



Australian Government
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 Commission

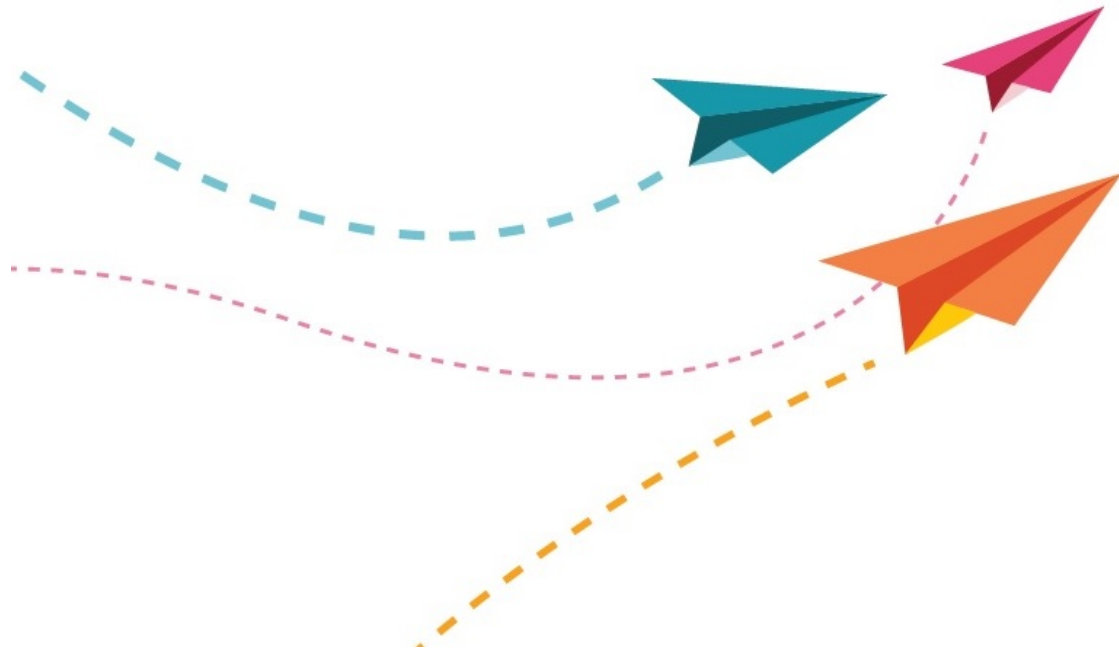
AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



Highlights Report:

NHMRC



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

RESPONSES:
180 of 246

RESPONSE RATE:
73%

MAKING THE MOST OF YOUR RESULTS



01.

Identify the areas where you are performing well.

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

Understanding your report and getting to action!

The results in this report give you summary information.

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

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

Identify areas that need improvement.

02.

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

03.

Consider if there is actually room for improvement.

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

04.

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

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

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

05.

Encourage all colleagues to help with action planning and implementation.

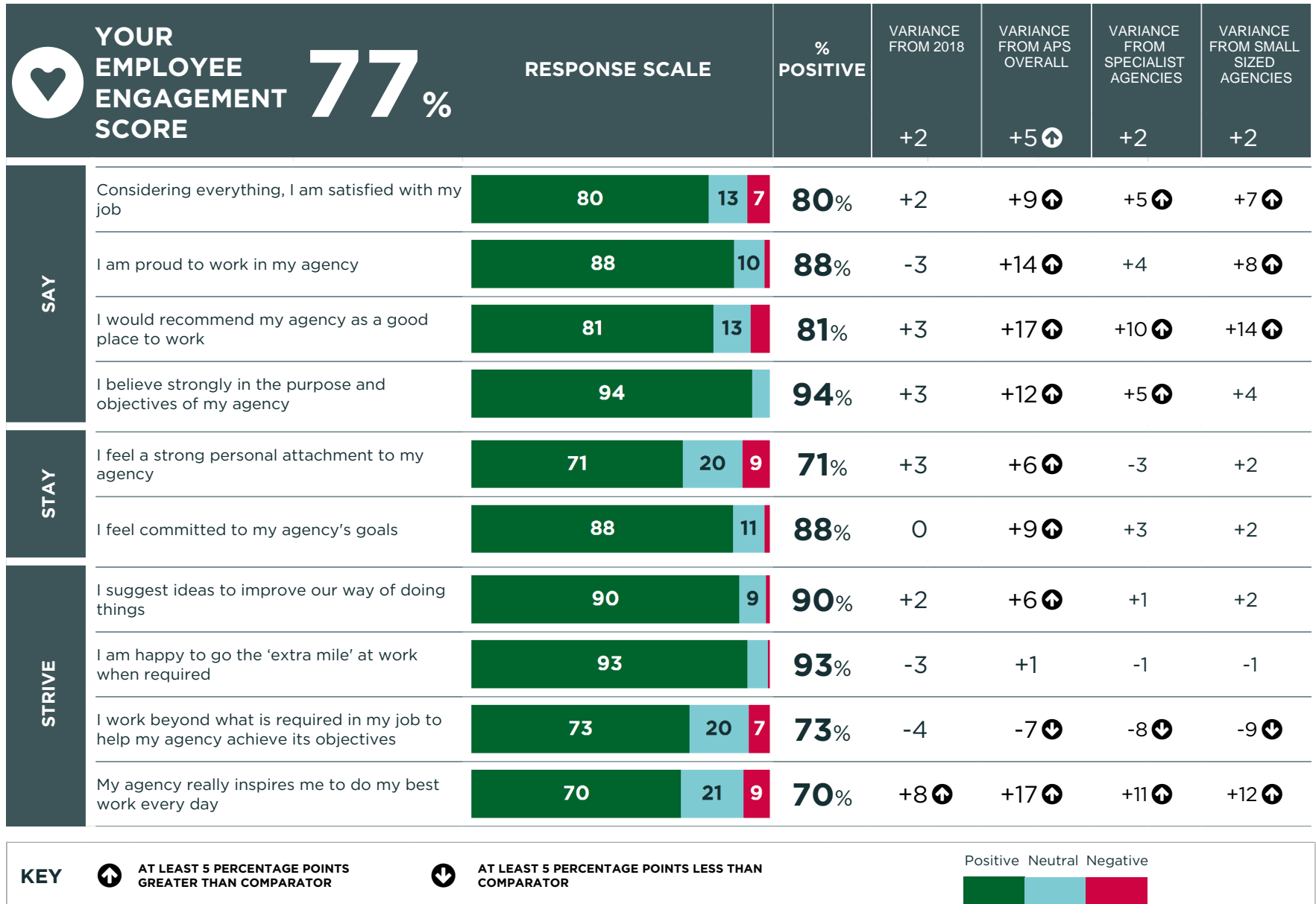
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

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



INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
What is your gender?						
Male		29%	-2	-9	-12	-8
Female		67%	0	+8	+12	+9
X (Indeterminate/Intersex/Unspecified)		0%	-	0	0	0
Prefer not to say		4%	+3	+1	+1	0
Do you identify as Aboriginal and/or Torres Strait Islander?						
Yes		1%	0	-3	-2	-3
No		99%	0	+3	+2	+3
Do you have an ongoing disability?						
Yes		6%	-5	-2	0	-1
No		94%	+5	+2	0	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
In which country were you born?						
Australia		81%	0	+3	+5	+3
Other country		19%	0	-3	-5	-3
Do you speak a language other than English at home?						
No, English only		88%	+1	+7	+6	+4
Yes, other		12%	-1	-7	-6	-4
Do you have carer responsibilities?						
Yes		47%	+5	+5	+6	+7
No		53%	-5	-5	-6	-7

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?						
Yes		4%	-1	-1	-2	-2
No		91%	0	0	+1	+3
Prefer not to say		5%	+1	0	0	0

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	93	93%	+1	+5 ↑	+2	+3
	My SES manager actively supports people of diverse backgrounds	77	77%	-4	+9 ↑	+4	+5 ↑
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	84	84%	+5 ↑	+5 ↑	+5 ↑	+12 ↑
	My supervisor actively supports people from diverse backgrounds	89	89%	-2	+4	+2	+4
	My agency supports and actively promotes an inclusive workplace culture	89	89%	+5 ↑	+12 ↑	+9 ↑	+14 ↑

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Positive Neutral Negative

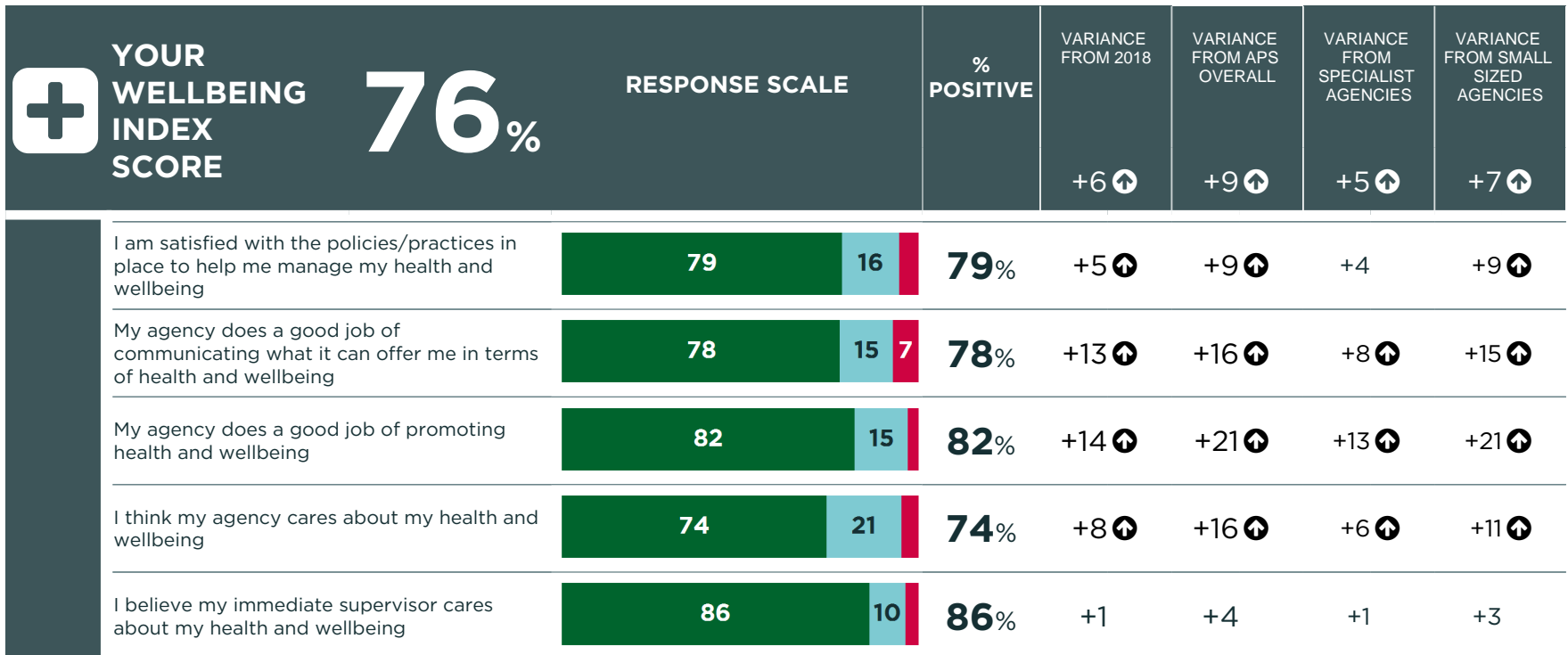
WELLBEING INDEX



WELLBEING

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

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



KEY



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Positive Neutral Negative



SENIOR LEADERSHIP



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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Senior leadership: Immediate SES manager	My SES manager is of a high quality	80	80%	-5 ↓	+12 ↑	+7 ↑
	My SES manager is sufficiently visible (e.g. can be seen in action)	81	81%	-2	+16 ↑	+12 ↑
	My SES manager communicates effectively	77	77%	-3	+12 ↑	+10 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	75	75%	-11 ↓	+8 ↑	+2
	My SES manager effectively leads and manages change	66	66%	-13 ↓	+7 ↑	+4
	My SES manager engages with staff on how to respond to future challenges	70	70%	-13 ↓	+8 ↑	+6 ↑

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Positive Neutral Negative

SENIOR LEADERSHIP



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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	65 18 16	65%	-2	+10 ↑	+6 ↑ +5 ↑
	In my agency, communication between the SES and other employees is effective	51 28 21	51%	-1	+2	+3 +3
	In my agency, the SES actively contribute to the work of our agency	79 18	79%	-1	+15 ↑	+8 ↑ +9 ↑
	In my agency, the SES are of a high quality	72 23	72%	+6 ↑	+15 ↑	+11 ↑ +13 ↑
	In my agency, the SES work as a team	46 30 24	46%	+4	0	0 -1
	In my agency, the SES clearly articulate the direction and priorities for our agency	59 27 14	59%	-6 ↓	+1	+1 +3

KEY

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Positive Neutral Negative

IMMEDIATE SUPERVISOR



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Immediate supervisor	My supervisor treats people with respect	93	93%	0	+5 ↑	+2	+4
	My supervisor communicates effectively	86	86%	+6 ↑	+7 ↑	+6 ↑	+9 ↑
	My supervisor encourages me to contribute ideas	89	89%	+4	+5 ↑	+3	+6 ↑
	My supervisor displays resilience when faced with difficulties or failures	89	89%	+5 ↑	+9 ↑	+6 ↑	+9 ↑
	My supervisor gives me responsibility and holds me to account for what I deliver	89	89%	-1	+3	+1	+2
	My supervisor challenges me to consider new ways of doing things	83	83%	+5 ↑	+8 ↑	+6 ↑	+8 ↑

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Positive Neutral Negative

IMMEDIATE SUPERVISOR



EXPLORE
THE FULL
RESULTS

Immediate supervisor	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Where is your immediate supervisor's normal work location?						
In the same office as me		93%	0	+13	+12	+10
In the same office as me but on a different floor		4%	-1	+1	0	+1
In a different office, but in the same town/city		0%	-	-3	-1	-1
In a different town/city or state		3%	+1	-11	-11	-9
In a different country		0%	-	0	-1	0

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Culture	I receive the respect I deserve from my colleagues at work	81 (14)	81%	+6 ⬆️	+5 ⬆️	+3	+4
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	56 (34, 11)	56%	+3	+2	+2	+5 ⬆️
	My agency actively encourages ethical behaviour by all of its employees	85 (11)	85%	+1	+4	0	+5 ⬆️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	46 (38, 16)	46%	+8 ⬆️	+16 ⬆️	+12 ⬆️	+9 ⬆️
	Staff are consulted about change at work	48 (43, 9)	48%	-2	0	-1	+2
	I am happy to go the 'extra mile' at work when required	93	93%	-3	+1	-1	-1
	Internal communication within my agency is effective	51 (25, 24)	51%	+4	+3	+3	+4
	In general, employees in my agency feel they are valued for their contribution	68 (25, 8)	68%	+11 ⬆️	+21 ⬆️	+13 ⬆️	+14 ⬆️
	My agency really inspires me to do my best work every day	70 (21, 9)	70%	+8 ⬆️	+17 ⬆️	+11 ⬆️	+12 ⬆️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
Always		62%	+15	+11	+6	+9
Often		32%	-9	-8	-5	-6
Sometimes		4%	-4	-3	-1	-2
Rarely		1%	-1	0	0	0
Never		0%	-	0	0	0
Not sure		1%	0	0	0	0

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Does your supervisor act in accordance with the APS Values in his or her everyday work?						
Always		78%	+17	+16	+12	+13
Often		19%	-10	-9	-8	-7
Sometimes		2%	-5	-3	-2	-3
Rarely		0%	-	-1	-1	-1
Never		0%	-	0	0	0
Not sure		1%	0	-1	-1	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
Always		50%	+11	+6	+4	+5
Often		30%	-9	-1	-2	-2
Sometimes		8%	0	-1	0	-3
Rarely		0%	-	-2	-2	-2
Never		0%	-	-1	0	-1
Not sure		12%	-2	-1	+1	+3

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
Always		48%	-	+6	+7	+7
Often		29%	-	-2	-3	-1
Sometimes		13%	-	0	-1	-2
Rarely		3%	-	-1	-1	-2
Never		1%	-	-1	0	-1
Not sure		7%	-	-3	-1	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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

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

Discrimination	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		11%	-1	-1	+2	+1
No		89%	+1	+1	-2	-1
Did this discrimination occur in your current agency?						
Yes		88%	-1	-6	-4	-3
No		12%	+1	+6	+4	+3
Basis for the discrimination that you experienced (3 highest responses):						
Age		39%	-	-	-	-
Gender		33%	-	-	-	-
Race		28%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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

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

Bullying and harassment

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Yes		16%	-2	+3	+6	+3
No		82%	+8	+2	-3	+1
Not Sure		3%	-6	-4	-3	-4

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		48%	-	-	-	-
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		44%	-	-	-	-
Other		24%	-	-	-	-

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

Co-worker		40%	-	-	-	-
Your current supervisor		28%	-	-	-	-
Someone more senior (other than your supervisor)		20%	-	-	-	-

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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

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

Corruption	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?						
Yes		4%	+1	-1	+1	-1
No		88%	-2	0	-2	+1
Not sure		4%	0	-1	-1	-1
Would prefer not to answer		4%	+2	+2	+2	+1

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	82 18	82%	-3	-3	-2	+6 ↑
	It would be hard to get away with corruption in my workplace	70 26	70%	+2	0	+1	+6 ↑
	I am confident that colleagues in my workplace would report corruption	83 13	83%	+6 ↑	+2	+1	+5 ↑
	I feel confident that I would know what to do if I identified corruption in my workplace	83 10 7	83%	+1	0	+3	+7 ↑

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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IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills		87%	+1	+6 ↑	+1	+2
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do		80%	+4	+17 ↑	+16 ↑	+14 ↑
	Considering everything, I am satisfied with my job		80%	+2	+9 ↑	+5 ↑	+7 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		86%	+7 ↑	+9 ↑	+2	+5 ↑
	I am satisfied with the stability and security of my current job		80%	+10 ↑	+8 ↑	+10 ↑	+8 ↑
	I am satisfied with the opportunities for career progression in my agency		49%	+13 ↑	+6 ↑	+9 ↑	+10 ↑

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS



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		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender		88%	+3	+5 ⬆️	0	+4
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender		77%	+3	+14 ⬆️	+4	+7 ⬆️
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?		82%	+5 ⬆️	+7 ⬆️	+3	+6 ⬆️
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)		54%	+19 ⬆️	-1	-1	+6 ⬆️
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)		32%	+1	+3	-1	+4
	My immediate supervisor actively supports opportunities for mobility		47%	+10 ⬆️	0	+4	+7 ⬆️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKGROUP PERFORMANCE



EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well		83%	-	+8	+3	+5
My workgroup has the tools and resources we need to perform well		64%	-2	+5	+4	+5
The work processes we have in place allow me to be as productive as possible		64%	+5	+10	+8	+11
The people in my workgroup complete work to a high standard		83%	-1	+5	0	+1
The people in my work group use time and resources efficiently		81%	-	+11	+6	+7
My supervisor ensures that my workgroup delivers on what we are responsible for		87%	+2	+8	+5	+8

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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Please indicate whether you have experienced each of the following in the past 12 months:

Received regular and timely feedback from your supervisor

Yes		90%	+6	+7	+8	+8
No		10%	-6	-7	-8	-8

Received constructive feedback from your supervisor

Yes		89%	+4	+5	+4	+6
No		11%	-4	-5	-4	-6

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

Yes		87%	+2	+5	+4	+5
No		13%	-2	-5	-4	-5

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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In the past 12 months, have you discussed with your supervisor your overall performance over the previous year and the performance expectations for the future year?

Yes		67%	+3	-8 ↓	-8 ↓	-5 ↓
No		7%	-6 ↓	-2	-1	-3
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		26%	+3	+10 ↑	+9 ↑	+8 ↑

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

Yes		21%	-8 ↓	-6 ↓	-2	-2
No		10%	-5 ↓	-5 ↓	-5 ↓	-5 ↓
Not applicable (e.g. my performance has not changed)		69%	+13 ↑	+11 ↑	+7 ↑	+8 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?		66%	-8 ⬇️	+5 ⬆️	+1	+3
To what extent do you agree that the support by your supervisor has helped to improve your performance?		65%	+3	+6 ⬆️	+3	+5 ⬆️
My overall experience of performance management in my agency has been useful for my development		46%	-3	-2	-3	+1
My supervisor openly demonstrates commitment to performance management		69%	+8 ⬆️	+5 ⬆️	+6 ⬆️	+7 ⬆️
I received recognition when I last accomplished something significant at work		74%	-3	+8 ⬆️	+3	+6 ⬆️
I can identify a clear connection between my job and my agency's purpose		89%	-1	+7 ⬆️	+2	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PERFORMANCE MANAGEMENT



**EXPLORE
THE FULL
RESULTS**

Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Strongly agree		3%	-	0	0	0
Agree		13%	-	-4	-4	-3
Neither agree nor disagree		57%	-	+13	+8	+7
Disagree		21%	-	-2	-1	0
Strongly disagree		6%	-	-7	-4	-5

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

THESE QUESTIONS WERE ANSWERED BY EMPLOYEES WHO INDICATED THAT THEY HAD MANAGED SOMEONE FOR UNDERPERFORMANCE.

EMPLOYEES WHO INDICATED THAT THEY HAD FOUND SOMETHING PARTICULARLY BENEFICIAL OR HELPFUL WHILE MANAGING THIS UNDERPERFORMANCE WERE ASKED WHAT THEY HAD FOUND BENEFICIAL OR HELPFUL. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

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

The time required to manage the underperformance		80%	-	-	-	-
Unwillingness on the part of the underperformer to try and improve		53%	-	-	-	-
Inconsistencies in advice and guidance		47%	-	-	-	-

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

Support from my immediate supervisor		90%	-	-	-	-
Support from my agency's HR area		60%	-	-	-	-
Access to resources to support the process		20%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My supervisor provides time for me to attend learning programs		78%	-2	-2	-2	0
My supervisor shares links, readings and information		75%	+9↑	+2	+5↑	+7↑
My supervisor provides me with opportunities to develop relevant capabilities for my career		71%	+10↑	+5↑	+4	+8↑
My supervisor gives me the opportunity to apply what I learn in my day-to-day work		79%	+6↑	+5↑	+3	+5↑
I access learning and development solutions to meet my needs		74%	-	0	+4	+5↑
I have a clear understanding of my development needs		78%	+5↑	0	+2	+4
I spend time out of working hours building my capability		58%	+4	+4	+2	-2
I seek out opportunities to apply what I learn in my day-to-day work		82%	+5↑	+4	+2	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



CAREER INTENTIONS



EXPLORE THE FULL RESULTS

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

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
In the last 12 months, have you applied for a job?						
Yes, outside the APS		17%	+1	+5	+3	+1
Yes, in my agency		42%	+17	+4	+10	+16
Yes, in another APS agency		31%	+1	+13	+10	+5
No		32%	-17	-16	-18	-17

Which of the following statements best reflects your current thoughts about working for your agency?						
I want to leave my agency as soon as possible		5%	-3	-1	0	-3
I want to leave my agency within the next 12 months		11%	-1	+2	0	-2
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		8%	-3	-1	-1	-1
I want to stay working for my agency for the next one to two years		39%	+7	+14	+8	+7
I want to stay working for my agency for at least the next three years		36%	0	-15	-7	-2

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR
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CAREER INTENTIONS



EXPLORE THE FULL RESULTS

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

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Primary reasons behind desire to leave agency (3 highest responses):						
There is a lack of future career opportunities in my agency		31%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		19%	-	-	-	-
I am not satisfied with the work		10%	-	-	-	-

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR
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RISK MANAGEMENT



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers	73	20	7	73%	-2	+3	+1	+2
Risk management concerns are discussed openly and honestly in my agency	60	25	15	60%	-4	+1	-3	-1
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	52	35	12	52%	-	0	0	+2
Appropriate risk taking is rewarded in my agency	24	53	23	24%	-8⬇️	-1	-3	-1
SES in my agency demonstrate the importance of managing risk appropriately	49	38	13	49%	-	+6⬆️	+2	+2
When things go wrong, my agency uses this as an opportunity to learn	40	42	18	40%	-	-7⬇️	-12⬇️	-9⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



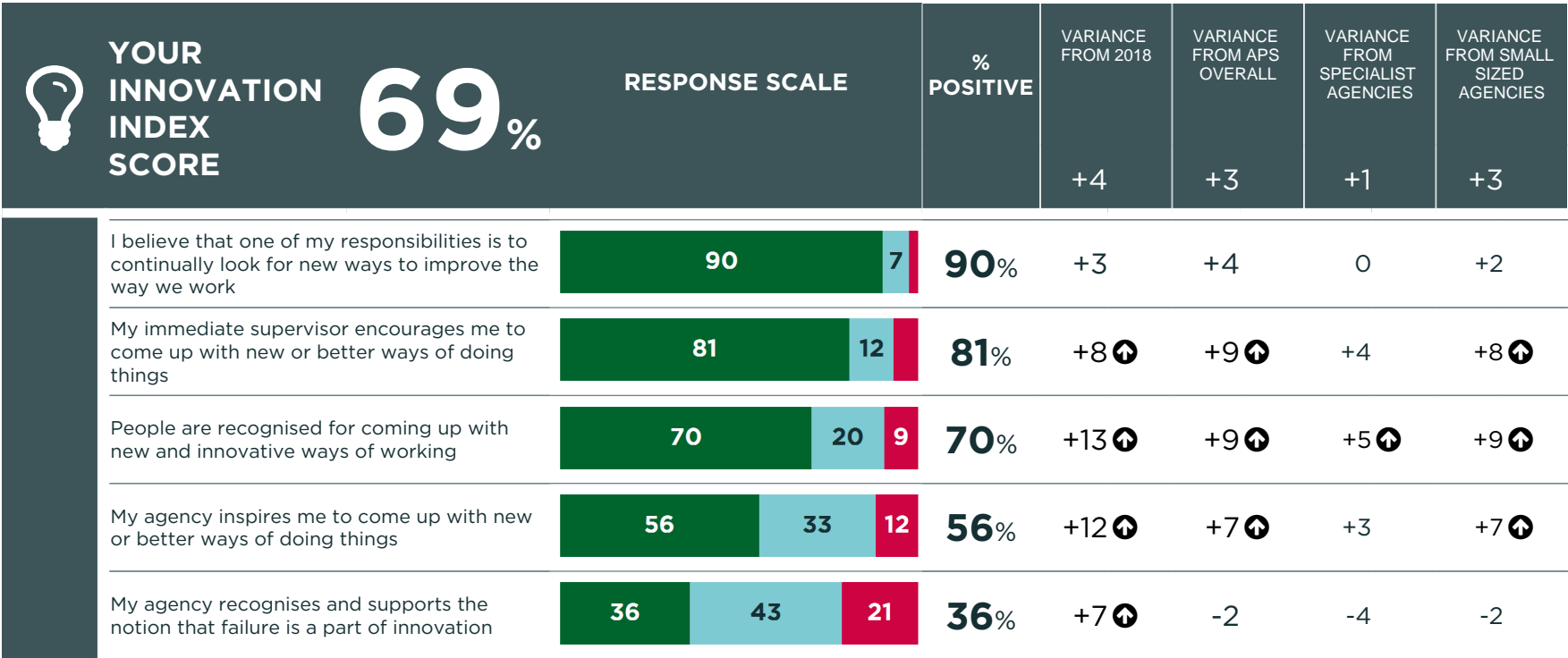
INNOVATION INDEX



INNOVATION

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

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



TIME TO TAKE ACTION



CELEBRATE

What things do we do well?

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



INVESTIGATE FURTHER WITH OUR TEAMS

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

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



OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

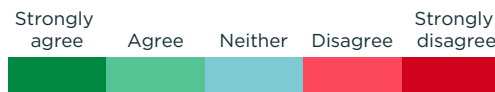
PRIORITISE 3 AREAS TO TAKE FORWARD

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

GUIDE TO THIS REPORT

% POSITIVE

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



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

ROUNDING

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

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

ANONYMITY

IT IS ENGINE'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

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