D21/78498

Ms Kate Jenkins
Sex Discrimination Commissioner
Independent Review into Commonwealth Parliamentary Workplaces
Australian Human Rights Commission
GPO Box 5218
SYDNEY NSW 2001

By email: *CPWReview@humanrights.gov.au*

Dear Commissioner Jenkins

Independent Review into Commonwealth Parliamentary Workplaces

I'd like to contribute some observations to the review, reflecting the place of the Senate department in the parliamentary administration.

To date the department has contributed to the review in a number of ways, including by encouraging our staff to make submissions or attend interviews, and facilitating their participation in surveys and focus groups. We responded to a series of requests for information, focusing on the demographics of our workforce, our experience with complaints of inappropriate conduct, and the training available to support staff as they operate in our unique environment. From that response you would note that the department has had to deal with only a very small number of complaints about conduct in recent times. With the other parliamentary departments we also made a submission about our employment and workplace arrangements, which sought among other things to distinguish the Parliamentary Service from the "toxic culture" generically attributed to Parliament House in public commentary this year.

This submission deals mainly with two aspects of your terms of reference.

The review is considering drivers in parliamentary workplaces that may increase the risk of workplace bullying, sexual harassment and sexual assault, and barriers to reporting and responding to such conduct. This submission outlines our consultations with staff on these matters over recent years, and the development, implementation and refinement of relevant policies.

Another clear focus relates to perceived inadequacies in the employment and workplace arrangements of staff employed under the MoP(S) Act. In engaging with the review, the department has sought to emphasise the different arrangements that apply to our staff; arrangements intended to produce a positive, safe and respectful workplace and to support staff should they experience inappropriate conduct. As noted in this submission, the department has consistently sought to ensure that staff are aware of the additional safeguards this affords them.

The submission also outlines the results of our most recent staff survey, which reflect a far more positive experience than is suggested by the negative culture generically attributed to Parliament House. It closes

by acknowledging the work the department has done and committed to do in this space. The department and its staff welcome the contribution the review can make to their workplace.

Employment and workplace arrangements

I'd like to take the summary of the parliamentary departments' submission as my starting point. It is worth repeating:

> Recent issues raised involving serious workplace incidents at Parliament House, and commentary about the culture there, do not reflect the day-to-day working environment of parliamentary service employees. We readily acknowledge that the power imbalance inherent in a working environment centred on elected officials also affects the working life of parliamentary service staff. However, the employment structure, policies and initiatives described in this submission strive to off-set this imbalance, protect our staff and provide avenues of support and complaint making in relation to any matters that do arise.

> The employment conditions for staff working in parliamentarians' offices at Parliament House, under the MoPS Act, and employees of the parliamentary departments at Parliament House are quite different. Employees of the parliamentary departments have the equivalent workplace procedures, supports and protections to staff working in the Australian Public Service.

> Operating under the [Parliamentary Service] Act and the Parliamentary Service Code of Conduct, each department is committed to ensuring their employees work in a safe and respectful environment, where appropriate procedures and policies are in place for the prevention and handling of bullying, sexual harassment and sexual assault.

These themes underpinned our approach to providing support and reassurance to staff this year, in the wake of the sexual assault allegations that were the catalyst for your review. However, our approach was not developed in response to those allegations. Rather, it reflects sustained engagement with our staff about navigating the parliamentary environment.

In this regard, the parliamentary departments' submission noted that:

> In 2018 the [Senate] department commenced a process of refocussing our health and well-being policies, particularly to destigmatise mental health concerns. Consultation with staff led us to focus on updating our workplace bullying and harassment policies, better tailoring them to our environment and ensuring that they reflected our commitment to address bullying and harassment no matter the source.

It is useful to provide more detail about our engagement with staff in that process.

Engagement with staff

I launched the department's Health and Well-being Strategy at an all staff forum in May 2019, noting that it was the result of months of collaborative work and documented a wide-ranging, departmental approach to supporting our staff and fostering a safe and healthy workplace.

In it, we sought to recognise:

- that physical, social and organisational factors affect our work
- that there are limits to our capacity to change elements of our environment – tight deadlines, extended hours, unpredictable workloads
- that there are limits to our individual and collective coping mechanisms, which sometimes necessitates access to the professional support services we provide.

At the same time, we didn't want the strategy to be a generic policy document. We wanted it to reflect our workplace. We wanted it to acknowledge both physical and mental health and well-being.

Moreover, we wanted it to evolve through ongoing conversations with staff, so that it reflected their experience of the workplace and their expectations of the department.

To that end, the strategy sought to capture key factors affecting health and well-being in our work environment, identified through discussions with staff, recognising that many of the factors which make working in a parliamentary environment interesting and stimulating are also factors which, when sustained for long periods, can cause detriment.

At the launch I talked about some of these, such as:

- trying to maintain a work-life balance (to meet family and other responsibilities) in the face of changeable workload; and Senate and committee timetables, with long hours and tight deadlines, and often competing demands
- the visible, public nature of many roles; the fact that we're subject to ongoing scrutiny; that staff at quite junior levels deal directly with senators and their staff
- that our work brings us into contact with confronting or emotionally-taxing issues and material, particularly when supporting committees given the task of inquiring into such matters
- that we need to put personal opinions aside to provide impartial advice and support.

I had addressed some of these matters early in my time leading the department, giving staff a commitment that they would be supported should they need to step back from their work if such factors became overwhelming. The health and well-being strategy reinforced that commitment. Over many years our learning and development program has also offered development activities designed to build staff resilience with some of these factors as a reference point. More broadly, the department has placed a focus in recruitment on engagement and promotion of officers with the interpersonal skills required to foster strong, supportive team environments.

Dealing with inappropriate conduct

One theme in our consultations with staff on the strategy was the need to better articulate the department's approach to identifying and dealing with discrimination, bullying and harassment. Partly this arose from feedback that some staff did not trust our processes or our commitment to applying them fairly, or considered that like other entities we had not always handled such matters well in the past.

Part of the purpose of the strategy was to signal our commitment to do better. I used the launch to emphasise that any complaint of discrimination, bullying or harassment would be listened to respectfully and considered objectively. That staff would not be penalised for raising complaints about inappropriate conduct but rather would be supported and encouraged to come forward. I noted that program managers (the department's SES) were the architects of the strategy and were personally committed to the welfare of their staff.

So as well as highlighting through the strategy our approach to addressing discrimination, bullying and harassment, we committed to updating the detail in our policies:

- with additional guidance about raising and resolving complaints;
- to better articulate rights to privacy and procedural fairness rights, and
- to emphasise our commitment to ensuring that people raising complaints receive appropriate protection.

Commitment relating to the conduct of senators and their staff

In developing the strategy our staff also asked us to more clearly identify and articulate our approach to dealing with difficult behaviour of parliamentarians and their staff. Again, this is a theme I took up at the

launch. I noted that, unfortunately, there are times when parliamentarians and their staff exhibit challenging behaviour to departmental staff or others.

In that context I reinforced the fact that our commitment to dealing with harassment and bullying applies regardless of the source, and asked that staff experiencing challenging behaviour – including where it came from parliamentarians or their staff – to raise it with us.

I also said that, although staff may not see or hear about it, the department does take action to address poor behaviour when we become aware of it, and I committed to raising such matters with the President, with party leaders, with whips and other senators as appropriate which, in the absence of a formal complaint process relating to parliamentarians and their staff, is the available method through which to pursue complaints.

These themes have now been subsumed in our workplace policies, which have been rewritten and refined over the past two years. More recently we have received feedback that some staff would like to see greater emphasis and additional detail on these matters in our policy documents, and we have committed to further refining them once your review has reported.

In our response to your requests for information we discussed the department's processes for developing and communicating our policies and procedures on bullying, sexual harassment and sexual assault. As we indicated there, the department has a comprehensive induction program to assist new employees and to familiarise them with the policies, processes, and structure of the department.

That program includes a meeting with the senior executive team, during which I lead a discussion about the department's commitment to dealing with inappropriate conduct affecting our staff. In outlining that commitment I reflect on the themes set out above about the rewarding and challenging aspects of the environment in which we work, and particularly identify that the department's commitment here includes a commitment to respond to inappropriate conduct by parliamentarians and their staff should that occur. I consider that it is valuable for new staff to hear that message from me, as an indication of how seriously the department takes these matters and to reinforce the fact that staff are encouraged to bring any inappropriate conduct occurring in their workplaces to our attention.

Survey results

Part of the aim of this submission is to highlight that there is no single workplace culture in Parliament House and that, with appropriate employment and workplace arrangements in place, a respectful and supportive culture can be maintained. The results of our most recent staff survey bear this out.

Staff participated in the annual Australian Public Service Commission (APSC) census in October/November last year. The detailed results were published in March 2021. A copy is attached.

Fifty five percent of staff, or 108 of 195 invited respondents, participated. The results were overwhelmingly positive and compared favourably to the APS overall. Moreover, they paint the picture of an engaged and motivated workforce, with a strong connection to the department and our purpose. Specific strengths noted include:

- Overall job satisfaction received a positive response score of 91%—16% higher than the APS overall and an improvement of 4% compared to 2019;
- Recommending the department as a good place to work received 92% positive response—23% higher than the APS average and 2% higher than 2019.
- Workgroup skill, knowledge and the capability to perform well received a positive response score of 98%—17% higher than the APS overall and an improvement of 14% compared to 2019;
- Effective communication from your SES received a positive response score of 84%—16% higher than the APS overall and a 4% improvement on 2019.

Overall the results were very positive, but we also recognised areas for improvement. It was pleasing that fewer employees reported witnessing or experiencing inappropriate behaviour in 2020 than in the previous year, but any instance is too many. I noted in providing the results to staff that this would remain an important focus for the department throughout the year, as your review progressed. At the same time, I again encouraged staff to raise any concerns in relation to inappropriate behaviour, regardless of the source, with their supervisors, a program manager or HRM. This was followed up by a well-received question and answer session for staff, led by the Deputy Clerk, about the detail and operation of our policy on *Workplace bullying, harassment and discrimination policy*.

Ongoing feedback

Our revised policies have been developed in consultation with staff, who have broadly welcomed both our approach and the outcomes. A recent exercise undertaken by our HRM team also found substantial alignment between our policies and practices and relevant recommendations of the Respect@Work report. However, we recognise that there is more we can do.

Staff-led discussions held against the background of your review indicate that we can further improve our policy and communication in several areas. For instance, by:

- better identifying what behaviour is unacceptable, including identifying behaviour that may not amount to bullying, harassment or discrimination but is nonetheless inappropriate
- running further question and answer sessions about the detail and operation of our Workplace bullying, harassment and discrimination policy
- reinforcing the message that staff communication to supervisors about incidents is strongly encouraged
- promoting consistency among managers as to how issues of inappropriate behaviour should be identified and addressed, including through additional training for supervisors and clearer processes for notifying complaints to senior managers
- fostering a better understanding among senators and their staff about the role of departmental officers, to promote reasonableness in their requests and a better understanding of the working relationship
- sending clearer messaging to senators and their staff about what is unacceptable behaviour and how reports of such behaviour will be handled.

Staff have also indicated that they would like to see us add more detail in our policies about the process for dealing with incidents of inappropriate behaviour by senators or their staff. The department will revisit these matters in the context of the review's recommendations with a view to revising relevant policies to reflect the outcome of the review.

A further area raised asks us to implement a process by which staff can ask that no specific action be taken in response to an incident, but that the incident be recorded so that the department is able to link it to any future complaints about the same person. In fact, this is a process that has been applied by the department in the past and one that we can more clearly articulate in our policies as they are reviewed.

Although we have not recently had to deal with formal complaints about conduct involving parliamentarians and their staff, we do have experience of staff raising concerns informally. For the most part, staff have not sought any action; rather, they have wanted the department to be aware of their concerns in case action in required down the track. We are generally reluctant to take any action that is contrary to the wishes of staff in these circumstances, unless we have a concern for their wellbeing or safety. Where staff have raised matters informally and sought action, my colleagues and I – like our predecessors in senior departmental roles – have approached senators to discuss their conduct, the conduct of their colleagues, or the conduct of their staff. I am grateful that in recent years this has been sufficient to resolve matters without further action. However, I have consistently and publicly committed to approaching Presiding Officers, party leaders and whips to discuss the conduct of senators,

as appropriate. Importantly, those Senate office holders have consistently indicated their willingness to address such matters if required.

There are inherent complexities involved in making and handling complaints in any workplace, and additional complexities that arise in the parliamentary context. These include: the tension between maintaining the confidentiality of the complainant and the ability of the department to take effective action; the need to take action to mitigate risks to staff in some circumstances; that confidentiality obligations may mean that the outcomes of complaints cannot be communicated to staff other than the complainant. Like other entities, the department needs to promote a better understanding of these complexities and to provide best practice support to staff who raise complaints.

Summary

We have done a lot of work in recent years to make sure our workplace policies and practices recognise the realities of working in the parliamentary environment. In policy documents, staff communications and workplace consultation forums we emphasise the department's commitment to dealing with inappropriate conduct, whatever the source. We identify senators and their staff as a possible source of such conduct. We emphasise that staff will not be penalised for raising concerns and have the right to a safe and respectful workplace.

At the same time, of course, we recognise that there are limits to what this approach can achieve.

Again, the staff-led discussions – held without any obligation to identify particular incidents – have highlighted that staff at times experience rude and uncivil behaviour that sometimes amounts to bullying. The same discussions report that staff have experienced, or know of others experiencing, sexual harassment, bullying and harassment, including on the basis of their race, religion or sexuality. No doubt you will hear directly from parliamentary staff on such matters.

When this conduct is brought to our attention it can be addressed. However, the unfortunate reality is that no amount of reassurance can assuage the concerns of all staff about coming forward. Staff experiencing bullying, harassment, sexual harassment or other inappropriate conduct still have to make invidious choices in deciding whether and how to raise complaints. This is particularly so given the power imbalance between parliamentarians and parliamentary officers – particularly more junior officers – operating in an environment whose raison d'être is to support senators and members.

We remain committed to addressing these matters, and the department and its staff are looking to the contribution that could be made here by the adoption of recommendations of the Foster Review, and by the recommendations of your review. We have particular interest in the development and implementation of independent mechanisms for complaints against senators and their staff, whether these are designed to be accessible to Parliamentary Service employees or can serve as a model that the department could adopt in appropriate circumstances. Moreover, the department and staff will be interested in recommendations concerning codes of conduct for parliamentarians and their staff, as a contribution to a more positive and respectful workplace.

Yours sincerely

(Richard Pye)

August 2021

Health and well-being strategy

May 2019

Contents

1. Background

Our people are our most important asset. Our capacity to meet the needs of senators and the Senate rests on our people. The aim of this *Health and well-being strategy* is to foster a work environment that supports the health and well-being of all staff. It reflects feedback from staff provided through workgroups, supervisor forums, the Workplace Consultative Committee (WCC) and an online survey. The department's senior managers prioritise the fostering of a safe and healthy work environment and are conscious that the strategy will only be effective if it is a living document that shapes behaviour and genuinely reflects the views, experiences and priorities of staff. The feedback from staff reflected active and thoughtful contributions which form its foundation.

2. Key factors affecting health and well-being in our work environment
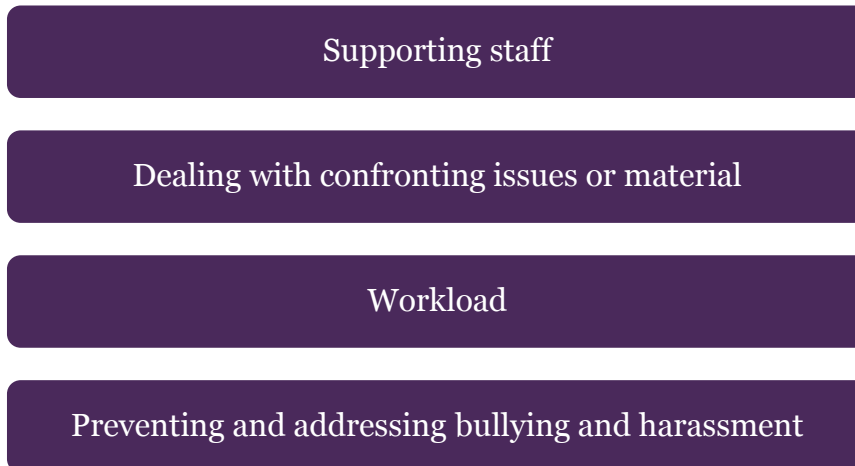
The factors affecting the health and well-being of staff are complex and interrelated. In the parliamentary environment, these include:

- workload and maintaining work-life balance;
- the parliamentary timetable including the long hours and tight deadlines in some periods;
- challenging behaviour of stakeholders, including the level of courtesy and respect shown;
- the high standard required of our work;
- the approach of managers to health and well-being issues;
- the support of our colleagues;
- the physical work environment;
- our work being interesting and having a clear purpose;
- the visible, public nature of many roles in the department and the reputational risk that therefore attaches to those roles;
- dealing with confronting or emotionally taxing issues or material; and
- the need to put personal opinions about policy and legislation aside.

In essence, the department is a small agency performing critical work to support the Senate and senators. It is not unusual for staff to work to tight deadlines, face competing demands, and receive high levels of scrutiny. In addition, staff at quite junior levels often exercise considerable responsibility, dealing directly with senators and their staff to provide advice and support. The particular focus of the department, its small size, and single location encourage a collegiate sense among staff. In particular, we understand the pressures faced by our colleagues and the need to support one another across levels. Many of the factors which make working in a parliamentary environment interesting and stimulating are also the factors which, when sustained for long periods, can cause detriment. In addition, there are many factors outside the

work environment, such as family life, friendships, exercise and diet, that impact on our health and well-being and there are clearly relationships between the work environment and these factors.

In supporting staff in dealing with the challenges of our work environment the department will focus on the following key areas:

> **Supporting staff**

> **Dealing with confronting issues or material**

> **Workload**

> **Preventing and addressing bullying and harassment**

3. Supporting staff

Creating a healthy workplace

Clearly, preventative measures to protect the health and well-being of staff are more effective than seeking to address issues after they arise. A key issue for us as a busy workplace is ensuring staff are supported to take breaks, to access leave entitlements and to maintain the activities they enjoy outside the workplace. There are various working arrangements available to help staff successfully balance their work and personal responsibilities including access to TOIL or flex-time, part-time hours agreements and short-term working from home arrangements. The department is conscious that, at different times in their lives, staff will need access to different working arrangements to support their personal and family commitments. Ensuring staff are able to adapt to these transitions not only supports the well-being of staff but it benefits the department through supporting the retention of a more diverse workforce.

The building we work in also helps us to support a healthy workplace through the access it provides to gardens, a library and other quiet spaces, a gym, a pool and other sporting facilities. The department will encourage staff to participate in physical activities including through the payment of the workplace support allowance, and by encouraging a focus on healthy activities through its social club.

Another key element of a healthy workplace is whether it supports the emotional and psychological well-being of staff. In this regard, some of the mechanisms the department uses to foster a healthy work environment include:

- acknowledging the work of different teams and actively celebrating achievements in order to support morale and mental health;
- working to destigmatise mental health and well-being issues so that staff are confident of receiving a supportive response if they choose to disclose issues;
- ensuring that staff are provided with clarity about their roles and responsibilities including clear direction from managers and regular information about the overall direction of the department;
- supporting a culture which allows staff to speak up when workloads or subject matter become overwhelming or when they need more clarity about their roles;
- encouraging all staff to honestly share our experiences of mistakes and how we have bounced back; and
- access to training and online resources to raise awareness and understanding of mental health, bullying and harassment issues and how to deal with these including:
  - organisations that can help;
  - self-assessment tools; and
  - tips for managing stress and having difficult conversations.

The department is conscious that new employees may initially find the parliamentary environment daunting. As well as a comprehensive induction program, the department helps to ensure new staff are quickly connected to a supportive network of colleagues by asking more experienced staff to act as buddies for new staff. In addition, the department supports staff participation in the social club in order to build broader relationships and camaraderie across the department.

At times, staff face demands or requests to produce work in unavoidably tight timeframes. However, where staff face unreasonable demands, they are encouraged to raise the matter with their supervisor or a program manager unless they feel confident of their ability to manage the issue directly. It is a key responsibility of supervisors to ensure staff do not work unreasonable hours and, when necessary, to negotiate with parliamentarians, committees and others we serve in relation to what we can deliver within time and resource constraints.

Where the timeframes for completing a task are unavoidably tight, we will work together as a team to achieve the best result within those constraints. To manage those times of peak workload, we will ensure that multiple staff are trained to undertake critical roles so that support can be provided from within or across teams. More fundamentally, we acknowledge that delivery of our work is always a joint responsibility and not the responsibility of any single officer.

Supporting staff when they are sick or caring for others

While the department will make every effort to ensure it creates a workplace that supports the health and well-being of staff, there will inevitably be times when staff, or people they care for, experience illness and other personal difficulties. When officers face significant issues affecting their health and well-being, managers will support the officer who may be experiencing difficulties, by checking on his or her welfare (acknowledging each individual's right to privacy), seeking advice from the Human Resource Management section, encouraging the staff member to seek medical attention and support through the Employee Assistance Program (EAP), and by considering any flexible work arrangements which would assist the staff member. Staff who are unwell, including for a mental health reason, or who are caring for a family member, are supported to take personal/carer's leave until they are able to return to work.

Personalised support and adjustments are made to suit specific matters as they arise. This includes the option to request part-time work arrangements, changes to duties, changes to classification, and one-on-one support from the Human Resources Management section and supervisors. Where an employee is unwell and his or her personal/carer's leave is exhausted, the department will work with the employee to explore all options to support the employee and their eventual return to work.

> Supporting staff, specific actions:
> - Offer regular training and maintain online resources to improve awareness and understanding of mental health issues.
> - Ensure supervisors receive training on how to support staff experiencing mental health issues.
> - Support our new starters to form a network of colleagues.
> - Ensure multiple staff are trained for critical roles.

4. Dealing with confronting issues or material

At times our work exposes us to confronting issues or material, or people exhibiting challenging behaviours such as submitters or witnesses who appear suicidal or have experienced traumatic events. Our strategies to support staff dealing with these issues include:

- giving staff a break from challenging inquiries or tasks;
- the opportunity to opt out of inquiries or tasks which raise issues of particular sensitivity for the staff member;
- the chance to regroup, reflect on what we've delivered and, importantly, to debrief with colleagues or speak to counsellors; and

- equipping staff to deal with difficult issues in the workplace including by regularly offering appropriate training (such as the Lifeline accidental counsellor and suicide awareness course).

Where it would assist teams, the department will engage professional counsellors to support teams dealing with confronting issues (for example to provide guidance on coping with stress and difficult telephone calls, or to facilitate debriefing sessions).

> Dealing with confronting issues or material, specific actions:
> - Respond to staff needs in these areas including for breaks and debriefing.
> - Offer regular training on dealing with difficult issues in the workplace.
> - Consider engaging professional counsellors to support teams dealing with confronting issues.

5. Workload

Working in the parliamentary environment involves spikes in workload particularly during sitting weeks and in the lead-in to election periods. To manage this, the department will:

- encourage managers and colleagues to check in on staff working long hours;
- foster a culture of cooperating across teams to assist each other in times of peak workload;
- ensure staff have clarity about what tasks need to be done urgently and which tasks don't have to be done immediately;
- ensure staff can take proper breaks to support their physical and mental health, as well as their productivity, especially during busy periods;
- undertake good contingency planning for dealing with urgent matters (including training other staff so there is capacity to share resources between teams); and
- take a flexible approach to the allocation of resources so that we can respond to shifts in workload.

Where a staff member needs to take extended unplanned leave, the department's senior managers will consult other staff in the section to identify whether arrangements to backfill the position are required. In particular, the department will examine options for temporarily assigning an officer to the position, providing assistance from another section or engaging additional casual or non-ongoing staff. In doing so, the department acknowledges that, while officers are often willing and able to pick up an additional workload to cover unexpected absences, this is not sustainable.

6. Preventing and addressing bullying and harassment

The department is committed to providing a workplace where employees are treated with respect and courtesy: unlawful discrimination, harassment and bullying[1] will not be tolerated. The department's approach to preventing bullying and harassment and effectively addressing it when it does occur must be framed by the following context:

- bullying or harassment has a very significant impact on mental health and well-being;
- in a small department it may be difficult to address a concern with one's supervisor;
- responding effectively to complaints includes:

  – ensuring that an employee is not victimised or otherwise disadvantaged as a result of making a complaint or raising a grievance;
  – ensuring that the privacy of parties making and the subject of a complaint is not unnecessarily intruded upon (even though this can mean that the outcome of a complaint may seem opaque); and
  – ensuring all parties receive procedural fairness.

- bullying or harassment may arise from individuals outside of the department (such as parliamentarians, their staff or committee submitters and witnesses), nonetheless the department is responsible for, and committed to, addressing these issues, regardless of who is involved.

The department's *Policy on workplace discrimination, harassment and bullying* sets out the legal responsibilities and the processes to be followed where a bullying or harassment complaint is made as well as guidance in relation to what kind of conduct does, or does not, constitute bullying or harassment. However, it is acknowledged that formal policies cannot be effective unless staff are confident that reporting incidents of bullying or harassment will result in effective action to address the matter.

Ensuring that the department has a culture that prevents bullying and harassment and that all staff have confidence that the department will sensitively and effectively address any incidents of bullying or harassment (including by someone who is not a departmental employee) is a key priority of the department's senior managers.

In terms of recruitment, the department requires selection committees to consider not only the technical skills of the applicant but also whether an applicant has the communication and interpersonal skills required to contribute effectively to a collaborative team environment. Selection criteria for all positions in the department reflect this requirement.

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[1] See the *Policy on workplace discrimination, harassment and bullying*

Similarly, in providing feedback through the performance communication scheme, supervisors and staff should consider both the direct contribution a staff member has made through his or her own work and his or her contribution to fostering a professional environment which encourages others to contribute their ideas, develop their skills and collaborate on tasks. The performance assessment form (Form C) highlights this requirement by including an assessment of the following factors:

- communication, including interpersonal skills;
- contribution as a team member; and
- work attitude, including initiative, flexibility, reliability and responsiveness.

> Preventing and addressing bullying and harassment, specific actions:
> - Ensuring staff are aware that they will be supported if they question unreasonable demands or actions.
> - Offering coaching and training in relation to the skills required to create a professional environment that is positive and supportive.
> - Placing sufficient focus on interpersonal skills in recruitment processes.
> - Re-establishing harassment contact officers.
> - Publishing a process map and guidance in support of the *Policy on workplace discrimination, harassment and bullying*.

7. Roles and responsibilities

Supervisors

All staff have a role in creating a healthy working culture but supervisors have a particularly important role in contributing to staff well-being by being approachable and modelling constructive and supportive behaviour. Selection, guidance and training for supervisors plays a critical role in ensuring they are able to foster a productive team environment and are equipped to address issues affecting the health and well-being of their team members. The department's senior managers will ensure supervisors receive support and training not only with respect to their technical skills but also in relation to the skills required to effectively lead their teams. In particular, the department will regularly offer specific training for supervisors, and other staff, in relation to supporting colleagues with mental health issues, steps people can take to improve their own resilience and mental health, and recognising when others are experiencing mental health issues.

Supporting our colleagues

Where colleagues become aware of an issue affecting the health and well-being of a team member, they are encouraged to take positive action to ensure the person receives support (such as approaching the person, the person's supervisor, a program manager or the Director, Human Resource Management) and to do so in a manner that respects the person's privacy. In terms of the balance between respecting an individual's privacy and providing support, we will err on the side of protecting privacy but be guided by each individual's preferences.

Perhaps the most important contribution all staff can make to the health and well-being of their colleagues is to work in a collegiate and cooperative manner. To the extent that staff are comfortable, they should also talk to their supervisor or a manager when issues which affect their own health or well-being arise and seek support.

The department is cognisant that in the wider community there is unfortunately still stigma attached to mental health issues. The department will work to combat that stigma and, if staff choose to disclose mental health or other well-being issues to their supervisors, provide appropriate support.

8. Implementation

The department's executive are committed to a positive health and well-being culture and are aware that a successful implementation of this strategy is key to delivering outcomes to staff. The *Health and well-being strategy* and the detailed documents and actions that sit behind it work to foster a safe and healthy workplace. They speak to the culture of our department – the lived experience of working here. However, workplace culture is not something you can change overnight – it is a long-term sustained effort to shift behaviour at our department. As such, behaviours that foster a culture of workplace well-being are everyone's responsibility. This means we:

- **demonstrate respect and courtesy;**
- **work reasonable hours and regularly take breaks;**
- **utilise support services such as the Employee Assistance Program to look after ourselves;**
- **speak up when workload, subject matter or behaviour is adversely affecting our well-being;**
- **engage in health and well-being discussions and events; and**
- **provide regular and timely feedback.**

The Clerk, Program Managers and Human Resource Management will work collaboratively to deliver programs and monitor progress against this strategy. Progress on the implementation of

the strategy will be included in the biannual work health and safety report provided to Program Managers. Performance indicators will include staff sentiment gleaned from staff surveys.

> To implement the strategy in a way which effectively contributes to the health and well-being of staff, the department will:
>
> - Brief new staff on the *Health and well-being strategy* and behaviours during induction.
> - Provide, and regularly update, links to health and well-being resources on the department's intranet site.
> - Through the Human Resource Management section, keep abreast of how the health and well-being of staff is being supported in other high performing organisations.
> - Ensure Program Managers review progress on implementation of the strategy every six months.
> - Trial an annual staff survey to track the satisfaction of staff.
> - Regularly seek feedback on issues affecting the health and well-being of staff including by making this a standing agenda item at WCC meetings.

9. Review

This strategy will be formally reviewed in 2021 but any suggestions for improving the strategy may be made at any time through a WCC representative or directly to a Program Manager.

10. Further information

- *Policy on work health and safety*
- *Policy on rehabilitation*
- *Policy on workplace discrimination, harassment and bullying*

May 2019

Australian Public Service **Employee Census 2020**

12 October–13 November

have your say

Highlights Report
SENATE

RESPONSES:
108 of 195

RESPONSE RATE:
55%

ENGINE

MAKING THE MOST OF YOUR RESULTS

Understanding your report and getting to action!

The results in this report give you summary information.

Take the time to fully understand this report and digest the results.

Consider your response rate and if it is representative of the views of your colleagues.

01.

Identify the areas where you are performing well.

These will tend to be high results which are notably above any comparative results. These should be celebrated. Share the good news with employees.

02.

Identify areas that need improvement.

These will be the lower results, and/or those which are scoring notably below your comparators. Consider discussing these areas with your colleagues in focus groups or individually or team meetings, gather their thoughts and solutions before deciding on actions to take.

03.

Consider if there is actually room for improvement.

This report shows the proportion of colleagues responding positively (strongly agree + agree), neutrally (neither agree nor disagree) or negatively (disagree + strongly disagree) to the question asked in the survey. Look at how your positive scores compare to your parent unit, and your last survey's results.

04.

Consider the impact of high neutral responses (lots of employees ticking 'neither agree nor disagree')

Ask your colleagues about their views to find out what is causing this. More communication and involvement may help to shift them to a positive frame of mind.

05.

Take action – think 'quick wins', short term and long term.

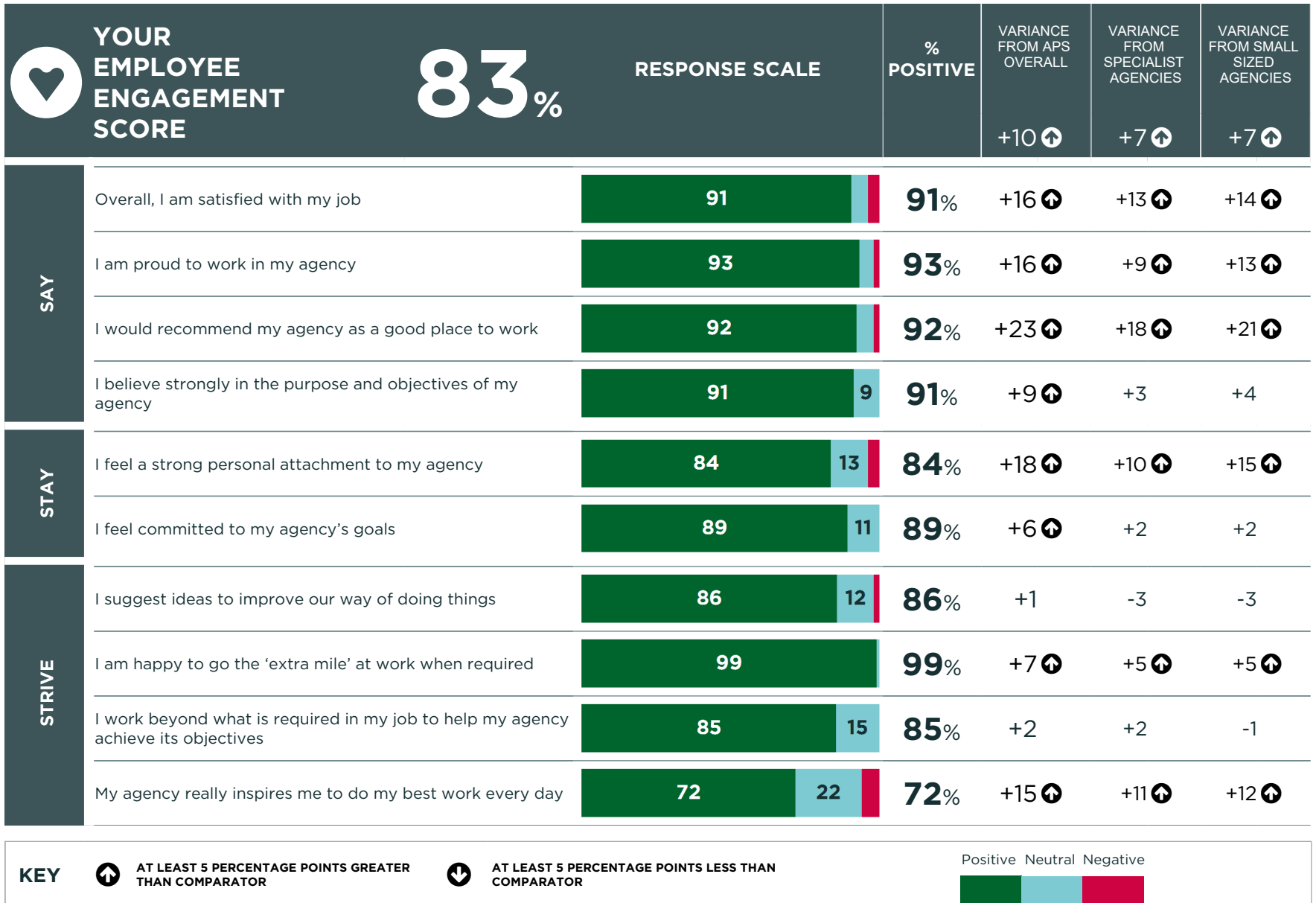Encourage all colleagues to help with action planning and implementation.

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

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EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE

HOW ENGAGED IS YOUR TEAM?

ENGAGEMENT SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.

YOUR EMPLOYEE ENGAGEMENT SCORE **83%**

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL +10 ↑	VARIANCE FROM SPECIALIST AGENCIES +7 ↑	VARIANCE FROM SMALL SIZED AGENCIES +7 ↑
SAY Overall, I am satisfied with my job	91	91%	+16 ↑	+13 ↑	+14 ↑
I am proud to work in my agency	93	93%	+16 ↑	+9 ↑	+13 ↑
I would recommend my agency as a good place to work	92	92%	+23 ↑	+18 ↑	+21 ↑
I believe strongly in the purpose and objectives of my agency	91 / 9	91%	+9 ↑	+3	+4
STAY I feel a strong personal attachment to my agency	84 / 13	84%	+18 ↑	+10 ↑	+15 ↑
I feel committed to my agency's goals	89 / 11	89%	+6 ↑	+2	+2
STRIVE I suggest ideas to improve our way of doing things	86 / 12	86%	+1	-3	-3
I am happy to go the 'extra mile' at work when required	99	99%	+7 ↑	+5 ↑	+5 ↑
I work beyond what is required in my job to help my agency achieve its objectives	85 / 15	85%	+2	+2	-1
My agency really inspires me to do my best work every day	72 / 22	72%	+15 ↑	+11 ↑	+12 ↑

KEY

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive | Neutral | Negative

Australian Government
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DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
What is your gender?					
Male	▆	**31**%	-5 ⬇	-9 ⬇	-6 ⬇
Female	▆▆	**67**%	+7 ⬆	+11 ⬆	+9 ⬆
X (Indeterminate/Intersex/Unspecified)		**0**%	0	0	0
Prefer not to say	▏	**2**%	-1	-2	-3
Do you identify as Aboriginal and/or Torres Strait Islander?					
Yes		**0**%	-4	-2	-4
No	▆▆▆	**100**%	+4	+2	+4
Do you have an ongoing disability?					
Yes	▏	**6**%	-2	0	-1
No	▆▆▆	**94**%	+2	0	+1

KEY	⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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DEMOGRAPHICS

EMPLOYEES WHO INDICATED THAT THEY HAD WORKED ON TASKS OR ACTIVITIES DIRECTLY RELATED TO COVID-19 WERE ASKED TO DESCRIBE THE TYPE OF WORK. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you have carer responsibilities?				
Yes	**30**%	-11 ⬇	-12 ⬇	-11 ⬇
No	**70**%	+11 ⬆	+12 ⬆	+11 ⬆
Since 27 February 2020, have you worked on tasks or activities directly related to COVID-19?				
Yes	**34**%	-15 ⬇	-3	-2
No	**66**%	+15 ⬆	+3	+2
What form did this work take?				
Working in a different team within your agency on work dedicated to the COVID-19 response and related activities (e.g. a COVID-19 taskforce)	**11**%	-10 ⬇	-7 ⬇	-10 ⬇
Working in a different agency on work dedicated to the COVID-19 response and related activities (e.g. APS2000 surge workforce)	**6**%	+1	+1	-2
Working on COVID-19 related work in my usual role	**89**%	+9 ⬆	+5 ⬆	+10 ⬆
Other	**3**%	-2	-2	-2

KEY	⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you identify as Lesbian, Gay, Bisexual, Trans, and/or Intersex (LGBTI+)?					
Yes		**17**%	+11 ⬆	+10 ⬆	+9 ⬆
No		**83**%	-11 ⬇	-10 ⬇	-9 ⬇
Are you currently seconded to a different agency and have been working within that agency for less than six months?					
Yes		**0**%	-1	-1	-1
No		**100**%	+1	+1	+1

KEY	⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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SENIOR LEADERSHIP

EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

Senior leadership: Immediate SES manager	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My SES manager communicates effectively	84 | 12	**84**%	+16 ⬆	+15 ⬆	+16 ⬆
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	82 | 17	**82**%	+11 ⬆	+8 ⬆	+9 ⬆
My SES manager effectively leads and manages change	80 | 17	**80**%	+17 ⬆	+16 ⬆	+17 ⬆
My SES manager gives their time to identify and develop talented people	69 | 27	**69**%	+20 ⬆	+20 ⬆	+20 ⬆
My SES manager clearly articulates the direction and priorities for our area	78 | 20	**78**%	+12 ⬆	+12 ⬆	+13 ⬆
My SES manager promotes cooperation within and between agencies	75 | 23	**75**%	+11 ⬆	+9 ⬆	+8 ⬆

KEY

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive   Neutral   Negative

Australian Government
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EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

Senior Leadership: All SES	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
In my agency, communication between the SES and other employees is effective	73 / 18 / 9	73%	+18 ⬆	+17 ⬆	+17 ⬆
In my agency, the SES actively contribute to the work of our agency	88 / 11	88%	+21 ⬆	+17 ⬆	+15 ⬆
In my agency, the SES work as a team	82 / 16	82%	+29 ⬆	+29 ⬆	+29 ⬆
In my agency, the SES clearly articulate the direction and priorities for our agency	82 / 15	82%	+19 ⬆	+21 ⬆	+20 ⬆

KEY   ⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR   ⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

Australian Government
Australian Public Service Commission

IMMEDIATE SUPERVISOR

EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My supervisor communicates effectively	89	**89**%	+8 ⬆	+8 ⬆	+9 ⬆
My supervisor displays resilience when faced with difficulties or failures	89 / 8	**89**%	+6 ⬆	+5 ⬆	+7 ⬆
My supervisor engages with staff on how to respond to future challenges	90 / 10	**90**%	+10 ⬆	+11 ⬆	+11 ⬆
My supervisor can deliver difficult advice whilst maintaining relationships	86 / 11	**86**%	+9 ⬆	+10 ⬆	+9 ⬆
My supervisor encourages my team to regularly review and improve our work	87 / 12	**87**%	+7 ⬆	+9 ⬆	+8 ⬆
My supervisor actively seeks feedback	79 / 14	**79**%	+13 ⬆	+16 ⬆	+15 ⬆

Immediate supervisor

WORKPLACE CULTURE

EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Staff are consulted about change at work	57 / 36 / 7	57%	+9⬆	+8⬆	+9⬆
Internal communication within my agency is effective	79 / 18	79%	+21⬆	+19⬆	+20⬆
Internal communication within my agency is regular	85 / 13	85%	+7⬆	+7⬆	+7⬆
I understand how my role contributes to achieving an outcome for the Australian public	92 / 8	92%	+1	+1	+3
I can see a clear connection between my job and my agency's purpose	93	93%	+8⬆	+4	+5⬆
I believe strongly in the purpose and objectives of the APS	78 / 21	78%	-7⬇	-7⬇	-7⬇
I feel a strong personal attachment to the APS	56 / 31 / 13	56%	-8⬇	-1	-2
My agency inspires me to come up with new or better ways of doing things	69 / 25	69%	+11⬆	+8⬆	+9⬆
To what extent do you agree that crises such as the 2019–20 bushfires and COVID-19 clarified your sense of purpose in working for the APS?	45 / 52	45%	-17⬇	-6⬇	-3

Culture

KEY

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive   Neutral   Negative

Australian Government
Australian Public Service Commission

Discrimination

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?					
Yes		**3**%	-9 ⬇	-7 ⬇	-7 ⬇
No		**97**%	+9 ⬆	+7 ⬆	+7 ⬆
Did this discrimination occur in your current agency?					
Yes	The data for this question has been hidden for anonymity reasons.				
No	The data for this question has been hidden for anonymity reasons.				

EXPLORE THE FULL RESULTS

EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

KEY

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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Bullying and harassment

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES

EXPLORE THE FULL RESULTS

EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED AND WHO WAS RESPONSIBLE FOR IT. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Yes	▮	**6**%	-6 ⬇	-3	-6 ⬇
No	▮▮▮▮▮	**88**%	+7 ⬆	+4	+7 ⬆
Not Sure	▮	**6**%	-1	-1	-1

KEY	⬆	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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Corruption

Corruption	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?					
Yes		**1**%	-3	-2	-3
No		**97**%	+7 ⬆	+6 ⬆	+9 ⬆
Not sure		**2**%	-2	-2	-3
Would prefer not to answer		**0**%	-2	-2	-3

KEY

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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INCLUSION AND WELLBEING

ℹ

EXPLORE THE FULL RESULTS

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	85 | 14	85%	+5 ⬆	+3	+7 ⬆
I have a choice in deciding how I do my work	69 | 20 | 11	69%	+9 ⬆	-4	-3
I receive the respect I deserve from my colleagues at work	89 | 10	89%	+10 ⬆	+10 ⬆	+11 ⬆
I am clear what my duties and responsibilities are	91	91%	+10 ⬆	+9 ⬆	+10 ⬆

(Attitudinal)

KEY   ⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR   ⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive   Neutral   Negative

INCLUSION AND WELLBEING

RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
To what extent is your work emotionally demanding?				
To a very large extent	**4**%	-5 ⬇	-2	-3
To a large extent	**16**%	-6 ⬇	-2	-4
Somewhat	**42**%	+2	+3	+2
To a small extent	**28**%	+7 ⬆	+3	+5 ⬆
To a very small extent	**11**%	+1	-1	0
I feel burned out by my work				
Strongly agree	**3**%	-6 ⬇	-6 ⬇	-6 ⬇
Agree	**17**%	-10 ⬇	-9 ⬇	-9 ⬇
Neither agree nor disagree	**35**%	0	+1	+1
Disagree	**31**%	+7 ⬆	+4	+5 ⬆
Strongly disagree	**15**%	+10 ⬆	+9 ⬆	+8 ⬆

KEY ⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR   ⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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INCLUSION AND WELLBEING

RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Has there been a change in your general health and wellbeing since COVID-19 (27 February 2020)?				
Very positive change	**1**%	-3	-3	-3
Positive change	**14**%	-3	-3	-4
No change	**50**%	+3	+5 ⬆	+6 ⬆
Negative change	**34**%	+5 ⬆	+2	+3
Very negative change	**1**%	-2	-2	-2

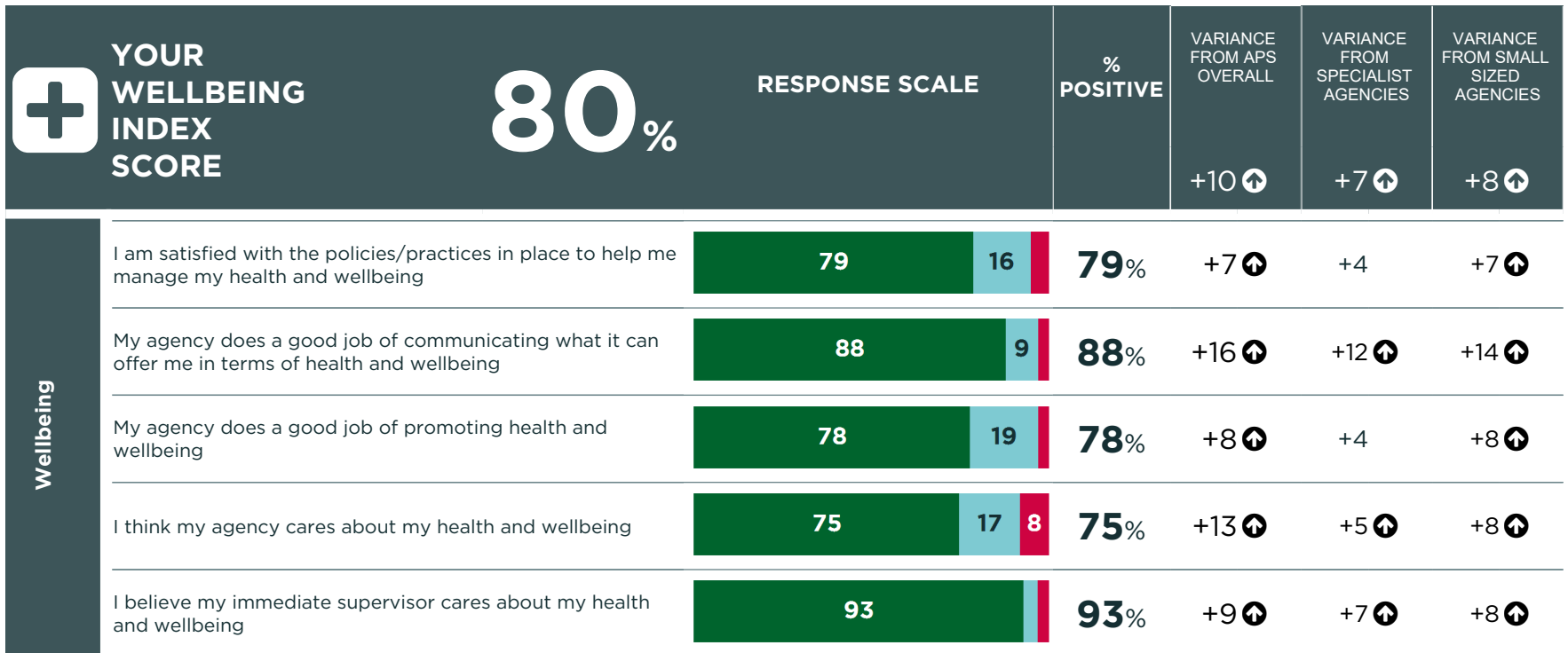| KEY	⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF WELLBEING FOR EMPLOYEES WITHIN AN ORGANISATION. IT MEASURES BOTH THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.

HIGH LEVELS OF ENGAGEMENT WILL NOT BE SUSTAINABLE AND WILL LEAD TO BURN OUT WITHOUT RECIPROCALLY STRONG LEVELS OF WELLBEING.

YOUR WELLBEING INDEX SCORE — 80%

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL +10 ↑	VARIANCE FROM SPECIALIST AGENCIES +7 ↑	VARIANCE FROM SMALL SIZED AGENCIES +8 ↑
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	79 / 16	79%	+7 ↑	+4	+7 ↑
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	88 / 9	88%	+16 ↑	+12 ↑	+14 ↑
My agency does a good job of promoting health and wellbeing	78 / 19	78%	+8 ↑	+4	+8 ↑
I think my agency cares about my health and wellbeing	75 / 17 / 8	75%	+13 ↑	+5 ↑	+8 ↑
I believe my immediate supervisor cares about my health and wellbeing	93	93%	+9 ↑	+7 ↑	+8 ↑

KEY

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	96	96%	+12 ⬆	+8 ⬆	+9 ⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	94	94%	+28 ⬆	+27 ⬆	+27 ⬆
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	93	93%	+15 ⬆	+10 ⬆	+13 ⬆
I am satisfied with the stability and security of my job	91	91%	+10 ⬆	+14 ⬆	+13 ⬆

(Your job)

KEY

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

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WORKGROUP PERFORMANCE

Workgroup performance	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
When changes occur, the impacts are communicated well within my workgroup	82 / 8 / 9	82%	+15 ⬆	+12 ⬆	+13 ⬆
The people in my workgroup cooperate to get the job done	94	94%	+7 ⬆	+5 ⬆	+7 ⬆
My workgroup can readily adapt to new priorities and tasks	98	98%	+12 ⬆	+11 ⬆	+12 ⬆
My workgroup has the appropriate skills, capabilities and knowledge to perform well	98	98%	+17 ⬆	+13 ⬆	+15 ⬆
My workgroup has the tools and resources we need to perform well	86 / 9	86%	+20 ⬆	+21 ⬆	+22 ⬆
The people in my workgroup use time and resources efficiently	91 / 8	91%	+13 ⬆	+11 ⬆	+12 ⬆
My supervisor ensures that my workgroup delivers on what we are responsible for	94	94%	+10 ⬆	+10 ⬆	+10 ⬆

KEY

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive   Neutral   Negative

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Australian Public Service Commission

PRODUCTIVITY AND WAYS OF WORKING

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
How has your productivity changed since COVID-19 (Since 27 February 2020)?					
Significantly improved		**6**%	-6 ⬇	-3	-6 ⬇
Improved		**20**%	-17 ⬇	-15 ⬇	-17 ⬇
No change		**60**%	+18 ⬆	+15 ⬆	+19 ⬆
Reduced		**12**%	+4	+3	+4
Significantly reduced		**2**%	0	+1	0
What best describes your current workload?					
Well above capacity – too much work		**7**%	-12 ⬇	-12 ⬇	-15 ⬇
Slightly above capacity – lots of work to do		**37**%	-3	-6 ⬇	-5 ⬇
At capacity – about the right amount of work to do		**45**%	+13 ⬆	+15 ⬆	+18 ⬆
Slightly below capacity – available for more work		**7**%	0	+1	+1
Below capacity – not enough work		**3**%	+1	+2	+1

EXPLORE THE FULL RESULTS

KEY	⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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PRODUCTIVITY AND WAYS OF WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Responding to change My workgroup successfully adapts to new ways of working when required (e.g. in response to crises such as COVID-19)	96	**96**%	+7⬆	+5⬆	+5⬆
My workgroup has used the COVID-19 crisis to improve the way we work	61 / 37	**61**%	-5⬇	-3	-7⬇
My agency quickly adapts and responds to changing priorities (e.g. in response to crises such as COVID-19)	82 / 14	**82**%	+2	+2	+3
My agency is taking actions to maintain changed ways of working implemented during the COVID-19 crisis	71 / 20 / 9	**71**%	+7⬆	+3	+5⬆
My immediate SES manager supports embedding changed ways of working implemented during the COVID-19 crisis	68 / 30	**68**%	+3	+1	+1

KEY ⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR ⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

Australian Government
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SUGGESTED QUESTIONS TO FOCUS ON

WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
.1 The work I do gives me a sense of accomplishment	**84**%	+5⬆	+1	+2
.2 Internal communication within my agency is effective	**79**%	+21⬆	+19⬆	+20⬆
.3 Internal communication within my agency is regular	**85**%	+7⬆	+7⬆	+7⬆
.4 My agency does a good job of communicating what it can offer me in terms of health and wellbeing	**88**%	+16⬆	+12⬆	+14⬆
.5 I am satisfied with the policies/practices in place to help me manage my health and wellbeing	**79**%	+7⬆	+4	+7⬆
.6 I am satisfied with the recognition I receive for doing a good job	**88**%	+22⬆	+18⬆	+20⬆

	RESPONSE SCALE	% POSITIVE
I feel encouraged and supported to participate in reconciliation activities by my agency	60 / 32 / 8	**60**%
My agency has appropriately managed the challenges of the COVID-19 pandemic	92	**92**%
My agency has effectively supported my mental and physical health during the COVID-19 pandemic	79 / 20	**79**%

EXPLORE THE FULL RESULTS

FOR EACH QUESTION SHOWN HERE, INFORMATION ABOUT THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE) IS PROVIDED

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

WHERE ARE YOU PERFORMING WELL?

IS THERE ROOM FOR IMPROVEMENT?

KEY

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

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TIME TO TAKE ACTION

CELEBRATE

What things do we do well?

_____

_____

_____

THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.

INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

_____

_____

_____

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

OPPORTUNITIES

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

_____

_____

_____

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

USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

PRIORITISE 3 AREAS TO TAKE FORWARD

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET/SUCCESS MEASURE
1				
2				
3				

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GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.
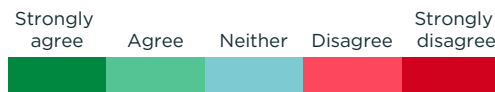
Strongly agree	Agree	Neither	Disagree	Strongly disagree

POSITIVE RESPONSE	Neutral response	Negative response

÷

number of respondents who answered the question

=

% POSITIVE

ROUNDING

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

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

NUMBER OF POSITIVE	151 + 166 = 317
% POSITIVE	317 ÷ 613 = 52%

ANONYMITY

IT IS ENGINE'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.

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