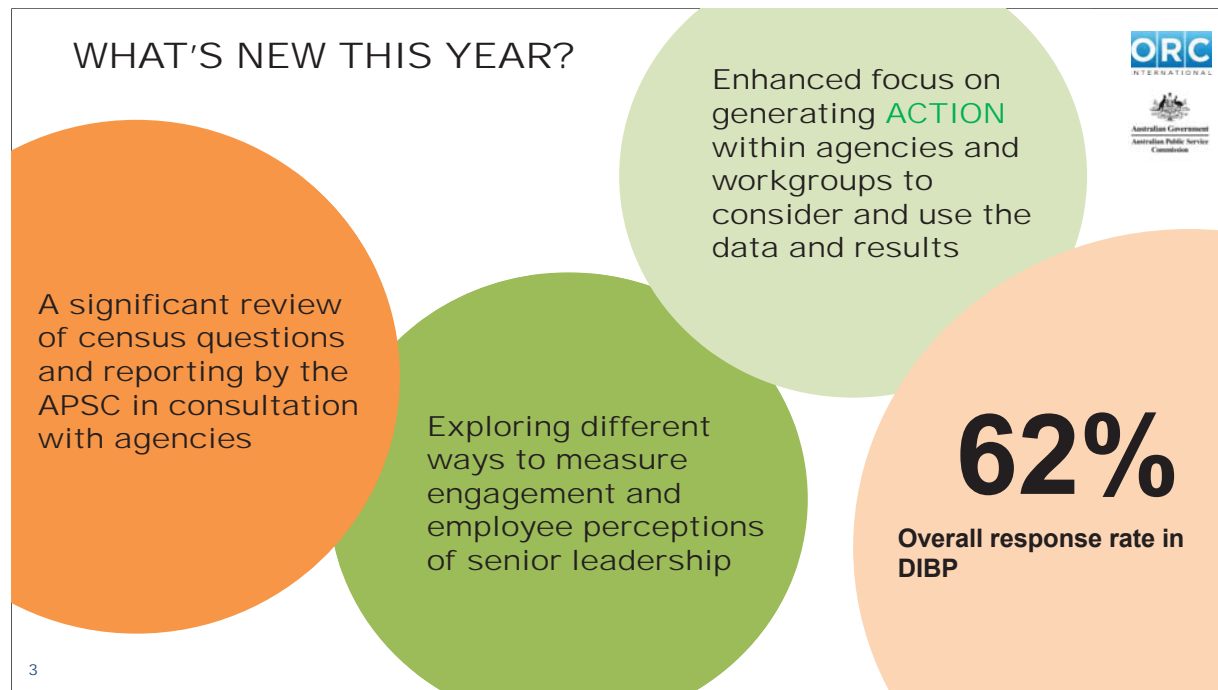
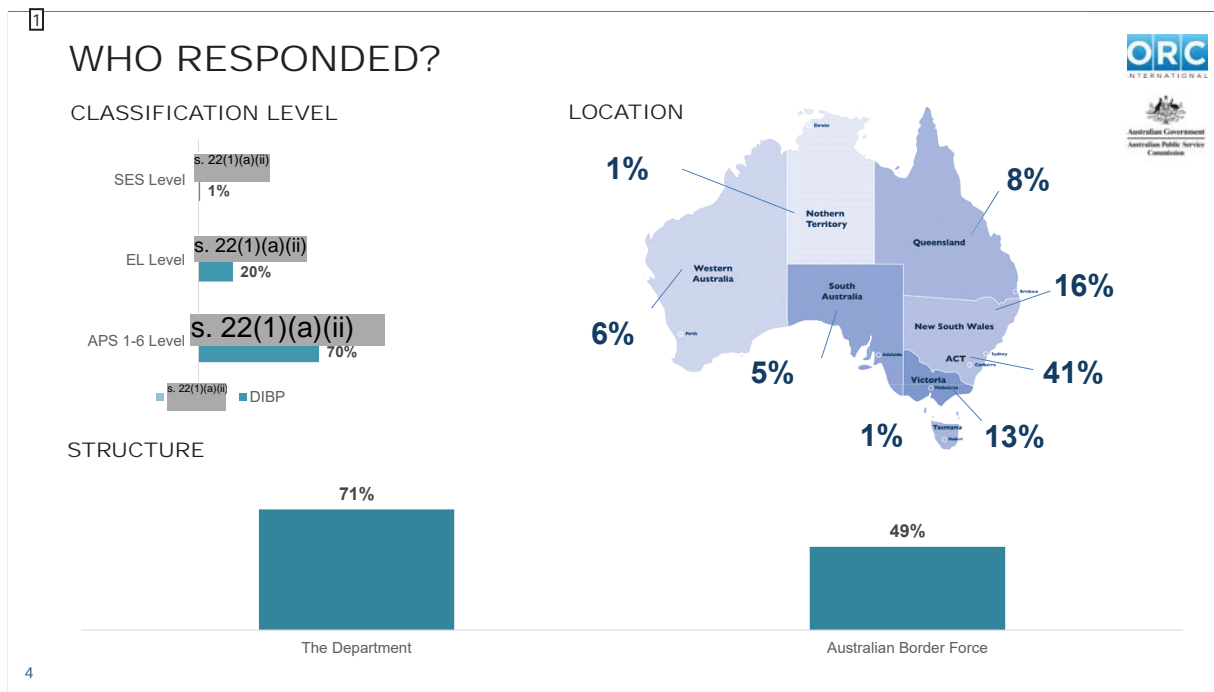


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## Summary of Comments on PowerPoint Presentation

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Page: 4

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 Number: 1    Author: Presenter    Subject: Presentation Notes    Date: 19/09/2017 3:39:18 PM  
This is an overview of who responded from DIBP to the Census.

---

As the last slide showed, there was a robust 62% response rate this year, with the breakdown 71% at The Department and 49% in the ABF.

Whilst the ABF is below 50%, we know that due to the size and number of respondents we are still confident that the data collected is robust and representative.

Throughout this presentation we will discuss breakdowns by classification level **s. 22(1)(a)(ii)**



## Document 1

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Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:54 PM  
 The Census is so long that it would be impossible to cover all findings with you today. We're only going to concentrate on what we believe to be the key headlines.

However to give you a quick overview at the Census at a glance, we can demonstrate to you that since last year across DIBP about a third of the questions comparable to 2016 have improved by 3% or more. Due this organisations size a movement of 3% should be significant. A movement of 5% is definitely significant.

ABOVE 2016 INCLUDE:

Agree most recent informal performance feedback will help improve performance? 61% (+11%) (and formal feedback is 52% +9)  
 Good understanding of the policies and procedures to deal with corruption 83% (+11%)  
 Confident that I would know what to do if I identified corruption 88% (+10%)  
 SES in your agency act in accordance with s. 22(1)(a)(ii)  
 My agency prioritises: Developing new ideas-Employees are encouraged to make suggestions 33% +5%  
 Employees who get ahead in my agency area able to generate new ideas 32% +5%  
 Most managers in my agency are people who: Encourage innovation 30% +5%

Nearly 10% of questions declined since last year, including most notably:

BELOW 2016 INCLUDE:

I am fairly remunerated (e.g. salary, superannuation) for the work that I do 36% (-7%) s. 22(1)(a)(ii)  
 In general, employees in my agency feel they are valued for their contribution 26% (-3%)  
 My agency provides opportunities for workplace mobility (e.g. secondments and temporary transfers) 34% (-3%)  
 My agency supports employees who are injured or become ill due to work 54% (-3%)

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



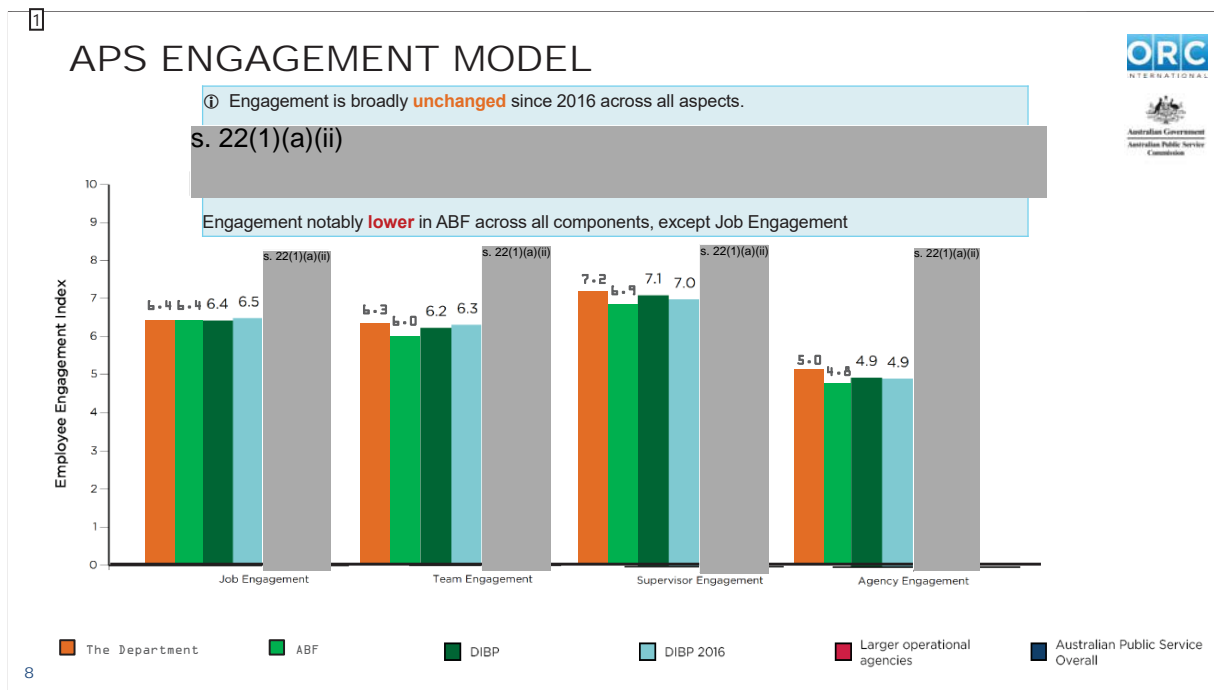
2017 AUSTRALIAN PUBLIC SERVICE  
EMPLOYEE CENSUS



have your say

02.  
EMPLOYEE  
ENGAGEMENT





Page: 8

Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:55 PM

The APS Engagement model has been used for several years now and consists of the four aspects shown, Job, Team, Supervisor and Agency Engagement.

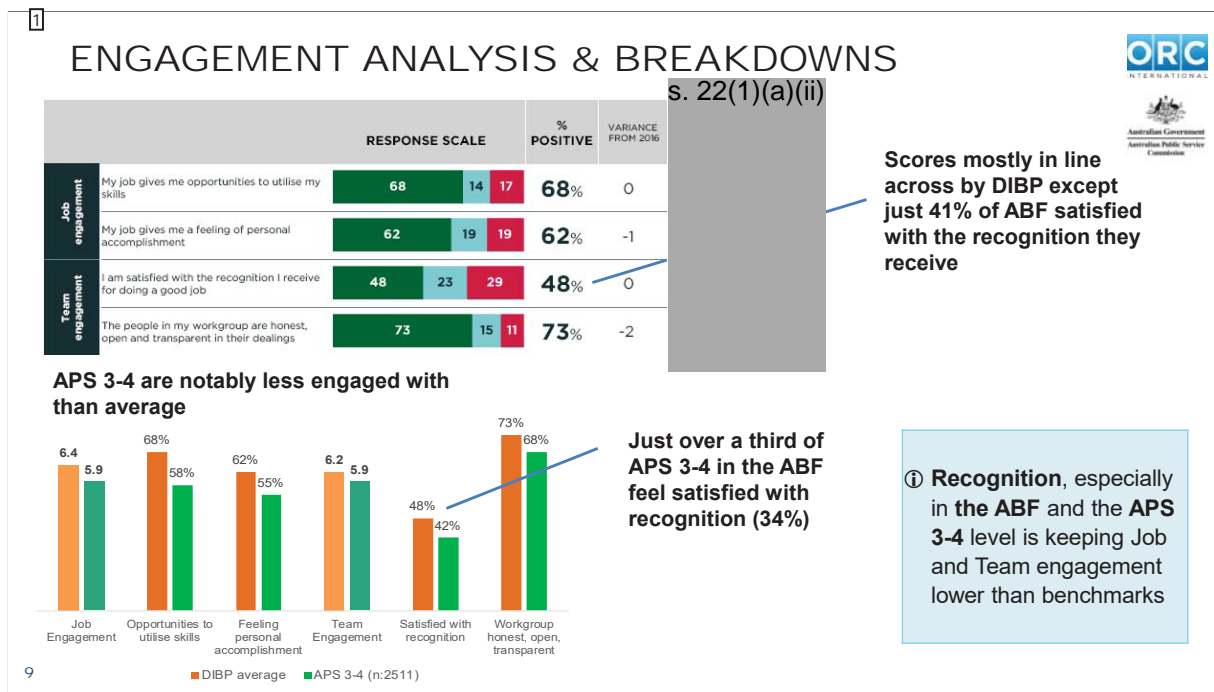
The scores are calculated by transforming the questions within each aspect onto a 0-10 scale from a 5 point scale (where a score of 1 equals strongly disagree and a score of 5 equals strongly agree).

Orange, light green and dark green represent The Department, the ABE and then collective DIBP in 2017 respectively. s. 22(1)(a)(ii)

Engagement is broadly unchanged since 2016 across all aspects measured. Engagement with the Job, Team and Supervisor broadly comparable and in line with larger operational agency benchmarks. s. 22(1)(a)(ii)

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

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Number: 1    Author: Presenter    Subject: Presentation Notes    Date: 18/09/2017 2:39:55 PM  
Breaking down the census questions used to calculate Job and Team engagement.

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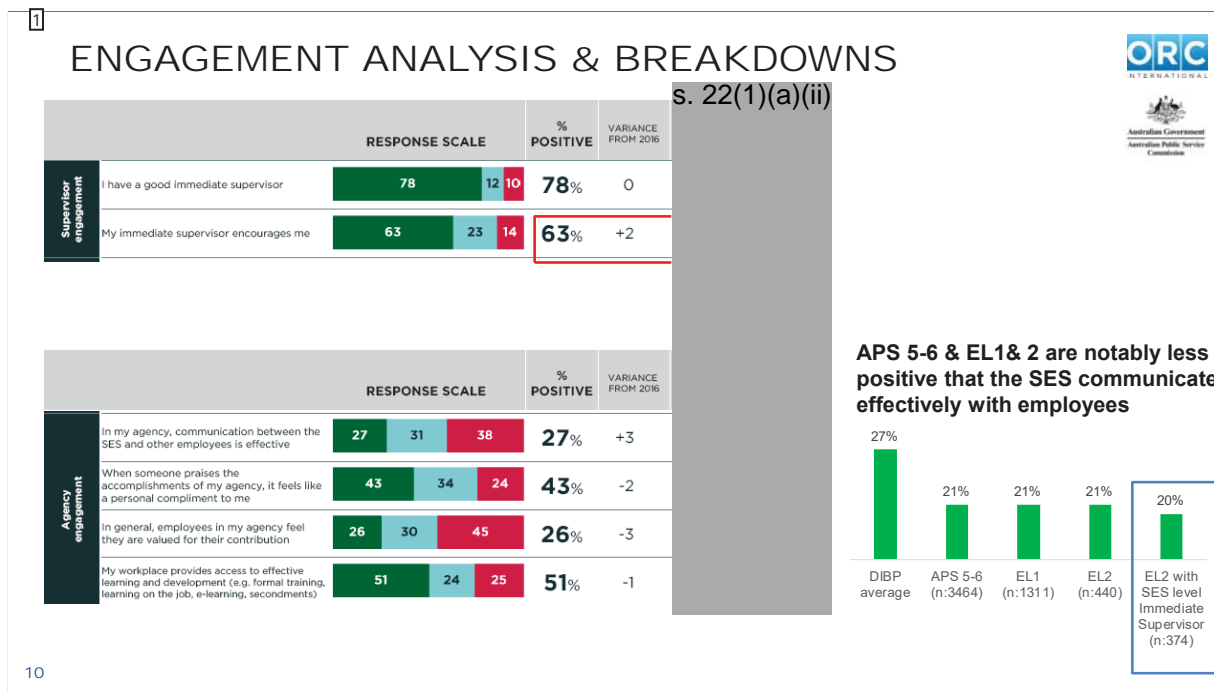
We can see very little movement since 2016. **s. 22(1)(a)(ii)**

Exploring this further, we can see that both The Department and the ABF are broadly in-line with each other across most questions, except the ABF is significantly less positive overall in regards to satisfaction with recognition.

Exploring the make up of both workforces, we see that a notably higher proportion of APS 3-4 Level sit within the ABF than The Department. 25% of respondents in the Department are APS 3-4 Level, compared to 38% of respondents in the ABF.

This cohort of APS 3-4 are notably less positive across most areas of the census, including the engagement measures. The larger proportion of this group within the ABF partly explain the lower engagement scores. ABF APS 3-4 staff are even less satisfied with recognition, at just 34% positive.

We can analyse that Recognition, especially in the ABF and the APS 3-4 level is keeping Job and Team engagement lower than benchmarks.



Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:55 PM  
Immediate Supervisor is an area which we enhanced in this year's Census to look at a lot more areas including communication skills, resilience and development of staff. Overall perceptions of Immediate Supervisors are a relative strength in DIBP. We'll look into this further later. Supervisor engagement is measured with these 2 questions.

My immediate supervisor encourages me is 63% positive, and is higher at 65% in The Department s. 22(1)(a)(ii)  
59% positive in ABF.

More analysis on immediate supervisor later.

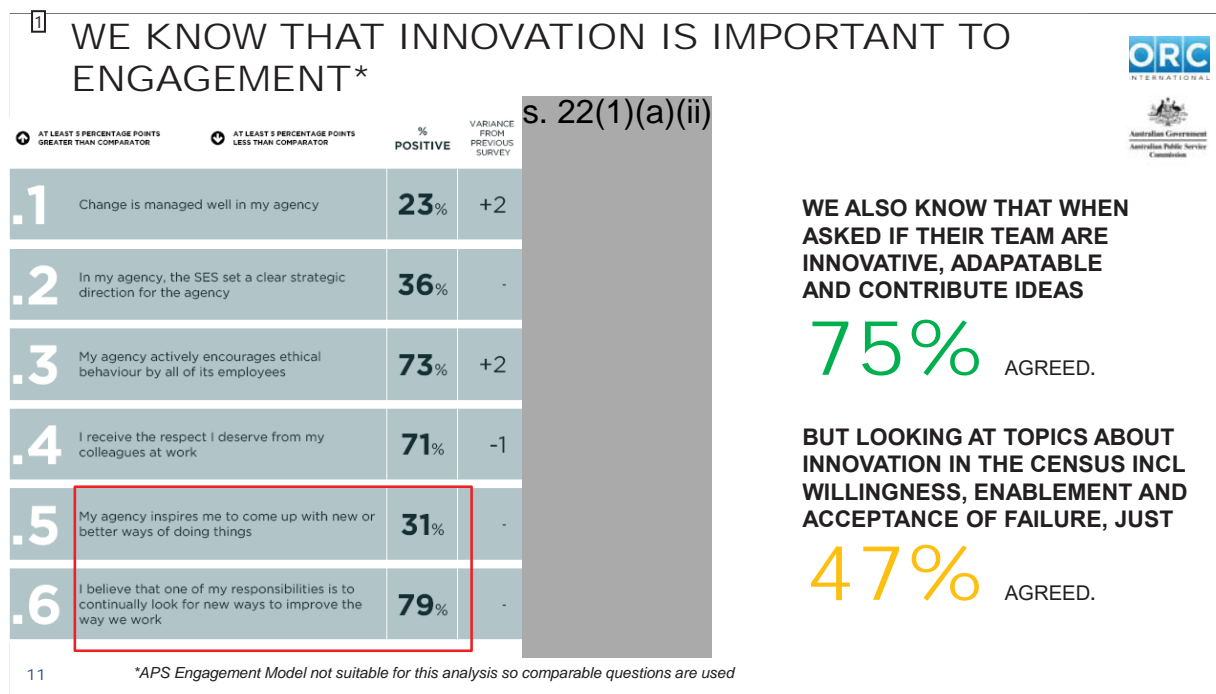
s. 22(1)(a)(ii)

Whilst belief that communications between the SES and employees are effective has improved by +3pp since 2016, it is still sitting at just 27%.

Among APS5-6, and EL1 and EL2 it is just 21%. s. 22(1)(a)(ii)

The majority of EL2 s said that their supervisor was SES level (approx. ¾ of EL2 respondents said this). We wanted to explore if potential increased proximity to the SES would make a difference in these perceptions. When we filter all EL2s by just those who said that their supervisor was SES (this group would presumably have the day to day experience and objectivity to answer this question) the positivity is even fractionally lower at just 20%.





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Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:55 PM

As well as reviewing the areas forming part of engagement to see where there is potential to improve, we have also introduced another method which could assist in identifying areas to focus for improvement.

Introduce driver analysis. Brush over that this analysis is based on comparable engagement questions as the APS model is not suitable for the Driver Analysis.

This is just a method to 'point in the right direction' for what to focus on.

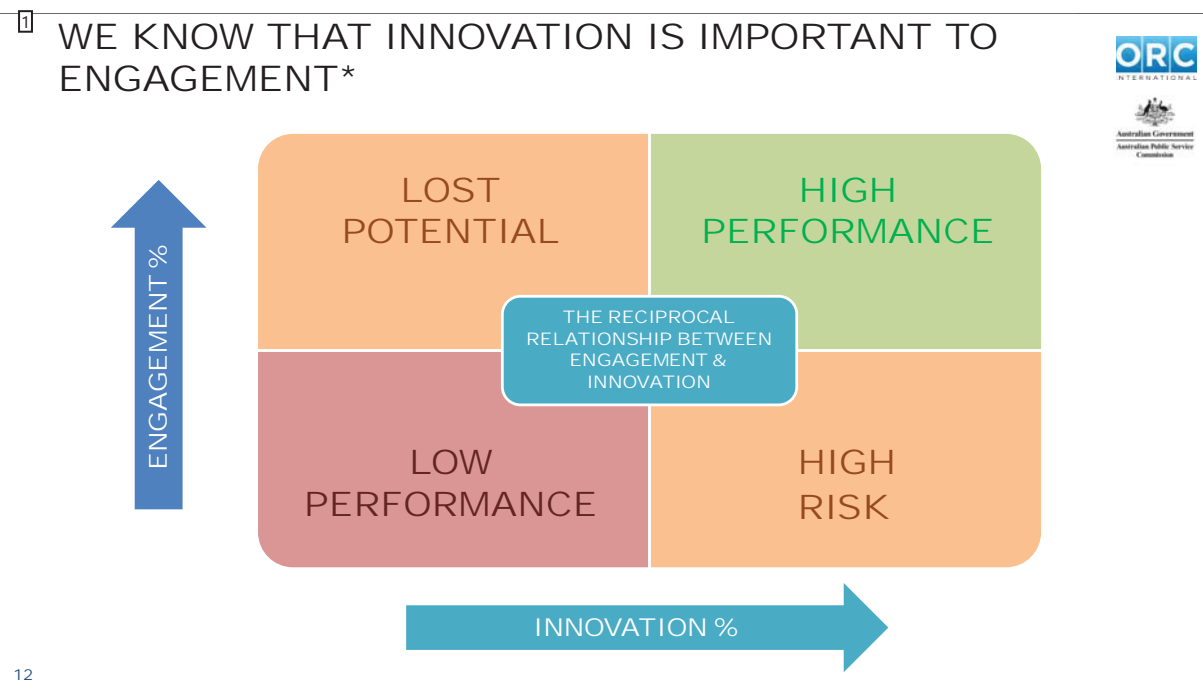
We will cover change management and SES perceptions later – it drives engagement and is important.

Other Drivers performing well around ethical behaviour and integrity. Very high scoring across DIBP on the whole:  
Agency encourages ethical behaviour 73% +2pp  
Respect from colleagues at work 71% -1pp  
Other similar questions:  
I am clear about the professional standards expected of me 93%  
My team and others I work with act with integrity and uphold and maintain the law 92%  
My team and others I work with are accountable for their actions and decisions 89%


We are seeing questions relating to Innovation play an important part in engagement in many areas across the APS and this year we enhanced the questions evaluating Innovation in agencies.

Just under a third believe that their agency inspires them and other staff to come up with new and better ways of working, yet nearly 8 in 10 respondents believe its one of their responsibilities to do so.

We also know that when asked if their team is innovative, adaptive and if they contribute ideas, 75% of employees agreed. However, when evaluating willingness to be innovative, enablement of innovation and a culture around an acceptable of failure, in order to build this year a new Innovation Index score, we found that just 47% on average agreed.



---

 Number: 1    Author: Presenter    Subject: Presentation Notes    Date: 18/09/2017 2:39:55 PM  
ORC research has consistently shown a strong link between engagement and effective and enabled innovation.

---

There is an observed reciprocal relationship between the two concepts, which we are seeing in DIBP where employees find that innovative behaviour and outcomes across the organisation drive their levels of engagement.

If both are performing well we achieve the desired situation where engaged employees are performing at their best and enabled to be innovative and achieve High Performance.

High levels of engagement without Innovation being truly enabled leads to a loss of potential as employees are restricted from achieving their best

Conversely, high levels of enablement and encouragement of innovation among employees who are not engaged can lead to a significant risk where work and objectives between the organisation and the employee are misaligned.



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EMPLOYEE CENSUS



have your say

03.  
LEADERSHIP



1

## IMMEDIATE SUPERVISOR

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

		RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2016
Immediate supervisor	My supervisor treats people with respect	85	9		85%	+1
	My supervisor communicates effectively	73	14	13	73%	-
	My supervisor encourages me to contribute ideas	75	14	10	75%	-
	My supervisor helps to develop my capability	62	22	16	62%	-
	My supervisor displays resilience when faced with difficulties or failures	73	18	9	73%	-
	My supervisor gives me responsibility and holds me to account for what I deliver	80	14		80%	-
	My supervisor challenges me to consider new ways of doing things	64	23	12	64%	-

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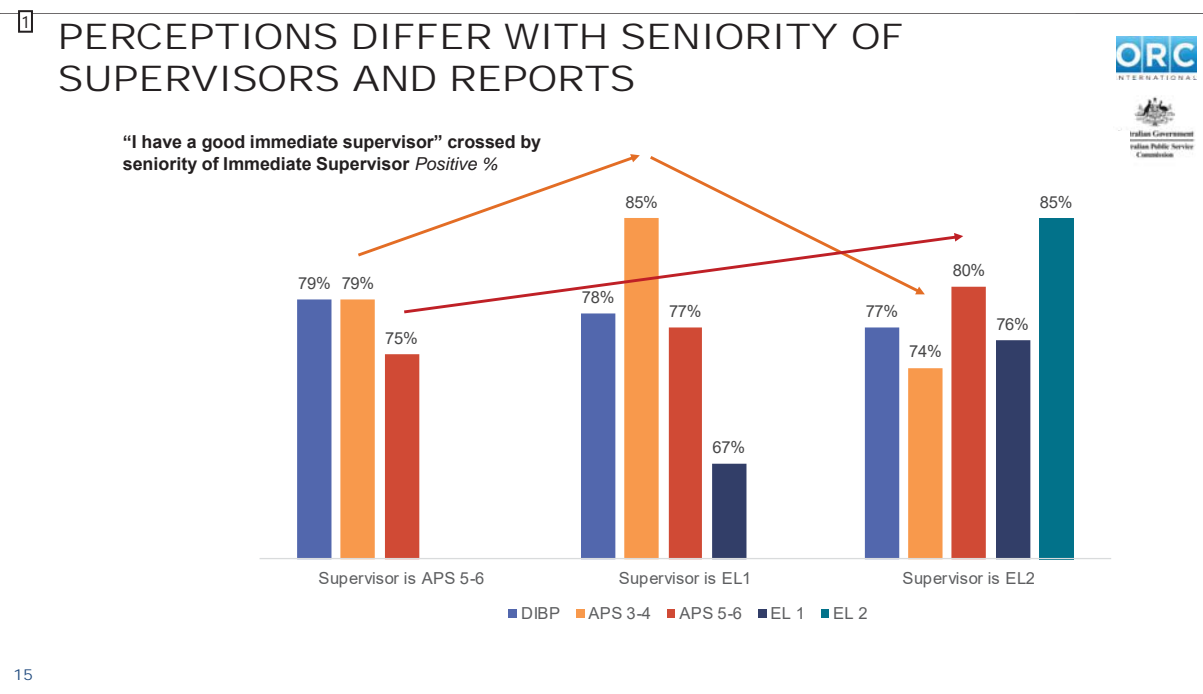
Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:55 PM  
We have discussed how engagement with Supervisor is the strongest of all concept of Engagement measured across s. 22(1)(a)(ii) DIBP. We have also mentioned how it is a new area which we are exploring in more detail in this year's Census and a relative strength for DIBP.

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

For the most part there are no significant major differences between The Department and the ABF for this area.

Let's examine the relationship between Supervisors and their reports in a bit more detail..

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Number: 1    Author: Presenter    Subject: Presentation Notes    Date: 18/09/2017 2:39:55 PM

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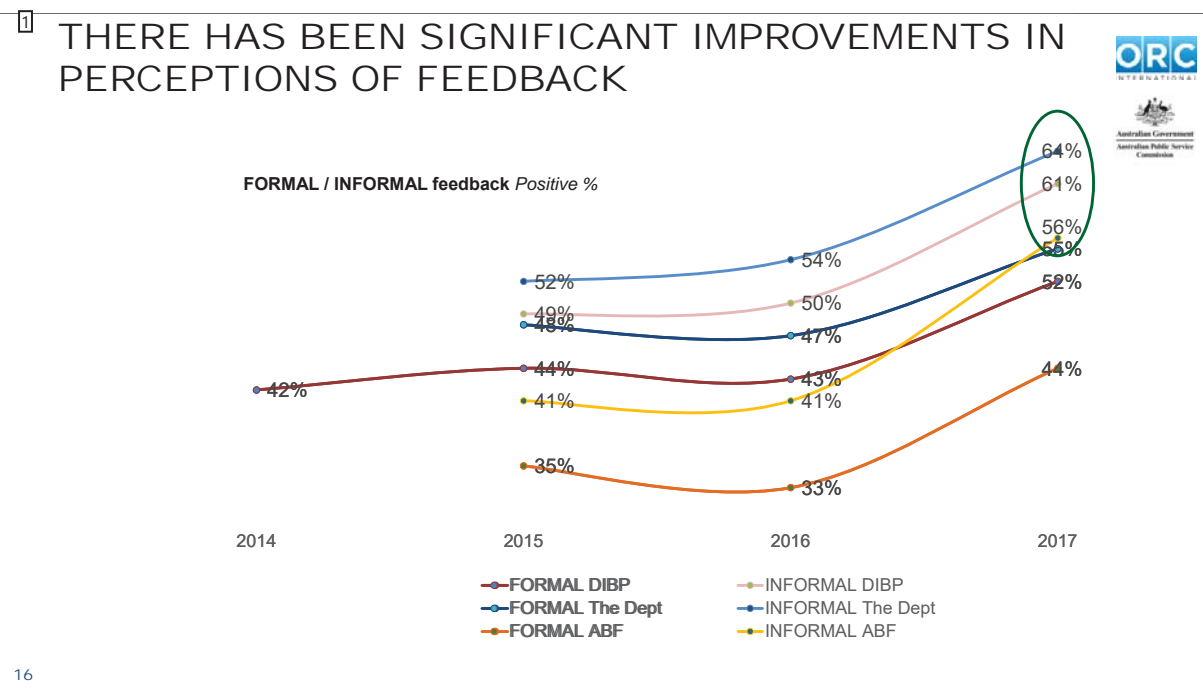
First, it is clear that perceptions differ somewhat based on the level of seniority of the supervisor.

By filtering the data by the level that respondents reported that their supervisor was, we are able to examine interesting differences.

Concentrating just on the question 'I have a good immediate supervisor' as a way to consolidate the feedback, and putting aside perceptions on SES supervisors for the time being, we can see that APS3-4's tend to have a slightly more positive perception of EL1 level Supervisors than APS5-6s and EL2s (although at 74% it should be noted that APS3-4s with EL2 supervisors still draw mostly positive feedback)

The story is different for APS5-6s – with increasing positivity based on the increased seniority of supervisors. In other organisations we sometimes see some tensions develop when employees are being managed that are either the same grade or level as them, or indeed younger than them. It would be worth exploring if this might be the case in DIBP, as this trend suggests some of these trends may be reflected here for APS5-6s who are also supervised by APS5-6s (there are approx. 960 who responded to the Census in this way), although we cannot review based by the age of supervisors as that question was not asked.

Because we see also see this trend amongst EL1 employees who are also managed by an EL1, with a notably lower positivity to the question that they have a good supervisor.



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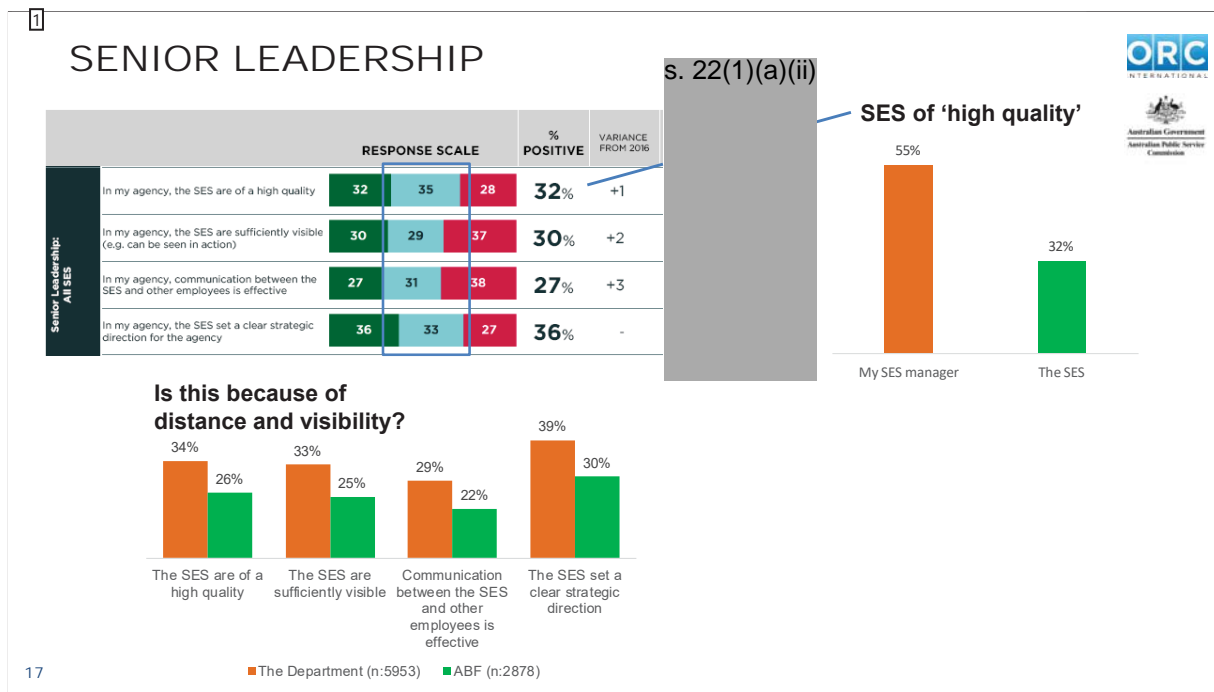
Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:55 PM  
Reviewing feedback and coaching, there have been significant improvements in DIBP over the last year.

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Formal feedback perceptions have improved from 43% to 52% overall, with the increase even higher in The Department at 47% to 55% this year.

Informal feedback of course plays a significant role in the development discussions between supervisors and employees, and this has experienced significant improvements as well.

Across DIBP perceptions have improved from 50% to 61%. This has been driven by a notable improvement in the Department of 10% from 54% to 64%, but more significantly within the ABF which has improved 15% from 41% to 56%



Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:56 PM

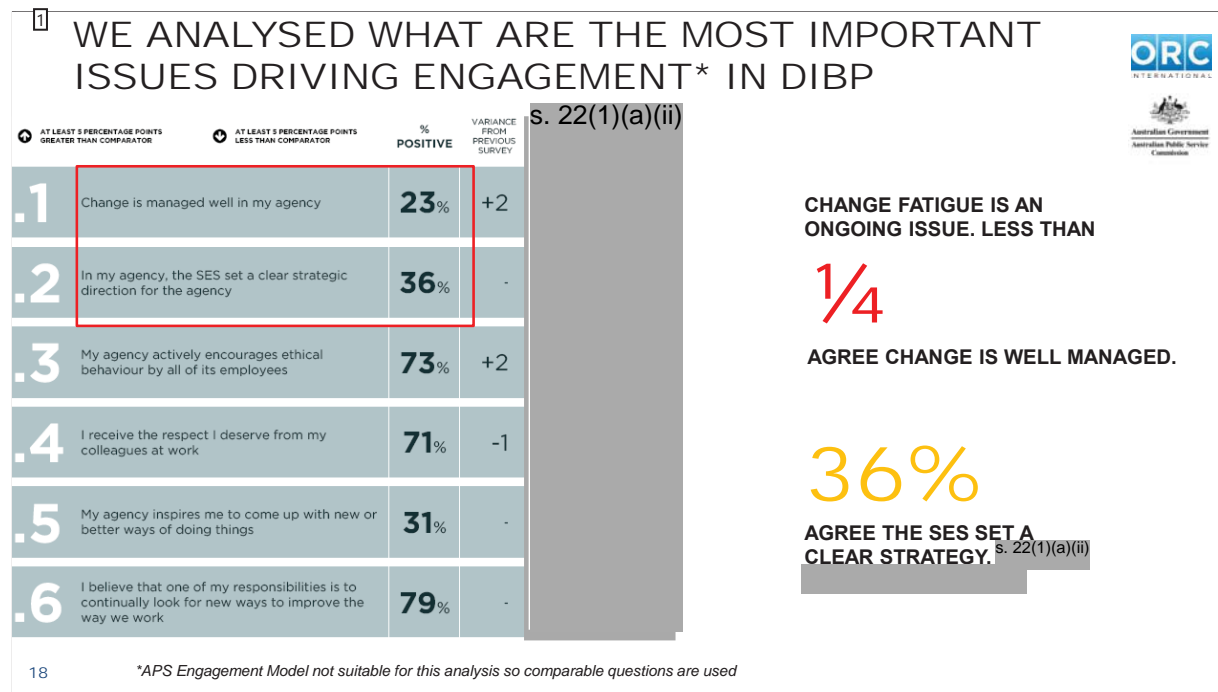
Reviewing perceptions of leadership now away from immediate supervisors and towards the SES, the Census recorded that perceptions about respondent's own SES manager tended to be significantly higher compared to the SES as a whole.

We can clearly see this through the notable difference between perceptions that the whole SES are of high quality compared to those of their SES manager.

It is a common trend in employee research to see notably lower positivity in perceptions the further away you get from employees immediate employee experience. Senior leadership is often one of these areas s. 22(1)(a)(ii)

To reinforce this, look at the neutral scores for all the SES questions on the screen and note that nearly a third of the workforce are not positive or negative about the SES. They are actually on the fence and saying that they do not know.

It could be down to distance and visibility. We know that this organisation has a large and dispersed workforce which can make improving these perceptions more difficult. Reviewing the differences between the Department and the ABF, we see yet lower positive scores in the ABF, with just 22% believing that communication from the SES is effective.



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Number: 1    Author: Presenter    Subject: Presentation Notes    Date: 18/09/2017 2:39:56 PM

Turning back to our analysis to determine areas which most impacted on engagement across DIBP, perceptions that change is managed well and that senior leadership set a clear strategic direction have the most impact. This is quite a common finding as we find that perceptions of leadership often have a significant impact on levels of engagement, or at least leadership acts as an enabler of high engagement.

Both are performing with relatively low levels of positivity, just under a ¼ believe that change is managed well across DIBP. The amount of change over recent years is clearly setting in and this is a sign of change fatigue, leading to only 36% believing that a clear strategy has been set. Both areas remaining low has the impact to reduce levels of engagement.



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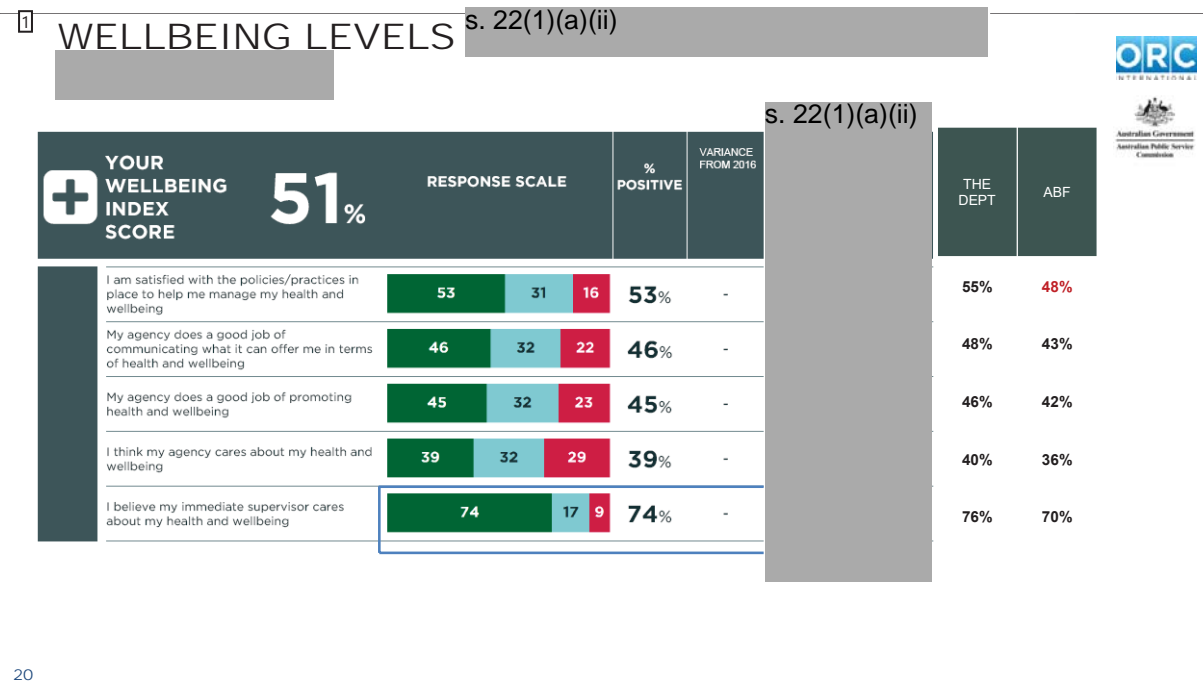


have your say

05.  
OTHER SURVEY  
THEMES







---

Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:56 PM  
Introduced this year is a bank of questions which have been validated to provide a demonstration of levels of Wellbeing across the DIBP.

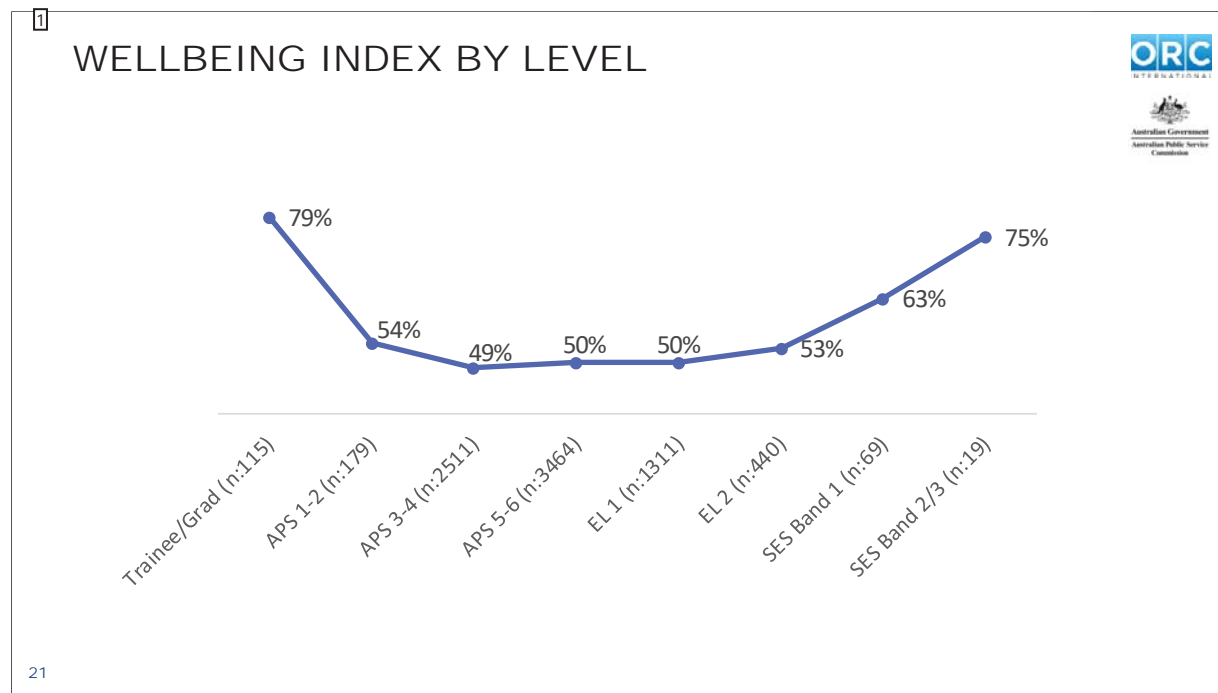
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The questions cover whether the agency has the perceived policies and procedures in place to maintain health and wellbeing, whether culturally the agency is deemed to encourage it, and whether immediate supervisors care about wellbeing.

The Wellbeing Index scored 51% this year. s. 22(1)(a)(ii)

The most significant difference between The Department and the ABF related to satisfaction that the policies and procedures were in place to manage employee wellbeing. It would be worthwhile evaluating whether there were significant actual differences between the two parts of the organisation in this area.

Relief that immediate supervisors cared about wellbeing out performed all other areas measured, with nearly ¾ agreeing. s. 22(1)(a)(ii)



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Number: 1      Author: Presenter      Subject: Presentation Notes      Date: 18/09/2017 2:39:56 PM

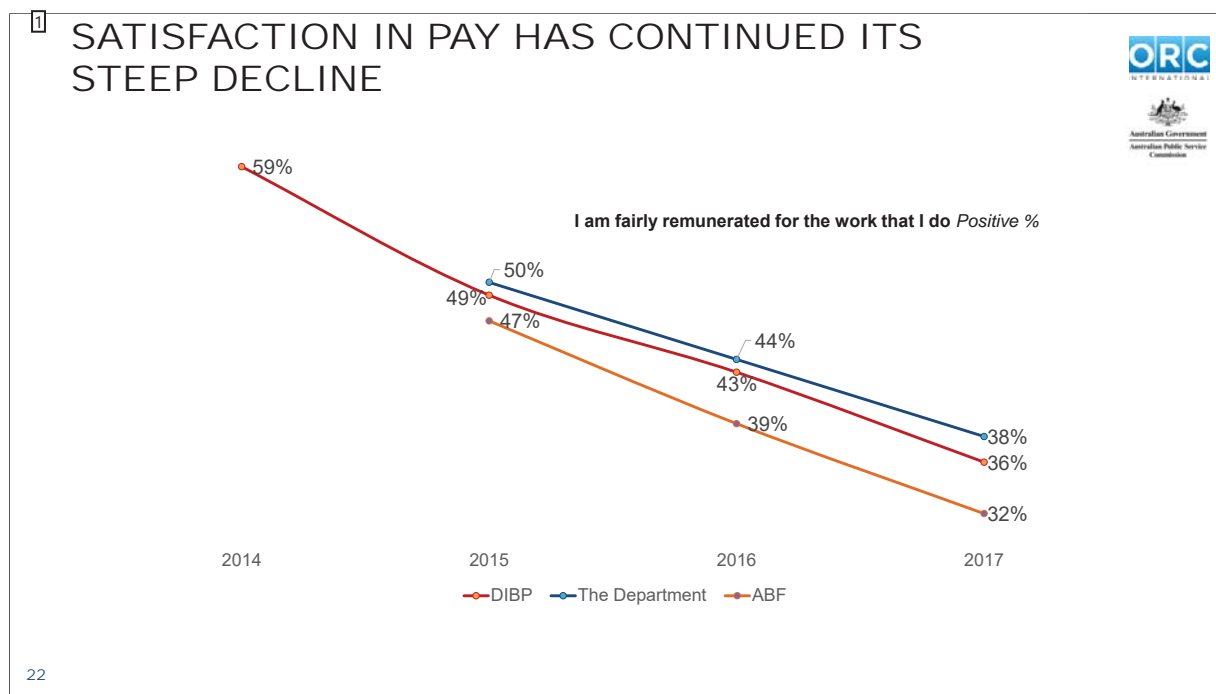
Our research shows us that perceptions about health and wellbeing in the workplace varies significantly depending on what grade / rank or level of seniority of your role. We can see this in DIBP, but it doesn't follow all expected trends.

115 respondents identified in the Census as Trainees / Apprentices or Graduates, and this group collectively scored 79% on the Wellbeing Index.

The majority of respondents, all APS levels and EL1s and 2s sat between 49% - 54%.

All 3 SES Bands demonstrated higher Wellbeing scores. Whilst this follows a trend that more senior respondents tended to be more positive to the Census in general.

S. 22(1)(a)(ii)



Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:56 PM

Turning to other themes now before we conclude, the Census demonstrated that in 2017 satisfaction with Pay through the question "I am fairly remunerated for the work that I do" has continued a steep decline since 2014. We are aware that there has been a policy of no pay rises since 2013, and it is clear that the affects of this are being displayed with staff dissatisfaction.

In 2015 when we first have records for both The Department and the ABF in 2015. At this time approx. half of employees were satisfied with pay and felt fairly remunerated.

Last year this had fallen to 43% overall and 39% in the ABF. This year in 2017, just 32% of ABF employees feel fairly remunerated, this score being 38% in The Department, with an average at 36% for DIBP. s. 22(1)(a)(ii)

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



2017 AUSTRALIAN PUBLIC SERVICE  
EMPLOYEE CENSUS





have your say


05.  
SUMMARY OF  
RESULTS



1

SUMMARY OF RESULTS




CELEBRATE

There remains a high level of perceived integrity and conduct across all levels, and it is still increasing

Relationships between staff and their supervisors remain strong and in line with other agencies

There have been significant increases in positive perceptions of both formal and informal feedback




WARNING SIGNS

Perceptions of change management drive engagement. Change fatigue is embedded, creating risks

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

Levels of satisfaction with remuneration continue to decline significantly

APS3-4, especially in ABF are notably less engaged



OPPORTUNITIES

Given the changeable operating environment, engagement levels remain broadly stable with previous years

Innovation drives engagement, but is not yet fully enabled to see high performance

Explore methods to fully utilise the strong relationships between staff and their supervisors

24



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have your say

06.  
CREATING A  
CULTURE OF  
ACTION



**1**

## CREATING A CULTURE OF ACTION

ORC International's culture of action approach takes lessons from the organisations who deliver truly successful action combined with the best principles of transformational communications, learning theory and behaviour change.

**A CULTURE OF ACTION IS ACHIEVED WHEN...**

```

graph LR
    A((VALUED)) --- B((ENABLED))
    B --- C((ONGOING))
    C --- D((DELIVERS RESULTS))
  
```

**VALUED**  
Everyone sees how important it is to create an engaging place to work. They see the value of taking action and they are inspired and motivated to do it.

**ENABLED**  
Everyone knows how they are personally enabled to take action and have the tools they need to make an impact.

**ONGOING**  
Action is not a standalone process at one point in time. It becomes something everyone embraces, talks about and does every day.

**DELIVERS RESULTS**  
The actions people take have a measurable impact of performance.

26

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Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:56 PM

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ORC International are in a strong position to see and evaluate best practice and outcomes from a wide range of organisations in regards to taking action from the basis of an employee survey.

From taking lessons from the organisations which action plan the best, we have developed a framework to assist all our clients and organisations that we work develop a true Culture of Action planning.

We believe that you have achieved a Culture of Action when:

The Census results and taking action on them is truly Valued. People see the value in creating a better and engaging place to work. Employees are inspired and motivated to contribute.



The process is truly Enabled. All Employees know how they can PERSONALLY contribute the efforts to improve where they work. Employees have access to the resources, information and materials needed to make a difference.

The process is Ongoing. Action is not a standalone process and does not just happen once a year after the survey. It continues throughout the year with regular reviews, check ins and if necessary changes to approach




Finally, it actually Delivers Results. And results are visible for people to see and feel and are actually linked back to the results of the Census, enhancing recognition and belief in this process, which facilitates more action later.

1

## ACTION TEMPLATE PROVIDED

### TIME TO TAKE ACTION

 <b>CELEBRATE</b>	 <b>INVESTIGATE FURTHER WITH OUR TEAMS</b>	 <b>OPPORTUNITIES</b>
<p>What things do we do well?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><small>THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.</small></p>	<p>Are there any other opportunities coming out of the results that we want to explore further?</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><small>HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSING WITH STAFF?</small></p>	<p>Areas we need to focus on and turn into action plans:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><small>WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?</small></p>

**i**

**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

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PRIORITY 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				



This template will be included in all Benchmark Reports

A simple, effective and proven tool to allow large and small teams to review results and draw conclusions.

Utilises SMART best practice:

**Specific**  
**Measurable**  
**Achievable**  
**Relevant**  
**Timeframe**

27



Number: 1 Author: Presenter Subject: Presentation Notes Date: 18/09/2017 2:39:58 PM

Given that one of the 4 core principles of a culture of action is that Everyone is Enabled to contribute, this year one of the new and key inclusions in all benchmark reports is a template to assist in taking action.

Whilst at the overall organisation and agency level, and indeed for very large work groups and teams this template might feel too simple, for the vast majority of report owners ORC have found that this structure and format can really facilitate and inspire effective and ongoing action planning that is time bound and properly financed or resourced and based on the evidence from the Census.

Following the results of this presentation, we would expect overall organisation actions to be formulated, and we believe that this template in other manager reports will assist in flowing down action planning locally throughout the organisation.

## Benchmark Report: DIBP

CONTENT	
	Page
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Suggested Questions to Focus On	31
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RESPONSES:
8,834 of 14,208

RESPONSE RATE:
62%

# CHANGES FOR 2017



Following consultation with APS agencies ahead of the 2017 APS Employee Census, a number of enhancements were introduced to the census, including:

## Additional Questions

Some additional questions were included to explore flexible working arrangements, diversity, corruption, bullying, wellbeing, innovation and data literacy in more detail.

## Employee Engagement

Questions from the internationally recognised 'Say, Stay, Strive' model of engagement were included in the census to enable the measurement of employee engagement in a different way. See [Measuring Employee Engagement Intuitive Model Robust Science](#) for more information on this model. Analysis will now be undertaken to determine the most appropriate approach for measuring employee engagement across the APS into the future.

## 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 2017, questions differentiated between a respondent's immediate senior leader and the broader leadership group within the respondent's agency.

## Wellbeing index and Innovation index

Questions were refined or added 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.

## Online Portal

More detailed 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](mailto:stateoftheservice@apsc.gov.au).

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# TIPS & SUGGESTIONS

## 01.

**Take the time to digest the results and 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.

First take the time to fully understand this report before sharing with others.

What is your response rate? If high, the results will be representative of the views of your colleagues. If low (<20%) take care when interpreting the results.

How do your results compare to your parent unit or the organisation overall?

**Are there any results that are unexpected?**

**Encourage all colleagues to help with action planning and hopefully this will encourage them to complete the survey next time.**

### **Identify areas that need improvement.**

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 actions to take.

## 02.

## 03.

**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.

## 04.

**Is there room for improvement?**

The 'All questions' pages show every question asked in the survey and the proportion of colleagues responding positively (strongly agree + agree), neutrally (neither agree nor disagree) or negatively (disagree + strongly disagree). Look at how your positive score compares to your parent unit, and your last survey's results.

## 05.

**Some actions may be 'quick wins' and short term. However, in most instances, you will need to think longer term.**

What do you want employees to be saying about their working lives in the future?

What should be put in place to achieve this?

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# APS EMPLOYEE ENGAGEMENT MODEL

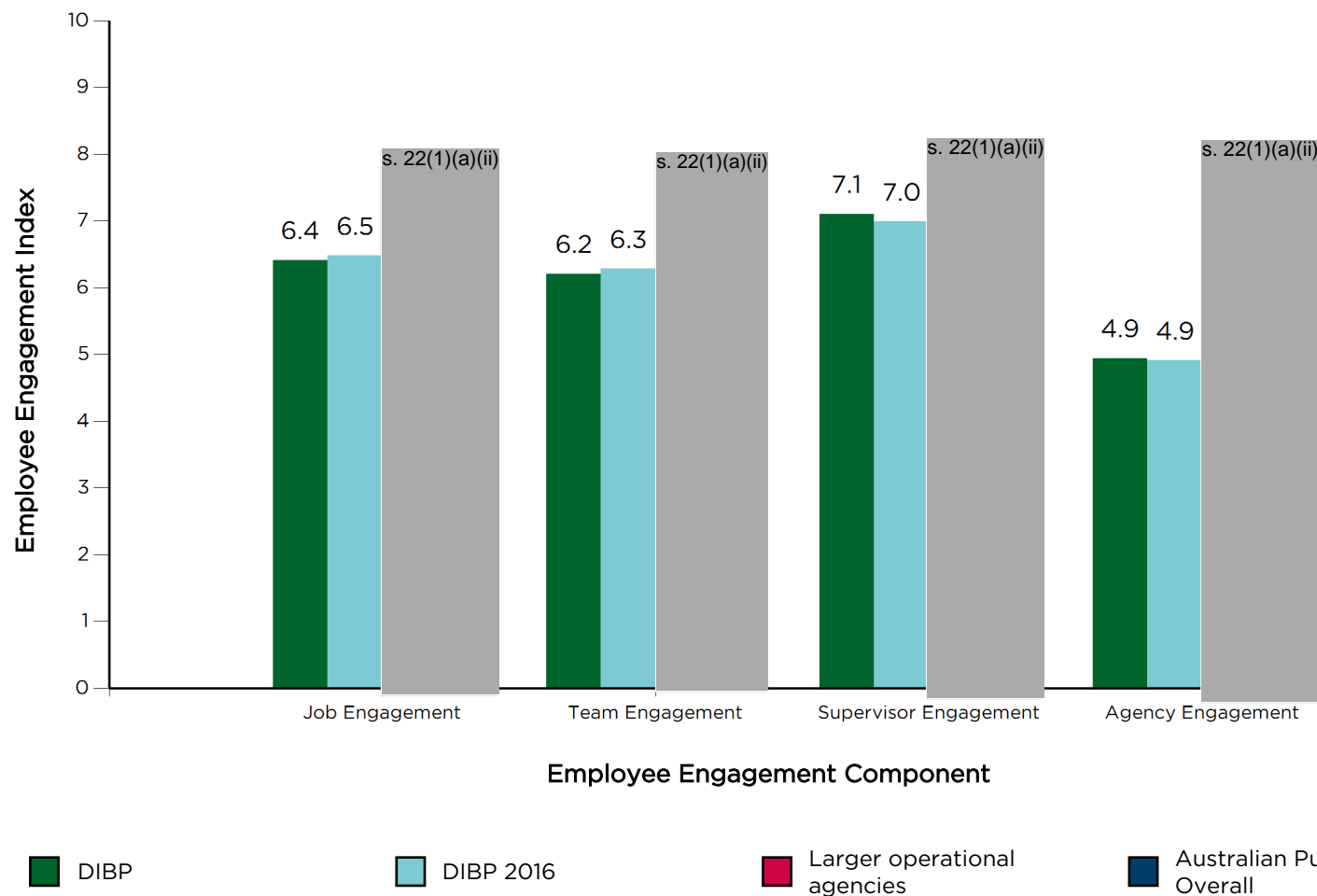


## THE APS MODEL

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 SHOWN.

**THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.**



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# APS EMPLOYEE ENGAGEMENT MODEL



## 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 2016
Job engagement	My job gives me opportunities to utilise my skills	68 14 17	68%	0
	My job gives me a feeling of personal accomplishment	62 19 19	62%	-1
Team engagement	I am satisfied with the recognition I receive for doing a good job	48 23 29	48%	0
	The people in my workgroup are honest, open and transparent in their dealings	73 15 11	73%	-2
Supervisor engagement	I have a good immediate supervisor	78 12 10	78%	0
	My immediate supervisor encourages me	63 23 14	63%	+2
Agency engagement	In my agency, communication between the SES and other employees is effective	27 31 38	27%	+3
	When someone praises the accomplishments of my agency, it feels like a personal compliment to me	43 34 24	43%	-2
	In general, employees in my agency feel they are valued for their contribution	26 30 45	26%	-3
	My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments)	51 24 25	51%	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



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# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE

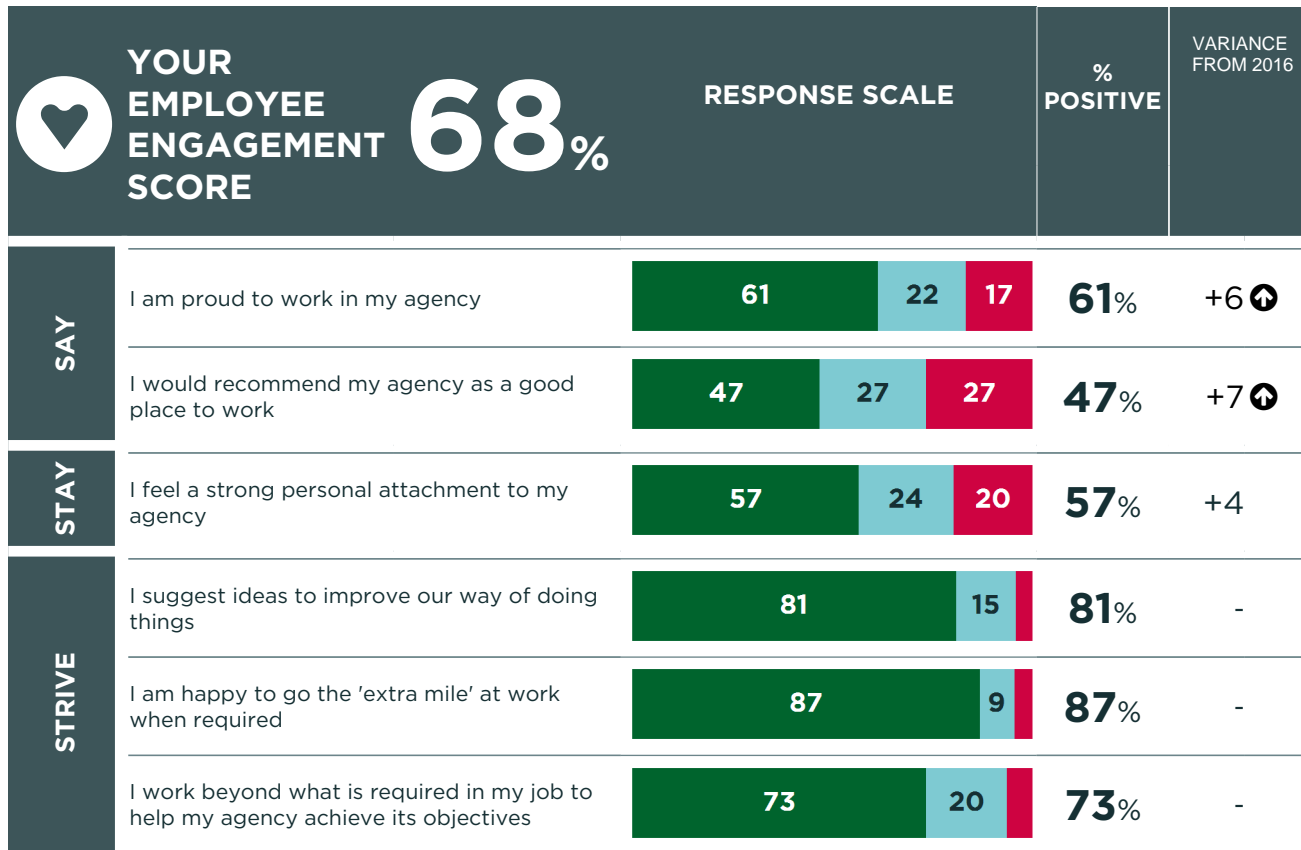


## HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR THE EMPLOYEES OF THIS WORK UNIT.

THE SAY, STAY AND STRIVE MODEL MEASURES ATTRIBUTES WHICH RESEARCH HAS PROVEN IS LINKED WITH EMPLOYEE ENGAGEMENT. THESE ARE EMPLOYEE ADVOCACY, EMPLOYEE LOYALTY AND ALSO WHETHER EMPLOYEES GIVE DISCRETIONARY EFFORT.

**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.**



### KEY



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# SENIOR LEADERSHIP



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2016
Senior leadership: Immediate SES manager	My SES manager is of a high quality	55	32	13	55%	-
	My SES manager is sufficiently visible (e.g. can be seen in action)	53	24	23	53%	-
	My SES manager communicates effectively	53	28	19	53%	-
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	55	33	12	55%	-
	My SES manager effectively leads and manages change	50	33	17	50%	-
Senior Leadership: All SES	In my agency, the SES are of a high quality	32	35	28	32%	+1
	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	30	29	37	30%	+2
	In my agency, communication between the SES and other employees is effective	27	31	38	27%	+3
	In my agency, the SES set a clear strategic direction for the agency	36	33	27	36%	-
	My SES manager engages with staff on how to respond to future challenges	49	30	21	49%	-
KEY		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR			AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	

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# IMMEDIATE SUPERVISOR



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2016
Immediate supervisor	My supervisor treats people with respect	85 9	85%	+1
	My supervisor communicates effectively	73 14 13	73%	-
	My supervisor encourages me to contribute ideas	75 14 10	75%	-
	My supervisor helps to develop my capability	62 22 16	62%	-
	My supervisor displays resilience when faced with difficulties or failures	73 18 9	73%	-
	My supervisor gives me responsibility and holds me to account for what I deliver	80 14	80%	-
	My supervisor challenges me to consider new ways of doing things	64 23 12	64%	-

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KEY



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# WORKPLACE CULTURE



## 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 2016
Culture	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	30	42	28	30%	0
	I receive the respect I deserve from my colleagues at work	71	22	8	71%	-1
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	45	38	17	45%	-3
	Staff are consulted about change at work	37	35	29	37%	-1
	The people in my workgroup treat each other with respect	79	12	9	79%	-1
	My agency actively encourages ethical behaviour by all of its employees	73	17	10	73%	+2
	My workplace culture supports people to achieve a good work-life balance	54	23	23	54%	+1

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## WORKPLACE CULTURE

EXPLORE  
THE FULL  
RESULTS

## APS Values

## RESPONSE SCALE

%

VARIANCE  
FROM 2016

Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?

Always



43%

-2

Often



43%

+2

Sometimes



11%

+1

Rarely



2%

0

Never

0%

0

Not sure



1%

-1

## KEY

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THAN COMPARATORAT LEAST 5 PERCENTAGE POINTS LESS THAN  
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## WORKPLACE CULTURE

EXPLORE  
THE FULL  
RESULTS

## APS Values

## RESPONSE SCALE

%

VARIANCE  
FROM 2016Does your supervisor act in accordance with the APS  
Values in his or her everyday work?

Always		54%	0
Often		34%	+1
Sometimes		8%	0
Rarely		1%	0
Never		0%	0
Not sure		3%	0

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## WORKPLACE CULTURE

EXPLORE  
THE FULL  
RESULTS

## APS Values

## RESPONSE SCALE

%

VARIANCE  
FROM 2016Do senior leaders (i.e. the SES) in your agency act in  
accordance with the APS Values?

Always		28%	+4
Often		32%	+4
Sometimes		15%	-3
Rarely		5%	-1
Never		1%	0
Not sure		19%	-3

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# WORKPLACE CONDITIONS



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IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2016
Your job	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	36	19	44	36%	-7 ⬇
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	67	17	17	67%	0
	I am satisfied with the stability and security of my current job	62	18	21	62%	-1
	I am satisfied with the opportunities for career progression in my agency	29	25	46	29%	-1
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	64	18	17	64%	-2
	My workplace culture supports people to achieve a good work-life balance	54	23	23	54%	+1
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	77	16	8	77%	-
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	51	39	9	51%	-

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# WORKPLACE CONDITIONS



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2016
Mobility	My agency provides opportunities for workplace mobility (e.g. secondments and temporary transfers)	34	31	35	34%	-3
	Workplace mobility (e.g. secondments and temporary transfers) should be more common in my agency	66	26	8	66%	0
	I believe I have the same opportunities to develop my career as other staff in my agency	39	27	33	39%	0

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# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

	RESPONSE SCALE	%	VARIANCE FROM 2016
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		8%	0
I want to leave my agency within the next 12 months		9%	-1
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		17%	+1
I want to stay working for my agency for the next one to two years		22%	-1
I want to stay working for my agency for at least the next three years		44%	0
Main primary reason behind desire to leave agency:			
There is a lack of future career opportunities in my agency		28%	-

### KEY



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
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# PERFORMANCE MANAGEMENT



## EXPLORE THE FULL RESULTS

	RESPONSE SCALE	%	VARIANCE FROM 2016
In the last 12 months, have you received formal individual performance feedback in your current agency?			
Yes		<b>76%</b>	+2
No		<b>24%</b>	-2
In the last 12 months, have you received informal performance feedback in your current agency?			
Yes, regularly		<b>33%</b>	+2
Yes, irregularly		<b>41%</b>	-3
No		<b>22%</b>	0
Not sure		<b>4%</b>	+1

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# PERFORMANCE MANAGEMENT



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

### Performance Management

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2016
To what extent do you agree that your most recent formal performance feedback will help you improve your performance?	52 31 18	52%	+9 ⬆
To what extent do you agree that your most recent informal performance feedback will help you improve your performance?	61 28 10	61%	+11 ⬆
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	57 25 18	57%	+4
My overall experience of performance management in my agency has been useful for my development	38 30 32	38%	+4
My supervisor provides me with clear and consistent performance expectations	59 24 17	59%	+4
My supervisor provides me with a clear understanding of how my performance is assessed and measured	51 28 20	51%	+5 ⬆

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# PERFORMANCE MANAGEMENT



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2016
Performance Management	My supervisor openly demonstrates commitment to performance management	54 29 17	54% +5 ⬆
	My performance discussion helps me understand what is required of me and how this can be achieved	52 29 20	52% +4
	My performance agreement provides me with meaningful and relevant information that enables me to perform my role	44 30 26	44% +5 ⬆
	The individual work outcomes listed on my performance agreement are a clear reflection of what my role involves on a day-to-day basis	51 28 21	51% +4
	My agency deals with underperformance effectively	17 29 54	17% +1

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# WELLBEING INDEX

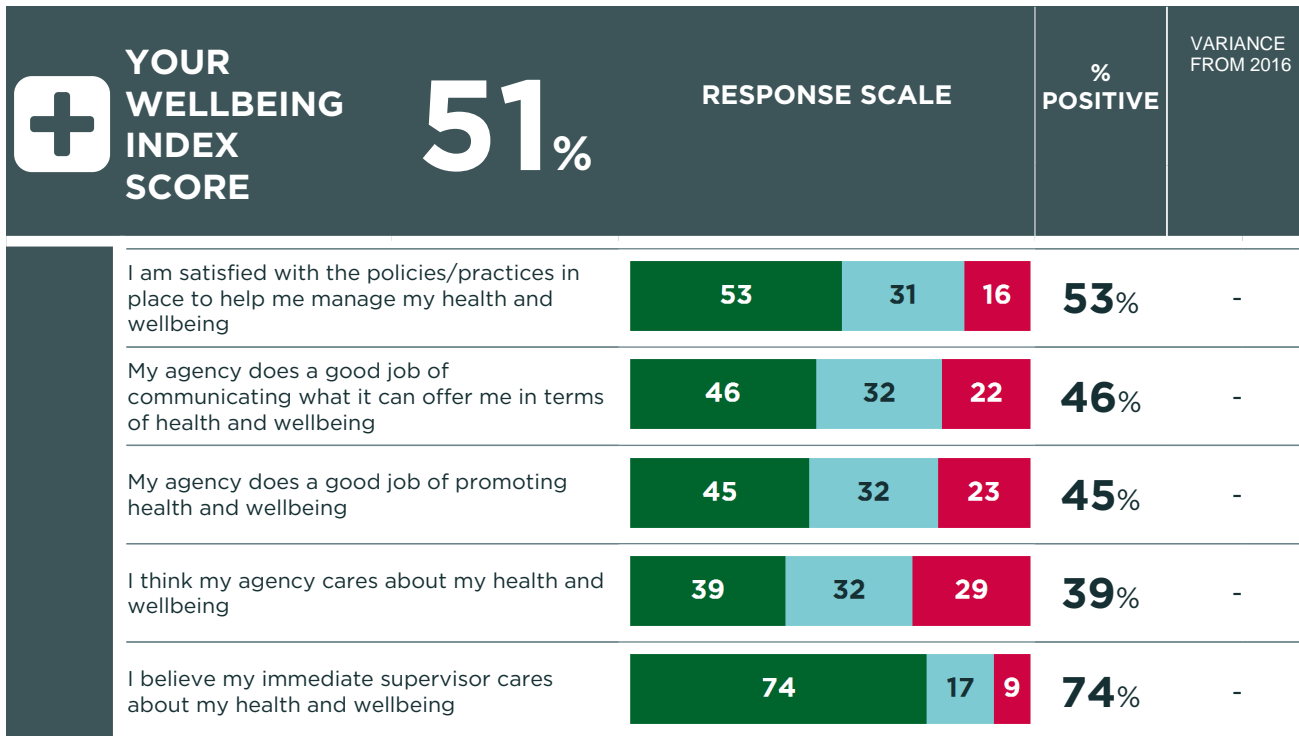


## WELLBEING

THESE RESULTS PROVIDE A MEASURE OF WELLBEING FOR THE EMPLOYEES OF THIS WORK UNIT.

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.**



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# INNOVATION INDEX

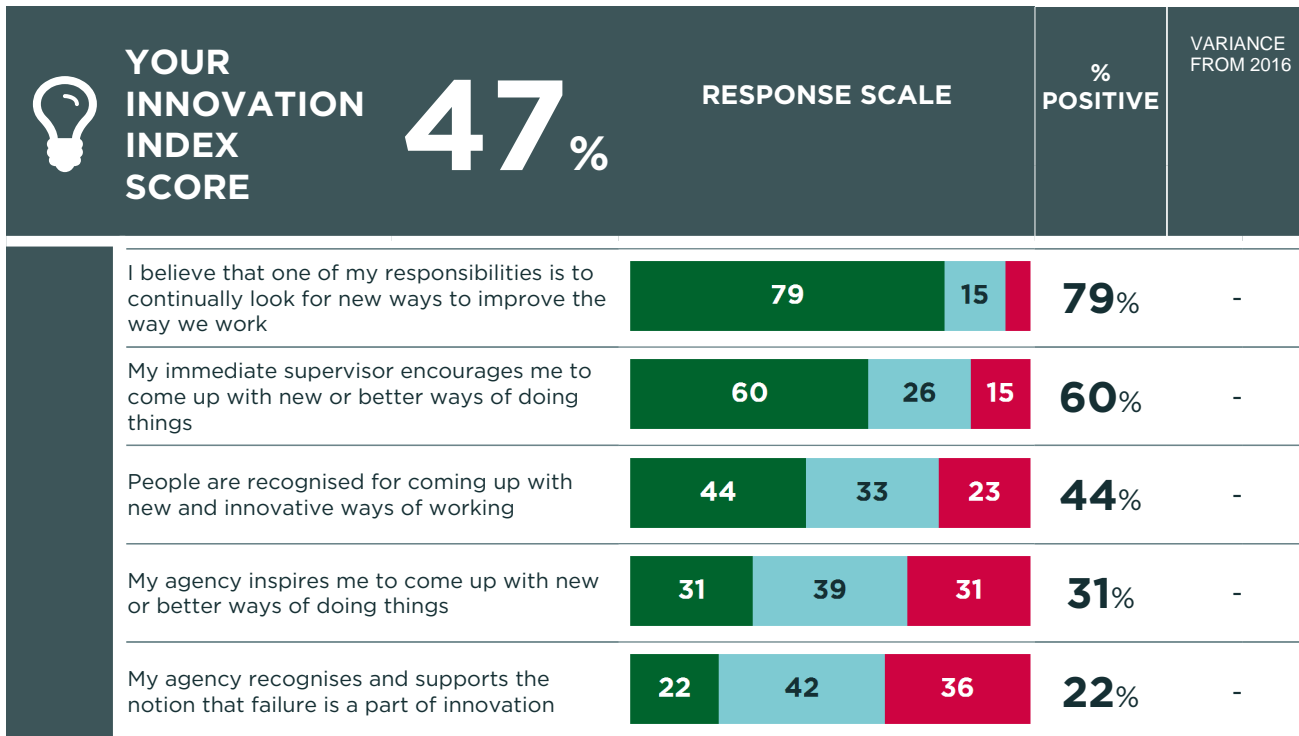


## INNOVATION

THESE RESULTS PROVIDE A MEASURE OF INNOVATION FOR THE EMPLOYEES OF THIS WORK UNIT.

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.



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# AGENCY SPECIFIC QUESTIONS



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2016
My team and others I work with are accountable for their actions and decisions	89 8	89%	-
My team and others I work with make decisions impartially, based on merit and facts	86 10	86%	-
My team and others I work with are innovative, adaptable and contribute ideas	75 19	75%	-
My team and others I work with act with integrity and uphold and maintain the law	92	92%	-
My team and others I work with undertake their work in a responsive and efficient manner	86 11	86%	-
My team and others I work with develop their skills and knowledge	76 18	76%	-
My team and others I work with share information across teams	77 14 8	77%	-
I have the autonomy I need to do my job effectively	76 15 9	76%	-
I am clear about the professional standards expected of me	93	93%	-
I know how to access the policies and procedures that help me to do my job	88 9	88%	-

KEY



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2016
I sometimes work around policies and procedures to get the job done	39	29	32	39%	-
The policies and procedures that help me do my job are easy to understand	52	31	17	52%	-
In the last six months, how helpful has our internal communication (eg: Border Bulletin, the 'Feed' on our intranet homepage) been to help you know what has been happening in our Department?	30	42	28	30%	-

KEY



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# TIME TO TAKE ACTION



## CELEBRATE

What things do we do well?

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



## INVESTIGATE FURTHER WITH OUR TEAMS

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

---



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HOW COULD WE INVESTIGATE? THROUGH LOOKING AT 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
01.				
02.				
03.				

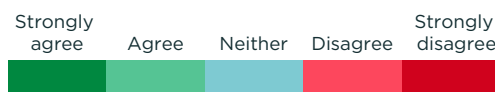
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# GUIDE TO THIS REPORT

## % 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.



$$\begin{array}{c}
 \begin{array}{|c|c|c|} \hline \text{Strongly agree} & \text{Agree} & \text{Neither} \\ \hline \end{array} \\
 \text{POSITIVE RESPONSE} \\
 \div \\
 \text{number of respondents who answered the question} \\
 = \\
 \% \text{ POSITIVE}
 \end{array}$$

## 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.

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