



Australian Government
 Australian Public Service
 Commission

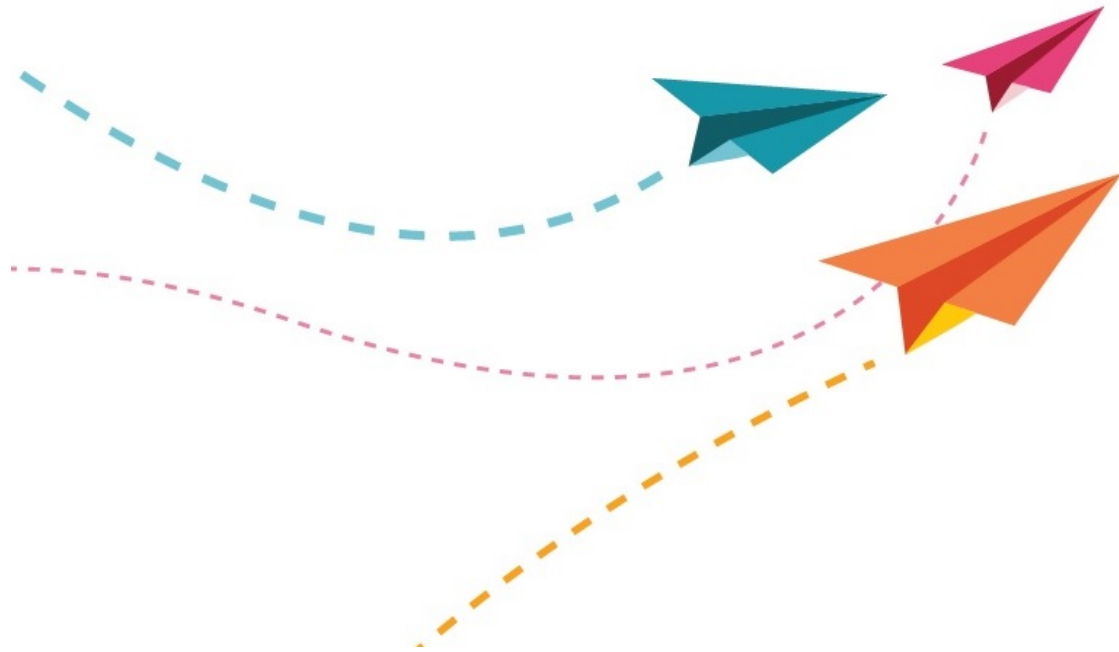
AUSTRALIAN PUBLIC SERVICE EMPLOYEE CENSUS 2019

6 MAY–7 JUNE



Highlights Report:

DTA



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RESPONSES:
259 of 305
RESPONSE RATE:
85%

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.

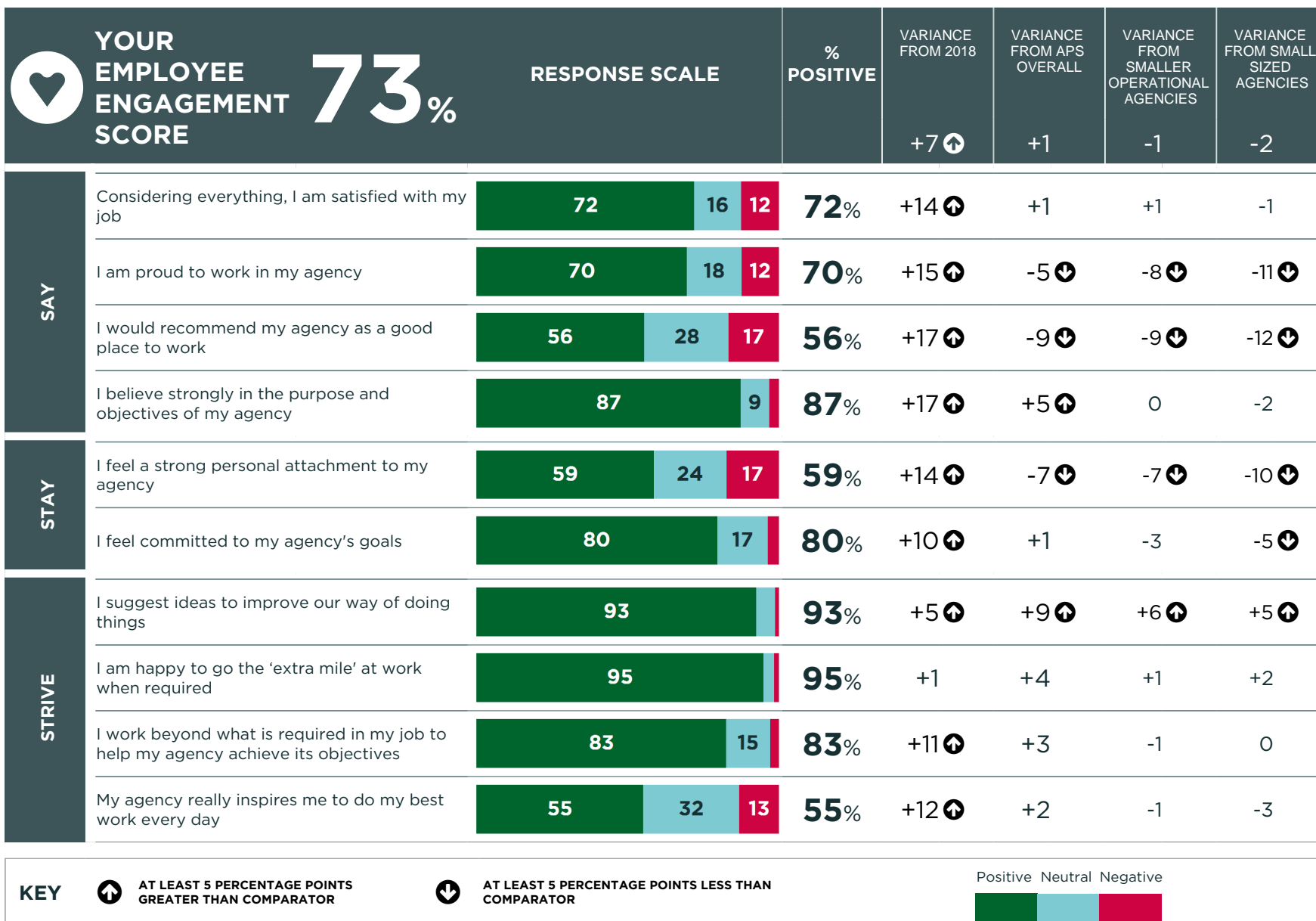
Think about what you want employees to be saying about their working lives in the future and what should be put in place to make this happen.

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.



INCLUSION AND DIVERSITY



EXPLORE
THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
What is your gender?						
Male		44%	+5	+7	+9	+7
Female		46%	-10	-13	-13	-11
X (Indeterminate/Intersex/Unspecified)		1%	-	+1	+1	+1
Prefer not to say		8%	+3	+5	+3	+4
Do you identify as Aboriginal and/or Torres Strait Islander?						
Yes		0%	-1	-3	-1	-3
No		100%	+1	+3	+1	+3
Do you have an ongoing disability?						
Yes		8%	+2	-1	+2	+1
No		92%	-2	+1	-2	-1
KEY			AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		

INCLUSION AND DIVERSITY



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THE FULL
RESULTS

Demographics	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
In which country were you born?						
Australia		80%	-3	+2	-1	+2
Other country		20%	+3	-2	+1	-2
Do you speak a language other than English at home?						
No, English only		83%	-1	+2	0	-2
Yes, other		17%	+1	-2	0	+2
Do you have carer responsibilities?						
Yes		38%	+8	-4	+1	-2
No		62%	-8	+4	-1	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 SMALL SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?						
Yes		5%	0	0	0	-1
No		88%	-3	-2	-1	0
Prefer not to say		7%	+3	+2	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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 SMALL SIZED AGENCIES	
Attitudinal	The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	94	94%	+2	+5 ↑	+4	+3
	My SES manager actively supports people of diverse backgrounds	77	77%	+6 ↑	+9 ↑	+10 ↑	+5 ↑
	My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	80	80%	+21 ↑	+2	+7 ↑	+8 ↑
	My supervisor actively supports people from diverse backgrounds	89	89%	+5 ↑	+3	+4	+3
	My agency supports and actively promotes an inclusive workplace culture	83	83%	+20 ↑	+6 ↑	+9 ↑	+8 ↑

KEY

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

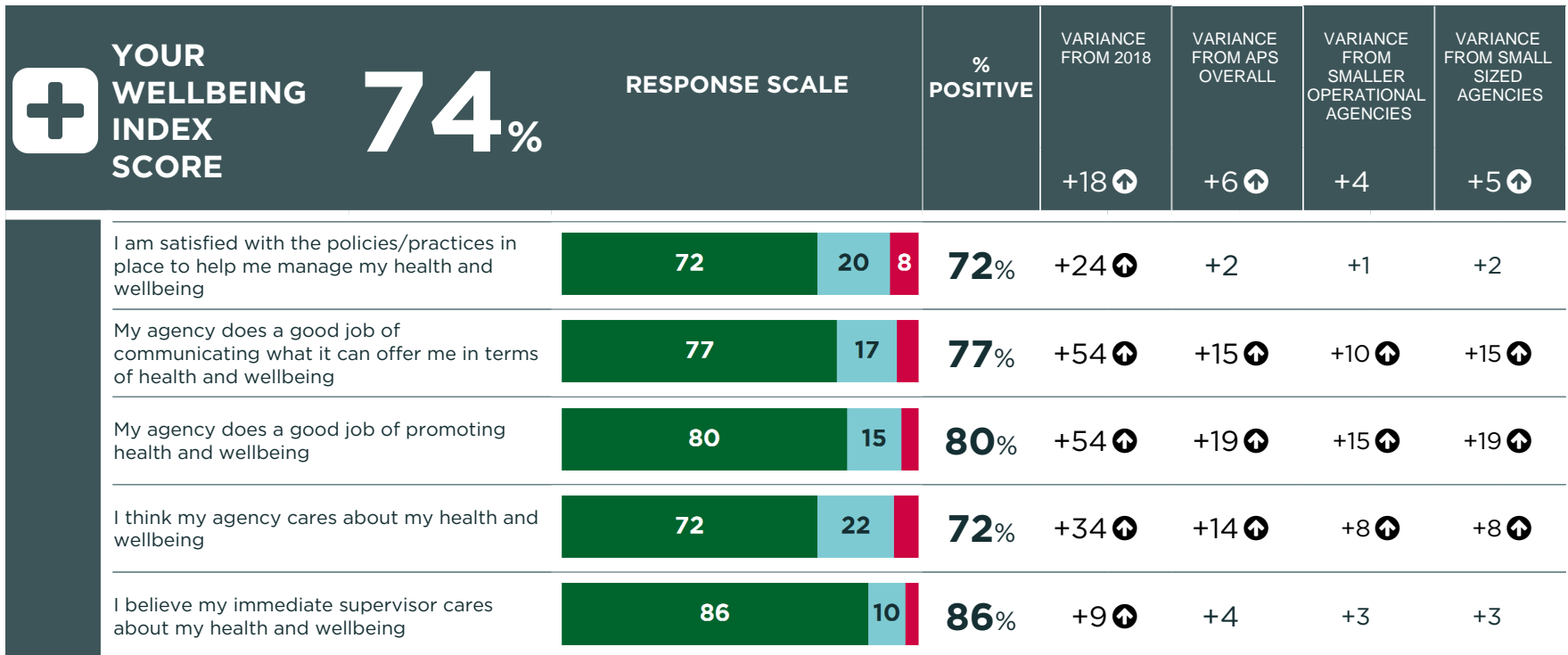
WELLBEING INDEX



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



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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 SMALL SIZED AGENCIES	
Senior leadership: Immediate SES manager	My SES manager is of a high quality	77 (18)	77%	+4	+9 ↑	+8 ↑	+5 ↑
	My SES manager is sufficiently visible (e.g. can be seen in action)	84 (10)	84%	+6 ↑	+18 ↑	+18 ↑	+13 ↑
	My SES manager communicates effectively	75 (16, 8)	75%	+8 ↑	+10 ↑	+12 ↑	+9 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	75 (18)	75%	+6 ↑	+9 ↑	+10 ↑	+5 ↑
	My SES manager effectively leads and manages change	69 (18, 13)	69%	+6 ↑	+9 ↑	+12 ↑	+9 ↑
	My SES manager engages with staff on how to respond to future challenges	74 (15, 11)	74%	+7 ↑	+12 ↑	+15 ↑	+11 ↑

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Positive Neutral Negative

SENIOR LEADERSHIP



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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 SMALL SIZED AGENCIES
Senior Leadership: All SES	In my agency, the SES are sufficiently visible (e.g. can be seen in action)	70 18 12	70%	+11 ↑	+15 ↑	+16 ↑	+9 ↑
	In my agency, communication between the SES and other employees is effective	49 30 21	49%	+13 ↑	+1	+4	+1
	In my agency, the SES actively contribute to the work of our agency	70 20 9	70%	+7 ↑	+6 ↑	+7 ↑	0
	In my agency, the SES are of a high quality	53 32 15	53%	+10 ↑	-4	-1	-6 ↓
	In my agency, the SES work as a team	41 31 29	41%	+8 ↑	-5 ↓	-3	-6 ↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	55 24 21	55%	+10 ↑	-2	+2	0

KEY

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 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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 SMALL SIZED AGENCIES
Immediate supervisor	My supervisor treats people with respect	91	91%	+6 ↑	+3	+3
	My supervisor communicates effectively	86	86%	+15 ↑	+7 ↑	+9 ↑
	My supervisor encourages me to contribute ideas	90	90%	+15 ↑	+7 ↑	+6 ↑
	My supervisor displays resilience when faced with difficulties or failures	85	85%	+11 ↑	+5 ↑	+5 ↑
	My supervisor gives me responsibility and holds me to account for what I deliver	89	89%	+11 ↑	+3	+2
	My supervisor challenges me to consider new ways of doing things	81	81%	+12 ↑	+6 ↑	+5 ↑

KEY

- ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
- ↓ 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 SMALL SIZED AGENCIES
Where is your immediate supervisor's normal work location?						
In the same office as me		82%	-2	+2	+3	-1
In the same office as me but on a different floor		0%	-	-2	-2	-3
In a different office, but in the same town/city		0%	-	-3	-1	-1
In a different town/city or state		17%	+3	+3	-1	+5
In a different country		0%	-	0	-	0

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Culture	I receive the respect I deserve from my colleagues at work		77%	+9 ⬆️	+1	+2
	Relationships at work are strained [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]		55%	+14 ⬆️	+1	+4
	My agency actively encourages ethical behaviour by all of its employees		81%	+25 ⬆️	0	+1
	I have unrealistic time pressures [negatively worded question - "Always" or "Often" responses are negative, while "Rarely" or "Never" responses are positive]		37%	+6 ⬆️	+6 ⬆️	+4
	Staff are consulted about change at work		52%	+15 ⬆️	+4	+7 ⬆️
	I am happy to go the 'extra mile' at work when required		95%	+1	+4	+1
	Internal communication within my agency is effective		51%	+14 ⬆️	+2	+4
	In general, employees in my agency feel they are valued for their contribution		50%	+21 ⬆️	+3	+3
	My agency really inspires me to do my best work every day		55%	+12 ⬆️	+2	-1

KEY



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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 SMALL SIZED AGENCIES
Do colleagues in your immediate workgroup act in accordance with the APS Values in their everyday work?						
Always		52%	+7	+1	+1	-1
Often		40%	-2	0	+2	+2
Sometimes		3%	-7	-4	-5	-3
Rarely		3%	+1	+2	+2	+2
Never		0%	-	0	0	0
Not sure		2%	+1	0	+1	0

KEY



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WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Does your supervisor act in accordance with the APS Values in his or her everyday work?						
Always		64%	+8	+2	+1	-1
Often		27%	-3	-2	-1	+1
Sometimes		5%	-2	0	-1	0
Rarely		1%	-4	0	0	0
Never		0%	-	0	-1	0
Not sure		2%	+1	+1	+1	+1

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?						
Always		39%	+11	-5	-4	-6
Often		38%	+1	+7	+8	+6
Sometimes		16%	-3	+7	+5	+5
Rarely		2%	-4	0	0	0
Never		0%	-	-1	-1	-1
Not sure		5%	-3	-8	-7	-3

KEY



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WORKPLACE CULTURE



EXPLORE
THE FULL
RESULTS

APS Values	RESPONSE SCALE	%	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do senior leaders (i.e. the SES) in your agency promote the APS Values?						
Always		33%	-	-9 ↓	-7 ↓	-8 ↓
Often		41%	-	+10 ↑	+10 ↑	+11 ↑
Sometimes		14%	-	+1	0	-2
Rarely		6%	-	+2	+2	0
Never		0%	-	-1	-1	-1
Not sure		6%	-	-4	-4	-1

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 SMALL SIZED AGENCIES
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?						
Yes		10%	+1	-2	0	0
No		90%	-1	+2	0	0
Did this discrimination occur in your current agency?						
Yes		91%	+3	-3	-3	0
No		9%	-3	+3	+3	0
Basis for the discrimination that you experienced (3 highest responses):						
Gender		52%	-	-	-	-
Age		38%	-	-	-	-
Disability (e.g, loss of hearing or sight, incomplete use of limbs or mental health issues)		19%	-	-	-	-

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 SMALL 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%	-4	-1	0	-1
No		82%	+6	+2	+1	+1
Not Sure		6%	-2	0	-1	-1

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

Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		54%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		36%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		29%	-	-	-	-

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

A previous supervisor		50%	-	-	-	-
Co-worker		43%	-	-	-	-
Someone more senior (other than your supervisor)		32%	-	-	-	-

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 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 SMALL 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		84%	-2	-4	-3	-3
Not sure		7%	+1	+2	+2	+2
Would prefer not to answer		6%	+1	+3	+2	+2

Types of corrupt behaviours witnessed (3 highest responses):

Cronyism—preferential treatment of friends		70%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		20%	-	-	-	-
Green-lighting		20%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WORKPLACE CULTURE



EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Corruption	My agency has procedures in place to manage corruption	67 25 8	67%	+22 ↑	-17 ↓	-15 ↓	-9 ↓
	It would be hard to get away with corruption in my workplace	57 31 12	57%	+12 ↑	-14 ↓	-12 ↓	-7 ↓
	I am confident that colleagues in my workplace would report corruption	75 18 8	75%	+2	-6 ↓	-5 ↓	-3
	I feel confident that I would know what to do if I identified corruption in my workplace	68 17 15	68%	+3	-15 ↓	-13 ↓	-8 ↓

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

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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 SMALL SIZED AGENCIES
Your job	My job gives me opportunities to utilise my skills	85 9	85%	+7↑	+4	+1	0
	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	71 16 12	71%	+9↑	+8↑	+11↑	+5↑
	Considering everything, I am satisfied with my job	72 16 12	72%	+14↑	+1	+1	-1
	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	84 9 7	84%	+9↑	+7↑	+4	+3
	I am satisfied with the stability and security of my current job	68 15 17	68%	+1	-4	0	-3
	I am satisfied with the opportunities for career progression in my agency	41 24 35	41%	+13↑	-2	+1	+2

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS



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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 SMALL SIZED AGENCIES
Flexible working arrangements	My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender		87%	+4	+4	+3	+4
	My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender		72%	-1	+9 ↑	+6 ↑	+3
Work-life balance	Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?		81%	+8 ↑	+7 ↑	+5 ↑	+5 ↑
Mobility	My agency provides opportunities for mobility within my agency (e.g. temporary transfers)		43%	+4	-12 ↓	-6 ↓	-5 ↓
	My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)		24%	-12 ↓	-5 ↓	-1	-4
	My immediate supervisor actively supports opportunities for mobility		37%	-5 ↓	-10 ↓	-5 ↓	-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 SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities, and knowledge to perform well		72%	-	-4	-8 ↓	-6 ↓
My workgroup has the tools and resources we need to perform well		51%	+1	-8 ↓	-10 ↓	-8 ↓
The work processes we have in place allow me to be as productive as possible		57%	+16 ↑	+3	+1	+4
The people in my workgroup complete work to a high standard		79%	+6 ↑	+1	0	-3
The people in my work group use time and resources efficiently		73%	-	+3	+2	0
My supervisor ensures that my workgroup delivers on what we are responsible for		79%	+5 ↑	0	-2	-1

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 SMALL 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		81%	+10	-2	-2	-1
No		19%	-10	+2	+2	+1

Received constructive feedback from your supervisor

Yes		87%	+11	+3	+3	+3
No		13%	-11	-3	-3	-3

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

Yes		83%	+9	+1	0	+1
No		17%	-9	-1	0	-1

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 SMALL SIZED AGENCIES
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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		80%	+19	+5	+4	+8
No		3%	-12	-6	-5	-7
Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)		17%	-7	+1	+1	-1

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

Yes		27%	+2	+1	+1	+4
No		14%	-5	-1	-1	-1
Not applicable (e.g. my performance has not changed)		59%	+4	+1	0	-3

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 SMALL SIZED AGENCIES
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	<div style="display: flex; width: 100%;"><div style="width: 62%; background-color: #006633; color: white; text-align: center;">62</div><div style="width: 23%; background-color: #99d9e9; color: white; text-align: center;">23</div><div style="width: 15%; background-color: #cc0000; color: white; text-align: center;">15</div></div>	62%	+12	+1	-1	-1
To what extent do you agree that the support by your supervisor has helped to improve your performance?	<div style="display: flex; width: 100%;"><div style="width: 62%; background-color: #006633; color: white; text-align: center;">62</div><div style="width: 25%; background-color: #99d9e9; color: white; text-align: center;">25</div><div style="width: 14%; background-color: #cc0000; color: white; text-align: center;">14</div></div>	62%	+14	+2	0	+1
My overall experience of performance management in my agency has been useful for my development	<div style="display: flex; width: 100%;"><div style="width: 48%; background-color: #006633; color: white; text-align: center;">48</div><div style="width: 31%; background-color: #99d9e9; color: white; text-align: center;">31</div><div style="width: 21%; background-color: #cc0000; color: white; text-align: center;">21</div></div>	48%	+23	0	-1	+3
My supervisor openly demonstrates commitment to performance management	<div style="display: flex; width: 100%;"><div style="width: 67%; background-color: #006633; color: white; text-align: center;">67</div><div style="width: 22%; background-color: #99d9e9; color: white; text-align: center;">22</div><div style="width: 12%; background-color: #cc0000; color: white; text-align: center;">12</div></div>	67%	+17	+3	+1	+4
I received recognition when I last accomplished something significant at work	<div style="display: flex; width: 100%;"><div style="width: 72%; background-color: #006633; color: white; text-align: center;">72</div><div style="width: 18%; background-color: #99d9e9; color: white; text-align: center;">18</div><div style="width: 11%; background-color: #cc0000; color: white; text-align: center;">11</div></div>	72%	+9	+5	+4	+3
I can identify a clear connection between my job and my agency's purpose	<div style="display: flex; width: 100%;"><div style="width: 83%; background-color: #006633; color: white; text-align: center;">83</div><div style="width: 13%; background-color: #99d9e9; color: white; text-align: center;">13</div><div style="width: 4%; background-color: #cc0000; color: white; text-align: center;"></div></div>	83%	+12	+1	-3	-4

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 SMALL SIZED AGENCIES

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

Strongly agree		3%	-	+1	0	0
Agree		15%	-	-2	-4	-1
Neither agree nor disagree		52%	-	+8	+7	+2
Disagree		20%	-	-3	-2	0
Strongly disagree		10%	-	-4	-2	-1

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 SMALL 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)

Managing the impact of the underperformer on team members and/or colleagues		75%	-	-	-	-
The time required to manage the underperformance		70%	-	-	-	-
The previous manager did not address the underperformance		60%	-	-	-	-

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

Support from my agency's HR area		69%	-	-	-	-
Support from my immediate supervisor		38%	-	-	-	-
Access to resources to support the process		23%	-	-	-	-

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 SMALL SIZED AGENCIES
My supervisor provides time for me to attend learning programs		81%	+16 ⬆️	0	0	+3
My supervisor shares links, readings and information		70%	+13 ⬆️	-3	0	+1
My supervisor provides me with opportunities to develop relevant capabilities for my career		63%	+6 ⬆️	-3	-2	0
My supervisor gives me the opportunity to apply what I learn in my day-to-day work		79%	+17 ⬆️	+5 ⬆️	+4	+5 ⬆️
I access learning and development solutions to meet my needs		66%	-	-8 ⬇️	-6 ⬇️	-3
I have a clear understanding of my development needs		71%	+9 ⬆️	-6 ⬇️	-6 ⬇️	-3
I spend time out of working hours building my capability		71%	+13 ⬆️	+18 ⬆️	+15 ⬆️	+11 ⬆️
I seek out opportunities to apply what I learn in my day-to-day work		87%	+11 ⬆️	+9 ⬆️	+7 ⬆️	+6 ⬆️

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 SMALL SIZED AGENCIES
In the last 12 months, have you applied for a job?						
Yes, outside the APS		22%	+4	+9	+6	+5
Yes, in my agency		22%	-7	-15	-6	-3
Yes, in another APS agency		31%	-10	+13	+8	+5
No		44%	+7	-4	-5	-5
Which of the following statements best reflects your current thoughts about working for your agency?						
I want to leave my agency as soon as possible		10%	-7	+4	+2	+2
I want to leave my agency within the next 12 months		20%	-3	+11	+5	+7
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		8%	-6	-1	-2	-2
I want to stay working for my agency for the next one to two years		45%	+17	+20	+15	+13
I want to stay working for my agency for at least the next three years		17%	0	-33	-21	-20

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 SMALL SIZED AGENCIES
Primary reasons behind desire to leave agency (3 highest responses):					
There is a lack of future career opportunities in my agency	22%	-	-	-	-
My expectations for work in my agency have not been met	13%	-	-	-	-
Other	13%	-	-	-	-

KEY	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 SMALL SIZED AGENCIES
My agency supports employees to escalate risk-related issues with managers		67%	+12 ⬆️	-3	-6 ⬇️	-4
Risk management concerns are discussed openly and honestly in my agency		56%	+6 ⬆️	-3	-4	-5 ⬇️
My agency provides me with opportunities to develop and enhance my skills to manage risk effectively		44%	-	-8 ⬇️	-8 ⬇️	-6 ⬇️
Appropriate risk taking is rewarded in my agency		35%	+1	+10 ⬆️	+11 ⬆️	+10 ⬆️
SES in my agency demonstrate the importance of managing risk appropriately		46%	-	+3	+3	-1
When things go wrong, my agency uses this as an opportunity to learn		54%	-	+8 ⬆️	+4	+5 ⬆️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



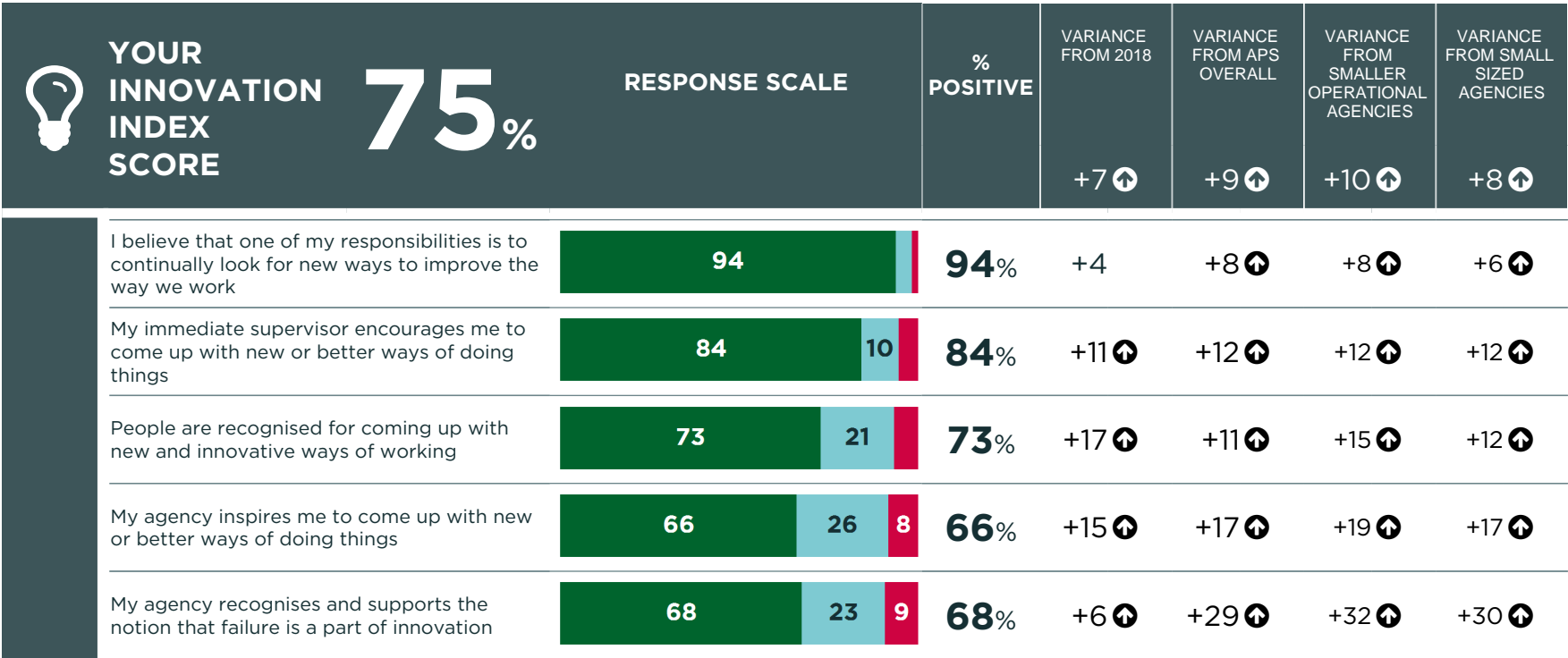
INNOVATION INDEX



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?

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?

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



OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

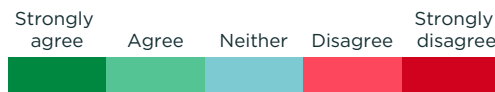
PRIORITISE 3 AREAS TO TAKE FORWARD

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



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

ROUNDING

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

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

ANONYMITY

IT IS 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.