



APS Survey Analysis

Team – Data Rangers

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APS Survey Analysis Report

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Overview

This report is for the APS Census held in 2014 and 2020. The APS employee census is administered to all Australian Public Service employees and provides a comprehensive view of APS employees on workplace issues such as leadership, health, and wellbeing, learning and development, and job satisfaction. 2014 survey was conducted between 12th May and 15th June 2014 while the latter was delayed due to the covid19 pandemic eventually running from 12th October to 13th November 2020 with response rates of 68% and 78% respectively.

The report comprises of the below:

- Data Description
- Handling Data Inconsistencies
- Merging Of Dataset
- Data Transformation & Missing Value Treatment
- Descriptive Analysis
- Inferential Analysis

Data Description

In this analysis we will be dealing with 3 datasets, viz:

- Master dataset for common survey questions from both the year 2014 and 2020
- Standalone survey questions from 2014
- Standalone survey questions from 2020

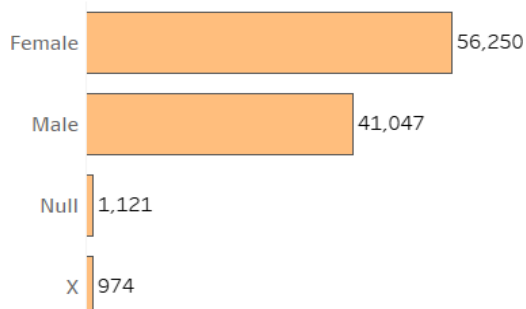
On analysing we have found out that both the survey data had varied kind of responses. We have applied techniques in order to align common responses and will carry out detailed descriptive analysis further to explain in detail in the later section.

Few of the responses are categorical in nature, for e.g., Gender, Current Classification Level

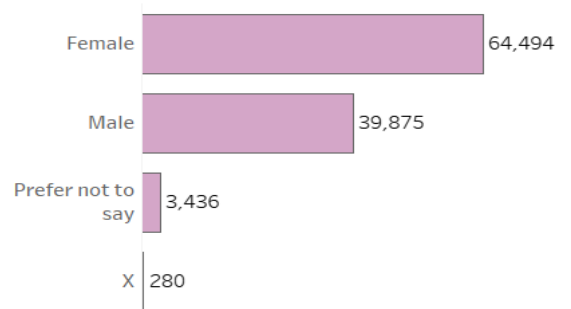
There are certain questions, which have responses measure on a Likert scale and ordinal in nature.

Presenting data distribution for few of the survey questions below, which gives insight to variety of responses from both the survey data. The same can be understood from the charts below:

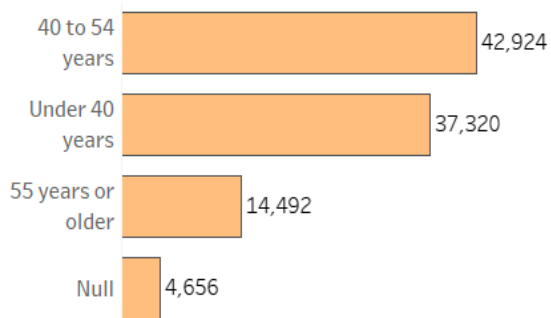
Gender Distribution 2014



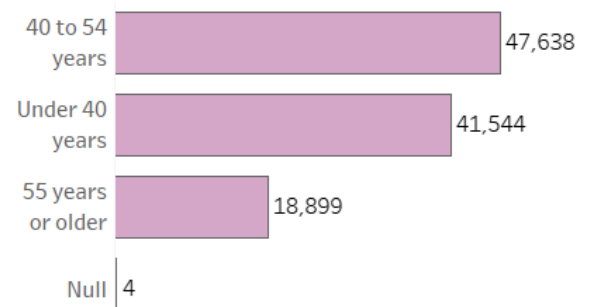
Gender Distribution for 2020



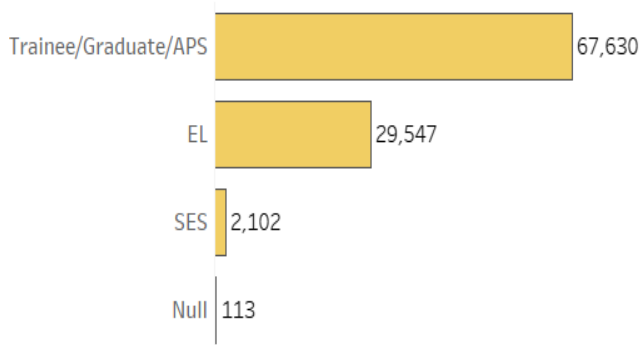
Age Distribution 2014



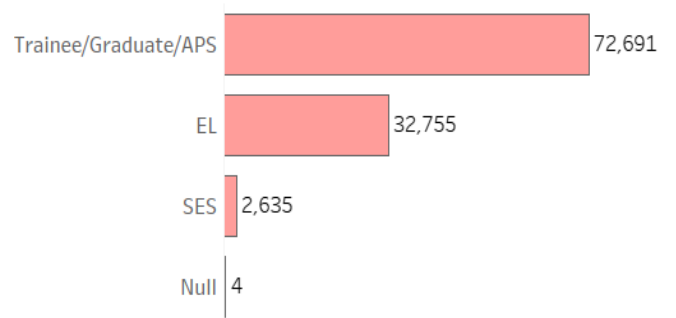
Age Distribution for 2020



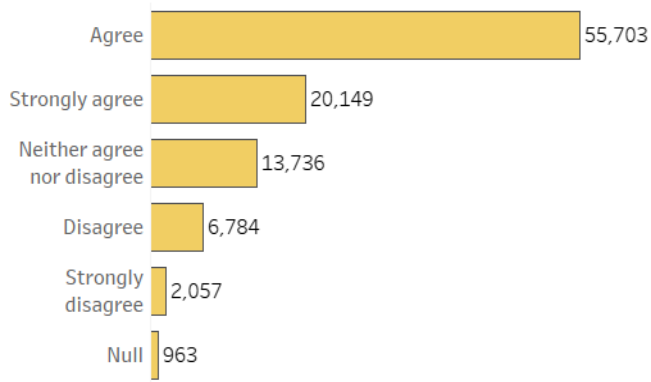
Current Clasification Level 2014



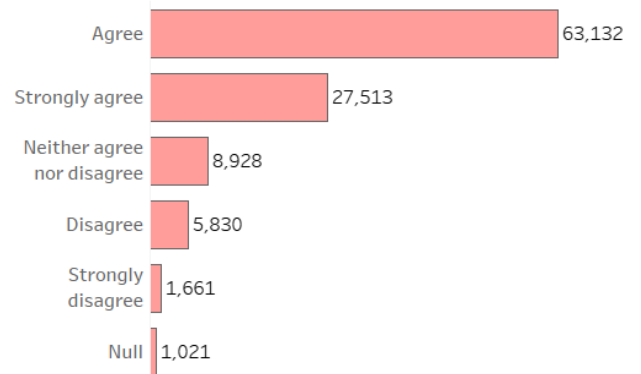
Current Classification Level 2020



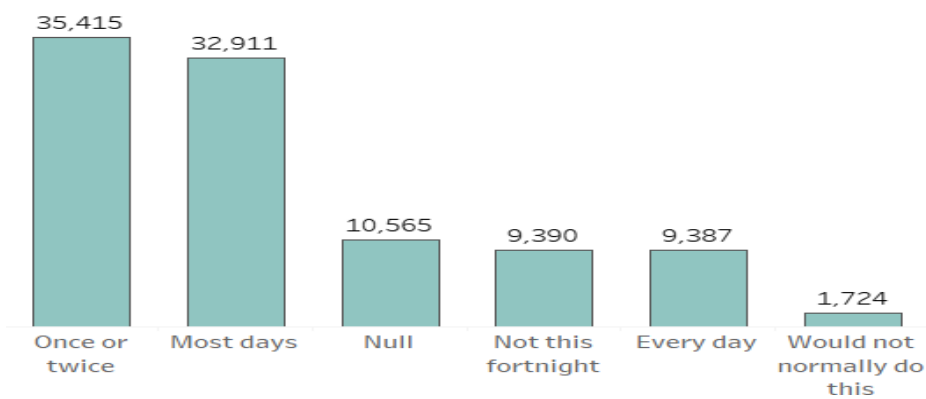
Job Utilizes my Skills 2014



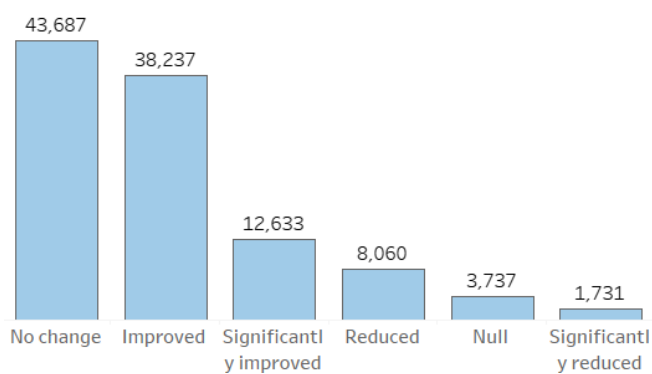
Job Utilizes my Skills 2020



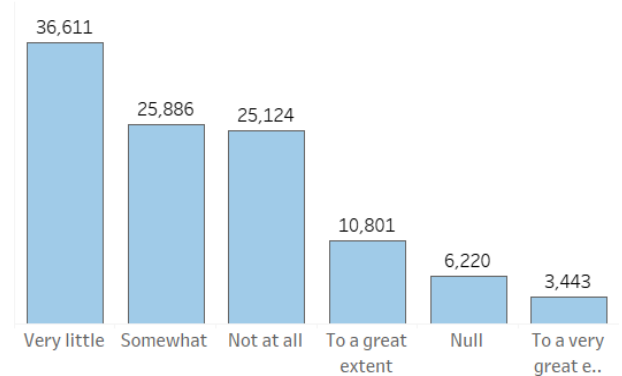
Help Colleague Learn 2014



Productivity Change since COVID-19 - 2020



Lack of Clarity around Priorities - 2020



Handling Data Inconsistencies

Since we are dealing with survey data, which was gathered for different years, there were certain inconsistencies that were handled prior to merging common questions in the dataset. Below are the different kinds of inconsistencies dealt with:

- Questions that have same sub questions in both the years such as:

	Always	Often	Sometimes	Rarely	Never
a. I have unrealistic time pressures	O 1	O 2	O 3	O 4	O 5
b. I have a choice in deciding how I do my work	O 1	O 2	O 3	O 4	O 5
c. My immediate supervisor encourages me	O 1	O 2	O 3	O 4	O 5
d. I receive the respect I deserve from my colleagues at work	O 1	O 2	O 3	O 4	O 5
e. Relationships at work are strained	O 1	O 2	O 3	O 4	O 5
f. I am clear what my duties and responsibilities are	O 1	O 2	O 3	O 4	O 5
g. Staff are consulted about change at work	O 1	O 2	O 3	O 4	O 5

To handle such questions, we treated each question as an individual Question and labelled them as Q4a, Q4b, Q4c etc.... in the dataset (refer to the table given in the overview). Renaming columns was needed to accomplish concatenation of 2014 and 2020 dataset.

- Common Questions with partially different options such as:

What is your gender?
2014: Male, Female, X(Indeterminate/Intersex/Unspecified)
2020: Male, Female, X(Indeterminate/Intersex/Unspecified), Prefer Not to Say

It was observed that the above question has one of the responses in year 2020 which is not a choice in 2014 survey. Thus, this question was handled by merging the response **‘Prefer not to say’** with the category-**‘X (Indeterminate/Intersex/Unspecified)’**. For simplicity, the category was further renamed to **‘X’** in the dataset. So, now the category X represents any value that belongs to the options ‘Indeterminate/ Intersex/ Unspecified/ Prefer Not to say’. Therefore, the unique values of the column after handling this issue in both the datasets (2014 and 2020) looks like:

We observed that the question shown below has an extra option in the year 2014 in the APS questionnaire. However, the corresponding column in the datasets (2014 & 2020) contain responses that are exactly same in both the years:

What is your current, actual classification level?

2014

- My actual classification is the same as my substantive classification
- Trainee/Apprentice
- Graduate APS (including Cadets)
- APS 1–2 (or equivalent)
- APS 3–4 (or equivalent)
- APS 5–6 (or equivalent)
- Executive Level 1 (or equivalent)
- Executive Level 2 (or equivalent)
- Senior Executive Service Band 1 (or equivalent)
- Senior Executive Service Band 2 or 3 (or equivalent)
- Agency head

2020

- Trainee/Apprentice
- Graduate APS (including Cadets)
- APS 1–2 (or equivalent)
- APS 3–4 (or equivalent)
- APS 5–6 (or equivalent)
- Executive Level 1 (or equivalent)
- Executive Level 2 (or equivalent)
- Senior Executive Service Band 1 (or equivalent)
- Senior Executive Service Band 2 or 3 (or equivalent)
- Agency head

Thus, it did not require any transformations to be performed since the range of responses is identical in both the datasets, although the questionnaire has different number of options.

- Common Questions with different options such as:

How old were you at your last birthday?

2014: _____

2020: Under 20, 20-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-59, 60-64, 65+

Although the survey had different input options for entering the age in the years 2014 and 2020, we observed that the responses were identical in the datasets:

- ❖ Under 40 Years
- ❖ 40 to 54 years
- ❖ 55 years or older
- ❖ NA

Since the responses had exactly same values, it did not require creating any new ones, or merge them with existing ones. Thus, no transformation was performed for this question as well.

- Common Questions with partially different sub questions but same options such as:

Please rate your level of agreement with the following statements regarding **your current job**.

a. I enjoy the work in my current job	a. My job gives me opportunities to utilise my skills
b. I have a good immediate supervisor	b. The work I do gives me a sense of accomplishment
c. My job gives me opportunities to utilise my skills	c. I am satisfied with the recognition I receive for doing a good job
d. My job gives me a feeling of personal accomplishment	d. I am fairly remunerated (e.g. salary, superannuation) for the work that I do
e. I am satisfied with the recognition I receive for doing a good job	e. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)
f. I am fairly remunerated (e.g. salary, superannuation) for the work that I do	f. I am satisfied with the stability and security of my job
g. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	g. I suggest ideas to improve our way of doing things
h. I have a clear understanding of how my work group's role contributes to my agency's strategic directions	h. I am happy to go the 'extra mile' at work when required
	i. Overall, I am satisfied with my job
	j. I understand how my role contributes to achieving an outcome for the Australian public
	k. My job inspires me
	l. I can see a clear connection between my job and my agency's purpose

For such questions, the sub-questions that were present in both the years were noted. For instance in the above question, it can be observed that the sub-questions **c, d, e, f, g** from the year 2014 exactly match with the sub-questions **a, b, c, d, e** from the year 2020. Thus we filtered out only these sub-questions to be kept in our merged common questions dataset. We treated each of these sub-question as an individual question(as shown in the table in the overview and below).

2014	2020	Mapping in New Dataset
18c	17a	Q7A
18d	17b	Q7B
18e	17c	Q7C
18f	17d	Q7D
18g	17e	Q7E

Merging of Dataset

After dealing the inconsistencies present in both the datasets, we merged the datasets vertically i.e., concatenated them.

- Data Structure of the **common_questions_merged** dataset:

The merged datasets consist of 27 variables and 207477 records:

- *Addition of a column 'YEAR':*

Another column 'YEAR' was added in both the datasets before merging into a common dataset. It serves as a label to differentiate whether the response belongs to the 2014 survey or 2020 survey. The 'YEAR' column has value as '2014' for all the observations in the **common_questions_2014** dataset and '2020' for those in **common_questions_2020** dataset.

- *Merging approach:*

Before merging the two datasets, the column names were renamed to new Question numbers (as shown in the mapping table in the overview) to maintain the consistency between the datasets. The merge is performed vertically since each row corresponds to a response and a horizontal merge doesn't make sense since it is not known whether the respondents are same or not.

Data Transformation & Handling Missing Values

To perform hypothesis tests on the dataset, we first converted categorical variables into factors. Recoded the factor levels to numerical variable in order to carry out hypothesis tests.

Checked for missing values in the common master dataset on an overall level:

There are 170,095 missing values in the merged dataset. Now, we are interested in seeing missing values for each of the variable. For all the variables the missing value lied in the range of 1% up to ~7% for the variables present in the data.

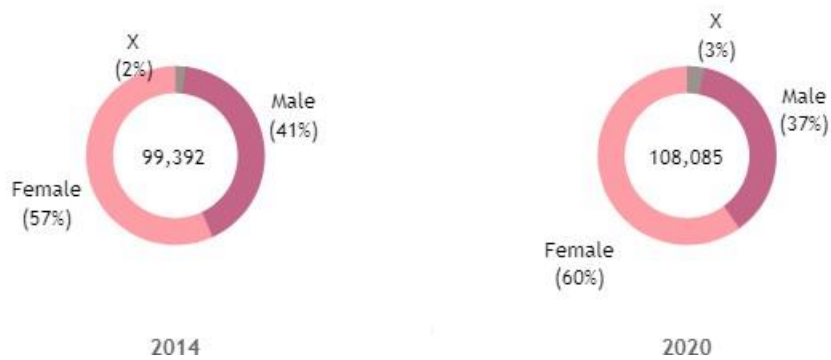
We used the below technique to handle the missing values.

- For variables having missing data proportion, we replaced the Null values with the most frequent value i.e., **Mode**

Descriptive Analysis

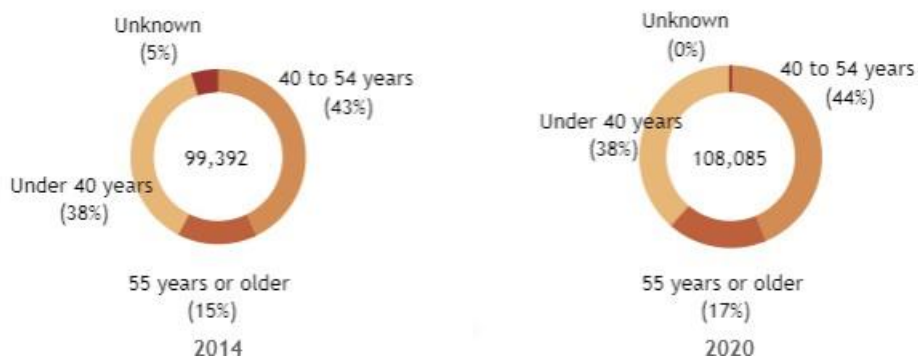
We analysed various survey responses and different factors from both the surveys to make conclusions and deep dive further in case differences are observed in the responses from both the years.

Gender Wise Distribution



From the above chart we see that, more females participated in the survey as compared to Males and the number increases by 3% in the year 2020.

Age Wise Distribution

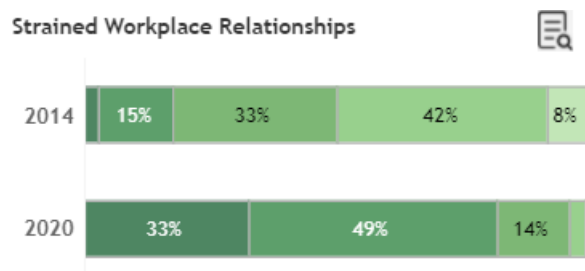


Majority of the respondents were from the age group 40 – 54 years (43%) and the distribution for age category is nearly proportional for both the years.

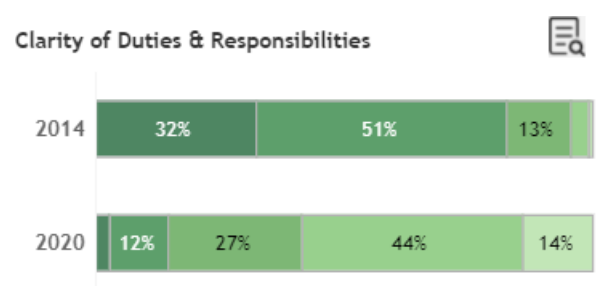
For all the common questions, we performed analysis for 4 different sections:

- Wellbeing
- Current Job
- Agency
- APS Code of Conduct

Below is the description for few of the interesting outstanding observations:

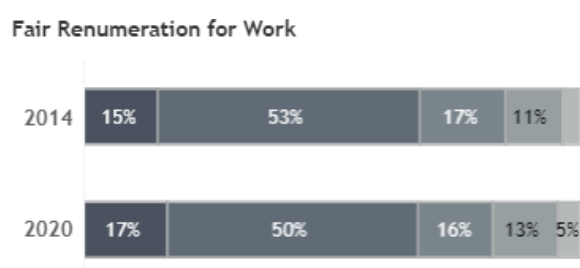


From the above stack bar chart, we find that in the year 2014, only 18% Strongly Agreed / Agreed to ***strain in the relationship***, whereas a complete opposite trend was seen for the same question in the year 2020. 82% respondents felt strain at workplace. To dig deeper into the reasons, we checked different data cuts to find out the reasons attributing to the change in responses. We provided a button to navigate to a detailed report for further deep dive.

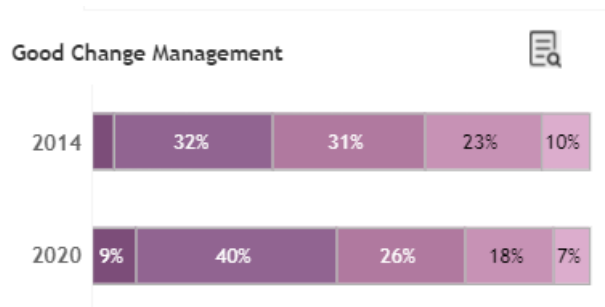


From the above stack bar chart, we observe that in year 2014, 83% of the respondents were clear with their duties and responsibilities whereas in the year 2020 only 15% of the population agreed to having ***Clarity of Duties and Responsibilities***.

Deep dive was performed to deep dive into the reasons for the same.



Under Current Job section, response for almost every question was same for both the years, implying not much has changed in the current job section from the last time till today with respect to ***Fair Renumeration*** and ***Non-Monetary Employment Condition Satisfaction***.



Under Agency section, we find that in year 2020, ~50% agreed to having a **good change management**. To establish this fact, we conducted further inferential test to prove the same.

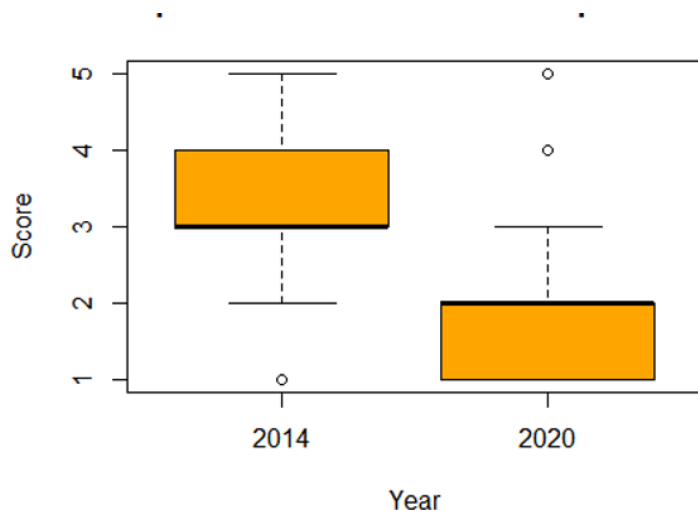
Inferential Analysis

Inferential Analysis Technique:

Although, the visualizations that are a part of this project and will be developed on tableau express the variation between 2014 and 2020 vividly, a statistical testing is required to make it evident. Hence, in an attempt to compare the responses of 2014 and 2015, the following inferential tests are performed:

- Mann Whitney U-Test: This test has been performed to answer most of the questions mentioned in the next section by analysing the median difference between responses for same question for two groups of respondents i.e., 2014 and 2020.
- Chi-Square Tests: In order to understand a correlation between multiple responses for different years, chi-square test and contingency tables are used. The analysis is carried out for combined as well as individual year datasets. This enables us to identify relationship between responses that are contributing towards each other.

For the example stated above under Descriptive analysis under Wellbeing section i.e., **strain relationship at workplace**, we performed Wilcoxon Test to see if there is any difference between median values for the responses obtained from 2 different years i.e., 2014 and 2020.



```

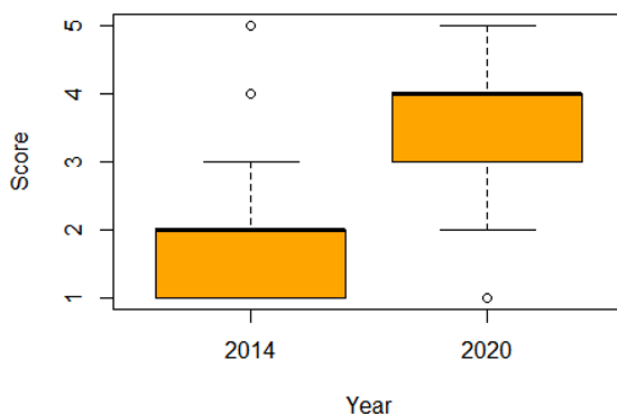
Wilcoxon rank sum test

data: Q4e by YEAR
W = 8559494741, p-value < 2.2e-16
alternative hypothesis: true location shift is not equal to 0
95 percent confidence interval:
 1.999960 1.999953
sample estimates:
difference in location
 1.999982

```

- A clear change can be observed in the distribution of responses. It can be observed that the relationships at work have become more strained in 2020 as compare to 2014.
- The median value for Work relationships has also shifted towards a downside from 2014 to 2020 indicating that employees have more strained relationships in 2020.
- Based on the Mann-Whittney U Test, it can be inferred that there is a significant difference in the population responses for strained relationships. The employees have more strained relationship in 2020. This can be accounted for COVID-19 pandemic resulting in WFH work setting.

For question belonging to Wellbeing section, about **Clarity of Response**, had significant differences in responses. Hence, we conducted Mann Whitney test for the same:



```

Wilcoxon rank sum test

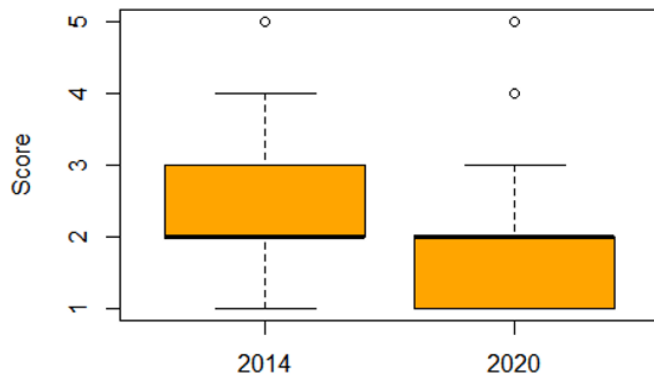
data: Q4f by YEAR
W = 960107014, p-value < 2.2e-16
alternative hypothesis: true location shift is not equal to 0
95 percent confidence interval:
 -1.999998 -1.999966
sample estimates:
difference in location
 -1.999953

```

- A clear change can be observed in the distribution of responses from the boxplot. It can be observed that most responses (83%) constituted 'Always' and 'Often' as answers in 2014 but, 2020 witnessed a dramatic shift in the responses with most responses constituting 'Sometimes' and 'Rarely'.
- The median value for has also shifted from 'Often' to 'Sometimes' from 2014 to 2020 indicating that responsibilities are more unclear in 2020 as compared to 2014.

- Based on the Mann-Whittney U Test, it can be inferred that there is a significant difference in the population responses for clarity of responsibility. The employees are more unclear about their responsibilities in 2020. This can be accounted for COVID-19 pandemic resulting in WFH work setting, less interaction and lack of clarity about the work.

For question belonging to Current Job section, about **Opportunity of Utilizing Skill** had differences in responses. Hence, we conducted Mann Whitney test for the same:



```

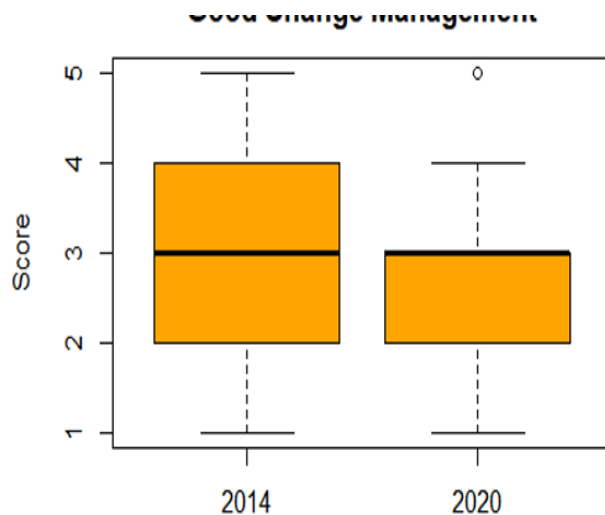
Wilcoxon rank sum test

data: Q7a by YEAR
W = 6.122e+09, p-value < 2.2e-16
alternative hypothesis: true location shift is not equal to 0
95 percent confidence interval:
 3.786968e-05 3.776882e-05
sample estimates:
difference in location
 2.500769e-05

```

- Although, there is a difference in the distribution of responses as seen in the stacked bars, the median value of the responses for 2014 and 2020 remained same at 'Agree'
 - It can be seen from box plot that 2020 witnessed more responses as 'Strongly Agree' and 'Agree' as compared to 2014. The responses in 2020 show a slight improvement in Skill Utilization Opportunities at workplace.
 - Based on the Mann-Whittney U Test, it can be inferred that at a significance level of 0.05, there is a statistically significant difference in the population responses as the p-value is less than 0.05. However, the difference in the location is negligible since the median has not changed.
 - A similar result is obtained from Chi-Squared Test. Although, the p-value obtained is less than 0.05, the Crammer's V has a very low value indicating that difference between the population is very low.
 - Thus, it can be inferred that there was a slight improvement in the Skill Utilization Opportunities in 2020, but the change was not drastic.

For question belonging to Agency section, about **Good Change Management** did not have different responses for both the years. We conducted Mann Whitney test to check for the same:



```

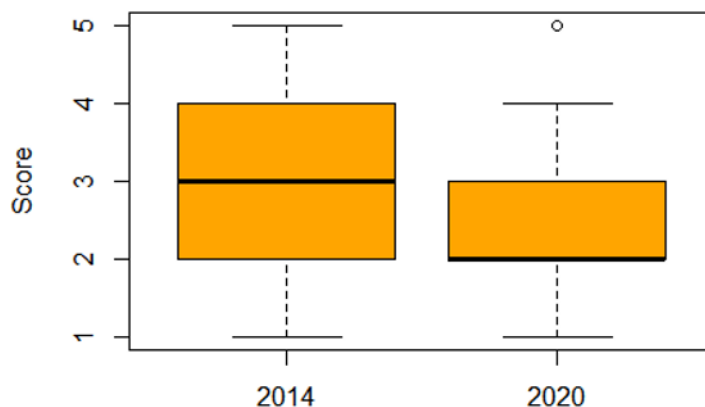
Wilcoxon rank sum test

data: Q9d by YEAR
W = 5876113923, p-value < 2.2e-16
alternative hypothesis: true location shift is not equal to 0
95 percent confidence interval:
 2.137537e-05 5.762707e-05
sample estimates:
difference in location
 9.433652e-06

```

- Although, there is a difference in the distribution of responses as seen in the stacked bars, the median value of the responses for 2014 and 2020 remained same at Neither agree nor disagree.
- It can be seen from box plot that 2020 witnessed more responses as 'Agree' and 'Neither agree nor disagree' as compared to 2014. The responses in 2020 showed a slight improvement in change management wellness as the responses for 'Strongly Agree' and 'Agree' are slightly more for 2020 as compared to 2014 with 'Neither agree nor disagree' response declining.
- Based on the Mann-Whittney U Test, it can be inferred that at a significance level of 0.05, there is a statistically significant difference in the population responses as the p-value is less than 0.05. However, the difference in the location is negligible since the median has not changed.
- A similar result is obtained from Chi-Squared Test. Although, the p-value obtained is less than 0.05, the Crammer's V has a very low value indicating that difference between the population is very low.
- Thus, it can be inferred that there was a slight improvement in the ability of managing change by agencies, but the change is meagre.

For question belonging to Agency section, about **Effective Internal Communication** had differences in responses. Hence, we conducted Mann Whitney test for the same:



```

Wilcoxon rank sum test

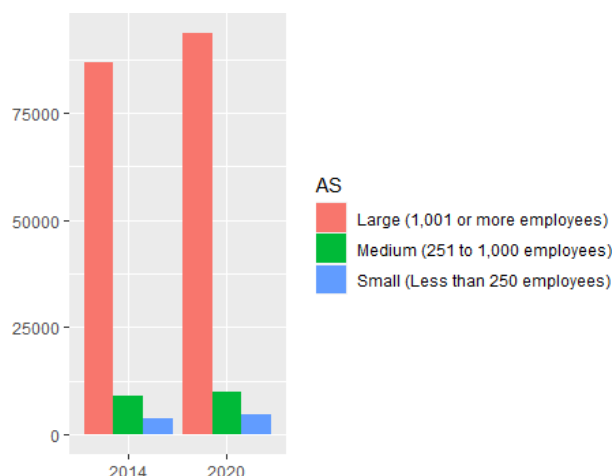
data: Q9e by YEAR
W = 6121531661, p-value < 2.2e-16
alternative hypothesis: true location shift is not equal to 0
95 percent confidence interval:
 4.418657e-05 4.296786e-05
sample estimates:
difference in location
 2.118808e-05

```


- There is a slight difference in the distribution of responses as seen in the stacked bars
- It can be seen from box plot that the median value for 2020 is 'Agree' while for 2014 it is 'Neither agree nor disagree'. The responses in 2020 showed a slight improvement in internal communication effectiveness as the responses for 'Strongly Agree' and 'Agree' are slightly more for 2020 as compared to 2014 with 'Neither agree nor disagree' response declining.
- Based on the Mann-Whittney U Test, it can be inferred that at a significance level of 0.05, there is a statistically significant difference in the population responses as the p-value is less than 0.05. However, the difference in the location is negligible.
- A similar result is obtained from Chi-Squared Test. Although, the p-value obtained is less than 0.05, the Crammer's V has a very low value indicating that difference between the population is very low.
- Thus, it can be inferred that there was a slight improvement in the effectiveness of communication within agencies, but the change is meagre.

Similar kind of analysis was carried out for various questions where difference in response was strikingly different in both the years to look into the reasons and drivers for the change.

For various factors in the data, **Chi Square** test was conducted. Below is for **Agency Size (AS)**:



Since, the p value is < 0.05, we can say that

```

                2014  2020
Large (1,001 or more employees) 86884 93586
Medium (251 to 1,000 employees) 8884 9998
Small (Less than 250 employees) 3624 4501

Pearson's Chi-squared test

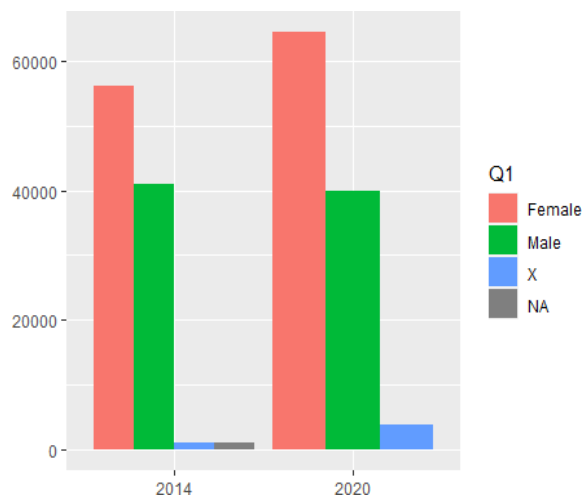
data: cont_table
X-squared = 45.128, df = 2, p-value = 1.587e-10

[1] "Crammer's V : 0.01475"

```

relationship exists between the Agency Size variable in the population.

For **Gender** variable:



```

      2014  2020
Female 56250 64494
Male   41047 39875
X        974  3716

Pearson's Chi-squared test

data: cont_table
X-squared = 1720.1, df = 2, p-value < 2.2e-16

[1] "Crammer's V : 0.0913"

```

p-value < 0.05, which means that relationship exists between the Gender variable in the population.

For **Age Group** Variable



```

      2014  2020
40 to 54 years  42924 47638
55 years or older 14492 18899
Under 40 years   37320 41544

Pearson's Chi-squared test

data: cont_table
X-squared = 175.94, df = 2, p-value < 2.2e-16

[1] "Crammer's V : 0.02945"

```

The p- value is less than 0.05, which means relationship exists between the age group variable in the population.

Conclusion

Below is our observation from the APS survey data analysis from both the years:

- On analysis we have observed that ~8% more employees participated in the APS survey in the year 2020 as compared to 2014
- More female participants participated in the survey than male employees
- For questions where clear change in response could be observed after descriptive analysis, we performed Inferential analysis tests like Wilcoxon Mann Whitney test and Chi Square test
- Striking difference in the response were observed under Wellbeing section for questions like Clarity of Duties or Responsibilities, Strained Workplace Relationship and Encouragement by Immediate Supervisor and the same was proven using Mann Whitney Test
- Under current job, responses changed for question Skill Utilization Opportunity and Feeling of Personal Accomplishment but for the Monetary and Renumeration questions, no change in response was observed
- Under the Agency section, the responses seem to have slightly improved for the year 2020. Particularly for question on Good Change Management, year 2020 ~50% Agreed to having a good change management which was 37% in the year 2014
- Under APS Code of Conduct majority of the response ~90% were answered as No for questions related to Corrupt Behaviour and Harassment/Bullying for both the years

Appendix

APS EMPLOYEE QUESTIONNAIRE MAPPING DOCUMENT 2014 vs 2020

TABLE OF CONTENTS

A.	ABOUT YOU
B.	GENERAL IMPRESSIONS: CURRENT JOB
C.	GENERAL IMPRESSIONS: IMMEDIATE WORKGROUP
D.	GENERAL IMPRESSIONS: IMMEDIATE SUPERVISOR
E.	GENERAL IMPRESSIONS: SENIOR LEADERSHIP
F.	GENERAL IMPRESSIONS: AGENCY
G.	CHANGE MANAGEMENT
H.	RISK MANAGEMENT
I.	WELLBEING
J.	INDIVIDUAL PERFORMANCE
K.	RECRUITMENT AND RETENTION
L.	PERFORMANCE MANAGEMENT
M.	LEADERSHIP
N.	INNOVATION
O.	SOCIAL MEDIA
P.	APS VALUES AND THE CODE OF CONDUCT
Q.	QUALITATIVE QUESTIONS

Figure 1 Year 2014

A.	ABOUT YOU
B.	GENERAL IMPRESSIONS: CURRENT JOB
C.	GENERAL IMPRESSIONS: IMMEDIATE WORKGROUP
D.	GENERAL IMPRESSIONS: IMMEDIATE SUPERVISOR
E.	GENERAL IMPRESSIONS: SENIOR EXECUTIVE SERVICE
F.	GENERAL IMPRESSIONS: AGENCY AND APS
G.	PRODUCTIVITY AND WAYS OF WORKING
H.	DEVELOPING CAPABILITY
I.	WELLBEING
J.	MOBILITY
K.	APS VALUES AND CODE OF CONDUCT
L.	CONCLUDING QUESTIONS

Figure 2: Year 2020

The APS employee census is administered to all Australian Public Service employees and provides a comprehensive view of APS employees on workplace issues such as leadership, health and wellbeing, learning and development, and job satisfaction. In this project, two such census datasets are analyzed which belong to years 2014 and 2020. The former was conducted between 12th May and 15th June 2014 while the latter was delayed due to the covid19 pandemic eventually running from 12th October to 13th November 2020 with response rates of 68% and 78% respectively.

Upon analyzing the questionnaire of two censuses, the following observations are made:

- The census of 2014 appears to be more inclined towards an individualistic perspective. The census questions are based on specific scenarios and direct as compared to those of 2020 which are more generalized
- Sections are not consistent across the two-analysis years 2014 and 2020. There are more sections in the 2014 census many of which are not present in the 2020 census. The reason appears to be a change in metric being used to analyze the performance.

- Since the year 2020 witnessed the COVID-19 pandemic, there some census questions related to COVID19 with an aim to analyze the performance in the pandemic time wherein, virtual meetings, work from home, and minimal social interaction was the new normal.

The questions present in the datasets are grouped based on the level of similarity in order to effectively compare and map questions of the 2014 and 2020 census. Upon thorough analysis, the questions are grouped into the following 6 categories:

S.No.	Question Mapping Category	Total Questions	Total %
1	Common Questions with Same Options	22	14%
2	Common Questions with Partially Same Options	8	5%
3	Common Questions with Different Options	1	1%
4	Common Questions with Different Sub Questions but same Options	10	6%
5	Uncommon Questions	106	68%
6	Similar Questions	8	5%

I. Common Questions with Same Options

This section is an exact match of questions and options from both the years 2014 and 2020 respectively

Section	Q.No (2014)	Q.No (2020)	Question
A. ABOUT ME	Q3	Q3	Where is your workplace? <ul style="list-style-type: none"> • Australian • Capital • Territory • New South • Wales • Victoria • Queensland • South Australia • Western Australia • Tasmania • NorthernTerritory • Outside Australia
	Q 12 A	Q9	Do you identify yourself as Aboriginal and/or Torres Strait Islander? <ul style="list-style-type: none"> • Yes • No
	Q13 A	Q10	Do you have an ongoing disability? <ul style="list-style-type: none"> • Yes

			<ul style="list-style-type: none"> No
	Q15 A	Q12 A	<p>Do you have career responsibilities?</p> <ul style="list-style-type: none"> Yes No
	Q15 B	Q12 B	<p>For whom do you have carer responsibilities?</p> <ul style="list-style-type: none"> Child(ren)—under 5 years Child(ren)—5 to 16 years Child(ren)—over 16 years Parent(s) Other relative(s) (not including parents or children) Partner Other
M. LEADERSHIP D. GENERAL IMPRESSIONS: IMMEDIATE SUPERVISOR	Q56	Q20	<p>What is your immediate supervisor's current classification level?</p> <ul style="list-style-type: none"> Trainee/Apprentice Graduate APS (including Cadets) APS 1–2 (or equivalent) APS 3–4 (or equivalent) APS 5–6 (or equivalent) Executive Level 1 (or equivalent) Executive Level 2 (or equivalent) Senior Executive Service Band 1 (or equivalent) Senior Executive Service Band 2 or 3 (or equivalent) Agency head
	Q56	Q23	<p>What is your immediate supervisor's current classification level?</p> <ul style="list-style-type: none"> Trainee/Apprentice Graduate APS (including Cadets) APS 1–2 (or equivalent) APS 3–4 (or equivalent) APS 5–6 (or equivalent) Executive Level 1 (or equivalent) Executive Level 2 (or equivalent) Senior Executive Service Band 1 (or equivalent) Senior Executive Service Band 2 or 3 (or equivalent) Agency head
I. WELLBEING	Q36	Q47	<p>Based on your experience in your current job, please respond to the following statements:</p>

			<table border="1"> <thead> <tr> <th></th><th>Always</th><th>Often</th><th>Sometimes</th><th>Rarely</th><th>Never</th></tr> </thead> <tbody> <tr> <td>a. I have unrealistic time pressures</td><td><input type="radio"/> 1</td><td><input type="radio"/> 2</td><td><input type="radio"/> 3</td><td><input type="radio"/> 4</td><td><input type="radio"/> 5</td></tr> <tr> <td>b. I have a choice in deciding how I do my work</td><td><input type="radio"/> 1</td><td><input type="radio"/> 2</td><td><input type="radio"/> 3</td><td><input type="radio"/> 4</td><td><input type="radio"/> 5</td></tr> <tr> <td>c. My immediate supervisor encourages me</td><td><input type="radio"/> 1</td><td><input type="radio"/> 2</td><td><input type="radio"/> 3</td><td><input type="radio"/> 4</td><td><input type="radio"/> 5</td></tr> <tr> <td>d. I receive the respect I deserve from my colleagues at work</td><td><input type="radio"/> 1</td><td><input type="radio"/> 2</td><td><input type="radio"/> 3</td><td><input type="radio"/> 4</td><td><input type="radio"/> 5</td></tr> <tr> <td>e. Relationships at work are strained</td><td><input type="radio"/> 1</td><td><input type="radio"/> 2</td><td><input type="radio"/> 3</td><td><input type="radio"/> 4</td><td><input type="radio"/> 5</td></tr> <tr> <td>f. I am clear what my duties and responsibilities are</td><td><input type="radio"/> 1</td><td><input type="radio"/> 2</td><td><input type="radio"/> 3</td><td><input type="radio"/> 4</td><td><input type="radio"/> 5</td></tr> <tr> <td>g. Staff are consulted about change at work</td><td><input type="radio"/> 1</td><td><input type="radio"/> 2</td><td><input type="radio"/> 3</td><td><input type="radio"/> 4</td><td><input type="radio"/> 5</td></tr> </tbody> </table>		Always	Often	Sometimes	Rarely	Never	a. I have unrealistic time pressures	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	b. I have a choice in deciding how I do my work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	c. My immediate supervisor encourages me	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	d. I receive the respect I deserve from my colleagues at work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	e. Relationships at work are strained	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	f. I am clear what my duties and responsibilities are	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	g. Staff are consulted about change at work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
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<p>P/K. APS VALUES AND THE CODE OF CONDUCT</p>	Q70	Q63	<p>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?</p> <ul style="list-style-type: none"> • Yes • No • Not sure • Would prefer not to answer 																																																
	Q71	Q64	<p>Which of the following best describes the corrupt behaviours you witnessed? [Please select all that apply]</p> <ul style="list-style-type: none"> • Bribery, domestic and foreign—obtaining, offering or soliciting secret commissions, kickbacks or gratuities • Fraud, forgery or embezzlement • Theft or misappropriation of official assets • Nepotism—preferential treatment of family members, such as appointing them to positions without proper regard to merit • Cronyism—preferential treatment of friends, such as appointing them to positions without proper regard to merit • Acting (or failing to act) in the presence of an undisclosed conflict of interest • Unlawful disclosure of government information • Blackmail • Perverting the course of justice • Colluding, conspiring with, or harbouring criminals • Insider trading • Green-lighting • Other 																																																
	Q73	Q61	<p>During the last 12 months, have you been subjected to harassment or bullying in your current workplace?</p> <ul style="list-style-type: none"> • Yes • No [Please go to question 63] • Not sure [Please go to question 63] 																																																

II. Common Questions with Partially Same Options

The options for this section are such, that there are few additional options provided to choose from along with the matching ones for the year 2020

Section	Q.No (2014)	Q.No (2020)	Question
A. ABOUT ME	Q1	Q1	<p>What is your gender</p> <p>2014: Male, Female, X(Indeterminate/Intersex/Unspecified)</p> <p>2020: Male, Female, X(Indeterminate/Intersex/Unspecified), Prefer Not to Say</p>
	Q6	Q5	<p>What is your current, actual classification level?</p> <p>2014</p> <ul style="list-style-type: none"> • My actual classification is the same as my substantive classification • Trainee/Apprentice • Graduate APS (including Cadets) • APS 1–2 (or equivalent) • APS 3–4 (or equivalent) • APS 5–6 (or equivalent) • Executive Level 1 (or equivalent) • Executive Level 2 (or equivalent) • Senior Executive Service Band 1 (or equivalent) • Senior Executive Service Band 2 or 3 (or equivalent) • Agency head <p>2020</p> <ul style="list-style-type: none"> • Trainee/Apprentice • Graduate APS (including Cadets) • APS 1–2 (or equivalent) • APS 3–4 (or equivalent) • APS 5–6 (or equivalent) • Executive Level 1 (or equivalent) • Executive Level 2 (or equivalent) • Senior Executive Service Band 1 (or equivalent) • Senior Executive Service Band 2 or 3 (or equivalent) • Agency head
	Q11	Q6	<p>What is your employment category?</p> <p>2014: Ongoing, Non-Ongoing, Not Sure</p> <p>2020: Ongoing, Non-Ongoing, Casual, Intermittent or Irregular, Contractor</p>

	Q16	Q13	<p>Which one of the following best describes the type of work you currently do?</p> <p>2014</p> <ul style="list-style-type: none"> • Accounting and finance • Administration • Communications and marketing • Compliance and regulation • Engineering and technical • Information and communications technology • Information and knowledge management • Intelligence • Legal and parliamentary • Monitoring and audit • Organisational leadership • People • Science and health • Service delivery • Strategic policy, research, project and program • Trades and labour <p>2020</p> <ul style="list-style-type: none"> • Accounting and finance • Administration • Communications and marketing • Compliance and regulation • Engineering and technical • Human resources • Information and communications technology • Digital • Information and knowledge management • Intelligence • Legal and parliamentary • Monitoring and audit • Organisational leadership • Project and programme • Research • Science • Health • Service Delivery • Strategic Policy • Trades and Labour
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III. Common Questions with Different Options

Options for this section is entirely differently for the same question. Like for the below question, option for 2014 is a user input whereas for the year 2020 it is a single select pre-defined list

Section	Q.No (2014)	Q.No (2020)	Question
A. ABOUT ME	Q2	Q2	<p>How old were you at your last birthday?</p> <p>2014: _____</p> <p>2020: Under 20, 20-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-59, 60-64, 65+</p>

IV. Same Question with Different Sub Questions but same Options

The main question is same for this section, but the sub questions differ a bit for the two years. Since the main question is common and response would be reflection of the main questions, these can be analyzed under common question.

Section	Year 2014	Year 2020
B. GENERAL IMPRESSIONS: CURRENT JOB	<p>Q18</p> <p>Please rate your level of agreement with the following statements regarding <i>your current job</i>:</p>	<p>Q17</p> <p>Please rate your level of agreement with the following statements regarding <i>your current job</i>:</p>
	<p>a. I enjoy the work in my current job</p> <p>b. I have a good immediate supervisor</p> <p>c. My job gives me opportunities to utilise my skills</p> <p>d. My job gives me a feeling of personal accomplishment</p> <p>e. I am satisfied with the recognition I receive for doing a good job</p> <p>f. I am fairly remunerated (e.g. salary, superannuation) for the work that I do</p> <p>g. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)</p> <p>h. I have a clear understanding of how my work group's role contributes to my agency's strategic directions</p>	<p>a. My job gives me opportunities to utilise my skills</p> <p>b. The work I do gives me a sense of accomplishment</p> <p>c. I am satisfied with the recognition I receive for doing a good job</p> <p>d. I am fairly remunerated (e.g. salary, superannuation) for the work that I do</p> <p>e. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)</p> <p>f. I am satisfied with the stability and security of my job</p> <p>g. I suggest ideas to improve our way of doing things</p> <p>h. I am happy to go the 'extra mile' at work when required</p> <p>i. Overall, I am satisfied with my job</p> <p>j. I understand how my role contributes to achieving an outcome for the Australian public</p> <p>k. My job inspires me</p> <p>l. I can see a clear connection between my job and my agency's purpose</p>

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	O 1	O 2	O 3	O 4	O 5
C. GENERAL IMPRESSIONS: IMMEDIATE WORKGROUP	<p>Q19 Please rate your level of agreement with the following statements regarding <i>your immediate work group</i>:</p> <div> <p>a. The people in my work group are honest, open and transparent in their dealings</p> <p>b. The people in my work group cooperate to get the job done</p> <p>c. The people in my work group are committed to workplace safety</p> <p>d. The people in my work group are accepting of people from diverse backgrounds</p> <p>e. The people in my work group treat each other with respect</p> </div>				
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	O 1	O 2	O 3	O 4	O 5
	<p>Q18 Please rate your level of agreement with the following statements regarding <i>your immediate workgroup</i>.</p> <div> <p>a. When changes occur, the impacts are communicated well within my workgroup</p> <p>b. The people in my workgroup cooperate to get the job done</p> <p>c. My workgroup can readily adapt to new priorities and tasks</p> <p>d. My workgroup has the appropriate skills, capabilities and knowledge to perform well</p> <p>e. My workgroup has the tools and resources we need to perform well</p> <p>f. The people in my workgroup use time and resources efficiently</p> <p>g. My supervisor ensures that my workgroup delivers on what we are responsible for</p> </div>				
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
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D. GENERAL IMPRESSIONS: IMMEDIATE SUPERVISOR	<p>Q20 Please rate your level of agreement with the following statements regarding your immediate supervisor.</p>				
	<p>Q19 Please rate your level of agreement with the following statements regarding your immediate supervisor.</p>				

	<div data-bbox="400 210 858 1025"> <p>a. My supervisor provides me with regular and constructive feedback</p> <p>b. My supervisor appropriately deals with employees that perform poorly</p> <p>c. My supervisor works effectively with people from diverse backgrounds</p> <p>d. My supervisor is committed to workplace safety</p> <p>e. My supervisor is accepting of people from diverse backgrounds</p> <p>f. My supervisor treats people with respect</p> <p>g. My supervisor communicates effectively regarding the business risks that impact my workgroup</p> </div> <div data-bbox="400 1106 963 1249"> <table border="1"> <tr> <td>Strongly agree</td> <td>Agree</td> <td>Neither agree nor disagree</td> <td>Disagree</td> <td>Strongly disagree</td> </tr> <tr> <td>O 1</td> <td>O 2</td> <td>O 3</td> <td>O 4</td> <td>O 5</td> </tr> </table> </div>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	O 1	O 2	O 3	O 4	O 5	<div data-bbox="995 210 1497 990"> <p>a. My supervisor communicates effectively</p> <p>b. My supervisor displays resilience when faced with difficulties or failures</p> <p>c. My supervisor engages with staff on how to respond to future challenges</p> <p>d. My supervisor shares ideas in a compelling and succinct way</p> <p>e. My supervisor can deliver difficult advice whilst maintaining relationships</p> <p>f. My supervisor encourages my team to regularly review and improve our work</p> <p>g. My supervisor actively seeks feedback</p> <p>h. My supervisor is invested in my development</p> </div> <div data-bbox="995 1084 1560 1249"> <table border="1"> <tr> <td>Strongly agree</td> <td>Agree</td> <td>Neither agree nor disagree</td> <td>Disagree</td> <td>Strongly disagree</td> </tr> <tr> <td>O 1</td> <td>O 2</td> <td>O 3</td> <td>O 4</td> <td>O 5</td> </tr> </table> </div>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	O 1	O 2	O 3	O 4	O 5
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<p>E. GENERAL IMPRESSIONS: SENIOR EXECUTIVE SERVICE</p>	<p>Q21 Please rate your level of agreement with the following statements regarding the SES in your agency</p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">a. In my agency, the senior leadership is of a high quality</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">b. In my agency, the most senior leaders are sufficiently visible (e.g. can be seen in action)</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">c. In my agency, communication between senior leaders and other employees is effective</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">d. In my agency, senior leaders engage with staff on how to respond to future challenges</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">e. In my agency, senior leaders give their time to identify and develop talented people</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">f. In my agency, senior leaders communicate effectively regarding the business risks that we face</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">g. In my agency, senior leaders ensure that work effort contributes to the strategic direction of the agency and the APS</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">h. In my agency, senior leaders effectively lead and manage organisational change</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">i. Senior leaders in my agency lead by example in ethical behaviour</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">j. In my agency, senior leaders encourage innovation and creativity</div> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>Strongly agree</td> <td>Agree</td> <td>Neither agree nor disagree</td> <td>Disagree</td> <td>Strongly disagree</td> </tr> <tr> <td>01</td> <td>02</td> <td>03</td> <td>04</td> <td>05</td> </tr> </table>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	01	02	03	04	05	<p>Q21 Please rate your level of agreement with the following statements regarding your SES in your agency</p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">a. In my agency, communication between the SES and other employees is effective</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">b. In my agency, the SES actively contribute to the work of our agency</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">c. In my agency, the SES work as a team</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">d. In my agency, the SES clearly articulate the direction and priorities for our agency</div> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>Strongly agree</td> <td>Agree</td> <td>Neither agree nor disagree</td> <td>Disagree</td> <td>Strongly disagree</td> <td>Do not know</td> </tr> <tr> <td>01</td> <td>02</td> <td>03</td> <td>04</td> <td>05</td> <td>06</td> </tr> </table> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">a. My SES manager communicates effectively</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">b. My SES manager gives their time to identify and develop talented people</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">c. My SES manager effectively leads and manages change</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">d. My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">e. My SES manager clearly articulates the direction and priorities for our area</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">f. My SES manager promotes cooperation within and between agencies</div> <table border="1" style="width: 100%; text-align: center;"> <tr> <td>Strongly agree</td> <td>Agree</td> <td>Neither agree nor disagree</td> <td>Disagree</td> <td>Strongly disagree</td> </tr> <tr> <td>01</td> <td>02</td> <td>03</td> <td>04</td> <td>05</td> </tr> </table>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Do not know	01	02	03	04	05	06	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	01	02	03	04	05
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<p>F. GENERAL IMPRESSIONS: AGENCY</p>	<p>Q22</p> <p>Please rate your level of agreement with the following statements regarding aspects of your agency's working environment.</p>	<p>Q23</p> <p>Please rate your level of agreement with the following statements regarding aspects of your agency's working environment.</p>																																

<p>a. I feel a strong personal attachment to my agency</p> <p>b. When someone praises the accomplishments of my agency, it feels like a personal compliment to me</p> <p>c. I am proud to work in my agency</p> <p>d. Change is managed well in my agency</p> <p>e. Internal communication within my agency is effective</p> <p>f. My agency deals with underperformance effectively</p> <p>g. My agency routinely applies merit⁴ in decisions regarding engagement and promotion</p> <p>h. My agency genuinely cares about employees being healthy and safe at work</p> <p>i. My agency supports employees who are injured or become ill due to work</p> <p>j. In general, employees in my agency feel they are valued for their contribution</p> <p>k. In general, employees in my agency effectively manage conflicts of interest</p> <p>l. In general, employees in my agency appropriately assess risk</p> <p>m. My agency has procedures in place to manage business risks</p> <p>n. I know who to talk to in my agency about business risks that impact my workgroup</p>	<p>o. My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments)</p> <p>p. My agency motivates me to help achieve its objectives</p> <p>q. My agency inspires me to do the best in my job</p> <p>r. I am satisfied with the opportunities for career progression in my agency</p> <p>s. I would recommend my agency as a good place to work</p> <p>t. My workplace culture supports people to achieve a good work-life balance</p> <p>u. My agency actively encourages ethical behaviour by all of its employees</p> <p>v. I have confidence in the processes that my agency uses to resolve employee grievances</p> <p>w. My agency is committed to creating a diverse workforce (for example gender, age, cultural background, disability status, Indigenous status)</p>																				
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V. Uncommon Questions

Year 2014

These are exclusive questions asked only in survey conducted in 2014

Section	Q.No.	Question
A. ABOUT ME	Q4	What is your substantive classification level?
	Q5	How long have you been at your substantive classification?
	Q7	For how long have you been acting at a different classification level?
	Q8	What is your total length of service in the APS?
	Q9	What is your total length of service in your current agency?
	Q10	What is your highest completed qualification?

	Q12	<p>b. Are you identified as Aboriginal and/or Torres Strait Islander in your agency's human resource information system (i.e., have you informed your agency)?</p> <p>c. If you selected 'No—I chose not to inform' in the item above, could you please explain why you chose not to inform your agency?</p>
	Q13	<p>b. Is your ongoing disability recorded on your agency's human resource information system (i.e. have you informed your agency that you have a disability)?</p> <p>c. If you selected 'No—I chose not to inform' in the item above, could you please explain why you chose not to inform your agency?</p>
	Q14	Are you of non-English speaking background (NESB)?
	Q17	Which one of the following best describes the main type of work you are currently responsible for?
E. GENERAL IMPRESSIONS: SENIOR LEADERSHIP	Q21	In the APS, leadership is a practice used by employees at all levels. The following questions only relate to the leadership practices of Senior Executive Service (SES) employees in your agency. Please rate your level of agreement with the following statements regarding the SES in your agency:
F. GENERAL IMPRESSIONS: AGENCY	Q23	If asked to choose, which would you primarily consider yourself to be?
	Q24	Please rate your level of agreement with the following statements regarding aspects of your agency's culture:
G. CHANGE MANAGEMENT	Q25	In the last 12 months, has your immediate work group been directly affected by any major workplace change (e.g. functional, geographical, staffing changes)?
	Q26	Which of the following changes impacted your work group in the last 12 months?
	Q27	In your opinion, to what extent do you think these changes are likely to improve your team's ability to do their work in the longer-term?
	Q28	Please comment on how these workplace changes affected you.
	Q29	Please rate your level of agreement with the following statements regarding your current job (Subparts)
H. RISK MANAGEMENT	Q30	Please rate your level of agreement with the following statements regarding your current job
I. WELL BEING	Q32	In the last fortnight, ⁵ how many hours did you work in your current job? [Please add any overtime or extra time worked and subtract any time off. ⁶]
	Q33	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?
	Q34	Overall, how satisfied are you with your ability to access and use flexible working arrangements?

	Q35	In the last fortnight, how many days did you take of the following types of unplanned leave: [Please exclude compensation leave, unauthorised leave, annual leave, long service leave, adoption leave, purchased leave, parental leave, flex leave, jury duty, emergency services duty.]
	Q37	a. How many days in the last fortnight have you gone to work while suffering from health problems? b. On these days when you went to work suffering from health problems, what proportion of your time were you as productive as usual?
J. INDIVIDUAL PERFORMANCE	Q38	In the last fortnight, how often did you (Subparts)
	Q39	In the last fortnight, how often did you (Subparts)
	Q40	Please assess the level of red tape in your agency
	Q41	In my opinion, the work I am given is:
	Q42	In my opinion, the decision-making authority I have is
K. RECRUITMENT AND RETENTION	Q43	In the last 12 months, have you applied for a job?
	Q44	Which of the following statements best reflects your current thoughts about working for your agency?
	Q45	Which one of the following best describes what you intend to be doing in the next 12 months?
L. PERFORMANCE MANAGEMENT	Q46	In the last 12 months, have you received formal individual performance feedback in your current agency?
	Q47	In the last 12 months, have you received informal performance feedback in your current agency?
	Q48	To what extent do you agree that your most recent formal performance review will help you improve your performance?
	Q49	In the last fortnight, please rate your overall job performance (for the days that you worked) on a scale of 1 to 10,
	Q51	How many employees do you have direct performance management responsibility for?
	Q53	How would you rate the overall effectiveness of the learning and development you have received in the last 12 months in helping you improve your performance?
	Q54	During the last 12 months, how much time did you spend in formal training and education?
M. LEADERSHIP	Q55	In the APS, leadership is a practice used by employees at all levels. The following questions only relate to your immediate supervisor's capability. Please indicate your level of satisfaction with your immediate supervisor's action in the following areas:
N. INNOVATION	Q57	In the last 12 months, has your work group implemented any innovations?
	Q58	Thinking of the most significant innovation that was implemented by your work group in the last 12 months, which parts of your work did it affect?
	Q59	Please describe any positive impacts of this innovation:
	Q60	Please describe any negative impacts of this innovation:
	Q61	Do you believe there are any barriers to implementing innovations in your workplace?

	Q62	Please rate your level of agreement with the following statements for workgroup
O. SOCIAL MEDIA	Q63	If you use social media for work, which social networking site do you use?
	Q64	Does your agency provide guidance on acceptable, private usage of social media besides the APS Values and Code of Conduct?
	Q65	Do you use agency provided social media or networking tools to communicate with other employees in the agency? (e.g. instant messaging services, discussion forums)
	Q66	To what extent do you agree the use of these tools has helped you carry out your work more effectively?
	Q67	To what extent do you agree the use of these tools has helped you keep up to date with events and issues facing your agency?
	Q68	How do you prefer your agency to deliver news which affects your agency?
P. APS VALUES AND THE CODE OF CONDUCT	Q69	Based on your experience in the workplace, how frequently: <div> <div>a. Do colleagues in your immediate work group act in accordance with the APS Values in their everyday work?</div> <div>b. Does your supervisor act in accordance with the APS Values in his or her everyday work?</div> <div>c. Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?</div> </div>
	Q72	Was the behaviour reported in accordance with your agency's policies and procedures?
	Q75	Did you report the bullying or harassment?
	Q76	During the last 12 months, did you witness someone else being subjected to harassment or bullying in your workplace?
	Q77	Did you report the bullying or harassment? <p>O 1 I reported the behaviour in accordance with my agency's policies and procedures, or it was reported by someone else</p> <p>O 2 I did not report the behaviour [Please specify why you chose not to report the behaviour, and any other action that you took instead]</p>

	Q78	In the last 12 months, did you witness another APS employee engaging in any other type of serious misconduct that you considered was a breach of the Code of Conduct? [Please specify the type of behaviour and the action you took after witnessing the behaviour]					
	Q79	<div>Please rate your level of agreement with the following statements:</div> <table><tr><td>a. When someone in my immediate workgroup identifies a problem they take responsibility for it</td></tr><tr><td>b. When my immediate supervisor identifies a problem he or she takes responsibility for it</td></tr><tr><td>c. When senior leaders in my agency identify a problem they take responsibility for it</td></tr><tr><td>d. People in my agency are encouraged to speak up when they identify a serious policy or delivery risk</td></tr><tr><td>e. In my agency, people are expected to admit mistakes and learn from them</td></tr></table>	a. When someone in my immediate workgroup identifies a problem they take responsibility for it	b. When my immediate supervisor identifies a problem he or she takes responsibility for it	c. When senior leaders in my agency identify a problem they take responsibility for it	d. People in my agency are encouraged to speak up when they identify a serious policy or delivery risk	e. In my agency, people are expected to admit mistakes and learn from them
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d. People in my agency are encouraged to speak up when they identify a serious policy or delivery risk							
e. In my agency, people are expected to admit mistakes and learn from them							
	Q80	In the last 12 months have you experienced discrimination in your workplace as a result of your pregnancy, taking parental leave, or on your return to work from parental leave?					
Q. QUALITATIVE QUESTIONS	Q83	What factors in your agency make introducing this change harder?					
	Q84	What factors in your agency make introducing this change easier?					

Year 2020

These are exclusive questions asked only in survey conducted in 2020

Section	Q.No.	Question
A. ABOUT ME	Q4	Is your workplace in: Capital City, Another Location
	Q8	Do you currently access any of the following flexible working arrangements?
	Q11	Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?
	Q14	Are you currently seconded to a different agency and have been working within that agency for less than six months?

	Q15	<p>a. Since 27 February 2020, have you worked on tasks or activities directly related to COVID-19?</p> <p>b. It excludes your personal or local activities</p>
	Q16	What form did this work take?
E. GENERAL IMPRESSIONS: SENIOR EXECUTIVE SERVICE	Q21	The following questions only relate to the leadership practices of your immediate Senior Executive Service (SES) Line/Branch/Group manager or equivalent. Please rate your level of agreement with the following statements regarding your SES manager.
	Q22	Considering all the Senior Executive Service (SES) officers in your agency, please rate your level of agreement with the following statements.
F. GENERAL IMPRESSIONS: AGENCY AND APS	Q24	What are your reasons for staying in the APS?
	Q25	To what extent do you agree that crises such as the 2019–20 bushfires and COVID-19 clarified your sense of purpose in working for the APS?
	Q26	COVID-19 has impacted on the APS workforce and how we work with each other. Since 27 February 2020, which of the following enabled you to perform well in your job?
	Q27	Moving forward, what is the most important positive initiative you would like to see in your working environment?
G. PRODUCTIVITY AND WAYS OF WORKING	Q28	Since 27 February 2020, please rate your workgroup's overall performance on a scale of 1 to 10, where 1 indicates your workgroup's worst performance, 5 indicates an average workgroup performance and 10 indicates the best your workgroup has ever worked:
	Q29	Since 27 February 2020, please rate your agency's success in meeting its goals and objectives on a scale of 1 to 10, where 1 indicates no success, 5 indicates usual levels of success and 10 indicates the best your agency has performed:
	Q30	How has your productivity changed since COVID-19 (27 February 2020)?
	Q31	What best describes your current workload?

Q32	<p>Please indicate the extent to which the following act as a barrier to you performing at your best.</p> <table><tr><td>a. Lack of clarity around my role and responsibilities</td></tr><tr><td>b. Lack of clarity around priorities</td></tr><tr><td>c. Too many competing priorities</td></tr><tr><td>d. Administrative processes within my agency</td></tr><tr><td>e. The technology within my agency</td></tr><tr><td>f. The internal communication within my agency</td></tr><tr><td>g. The lack of inclusiveness in my workgroup</td></tr><tr><td>h. Multiple layers of decision making within my agency</td></tr><tr><td>i. Authority for decision making is at a higher level than required</td></tr><tr><td>j. The appetite for risk within my agency</td></tr></table>	a. Lack of clarity around my role and responsibilities	b. Lack of clarity around priorities	c. Too many competing priorities	d. Administrative processes within my agency	e. The technology within my agency	f. The internal communication within my agency	g. The lack of inclusiveness in my workgroup	h. Multiple layers of decision making within my agency	i. Authority for decision making is at a higher level than required	j. The appetite for risk within my agency
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b. Lack of clarity around priorities											
c. Too many competing priorities											
d. Administrative processes within my agency											
e. The technology within my agency											
f. The internal communication within my agency											
g. The lack of inclusiveness in my workgroup											
h. Multiple layers of decision making within my agency											
i. Authority for decision making is at a higher level than required											
j. The appetite for risk within my agency											
Q33	<p>Which of the following actions did your workgroup implement during COVID-19 (27 February 2020)? [Please select all that apply]</p>										
Q34	<p>Please indicate the extent to which you agree or disagree with the following statements.</p> <table><tr><td>a. My workgroup successfully adapts to new ways of working when required (e.g. in response to crises such as COVID-19)</td></tr><tr><td>b. My workgroup has used the COVID-19 crisis to improve the way we work</td></tr><tr><td>c. My immediate SES manager supports embedding changed ways of working implemented during the COVID-19 crisis</td></tr><tr><td>d. My agency quickly adapts and responds to changing priorities (e.g. in response to crises such as COVID-19)</td></tr><tr><td>e. My agency is taking actions to maintain changed ways of working implemented during the COVID-19 crisis</td></tr></table>	a. My workgroup successfully adapts to new ways of working when required (e.g. in response to crises such as COVID-19)	b. My workgroup has used the COVID-19 crisis to improve the way we work	c. My immediate SES manager supports embedding changed ways of working implemented during the COVID-19 crisis	d. My agency quickly adapts and responds to changing priorities (e.g. in response to crises such as COVID-19)	e. My agency is taking actions to maintain changed ways of working implemented during the COVID-19 crisis					
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e. My agency is taking actions to maintain changed ways of working implemented during the COVID-19 crisis											
Q35	<p>During the last 12 months, did you collaborate with people from other workgroups within your agency?</p>										

	Q36	During the last 12 months, did you collaborate with people from other APS or Commonwealth government agencies?
	Q37	During the last 12 months, did you collaborate with people from other levels of government or other external stakeholders?
H. DEVELOPING CAPABILITY	Q38	Are there currently skills or capability gaps within your immediate workgroup?
	Q39	What skills or capabilities, if any, are missing within your immediate workgroup? [Please select all that apply]
	Q40	What data skills or capabilities are missing within your immediate workgroup? [Please select all that apply]
	Q41	What digital skills or capabilities are missing within your immediate workgroup? [Please select all that apply]
	Q42	During the past year, have you completed any formal learning and development (e.g. online course, training workshop)?
	Q43	The formal learning and development was useful for building the skills and knowledge needed to do your job.
	Q44	Why did you not complete any formal learning and development? [Please select all that apply]
	Q45	When faced with something you do not know how to do at work, what is your go-to strategy? [Please select all that apply]
	Q46	I am able to access relevant formal and informal learning and development when and where required.

I. WELLBEING	Q48	Based on your experience in your current job, please respond to the following statements <div>a. I am satisfied with the policies/practices in place to help me manage my health and wellbeing</div> <div>b. My agency does a good job of communicating what it can offer me in terms of health and wellbeing</div> <div>c. My agency does a good job of promoting health and wellbeing</div> <div>d. I think my agency cares about my health and wellbeing</div> <div>e. I believe my immediate supervisor cares about my health and wellbeing</div> <div>f. I am satisfied with my agency's efforts to maintain a safe environment at work</div>
	Q49	Has there been a change in your general health and wellbeing since COVID-19 (27 February 2020-26 February 2021)?
	Q50	To what extent is your work emotionally demanding?
	Q51	I feel burned out by my work.
	Q52	When did you last take a temporary move?
J. MOBILITY	Q53	Where have you taken temporary moves?
	Q54	How did you first find out about the opportunity for your most recent move?
K. APS VALUES AND CODE OF CONDUCT	Q55	In the last month, which APS value did you apply most to your work? [Please select one]
	Q56	Which APS value do you most identify with? [Please select one]
	Q57	Which APS value would you like to apply more to your work in the future? [Please select one]
	Q58	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 (e.g. gender, race, disability, caring responsibilities, age, sexual orientation, religion or identification as an Aboriginal and/or Torres Strait Islander person)?
	Q59	Did this discrimination occur in your current agency?
L. CONCLUDING QUESTIONS	Q65	What is one thing your agency is doing really well?

VI. *Similar Questions*

These questions are framed differently in both the years but essentially seeking the same information from the employees

Section	Year 2014	Year 2020
I. WELLBEING A. ABOUT YOU	Q31 On what basis are you employed? <ul style="list-style-type: none"> • Full-time basis • Part-time basis [Please go to question 33] • Casual basis [Please go to question 33] 	Q7 Are you employed on a full-time basis? <ul style="list-style-type: none"> • Yes • No
APS VALUES AND CODE OF CONDUCT	Q. 74 What type of harassment or bullying were you subjected to? [If subjected to more than one type of bullying or harassment behaviour, please select the most serious occurrence.] <ul style="list-style-type: none"> • Physical behaviour • Verbal abuse • Harassment based on a personal characteristic (e.g., gender, disability, ethnicity, age, religion, political opinion, sexual orientation etc) • 'Initiations' or pranks • Inappropriate and unfair application of performance management practices • Inappropriate and unfair application of fitness for duty assessments • Inappropriate and unfair application of other work policies or rules • Other 	Q. 62 What type of harassment or bullying did you experience? [Please select all that apply] <ul style="list-style-type: none"> • Physical behaviour • Sexual harassment • Cyberbullying (e.g., harassment via IT, or the spreading of gossip/materials intended to defame or humiliate) • Verbal abuse (e.g., offensive language, derogatory remarks, shouting or screaming) • 'Initiations' or pranks • Interference with your personal property or work equipment • Interference with work tasks (e.g., withholding needed information, undermining or sabotage) • Inappropriate and unfair application of work policies or rules (e.g., performance management, • Access to leave, access to learning and development) • Others (please specify)
	Q81 What type of discrimination did you experience? [Please select all that apply] <ul style="list-style-type: none"> • Pay conditions and duties [Please specify] • Health and safety [Please specify] • Performance assessments and career advancement opportunities [Please specify] 	Q60 What was the basis of the discrimination that you experienced? [Please select all that apply] <ul style="list-style-type: none"> • Gender • Race • Disability (e.g., loss of hearing or sight, incomplete use of limbs, or mental health issues) • Caring responsibilities

	<ul style="list-style-type: none"> Negative attitudes [Please specify] Threatened with redundancy/job loss/dismissal [Please specify] Leave (including access to flexible work arrangements) [Please specify] Other [Please specify] 	<ul style="list-style-type: none"> Age LGBTI+ (e.g., sexual orientation) Identification as an Aboriginal and/or Torres Strait Islander person Religion Others (please specify)
Q. Qualitative Questions L. Concluding Questions	Q82 If you could make one realistic, practical, and implementable change in your agency, what would it be?	Q66 If you could change one thing to improve the effectiveness of your workplace, what would it be?

Below is the final mapping for the common questions from both the datasets i.e., 2014 and 2020:

2014	2020	Merged	Question	Section
1	1	1	What is your gender?	About me
2	2	2	How old were you at your last birthday?	
6	5	3	What is your current, actual classification level? (This is the classification level you are currently assigned, such as acting or higher duties).	
36a	47a	4A	I have unrealistic time pressures	Well Being
36b	47b	4B	I have a choice in deciding how I do my work	
36c	47c	4C	My immediate supervisor encourages me	
36d	47d	4D	I receive the respect I deserve from my colleagues at work	
36e	47e	4E	Relationships at work are strained	
36f	47f	4F	I am clear what my duties and responsibilities are	
36g	47g	4G	Staff are consulted about change at work	
70	63	5	In the last 12 months, did you witness another APS employee engaging in behaviour that you consider may be serious enough to be viewed as corruption?	APS Valus and code of conduct
73	61	6	During the last 12 months, have you been subjected to harassment or bullying in your workplace?	
18c	17a	7A	My job gives me opportunities to utilise my skills	General Impressions - Current Job
18d	17b	7B	My job gives me a feeling of personal accomplishment	
18e	17c	7C	I am satisfied with the recognition I receive for doing a good job	
18f	17d	7D	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	
18g	17e	7E	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	
19b	18b	8	The people in my work group cooperate to get the job done	General Impression - Immediate Workgroup
22a	23a	9A	I feel a strong personal attachment to my agency	

22b	23l	9B	When someone praises the accomplishments of my agency, it feels like a personal compliment to me	General Impression - Agency
22c	23c	9C	I am proud to work in my agency	
22d	23d	9D	Change is managed well in my agency	
22e	23f	9E	Internal communication within my agency is effective	
22q	23n	9F	My agency inspires me to do the best in my job	
22s	23g	9G	I would recommend my agency as a good place to work	