



## Highlights Report MoAD



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RESPONSES:
70 of 76
RESPONSE RATE:
92%

# 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  $\pm 5$  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		82	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
SAY	Overall, I am satisfied with my job	87	9	87%	+6 ↑	+13 ↑	+11 ↑	+12 ↑
	I am proud to work in my agency	94		94%	+6 ↑	+19 ↑	+11 ↑	+15 ↑
	I would recommend my agency as a good place to work	90	9	90%	+6 ↑	+21 ↑	+16 ↑	+24 ↑
	I believe strongly in the purpose and objectives of my agency	91	9	91%	+8 ↑	+8 ↑	+2	+2
STAY	I feel a strong personal attachment to my agency	89	11	89%	+12 ↑	+28 ↑	+21 ↑	+28 ↑
	I feel committed to my agency's goals	89	10	89%	+12 ↑	+6 ↑	+2	+3
STRIVE	I suggest ideas to improve our way of doing things	96		96%	+2	+9 ↑	+6 ↑	+4
	I am happy to go the 'extra mile' at work when required	99		99%	0	+8 ↑	+7 ↑	+5 ↑
	I work beyond what is required in my job to help my agency achieve its objectives	90	9	90%	+3	+9 ↑	+8 ↑	+7 ↑
	My agency really inspires me to do my best work every day	81	17	81%	+17 ↑	+24 ↑	+19 ↑	+22 ↑

### 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	82	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	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	90	9	90%	+1	+11 ↑	+11 ↑	+12 ↑
	My supervisor can deliver difficult advice whilst maintaining relationships	86	9	86%	-1	+7 ↑	+8 ↑	+7 ↑
	My supervisor invites a range of views, including those different to their own	89	7	89%	-3	+7 ↑	+5 ↑	+4
	My supervisor encourages my team to regularly review and improve our work	91		91%	+5 ↑	+10 ↑	+12 ↑	+9 ↑
	My supervisor is invested in my development	84	13	84%	+1	+8 ↑	+9 ↑	+9 ↑
	My supervisor ensures that my workgroup delivers on what we are responsible for	96		96%	+1	+9 ↑	+9 ↑	+9 ↑

### Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	84	9	7	84%	+9 ↑	+6 ↑	+8 ↑	+7 ↑
	My supervisor actively ensures that everyone can be included in workplace activities	89	10		89%	-	+5 ↑	+5 ↑	+5 ↑

### 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		73	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
						+1	+4	+3	+2
SES Manager	My SES manager clearly articulates the direction and priorities for our area	65	21	15	65%	+3	-4	-4	-2
	My SES manager presents convincing arguments and persuades others towards an outcome	74	21		74%	+11⬆	+11⬆	+9⬆	+4
	My SES manager promotes cooperation within and between agencies	82	16		82%	+11⬆	+15⬆	+13⬆	+10⬆
	My SES manager encourages innovation and creativity	82	16		82%	+15⬆	+17⬆	+16⬆	+14⬆
	My SES manager creates an environment that enables us to deliver our best	79	12	9	79%	+15⬆	+15⬆	+14⬆	+11⬆
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	84	10		84%	+6⬆	+10⬆	+8⬆	+7⬆
Other similar questions									
All SES	In my agency, the SES work as a team	77	19		77%	+11⬆	+23⬆	+25⬆	+20⬆
	In my agency, the SES clearly articulate the direction and priorities for our agency	69	24	7	69%	+9⬆	+5⬆	+7⬆	+9⬆
	In my agency, communication between SES and other employees is effective	68	26		68%	+8⬆	+14⬆	+16⬆	+13⬆
<div>KEY</div> <div><div>⬆</div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> <div><div>⬆</div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> <div>Positive Neutral Negative</div> <div><div></div><div></div><div></div></div>									

# 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	73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-1	+4	+4	+5 ↑

Communication	My supervisor communicates effectively	90	7	90%	0	+9 ↑	+9 ↑	+10 ↑
	My SES manager communicates effectively	72	24	72%	+6 ↑	+2	+1	+1
	Internal communication within my agency is effective	69	20	69%	-3	+11 ↑	+12 ↑	+11 ↑

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	83	14	83%	-1	+14 ↑	+12 ↑	+11 ↑
	Staff are consulted about change at work	59	34	59%	+4	+9 ↑	+9 ↑	+10 ↑
	Change is managed well in my agency	56	27	56%	0	+11 ↑	+13 ↑	+15 ↑

### 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	94	94%	-3	+15 ⬆	+12 ⬆	+10 ⬆
I have a choice in deciding how I do my work	80	80%	+7 ⬆	+16 ⬆	+4	+6 ⬆
Where appropriate, I am able to take part in decisions that affect my job	87	87%	+3	+17 ⬆	+12 ⬆	+10 ⬆
I am clear what my duties and responsibilities are	81	81%	+7 ⬆	+1	0	+3
I am satisfied with the recognition I receive for doing a good job	83	83%	+5 ⬆	+16 ⬆	+13 ⬆	+12 ⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	63	63%	-5 ⬇	+2	+4	-4
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	87	87%	-2	+11 ⬆	+6 ⬆	+9 ⬆
I am satisfied with the stability and security of my job	77	77%	+6 ⬆	-4	-1	-3
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	86	86%	+3	+8 ⬆	+1	+4

## 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	41 46 13	41%	+7⬆	-21⬇	-14⬇	-12⬇
I understand how my role contributes to achieving an outcome for the Australian public	90 9	90%	+6⬆	-2	-3	-2
I believe strongly in the purpose and objectives of the APS	77 20	77%	+16⬆	-8⬇	-7⬇	-6⬇

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work		28%	+1	+5⬆	+4	+2
Slightly above capacity - lots of work to do		52%	+6⬆	+12⬆	+12⬆	+9⬆
At capacity - about the right amount of work to do		19%	-1	-11⬇	-11⬇	-8⬇
Slightly below capacity - available for more work		1%	-5⬇	-4	-4	-3
Well below capacity - not enough work		0%	-2	-1	-1	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



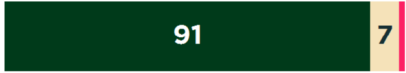











AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR


















Positive Neutral Negative





# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	91 	91%	+1	+13 	+12 	+17 
My supervisor actively ensures that everyone can be included in workplace activities	89 	89%	-	+5 	+5 	+5 
I receive the respect I deserve from my colleagues at work	87 	87%	+3	+5 	+6 	+6 

	RESPONSE SCALE	%	VARIANCE FROM 2021	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		23%	+2	+9 	+8 	+7 
Flexible hours of work		27%	+6 	+1	-7 	0
Compressed work week		0%	0	-3	-3	-2
Job sharing		0%	-3	0	0	0
Working away from the office/working from home		34%	+8 	-21 	-33 	-34 
None of the above		33%	-10 	+6 	+15 	+16 

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

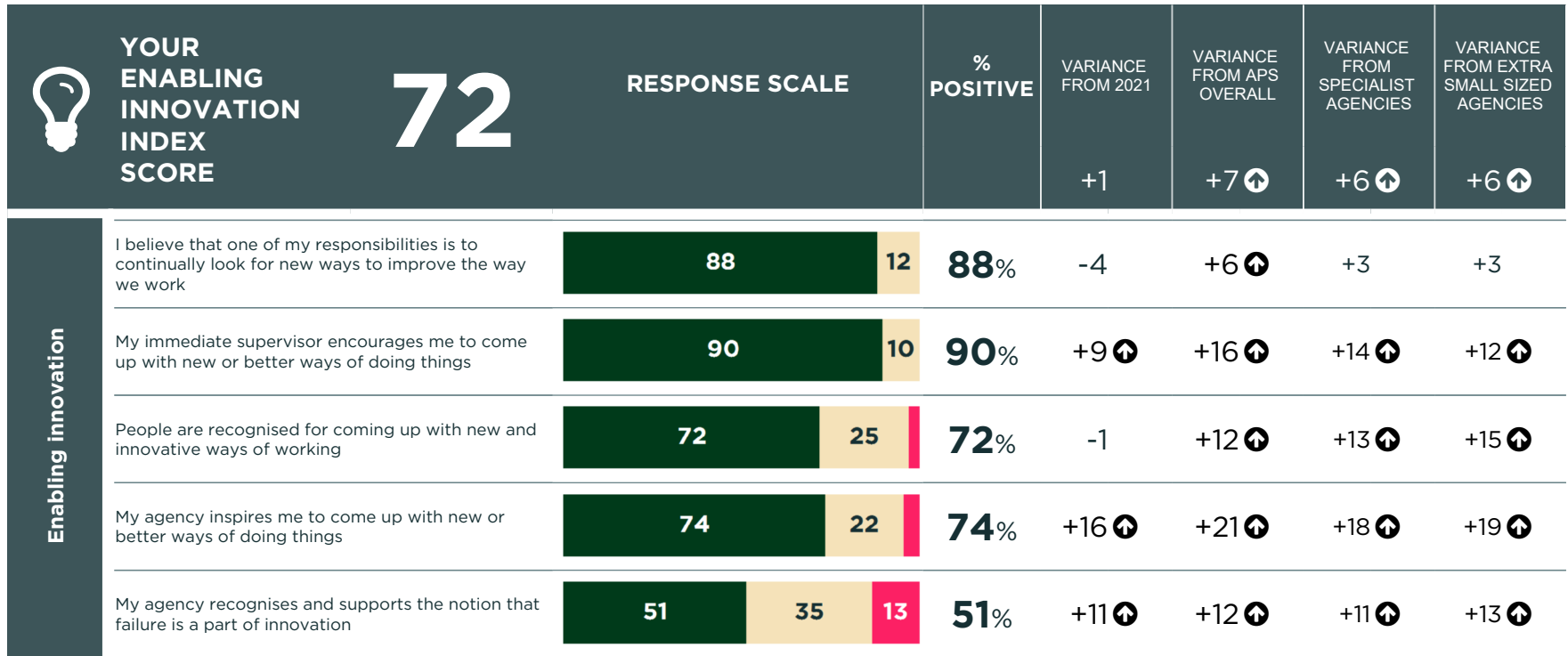


# ENABLING INNOVATION



## 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.



### 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		79	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
					+1	+10 ⬆	+7 ⬆	+8 ⬆
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	80	17	80%	+3	+16 ⬆	+12 ⬆	+15 ⬆
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	80	17	80%	-7 ⬇	+16 ⬆	+12 ⬆	+17 ⬆
	My agency does a good job of promoting health and wellbeing	77	20	77%	-1	+13 ⬆	+10 ⬆	+15 ⬆
	I think my agency cares about my health and wellbeing	84	13	84%	+3	+23 ⬆	+15 ⬆	+14 ⬆
	I believe my immediate supervisor cares about my health and wellbeing	96		96%	-1	+10 ⬆	+8 ⬆	+8 ⬆

### 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## How often do you find your work stressful?

Always	<div></div>	6%	0	+1	+2	+2
Often	<div></div>	22%	-8↓	-4	-2	-2
Sometimes	<div></div>	54%	+9↑	+4	+3	+5↑
Rarely	<div></div>	16%	+2	-1	-4	-4
Never	<div></div>	1%	-2	0	0	0

## To what extent is your work emotionally demanding?

To a very large extent	<div></div>	7%	-4	0	+2	+2
To a large extent	<div></div>	19%	+2	-1	+1	0
Somewhat	<div></div>	36%	-5↓	-3	-3	-2
To a small extent	<div></div>	28%	+4	+5↑	+3	+3
To a very small extent	<div></div>	9%	+3	0	-2	-3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
<b>I feel burned out by my work</b>						
Strongly agree	<div></div>	12%	+4	+4	+4	+4
Agree	<div></div>	12%	-11↓	-12↓	-11↓	-8↓
Neither agree nor disagree	<div></div>	42%	+5↑	+10↑	+12↑	+12↑
Disagree	<div></div>	30%	+4	0	-2	-3
Strongly disagree	<div></div>	4%	-2	-2	-3	-4
<b>In general, would you say that your health is:</b>						
Excellent	<div></div>	7%	-4	-3	-4	-5↓
Very good	<div></div>	37%	-5↓	+3	+1	-3
Good	<div></div>	43%	+10↑	+5↑	+6↑	+9↑
Fair	<div></div>	13%	-1	-2	-1	+1
Poor		0%	0	-3	-3	-2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	58%	+20 ⬆	+30 ⬆	+29 ⬆	+27 ⬆
Very good	<div></div>	38%	-20 ⬇	-18 ⬇	-17 ⬇	-15 ⬇
Average	<div></div>	4%	-1	-10 ⬇	-9 ⬇	-10 ⬇
Below average		0%	0	-2	-2	-2
Well below average		0%	0	-1	-1	0

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

Excellent	<div></div>	41%	+22 ⬆	+25 ⬆	+23 ⬆	+20 ⬆
Very good	<div></div>	50%	-15 ⬇	-5 ⬇	-5 ⬇	+1
Average	<div></div>	7%	-7 ⬇	-16 ⬇	-14 ⬇	-17 ⬇
Below average	<div></div>	1%	0	-2	-2	-3
Well below average		0%	0	-2	-2	-1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	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	94	94%	+6 ⬆	+15 ⬆	+12 ⬆	+9 ⬆
My workgroup has the tools and resources we need to perform well	71	71%	+11 ⬆	+10 ⬆	+12 ⬆	+10 ⬆
The people in my workgroup use time and resources efficiently	91	91%	+5 ⬆	+14 ⬆	+13 ⬆	+12 ⬆
My workgroup can readily adapt to new priorities and tasks	93	93%	-1	+8 ⬆	+8 ⬆	+7 ⬆
The people in my workgroup cooperate to get the job done	94	94%	-4	+6 ⬆	+4	+3

## 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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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	<div></div>	10%	+5 ↑	+1	+2	0
I want to leave my position within the next 12 months	<div></div>	26%	+9 ↑	+3	+4	+1
I want to stay working in my position for the next one to two years	<div></div>	44%	-4	+7 ↑	+4	+2
I want to stay working in my position for at least the next three years	<div></div>	19%	-10 ↓	-11 ↓	-11 ↓	-4

What best describes your plans involved with leaving your current position?

I am planning to retire	<div></div>	4%	-3	-2	-1	0
I am pursuing another position within my agency	<div></div>	16%	+2	-24 ↓	-10 ↓	+5 ↑
I am pursuing a position in another agency	<div></div>	52%	+23 ↑	+27 ↑	+20 ↑	0
I am pursuing work outside the APS	<div></div>	8%	-6 ↓	-5 ↓	-10 ↓	-9 ↓
It is the end of my non-ongoing, casual or contracted employment	<div></div>	8%	-6 ↓	+4	+1	+3
Other	<div></div>	12%	-9 ↓	0	0	+1

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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (5 highest responses):

There is a lack of future career opportunities in my agency		16%	-	-	-	-
I am looking to further my skills in another area		16%	-	-	-	-
I have achieved all I can in my current position		16%	-	-	-	-
I can receive a higher salary elsewhere		11%	-	-	-	-
I wish to pursue a promotion opportunity		11%	-	-	-	-

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 2021

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	<div></div>	7%	+1	-3	-1	0
No	<div></div>	93%	-1	+3	+1	0

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 2021

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		10%	+7	+1	+2	+3
No		82%	-11	-3	-4	-4
Not sure		7%	+4	+2	+2	+2

Did you report the harassment or bullying?

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

# 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 2021

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		1%	0	-2	-1	-4
No		96%	-3	+5 ⬆	+4	+10 ⬆
Not sure		1%	+1	-2	-2	-3
Would prefer not to answer		1%	+1	-1	-1	-3

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

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
How do you describe your gender?						
Man or male	<div></div>	26%	-10↓	-12↓	-14↓	-5↓
Woman or female	<div></div>	70%	+9↑	+11↑	+14↑	+5↑
Non-binary	<div></div>	3%	0	+2	+2	+2
I use a different term		0%	0	0	0	0
Prefer not to say	<div></div>	1%	+1	-2	-2	-2
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes	<div></div>	3%	-2	-1	+1	+2
No	<div></div>	97%	+2	+1	-1	-2
Do you have an ongoing disability?						
Yes	<div></div>	10%	+5↑	0	+2	+3
No	<div></div>	90%	-5↓	0	-2	-3

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	37%	+11 ↑	-5 ↓	-3	-3
No	<div></div>	63%	-11 ↓	+5 ↑	+3	+3
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	28%	0	+20 ↑	+18 ↑	+16 ↑
No	<div></div>	72%	0	-20 ↓	-18 ↓	-16 ↓
In which country were you born?						
Australia	<div></div>	89%	-3	+12 ↑	+13 ↑	+9 ↑
Other country	<div></div>	11%	+3	-12 ↓	-13 ↓	-9 ↓
Do you speak a language other than English at home?						
No, English only	<div></div>	89%	-2	+8 ↑	+8 ↑	+4
Yes, other	<div></div>	11%	+2	-8 ↓	-8 ↓	-4

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# AGENCY POSITION



## AGENCY POSITION

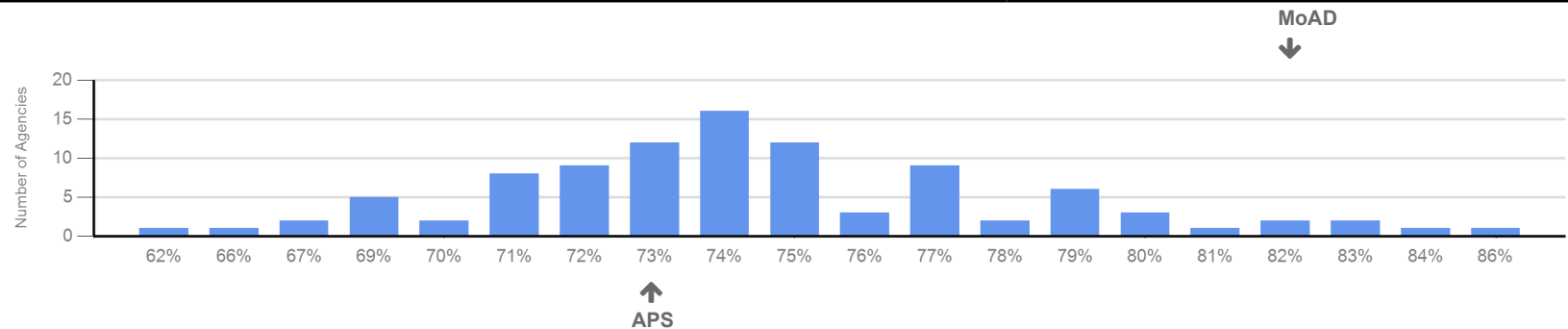
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

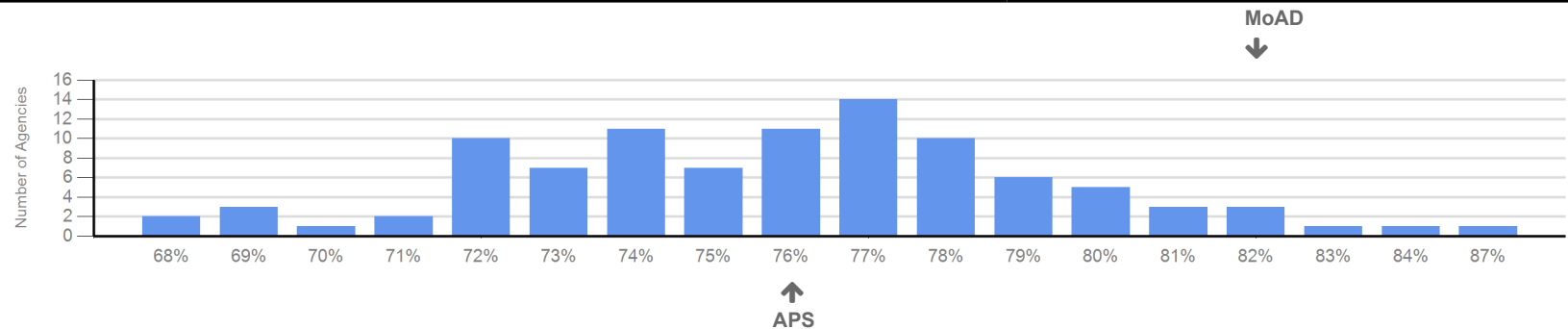
### Employee Engagement Index

Ranking : 5th of 98



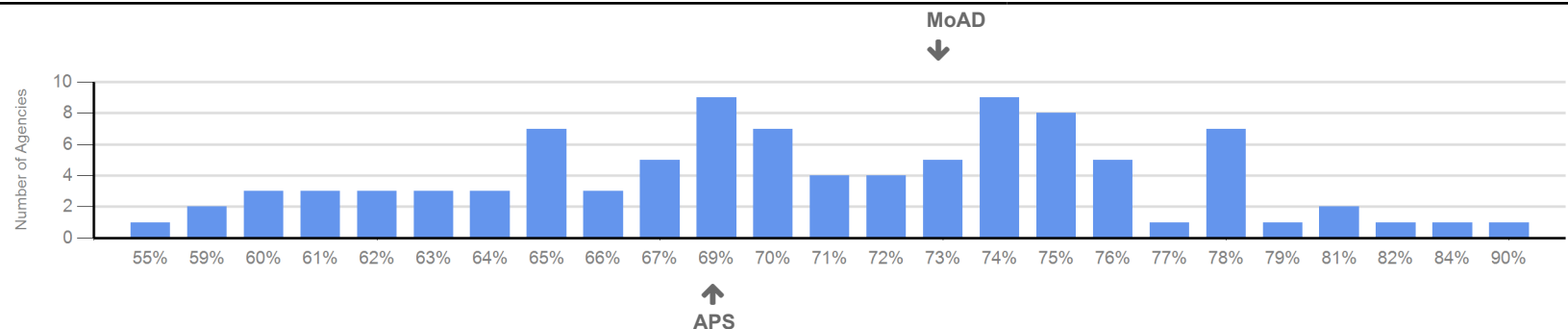
### Leadership – Immediate Supervisor Index

Ranking : 4th of 98



### Leadership – SES Manager Index

Ranking : 37th of 98



# AGENCY POSITION



## AGENCY POSITION

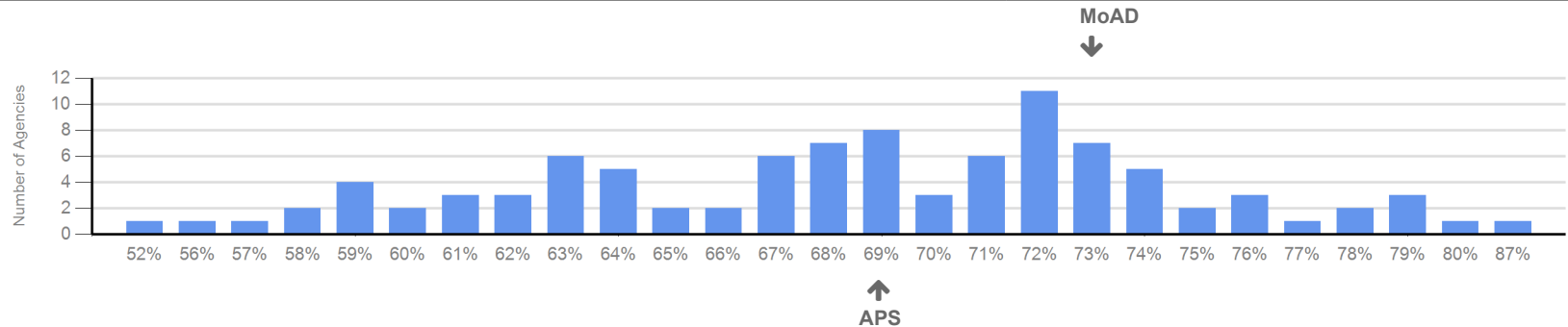
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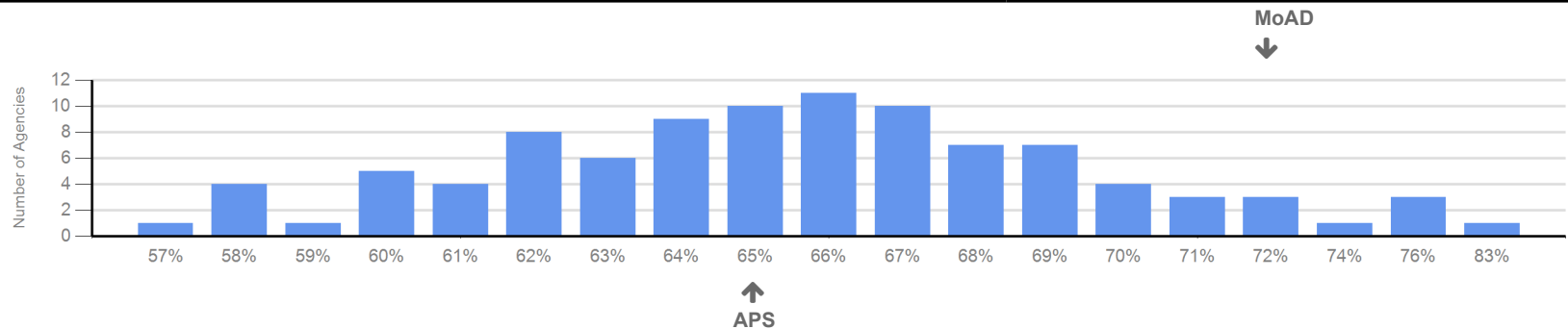
### Communication Index

Ranking : 22nd of 98



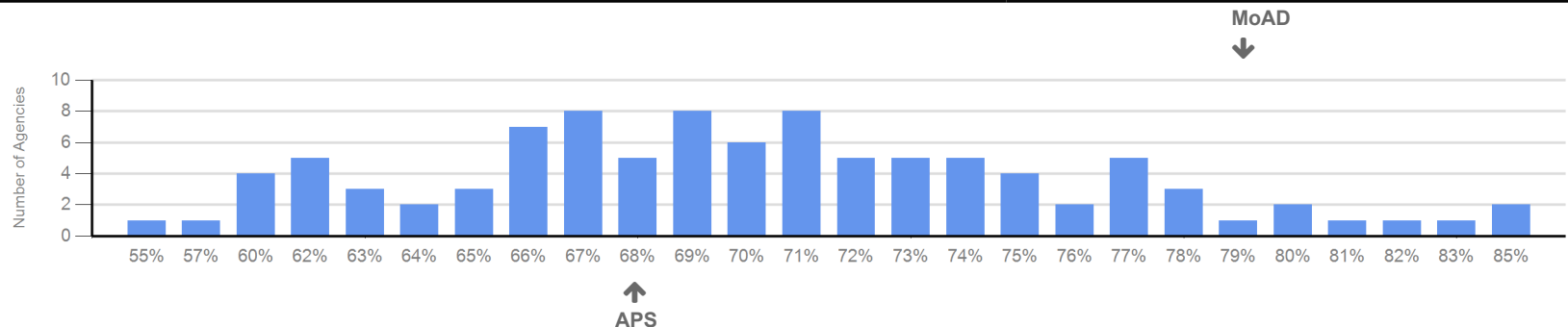
### Enabling Innovation Index

Ranking : 7th of 98



### Wellbeing Policies and Support Index

Ranking : 8th of 98





# 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 2021

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM EXTRA  
SMALL SIZED  
AGENCIES

.1

My agency does a good job of promoting health and wellbeing

77%

-1

+13↑

+10↑

+15↑

.2

I think my agency cares about my health and wellbeing

84%

+3

+23↑

+15↑

+14↑

.3

My agency supports and actively promotes an inclusive workplace culture

91%

+1

+13↑

+12↑

+17↑

.4

My agency does a good job of communicating what it can offer me in terms of health and wellbeing

80%

-7↓

+16↑

+12↑

+17↑

.5

My SES manager creates an environment that enables us to deliver our best

79%

+15↑

+15↑

+14↑

+11↑

.6

My agency provides opportunities for temporary moves within my agency

84%

+27↑

+27↑

+28↑

+37↑

# TIME TO TAKE ACTION



## CELEBRATE

What things do we do well?

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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?

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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:

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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.

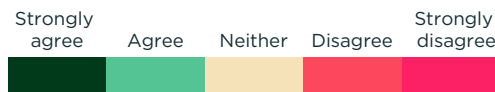
PRIORITISE 3 AREAS TO TAKE FORWARD

	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") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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 ENGINE'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.

## 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.