



Australian Government
Department of Defence
Defence People Group

Leadership Climate Scan

The Leadership Climate Scan provides an overview to support regular, quality performance conversations around organisational performance. It is a tool to be used by you as a Senior Leader to discuss areas that might deserve further focus, as well as what has worked in terms of lifting organisational performance, with your supervisor and your teams.

The key focus is the conversation about the organisation's performance story. It is important to understand the context of the data and interpret what the data reveals. Interventions that might improve the data may not actually address the organisational performance issue within that workplace.

Your Group/Service's HR Business Partner can assist in understanding what story the data is telling in the context of your workplace.

Further information on the Leadership Climate Scan is available here <http://drnet.defence.gov.au/People/DSOM/Pages/Creating-High-Performance.aspx>.



Table of Contents

01.	s47E	4
02.		5
03.		6
04.		7
05.		8
06.		9
07.		10
08.		11
09.		12
10.		13
11.		14
12.		15
13.		16
14.		17
15.		18
16.		19
17.		20
18.		21
19.		22
20.		23
21.		24
22.		25
23.		26
24.		27
25.		28
26.		29
27.		30
28.		31
29.		32
30.		33
31.		34
32.		35
33.		36
34.		37
35.		38
36.		39
37.		40
38.		41
39.		42
40.		43
41.		44
42.		45
43.		46
44.		47
45.		48
46.		49
47.		50
48.		51
49.		52
50.		53
51.		54
52.		55
53.		56
54.		57
55.		58
56.		59
57.		60
58.		61
59.		62
60.		63
61.		64
62.		65
63.		66
64.		67
65.		68
66.		69
67.		70
68.		71
69.		72

70.	s47E		73
71.			74
72.			75
73.			76
74.			77
75.			78
76.			79
77.			80
78.			81
79.			82
80.			83
81.			84
82.			85
83.			86
84.			87
85.			88
86.			89
87.			90
88.			91
89.			92
90.			93
91.			94
92.			95
93.			96
94.			97
95.			98
96.			99
97.			100
98.			101
99.			102
100.			103
101.			104
102.			105
103.			106
104.			107
105.			108
106.			109
107.			110
108.			111
109.			112
110.			113
111.			114
112.			115
113.			116
114.			117
115.			118
116.			119
117.			120
118.			121
119.			122
120.			123
121.			124
122.			125
123.			126
124.			127
125.			128

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	91%	91%	87%
CMS Transactions > 60 days	50 Count s47Eper 1000)	28 Count s47E per 1000)	16403 Count s47Eper 1000)
Leave Balance > 60 days	1%	3%	6%
Unscheduled Absences (APS) (in days)	11.8	30.4	13.9
ADF Short Leave (in days)	2.1	4.6	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47Eper 1000)	0 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	81%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	74%	59%	--	56%
UB Management	78%	68%	--	66%
Performance Conversations	62%	60%	--	61%
s33				
Senior Leadership Communication	55%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	66%	64%	--	63%
Support for Diversity	93%	85%	--	83%
Role Clarity	85%	75%	--	74%
Learning and Development	46%	35%	--	37%
Innovation	74%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	95%	N/A	87%
CMS Transactions > 60 days	86 Count (s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	2%	0%	6%
Unscheduled Absences (APS) (in days)	6.8	N/A	13.9
ADF Short Leave (in days)	2.0	N/A	4.4
UB Complaints Received	0 Count (s47E per 1000)	0 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count (s47E per 1000)	0 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	76%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	59%	59%	--	56%
UB Management	85%	68%	--	66%
Performance Conversations	55%	60%	--	61%
s33				
Senior Leadership Communication	51%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	--	63%
Support for Diversity	92%	85%	--	83%
Role Clarity	76%	75%	--	74%
Learning and Development	46%	35%	--	37%
Innovation	69%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	91%	84%	87%
CMS Transactions > 60 days	26 Count (s47E per 1000)	59 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	7%	1%	6%
Unscheduled Absences (APS) (in days)	11.8	7.7	13.9
ADF Short Leave (in days)	6.5	6.5	4.4
UB Complaints Received	22 Count (s47E per 1000)	33 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count (s47E per 1000)	5 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	35%	27%
Meeting Effectiveness*	--	42%	29%	40%
s33				
Defence Engagement	70%	62%	77%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	61%	59%	60%	56%
UB Management	78%	68%	78%	66%
Performance Conversations	54%	60%	59%	61%
s33				
Senior Leadership Communication	25%	28%	34%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	56%	64%	59%	63%
Support for Diversity	90%	85%	83%	83%
Role Clarity	75%	75%	82%	74%
Learning and Development	37%	35%	46%	37%
Innovation	59%	57%	64%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	94%	87%
CMS Transactions > 60 days	4 Count s47E per 1000)	24 Count s47E per 1000)	16403 Count s47Eper 1000)
Leave Balance > 60 days	6%	0%	6%
Unscheduled Absences (APS) (in days)	9.9	10.5	13.9
ADF Short Leave (in days)	6.7	9.7	4.4
UB Complaints Received	1 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	1 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.9	2.9	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	4 Count s47E per 1000)	18 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	3.1	5.3	4.4
UB Complaints Received	0 Count s47E per 1000)	2 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	14.5	17.5	13.9
ADF Short Leave (in days)	5.9	5.8	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	50%	0%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	7 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	8.2	4.5	13.9
ADF Short Leave (in days)	5.5	5.2	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	10.1	6.8	13.9
ADF Short Leave (in days)	4.4	5.7	4.4
UB Complaints Received	0 Count s47E per 1000)	2 Count s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count (s47E per 1000)	2 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	5.5	2.7	13.9
ADF Short Leave (in days)	2.6	2.5	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	10 Count s47E per 1000)	1 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	12.7	16.0	13.9
ADF Short Leave (in days)	4.5	4.9	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	18.0	1.0	13.9
ADF Short Leave (in days)	2.0	2.0	4.4
UB Complaints Received	2 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	67%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	3.2	1.8	13.9
ADF Short Leave (in days)	2.0	1.6	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

There is no table displayed for Engagement due to no survey results for this workgroup. This occurs when the workgroup is recently formed, or nil responses were received from this workgroup which may occur for small workgroups.

There is no table displayed for Leadership Perceptions due to no survey results for this workgroup. This occurs when the workgroup is recently formed, or nil responses were received from this workgroup which may occur for small workgroups.

There is no table displayed for Response Count due to no survey results for this workgroup. This occurs when the workgroup is recently formed, or nil responses were received from this workgroup which may occur for small workgroups.

There is no table displayed for Workplace Perceptions due to no survey results for this workgroup. This occurs when the workgroup is recently formed, or nil responses were received from this workgroup which may occur for small workgroups.

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	16 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	14.8	7.4	13.9
ADF Short Leave (in days)	6.1	3.9	4.4
UB Complaints Received	2 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 Count s47E per 1000)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	61%	62%	39%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	56%	59%	41%	56%
UB Management	71%	68%	71%	66%
Performance Conversations	47%	60%	46%	61%
s33				
Senior Leadership Communication	21%	28%	12%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	42%	64%	37%	63%
Support for Diversity	86%	85%	82%	83%
Role Clarity	81%	75%	60%	74%
Learning and Development	28%	35%	14%	37%
Innovation	40%	57%	45%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	4 Count s47E per 1000)	3 Count s47E per 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	7.4	11.2	13.9
ADF Short Leave (in days)	2.8	2.1	4.4
UB Complaints Received	1 Count s47E per 1000)	0 Count (s47Eper 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Couns47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	47%	62%	39%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	52%	59%	50%	56%
UB Management	60%	68%	64%	66%
Performance Conversations	49%	60%	48%	61%
s33				
Senior Leadership Communication	13%	28%	18%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	41%	64%	48%	63%
Support for Diversity	78%	85%	87%	83%
Role Clarity	63%	75%	57%	74%
Learning and Development	24%	35%	24%	37%
Innovation	41%	57%	37%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	75%	87%
CMS Transactions > 60 days	25 Count s47E per 1000)	8 Count s47Eper 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	14.0	21.3	13.9
ADF Short Leave (in days)	1.7	1.6	4.4
UB Complaints Received	2 Count s47E per 1000)	3 Count s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47Eper 1000)	0 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	58%	62%	72%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	58%	59%	54%	56%
UB Management	60%	68%	78%	66%
Performance Conversations	62%	60%	54%	61%
s33				
Senior Leadership Communication	23%	28%	30%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	45%	64%	61%	63%
Support for Diversity	84%	85%	87%	83%
Role Clarity	75%	75%	76%	74%
Learning and Development	34%	35%	35%	37%
Innovation	49%	57%	54%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	10 Count s47E per 1000)	77 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.5	2.0	4.4
UB Complaints Received	1 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	51%	62%	56%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	47%	59%	33%	56%
UB Management	75%	68%	62%	66%
Performance Conversations	49%	60%	41%	61%
s33				
Senior Leadership Communication	16%	28%	13%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	58%	64%	25%	63%
Support for Diversity	87%	85%	77%	83%
Role Clarity	66%	75%	63%	74%
Learning and Development	41%	35%	18%	37%
Innovation	53%	57%	36%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s

s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	3 Count s47Eper 1000)	15 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	11.0	7.7	13.9
ADF Short Leave (in days)	2.4	4.1	4.4
UB Complaints Received	0 Count s47E per 1000)	8 Count s47Eper 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	1 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	62%	62%	64%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	59%	59%	42%	56%
UB Management	67%	68%	53%	66%
Performance Conversations	44%	60%	55%	61%
s33				
Senior Leadership Communication	35%	28%	32%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	35%	64%	37%	63%
Support for Diversity	86%	85%	65%	83%
Role Clarity	67%	75%	53%	74%
Learning and Development	28%	35%	28%	37%
Innovation	24%	57%	43%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s

s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	11 Count s47E per 1000)	30 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	2%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.0	2.2	4.4
UB Complaints Received	1 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	55%	62%	31%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	55%	59%	46%	56%
UB Management	82%	68%	36%	66%
Performance Conversations	45%	60%	36%	61%
s33				
Senior Leadership Communication	27%	28%	7%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	36%	63%
Support for Diversity	91%	85%	71%	83%
Role Clarity	73%	75%	77%	74%
Learning and Development	55%	35%	38%	37%
Innovation	100%	57%	64%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	5 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	11.7	N/A	13.9
ADF Short Leave (in days)	2.9	3.8	4.4
UB Complaints Received	4 Count s47E per 1000)	3 Count (s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	5 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	67%	62%	55%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	50%	59%	57%	56%
UB Management	67%	68%	63%	66%
Performance Conversations	50%	60%	57%	61%
s33				
Senior Leadership Communication	31%	28%	28%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	36%	63%
Support for Diversity	81%	85%	84%	83%
Role Clarity	70%	75%	62%	74%
Learning and Development	35%	35%	38%	37%
Innovation	43%	57%	47%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	8 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	2%	6%
Unscheduled Absences (APS) (in days)	4.6	6.9	13.9
ADF Short Leave (in days)	4.2	2.8	4.4
UB Complaints Received	1 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	6 Count (s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.1	2.4	4.4
UB Complaints Received	3 Count s47E per 1000)	2 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	2 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	64%	62%	60%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	59%	59%	65%	56%
UB Management	58%	68%	67%	66%
Performance Conversations	46%	60%	57%	61%
s33				
Senior Leadership Communication	36%	28%	28%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	52%	64%	62%	63%
Support for Diversity	76%	85%	74%	83%
Role Clarity	76%	75%	79%	74%
Learning and Development	42%	35%	33%	37%
Innovation	53%	57%	48%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	12 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	3.3	3.8	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	21 Count (s47E per 1000)	13 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	15.3	39.8	13.9
ADF Short Leave (in days)	2.0	1.7	4.4
UB Complaints Received	3 Count (s47E per 1000)	3 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count (s47E per 1000)	8 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	55%	62%	58%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	47%	59%	52%	56%
UB Management	50%	68%	65%	66%
Performance Conversations	42%	60%	56%	61%
s33				
Senior Leadership Communication	25%	28%	22%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	41%	64%	53%	63%
Support for Diversity	72%	85%	76%	83%
Role Clarity	67%	75%	72%	74%
Learning and Development	27%	35%	47%	37%
Innovation	42%	57%	48%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	24 Count s47Eper 1000)	14 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	11.5	N/A	13.9
ADF Short Leave (in days)	3.4	3.6	4.4
UB Complaints Received	4 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	4 Count s47E per 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	69%	62%	74%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	70%	59%	65%	56%
UB Management	79%	68%	77%	66%
Performance Conversations	63%	60%	64%	61%
s33				
Senior Leadership Communication	48%	28%	29%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	52%	64%	49%	63%
Support for Diversity	83%	85%	77%	83%
Role Clarity	81%	75%	76%	74%
Learning and Development	53%	35%	56%	37%
Innovation	60%	57%	63%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	50%	100%	87%
CMS Transactions > 60 days	14 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	10.0	14.0	13.9
ADF Short Leave (in days)	4.2	2.9	4.4
UB Complaints Received	1 Count s47E per 1000)	3 Count (s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	12 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	62%	62%	59%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	61%	59%	41%	56%
UB Management	63%	68%	58%	66%
Performance Conversations	48%	60%	49%	61%
s33				
Senior Leadership Communication	9%	28%	29%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	21%	64%	38%	63%
Support for Diversity	71%	85%	60%	83%
Role Clarity	62%	75%	53%	74%
Learning and Development	27%	35%	32%	37%
Innovation	50%	57%	43%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	18 Count (s47E per 1000)	4 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	4.9	2.9	4.4
UB Complaints Received	1 Count (s47E per 1000)	2 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count (s47E per 1000)	12 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	51%	62%	65%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	55%	59%	51%	56%
UB Management	59%	68%	58%	66%
Performance Conversations	56%	60%	63%	61%
s33				
Senior Leadership Communication	18%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	39%	64%	27%	63%
Support for Diversity	84%	85%	76%	83%
Role Clarity	73%	75%	63%	74%
Learning and Development	32%	35%	34%	37%
Innovation	44%	57%	52%	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	5.1	9.4	13.9
ADF Short Leave (in days)	4.0	3.1	4.4
UB Complaints Received	0 Count s47E per 1000)	2 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	3 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	53%	62%	62%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	56%	59%	50%	56%
UB Management	46%	68%	32%	66%
Performance Conversations	53%	60%	43%	61%
s33				
Senior Leadership Communication	29%	28%	11%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	30%	64%	47%	63%
Support for Diversity	83%	85%	68%	83%
Role Clarity	72%	75%	61%	74%
Learning and Development	37%	35%	33%	37%
Innovation	57%	57%	55%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	115 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	3%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	4.1	2.5	4.4
UB Complaints Received	0 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	6 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	64%	62%	52%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	51%	59%	39%	56%
UB Management	61%	68%	62%	66%
Performance Conversations	49%	60%	42%	61%
s33				
Senior Leadership Communication	16%	28%	16%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	39%	64%	47%	63%
Support for Diversity	73%	85%	71%	83%
Role Clarity	68%	75%	67%	74%
Learning and Development	37%	35%	22%	37%
Innovation	51%	57%	38%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	6 Count s47E per 1000)	5 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	3.7	3.1	4.4
UB Complaints Received	0 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count s47E per 1000)	7 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	40%	62%	61%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	56%	59%	56%	56%
UB Management	60%	68%	54%	66%
Performance Conversations	38%	60%	51%	61%
s33				
Senior Leadership Communication	25%	28%	18%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	17%	64%	30%	63%
Support for Diversity	85%	85%	69%	83%
Role Clarity	50%	75%	69%	74%
Learning and Development	27%	35%	38%	37%
Innovation	37%	57%	40%	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	136 Count s47E per 1000)	125 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.7	3.7	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	5 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	47%	62%	30%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	50%	59%	50%	56%
UB Management	54%	68%	41%	66%
Performance Conversations	39%	60%	39%	61%
s33				
Senior Leadership Communication	18%	28%	29%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	15%	64%	29%	63%
Support for Diversity	85%	85%	65%	83%
Role Clarity	48%	75%	69%	74%
Learning and Development	29%	35%	31%	37%
Innovation	39%	57%	35%	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	4.3	1.6	4.4
UB Complaints Received	2 Count s47E per 1000)	3 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	6 Count s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	72%	62%	78%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	67%	59%	80%	56%
UB Management	67%	68%	73%	66%
Performance Conversations	67%	60%	91%	61%
s33				
Senior Leadership Communication	28%	28%	40%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	47%	64%	53%	63%
Support for Diversity	89%	85%	86%	83%
Role Clarity	80%	75%	80%	74%
Learning and Development	41%	35%	47%	37%
Innovation	44%	57%	65%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	16 Count s47E per 1000)	15 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	5%	6%
Unscheduled Absences (APS) (in days)	10.4	11.9	13.9
ADF Short Leave (in days)	3.3	3.2	4.4
UB Complaints Received	1 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	71%	62%	78%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	76%	59%	50%	56%
UB Management	73%	68%	63%	66%
Performance Conversations	76%	60%	58%	61%
s33				
Senior Leadership Communication	38%	28%	45%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	29%	64%	58%	63%
Support for Diversity	69%	85%	83%	83%
Role Clarity	94%	75%	78%	74%
Learning and Development	40%	35%	67%	37%
Innovation	67%	57%	69%	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	14 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	9.0	8.4	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E 0 per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	8 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	53%	62%	68%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	56%	59%	70%	56%
UB Management	56%	68%	65%	66%
Performance Conversations	44%	60%	68%	61%
s33				
Senior Leadership Communication	24%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	17%	64%	31%	63%
Support for Diversity	70%	85%	87%	83%
Role Clarity	61%	75%	80%	74%
Learning and Development	24%	35%	43%	37%
Innovation	41%	57%	62%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	22 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	6.6	4.7	4.4
UB Complaints Received	0 Count s47E per 1000)	1 Count (s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count s47E per 1000)	8 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	57%	62%	64%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	64%	59%	53%	56%
UB Management	42%	68%	61%	66%
Performance Conversations	41%	60%	47%	61%
s33				
Senior Leadership Communication	20%	28%	31%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	27%	64%	35%	63%
Support for Diversity	70%	85%	70%	83%
Role Clarity	73%	75%	56%	74%
Learning and Development	30%	35%	44%	37%
Innovation	36%	57%	44%	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	4 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	2%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	6.1	2.1	4.4
UB Complaints Received	3 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 Count s47E per 1000)	5 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	64%	62%	55%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	60%	59%	39%	56%
UB Management	67%	68%	68%	66%
Performance Conversations	48%	60%	43%	61%
s33				
Senior Leadership Communication	28%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	38%	64%	28%	63%
Support for Diversity	75%	85%	79%	83%
Role Clarity	81%	75%	72%	74%
Learning and Development	32%	35%	33%	37%
Innovation	47%	57%	43%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	5 Count s47E per 1000)	7 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	1%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	7.7	9.0	4.4
UB Complaints Received	1 Count s47E per 1000)	1 Count s47E per 1000)	763 Couns47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	3 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	71%	62%	70%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	68%	59%	38%	56%
UB Management	73%	68%	63%	66%
Performance Conversations	50%	60%	52%	61%
s33				
Senior Leadership Communication	18%	28%	19%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	54%	64%	48%	63%
Support for Diversity	86%	85%	76%	83%
Role Clarity	78%	75%	81%	74%
Learning and Development	28%	35%	23%	37%
Innovation	49%	57%	45%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	10 Count (s47E per 1000)	17 Count (s47E per 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	5.0	N/A	13.9
ADF Short Leave (in days)	8.4	7.5	4.4
UB Complaints Received	0 Count (s47E per 1000)	2 Count (s47Eper 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count (s47E per 1000)	2 Count (s47Eper 1000)	216 Count (s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	65%	62%	74%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	45%	59%	43%	56%
UB Management	62%	68%	65%	66%
Performance Conversations	55%	60%	50%	61%
s33				
Senior Leadership Communication	22%	28%	8%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	50%	64%	31%	63%
Support for Diversity	65%	85%	64%	83%
Role Clarity	74%	75%	55%	74%
Learning and Development	39%	35%	26%	37%
Innovation	56%	57%	39%	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	0 Count (s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	3.7	5.5	4.4
UB Complaints Received	10 Count (s47E per 1000)	12 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count (s47E per 1000)	4 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	55%	62%	62%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
	s47E							

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	52%	59%	54%	56%
UB Management	61%	68%	70%	66%
Performance Conversations	40%	60%	49%	61%
s33				
Senior Leadership Communication	25%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	35%	64%	35%	63%
Support for Diversity	83%	85%	74%	83%
Role Clarity	64%	75%	80%	74%
Learning and Development	35%	35%	37%	37%
Innovation	41%	57%	56%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	35 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	7.8	12.5	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count s47E per 1000)	10 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	67%	62%	68%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	64%	59%	56%	56%
UB Management	66%	68%	76%	66%
Performance Conversations	64%	60%	61%	61%
s33				
Senior Leadership Communication	24%	28%	16%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	38%	64%	52%	63%
Support for Diversity	86%	85%	80%	83%
Role Clarity	73%	75%	68%	74%
Learning and Development	37%	35%	44%	37%
Innovation	49%	57%	44%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	8.0	7.5	4.4
UB Complaints Received	1 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count s47E per 1000)	6 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	57%	62%	62%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	52%	59%	53%	56%
UB Management	67%	68%	80%	66%
Performance Conversations	43%	60%	48%	61%
s33				
Senior Leadership Communication	24%	28%	13%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	43%	64%	60%	63%
Support for Diversity	87%	85%	73%	83%
Role Clarity	87%	75%	67%	74%
Learning and Development	39%	35%	27%	37%
Innovation	33%	57%	44%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	17 Count s47Eper 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	7.1	4.1	13.9
ADF Short Leave (in days)	6.7	6.4	4.4
UB Complaints Received	4 Count s47E per 1000)	1 Count s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count s47Eper 1000)	1 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	67%	62%	80%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	77%	59%	61%	56%
UB Management	85%	68%	78%	66%
Performance Conversations	70%	60%	71%	61%
s33				
Senior Leadership Communication	30%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	63%	63%
Support for Diversity	92%	85%	79%	83%
Role Clarity	85%	75%	84%	74%
Learning and Development	42%	35%	39%	37%
Innovation	77%	57%	67%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	50%	50%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	11.0	9.0	13.9
ADF Short Leave (in days)	2.5	1.4	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	1 Count s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	91%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	2%	6%
Unscheduled Absences (APS) (in days)	9.2	12.3	13.9
ADF Short Leave (in days)	3.6	2.7	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	6.5	7.0	13.9
ADF Short Leave (in days)	3.0	3.3	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count (s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	6.7	7.0	13.9
ADF Short Leave (in days)	2.0	3.5	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	5 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	13.0	3.5	13.9
ADF Short Leave (in days)	4.3	2.1	4.4
UB Complaints Received	0 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	6.6	7.4	13.9
ADF Short Leave (in days)	3.4	2.4	4.4
UB Complaints Received	0 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	5%	6%
Unscheduled Absences (APS) (in days)	7.0	23.6	13.9
ADF Short Leave (in days)	3.8	4.2	4.4
UB Complaints Received	2 Count s47E per 1000)	2 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	2 Count (1s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	14.3	5.4	13.9
ADF Short Leave (in days)	4.0	3.5	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	10.3	7.1	13.9
ADF Short Leave (in days)	3.2	2.1	4.4
UB Complaints Received	6 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	12 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	29.4	9.1	13.9
ADF Short Leave (in days)	3.3	5.6	4.4
UB Complaints Received	1 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	92%	100%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	20 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	11.8	12.3	13.9
ADF Short Leave (in days)	8.4	13.1	4.4
UB Complaints Received	0 Count s47E per 1000)	3 Count s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count (s47E per 1000)	0 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	50%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	96.5	65.9	13.9
ADF Short Leave (in days)	2.7	3.8	4.4
UB Complaints Received	0 Count s47E per 1000)	2 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	50%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	6 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	15%	6%
Unscheduled Absences (APS) (in days)	9.6	4.5	13.9
ADF Short Leave (in days)	5.3	6.3	4.4
UB Complaints Received	2 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	0%	0%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	14 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	21.0	2.0	13.9
ADF Short Leave (in days)	2.4	2.3	4.4
UB Complaints Received	3 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	58%	62%	55%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	61%	59%	52%	56%
UB Management	77%	68%	70%	66%
Performance Conversations	65%	60%	66%	61%
s33				
Senior Leadership Communication	20%	28%	18%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	61%	64%	50%	63%
Support for Diversity	84%	85%	79%	83%
Role Clarity	72%	75%	63%	74%
Learning and Development	38%	35%	36%	37%
Innovation	70%	57%	69%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	22 Count s47E per 1000)	8 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.3	2.5	4.4
UB Complaints Received	3 Count s47E per 1000)	4 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	70%	62%	54%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	54%	59%	68%	56%
UB Management	76%	68%	63%	66%
Performance Conversations	56%	60%	62%	61%
s33				
Senior Leadership Communication	37%	28%	38%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	54%	64%	70%	63%
Support for Diversity	79%	85%	82%	83%
Role Clarity	79%	75%	64%	74%
Learning and Development	38%	35%	50%	37%
Innovation	49%	57%	65%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.1	2.7	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	86%	62%	62%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	79%	59%	75%	56%
UB Management	86%	68%	75%	66%
Performance Conversations	86%	60%	46%	61%
s33				
Senior Leadership Communication	43%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	75%	63%
Support for Diversity	93%	85%	83%	83%
Role Clarity	100%	75%	83%	74%
Learning and Development	57%	35%	36%	37%
Innovation	86%	57%	92%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	9.1	1.6	13.9
ADF Short Leave (in days)	1.6	1.4	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	70%	62%	66%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	57%	59%	47%	56%
UB Management	78%	68%	62%	66%
Performance Conversations	52%	60%	68%	61%
s33				
Senior Leadership Communication	24%	28%	21%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	54%	64%	57%	63%
Support for Diversity	92%	85%	84%	83%
Role Clarity	67%	75%	75%	74%
Learning and Development	45%	35%	33%	37%
Innovation	60%	57%	60%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	11 Count s47E per 1000)	3 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.2	1.4	4.4
UB Complaints Received	2 Count s47E per 1000)	2 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	4 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	53%	62%	51%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	48%	59%	48%	56%
UB Management	76%	68%	59%	66%
Performance Conversations	56%	60%	48%	61%
s33				
Senior Leadership Communication	19%	28%	16%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	32%	64%	43%	63%
Support for Diversity	84%	85%	79%	83%
Role Clarity	70%	75%	64%	74%
Learning and Development	30%	35%	30%	37%
Innovation	58%	57%	45%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	12 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	33%	3%	6%
Unscheduled Absences (APS) (in days)	11.2	N/A	13.9
ADF Short Leave (in days)	2.3	3.9	4.4
UB Complaints Received	5 Count s47E per 1000)	2 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	3 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	61%	62%	68%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	52%	59%	47%	56%
UB Management	77%	68%	72%	66%
Performance Conversations	71%	60%	59%	61%
s33				
Senior Leadership Communication	29%	28%	22%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	40%	64%	65%	63%
Support for Diversity	82%	85%	76%	83%
Role Clarity	81%	75%	71%	74%
Learning and Development	50%	35%	41%	37%
Innovation	76%	57%	59%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	29 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	6%	6%
Unscheduled Absences (APS) (in days)	9.6	6.0	13.9
ADF Short Leave (in days)	3.1	1.6	4.4
UB Complaints Received	1 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	75%	62%	87%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	58%	59%	69%	56%
UB Management	82%	68%	92%	66%
Performance Conversations	75%	60%	87%	61%
s33				
Senior Leadership Communication	36%	28%	43%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	69%	63%
Support for Diversity	100%	85%	92%	83%
Role Clarity	92%	75%	92%	74%
Learning and Development	55%	35%	62%	37%
Innovation	73%	57%	93%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	4 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	5.8	8.7	13.9
ADF Short Leave (in days)	1.4	2.1	4.4
UB Complaints Received	0 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	4 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	59%	62%	79%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	53%	59%	41%	56%
UB Management	76%	68%	65%	66%
Performance Conversations	63%	60%	58%	61%
s33				
Senior Leadership Communication	25%	28%	38%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	31%	64%	29%	63%
Support for Diversity	79%	85%	71%	83%
Role Clarity	72%	75%	53%	74%
Learning and Development	27%	35%	24%	37%
Innovation	45%	57%	32%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	6 Count s47Eper 1000)	7 Count s47E per 1000)	16403 Count s47Eper 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	2.0	N/A	13.9
ADF Short Leave (in days)	1.7	2.7	4.4
UB Complaints Received	1 Count s47Eper 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	4 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	50%	62%	70%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	62%	59%	61%	56%
UB Management	63%	68%	76%	66%
Performance Conversations	45%	60%	52%	61%
s33				
Senior Leadership Communication	32%	28%	21%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	50%	64%	39%	63%
Support for Diversity	75%	85%	85%	83%
Role Clarity	59%	75%	59%	74%
Learning and Development	48%	35%	36%	37%
Innovation	58%	57%	50%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	18 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.1	3.0	4.4
UB Complaints Received	1 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	7 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	71%	62%	82%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	53%	59%	61%	56%
UB Management	73%	68%	76%	66%
Performance Conversations	47%	60%	62%	61%
s33				
Senior Leadership Communication	20%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	59%	64%	57%	63%
Support for Diversity	92%	85%	82%	83%
Role Clarity	71%	75%	81%	74%
Learning and Development	29%	35%	43%	37%
Innovation	56%	57%	47%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	10 Count (s47E per 1000)	27 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	3.1	2.2	4.4
UB Complaints Received	1 Count (s47E per 1000)	0 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count (s47E per 1000)	1 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	66%	62%	62%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	61%	59%	41%	56%
UB Management	60%	68%	63%	66%
Performance Conversations	55%	60%	67%	61%
s33				
Senior Leadership Communication	28%	28%	19%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	57%	64%	22%	63%
Support for Diversity	76%	85%	71%	83%
Role Clarity	72%	75%	56%	74%
Learning and Development	23%	35%	22%	37%
Innovation	42%	57%	38%	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	4 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	1.5	2.8	4.4
UB Complaints Received	0 Count s47E per 1000)	6 Count s47E per 1000)	763 Couns47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	61%	62%	50%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	52%	59%	41%	56%
UB Management	67%	68%	63%	66%
Performance Conversations	56%	60%	52%	61%
s33				
Senior Leadership Communication	19%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	48%	64%	39%	63%
Support for Diversity	92%	85%	68%	83%
Role Clarity	73%	75%	57%	74%
Learning and Development	32%	35%	30%	37%
Innovation	38%	57%	48%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	11 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	1.8	1.2	4.4
UB Complaints Received	5 Count (s47E per 1000)	5 Count (s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	8 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	60%	62%	55%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	60%	59%	55%	56%
UB Management	63%	68%	64%	66%
Performance Conversations	54%	60%	53%	61%
s33				
Senior Leadership Communication	27%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	43%	64%	36%	63%
Support for Diversity	80%	85%	74%	83%
Role Clarity	67%	75%	63%	74%
Learning and Development	35%	35%	31%	37%
Innovation	50%	57%	46%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	9 Count s47Eper 1000)	30 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	4.8	3.0	4.4
UB Complaints Received	2 Count s47Eper 1000)	2 Count s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	53%	62%	64%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	68%	59%	53%	56%
UB Management	62%	68%	73%	66%
Performance Conversations	49%	60%	44%	61%
s33				
Senior Leadership Communication	14%	28%	17%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	30%	64%	35%	63%
Support for Diversity	83%	85%	78%	83%
Role Clarity	74%	75%	67%	74%
Learning and Development	28%	35%	36%	37%
Innovation	38%	57%	41%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	7.5	3.6	13.9
ADF Short Leave (in days)	10.8	11.2	4.4
UB Complaints Received	0 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	2.0	11.0	13.9
ADF Short Leave (in days)	8.7	13.6	4.4
UB Complaints Received	0 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	67 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	3.0	3.3	13.9
ADF Short Leave (in days)	9.2	9.6	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	93%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	23.5	13.9	13.9
ADF Short Leave (in days)	7.8	9.5	4.4
UB Complaints Received	1 Count s47Eper 1000)	0 Count (s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	0 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	27.3	16.9	13.9
ADF Short Leave (in days)	10.2	9.6	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	2.5	8.5	13.9
ADF Short Leave (in days)	4.6	5.5	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	0%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47Eper 1000)
Leave Balance > 60 days	0%	5%	6%
Unscheduled Absences (APS) (in days)	17.0	8.2	13.9
ADF Short Leave (in days)	5.3	4.3	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	1 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	4.5	10.6	13.9
ADF Short Leave (in days)	9.8	9.3	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	13.0	8.7	13.9
ADF Short Leave (in days)	4.3	5.2	4.4
UB Complaints Received	2 Count s47Eper 1000)	0 Count (s47Eper 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	50%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	50%	59%	N/A	56%
UB Management	80%	68%	N/A	66%
Performance Conversations	40%	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	50%	64%	N/A	63%
Support for Diversity	60%	85%	N/A	83%
Role Clarity	70%	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	40%	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	8.0	28.2	13.9
ADF Short Leave (in days)	7.3	6.5	4.4
UB Complaints Received	0 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	92%	91%	87%
CMS Transactions > 60 days	252 Count s47E per 1000)	81 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	5%	6%
Unscheduled Absences (APS) (in days)	10.1	30.4	13.9
ADF Short Leave (in days)	2.1	3.6	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	67%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	68%	59%	--	56%
UB Management	69%	68%	--	66%
Performance Conversations	59%	60%	--	61%
s33				
Senior Leadership Communication	61%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	72%	64%	--	63%
Support for Diversity	82%	85%	--	83%
Role Clarity	86%	75%	--	74%
Learning and Development	50%	35%	--	37%
Innovation	66%	57%	--	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	87%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	9 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	16.5	6.5	13.9
ADF Short Leave (in days)	1.8	2.2	4.4
UB Complaints Received	1 Count (s47E per 1000)	6 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	2 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	72%	62%	70%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	76%	59%	61%	56%
UB Management	77%	68%	76%	66%
Performance Conversations	65%	60%	61%	61%
s33				
Senior Leadership Communication	25%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	63%	63%
Support for Diversity	95%	85%	85%	83%
Role Clarity	86%	75%	85%	74%
Learning and Development	47%	35%	39%	37%
Innovation	66%	57%	62%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	41%	42%	87%
CMS Transactions > 60 days	16 Count s47E per 1000)	1 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	1%	6%
Unscheduled Absences (APS) (in days)	14.4	11.5	13.9
ADF Short Leave (in days)	2.0	2.7	4.4
UB Complaints Received	3 Count s47E per 1000)	4 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	65%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	53%	56%
UB Management	--	68%	65%	66%
Performance Conversations	--	60%	53%	61%
s33				
Senior Leadership Communication	--	28%	29%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	65%	63%
Support for Diversity	--	85%	76%	83%
Role Clarity	--	75%	65%	74%
Learning and Development	--	35%	24%	37%
Innovation	--	57%	47%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	89%	87%
CMS Transactions > 60 days	8 Count s47E per 1000)	8 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	3%	6%
Unscheduled Absences (APS) (in days)	6.3	12.8	13.9
ADF Short Leave (in days)	2.2	2.6	4.4
UB Complaints Received	4 Count s47Eper 1000)	4 Count s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	72%	62%	73%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	58%	59%	58%	56%
UB Management	74%	68%	76%	66%
Performance Conversations	54%	60%	60%	61%
s33				
Senior Leadership Communication	20%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	52%	63%
Support for Diversity	88%	85%	86%	83%
Role Clarity	82%	75%	82%	74%
Learning and Development	45%	35%	42%	37%
Innovation	63%	57%	61%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	6 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	5.5	12.9	13.9
ADF Short Leave (in days)	1.5	2.1	4.4
UB Complaints Received	2 Count s47E per 1000)	2 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	6 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	61%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	57%	59%	--	56%
UB Management	67%	68%	--	66%
Performance Conversations	50%	60%	--	61%
s33				
Senior Leadership Communication	14%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	33%	64%	--	63%
Support for Diversity	93%	85%	--	83%
Role Clarity	75%	75%	--	74%
Learning and Development	36%	35%	--	37%
Innovation	61%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	38.5	36.0	13.9
ADF Short Leave (in days)	1.9	2.8	4.4
UB Complaints Received	4 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	85%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	54%	59%	--	56%
UB Management	91%	68%	--	66%
Performance Conversations	54%	60%	--	61%
s33				
Senior Leadership Communication	50%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	77%	75%	--	74%
Learning and Development	50%	35%	--	37%
Innovation	83%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	8 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	10.6	20.0	13.9
ADF Short Leave (in days)	2.2	2.4	4.4
UB Complaints Received	1 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	86%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	57%	59%	--	56%
UB Management	85%	68%	--	66%
Performance Conversations	64%	60%	--	61%
s33				
Senior Leadership Communication	43%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	79%	75%	--	74%
Learning and Development	64%	35%	--	37%
Innovation	79%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	39 Count (s47E per 1000)	1 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	13.8	30.3	13.9
ADF Short Leave (in days)	2.2	2.5	4.4
UB Complaints Received	5 Count (s47E per 1000)	6 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count (s47E per 1000)	0 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	58%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	50%	59%	--	56%
UB Management	52%	68%	--	66%
Performance Conversations	63%	60%	--	61%
s33				
Senior Leadership Communication	24%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	43%	64%	--	63%
Support for Diversity	85%	85%	--	83%
Role Clarity	71%	75%	--	74%
Learning and Development	29%	35%	--	37%
Innovation	65%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	24 Count s47E per 1000)	9 Count (s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	6.2	13.2	13.9
ADF Short Leave (in days)	1.8	2.1	4.4
UB Complaints Received	3 Count s47E per 1000)	8 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count (s47E per 1000)	4 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	69%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	63%	59%	--	56%
UB Management	72%	68%	--	66%
Performance Conversations	61%	60%	--	61%
s33				
Senior Leadership Communication	32%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	--	63%
Support for Diversity	79%	85%	--	83%
Role Clarity	86%	75%	--	74%
Learning and Development	34%	35%	--	37%
Innovation	72%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	92%	92%	87%
CMS Transactions > 60 days	11 Count s47Eper 1000)	11 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	2%	6%
Unscheduled Absences (APS) (in days)	12.1	8.6	13.9
ADF Short Leave (in days)	1.8	3.9	4.4
UB Complaints Received	1 Count s47Eper 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	3 Count s47E per 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	67%	62%	66%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	58%	59%	62%	56%
UB Management	77%	68%	78%	66%
Performance Conversations	55%	60%	64%	61%
s33				
Senior Leadership Communication	22%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	70%	64%	51%	63%
Support for Diversity	90%	85%	81%	83%
Role Clarity	79%	75%	78%	74%
Learning and Development	45%	35%	34%	37%
Innovation	65%	57%	65%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	92%	90%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	0%	6%
Unscheduled Absences (APS) (in days)	24.7	16.6	13.9
ADF Short Leave (in days)	2.1	2.6	4.4
UB Complaints Received	0 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	56%	62%	61%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	72%	59%	55%	56%
UB Management	89%	68%	65%	66%
Performance Conversations	72%	60%	66%	61%
s33				
Senior Leadership Communication	35%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	61%	63%
Support for Diversity	100%	85%	88%	83%
Role Clarity	94%	75%	77%	74%
Learning and Development	39%	35%	46%	37%
Innovation	78%	57%	64%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	0%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	3.1	3.0	4.4
UB Complaints Received	1 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	96%	93%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	20 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	12.8	11.4	13.9
ADF Short Leave (in days)	2.5	2.5	4.4
UB Complaints Received	7 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	58%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	61%	59%	--	56%
UB Management	75%	68%	--	66%
Performance Conversations	65%	60%	--	61%
s33				
Senior Leadership Communication	20%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	59%	64%	--	63%
Support for Diversity	82%	85%	--	83%
Role Clarity	85%	75%	--	74%
Learning and Development	23%	35%	--	37%
Innovation	73%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	6 Count s47E per 1000)	4 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	25%	0%	6%
Unscheduled Absences (APS) (in days)	5.2	13.2	13.9
ADF Short Leave (in days)	3.8	3.8	4.4
UB Complaints Received	1 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	82%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	70%	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	80%	60%	--	61%
s33				
Senior Leadership Communication	10%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	70%	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	24 Count s47E per 1000)	12 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	10.2	12.6	13.9
ADF Short Leave (in days)	1.7	1.8	4.4
UB Complaints Received	5 Count s47E per 1000)	6 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count s47E per 1000)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	69%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	65%	59%	--	56%
UB Management	82%	68%	--	66%
Performance Conversations	65%	60%	--	61%
s33				
Senior Leadership Communication	29%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	--	63%
Support for Diversity	88%	85%	--	83%
Role Clarity	82%	75%	--	74%
Learning and Development	33%	35%	--	37%
Innovation	61%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	11.0	10.6	13.9
ADF Short Leave (in days)	1.9	1.2	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	69%	62%	67%	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	50%	59%	--	56%
UB Management	75%	68%	60%	66%
Performance Conversations	63%	60%	50%	61%
s33				
Senior Leadership Communication	25%	28%	45%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	81%	64%	70%	63%
Support for Diversity	81%	85%	60%	83%
Role Clarity	75%	75%	--	74%
Learning and Development	50%	35%	--	37%
Innovation	63%	57%	58%	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	16 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	2%	6%
Unscheduled Absences (APS) (in days)	3.8	0.3	13.9
ADF Short Leave (in days)	2.5	2.4	4.4
UB Complaints Received	1 Count (s47E per 1000)	0 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count (s47E per 1000)	0 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	--	64%

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	75%	87%
CMS Transactions > 60 days	27 Count s47E per 1000)	18 Count s47Eper 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	19.2	17.5	13.9
ADF Short Leave (in days)	2.4	3.3	4.4
UB Complaints Received	0 Count (s47E per 1000)	3 Count s47Eper 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	2 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	62%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	59%	59%	--	56%
UB Management	75%	68%	--	66%
Performance Conversations	62%	60%	--	61%
s33				
Senior Leadership Communication	21%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	46%	64%	--	63%
Support for Diversity	81%	85%	--	83%
Role Clarity	73%	75%	--	74%
Learning and Development	45%	35%	--	37%
Innovation	66%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	67%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	7 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	31.5	31.4	13.9
ADF Short Leave (in days)	1.7	1.9	4.4
UB Complaints Received	9 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	3 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	62%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	62%	59%	--	56%
UB Management	73%	68%	--	66%
Performance Conversations	64%	60%	--	61%
s33				
Senior Leadership Communication	22%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	51%	64%	--	63%
Support for Diversity	82%	85%	--	83%
Role Clarity	87%	75%	--	74%
Learning and Development	44%	35%	--	37%
Innovation	53%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	3 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	4.5	34.0	13.9
ADF Short Leave (in days)	1.9	2.1	4.4
UB Complaints Received	2 Count s47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 Count s47E per 1000)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	63%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	59%	59%	--	56%
UB Management	58%	68%	--	66%
Performance Conversations	55%	60%	--	61%
s33				
Senior Leadership Communication	10%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	35%	64%	--	63%
Support for Diversity	79%	85%	--	83%
Role Clarity	79%	75%	--	74%
Learning and Development	43%	35%	--	37%
Innovation	61%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	71%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	13 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	10.0	26.6	13.9
ADF Short Leave (in days)	3.3	3.9	4.4
UB Complaints Received	2 Count s47E per 1000)	14 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	5 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	76%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	59%	59%	--	56%
UB Management	86%	68%	--	66%
Performance Conversations	68%	60%	--	61%
s33				
Senior Leadership Communication	18%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	50%	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	74%	75%	--	74%
Learning and Development	35%	35%	--	37%
Innovation	64%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	90%	N/A	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	8.6	N/A	13.9
ADF Short Leave (in days)	2.2	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	96%	91%	87%
CMS Transactions > 60 days	5 Count s47E per 1000)	28 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	3%	6%
Unscheduled Absences (APS) (in days)	19.0	31.3	13.9
ADF Short Leave (in days)	2.4	4.6	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	85%	100%	87%
CMS Transactions > 60 days	5 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	5.5	2.0	13.9
ADF Short Leave (in days)	2.1	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	83%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	66%	59%	N/A	56%
UB Management	77%	68%	N/A	66%
Performance Conversations	61%	60%	N/A	61%
s33				
Senior Leadership Communication	55%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	70%	64%	N/A	63%
Support for Diversity	97%	85%	N/A	83%
Role Clarity	85%	75%	N/A	74%
Learning and Development	49%	35%	N/A	37%
Innovation	79%	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	N/A	6%
Unscheduled Absences (APS) (in days)	1.7	N/A	13.9
ADF Short Leave (in days)	1.6	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	--	68%	N/A	66%
Performance Conversations	--	60%	N/A	61%
s33				
Senior Leadership Communication	--	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	N/A	63%
Support for Diversity	--	85%	N/A	83%
Role Clarity	--	75%	N/A	74%
Learning and Development	--	35%	N/A	37%
Innovation	--	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	2 Count s47Eper 1000)	0 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	N/A	6%
Unscheduled Absences (APS) (in days)	2.5	N/A	13.9
ADF Short Leave (in days)	2.3	N/A	4.4
UB Complaints Received	0 Count s47Eper 1000)	0 Count s47Eper 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	0 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	71%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	53%	59%	N/A	56%
UB Management	76%	68%	N/A	66%
Performance Conversations	53%	60%	N/A	61%
s33				
Senior Leadership Communication	41%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	N/A	63%
Support for Diversity	88%	85%	N/A	83%
Role Clarity	69%	75%	N/A	74%
Learning and Development	41%	35%	N/A	37%
Innovation	71%	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	24 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	N/A	6%
Unscheduled Absences (APS) (in days)	9.4	N/A	13.9
ADF Short Leave (in days)	2.1	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	71%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	76%	59%	N/A	56%
UB Management	85%	68%	N/A	66%
Performance Conversations	71%	60%	N/A	61%
s33				
Senior Leadership Communication	45%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	70%	64%	N/A	63%
Support for Diversity	95%	85%	N/A	83%
Role Clarity	95%	75%	N/A	74%
Learning and Development	60%	35%	N/A	37%
Innovation	85%	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	86%	N/A	87%
CMS Transactions > 60 days	60 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	0%	6%
Unscheduled Absences (APS) (in days)	4.6	N/A	13.9
ADF Short Leave (in days)	2.0	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	76%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	52%	59%	N/A	56%
UB Management	88%	68%	N/A	66%
Performance Conversations	46%	60%	N/A	61%
s33				
Senior Leadership Communication	56%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	48%	64%	N/A	63%
Support for Diversity	92%	85%	N/A	83%
Role Clarity	73%	75%	N/A	74%
Learning and Development	44%	35%	N/A	37%
Innovation	58%	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	19 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	N/A	6%
Unscheduled Absences (APS) (in days)	4.0	N/A	13.9
ADF Short Leave (in days)	3.1	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	62%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	73%	59%	--	56%
UB Management	82%	68%	--	66%
Performance Conversations	73%	60%	--	61%
s33				
Senior Leadership Communication	82%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	60%	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	83%	75%	--	74%
Learning and Development	64%	35%	--	37%
Innovation	82%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	50%	N/A	87%
CMS Transactions > 60 days	4 Count (s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	N/A	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.5	N/A	4.4
UB Complaints Received	0 Count (s47E per 1000)	0 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count (s47E per 1000)	0 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	58%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	64%	59%	--	56%
UB Management	64%	68%	--	66%
Performance Conversations	36%	60%	--	61%
s33				
Senior Leadership Communication	45%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	64%	75%	--	74%
Learning and Development	36%	35%	--	37%
Innovation	82%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	N/A	N/A	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	N/A	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	3.5	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	--	64%

There is no table displayed for Response Count due to no survey results for this workgroup. This occurs when the workgroup is recently formed, or nil responses were received from this workgroup which may occur for small workgroups.

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	87%	87%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	10%	6%
Unscheduled Absences (APS) (in days)	14.3	9.6	13.9
ADF Short Leave (in days)	3.5	3.3	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	--	64%

There is no table displayed for Response Count due to no survey results for this workgroup. This occurs when the workgroup is recently formed, or nil responses were received from this workgroup which may occur for small workgroups.

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	67%	100%	87%
CMS Transactions > 60 days	5 Count s47E per 1000)	50 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	38.6	44.2	13.9
ADF Short Leave (in days)	1.7	2.0	4.4
UB Complaints Received	3 Count s47E per 1000)	18 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	67%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	2%	6%
Unscheduled Absences (APS) (in days)	17.8	18.2	13.9
ADF Short Leave (in days)	1.6	3.8	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	67%	71%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	17%	0%	6%
Unscheduled Absences (APS) (in days)	36.9	18.7	13.9
ADF Short Leave (in days)	3.7	2.0	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	--	64%

There is no table displayed for Response Count due to no survey results for this workgroup. This occurs when the workgroup is recently formed, or nil responses were received from this workgroup which may occur for small workgroups.

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	93%	87%	87%
CMS Transactions > 60 days	10 Count s47E per 1000)	22 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	11.1	11.4	13.9
ADF Short Leave (in days)	2.2	2.5	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	85%	75%	87%
CMS Transactions > 60 days	10 Count s47Eper 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	6%	6%
Unscheduled Absences (APS) (in days)	14.6	9.0	13.9
ADF Short Leave (in days)	3.5	7.7	4.4
UB Complaints Received	1 Count s47Eper 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 Count s47Eper 1000)	7 Count s47E per 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	86%	65%	87%
CMS Transactions > 60 days	10 Count s47E per 1000)	11 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	0%	6%
Unscheduled Absences (APS) (in days)	12.2	7.7	13.9
ADF Short Leave (in days)	9.5	9.2	4.4
UB Complaints Received	15 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	72%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	61%	59%	N/A	56%
UB Management	79%	68%	N/A	66%
Performance Conversations	63%	60%	N/A	61%
s33				
Senior Leadership Communication	27%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	58%	64%	N/A	63%
Support for Diversity	94%	85%	N/A	83%
Role Clarity	82%	75%	N/A	74%
Learning and Development	34%	35%	N/A	37%
Innovation	60%	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	7 Count s47E per 1000)	3 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	2%	6%
Unscheduled Absences (APS) (in days)	7.5	5.7	13.9
ADF Short Leave (in days)	3.8	4.3	4.4
UB Complaints Received	0 Count s47E per 1000)	13 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	1 Count s47E 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	80%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	58%	59%	N/A	56%
UB Management	50%	68%	N/A	66%
Performance Conversations	42%	60%	N/A	61%
s33				
Senior Leadership Communication	17%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	58%	64%	N/A	63%
Support for Diversity	75%	85%	N/A	83%
Role Clarity	86%	75%	N/A	74%
Learning and Development	33%	35%	N/A	37%
Innovation	50%	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	6%	6%
Unscheduled Absences (APS) (in days)	4.5	6.1	13.9
ADF Short Leave (in days)	2.3	2.7	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	80%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	N/A	56%
UB Management	90%	68%	N/A	66%
Performance Conversations	80%	60%	N/A	61%
s33				
Senior Leadership Communication	40%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	100%	64%	N/A	63%
Support for Diversity	100%	85%	N/A	83%
Role Clarity	90%	75%	N/A	74%
Learning and Development	30%	35%	N/A	37%
Innovation	50%	57%	N/A	58%

Notes:

Headcount is as at 01/09/2017.

All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.

-- are due to an insufficient number of responses (<10).

N/A indicates that the data is not available.

*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	93%	87%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	14%	3%	6%
Unscheduled Absences (APS) (in days)	12.2	8.6	13.9
ADF Short Leave (in days)	1.9	1.5	4.4
UB Complaints Received	4 Count s47E per 1000)	4 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	67%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	58%	59%	N/A	56%
UB Management	77%	68%	N/A	66%
Performance Conversations	48%	60%	N/A	61%
s33				
Senior Leadership Communication	27%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	63%	64%	N/A	63%
Support for Diversity	86%	85%	N/A	83%
Role Clarity	75%	75%	N/A	74%
Learning and Development	32%	35%	N/A	37%
Innovation	48%	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	60%	83%	87%
CMS Transactions > 60 days	7 Count (s47E per 1000)	20 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	20%	1%	6%
Unscheduled Absences (APS) (in days)	8.6	8.8	13.9
ADF Short Leave (in days)	2.2	2.5	4.4
UB Complaints Received	2 Count (s47E per 1000)	10 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count (s47E per 1000)	3 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	67%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	59%	59%	N/A	56%
UB Management	79%	68%	N/A	66%
Performance Conversations	41%	60%	N/A	61%
s33				
Senior Leadership Communication	17%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	28%	64%	N/A	63%
Support for Diversity	89%	85%	N/A	83%
Role Clarity	64%	75%	N/A	74%
Learning and Development	18%	35%	N/A	37%
Innovation	49%	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	12.1	6.4	13.9
ADF Short Leave (in days)	2.0	1.6	4.4
UB Complaints Received	1 Count s47E per 1000)	2 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	68%	62%	N/A	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036
YourSay Survey		17774		11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	65%	59%	N/A	56%
UB Management	82%	68%	N/A	66%
Performance Conversations	59%	60%	N/A	61%
s33				
Senior Leadership Communication	29%	28%	N/A	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	N/A	63%
Support for Diversity	91%	85%	N/A	83%
Role Clarity	70%	75%	N/A	74%
Learning and Development	70%	35%	N/A	37%
Innovation	85%	57%	N/A	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	48 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	14%	100%	6%
Unscheduled Absences (APS) (in days)	5.7	N/A	13.9
ADF Short Leave (in days)	1.3	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	74%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	39%	59%	--	56%
UB Management	76%	68%	--	66%
Performance Conversations	61%	60%	--	61%
s33				
Senior Leadership Communication	28%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	71%	64%	--	63%
Support for Diversity	94%	85%	--	83%
Role Clarity	61%	75%	--	74%
Learning and Development	35%	35%	--	37%
Innovation	65%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	84 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	N/A	6%
Unscheduled Absences (APS) (in days)	1.8	N/A	13.9
ADF Short Leave (in days)	1.5	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	--	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	--	59%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	--	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	--	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E. SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E



s47E

[Return to Table of Contents](#)

Organisational structure used for the report is as at 01/09/2017

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	N/A	87%
CMS Transactions > 60 days	282 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	33%	N/A	6%
Unscheduled Absences (APS) (in days)	7.2	N/A	13.9
ADF Short Leave (in days)	1.8	N/A	4.4
UB Complaints Received	0 Count (s47E per 1000)	0 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count (s47E per 1000)	0 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	73%	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
YourSay Survey	s47E	17774	s47E	11867

Headcount	APS Canberra Number	APS Non Canberra Number	EL Plus Canberra Number	EL Plus Non Canberra Number	ADF OR Canberra Number	ADF OR Non Canberra Number	ADF Officer Canberra Number	ADF Officer Non Canberra Number
s47E								

Leadership Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Performance Management	64%	59%	--	56%
UB Management	91%	68%	--	66%
Performance Conversations	45%	60%	--	61%
s33				
Senior Leadership Communication	18%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	27%	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	90%	75%	--	74%
Learning and Development	55%	35%	--	37%
Innovation	91%	57%	--	58%

Notes:
Headcount is as at 01/09/2017.
All data for workplace attitudes are presented as a positive for the ease of interpretation; as such, higher percentages indicate better performance.
-- are due to an insufficient number of responses (<10).
N/A indicates that the data is not available.
*APS Perspectives on the frequency and effectiveness of meetings by ADF and APS Directorate, Branch or Division heads are from the s47E . SES Engagement data for this Climate Scan is from Sep-17 (most recent) and Mar-17 (comparison). In future Climate Scans, SES Engagement data will be presented annually, aligning with other presented data.

Sent to: s47E

s47E

Climate Scan

Period definitions

Metric Theme	Metric Label	Period	Period Start Date	Period End Date
Administrative Data	Unscheduled Absences (APS) (in days)	2017	02/09/2016	01/09/2017
	ADF Short Leave (in days)	2017	02/09/2016	01/09/2017
	UB Complaints Received	2017	01/09/2016	31/08/2017
	Work Health and Safety Events	2017	02/09/2016	01/09/2017

Metric Theme	Metric Label	Period	As At Date
Administrative Data	Mandatory Training compliance (APS only)	2017	01/09/2017
	CMS Transactions > 60 days	2017	01/09/2017
	Leave Balance > 60 days	2017	01/09/2017
	s47E	2017	19/11/2017
	s47E	2017	19/11/2017

Metric definitions

Theme	Metric	Definition	Metric Source
Headcount	Headcount	Headcount is the number of APS, Permanent ADF and CFTS.	s47E
Administrative Data	Mandatory Training compliance (APS only)	% of staff within the Branch/Division/Group who have completed all their mandatory training.	PMKeyS
	CMS Transactions > 60 days	Number of staff at the Branch/Division/Group who have CMS transactions that are over 60 days old. XX per 1000 represents the proportion.	Finance
	Leave Balance > 60 days	This metric is the percentage of APS and ADF members with leave balances greater than 60 days as at the date being reported. This is calculated as a percentage of the headcount for the Branch/Division/Group depending on the report level selected. The 2017 Defence figure is an overall percentage across all Defence groups.	MARS
	Unscheduled Absences (APS) (in days)	The figure represents the average number of days of unscheduled leave taken per APS member that took leave within the period being reported, for the selected Department ID.	PMKeyS Global Payroll
	ADF Short Leave (in days)	The figure represents the average number of days per person of short leave issued to ADF members, for the selected Department ID, at the 'data as at' date. The 2017 Defence figure is an overall percentage across all Defence Groups.	PMKeyS Global Payroll
	UB Complaints Received	Number of UB complaints received over the period.	Comtrac
	Individual Readiness - ADF (Weapons Fitness)	This metric represents the percentage of ADF members (not including inactive reserves) that are Weapons and Fitness compliant. The figure is calculated as a percentage of the headcount for the Branch/Division/Group depending on the report level selected. This includes members granted exemptions and waivers. The 2017 Defence figure is an overall percentage across all Defence groups. Please note - headcount for the purposes of this metric includes active reserves.	s47E
	Individual Readiness - ADF (Medical Dental)	This metric represents the percentage of ADF members (not including inactive reserves) that are Medical and Dental compliant. The figure is calculated as a percentage of the headcount for the Branch/Division/Group depending on the report level selected. This includes members granted exemptions and waivers. The 2017 Defence figure is an overall percentage across all Defence Groups. Please note - headcount for the purposes of this metric includes active reserves.	s47E
SES Engagement	Meeting Frequency*	% of respondents who have met with either their Directorate/Branch/Division head in last month.	s47E
	Meeting Effectiveness*	% of respondents who agree to strongly agree that communication between their Directorate/Branch/Division head and APS staff is effective.	s47E
Defence Engagement	s33		YourSay
	Defence Engagement	I feel a strong sense of belonging to the Navy/Army/Air Force/Department of Defence. When someone praises the accomplishments of my agency it feels like a personal compliment to me. I am proud to tell others that I am a member of the Navy/Army/Air Force/Department of Defence.	YourSay
Leadership Perceptions	s33		YourSay
	Performance Management	My supervisor appears to manage underperformance well in my workgroup. My supervisor provides clear explanations of what has to be done. The Army/Navy/Air Force/Department of Defence expects high standards of performance from its people.	YourSay
	UB Management	It wouldn't be worth complaining about unacceptable behaviour here because nothing would be done about it. Incidents of unacceptable behaviour (e.g. harassment, bullying, discrimination) are managed well in my workplace. I believe appropriate action will be taken if I report an incident of unacceptable behaviour.	YourSay
	Performance Conversations	My supervisor provides me with regular and constructive feedback (e.g. PAR, PFADS and/or other formal or informal performance conversations).	YourSay
	s33		YourSay
Workplace Perceptions	Senior Leadership Communication	Communication between Defence Senior Leaders (DSL) and other employees is effective. DSL are interested in the views of their people. DSL consult effectively with their people before making important decisions.	YourSay
	Work-life Balance	I am able to maintain a balance between my personal and working life. My workplace encourages a healthy balance between my work, home and family life. I have adequate opportunities to clear leave in my current position. I spend too much time away from home due to the requirements of my job [Reversed].	YourSay
	Support for Diversity	My supervisor supports an inclusive workplace. My supervisor values diversity in the workplace.	YourSay
	Role Clarity	I have a clear understanding of how I contribute to my unit/section's goals. The priorities of my work are clear to me. I understand what is expected of me to do well in my job.	YourSay
	Learning and Development	I have sufficient access to learning and development opportunities to improve my skills. In the Navy/Army/Air Force/Department of Defence, leaders continually look for opportunities to learn. In the Navy/Army/Air Force/Department of Defence, we are rewarded for learning.	YourSay
	Innovation	I get the opportunity to develop new and better ways of doing my job. My workgroup uses research or expertise to identify better ways of doing things.	YourSay
SES Engagement Data	Information is taken from the s47E (APS only).	The survey is conducted twice a year and asks the meeting frequency at the Branch/Division/Group Head levels with APS staff. It also asks the level of effectiveness of communication between at the Branch/Division/Group head levels with APS staff. The sample size includes 100% of APS personnel.	s47E
YourSay Attitudinal Data	Information is taken from the YourSay Organisational Climate survey (APS and ADF).	The survey is conducted once a year and assesses attitudes within Defence. The figures provided represent the positive level of sentiment against each of the metrics. The sample size includes 100% of ADF and APS personnel.	YourSay