

# PUBLIC SECTOR REPUTATION INDEX 2023



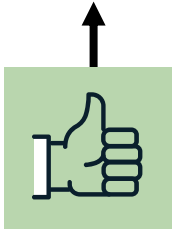
Australia



KANTAR PUBLIC

**The Public Sector Reputation Index is a globally validated model which our New Zealand team have evolved over the last seven years to work in a public sector setting. The model contains 16 reputation attributes, which each sit under one of four pillars: trust, social responsibility, leadership and fairness.**

## REPUTATION SCORE



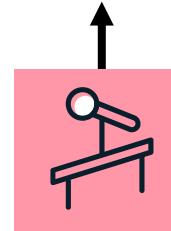
### TRUST

- Listens to the public's point of view
- Uses taxpayer money responsibly
- Is trustworthy
- Can be relied upon to protect individuals' personal information
- Has the best of intentions



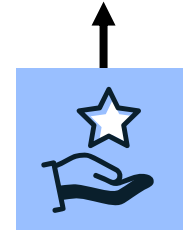
### SOCIAL RESPONSIBILITY

- Behaves in a responsible way towards the environment
- Is a positive influence on society
- Has a positive impact on people's mental and physical wellbeing



### LEADERSHIP

- Is a forward looking organisation
- Contributes to economic growth
- Is easy to deal with in a digital environment
- Is a successful and well-run organisation



### FAIRNESS

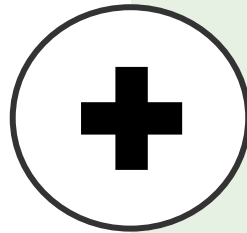
- Treats their employees well
- Deals fairly with people regardless of their background or role
- Works positively with Aboriginal and Torres Strait Islander people
- Works positively with Culturally and Linguistically Diverse (CALD) people

**This year represents the first time we have extended the Reputation Index into Australia and Singapore.**

**STARTED THE INDEX IN 2016**



**New Zealand**



**JOINING THE INDEX THIS YEAR**



**Australia**



**Singapore**

# What did we do?

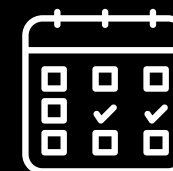


**3183**

interviews conducted to reflect the views of all Australians



Nationally representative sample by age, gender, state and territory.



**Fieldwork dates:**

27 March to 6 April 2023

# 39

We asked respondents about 39 Australian federal public sector departments and agencies.

 Australian Government Attorney-General's Department	 Australian Government Austrade	 Australian BORDER FORCE	 ABC	 Australian Bureau of Statistics	 acma	 Australian Competition & Consumer Commission	 Australia Council for the Arts
 AUSTRALIAN DEFENCE FORCE	 AFP AUSTRALIAN FEDERAL POLICE	 Australian Human Rights Commission <i>everyone, everywhere, everyday</i>	 Australian Government Australian Public Service Commission	 ASIC Australian Securities & Investments Commission	 Australian Government Australian Sports Commission	 Australian Government Australian Taxation Office	 Australian Government Bureau of Meteorology
 Australian Government Civil Aviation Safety Authority	 CSIRO	 Australian Government Department of Agriculture, Fisheries and Forestry	 Australian Government Department of Climate Change, Energy, the Environment and Water	 Australian Government Department of Education	 Australian Government Department of Employment and Workplace Relations	 Australian Government Department of Foreign Affairs and Trade	 Australian Government Department of Health and Aged Care
 Australian Government Department of Home Affairs	 Australian Government Department of Industry, Science and Resources	 Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts	 Australian Government Department of Social Services	 Australian Government The Treasury	 Australian Government Department of Veterans' Affairs	 ndia	 Australian Government Productivity Commission
 RESERVE BANK OF AUSTRALIA	 safe work australia	 centrelink	 Australian Government Child Support Agency	 medicare	 Australian Government Department of Health and Aged Care Therapeutic Goods Administration	 TOURISM AUSTRALIA	

# 1. Why is reputation important?



Australia

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# A good reputation translates into greater social license to operate, which can help departments and agencies be more effective in their roles by...



Making it easier to  
shift the dial on  
**citizen behaviour**



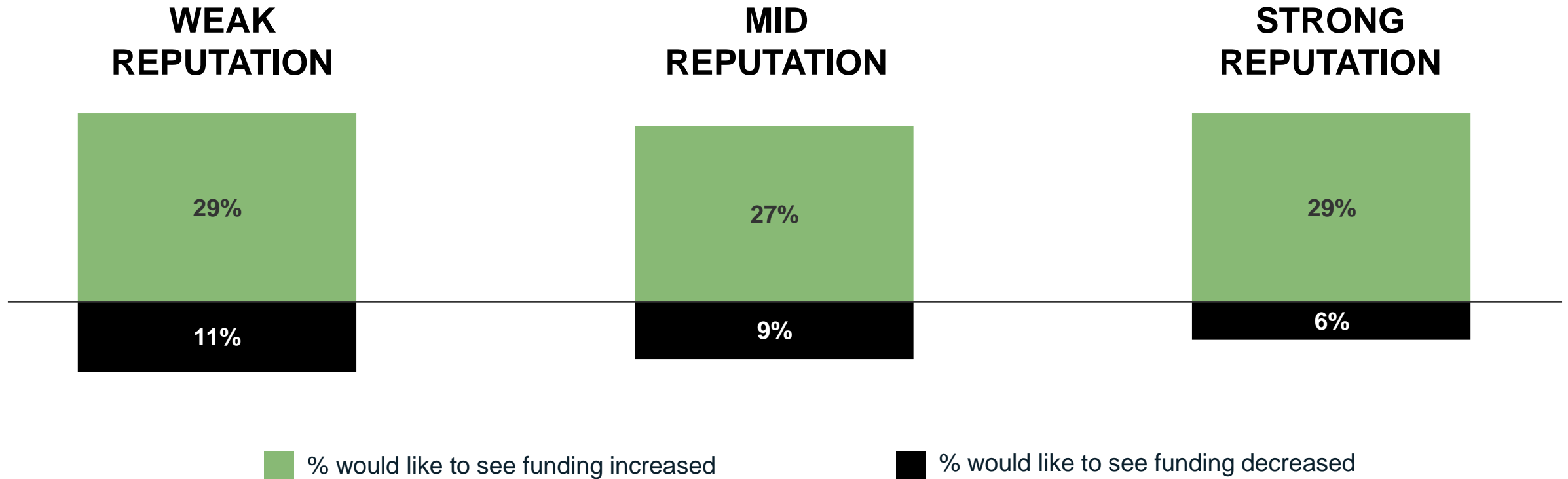
Fostering  
**public investment**  
in reforms and new  
programmes



Fostering public  
**support for funding**

For example, Australians are more likely to want to see funding decreased for those agencies with relatively weak reputations.

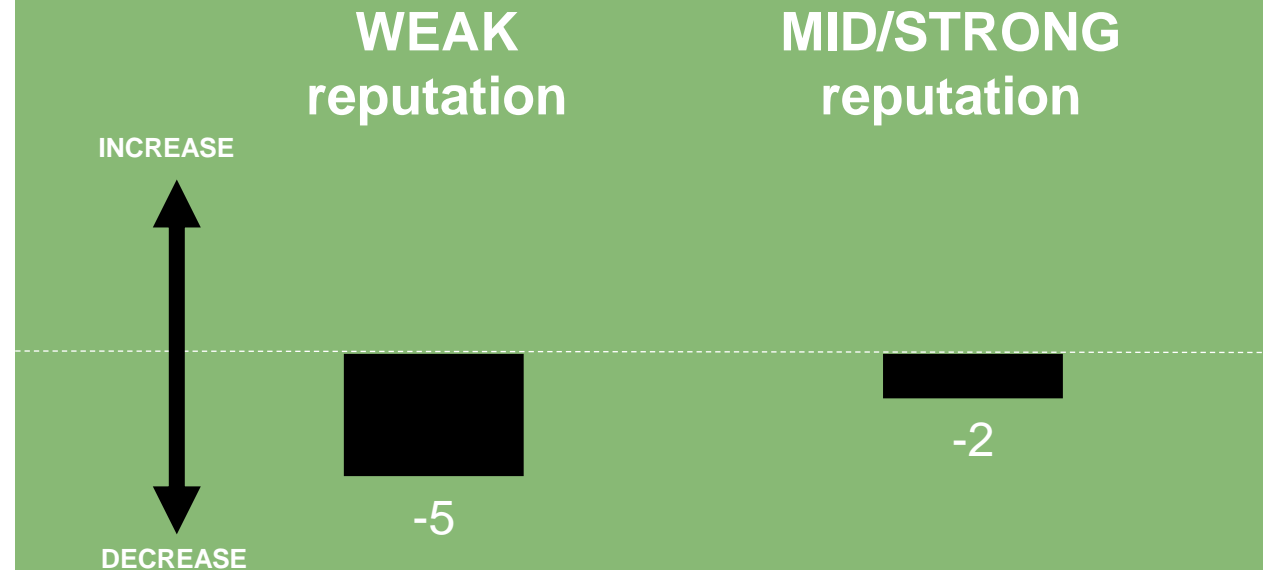
**SUPPORT FOR REDUCED FUNDING BY STRENGTH OF REPUTATION (%)**





Data gathered through the New Zealand Public Sector Index showed agencies with stronger reputations also tend to find it easier to “ride out the storm” when faced with negative publicity

Average change in reputation score when media/comms sentiment drops 10 percentage points plus\*



2.

**Who has  
the strongest  
reputation  
in 2023?**



**Australia**

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# Overall Reputation 2023

## TOP 10

CSIRO, Bureau of Meteorology and Civil Aviation Safety Authority make up the top three agencies on the index this year.

In general top-performing agencies tend to be science led or focused on ensuring the safety of Australians.

73	 Commonwealth Scientific and Industrial Research Organisation	68	 TOURISM AUSTRALIA
71	 Australian Government Bureau of Meteorology	68	 <b>medicare</b>
70	 Australian Government Civil Aviation Safety Authority	68	 Australian Human Rights Commission <i>everyone, everywhere, everyday</i>
68	 <b>safe work australia</b>	67	 Australian Government Department of Agriculture, Fisheries and Forestry
68	 Australian Bureau of Statistics	67	 Australian Government Department of Health and Aged Care Therapeutic Goods Administration



# Overall Reputation

FEDERAL DEPARTMENTS

## TOP 5

Out of the government departments listed on the index, the Department of Agriculture, Fisheries and Forestry leads the way.

#1



Australian Government  
Department of Agriculture,  
Fisheries and Forestry

#2



Australian Government  
Department of Industry,  
Science and Resources

#3



Australian Government  
Department of Veterans' Affairs

#4



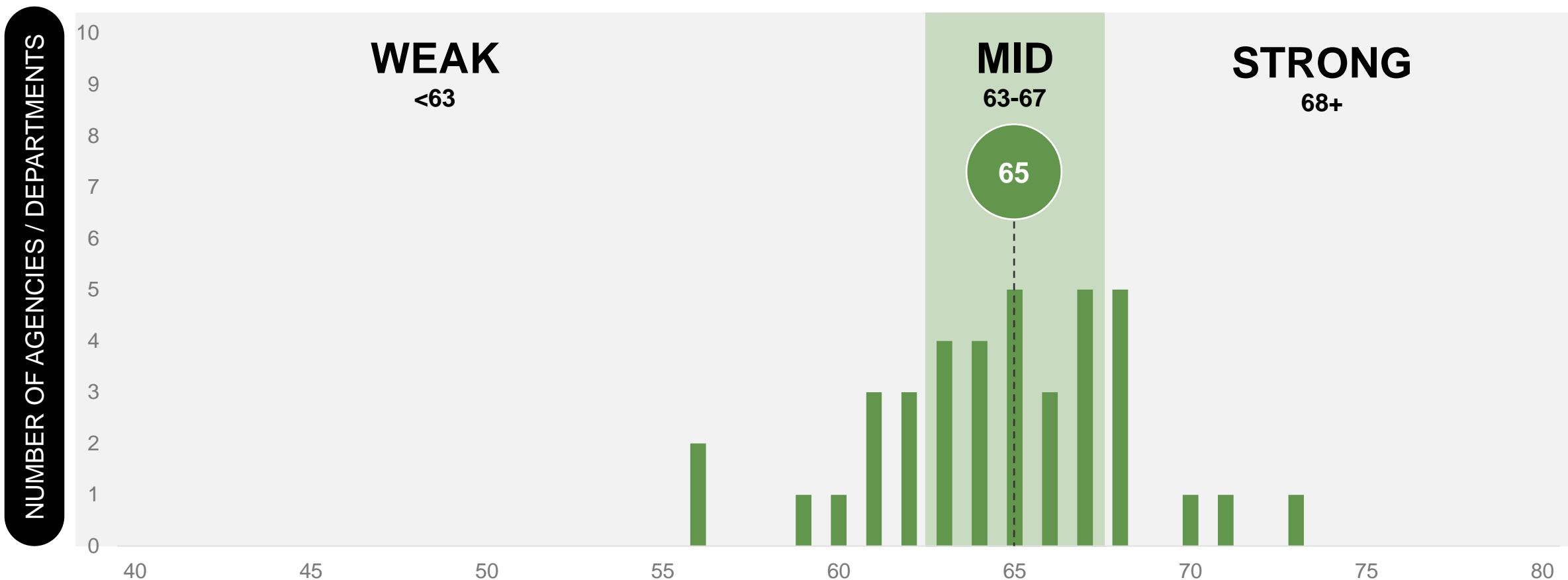
Australian Government  
Department of Foreign Affairs and Trade

#5

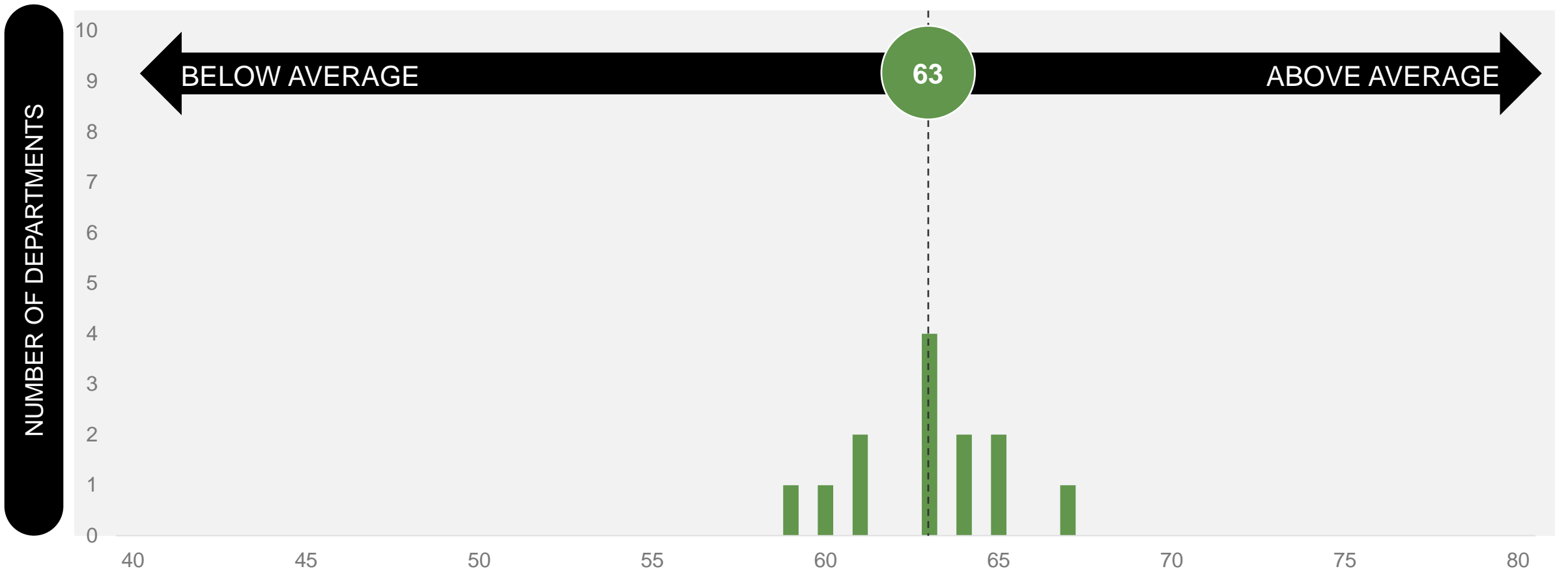



Australian Government  
Department of Employment  
and Workplace Relations

This chart shows the distribution of reputation scores for all the departments and agencies on the index. A score of 65 represents the average. A score of 68 or higher means a department or agency has a strong reputation relative to other agencies on the index.



When we consider government departments in isolation, the average reputation score is slightly lower at 63. It's likely departments will find it more challenging to build a strong reputation in comparison to some of the other agencies on the index. This is because government departments may have less opportunity to interact with the public due to the nature of their work.





# What makes for a **strong** reputation?

## Reputation is built in one of three ways...



Media



Personal  
experience



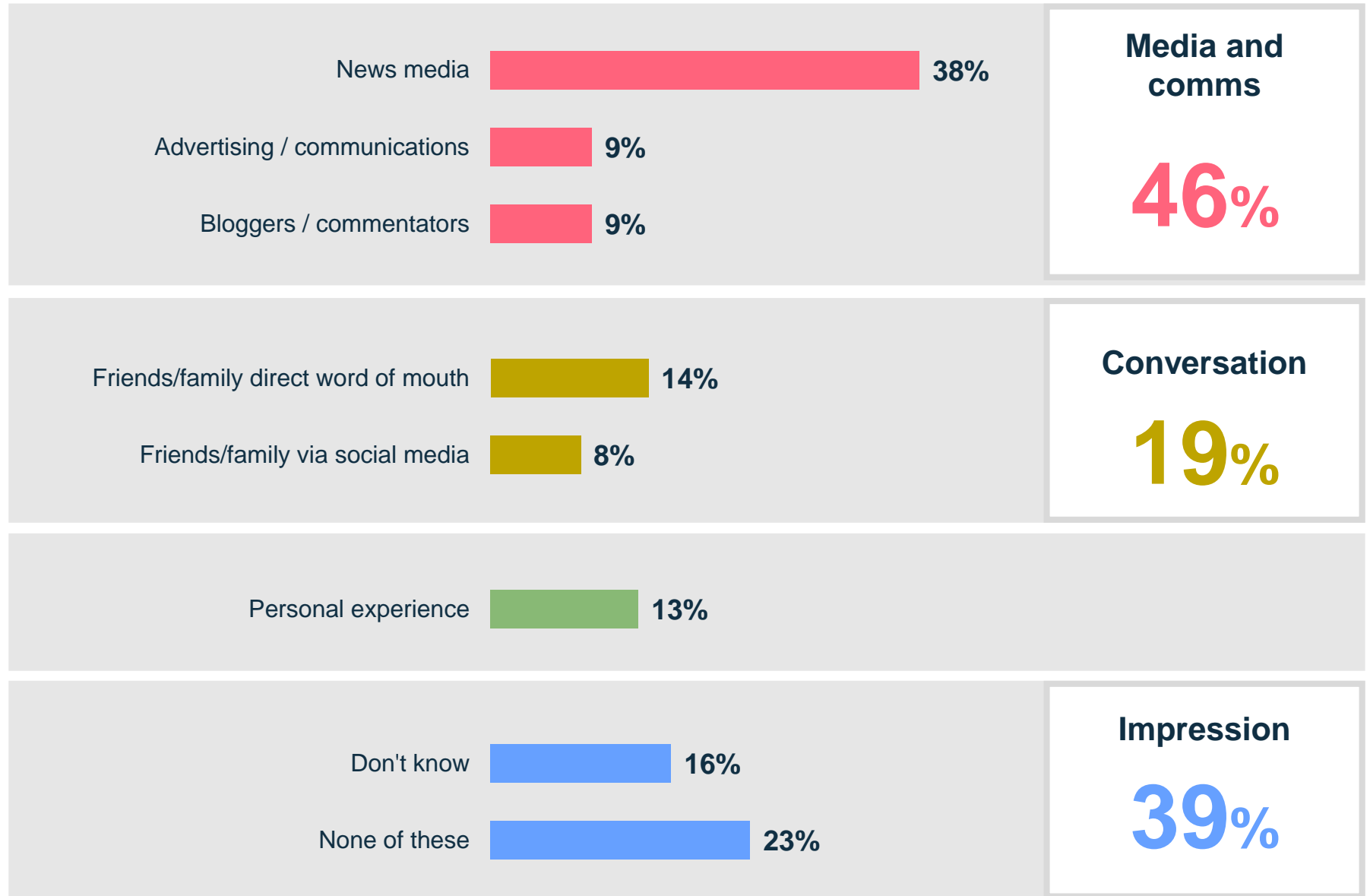
General impression /  
gut feel

**Conversation plays a supporting role in telling each department or agency's story, which in turn may be picked up and amplified by the news media or agency advocates.**



# SOURCE OF REPUTATION

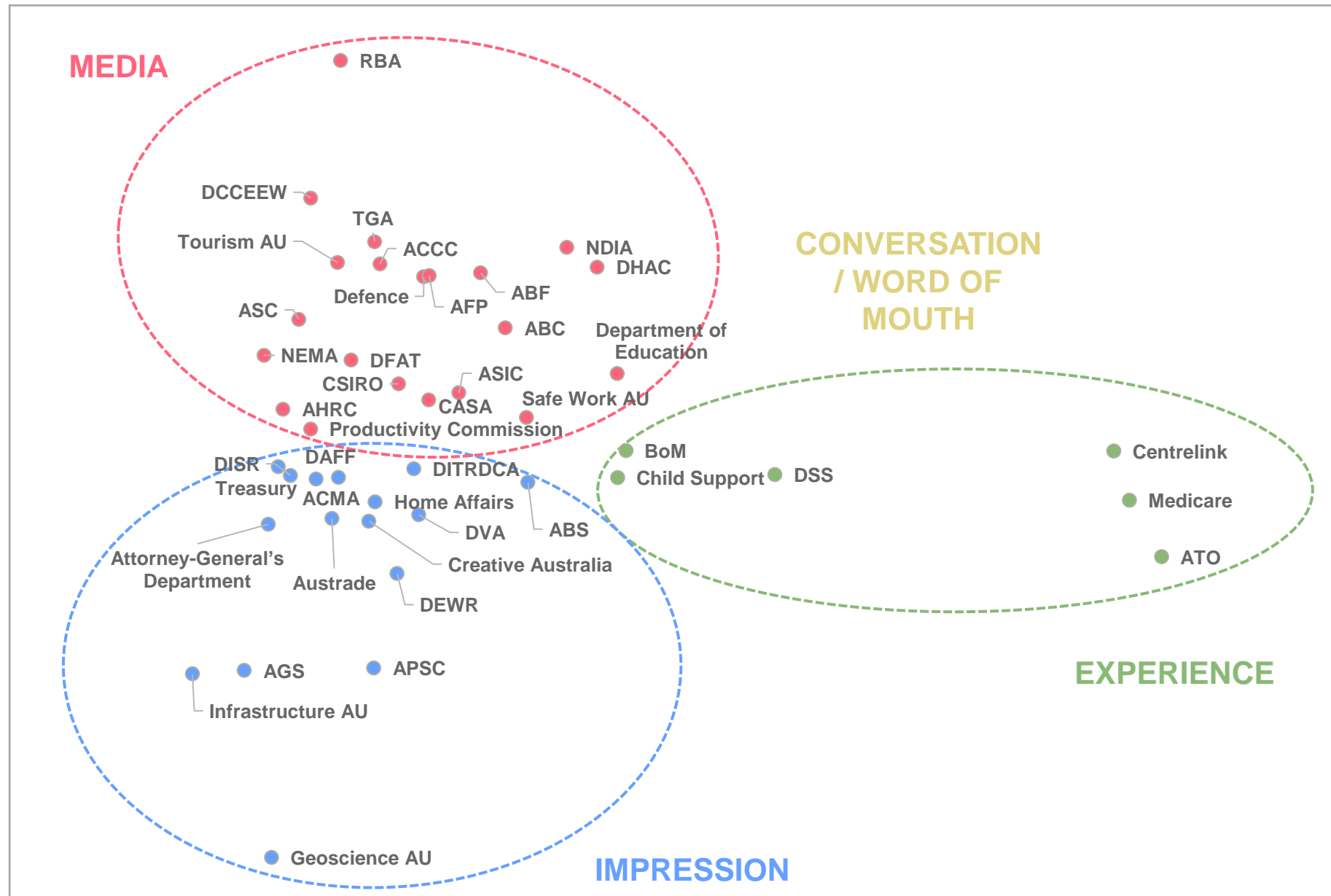
Media and comms has the biggest influence on reputation, especially the news media.



# SOURCE OF REPUTATION

Sources of influence do vary by agency though.

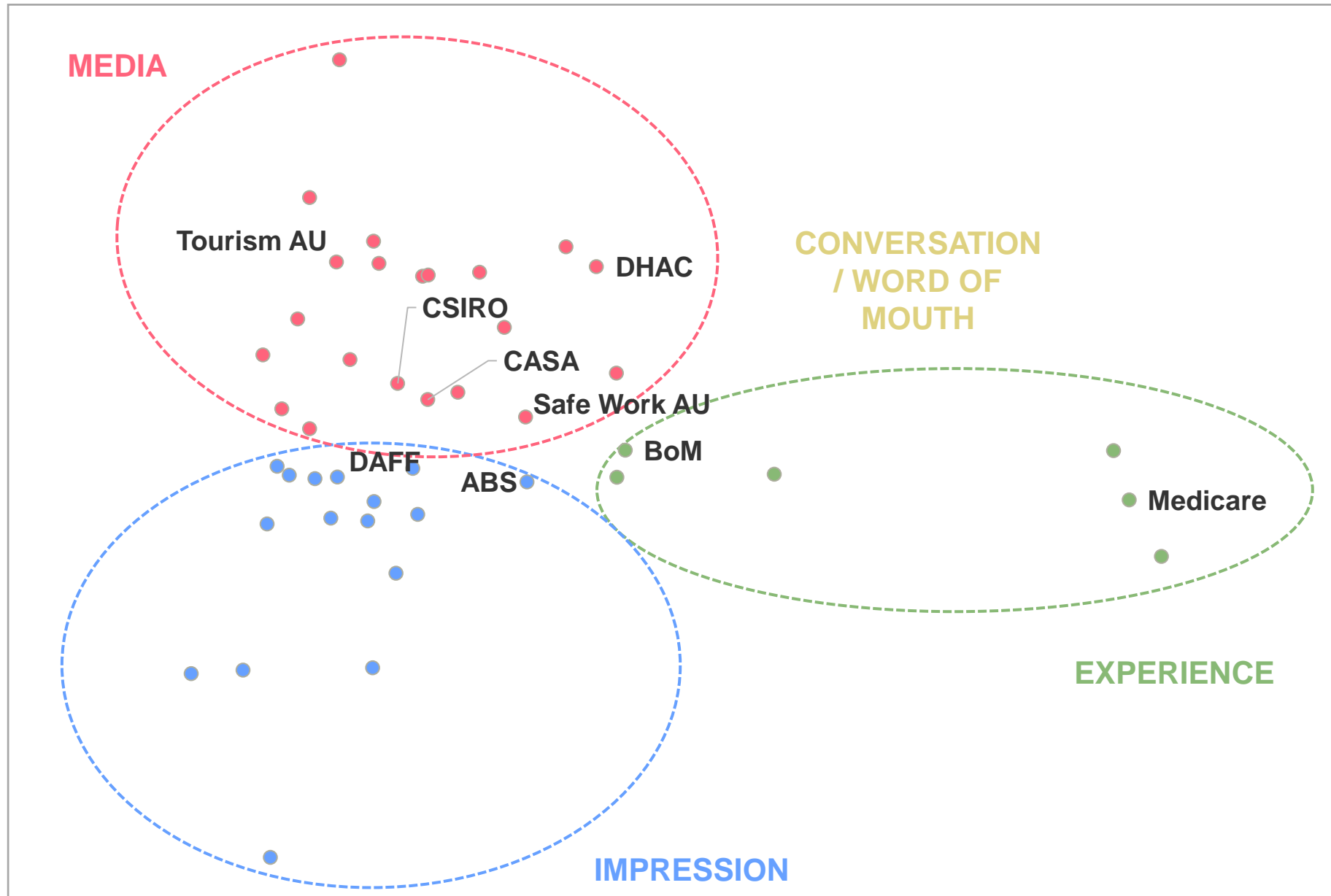
Experience or impression are the most importance influence for just over half of departments and agencies (56%).



# SOURCE OF REPUTATION

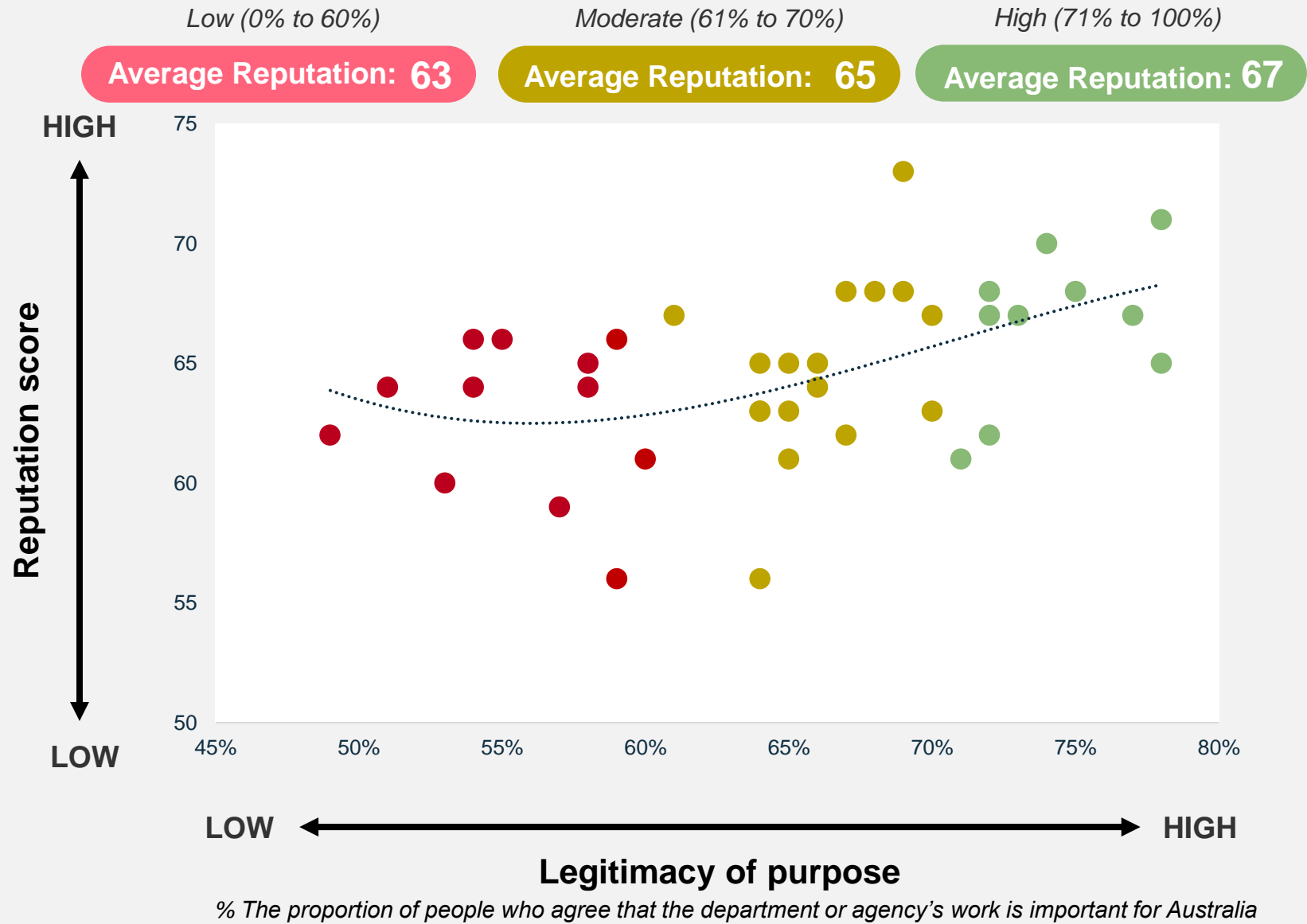
Focusing on our top 10, it is clear those agencies whose reputation is driven by media and comms have somewhat of a reputational advantage.

However, as demonstrated by Medicare, it is possible to have a strong reputation no matter what has a leading role in shaping reputation.



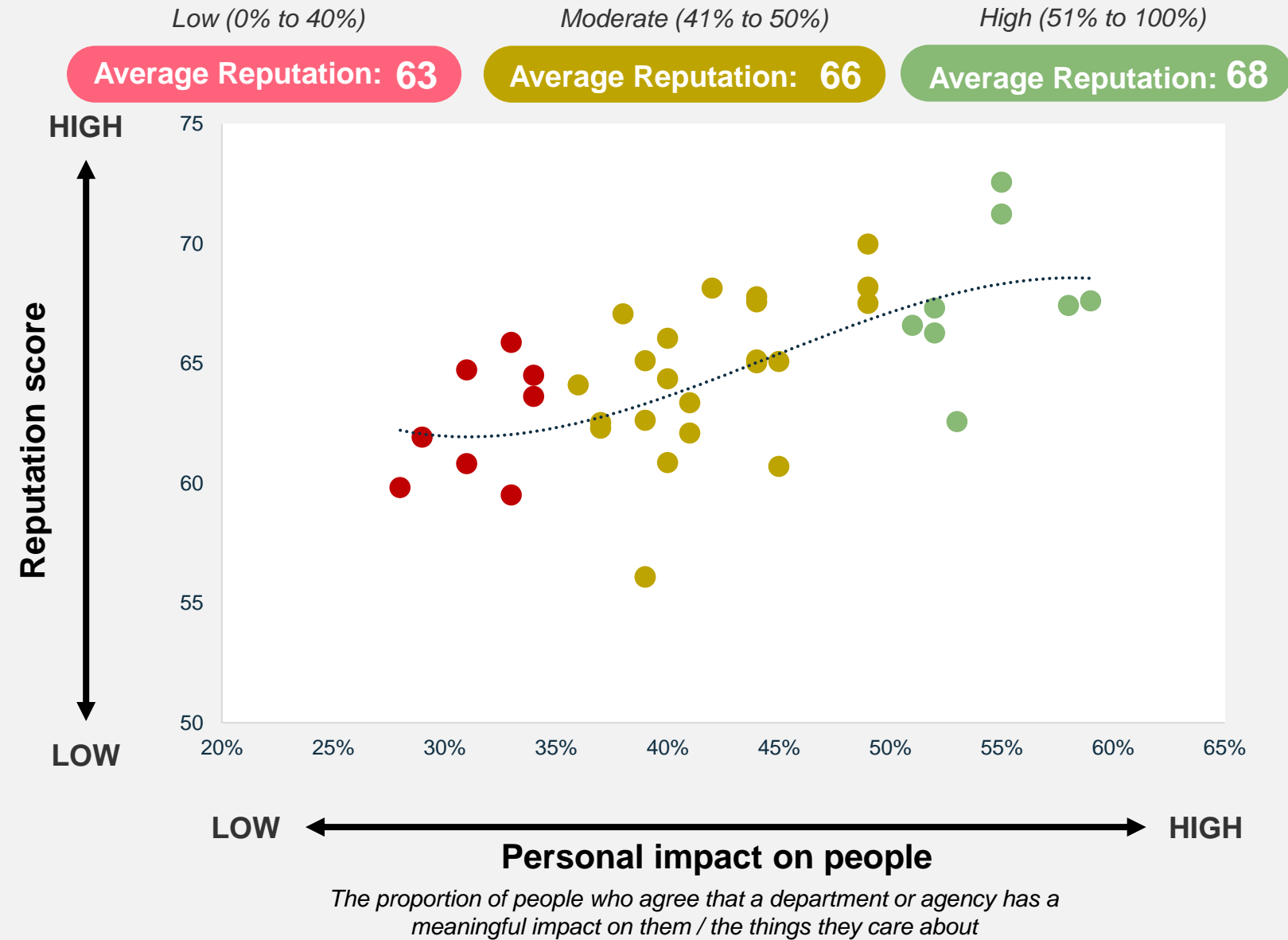
# LEGITIMACY OF PURPOSE

Government departments and agencies which have clearly established their purpose in the eyes of the public are at an advantage.



# PERSONAL IMPACT

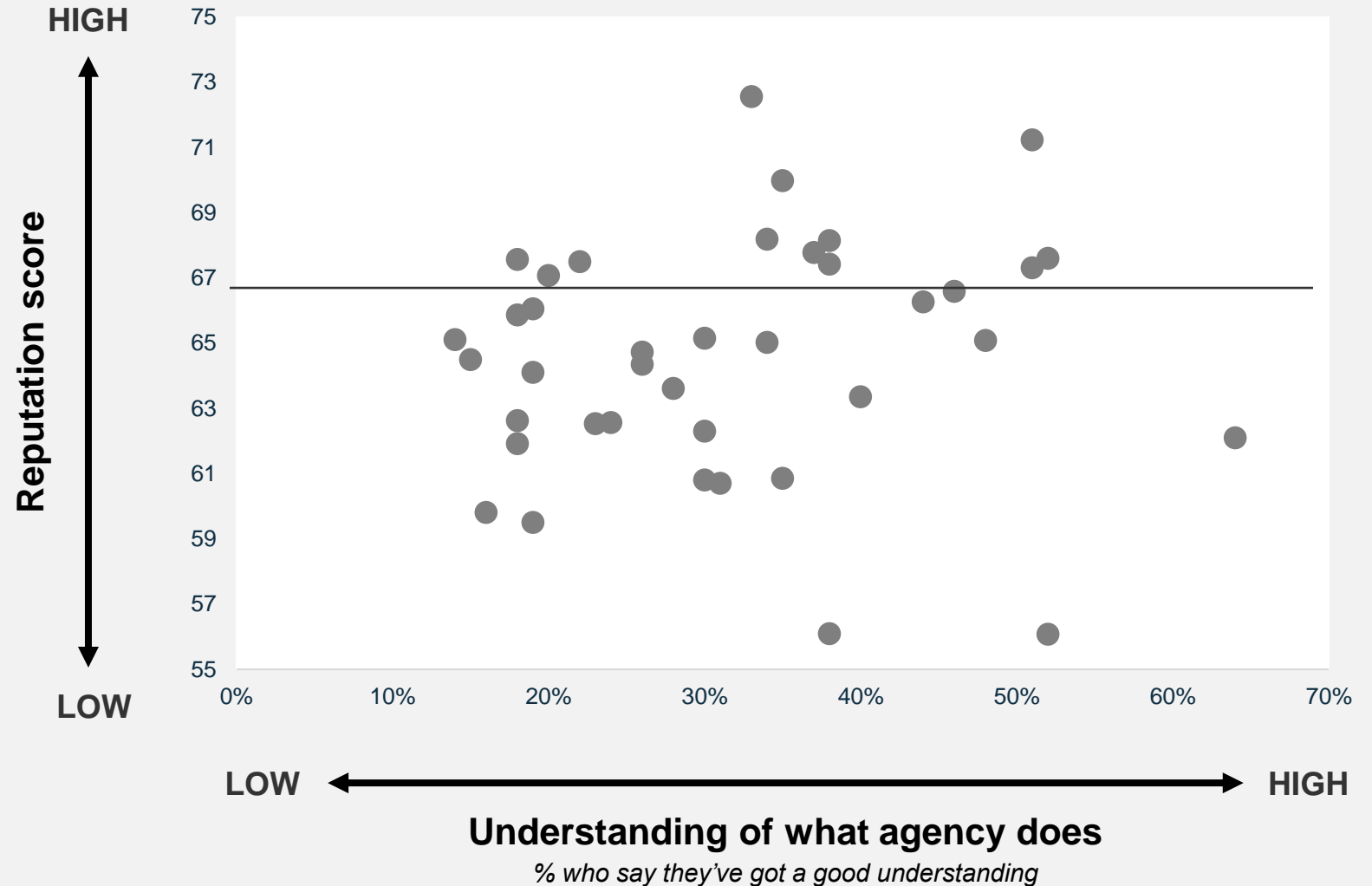
Furthermore, agencies whose work is perceived to have a meaningful impact on individuals are more likely to have a high reputation score.



# KNOWLEDGE / UNDERSTANDING

The public's impression of the importance of an agency's work, and the perceived impact of that work is more important than the extent of their knowledge of what the agency actually does.

The chart to the right shows a non-existent relationship between understanding of what an agency does, and reputation.



**When taken together, these findings suggests people rely more on ‘system 1’ than ‘system 2’ when forming their opinions of a government department or agency. This has clear implications for how we might go about building reputation through comms...**

## **SYSTEM 1**

**Quick**

**Subconscious**

**Everyday**



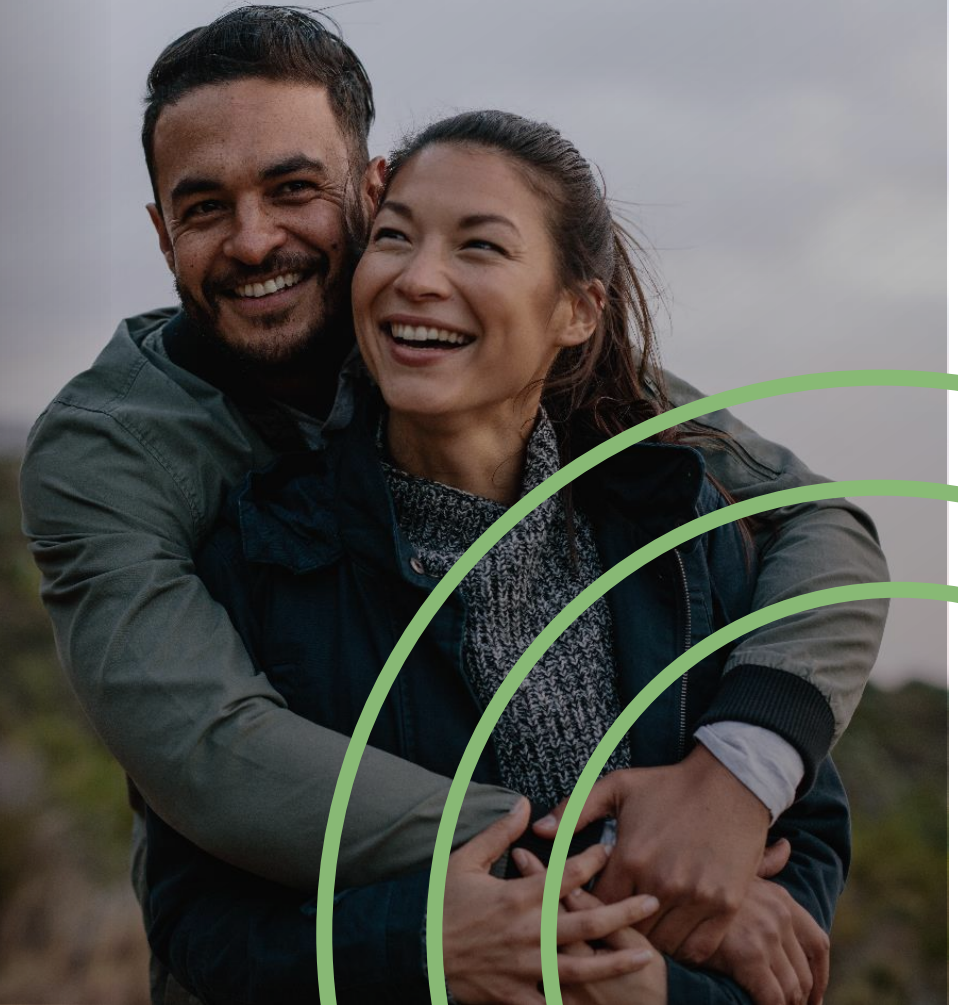
## **SYSTEM 2**

**Rational**

**Considered**

**Effortful**

You cannot rely on a purely rational approach to improve reputation - trying to increase people's knowledge of exactly what it is you do. **It's changing how you make people *feel* that's really going to move the dial.**





3.

## Reputational pillars



Australia

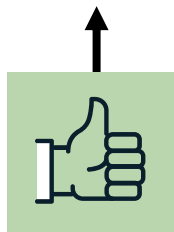
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As part of our analysis, we calculate the relative importance of each pillar on reputation. Overall, trust is the most important pillar for building a strong reputation, followed by social responsibility and leadership.

**REPUTATION SCORE**



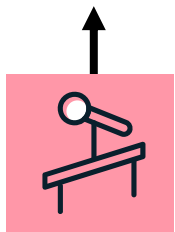
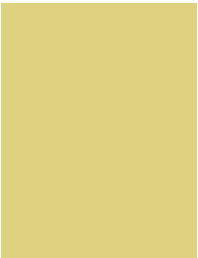
**TRUST**

29%



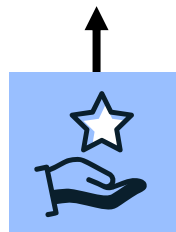
**SOCIAL RESPONSIBILITY**

26%



**LEADERSHIP**

26%



**FAIRNESS**

19%



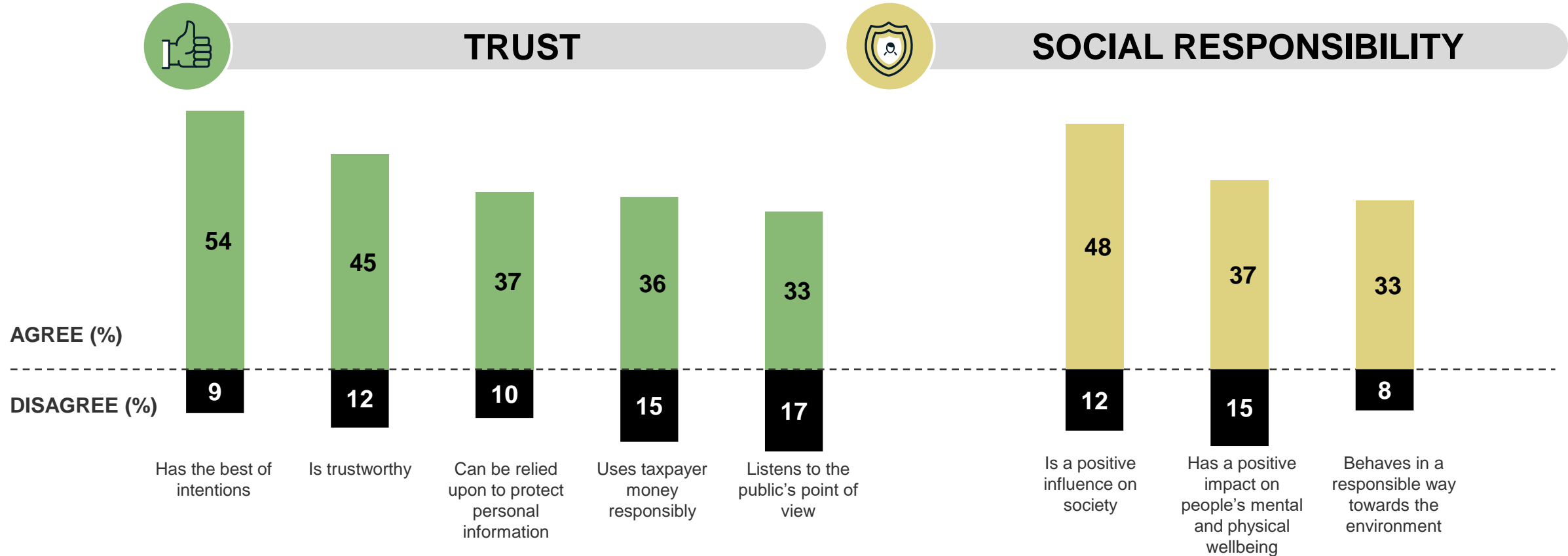
Pillar impact on reputation

On the whole, federal departments and agencies are performing best on the areas that matter most to their reputation. It's likely some of the attributes underpinning the Fairness pillar are hygiene factors – less important, but only while departments and agencies are performing to an acceptable standard as deemed by the public.

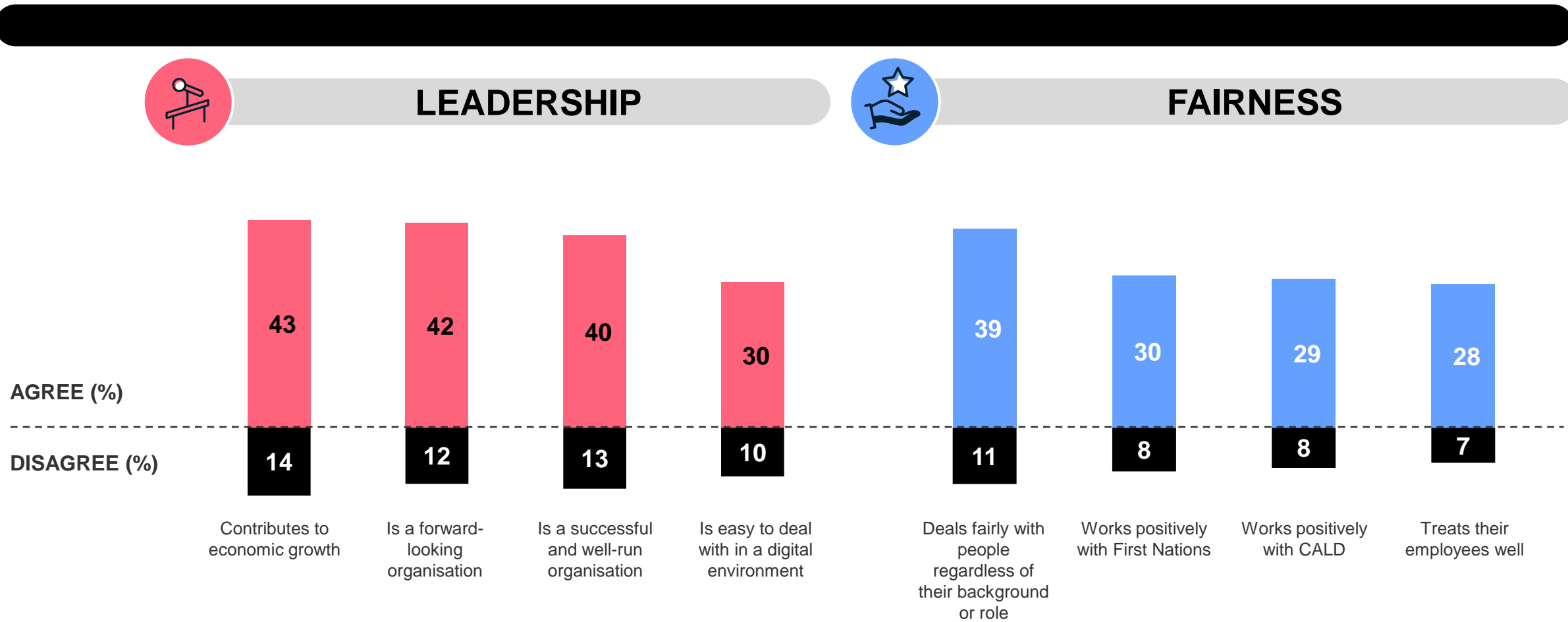
## IMPORTANCE OF PILLARS BY PERFORMANCE



This slide shows average levels of agreement and disagreement for the trust and social responsibility statements. There is an opportunity for departments and agencies to engage in more community consultation, and actively demonstrate they are listening to the public. This includes closing any feedback loops.



**Citizens are pointing to the need to be able to engage with departments and agencies digitally. There is relatively low levels of agreement with the fairness statements across the board – but low levels of disagreement suggest this is an awareness problem, not a perception problem.**



4.

# Country comparisons



## Australia

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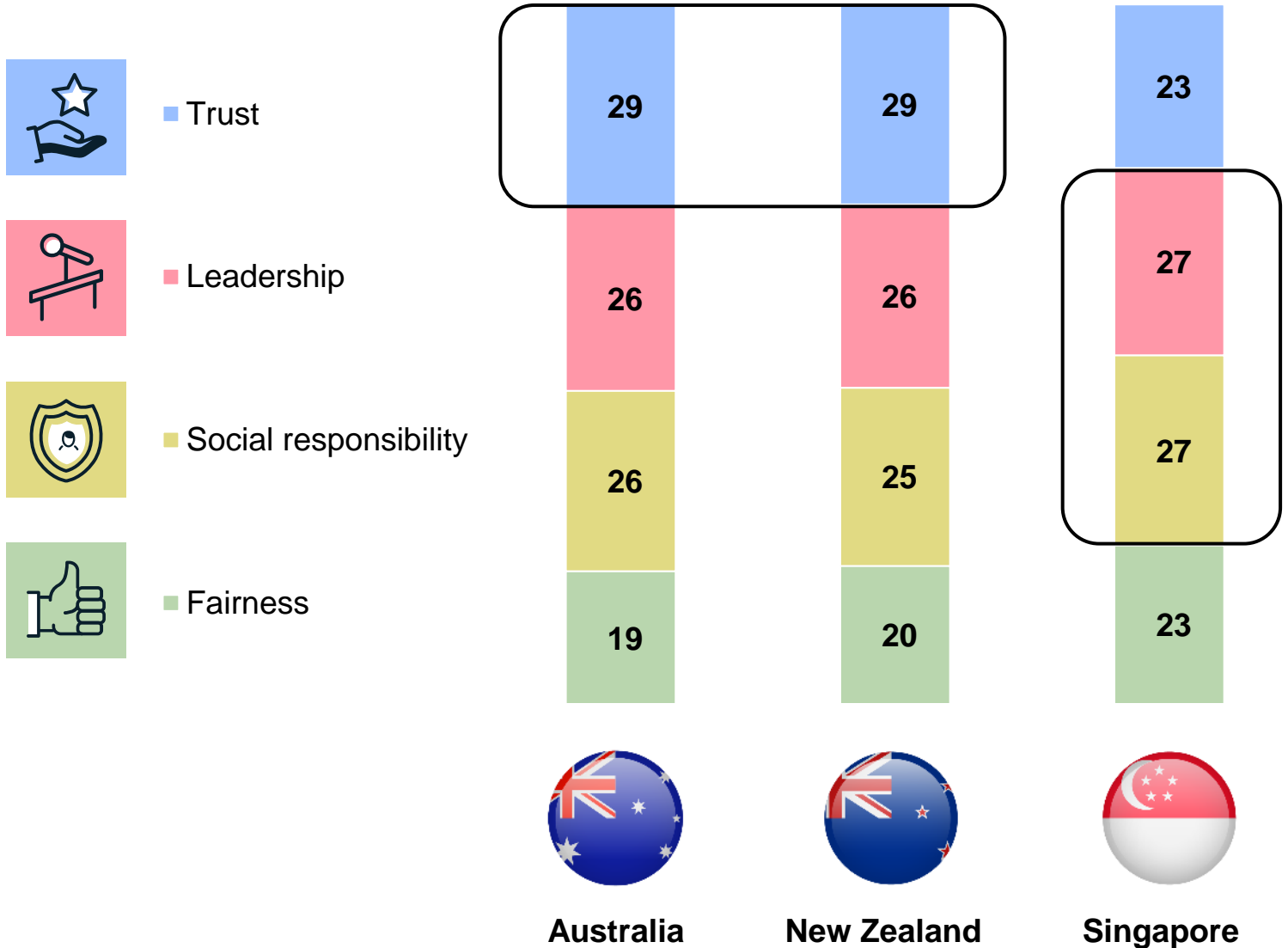
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In general, the aspects of reputation important to Australians and New Zealanders are consistent - with trust the most important factor in both countries.

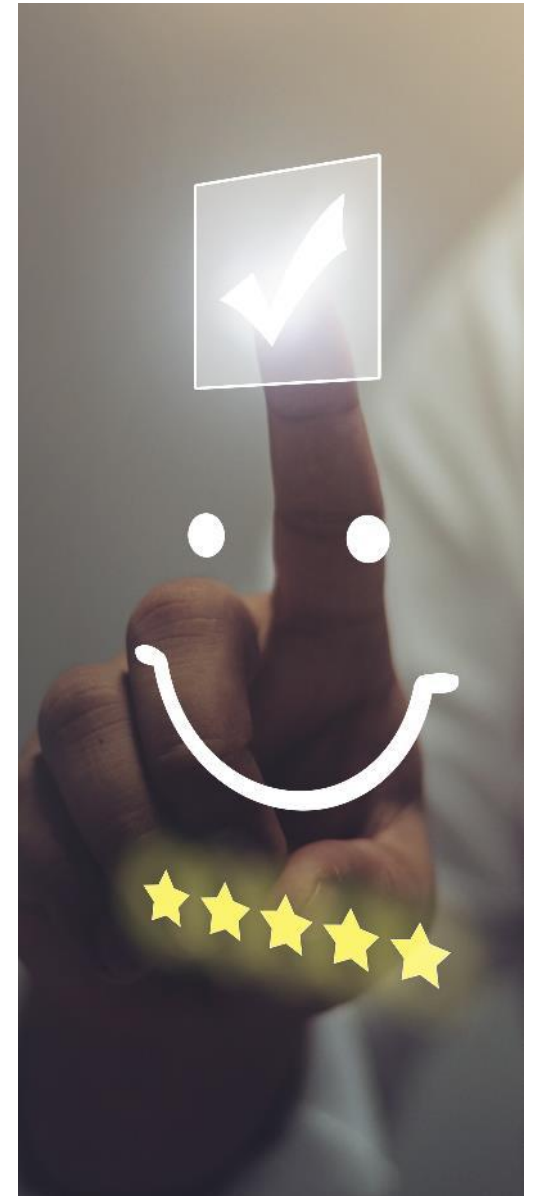
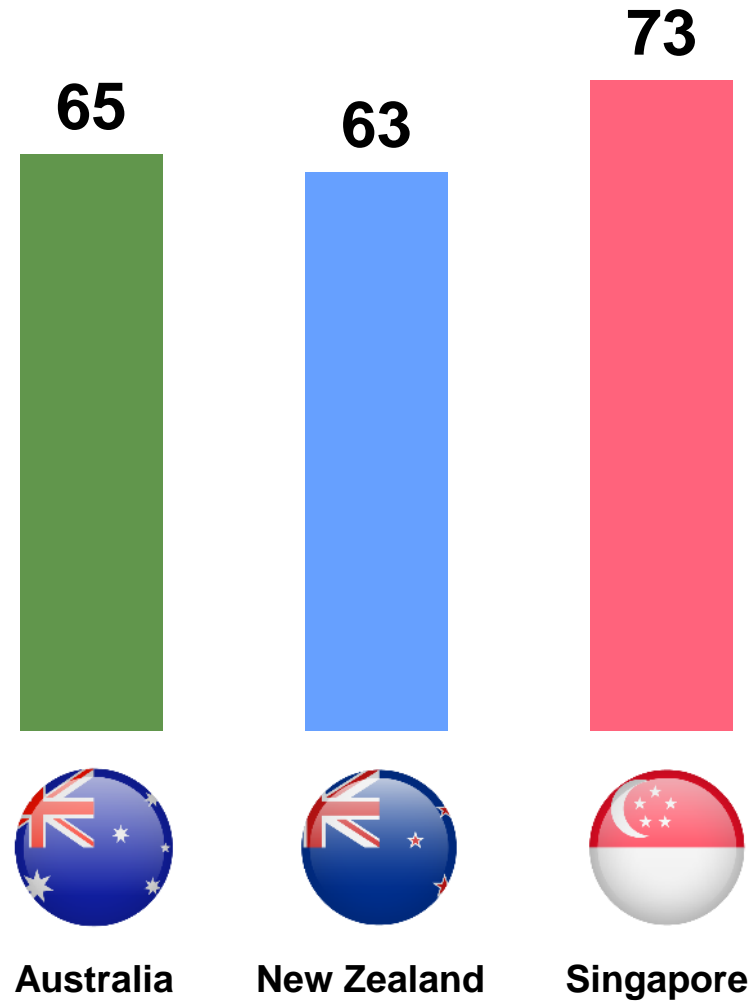
A different pattern is seen in Singapore however, with social responsibility and leadership coming out on top.

Pillar impact on reputation for each country (%)



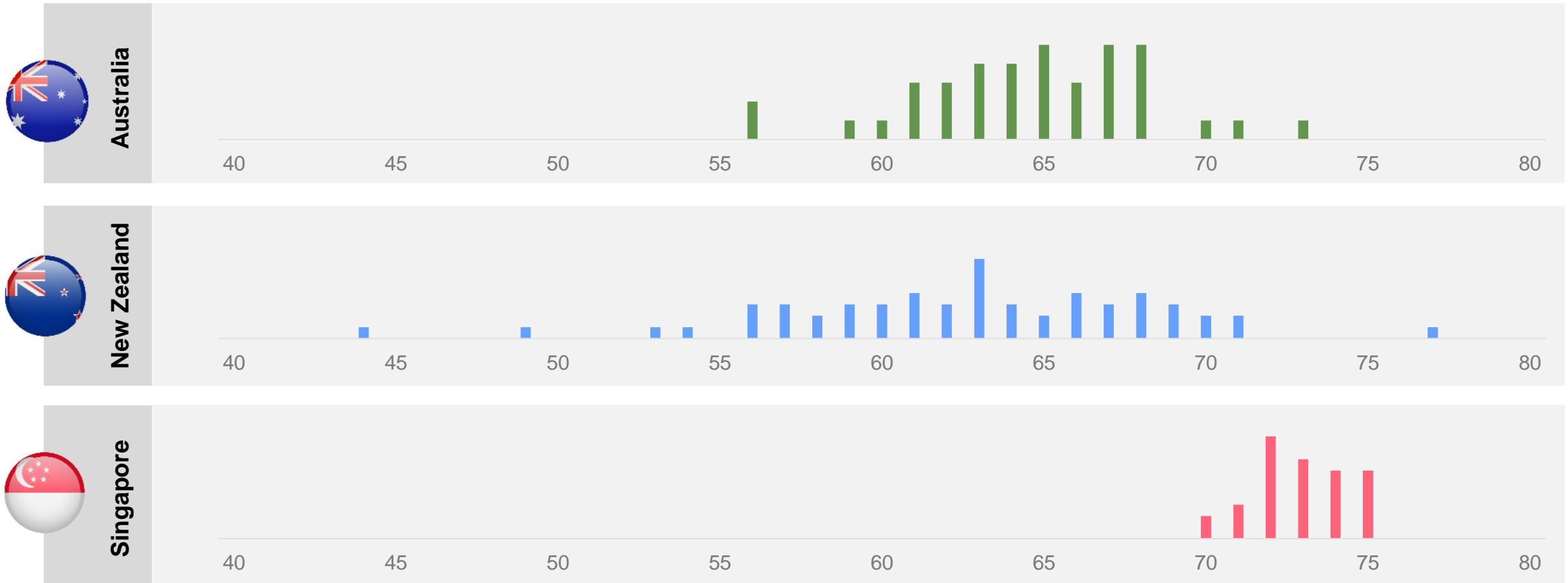
Singapore's average reputation score is well ahead of both Australia and New Zealand, which scores similarly.

Average reputation score by country





However, we find far greater variation in scores for Australia and New Zealand compared to Singapore; meaning Singapore agencies are performing more consistently.



The top agencies in Australia and New Zealand are similar in that they are either science led or primarily concerned with protecting the people who live there.



## Australia



Commonwealth  
Scientific and Industrial  
Research Organisation



Australian Government  
Bureau of Meteorology



Australian Government  
Civil Aviation Safety Authority



safe work australia



## New Zealand



Department of  
Conservation  
*Te Papa Atawhai*



NEW ZEALAND  
CUSTOMS SERVICE  
TE MANA ĀRAI O AOTEAROA



TE OPE KĀTUA O AOTEAROA  
DEFENCE FORCE

Part of the reason for high scores for the Singapore Public Sector might be relatively high levels of positive sentiment in media coverage.

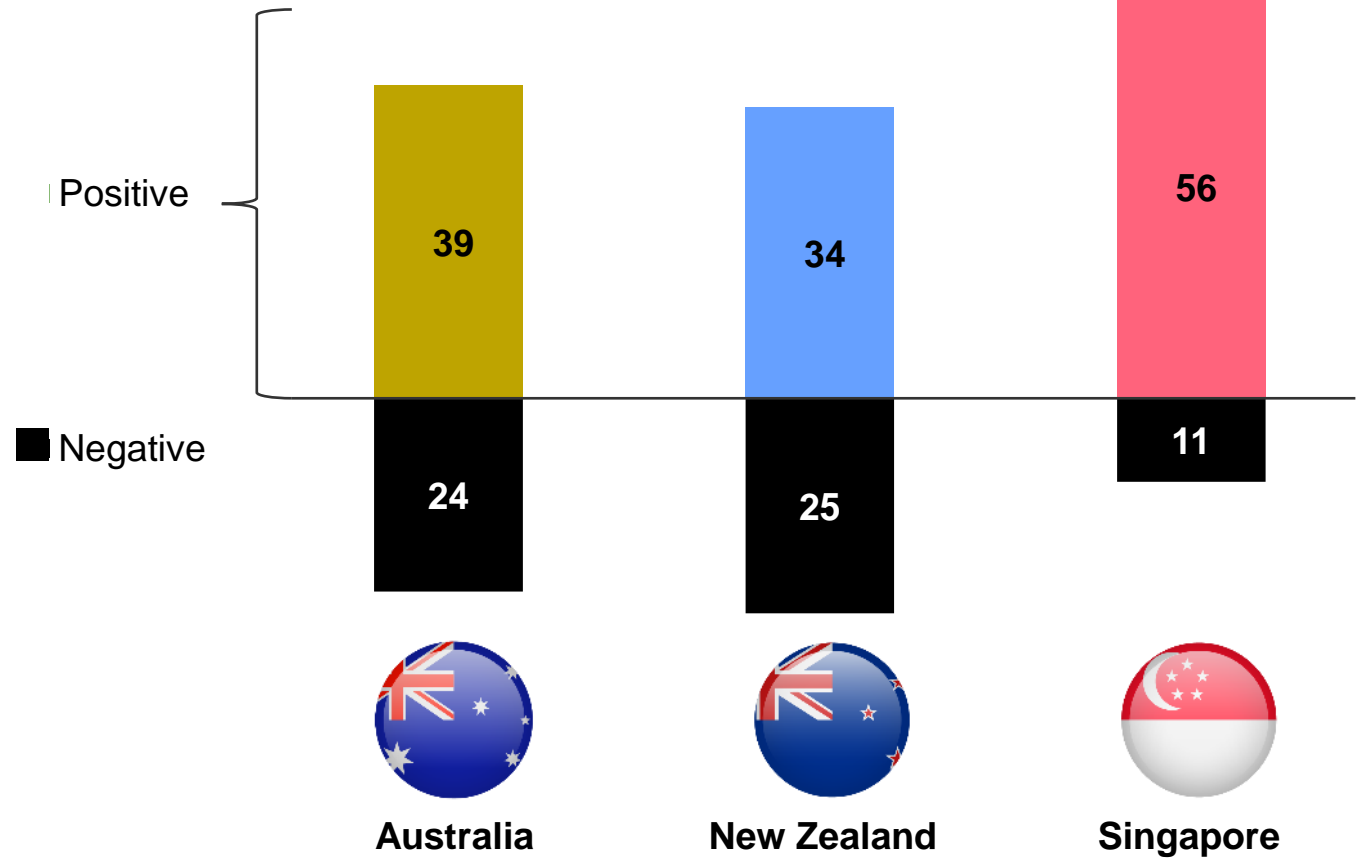
## AWARENESS AND SENTIMENT OF MEDIA COVERAGE (%)

Seen / heard about organisation (last 12 months)

38%

46%

48%



# 5.

## Key take outs



Australia

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**1**

## **Media and comms has the greatest influence**

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**Media and comms has the greatest influence on the reputation of around half the departments and agencies on the index.**

**Even if your department or agency is not currently in the media and comms bucket right now, this could change!**

**2**

## **Opportunities to enhance experience**

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**There is an opportunity to improve the experience citizens have with federal departments and agencies by increasing citizen engagement and improving the ease of interacting with them digitally.**

**3**

## **Focus on the ‘why’ not the ‘how’.**

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**Strengthening reputation is about building positive brand associations, not about educating people on exactly what it is your department or agency does.**

**This report represents a broad overview of reputation in the Australian public sector; however if you want detailed results for your own department or agency we are offering custom reports.**

**In addition to your department or agency's reputation score, pillar scores and scores on each of the 16 reputational attributes, the custom reports provide you with detailed information on...**



**AWARENESS**



**UNDERSTANDING OF  
WHAT YOU DO**



**ADVOCACY**



**LEGITIMACY OF PURPOSE**



**SUPPORT FOR FUNDING**



**SOURCE OF REPUTATION**

# Benchmarked against 3 to 6 departments or agencies of your choosing.

 Australian Government Attorney-General's Department	 Australian Government Austrade	 Australian BORDER FORCE	 ABC	 Australian Bureau of Statistics	 acma	 Australian Competition & Consumer Commission	 Australia Council for the Arts
 AUSTRALIAN DEFENCE FORCE	 AFP AUSTRALIAN FEDERAL POLICE	 Australian Human Rights Commission <i>everyone, everywhere, everyday</i>	 Australian Government Australian Public Service Commission	 ASIC Australian Securities & Investments Commission	 Australian Government Australian Sports Commission	 Australian Government Australian Taxation Office	 Australian Government Bureau of Meteorology
 Australian Government Civil Aviation Safety Authority	 CSIRO	 Australian Government Department of Agriculture, Fisheries and Forestry	 Australian Government Department of Climate Change, Energy, the Environment and Water	 Australian Government Department of Education	 Australian Government Department of Employment	 Australian Government Department of Foreign Affairs and Trade	 Australian Government Department of Health and Aged Care
 Australian Government Department of Home Affairs	 Australian Government Department of Industry, Science and Resources	 Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts	 Australian Government Department of Social Services	 Australian Government The Treasury	 Australian Government Department of Veterans' Affairs	 ndia	 Australian Government Productivity Commission
 RESERVE BANK OF AUSTRALIA	 safe work australia	 centrelink	 Australian Government Child Support Agency	 medicare	 Australian Government Department of Health and Aged Care Therapeutic Goods Administration	 TOURISM AUSTRALIA	

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