



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.	Defence Organisation	7
02.	s47E	8
03.		9
04.		10
05.		11
06.		12
07.		13
08.		14
09.		15
10.		16
11.		17
12.		18
13.		19
14.		20
15.		21
16.		22
17.		23
18.		24
19.		25
20.		26
21.		27
22.		28
23.		29
24.		30
25.		31
26.		32
27.		33
28.		34
29.		35
30.		36
31.		37
32.		38
33.		39
34.		40
35.		41
36.		42
37.		43
38.		44
39.		45
40.		46
41.		47
42.		48
43.		49
44.		50
45.		51
46.		52
47.		53
48.		54
49.		55
50.		56
51.		57
52.		58
53.		59
54.		60
55.		61
56.		62
57.		63
58.		64
59.		65
60.		66
61.		67
62.		68
63.		69
64.		70
65.		71
66.		72
67.		73
68.		74
69.		75

70.	s47E	76
71.		77
72.		78
73.		79
74.		80
75.		81
76.		82
77.		83
78.		84
79.		85
80.		86
81.		87
82.		88
83.		89
84.		90
85.		91
86.		92
87.		93
88.		94
89.		95
90.		96
91.		97
92.		98
93.		99
94.		100
95.		101
96.		102
97.		103
98.		104
99.		105
100.		106
101.		107
102.		108
103.		109
104.		110
105.		111
106.		112
107.		113
108.		114
109.		115
110.		116
111.		117
112.		118
113.		119
114.		120
115.		121
116.		122
117.		123
118.		124
119.		125
120.		126
121.		127
122.		128
123.		129
124.		130
125.		131
126.		132
127.		133
128.		134
129.		135
130.		136
131.		137
132.		138
133.		139
134.		140
135.		141
136.		142
137.		143
138.		144
139.		145
140.		146

141.	s47E	147
142.		148
143.		149
144.		150
145.		151
146.		152
147.		153
148.		154
149.		155
150.		156
151.		157
152.		158
153.		159
154.		160
155.		161
156.		162
157.		163
158.		164
159.		165
160.		166
161.		167
162.		168
163.		169
164.		170
165.		171
166.		172
167.		173
168.		174
169.		175
170.		176
171.		177
172.		178
173.		179
174.		180
175.		181
176.		182
177.		183
178.		184
179.		185
180.		186
181.		187
182.		188
183.		189
184.		190
185.		191
186.		192
187.		193
188.		194
189.		195
190.		196
191.		197
192.		198
193.		199
194.		200
195.		201
196.		202
197.		203
198.		204
199.		205
200.		206
201.		207
202.		208
203.		209
204.		210
205.		211
206.		212
207.		213
208.		214
209.		215
210.		216
211.		217

212.	s47E	218
213.		219
214.		220
215.		221
216.		222
217.		223
218.		224
219.		225
220.		226
221.		227
222.		228
223.		229
224.		230
225.		231
226.		232
227.		233
228.		234
229.		235
230.		236
231.		237
232.		238
233.		239
234.		240
235.		241
236.		242
237.		243
238.		244
239.		245
240.		246
241.		247
242.		248
243.		249
244.		250
245.		251
246.		252
247.		253
248.		254
249.		255
250.		256
251.		257
252.		258
253.		259
254.		260
255.		261
256.		262
257.		263
258.		264
259.		265
260.		266
261.		267
262.		268
263.		269
264.		270
265.		271
266.		272
267.		273
268.		274
269.		275
270.		276
271.		277
272.		278
273.		279
274.		280
275.		281
276.		282
277.		283
278.		284
279.		285
280.		286
281.		287
282.		288

283.	s47E	289
284.		290
285.		291
286.		292
287.		293
288.		294
289.		295
290.		296
291.		297
292.		298
293.		299
294.		300
295.		301
296.		302
297.		303
298.		304
299.		305
300.		306
301.		307
302.		308
303.		309
304.		310
305.		311
306.		312
307.		313
308.		314
309.		315
310.		316
311.		317
312.		318
313.		319
314.		320
315.		321
316.		322
317.		323
318.		324
319.		325
320.		326
321.		327
322.		328
323.		329
324.		330

Climate Scan for Defence Organisation

[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%	83%	87%
CMS Transactions > 60 days	16403 Count (212.1 per 1000)	0 Count (0.0 per 1000)	16403 Count (212.1 per 1000)
Leave Balance > 60 days	6%	2%	6%
Unscheduled Absences (APS) (in days)	13.9	14.0	13.9
ADF Short Leave (in days)	4.4	4.4	4.4
UB Complaints Received	763 Count (9.9 per 1000)	788 Count (10.1 per 1000)	763 Count (9.9 per 1000)
s47E	s47E	s47E	s47E
s47E	s47E	s47E	s47E
Work Health and Safety Events	216 Count (2.8 per 1000)	677 Count (8.7 per 1000)	216 Count (2.8 per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	30%	30%	27%	27%
Meeting Effectiveness*	42%	42%	40%	40%
s33				
Defence Engagement	62%	62%	64%	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
77,339	4,492	7,781	3,316	2,697	1,813	41,932	4,103	11,205

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

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	63%	63%
Support for Diversity	85%	85%	83%	83%
Role Clarity	75%	75%	74%	74%
Learning and Development	35%	35%	37%	37%
Innovation	57%	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)	93%	93%	87%
CMS Transactions > 60 days	1016 Count (s47E per 1000)	1886 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	4%	1%	6%
Unscheduled Absences (APS) (in days)	14.7	15.0	13.9
ADF Short Leave (in days)	5.2	5.4	4.4
UB Complaints Received	146 Count (s47E per 1000)	155 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E	s47E	s47E
s47E	s47E	s47E	s47E
Work Health and Safety Events	37 Count (s47E per 1000)	77 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	71%	30%	75%	27%
Meeting Effectiveness*	61%	42%	55%	40%
s33				
Defence Engagement	67%	62%	67%	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	63%	59%	61%	56%
UB Management	74%	68%	73%	66%
Performance Conversations	62%	60%	61%	61%
s33				
Senior Leadership Communication	31%	28%	35%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	64%	63%
Support for Diversity	87%	85%	84%	83%
Role Clarity	77%	75%	76%	74%
Learning and Development	37%	35%	39%	37%
Innovation	61%	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.

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[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)	89%	82%	87%
CMS Transactions > 60 days	2226 Count (s47E per 1000)	2462 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	4%	1%	6%
Unscheduled Absences (APS) (in days)	13.3	13.1	13.9
ADF Short Leave (in days)	4.7	4.3	4.4
UB Complaints Received	196 Count (s47E per 1000)	262 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E	s47E	s47E
s47E	s47E	s47E	s47E
Work Health and Safety Events	65 Count (s47E per 1000)	242 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	78%	30%	82%	27%
Meeting Effectiveness*	65%	42%	66%	40%
s33				
Defence Engagement	64%	62%	64%	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%	56%
UB Management	71%	68%	68%	66%
Performance Conversations	56%	60%	58%	61%
s33				
Senior Leadership Communication	27%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	53%	64%	52%	63%
Support for Diversity	85%	85%	80%	83%
Role Clarity	76%	75%	72%	74%
Learning and Development	37%	35%	38%	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)	84%	70%	87%
CMS Transactions > 60 days	106 Count (s47E per 1000)	359 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	4%	4%	6%
Unscheduled Absences (APS) (in days)	12.5	12.6	13.9
ADF Short Leave (in days)	2.9	2.6	4.4
UB Complaints Received	6 Count (s47E per 1000)	5 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E	s47E	s47E
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*	57%	30%	N/A	27%
Meeting Effectiveness*	54%	42%	N/A	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	88%	85%	87%
CMS Transactions > 60 days	1735 Count s47E per 1000)	2843 Count (528.1 per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	5%	6%
Unscheduled Absences (APS) (in days)	14.2	14.2	13.9
ADF Short Leave (in days)	3.0	3.0	4.4
UB Complaints Received	28 Count s47E per 1000)	29 Count (5.4 per 1000)	763 Count s47E per 1000)
s47E	s47E	s47E	s47E
s47E	s47E	s47E	s47E
Work Health and Safety Events	15 Count s47E per 1000)	54 Count (10.0 per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	71%	30%	79%	27%
Meeting Effectiveness*	58%	42%	58%	40%
s33				
Defence Engagement	57%	62%	60%	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	53%	59%	52%	56%
UB Management	62%	68%	61%	66%
Performance Conversations	61%	60%	59%	61%
s33				
Senior Leadership Communication	22%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	73%	63%
Support for Diversity	83%	85%	82%	83%
Role Clarity	71%	75%	74%	74%
Learning and Development	30%	35%	32%	37%
Innovation	51%	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)	86%	85%	87%
CMS Transactions > 60 days	414 Count s47E per 1000)	315 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	7%	6%
Unscheduled Absences (APS) (in days)	15.5	14.3	13.9
ADF Short Leave (in days)	N/A	2.0	4.4
UB Complaints Received	4 Count (s47E per 1000)	1 Count (s47E per 1000)	763 Count s47E per 1000)
s47E	s47E	s47E	s47E
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*	86%	30%	88%	27%
Meeting Effectiveness*	81%	42%	76%	40%
s33				
Defence Engagement	38%	62%	47%	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	42%	59%	50%	56%
UB Management	40%	68%	46%	66%
Performance Conversations	55%	60%	57%	61%
s33				
Senior Leadership Communication	6%	28%	17%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	70%	64%	68%	63%
Support for Diversity	75%	85%	77%	83%
Role Clarity	67%	75%	68%	74%
Learning and Development	17%	35%	35%	37%
Innovation	47%	57%	49%	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)	84%	71%	87%
CMS Transactions > 60 days	109 Count s47E per 1000)	287 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	2%	6%
Unscheduled Absences (APS) (in days)	12.4	12.7	13.9
ADF Short Leave (in days)	2.8	2.7	4.4
UB Complaints Received	9 Count s47E per 1000)	9 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E	s47E	s47E
s47E	s47E	s47E	s47E
Work Health and Safety Events	4 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*	74%	30%	70%	27%
Meeting Effectiveness*	65%	42%	63%	40%
s33				
Defence Engagement	56%	62%	56%	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	51%	59%	47%	56%
UB Management	59%	68%	55%	66%
Performance Conversations	59%	60%	62%	61%
s33				
Senior Leadership Communication	25%	28%	28%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	72%	64%	73%	63%
Support for Diversity	84%	85%	84%	83%
Role Clarity	69%	75%	69%	74%
Learning and Development	29%	35%	31%	37%
Innovation	49%	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)	83%	82%	87%
CMS Transactions > 60 days	6694 Count (s47E per 1000)	5599 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	8%	7%	6%
Unscheduled Absences (APS) (in days)	11.3	11.1	13.9
ADF Short Leave (in days)	1.0	2.0	4.4
UB Complaints Received	7 Count (s47E per 1000)	3 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E	s47E	s47E
s47E	s47E	s47E	s47E
Work Health and Safety Events	4 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*	56%	30%	72%	27%
Meeting Effectiveness*	45%	42%	58%	40%
s33				
Defence Engagement	51%	62%	58%	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	51%	59%	47%	56%
UB Management	59%	68%	56%	66%
Performance Conversations	64%	60%	58%	61%
s33				
Senior Leadership Communication	19%	28%	22%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	78%	63%
Support for Diversity	84%	85%	83%	83%
Role Clarity	71%	75%	67%	74%
Learning and Development	37%	35%	40%	37%
Innovation	68%	57%	70%	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)	87%	84%	87%
CMS Transactions > 60 days	289 Count s47E per 1000)	363 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	3%	6%
Unscheduled Absences (APS) (in days)	13.9	13.7	13.9
ADF Short Leave (in days)	3.5	3.6	4.4
UB Complaints Received	4 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)	5 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	46%	30%	47%	27%
Meeting Effectiveness*	42%	42%	48%	40%
s33				
Defence Engagement	55%	62%	64%	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	55%	59%	49%	56%
UB Management	53%	68%	43%	66%
Performance Conversations	66%	60%	60%	61%
s33				
Senior Leadership Communication	26%	28%	30%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	76%	63%
Support for Diversity	82%	85%	78%	83%
Role Clarity	82%	75%	82%	74%
Learning and Development	38%	35%	33%	37%
Innovation	61%	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)	86%	79%	87%
CMS Transactions > 60 days	91 Count s47E per 1000)	332 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	3%	6%
Unscheduled Absences (APS) (in days)	12.4	14.1	13.9
ADF Short Leave (in days)	2.8	2.6	4.4
UB Complaints Received	5 Count s47E per 1000)	9 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 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*	75%	30%	77%	27%
Meeting Effectiveness*	59%	42%	64%	40%
s33				
Defence Engagement	56%	62%	61%	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	55%	59%	53%	56%
UB Management	59%	68%	54%	66%
Performance Conversations	63%	60%	63%	61%
s33				
Senior Leadership Communication	29%	28%	37%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	79%	63%
Support for Diversity	86%	85%	85%	83%
Role Clarity	81%	75%	74%	74%
Learning and Development	34%	35%	39%	37%
Innovation	61%	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

[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%	89%	87%
CMS Transactions > 60 days	216 Count s47E per 1000)	370 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	5%	6%
Unscheduled Absences (APS) (in days)	15.3	15.7	13.9
ADF Short Leave (in days)	2.8	3.3	4.4
UB Complaints Received	20 Count s47E per 1000)	19 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	34 Count s47E per 1000)	55 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	81%	30%	75%	27%
Meeting Effectiveness*	63%	42%	66%	40%
s33				
Defence Engagement	49%	62%	58%	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	51%	59%	49%	56%
UB Management	51%	68%	56%	66%
Performance Conversations	61%	60%	62%	61%
s33				
Senior Leadership Communication	19%	28%	29%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	72%	64%	80%	63%
Support for Diversity	80%	85%	82%	83%
Role Clarity	71%	75%	71%	74%
Learning and Development	27%	35%	31%	37%
Innovation	49%	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 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)	96%	89%	87%
CMS Transactions > 60 days	346 Count s47E per 1000)	615 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	2%	6%
Unscheduled Absences (APS) (in days)	15.7	14.8	13.9
ADF Short Leave (in days)	2.5	3.0	4.4
UB Complaints Received	47 Count s47E per 1000)	23 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	6 Count s47E per 1000)	39 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	80%	30%	N/A	27%
Meeting Effectiveness*	63%	42%	N/A	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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)	79%	75%	87%
CMS Transactions > 60 days	263 Count s47E per 1000)	411 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	3%	6%
Unscheduled Absences (APS) (in days)	15.9	24.4	13.9
ADF Short Leave (in days)	2.6	3.0	4.4
UB Complaints Received	12 Count (s47E per 1000)	13 Count (s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count s47E per 1000)	15 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	44%	30%	46%	27%
Meeting Effectiveness*	50%	42%	27%	40%
s33				
Defence Engagement	70%	62%	69%	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	60%	59%	54%	56%
UB Management	79%	68%	75%	66%
Performance Conversations	56%	60%	61%	61%
s33				
Senior Leadership Communication	39%	28%	42%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	57%	64%	61%	63%
Support for Diversity	84%	85%	87%	83%
Role Clarity	75%	75%	75%	74%
Learning and Development	35%	35%	42%	37%
Innovation	59%	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

[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)	78%	69%	87%
CMS Transactions > 60 days	1528 Count s47E per 1000)	3020 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	1%	6%
Unscheduled Absences (APS) (in days)	12.3	12.5	13.9
ADF Short Leave (in days)	2.8	3.3	4.4
UB Complaints Received	258 Count s47E per 1000)	241 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	37 Count s47E per 1000)	151 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	76%	30%	71%	27%
Meeting Effectiveness*	68%	42%	66%	40%
s33				
Defence Engagement	64%	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	62%	59%	60%	56%
UB Management	72%	68%	70%	66%
Performance Conversations	62%	60%	64%	61%
s33				
Senior Leadership Communication	30%	28%	31%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	57%	64%	55%	63%
Support for Diversity	87%	85%	84%	83%
Role Clarity	75%	75%	76%	74%
Learning and Development	35%	35%	38%	37%
Innovation	55%	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

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)	81%	80%	87%
CMS Transactions > 60 days	1369 Count s47E per 1000)	1457 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	7%	6%
Unscheduled Absences (APS) (in days)	11.0	10.9	13.9
ADF Short Leave (in days)	2.4	3.2	4.4
UB Complaints Received	21 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)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	59%	30%	63%	27%
Meeting Effectiveness*	49%	42%	55%	40%
s33				
Defence Engagement	58%	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	62%	59%	52%	56%
UB Management	68%	68%	61%	66%
Performance Conversations	67%	60%	62%	61%
s33				
Senior Leadership Communication	31%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	77%	63%
Support for Diversity	89%	85%	86%	83%
Role Clarity	80%	75%	77%	74%
Learning and Development	41%	35%	43%	37%
Innovation	69%	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: 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)	84%	80%	87%
CMS Transactions > 60 days	433 Count s47E per 1000)	373 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	2%	6%
Unscheduled Absences (APS) (in days)	11.8	15.3	13.9
ADF Short Leave (in days)	3.1	3.3	4.4
UB Complaints Received	5 Count s47E per 1000)	15 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*	40%	30%	--	27%
Meeting Effectiveness*	37%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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%	96%	87%
CMS Transactions > 60 days	582 Count s47E per 1000)	1357 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	0%	6%
Unscheduled Absences (APS) (in days)	15.7	14.6	13.9
ADF Short Leave (in days)	5.2	5.4	4.4
UB Complaints Received	141 Count s47E per 1000)	140 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	37 Count s47E per 1000)	73 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	27%	30%	26%	27%
Meeting Effectiveness*	39%	42%	44%	40%
s33				
Defence Engagement	66%	62%	66%	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	62%	59%	60%	56%
UB Management	74%	68%	73%	66%
Performance Conversations	61%	60%	61%	61%
s33				
Senior Leadership Communication	29%	28%	34%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	65%	64%	62%	63%
Support for Diversity	87%	85%	84%	83%
Role Clarity	77%	75%	76%	74%
Learning and Development	36%	35%	38%	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

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%	92%	87%
CMS Transactions > 60 days	25 Count s47E per 1000)	23 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	1%	6%
Unscheduled Absences (APS) (in days)	10.9	16.6	13.9
ADF Short Leave (in days)	3.2	1.7	4.4
UB Complaints Received	7 Count s47E per 1000)	7 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	7 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	65%	62%	58%	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	62%	59%	61%	56%
UB Management	79%	68%	64%	66%
Performance Conversations	57%	60%	59%	61%
s33				
Senior Leadership Communication	31%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	59%	64%	52%	63%
Support for Diversity	88%	85%	79%	83%
Role Clarity	75%	75%	68%	74%
Learning and Development	41%	35%	30%	37%
Innovation	63%	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)	97%	93%	87%
CMS Transactions > 60 days	62 Count s47E per 1000)	223 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	1%	6%
Unscheduled Absences (APS) (in days)	12.6	12.0	13.9
ADF Short Leave (in days)	5.2	5.7	4.4
UB Complaints Received	24 Count s47E per 1000)	32 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count s47E per 1000)	20 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	10%	30%	14%	27%
Meeting Effectiveness*	19%	42%	35%	40%
s33				
Defence Engagement	64%	62%	69%	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	57%	59%	60%	56%
UB Management	70%	68%	69%	66%
Performance Conversations	57%	60%	63%	61%
s33				
Senior Leadership Communication	26%	28%	32%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	60%	64%	59%	63%
Support for Diversity	81%	85%	78%	83%
Role Clarity	76%	75%	76%	74%
Learning and Development	30%	35%	43%	37%
Innovation	50%	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)	91%	77%	87%
CMS Transactions > 60 days	324 Count s47E per 1000)	215 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	3%	6%
Unscheduled Absences (APS) (in days)	13.2	17.4	13.9
ADF Short Leave (in days)	3.5	4.1	4.4
UB Complaints Received	11 Count s47E per 1000)	24 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	5 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%	14%	27%
Meeting Effectiveness*	--	42%	45%	40%
s33				
Defence Engagement	77%	62%	74%	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%	65%	56%
UB Management	79%	68%	76%	66%
Performance Conversations	59%	60%	65%	61%
s33				
Senior Leadership Communication	53%	28%	42%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	63%	64%	68%	63%
Support for Diversity	90%	85%	86%	83%
Role Clarity	81%	75%	81%	74%
Learning and Development	46%	35%	48%	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)	87%	83%	87%
CMS Transactions > 60 days	1053 Count47E per 1000)	1031 Count47E per 1000)	16403 Count47E per 1000)
Leave Balance > 60 days	4%	1%	6%
Unscheduled Absences (APS) (in days)	12.4	12.1	13.9
ADF Short Leave (in days)	4.5	4.4	4.4
UB Complaints Received	173 Count47Eper 1000)	216 Count47E per 1000)	763 Count 47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	53 Count47E per 1000)	224 Count47E per 1000)	216 Count47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	13%	30%	20%	27%
Meeting Effectiveness*	29%	42%	28%	40%
s33				
Defence Engagement	63%	62%	64%	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%	55%	56%
UB Management	69%	68%	68%	66%
Performance Conversations	55%	60%	57%	61%
s33				
Senior Leadership Communication	25%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	51%	64%	50%	63%
Support for Diversity	84%	85%	80%	83%
Role Clarity	74%	75%	71%	74%
Learning and Development	36%	35%	37%	37%
Innovation	54%	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	11 Count s47E per 1000)	36 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	8%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.0	2.8	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)	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.
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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)	98%	100%	87%
CMS Transactions > 60 days	685 Count (s47E per 1000)	112 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	8%	11%	6%
Unscheduled Absences (APS) (in days)	11.1	8.6	13.9
ADF Short Leave (in days)	2.5	2.7	4.4
UB Complaints Received	5 Count (s47E per 1000)	11 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	65%	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	61%	59%	--	56%
UB Management	76%	68%	--	66%
Performance Conversations	62%	60%	--	61%
s33				
Senior Leadership Communication	24%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	--	63%
Support for Diversity	90%	85%	--	83%
Role Clarity	85%	75%	--	74%
Learning and Development	43%	35%	--	37%
Innovation	70%	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: 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	128 Count s47E per 1000)	107 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)	2.7	2.3	4.4
UB Complaints Received	0 Count s47Eper 1000)	2 Count s47Eper 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 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	53%	62%	50%	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	60%	59%	55%	56%
UB Management	62%	68%	67%	66%
Performance Conversations	53%	60%	29%	61%
s33				
Senior Leadership Communication	13%	28%	33%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	45%	64%	42%	63%
Support for Diversity	70%	85%	83%	83%
Role Clarity	67%	75%	55%	74%
Learning and Development	14%	35%	55%	37%
Innovation	47%	57%	42%	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)	87%	63%	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%	6%	6%
Unscheduled Absences (APS) (in days)	9.5	11.3	13.9
ADF Short Leave (in days)	N/A	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)

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 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 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 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)	50%	25%	87%
CMS Transactions > 60 days	0 Count47E per 1000)	131 Count47E per 1000)	16403 Count47E per 1000)
Leave Balance > 60 days	50%	19%	6%
Unscheduled Absences (APS) (in days)	5.3	17.4	13.9
ADF Short Leave (in days)	2.0	2.2	4.4
UB Complaints Received	0 Count47Eper 1000)	0 Count47E per 1000)	763 Count47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count47Eper 1000)	0 Count47Eper 1000)	216 Count47E 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%	--	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%	--	56%
UB Management	90%	68%	--	66%
Performance Conversations	50%	60%	--	61%
s33				
Senior Leadership Communication	30%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	60%	64%	--	63%
Support for Diversity	80%	85%	--	83%
Role Clarity	90%	75%	--	74%
Learning and Development	60%	35%	--	37%
Innovation	70%	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)	53%	62%	87%
CMS Transactions > 60 days	25 Count s47E per 1000)	36 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	20.1	10.5	13.9
ADF Short Leave (in days)	2.1	2.1	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)	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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%	72%	87%
CMS Transactions > 60 days	81 Count s47E per 1000)	192 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	5%	6%
Unscheduled Absences (APS) (in days)	12.2	12.8	13.9
ADF Short Leave (in days)	3.5	3.0	4.4
UB Complaints Received	5 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*	42%	30%	--	27%
Meeting Effectiveness*	46%	42%	--	40%
s33				
Defence Engagement	68%	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	57%	59%	--	56%
UB Management	80%	68%	--	66%
Performance Conversations	52%	60%	--	61%
s33				
Senior Leadership Communication	21%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	74%	64%	--	63%
Support for Diversity	85%	85%	--	83%
Role Clarity	86%	75%	--	74%
Learning and Development	40%	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: 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)	89%	86%	87%
CMS Transactions > 60 days	290 Count s47E per 1000)	299 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	2%	6%
Unscheduled Absences (APS) (in days)	16.3	15.2	13.9
ADF Short Leave (in days)	3.0	3.2	4.4
UB Complaints Received	6 Coun s47E per 1000)	11 Count s47E per 1000)	763 Count s47E per 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%	30%	21%	27%
Meeting Effectiveness*	33%	42%	42%	40%
s33				
Defence Engagement	63%	62%	66%	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	70%	68%	65%	66%
Performance Conversations	66%	60%	67%	61%
s33				
Senior Leadership Communication	26%	28%	31%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	79%	64%	80%	63%
Support for Diversity	89%	85%	84%	83%
Role Clarity	75%	75%	73%	74%
Learning and Development	34%	35%	38%	37%
Innovation	57%	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



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)	57%	40%	87%
CMS Transactions > 60 days	0 Count47Eper 1000)	3 Count47E per 1000)	16403 Count47E per 1000)
Leave Balance > 60 days	17%	10%	6%
Unscheduled Absences (APS) (in days)	14.6	4.4	13.9
ADF Short Leave (in days)	2.0	2.2	4.4
UB Complaints Received	0 Count47Eper 1000)	0 Count47E per 1000)	763 Count47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count47E per 1000)	0 Count47Eper 1000)	216 Coun47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	41%	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%	51%	56%
UB Management	51%	68%	47%	66%
Performance Conversations	61%	60%	61%	61%
s33				
Senior Leadership Communication	17%	28%	15%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	70%	63%
Support for Diversity	75%	85%	75%	83%
Role Clarity	72%	75%	82%	74%
Learning and Development	25%	35%	36%	37%
Innovation	58%	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)	89%	88%	87%
CMS Transactions > 60 days	55 Count s47E per 1000)	29 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	4%	6%
Unscheduled Absences (APS) (in days)	12.7	13.9	13.9
ADF Short Leave (in days)	N/A	1.0	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*	27%	30%	--	27%
Meeting Effectiveness*	43%	42%	--	40%
s33				
Defence Engagement	43%	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	49%	59%	58%	56%
UB Management	57%	68%	48%	66%
Performance Conversations	62%	60%	66%	61%
s33				
Senior Leadership Communication	14%	28%	15%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	72%	64%	67%	63%
Support for Diversity	77%	85%	73%	83%
Role Clarity	79%	75%	88%	74%
Learning and Development	29%	35%	30%	37%
Innovation	55%	57%	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.
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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%	91%	87%
CMS Transactions > 60 days	11 Count s47E per 1000)	16 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	4%	6%
Unscheduled Absences (APS) (in days)	13.9	11.9	13.9
ADF Short Leave (in days)	3.0	2.6	4.4
UB Complaints Received	5 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)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	21%	30%	20%	27%
Meeting Effectiveness*	65%	42%	60%	40%
s33				
Defence Engagement	61%	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	61%	59%	55%	56%
UB Management	71%	68%	75%	66%
Performance Conversations	66%	60%	64%	61%
s33				
Senior Leadership Communication	25%	28%	36%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	79%	64%	77%	63%
Support for Diversity	84%	85%	82%	83%
Role Clarity	75%	75%	80%	74%
Learning and Development	24%	35%	34%	37%
Innovation	52%	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.
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N/A indicates that the data is not available.
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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)	83%	84%	87%
CMS Transactions > 60 days	67 Count s47E per 1000)	181 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	0%	6%
Unscheduled Absences (APS) (in days)	7.9	7.3	13.9
ADF Short Leave (in days)	2.8	3.1	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	58%	62%	76%	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	41%	59%	50%	56%
UB Management	64%	68%	53%	66%
Performance Conversations	59%	60%	52%	61%
s33				
Senior Leadership Communication	32%	28%	33%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	77%	64%	58%	63%
Support for Diversity	86%	85%	84%	83%
Role Clarity	58%	75%	70%	74%
Learning and Development	32%	35%	45%	37%
Innovation	64%	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)	86%	85%	87%
CMS Transactions > 60 days	443 Count s47E per 1000)	885 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	9%	6%	6%
Unscheduled Absences (APS) (in days)	13.7	14.6	13.9
ADF Short Leave (in days)	3.2	3.0	4.4
UB Complaints Received	5 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)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	17%	30%	16%	27%
Meeting Effectiveness*	41%	42%	32%	40%
s33				
Defence Engagement	56%	62%	60%	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	47%	59%	50%	56%
UB Management	57%	68%	55%	66%
Performance Conversations	53%	60%	59%	61%
s33				
Senior Leadership Communication	17%	28%	17%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	71%	63%
Support for Diversity	82%	85%	85%	83%
Role Clarity	70%	75%	71%	74%
Learning and Development	28%	35%	26%	37%
Innovation	49%	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: 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)	92%	90%	87%
CMS Transactions > 60 days	424 Count s47E per 1000)	921 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	7%	6%
Unscheduled Absences (APS) (in days)	13.8	13.3	13.9
ADF Short Leave (in days)	3.2	2.7	4.4
UB Complaints Received	3 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)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	49%	30%	16%	27%
Meeting Effectiveness*	57%	42%	57%	40%
s33				
Defence Engagement	56%	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	52%	59%	46%	56%
UB Management	60%	68%	60%	66%
Performance Conversations	59%	60%	57%	61%
s33				
Senior Leadership Communication	25%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	70%	63%
Support for Diversity	83%	85%	83%	83%
Role Clarity	74%	75%	75%	74%
Learning and Development	31%	35%	30%	37%
Innovation	46%	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)	86%	83%	87%
CMS Transactions > 60 days	65 Count s47E per 1000)	152 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	5%	6%
Unscheduled Absences (APS) (in days)	14.0	14.0	13.9
ADF Short Leave (in days)	3.0	2.9	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	6 Count s47E per 1000)	23 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	17%	30%	16%	27%
Meeting Effectiveness*	36%	42%	29%	40%
s33				
Defence Engagement	60%	62%	53%	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	51%	59%	51%	56%
UB Management	63%	68%	69%	66%
Performance Conversations	64%	60%	54%	61%
s33				
Senior Leadership Communication	20%	28%	21%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	68%	64%	73%	63%
Support for Diversity	82%	85%	76%	83%
Role Clarity	65%	75%	69%	74%
Learning and Development	32%	35%	27%	37%
Innovation	53%	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)	78%	72%	87%
CMS Transactions > 60 days	75 Count s47E per 1000)	62 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	9%	6%
Unscheduled Absences (APS) (in days)	13.6	11.0	13.9
ADF Short Leave (in days)	1.0	N/A	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*	28%	30%	--	27%
Meeting Effectiveness*	23%	42%	--	40%
s33				
Defence Engagement	36%	62%	52%	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	42%	59%	36%	56%
UB Management	44%	68%	41%	66%
Performance Conversations	62%	60%	50%	61%
s33				
Senior Leadership Communication	21%	28%	17%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	71%	63%
Support for Diversity	73%	85%	75%	83%
Role Clarity	67%	75%	71%	74%
Learning and Development	29%	35%	37%	37%
Innovation	63%	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



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%	79%	87%
CMS Transactions > 60 days	42 Count s47E per 1000)	35 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	10%	7%	6%
Unscheduled Absences (APS) (in days)	11.6	12.6	13.9
ADF Short Leave (in days)	2.7	3.7	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	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
Meeting Frequency*	24%	30%	24%	27%
Meeting Effectiveness*	39%	42%	32%	40%
s33				
Defence Engagement	63%	62%	57%	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%	38%	56%
UB Management	60%	68%	46%	66%
Performance Conversations	58%	60%	52%	61%
s33				
Senior Leadership Communication	20%	28%	19%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	66%	64%	58%	63%
Support for Diversity	96%	85%	79%	83%
Role Clarity	68%	75%	73%	74%
Learning and Development	35%	35%	23%	37%
Innovation	45%	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)	81%	64%	87%
CMS Transactions > 60 days	259 Count s47E per 1000)	191 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	10%	8%	6%
Unscheduled Absences (APS) (in days)	12.4	11.8	13.9
ADF Short Leave (in days)	1.9	1.9	4.4
UB Complaints Received	2 Count s47Eper 1000)	1 Count s47E per 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count s47Eper 1000)	18 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	48%	30%	35%	27%
Meeting Effectiveness*	30%	42%	36%	40%
s33				
Defence Engagement	47%	62%	63%	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	41%	59%	56%	56%
UB Management	51%	68%	60%	66%
Performance Conversations	55%	60%	54%	61%
s33				
Senior Leadership Communication	12%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	75%	63%
Support for Diversity	74%	85%	79%	83%
Role Clarity	55%	75%	66%	74%
Learning and Development	22%	35%	32%	37%
Innovation	32%	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)	88%	85%	87%
CMS Transactions > 60 days	123 Count s47E per 1000)	63 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	5%	6%
Unscheduled Absences (APS) (in days)	17.3	12.8	13.9
ADF Short Leave (in days)	N/A	N/A	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
Meeting Frequency*	15%	30%	--	27%
Meeting Effectiveness*	22%	42%	--	40%
s33				
Defence Engagement	--	62%	--	64%

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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%	86%	87%
CMS Transactions > 60 days	10 Count (s47E per 1000)	4 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	12%	10%	6%
Unscheduled Absences (APS) (in days)	7.6	11.0	13.9
ADF Short Leave (in days)	N/A	2.0	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%	10%	27%
Meeting Effectiveness*	--	42%	30%	40%
s33				
Defence Engagement	20%	62%	18%	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	43%	59%	40%	56%
UB Management	43%	68%	--	66%
Performance Conversations	43%	60%	55%	61%
s33				
Senior Leadership Communication	7%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	71%	64%	--	63%
Support for Diversity	77%	85%	--	83%
Role Clarity	80%	75%	60%	74%
Learning and Development	21%	35%	20%	37%
Innovation	64%	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: 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)	84%	86%	87%
CMS Transactions > 60 days	281 Count s47E per 1000)	230 Count s47E per 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	8%	7%	6%
Unscheduled Absences (APS) (in days)	11.7	14.1	13.9
ADF Short Leave (in days)	N/A	N/A	4.4
UB Complaints Received	3 Count s47E per 1000)	0 Count s47Eper 1000)	763 Count s47E per 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*	13%	30%	--	27%
Meeting Effectiveness*	15%	42%	--	40%
s33				
Defence Engagement	41%	62%	50%	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	41%	59%	50%	56%
UB Management	36%	68%	44%	66%
Performance Conversations	59%	60%	49%	61%
s33				
Senior Leadership Communication	8%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	75%	64%	78%	63%
Support for Diversity	79%	85%	87%	83%
Role Clarity	75%	75%	73%	74%
Learning and Development	17%	35%	34%	37%
Innovation	44%	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)	88%	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)	4.9	N/A	13.9
ADF Short Leave (in days)	N/A	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*	38%	30%	--	27%
Meeting Effectiveness*	46%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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	50%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	41 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	2%	6%
Unscheduled Absences (APS) (in days)	7.7	10.9	13.9
ADF Short Leave (in days)	5.7	9.0	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)	0 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	25%	30%	24%	27%
Meeting Effectiveness*	11%	42%	30%	40%
s33				
Defence Engagement	60%	62%	50%	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	46%	59%	45%	56%
UB Management	67%	68%	54%	66%
Performance Conversations	50%	60%	54%	61%
s33				
Senior Leadership Communication	33%	28%	17%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	91%	63%
Support for Diversity	85%	85%	86%	83%
Role Clarity	72%	75%	55%	74%
Learning and Development	31%	35%	18%	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)	71%	N/A	87%
CMS Transactions > 60 days	23 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	6%	N/A	6%
Unscheduled Absences (APS) (in days)	5.0	N/A	13.9
ADF Short Leave (in days)	3.3	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
Meeting Frequency*	63%	30%	--	27%
Meeting Effectiveness*	33%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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: 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)	89%	N/A	87%
CMS Transactions > 60 days	30 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	10%	N/A	6%
Unscheduled Absences (APS) (in days)	6.8	N/A	13.9
ADF Short Leave (in days)	3.0	N/A	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*	31%	30%	--	27%
Meeting Effectiveness*	58%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	88%	71%	87%
CMS Transactions > 60 days	19 Count s47E per 1000)	51 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	1%	6%
Unscheduled Absences (APS) (in days)	5.5	18.1	13.9
ADF Short Leave (in days)	2.4	1.9	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)	5 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	24%	30%	--	27%
Meeting Effectiveness*	29%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	72%	N/A	87%
CMS Transactions > 60 days	27 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	N/A	6%
Unscheduled Absences (APS) (in days)	3.9	N/A	13.9
ADF Short Leave (in days)	N/A	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*	13%	30%	--	27%
Meeting Effectiveness*	29%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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)	70%	70%	87%
CMS Transactions > 60 days	6 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	0%	6%
Unscheduled Absences (APS) (in days)	6.2	15.5	13.9
ADF Short Leave (in days)	2.3	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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%	83%	87%
CMS Transactions > 60 days	1405 Count s47E per 1000)	631 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	9%	7%	6%
Unscheduled Absences (APS) (in days)	10.6	9.8	13.9
ADF Short Leave (in days)	N/A	N/A	4.4
UB Complaints Received	3 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*	41%	30%	26%	27%
Meeting Effectiveness*	35%	42%	24%	40%
s33				
Defence Engagement	46%	62%	53%	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	53%	59%	45%	56%
UB Management	60%	68%	55%	66%
Performance Conversations	69%	60%	63%	61%
s33				
Senior Leadership Communication	6%	28%	14%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	77%	64%	70%	63%
Support for Diversity	86%	85%	93%	83%
Role Clarity	71%	75%	71%	74%
Learning and Development	31%	35%	33%	37%
Innovation	69%	57%	75%	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%	86%	87%
CMS Transactions > 60 days	509 Count s47E per 1000)	680 Count (2s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	9%	7%	6%
Unscheduled Absences (APS) (in days)	11.2	9.7	13.9
ADF Short Leave (in days)	N/A	N/A	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
Meeting Frequency*	35%	30%	12%	27%
Meeting Effectiveness*	57%	42%	32%	40%
s33				
Defence Engagement	49%	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	54%	59%	50%	56%
UB Management	60%	68%	67%	66%
Performance Conversations	74%	60%	70%	61%
s33				
Senior Leadership Communication	17%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	83%	63%
Support for Diversity	83%	85%	83%	83%
Role Clarity	72%	75%	73%	74%
Learning and Development	39%	35%	42%	37%
Innovation	70%	57%	80%	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%	83%	87%
CMS Transactions > 60 days	1427 Count s47E per 1000)	1240 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	5%	6%
Unscheduled Absences (APS) (in days)	9.7	9.7	13.9
ADF Short Leave (in days)	N/A	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*	35%	30%	10%	27%
Meeting Effectiveness*	45%	42%	17%	40%
s33				
Defence Engagement	52%	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	51%	59%	41%	56%
UB Management	60%	68%	58%	66%
Performance Conversations	61%	60%	57%	61%
s33				
Senior Leadership Communication	20%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	91%	64%	81%	63%
Support for Diversity	84%	85%	94%	83%
Role Clarity	62%	75%	53%	74%
Learning and Development	44%	35%	43%	37%
Innovation	68%	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)	77%	72%	87%
CMS Transactions > 60 days	412 Count s47E per 1000)	378 Count s47E per 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	8%	5%	6%
Unscheduled Absences (APS) (in days)	11.5	11.7	13.9
ADF Short Leave (in days)	N/A	N/A	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	0 Count s47Eper 1000)	1 Count (s47Eper 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	38%	30%	72%	27%
Meeting Effectiveness*	68%	42%	71%	40%
s33				
Defence Engagement	51%	62%	50%	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	49%	59%	24%	56%
UB Management	39%	68%	44%	66%
Performance Conversations	57%	60%	46%	61%
s33				
Senior Leadership Communication	29%	28%	16%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	68%	63%
Support for Diversity	81%	85%	88%	83%
Role Clarity	72%	75%	60%	74%
Learning and Development	21%	35%	20%	37%
Innovation	65%	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: 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)	81%	86%	87%
CMS Transactions > 60 days	345 Count (s47E per 1000)	450 Count (1s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	7%	8%	6%
Unscheduled Absences (APS) (in days)	10.9	9.3	13.9
ADF Short Leave (in days)	1.0	1.0	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)	0 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	89%	30%	32%	27%
Meeting Effectiveness*	62%	42%	54%	40%
s33				
Defence Engagement	55%	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	57%	59%	57%	56%
UB Management	68%	68%	53%	66%
Performance Conversations	64%	60%	67%	61%
s33				
Senior Leadership Communication	18%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	65%	64%	76%	63%
Support for Diversity	88%	85%	87%	83%
Role Clarity	73%	75%	70%	74%
Learning and Development	45%	35%	56%	37%
Innovation	76%	57%	76%	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%	84%	87%
CMS Transactions > 60 days	536 Count s47E per 1000)	783 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	10%	9%	6%
Unscheduled Absences (APS) (in days)	10.5	9.7	13.9
ADF Short Leave (in days)	N/A	N/A	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*	39%	30%	18%	27%
Meeting Effectiveness*	65%	42%	37%	40%
s33				
Defence Engagement	54%	62%	56%	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%	54%	56%
UB Management	73%	68%	59%	66%
Performance Conversations	64%	60%	56%	61%
s33				
Senior Leadership Communication	23%	28%	13%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	81%	63%
Support for Diversity	93%	85%	78%	83%
Role Clarity	75%	75%	71%	74%
Learning and Development	41%	35%	49%	37%
Innovation	73%	57%	66%	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)	66%	63%	87%
CMS Transactions > 60 days	444 Count (s47E per 1000)	140 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	9%	1%	6%
Unscheduled Absences (APS) (in days)	6.4	9.1	13.9
ADF Short Leave (in days)	N/A	N/A	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*	46%	30%	40%	27%
Meeting Effectiveness*	31%	42%	30%	40%
s33				
Defence Engagement	42%	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	33%	59%	--	56%
UB Management	36%	68%	--	66%
Performance Conversations	58%	60%	--	61%
s33				
Senior Leadership Communication	17%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	27%	64%	--	63%
Support for Diversity	80%	85%	--	83%
Role Clarity	58%	75%	--	74%
Learning and Development	25%	35%	--	37%
Innovation	33%	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)	82%	84%	87%
CMS Transactions > 60 days	682 Count (s47E per 1000)	308 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	8%	5%	6%
Unscheduled Absences (APS) (in days)	14.2	16.3	13.9
ADF Short Leave (in days)	N/A	N/A	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	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*	31%	30%	7%	27%
Meeting Effectiveness*	54%	42%	33%	40%
s33				
Defence Engagement	41%	62%	56%	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	31%	59%	34%	56%
UB Management	35%	68%	31%	66%
Performance Conversations	52%	60%	46%	61%
s33				
Senior Leadership Communication	16%	28%	9%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	71%	64%	74%	63%
Support for Diversity	65%	85%	63%	83%
Role Clarity	71%	75%	65%	74%
Learning and Development	25%	35%	14%	37%
Innovation	55%	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)	84%	79%	87%
CMS Transactions > 60 days	239 Count s47E per 1000)	94 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	8%	6%
Unscheduled Absences (APS) (in days)	9.5	11.0	13.9
ADF Short Leave (in days)	1.0	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*	40%	30%	--	27%
Meeting Effectiveness*	80%	42%	--	40%
s33				
Defence Engagement	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	46%	59%	--	56%
UB Management	69%	68%	--	66%
Performance Conversations	69%	60%	--	61%
s33				
Senior Leadership Communication	31%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	38%	64%	--	63%
Support for Diversity	83%	85%	--	83%
Role Clarity	92%	75%	--	74%
Learning and Development	38%	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)	88%	79%	87%
CMS Transactions > 60 days	638 Count s47E per 1000)	832 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	8%	6%
Unscheduled Absences (APS) (in days)	9.2	9.8	13.9
ADF Short Leave (in days)	1.0	4.0	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	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
Meeting Frequency*	41%	30%	54%	27%
Meeting Effectiveness*	55%	42%	73%	40%
s33				
Defence Engagement	57%	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	49%	59%	47%	56%
UB Management	62%	68%	72%	66%
Performance Conversations	62%	60%	49%	61%
s33				
Senior Leadership Communication	23%	28%	32%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	80%	63%
Support for Diversity	83%	85%	88%	83%
Role Clarity	68%	75%	56%	74%
Learning and Development	44%	35%	47%	37%
Innovation	70%	57%	79%	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)	90%	88%	87%
CMS Transactions > 60 days	11 Count s47E per 1000)	95 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	4%	6%
Unscheduled Absences (APS) (in days)	16.4	14.9	13.9
ADF Short Leave (in days)	3.0	4.5	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	0 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*	49%	30%	33%	27%
Meeting Effectiveness*	57%	42%	58%	40%
s33				
Defence Engagement	56%	62%	56%	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	46%	59%	45%	56%
UB Management	34%	68%	28%	66%
Performance Conversations	67%	60%	61%	61%
s33				
Senior Leadership Communication	13%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	84%	64%	79%	63%
Support for Diversity	79%	85%	83%	83%
Role Clarity	74%	75%	83%	74%
Learning and Development	20%	35%	23%	37%
Innovation	43%	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: 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)	85%	73%	87%
CMS Transactions > 60 days	209 Count s47E per 1000)	207 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	3%	6%
Unscheduled Absences (APS) (in days)	11.6	11.2	13.9
ADF Short Leave (in days)	3.2	3.7	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*	61%	30%	67%	27%
Meeting Effectiveness*	74%	42%	79%	40%
s33				
Defence Engagement	67%	62%	88%	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	75%	59%	56%	56%
UB Management	61%	68%	69%	66%
Performance Conversations	71%	60%	78%	61%
s33				
Senior Leadership Communication	50%	28%	50%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	65%	64%	75%	63%
Support for Diversity	95%	85%	88%	83%
Role Clarity	88%	75%	75%	74%
Learning and Development	57%	35%	63%	37%
Innovation	70%	57%	72%	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)	86%	83%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	1%	5%	6%
Unscheduled Absences (APS) (in days)	11.6	13.0	13.9
ADF Short Leave (in days)	N/A	N/A	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*	45%	30%	43%	27%
Meeting Effectiveness*	41%	42%	42%	40%
s33				
Defence Engagement	51%	62%	56%	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%	56%	56%
UB Management	53%	68%	50%	66%
Performance Conversations	76%	60%	78%	61%
s33				
Senior Leadership Communication	19%	28%	13%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	79%	64%	75%	63%
Support for Diversity	82%	85%	81%	83%
Role Clarity	82%	75%	80%	74%
Learning and Development	39%	35%	44%	37%
Innovation	68%	57%	78%	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)	89%	100%	87%
CMS Transactions > 60 days	21 Count s47E per 1000)	27 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	2%	6%
Unscheduled Absences (APS) (in days)	15.0	11.4	13.9
ADF Short Leave (in days)	3.6	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)	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	69%	62%	90%	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	38%	59%	--	56%
UB Management	67%	68%	--	66%
Performance Conversations	31%	60%	--	61%
s33				
Senior Leadership Communication	38%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	83%	64%	--	63%
Support for Diversity	91%	85%	--	83%
Role Clarity	100%	75%	--	74%
Learning and Development	54%	35%	--	37%
Innovation	62%	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)	78%	82%	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	28 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	1%	6%
Unscheduled Absences (APS) (in days)	10.0	9.4	13.9
ADF Short Leave (in days)	4.7	4.0	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)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	71%	30%	79%	27%
Meeting Effectiveness*	64%	42%	28%	40%
s33				
Defence Engagement	25%	62%	63%	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	27%	59%	42%	56%
UB Management	46%	68%	36%	66%
Performance Conversations	44%	60%	48%	61%
s33				
Senior Leadership Communication	40%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	50%	64%	67%	63%
Support for Diversity	67%	85%	64%	83%
Role Clarity	63%	75%	81%	74%
Learning and Development	33%	35%	35%	37%
Innovation	67%	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



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)	83%	60%	87%
CMS Transactions > 60 days	42 Count s47E per 1000)	4 Count (s47Eper 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	22%	0%	6%
Unscheduled Absences (APS) (in days)	9.5	6.9	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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)	95%	86%	87%
CMS Transactions > 60 days	4 Count s47E per 1000)	30 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	6.4	7.0	13.9
ADF Short Leave (in days)	N/A	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*	25%	30%	--	27%
Meeting Effectiveness*	73%	42%	--	40%
s33				
Defence Engagement	--	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%	--	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)	71%	55%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	82 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	5%	6%
Unscheduled Absences (APS) (in days)	10.5	12.8	13.9
ADF Short Leave (in days)	N/A	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)

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

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)	78%	71%	87%
CMS Transactions > 60 days	17 Count (s47E per 1000)	104 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	1%	1%	6%
Unscheduled Absences (APS) (in days)	14.0	15.4	13.9
ADF Short Leave (in days)	2.1	2.8	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	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
Meeting Frequency*	28%	30%	25%	27%
Meeting Effectiveness*	37%	42%	29%	40%
s33				
Defence Engagement	61%	62%	64%	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%	49%	56%
UB Management	66%	68%	58%	66%
Performance Conversations	65%	60%	62%	61%
s33				
Senior Leadership Communication	34%	28%	37%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	81%	64%	74%	63%
Support for Diversity	86%	85%	83%	83%
Role Clarity	85%	75%	71%	74%
Learning and Development	37%	35%	42%	37%
Innovation	68%	57%	66%	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)	77%	76%	87%
CMS Transactions > 60 days	53 Count s47E per 1000)	68 Count (s47E per 1000)	16403 Count s47E1 per 1000)
Leave Balance > 60 days	3%	3%	6%
Unscheduled Absences (APS) (in days)	13.1	15.5	13.9
ADF Short Leave (in days)	7.3	3.8	4.4
UB Complaints Received	1 Count s47Eper 1000)	0 Count s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	1 Count s47Eper 1000)	1 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	16%	30%	34%	27%
Meeting Effectiveness*	36%	42%	43%	40%
s33				
Defence Engagement	56%	62%	55%	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%	52%	56%
UB Management	58%	68%	52%	66%
Performance Conversations	63%	60%	69%	61%
s33				
Senior Leadership Communication	19%	28%	40%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	85%	64%	89%	63%
Support for Diversity	89%	85%	88%	83%
Role Clarity	73%	75%	71%	74%
Learning and Development	26%	35%	34%	37%
Innovation	59%	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

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)	88%	81%	87%
CMS Transactions > 60 days	17 Count s47E per 1000)	48 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	5%	6%
Unscheduled Absences (APS) (in days)	14.7	15.4	13.9
ADF Short Leave (in days)	2.1	1.4	4.4
UB Complaints Received	0 Count s47E per 1000)	5 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*	26%	30%	14%	27%
Meeting Effectiveness*	45%	42%	34%	40%
s33				
Defence Engagement	53%	62%	63%	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	54%	59%	52%	56%
UB Management	56%	68%	51%	66%
Performance Conversations	62%	60%	60%	61%
s33				
Senior Leadership Communication	29%	28%	36%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	76%	63%
Support for Diversity	87%	85%	84%	83%
Role Clarity	82%	75%	76%	74%
Learning and Development	36%	35%	39%	37%
Innovation	59%	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

[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)	82%	76%	87%
CMS Transactions > 60 days	135 Count s47E per 1000)	114 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	6%	6%
Unscheduled Absences (APS) (in days)	10.3	10.7	13.9
ADF Short Leave (in days)	1.8	2.7	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	16 Count s47E per 1000)	19 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	26%	30%	64%	27%
Meeting Effectiveness*	47%	42%	49%	40%
s33				
Defence Engagement	60%	62%	79%	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	54%	59%	53%	56%
UB Management	53%	68%	63%	66%
Performance Conversations	66%	60%	61%	61%
s33				
Senior Leadership Communication	19%	28%	44%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	68%	64%	81%	63%
Support for Diversity	86%	85%	88%	83%
Role Clarity	77%	75%	79%	74%
Learning and Development	35%	35%	57%	37%
Innovation	51%	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)	86%	68%	87%
CMS Transactions > 60 days	8 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	11%	11%	6%
Unscheduled Absences (APS) (in days)	8.1	11.1	13.9
ADF Short Leave (in days)	N/A	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 s47Eper 1000)	1 Count s47Eper 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	50%	30%	--	27%
Meeting Effectiveness*	60%	42%	--	40%
s33				
Defence Engagement	--	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%	--	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%	91%	87%
CMS Transactions > 60 days	73 Count s47E per 1000)	256 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	5%	6%
Unscheduled Absences (APS) (in days)	15.9	16.3	13.9
ADF Short Leave (in days)	2.9	3.5	4.4
UB Complaints Received	19 Count (s47E per 1000)	18 Count (s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	18 Count s47E per 1000)	33 Count s47E per 1000)	216 Count s47E 8 per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	17%	30%	16%	27%
Meeting Effectiveness*	34%	42%	31%	40%
s33				
Defence Engagement	47%	62%	55%	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%	49%	56%
UB Management	51%	68%	56%	66%
Performance Conversations	60%	60%	64%	61%
s33				
Senior Leadership Communication	19%	28%	28%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	81%	63%
Support for Diversity	79%	85%	82%	83%
Role Clarity	69%	75%	71%	74%
Learning and Development	25%	35%	26%	37%
Innovation	48%	57%	49%	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)	89%	N/A	87%
CMS Transactions > 60 days	9 Count (s47E per 1000)	20 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	13%	6%
Unscheduled Absences (APS) (in days)	9.8	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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)	97%	89%	87%
CMS Transactions > 60 days	41 Count s47E per 1000)	116 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	1%	1%	6%
Unscheduled Absences (APS) (in days)	13.1	14.0	13.9
ADF Short Leave (in days)	2.6	3.0	4.4
UB Complaints Received	10 Count s47E per 1000)	14 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*	14%	30%	--	27%
Meeting Effectiveness*	46%	42%	--	40%
s33				
Defence Engagement	76%	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	60%	59%	56%	56%
UB Management	76%	68%	79%	66%
Performance Conversations	53%	60%	57%	61%
s33				
Senior Leadership Communication	37%	28%	30%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	66%	64%	51%	63%
Support for Diversity	88%	85%	89%	83%
Role Clarity	79%	75%	76%	74%
Learning and Development	44%	35%	45%	37%
Innovation	55%	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)	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)	1.0	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 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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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)	94%	83%	87%
CMS Transactions > 60 days	74 Count s47E per 1000)	141 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	2%	6%
Unscheduled Absences (APS) (in days)	15.9	14.8	13.9
ADF Short Leave (in days)	2.5	3.0	4.4
UB Complaints Received	22 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)	6 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	21%	30%	--	27%
Meeting Effectiveness*	26%	42%	--	40%
s33				
Defence Engagement	54%	62%	67%	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%	51%	56%
UB Management	55%	68%	60%	66%
Performance Conversations	56%	60%	58%	61%
s33				
Senior Leadership Communication	24%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	66%	64%	69%	63%
Support for Diversity	79%	85%	90%	83%
Role Clarity	77%	75%	84%	74%
Learning and Development	28%	35%	36%	37%
Innovation	54%	57%	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)	97%	94%	87%
CMS Transactions > 60 days	222 Count s47E per 1000)	338 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	3%	6%
Unscheduled Absences (APS) (in days)	16.1	14.9	13.9
ADF Short Leave (in days)	2.6	2.8	4.4
UB Complaints Received	15 Count s47E per 1000)	5 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 Count s47E per 1000)	25 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	19%	30%	--	27%
Meeting Effectiveness*	42%	42%	--	40%
s33				
Defence Engagement	57%	62%	60%	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%	55%	56%
UB Management	62%	68%	61%	66%
Performance Conversations	61%	60%	67%	61%
s33				
Senior Leadership Communication	20%	28%	21%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	70%	64%	70%	63%
Support for Diversity	83%	85%	80%	83%
Role Clarity	77%	75%	77%	74%
Learning and Development	30%	35%	32%	37%
Innovation	54%	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 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	19 Count s47E per 1000)	21 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	13%	1%	6%
Unscheduled Absences (APS) (in days)	13.1	45.9	13.9
ADF Short Leave (in days)	2.4	3.4	4.4
UB Complaints Received	2 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)	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	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	55%	59%	--	56%
UB Management	83%	68%	--	66%
Performance Conversations	60%	60%	--	61%
s33				
Senior Leadership Communication	46%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	66%	64%	--	63%
Support for Diversity	83%	85%	--	83%
Role Clarity	74%	75%	--	74%
Learning and Development	28%	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

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)	76%	75%	87%
CMS Transactions > 60 days	231 Count s47E per 1000)	377 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	3%	6%
Unscheduled Absences (APS) (in days)	17.5	21.5	13.9
ADF Short Leave (in days)	2.8	2.9	4.4
UB Complaints Received	10 Count s47E per 1000)	5 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count s47E per 1000)	13 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	64%	30%	--	27%
Meeting Effectiveness*	45%	42%	--	40%
s33				
Defence Engagement	68%	62%	64%	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%	71%	56%
UB Management	84%	68%	64%	66%
Performance Conversations	53%	60%	71%	61%
s33				
Senior Leadership Communication	38%	28%	43%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	51%	64%	50%	63%
Support for Diversity	83%	85%	86%	83%
Role Clarity	74%	75%	93%	74%
Learning and Development	34%	35%	50%	37%
Innovation	60%	57%	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	3 Count s47E per 1000)	7 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	4%	6%
Unscheduled Absences (APS) (in days)	N/A	N/A	13.9
ADF Short Leave (in days)	2.6	2.8	4.4
UB Complaints Received	0 Count s47Eper 1000)	0 Count s47E per 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	1 Count s47Eper 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%	70%	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	49%	59%	47%	56%
UB Management	75%	68%	80%	66%
Performance Conversations	56%	60%	62%	61%
s33				
Senior Leadership Communication	38%	28%	44%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	60%	64%	61%	63%
Support for Diversity	84%	85%	88%	83%
Role Clarity	80%	75%	68%	74%
Learning and Development	41%	35%	42%	37%
Innovation	58%	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: 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)	60%	80%	87%
CMS Transactions > 60 days	10 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	3%	6%
Unscheduled Absences (APS) (in days)	6.8	16.2	13.9
ADF Short Leave (in days)	2.1	1.5	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	69%	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	67%	59%	--	56%
UB Management	20%	68%	--	66%
Performance Conversations	58%	60%	--	61%
s33				
Senior Leadership Communication	45%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	90%	64%	--	63%
Support for Diversity	90%	85%	--	83%
Role Clarity	83%	75%	--	74%
Learning and Development	45%	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)	86%	73%	87%
CMS Transactions > 60 days	492 Count s47E per 1000)	620 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	1%	6%
Unscheduled Absences (APS) (in days)	12.0	12.5	13.9
ADF Short Leave (in days)	2.3	2.9	4.4
UB Complaints Received	44 Count s47E per 1000)	52 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	12 Count s47E per 1000)	36 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	27%	30%	--	27%
Meeting Effectiveness*	36%	42%	--	40%
s33				
Defence Engagement	70%	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	66%	59%	--	56%
UB Management	64%	68%	--	66%
Performance Conversations	64%	60%	--	61%
s33				
Senior Leadership Communication	36%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	53%	64%	--	63%
Support for Diversity	84%	85%	--	83%
Role Clarity	76%	75%	--	74%
Learning and Development	36%	35%	--	37%
Innovation	57%	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)	62%	62%	87%
CMS Transactions > 60 days	1013 Count s47E per 1000)	2315 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	10%	1%	6%
Unscheduled Absences (APS) (in days)	12.6	12.2	13.9
ADF Short Leave (in days)	2.8	3.3	4.4
UB Complaints Received	213 Count s47E per 1000)	189 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	25 Count s47E per 1000)	115 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	31%	30%	28%	27%
Meeting Effectiveness*	43%	42%	44%	40%
s33				
Defence Engagement	63%	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	62%	59%	59%	56%
UB Management	70%	68%	69%	66%
Performance Conversations	62%	60%	64%	61%
s33				
Senior Leadership Communication	29%	28%	29%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	51%	64%	49%	63%
Support for Diversity	86%	85%	83%	83%
Role Clarity	75%	75%	76%	74%
Learning and Development	34%	35%	37%	37%
Innovation	52%	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)	84%	82%	87%
CMS Transactions > 60 days	143 Count s47E per 1000)	57 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	3%	6%
Unscheduled Absences (APS) (in days)	11.4	13.1	13.9
ADF Short Leave (in days)	2.2	2.7	4.4
UB Complaints Received	3 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*	44%	30%	39%	27%
Meeting Effectiveness*	63%	42%	43%	40%
s33				
Defence Engagement	59%	62%	69%	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	60%	59%	50%	56%
UB Management	68%	68%	61%	66%
Performance Conversations	60%	60%	59%	61%
s33				
Senior Leadership Communication	35%	28%	33%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	82%	64%	77%	63%
Support for Diversity	87%	85%	75%	83%
Role Clarity	84%	75%	73%	74%
Learning and Development	36%	35%	42%	37%
Innovation	71%	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)	90%	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	7%	5%	6%
Unscheduled Absences (APS) (in days)	11.6	13.5	13.9
ADF Short Leave (in days)	1.8	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)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	31%	30%	26%	27%
Meeting Effectiveness*	38%	42%	39%	40%
s33				
Defence Engagement	59%	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	58%	59%	--	56%
UB Management	59%	68%	--	66%
Performance Conversations	77%	60%	--	61%
s33				
Senior Leadership Communication	29%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	79%	64%	--	63%
Support for Diversity	84%	85%	--	83%
Role Clarity	88%	75%	--	74%
Learning and Development	32%	35%	--	37%
Innovation	46%	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)	84%	82%	87%
CMS Transactions > 60 days	793 Count s47E per 1000)	1042 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	6%	6%
Unscheduled Absences (APS) (in days)	11.1	10.7	13.9
ADF Short Leave (in days)	2.1	3.2	4.4
UB Complaints Received	14 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*	24%	30%	23%	27%
Meeting Effectiveness*	38%	42%	33%	40%
s33				
Defence Engagement	46%	62%	51%	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	55%	59%	45%	56%
UB Management	61%	68%	54%	66%
Performance Conversations	65%	60%	60%	61%
s33				
Senior Leadership Communication	13%	28%	19%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	75%	64%	78%	63%
Support for Diversity	87%	85%	86%	83%
Role Clarity	74%	75%	71%	74%
Learning and Development	32%	35%	39%	37%
Innovation	69%	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: 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)	81%	69%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	7%	6%
Unscheduled Absences (APS) (in days)	7.9	6.4	13.9
ADF Short Leave (in days)	1.0	3.0	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*	59%	30%	53%	27%
Meeting Effectiveness*	59%	42%	76%	40%
s33				
Defence Engagement	47%	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	57%	59%	--	56%
UB Management	57%	68%	--	66%
Performance Conversations	63%	60%	--	61%
s33				
Senior Leadership Communication	45%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	--	63%
Support for Diversity	86%	85%	--	83%
Role Clarity	67%	75%	--	74%
Learning and Development	63%	35%	--	37%
Innovation	67%	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)	75%	43%	87%
CMS Transactions > 60 days	140 Count s47E per 1000)	26 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	5%	6%
Unscheduled Absences (APS) (in days)	9.8	6.8	13.9
ADF Short Leave (in days)	N/A	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*	53%	30%	48%	27%
Meeting Effectiveness*	45%	42%	39%	40%
s33				
Defence Engagement	72%	62%	60%	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	80%	59%	60%	56%
UB Management	70%	68%	30%	66%
Performance Conversations	82%	60%	90%	61%
s33				
Senior Leadership Communication	43%	28%	60%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	63%	64%	90%	63%
Support for Diversity	88%	85%	100%	83%
Role Clarity	73%	75%	90%	74%
Learning and Development	45%	35%	60%	37%
Innovation	69%	57%	70%	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%	83%	87%
CMS Transactions > 60 days	113 Count s47E per 1000)	19 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	5%	6%
Unscheduled Absences (APS) (in days)	10.2	9.9	13.9
ADF Short Leave (in days)	4.2	4.5	4.4
UB Complaints Received	2 Count s47E per 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*	61%	30%	50%	27%
Meeting Effectiveness*	76%	42%	67%	40%
s33				
Defence Engagement	70%	62%	60%	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	73%	59%	69%	56%
UB Management	81%	68%	78%	66%
Performance Conversations	77%	60%	67%	61%
s33				
Senior Leadership Communication	47%	28%	37%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	82%	64%	85%	63%
Support for Diversity	96%	85%	94%	83%
Role Clarity	87%	75%	85%	74%
Learning and Development	65%	35%	58%	37%
Innovation	81%	57%	83%	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)	56%	70%	87%
CMS Transactions > 60 days	176 Count s47E per 1000)	292 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	14%	14%	6%
Unscheduled Absences (APS) (in days)	8.3	8.8	13.9
ADF Short Leave (in days)	2.6	3.2	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*	69%	30%	60%	27%
Meeting Effectiveness*	77%	42%	72%	40%
s33				
Defence Engagement	76%	62%	74%	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	62%	59%	58%	56%
UB Management	72%	68%	76%	66%
Performance Conversations	54%	60%	68%	61%
s33				
Senior Leadership Communication	36%	28%	36%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	64%	63%
Support for Diversity	89%	85%	91%	83%
Role Clarity	83%	75%	97%	74%
Learning and Development	26%	35%	38%	37%
Innovation	53%	57%	68%	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)	63%	66%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	6 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	6%	6%
Unscheduled Absences (APS) (in days)	12.6	7.8	13.9
ADF Short Leave (in days)	1.0	1.0	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
Meeting Frequency*	48%	30%	48%	27%
Meeting Effectiveness*	43%	42%	58%	40%
s33				
Defence Engagement	60%	62%	71%	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	64%	59%	59%	56%
UB Management	67%	68%	78%	66%
Performance Conversations	70%	60%	57%	61%
s33				
Senior Leadership Communication	44%	28%	39%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	81%	64%	67%	63%
Support for Diversity	94%	85%	94%	83%
Role Clarity	74%	75%	88%	74%
Learning and Development	42%	35%	29%	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.
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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)	84%	80%	87%
CMS Transactions > 60 days	433 Count s47Eper 1000)	373 Count s47Eper 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	4%	2%	6%
Unscheduled Absences (APS) (in days)	11.8	15.3	13.9
ADF Short Leave (in days)	3.1	3.3	4.4
UB Complaints Received	5 Count s47Eper 1000)	15 Count s47Eper 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	2 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	41%	30%	--	27%
Meeting Effectiveness*	38%	42%	--	40%
s33				
Defence Engagement	77%	62%	75%	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	72%	59%	67%	56%
UB Management	80%	68%	83%	66%
Performance Conversations	69%	60%	68%	61%
s33				
Senior Leadership Communication	46%	28%	44%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	81%	64%	79%	63%
Support for Diversity	89%	85%	88%	83%
Role Clarity	82%	75%	83%	74%
Learning and Development	43%	35%	47%	37%
Innovation	69%	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



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%	95%	87%
CMS Transactions > 60 days	66 Count s47E per 1000)	146 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	4%	0%	6%
Unscheduled Absences (APS) (in days)	14.8	11.7	13.9
ADF Short Leave (in days)	6.1	6.1	4.4
UB Complaints Received	27 Count s47E per 1000)	11 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	7 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	63%	62%	58%	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%	58%	56%
UB Management	75%	68%	72%	66%
Performance Conversations	63%	60%	61%	61%
s33				
Senior Leadership Communication	30%	28%	28%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	71%	64%	64%	63%
Support for Diversity	88%	85%	83%	83%
Role Clarity	78%	75%	78%	74%
Learning and Development	37%	35%	32%	37%
Innovation	61%	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)	98%	95%	87%
CMS Transactions > 60 days	92 Count s47E per 1000)	184 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	1%	6%
Unscheduled Absences (APS) (in days)	17.7	12.9	13.9
ADF Short Leave (in days)	3.2	3.6	4.4
UB Complaints Received	35 Count s47E per 1000)	49 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count s47E per 1000)	14 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	33%	30%	25%	27%
Meeting Effectiveness*	41%	42%	38%	40%
s33				
Defence Engagement	67%	62%	68%	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	70%	59%	68%	56%
UB Management	73%	68%	73%	66%
Performance Conversations	67%	60%	69%	61%
s33				
Senior Leadership Communication	29%	28%	33%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	70%	64%	64%	63%
Support for Diversity	87%	85%	85%	83%
Role Clarity	84%	75%	81%	74%
Learning and Development	39%	35%	40%	37%
Innovation	71%	57%	66%	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%	96%	87%
CMS Transactions > 60 days	7 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)	9.3	8.9	13.9
ADF Short Leave (in days)	4.2	4.0	4.4
UB Complaints Received	9 Count s47E per 1000)	27 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 Count s47E per 1000)	15 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%	63%	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	62%	59%	59%	56%
UB Management	76%	68%	65%	66%
Performance Conversations	56%	60%	57%	61%
s33				
Senior Leadership Communication	25%	28%	31%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	53%	64%	45%	63%
Support for Diversity	88%	85%	83%	83%
Role Clarity	76%	75%	74%	74%
Learning and Development	34%	35%	35%	37%
Innovation	61%	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: 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)	97%	99%	87%
CMS Transactions > 60 days	90 Count s47E per 1000)	313 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	7%	2%	6%
Unscheduled Absences (APS) (in days)	11.3	13.7	13.9
ADF Short Leave (in days)	3.4	4.2	4.4
UB Complaints Received	5 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)	1 Count (s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	26%	30%	45%	27%
Meeting Effectiveness*	40%	42%	60%	40%
s33				
Defence Engagement	63%	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	58%	59%	--	56%
UB Management	78%	68%	--	66%
Performance Conversations	56%	60%	--	61%
s33				
Senior Leadership Communication	33%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	--	63%
Support for Diversity	88%	85%	--	83%
Role Clarity	72%	75%	--	74%
Learning and Development	38%	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)	96%	98%	87%
CMS Transactions > 60 days	220 Count s47E per 1000)	350 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	0%	6%
Unscheduled Absences (APS) (in days)	20.7	14.0	13.9
ADF Short Leave (in days)	4.5	4.5	4.4
UB Complaints Received	40 Count s47E per 1000)	29 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	17 Count s47E per 1000)	29 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	30%	30%	26%	27%
Meeting Effectiveness*	29%	42%	33%	40%
s33				
Defence Engagement	64%	62%	66%	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	57%	59%	57%	56%
UB Management	68%	68%	71%	66%
Performance Conversations	58%	60%	58%	61%
s33				
Senior Leadership Communication	27%	28%	36%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	64%	63%
Support for Diversity	84%	85%	81%	83%
Role Clarity	73%	75%	70%	74%
Learning and Development	34%	35%	37%	37%
Innovation	51%	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)	96%	87%	87%
CMS Transactions > 60 days	43 Count s47E per 1000)	197 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	1%	6%
Unscheduled Absences (APS) (in days)	11.5	14.3	13.9
ADF Short Leave (in days)	4.1	3.9	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	75%	62%	81%	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	67%	59%	67%	56%
UB Management	79%	68%	74%	66%
Performance Conversations	67%	60%	63%	61%
s33				
Senior Leadership Communication	40%	28%	41%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	70%	64%	61%	63%
Support for Diversity	91%	85%	92%	83%
Role Clarity	81%	75%	85%	74%
Learning and Development	27%	35%	43%	37%
Innovation	65%	57%	72%	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)	91%	95%	87%
CMS Transactions > 60 days	64 Count s47E per 1000)	145 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	0%	6%
Unscheduled Absences (APS) (in days)	16.2	20.5	13.9
ADF Short Leave (in days)	6.8	7.1	4.4
UB Complaints Received	24 Count s47E per 1000)	18 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 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*	19%	30%	6%	27%
Meeting Effectiveness*	53%	42%	63%	40%
s33				
Defence Engagement	68%	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	62%	59%	--	56%
UB Management	75%	68%	--	66%
Performance Conversations	63%	60%	--	61%
s33				
Senior Leadership Communication	31%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	--	63%
Support for Diversity	87%	85%	--	83%
Role Clarity	78%	75%	--	74%
Learning and Development	41%	35%	--	37%
Innovation	60%	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.
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N/A indicates that the data is not available.
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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%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	9 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	14%	0%	6%
Unscheduled Absences (APS) (in days)	13.3	22.9	13.9
ADF Short Leave (in days)	2.4	1.7	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	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	69%	62%	43%	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%	47%	56%
UB Management	77%	68%	59%	66%
Performance Conversations	56%	60%	33%	61%
s33				
Senior Leadership Communication	29%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	58%	64%	35%	63%
Support for Diversity	87%	85%	88%	83%
Role Clarity	71%	75%	53%	74%
Learning and Development	28%	35%	6%	37%
Innovation	56%	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.
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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%	86%	87%
CMS Transactions > 60 days	1 Count (s47E per 1000)	12 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	4%	6%
Unscheduled Absences (APS) (in days)	19.8	8.5	13.9
ADF Short Leave (in days)	1.5	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	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	42%	62%	50%	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%	64%	56%
UB Management	75%	68%	83%	66%
Performance Conversations	75%	60%	58%	61%
s33				
Senior Leadership Communication	--	28%	33%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	75%	64%	83%	63%
Support for Diversity	90%	85%	92%	83%
Role Clarity	92%	75%	92%	74%
Learning and Development	33%	35%	17%	37%
Innovation	58%	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)	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%	0%	6%
Unscheduled Absences (APS) (in days)	1.3	N/A	13.9
ADF Short Leave (in days)	3.8	2.0	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	64%	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	58%	59%	65%	56%
UB Management	90%	68%	65%	66%
Performance Conversations	57%	60%	78%	61%
s33				
Senior Leadership Communication	25%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	63%	64%	59%	63%
Support for Diversity	87%	85%	76%	83%
Role Clarity	77%	75%	65%	74%
Learning and Development	48%	35%	25%	37%
Innovation	68%	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)	92%	N/A	87%
CMS Transactions > 60 days	24 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	10%	6%
Unscheduled Absences (APS) (in days)	4.2	N/A	13.9
ADF Short Leave (in days)	3.1	1.7	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	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	72%	62%	67%	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%	67%	56%
UB Management	76%	68%	61%	66%
Performance Conversations	57%	60%	64%	61%
s33				
Senior Leadership Communication	47%	28%	39%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	43%	63%
Support for Diversity	90%	85%	73%	83%
Role Clarity	72%	75%	67%	74%
Learning and Development	44%	35%	50%	37%
Innovation	68%	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: 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)	96%	86%	87%
CMS Transactions > 60 days	10 Count s47E per 1000)	60 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	0%	6%
Unscheduled Absences (APS) (in days)	9.6	9.1	13.9
ADF Short Leave (in days)	5.6	5.1	4.4
UB Complaints Received	1 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)	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	56%	62%	61%	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%	58%	56%
UB Management	60%	68%	67%	66%
Performance Conversations	56%	60%	54%	61%
s33				
Senior Leadership Communication	22%	28%	23%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	50%	64%	63%	63%
Support for Diversity	76%	85%	71%	83%
Role Clarity	73%	75%	80%	74%
Learning and Development	33%	35%	58%	37%
Innovation	56%	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)	96%	92%	87%
CMS Transactions > 60 days	11 Count s47E per 1000)	6 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	10.2	11.6	13.9
ADF Short Leave (in days)	3.9	3.6	4.4
UB Complaints Received	5 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	58%	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	29%	59%	48%	56%
UB Management	57%	68%	64%	66%
Performance Conversations	33%	60%	70%	61%
s33				
Senior Leadership Communication	13%	28%	31%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	65%	64%	69%	63%
Support for Diversity	82%	85%	83%	83%
Role Clarity	71%	75%	74%	74%
Learning and Development	22%	35%	46%	37%
Innovation	26%	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)	97%	93%	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%	1%	6%
Unscheduled Absences (APS) (in days)	8.3	11.4	13.9
ADF Short Leave (in days)	3.4	2.9	4.4
UB Complaints Received	2 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)	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	69%	62%	69%	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	71%	59%	61%	56%
UB Management	80%	68%	79%	66%
Performance Conversations	74%	60%	65%	61%
s33				
Senior Leadership Communication	29%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	52%	63%
Support for Diversity	93%	85%	77%	83%
Role Clarity	85%	75%	79%	74%
Learning and Development	30%	35%	26%	37%
Innovation	58%	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	2 Count s47E per 1000)	15 Count s47E per 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)	4.7	4.6	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	80%	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%	50%	56%
UB Management	60%	68%	60%	66%
Performance Conversations	60%	60%	56%	61%
s33				
Senior Leadership Communication	40%	28%	20%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	60%	64%	33%	63%
Support for Diversity	--	85%	77%	83%
Role Clarity	80%	75%	64%	74%
Learning and Development	30%	35%	43%	37%
Innovation	70%	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)	96%	92%	87%
CMS Transactions > 60 days	18 Count s47E per 1000)	32 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	2%	6%
Unscheduled Absences (APS) (in days)	19.6	16.1	13.9
ADF Short Leave (in days)	4.9	7.3	4.4
UB Complaints Received	10 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)	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	64%	62%	74%	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%	67%	56%
UB Management	79%	68%	61%	66%
Performance Conversations	58%	60%	64%	61%
s33				
Senior Leadership Communication	27%	28%	43%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	77%	63%
Support for Diversity	85%	85%	81%	83%
Role Clarity	82%	75%	87%	74%
Learning and Development	45%	35%	47%	37%
Innovation	56%	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%	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)	26.0	23.2	13.9
ADF Short Leave (in days)	8.9	11.1	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)	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
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%	--	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%	95%	87%
CMS Transactions > 60 days	5 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)	17.7	11.9	13.9
ADF Short Leave (in days)	7.2	9.0	4.4
UB Complaints Received	1 Count s47E per 1000)	8 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	59%	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	47%	59%	61%	56%
UB Management	74%	68%	65%	66%
Performance Conversations	53%	60%	61%	61%
s33				
Senior Leadership Communication	22%	28%	33%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	53%	64%	55%	63%
Support for Diversity	76%	85%	74%	83%
Role Clarity	70%	75%	72%	74%
Learning and Development	26%	35%	37%	37%
Innovation	44%	57%	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.
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N/A indicates that the data is not available.
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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%	100%	87%
CMS Transactions > 60 days	0 Count (s47E per 1000)	4 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	4%	1%	6%
Unscheduled Absences (APS) (in days)	10.7	11.6	13.9
ADF Short Leave (in days)	5.3	6.0	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	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	59%	62%	54%	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%	50%	56%
UB Management	71%	68%	71%	66%
Performance Conversations	47%	60%	58%	61%
s33				
Senior Leadership Communication	17%	28%	29%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	54%	64%	58%	63%
Support for Diversity	70%	85%	71%	83%
Role Clarity	69%	75%	67%	74%
Learning and Development	22%	35%	42%	37%
Innovation	46%	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.
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N/A indicates that the data is not available.
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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)	23 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	20%	2%	6%
Unscheduled Absences (APS) (in days)	10.4	8.0	13.9
ADF Short Leave (in days)	2.5	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	74%	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	83%	59%	--	56%
UB Management	77%	68%	--	66%
Performance Conversations	74%	60%	80%	61%
s33				
Senior Leadership Communication	52%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	--	63%
Support for Diversity	95%	85%	--	83%
Role Clarity	87%	75%	--	74%
Learning and Development	36%	35%	--	37%
Innovation	77%	57%	70%	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)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	3.0	14.0	13.9
ADF Short Leave (in days)	2.1	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	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	79%	62%	78%	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%	63%	56%
UB Management	--	68%	63%	66%
Performance Conversations	77%	60%	61%	61%
s33				
Senior Leadership Communication	33%	28%	44%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	38%	63%
Support for Diversity	--	85%	88%	83%
Role Clarity	86%	75%	75%	74%
Learning and Development	30%	35%	38%	37%
Innovation	20%	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)	100%	100%	87%
CMS Transactions > 60 days	12 Count s47E per 1000)	12 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	2%	6%
Unscheduled Absences (APS) (in days)	15.0	5.0	13.9
ADF Short Leave (in days)	3.6	2.3	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)	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	59%	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	47%	59%	69%	56%
UB Management	57%	68%	79%	66%
Performance Conversations	47%	60%	67%	61%
s33				
Senior Leadership Communication	35%	28%	36%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	54%	64%	57%	63%
Support for Diversity	71%	85%	71%	83%
Role Clarity	71%	75%	85%	74%
Learning and Development	25%	35%	38%	37%
Innovation	44%	57%	73%	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	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)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	40%	30%	--	27%
Meeting Effectiveness*	49%	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	67%	59%	--	56%
UB Management	77%	68%	--	66%
Performance Conversations	60%	60%	--	61%
s33				
Senior Leadership Communication	47%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	--	63%
Support for Diversity	90%	85%	--	83%
Role Clarity	82%	75%	--	74%
Learning and Development	47%	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: s

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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%	73%	87%
CMS Transactions > 60 days	72 Count s47E per 1000)	134 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	3%	6%
Unscheduled Absences (APS) (in days)	15.3	14.0	13.9
ADF Short Leave (in days)	4.1	4.2	4.4
UB Complaints Received	6 Count s47E per 1000)	22 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 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	81%	62%	76%	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	64%	59%	63%	56%
UB Management	73%	68%	67%	66%
Performance Conversations	60%	60%	72%	61%
s33				
Senior Leadership Communication	50%	28%	38%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	77%	64%	71%	63%
Support for Diversity	81%	85%	88%	83%
Role Clarity	81%	75%	88%	74%
Learning and Development	42%	35%	54%	37%
Innovation	71%	57%	71%	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%	94%	87%
CMS Transactions > 60 days	39 Count s47E per 1000)	27 Count (s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	9.1	13.6	13.9
ADF Short Leave (in days)	4.0	2.8	4.4
UB Complaints Received	5 Count s47Eper 1000)	4 Count s47Eper 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count s47Eper 1000)	4 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	56%	62%	49%	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%	49%	56%
UB Management	64%	68%	69%	66%
Performance Conversations	52%	60%	51%	61%
s33				
Senior Leadership Communication	19%	28%	20%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	44%	64%	50%	63%
Support for Diversity	83%	85%	86%	83%
Role Clarity	72%	75%	62%	74%
Learning and Development	28%	35%	26%	37%
Innovation	43%	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%	100%	87%
CMS Transactions > 60 days	74 Count s47E per 1000)	197 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	17%	1%	6%
Unscheduled Absences (APS) (in days)	9.5	13.5	13.9
ADF Short Leave (in days)	2.6	2.8	4.4
UB Complaints Received	19 Count s47E per 1000)	20 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count s47E per 1000)	22 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%	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	53%	59%	54%	56%
UB Management	65%	68%	63%	66%
Performance Conversations	49%	60%	54%	61%
s33				
Senior Leadership Communication	29%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	51%	64%	42%	63%
Support for Diversity	82%	85%	78%	83%
Role Clarity	72%	75%	69%	74%
Learning and Development	37%	35%	38%	37%
Innovation	48%	57%	49%	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)	75%	100%	87%
CMS Transactions > 60 days	307 Count s47E per 1000)	149 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	8.5	11.8	13.9
ADF Short Leave (in days)	4.0	3.1	4.4
UB Complaints Received	5 Count s47E per 1000)	16 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	6 Count s47E per 1000)	51 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%	60%	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	57%	59%	49%	56%
UB Management	59%	68%	56%	66%
Performance Conversations	52%	60%	53%	61%
s33				
Senior Leadership Communication	21%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	31%	64%	39%	63%
Support for Diversity	78%	85%	71%	83%
Role Clarity	66%	75%	64%	74%
Learning and Development	33%	35%	35%	37%
Innovation	47%	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)	100%	100%	87%
CMS Transactions > 60 days	72 Count s47E per 1000)	66 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	6.4	4.1	13.9
ADF Short Leave (in days)	7.2	7.9	4.4
UB Complaints Received	19 Count s47E per 1000)	21 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	17 Count s47E per 1000)	47 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%	67%	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%	53%	56%
UB Management	62%	68%	68%	66%
Performance Conversations	49%	60%	54%	61%
s33				
Senior Leadership Communication	23%	28%	22%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	39%	64%	41%	63%
Support for Diversity	79%	85%	76%	83%
Role Clarity	73%	75%	71%	74%
Learning and Development	33%	35%	37%	37%
Innovation	47%	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)	89%	83%	87%
CMS Transactions > 60 days	52 Count s47E per 1000)	54 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	11%	0%	6%
Unscheduled Absences (APS) (in days)	11.3	3.4	13.9
ADF Short Leave (in days)	2.3	2.0	4.4
UB Complaints Received	14 Count s47E per 1000)	11 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 Count s47E per 1000)	11 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	63%	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	56%	59%	54%	56%
UB Management	77%	68%	67%	66%
Performance Conversations	61%	60%	61%	61%
s33				
Senior Leadership Communication	26%	28%	23%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	50%	64%	55%	63%
Support for Diversity	85%	85%	81%	83%
Role Clarity	75%	75%	69%	74%
Learning and Development	40%	35%	38%	37%
Innovation	63%	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

[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	63 Count s47E per 1000)	95 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	3.9	8.2	13.9
ADF Short Leave (in days)	3.2	2.7	4.4
UB Complaints Received	11 Count s47E 1000)	15 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 Count s47E per 1000)	26 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%	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	60%	59%	51%	56%
UB Management	66%	68%	69%	66%
Performance Conversations	54%	60%	55%	61%
s33				
Senior Leadership Communication	24%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	47%	64%	39%	63%
Support for Diversity	82%	85%	77%	83%
Role Clarity	68%	75%	64%	74%
Learning and Development	33%	35%	35%	37%
Innovation	49%	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)	81%	75%	87%
CMS Transactions > 60 days	201 Count s47E per 1000)	201 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	0%	6%
Unscheduled Absences (APS) (in days)	13.1	12.5	13.9
ADF Short Leave (in days)	3.0	3.4	4.4
UB Complaints Received	74 Count s47E per 1000)	94 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	12 Count s47E per 1000)	40 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	17%	30%	24%	27%
Meeting Effectiveness*	31%	42%	27%	40%
s33				
Defence Engagement	68%	62%	69%	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	62%	59%	58%	56%
UB Management	76%	68%	74%	66%
Performance Conversations	59%	60%	60%	61%
s33				
Senior Leadership Communication	25%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	59%	64%	56%	63%
Support for Diversity	89%	85%	84%	83%
Role Clarity	80%	75%	79%	74%
Learning and Development	40%	35%	40%	37%
Innovation	64%	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)	81%	100%	87%
CMS Transactions > 60 days	183 Count s47Eper 1000)	19 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	4%	6%
Unscheduled Absences (APS) (in days)	11.2	7.6	13.9
ADF Short Leave (in days)	1.8	2.0	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	0 Count s47Eper 1000)	3 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	11%	30%	41%	27%
Meeting Effectiveness*	41%	42%	33%	40%
s33				
Defence Engagement	68%	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	59%	59%	59%	56%
UB Management	79%	68%	76%	66%
Performance Conversations	60%	60%	65%	61%
s33				
Senior Leadership Communication	36%	28%	31%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	74%	63%
Support for Diversity	90%	85%	87%	83%
Role Clarity	82%	75%	75%	74%
Learning and Development	45%	35%	39%	37%
Innovation	65%	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)	100%	100%	87%
CMS Transactions > 60 days	12 Count s47E per 1000)	1 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	50%	9%	6%
Unscheduled Absences (APS) (in days)	8.2	8.0	13.9
ADF Short Leave (in days)	3.1	3.9	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	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	60%	59%	--	56%
UB Management	79%	68%	--	66%
Performance Conversations	56%	60%	--	61%
s33				
Senior Leadership Communication	13%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	53%	64%	--	63%
Support for Diversity	89%	85%	--	83%
Role Clarity	93%	75%	--	74%
Learning and Development	43%	35%	--	37%
Innovation	70%	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	22 Count s47E per 1000)	15 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	14%	6%
Unscheduled Absences (APS) (in days)	7.7	6.4	13.9
ADF Short Leave (in days)	2.8	2.5	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 Couns47E 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	60%	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	62%	59%	--	56%
UB Management	79%	68%	--	66%
Performance Conversations	69%	60%	--	61%
s33				
Senior Leadership Communication	20%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	51%	64%	--	63%
Support for Diversity	92%	85%	--	83%
Role Clarity	86%	75%	--	74%
Learning and Development	43%	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



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 s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	1%	6%
Unscheduled Absences (APS) (in days)	11.3	13.2	13.9
ADF Short Leave (in days)	2.2	1.5	4.4
UB Complaints Received	0 Couns47E per 1000)	5 Count s47E per 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	0 Count s47Eper 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%	--	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%	--	56%
UB Management	83%	68%	--	66%
Performance Conversations	55%	60%	--	61%
s33				
Senior Leadership Communication	26%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	44%	64%	--	63%
Support for Diversity	85%	85%	--	83%
Role Clarity	83%	75%	--	74%
Learning and Development	45%	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)	95%	100%	87%
CMS Transactions > 60 days	55 Count (s47E per 1000)	93 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	10%	6%
Unscheduled Absences (APS) (in days)	15.9	8.8	13.9
ADF Short Leave (in days)	2.6	3.0	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)	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	60%	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	63%	59%	--	56%
UB Management	79%	68%	--	66%
Performance Conversations	67%	60%	--	61%
s33				
Senior Leadership Communication	18%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	61%	64%	--	63%
Support for Diversity	94%	85%	--	83%
Role Clarity	84%	75%	--	74%
Learning and Development	39%	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)	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%	19%	6%
Unscheduled Absences (APS) (in days)	24.0	21.4	13.9
ADF Short Leave (in days)	2.4	2.8	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	67%	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%	--	56%
UB Management	67%	68%	--	66%
Performance Conversations	67%	60%	--	61%
s33				
Senior Leadership Communication	19%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	62%	64%	--	63%
Support for Diversity	90%	85%	--	83%
Role Clarity	95%	75%	--	74%
Learning and Development	43%	35%	--	37%
Innovation	81%	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	50 Count s47E per 1000)	0 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	33%	6%	6%
Unscheduled Absences (APS) (in days)	8.0	4.5	13.9
ADF Short Leave (in days)	2.0	2.4	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)	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%	--	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	55%	59%	--	56%
UB Management	72%	68%	--	66%
Performance Conversations	59%	60%	--	61%
s33				
Senior Leadership Communication	33%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	56%	64%	--	63%
Support for Diversity	79%	85%	--	83%
Role Clarity	83%	75%	--	74%
Learning and Development	22%	35%	--	37%
Innovation	52%	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	539 Count s47E per 1000)	1 Count s47E per 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	17%	60%	6%
Unscheduled Absences (APS) (in days)	5.8	N/A	13.9
ADF Short Leave (in days)	1.8	1.0	4.4
UB Complaints Received	1 Count s47Eper 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 s47Eper 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%	--	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	64%	59%	--	56%
UB Management	83%	68%	--	66%
Performance Conversations	60%	60%	--	61%
s33				
Senior Leadership Communication	29%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	61%	64%	--	63%
Support for Diversity	96%	85%	--	83%
Role Clarity	82%	75%	--	74%
Learning and Development	53%	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: 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)	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)	1.9	2.0	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)	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	72%	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	51%	59%	--	56%
UB Management	53%	68%	--	66%
Performance Conversations	49%	60%	--	61%
s33				
Senior Leadership Communication	37%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	47%	64%	--	63%
Support for Diversity	81%	85%	--	83%
Role Clarity	78%	75%	--	74%
Learning and Development	45%	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)	45%	60%	87%
CMS Transactions > 60 days	25 Count s47E per 1000)	34 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	25.1	13.1	13.9
ADF Short Leave (in days)	2.1	2.1	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)	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)	70%	82%	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%	9%	6%
Unscheduled Absences (APS) (in days)	7.0	9.2	13.9
ADF Short Leave (in days)	N/A	2.0	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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

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%	73%	87%
CMS Transactions > 60 days	31 Count s47E per 1000)	5 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	3%	6%
Unscheduled Absences (APS) (in days)	11.5	10.1	13.9
ADF Short Leave (in days)	2.0	1.0	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*	29%	30%	36%	27%
Meeting Effectiveness*	35%	42%	64%	40%
s33				
Defence Engagement	59%	62%	64%	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	57%	59%	60%	56%
UB Management	71%	68%	40%	66%
Performance Conversations	64%	60%	55%	61%
s33				
Senior Leadership Communication	21%	28%	30%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	82%	64%	70%	63%
Support for Diversity	80%	85%	60%	83%
Role Clarity	70%	75%	80%	74%
Learning and Development	36%	35%	30%	37%
Innovation	71%	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)	83%	73%	87%
CMS Transactions > 60 days	5 Count s47E per 1000)	33 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	5%	6%
Unscheduled Absences (APS) (in days)	7.6	11.4	13.9
ADF Short Leave (in days)	2.1	1.8	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*	44%	30%	37%	27%
Meeting Effectiveness*	40%	42%	37%	40%
s33				
Defence Engagement	76%	62%	67%	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	62%	59%	52%	56%
UB Management	92%	68%	74%	66%
Performance Conversations	58%	60%	53%	61%
s33				
Senior Leadership Communication	32%	28%	17%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	79%	64%	71%	63%
Support for Diversity	98%	85%	73%	83%
Role Clarity	77%	75%	76%	74%
Learning and Development	36%	35%	24%	37%
Innovation	76%	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

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%	69%	87%
CMS Transactions > 60 days	44 Count s47E per 1000)	31 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	3%	6%
Unscheduled Absences (APS) (in days)	11.1	5.8	13.9
ADF Short Leave (in days)	5.3	4.2	4.4
UB Complaints Received	0 Count s47E per 1000)	1 Count (s47Eper 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47E per 1000)	0 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	54%	62%	78%	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%	82%	56%
UB Management	62%	68%	89%	66%
Performance Conversations	48%	60%	67%	61%
s33				
Senior Leadership Communication	19%	28%	50%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	54%	64%	78%	63%
Support for Diversity	77%	85%	100%	83%
Role Clarity	78%	75%	94%	74%
Learning and Development	24%	35%	53%	37%
Innovation	40%	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



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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	95%	67%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	123 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	2%	6%
Unscheduled Absences (APS) (in days)	17.7	21.3	13.9
ADF Short Leave (in days)	2.8	8.0	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	68%	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	47%	59%	--	56%
UB Management	47%	68%	--	66%
Performance Conversations	47%	60%	--	61%
s33				
Senior Leadership Communication	37%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	63%	64%	--	63%
Support for Diversity	74%	85%	--	83%
Role Clarity	79%	75%	--	74%
Learning and Development	32%	35%	--	37%
Innovation	58%	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)	89%	89%	87%
CMS Transactions > 60 days	201 Count s47Eper 1000)	210 Count (s47E per 1000)	16403 Counts47E per 1000)
Leave Balance > 60 days	8%	3%	6%
Unscheduled Absences (APS) (in days)	14.7	12.8	13.9
ADF Short Leave (in days)	2.8	2.9	4.4
UB Complaints Received	6 Count s47E per 1000)	7 Count (s47E per 1000)	763 Count s47Eper 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*	15%	30%	29%	27%
Meeting Effectiveness*	16%	42%	46%	40%
s33				
Defence Engagement	60%	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	58%	59%	65%	56%
UB Management	72%	68%	63%	66%
Performance Conversations	66%	60%	62%	61%
s33				
Senior Leadership Communication	24%	28%	32%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	81%	64%	76%	63%
Support for Diversity	88%	85%	80%	83%
Role Clarity	73%	75%	75%	74%
Learning and Development	32%	35%	36%	37%
Innovation	54%	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.
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N/A indicates that the data is not available.
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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)	94%	82%	87%
CMS Transactions > 60 days	23 Count s47E per 1000)	78 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	9%	1%	6%
Unscheduled Absences (APS) (in days)	20.3	21.4	13.9
ADF Short Leave (in days)	3.2	4.2	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	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
Meeting Frequency*	60%	30%	6%	27%
Meeting Effectiveness*	47%	42%	44%	40%
s33				
Defence Engagement	63%	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	63%	59%	57%	56%
UB Management	74%	68%	63%	66%
Performance Conversations	69%	60%	74%	61%
s33				
Senior Leadership Communication	27%	28%	35%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	82%	64%	85%	63%
Support for Diversity	90%	85%	90%	83%
Role Clarity	71%	75%	75%	74%
Learning and Development	31%	35%	35%	37%
Innovation	60%	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: 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)	73%	74%	87%
CMS Transactions > 60 days	9 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)	10.7	10.1	13.9
ADF Short Leave (in days)	1.7	2.1	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%	30%	20%	27%
Meeting Effectiveness*	36%	42%	50%	40%
s33				
Defence Engagement	72%	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	50%	59%	--	56%
UB Management	72%	68%	--	66%
Performance Conversations	50%	60%	--	61%
s33				
Senior Leadership Communication	28%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	83%	64%	--	63%
Support for Diversity	89%	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



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)	89%	84%	87%
CMS Transactions > 60 days	57 Count s47E per 1000)	11 Count (s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	3%	6%
Unscheduled Absences (APS) (in days)	16.4	13.5	13.9
ADF Short Leave (in days)	3.2	3.3	4.4
UB Complaints Received	0 Count s47E per 1000)	1 Count (s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	1 Count s47Eper 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	31%	30%	22%	27%
Meeting Effectiveness*	41%	42%	40%	40%
s33				
Defence Engagement	68%	62%	60%	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%	64%	56%
UB Management	63%	68%	64%	66%
Performance Conversations	71%	60%	70%	61%
s33				
Senior Leadership Communication	27%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	77%	63%
Support for Diversity	89%	85%	86%	83%
Role Clarity	79%	75%	69%	74%
Learning and Development	34%	35%	41%	37%
Innovation	59%	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: 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)	90%	88%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	8 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	2%	6%
Unscheduled Absences (APS) (in days)	13.6	14.8	13.9
ADF Short Leave (in days)	N/A	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*	21%	30%	--	27%
Meeting Effectiveness*	35%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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%	92%	87%
CMS Transactions > 60 days	25 Count s47E per 1000)	11 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	2%	6%
Unscheduled Absences (APS) (in days)	12.3	13.8	13.9
ADF Short Leave (in days)	N/A	N/A	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*	33%	30%	--	27%
Meeting Effectiveness*	56%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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 s

s47E

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	85%	89%	87%
CMS Transactions > 60 days	30 Count s47E per 1000)	5 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	10%	6%
Unscheduled Absences (APS) (in days)	11.1	11.3	13.9
ADF Short Leave (in days)	N/A	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*	25%	30%	--	27%
Meeting Effectiveness*	33%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	95%	94%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	13 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	5%	6%
Unscheduled Absences (APS) (in days)	12.9	12.6	13.9
ADF Short Leave (in days)	3.0	2.9	4.4
UB Complaints Received	4 Count s47E per 1000)	2 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
Meeting Frequency*	26%	30%	10%	27%
Meeting Effectiveness*	63%	42%	52%	40%
s33				
Defence Engagement	63%	62%	63%	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	62%	59%	55%	56%
UB Management	72%	68%	80%	66%
Performance Conversations	65%	60%	65%	61%
s33				
Senior Leadership Communication	24%	28%	31%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	80%	64%	76%	63%
Support for Diversity	86%	85%	90%	83%
Role Clarity	75%	75%	86%	74%
Learning and Development	23%	35%	37%	37%
Innovation	54%	57%	66%	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)	88%	89%	87%
CMS Transactions > 60 days	10 Count s47E per 1000)	3 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	2%	6%
Unscheduled Absences (APS) (in days)	14.7	11.3	13.9
ADF Short Leave (in days)	3.2	2.2	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*	13%	30%	29%	27%
Meeting Effectiveness*	66%	42%	67%	40%
s33				
Defence Engagement	59%	62%	60%	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	60%	59%	58%	56%
UB Management	68%	68%	71%	66%
Performance Conversations	69%	60%	63%	61%
s33				
Senior Leadership Communication	26%	28%	44%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	76%	63%
Support for Diversity	84%	85%	76%	83%
Role Clarity	78%	75%	73%	74%
Learning and Development	29%	35%	29%	37%
Innovation	52%	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

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)	88%	100%	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	10 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	6.1	5.1	13.9
ADF Short Leave (in days)	3.2	2.4	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)	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

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	14%	0%	6%
Unscheduled Absences (APS) (in days)	4.8	2.9	13.9
ADF Short Leave (in days)	3.0	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
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
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%	--	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)	60%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	44 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	5.2	7.1	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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

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)	61 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	4.4	9.6	13.9
ADF Short Leave (in days)	2.4	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
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

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%	93%	87%
CMS Transactions > 60 days	120 Count s47E per 1000)	50 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	10%	5%	6%
Unscheduled Absences (APS) (in days)	15.8	13.3	13.9
ADF Short Leave (in days)	3.7	3.3	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*	26%	30%	--	27%
Meeting Effectiveness*	32%	42%	38%	40%
s33				
Defence Engagement	65%	62%	61%	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	63%	59%	66%	56%
UB Management	73%	68%	66%	66%
Performance Conversations	69%	60%	71%	61%
s33				
Senior Leadership Communication	27%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	89%	64%	90%	63%
Support for Diversity	95%	85%	90%	83%
Role Clarity	67%	75%	76%	74%
Learning and Development	40%	35%	29%	37%
Innovation	64%	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)	90%	85%	87%
CMS Transactions > 60 days	93 Count s47E per 1000)	118 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	6%	6%
Unscheduled Absences (APS) (in days)	12.3	12.8	13.9
ADF Short Leave (in days)	2.0	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)	2 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	7%	30%	9%	27%
Meeting Effectiveness*	49%	42%	30%	40%
s33				
Defence Engagement	58%	62%	60%	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	46%	59%	42%	56%
UB Management	59%	68%	51%	66%
Performance Conversations	51%	60%	52%	61%
s33				
Senior Leadership Communication	13%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	57%	64%	63%	63%
Support for Diversity	87%	85%	79%	83%
Role Clarity	71%	75%	72%	74%
Learning and Development	31%	35%	27%	37%
Innovation	50%	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

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%	89%	87%
CMS Transactions > 60 days	11 Count s47E per 1000)	143 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	13%	9%	6%
Unscheduled Absences (APS) (in days)	12.6	13.2	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	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*	22%	30%	17%	27%
Meeting Effectiveness*	42%	42%	38%	40%
s33				
Defence Engagement	50%	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	43%	59%	--	56%
UB Management	59%	68%	--	66%
Performance Conversations	48%	60%	--	61%
s33				
Senior Leadership Communication	18%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	59%	64%	--	63%
Support for Diversity	85%	85%	--	83%
Role Clarity	67%	75%	--	74%
Learning and Development	17%	35%	--	37%
Innovation	54%	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 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)	80%	81%	87%
CMS Transactions > 60 days	32 Count s47E per 1000)	24 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	6%	6%
Unscheduled Absences (APS) (in days)	15.7	18.5	13.9
ADF Short Leave (in days)	4.0	3.6	4.4
UB Complaints Received	3 Count s47Eper 1000)	0 Count s47Eper 1000)	763 Count s47E per 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*	15%	30%	18%	27%
Meeting Effectiveness*	34%	42%	30%	40%
s33				
Defence Engagement	58%	62%	64%	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	44%	59%	55%	56%
UB Management	49%	68%	56%	66%
Performance Conversations	52%	60%	64%	61%
s33				
Senior Leadership Communication	12%	28%	10%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	72%	64%	61%	63%
Support for Diversity	75%	85%	82%	83%
Role Clarity	72%	75%	82%	74%
Learning and Development	28%	35%	31%	37%
Innovation	41%	57%	51%	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%	81%	87%
CMS Transactions > 60 days	146 Count s47E per 1000)	550 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	3%	6%
Unscheduled Absences (APS) (in days)	10.8	10.8	13.9
ADF Short Leave (in days)	2.8	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	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*	21%	30%	22%	27%
Meeting Effectiveness*	44%	42%	28%	40%
s33				
Defence Engagement	51%	62%	56%	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	46%	59%	39%	56%
UB Management	58%	68%	55%	66%
Performance Conversations	52%	60%	59%	61%
s33				
Senior Leadership Communication	21%	28%	13%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	62%	64%	76%	63%
Support for Diversity	70%	85%	86%	83%
Role Clarity	68%	75%	47%	74%
Learning and Development	23%	35%	11%	37%
Innovation	46%	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)	83%	75%	87%
CMS Transactions > 60 days	41 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	4%	4%	6%
Unscheduled Absences (APS) (in days)	15.1	14.4	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	--	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%	--	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%	92%	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%	7%	6%
Unscheduled Absences (APS) (in days)	12.3	11.2	13.9
ADF Short Leave (in days)	3.0	1.5	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*	90%	30%	23%	27%
Meeting Effectiveness*	--	42%	83%	40%
s33				
Defence Engagement	69%	62%	45%	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	53%	59%	36%	56%
UB Management	47%	68%	45%	66%
Performance Conversations	59%	60%	36%	61%
s33				
Senior Leadership Communication	24%	28%	36%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	71%	64%	64%	63%
Support for Diversity	73%	85%	73%	83%
Role Clarity	82%	75%	64%	74%
Learning and Development	31%	35%	30%	37%
Innovation	44%	57%	27%	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)	76%	95%	87%
CMS Transactions > 60 days	15 Count s47E per 1000)	3 Counts s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	0%	6%
Unscheduled Absences (APS) (in days)	5.4	9.0	13.9
ADF Short Leave (in days)	3.0	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	79%	62%	100%	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%	--	56%
UB Management	67%	68%	--	66%
Performance Conversations	57%	60%	80%	61%
s33				
Senior Leadership Communication	31%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	--	63%
Support for Diversity	92%	85%	--	83%
Role Clarity	71%	75%	--	74%
Learning and Development	50%	35%	--	37%
Innovation	42%	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

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%	85%	87%
CMS Transactions > 60 days	8 Count s47E per 1000)	50 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	4%	6%
Unscheduled Absences (APS) (in days)	15.8	13.4	13.9
ADF Short Leave (in days)	4.0	1.9	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*	61%	30%	20%	27%
Meeting Effectiveness*	61%	42%	57%	40%
s33				
Defence Engagement	57%	62%	63%	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%	37%	56%
UB Management	65%	68%	56%	66%
Performance Conversations	57%	60%	46%	61%
s33				
Senior Leadership Communication	25%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	79%	63%
Support for Diversity	81%	85%	81%	83%
Role Clarity	80%	75%	80%	74%
Learning and Development	38%	35%	21%	37%
Innovation	46%	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: 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)	94%	91%	87%
CMS Transactions > 60 days	241 Count s47E per 1000)	668 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	9%	9%	6%
Unscheduled Absences (APS) (in days)	12.3	11.3	13.9
ADF Short Leave (in days)	2.9	2.2	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%	30%	15%	27%
Meeting Effectiveness*	53%	42%	63%	40%
s33				
Defence Engagement	53%	62%	54%	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	53%	59%	49%	56%
UB Management	58%	68%	59%	66%
Performance Conversations	56%	60%	62%	61%
s33				
Senior Leadership Communication	26%	28%	23%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	67%	63%
Support for Diversity	89%	85%	89%	83%
Role Clarity	70%	75%	75%	74%
Learning and Development	30%	35%	32%	37%
Innovation	54%	57%	51%	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%	88%	87%
CMS Transactions > 60 days	108 Count s47E per 1000)	100 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	3%	6%
Unscheduled Absences (APS) (in days)	14.6	17.0	13.9
ADF Short Leave (in days)	2.6	3.7	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)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	55%	30%	14%	27%
Meeting Effectiveness*	51%	42%	58%	40%
s33				
Defence Engagement	55%	62%	61%	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	51%	59%	45%	56%
UB Management	63%	68%	67%	66%
Performance Conversations	59%	60%	56%	61%
s33				
Senior Leadership Communication	21%	28%	34%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	71%	64%	62%	63%
Support for Diversity	79%	85%	78%	83%
Role Clarity	69%	75%	68%	74%
Learning and Development	22%	35%	34%	37%
Innovation	42%	57%	49%	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%	92%	87%
CMS Transactions > 60 days	50 Count (s47E per 1000)	100 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	12%	8%	6%
Unscheduled Absences (APS) (in days)	13.1	15.5	13.9
ADF Short Leave (in days)	4.7	3.6	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)	1 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	50%	30%	16%	27%
Meeting Effectiveness*	63%	42%	46%	40%
s33				
Defence Engagement	51%	62%	54%	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	41%	59%	52%	56%
UB Management	54%	68%	65%	66%
Performance Conversations	65%	60%	67%	61%
s33				
Senior Leadership Communication	29%	28%	22%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	74%	63%
Support for Diversity	81%	85%	78%	83%
Role Clarity	73%	75%	78%	74%
Learning and Development	32%	35%	27%	37%
Innovation	38%	57%	33%	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)	81%	84%	87%
CMS Transactions > 60 days	16 Count s47E per 1000)	58 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	5%	6%
Unscheduled Absences (APS) (in days)	15.4	14.1	13.9
ADF Short Leave (in days)	2.7	3.3	4.4
UB Complaints Received	1 Couns47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	4 Count s47E per 1000)	17 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	17%	30%	18%	27%
Meeting Effectiveness*	43%	42%	26%	40%
s33				
Defence Engagement	63%	62%	60%	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%	45%	56%
UB Management	64%	68%	60%	66%
Performance Conversations	62%	60%	45%	61%
s33				
Senior Leadership Communication	25%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	69%	63%
Support for Diversity	81%	85%	73%	83%
Role Clarity	61%	75%	60%	74%
Learning and Development	36%	35%	31%	37%
Innovation	60%	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)	91%	95%	87%
CMS Transactions > 60 days	4 Count s47E per 1000)	19 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	3%	6%
Unscheduled Absences (APS) (in days)	15.3	14.9	13.9
ADF Short Leave (in days)	5.5	2.8	4.4
UB Complaints Received	3 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*	16%	30%	--	27%
Meeting Effectiveness*	35%	42%	40%	40%
s33				
Defence Engagement	59%	62%	44%	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	54%	59%	55%	56%
UB Management	61%	68%	80%	66%
Performance Conversations	70%	60%	67%	61%
s33				
Senior Leadership Communication	19%	28%	18%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	75%	63%
Support for Diversity	84%	85%	75%	83%
Role Clarity	67%	75%	70%	74%
Learning and Development	27%	35%	30%	37%
Innovation	46%	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: 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)	86%	63%	87%
CMS Transactions > 60 days	23 Count s47E per 1000)	37 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	11%	8%	6%
Unscheduled Absences (APS) (in days)	8.2	9.9	13.9
ADF Short Leave (in days)	2.1	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	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*	24%	30%	27%	27%
Meeting Effectiveness*	30%	42%	24%	40%
s33				
Defence Engagement	53%	62%	63%	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	42%	59%	59%	56%
UB Management	63%	68%	76%	66%
Performance Conversations	63%	60%	63%	61%
s33				
Senior Leadership Communication	14%	28%	18%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	59%	64%	71%	63%
Support for Diversity	78%	85%	88%	83%
Role Clarity	69%	75%	82%	74%
Learning and Development	33%	35%	18%	37%
Innovation	55%	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)	69%	85%	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%	0%	6%
Unscheduled Absences (APS) (in days)	15.8	15.6	13.9
ADF Short Leave (in days)	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	95%	87%	87%
CMS Transactions > 60 days	57 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	8%	6%
Unscheduled Absences (APS) (in days)	11.0	7.2	13.9
ADF Short Leave (in days)	N/A	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*	33%	30%	--	27%
Meeting Effectiveness*	12%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	71%	63%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	16 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	7%	10%	6%
Unscheduled Absences (APS) (in days)	13.9	10.3	13.9
ADF Short Leave (in days)	N/A	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*	24%	30%	--	27%
Meeting Effectiveness*	24%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	78%	64%	87%
CMS Transactions > 60 days	15 Count s47E per 1000)	6 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	15%	14%	6%
Unscheduled Absences (APS) (in days)	12.7	8.7	13.9
ADF Short Leave (in days)	N/A	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*	14%	30%	--	27%
Meeting Effectiveness*	15%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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

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)	68%	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)	18.4	8.9	13.9
ADF Short Leave (in days)	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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 s

s47E

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	87%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	30 Count s47E 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	8.2	19.1	13.9
ADF Short Leave (in days)	1.0	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	75%	76%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	11%	5%	6%
Unscheduled Absences (APS) (in days)	10.3	8.9	13.9
ADF Short Leave (in days)	3.1	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)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	31%	30%	--	27%
Meeting Effectiveness*	55%	42%	--	40%
s33				
Defence Engagement	62%	62%	50%	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	62%	59%	25%	56%
UB Management	46%	68%	50%	66%
Performance Conversations	69%	60%	50%	61%
s33				
Senior Leadership Communication	25%	28%	19%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	54%	64%	63%	63%
Support for Diversity	100%	85%	93%	83%
Role Clarity	85%	75%	69%	74%
Learning and Development	31%	35%	13%	37%
Innovation	38%	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%	78%	87%
CMS Transactions > 60 days	16 Count s47E per 1000)	5 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	12%	18%	6%
Unscheduled Absences (APS) (in days)	10.5	17.1	13.9
ADF Short Leave (in days)	1.0	N/A	4.4
UB Complaints Received	0 Count s47Eper 1000)	0 Count s47Eper 1000)	763 Count s47E per 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*	23%	30%	--	27%
Meeting Effectiveness*	33%	42%	--	40%
s33				
Defence Engagement	50%	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	75%	59%	--	56%
UB Management	82%	68%	--	66%
Performance Conversations	58%	60%	--	61%
s33				
Senior Leadership Communication	17%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	--	63%
Support for Diversity	91%	85%	--	83%
Role Clarity	67%	75%	--	74%
Learning and Development	42%	35%	--	37%
Innovation	50%	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)	97%	87%	87%
CMS Transactions > 60 days	13 Count s47E per 1000)	5 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	7%	6%
Unscheduled Absences (APS) (in days)	10.1	11.6	13.9
ADF Short Leave (in days)	1.3	N/A	4.4
UB Complaints Received	0 Couns47E per 1000)	1 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	33%	30%	--	27%
Meeting Effectiveness*	58%	42%	--	40%
s33				
Defence Engagement	--	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%	--	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%	70%	87%
CMS Transactions > 60 days	12 Count s47E per 1000)	24 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	14%	5%	6%
Unscheduled Absences (APS) (in days)	13.3	4.4	13.9
ADF Short Leave (in days)	2.0	5.0	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
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
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%	--	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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	88%	70%	87%
CMS Transactions > 60 days	18 Count s47E per 1000)	48 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	4%	6%
Unscheduled Absences (APS) (in days)	13.8	9.1	13.9
ADF Short Leave (in days)	1.9	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	2 Coun s47E per 1000)	18 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	46%	30%	40%	27%
Meeting Effectiveness*	42%	42%	40%	40%
s33				
Defence Engagement	62%	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	45%	59%	61%	56%
UB Management	64%	68%	74%	66%
Performance Conversations	58%	60%	58%	61%
s33				
Senior Leadership Communication	19%	28%	32%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	85%	64%	83%	63%
Support for Diversity	81%	85%	74%	83%
Role Clarity	64%	75%	68%	74%
Learning and Development	27%	35%	36%	37%
Innovation	34%	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

[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)	89%	63%	87%
CMS Transactions > 60 days	122 Count s47E per 1000)	61 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	14%	15%	6%
Unscheduled Absences (APS) (in days)	12.1	16.8	13.9
ADF Short Leave (in days)	N/A	N/A	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%	50%	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%	50%	56%
UB Management	--	68%	50%	66%
Performance Conversations	--	60%	40%	61%
s33				
Senior Leadership Communication	--	28%	20%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	50%	63%
Support for Diversity	--	85%	90%	83%
Role Clarity	--	75%	50%	74%
Learning and Development	--	35%	20%	37%
Innovation	--	57%	80%	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)	78%	79%	87%
CMS Transactions > 60 days	6 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)	11.3	6.8	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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)	71%	43%	87%
CMS Transactions > 60 days	13 Count s47E per 1000)	20 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	17%	17%	6%
Unscheduled Absences (APS) (in days)	10.0	10.8	13.9
ADF Short Leave (in days)	N/A	1.0	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
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
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%	--	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)	86%	82%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	8 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	5%	6%
Unscheduled Absences (APS) (in days)	12.9	14.2	13.9
ADF Short Leave (in days)	N/A	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*	11%	30%	20%	27%
Meeting Effectiveness*	42%	42%	10%	40%
s33				
Defence Engagement	38%	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	53%	59%	--	56%
UB Management	20%	68%	--	66%
Performance Conversations	67%	60%	--	61%
s33				
Senior Leadership Communication	7%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	47%	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	60%	75%	--	74%
Learning and Development	20%	35%	--	37%
Innovation	27%	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)	84%	85%	87%
CMS Transactions > 60 days	18 Count s47E per 1000)	9 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	3%	6%
Unscheduled Absences (APS) (in days)	20.0	11.0	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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)	91%	90%	87%
CMS Transactions > 60 days	104 Count s47E per 1000)	42 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	4%	6%
Unscheduled Absences (APS) (in days)	17.1	12.6	13.9
ADF Short Leave (in days)	N/A	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*	12%	30%	30%	27%
Meeting Effectiveness*	16%	42%	37%	40%
s33				
Defence Engagement	40%	62%	60%	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	32%	59%	--	56%
UB Management	42%	68%	--	66%
Performance Conversations	59%	60%	50%	61%
s33				
Senior Leadership Communication	6%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	--	63%
Support for Diversity	70%	85%	--	83%
Role Clarity	74%	75%	--	74%
Learning and Development	12%	35%	--	37%
Innovation	44%	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)	93%	86%	87%
CMS Transactions > 60 days	10 Count s47E per 1000)	4 Count s47Eper 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	12%	10%	6%
Unscheduled Absences (APS) (in days)	7.6	11.0	13.9
ADF Short Leave (in days)	N/A	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 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	--	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%	--	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)	78%	84%	87%
CMS Transactions > 60 days	41 Count s47E per 1000)	33 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	9%	6%
Unscheduled Absences (APS) (in days)	12.2	13.7	13.9
ADF Short Leave (in days)	N/A	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*	11%	30%	--	27%
Meeting Effectiveness*	16%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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: 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)	84%	81%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	55 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	9%	6%
Unscheduled Absences (APS) (in days)	14.1	15.1	13.9
ADF Short Leave (in days)	N/A	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%	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	--	59%	60%	56%
UB Management	--	68%	60%	66%
Performance Conversations	--	60%	53%	61%
s33				
Senior Leadership Communication	--	28%	13%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	63%	63%
Support for Diversity	--	85%	69%	83%
Role Clarity	--	75%	69%	74%
Learning and Development	--	35%	69%	37%
Innovation	--	57%	53%	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%	83%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	10 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	10%	8%	6%
Unscheduled Absences (APS) (in days)	11.3	12.5	13.9
ADF Short Leave (in days)	N/A	N/A	4.4
UB Complaints Received	0 Count s47E per 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*	10%	30%	7%	27%
Meeting Effectiveness*	17%	42%	10%	40%
s33				
Defence Engagement	48%	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	48%	59%	--	56%
UB Management	50%	68%	--	66%
Performance Conversations	52%	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	60%	64%	--	63%
Support for Diversity	67%	85%	--	83%
Role Clarity	61%	75%	--	74%
Learning and Development	7%	35%	--	37%
Innovation	41%	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)	89%	91%	87%
CMS Transactions > 60 days	232 Count s47E per 1000)	132 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	4%	6%
Unscheduled Absences (APS) (in days)	9.3	12.7	13.9
ADF Short Leave (in days)	N/A	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*	15%	30%	12%	27%
Meeting Effectiveness*	18%	42%	26%	40%
s33				
Defence Engagement	37%	62%	48%	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	46%	59%	58%	56%
UB Management	54%	68%	56%	66%
Performance Conversations	59%	60%	62%	61%
s33				
Senior Leadership Communication	6%	28%	8%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	68%	63%
Support for Diversity	74%	85%	83%	83%
Role Clarity	55%	75%	58%	74%
Learning and Development	17%	35%	30%	37%
Innovation	54%	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: s

s47E

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[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)	75%	88%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	0%	6%
Unscheduled Absences (APS) (in days)	11.9	16.0	13.9
ADF Short Leave (in days)	N/A	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*	10%	30%	--	27%
Meeting Effectiveness*	10%	42%	--	40%
s33				
Defence Engagement	--	62%	33%	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%	52%	56%
UB Management	--	68%	25%	66%
Performance Conversations	--	60%	63%	61%
s33				
Senior Leadership Communication	--	28%	8%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	58%	63%
Support for Diversity	--	85%	57%	83%
Role Clarity	--	75%	48%	74%
Learning and Development	--	35%	22%	37%
Innovation	--	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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	93%	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)	3.2	N/A	13.9
ADF Short Leave (in days)	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	85%	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)	6.3	N/A	13.9
ADF Short Leave (in days)	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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

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	53%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	23 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	N/A	3%	6%
Unscheduled Absences (APS) (in days)	9.1	10.1	13.9
ADF Short Leave (in days)	5.9	9.0	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	25%	40%
s33				
Defence Engagement	60%	62%	50%	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	43%	59%	--	56%
UB Management	69%	68%	--	66%
Performance Conversations	50%	60%	80%	61%
s33				
Senior Leadership Communication	29%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	75%	64%	--	63%
Support for Diversity	83%	85%	--	83%
Role Clarity	79%	75%	--	74%
Learning and Development	43%	35%	--	37%
Innovation	64%	57%	80%	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)	71%	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	0%	N/A	6%
Unscheduled Absences (APS) (in days)	5.8	N/A	13.9
ADF Short Leave (in days)	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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 s

s47E



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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	74%	N/A	87%
CMS Transactions > 60 days	9 Count (s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	8%	N/A	6%
Unscheduled Absences (APS) (in days)	4.3	N/A	13.9
ADF Short Leave (in days)	3.3	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	70%	N/A	87%
CMS Transactions > 60 days	13 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	13%	N/A	6%
Unscheduled Absences (APS) (in days)	3.2	N/A	13.9
ADF Short Leave (in days)	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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

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)	63%	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)	6.6	N/A	13.9
ADF Short Leave (in days)	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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

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%	N/A	87%
CMS Transactions > 60 days	7 Count (s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	9%	N/A	6%
Unscheduled Absences (APS) (in days)	6.4	N/A	13.9
ADF Short Leave (in days)	3.0	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*	28%	30%	--	27%
Meeting Effectiveness*	58%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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	13 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	3%	N/A	6%
Unscheduled Absences (APS) (in days)	5.7	N/A	13.9
ADF Short Leave (in days)	1.0	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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)	78%	71%	87%
CMS Transactions > 60 days	4 Count s47E per 1000)	51 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	1%	6%
Unscheduled Absences (APS) (in days)	6.5	18.1	13.9
ADF Short Leave (in days)	2.4	1.9	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)	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	87%	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	1%	N/A	6%
Unscheduled Absences (APS) (in days)	4.5	N/A	13.9
ADF Short Leave (in days)	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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 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)	97%	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)	5.7	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)	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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

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)	89%	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	0%	N/A	6%
Unscheduled Absences (APS) (in days)	5.9	N/A	13.9
ADF Short Leave (in days)	N/A	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)	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	72%	N/A	87%
CMS Transactions > 60 days	27 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	N/A	6%
Unscheduled Absences (APS) (in days)	3.9	N/A	13.9
ADF Short Leave (in days)	N/A	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*	18%	30%	--	27%
Meeting Effectiveness*	36%	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	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)	2.3	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%

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 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 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

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)	88%	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)	11.1	10.1	13.9
ADF Short Leave (in days)	N/A	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	70%	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%	--	56%
UB Management	70%	68%	--	66%
Performance Conversations	100%	60%	--	61%
s33				
Senior Leadership Communication	40%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	90%	64%	--	63%
Support for Diversity	90%	85%	--	83%
Role Clarity	100%	75%	--	74%
Learning and Development	50%	35%	--	37%
Innovation	80%	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%	94%	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)	12.3	18.9	13.9
ADF Short Leave (in days)	N/A	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)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	90%	30%	--	27%
Meeting Effectiveness*	90%	42%	--	40%
s33				
Defence Engagement	41%	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
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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	71%	60%	--	61%
s33				
Senior Leadership Communication	18%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	88%	64%	--	63%
Support for Diversity	79%	85%	--	83%
Role Clarity	94%	75%	--	74%
Learning and Development	41%	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



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)	83%	83%	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)	7.8	11.2	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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)	93%	91%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	23 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	2%	6%
Unscheduled Absences (APS) (in days)	15.7	15.5	13.9
ADF Short Leave (in days)	N/A	N/A	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*	51%	30%	23%	27%
Meeting Effectiveness*	53%	42%	55%	40%
s33				
Defence Engagement	59%	62%	50%	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	48%	59%	43%	56%
UB Management	25%	68%	23%	66%
Performance Conversations	73%	60%	59%	61%
s33				
Senior Leadership Communication	12%	28%	23%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	87%	64%	77%	63%
Support for Diversity	75%	85%	83%	83%
Role Clarity	79%	75%	85%	74%
Learning and Development	19%	35%	21%	37%
Innovation	21%	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



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%	83%	87%
CMS Transactions > 60 days	8 Count (s47E per 1000)	32 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	5%	7%	6%
Unscheduled Absences (APS) (in days)	14.1	11.0	13.9
ADF Short Leave (in days)	3.0	4.5	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*	27%	30%	45%	27%
Meeting Effectiveness*	55%	42%	45%	40%
s33				
Defence Engagement	46%	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	38%	59%	--	56%
UB Management	33%	68%	--	66%
Performance Conversations	69%	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	77%	64%	--	63%
Support for Diversity	77%	85%	--	83%
Role Clarity	62%	75%	--	74%
Learning and Development	17%	35%	--	37%
Innovation	62%	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)	78%	78%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	40 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	6%	6%
Unscheduled Absences (APS) (in days)	22.4	14.9	13.9
ADF Short Leave (in days)	N/A	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	67%	62%	83%	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%	64%	56%
UB Management	50%	68%	55%	66%
Performance Conversations	50%	60%	75%	61%
s33				
Senior Leadership Communication	25%	28%	45%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	91%	64%	91%	63%
Support for Diversity	91%	85%	91%	83%
Role Clarity	67%	75%	73%	74%
Learning and Development	25%	35%	36%	37%
Innovation	83%	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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	86%	71%	87%
CMS Transactions > 60 days	153 Count s47E per 1000)	119 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	0%	6%
Unscheduled Absences (APS) (in days)	12.0	13.6	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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)	83%	70%	87%
CMS Transactions > 60 days	7 Count s47E per 1000)	11 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	2%	6%
Unscheduled Absences (APS) (in days)	12.1	9.2	13.9
ADF Short Leave (in days)	1.0	4.3	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%

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%	--	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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	90%	80%	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)	7.7	7.4	13.9
ADF Short Leave (in days)	2.0	4.0	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	83%	81%	87%
CMS Transactions > 60 days	46 Count s47E per 1000)	57 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	4%	6%
Unscheduled Absences (APS) (in days)	12.2	11.9	13.9
ADF Short Leave (in days)	3.3	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	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
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%	--	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)	78%	73%	87%
CMS Transactions > 60 days	0 Count s47E 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	2%	6%
Unscheduled Absences (APS) (in days)	10.5	12.6	13.9
ADF Short Leave (in days)	N/A	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*	44%	30%	44%	27%
Meeting Effectiveness*	38%	42%	41%	40%
s33				
Defence Engagement	41%	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	56%	59%	--	56%
UB Management	69%	68%	--	66%
Performance Conversations	75%	60%	--	61%
s33				
Senior Leadership Communication	19%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	--	63%
Support for Diversity	81%	85%	--	83%
Role Clarity	81%	75%	--	74%
Learning and Development	31%	35%	--	37%
Innovation	56%	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%	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%	7%	6%
Unscheduled Absences (APS) (in days)	8.7	5.8	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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)	97%	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%	4%	6%
Unscheduled Absences (APS) (in days)	14.4	12.4	13.9
ADF Short Leave (in days)	N/A	N/A	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%	36%	27%
Meeting Effectiveness*	--	42%	45%	40%
s33				
Defence Engagement	64%	62%	64%	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	71%	59%	--	56%
UB Management	29%	68%	--	66%
Performance Conversations	79%	60%	91%	61%
s33				
Senior Leadership Communication	8%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	86%	64%	--	63%
Support for Diversity	79%	85%	--	83%
Role Clarity	93%	75%	--	74%
Learning and Development	50%	35%	--	37%
Innovation	79%	57%	91%	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



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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	93%	100%	87%
CMS Transactions > 60 days	16 Count s47E per 1000)	22 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	7%	3%	6%
Unscheduled Absences (APS) (in days)	10.3	9.6	13.9
ADF Short Leave (in days)	3.7	2.1	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%	--	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%	--	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)	83%	100%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	5 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	3.9	15.0	13.9
ADF Short Leave (in days)	2.5	3.2	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%	--	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%	--	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: 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)	83%	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)	44.2	N/A	13.9
ADF Short Leave (in days)	4.3	1.0	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
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
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%	--	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)	84%	88%	87%
CMS Transactions > 60 days	0 Count (s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	6%	0%	6%
Unscheduled Absences (APS) (in days)	9.3	8.0	13.9
ADF Short Leave (in days)	5.7	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
Meeting Frequency*	70%	30%	73%	27%
Meeting Effectiveness*	50%	42%	10%	40%
s33				
Defence Engagement	--	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%	--	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)	75%	80%	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	28 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	2%	6%
Unscheduled Absences (APS) (in days)	10.9	10.4	13.9
ADF Short Leave (in days)	2.3	2.0	4.4
UB Complaints Received	0 Couns47E 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
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%	--	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%	82%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	25%	0%	6%
Unscheduled Absences (APS) (in days)	11.6	7.1	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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.
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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)	99%	69%	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)	4.8	5.5	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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)	80%	77%	87%
CMS Transactions > 60 days	10 Count s47E per 1000)	90 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	1%	2%	6%
Unscheduled Absences (APS) (in days)	15.6	19.0	13.9
ADF Short Leave (in days)	2.0	3.7	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	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*	58%	30%	26%	27%
Meeting Effectiveness*	52%	42%	36%	40%
s33				
Defence Engagement	66%	62%	61%	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	60%	59%	61%	56%
UB Management	58%	68%	53%	66%
Performance Conversations	64%	60%	76%	61%
s33				
Senior Leadership Communication	36%	28%	34%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	88%	63%
Support for Diversity	82%	85%	95%	83%
Role Clarity	81%	75%	87%	74%
Learning and Development	40%	35%	45%	37%
Innovation	55%	57%	74%	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)	75%	82%	87%
CMS Transactions > 60 days	6 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)	13.1	13.0	13.9
ADF Short Leave (in days)	2.1	1.9	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	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	64%	62%	69%	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%	46%	56%
UB Management	79%	68%	75%	66%
Performance Conversations	61%	60%	55%	61%
s33				
Senior Leadership Communication	32%	28%	54%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	65%	63%
Support for Diversity	84%	85%	75%	83%
Role Clarity	84%	75%	63%	74%
Learning and Development	31%	35%	50%	37%
Innovation	67%	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



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)	88%	13%	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)	17.7	11.3	13.9
ADF Short Leave (in days)	1.6	1.5	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%	--	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%	--	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)	83%	69%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	1%	6%
Unscheduled Absences (APS) (in days)	11.7	9.9	13.9
ADF Short Leave (in days)	2.2	3.4	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)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	14%	30%	17%	27%
Meeting Effectiveness*	23%	42%	14%	40%
s33				
Defence Engagement	51%	62%	60%	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	54%	59%	44%	56%
UB Management	69%	68%	54%	66%
Performance Conversations	67%	60%	51%	61%
s33				
Senior Leadership Communication	27%	28%	29%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	80%	64%	68%	63%
Support for Diversity	90%	85%	80%	83%
Role Clarity	88%	75%	63%	74%
Learning and Development	39%	35%	35%	37%
Innovation	79%	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: s

s47E

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	75%	86%	87%
CMS Transactions > 60 days	22 Count s47E per 1000)	8 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	2%	6%
Unscheduled Absences (APS) (in days)	13.2	17.7	13.9
ADF Short Leave (in days)	12.4	7.7	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*	25%	30%	22%	27%
Meeting Effectiveness*	32%	42%	30%	40%
s33				
Defence Engagement	45%	62%	40%	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%	43%	56%
UB Management	44%	68%	36%	66%
Performance Conversations	61%	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	81%	64%	86%	63%
Support for Diversity	88%	85%	79%	83%
Role Clarity	75%	75%	75%	74%
Learning and Development	33%	35%	11%	37%
Innovation	52%	57%	34%	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)	75%	53%	87%
CMS Transactions > 60 days	8 Count s47E per 1000)	4 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	3%	6%
Unscheduled Absences (APS) (in days)	11.9	12.4	13.9
ADF Short Leave (in days)	3.8	2.8	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	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*	12%	30%	15%	27%
Meeting Effectiveness*	40%	42%	45%	40%
s33				
Defence Engagement	72%	62%	64%	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%	64%	56%
UB Management	61%	68%	50%	66%
Performance Conversations	67%	60%	79%	61%
s33				
Senior Leadership Communication	22%	28%	64%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	77%	63%
Support for Diversity	89%	85%	100%	83%
Role Clarity	61%	75%	62%	74%
Learning and Development	17%	35%	36%	37%
Innovation	72%	57%	71%	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)	82%	78%	87%
CMS Transactions > 60 days	23 Count s47E per 1000)	55 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	3%	6%
Unscheduled Absences (APS) (in days)	12.3	12.8	13.9
ADF Short Leave (in days)	3.3	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)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	13%	30%	52%	27%
Meeting Effectiveness*	38%	42%	47%	40%
s33				
Defence Engagement	55%	62%	68%	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%	56%	56%
UB Management	63%	68%	71%	66%
Performance Conversations	63%	60%	69%	61%
s33				
Senior Leadership Communication	19%	28%	43%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	90%	64%	100%	63%
Support for Diversity	90%	85%	92%	83%
Role Clarity	77%	75%	72%	74%
Learning and Development	26%	35%	58%	37%
Innovation	57%	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)	95%	74%	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)	12.3	13.3	13.9
ADF Short Leave (in days)	N/A	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*	14%	30%	18%	27%
Meeting Effectiveness*	45%	42%	45%	40%
s33				
Defence Engagement	46%	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	62%	59%	--	56%
UB Management	69%	68%	--	66%
Performance Conversations	69%	60%	--	61%
s33				
Senior Leadership Communication	38%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	62%	64%	--	63%
Support for Diversity	92%	85%	--	83%
Role Clarity	93%	75%	--	74%
Learning and Development	69%	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.
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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)	82%	79%	87%
CMS Transactions > 60 days	9 Count s47E per 1000)	17 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	6%	6%
Unscheduled Absences (APS) (in days)	13.7	13.2	13.9
ADF Short Leave (in days)	3.0	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	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
Meeting Frequency*	25%	30%	8%	27%
Meeting Effectiveness*	34%	42%	36%	40%
s33				
Defence Engagement	63%	62%	74%	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	51%	59%	60%	56%
UB Management	58%	68%	67%	66%
Performance Conversations	61%	60%	62%	61%
s33				
Senior Leadership Communication	29%	28%	47%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	72%	64%	84%	63%
Support for Diversity	94%	85%	81%	83%
Role Clarity	79%	75%	81%	74%
Learning and Development	35%	35%	53%	37%
Innovation	60%	57%	68%	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%	87%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	21 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	3%	4%	6%
Unscheduled Absences (APS) (in days)	14.7	17.0	13.9
ADF Short Leave (in days)	2.1	1.4	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*	18%	30%	13%	27%
Meeting Effectiveness*	54%	42%	30%	40%
s33				
Defence Engagement	44%	62%	60%	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	53%	59%	50%	56%
UB Management	58%	68%	45%	66%
Performance Conversations	63%	60%	65%	61%
s33				
Senior Leadership Communication	35%	28%	30%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	85%	64%	71%	63%
Support for Diversity	85%	85%	84%	83%
Role Clarity	85%	75%	74%	74%
Learning and Development	35%	35%	27%	37%
Innovation	62%	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)	78%	70%	87%
CMS Transactions > 60 days	3 Count s47E per 1000)	3 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	11%	6%
Unscheduled Absences (APS) (in days)	17.3	13.8	13.9
ADF Short Leave (in days)	N/A	N/A	4.4
UB Complaints Received	0 Count s47E per 1000)	1 Count s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	63%	30%	18%	27%
Meeting Effectiveness*	38%	42%	29%	40%
s33				
Defence Engagement	45%	62%	33%	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	47%	59%	29%	56%
UB Management	31%	68%	24%	66%
Performance Conversations	47%	60%	33%	61%
s33				
Senior Leadership Communication	14%	28%	6%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	68%	64%	76%	63%
Support for Diversity	78%	85%	88%	83%
Role Clarity	72%	75%	65%	74%
Learning and Development	31%	35%	24%	37%
Innovation	48%	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



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	8 Count s47E per 1000)	53 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	8%	6%
Unscheduled Absences (APS) (in days)	13.5	12.4	13.9
ADF Short Leave (in days)	1.4	2.8	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*	13%	30%	58%	27%
Meeting Effectiveness*	50%	42%	50%	40%
s33				
Defence Engagement	68%	62%	83%	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	63%	59%	52%	56%
UB Management	63%	68%	71%	66%
Performance Conversations	54%	60%	52%	61%
s33				
Senior Leadership Communication	26%	28%	33%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	81%	63%
Support for Diversity	79%	85%	90%	83%
Role Clarity	76%	75%	81%	74%
Learning and Development	38%	35%	62%	37%
Innovation	38%	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



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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	73%	77%	87%
CMS Transactions > 60 days	9 Count s47E per 1000)	11 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	10%	4%	6%
Unscheduled Absences (APS) (in days)	6.7	7.3	13.9
ADF Short Leave (in days)	5.0	3.0	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
Meeting Frequency*	27%	30%	56%	27%
Meeting Effectiveness*	33%	42%	67%	40%
s33				
Defence Engagement	43%	62%	64%	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	64%	59%	--	56%
UB Management	50%	68%	50%	66%
Performance Conversations	79%	60%	82%	61%
s33				
Senior Leadership Communication	23%	28%	40%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	93%	64%	70%	63%
Support for Diversity	100%	85%	90%	83%
Role Clarity	93%	75%	--	74%
Learning and Development	36%	35%	--	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: s

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	80%	72%	87%
CMS Transactions > 60 days	50 Count s47E per 1000)	47 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	5%	6%
Unscheduled Absences (APS) (in days)	9.7	8.8	13.9
ADF Short Leave (in days)	N/A	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*	20%	30%	75%	27%
Meeting Effectiveness*	37%	42%	20%	40%
s33				
Defence Engagement	57%	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	33%	59%	--	56%
UB Management	60%	68%	--	66%
Performance Conversations	64%	60%	--	61%
s33				
Senior Leadership Communication	5%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	--	63%
Support for Diversity	80%	85%	--	83%
Role Clarity	67%	75%	--	74%
Learning and Development	25%	35%	--	37%
Innovation	50%	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)	89%	77%	87%
CMS Transactions > 60 days	68 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	11%	9%	6%
Unscheduled Absences (APS) (in days)	6.4	2.1	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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)	83%	79%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	3 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	2%	6%
Unscheduled Absences (APS) (in days)	11.6	12.0	13.9
ADF Short Leave (in days)	N/A	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
Meeting Frequency*	41%	30%	67%	27%
Meeting Effectiveness*	63%	42%	53%	40%
s33				
Defence Engagement	76%	62%	92%	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	67%	59%	83%	56%
UB Management	50%	68%	67%	66%
Performance Conversations	93%	60%	75%	61%
s33				
Senior Leadership Communication	33%	28%	83%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	77%	64%	100%	63%
Support for Diversity	100%	85%	100%	83%
Role Clarity	93%	75%	92%	74%
Learning and Development	57%	35%	75%	37%
Innovation	86%	57%	83%	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.
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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)	89%	75%	87%
CMS Transactions > 60 days	8 Count (s47E per 1000)	0 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	12%	13%	6%
Unscheduled Absences (APS) (in days)	9.3	12.2	13.9
ADF Short Leave (in days)	N/A	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%	--	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%	--	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.
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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%	96%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	9 Counts s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	3%	6%
Unscheduled Absences (APS) (in days)	13.9	14.9	13.9
ADF Short Leave (in days)	N/A	N/A	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	5 Count s47E per 1000)	9 Counts s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	7%	30%	11%	27%
Meeting Effectiveness*	21%	42%	20%	40%
s33				
Defence Engagement	53%	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	53%	59%	--	56%
UB Management	59%	68%	--	66%
Performance Conversations	68%	60%	--	61%
s33				
Senior Leadership Communication	17%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	84%	64%	--	63%
Support for Diversity	84%	85%	--	83%
Role Clarity	66%	75%	--	74%
Learning and Development	33%	35%	--	37%
Innovation	57%	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.
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N/A indicates that the data is not available.
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Sent to: s47E

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	95%	85%	87%
CMS Transactions > 60 days	9 Count s47E per 1000)	42 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	4%	6%
Unscheduled Absences (APS) (in days)	12.8	16.9	13.9
ADF Short Leave (in days)	N/A	N/A	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)	5 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	22%	30%	8%	27%
Meeting Effectiveness*	13%	42%	19%	40%
s33				
Defence Engagement	41%	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	38%	59%	--	56%
UB Management	45%	68%	--	66%
Performance Conversations	62%	60%	--	61%
s33				
Senior Leadership Communication	19%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	74%	64%	--	63%
Support for Diversity	74%	85%	--	83%
Role Clarity	55%	75%	--	74%
Learning and Development	43%	35%	--	37%
Innovation	57%	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.
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N/A indicates that the data is not available.
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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)	94%	86%	87%
CMS Transactions > 60 days	14 Count s47E per 1000)	70 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	6%	6%
Unscheduled Absences (APS) (in days)	14.9	15.0	13.9
ADF Short Leave (in days)	3.0	3.2	4.4
UB Complaints Received	7 Count s47E per 1000)	3 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	5 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*	24%	30%	25%	27%
Meeting Effectiveness*	32%	42%	34%	40%
s33				
Defence Engagement	50%	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	51%	59%	--	56%
UB Management	54%	68%	--	66%
Performance Conversations	61%	60%	--	61%
s33				
Senior Leadership Communication	18%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	74%	64%	--	63%
Support for Diversity	78%	85%	--	83%
Role Clarity	69%	75%	--	74%
Learning and Development	28%	35%	--	37%
Innovation	43%	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.
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N/A indicates that the data is not available.
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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)	69%	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	8%	0%	6%
Unscheduled Absences (APS) (in days)	5.5	9.6	13.9
ADF Short Leave (in days)	N/A	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*	21%	30%	35%	27%
Meeting Effectiveness*	57%	42%	37%	40%
s33				
Defence Engagement	58%	62%	67%	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	53%	59%	40%	56%
UB Management	41%	68%	65%	66%
Performance Conversations	61%	60%	61%	61%
s33				
Senior Leadership Communication	33%	28%	25%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	71%	63%
Support for Diversity	88%	85%	80%	83%
Role Clarity	84%	75%	67%	74%
Learning and Development	22%	35%	23%	37%
Innovation	39%	57%	28%	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.
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N/A indicates that the data is not available.
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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)	98%	93%	87%
CMS Transactions > 60 days	8 Count s47E per 1000)	5 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	8%	6%
Unscheduled Absences (APS) (in days)	13.1	10.8	13.9
ADF Short Leave (in days)	2.0	5.3	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	4 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*	22%	30%	5%	27%
Meeting Effectiveness*	34%	42%	26%	40%
s33				
Defence Engagement	43%	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	48%	59%	--	56%
UB Management	49%	68%	--	66%
Performance Conversations	46%	60%	--	61%
s33				
Senior Leadership Communication	17%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	57%	64%	--	63%
Support for Diversity	70%	85%	--	83%
Role Clarity	70%	75%	--	74%
Learning and Development	25%	35%	--	37%
Innovation	51%	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.
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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	1 Count s47E per 1000)	31 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	4%	6%
Unscheduled Absences (APS) (in days)	13.0	14.7	13.9
ADF Short Leave (in days)	3.0	2.0	4.4
UB Complaints Received	3 Count s47E per 1000)	1 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*	15%	30%	8%	27%
Meeting Effectiveness*	42%	42%	30%	40%
s33				
Defence Engagement	37%	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	47%	59%	--	56%
UB Management	42%	68%	--	66%
Performance Conversations	60%	60%	--	61%
s33				
Senior Leadership Communication	12%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	--	63%
Support for Diversity	83%	85%	--	83%
Role Clarity	67%	75%	--	74%
Learning and Development	18%	35%	--	37%
Innovation	54%	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%	92%	87%
CMS Transactions > 60 days	40 Count s47E per 1000)	97 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	5%	6%
Unscheduled Absences (APS) (in days)	17.4	17.4	13.9
ADF Short Leave (in days)	N/A	N/A	4.4
UB Complaints Received	7 Count s47E per 1000)	8 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*	11%	30%	28%	27%
Meeting Effectiveness*	41%	42%	49%	40%
s33				
Defence Engagement	49%	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	57%	59%	--	56%
UB Management	66%	68%	--	66%
Performance Conversations	67%	60%	--	61%
s33				
Senior Leadership Communication	27%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	79%	64%	--	63%
Support for Diversity	81%	85%	--	83%
Role Clarity	78%	75%	--	74%
Learning and Development	27%	35%	--	37%
Innovation	48%	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)	88%	N/A	87%
CMS Transactions > 60 days	9 Count (s47E per 1000)	20 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	0%	13%	6%
Unscheduled Absences (APS) (in days)	10.1	N/A	13.9
ADF Short Leave (in days)	2.6	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	99%	94%	87%
CMS Transactions > 60 days	6 Count s47E per 1000)	57 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	3%	6%
Unscheduled Absences (APS) (in days)	12.6	14.2	13.9
ADF Short Leave (in days)	2.1	2.1	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	0 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	77%	62%	89%	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	71%	59%	63%	56%
UB Management	75%	68%	83%	66%
Performance Conversations	74%	60%	68%	61%
s33				
Senior Leadership Communication	57%	28%	36%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	66%	64%	58%	63%
Support for Diversity	93%	85%	92%	83%
Role Clarity	94%	75%	80%	74%
Learning and Development	47%	35%	40%	37%
Innovation	67%	57%	71%	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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	81%	87%
CMS Transactions > 60 days	7 Count s47E per 1000)	35 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	0%	6%
Unscheduled Absences (APS) (in days)	16.4	12.2	13.9
ADF Short Leave (in days)	2.7	3.2	4.4
UB Complaints Received	5 Count s47Eper 1000)	12 Count s47Eper 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	78%	62%	68%	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	48%	59%	50%	56%
UB Management	78%	68%	80%	66%
Performance Conversations	43%	60%	52%	61%
s33				
Senior Leadership Communication	30%	28%	24%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	58%	64%	38%	63%
Support for Diversity	87%	85%	88%	83%
Role Clarity	74%	75%	72%	74%
Learning and Development	45%	35%	43%	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: 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)	96%	88%	87%
CMS Transactions > 60 days	20 Count s47E per 1000)	2 Count (s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	5%	6%
Unscheduled Absences (APS) (in days)	7.6	10.6	13.9
ADF Short Leave (in days)	2.1	2.9	4.4
UB Complaints Received	1 Count s47Eper 1000)	0 Count s47Eper 1000)	763 Count (s47Eper 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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	79%	62%	47%	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	80%	59%	58%	56%
UB Management	79%	68%	62%	66%
Performance Conversations	55%	60%	44%	61%
s33				
Senior Leadership Communication	32%	28%	31%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	89%	64%	77%	63%
Support for Diversity	89%	85%	85%	83%
Role Clarity	85%	75%	75%	74%
Learning and Development	45%	35%	58%	37%
Innovation	70%	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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	92%	50%	87%
CMS Transactions > 60 days	8 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)	12.1	6.7	13.9
ADF Short Leave (in days)	2.0	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
Meeting Frequency*	--	30%	19%	27%
Meeting Effectiveness*	--	42%	27%	40%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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)	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)	1.0	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%

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)	94%	84%	87%
CMS Transactions > 60 days	70 Count s47E per 1000)	92 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	2%	6%
Unscheduled Absences (APS) (in days)	16.1	15.0	13.9
ADF Short Leave (in days)	2.5	2.9	4.4
UB Complaints Received	22 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)	6 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	16%	30%	27%	27%
Meeting Effectiveness*	23%	42%	24%	40%
s33				
Defence Engagement	52%	62%	66%	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	49%	59%	49%	56%
UB Management	54%	68%	60%	66%
Performance Conversations	55%	60%	58%	61%
s33				
Senior Leadership Communication	19%	28%	22%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	60%	64%	71%	63%
Support for Diversity	77%	85%	90%	83%
Role Clarity	78%	75%	85%	74%
Learning and Development	26%	35%	35%	37%
Innovation	52%	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)	100%	70%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	9 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	8.9	16.6	13.9
ADF Short Leave (in days)	2.4	4.7	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	61%	62%	70%	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%	41%	56%
UB Management	80%	68%	54%	66%
Performance Conversations	56%	60%	53%	61%
s33				
Senior Leadership Communication	35%	28%	38%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	80%	64%	61%	63%
Support for Diversity	87%	85%	88%	83%
Role Clarity	76%	75%	70%	74%
Learning and Development	35%	35%	37%	37%
Innovation	65%	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)	94%	86%	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	20 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	3%	6%
Unscheduled Absences (APS) (in days)	11.9	7.2	13.9
ADF Short Leave (in days)	2.8	3.6	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	57%	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	46%	59%	--	56%
UB Management	67%	68%	--	66%
Performance Conversations	46%	60%	--	61%
s33				
Senior Leadership Communication	62%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	--	63%
Support for Diversity	64%	85%	--	83%
Role Clarity	50%	75%	--	74%
Learning and Development	42%	35%	--	37%
Innovation	42%	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%	75%	87%
CMS Transactions > 60 days	2 Count s47E per 1000)	18 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	19.6	20.5	13.9
ADF Short Leave (in days)	2.3	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)	0 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	36%	30%	47%	27%
Meeting Effectiveness*	27%	42%	53%	40%
s33				
Defence Engagement	60%	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	50%	59%	--	56%
UB Management	47%	68%	--	66%
Performance Conversations	68%	60%	--	61%
s33				
Senior Leadership Communication	22%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	89%	64%	--	63%
Support for Diversity	79%	85%	--	83%
Role Clarity	74%	75%	--	74%
Learning and Development	21%	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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	100%	77%	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)	12.7	7.8	13.9
ADF Short Leave (in days)	1.0	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	--	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%	--	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)	92%	91%	87%
CMS Transactions > 60 days	6 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	9.6	13.9
ADF Short Leave (in days)	N/A	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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 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)	97%	99%	87%
CMS Transactions > 60 days	9 Count s47E per 1000)	2 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	4%	6%
Unscheduled Absences (APS) (in days)	14.2	15.6	13.9
ADF Short Leave (in days)	3.7	3.7	4.4
UB Complaints Received	10 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%	4%	27%
Meeting Effectiveness*	12%	42%	19%	40%
s33				
Defence Engagement	53%	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	42%	59%	57%	56%
UB Management	63%	68%	66%	66%
Performance Conversations	56%	60%	66%	61%
s33				
Senior Leadership Communication	6%	28%	17%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	66%	63%
Support for Diversity	85%	85%	82%	83%
Role Clarity	69%	75%	80%	74%
Learning and Development	33%	35%	26%	37%
Innovation	57%	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)	97%	86%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	257 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	27%	20%	6%
Unscheduled Absences (APS) (in days)	12.8	21.9	13.9
ADF Short Leave (in days)	1.3	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
Meeting Frequency*	40%	30%	--	27%
Meeting Effectiveness*	60%	42%	--	40%
s33				
Defence Engagement	--	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%	--	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)	96%	94%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	22 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	3%	6%
Unscheduled Absences (APS) (in days)	20.9	11.8	13.9
ADF Short Leave (in days)	N/A	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)	1 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	19%	30%	24%	27%
Meeting Effectiveness*	53%	42%	40%	40%
s33				
Defence Engagement	60%	62%	50%	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	57%	59%	45%	56%
UB Management	50%	68%	64%	66%
Performance Conversations	71%	60%	67%	61%
s33				
Senior Leadership Communication	29%	28%	40%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	57%	64%	82%	63%
Support for Diversity	79%	85%	82%	83%
Role Clarity	79%	75%	100%	74%
Learning and Development	21%	35%	27%	37%
Innovation	64%	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

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%	75%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	4 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	2%	6%
Unscheduled Absences (APS) (in days)	15.5	8.0	13.9
ADF Short Leave (in days)	2.3	3.0	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 s47E per 1000)	0 Count s47E per 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	7%	30%	28%	27%
Meeting Effectiveness*	58%	42%	50%	40%
s33				
Defence Engagement	47%	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	60%	59%	52%	56%
UB Management	68%	68%	62%	66%
Performance Conversations	57%	60%	58%	61%
s33				
Senior Leadership Communication	28%	28%	28%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	76%	63%
Support for Diversity	74%	85%	64%	83%
Role Clarity	80%	75%	66%	74%
Learning and Development	23%	35%	41%	37%
Innovation	57%	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: 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	7 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)	12.4	29.0	13.9
ADF Short Leave (in days)	2.2	1.9	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	77%	62%	83%	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	83%	59%	58%	56%
UB Management	88%	68%	83%	66%
Performance Conversations	68%	60%	67%	61%
s33				
Senior Leadership Communication	36%	28%	50%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	75%	64%	92%	63%
Support for Diversity	96%	85%	92%	83%
Role Clarity	85%	75%	83%	74%
Learning and Development	48%	35%	67%	37%
Innovation	60%	57%	83%	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 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)	97%	95%	87%
CMS Transactions > 60 days	199 Count s47E per 1000)	49 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	3%	6%
Unscheduled Absences (APS) (in days)	16.3	14.5	13.9
ADF Short Leave (in days)	2.3	2.7	4.4
UB Complaints Received	5 Count s47E per 1000)	4 Count s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	3 Count s47E per 1000)	23 Count s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	21%	30%	18%	27%
Meeting Effectiveness*	34%	42%	30%	40%
s33				
Defence Engagement	56%	62%	55%	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%	54%	56%
UB Management	60%	68%	55%	66%
Performance Conversations	63%	60%	73%	61%
s33				
Senior Leadership Communication	15%	28%	14%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	70%	64%	69%	63%
Support for Diversity	80%	85%	82%	83%
Role Clarity	79%	75%	74%	74%
Learning and Development	27%	35%	26%	37%
Innovation	46%	57%	53%	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

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)	1.8	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%

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: 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%	0%	87%
CMS Transactions > 60 days	8 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)	13.8	14.0	13.9
ADF Short Leave (in days)	2.0	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%	--	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%	--	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	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	N/A	0%	6%
Unscheduled Absences (APS) (in days)	3.0	46.0	13.9
ADF Short Leave (in days)	2.4	4.1	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%

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%	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)	5.0	44.5	13.9
ADF Short Leave (in days)	2.7	2.1	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%

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%	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)	5.0	1.0	13.9
ADF Short Leave (in days)	2.4	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%	--	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	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)	15.0	19.4	13.9
ADF Short Leave (in days)	2.6	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)	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
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%	--	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)	77%	81%	87%
CMS Transactions > 60 days	226 Count s47Eper 1000)	377 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	3%	6%
Unscheduled Absences (APS) (in days)	18.3	22.4	13.9
ADF Short Leave (in days)	2.8	2.9	4.4
UB Complaints Received	0 Count (s47E 1000)	0 Count s47Eper 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 Count s47Eper 1000)	4 Count s47Eper 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
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%	--	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%	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)	N/A	N/A	13.9
ADF Short Leave (in days)	3.2	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	64%	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	55%	59%	44%	56%
UB Management	73%	68%	94%	66%
Performance Conversations	45%	60%	53%	61%
s33				
Senior Leadership Communication	18%	28%	44%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	30%	64%	50%	63%
Support for Diversity	80%	85%	75%	83%
Role Clarity	91%	75%	79%	74%
Learning and Development	36%	35%	44%	37%
Innovation	36%	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: 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	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	4%	6%
Unscheduled Absences (APS) (in days)	3.0	7.3	13.9
ADF Short Leave (in days)	2.2	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)	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
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%	--	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: 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)	86%	73%	87%
CMS Transactions > 60 days	492 Count (s47E per 1000)	618 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	6%	1%	6%
Unscheduled Absences (APS) (in days)	12.0	12.5	13.9
ADF Short Leave (in days)	2.3	2.9	4.4
UB Complaints Received	44 Count (s47E per 1000)	52 Count (s47E per 1000)	763 Count (s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	12 Count (s47E per 1000)	36 Count (s47E per 1000)	216 Count (s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	25%	30%	--	27%
Meeting Effectiveness*	40%	42%	--	40%
s33				
Defence Engagement	69%	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	61%	59%	62%	56%
UB Management	77%	68%	81%	66%
Performance Conversations	64%	60%	70%	61%
s33				
Senior Leadership Communication	35%	28%	34%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	73%	64%	71%	63%
Support for Diversity	90%	85%	91%	83%
Role Clarity	78%	75%	79%	74%
Learning and Development	38%	35%	43%	37%
Innovation	64%	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: 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	0 Count s47E per 1000)	2 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)	3.2	4.5	4.4
UB Complaints Received	0 Count s47Eper 1000)	0 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	0 Count (s47Eper 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%	--	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	80%	59%	--	56%
UB Management	75%	68%	--	66%
Performance Conversations	65%	60%	--	61%
s33				
Senior Leadership Communication	55%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	65%	64%	--	63%
Support for Diversity	89%	85%	--	83%
Role Clarity	85%	75%	--	74%
Learning and Development	60%	35%	--	37%
Innovation	80%	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: 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)	67%	67%	87%
CMS Transactions > 60 days	37 Count s47E per 1000)	89 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	11%	1%	6%
Unscheduled Absences (APS) (in days)	14.8	15.3	13.9
ADF Short Leave (in days)	3.0	3.3	4.4
UB Complaints Received	0 Count s47E 1000)	6 Count s47Eper 1000)	763 Count s47Eper 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	2 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	80%	62%	69%	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	83%	59%	64%	56%
UB Management	79%	68%	54%	66%
Performance Conversations	67%	60%	54%	61%
s33				
Senior Leadership Communication	29%	28%	38%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	61%	64%	62%	63%
Support for Diversity	96%	85%	77%	83%
Role Clarity	87%	75%	73%	74%
Learning and Development	46%	35%	27%	37%
Innovation	71%	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)	74%	70%	87%
CMS Transactions > 60 days	134 Count s47Eper 1000)	500 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	0%	6%
Unscheduled Absences (APS) (in days)	10.4	12.6	13.9
ADF Short Leave (in days)	2.6	2.5	4.4
UB Complaints Received	4 Count s47Eper 1000)	4 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	0 Count s47Eper 1000)	6 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	60%	62%	57%	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%	63%	56%
UB Management	71%	68%	74%	66%
Performance Conversations	61%	60%	62%	61%
s33				
Senior Leadership Communication	27%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	62%	64%	61%	63%
Support for Diversity	83%	85%	77%	83%
Role Clarity	76%	75%	73%	74%
Learning and Development	34%	35%	37%	37%
Innovation	56%	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: 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	0 Count s47E per 1000)	17 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)	5.8	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	52%	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	59%	59%	58%	56%
UB Management	43%	68%	65%	66%
Performance Conversations	64%	60%	57%	61%
s33				
Senior Leadership Communication	45%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	48%	64%	54%	63%
Support for Diversity	84%	85%	80%	83%
Role Clarity	79%	75%	79%	74%
Learning and Development	27%	35%	46%	37%
Innovation	68%	57%	73%	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	3 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)	2.8	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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	15 Count s47E per 1000)	81 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)	2.1	2.8	4.4
UB Complaints Received	3 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	60%	62%	69%	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%	70%	56%
UB Management	64%	68%	68%	66%
Performance Conversations	60%	60%	69%	61%
s33				
Senior Leadership Communication	43%	28%	42%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	58%	64%	44%	63%
Support for Diversity	90%	85%	83%	83%
Role Clarity	81%	75%	87%	74%
Learning and Development	39%	35%	42%	37%
Innovation	45%	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)	14%	75%	87%
CMS Transactions > 60 days	27 Count s47E per 1000)	22 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	6%	6%
Unscheduled Absences (APS) (in days)	12.9	5.8	13.9
ADF Short Leave (in days)	3.3	6.3	4.4
UB Complaints Received	3 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%	50%	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%	50%	56%
UB Management	--	68%	50%	66%
Performance Conversations	--	60%	50%	61%
s33				
Senior Leadership Communication	--	28%	10%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	60%	63%
Support for Diversity	--	85%	70%	83%
Role Clarity	--	75%	60%	74%
Learning and Development	--	35%	20%	37%
Innovation	--	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: 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)	62%	65%	87%
CMS Transactions > 60 days	102 Count s47E per 1000)	475 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	1%	6%
Unscheduled Absences (APS) (in days)	11.0	16.0	13.9
ADF Short Leave (in days)	2.5	2.7	4.4
UB Complaints Received	22 Count s47E per 1000)	30 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	9 Count s47E per 1000)	27 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%	58%	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	60%	59%	60%	56%
UB Management	73%	68%	71%	66%
Performance Conversations	58%	60%	63%	61%
s33				
Senior Leadership Communication	29%	28%	23%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	55%	64%	54%	63%
Support for Diversity	88%	85%	81%	83%
Role Clarity	80%	75%	75%	74%
Learning and Development	39%	35%	36%	37%
Innovation	56%	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)	63%	50%	87%
CMS Transactions > 60 days	85 Count s47E per 1000)	523 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	13%	1%	6%
Unscheduled Absences (APS) (in days)	15.7	12.6	13.9
ADF Short Leave (in days)	2.5	2.4	4.4
UB Complaints Received	78 Count (s47E per 1000)	63 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	8 Count s47E per 1000)	27 Count s47E per 1000)	216 Count s47E per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	29%	27%
Meeting Effectiveness*	--	42%	58%	40%
s33				
Defence Engagement	63%	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	62%	59%	59%	56%
UB Management	71%	68%	69%	66%
Performance Conversations	65%	60%	68%	61%
s33				
Senior Leadership Communication	28%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	62%	64%	66%	63%
Support for Diversity	89%	85%	87%	83%
Role Clarity	73%	75%	78%	74%
Learning and Development	33%	35%	35%	37%
Innovation	52%	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)	80%	80%	87%
CMS Transactions > 60 days	71 Count s47E per 1000)	96 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	3%	6%
Unscheduled Absences (APS) (in days)	9.9	9.5	13.9
ADF Short Leave (in days)	2.7	2.5	4.4
UB Complaints Received	10 Count s47E per 1000)	7 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	74%	62%	70%	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	64%	59%	76%	56%
UB Management	70%	68%	74%	66%
Performance Conversations	62%	60%	72%	61%
s33				
Senior Leadership Communication	40%	28%	51%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	64%	64%	62%	63%
Support for Diversity	86%	85%	95%	83%
Role Clarity	78%	75%	84%	74%
Learning and Development	39%	35%	52%	37%
Innovation	57%	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)	70%	57%	87%
CMS Transactions > 60 days	515 Count s47E per 1000)	439 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	11%	1%	6%
Unscheduled Absences (APS) (in days)	5.4	6.3	13.9
ADF Short Leave (in days)	2.8	3.8	4.4
UB Complaints Received	91 Count s47E per 1000)	77 Count s47E per 1000)	763 Count s47E per 1000)
s47E	s47E		
s47E	s47E		
Work Health and Safety Events	5 Count s47E per 1000)	41 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	63%	62%	68%	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	63%	59%	53%	56%
UB Management	72%	68%	69%	66%
Performance Conversations	61%	60%	61%	61%
s33				
Senior Leadership Communication	26%	28%	31%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	28%	64%	24%	63%
Support for Diversity	88%	85%	82%	83%
Role Clarity	71%	75%	73%	74%
Learning and Development	31%	35%	35%	37%
Innovation	44%	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)	54%	63%	87%
CMS Transactions > 60 days	24 Count s47E per 1000)	73 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	18%	6%	6%
Unscheduled Absences (APS) (in days)	13.6	10.5	13.9
ADF Short Leave (in days)	3.4	3.5	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)	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	63%	62%	61%	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	54%	59%	61%	56%
UB Management	66%	68%	61%	66%
Performance Conversations	54%	60%	50%	61%
s33				
Senior Leadership Communication	25%	28%	26%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	49%	64%	48%	63%
Support for Diversity	76%	85%	74%	83%
Role Clarity	74%	75%	83%	74%
Learning and Development	29%	35%	27%	37%
Innovation	52%	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)	92%	89%	87%
CMS Transactions > 60 days	75 Count s47E per 1000)	5 Count s47Eper 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	1%	0%	6%
Unscheduled Absences (APS) (in days)	8.1	9.0	13.9
ADF Short Leave (in days)	2.4	2.6	4.4
UB Complaints Received	0 Count s47Eper 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 s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	53%	30%	48%	27%
Meeting Effectiveness*	76%	42%	56%	40%
s33				
Defence Engagement	66%	62%	64%	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%	50%	56%
UB Management	68%	68%	57%	66%
Performance Conversations	68%	60%	59%	61%
s33				
Senior Leadership Communication	36%	28%	43%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	70%	63%
Support for Diversity	91%	85%	70%	83%
Role Clarity	88%	75%	76%	74%
Learning and Development	50%	35%	43%	37%
Innovation	75%	57%	73%	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)	71%	91%	87%
CMS Transactions > 60 days	8 Count s47E per 1000)	8 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	2%	3%	6%
Unscheduled Absences (APS) (in days)	7.8	8.5	13.9
ADF Short Leave (in days)	N/A	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
Meeting Frequency*	--	30%	42%	27%
Meeting Effectiveness*	--	42%	50%	40%
s33				
Defence Engagement	46%	62%	90%	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	44%	59%	--	56%
UB Management	66%	68%	--	66%
Performance Conversations	53%	60%	70%	61%
s33				
Senior Leadership Communication	44%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	85%	64%	--	63%
Support for Diversity	81%	85%	--	83%
Role Clarity	83%	75%	--	74%
Learning and Development	29%	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

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)	88%	77%	87%
CMS Transactions > 60 days	23 Count s47E per 1000)	25 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	4%	6%
Unscheduled Absences (APS) (in days)	13.9	14.2	13.9
ADF Short Leave (in days)	N/A	3.0	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
Meeting Frequency*	45%	30%	28%	27%
Meeting Effectiveness*	59%	42%	28%	40%
s33				
Defence Engagement	56%	62%	44%	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	67%	59%	40%	56%
UB Management	63%	68%	47%	66%
Performance Conversations	59%	60%	39%	61%
s33				
Senior Leadership Communication	26%	28%	20%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	86%	64%	87%	63%
Support for Diversity	81%	85%	60%	83%
Role Clarity	87%	75%	60%	74%
Learning and Development	26%	35%	40%	37%
Innovation	74%	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)	80%	71%	87%
CMS Transactions > 60 days	5 Count s47E per 1000)	1 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	13%	6%
Unscheduled Absences (APS) (in days)	7.1	11.1	13.9
ADF Short Leave (in days)	2.0	1.8	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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)	83%	82%	87%
CMS Transactions > 60 days	32 Count (s47E per 1000)	18 Count (s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	2%	5%	6%
Unscheduled Absences (APS) (in days)	13.3	13.8	13.9
ADF Short Leave (in days)	N/A	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%

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.

Response Count	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s47E	s47E	4200	s47E	4036

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



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)	89%	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	11%	9%	6%
Unscheduled Absences (APS) (in days)	11.6	12.8	13.9
ADF Short Leave (in days)	N/A	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	55%	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	64%	59%	--	56%
UB Management	70%	68%	--	66%
Performance Conversations	82%	60%	--	61%
s33				
Senior Leadership Communication	18%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	90%	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	100%	75%	--	74%
Learning and Development	--	35%	--	37%
Innovation	40%	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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	93%	94%	87%
CMS Transactions > 60 days	0 Count (s47E per 1000)	0 Count (s47E 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	5%	5%	6%
Unscheduled Absences (APS) (in days)	9.3	10.4	13.9
ADF Short Leave (in days)	1.5	1.3	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 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%

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.

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

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



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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	85%	92%	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)	15.1	21.3	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	73%	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	50%	59%	--	56%
UB Management	50%	68%	--	66%
Performance Conversations	60%	60%	--	61%
s33				
Senior Leadership Communication	50%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	90%	64%	--	63%
Support for Diversity	90%	85%	--	83%
Role Clarity	82%	75%	--	74%
Learning and Development	40%	35%	--	37%
Innovation	50%	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)	74%	88%	87%
CMS Transactions > 60 days	4 Count s47E per 1000)	40 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	10%	6%
Unscheduled Absences (APS) (in days)	14.6	14.6	13.9
ADF Short Leave (in days)	N/A	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%	83%	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%	--	56%
UB Management	--	68%	--	66%
Performance Conversations	--	60%	64%	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%	70%	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)	80%	77%	87%
CMS Transactions > 60 days	115 Count s47E per 1000)	252 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	8%	6%
Unscheduled Absences (APS) (in days)	8.1	9.7	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 Couns47E 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*	26%	30%	27%	27%
Meeting Effectiveness*	29%	42%	21%	40%
s33				
Defence Engagement	50%	62%	47%	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	54%	59%	42%	56%
UB Management	48%	68%	53%	66%
Performance Conversations	75%	60%	56%	61%
s33				
Senior Leadership Communication	11%	28%	17%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	77%	64%	97%	63%
Support for Diversity	92%	85%	94%	83%
Role Clarity	68%	75%	65%	74%
Learning and Development	37%	35%	42%	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



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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	86%	88%	87%
CMS Transactions > 60 days	79 Count s47E per 1000)	240 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	6%	6%
Unscheduled Absences (APS) (in days)	11.1	11.4	13.9
ADF Short Leave (in days)	4.5	1.0	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
Meeting Frequency*	21%	30%	26%	27%
Meeting Effectiveness*	28%	42%	32%	40%
s33				
Defence Engagement	49%	62%	49%	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%	54%	56%
UB Management	71%	68%	58%	66%
Performance Conversations	62%	60%	70%	61%
s33				
Senior Leadership Communication	13%	28%	16%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	76%	64%	86%	63%
Support for Diversity	82%	85%	86%	83%
Role Clarity	85%	75%	73%	74%
Learning and Development	37%	35%	33%	37%
Innovation	76%	57%	72%	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)	82%	72%	87%
CMS Transactions > 60 days	207 Count s47E per 1000)	172 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	5%	6%
Unscheduled Absences (APS) (in days)	10.6	9.8	13.9
ADF Short Leave (in days)	2.1	3.2	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*	23%	30%	21%	27%
Meeting Effectiveness*	49%	42%	41%	40%
s33				
Defence Engagement	49%	62%	51%	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%	47%	56%
UB Management	60%	68%	51%	66%
Performance Conversations	67%	60%	63%	61%
s33				
Senior Leadership Communication	13%	28%	19%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	70%	63%
Support for Diversity	85%	85%	86%	83%
Role Clarity	73%	75%	76%	74%
Learning and Development	31%	35%	42%	37%
Innovation	73%	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)	88%	85%	87%
CMS Transactions > 60 days	388 Count s47Eper 1000)	337 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	7%	6%
Unscheduled Absences (APS) (in days)	8.3	8.0	13.9
ADF Short Leave (in days)	N/A	3.3	4.4
UB Complaints Received	0 Count s47E per 1000)	0 Count s47Eper 1000)	763 Count s47Eper 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%	30%	11%	27%
Meeting Effectiveness*	19%	42%	25%	40%
s33				
Defence Engagement	30%	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	44%	59%	--	56%
UB Management	60%	68%	--	66%
Performance Conversations	57%	60%	--	61%
s33				
Senior Leadership Communication	5%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	78%	64%	--	63%
Support for Diversity	91%	85%	--	83%
Role Clarity	73%	75%	--	74%
Learning and Development	25%	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

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%	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	0%	N/A	6%
Unscheduled Absences (APS) (in days)	6.1	N/A	13.9
ADF Short Leave (in days)	N/A	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%	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	62%	59%	--	56%
UB Management	38%	68%	--	66%
Performance Conversations	62%	60%	--	61%
s33				
Senior Leadership Communication	15%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	77%	64%	--	63%
Support for Diversity	92%	85%	--	83%
Role Clarity	69%	75%	--	74%
Learning and Development	62%	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)	95%	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	4%	N/A	6%
Unscheduled Absences (APS) (in days)	6.8	N/A	13.9
ADF Short Leave (in days)	1.0	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	40%	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	50%	59%	--	56%
UB Management	90%	68%	--	66%
Performance Conversations	70%	60%	--	61%
s33				
Senior Leadership Communication	--	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	80%	64%	--	63%
Support for Diversity	--	85%	--	83%
Role Clarity	60%	75%	--	74%
Learning and Development	70%	35%	--	37%
Innovation	70%	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)	84%	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)	6.6	N/A	13.9
ADF Short Leave (in days)	1.0	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	--	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%	--	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 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)	76%	47%	87%
CMS Transactions > 60 days	92 Count s47E per 1000)	4 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	8%	7%	6%
Unscheduled Absences (APS) (in days)	11.7	6.2	13.9
ADF Short Leave (in days)	N/A	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	79%	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%	--	56%
UB Management	77%	68%	--	66%
Performance Conversations	86%	60%	--	61%
s33				
Senior Leadership Communication	50%	28%	--	29%

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

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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	95%	46%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	3%	4%	6%
Unscheduled Absences (APS) (in days)	10.9	7.3	13.9
ADF Short Leave (in days)	N/A	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*	50%	30%	24%	27%
Meeting Effectiveness*	19%	42%	14%	40%

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.

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

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)	61%	43%	87%
CMS Transactions > 60 days	48 Count s47E per 1000)	22 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	6%	3%	6%
Unscheduled Absences (APS) (in days)	7.8	6.1	13.9
ADF Short Leave (in days)	N/A	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*	43%	30%	73%	27%
Meeting Effectiveness*	57%	42%	36%	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	67%	59%	--	56%
UB Management	67%	68%	--	66%
Performance Conversations	92%	60%	--	61%
s33				
Senior Leadership Communication	42%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	42%	64%	--	63%
Support for Diversity	83%	85%	--	83%
Role Clarity	73%	75%	--	74%
Learning and Development	50%	35%	--	37%
Innovation	58%	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)	59%	79%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	10%	6%	6%
Unscheduled Absences (APS) (in days)	14.3	9.2	13.9
ADF Short Leave (in days)	2.3	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)	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%	70%	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	78%	59%	60%	56%
UB Management	76%	68%	90%	66%
Performance Conversations	83%	60%	70%	61%
s33				
Senior Leadership Communication	44%	28%	50%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	88%	64%	90%	63%
Support for Diversity	100%	85%	90%	83%
Role Clarity	94%	75%	100%	74%
Learning and Development	71%	35%	--	37%
Innovation	88%	57%	100%	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)	87%	86%	87%
CMS Transactions > 60 days	5 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	5%	3%	6%
Unscheduled Absences (APS) (in days)	10.5	10.6	13.9
ADF Short Leave (in days)	N/A	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	65%	62%	36%	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	81%	59%	73%	56%
UB Management	79%	68%	55%	66%
Performance Conversations	81%	60%	73%	61%
s33				
Senior Leadership Communication	50%	28%	27%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	100%	64%	82%	63%
Support for Diversity	93%	85%	91%	83%
Role Clarity	81%	75%	82%	74%
Learning and Development	47%	35%	45%	37%
Innovation	87%	57%	91%	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)	87%	64%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count (s47E per 1000)
Leave Balance > 60 days	13%	6%	6%
Unscheduled Absences (APS) (in days)	7.6	6.8	13.9
ADF Short Leave (in days)	5.0	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	83%	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	89%	59%	--	56%
UB Management	89%	68%	--	66%
Performance Conversations	94%	60%	--	61%
s33				
Senior Leadership Communication	78%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	65%	64%	--	63%
Support for Diversity	94%	85%	--	83%
Role Clarity	100%	75%	--	74%
Learning and Development	89%	35%	--	37%
Innovation	89%	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: 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%	89%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	9 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	7%	8%	6%
Unscheduled Absences (APS) (in days)	5.0	8.2	13.9
ADF Short Leave (in days)	6.1	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	79%	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	57%	59%	--	56%
UB Management	79%	68%	--	66%
Performance Conversations	57%	60%	--	61%
s33				
Senior Leadership Communication	62%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	69%	64%	--	63%
Support for Diversity	93%	85%	--	83%
Role Clarity	71%	75%	--	74%
Learning and Development	57%	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

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	101 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E1 per 1000)
Leave Balance > 60 days	10%	8%	6%
Unscheduled Absences (APS) (in days)	8.5	11.1	13.9
ADF Short Leave (in days)	3.0	3.1	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*	60%	30%	70%	27%
Meeting Effectiveness*	90%	42%	70%	40%
s33				
Defence Engagement	68%	62%	50%	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	88%	68%	--	66%
Performance Conversations	76%	60%	80%	61%
s33				
Senior Leadership Communication	32%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	92%	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	92%	75%	--	74%
Learning and Development	64%	35%	--	37%
Innovation	84%	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)	79%	84%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	9 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	9.0	9.8	13.9
ADF Short Leave (in days)	2.3	5.0	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	80%	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	83%	68%	--	66%
Performance Conversations	74%	60%	--	61%
s33				
Senior Leadership Communication	44%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	89%	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	74%	75%	--	74%
Learning and Development	72%	35%	--	37%
Innovation	89%	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%	89%	87%
CMS Transactions > 60 days	6 Count s47E per 1000)	1 Count s47E per 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	5%	5%	6%
Unscheduled Absences (APS) (in days)	11.1	9.5	13.9
ADF Short Leave (in days)	4.8	8.1	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 Couns47E per 1000)	0 Count (s47Eper 1000)	216 Count s47E8 per 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
s33				
Defence Engagement	64%	62%	61%	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	73%	59%	71%	56%
UB Management	75%	68%	87%	66%
Performance Conversations	78%	60%	53%	61%
s33				
Senior Leadership Communication	43%	28%	53%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	79%	64%	86%	63%
Support for Diversity	98%	85%	100%	83%
Role Clarity	86%	75%	86%	74%
Learning and Development	60%	35%	50%	37%
Innovation	70%	57%	76%	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)	58%	58%	87%
CMS Transactions > 60 days	19 Count s47E per 1000)	15 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	26%	22%	6%
Unscheduled Absences (APS) (in days)	6.4	6.5	13.9
ADF Short Leave (in days)	2.4	2.6	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	69%	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	62%	59%	--	56%
UB Management	75%	68%	--	66%
Performance Conversations	46%	60%	--	61%
s33				
Senior Leadership Communication	38%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	25%	64%	--	63%
Support for Diversity	91%	85%	--	83%
Role Clarity	77%	75%	--	74%
Learning and Development	25%	35%	--	37%
Innovation	42%	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: 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)	61%	87%	87%
CMS Transactions > 60 days	24 Count s47E per 1000)	232 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	9%	7%	6%
Unscheduled Absences (APS) (in days)	9.6	13.6	13.9
ADF Short Leave (in days)	2.0	3.0	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	--	62%	93%	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%	50%	56%
UB Management	--	68%	75%	66%
Performance Conversations	--	60%	77%	61%
s33				
Senior Leadership Communication	--	28%	42%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	50%	63%
Support for Diversity	--	85%	83%	83%
Role Clarity	--	75%	92%	74%
Learning and Development	--	35%	33%	37%
Innovation	--	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)	46%	62%	87%
CMS Transactions > 60 days	72 Count s47E per 1000)	0 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	4%	21%	6%
Unscheduled Absences (APS) (in days)	5.8	5.4	13.9
ADF Short Leave (in days)	2.1	1.5	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%

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.

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

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)	57%	65%	87%
CMS Transactions > 60 days	39 Count s47E per 1000)	32 Count (s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	14%	11%	6%
Unscheduled Absences (APS) (in days)	7.5	8.5	13.9
ADF Short Leave (in days)	3.1	7.2	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	86%	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	50%	59%	--	56%
UB Management	83%	68%	--	66%
Performance Conversations	50%	60%	--	61%
s33				
Senior Leadership Communication	36%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	67%	64%	--	63%
Support for Diversity	92%	85%	--	83%
Role Clarity	79%	75%	--	74%
Learning and Development	23%	35%	--	37%
Innovation	77%	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.

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[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)	59%	77%	87%
CMS Transactions > 60 days	22 Count s47E per 1000)	13 Count s47E per 1000)	16403 Count s47E per 1000)
Leave Balance > 60 days	15%	11%	6%
Unscheduled Absences (APS) (in days)	7.6	7.6	13.9
ADF Short Leave (in days)	2.9	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	75%	62%	75%	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	69%	59%	67%	56%
UB Management	75%	68%	83%	66%
Performance Conversations	75%	60%	75%	61%
s33				
Senior Leadership Communication	50%	28%	42%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	63%	64%	75%	63%
Support for Diversity	93%	85%	100%	83%
Role Clarity	88%	75%	100%	74%
Learning and Development	38%	35%	36%	37%
Innovation	50%	57%	75%	58%

Notes:
Headcount is as at 01/09/2017.
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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)	48%	55%	87%
CMS Transactions > 60 days	1 Count s47E per 1000)	3 Count s47E per 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	13%	5%	6%
Unscheduled Absences (APS) (in days)	9.7	5.2	13.9
ADF Short Leave (in days)	N/A	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 s47Eper 1000)	216 Count s47Eper 1000)

Engagement	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Meeting Frequency*	--	30%	31%	27%
Meeting Effectiveness*	--	42%	38%	40%
s33				
Defence Engagement	80%	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	--	59%	60%	56%
UB Management	--	68%	73%	66%
Performance Conversations	--	60%	54%	61%
s33				
Senior Leadership Communication	--	28%	36%	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	64%	63%
Support for Diversity	--	85%	100%	83%
Role Clarity	70%	75%	90%	74%
Learning and Development	--	35%	30%	37%
Innovation	--	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.
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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)	63%	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	0%	0%	6%
Unscheduled Absences (APS) (in days)	12.6	8.2	13.9
ADF Short Leave (in days)	1.0	1.0	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
Meeting Frequency*	--	30%	--	27%
Meeting Effectiveness*	--	42%	--	40%
s33				
Defence Engagement	73%	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	73%	59%	--	56%
UB Management	73%	68%	--	66%
Performance Conversations	73%	60%	--	61%
s33				
Senior Leadership Communication	36%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	--	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	82%	75%	--	74%
Learning and Development	50%	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.
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Sent to: s47E



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

Administrative Data	2017	2016	Defence 2017
Mandatory Training compliance (APS only)	75%	61%	87%
CMS Transactions > 60 days	0 Count s47E per 1000)	3 Count s47E per 1000)	16403 Count (s47Eper 1000)
Leave Balance > 60 days	0%	0%	6%
Unscheduled Absences (APS) (in days)	14.9	6.5	13.9
ADF Short Leave (in days)	N/A	N/A	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	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	--	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%	--	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.
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*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)	69%	74%	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%	7%	6%
Unscheduled Absences (APS) (in days)	12.8	6.4	13.9
ADF Short Leave (in days)	N/A	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%	60%	27%
Meeting Effectiveness*	--	42%	80%	40%
s33				
Defence Engagement	40%	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	57%	59%	--	56%
UB Management	62%	68%	--	66%
Performance Conversations	73%	60%	--	61%
s33				
Senior Leadership Communication	36%	28%	--	29%

Workplace Perceptions	Mar-17	Defence Mar-17	Sep-16	Defence Sep-16
Work-life Balance	82%	64%	--	63%
Support for Diversity	100%	85%	--	83%
Role Clarity	73%	75%	--	74%
Learning and Development	43%	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



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
	Individual Readiness - ADF (Weapons Fitness)	2017	19/11/2017
	Individual Readiness - ADF (Medical Dental)	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
	s47E	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
	s47E	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