



2001 DEFENCE ATTITUDE SURVEY REPORT

DIRECTORATE OF STRATEGIC PERSONNEL PLANNING AND RESEARCH
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2001 DEFENCE ATTITUDE SURVEY REPORT

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Mr Perri Timmins conducted the Defence Attitude Survey project from it's inception in 1998 to completion of the 2001 administration.

Mr Mike Power contributed to the data analysis for the present survey, was particularly involved in the production of the initial results brief and attended to ad hoc data requests from stakeholders.

Mr Gary Hanson was involved in developing the data automation process for production of the initial results brief.

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EXECUTIVE SUMMARY

Background

Following the formation of the Defence Personnel Executive (DPE), HDPE directed that a common Defence attitude survey should be developed. The aim of the survey was to replace the existing single Service attitude surveys. The amalgamation of these surveys has facilitated comparison and benchmarking of attitudes across the three Services whilst maintaining a measure of single Service attitudes.

The Directorate of Strategic Personnel Planning and Research (DSPPR) was tasked by HDPE with the development of the first common attitude survey instrument in 1998. This survey was sent to approximately 20% of uniformed and civilian personnel in July-August 1999. DSPPR was directed to re-administer the Defence Attitude Survey in 2001 and the administration took place in March/April. The survey was administered to approximately 30% of uniformed and civilian personnel.

The aims of the Defence Attitude Survey are to: inform personnel policy and planning; both centrally and for the single Services/Australian Public Service (APS); provide Defence Groups with a picture of organisational climate; and, provide ongoing measurement in relation to the Defence Matters scorecard.

Methodology

The sample was stratified by Service/Civilian groups and rank/APS level and generally comprised 30% of each Service and rank. The 'paper and pencil' scannable forms were posted directly to Australian Defence Force (ADF) members work addresses and were distributed to civilians via regional paycentres. The average response rate was 55%.

Demographic profile of respondents

There were some clear differences between the personal details/demographic characteristics of the Civilian and ADF personnel surveyed. For example, Civilian respondents tended to be older, contained a higher percentage of females, location differed (e.g., a higher proportion of

Civilians worked in the ACT) and length of service and intention to stay were longer for Civilians. There were also some differences between ADF groups, but these were less marked than the ADF/Civilian differences.

Attitude Results

2001 Organisational Indicators

The sixteen 2001 'organisational indicators' included thirteen statistically derived factors and three individual items related to personal morale, unit morale and intention to leave. The indicators with the most positive overall ratings included attitudes toward personal Performance, immediate Supervision and Job Satisfaction. The most negative indicators included Change, Conditions, Continuing Career, Career Development, and Effect on Family Life.

Civilian respondents were more positive than all three ADF groups in terms of Conditions and the Effect on Family Life and were more negative regarding Senior Staff Leadership. A significantly smaller proportion of Civilians than ADF personnel stated that they were actively looking at leaving.

Where there were significant differences between ADF groups, Air Force more often tended to differ from the other two Services. The Air Force was more positive than the other two Services in terms of views regarding Conditions, Effect on Family Life and their intention to stay. The Air Force was less positive regarding Senior Defence Leadership, Change, and Career Development than the other two Services. Air Force was more positive than Navy regarding Job Satisfaction.

Army most often showed the most positive organisational indicator scores of the ADF groups though these differences were not always statistically significant. Army were significantly more positive than both the other Services with regard to Organisational Commitment. They were more positive than Navy for Service Life, Performance, unit and personal morale and The Service and more positive than Air Force for Supervision and Senior Staff Leadership.

Navy showed significantly lower intention to stay scores than the other two ADF groups.

1999 to 2001 Changes in Organisational Indicators

Of the fourteen within Service statistically significant changes in organisational indicator scores between 1999 and 2001, ten were in the positive direction. Civilians became more positive regarding personal and unit morale and less positive regarding Effect on Family Life and Senior Defence Leadership. Navy became more negative regarding Effect on Family Life. Army became more positive regarding Supervision, Organisational Commitment and unit morale but more negative regarding Effect on Family Life. Air Force improved on five indicators: Service, Life, Organisational Commitment, unit morale, personal morale and Change.

Individual Attitude Item Responses

Examination of average item responses showed significant consistency in the most positively rated items across the Service/Civilian groups. There was also considerable consistency across groups for the most negatively rated items, though to a lesser extent. Items with very high positive ratings included those related to quality of own work, pride in work, job performance and the importance of positive working relationships. Ratings with the least positive overall ratings included issues related to inadequate personnel numbers, the decline in military values/standards and lack of resources.

1999 and 2001 changes in item results were examined and again showed considerable consistency across Service groups in terms of the most positive and negative item changes. The most positive changes related to satisfaction with communication regarding change, immediate supervisors and morale. Negative changes included the effect of recent change on promotion prospects and opportunities and change reducing job security.

Conclusions

The results of the 2001 Defence Attitude Survey and comparisons with the 1999 survey data show that although some differences exist between Defence Service groups, there are also considerable consistencies in views, particularly between ADF groups. This supports the view that there are some personnel initiatives which are relevant for implementation within the entire ADF and in some cases, the entire Defence organisation. Other issues are clearly more Service specific.

The present Defence Attitude Survey will be continued at 18 month to two year intervals and quarterly attitude survey 'dips' of approximately 10% sample size are also planned in order to ensure shorter feedback cycles on

Defence issues, particularly in relation to the organisational renewal agenda. This will allow both the tracking of key attitudinal or organisational climate issues over time as well as facilitate the measurement of additional topical personnel issues as prioritised by the Services and HDPE.

INTRODUCTION

Background

Following the formation of the Defence Personnel Executive (DPE), HDPE directed that a common Defence attitude survey should be developed. The aim of the survey was to replace the existing single Service attitude surveys including the RAN Employee Attitude Survey (RANEAS), the RAAF General Attitude Survey (RGAS), the Soldier Attitude and Opinion Survey (SAOS) and the Officer Attitude and Opinion Survey (OAOS). The amalgamation of these surveys has facilitated comparison and benchmarking of attitudes across the three Services whilst maintaining a measure of single Service attitudes.

The Directorate of Strategic Personnel Planning and Research (DSPPR) was tasked by HDPE with the development of the common survey instrument in 1998. A working group comprised of representatives of the Service psychology directorates, career management agencies and DSPPR developed the instrument, drawing on the content of the previous single Service surveys. A topical supplement on the Defence Reform Program (DRP) was also included at the request of the Strategic Monitoring and Report Team (SMART). This survey was sent to approximately 20% of uniformed and Civilian personnel in July-August 1999 (DSPPR reports RN13-16/1999 and RR1/2000 report the results of the 1999 survey).

DSPPR was directed to re-administer the Defence Attitude Survey in 2001, through the Defence Committee, the CDF and Secretary endorsed the content of the 2001 survey and the administration took place in March/April. The survey was administered to approximately 30% of uniformed and Civilian personnel.

Aims

- To inform personnel policy and planning, both centrally and for the single Services/APS;
- to provide Defence Groups with a picture of organisational climate; and
- to provide ongoing measurement in relation to the Defence Matters scorecard.

METHODOLOGY

As per the 1999 survey, the 2001 Defence attitude survey comprised four essentially parallel questionnaires, one for each Service and one for Defence Civilians. Each 2001 questionnaire contained 31 to 39 personal details/demographic items (Navy 39, Army and Air Force 35 and Civilian 31) and 117 attitude and belief items, 110 for Civilians. Personal details or demographic information collected included details such as gender, age, rank, information on deployments, unit type, specialisation, branch, group membership, years of service, ethnic background, highest level of education, postings/promotions and family status. The additional Navy personal details items related to sea service issues (see Annex A for example 2001 Defence Attitude Survey).

Due to Defence reprioritisation of some issues, some changes were made to the 1999 survey instruments for the 2001 administration. The main attitudinal issues of supervision, career management and postings, change, work and Service life, conditions, family and morale were still covered, with greater emphasis on the leadership dimension than in the 1999 survey. Items regarding personal performance, performance culture and information were added. The Civilian version also contained seven attitude and belief items related to APS Values, as requested by the Public Service and Merit Protection Commission. The attitudinal items were measured on a five point scale where one equalled 'Strongly Disagree' and five equalled 'Strongly Agree'. The 1999 topical supplement on the DRP and stress was not included in 2001. The final 2001 survey was somewhat shorter than the 1999 version (1999 contained 155 attitudinal items; 2001 contained 117 attitudinal items, 110 for Civilians).

Although the attitude and belief items were similar across each version of the survey, the terminology was tailored to the particular Service or Civilian group. Respondents were given the opportunity to provide written comments at the end of both the 1999 and 2001 surveys.

For ease of reporting, 'Service' or 'Service group' also includes the Civilian group. 'ADF group' is used to refer specifically to uniformed personnel.

Survey Administration and Procedures

A random sample of Service and Civilian personnel was drawn from the respective personnel databases. The sample was stratified by Service/Civilian groups and rank/APS level and generally comprised 30% of each group/rank. In contrast to the 1999 sample, recruits and officer cadets were not included in the sample, as they were not considered part of the active

force. In addition, there was significant over-sampling of some groups. Fifty percent of DSTO personnel and 100% of WO1 (E) and COL/EL2 (E) and above were surveyed. The 100% oversampling of the latter groups was undertaken to take account of the relatively small numbers in these populations.

The survey was administered as a 'paper and pencil' scannable form and employed a 'mail-out, mail-back' methodology. For Service personnel, this was conducted directly from DSPPR in Canberra; for Civilian personnel, the mail-out was conducted via regional shop fronts. Completed questionnaires were returned via preaddressed return envelope directly to DSPPR. Table 1 below outlines the response rates by Service group.

Table 1 Response rates by service.

	Navy	Army	Air Force	Civilian	Total
Sent	3 953	6 880	4 050	6 054	20 937
Return to sender	472	303	238	234	1 247
Returns	1 810	3 333	2 321	3 271	10 735
Response rate	52.0%	50.7%	60.9%	56.2%	54.5%

These response rates were slightly down on the 1999 response rates, but are still at a level generally regarded as satisfactory by social scientists.

Dissemination of Results

In addition to the present report, the results in terms of organisational indicators and item response breakdowns by Service were distributed to senior defence personnel (1 Star and above) at the Secretary's 2001 Leadership Summit. The results were also posted on the DSPPR Defence Intranet site¹. The summary brochure 'Your Say 2001' was distributed to Defence personnel via Service newspapers and shopfronts. A database of the written comments will be distributed to Service chiefs to allow comments analysis if required.

1. <http://defweb.cbr.defence.gov.au/dsppr>

RESULTS

Demographics

A description of the demographic characteristics of the survey respondents by Service follows. Table 2 below shows the number of returned completed valid surveys by Service (22 Navy, 19 Army, 14 Air Force and eight Civilian surveys did not contain useable data)².

Table 2 Returned completed surveys by Service.

	Number	Percent
Navy	1788	16.8%
Army	3314	31.1%
Air Force	2307	21.6%
Civilian	3263	30.6%
Total	10672	100%

A total of 4073 comments were received (38% provided comments), 1311 from Army, 1116 from Civilians, 787 were provided by Navy and 859 from Air Force.

Rank and Time Since Last Promotion

Table 3 below shows the rank breakdown of the ADF survey respondents by Service and the APS level breakdown for Civilian respondents. Proportions are unlikely to reflect population proportions for some ranks/APS levels due to oversampling of WO1 (E) and COL/EL2 (E) and above.

2. Percentages in tables may not equal exactly 100% due to rounding.

Table 3 Rank breakdown by Service

	Navy		Army		Air Force		Total		Civilian		
Rank	n	%	n	%	n	%	n	%	APS level	n	%
PTE (E)	64	3.6	706	21.4	99	4.3	869	11.8	GAA	19	0.6
LCPL (E)	307	17.2	126	3.8	339	14.7	772	10.5	APS1	157	4.8
CPL (E)	282	15.8	593	18.0	510	22.2	1385	18.8	APS2	389	12.0
SGT (E)	208	11.7	414	12.5	313	13.6	935	12.7	APS3	407	12.5
SSGT (E)			64	1.9			64	0.9	APS4	228	7.0
WO2 (E)	184	10.3	320	9.7	134	5.8	638	8.6	APS5	464	14.3
WO1 (E)	135	7.6	277	8.4	277	12.0	689	9.3	APS6	542	16.7
2LT (E)	3	0.2			24	1.0	27	0.4	EL1	349	10.7
LT (E)	51	2.9	117	3.5	98	4.3	266	3.6	EL2	387	11.9
CAPT (E)	205	11.5	246	7.5	213	9.3	664	9.0	RS	49	1.5
MAJ (E)	194	10.9	265	8.0	152	6.6	611	8.3	SRS	121	3.7
LTCOL (E)	70	3.9	98	3.0	73	3.2	241	3.3	PRS	80	2.5
COL (E)	56	3.1	52	1.6	55	2.4	163	2.2	SPRS	17	0.5
BRIG (E)+	22	1.2	21	0.6	15	0.7	58	0.8	SES	40	1.2
Total	1781	100	3299	100	2302	100	7382	100	Other	6	0.2
									Total	3255	100

Time since last promotion is shown in Table 4. Approximately one fifth of respondents from each Service and Civilians had been promoted in the last year. Proportions then drop off gradually for each Service for each successive time period, with the exception of a jump for all Services for the final ‘more than 9 years’ category (particularly for Civilians).

Table 4 Time since last promotion

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
Less than 1 year	418	23.5	651	21.1	473	20.9	665	21.8	2207	21.7
1-2 years	352	19.8	531	17.2	371	16.4	504	16.5	1758	17.3
2-3 years	268	15.0	458	14.9	295	13.0	327	10.7	1348	13.2
3-4 years	215	12.1	337	10.9	275	12.1	189	6.2	1016	10.0
4-5 years	165	9.3	294	9.5	194	8.6	164	5.4	817	8.0
5-6 years	129	7.2	267	8.7	187	8.3	215	7.0	798	7.8
6-7 years	81	4.5	116	3.8	119	5.3	144	4.7	460	4.5
7-8 years	32	1.8	64	2.1	73	3.2	111	3.6	280	2.7
8-9 years	26	1.5	58	1.9	75	3.3	90	2.9	249	2.4
More than 9 years	96	5.4	308	10.0	202	8.9	643	21.1	1249	12.3
Total	1782	100	3084	100	2264	100	3052	100	10182	100

Gender and Age

The gender composition of respondents from each Service is shown in Table 5.

Table 5 Gender by Service.

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
Male	1526	85.8	2966	90.2	1986	86.5	2294	71.2	8772	82.9
Female	252	14.2	324	9.8	310	13.5	928	28.8	1814	17.1
Total	1778	100	3290	100	2296	100	3222	100	10586	100

The number and percentage of respondents in each age category by Service is shown in Table 6 below. The average age of Navy respondents was 33 years, Army 34 years, 35 years for Air Force and the average age of Civilian respondents was 42 years.

Table 6 Age by Service

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
19 yrs and under	20	1.1	32	1.0	35	1.5	8	0.3	95	0.9
20-24 yrs	274	15.5	445	13.6	234	10.3	152	4.8	1105	10.5
25-29 yrs	358	20.2	704	21.5	439	19.3	303	9.5	1804	17.2
30-34 yrs	360	20.3	657	20.1	498	21.9	388	12.2	1903	18.1
35-39 yrs	340	19.2	625	19.1	425	18.7	429	13.5	1819	17.3
40-44 yrs	243	13.7	443	13.6	331	14.5	528	16.6	1545	14.7
45-49 yrs	121	6.8	233	7.1	186	8.2	550	17.3	1090	10.4
50-54 yrs	52	2.9	123	3.8	125	5.5	516	16.2	816	7.8
55 and over	2	0.1	5	0.2	4	0.2	314	9.8	325	3.1
Total	1770	100	3267	100	2277	100	3188	100	10502	100

Reserve Membership, Discharge Applications and Civilian Previous Military Service

Between 0.1% (Navy and Air Force) to 1.5% (Army) of ADF respondents indicated that they were currently a member of the Reserve forces. Nearly two percent of Civilian respondents (n=60) indicated that they were currently a member of the Reserves. A total of 447 (6%) ADF respondents indicated that they had submitted an application for discharge, a resignation letter or request to transfer to the Reserves within the last six months (Navy 9%, Army 6% and Air Force 4%).

Just over one quarter (28%) of Civilian respondents had prior military service experience, including Reserves. The greatest proportion of these had Army experience (14%), followed by Air Force and Navy (9% and 5% respectively).

Unit Type

Table 7 below of current unit type by Service shows that the most common unit type was ship or submarine/field force unit/operational unit. The next most common unit for Navy respondents was service unit, training unit for Army and support unit for Air Force.

Table 7 Unit type by Service

	Navy		Army		Air Force		Total	
	n	%	n	%	n	%	n	%
Defence, Service or Group Headquarters	218	12.3	354	10.9	268	11.8	840	11.5
Other Headquarters	203	11.5	217	6.7	155	6.8	575	7.9
Service Unit/ Logistics Unit/ Support Unit	431	24.4	416	12.8	430	18.9	1277	17.5
Ship/Submarine/ Field Force Unit/ Operational Unit	516	29.2	1303	40.0	929	40.7	2748	37.6
Training Unit	286	16.2	499	15.3	326	14.3	1111	15.2
Non-Service Integrated Defence Unit	29	1.6	52	1.6	34	1.5	115	1.6
Reserve Unit	2	0.1	235	7.2	10	0.4	247	3.4
Overseas Unit or appointment	9	0.5	18	0.6	6	0.3	33	0.5
Other	73	4.1	166	5.1	122	5.4	361	4.9
Total	1767	100	3260	100	2280	100	7307	100

State and Length of Current Posting

As shown in Table 8, the highest proportion of Navy and Air Force respondents were posted to New South Wales, Queensland for Army, and for Civilians the highest proportion worked in the ACT (approximately one third in each case).

Table 8 State by Service.

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
NSW	685	38.3	621	18.7	742	32.2	508	15.6	2556	24.0
Vic	183	10.2	416	12.6	168	7.3	693	21.2	1460	13.7
Qld	123	6.9	1190	35.9	444	19.2	187	5.7	1944	18.2
SA	21	1.2	91	2.7	351	15.2	514	15.8	977	9.2
WA	295	16.5	135	4.1	72	3.1	88	2.7	590	5.5
Tas	4	0.2	15	0.5	1	0.0	15	0.5	35	0.3
NT	62	3.5	373	11.3	178	7.7	50	1.5	663	6.2
ACT	218	12.2	295	8.9	259	11.2	1035	31.7	1807	16.9
Missing/ not stated	197	11.0	178	5.4	92	4.0	173	5.3	640	6.0
Total	1788	100	3314	100	2307	100	3263	100	10672	100

As indicated by Table 9, around one quarter to one third of ADF respondents had been in their current posting/position for less than six months. Of the ADF respondents, there was a relatively high proportion of Air Force respondents (nearly one quarter) who have been in their current posting for more than 36 months.

Table 9 Duration in current posting

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
Less than 6 months	585	32.8	1222	37.0	598	26.0	519	16.0	2924	27.5
6-12 months	432	24.2	233	7.1	269	11.7	499	15.4	1433	13.5
12-18 months	396	22.2	804	24.3	413	17.9	381	11.7	1994	18.7
18-24 months	153	8.6	173	5.2	177	7.7	289	8.9	792	7.4
24-30 months	96	5.4	342	10.4	224	9.7	224	6.9	886	8.3
30-36 months	33	1.8	115	3.5	103	4.5	146	4.5	397	3.7
More than 36 months	89	5.0	415	12.6	519	22.5	1192	36.7	2215	20.8
Total	1784	100	3304	100	2303	100	3250	100	10641	100

Deployments

Forty two percent of ADF respondents indicated that they had at some point served overseas on an operational deployment or with a UN mission (see Table 10).

Table 10 Deployment by Service.

	Navy		Army		Air Force		Total	
	n	%	n	%	n	%	n	%
Yes – East Timor	284	16.1	1119	34.2	223	9.8	1626	22.2
Yes – Bougainville	73	4.1	218	6.7	23	1.0	314	4.3
Yes – Other	435	24.6	380	11.6	291	12.7	1106	15.1
No	973	55.1	1559	47.6	1750	76.5	4282	58.4
Total	1765	100	3276	100	2287	100	7328	100

Table 11 shows that for those who have been deployed, time since returned from most recent deployment was quite similar across the Services, particularly for the first two time categories (less than 3 months and 3-6 months).

Table 11 Time since returned from most recent deployment by Service

	Navy		Army		Air Force		Total	
	n	%	n	%	n	%	n	%
Less than 3 months	125	15.7	277	16.2	85	16.0	487	16.0
3-6 months	92	11.6	231	13.5	61	11.5	384	12.7
6-12 months	76	9.6	308	18.0	73	13.7	457	15.1
12-24 months	233	29.3	563	32.9	123	23.2	919	30.3
24-36 months	47	5.9	61	3.6	33	6.2	141	4.6
More than 36 months	221	27.8	270	15.8	156	29.4	647	21.3
Total	794	100	1710	100	531	100	3035	100

Length of Service and Intention to Stay

The overall average length of service was 13.8 years. Average length of service for each Service was very similar, all figures rounded to 14 years. Civilian personnel were also asked how many years they had worked in the Australian Public Service (APS) and an average of 12 years was reported. Table 12 shows the proportions of respondents from each Service who had served for each time period and Table 13 shows how long Civilian respondents had served in the APS.

Table 12 Length of service by Service.

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
1 year or less	61	3.4	118	3.6	117	5.1	347	10.8	643	6.1
2-4 years	210	11.9	331	10.1	229	10.0	467	14.5	1237	11.7
5-9 years	397	22.4	711	21.7	419	18.4	455	14.2	1982	18.8
10-14 years	304	17.2	723	22.1	554	24.3	538	16.7	2119	20.1
15-19 years	322	18.2	601	18.4	398	17.4	393	12.2	1714	16.3
20-24 years	257	14.5	442	13.5	346	15.2	336	10.5	1381	13.1
25 years or more	221	12.5	346	10.6	220	9.6	676	21.0	1463	13.9
Total	1772	100	3272	100	2283	100	3212	100	10539	100

Table 13 Number of years worked in the APS.

	Civilian	
	n	%
1 year or less	456	14.2
2-4 years	545	16.9
5-9 years	530	16.5
10-14 years	568	17.7
15-19 years	409	12.7
20-24 years	254	7.9
25 years or more	455	14.1
Total	3217	100

The highest proportion of ADF respondents for each Service nominated that they intend to stay in the Service for another 2-4 years, followed by the 5-9 year category. Proportionately more Civilians intend to stay in the department for longer (i.e., the 5-9 year category was most commonly nominated followed by the 10-14 year category) (see Table 14).

Table 14 Number of years intend to remain in the Service/department by Service

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
1 year or less	362	20.6	613	19.0	423	18.7	323	10.7	1721	16.8
2-4 years	664	37.9	1001	31.0	690	30.5	542	18.0	2897	28.2
5-9 years	427	24.3	936	29.0	600	26.6	751	24.9	2714	26.5
10-14 years	198	11.3	428	13.2	308	13.6	665	22.1	1599	15.6
15-19 years	48	2.7	143	4.4	111	4.9	327	10.9	629	6.1
20-24 years	35	2.0	79	2.4	87	3.9	244	8.1	445	4.3
25 years or more	20	1.1	31	1.0	40	1.8	161	5.3	252	2.5
Total	1754	100	3231	100	2259	100	3013	100	10257	100

Defence Group

Table 15 shows group membership by Service. The table illustrates that group Service composition differed significantly, with some groups being comprised mostly of Civilians (e.g., DSTO, CFO) and other groups being comprised predominantly of ADF staff (e.g., Headquarters Australian Theatre) or staff from a particular Service.

Table 15 Group by Service.

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
Headquarters Aust Theatre	34	1.9	39	1.2	33	1.5	8	0.2	114	1.1
VCDF	12	0.7	24	0.7	16	0.7	11	0.3	63	0.6
Navy	1439	81.6	11	0.3	3	0.1	198	6.1	1651	15.7
Army	9	0.5	2791	85.7	8	0.4	240	7.4	3048	29.0
Air Force	10	0.6	8	0.2	1840	81.1	167	5.2	2025	19.2
Strategy	5	0.3	10	0.3	7	0.3	35	1.1	57	0.5
Chief Financial Officer	1	0.1	8	0.2	2	0.1	90	2.8	101	1.0
DPE	60	3.4	88	2.7	52	2.3	161	5.0	361	3.4
PACC			3	0.1	1	0.0	18	0.6	22	0.2
Inspector General	2	0.1			2	0.1	6	0.2	10	0.1
Intelligence	26	1.5	36	1.1	43	1.9	109	3.4	214	2.0
DMO	113	6.4	159	4.9	184	8.1	822	25.4	1278	12.1
DSTO	3	0.2					746	23.0	749	7.1
Corporate Services	49	2.8	80	2.5	78	3.4	627	19.4	834	7.9
Total	1763	100	3257	100	2269	100	3238	100	10527	100

Number of Subordinates

The average number of ADF subordinates by Service was 14 for Navy, 21 for Army, 12 for Air Force and three for Civilians. The average number of APS subordinates was three for Navy and Army, one for Air Force and six for Civilians (see Tables 16 and 17 for numbers of respondents with given numbers of ADF and APS subordinates).

Table 16 Number of ADF direct subordinates by Service.

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
Nil	718	41.5	1250	39.1	1074	48.1	2050	85.8	5092	53.3
1-5	430	24.9	821	25.7	564	25.3	249	10.4	2064	21.6
6-10	193	11.2	384	12.0	227	10.2	36	1.5	840	8.8
11-30	244	14.1	368	11.5	223	10.0	32	1.3	867	9.1
31-50	67	3.9	104	3.3	57	2.6	7	0.3	235	2.5
51-70	15	0.9	59	1.8	22	1.0	2	0.1	98	1.0
71-90	14	0.8	32	1.0	14	0.6	2	0.1	62	0.6
91-110	6	0.3	43	1.3	11	0.5	1	0.0	61	0.6
More than 110	43	2.5	134	4.2	40	1.8	9	0.4	226	2.4
Total	1730	100	3195	100	2232	100	2388	100	9545	100

Table 17 Number of APS direct subordinates by Service.

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
Nil	774	78.7	1299	72.4	1134	76.2	1721	56.1	4928	67.2
1-5	146	14.9	368	20.5	275	18.5	898	29.3	1687	23.0
6-10	26	2.6	57	3.2	41	2.8	207	6.7	331	4.5
11-30	18	1.8	42	2.3	27	1.8	152	5.0	239	3.3
31-50	7	0.7	9	0.5	5	0.3	27	0.9	48	0.7
51-70	3	0.3	6	0.3	3	0.2	18	0.6	30	0.4
71-90	1	0.1	4	0.2	1	0.1	9	0.3	15	0.2
91-110	2	0.2	3	0.2	1	0.1	6	0.2	12	0.2
More than 110	6	0.6	7	0.4	1	0.1	31	1.0	45	0.6
Total	983	100	1795	100	1488	100	3069	100	7335	100

Superannuation and Accommodation

Approximately two thirds of ADF respondents were members of the Military Superannuation Benefits Scheme (MSBS) with one third being Defence Force Retirement and Death Benefits (DFRDB) members. Slightly more Air Force respondents had MSBS superannuation (and conversely less had DFRDB) than the other Services (see table 18).

Table 18 Superannuation type by Service.

	Navy		Army		Air Force		Total	
	n	%	n	%	n	%	n	%
DFRDB	654	36.7	1249	38.1	635	27.8	2538	34.5
MSBS	1123	63.1	2013	61.3	1648	72.1	4784	65.1
Other	4	0.2	20	0.6	3	0.1	27	0.4
Total	1781	100	3282	100	2286	100	7349	100

In terms of accommodation, for each Service, the highest proportion of ADF respondents were living in a married quarter, followed by their own home (see Table 19).

Table 19 Accommodation type by Service.

	Navy		Army		Air Force		Total	
	n	%	n	%	n	%	n	%
Living In	257	14.4	507	15.4	271	11.8	1035	14.0
Married Quarter	648	36.4	1518	46.0	959	41.7	3125	42.3
Own home (not rented)	460	25.9	689	20.9	692	30.1	1841	24.9
Rental Accommodation (with allowance)	308	17.3	339	10.3	245	10.6	892	12.1
Rental Accommodation (without allowance)	106	6.0	247	7.5	135	5.9	488	6.6
Total	1779	100	3300	100	2302	100	7381	100

Plan on a Page and Best Way to Advance Career

The majority of Civilian respondents (80%) had developed a 'Plan-on-a-Page' with their supervisor, followed by Army (19%), Navy (14%) and Air Force (13%). Between 10% to 12% of Service respondents and three percent of Civilian respondents rated the item as not applicable to them. Thirty eight percent of Civilian respondents had developed a 'Plan-on-a-Page' with their subordinates, followed by approximately one fifth (19%) of Army respondents, and 16% and 14% of Navy and Air Force respondents respectively. Approximately one quarter of Service respondents (25% to 30%) and 46% of Civilians rated this latter item as not applicable to them.

In terms of the perceived best way to advance one's career, the highest proportion from all Services selected 'superior performance in your position', for Navy and Army this was followed by 'being noticed by senior leaders' and for Air Force and Civilians, 'relying on yourself' was the second most common selection (see Table 20).

Table 20 Perceived best ways to advance career by Service.

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
Being noticed by senior leaders	275	15.6	518	15.9	303	13.3	423	13.3	1519	14.5
Superior performance in your position	645	36.5	1343	41.2	831	36.4	872	27.4	3691	35.2
On-the-job training and development	217	12.3	302	9.3	213	9.3	472	14.8	1204	11.5
Off-the-job training and development	50	2.8	77	2.4	104	4.6	210	6.6	441	4.2
Structured development programs	60	3.4	73	2.2	65	2.8	102	3.2	300	2.9
Relying on yourself	234	13.3	427	13.1	372	16.3	551	17.3	1584	15.1
Being mentored	64	3.6	89	2.7	52	2.3	120	3.8	325	3.1
Networking	63	3.6	138	4.2	81	3.5	213	6.7	495	4.7
Other	157	8.9	294	9.0	262	11.5	216	6.8	929	8.9
Total	1765	100	3261	100	2283	100	3179	100	10488	100

Flexible Working Hours and Gender/Service Unit Composition

Civilians reported the highest availability of flexible working hours, with 89% of Civilian respondents stating they were available in their workplace, followed by Air Force (36%), Navy (32%) and Army (28%). The majority of respondents worked in a mixed gender unit, the highest being Civilians (95%), followed closely by Air Force (94%), Navy (90%) and Army (76%).

The majority of respondents from all Services worked in a mixed Service/Civilian workplace (Civilians 69%, Air Force 66%, Navy 61% and Army 59%) though the majority of respondents worked predominantly with personnel of their own Service group (Army 86%, Air Force 80%, Navy 80% and Civilians 72%).

Equity and Diversity Training, Ethnic Background and Disability

By far the highest proportion of Service respondents who indicated that they had received Equity and Diversity training in the last six months were from Army (80%), followed by Navy (56%), Air Force (44%) and Civilians (30%). Two-thirds to three quarters of respondents felt that the training was worthwhile (Civilians 76%, Navy 70%, Air Force 67% and Army 66%).

The highest proportion of respondents from a non-English speaking background were Civilian respondents (13%), followed by Navy (6%), Army and Air Force (both 5%). A small proportion of respondents identified themselves as Aboriginal or Torres Strait Islanders (figures for each Service/Civilian group rounded to 1%).

Five percent of Civilian respondents nominated themselves as having a disability.

Highest Level of Education

The most common level of education among Navy and Army personnel was 'less than year 12'. 'Less than year 12' and 'completed year 12' were the most common level for Air Force with the highest proportion of Civilian staff having a 'diploma/certificate' (see Table 21).

Table 21 Highest level of education by Service.

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
Less than year 12	504	28.8	1180	36.3	626	27.6	570	17.5	2880	27.4
Completed year 12	423	24.2	878	27.0	630	27.7	480	14.8	2411	22.9
Diploma/certificate	377	21.5	536	16.5	510	22.5	756	23.3	2179	20.7
Bachelor degree	203	11.6	256	7.9	249	11.0	467	14.4	1175	11.2
Postgraduate diploma/certificate/ honours (ADF only)	143	8.2	182	5.6	158	7.0			483	4.6
Postgraduate degree (ADF only)	99	5.7	222	6.8	97	4.3			418	4.0
Postdoctoral degree	1	0.1	1	0.0	1	0.0	17	0.5	20	0.2
Bachelor degree with honours (Civilian only)							201	6.2	201	1.9
Postgraduate diploma/certificate (Civilian only)							271	8.3	271	2.6
Masters degree (civilian only)							226	7.0	226	2.1
PhD (Civilian only)							262	8.1	262	2.5
Total	1750	100	3255	100	2271	100	3250	100	10526	100

Spouse and Family

The Service group with the highest proportion of respondents with a spouse or partner living with them were the Air Force (72%), followed by Civilians (71%), Army (69%) and Navy (64%). Ten percent of Navy respondents had a spouse or partner that was not living with them, followed by Army (8%), Air Force (6%) and Civilians (4%).

Overall, the most common type of spouse employment was in the private sector, with approximately one third of spouses from each Service and Civilian group in this type of employment. Clearly, the majority of spouses were in paid employment, with less than a quarter involved in full-time home duties or unemployed (see Table 22).

Table 22 Spouse employment by Service

	Navy		Army		Air Force		Civilian		Total	
	n	%	n	%	n	%	n	%	n	%
Navy	191	14.7	19	0.8	12	0.7	24	1.0	246	3.1
Army	13	1.0	285	11.4	25	1.4	58	2.4	381	4.8
Air Force	12	0.9	25	1.0	219	12.4	44	1.8	300	3.7
Public Sector	220	16.9	509	20.4	331	18.7	769	31.6	1829	22.9
Private Sector	397	30.5	710	28.4	558	31.5	746	30.7	2411	30.1
Self Employed	50	3.8	84	3.4	54	3.1	118	4.9	306	3.8
Full-time Student	50	3.8	78	3.1	44	2.5	33	1.4	205	2.6
Full-time Home Duties	230	17.7	471	18.8	332	18.8	354	14.6	1387	17.3
Unemployed	73	5.6	199	8.0	124	7.0	133	5.5	529	6.6
Other	65	5.0	121	4.8	71	4.0	152	6.3	409	5.1
Total	1301	100	2501	100	1770	100	2431	100	8003	100

Sixty eight to sixty nine percent of Service respondents indicated that their spouse had employment skills that can be easily transferred from one location to another.

Just under half the respondents from each Service group (Air Force, 49%, Army 47%, Civilians 45% and Navy 43%) indicated that they had children or other recognised dependents living with them. Five to eight percent indicated that they had recognised dependents not living with them. Fourteen to fifteen percent of ADF respondents from each Service indicated that their children or dependents have special requirements (e.g., schooling, medical disabilities) that restrict their posting or career options.

Navy Specific Service Issues

Six percent of Navy respondents indicated that they were submarine qualified and 91% indicated that they had served at sea at some point in their Navy career. Eighty six percent had served at sea with the opposite gender. The most common ship type for those currently serving at sea was Afloat Support and Amphibious (inc. LCH) (24%), followed by FFG (22%), ANZAC class (12%) and FCPB (10%).

Attitude Results

The 2001 Defence Attitude Survey results are presented below in the following sections:

- a. Organisational Indicators – 2001 findings for the Defence organisation as a whole, Service group findings/differences and 1999 to 2001 changes in organisational indicators;
- b. Item level data – 2001 top five and lowest five items by Service, 1999 to 2001 top five most positive and negative item changes by Service, and 2001 most significant Service item differences.³

Organisational Indicators

A principal components factor analysis was conducted on the data for each Service and Civilian group in order to determine the main themes or attitudinal constructs being measured by the survey (i.e., factors or 'organisational indicators'). Factor analysis is a statistical technique whereby items which tap a given broader attitude can be statistically grouped together and essentially allows the determination of subscales within a survey questionnaire (see Annex B for organisational indicators item list).

Although there were some differences between the 1999 and 2001 Defence Attitude Surveys, factor analysis revealed a very similar factor structure between the two questionnaires (i.e., they were shown to be tapping very similar broad attitudinal constructs). Figure 1 shows the average factor scores or 'organisational indicators' by Service for the 2001 data. Average factor scores may be considered to be an overall, summary indicator of sentiment on that factor for the group in question. Although average factor ratings varied somewhat across the Services, overall average factor scores revealed Performance as the highest (most positively) rated factor, followed by Supervision and Job Satisfaction. Change received the lowest overall average factor score. In addition to the factors derived from the factor analysis, individual survey items regarding unit morale, personal morale and intention to stay were also included in the list of organisational indicators.

3. The results were subsequently analysed down to finer levels of analysis which included Defence group and two star rank level breakdowns. Further ad hoc analyses were also conducted based on stakeholder requests. It was considered beyond the scope of this general report to present results at a level finer than the Service/Civilian group level.

Figure 1 2001 Organisational Indicators by Service group.

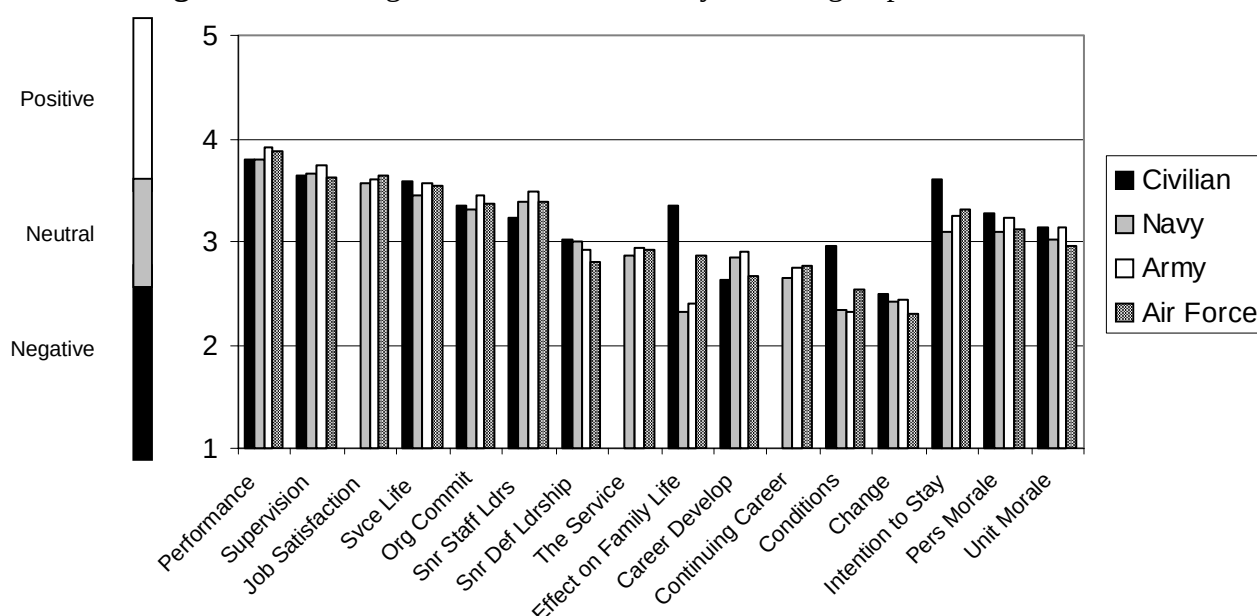


Table 23 Statistically significant differences in 2001 Organisational Indicator scores by Service/Civilian group. Highest Lowest

	Civ mean	Navy mean	Army mean	Air Force mean	Civ v Navy	Civ v Army	Civ v Air Force	Navy v Army	Navy v Air Force	Army v Air Force
Supervision	3.65	3.66	3.73	3.62						✓
Service Life	3.59	3.44	3.55	3.54	✓			✓		
Organisational Commitment	3.35	3.32	3.45	3.37		✓		✓	✓	✓
Conditions	2.96	2.32	2.31	2.54	✓	✓	✓		✓	✓
Effect on Family Life	3.34	2.33	2.39	2.87	✓	✓	✓		✓	✓
Senior Defence Leadership	3.02	3.0	2.92	2.81		✓	✓		✓	✓
Senior Staff Leadership	3.23	3.38	3.48	3.38	✓	✓	✓			✓
Performance	3.80	3.80	3.92	3.87		✓	✓	✓		
Career Development	2.64	2.85	2.91	2.67	✓	✓			✓	✓
Change	2.49	2.42	2.43	2.30			✓		✓	✓
Unit Morale	3.14	3.01	3.14	2.96	✓			✓		
Personal Morale	3.28	3.10	3.23	3.12	✓		✓	✓		
Intention to Stay	3.6	3.09	3.25	3.31	✓	✓	✓	✓	✓	
The Service		2.86	2.94	2.93				✓		
Job Satisfaction		3.56	3.60	3.64					✓	
Continuing Career		2.65	2.75	2.76						
Total					8	8	8	7	8	8

Table 23 shows the mean organisational indicator scores for each Service group with the highest and lowest scores highlighted. Statistically significant⁴ differences in organisational indicator scores (0.01 level confidence intervals) between Service groups are shown by the ticks in the right half of the table. There were no strong trends evident in the number of differences between Service groups. There was some tendency for Civilians to rate either highest or lowest on each indicator, but these differences were not always statistically significant.

Of the ADF groups, Army most often showed the highest or most positive scores on the organisational indicators. Civilian respondents were more positive than all three ADF groups in terms of Conditions and the Effect on Family Life and were more negative regarding Senior Staff Leadership. A significantly smaller proportion of Civilians than ADF personnel stated that they were actively looking at leaving.

Where differences occurred for the ADF groups, Air Force more often tended to differ from the other two Services. The Air Force were significantly more positive than the other two Services in terms of attitudes to Conditions, Effect on Family Life and their intention to stay. The Air Force was significantly less positive with regard to Senior Defence Leadership, Change and Career Development than the other two Services. Air Force was significantly more positive than Navy regarding Job Satisfaction.

Army most often showed the most positive organisational indicator scores of the ADF groups, though as previously mentioned, these differences were not always statistically significant. Army were significantly more positive than both the other Services with regard to Organisational Commitment. They were significantly more positive than Navy for Service Life, Performance, unit and personal morale, The Service and more positive than Air Force for Supervision and Senior Staff Leadership.

Of the ADF groups, Navy showed significantly lower intention to stay scores than the other two Services.

4. Statistically significant differences were determined using 99% confidence intervals (0.01 significance level), where a range around each mean is statistically determined. If the ranges for two means do not overlap, there is a 99% likelihood that there is a 'real difference' between the means rather than one attributable to chance. Some caution should be exercised in interpreting statistically significant differences. Even small differences are likely to be statistically significant when sample sizes are large (as in the present survey) and it is up to the readers interpretation as to whether these differences are meaningful in practical terms

1999 to 2001 Changes in Organisational Indicators

Of the 14 significant changes in organisational indicators between 1999 and 2001, 10 were in the positive direction. Based on confidence intervals calculated at the 0.01 level, Civilians improved (became more positive) with regard to personal morale and unit morale, but became less positive in their views regarding Effect on Family Life and Senior Defence Leadership. Navy showed only one significant change, where respondents were more negative regarding Effect on Family Life. Army was more positive on three indicators: Supervision, Organisational Commitment and unit morale. There was a negative shift for Army respondents regarding Effect on Family Life. Air Force showed improvement on five indicators: Service Life, Organisational Commitment, unit morale, personal morale, and Change (see Annex C for 1999/2001 organisational indicator scores by Service).

Item Level Data

The following item level data shows the top five most positively and negatively rated items by Service group (Tables 24 and 25) followed by discussion of the top five most positive and negative item changes/shifts between the 1999 and 2001 surveys (Tables 26 and 27). Items were selected based on mean or average scores for each group in question.

2001 Top Five and Lowest Five Items by Service

Table 24 Top five most positive 2001 items by Service/Civilian group.

Rank	Civilian	Navy	Army	Air Force
1	The quality of the work done in my workplace is very important to me.	The quality of the work done in my workplace is very important to me.	I do my current job well.	The quality of the work done in my workplace is very important to me.
2	I have a great deal of pride in my work.	I do my current job well.	I have a great deal of pride in my work.	I have a great deal of pride in my work.
3	I do my current job well.	I have a great deal of pride in my work.	Deciding to join the Service was a definite mistake on my part.	I do my current job well.
4	The working relationships I build are important to the way I achieve results.	Deciding to join the Service was a definite mistake on my part.	The quality of the work done in my workplace is very important to me.	Deciding to join the Service was a definite mistake on my part.
5	Deciding to join the Service was a definite mistake on my part.	The working relationships I build are important to the way I achieve results.	The working relationships I build are important to the way I achieve results.	The working relationships I build are important to the way I achieve results.

Table 25 Top five most negative 2001 items by Service/Civilian group.

Rank	Civilian	Navy	Army	Air Force
1	Recent changes to the Service have improved my promotional prospects.	There has been a decline in traditional military values and standards.	There are insufficient personnel in units to do the work.	There are insufficient personnel in units to do the work.
2	I believe the working relationship between ADF and Civilian personnel in Defence could be improved.	There are insufficient personnel in units to do the work.	We never seem to have enough resources to do our job properly.	There has been a decline in traditional military values and standards.
3	There have been lots of surveys recently but nothing ever seems to be done with the results.	We never seem to have enough resources to do our job properly.	There has been a decline in traditional military values and standards.	There have been lots of surveys recently but nothing ever seems to be done with the results.
4	Recent changes to the Service have improved my job security.	I want more locational stability for my family.	There have been lots of surveys recently but nothing ever seems to be done with the results.	Recent changes to the Service have improved my morale.
5	Recent changes to the Service have improved my morale.	Recent changes to the Service have improved my morale.	I want more locational stability for my family.	We never seem to have enough resources to do our job properly.

As shown in Table 24, the top five most positively rated items were the same across the Service groups, though the order differed across the groups. The most negatively rated items (see Table 25) differed slightly, though the negative effects of change featured for most groups. ADF groups showed some significant similarity particularly regarding concern over shortages in personnel and resources and the decline in traditional military values and standards (see Annex D for 2001 item descriptive statistics by Service).

Examination of the combined data for ADF groups showed the top five most positive item responses in order were ‘I have a great deal of pride in my work’, ‘The quality of the work done in my workplace is very important to me’, ‘I do my current job well’, ‘Deciding to join the Service was a definite mistake on my part’, and ‘The working relationships I build are important to the way I achieve results’.

The five most negatively rated items for the combined ADF population were in order from most negative, ‘There are insufficient personnel in units to do the work’, ‘There has been a decline in traditional military values and standards’, ‘We never seem to have enough resources to do our job properly’, ‘There have been lots of surveys recently but nothing ever seems to be done with the results’, and ‘I want more locational stability for my family’.

Top Five Most Positive and Negative Item Changes: 1999 to 2001

Table 26 Five most positive item changes between 1999 and 2001 by Service/Civilian group.

Rank	Civilian	Navy	Army	Air Force
1	My current posting/ position utilises my skills and training.	I am satisfied with the information that has been communicated to me about changes to the Service.	I am satisfied with the information that has been communicated to me about changes to the Service.	I am satisfied with the information that has been communicated to me about changes to the Service.
2	How would you rate the current level of morale in your unit/ section?	My family strongly supports my Service career.	My immediate supervisor ensures our group works together harmoniously.	How would you rate the current level of morale in your unit/ section?
3	I am satisfied with the information that has been communication to me about changes to the Service.	My immediate supervisor ensures our group works together harmoniously.	My immediate supervisor makes sure I understand his/her own role.	Recent changes to the Service have improved my morale.
4	I think I am doing something decent for my country by being in the Service.	I am often being asked for my ideas about how we could do things better at work.	I could just as well be working for a different organisation as long as the type of work was similar.	Recent changes are likely to produce a Service that is more effective as an operational force.
5	I find that my values and the Services values are very similar.	I trust my immediate supervisor.	I trust my immediate supervisor.	The contribution I make to the Service is valued by my leaders.

N.B. All changes in Table 26 were statistically significant at the 0.01 level.

There was an improvement across each ADF group between 1999 and 2001 in terms of satisfaction with communication regarding change (see Figure 2). There were also notable improvements for some items on immediate supervisors (see Table 26). The most negative change for all Service/Civilian groups was 'Recent changes to the Service have improved my promotional prospects' (see Figure 3). Additionally, all ADF groups showed a downward trend for 'Recent changes to the Service have improved my job security' and 'Communication between senior Defence leaders and Defence personnel is good' (see Table 27).

Table 27 Five most negative item changes between 1999 and 2001 by Service/Civilian group.

Rank	Civilian	Navy	Army	Air Force
1	Recent changes to the Service have improved my promotional prospects.	Recent changes to the Service have improved my promotional prospects.	Recent changes to the Service have improved my promotional prospects.	Recent changes to the Service have improved my promotional prospects.
2	There are insufficient personnel in units to do the work.	Recent changes to the Service have improved my job security.	Recent changes to the Service have improved my job security.	I see change in the Service as providing new opportunities for me.
3	I see change in the Service as providing new opportunities for me.	There are insufficient personnel in units to do the work.	The amount of time my job takes up makes it difficult to fulfil my family and/or personal responsibilities.	Recent changes to the Service have improved my job security.
4	I am actively looking at leaving the Service.	Communication between senior Defence leaders and Defence personnel is good.	Communication between senior Defence leaders and Defence personnel is good.	If I knew my promotional prospects had run out I'd leave the Service.
5	We never seem to have enough resources to do our job properly.	We never seem to have enough resources to do our job properly.	If I were to leave the Service, the skills I've gained will improve my chances of getting the job I want.	Communication between senior Defence leaders and Defence personnel is good.

N.B. All changes in Table 27 were statistically significant at the 0.01 level.

Figure 2 1999 and 2001 average responses for 'I am satisfied with the information that has been communicated to me about changes to the Service' (most positive overall item change).

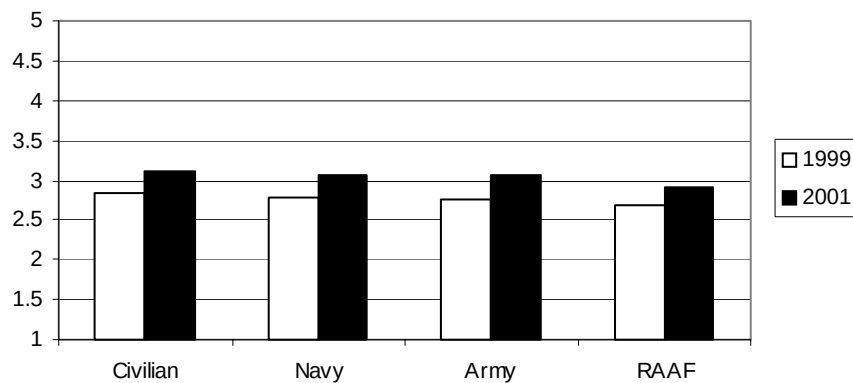
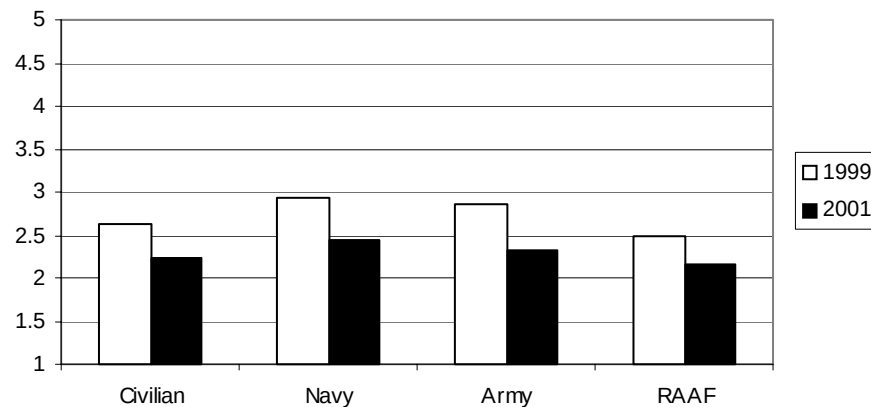


Figure 3 1999 and 2001 average responses for ‘Recent changes to the Service have improved my promotional prospects’ (most negative overall item change).



Examination of the combined average data for ADF groups showed the five most positive item changes from 1999 to 2001 were ‘I am satisfied with the information that has been communicated to me about changes to the Service’, ‘My immediate supervisor ensures our group works together harmoniously’, ‘Recent changes to the Service have improved my morale’, ratings for unit/section morale, and ‘I could just as well be working for a different organisation as long as the type of work was similar’.

The five most negative changes for the total ADF in order from most negative were, ‘Recent changes to the Service have improved my promotional prospects’, ‘Recent changes to the Service have improved my job security’, ‘I see change in the Service as providing new opportunities for me’, ‘Communication between senior Defence leaders and Defence personnel is good’, and ‘The amount of time my job takes up makes it difficult to fulfil my family and/or personal responsibilities’. Annex E contains five point response breakdowns for each 2001 item by Service.

2001 Service Group Item Differences

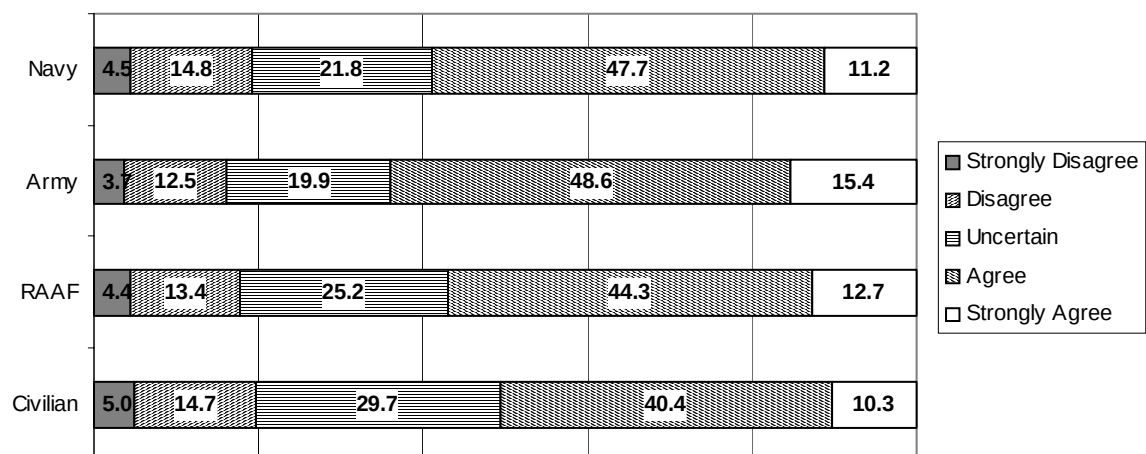
The items with the most intergroup differences for the 2001 data (i.e., Civilians and at least two Services were statistically significant at the 0.01 level) were as follows:

- My immediate supervisor makes sure I understand his/her own role
- Senior staff are forward thinking and progressive
- I am satisfied with the communication provided by Senior Defence Leadership
- I have confidence in Senior Defence Leadership
- I am satisfied with the performance appraisal system

- My promotion prospects are good
- My career development has generally been good
- Recent changes to the Service have improved my job security
- Recent changes to the Service have improved my promotional prospects
- I like the work in my present posting/position
- My job is repetitive
- Life in the Service is better than I expected before I joined
- Much of what I do in the Service is interesting
- Incidents of discrimination or harassment are managed well in my workplace/section

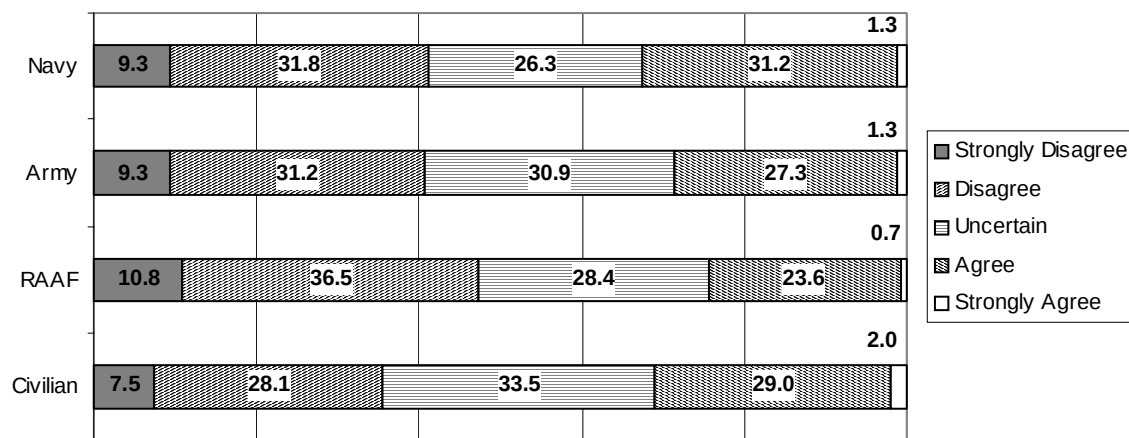
A selection of the above items with some of the clearest Service differences are graphically illustrated below. Figures in charts show percentage response breakdowns for each group.

Figure 4 Service item breakdown for ‘Senior Staff are forward thinking and progressive’.



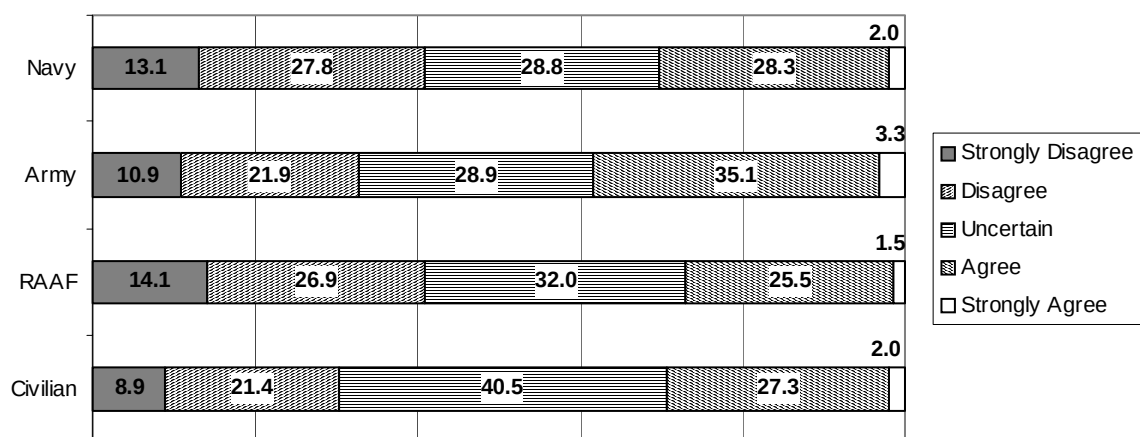
Navy and Air Force responded similarly to the above item (Figure 4). Army respondents were most likely to agree that Senior Staff are forward thinking and progressive (64% agreed). Only half of Civilian respondents (51%) agreed with the item.

Figure 5 Service item breakdown for 'I am satisfied with the communication provided by Senior Defence Leadership'.



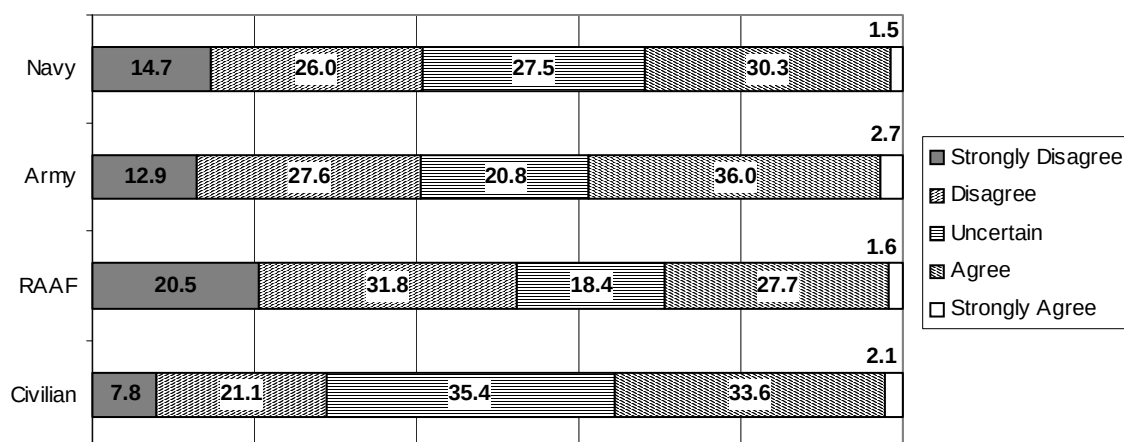
Air Force respondents were most likely to indicate that they were not satisfied with the communication provided by Senior Defence Leadership (47%). Navy respondents were most likely to agree with the statement (one third agreed) (see Figure 5).

Figure 6 Service item breakdown for 'I have confidence in Senior Defence Leadership'.



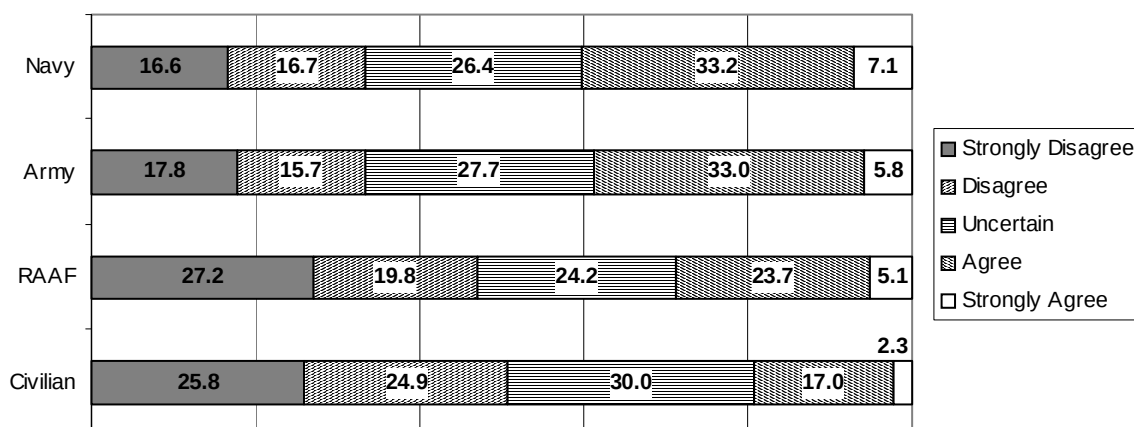
For this item (see Figure 6), Navy and Air Force provided a similar response pattern to each other. Army respondents were most likely to indicate that they had confidence in Senior Defence Leadership (38% agreed).

Figure 7 Service item breakdown for 'I am satisfied with the performance appraisal system'.



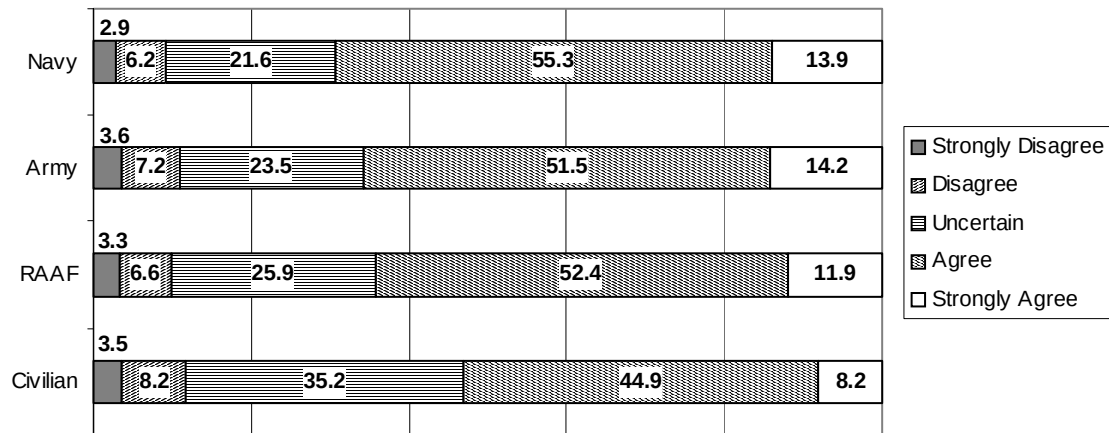
Overall response patterns differed quite significantly on this item (see Figure 7). Air Force respondents were the most likely to disagree with the item (52%) i.e., they were the least satisfied with the performance appraisal system.

Figure 8 Service item breakdown for 'My promotion prospects are good'.



Air Force and Civilian groups were less likely to feel that they had good promotion prospects than Navy and Army respondents (see Figure 8).

Figure 9 Service item breakdown for ‘Incidents of discrimination or harassment are managed well in my workplace/section’.



Civilians were less likely to agree than ADF respondents that discrimination or harassment is managed well in their workplace. Of the ADF respondents, Navy were slightly more positive on this item than Army and Air Force (see Figure 9).

DISCUSSION/FINDINGS

Different demographic profiles are apparent between the Service groups (particularly for Civilians versus ADF). These differences may be influencing the satisfiers and dissatisfiers for each group.

As expected, there were some clear differences between the personal details/demographic characteristics of the Civilian and ADF personnel surveyed. For instance, a higher proportion of Civilian personnel received their last promotion more than nine years ago, a far higher proportion of Civilian personnel were female, and Civilians were eight years older on average. Location also differed across the Service groups, with a higher proportion of Civilian respondents working in the ACT. Time in current position, length of service, and intended length of future service all tended to be longer for Civilians. Flexible working hours were clearly more available to Civilians than ADF personnel. Civilians were least likely to nominate that they had received equity and diversity training in the last six months.

Some ADF Service group differences were apparent for rank, generally reflecting the different population rank composition of each Service. Army had a higher proportion of personnel at the PTE (E) level for instance. A lower proportion of Navy respondents nominated the 'more than 9 years' since last promotion category than the other ADF groups. Navy and Air Force showed higher proportions of female respondents than Army. State of present posting also differed across the ADF groups, with higher proportions of Navy and Air Force respondents located in NSW, with the highest proportion of Army respondents posted to Queensland. There was a higher proportion of Air Force respondents who had been in their current posting for more than three years and Air Force respondents were less likely to have been on an operational deployment or served with a US mission. A significantly higher proportion of Army than Navy respondents were living in married quarters and a higher proportion of Air Force than Army were living in their own home. Significantly more Army respondents indicated having received workplace equity and diversity training in the last six months than Navy and Air Force personnel.

The sixteen 2001 'organisational indicators' included thirteen statistically derived factors (combined item measures) and three individual items of particular importance. Civilians tended to rate either highest or lowest on these indicators. Where differences occurred for the ADF groups, Air Force tended to differ from the other two Services. Of the ADF groups, Army most often showed the most positive organisational indicator scores.

Civilian respondents were more positive than all three ADF groups in terms of Conditions and the Effect on Family Life and were more negative regarding Senior Staff Leadership. A significantly smaller proportion of

Civilians than ADF personnel stated that they were actively looking at leaving.

Where differences occurred for the ADF groups, Air Force more often tended to differ from the other two Services. The Air Force were significantly more positive than the other two Services in terms of attitudes to Conditions, Effect on Family Life, and their intention to stay. The Air Force was significantly less positive with regard to Senior Defence Leadership, Change and Career Development than the other two Services. Air Force was significantly more positive than Navy regarding Job Satisfaction.

Army most often showed the most positive organisational indicator scores of the ADF groups, though as previously mentioned, these differences were not always statistically significant. Army were significantly more positive than both the other Services with regard to Organisational Commitment. They were significantly more positive than Navy for Service Life, Performance, unit and personal morale, The Service and more positive than Air Force for Supervision and Senior Staff Leadership.

Of the ADF groups, Navy showed significantly lower intention to stay scores than the other two Services.

Comparison of the 1999 and 2001 Defence Attitude Survey Data showed fourteen significant within Service group changes in organisational indicators between 1999 and 2001. Ten of these changes were in the positive direction.

From 1999 to 2001, Civilians became more positive with regard to Personal Morale and Unit Morale, but became less positive in their views regarding Effect on Family Life and Senior Defence Leadership. Navy showed only one significant change, where respondents were more negative regarding Effect on Family Life. Army was more positive on three indicators: Supervision, Organisational Commitment, and Unit Morale. There was a negative shift for Army respondents regarding Effect on Family Life. Air Force showed improvement on five indicators: Service Life, Organisational Commitment, unit morale, personal morale, and Change.

Although Change was the lowest/least positive factor score for the ADO on average, there was significant improvement on this indicator between 1999 and 2001 for Air Force and a marginal, non-statistically significant improvement for Civilians. In addition, the item which showed the greatest improvement in scores for each ADF group between 1999 and 2001 was related to satisfaction with the information that has been communicated regarding changes to the Service.

Examination of average item responses showed significant consistency in the most positively rated items across the Service/Civilian groups. There

was also considerable consistency across groups for the most negatively rated items, though to a lesser extent.

The most positively rated items were related to the importance of the quality of work done in the workplace, pride in work, ratings regarding personal job performance, the importance of building good working relationships for the achievement of results and feeling that joining the Service/department was not a mistake.

The most negatively rated items (for ADF personnel) related to insufficient numbers of personnel in units to do the work, the decline in military values and standards, lack of resources, frequency of surveys without followup action and locational stability. Several groups also featured the negative affect of change on personal morale.

1999 and 2001 changes in item results were examined and again showed considerable consistency across Service groups in terms of the most positive and negative item changes.

The most positive item changes were related to satisfaction with communication regarding change, immediate supervisors ensuring the workgroup is harmonious, recent change improving morale, unit morale and organisational commitment.

The most negative item changes featured change in particular and included the failure of recent change to improve promotional prospects and provide new opportunities and change reducing job security. Ratings for communication between personnel and senior leaders dropped and respondents were more negative regarding job commitments and their effect on family/personal life.

Conclusions

The results of the 2001 Defence Attitude Survey and comparisons with the 1999 survey data show that although some differences exist between Defence Service groups, there are also considerable consistencies in views, particularly between ADF groups. This supports the view that there are some personnel initiatives which are relevant for implementation within the entire ADF and in some cases, the entire Defence organisation. Other issues are clearly more Service specific.

The 1999 and 2001 Defence Attitude surveys have shown that some of the organisational indicators with the most positive ratings include attitudes towards personal Performance, immediate Supervision and overall Job Satisfaction. The least positive ratings included attitudes towards Change, Conditions, Effect on Family Life, Senior Defence Leadership and Career

Development. The indicators showing significant within Service improvements between 1999 to 2001 were unit and personal morale, Organisational Commitment, Supervision, Service Life and Change. Effect on Family Life and Senior Defence Leadership showed the most within Service negative change. Such findings can be useful in terms of informing present and future personnel initiatives designed to address issues such as retention. In addition to provision of these broader attitudinal climate indicators by Service group, the attitude survey results are being utilised by numerous stakeholders through ad hoc requests for results breakdowns to finer levels.

The present Defence Attitude Survey will be continued at 18 month to two year intervals and quarterly attitude survey 'dips' of approximately 10% sample size are also planned in order to ensure shorter feedback cycles on Defence issues, particularly in relation to the organisational renewal agenda. These smaller surveys will focus on topical issues and will also contain a smaller number of core attitudinal and demographic items which will be re-administered for each quarterly survey. This will allow both the tracking of key attitudinal or organisational climate issues over time as well as facilitate the measurement of additional topical personnel issues as prioritised by the Services and HDPE.

Annex A - 2001 DEFENCE ATTITUDE SURVEY EXAMPLES

NAVY VERSION

Stock # 27227

STAFF-IN-CONFIDENCE

Section 1 - Personal Details

1 Are you a member of the Permanent Naval Force or the Australian Naval Reserve?

☐ Permanent ☐ Reserve

2 What is your current worn rank?

☐ Recruit ☐ ASLT
☐ SMN+/SMN ☐ SBLT
☐ AB ☐ LEUT
☐ LS ☐ LCDR
☐ PO ☐ CMDR
☐ CPO ☐ CAPT
☐ WO ☐ CDRE & above
☐ MIDN

3 Have you served overseas on an operational deployment or with a United Nations mission? (if yes, indicate only your most recent deployment)

☐ Yes - East Timor ☐ **Go to Question 4**
☐ Yes - Bougainville ☐ **Go to Question 4**
☐ Yes - other ☐ **Go to Question 4**
☐ No ☐ **Go to Question 5**

4 If you answered Yes to Question 3, how long is it since you returned from your most recent deployment?

☐ Less than 3 months
☐ Between 3 & 6 months
☐ Between 6 & 12 months
☐ Between 12 & 24 months
☐ Between 24 & 36 months
☐ More than 36 months

5 Which of the following BEST describes your current unit/ship?

☐ Defence, Service or Group Headquarters (e.g., DPE)
☐ Other Headquarters (e.g., MHQ)
☐ Service Unit (e.g., HMAS Harman)
☐ Ship or Submarine
☐ Training Unit
☐ Non-Service Integrated Defence Unit (e.g., Recruiting)
☐ Reserve Unit
☐ Overseas Unit or Appointment
☐ Other

6 What is your primary qualification/category?

RAN Officers:

☐ AD ☐ MCD ☐ PWO A
☐ AE ☐ MD ☐ PWO SW
☐ BD ☐ ME ☐ SM
☐ CD ☐ ME SM ☐ SMN
☐ CHAP ☐ MW ☐ SMN SM
☐ DN ☐ N ☐ SU
☐ EOE ☐ NPC ☐ TS
☐ H ☐ NS ☐ TS SM
☐ IT ☐ O ☐ WE
☐ IT SM ☐ P ☐ WE SM
☐ LE ☐ PD ☐ WEA
☐ MA ☐ PWO N ☐ Other

RAN Sailors:

☐ A ☐ ET SM ☐ NPC SM
☐ ATA ☐ EWA SM ☐ PH
☐ ATV ☐ EWL ☐ PT
☐ AWA SM ☐ EWO ☐ RO
☐ BM ☐ EWT ☐ RO SM
☐ CD ☐ HS ☐ SIG
☐ CIS ☐ MED ☐ SN
☐ CK ☐ MS ☐ STD
☐ CK SM ☐ MT ☐ STD SM
☐ CSO ☐ MT SM ☐ UW SM
☐ CSO MW ☐ MTD ☐ WTR
☐ DEN ☐ MUSN ☐ Recruit
☐ ET ☐ NPC ☐ Other

STAFF-IN-CONFIDENCE

7 In reference to your chain of command, please indicate your 1-Star (i.e., from the list below select your CDRE/BRIG(E)/SES Band 1/Branch Head). (mark only one option)

Navy 1-Stars

- ☐ Aviation Force Element Group Manager
- ☐ Chief of Staff MHQ & Deputy Maritime Commander
- ☐ Commander Australian Navy Submarine Group
- ☐ Commander Australian Navy Surface Combatant Group
- ☐ Commander Australian Navy Systems Command
- ☐ Commodore Flotillas
- ☐ Director General Navy Personnel & Training
- ☐ Director General Navy Strategic Policy & Futures
- ☐ Director General Navy Systems Branch
- ☐ Director General Navy Business Management
- ☐ Naval Attache (Washington)

Army 1-Stars

- ☐ Army Attache (Washington)
- ☐ Chief of Staff TC-A
- ☐ COMD 1 BDE
- ☐ COMD 3 BDE
- ☐ COMD 5 BDE
- ☐ COMD 7 BDE
- ☐ COMD Combined Arms Training & Development Centre
- ☐ COMD Logistics Support Force
- ☐ Commandant RMC
- ☐ Commander Aviation Support Group
- ☐ DG Future Land Warfare & Concepts Policy - Army
- ☐ Director General Personnel - Army
- ☐ Director General Preparedness & Plans - Army
- ☐ Director General Corporate Management & Planning - Army

Air Force 1-Stars

- ☐ Air Attache (Washington)
- ☐ Assistant Secretary Resources Planning - Air Force
- ☐ Chief of Staff Headquarters Air Command
- ☐ Commander Air Lift Group
- ☐ Commander Combat Support Group
- ☐ Commander Maritime Patrol Group
- ☐ Commander Strike Reconnaissance Group
- ☐ Commander Tactical Fighter Group
- ☐ Commander Training - Air Force
- ☐ Director General Personnel - Air Force
- ☐ Director General Policy & Planning - Air Force
- ☐ Director General Technical Airworthiness (Air Force)

ADHQ & Advice 1-Stars

- ☐ Commandant Australian Defence Warfare Centre
- ☐ Commander Northern Command
- ☐ Commander Special Forces
- ☐ COS Headquarters Australian Theatre
- ☐ Director General Aerospace Development
- ☐ Director General Defence Knowledge Improvement Team
- ☐ Director General Force Structure Priorities
- ☐ DG Intelligence Surveillance Recon. & Electronic Warfare
- ☐ Director General Joint Operations & Plans
- ☐ Director General Land Development
- ☐ Director General Maritime Development
- ☐ Director General National Support Policy
- ☐ Director General Pacific
- ☐ Head Australian Defence Staff (Jakarta)
- ☐ Head Australian Defence Staff (London)
- ☐ Military Adviser Public Affairs & Corporate Communications
- ☐ Assistant Secretary Assoc. of South East Asian Nations
- ☐ Assistant Secretary North Asia & Global Issues
- ☐ Assistant Secretary South East Asia & Pacific
- ☐ Counselor Defence Policy (Washington)
- ☐ Director General Alliance Policy
- ☐ Director General Major Powers & Global Security
- ☐ Director General Strategic Policy

Corporate Support 1-Stars

- ☐ Assistant Secretary Applications & Projects - DIS
- ☐ Assistant Secretary Corporate Management - DIS
- ☐ Assistant Secretary Defence Corporate Support
- ☐ Assistant Secretary Estate Operations & Planning
- ☐ Assistant Secretary Property Management
- ☐ Assistant Secretary Resources Policy - Defence Estate
- ☐ Director General Corporate Information Policy & Plans
- ☐ Director General Defence Corporate Support - Bases
- ☐ Director General Defence Legal Office
- ☐ Director General Emergency Management Australia
- ☐ Director General Infrastructure Services
- ☐ Director General Organisational Effectiveness
- ☐ Director General Project Delivery
- ☐ General Counsel Defence Legal Office
- ☐ OASITO Initiative

For those who have not yet responded, this item is continued on the next page. Everyone else please proceed to Question 8 on Page 4.

DMO 1-Stars

- ☐ COFS Joint Logistics Command
- ☐ Controller Joint Logistics Systems Agency
- ☐ Counselor Acquisition and Logistics (Washington)
- ☐ Director General Aerospace Combat System
- ☐ Director General Aerospace Materiel Management
- ☐ Director General Aerospace Support Systems
- ☐ Director General Aerospace Surveillance Systems
- ☐ Director General ASC Sale
- ☐ Director General Business Information
- ☐ Director General Command & Support Systems
- ☐ Director General Communication Systems
- ☐ Director General Contracting Policy & Operations
- ☐ Director General Electronic Warfare
- ☐ Director General Ground & Amphibious Warfare Systems
- ☐ Director General Industry Operations
- ☐ Director General Industry Policy
- ☐ Director General International Materiel
- ☐ Director General Land Support Systems
- ☐ Director General Major Surface Combatants
- ☐ Director General Maritime Support
- ☐ Director General Materiel Management (Army)
- ☐ Director General Materiel Management Policy & Services
- ☐ Director General Materiel People & Performance
- ☐ Director General Minor Warfare Vessels
- ☐ Director General Strategic High Frequency Systems
- ☐ Director General Submarines
- ☐ Executive Director - Finance

Defence Personnel Executive 1-Stars

- ☐ Commandant Australian Command & Staff Course
- ☐ Commandant Australian Defence Force Academy
- ☐ Director General Career Management Policy
- ☐ Director General Defence Education & Training Policy
- ☐ Director General Defence Health Service
- ☐ Director General Personnel Plans
- ☐ Director General Personnel Policy & Employment Conditions
- ☐ Director General Personnel Systems
- ☐ Director General Resource Management - Personnel Exec.
- ☐ Director Gen. Safety Compensation & People Development
- ☐ Director of Studies - Australian Defence College

Finance & Inspector General 1-Stars

- ☐ Assistant Secretary Business Management
- ☐ Assistant Secretary Business Projects
- ☐ Assistant Secretary Capability Planning
- ☐ Assistant Secretary Financial Services
- ☐ Assistant Secretary Investment Analysis
- ☐ Assistant Secretary Ministerial Policy Support
- ☐ Assistant Secretary Organisational Renewal
- ☐ Assistant Secretary Resources Policy & Planning
- ☐ Assistant Secretary Treasury & Business Strategy
- ☐ Assistant Secretary General Investigation & Review
- ☐ Assistant Secretary Management Audit
- ☐ Assistant Secretary Security

Intelligence & Miscellaneous 1-Stars

- ☐ Assistant Secretary Analysis
- ☐ Assistant Secretary Capability Development DSD
- ☐ Assistant Secretary Executive Defence Signals Directorate
- ☐ Assistant Secretary Information Security DSD
- ☐ Assistant Secretary Information Technology DSD
- ☐ Assistant Secretary Rainfall Project DSD
- ☐ Director Defence Imagery & Geospatial Organisation
- ☐ Director General Operations
- ☐ Director General Scientific & Technical Analysis
- ☐ Director Gen. Intelligence Capability & Support to Operations
- ☐ Assistant Secretary Science Corporation Management
- ☐ Assistant Secretary Science Industry & External Relations
- ☐ Prime Minister & Cabinet (CHOGM)
- ☐ Director General Communication & Public Affairs
- ☐ Director General Communication Strategy
- ☐ COMD Peace Monitoring Group (PMG) - Bougainville
- ☐ Director General Military Support - Centenary of Federation
- ☐ TANAGER/UNTAET - CO Western Region

☐ **Other** (Please specify by printing the acronym clearly below)

--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

☐ **Uncertain**

- 8 In which area of Defence (Group/Business Unit) are you currently employed?**
- ☐ Headquarters Australian Theatre
 - ☐ VCDF
 - ☐ Navy
 - ☐ Army
 - ☐ Air Force
 - ☐ Strategy
 - ☐ Chief Financial Officer
 - ☐ Defence Personnel Executive (inc. JET/DETP)
 - ☐ Public Affairs and Corporate Communication
 - ☐ Inspector General
 - ☐ Intelligence
 - ☐ Defence Materiel Organisation (inc. DAO, SCA, NSD)
 - ☐ Defence Science & Technology Organisation
 - ☐ Corporate Services (inc. DEO, DISG, DCS)

9 What is your unit's postcode?

Enter the postcode here

and indicate in the table.

e.g., if your postcode is 4322 mark the ovals like this

1 ☐ ☐ ☐ ☐ ☐ ☐

2 ☐ ☐ ☐ ☐ ☐ ☐

3 ☐ ☐ ☐ ☐ ☐ ☐

4 ☐ ☐ ☐ ☐ ☐ ☐

1	☐	☐	☐	☐	☐
2	☐	☐	☐	☐	☐
3	☐	☐	☐	☐	☐
4	☐	☐	☐	☐	☐
5	☐	☐	☐	☐	☐
6	☐	☐	☐	☐	☐
7	☐	☐	☐	☐	☐
8	☐	☐	☐	☐	☐
9	☐	☐	☐	☐	☐
0	☐	☐	☐	☐	☐

10 In total, how many years of service have you completed in the Navy? (if less than 1 year mark 01)

Enter the total here

and indicate in the table.

e.g., if you have served for a total of 12 years mark the ovals like this

1 ☐ ☐ ☐ ☐

2 ☐ ☐ ☐ ☐

N.B. If you have re-enlisted or are a reservist include total number of years served.

0	☐	☐
1	☐	☐
2	☐	☐
3	☐	☐
4	☐	☐
5	☐	☐
6	☐	☐
7	☐	☐
8	☐	☐
9	☐	☐

11 Based on how you currently feel, how many more years do you intend to stay in the Navy? (if less than 1 year mark 01)

Enter the total here

and indicate in the table.

e.g., if you plan to stay for 2 more years mark the ovals like this

0 ☐ ☐ ☐

1 ☐ ☐ ☐

2 ☐ ☐ ☐

0	☐	☐
1	☐	☐
2	☐	☐
3	☐	☐
4	☐	☐
5	☐	☐
6	☐	☐
7	☐	☐
8	☐	☐
9	☐	☐

12 What is your age as of your last birthday?

Enter your age here

and indicate in the table.

e.g., if you are 32 as of your last birthday mark the ovals like this

2 ☐ ☐ ☐

3 ☐ ☐ ☐

0	☐	☐
1	☐	☐
2	☐	☐
3	☐	☐
4	☐	☐
5	☐	☐
6	☐	☐
7	☐	☐
8	☐	☐
9	☐	☐

13 How many people do you currently supervise? (if none mark 000)

ADF subordinates

0	☐	☐
1	☐	☐
2	☐	☐
3	☐	☐
4	☐	☐
5	☐	☐
6	☐	☐
7	☐	☐
8	☐	☐
9	☐	☐

APS subordinates

0	☐	☐
1	☐	☐
2	☐	☐
3	☐	☐
4	☐	☐
5	☐	☐
6	☐	☐
7	☐	☐
8	☐	☐
9	☐	☐

14 How long have you been in your current posting? ☐ Less than 6 months ☐ Between 6 & 12 months ☐ Between 12 & 18 months ☐ Between 18 & 24 months ☐ Between 24 & 30 months ☐ Between 30 & 36 months ☐ More than 36 months 15 How long is it since your last promotion? ☐ Less than 1 year ☐ Between 5 & 6 years ☐ Between 1 & 2 years ☐ Between 6 & 7 years ☐ Between 2 & 3 years ☐ Between 7 & 8 years ☐ Between 3 & 4 years ☐ Between 8 & 9 years ☐ Between 4 & 5 years ☐ More than 9 years 16 Have you submitted an application for discharge, a resignation letter, or a request to transfer to the Reserves within the last 6 months? ☐ Yes ☐ No 17 To which superannuation scheme do you belong? ☐ DFRDB ☐ MSBS ☐ Other 18 In what kind of accommodation do you currently live? ☐ Living In ☐ Married Quarter ☐ Own Home (not rented) ☐ Rental Accommodation (with allowances) ☐ Rental Accommodation (no allowances) 19 What do you see as the BEST means for you to advance your career? (mark only one option) ☐ Being noticed by senior leaders ☐ Superior performance in your position ☐ On-the-job training and development ☐ Off-the-job training and development ☐ Structured development programs (e.g., Staff College) ☐ Relying on yourself ☐ Being mentored ☐ Networking ☐ Other	20 Have you developed a "Plan-on-a-Page," or military equivalent, that identifies your learning and development needs... a) With your supervisor? ☐ Yes ☐ No ☐ N/A b) With your subordinates? ☐ Yes ☐ No ☐ N/A 21 Are flexible working hours available in your work area? ☐ Yes ☐ No ☐ Uncertain 22 Are you currently in a mixed gender (male & female) unit? ☐ Yes ☐ No 23 Are you currently in a mixed Service/civilian workplace? ☐ Yes ☐ No 24 Do you work predominantly with Navy personnel? ☐ Yes ☐ No 25 Have you received any training on Workplace Equity and Diversity Awareness within the last 6 months? ☐ Yes  Go to Question 26 ☐ No  Go to Question 27 26 If you answered Yes to Question 25, was the Workplace Equity and Diversity Awareness training you received worthwhile? ☐ Yes ☐ No ☐ Uncertain 27 What is your gender? ☐ Male ☐ Female 28 Do you have a non-English speaking background? ☐ Yes ☐ No 29 Are you an Aboriginal or Torres Strait Islander? ☐ Yes ☐ No
--	--

- 30 What is the HIGHEST level of education that you have completed?**
- ☐ Less than Year 12
 - ☐ Completed Year 12
 - ☐ Diploma/Certificate
 - ☐ Bachelor Degree
 - ☐ Postgraduate Diploma/Certificate/Honours
 - ☐ Postgraduate Degree
 - ☐ Postdoctoral Degree
- 31 Do you have a spouse or partner?**
- ☐ Yes - living with me **Go to Question 32**
 - ☐ Yes - not living with me **Go to Question 32**
 - ☐ No **Go to Question 34**
- 32 What is your spouse's or partner's employment status?**
- | | |
|--------------------------------------|---|
| ☐ Navy | ☐ Self Employed |
| ☐ Army | ☐ Full-time Student |
| ☐ Air Force | ☐ Full-time Home Duties |
| ☐ Public Sector | ☐ Unemployed |
| ☐ Private Sector | ☐ Other |
- 33 Does your spouse or partner have employment skills that can be easily transferred from one location to another?**
- ☐ Yes
 - ☐ No
 - ☐ Uncertain
- 34 Do you have dependent children or other recognised dependents?**
- ☐ Yes - living with me **Go to Question 35**
 - ☐ Yes - not living with me **Go to Question 35**
 - ☐ No **Go to Question 36**
- 35 Do any of your children or recognised dependents have special requirements (e.g., schooling, medical disabilities) that restrict your posting or career options?**
- ☐ Yes
 - ☐ No

- 36 Are you submarine qualified?**
- ☐ Yes
 - ☐ No
- 37 Have you served at sea?**
- ☐ Yes **Go to Question 38**
 - ☐ No **Go to SECTION 2**
- 38 Have you served at sea with people of the opposite gender?**
- ☐ Yes
 - ☐ No
- 39 For those currently serving at sea, what is your ship type? (everyone else proceed to SECTION 2)**
- ☐ Afloat Support & Amphibious (inc. LCH)
 - ☐ ANZAC Class
 - ☐ DDG
 - ☐ FCPB
 - ☐ FFG
 - ☐ Hydrography Vessel
 - ☐ Mine Warfare Vessel
 - ☐ Submarine
 - ☐ Other (specify)

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**Please Proceed to Section 2:
Attitudes and Beliefs**

Section 2 - Attitudes and Beliefs

The items in this section are designed to help us (and you) understand the attitudes and perceptions of people working for the Navy and, more generally, the ADF. Please indicate the degree to which you agree or disagree with the following statements by marking one response option per statement. If you feel more than one option applies to you, please choose the one that comes closest. Some items may not apply to you at all in your present circumstances or position. When this is the case simply mark the "not applicable" (N/A) option. A comments section is provided at the end of the survey form for any comment you may wish to make on any items or on any issue that you think has not been sufficiently covered.

Immediate Supervisor Leadership

1 I trust my immediate supervisor.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

2 My immediate supervisor listens and responds.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

3 My immediate supervisor ensures our group works together harmoniously.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

4 My immediate supervisor demonstrates the skills and abilities to deliver results.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

5 My immediate supervisor makes sure I understand his/her role.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

6 My immediate supervisor makes clear what tasks I need to perform.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

7 My immediate supervisor always shows good leadership.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

8 My immediate supervisor clearly communicates the objectives of the workgroup/section.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

9 My immediate supervisor keeps me informed about relevant matters.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

10 My immediate supervisor involves people in decision-making.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

11 My immediate supervisor tells it as it is.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

12 My immediate supervisor explains where my contribution fits in.

N/A ☐ **Strongly Disagree** ☐ **Disagree** ☐ **Uncertain** ☐ **Agree** ☐ **Strongly Agree**

- 13** My immediate supervisor ensures people have what they need to get the job done, within allocated resources.

N/A

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 14** My immediate supervisor is committed to providing a fair and inclusive workplace.

N/A

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Senior Staff Leadership

- 15** The following 5 items refer to your perception of the Senior Staff in your work area (e.g., your CO, XO, OC, Branch Head, Director) ...

a) They provide clear direction and leadership.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

b) They are forward thinking and progressive.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

c) They are aware of most of the challenges that their people face.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

d) They take time to talk to personnel.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

e) They make use of any good ideas that are presented by personnel.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Senior Defence Leadership

- 16** The following 5 items refer to your perception of the Senior Defence Leadership group. This includes the Secretary, CDF and their senior staff (i.e., RADM/MAJGEN(E) and above).

a) Communication between senior Defence leaders and Defence personnel is good.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

b) Senior Defence leadership is receptive to ideas put forward by personnel.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

c) I am satisfied with the communication provided by senior Defence leadership.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

d) I have confidence in senior Defence leadership.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

e) Senior Defence leaders keep members informed about Defence matters that affect their work and personal lives.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 17** Navy leaders are committed to improving the way the Navy is run.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Career Management & Postings

- 18** My work is fairly assessed by the Navy's performance appraisal system.

N/A

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

19	I am satisfied with the performance appraisal system.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
20	My supervisor measures performance against appropriate standards.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
21	Information on my career management has been adequate.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
22	My promotion prospects are good.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
23	My career opportunities are limited.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
24	My career prospects are better than those of my civilian friends.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
25	My career development has generally been good.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
26	I have generally been happy with my postings in the Navy.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
27	The warning I received (receipt of posting order) for my current posting was adequate.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
28	I am satisfied with the promotion system.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
Change		
29	There have been lots of surveys recently but nothing ever seems to be done with the results.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
30	I am satisfied with the information that has been communicated to me about changes to the Navy.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
31	I see change in the Navy as providing new opportunities for me.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
32	Recent changes to the Navy have improved my sense of job satisfaction.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
33	Recent changes to the Navy have improved my morale.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
34	Recent changes to the Navy have improved my job security.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐

35	Recent changes to the Navy have improved my promotion prospects.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
36	Recent changes are likely to produce a Navy that is more effective as an operational force.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
37	Recent changes have been painful for the Navy, but overall I can see the benefits they will bring.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
38	Changes in my workplace/section have been well planned.	N/A ☐ Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
Your Job & Service Life		
39	I like the work in my present posting.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
40	The contribution I make to the Navy is valued by my leaders.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
41	I believe my work makes an important contribution to the Navy.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
42	I am rarely given the opportunity to use my initiative in the Navy.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
43	The quality of the work done in my workplace/section is very important to me.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
44	My job is repetitive.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
45	I am often being asked for my ideas about how we could do things better at work.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
46	Life in the Navy is enjoyable.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
47	Life in the Navy is better than I expected before I joined.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
48	Much of what I do in the Navy is interesting.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
49	I have a great deal of pride in my work.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐
50	I think I am doing something decent for my country by being in the Navy.	Strongly Disagree ☐ Disagree ☐ Uncertain ☐ Agree ☐ Strongly Agree ☐

51	The Navy lacks a well-defined role.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
52	I see myself as a member of the Navy first and as a member of the ADF second.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
53	My workgroup/section is always looking for ways to eliminate work practices that waste time or resources.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
54	My training and experience in the Navy have prepared me well for combat.	N/A Strongly Disagree Disagree Uncertain Agree Strongly Agree
55	You surrender too much control of your life by being in the Navy.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
56	There's not enough discipline in the Navy.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
57	I often find it difficult to agree with the Navy's policies on important matters relating to its members.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
58	I have a harmonious working relationship with civilian personnel in Defence.	N/A Strongly Disagree Disagree Uncertain Agree Strongly Agree
59	I understand and accept that civilians have important jobs to do in Defence.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
60	There has been a decline in traditional military values and standards.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
61	The working relationships I build are important to the way I achieve results.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
62	There are too many civilian positions in military units.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
63	I believe the working relationship between ADF and civilian personnel in Defence could be improved.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
64	I would accept almost any type of posting in order to keep working for the Navy.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
65	I really care about the future of the Navy.	Strongly Disagree Disagree Uncertain Agree Strongly Agree
66	I am willing to put in effort beyond that normally expected in order to help the Navy be successful.	Strongly Disagree Disagree Uncertain Agree Strongly Agree

67 The Navy inspires the very best in me in the way of performance.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

68 The Navy is the best of all possible organisations for which to work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

69 I speak highly of the Navy to my friends.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

I feel very little loyalty towards the Navy.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

71 I could just as well be working for a different organisation as long as the type of work was similar.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

72 I am proud to tell others that I am a member of the Navy.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

73 I am extremely glad that I chose to join the Navy over other jobs I was considering at the time.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

74 There is not much to be gained by staying in the Navy.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

75 Deciding to join the Navy was a definite mistake on my part.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

76 I find that my values and the Navy's values are very similar.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Conditions

77 My overall workload is excessive.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

78 I get insufficient reward for what would be considered overtime in the civilian community.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

79 My current working hours are excessive.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

80 Free medical and dental treatment are advantages of being in the Navy.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

81 The fair and positive treatment of personnel in my workplace demonstrates that people matter.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

82 I am satisfied with my current salary.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

83	We never seem to have enough resources to do our job properly.	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐	
84	There are insufficient personnel in units to do the work.	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐	
85	Incidents of harassment or discrimination are managed well in my workplace/section.	N/A ☐	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐
Family & Career Intention							
86	The demands of my work interfere with my home and/or family life.	N/A ☐	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐
87	The amount of time my job takes up makes it difficult to fulfill my family and/or personal responsibilities.	N/A ☐	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐
88	Things I want to do in my own time do not get done because of the demands of my job.	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐	
89	I have a desire to try working in civilian employment.	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐	
90	My workplace encourages a healthy balance between my work, home and family.	N/A ☐	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐
91	My family strongly supports my Navy career.	N/A ☐	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐
92	A major incentive for me staying in the Navy is the subsidised housing.	N/A ☐	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐
93	I want more locational stability for my family.	N/A ☐	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐
94	I have a desire to stay in one place.	N/A ☐	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐
95	Postings are having a negative impact on my children's education.	N/A ☐	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐
96	I would leave the Navy if I were given a posting to where I didn't want to go.	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐	
97	It would take very little change in my present circumstances to cause me to leave the Navy.	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐	
98	I am actively looking at leaving the Navy.	Strongly Disagree ☐	Disagree ☐	Uncertain ☐	Agree ☐	Strongly Agree ☐	

99 If I knew my promotional prospects had run out I'd leave the Navy. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐	107 Overall, my workgroup produces high-quality services and outputs. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐
100 Civilian employment seems to be more attractive financially than does Navy employment. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐	108 I have the skills to deal with just about any problem that arises in my current job. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐
101 If I were to leave the Navy, the skills I've gained will improve my chances of getting the job I want. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐	109 My current posting utilises my skills and training. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐
102 I have sufficient access to learning and development opportunities to improve my skills. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐	110 My training in the Navy has prepared me well for duties in my current job. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐
Performance Culture	
103 I demonstrate my loyalty to the ADF by supporting and contributing to its continuous improvement. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐	111 I have the authority (i.e., the necessary rank, autonomy, or level of responsibility) to do my job effectively. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐
104 I would stay in the Navy longer if more options for flexible work practices and career breaks were available. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐	112 My work area gets the cooperation and assistance it needs from other parts of the ADF/Defence. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐
Personal Performance	
105 I do my current job well. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐	113 In my current work area, people are encouraged to examine what they do and to find ways to do it better. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐
106 I am one of the better performers in my current workgroup/section. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐	114 People in this work area are encouraged to learn from their mistakes. Strongly Disagree Disagree Uncertain Agree Strongly Agree ☐ ☐ ☐ ☐ ☐

Information

115 The following 3 items refer to all the information made available to you by the Defence organisation.

a) I clearly understand what is expected of me in this job.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

b) I get enough information to do my current job.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

c) I have a clear understanding of what I have to do to contribute to my unit's/branch's goals.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Morale

116 How would you rate your current level of morale?

Very Poor	Poor	Fair	Good	Very Good
☐	☐	☐	☐	☐

117 How would you rate the current level of morale in your unit/section?

Very Poor	Poor	Fair	Good	Very Good
☐	☐	☐	☐	☐

THANK YOU FOR YOUR ASSISTANCE
If you would like to add any comments
please proceed to Section 3:
Your Comments



CIVILIAN VERSION

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Section 1 - Personal Details

- | | |
|---|---|
| <p>1 Which of the following best describes your current employment?</p> <p>☐ Full-time ☐ Part-time</p> <p>2 What is your current Australian Public Service employment status?</p> <p>☐ Permanent</p> <p>☐ Temporary Continuing (i.e., longer than 12 months)</p> <p>☐ Temporary Fixed Term</p> <p>☐ Temporary Short Term</p> <p>☐ Non-APS (e.g., private contractor)</p> <p>☐ Other</p> <p>3 What is your current employment stream?</p> <p>☐ General Services, Stores, or Trades</p> <p>☐ Clerical/Administrative</p> <p>☐ Technical</p> <p>☐ Information Technology</p> <p>☐ Professional</p> <p>☐ Scientific</p> <p>☐ Other</p> <p>4 What is your current substantive Australian Public Service classification level?</p> <p>☐ Graduate (GAA)</p> <p>☐ APS Level 1 (e.g., ASO1, GSO1-4)</p> <p>☐ APS Level 2 (e.g., ASO2, GSO5-6, TO1)</p> <p>☐ APS Level 3 (e.g., ASO3, GSO7-8, TO2)</p> <p>☐ APS Level 4 (e.g., ASO4, ITO1)</p> <p>☐ APS Level 5 (e.g., ASO5, GSO9, TO3, PO1)</p> <p>☐ APS Level 6 (e.g., ASO6, GSO10, TO4, PO2, ITO2)</p> <p>☐ Executive Level 1 (e.g., SOGC, SPOC, SITOC)</p> <p>☐ Executive Level 2 (e.g., SOGA-B, SITO-A-B, SPOA-B)</p> <p>☐ Research Scientist</p> <p>☐ Senior Research Scientist</p> <p>☐ Principal Research Scientist</p> <p>☐ Senior Principal Research Scientist</p> <p>☐ SES Band 1 & above</p> <p>☐ Other</p> | <p>5 Have you previously served as a uniformed member of the Australian Defence Force?</p> <p>☐ No</p> <p>☐ Yes: Navy (inc. Reserves)</p> <p>☐ Yes: Army (inc. Reserves)</p> <p>☐ Yes: Air Force (inc. Reserves)</p> <p>6 In which area of Defence (Group/Business Unit) are you currently employed?</p> <p>☐ Headquarters Australian Theatre</p> <p>☐ VCDF</p> <p>☐ Navy</p> <p>☐ Army</p> <p>☐ Air Force</p> <p>☐ Strategy</p> <p>☐ Chief Financial Officer</p> <p>☐ Defence Personnel Executive (inc. JET/DETP)</p> <p>☐ Public Affairs and Corporate Communication</p> <p>☐ Inspector General</p> <p>☐ Intelligence</p> <p>☐ Defence Materiel Organisation (inc. DAO, SCA, NSD)</p> <p>☐ Defence Science & Technology Organisation</p> <p>☐ Corporate Services (inc. DEO, DISG, DCS)</p> <p>7 How long have you been in your current position?</p> <p>☐ Less than 6 months</p> <p>☐ Between 6 & 12 months</p> <p>☐ Between 12 & 18 months</p> <p>☐ Between 18 & 24 months</p> <p>☐ Between 24 & 30 months</p> <p>☐ Between 30 & 36 months</p> <p>☐ More than 36 months</p> <p>8 How long is it since your last promotion?</p> <p>☐ Less than 1 year ☐ Between 5 & 6 years</p> <p>☐ Between 1 & 2 years ☐ Between 6 & 7 years</p> <p>☐ Between 2 & 3 years ☐ Between 7 & 8 years</p> <p>☐ Between 3 & 4 years ☐ Between 8 & 9 years</p> <p>☐ Between 4 & 5 years ☐ More than 9 years</p> |
|---|---|

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9 In reference to your chain of command, please indicate your Branch Head or 1-Star (i.e., from the list below select your SES Band 1/BRIG(E)/Chief of Division). (mark only one option)

Navy 1-Stars

- ☐ Aviation Force Element Group Manager
- ☐ Chief of Staff MHQ & Deputy Maritime Commander
- ☐ Commander Australian Navy Submarine Group
- ☐ Commander Australian Navy Surface Combatant Group
- ☐ Commander Australian Navy Systems Command
- ☐ Commodore Flotillas
- ☐ Director General Navy Personnel & Training
- ☐ Director General Navy Strategic Policy & Futures
- ☐ Director General Navy Systems Branch
- ☐ Director General Navy Business Management
- ☐ Naval Attache (Washington)

Army 1-Stars

- ☐ Army Attache (Washington)
- ☐ Chief of Staff TC-A
- ☐ COMD 1 BDE
- ☐ COMD 3 BDE
- ☐ COMD 5 BDE
- ☐ COMD 7 BDE
- ☐ COMD Combined Arms Training & Development Centre
- ☐ COMD Logistics Support Force
- ☐ Commandant RMC
- ☐ Commander Aviation Support Group
- ☐ DG Future Land Warfare & Concepts Policy - Army
- ☐ Director General Personnel - Army
- ☐ Director General Preparedness & Plans - Army
- ☐ Director General Corporate Management & Planning - Army

Air Force 1-Stars

- ☐ Air Attache (Washington)
- ☐ Assistant Secretary Resources Planning - Air Force
- ☐ Chief of Staff Headquarters Air Command
- ☐ Commander Air Lift Group
- ☐ Commander Combat Support Group
- ☐ Commander Maritime Patrol Group
- ☐ Commander Strike Reconnaissance Group
- ☐ Commander Tactical Fighter Group
- ☐ Commander Training - Air Force
- ☐ Director General Personnel - Air Force
- ☐ Director General Policy & Planning - Air Force
- ☐ Director General Technical Airworthiness (Air Force)

ADHQ & Advice 1-Stars

- ☐ Commandant Australian Defence Warfare Centre
- ☐ Commander Northern Command
- ☐ Commander Special Forces
- ☐ COS Headquarters Australian Theatre
- ☐ Director General Aerospace Development
- ☐ Director General Defence Knowledge Improvement Team
- ☐ Director General Force Structure Priorities
- ☐ DG Intelligence Surveillance Recon. & Electronic Warfare
- ☐ Director General Joint Operations & Plans
- ☐ Director General Land Development
- ☐ Director General Maritime Development
- ☐ Director General National Support Policy
- ☐ Director General Pacific
- ☐ Head Australian Defence Staff (Jakarta)
- ☐ Head Australian Defence Staff (London)
- ☐ Military Adviser Public Affairs & Corporate Communications
- ☐ Assistant Secretary Assoc. of South East Asian Nations
- ☐ Assistant Secretary North Asia & Global Issues
- ☐ Assistant Secretary South East Asia & Pacific
- ☐ Counselor Defence Policy (Washington)
- ☐ Director General Alliance Policy
- ☐ Director General Major Powers & Global Security
- ☐ Director General Strategic Policy

Corporate Support 1-Stars

- ☐ Assistant Secretary Applications & Projects - DIS
- ☐ Assistant Secretary Corporate Management - DIS
- ☐ Assistant Secretary Defence Corporate Support
- ☐ Assistant Secretary Estate Operations & Planning
- ☐ Assistant Secretary Property Management
- ☐ Assistant Secretary Resources Policy - Defence Estate
- ☐ Director General Corporate Information Policy & Plans
- ☐ Director General Defence Corporate Support - Bases
- ☐ Director General Defence Legal Office
- ☐ Director General Emergency Management Australia
- ☐ Director General Infrastructure Services
- ☐ Director General Organisational Effectiveness
- ☐ Director General Project Delivery
- ☐ General Counsel Defence Legal Office
- ☐ OASITO Initiative

For those who have not yet responded, this item is continued on the next page. Everyone else please proceed to Question 10 on Page 4.



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Finance & Inspector General 1-Stars

- Assistant Secretary Business Management
- Assistant Secretary Business Projects
- Assistant Secretary Capability Planning
- Assistant Secretary Financial Services
- Assistant Secretary Investment Analysis
- Assistant Secretary Ministerial Policy Support
- Assistant Secretary Organisational Renewal
- Assistant Secretary Resources Policy & Planning
- Assistant Secretary Treasury & Business Strategy
- Assistant Secretary General Investigation & Review
- Assistant Secretary Management Audit
- Assistant Secretary Security

- Commandant Australian Command & Staff Course
- Commandant Australian Defence Force Academy
- Director General Career Management Policy
- Director General Defence Education & Training Policy
- Director General Defence Health Service
- Director General Personnel Plans
- Director General Personnel Policy & Employment Conditions
- Director General Personnel Systems
- Director General Resource Management - Personnel Exec.
- Director Gen. Safety Compensation & People Development
- Director of Studies - Australian Defence College

- Assistant Secretary Analysis
- Assistant Secretary Capability Development DSD
- Assistant Secretary Executive Defence Signals Directorate
- Assistant Secretary Information Security DSD
- Assistant Secretary Information Technology DSD
- Assistant Secretary Rainfall Project DSD
- Director Defence Imagery & Geospatial Organisation
- Director General Operations
- Director General Scientific & Technical Analysis
- Director Gen. Intelligence Capability & Support to Operations
- Prime Minister & Cabinet (CHOGM)
- Director General Communication & Public Affairs
- Director General Communication Strategy
- COMD Peace Monitoring Group (PMG) - Bougainville
- Director General Military Support - Centenary of Federation
- TANNER/UNTAET - CO Western Region

[illegible]

- ### DSTO 1-Stars

- ☐ Assistant Secretary Science Corporation Management
- ☐ Assistant Secretary Science Industry & External Relations
- ☐ Chief Airframes & Engines Division
- ☐ Chief Air Operations Division
- ☐ Chief Communications Division
- ☐ Chief Electronic Warfare Division
- ☐ Chief Information Technology Division
- ☐ Chief Land Operations Division
- ☐ Chief Maritime Operations Division
- ☐ Chief Maritime Platforms Division
- ☐ Chief Surveillance Systems
- ☐ Chief Weapons Systems Division
- ☐ Director General Science Policy Development
- ☐ Head Combat Protection & Nutrition Branch
- ☐ Head Joint Services Branch
- ☐ Head Military Systems Experimentation Branch
- ☐ Head Theatre Operations Branch



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10 What is the postcode of your main workplace?

Enter the postcode here

and indicate in the table.

e.g., if your postcode is 4322 mark the ovals like this

2 ○ ○ ● ●
3 ○ ● ○ ○
4 ● ○ ○ ○

N.B. Russell Offices is 2600.

1	☐	☐	☐	☐
2	☐	☐	☐	☐
3	☐	☐	☐	☐
4	☐	☐	☐	☐
5	☐	☐	☐	☐
6	☐	☐	☐	☐
7	☐	☐	☐	☐
8	☐	☐	☐	☐
9	☐	☐	☐	☐
0	☐	☐	☐	☐

11 In total, how many years have you worked for the Australian Public Service? (if less than 1 year mark 01)

Enter the total here

and indicate in the table.

e.g., if you have served for a total of 12 years mark the ovals like this

1 ● ○
2 ○ ●

0	☐	☐
1	☐	☐
2	☐	☐
3	☐	☐
4	☐	☐
5	☐	☐
6	☐	☐
7	☐	☐
8	☐	☐
9	☐	☐

12 In total, how many years have you worked for the Department of Defence? (if less than 1 year mark 01)

Enter the total here

and indicate in the table.

N.B. Including predecessor departments (eg, Supply, Air).

0	☐	☐
1	☐	☐
2	☐	☐
3	☐	☐
4	☐	☐
5	☐	☐
6	☐	☐
7	☐	☐
8	☐	☐
9	☐	☐

13 How many more years do you intend to stay in the Department of Defence? (if less than 1 year mark 01)

Enter the total here

and indicate in the table.

e.g., if you plan to stay for 2 more years mark the ovals like this

0 ● ○
1 ○ ○
2 ○ ●

0	☐	☐
1	☐	☐
2	☐	☐
3	☐	☐
4	☐	☐
5	☐	☐
6	☐	☐
7	☐	☐
8	☐	☐
9	☐	☐

14 What is your age as of your last birthday?

Enter your age here

and indicate in the table.

e.g., if you are 32 as of your last birthday mark the ovals like this

2 ○ ●
3 ● ○

0	☐	☐
1	☐	☐
2	☐	☐
3	☐	☐
4	☐	☐
5	☐	☐
6	☐	☐
7	☐	☐
8	☐	☐
9	☐	☐

15 How many people do you currently supervise? (if none mark 000)**ADF subordinates**

0	☐	☐	☐
1	☐	☐	☐
2	☐	☐	☐
3	☐	☐	☐
4	☐	☐	☐
5	☐	☐	☐
6	☐	☐	☐
7	☐	☐	☐
8	☐	☐	☐
9	☐	☐	☐

APS subordinates

0	☐	☐	☐
1	☐	☐	☐
2	☐	☐	☐
3	☐	☐	☐
4	☐	☐	☐
5	☐	☐	☐
6	☐	☐	☐
7	☐	☐	☐
8	☐	☐	☐
9	☐	☐	☐

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16 What do you see as the BEST means for you to advance your career? (mark only one option) ☐ Being noticed by senior leaders ☐ Superior performance in your position ☐ On-the-job training and development ☐ Off-the-job training and development ☐ Structured development programs (e.g., SWIM) ☐ Relying on yourself ☐ Being mentored ☐ Networking ☐ Other 17 Have you developed a "Plan-on-a-Page," or similar, that identifies your learning and development needs... a) With your supervisor? ☐ Yes ☐ No ☐ N/A b) With your subordinates? ☐ Yes ☐ No ☐ N/A 18 Are flexible working hours available in your work area? ☐ Yes ☐ No ☐ Uncertain 19 Are you currently in a mixed gender (male & female) workplace? ☐ Yes ☐ No 20 Are you currently in a mixed Service/civilian workplace? ☐ Yes ☐ No 21 Do you work predominantly with APS personnel? ☐ Yes ☐ No 22 Have you received any training on Workplace Equity and Diversity Awareness within the last 6 months? ☐ Yes ➡ <i>Go to Question 23</i> ☐ No ➡ <i>Go to Question 24</i> 23 If you answered Yes to Question 22, was the Workplace Equity and Diversity Awareness training you received worthwhile? ☐ Yes ☐ No ☐ Uncertain 24 What is your gender? ☐ Male ☐ Female	25 Do you have a non-English speaking background? ☐ Yes ☐ No 26 Are you an Aboriginal or Torres Strait Islander? ☐ Yes ☐ No 27 Do you have a disability? ☐ Yes ☐ No 28 What is the HIGHEST level of education that you have completed? ☐ Less than Year 12 ☐ Completed Year 12 ☐ Diploma/Certificate ☐ Bachelor Degree ☐ Bachelor Degree with Honours ☐ Postgraduate Diploma/Certificate ☐ Masters Degree ☐ PhD ☐ Postdoctoral Degree 29 Do you have a spouse or partner? ☐ Yes - living with me ➡ <i>Go to Question 30</i> ☐ Yes - not living with me ➡ <i>Go to Question 30</i> ☐ No ➡ <i>Go to Question 31</i> 30 What is your spouse's or partner's employment status? <table border="0"> <tbody> <tr> <td>☐ Navy</td> <td>☐ Self Employed</td> </tr> <tr> <td>☐ Army</td> <td>☐ Full-time Student</td> </tr> <tr> <td>☐ Air Force</td> <td>☐ Full-time Home Duties</td> </tr> <tr> <td>☐ Public Sector</td> <td>☐ Unemployed</td> </tr> <tr> <td>☐ Private Sector</td> <td>☐ Other</td> </tr> </tbody> </table> 31 Do you have dependent children or other recognised dependents? ☐ Yes - living with me ☐ Yes - not living with me ☐ No	☐ Navy	☐ Self Employed	☐ Army	☐ Full-time Student	☐ Air Force	☐ Full-time Home Duties	☐ Public Sector	☐ Unemployed	☐ Private Sector	☐ Other
☐ Navy	☐ Self Employed										
☐ Army	☐ Full-time Student										
☐ Air Force	☐ Full-time Home Duties										
☐ Public Sector	☐ Unemployed										
☐ Private Sector	☐ Other										

**Please Proceed to Section 2:
Attitudes and Beliefs**

Section 2 - Attitudes and Beliefs

The items in this section are designed to help us (and you) understand the attitudes and perceptions of civilians working for the Department of Defence. Please indicate the degree to which you agree or disagree with the following statements by marking one response option per statement. If you feel more than one option applies to you, please choose the one that comes closest. Some items may not apply to you at all in your present circumstances or position. When this is the case simply mark the "not applicable" (N/A) option. A comments section is provided at the end of the survey form for any comment you may wish to make on any items or on any issue that you think has not been sufficiently covered.

Immediate Supervisor Leadership

1 I trust my immediate supervisor. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	7 My immediate supervisor always shows good leadership. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
2 My immediate supervisor listens and responds. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	8 My immediate supervisor clearly communicates the objectives of the workgroup/section. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
3 My immediate supervisor ensures our group works together harmoniously. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	9 My immediate supervisor keeps me informed about relevant matters. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
4 My immediate supervisor demonstrates the skills and abilities to deliver results. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	10 My immediate supervisor involves people in decision-making. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
5 My immediate supervisor makes sure I understand his/her role. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	11 My immediate supervisor tells it as it is. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
6 My immediate supervisor makes clear what tasks I need to perform. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	12 My immediate supervisor explains where my contribution fits in. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree

- 13** My immediate supervisor ensures people have what they need to get the job done, within allocated resources.

N/A

☐

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 14** My immediate supervisor is committed to providing a fair and inclusive workplace.

N/A

☐

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Senior Staff Leadership

- 15** The following 5 items refer to your perception of the Senior Staff in your work area (e.g., your Branch Head, Director, Commanding Officer)...

a) They provide clear direction and leadership.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

b) They are forward thinking and progressive.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

c) They are aware of most of the challenges that their people face.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

d) They take time to talk to personnel.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

e) They make use of any good ideas that are presented by personnel.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Senior Defence Leadership

- 16** The following 5 items refer to your perception of the Senior Defence Leadership group. This includes the Secretary, CDF and their senior staff (i.e., SES Band 2/MAJGEN(E) and above).

a) Communication between senior Defence leaders and Defence personnel is good.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

b) Senior Defence leadership is receptive to ideas put forward by personnel.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

c) I am satisfied with the communication provided by senior Defence leadership.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

d) I have confidence in senior Defence leadership.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

e) Senior Defence leaders keep personnel informed about Defence matters that affect their work and personal lives.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 17** Defence leaders are committed to improving the way the department is run.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Career Management

- 18** My work is fairly assessed by the Civilian Performance Framework system.

N/A

☐

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐



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19 I am satisfied with the Civilian Performance Framework system. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	27 I see change in Defence as providing new opportunities for me. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
20 My supervisor measures performance against appropriate standards. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	28 Recent changes to Defence have improved my sense of job satisfaction. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
21 My promotion prospects are good. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	29 Recent changes to Defence have improved my morale. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
22 My career opportunities are limited. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	30 Recent changes to Defence have improved my job security. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
23 My career prospects are better than those of my friends outside of Defence. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	31 Recent changes to Defence have improved my promotion prospects. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
24 My career development has generally been good. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	32 Recent changes are likely to produce an ADF that is more effective as an operational force. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
Change	33 Recent changes have been painful for Defence, but overall I can see the benefits they will bring. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
25 There have been lots of surveys recently but nothing ever seems to be done with the results. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	34 Changes in my workplace/section have been well planned. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree
26 I am satisfied with the information that has been communicated to me about changes to Defence. N/A ☐ ☐ ☐ ☐ ☐ ☐ Strongly Disagree Disagree Uncertain Agree Strongly Agree	

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Your Job & Public Service**35** I like the work in my present position.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

36 The contribution I make to Defence is valued by my leaders.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

37 I believe my work makes an important contribution to Defence.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

38 I am rarely given the opportunity to use my initiative in Defence.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

39 The quality of the work done in my workplace/section is very important to me.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

40 My job is repetitive.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

41 I am often being asked for my ideas about how we could do things better at work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

42 Working in Defence is enjoyable.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

43 Working in Defence is better than I expected before I joined.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

44 Much of what I do in Defence is interesting.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

45 I have a great deal of pride in my work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

46 I think I am doing something decent for my country by working in Defence.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

47 Defence lacks a well-defined role.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

48 I see myself as a Defence employee first and as a member of the APS second.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

49 My workgroup/section is always looking for ways to eliminate work practices that waste time or resources.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

50 As a civilian, my job in Defence is important.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐



47606

STAFF-IN-CONFIDENCE

51	I often find it difficult to agree with Defence's policies on important matters relating to its personnel.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
52	I have a harmonious working relationship with ADF members.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
N/A												
53	The working relationships I build are important to the way I achieve results.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
54	I believe the working relationship between ADF and civilian personnel in Defence could be improved.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
55	I would accept almost any position in order to keep working for Defence.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
56	I really care about the future of Defence.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
57	I am willing to put in effort beyond that normally expected in order to help Defence be successful.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
58	Defence inspires the very best in me in the way of performance.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
59	Defence is the best of all possible organisations for which to work.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
60	I speak highly of Defence to my friends.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
61	I feel very little loyalty towards Defence.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
62	I could just as well be working for a different organisation as long as the type of work was similar.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
63	I am proud to tell others that I work in Defence.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
64	I am extremely glad that I chose to join Defence over other jobs I was considering at the time.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
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65	There is not much to be gained by staying in Defence.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								
66	Deciding to join Defence was a definite mistake on my part.	<table border="1"><tr><td>Strongly Disagree</td><td>Disagree</td><td>Uncertain</td><td>Agree</td><td>Strongly Agree</td></tr><tr><td>☐</td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr></table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree								
☐	☐	☐	☐	☐								

STAFF-IN-CONFIDENCE

10

67 I find that my values and Defence's values are very similar.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Conditions

68 My overall workload is excessive.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

69 I do too much unpaid overtime.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

My current working hours are excessive.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

71 I am envious of the free medical and dental treatment available to ADF members.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

72 The fair and positive treatment of personnel in my workplace demonstrates that people matter.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

73 I am satisfied with my current salary.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

74 We never seem to have enough resources to do our job properly.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

75 There are insufficient personnel in units to do the work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

76 Incidents of harassment or discrimination are managed well in my workplace/section.

N/A ☐

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Family & Career Intention

77 The demands of my work interfere with my home and/or family life.

N/A ☐

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

78 The amount of time my job takes up makes it difficult to fulfill my family and/or personal responsibilities.

N/A ☐

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

79 Things I want to do in my own time do not get done because of the demands of my job.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

80 I have a desire to try working in military employment.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

81 My workplace encourages a healthy balance between my work, home and family.

N/A ☐

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

82 A major incentive for me to join the ADF would be the subsidised housing.

N/A ☐

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

83 It would take very little change in my present circumstances to cause me to leave Defence. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐	Personal Performance 91 I do my current job well. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
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84 I am actively looking at leaving Defence. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐	92 I am one of the better performers in my current workgroup/section. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
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85 If I knew my promotional prospects had run out I'd leave Defence. N/A ☐ <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐	93 Overall, my workgroup produces high-quality services and outputs. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
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86 Civilian employment seems to be more attractive financially than does employment in the ADF. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐	94 I have the skills to deal with just about any problem that arises in my current job. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
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87 If I were to leave Defence, the skills I've gained will improve my chances of getting the job I want. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐	95 My current position utilises my skills and training. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
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Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree																	
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88 I have sufficient access to learning and development opportunities to improve my skills. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐	96 The training I have received in Defence has prepared me well for duties in my current job. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
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89 I demonstrate my loyalty to Defence by supporting and contributing to its continuous improvement. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐	Performance Culture 97 I have the authority (i.e., the necessary rank, autonomy, or level of responsibility) to do my job effectively. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
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Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree																	
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90 I would stay in Defence longer if more options for flexible work practices and career breaks were available. N/A ☐ <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐	98 My work area gets the cooperation and assistance it needs from other parts of the ADF/Defence. <table style="width: 100%; text-align: center;"> <tr> <td>Strongly Disagree</td> <td>Disagree</td> <td>Uncertain</td> <td>Agree</td> <td>Strongly Agree</td> </tr> <tr> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> <td>☐</td> </tr> </table>	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	☐	☐	☐	☐	☐
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47606

- 99 In my current work area, people are encouraged to examine what they do and to find ways to do it better.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 100 People in this work area are encouraged to learn from their mistakes.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Information

- 101 The following 3 items refer to all the information made available to you by the Defence organisation.

a) I clearly understand what is expected of me in this job.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

b) I get enough information to do my current job.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

c) I have a clear understanding of what I have to do to contribute to my unit's/branch's goals.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

Morale

- 102 How would you rate your current level of morale?

Very Poor	Poor	Fair	Good	Very Good
☐	☐	☐	☐	☐

- 103 How would you rate the current level of morale in your section?

Very Poor	Poor	Fair	Good	Very Good
☐	☐	☐	☐	☐

APS Values

- 104 I have a good understanding of the APS Values and the way in which they apply to my work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 105 I believe that people with whom I work uphold the APS Values as they apply to their work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 106 I have a good understanding of the APS Code of Conduct and the way in which it applies to my work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 107 I believe that the behaviour of the people with whom I work is consistent with the APS Code of Conduct as it applies to their work.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 108 The Department of Defence makes decisions about people based on merit.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 109 Diversity of skills, experience, background and ways of working are recognised and appreciated in Defence.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

- 110 My performance rewards are fair compared to other staff across Defence.

Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
☐	☐	☐	☐	☐

THANK YOU FOR YOUR ASSISTANCE
If you would like to add any comments
please proceed to Section 3:
Your Comments



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Section 3 - Your Comments

Please write in the space below any comments you may have about any aspect of the survey or about any aspect of employment in Defence that may not be covered by the survey.

As stated in the Privacy and Confidentiality clause on the inside cover, these comments may be fed back anonymously to the survey sponsor or used as an anonymous quote in support of survey findings. If you do not want any of your comments to be made available to the survey sponsor or to be used in any publication of the survey findings, please indicate by filling in the oval below.

- ☐ I do not want any of my comments to be fed back to the survey sponsor or used in any publication resulting from the survey.

[illegible]

Please place the completed form in the return envelope provided.

Thank you for your participation in the survey.



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Annex B - 1999 AND 2001 ORGANISATIONAL INDICATORS ITEM CONTENT

Indicator 1: Supervision

01/Svc	01/Civ	Item	99/Svc	99/Civ
1	1	I trust my immediate supervisor.	7	6
3	3	My immediate supervisor ensures our group works together harmoniously	11	11
4	4	My immediate supervisor demonstrates the skills and abilities to deliver results		
5	5	My immediate supervisor makes sure I understand his/her role.	13	13
6	6	My immediate supervisor makes clear what tasks I need to perform	~14	14
7	7	My immediate supervisor always shows good leadership	6	~5
8	8	My immediate supervisor clearly communicates the objectives of the workgroup/section	~15	~16
9	9	My immediate supervisor keeps me informed about relevant matters	17	18

Chronbach Alpha Reliability Coefficients: RAN - .95; ARA - .96; RAAF - .96; CIV - .96

Indicator 2: Service Life

01/Svc	01/Civ	Item	99/Svc
46	~42	Life in the Navy is enjoyable	45
47	~43	Life in the Navy is better than I expected before I joined.	47
48	~44	Much of what I do in the Navy is interesting	49
50	~46	I think I am doing something decent for my country by being in the Navy	61

Chronbach Alpha Reliability Coefficients: RAN - .77; ARA - .76; RAAF - .74; CIV - .76

~ indicates that the question has a similar meaning, but contains some variation in wording

Indicator 3: Organisational Commitment

01/Svc	01/Civ	Item	99/Svc	99/Civ
57	51	I often find it difficult to agree with the Navy's policies on important matters relating to its members	66	
64	55	I would accept almost any type of posting in order to keep working for the Navy.	27	22
65	56	I really care about the future of the Navy.	50	44
66	57	I am willing to put in effort beyond that normally expected in order to help the Navy be successful.	51	45
67	58	The Navy inspires the very best in me in the way of performance	52	
68	59	The Navy is the best of all possible organisations for which to work	53	47
69	60	I speak highly of the Navy to my friends.	54	48
70	61	I feel very little loyalty towards the Navy	55	49
71	62	I could just as well be working for a different organisation as long as the type of work was similar.	57	51
72	63	I am proud to tell others that I am a member of the Navy.	58	52
73	64	I am extremely glad that I chose to join the Navy over other jobs I was considering at the time	62	59
74	65	There is not much to be gained by staying in the Navy	63	60
75	66	Deciding to join the Navy was a definite mistake on my part	64	61
76	67	I find that my values and the Navy's values are very similar	65	62

Chronbach Alpha Reliability Coefficients: RAN - .90; ARA - .87; RAAF - .88; CIV - .87

Indicator 4: Conditions

01/Svc	01/Civ	Item
77	68	My overall workload is excessive.
78	~69	I get insufficient reward for what would be considered overtime in the civilian community
79	70	My current working hours are excessive
83	74	We never seem to have enough resources to do our job properly.
84	75	There are insufficient personnel in units to do the work

Chronbach Alpha Reliability Coefficients: RAN - .73; ARA - .68; RAAF - .72; CIV - .81

Indicator 5: Effect on Family Life

01/Svc	01/Civ	Item	99/Svc	99/Civ
86	77	The demands of my work interfere with my home and/or family life.	110	91
87	78	The amount of time my job takes up makes it difficult to fulfil my family responsibilities and/or personal responsibilities	~111	~92
88	79	Things I want to do at home do not get done because of the demands of my job.	~112	~93

Chronbach Alpha Reliability Coefficients: RAN - .86; ARA - .86; RAAF - .86; CIV - .88

Indicator 6: Continuing Career

01/Svc	Item	99/Svc
89	I have a desire to try working in civilian employment	125
94	I have a desire to stay in one place	
96	I would leave the Navy if I were given a posting to where I didn't want to go.	118
97	It would take very little change in my present circumstances to cause me to leave the Navy.	123

Chronbach Alpha Reliability Coefficients: RAN - .74; ARA - .72; RAAF - .69

Indicator 7: Senior Defence Leadership

01/Svc	01/Civ	Item	99/Svc	99/Civ
16(a)	16(a)	Communication between senior Defence leaders and Defence personnel is good	~1	~1
(b)	(b)	Senior Defence leadership is receptive to ideas put forward by personnel	~5	~4
(e)	(e)	Senior Defence leaders keep members informed about Defence matters that affect their work and personal lives.	~2	~2
17	17	Navy leaders are committed to improving the way the Navy is run	~3	~3

Chronbach Alpha Reliability Coefficients: RAN - .90; ARA - .90; RAAF - .90; CIV - .90

Indicator 8: Senior Staff Leadership

01/Svc	01/Civ	Item
15(a)	15(a)	They provide clear direction and leadership
(b)	(b)	They are forward thinking and progressive
(c)	(c)	They are aware of most of the challenges that their people face
(d)	(d)	They take time to talk to personnel
(e)	(e)	They make use of any good ideas that are presented by personnel

Chronbach Alpha Reliability Coefficients: RAN - .91; ARA - .90; RAAF - .91; CIV - .90

Indicator 9: Performance

01/Svc	01/Civ	Item
105	91	I do my current job well
106	92	I am one of the better performers in my current workgroup/section
107	93	Overall, my workgroup produces high-quality services and outputs.
108	94	I have the skills to deal with just about any problem that arises in my current job.
109	95	My current posting utilises my skills and training.
110	96	My training in the Navy has prepared me well for duties in my current job.
111	97	I have the authority (i.e., the necessary rank, autonomy, or level of responsibility) to do my job effectively.
115(a)	101(a)	I clearly understand what is expected of me in this job
(b)	(b)	I get enough information to do my current job.
(c)	(c)	I have a clear understanding of what I have to do to contribute to my unit's/branch's goals

Chronbach Alpha Reliability Coefficients: RAN - .80; ARA - .84; RAAF - .81; CIV - .81

Indicator 10: Career Development

01/Svc	01/Civ	Item	99/Svc	99/Civ
22	21	My promotion prospects are good.	30	24
23	22	My career opportunities are limited.	31	25
24	~23	My career prospects are better than those of my civilian friends.	32	~26
25	24	My career development has generally been good.	33	27
28		I am satisfied with the promotion system		

Chronbach Alpha Reliability Coefficients: RAN - .84; ARA - .84; RAAF - .87; CIV - .77

Indicator 11: Change

01/Svc	01/Civ	Item	99/Svc	99/Civ
31	27	I see change in the Navy as providing new opportunities for me	38	32
32	28	Recent changes to the Navy have improved my sense of job satisfaction	39	33
33	29	Recent changes to the Navy have improved my morale	40	34
34	30	Recent changes to the Navy have improved my job security	-41	35
35	31	Recent changes to the Navy have improved my promotion prospects	-42	36
36	32	Recent changes are likely to produce a Navy that is more effective as an operational force.	43	37

Chronbach Alpha Reliability Coefficients: RAN - .85; ARA - .85; RAAF - .86; CIV - .87

Indicator 12: The Service

01/Svc	Item
51	The Navy lacks a well defined role
56	There is not enough discipline in the Navy
58	I have a harmonious working relationship with civilian personnel in Defence
59	I understand and accept that civilians have important jobs to do in Defence.
60	There has been a decline in traditional military values and standards
62	There are too many civilian positions in military units.

Chronbach Alpha Reliability Coefficients: RAN - .70; ARA - .67; RAAF - .65

Indicator 13: Job Satisfaction

01/Svc	01/Civ	Item	99/Svc
39	35	I like the work in my present posting	26
41	37	I believe my work makes an important contribution to the Navy	59
42		I am rarely given the opportunity to use my initiative in the Navy	77
43	39	The quality of the work done in my workplace/section is very important to me	81
44		My job is repetitive	~82
45		I am often being asked for my ideas about how we could do things better at work	92

Chronbach Alpha Reliability Coefficients: RAN - .71; ARA - .72; RAAF - .70; CIV - .73

Indicator 14: Personal Morale

01/Svc	01/Civ	Item
116	102	How would you rate your current level of morale?

Indicator 15: Unit Morale

01/Svc	01/Civ	Item
117	103	How would you rate the current level of morale in your unit/section?

Indicator 16: Intention to Leave

01/Civ	01/Civ	Item
98	84	I am actively looking at leaving the Service.

Indicator 17: Performance Appraisal (Civilian only)

01/Civ	Item
18	My work is fairly assessed by the Civilian Performance Framework system.
19	I am satisfied with the Civilian Performance Framework system.
20	My supervisor measures performance.

Chronbach Alpha Reliability Coefficients: CIV - .80

Annex C - 1999 AND 2001 ORGANISATIONAL INDICATOR SCORES BY SERVICE

	Navy 99		Navy 01		Army 99		Army 01		Air Force 99		Air Force 01		Civilian 99		Civilian 01	
	mean	SD	mean	SD	mean	SD	mean	SD	mean	SD	mean	SD	mean	SD	mean	SD
Supervision	3.61	0.72	3.66	0.82	3.61	0.80	3.73	0.85	3.61	0.78	3.62	0.87	3.59	0.82	3.65	0.87
Service Life	3.40	0.73	3.44	0.78	3.50	0.70	3.55	0.76	3.44	0.68	3.54	0.71			3.59	0.68
Organisational Commitment	3.24	0.69	3.32	0.69	3.37	0.67	3.45	0.65	3.27	0.66	3.37	0.64	3.30	0.62	3.35	0.58
Conditions			2.33	0.75			2.32	0.74			2.54	0.75			2.97	0.82
Effect on Family Life	2.50	0.99	2.33	1.00	2.65	1.00	2.39	1.00	2.96	0.99	2.87	1.01	3.48	0.98	3.34	0.98
Continuing Career	2.73	0.87	2.65	0.96	2.82	0.93	2.75	0.98	2.73	0.88	2.76	0.95				
Senior Defence Leadership	2.98	0.75	3.00	0.82	2.86	0.82	2.92	0.81	2.75	0.81	2.81	0.80	3.19	0.87	3.02	0.75
Senior Staff Leadership			3.38	0.92			3.48	0.90			3.38	0.92			3.23	0.89
Performance			3.80	0.53			3.91	0.54			3.88	0.52			3.80	0.50
Career Development	2.95	0.83	2.85	0.84	2.94	0.86	2.91	0.85	2.60	0.84	2.67	0.88	2.55	0.84	2.64	0.85
Change	2.50	0.68	2.42	0.69	2.45	0.69	2.43	0.71	2.18	0.69	2.30	0.74	2.44	0.75	2.49	0.71
The Service			2.86	0.65			2.95	0.65			2.93	0.62				
Job Satisfaction	3.55	0.69	3.56	0.71	3.63	0.69	3.60	0.71	3.65	0.65	3.64	0.65				
Continuous Improvement			3.56	0.76			3.65	0.74			3.63	0.75			3.51	0.78
Intention to Stay	3.14	1.25	3.09	1.27	3.30	1.27	3.25	1.28	3.19	1.24	3.31	1.25	3.63	1.10	3.60	1.08
Personal Morale	3.09	0.99	3.10	1.09	3.18	1.06	3.23	1.11	2.93	1.06	3.12	1.11	3.08	1.11	3.28	1.10
Unit Morale	2.91	1.00	3.01	1.02	2.96	1.05	3.14	1.04	2.70	1.02	2.96	1.05	2.85	1.09	3.14	1.00

N.B. Where blank cells appear above, that factor/organisational indicator did not emerge in the analysis for that year/Service.

Annex D - 2001 DESCRIPTIVE STATISTICS BY SERVICE

	Navy Mean	Navy SD	Army Mean	Army SD	RAAF Mean	RAAF SD	Civ Mean	Civ SD	Total Mean	Total SD
I trust my immediate supervisor	3.84	0.98	3.88	1.00	3.85	1.01	3.92	0.97	3.88	0.99
My immediate supervisor listens and responds	3.82	0.93	3.89	0.94	3.89	0.94	3.92	0.91	3.89	0.93
My immediate supervisor ensures our group works together harmoniously	3.65	0.98	3.73	0.98	3.65	1.02	3.69	1.00	3.69	1.00
My immediate supervisor demonstrates the skills and abilities to deliver results	3.76	0.97	3.83	1.01	3.70	1.03	3.77	1.00	3.77	1.01
My immediate supervisor makes sure I understand his/her own role	3.79	0.89	3.82	0.93	3.68	0.96	3.66	0.95	3.74	0.94
My immediate supervisor makes clear what tasks I need to perform	3.70	0.97	3.77	0.99	3.65	1.02	3.66	1.00	3.70	1.00
My immediate supervisor always shows good leadership	3.46	1.09	3.54	1.12	3.40	1.13	3.44	1.11	3.47	1.11
My immediate supervisor clearly communicates the objectives of the workgroup/section	3.62	0.97	3.70	1.00	3.53	1.04	3.55	1.03	3.61	1.01
My immediate supervisor keeps me informed about relevant matters	3.59	1.02	3.67	1.07	3.62	1.05	3.60	1.06	3.63	1.05
My immediate supervisor involves people in decision –making	3.49	1.06	3.60	1.08	3.51	1.08	3.53	1.06	3.54	1.07
My immediate supervisor tells it as it is	3.76	0.99	3.82	1.05	3.76	1.02	3.75	0.99	3.78	1.02
My immediate supervisor explains where my contribution fits in	3.48	1.03	3.57	1.04	3.40	1.05	3.55	1.01	3.51	1.03
My immediate supervisor ensures people have the resources required to get the job done.	3.57	0.93	3.69	0.94	3.67	0.92	3.71	0.92	3.67	0.93
My immediate supervisor is committed to providing a fair and inclusive workplace	3.74	0.93	3.83	0.92	3.77	0.95	3.84	0.93	3.81	0.93
Senior staff provide clear direction and leadership	3.46	1.05	3.54	1.02	3.42	1.04	3.21	1.06	3.40	1.05
Senior staff are forward thinking and progressive	3.46	1.02	3.60	1.01	3.48	1.02	3.36	1.01	3.48	1.02
Senior staff are aware of most of the challenges that their people face	3.27	1.14	3.35	1.13	3.28	1.14	3.14	1.08	3.26	1.12
Senior staff take time to talk to personnel	3.42	1.15	3.48	1.13	3.41	1.17	3.18	1.16	3.37	1.16
Senior staff make use of any good ideas that are presented by personnel	3.31	1.01	3.41	1.00	3.33	0.97	3.25	0.93	3.33	0.98
Communication between senior Defence leaders and Defence personnel is good	2.84	1.01	2.82	0.99	2.69	0.96	2.89	0.91	2.82	0.97

	Navy Mean	Navy SD	Army Mean	Army SD	RAAF Mean	RAAF SD	Civ Mean	Civ SD	Total Mean	Total SD
Senior Defence leadership is receptive to ideas put forward by personnel	2.84	0.94	2.80	0.87	2.73	0.86	2.92	0.78	2.83	0.86
I am satisfied with the communication provided by senior Defence leadership	2.83	1.01	2.80	0.98	2.67	0.98	2.90	0.97	2.81	0.99
I have confidence in senior Defence leadership	2.78	1.06	2.98	1.07	2.74	1.04	2.92	0.96	2.88	1.03
Senior management keep members informed about matters that affect their work and personal lives	3.08	1.03	2.97	1.02	2.84	1.04	3.04	0.98	2.98	1.01
Defence leaders are committed to improving the way the Service is run	3.24	1.08	3.10	1.09	2.97	1.07	3.24	0.94	3.14	1.04
My work is fairly assessed by the Service's performance appraisal system	3.00	1.13	3.00	1.14	2.82	1.18	3.18	0.95	3.02	1.10
I am satisfied with the performance appraisal system	2.78	1.08	2.88	1.12	2.58	1.14	3.01	0.97	2.84	1.09
My supervisor measures performance against appropriate standards	3.27	0.92	3.37	0.93	3.27	0.95	3.42	0.86	3.35	0.92
Information on my career management has been adequate	2.81	1.18	2.68	1.20	2.61	1.15			2.69	1.18
My promotion prospects are good	2.97	1.20	2.93	1.19	2.60	1.25	2.45	1.11	2.72	1.21
My career opportunities are limited	3.59	1.16	3.51	1.19	3.75	1.12	3.68	1.12	3.63	1.15
My career prospects are better than those of my civilian friends (ADF only)	2.69	1.11	2.93	1.15	2.73	1.11			2.81	1.13
My career prospects are better than those of my friends outside of Defence (civ only)							2.62	1.00	2.62	1.00
My career development has generally been good	3.33	1.09	3.30	1.14	3.15	1.14	3.18	1.08	3.24	1.12
I have generally been happy with my postings in the Service	3.78	0.93	3.77	0.99	3.86	0.94			3.80	0.96
The warning I received (receipt of posting order) for my current positing was adequate	3.47	1.18	3.50	1.16	3.65	1.09			3.54	1.15
I am satisfied with the promotion system	2.76	1.18	2.83	1.19	2.52	1.20			2.72	1.20
There have been lots of surveys recently but nothing ever seems to be done with the results	3.87	0.94	3.90	0.90	3.97	0.89	3.72	0.89	3.86	0.91
I am satisfied with the information that has been communicated to me about changes to the Service	3.07	1.02	3.06	0.99	2.92	1.01	3.12	0.96	3.05	0.99
I see change in the Service as providing new opportunities for me	2.66	1.02	2.71	1.01	2.58	1.05	2.86	1.00	2.72	1.03

	Navy Mean	Navy SD	Army Mean	Army SD	RAAF Mean	RAAF SD	Civ Mean	Civ SD	Total Mean	Total SD
Recent changes to the Service have improved my sense of job satisfaction	2.17	0.87	2.27	0.90	2.17	0.90	2.40	0.91	2.27	0.90
Recent changes to the Service have improved my morale	2.12	0.87	2.22	0.90	2.07	0.87	2.31	0.90	2.20	0.89
Recent changes to the Service have improved my job security	2.51	0.95	2.41	0.97	2.28	0.99	2.29	0.93	2.36	0.96
Recent changes to the Service have improved my promotional prospects	2.43	1.00	2.33	0.91	2.16	1.00	2.24	0.90	2.28	0.95
Recent changes are likely to produce a Service that is more effective as an operational force	2.61	1.02	2.67	1.07	2.59	1.07	2.89	0.91	2.71	1.02
Recent changes have been painful for the Service, but overall I can see the benefits they will bring	2.73	0.95	2.71	0.94	2.60	0.95	2.88	0.91	2.74	0.94
Changes in my workplace/section have been well planned	2.57	1.01	2.55	1.01	2.42	1.03	2.52	1.03	2.52	1.02
I like the work in my present posting/ position	3.66	1.14	3.68	1.15	3.87	1.04	3.95	0.89	3.80	1.06
The contribution I make to the Service is valued by my leaders	3.39	1.03	3.46	1.03	3.43	1.02	3.48	0.94	3.45	1.00
I believe my work makes an important contribution to the Service	3.77	0.98	3.80	0.96	3.87	0.88	3.89	0.79	3.84	0.90
I am rarely given the opportunity to use my initiative in the Service	2.45	1.04	2.42	1.12	2.56	1.09	2.54	1.04	2.49	1.08
The quality of the work done in my workplace is very important to me	4.27	0.78	4.30	0.75	4.40	0.64	4.38	0.59	4.34	0.69
My job is repetitive	3.00	1.24	2.95	1.25	2.83	1.21	2.55	1.15	2.81	1.22
I am often being asked for my ideas about how we could do things better at work	3.10	1.14	3.20	1.18	3.11	1.15	3.07	1.13	3.13	1.15
Life in the Service is enjoyable	3.38	1.02	3.55	1.00	3.57	0.93	3.61	0.91	3.54	0.96
Life in the Service is better than I expected before I joined	2.83	1.07	3.00	1.10	2.91	1.08	3.14	0.97	2.99	1.06
Much of what I do in the Service is interesting	3.56	0.97	3.60	0.97	3.70	0.89	3.78	0.86	3.67	0.92
I have a great deal of pride in my work	4.27	0.79	4.33	0.73	4.38	0.65	4.32	0.63	4.33	0.69
I think I am doing something decent for my country by being in the Service	3.99	0.94	4.08	0.91	4.00	0.89	3.85	0.87	3.98	0.90
The Service lacks a well-defined role	2.96	1.08	2.89	1.10	2.89	1.06	2.74	1.02	2.85	1.07
I see myself as a member of my service first and as a member of the ADF second	3.91	0.98	3.74	1.05	3.60	1.05			3.73	1.04

	Navy Mean	Navy SD	Army Mean	Army SD	RAAF Mean	RAAF SD	Civ Mean	Civ SD	Total Mean	Total SD
I see myself as a Defence employee first and as a member of the APS second							3.73	1.01	3.73	1.01
My workgroup is always looking for ways to eliminate work practices that waste time or resources	3.27	1.07	3.40	1.08	3.37	1.03	3.34	1.05	3.35	1.06
As a civilian, my job in Defence is important							3.95	0.77	3.95	0.77
My training and experience have prepared me well for combat	3.26	1.10	3.50	1.05	2.86	1.13			3.24	1.12
You surrender too much control of your life by being in the ADF	3.31	1.21	3.14	1.19	2.84	1.08			3.08	1.18
There's not enough discipline in the ADF	3.48	1.16	3.19	1.17	3.21	1.15			3.27	1.16
I often find it difficult to agree with the Service's policies on important matters relating to its members	3.41	0.99	3.30	1.03	3.27	0.97			3.32	1.00
I often find it difficult to agree with Defences policies on important matters relating to its personnel							3.17	0.92	3.17	0.92
I have a harmonious working relationship with civilian personnel in Defence	3.75	0.87	3.75	0.89	3.83	0.80			3.78	0.86
I have a harmonious working relationship with ADF members							4.11	0.65	4.11	0.65
I understand and accept that civilians have important jobs to do in Defence	3.61	1.03	3.50	1.10	3.58	1.02			3.55	1.06
There has been a decline in traditional military values and standards	4.10	0.90	4.02	0.93	4.02	0.89			4.04	0.91
The working relationships I build are important to the way I achieve results	4.18	0.66	4.25	0.62	4.19	0.61	4.25	0.60	4.23	0.62
There are too many civilian positions in military units	3.72	1.09	3.59	1.14	3.77	1.05			3.68	1.10

	Navy Mean	Navy SD	Army Mean	Army SD	RAAF Mean	RAAF SD	Civ Mean	Civ SD	Total Mean	Total SD
I believe the working relationship between ADF and civilian personnel in Defence could be improved	3.73	0.82	3.65	0.89	3.69	0.82	3.75	0.82	3.70	0.85
I would accept almost any posting in order to keep working for the ADF	2.15	1.15	2.30	1.19	2.18	1.15	2.33	1.11	2.26	1.15
I really care about the future of the Service	3.87	1.02	3.93	0.98	3.88	0.95	3.97	0.83	3.92	0.94
I am willing to put in effort beyond that normally expected in order to help the Service be successful	3.84	0.92	3.95	0.86	3.85	0.88	3.92	0.77	3.90	0.85
The Service inspires the very best in me in the way of performance	3.04	1.04	3.27	1.05	3.05	1.03	3.15	0.97	3.15	1.02
The Service is the best of all possible organisations for which to work	2.59	1.04	2.68	1.08	2.69	1.04	2.68	0.96	2.67	1.03
I speak highly of the Service to my friends	3.53	1.09	3.66	1.04	3.63	0.97	3.45	0.95	3.57	1.01
I feel very little loyalty towards the Service	2.28	1.12	2.21	1.13	2.33	1.08	2.27	1.01	2.26	1.08
I could just as well be working for a different organisation as long as the type of work was similar	2.95	1.16	2.89	1.19	3.08	1.14	3.18	1.03	3.03	1.13
I am proud to tell others that I am a member of the Service	3.90	0.98	4.04	0.92	3.94	0.88	3.73	0.83	3.90	0.90
I am extremely glad that I chose to join the Service over other jobs I was considering at the time	3.77	1.04	3.84	1.01	3.87	0.94	3.49	0.93	3.73	0.99
There is not much to be gained by staying in the Service	3.03	1.19	2.80	1.20	2.89	1.16	2.66	1.00	2.82	1.14
Deciding to join the Service was a definite mistake on my part	1.81	0.93	1.70	0.84	1.70	0.79	1.86	0.82	1.77	0.84
I find that my values and the Service's values are very similar	3.27	1.00	3.52	0.97	3.40	0.93	3.39	0.84	3.41	0.93
My overall workload is excessive	3.18	1.19	3.21	1.18	3.01	1.13	2.96	1.10	3.08	1.15
I do too much unpaid overtime	3.86	1.19	3.77	1.24	3.59	1.23	2.65	1.14	3.40	1.30

	Navy Mean	Navy SD	Army Mean	Army SD	RAAF Mean	RAAF SD	Civ Mean	Civ SD	Total Mean	Total SD
My current working hours are excessive	3.27	1.18	3.23	1.19	2.80	1.09	2.55	1.03	2.93	1.16
I am envious of the free medical and dental treatment available to ADF members							3.15	1.21	3.15	1.21
Free medical and dental treatment are advantages of being in the ADF	4.05	0.95	4.19	0.88	3.92	1.05			4.07	0.96
The fair and positive treatment of personnel in my workplace demonstrates that people matter	3.41	1.04	3.41	1.04	3.34	1.03	3.27	1.04	3.35	1.04
I am satisfied with my current salary	2.52	1.15	2.70	1.19	2.83	1.15	2.94	1.12	2.77	1.16
We never seem to have enough resources to do our job properly	3.94	1.00	4.03	1.03	3.86	1.06	3.41	1.13	3.79	1.09
There are insufficient personnel in units to do the work	4.09	0.96	4.17	0.97	4.03	0.99	3.58	1.03	3.94	1.02
Incidents of discrimination or harassment are managed well in my workplace/section	3.71	0.88	3.66	0.93	3.63	0.89	3.46	0.89	3.60	0.91
The demands of my work interfere with my home and /or family life	3.82	1.07	3.77	1.08	3.35	1.13	2.74	1.10	3.37	1.18
The amount of time my job takes up makes it difficult to fulfil my family and/or personal responsibilities	3.63	1.12	3.56	1.13	3.04	1.12	2.57	1.02	3.15	1.18
Things I want to do at home do not get done because of the demands my job	3.55	1.11	3.49	1.13	2.99	1.11	2.66	1.05	3.13	1.16
I have a desire to try working in civilian employment	3.54	1.12	3.39	1.19	3.33	1.13			3.41	1.16
I have a desire to try working in a military environment							2.20	0.99	2.20	0.99
My workplace encourages a healthy balance between my work, home and family	2.74	1.10	2.86	1.11	3.17	1.01	3.24	0.98	3.02	1.07
My family strongly supports my Service career	3.65	1.01	3.74	1.00	3.76	0.93			3.73	0.98
A major incentive for me staying in the ADF is the subsidised housing	2.34	1.23	2.39	1.21	2.27	1.19			2.34	1.21
A major incentive for me to join the ADF would be the subsidised housing							2.18	1.00	2.18	1.00
I want more locational stability for my family	3.88	0.95	3.88	0.96	3.82	1.02			3.86	0.98
I have a desire to stay in one place	3.56	1.17	3.32	1.26	3.49	1.23			3.43	1.23
Postings have a negative impact on my children's education	3.27	1.12	3.44	1.19	3.32	1.19			3.36	1.18

	Navy Mean	Navy SD	Army Mean	Army SD	RAAF Mean	RAAF SD	Civ Mean	Civ SD	Total Mean	Total SD
I would leave the ADF if given a posting to where I didn't want to go	3.48	1.18	3.39	1.23	3.48	1.18			3.44	1.20
It would take very little change in my present circumstances to cause me to leave the Service	3.04	1.22	2.96	1.20	2.91	1.19	2.76	1.06	2.90	1.17
I am actively looking at leaving the Service	2.91	1.27	2.75	1.28	2.69	1.25	2.40	1.08	2.66	1.23
If I knew my promotional prospects had run out I'd leave the Service	3.48	1.16	3.21	1.20	3.27	1.14	2.97	1.11	3.19	1.16
Civilian employment seems to be more attractive financially than does Service employment	3.59	1.13	3.39	1.19	3.45	1.19	2.86	1.10	3.28	1.19
If I were to leave the Service, the skills I've gained will improve my chances of getting the job I want	3.44	1.15	3.40	1.18	3.50	1.14	3.40	0.92	3.43	1.09
I have sufficient access to learning and development opportunities to improve my skills	3.13	1.09	3.08	1.13	3.11	1.09	3.44	0.97	3.21	1.08
I demonstrate my loyalty to Defence by supporting and contributing to its continuous improvement	3.74	0.78	3.80	0.74	3.76	0.74	3.85	0.64	3.80	0.72
I would stay in the Service longer if more options for flexible work practices and career breaks were available	3.71	0.98	3.64	1.03	3.68	0.97	3.43	0.98	3.60	1.00
I do my current job well	4.27	0.59	4.34	0.59	4.33	0.58	4.27	0.58	4.30	0.58
I am one of the better performers in my current workgroup/section	3.88	0.79	3.94	0.80	3.98	0.79	3.82	0.79	3.90	0.80
Overall, my workgroup produces high-quality services and outputs	4.06	0.75	4.13	0.73	4.18	0.67	4.10	0.68	4.12	0.71
I have the skills to deal with just about any problem that arises in my current job	3.85	0.91	4.07	0.81	3.91	0.92	3.87	0.85	3.94	0.87
My current posting/position utilises my skills and training	3.64	1.09	3.74	1.10	3.77	1.06	3.73	0.97	3.72	1.05
My training in the Service has prepared me well for duties in my current job	3.44	1.11	3.74	1.02	3.63	1.05	3.43	1.00	3.57	1.04
I have the authority to do my job effectively	3.70	0.95	3.78	0.99	3.75	0.95	3.65	0.92	3.72	0.96
My work area gets the cooperation and assistance it needs from other parts of the ADF/Defence	3.11	1.05	3.11	1.08	3.05	1.05	3.28	0.96	3.15	1.03
In my current work area, people are encouraged to examine what they do and to find ways to do it better	3.58	0.95	3.64	0.95	3.63	0.93	3.50	0.96	3.59	0.95

	Navy Mean	Navy SD	Army Mean	Army SD	RAAF Mean	RAAF SD	Civ Mean	Civ SD	Total Mean	Total SD
People in this work area are encouraged to learn from their mistakes	3.85	0.80	3.90	0.82	3.89	0.82	3.69	0.82	3.83	0.83
I clearly understand what is expected of me in this job	3.80	0.81	3.91	0.83	3.81	0.84	3.76	0.81	3.82	0.83
I get enough information to do my current job	3.62	0.88	3.66	0.92	3.65	0.88	3.64	0.84	3.64	0.88
I have a clear understanding of what I have to do to contribute to my unit's/branch's goals	3.80	0.78	3.85	0.84	3.74	0.84	3.75	0.81	3.79	0.82
How would you rate your current level of morale?	3.10	1.09	3.23	1.11	3.12	1.11	3.28	1.10	3.20	1.11
How would you rate the current level of morale in your unit/section?	3.01	1.02	3.14	1.05	2.96	1.05	3.14	1.00	3.08	1.03
I have a good understanding of the APS Values and the way in which they apply to my work.							3.80	0.74	3.80	0.74
I believe that people with whom I work uphold the APS Values as they apply to their work.							3.63	0.79	3.63	0.79
I have a good understanding of the APS Code of Conduct and the way in which it applies to my work.							3.81	0.74	3.81	0.74
The behaviour of my APS colleagues is consistent with the APS Code of Conduct as it applies to their work.							3.68	0.77	3.68	0.77
The Department of Defence makes decisions about people based on merit.							2.77	0.99	2.77	0.99
Diversity of skills, experience, background and ways of working are recognised and appreciated in Defence.							2.99	1.00	2.99	1.00
My performance rewards are fair compared to other staff across Defence							3.01	0.91	3.01	0.91

Where blank cells appear above, that factor/organisational indicator did not emerge in the analysis for that year/Service.

Annex E - 2001 ITEM RESPONSE CATEGORISED BY SERVICE

I trust my immediate supervisor

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.6%	3.1%	4.3%	3.0%	3.4%
Disagree	7.6%	8.8%	7.4%	6.6%	7.6%
Uncertain	13.2%	11.4%	12.6%	13.7%	12.6%
Agree	52.8%	50.5%	51.0%	48.5%	50.4%
Strongly Agree	22.9%	26.2%	24.8%	28.2%	26.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor listens and responds

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	2.9%	2.2%	2.8%	2.1%	2.4%
Disagree	9.0%	9.4%	8.1%	7.6%	8.5%
Uncertain	9.6%	8.8%	9.0%	10.8%	9.6%
Agree	59.9%	55.9%	57.8%	55.7%	56.9%
Strongly Agree	18.7%	23.7%	22.3%	23.8%	22.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor ensures our group works together harmoniously

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.2%	2.6%	3.8%	3.5%	3.3%
Disagree	12.9%	12.3%	12.8%	10.8%	12.1%
Uncertain	13.2%	12.7%	13.5%	16.2%	14.0%
Agree	56.9%	54.0%	53.7%	51.5%	53.6%
Strongly Agree	13.9%	18.4%	16.1%	17.9%	17.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor demonstrates the skills and abilities to deliver results

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.1%	3.5%	4.4%	3.2%	3.5%
Disagree	10.3%	9.4%	10.6%	10.0%	10.0%
Uncertain	12.9%	11.9%	14.8%	14.9%	13.6%
Agree	55.0%	51.3%	51.3%	50.4%	51.6%
Strongly Agree	18.7%	23.9%	18.9%	21.6%	21.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor makes sure I understand his/her own role

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	2.3%	2.2%	2.4%	2.3%	2.3%
Disagree	8.8%	10.2%	12.8%	12.7%	11.3%
Uncertain	11.3%	9.9%	14.4%	16.1%	13.0%
Agree	62.5%	59.2%	55.6%	54.2%	57.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor makes clear what tasks I need to perform

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.2%	3.3%	3.5%	3.6%	3.4%
Disagree	12.6%	11.7%	14.5%	12.9%	12.8%
Uncertain	9.8%	8.1%	11.0%	12.8%	10.4%
Agree	60.3%	58.4%	55.6%	55.2%	57.1%
Strongly Agree	14.1%	18.6%	15.5%	15.5%	16.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor always shows good leadership

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	5.4%	5.3%	6.6%	6.0%	5.8%
Disagree	17.5%	16.8%	18.1%	16.7%	17.1%
Uncertain	16.0%	14.2%	18.3%	19.3%	17.0%
Agree	47.8%	46.4%	43.1%	43.3%	45.0%
Strongly Agree	13.4%	17.4%	13.9%	14.7%	15.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor clearly communicates the objectives of the workgroup/section

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.2%	3.0%	4.2%	3.8%	3.6%
Disagree	13.3%	13.0%	15.7%	14.7%	14.2%
Uncertain	14.6%	12.2%	16.2%	17.9%	15.2%
Agree	56.6%	54.2%	50.4%	49.5%	52.4%
Strongly Agree	12.4%	17.6%	13.4%	14.0%	14.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor keeps me informed about relevant matters

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.4%	4.9%	4.8%	5.0%	4.6%
Disagree	16.2%	13.5%	13.3%	13.1%	13.8%
Uncertain	12.1%	9.3%	12.3%	15.0%	12.2%
Agree	54.9%	54.5%	54.1%	50.8%	53.3%
Strongly Agree	13.4%	18.0%	15.4%	16.2%	16.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor involves people in decision –making

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.5%	5.1%	5.6%	5.4%	5.2%
Disagree	17.9%	15.0%	15.2%	13.7%	15.1%
Uncertain	13.5%	11.4%	15.7%	17.9%	14.7%
Agree	52.3%	52.2%	49.3%	48.6%	50.5%
Strongly Agree	11.8%	16.4%	14.1%	14.4%	14.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor tells it as it is

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.2%	3.9%	3.5%	3.3%	3.5%
Disagree	10.8%	10.1%	10.3%	9.2%	10.0%
Uncertain	13.1%	11.6%	14.9%	17.1%	14.2%
Agree	53.0%	48.9%	49.5%	49.6%	49.9%
Strongly Agree	19.9%	25.5%	21.9%	20.8%	22.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor explains where my contribution fits in

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.3%	3.8%	4.9%	3.9%	4.2%
Disagree	16.8%	15.5%	18.1%	14.0%	15.8%
Uncertain	15.9%	14.5%	19.7%	18.1%	17.0%
Agree	52.5%	51.6%	46.7%	51.4%	50.6%
Strongly Agree	10.5%	14.5%	10.6%	12.6%	12.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor ensures people have the resources required to get the job done.

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.2%	2.7%	2.7%	2.6%	2.7%
Disagree	13.1%	12.7%	11.5%	10.0%	11.7%
Uncertain	14.8%	10.9%	13.6%	14.9%	13.3%
Agree	60.8%	60.9%	60.2%	58.5%	60.0%
Strongly Agree	8.0%	12.8%	11.9%	14.0%	12.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My immediate supervisor is committed to providing a fair and inclusive workplace

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.3%	2.4%	3.5%	2.9%	2.9%
Disagree	8.5%	8.3%	8.3%	6.1%	7.7%
Uncertain	14.3%	12.5%	14.1%	16.6%	14.4%
Agree	58.7%	57.0%	56.5%	53.1%	56.0%
Strongly Agree	15.2%	19.7%	17.7%	21.3%	19.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Senior staff provide clear direction and leadership

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.9%	3.8%	5.2%	6.3%	5.1%
Disagree	16.4%	15.3%	16.3%	21.3%	17.6%
Uncertain	17.8%	17.1%	19.9%	25.0%	20.3%
Agree	49.5%	50.5%	48.5%	39.7%	46.6%
Strongly Agree	11.3%	13.2%	10.1%	7.6%	10.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Senior staff are forward thinking and progressive

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.5%	3.7%	4.4%	5.0%	4.4%
Disagree	14.8%	12.5%	13.4%	14.7%	13.7%
Uncertain	21.8%	19.9%	25.2%	29.7%	24.4%
Agree	47.7%	48.6%	44.3%	40.4%	45.0%
Strongly Agree	11.2%	15.4%	12.7%	10.3%	12.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Senior staff are aware of most of the challenges that their people face

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	8.3%	7.4%	8.0%	8.1%	7.9%
Disagree	19.9%	18.1%	19.4%	20.9%	19.5%
Uncertain	18.9%	18.9%	20.4%	26.8%	21.6%
Agree	42.6%	43.2%	40.6%	36.9%	40.6%
Strongly Agree	10.3%	12.4%	11.5%	7.3%	10.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Senior staff take time to talk to personnel

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	7.4%	6.1%	7.8%	9.4%	7.7%
Disagree	17.8%	18.0%	17.9%	22.1%	19.2%
Uncertain	13.2%	12.7%	14.3%	18.1%	14.8%
Agree	48.2%	47.8%	45.1%	41.4%	45.3%
Strongly Agree	13.4%	15.3%	14.8%	9.0%	12.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Senior staff make use of any good ideas that are presented by personnel

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	6.2%	4.7%	4.7%	5.0%	5.0%
Disagree	13.6%	12.7%	12.4%	12.3%	12.7%
Uncertain	31.3%	30.5%	37.0%	41.9%	35.5%
Agree	40.7%	41.1%	36.5%	34.1%	37.9%
Strongly Agree	8.3%	11.0%	9.4%	6.7%	8.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Communication between senior Defence leaders and Defence personnel is good

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	9.5%	10.0%	10.9%	7.3%	9.3%
Disagree	30.6%	28.1%	33.1%	24.8%	28.6%
Uncertain	28.1%	33.1%	33.0%	41.4%	34.8%
Agree	30.4%	27.1%	22.1%	25.1%	26.0%
Strongly Agree	1.4%	1.6%	1.0%	1.5%	1.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Senior Defence leadership is receptive to ideas put forward by personnel

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	8.6%	8.4%	9.2%	5.2%	7.6%
Disagree	26.2%	23.9%	25.5%	17.5%	22.7%
Uncertain	39.1%	48.5%	48.9%	58.4%	50.0%
Agree	25.1%	18.1%	15.7%	17.6%	18.6%
Strongly Agree	1.1%	1.1%	.7%	1.3%	1.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am satisfied with the communication provided by senior Defence leadership

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	9.3%	9.3%	10.8%	7.5%	9.1%
Disagree	31.8%	31.2%	36.5%	28.1%	31.5%
Uncertain	26.3%	30.9%	28.4%	33.5%	30.4%
Agree	31.2%	27.3%	23.6%	29.0%	27.7%
Strongly Agree	1.3%	1.3%	.7%	2.0%	1.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I have confidence in senior Defence leadership

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	13.1%	10.9%	14.1%	8.9%	11.3%
Disagree	27.8%	21.9%	26.9%	21.4%	23.8%
Uncertain	28.8%	28.9%	32.0%	40.5%	33.1%
Agree	28.3%	35.1%	25.5%	27.3%	29.5%
Strongly Agree	2.0%	3.3%	1.5%	2.0%	2.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Senior management keep members informed about matters that affect their work and personal lives

Total	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	7.4%	8.3%	11.0%	7.8%	8.6%
Disagree	24.6%	25.9%	28.9%	20.3%	24.6%
Uncertain	23.1%	28.3%	27.2%	34.6%	29.1%
Agree	42.6%	35.3%	31.5%	35.0%	35.6%
Strongly Agree	2.3%	2.2%	1.5%	2.3%	2.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Defence leaders are committed to improving the way the Service is run

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	8.5%	10.2%	11.7%	5.9%	8.9%
Disagree	16.9%	18.5%	19.4%	12.8%	16.7%
Uncertain	23.3%	28.1%	32.8%	37.3%	31.1%
Agree	44.9%	37.8%	32.1%	39.3%	38.2%
Strongly Agree	6.4%	5.4%	3.9%	4.7%	5.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My work is fairly assessed by the Service's performance appraisal system

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	13.2%	12.6%	17.1%	6.5%	11.8%
Disagree	21.3%	23.0%	25.7%	15.5%	21.0%
Uncertain	20.8%	20.3%	18.0%	34.2%	24.1%
Agree	41.7%	40.1%	36.4%	41.2%	39.9%
Strongly Agree	3.1%	4.0%	2.7%	2.6%	3.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am satisfied with the performance appraisal system

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	14.7%	12.9%	20.5%	7.8%	13.3%
Disagree	26.0%	27.6%	31.8%	21.1%	26.3%
Uncertain	27.5%	20.8%	18.4%	35.4%	25.8%
Agree	30.3%	36.0%	27.7%	33.6%	32.5%
Strongly Agree	1.5%	2.7%	1.6%	2.1%	2.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My supervisor measures performance against appropriate standards

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	5.0%	4.6%	5.9%	3.2%	4.5%
Disagree	14.5%	13.1%	14.2%	11.0%	12.9%
Uncertain	31.9%	27.6%	30.9%	31.3%	30.2%
Agree	45.3%	49.8%	45.2%	50.0%	48.1%
Strongly Agree	3.2%	4.8%	3.9%	4.5%	4.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Information on my career management has been adequate

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	15.2%	19.2%	18.9%	18.1%
Disagree	31.6%	32.2%	33.9%	32.6%
Uncertain	12.5%	12.6%	16.4%	13.8%
Agree	37.9%	33.2%	28.6%	32.9%
Strongly Agree	2.8%	2.8%	2.2%	2.6%
Total	100.0%	100.0%	100.0%	100.0%

My promotion prospects are good

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	16.6%	17.8%	27.2%	25.8%	22.0%
Disagree	16.7%	15.7%	19.8%	24.9%	19.6%
Uncertain	26.4%	27.7%	24.2%	30.0%	27.5%
Agree	33.2%	33.0%	23.7%	17.0%	26.1%
Strongly Agree	7.1%	5.8%	5.1%	2.3%	4.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My career opportunities are limited

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	2.8%	3.3%	2.4%	3.2%	3.0%
Disagree	22.2%	24.5%	16.6%	16.0%	19.8%
Uncertain	13.7%	13.4%	13.5%	16.2%	14.3%
Agree	36.2%	35.3%	38.3%	38.4%	37.1%
Strongly Agree	25.2%	23.5%	29.2%	26.2%	25.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My career prospects are better than those of my civilian friends (ADF only)

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	16.8%	12.9%	15.6%	14.7%
Disagree	27.3%	24.4%	27.4%	26.0%
Uncertain	30.1%	27.1%	29.2%	28.4%
Agree	21.4%	28.5%	23.6%	25.2%
Strongly Agree	4.4%	7.2%	4.2%	5.6%
Total	100.0%	100.0%	100.0%	100.0%

My career prospects are better than those of my friends outside of Defence (Civilian only)

	Civilian 01
Strongly Disagree	15.2%
Disagree	28.4%
Uncertain	37.7%
Agree	16.3%
Strongly Agree	2.4%
Total	100.0%

My career development has generally been good

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	7.2%	8.5%	9.6%	7.9%	8.4%
Disagree	20.7%	21.4%	23.5%	22.6%	22.1%
Uncertain	9.4%	9.8%	14.5%	18.2%	13.3%
Agree	56.9%	52.4%	46.5%	46.3%	50.0%
Strongly Agree	5.8%	7.9%	5.8%	5.0%	6.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I have generally been happy with my postings in the Service

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	4.0%	4.9%	4.0%	4.4%
Disagree	9.2%	9.6%	7.8%	8.9%
Uncertain	5.5%	4.9%	4.9%	5.1%
Agree	67.6%	64.8%	64.8%	65.5%
Strongly Agree	13.7%	15.9%	18.4%	16.2%
Total	100.0%	100.0%	100.0%	100.0%

The warning I received (receipt of posting order) for my current positing was adequate

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	11.5%	10.2%	7.3%	9.6%
Disagree	12.5%	13.3%	11.7%	12.6%
Uncertain	3.4%	4.2%	4.5%	4.1%
Agree	62.5%	60.9%	62.0%	61.6%
Strongly Agree	10.0%	11.5%	14.5%	12.1%
Total	100.0%	100.0%	100.0%	100.0%

I am satisfied with the promotion system

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	19.0%	17.1%	25.5%	20.2%
Disagree	26.0%	26.7%	27.8%	26.9%
Uncertain	16.3%	15.8%	18.0%	16.6%
Agree	37.1%	37.2%	26.2%	33.7%
Strongly Agree	1.6%	3.3%	2.5%	2.6%
Total	100.0%	100.0%	100.0%	100.0%

There have been lots of surveys recently but nothing ever seems to be done with the results

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.0%	.6%	.7%	.6%	.7%
Disagree	8.8%	5.7%	4.9%	7.8%	6.7%
Uncertain	19.1%	24.8%	21.7%	30.4%	24.8%
Agree	44.7%	40.7%	41.8%	41.3%	41.8%
Strongly Agree	26.5%	28.2%	30.8%	19.9%	26.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am satisfied with the information that has been communicated to me about changes to the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	6.4%	5.9%	7.3%	4.9%	6.0%
Disagree	27.9%	27.5%	32.1%	24.6%	27.7%
Uncertain	20.0%	22.9%	23.4%	25.7%	23.3%
Agree	43.9%	42.6%	36.0%	43.3%	41.6%
Strongly Agree	1.7%	1.1%	1.2%	1.5%	1.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I see change in the Service as providing new opportunities for me

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	12.7%	11.6%	16.4%	9.5%	12.2%
Disagree	35.1%	33.7%	33.9%	27.8%	32.2%
Uncertain	28.1%	28.9%	27.0%	32.9%	29.5%
Agree	21.9%	24.1%	20.8%	27.4%	24.0%
Strongly Agree	2.2%	1.7%	2.0%	2.4%	2.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Recent changes to the Service have improved my sense of job satisfaction

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	21.0%	18.8%	23.5%	15.9%	19.3%
Disagree	49.7%	46.1%	45.8%	41.5%	45.3%
Uncertain	21.0%	24.7%	21.8%	30.1%	25.1%
Agree	7.6%	10.0%	8.2%	11.8%	9.7%
Strongly Agree	.7%	.5%	.6%	.7%	.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Recent changes to the Service have improved my morale

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	23.5%	20.8%	26.9%	18.3%	21.9%
Disagree	49.1%	46.4%	46.7%	43.1%	45.9%
Uncertain	19.8%	22.8%	19.7%	28.1%	23.2%
Agree	7.1%	9.4%	6.2%	9.9%	8.5%
Strongly Agree	.5%	.6%	.5%	.5%	.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Recent changes to the Service have improved my job security

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	14.8%	18.8%	24.2%	22.9%	20.5%
Disagree	35.1%	36.0%	37.0%	35.2%	35.8%
Uncertain	35.4%	31.3%	26.7%	32.8%	31.4%
Agree	13.3%	13.0%	11.0%	8.6%	11.3%
Strongly Agree	1.4%	1.0%	1.1%	.6%	1.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Recent changes to the Service have improved my promotional prospects

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	19.0%	19.4%	31.3%	22.8%	22.9%
Disagree	36.0%	38.0%	32.6%	38.7%	36.8%
Uncertain	29.7%	32.8%	25.9%	30.7%	30.2%
Agree	13.8%	9.2%	9.5%	7.3%	9.5%
Strongly Agree	1.5%	.5%	.7%	.5%	.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Recent changes are likely to produce a Service that is more effective as an operational force

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	15.9%	16.6%	19.3%	9.6%	14.9%
Disagree	29.3%	26.8%	26.8%	17.3%	24.3%
Uncertain	33.7%	32.0%	31.5%	48.7%	37.3%
Agree	19.6%	22.3%	20.7%	22.9%	21.7%
Strongly Agree	1.4%	2.2%	1.8%	1.5%	1.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Recent changes have been painful for the Service, but overall I can see the benefits they will bring

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	9.9%	10.4%	13.3%	8.3%	10.3%
Disagree	30.5%	30.0%	31.8%	22.2%	28.1%
Uncertain	38.0%	38.6%	37.5%	44.9%	40.2%
Agree	20.0%	19.6%	16.4%	22.9%	20.0%
Strongly Agree	1.7%	1.3%	1.1%	1.7%	1.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Changes in my workplace/section have been well planned

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	15.8%	15.8%	20.5%	18.1%	17.5%
Disagree	33.2%	35.2%	35.4%	33.2%	34.3%
Uncertain	30.6%	28.3%	26.2%	28.4%	28.2%
Agree	19.4%	19.9%	16.9%	19.2%	18.9%
Strongly Agree	1.1%	.9%	1.0%	1.1%	1.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I like the work in my present posting/position

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	7.2%	7.1%	4.8%	2.2%	5.1%
Disagree	12.4%	12.3%	8.4%	7.0%	9.9%
Uncertain	7.7%	7.5%	7.1%	7.9%	7.6%
Agree	52.6%	50.9%	54.6%	59.2%	54.6%
Strongly Agree	20.0%	22.1%	25.1%	23.7%	22.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

The contribution I make to the Service is valued by my leaders

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	6.3%	6.1%	5.7%	3.8%	5.3%
Disagree	12.4%	11.5%	11.7%	10.6%	11.4%
Uncertain	26.6%	24.2%	27.6%	28.5%	26.7%
Agree	45.2%	47.1%	43.9%	47.6%	46.2%
Strongly Agree	9.6%	11.1%	11.2%	9.6%	10.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I believe my work makes an important contribution to the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.8%	3.2%	1.9%	1.2%	2.4%
Disagree	8.6%	8.5%	6.9%	4.9%	7.0%
Uncertain	14.0%	12.8%	14.2%	15.4%	14.1%
Agree	54.2%	55.7%	56.5%	61.1%	57.3%
Strongly Agree	19.5%	19.8%	20.6%	17.4%	19.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am rarely given the opportunity to use my initiative in the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	12.3%	16.9%	11.5%	10.4%	13.0%
Disagree	55.2%	51.7%	51.2%	51.1%	52.0%
Uncertain	11.5%	8.9%	13.0%	16.7%	12.7%
Agree	16.8%	16.9%	18.7%	17.2%	17.3%
Strongly Agree	4.1%	5.5%	5.6%	4.6%	5.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

The quality of the work done in my workplace is very important to me

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.3%	1.0%	.4%	.1%	.6%
Disagree	3.2%	2.8%	1.1%	1.0%	1.9%
Uncertain	3.7%	3.3%	2.3%	2.2%	2.8%
Agree	51.0%	51.3%	50.3%	54.0%	51.9%
Strongly Agree	40.8%	41.6%	45.9%	42.8%	42.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My job is repetitive

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	6.8%	9.0%	10.1%	14.0%	10.4%
Disagree	42.8%	42.0%	44.1%	50.8%	45.3%
Uncertain	6.8%	6.4%	7.5%	7.1%	6.9%
Agree	30.4%	30.2%	29.5%	22.5%	27.7%
Strongly Agree	13.2%	12.3%	8.7%	5.6%	9.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am often being asked for my ideas about how we could do things better at work

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	7.9%	8.2%	8.0%	8.1%	8.1%
Disagree	30.8%	27.5%	30.3%	30.3%	29.5%
Uncertain	10.7%	9.8%	11.0%	14.1%	11.6%
Agree	44.4%	45.3%	43.6%	41.3%	43.5%
Strongly Agree	6.2%	9.3%	7.1%	6.2%	7.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Life in the Service is enjoyable

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	5.8%	4.8%	3.2%	3.0%	4.1%
Disagree	15.5%	12.3%	11.3%	10.3%	12.0%
Uncertain	21.2%	16.8%	20.4%	20.0%	19.3%
Agree	50.1%	55.5%	55.4%	56.1%	54.8%
Strongly Agree	7.4%	10.5%	9.8%	10.6%	9.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Life in the Service is better than I expected before I joined

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	11.4%	8.7%	9.6%	4.5%	8.0%
Disagree	29.6%	28.5%	29.7%	22.6%	27.1%
Uncertain	27.7%	22.1%	25.8%	33.1%	27.2%
Agree	27.7%	35.1%	29.9%	34.6%	32.6%
Strongly Agree	3.7%	5.6%	5.0%	5.3%	5.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Much of what I do in the Service is interesting

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.0%	3.0%	2.1%	1.4%	2.5%
Disagree	15.0%	15.8%	11.7%	10.5%	13.2%
Uncertain	9.9%	9.6%	11.1%	10.2%	10.1%
Agree	63.0%	61.7%	63.9%	64.7%	63.3%
Strongly Agree	8.1%	9.9%	11.2%	13.2%	10.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I have a great deal of pride in my work

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.7%	.9%	.5%	.2%	.7%
Disagree	2.7%	2.1%	1.2%	1.4%	1.8%
Uncertain	3.0%	3.3%	2.6%	4.0%	3.3%
Agree	52.6%	50.5%	51.4%	55.1%	52.5%
Strongly Agree	40.0%	43.1%	44.3%	39.4%	41.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I think I am doing something decent for my country by being in the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	2.0%	1.7%	1.7%	1.4%	1.7%
Disagree	7.5%	6.0%	5.5%	7.1%	6.5%
Uncertain	9.5%	9.5%	12.5%	17.1%	12.5%
Agree	51.5%	47.9%	51.3%	53.7%	51.1%
Strongly Agree	29.4%	34.9%	28.9%	20.7%	28.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

The Service lacks a well-defined role

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.8%	6.4%	5.2%	7.3%	6.1%
Disagree	38.8%	40.5%	40.4%	41.6%	40.5%
Uncertain	18.8%	18.2%	21.2%	26.5%	21.5%
Agree	30.6%	27.6%	27.0%	19.6%	25.5%
Strongly Agree	7.0%	7.4%	6.3%	5.1%	6.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I see myself as a member of my service first and as a member of the ADF second

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	2.5%	2.9%	2.8%	2.8%
Disagree	10.5%	15.4%	19.7%	15.6%
Uncertain	6.5%	7.8%	7.3%	7.3%
Agree	55.0%	53.0%	55.2%	54.2%
Strongly Agree	25.5%	20.9%	15.0%	20.1%
Total	100.0%	100.0%	100.0%	100.0%

I see myself as a Defence employee first and as a member of the APS second

	Civilian 01
Strongly Disagree	3.2%
Disagree	12.9%
Uncertain	10.3%
Agree	55.0%
Strongly Agree	18.5%
Total	100.0%

My workgroup is always looking for ways to eliminate work practices that waste time or resources

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	6.7%	5.7%	4.3%	5.5%	5.5%
Disagree	21.0%	19.5%	20.3%	19.2%	19.8%
Uncertain	17.4%	14.0%	17.1%	19.6%	16.9%
Agree	48.5%	50.7%	50.3%	47.2%	49.2%
Strongly Agree	6.4%	10.2%	8.0%	8.6%	8.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

As a civilian, my job in Defence is important

	Service	Total
	Civilian 01	
Strongly Disagree	1.0%	1.0%
Disagree	4.3%	4.3%
Uncertain	12.9%	12.9%
Agree	62.0%	62.0%
Strongly Agree	19.8%	19.8%
Total	100.0%	100.0%

My training and experience have prepared me well for combat

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	7.4%	4.5%	12.5%	7.7%
Disagree	20.0%	15.8%	29.6%	21.2%
Uncertain	20.1%	18.5%	21.2%	19.7%
Agree	44.4%	47.6%	32.6%	42.1%
Strongly Agree	8.1%	13.6%	4.1%	9.3%
Total	100.0%	100.0%	100.0%	100.0%

You surrender too much control of your life by being in the ADF

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	3.0%	5.0%	5.0%	4.5%
Disagree	33.5%	36.2%	45.5%	38.5%
Uncertain	12.5%	12.9%	16.9%	14.1%
Agree	31.5%	31.6%	25.8%	29.8%
Strongly Agree	19.5%	14.2%	6.7%	13.1%
Total	100.0%	100.0%	100.0%	100.0%

There's not enough discipline in the ADF

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	2.4%	3.6%	3.2%	3.2%
Disagree	26.4%	35.8%	34.1%	33.0%
Uncertain	13.2%	13.1%	14.5%	13.6%
Agree	36.8%	33.6%	34.7%	34.7%
Strongly Agree	21.2%	14.0%	13.6%	15.6%
Total	100.0%	100.0%	100.0%	100.0%

I often find it difficult to agree with the Service's policies on important matters relating to its members

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	.7%	1.5%	1.2%	1.2%
Disagree	21.9%	26.3%	25.1%	24.9%
Uncertain	25.7%	24.0%	28.0%	25.7%
Agree	38.9%	36.6%	37.2%	37.3%
Strongly Agree	12.9%	11.5%	8.6%	10.9%
Total	100.0%	100.0%	100.0%	100.0%

I often find it difficult to agree with Defences policies on important matters relating to its personnel

	Civilian 01
Strongly Disagree	.9%
Disagree	25.9%
Uncertain	35.1%
Agree	31.7%
Strongly Agree	6.4%
Total	100.0%

I have a harmonious working relationship with civilian personnel in Defence

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	2.6%	2.7%	2.0%	2.5%
Disagree	8.2%	8.3%	6.0%	7.5%
Uncertain	12.8%	14.2%	12.2%	13.2%
Agree	64.0%	60.7%	66.8%	63.5%
Strongly Agree	12.3%	14.2%	13.0%	13.3%
Total	100.0%	100.0%	100.0%	100.0%

I have a harmonious working relationship with ADF members

	Civilian 01
Strongly Disagree	.5%
Disagree	1.9%
Uncertain	7.9%
Agree	65.6%
Strongly Agree	24.1%
Total	100.0%

I understand and accept that civilians have important jobs to do in Defence

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	5.1%	7.0%	5.3%	6.0%
Disagree	12.7%	15.0%	13.0%	13.8%
Uncertain	11.0%	11.0%	11.0%	11.0%
Agree	58.1%	54.7%	59.9%	57.2%
Strongly Agree	13.1%	12.3%	10.8%	12.0%
Total	100.0%	100.0%	100.0%	100.0%

There has been a decline in traditional military values and standards

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	1.3%	.8%	.8%	.9%
Disagree	6.5%	9.8%	7.7%	8.4%
Uncertain	8.1%	7.9%	10.9%	8.9%
Agree	48.9%	49.1%	49.8%	49.2%
Strongly Agree	35.2%	32.4%	30.8%	32.6%
Total	100.0%	100.0%	100.0%	100.0%

The working relationships I build are important to the way I achieve results

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	.5%	.4%	.3%	.1%	.3%
Disagree	2.4%	1.4%	1.7%	1.6%	1.7%
Uncertain	4.2%	3.3%	4.3%	3.4%	3.7%
Agree	64.1%	62.7%	65.8%	63.0%	63.7%
Strongly Agree	28.8%	32.2%	27.9%	31.8%	30.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

There are too many civilian positions in military units

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	1.5%	2.5%	1.3%	1.9%
Disagree	16.5%	19.7%	13.8%	17.1%
Uncertain	19.2%	20.3%	19.8%	19.9%
Agree	34.6%	31.5%	36.9%	33.9%
Strongly Agree	28.2%	26.0%	28.2%	27.2%
Total	100.0%	100.0%	100.0%	100.0%

I believe the working relationship between ADF and civilian personnel in Defence could be improved

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.1%	1.8%	.8%	.3%	1.0%
Disagree	6.8%	9.3%	7.2%	8.7%	8.2%
Uncertain	23.7%	24.7%	27.4%	21.2%	24.1%
Agree	54.6%	50.4%	51.3%	55.0%	52.7%
Strongly Agree	13.8%	13.7%	13.3%	14.8%	14.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I would accept almost any posting in order to keep working for the ADF

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	35.1%	30.2%	33.4%	24.6%	30.0%
Disagree	35.9%	35.4%	35.9%	39.4%	36.8%
Uncertain	11.5%	12.6%	13.4%	18.3%	14.3%
Agree	13.8%	17.9%	13.7%	13.7%	15.0%
Strongly Agree	3.6%	4.0%	3.7%	4.0%	3.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I really care about the future of the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.7%	3.6%	3.1%	1.5%	3.0%
Disagree	6.8%	6.6%	6.7%	5.5%	6.3%
Uncertain	10.6%	10.1%	13.1%	10.8%	11.0%
Agree	52.5%	52.4%	53.4%	59.1%	54.7%
Strongly Agree	25.5%	27.3%	23.7%	23.2%	25.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am willing to put in effort beyond that normally expected in order to help the Service be successful

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	2.5%	1.6%	2.0%	.8%	1.6%
Disagree	7.8%	6.0%	6.9%	4.9%	6.2%
Uncertain	13.6%	11.7%	14.4%	14.0%	13.3%
Agree	55.8%	56.8%	57.0%	62.0%	58.3%
Strongly Agree	20.3%	23.9%	19.7%	18.3%	20.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

The Service inspires the very best in me in the way of performance

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	5.3%	4.5%	5.2%	3.9%	4.6%
Disagree	30.6%	24.4%	29.6%	23.0%	26.1%
Uncertain	23.4%	18.3%	24.7%	33.2%	25.1%
Agree	35.7%	45.0%	35.6%	34.3%	38.1%
Strongly Agree	4.9%	7.8%	4.9%	5.6%	6.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

The Service is the best of all possible organisations for which to work

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	14.5%	13.5%	11.6%	11.3%	12.6%
Disagree	35.8%	33.7%	34.4%	30.1%	33.1%
Uncertain	29.3%	28.8%	31.5%	41.5%	33.3%
Agree	17.1%	19.0%	18.1%	14.0%	17.0%
Strongly Agree	3.4%	5.0%	4.4%	3.1%	4.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I speak highly of the Service to my friends

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	6.1%	3.8%	3.1%	3.1%	3.8%
Disagree	14.8%	14.2%	13.1%	16.6%	14.8%
Uncertain	13.2%	11.4%	14.1%	19.8%	14.9%
Agree	51.5%	53.3%	56.7%	53.5%	53.8%
Strongly Agree	14.3%	17.2%	13.0%	7.0%	12.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I feel very little loyalty towards the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	23.6%	28.4%	20.6%	19.7%	23.2%
Disagree	48.1%	45.3%	48.8%	52.7%	48.8%
Uncertain	9.8%	8.0%	12.1%	12.1%	10.4%
Agree	13.2%	14.0%	14.3%	12.4%	13.4%
Strongly Agree	5.3%	4.4%	4.2%	3.1%	4.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I could just as well be working for a different organisation as long as the type of work was similar

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	8.5%	11.4%	6.9%	4.2%	7.7%
Disagree	35.4%	34.5%	31.3%	25.9%	31.3%
Uncertain	18.1%	16.0%	18.5%	23.9%	19.3%
Agree	28.7%	29.9%	33.7%	39.2%	33.4%
Strongly Agree	9.4%	8.3%	9.8%	6.8%	8.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am proud to tell others that I am a member of the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.1%	1.8%	1.7%	1.4%	1.9%
Disagree	8.5%	7.0%	6.0%	8.2%	7.4%
Uncertain	9.7%	8.9%	13.5%	18.5%	13.0%
Agree	52.9%	50.1%	54.0%	59.7%	54.4%
Strongly Agree	25.8%	32.2%	24.8%	12.2%	23.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am extremely glad that I chose to join the Service over other jobs I was considering at the time

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.7%	3.1%	2.8%	2.7%	3.2%
Disagree	8.3%	9.0%	6.4%	12.4%	9.4%
Uncertain	15.1%	14.6%	15.6%	28.9%	19.3%
Agree	49.1%	47.8%	51.1%	45.4%	48.0%
Strongly Agree	22.7%	25.5%	24.1%	10.6%	20.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

There is not much to be gained by staying in the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	7.8%	11.5%	8.9%	8.3%	9.3%
Disagree	32.7%	38.6%	36.2%	42.4%	38.3%
Uncertain	21.7%	18.5%	22.5%	28.5%	23.0%
Agree	24.3%	20.5%	22.2%	16.2%	20.2%
Strongly Agree	13.5%	10.8%	10.2%	4.6%	9.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Deciding to join the Service was a definite mistake on my part

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	42.2%	47.6%	44.5%	34.6%	42.0%
Disagree	43.8%	41.4%	45.3%	50.3%	45.4%
Uncertain	8.3%	6.6%	6.9%	10.9%	8.3%
Agree	2.4%	2.6%	1.8%	2.7%	2.4%
Strongly Agree	3.3%	1.7%	1.5%	1.5%	1.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I find that my values and the Service's values are very similar

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.6%	3.2%	3.1%	2.1%	3.1%
Disagree	21.2%	14.7%	15.7%	12.7%	15.4%
Uncertain	22.7%	18.8%	25.7%	33.8%	25.6%
Agree	45.9%	53.0%	49.0%	46.7%	49.0%
Strongly Agree	5.5%	10.2%	6.6%	4.7%	6.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My overall workload is excessive

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.3%	2.9%	2.8%	2.6%	2.8%
Disagree	37.8%	36.8%	43.9%	44.9%	41.0%
Uncertain	11.4%	12.4%	14.7%	16.1%	13.9%
Agree	32.3%	32.0%	27.1%	27.0%	29.4%
Strongly Agree	15.1%	15.9%	11.5%	9.5%	12.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I do too much unpaid overtime

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	4.8%	5.5%	4.4%	10.3%	6.6%
Disagree	14.2%	17.0%	22.6%	50.0%	27.9%
Uncertain	7.5%	7.5%	10.0%	12.0%	9.4%
Agree	37.2%	35.3%	35.7%	20.1%	31.0%
Strongly Agree	36.3%	34.7%	27.3%	7.7%	25.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My current working hours are excessive

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.6%	1.9%	3.0%	7.6%	3.9%
Disagree	36.9%	37.8%	52.6%	57.5%	47.0%
Uncertain	12.8%	13.6%	15.1%	12.4%	13.4%
Agree	30.4%	28.7%	19.8%	17.0%	23.4%
Strongly Agree	18.3%	18.0%	9.4%	5.5%	12.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am envious of the free medical and dental treatment available to ADF members

	Service
	Civilian 01
Strongly Disagree	6.4%
Disagree	33.8%
Uncertain	12.1%
Agree	33.6%
Strongly Agree	14.1%
Total	100.0%

Free medical and dental treatment are advantages of being in the ADF

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	2.9%	2.1%	4.1%	2.9%
Disagree	6.6%	4.9%	9.7%	6.8%
Uncertain	5.4%	3.3%	5.9%	4.6%
Agree	53.3%	51.5%	50.3%	51.6%
Strongly Agree	31.8%	38.2%	30.0%	34.1%
Total	100.0%	100.0%	100.0%	100.0%

The fair and positive treatment of personnel in my workplace demonstrates that people matter

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	5.7%	5.6%	5.3%	6.5%	5.8%
Disagree	16.4%	16.3%	18.6%	18.0%	17.4%
Uncertain	17.3%	18.2%	19.9%	23.2%	20.0%
Agree	52.5%	50.8%	48.9%	46.1%	49.2%
Strongly Agree	8.1%	9.1%	7.3%	6.1%	7.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am satisfied with my current salary

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	20.4%	17.0%	12.9%	10.7%	14.7%
Disagree	38.7%	36.7%	35.5%	32.1%	35.3%
Uncertain	10.3%	8.3%	10.8%	11.6%	10.2%
Agree	29.2%	35.6%	38.0%	43.7%	37.6%
Strongly Agree	1.3%	2.4%	2.9%	1.8%	2.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

We never seem to have enough resources to do our job properly

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	.9%	.5%	.8%	1.8%	1.0%
Disagree	12.7%	13.8%	16.7%	28.3%	18.7%
Uncertain	9.4%	7.0%	9.3%	14.7%	10.3%
Agree	45.8%	39.6%	42.2%	37.7%	40.6%
Strongly Agree	31.2%	39.2%	31.0%	17.5%	29.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

There are insufficient personnel in units to do the work

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.3%	.9%	.9%	1.8%	1.2%
Disagree	8.9%	9.2%	10.8%	16.7%	11.8%
Uncertain	7.5%	6.9%	10.0%	22.0%	12.3%
Agree	44.5%	38.3%	41.6%	41.0%	40.9%
Strongly Agree	37.8%	44.7%	36.7%	18.6%	33.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Incidents of discrimination or harassment are managed well in my workplace/section

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	2.9%	3.6%	3.3%	3.5%	3.4%
Disagree	6.2%	7.2%	6.6%	8.2%	7.2%
Uncertain	21.6%	23.5%	25.9%	35.2%	27.2%
Agree	55.3%	51.5%	52.4%	44.9%	50.4%
Strongly Agree	13.9%	14.2%	11.9%	8.2%	11.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

The demands of my work interfere with my home and/or family life

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.6%	1.4%	2.1%	6.6%	3.2%
Disagree	16.9%	18.6%	31.2%	50.8%	31.0%
Uncertain	7.7%	8.6%	11.6%	11.0%	9.8%
Agree	45.3%	44.8%	40.1%	25.6%	38.0%
Strongly Agree	28.5%	26.6%	15.0%	6.0%	18.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

The amount of time my job takes up makes it difficult to fulfil my family and/or personal responsibilities

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.4%	1.1%	2.3%	6.8%	3.2%
Disagree	23.5%	26.0%	43.1%	57.7%	39.1%
Uncertain	9.7%	11.3%	14.3%	11.5%	11.7%
Agree	41.7%	39.1%	29.6%	19.6%	31.5%
Strongly Agree	23.7%	22.4%	10.8%	4.3%	14.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Things I want to do at home do not get done because of the demands my job

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	.8%	1.1%	2.4%	6.1%	2.9%
Disagree	25.9%	28.1%	45.3%	55.0%	39.7%
Uncertain	12.2%	11.2%	12.8%	10.7%	11.6%
Agree	39.9%	40.1%	30.2%	23.3%	32.8%
Strongly Agree	21.2%	19.5%	9.3%	4.9%	13.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I have a desire to try working in civilian employment

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	3.9%	5.8%	4.8%	5.0%
Disagree	17.8%	22.1%	23.1%	21.4%
Uncertain	19.8%	18.4%	22.1%	19.9%
Agree	37.2%	34.8%	34.8%	35.4%
Strongly Agree	21.2%	18.9%	15.2%	18.3%
Total	100.0%	100.0%	100.0%	100.0%

I have a desire to try working in a military environment

	Civilian 01
Strongly Disagree	24.1%
Disagree	46.2%
Uncertain	16.9%
Agree	10.8%
Strongly Agree	2.0%
Total	100.0%

My workplace encourages a healthy balance between my work, home and family

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	14.0%	12.1%	5.2%	4.2%	8.5%
Disagree	32.3%	30.4%	24.6%	21.7%	26.8%
Uncertain	22.1%	19.9%	22.2%	24.3%	22.1%
Agree	29.2%	34.9%	44.2%	45.4%	39.2%
Strongly Agree	2.5%	2.7%	3.8%	4.4%	3.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My family strongly supports my Service career

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	4.1%	3.3%	2.7%	3.3%
Disagree	12.1%	11.8%	9.4%	11.1%
Uncertain	13.6%	10.9%	12.7%	12.1%
Agree	54.8%	55.4%	59.0%	56.3%
Strongly Agree	15.5%	18.7%	16.2%	17.1%
Total	100.0%	100.0%	100.0%	100.0%

A major incentive for me staying in the ADF is the subsidised housing

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	28.5%	24.9%	29.8%	27.3%
Disagree	38.5%	41.7%	39.6%	40.3%
Uncertain	8.9%	7.9%	8.9%	8.5%
	311	627	362	1300
Agree	18.4%	20.3%	16.8%	18.7%
Strongly Agree	5.7%	5.2%	4.8%	5.2%
Total	100.0%	100.0%	100.0%	100.0%

A major incentive for me to join the ADF would be the subsidised housing

	Civilian 01
Strongly Disagree	24.3%
Disagree	48.7%
Uncertain	13.9%
Agree	10.6%
Strongly Agree	2.5%
Total	100.0%

I want more locational stability for my family

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	1.0%	.7%	1.3%	1.0%
Disagree	10.0%	11.0%	12.7%	11.3%
Uncertain	16.3%	15.3%	16.3%	15.8%
Agree	45.6%	45.2%	42.1%	44.3%
Strongly Agree	27.2%	27.8%	27.6%	27.6%
Total	100.0%	100.0%	100.0%	100.0%

I have a desire to stay in one place

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	3.4%	6.1%	4.4%	4.9%
Disagree	22.5%	29.0%	24.7%	26.1%
Uncertain	12.3%	13.0%	13.1%	12.9%
Agree	38.5%	31.1%	32.5%	33.3%
Strongly Agree	23.3%	20.9%	25.2%	22.8%
Total	100.0%	100.0%	100.0%	100.0%

Postings have a negative impact on my children's education

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	2.8%	3.6%	3.9%	3.5%
Disagree	26.6%	22.6%	25.9%	24.6%
Uncertain	29.4%	25.1%	27.6%	26.8%
Agree	23.5%	23.6%	20.0%	22.5%
Strongly Agree	17.8%	25.1%	22.6%	22.6%
Total	100.0%	100.0%	100.0%	100.0%

I would leave the ADF if given a posting to where I didn't want to go

	Navy 01	Army 01	RAAF 01	Total
Strongly Disagree	3.4%	5.0%	3.7%	4.2%
Disagree	21.4%	24.1%	20.4%	22.3%
Uncertain	23.8%	22.6%	25.9%	23.9%
Agree	26.5%	23.5%	24.4%	24.5%
Strongly Agree	24.9%	24.9%	25.7%	25.1%
Total	100.0%	100.0%	100.0%	100.0%

It would take very little change in my present circumstances to cause me to leave the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	8.2%	8.7%	8.3%	7.0%	8.0%
Disagree	32.8%	35.5%	37.7%	43.8%	38.1%
Uncertain	20.8%	20.0%	21.5%	21.7%	21.0%
Agree	23.5%	22.8%	19.5%	21.2%	21.7%
Strongly Agree	14.7%	12.9%	12.9%	6.3%	11.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am actively looking at leaving the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	12.2%	15.7%	15.8%	17.7%	15.7%
Disagree	34.5%	36.9%	39.1%	47.8%	40.3%
Uncertain	18.4%	16.8%	16.7%	16.0%	16.8%
Agree	20.1%	17.7%	16.8%	13.6%	16.6%
Strongly Agree	14.8%	13.0%	11.6%	5.0%	10.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

If I knew my promotional prospects had run out I'd leave the Service

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	3.1%	5.0%	3.5%	5.4%	4.5%
Disagree	22.8%	30.7%	26.8%	35.9%	30.2%
Uncertain	19.6%	20.4%	25.9%	25.1%	22.9%
Agree	32.0%	26.2%	26.4%	23.0%	26.2%
Strongly Agree	22.5%	17.7%	17.3%	10.5%	16.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Civilian employment seems to be more attractive financially than does Service employment

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	2.3%	4.1%	4.1%	10.4%	5.7%
Disagree	18.1%	24.8%	22.0%	28.6%	24.2%
Uncertain	24.2%	21.1%	21.9%	33.5%	25.6%
Agree	29.0%	27.8%	28.5%	19.4%	25.6%
Strongly Agree	26.5%	22.1%	23.5%	8.1%	18.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

If I were to leave the Service, the skills I've gained will improve my chances of getting the job I want

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	7.3%	8.4%	6.2%	2.8%	6.0%
Disagree	16.7%	16.9%	15.7%	15.5%	16.2%
Uncertain	16.0%	16.8%	17.0%	27.5%	20.0%
Agree	45.4%	42.1%	43.6%	47.4%	44.6%
Strongly Agree	14.7%	15.8%	17.4%	6.8%	13.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I have sufficient access to learning and development opportunities to improve my skills

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	7.2%	9.4%	7.4%	3.8%	6.9%
Disagree	27.1%	26.5%	27.0%	17.3%	23.9%
Uncertain	15.8%	15.6%	17.3%	16.0%	16.1%
Agree	45.0%	43.5%	43.4%	56.9%	47.8%
Strongly Agree	4.9%	5.0%	4.8%	5.9%	5.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I demonstrate my loyalty to Defence by supporting and contributing to its continuous improvement

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.5%	1.2%	1.1%	.3%	1.0%
Disagree	6.2%	4.7%	5.0%	3.2%	4.6%
Uncertain	19.0%	18.1%	20.0%	17.9%	18.6%
Agree	63.4%	64.5%	64.3%	68.2%	65.4%
Strongly Agree	9.8%	11.5%	9.6%	10.4%	10.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I would stay in the Service longer if more options for flexible work practices and career breaks were available

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.6%	2.5%	1.6%	1.6%	1.9%
Disagree	12.3%	14.4%	12.1%	18.8%	14.9%
Uncertain	19.7%	19.4%	22.6%	26.5%	22.2%
Agree	46.2%	43.7%	44.6%	41.4%	43.6%
Strongly Agree	20.2%	20.0%	19.2%	11.8%	17.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I do my current job well

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	.3%	.2%	.2%	.1%	.2%
Disagree	1.0%	.8%	.7%	.9%	.8%
Uncertain	2.9%	2.5%	2.9%	3.8%	3.1%
Agree	63.0%	58.0%	58.9%	62.6%	60.5%
Strongly Agree	32.8%	38.5%	37.4%	32.6%	35.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I am one of the better performers in my current workgroup/section

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	.3%	.2%	.1%	.1%	.2%
Disagree	3.7%	3.7%	3.1%	4.5%	3.8%
Uncertain	25.0%	23.0%	22.1%	27.2%	24.4%
Agree	49.6%	47.8%	48.0%	49.4%	48.6%
Strongly Agree	21.4%	25.3%	26.7%	18.8%	22.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Overall, my workgroup produces high-quality services and outputs

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	.5%	.3%	.2%	.3%	.3%
Disagree	4.5%	3.7%	2.5%	2.8%	3.3%
Uncertain	8.7%	7.7%	6.2%	8.3%	7.7%
Agree	61.5%	59.0%	60.7%	63.7%	61.2%
Strongly Agree	24.8%	29.2%	30.3%	24.9%	27.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I have the skills to deal with just about any problem that arises in my current job

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.5%	.7%	.7%	.7%	.8%
Disagree	10.5%	5.8%	10.6%	9.1%	8.6%
Uncertain	9.3%	7.6%	10.7%	12.4%	10.0%
Agree	58.4%	57.3%	52.4%	58.3%	56.7%
Strongly Agree	20.3%	28.6%	25.5%	19.5%	23.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My current posting/position utilises my skills and training

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	5.3%	4.9%	4.3%	3.0%	4.2%
Disagree	15.0%	14.0%	12.8%	12.9%	13.6%
Uncertain	7.1%	6.0%	6.5%	7.5%	6.8%
Agree	56.0%	52.7%	54.5%	61.3%	56.3%
Strongly Agree	16.6%	22.4%	21.9%	15.3%	19.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My training in the Service has prepared me well for duties in my current job

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	6.2%	3.5%	3.7%	3.1%	3.9%
Disagree	19.1%	13.3%	16.3%	19.4%	16.8%
Uncertain	10.6%	7.3%	9.9%	17.9%	11.7%
Agree	52.5%	57.7%	53.8%	50.4%	53.8%
Strongly Agree	11.6%	18.1%	16.4%	9.3%	13.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I have the authority to do my job effectively

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	2.9%	3.2%	2.9%	2.6%	2.9%
Disagree	13.2%	12.2%	11.7%	13.2%	12.6%
Uncertain	7.9%	6.4%	7.6%	10.9%	8.3%
Agree	63.1%	59.7%	62.6%	63.1%	61.9%
Strongly Agree	13.0%	18.5%	15.1%	10.1%	14.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

My work area gets the cooperation and assistance it needs from other parts of the ADF/Defence

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	6.5%	7.2%	6.8%	3.7%	5.9%
Disagree	26.3%	26.3%	28.5%	20.5%	25.0%
Uncertain	20.4%	19.6%	21.1%	24.4%	21.5%
Agree	43.0%	41.9%	40.2%	46.9%	43.3%
Strongly Agree	3.8%	5.0%	3.4%	4.4%	4.3%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

In my current work area, people are encouraged to examine what they do and to find ways to do it better

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	2.7%	2.7%	2.6%	3.1%	2.8%
Disagree	14.9%	13.3%	12.9%	15.6%	14.2%
Uncertain	13.7%	12.9%	15.0%	18.1%	15.1%
Agree	58.8%	59.0%	58.3%	54.5%	57.5%
Strongly Agree	9.8%	12.1%	11.2%	8.6%	10.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

People in this work area are encouraged to learn from their mistakes

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.9%	2.0%	1.6%	2.1%	1.9%
Disagree	7.2%	6.3%	6.8%	8.7%	7.3%
Uncertain	8.0%	8.2%	9.5%	15.7%	10.8%
Agree	69.9%	66.5%	64.8%	65.1%	66.3%
Strongly Agree	13.0%	16.9%	17.3%	8.4%	13.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I clearly understand what is expected of me in this job

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.6%	1.5%	1.6%	1.3%	1.5%
Disagree	8.5%	7.7%	9.3%	9.2%	8.6%
Uncertain	9.6%	7.1%	9.2%	12.4%	9.6%
Agree	68.9%	66.0%	66.2%	66.1%	66.6%
Strongly Agree	11.4%	17.7%	13.7%	11.0%	13.7%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I get enough information to do my current job

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.7%	2.1%	2.0%	1.4%	1.8%
Disagree	14.5%	14.1%	13.2%	12.3%	13.4%
Uncertain	11.0%	10.2%	11.2%	14.8%	12.0%
Agree	65.6%	63.1%	65.2%	63.9%	64.3%
Strongly Agree	7.1%	10.5%	8.3%	7.6%	8.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I have a clear understanding of what I have to do to contribute to my unit's/branch's goals

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	1.3%	1.5%	1.6%	1.2%	1.4%
Disagree	8.4%	8.4%	9.7%	8.5%	8.7%
Uncertain	9.8%	9.3%	13.1%	15.4%	12.1%
Agree	70.2%	65.0%	64.2%	63.7%	65.3%
Strongly Agree	10.2%	15.8%	11.5%	11.2%	12.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

How would you rate your current level of morale?

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	9.5%	8.5%	10.2%	7.8%	8.8%
Disagree	18.0%	15.3%	16.5%	15.6%	16.1%
Uncertain	34.2%	32.7%	33.8%	29.3%	32.1%
Agree	29.8%	31.4%	29.9%	35.8%	32.2%
Strongly Agree	8.4%	12.1%	9.7%	11.5%	10.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

How would you rate the current level of morale in your unit/section?

	Navy 01	Army 01	RAAF 01	Civilian 01	Total
Strongly Disagree	8.9%	8.0%	10.6%	7.0%	8.4%
Disagree	19.9%	17.6%	20.6%	17.6%	18.6%
Uncertain	37.1%	33.7%	36.8%	35.4%	35.5%
Agree	29.4%	33.4%	26.8%	34.3%	31.6%
Strongly Agree	4.7%	7.2%	5.2%	5.7%	5.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

I have a good understanding of the APS Values and the way in which they apply to my work

	Civilian 01
Strongly Disagree	1.0%
Disagree	5.7%
Uncertain	15.7%
Agree	67.1%
Strongly Agree	10.4%
Total	100.0%

I believe that people with whom I work uphold the APS Values as they apply to their work

	Civilian 01
Strongly Disagree	1.5%
Disagree	7.9%
Uncertain	24.0%
Agree	59.8%
Strongly Agree	6.9%
Total	100.0%

I have a good understanding of the APS Code of Conduct and the way in which it applies to my work

	Civilian 01
Strongly Disagree	.9%
Disagree	6.4%
Uncertain	14.3%
Agree	67.3%
Strongly Agree	11.1%
Total	100.0%

The behaviour of my APS colleagues is consistent with the APS Code of Conduct as it applies to their work

	Civilian 01
Strongly Disagree	1.5%
Disagree	6.5%
Uncertain	21.9%
Agree	62.4%
Strongly Agree	7.7%
Total	100.0%

The Department of Defence makes decisions about people based on merit

	Civilian 01
Strongly Disagree	11.5%
Disagree	27.9%
Uncertain	34.0%
Agree	25.4%
Strongly Agree	1.2%
Total	100.0%

Diversity of skills, experience, background and ways of working are recognised and appreciated in Defence

	Civilian 01
Strongly Disagree	8.2%
Disagree	23.8%
Uncertain	30.5%
Agree	35.6%
Strongly Agree	1.9%
Total	100.0%

My performance rewards are fair compared to other staff across Defence

	Civilian 01	Total
Strongly Disagree	6.8%	6.8%
Disagree	18.8%	18.8%
Uncertain	42.5%	42.5%
Agree	30.4%	30.4%
Strongly Agree	1.5%	1.5%
Total	100.0%	100.0%