



Australian Government  
 Australian Public Service  
 Commission

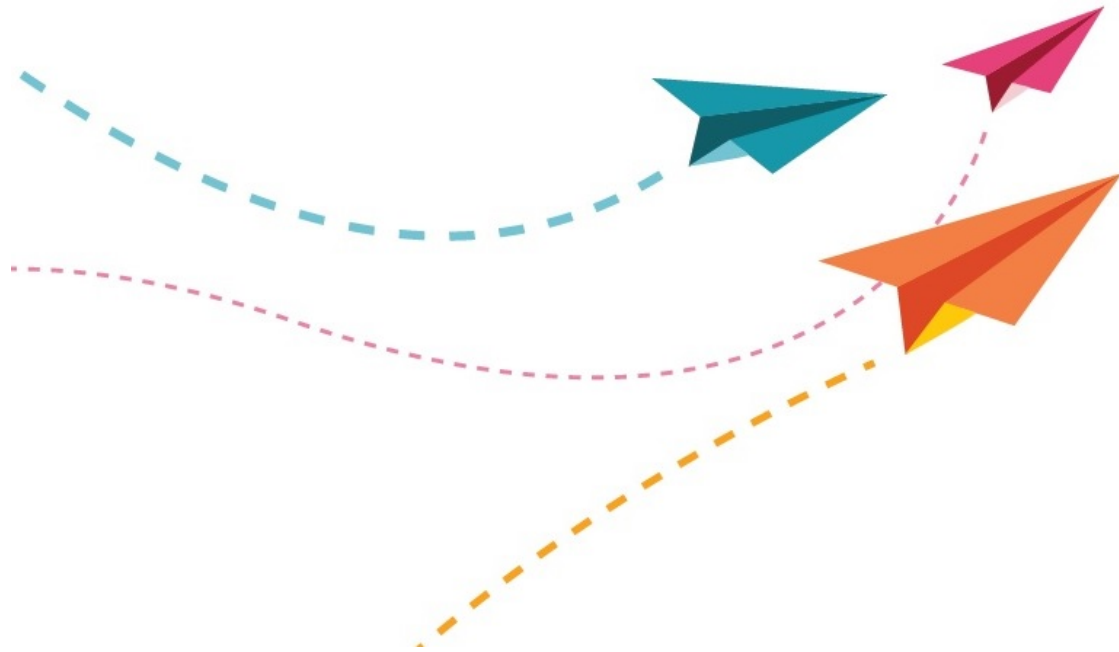
# AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



## Highlights Report:

### AFSA



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RESPONSES:
424 of 456
RESPONSE RATE:
93%

# MAKING THE MOST OF YOUR RESULTS



## 01.

**Identify the areas where you are performing well.**

These will tend to be high results which are notably above any comparative results. These should be celebrated. Share the good news with employees.

## Understanding your report and getting to action!

The results in this report give you summary information.

Take the time to fully understand this report and digest the results.

Consider your response rate and if it is representative of the views of your colleagues.

**Identify areas that need improvement.**

## 02.

These will be the lower results, and/or those which are scoring notably below your comparators. Consider discussing these areas with your colleagues in focus groups or individually or team meetings, gather their thoughts and solutions before deciding on actions to take.

## 03.

**Consider if there is actually room for improvement.**

This report shows the proportion of colleagues responding positively (strongly agree + agree), neutrally (neither agree nor disagree) or negatively (disagree + strongly disagree) to the question asked in the survey. Look at how your positive scores compare to your parent unit, and your last survey's results.

## 04.

**Consider the impact of high neutral responses (lots of employees ticking 'neither agree nor disagree')**

Ask your colleagues about their views to find out what is causing this. More communication and involvement may help to shift them to a positive frame of mind.

**Take action - think 'quick wins', short term and long term.**

## 05.

Encourage all colleagues to help with action planning and implementation.

Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## HOW ENGAGED IS YOUR TEAM?

ENGAGEMENT SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.

YOUR EMPLOYEE ENGAGEMENT SCORE <b>72%</b>		RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
						0	+1	-1	-3
SAY	Considering everything, I am satisfied with my job	73	17	11	73%	0	+2	+2	-2
	I am proud to work in my agency	75	18	7	75%	0	+1	-2	-8 ↓
	I would recommend my agency as a good place to work	67	23	11	67%	+4	+2	+2	-6 ↓
STAY	I believe strongly in the purpose and objectives of my agency	85	13		85%	+5 ↑	+2	-3	-4
	I feel a strong personal attachment to my agency	62	23	15	62%	+3	-3	-4	-9 ↓
STRIVE	I feel committed to my agency's goals	77	19		77%	-3	-2	-6 ↓	-7 ↓
	I suggest ideas to improve our way of doing things	86	11		86%	-2	+2	-1	-1
	I am happy to go the 'extra mile' at work when required	91			91%	-1	0	-2	-3
	I work beyond what is required in my job to help my agency achieve its objectives	79	15		79%	0	0	-4	-4
	My agency really inspires me to do my best work every day	55	32	13	55%	0	+2	-1	-5 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>What is your gender?</b>						
Male		<b>40%</b>	-1	+3	+4	0
Female		<b>54%</b>	0	-5	-5	-3
X (Indeterminate/Intersex/Unspecified)		<b>1%</b>	0	0	0	0
Prefer not to say		<b>6%</b>	+1	+2	+1	+2
<b>Do you identify as Aboriginal and/or Torres Strait Islander?</b>						
Yes		<b>2%</b>	-1	-2	0	0
No		<b>98%</b>	+1	+2	0	0
<b>Do you have an ongoing disability?</b>						
Yes		<b>5%</b>	+2	-3	-1	-1
No		<b>95%</b>	-2	+3	+1	+1

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



EXPLORE  
THE FULL  
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>In which country were you born?</b>						
Australia		<b>71%</b>	0	-7 ↓	-10 ↓	-7 ↓
Other country		<b>29%</b>	0	+7 ↑	+10 ↑	+7 ↑
<b>Do you speak a language other than English at home?</b>						
No, English only		<b>76%</b>	-1	-5 ↓	-7 ↓	-6 ↓
Yes, other		<b>24%</b>	+1	+5 ↑	+7 ↑	+6 ↑
<b>Do you have carer responsibilities?</b>						
Yes		<b>37%</b>	+1	-4	+1	-2
No		<b>63%</b>	-1	+4	-1	+2

**KEY**



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# INCLUSION AND DIVERSITY



**EXPLORE THE FULL RESULTS**

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?						
Yes		<b>5%</b>	0	+1	0	0
No		<b>88%</b>	-2	-3	-1	-2
Prefer not to say		<b>7%</b>	+2	+2	+1	+2

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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# INCLUSION AND DIVERSITY



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	89	89%	-1	0	-1
	My SES manager actively supports people of diverse backgrounds	66	66%	+2	-2	-1
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	78	78%	+3	0	+5
	My supervisor actively supports people from diverse backgrounds	86	86%	-1	0	+1
	My agency supports and actively promotes an inclusive workplace culture	77	77%	0	-1	+2

**KEY**

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

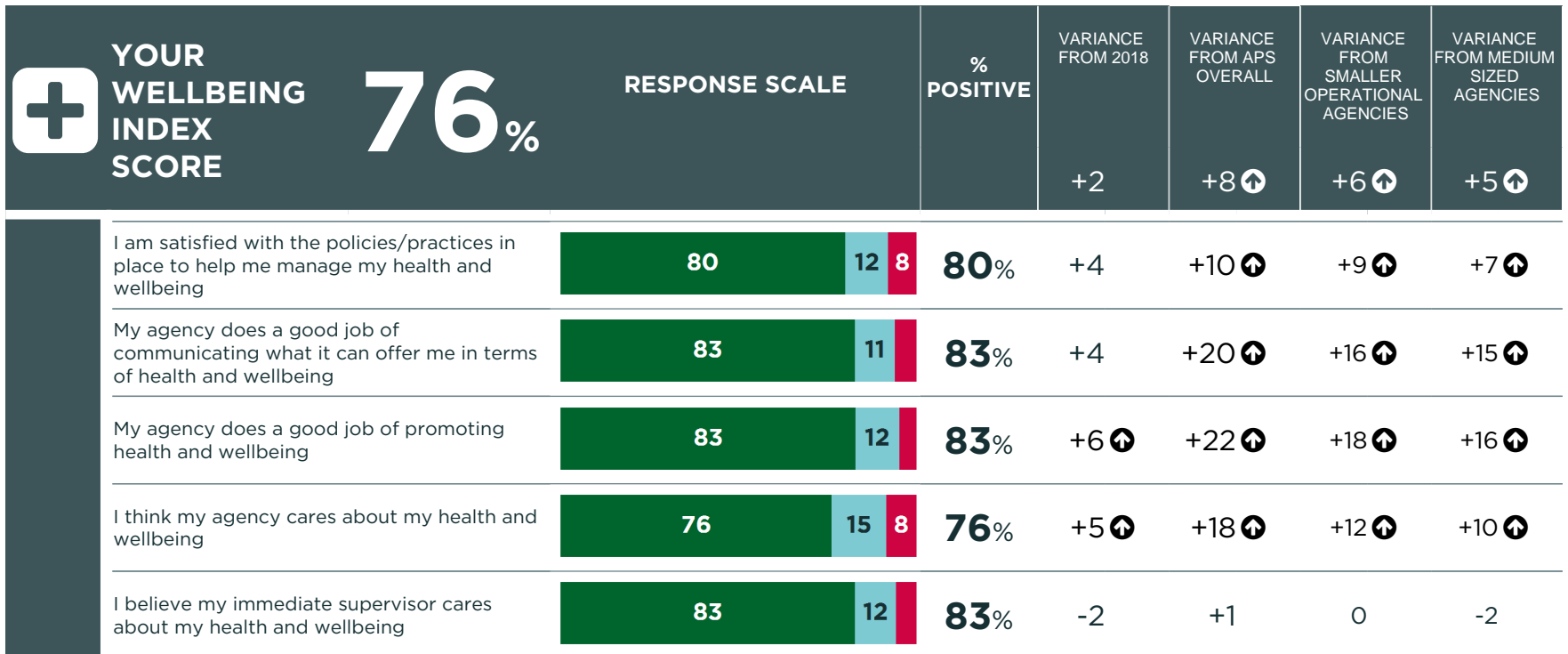
# WELLBEING INDEX



## WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF WELLBEING FOR EMPLOYEES WITHIN AN ORGANISATION. IT MEASURES BOTH THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.

**HIGH LEVELS OF ENGAGEMENT WILL NOT BE SUSTAINABLE AND WILL LEAD TO BURN OUT WITHOUT RECIPROCALLY STRONG LEVELS OF WELLBEING.**



### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# SENIOR LEADERSHIP



## EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES			
Senior leadership: Immediate SES manager	My SES manager is of a high quality	68	25	8	68%	-1	0	-1	-8↓
	My SES manager is sufficiently visible (e.g. can be seen in action)	59	20	21	59%	+2	-7↓	-7↓	-13↓
	My SES manager communicates effectively	59	24	17	59%	0	-6↓	-4	-12↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	61	31	8	61%	-4	-6↓	-4	-13↓
	My SES manager effectively leads and manages change	54	31	15	54%	-3	-6↓	-3	-11↓
	My SES manager engages with staff on how to respond to future challenges	52	28	19	52%	-5↓	-9↓	-7↓	-15↓

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Positive Neutral Negative

# SENIOR LEADERSHIP



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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	53	22	25	53%	0	-2	-2	-9↓
	In my agency, communication between the SES and other employees is effective	48	30	21	48%	0	0	+3	-2
	In my agency, the SES actively contribute to the work of our agency	63	28	9	63%	0	-1	0	-9↓
	In my agency, the SES are of a high quality	59	30	11	59%	+1	+2	+5↑	-5↓
	In my agency, the SES work as a team	46	42	12	46%	-1	0	+3	-2
	In my agency, the SES clearly articulate the direction and priorities for our agency	58	27	15	58%	-2	+1	+4	-2

KEY



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Positive Neutral Negative



# IMMEDIATE SUPERVISOR



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WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES			
Immediate supervisor	My supervisor treats people with respect	87	9	87%	-2	-1	-1	-3	
	My supervisor communicates effectively	78	10	12	78%	-2	-1	-1	-2
	My supervisor encourages me to contribute ideas	84	9	7	84%	-1	0	0	-2
	My supervisor displays resilience when faced with difficulties or failures	81	11	8	81%	+2	+1	0	-2
	My supervisor gives me responsibility and holds me to account for what I deliver	85	8	8	85%	-4	-1	-2	-2
	My supervisor challenges me to consider new ways of doing things	74	16	10	74%	0	-1	-2	-2

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

# IMMEDIATE SUPERVISOR



EXPLORE  
THE FULL  
RESULTS

Immediate supervisor	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Where is your immediate supervisor's normal work location?						
In the same office as me		<b>82%</b>	+1	+2	+3	+5
In the same office as me but on a different floor		<b>0%</b>	-	-3	-2	-3
In a different office, but in the same town/city		<b>0%</b>	-	-3	-1	-1
In a different town/city or state		<b>18%</b>	0	+4	-1	0
In a different country		<b>0%</b>	-	0	-	-1

KEY



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# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Culture	I receive the respect I deserve from my colleagues at work	<div style="display: flex; width: 100%;"><div style="width: 76%; background-color: #006633;"></div><div style="width: 18%; background-color: #99d9e9;"></div><div style="width: 6%; background-color: #d93025;"></div></div>	76%	0	0	+1	-1
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div style="display: flex; width: 100%;"><div style="width: 55%; background-color: #006633;"></div><div style="width: 34%; background-color: #99d9e9;"></div><div style="width: 11%; background-color: #d93025;"></div></div>	55%	+2	+1	+4	0
	My agency actively encourages ethical behaviour by all of its employees	<div style="display: flex; width: 100%;"><div style="width: 82%; background-color: #006633;"></div><div style="width: 12%; background-color: #99d9e9;"></div><div style="width: 6%; background-color: #d93025;"></div></div>	82%	-1	+2	+3	-1
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]	<div style="display: flex; width: 100%;"><div style="width: 37%; background-color: #006633;"></div><div style="width: 43%; background-color: #99d9e9;"></div><div style="width: 20%; background-color: #d93025;"></div></div>	37%	+1	+7	+5	+3
	Staff are consulted about change at work	<div style="display: flex; width: 100%;"><div style="width: 46%; background-color: #006633;"></div><div style="width: 39%; background-color: #99d9e9;"></div><div style="width: 15%; background-color: #d93025;"></div></div>	46%	-6	-2	+1	-4
	I am happy to go the 'extra mile' at work when required	<div style="display: flex; width: 100%;"><div style="width: 91%; background-color: #006633;"></div><div style="width: 8%; background-color: #99d9e9;"></div><div style="width: 1%; background-color: #d93025;"></div></div>	91%	-1	0	-2	-3
	Internal communication within my agency is effective	<div style="display: flex; width: 100%;"><div style="width: 50%; background-color: #006633;"></div><div style="width: 24%; background-color: #99d9e9;"></div><div style="width: 25%; background-color: #d93025;"></div></div>	50%	-1	+2	+3	-2
	In general, employees in my agency feel they are valued for their contribution	<div style="display: flex; width: 100%;"><div style="width: 47%; background-color: #006633;"></div><div style="width: 32%; background-color: #99d9e9;"></div><div style="width: 21%; background-color: #d93025;"></div></div>	47%	-2	+1	0	-8
	My agency really inspires me to do my best work every day	<div style="display: flex; width: 100%;"><div style="width: 55%; background-color: #006633;"></div><div style="width: 32%; background-color: #99d9e9;"></div><div style="width: 13%; background-color: #d93025;"></div></div>	55%	0	+2	-1	-5

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CULTURE



EXPLORE  
THE FULL  
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
Always		54%	+4	+3	+3	-1
Often		35%	-6	-5	-4	-2
Sometimes		9%	+3	+2	+1	+3
Rarely		1%	0	0	0	+1
Never		0%	0	0	0	0
Not sure		1%	-1	0	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



EXPLORE  
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APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Does your supervisor act in accordance with the APS Values in his or her everyday work?						
Always		<b>64%</b>	+2	+1	+1	-1
Often		<b>26%</b>	-5	-3	-2	-1
Sometimes		<b>7%</b>	+3	+2	+1	+2
Rarely		<b>0%</b>	-1	-1	-1	-1
Never		<b>1%</b>	+1	+1	+1	+1
Not sure		<b>1%</b>	0	0	0	0

KEY



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# WORKPLACE CULTURE



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APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
Always		<b>53%</b>	+5	+8	+9	+5
Often		<b>24%</b>	-4	-7	-6	-9
Sometimes		<b>8%</b>	0	-1	-3	0
Rarely		<b>1%</b>	-1	-1	-1	-1
Never		<b>1%</b>	0	0	0	0
Not sure		<b>14%</b>	-1	0	+1	+4

## KEY



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# WORKPLACE CULTURE



EXPLORE  
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APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
Always		<b>50%</b>	-	+8	+9	+7
Often		<b>25%</b>	-	-5	-5	-7
Sometimes		<b>11%</b>	-	-1	-2	-2
Rarely		<b>2%</b>	-	-1	-2	-2
Never		<b>2%</b>	-	+1	0	+1
Not sure		<b>9%</b>	-	0	0	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF DISCRIMINATION WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

Discrimination	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>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?</b>						
Yes		<b>12%</b>	+1	0	+3	+2
No		<b>88%</b>	-1	0	-3	-2
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>96%</b>	+4	+2	+2	+3
No		<b>4%</b>	-4	-2	-2	-3
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Gender		<b>38%</b>	-	-	-	-
Other		<b>23%</b>	-	-	-	-
Race		<b>19%</b>	-	-	-	-

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED AND WHO WAS RESPONSIBLE FOR IT. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

Bullying and harassment	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

Yes		12%	0	-1	0	+2
No		80%	-2	0	-1	-4
Not Sure		8%	+1	+1	+1	+1

Types of harassment or bullying experienced (3 highest responses):

Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		51%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		39%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		35%	-	-	-	-

Person responsible for the harassment or bullying (3 highest responses):

Someone more senior (other than your supervisor)		34%	-	-	-	-
A previous supervisor		26%	-	-	-	-
Co-worker		24%	-	-	-	-

### KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO INDICATED THAT THEY HAD WITNESSED POTENTIAL CORRUPT BEHAVIOUR WERE ASKED TO DESCRIBE THE BEHAVIOUR. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF CORRUPT BEHAVIOURS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

Corruption	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?

Yes		4%	-1	0	0	+1
No		88%	0	0	+1	-2
Not sure		5%	+1	0	0	+1
Would prefer not to answer		3%	0	0	-1	+1

### Types of corrupt behaviours witnessed (3 highest responses):

Cronyism—preferential treatment of friends		88%	-	-	-	-
Nepotism—preferential treatment of family members		18%	-	-	-	-
Fraud, forgery or embezzlement		6%	-	-	-	-

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WORKPLACE CULTURE



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	<div style="display: flex; width: 100%;"><div style="width: 86%; background-color: #006633;"></div><div style="width: 11%; background-color: #99ccff;"></div><div style="width: 3%; background-color: #cc0000;"></div></div> 86 / 11 / 3	86%	-2	+2	+5	+3
	It would be hard to get away with corruption in my workplace	<div style="display: flex; width: 100%;"><div style="width: 73%; background-color: #006633;"></div><div style="width: 19%; background-color: #99ccff;"></div><div style="width: 8%; background-color: #cc0000;"></div></div> 73 / 19 / 8	73%	+1	+3	+5	+3
	I am confident that colleagues in my workplace would report corruption	<div style="display: flex; width: 100%;"><div style="width: 82%; background-color: #006633;"></div><div style="width: 13%; background-color: #99ccff;"></div><div style="width: 5%; background-color: #cc0000;"></div></div> 82 / 13 / 5	82%	+1	+1	+2	0
	I feel confident that I would know what to do if I identified corruption in my workplace	<div style="display: flex; width: 100%;"><div style="width: 87%; background-color: #006633;"></div><div style="width: 10%; background-color: #99ccff;"></div><div style="width: 3%; background-color: #cc0000;"></div></div> 87 / 10 / 3	87%	+1	+4	+6	+5

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	83 10 7	83%	0	+2	-1	-3
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	60 20 19	60%	-2	-3	0	-4
	Considering everything, I am satisfied with my job	73 17 11	73%	0	+2	+2	-2
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	82 9 8	82%	+1	+5 ↑	+3	0
	I am satisfied with the stability and security of my current job	75 14 11	75%	+4	+2	+6 ↑	+1
	I am satisfied with the opportunities for career progression in my agency	40 24 36	40%	+2	-3	0	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender		84%	0	+1	0	-2
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender		68%	+5 ↑	+5 ↑	+2	-5 ↓
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?		84%	+5 ↑	+10 ↑	+8 ↑	+7 ↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)		59%	+10 ↑	+4	+10 ↑	-1
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)		31%	+5 ↑	+3	+7 ↑	-3
	My immediate supervisor actively supports opportunities for mobility		51%	0	+3	+9 ↑	+3

**KEY**

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

Positive Neutral Negative

# WORKGROUP PERFORMANCE



## EXPLORE THE FULL RESULTS

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

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well		81%	-	+6	+2	+1
My workgroup has the tools and resources we need to perform well		63%	+1	+4	+2	+2
The work processes we have in place allow me to be as productive as possible		57%	+3	+2	0	+1
The people in my workgroup complete work to a high standard		76%	-5	-2	-3	-6
The people in my work group use time and resources efficiently		72%	-	+2	+1	-2
My supervisor ensures that my workgroup delivers on what we are responsible for		79%	-2	0	-1	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# PERFORMANCE MANAGEMENT



**EXPLORE  
THE FULL  
RESULTS**

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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Please indicate whether you have experienced each of the following in the past 12 months:

Received regular and timely feedback from your supervisor

Yes		<b>84%</b>	-5	+1	+1
No		<b>16%</b>	+5	-1	-1

Received constructive feedback from your supervisor

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

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

Yes		<b>83%</b>	-6	+1	0
No		<b>17%</b>	+6	-1	0

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



**EXPLORE THE FULL RESULTS**

RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	--------------------	---------------------------	--	-------------------------------------

**In the past 12 months, have you discussed with your supervisor your overall performance over the previous year and the performance expectations for the future year?**

Yes		<b>66%</b>	-19 ↓	-9 ↓	-10 ↓	-10 ↓
No		<b>12%</b>	+7 ↑	+3	+4	+4
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		<b>22%</b>	+12 ↑	+6 ↑	+6 ↑	+5 ↑

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

Yes		<b>22%</b>	-10 ↓	-4	-4	-3
No		<b>15%</b>	+4	-1	-1	-1
Not applicable (e.g. my performance has not changed)		<b>63%</b>	+5 ↑	+5 ↑	+5 ↑	+4

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



## EXPLORE THE FULL RESULTS

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

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

### WHERE ARE YOU PERFORMING WELL?

### IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?		62%	-14 ⬇️	+1	0	-1
To what extent do you agree that the support by your supervisor has helped to improve your performance?		56%	-10 ⬇️	-4	-5 ⬇️	-7 ⬇️
My overall experience of performance management in my agency has been useful for my development		48%	0	0	0	-2
My supervisor openly demonstrates commitment to performance management		62%	-6 ⬇️	-1	-3	-3
I received recognition when I last accomplished something significant at work		61%	-4	-5 ⬇️	-6 ⬇️	-10 ⬇️
I can identify a clear connection between my job and my agency's purpose		84%	-2	+2	-2	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# PERFORMANCE MANAGEMENT



**EXPLORE  
THE FULL  
RESULTS**

## Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM SMALLER OPERATIONAL AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Strongly agree		<b>6%</b>	-	+3	+3	+3
Agree		<b>18%</b>	-	+1	0	+1
Neither agree nor disagree		<b>45%</b>	-	+1	0	-4
Disagree		<b>20%</b>	-	-3	-2	-1
Strongly disagree		<b>11%</b>	-	-3	-1	0

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE MANAGEMENT



## EXPLORE THE FULL RESULTS

THESE QUESTIONS WERE ANSWERED BY EMPLOYEES WHO INDICATED THAT THEY HAD MANAGED SOMEONE FOR UNDERPERFORMANCE.

EMPLOYEES WHO INDICATED THAT THEY HAD FOUND SOMETHING PARTICULARLY BENEFICIAL OR HELPFUL WHILE MANAGING THIS UNDERPERFORMANCE WERE ASKED WHAT THEY HAD FOUND BENEFICIAL OR HELPFUL. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

## Managing Underperformance

RESPONSE SCALE

%

VARIANCE FROM 2018

VARIANCE FROM APS OVERALL

VARIANCE FROM SMALLER OPERATIONAL AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

The following questions were asked of employees who indicated that they managed someone for underperformance:

What were the challenges or difficulties you experienced while managing this underperformance? (3 highest responses)

The time required to manage the underperformance		69%	-	-	-	-
Managing the impact of the underperformer on team members and/or colleagues		63%	-	-	-	-
Unwillingness on the part of the underperformer to try and improve		47%	-	-	-	-

What did you find particularly beneficial or helpful while managing this underperformance? (3 highest responses)

Support from my immediate supervisor		71%	-	-	-	-
Support from my agency's HR area		62%	-	-	-	-
Support from a mentor or coach		19%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# CAPABILITY



## EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My supervisor provides time for me to attend learning programs		80%	0	0	0	-3
My supervisor shares links, readings and information		72%	-2	-1	+2	+2
My supervisor provides me with opportunities to develop relevant capabilities for my career		65%	-3	-2	-1	-3
My supervisor gives me the opportunity to apply what I learn in my day-to-day work		76%	+3	+1	0	-1
I access learning and development solutions to meet my needs		70%	-	-4	-2	-2
I have a clear understanding of my development needs		76%	-2	-2	-1	0
I spend time out of working hours building my capability		55%	+1	+2	-1	-2
I seek out opportunities to apply what I learn in my day-to-day work		76%	+1	-2	-4	-4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

EMPLOYEES WHO INDICATED THAT THEY WANTED TO LEAVE THEIR AGENCY AS SOON AS POSSIBLE OR WITHIN THE NEXT 12 MONTHS WERE ASKED WHY THEY WANTED TO DO SO. EMPLOYEES COULD SELECT ONLY ONE OPTION FROM A LIST OF ITEMS.

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>In the last 12 months, have you applied for a job?</b>						
Yes, outside the APS		<b>13%</b>	-2	+1	-3	-1
Yes, in my agency		<b>31%</b>	+1	-6↓	+3	-2
Yes, in another APS agency		<b>26%</b>	-1	+8↑	+3	+4
No		<b>46%</b>	-2	-2	-3	-1

<b>Which of the following statements best reflects your current thoughts about working for your agency?</b>						
I want to leave my agency as soon as possible		<b>6%</b>	-2	0	-2	0
I want to leave my agency within the next 12 months		<b>12%</b>	-3	+3	-3	0
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		<b>12%</b>	+1	+2	+2	+3
I want to stay working for my agency for the next one to two years		<b>29%</b>	0	+4	0	-4
I want to stay working for my agency for at least the next three years		<b>41%</b>	+3	-9↓	+3	+1

**KEY**

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

# CAREER INTENTIONS



## EXPLORE THE FULL RESULTS

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>Primary reasons behind desire to leave agency (3 highest responses):</b>						
There is a lack of future career opportunities in my agency		<b>48%</b>	-	-	-	-
Senior leadership is of a poor quality		<b>10%</b>	-	-	-	-
I want to try a different type of work or I'm seeking a career change		<b>9%</b>	-	-	-	-

<b>KEY</b>	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR
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# RISK MANAGEMENT



## EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers		82%	0	+12	+10	+9
Risk management concerns are discussed openly and honestly in my agency		74%	-1	+14	+13	+11
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively		65%	-	+13	+14	+12
Appropriate risk taking is rewarded in my agency		28%	0	+3	+4	+1
SES in my agency demonstrate the importance of managing risk appropriately		56%	-	+13	+12	+8
When things go wrong, my agency uses this as an opportunity to learn		50%	-	+3	0	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



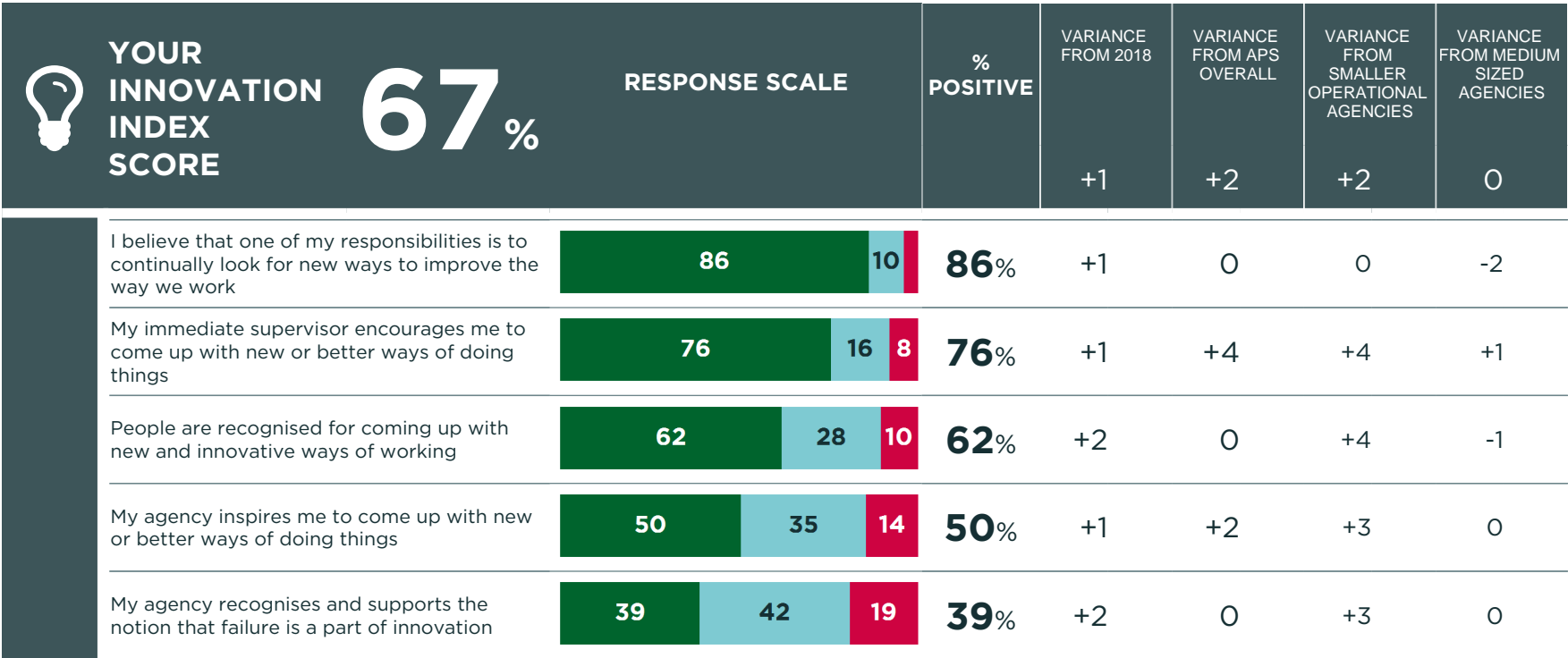
# INNOVATION INDEX



## INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.

IT IS IMPORTANT TO BALANCE HIGH LEVELS OF INNOVATION WITH EQUALLY STRONG LEVELS OF ENGAGEMENT. ORGANISATIONS THAT ENABLE AND ENCOURAGE INNOVATION AMONG EMPLOYEES WHO ARE NOT ENGAGED RISK A POTENTIAL MISALIGNMENT OF GOALS AND OBJECTIVES.



# TIME TO TAKE ACTION



## CELEBRATE

What things do we do well?

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



## INVESTIGATE FURTHER WITH OUR TEAMS

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

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HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?



## OPPORTUNITIES

Areas we need to focus on and turn into action plans:

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WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



## USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

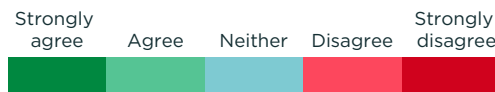
PRIORITISE 3 AREAS TO TAKE FORWARD

	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
1					
2					
3					

# GUIDE TO THIS REPORT

## % POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\begin{array}{c} \div \\ \text{number of respondents who} \\ \text{answered the question} \\ = \\ \% \text{ POSITIVE} \end{array}$$

## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	<b>151</b>	<b>166</b>	<b>176</b>	<b>96</b>	<b>24</b>	<b>613</b>
PERCENTAGE	<b>24.63%</b>	<b>27.08%</b>	<b>28.71%</b>	<b>15.66%</b>	<b>3.92%</b>	<b>100%</b>
ROUNDED PERCENTAGE	<b>25%</b>	<b>27%</b>	<b>29%</b>	<b>16%</b>	<b>4%</b>	<b>101%</b>
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## ANONYMITY

IT IS ENGINE'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.