



## 2014 APS Employee Census

### Agency Benchmark Report: ACBPS

Page

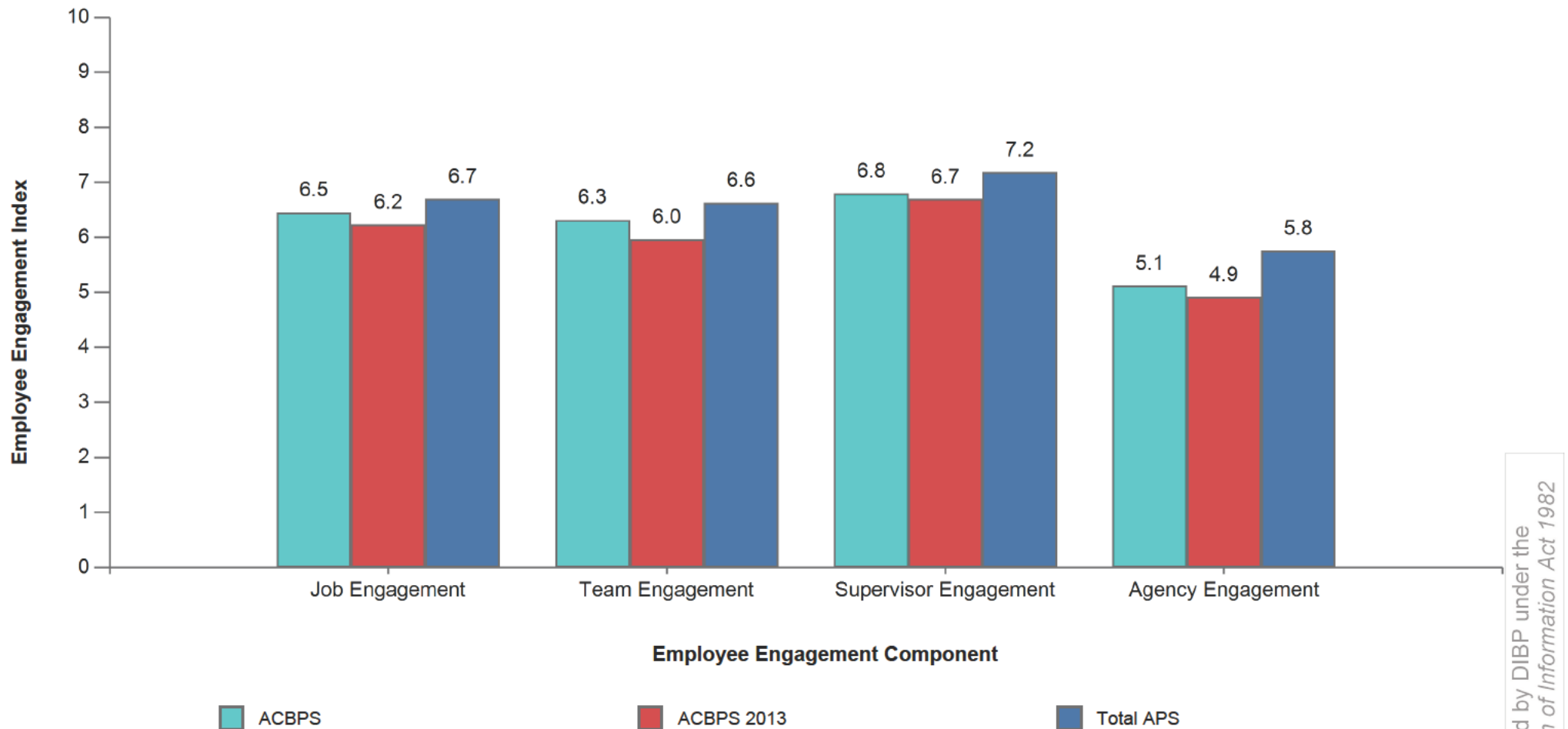
s. 22(1)(a)(ii)

# Engagement

The APS Employee Engagement Model allows APS managers and HR practitioners to gain a sophisticated understanding of the nature of engagement in their organisation and benchmark this element of their workforce against APS performance.

The model consists of the four aspects below. The scores are calculated by transforming the questions within each aspect onto a 0-10 scale from a 5 point (scored 1 Strongly disagree to 5 Strongly agree) scale.

## Elements of Engagement



## Engagement (cont.)

Shown below are the individual items that make up each element of the APS Employee Engagement Model. These are the drivers of engagement and they define the engagement relationship.

### Drivers of Engagement

#### Job Engagement

|   | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2014<br>% Strongly agree / Agree |
|---|------------------------|----------------------------|------------------------------|----------------------------------|
| B18c My job gives me opportunities to utilise my skills   | 69                     | 15                         | 17                           | 69                               |
| B18d My job gives me a feeling of personal accomplishment | 63                     | 19                         | 18                           | 63                               |

#### Team Engagement

|   |    |    |    |    |
|---|----|----|----|----|
| B18e I am satisfied with the recognition I receive for doing a good job             | 47 | 23 | 30 | 47 |
| C19a The people in my work group are honest, open and transparent in their dealings | 77 | 14 | 9  | 77 |

#### Supervisor Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| B18b I have a good immediate supervisor    | 74 | 14 | 12 | 74 |
| I36c My immediate supervisor encourages me | 58 | 25 | 16 | 58 |

#### Agency Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| E21c In my agency, communication between senior leaders and other employees is effective   | 29 | 31 | 40 | 29 |
| F22b When someone praises the accomplishments of my agency, it feels like a personal compliment to me  | 58 | 28 | 14 | 58 |
| F22j In general, employees in my agency feel they are valued for their contribution  | 30 | 32 | 38 | 30 |
| F22o My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments) | 44 | 21 | 35 | 44 |

Differences are green if they are at least 5% points greater than the comparator.

Differences are red if they are at least 5% points less than the comparator.

| Percentage point difference from: |                             |           |
|-----------------------------------|-----------------------------|-----------|
| 2013                              | Larger operational agencies | Total APS |
| +4                                | -3                          | -3        |
| +5                                | -2                          | -3        |
| +5                                | -7                          | -9        |
| +6                                | +1                          | 0         |
| +1                                | -4                          | -4        |
| +3                                | -6                          | -7        |
| +9                                | -10                         | -13       |
| +1                                | +6                          | +1        |
| -1                                | -12                         | -14       |
| +1                                | -17                         | -17       |

































## 2014 APS Employee Census

### Agency Benchmark Report: DIBP

Page

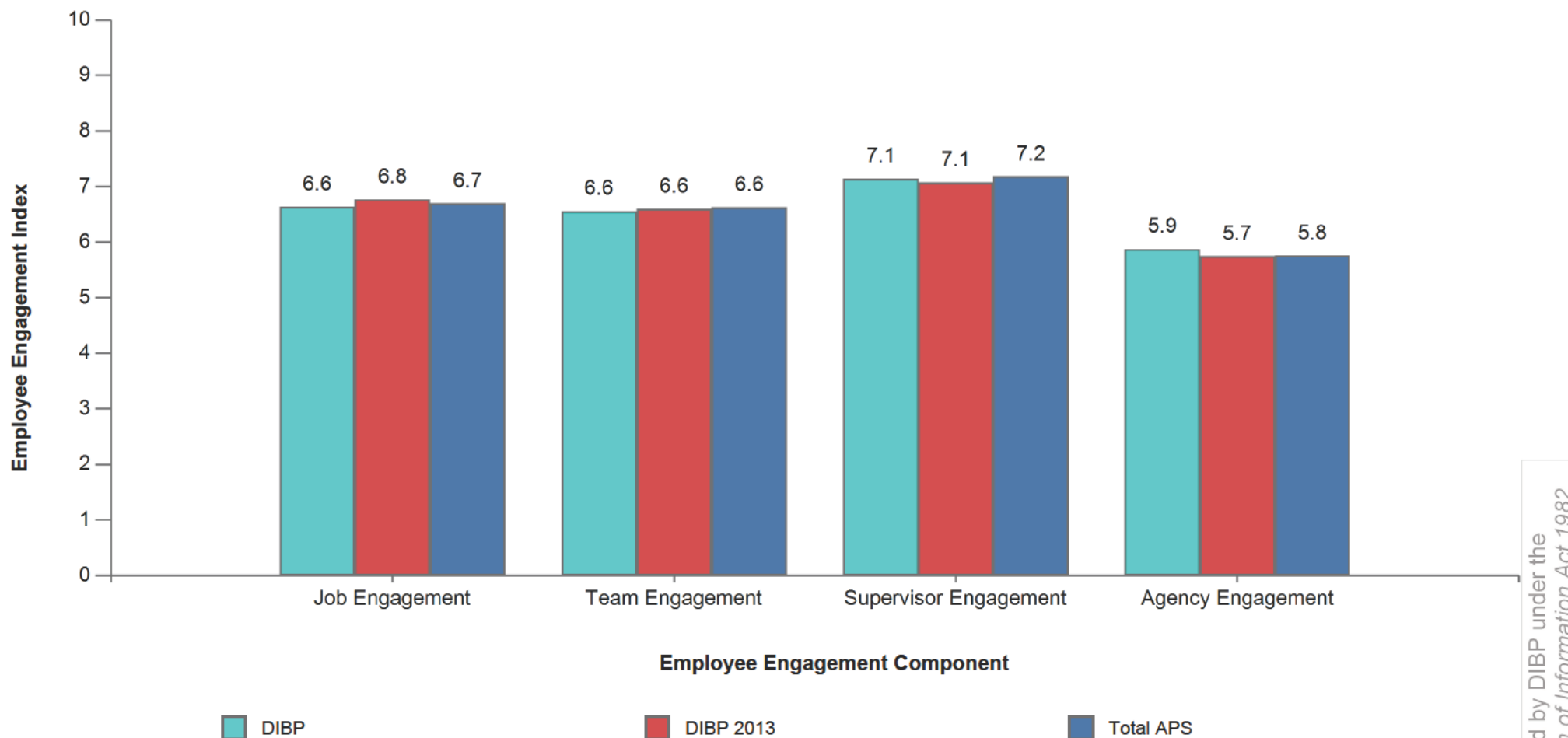
s. 22(1)(a)(ii)

# Engagement

The APS Employee Engagement Model allows APS managers and HR practitioners to gain a sophisticated understanding of the nature of engagement in their organisation and benchmark this element of their workforce against APS performance.

The model consists of the four aspects below. The scores are calculated by transforming the questions within each aspect onto a 0-10 scale from a 5 point (scored 1 Strongly disagree to 5 Strongly agree) scale.

## Elements of Engagement



## Engagement (cont.)

Shown below are the individual items that make up each element of the APS Employee Engagement Model. These are the drivers of engagement and they define the engagement relationship.

### Drivers of Engagement

#### Job Engagement

|   | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2014<br>% Strongly agree / Agree |
|---|------------------------|----------------------------|------------------------------|----------------------------------|
| B18c My job gives me opportunities to utilise my skills   | 70                     | 16                         | 15                           | 70                               |
| B18d My job gives me a feeling of personal accomplishment | 65                     | 18                         | 17                           | 65                               |

#### Team Engagement

|   |    |    |    |    |
|---|----|----|----|----|
| B18e I am satisfied with the recognition I receive for doing a good job             | 56 | 23 | 21 | 56 |
| C19a The people in my work group are honest, open and transparent in their dealings | 75 | 15 | 10 | 75 |

#### Supervisor Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| B18b I have a good immediate supervisor    | 78 | 13 | 10 | 78 |
| I36c My immediate supervisor encourages me | 64 | 23 | 13 | 64 |

#### Agency Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| E21c In my agency, communication between senior leaders and other employees is effective   | 45 | 30 | 24 | 45 |
| F22b When someone praises the accomplishments of my agency, it feels like a personal compliment to me  | 50 | 32 | 18 | 50 |
| F22j In general, employees in my agency feel they are valued for their contribution  | 46 | 31 | 23 | 46 |
| F22o My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments) | 65 | 19 | 16 | 65 |

Differences are green if they are at least 5% points greater than the comparator.

Differences are red if they are at least 5% points less than the comparator.

| Percentage point difference from: |                             |           |
|-----------------------------------|-----------------------------|-----------|
| 2013                              | Larger operational agencies | Total APS |
| -3                                | -2                          | -2        |
| -2                                | 0                           | -1        |
| -2                                | +2                          | 0         |
| +1                                | -1                          | -2        |
| 0                                 | 0                           | -1        |
| +2                                | 0                           | -1        |
| +9                                | +7                          | -1        |
| +1                                | -2                          | -1        |
| -4                                | +3                          | -1        |
| +3                                | +4                          | -1        |







































## Attachment A: 2015 Employee Census – Summary of results for the Department

s. 22(1)(a)(ii)

### Engagement

Engagement amongst the Department's employees has decreased since the previous census in 2014 (**Attachment B, page 1**). Additionally, the Department's 2015 engagement scores are at least two points lower than the average across the APS (Table 2, below).

| Table 2.              | Department |      |                                | APS  | Variance between 2015 Department and APS results |
|-----------------------|------------|------|--------------------------------|------|--|
|                       | 2014       | 2015 | Variance between 2014 and 2015 | 2015 |  |
| Job Engagement        | 6.6        | 6.4  | ↓ 2 points                     | 6.7  | ↓ 3 points                                       |
| Team Engagement       | 6.5        | 6.3  | ↓ 2 points                     | 6.5  | ↓ 2 points                                       |
| Supervisor Engagement | 7.0        | 6.9  | ↓ 1 point                      | 7.2  | ↓ 3 points                                       |
| Agency Engagement     | 5.7        | 5.2  | ↓ 5 points                     | 5.7  | ↓ 5 points                                       |

The most impacted measure was Agency engagement. In 2015, the Department scored significantly lower on the key drivers of agency engagement (**Attachment B, page 2**), including:

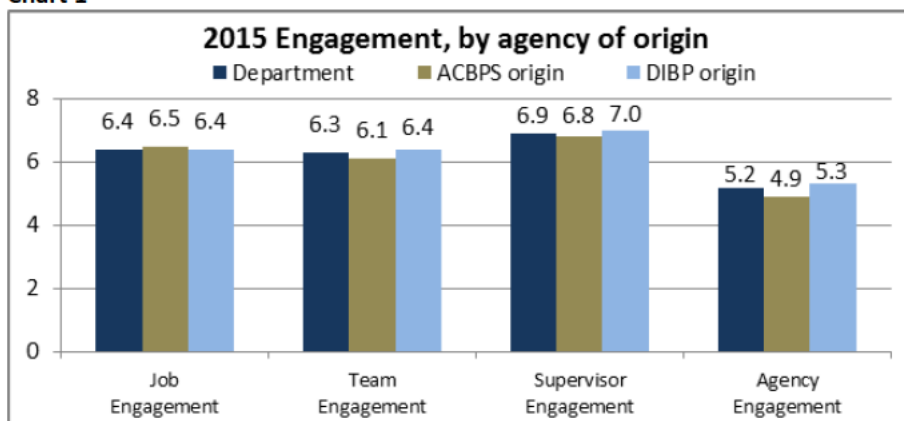
- *effective communication between senior leaders and other employees (21c);*
- *employees feeling valued for their contribution (22j); and*
- *access to effective learning and development (22k).*

The other significant decrease between 2014 and 2015 was recorded for *I am satisfied with the recognition I receive for doing a good job (17d)*, one of the drivers of Team engagement.

Engagement results by Group and Division are shown in **Attachment C**.

Analysis by reported agency of origin (Chart 1, below) reveals that respondents who previously worked in DIBP before integration reported higher team, supervisor and agency engagement in 2015, while staff originating from ACBPS reported higher job engagement than their DIBP-origin colleagues.

**Chart 1**




s. 22(1)(a)(ii)

## SES results

SES engagement results reveal that across all four measures of engagement, the Department's SES cohort is less engaged than they were in 2014, with significant decreases in agency engagement, supervisor engagement and team engagement (**Attachment E**).

When compared with the APS in 2015, the Department's SES cohort matched the APS-wide SES results for job engagement, but were far less engaged than the APS-wide SES cohort for team, supervisor and agency engagement.

s. 22(1)(a)(ii)











Australian Government

Australian Public Service Commission



Your Views Count

## 2015 APS Employee Census

### Agency Benchmark Report: IBPP

CONTENT

s. 22(1)(a)(ii)

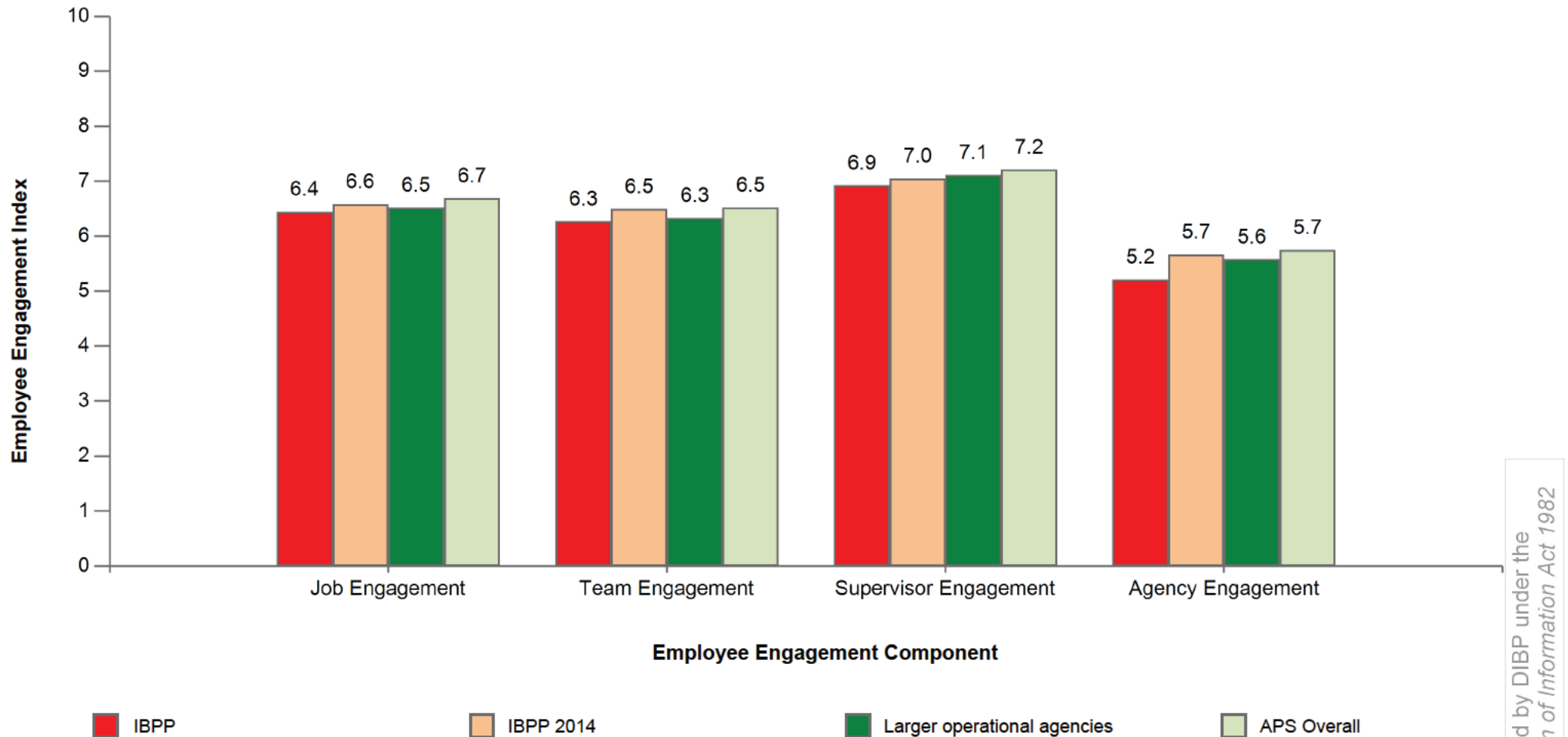
Released by DIBP under the  
Freedom of Information Act 1982

# Engagement

The APS Employee Engagement Model allows APS managers and HR practitioners to gain a sophisticated understanding of the nature of engagement in their organisation and benchmark this element of their workforce against APS performance.

The model consists of the four aspects below. The scores are calculated by transforming the questions within each aspect onto a 0-10 scale from a 5 point scale (where a score of 1 equals Strongly disagree and a score of 5 equals Strongly agree).

## Elements of Engagement



## Engagement (cont.)

Shown below are the individual items that make up each element of the APS Employee Engagement Model. These are the drivers of engagement and they define the engagement relationship.

### Drivers of Engagement

#### Job Engagement

|   | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2015<br>(% Strongly agree / Agree) |
|---|------------------------|----------------------------|------------------------------|------------------------------------|
| B17b My job gives me opportunities to utilise my skills   | 70                     | 14                         | 16                           | 70                                 |
| B17c My job gives me a feeling of personal accomplishment | 62                     | 19                         | 18                           | 62                                 |

#### Team Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| B17d I am satisfied with the recognition I receive for doing a good job            | 48 | 24 | 27 | 48 |
| C18b The people in my workgroup are honest, open and transparent in their dealings | 74 | 15 | 11 | 74 |

#### Supervisor Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| D20a I have a good immediate supervisor  | 76 | 13 | 11 | 76 |
| I35c My immediate supervisor encourages me (Always or Often / Sometimes / Rarely or Never) | 60 | 25 | 15 | 60 |

#### Agency Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| E21c In my agency, communication between senior leaders and other employees is effective   | 29 | 30 | 40 | 29 |
| F22b When someone praises the accomplishments of my agency, it feels like a personal compliment to me  | 49 | 30 | 21 | 49 |
| F22j In general, employees in my agency feel they are valued for their contribution  | 34 | 32 | 35 | 34 |
| F22k My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments) | 53 | 25 | 22 | 53 |

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

|      | 2014 | Larger operational agencies | APS Overall |
|------|------|-----------------------------|-------------|
| B17b | 0    | 0                           | -3          |
| B17c | -2   | -1                          | -4          |
| B17d | -5   | -2                          | -6          |
| C18b | -1   | +1                          | -1          |
| D20a | 0    | -3                          | -3          |
| I35c | -2   | -3                          | -5          |
| E21c | -12  | -9                          | -12         |
| F22b | -3   | 0                           | -4          |
| F22j | -8   | -8                          | -12         |
| F22k | -7   | -6                          | -5          |

































## 2016 APS Employee Census

### Agency Benchmark Report: DIBP

CONTENT

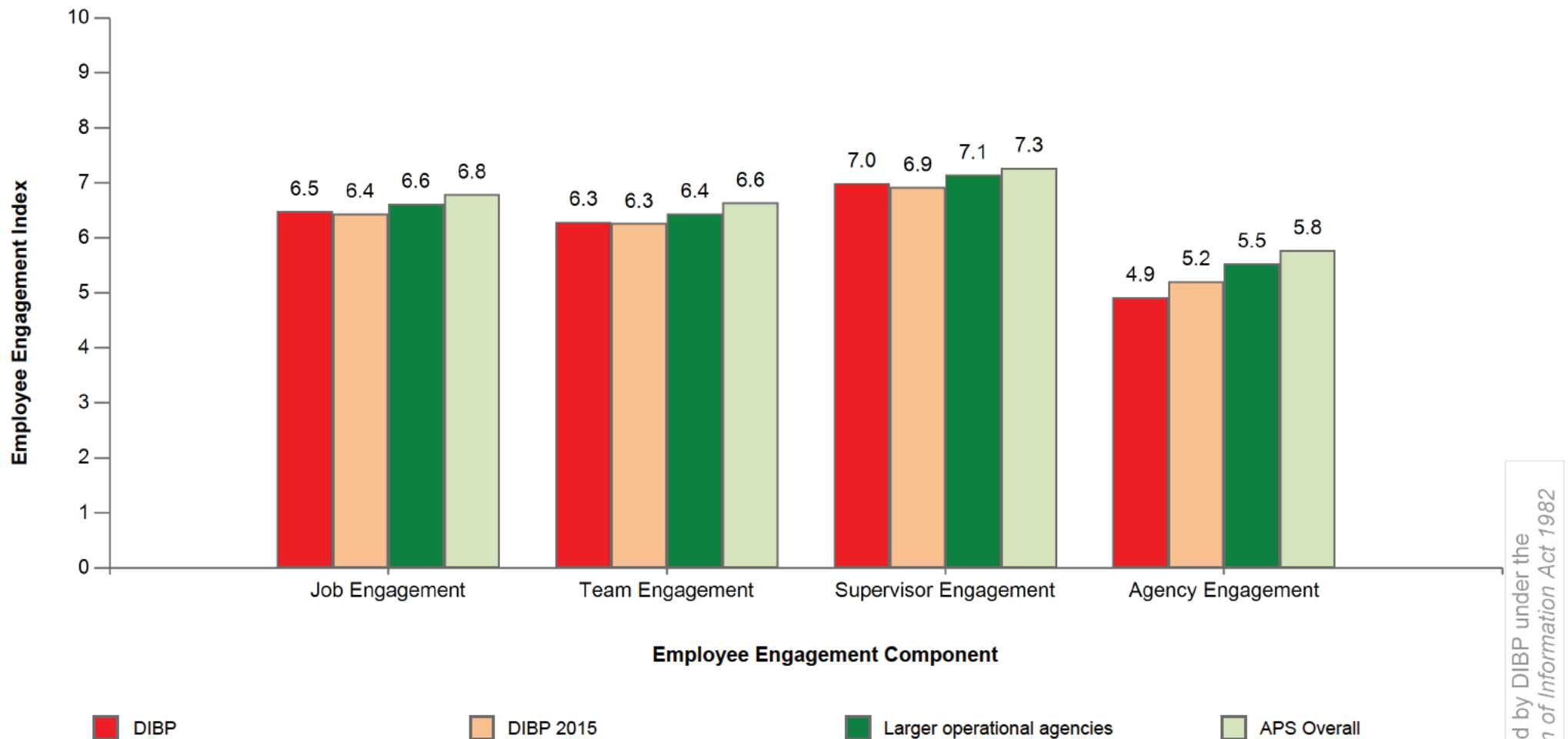
s. 22(1)(a)(ii)

# Employee Engagement

The APS Employee Engagement Model allows APS managers and HR practitioners to gain a sophisticated understanding of the nature of engagement in their organisation and benchmark this element of their workforce against APS performance.

The model consists of the four aspects below. The scores are calculated by transforming the questions within each aspect onto a 0-10 scale from a 5 point scale (where a score of 1 equals Strongly disagree and a score of 5 equals Strongly agree).

## Elements of Engagement



# Employee Engagement (cont.)

Shown below are the individual items that make up each element of the APS Employee Engagement Model. These are the drivers of engagement and they define the engagement relationship.

## Drivers of Engagement

### Job Engagement

|   | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2016<br>(% Strongly agree / Agree) |
|---|------------------------|----------------------------|------------------------------|------------------------------------|
| B20b My job gives me opportunities to utilise my skills   | 69                     | 15                         | 16                           | 69                                 |
| B20c My job gives me a feeling of personal accomplishment | 63                     | 19                         | 18                           | 63                                 |

### Team Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| B20d I am satisfied with the recognition I receive for doing a good job            | 48 | 23 | 29 | 48 |
| C21b The people in my workgroup are honest, open and transparent in their dealings | 76 | 14 | 10 | 76 |

### Supervisor Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| D23a I have a good immediate supervisor  | 78 | 12 | 10 | 78 |
| I41c My immediate supervisor encourages me (Always or Often / Sometimes / Rarely or Never) | 61 | 24 | 15 | 61 |

### Agency Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| E24c In my agency, communication between SES and other employees is effective  | 25 | 30 | 45 | 25 |
| F25b When someone praises the accomplishments of my agency, it feels like a personal compliment to me  | 45 | 30 | 25 | 45 |
| F25j In general, employees in my agency feel they are valued for their contribution  | 28 | 30 | 41 | 28 |
| F25k My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments) | 52 | 24 | 24 | 52 |

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

|      | 2015 | Larger operational agencies | APS Overall |
|------|------|-----------------------------|-------------|
| B20b | -1   | -2                          | -5          |
| B20c | +1   | -2                          | -5          |
| B20d | 0    | -4                          | -9          |
| C21b | +2   | +1                          | -1          |
| D23a | +2   | -1                          | -2          |
| I41c | +1   | -2                          | -4          |
| E24c | -    | -10                         | -17         |
| F25b | -4   | -4                          | -6          |
| F25j | -5   | -13                         | -19         |
| F25k | -1   | -8                          | -11         |





























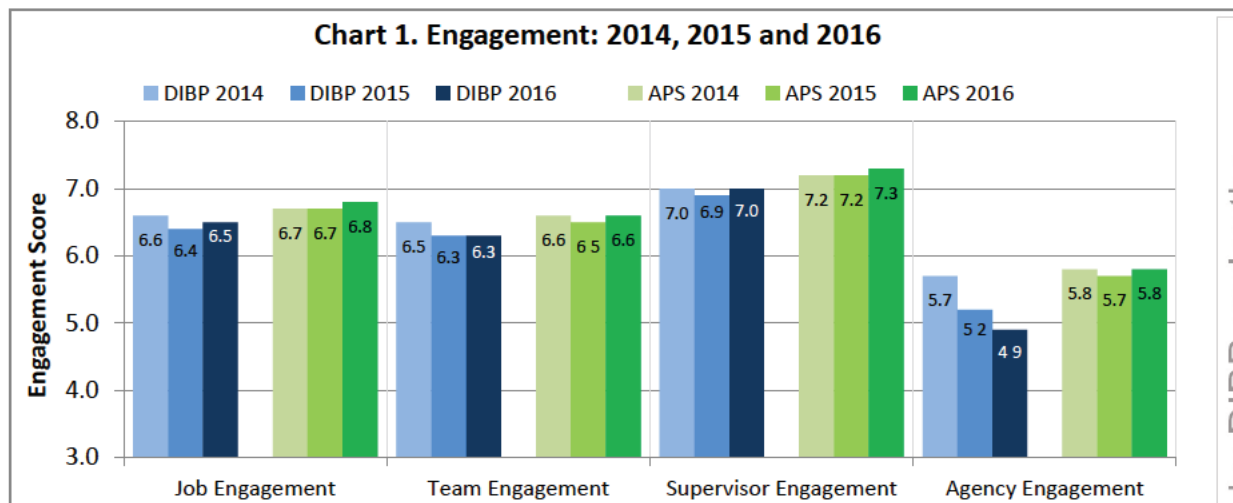


## Summary Report for the Department

s. 22(1)(a)(ii)

### 2. Engagement


- Engaged staff contribute discretionary effort, boosting productivity.
- In 2016, the Department improved upon its job and supervisor engagement results over the previous year, and remained steady on team engagement.
- Agency engagement, however, suffered a further decrease between 2015 and 2016, extending the trend observed from 2014 to 2015. Staff have become increasingly disassociated from the Department's culture and achievements, and its leadership.
- In contrast, the APS improved on all four measures of engagement between 2015 and 2016.



Released by DIBP under the  
Freedom of Information Act 1982

- The decrease in the Department's agency engagement score between 2015 and 2016 was primarily due to:
  - fewer staff feeling valued for their contribution
  - fewer staff feeling complimented when the Department is praised
  - communication between SES and other employees was considered less effective in 2016.
- Addressing the elements of engagement that fall below the APS average (starting with the 10 underlying census questions listed on page 2 in **Attachment B**) should result in higher engagement results.
- The Department's engagement results by group and division, and time series, are shown at **Attachment C: Engagement Scorecard**.

s. 22(1)(a)(ii)



Released by DIBP under the  
Freedom of Information Act 1982











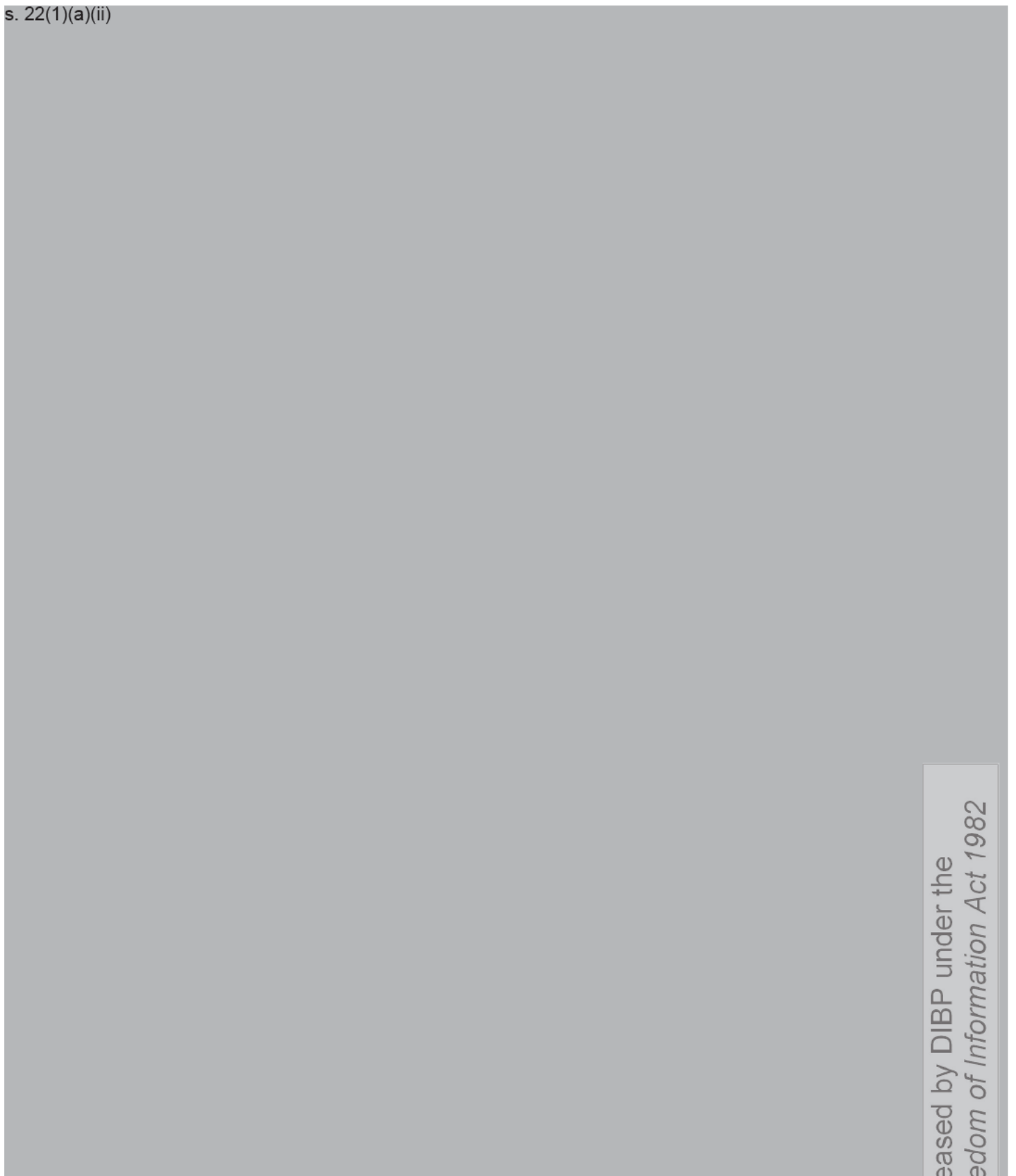






These results are significantly lower than APS-wide results. Analysis of the Census data shows that the perceived quality of both an immediate supervisor and the SES leadership has a significant effect on staff engagement. Staff who believe the SES are not of high quality recorded an agency engagement score of 3.1, compared with 6.7 for those who agreed SES were of high quality.

s. 22(1)(a)(ii)



Released by DIBP under the  
Freedom of Information Act 1982







## 2016 APS Employee Census

### Agency Benchmark Report: DIBP

CONTENT

s. 22(1)(a)(ii)

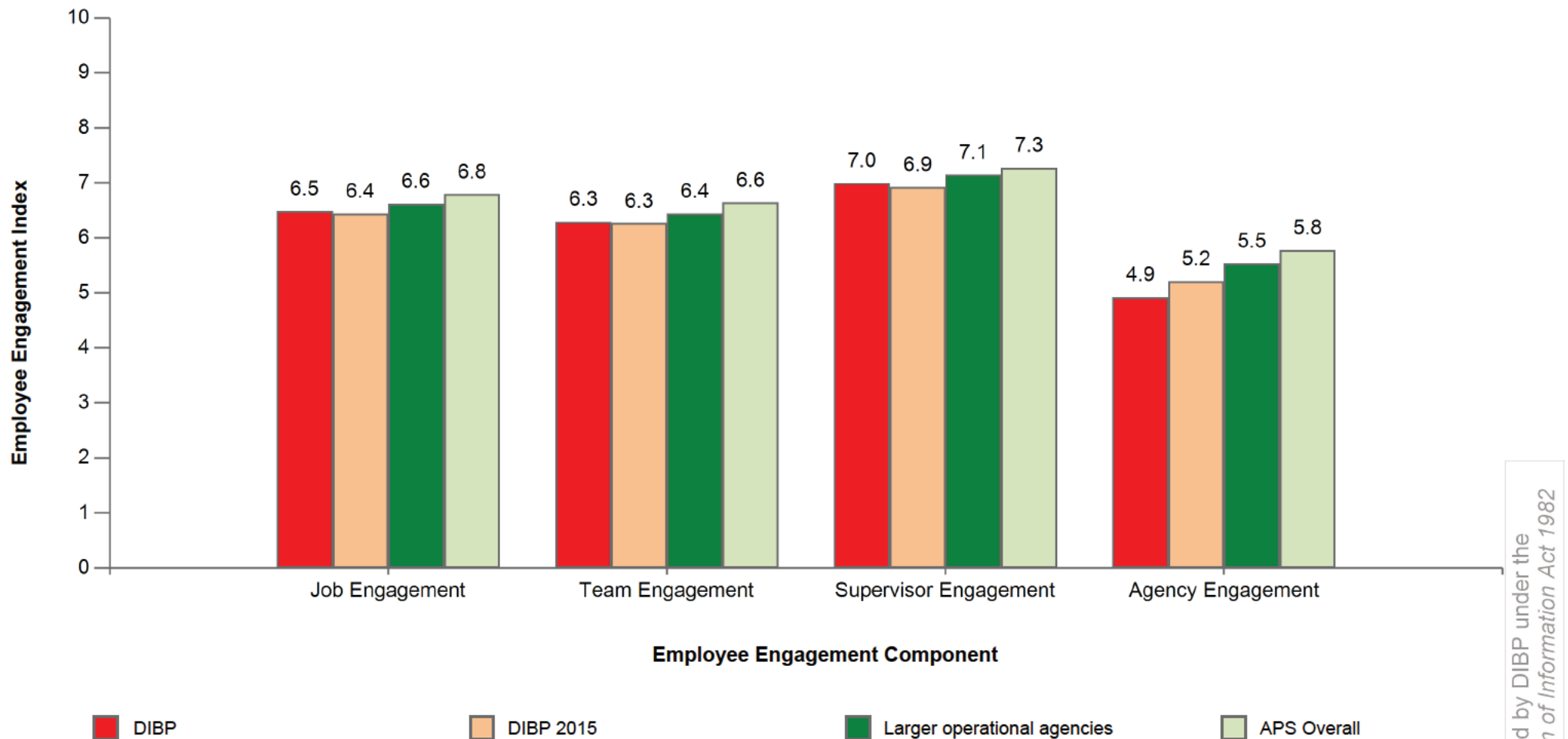


# Employee Engagement

The APS Employee Engagement Model allows APS managers and HR practitioners to gain a sophisticated understanding of the nature of engagement in their organisation and benchmark this element of their workforce against APS performance.

The model consists of the four aspects below. The scores are calculated by transforming the questions within each aspect onto a 0-10 scale from a 5 point scale (where a score of 1 equals Strongly disagree and a score of 5 equals Strongly agree).

## Elements of Engagement





# Employee Engagement (cont.)

Shown below are the individual items that make up each element of the APS Employee Engagement Model. These are the drivers of engagement and they define the engagement relationship.

## Drivers of Engagement

### Job Engagement

|   | Strongly agree / Agree | Neither agree nor disagree | Strongly disagree / Disagree | 2016<br>(% Strongly agree / Agree) |
|---|------------------------|----------------------------|------------------------------|------------------------------------|
| B20b My job gives me opportunities to utilise my skills   | 69                     | 15                         | 16                           | 69                                 |
| B20c My job gives me a feeling of personal accomplishment | 63                     | 19                         | 18                           | 63                                 |

### Team Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| B20d I am satisfied with the recognition I receive for doing a good job            | 48 | 23 | 29 | 48 |
| C21b The people in my workgroup are honest, open and transparent in their dealings | 76 | 14 | 10 | 76 |

### Supervisor Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| D23a I have a good immediate supervisor  | 78 | 12 | 10 | 78 |
| I41c My immediate supervisor encourages me (Always or Often / Sometimes / Rarely or Never) | 61 | 24 | 15 | 61 |

### Agency Engagement

|  |    |    |    |    |
|--|----|----|----|----|
| E24c In my agency, communication between SES and other employees is effective  | 25 | 30 | 45 | 25 |
| F25b When someone praises the accomplishments of my agency, it feels like a personal compliment to me  | 45 | 30 | 25 | 45 |
| F25j In general, employees in my agency feel they are valued for their contribution  | 28 | 30 | 41 | 28 |
| F25k My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments) | 52 | 24 | 24 | 52 |

Differences are green if they are at least 5% points better than the comparator

Differences are red if they are at least 5% points worse than the comparator

Percentage point difference from:

|      | 2015 | Larger operational agencies | APS Overall |
|------|------|-----------------------------|-------------|
| B20b | -1   | -2                          | -5          |
| B20c | +1   | -2                          | -5          |
| B20d | 0    | -4                          | -9          |
| C21b | +2   | +1                          | -1          |
| D23a | +2   | -1                          | -2          |
| I41c | +1   | -2                          | -4          |
| E24c | -    | -10                         | -17         |
| F25b | -4   | -4                          | -6          |
| F25j | -5   | -13                         | -19         |
| F25k | -1   | -8                          | -11         |





























## Employee Census - Engagement Scorecard

This report shows the engagement scores (on a 0 - 10 scale) for DIBP and selected comparison units.

Where the comparison unit's score is at least 10 per cent greater than the DIBP score for that year.

Where the comparison unit's score is at least 10 per cent less than the DIBP score for that year.

| Business Area                                     | Job Engagement |      |       | Team Engagement |      |       | Supervisor Engagement |      |       | Agency Engagement |      |       |
|---|----------------|------|-------|-----------------|------|-------|-----------------------|------|-------|-------------------|------|-------|
|   | 2015           | 2016 | diff. | 2015            | 2016 | diff. | 2015                  | 2016 | diff. | 2015              | 2016 | diff. |
| The Department excluding ABF                      | 6.5            | 6.6  | 0.1   | 6.4             | 6.4  | 0.0   | 7.0                   | 7.1  | 0.1   | 5.4               | 5.1  | -0.3  |
| Policy Group                                      | 6.4            | 6.8  | 0.4   | 6.4             | 6.8  | 0.4   | 7.0                   | 7.3  | 0.3   | 4.8               | 4.8  | 0.0   |
| Strategic Policy & Planning Division              | 5.8            | 6.4  | 0.6   | 5.7             | 6.6  | 0.9   | 6.8                   | 7.6  | 0.8   | 4.6               | 4.5  | -0.1  |
| Immigration & Citizenship Policy Division         | 6.6            | 7.1  | 0.5   | 6.9             | 7.3  | 0.4   | 7.5                   | 7.6  | 0.1   | 4.8               | 4.3  | -0.5  |
| Traveller Customs & Industry Policy Division      | 6.4            | 6.7  | 0.3   | 6.4             | 6.5  | 0.1   | 6.9                   | 6.9  | 0.0   | 4.6               | 4.6  | 0.0   |
| International Division                            | 6.4            | 7.4  | 1.0   | 6.3             | 6.8  | 0.5   | 6.4                   | 7.3  | 0.9   | 4.8               | 5.3  | 0.5   |
| Executive Division                                | 6.8            | 6.8  | 0.0   | 6.7             | 6.8  | 0.1   | 7.2                   | 7.2  | 0.0   | 5.2               | 5.2  | 0.0   |
| Corporate Group                                   | 6.8            | 6.8  | 0.0   | 6.7             | 6.5  | -0.2  | 7.1                   | 7.2  | 0.1   | 5.3               | 5.1  | -0.2  |
| Corporate Services Division                       | 7.0            | 6.4  | -0.6  | 6.5             | 6.2  | -0.3  | 7.1                   | 7.0  | -0.1  | 5.8               | 5.0  | -0.8  |
| People Division                                   | 6.7            | 6.6  | -0.1  | 6.6             | 6.5  | -0.1  | 7.1                   | 7.3  | 0.2   | 5.0               | 4.8  | -0.2  |
| Finance Division                                  | 6.6            | 6.8  | 0.2   | 6.5             | 6.5  | 0.0   | 7.0                   | 7.1  | 0.1   | 5.6               | 5.2  | -0.4  |
| Legal Division                                    | 7.3            | 7.6  | 0.3   | 7.4             | 7.2  | -0.2  | 7.5                   | 7.6  | 0.1   | 5.2               | 5.4  | 0.2   |
| Integrity, Security & Assurance Division          | 6.7            | 6.9  | 0.2   | 6.5             | 6.3  | -0.2  | 7.0                   | 6.8  | -0.2  | 5.3               | 5.3  | 0.0   |
| Health Services & Policy Division                 | n/a            | nfp  |       | n/a             | nfp  |       | n/a                   | nfp  |       | n/a               | nfp  |       |
| Intelligence & Capability Group                   | 6.5            | 6.6  | 0.1   | 6.2             | 6.3  | 0.1   | 6.8                   | 7.0  | 0.2   | 4.9               | 4.7  | -0.2  |
| Intelligence Division                             | 6.5            | 6.3  | -0.2  | 6.0             | 6.0  | 0.0   | 6.7                   | 6.6  | -0.1  | 4.5               | 4.0  | -0.5  |
| ICT Division                                      | 6.6            | 6.7  | 0.1   | 6.4             | 6.4  | 0.0   | 7.0                   | 7.1  | 0.1   | 5.1               | 5.0  | -0.1  |
| Major Capability Division                         | 6.4            | 6.5  | 0.1   | 6.0             | 6.2  | 0.2   | 6.5                   | 7.1  | 0.6   | 4.8               | 5.1  | 0.3   |
| Identity & Biometrics Division                    | n/a            | 7.3  |       | n/a             | 6.7  |       | n/a                   | 7.2  |       | n/a               | 4.7  |       |
| Visa & Citizenship Services Group                 | 6.4            | 6.4  | 0.0   | 6.4             | 6.4  | 0.0   | 7.0                   | 7.1  | 0.1   | 5.6               | 5.3  | -0.3  |
| Visa & Citizenship Management Division            | 6.3            | 6.4  | 0.1   | 6.3             | 6.4  | 0.1   | 7.0                   | 7.0  | 0.0   | 5.8               | 5.4  | -0.4  |
| (Overseas)  | 6.8            | 6.6  | -0.2  | 6.6             | 6.4  | -0.2  | 7.2                   | 7.0  | -0.2  | 6.4               | 6.1  | -0.3  |
| Refugee & Humanitarian Visa Management Division   | 6.5            | 6.7  | 0.2   | 6.3             | 6.5  | 0.2   | 7.0                   | 7.2  | 0.2   | 5.1               | 4.9  | -0.2  |
| Community Protection Division                     | 6.5            | 6.5  | 0.0   | 6.5             | 6.2  | -0.3  | 7.0                   | 7.0  | 0.0   | 5.3               | 4.7  | -0.6  |
| Digital Transformation & Channels Division        | 6.2            | 6.2  | 0.0   | 6.5             | 6.6  | 0.1   | 7.4                   | 7.3  | -0.1  | 5.8               | 5.6  | -0.2  |
| Strategic Reform Group                            | n/a            | 6.7  |       | n/a             | 7.0  |       | n/a                   | 7.5  |       | n/a               | 5.1  |       |
| ABF   | 6.4            | 6.3  | -0.1  | 6.0             | 5.9  | -0.1  | 6.7                   | 6.7  | 0.0   | 4.9               | 4.5  | -0.4  |
| Support Group                                     | 6.5            | 6.6  | 0.1   | 6.1             | 6.3  | 0.2   | 7.1                   | 7.1  | 0.0   | 4.8               | 4.8  | 0.0   |
| Border Management Division                        | 5.9            | 6.6  | 0.7   | 5.9             | 6.5  | 0.6   | 6.1                   | 7.2  | 1.1   | 4.9               | 4.6  | -0.3  |
| Border Force Capability Division                  | 7.1            | 6.8  | -0.3  | 6.2             | 6.2  | 0.0   | 7.2                   | 7.0  | -0.2  | 4.9               | 5.1  | 0.2   |
| Detention Services Division                       | 6.1            | 6.8  | 0.7   | 5.9             | 6.4  | 0.5   | 7.0                   | 7.5  | 0.5   | 4.6               | 5.0  | 0.4   |
| Children Community & Settlement Services Division | 6.2            | 6.2  | 0.0   | 6.2             | 6.2  | 0.0   | 7.2                   | 6.7  | -0.5  | 4.7               | 4.5  | -0.2  |
| Operations Group                                  | 6.4            | 6.1  | -0.3  | 5.9             | 5.8  | -0.1  | 6.6                   | 6.5  | -0.1  | 4.9               | 4.4  | -0.5  |
| Maritime Border Command                           | 6.5            | 6.7  | 0.2   | 5.7             | 6.3  | 0.6   | 7.4                   | 7.0  | -0.4  | 5.1               | 5.0  | -0.1  |
| Investigations                                    | 7.1            | 7.0  | -0.1  | 6.4             | 6.5  | 0.1   | 6.7                   | 7.0  | 0.3   | 5.3               | 4.9  | -0.4  |
| Strategic Border Command                          | 6.3            | 6.0  | -0.3  | 5.9             | 5.7  | -0.2  | 6.6                   | 6.5  | -0.1  | 4.8               | 4.3  | -0.5  |
| OSB JATF  | nfp            | nfp  |       | nfp             | nfp  |       | nfp                   | nfp  |       | nfp               | nfp  |       |
| DIBP  | 6.4            | 6.5  | 0.1   | 6.3             | 6.3  | 0.0   | 6.9                   | 7.0  | 0.1   | 5.2               | 4.9  | -0.3  |
| APS   | 6.7            | 6.8  |       | 6.5             | 6.6  |       | 7.2                   | 7.3  |       | 5.7               | 5.8  |       |

