



Australian Government

Australian Public Service Commission

2020 APS employee census

12 October to 13 November 2020

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INTRODUCTION

The 2020 APS employee census is an opportunity to provide your views on your experience of working in your agency and the broader APS.

In light of the COVID-19 pandemic and other crises experienced in 2019–20, the APS employee census questionnaire has been reshaped to focus on how the APS workforce is breaking down barriers, changing work practices, managing wellbeing, leading through crisis and collaborating to deliver outcomes. Much of the content included in previous years has been scaled back to keep the APS employee census focused and the time taken to complete minimised.

Detailed information describing what you need to do to participate, the benefits of participating, and how your responses are stored 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. 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 you may not want to answer.
- Census results will be used by the Australian Public Service Commission and agencies to inform planning, reform and other initiatives. These findings make an important contribution to evaluating and improving working conditions for you and your colleagues across the service.
- The de-identified data that are released are outlined in the [Participant Information Sheet](#) and the [APSC Privacy Policy](#).

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 AEDT Friday 13 November 2020.

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 Wales²
 - 3 Victoria
 - 4 Queensland
 - 5 South Australia
 - 6 Western Australia³
 - 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>).

² Norfolk Island and Lord Howe Island are included as part of New South Wales.

³ Christmas Island and Cocos (Keeling) Islands are included as part of Western Australia.

5. 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]**

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.

- O 1 Trainee/Apprentice
 - O 2 Graduate APS (including Cadets)
 - O 3 APS 1–2 (or equivalent)
 - O 4 APS 3–4 (or equivalent)
 - O 5 APS 5–6 (or equivalent)
 - O 6 Executive Level 1 (or equivalent)
 - O 7 Executive Level 2 (or equivalent)
 - O 8 Senior Executive Service Band 1 (or equivalent)
 - O 9 Senior Executive Service Band 2 or 3 (or equivalent)
 - O 10 Non-APS—outside Australia⁴
 - O 11 Non-APS—within Australia⁵
6. What is your employment category?
- O 1 Ongoing
 - O 2 Non-ongoing
 - O 3 Casual, intermittent or irregular
 - O 4 Contractor
7. Are you employed on a full-time basis?
- O 1 Yes
 - O 2 No
8. Do you currently access any of the following flexible working arrangements? **[Please select all that apply]**
- O 1 Part time
 - O 2 Flexible hours of work
 - O 3 Compressed work week⁶
 - O 4 Job sharing
 - O 5 Working away from the office/working from home
 - O 6 None of the above
9. Do you identify as Aboriginal and/or Torres Strait Islander?
- O 1 Yes
 - O 2 No

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.

⁶ Compressed work week refers to working the same hours over fewer total days.

10. Do you have an ongoing disability?⁷

- 1 Yes
- 2 No

11. Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?

- 1 Yes
- 2 No

12. 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 13]

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

⁷ For the purposes 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
- memory problems or periods of confusion that restrict everyday activities
- social or behavioural difficulties that restrict everyday activities
- 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.

13. 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, financial investment 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, draftsman/technical, patents examiner, land and asset management)
 - O 6 Human resources (e.g. industrial relations, learning and development, recruitment, payroll, workforce planning and reporting, work 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, robotic process automation developer, solutions engineer, digital tester)
 - 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)

14. Are you currently seconded to a different agency and have been working within that agency for less than six months? **[A secondment is a temporary movement where the home agency remains responsible for paying salaries and other terms and conditions of employment]**

- O 1 Yes
- O 2 No

15. Since 27 February 2020⁸, have you worked on tasks or activities directly related to COVID-19?

This includes work involving:

- specific Government COVID-19 measures, programs, legislation, advice and/or similar work,
- supporting the public or external stakeholders (e.g. states and territories, health providers) in managing COVID-19, and/or
- supporting the broader agency or APS in managing their internal response (e.g. agency COVID-19 taskforce).

It excludes your personal or local activities (such as implementing physical distancing arrangements at home or in the office) or normal day-to-day work which does not involve COVID-19 as a specific topic.

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

16. What form did this work take? **[Please select all that apply]**

- 1 Working in a different team within your agency on work dedicated to the COVID-19 response and related activities (e.g. a COVID-19 taskforce)
- 2 Working in a different agency on work dedicated to the COVID-19 response and related activities (e.g. APS2000 surge workforce)
- 3 Working on COVID-19 related work in my usual role
- 4 Other⁹ (please specify).....

⁸ On 27 February 2020, the Prime Minister of Australia announced the activation of the Australian Health Sector Emergency Response Plan for Novel Coronavirus (COVID-19).

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

B. GENERAL IMPRESSIONS: CURRENT JOB

17. 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	0 1	0 2	0 3	0 4	0 5
b. The work I do gives me a sense of accomplishment	0 1	0 2	0 3	0 4	0 5
c. I am satisfied with the recognition I receive for doing a good job	0 1	0 2	0 3	0 4	0 5
d. I am fairly remunerated (e.g. salary, superannuation) for the work that I do	0 1	0 2	0 3	0 4	0 5
e. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	0 1	0 2	0 3	0 4	0 5
f. I am satisfied with the stability and security of my job	0 1	0 2	0 3	0 4	0 5
g. I suggest ideas to improve our way of doing things	0 1	0 2	0 3	0 4	0 5
h. I am happy to go the 'extra mile' at work when required	0 1	0 2	0 3	0 4	0 5
i. Overall, I am satisfied with my job	0 1	0 2	0 3	0 4	0 5
j. I understand how my role contributes to achieving an outcome for the Australian public	0 1	0 2	0 3	0 4	0 5
k. My job inspires me	0 1	0 2	0 3	0 4	0 5
l. I can see a clear connection between my job and my agency's purpose	0 1	0 2	0 3	0 4	0 5

C. GENERAL IMPRESSIONS: IMMEDIATE WORKGROUP

18. 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. When changes occur, the impacts are communicated well within my workgroup	O 1	O 2	O 3	O 4	O 5
b. The people in my workgroup cooperate to get the job done	O 1	O 2	O 3	O 4	O 5
c. My workgroup can readily adapt to new priorities and tasks	O 1	O 2	O 3	O 4	O 5
d. My workgroup has the appropriate skills, capabilities and knowledge to perform well	O 1	O 2	O 3	O 4	O 5
e. My workgroup has the tools and resources we need to perform well	O 1	O 2	O 3	O 4	O 5
f. The people in my workgroup use time and resources efficiently	O 1	O 2	O 3	O 4	O 5
g. My supervisor ensures that my workgroup delivers on what we are responsible for	O 1	O 2	O 3	O 4	O 5

D. GENERAL IMPRESSIONS: IMMEDIATE SUPERVISOR

19. 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 communicates effectively	O 1	O 2	O 3	O 4	O 5
b. My supervisor displays resilience when faced with difficulties or failures	O 1	O 2	O 3	O 4	O 5
c. My supervisor engages with staff on how to respond to future challenges	O 1	O 2	O 3	O 4	O 5
d. My supervisor shares ideas in a compelling and succinct way	O 1	O 2	O 3	O 4	O 5
e. My supervisor can deliver difficult advice whilst maintaining relationships	O 1	O 2	O 3	O 4	O 5
f. My supervisor encourages my team to regularly review and improve our work	O 1	O 2	O 3	O 4	O 5
g. My supervisor actively seeks feedback	O 1	O 2	O 3	O 4	O 5
h. My supervisor is invested in my development	O 1	O 2	O 3	O 4	O 5

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

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

E. GENERAL IMPRESSIONS: SENIOR EXECUTIVE SERVICE

21. 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 communicates effectively	0 1	0 2	0 3	0 4	0 5
b. My SES manager gives their time to identify and develop talented people	0 1	0 2	0 3	0 4	0 5
c. My SES manager effectively leads and manages change	0 1	0 2	0 3	0 4	0 5
d. My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	0 1	0 2	0 3	0 4	0 5
e. My SES manager clearly articulates the direction and priorities for our area	0 1	0 2	0 3	0 4	0 5
f. My SES manager promotes cooperation within and between agencies	0 1	0 2	0 3	0 4	0 5

22. 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, communication between the SES and other employees is effective	0 1	0 2	0 3	0 4	0 5	0 6
b. In my agency, the SES actively contribute to the work of our agency	0 1	0 2	0 3	0 4	0 5	0 6
c. In my agency, the SES work as a team	0 1	0 2	0 3	0 4	0 5	0 6
d. In my agency, the SES clearly articulate the direction and priorities for our agency	0 1	0 2	0 3	0 4	0 5	0 6

F. GENERAL IMPRESSIONS: AGENCY AND APS

23. 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	0 1	0 2	0 3	0 4	0 5
b. I feel a strong personal attachment to the APS	0 1	0 2	0 3	0 4	0 5
c. I am proud to work in my agency	0 1	0 2	0 3	0 4	0 5
d. Change is managed well in my agency	0 1	0 2	0 3	0 4	0 5
e. Internal communication within my agency is regular	0 1	0 2	0 3	0 4	0 5
f. Internal communication within my agency is effective	0 1	0 2	0 3	0 4	0 5
g. I would recommend my agency as a good place to work	0 1	0 2	0 3	0 4	0 5
h. I believe strongly in the purpose and objectives of my agency	0 1	0 2	0 3	0 4	0 5
i. I believe strongly in the purpose and objectives of the APS	0 1	0 2	0 3	0 4	0 5
j. My agency supports and actively promotes an inclusive workplace culture	0 1	0 2	0 3	0 4	0 5
k. I work beyond what is required in my job to help my agency achieve its objectives	0 1	0 2	0 3	0 4	0 5
l. When someone praises the accomplishments of my agency, it feels like a personal compliment to me	0 1	0 2	0 3	0 4	0 5
m. I feel committed to my agency's goals	0 1	0 2	0 3	0 4	0 5
n. My agency really inspires me to do my best work every day	0 1	0 2	0 3	0 4	0 5
o. My agency inspires me to come up with new or better ways of doing things	0 1	0 2	0 3	0 4	0 5

24. What are your reasons for staying in the APS? **[Please select all that apply]**

- O 1 Workplace relationships with colleagues
- O 2 Employment conditions (e.g. pay, benefits, flexible work)
- O 3 Type/nature of work (e.g. interesting, challenging, specialised, autonomous)
- O 4 Job security
- O 5 Inclusive work environment
- O 6 Lack of suitable alternative job prospects
- O 7 Career progression opportunities
- O 8 Professional development (e.g. learning new skills or developing current skills)
- O 9 Quality of leadership (e.g. supportive, clear communication)
- O 10 Location of work
- O 11 Belief in the purpose and objectives of the APS
- O 12 Service to the Australian public
- O 13 There are no reasons for staying
- O 14 Other¹⁰ (please specify).....

25. To what extent do you agree that crises such as the 2019–20 bushfires and COVID-19 clarified your sense of purpose in working for the APS?

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

26. COVID-19 has impacted on the APS workforce and how we work with each other.

Since 27 February 2020¹¹, which of the following enabled you to perform well in your job? **[Please select all that apply]**

- O 1 Increased clarity around my role and responsibilities
- O 2 Increased clarity around priorities
- O 3 Improved technology and a more digital environment
- O 4 Improved internal communication
- O 5 Fewer layers of decision making
- O 6 Increased experimentation with new ideas
- O 7 Increased mobility
- O 8 Increased flexibility in work practices
- O 9 Increased instances of working as one APS
- O 10 Other¹² (please specify).....
- O 11 None of the above

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

¹¹ On 27 February 2020, the Prime Minister of Australia announced the activation of the Australian Health Sector Emergency Response Plan for Novel Coronavirus (COVID-19).

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

27. Moving forward, what is the most important positive initiative you would like to see in your working environment? **[Please select one]**

- 1 Increased clarity around my role and responsibilities
- 2 Increased clarity around priorities
- 3 Improved technology and a more digital environment
- 4 Improved internal communication
- 5 Fewer layers of decision making
- 6 Increased experimentation with new ideas
- 7 Increased mobility
- 8 Increased flexibility in work practices
- 9 Increased instances of working as one APS
- 10 Other¹³ (please specify).....

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

G. PRODUCTIVITY AND WAYS OF WORKING

28. Since 27 February 2020¹⁴, please rate your workgroup's overall performance on a scale of 1 to 10, where 1 indicates your workgroup's worst performance, 5 indicates an average workgroup performance and 10 indicates the best your workgroup has ever worked:
- 1 2 3 4 5 6 7 8 9 10
- Don't know
29. Since 27 February 2020¹⁵, please rate your agency's success in meeting its goals and objectives on a scale of 1 to 10, where 1 indicates no success, 5 indicates usual levels of success and 10 indicates the best your agency has performed:
- 1 2 3 4 5 6 7 8 9 10
- Don't know
30. How has your productivity changed since COVID-19 (27 February 2020¹⁶)?
- 1 Significantly improved
- 2 Improved
- 3 No change
- 4 Reduced
- 5 Significantly reduced
31. What best describes your current workload?
- 1 Well above capacity – too much work
- 2 Slightly above capacity – lots of work to do
- 3 At capacity – about the right amount of work to do
- 4 Slightly below capacity – available for more work
- 5 Below capacity – not enough work

¹⁴ On 27 February 2020, the Prime Minister of Australia announced the activation of the Australian Health Sector Emergency Response Plan for Novel Coronavirus (COVID-19).

¹⁵ On 27 February 2020, the Prime Minister of Australia announced the activation of the Australian Health Sector Emergency Response Plan for Novel Coronavirus (COVID-19).

¹⁶ On 27 February 2020, the Prime Minister of Australia announced the activation of the Australian Health Sector Emergency Response Plan for Novel Coronavirus (COVID-19).

32. 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	O 1	O 2	O 3	O 4	O 5
b. Lack of clarity around priorities	O 1	O 2	O 3	O 4	O 5
c. Too many competing priorities	O 1	O 2	O 3	O 4	O 5
d. Administrative processes within my agency	O 1	O 2	O 3	O 4	O 5
e. The technology within my agency	O 1	O 2	O 3	O 4	O 5
f. The internal communication within my agency	O 1	O 2	O 3	O 4	O 5
g. The lack of inclusiveness in my workgroup	O 1	O 2	O 3	O 4	O 5
h. Multiple layers of decision making within my agency	O 1	O 2	O 3	O 4	O 5
i. Authority for decision making is at a higher level than required	O 1	O 2	O 3	O 4	O 5
j. The appetite for risk within my agency	O 1	O 2	O 3	O 4	O 5

33. Which of the following actions did your workgroup implement during COVID-19 (27 February 2020¹⁷)?

[Please select all that apply]

- O 1 Working remotely or from home more often
- O 2 More frequent use of digital platforms for meetings
- O 3 More frequent and shorter workgroup meetings
- O 4 Streamlined clearance processes (e.g. removing one or more steps in the approval process)
- O 5 Moved to a digital-only clearance process
- O 6 Increased access to online wellbeing platforms and wellbeing training
- O 7 Increased communications and messaging
- O 8 Other¹⁸ (please specify)
- O 9 There were no new actions implemented in my workgroup during COVID-19

¹⁷ On 27 February 2020, the Prime Minister of Australia announced the activation of the Australian Health Sector Emergency Response Plan for Novel Coronavirus (COVID-19).

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

34. Please indicate the extent to which you agree or disagree with the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My workgroup successfully adapts to new ways of working when required (e.g. in response to crises such as COVID-19)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
b. My workgroup has used the COVID-19 crisis 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
c. My immediate SES manager supports embedding changed ways of working implemented during the COVID-19 crisis	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
d. My agency quickly adapts and responds to changing priorities (e.g. in response to crises such as COVID-19)	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
e. My agency is taking actions to maintain changed ways of working implemented during the COVID-19 crisis	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

[Questions 35 to 37 are only asked if response to Q5 “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.

35. During the last 12 months, did you collaborate with people from other workgroups within your agency?

- 1 Yes
- 2 No

36. During the last 12 months, did you collaborate with people from other APS or Commonwealth government agencies?

- 1 Yes
- 2 No

37. During the last 12 months, did you collaborate with people from other levels of government or other external stakeholders?

- 1 Yes
- 2 No

H. DEVELOPING CAPABILITY

38. Are there currently skills or capability gaps within your immediate workgroup?
- 1 Yes
 - 2 No [Please go to question 42]
 - 3 Not sure
39. What skills or capabilities, if any, 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 [Please go to question 40]
 - 5 Digital [Please go to question 41]
 - 6 Strategic policy
 - 7 Change management
 - 8 Risk management
 - 9 Leadership
 - 10 Human resources
 - 11 Collaboration and stakeholder engagement
 - 12 Creativity and innovation
 - 13 Project and program management
 - 14 Commercial awareness and business acumen¹⁹
 - 15 Cultural capability²⁰
 - 16 Other²¹ (please specify).....
40. What data skills or capabilities are missing within your immediate workgroup? **[Please select all that apply]**
- 1 Professional data skills (including data analysis, data science, data mining, data management and analytical and statistical modelling)
 - 2 Data literacy (including numeracy and using basic statistics, visualising data effectively and producing evidence for decision making)
 - 3 Other²² (please specify).....
41. What digital skills or capabilities are missing within your immediate workgroup? **[Please select all that apply]**
- 1 Professional digital skills (including development operations engineering, robotic process automation, user experience, testing/automated testing, solutions architecture, cyber security)
 - 2 Foundational digital skills/digital literacy (including working level use of digital devices and online applications, awareness of e-safety/personal cyber safety, understanding of digital technologies impacting one's work area, safe use of social media and online communications)
 - 3 Other²³ (please specify).....

¹⁹ Commercial awareness and business acumen involves understanding how businesses and the business sector operates.

²⁰ Cultural capability refers to the skills, knowledge, behaviours and systems that are required to support and deliver services in a culturally respectful and appropriate manner.

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

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.

Learning and development involves a range of methods to build knowledge, skills and behaviours, which may include:

- *Formal development, e.g. online course or eLearning, training workshop or course*
- *Informal development, e.g. experience on the job, searching the web or intranet, job-aids, talking to others*

42. During the past year, have you completed any formal learning and development (e.g. online course, training workshop)?

- 1 Yes
- 2 No [Please go to question 44]

43. The formal learning and development was useful for building the skills and knowledge needed to do your job.

- 1 Strongly agree [Please go to question 45]
- 2 Agree [Please go to question 45]
- 3 Neither agree nor disagree [Please go to question 45]
- 4 Disagree [Please go to question 45]
- 5 Strongly disagree [Please go to question 45]

44. Why did you not complete any formal learning and development? **[Please select all that apply]**

- 1 I have started formal learning and development but have not yet completed it
- 2 I prefer informal learning and development for my needs
- 3 ICT issues prevented me from accessing any formal learning and development
- 4 I had other priorities
- 5 My immediate supervisor didn't support it
- 6 I didn't need to develop any skills or knowledge because I have the capability to perform my job
- 7 I didn't know what skills or knowledge I needed to develop
- 8 Other²⁴ (please specify).....

45. When faced with something you do not know how to do at work, what is your go-to strategy? **[Please select all that apply]**

- 1 Access agency resources (e.g. job-aids, intranet, procedures, guidelines)
- 2 Access specific external websites
- 3 Use internet search engines (e.g. Google)
- 4 View video tutorials (e.g. YouTube)
- 5 Consult books, journal or magazine articles
- 6 Consult blog posts, podcasts and newsfeeds
- 7 Use mobile phone apps
- 8 Consult social media (e.g. Twitter, Facebook, LinkedIn)
- 9 Use learning platforms (e.g. LinkedIn Learning, Mindtools, Apolitical, LearnHub, APSLearn, EdX or Coursera)
- 10 Access professional bodies in the APS or externally (e.g. Australian Human Resources Institute, Australian Computer Society)
- 11 Talk to people I know
- 12 Talk to people that I don't know, including subject matter experts in other teams or agencies
- 13 Talk with my mentor or coach
- 14 Participate in face-to-face (classroom) training
- 15 Other²⁵ (please specify).....

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

46. I am able to access relevant formal and informal learning and development when and where required.

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

I. WELLBEING

47. 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	O 1	O 2	O 3	O 4	O 5
b. I have a choice in deciding how I do my work	O 1	O 2	O 3	O 4	O 5
c. My immediate supervisor encourages me	O 1	O 2	O 3	O 4	O 5
d. I receive the respect I deserve from my colleagues at work	O 1	O 2	O 3	O 4	O 5
e. I am clear what my duties and responsibilities are	O 1	O 2	O 3	O 4	O 5
f. Relationships at work are strained	O 1	O 2	O 3	O 4	O 5
g. Staff are consulted about change at work	O 1	O 2	O 3	O 4	O 5

48. 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	O 1	O 2	O 3	O 4	O 5
b. My agency does a good job of communicating what it can offer me in terms of health and wellbeing	O 1	O 2	O 3	O 4	O 5
c. My agency does a good job of promoting health and wellbeing	O 1	O 2	O 3	O 4	O 5
d. I think my agency cares about my health and wellbeing	O 1	O 2	O 3	O 4	O 5
e. I believe my immediate supervisor cares about my health and wellbeing	O 1	O 2	O 3	O 4	O 5
f. I am satisfied with my agency's efforts to maintain a safe environment at work	O 1	O 2	O 3	O 4	O 5

For the following questions please reflect on your current situation.

49. Has there been a change in your general health and wellbeing since COVID-19 (27 February 2020²⁶)?

- 1 Very positive change
- 2 Positive change
- 3 No change
- 4 Negative change
- 5 Very negative change

50. To what extent is your work emotionally demanding?

- 1 To a very large extent
- 2 To a large extent
- 3 Somewhat
- 4 To a small extent
- 5 To a very small extent

51. I feel burned out by my work.

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

If you are experiencing distress at work or at home, you are encouraged to contact your agency's Employee Assistance Program, or access crisis support from services such as:

- Lifeline: Ph. 13 11 14; <https://www.lifeline.org.au/>
- Beyond Blue: Ph. 1300 224 636; <https://www.beyondblue.org.au/>
- Mensline: Ph. 1300 789 978; <https://mensline.org.au/>
- QLife: Ph. 1800 184 527; <https://qlife.org.au/>
- Suicide Call Back Service: Ph. 1300 659 467; <https://www.suicidecallbackservice.org.au/>
- Australian Government Health Direct: <https://healthdirect.gov.au/mental-health-helplines>

²⁶ On 27 February 2020, the Prime Minister of Australia announced the activation of the Australian Health Sector Emergency Response Plan for Novel Coronavirus (COVID-19).

J. MOBILITY

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

A **temporary move** is a movement of a person between teams in an agency, between agencies, and between the public service and other jurisdictions and sectors, where there is an agreement – whether written or verbal – for the person moving to return. Temporary moves are commonly referred to as secondments or temporary transfers, and include things like:

- participating in the COVID-19 surge workforce into Services Australia;
- working in a taskforce, project or tiger team outside your regular team;
- temporarily joining another team in your agency or elsewhere to assist with a short term piece of work or to gain new skills and experiences;
- graduate rotations; and
- other temporary roles such as working in a ministerial office.

Temporary moves can be either full-time or part-time.

Note: Temporary moves do not include permanent movements such as a promotion, a permanent transfer between roles, or moves occurring as part of a machinery of government change.

52. When did you last take a temporary move?

- 1 In the past 12 months
- 2 1 to 3 years ago
- 3 More than 3 years ago [Please go to question 55]
- 4 I have not taken a temporary move [Please go to question 55]

53. Where have you taken temporary moves? **[Please select all that apply]**

- 1 Within my current agency
- 2 In another APS or Commonwealth government agency
- 3 In a state or territory government agency
- 4 In the private, not-for-profit, or academic sectors
- 5 Other²⁷.....

54. How did you first find out about the opportunity for your most recent move?

- 1 Advertisement on the intranet or other corporate communication
- 2 Public advertisement (e.g. APSjobs website, seek.com)
- 3 From your HR team
- 4 From your SES manager
- 5 From your immediate supervisor
- 6 Sought out the opportunity myself
- 7 I was approached by the hiring manager or someone in their team
- 8 I was referred by someone else (e.g. colleague, friend)
- 9 Other²⁸

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²⁸ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

K. APS VALUES AND CODE OF CONDUCT

For the purposes of the following questions, the APS Values are defined below:

- **Impartial** – I am apolitical and provide the Government with advice that is frank, honest, timely and based on the best available evidence.
- **Committed to service** – I am professional, objective, innovative and efficient, and work collaboratively to achieve the best results for the Australian community and the Government.
- **Accountable** – I am open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.
- **Respectful** – I respect all people, including their rights and their heritage.
- **Ethical** – I demonstrate leadership, am trustworthy, and act with integrity, in all that I do.

While all APS Values are equally important and need to be demonstrated at all times, some Values may feel more directly relevant to your day-to-day experience in the APS. The purpose of these questions is to measure engagement with the various APS Values and understand how the APS Values influence your work.

Responses to these questions will strengthen understanding of APS integrity culture and inform implementation of integrity-related proposals arising from the Independent Review of the APS.

There are no wrong answers when selecting an APS Value for the following questions.

55. In the last month, which APS value did you apply most to your work? [**Please select one**]

- 1 Impartial
- 2 Committed to service
- 3 Accountable
- 4 Respectful
- 5 Ethical

56. Which APS value do you most identify with? [**Please select one**]

- 1 Impartial
- 2 Committed to service
- 3 Accountable
- 4 Respectful
- 5 Ethical

57. Which APS value would you like to apply more to your work in the future? [**Please select one**]

- 1 Impartial
- 2 Committed to service
- 3 Accountable
- 4 Respectful
- 5 Ethical

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.

58. 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 61]

59. Did this discrimination occur in your current agency?

- 1 Yes
- 2 No

60. 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 Other²⁹ (please specify).....

If you are experiencing distress at work or at home, you are encouraged to contact your agency's Employee Assistance Program, or access crisis support from services such as:

- Lifeline: Ph. 13 11 14; <https://www.lifeline.org.au/>
- Beyond Blue: Ph. 1300 224 636; <https://www.beyondblue.org.au/>
- Mensline: Ph. 1300 789 978; <https://mensline.org.au/>
- QLife: Ph. 1800 184 527; <https://qlife.org.au/>
- Suicide Call Back Service: Ph. 1300 659 467; <https://www.suicidecallbackservice.org.au/>
- Australian Government Health Direct: <https://healthdirect.gov.au/mental-health-helplines>

²⁹ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

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. 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.

61. 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 63]
 - 3 Not sure [Please go to question 63]

62. What type of harassment or bullying did you experience? **[Please select all that apply]**
- 1 Physical behaviour
 - 2 Sexual harassment
 - 3 Cyberbullying (e.g. harassment via IT, or the spreading of gossip/materials intended to defame or humiliate)
 - 4 Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)
 - 5 'Initiations' or pranks
 - 6 Interference with your personal property or work equipment
 - 7 Interference with work tasks (e.g. withholding needed information, undermining or sabotage)
 - 8 Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)
 - 9 Other³⁰ (please specify).....

³⁰ Please do not provide names, addresses, phone numbers or other identifying details about yourself or any other person.

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 or embezzlement
- Theft or misappropriation of official assets
- Nepotism—preferential treatment of family members, such as appointing them to positions without proper regard to merit
- Cronyism—preferential treatment of friends, such as appointing them to positions without proper regard to merit
- Acting (or failing to act) in the presence of 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.

63. **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 65]
 - 3 Not sure [Please go to question 65]
 - 4 Would prefer not to answer [Please go to question 65]
64. Which of the following best describes the corrupt behaviours you witnessed? **[Please select all that apply]**
- 1 Bribery, domestic and foreign—obtaining, offering or soliciting secret commissions, kickbacks or gratuities
 - 2 Fraud, forgery or embezzlement
 - 3 Theft or misappropriation of official assets
 - 4 Nepotism—preferential treatment of family members, such as appointing them to positions without proper regard to merit
 - 5 Cronyism—preferential treatment of friends, such as appointing them to positions without proper regard to merit
 - 6 Acting (or failing to act) in the presence of an undisclosed conflict of interest
 - 7 Unlawful disclosure of government information
 - 8 Blackmail
 - 9 Perverting the course of justice
 - 10 Colluding, conspiring with, or harbouring criminals
 - 11 Insider trading
 - 12 Green-lighting
 - 13 Other

L. CONCLUDING QUESTIONS

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

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

66. If you could change one thing to improve the effectiveness of your workplace, what would it be?
