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- Comments are not available where the cohort being viewed has less than 30 responses, as information contained in comments can pose heightened risks to individual's privacy. For this reason, this threshold is higher than the less than 10 responses that is applied across other parts of the Census.
- While efforts have been made to remove identifying names from comments, there may be circumstances that events or people are recognisable. You must protect respondent's anonymity by ensuring you are following good practice when analysing, downloading or sharing these results.
- When applying filters and downloading responses, it may be possible to isolate an individual's response outside of this platform. Doing this is a violation of the commitment made to employees in the Participant Information Sheet. Ensure you are compliant with the Employee Census privacy information by only downloading what is necessary for analysis and storing this information carefully with restricted access. It is strongly recommended that any comments you share outside the platform have been reviewed and any further de-identification completed that may be required in your organisational context (for example, removing examples of situations that are known in the organisation).

If you could change one thing to improve the effectiveness of your workplace, what would it be?

Open Comments

s22

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s22

62 : If you could change one thing to improve the effectiveness of your workplace, what would it be?

My role,Staffing and resources,Wellbeing & Work Practices,Leadership,Organisational Objective & Purpose,Change Management,Teamwork & Working Relationships,Work environment and facilities,Management,Culture & Values

There are too many 'big' personalities in the Executive. We were told during the restructure that our workloads wouldn't increase where people had left teams. That opposite has happened. s47F . I wonder why? Maybe it takes time for new people to settle into their roles before 'hitting the ground running'; have the Executive ever reflected on whether the priorities they've set are actually realistic? It is psychosocially unsafe to work in an environment where you get scolded for giving 'frank and fearless advice'. That's what were told that we should do. But alas, when we've watched people give frank and fearless advice, those people are viewed unfavourably. We've seen this happen time after time and it's hurtful to watch. s47F . Things are getting more and more out of control and the leaders are creating the panic and chaos for no reason.

Recognition and Reward,Staffing and resources,Change Management

Time to bed down change and take a more measured approach, also recognising resourcing constraints and understaffing.

Human Resource,Organisational Objective & Purpose,Communication,Administration,Change Management,Learning and development,Decision Making Effectiveness

There needs to be greater communication about the strategic priorities of the agency, and specifically how these priorities are to be achieved in light of a mass exodus from the agency from the restructure, and the skills and knowledge gap that has created. s47F

Staffing and resources,Wellbeing & Work Practices,Recognition and Reward,Human Resource,Leadership,Communication,Change Management,My organisation,Engagement,Management,Learning and development,Decision Making Effectiveness,Culture & Values

Change needs to be managed from the top. s47F
Change was forced upon staff with 'consultation' that was undertaken ignored. This has had a negative impact on the workforce and has seen a huge staff turnover rate s47F
s47F
To continue to promote the restructure as a success is ridiculous. All it has done is increase the workload of all staff unnecessarily and is having a significant impact on staff. I suspect the rate of bullying experienced by staff has increased in these census results (assuming those affected have been honest in their responses) and that is a serious point of feedback that needs to be addressed. s47F
This is totally unsustainable and will see good staff leave the organisation.

Organisational Objective & Purpose,Teamwork & Working Relationships,Staffing and resources

More resources; less competing priorities

Information & Technology

Improved technology

My role,Staffing and resources,Wellbeing & Work Practices,Organisational Objective & Purpose,Teamwork & Working Relationships,Culture & Values

Tighter Commissioner priorities (there are too many). s47F . Morale is low. It feels like our workplace was gutted, we were promised that workloads would be adjusted to match reduced staffing - but instead more and more is expected of us with reduced staffing and less capability given so many skilled and knowledgeable staff have departed.

Wellbeing & Work Practices

s47F

Wellbeing & Work Practices,Staffing and resources

More staffing resources to help us meet our legislated obligations.

Staffing and resources,Wellbeing & Work Practices,Recognition and Reward,Organisational Objective & Purpose,Teamwork & Working Relationships,Decision Making Effectiveness

Greater clarity on priorities and competing priorities and a recognition that we cannot do everything, especially when we are lacking staff. We operate in a very dynamic regulatory space and we can't account for everything, nor should we try. We need to not just articulate a risk-based approach to regulation but actually put it into practice. Pick a few priorities for each financial year and stick by them. Adding multiple priorities/responsibilities on specific staff members or teams is not a solution.

Leadership,Recognition and Reward,Communication,Human Resource

More genuine communication from agency leaders.

Staffing and resources,Learning and development

Before hiring new employees at higher levels, existing employees should be considered as part of career growth and development.

Change Management,Engagement

Reduce turnover, recover from the restructure.

Wellbeing & Work Practices,Staffing and resources,Administration

Better IT systems and more staff.

Management,Administration

Improving case management systems and records systems would save a lot of time. We have to reinvent the wheel a lot because it is hard to identify precedents within our systems. Also we often have to wait long periods for documents to load and this can be frustrating.

Recognition and Reward,Engagement

Remuneration needs to be further matched with other APS agencies. This will go a long way to attract and retain good staff.

Leadership,Information & Technology,Administration,Management

Better access to technology and a quicker, more effective and efficient case management system (Resolve) and systems more generally.

Change Management

The restructure taking place.

Teamwork & Working Relationships,Communication

More focus on collaboration and information sharing across the agency, which is difficult at the moment due the number of vacancies across branches.

Wellbeing & Work Practices,Recognition and Reward,Organisational Objective & Purpose,Information & Technology,Administration,Decision Making Effectiveness

Better systems and technology to improve efficiency Better recognition of every day detailed work of employees (rather than high level strategy)

Information & Technology,Staffing and resources,Administration

Streamlining record keeping - there is currently too many places where the same information is being kept, which means the same event is required to be updated in many different systems/tools.

Organisational Objective & Purpose,Teamwork & Working Relationships,Staffing and resources

Improved resourcing and fewer competing priorities

Organisational Objective & Purpose,Administration

IT systems. We are ineffective in so many ways because we do not have the systems to allow us to operate as efficiently as we need to and really excel.

Organisational Objective & Purpose,Administration

Better systems, but failing that more discipline around priorities (everything is currently a priority)

62 : If you could change one thing to improve the effectiveness of your workplace, what would it be?

FOIREQ25/00429 (part 2) 4

Administration

Administrative processes need to be optimised (which I know is a work in progress)

My organisation,Information & Technology,Administration

Upgrade the database Resolve and utilise a program s47F for all procedures and processes.

Communication

better, more coordinated and more strategic internal communication

Staffing and resources,Learning and development

Prioritisation of learning and development of more senior staff; re-instigating regular performance discussions

Teamwork & Working Relationships

Breakdown silos

Information & Technology

improve use of technology to assist with delivering work outcomes.

Information & Technology,Administration,Management

Technology systems for case management and information management

Information & Technology,Staffing and resources,Administration

Level of investment in technology and ICT systems

Management,Teamwork & Working Relationships,Leadership,My role

Improve the organisational structure The current structure is not optimal in so far as: - some roles are challenging to fill on a higher duties basis given the gaps between staff and management (see for example, s47F) - uncertainty around role clarity/responsibility for principal directors - s47F the potential for those work areas to be out of the loop and discussions involving SES staff.

Information & Technology,Administration

Technology upgrades along with fewer layers of administrative burden

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Change Management,Staffing and resources,Communication

Listen more to staff! A lot of changes were made, and it felt like the people making the changes did not really understand what they were changing. And now we are feeling the consequences.

My organisation,Human Resource

I would encourage a higher risk tolerance and I would encourage different ways of thinking (not that we're doing anything wrong, I just think innovation is a good thing)

Work environment and facilities,Wellbeing & Work Practices

Reduced pressure on singular individuals to deliver and perform. People need more time in their day to share knowledge and build goodwill with each other.

finalise job descriptions and assess what work has fallen outside of the usual BAU and decide how that work is going to be handled.

Clarity on who does what

Human Resource,Staffing and resources

I think at times the targets expected are unreasonable given we are working in a very resource constraint environment.

Information & Technology,Administration

Update the technology / systems

62 : If you could change one thing to improve the effectiveness of your workplace, what would it be?

FOIREQ25/00429 (part 2) 5

Organisational Objective & Purpose

Clarity and consistency about priorities that equips all staff to do their roles effectively.

Management, Learning and development

More learning and development opportunities. s47F

Communication, Information & Technology, Administration, Teamwork & Working Relationships, My organisation, Management

Improved technology. I'd especially love a single case management system in which we store everything, from email records and relevant documents, and also track case processes by steps. s47F

Organisational Objective & Purpose, Recognition and Reward, Communication, Learning and development

A greater appreciation for the expert advice that staff can provide and a willingness to listen when they provide advice that may be contrary to the objective being sought. There are opportunities to adjust responses to enhance the learning opportunity for staff from the conversation and provide a positive outcome.

Information & Technology, My organisation, Staffing and resources, Administration

Refresh technology. A huge amount of time and resources are wasted on manual processes.

Information & Technology

better technology

Organisational Objective & Purpose, Learning and development, Leadership, Staffing and resources

Agency objectives in smaller areas of the agency need to be trickled down from leadership so that all employees have an understanding of how they can contribute to larger agency goals

My organisation, Decision Making Effectiveness, Administration

Delegate more decision making and reducing the need for briefing up.

Wellbeing & Work Practices, Staffing and resources

More clarity on ever increasing workloads and what work can be pushed back on

Staffing and resources

More formal L&D opportunities. I understand that we are progressing this.

Management

s47F

Wellbeing & Work Practices, Staffing and resources, Administration

We need more resources. It doesn't matter what processes or measures that our office puts in place, we need more staff. Not at higher levels, we need more frontline staff to actually do the work.

My organisation, Administration, Learning and development

Training on process improvement e.g. s47F We are always looking at improving processes and having some knowledge about how to achieve improvements in a well thought out and methodical way would be useful. Training on how to be an effective mentor - skills for teaching on the job would also be useful as we are currently seeing an influx of new recruits.

Staffing and resources, Wellbeing & Work Practices, Recognition and Reward, Human Resource, Leadership, Change Management, Work environment and facilities, Management, Learning and development, Culture & Values

s47F

Staff members are expected to manage workloads well beyond their capacity and with limited support. The agency is so outcomes focused that the executive have forgotten that it is people who actually work here. s47F

62 : If you could change one thing to improve the effectiveness of your workplace, what would it be?

FOIREQ25/00429 (part 2) 6

Teamwork & Working Relationships,Leadership

More direct and assertive leadership to provide clarity at the work group (team) level and branch level. More clarity in the roles and responsibilities within my work group. More collaboration within my work group, rather than silo-ing individual people with specific expertise.

s47F

Change Management,Teamwork & Working Relationships

Give internal staff the option of expressing an interest in changing teams before the positions are advertised externally

Staffing and resources,Recognition and Reward,Human Resource,Leadership,Communication,Change Management,My organisation,Decision Making Effectiveness

To return to the IT review undertaken last year and implement the recommendations from that review which were put on hold due to budgetary constraints. One other aspect for change is more transparency in decision making.

s47F

My organisation,Staffing and resources

More qualified staff at Delegate level

Learning and development

Better training

Recognition and Reward,Human Resource,Leadership,Communication,Change Management,My organisation

s47F

Wellbeing & Work Practices,Staffing and resources

Reasonable expectations on what staff can achieve within appropriate timelines that balance workloads and resourcing restrictions

Decision Making Effectiveness

More freedom to make decisions at the appropriate level

My organisation,Human Resource,Recognition and Reward,Leadership

Less micromanagement and greater trust in the capabilities that people bring to their roles.

s47F

s47F

Administration

A better governance structure which can separate the detail from the higher-level governance.

Less approvals/consultations

My organisation,Human Resource,Recognition and Reward

s47F

Information & Technology,My organisation,Human Resource,Administration

Improvements to our technology and business practices and rules to encourage consistency.

Information & Technology

Improved technology and software

Administration

The resolve system isn't where we need it to be. It can do a lot more that could help us but we can't access that.

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Organisational Objective & Purpose,Decision Making Effectiveness

FOIREQ25/00429 (part 2) 7

- Increase the risk appetite. I feel like we are hesitant in making decisions which slows down our ability to do things efficiently.

Communication

s47F

Staffing and resources

Increased data fluency and hiring of data professionals (e.g., data engineers, data scientists, data analysts)

Human Resource,Communication

s47F

Leadership,Culture & Values,Teamwork & Working Relationships,Human Resource

s47F

Staffing and resources

more resources to undertake regulatory enforcement