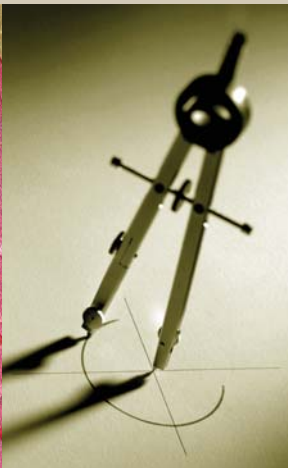




Australian Government
Australian Public Service Commission

State of the Service
**Employee
Survey Results**

2004–05



State of the Service Series **2004–05**



Australian Government
Australian Public Service Commission

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ISBN 0 9757585 1 9

Foreword

The *State of the Service Employee Survey Results 2004–05* provides aggregate results of the 2005 Australian Public Service (APS) employee survey conducted to inform the *State of the Service Report 2004–05*.

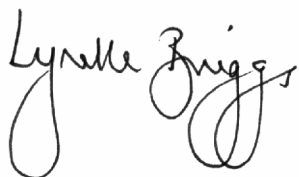
The 2005 employee survey is the third APS-wide employee survey undertaken by the Australian Public Service Commission (the Commission). Where comparable data is available from the 2003 and/or the 2004 employee survey, it is included to assist in the analysis of trends.

The survey, conducted by ORIMA Research on behalf of the Commission, sought the views of a representative sample of APS employees from agencies with at least 100 APS employees. The Australian Bureau of Statistics also provided advice on survey methodology.

The survey involved a stratified random sample of 6160 APS employees. In all, 3654 valid responses were received, representing a response rate of 59%. Information on the survey methodology is contained in the *State of the Service Report 2004–05*.

The employee survey is a valuable tool that assists the Commission in reporting on the state of the APS. In particular, we are now beginning to build up a time series data set, much of which confirms the reliability of employee survey results reported in previous years. We are also now at a point where we can begin to assess trends based on employees' responses.

I especially want to thank those of you who assisted in the development, and those who participated in the employee survey. I appreciate you taking the time to share your views about working in the APS. Your responses ensure that the assessment made about what we do and how well we do it—reflect a broad range of views. The response rate to this year's survey of 59% is the highest we have achieved, and I look forward to your support again next year.

A handwritten signature in black ink, reading "Lynelle Briggs". The signature is written in a cursive style with a large initial 'L' and 'B'.

Lynelle Briggs
Australian Public Service Commissioner
30 November 2005

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2005 State of the Service Employee Survey Questionnaire

Introduction

The employee survey was designed to establish the views of APS employees on a range of issues including the APS Values, the Code of Conduct, work-life balance, job satisfaction, and learning and development. The results of the employee survey are one of the main sources of information for the Australian Public Service Commissioner's *State of the Service Report 2004–05*.

The scope of the survey was all APS employees (both ongoing and non-ongoing) in agencies with at least 100 APS employees. Employees in agencies with fewer than 100 APS employees were excluded on the basis that their responses could possibly identify them.

The survey sample was drawn from the APS Employment Database (APSED) on 14 April 2005, at which time APSED indicated that the total number of APS employees was 131,125. The survey sample was selected from the total population of APS employees from agencies with at least 100 APS employees, which was 130,236.¹

A stratified random sample of 6160 APS employees was selected. The sample was stratified by classification level, agency size, agency and location. In all, 3654 valid responses were received, representing a response rate of 59%.

The survey responses were re-weighted to reflect the characteristics of the underlying population of APS employees. This was done to ensure that the overall demographic characteristics of the survey results exactly matched the demographic characteristics of all APS employees. The re-weighting process was based on the four main demographic variables used in the stratification of the survey sample. These variables were:

- level (APS 1–6, EL and SES classification groups)
- agency size (small: 100–250 APS employees; medium: 251–1000 APS employees; and large: >1000 APS employees)
- agency (for the 21 large agencies, the four medium-sized portfolio departments and the Commission)
- location (ACT and non-ACT).

Further information on survey methodology can be found in the *State of the Service Report 2004–05*.

¹ Survey methodology for the previous employee surveys is available in the *State of the Service Report 2002–03* and *State of the Service Report 2003–04*, available at <www.apsc.gov.au>

Results have been presented rounded to the nearest whole percentage point (i.e. 38% not 37.7%). Due to this rounding, the percentage results for some questions may not add up to exactly 100%, and there may be very slight differences between results in this publication and those set out in the State of the Service report.

Notes on the level of response to each question are provided under each table, with there being a very high level of non-response to some ‘other’ response options. Due to the inclusion of ‘filter’ questions, some notes refer to ‘relevant’ respondents—in these cases respondents who were not asked the questions were excluded from the question population. The notes clarify how the filter questions operated.

While the focus of this publication is the 2005 employee survey results, where comparable 2004 and 2003 data are available, they are also included. To maintain consistency throughout the publication all 2005 results are shaded ‘grey’, whilst the ‘–’ symbol denotes that comparable 2004 and/or 2003 data are not available.

Introductory text to the 2005 employee survey and specific definitions used in the survey are contained in the questionnaire, which is provided as an appendix to this publication. Corresponding information for the 2004 and 2003 employee survey can be found, in the appendixes of the *State of the Service Employee Survey Results 2003–04* and *State of the Service Employee Survey Results 2002–03*, respectively (available on the Commission’s website at www.apsc.gov.au).

Related publications and contact information

Associated with the *State of the Service Employee Survey Results 2004–05* are two other publications, the *State of the Service Report 2004–05* and the *Australian Public Service Statistical Bulletin 2004–05*. A summary pamphlet, *State of the Service 2004–05 At a Glance*, has also been prepared. These publications are on the Commission’s web site at www.apsc.gov.au.

Enquiries or suggestions about this Employee Survey Results publication are welcome, and should be directed to:

Evaluation Group

Natalie Collins or Miles Goodwin

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Email correspondence should be directed to: StateoftheService@apsc.gov.au

Key employee survey results

All 2005 aggregate results are presented in tables within this publication. Detailed analyses of these and other results can be found in the *State of the Service Report 2004–05*.

The following sections highlight key aggregate employee survey results from areas including employee identity, work/life balance, APS Values, whole of government, job satisfaction, increasing individual productivity, and people management.

Employee identity

The degree to which the APS is cohesive and has a sense of broad identity depends largely on the presence of a threshold number of individuals who appreciate the broader context of their employment. Accordingly, one of the cultural change issues associated with whole of government activity is the extent to which employees see themselves primarily as agency employees operating in a devolved framework or primarily as APS employees.

When asked for the first time this year to choose between these alternatives, the majority of respondents (60%) indicated that they considered themselves to be primarily agency employees. Given the immediate and continuing connection between employees and their workplace, the fact that 40% of employees identified primarily as APS employees is important (see Question 20). Equally important from a whole of government perspective is that more employees (71%) agreed or strongly agreed that they were proud to work in the APS than agreed or strongly agreed that they were proud to work in their current agency (65%) (see Questions 17c and 17b). On balance, these questions provide positive indicators of APS employees' willingness to focus beyond agency-specific outcomes and priorities and on the Government's overall policy agenda and priorities. Responses to selected whole of government questions are summarised later in the key findings of this report.

Intention to leave

In the tightening labour market and with possible skill shortages, agencies will need to make themselves competitive and have strategies in place to develop and retain high quality employees. Consequently, it is critical that agencies develop a thorough understanding of the factors that influence employee intentions to remain in or leave the APS. The 2005 survey asked employees whether they intended to leave the APS in the next three years. Sixty per cent responded that they had no intention of leaving, 25% were not sure, 4% intended to leave in the next year, 4% intended to leave in the next 1–2 years and 7% intended to leave in the next 2–3 years (see Question 21a). Of those who foreshadowed leaving the APS, the top five reasons were: to retire (38%), lack of job satisfaction (36%), to pursue job opportunities outside the APS (35%), poor management (32%) and feeling under-valued (31%) (see Question 21b).

Work/life balance

Employees continue to rate flexible working arrangements as one of the most important factors impacting on their job satisfaction, with 45% of employees rating it as one of their five most important factors in 2005 (see Question 59i). (Additional information on job satisfaction is summarised later in the key findings of this report.) Therefore an important measure of work-life balance is whether employees are satisfied that their supervisor would support their use of flexible work practices. In 2005 the majority (81%) of employees were satisfied or very satisfied that their supervisor would support the use of flexible work practices such as flex-time, personal leave, flexible working hours, and part-time work. Ten per cent were neither satisfied nor dissatisfied, and a further nine per cent were dissatisfied or very dissatisfied. These results are similar to those obtained in 2004 and 2003 (see Question 22).

The high satisfaction rates for support for flexible working arrangements are particularly important for employees in balancing their work and outside work commitments, given that many continue to report working long hours. This year 63% of employees reported working more (42%) or significantly more (21%) than their standard or agreed hours (or for SES employees more than a reasonable number of hours) on average over the last six months. This was up slightly from 2004 when 58% of employees reported working more (40%) or significantly more (19%) than standard or agreed hours, but a similar result to 2003 (see Question 23).

Workplace consultation

The employee survey examined the issue of workplace consultation and how satisfied employees were with the overall say they have in decisions that impact on their work. This year 38% of employees were satisfied and 6% were very satisfied with their overall say in decisions that impact on their work, down slightly from 41% and 8% respectively last year. The proportion of employees reporting that they were dissatisfied or very dissatisfied was up slightly in 2005 to 29% (compared to 25% in 2004) (see Question 26b).

APS Values

Employee familiarity with the APS Values is one way to measure agencies' efforts to create a commitment to the Values. Over the last two years the same proportion of employees reported that they were familiar with the Values (85% in both 2004 and 2005). These results are significantly higher than the 2003 result of 77% (see Question 29a).

Employees were asked a series of questions about the relevance of the Values to their daily work, and whether colleagues, their immediate manager, and most senior managers in their agency act in accordance with the Values in everyday work. This year just over three-quarters of employees rated the Values as highly (49%) or very highly (28%) relevant to their daily work, which was similar to the results of previous years (see Question 31).

In 2005 employees continue to be most likely to agree or strongly agree that colleagues in their immediate work area (66% and 21% respectively), and their immediate manager (56% and 29% respectively) act in accordance with the Values in their everyday work (see Question 32a–b). Employees continue to record lower levels of agreement that the most senior managers in their agency act in accordance with the Values in their everyday work (53% agreed and 17% strongly agreed) (see Question 32c).

APS Code of Conduct

The APS Code of Conduct sets out standards of behaviour that employees are required to meet, and is also a measure against which an employee's behaviour can be tested. This year the same proportion of employees as last year reported that they were familiar with the APS Code of Conduct (83% in both 2004 and 2005). These results are up from the 74% recorded in 2003 (see Question 36a).

Relations with the Government and the Parliament

The employee survey explored employees' experience working with Ministers and their advisers/offices. This year's results were very similar to those reported last year, and show that 20% of APS employees had been in direct contact with Ministers or their advisers in the previous 12 months (see Question 42).

Three APS Values (apolitical, impartial and professional; openly accountable; responsive to the Government) mainly define the relationship between the APS and the Government (and the Parliament). In 2005 the majority of employees (61%) who reported having had contact with their Ministers or ministerial advisers indicated they had not faced a challenge in balancing these Values. A further 33% said they had faced such a challenge in the last 12 months, while 6% were not sure. These findings are consistent with those obtained in 2004 (see Question 45).

Whole of government

The employee survey examined the involvement of EL and SES employees in whole of government activities. These activities were defined in the survey as 'public service agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues'. SES and EL employees were asked whether, during the last 12 months, their job required them to deal directly with people from other public service agencies including at different levels of government. Consistent with last year's results, this year 74% of EL and SES employees reported dealing directly with staff in other Commonwealth agencies, 42% with state/territory agencies, and 14% with local government agencies, while 24% had none of these interactions (see Question 50).

Those SES and EL employees who reported that in the last 12 months they had dealt directly with people from other public service agencies including at different levels of government, were then asked about the extent to which their agency's culture encouraged a constructive approach to collaboration with other public service agencies. Consistent with the 2004 findings, the majority of relevant employees reported that their agency's culture always (31%) or usually (46%) encouraged a constructive approach to collaboration with other public service agencies. However, the proportion of relevant employees reporting that their agency's culture always encouraged a constructive approach to collaboration with other public service agencies was down from 39% recorded in 2004. In 2005, 16% of relevant employees indicated that this was sometimes the case (up from 10% in 2004), a further 5% seldom the case, while 1% were not sure (see Question 54).

Service to the public

The employee survey sought the views of employees directly involved in delivering services to the general public (or managing those who do so) on issues such as client service training and feedback from the public. This year 55% of APS employees indicated that they were either directly involved in the delivery of services to the general public or managed employees who were. This is a similar result to 2004 (57%), but represents a drop from 2003 (61%) (see Question 55).

Those employees involved in service delivery were then asked about the extent to which they agreed that they had received appropriate training and/or had access to information that enabled them to meet their client service responsibilities. Consistent with last year's results, this year 55% of relevant employees agreed and 22% strongly agreed that they received appropriate training and/or had access to information that enabled them to undertake their client service responsibilities. An additional 11% of relevant employees neither agreed nor disagreed, while a further 9% disagreed or strongly disagreed that they received appropriate training (see Question 56).

Job satisfaction

The survey asked employees to choose the five workplace factors (out of a list of 15) that impacted most on how satisfied they were with their job. Employees were then asked to indicate their level of satisfaction with their top five factors. This year the top five job satisfaction factors were the same as last year's and were: 'good working relationships', 'salary', 'flexible working arrangements', 'regular feedback/recognition for effort', and 'good manager' (see Question 59i).

In relation to the 14 workplace factors where satisfaction rates are comparable between 2004 and 2005, satisfaction with eight remained fairly constant, whilst the remaining six factors recorded falls in satisfaction levels in 2005. The largest relative falls in satisfaction levels occurred in 'chance to be creative/innovative', 'regular feedback/ recognition for effort' and 'opportunities to develop my skills' (see Question 59ii).

A summary index was also created from the results of the job satisfaction question in the employee survey. Results of this index are not presented in this publication. An explanation of the index, and associated analyses, can be found in the *State of the Service Report 2004–05*.

Merit

The APS Values specify that the APS is a public service in which employment decisions are based on merit. This year's results show that the only employment decision where more than half of employees were confident that merit is routinely applied was 'engagement and promotion'—the only employment decision category which requires a competitive selection process. Compared to 2004 results, in 2005 there has been a general decline in employee perceptions of whether merit was applied in employment decisions—although the overall pattern of responses remains similar (see Questions 60a–d and 61a–d).

Increasing individual productivity

Although productivity is difficult to measure in the APS context, it is important that APS managers attempt to understand what drives individual productivity. Employees were asked whether they felt that their productivity had increased in their current job over the last 12 months. Twenty-three per cent of employees felt that their productivity had increased markedly during the last 12 months, 37% of employees felt their productivity had increased somewhat over the period, and 21% felt that it had remained the same. Only 6% felt their productivity had declined. The remaining 12% responded that the question was not applicable to them (e.g. they had changed jobs in the last 12 months) (see Question 64a).

To identify what had led to this improved productivity, those employees who indicated that their productivity had increased in the last 12 months were then asked to select from a list of 16 factors the five most important factors that had helped to increase their productivity over the last year. Not surprisingly, increased knowledge and/or experience in the job stood out as the most important factor affecting productivity, with 76% of relevant employees rating it as one of the top five factors that helped them to improve their productivity. Good working relationships with their colleagues and their manager also figured prominently, with 60% and 38% of relevant employees, respectively, rating these in their top five (see Question 64b).

Individual performance management

The Public Service Commissioner's Directions (Clause 2.12) require agencies to put in place a fair and open performance management system that covers all APS employees and that, among other things, provides employees with a clear statement of performance expectations and an opportunity to comment on those expectations. This year 85% of employees reported that they

had received formal individual performance feedback in their agency, down slightly from the 87% in 2004. Nevertheless, this year's result is still higher than the 79% recorded in 2003 (see Question 65).

The survey also sought opinions from employees who had any part of their pay linked to a performance assessment, on how well the performance pay system operated in their agency. This year 65% of employees indicated that their pay was linked to an assessment of their performance—the same result as 2003, but slightly lower than the 69% of employees who provided this response in 2004 (see Question 70). This year 39% of relevant employees agreed or strongly agreed that their performance pay system operated fairly and consistently, which was similar to the 2003 result (40%); however, it was a decrease on last year's result of 47% (see Question 72a).

Underperformance

The management of underperformance is key to the overall credibility of performance management. In 2005 just under half of employees (45%) felt that, during the last 12 months, an employee in their immediate work team had consistently underperformed. This year's result was similar to that obtained last year (46%), and lower than the 50% recorded in 2003 (see Question 73).

For the first time, those EL and SES respondents who indicated that an employee in their immediate work team consistently underperformed were asked whether they were involved in managing or supervising such employees. Forty-eight per cent of relevant EL and SES employees responded that they were involved in supervising or managing an employee who consistently underperformed over the last 12 months (see Question 77a—standard presentation). When all EL and SES respondents are considered, this equates roughly to one in five EL or SES employees across the APS that had been involved in managing an employee who consistently underperformed in the last 12 months (see Question 77a—additional presentation).

People management

Management skills, including people management, are critical to effective leadership in the APS. Compared to 2004, a slightly lower proportion of employees (51% in 2005 compared to 53% in 2004) rated their supervisor as highly or very highly effective at managing people. However, this still compares favourably to 2003 when 47% rated their immediate supervisor as highly effective at managing people (see Question 79).

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A. About You

Question 1. What is your age?

	2003 %	2004 %	2005 %
< 25 years	3	5	4
25 – 34 years	24	23	23
35 – 44 years	31	29	32
45 – 54 years	33	33	31
> 55 years	9	9	9

Note: The percentage of respondents who did not answer this question was 0.3% in 2003, 0.4% in 2004 and 0.2% in 2005.

Question 2. What is your sex?

	2003 %	2004 %	2005 %
Female	49	51	53
Male	51	49	47

Note: The percentage of respondents who did not answer this question was 0.0% in 2003, 0.0% in 2004 and 0.0% in 2005.

Question 3. Agency size (Which Australian Public Service (APS) agency do you work at?)

	2003 %	2004 %	2005 %
Small (100 – 250 employees)	3	3	2
Medium (251 – 1000 employees)	10	11	10
Large (over 1000 employees)	87	87	88

Note: The percentage of respondents who did not answer this question was 0.0% in 2003, 0.0% in 2004 and 0.0% in 2005.

Question 4a. Where is your workplace located?

	2003 %	2004 %	2005 %
Inside Australia	99	99	99
Outside Australia	1	1	1

Note: The percentage of respondents who did not answer this question was 0.0% in 2003, 0.0% in 2004 and 0.0% in 2005.

Question 4b. Workplace location: ACT or other (What is the postcode of your workplace?)

	2003 %	2004 %	2005 %
ACT	33	34	35
Other	67	66	65

Note: Respondents who answered 'Outside Australia' to question 4a were not asked this question. The percentage of relevant respondents who did not answer this question was 0.0% in 2003, 0.0% in 2004 and 0.0% in 2005.

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Question 5. What is your substantive level of classification?

	2003 %	2004 %	2005 %
APS 1 – 6 (or equivalent)	80	78	77
Executive Level 1 – 2 (or equivalent)	19	20	21
Senior Executive Service (or equivalent)	1	1	2

Note: The percentage of respondents who did not answer this question was 0.0% in 2003, 0.0% in 2004 and 0.0% in 2005.

Question 6. What is your total length of service in the APS?

	2003 %	2004 %	2005 %
Less than 1 year	5	4	5
1 – 5 years	29	35	33
6 – 10 years	17	15	15
11 – 15 years	18	16	15
16 – 20 years	13	10	12
More than 20 years	19	20	19

Note: The percentage of respondents who did not answer this question was 0.3% in 2003, 0.2% in 2004 and 0.1% in 2005.

Question 7. Prior to joining the APS, were you:

	2003 %	2004 %	2005 %
Employed in the private sector	–	–	47
Employed in the Commonwealth public sector (non-APS) (e.g. Australia Post, Australian Government Solicitor, Australian Defence Forces)	–	–	9
Employed in State or Local government public sector (including universities)	–	–	14
Self employed	–	–	4
Student	–	–	24
Unemployed (looking for work)	–	–	7
Not in the labour force (not looking for work)	–	–	3
Employed by a non-government organisation (NGO)/ charity	–	–	2
Other	–	–	4

Note: The percentage of respondents who did not answer this question in 2005 was 0.1%. Respondents were able to provide more than one answer to this question.

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Question 8a. In the last 12 months, have you applied for a position in the APS?

	2003 %	2004 %	2005 %
Yes	–	37	45
No	–	62	55
Not sure	–	0	0

Note: The percentage of respondents who did not answer this question was 0.1% in 2004 and 0.0% in 2005.

Question 8b. Was the position you applied for at a higher classification level?

	2003 %	2004 %	2005 %
Yes	–	–	74
No	–	–	20
Not applicable (i.e. the position I applied for was to join the APS)	–	–	6

Note: Respondents who answered 'No' or 'Not sure' to question 8a were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 0.4%.

Question 8c. What was the outcome of the process?

	2003 %	2004 %	2005 %
Offered the position	–	31	36
Was not offered the position	–	44	39
Withdrew my application	–	1	1
Availability of position withdrawn	–	4	2
Process not complete	–	13	14
Other	–	7	7

Note: Respondents who answered 'No' or 'Not sure' to question 8a were not asked this question. The percentage of relevant respondents who did not answer this question was 0.2% in 2004 and 1.0% in 2005.

Question 9. Do you identify yourself as an Indigenous Australian? [For the purpose of this survey, you should indicate 'yes' to this question only if you identify yourself as an Aboriginal or Torres Strait Islander.]

	2003 %	2004 %	2005 %
Yes	3	3	2
No	97	97	98

Note: The percentage of respondents who did not answer this question was 0.8% in 2003, 0.3% in 2004 and 0.4% in 2005.

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Question 10. Do you have an on-going disability?

	2003 %	2004 %	2005 %
Yes	4	7	6
No	96	93	94

Note: The percentage of respondents who did not answer this question was 0.4% in 2003, 0.2% in 2004 and 0.4% in 2005.

Question 11. Are you of non-English speaking background (NESB)? [For the purpose of this survey, you should indicate 'yes' to this question only if you were born overseas and your first language was not English.]

	2003 %	2004 %	2005 %
Yes	–	11	11
No	–	89	89

Note: The percentage of respondents who did not answer this question was 0.6% in 2004 and 0.7% in 2005.

Question 12a. Do you have carer responsibilities?

	2003 %	2004 %	2005 %
Yes	36	36	39
No	64	64	61

Note: The percentage of respondents who did not answer this question was 0.5% in 2003, 0.4% in 2004 and 0.1% in 2005.

Question 12b. For whom do you have carer responsibilities?

	2003 %	2004 %	2005 %
Children under 5 years old	27	26	29
Children 5 – 16 years old	67	60	61
Dependent children over 16 years	–	–	19
Aged parents	15	19	15
Disabled dependant	–	3	2
Grandchild 16 years or under	–	1	–
Other	9	9	5

Note: Respondents who answered 'No' to question 12a were not asked this question. The percentage of relevant respondents who did not answer this question was 0.1% in 2003, 1.2% in 2004 and 0.6% in 2005. Respondents were able to provide more than one answer to this question.

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Question 12c. Over the last 12 months, how often have you personally used leave or some other arrangement at short notice to care for those indicated in question 12b?

	2003 %	2004 %	2005 %
Not at all	–	12	11
1 – 5 days (include part day)	–	63	64
6 – 10 days	–	15	18
More than 10 days	–	10	7

Note: Respondents who answered 'No' to question 12a were not asked this question. The percentage of relevant respondents who did not answer this question was 1.2% in 2004 and 0.9% in 2005.

Question 13. My salary is currently set out in:

	2003 %	2004 %	2005 %
My agency's certified agreement	83	83	81
My Australian workplace agreement (AWA)	11	13	13
Not sure	4	4	6
My employment contract (other than an AWA)	2	–	–

Note: The percentage of respondents who did not answer this question was 0.3% in 2003, 0.2% in 2004 and 0.3% in 2005. Respondents were able to provide more than one answer to this question.

Question 14. My employment category is:

	2003 %	2004 %	2005 %
Ongoing	–	96	97
Non-ongoing	–	4	3
Not sure	–	1	0

Note: The percentage of respondents who did not answer this question was 0.1% in 2004 and 0.1% in 2005.

Question 15. I am employed on a:

	2003 %	2004 %	2005 %
Full-time basis	–	92	88
Part-time basis	–	8	12
Not sure	–	0	0

Note: The percentage of respondents who did not answer this question was 0.1% in 2004 and 0.2% in 2005.

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Question 16. My highest completed qualification is at the following level:

	2003 %	2004 %	2005 %
Doctorate	–	2	3
Masters	–	8	6
Postgraduate diploma (includes Graduate Certificate)	–	11	11
Bachelor degree	–	25	27
Undergraduate diploma	–	4	3
Associate diploma	–	8	9
Vocational qualification	–	6	8
Year 12 or equivalent (HSC/Leaving certificate)	–	21	21
Year 11 or equivalent	–	6	4
Year 10 or equivalent	–	8	7
Less than Year 10 or equivalent	–	2	2

Note: The percentage of respondents who did not answer this question was 0.9% in 2004 and 0.8% in 2005.

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B. General Impressions

Question 17. Please rate your level of agreement with the following statements:

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %	Don't Know %
a. My agency has achieved its stated objectives over the last 12 months	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	7	58	20	7	1	7
b. I am proud to work in my current agency	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	17	49	24	8	3	0
c. I am proud to work in the Australian Public Service	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	19	52	23	5	1	0

Note: The percentage of respondents who did not answer this question in 2005 was: a – 0.7%, b – 1.1%, c – 0.9%.

Question 18. When providing details of your occupation on various forms, which of the following do you generally write down?

	2003 %	2004 %	2005 %
'Public servant' or 'government worker/employee'	–	–	52
Your profession (e.g. scientist, lawyer, doctor)	–	–	16
A generic title (e.g. senior researcher, principal adviser)	–	–	15
An agency-specific title (e.g. Customs officer, Immigration officer)	–	–	13
Your agency (e.g. 'employee of Centrelink')	–	–	4
Not sure	–	–	1

Note: The percentage of respondents who did not answer this question in 2005 was 0.5%.

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Question 19. Do you generally regard yourself as:

	2003 %	2004 %	2005 %
A career public servant	–	–	23
A member of your profession (e.g. scientist, lawyer, doctor)	–	–	18
An employee of your agency	–	–	41
An APS employee in the short-term future (i.e. up to the next 3 years)	–	–	8
An APS employee in the medium-term future (i.e. the next 3 to 10 years)	–	–	19
An APS employee in the longer-term future (i.e. more than the next 10 years)	–	–	21
Someone who has or is likely to leave and re-join the APS in the future	–	–	5
Someone who has or is likely to work in several APS agencies during their career	–	–	16
Someone who is satisfied with their current job and does not envisage moving to another job for the foreseeable future	–	–	25
Other	–	–	3

Note: The percentage of respondents who did not answer this question in 2005 was 0.7%. Respondents were able to provide more than one answer to this question.

Question 20. If asked to choose, would you say that you primarily consider yourself to be:

	2003 %	2004 %	2005 %
An APS employee	–	–	40
An employee of your agency	–	–	60

Note: The percentage of respondents who did not answer this question in 2005 was 1.0%.

Question 21a. Do you intend leaving the APS in the next three years?

	2003 %	2004 %	2005 %
No	–	–	60
Not sure	–	–	25
Yes, I intend to leave in the next year	–	–	4
Yes, I intend to leave in the next 1 – 2 years	–	–	4
Yes, I intend to leave in the next 2 – 3 years	–	–	7

Note: The percentage of respondents who did not answer this question in 2005 was 1.0%.

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Question 21b. Please indicate the reason/s why you intend to leave the APS.

	2003 %	2004 %	2005 %
End of contract	–	–	5
To pursue job opportunities outside the APS	–	–	35
To retire	–	–	38
To relocate (e.g. interstate, overseas)	–	–	12
Lack of job satisfaction	–	–	36
Higher salaries elsewhere	–	–	24
Feeling under-valued	–	–	31
Lack of workplace support	–	–	20
Under-use of knowledge, skills and/or qualifications	–	–	30
Excessive workload	–	–	11
Limited career development opportunities in the APS	–	–	26
Poor management	–	–	32
No longer have a contribution to make	–	–	2
Other	–	–	8

Note: Respondents who answered 'No' or 'Not sure' to question 21a were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 0.2%. Respondents were able to provide more than one answer to this question.

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C. Work/Life Balance

Question 22. How satisfied are you that your supervisor would support your use of flexible work practices such as flex-time, personal leave, flexible working hours and part-time work?

	2003 %	2004 %	2005 %
Very satisfied	42	42	42
Satisfied	41	39	39
Neither satisfied nor dissatisfied	9	9	10
Dissatisfied	5	6	6
Very dissatisfied	2	3	3
Not applicable	1	0	1

Note: The percentage of respondents who did not answer this question was 0.4% in 2003, 0.8% in 2004 and 0.4% in 2005.

Question 23 & 24. On average over the past six months, I have worked:

	2003 %	2004 %	2005 %
Significantly more than my standard or agreed number of hours	23	19	21
More than my standard or agreed number of hours	40	40	42
Around my standard or agreed number of hours	37	41	36
Less than my standard or agreed number of hours	1	1	1
Not sure	0	0	0

Note: The percentage of respondents who did not answer this question was 0.4% in 2003, 1.1% in 2004 and 0.8% in 2005. The wording for the APS/EL version of this question is used here, which differs slightly from that used in question 24, the SES version of the question (see the Appendix of the 'State of the Service Employee Survey Results 2004–05' at www.apsc.gov.au).

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D. Your Input into Workplace Decisions

Question 25. How often do you attend the following types of meetings?

		Weekly or More Often %	Fortnightly %	Monthly %	Ad-hoc Basis %	Never %	Not Applicable %
a. Staff meetings at your immediate section/unit/team level	2003	32	27	15	23	2	1
	2004	31	27	15	23	2	2
	2005	31	29	13	22	3	2
b. Staff meetings at the broader work area level (i.e. at the branch, group, division or office level)	2003	9	9	18	43	16	5
	2004	9	8	17	42	18	6
	2005	8	9	18	39	20	5
c. Meetings across broader work areas	2003	4	5	9	50	26	7
	2004	–	–	–	–	–	–
	2005	4	4	9	47	28	8
d. Meetings held by staff representatives during work time to discuss issues affecting staff	2003	3	3	6	56	27	5
	2004	–	–	–	–	–	–
	2005	3	3	5	51	33	6
e. Meetings held by a union(s) during work time to discuss issues affecting staff	2003	0	0	2	41	47	10
	2004	–	–	–	–	–	–
	2005	0	0	1	32	55	12

Note: The percentage of respondents who did not answer this question in 2003 was: a – 0.5%, b – 0.9%, c – 1.8%, d – 1.2%, e – 1.0%. The percentage of respondents who did not answer this question in 2004 was: a – 0.9%, b – 2.4%. The percentage of respondents who did not answer this question in 2005 was: a – 0.6%, b – 1.3%, c – 1.8%, d – 1.6%, e – 1.5%.

Question 26a. How satisfied are you with the mechanisms listed in question 25 in providing a forum to contribute your views on issues that impact on your work?

	2003 %	2004 %	2005 %
Very satisfied	8	10	8
Satisfied	44	48	40
Neither satisfied nor dissatisfied	26	25	30
Dissatisfied	17	13	15
Very dissatisfied	5	4	6
Not applicable	1	1	1

Note: The percentage of respondents who did not answer this question was 0.5% in 2003, 0.9% in 2004 and 0.7% in 2005.

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Question 26b. How satisfied are you with the overall say you have in decisions that impact on your work?

	2003 %	2004 %	2005 %
Very satisfied	7	8	6
Satisfied	40	41	38
Neither satisfied nor dissatisfied	25	25	26
Dissatisfied	21	18	21
Very dissatisfied	7	7	7
Don't know	1	0	0

Note: The percentage of respondents who did not answer this question was 0.4% in 2003, 0.8% in 2004 and 0.8% in 2005.

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E. Record Keeping

Question 27. Please rate your level of agreement with the following statements:

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %	Don't Know %
a. My agency considers good record keeping practices to be very important							
	2003	31	52	9	4	1	2
	2004	36	49	10	3	1	1
	2005	39	48	7	5	1	1
b. I receive appropriate training and/or have access to information that enables me to meet my record keeping responsibilities							
	2003	14	49	17	13	4	2
	2004	18	51	18	11	2	0
	2005	17	51	16	12	4	0
c. My agency provides adequate equipment, facilities and/or storage to enable me to meet my record keeping responsibilities							
	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	20	56	12	10	2	1

Note: The percentage of respondents who did not answer this question in 2003 was: a – 4.1%, b – 4.3%. The percentage of respondents who did not answer this question in 2004 was: a – 1.0%, b – 1.4%. The percentage of respondents who did not answer this question in 2005 was: a – 0.6%, b – 0.6%, c – 0.6%.

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F. APS Values

Question 28. Do you feel that your agency has a clear set of values about the behaviour expected of employees?

	2003 %	2004 %	2005 %
Yes	89	93	93
No	7	4	4
Not sure	4	3	3

Note: The percentage of respondents who did not answer this question was 1.3% in 2003, 1.7% in 2004 and 1.4% in 2005.

Question 29a. Are you familiar with the APS Values?

	2003 %	2004 %	2005 %
Yes	77	85	85
I have heard of them, but am not fully familiar with their detail	21	14	14
No, I had not heard of them before reading this questionnaire	2	1	1

Note: The percentage of respondents who did not answer this question was 1.4% in 2003, 1.6% in 2004 and 1.2% in 2005.

Question 29b. Please rate your level of familiarity with the APS Values.

	2003 %	2004 %	2005 %
Very high	11	15	14
High	36	42	42
Moderate	46	38	39
Low	6	4	4
Very low	1	0	1
Not sure	0	0	0

Note: Respondents who answered 'No' to question 29a were not asked this question. The percentage of relevant respondents who did not answer this question was 0.8% in 2003, 0.5% in 2004 and 0.1% in 2005.

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Question 30. Which of the following statements best describes how you became aware of the APS Values?

	2003 %	2004 %	2005 %
My current agency has taken steps to ensure employees are made aware of the Values	–	70	71
My previous agency took steps to ensure employees were aware of the Values	–	5	7
I was made aware of the Values through Australian Public Service Commission material (e.g. bookmarks, publications)	–	25	28
I have personally taken steps to make myself aware of the Values (e.g. while preparing for an interview or in order to promote the Values as part of my work duties)	–	31	31
Other	–	7	7

Note: Respondents who answered 'No' to question 29a were not asked this question. The percentage of relevant respondents who did not answer this question was 0.5% in 2004 and 0.2% in 2005. Respondents were able to provide more than one answer to this question.

Question 31. Please rate how relevant you consider the APS Values are to your daily work.

	2003 %	2004 %	2005 %
Very high	26	29	28
High	52	49	49
Moderate	18	20	18
Low	3	2	4
Very low	1	0	1
Not sure	1	0	0

Note: The percentage of respondents who did not answer this question was 3.6% in 2003, 2.6% in 2004 and 2.3% in 2005.

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Question 32. Please rate your level of agreement with the following statements:

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %	Don't Know %
a. Generally speaking, colleagues in my immediate work area act in accordance with the APS Values in their everyday work	2003	17	65	12	4	1	0
	2004	21	67	8	3	1	0
	2005	21	66	9	4	1	0
b. Generally speaking, my immediate manager acts in accordance with the APS Values in his or her everyday work	2003	26	54	12	5	2	1
	2004	29	58	8	4	2	0
	2005	29	56	8	5	1	0
c. Generally speaking, in my experience the most senior managers in my agency act in accordance with the APS Values	2003	15	48	19	12	3	3
	2004	17	51	18	9	4	1
	2005	17	53	15	9	4	3

Note: The percentage of respondents who did not answer this question in 2003 was: a – 3.6%, b – 3.6%, c – 3.6%. The percentage of respondents who did not answer this question in 2004 was: a – 1.7%, b – 2.1%, c – 2.3%. The percentage of respondents who did not answer this question in 2005 was: a – 1.6%, b – 1.6%, c – 1.8%. The 'Don't know' option was shown as 'Not applicable' in 2004.

Question 33. During the last 12 months have you participated in training that included an emphasis on the APS Values?

	2003 %	2004 %	2005 %
Yes	–	40	41
No	–	60	59

Note: The percentage of respondents who did not answer this question was 1.8% in 2004 and 1.8% in 2005.

Question 34. Has your agency developed a set of values/behaviours specific to the agency?

	2003 %	2004 %	2005 %
Yes	63	66	64
No	10	11	13
Not sure	27	22	23

Note: The percentage of respondents who did not answer this question was 4.2% in 2003, 1.8% in 2004 and 1.7% in 2005.

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Question 35. (SES respondents only) During the last 12 months, has your Agency Head communicated to you, individually or in a group, the importance of:

		Yes %	No %	Not Sure %
a. Acting in accordance with the APS Values	2003	80	15	5
	2004	81	14	5
	2005	77	17	5
b. Developing in other staff an understanding of the APS Values	2003	72	17	10
	2004	77	15	8
	2005	70	21	9
c. Working collaboratively with other APS agencies	2003	–	–	–
	2004	–	–	–
	2005	83	14	3

Note: APS/EL respondents were not asked this question. The percentage of relevant respondents who did not answer this question in 2003 was: a – 5.2%, b – 6.6%. The percentage of relevant respondents who did not answer this question in 2004 was: a – 2.8%, b – 4.2%. The percentage of relevant respondents who did not answer this question in 2005 was: a – 2.0%, b – 4.0%, c – 4.3%.

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G. APS Code of Conduct

Question 36a. Are you familiar with the APS Code of Conduct?

	2003 %	2004 %	2005 %
Yes	74	83	83
I have heard of it, but am not fully familiar with its contents	24	16	17
No, I had not heard of it before reading this questionnaire	1	1	0

Note: The percentage of respondents who did not answer this question was 2.5% in 2003, 1.9% in 2004 and 1.8% in 2005.

Question 36b. Please rate your level of familiarity with the APS Code of Conduct.

	2003 %	2004 %	2005 %
Very high	11	14	13
High	35	42	42
Moderate	44	39	39
Low	9	4	5
Very low	1	1	1
Not sure	0	0	0

Note: Respondents who answered 'No' to question 36a were not asked this question. The percentage of relevant respondents who did not answer this question was 0.2% in 2003, 0.8% in 2004 and 1.2% in 2005.

Question 37. Which of the following statements best describes how you became aware of the APS Code of Conduct?

	2003 %	2004 %	2005 %
My current agency has taken steps to ensure employees are made aware of the Code	–	73	71
My previous agency took steps to ensure employees were aware of the Code	–	6	7
I was made aware of the Code through Australian Public Service Commission material (e.g. bookmarks, publications)	–	24	27
I have personally taken steps to make myself aware of the Code (e.g. while preparing for an interview or in order to promote the Code as part of my work duties)	–	29	31
Other	–	6	7

Note: Respondents who answered 'No' to question 36a were not asked this question. The percentage of relevant respondents who did not answer this question was 1.9% in 2004 and 1.3% in 2005. Respondents were able to provide more than one answer to this question.

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Question 38. Please rate how relevant you consider the APS Code of Conduct is to your daily work.

	2003 %	2004 %	2005 %
Very high	35	35	34
High	46	49	47
Moderate	17	15	16
Low	1	2	2
Very low	0	0	1
Not sure	1	0	0

Note: The percentage of respondents who did not answer this question was 2.5% in 2003, 2.8% in 2004 and 3.0% in 2005.

Question 39a. Have you been made aware by your current agency that you can report a suspected breach of the APS Code of Conduct to an authorised person in your agency?

	2003 %	2004 %	2005 %
Yes	–	67	69
No	–	25	23
Not sure	–	8	8

Note: The percentage of respondents who did not answer this question was 1.9% in 2004 and 2.0% in 2005.

Question 39b. Have you also been made aware that if you do report a suspected breach of the Code to an authorised person that you are provided protection from victimisation and discrimination?

	2003 %	2004 %	2005 %
Yes	–	76	77
No	–	16	14
Not sure	–	8	10

Note: Respondents who answered 'No' or 'Not sure' to question 39a were not asked this question. The percentage of relevant respondents who did not answer this question was 1.3% in 2004 and 0.7% in 2005.

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Question 40. Please rate your level of confidence that you would not be victimised or discriminated against by people in your agency if you were to report a suspected serious breach of the Code of Conduct, if that breach were committed by:

		Very High %	High %	Moderate %	Low %	Very Low %	Not Sure %
a. Your supervisor/manager	2003	–	–	–	–	–	–
	2004	16	30	28	13	8	4
	2005	16	29	25	13	10	6
b. A manager other than your direct supervisor/manager	2003	–	–	–	–	–	–
	2004	10	29	30	16	9	5
	2005	10	27	30	15	10	8
c. A colleague/peer	2003	–	–	–	–	–	–
	2004	10	32	35	15	5	4
	2005	10	31	34	12	7	6
d. Another scenario [If you would like to comment on another scenario please specify:]	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	24	8	4	18	45	2

Note: The percentage of respondents who did not answer this question in 2004 was: a – 1.8%, b – 2.1%, c – 2.3%. The percentage of respondents who did not answer this question in 2005 was: a – 2.3%, b – 2.3%, c – 2.3%, d – 97.4%.

Question 41a. In the last 12 months, did you witness another APS employee engaging in behaviour you see as a serious breach of the Code?

	2003 %	2004 %	2005 %
Yes	–	11	11
No	–	86	86
Not sure	–	3	3

Note: The percentage of respondents who did not answer this question was 2.0% in 2004 and 2.1% in 2005.

Question 41b. Did you report the suspected breach?

	2003 %	2004 %	2005 %
Yes	–	50	50
No	–	50	50

Note: Respondents who answered 'No' or 'Not sure' to question 41a were not asked this question. The percentage of relevant respondents who did not answer this question was 1.7% in 2004 and 2.0% in 2005.

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H. Relations with Ministers

Question 42. In the past 12 months have you had direct contact with Ministers and/or Ministerial advisers?

	2003 %	2004 %	2005 %
Yes	–	20	20
No	–	80	80

Note: The percentage of respondents who did not answer this question was 3.0% in 2004 and 2.7% in 2005.

Question 43. In relation to which of the following matters did you have direct contact with Ministers and/or Ministerial advisers in the past 12 months?

	2003 %	2004 %	2005 %
Provision of advice (e.g. policy, legal, programme delivery)	–	58	52
Provision of purely factual information (e.g. programme-related information)	–	57	54
Provision of public affairs support for the Minister (e.g. preparation of speeches, draft media releases)	–	30	28
Parliament-related functions (e.g. tabling of documents, possible parliamentary questions, correspondence)	–	32	32
Constituent issues (e.g. electorate briefing, individual constituent matters)	–	25	19
Administrative arrangements (e.g. arranging travel or meetings)	–	16	17
Other	–	4	8

Note: Respondents who answered 'No' to question 42 were not asked this question. The percentage of relevant respondents who did not answer this question was 1.5% in 2004 and 1.7% in 2005. Respondents were able to provide more than one answer to this question.

Question 44. Thinking about your experiences in the past 12 months, please rate your level of confidence that the job you are working in is able to balance the APS Values of being apolitical, impartial and professional, responsive to the Government and openly accountable.

	2003 %	2004 %	2005 %
Very high	–	16	24
High	–	49	44
Moderate	–	24	22
Low	–	7	6
Very low	–	3	4
Not sure	–	0	0

Note: Respondents who answered 'No' to question 42 were not asked this question. The percentage of relevant respondents who did not answer this question was 1.4% in 2004 and 0.7% in 2005.

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Question 45. In the past 12 months, have you faced a challenge in balancing the need to be apolitical, impartial and professional, responsive to the Government and openly accountable (as per the APS Values) in dealing with Ministers and/or Ministers' offices?

	2003 %	2004 %	2005 %
Yes	–	35	33
No	–	61	61
Not sure	–	5	6

Note: Respondents who answered 'No' to question 42 were not asked this question. The percentage of relevant respondents who did not answer this question was 1.4% in 2004 and 0.9% in 2005.

Question 46. Does your current agency have the following protocols to guide interactions with ministerial offices?

		Yes %	No %	Not Sure %
a. A requirement for a minimum classification level for signing-off Ministerial briefs	2003	–	–	–
	2004	80	3	17
	2005	79	1	20
b. A requirement for a minimum classification level for phone contact with Ministerial office advisers	2003	–	–	–
	2004	28	33	40
	2005	33	27	40
c. A requirement that senior managers are kept informed of developments	2003	–	–	–
	2004	75	7	18
	2005	76	3	21
d. A requirement that oral briefing to Ministers or Ministers' staff on key issues is confirmed in writing (including emails or follow-up minutes)	2003	–	–	–
	2004	34	16	49
	2005	39	11	50
e. A requirement that file notes are routinely made after significant phone calls or oral discussions with Ministers and Ministerial advisers	2003	–	–	–
	2004	52	12	36
	2005	53	10	37
f. A requirement that significant email communications with Ministerial advisers be retained	2003	–	–	–
	2004	59	9	32
	2005	58	6	37
g. Agreed written processes for resolving staff concerns that may arise about the nature of requests from Ministerial offices	2003	–	–	–
	2004	14	22	64
	2005	20	18	61
h. Agreed unwritten processes for resolving staff concerns that may arise about the nature of requests from Ministerial offices	2003	–	–	–
	2004	23	14	63
	2005	21	15	65
i. Other guidance/protocols	2003	–	–	–
	2004	–	–	–
	2005	100	–	–

Note: Respondents who answered 'No' to question 42 were not asked this question. The percentage of relevant respondents who did not answer this question in 2004 was: a – 2.2%, b – 2.2%, c – 2.4%, d – 2.5%, e – 2.4%, f – 2.4%, g – 3.2%, h – 3.6%. The percentage of relevant respondents who did not answer this question in 2005 was: a – 1.3%, b – 1.4%, c – 0.8%, d – 1.4%, e – 1.0%, f – 0.9%, g – 1.6%, h – 1.8%, i – 96.7%.

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Question 47. (SES/EL respondents only) Have you appeared before a Federal Parliamentary Committee in 2004–05?

	2003 %	2004 %	2005 %
Yes	6	–	5
No	94	–	95
Not sure	–	–	0

Note: APS respondents were not asked this question. The percentage of relevant respondents who did not answer this question was 1.8% in 2003 and 3.1% in 2005.

Question 48. (SES/EL respondents only) How well equipped did you feel to perform effectively before the committee?

	2003 %	2004 %	2005 %
Very well	25	–	30
Well	42	–	45
Reasonably	31	–	24
Poorly	2	–	0
Very poorly	0	–	0
Not sure	0	–	0

Note: APS respondents and those who answered 'No' or 'Not sure' to question 47 were not asked this question. The percentage of relevant respondents who did not answer this question was 0.7% in 2003 and 0.4% in 2005.

Question 49a. (SES/EL respondents only) Have you received formal training in your accountability rights and responsibilities to the Federal Parliament at all during your career in the APS?

	2003 %	2004 %	2005 %
Yes	–	–	24
No	–	–	70
Not sure	–	–	7

Note: APS respondents were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 3.4%.

Question 49b. (SES/EL respondents only) Have you received formal training in your accountability rights and responsibilities to the Federal Parliament during the last 12 months?

	2003 %	2004 %	2005 %
Yes	–	–	16
No	–	–	82
Not sure	–	–	2

Note: APS respondents and those who answered 'No' or 'Not sure' to question 49a were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 2.6%.

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I. Whole of Government

Question 50. (SES/EL respondents only) During the last 12 months, did your job require you to deal directly with people from other public service agencies at the following levels of government?

	2003 %	2004 %	2005 %
Commonwealth agencies	–	75	74
State/Territory agencies	–	43	42
Local government agencies	–	16	14
None of the above	–	23	24

Note: APS respondents were not asked this question. The percentage of relevant respondents who did not answer this question was 2.4% in 2004 and 2.6% in 2005. Respondents were able to provide more than one answer to this question.

Question 51. (SES/EL respondents only) Have you been a member of any of the following types of multi-agency forums or structures during the last 12 months?

	2003 %	2004 %	2005 %
Taskforce	–	14	12
Interdepartmental committee	–	28	25
Joint team (i.e. a long-lasting structure that blends functions that cross portfolios)	–	17	16
None of the above	–	58	60

Note: APS respondents and those who answered 'None of the above' to question 50 were not asked this question. The percentage of relevant respondents who did not answer this question was 2.5% in 2004 and 2.4% in 2005. Respondents were able to provide more than one answer to this question.

Question 52. (SES/EL respondents only) As a member of a multi-agency forum or structure in the last 12 months, were you required to:

		Yes %	No %	Not Sure %
a. Ensure you had appropriate authority to participate in the forum or structure	2003	–	–	–
	2004	66	30	4
	2005	67	30	3
b. Report back to other employees in your agency	2003	–	–	–
	2004	89	11	1
	2005	87	12	1
c. Brief Minister(s) on relevant issues	2003	–	–	–
	2004	41	58	1
	2005	36	63	1
d. Maintain records of discussions, decisions and actions of the forum or structure	2003	–	–	–
	2004	84	15	0
	2005	75	23	3

Note: APS respondents and those who answered 'None of the above' to questions 50 or 51 were not asked this question. The percentage of relevant respondents who did not answer this question in 2004 was: a – 0.5%, b – 0.1%, c – 0.9%, d – 0.1%. The percentage of relevant respondents who did not answer this question in 2005 was: a – 1.8%, b – 1.2%, c – 2.4%, d – 0.7%.

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Question 53. (SES/EL respondents only) Please rate your level of agreement with the following statements taking into account your experience with multi-agency forums or structures during the last 12 months:

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %	Not Sure %
a. Participants are primarily focused on meeting agency-specific objectives	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	12	58	18	11	1	0
b. Participants are primarily focused on solving whole of government problems	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	6	39	32	21	1	0
c. Participants actively try to work across boundaries to make sure outcomes are achieved	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	8	53	26	12	0	0
d. Participants share information relevant to the project/issue	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	10	64	16	9	0	0
e. Participants pool resources where necessary	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	6	47	30	16	0	1
f. Participants are supported by adequate information and communications infrastructure	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	4	41	33	18	1	3

Note: APS respondents and those who answered 'None of the above' to questions 50 or 51 were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was: a – 0.1%, b – 0.3%, c – 0.1%, d – 0.0%, e – 0.0%, f – 0.5%.

Question 54. (SES/EL respondents only) In your experience, to what extent does your agency's culture encourage a constructive approach to collaboration with other public service agencies?

	2003 %	2004 %	2005 %
Always	–	39	31
Usually	–	45	46
Sometimes	–	10	16
Seldom	–	3	5
Never	–	0	0
Not sure	–	2	1
Not applicable	–	0	0

Note: APS respondents and those who answered 'None of the above' to question 50 were not asked this question. The percentage of relevant respondents who did not answer this question was 0.2% in 2004 and 1.3% in 2005.

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J. Service to the Public

Question 55. Are you directly involved in delivering services to the general public or do you manage employees delivering such services?

	2003 %	2004 %	2005 %
Yes	61	57	55
No	39	43	45

Note: The percentage of respondents who did not answer this question was 5.3% in 2003, 3.6% in 2004 and 3.3% in 2005.

Question 56. To what extent do you agree that you receive appropriate training and/or have access to information that enables you to meet your client service responsibilities?

	2003 %	2004 %	2005 %
Strongly agree	–	22	22
Agree	–	54	55
Neither agree nor disagree	–	14	11
Disagree	–	8	9
Strongly disagree	–	2	3
Not applicable	–	0	0

Note: Respondents who answered 'No' to question 55 were not asked this question. The percentage of relevant respondents who did not answer this question was 0.1% in 2004 and 0.2% in 2005.

Question 57a. Does your work unit receive regular feedback from the public (directly or indirectly) on the quality of services it provides to the public?

	2003 %	2004 %	2005 %
Yes	71	73	67
No	22	23	25
Not sure	8	4	8

Note: Respondents who answered 'No' to question 55 were not asked this question. The percentage of relevant respondents who did not answer this question was 0.0% in 2003, 0.3% in 2004 and 0.1% in 2005.

Question 57b. Are there formal mechanisms in place in your work unit for responding to feedback from the public?

	2003 %	2004 %	2005 %
Yes	75	76	79
No	15	14	12
Not sure	11	10	9

Note: Respondents who answered 'No' to question 55 and those who answered 'No' or 'Not sure' to question 57a were not asked this question. The percentage of relevant respondents who did not answer this question was 0.0% in 2003, 0.5% in 2004 and 0.1% in 2005.

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Question 57c. How do you rate the effectiveness of these formal mechanisms in allowing you to respond to feedback from the public?

	2003 %	2004 %	2005 %
Very high	14	11	13
High	46	49	43
Moderate	31	29	33
Low	4	7	7
Very low	2	2	2
Not sure	3	1	4

Note: Respondents who answered 'No' to question 55 and those who answered 'No' or 'Not sure' to questions 57a or 57b were not asked this question. The percentage of relevant respondents who did not answer this question was 0.4% in 2003, 1.0% in 2004 and 0.1% in 2005.

Question 58a. Are your clients satisfied that the service you deliver is effectively coordinated with the services provided by other APS agencies?

	2003 %	2004 %	2005 %
Yes	–	–	33
No	–	–	12
Not sure	–	–	48
Not applicable	–	–	7

Note: Respondents who answered 'No' to question 55 were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 0.7%.

Question 58b. To what extent do you agree that over the last 12 months cooperation between your agency and other APS agencies has improved your work area's capacity to tailor service delivery to the needs of your clients?

	2003 %	2004 %	2005 %
Strongly agree	–	–	6
Agree	–	–	29
Neither agree nor disagree	–	–	35
Disagree	–	–	7
Strongly disagree	–	–	2
Not sure	–	–	12
Not applicable	–	–	8

Note: Respondents who answered 'No' to question 55 were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 0.9%.

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Question 58c. Within current resources, which of the following actions do you feel would best improve services provided by your work area?

	2003 %	2004 %	2005 %
More collaboration with other APS agencies	–	–	42
More collaboration with community groups	–	–	32
More collaboration with stakeholders (e.g. industry bodies)	–	–	37
More collaboration with other jurisdictions (e.g. State or Local government agencies)	–	–	24
More responsibility for decision making devolved to action officers	–	–	27
More feedback/consultation with clients	–	–	31
More training and development activities	–	–	44
Other	–	–	8
Don't know	–	–	9

Note: Respondents who answered 'No' to question 55 were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 2.1%. Respondents were able to provide more than one answer to this question.

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K. Job Satisfaction

Question 59i. Please choose the 5 most important workplace factors that impact on how satisfied you are with your job:

	2003 %	2004 %	2005 %
a. Duties/expectations made clear	40	38	38
b. Regular feedback/recognition for effort	42	45	45
c. Chance to be creative/innovative	38	31	30
d. Chance to make a useful contribution to society	40	32	29
e. Seeing tangible results from my work	42	38	37
f. Opportunities to utilise my skills	50	41	42
g. Opportunities to develop my skills	46	42	40
h. Good working relationships	60	55	52
i. Appropriate workload	30	28	26
j. Salary	47	45	46
k. Opportunities for career development	33	34	34
l. Interesting work provided	48	39	37
m. Flexible working arrangements	55	47	45
n. Good manager	–	43	44
o. Appropriate level of autonomy in my job	–	–	30

Note: The percentage of respondents who did not answer this question was 5.5% in 2003, 2.9% in 2004 and 3.2% in 2005. Respondents were able to provide more than one answer to this question.

Question 59ii. Please rate your satisfaction with each of the 5 most important workplace factors that you selected:

		Very Satisfied %	Satisfied %	Neither Satisfied nor Dissatisfied %	Dissatisfied %	Very Dissatisfied %
a. Duties/expectations made clear	2003	0	55	12	17	2
	2004	16	53	14	11	5
	2005	15	52	14	15	4
b. Regular feedback/recognition for effort	2003	12	41	17	20	10
	2004	12	40	19	21	9
	2005	8	40	17	24	11
c. Chance to be creative/innovative	2003	14	50	16	15	5
	2004	20	37	19	17	7
	2005	16	36	20	18	11
d. Chance to make a useful contribution to society	2003	16	51	20	10	3
	2004	26	43	18	10	3
	2005	19	48	17	11	4
e. Seeing tangible results from my work	2003	15	54	17	12	2
	2004	18	52	15	11	4
	2005	17	55	15	11	3

(continued...)

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Question 59ii. (continued) Please rate your satisfaction with each of the 5 most important workplace factors that you selected:

		Very Satisfied %	Satisfied %	Neither Satisfied nor Dissatisfied %	Dissatisfied %	Very Dissatisfied %
f. Opportunities to utilise my skills	2003	16	53	12	15	4
	2004	16	45	16	13	10
	2005	17	42	13	18	9
g. Opportunities to develop my skills	2003	14	52	13	17	4
	2004	13	45	18	16	8
	2005	13	41	18	17	10
h. Good working relationships	2003	30	55	10	3	1
	2004	26	60	9	5	1
	2005	29	55	11	3	2
i. Appropriate workload	2003	9	40	16	26	9
	2004	9	31	18	28	14
	2005	5	33	20	28	14
j. Salary	2003	11	50	17	17	4
	2004	10	42	20	21	7
	2005	7	42	23	20	8
k. Opportunities for career development	2003	8	35	18	25	14
	2004	6	26	20	30	19
	2005	7	26	22	28	18
l. Interesting work provided	2003	22	52	15	9	3
	2004	20	47	17	11	6
	2005	19	48	15	13	5
m. Flexible working arrangements	2003	37	49	8	4	2
	2004	32	49	9	6	4
	2005	32	51	9	5	3
n. Good manager	2003	–	–	–	–	–
	2004	25	39	14	12	10
	2005	29	36	13	13	9
o. Appropriate level of autonomy in my job	2003	–	–	–	–	–
	2004	–	–	–	–	–
	2005	22	51	12	10	5

Note: Only those respondents who nominated the relevant factor as amongst their five most important factors were asked this follow up question on satisfaction. The percentage results in this table refer to the proportion of respondents who selected the factor. The percentage of relevant respondents who did not answer this question in 2003 was: a – 0.4%, b – 0.8%, c – 0.7%, d – 2.5%, e – 0.8%, f – 0.8%, g – 0.4%, h – 0.0%, i – 0.0%, j – 0.0%, k – 1.7%, l – 0.0%, m – 1.4%. The percentage of relevant respondents who did not answer this question in 2004 was: a – 2.0%, b – 2.0%, c – 1.4%, d – 4.2%, e – 1.8%, f – 2.1%, g – 2.1%, h – 3.9%, i – 2.7%, j – 4.1%, k – 2.2%, l – 3.6%, m – 2.9%, n – 2.5%. The percentage of relevant respondents who did not answer this question in 2005 was: a – 1.8%, b – 2.2%, c – 1.1%, d – 1.9%, e – 1.9%, f – 1.3%, g – 1.4%, h – 2.3%, i – 1.3%, j – 2.1%, k – 1.5%, l – 2.2%, m – 3.8%, n – 2.7%, o – 2.5%.

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L. Merit

Question 60. In my experience, my agency routinely applies merit (as defined in the Public Service Act) in the following types of employment decisions:

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %	Don't Know %
a. Engagement and promotion resulting from a competitive process	2003	–	–	–	–	–	–
	2004	11	48	18	13	5	4
	2005	10	42	19	15	7	7
b. Movement at level from another agency (i.e. transfer) resulting from a competitive process	2003	–	–	–	–	–	–
	2004	6	36	27	9	3	19
	2005	6	31	27	9	4	23
c. Movement at level within my agency (i.e. transfer) resulting from a competitive process	2003	–	–	–	–	–	–
	2004	6	38	26	16	5	10
	2005	5	33	28	16	6	12
d. Temporary assignment of 'higher duties' resulting from a competitive process	2003	–	–	–	–	–	–
	2004	6	36	23	19	8	8
	2005	5	31	24	20	8	11

Note: The percentage of respondents who did not answer this question in 2004 was: a – 3.8%, b – 3.7%, c – 3.8%, d – 3.6%. The percentage of respondents who did not answer this question in 2005 was: a – 3.8%, b – 4.1%, c – 4.1%, d – 4.0%.

Question 61. In my experience, my agency routinely applies merit as defined in the Public Service Act in the following types of employment decisions (remembering that these employment decisions do not require competitive selection processes in order to be based on merit):

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %	Don't Know %
a. Movement at level from another agency (i.e. transfer) without a competitive process	2003	–	–	–	–	–	–
	2004	3	23	33	11	4	27
	2005	2	20	29	12	4	32
b. Movement at level within my agency (i.e. transfer) without a competitive process	2003	–	–	–	–	–	–
	2004	3	30	30	16	5	15
	2005	3	27	28	18	5	18
c. Temporary assignment of higher duties without a competitive process	2003	–	–	–	–	–	–
	2004	4	31	28	19	6	12
	2005	4	30	26	18	7	16

Note: The percentage of respondents who did not answer this question in 2004 was: a – 3.8%, b – 3.8%, c – 4.0%. The percentage of respondents who did not answer this question in 2005 was: a – 4.3%, b – 4.4%, c – 4.3%.

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M. Diversity

Question 62. Please rate your level of agreement with the following statements about workplace diversity as it applies to APS employees within your agency:

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %	Don't Know %
a. My agency actively supports the employment, development and promotion of people from all cultural backgrounds							
	2003	–	–	–	–	–	–
	2004	25	56	14	3	1	1
	2005	26	54	13	4	1	2
b. My agency actively supports the employment, development and promotion of women							
	2003	–	–	–	–	–	–
	2004	28	53	12	4	1	2
	2005	29	49	15	4	1	2
c. My agency actively supports the employment, development and promotion of people with a disability							
	2003	–	–	–	–	–	–
	2004	14	41	27	7	2	9
	2005	16	41	27	6	2	9
d. My agency actively supports the employment, development and promotion of Indigenous employees							
	2003	–	–	–	–	–	–
	2004	16	41	26	4	2	11
	2005	18	40	23	5	1	12

Note: The percentage of respondents who did not answer this question in 2004 was: a – 3.5%, b – 3.5%, c – 3.5%, d – 3.6%. The percentage of respondents who did not answer this question in 2005 was: a – 3.6%, b – 3.7%, c – 3.7%, d – 3.8%.

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Question 63. Do you feel that your agency should be doing more or less to support the employment, development and promotion of:

		Much More %	More %	Neither More nor Less %	Less %	Much Less %	Don't Know %
a. People from all cultural backgrounds	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	5	18	71	2	1	4
b. Women	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	4	16	69	6	1	4
c. People with a disability	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	7	25	59	2	0	7
d. Indigenous employees	2003	–	–	–	–	–	–
	2004	–	–	–	–	–	–
	2005	7	22	60	3	1	8

Note: The percentage of respondents who did not answer this question in 2005 was: a – 4.1%, b – 4.2%, c – 4.0%, d – 4.4%.

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N. Increasing Individual Productivity

Question 64a. Do you feel that your productivity in your current job has increased over the last 12 months?

	2003 %	2004 %	2005 %
Not applicable (e.g. I changed jobs during the last 12 months)	–	–	12
Yes, markedly	–	–	23
Yes, somewhat	–	–	37
No, it has remained about the same	–	–	21
No, it has declined	–	–	6

Note: The percentage of respondents who did not answer this question in 2005 was 4.2%.

Question 64b. Please choose the 5 most important factors that helped you increase your productivity in your current job over the last year.

	2003 %	2004 %	2005 %
Understanding how my work contributes to my agency's objectives	–	–	29
Effective formal and informal communication within my agency	–	–	19
Having a manager that encourages and manages innovation	–	–	35
Receiving effective feedback from my manager	–	–	30
Working to realistic performance expectations	–	–	35
Clear work plans and timetables	–	–	33
Increased knowledge and/or experience in the job	–	–	76
Access to effective learning and development	–	–	22
Access to the information, resources and/or technology I need to perform my job	–	–	37
Receiving effective mentoring	–	–	14
Good working relationship with my manager	–	–	38
Good working relationships with colleagues	–	–	60
Good working relationships with other APS agencies	–	–	7
Access to performance-related pay (e.g. bonus, advancement)	–	–	4
Developing or recruiting high performing staff under my management	–	–	10
Developing effective strategies to deal with an overall reduction in resources	–	–	16

Note: Respondents who answered 'Not applicable' or 'No' to question 64a were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 2.0%. Respondents were able to provide more than one answer to this question.

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O. Individual Performance Management

Question 65. Have you received formal individual performance feedback in your current agency in the last 12 months?

	2003 %	2004 %	2005 %
Yes	79	87	85
No	21	13	15

Note: The percentage of respondents who did not answer this question was 4.1% in 2003, 4.0% in 2004 and 4.1% in 2005.

Question 66. Please indicate who you received individual feedback from.

	2003 %	2004 %	2005 %
Supervisor's supervisor	17	15	18
Direct supervisor	95	96	94
Peer(s)	12	16	16
Subordinate(s)	8	9	9
Client(s)	7	9	9
Other	2	1	2

Note: Respondents who answered 'No' to question 65 were not asked this question. The percentage of relevant respondents who did not answer this question was 0.9% in 2003, 1.8% in 2004 and 0.8% in 2005. Respondents were able to provide more than one answer to this question.

Question 67. In your most recent performance feedback session was your performance assessed against a formal performance agreement or work plan agreed to by you and your supervisor?

	2003 %	2004 %	2005 %
Yes	93	92	90
No	5	5	7
Not sure	2	2	2

Note: Respondents who answered 'No' to question 65 were not asked this question. The percentage of relevant respondents who did not answer this question was 1.4% in 2003, 2.0% in 2004 and 0.9% in 2005.

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Question 68. In your most recent performance assessment, what was your behaviour assessed against?

	2003 %	2004 %	2005 %
All the APS Values, as a set	–	32	35
The APS Values most relevant to your job	–	22	20
Agency-specific values/behaviours	–	43	45
Other behavioural indicators	–	6	4
My behaviour was not assessed	–	12	10
Not sure	–	10	9

Note: Respondents who answered 'No' to question 65 were not asked this question. The percentage of relevant respondents who did not answer this question was 1.9% in 2004 and 0.7% in 2005. Respondents were able to provide more than one answer to this question.

Question 69. Please indicate your level of agreement with the following statements:

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %	Not Sure %
a. The links between my agency's business and my work were made clear in the development of my performance agreement	2003	12	60	16	8	2	2
	2004	–	–	–	–	–	–
	2005	13	52	21	8	2	2
b. My most recent performance review will help me perform well	2003	7	36	35	15	6	0
	2004	–	–	–	–	–	–
	2005	6	37	35	14	6	1
c. I understood the standards used to evaluate my performance	2003	10	62	17	8	3	1
	2004	–	–	–	–	–	–
	2005	10	63	17	6	2	1

Note: The percentage of respondents who did not answer this question in 2003 was: a – 8.9%, b – 10.4%, c – 10.2%. The percentage of respondents who did not answer this question in 2005 was: a – 7.6%, b – 8.5%, c – 7.7%. 'Not applicable' responses have been excluded.

Question 70. Under the performance assessment system in your agency is any part of your pay linked to an assessment of your performance?

	2003 %	2004 %	2005 %
Yes	65	69	65
No	28	24	28
Not sure	7	7	7

Note: The percentage of respondents who did not answer this question was 4.7% in 2003, 4.1% in 2004 and 4.4% in 2005.

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Question 71. How is your pay linked to your performance assessment?

	2003 %	2004 %	2005 %
Eligible for advancement through the salary range for your classification, subject to fully competent performance	–	74	69
Eligible for accelerated advancement through the salary range for your classification, subject to better than fully competent performance	–	20	18
Eligible for an increase in base salary	–	17	18
Eligible for a one-off performance bonus depending on performance (including any bonus paid if you are at the top of your salary range)	–	23	24
If covered by an AWA, performance assessments are formally taken into account when re-negotiating AWAs	–	7	7
Performance assessment is formally taken into account in selection for promotion	–	6	6
Other	–	3	4

Note: Respondents who answered 'No' or 'Not sure' to question 70 were not asked this question. The percentage of relevant respondents who did not answer this question was 0.6% in 2004 and 0.7% in 2005. Respondents were able to provide more than one answer to this question.

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Question 72. Please rate your level of agreement with the following statements on the performance pay system in your agency:

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %	Not Sure %
a. Operates fairly and consistently	2003	4	36	26	24	7	3
	2004	5	42	24	19	7	3
	2005	4	36	25	25	7	4
b. Acts as an incentive to perform well	2003	4	37	27	22	8	2
	2004	4	34	27	25	8	2
	2005	4	33	28	25	9	1
c. Ensures performance assessment is managed systematically and regularly	2003	5	46	23	19	5	2
	2004	5	46	23	19	6	2
	2005	4	43	22	21	7	2
d. Accurately reflects differences in individuals' performance	2003	2	20	26	37	11	4
	2004	2	20	28	33	13	4
	2005	2	18	26	37	14	4
e. Provides appropriate rewards for top performers	2003	2	23	24	32	15	4
	2004	3	22	24	31	17	4
	2005	3	18	21	36	19	4
f. Contributes to a workplace culture in which individuals work together effectively	2003	2	22	35	28	11	3
	2004	2	24	35	25	12	2
	2005	2	18	37	28	12	3
g. Contributes to a workplace culture which upholds the APS Values	2003	2	32	38	17	7	3
	2004	4	31	36	16	9	4
	2005	3	28	35	20	9	5

Note: Respondents who answered 'No' or 'Not sure' to question 70 were not asked this question. The percentage of relevant respondents who did not answer this question in 2003 was: a – 0.2%, b – 0.3%, c – 0.3%, d – 1.2%, e – 1.2%, f – 1.6%, g – 1.0%. The percentage of relevant respondents who did not answer this question in 2004 was: a – 1.2%, b – 1.0%, c – 1.2%, d – 1.6%, e – 1.2%, f – 1.3%, g – 1.2%. The percentage of relevant respondents who did not answer this question in 2005 was: a – 1.0%, b – 1.1%, c – 1.1%, d – 1.1%, e – 1.0%, f – 0.7%, g – 1.2%.

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P. Underperformance

Question 73. During the last 12 months, did you feel that any employee(s) in your immediate work team consistently underperformed?

	2003 %	2004 %	2005 %
Yes	50	46	45
No	45	50	50
Not sure	5	4	5

Note: The percentage of respondents who did not answer this question was 5.0% in 2003, 4.2% in 2004 and 5.1% in 2005.

Question 74. What was the level(s) of this/these employee(s)?

	2003 %	2004 %	2005 %
Peer	–	66	61
Supervisor/manager	–	24	27
Subordinate	–	34	39

Note: Respondents who answered 'No' or 'Not sure' to question 73 were not asked this question. The percentage of relevant respondents who did not answer this question was 0.3% in 2004 and 0.2% in 2005. Respondents were able to provide more than one answer to this question.

Question 75. During the last 12 months, to what extent do you agree that underperformance on the part of an employee(s) in your immediate work team had an adverse effect on your team's work (i.e. impacted on performance or workload)?

	2003 %	2004 %	2005 %
Strongly agree	30	39	36
Agree	53	48	53
Neither agree nor disagree	10	9	10
Disagree	4	3	1
Strongly disagree	0	1	1
Don't know	2	1	0

Note: Respondents who answered 'No' or 'Not sure' to question 73 were not asked this question. The percentage of relevant respondents who did not answer this question was 0.0% in 2003, 0.0% in 2004 and 0.5% in 2005.

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Question 76. Overall, to what extent were you satisfied with the way underperformance was dealt with?

	2003 %	2004 %	2005 %
Very satisfied	4	2	3
Satisfied	11	15	13
Neither satisfied nor dissatisfied	16	18	15
Dissatisfied	38	39	43
Very dissatisfied	28	25	24
Don't know	2	2	2

Note: Respondents who answered 'No' or 'Not sure' to question 73 were not asked this question. The percentage of relevant respondents who did not answer this question was 0.3% in 2003, 0.0% in 2004 and 0.1% in 2005.

Question 77a. (Only SES/EL respondents who indicated that an employee in their immediate work team consistently underperformed) During the last 12 months, were you involved in supervising or managing an employee that consistently underperformed?

	2003 %	2004 %	2005 %
Yes	–	–	48
No	–	–	52

Note: APS respondents and those who answered 'No' or 'Not sure' to question 73 were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 0.3%.

Question 77a. (Additional presentation – all SES/EL respondents) During the last 12 months, were you involved in supervising or managing an employee that consistently underperformed?

	2003 %	2004 %	2005 %
Yes	–	–	21
No	–	–	22
Not applicable: Did not feel or were not sure that any employee(s) in their immediate work team consistently underperformed	–	–	57

Note: This table combines the results of question 73 and 77a to show the proportion of SES and EL employees involved in supervising or managing an employee(s) that consistently underperformed. 'Not applicable' respondents are those who answered 'No' or 'Not sure' to question 73. The percentage of relevant respondents who did not answer this question in 2005 was 2.7%.

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Question 77b. (Only SES/EL respondents who indicated that an employee in their immediate work team consistently underperformed) In supervising or managing the underperformer, did you face the following challenges?

	2003 %	2004 %	2005 %
Lack of support from my manager	–	–	14
Lack of support from my agency's HR area	–	–	23
Managing the impact of the underperformer on team members and/or colleagues	–	–	72
Dealing with confidentiality issues	–	–	33
Time required to deal with the underperformance issues	–	–	60
Dealing with complex procedures on underperformance	–	–	34
Lack of useful handbook or other guidance	–	–	24
Lack of formal training in how to handle underperformance	–	–	23
Dealing with cultural sensitivities	–	–	17
Dealing with health-related and/or personal issues	–	–	51
Unwillingness on the part of the underperformer to try and improve his/her performance	–	–	55
Dealing with an abusive underperformer	–	–	13
Allegations of harassment by the underperformer	–	–	18
Other	–	–	6
Faced no challenges	–	–	4

Note: APS respondents, those who answered 'No' or 'Not sure' to question 73 and those who answered 'No' to question 77a were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 0.0%. Respondents were able to provide more than one answer to this question.

Question 77c. (Only SES/EL respondents who indicated that an employee in their immediate work team consistently underperformed) In supervising or managing the underperformer, what did you find particularly helpful?

	2003 %	2004 %	2005 %
Support from my manager	–	–	44
Support from my agency's HR area	–	–	25
Support from a mentor or coach	–	–	15
Access to external assistance/advice (e.g. managers' helpline, employee assistance programme)	–	–	17
Access to resources to support performance improvement plans (e.g. training, reasonable adjustment)	–	–	15
Access to simple procedures on underperformance	–	–	19
Training in how to handle underperformance	–	–	12
Handbook or other guidance	–	–	6
Other	–	–	9
I found nothing particularly helpful	–	–	23

Note: APS respondents, those who answered 'No' or 'Not sure' to question 73 and those who answered 'No' to question 77a were not asked this question. The percentage of relevant respondents who did not answer this question in 2005 was 0.6%. Respondents were able to provide more than one answer to this question.

State of the Service Employee Survey Results 2004–05

Q. Learning and Development

Question 78. How much time did you spend in learning and development activities off-the-job during the last 12 months?

	2003 %	2004 %	2005 %
No time	–	22	21
1 – 2 days (include part day)	–	22	24
3 – 5 days	–	28	25
6 – 10 days	–	14	14
More than 10 days	–	14	16

Note: The percentage of respondents who did not answer this question was 4.2% in 2004 (with 3.7% responding they were 'Not sure') and 4.8% in 2005 (with 1.9% responding they were 'Not sure').

State of the Service Employee Survey Results 2004–05

R. People Management

Question 79. Please rate the overall effectiveness of your immediate supervisor at managing people.

	2003 %	2004 %	2005 %
Very high	14	14	16
High	33	39	35
Moderate	35	31	32
Low	11	9	10
Very low	6	6	7
Not sure	1	1	1

Note: The percentage of respondents who did not answer this question was 4.0% in 2003, 4.4% in 2004 and 4.5% in 2005.

State of the Service Employee Survey Results 2004–05

S. Leadership

Question 80. Does your agency offer you personally the following in terms of leadership development?

		Yes %	No %	Not Sure %
a. Future leaders programme within the agency	2003	26	52	22
	2004	–	–	–
	2005	28	51	21
b. Specialised leadership development programmes external to the agency	2003	21	53	26
	2004	–	–	–
	2005	22	52	26
c. Assessment centres	2003	8	58	34
	2004	–	–	–
	2005	8	59	33
d. Placements/mobility options inside the agency	2003	36	41	23
	2004	–	–	–
	2005	37	42	22
e. Placements/mobility options across the APS	2003	14	53	33
	2004	–	–	–
	2005	13	55	32
f. Placements/mobility options outside the APS	2003	6	60	34
	2004	–	–	–
	2005	6	61	33
g. Mentoring/personal sponsorship	2003	25	48	28
	2004	–	–	–
	2005	26	52	21
h. Coaching	2003	25	49	27
	2004	–	–	–
	2005	29	49	22
i. Other	2003	10	40	51
	2004	–	–	–
	2005	83	16	1

Note: The percentage of respondents who did not answer this question in 2003 was: a – 7.8%, b – 8.7%, c – 10.3%, d – 8.6%, e – 9.4%, f – 9.8%, g – 8.6%, h – 9.6%, i – 91.9%. The percentage of respondents who did not answer this question in 2005 was: a – 5.9%, b – 5.9%, c – 6.8%, d – 6.0%, e – 6.4%, f – 6.7%, g – 5.9%, h – 6.6%, i – 98.6%.

Question 81. Overall, how satisfied are you with your own access to leadership development opportunities in your organisation?

	2003 %	2004 %	2005 %
Very satisfied	4	–	4
Satisfied	23	–	22
Neither satisfied nor dissatisfied	38	–	40
Dissatisfied	24	–	20
Very dissatisfied	10	–	10
Not applicable	–	–	4

Note: The percentage of respondents who did not answer this question was 10.1% in 2003 and 4.7% in 2005.

State of the Service Employee Survey Results 2004–05

Question 82. To what extent does your immediate supervisor exhibit the following leadership capabilities?

		Very High %	High %	Medium %	Low %	Very Low %	Not Sure %
a. Achieves results	2003	16	42	29	8	2	2
	2004	18	47	25	5	2	2
	2005	18	44	28	7	2	3
b. Cultivates productive working relationships	2003	16	34	29	14	5	1
	2004	16	37	29	12	5	1
	2005	16	37	27	13	5	2
c. Exemplifies personal drive and integrity	2003	22	39	24	10	3	2
	2004	20	38	26	10	4	2
	2005	20	38	25	11	4	2
d. Shapes strategic thinking	2003	15	34	27	15	5	4
	2004	15	35	30	12	5	3
	2005	14	34	29	13	5	4
e. Communicates with influence	2003	18	34	30	12	6	1
	2004	17	35	30	12	5	1
	2005	16	33	29	14	6	2

Note: The percentage of respondents who did not answer this question in 2003 was: a – 4.4%, b – 4.7%, c – 4.7%, d – 4.9%, e – 4.5%. The percentage of respondents who did not answer this question in 2004 was: a – 4.2%, b – 4.2%, c – 4.2%, d – 4.2%, e – 4.2%. The percentage of respondents who did not answer this question in 2005 was: a – 4.9%, b – 4.8%, c – 4.9%, d – 4.9%, e – 5.1%.

State of the Service Employee Survey Results 2004–05

T. Agency Culture

Question 83. Please rate your level of agreement with the following statements.

		Strongly Agree %	Agree %	Neither Agree nor Disagree %	Disagree %	Strongly Disagree %
a. My workplace culture supports people to achieve a good work/life balance	2003	–	–	–	–	–
	2004	–	–	–	–	–
	2005	15	53	17	12	3
b. My input is adequately sought and considered about decisions that directly affect me	2003	–	–	–	–	–
	2004	–	–	–	–	–
	2005	8	47	23	17	5
c. My organisation actively encourages ethical behaviour by all of its employees	2003	–	–	–	–	–
	2004	–	–	–	–	–
	2005	23	59	13	4	1
d. Senior managers in my organisation lead by example in ethical behaviour	2003	–	–	–	–	–
	2004	–	–	–	–	–
	2005	10	42	31	13	4
e. Recruitment and promotion decisions in this organisation are fair	2003	–	–	–	–	–
	2004	–	–	–	–	–
	2005	5	31	34	21	9
f. I have confidence in the processes that my organisation uses to resolve employee grievances	2003	–	–	–	–	–
	2004	–	–	–	–	–
	2005	5	29	40	18	8
g. This organisation is committed to creating a diverse workforce (for example gender, age, cultural background, disability status, Indigenous status)	2003	–	–	–	–	–
	2004	–	–	–	–	–
	2005	12	50	31	6	2
h. My immediate supervisor is effective in managing people	2003	–	–	–	–	–
	2004	–	–	–	–	–
	2005	17	46	19	13	5

Note: The percentage of respondents who did not answer this question in 2005 was: a – 4.7%, b – 4.9%, c – 4.8%, d – 4.7%, e – 4.8%, f – 4.8%, g – 4.8%, h – 5.0%.

Question 84. During the last 12 months have you been subjected to bullying or harassment in your workplace?

	2003 %	2004 %	2005 %
Yes	–	15	17
No	–	83	80
Not sure	–	2	3

Note: The percentage of respondents who did not answer this question was 4.1% in 2004 and 5.1% in 2005.

Appendix

2005 State of the Service Employee Survey Questionnaire



2005 STATE OF THE SERVICE EMPLOYEE SURVEY

Australian Public Service Commission

2005 State of the Service Employee Survey

Please write down the **password**
included in your invitation letter here:

— — — — —

**Please note that if you don't write
down the password your
questionnaire will have to be
disregarded.**

May 2005



Australian Government
Australian Public Service Commission



INTRODUCTION

What is the purpose of this survey?

The Australian Public Service Commission conducts an annual survey of APS employees from agencies with at least 100 employees for its State of the Service Report. If you would like to see how employee survey results have been used in previous reports please go to www.apsc.gov.au/stateoftheservice/.

The survey provides important data on employees' attitudes to, and understanding of, the APS Values and their perceptions of the application of the APS Values in their agencies. The data from the survey will be vital in helping the Public Service Commissioner evaluate what is going on in the APS. It will complement the survey the Commission conducts of APS agencies, allowing some "reality checking" of agency information.

Survey data may also be used for academic research purposes in the future. Any such data would only be made available in a de-identified form.

Who is conducting the survey?

The Australian Public Service Commission has engaged ORIMA Research to conduct this survey on its behalf.

How long will the survey take?

This survey will take around 30 minutes to complete.

Will my answers be confidential?

Your responses will be treated as confidential. Your answers will only be seen by a handful of staff in the Australian Public Service Commission and ORIMA Research. The results will be presented in collated form so that identification of individuals will not be possible. While the data may be analysed using some demographic categories, results relating to members of small demographic groups will not be reported where identification of individuals may be possible (or even guessed at).

How was I selected to participate?

You were randomly selected, along with around 6,500 other APS employees, to be invited to participate in the survey. Please take the time to complete the survey. The quality of this year's State of the Service Report will, in part, depend on the contribution of APS employees who respond to the survey.

What happens after I take part in the survey?

ORIMA Research will provide survey results to the Australian Public Service Commission for analysis for the 2004–05 State of the Service Report. The Report will be available on the Commission's website at www.apsc.gov.au from early December 2005.

The Australian Public Service Commission intends to give large agencies (i.e. those with over 1,000 APS employees), and Portfolio Departments a copy of their individual agency's results of the survey. However, these results will not include data where identification of individuals may be possible (or even guessed at).

Whom do I talk to for further information?

If you have any queries on completing this questionnaire please contact Katka Nemcova from ORIMA Research on 1800 806 950.

INSTRUCTIONS ON HOW TO COMPLETE THIS SURVEY

If you have access to the internet at work or at home, please complete the survey online by going to the following internet site:

www.orima.com/apsc/survey.php and follow the prompts. You will need to enter the password provided in the covering letter to access the online survey. Otherwise, please read the instructions below and complete this paper version.

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

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

3. If you make a mistake, please clearly mark your correct response.
4. There are also some open-ended questions where you can elaborate or comment on specific issues. General comment boxes are provided at the end of each section of this questionnaire for any comments you wish to make relating to that section or about issues not covered in this survey.
5. **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.**
6. If the comment boxes at the end of each section do not provide enough space please add in extra sheets of paper.
7. **Please ensure you write your password on the front cover in the box provided. If you don't write down the password your survey will have to be disregarded.**

When is this survey due?

The survey should be completed and returned to ORIMA Research in the reply-paid envelope **by Friday 10 June 2005.**

A. ABOUT YOU

1. What is your age?

- ₁ < 25 years
- ₂ 25 – 34 years
- ₃ 35 – 44 years
- ₄ 45 – 54 years
- ₅ > 55 years

2. What is your sex?

- ₁ Female
- ₂ Male

Please make sure you answer all of the questions in this box. If you do not answer these questions your questionnaire will have to be disregarded.

3. Which Australian Public Service (APS) agency do you work at?

.....

4. a. Where is your workplace located?

- ₁ Inside Australia
- ₂ Outside Australia **[Please go to question 5]**

b. What is the postcode of your workplace?

.....

5. What is your substantive level of classification¹?

- ₁ APS 1 – 2 (or equivalent)
- ₂ APS 3 – 4 (or equivalent)
- ₃ APS 5 – 6 (or equivalent)
- ₄ Executive Level 1 (or equivalent)
- ₅ Executive Level 2 (or equivalent)
- ₆ Senior Executive Service (or equivalent)

If you are not sure of how your classification translates to the APS standard classification and you are unable to ask someone in your agency, please call Natalie Collins at the Australian Public Service Commission during business hours on (02) 6272 3942 before completing the survey.

¹ By 'substantive level' we mean the classification level you have either been engaged at or were last promoted to. It does not mean the level you may be 'acting' in, or performing at temporarily.

6. What is your **total** length of service in the APS?

- ₁ Less than 1 year
- ₂ 1–5 years
- ₃ 6–10 years
- ₄ 11–15 years
- ₅ 16–20 years
- ₆ More than 20 years

7. Prior to joining the APS, were you: **[Please select all that apply]**

- ₁ Employed in the private sector
- ₂ Employed in the Commonwealth public sector (non-APS) (e.g. Australia Post, Australian Government Solicitor, Australian Defence Forces)
- ₃ Employed in State or Local government public sector (including universities)
- ₄ Self employed
- ₅ Student
- ₆ Unemployed (looking for work)
- ₇ Not in the labour force (not looking for work)
- ₈ Employed by a non-government organisation (NGO)/charity
- ₉ Other **[Please specify]**.....

8. a. In the last 12 months, have you applied for a position in the APS?

- ₁ Yes
- ₂ No **[Please go to question 9]**
- ₃ Not sure **[Please go to question 9]**

b. Was the position you applied for at a higher classification level?

- ₁ Yes
- ₂ No
- ₃ Not applicable (i.e. the position I applied for was to join the APS)

c. What was the outcome of the process?

- ₁ Offered the position
- ₂ Was not offered the position
- ₃ Withdrew my application
- ₄ Availability of position withdrawn
- ₅ Process not complete
- ₆ Other **[Please specify]**

.....
.....

9. Do you identify yourself as an Indigenous Australian? **[For the purpose of this survey, you should indicate 'yes' to this question only if you identify yourself as an Aboriginal or Torres Strait Islander.]**

- Yes
- No

10. Do you have an on-going disability²?

- Yes
- No

11. Are you of non-English speaking background (NESB)? **[For the purpose of this survey, you should indicate 'yes' to this question only if you were born overseas and your first language was not English.]**

- Yes
- No

12. a. Do you have carer responsibilities?

- Yes
- No **[Please go to question 13]**

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

- Children under 5 years old
- Children 5–16 years old
- Dependent children over 16 years
- Aged parents
- Disabled dependant
- Other **[Please specify]**

c. Over the last 12 months, how often have you personally used leave or some other arrangement at short notice³ to care for those indicated in question 12b?

- Not at all
- 1–5 days (include part day)
- 6–10 days
- More than 10 days

13. My salary is currently set out in:

- My agency's certified agreement
- My Australian workplace agreement (AWA)
- Not sure

² For the purpose of this survey, a disability is any physical, intellectual or psychological restriction or lack of ability (resulting from an impairment) to perform an activity in the manner or within the range considered normal. Impairment can include people suffering from ongoing illness or injury.

³ Such as personal/carers leave, recreation leave, flex time, time off in lieu or some other formal or informal arrangement.

14. My employment category is:

- O₁ Ongoing
- O₂ Non-ongoing
- O₃ Not sure

15. I am employed on a:

- O₁ Full-time basis
- O₂ Part-time basis
- O₃ Not sure

16. My highest completed qualification is at the following level:

- O₁ Doctorate
- O₂ Masters
- O₃ Postgraduate diploma (includes Graduate Certificate)
- O₄ Bachelor degree
- O₅ Undergraduate diploma
- O₆ Associate diploma
- O₇ Vocational qualification
- O₈ Year 12 or equivalent (HSC/Leaving certificate)
- O₉ Year 11 or equivalent
- O₁₀ Year 10 or equivalent
- O₁₁ Less than Year 10 or equivalent

Comment Box A: If you have any comments on the 'About You' section, please record them here.

B. GENERAL IMPRESSIONS

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

a. 'My agency has achieved its stated objectives⁴ over the last 12 months.'

- O₁ Strongly agree
- O₂ Agree
- O₃ Neither agree nor disagree
- O₄ Disagree
- O₅ Strongly disagree
- O₆ Don't know

⁴ By 'stated objectives', we mean the agency's objectives as set out in internal documents such as corporate, business or strategic plans.

b. 'I am proud to work in my current agency.'

- O₁ Strongly agree
- O₂ Agree
- O₃ Neither agree nor disagree
- O₄ Disagree
- O₅ Strongly disagree
- O₆ Don't know

c. 'I am proud to work in the Australian Public Service.'

- O₁ Strongly agree
- O₂ Agree
- O₃ Neither agree nor disagree
- O₄ Disagree
- O₅ Strongly disagree
- O₆ Don't know

18. When providing details of your occupation on various forms, which of the following do you *generally* write down?

- O₁ 'Public servant' or 'government worker/employee'
- O₂ Your profession (e.g. scientist, lawyer, doctor)
- O₃ A generic title (e.g. senior researcher, principal adviser)
- O₄ An agency-specific title (e.g. Customs officer, Immigration officer)
- O₅ Your agency (e.g. 'employee of Centrelink')
- O₆ Not sure

19. Do you generally regard yourself as: **[Please select all that apply]**

- O₁ A career public servant
- O₂ A member of your profession (e.g. scientist, lawyer, doctor)
- O₃ An employee of your agency
- O₄ An APS employee in the short-term future (i.e. up to the next 3 years)
- O₅ An APS employee in the medium-term future (i.e. the next 3 to 10 years)
- O₆ An APS employee in the longer-term future (i.e. more than the next 10 years)
- O₇ Someone who has or is likely to leave and re-join the APS in the future
- O₈ Someone who has or is likely to work in several APS agencies during their career
- O₉ Someone who is satisfied with their current job and does not envisage moving to another job for the foreseeable future
- O₁₀ Other **[please specify]**.....
.....

20. If asked to choose, would you say that you primarily consider yourself to be:

- O₁ ... an APS employee, or
- O₂ ... an employee of your agency?

21. a. Do you intend leaving the APS in the next three years?

- ₁ No **[Please go to Comment Box B]**
- ₂ Not sure **[Please go to Comment Box B]**
- ₃ Yes, I intend to leave in the next year
- ₄ Yes, I intend to leave in the next 1-2 years
- ₅ Yes, I intend to leave in the next 2-3 years

b. Please indicate the reason/s why you intend to leave the APS. **[Please select all that apply]**

- ₁ End of contract
- ₂ To pursue job opportunities outside the APS
- ₃ To retire
- ₄ To relocate (e.g. interstate, overseas)
- ₅ Lack of job satisfaction
- ₆ Higher salaries elsewhere
- ₇ Feeling under-valued
- ₈ Lack of workplace support
- ₉ Under-use of knowledge, skills and/or qualifications
- ₁₀ Excessive workload
- ₁₁ Limited career development opportunities in the APS
- ₁₂ Poor management
- ₁₃ No longer have a contribution to make
- ₁₄ Other **[Please specify]**
-

Comment Box B: If you have any comments on the 'General Impressions' section, please record them here.

C. WORK/LIFE BALANCE

22. How satisfied are you that your supervisor would support your use of flexible work practices such as flex-time, personal leave, flexible working hours and part-time work?

- ₁ Very satisfied
- ₂ Satisfied
- ₃ Neither satisfied or dissatisfied
- ₄ Dissatisfied
- ₅ Very dissatisfied
- ₆ Not applicable

[The following question is for APS 1–6 and EL respondents only. If you are an SES employee please go to question 24.]

23. On average over the past six months, I have worked: (please do not include in your estimate any leave you have taken in the past six months)
- O₁ Significantly more than my standard or agreed number of hours
 - O₂ More than my standard or agreed number of hours
 - O₃ Around my standard or agreed number of hours
 - O₄ Less than my standard or agreed number of hours
 - O₅ Not sure

[The following question is for SES respondents only. If you are an APS 1–6 or EL employee please go to Comment Box C.]

24. On average over the past six months, I have worked: (please do not include in your estimate any leave you have taken in the past six months)
- O₁ Significantly more than a reasonable number of hours
 - O₂ More than a reasonable number of hours
 - O₃ Around a reasonable number of hours
 - O₄ Less than a reasonable number of hours
 - O₅ Not sure

Comment Box C: If you have any comments on ‘Work/Life Balance’ issues, please record them here.

D. YOUR INPUT INTO WORKPLACE DECISIONS

	Weekly or More Often	Fort- nightly	Monthly	Ad-hoc Basis	Never	NA
25. How often do you attend the following types of meetings?						
a. Staff meetings at your immediate section/unit/team level	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
b. Staff meetings at the broader work area level (i.e. at the branch, group, division or office level)	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
c. Meetings across broader work areas	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
d. Meetings held by staff representatives during work time to discuss issues affecting staff	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
e. Meetings held by a union(s) during work time to discuss issues affecting staff	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆

26. a. How satisfied are you with the mechanisms listed in question 25 in providing a forum to contribute your views on issues that impact on your work?

- ₁ Very satisfied
- ₂ Satisfied
- ₃ Neither satisfied or dissatisfied
- ₄ Dissatisfied
- ₅ Very dissatisfied
- ₆ Not applicable

b. How satisfied are you with the overall say you have in decisions that impact on your work?

- ₁ Very satisfied
- ₂ Satisfied
- ₃ Neither satisfied or dissatisfied
- ₄ Dissatisfied
- ₅ Very dissatisfied
- ₆ Don't know

Comment Box D: If you have any comments on 'Your Input into Workplace Decisions', please record them here.

E. RECORD KEEPING

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

a. 'My agency considers good record keeping⁵ practices to be very important.'

- ₁ Strongly agree
- ₂ Agree
- ₃ Neither agree nor disagree
- ₄ Disagree
- ₅ Strongly disagree
- ₆ Don't know

b. 'I receive appropriate training and/or have access to information that enables me to meet my record keeping responsibilities.'

- ₁ Strongly agree
- ₂ Agree
- ₃ Neither agree nor disagree
- ₄ Disagree
- ₅ Strongly disagree
- ₆ Don't know

⁵ Record keeping is the making and maintaining of complete, accurate and reliable evidence of agency transactions in the form of recorded information.

c. 'My agency provides adequate equipment, facilities and/or storage to enable me to meet my record keeping responsibilities.'

- O₁ Strongly agree
- O₂ Agree
- O₃ Neither agree nor disagree
- O₄ Disagree
- O₅ Strongly disagree
- O₆ Don't know

Comment Box E: If you have any comments on 'Record Keeping', please record them here.

F. APS VALUES

The APS Values are set out in the Public Service Act 1999. They describe the principles and ethics that guide the behaviour of public servants and are common to all agencies.

28. Do you feel that your agency has a clear set of values about the behaviour⁶ expected of employees?

- O₁ Yes
- O₂ No
- O₃ Not sure

29. a. Are you familiar with the APS Values?

- O₁ Yes
- O₂ I have heard of them, but am not fully familiar with their detail
- O₃ No, I had not heard of them before reading this questionnaire **[Please go to the instructions before question 31]**

b. Please rate your level of familiarity with the APS Values.

- O₁ Very high
- O₂ High
- O₃ Moderate
- O₄ Low
- O₅ Very low
- O₆ Not sure

⁶ By 'behaviour' we mean **how** you relate to other people and your personal conduct when performing your job, not what you achieve in your job or whether you achieve the outcomes/outputs in your performance agreement.

30. Which of the following statements best describes how you became aware of the APS Values? **[Please select all that apply]**

- O₁ My current agency has taken steps to ensure employees are made aware of the Values
- O₂ My previous agency took steps to ensure employees were aware of the Values
- O₃ I was made aware of the Values through Australian Public Service Commission material (e.g. bookmarks, publications)
- O₄ I have personally taken steps to make myself aware of the Values (e.g. while preparing for an interview or in order to promote the Values as part of my work duties)
- O₅ Other **[Please specify]**
.....

If you are not fully familiar with the APS Values, please read the copy of the Values at Attachment A at the end of the questionnaire before answering the following questions.

31. Please rate how relevant you consider the APS Values are to your daily work.

- O₁ Very high
- O₂ High
- O₃ Moderate
- O₄ Low
- O₅ Very low
- O₆ Not sure

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

a. Generally speaking, **colleagues in my immediate work area** act in accordance with the APS Values in their everyday work.

- O₁ Strongly agree
- O₂ Agree
- O₃ Neither agree nor disagree
- O₄ Disagree
- O₅ Strongly disagree
- O₆ Don't know

b. Generally speaking, **my immediate manager** acts in accordance with the APS Values in his or her everyday work.

- O₁ Strongly agree
- O₂ Agree
- O₃ Neither agree nor disagree
- O₄ Disagree
- O₅ Strongly disagree
- O₆ Don't know

c. Generally speaking, in my experience the **most senior managers** in my agency act in accordance with the APS Values.

- O₁ Strongly agree
- O₂ Agree
- O₃ Neither agree nor disagree
- O₄ Disagree
- O₅ Strongly disagree
- O₆ Don't know

33. During the last 12 months have you participated in training that included an emphasis on the APS Values?

- O₁ Yes
- O₂ No

34. Has your agency developed a set of values/behaviours specific to the agency?

- O₁ Yes
- O₂ No
- O₃ Not sure

[The following question is for SES respondents only. If you are an APS 1-6 or EL proceed to Comment Box F.]

35. During the last 12 months, has your Agency Head communicated to you, individually or in a group, the importance of:

a. acting in accordance with the APS Values?

- O₁ Yes
- O₂ No
- O₃ Not sure

b. developing in other staff an understanding of the APS Values?

- O₁ Yes
- O₂ No
- O₃ Not sure

c. working collaboratively with other APS agencies?

- O₁ Yes
- O₂ No
- O₃ Not sure

Comment Box F: If you have any comments on the 'APS Values', please record them here.

G. APS CODE OF CONDUCT

The APS Code of Conduct is set out in section 13 of the Public Service Act 1999. The Code sets out standards of personal conduct for public servants, and is common to all agencies.

36. a. Are you familiar with the APS Code of Conduct?

- ₁ Yes
- ₂ I have heard of it, but am not fully familiar with its contents
- ₃ No, I had not heard of it before reading this questionnaire **[Please go to the instructions before question 38]**

b. Please rate your level of familiarity with the APS Code of Conduct.

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

37. Which of the following statements best describes how you became aware of the APS Code of Conduct? **[Please select all that apply]**

- ₁ My current agency has taken steps to ensure employees are made aware of the Code
- ₂ My previous agency took steps to ensure employees were aware of the Code
- ₃ I was made aware of the Code through Australian Public Service Commission material (e.g. bookmarks, publications)
- ₄ I have personally taken steps to make myself aware of the Code (e.g. while preparing for an interview or in order to promote the Code as part of my work duties)
- ₅ Other **[Please specify]**

If you are not fully familiar with the Code of Conduct, please read the copy of the Code at Attachment B at the end of the questionnaire before answering the following questions.

38. Please rate how relevant you consider the APS Code of Conduct is to your daily work.

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

Reporting breaches of the Code of Conduct

Under the Public Service Regulations, agencies are required to establish procedures which provide for APS employees to report breaches (or alleged breaches) of the Code of Conduct to the Agency Head, or a person authorised by the Agency Head.

39. a. Have you been made aware by your current agency that you can report a suspected breach of the APS Code of Conduct to an authorised person in your agency?

- ₁ Yes
- ₂ No **[Please go to question 40]**
- ₃ Not sure **[Please go to question 40]**

- b. Have you also been made aware that if you do report a suspected breach of the Code to an authorised person that you are provided protection from victimisation and discrimination?

- ₁ Yes
- ₂ No
- ₃ Not sure

40. Please rate your level of confidence that you would not be victimised or discriminated against by people in your agency if you were to report a suspected serious breach⁷ of the Code of Conduct, if that breach were committed by:

- a. Your supervisor/manager

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

- b. A manager other than your direct supervisor/manager

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

⁷ A serious breach includes, for example, fraud, theft, misusing clients' personal information, sexual harassment and leaking classified documentation.

c. A colleague/peer

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

d. If you would like to comment on another scenario please specify:

.....

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

41. a. In the last 12 months, did you witness another APS employee engaging in behaviour you see as a serious breach⁸ of the Code?

- ₁ Yes
- ₂ No **[Please go to Comment Box G]**
- ₃ Not sure **[Please go to Comment Box G]**

b. Did you report the suspected breach?

- ₁ Yes
- ₂ No

<p>Comment Box G: If you have any comments on 'Code of Conduct' issues, please record them here.</p>

H. RELATIONS WITH MINISTERS

The following questions explore your experience working with Ministers and their advisers/offices.

42. In the past 12 months have you had direct contact⁹ with Ministers and/or Ministerial advisers?

- ₁ Yes
- ₂ No **[Please go to the instructions before question 47]**

⁸ A serious breach includes, for example, fraud, theft, misusing clients' personal information, sexual harassment and leaking classified documentation.

⁹ By direct contact we mean contact in person, by telephone or email.

43. In relation to which of the following matters did you have direct contact with Ministers and/or Ministerial advisers in the past 12 months? **[Please select all that apply]**

- O₁ Provision of advice (e.g. policy, legal, program delivery)
- O₂ Provision of purely factual information (e.g. program-related information)
- O₃ Provision of public affairs support for the Minister (e.g. preparation of speeches, draft media releases)
- O₄ Parliament-related functions (e.g. tabling of documents, possible parliamentary questions, correspondence)
- O₅ Constituent issues (e.g. electorate briefing, individual constituent matters)
- O₆ Administrative arrangements (e.g. arranging travel or meetings)
- O₇ Other **[Please specify]**

.....
.....

44. Thinking about your experiences in the past 12 months, please rate your level of confidence that the job you are working in is able to balance the APS Values of being apolitical, impartial and professional, responsive to the Government and openly accountable.

- O₁ Very high
- O₂ High
- O₃ Moderate
- O₄ Low
- O₅ Very low
- O₆ Not sure

45. In the past 12 months, have you faced a challenge in balancing the need to be apolitical, impartial and professional, responsive to the Government and openly accountable (as per the APS Values) in dealing with Ministers and/or Ministers' offices?

- O₁ Yes
- O₂ No
- O₃ Not sure

46. Does your current agency have the following protocols to guide interactions with ministerial offices?

	Yes	No	Not Sure
a. A requirement for a minimum classification level for signing-off Ministerial briefs	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
b. A requirement for a minimum classification level for phone contact with Ministerial office advisers	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
c. A requirement that senior managers are kept informed of developments	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
d. A requirement that oral briefing to Ministers or Ministers' staff on key issues is confirmed in writing (including emails or follow-up minutes)	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
e. A requirement that file notes are routinely made after significant phone calls or oral discussions with Ministers and Ministerial advisers	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
f. A requirement that significant email communications with Ministerial advisers be retained	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
g. Agreed written processes for resolving staff concerns that may arise about the nature of requests from Ministerial offices	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
h. Agreed unwritten processes for resolving staff concerns that may arise about the nature of requests from Ministerial offices	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
i. Other guidance/protocols [Please specify]	<input type="radio"/> O ₁		

[The following three questions are for EL and SES respondents only. If you are an APS 1–6 employee please go to Comment Box H.]

47. Have you appeared before a Federal Parliamentary Committee in 2004–05?

- O₁ Yes
- O₂ No **[Please go to question 49]**
- O₃ Not sure **[Please go to question 49]**

48. How well equipped did you feel to perform effectively before the committee?

- O₁ Very well
- O₂ Well
- O₃ Reasonably
- O₄ Poorly
- O₅ Very poorly
- O₆ Not sure

49. Have you received formal training in your accountability rights and responsibilities to the Federal Parliament:

a. ...at all during your career in the APS?

- ₁ Yes
- ₂ No **[Please go to Comment Box H]**
- ₃ Not sure **[Please go to Comment Box H]**

b. ...during the last 12 months?

- ₁ Yes
- ₂ No
- ₃ Not sure

Comment Box H: If you have any comments on 'Relations with Ministers', please record them here.

I. WHOLE OF GOVERNMENT

[The following section is for EL and SES respondents only. If you are an APS 1–6 please go to Section J.]

'Whole of government' denotes public service agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues. Approaches can be formal and informal. They can focus on policy development, and program or service delivery.

50. During the last 12 months, did your job require you to deal directly with people from other public service agencies at the following levels of government? **[Please select all that apply]**

- ₁ Commonwealth agencies
- ₂ State/Territory agencies
- ₃ Local government agencies
- ₄ None of the above **[Please go to Section J]**

51. Have you been a member of any of the following types of multi-agency forums or structures during the last 12 months? **[Please select all that apply]**

- O₁ Taskforce
- O₂ Interdepartmental committee
- O₃ Joint team (i.e. a long-lasting structure that blends functions that cross portfolios)
- O₄ None of the above **[Please go to question 54]**

52. As a member of a multi-agency forum or structure in the last 12 months, were you required to:

	Yes	No	Not Sure
a. ...ensure you had appropriate authority to participate in the forum or structure?	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
b. ...report back to other employees in your agency?	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
c. ...brief Minister(s) on relevant issues?	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
d. ...maintain records of discussions, decisions and actions of the forum or structure?	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃

53. Please rate your level of agreement with the following statements taking into account your experience with multi-agency forums or structures *during the last 12 months*:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
a. Participants are primarily focused on meeting agency-specific objectives	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
b. Participants are primarily focused on solving whole of government problems	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
c. Participants actively try to work across boundaries to make sure outcomes are achieved	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
d. Participants share information relevant to the project/issue	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
e. Participants pool resources where necessary	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
f. Participants are supported by adequate information and communications infrastructure	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆

54. In your experience, to what extent does your agency's culture encourage a constructive approach to collaboration with other public service agencies?

- ₁ Always
- ₂ Usually
- ₃ Sometimes
- ₄ Seldom
- ₅ Never
- ₆ Not sure
- ₇ Not applicable

Comment Box I: If you have comments on 'Whole of Government', please record them here.

J. SERVICE TO THE PUBLIC

55. Are you directly involved in delivering services to the general public¹⁰ or do you manage employees delivering such services?

- ₁ Yes
- ₂ No **[Please go to Section K]**

56. To what extent do you agree that you receive appropriate training and/or have access to information that enables you to meet your client service responsibilities?

- ₁ Strongly agree
- ₂ Agree
- ₃ Neither agree nor disagree
- ₄ Disagree
- ₅ Strongly disagree
- ₆ Not applicable

57. a. Does your work unit receive regular feedback from the public (directly or indirectly) on the quality of services it provides to the public?

- ₁ Yes
- ₂ No **[Please go to question 58]**
- ₃ Not sure **[Please go to question 58]**

b. Are there formal mechanisms in place in your work unit for responding to feedback from the public?

- ₁ Yes
- ₂ No **[Please go to question 58]**
- ₃ Not sure **[Please go to question 58]**

¹⁰ By 'general public' we do not mean internal APS clients.

c. How do you rate the effectiveness of these formal mechanisms in allowing you to respond to feedback from the public?

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

58. a. Are your clients satisfied that the service you deliver is effectively coordinated with the services provided by other APS agencies?

- ₁ Yes
- ₂ No
- ₃ Not sure
- ₄ Not applicable

b. To what extent do you agree that *over the last 12 months* cooperation between your agency and other APS agencies has improved your work area's capacity to tailor service delivery to the needs of your clients?

- ₁ Strongly agree
- ₂ Agree
- ₃ Neither agree nor disagree
- ₄ Disagree
- ₅ Strongly disagree
- ₆ Not sure
- ₇ Not applicable

c. Within current resources, which of the following actions do you feel would best improve services provided by your work area? **[Please select all that apply]**

- ₁ More collaboration with other APS agencies
- ₂ More collaboration with community groups
- ₃ More collaboration with stakeholders (e.g. industry bodies)
- ₄ More collaboration with other jurisdictions (e.g. State or Local government agencies)
- ₅ More responsibility for decision making devolved to action officers
- ₆ More feedback/consultation with clients
- ₇ More training and development activities
- ₈ Other **[please specify]**.....
- ₉ Don't know

Comment Box J: If you have comments on 'Service to the Public', please record them here.

K. JOB SATISFACTION

		Please rate satisfaction with your top 5 only				
		Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very dissatisfied
59. Please choose the 5 most important workplace factors that impact on how satisfied you are with your job, and then indicate your level of satisfaction with these 5 factors.	Please select your top 5 factors					
a. Duties/expectations made clear	O ₁	O ₁	O ₂	O ₃	O ₄	O ₅
b. Regular feedback/ recognition for effort	O ₂	O ₁	O ₂	O ₃	O ₄	O ₅
c. Chance to be creative/innovative	O ₃	O ₁	O ₂	O ₃	O ₄	O ₅
d. Chance to make a useful contribution to society	O ₄	O ₁	O ₂	O ₃	O ₄	O ₅
e. Seeing tangible results from my work	O ₅	O ₁	O ₂	O ₃	O ₄	O ₅
f. Opportunities to utilise my skills	O ₆	O ₁	O ₂	O ₃	O ₄	O ₅
g. Opportunities to develop my skills	O ₇	O ₁	O ₂	O ₃	O ₄	O ₅
h. Good working relationships	O ₈	O ₁	O ₂	O ₃	O ₄	O ₅
i. Appropriate workload	O ₉	O ₁	O ₂	O ₃	O ₄	O ₅
j. Salary	O ₁₀	O ₁	O ₂	O ₃	O ₄	O ₅
k. Opportunities for career development	O ₁₁	O ₁	O ₂	O ₃	O ₄	O ₅
l. Interesting work provided	O ₁₂	O ₁	O ₂	O ₃	O ₄	O ₅
m. Flexible working arrangements	O ₁₃	O ₁	O ₂	O ₃	O ₄	O ₅
n. Good manager	O ₁₄	O ₁	O ₂	O ₃	O ₄	O ₅
o. Appropriate level of autonomy in my job	O ₁₅	O ₁	O ₂	O ₃	O ₄	O ₅

Comment Box K: If you have any comments on 'Job Satisfaction', please record them here.

L. MERIT

Under the Public Service Act merit in relation to engagements and promotions must involve a fair and transparent competitive selection process that assesses the relative suitability of applicants for the duties.

Other employment decisions (such as movements at level (i.e. transfers) and the temporary assignment of 'higher duties') do not require competitive selection processes in order to be based on merit but must involve an assessment of the person against the work-related qualities required for efficient and effective organisational performance.

60. In my experience, my agency routinely applies merit (as defined in the Public Service Act) in the following types of employment decisions:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know
a. Engagement and promotion resulting from a competitive process*	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
b. Movement at level from another agency (i.e. transfer) resulting from a competitive process*	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
c. Movement at level within my agency (i.e. transfer) resulting from a competitive process*	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
d. Temporary assignment of 'higher duties' resulting from a competitive process*	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆

* Competitive selection processes assess the relative suitability of applicants for the duties of the job.

61. In my experience, my agency routinely applies merit as defined in the Public Service Act in the following types of employment decisions, (remembering that these employment decisions do not require competitive selection processes in order to be based on merit):

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know
a. Movement at level from another agency (i.e. transfer) without a competitive process*	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
b. Movement at level within my agency (i.e. transfer) without a competitive process*	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
c. Temporary assignment of 'higher duties' without a competitive process*	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆

* Competitive selection processes assess the relative suitability of applicants for the duties of the job. Employment decisions **without** competitive selection processes assess applicants against work-related qualities required for efficient and effective organisational performance.

Comment Box L: If you have any comments on 'Merit' issues, please record them here.

M. DIVERSITY

62. Please rate your level of agreement with the following statements about workplace diversity as it applies to APS employees within your agency:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
a. My agency actively supports the employment, development and promotion of people from all cultural backgrounds	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
b. My agency actively supports the employment, development and promotion of women	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
c. My agency actively supports the employment, development and promotion of people with a disability	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
d. My agency actively supports the employment, development and promotion of Indigenous employees	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆

63. Do you feel that your agency should be doing more or less to support the employment, development and promotion of:

	Much more	More	Neither more nor less	Less	Much less	Don't Know
a. ...people from all cultural backgrounds?	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
b. ...women?	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
c. ...people with a disability?	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
d. ...Indigenous employees?	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆

Comment Box M: If you have any comments on 'Diversity', please record them here.

N. INCREASING INDIVIDUAL PRODUCTIVITY

The following question explores your experience with productivity improvement over the last year.

64. a. Do you feel that your productivity *in your current job* has increased over the last 12 months?

- O₁ Not applicable (e.g. I changed jobs during the last 12 months) **[Please go to Comment Box N]**
- O₂ Yes, markedly
- O₃ Yes, somewhat
- O₄ No, it has remained about the same **[Please go to Comment Box N]**
- O₅ No, it has declined **[Please go to Comment Box N]**

b. Please choose the **5 most important** factors that helped you increase your productivity in your current job over the last year. **[Please select up to five.]**

- O₁ Understanding how my work contributes to my agency's objectives
- O₂ Effective formal and informal communication within my agency
- O₃ Having a manager that encourages and manages innovation
- O₄ Receiving effective feedback from my manager
- O₅ Working to realistic performance expectations
- O₆ Clear work plans and timetables
- O₇ Increased knowledge and/or experience in the job
- O₈ Access to effective learning and development
- O₉ Access to the information, resources and/or technology I need to perform my job
- O₁₀ Receiving effective mentoring
- O₁₁ Good working relationship with my manager
- O₁₂ Good working relationships with colleagues
- O₁₃ Good working relationships with other APS agencies
- O₁₄ Access to performance-related pay (e.g. bonus, advancement)
- O₁₅ Developing or recruiting high performing staff under my management
- O₁₆ Developing effective strategies to deal with an overall reduction in resources

Comment Box N: If you have any comments on ‘Increasing Individual Productivity’, please record them here.

O. INDIVIDUAL PERFORMANCE MANAGEMENT

The following questions explore your experience with performance feedback, assessment systems and performance pay systems in your agency

65. Have you received formal individual performance feedback in your current agency in the last 12 months?

- ₁ Yes
- ₂ No **[Please go to question 69]**

66. Please indicate who you received individual feedback from. **[Please select all that apply]**

- ₁ Supervisor’s supervisor
- ₂ Direct supervisor
- ₃ Peer(s)
- ₄ Subordinate(s)
- ₅ Client(s)
- ₆ Other **[Please specify]**

.....
.....

67. In your most recent performance feedback session was your performance assessed against a formal performance agreement or work plan agreed to by you and your supervisor?

- ₁ Yes
- ₂ No
- ₃ Not sure

68. In your most recent performance assessment, what was your behaviour¹¹ assessed against? **[Please select all that apply]**

- ₁ All the APS Values, as a set
- ₂ The APS Values most relevant to your job
- ₃ Agency-specific values/behaviours
- ₄ Other behavioural indicators **[Please specify]**

.....
.....

- ₅ My behaviour was not assessed
- ₆ Not sure

¹¹ By ‘behaviour’ we mean **how** you relate to other people and your personal conduct when performing your job, not what you achieved in your job or whether you achieved the outcomes/outputs in your performance agreement.

69. Please indicate your level of agreement with the following statements:
- a. 'The links between my agency's business and my work were made clear in the development of my performance agreement.'
- O₁ Strongly agree
 - O₂ Agree
 - O₃ Neither agree nor disagree
 - O₄ Disagree
 - O₅ Strongly disagree
 - O₆ Not sure
 - O₇ Not applicable
- b. 'My most recent performance review will help me perform well.'
- O₁ Strongly agree
 - O₂ Agree
 - O₃ Neither agree nor disagree
 - O₄ Disagree
 - O₅ Strongly disagree
 - O₆ Not sure
 - O₇ Not applicable
- c. 'I understood the standards used to evaluate my performance.'
- O₁ Strongly agree
 - O₂ Agree
 - O₃ Neither agree nor disagree
 - O₄ Disagree
 - O₅ Strongly disagree
 - O₆ Not sure
 - O₇ Not applicable
70. Under the performance assessment system in your agency is any part of your pay linked to an assessment of your performance?
- O₁ Yes
 - O₂ No **[Please go to Comment Box O]**
 - O₃ Not sure **[Please go to Comment Box O]**

71. How is your pay linked to your performance assessment? **[Please select all that apply]**

- O₁ Eligible for advancement through the salary range for your classification, subject to fully competent¹² performance
- O₂ Eligible for accelerated advancement through the salary range for your classification, subject to better than fully competent performance
- O₃ Eligible for an increase in base salary
- O₄ Eligible for a one-off performance bonus depending on performance (including any bonus paid if you are at the top of your salary range)
- O₅ If covered by an AWA, performance assessments are formally taken into account when re-negotiating AWAs
- O₆ Performance assessment is formally taken into account in selection for promotion
- O₇ Other **[Please specify]**

.....

72. Please rate your level of agreement with the following statements on the performance pay system in your agency:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
a. Operates fairly and consistently	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
b. Acts as an incentive to perform well	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
c. Ensures performance assessment is managed systematically and regularly	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
d. Accurately reflects differences in individuals' performance	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
e. Provides appropriate rewards for top performers	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
f. Contributes to a workplace culture in which individuals work together effectively	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
g. Contributes to a workplace culture which upholds the APS Values	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆

¹² Fully competent performance (the terminology varies between agencies – also known as ‘fully effective’, ‘meets expectations’) is the level of performance where an employee has been assessed as undertaking his/her job at the level expected of an experienced employee. It is often the mid-point of a rating scale.

Comment Box O: If you have any comments on 'Individual Performance Management', please record them here.

P. UNDERPERFORMANCE

73. During the last 12 months, did you feel that any employee(s) in your immediate work team consistently underperformed?

- ₁ Yes
- ₂ No **[Please go to Comment Box P]**
- ₃ Not sure **[Please go to Comment Box P]**

74. What was the level(s) of this/these employee(s)? **[Please select all that apply]**

- ₁ Peer
- ₂ Supervisor/manager
- ₃ Subordinate

75. During the last 12 months, to what extent do you agree that underperformance on the part of an employee(s) in your immediate work team had an adverse effect on your team's work (i.e. impacted on performance or workload)?

- ₁ Strongly agree
- ₂ Agree
- ₃ Neither agree nor disagree
- ₄ Disagree
- ₅ Strongly disagree
- ₆ Don't know

76. Overall, to what extent were you satisfied with the way underperformance was dealt with?

- ₁ Very satisfied
- ₂ Satisfied
- ₃ Neither satisfied or dissatisfied
- ₄ Dissatisfied
- ₅ Very dissatisfied
- ₆ Don't know

[The following question is for EL and SES respondents only. If you are an APS 1–6 please go to Comment Box P.]

77. a. During the last 12 months, were you involved in supervising or managing an employee that consistently underperformed?

- ₁ Yes
- ₂ No **[Please go to Comment Box P]**

b. In supervising or managing the underperformer, did you face the following challenges? **[Please select all that apply]**

- O₁ Lack of support from my manager
- O₂ Lack of support from my agency's HR area
- O₃ Managing the impact of the underperformer on team members and/or colleagues
- O₄ Dealing with confidentiality issues
- O₅ Time required to deal with the underperformance issues
- O₆ Dealing with complex procedures on underperformance
- O₇ Lack of useful handbook or other guidance
- O₈ Lack of formal training in how to handle underperformance
- O₉ Dealing with cultural sensitivities
- O₁₀ Dealing with health-related and/or personal issues
- O₁₁ Unwillingness on the part of the underperformer to try and improve his/her performance
- O₁₂ Dealing with an abusive underperformer
- O₁₃ Allegations of harassment by the underperformer
- O₁₄ Other **[Please specify]**.....
- O₁₅ Faced no challenges

c. In supervising or managing the underperformer, what did you find particularly helpful? **[Please select all that apply]**

- O₁ Support from my manager
- O₂ Support from my agency's HR area
- O₃ Support from a mentor or coach
- O₄ Access to external assistance/advice (e.g. managers' helpline, employee assistance program)
- O₅ Access to resources to support performance improvement plans (e.g. training, reasonable adjustment)
- O₆ Access to simple procedures on underperformance
- O₇ Training in how to handle underperformance
- O₈ Handbook or other guidance
- O₉ Other **[Please specify]**.....
- O₁₀ I found nothing particularly helpful

Comment Box P: If you have any comments on 'Underperformance', please record them here.

Q. LEARNING AND DEVELOPMENT

78. How much time did you spend in learning and development activities¹³ **off-the-job** during the last 12 months?

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

Comment Box Q: If you have any comments on 'Learning and Development', please record them here.

R. PEOPLE MANAGEMENT

79. Please rate the overall effectiveness of your immediate supervisor at managing people.

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

Comment Box R: If you have any comments on 'People Management', please record them here.

¹³ The learning and development activities we are asking about are formal off-the-job activities. Seminars, conferences, classroom training courses, leadership programs, academic study, in-house programs and online training should be included.

S. LEADERSHIP

80. Does your agency offer **you personally** the following in terms of leadership development?

	Yes	No	Not Sure
a. Future leaders program within the agency	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
b. Specialised leadership development programs external to the agency	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
c. Assessment centres	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
d. Placements/mobility options inside the agency	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
e. Placements/mobility options across the APS	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
f. Placements/mobility options outside the APS	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
g. Mentoring/personal sponsorship ¹⁴	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
h. Coaching ¹⁵	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃
i. Other [Please specify]	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃

81. Overall, how satisfied are you with your own access to leadership development opportunities in your organisation?

- O₁ Very satisfied
- O₂ Satisfied
- O₃ Neither satisfied or dissatisfied
- O₄ Dissatisfied
- O₅ Very dissatisfied
- O₆ Not applicable

82. To what extent does your immediate supervisor exhibit the following leadership capabilities¹⁶?

	Very High	High	Medium	Low	Very Low	Not Sure
a. Achieves results	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
b. Cultivates productive working relationships	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
c. Exemplifies personal drive and integrity	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
d. Shapes strategic thinking	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆
e. Communicates with influence	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅	<input type="radio"/> O ₆

¹⁴ Mentoring occurs when a more experienced person in any organisation (usually in a higher position) assists an employee by sharing knowledge and assists in advancing the person's career. A mentor is not responsible for the performance of an individual.

¹⁵ Coaching is task or project focused advice in which the coach (usually another employee with the relevant expertise) is concerned with improving an employee's performance and skills.

¹⁶ These capabilities have been taken from the Senior Executive Leadership and Capability Framework.

Comment Box S: If you have any comments on 'Leadership', please record them here.

T. AGENCY CULTURE

The following questions have been included to allow direct comparisons with State and Territory public services. Some questions are similar to those you have already answered.

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. My workplace culture supports people to achieve a good work/life balance.	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅
b. My input is adequately sought and considered about decisions that directly affect me.	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅
c. My organisation actively encourages ethical behaviour by all of its employees.	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅
d. Senior managers in my organisation lead by example in ethical behaviour.	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅
e. Recruitment and promotion decisions in this organisation are fair.	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅
f. I have confidence in the processes that my organisation uses to resolve employee grievances.	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅
g. This organisation is committed to creating a diverse workforce (for example gender, age, cultural background, disability status, Indigenous status).	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅
h. My immediate supervisor is effective in managing people.	<input type="radio"/> O ₁	<input type="radio"/> O ₂	<input type="radio"/> O ₃	<input type="radio"/> O ₄	<input type="radio"/> O ₅

84. During the last 12 months have you been subjected to bullying or harassment¹⁷ in your workplace?

- ₁ Yes
- ₂ No
- ₃ Not sure

Comment Box T: If you have any comments on 'Agency Culture', please record them here.

Thank you for taking the time to complete this survey. Your contribution is an important input into evaluating and improving the public service.

Please place your completed survey in the reply-paid envelope provided and post by Friday 10 June 2005.

¹⁷ For the purpose of this survey 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. While there is no standard definition of workplace bullying it is generally used to describe repeated workplace behaviour that could reasonably be considered to be humiliating, intimidating, threatening or demeaning to an individual or group of individuals. It can be overt or covert.

The APS Values

The Australian Public Service:

- is apolitical, performing its functions in an impartial and professional manner;
- is a public service in which employment decisions are based on merit;
- provides a workplace that is free from discrimination and recognises and utilises the diversity of the Australian community it serves;
- has the highest ethical standards;
- is openly accountable for its actions, within the framework of Ministerial responsibility to the Government, the Parliament and the Australian public;
- is responsive to the Government in providing frank, honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs;
- delivers services fairly, effectively, impartially and courteously to the Australian public and is sensitive to the diversity of the Australian public;
- has leadership of the highest quality;
- establishes workplace relations that value communication, consultation, co-operation and input from employees on matters that affect their workplace;
- provides a fair, flexible, safe and rewarding workplace;
- focuses on achieving results and managing performance;
- promotes equity in employment;
- provides a reasonable opportunity to all eligible members of the community to apply for APS employment;
- is a career-based service to enhance the effectiveness and cohesion of Australia's democratic system of government;
- provides a fair system of review of decisions taken in respect of employees.

APS Code of Conduct

The Code of Conduct requires that an employee must:

- behave honestly and with integrity in the course of APS employment;
- act with care and diligence in the course of APS employment;
- when acting in the course of APS employment, treat everyone with respect and courtesy, and without harassment;
- when acting in the course of APS employment, comply with all applicable Australian laws;
- comply with any lawful and reasonable direction given by someone in the employee's Agency who has authority to give the direction;
- maintain appropriate confidentiality about dealings that the employee has with any Minister or Minister's member of staff;
- disclose, and take reasonable steps to avoid, any conflict of interest (real or apparent) in connection with APS employment;
- use Commonwealth resources in a proper manner;
- not provide false or misleading information in response to a request for information that is made for official purposes in connection with the employee's APS employment;
- not make improper use of:
 - (a) inside information, or
 - (b) the employee's duties, status, power or authority, in order to gain, or seek to gain, a benefit or advantage for the employee or for any other person;
- at all times behave in a way that upholds the APS Values and the integrity and good reputation of the APS;
- while on duty overseas, at all times behave in a way that upholds the good reputation of Australia;
- not disclose certain information without authority (information communicated in confidence or where disclosure could be prejudicial to the effective working of government).