

SENATE STANDING COMMITTEE ON LEGAL AND CONSTITUTIONAL AFFAIRS  
AUSTRALIAN FEDERAL POLICE

**Question No. 125**

**Senator Ludwig asked the following question at the hearing on 31 October 2006:**

Could the AFP provide copies of any summary documents for similar reviews conducted over the past five reporting periods.

**The answer to the honourable senator's question is as follows:**

The AFP conducted staff opinion surveys in 2001 and 2003 through service providers *Hinds Workforce Research*. The then Australian Protective Service (APS) conducted a staff survey with the same providers in 2002 as a precursor to integration with the AFP.

The following summaries describe the results from each staff survey.

AFP 2001 STAFF OPINION AND ANALYSIS SURVEY

The survey was conducted on 12 September 2001. There was a 92% response rate from employees in AFP National and a 62% response rate from ACT Policing.

Key Findings

Employee motivation is high across the AFP:

- *Interest* - employee needs for bonding and workplace interaction is high.
- *Satisfaction* -employee needs for individual achievement is good.
- *Commitment* -employee alignment with AFP goals is very high

Employee responses revealed that:

- Over 70% of employees enjoy jobs they find challenging and that use their skills and abilities.
- Employees expressed concerns relating to the AFP organisation itself – wanting less work pressure, more opportunities for input and a better understanding of their place in the organisation's direction.
- Employee desire for more career and development opportunities is very strong across the AFP.
- Most employees find the style of their immediate manager both effective and motivating.

APS 2002 STAFF OPINION AND ANALYSIS SURVEY

The survey service providers were chosen to implement the survey as part of the integration with AFP. The questionnaire was developed from employee focus groups conducted across all stations. The results gave APS and AFP leadership understanding of the issues important to APS employees.

## Key findings

A review of employee motivation levels for APS indicated:

- *Interest* was low, suggesting that far too few employees felt involved, enthusiastic and stimulated at work.
- *Satisfaction* was good, suggesting there were some opportunities for greater employee individuality.
- *Commitment* was excellent, suggesting that most people were in their right field of endeavour.

Employee responses revealed that:

- The relatively low score on *Job* means that for many employees, the work provides insufficient challenge and use of their individual skills and abilities.
- The negative score on *Organisation* means that the leadership, systems and organisation dynamics were not providing sufficient impetus and support for employee motivation.
- The negative score on *Career* means that there were too few real opportunities for recognition and development, to such a point that lack of these opportunities had a seriously negative impact on employee motivation.
- The moderate score on *Manager* means that for a small majority of the employees, APS had in place an effective and motivating immediate manager or team leader style.

## AFP 2003 STAFF OPINION AND ANALYSIS SURVEY

The AFP 2003 survey was conducted on 26 March 2003. A 93% response rate was achieved in National, 85% was achieved in ACT Policing and 89% was achieved in the APS.

The 2003 survey followed on from both the AFP 2001 and APS 2002 surveys and delivered comparative reporting on key measures obtained from both previous surveys. A secondary purpose of the 2003 survey was to capture the attitudes of employees' responses to the then National Management Team endorsed actions undertaken in response to previous survey findings.

## Key findings

Overall the survey results have improved from the last survey and the responses revealed:

- Most members enjoyed their *Job*, found it challenging and made good use of their skills and abilities.
- The *Organisation* has a greater sense of purpose and clarity and members felt well treated as individuals. Most members were seeking more opportunities for input and relief from overwork and pressure.
- Opportunities for recognition and development increased but members were seeking further opportunities for *Career* and development.
- Members found the style of their immediate *Manager* both effective and motivating.

Employee motivation is high and increased from the 2001 and 2002 surveys.

- *Interest*- employee needs for bonding and workplace interaction were very high.
- *Satisfaction* - employee needs for individual achievement were very good.
- *Commitment* - employee alignment with AFP goals were excellent.