Australian Government
Department of Defence
Defence People Group

YourSay
Defence APS morale
June 2015

Findings from the *YourSay* research program covering:

Defence APS morale over time

Impacts of low workplace morale

Factors influencing workplace morale

Improving workplace morale

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Introduction

This report presents an analysis of the results on morale of the Defence APS, predominantly using data collected from the February 2015 *YourSay Organisational Climate* survey. The analysis presents the perceptions of workplace morale among Defence APS, the impacts of low workplace morale to Defence, factors influencing workplace morale and what can be done to improve workplace morale.

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Summary of key findings

YourSay results show that workplace morale is somewhat lower than the long term trend and this low morale is widespread among Defence APS. Almost half of respondents indicated they had low/very low workplace morale, while just 16 per cent reported high/very high workplace morale. Low workplace morale has increased noticeably over the past two years.

This drop in morale is a concern to Defence as low workplace morale was found to be associated with negative workplace trends including reduced engagement and motivation, lower productivity, decreased resilience, lower organisational commitment and also has a noticeable impact on retention.

Factors influencing low morale are diverse and interrelated, and include:

- Reduced staffing resources and increased work loads;
- Perceived poor leadership, including a lack of planning, direction and communication;
- Perception that the DECA negotiations are taking too long and a perceived lack of job security;
- Perceptions of a lack of promotion opportunities, career opportunities and a dissatisfaction with work duties;
- Poor treatment such as dissatisfaction with respect, fairness and inclusivity.

Contributors to high morale were often the opposite to low morale and included:

- A good team;
- Good leadership;
- Interesting and challenging work.

Overall the contributors to low morale were similar across APS levels, though dissatisfaction with career development was stronger for APS1-6 level respondents while people management and availability of resources was stronger for EL1 and above respondents.

While low workplace morale has many drivers and contributors, these *YourSay* results indicate Defence can improve low workplace morale through:
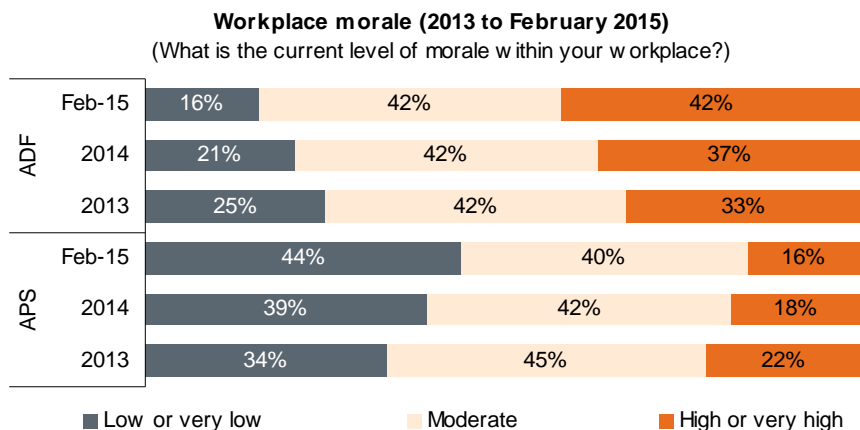
- Better managing resourcing issues - reducing work programs, ensuring fair distribution of work, finding efficiencies and knowledge transfer from departing employees;
- Improving leadership - better planning, clearer direction and increased communication;
- Increasing career development and through varying work and job mobility.

Section 1: Defence APS morale over time

Workplace morale

YourSay data has shown a decline in workplace morale for APS respondents between 2013 and February 2015. In February 2015 almost half (44%) of APS respondents reported that their workplace morale was low or very low. The majority of the remaining respondents reported that their workplace morale was moderate (40%), with only a minority of respondents reporting their workplace morale was high or very high (16%). The proportion of respondents reporting low or very low workplace morale has increased from 34 per cent in 2013.
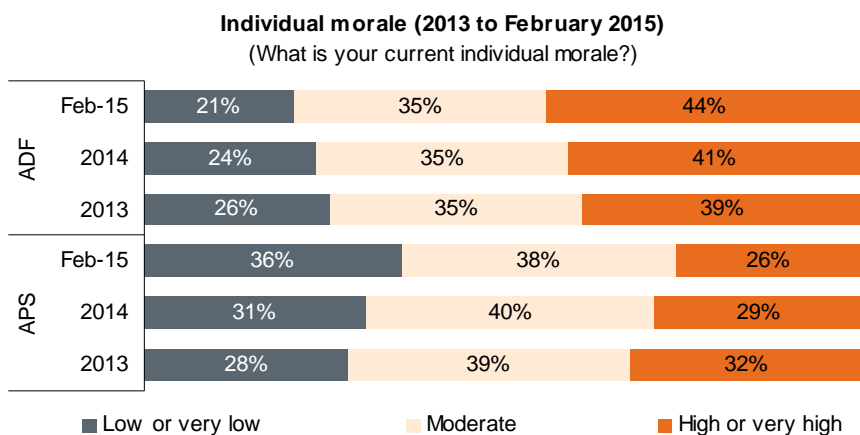
In contrast the opposite trend was seen for the ADF. Sixteen per cent of ADF respondents reported that they had low or very low workplace morale which had decreased from 25 per cent in 2013.

Workplace morale (2013 to February 2015)
(What is the current level of morale within your workplace?)

		Low or very low	Moderate	High or very high
ADF	Feb-15	16%	42%	42%
	2014	21%	42%	37%
	2013	25%	42%	33%
APS	Feb-15	44%	40%	16%
	2014	39%	42%	18%
	2013	34%	45%	22%

■ Low or very low   Moderate   ■ High or very high

Individual morale

Consistent with workplace morale, APS individual morale was found to have declined since 2013, though overall Defence APS reported higher individual than workplace morale. Just over one third of APS respondents (36%) reported that their individual morale was low or very low compared to 28 per cent in 2013. A similar proportion reported their individual morale was moderate (38%), while one quarter (26%) reported they had high morale.

As with workplace morale, individual morale was rated more positively among ADF members although there was less difference between the Defnece APS and ADF in terms of individual morale. One in five (21%) ADF respondents indicated low or very low individual morale compared to 36% of Defence APS respondents.

Individual morale (2013 to February 2015)
(What is your current individual morale?)

		Low or very low	Moderate	High or very high
ADF	Feb-15	21%	35%	44%
	2014	24%	35%	41%
	2013	26%	35%	39%
APS	Feb-15	36%	38%	26%
	2014	31%	40%	29%
	2013	28%	39%	32%

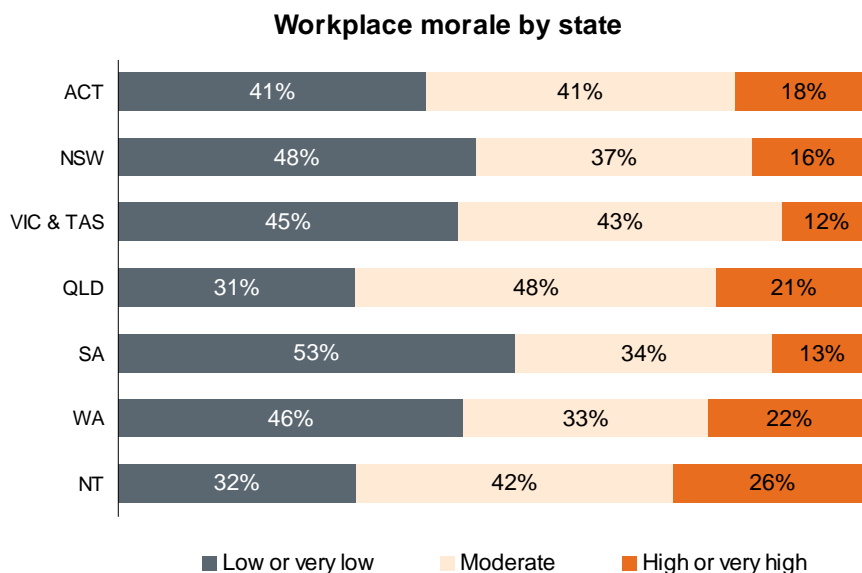■ Low or very low   Moderate   ■ High or very high

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Unsurprisingly, workplace and individual morale are related. Of the respondents that reported that their individual morale was low, the majority (78%) also reported that their workplace morale was low. It is likely that work factors can have an impact on a respondents' individual morale and also that personal factors can have an impact on workplace morale.

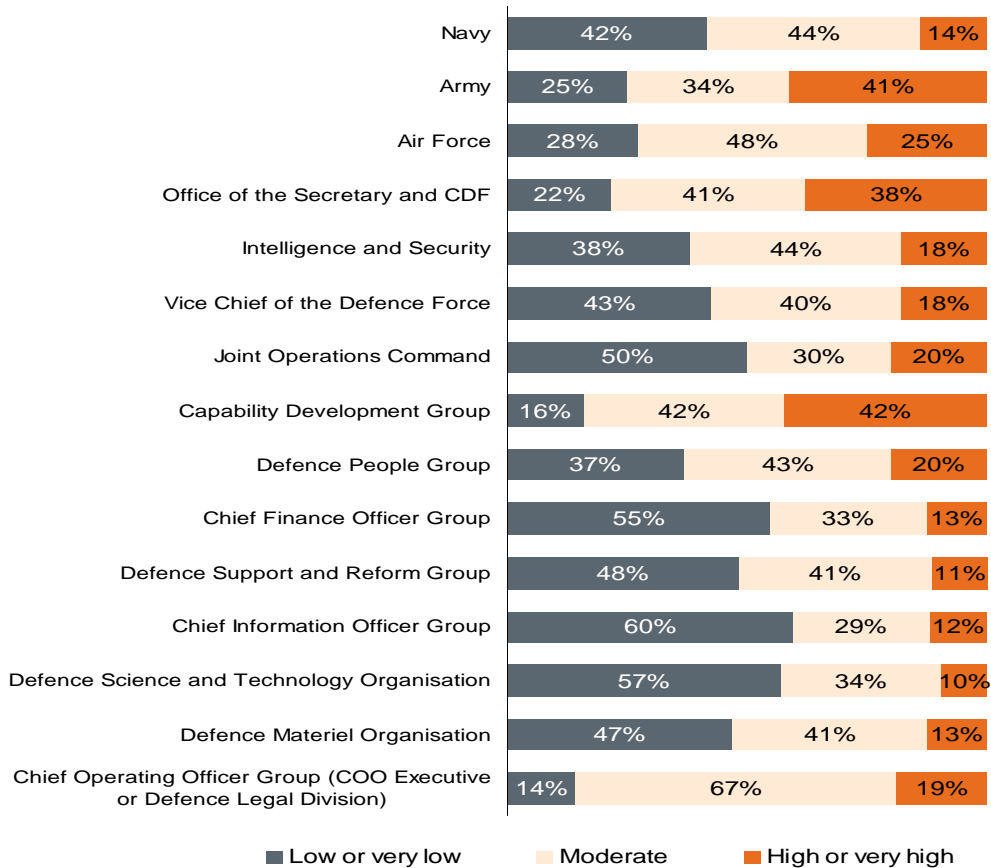## Section 2: Workplace morale across Defence APS demographic groups

Defence APS workplace morale was compared across demographic groups to explore whether low morale was a more concerning issue for some groups of Defence APS employees. Findings revealed that the patterns of low workplace morale were generally consistent with similar results by gender, age groups, APS levels, and between members and non members of a diversity group. Interestingly, of the various diversity groups (disability, indigenous Australians, religion, Non English speaking background (NESB) and LGBTI) morale was different for one group; NESB respondents had higher workplace morale than other respondents.

Differences in workplace morale were identified across geographical location and by organisational Groups. Geographical differences in workplace morale were identified by state and territory. The state or territory with the highest morale was the Northern Territory (26%) and South Australia had the lowest levels of morale (53%).

Workplace morale by state

State	Low or very low	Moderate	High or very high
ACT	41%	41%	18%
NSW	48%	37%	16%
VIC & TAS	45%	43%	12%
QLD	31%	48%	21%
SA	53%	34%	13%
WA	46%	33%	22%
NT	32%	42%	26%

The Groups with the lowest levels of morale were Chief Information Officer Group (CIOG) (60%), Defence Science and Technology Organisation (DSTO) (57%), and Chief Finance Officer Group (CFO) (55%). The Groups with the largest proportion of respondents that reported high morale were Capability Development Group (CDG) (42%), Army Group (41%), and Office of the Secretary and CDF (OSCDF) (38%).

Workplace morale by group

Group	Low or very low	Moderate	High or very high
Navy	42%	44%	14%
Army	25%	34%	41%
Air Force	28%	48%	25%
Office of the Secretary and CDF	22%	41%	38%
Intelligence and Security	38%	44%	18%
Vice Chief of the Defence Force	43%	40%	18%
Joint Operations Command	50%	30%	20%
Capability Development Group	16%	42%	42%
Defence People Group	37%	43%	20%
Chief Finance Officer Group	55%	33%	13%
Defence Support and Reform Group	48%	41%	11%
Chief Information Officer Group	60%	29%	12%
Defence Science and Technology Organisation	57%	34%	10%
Defence Materiel Organisation	47%	41%	13%
Chief Operating Officer Group (COO Executive or Defence Legal Division)	14%	67%	19%

■ Low or very low　■ Moderate　■ High or very high

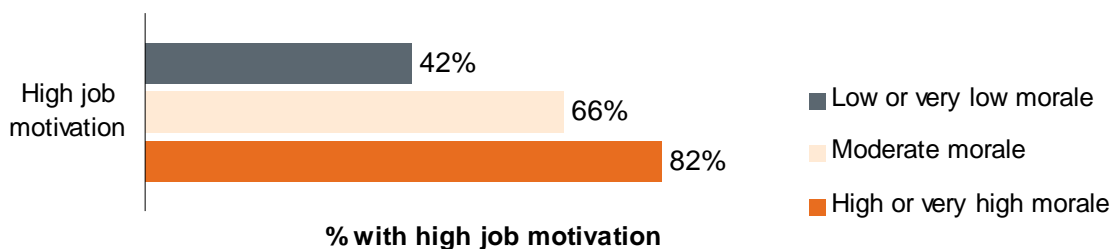# Section 3: Impacts of low workplace morale

How does low workplace morale impact Defence?

To further understand the impact, cost and detriment of low morale in the Defence APS workforce a number of measures were compared against workplace morale. This can show if low workplace morale is related to low productivity, low levels of resilience in the workplace and low levels of employee engagement and so provide some indication of what low workplace morale costs Defence.
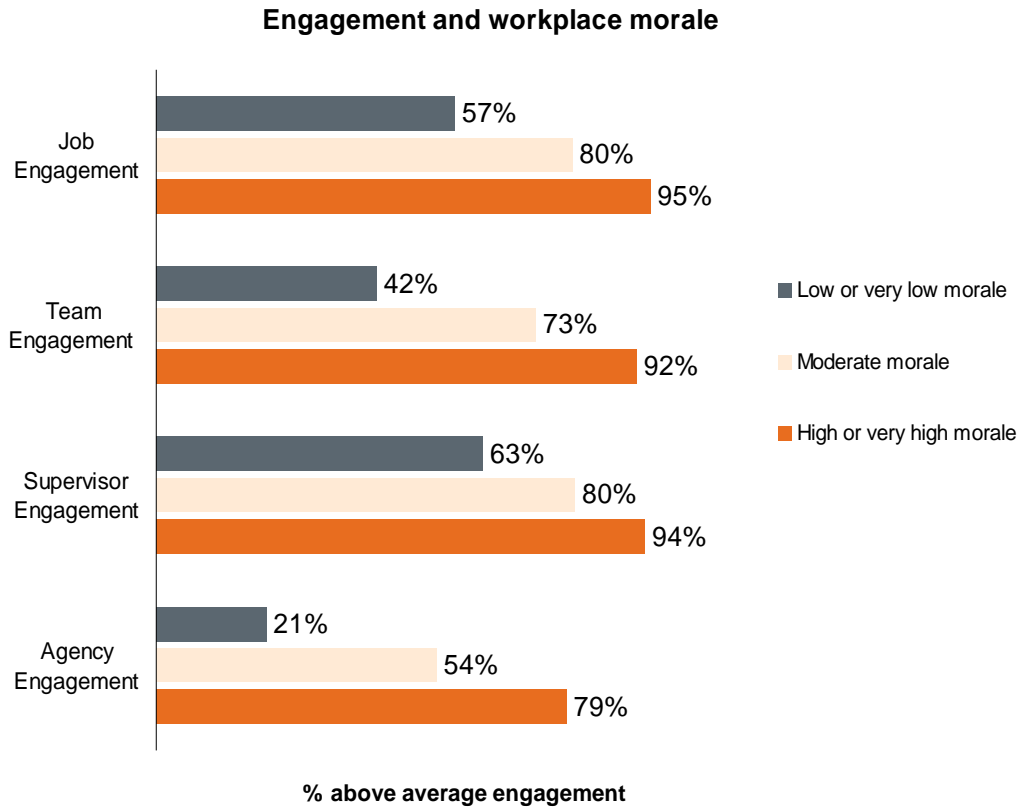
Productivity

Those with low workplace morale were less likely to report that their work group was productive and also that they had high individual motivation to do their job.

Motivation and workplace morale

High job motivation	
Low or very low morale	42%
Moderate morale	66%
High or very high morale	82%

■ Low or very low morale
■ Moderate morale
■ High or very high morale

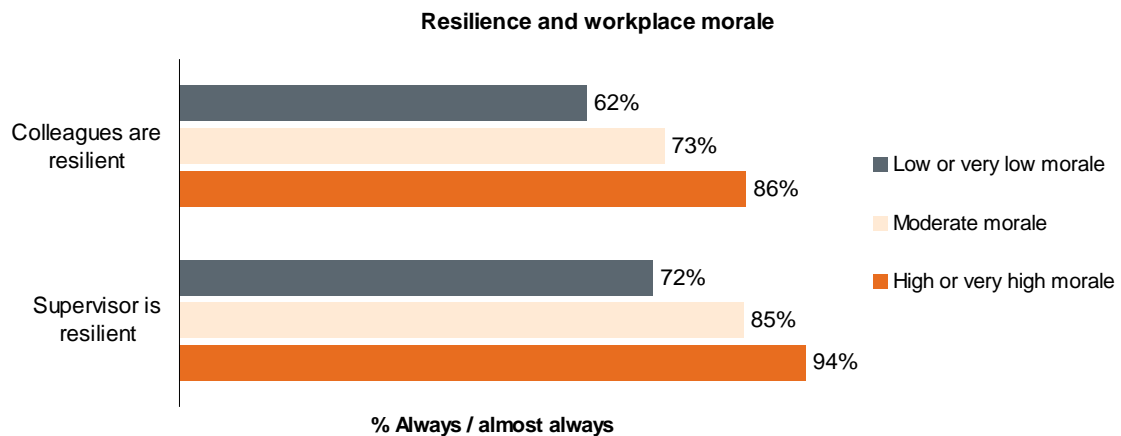**% with high job motivation**

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Engagement

Those with low workplace morale also had lower levels of all four types of engagement - job engagement, team engagement, supervisor engagement and agency engagement.

Engagement and workplace morale

% above average engagement

Workplace resilience

Those who reported low workplace morale were less likely to observe resilience in their colleagues and supervisor. Just over half (62%) of respondents with low morale reported that their colleagues were resilient compared to most respondents (86%) who indicated their workplace morale was high or very high.

Resilience and workplace morale

% Always / almost always

Organisational Commitment

Those with low morale were less likely to indicate organisational commitment, specifically they were less likely to feel a strong sense of belonging to Defence, and report they were proud to tell others they were an employee of Defence.
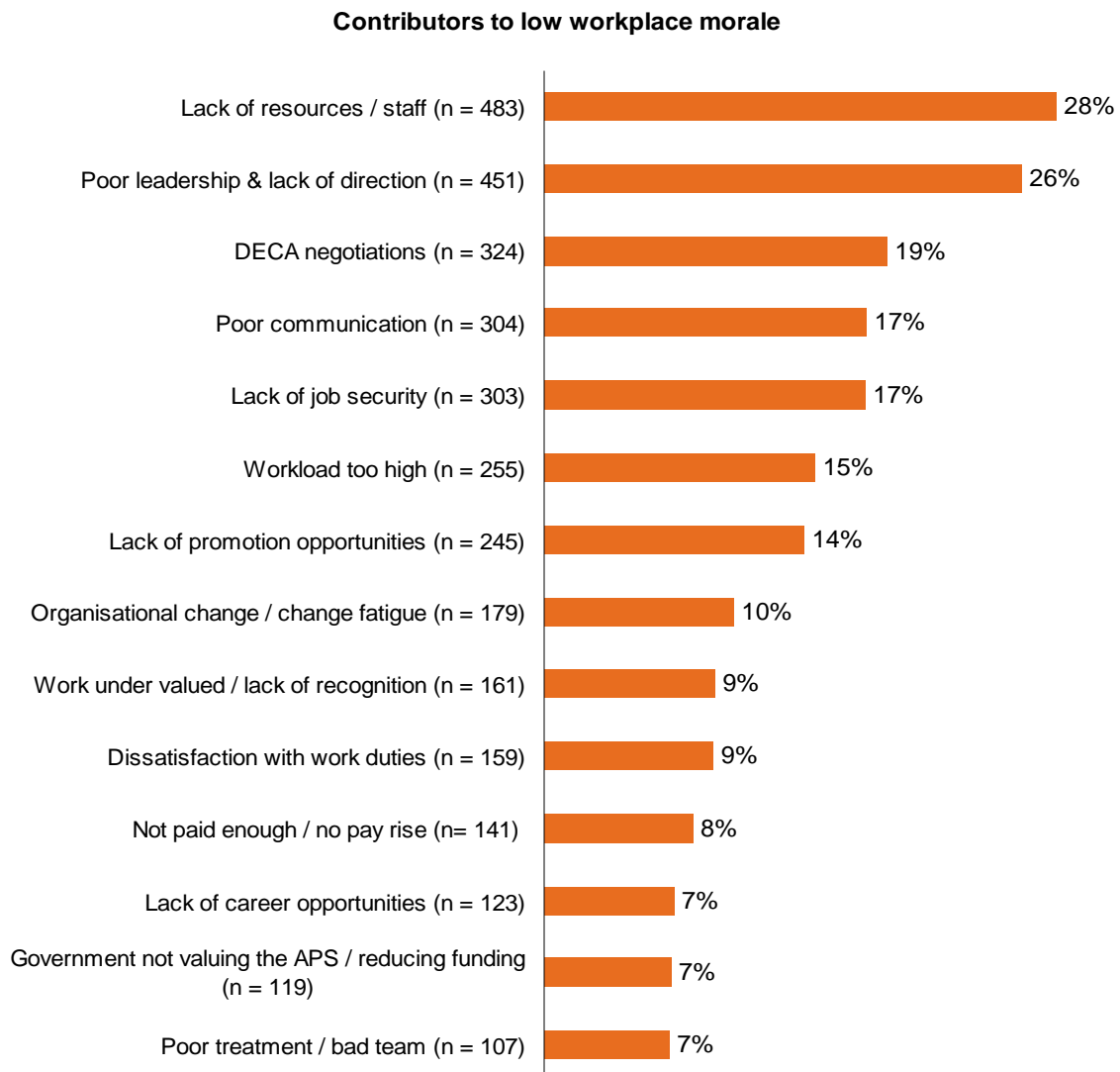
Retention

Furthermore, low workplace morale was also found to be a contributor to employees leaving Defence. The *YourSay* data from APS employees leaving Defence showed that low workplace morale was the third most common reason APS respondents gave for leaving Defence. Four in ten respondents (39%) reported that low morale was a strong influence in their decision to leave Defence.

Section 4: Factors influencing workplace morale

In February 2015 respondents were asked to comment on the factors contributing to the high or low morale in their workplace. The vast majority of APS respondents chose to answer with 1,748 of 2,047 respondents (85%) providing input to this question. Many comments were focused on the contributors to low morale and were also quite detailed highlighting that Defence APS respondents had a lot to say in relation to the topic.

Contributors to low workplace morale

Comments showed that a *lack of resources* and *poor leadership* were the most common reported contributors to low workplace morale.

Contributors to low workplace morale

Lack of resources / staff (n = 483)	28%
Poor leadership & lack of direction (n = 451)	26%
DECA negotiations (n = 324)	19%
Poor communication (n = 304)	17%
Lack of job security (n = 303)	17%
Workload too high (n = 255)	15%
Lack of promotion opportunities (n = 245)	14%
Organisational change / change fatigue (n = 179)	10%
Work under valued / lack of recognition (n = 161)	9%
Dissatisfaction with work duties (n = 159)	9%
Not paid enough / no pay rise (n= 141)	8%
Lack of career opportunities (n = 123)	7%
Government not valuing the APS / reducing funding (n = 119)	7%
Poor treatment / bad team (n = 107)	7%

Just over a quarter (28%) of respondents reported a *lack of resources* as a contributor to low morale in their workplace. This topic was often related to the 6th most commonly reported contributor, *workload too high* (15%). While many comments focused on respondents having to carry out the same amount of work with fewer people, other issues included a reduced capacity to do a good job, and a lack of time/personnel to enable knowledge transfer. Some examples of these comments are below:

> *"Poor communication, unsustainable workload levels with unrealistic expectations on all personnel including higher level management/leadership. (fewer resources with no decrease in the output expected)."*

> *"The declining numbers in staff. The extra workloads that we have to do, with staff taking on higher duties with no training or recognition. No job security and the fear of more staff leaving….."*

> *"I do a job others don't have training for and feel I am valued for that. On a negative side, my time before I retire is short and the FTE freeze is a problem to recruit others to take over."*

> *"The recruitment freeze; the loss of manpower to enable the job to be done correctly. The lack of funds to do things like travel or training. The endless promotion of people not skilled enough to perform the task….."*

Poor leadership including a *lack of direction* provided by leadership, was reported by one quarter (26%) of respondents as a reason for low workplace morale. This was closely related to the 4th most commonly reported reason of *poor communication* (17%). Some examples comments relating to poor leadership and communication include:

> *"The lack of support from above. The lack of communication in the workplace. The lack of clarity around my role and what I'm supposed to do in my job. Decisions made that effect my role and me personally that are made without consultation or seeking input from me."*

> *"An occasional 'job well done' from supervisors/hierarchy would make a big difference to morale in the section. Minimal or no micro management would also be welcome as would trusting staff to do their job."*

> *"Drastic downsizing that is proceeding with no stated or even implied end state or plan. The process is haphazard and disorganised at the management level, hence everything that flows from that such as communication is haphazard, conflicting, disorganised and not conducive to good morale in the interim period which will likely stretch for many years."*

> *"Restructure of XX. Perceived lack of honesty in reasons given for many decisions made in restructure. Continued lack of leadership and direction. Many senior positions still not filled. Current agenda in decision making appears to be about "numbers", not about capability."*

The third most commonly reported reason for poor morale in the workplace was in relation to the *DECA negotiations* with one fifth commenting on this aspect (19%). This was closely related to the factor *not paid enough / no pay rise* (8%). One example of this is below:

> *"Government's employment conditions. Not back-paying even though it's the government's fault DECA negotiations are so late and slow. The threat of no or low pay rises. The government's threat of losing our jobs to privatisation etc. All contributing to low morale. We have had enough."*

Interestingly a *lack of job security* was another commonly reported reason for low workplace morale with 17 per cent reporting this as a contributor, potentially this is due to reductions in APS numbers. Other *YourSay* data has shown job security to be a topic of low concern to respondents in the past, however dissatisfaction has increased slightly in 2015 (21%) and

2014 (20%) compared to 2013 (16%). Some examples of comments relating to this topic include:

> *"Getting told two years ago you are losing your job and since then all they can tell you its going to happen some time."*

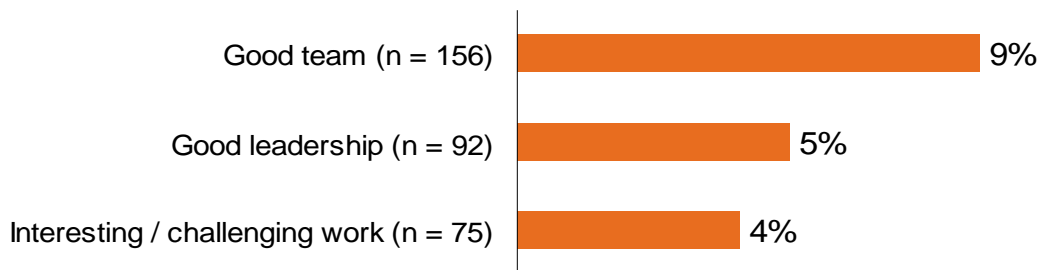> *"Not knowing if you are going to stay in your current position or be moved elsewhere."*

> *"Uncertainty regarding redundancies…"*

A lack of promotion opportunities (14%) was another commonly reported contributor to low morale, this was also related to the lack of career opportunities (7%) factor. Though career is a popular contributor to low morale, a lack of promotion opportunities and career opportunities were more dominant as reasons for leaving Defence than for low workplace morale.

Contributors to high workplace morale

While there were fewer comments in relation to workplace contributors to high morale there were some comments that highlighted positive aspects of working environments in Defence. The most common aspects that were reported to contribute to high workplace morale were a good team (9%), good leadership (5%) and interesting work (4%).

Contributors to high workplace morale

Good team (n = 156)	9%
Good leadership (n = 92)	5%
Interesting / challenging work (n = 75)	4%

Some examples of comments relating to high morale in the workplace are as follows:

> *"Cooperation and commitment of peers towards the production and completion of quality work."*

> *"Open communication within the working team. Strong direction from the leaders (Director and DG) in the team. Empowerment from the leaders in the team to perform individual roles."*

> *"The importance of the work you do and the ability to take ownership of that work is important. To see the results of your work put in place and recognised."*

Section 5: Characteristics of a workplace with low morale

Factors related to low workplace morale in Defence

Additional analysis was undertaken to gain further insights into the factors related to low workplace morale. Almost all *YourSay* data items had some association with morale showing the wide range of workplace and organisational climate factors related to morale.

The single factor with the strongest relationship with low workplace morale was dissatisfaction with the quality of senior leaders. Other factors relating to senior leaders were

also highly associated. Overall job dissatisfaction was the second most highly associated factor with low morale, this was followed by not feeling valued for the work accomplished.

Another common theme (or group of factors) that was highly associated with low morale was the perceived poor treatment of respondents or a working environment that is not perceived to be fair, inclusive and respectful.

Other themes related to low morale included dissatisfaction with career and development, management of unacceptable behaviour and the respondents' individual work duties.

The top factors to low workplace morale are listed in the following table in order from most strongly related.

Factors highly related to low workplace morale	
Theme	**Factor**
Senior leaders	Dissatisfaction with the quality of senior leaders
Overall job	Overall, job dissatisfaction
Recognition	Not feeling valued for work accomplished
Career and development	A lack of involvement in decisions that affect your job and career
Treatment	An unfair and non-inclusive work environment
Senior leaders	A lack of confidence in Defence Senior Leadership
Senior leaders	A view that senior Defence leaders are not steering Defence in the right direction
Treatment	Dissatisfaction with the quality of people management practices across the organisation
Treatment	Dissatisfaction with the respect showed to employees
Senior leaders	Ineffective communication between Defence senior leaders and other employees
Organisation	Dissatisfaction with the quality of internal communication within the organisation
Organisation	Dissatisfaction with the competitive position that Defence holds in the employment market
Recognition	Dissatisfaction with the recognition I receive for doing a good job
Unacceptable behaviour	Incidents of unacceptable behaviour (eg. harassment, bullying, discrimination) not being managed well
Treatment	A lack of team orientated and collaborative work environment
Senior leaders	A lack of confidence in my Branch Manager
Treatment	Dissatisfaction with fairness and transparency in promotion processes
Organisation	Dissatisfaction with Defences reputation as an employer
Unacceptable behaviour	A belief that appropriate action will not be taken if an incident of unacceptable behaviour is reported
Career and development	Dissatisfaction with career pathways provided by Defence
Career and development	A perception that Defence does not routinely apply merit in decisions regarding engagement
Career and development	Dissatisfaction with career opportunities
Work duties	Dissatisfaction with opportunities to be involved in innovative, leading edge projects
Organisation	A lack of a strong sense of belonging to Defence
Senior leaders	A belief that Defence senior leaders are not held accountable for their actions
Work duties	Dissatisfaction with the work carried out
Work duties	Ones job not providing a feeling of personal accomplishment
Work duties	Dissatisfaction with the contribution ones work makes to the organisation
Treatment	Dissatisfaction with Defences commitment to health and wellbeing of employees
Work duties	Difficulty finding the motivation required to do ones job

Factors relating to low workplace morale by APS level

The top 40 factors relating to low morale were compared between APS1-6 level and EL1 and above level respondents. Overall factors contributing to low morale were similar though there were a few factors that differed between them.

The factors that were more highly related to low morale for APS1-6 level respondents were focused on career and development.

Factors more highly related to low morale for APS1-6 level respondents	
Theme	**Factor**
Career and development	A perception that Defence does not routinely apply merit in decisions regarding engagement
Career and development	Dissatisfaction with fairness and transparency in promotion processes
Work duties	Dissatisfaction with opportunities to be involved in innovative, leading edge projects
Career and development	Dissatisfaction with ones career progression
Career and development	Dissatisfaction with ones career development
Career and development	Not enough access to effective learning and development opportunities
Treatment	Dissatisfaction with Defences commitment to health and wellbeing of employees
Career and development	Dissatisfaction with career opportunities
Career and development	Dissatisfaction with career pathways provided by Defence

The factors that were found to be more highly related to low morale for EL1 and above level employees than APS1-6 level employees were related to dissatisfaction with people management practices and availability of resources as listed below.

Factors more highly related to low morale for EL1 level respondents	
Theme	**Factor**
Treatment	Dissatisfaction with the quality of people management practices across the organisation
Resources	Dissatisfaction with the availability of resources
Senior leaders	A belief that Defence senior leaders are not held accountable for their actions

Senior leaders and low workplace morale

Further analysis was conducted to provide an understanding of the relationships between perceptions of senior leaders and low workplace morale. Those who reported low workplace morale and who had low confidence in their senior leaders were less likely to report favorably on factors relating to the processes and practices of the wider organization. They also reported dissatisfaction with communication, the treatment and the recognition they received and overall had lower organisational commitment.

The top individual factors include, distrust in Defence to operate with fairness and integrity, not feeling valued for work accomplished, dissatisfaction with Defence's reputation as an employer and dissatisfaction with the quality of internal communication.

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Interestingly low workplace morale and a lack of confidence in senior leaders were not found to be tied to satisfaction with direct supervisors. This suggests that some of the dissatisfaction with senior leaders is related to Defence wide processes and policies as well as views of individual senior leaders.

Categories of respondents with low morale

Analysis was conducted on respondents who reported low workplace morale to determine whether there were groups of respondents who have differing views on low morale. There were four groups of respondents with different perspectives on low morale shown by different areas of dissatisfaction. These groups are outlined below.

Dissatisfied with senior leaders (Group 1) (13%) – This group had quite negative views of senior leaders however their views of other aspects of their jobs were much more positive. Two thirds of these respondents reported having low individual morale (67%).
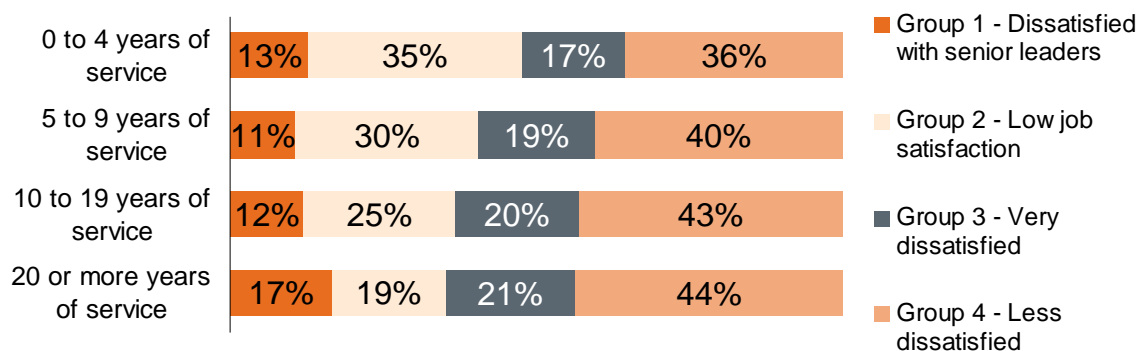
Low job satisfaction (Group 2) (26%) – This group was found to be more negative on more local aspects of their jobs such as their supervisors, job satisfaction, career prospects, learning and development and recognition received. However they were found to be relatively more positive on their views of senior leaders. Just over three quarters (78%) of these respondents reported that their individual morale was low.

Very dissatisfied (Group 3) (20%) – This group had the most negative responses of all the groups. Generally their responses were among the most negative of the groups on almost all dimensions of their jobs including: their views on senior leaders, supervisors, job satisfaction, career prospects, treatment of personnel and commitment to Defence. However their responses in relation to their supervisors were slightly less negative. Respondents in group 3 were also most likely to report that they had low individual morale (86%).

Less dissatisfied (Group 4) (42%) – Despite reporting low workplace morale this group generally had positive responses on other aspects of their jobs including: their views on senior leaders, supervisors, job satisfaction, career prospects, treatment of personnel and commitment to Defence. They were also the least likely of the groups to report that they had low individual morale with 45 per cent reporting they had low or very low individual morale.
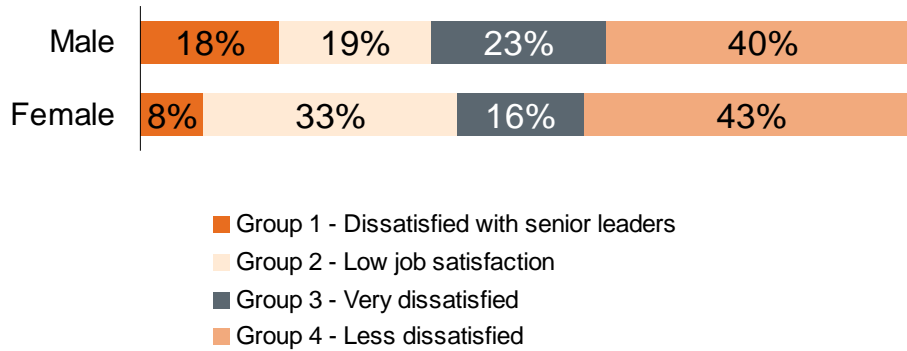
The proportions of APS1-6 and EL1 and above level respondents within each of the clusters were similar. Analysis by years of Service showed that respondents with more years of service were more likely to be less dissatisfied with all aspects of their jobs (group 4); and less likely be dissatisfied with their jobs (group 2).

Categories of respondents with low workplace morale by years of Service

Years of Service	Group 1 - Dissatisfied with senior leaders	Group 2 - Low job satisfaction	Group 3 - Very dissatisfied	Group 4 - Less dissatisfied
0 to 4 years of service	13%	35%	17%	36%
5 to 9 years of service	11%	30%	19%	40%
10 to 19 years of service	12%	25%	20%	43%
20 or more years of service	17%	19%	21%	44%

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Male respondents were slightly more likely to fall among the very dissatisfied respondents (Group 3) than female respondents and were also more likely to be dissatisfied with senior leaders. Female respondents were more likely than male respondents to have low job satisfaction.

Categories of respondents with low workplace morale by gender

Male	18%	19%	23%	40%
Female	8%	33%	16%	43%

■ Group 1 - Dissatisfied with senior leaders
■ Group 2 - Low job satisfaction
■ Group 3 - Very dissatisfied
■ Group 4 - Less dissatisfied

Section 6: Conclusion - improving workplace morale

YourSay findings showed that there has been a decline in morale over time for the Defence APS and that low morale is now wide spread among APS workplaces. Almost half of respondents indicated they had low or very low workplace morale, while only 16 per cent reported high or very high workplace morale. Analysis across demographic groups showed low morale was spread across all demographic groups such as gender, APS level and across age groups, although there was some variation in the degree of low morale between organisational Groups and across states and territories.

The factors associated with low morale were diverse but there was evidence of four distinct groups of respondents with a different focus of dissatisfaction among those with low morale. These include a group with greater dissatisfaction with senior leaders, another with low job satisfaction, a group with dissatisfaction with all aspects of their job, and another with less dissatisfaction on all aspects of their jobs.

APS workplace morale was found to have declined over the past two years, in contrast with the permanent ADF which has improved over the same time. This drop in morale is a concern to Defence as low morale was found to be associated with negative workplace trends in its APS workforce. The association of workplace morale with employee engagement, productivity, resilience, organisational commitment and retention provides a basis for Defence to invest in improving workplace morale.

Irrespective of the current focus on retention, it is important that employees remaining with Defence continue to be engaged, productive and resilient in an environment of high organisational change and tempo. Though DECA negotiations may be more difficult to resolve quickly there are a number of other potential areas of focus for improving workplace morale, listed below.

Leadership - Poor leadership and communication were found to be some of the key factors for low morale for some groups of respondents, while good leadership was one of the key factors for high morale. Comments showed that perceived poor leadership was related to poor planning, a lack of direction, low role clarity, and micro management. In particular poor planning, a lack of direction and poor role clarity amidst organisational restructuring and downsizing was causing confusion and motivation issues among staff. Factors related to low confidence in senior leaders with scope for improvement often related to organisational level

policies and perceptions of fairness and integrity, recognition for employees as well as communication from individual senior leaders.

Resourcing - Another key factor contributing to low morale was a lack of staffing resources, and this was contributing to high workloads and a reduced capacity to do a good job. Managers and Senior Leaders can place more focus on reducing the work program to keep in line with the falling staff numbers, ensure the work is fairly distributed among employees and ensure work is well prioritised. Clarity around an individual's role and their priorities can also assist with managing the impact of resourcing pressures as can placing more priority on knowledge transfer, particularly from staff departing from the organisation.

Career development and work duties - A lack of promotion and career opportunities was another influence on low morale as was dissatisfaction with ones work duties, at the same time interesting/challenging work was identified as a contributor to high morale. While there may be some difficulty offering promotions in the current APS environment, more could be done to vary duties and increase at-level mobility within Defence. This would assist in continuing to develop the future Defence APS workforce and improve engagement and motivation by keeping the work more interesting and challenging.

Recognition - Not feeling valued for the work accomplished, a lack of recognition for a job well done and favouritism is another area that results highlighted. As well as offering more praise and appreciation, providing staff with a better understanding of the contribution of their work to the wider Defence may also assist.

Perceived poor treatment – A lack of respect, a lack of fairness and a non-inclusive environment were also factors contributing to low morale. Leadership at all levels leading by example with respect, fairness and inclusion being a demonstrated part of the Defence workplaces can continue to positively impact on morale.

Working towards these changes, could lead to improvements in the quality of outputs (engagement), efficiencies in the production of work (productivity) and improved employee resilience in the face of change. An increase to workplace morale can lead to further harnessing the potential from employees as well as improving the working environment for all Defence APS.

While Defence and its leadership have a big part to play in improving workplace morale, first level supervisors and individuals can all work towards improving both their own morale and the morale of their teams and the workplace.

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About this report

This report predominantly uses data collected in February 2015 from the *YourSay Occupational Climate Survey*. Time series analysis includes data back to 2013. There were 2,047 responses from Defence APS employees in February 2015, this was a 51 per cent response rate from Defence APS employees invited to take part.

A full list of factors that were analysed for their relationship with low morale is listed in the following table.

Factors considered for their relationship to low workplace morale
My job gives me a feeling of personal accomplishment
My job gives me opportunities to utilise my skills and training
I am satisfied with the recognition I receive for doing a good job
The people in my work group are honest, open and transparent in their dealings
My supervisor encourages me
I have a good supervisor
I trust my immediate supervisor
Communication between Defence senior leaders and other employees is effective
My workplace provides access to effective learning and development opportunities
I feel a strong sense of belonging to Defence
I am proud to tell others that I am a member of the Navy/Army/Air Force/Department of Defence
My career development has generally been good
I am satisfied with career pathways provided by Defence
Defence routinely applies merit in decisions regarding engagement
Overall, I am satisfied with my job
I like the work I do in my current position
My training in the Navy/Army/Air Force/Defence has prepared me well for duties in my current job
I have sufficient access to learning and development opportunities to improve my skills
The priorities of my work are clear to me
The pay and benefits are fair for the work I do
Defence values the work I accomplish
I believe my work makes an important contribution to Navy/Army/Air Force/Department of Defence
I have a clear understanding of how I contribute to my unit/sections goals
Overall, my colleagues/peers act in accordance with Defence values
Overall, my supervisor acts in accordance with Defence values
I trust Defence to operate with fairness and integrity
I am satisfied with the leadership provided by my supervisor
I have confidence in my supervisor
I have confidence in my CO/Branch Manager
I have confidence in Defence Senior Leadership
Senior Defence leaders are steering Defence in the right direction
My immediate supervisor is held accountable for his/her actions
Defence Senior Leaders are held accountable for their actions
Incidents of unacceptable behaviour (eg harassment, bullying, discrimination) are managed well in my workplace
I believe appropriate action will be taken if I report an incident of unacceptable behaviour
Unacceptable behaviour is not tolerated within the Navy/Army/Air Force/Department of Defence
My CO/Branch Manager has clearly indicated that unacceptable behaviour will not be tolerated
Actions are being taken within the Navy/Army/Air Force/Department of Defence to prevent unacceptable behaviour
My workplace encourages a healthy balance between my work, home and family life
My CO/Branch Manager actively supports work life balance and flexible work arrangements
I have adequate opportunities to clear leave in my current position
My supervisor is flexible when I have personal demands to attend to
I am able to maintain a balance between my personal and working life
Health and safety is treated as an important issue in my workplace
I know how/where to obtain safety information relevant to my workplace
My supervisor works effectively with people from diverse backgrounds
Defence Senior Leaders are personally active in efforts to improve diversity in employment
Defence is committed to creating a diverse workforce
Defence is committed to creating an inclusive workforce
Defence has taken practical steps to become a more fair, inclusive and respectful organisation
Defence policy and instructions provide enough guidance on diversity issues
Access to any type of FWA
The Navy/Army/Air Force/Defence lacks the physical resources (work surroundings, facilities, equipment, services, etc) for us to do our job properly
It is often difficult for me to find the motivation required to do my job
There are insufficient personnel in my workplace to do the work
I am expected to do more work than is reasonable
I spend too much time away from home due to the requirements of my job
If I accessed flexible working arrangements (such as working part time) my career progression would be negatively impacted
Reporting sexual harassment, sex discrimination or sexual abuse would have a negative impact on my career
Satisfaction with: Quality of coworkers
Satisfaction with: Quality of your Superior Officer / Immediate Supervisor
Satisfaction with: Quality of Senior Leaders
Satisfaction with: Team orientated and collaborative work environment
Satisfaction with: Mateship
Satisfaction with: Quality of people management practices across the organisation

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Satisfaction with: Your career opportunities
Satisfaction with: Career progression
Satisfaction with: Fair & transparent promotion processes
Satisfaction with: Training & development
Satisfaction with: Job security
Satisfaction with: Salary
Satisfaction with: Retirement benefits
Satisfaction with: Leave entitlements
Satisfaction with: What you do in your job
Satisfaction with: Availability of resources
Satisfaction with: Opportunity to travel
Satisfaction with: Work-life balance
Satisfaction with: Opportunity to be involved in innovative, leading edge projects
Satisfaction with: The contribution your work makes to the organisation
Satisfaction with: The extent your job overlaps with your interests
Satisfaction with: Location of your workplace
Satisfaction with: Recognition provided to individuals
Satisfaction with: Respect showed to members/employees
Satisfaction with: Your involvement in decisions that affect your job and career
Satisfaction with: Fair & inclusive work environment
Satisfaction with: Organisational commitment to health and wellbeing of members/employees
Satisfaction with: Coordination between different areas of the organisation
Satisfaction with: Organisational commitment to environmental health and sustainability
Satisfaction with: Defences reputation as an employer
Satisfaction with: Competitive position that Defence holds in the employment market
Satisfaction with: Organisational commitment to having a diverse workforce
Satisfaction with: Amount of risk that Defence encourages employees to take
Satisfaction with: Investment in modern technology and equipment
Satisfaction with: Organisational commitment to health and safety of members/employees
Satisfaction with: Quality of internal communication within the organisation
Satisfaction with: Organisational commitment to privacy and security of members/employees

Further analysis information is available on request.

Authors: Diala Raad

Approved: Dr Jodie Vaile A/ Director Strategic People Research June 2015

About the *YourSay* research program

The *YourSay Organisational Climate* survey is part of Defence's suit of attitude surveys in the *YourSay* research program. The *YourSay Organisational Climate* survey is administered in Febraury and August each year through an email invitation, to a stratified random sample of 20 per cent of Defence personnel.

More information about *YourSay* is available from the **Directorate of Strategic People Research** intranet site (http://intranet.defence.gov.au/People/sites/StrategicPeopleResearch/)

The *YourSay* research team can be contacted at Your.Say@defence.gov.au .

YourSay Organisational Climate snapshot
Defence Groups

About this snapshot

This snapshot presents an overview of the organisational climate for the Defence Groups. Across a series of key measures and the Defence values, the views of the combined ADF and APS workforce are compared to the average Defence results. These results are shown relative to the Defence average as either *Much lower, Lower, Slightly lower, Defence average, Slightly higher, Higher* or *Much higher*. The *Much lower* rating represents an area of concern and *Much higher* an area of achievement.

Organisational Climate

	Lower			Defence average	Higher		
	Much lower	Lower	Slightly lower		Slightly higher	Higher	Much higher
Job satisfaction				NG AG AFG SPI VCDF JOC AS ▼			
			▲ CFO	▲ CDG DP DEI CIO DST CAS			
Morale & Recognition				NG AG AFG SPI VCDF JOC AS ▼			
			▲ CFO DEI	▲ CDG DP CIO DST CAS			
Commitment				NG AG AFG SPI VCDF JOC AS ▼			
			▲ CFO	▲ CDG DP DEI CIO DST CAS			
Work-life balance			AG ▼	NG AFG VCDF JOC ▼	SPI AS ▼		
				▲ CDG CFO DEI CAS	▲ DP CIO DST		
Career				NG AG AFG SPI VCDF JOC AS ▼			
			▲ CFO DEI DST	▲ CDG DP CIO CAS			
Legend:	NG - Navy Group, AG - Army Group, AFG - Air Force Group, SPI - Strategic Policy and Intelligence Group, VCDF - Vice Chief of Defence Force, JOC - Joint Operations Command, AS - Associate Secretary CDG - Capability Development Group, DP - Defence People Group, CFO - Chief Finance Officer Group, DEI - Estate & Infrastructure Group, CIO - Chief Information Officer Group, DST - Defence Science & Technology Group, CAS - Capability, Acquisition and Sustainment Group						

	Lower			Defence average	Higher		
	Much lower	Lower	Slightly lower		Slightly higher	Higher	Much higher
Diversity & Respect				NG AG AFG SPI VCDF JOC AS ▼			
				▲ CDG DP CFO DEI CIO DST CAS			
Inclusion & Fairness				NG AG AFG SPI VCDF JOC AS ▼			
			▲ CFO DEI	▲ CDG DP CIO DST CAS			
Senior Leadership				NG AG SPI VCDF JOC AS ▼	AFG ▼		
				▲ CDG DP CFO DEI CIO DST CAS			
Supervisor				NG AG AFG SPI VCDF JOC AS ▼			
			▲ DEI	▲ CDG DP CFO CIO DST CAS			
Unacceptable Behaviour		AS ▼		NG AG AFG SPI VCDF ▼	JOC ▼		
	▲ CFO		▲ DP DEI	▲ CDG CIO DST CAS			
Workplace Resourcing				NG AG AFG SPI VCDF JOC AS ▼			
				▲ DP CFO DEI CIO DST CAS	▲ CDG		
Productivity & Workload				NG AG AFG SPI VCDF JOC ▼	AS ▼		
				▲ CDG CFO DEI CIO DST CAS	▲ DP		

Legend: NG - Navy Group, AG - Army Group, AFG - Air Force Group, SPI - Strategic Policy and Intelligence Group, VCDF - Vice Chief of Defence Force, JOC - Joint Operations Command, AS - Associate Secretary CDG - Capability Development Group, DP - Defence People Group, CFO - Chief Finance Officer Group, DEI - Estate & Infrastructure Group, CIO - Chief Information Officer Group, DST - Defence Science & Technology Group, CAS - Capability, Acquisition and Sustainment Group

Defence Values

	Lower			Defence average	Higher		
	Much lower	**Lower**	**Slightly lower**		**Slightly higher**	**Higher**	**Much higher**
Professionalism				NG AG AFG SPI VCDF JOC AS ▼			
				▲ CDG DP CFO DEI CIO DST CAS			
Loyalty				NG AG AFG SPI VCDF JOC AS ▼			
				▲ CDG DP CFO DEI CIO DST CAS			
Integrity				NG AG AFG SPI VCDF JOC AS ▼			
				▲ CDG DP CFO DEI CIO DST CAS			
Courage				NG AG AFG SPI VCDF JOC AS ▼			
			▲ DEI DST	▲ CDG DP CFO CIO CAS			
Innovation				NG AG AFG SPI VCDF JOC AS ▼			
			▲ CFO DEI	▲ CDG DP CIO DST CAS			
Teamwork				NG AG AFG SPI VCDF JOC AS ▼			
				▲ CDG DP CFO DEI CIO DST CAS			

Legend:	NG - Navy Group, AG - Army Group, AFG - Air Force Group, SPI - Strategic Policy and Intelligence Group, VCDF - Vice Chief of Defence Force, JOC - Joint Operations Command, AS - Associate Secretary
	CDG - Capability Development Group, DP - Defence People Group, CFO - Chief Finance Officer Group, DEI - Estate & Infrastructure Group, CIO - Chief Information Officer Group, DST - Defence Science & Technology Group, CAS - Capability, Acquisition and Sustainment Group

YourSay Organisational Climate snapshot
Defence Groups

About the measures used in this snapshot

This factsheet presents an overview of the organisational climate for Defence Groups. Across 18 key measures, the views of the workforce are compared between different areas in Defence. All results are shown relative to the average Defence results on a scale from *Much lower* to *Much higher*:

- o **Much higher** Area of note (more than 1.0 standard deviation above the Defence average)
- o **Higher** Area of some note (0.5 to 1.0 standard deviation above the Defence average)
- o **Slightly higher** Slightly better than average (0.25 to 0.5 standard deviation above the Defence average)
- o **Defence average** Comparable to Defence overall (within 0.25 standard deviation of the Defence average)
- o **Slightly lower** Slightly worse than average (0.25 to 0.5 standard deviation below the Defence average)
- o **Lower** Area of some concern (0.5 to 1.0 standard deviation below the Defence average)
- o **Much lower** Area of concern (more than 1.0 standard deviation below the Defence average)

The organisational climate measures are:

- o **Job satisfaction** (includes overall satisfaction with current job, liking current work/role, and sense of personal accomplishment from work)
- o **Morale** (includes individual and workplace morale and the sense of being valued/recognised for work)
- o **Commitment** (includes organisational commitment and intention to leave)
- o **Work-life balance** (includes workplace and leadership support for work-life balance)
- o **Career** (includes satisfaction with career opportunities, development, and progression)
- o **Diversity & Respect** (includes observed frequency of showing respect for others and valuing diversity in the workplace and satisfaction with respect shown to employees)
- o **Inclusion & Fairness** (includes observed frequency of support for an inclusive workplace, satisfaction with Defence as a fair and inclusive work environment, and perceived organisational support for inclusion / fairness)
- o **Senior Leadership** (includes confidence in senior leaders and perceptions of senior leaders' communication, strategic direction, and leadership)
- o **Supervisor** (includes confidence in immediate supervisor and perceptions of supervisor's leadership and demonstration of Defence values)
- o **Unacceptable Behaviour** (includes management of unacceptable behaviour (UB), perception of actions to prevent UB, and confidence in reporting UB)
- o **Workplace Resourcing** (includes satisfaction with resourcing and perceptions of resourcing (physical resources and personnel) levels in the workplace)
- o **Workload & Productivity** (includes individuals' perceptions of their productivity, role clarity, and clarity of expectations)

Measures for Defence values (Professionalism, Loyalty, Integrity, Courage, Innovation, & Teamwork) are also included. These measures use available data on the frequency of behaviours seen in the workplace by respondents' colleagues/peers, supervisor and CO/Branch Manager.

This report took 3 researcher hours to produce.

About the *YourSay Organisational Climate* surveys

The *YourSay Organisational Climate* survey is Defence's primary attitude survey for ADF and Defence APS members. The *YourSay Organisational Climate* survey is administered online twice a year to a random sample of members. The sample is representative of rank/level, Service or group, and gender. In February 2016 over 12,900 Permanent ADF and Defence APS responded. Further analysis information is available on request.

Want to know more?

More information about the *YourSay* research program is available from the Directorate of People Intelligence & Research intranet site.

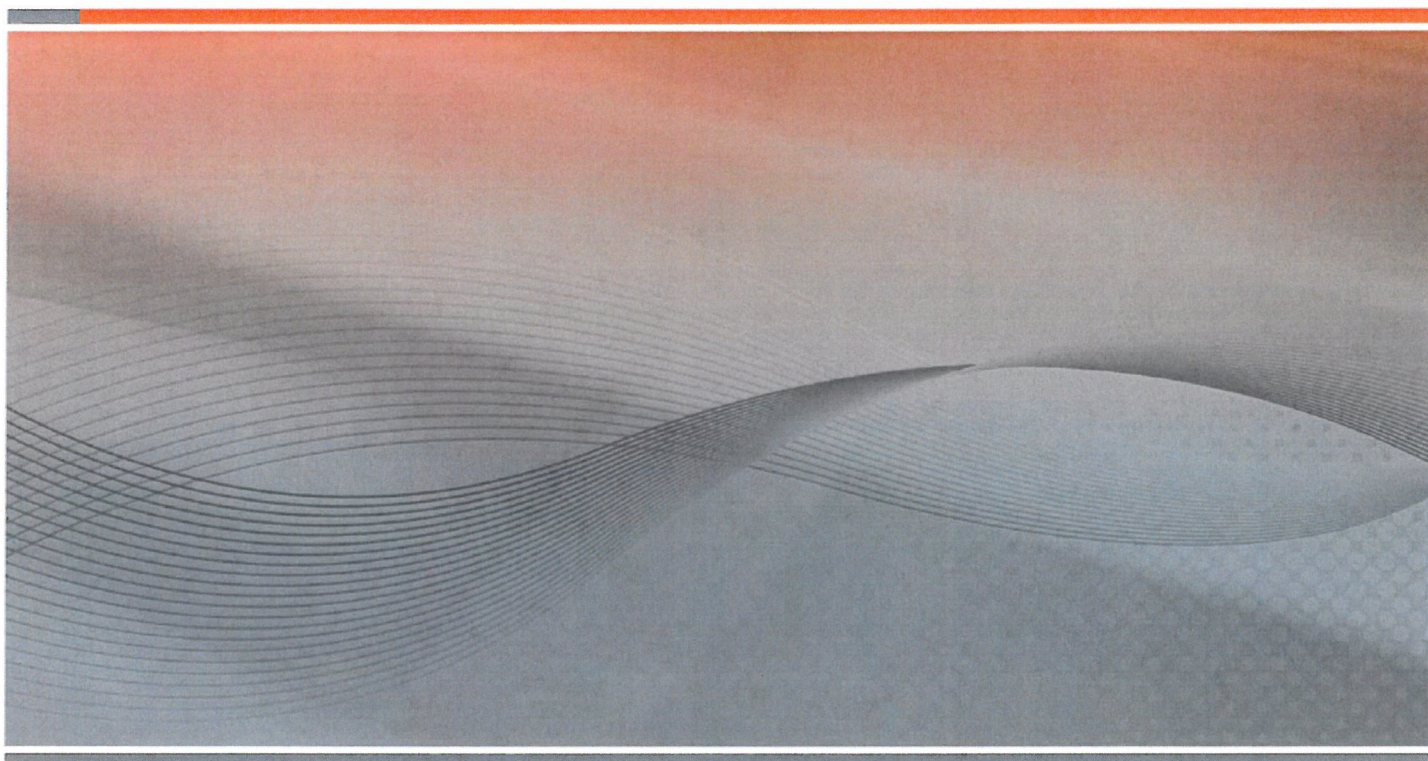The *YourSay survey* research team can be contacted at Your.Say@defence.gov.au .

DPIR Pub No. 83/2016

Australian Government
Department of Defence
Defence People Group

YourSay
Indicators of culture in Defence
March 2016

Findings from the *YourSay* Organisational Climate Survey covering:
Workplace Behaviours
Service pride and sense of belonging
Morale
Satisfaction with job, career and salary
Immediate and senior leadership
Accountability in the workplace
Defence values in the workplace
Work-life balance
Resourcing
Diversity and inclusion
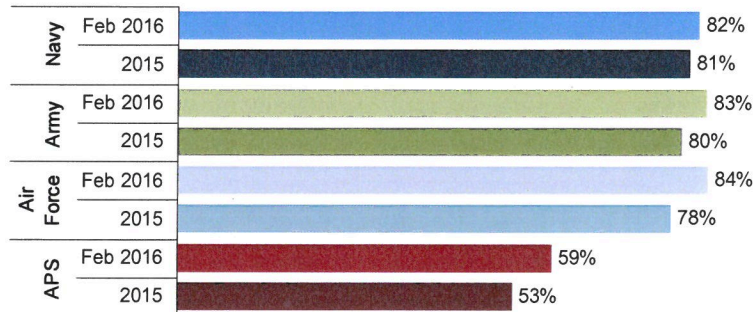Attitudes towards unacceptable behaviour

Defending Australia and its National Interests
www.defence.gov.au

Section 3: Morale

What is the current level of morale in your workplace?
(% Moderate/High/Very High)

Navy	Feb 2016	82%
	2015	81%
Army	Feb 2016	83%
	2015	80%
Air Force	Feb 2016	84%
	2015	78%
APS	Feb 2016	59%
	2015	53%

ADF respondents were more likely to indicate a moderate, high or very high level of morale in their workplace than APS respondents. Officer respondents (89%) across the three Services rated workplace morale slightly higher than Other Rank respondents (80%).

Since 2013, there has been an increase in the proportion of respondents from Army (2013 73%; February 2016 83%) and Air Force (2013 74%; February 2016 84%) indicating a moderate, high or very high level of workplace morale. For Navy and the APS workforce, workplace morale has not notably changed over time.

What is your current individual level of morale?
(% Moderate/High/Very High)

Navy	Feb 2016	76%
	2015	74%
Army	Feb 2016	79%
	2015	75%
Air Force	Feb 2016	81%
	2015	75%
APS	Feb 2016	66%
	2015	62%

ADF respondents were more likely to indicate a moderate, high or very high level of individual morale than APS respondents. Within the ADF, Officer respondents (84%) rated their individual morale more highly than Other Rank respondents (76%).

For Air Force respondents, there has been a slight increase in individual morale between 2013 (75%) and February 2016 (81%).

Australian Government

Department of Defence

MINISTERIAL ADVICE

Assistant Minister for Defence – For action

Minister for Defence – For information

Through: Secretary/CDF

Copies to: CN, CA, CAF, HPC, FASMECC, DGWP

RESULTS OF THE 2015 YOURSAY SURVEYS

Critical Date: **Reason:**

Recommendations:

1. That you note the findings from the 2015 YourSay Organisational Climate surveys administered to Defence Australian Public Service and Australian Defence Force personnel.   Noted / Please discuss

2. That you note a summary of results from the 2015 YourSay Organisational Climate survey will be provided to 47F (The Australian) in response to his media enquiry.   Noted / Please discuss

Assistant Minister for Defence………………………………….. Date   /   /   .

Key Points:

1.   The YourSay Organisational Climate survey measures the attitudes, experiences and opinions of Defence Australian Public Service (APS) and Australian Defence Force (ADF) members. It is administered biannually, with the most recent survey conducted in August 2015, with more than 14,600 ADF and APS personnel participating.

2.   Defence produces an annual report that outlines the results of the two YourSay Organisational Climate survey administrations from that year. This report provides stakeholders in Defence with information to be used in workforce planning, human resource strategies and targeted intervention programs. Ministerial talking points on the 2015 survey results are at <u>Attachment A</u>.

3.   The YourSay Organisational Climate report summarising findings from the 2015 administrations is at <u>Attachment B</u>. The 2015 report provides a comparison of 2015 findings against those from two years prior.

4.   In 2015, the *YourSay* results show a positive organisational climate within Defence in the following areas:

     a.   **Organisational commitment.** Approximately two thirds of ADF and Defence APS felt a strong sense of belonging to Defence (68 per cent of ADF, 59 per cent of Defence APS).

     b.   **Diversity and inclusion.** The majority of ADF and Defence APS respondents reported that they always or almost always saw their peers, supervisors and COs/Branch managers show respect for others, value diversity, be inclusive, and act in accordance with Defence values.

     c.   **Satisfaction with supervisor.** Over 70 per cent of ADF and Defence APS respondents were satisfied with the leadership provided by their supervisors, had confidence in, and trusted their immediate supervisors.

5.   ADF respondent's perceptions and attitudes have remained mostly stable from 2013 to 2015. However, there have been negative shifts in the perceptions of Defence APS personnel in the following areas:

   a.   **Morale and recognition.** The respondents who identified moderate, high or very high workplace morale has reduced from 67 per cent in 2013 to 53 per cent in 2015.

   b.   **Career opportunities and progression.** Fewer respondents were satisfied with their career opportunities (34 per cent in 2013 down to 25 per cent in 2015) and their career progression (31 per cent in 2013 down to 21 per cent in 2015).

   c.   **Satisfaction with salary.** The respondents who reported satisfaction with their salary has reduced from 66 per cent in 2013 to 48 per cent in 2015.

   d.   **Intention to leave.** More respondents indicated they were actively looking at leaving Defence in 2015 (27 per cent) compared to previous years (18 per cent in 2013 and 2014).

6.   For the past three years, Defence has been reducing the size of its APS workforce, particularly at the middle management layers, which has reduced opportunities for career progression. As the workforce situation stabilises, it is expected that opportunities for progression and career mobility will improve.

7.   In addition, in early 2015, the new Defence Enterprise Agreement (EA) offer was poorly received by APS staff. This no doubt influenced the negative shift in perceptions and attitudes of the APS workforce, especially regarding satisfaction with salary and recognition. The overall decline in workplace morale appears to be based on the combination of staff reductions and the less positive attitudes to remuneration.

8.   Defence has concluded bargaining on the revised EA, which now includes a pay increase and retainment of leave arrangements. Personnel will have the opportunity to vote on the proposed EA shortly. It is expected that this may positively shift perceptions in same areas.

9.   Defence has received a media request from 47F (The Australian) seeking the 2015 YourSay Organisational Climate survey results. Defence intends to provide a response to this media request in early February 2016. A draft of the response to the media request is at Attachment C.

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Rebecca Skinner
Deputy Secretary Defence People   Contact officer: BRIG Natasha Fox, DGWP
Defence People Group   Contact officer phone: 02 6127 2300
10 February 2016

Sensitivity:

Yes. Results from previous YourSay surveys have attracted media attention.

Financial Impacts:

There are no financial impacts.

Summary of Attachments:

A. Ministerial Talking Points – Results of the 2015 YourSay Surveys

B. YourSay Organisational Climate report – October 2015

C. Response to Media Request

Consultation:

Results of the 2015 YourSay survey were presented to Group Heads at the 27 January 2016 Defence Civilian Committee.

RESULTS OF THE 2015 YOURSAY SURVEYS

MINISTERIAL TALKING POINTS

Talking points

- The YourSay survey measures the attitudes of Defence Australian Public Service and Australian Defence Force members.

- The survey is conducted twice a year. The most recent survey was administered in August 2015, with more than 14,600 ADF and APS personnel participating.

- Overall, ADF respondents' perceptions and attitudes have remained stable from 2013 to 2015.

- For Defence APS, there have been negative shifts in the perceptions of morale and recognition, intentions to leave, career opportunities and progression, and satisfaction with salary.

- Defence will analyse YourSay survey results and data from other sources to identify trends and develop tailored initiatives for specific sections of the Defence workforce.

If asked: **What are the key areas of strength within the findings?**

- Although commitment levels for Defence APS have decreased slightly since 2014, there still remains a strong sense of pride and belonging to Defence from both ADF and APS respondents.

- Across years, the majority (more than 70 per cent) of Defence APS and ADF respondents have reported a confidence and trust in their immediate supervisor, and are satisfied with the leadership provided by their supervisor.

- The majority of ADF respondents (approximately 80 per cent) in 2015 indicated the morale in their workplace is moderate, high or very high. This was consistent to previous years.

- The majority of respondents (approximately 80 per cent) in 2015 believed that actions were being taken within Defence to prevent unacceptable behaviour, and to create a diverse and inclusive workforce. This remained stable across the years.

If asked: **What are the key areas for improvement?**

- Half of the respondents reported there were insufficient resources or personnel in their workplace. This has remained stable from 2013 to 2015.

- Defence APS respondents in 2015 reported lower workplace and individual morale since 2013.

- Less than a quarter of Defence APS respondents were satisfied with their career opportunities or career progression.

- A higher number of Defence APS respondents in 2015 indicated they were actively looking to leave Defence compared to 2014.

If asked: **Are respondents satisfied with their salary?**

- Less than half of the Defence APS respondents reported satisfaction with their salary in 2015 (48 per cent were satisfied); this has reduced from 2013 (66 per cent) and 2014 (62 per cent).

- Satisfaction with salary has not varied significantly from 2013 to 2015 for ADF respondents, with approximately 60 per cent each year reporting satisfaction with their salary.

If asked: **Are there concerns with APS morale?**

- In 2015, 53 per cent of APS respondents indicated the morale in their workplace is moderate, high or very high. This has reduced from 67 per cent in 2013.

- Individual survey results are influenced by a combination of internal and external factors and cannot be viewed in isolation.

- Defence is working to address issues that could be affecting morale.

If asked: **What are the current findings regarding APS respondents' intention to leave Defence?**

- More Defence APS respondents indicated they were actively looking at leaving Defence in 2015 (27 per cent) compared to 2013 (18 per cent).

- Despite the increased intention to leave, the majority of Defence APS respondents continue to report a strong sense of belonging (65 per cent) and pride in Defence (74 per cent).

- At this stage Defence is not concerned by the rate at which APS people are actually leaving Defence. However, the situation will continue to be monitored.

If asked: **Are there concerns with APS respondents' career opportunities and progression?**

- Less than a quarter of Defence APS respondents were satisfied with their career opportunities or career progression. This is slightly lower than 2013 results.

- Defence has been reducing the size of its APS workforce, particularly at the middle management layers, which has reduced opportunities for progression. As the workforce situation stabilises, it is expected that opportunities for progression will improve.

UNCLASSIFIED

Contact officer: COL PAUL ROBARDS
Contact officer phone: 02 6127 2300

Clearance	Name	Appointment	Date and time
Cleared by: (Group/Service)	RADM Brett Wolski	Head People Capability	
Cleared by: MECC Division	Theresa Coxon	A/ASCC	1503 28/1/16

MEDIA RESPONSES   Expires:

Inquiry Number:	004279
Subject:	SURVEY REQUEST - SEPARATION RESULTS
Organisation:	THE AUSTRALIAN
Contact Name:	47F
Tel:	
Mob:	
Contact EMail:	
Time Received:	12:24 PM
Date Received:	03/12/2015
Due to Media Ops:	03/12/2015 05:00 PM
Media Ops Officer:	ALEX CARTER1 Team:
Media Ops Officer Notes:	

Year: 2015
Group: DPG
Action Area:
Context History:

For the past few years, Defence has provided me with its annual survey results (see the 2014 response below).

A response by COB would be appreciated but I am flexible.

Questions and Responses:

1. Can I ask please for the YourSay organisational climate 2015 summary of results and any commentary Defence wishes to provide?

Response:

YOURSAY ORGANISATIONAL CLIMATE 2015 SUMMARY OF RESULTS

The *YourSay Organisational Climate* survey is Defence's primary attitude survey for ADF and Defence APS members. It is part of the *YourSay* research program.

The *YourSay Organisational Climate* survey is administered online twice a year to a random sample of Defence employees/members.

Overall, 20,709 Defence ADF and APS personnel responded to the *YourSay* surveys in 2015.

The survey results show that APS morale has declined from 2013 to 2015; however this has been anticipated given the tempo of organisational change within the Department.

Job Satisfaction
In 2015 over six in ten respondents were satisfied with their job (60%), liked the work they did in their position (66%), and felt that their job gave them a feeling of personal accomplishment (67%).

In 2015, there were similar proportions of ADF and Defence APS respondents who were satisfied with their job (63% ADF, 59% APS), liked the work they did in their current position (65% ADF,

71% APS), and felt that their job gave them a feeling of personal accomplishment (68% ADF, 68% APS).

Recognition
In 2015, about four in ten respondents (46%) were satisfied with the recognition they received for doing a good job and felt that Defence valued the work they accomplished (38%).

In comparison to 2013 (45%) and 2014 (42%), slightly fewer Defence APS respondents believed Defence valued the work they accomplished in 2015 (32%). For the ADF, the perceptions of recognition have not varied significantly from 2013 to 2015.

In 2015, there were similar proportions of ADF and Defence APS respondents who were satisfied with the recognition they received for doing a good job (47% ADF, 45% APS). However, more ADF (42%) than Defence APS (32%) respondents believed that Defence valued the work they accomplished.

Organisational commitment
In 2015, around seven in ten respondents felt a strong sense of belonging to Defence (65%) and were proud to tell others that they were a Defence member (74%).

Between 2013 and 2015, respondents' sense of belonging and pride in Defence and the ADF have remained fairly stable. During 2015, more ADF (80%) than Defence APS (64%) respondents felt proud to tell others that they were a member of their respective Service. In contrast, the sense of belonging to Defence was fairly similar between ADF (68%) and Defence APS respondents (59%).

Work-life Balance
In 2015, around six in ten respondents felt that their workplace encouraged a healthy balance between their work, home and family life (60%) and that they had adequate opportunities to clear leave in their current position (63%).

Respondents' perceptions of workplace support for work-life balance have remained relatively stable between 2013 and 2015. In 2015, Defence APS were more likely than their ADF counterparts to report that their workplace encouraged a healthy work-life balance (55% ADF, 69% APS) and that they had adequate opportunities to clear leave (56% ADF, 75% APS).

Use of flexible work arrangements
Overall, the use of formal or informal flexible work arrangements has not varied significantly from 2013 to 2015.

In 2015, a smaller proportion of ADF than Defence APS respondents indicated they had at least sometimes used formal (16% ADF, 51% APS) or informal flexible work arrangements (58% ADF, 77% APS).

Career
In 2015, satisfaction with career opportunities (48% ADF, 25% APS) and progression (42% ADF, 21% APS) were significantly higher among the ADF than Defence APS respondents.

In 2015 compared to 2013, fewer Defence APS respondents were satisfied with their career opportunities (34% 2013, 29% 2014, 25% 2015) and their career progression (31% 2013, 27% 2014, 21% 2015). Satisfaction with career opportunities and progression have remained relatively similar between 2013 and 2015 for the ADF.

In 2015, more ADF respondents (59%) perceived their career development had been good compared to their Defence APS counterparts (43%). Respondents' perceptions towards career development have remained relatively stable from 2013 to 2015.

Inclusion & Fairness
Over six in ten (62%) respondents were satisfied with the fair and inclusive work environment within Defence. Satisfaction has remained consistent from 2013 to 2015.

More ADF respondents (67%) than APS respondents (54%) were satisfied with the fair and inclusive work environment.

Senior Leadership
In 2015, satisfaction with the quality of senior leaders was higher among ADF respondents (48%) compared to their Defence APS counterparts (34%). The perception has remained stable since 2013.

Supervisors
In 2015, the majority of respondents trusted their immediate supervisor (73%), believed their supervisor acted in accordance with Defence values (84%), were satisfied with the leadership provided by their supervisor (72%), and had confidence in their supervisor (73%).

Table 1. Outcome Measures - APS, ADF and Service specific *YourSay Organisational Climate Survey* results for 2015.

Outcome Measure	*YourSay* item	Service	agree/strongly agree %
			2015
Job Satisfaction	I like the work I do in my current position*	ADF	65%
		Navy	66%
		Army	66%
		Air Force	64%
		APS	68%
Job Satisfaction	Overall, I am satisfied with my job*	ADF	63%
		Navy	63%
		Army	62%
		Air Force	65%
		APS	55%
Organisational Commitment	I am proud to tell others that I am a member of Defence	ADF	80%
		Navy	76%
		Army	80%
		Air Force	82%
		APS	63%
Organisational Commitment	I feel a strong sense of belonging to Defence	ADF	68%
		Navy	64%
		Army	69%
		Air Force	69%
		APS	59%
Intention to Leave	I am actively looking at leaving Defence/ (Service)	ADF	25%
		Navy	30%
		Army	27%
		Air Force	19%
		APS	27%
Market Position	I could easily find employment outside of Defence	ADF	60%
		Navy	65%
		Army	60%
		Air Force	55%
		APS	46%

*This question wording has changed since 2012.

Table 2. Satisfaction with selected Defence Employment Offer (DEO) components - APS, ADF and Service specific *YourSay Organisational Climate Survey* results for 2015

DEO Components	YourSay survey item	Service	agree/strongly agree %
			2015
OPPORTUNITY			
Career Management	My career development has generally been good	ADF	**59%**
		Navy	60%
		Army	58%
		Air Force	59%
		APS	**43%**
Promotion	People are promoted on merit	ADF	**24%**
		Navy	23%
		Army	21%
		Air Force	28%
		APS	**25%**
Training & Development	My job gives me opportunities to utilise my skills and training	ADF	**69%**
		Navy	68%
		Army	70%
		Air Force	70%
		APS	**68%**
Training & Development	I have sufficient access to learning and development opportunities to improve my skills.	ADF	**58%**
		Navy	55%
		Army	60%
		Air Force	58%
		APS	**56%**
PEOPLE			
Co-worker Quality	Overall, my colleagues/peers act in accordance with Defence values.	ADF	**85%**
		Navy	85%
		Army	85%
		Air Force	86%
		APS	**86%**
Manager Quality	I am satisfied with the leadership provided by my supervisor	ADF	**73%**
		Navy	73%
		Army	73%
		Air Force	74%
		APS	**69%**
Senior Leadership	I have confidence in Defence Senior Leadership	ADF	**49%**
		Navy	44%
		Army	47%
		Air Force	56%
		APS	**32%**

DEO Components	YourSay survey item	Service	agree/strongly agree % 2015
WORK			
Recognition	Defence values the work I accomplish	**ADF**	**42%**
		Navy	41%
		Army	41%
		Air Force	45%
		APS	**32%**
Resources	Defence lacks the physical resources (work, equipment, facilities, services, etc.) for us to do our job properly	**ADF**	**50%**
		Navy	54%
		Army	51%
		Air Force	47%
		APS	**46%**
Operational Tempo	My unit's current operational commitments are too high (ADF Only)	**ADF**	**18%**
		Navy	18%
		Army	13%
		Air Force	23%
Work-life Balance	My workplace encourages a healthy balance between my work, home and family life	**ADF**	**55%**
		Navy	51%
		Army	52%
		Air Force	63%
		APS	**68%**
ORGANISATION			
Empowerment	I feel like I have no personal control over my career (ADF only)	**ADF**	**37%**
		Navy	34%
		Army	39%
		Air Force	35%
Fairness	I trust Defence to operate with fairness and integrity	**ADF**	**63%**
		Navy	58%
		Army	61%
		Air Force	68%
		APS	**56%**
Health & Wellbeing	Defence cares about my wellbeing	**ADF**	**61%**
		Navy	59%
		Army	58%
		Air Force	66%
		APS	**54%**
Health & Wellbeing	How would you rate your own mental health? **	**ADF**	**57%**
		Navy	57%
		Army	56%
		Air Force	60%
		APS	**N/A**

DEO Components	YourSay survey item	Service	agree/strongly agree % 2015
Health & Wellbeing	Overall, I am satisfied with the level of mental health support provided by Defence	ADF	68%
		Navy	67%
		Army	69%
		Air Force	68%
		APS	50%
WH&S	Health and safety is treated as an important issue in my workplace	ADF	91%
		Navy	92%
		Army	89%
		Air Force	92%
		APS	86%
REWARD			
Remuneration - SALARY	Please indicate how satisfied you are with this aspect of the employment offer: Reward – Salary***	ADF	59%
		Navy	55%
		Army	60%
		Air Force	61%
		APS	48%

** A different response option scale was used for this question. These percentages are based on the proportion of respondents who answered 'good' or 'very good'.
*** A different response option scale was used for this question. These percentages are based on the proportion of respondents who answered 'satisfied or 'very satisfied'.

2. Can I also request, separately, the latest separation rates and top 10 reasons given for members leaving the ADF?

Response:
The current separation rate (rolling 12 months) to 30 November 2015 is 8.7% for permanent ADF members.

The top ten reasons for leaving the ADF in 2014 as reported by all ADF respondents were:
1. To make a career change while still young enough
2. Better career prospects in civilian life
3. Lack of job satisfaction
4. Low morale in my work environment
5. Desire for less separation from family
6. Impact of job demands on family / personal life
7. Issues with day-to-day unit management of personnel matters
8. Desire to live in a particular location
9. Poor leadership by my immediate supervisor
10. Desire to stay in one place

Clearances:

Clearance officers: please ensure both date and time are detailed

Drafted	Name	Appointment	Date and Time
TPs drafted by	Matthew Stanton	AD DPIR	18/12/2015 – 15:50

Clearance	Name	Appointment	Date and Time
Subject Matter Expert	COL P. Robards	A/DGWP	
Group/Service 1 Star or above	RADM B. S. Wolski	HPC	
	This information is consistent with advice provided to the Minister by other means (E.g. QTB, MinSub etc) (To be completed by 1 Star or above)		Yes / No / Not Applicable (Delete which ever is **not** applicable)
Strategic Communications Adviser			
Media Ops or delegate			

Minister	Name	Appointment	Date and Time
Ministerial Action: (To be completed by Media Ops)			
Forward to/Cleared by			

For Information	Name	Appointment	Date and Time
Regional Manager Public Affairs			

Date Cleared:

Additional Notes / Attachments:
[Please conduct a search of Lotus Notes for any prior, related talking points. Copy and paste previous TPs in below. Also note if any media alerts/releases have been issued, imagery is on the website, etc.]

Audit History: Created by Alex Carter1 on 03/12/2015 12:27:05 PM