

## RESULTS REPORT




**ORIMA**  
ORIMA was engaged to administer and analyse the AFP 2022 staff survey

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**Response numbers**  
**5,120 out of 7,516**  
(2021: 4,838 out of 7,188)

**Response rate**  
**68%**  
(2021: 67%)

# ACHIEVING GOOD PERFORMANCE

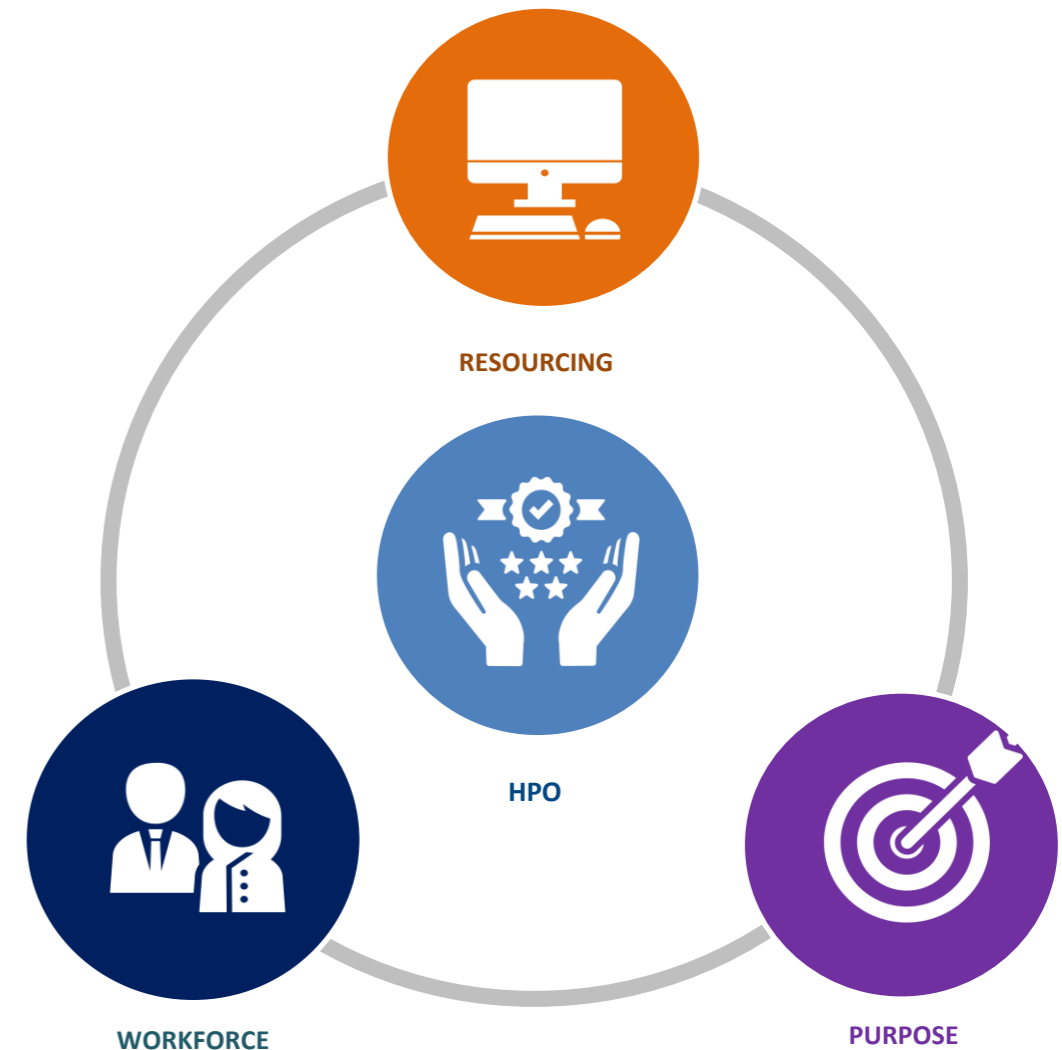
## HIGH PERFORMING ORGANISATION (HPO) MODEL

The High Performing Organisation Model (HPO) was designed following a comprehensive review of literature and previous research conducted in relation to the key characteristics that drive high performance in businesses. The review found three key attributes are required to drive high performance, being: purpose (strategy and direction); resourcing; and workforce.

Staff surveys are designed to measure engagement within the workforce, which is one of three key outcome measures identified in the ORIMA Employee Engagement Model (OREEM), along with commitment/loyalty and job satisfaction.

**Staff engagement** relates to employee motivation and willingness to expend discretionary effort, and is typically driven by intrinsic rewards, job-skills match and career progression/development. Engagement has been shown to have positive relationships with staff performance/productivity, organisational commitment/loyalty and a reciprocal relationship with job and organisational satisfaction.

**Commitment/loyalty** relates to employee goodwill towards the organisation and can be a proxy indicator for organisational resilience. Organisational commitment/loyalty has been shown to reduce absenteeism and staff turnover while also having a positive impact on organisational performance.



# MAKING THE MOST OF YOUR RESULTS

## Interpreting this report

Percentages in this report are based on the total number of valid responses made to the particular question being reported on. In most cases, results reflect those respondents who expressed a view and for whom the questions were applicable. 'Don't know' and 'prefer not to say' responses have generally been excluded from attitudinal questions (although respondents who did not provide demographic responses have still been included in the overall results). Percentage results throughout the report may not add up to 100% (particularly when displayed in chart form) due to rounding or where respondents were able to select more than one response. Note that respondents were not required to answer all questions and therefore the base number of respondents for each question may differ. In particular, the demographic breakdowns may not sum to the total number of responses to the survey.

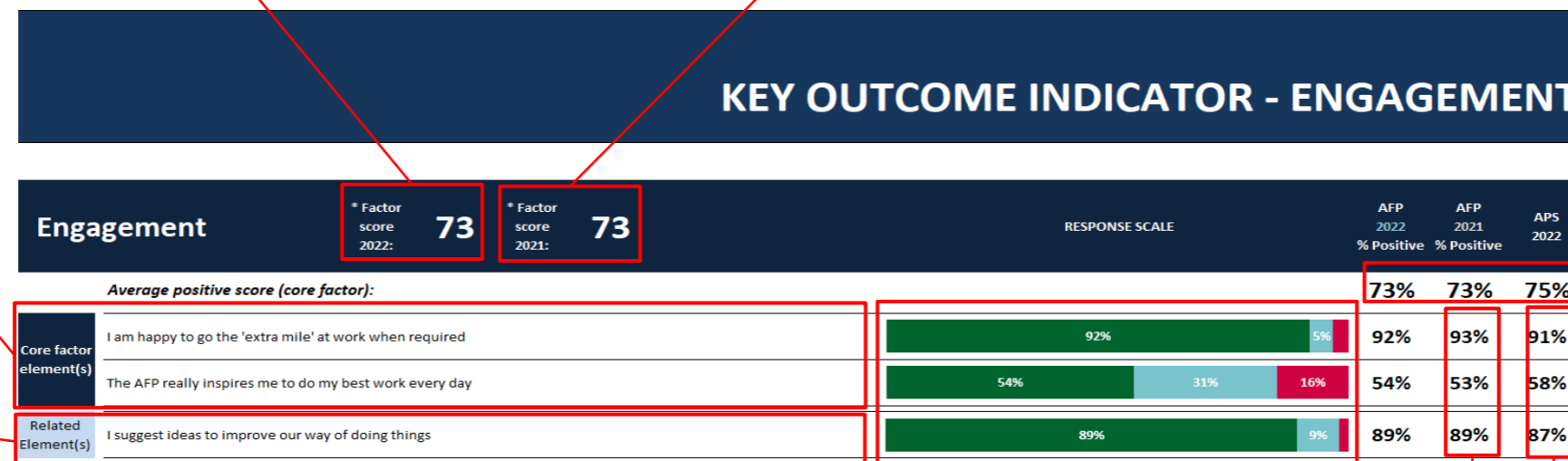
This project has been undertaken in accordance with the International Standard AS ISO 2052 and has complied with the Australian Privacy Principles contained in the Privacy Act 1988.

## How to read this report

This report contains a series of tables that illustrate the high-level results for the AFP 2022 staff survey. Information from how to read these tables is provided below:

Factor Index Score for 2022 - average of individual Core Factor Element(s) index scores. The larger the index score, the more positive the responses were across the workforce. See **Factor Summary (Page 6)** for detailed calculation explanation

Factor Index Score for 2021 - this score has been recalculated based on 2022 factor analysis and grouping



Workplace factors are determined by factor analysis, which groups questions on how closely correlated they are with one another. The components of each workplace factor are grouped as **Core factor element(s)** in each table.

**Related element(s)** include questions that are related to workplace factor, but are not included in the factor calculations.

Average positive score (core factor) - average of positive % scores for all core factor elements

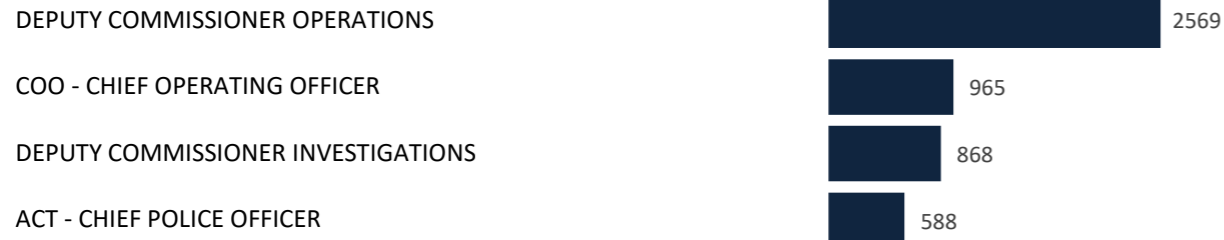
APS census 2022 results  
AFP Staff Survey 2021 results

- Results have been condensed from a five or six points scale into three categories:
- Positive responses (e.g. strongly agree/agree, very satisfied/satisfied, etc.)
  - Neutral responses (e.g. neither agree nor disagree)
  - Negative responses (e.g. strongly disagree/disagree)

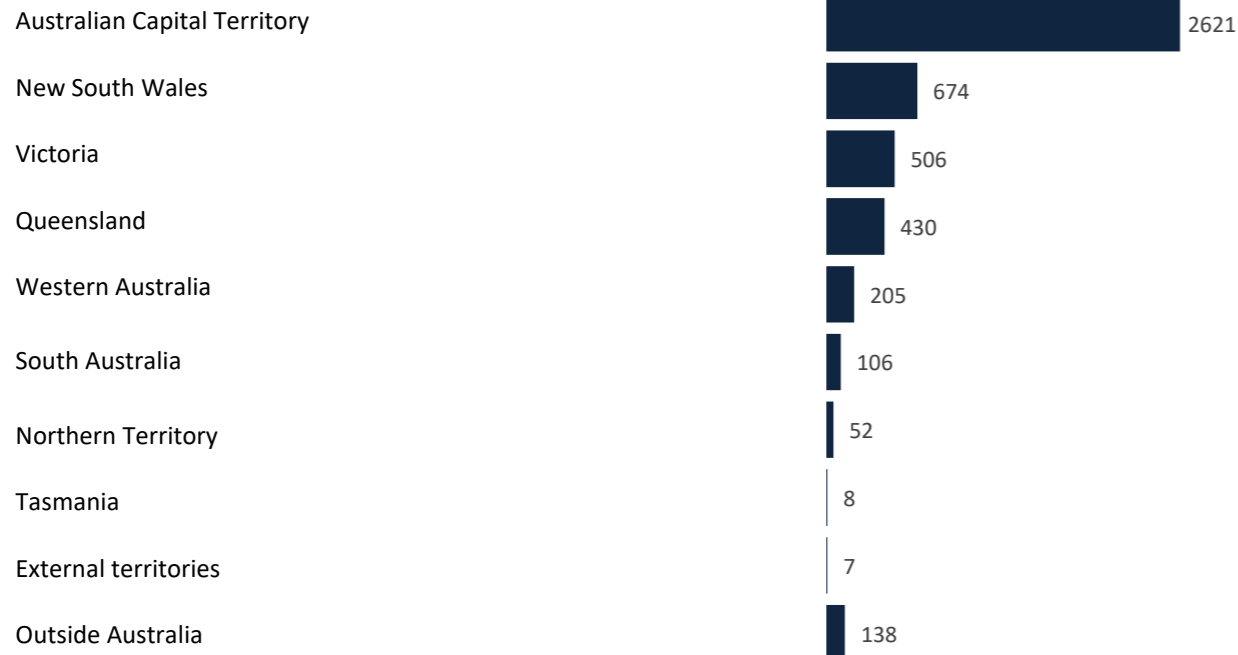
If you have any questions in relation to this report, please email the AFP Staff Survey team at People Insights <PeopleInsights@afp.gov.au>

# DEMOGRAPHICS SELECTED IN SURVEY RESPONSE

## Portfolio



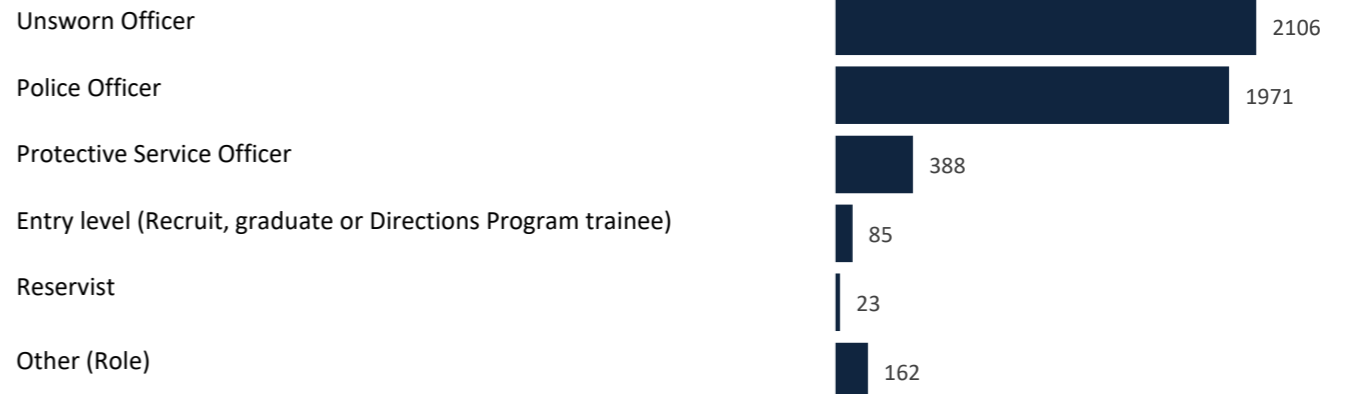
## Location



## Substantive classification bands



## Roles



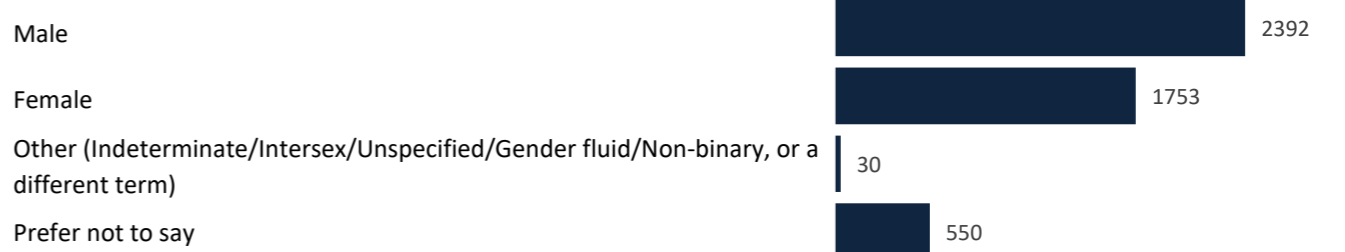
*\* Note that respondents were not required to answer all questions and therefore the base number of respondents for each question may differ. In particular, the demographic breakdowns may not sum to the total number of responses to the survey. This data is self identified and selected in the staff survey and may not reflect the actual demographic breakdown of the AFP*

# DEMOGRAPHICS

## Diversity cohorts (\*note: respondents may select multiple diversity groups)



## Gender



## Age groups



*\* Note that respondents were not required to answer all questions and therefore the base number of respondents for each question may differ. In particular, the demographic breakdowns may not sum to the total number of responses to the survey. This data is self identified and selected in the staff survey and may not reflect the actual demographic breakdown of the AFP*

The High Performing Organisation Model that underpins ORIMA employee engagement research is designed to provide a bespoke model for each client to ensure best fit. As part of this, ORIMA adopt an approach of continuous improvement, which includes reviewing and possibly recalibrating the factors in each survey cycle to incorporate learnings from conversations over previous results and the operating environment, and to account for any changes to the questionnaire. Adapting the factor summaries over time allows us to improve the explanatory power of the models.

# FACTOR SUMMARY

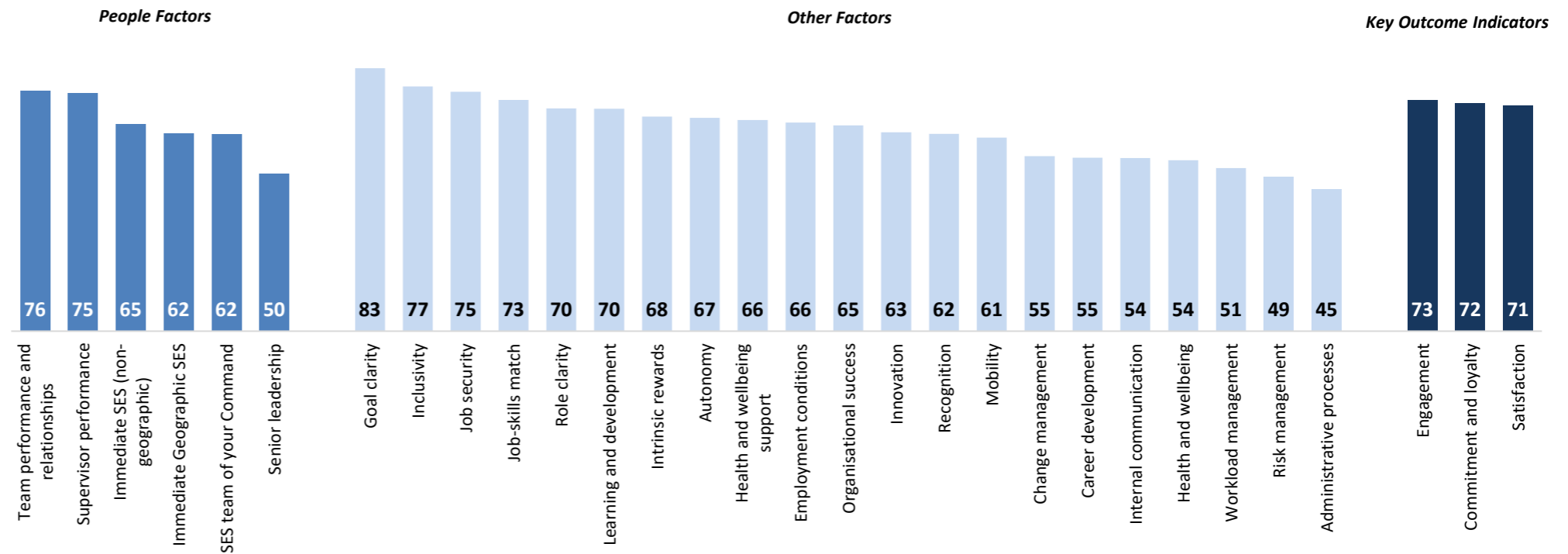
## Factor Index Score Table

Team performance and relationships	76
Supervisor performance	75
Immediate SES (non-geographic)	65
Immediate Geographic SES	62
SES team of your Command	62
Senior leadership	50

Goal clarity	83
Inclusivity	77
Job security	75
Job-skills match	73
Role clarity	70
Learning and development	70
Intrinsic rewards	68
Autonomy	67
Health and wellbeing support	66
Employment conditions	66
Organisational success	65
Innovation	63
Recognition	62
Mobility	61
Change management	55
Career development	55
Internal communication	54
Health and wellbeing	54
Workload management	51
Risk management	49
Administrative processes	45

Engagement	73
Commitment and loyalty	72
Satisfaction	71

## Factor Index Score Chart



### Factor Index Score explanation

This report uses workplace factors to summarise the findings related to particular themes, as illustrated in the chart above. Workplace factors are determined by factor analysis, which groups questions on how closely correlated they are with one another. The components of each workplace factor are detailed in the following pages, identified as Core Factor element(s) in each table. Related element(s) include questions that are related to workplace factors, but are not included in the factor calculations.

Each workplace factor is represented by both an **index score** and an **average positive rating**.

- **Index scores** take into account all responses in component questions, which better reflects cases where there are larger proportions responding in a negative way. An index score of 100 is equivalent to all respondents providing the highest possible positive rating (e.g. very satisfied/strongly agree), whereas a factor score of 0 is equivalent to all respondents providing the most negative response (very dissatisfied/strongly disagree). An index score of 100 is equivalent to all respondents providing the highest possible rating (e.g. very satisfied/strongly agree), whereas a factor score of 0 is equivalent to all respondents providing the most negative response (very disappointed/strongly disagree). The larger the index score, the more positive the responses were across the workforce
- **Average positive ratings** are used to reflect the proportion responding in a positive way only, and should be read with caution, particularly where the average positive rating is lower.

# KEY OUTCOME INDICATOR - COMMITMENT AND LOYALTY

## Commitment and Loyalty

\* Factor score 2022:

**72**

\* Factor score 2021:

**72**

RESPONSE SCALE

AFP 2022 % Positive

AFP 2021 % Positive

APS 2022

*Average positive score (core factor):*

**74%**


**75%**


**72%**


Core factor element(s)				AFP 2022 % Positive	AFP 2021 % Positive	APS 2022	
Core factor element(s)	I feel committed to the AFP's goals	84%	13%	84%	84%	83%	
	I am proud to work in the AFP	82%	13%	5%	82%	83%	76%
	I would recommend the AFP as a good place to work	66%	21%	13%	66%	67%	69%
	I feel a strong personal attachment to the AFP	65%	21%	14%	65%	65%	61%
Related Element(s)	I believe strongly in the purpose and objectives of the AFP	84%	12%		84%	85%	84%

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

 % Positive

 % Neutral

 % Negative

# KEY OUTCOME INDICATOR - ENGAGEMENT

Engagement		* Factor score 2022:	73	* Factor score 2021:	73	RESPONSE SCALE	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
<i>Average positive score (core factor):</i>							73%	73%	75%
Core factor element(s)	I am happy to go the 'extra mile' at work when required						92%	93%	91%
	The AFP really inspires me to do my best work every day						54%	53%	58%
Related Element(s)	I suggest ideas to improve our way of doing things						89%	89%	87%

# KEY OUTCOME INDICATOR - SATISFACTION

Satisfaction		* Factor score 2022:	71	* Factor score 2021:	72	RESPONSE SCALE	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
<i>Average positive score (core factor):</i>							75%	77%	74%
Core factor element(s)	Overall, I am satisfied with my role						75%	77%	74%

**Key** Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)  % Positive  % Neutral  % Negative



# SENIOR LEADERSHIP

## Senior leadership

\* Factor score 2022:

**50**

\* Factor score 2021:

**50**

RESPONSE SCALE

AFP 2022 % Positive

AFP 2021 % Positive

APS 2022

*Average positive score (core factor):*

**38%**

**39%**

**57%**

*Considering the senior executive service (SES) across the AFP (Commander/Manager and above), please rate your level of agreement with the following statements:*

Core factor element(s)

The AFP SES clearly articulates the direction and priorities for our organisation.



**44%**

**47%**

**63%**

The AFP SES work as a team



**37%**

**37%**

**54%**

Communication between the AFP SES and other employees is effective



**32%**

**33%**

**54%**

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

% Positive

% Neutral

% Negative

# SES TEAM OF YOUR COMMAND

## SES team of your command

\* Factor score 2022: **62** \* Factor score 2021: **61**

### RESPONSE SCALE

AFP 2022 % Positive    AFP 2021 % Positive    APS 2022

*Average positive score (core factor):*

**58%**    **57%**    **-**


*When you think about the SES team of your Command (Commander/Manager and above), to what extent do you agree with the following:*

Core factor element(s)


Core factor element(s)	% Positive	% Neutral	% Negative	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
They operate with integrity	62%	23%	14%	62%	61%	-
They are concerned for members' welfare	56%	20%	24%	56%	57%	-
I have faith in their leadership	55%	23%	22%	55%	55%	-

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

 % Positive

 % Neutral

 % Negative

# IMMEDIATE GEOGRAPHIC SES

## Immediate Geographic SES

\* Factor score 2022:

62

\* Factor score 2021:

62

RESPONSE SCALE

AFP 2022 % Positive

AFP 2021 % Positive

APS 2022

Average positive score (core factor):

56% 56% 67%

The following questions only relate to the leadership practices of the SES officers or equivalent in your geographic region (Commander/Manager or above).

Core factor element(s)	% Positive	% Neutral	% Negative	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
My SES officer(s) in my geographic region promotes cooperation between the AFP and partner agencies	66%	25%	10%	66%	68%	67%
My SES officer(s) in my geographic region communicates effectively	62%	21%	17%	62%	63%	70%
My SES officer(s) in my geographic region ensures that work effort contributes to the strategic direction of the AFP	62%	27%	11%	62%	63%	74%
My SES officer(s) in my geographic region promotes cooperation within the AFP	61%	25%	14%	61%	60%	67%
My SES officer(s) in my geographic region clearly articulates the direction and priorities for our command	55%	26%	19%	55%	56%	69%
My SES officer(s) in my geographic region encourages innovation and creativity	50%	34%	16%	50%	49%	66%
My SES officer(s) in my geographic region creates an environment that enables us to deliver our best	46%	28%	26%	46%	45%	64%
My SES officer(s) in my geographic region presents convincing arguments and persuades others towards an outcome	44%	37%	19%	44%	41%	62%

Note: APS benchmarks used for this factor are for the SES manager. These benchmarks are used for both Immediate Geographic SES and Immediate SES (non-geographic).

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

■ % Positive

■ % Neutral

■ % Negative

# IMMEDIATE SES (NON-GEOGRAPHIC)

## Immediate SES (non-geographic)

\* Factor score 2022:

65

\* Factor score 2021:

66

### RESPONSE SCALE

AFP 2022  
% Positive

AFP 2021  
% Positive

APS 2022

Average positive score (core factor):

60%

60%

67%

The following questions relate to the leadership practices of:

- the SES [if not in geographic region]

- the SES outside your geographic region [if in geographic region]


who you directly report to (Commander/Manager or above) in relation to your day-to-day work.

Core factor element(s)	% Positive	% Neutral	% Negative	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
My immediate SES officer promotes cooperation between the AFP and partner agencies	67%	24%	9%	67%	66%	67%
My immediate SES officer ensures that work effort contributes to the strategic direction of the AFP	66%	23%	11%	66%	68%	74%
My immediate SES officer promotes cooperation within the AFP	66%	22%	12%	66%	66%	67%
My immediate SES officer communicates effectively	59%	21%	20%	59%	61%	70%
My immediate SES officer clearly articulates the direction and priorities for our command	59%	21%	20%	59%	60%	69%
My immediate SES officer encourages innovation and creativity	59%	27%	15%	59%	57%	66%
My immediate SES officer presents convincing arguments and persuades others towards an outcome	53%	30%	17%	53%	52%	62%
My immediate SES officer creates an environment that enables us to deliver our best	53%	25%	22%	53%	52%	64%


**Note:** APS benchmarks used for this factor are for the SES manager. These benchmarks are used for both Immediate Geographic SES and Immediate SES (non-geographic).

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

 % Positive

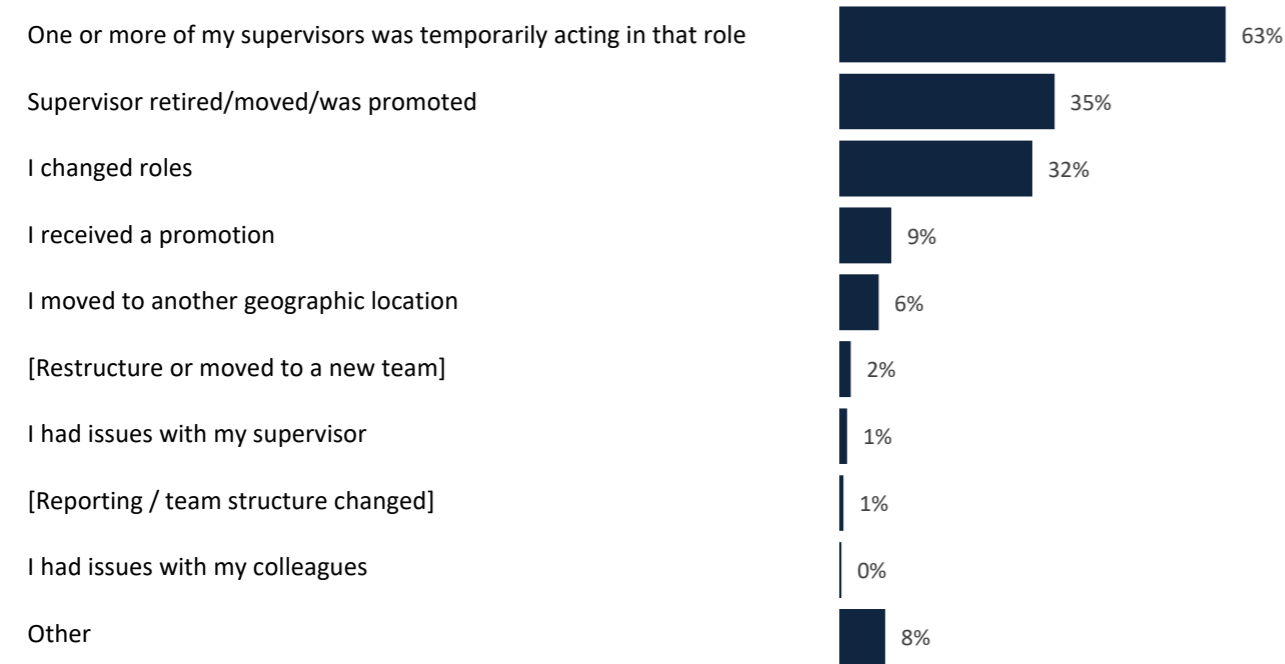
 % Neutral

 % Negative



# SUPERVISOR PERFORMANCE

## Main reasons for having more than one supervisor in the past 12 months



## Number of direct supervisors in the past 12 months



## Supervisor classification bands



# TEAM PERFORMANCE AND RELATIONSHIPS

## Team performance and relationships

\* Factor score 2022: **76** \* Factor score 2021: **76**

RESPONSE SCALE

AFP 2022 % Positive    AFP 2021 % Positive    APS 2022

*Average positive score (core factor):*

**80%**    **79%**    **80%**

Core factor element(s)	Response Scale	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
The people in my team cooperate to get the job done	89% (6% Neutral, 5% Negative)	89%	89%	89%
My team can readily adapt to new priorities and tasks	88% (7% Neutral, 5% Negative)	88%	88%	85%
Your team's overall performance	83% (13% Neutral, 4% Negative)	83%	82%	83%
My team has the appropriate skills, capabilities and knowledge to perform well	80% (9% Neutral, 10% Negative)	80%	80%	80%
The people in my team use time and resources efficiently	80% (12% Neutral, 9% Negative)	80%	79%	77%
Relationships at work are strained (% positive: never, rarely)	58% (28% Neutral, 14% Negative)	58%	58%	64%
Related Element(s) My team has the tools and resources we need to perform well	57% (14% Neutral, 28% Negative)	57%	61%	62%

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

■ % Positive

■ % Neutral

■ % Negative

# ADMINISTRATIVE PROCESSES

## Administrative processes

\* Factor score 2022: **45** \* Factor score 2021: **45**

RESPONSE SCALE

AFP 2022 % Positive    AFP 2021 % Positive    APS 2022

*Average positive score (core factor):*

**28%**    **28%**    **36%**

Core factor element(s)

Authority for decision making is at a higher level than required (as a barrier - % positive: not at all, very little)



**37%**    **36%**    **46%**

The technology within the AFP (as a barrier - % positive: not at all, very little)



**29%**    **31%**    **34%**

Multiple layers of decision making within the AFP (as a barrier - % positive: not at all, very little)



**25%**    **24%**    **31%**

Administrative processes within the AFP (as a barrier - % positive: not at all, very little)



**20%**    **20%**    **32%**

# AUTONOMY

## Autonomy

\* Factor score 2022: **67** \* Factor score 2021: **66**

RESPONSE SCALE

AFP 2022 % Positive    AFP 2021 % Positive    APS 2022

*Average positive score (core factor):*

**67%**    **66%**    **67%**

Core factor element(s)

Where appropriate, I am able to take part in decisions that affect my role



**71%**    **70%**    **70%**

I have a choice in deciding how I do my work (% positive: always, often)



**63%**    **62%**    **64%**

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

% Positive

% Neutral

% Negative



# CAREER DEVELOPMENT

## Career development

\* Factor score 2022:

55

\* Factor score 2021:

53

RESPONSE SCALE

AFP 2022 % Positive

AFP 2021 % Positive

APS 2022

Average positive score (core factor):

34%

30%

-

Core factor element(s)		38%	27%	36%	38%	35%	-
In the AFP, the processes for assigning higher duties are transparent							
The AFP makes fair recruitment and promotion decisions, based on merit		31%	27%	42%	31%	26%	-
Related Element(s)	Acting at a higher level or being assigned temporary higher duties (as a barrier - % positive: not at all, very little)	66%	18%	16%	66%	66%	-
I am interested in acting, higher duties and other advancement opportunities		73%	14%	13%	73%	-	-
I am satisfied with the opportunities for career progression in my agency		41%	25%	34%	41%	-	-

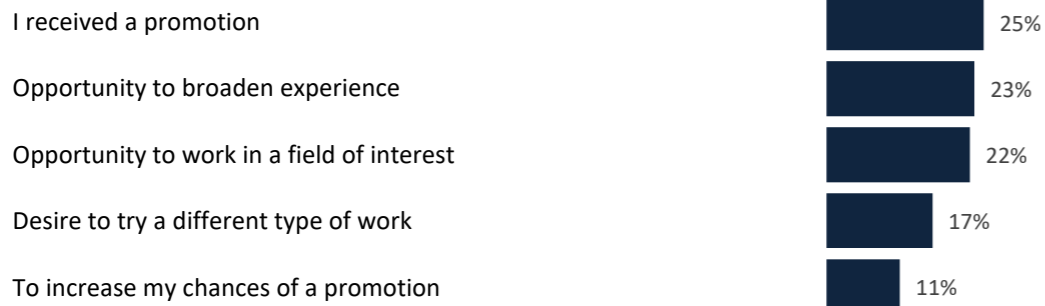
### Within the past 12 months, how many times have you changed job roles?



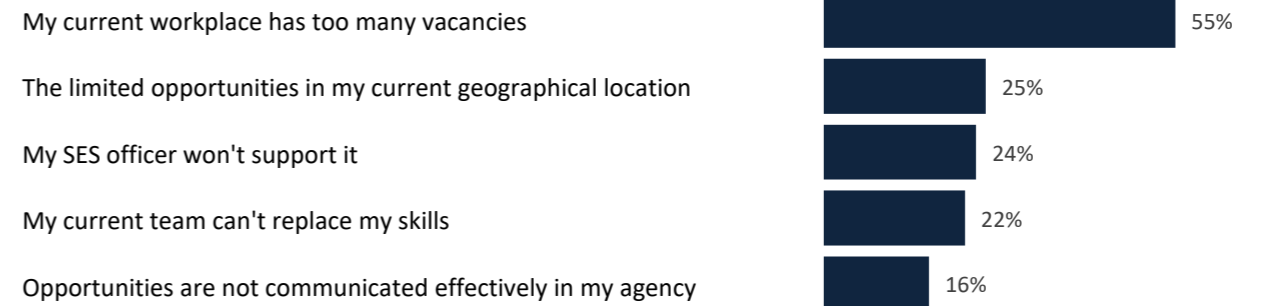
### Would you consider changing roles in the next 12 months?



### Main reasons for changing roles (top 5)



### Barriers to changing roles (top 5)



### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

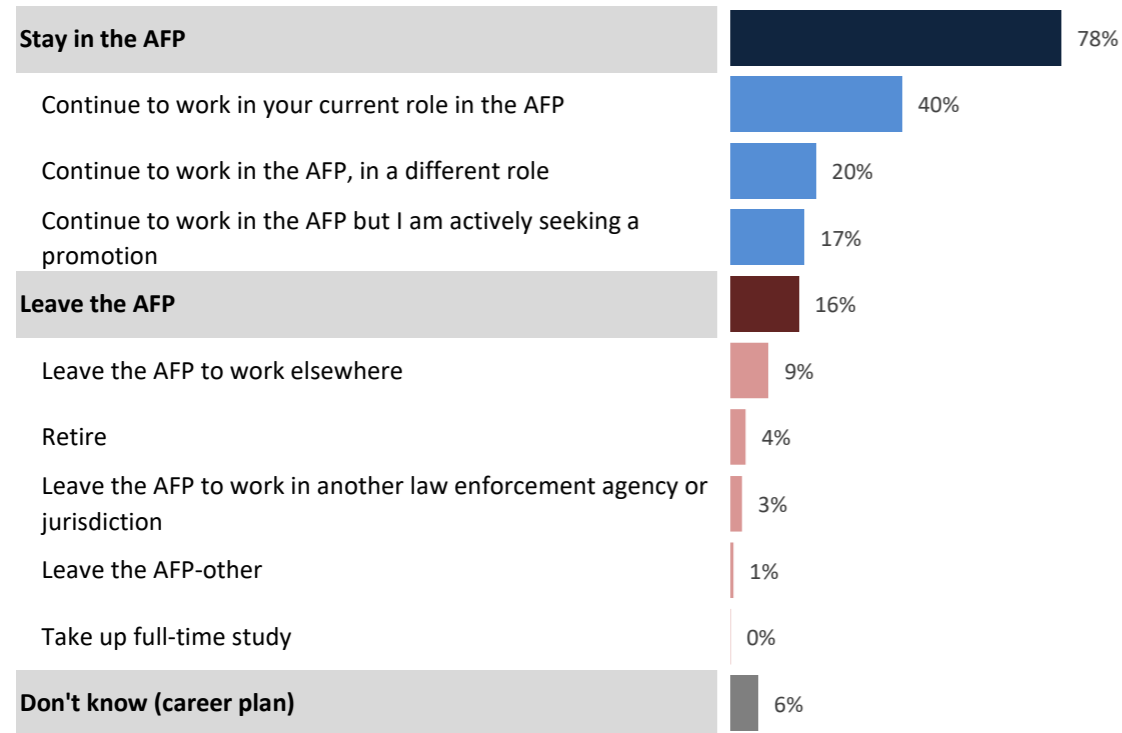
■ % Positive

■ % Neutral

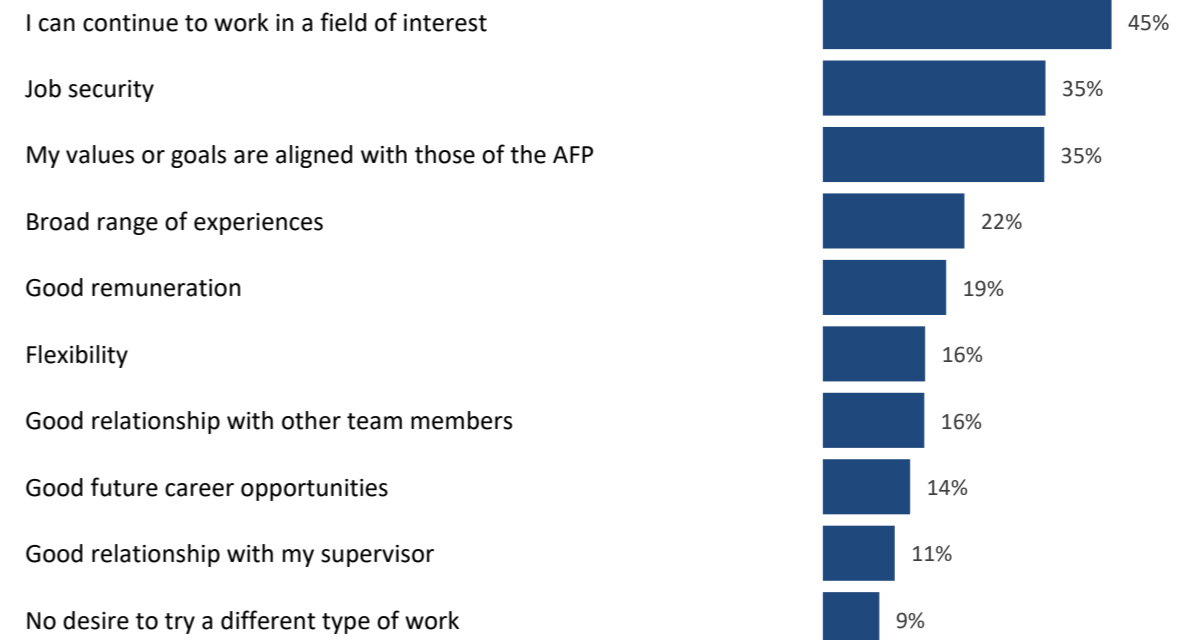
■ % Negative

# CAREER INTENTIONS

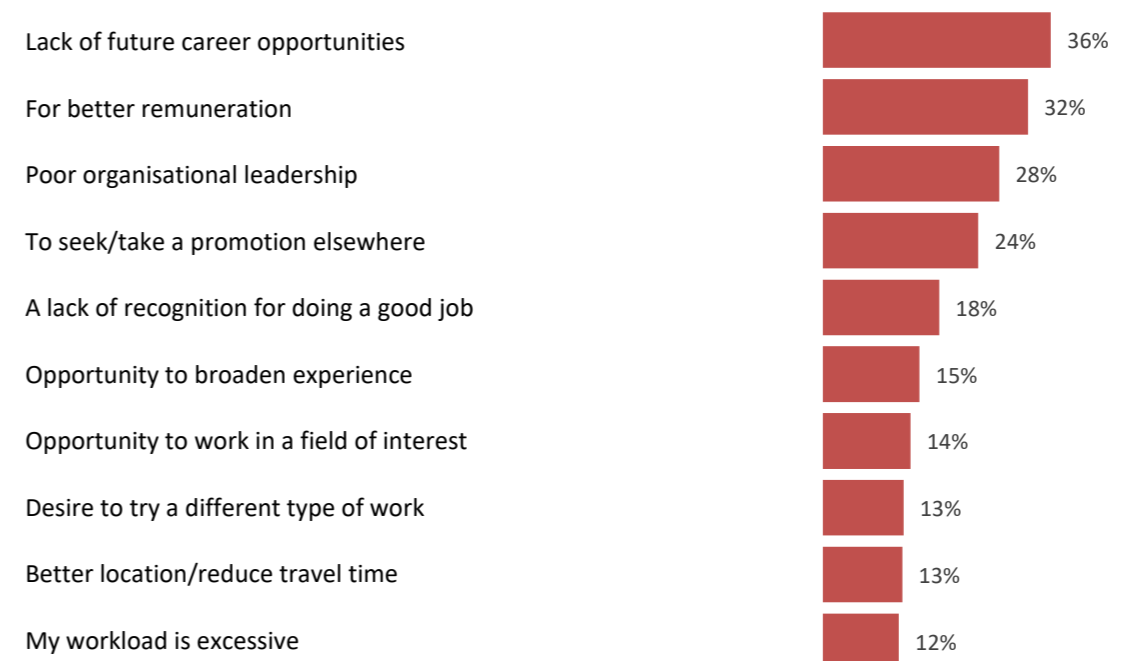
## Most likely career plan for the next two years



## Reasons for staying in the AFP



## Reasons for leaving the AFP



# CHANGE MANAGEMENT

## Change management

\* Factor score 2022:

**55**

\* Factor score 2021:

**54**

RESPONSE SCALE

AFP 2022 % Positive

AFP 2021 % Positive

APS 2022

Average positive score (core factor):

**45%**    **44%**    **55%**

Core factor element(s)

When changes occur, the impacts are communicated well within my team



**74%**    **72%**    **69%**

Staff are consulted about change at work (% positive: always, often)



**37%**    **37%**    **50%**

Change is managed well in the AFP



**24%**    **23%**    **45%**

**Key**

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

% Positive

% Neutral

% Negative

# EMPLOYMENT CONDITIONS

## Employment conditions

\* Factor score 2022: **66**    \* Factor score 2021: **67**

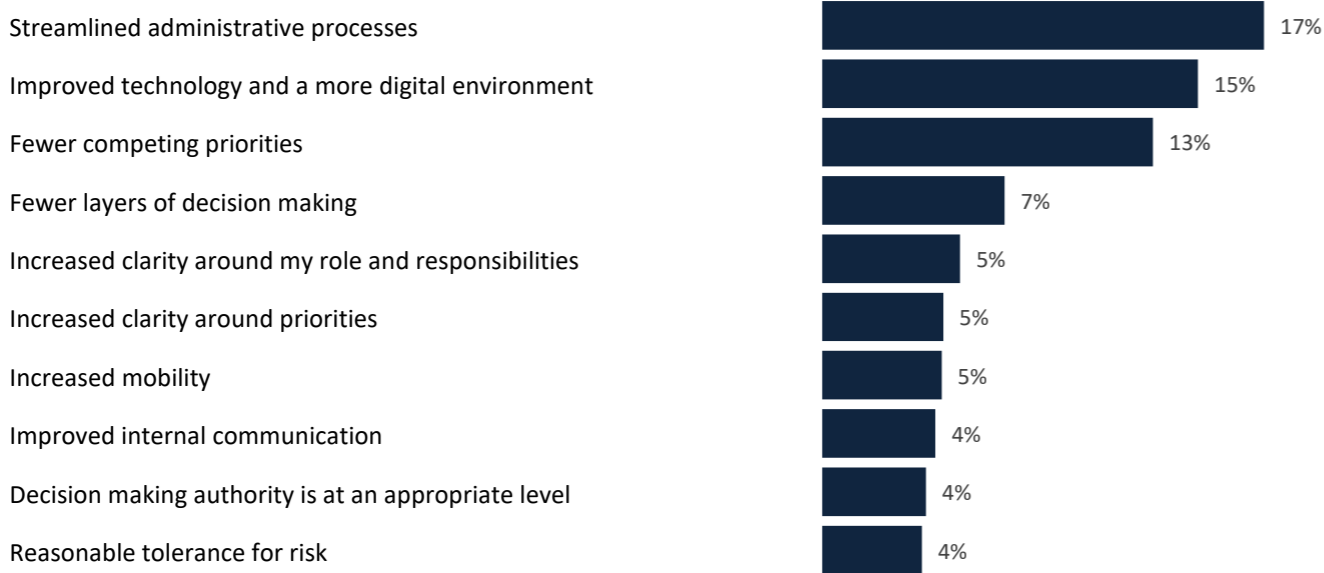
### RESPONSE SCALE

AFP 2022 % Positive: **61%**    AFP 2021 % Positive: **63%**    APS 2022: **-**

### Average positive score (core factor):

Core factor element(s)	Response Scale	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	79% Positive, 10% Neutral, 11% Negative	79%	83%	76%
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	75% Positive, 11% Neutral, 14% Negative	75%	75%	-
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	54% Positive, 13% Neutral, 33% Negative	54%	63%	61%
In the AFP, HR processes are fair	35% Positive, 30% Neutral, 35% Negative	35%	32%	-
Related Element(s): Flexible work practices are not supported (as a barrier - % positive: not at all, very little)	78% Positive, 13% Neutral, 9% Negative	78%	78%	-

### Most important positive initiative you would like in your working environment (top 10)



### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

■ % Positive    ■ % Neutral    ■ % Negative

# GOAL CLARITY

## Goal clarity

\* Factor score 2022: **83**      \* Factor score 2021: **84**

RESPONSE SCALE

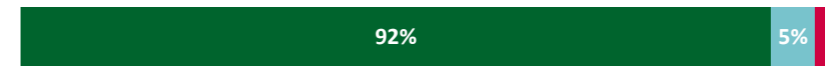
AFP 2022 % Positive      AFP 2021 % Positive      APS 2022

*Average positive score (core factor):*

**92%**      **93%**      **92%**

Core factor element(s)

I understand how my role contributes to achieving an outcome for the Australian public



**92%**      **93%**      **92%**

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

■ % Positive     
 ■ % Neutral     
 ■ % Negative

# HEALTH AND WELLBEING

## Health and wellbeing

\* Factor score 2022:

54

\* Factor score 2021:

50

RESPONSE SCALE

AFP 2022 % Positive

AFP 2021 % Positive

APS 2022

Average positive score (core factor):

46% 43% -

Core factor element(s)

How would you rate your current level of work-related stress? (% positive: nil, low/mild and moderate)



72% 71% -

I feel burned out by work. (% positive: strongly disagree, disagree)



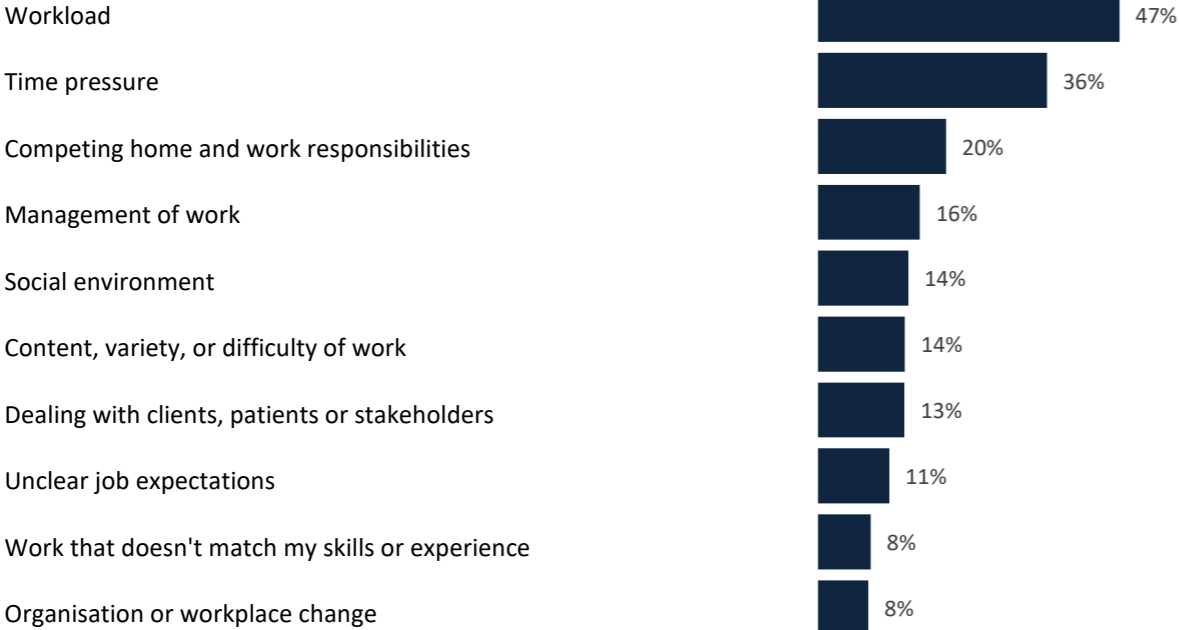
39% 32% 36%

To what extent is your work emotionally demanding? (% positive: to a small or very small extent)

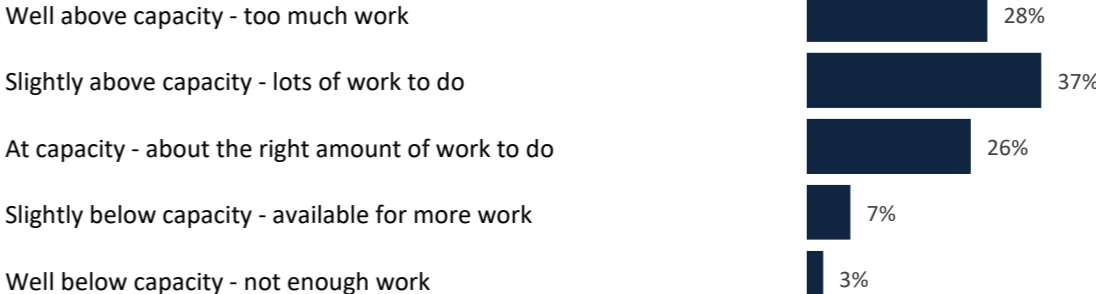


28% 28% 33%

### Main causes of work-related stress (top 10)



### Description of your current workload



### In general, would you say that your health is:



Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

■ % Positive ■ % Neutral ■ % Negative

# HEALTH AND WELLBEING SUPPORT

## Health and wellbeing support

\* Factor score 2022:

**66**

\* Factor score 2021:

**65**

### RESPONSE SCALE

AFP 2022  
% Positive

AFP 2021  
% Positive

APS 2022

### Average positive score (core factor):

**66%**

**64%**

-

Core factor element(s)

I feel confident I have the equipment and resources to do my job safely

74%

13%

12%

**74%**

**76%**

-

The amount of training I do for workplace health and safety is adequate for my position

72%

18%

10%

**72%**

**70%**

-

The AFP does a good job of communicating what it can offer me in terms of health and wellbeing

70%

18%

12%

**70%**

**66%**

**64%**

The AFP does a good job of promoting health and wellbeing

68%

19%

13%

**68%**

**64%**

**64%**

Ill and injured employees are supported in returning to work

65%

23%

11%

**65%**

**62%**

-

I am satisfied with the policies/practices in place to help me manage my health and wellbeing

65%

19%

16%

**65%**

**63%**

**64%**

Ill and injured employees are supported in their period of recovery

64%

22%

14%

**64%**

**60%**

-

I think the AFP cares about my health and wellbeing

53%

24%

24%


**53%**


**50%**


**61%**

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

 % Positive

 % Neutral

 % Negative

# INCLUSIVITY

## Inclusivity

\* Factor score 2022: **77** \* Factor score 2021: **75**

### RESPONSE SCALE

AFP 2022 % Positive: **78%** AFP 2021 % Positive: **76%** APS 2022: **82%**

#### Average positive score (core factor):

Element(s)	Response Scale	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
<b>Core factor element(s)</b>		<b>78%</b>	<b>76%</b>	<b>82%</b>
The lack of inclusiveness in my team (as a barrier - % positive: not at all, very little)	85% Positive, 9% Neutral, 6% Negative	85%	82%	81%
My supervisor actively supports people from diverse backgrounds	80% Positive, 16% Neutral, 4% Negative	80%	79%	84%
I receive the respect I deserve from my colleagues at work (% positive: always, often)	79% Positive, 16% Neutral, 6% Negative	79%	77%	82%
My supervisor invites a range of views, including those different to their own	78% Positive, 12% Neutral, 10% Negative	78%	76%	82%
The AFP supports and actively promotes an inclusive workplace culture	70% Positive, 20% Neutral, 10% Negative	70%	66%	79%
<b>Related Element(s)</b>				
I feel supported to participate in corporate activities and events (e.g. Diversity Networks, Command Culture Committees and events to celebrate cultural days of recognition).	68% Positive, 24% Neutral, 8% Negative	68%	62%	-

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

■ % Positive ■ % Neutral ■ % Negative



# INNOVATION

<b>Innovation</b>	* Factor score 2022: <b>63</b>	* Factor score 2021: <b>61</b>	RESPONSE SCALE	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
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*Average positive score (core factor):* **57%**    **54%**    **62%**

Core factor element(s)		AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
I believe that one of my responsibilities is to continually look for new ways to improve the way we work		<b>89%</b>	<b>88%</b>	<b>82%</b>
My supervisor encourages me to come up with new or better ways of doing things		<b>74%</b>	<b>72%</b>	<b>73%</b>
Resistance to experimentation with new ideas (as a barrier - % positive: not at all, very little)		<b>47%</b>	<b>44%</b>	<b>56%</b>
People are recognised for coming up with new and innovative ways of working		<b>47%</b>	<b>46%</b>	<b>60%</b>
The AFP recognises and supports the notion that failure is a part of innovation		<b>27%</b>	<b>21%</b>	<b>39%</b>

<b>Key</b>	Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)	% Positive	% Neutral	% Negative
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# INTERNAL COMMUNICATION

Internal Communication		* Factor score 2022: <b>54</b>	* Factor score 2021: <b>53</b>	RESPONSE SCALE	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
<i>Average positive score (core factor):</i>					<b>42%</b>	<b>40%</b>	<b>54%</b>
Core factor element(s)	Internal communication within the AFP is effective and regular				<b>45%</b>	<b>43%</b>	<b>58%</b>
	The internal communication within the AFP (as a barrier - % positive: not at all, very little)				<b>39%</b>	<b>37%</b>	<b>50%</b>

# INTRINSIC REWARDS

Intrinsic rewards		* Factor score 2022: <b>68</b>	* Factor score 2021: <b>68</b>	RESPONSE SCALE	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
<i>Average positive score (core factor):</i>					<b>66%</b>	<b>66%</b>	<b>69%</b>
Core factor element(s)	The work I do gives me a sense of accomplishment				<b>72%</b>	<b>72%</b>	<b>76%</b>
	My role inspires me				<b>60%</b>	<b>59%</b>	<b>61%</b>

**Key**      Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

% Positive      % Neutral      % Negative

# JOB SECURITY

Job security	* Factor score 2022:	75	* Factor score 2021:	75	RESPONSE SCALE	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
<i>Average positive score (core factor):</i>						82%	81%	81%
Core factor element(s)	I am satisfied with the stability and security of my role					82%	81%	81%

# JOB-SKILLS MATCH

Job-skills match	* Factor score 2022:	73	* Factor score 2021:	72	RESPONSE SCALE	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
<i>Average positive score (core factor):</i>						80%	78%	79%
Core factor element(s)	My job gives me opportunities to utilise my skills					80%	78%	79%

**Key**      Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

■ % Positive     
 ■ % Neutral     
 ■ % Negative

# LEARNING AND DEVELOPMENT

## Learning and development

\* Factor score 2022: **70** \* Factor score 2021: **67**

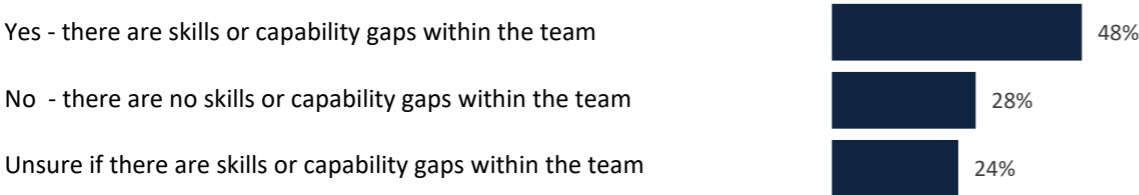
RESPONSE SCALE

AFP 2022 % Positive: **64%** AFP 2021 % Positive: **60%** APS 2022: **-**

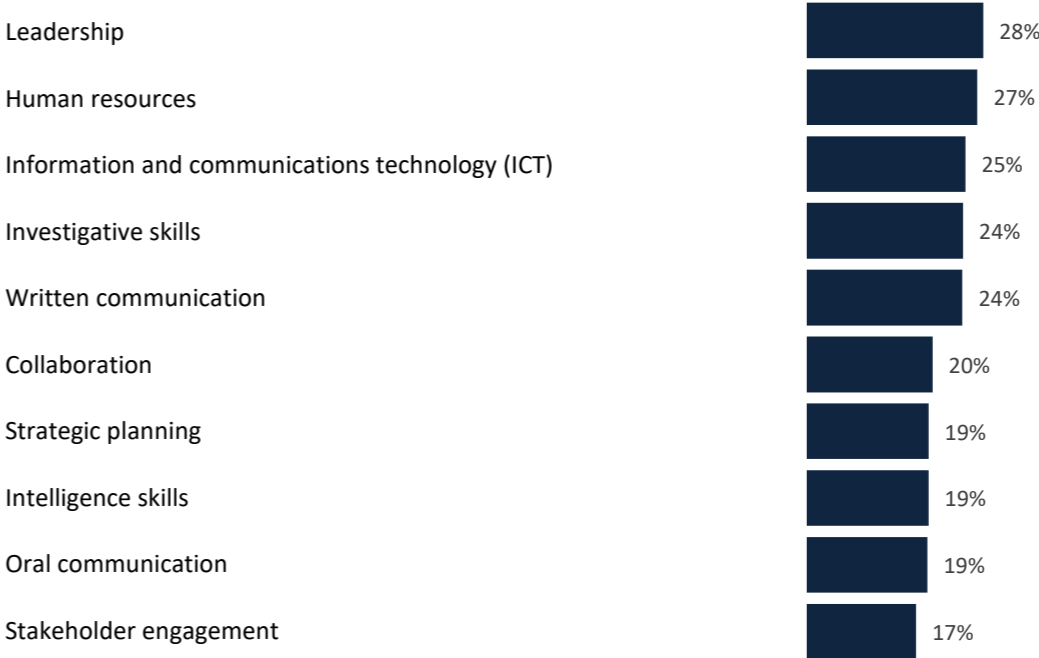
Average positive score (core factor):

Core factor element(s)	Response Scale	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
Accessing training or mentoring within the AFP (as a barrier - % positive: not at all, very little)	63% Positive, 23% Neutral, 13% Negative	63%	60%	-
The release for learning and development opportunities are not supported (as a barrier - % positive: not at all, very little)	65% Positive, 19% Neutral, 16% Negative	65%	61%	74%

### Are there currently skills or capability gaps within your team?



### What skills or capabilities are missing within your team? (top 10)



**Key**

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

■ % Positive ■ % Neutral ■ % Negative

# MOBILITY

Mobility		* Factor score 2022: <b>61</b>	* Factor score 2021: <b>60</b>	RESPONSE SCALE	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
<b>Average positive score (core factor):</b>					<b>57%</b>	<b>55%</b>	<b>59%</b>
Core factor element(s)	My supervisor actively supports opportunities for mobility				<b>58%</b>	<b>58%</b>	<b>52%</b>
	The AFP provides opportunities for temporary moves within the AFP				<b>55%</b>	<b>53%</b>	<b>57%</b>
	Mobility opportunities are not supported (as a barrier - % positive: not at all, very little)				<b>58%</b>	<b>55%</b>	<b>67%</b>
Related Element(s)	The AFP provides opportunities for temporary moves outside the AFP				<b>22%</b>	<b>23%</b>	<b>31%</b>
	Entry into protective service officer roles (as a barrier - % positive: not at all, very little)				<b>93%</b>	<b>92%</b>	-
	Entry into sworn policing (as a barrier - % positive: not at all, very little)				<b>83%</b>	<b>85%</b>	-
	Promotion within the AFP (as a barrier - % positive: not at all, very little)				<b>54%</b>	<b>53%</b>	-

**Key** Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

% Positive    % Neutral    % Negative

# ORGANISATIONAL SUCCESS

## Organisational success

\* Factor score 2022:

65

\* Factor score 2021:

68

RESPONSE SCALE

AFP 2022 % Positive

AFP 2021 % Positive

APS 2022

Average positive score (core factor):

60% 65% 71%

Core factor element(s)

The AFP's success in meeting its goals and objectives (% positive: excellent, very good)



60% 65% 71%

Related Element(s)

Limited instances of working as one organisation (as a barrier - % positive: not at all, very little)



54% 53% -

# RECOGNITION

## Recognition

\* Factor score 2022:

62

\* Factor score 2021:

61

RESPONSE SCALE

AFP 2022 % Positive

AFP 2021 % Positive

APS 2022

Average positive score (core factor):

60% 59% 67%

Core factor element(s)

I am satisfied with the recognition I receive for doing a good job



60% 59% 67%

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

% Positive

% Neutral

% Negative

# RISK MANAGEMENT

## Risk management

\* Factor score 2022:

**49**

\* Factor score 2021:

**47**

RESPONSE SCALE

AFP 2022 % Positive

AFP 2021 % Positive

APS 2022

*Average positive score (core factor):*

**36%**

**33%**

-

Core factor element(s)

I am provided opportunities to develop and enhance my skills to manage risk effectively

48%

25%

27%

**48%**

**44%**

-

The appetite for risk within the AFP (as a barrier - % positive: not at all, very little)

40%

33%

27%

**40%**

**38%**

**49%**

When things go wrong, the AFP uses this as an opportunity to review, learn, and improve the management of similar risks

40%

25%

36%

**40%**

**37%**

-

Risk-based decision making is understood and encouraged within the AFP

29%

30%

40%

**29%**

**27%**

-

Appropriate risk taking is rewarded in the AFP

20%

36%

44%


**20%**


**17%**


-

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

 % Positive

 % Neutral

 % Negative

# ROLE CLARITY

## Role clarity

\* Factor score 2022: **70** \* Factor score 2021: **70**

RESPONSE SCALE

AFP 2022 % Positive    AFP 2021 % Positive    APS 2022

*Average positive score (core factor):*

**66%**    **67%**    **68%**

Core factor element(s)

I am clear what my duties and responsibilities are



**78%**    **78%**    **80%**

Lack of clarity around my role and responsibilities (as a barrier - % positive: not at all, very little)



**64%**    **64%**    **67%**

Lack of clarity around priorities (as a barrier - % positive: not at all, very little)



**56%**    **57%**    **56%**

# WORKLOAD MANAGEMENT

## Workload management

\* Factor score 2022: **51** \* Factor score 2021: **53**

RESPONSE SCALE

AFP 2022 % Positive    AFP 2021 % Positive    APS 2022

*Average positive score (core factor):*

**37%**    **38%**    **34%**

Core factor element(s)

I have unrealistic time pressures (% positive: never, rarely)



**41%**    **41%**    **36%**

I am expected to do many different tasks in too little time (% positive: never, rarely)



**38%**    **38%**    **34%**

Too many competing priorities (as a barrier - % positive: not at all, very little)



**32%**    **34%**    **32%**

### Key

Factor scores and average positive score are based only on the core factor element (s) metrics (dark blue)

% Positive

% Neutral

% Negative



# BARRIERS TO YOU PERFORMING AT YOUR BEST

% Positive: Not at all, very little  
 % Neutral: Somewhat  
 % Negative: To a great extent, to a very great extent

RESPONSE SCALE

AFP 2022 % Positive    AFP 2021 % Positive    APS 2022

Barrier	% Positive	% Neutral	% Negative	AFP 2022 % Positive	AFP 2021 % Positive	APS 2022
The lack of inclusiveness in my team	85%	9%	6%	85%	82%	81%
Flexible work practices are not supported	78%	13%	9%	78%	78%	-
The release for learning and development opportunities are not supported	65%	19%	16%	65%	61%	74%
Lack of clarity around my role and responsibilities	64%	25%	11%	64%	64%	67%
Mobility opportunities are not supported	58%	20%	22%	58%	55%	67%
Lack of clarity around priorities	56%	27%	17%	56%	57%	56%
Limited instances of working as one organisation	54%	27%	20%	54%	53%	-
Resistance to experimentation with new ideas	47%	31%	22%	47%	44%	56%
The appetite for risk within the AFP	40%	33%	27%	40%	38%	49%
The internal communication within the AFP	39%	35%	26%	39%	37%	50%
Authority for decision making is at a higher level than required	37%	29%	33%	37%	36%	46%
Too many competing priorities	32%	31%	37%	32%	34%	32%
The technology within the AFP	29%	35%	35%	29%	31%	34%
Multiple layers of decision making within the AFP	25%	34%	41%	25%	24%	31%
Administrative processes within the AFP	20%	33%	47%	20%	20%	32%

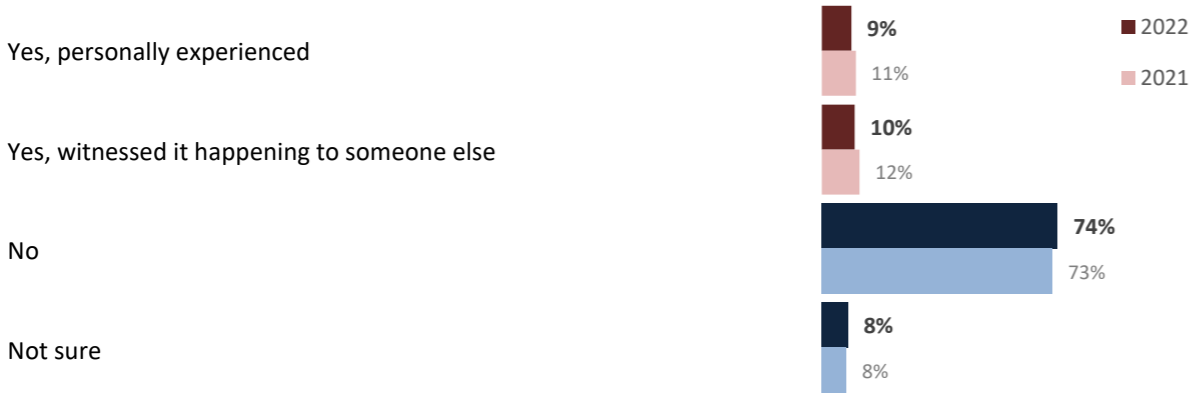
**Key**

A high positive response means that the item did not present a barrier to employees performing their best

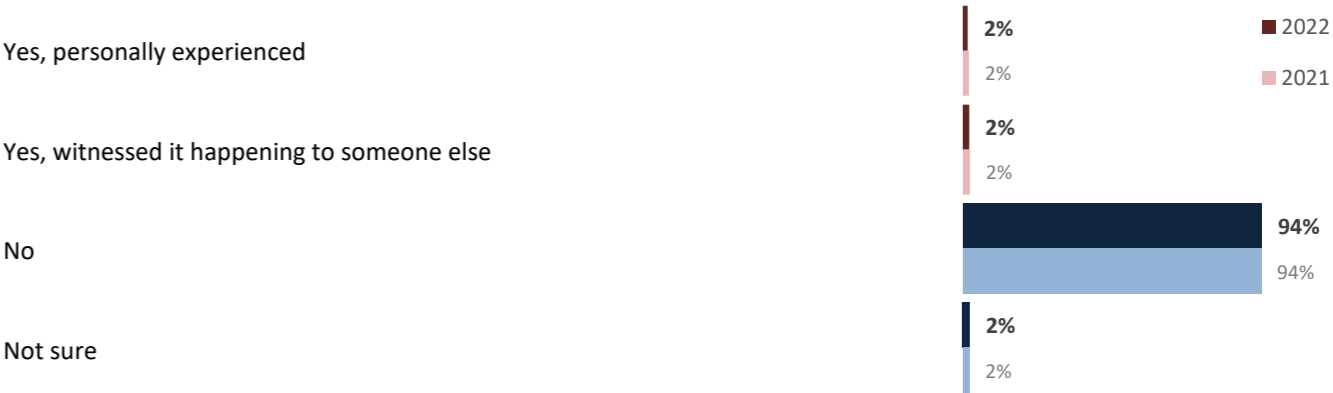
■ % Positive    ■ % Neutral    ■ % Negative

# INAPPROPRIATE BEHAVIOUR

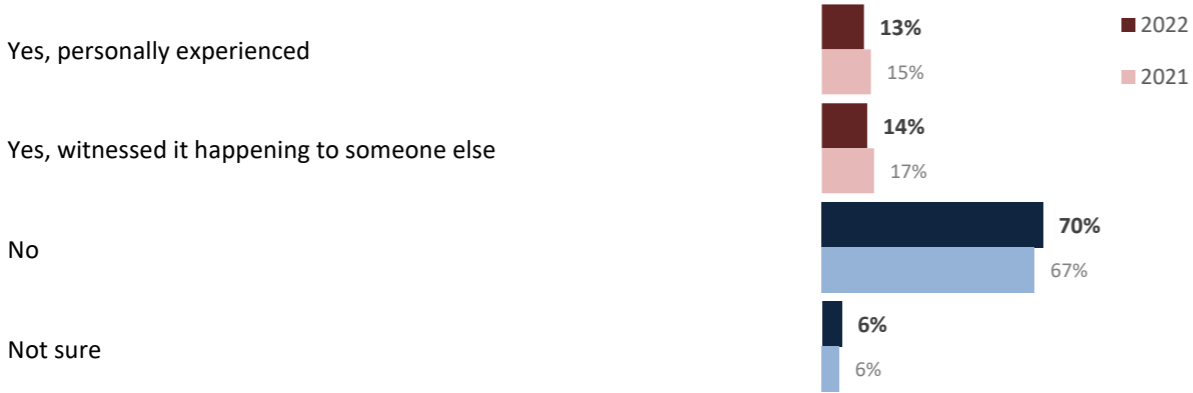
## Discrimination



## Sexual harrasment



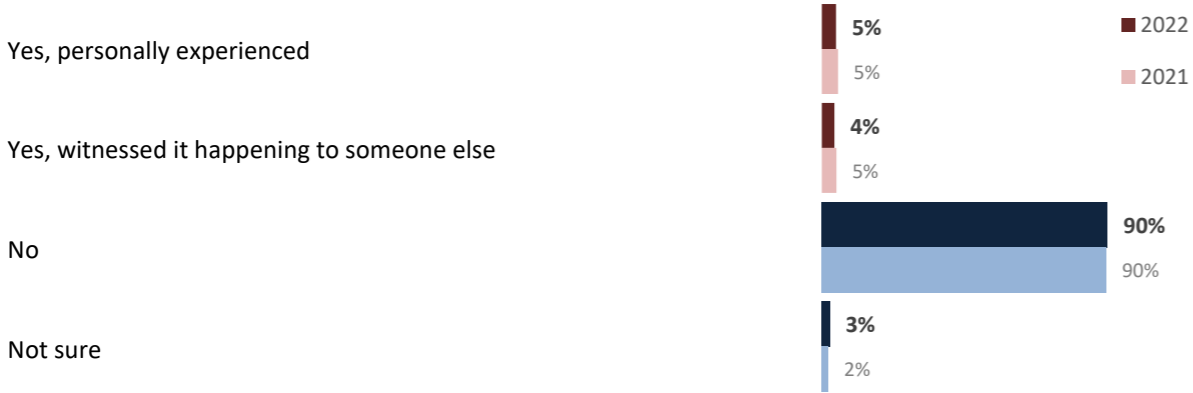
## Bullying



## Corruption



## Aggression or violent behaviour



## Of those who witnessed corruption (3% in 2022), the top 3 types of corruption were:



