



Australian Government

Australian Public Service Commission

2016 APS employee census

9 May to 10 June 2016

INTRODUCTION

What is the purpose of this census?

Each year the Australian Public Service Commissioner presents a State of the Service report to parliament after the end of the financial year. The report identifies year-to-year trends in workforce participation and capability across the Australian Public Service (APS).

The report draws on a range of information sources but one of its main data sources is this census. The employee census is your opportunity to comment and provide feedback on various aspects of working in the APS and your agency. It covers issues such as senior leadership capability, access to and satisfaction with work-life balance and employee engagement. You can access previous reports from the State of the Service website to see how previous employee census results have been reported:

<http://stateoftheservice.apsc.gov.au/state-of-the-service-report-series/>

The responses you provide are vital in assisting the Australian Public Service Commissioner to evaluate the state of the APS. Aggregated census data also provides your agency with the attitudes and opinions of employees across a range of important agency-specific issues.

Who is conducting the census?

The Australian Public Service Commission (the Commission) has engaged ORC International (www.orcinternational.com.au) to conduct the census on its behalf. ORC International's data management systems and security policy are ISO 27001 (Information Security Management System) certified.

How long will the census take?

The census should take around 30 minutes to complete, depending on whether you choose to comment at the end of the survey. We encourage you to take this opportunity to express your attitudes and opinions about your workplace and thank you for your valuable contribution.

Will my answers be confidential?

Your responses will remain confidential unless disclosure of the information is required or authorised by or under an Australian law or a court/tribunal order. The survey is voluntary and, with the exception of five demographic questions (gender, age, state or territory of your workplace and substantive and actual classification), you may skip any question you do not wish to answer.

Data is only used in an aggregated, or in the case of comments, de-identified form and no data will be used or provided that allows the identification of any individual.

The names of individual APS employees are **not** recorded with census responses, and are not provided to the Commission.

In accordance with the *Privacy Act 1988* and the Australian Privacy Principles, please see the *Privacy Statement* below for a clear description of why the data is being collected, under what authority, and how it will be stored and used.

How was I identified to participate?

You were identified from the APS Employment Database (APSED) or by your agency to participate in the census. Each year, the names, AGS numbers and email addresses of all APS employees are obtained from APSED for the purpose of sending the employee census to all APS employees. Only ORC International has access to both the APSED information and your census results and the two sets of information are stored separately.

What happens after I take part in the census?

ORC International will provide the State of the Service team within the Commission with de-identified (individual level) datasets for analysis and reporting purposes. The evidence base of *State of the Service Report 2015–16* will be available on the Commission's website on a weekly basis from August, with the targeted report released in late November 2016.

Your agency will receive aggregated results for internal use and communication. Again, no data will be provided to agencies that allows the identification of any individual.

Where do I go if I still have questions?

If you have any further questions, please contact the Workforce Performance team on 1800 464 926 or at stateoftheservice@apsc.gov.au.

Privacy Statement: APS employee census

What kind of personal information is collected and held?

The APS employee census collects the attitudes and opinions of APS employees on a range of workplace issues.

How is information collected and held?

Information is collected by the Commission's contracted survey provider; ORC International. ORC International is a contracted service provider within the meaning of section 6 of the Privacy Act and their data management systems and security policy are ISO 27001 (Information Security Management System) certified.

Why is the information collected, held, used and disclosed?

The information collected through the APS employee census is collected for the purpose of the APS Commissioner's annual report on the state of the APS. Individual responses are confidential and data is only used in an aggregated, or in the case of free text fields, de-identified form.

Quantitative data and de-identified comment data is provided to agencies to inform internal management decisions. Quantitative data and de-identified comment data may be used for research purposes in the future. Quantitative data is available on www.data.gov.au. No data will be used or provided that allows the identification of any individual.

Authority for collection

The APS Commissioner's statutory functions under the *Public Service Act 1999* include:

- developing, reviewing and evaluating APS workforce management policies and practices and maintaining appropriate databases (paragraph 41(2)(c)); and
- reporting to the parliament on the state of the APS (section 44).

To perform these functions the APS Commissioner conducts an annual APS employee census. Data from the employee census, in conjunction with data from other sources, is used to evaluate and prepare reports on the state of the APS.

INSTRUCTIONS ON HOW TO COMPLETE THIS CENSUS

1. Please read each question carefully.
2. A number of different scales have been used throughout the employee census. Where there is a scale in response to the question, please select the option that represents the answer you want to give. For example, if you think that the weather outside today has been good, you would select the circle 'good' as below.

	Very Good	Good	Average	Poor	Very Poor
How would you rate the weather outside today?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

3. Unless stipulated, please answer in relation to your current agency even if you have worked in more than one agency during the last 12 months.
4. There is an open-ended question toward the end of the employee census where you can comment on specific issues. In answering this question, please do not provide personal information about any other person, for example by including their name in your response. Australian Privacy Principle 5 requires that, where personal information has been collected about an individual (including from sources other than the individual concerned), they must be notified of certain matters, such as the purposes for which this information has been collected.

When is this census due?

The census should be completed and submitted by Friday 10 June 2016.

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A. ABOUT YOU

Please note that your survey responses are confidential. All data and information collected from the survey will be stored in accordance with the Australian Privacy Principles and the *Privacy Act 1988*.

- ✓ 1. What is your gender?¹
- ☐ 1 Male
 - ☐ 2 Female
 - ☐ 3 X (Indeterminate/Intersex/Unspecified)
- ✓ 2. How old were you at your last birthday?
- ☐ 1 Under 20 years
 - ☐ 2 20 to 24 years
 - ☐ 3 25 to 29 years
 - ☐ 4 30 to 34 years
 - ☐ 5 35 to 39 years
 - ☐ 6 40 to 44 years
 - ☐ 7 45 to 49 years
 - ☐ 8 50 to 54 years
 - ☐ 9 55 to 59 years
 - ☐ 10 60 to 64 years
 - ☐ 11 65 years or older
- X 3. Where is your workplace? missing
- ☐ 1 Australian Capital Territory
 - ☐ 2 New South Wales
 - ☐ 3 Victoria
 - ☐ 4 Queensland
 - ☐ 5 South Australia
 - ☐ 6 Western Australia
 - ☐ 7 Tasmania
 - ☐ 8 Northern Territory
 - ☐ 9 Outside Australia [Please go to question 5]
- X 4. Is your workplace in: missing
- ☐ 1 A capital city
 - ☐ 2 Another location

¹ Please note, the *Australian Government Guidelines on the Recognition of Sex and Gender* provides further detail on the definition of gender, including the option of 'X' (<http://www.ag.gov.au/Publications/Documents/AustralianGovernmentGuidelinesontheRecognitionofSexandGender/AustralianGovernmentGuidelinesontheRecognitionofSexandGender.PDF>)

X

5. What is your substantive classification level? **[This is the classification level at which you were engaged or to which you were last promoted. It does not mean the level you may be acting in, or temporarily performing]**

If you are unsure of how your classification translates to the APS standard classifications and you are unable to ask someone in your agency, please call the Australian Public Service Commission between 8:30 am and 5:00 pm Eastern Standard Time on 1800 464 926 before completing the survey.

- ☐ 1 Trainee/Apprentice
- ☐ 2 Graduate APS (including Cadets)
- ☐ 3 APS 1–2 (or equivalent)
- ☐ 4 APS 3–4 (or equivalent)
- ☐ 5 APS 5–6 (or equivalent)
- ☐ 6 Executive Level 1 (or equivalent)
- ☐ 7 Executive Level 2 (or equivalent)
- ☐ 8 Senior Executive Service Band 1 (or equivalent)
- ☐ 9 Senior Executive Service Band 2 or 3 (or equivalent)
- ☐ 10 Outside Australia—non-APS²
- ☐ 11 Non-APS—within Australia

X

6. How long have you been at your substantive classification?

- ☐ 1 Less than 1 year
- ☐ 2 1 to less than 5 years
- ☐ 3 5 to less than 10 years
- ☐ 4 10 to less than 15 years
- ☐ 5 15 to less than 20 years
- ☐ 6 20 years or more

✓

7. What is your **current, actual classification level**? **[This is the classification level you are currently assigned, including temporary assignment and/or acting or higher duties]**

- ☐ 1 Trainee/Apprentice
- ☐ 2 Graduate APS (including cadets)
- ☐ 3 APS 1–2 (or equivalent)
- ☐ 4 APS 3–4 (or equivalent)
- ☐ 5 APS 5–6 (or equivalent)
- ☐ 6 Executive Level 1 (or equivalent)
- ☐ 7 Executive Level 2 (or equivalent)
- ☐ 8 Senior Executive Service Band 1 (or equivalent)
- ☐ 9 Senior Executive Service Band 2 or 3 (or equivalent)
- ☐ 10 Outside Australia—non-APS³ **[Please go to question 10]**
- ☐ 11 Non-APS—within Australia **[Please go to question 10]**

² For the purpose of the survey, Outside Australia—non-APS includes locally-engaged staff, overseas engaged employees, O-based staff and other similar terms.

³ For the purpose of the survey, Outside Australia—non-APS includes locally-engaged staff, overseas engaged employees, O-based staff and other similar terms.

- X 8. What is your **total** length of service in the APS? [Please include all periods of service in the APS]
- ☐ 1 Less than 1 year
 - ☐ 2 1 to less than 5 years
 - ☐ 3 5 to less than 10 years
 - ☐ 4 10 to less than 15 years
 - ☐ 5 15 to less than 20 years
 - ☐ 6 20 years or more
- X 9. What is your **total** length of service in **your current agency** as an APS employee?
- ☐ 1 Less than 1 year
 - ☐ 2 1 to less than 5 years
 - ☐ 3 5 to less than 10 years
 - ☐ 4 10 to less than 15 years
 - ☐ 5 15 to less than 20 years
 - ☐ 6 20 years or more
- X 10. What is your highest completed qualification?
- ☐ 1 Less than Year 12 or equivalent
 - ☐ 2 Year 12 or equivalent (HSC/Leaving certificate)
 - ☐ 3 Vocational qualification
 - ☐ 4 Associate diploma
 - ☐ 5 Undergraduate diploma
 - ☐ 6 Bachelor degree (including with Honours)
 - ☐ 7 Postgraduate diploma (includes graduate certificate)
 - ☐ 8 Master's degree
 - ☐ 9 Doctorate
- A 11. What was the main focus of your tertiary qualification? (Select one only) [only applicable if response to Q10 is 5 or higher]
- ☐ 1 Agriculture, Environmental and related studies
 - ☐ 2 Architecture and Building
 - ☐ 3 Arts and Social Sciences, including psychology and social work
 - ☐ 4 Business and Management
 - ☐ 5 Creative Arts
 - ☐ 6 Economics, Commerce and Accounting
 - ☐ 7 Education
 - ☐ 8 Engineering and related technologies
 - ☐ 9 Food, hospitality and personal services
 - ☐ 10 Human Resources
 - ☐ 11 Information technology
 - ☐ 12 Law
 - ☐ 13 Mathematics and Statistics
 - ☐ 14 Medicine and Health Sciences
 - ☐ 15 Natural and physical sciences
 - ☐ 16 Public Administration and Political Science
 - ☐ 17 Other


12. What is your employment category?
- ☐ 1 Ongoing
 - ☐ 2 Non-ongoing
 - ☐ 3 Casual, intermittent or irregular
 - ☐ 4 Not sure
13. a. Do you identify as Aboriginal and/or Torres Strait Islander?
- ☐ 1 Yes
 - ☐ 2 No [Please go to question 14]
- b. Are you recorded as Aboriginal and/or Torres Strait Islander in your agency's human resource information system (i.e. have you informed your agency)?
- ☐ 1 Yes
 - ☐ 2 No—I chose not to inform
 - ☐ 3 No—I have never been asked for this information
 - ☐ 4 No—For another reason
 - ☐ 5 Not sure
14. a. Do you have an ongoing disability?⁴
- ☐ 1 Yes
 - ☐ 2 No [Please go to question 15]
- 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)?
- ☐ 1 Yes
 - ☐ 2 No—I chose not to inform
 - ☐ 3 No—I have never been asked for this information
 - ☐ 4 No—For another reason
 - ☐ 5 Not sure
- c. When did you acquire your disability?
- ☐ 1 Congenital disability
 - ☐ 2 Childhood (post-birth, prior to schooling)
 - ☐ 3 During schooling (including university)
 - ☐ 4 In the workforce, but before commencing work in the APS
 - ☐ 5 While working for the APS but before my current job
 - ☐ 6 While in my current job
15. Are you of non-English speaking background (NESB)? [For the purpose of this survey, you should indicate 'yes' to this question if you were born overseas and your first language was not English **OR** you were born in Australia but your first language was not English and at least one of your

⁴ For the purpose of this survey, a person has a disability if they report that they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least 6 months and restricts everyday activities. This includes:

- loss of sight (not corrected by glasses or contact lenses)
- loss of hearing where communication is restricted, or an aid to assist with, or substitute for, hearing is used
- speech difficulties
- shortness of breath or breathing difficulties causing restriction
- chronic or recurrent pain or discomfort causing restriction
- blackouts, fits, or loss of consciousness
- difficulty learning or understanding
- incomplete use of arms or fingers
- difficulty gripping or holding things
- incomplete use of feet or legs
- nervous or emotional condition causing restriction
- restriction in physical activities or in doing physical work
- disfigurement or deformity
- mental illness or condition requiring help or supervision
- long-term effects of head injury, stroke or other brain damage causing restriction
- receiving treatment or medication for any other long-term conditions or ailments and still restricted
- any other long-term conditions resulting in a restriction.

parents did not speak English as a first language OR you were born in Australia and neither of your parents spoke English as a first language]

- ☐ 1 Yes
- ☐ 2 No

 16. a. Do you have carer responsibilities? **[For the purpose of this question carer responsibilities are not limited to those in receipt of carer payment]**

- ☐ 1 Yes
- ☐ 2 No **[Please go to question 17]**

b. For whom do you have carer responsibilities?
[Please select all that apply]

- ☐ 1 Child(ren)—under 5 years
- ☐ 2 Child(ren)—5 to 16 years
- ☐ 3 Child(ren)—over 16 years
- ☐ 4 Parent(s)
- ☐ 5 Other relative(s) (not including parents or children)
- ☐ 6 Partner
- ☐ 7 Other

17. What best describes your current employment?
- ☐ 1 Working in my regular team
 - ☐ 2 On secondment/temporary transfer to another team at substantive classification
 - ☐ 3 On secondment/temporary transfer to another team at a higher classification
 - ☐ 4 On secondment/temporary transfer to another team at a lower classification
 - ☐ 5 On secondment/temporary transfer to another APS agency
18. Did you come through an APS graduate programme?
- ☐ 1 Yes, in my current agency
 - ☐ 2 Yes, in another APS agency
 - ☐ 3 No
19. Which one of the following best describes the type of work you do?
- ☐ 1 Accounting and finance (e.g. accounting, accounts receivable/payable, budgets, travel, procurement and contracting, grants management)
 - ☐ 2 Administration (e.g. administrative support, secretariat, facilities and property)
 - ☐ 3 Communications and marketing (e.g. campaign and marketing, graphic design, change management, event organisation, public relations, stakeholder management, editing, writing, speech writing)
 - ☐ 4 Compliance and regulation (e.g. enforcement, quarantine, inspection, investigation, regulation and compliance, detention assessment)
 - ☐ 5 Engineering and technical (e.g. engineering, education, training and assessment, draftsman/technical, patents examiner, land and asset management)
 - ☐ 6 Human Resources (e.g. industrial relations, learning and development, recruitment, payroll, workforce planning and reporting, occupational health and safety, organisational design)
 - ☐ 7 Information and communications technology (e.g. networks and telecommunications, testing, helpdesk/support, databases, development and programming, systems analysis and design, systems administration, systems integration and deployment, web and multimedia content development)
 - ☐ 8 Information and knowledge management (e.g. archivist, curator, librarian, records management)
 - ☐ 9 Intelligence (e.g. collection and analysis, production and dissemination, national security advice, personnel security)
 - ☐ 10 Legal and parliamentary (e.g. lawyer, legal adviser, court officer, freedom of information, ministerial and parliamentary liaison, legislation drafting and advice)
 - ☐ 11 Monitoring and audit (e.g. internal/external auditor, risk management, fraud control)
 - ☐ 12 Organisation leadership (e.g. board member, chief executive or managing director, statutory office holder, corporate and business planning, generalist management)
 - ☐ 13 Project and Programme (e.g. evaluation, programme management, project management)
 - ☐ 14 Research (e.g. numerical analysis, economist, actuary, data analysis)
 - ☐ 15 Science and health (e.g. agriculture/forestry science, chemist, environmental science, life sciences, health and allied health professionals, health and welfare support)
 - ☐ 16 Service delivery (e.g. customer advice and support, gallery, museum and tour guides, hospitality, program delivery, visa processing)
 - ☐ 17 Strategic policy (e.g. strategic policy, policy development, policy advice)
 - ☐ 18 Trades and Labour (e.g. vehicles and equipment maintenance/operation, transport and logistics, horticulture, gardening, labourer, trades)

B. GENERAL IMPRESSIONS: CURRENT JOB

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I enjoy the work in my current job	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My job gives me opportunities to utilise my skills	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. My job gives me a feeling of personal accomplishment	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. I am satisfied with the recognition I receive for doing a good job	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. I am satisfied with the stability and security of my current job	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

C. GENERAL IMPRESSIONS: IMMEDIATE WORKGROUP

21. Please rate your level of agreement with the following statements regarding **your immediate workgroup**. [This survey uses immediate workgroup, workgroup and team interchangeably. Your immediate workgroup, workgroup and/or team are the people you currently work with on a daily basis]

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I have a clear understanding of how my workgroup's role contributes to my agency's strategic direction	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. The people in my workgroup are honest, open and transparent in their dealings	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. The people in my workgroup cooperate to get the job done	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. The people in my workgroup are committed to workplace safety	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. The people in my workgroup treat each other with respect	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

22. How many employees work in your immediate workgroup?

- ☐ 1 1 to 2 employees
- ☐ 2 3 to 5 employees
- ☐ 3 6 to 10 employees
- ☐ 4 11 or more employees

D. GENERAL IMPRESSIONS: IMMEDIATE SUPERVISOR

23. Please rate your level of agreement with the following statements regarding **your immediate supervisor**.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I have a good immediate supervisor	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My supervisor provides me with regular and constructive feedback	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. My supervisor appears to manage underperformance well in my workgroup	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. My supervisor works effectively with people from diverse backgrounds	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. My supervisor is committed to workplace safety	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. My supervisor behaves in an accepting manner towards people from diverse backgrounds	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. My supervisor treats people with respect	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
h. My supervisor has the appropriate level of skills, abilities and knowledge to do their job	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
i. My supervisor communicates effectively regarding the business risks that impact my workgroup	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

E. GENERAL IMPRESSIONS: SENIOR LEADERSHIP

24. 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**.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. In my agency, the SES are of a high quality	O 1	O 2	O 3	O 4	O 5
b. In my agency, the most senior leaders are sufficiently visible (e.g. can be seen in action)	O 1	O 2	O 3	O 4	O 5
c. In my agency, communication between SES and other employees is effective	O 1	O 2	O 3	O 4	O 5
d. In my agency, SES engage with staff on how to respond to future challenges	O 1	O 2	O 3	O 4	O 5
e. In my agency, SES give their time to identify and develop talented people	O 1	O 2	O 3	O 4	O 5
f. In my agency, SES communicate effectively regarding the business risks that we face	O 1	O 2	O 3	O 4	O 5
g. In my agency, SES ensure that work effort contributes to the strategic direction of the agency and the APS	O 1	O 2	O 3	O 4	O 5
h. In my agency, SES effectively lead and manage organisational change	O 1	O 2	O 3	O 4	O 5
i. SES in my agency lead by example in ethical behaviour	O 1	O 2	O 3	O 4	O 5
j. In my agency, SES encourage innovation and creativity	O 1	O 2	O 3	O 4	O 5
k. In my agency, SES behave in an accepting manner towards people of diverse backgrounds	O 1	O 2	O 3	O 4	O 5
l. In my agency, SES actively support opportunities for women in leadership roles	O 1	O 2	O 3	O 4	O 5
m. In my agency, SES actively support the use of flexible work arrangements by men and women	O 1	O 2	O 3	O 4	O 5

F. GENERAL IMPRESSIONS: AGENCY

25. Please rate your level of agreement with the following statements regarding aspects of ***your agency's working environment***:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I feel a strong personal attachment to my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. When someone praises the accomplishments of my agency, it feels like a personal compliment to me	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. I am proud to work in my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. Change is managed well in my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. Internal communication within my agency is effective	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. My agency deals with underperformance effectively	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. My agency routinely applies merit ⁵ in decisions regarding engagement and promotion	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
h. My agency genuinely cares about employees being healthy and safe at work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
i. My agency supports employees who are injured or become ill due to work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
j. In general, employees in my agency feel they are valued for their contribution	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
k. My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
l. My agency motivates me to help achieve its objectives	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
m. My agency inspires me to do the best in my job	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
n. I am satisfied with the opportunities for career progression in my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

⁵ For the purpose of this survey, a decision relating to engagement or promotion is based on merit if:

- an assessment is made of the relative suitability of the candidates for the duties, using a competitive selection process; and
- the assessment is based on the relationship between the candidates' work-related qualities and the work-related qualities genuinely required for the duties; and
- the assessment focuses on the relative capacity of the candidates to achieve outcomes related to the duties; and
- the assessment is the primary consideration in making the decision.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
o. I would recommend my agency as a good place to work	O 1	O 2	O 3	O 4	O 5
p. My workplace culture supports people to achieve a good work-life balance	O 1	O 2	O 3	O 4	O 5
q. My agency actively encourages ethical behaviour by all of its employees	O 1	O 2	O 3	O 4	O 5
r. I have confidence in the processes that my agency uses to resolve employee grievances	O 1	O 2	O 3	O 4	O 5
s. My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability status, Indigenous status)	O 1	O 2	O 3	O 4	O 5
t. In general, risk is managed well in my agency	O 1	O 2	O 3	O 4	O 5
u. In general, the workforce in my agency is managed well (e.g. filling vacancies, finding the right person for the right job)	O 1	O 2	O 3	O 4	O 5
v. In general, projects are managed well in my agency	O 1	O 2	O 3	O 4	O 5

26. If asked to choose, which would you **primarily** consider yourself to be? [Please select one category only]

- O 1 An APS employee
O 2 An employee of your agency

27. Please rate your level of agreement with the following statements regarding **your agency**:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My agency cares about my general satisfaction at work	O 1	O 2	O 3	O 4	O 5
b. My agency really cares about my well-being	O 1	O 2	O 3	O 4	O 5
c. My agency tries to make my job as interesting as possible	O 1	O 2	O 3	O 4	O 5
d. My agency is willing to extend itself in order to help me perform my job to the best of my ability	O 1	O 2	O 3	O 4	O 5

28. Please rate your level of agreement with the following statements regarding aspects of **your agency's culture**:

	To a very great extent	Quite a lot	Somewhat	Hardly at all	Not at all
In my opinion, my agency emphasises:					
a. Innovation—Finding new solutions to problems is important	O 1	O 2	O 3	O 4	O 5
b. Procedure—Delivering standardised services is important	O 1	O 2	O 3	O 4	O 5
c. Employees—The wellbeing of our people is important	O 1	O 2	O 3	O 4	O 5
d. Delivery—Completing tasks is important	O 1	O 2	O 3	O 4	O 5
In my opinion, my agency prioritises:					
e. Developing new ideas— Employees are encouraged to make suggestions	O 1	O 2	O 3	O 4	O 5
f. Process—Employees are expected to follow established procedures	O 1	O 2	O 3	O 4	O 5
g. People—Team cohesion is important	O 1	O 2	O 3	O 4	O 5
h. Achieving goals—Work must be completed to a high standard	O 1	O 2	O 3	O 4	O 5
In my opinion, the employees who get ahead in my agency are:					
i. Able to generate new ideas	O 1	O 2	O 3	O 4	O 5
j. Process orientated	O 1	O 2	O 3	O 4	O 5
k. Supportive of others	O 1	O 2	O 3	O 4	O 5
l. Task focused	O 1	O 2	O 3	O 4	O 5
In my opinion, most managers in my agency are people who:					
m. Encourage innovation	O 1	O 2	O 3	O 4	O 5
n. Make sure procedure is rigorously followed	O 1	O 2	O 3	O 4	O 5
o. Value their employees	O 1	O 2	O 3	O 4	O 5
p. Ensure their team delivers	O 1	O 2	O 3	O 4	O 5

G. CHANGE MANAGEMENT

29. In the last 12 months, what was the **single biggest workplace** change experienced by your immediate workgroup?
- ☐ 1 No major changes
 - ☐ 2 Change in physical workplace (e.g. moved to a new building, existing workplace renovated)
 - ☐ 3 Machinery of government change
 - ☐ 4 Major policy change
 - ☐ 5 Structural change (change in division or branch structure)
 - ☐ 6 Change in SES leadership (e.g. change of branch head)
 - ☐ 7 Change in supervisor
 - ☐ 8 Functional change (e.g. change in responsibilities)
 - ☐ 9 Change in work priorities
 - ☐ 10 Decrease in staffing numbers
 - ☐ 11 Increase in staffing numbers
 - ☐ 12 Other
 - ☐ 13 Not applicable **[Please go to question 32]**
30. **How satisfied were you with how well these changes were communicated to you?**
- ☐ 1 Very satisfied
 - ☐ 2 Satisfied
 - ☐ 3 Neither satisfied or dissatisfied
 - ☐ 4 Dissatisfied
 - ☐ 5 Very dissatisfied
31. How are these **changes likely to impact on your team's ability to do their work in the longer-term?**
- ☐ 1 Very positively
 - ☐ 2 Positively
 - ☐ 3 Unlikely to have an impact
 - ☐ 4 Negatively
 - ☐ 5 Very negatively

H. RISK MANAGEMENT

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I am aware of my agency's policies for managing risk or know where to find them	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. In my agency, risks are managed proactively	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. In my immediate work area employees respond to risk in a manner consistent with my agency's risk management policies and processes	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. In general, my agency has effective risk management policies and procedures	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

I. WELLBEING

- ✓ 33. Are you employed on a full-time basis?
- ☐ 1 Yes
 - ☐ 2 No [Please go to question 35]
- ✓ 34. In the last **fortnight**,⁶ how many hours did you work in your current job? [Please **add** any overtime or extra time worked and **subtract** any time off⁷]
- ☐ 1 75 hours or less
 - ☐ 2 More than 75 hours to less than 80 hours
 - ☐ 3 80 to less than 90 hours
 - ☐ 4 90 to less than 100 hours
 - ☐ 5 100 to less than 120 hours
 - ☐ 6 120 to less than 150 hours
 - ☐ 7 150 hours or more
 - ☐ 8 Not applicable (e.g. graduated return to work, on leave for whole fortnight)
- ✓ 35. Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?
- ☐ 1 Very satisfied
 - ☐ 2 Satisfied
 - ☐ 3 Neither satisfied nor dissatisfied
 - ☐ 4 Dissatisfied
 - ☐ 5 Very dissatisfied
- ✓ 36. Overall, how satisfied are you with your ability to access and use flexible working arrangements?
- ☐ 1 Very satisfied
 - ☐ 2 Satisfied
 - ☐ 3 Neither satisfied nor dissatisfied
 - ☐ 4 Dissatisfied
 - ☐ 5 Very dissatisfied
- ✗ 37. What barriers are there in your agency to accessing flexible working arrangements? [Free text]

.....

.....

.....

.....

⁶ To assist in your calculations, a fortnight of full-time work (without any additional hours) is approximately 75 hours.

⁷ For the purpose of this survey, one day is the equivalent of 7.5 hours in calculating time off.

38. a. Do you have a medical condition, illness or injury, or disability for which you require some reasonable adjustment in the workplace or in some way affects your ability to perform your work?

- ☐ Yes
☐ No [Please go to question 39]

b. If you require some reasonable adjustment in the workplace, please indicate which of the following you require: [Please select all that apply]

- ☐ Arrangement relating to work hours
☐ Technology to support reading/writing/hearing
☐ Computer software
☐ Computer hardware
☐ Furniture items
☐ Different duties
☐ Other [Please specify].....

39. Approximately how many days of personal (sick or carer's) leave do you typically take in a year:

- ☐ 1 Less than three days
☐ 2 Three to five days
☐ 3 Six to ten days
☐ 4 Eleven to fifteen days
☐ 5 More than fifteen days
☐ 6 Don't know

40. Approximately how many days of personal (sick or carer's) leave does the typical employee in your immediate workgroup take in a year:

- ☐ 7 Less than three days
☐ 8 Three to five days
☐ 9 Six to ten days
☐ 10 Eleven to fifteen days
☐ 11 More than fifteen days
☐ 12 Don't know

41. Based on your experience in your current job, please respond to the following statements:

	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



42. Based on your experience in **your current job**, please respond to the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. SES act quickly to correct problems or issues that affect an employee's psychological health	O 1	O 2	O 3	O 4	O 5
b. SES act decisively when a concern of an employee's psychological status is raised	O 1	O 2	O 3	O 4	O 5
c. SES show support for stress prevention through involvement and commitment	O 1	O 2	O 3	O 4	O 5
d. The psychological wellbeing of employees is a priority for my agency	O 1	O 2	O 3	O 4	O 5
e. In my agency, SES clearly consider the psychological health of employees to be important	O 1	O 2	O 3	O 4	O 5
f. In my agency, SES consider the psychological health of employees to be as important as productivity	O 1	O 2	O 3	O 4	O 5
g. In my workplace, there is good communication about psychological safety issues that affect me	O 1	O 2	O 3	O 4	O 5
h. Information about workplace psychological wellbeing is always brought to my attention by my immediate supervisor	O 1	O 2	O 3	O 4	O 5
i. My contribution to resolving workplace health and safety concerns in my workplace are listened to	O 1	O 2	O 3	O 4	O 5
j. In my agency, participation and consultation in psychological health and safety occurs with employees, unions, and health and safety representatives	O 1	O 2	O 3	O 4	O 5
k. In my agency, employees are encouraged to become involved in psychological health matters	O 1	O 2	O 3	O 4	O 5
l. In my agency, the prevention of stress involves all levels of the organisation	O 1	O 2	O 3	O 4	O 5

J. INDIVIDUAL PERFORMANCE

✓ 43. In the last fortnight, how often did you:

	Every day	Most days	Once or twice	Not this fortnight	Would not normally do this
a. Help a colleague learn new skills or share job knowledge	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. Offer to help a colleague with their work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. Offer suggestions to improve how work is done	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. Offer suggestions to improve the work environment	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

✓ 44. In the last fortnight, how often did you:

	Every Day	Most days	Once or twice	Not this fortnight	Would not normally do this
a. Work more than your standard number of hours because of task demands	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. Take work from the office to do at home or another location outside your normal work hours	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. Come to work on days that are outside your normal work hours (i.e. on weekends or while on leave)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. Give up meal and/or other breaks to complete work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

- ✓ 45. Please assess the level of red tape in your agency (red tape is defined as burdensome administrative rules and procedures that have negative effects on the agency's performance). [Please enter a number between 1 and 10, with 1 signifying no red tape and 10 signifying the highest level of red tape]
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐ Don't know
- ✓ 46. Please assess the level of red tape associated with employee performance management processes in your agency. [Please enter a number between 1 and 10, with 1 signifying no red tape and 10 signifying the highest level of red tape]
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐ Don't know
- ✓ 47. Please assess the level of red tape associated with procurement processes in your agency. [Please enter a number between 1 and 10, with 1 signifying no red tape and 10 signifying the highest level of red tape]
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10 ☐ Don't know
- ✓ 48. In my opinion, the work I am given is:
- ☐ 1 Above my classification level
 - ☐ 2 Appropriate for my classification level
 - ☐ 3 Below my classification level
- ✓ 49. In my opinion, the decision-making authority I have is:
- ☐ 1 Above my classification level
 - ☐ 2 Appropriate for my classification level
 - ☐ 3 Below my classification level

K. RECRUITMENT AND RETENTION

✓ 50. In the last 12 months, have you applied for a job? **[Please select all that apply]**

- ☐ 1 Yes, outside the APS
- ☐ 2 Yes, in my agency
- ☐ 3 Yes, in another APS agency
- ☐ 4 No

✓ 51. Which of the following statements best reflects your current thoughts about working for your agency? **[Please select one category only]**

- ☐ 1 I want to leave my agency as soon as possible
- ☐ 2 I want to leave my agency within the next 12 months
- ☐ 3 I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment
- ☐ 4 I want to stay working for my agency for the next one to two years
- ☐ 5 I want to stay working for my agency for at least the next three years

✓ 52. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I am interested in temporarily transferring to another team in my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. I am interested in temporarily transferring to another agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. I am interested in temporarily transferring to another job role (either in my current agency or elsewhere)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. I am interested in taking up teleworking (i.e. working in my current job remotely from another location)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. I am interested in relocating from my current location while keeping my current position	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. I am interested in temporarily transferring to an organisation in the private sector	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

X 53. In the past 12 months how many selection panels have you a member of?

- ☐ 1 None
- ☐ 1 1 to 2 panels
- ☐ 2 3 or more panels

✓ 54. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My agency provides opportunities for workplace mobility in the APS (e.g. secondments and temporary transfers)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. Workplace mobility (e.g. secondments and temporary transfers) should be more common in my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. I believe I have the same opportunities to develop my career as other staff in my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

✓ 55. Assuming you remain in the APS, what classification level would you like to be at in five years' time:

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

✓ 56. Assuming you remain in the APS, what classification level do you think you will actually be employed at in five years' time:

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

✓ 57. What is the biggest barrier to your career development within your agency?

- ☐ 1 Lack of promotion opportunities
- ☐ 2 Lack of opportunity to work on innovative or cutting edge projects
- ☐ 3 Poor visibility of opportunities
- ☐ 4 Unfair recruitment practices
- ☐ 5 I have achieved all I can in the agency
- ☐ 6 I am a member of a diversity group (e.g. Indigenous, gender, disability, non-English speaking background)
- ☐ 7 There are no major barriers to my career progression
- ☐ 8 Other

L. PERFORMANCE MANAGEMENT

- ✓ 58. In the last 12 months, have you received **formal** individual performance feedback in your current agency?
- ☐ 1 Yes
 - ☐ 2 No
- ✓ 59. To what extent do you agree that your most recent **formal** performance feedback will help you improve your performance?
- ☐ 1 Strongly agree
 - ☐ 2 Agree
 - ☐ 3 Neither agree nor disagree
 - ☐ 4 Disagree
 - ☐ 5 Strongly disagree
- ✓ 60. In the last 12 months, have you received **informal** performance feedback in your current agency?
- ☐ 1 Yes, regularly
 - ☐ 2 Yes, irregularly
 - ☐ 3 No
 - ☐ 4 Not sure
- ✓ 61. To what extent do you agree that your most recent **informal** performance feedback will help you improve your performance?
- ☐ 1 Strongly agree
 - ☐ 2 Agree
 - ☐ 3 Neither agree nor disagree
 - ☐ 4 Disagree
 - ☐ 5 Strongly disagree
- ✓ 62. To what extent do you agree that in the past 12 months, the **performance expectations** of your job were clear and unambiguous?
- ☐ 1 Strongly agree
 - ☐ 2 Agree
 - ☐ 3 Neither agree nor disagree
 - ☐ 4 Disagree
 - ☐ 5 Strongly disagree
- ✓ 63. In the last fortnight, please rate your overall job performance (for the days that you worked) on a scale of **1 to 10**, where **1 means your worst performance** ever at your job, **5 means your usual performance** at your job and **10 means the best you have ever worked** in your job:
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7 ☐ 8 ☐ 9 ☐ 10
- ☐ Not applicable (e.g. on leave for whole fortnight, on graduated return to work)

64. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My overall experience of performance management in my agency has been useful for my development	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My supervisor provides me with clear and consistent performance expectations	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. My supervisor provides me with a clear understanding of how my performance is assessed and measured	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. My supervisor openly demonstrates commitment to performance management	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. My performance discussion helps me understand what is required of me and how this can be achieved	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. My performance agreement provides me with meaningful and relevant information that enables me to perform my role	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. The individual work outcomes listed on my performance agreement are a clear reflection of what my role involves on a day-to-day basis	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

65. How many employees do you have direct performance management responsibility for?

- ☐ 1 None **[Please go to question 67]**
- ☐ 2 1 to 2 employees
- ☐ 3 3 to 5 employees
- ☐ 4 6 to 10 employees
- ☐ 5 11 or more employees

→ for managers 2.

66. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I can rely on my supervisor for guidance and support if I have to manage a case of underperformance in one of my direct reports	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. I feel confident that the formal performance feedback I provide to my staff has a direct benefit	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. When I see a staff member who	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
appears unable to achieve their performance goals, I proactively deal with the situation					
d. I articulate clear and consistent performance expectations to my staff	O 1	O 2	O 3	O 4	O 5
e. I provide performance feedback to my staff in a timely manner	O 1	O 2	O 3	O 4	O 5
f. I know where I can find suitable support and guidance regarding performance management when required	O 1	O 2	O 3	O 4	O 5
g. Our performance management policies provide me with clear guidelines for measuring performance	O 1	O 2	O 3	O 4	O 5
h. The requirements necessary to rate an employee as performing at an acceptable level are clear	O 1	O 2	O 3	O 4	O 5
i. Our performance management policies are transparent and promote fair and equitable processes	O 1	O 2	O 3	O 4	O 5

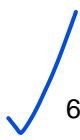
X 67. In the last 12 month have you managed an employee with disability?

O 1 Yes

O 2 No [Please go to question 69]

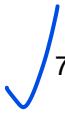
X 68. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I was confident I could manage any reasonable adjustments required by the employee	O 1	O 2	O 3	O 4	O 5
b. I was supported by my agency's HR policies	O 6	O 7	O 8	O 9	O 10
c. I was supported by my agency's HR area	O 11	O 12	O 13	O 14	O 15
d. I was supported by my team	O 16	O 17	O 18	O 19	O 20



69. 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? **[Include on-the-job training]**

- ☐ 1 Very high
- ☐ 2 High
- ☐ 3 Moderate
- ☐ 4 Low
- ☐ 5 Very low
- ☐ 6 Not applicable



70. During the last 12 months, how much time did you spend in formal training and education? **[Formal training and education can include seminars, conferences, classroom training, academic study, or formal in-house programmes]**

- ☐ 1 No time
- ☐ 2 1 to 2 days (include part day)
- ☐ 3 3 to 5 days
- ☐ 4 6 to 10 days
- ☐ 5 More than 10 days
- ☐ 6 Not sure

M. LEADERSHIP

Please use the following definitions for the next question.

These are key leadership capabilities, including those from the Leadership Capability Framework.

- **Achieves results** (e.g. builds agency capability and responsiveness, marshals professional expertise, steers and implements change and deals with uncertainty, delivers on intended results).
- **Cultivates productive working relationships** (e.g. nurtures internal and external relationships, facilitates cooperation and partnerships, values individual differences and diversity, guides, mentors and develops people).
- **Exemplifies personal drive and integrity** (e.g. demonstrates public service professionalism and probity, engages with risk and shows personal courage, commits to action, displays resilience, demonstrates self-awareness and a commitment to personal development).
- **Shapes strategic thinking** (e.g. inspires a sense of purpose and direction, focuses strategically, harnesses information and opportunities, shows judgement, intelligence and common sense).
- **Communicates with influence** (e.g. communicates clearly, listens, understands and adapts to audience, negotiates persuasively).
- **Sets direction** (e.g. maintains a focus on the strategic direction of the agency and the APS).
- **Motivates people** (e.g. encourages people to understand how work fits with the strategic direction of the agency and the APS).
- **Encourages innovation** (e.g. encourages people to find new ways of doing work and solving problems).
- **Develops people** (e.g. encourages people to learn from work and develop new skills).
- **Is open to continued self-learning** (e.g. seeks to learn from own work and develop own skills).

- ✓ 71. 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:

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very dissatisfied
a. Achieves results	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. Cultivates productive working relationships	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. Exemplifies personal drive and integrity	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. Shapes strategic thinking	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. Communicates with influence	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. Sets direction	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. Motivates people	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
h. Encourages innovation	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
i. Develops people	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
j. Is open to continued self-learning	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5



72. What is your **immediate supervisor's** current classification level? **[If they are acting or temporarily performing at that level, please record their acting level]**

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

N. INNOVATION

✓ 73. In the last 12 months, has your workgroup implemented any innovations?

- ☐ 1 Yes
- ☐ 2 No **[Please go to question 79]**
- ☐ 3 Not sure **[Please go to question 79]**

✓ 74. Thinking of the most significant innovation that was implemented by your workgroup in the last 12 months, which parts of your work did it primarily affect?

- ☐ 1 Process
- ☐ 2 Products and Outcomes
- ☐ 3 Communications
- ☐ 4 Policy

✓ 75. Who was the main target for this most significant innovation? **[SES only]**

- ☐ 1 Your workgroup, department or agency
- ☐ 2 Government ministers
- ☐ 3 Other government organisations
- ☐ 4 Individual citizens
- ☐ 5 Businesses
- ☐ 6 Not-for-profits, Non-Governmental Organisations (NGOs), interest groups, or business
- ☐ 7 associations
- ☐ 8 Other (please specify)

✓ 76. Where did the idea for this most significant innovation primarily come from? **[SES only]**

- ☐ 1 Your minister or minister's office
- ☐ 2 Higher level management
- ☐ 3 Your leadership group
- ☐ 4 Staff at levels below your leadership group
- ☐ 5 Other branch of your department or agency
- ☐ 6 Other government organisations outside your department or agency
- ☐ 7 Professional organisations
- ☐ 8 Participation in conferences by your or your staff
- ☐ 9 Businesses as suppliers, clients or consultants
- ☐ 10 Not-for-profit organisations, Non-Governmental Organisations (NGOs), interest groups, or business associations
- ☐ 11 Feedback and comments from citizens
- ☐ 12 Universities and public research organisations
- ☐ 13 No collaboration was required **(Please go to question 78)**

✓

77. Which group, if any, did the development and implementation of your most significant innovation primarily involve collaboration with: **[SES only]**

- ☐ 1 Other work units or branches of your department or agency
- ☐ 2 Other government organisations outside your department or agency
- ☐ 3 Private businesses or consultants
- ☐ 4 Not-for-profit organisations, Non-Governmental Organisations (NGOs), interest groups, or business associations
- ☐ 5 Universities or public research organisations (CSIRO, etc.)
- ☐ 6 Individual citizens
- ☐ 7 No collaboration was involved

✓

78. Was your branch/work unit the first government organisation in Australia to implement any of these new or substantially changed processes? **[SES only]**

- ☐ 1 Yes
- ☐ 2 Yes, but these innovations are not relevant to other government organisations
- ☐ 3 No
- ☐ 4 Don't know

O. APS VALUES AND THE CODE OF CONDUCT

79. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. When I identify a problem I take responsibility for it, including bringing it to the appropriate person's attention	O 1	O 2	O 3	O 4	O 5
b. When people in my immediate workgroup identify a problem they take responsibility for it	O 1	O 2	O 3	O 4	O 5
c. When my immediate supervisor identifies a problem he or she takes responsibility for it	O 1	O 2	O 3	O 4	O 5
d. When senior leaders in my agency identify a problem they take responsibility for it	O 1	O 2	O 3	O 4	O 5
e. In my agency, people are encouraged to speak up when they identify a serious policy or delivery risk	O 1	O 2	O 3	O 4	O 5
f. In my agency, people are expected to admit mistakes and learn from them	O 1	O 2	O 3	O 4	O 5

80. Based on your experience in the workplace, how frequently:

	Always	Often	Sometimes	Rarely	Never	Not sure
a. Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?	O 1	O 2	O 3	O 4	O 5	O 6
b. Does your supervisor act in accordance with the APS Values in his or her everyday work?	O 1	O 2	O 3	O 4	O 5	O 6
c. Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?	O 1	O 2	O 3	O 4	O 5	O 6

For the purposes of this survey, the following definitions have been used:

Harassment: Workplace harassment entails offensive, belittling or threatening behaviour directed at an individual or group of APS employees. The behaviour is unwelcome, unsolicited, usually unreciprocated and usually, but not always, repeated. Reasonable management action carried out in a reasonable way is not workplace harassment.

Bullying: A worker is bullied at work if, while at work, an individual or group of individuals repeatedly behaves unreasonably towards the worker, or group of workers of which the worker is a member, and that behaviour creates a risk to health and safety. To avoid doubt, this does not apply to reasonable management action carried out in a reasonable way.

Please note this survey is voluntary and you may skip any question you do not wish to answer. Your responses will remain confidential unless disclosure of the information is required or authorised by or under Australian law or a court/tribunal order.

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

- ☐ 1 Yes
- ☐ 2 No **[Please go to question 85]**
- ☐ 3 Not sure **[Please go to question 85]**

✓ 82. Did you report the bullying or harassment?

- ☐ 1 I reported the behaviour in accordance with my agency's policies and procedures, or it was reported by someone else
- ☐ 2 I did not report the behaviour

✓ 83. Who was responsible for the bullying or harassment? **[Please select all that apply]**

- ☐ 1 Your current supervisor
- ☐ 2 A previous supervisor
- ☐ 3 Someone more senior (other than your supervisor)
- ☐ 4 Co-worker
- ☐ 5 Contractor
- ☐ 6 Someone more junior than you
- ☐ 7 Client, customer or stakeholder
- ☐ 8 Consultant/service provider
- ☐ 9 Representative of another APS agency
- ☐ 10 Minister or ministerial adviser
- ☐ 11 Unknown

✓ 84. What type of harassment or bullying did you experience? **[Please select all that apply]**

- ☐ 1 Physical behaviour
- ☐ 2 Sexual harassment
- ☐ 3 Cyberbullying (e.g. harassment via IT, or the spreading of gossip/materials intended to defame or humiliate)
- ☐ 4 Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)
- ☐ 5 'Initiations' or pranks
- ☐ 6 Interference with your personal property or work equipment
- ☐ 7 Interference with work tasks i.e. withholding needed information, undermining or sabotage
- ☐ 8 Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)

☐ 9 Other

✓ 85. During the last 12 months, did you witness someone else being subjected to harassment or bullying in your current workplace?

☐ 1 Yes

☐ 2 No **[Please go to question 87]**

☐ 3 Not sure **[Please go to question 87]**

✓ 86. Did you report the bullying or harassment?

☐ 1 I reported the behaviour in accordance with my agency's policies and procedures, or it was reported by someone else

☐ 2 I did not report the behaviour

For the purposes of this survey, the following definition has been used:

Corruption: *The dishonest or biased exercise of a Commonwealth public official's functions. A distinguishing characteristic of corrupt behaviour is that it involves conduct that would usually justify serious penalties, such as termination of employment or criminal prosecution.*

The following list provides examples of types of behaviour that, if serious enough, may amount to corruption:

- Bribery, domestic and foreign—obtaining, offering or soliciting secret commissions, kickbacks or gratuities
- Fraud, forgery, embezzlement
- Theft or misappropriation of official assets
- Nepotism—preferential treatment of family members
- Cronyism—preferential treatment of friends
- Acting (or failing to act) in the presence of a conflict of interest
- Unlawful disclosure of government information
- Blackmail
- Perverting the course of justice
- Colluding, conspiring with, or harbouring criminals

Please note this survey is voluntary and you may skip any question you do not wish to answer. Your responses will remain confidential unless disclosure of the information is required or authorised by or under Australian law or a court/tribunal order.

✓ 87. **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?

☐ 1 Yes

☐ 2 No **[Please go to question 90]**

☐ 3 Not sure **[Please go to question 90]**

☐ 4 Would prefer not to answer **[Please go to question 90]**

✓ 88. Which of the following best describes the corrupt behaviours you witnessed? **[Please select all that apply]**

☐ 1 Bribery, domestic and foreign—obtaining, offering or soliciting secret commissions, kickbacks or gratuities

☐ 2 Fraud, forgery or embezzlement

☐ 3 Theft or misappropriation of official assets

☐ 4 Nepotism—preferential treatment of family members

☐ 5 Cronyism—preferential treatment of friends

- ☐ 6 Acting (or failing to act) in the presence of an undisclosed conflict of interest
- ☐ 7 Unlawful disclosure of government information
- ☐ 8 Blackmail
- ☐ 9 Perverting the course of justice
- ☐ 10 Colluding, conspiring with or harbouring, criminals
- ☐ 11 Other



89. Did you report the potentially corrupt behaviour?

- ☐ 1 I reported the behaviour in accordance with my agency's policies and procedures, or it was reported by someone else
- ☐ 2 I did not report the behaviour

90. Please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Unsure
a. My agency has procedures in place to manage corruption	O 1	O 2	O 3	O 4	O 5	O 6
b. My agency deals with corruption well	O 1	O 2	O 3	O 4	O 5	O 6
c. I have a good understanding of the policies and procedures my agency has in place to deal with corruption	O 1	O 2	O 3	O 4	O 5	O 6
d. I feel confident that I could identify corruption if it occurred in my workplace	O 1	O 2	O 3	O 4	O 5	O 6
e. I feel confident that I would know what to do if I identified corruption in my workplace	O 1	O 2	O 3	O 4	O 5	O 6

P. QUALITATIVE QUESTION

Please note, de-identified, verbatim comments to question 91 will be provided to your agency.

In answering this question, please do not provide personal information about any other person, for example by including their name in your response. Australian Privacy Principle 5 requires that, where personal information has been collected about an individual (including from sources other than the individual concerned), they must be notified of certain matters, such as the purposes for which this information has been collected.

91. If you could make one realistic, practical and implementable change in your agency, what would it be?

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