

Australian Public Service Employee Census 2018

7 May – 8 June

Highlights Report:

ASIC

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RESPONSES:

1,314 of 1,708

RESPONSE RATE:

77%

CHANGES FOR 2018



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

Additional Questions

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

Employee Engagement

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

Senior Leadership

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

Wellbeing index and Innovation index

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

Additional Data

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

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

MAKING THE MOST OF YOUR RESULTS



01.

Identify the areas where you are performing well.

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

Understanding your report and getting to action!

The results in this report give you summary information.

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

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

Identify areas that need improvement.

02.

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

03.

Consider if there is actually room for improvement.

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

04.

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

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

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

05.

Encourage all colleagues to help with action planning and implementation.

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

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

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

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

YOUR EMPLOYEE ENGAGEMENT SCORE		75%		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
SAY	Considering everything, I am satisfied with my job	74	16	10	74%	-	0	+5 ↑
	I am proud to work in my agency	84	12		84%	0	0	+12 ↑
	I would recommend my agency as a good place to work	75	17	7	75%	-5 ↓	+1	+14 ↑
	I believe strongly in the purpose and objectives of my agency	87	11		87%	-	0	+10 ↑
STAY	I feel a strong personal attachment to my agency	73	19	7	73%	+2	0	+10 ↑
	I feel committed to my agency's goals	86	12		86%	-	0	+10 ↑
STRIVE	I suggest ideas to improve our way of doing things	85	12		85%	+2	0	+2
	I am happy to go the 'extra mile' at work when required	96			96%	0	0	+5 ↑
	I work beyond what is required in my job to help my agency achieve its objectives	87	11		87%	0	0	+9 ↑
	My agency really inspires me to do my best work every day	64	26	10	64%	-	0	+14 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR




AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



Positive Neutral Negative



INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
What is your gender?					
Male	<div></div>	40%	-2	0	+2
Female	<div></div>	54%	-2	0	-4
X (Indeterminate/Intersex/Unspecified)		0%	-1	0	0
Prefer not to say	<div></div>	5%	-	0	+2
Do you identify as Aboriginal and/or Torres Strait Islander?					
Yes	<div></div>	1%	0	0	-2
No	<div></div>	99%	0	0	+2
Do you have an ongoing disability?					
Yes	<div></div>	4%	0	0	-4
No	<div></div>	96%	0	0	+4
KEY					
		 AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	

INCLUSION AND DIVERSITY




EXPLORE THE FULL RESULTS

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

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
In which country were you born?					
Australia	<div></div>	73%	-	0	-5↓
Other country	<div></div>	27%	-	0	+5↑
Do you speak a language other than English at home?					
No, English only	<div></div>	77%	-	0	-5↓
Yes, other	<div></div>	23%	-	0	+5↑
How well do you speak English?					
Very well	<div></div>	90%	-	0	+6↑
Well	<div></div>	10%	-	0	-6↓
Not well		0%	-	0	0
Not at all		0%	-	-	0
KEY ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR					

INCLUSION AND DIVERSITY



EXPLORE THE FULL RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?					
Yes	<div></div>	3%	0	0	-1
No	<div></div>	93%	-1	0	+1
Prefer not to say	<div></div>	4%	+1	0	0
Do you have carer responsibilities?					
Yes	<div></div>	38%	-1	0	-1
No	<div></div>	62%	+1	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

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	91 7	91%	0	0	+3
	My SES manager actively supports people of diverse backgrounds	75 22	75%	-9 ↓	0	+10 ↑
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	87 11	87%	-1	+1	+10 ↑
	My supervisor actively supports people from diverse backgrounds	85 13	85%	-	0	0
	My agency supports and actively promotes an inclusive workplace culture	83 13	83%	-	+1	+8 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING INDEX



WELLBEING

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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

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

YOUR WELLBEING INDEX SCORE				69%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
							-2	0	+3
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	72	21	7	72%	-2	0	+4	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	63	27	10	63%	-3	0	+4	
	My agency does a good job of promoting health and wellbeing	62	28	10	62%	-5⬇️	0	+5⬆️	
	I think my agency cares about my health and wellbeing	64	27	9	64%	-4	0	+9⬆️	
	I believe my immediate supervisor cares about my health and wellbeing	82	12		82%	0	0	+1	

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



SENIOR LEADERSHIP



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Senior leadership: Immediate SES manager	My SES manager is of a high quality	<div><div>76</div><div>15</div><div>8</div></div>	76%	-2	0	+11↑
	My SES manager is sufficiently visible (e.g. can be seen in action)	<div><div>72</div><div>17</div><div>11</div></div>	72%	-2	0	+9↑
	My SES manager communicates effectively	<div><div>70</div><div>17</div><div>12</div></div>	70%	-5↓	0	+7↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<div><div>74</div><div>18</div><div>8</div></div>	74%	-4	0	+9↑
	My SES manager effectively leads and manages change	<div><div>64</div><div>22</div><div>14</div></div>	64%	-7↓	0	+7↑
	My SES manager engages with staff on how to respond to future challenges	<div><div>67</div><div>21</div><div>12</div></div>	67%	-3	0	+8↑

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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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

Senior Leadership: All SES

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
In my agency, the SES are sufficiently visible (e.g. can be seen in action)	64	22 11	64%	+1	0	+13 ⬆
In my agency, communication between the SES and other employees is effective	55	28 14	55%	-3	0	+10 ⬆
In my agency, the SES set a clear strategic direction for the agency	61	25 11	61%	-5 ⬇	0	+6 ⬆
In my agency, the SES are of a high quality	65	23 8	65%	-2	+1	+15 ⬆
In my agency, the SES work as a team	48	34 11	48%	-	0	+8 ⬆
In my agency, the SES clearly articulate the direction and priorities for our agency	62	25 10	62%	-	0	+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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Immediate supervisor	My supervisor treats people with respect	90	90%	-1	0	+2
	My supervisor communicates effectively	80	80%	-2	0	+1
	My supervisor encourages me to contribute ideas	84	84%	-1	0	+2
	My supervisor helps to develop my capability	74	74%	0	0	+2
	My supervisor displays resilience when faced with difficulties or failures	81	81%	-1	0	+2
	My supervisor gives me responsibility and holds me to account for what I deliver	88	88%	+1	0	+3
	My supervisor challenges me to consider new ways of doing things	76	76%	-2	0	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



IMMEDIATE SUPERVISOR



**EXPLORE
THE FULL
RESULTS**

Immediate supervisor

RESPONSE SCALE

%

VARIANCE
FROM 2017

VARIANCE
FROM ASIC

VARIANCE
FROM APS
OVERALL

Where is your immediate supervisor's normal work location?

In the same office as me	<div></div>	73%	-	0	-8 ↓
In the same office as me but on a different floor	<div></div>	2%	-	0	-1
In a different office, but in the same town/city		0%	-	0	-3
In a different town/city or state	<div></div>	24%	-	0	+12 ↑
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 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Culture	I receive the respect I deserve from my colleagues at work	77 19	77%	-1	0	+1
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	60 31 9	60%	-1	0	+7⬆
	The people in my workgroup treat each other with respect	86 9	86%	0	0	+4
	My agency actively encourages ethical behaviour by all of its employees	88 9	88%	-2	+1	+9⬆
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	32 45 23	32%	-6⬆	0	+2
	Staff are consulted about change at work	45 38 17	45%	-2	0	-2
	I am happy to go the 'extra mile' at work when required	96	96%	0	0	+5⬆
	Internal communication within my agency is effective	54 26 19	54%	-1	0	+9⬆
	In general, employees in my agency feel they are valued for their contribution	55 28 17	55%	-5⬆	0	+12⬆
	My agency really inspires me to do my best work every day	64 26 10	64%	-	0	+14⬆
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 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?					
Always	<div></div>	43%	0	0	-5 ↓
Often	<div></div>	46%	+1	0	+5 ↑
Sometimes	<div></div>	8%	-1	0	0
Rarely	<div></div>	1%	0	0	0
Never		0%	0	0	0
Not sure	<div></div>	2%	0	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

WORKPLACE CULTURE



**EXPLORE
THE FULL
RESULTS**

APS Values

RESPONSE SCALE

%

VARIANCE
FROM 2017

VARIANCE
FROM ASIC

VARIANCE
FROM APS
OVERALL

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

Always		56%	0	0	-4
Often		33%	-2	0	+3
Sometimes		7%	+1	0	+1
Rarely		1%	+1	0	0
Never		0%	0	0	0
Not sure		2%	0	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

APS Values

RESPONSE SCALE

%

VARIANCE
FROM 2017VARIANCE
FROM ASICVARIANCE
FROM APS
OVERALL

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

Always		43%	-1	0	+4
Often		37%	-1	0	+5
Sometimes		8%	0	0	-2
Rarely		2%	+1	0	0
Never		1%	+1	0	0
Not sure		8%	+1	0	-6

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

EMPLOYEES WHO REPORTED EXPERIENCING DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE DISCRIMINATION TYPES FROM A LIST OF EIGHT ITEMS. PLEASE SEE QUESTION 84 OF THE 2018 QUESTIONNAIRE FOR THESE ITEMS.

Discrimination

RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM ASIC

VARIANCE FROM APS OVERALL

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

Yes	<div></div>	8%	-	0	-5 ↓
No	<div></div>	92%	-	0	+5 ↑

Did this discrimination occur in your current agency?

Yes	<div></div>	93%	-	0	-1
No	<div></div>	7%	-	0	+1

Main basis for the discrimination that you experienced:

Gender	<div></div>	46%	-	+1	+14 ↑
Race	<div></div>	25%	-	0	+5 ↑
Age	<div></div>	27%	-	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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

Bullying and harassment

RESPONSE SCALE

%

VARIANCE FROM 2017

VARIANCE FROM ASIC

VARIANCE FROM APS OVERALL

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

Yes	<div></div>	9%	+1	0	-5 ↓
No	<div></div>	86%	-2	0	+5 ↑
Not Sure	<div></div>	6%	+1	0	0

Main type of harassment or bullying experienced:

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	51%	+2	0	+2
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Main person responsible for the harassment or bullying:

Co-worker	<div></div>	51%	+1	-1	+13 ↑
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Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	32%	+1	+1	-4
It was reported by someone else	<div></div>	7%	+4	-1	-2
I did not report the behaviour	<div></div>	62%	-4	0	+5 ↑

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 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Your job	My job gives me opportunities to utilise my skills	86 8	86%	+2	0	+7 ↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	60 21 19	60%	+1	0	-1
	Considering everything, I am satisfied with my job	74 16 10	74%	-	0	+5 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	81 11 8	81%	-3	0	+4
	I am satisfied with the stability and security of my current job	66 16 18	66%	-2	+1	-3
	I am satisfied with the opportunities for career progression in my agency	42 27 32	42%	-4	0	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	83 11	83%	-1	0	+1
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	69 23 8	69%	-6 ↓	0	+9 ↑
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	81 11 7	81%	+1	0	+8 ↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	54 30 16	54%	-	0	+2
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	33 42 25	33%	-	0	+1
	My immediate supervisor actively supports opportunities for mobility	47 38 14	47%	-	0	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKGROUP PERFORMANCE



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
My workgroup has the tools and resources we need to perform well	<div> <div>67</div> <div>16</div> <div>17</div> </div>	67%	-	0	+5
The work processes we have in place allow me to be as productive as possible	<div> <div>54</div> <div>22</div> <div>24</div> </div>	54%	-	0	+2
The people in my workgroup complete work to a high standard	<div> <div>83</div> <div>13</div> <div></div> </div>	83%	-	0	+4
My supervisor ensures that my workgroup delivers on what we are responsible for	<div> <div>83</div> <div>12</div> <div></div> </div>	83%	-	0	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PERFORMANCE MANAGEMENT



**EXPLORE
THE FULL
RESULTS**

Performance Management	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Received regular and timely feedback from your supervisor					
Yes	<div></div>	83%	-	0	0
No	<div></div>	17%	-	0	0
Received constructive feedback from your supervisor					
Yes	<div></div>	85%	-	0	+1
No	<div></div>	15%	-	0	-1
Your supervisor has checked in regularly with you to see how you are progressing					
Yes	<div></div>	85%	-	0	+3
No	<div></div>	15%	-	0	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

Performance Management

RESPONSE SCALE

%

VARIANCE
FROM 2017VARIANCE
FROM ASICVARIANCE
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	<div></div>	82%	-	0	+5
No	<div></div>	6%	-	0	-3
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)	<div></div>	12%	-	0	-2

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

Yes	<div></div>	29%	-	0	0
No	<div></div>	12%	-	0	-3
Not applicable (e.g. my performance has not changed)	<div></div>	59%	-	0	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

PERFORMANCE MANAGEMENT



EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
Performance Management	To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	73 19 9	73%	+2	0	+6 ⬆
	How satisfied are you with your supervisor in managing your performance?	75 18 7	75%	-	0	0
	To what extent do you agree that the support by your supervisor has helped to improve your performance?	64 25 11	64%	-	0	+3
	My overall experience of performance management in my agency has been useful for my development	55 27 17	55%	-1	0	+8 ⬆
	My supervisor openly demonstrates commitment to performance management	67 22 11	67%	0	0	+4
	I received recognition when I last accomplished something significant at work	74 16 10	74%	-	0	+9 ⬆
	I can identify a clear connection between my job and my agency's purpose	86 11	86%	-	0	+7 ⬆
	To what extent do you agree that your agency deals with underperformance effectively?	17 55 28	17%	-	0	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



CAPABILITY

EXPLORE
THE FULL
RESULTS

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

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

WHERE ARE YOU
PERFORMING
WELL?

IS THERE
ROOM FOR
IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
My immediate supervisor provides time for me to attend learning programs	<div><div>83</div><div>12</div></div>	83%	-	0	+5 ⬆
My immediate supervisor shares links, readings and information	<div><div>70</div><div>17</div><div>13</div></div>	70%	-	0	+1
My immediate supervisor provides me with opportunities to develop relevant capabilities for my career	<div><div>67</div><div>21</div><div>12</div></div>	67%	-	0	+4
My immediate supervisor gives me the opportunity to apply what I learn in my day-to-day work	<div><div>73</div><div>21</div></div>	73%	-	0	+3
I am able to access learning and development solutions to meet my needs	<div><div>80</div><div>15</div></div>	80%	-	0	+11 ⬆
I have a clear understanding of my development needs	<div><div>77</div><div>18</div></div>	77%	-	0	+3
I seek out opportunities to apply what I learn in my day-to-day work	<div><div>80</div><div>16</div></div>	80%	-	0	+5 ⬆
I have the appropriate skills, capabilities, and knowledge to do my job	<div><div>94</div></div>	94%	-	0	+5 ⬆

KEY

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

Positive Neutral Negative



CAREER INTENTIONS



EXPLORE THE FULL RESULTS

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

	RESPONSE SCALE	%	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
In the last 12 months, have you applied for a job? [Multiple Response]					
Yes, outside the APS	<div></div>	16%	+3	0	+4
Yes, in my agency	<div></div>	24%	-4	0	-13 ⬇️
Yes, in another APS agency	<div></div>	8%	0	0	-10 ⬇️
No	<div></div>	63%	+3	0	+13 ⬆️
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	<div></div>	4%	+1	0	-2
I want to leave my agency within the next 12 months	<div></div>	8%	0	0	0
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment	<div></div>	7%	0	0	-3
I want to stay working for my agency for the next one to two years	<div></div>	31%	+1	0	+6 ⬆️
I want to stay working for my agency for at least the next three years	<div></div>	49%	-2	0	-1
Main primary reason behind desire to leave agency:					
There is a lack of future career opportunities in my agency	<div></div>	34%	-7 ⬇️	+1	+8 ⬆️
KEY		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	

RISK MANAGEMENT



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2017	VARIANCE FROM ASIC	VARIANCE FROM APS OVERALL
My agency supports employees to escalate risk-related issues with managers	77 19	77%	-	0	+6 ↑
Risk management concerns are discussed openly and honestly in my agency	69 25	69%	-	0	+7 ↑
Employees in my agency have the right skills to manage risk effectively	57 36 7	57%	-	0	+8 ↑
Appropriate risk taking is rewarded in my agency	31 50 19	31%	+2	0	+4
Senior leaders in my agency demonstrate and discuss the importance of managing risk appropriately	58 32 10	58%	-	0	+10 ↑
When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	57 31 12	57%	-	+1	+9 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INNOVATION INDEX

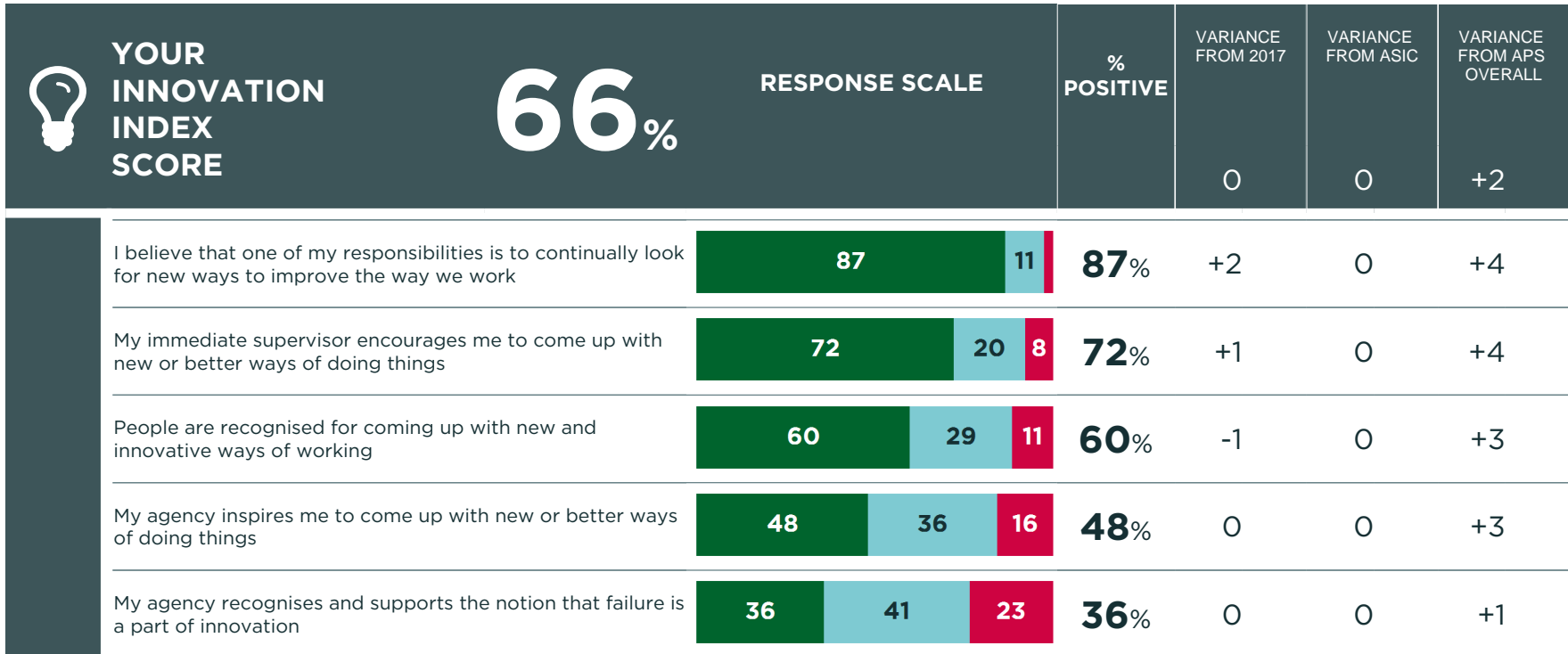


INNOVATION

THE VARIANCE FROM 2017 IS BASED ON A RE-CALCULATED 2017 INNOVATION SCORE THAT USES A MORE ROBUST CALCULATION METHOD.

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.



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



TIME TO TAKE ACTION



CELEBRATE

What things do we do well?

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



INVESTIGATE FURTHER WITH OUR TEAMS

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

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



OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

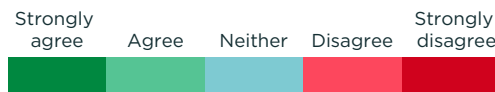
PRIORITISE 3 AREAS TO TAKE FORWARD

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

GUIDE TO THIS REPORT

% POSITIVE

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



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

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 ORC INTERNATIONAL'S PRACTICE NOT TO 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 THEIR PARENT UNIT AND THE ORGANISATION OVERALL.