



STATE OF THE SERVICE EMPLOYEE SURVEY RESULTS 2002-03

STATE OF THE SERVICE SERIES 2002-03



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Foreword

The *State of the Service Employee Survey Results 2002–03* provides aggregate results of the APS employee survey conducted to inform the *State of the Service Report 2002–03*.

The survey, conducted by ORIMA Research on behalf of the APS Commission, involved seeking the views of a representative sample of APS employees from agencies with more than 100 APS employees. The Australian Bureau of Statistics was also engaged as a key consultant to advise on aspects of survey methodology.

The survey involved a stratified random sample of 6279 APS employees. A total of 3181 valid responses were received, representing a response rate of 51%. Information on the survey methodology is contained in the State of the Service report.

The employee survey is an important initiative that has contributed to the quality and robustness of reporting on the state of the APS. In particular, it has provided a ‘reality test’, providing another perspective to the material provided by agencies for the report, and allowing a better assessment of the key challenges facing the APS.

I would like to take this opportunity to thank all those who participated in the employee survey. Your responses have allowed us to gain a better understanding of what the APS is doing well and what areas we need to address in order to improve our performance.

The Commission plans to conduct an employee survey annually, allowing assessments to be made of trends, while also allowing new priority issues to be explored each year. Having proven the value and importance of the information gathered through this year’s survey, I look forward to even stronger participation in future surveys.



A S Podger
Public Service Commissioner
December 2003

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Introduction

The employee survey was designed to establish the views of APS employees on a range of issues, including work–life balance, the APS Values, the Code of Conduct, job satisfaction, and learning and development. The results of the employee survey are one of the main sources of information for the Public Service Commissioner’s *State of the Service Report 2002–03*.

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

At the time the survey sample was selected, the most up-to-date data (contained in the *Statistical Bulletin 2001-02*) indicated that the total number of APS employees at 30 June 2002 was 123,494. The survey sample was selected from the total population of APS employees from agencies with more than 100 APS employees, which at 30 June 2002, was 122,529.

A random sample of 6279 APS employees was selected for the survey. The sample was stratified by classification level, agency size, agency and location. A total of 3181 valid responses were received, providing a response rate of 51%. The rate provides a consolidated degree of confidence in the results.

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 five main demographic characteristics:

- level (APS, EL and SES classification group)
- location (ACT and non-ACT)
- agency size (small 100-250 APS employees; medium 251-1000 APS employees; large >1000 APS employees)
- agency (only for the 22 large agencies)
- sex.

Further information on survey methodology can be found in the State of the Service report.

A number of questions sought views of respondents. Frequency results are provided, where relevant, in a 5-point scale format (e.g. strongly agree; agree; neither agree nor disagree; disagree; strongly disagree). Where cross-tabulation results have been included in this publication, they have been based on a 3-point scale (e.g. strongly agree/agree; neither agree nor disagree; disagree/strongly disagree) for reasons of simplicity and consistency with the way

results are reported in the State of the Service report. Due to the effects of rounding 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. Due to the inclusion of ‘filter’ questions, some notes refer to ‘relevant’ respondents—in these cases respondents who were not asked the question were excluded from the question population. The notes clarify how the filter questions operated.

Associated with the *State of the Service Employee Survey Results 2002–03* are two other publications, the *State of the Service Report 2002–03* and the *Australian Public Service Statistical Bulletin 2002–03*. All these publications are available on the APS Commission website at www.apsc.gov.au.

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A. 'About You'

Question 1. What is your age?

	%
< 25	3
25 - 34	24
35 - 44	31
45 - 54	33
> 55	9

Note: 0.3% of respondents did not provide an answer to this question.

Question 2. What is your sex?

	%
Female	49
Male	51

Question 3. Agency size (Which agency do you work at?)

	%
Small (100-250 employees)	3
Medium (251-1000 employees)	10
Large (over 1000 employees)	87

Question 4(a). Where is your workplace located?

	%
Inside Australia	99
Outside Australia	1

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

	%
ACT	33
Not in ACT	67

Question 5. What is your substantive level of classification?

	%
APS 1-6 (or equivalent)	80
Executive Level 1-2 (or equivalent)	19
Senior Executive Service (or equivalent)	1

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

	%
<1 year	5
1 – 5 years	29
6 – 10 years	17
11– 15 years	18
16 – 20 years	13
> 20 years	19

Note: 0.3% of respondents did not provide an answer to this question.



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Question 7. What is your length of service at your current agency?

	%
< 6 months	3
6 months – less than 1 year	5
1 – 5 years	38
6 – 10 years	21
11 – 15 years	14
> 15 years	19

Note: 0.2% of respondents did not provide an answer to this question.

Question 8. Do you identify yourself as an Indigenous Australian?

	%
Yes	3
No	97

Note: 0.8% of respondents did not provide an answer to this question.

Question 9. Do you have an on-going disability?

	%
Yes	4
No	96

Note: 0.4% of respondents did not provide an answer to this question.

Question 10(i). Do you have carer responsibilities?

	%
Yes	36
No	64

Note: 0.5% of respondents did not provide an answer to this question.

Question 10(ii). For whom do you have carer responsibilities?

	%
Children < 5 years old	27
Children 5-16 years old	67
Aged parents	15
Other	9

Note: Respondents who answered 'no' to question 10(i) were not asked this question. 0.1% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.

Question 11. My salary is currently set out in:

	%
My agency's certified agreement	83
My Australian Workplace Agreement (AWA)	11
My employment contract (other than an AWA)	2
Not sure	4

Note: 0.3% of respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.



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SES only questions - 'About You'

Question 12. (SES only) Please indicate the total number of different portfolios you have worked in over the course of your career in the APS. Please do not include changes in Portfolio due to changes in Administrative Arrangement Orders.

	%
1 portfolio	38
2 portfolios	18
3 portfolios	17
4 portfolios	8
5 portfolios	8
6 portfolios	6
7 portfolios	2
8 portfolios	1
9 portfolios	0
10 portfolios	1

Note: APS/EL respondents were not asked this question. 3.7% of relevant respondents did not provide an answer to this question.



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B. Work/Life Balance

Question 12. 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?

	%
Very satisfied	42
Satisfied	41
Neither satisfied nor dissatisfied	9
Dissatisfied	5
Very dissatisfied	2
Not sure	1

Note: 0.4% of respondents did not provide an answer to this question.

Question 12, by sex

	Very satisfied / satisfied	Neither satisfied nor dissatisfied	Dissatisfied / very dissatisfied	Total
Female	85	8	6	100
Male	81	10	8	100

Question 12, by classification

	Very satisfied / satisfied	Neither satisfied nor dissatisfied	Dissatisfied / very dissatisfied	Total
APS 1-6	84	9	6	100
Executive Level 1-2	79	10	8	100
Senior Executive Service	61	22	15	100

Question 13. 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)

	%
Significantly more than my standard or agreed number of hours	23
More than my standard or agreed number of hours	39
Around my standard or agreed number of hours	37
Less than my standard or agreed number of hours	1
Not sure	0

Note: 0.4% of respondents did not provide an answer to this question. APS/EL survey wording has been used. The wording differs slightly from the SES version (see attachments).

Question 13, by sex

	Significantly more than my standard or agreed number of hours	More than my standard or agreed number of hours	Around my standard or agreed number of hours	Less than my standard or agreed number of hours	Not sure	Total
Female	18	43	39	1	0	100
Male	27	37	36	1	0	100



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Question 13, by classification

	Significantly more than my standard or agreed number of hours	More than my standard or agreed number of hours	Around my standard or agreed number of hours	Less than my standard or agreed number of hours	Not sure	Total
APS 1-6	19	39	41	1	0	100
Executive Level 1-2	37	41	22	1	0	100
Senior Executive Service	43	33	25	0	0	100



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C. Merit

Question 14. My agency consistently applies merit in the following types of employment decisions:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not sure
(a) Engagement/transfer/promotion resulting from a competitive selection process	11	48	17	13	7	4
(b) Transfer at level without a competitive selection process	4	28	31	20	8	10
(c) Temporary assignment of 'higher duties'	6	38	21	19	9	6

Note: The proportions of respondents who did not provide an answer to this question were: a - 0.7%, b - 1.9%, c - 1.9%.

Question 14(a), by classification

	Strongly agree / agree	Neither Agree nor Disagree	Disagree / strongly disagree	Not Sure	Total
APS 1-6	54	19	23	4	100
Executive Level 1-2	76	10	13	1	100
Senior Executive Service	93	5	3	0	100

Question 14(b), by classification

	Agree	Neither Agree nor Disagree	Disagree	Not Sure	Total
APS 1-6	29	32	29	10	100
Executive Level 1-2	39	29	24	9	100
Senior Executive Service	66	24	7	2	100

Question 14(c), by classification

	Agree	Neither Agree nor Disagree	Disagree	Not Sure	Total
APS 1-6	42	21	30	7	100
Executive Level 1-2	47	24	25	3	100
Senior Executive Service	65	23	10	3	100



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D. Your Input into Workplace Decisions

Question 15. How often do you attend the following types of meetings?

	Weekly or more often	Fortnightly	Monthly	Ad-hoc basis	Never	N/A
(a) (APS/EL only) Staff meetings at your immediate section/unit/team/level	32	27	15	23	2	1
(b) Staff meetings at the broader work area level (ie. at the branch, group, division or office level)	9	9	18	43	16	5
(c) Meetings across broader work areas	4	5	9	50	26	7
(d) Meetings held by staff representatives during work time to discuss issues affecting staff	3	3	6	56	27	5
(e) Meetings held by a union(s) during work time to discuss issues affecting staff	0	0	2	41	47	10

Note: SES respondents were not asked question 15(a). The proportions of relevant respondents who did not provide an answer to this question were: a - 0.5%, b - 0.9%, c - 1.8%, d - 1.2%, e - 1.0%.

Question 16. How satisfied are you with:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Not sure
(a) the mechanisms listed in question 15 in providing a forum to contribute your views on issues that impact on your work?	8	44	26	17	5	1
(b) the overall say you have in decisions that impact on your work?	7	40	25	21	7	1

Note: The proportions of respondents who did not provide an answer to this question were: a - 0.5%, b - 0.4%.



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E. APS Values

Question 17. Do you feel that your agency has a clear set of values about the behaviour expected of employees?

	%
Yes	89
No	7
Not sure	4

Note: 1.3% of respondents did not provide an answer to this question.

Question 18(a). Are you familiar with the APS Values?

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

Note: 1.4% of respondents did not provide an answer to this question.

Question 18(b). Please rate your level of familiarity with the APS Values.

	%
Very high	11
High	36
Moderate	46
Low	6
Very low	1
Not sure	0

Note: Respondents who answered 'no' to question 18(a) were not asked this question. 0.8% of relevant respondents did not provide an answer to this question.

Question 19. Which statement best describes how you became aware of the APS Values?

	%
My agency has taken steps to ensure employees are made aware of the Values	73
I have personally taken steps to make myself aware of the Values	34
Other	11

Note: Respondents who answered 'no' to question 18(a) were not asked this question. 2.7% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.

Question 20. Please rate how relevant you consider the APS Values are to your organisation's business.

	%
Very high	29
High	51
Moderate	16
Low	2
Very low	0
Not sure	1

Note: 3.6% of respondents did not provide an answer to this question.



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Question 21. Please rate how relevant you consider the APS Values are to your daily work.

	%
Very high	26
High	52
Moderate	18
Low	3
Very low	1
Not sure	1

Note: 3.6% of respondents did not provide an answer to this question.

Question 22. Generally speaking, colleagues in my immediate work area act in accordance with the APS Values in their everyday work.

	%
Strongly agree	17
Agree	65
Neither agree nor disagree	12
Disagree	4
Strongly disagree	1
Not sure	0

Note: 3.6% of respondents did not provide an answer to this question.

Question 22, by classification

	Strongly agree / agree	Neither Agree nor Disagree	Disagree / strongly disagree	Not Sure	Total
APS 1-6	81	13	6	0	100
Executive Level 1-2	86	10	4	0	100
Senior Executive Service	97	3	0	0	100

Question 23. Generally speaking, my immediate manager acts in accordance with the APS Values in his or her everyday work.

	%
Strongly agree	26
Agree	54
Neither agree nor disagree	12
Disagree	5
Strongly disagree	2
Not sure	1

Note: 3.6% of respondents did not provide an answer to this question.

Question 23, by classification

	Strongly agree / agree	Neither Agree nor Disagree	Disagree / strongly disagree	Not Sure	Total
APS 1-6	79	13	8	1	100
Executive Level 1-2	85	10	5	0	100
Senior Executive Service	93	5	3	0	100



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Question 24. Generally speaking, in my experience the *most senior managers* in my agency act in accordance with the APS Values.

	%
Strongly agree	15
Agree	48
Neither agree nor disagree	19
Disagree	12
Strongly disagree	3
Not sure	3

Note: 3.6% of respondents did not provide an answer to this question.

Question 24, by classification

	Strongly agree / agree	Neither Agree nor Disagree	Disagree / strongly disagree	Not Sure	Total
APS 1-6	61	19	16	3	100
Executive Level 1-2	67	17	14	2	100
Senior Executive Service	90	8	3	0	100

Question 25. Have you ever participated in training that included an emphasis on the APS Values?

	%
Yes	53
No	47

Note: 3.9% of respondents did not provide an answer to this question.

Question 26. During 2002–03 have you participated in training that included an emphasis on the APS Values?

	%
Yes	47
No	53

Note: Respondents who answered 'no' to question 25 were not asked this question. 2.2% of relevant respondents did not provide an answer to this question.

Question 27. Was the training in question 25...?

	%
Self-nominated	10
Agency-required attendance	45
Agency-encouraged attendance	15
A mixture of the three options above	28
Not sure	3

Note: Respondents who answered 'no' to question 25 or question 26 were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.

Question 28. Has your agency developed a set of values/behaviours specific to the agency?

	%
Yes	63
No	10
Not sure	27

Note: 4.2% of respondents did not provide an answer to this question.



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SES only questions - APS Values

Question 30(a). In 2002–03, has your Agency Head communicated to you, individually or in a group, the importance of acting in accordance with the APS Values?

	%
Yes	80
No	15
Not sure	5

Note: APS/EL respondents were not asked this question. 5.2% of relevant respondents did not provide an answer to this question.

Question 30(b). In 2002–03, has your Agency Head communicated to you, individually or in a group, the importance of developing in other staff an understanding of the APS Values?

	%
Yes	72
No	17
Not sure	10

Note: APS/EL respondents were not asked this question. 6.6% of relevant respondents did not provide an answer to this question.



F. APS Code of Conduct

Question 29(a). Are you familiar with the APS Code of Conduct?

	%
Yes	74
I have heard of it, but am not fully familiar with its contents	24
No, I had not heard of it before reading this questionnaire	1

Note: 2.5% of respondents did not provide an answer to this question.

Question 29(b). Please rate your level of familiarity with the APS Code of Conduct.

	%
Very high	11
High	35
Moderate	44
Low	9
Very low	1
Not sure	0

Note: Respondents who answered 'no' to question 29(a) were not asked this question. 0.2% of relevant respondents did not provide an answer to this question.

Question 30. Which statement best describes how you became aware of the APS Code of Conduct?

	%
My agency has taken steps to ensure employees are made aware of the code	75
I have personally taken steps to make myself aware of the code	32
Other	9

Note: Respondents who answered 'no' to question 29(a) were not asked this question. 1.9% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.

Question 31. Please rate how relevant you consider the APS Code of Conduct is to your daily work.

	%
Very high	35
High	46
Moderate	17
Low	1
Very low	0
Not sure	1

Note: 2.5% of respondents did not provide an answer to this question.

Question 32. Have you been made aware by your current agency that you can report a serious breach of the APS Code of Conduct to an authorised person in your agency?

	%
Yes	65
No	23
Not sure	12

Note: 2.4% of respondents did not provide an answer to this question.

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Question 33. If you observed an APS employee in your agency engaging in behaviour that you felt was a *serious* breach of the APS Code of Conduct (eg fraud, theft, misusing clients' personal information, sexual harassment, leaking classified documentation), which of the following best describes how you would act if the breach was committed by:

	Someone at the same level as you	Someone more senior than you	Someone more junior than you
(a) I would raise the matter with the person who breached the Code directly	54	27	67
(b) I would inform a senior manager about what I had seen	71	73	62
(c) I would make a formal whistleblowing report to an authorised person in my agency	17	32	17
(d) I would take no action because I'm unsure who to report the matter to	4	9	3
(e) I would take no action because I would not be confident of being protected from victimisation and discrimination	8	21	5
(f) Other	4	5	5
(g) Not applicable	1	2	2

Note: The proportions of respondents who did not provide an answer to this question were: same level - 12.5%, more senior - 6.2%, more junior - 17.7%. Respondents were able to provide more than one answer to this question.



G. Relations with Ministers and the Parliament

Question 34. In the past 24 months have you had contact with Ministers and/or Ministerial advisers?

	%
Yes	26
No	74

Note: 2.5% of respondents did not provide an answer to this question.

Question 34, by classification

	Yes	No	Total
APS 1-6	20	80	100
Executive Level 1-2	47	53	100
Senior Executive Service	88	13	100

Question 34, by whether in a department or other agency

	Yes	No	Total
Department employee	37	63	100
Non-department employee	18	82	100

Question 35(a). In the past 24 months, do you feel confident that the job you are, or were, working in is able to balance the APS Values of being apolitical, impartial and professional, responsive to the Government and openly accountable? My level of confidence for my *current* job is:

	%
Very high	23
High	44
Moderate	21
Low	7
Very low	4
Not applicable	1

Note: Respondents who answered 'no' to question 34 were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.

Question 35(a), by Question 23. (my immediate manager acts in accordance with the APS Values in his or her everyday work)

Confidence in balancing Values Immediate manager acts according to Values	Confidence in balancing Values				Total
	Very high / high	Moderate	Low / very low	N/A	
Strongly agree / agree	72	19	9	1	100
Neither Agree nor Disagree	52	20	28	1	100
Disagree / strongly disagree	28	51	20	2	100
Not Sure [†]	*	*	*	*	*

[†] We are unable to provide results for 'not sure' because the number of respondents is less than 10. This has been done to remove less reliable results.

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Question 35(a), by Question 24. (most senior managers in my agency act in accordance with the APS Values)

Confidence in balancing Values Senior managers act according to Values	Confidence in balancing Values				Total
	Very high / high	Moderate	Low / very low	N/A	
Strongly agree / agree	83	13	4	0	100
Neither Agree nor Disagree	51	34	13	2	100
Disagree / strongly disagree	28	32	39	1	100
Not Sure	26	68	5	0	100

Question 35(b). In the past 24 months, do you feel confident that the job you are, or were, working in is able to balance the APS Values of being apolitical, impartial and professional, responsive to the Government and openly accountable? My level of confidence for my *previous* job was:

	%
Very high	16
High	35
Moderate	17
Low	7
Very low	4
Not applicable	21

Note: Respondents who answered 'no' to question 34 were not asked this question. 5.3% of relevant respondents did not provide an answer to this question.

Question 36(i). In the past 24 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 APS Values) in dealing with Ministers and/or Ministers' offices?

	%
Yes	35
No	60
Not sure	5

Note: Respondents who answered 'no' to question 34 were not asked this question. 1.5% of relevant respondents did not provide an answer to this question.

Question 36(i), by classification

	Yes	No	Total
APS 1-6	30	63	100
Executive Level 1-2	41	57	100
Senior Executive Service	46	51	100



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Question 36(ii)(i). In dealing with this challenge(s) did you take the following action to manage the situation?

	Yes	No
(a) Discussed with Ministerial adviser	46	54
(b) Sought advice from supervisor	78	22
(c) Sought advice from manager other than supervisor	48	52
(d) Sought advice from peer(s)	66	34
(e) Referred to written guidance from your Agency	39	61
(f) Referred to written guidance from the APS Commission (eg Guidelines on Official Conduct)	18	82
(g) Sought advice from your Agency's corporate area (eg parliamentary services, ethics committee or officer)	29	71
(h) Took decision personally without reference to others or to any written guidance	25	75
(i) Other	49	51

Note: Respondents who answered 'no' to question 34 or 'no' or 'not sure' to the relevant part of question 36(i) were not asked this question. The proportions of relevant respondents who did not provide an answer to this question were: a - 13.0%, b - 6.7%, c - 16.0%, d - 19.5%, e - 22.9%, f - 22.7%, g - 22.5%, h - 21.0%, i - 81.5%.

Question 36(ii)(ii). In dealing with this challenge(s) was this action effective in resolving the challenge(s) from your point of view?

	Very effective	Effective	Neither effective nor ineffective	Ineffective	Very ineffective
(a) Discussed with Ministerial adviser	13	53	23	11	1
(b) Sought advice from supervisor	20	50	15	9	5
(c) Sought advice from manager other than supervisor	13	58	13	10	6
(d) Sought advice from peer(s)	8	56	25	6	5
(e) Referred to written guidance from your Agency	7	52	23	5	14
(f) Referred to written guidance from the APS Commission (eg Guidelines on Official Conduct)	8	49	35	3	5
(g) Sought advice from your Agency's corporate area (eg parliamentary services, ethics committee or officer)	16	48	24	12	1
(h) Took decision personally without reference to others or to any written guidance	6	78	15	0	0
(i) Other	1	37	37	3	21

Note: Respondents who answered 'no' to question 34 or to the relevant part of question 36(ii)(i) were not asked this question. The proportions of relevant respondents who did not provide an answer to this question were: a - 0.0%, b - 0.0%, c - 0.0%, d - 0.0%, e - 0.0%, f - 0.0%, g - 0.0%, h - 0.0%, i - 0.0%.



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Question 37. Do you know if your current agency has 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	77	3	20
(b) A requirement for a minimum classification level for phone contact with ministerial office advisers	33	29	38
(c) A requirement that senior managers are kept informed of developments	78	3	19
(d) A requirement that oral briefing to Ministers or Ministers' staff on key issues is confirmed in writing (including emails or follow-up minutes)	37	12	51
(e) A requirement that file notes are routinely made after significant phone calls or oral discussions with Ministers and ministerial advisers	49	12	39
(f) A requirement that significant email communications with ministerial advisers be retained	52	8	40
(g) Agreed processes for resolving staff concerns that may arise about the nature of requests from ministerial offices	28	19	53
(h) Other guidance/protocols	12	9	80

Note: Respondents who answered 'no' to question 34 were not asked this question. The proportions of relevant respondents who did not provide an answer to this question were: a - 0.5%, b - 0.4%, c - 0.8%, d - 0.7%, e - 0.7%, f - 0.6%, g - 0.8%, h - 87.9%.

Question 38. (EL/SES only) Have you appeared before a Federal Parliamentary Committee in 2002–03?

	%
Yes	6
No	94

Note: APS respondents were not asked this question. 1.8% of relevant respondents did not provide an answer to this question.

Question 39. (EL/SES only) How well equipped did you feel to perform effectively before the committee?

	%
Very well	25
Well	42
Reasonably	31
Poorly	2
Very poorly	0
Not applicable	0

Note: APS respondents and respondents who answered 'no' to question 38 were not asked this question. 0.7% of relevant respondents did not provide an answer to this question.

Question 40. (EL/SES only) Have you ever received formal training in your accountability rights and responsibilities to the Federal Parliament?

	%
Yes	16
No	79
Not sure	5

Note: APS respondents were not asked this question. 3.0% of relevant respondents did not provide an answer to this question.



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H. Service to the Public

Question 41. Are you directly involved in delivering services to the general public or do you manage employees delivering such services?

	%
Yes	61
No	39

Note: 5.3% of respondents did not provide an answer to this question.

Question 42(a). Does your agency have a current Service Charter?

	%
Yes	86
No	1
Not sure	13

Note: Respondents who answered 'no' to question 41 were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.

Question 42(b). Please indicate your level of awareness of the content of your agency's Service Charter.

	%
Very high	25
High	45
Moderate	23
Low	4
Very low	2
Not sure	0

Note: Respondents who answered 'no' to question 41 or 'no' or 'not sure' to question 42(a) were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.

Question 42(c). My agency's Service Charter helps me deliver quality services to the public.

	%
Strongly agree	21
Agree	54
Neither agree nor disagree	20
Disagree	4
Strongly disagree	0
Not sure	1

Note: Respondents who answered 'no' to question 41 or 'no' or 'not sure' to question 42(a) were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.

Question 43(a). Does your work unit receive regular feedback from the public (directly or indirectly) on the quality of services it provides to the public?

	%
Yes	71
No	22
Not sure	8

Note: Respondents who answered 'no' to question 41 were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.



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Question 43(b). Are there formal mechanisms in place in your work unit for responding to feedback from the public?

	%
Yes	75
No	15
Not sure	11

Note: Respondents who answered 'no' to question 41 or 'no' or 'not sure' to question 43(a) were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.

Question 43(c). How do you rate the effectiveness of these formal mechanisms in allowing you to respond to feedback from the public?

	%
Very high	14
High	46
Moderate	31
Low	4
Very low	2
Not sure	3

Note: Respondents who answered 'no' to question 41 or 'no' or 'not sure' to questions 43(a) or 43(b) were not asked this question. 0.4% of relevant respondents did not provide an answer to this question.



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I. Diversity

Question 44. 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	Not sure
(a) The diversity of my agency's workforce reflects the diversity of its clients	13	48	22	12	2	2
(b) People from all cultural backgrounds have the same opportunities for employment, development and promotion as each other	23	52	12	10	2	2
(c) Women in my agency have the same opportunities for development and promotion as men	28	51	9	7	2	2
(d) My agency actively supports the employment of people with a disability	14	42	26	7	2	10
(e) Indigenous staff within my agency have no fewer opportunities for employment, development and promotion than other employees	20	39	20	5	2	14

Note: The proportions of respondents who did not provide an answer to this question were: a - 5.3%, b - 4.9%, c - 5.3%, d - 5.4%, e - 5.4%.

Question 44(c), by sex

	Strongly agree / agree	Neither Agree nor Disagree	Disagree / strongly disagree	Not Sure	Total
Female	76	10	12	2	100
Male	83	9	6	2	100

Question 44(d), by on-going disability

	Strongly agree / agree	Neither Agree nor Disagree	Disagree / strongly disagree	Not Sure	Total
Yes (on-going disability)	36	25	18	22	100
No (no on-going disability)	57	26	8	9	100

Question 44(e), by whether identify as an Indigenous Australian

	Strongly agree / agree	Neither Agree nor Disagree	Disagree / strongly disagree	Not Sure	Total
Yes (Indigenous Australian)	52	14	26	9	100
No (not Indigenous Australian)	59	21	6	14	100



J. Harassment, Discrimination and Bullying

Question 45. On the scale below, please indicate the level of your agreement with the following statement: If I experienced harassment, discrimination or bullying, I would generally feel confident about using the support structures available in my agency.

	%
Strongly agree	15
Agree	53
Neither agree nor disagree	14
Disagree	11
Strongly disagree	5
Not sure	2

Note: 2.5% of respondents did not provide an answer to this question.

Question 46. In 2002–03 I have been subjected to what I consider to be harassment, discrimination or bullying in my workplace.

	%
Yes	18
No	80
Not sure	2

Note: 3.1% of respondents did not provide an answer to this question.

Question 46, by sex

	Yes	No	Not sure	Total
Female	21	77	2	100
Male	15	82	3	100

Question 46, by classification

	Yes	No	Not sure	Total
APS 1-6	20	78	3	100
Executive Level 1-2	13	86	1	100
Senior Executive Service	5	95	0	100

Question 47. Please indicate if the harassment, discrimination or bullying was based on:

	%
Sex	13
Race	7
Ethnicity	8
Disability	4
Non-specific basis	51
Other	41

Note: Respondents who answered 'no' or 'not sure' to question 46 were not asked this question. 1.5% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.

Question 48. If you have experienced harassment, discrimination or bullying, did you raise it through the support structures available in your agency?

	%
Yes	50
No	50

Note: Respondents who answered 'no' or 'not sure' to question 46 were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.



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Question 49. To what extent were you satisfied with the way this issue was dealt with (or is being handled)?

	%
Very satisfied	2
Satisfied	17
Neither satisfied nor dissatisfied	11
Dissatisfied	37
Very dissatisfied	32
Not sure	0

Note: Respondents who answered 'no' or 'not sure' to question 46 or 'no' to question 48 were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.



K. Review of Employment Decisions

Question 50. (APS/EL only) Are you aware of the procedures for the review of employment actions that are available *within your agency* (that is, procedures to review decisions which affect your employment such as those involving promotions, performance management, misconduct and other employment-related decisions)?

	%
Fully aware	31
Partially aware	56
Not aware	13

Note: SES respondents were not asked this question. 4.7% of relevant respondents did not provide an answer to this question.

Question 51. (APS/EL only) In your view are such review arrangements effective and fair?

	%
Always	4
Usually	44
Sometimes	27
Seldom	8
Never	1
Not sure	15

Note: SES respondents and respondents who answered 'not aware' to question 50 were not asked this question. 0.2% of relevant respondents did not provide an answer to this question.

Question 52(a). (APS/EL only) Are you aware that you can seek assistance from the Merit Protection Commissioner, either directly or after a review activity within your agency, on the following types of employment decisions/actions in relation to your employment? Promotion decisions.

	%
Yes	66
No	24
Not sure	10

Note: SES respondents were not asked this question. 5.1% of relevant respondents did not provide an answer to this question.

Question 52(b). (APS/EL only) Are you aware that you can seek assistance from the Merit Protection Commissioner, either directly or after a review activity within your agency, on the following types of employment decisions/actions in relation to your employment? Decisions taken in relation to breaches of the APS Code of Conduct.

	%
Yes	45
No	35
Not sure	20

Note: SES respondents were not asked this question. 5.1% of relevant respondents did not provide an answer to this question.

Question 52(c). (APS/EL only) Are you aware that you can seek assistance from the Merit Protection Commissioner, either directly or after a review activity within your agency, on the following types of employment decisions/actions in relation to your employment? Other decisions/actions taken in relation to your employment actions (eg refusal of leave, allegations of harassment).

	%
Yes	37
No	41
Not sure	21

Note: SES respondents were not asked this question. 5.0% of relevant respondents did not provide an answer to this question.

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L. Mobility

Question 53. Do you anticipate seeking a promotion in the next 12 months?

	%
Yes	47
No	53

Note: 4.0% of respondents did not provide an answer to this question.

Question 54. Where would you prefer to seek a promotion?

	%
Within my own agency	82
With another APS agency	15
Outside the APS	3

Note: Respondents who answered 'no' to question 53 were not asked this question. 0.5% of relevant respondents did not provide an answer to this question.

Question 55. What are the most important reasons you would prefer to seek a promotion within your agency rather than with another APS agency? (Please select up to 3)

	%
Enjoy the issues/type of work dealt with in my agency	77
The pay and conditions in my agency are preferable to many other APS agencies	31
Do not have the specific knowledge/experience required by other agencies	34
Better training and development in my agency	13
Better career prospects in my current agency	24
(APS/EL only) Broadbanded classification structures in other agencies have reduced the number of opportunities for promotion to other agencies	3
No opportunities in desired geographical locations in other agencies	18
Other	8

Note: Only those respondents who answered 'within my own agency' to question 54 were asked this question. 0.0% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.

Question 56. What are the most important reasons why you do not anticipate seeking a promotion? (Please select up to 3)

	%
Recently promoted	14
Satisfied at this level	35
Not ready for promotion	15
Satisfied with my current role and the type of work	39
Would create work/life balance issues	36
No opportunities in my area of expertise	19
No opportunities in desired geographical location	13
Would not be supported by my supervisor	3
Planning retirement within the next 5 years	13
Concerns about the fairness of selection procedures	12
Other	10

Note: Respondents who answered 'yes' to question 53 were not asked this question. 2.3% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.



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Question 57. Are you seeking to change jobs at your current classification level within the next 12 months?

	%
Yes	20
No	80

Note: Respondents who answered 'yes' to question 53 were not asked this question. 2.0% of relevant respondents did not provide an answer to this question. APS/EL survey wording has been used. The wording differs slightly from the SES version (see attachments).

Question 58. Where would you prefer to change jobs at your current classification level?

	%
Within my agency	55
To another APS agency	45

Note: Only respondents who answered 'yes' to question 57 were asked this question. 0.0% of relevant respondents did not provide an answer to this question. APS/EL survey wording has been used. The wording differs slightly from the SES version (see attachments).

Question 59. What are the most important reasons you would prefer to seek a change of duties within your agency rather than with another APS agency? (Please select up to 3)

	%
Enjoy the issues/type of work dealt with in my agency	81
The pay and conditions in my agency are preferable to many other APS agencies	33
Do not have the specific knowledge/experience required by other agencies	32
Better training and development in my agency	4
Better medium-term career prospects in my current agency	7
(APS/EL only) Broadbanded classification structures in some APS agencies make transferring between agencies more difficult	9
No transfer opportunities in desired geographical locations in other agencies	15
Other	8

Note: Only respondents who answered 'within my agency' to question 58 were asked this question. 0.0% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.

Question 60. What are the most important reasons why you do not anticipate seeking a change of duties at your current classification? (Please select up to 3)

	%
Satisfied with my current role and the type of work	73
Would create work/life balance issues	32
Only recently moved into current job	19
Different pay and conditions in other APS agencies makes transfers more difficult	6
Lack of opportunities	23
Would not be supported by my supervisor	4
Do not have the specific knowledge/experience required by other agencies	8
No opportunities in desired geographical location	13
Concerns about the fairness of selection procedures	8
Will look for employment opportunities outside APS	4
Other	6

Note: Only those respondents who answered 'no' to question 57 were asked this question. 1.9% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question. APS/EL survey wording has been used. The wording differs slightly from the SES version (see attachments).



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M. Broadbanding

Question 61. (APS/EL only) Are you currently employed in an agency that uses a broadbanded classification system?

	%
Yes	49
No	31
Not sure	20

Note: SES respondents were not asked this question. 3.7% of relevant respondents did not provide an answer to this question.

Question 62. (APS/EL only) How do you think the broadbanded classification structure within your agency has affected advancement opportunities?

	%
Much better	4
Better	23
No change	33
Worse	18
Much worse	8
Not sure	13

Note: SES respondents and respondents who answered 'no' or 'not sure' to question 61 were not asked this question. 0.5% of relevant respondents did not provide an answer to this question.



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N. Job Satisfaction

Question 63. Please choose the 5 most important workplace factors that impact on how satisfied you are with your job.

	%
(a) Duties/expectations made clear	40
(b) Regular feedback/recognition for effort	42
(c) Chance to be creative/innovative	38
(d) Chance to make a useful contribution to society	40
(e) Seeing tangible results from my work	42
(f) Opportunities to utilise my skills	50
(g) Opportunities to develop my skills	46
(h) Good working relationships	60
(i) Appropriate workload	30
(j) Salary	47
(k) Opportunities for career development	33
(l) Interesting work provided	48
(m) Flexible working arrangements	55
(n) Other conditions of employment (eg superannuation, paid maternity leave)	28
(o) Safe and healthy work environment	26

Note: 5.5% of respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question. The percentage result in this table refers to the proportion of respondents who selected the factor.

Question 63. Please rate your satisfaction with this factor:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
(a) Duties/expectations made clear	14	55	12	17	2
(b) Regular feedback/recognition for effort	12	41	17	20	10
(c) Chance to be creative/innovative	14	50	16	15	5
(d) Chance to make a useful contribution to society	16	51	20	10	3
(e) Seeing tangible results from my work	15	54	17	12	2
(f) Opportunities to utilise my skills	16	53	12	15	4
(g) Opportunities to develop my skills	14	52	13	17	4
(h) Good working relationships	30	55	10	3	1
(i) Appropriate workload	9	40	16	26	9
(j) Salary	11	50	17	17	4
(k) Opportunities for career development	8	35	18	25	14
(l) Interesting work provided	22	52	15	9	3
(m) Flexible working arrangements	37	49	8	4	2
(n) Other conditions of employment (eg superannuation, paid maternity leave)	25	59	13	3	0
(o) Safe and healthy work environment	24	53	15	5	3

Note: Only those who nominated the relevant factor as amongst their five most important factors were asked this follow up question on satisfaction. The proportions of relevant respondents who did not provide an answer to this question were: 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%, n - 0.0%, o - 0.0%.



O. Individual Performance Management

Question 64. Have you received formal individual performance feedback in your current agency in the last 12 months?

	%
Yes	79
No	21

Note: 4.1% of respondents did not provide an answer to this question.

Question 65. Please identify who you received individual feedback from.

	%
Supervisor's supervisor	17
Direct supervisor	95
Peer(s)	12
Subordinate(s)	8
Client(s)	7
Other	2

Note: Respondents who answered 'no' to question 64 were not asked this question. 0.9% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question. APS/EL survey wording has been used. The wording differs slightly from the SES version (see attachments).

Question 66. In your most recent formal performance feedback session was your performance assessed against a formal performance agreement or work plan agreed to by you and your supervisor?

	%
Yes	93
No	5
Not sure	2

Note: Respondents who answered 'no' to question 64 were not asked this question. 1.4% of relevant respondents did not provide an answer to this question. APS/EL survey wording has been used. The wording differs slightly from the SES version (see attachments).

Question 67. Please indicate whether you agree with the following statements: The links between your agency's business and your work were made clear in the development of your performance agreement.

	%
Strongly agree	12
Agree	60
Neither agree nor disagree	16
Disagree	8
Strongly disagree	2
Not sure	2

Note: 8.9% of respondents did not provide an answer to this question. 'Not applicable' responses have been excluded.

Question 68. Please indicate whether you agree with the following statements: Your most recent formal performance review will help you perform well.

	%
Strongly agree	7
Agree	36
Neither agree nor disagree	35
Disagree	15
Strongly disagree	6
Not sure	0

Note: 10.4% of respondents did not provide an answer to this question. 'Not applicable' responses have been excluded.

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Question 69. Please indicate whether you agree with the following statements: You understood the standards used to evaluate your performance.

	%
Strongly agree	10
Agree	62
Neither agree nor disagree	17
Disagree	8
Strongly disagree	3
Not sure	1

Note: 10.2% of respondents did not provide an answer to this question. 'Not applicable' responses have been excluded.

Question 70. In your most recent performance assessment, what was your behaviour assessed against:

	%
All the APS Values, as a set	24
The APS Values most relevant to your job	20
Agency-specific values/behaviours	44
Other behavioural indicators	5
My behaviour was not assessed	19
Not sure	12

Note: 6.4% of respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.

Question 71. Under the performance assessment system in your agency is any part of your pay linked to an assessment of your performance?

	%
Yes	65
No	28
Not sure	7

Note: 4.7% of respondents did not provide an answer to this question.

Question 72. (APS/EL only) How is your pay linked to your performance assessment?

	APS	EL	Total
Eligible for advancement through the salary range for your classification subject to fully competent performance	81	69	79
Eligible for accelerated advancement through the salary range for your classification subject to better than fully competent performance	28	16	26
Eligible for a one-off performance bonus depending on performance, including any bonus paid if you are at the top of your salary range	17	41	22
If covered by AWA, performance assessments are formally taken into account when re-negotiating AWAs	5	9	5
Performance assessment is formally taken into account in selection for promotion	7	11	8
Other	6	2	5

Note: Only those APS/EL respondents who answered 'yes' to question 71 were asked this question. Only those APS/EL respondents who answered 'yes' to question 71 were asked this question. The proportions of relevant respondents who did not provide an answer to this question were: APS - 0.6%, EL - 0.2%, Total - 0.5%. Respondents were able to provide more than one answer to this question.



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(SES only) How is your pay linked to your performance assessment?

	%
Eligible for an increase in base salary	27
Eligible for a one-off bonus	84
Increase in a non-salary component of remuneration	0
Performance assessments are formally taken into account when renegotiating AWAs	15
Performance assessment is formally taken into account in selection for promotion	9
Other	5

Note: Only those SES respondents who answered 'yes' to question 71 were asked this question. 0.0% of relevant respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.

Question 73. 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	4	36	26	24	7	3
(b) Acts as an incentive to perform well	4	37	27	22	8	2
(c) Ensures performance assessment is managed systematically and regularly	5	46	23	19	5	2
(d) Accurately reflects differences in individuals' performance	2	20	26	37	11	4
(e) Provides appropriate rewards for top performers	2	23	24	32	15	4
(f) Contributes to a workplace culture in which individuals work together effectively	2	22	35	28	11	3
(g) Contributes to a workplace culture which upholds the APS Values	2	32	38	17	7	3

Note: Respondents who answered 'no' or 'not sure' to question 71 were not asked this question. The proportions of relevant respondents who did not provide an answer to this question were: a - 0.2%, b - 0.3%, c - 0.3%, d - 1.2%, e - 1.2%, f - 1.6%, g - 1.0%.



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P. Underperformance

Question 74. During 2002–03, did you feel that an employee in your immediate work area consistently underperformed?

	%
Yes	50
No	45
Not sure	5

Note: 5.0% of respondents did not provide an answer to this question.

Question 75. What was the level of this underperforming employee?

	%
Peer	51
Supervisor/manager	16
Subordinate	32

Note: Respondents who answered 'no' or 'not sure' to question 74 were not asked this question. 0.1% of relevant respondents did not provide an answer to this question.

Question 76. During 2002–03, do you feel underperformance on the part of an employee in your immediate work area had an adverse effect on your immediate work team (ie impacted on performance or workload)?

	%
Strongly agree	30
Agree	53
Neither agree nor disagree	10
Disagree	4
Strongly disagree	0
Not sure	2

Note: Respondents who answered 'no' or 'not sure' to question 74 were not asked this question. 0.0% of relevant respondents did not provide an answer to this question.

Question 77. To what extent were you satisfied with the way this underperformance was dealt with?

	%
Very satisfied	4
Satisfied	11
Neither satisfied nor dissatisfied	16
Dissatisfied	38
Very dissatisfied	28
Not sure	2

Note: Respondents who answered 'no' or 'not sure' to question 74 were not asked this question. 0.3% of relevant respondents did not provide an answer to this question.



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Q. Learning and Development

Question 78. How were your learning and development needs identified in the last 12 months in your organisation?

	%
Self-identified	67
Identified by your manager	20
Identified by your manager and yourself together as part of the performance management process	46
Based on corporate strategies and business goals	18
Through a training needs analysis	11
Using external sources	2
Other	4

Note: 4.5% of respondents did not provide an answer to this question. Respondents were able to provide more than one answer to this question.

Question 79(i). Please rank up to 3 of the most important categories of learning and development activities you undertook in 2002–03.

	Yes	No
(a) Leadership (ie training focusing on strategic direction, engaging people in change initiatives)	38	62
(b) Management (eg financial, project, risk, occupational health and safety)	40	60
(c) Other generic public sector capabilities (eg policy development, customer service, writing skills)	42	58
(d) Technical training specifically related to your job (eg labour economics, law/legislation)	66	34
(e) Information/communications technology	51	49

Note: The proportions of respondents who did not provide an answer to this question were: a - 21.0%, b - 21.0%, c - 21.0%, d - 21.0%, e - 21.0%. These results have been converted to 'yes/no' responses to simplify analysis.

Question 79(ii). Please rank up to 3 of the most important categories of learning and development activities you plan to undertake in 2003–04.

	Yes	No
(a) Leadership (ie training focusing on strategic direction, engaging people in change initiatives)	47	53
(b) Management (eg financial, project, risk, occupational health and safety)	43	57
(c) Other generic public sector capabilities (eg policy development, customer service, writing skills)	38	62
(d) Technical training specifically related to your job (eg labour economics, law/legislation)	65	35
(e) Information/communications technology	48	52

Note: The proportions of respondents who did not provide an answer to this question were: a - 26.2%, b - 26.2%, c - 26.2%, d - 26.2%, e - 26.2%. These results have been converted to 'yes/no' responses to simplify analysis.



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Question 80. How much time (to the nearest half day) did you spend in learning and development activities off-the-job in 2002–03?

	%
None	16
Less than 2 days	8
2 - 5 days	37
5.5 - 10 days	20
10.5 - 15 days	6
15.5 - 20 days	5
Over 20 days	7

Note: 14.2% of respondents did not provide an answer to this question.



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R. Leadership

Question 81(i). Does your agency offer you personally the following in terms of leadership development?

	Yes	No	Not sure
(a) Future leaders program within the agency	26	52	22
(b) Specialised leadership development programs external to the agency	21	53	26
(c) Assessment centres	8	58	34
(d) Placements/mobility options inside the agency	36	41	23
(e) Placements/mobility options across the APS	14	53	33
(f) Placements/mobility options outside the APS	6	60	34
(g) Mentoring/personal sponsorship	25	48	28
(h) Coaching	25	49	27
(i) Other	10	40	51

Note: The proportions of respondents who did not provide an answer to this question were: 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%.

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

	%
Very satisfied	4
Satisfied	23
Neither satisfied nor dissatisfied	38
Dissatisfied	24
Very dissatisfied	10

Note: 10.1% of respondents did not provide an answer to this question. 'Not applicable' responses have been excluded.

Question 81(ii), by classification

	Very satisfied / satisfied	Neither satisfied nor dissatisfied	Dissatisfied / very dissatisfied	Total
APS 1-6	25	40	35	100
Executive Level 1-2	33	32	35	100
Senior Executive Service	67	23	10	100

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	16	42	29	8	2	2
(b) Cultivates productive working relationships	16	34	29	14	5	1
(c) Demonstrates personal drive and integrity	22	39	24	10	3	2
(d) Influences strategic thinking	15	34	27	15	5	4
(e) Communicates effectively	18	34	30	12	6	1

Note: The proportions of respondents who did not provide an answer to this question were: a - 4.4%, b - 4.7%, c - 4.7%, d - 4.9%, e - 4.5%. APS/EL survey wording has been used. The wording differs slightly from the SES version (see attachments).



State of the Service Employee Survey Results 2002–03

S. Human Resource Capability

Question 83. Overall, please rate how effective your immediate supervisor is at managing people?

	%
Very high	14
High	33
Moderate	35
Low	11
Very low	6
Not sure	1

Note: 4.0% of respondents did not provide an answer to this question. APS/EL survey wording has been used. The wording differs slightly from the SES version (see attachments).

Question 83, by classification

	Very high / high	Medium	Low / very low	Not Sure	Total
APS 1-6	48	34	17	2	100
Executive Level 1-2	44	40	16	1	100
Senior Executive Service	51	39	10	0	100

Question 84. (EL/SES only) Of the people management issues listed below please choose the three that you think are most critical to achieving business outcomes in your Agency.

	Yes	No
(a) Workforce planning	56	44
(b) Recruitment and selection	49	51
(c) Learning and development	49	51
(d) Reward and recognition	29	71
(e) Employee relations	28	72
(f) Performance management	49	51
(g) Workplace diversity	5	95
(h) Injury prevention and rehabilitation management	3	97
(i) Organisational change	29	71
(j) Flexible working arrangements	18	82
(k) Other	2	98

Note: APS respondents were not asked this question. The proportions of relevant respondents who did not provide an answer to this question were: a - 6.1%, b - 6.1%, c - 6.1%, d - 6.1%, e - 6.1%, f - 6.1%, g - 6.1%, h - 6.1%, i - 6.1%, j - 6.1%, k - 6.1%. These results have been converted to 'yes/no' responses to simplify analysis.



State of the Service Employee Survey Results 2002–03

Question 85. (EL/SES only) Please rate your agreement with the following statements:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not sure
(a) My agency's HR area has the capability to assist me to address critical people management issues	6	43	24	15	7	5
(b) The senior management in my agency positively supports the development, implementation and evaluation of HR policies and strategies	8	45	28	13	2	4
(c) My agency has the data and information needed to develop, implement and evaluate HR policies and strategies	4	38	24	14	3	16
(d) Line managers in my agency are receptive to changes in people management policies and strategies	4	37	33	19	3	5
(e) The culture in my agency is receptive to changes in people management policies and strategies	4	33	33	17	9	4

Note: APS respondents were not asked this question. The proportions of relevant respondents who did not provide an answer to this question were: a - 5.3%, b - 4.5%, c - 4.5%, d - 4.4%, e - 4.5%.



T. Recordkeeping

Question 86. My agency considers good recordkeeping practices to be very important.

	%
Strongly agree	31
Agree	52
Neither agree nor disagree	9
Disagree	4
Strongly disagree	1
Not sure	2

Note: 4.1% of respondents did not provide an answer to this question.

Question 87. I receive appropriate training and/or have access to information that enables me to meet my recordkeeping responsibilities.

	%
Strongly agree	14
Agree	49
Neither agree nor disagree	17
Disagree	13
Strongly disagree	4
Not sure	2

Note: 4.3% of respondents did not provide an answer to this question.



State of the Service Employee Survey Results 2002–03

U. Quality of Internal Services

Question 88(i). From your experience as an “end-user”, please complete the following tables on a range of services as they currently operate in your workplace: Are the following services or functions outsourced?

	Yes - Fully	No - Partially	No	Not sure
(a) ICT services	33	30	22	16
(b) HR services	9	17	59	15
(c) Strategic HR services	6	29	42	23
(d) Other corporate services	5	39	25	31

Note: The proportions of respondents who did not provide an answer to this question were: a - 4.7%, b - 4.7%, c - 4.9%, d - 5.1%.

Question 88(ii). Generally, what do you feel is the quality of these services?

	Very high	High	Medium	Low	Very low	Not sure
(a) ICT services	6	28	37	12	7	10
(b) HR services	5	36	39	10	3	7
(c) Strategic HR services	4	23	39	10	6	19
(d) Other corporate services	3	24	40	7	3	22

Note: The proportions of respondents who did not provide an answer to this question were: a - 5.5%, b - 5.5%, c - 6.5%, d - 6.8%.

Question 88(i)(a), by Question 88(ii)(a). (Quality of service: ICT services)

Is the service outsourced?	Quality of Service			
	High	Medium	Low	Not Sure
Yes - Fully	20	37	63	0
Yes - Partially	31	38	23	9
No	40	17	6	8
Not Sure	9	9	8	83
Total	100	100	100	100

Question 88(i)(b), by Question 88(ii)(b). (Quality of service: HR services)

Is the service outsourced?	Quality of Service			
	High	Medium	Low	Not Sure
Yes - Fully	8	9	14	0
Yes - Partially	10	20	31	15
No	72	58	40	20
Not Sure	9	13	15	65
Total	100	100	100	100

Question 88(i)(c), by Question 88(ii)(c). (Quality of service: Strategic HR services)

Is the service outsourced?	Quality of Service			
	High	Medium	Low	Not Sure
Yes - Fully	6	8	10	1
Yes - Partially	25	36	37	12
No	58	43	40	20
Not Sure	11	13	14	67
Total	100	100	100	100



State of the Service Employee Survey Results 2002–03

Question 88(i)(d), by Question 88(ii)(d). (Quality of service: Other corporate services)

Quality of Service Is the service outsourced?	High	Medium	Low	Not Sure
Yes - Fully	5	5	9	1
Yes - Partially	38	52	57	13
No	42	26	16	8
Not Sure	14	17	18	79
Total	100	100	100	100



Appendices

APS/EL Employee Survey

SES-specific Employee Survey Questions



2002/03 State of the Service

APS 1–6 and Executive Level

Employee Survey

May 2003

Introduction

What is the purpose of this survey?

The Commission is introducing a survey of APS employees from agencies with more than 100 employees for the 2002/03 State of the Service Report. The survey, to be conducted annually, will provide important data on employee 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 agencies, allowing some “reality checking” of agency information.

Who is conducting the survey?

The APS 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 completely confidential. Your answers will only be seen by ORIMA Research staff. 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 provided 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 present consolidated survey results to the APS Commission to inform the 2002/03 State of the Service Report. The APS Commission intends to give large agencies (ie. those with over 1000 employees) a copy of their individual agency's results from the survey data. However, these results will not include data where identification of individuals may be possible (or even guessed at). The results of the survey will be reported in the State of the Service Report, which will be available on the APS Commission's website at www.apsc.gov.au from around November 2003.

Whom do I talk to for further information?

If you have any queries on completing this questionnaire please contact Mr Tyler Forrester 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 secure internet site: www.orima.com/APSC/survey and follow the prompts. 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, circle the number on the scale (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 circle 2 as below.

	Very Good	Good	Average	Poor	Very Poor
How would you rate the weather outside today?	1	2	3	4	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 2002/03.**
6. If the comment boxes at the end of each section do not provide enough space please add in extra sheets of paper.

When is this survey due?

The survey should be completed and returned in the reply-paid envelope **by Wednesday 18 June 2003.**

A. *About You*

1. What is your age?

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

2. What is your sex?

1 Female
2 Male

3. Which agency do you work at?

.....

4. a. Where is your workplace located?

1 Inside Australia
2 Outside Australia [**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 1-2 (or equivalent)
5 Senior Executive Service (or equivalent)

[If you answered ‘5’, do not complete this questionnaire. Please contact Tyler Forrester on 1800 806 950 at ORIMA Research during business hours to get the SES version of this questionnaire.]

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 Fiona Hewson at the APS Commission during business hours on (02) 6272 3438 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 year	1 – 5 years	6 – 10 years	11– 15 years	16 – 20 years	> 20 years
1	2	3	4	5	6

7. What is your length of service at your current agency?

< 6 months	6 months – less than 1 year	1 – 5 years	6 – 10 years	11 – 15 years	> 15 years
1	2	3	4	5	6

8. Do you identify yourself as an Indigenous Australian?

1 Yes
2 No

9. Do you have an on-going disability²?

1 Yes
2 No

10. i. Do you have carer responsibilities?

1 Yes
2 No [**Go to question 11**]

ii. For whom do you have carer responsibilities?

1 Children < 5 years old
2 Children 5 – 16 years old
3 Aged parents
4 Other [**Please Specify**]

.....

11. My salary is currently set out in:

1 My agency's certified agreement
2 My Australian Workplace Agreement (AWA)
3 My employment contract (other than an AWA)
4 Not sure

² 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.

B. Work/Life Balance

12. 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?

Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	Not sure
1	2	3	4	5	6

13. 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)

- 1 Significantly more than my standard or agreed number of hours
- 2 More than my standard or agreed number of hours
- 3 Around my standard or agreed number of hours
- 4 Less than my standard or agreed number of hours
- 5 Not sure

If you have any comments on Work/Life Balance issues, please record them here.

C. Merit

14. My agency consistently applies merit in the following types of employment decisions:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
a. engagement/transfer/promotion resulting from a competitive selection process	1	2	3	4	5	6
b. transfer at level without a competitive selection process	1	2	3	4	5	6
c. temporary assignment of 'higher duties'	1	2	3	4	5	6

If you have any comments on Merit issues, please record them here.

D. Your Input into Workplace Decisions

15. How often do you attend the following types of meetings?	Weekly or More Often	Fortnightly	Monthly	Ad-hoc Basis	Never	N/A
	a. staff meetings at your immediate section/unit /team/level	1	2	3	4	5
b. staff meetings at the broader work area level (ie. at the branch, group, division or office level)	1	2	3	4	5	6
c. meetings across broader work areas	1	2	3	4	5	6
d. meetings held by staff representatives during work time to discuss issues affecting staff	1	2	3	4	5	6
e. meetings held by a union(s) during work time to discuss issues affecting staff	1	2	3	4	5	6

16. How satisfied are you with:	Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	Not Sure
	a. the mechanisms listed in question 15 in providing a forum to contribute your views on issues that impact on your work?	1	2	3	4	5
b. the overall say you have in decisions that impact on your work?	1	2	3	4	5	6

If you have any comments on Your Input into Workplace Decisions, please record them here.

E. 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.

17. Do you feel that your agency has a clear set of values about the behaviour³ expected of employees?

- 1 Yes
- 2 No
- 3 Not sure

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

- 1 Yes
- 2 I have heard of them, but am not fully familiar with their detail
- 3 No, I had not heard of them before reading this questionnaire [**Go to the instructions before question 20**]

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

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

³ 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.

19. Which statement best describes how you became aware of the APS Values?
[Please circle all that apply]

- 1 My agency has taken steps to ensure employees are made aware of the Values
- 2 I have personally taken steps to make myself aware of the Values
- 3 Other **[Please Specify]**

[If you are not fully familiar with the APS Values, please read the copy of the Values at Attachment A on page 38 before answering the following questions.]

20. Please rate how relevant you consider the APS Values are to your organisation’s business.

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

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

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

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

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
1	2	3	4	5	6

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

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
1	2	3	4	5	6

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

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

25. Have you ever participated in training that included an emphasis on the APS Values?

- 1 Yes
- 2 No [Go to question 28]

26. During 2002/03 have you participated in training that included an emphasis on the APS Values?

- 1 Yes
- 2 No [Go to question 28]

27. Was the training in question 25...?

- 1 Self-nominated
- 2 Agency-required attendance
- 3 Agency-encourage attendance
- 4 Any mixture of options 1, 2, 3 above
- 5 Not sure

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

- 1 Yes
- 2 No
- 3 Not sure

If you have any comments on the APS Values, please record them here.

F. APS Code of Conduct

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

29. 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 **[Go to the instructions before question 31]**

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

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

30. Which statement best describes how you became aware of the APS Code of Conduct? **[Please circle all that apply]**

- 1 My agency has taken steps to ensure employees are made aware of the code
- 2 I have personally taken steps to make myself aware of the code
- 3 Other **[Please Specify]**

.....

[If you are not fully familiar with the Code of Conduct, please read the copy of the Code at Attachment B on page 39 before answering the following questions.]

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

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

32. Have you been made aware by your current agency that you can report a serious breach of the APS Code of Conduct to an authorised person in your agency⁴?

- 1 Yes
- 2 No
- 3 Not sure

33. If you observed an APS employee in your agency engaging in behaviour that you felt was a **serious** breach of the APS Code of Conduct (eg fraud, theft, misusing clients’ personal information, sexual harassment, leaking classified documentation), which of the following best describes how you would act?

Please answer the question for three different classification levels (ie depending on whether the employee who has seriously breached the Code of Conduct is at the same level as you, someone more senior than you or (if applicable) someone more junior than you).

[Please circle all that apply]

The breach was committed by:

Someone at the <u>same</u> level as you	Someone more <u>senior</u> than you	Someone more <u>junior</u> than you
---	-------------------------------------	-------------------------------------

[Please circle all that apply]

a. I would raise the matter with the person who breached the Code directly	1	1	1
b. I would inform a senior manager about what I had seen	2	2	2
c. I would make a formal whistleblowing report to an authorised person in my agency	3	3	3
d. I would take no action because I’m unsure who to report the matter to	4	4	4
e. I would take no action because I would not be confident of being protected from victimisation and discrimination	5	5	5
f. other [Please Specify]	6	6	6
g. Not applicable	7	7	7

⁴ Under the Public Service Act Regulations, Agency Heads must establish procedures for dealing with reports of breaches (or alleged breaches) of the Code of Conduct made under s16 of the Act (Protection for whistleblowers).

If you have any comments on the Code of Conduct, please record them here.

G. Relations with Ministers and the Parliament

The following questions explore your experience working with Ministers and the Parliament.

34. In the past 24 months have you had contact with Ministers and/or Ministerial advisers?

- 1 Yes
- 2 No [[Go to instructions before question 38](#)]

35. In the past 24 months, do you feel confident that the job you are, or were, working in is able to balance the APS Values of being apolitical, impartial and professional, responsive to the Government and openly accountable?

My level of confidence for my **current** job is:

Very High	High	Moderate	Low	Very Low	Not Applicable
1	2	3	4	5	6

My level of confidence for my **previous** job was:

Very High	High	Moderate	Low	Very Low	Not Applicable
1	2	3	4	5	6

36. i. In the past 24 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?

- 1 Yes
 2 No [Go to question 37]
 3 Not sure [Go to question 37]

ii. In dealing with this challenge(s) what action did you take to manage the situation and was this action effective in resolving the challenge(s) from your point of view?

	i. Did you take this action?		ii. (if 'yes' to i.) how effective was the action taken?				
	Yes	No	Very Effective	Effective	Nether Effective nor Ineffective	Ineffective	Very Ineffective
a. discussed with Ministerial adviser	1	2	1	2	3	4	5
b. sought advice from supervisor	1	2	1	2	3	4	5
c. sought advice from manager other than supervisor	1	2	1	2	3	4	5
d. sought advice from peer(s)	1	2	1	2	3	4	5
e. referred to written guidance from your Agency							
f. referred to written guidance from the APS Commission (eg Guidelines on Official Conduct)	1	2	1	2	3	4	5
g. sought advice from your Agency corporate area (eg parliamentary services, ethics committee or officer)	1	2	1	2	3	4	5
h. took decision personally without reference to others or to any written guidance	1	2	1	2	3	4	5
i. other [Please specify]	1	2	1	2	3	4	5

37. Do you know if your current agency has 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	1	2	3
b. a requirement for a minimum classification level for phone contact with ministerial office advisers	1	2	3
c. a requirement that senior managers are kept informed of developments	1	2	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)	1	2	3
e. a requirement that file notes are routinely made after significant phone calls or oral discussions with Ministers and ministerial advisers	1	2	3
f. a requirement that significant email communications with ministerial advisers be retained	1	2	3
g. agreed processes for resolving staff concerns that may arise about the nature of requests from ministerial offices	1	2	3
h. other guidance/protocols [Please Specify]			
.....	1	2	3
.....	1	2	3

[If you are an APS 1 – 6 employee, please go to section H]

38. Have you appeared before a Federal Parliamentary Committee in 2002/03?

- 1 Yes
2 No **[Go to question 40]**

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

Very Well	Well	Reasonably	Poorly	Very Poorly	Not Applicable
1	2	3	4	5	6

40. Have you ever received formal training in your accountability rights and responsibilities to the Federal Parliament?

- 1 Yes
- 2 No
- 3 Not sure

If you have any comments on Relations with Ministers and the Parliament, please record them here.

H. Service to the Public

41. Are you directly involved in delivering services to the general public⁵ or do you manage employees delivering such services?

- 1 Yes
- 2 No [[Go to section I](#)]

42. a. Does your agency have a current Service Charter?

- 1 Yes
- 2 No [[Go to question 43](#)]
- 3 Not sure [[Go to question 43](#)]

b. Please indicate your level of awareness of the content of your agency's Service Charter.

Very High	High	Moderate	Low	Very Low	Not Sure
1	2	3	4	5	6

c. My agency's Service Charter helps me deliver quality services to the public.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
1	2	3	4	5	6

⁵ By "general public" we do not mean internal APS clients.

43. 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 [Go to section I]
- 3 Not sure [Go to section I]

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

- 1 Yes
- 2 No [Go to section I]
- 3 Not sure [Go to section I]

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

Very High

1

High

2

Moderate

3

Low

4

Very Low

5

Not Sure

6

If you have comments on Service to the Public, please record them here.

I. Diversity

44. 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	Not Sure
a. The diversity of my agency's workforce reflects the diversity of its clients	1	2	3	4	5	6
b. People from all cultural backgrounds have the same opportunities for employment, development and promotion as each other	1	2	3	4	5	6
c. Women in my agency have the same opportunities for development and promotion as men	1	2	3	4	5	6
d. My agency actively supports the employment of people with a disability	1	2	3	4	5	6
e. Indigenous staff within my agency have no fewer opportunities for employment, development and promotion than other employees	1	2	3	4	5	6

If you have any comments on Diversity, please record them here.

J. Harassment, Discrimination and Bullying

45. On the scale below, please indicate the level of your agreement with the following statement:

If I experienced harassment⁶, discrimination⁷ or bullying⁸ in my workplace, I would generally feel confident about using the support structures available in my agency.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
1	2	3	4	5	6

46. In 2002/03 I have been subjected to what I consider to be harassment, discrimination or bullying in my workplace.

- 1 Yes
- 2 No **[Go to section K]**
- 3 Not sure **[Go to section K]**

47. Please indicate if the harassment, discrimination or bullying was based on:

- 1 Sex
- 2 Race
- 3 Ethnicity
- 4 Disability
- 5 Non-specific basis
- 6 Other **[Please Specify]**

48. If you have experienced harassment, discrimination or bullying, did you raise it through the support structures available in your agency?

- 1 Yes
- 2 No **[Go to section K]**

⁶ Harassment is any unwelcome, unsolicited, offensive, abusive, belittling or threatening behaviour directed at an individual or group because of some real or perceived attribute such as a person's sex, sexuality, ethnicity, or disability. A reasonable person, having regard to all the circumstances, would expect the person harassed to be offended, humiliated or intimidated.

⁷ Discrimination is any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction, social origin or other attributes that removes equality of opportunity or treatment in employment.

⁸ Bullying is repeated inappropriate behaviour, that may be direct or indirect, verbal or physical, or some form of negative interaction. It can reasonably be regarded as undermining the victim's right to dignity.

49. To what extent were you satisfied with the way this issue was dealt with (or is being handled)?

Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	Not Sure
1	2	3	4	5	6

If you have comments on Harassment, Discrimination and Bullying, please record them here.

K. Review of Employment Decisions

50. Are you aware of the procedures for the review of employment actions that are available **within your agency** (that is, procedures to review decisions which affect your employment such as those involving promotions, performance management, misconduct and other employment-related decisions)?

- 1 Fully aware
- 2 Partially aware
- 3 Not aware **[Go to question 52]**

51. In your view are such review arrangements effective and fair?

Always	Usually	Sometimes	Seldom	Never	Not Sure
1	2	3	4	5	6

52. Are you aware that you can seek assistance from the Merit Protection Commissioner, either directly or after a review activity within your agency, on the following types of employment decisions/actions in relation to your employment?
- a. Promotion decisions.
 - 1 Yes
 - 2 No
 - 3 Not sure
 - b. Decisions taken in relation to breaches of the APS Code of Conduct.
 - 1 Yes
 - 2 No
 - 3 Not sure
 - c. Other decisions/actions taken in relation to other your employment actions (eg refusal of leave, allegations of harassment).
 - 1 Yes
 - 2 No
 - 3 Not sure

If you have any comments on Review of Employment Decisions, please record them here.

L. Mobility

The following questions ask you about your plans for changing jobs and/or seeking promotion.

53. Do you anticipate seeking a promotion in the next 12 months?
- 1 Yes
 - 2 No [Go to question 56]
54. Where would you prefer to seek a **promotion**?
- 1 Within my own agency
 - 2 With another APS agency [Go to section M]
 - 3 Outside the APS [Go to section M]

55. What are the most important reasons you would prefer to seek a **promotion within your agency** rather than with another APS agency?
[Please circle up to 3]

- 1 Enjoy the issues/ type of work dealt with in my agency
- 2 The pay and conditions in my agency are preferable to many other APS agencies
- 3 Do not have the specific knowledge/experience required by other agencies
- 4 Better training and development in my agency
- 5 Better career prospects in my current agency
- 6 Broadbanded classification structures in other agencies have reduced the number of opportunities for promotion to other agencies
- 7 No opportunities in desired geographical locations in other agencies
- 8 Other **[Please Specify]**

.....

[Please go to Section M]

56. What are the most important reasons why you do **not** anticipate seeking a **promotion**? **[Please circle up to 3]**

- 1 Recently promoted
- 2 Satisfied at this APS level
- 3 Not ready for promotion
- 4 Satisfied with my current role and the type of work
- 5 Would create work/life balance issues
- 6 No opportunities in my area of expertise
- 7 No opportunities in desired geographical location
- 8 Would not be supported by my supervisor
- 9 Planning retirement within the next 5 years
- 10 Concerns about the fairness of selection procedures
- 11 Other **[Please Specify]**

.....

.....

57. Are you seeking to change jobs **at your current classification level** within the next 12 months?

- 1 Yes
- 2 No **[Go to question 60]**

58. Where would you prefer to change jobs **at your current classification level**?

1. Within my agency
- 2 To another APS agency **[Go to section M]**

59. What are the most important reasons you would prefer to seek a change of duties **within your agency** rather than with another APS agency? **[Please circle up to 3]**

- 1 Enjoy the issues/ type of work dealt with in my agency
- 2 The pay and conditions in my agency are preferable to many other APS agencies
- 3 Do not have the specific knowledge/experience required by other agencies
- 4 Better training and development in my agency
- 5 Better medium-term career prospects in my current agency
- 6 Broadbanded classification structures in some APS agencies make transferring between agencies more difficult
- 7 No transfer opportunities in desired geographical locations in other agencies
- 8 Other **[Please Specify]**

.....
.....

[Please go to section M]

60. What are the most important reasons why you do **not** anticipate seeking a change of duties **at your current classification**? **[Please circle up to 3]**

- 1 Satisfied with my current role and the type of work
- 2 Would create work/life balance issues
- 3 Only recently moved into current job
- 4 Different pay and conditions in other APS agencies makes transfers more difficult
- 5 Lack of opportunities
- 6 Would not be supported by my supervisor
- 7 Do not have the specific knowledge/experience required by other agencies
- 8 No opportunities in desired geographical location
- 9 Concerns about the fairness of selection procedures
- 10 Will look for employment opportunities outside APS
- 11 Other **[Please Specify]**

.....
.....

If you have any comments on Mobility, please record them here.

M. Broadbanding

The following questions explore your experience with broadbanding. Broadbanding refers to the collapsing of job classifications into fewer classifications. The broadbanded classifications have wider salary ranges. For example, some agencies have broadbanded APS 1 and 2 classifications into one classification.

61. Are you currently employed in an agency that uses a broadbanded classification system?

- 1 Yes
- 2 No [Go to section N]
- 3 Not sure [Go to section N]

62. How do you think the broadbanded classification structure within your agency has affected advancement opportunities?

Much Better	Better	No Change	Worse	Much Worse	⋮	Not Sure
1	2	3	4	5	⋮	6

If you have any comments on Broadbanding, please record them here.

If you have any comments on Job Satisfaction, please record them here.

O. Individual Performance Management

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

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

- 1 Yes
- 2 No [Go to instructions before question 67]

65. Please identify who you received individual feedback from.

[You may circle more than one]

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

66. In your most recent formal 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

[Please indicate whether you agree with the following statements.]

67. The links between your agency's business and your work were made clear in the development of your performance agreement.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure	Not Applicable
1	2	3	4	5	6	7

68. Your most recent formal performance review will help you perform well.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure	Not Applicable
1	2	3	4	5	6	7

69. You understood the standards used to evaluate your performance.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure	Not Applicable
1	2	3	4	5	6	7

70. In your most recent performance assessment, what was your behaviour⁹ assessed against: **[Please circle 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

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

- 1 Yes
- 2 No **[Go to section P]**
- 3 Not sure **[Go to section P]**

⁹ 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.

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

- 1 Eligible for advancement through the salary range for your classification subject to fully competent¹⁰ performance
- 2 Eligible for accelerated advancement through the salary range for your classification subject to better than fully competent performance
- 3 Eligible for a one-off performance bonus depending on performance, including any bonus paid if you are at the top of your salary range
- 4 If covered by AWA, performance assessments are formally taken into account when re-negotiating AWAs
- 5 Performance assessment is formally taken into account in selection for promotion
- 6 Other **[Please Specify]**

.....

73. 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	1	2	3	4	5	6
b. acts as an incentive to perform well	1	2	3	4	5	6
c. ensures performance assessment is managed systematically and regularly	1	2	3	4	5	6
d. accurately reflects differences in individuals' performance	1	2	3	4	5	6
e. provides appropriate rewards for top performers	1	2	3	4	5	6
f. contributes to a workplace culture in which individuals work together effectively	1	2	3	4	5	6
g. contributes to a workplace culture which upholds the APS Values	1	2	3	4	5	6

¹⁰ 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 to a satisfactory standard. It is often the mid-point of a rating scale.

If you have any comments on Individual Performance Management, please record them here.

P. Underperformance

74. During 2002/03, did you feel that an employee in your immediate work area consistently underperformed?

- 1 Yes
- 2 No [Go to section Q]
- 3 Not sure [Go to section Q]

75. What was the level of this employee?

- 1 Peer
- 2 Supervisor/manager
- 3 Subordinate

76. During 2002/03, do you feel underperformance on the part of an employee in your immediate work area had an adverse effect on your immediate work team (ie impacted on performance or workload)?

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
1	2	3	4	5	6

77. To what extent were you satisfied with the way this underperformance was dealt with?

Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Not Sure
1	2	3	4	5	6

If you have any comments on Underperformance, please record them here.

Q. Learning and Development

The following questions explore your experience with accessing learning and development in your agency.

78. How were your learning and development¹¹ needs identified in the last 12 months in your organisation? **[Please circle all that apply]**

- 1 Self-identified
- 2 Identified by your manager
- 3 Identified by your manager and yourself together as part of the performance management process
- 4 Based on corporate strategies and business goals
- 5 Through a Training Needs Analysis
- 6 Using external sources **[Please Specify]**
.....
.....
- 7 Other **[Please Specify]**
.....
.....

¹¹ The learning and development activities we are asking about include learning activities on-the-job as well as more formal off-the-job activities. Seminars, conferences, classroom training courses, leadership programs, academic study, in-house programs should be included.

79. Please rank **up to 3** of the most important **categories** of learning and development activities you undertook in **2002/03** and those you plan to undertake in **2003/04**.

Learning and development category	Undertook in 2002/03	Plan to undertake in 2003/04
[Please rank 1 (most important) to 3]		
Leadership (ie training focusing on strategic direction, engaging people in change initiatives)		
Management (eg financial, project, risk, occupational health and safety)		
Other generic public sector capabilities (eg policy development, customer service, writing skills)		
Technical training specifically related to your job (eg labour economics, law/legislation)		
Information/communications technology		

80. How much time (to the nearest half day) did you spend in **learning and development activities**¹² **off-the-job** in 2002/03?

..... days

If you have any comments on Learning and Development, please record them here.

¹² 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 should be included.

R. Leadership

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

	Yes	No	Not Sure
a. future leaders program within the agency	1	2	3
b. specialised leadership development programs external to the agency	1	2	3
c. assessment centres	1	2	3
d. placements/mobility options inside the agency	1	2	3
e. placements/mobility options across the APS	1	2	3
f. placements/mobility options outside the APS	1	2	3
g. mentoring/personal sponsorship ¹³	1	2	3
h. coaching ¹⁴	1	2	3
i. other [Please specify]	1	2	3
.....	1	2	3

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

Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	Not Applicable
1	2	3	4	5	6

¹³ 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.

¹⁴ 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.

82. To what extent does your immediate supervisor exhibit the following leadership capabilities ¹⁵ ?	Very High	High	Medium	Low	Very Low	Not Sure
a. achieves results	1	2	3	4	5	6
b. cultivates productive working relationships	1	2	3	4	5	6
c. demonstrates personal drive and integrity	1	2	3	4	5	6
d. influences strategic thinking	1	2	3	4	5	6
e. communicates effectively	1	2	3	4	5	6

If you have any comments on leadership, please record them here.

S. *Human Resource Capability*

83. Overall, please rate how effective your immediate supervisor is at managing people?

Very High	High	Moderate	Low	Very Low	Not Sure
1	2	3	4	5	6

[If you are an APS 1 – 6 employee, please go to section T]

¹⁵ These capabilities have been taken from the Senior Executive Leadership and Capability Framework.

84. Of the people management issues listed below please choose the three that you think are most critical to achieving business outcomes in your Agency?

		[Please rank 1 (most critical) to 3]
a.	Workforce planning Workforce planning is a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future. This includes deciding how work is done (job analysis and job design) as well as demand/supply forecasting, gap analysis, succession planning, etc.	
b.	Recruitment and selection Recruitment refers to the process of making contact with people in order to fill an employment vacancy. Selection refers to the process of assessing job applicants, and making a selection decision and job offer.	
c.	Learning and development Learning and development refers to all processes associated with the identification of agency and individual requirements in relation to skills development, and the design, delivery and/or brokering of opportunities to bridge gaps in skills or behavioural requirements.	
d.	Reward and recognition Reward and recognition refers to salary and non-monetary rewards (such as recognition schemes) provided to attract and retain employees and help motivate them to achieve objectives.	
e.	Employee relations Employee relations refer to processes used to manage the employment relationship between agency management and employees, e.g. negotiation of employment contracts, liaison regarding industrial matters, management of grievance processes, and provision of employee counselling services.	
f.	Performance management Performance management refers to the framework and processes which assist the agency to become a 'high-performance organisation', through the alignment of individual and agency objectives. This includes planning, managing, reviewing and providing feedback about the work performance of employees, teams, and managers, and developing employees accordingly.	
g.	Workplace diversity Workplace diversity involves taking account of the ways we differ from each other (e.g. gender, age, language, ethnicity, cultural background, disability, sexual orientation, religious belief, educational level, job function, socio-economic background, geographic location, marital status and family or other carer responsibilities) in managing the workplace and using these differences to improve organisational outcomes.	
h.	Injury prevention and rehabilitation management	
i.	Organisational change Organisational change/development is a term applied to a wide range of strategies used by management to change the organisation's climate and the 'style' in which people work together in order to improve organisational effectiveness. It is change which is planned and managed from the top.	
j.	Flexible working arrangements Flexible working arrangements refers to the availability of working arrangements including part-time work, flexible hours, working from home, part-year work etc which aim to assist and retain employees including those with caring responsibilities and mature-aged workers easing out of the workforce.	
k.	other [Please Specify]	

85. Please rate your agreement with the following statements:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
a. My agency's HR area has the capability to assist me to address critical people management issues	1	2	3	4	5	6
b. The senior management in my agency positively supports the development, implementation and evaluation of HR policies and strategies	1	2	3	4	5	6
c. My agency has the data and information needed to develop, implement and evaluate HR policies and strategies	1	2	3	4	5	6
d. Line managers in my agency are receptive to changes in people management policies and strategies	1	2	3	4	5	6
e. The culture in my agency is receptive to changes in people management policies and strategies	1	2	3	4	5	6

If you have any comments on Human Resource Capability, please record them here.

T. Recordkeeping

86. My agency considers good recordkeeping¹⁶ practices to be very important.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
1	2	3	4	5	6

87. I receive appropriate training and/or have access to information that enables me to meet my recordkeeping responsibilities.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
1	2	3	4	5	6

If you have any comments on Recordkeeping, please record them here.

¹⁶ Recordkeeping is the making and maintaining of complete, accurate and reliable evidence of agency transactions in the form of recorded information.

U. Quality of Internal Services

88. From your experience as an “end-user”, please complete the following tables on a range of services as they currently operate in your workplace. Please note that for this question, the following definitions apply:

“**Information and Communications Technology (ICT) Services**” includes data and voice communication services such as desktop/helpdesk services, midrange services, internet services, cross-platform services, mainframe, LAN/WAN, research information system, and application development and maintenance, PABX, specialized voice services, video/teleconferencing services, and satellite services.

“**HR services**” includes pay and condition services.

“**Strategic HR services**” includes recruitment, training and development, and agreement making.

“**Other corporate services**” includes records management, property management, office services, legal services, library services, printing/publishing services, and ministerial services.

i. Are the following services or functions outsourced?

Specific Services and Functions	Yes, Fully				Yes, Partially				No				Not Sure			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
a. ICT services	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
b. HR services	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
c. Strategic HR services	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
d. Other corporate services	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

ii. Generally, what do you feel is the quality of these services? Please provide specific comments below if necessary.

Specific Services and Functions	Very High	High	Medium	Low	Very Low	Not Sure
a. ICT services	1	2	3	4	5	6
b. HR services	1	2	3	4	5	6
c. Strategic HR services	1	2	3	4	5	6
d. Other corporate services	1	2	3	4	5	6

If you have any comments on the Quality of Internal Services, 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 Wednesday 18 June 2003.

Attachment A**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.

Attachment B**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; and
- except in the course of his or her duties as an APS employee or with the Agency Head's express authority, not give or disclose, directly or indirectly, any information about public business or anything of which the employee has official knowledge.

EMPLOYEE SURVEY – SES-SPECIFIC QUESTIONS

SES only questions:

12. Please indicate the total number of different portfolios you have worked in over the course of your career in the APS.

[Please do not include changes in Portfolio due to changes in Administrative Arrangement Orders. For example, if you continued to work in industrial relations in the then Department of Employment and Industrial Relations, then Department of Industrial Relations, then Department of Employment, Workplace Relations and Small Business, then Department of Employment and Workplace Relations, please count this work experience as only one Portfolio.]

Please specify number of portfolios

30. In 2002/03, has your Agency Head communicated to you, individually or in a group, the importance of:

a. acting in accordance with the APS Values?

- 1 Yes
- 2 No
- 3 Not sure

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

- 1 Yes
- 2 No
- 3 Not sure

Questions with modified wording/options for SES (NB: question numbers may differ to those in the actual SES survey):

13. 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)

- 1 Significantly more than a reasonable number of hours
- 2 More than a reasonable number of hours
- 3 A reasonable number of hours
- 4 Less than a reasonable number of hours
- 5 Not sure

57. Are you seeking to change jobs **at your current level** within the next 12 months?

- 1 Yes
- 2 No [Go to question 59]

58. Where would you prefer to change jobs **at your current level**?

- 1. Within my agency
- 2 To another APS agency [**Go to section L**]

60. What are the most important reasons why you do **not** anticipate seeking a change of duties **at your current level**? [**Please circle up to 3**]

- 1 Satisfied with my current role and the type of work
- 2 Would create work/life balance issues
- 3 Only recently moved into current job
- 4 Different pay and conditions in other APS agencies makes transfers more difficult
- 5 Lack of opportunities
- 6 Would not be supported by my manager
- 7 Do not have the specific knowledge/experience required by other agencies
- 8 No opportunities in desired geographical location
- 9 Concerns about the fairness of selection procedures
- 10 Will look for employment opportunities outside APS
- 11 Other [**Please Specify**]

.....

65. Please identify who you received individual feedback from. [**You may circle more than one**]

- 1 Manager's manager
- 2 Direct manager
- 3 Peer(s)
- 4 Subordinate(s)
- 5 Client(s)
- 6 Other [**Please Specify**]

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

- 1 Yes
- 2 No
- 3 Not sure

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

	Very High	High	Medium	Low	Very Low	Not Sure
a. achieves results	1	2	3	4	5	6
b. cultivates productive working relationships	1	2	3	4	5	6
c. demonstrates personal drive and integrity	1	2	3	4	5	6
d. influences strategic thinking	1	2	3	4	5	6
e. communicates effectively	1	2	3	4	5	6

83. Overall, please rate how effective your immediate manager is at managing people?

Very High	High	Moderate	Low	Very Low	Not Sure
1	2	3	4	5	6