



Highlights Report ACIAR



CONTENT	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and Change	6
Workplace Conditions	7
Inclusion	9
Enabling Innovation	10
Wellbeing Policies and Support	11
Wellbeing	12
Performance	14
Retention	16
Unacceptable Behaviour	18
Demographics	21
Agency Position	22
Suggested Questions to Focus On	24
Time to Take Action	25
Guide to this Report	26

RESPONSES:
76 of 94
RESPONSE RATE:
81%

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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
SAY	Overall, I am satisfied with my job	73	12 15	73%	-13 ↓	0	-3	-1
	I am proud to work in my agency	85	13	85%	-8 ↓	+9 ↑	+2	+3
	I would recommend my agency as a good place to work	76	11 13	76%	-11 ↓	+8 ↑	+3	+3
	I believe strongly in the purpose and objectives of my agency	90	7	90%	+1	+6 ↑	+2	+1
STAY	I feel a strong personal attachment to my agency	65	21 14	65%	-14 ↓	+5 ↑	0	+1
	I feel committed to my agency's goals	89	10	89%	-2	+6 ↑	+3	+2
STRIVE	I suggest ideas to improve our way of doing things	93		93%	0	+7 ↑	+4	0
	I am happy to go the 'extra mile' at work when required	91		91%	-4	0	-1	-1
	I work beyond what is required in my job to help my agency achieve its objectives	77	18	77%	-12 ↓	-3	-3	-2
	My agency really inspires me to do my best work every day	66	20 14	66%	-10 ↓	+9 ↑	+5 ↑	+4

KEY

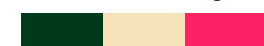


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP - IMMEDIATE SUPERVISOR



IMMEDIATE SUPERVISOR

THE IMMEDIATE SUPERVISOR SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SUPERVISOR IN LINE WITH THE *APS LEADERSHIP CAPABILITY FRAMEWORK*.

YOUR IMMEDIATE SUPERVISOR INDEX SCORE		74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	77	15 8	77%	-7 ↓	-2	-2	-2
	My supervisor can deliver difficult advice whilst maintaining relationships	74	12 14	74%	-7 ↓	-4	-4	-2
	My supervisor invites a range of views, including those different to their own	76	19	76%	-13 ↓	-6 ↓	-7 ↓	-6 ↓
	My supervisor encourages my team to regularly review and improve our work	77	12 11	77%	-3	-4	-3	-2
	My supervisor is invested in my development	73	20	73%	-2	-3	-3	-3
	My supervisor ensures that my workgroup delivers on what we are responsible for	78	12 9	78%	-6 ↓	-8 ↓	-9 ↓	-8 ↓
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	73	14 14	73%	-8 ↓	-4	-3	-2
	My immediate supervisor encourages me	68	21 11	68%	-15 ↓	-8 ↓	-9 ↓	-9 ↓
KEY		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		Positive Neutral Negative 		

LEADERSHIP - SES MANAGER



SES MANAGER

THE SES MANAGER SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SES MANAGER IN LINE WITH THE APS LEADERSHIP CAPABILITY FRAMEWORK.

YOUR SES MANAGER LEADERSHIP INDEX SCORE		67	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	63	23	14	63%	-8 ↓	-5 ↓	-7 ↓	-6 ↓
	My SES manager presents convincing arguments and persuades others towards an outcome	67	20	13	67%	-12 ↓	+6 ↑	+1	-3
	My SES manager promotes cooperation within and between agencies	67	26	7	67%	-14 ↓	+1	-4	-9 ↓
	My SES manager encourages innovation and creativity	67	21	11	67%	-14 ↓	+2	0	-3
	My SES manager creates an environment that enables us to deliver our best	61	20	19	61%	-11 ↓	-2	-6 ↓	-6 ↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	73	20	7	73%	-9 ↓	0	-4	-7 ↓
Other similar questions									
	In my agency, the SES work as a team	42	25	33	42%	-18 ↓	-11 ↓	-11 ↓	-16 ↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	56	21	24	56%	-7 ↓	-7 ↓	-6 ↓	-11 ↓
	In my agency, communication between SES and other employees is effective	51	25	24	51%	-8 ↓	-2	-1	-6 ↓
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	63	27	10	63%	-	-3	-7 ↓	-10 ↓
KEY AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR Positive Neutral Negative									

COMMUNICATION AND CHANGE



COMMUNICATION

THE COMMUNICATION SCORE MEASURES COMMUNICATION AT THE INDIVIDUAL, GROUP AND AGENCY LEVEL.

CHANGE

EFFECTIVE COMMUNICATION IS AN IMPORTANT PART OF ANY CHANGE PROCESS. NOTE THESE QUESTIONS DO NOT CONTRIBUTE TO THE ABOVE INDEX SCORE.

YOUR COMMUNICATION INDEX SCORE	65	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-6 ↓	-3	-4	-3

















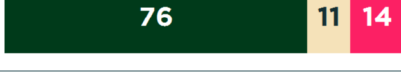




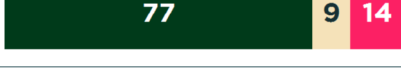







Communication	My supervisor communicates effectively	76	12	12	76%	-11 ↓	-5 ↓	-5 ↓	-2
	My SES manager communicates effectively	63	20	17	63%	-22 ↓	-6 ↓	-9 ↓	-7 ↓
	Internal communication within my agency is effective	62	15	23	62%	-1	+6 ↑	+5 ↑	+6 ↑

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	66	23	11	66%	-12 ↓	-1	-4	-5 ↓
	Staff are consulted about change at work	48	41	11	48%	-10 ↓	-1	-1	-3
	Change is managed well in my agency	48	21	31	48%	+3	+5 ↑	+7 ↑	0

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative
-----	---	--	-------------------------------

WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills		88%	+1	+9 	+6 	+7 
I have a choice in deciding how I do my work		79%	-6 	+15 	+4	+6 
Where appropriate, I am able to take part in decisions that affect my job		70%	-14 	+1	-3	-5 
I am clear what my duties and responsibilities are		85%	-2	+5 	+4	+5 
I am satisfied with the recognition I receive for doing a good job		68%	-14 	+1	-3	-4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		76%	+6 	+24 	+21 	+13 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		77%	-1	+3	-3	+2
I am satisfied with the stability and security of my job		73%	-2	-9 	-6 	-8 
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		78%	-5 	0	-7 	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">51</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">41</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;">8</div>	51%	+5	-11	-6	-3
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">92</div>	92%	-3	0	-1	0
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">73</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">24</div>	73%	-4	-11	-11	-10

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
--	----------------	---	--------------------	---------------------------	-----------------------------------	--

What best describes your current workload?

Well above capacity - too much work	<div style="width: 24%; height: 20px; background-color: #1a4d2d;"></div>	24%	-1	0	+2	+2
Slightly above capacity - lots of work to do	<div style="width: 38%; height: 20px; background-color: #1a4d2d;"></div>	38%	-3	-2	-2	-5
At capacity - about the right amount of work to do	<div style="width: 30%; height: 20px; background-color: #1a4d2d;"></div>	30%	-2	0	0	+3
Slightly below capacity - available for more work	<div style="width: 7%; height: 20px; background-color: #1a4d2d;"></div>	7%	+4	+2	+1	+1
Well below capacity - not enough work	<div style="width: 1%; height: 20px; background-color: #1a4d2d;"></div>	1%	+1	0	0	0

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		83%	+7↑	+3	+2	+3
My supervisor actively ensures that everyone can be included in workplace activities		80%	-7↓	-4	-4	-4
I receive the respect I deserve from my colleagues at work		73%	-6↓	-8↓	-9↓	-7↓

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		11%	-1	-3	-4	-8↓
Flexible hours of work		33%	+2	+5↑	-2	+3
Compressed work week		5%	+3	+2	+2	+1
Job sharing		0%	0	0	0	0
Working away from the office/working from home		54%	-8↓	-3	-16↓	-9↓
None of the above		26%	+8↑	+1	+9↑	+7↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



ENABLING INNOVATION



ENABLING INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.

YOUR ENABLING INNOVATION INDEX SCORE		70	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	86	11	86%	+6 ↑	+6 ↑	+3	+1
	My immediate supervisor encourages me to come up with new or better ways of doing things	69	24	69%	-15 ↓	-3	-6 ↓	-6 ↓
	People are recognised for coming up with new and innovative ways of working	59	31	59%	-12 ↓	+1	-1	-1
	My agency inspires me to come up with new or better ways of doing things	69	18	69%	-2	+19 ↑	+16 ↑	+13 ↑
	My agency recognises and supports the notion that failure is a part of innovation	67	24	67%	-1	+28 ↑	+27 ↑	+24 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING POLICIES AND SUPPORT



WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	76	17 7	76%	0	+12 ↑	+9 ↑	+8 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	76	18	76%	-2	+14 ↑	+10 ↑	+11 ↑
	My agency does a good job of promoting health and wellbeing	77	17	77%	0	+14 ↑	+12 ↑	+13 ↑
	I think my agency cares about my health and wellbeing	77	15 7	77%	-8 ↓	+17 ↑	+9 ↑	+6 ↑
	I believe my immediate supervisor cares about my health and wellbeing	89	8	89%	0	+3	+1	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR


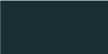






Positive Neutral Negative














WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	--

How often do you find your work stressful?

Always		4%	+3	-1	+1	0
Often		27%	+8 	+1	+4	+4
Sometimes		45%	-6 	-4	-5 	-3
Rarely		23%	-3	+4	+1	0
Never		1%	-1	0	0	-1

To what extent is your work emotionally demanding?

To a very large extent		4%	+2	-4	-2	-2
To a large extent		15%	-3	-5 	-2	0
Somewhat		49%	+7 	+11 	+11 	+9 
To a small extent		23%	-4	-1	-4	-3
To a very small extent		8%	-1	-1	-3	-5 

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel burned out by my work						
Strongly agree		7%	+6	-1	0	-1
Agree		25%	+6	+1	+4	+5
Neither agree nor disagree		27%	-3	-5	-3	-1
Disagree		34%	-3	+5	+1	+2
Strongly disagree		7%	-6	0	-1	-5
In general, would you say that your health is:						
Excellent		10%	+1	0	-2	-3
Very good		40%	-5	+6	+4	+3
Good		37%	+1	-1	+1	+2
Fair		10%	+1	-5	-2	-3
Poor		3%	+3	0	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR








AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR






PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	--

In the last month, please rate your workgroup's overall performance

Excellent		25%	+2	-2	-5 ↓	-5 ↓
Very good		56%	-6 ↓	+2	+2	+2
Average		14%	+4	-1	+1	+1
Below average		1%	-3	-1	0	0
Well below average		3%	+3	+2	+2	+2

In the last month, please rate your agency's success in meeting its goals and objectives

Excellent		17%	+5 ↑	+2	-1	-4
Very good		58%	+2	+4	+3	+2
Average		14%	-14 ↓	-10 ↓	-7 ↓	-3
Below average		9%	+5 ↑	+5 ↑	+5 ↑	+5 ↑
Well below average		1%	+1	-1	0	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	85	85%	-6 ↓	+7 ↑	+4	+1
My workgroup has the tools and resources we need to perform well	73	73%	-9 ↓	+14 ↑	+14 ↑	+10 ↑
The people in my workgroup use time and resources efficiently	73	73%	-5 ↓	-3	-6 ↓	-6 ↓
My workgroup can readily adapt to new priorities and tasks	82	82%	-5 ↓	-1	-2	-3
The people in my workgroup cooperate to get the job done	82	82%	-5 ↓	-5 ↓	-8 ↓	-8 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



EMPLOYEES WHO INDICATED THAT THEY WANTED TO LEAVE THEIR CURRENT POSITION AS SOON AS POSSIBLE OR WITHIN THE NEXT 12 MONTHS WERE ASKED WHAT THEIR PLANS WERE.

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Which of the following statements best reflects your current thoughts about working in your current position?						
I want to leave my position as soon as possible		8%	+6 ↑	-1	0	-2
I want to leave my position within the next 12 months		15%	+3	-9 ↓	-7 ↓	-7 ↓
I want to stay working in my position for the next one to two years		46%	0	+9 ↑	+6 ↑	+3
I want to stay working in my position for at least the next three years		30%	-9 ↓	+1	+1	+5 ↑
What best describes your plans involved with leaving your current position?						
I am planning to retire		0%	0	-5 ↓	-4	-4
I am pursuing another position within my agency		0%	-18 ↓	-41 ↓	-26 ↓	-7 ↓
I am pursuing a position in another agency		53%	+17 ↑	+26 ↑	+18 ↑	+3
I am pursuing work outside the APS		29%	+2	+18 ↑	+13 ↑	+9 ↑
It is the end of my non-ongoing, casual or contracted employment		6%	-12 ↓	+3	+1	+2
Other		12%	+12 ↑	-1	-1	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION



EMPLOYEES WERE ALSO ASKED FOR THE PRIMARY REASON BEHIND THEIR DESIRE TO LEAVE AND COULD SELECT ONE RESPONSE FROM A LIST OF ITEMS.

ONLY THE FIVE REASONS FOR LEAVING WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
Senior leadership is of a poor quality	29%	-	-	-	-
I have achieved all I can in my current position	21%	-	-	-	-
My immediate supervisor's leadership is of a poor quality	14%	-	-	-	-
There are a lack of future career opportunities in my agency	7%	-	-	-	-
I am looking to further my skills in another area	7%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF DISCRIMINATION WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

DISCRIMINATION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		11%	+2	+1	+3	+3
No		89%	-2	-1	-3	-3
Did this discrimination occur in your current agency?						
Yes	The data for this question has been hidden for anonymity reasons.					
No	The data for this question has been hidden for anonymity reasons.					

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM EXTRA SMALL SIZED AGENCIES

During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

Yes		14%	+9	+4	+6	+5
No		83%	-6	-1	-4	-3
Not sure		3%	-3	-3	-2	-2

Types of harassment or bullying experienced (3 highest responses):

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		50%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		30%	-	-	-	-
Cyberbullying (e.g. harassment via IT, or the spreading of gossip/materials intended to defame or humiliate)		20%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		20%	+20	-15	-12	-14
It was reported by someone else		20%	+20	+12	+12	+12
I did not report the behaviour		60%	+60	+3	0	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO INDICATED THAT THEY HAD WITNESSED POTENTIAL CORRUPT BEHAVIOUR WERE ASKED TO DESCRIBE THE BEHAVIOUR. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF CORRUPT BEHAVIOURS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

CORRUPTION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
------------	----------------	---	--------------------	---------------------------	-----------------------------------	--

Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?

Yes		11%	+4	+8	+8	+7
No		86%	-6	-5	-5	-4
Not sure		3%	+1	-1	-1	-2
Would prefer not to answer		0%	0	-2	-2	-1

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden for anonymity reasons.
It was reported by someone else	The data for this question has been hidden for anonymity reasons.
I did not report the behaviour	The data for this question has been hidden for anonymity reasons.

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	26%
Woman or female	67%
Non-binary	0%
I use a different term	1%
Prefer not to say	5%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	0%
No	100%

Do you have an ongoing disability?	Responses
Yes	5%
No	95%

Do you have carer responsibilities?	Responses
Yes	55%
No	45%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	4%
No	96%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	53%
Australian Aboriginal and/or Torres Strait Islander	0%
New Zealander (excluding Maori)	0%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	3%
Anglo-European	18%
North-West European (excluding Anglo-European)	1%
Southern and Eastern European	1%
South-East Asian	18%
North-East Asian	5%
Southern and Central Asian	4%
North American	5%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	0%
Sub-Saharan African	3%

Do you consider yourself to be neurodivergent?	Responses
Yes	5%
No	77%
Not sure	17%

AGENCY POSITION



AGENCY POSITION

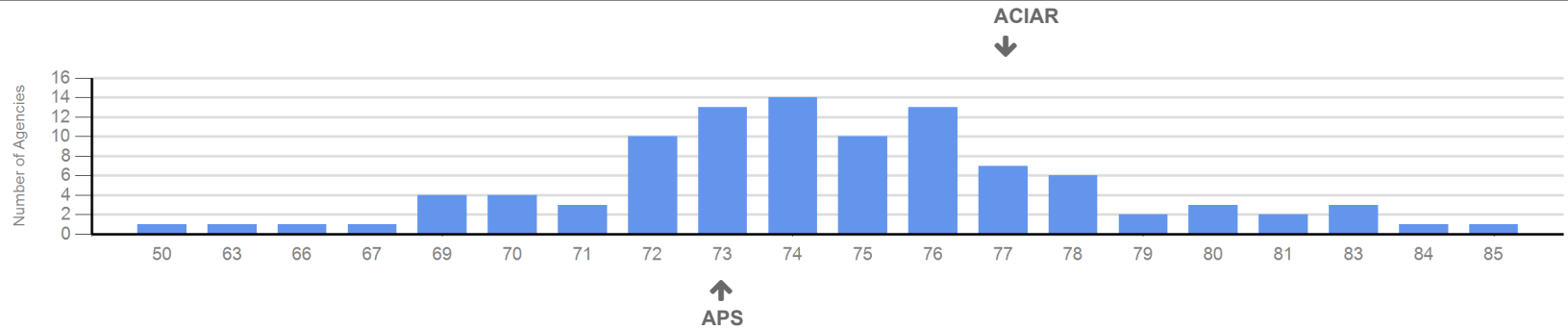
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

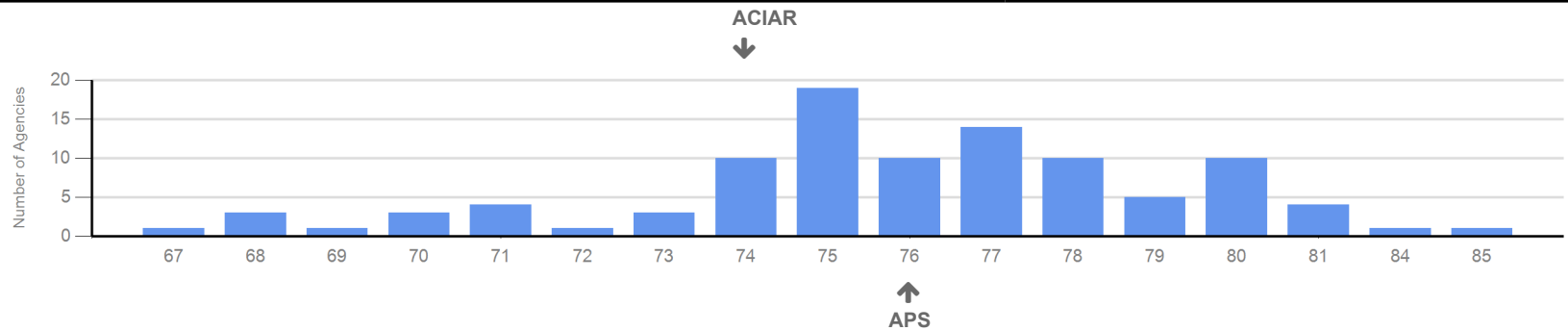
Employee Engagement Index

Ranking : 20th of 100



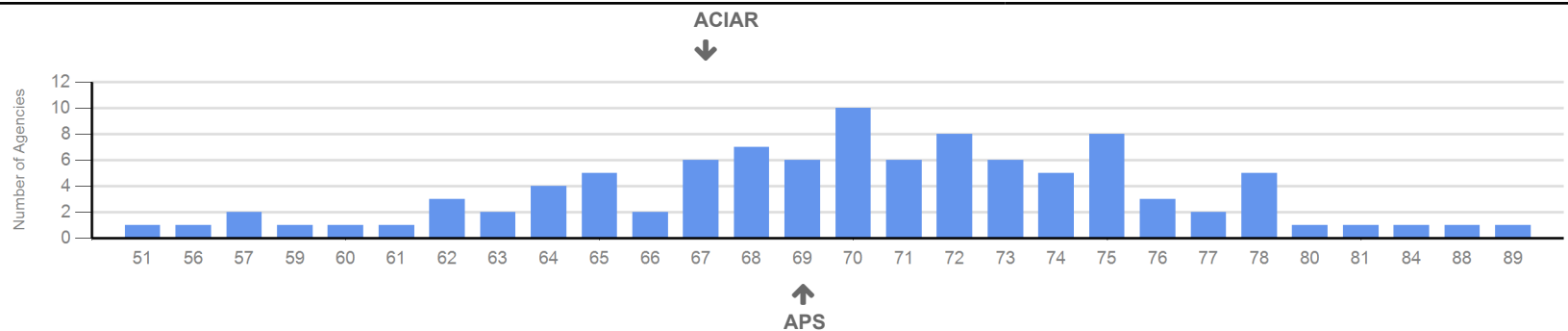
Leadership – Immediate Supervisor Index

Ranking : 82nd of 100



Leadership – SES Manager Index

Ranking : 72nd of 100



AGENCY POSITION



AGENCY POSITION

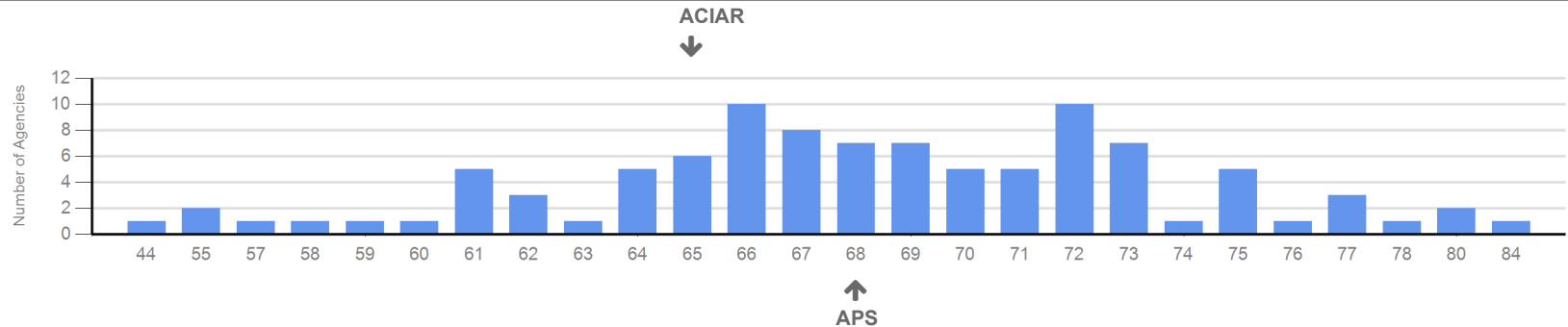
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

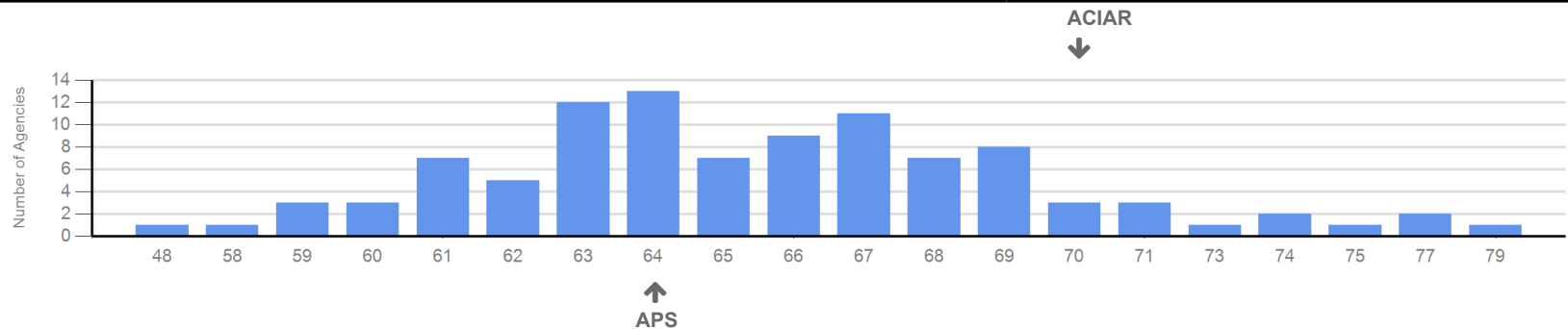
Communication Index

Ranking : 77th of 100



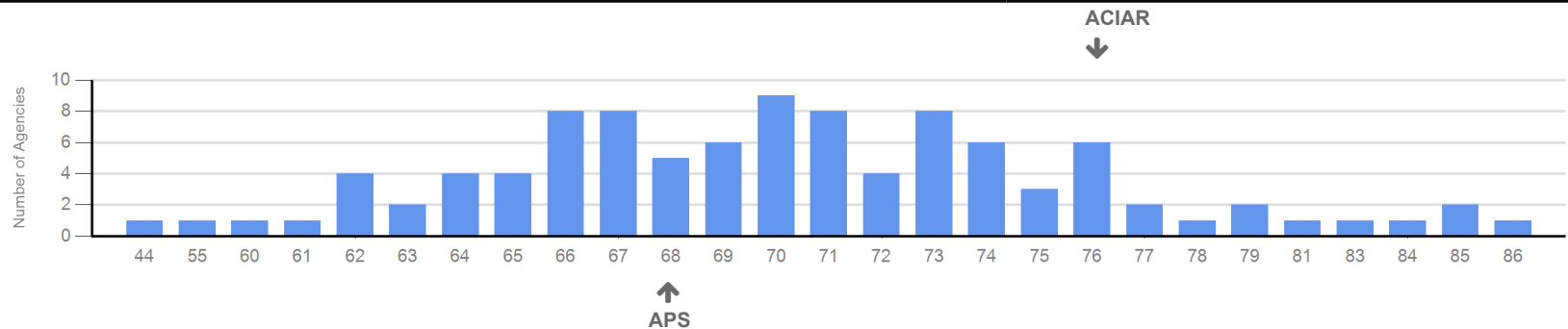
Enabling Innovation Index

Ranking : 12th of 100



Wellbeing Policies and Support Index

Ranking : 14th of 100



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THROUGH DRIVER ANALYSIS, THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.


THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.


		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
.1	I receive the respect I deserve from my colleagues at work			73%	-6	-8	-9	-7
.2	My agency supports and actively promotes an inclusive workplace culture			83%	+7	+3	+2	+3
.3	I think my agency cares about my health and wellbeing			77%	-8	+17	+9	+6
.4	Internal communication within my agency is effective			62%	-1	+6	+5	+6
.5	My agency inspires me to come up with new or better ways of doing things			69%	-2	+19	+16	+13
.6	My SES manager clearly articulates the direction and priorities for our area			63%	-8	-5	-7	-6

TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.


INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?


OPPORTUNITIES

Areas we need to focus on and turn into action plans:

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

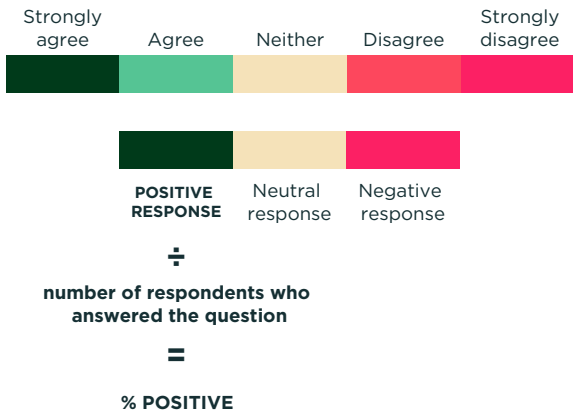
PRIORITISE 3 AREAS TO TAKE FORWARD

	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET/SUCCESS MEASURE
1					
2					
3					

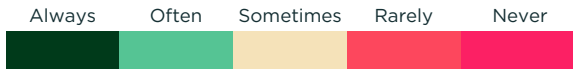
GUIDE TO THIS REPORT

% POSITIVE

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



FOR 5 POINT SCALE QUESTIONS NOT ASKED ON THE *AGREE TO DISAGREE* SCALE THE SAME RULES APPLY, THE GREEN PERCENT REPRESENTS A **POSITIVE RESPONSE** (UNLESS THE QUESTION IS NEGATIVELY WORDED).



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%					

ANONYMITY

IT IS BEST 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.

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.