

Results Report

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Response statistics

54%
(4,215 out of 7,857 staff)

Number of questions

82 questions



ORIMA was engaged to administer and analyse the AFP 2023 In-Focus Pulse Survey

Wellbeing In Focus Staff Survey 2023

The 2023 In Focus Staff Survey has been designed to help us understand the impact of work-related factors on our employees' physical, emotional and mental wellbeing, as well as their overall job satisfaction.

These factors include work-life balance, workload and job demands, workplace relationships, recognition and workplace culture.

Understanding how these factors intersect will give us valuable insights into where we can improve as well as develop and implement strategies to enhance employee satisfaction, engagement, loyalty and retention.

Making the most of your results

Interpreting this report

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

This project has been undertaken in accordance with the International Standard AS ISO 20252 and has complied with the Australian Privacy Principles contained in the Privacy Act 1988.

How to read this report

This report contains a series of tables that illustrate the high-level results for the AFP 2023 In-Focus survey. Information from how to read these tables is provided on this page.

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

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

Factor Index Score for 2021-2023 - average of individual Factor question(s) index scores. The larger the index score, the more positive the responses. See Factor Summary (Page 5) for a detailed explanation of the calculation approach.

Average positive score (core factor) - average of positive % scores for all Factor question(s).

Factor name	Factor scores			Average positive score (core factor) - average of positive % scores for all Factor question(s).		
	2023	2022	2021	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	77	70	68	79%	71%	67%
Question 1 text (n=respondent count)	91% 6%			91%	79%	80%
Question 2 text (n=respondent count)	81% 11% 8%			81%	65%	67%
Question 3 text (n=respondent count)	79% 13% 8%			79%	64%	66%
Question 4 text (n=respondent count)	74% 14% 12%			74%	65%	61%
Question 5 text (n=respondent count)	72% 16% 13%			72%	59%	64%
Question 1 text (n=respondent count)	71% 15% 14%			71%	74%	76%

Question text, followed by number of valid responses to the specific question

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

Percentage positive scores for the questions, for each reportable year, from 2021 to 2023.

Factor Summary

Factor Scores

Job demands

Role clarity	69
Autonomy	65
Job-skills match	65
Job Stressors	55
Emotional demands	48
Workload management	47
Job control	42

Job resources

Leading for wellbeing	77
Supervisor Support	75
Team Environment (psychological safety)	74
Belonging	71
Recognition	57
Change Consultation	52
Fairness in Decision Making	52

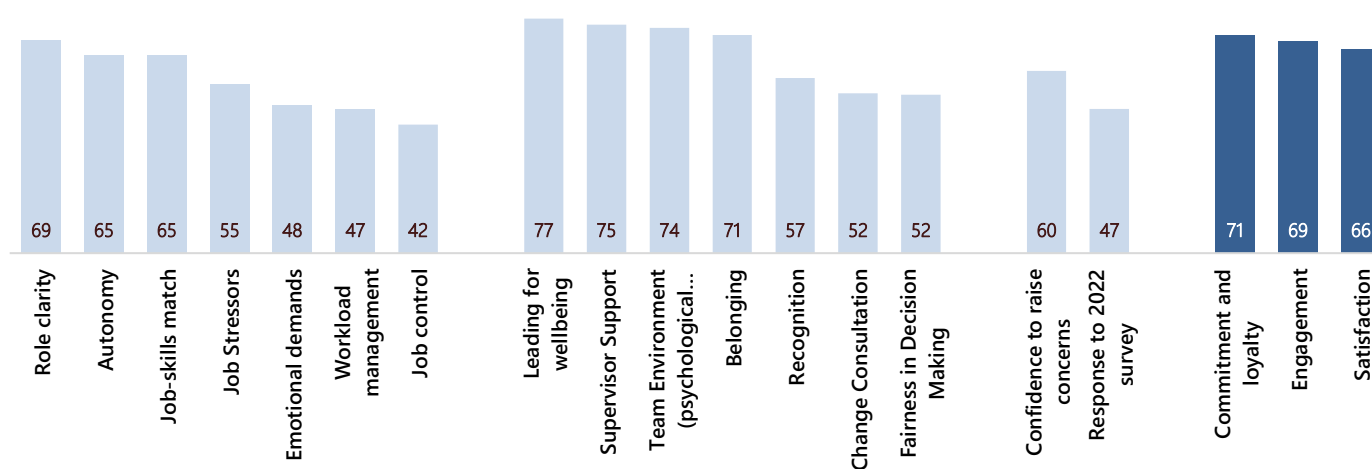
Responsiveness

Confidence to raise concerns	60
Response to 2022 survey	47

Key outcome indicators

Commitment and loyalty	71
Engagement	69
Satisfaction	66

Factor Index Score charts



Factor Index Score explanation

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

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

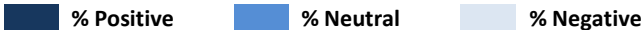
- Index scores take into account all responses in component questions, which better reflects cases where there are larger proportions responding in a negative way. An index score of 100 is equivalent to all respondents providing the highest possible positive rating (e.g. very satisfied/strongly agree),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

Commitment and loyalty

Commitment and loyalty	Factor scores			AFP 2023	AFP 2022	AFP 2021	
	2023	2022	2021	% Positive	% Positive	% Positive	
	71	72	72	73%	74%	75%	
Factor question(s)	I feel committed to the AFP's goals (n=4187)				83%	84%	84%
	I am proud to work in the AFP (n=4187)				80%	82%	83%
	I feel a strong personal attachment to the AFP (n=4193)				65%	65%	65%
	I would recommend the AFP as a good place to work (n=4184)				62%	66%	67%

Key

Factor scores and average positive score are calculated using Factor question(s).



Engagement & Satisfaction

Engagement	Factor scores				AFP	AFP	AFP
	2023	2022	2021		2023	2022	2021
	69	73	73		% Positive	% Positive	% Positive
					68%	73%	73%

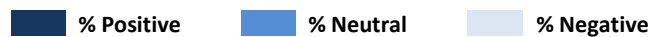
Factor question(s)	Factor scores				AFP	AFP	AFP		
	2023	2022	2021		2023	2022	2021		
I am happy to go the 'extra mile' at work when required (n=4177)				85%	8%	7%	85%	92%	93%
The AFP inspires me to do my best work every day (n=4176)				52%	27%	22%	52%	54%	53%

Satisfaction	Factor scores				AFP	AFP	AFP
	2023	2022	2021		2023	2022	2021
	66	71	72		% Positive	% Positive	% Positive
					68%	75%	77%

Factor question(s)	Factor scores				AFP	AFP	AFP		
	2023	2022	2021		2023	2022	2021		
Overall, I am satisfied with my role (n=4164)				68%	16%	16%	68%	75%	77%

Key

Factor scores and average positive score are calculated using Factor question(s).



Autonomy & Belonging

Autonomy	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	65	67	66	65%	67%	66%

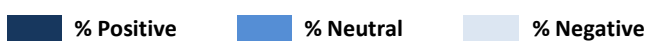
Factor question(s)	2023	2022	2021	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
I have a choice in deciding how I do my work (n=4163)	68%	15%	16%	68%	63%	62%
Where appropriate, I am able to take part in decisions that affect my role (n=4164)	63%	15%	22%	63%	71%	70%

Belonging	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	71	-	-	75%	-	-

Factor question(s)	2023	2022	2021	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
There is a sense of camaraderie in my workplace (n=3984)	77%	12%	12%	77%	-	-
I feel included in the social aspects of work (n=3947)	75%	15%	9%	75%	-	-
I feel a sense of belonging with others at work (n=3970)	72%	17%	11%	72%	-	-
Related question(s) I often feel disconnected from others at work (n=4005) (% positive: never, rarely)	56%	27%	17%	56%	-	-

Key

Factor scores and average positive score are calculated using Factor question(s).



Change consultation & Emotional demands

Change consultation	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	52	-	-	43%	37%	37%

Factor question(s)	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
I can voice concerns about changes that affect my job (n=3939)	53%	22%	25%	53%	-	-
I am clear about how the change will impact me and my work area (n=3932)	45%	26%	30%	45%	-	-
I am clearly informed about the need for the change (n=3951)	43%	25%	33%	43%	-	-
I am consulted about proposed changes at work (n=3939)	34%	27%	40%	34%	37%	37%

Emotional demands	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	48	47	48	35%	28%	28%

Factor question(s)	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
To what extent is your work emotionally demanding? (n=3688) (% positive: nil, to a very small extent, to a small extent)	35%	56%	9%	35%	28%	28%

Fairness in decision making & Job control

Fairness in decision making	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	52	-	-	44%	38%	35%

Factor question(s)	2023	2022	2021	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
Application of policies and processes are free from bias in my work area (n=3787)	45%	27%	28%	45%	-	-
Policies and processes are applied consistently in my work area (n=3896)	44%	25%	31%	44%	-	-
Processes for assigning higher duties are transparent and based on merit (n=3701)	44%	23%	33%	44%	38%	35%
When decisions are made that impact me, I am given information on why and how the decision was made (n=3946)	43%	23%	34%	43%	-	-

Job control	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	42	47	46	25%	31%	30%

Factor question(s)	2023	2022	2021	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
Authority for decision making is at a higher level than required (n=3891) (% positive: not at all, very little)	30%	32%	38%	30%	37%	36%
Multiple layers of decision making within the AFP (n=3950) (% positive: not at all, very little)	19%	32%	49%	19%	25%	24%

Key

Factor scores and average positive score are calculated using Factor question(s).

% Positive % Neutral % Negative

Job stressors & Job-skills match

Job stressors	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	55	57	52	51%	56%	51%

Factor question(s)	2023	2022	2021	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
How would you rate your current level of work-related stress? (n=3942) (% positive: nil, low/mild, moderate)	65%			65%	72%	71%
I feel burned out by work (n=4010) (% positive: never, rarely)	38%	35%	27%	38%	39%	32%

Job-skills match	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	65	-	-	65%	80%	78%

Factor question(s)	2023	2022	2021	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
My job gives me opportunities to utilise my skills (n=4173)	75%	11%	14%	75%	80%	78%
My unique skills and talents are valued and utilised in my work (n=4121)	54%	24%	23%	54%	-	-

Key

Factor scores and average positive score are calculated using Factor question(s).



Leading for wellbeing

		Factor scores			AFP		
Leading for wellbeing		2023	2022	2021	2023 % Positive	2022 % Positive	2021 % Positive
		77	-	-	79%	-	-
Factor question(s)	Do their best to accommodate me when I need to take time off for personal reasons (n=4030)				91%	-	-
	Support participation in health and wellbeing activities (such as fitness activities or appointments) by allowing flexible work schedules (n=4018)				81%	-	-
	Recognise how supporting employee health supports the mission and purpose of the AFP (n=4026)				79%	-	-
	Model healthy lifestyle choices such as work-life balance (n=4017)				74%	-	-
	Openly discuss ways to manage workload and stress within the team (n=4016)				72%	-	-
Related question(s)	I have the equipment and resources to do my job safely (n=3988) (% positive: completely confident, fairly confident)				71%	74%	76%

Key

Factor scores and average positive score are calculated using Factor question(s).

% Positive
 % Neutral
 % Negative

Recognition & Role clarity

Recognition	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	57	-	-	49%	60%	59%

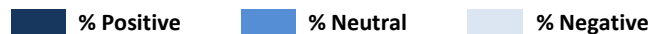
Factor question(s)	2023	2022	2021	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
My Commander/Manager values the contribution my team makes to the AFP's mission (n=4040)	60%	21%	19%	60%	-	-
I am satisfied with the recognition I receive for doing a good job (n=4143)	51%	24%	26%	51%	60%	59%
I am satisfied with the formal recognition and/or award programs available to me (n=3974)	38%	34%	28%	38%	-	-

Role clarity	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
	2023	2022	2021			
	69	73	73	70%	71%	71%

Factor question(s)	2023	2022	2021	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
I am clear what my duties and responsibilities are (n=4174)	77%	11%	12%	77%	78%	78%
Lack of clarity around my role and responsibilities (n=3983) (% positive: not at all, very little)	62%	26%	12%	62%	64%	64%
Related question(s) Lack of clarity around priorities (n=3975) (% positive: not at all, very little)	51%	28%	21%	51%	56%	57%

Key

Factor scores and average positive score are calculated using Factor question(s).



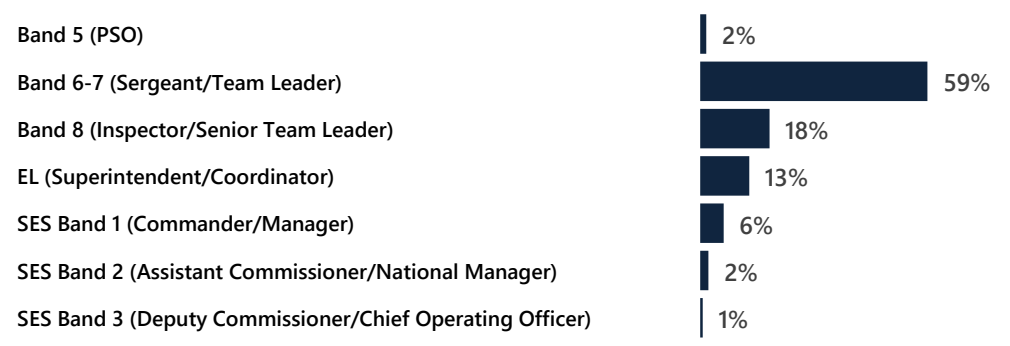
Supervisor support

Supervisor support	Factor scores			AFP	AFP	AFP
	2023	2022	2021	2023	2022	2021
	75	-	-	% Positive	% Positive	% Positive

78% - -

Factor question(s)	% Positive	% Neutral	% Negative	AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive
I can rely on my supervisor to help me out with a work related problem (n=4069)	84%	7%	8%	84%	-	-
I feel confident raising any work related concerns or issues with my supervisor (n=4070)	82%	7%	10%	82%	-	-
My supervisor effectively communicates the information I need to do my job (n=4069)	75%	13%	12%	75%	-	-
My supervisor provides clear instructions and guidance (n=4070)	73%	14%	13%	73%	-	-
I would feel confident disclosing any difficulties I might have with my mental health and wellbeing with my supervisor (n=4049)	73%	11%	16%	73%	-	-

Supervisor's band level

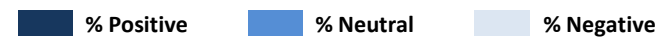


Number of supervisors within the past 12 months








Key

Factor scores and average positive score are calculated using Factor question(s).



Team Environment (psychological safety)

Team Environment (psychological safety)	Factor scores			AFP 2023 % Positive	AFP 2022 % Positive	AFP 2021 % Positive	
	2023	2022	2021				
	74	-	-	78%	-	-	
Factor question(s)	It is easy for me to ask other members of my team for help (n=4097)				86%	-	-
	Members of my team do not reject others for being different and nobody is left out (n=4080)				80%	-	-
	I feel I am able to bring up problems and tough issues in my team (n=4084)				79%	-	-
	Nobody in my team deliberately acts in a way that undermines my efforts (n=4084)				76%	-	-
	If I make a mistake in my team, it is never held against me (n=4030)				68%	-	-

Key

Factor scores and average positive score are calculated using Factor question(s).

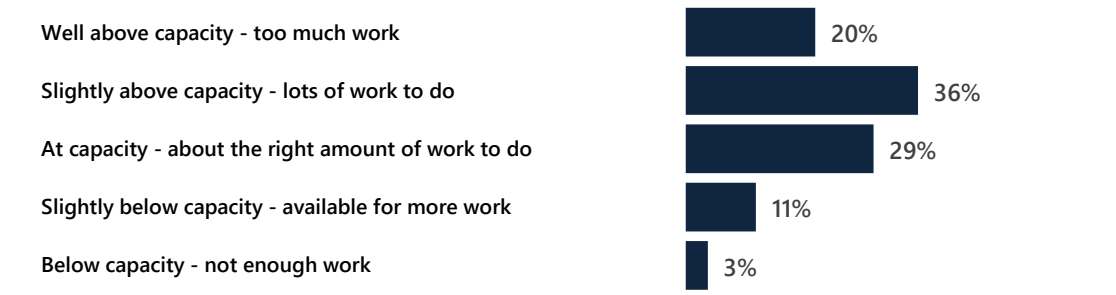
% Positive
 % Neutral
 % Negative

Workload management

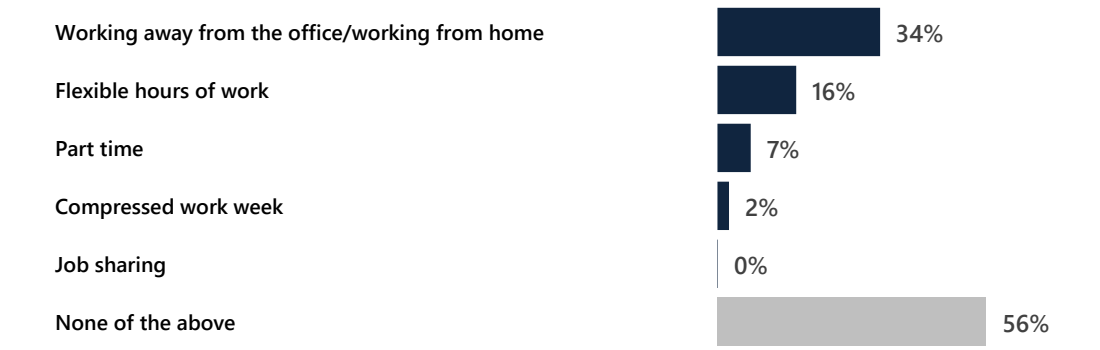
Workload management	Factor scores			AFP 2023	AFP 2022	AFP 2021
	2023	2022	2021	% Positive	% Positive	% Positive
	47	51	53	30%	37%	38%

Factor question(s)	2023	2022	2021	AFP 2023	AFP 2022	AFP 2021
I have unrealistic time pressures (n=4015) (% positive: never, rarely)	37%	37%	26%	37%	41%	41%
Too many competing priorities (n=3937) (% positive: not at all, very little)	26%	33%	41%	26%	32%	34%
I am expected to do many different tasks in too little time (n=4016) (% positive: never, rarely)	26%	37%	38%	26%	38%	38%

Current workload

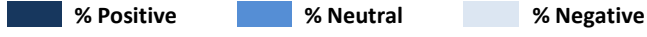


Age



Key

Factor scores and average positive score are calculated using Factor question(s).



Potentially Traumatic Events

Experienced a potentially traumatic event(s) in the last 12 months related to work



Related question(s)	% Positive	% Neutral	% Negative	Factor Score	Average Positive Score
I am able to bounce back after responding to a traumatic event (n=910)	66%	23%	11%	66%	-
I am provided support after experiencing a traumatic event (n=911)	53%	23%	25%	53%	-
I am given adequate time to recover after a traumatic event (n=895)	35%	30%	35%	35%	-

Key

Factor scores and average positive score are calculated using Factor question(s).

