



Australian Government

Australian Public Service Commission

2019 APS employee census

6 May to 7 June 2019

INTRODUCTION

The 2019 APS employee census is your opportunity to provide your views on your experience of working in your agency and the broader APS.

Full information describing what you need to do to participate, the benefits of participating, and how your responses are stored, disclosed and used can be found in the [Participant Information Sheet](#).

Before commencing the APS employee census, you might like to note the key points below.

- Participation in this survey is entirely voluntary. In order to submit your survey you will need to complete five particular demographic questions. You are then free to skip and not answer any other questions that you may not want to answer.
- The results of this survey will be used by the Australian Public Service Commission and agencies to inform planning and initiatives. The data enable evaluation and improvements to working conditions for you and your colleagues.
- The de-identified data that are released are outlined in the [Participant Information Sheet](#) and the [Australian Privacy Principle 5 collection notice](#).

If you have any further questions, please contact the Australian Public Service Commission on 1800 464 926 or at stateoftheservice@apsc.gov.au.

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 checked="" 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. If you cannot answer a question, please feel free to leave it blank.
5. There are free-text questions throughout the employee census where you can comment on specific issues. In answering these questions, please do not provide personal information about any other person, for example by including their name in your response.

When is this census due?

The census should be completed and submitted by 5:00 pm AEST Friday 7 June 2019.

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A. ABOUT YOU

1. What is your gender?¹
 - 1 Male
 - 2 Female
 - 3 X (Indeterminate/Intersex/Unspecified)
 - 4 Prefer not to say

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

3. Where is your workplace?
 - 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]**

4. Is your workplace in:
 - 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>)

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 Australia³

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-APS⁴ **[Please go to question 10]**
- 11 Non-APS—within Australia⁵ **[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, Non-APS – Within Australia includes contractors, non-APS secondees and other similar terms.

⁴ For the purpose of the survey, Outside Australia—non-APS includes locally-engaged staff, overseas engaged employees, O-based staff and other similar terms.

⁵ For the purpose of the survey, Non-APS – Within Australia includes contractors, non-APS secondees and other similar terms.

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
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
10. What is your employment category?
- 1 Ongoing
 - 2 Non-ongoing
 - 3 Casual, intermittent or irregular
 - 4 Contractor
11. Are you employed on a full-time basis?
- 1 Yes
 - 2 No
12. a. Do you identify as Aboriginal and/or Torres Strait Islander?
- 1 Yes
 - 2 No **[Please go to question 13]**
- 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
13. In which country were you born?
- 1 Australia
 - 2 Other country
14. Do you speak a language other than English at home?
- 1 No, English only
 - 2 Yes, other

15. a. Do you have an ongoing disability?⁶
- 1 Yes
 - 2 No **[Please go to question 16]**
- b. Is the information that you have an ongoing disability recorded in 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
16. Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?
- 1 Yes
 - 2 No **[Please go to question 18]**
 - 3 Prefer not to say **[Please go to question 18]**
17. If you identify as LGBTI+, are you 'out' in the workplace?
- 1 Yes, to all
 - 2 Yes, only to a few
 - 3 No
 - 4 Prefer not to say
18. a. Do you have carer responsibilities? **[For the purpose of this question carer responsibilities are not limited to those in receipt of carer payment, and does include parental responsibilities]**
- 1 Yes
 - 2 No **[Please go to question 19]**
- 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

⁶ 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.

19. Did you come through an APS graduate programme?
- 1 Yes, in my current agency
 - 2 Yes, in another APS agency
 - 3 No
20. Have you ever served in the Australian Defence Force?
- 1 Yes
 - 2 No
21. 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
22. What was the main focus of your tertiary qualification? (Select one only) **[only applicable if response to Q21 is 3 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

23. Which one of the following best describes the type of work you do?
- O 1 Accounting and finance (e.g. accounting, accounts receivable/payable, budgets, travel, procurement and contracting, grants management)
 - O 2 Administration (e.g. administrative support, secretariat, facilities and property)
 - O 3 Communications and marketing (e.g. campaign and marketing, graphic design, change management, event organisation, public relations, stakeholder management, editing, writing, speech writing)
 - O 4 Compliance and regulation (e.g. enforcement, quarantine, inspection, investigation, regulation and compliance, detention assessment)
 - O 5 Engineering and technical (e.g. engineering, education, training and assessment, draftsperson/technical, patents examiner, land and asset management)
 - O 6 Human resources (e.g. industrial relations, learning and development, recruitment, payroll, workforce planning and reporting, occupational health and safety, organisational design)
 - O 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)
 - O 8 Digital (e.g. service manager, product manager, delivery manager, technical architect, service designer, interaction designer, content designer, user researcher, developer, development operations engineer, performance analyst, cyber security specialist, accessibility lead, cloud manager)
 - O 9 Information and knowledge management (e.g. archivist, curator, librarian, records management)
 - O 10 Intelligence (e.g. collection and analysis, production and dissemination, national security advice, personnel security)
 - O 11 Legal and parliamentary (e.g. lawyer, legal adviser, court officer, freedom of information, ministerial and parliamentary liaison, legislation drafting and advice)
 - O 12 Monitoring and audit (e.g. internal/external auditor, risk management, fraud control)
 - O 13 Organisation leadership (e.g. board member, chief executive or managing director, statutory office holder, corporate and business planning, generalist management)
 - O 14 Project and programme (e.g. evaluation, programme management, project management)
 - O 15 Research (e.g. numerical analysis, economist, actuary, data analysis, statistician)
 - O 16 Science (e.g. agriculture/forestry science, chemist, environmental science, life sciences, ranger, weather and climate)
 - O 17 Health (e.g. health and allied health professionals, health and welfare support)
 - O 18 Service delivery (e.g. customer advice and support, gallery, museum and tour guides, hospitality, program delivery, visa processing)
 - O 19 Strategic policy (e.g. strategic policy, policy development, policy advice)
 - O 20 Trades and labour (e.g. vehicles and equipment maintenance/operation, transport and logistics, horticulture, gardening, labourer, trades)

B. GENERAL IMPRESSIONS: CURRENT JOB

24. 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. 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
b. 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
c. 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
d. 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
e. 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
f. 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
g. I suggest ideas to improve our way of doing things	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
h. I am happy to go the 'extra mile' at work when required	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
i. Considering everything, I am satisfied with my job	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
j. I believe strongly in the purpose and objectives of the APS	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
k. I understand how my role contributes to achieving an outcome for the Australian public	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

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

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

C. GENERAL IMPRESSIONS: IMMEDIATE WORKGROUP

26. 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, 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. 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
b. 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
c. 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
d. 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
e. In general, the workforce in my workgroup is managed well (e.g. filling vacancies, finding the right person for the right job)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

D. GENERAL IMPRESSIONS: IMMEDIATE SUPERVISOR

27. Please rate your level of agreement with the following statements regarding *your current immediate supervisor*:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My supervisor actively supports people from diverse backgrounds	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. 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
c. My supervisor communicates effectively	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. My supervisor encourages me to contribute ideas	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. My supervisor invites a range of views, including those different to their own	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. My supervisor displays resilience when faced with difficulties or failures	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. My supervisor maintains composure under pressure	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
h. 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
i. My supervisor gives me responsibility and holds me to account for what I deliver	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
j. My supervisor challenges me to consider new ways of doing things	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
k. My supervisor actively supports the use of flexible work arrangements by all staff, regardless of gender	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

28. 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

29. Where is your immediate supervisor's normal work location?

- 1 In the same office as me
- 2 In the same office as me but on a different floor
- 3 In a different office, but in the same town/city
- 4 In a different town/city or state
- 5 In a different country

E. GENERAL IMPRESSIONS: SENIOR EXECUTIVE SERVICE

30. The following questions only relate to the leadership practices of your **immediate** Senior Executive Service (SES) Line/Branch/Group manager or equivalent. Please rate your level of agreement with the following statements regarding **your SES manager**.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My SES manager is of a high quality	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My SES manager is sufficiently visible (e.g. can be seen in action)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. My SES manager communicates effectively	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. My SES manager engages with staff on how to respond to future challenges	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. My SES manager gives their time to identify and develop talented people	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. My SES manager effectively leads and manages change	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
h. My SES manager encourages innovation and creativity	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
i. My SES manager actively supports people of diverse backgrounds	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
j. My SES manager actively supports opportunities for women to access leadership roles	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
k. My SES manager actively supports the use of flexible work arrangements by all staff, regardless of gender	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
l. My SES manager clearly articulates the direction and priorities for our area	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
m. My SES manager regularly engages with staff about decisions and priorities of the workgroup	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

31. Where is your SES manager's normal work location?
- 1 In the same office as me
 - 2 In the same office as me but on a different floor
 - 3 In a different office, but in the same town/city
 - 4 In a different town/city or state
 - 5 In a different country

32. Considering **all** the Senior Executive Service (SES) officers in your agency, please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Do not know
a. In my agency, the SES are sufficiently visible (e.g. can be seen in action)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
b. In my agency, communication between the SES and other employees is effective	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
c. In my agency, the SES actively contribute to the work of our agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
d. In my agency, the SES are of a high quality	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
e. In my agency, the SES supports and provides opportunities for new ways of working in a digital environment	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
f. In my agency, the SES work as a team	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
g. In my agency, the SES clearly articulate the direction and priorities for our agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6

F. GENERAL IMPRESSIONS: AGENCY

33. 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	O 1	O 2	O 3	O 4	O 5
b. I am proud to work in my agency	O 1	O 2	O 3	O 4	O 5
c. Change is managed well in my agency	O 1	O 2	O 3	O 4	O 5
d. Internal communication within my agency is effective	O 1	O 2	O 3	O 4	O 5
e. My workplace provides access to effective learning and development (e.g. formal training, learning on the job, e-learning, secondments)	O 1	O 2	O 3	O 4	O 5
f. I am satisfied with the opportunities for career progression in my agency	O 1	O 2	O 3	O 4	O 5
g. I would recommend my agency as a good place to work	O 1	O 2	O 3	O 4	O 5
h. My agency actively encourages ethical behaviour by all of its employees	O 1	O 2	O 3	O 4	O 5
i. My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Indigenous, LGBTI+)	O 1	O 2	O 3	O 4	O 5
j. I believe strongly in the purpose and objectives of my agency	O 1	O 2	O 3	O 4	O 5
k. Internal communication within my agency is regular	O 1	O 2	O 3	O 4	O 5
l. My agency supports and actively promotes an inclusive workplace culture	O 1	O 2	O 3	O 4	O 5
m. I work beyond what is required in my job to help my agency achieve its objectives	O 1	O 2	O 3	O 4	O 5
n. When someone praises the accomplishments of my agency, it feels like a personal compliment to me	O 1	O 2	O 3	O 4	O 5
o. In general, employees in my agency feel they are valued for their contribution	O 1	O 2	O 3	O 4	O 5

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
p. I feel committed to my agency's goals	O 1	O 2	O 3	O 4	O 5
q. My agency really inspires me to do my best work every day	O 1	O 2	O 3	O 4	O 5

G. DEVELOPING CAPABILITY

34. 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. My supervisor coaches me as part of my development	O 1	O 2	O 3	O 4	O 5
b. My supervisor provides time for me to attend learning programs	O 1	O 2	O 3	O 4	O 5
c. My supervisor shares links, readings and information	O 1	O 2	O 3	O 4	O 5
d. My supervisor discusses my career plans	O 1	O 2	O 3	O 4	O 5
e. My supervisor provides me with opportunities to develop relevant capabilities for my career	O 1	O 2	O 3	O 4	O 5
f. My supervisor provides me with opportunities to work on tasks outside of my day-to-day work (e.g. a cross-team project)	O 1	O 2	O 3	O 4	O 5
g. My supervisor encourages me to try new things even if they don't always work out	O 1	O 2	O 3	O 4	O 5
h. My supervisor gives me the opportunity to apply what I learn in my day-to-day work	O 1	O 2	O 3	O 4	O 5
i. My supervisor encourages me to share my learnings and experiences with others	O 1	O 2	O 3	O 4	O 5

35. Please rate your level of agreement with the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I access learning and development solutions to meet my needs	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. I have a clear understanding of my development needs	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. I spend time out of working hours building my capability	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. I seek out opportunities to apply what I learn in my day-to-day work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

36. Are there current skills or capability gaps within your immediate workgroup?

- 1 Yes
- 2 No **[Please go to question 38]**
- 3 Not sure **[Please go to question 38]**

37. What skills or capabilities are missing within your immediate workgroup? **[Please select all that apply]**

- 1 Written communication
- 2 Oral communication
- 3 Information and communications technology (ICT)
- 4 Data (including data analysis, data science, data management, data governance and related skills)
- 5 Digital
- 6 Strategic policy
- 7 Change management
- 8 Risk management
- 9 People management and leadership
- 10 Collaboration and stakeholder engagement
- 11 Creativity and innovation
- 12 Engineering
- 13 Project and program management
- 14 Economics
- 15 Other⁷ (please specify).....

⁷ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

H. WELLBEING

38. 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
39. Are you currently using flexible working arrangements, such as changes to your work location, work hours or pattern of work?
- 1 Yes **[Please go to question 41]**
 - 2 No
40. What are your reasons for not using flexible working arrangements? **[Please select all that apply]**
- 1 I do not need to
 - 2 My agency does not have a flexible working arrangement policy
 - 3 My agency's culture is not conducive to flexible working arrangements
 - 4 Lack of technical support (e.g. remote access)
 - 5 Absence of necessary hardware (e.g. phone, computer, internet)
 - 6 The operational requirements of my role (e.g. classified information, rostered or otherwise scheduled work environment such as shift work)
 - 7 Management discretion
 - 8 Resources and staffing constraints
 - 9 Potential impact on my career
 - 10 Personal/financial reasons
 - 11 I would be letting my workgroup down
41. Do you currently access any of the following arrangements? **[Please select all that apply]**
- 1 Part time
 - 2 Flexible hours of work
 - 3 Compressed work week
 - 4 Job sharing
 - 5 Working remotely/virtual team
 - 6 Working away from the office / working from home
 - 7 Purchasing additional leave
 - 8 Breastfeeding facilities and/or paid lactation breaks
 - 9 Return to work arrangements
 - 10 None of the above
42. Approximately how many working days of personal (sick or carer's) leave did you take in the last 12 months? Enter a numeric value between 0 and 250 days _____

43. 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

44. 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. I am satisfied with the policies/practices in place to help me manage my health and wellbeing	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My agency does a good job of communicating what it can offer me in terms of health and wellbeing	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. My agency does a good job of promoting health and wellbeing	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. I think my agency cares about my health and wellbeing	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. I believe my immediate supervisor cares about my health and wellbeing	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. I proactively take responsibility for my health and wellbeing at work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. My immediate supervisor is committed to supporting my health and wellbeing at work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
h. My immediate supervisor initiates early conversations to support my health and wellbeing	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

I. RECRUITMENT AND RETENTION

45. 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
46. 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 **[Please go to question 48]**
 - 5 I want to stay working for my agency for at least the next three years **[Please go to question 48]**
47. What is the primary reason behind your desire to leave your agency? **[Please select one category only]**
- 1 There is a lack of future career opportunities in my agency
 - 2 I want to try a different type of work or I'm seeking a career change
 - 3 I am not satisfied with the work
 - 4 I am looking to further my skills in another area
 - 5 My expectations for work in my agency have not been met
 - 6 I have achieved all I can in my agency
 - 7 I am not able to access the flexible working arrangements that I require
 - 8 My personal values do not align with that of my agency
 - 9 I am intending to retire
 - 10 Senior leadership is of a poor quality
 - 11 I can receive a higher salary elsewhere
 - 12 My agency lacks respect for employees
 - 13 I want to live elsewhere – within Australia or overseas
 - 14 I am in an unpleasant working environment
 - 15 Other⁸ (please specify).....
48. In the last 12 months, have you taken a mobility opportunity (e.g. taskforce, secondment, temporary or permanent transfer)?
- 1 Yes
 - 2 No **[Please go to question 50]**
49. Where did you take this opportunity? **[Please select all that apply]**
- 1 Within my current agency
 - 2 In another APS or Commonwealth agency
 - 3 In a state or territory agency
 - 4 In the private, not-for-profit, or academic sectors
 - 5 Other

⁸ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

50. Would you consider a secondment or temporary transfer in the next 12 months?

- 1 Yes
- 2 No
- 3 Unsure

51. Are there barriers to you seeking a secondment or temporary transfer?

- 1 Yes
- 2 No **[Please go to question 53]**
- 3 Unsure **[Please go to question 53]**

52. What are the barriers to you seeking a secondment or temporary transfer? **[Please select all that apply]**

- 1 I don't know how to find out about specific opportunities
- 2 Opportunities are not communicated effectively in my agency
- 3 My supervisor won't support it
- 4 My current team can't replace my skills
- 5 My current workplace has too many vacancies – hard to justify my release
- 6 Concerns about how I'd be treated when I return (e.g. I'd be seen as disloyal)
- 7 Concerns I would miss out on opportunities in my agency
- 8 The limited opportunities in my current geographical location
- 9 Other⁹ (please specify).....

53. 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 mobility within my agency (e.g. temporary transfers)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My agency provides opportunities for mobility outside my agency (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
c. My immediate supervisor actively supports opportunities for mobility	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

⁹ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

[The following question is only asked if response to Q8 “What is your total length of service in the APS?” is 1 “Less than one year”]

54. What attracted you to work in the APS? **[Please select all that apply]**

- 1 Long term career progression
- 2 Type of work offered
- 3 Employment conditions
- 4 Security and stability
- 5 Service to the Australian public
- 6 The work aligned with my job skills/experience
- 7 Geographical location
- 8 Remuneration
- 9 Other¹⁰ (please specify).....

¹⁰ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

J. INDIVIDUAL PERFORMANCE

55. Please indicate whether you have experienced each of the following in the past 12 months:

	Yes	No
a. Received regular and timely feedback from your supervisor	<input type="radio"/> 1	<input type="radio"/> 2
b. Received constructive feedback from your supervisor	<input type="radio"/> 1	<input type="radio"/> 2
c. Your supervisor has checked in regularly with you to see how you are progressing	<input type="radio"/> 1	<input type="radio"/> 2

56. 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?

- 1 Yes
- 2 No
- 3 Not applicable (e.g. have not worked with my current supervisor long enough for this conversation to occur)

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

- 1 Yes
- 2 No
- 3 Not applicable (e.g. my performance has not changed)

58. 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

59. To what extent do you agree that the support by your supervisor has helped to improve your performance?

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

60. 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 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
c. I received recognition when I last accomplished something significant at work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. I can identify a clear connection between my job and my agency's purpose	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

61. In the past 12 months, what exposure to underperformance have you had in your agency? **[Please select all that apply]**

- 1 I managed someone for underperformance
- 2 I was being managed for underperformance **[Please go to question 66]**
- 3 I was a person who supported someone being managed for underperformance **[Please go to question 66]**
- 4 I worked in a HR area providing formal guidance on underperformance **[Please go to question 66]**
- 5 I supervised someone who was managing an employee for underperformance **[Please go to question 66]**
- 6 Someone in my team was having their performance managed **[Please go to question 66]**
- 7 None **[Please go to question 66]**

62. Did you experience any challenges or difficulties in managing this underperformance?

- 1 Yes
- 2 No **[Please go to question 64]**

63. What were the challenges or difficulties you experienced while managing this underperformance?

[Please select all that apply]

- 1 Lack of support from my immediate supervisor
- 2 Lack of support from my agency's HR area
- 3 Did not have the experience or skills to manage the underperformance
- 4 Did not know where to locate agency's guidance on managing underperformance
- 5 The previous manager did not address the underperformance
- 6 Managing the impact of the underperformer on team members and/or colleagues
- 7 Dealing with confidentiality issues
- 8 The time required to manage the underperformance
- 9 The complexity of processes required to manage the underperformance
- 10 Inconsistencies in advice and guidance
- 11 Unwillingness on the part of the underperformer to try and improve
- 12 Other¹¹ (please specify).....

64. Did you find anything particularly beneficial or helpful while managing this underperformance?

- 1 Yes
- 2 No **[Please go to question 66]**

65. What did you find particularly beneficial or helpful while managing this underperformance? **[Please select all that apply]**

- 1 Support from my immediate supervisor
- 2 Support from my agency's HR area
- 3 Support from a mentor or coach
- 4 Access to resources to support the process
- 5 Access to external assistance/advice
- 6 Other¹² (please specify).....

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

- 1 Strongly agree **[Please go to question 68]**
- 2 Agree **[Please go to question 68]**
- 3 Neither agree nor disagree **[Please go to question 68]**
- 4 Disagree
- 5 Strongly disagree

¹¹ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

¹² Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

67. Why does your agency not deal with underperformance effectively? **[Please select all that apply]**

- 1 I don't see change in the performance of the employee/s
- 2 I don't see or hear any action being taken to address underperformance
- 3 Managers are not confident in addressing underperformance
- 4 Managers are reluctant to have difficult conversations
- 5 Managers don't have time and resources to address underperformance
- 6 Managers are not supported to address underperformance
- 7 Managers are concerned about the repercussions (e.g. unfair dismissal claims and bullying complaints) of managing underperformance
- 8 My agency simply moves underperforming employees to other workgroups
- 9 My agency has a culture of accepting poor performance
- 10 My agency does not have appropriate procedures and guidance for managing underperformance
- 11 Other¹³ (please specify).....

68. Does your manager encourage and support high performance?

- 1 Yes
- 2 No **[Please go to question 70]**
- 3 Unsure **[Please go to question 70]**

69. How does your manager acknowledge high performance? **[Please select all that apply]**

- 1 Opportunities for professional growth
- 2 Opportunities to work on high profile / high priority projects
- 3 Opportunities for learning and development
- 4 Public recognition
- 5 Access to accelerated pay points/progression within a classification
- 6 Offer of an Individual Flexibility Agreement
- 7 Increased decision making authority
- 8 Other¹⁴ (please specify).....

¹³ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

¹⁴ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

K. ORGANISATIONAL PERFORMANCE

70. In the last month, please rate your **workgroup's** overall performance on a scale of **1 to 10**, where **1 means your workgroup's worst performance, 5 means an average workgroup performance and 10 means the best your workgroup has ever worked:**

1 2 3 4 5 6 7 8 9 10

Don't know

71. In the last month, please rate your **agency's** success in meeting its goals and objective on a scale of **1 to 10**, where **1 means no success, 5 means usual levels of success and 10 means the best your agency has performed:**

1 2 3 4 5 6 7 8 9 10

Don't know

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My workgroup has the appropriate skills, capabilities, and knowledge to perform well	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My workgroup has the tools and resources we need to perform well	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. The work processes we have in place allow me to be as productive as possible	<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 complete work to a high standard	<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 work group use time and resources efficiently	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. My supervisor ensures that my workgroup delivers on what we are responsible for	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

73. 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

74. 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

75. Please indicate the extent to which the following act as a barrier to you performing at your best.

	Not at all	Very little	Somewhat	To a great extent	To a very great extent
a. Lack of clarity around my role and responsibilities	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. Lack of clarity around priorities	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. Too many competing priorities	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. Administrative processes within my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. The technology within my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
f. The internal communication within my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
g. The behaviours and/or attitudes of others within my workgroup	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
h. Multiple layers of decision making within my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
i. Delegations that are at a higher level than required	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
j. The appetite for risk within my agency	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

L. RISK CULTURE

The following questions ask about behaviours and attitudes towards risk in your agency.

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My agency supports employees to escalate risk-related issues with managers	O 1	O 2	O 3	O 4	O 5
b. Risk management concerns are discussed openly and honestly in my agency	O 1	O 2	O 3	O 4	O 5
c. My agency provides me with opportunities to develop and enhance my skills to manage risk effectively	O 1	O 2	O 3	O 4	O 5
d. Employees in my agency are encouraged to consider opportunities when managing risk	O 1	O 2	O 3	O 4	O 5
e. Appropriate risk taking is rewarded in my agency	O 1	O 2	O 3	O 4	O 5
f. In my agency, the benefits of risk management match the time required to complete risk management activities	O 1	O 2	O 3	O 4	O 5
g. SES in my agency demonstrate the importance of managing risk appropriately	O 1	O 2	O 3	O 4	O 5
h. When things go wrong, my agency uses this as an opportunity to learn	O 1	O 2	O 3	O 4	O 5
i. When appropriate risk taking results in failure, my immediate supervisor does not reprimand employees	O 1	O 2	O 3	O 4	O 5

M. INNOVATION

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I believe that one of my responsibilities is to continually look for new ways to improve the way we work	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My immediate supervisor encourages me to come up with new or better ways of doing things	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
c. People are recognised for coming up with new and innovative ways of working	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. My agency inspires me to come up with new or better ways of doing things	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. My agency recognises and supports the notion that failure is a part of innovation	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

[The following questions are only asked if response to Q7 “What is your current, actual classification level?” is 6 “Executive Level 1 (or equivalent)”, 7 “Executive Level 2 (or equivalent)”, 8 “Senior Executive Service Band 1 (or equivalent)” or 9 “Senior Executive Service Band 2 or 3 (or equivalent)”]

For the purposes of the following questions, an innovation is a new or improved product, process, communication or policy (or combination thereof) that differs significantly from the organisation’s previous products, processes, communications or policies and that has been made available to potential users or brought into use by the organisation. An innovation can be incremental changes or transformative and does not necessarily need to lead to improved outcomes or make things better, although these are intended outcomes.

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

- 1 Yes
- 2 No **[Please go to question 82]**

79. 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? **[Select only one]**

- 1 Process
- 2 Products and services
- 3 Communications
- 4 Policy

80. Did this most significant innovation have a positive impact?
- 1 Yes
 - 2 No **[Please go to question 82]**
 - 3 The outcomes of the innovation have not yet been realised **[Please go to question 82]**
 - 4 Not sure **[Please go to question 82]**
81. What was the main impact of this innovation? **[Select only one]**
- 1 Money was saved
 - 2 Workplace culture was improved
 - 3 Policy design was enhanced
 - 4 Service delivery was enhanced
 - 5 Efficiencies were created
 - 6 Employee skills were improved
 - 7 Client experience was improved
 - 8 Better alignment with policy was achieved
 - 9 Collaboration with stakeholders was improved
 - 10 The organisation's reputation was improved
 - 11 Risks were better managed
 - 12 Employee safety was improved
 - 13 Security was improved
 - 14 Transparency and/or accountability was increased
 - 15 Revenue was increased
 - 16 Better compliance with policy and/or legislation was achieved
 - 17 Other¹⁵ (please specify).....
82. Are there barriers to implementing innovations in your agency?
- 1 Yes
 - 2 No **[Please go to question 84]**
 - 3 Not sure **[Please go to question 84]**

¹⁵ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

83. Of the list below, please indicate which are barriers to implementing innovations in your agency and which one is the most significant:

	Barriers to implementing innovation in your agency [Please select <u>all</u> that apply]	Most significant barrier to implementing innovation in your agency [Please select <u>one</u> only]
a. Time - We have insufficient time to develop and implement innovations	<input type="radio"/> 1	<input type="radio"/> 1
b. Workplace culture - Our workplace culture does not support innovation	<input type="radio"/> 2	<input type="radio"/> 2
c. Leadership - Leaders within our agency don't support or value innovation	<input type="radio"/> 3	<input type="radio"/> 3
d. Skills - We don't have employees with the skills required to develop and implement innovations	<input type="radio"/> 4	<input type="radio"/> 4
e. Innovation strategy - Our agency's strategy for innovation is unclear	<input type="radio"/> 5	<input type="radio"/> 5
f. Resources - We don't have the resources needed to develop and implement innovations	<input type="radio"/> 6	<input type="radio"/> 6
g. Cost - My workgroup does not have the money needed to develop and implement innovations	<input type="radio"/> 7	<input type="radio"/> 7
h. ICT – Our agency's information and communications technology doesn't support innovation	<input type="radio"/> 8	<input type="radio"/> 8
i. Policy and legislation – Current policies and legislation prohibit innovation	<input type="radio"/> 9	<input type="radio"/> 9
j. Approval process – Approval processes don't enable timely innovations	<input type="radio"/> 10	<input type="radio"/> 10
k. Security – Security concerns prohibit innovation	<input type="radio"/> 11	<input type="radio"/> 11
l. Risk aversion – Our agency is not tolerant of the risks inherent to innovation	<input type="radio"/> 12	<input type="radio"/> 12
m. Other ¹⁶ (please specify).....	<input type="radio"/> 13	<input type="radio"/> 13

¹⁶ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

N. CHANGE

84. In the last 12 months, has your immediate workgroup been directly affected by any major workplace change (e.g. functional, geographical, staffing changes)?

1 Yes

2 No **[Please go to question 87]**

85. Of the list below, please indicate which changes affected your workgroup in the last 12 months and which one was the most significant:

	Changes affecting your workgroup [Please select <u>all</u> that apply]	Most significant workplace change [Please select one only]
a. Change in physical workplace (e.g. moved to a new building, existing workplace renovated)	<input type="radio"/> 1	<input type="radio"/> 1
b. Machinery of government change	<input type="radio"/> 2	<input type="radio"/> 2
c. Major policy change	<input type="radio"/> 3	<input type="radio"/> 3
d. Relocated to a new city or region	<input type="radio"/> 4	<input type="radio"/> 4
e. Structural change (e.g. change in division or branch structure)	<input type="radio"/> 5	<input type="radio"/> 5
f. Change in SES leadership (e.g. change of branch head)	<input type="radio"/> 6	<input type="radio"/> 6
g. Change in supervisor	<input type="radio"/> 7	<input type="radio"/> 7
h. Functional change (e.g. change in responsibilities or work processes)	<input type="radio"/> 8	<input type="radio"/> 8
i. Change in work priorities	<input type="radio"/> 9	<input type="radio"/> 9
j. Decrease in staffing numbers	<input type="radio"/> 10	<input type="radio"/> 10
k. Increase in staffing numbers	<input type="radio"/> 11	<input type="radio"/> 11
l. Change in business systems used to do my job	<input type="radio"/> 12	<input type="radio"/> 12
m. Other ¹⁷ (please specify).....	<input type="radio"/> 13	<input type="radio"/> 13

¹⁷ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

86. Thinking about **the most significant workplace change**, please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. The rationale for this change was communicated well	O 1	O 2	O 3	O 4	O 5
b. Most of my colleagues were in favour of this change	O 1	O 2	O 3	O 4	O 5
c. This change has had a positive impact for me	O 1	O 2	O 3	O 4	O 5
d. This change has improved my agency's overall efficiency	O 1	O 2	O 3	O 4	O 5
e. Staff were consulted about the change	O 1	O 2	O 3	O 4	O 5

87. Thinking about **organisational change generally**, please rate your level of agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I generally find organisational change to be a positive process	O 1	O 2	O 3	O 4	O 5
b. People in my team are happy to implement change when required	O 1	O 2	O 3	O 4	O 5
c. Organisational change tends to improve our agency's efficiency	O 1	O 2	O 3	O 4	O 5

O. COLLABORATION

[The following questions are only asked if response to Q7 “What is your current, actual classification level?” is 6 “Executive Level 1 (or equivalent)”, 7 “Executive Level 2 (or equivalent)”, 8 “Senior Executive Service Band 1 (or equivalent)” or 9 “Senior Executive Service Band 2 or 3 (or equivalent)”]

For the purposes of the following questions, collaboration is the process of two or more people or organisations working closely together to complete a task or project, or to achieve a goal.

88. During the last 12 months, did you collaborate with people from other workgroups within your agency?
- 1 Yes
 - 2 No [**Please go to question 90**]
89. In which ways did you collaborate with people from other workgroups within your agency during the last 12 months? [**Please select all that apply**]
- 1 Informal discussion / activity
 - 2 Formal project / working group
 - 3 Established taskforce
 - 4 Other¹⁸ (please specify)
90. During the last 12 months, did you collaborate with people from other APS or Commonwealth government agencies?
- 1 Yes
 - 2 No [**Please go to question 92**]
91. In which ways did you collaborate with people from other APS or Commonwealth government agencies during the last 12 months? [**Please select all that apply**]
- 1 Informal discussion / activity
 - 2 Formal project / working group
 - 3 Established taskforce
 - 4 Interdepartmental committee
 - 5 Other¹⁹ (please specify)
92. During the last 12 months, did you collaborate with people from other levels of government or other external stakeholders?
- 1 Yes
 - 2 No [**Please go to question 94**]

¹⁸ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

¹⁹ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

93. In which ways did you collaborate with people from other levels of government or external stakeholders? **[Please select all that apply]**

- 1 Informal discussion / activity
- 2 Formal project / working group
- 3 Established taskforce
- 4 Interdepartmental committee
- 5 Cross jurisdictional working group
- 6 Council of Australian Governments (COAG) working group
- 7 Other²⁰ (please specify)

94. If you perceive barriers to collaborating, what are they?²¹ **[Free text]**

²⁰ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

²¹ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

P. APS VALUES AND THE CODE OF CONDUCT

95. 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?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
b. Does your supervisor act in accordance with the APS Values in his or her everyday work?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
c. Do senior leaders (i.e. the SES) in your agency act in accordance with the APS Values?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
d. Do senior leaders (i.e. the SES) in your agency promote the APS Values?	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6

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

Discrimination happens when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics. It is also discrimination when an unreasonable rule or policy applies to everyone but has the effect of disadvantaging some people because of a personal characteristic they share.

Please note this survey is voluntary and you may skip any question you do not wish to answer.

96. During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic (e.g. gender, race, disability, caring responsibilities, age, sexual orientation, religion or identification as an Aboriginal and/or Torres Strait Islander person)?

- 1 Yes
- 2 No **[Please go to question 99]**

97. Did this discrimination occur in your current agency?

- 1 Yes
- 2 No

98. What was the basis of the discrimination that you experienced? **[Please select all that apply]**
- 1 Gender
 - 2 Race
 - 3 Disability (e.g. loss of hearing or sight, incomplete use of limbs or mental health issues)
 - 4 Caring responsibilities
 - 5 Age
 - 6 LGBTI+ (e.g., sexual orientation)
 - 7 Identification as an Aboriginal and/or Torres Strait Islander person
 - 8 Religion
 - 9 Other²² (please specify).....

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.

99. 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 103]**
 - 3 Not sure **[Please go to question 103]**

100. 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) (please provide non-identifying details)
 - 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 (please provide non-identifying details)
 - 8 Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)
 - 9 Other²³ (please specify).....

²² Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

²³ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

101. Who was responsible for the harassment or bullying? **[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

102. Did you report the harassment or bullying?

- 1 I reported the behaviour in accordance with my agency's policies and procedures
- 2 It was reported by someone else
- 3 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
- Insider trading—misusing official information to gain an unfair private, commercial or market advantage for self or others
- Green-lighting—making official decisions that improperly favour a person or company, or disadvantage another

Please note this survey is voluntary and you may skip any question you do not wish to answer.

103. **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 109]**
- 3 Not sure **[Please go to question 109]**
- 4 Would prefer not to answer **[Please go to question 109]**

104. 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 **[Please go to question 107]**
- 2 Fraud, forgery or embezzlement **[Please go to question 107]**
- 3 Theft or misappropriation of official assets **[Please go to question 107]**
- 4 Nepotism—preferential treatment of family members **[Please go to question 105]**
- 5 Cronyism—preferential treatment of friends **[Please go to question 106]**
- 6 Acting (or failing to act) in the presence of an undisclosed conflict of interest **[Please go to question 107]**
- 7 Unlawful disclosure of government information **[Please go to question 107]**
- 8 Blackmail **[Please go to question 107]**
- 9 Perverting the course of justice **[Please go to question 107]**
- 10 Colluding, conspiring with or harbouring, criminals **[Please go to question 107]**
- 11 Insider trading **[Please go to question 107]**
- 12 Green-lighting **[Please go to question 107]**
- 13 Other **[Please go to question 107]**

105. Through which process did this nepotism occur? **[Please select all that apply]**

- 1 Recruitment and/or promotion decisions
- 2 Acting, higher duties and other advancement opportunities
- 3 Flexible working arrangements
- 4 Travel engagements and opportunities
- 5 Leave requests
- 6 Working at home requests
- 7 Allocation of work and/or projects
- 8 Other²⁴ (please specify).....

106. Through which process did this cronyism occur? **[Please select all that apply]**

- 1 Recruitment and/or promotion decisions
- 2 Acting, higher duties and other advancement opportunities
- 3 Flexible working arrangements
- 4 Travel engagements and opportunities
- 5 Leave requests
- 6 Working at home requests
- 7 Allocation of work and/or projects
- 8 Other²⁵ (please specify).....

107. Did you report the potentially corrupt behaviour?

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

108. Please explain why you chose not to report the behaviour? **[Please select all that apply]**

- 1 I did not want to upset relationships in the workplace
- 2 I did not have enough evidence
- 3 It could affect my career
- 4 I was concerned about adverse consequence beyond the effect on my career
- 5 I did not think action would be taken
- 6 The matter was resolved informally
- 7 I did not think the corruption was serious enough
- 8 Managers accepted the behaviour
- 9 I did not think it was worth the hassle of going through the report process
- 10 I did not know how to report it
- 11 Other²⁶ (please specify)

²⁴ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

²⁵ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

²⁶ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Do not know
a. My workplace operates in a high corruption-risk environment (e.g. it holds information, assets or decision making powers of value to others)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
b. My agency has procedures in place to manage corruption	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
c. It would be hard to get away with corruption in my workplace	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
d. I have a good understanding of the policies and procedures my agency has in place to deal with corruption	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
e. I am confident that colleagues in my workplace would report corruption	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6
f. I feel confident that I would know what to do if I identified corruption in my workplace	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/> 6

Q. CONCLUDING QUESTIONS

In answering these questions, please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

110. What is one thing your agency is doing really well?

111. What is the most important issue that needs to be addressed in your agency?
