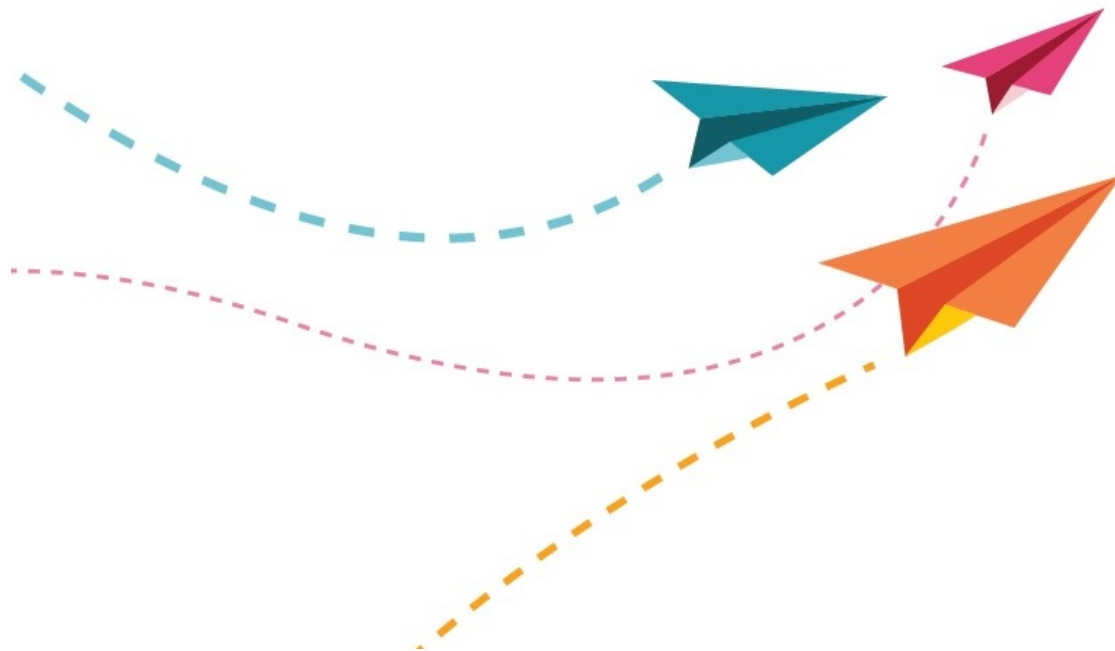


# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: ICT Delivery Branch



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**RESPONSES:**  
**15 of 15**

**RESPONSE RATE:**  
**100%**

# MAKING THE MOST OF YOUR RESULTS



## 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.

## 01.

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

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

**Identify areas that need improvement.**

## 02.

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

## 03.

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

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

## 04.

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

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

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

## 05.

Encourage all colleagues to help with action planning and implementation.

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

# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## HOW ENGAGED IS YOUR TEAM?

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

YOUR EMPLOYEE ENGAGEMENT SCORE <b>76%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
SAY	Considering everything, I am satisfied with my job	86 / 14	86%	+79 ↑	+21 ↑	+7 ↑	+15 ↑
	I am proud to work in my agency	86 / 14	86%	+72 ↑	+18 ↑	+6 ↑	+12 ↑
	I would recommend my agency as a good place to work	73 / 27	73%	+67 ↑	+7 ↑	-5 ↓	+9 ↑
	I believe strongly in the purpose and objectives of my agency	85 / 15	85%	+58 ↑	+10 ↑	+6 ↑	+2
STAY	I feel a strong personal attachment to my agency	80 / 20	80%	+53 ↑	+25 ↑	+17 ↑	+15 ↑
	I feel committed to my agency's goals	85 / 15	85%	+58 ↑	+13 ↑	+6 ↑	+6 ↑
STRIVE	I suggest ideas to improve our way of doing things	100 / 0	100%	+33 ↑	+5 ↑	+11 ↑	+16 ↑
	I am happy to go the 'extra mile' at work when required	100 / 0	100%	+13 ↑	+6 ↑	+5 ↑	+9 ↑
	I work beyond what is required in my job to help my agency achieve its objectives	85 / 8 / 8	85%	+11 ↑	+2	+1	+5 ↑
	My agency really inspires me to do my best work every day	77 / 8 / 15	77%	+50 ↑	+21 ↑	+16 ↑	+24 ↑

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

Pos it ve Neutra Negat ve



# INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
What is your gender?						
Ma e		<b>73%</b>	+13	+18	+30	+36
Fema e		<b>13%</b>	-13	-25	-37	-45
Do you identify as Aboriginal and/or Torres Strait Islander?						
Yes		<b>0%</b>	-	-3	-3	-4
No		<b>100%</b>	0	+3	+3	+4
Do you have an ongoing disability?						
Yes		<b>0%</b>	-	-6	-8	-8
No		<b>100%</b>	0	+6	+8	+8

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
<b>In which country were you born?</b>						
Austra a		<b>33%</b>	+7 ⬆	-41 ⬇	-44 ⬇	-44 ⬇
Other country		<b>67%</b>	-7 ⬇	+41 ⬆	+44 ⬆	+44 ⬆
<b>Do you speak a language other than English at home?</b>						
No Eng sh on y		<b>33%</b>	-7 ⬇	-41 ⬇	-46 ⬇	-48 ⬇
Yes other		<b>67%</b>	+7 ⬆	+41 ⬆	+46 ⬆	+48 ⬆
<b>Do you have carer responsibilities?</b>						
Yes		<b>60%</b>	+13 ⬆	+17 ⬆	+18 ⬆	+19 ⬆
No		<b>40%</b>	-13 ⬇	-17 ⬇	-18 ⬇	-19 ⬇

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	[REDACTED]	86%	+19 ↑	+2	-4	-3
	My SES manager actively supports people of diverse backgrounds	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	My agency is committed to creating a diverse workforce (e.g. gender, age, culture and linguistic background, disability, indigenous, LGBT+)	[REDACTED]	86%	+52 ↑	+9 ↑	+2	+7 ↑
	My supervisor actively supports people from diverse backgrounds	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	My agency supports and actively promotes an inclusive workplace culture	[REDACTED]	77%	+37 ↑	+2	-7 ↓	-1

**KEY**

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

Positive Neutral Negative

# WELLBEING INDEX



## WELLBEING

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

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

YOUR WELLBEING INDEX SCORE		73%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	85	15	85%	+70 ↑	+13 ↑	+7 ↑	+15 ↑	
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	85	15	85%	+77 ↑	+27 ↑	+18 ↑	+22 ↑	
My agency does a good job of promoting health and wellbeing	85	15	85%	+70 ↑	+25 ↑	+17 ↑	+23 ↑	
I think my agency cares about my health and wellbeing	85	8	85%	+69 ↑	+24 ↑	+18 ↑	+27 ↑	
I believe my immediate supervisor cares about my health and wellbeing	s47F							

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Pos t ve   Neutra   Negat ve 
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# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

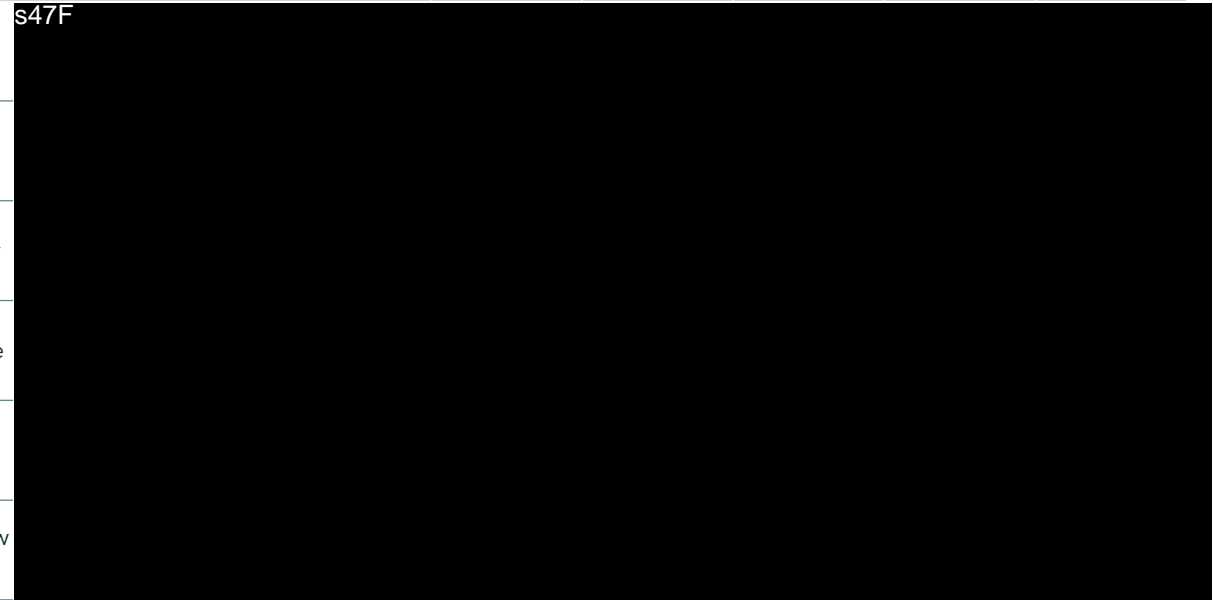
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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Senior leadership: Immediate SES manager	My SES managers of a high quality					
	My SES managers sufficiently visible (e.g. can be seen in action)					
	My SES manager communicates effectively					
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS					
	My SES manager effectively leads and manages change					
	My SES manager engages with staff on how to respond to future challenges					



**KEY**

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

Positive Neutra Negative

# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	[Redacted]	80%	+47 ↑	+9 ↑	+5 ↑	+25 ↑
	In my agency, communication between the SES and other employees is effective	[Redacted]	79%	+59 ↑	+13 ↑	+12 ↑	+30 ↑
	In my agency, the SES actively contribute to the work of our agency	85	85%	+65 ↑	+4	+4	+21 ↑
	In my agency, the SES are of a high quality	[Redacted]	79%	+57 ↑	+6 ↑	+4	+22 ↑
	In my agency, the SES work as a team	[Redacted]	79%	+52 ↑	+6 ↑	+16 ↑	+33 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	73	73%	+38 ↑	-5 ↓	+2	+16 ↑

**KEY**

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

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



# IMMEDIATE SUPERVISOR



## EXPLORE THE FULL RESULTS

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

**WHERE ARE YOU PERFORMING WELL?**

**IS THERE ROOM FOR IMPROVEMENT?**

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	47%				
	My supervisor communicates effectively					
	My supervisor encourages me to contribute ideas					
	My supervisor displays resilience when faced with difficulties or failures					
	My supervisor gives me responsibility and holds me to account for what I deliver					
	My supervisor challenges me to consider new ways of doing things					

**KEY**

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

Positive Neutral Negative

# IMMEDIATE SUPERVISOR



**EXPLORE  
THE FULL  
RESULTS**

Immediate supervisor	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
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Where is your immediate supervisor's normal work location?

In the same office as me	[REDACTED]
In the same office as me but on a different floor	
A different office but in the same town/city	
A different town/city or state	
A different country	

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Culture	Receive the respect I deserve from my colleagues at work		77%	+37 ↑	+5 ↑	-4	+1
	Relationships at work are strained [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]		54%	+41 ↑	+13 ↑	-2	0
	My agency actively encourages ethical behaviour by all of its employees		79%	+65 ↑	+2	-6 ↓	-2
	I have unrealistic time pressures [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]		29%	+29 ↑	+12 ↑	0	-2
	Staff are consulted about change at work		57%	+36 ↑	+12 ↑	-1	+9 ↑
	I am happy to go the 'extra mile' at work when required		100%	+13 ↑	+6 ↑	+5 ↑	+9 ↑
	Intra-communication within my agency is effective		64%	+38 ↑	+9 ↑	+3	+16 ↑
	In general, employees in my agency feel they are valued for their contribution		77%	+57 ↑	+25 ↑	+16 ↑	+30 ↑
My agency really inspires me to do my best work every day		77%	+50 ↑	+21 ↑	+16 ↑	+24 ↑	

**KEY**

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

Positive Neutral Negative

# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
A ways		<b>54%</b>	+37	+18	-2	+3
Often		<b>31%</b>	-11	-15	-6	-9
Somet mes		<b>0%</b>	-	-14	-7	-7
Rare y		<b>15%</b>	+7	+11	+14	+14
Never		<b>0%</b>	-	-	0	0
Not sure		<b>0%</b>	-	-	0	-1

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



**EXPLORE  
THE FULL  
RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
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Does your supervisor act in accordance with the APS Values in his or her everyday work?

A ways	s47F
Often	
Somet mes	
Rare y	
Never	
Not sure	

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
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Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?

A ways	[REDACTED]				
Often	[REDACTED]				
Somet mes	[REDACTED]				
Rare y	[REDACTED]				
Never	[REDACTED]				
Not sure	[REDACTED]				

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
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Do senior leaders (i.e. the SES) in your agency promote the APS Values?

A ways	[REDACTED]					
Often						
Somet mes						
Rare y						
Never						
Not sure						

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

Discrimination	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
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During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes		15%	-12 ↓	+4	+7 ↑	+3
No		85%	+12 ↑	-4	-7 ↓	-3

Did this discrimination occur in your current agency?

Yes	The data for th s quest on has been h dden for anonym ty reasons
No	The data for th s quest on has been h dden for anonym ty reasons

### KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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

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

Bullying and harassment	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORKUNIT	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?						
Yes		23%	-2	+4	+12	+10
No		77%	+19	+7	-4	-3
Not Sure		0%	-	-11	-8	-7

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	87%	+33 ↑	+3	-1	+6 ↑
	I am fairly remunerated (e.g. salary superannuation) for the work that I do	79%	+59 ↑	+3	-1	+16 ↑
	Considering everything I am satisfied with my job	86%	+79 ↑	+21 ↑	+7 ↑	+15 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	93%	+66 ↑	+10 ↑	+8 ↑	+15 ↑
	I am satisfied with the stability and security of my current job	80%	+73 ↑	+5 ↑	-3	+7 ↑
	I am satisfied with the opportunities for career progression in my agency	53%	+53 ↑	+11 ↑	+2	+11 ↑

**KEY**

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

Positive Neutral Negative

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL		
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff regardless of gender	s47F							
	My SES manager actively supports the use of flexible work arrangements by all staff regardless of gender	s47F							
Work-life balance	Considering your work and life priorities how satisfied are you with the work-life balance in your current job?	71	21	7	71%	+38 ↑	+10 ↑	-7 ↓	-3
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	62	23	15	62%	+47 ↑	+2	-8 ↓	+7 ↑
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	62	15	23	62%	+54 ↑	+15 ↑	+15 ↑	+33 ↑
	My immediate supervisor actively supports opportunities for mobility	s47F							

**KEY**

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

Positive: 
 Neutral: 
 Negative:

# WORKGROUP PERFORMANCE



## EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities and knowledge to perform well		85%		+35 ↑	+4	+9 ↑
My workgroup has the tools and resources we need to perform well		92%	+76 ↑	+34 ↑	+26 ↑	+34 ↑
The work processes we have in place allow me to be as productive as possible		85%	+68 ↑	+33 ↑	+23 ↑	+30 ↑
The people in my workgroup complete work to a high standard		77%	+50 ↑	+22 ↑	-7 ↓	-1
The people in my workgroup use time and resources effectively		77%		+30 ↑	0	+7 ↑
My supervisor ensures that my workgroup delivers on what we are responsible for						

**KEY**

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

Positive Neutral Negative



# PERFORMANCE MANAGEMENT



**EXPLORE  
THE FULL  
RESULTS**

RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

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

Received regular and timely feedback from your supervisor

Yes	s47F				
No					

Received constructive feedback from your supervisor

Yes	s47F				
No					

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

Yes	s47F				
No					

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



**EXPLORE THE FULL RESULTS**

RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

In the past 12 months, have you discussed with your supervisor your overall performance over the previous year and the performance expectations for the future year?

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

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

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

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months the performance expectations of your job were clear and unambiguous?		69%	+54 ↑	+5 ↑	+1	+9 ↑
To what extent do you agree that the support by your supervisor has helped to improve your performance?	s47F					
My overall experience of performance management in my agency has been useful for my development		77%	+69 ↑	+11 ↑	+22 ↑	+29 ↑
My supervisor openly demonstrates commitment to performance management	s47F					
I received recognition when I last accomplished something significant at work		77%	+60 ↑	+21 ↑	+2	+10 ↑
I can identify a clear connection between my job and my agency's purpose		92%	+59 ↑	+19 ↑	+10 ↑	+10 ↑

**KEY**

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

Positive Neutral Negative

# CAPABILITY



## EXPLORE THE FULL RESULTS

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

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

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My supervisor provides time for me to attend learning programs	47%					
My supervisor shares links, readings and information						
My supervisor provides me with opportunities to develop relevant capabilities for my career						
My supervisor gives me the opportunity to apply what I learn in my day-to-day work						
I have access to learning and development solutions to meet my needs		86%	+26 ↑	+9 ↑	+12 ↑	
I have a clear understanding of my development needs	92	92%	+34 ↑	+15 ↑	+12 ↑	+14 ↑
I spend time out of working hours building my capability	92	92%	+50 ↑	+38 ↑	+32 ↑	+38 ↑
I seek out opportunities to apply what I learn in my day-to-day work	92	92%	+51 ↑	+19 ↑	+11 ↑	+14 ↑

**KEY**

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

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

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
<b>In the last 12 months, have you applied for a job?</b>						
Yes outside the APS		8%	+1	+1	-2	-5 ⬇
Yes in my agency		23%	-	+3	-14 ⬇	-15 ⬇
Yes in another APS agency		38%	-4	+12 ⬆	+13 ⬆	+20 ⬆
No		31%	-19 ⬇	-25 ⬇	-15 ⬇	-17 ⬇
<b>Which of the following statements best reflects your current thoughts about working for your agency?</b>						
want to leave my agency as soon as possible		8%	-35 ⬇	-3	+3	+2
want to leave my agency within the next 12 months		8%	-7 ⬇	-8 ⬇	-4	-1
want to leave my agency within the next 12 months but feel it will be unhelpful in the current environment		8%	-7 ⬇	-2	0	-2
want to stay working for my agency for the next one to two years		31%	+16 ⬆	+3	-6 ⬇	+6 ⬆
want to stay working for my agency for at least the next three years		46%	+32 ⬆	+10 ⬆	+8 ⬆	-4

**KEY**

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK MANAGEMENT



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	85 (88)	85%	+60 ↑	+7 ↑	+12 ↑	+15 ↑
Risk management concerns are discussed openly and honestly in my agency	85 (15)	85%	+51 ↑	+19 ↑	+20 ↑	+25 ↑
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	85 (88)	85%		+24 ↑	+30 ↑	+32 ↑
Appropriate risk-taking is rewarded in my agency	77 (158)	77%	+52 ↑	+30 ↑	+45 ↑	+52 ↑
Senior managers in my agency demonstrate the importance of managing risk appropriately	85 (88)	85%	+51 ↑	+22 ↑	+30 ↑	+42 ↑
When things go wrong, my agency uses this as an opportunity to learn	85 (15)	85%		+16 ↑	+35 ↑	+38 ↑

**KEY**

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

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



# INNOVATION INDEX



## INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WELLING AND ABLE TO BE INNOVATIVE AND WHETHER THE AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO

IT IS IMPORTANT TO BALANCE HIGH LEVELS OF INNOVATION WITH EQUALLY STRONG LEVELS OF ENGAGEMENT. ORGANISATIONS THAT ENABLE AND ENCOURAGE INNOVATION AMONG EMPLOYEES WHO ARE NOT ENGAGED RISK A POTENTIAL MISALIGNMENT OF GOALS AND OBJECTIVES.

YOUR INNOVATION INDEX SCORE	s47F	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
				s47F			
I believe that one of my responsibilities is to continually look for new ways to improve the way we work		100	100%	+17 ↑	+8 ↑	+8 ↑	+14 ↑
My immediate supervisor encourages me to come up with new or better ways of doing things	s47F						
People are recognised for coming up with new and innovative ways of working		92	92%	+76 ↑	+24 ↑	+20 ↑	+31 ↑
My agency inspires me to come up with new or better ways of doing things		85	85%	+60 ↑	+20 ↑	+27 ↑	+36 ↑
My agency recognises and supports the notion that failure is a part of innovation		85	85%	+68 ↑	+30 ↑	+40 ↑	+46 ↑

**KEY**

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

Positive Neutral Negative

# FINANCE SPECIFIC QUESTIONS



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE
Overall how satisfied are you with your ability to access and use flexible working arrangements?		77%	+60 ⬆️	+2	0
My agency routinely applies merit in decisions regarding engagement and promotion		69%	+61 ⬆️	+20 ⬆️	+15 ⬆️
I am interested in a mobility opportunity within Finance (e.g. moving to another branch or division)		62%	+16 ⬆️	-1	+6 ⬆️
I am interested in a mobility opportunity external to Finance (e.g. temporary transfer or secondment)		58%	-5 ⬇️	+4	+2
Finance has a set of Leadership Expectations. Be part of the solution. Collaborate and innovate. Develop self, develop others. I am familiar with these Leadership Expectations		92%	+65 ⬆️	+18 ⬆️	+17 ⬆️
The Finance Leadership Expectations influence the way I approach my day to day work		92%	+74 ⬆️	+36 ⬆️	+36 ⬆️
Does your manager display these leadership expectations?		77%		+9 ⬆️	+1
I have the appropriate skills, capabilities and knowledge to collaborate effectively with stakeholders		100%	+18 ⬆️	+13 ⬆️	+7 ⬆️
My team engages effectively with stakeholders both within and external to Finance		100%		+19 ⬆️	+10 ⬆️
I am aware of the department's transformation plan and the four areas of transformation focus		85%		+15 ⬆️	+9 ⬆️

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# FINANCE SPECIFIC QUESTIONS



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE
understand how my team's work is aligned with the Finance Transformation Plan and four focus areas	85	85%		+12	+20

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Pos t ve Neutra Negat ve

# TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

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


INVESTIGATE FURTHER WITH OUR TEAMS

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

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HOW COULD WE INVESTIGATE THROUGH LOOKING AT HEADLINE MORNING OR THROUGH DISCUSSIONS WITH SALES?


OPPORTUNITIES

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

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---

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

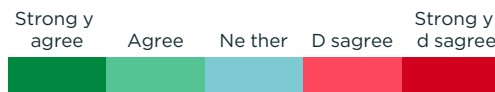
PRIORITY SE 3 AREAS TO TAKE FORWARD

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

# GUIDE TO THIS REPORT

## % POSITIVE

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



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}}$$

$$= \text{\% POSITIVE}$$

## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## ANONYMITY

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

## COMPARISONS TO PARENT

WHEN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO SERVICE DELIVERY OFFICE.

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORTS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS INCLUDING COMPARISONS WITH TIME SERIES DATA.

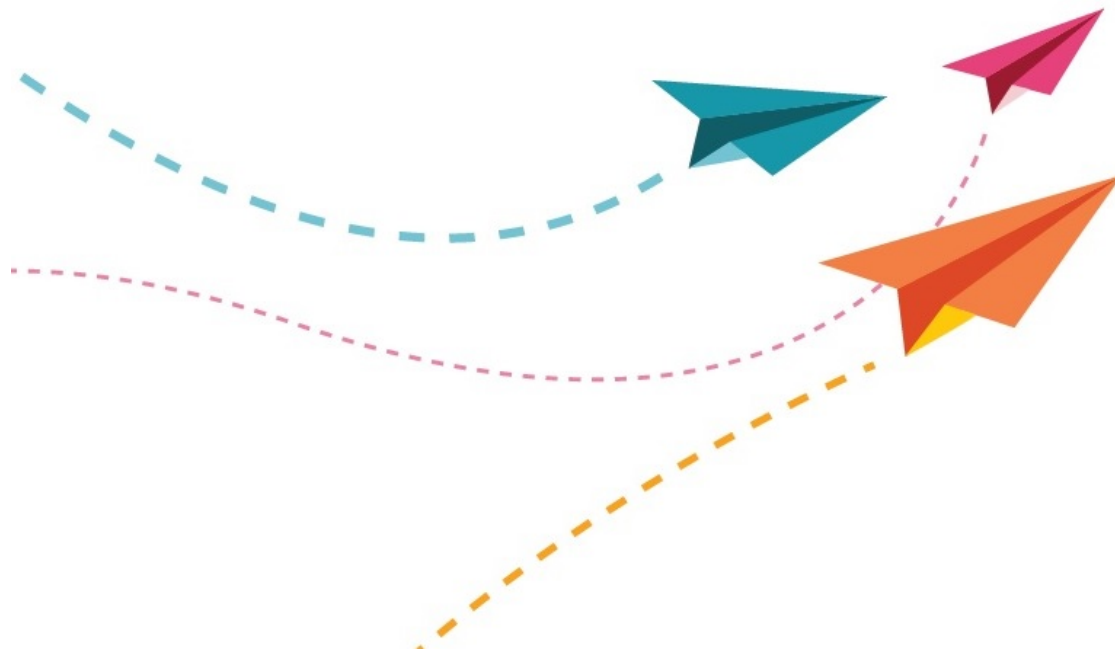


# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Transactional Operations Branch



CONTENT	
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Employee Engagement: Stay, Strive, Succeed	3
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Agency Specific Questions	30
Time to take action	32
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**RESPONSES:**  
**31 of 35**

**RESPONSE RATE:**  
**89%**



# MAKING THE MOST OF YOUR RESULTS



## 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.

## 01.

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

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

**Identify areas that need improvement.**

## 02.

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

## 03.

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

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

## 04.

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

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

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

## 05.

Encourage all colleagues to help with action planning and implementation.

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

# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## HOW ENGAGED IS YOUR TEAM?

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

YOUR EMPLOYEE ENGAGEMENT SCORE <b>66%</b>		RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
SAY	Considering everything, I am satisfied with my job	45	29	26	45%	-22 ↓	-20 ↓	-34 ↓	-25 ↓
	I am proud to work in my agency	47	30	23	47%	-17 ↓	-21 ↓	-34 ↓	-28 ↓
	I would recommend my agency as a good place to work	50	33	17	50%	-14 ↓	-17 ↓	-29 ↓	-14 ↓
	I believe strongly in the purpose and objectives of my agency	60	33		60%	-1	-15 ↓	-18 ↓	-22 ↓
STAY	I feel a strong personal attachment to my agency	37	27	37	37%	-5 ↓	-18 ↓	-27 ↓	-29 ↓
	I feel committed to my agency's goals	57	33	10	57%	-4	-15 ↓	-21 ↓	-22 ↓
STRIVE	I suggest ideas to improve our way of doing things	93			93%	+10 ↑	-2	+5 ↑	+9 ↑
	I am happy to go the 'extra mile' at work when required	90			90%	-1	-4	-5 ↓	-1
	I work beyond what is required in my job to help my agency achieve its objectives	80	13		80%	-1	-3	-4	0
	My agency really inspires me to do my best work every day	37	47	17	37%	-15 ↓	-20 ↓	-25 ↓	-16 ↓

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
What is your gender?						
Ma e		42%	0	-13 ⬇	-2	+4
Fema e		55%	+2	+16 ⬆	+4	-4
Do you identify as Aboriginal and/or Torres Strait Islander?						
Yes		6%	+4	+3	+3	+3
No		94%	-4	-3	-3	-3
Do you have an ongoing disability?						
Yes		13%	+4	+7 ⬆	+4	+5 ⬆
No		87%	-4	-7 ⬇	-4	-5 ⬇

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
<b>In which country were you born?</b>						
Austra a		<b>87%</b>	+1	+12	+10	+9
Other country		<b>13%</b>	-1	-12	-10	-9
<b>Do you speak a language other than English at home?</b>						
No Eng sh on y		<b>84%</b>	-2	+9	+5	+3
Yes other		<b>16%</b>	+2	-9	-5	-3
<b>Do you have carer responsibilities?</b>						
Yes		<b>26%</b>	-8	-17	-16	-16
No		<b>74%</b>	+8	+17	+16	+16

**KEY**

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORKUNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds		77%	+6 ↑	-6 ↓	-13 ↓	-11 ↓
	My SES manager actively supports people of diverse backgrounds	s47F					
	My agency is committed to creating a diverse workforce (e.g. gender, age, culture and linguistic background, disability, indigenous, LGBT+)		67%	-11 ↓	-10 ↓	-17 ↓	-12 ↓
	My supervisor actively supports people from diverse backgrounds		77%	-1	-8 ↓	-13 ↓	-9 ↓
	My agency supports and actively promotes an inclusive workplace culture		63%	-3	-12 ↓	-21 ↓	-15 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# WELLBEING INDEX



## WELLBEING

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

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

YOUR WELLBEING INDEX SCORE		64%			RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
I am satisfied with the policies/practices in place to help me manage my health and wellbeing		57	27	17	57%	-16	-15	-21	-13	
My agency does a good job of communicating what it can offer me in terms of health and wellbeing		37	43	20	37%	-16	-21	-30	-26	
My agency does a good job of promoting health and wellbeing		43	40	17	43%	-12	-16	-24	-18	
I think my agency cares about my health and wellbeing		43	40	17	43%	-12	-18	-23	-15	
I believe my immediate supervisor cares about my health and wellbeing		87	10		87%	+12	-2	-1	+4	

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Pos t ve   Neutra   Negat ve 
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# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

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

**WHERE ARE YOU PERFORMING WELL?**

**IS THERE ROOM FOR IMPROVEMENT?**

Senior leadership: Immediate SES manager

S47F

RESPONSE SCALE

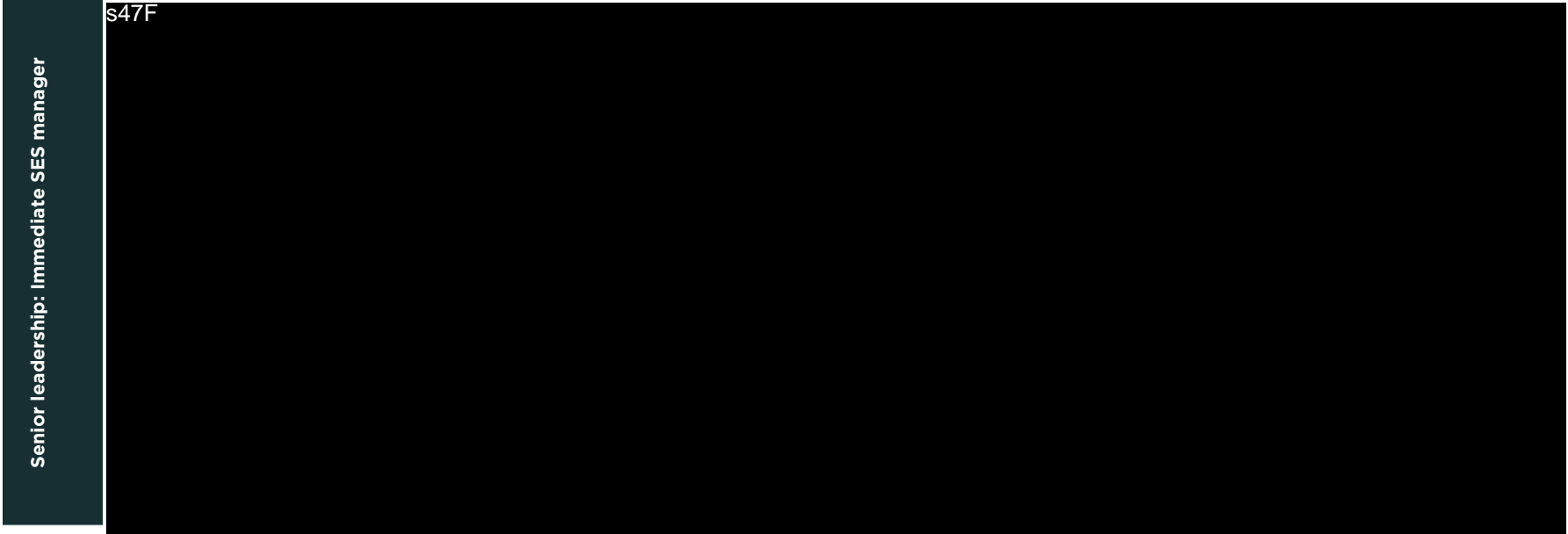
% POSITIVE

VARIANCE FROM 2018

VARIANCE FROM PARENT WORKUNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL			
Senior Leadership: All SES	In my agency the SES are sufficiently visible (e.g. can be seen in action)	72	17	10	72%	-14 ↓	+2	-2	+17 ↑
	In my agency communication between the SES and other employees is effective	66	17	17	66%	-4	0	-1	+17 ↑
	In my agency the SES actively contribute to the work of our agency	76	21		76%	-10 ↓	-5 ↓	-5 ↓	+12 ↑
	In my agency the SES are of a high quality	64	25	11	64%	-13 ↓	-9 ↓	-10 ↓	+8 ↑
	In my agency the SES work as a team	79	18		79%	+4	+6 ↑	+16 ↑	+33 ↑
	In my agency the SES clearly articulate the direction and priorities for our agency	80	17		80%	-3	+1	+9 ↑	+23 ↑

**KEY**

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

Positive: 
 Neutral: 
 Negative:

# IMMEDIATE SUPERVISOR



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Immediate supervisor	My supervisor treats people with respect	83	83%	-3	-5 ↓	-7 ↓	-5 ↓
	My supervisor communicates effectively	70	70%	-2	-8 ↓	-14 ↓	-9 ↓
	My supervisor encourages me to contribute ideas	90	90%	+7 ↑	-2	+1	+6 ↑
	My supervisor displays resilience when faced with difficulties or failures	70	70%	+9 ↑	-10 ↓	-15 ↓	-10 ↓
	My supervisor gives me responsibility and holds me to account for what I deliver	79	79%	-1	-8 ↓	-11 ↓	-7 ↓
	My supervisor challenges me to consider new ways of doing things	77	77%	+13 ↑	-6 ↓	-4	+2

**KEY**

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

Positive Neutral Negative

# IMMEDIATE SUPERVISOR



EXPLORE THE FULL RESULTS

Immediate supervisor	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Where is your immediate supervisor's normal work location?						
In the same office as me		90%	-2	+1	-6	+10
In the same office as me but on a different floor		7%	-	-3	+5	+4
In a different office but in the same town/city		0%	-	-	-1	-3
In a different town/city or state		3%	-	+2	+2	-11
In a different country		0%	-	-	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Culture	receive the respect I deserve from my colleagues at work	<div style="width: 60%;"><span>60</span></div> <span>37</span>	60%	-11↓	-12↓	-21↓	-16↓
	Relationships at work are strained [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]	<div style="width: 23%;"><span>23</span></div> <span>37</span> <div style="width: 40%;"><span>40</span></div>	23%	-18↓	-17↓	-32↓	-31↓
	My agency actively encourages ethical behaviour by all of its employees	<div style="width: 73%;"><span>73</span></div> <span>17</span> <div style="width: 10%;"><span>10</span></div>	73%	-2	-4	-11↓	-7↓
	I have unrealistic time pressures [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]	<div style="width: 13%;"><span>13</span></div> <span>40</span> <div style="width: 47%;"><span>47</span></div>	13%	-1	-4	-15↓	-18↓
	Staff are consulted about change at work	<div style="width: 28%;"><span>28</span></div> <span>38</span> <div style="width: 34%;"><span>34</span></div>	28%	-9↓	-18↓	-31↓	-21↓
	I am happy to go the 'extra mile' at work when required	<div style="width: 90%;"><span>90</span></div> <span></span>	90%	-1	-4	-5↓	-1
	Internal communication within my agency is effective	<div style="width: 40%;"><span>40</span></div> <span>40</span> <div style="width: 20%;"><span>20</span></div>	40%	-6↓	-15↓	-21↓	-8↓
	In general employees in my agency feel they are valued for their contribution	<div style="width: 27%;"><span>27</span></div> <span>37</span> <div style="width: 37%;"><span>37</span></div>	27%	-18↓	-25↓	-35↓	-20↓
	My agency really inspires me to do my best work every day	<div style="width: 37%;"><span>37</span></div> <span>47</span> <div style="width: 17%;"><span>17</span></div>	37%	-15↓	-20↓	-25↓	-16↓

**KEY**

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

Positive Neutral Negative

# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
A ways		<b>23%</b>	-2	-13 ↓	-32 ↓	-27 ↓
Often		<b>57%</b>	+4	+11 ↑	+20 ↑	+17 ↑
Somet mes		<b>20%</b>	+9 ↑	+6 ↑	+13 ↑	+13 ↑
Rare y		<b>0%</b>	-	-5 ↓	-1	-1
Never		<b>0%</b>	-	-	0	0
Not sure		<b>0%</b>	-	-	0	-1

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Does your supervisor act in accordance with the APS Values in his or her everyday work?						
A ways		47%	+13	-8	-22	-16
Often		33%	-17	+4	+9	+5
Somet mes		17%	+8	+6	+12	+11
Rare y		0%	-	-2	-1	-1
Never		0%	-	-2	0	0
Not sure		3%	-	+2	+2	+2

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
A ways		<b>50%</b>	+7	-6	-7	+6
Often		<b>30%</b>	-16	+5	0	-1
Somet mes		<b>10%</b>	+1	-1	+3	+1
Rare y		<b>0%</b>	-	-	-1	-2
Never		<b>0%</b>	-	-2	0	-1
Not sure		<b>10%</b>	-	+4	+5	-3

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
A ways		47%	-	-7 ↓	-5 ↓	+5 ↑
Often		33%	-	+10 ↑	+5 ↑	+2
Somet mes		10%	-	-4	-2	-3
Rare y		0%	-	-2	-2	-4
Never		0%	-	-	-1	-1
Not sure		10%	-	+4	+5 ↑	0

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

Discrimination	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
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During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes		14%	+11	+3	+6	+2
No		86%	-11	-3	-6	-2

Did this discrimination occur in your current agency?

Yes	The data for th s quest on has been h dden for anonym ty reasons
No	The data for th s quest on has been h dden for anonym ty reasons

### KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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

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

Bullying and harassment	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORKUNIT	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?						
Yes		27%	+7 ⬆	+8 ⬆	+16 ⬆	+14 ⬆
No		57%	-18 ⬇	-14 ⬇	-24 ⬇	-24 ⬇
Not Sure		17%	+11 ⬆	+6 ⬆	+8 ⬆	+10 ⬆

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL			
Your job	My job gives me opportunities to utilise my skills	81	10	10	81%	0	-3	-7	0
	I am fairly remunerated (e.g. salary superannuation) for the work that I do	77	10	13	77%	-6	+2	-2	+15
	Considering everything, I am satisfied with my job	45	29	26	45%	-22	-20	-34	-25
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	71	13	16	71%	-1	-12	-14	-6
	I am satisfied with the stability and security of my current job	61	16	23	61%	-2	-13	-22	-11
	I am satisfied with the opportunities for career progression in my agency	30	27	43	30%	-3	-12	-22	-13

**KEY**

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

Positive Neutra Negative

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff regardless of gender	<div style="display: flex; width: 100%;"><div style="width: 73%; background-color: #006633;"></div><div style="width: 17%; background-color: #99ccff;"></div><div style="width: 10%; background-color: #cc0033;"></div></div> 73   17   10	73%	-2	-13 ↓	-14 ↓	-10 ↓
	My SES manager actively supports the use of flexible work arrangements by all staff regardless of gender	s47F					
Work-life balance	Considering your work and life priorities how satisfied are you with the work-life balance in your current job?	<div style="display: flex; width: 100%;"><div style="width: 50%; background-color: #006633;"></div><div style="width: 13%; background-color: #99ccff;"></div><div style="width: 37%; background-color: #cc0033;"></div></div> 50   13   37	50%	-14 ↓	-12 ↓	-29 ↓	-25 ↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	<div style="display: flex; width: 100%;"><div style="width: 57%; background-color: #006633;"></div><div style="width: 27%; background-color: #99ccff;"></div><div style="width: 17%; background-color: #cc0033;"></div></div> 57   27   17	57%	+9 ↑	-3	-12 ↓	+2
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	<div style="display: flex; width: 100%;"><div style="width: 43%; background-color: #006633;"></div><div style="width: 37%; background-color: #99ccff;"></div><div style="width: 20%; background-color: #cc0033;"></div></div> 43   37   20	43%	+4	-4	-3	+15 ↑
	My immediate supervisor actively supports opportunities for mobility	<div style="display: flex; width: 100%;"><div style="width: 43%; background-color: #006633;"></div><div style="width: 50%; background-color: #99ccff;"></div><div style="width: 7%; background-color: #cc0033;"></div></div> 43   50   7	43%	-1	-10 ↓	-15 ↓	-4

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

# WORKGROUP PERFORMANCE



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities and knowledge to perform well		30%		-20 ↓	-51 ↓	-45 ↓
My workgroup has the tools and resources we need to perform well		33%	-25 ↓	-24 ↓	-33 ↓	-25 ↓
The work processes we have in place allow me to be as productive as possible		37%	-22 ↓	-15 ↓	-25 ↓	-18 ↓
The people in my workgroup complete work to a high standard		43%	-18 ↓	-11 ↓	-40 ↓	-34 ↓
The people in my workgroup use time and resources effectively		32%		-15 ↓	-44 ↓	-38 ↓
My supervisor ensures that my workgroup delivers on what we are responsible for		70%	-2	-2	-16 ↓	-9 ↓

**KEY**

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

Positive: 
 Neutral: 
 Negative:



# PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
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Please indicate whether you have experienced each of the following in the past 12 months:

Received regular and timely feedback from your supervisor

Yes		<b>87%</b>	+1	+2	-1	+4
No		<b>13%</b>	-1	-2	+1	-4

Received constructive feedback from your supervisor

Yes		<b>87%</b>	+1	+1	-1	+3
No		<b>13%</b>	-1	-1	+1	-3

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

Yes		<b>77%</b>	-7↓	-3	-8↓	-5↓
No		<b>23%</b>	+7↑	+3	+8↑	+5↑

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



**EXPLORE THE FULL RESULTS**

RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

In the past 12 months, have you discussed with your supervisor your overall performance over the previous year and the performance expectations for the future year?

Yes		<b>63%</b>	-23 ⬇	-18 ⬇	-18 ⬇	-12 ⬇
No		<b>17%</b>	-	+9 ⬆	+13 ⬆	+8 ⬆
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		<b>20%</b>	+6 ⬆	+9 ⬆	+6 ⬆	+4

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

Yes		<b>47%</b>	+8 ⬆	-2	+20 ⬆	+20 ⬆
No		<b>10%</b>	-9 ⬇	+2	-4	-6 ⬇
Not applicable (e.g. my performance has not changed)		<b>43%</b>	+2	0	-16 ⬇	-15 ⬇

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months the performance expectations of your job were clear and unambiguous?	<div style="display: flex; justify-content: space-between;"><div style="width: 57%; background-color: #006633; color: white; text-align: center;">57</div><div style="width: 27%; background-color: #99ccff; color: black; text-align: center;">27</div><div style="width: 17%; background-color: #cc0033; color: white; text-align: center;">17</div></div>	<b>57%</b>	-6 ↓	-7 ↓	-12 ↓	-4
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div style="display: flex; justify-content: space-between;"><div style="width: 57%; background-color: #006633; color: white; text-align: center;">57</div><div style="width: 33%; background-color: #99ccff; color: black; text-align: center;">33</div><div style="width: 10%; background-color: #cc0033; color: white; text-align: center;">10</div></div>	<b>57%</b>	-13 ↓	-12 ↓	-13 ↓	-3
My overall experience of performance management in my agency has been useful for my development	<div style="display: flex; justify-content: space-between;"><div style="width: 53%; background-color: #006633; color: white; text-align: center;">53</div><div style="width: 23%; background-color: #99ccff; color: black; text-align: center;">23</div><div style="width: 23%; background-color: #cc0033; color: white; text-align: center;">23</div></div>	<b>53%</b>	-2	-12 ↓	-2	+5 ↑
My supervisor openly demonstrates commitment to performance management	<div style="display: flex; justify-content: space-between;"><div style="width: 70%; background-color: #006633; color: white; text-align: center;">70</div><div style="width: 13%; background-color: #99ccff; color: black; text-align: center;">13</div><div style="width: 17%; background-color: #cc0033; color: white; text-align: center;">17</div></div>	<b>70%</b>	+3	-7 ↓	-2	+6 ↑
I received recognition when I last accomplished something significant at work	<div style="display: flex; justify-content: space-between;"><div style="width: 37%; background-color: #006633; color: white; text-align: center;">37</div><div style="width: 30%; background-color: #99ccff; color: black; text-align: center;">30</div><div style="width: 33%; background-color: #cc0033; color: white; text-align: center;">33</div></div>	<b>37%</b>	-36 ↓	-20 ↓	-38 ↓	-30 ↓
I can identify a clear connection between my job and my agency's purpose	<div style="display: flex; justify-content: space-between;"><div style="width: 57%; background-color: #006633; color: white; text-align: center;">57</div><div style="width: 30%; background-color: #99ccff; color: black; text-align: center;">30</div><div style="width: 13%; background-color: #cc0033; color: white; text-align: center;">13</div></div>	<b>57%</b>	-18 ↓	-17 ↓	-25 ↓	-25 ↓

**KEY**    AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR    AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR    Pos t ve    Neutra    Negat ve

# CAPABILITY



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My supervisor provides me for me to attend learning programs	<div style="display: flex; width: 100%;"><div style="width: 53%; background-color: #006633;"></div><div style="width: 30%; background-color: #99ccff;"></div><div style="width: 17%; background-color: #cc0033;"></div></div>	53%	-13 ↓	-17 ↓	-32 ↓	-27 ↓
My supervisor shares links, readings and information	<div style="display: flex; width: 100%;"><div style="width: 50%; background-color: #006633;"></div><div style="width: 23%; background-color: #99ccff;"></div><div style="width: 27%; background-color: #cc0033;"></div></div>	50%	-11 ↓	-15 ↓	-25 ↓	-23 ↓
My supervisor provides me with opportunities to develop relevant capabilities for my career	<div style="display: flex; width: 100%;"><div style="width: 60%; background-color: #006633;"></div><div style="width: 30%; background-color: #99ccff;"></div><div style="width: 10%; background-color: #cc0033;"></div></div>	60%	+9 ↑	-8 ↓	-14 ↓	-6 ↓
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div style="display: flex; width: 100%;"><div style="width: 77%; background-color: #006633;"></div><div style="width: 20%; background-color: #99ccff;"></div><div style="width: 3%; background-color: #cc0033;"></div></div>	77%	+10 ↑	-2	-5 ↓	+2
I have access to learning and development solutions to meet my needs	<div style="display: flex; width: 100%;"><div style="width: 37%; background-color: #006633;"></div><div style="width: 43%; background-color: #99ccff;"></div><div style="width: 20%; background-color: #cc0033;"></div></div>	37%		-23 ↓	-40 ↓	-37 ↓
I have a clear understanding of my development needs	<div style="display: flex; width: 100%;"><div style="width: 73%; background-color: #006633;"></div><div style="width: 23%; background-color: #99ccff;"></div><div style="width: 4%; background-color: #cc0033;"></div></div>	73%	+4	-4	-7 ↓	-4
I spend time out of working hours building my capability	<div style="display: flex; width: 100%;"><div style="width: 37%; background-color: #006633;"></div><div style="width: 30%; background-color: #99ccff;"></div><div style="width: 33%; background-color: #cc0033;"></div></div>	37%	-12 ↓	-17 ↓	-23 ↓	-17 ↓
I seek out opportunities to apply what I learn in my day-to-day work	<div style="display: flex; width: 100%; background-color: black;"></div>	63%	-2	-10 ↓	-18 ↓	-15 ↓

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutra Negative

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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

	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
<b>In the last 12 months, have you applied for a job?</b>						
Yes outside the APS		7%	-2	0	-3	-6 ⬇️
Yes in my agency		23%	-13 ⬇️	+3	-14 ⬇️	-15 ⬇️
Yes in another APS agency		27%	-7 ⬇️	0	+1	+8 ⬆️
No		60%	+18 ⬆️	+4	+15 ⬆️	+12 ⬆️
<b>Which of the following statements best reflects your current thoughts about working for your agency?</b>						
want to leave my agency as soon as possible		17%	+11 ⬆️	+6 ⬆️	+12 ⬆️	+11 ⬆️
want to leave my agency within the next 12 months		23%	+9 ⬆️	+8 ⬆️	+12 ⬆️	+14 ⬆️
want to leave my agency within the next 12 months but feel it will be unhelpful in the current environment		7%	-18 ⬇️	-3	-1	-3
want to stay working for my agency for the next one to two years		20%	-11 ⬇️	-8 ⬇️	-17 ⬇️	-5 ⬇️
want to stay working for my agency for at least the next three years		33%	+8 ⬆️	-3	-5 ⬇️	-17 ⬇️

**KEY**

⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Primary reasons behind desire to leave agency (3 highest responses):						
am in an unpleasant working environment		29%	-	-	-	-
Other		21%	-	-	-	-
There is a lack of future career opportunities in my agency		14%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# RISK MANAGEMENT



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	<div style="display: flex; width: 100%;"><div style="width: 69%; background-color: #006633;"></div><div style="width: 28%; background-color: #99d9e9;"></div><div style="width: 3%; background-color: #cc0000;"></div></div> 69 / 28 / 3	69%	-12 ↓	-9 ↓	-4	-1
Risk management concerns are discussed openly and honestly in my agency	<div style="display: flex; width: 100%;"><div style="width: 47%; background-color: #006633;"></div><div style="width: 33%; background-color: #99d9e9;"></div><div style="width: 20%; background-color: #cc0000;"></div></div> 47 / 33 / 20	47%	-31 ↓	-19 ↓	-18 ↓	-13 ↓
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	<div style="display: flex; width: 100%;"><div style="width: 43%; background-color: #006633;"></div><div style="width: 47%; background-color: #99d9e9;"></div><div style="width: 10%; background-color: #cc0000;"></div></div> 43 / 47 / 10	43%		-18 ↓	-12 ↓	-9 ↓
Appropriate risk taking is rewarded in my agency	<div style="display: flex; width: 100%;"><div style="width: 27%; background-color: #006633;"></div><div style="width: 53%; background-color: #99d9e9;"></div><div style="width: 20%; background-color: #cc0000;"></div></div> 27 / 53 / 20	27%	-18 ↓	-20 ↓	-5 ↓	+2
Senior managers in my agency demonstrate the importance of managing risk appropriately	<div style="display: flex; width: 100%;"><div style="width: 43%; background-color: #006633;"></div><div style="width: 40%; background-color: #99d9e9;"></div><div style="width: 17%; background-color: #cc0000;"></div></div> 43 / 40 / 17	43%	-34 ↓	-19 ↓	-11 ↓	0
When things go wrong, my agency uses this as an opportunity to learn	<div style="display: flex; width: 100%;"><div style="width: 55%; background-color: #006633;"></div><div style="width: 31%; background-color: #99d9e9;"></div><div style="width: 14%; background-color: #cc0000;"></div></div> 55 / 31 / 14	55%		-13 ↓	+5 ↑	+9 ↑

**KEY**

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

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

Positive   Neutral   Negative

# INNOVATION INDEX



## INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WELLING AND ABLE TO BE INNOVATIVE AND WHETHER THE AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO

IT IS IMPORTANT TO BALANCE HIGH LEVELS OF INNOVATION WITH EQUALLY STRONG LEVELS OF ENGAGEMENT. ORGANISATIONS THAT ENABLE AND ENCOURAGE INNOVATION AMONG EMPLOYEES WHO ARE NOT ENGAGED RISK A POTENTIAL MISALIGNMENT OF GOALS AND OBJECTIVES.

YOUR INNOVATION INDEX SCORE	68%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
				-4	-4	-2	+2	
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	87	13	87%	+1	-6 ↓	-5 ↓	0	
My immediate supervisor encourages me to come up with new or better ways of doing things	77	20	77%	+4	-8 ↓	-3	+5 ↑	
People are recognised for coming up with new and innovative ways of working	53	27	20	53%	-24 ↓	-15 ↓	-19 ↓	-8 ↓
My agency inspires me to come up with new or better ways of doing things	52	34	14	52%	-15 ↓	-13 ↓	-6 ↓	+3
My agency recognises and supports the notion that failure is a part of innovation	43	37	20	43%	-9 ↓	-11 ↓	-1	+5 ↑

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Pos t ve   Neutra   Negat ve 
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# FINANCE SPECIFIC QUESTIONS



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE			% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE
Overall how satisfied are you with your ability to access and use flexible working arrangements?	67	17	17	67%	-3	-8 ⬇️	-10 ⬇️
My agency routinely applies merit in decisions regarding engagement and promotion	24	52	24	24%	-18 ⬇️	-25 ⬇️	-30 ⬇️
I am interested in a mobility opportunity within Finance (e.g. moving to another branch or division)	61	14	25	61%	+5 ⬆️	-2	+5 ⬆️
I am interested in a mobility opportunity external to Finance (e.g. temporary transfer or secondment)	54	29	18	54%	-5 ⬇️	-1	-2
Finance has a set of Leadership Expectations. Be part of the solution. Collaborate and innovate. Develop self, develop others. I am familiar with these Leadership Expectations	59	24	17	59%	+7 ⬆️	-16 ⬇️	-17 ⬇️
The Finance Leadership Expectations influence the way I approach my day to day work	36	32	32	36%	-10 ⬇️	-21 ⬇️	-21 ⬇️
Does your manager display these leadership expectations?	52	31	17	52%		-17 ⬇️	-24 ⬇️
I have the appropriate skills, capabilities and knowledge to collaborate effectively with stakeholders				79%	-8 ⬇️	-9 ⬇️	-15 ⬇️
My team engages effectively with stakeholders both within and external to Finance	71	18	11	71%		-9 ⬇️	-19 ⬇️
I am aware of the department's transformation plan and the four areas of transformation focus	46	32	21	46%		-23 ⬇️	-29 ⬇️

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# FINANCE SPECIFIC QUESTIONS



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE			% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE
understand how my team's work is aligned with the Finance Transformation Plan and four focus areas	54	25	21	54%		-19 ↓	-11 ↓

**KEY**

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

Pos t ve Neutra Negat ve

# TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

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


INVESTIGATE FURTHER WITH OUR TEAMS

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

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HOW COULD WE INVESTIGATE THROUGH LOOKING AT HEADLINE MORNING OR THROUGH DISCUSSIONS WITH SALES?


OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

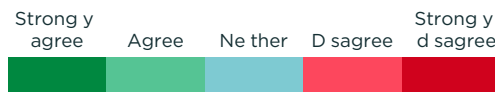
PRIORITY SE 3 AREAS TO TAKE FORWARD

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

# GUIDE TO THIS REPORT

## % POSITIVE

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



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## ANONYMITY

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

## COMPARISONS TO PARENT

WHEN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO SERVICE DELIVERY OFFICE.

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORTS ALWAYS USE THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS INCLUDING COMPARISONS WITH TIME SERIES DATA.

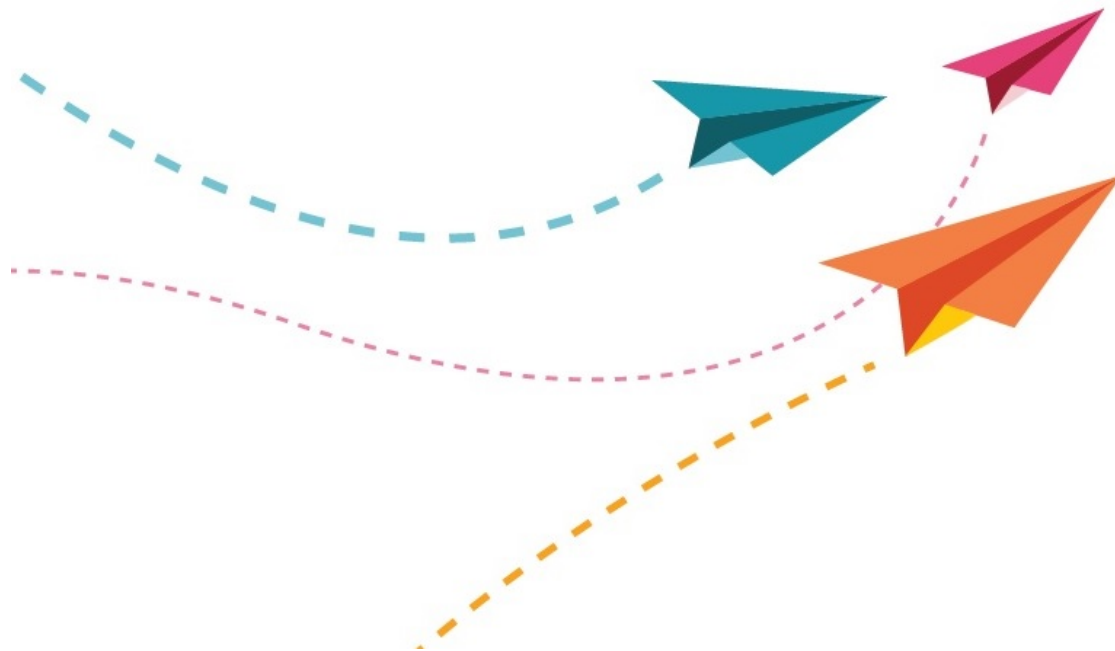


# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report: Service Design & Optimisation Branch



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**RESPONSES:**  
**16 of 16**

**RESPONSE RATE:**  
**100%**



# MAKING THE MOST OF YOUR RESULTS



## 01.

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

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

## Understanding your report and getting to action!

The results in this report give you summary information.

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

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

### Identify areas that need improvement.

## 02.

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

## 03.

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

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

## 04.

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

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

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

## 05.

Encourage all colleagues to help with action planning and implementation.

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

# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## HOW ENGAGED IS YOUR TEAM?

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

YOUR EMPLOYEE ENGAGEMENT SCORE <b>75%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
SAY	Considering everything I am satisfied with my job	81	13	81%	+31 ↑	+16 ↑	+3	+11 ↑
	I am proud to work in my agency	88		88%	+18 ↑	+20 ↑	+7 ↑	+13 ↑
	I would recommend my agency as a good place to work	88	13	88%	+18 ↑	+21 ↑	+9 ↑	+23 ↑
	I believe strongly in the purpose and objectives of my agency	88	13	88%	-3	+13 ↑	+9 ↑	+5 ↑
STAY	I feel a strong personal attachment to my agency	63	31	63%	-18 ↓	+8 ↑	-1	-3
	I feel committed to my agency's goals	88		88%	+28 ↑	+16 ↑	+9 ↑	+9 ↑
STRIVE	I suggest ideas to improve our way of doing things	94		94%	+14 ↑	-2	+5 ↑	+10 ↑
	I am happy to go the 'extra mile' at work when required	100		100%	0	+6 ↑	+5 ↑	+9 ↑
	I work beyond what is required in my job to help my agency achieve its objectives	88	13	88%	-3	+5 ↑	+4	+8 ↑
	My agency really inspires me to do my best work every day	69	19	69%	+9 ↑	+13 ↑	+8 ↑	+16 ↑

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
What is your gender?						
Ma e		69%	-1	+14 ⬆	+25 ⬆	+31 ⬆
Fema e		25%	+5 ⬆	-14 ⬇	-26 ⬇	-34 ⬇
Do you identify as Aboriginal and/or Torres Strait Islander?						
Yes		0%	-	-3	-3	-4
No		100%	0	+3	+3	+4
Do you have an ongoing disability?						
Yes		0%	-	-6 ⬇	-8 ⬇	-8 ⬇
No		100%	0	+6 ⬆	+8 ⬆	+8 ⬆

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
<b>In which country were you born?</b>						
Austra a		<b>88%</b>	+18	+13	+10	+10
Other country		<b>13%</b>	-18	-13	-10	-10
<b>Do you speak a language other than English at home?</b>						
No Eng sh on y		<b>94%</b>	+24	+19	+15	+12
Yes other		<b>6%</b>	-24	-19	-15	-12
<b>Do you have carer responsibilities?</b>						
Yes		<b>50%</b>	-30	+7	+8	+9
No		<b>50%</b>	+30	-7	-8	-9

**KEY**

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORKUNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	47F	88%	-3	+4	-2	-1
	My SES manager actively supports people of diverse backgrounds						
	My agency is committed to creating a diverse workforce (e.g. gender age, culture and linguistic background, disability, indigenous, LGBT+)	47F	88%	+8 ↑	+11 ↑	+3	+9 ↑
	My supervisor actively supports people from diverse backgrounds						
	My agency supports and actively promotes an inclusive workplace culture	94	94%	+24 ↑	+19 ↑	+9 ↑	+16 ↑

**KEY**

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

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



# WELLBEING INDEX



## WELLBEING

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

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

### YOUR WELLBEING INDEX SCORE

# 67%

### RESPONSE SCALE

### % POSITIVE

### VARIANCE FROM 2018

0

### VARIANCE FROM PARENT WORK UNIT

-2

### VARIANCE FROM FINANCE

-5

### VARIANCE FROM APS OVERALL

-1

I am satisfied with the policies/practices in place to help me manage my health and wellbeing	81	13	81%	-9	+9	+4	+12
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	63	19	63%	+13	+5	-4	0
My agency does a good job of promoting health and wellbeing	56	31	56%	+6	-3	-11	-5
I think my agency cares about my health and wellbeing	63	25	63%	+13	+2	-4	+5
I believe my immediate supervisor cares about my health and wellbeing	s47F						

**KEY**

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

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

Positive Neutral Negative

# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

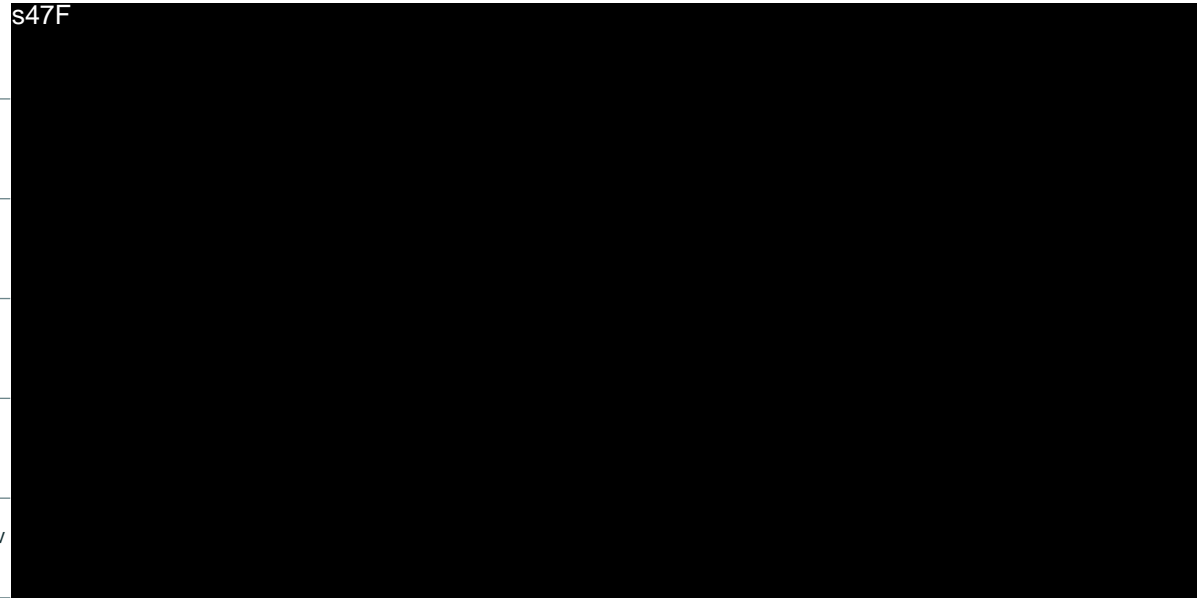
FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED.

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Senior leadership: Immediate SES manager	My SES managers of a high quality					
	My SES managers sufficiently visible (e.g. can be seen in action)					
	My SES manager communicates effectively					
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS					
	My SES manager effectively leads and manages change					
	My SES manager engages with staff on how to respond to future challenges					



**KEY**

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

Positive Neutral Negative



# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<div style="display: flex; width: 100%;"><div style="width: 56%; background-color: green;"></div><div style="width: 19%; background-color: lightblue;"></div><div style="width: 25%; background-color: red;"></div></div> 56 / 19 / 25	56%	-14 ↓	-15 ↓	-19 ↓	+1
	In my agency, communication between the SES and other employees is effective	<div style="display: flex; width: 100%;"><div style="width: 50%; background-color: green;"></div><div style="width: 25%; background-color: lightblue;"></div><div style="width: 25%; background-color: red;"></div></div> 50 / 25 / 25	50%	-28 ↓	-16 ↓	-17 ↓	+1
	In my agency, the SES actively contribute to the work of our agency	<div style="display: flex; width: 100%; background-color: black;"></div>	88%	+10 ↑	+7 ↑	+7 ↑	+24 ↑
	In my agency, the SES are of a high quality	<div style="display: flex; width: 100%; background-color: black;"></div>	81%	-6 ↓	+8 ↑	+7 ↑	+25 ↑
	In my agency, the SES work as a team	<div style="display: flex; width: 100%;"><div style="width: 56%; background-color: green;"></div><div style="width: 25%; background-color: lightblue;"></div><div style="width: 19%; background-color: red;"></div></div> 56 / 25 / 19	56%	+1	-17 ↓	-7 ↓	+10 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	<div style="display: flex; width: 100%; background-color: black;"></div>	81%	-8 ↓	+2	+10 ↑	+24 ↑

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutra Negative

# IMMEDIATE SUPERVISOR



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect					
	My supervisor communicates effectively					
	My supervisor encourages me to contribute ideas					
	My supervisor displays resilience when faced with difficulties or failures					
	My supervisor gives me responsibility and holds me to account for what I deliver					
	My supervisor challenges me to consider new ways of doing things					

**KEY**

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

Positive Neutral Negative

# IMMEDIATE SUPERVISOR



**EXPLORE  
THE FULL  
RESULTS**

Immediate supervisor	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
----------------------	----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

Where is your immediate supervisor's normal work location?

in the same office as me	[REDACTED]
in the same office as me but on a different floor	
a different office but in the same town/city	
a different town/city or state	
a different country	

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Culture	receive the respect I deserve from my colleagues at work		81%	+11↑	+9↑	0	+5↑
	Relationships at work are strained [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]		63%	+29↑	+22↑	+7↑	+9↑
	My agency actively encourages ethical behaviour by all of its employees		81%	+1	+4	-3	+1
	I have unrealistic time pressures [negative worded question - "A ways" or "Often" responses are negative while "Rarely" or "Never" responses are positive]		13%	-8↓	-4	-16↓	-18↓
	Staff are consulted about change at work		56%	+16↑	+11↑	-2	+8↑
	I am happy to go the 'extra mile' at work when required		100%	0	+6↑	+5↑	+9↑
	Internal communication within my agency is effective		69%	+9↑	+13↑	+8↑	+20↑
	In general employees in my agency feel they are valued for their contribution		75%	+25↑	+23↑	+14↑	+28↑
My agency really inspires me to do my best work every day		69%	+9↑	+13↑	+8↑	+16↑	

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
A ways		<b>44%</b>	+14	+8	-12	-7
Often		<b>31%</b>	-9	-14	-5	-9
Somet mes		<b>19%</b>	+9	+5	+12	+12
Rare y		<b>6%</b>	-	+2	+5	+5
Never		<b>0%</b>	-	-	0	0
Not sure		<b>0%</b>	-	-	0	-1

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



**EXPLORE  
THE FULL  
RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
------------	----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

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

	S47F					
A ways						
Often						
Somet mes						
Rare y						
Never						
Not sure						

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
A ways		56%	+26	0	0	+12
Often		25%	-5	0	-5	-6
Somet mes		13%	-8	+2	+5	+3
Rare y		0%	-	-	-1	-2
Never		6%	-	+5	+6	+6
Not sure		0%	-	-6	-5	-13

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



# WORKPLACE CULTURE



**EXPLORE THE FULL RESULTS**

APS Values	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
A ways		<b>53%</b>	-	-1	+1	+12
Often		<b>20%</b>	-	-4	-8	-11
Somet mes		<b>20%</b>	-	+6	+8	+7
Rare y		<b>7%</b>	-	+5	+5	+3
Never		<b>0%</b>	-	-	-1	-1
Not sure		<b>0%</b>	-	-6	-5	-10

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

Discrimination	RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM FINANCE	VAR ANCE FROM APS OVERALL
----------------	----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes		6%	-24 ↓	-5 ↓	-2	-6 ↓
No		94%	+24 ↑	+5 ↑	+2	+6 ↑

Did this discrimination occur in your current agency?

Yes	The data for th s quest on has been h dden for anonym ty reasons
No	The data for th s quest on has been h dden for anonym ty reasons

### KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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

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

### Bullying and harassment

#### RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM PARENT WORK UNIT

VARIANCE FROM FINANCE

VARIANCE FROM APS OVERALL

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

Yes	[REDACTED]
No	
Not Sure	

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
Your job	My job gives me opportunities to utilise my skills	[Redacted]	88%	+28 ↑	+4	0	+7 ↑
	I am fairly remunerated (e.g. salary superannuation) for the work that I do	[Redacted]	81%	+26 ↑	+5 ↑	+2	+18 ↑
	Considering everything I am satisfied with my job	[Redacted]	81%	+31 ↑	+16 ↑	+3	+11 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	[Redacted]	94%	+34 ↑	+10 ↑	+9 ↑	+16 ↑
	I am satisfied with the stability and security of my current job	94	94%	+44 ↑	+19 ↑	+11 ↑	+21 ↑
	I am satisfied with the opportunities for career progression in my agency	56 19 25	56%	+6 ↑	+14 ↑	+5 ↑	+13 ↑

**KEY**

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

Positive Neutral Negative

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORKUNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff regardless of gender	s47F					
	My SES manager actively supports the use of flexible work arrangements by all staff regardless of gender	s47F					
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	69	25	69%	-11↓	+7↑	-10↓
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	63	31	63%	-18↓	+3	-7↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	50	38	13	50%	+10↑	+3
	My immediate supervisor actively supports opportunities for mobility	s47F					

**KEY**

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

Positive: 
 Neutral: 
 Negative:

# WORKGROUP PERFORMANCE



## EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities and knowledge to perform well		63%		+13 ↑	-18 ↓	-13 ↓
My workgroup has the tools and resources we need to perform well		69%	+9 ↑	+11 ↑	+2	+10 ↑
The work processes we have in place allow me to be as productive as possible		50%	-20 ↓	-2	-12 ↓	-4
The people in my workgroup complete work to a high standard		56%	-14 ↓	+2	-27 ↓	-21 ↓
The people in my workgroup use time and resources effectively		44%		-3	-33 ↓	-26 ↓
My supervisor ensures that my workgroup delivers on what we are responsible for						

**KEY**

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

Positive Neutral Negative

# PERFORMANCE MANAGEMENT



**EXPLORE  
THE FULL  
RESULTS**

RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

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

Received regular and timely feedback from your supervisor

Yes	s47F				
No					

Received constructive feedback from your supervisor

Yes	s47F				
No					

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

Yes	s47F				
No					

**KEY**



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



# PERFORMANCE MANAGEMENT



**EXPLORE THE FULL RESULTS**

RESPONSE SCALE	%	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UN T	VAR ANCE FROM F NANCE	VAR ANCE FROM APS OVERALL
----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

In the past 12 months, have you discussed with your supervisor your overall performance over the previous year and the performance expectations for the future year?

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

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

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

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
To what extent do you agree that in the past 12 months the performance expectations of your job were clear and unambiguous?	[REDACTED]	75%	+5 ↑	+11 ↑	+6 ↑	+14 ↑
To what extent do you agree that the support by your supervisor has helped to improve your performance?	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
My overall experience of performance management in my agency has been useful for my development	[REDACTED]	75%	+35 ↑	+9 ↑	+20 ↑	+27 ↑
My supervisor openly demonstrates commitment to performance management	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
I received recognition when I last accomplished something significant at work	[REDACTED]	63%	-8 ↓	+6 ↑	-13 ↓	-4
I can identify a clear connection between my job and my agency's purpose	[REDACTED]	81%	+1	+8 ↑	-1	-1

**KEY**    ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR    ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR    Pos t ve Neutra Negat ve

# CAPABILITY



## EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
My supervisor provides me for me to attend learning programs	67	20	13	67%	+7	-10	-7
My supervisor shares links, readings and information	73	20	13	73%	+13	-4	-7
My supervisor provides me with opportunities to develop relevant capabilities for my career	40	33	27	40%	-30	-13	-20
My supervisor gives me the opportunity to apply what I learn in my day-to-day work	73	20	13	73%	-7	0	-8
I have access to learning and development so I can meet my needs	67	20	13	67%	+7	-10	-7
I have a clear understanding of my development needs	73	20	13	73%	+13	-4	-7
I spend time out of working hours building my capability	40	33	27	40%	-30	-13	-20
I seek out opportunities to apply what I learn in my day-to-day work	73	20	13	73%	-7	0	-8

**KEY**

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

Positive Neutra Negative

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

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

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
<b>In the last 12 months, have you applied for a job?</b>						
Yes outside the APS		0%	-	-6 ↓	-10 ↓	-12 ↓
Yes in my agency		19%	-51 ↓	-2	-18 ↓	-19 ↓
Yes in another APS agency		19%	-21 ↓	-8 ↓	-7 ↓	+1
No		69%	+49 ↑	+13 ↑	+23 ↑	+21 ↑
<b>Which of the following statements best reflects your current thoughts about working for your agency?</b>						
want to leave my agency as soon as possible		6%	-4	-5 ↓	+1	0
want to leave my agency within the next 12 months		0%	-	-16 ↓	-12 ↓	-9 ↓
want to leave my agency within the next 12 months but feel it will be unhelpful in the current environment		13%	-8 ↓	+3	+4	+3
want to stay working for my agency for the next one to two years		44%	+14 ↑	+16 ↑	+7 ↑	+19 ↑
want to stay working for my agency for at least the next three years		38%	+8 ↑	+2	-1	-13 ↓

**KEY**

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RISK MANAGEMENT



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	[Redacted]	81%	+11 ↑	+3	+9 ↑	+11 ↑
Risk management concerns are discussed openly and honestly in my agency	[Redacted]	81%	+21 ↑	+16 ↑	+16 ↑	+22 ↑
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	63 (Green) 31 (Blue) 6 (Red)	63%		+2	+7 ↑	+10 ↑
Appropriate risk-taking is rewarded in my agency	56 (Green) 25 (Blue) 19 (Red)	56%	+23 ↑	+9 ↑	+25 ↑	+31 ↑
Senior managers in my agency demonstrate the importance of managing risk appropriately	75 (Green) 19 (Blue) 6 (Red)	75%	-5 ↓	+13 ↑	+21 ↑	+32 ↑
When things go wrong, my agency uses this as an opportunity to learn	75 (Green) 19 (Blue) 6 (Red)	75%		+7 ↑	+25 ↑	+29 ↑

**KEY**

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

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

# INNOVATION INDEX



## INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WELLING AND ABLE TO BE INNOVATIVE AND WHETHER THE AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO

IT IS IMPORTANT TO BALANCE HIGH LEVELS OF INNOVATION WITH EQUALLY STRONG LEVELS OF ENGAGEMENT. ORGANISATIONS THAT ENABLE AND ENCOURAGE INNOVATION AMONG EMPLOYEES WHO ARE NOT ENGAGED RISK A POTENTIAL MISALIGNMENT OF GOALS AND OBJECTIVES.

YOUR INNOVATION INDEX SCORE	s47F	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE	VARIANCE FROM APS OVERALL	
				s47F				
I believe that one of my responsibilities is to continually look for new ways to improve the way we work			94	94%	-6 ↓	+2	+2	+8 ↑
My immediate supervisor encourages me to come up with new or better ways of doing things	s47F							
People are recognised for coming up with new and innovative ways of working			75	75%	+5 ↑	+6 ↑	+2	+13 ↑
My agency inspires me to come up with new or better ways of doing things			69	69%	+9 ↑	+4	+11 ↑	+20 ↑
My agency recognises and supports the notion that failure is a part of innovation			56	56%	+16 ↑	+2	+12 ↑	+18 ↑

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutra Negative 
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# FINANCE SPECIFIC QUESTIONS



## EXPLORE THE FULL RESULTS

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

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2018	VAR ANCE FROM PARENT WORK UNIT	VAR ANCE FROM FINANCE
Overall how satisfied are you with your ability to access and use flexible working arrangements?		88%	-1	+13 ⬆️	+11 ⬆️
My agency routinely appraises merit in decisions regarding engagement and promotion		75%	+25 ⬆️	+26 ⬆️	+21 ⬆️
I am interested in a mobility opportunity within Finance (e.g. moving to another branch or division)		75%	+5 ⬆️	+12 ⬆️	+20 ⬆️
I am interested in a mobility opportunity external to Finance (e.g. temporary transfer or secondment)		44%	-36 ⬇️	-10 ⬇️	-12 ⬇️
Finance has a set of Leadership Expectations. Be part of the solution. Collaborate and innovate. Develop self, develop others. I am familiar with these Leadership Expectations		88%	+18 ⬆️	+13 ⬆️	+12 ⬆️
The Finance Leadership Expectations influence the way I approach my day to day work		56%	-4	0	0
Does your manager display these leadership expectations?					
I have the appropriate skills, capabilities and knowledge to collaborate effectively with stakeholders		88%	-13 ⬇️	0	-6 ⬇️
My team engages effectively with stakeholders both within and external to Finance		81%		+1	-9 ⬇️
I am aware of the department's transformation plan and the four areas of transformation focus		94%		+24 ⬆️	+18 ⬆️

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# FINANCE SPECIFIC QUESTIONS



## EXPLORE THE FULL RESULTS

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LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM FINANCE
----------------	------------	--------------------	--------------------------------	-----------------------

understand how my team's work is aligned with the Finance Transformation Plan and four focus areas

94%

+21

+29

<b>KEY</b>	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Pos t ve	Neutra	Negat ve

# TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

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


INVESTIGATE FURTHER WITH OUR TEAMS

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

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HOW COULD WE INVESTIGATE THROUGH LOOKING AT HEADLINE MORNING OR THROUGH DISCUSSIONS WITH STAFF?


OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

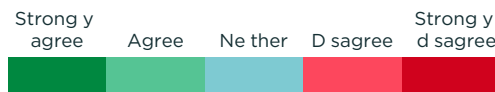
PRIORITY SE 3 AREAS TO TAKE FORWARD

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

# GUIDE TO THIS REPORT

## % POSITIVE

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



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## ANONYMITY

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

## COMPARISONS TO PARENT

WHEN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO SERVICE DELIVERY OFFICE.

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORTS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS INCLUDING COMPARISONS WITH TIME SERIES DATA.