



Highlights Report Former RBA Staff Overall

RBA Review Former Staff Survey 2022

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RESPONSES:
107 of 128

RESPONSE RATE:
84%

EXPLORING YOUR RESULTS



Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.



Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.



Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.



Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.



Generally a difference of $-/+$ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

EMPLOYEE ENGAGEMENT IS MORE THAN SIMPLY JOB SATISFACTION OR COMMITMENT TO AN ORGANISATION. IT IS THE EXTENT TO WHICH EMPLOYEES ARE MOTIVATED, INSPIRED AND ENABLED TO IMPROVE AN ORGANISATION'S OUTCOMES.

YOUR EMPLOYEE ENGAGEMENT INDEX SCORE		77			RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS
SAY	17g. Overall, I am satisfied with my job	56	14	30	56%	-19 ↓	
	20b. I am proud to work in the RBA	93			93%	+17 ↑	
	20c. I would recommend the RBA as a good place to work	56	24	21	56%	-13 ↓	
	20d. I believe strongly in the purpose and objectives of the RBA	94			94%	+10 ↑	
STAY	20a. I feel a strong personal attachment to the RBA	86		8	86%	+26 ↑	
	20g. I feel committed to the RBA's goals	93			93%	+10 ↑	
STRIVE	17e. I suggest ideas to improve our way of doing things	89		8	89%	+2	
	17f. I am happy to go the 'extra mile' at work when required	93			93%	+2	
	20f. I work beyond what is required in my job to help the RBA achieve its objectives	88		11	88%	+7 ↑	
	20h. The RBA really inspires me to do my best work every day	55	21	25	55%	-3	

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



ABOUT YOU

RESPONSE SCALE

%

1. How do you describe your gender?

Man or male		56%
Woman or female		41%
Non-binary		0%
I use a different term		0%
Prefer not to say		3%

2. How old were you at your last birthday?

Under 20 years		0%
20 to 29 years		15%
30 to 39 years		48%
40 to 49 years		24%
50 to 59 years		9%
60 or older		4%
Prefer not to say		0%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ABOUT YOU

RESPONSE SCALE

%

3. What was your last classification level when you worked at the RBA?

Trainee		1%
Graduate		3%
Level 1-2 (or equivalent)		1%
Level 3-4 (or equivalent)		73%
Level 5-6 (or equivalent)		21%
Deputy Head or Head of Department or Assistant Governor, Deputy Governor, Governor		1%

4. How long did you work at the RBA?

Less than a year		6%
1 to up to 3 years		24%
3 to up to 5 years		16%
5 to up to 7 years		21%
7 to up to 10 years		16%
More than 10 years		17%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ABOUT YOU

RESPONSE SCALE

%

5. In which department of the RBA did you work the longest?

Banking Department		3%
Note Issue Department		3%
Payments Settlements Department		4%
Workplace Department		1%
Information Technology Department		10%
Enterprise Data Office		1%
Economic Analysis Department		32%
Economic Research Department		6%
Domestic Markets Department		7%
International Department		11%
Financial Stability Department		6%
Payments Policy Department		2%
Audit Department		7%
Finance Department		3%
Human Resources Department		2%
Information Department		1%
Risk and Compliance Department		0%
Secretary's department		1%
Other		1%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ABOUT YOU

RESPONSE SCALE

%

6. Were you employed on a full-time basis?

Yes		97%
No		3%

7. How long has it been since you exited from the RBA?

Less than 1 month		0%
Between 1 month to less than 3 months		3%
From 3 months to less than 6 months		6%
From 6 months to less than 12 months		9%
12 or more months ago		80%
Prefer not to say		2%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ABOUT YOU

RESPONSE SCALE

%

8. Do you currently access any of the following flexible working arrangements?

Part time		7%
Flexible hours of work		12%
Compressed work week		0%
Job sharing		2%
Working away from the office/working from home		33%
None of the above		45%

9. In which country were you born?

Australia		62%
Other country		38%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR














AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ABOUT YOU

	RESPONSE SCALE	%
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10. How would you describe your cultural identity?

Aboriginal and/or Torres Strait Islander		0%
African (including Central, West, Southern and East African)		1%
Australian		53%
English, Irish, Scottish or Welsh		7%
Central and/or South American		0%
Central Asian		0%
East and/or South-East Asian		18%
European (including Western, Eastern and South-Eastern European, and Scandinavian)		8%
Maori		0%
Middle Eastern and/or North African		1%
New Zealander		1%
North American		1%
Pacific Islander		0%
South Asian		6%
Other		2%
Prefer not to say		3%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ABOUT YOU

RESPONSE SCALE

%

11. Do you speak a language other than English at home?

No, English only		67%
Yes, other		33%

12. Do you have an ongoing disability?

Yes		1%
No		96%
Prefer not to say		3%

13. Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?

Yes		4%
No		93%
Prefer not to say		4%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ABOUT YOU






RESPONSE SCALE

%

14. Do you have carer responsibilities?

Yes		28%
No		72%

15. What is your highest level of educational attainment?

Year 12 or below		0%
TAFE certification		0%
Bachelors Degree		18%
Bachelors Degree with Honours		31%
Graduate Diploma/Graduate Certificate		7%
Masters Degree		35%
PhD/other postgraduate degree		9%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

ABOUT YOU

RESPONSE SCALE

%

16. What is your main field of study?

Field of Study	Response Scale	%
Natural and physical sciences		0%
Information technology		11%
Engineering and related technologies		4%
Computer science		4%
Data science		2%
Architecture and building		0%
Agriculture environmental and related studies		0%
Politics and International studies		0%
Law		2%
Health and medical sciences		1%
Education		0%
Management and commerce		5%
Finance		8%
Economics		60%
Public policy		0%
Social sciences		0%
Creative arts		0%
Other (please specify)		4%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

GENERAL IMPRESSIONS: CURRENT JOB

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS
17a. My job gave me opportunities to utilise my skills		80%	+1
17b. The work I did gave me a sense of accomplishment		66%	-10 ↓
17c. I was satisfied with the recognition I received for doing a good job		38%	-29 ↓
17d. I was satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		65%	-11 ↓
17h. I understand how my role contributed to achieving an outcome for the Australian public		72%	-21 ↓
17i. I am confident that if I had requested a flexible work arrangement, my request would be given reasonable consideration		56%	-22 ↓
17j. Where appropriate, I was able to take part in decisions that affected my job		39%	-31 ↓
17k. I felt I had the same opportunities as anyone else of my ability or experience		40%	-27 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



GENERAL IMPRESSIONS: DEPARTMENT HEADS AND DEPUTY HEADS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM APS
18a. My Dept Head/Deputy Heads communicated effectively	46	20	35	46%	-24 ↓
18b. My Dept Head/Deputy Heads ensured that work effort contributed to the strategic direction of the RBA	51	25	25	51%	-23 ↓
18c. My Dept Head/Deputy Heads promoted cooperation within and between departments	37	31	31	37%	-30 ↓
18d. My Dept Head/Deputy Heads encouraged innovation and creativity	32	25	42	32%	-33 ↓
18e. My Dept Head/Deputy Heads created an environment that enables us to deliver our best	32	26	41	32%	-32 ↓
18f. My Dept Head/Deputy Heads allocated resources to manage risk appropriately	37	34	28	37%	-
18g. My Dept Head/Deputy Heads encouraged a range of views, including those different to their own	34	22	44	34%	-
18h. I felt like my Dept Head/Deputy Heads objectively considered other views when their ideas were challenged	30	30	39	30%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



GENERAL IMPRESSIONS: ASSISTANT GOVERNORS, DEPUTY GOVERNORS AND GOVERNOR

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM APS
19a. The senior leadership worked as a team	44	31	26	44%	-10↓
19b. The senior leadership clearly articulated the direction and priorities for the organisation	36	28	37	36%	-28↓
19c. Communication between senior leadership and other employees was effective	24	21	55	24%	-30↓
19d. The senior leadership communicated effectively	31	23	46	31%	-
19e. The senior leadership promoted cooperation within and between departments	21	36	44	21%	-
19f. The senior leadership encouraged innovation and creativity	19	27	54	19%	-
19g. The senior leadership created an environment that enabled staff to deliver their best	26	28	47	26%	-
19h. The senior leadership allocated resources to manage risk appropriately	39	30	32	39%	-
19i. The senior leadership encouraged a range of views, including those different to their own	21	26	53	21%	-
19j. The senior leadership objectively considered other views when their ideas were challenged	19	33	48	19%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



GENERAL IMPRESSIONS: RBA

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM APS
20e. The RBA supported and actively promoted an inclusive workplace culture	51	23	25	51%	-27 ↓
20i. Change was managed well in the RBA	12	26	62	12%	-33 ↓
20j. The RBA valued the different ideas of staff and drew on these in decision-making	22	18	61	22%	-
20k. The RBA took into account the views of a broad range of external stakeholders	24	30	46	24%	-
20l. When the RBA was subject to public criticism, the RBA tried to objectively consider the issues	30	29	40	30%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR




Positive Neutral Negative



DEVELOPING CAPABILITY

	RESPONSE SCALE	%
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23. Do you think there were skills or capability gaps in at the RBA?

Yes		71%
No		20%
Not sure		9%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEVELOPING CAPABILITY

RESPONSE SCALE

%

24. What skills or capabilities were below the level needed for effective performance at the RBA?

Written communication		2%
Oral communication		3%
Information and communications technology (ICT) or digital		6%
Data		4%
Strategic policy		5%
Change management		9%
Risk management		5%
Leadership		15%
Human resources		8%
Collaboration and stakeholder engagement		8%
Creativity and innovation		11%
Project and program management		6%
Commercial awareness and business acumen		8%
Technical skills		3%
Subject matter expertise		4%
Other		2%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEVELOPING CAPABILITY

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS
25. I was able to access relevant formal and informal learning and development when and where required.		81%	+7
26. Career development discussions at the RBA helped staff to pursue their desired career pathway and goals		24%	-
27. I had sufficient opportunity at the RBA to provide feedback on my supervisor		34%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PRODUCTIVITY AND WAYS OF WORKING

The extent to which the following act as a barrier to performing at your best	RESPONSE SCALE			% POSITIVE	VARIANCE FROM APS
28a. Lack of clarity around my role and responsibilities	67	23	9	67%	0
28b. Lack of clarity around priorities	52	28	20	52%	-4
28c. Too many competing priorities	58	24	18	58%	+25 ↑
28d. Administrative processes within the RBA	29	32	39	29%	-3
28e. The technology within the RBA	40	36	24	40%	+6 ↑
28f. Internal communication within the RBA	36	32	32	36%	-14 ↓
28g. Lack of inclusiveness in the RBA	60	18	22	60%	-21 ↓
28h. Multiple layers of decision making within the RBA	16	23	61	16%	-15 ↓
28i. Authority for decision making was at a higher level than required	24	20	56	24%	-22 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PRODUCTIVITY AND WAYS OF WORKING

The extent to which the following act as a barrier to performing at your best	RESPONSE SCALE			% POSITIVE	VARIANCE FROM APS
28j. A low appetite for risk within the RBA	23	25	52	23%	-26 ↓
28k. Resistance to experimentation with new ideas	17	32	52	17%	-39 ↓
28l. Mobility between areas was not supported	60	20	20	60%	-7 ↓
28m. Flexible work practices were not supported	65	21	14	65%	-5 ↓
28n. Lack of management of staff underperformance issues	44	24	32	44%	-
28o. Lack of staff accountability	52	21	27	52%	-
28p. Lack of management accountability	34	20	46	34%	-
28q. Lack of addressing underperforming managers	28	17	55	28%	-
28r. Siloed work practices	24	25	51	24%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



DIVERSITY AND INCLUSION

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM APS
29. The RBA was committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Aboriginal and Torres Strait Islander, LGBTIQ+)	56	23	20	56%	-
30. Personal background was not a barrier to success in the RBA	37	24	38	37%	-
31. I felt safe to speak up and challenge the way things were done at the RBA	26	25	48	26%	-
32. The RBA's diversity and inclusion strategy was effective	28	38	34	28%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative
















RECRUITMENT AND RETENTION

RESPONSE SCALE

%

34. Why did you leave the RBA (select all that apply)?

Lack of future career opportunities at the RBA		18%
Try a different type of work or to seek a career change		7%
Not satisfied with the work		9%
To further my skills in another area		4%
Achieved all I could in my position		7%
Not able to access the flexible working arrangements that I require		1%
Expected to do more work than I reasonably could		1%
Did not have a sense of belonging to my workgroup		1%
Leadership was of a poor quality		9%
I could receive a higher salary elsewhere		12%
I wanted to live elsewhere within Australia or overseas		4%
I experienced unacceptable behaviours (such as bullying or harassment)		5%
I don't think my work performance was fairly assessed in comparison to others		6%
I wished to pursue a promotion opportunity		6%
To pursue further study		1%
Secondment to another organisation		2%
Retired		1%
Other		4%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RECRUITMENT AND RETENTION

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM APS
35. I had confidence in the way recruitment decisions were made	28	27	44	28%	-
36. The RBA generally selected capable people to do the job	58	19	23	58%	-
37. The RBA encouraged diversity of thought through recruitment	35	22	43	35%	-
38. In considering people for promotion, the RBA placed enough emphasis on technical ability	56	14	31	56%	-
39. In considering people for promotion, the RBA placed enough emphasis on effective management and leadership skills	13	18	69	13%	-
40. The RBA valued diversity in recruitment as a way of facilitating different views and expertise	21	36	43	21%	-
41. Opportunities at the RBA were awarded on merit	22	36	42	22%	-
42. Processes for awarding opportunities at the RBA were transparent	15	17	68	15%	-
43. I feel I had an equal chance at promotion at RBA	13	29	58	13%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



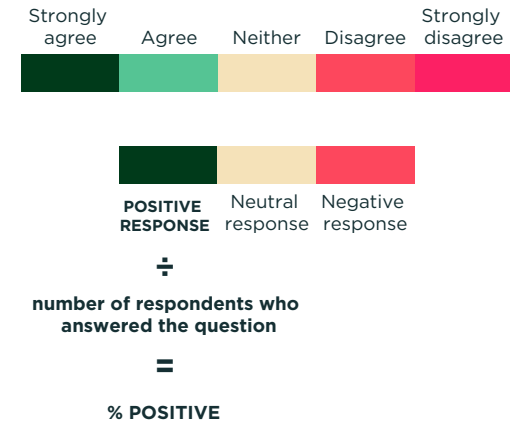
GUIDE TO THIS REPORT

YOUR BENCHMARK DATA

BIG VILLAGE FACILITATES A BENCHMARKING PROGRAMME WHICH ALLOWS ORGANISATIONS TO BENCHMARK THEIR RESULTS AGAINST THE RESULTS OF OTHER ORGANISATIONS IN THEIR SECTOR. IN THIS REPORT, THE EXTERNAL BENCHMARK DATA IS THE AVERAGE % POSITIVE SCORE ACHIEVED FROM RECENT APS SURVEY.

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



ANONYMITY

IT IS BIG VILLAGE'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR PARENT UNIT AND THE ORGANISATION OVERALL.

ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					