

# 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.

YOUR EMPLOYEE ENGAGEMENT SCORE <b>84%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
SAY	Considering everything, I am satisfied with my job	84	84%	+6 ↑	+14 ↑	+10 ↑	+10 ↑
	I am proud to work in my agency	93	93%	-4	+19 ↑	+9 ↑	+9 ↑
	I would recommend my agency as a good place to work	93	93%	+5 ↑	+29 ↑	+22 ↑	+17 ↑
	I believe strongly in the purpose and objectives of my agency	89	89%	-4	+6 ↑	0	-3
STAY	I feel a strong personal attachment to my agency	89	89%	-7 ↓	+23 ↑	+15 ↑	+15 ↑
	I feel committed to my agency's goals	93	93%	0	+14 ↑	+8 ↑	+3
STRIVE	I suggest ideas to improve our way of doing things	77	77%	-18 ↓	-7 ↓	-11 ↓	-10 ↓
	I am happy to go the 'extra mile' at work when required	95	95%	-2	+4	+2	+1
	I work beyond what is required in my job to help my agency achieve its objectives	86	86%	-7 ↓	+7 ↑	+5 ↑	+3
	My agency really inspires me to do my best work every day	82	82%	0	+29 ↑	+23 ↑	+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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
<b>What is your gender?</b>						
Male		<b>27%</b>	-3	-10	-14	-2
Female		<b>70%</b>	+4	+12	+16	+4
X (Indeterminate/Intersex/Unspecified)		<b>0%</b>	-	0	0	0
Prefer not to say		<b>2%</b>	-2	-1	-1	-1
<b>Do you identify as Aboriginal and/or Torres Strait Islander?</b>						
Yes		<b>2%</b>	0	-1	0	+1
No		<b>98%</b>	0	+1	0	-1
<b>Do you have an ongoing disability?</b>						
Yes		<b>5%</b>	-6	-4	-2	-1
No		<b>95%</b>	+6	+4	+2	+1
<p><b>KEY</b></p> <p> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</p> <p> AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</p>						

# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
<b>In which country were you born?</b>						
Australia		<b>89%</b>	+6	+11	+12	+15
Other country		<b>11%</b>	-6	-11	-12	-15
<b>Do you speak a language other than English at home?</b>						
No, English only		<b>93%</b>	+2	+12	+11	+10
Yes, other		<b>7%</b>	-2	-12	-11	-10
<b>Do you have carer responsibilities?</b>						
Yes		<b>34%</b>	-6	-7	-7	-4
No		<b>66%</b>	+6	+7	+7	+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

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?						
Yes		<b>7%</b>	-4	+2	+1	0
No		<b>91%</b>	+6	0	+1	+2
Prefer not to say		<b>2%</b>	-2	-2	-2	-2

## 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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	100	100%	+7 ⬆️	+12 ⬆️	+8 ⬆️	+7 ⬆️
	My SES manager actively supports people of diverse backgrounds	77	77%	+10 ⬆️	+9 ⬆️	+3	0
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	77	77%	-2	-1	-2	+1
	My supervisor actively supports people from diverse backgrounds	95	95%	+13 ⬆️	+10 ⬆️	+8 ⬆️	+8 ⬆️
	My agency supports and actively promotes an inclusive workplace culture	93	93%	+9 ⬆️	+15 ⬆️	+13 ⬆️	+10 ⬆️

**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 <b>85%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	89	9	89%	+3	+19 ↑	+14 ↑	+13 ↑
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	98		98%	+10 ↑	+35 ↑	+28 ↑	+26 ↑
My agency does a good job of promoting health and wellbeing	98		98%	+7 ↑	+36 ↑	+29 ↑	+27 ↑
I think my agency cares about my health and wellbeing	95		95%	+12 ↑	+38 ↑	+28 ↑	+20 ↑
I believe my immediate supervisor cares about my health and wellbeing	98		98%	+10 ↑	+16 ↑	+12 ↑	+12 ↑

### 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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
Senior leadership: Immediate SES manager	My SES manager is of a high quality	93	93%	+20 ↑	+25 ↑	+21 ↑	+13 ↑
	My SES manager is sufficiently visible (e.g. can be seen in action)	91	91%	+20 ↑	+25 ↑	+22 ↑	+10 ↑
	My SES manager communicates effectively	86	86%	+9 ↑	+21 ↑	+19 ↑	+12 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	82	82%	+14 ↑	+15 ↑	+10 ↑	+5 ↑
	My SES manager effectively leads and manages change	89	89%	+39 ↑	+29 ↑	+26 ↑	+20 ↑
	My SES manager engages with staff on how to respond to future challenges	86	86%	+18 ↑	+24 ↑	+23 ↑	+14 ↑

**KEY**

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

Positive Neutral Negative

# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE 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 EXTRA SMALL SIZED AGENCIES	
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	88 10	88%	+10 ↑	+33 ↑	+28 ↑	+9 ↑
	In my agency, communication between the SES and other employees is effective	88 10	88%	+35 ↑	+39 ↑	+40 ↑	+23 ↑
	In my agency, the SES actively contribute to the work of our agency	90 7	90%	+17 ↑	+26 ↑	+20 ↑	+5 ↑
	In my agency, the SES are of a high quality	90 10	90%	+22 ↑	+34 ↑	+30 ↑	+16 ↑
	In my agency, the SES work as a team	72 26	72%	+17 ↑	+26 ↑	+25 ↑	+9 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	85 12	85%	+27 ↑	+28 ↑	+28 ↑	+15 ↑

**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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Immediate supervisor	My supervisor treats people with respect	95	95%	+2	+8 ⬆️	+5 ⬆️
	My supervisor communicates effectively	75	75%	-3	-4	-5 ⬇️
	My supervisor encourages me to contribute ideas	95	95%	+11 ⬆️	+12 ⬆️	+9 ⬆️
	My supervisor displays resilience when faced with difficulties or failures	82	82%	+8 ⬆️	+2	-1
	My supervisor gives me responsibility and holds me to account for what I deliver	93	93%	+6 ⬆️	+7 ⬆️	+6 ⬆️
	My supervisor challenges me to consider new ways of doing things	82	82%	+8 ⬆️	+7 ⬆️	+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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Where is your immediate supervisor's normal work location?						
In the same office as me		<b>91%</b>	0	+11	+10	0
In the same office as me but on a different floor		<b>7%</b>	-2	+4	+3	+3
In a different office, but in the same town/city		<b>2%</b>	-	-1	+1	+2
In a different town/city or state		<b>0%</b>	-	-14	-13	-4
In a different country		<b>0%</b>	-	0	-1	-

**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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
Culture	I receive the respect I deserve from my colleagues at work		89%	+10 ⬆️	+13 ⬆️	+11 ⬆️	+7 ⬆️
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]		58%	-4	+4	+4	+1
	My agency actively encourages ethical behaviour by all of its employees		93%	+2	+13 ⬆️	+9 ⬆️	+9 ⬆️
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]		45%	+17 ⬆️	+15 ⬆️	+11 ⬆️	+9 ⬆️
	Staff are consulted about change at work		72%	+17 ⬆️	+24 ⬆️	+23 ⬆️	+16 ⬆️
	I am happy to go the 'extra mile' at work when required		95%	-2	+4	+2	+1
	Internal communication within my agency is effective		77%	+24 ⬆️	+29 ⬆️	+29 ⬆️	+19 ⬆️
	In general, employees in my agency feel they are valued for their contribution		82%	+12 ⬆️	+35 ⬆️	+27 ⬆️	+17 ⬆️
	My agency really inspires me to do my best work every day		82%	0	+29 ⬆️	+23 ⬆️	+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 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
Always		<b>58%</b>	0	+7	+2	+3
Often		<b>37%</b>	-2	-3	0	-1
Sometimes		<b>5%</b>	+2	-2	-1	+1
Rarely		<b>0%</b>	-	-1	-1	-1
Never		<b>0%</b>	-	0	0	-
Not sure		<b>0%</b>	-	-1	-1	-2

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 EXTRA SMALL SIZED AGENCIES
Does your supervisor act in accordance with the APS Values in his or her everyday work?						
Always		<b>72%</b>	+3	+10	+6	+9
Often		<b>28%</b>	+4	-1	+1	-1
Sometimes		<b>0%</b>	-	-6	-5	-5
Rarely		<b>0%</b>	-	-1	-1	-1
Never		<b>0%</b>	-	0	0	0
Not sure		<b>0%</b>	-	-2	-1	-2

## 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 EXTRA SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
Always		<b>65%</b>	+3	+21	+19	+14
Often		<b>33%</b>	+4	+2	0	-1
Sometimes		<b>0%</b>	-	-9	-8	-8
Rarely		<b>0%</b>	-	-2	-2	-1
Never		<b>0%</b>	-	-1	0	0
Not sure		<b>2%</b>	-2	-11	-9	-3

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 EXTRA SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
Always		<b>53%</b>	-	+12	+13	+9
Often		<b>30%</b>	-	-1	-1	-2
Sometimes		<b>14%</b>	-	+1	0	-1
Rarely		<b>2%</b>	-	-1	-2	-2
Never		<b>0%</b>	-	-1	-1	-1
Not sure		<b>0%</b>	-	-10	-8	-4

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 EXTRA 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		7%	+5	-5	-2	0
No		93%	-5	+5	+2	0

Did this discrimination occur in your current agency?

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

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO 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 EXTRA SMALL SIZED AGENCIES
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?						
Yes		9%	+7	-4	0	+2
No		88%	0	+8	+4	+3
Not Sure		2%	-7	-4	-4	-4

### 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 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 EXTRA 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		0%	-	-4	-3	-3
No		93%	-5↓	+5↑	+3	+2
Not sure		0%	-	-5↓	-5↓	-4
Would prefer not to answer		7%	-	+4	+5↑	+4

### 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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	<div style="width: 81%; background-color: #006633; display: inline-block;"></div> 81   19	81%	+4	-3	-3	-1
	It would be hard to get away with corruption in my workplace	<div style="width: 81%; background-color: #006633; display: inline-block;"></div> 81   14	81%	-1	+10 ↑	+11 ↑	+7 ↑
	I am confident that colleagues in my workplace would report corruption	<div style="width: 95%; background-color: #006633; display: inline-block;"></div> 95	95%	+2	+14 ↑	+13 ↑	+10 ↑
	I feel confident that I would know what to do if I identified corruption in my workplace	<div style="width: 76%; background-color: #006633; display: inline-block;"></div> 76   22	76%	0	-7 ↓	-5 ↓	-5 ↓

**KEY**

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

Positive 
 Neutral 
 Negative

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	QUESTION	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	98	98%	+4	+17 ↑	+12 ↑	+10 ↑
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	70 (11 Neutral, 18 Negative)	70%	+11 ↑	+8 ↑	+7 ↑	+2
	Considering everything, I am satisfied with my job	84 (16 Neutral)	84%	+6 ↑	+14 ↑	+10 ↑	+10 ↑
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	93	93%	+13 ↑	+16 ↑	+9 ↑	+10 ↑
	I am satisfied with the stability and security of my current job	68 (16 Neutral, 16 Negative)	68%	-10 ↓	-4	-2	-4
	I am satisfied with the opportunities for career progression in my agency	43 (27 Neutral, 30 Negative)	43%	+6 ↑	0	+4	+4

**KEY**

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

Positive Neutral Negative

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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: 86%; background-color: #006633;"></div><div style="width: 14%; background-color: #99d9e6;"></div></div> 86 / 14	86%	+4	+3	-1	+1
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	<div style="display: flex; width: 100%;"><div style="width: 75%; background-color: #006633;"></div><div style="width: 25%; background-color: #99d9e6;"></div></div> 75 / 25	75%	+1	+12 ↑	+2	+1
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: 84%; background-color: #006633;"></div><div style="width: 9%; background-color: #99d9e6;"></div><div style="width: 7%; background-color: #d93025;"></div></div> 84 / 9	84%	+7 ↑	+10 ↑	+5 ↑	+7 ↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)	<div style="display: flex; width: 100%;"><div style="width: 50%; background-color: #006633;"></div><div style="width: 39%; background-color: #99d9e6;"></div><div style="width: 11%; background-color: #d93025;"></div></div> 50 / 39 / 11	50%	0	-5 ↓	-5 ↓	+3
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	<div style="display: flex; width: 100%;"><div style="width: 48%; background-color: #006633;"></div><div style="width: 36%; background-color: #99d9e6;"></div><div style="width: 16%; background-color: #d93025;"></div></div> 48 / 36 / 16	48%	-9 ↓	+19 ↑	+15 ↑	+10 ↑
	My immediate supervisor actively supports opportunities for mobility	<div style="display: flex; width: 100%;"><div style="width: 41%; background-color: #006633;"></div><div style="width: 52%; background-color: #99d9e6;"></div><div style="width: 7%; background-color: #d93025;"></div></div> 41 / 52	41%	-23 ↓	-7 ↓	-3	+2

**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 EXTRA SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well	91	91%	-	+16 ↑	+11 ↑	+5 ↑
My workgroup has the tools and resources we need to perform well	80 16	80%	+3	+21 ↑	+20 ↑	+12 ↑
The work processes we have in place allow me to be as productive as possible	70 16 14	70%	-1	+16 ↑	+15 ↑	+11 ↑
The people in my workgroup complete work to a high standard	93	93%	+3	+15 ↑	+10 ↑	+4
The people in my work group use time and resources efficiently	86 11	86%	-	+16 ↑	+12 ↑	+7 ↑
My supervisor ensures that my workgroup delivers on what we are responsible for	86 11	86%	+5 ↑	+7 ↑	+5 ↑	+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**

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	--

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>88%</b>	+5	+6	+6	+5
No		<b>12%</b>	-5	-6	-6	-5

Received constructive feedback from your supervisor

Yes		<b>84%</b>	-4	0	-1	-2
No		<b>16%</b>	+4	0	+1	+2

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

Yes		<b>89%</b>	+1	+7	+5	+3
No		<b>11%</b>	-1	-7	-5	-3

**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 EXTRA SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	--

**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>84%</b>	-16 ↓	+9 ↑	+9 ↑	+11 ↑
No		<b>2%</b>	-	-6 ↓	-6 ↓	-6 ↓
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		<b>14%</b>	-	-3	-3	-5 ↓

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

Yes		<b>27%</b>	-12 ↓	+1	+4	+4
No		<b>16%</b>	+4	0	+1	+2
Not applicable (e.g. my performance has not changed)		<b>57%</b>	+8 ↑	-1	-5 ↓	-6 ↓

**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 EXTRA 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?		75%	+4	+14 ↑	+10 ↑	+8 ↑
To what extent do you agree that the support by your supervisor has helped to improve your performance?		66%	+6 ↑	+6 ↑	+3	0
My overall experience of performance management in my agency has been useful for my development		65%	+6 ↑	+17 ↑	+16 ↑	+13 ↑
My supervisor openly demonstrates commitment to performance management		70%	+8 ↑	+6 ↑	+6 ↑	+4
I received recognition when I last accomplished something significant at work		84%	0	+17 ↑	+12 ↑	+10 ↑
I can identify a clear connection between my job and my agency's purpose		91%	+3	+9 ↑	+4	+2

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 EXTRA SMALL SIZED AGENCIES

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

Strongly agree		<b>5%</b>	-	+2	+2	+1
Agree		<b>20%</b>	-	+3	+4	+2
Neither agree nor disagree		<b>59%</b>	-	+15	+11	+5
Disagree		<b>11%</b>	-	-12	-10	-5
Strongly disagree		<b>5%</b>	-	-9	-6	-3

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My supervisor provides time for me to attend learning programs		91%	+8 ⬆️	+11 ⬆️	+11 ⬆️	+10 ⬆️
My supervisor shares links, readings and information		70%	+9 ⬆️	-3	0	-1
My supervisor provides me with opportunities to develop relevant capabilities for my career		77%	+13 ⬆️	+11 ⬆️	+10 ⬆️	+10 ⬆️
My supervisor gives me the opportunity to apply what I learn in my day-to-day work		77%	-1	+3	+1	+2
I access learning and development solutions to meet my needs		74%	-	+1	+4	+5 ⬆️
I have a clear understanding of my development needs		81%	+17 ⬆️	+4	+6 ⬆️	+6 ⬆️
I spend time out of working hours building my capability		58%	-6 ⬆️	+5 ⬆️	+2	+1
I seek out opportunities to apply what I learn in my day-to-day work		81%	-2	+3	+1	+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 EXTRA SMALL SIZED AGENCIES
<b>In the last 12 months, have you applied for a job?</b>						
Yes, outside the APS		<b>9%</b>	+2	-3	-5 ↓	-9 ↓
Yes, in my agency		<b>23%</b>	+4	-15 ↓	-9 ↓	0
Yes, in another APS agency		<b>20%</b>	-8 ↓	+2	0	-1
No		<b>61%</b>	-5 ↓	+13 ↑	+11 ↑	+9 ↑
<b>Which of the following statements best reflects your current thoughts about working for your agency?</b>						
I want to leave my agency as soon as possible		<b>2%</b>	0	-4	-3	-4
I want to leave my agency within the next 12 months		<b>5%</b>	-10 ↓	-4	-6 ↓	-14 ↓
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		<b>0%</b>	-	-10 ↓	-9 ↓	-7 ↓
I want to stay working for my agency for the next one to two years		<b>41%</b>	-2	+16 ↑	+10 ↑	+6 ↑
I want to stay working for my agency for at least the next three years		<b>52%</b>	+21 ↑	+2	+9 ↑	+19 ↑

### 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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers		77%	-4	+7	+5	-2
Risk management concerns are discussed openly and honestly in my agency		86%	+3	+27	+23	+14
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively		77%	-	+25	+24	+17
Appropriate risk taking is rewarded in my agency		47%	+1	+21	+20	+11
SES in my agency demonstrate the importance of managing risk appropriately		74%	-	+31	+27	+15
When things go wrong, my agency uses this as an opportunity to learn		72%	-	+26	+20	+11

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.

YOUR INNOVATION INDEX SCORE <b>78%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	88	12	88%	+7 ⬆️	+2	-2	-1
My immediate supervisor encourages me to come up with new or better ways of doing things	81	16	81%	+12 ⬆️	+9 ⬆️	+5 ⬆️	+6 ⬆️
People are recognised for coming up with new and innovative ways of working	79	21	79%	+5 ⬆️	+18 ⬆️	+14 ⬆️	+15 ⬆️
My agency inspires me to come up with new or better ways of doing things	76	21	76%	+23 ⬆️	+28 ⬆️	+24 ⬆️	+19 ⬆️
My agency recognises and supports the notion that failure is a part of innovation	60	33	60%	0	+21 ⬆️	+19 ⬆️	+14 ⬆️

**KEY**

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

Positive Neutral Negative