



## Highlights Report FOI Branch



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RESPONSES:  
17 of 29

RESPONSE RATE:  
59%

# 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		75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM Oaic	VARIANCE FROM APS OVERALL	
SAY	Overall, I am satisfied with my job	82	12	82%	+29 ↑	+7 ↑	+9 ↑	
	I am proud to work in my agency	69	25	69%	+10 ↑	-11 ↓	-7 ↓	
	I would recommend my agency as a good place to work	56	13	31	56%	+6 ↑	-9 ↓	-12 ↓
	I believe strongly in the purpose and objectives of my agency	94		94%	+2	+4	+10 ↑	
STAY	I feel a strong personal attachment to my agency	56	44	56%	-10 ↓	+3	-4	
	I feel committed to my agency's goals	94		94%	+2	+5 ↑	+11 ↑	
STRIVE	I suggest ideas to improve our way of doing things	100		100%	+15 ↑	+10 ↑	+13 ↑	
	I am happy to go the extra mile at work when required	100		100%	+8 ↑	+4	+10 ↑	
	I work beyond what is required in my job to help my agency achieve its objectives	88		88%	+4	-1	+7 ↑	
	My agency really inspires me to do my best work every day	81	19	81%	+23 ↑	+15 ↑	+24 ↑	

### KEY

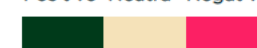


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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		84	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAIC	VARIANCE FROM APS OVERALL
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	94	94%	+25 ↑	+14 ↑	+15 ↑	
	My supervisor can deliver different advice whilst maintaining relationships	94	94%	+25 ↑	+11 ↑	+15 ↑	
	My supervisor invites a range of views including those different to their own	88	88%	+18 ↑	+3	+6 ↑	
	My supervisor encourages my team to regularly review and improve our work	94	94%	+9 ↑	+11 ↑	+13 ↑	
	My supervisor is invested in my development	88	88%	+18 ↑	+7 ↑	+12 ↑	
	My supervisor ensures that my workgroup depends on what we are responsible for	100	100%	+23 ↑	+11 ↑	+13 ↑	
<b>Other similar questions</b>							
	My supervisor provides me with helpful feedback to improve my performance	88	88%	+26 ↑	+11 ↑	+10 ↑	
	My immediate supervisor encourages me	88	88%	+15 ↑	0	+12 ↑	

### KEY

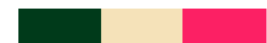


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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.

	<b>YOUR SES MANAGER LEADERSHIP INDEX SCORE</b>	<b>75</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	<b>VARIANCE FROM 2022</b>	<b>VARIANCE FROM OAIC</b>	<b>VARIANCE FROM APS OVERALL</b>
					+10 ↑	+3	+6 ↑

SES Manager	Statement	Response Scale			% Positive	Variance from 2022	Variance from OAIC	Variance from APS Overall
		Agree	Disagree	Strongly Disagree				
	My SES manager clearly articulates the direction and priorities for our area	88	13		88%	+29 ↑	+11 ↑	+19 ↑
	My SES manager presents convincing arguments and persuades others towards an outcome	50	50		50%	-25 ↓	-16 ↓	-12 ↓
	My SES manager promotes cooperation within and between agencies	69	25		69%	-6 ↓	-7 ↓	+2
	My SES manager encourages innovation and creativity	69	19	13	69%	-6 ↓	-2	+4
	My SES manager creates an environment that enables us to deliver our best	69	31		69%	+19 ↑	-4	+5 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	81	19		81%	-2	+2	+8 ↑

### Other similar questions

	In my agency the SES work as a team	36	50	14	36%	-23 ↓	-21 ↓	-18 ↓
	In my agency the SES clearly articulate the direction and priorities for our agency	56	38		56%	-27 ↓	-11 ↓	-7 ↓
	In my agency communication between SES and other employees is effective	50	44		50%	-17 ↓	-10 ↓	-3
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	69	25		69%		+1	+3

### 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. THESE QUESTIONS DO NOT CONTRIBUTE TO THE ABOVE INDEX SCORE.

<b>YOUR COMMUNICATION INDEX SCORE</b>	<b>75</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	<b>VARIANCE FROM 2022</b>	<b>VARIANCE FROM OAIC</b>	<b>VARIANCE FROM APS OVERALL</b>
				+12 ↑	+6 ↑	+7 ↑

Communication	My supervisor communicates effectively	88	13	88%	+18 ↑	+7 ↑	+7 ↑
	My SES manager communicates effectively	63	38	63%	-13 ↓	-9 ↓	-6 ↓
	Internal communication within my agency is effective	63	31	63%	+4	+6 ↑	+6 ↑

### Other similar questions

Change	When changes occur the impacts are communicated within my workgroup	69	31	69%	+7 ↑	-2	+2
	Staff are consulted about change at work	69	31	69%	+32 ↑	+13 ↑	+20 ↑
	Changes managed well in my agency	63	31	63%	+21 ↑	+9 ↑	+20 ↑

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 OAC	VARIANCE FROM APS OVERALL
My job gives me opportunities to utilise my skills	82	82%	+13	0	+4
I have a choice in deciding how to do my work	63	63%	-1	-7	-2
Where appropriate I am able to take part in decisions that affect my job	82	82%	+29	+10	+13
I am clear what my duties and responsibilities are	94	94%	+30	+16	+14
I am satisfied with the recognition I receive for doing a good job	71	71%	+17	-5	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	47	47%	+9	+6	-4
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	71	71%	-22	-3	-3
I am satisfied with the stability and security of my job	71	71%	-22	-9	-11
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	88	88%	-4	+8	+10

## 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	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
feel a strong personal attachment to the APS	<div style="width: 69%;"><span>69</span></div> <div style="width: 25%;"><span>25</span></div>	<b>69%</b>	-23 ↓	+16 ↑	+7 ↑
understand how my role contributes to achieving an outcome for the Australian public	<div style="width: 100%;"><span>100</span></div>	<b>100%</b>	+8 ↑	+10 ↑	+8 ↑
believe strongly in the purpose and objectives of the APS	<div style="width: 94%;"><span>94</span></div>	<b>94%</b>	+2	+7 ↑	+9 ↑

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
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## What best describes your current workload?

We're above capacity - too much work	<div style="width: 69%;"><span>69</span></div>	<b>69%</b>	-4	+26 ↑	+45 ↑
Slightly above capacity - lots of work to do	<div style="width: 25%;"><span>25</span></div>	<b>25%</b>	+7 ↑	-9 ↓	-15 ↓
At capacity - about the right amount of work to do	<div style="width: 6%;"><span>6</span></div>	<b>6%</b>	+6 ↑	-14 ↓	-23 ↓
Slightly below capacity - available for more work	<div style="width: 0%;"><span>0</span></div>	<b>0%</b>	-9 ↓	-2	-5 ↓
We're below capacity - not enough work	<div style="width: 0%;"><span>0</span></div>	<b>0%</b>	0	0	-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	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
My agency supports and actively promotes an inclusive workplace culture	<div style="width: 81%;"><span>81</span></div> 19	81%	-10 ↓	-4	+2
My supervisor actively ensures that everyone can be included in workplace activities	<div style="width: 94%;"><span>94</span></div>	94%	+17 ↑	+7 ↑	+10 ↑
I receive the respect I deserve from my colleagues at work	<div style="width: 88%;"><span>88</span></div> 13	88%	-3	+1	+6 ↑

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
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Do you currently access any of the following flexible working arrangements? [Multiple Response]

Part time	<div style="width: 24%;"></div>	24%	0	-1	+10 ↑
Flexible hours of work	<div style="width: 29%;"></div>	29%	+6 ↑	+8 ↑	+1
Compressed work week	<div style="width: 6%;"></div>	6%	+6 ↑	0	+2
Job sharing	<div style="width: 0%;"></div>	0%	0	-1	0
Working away from the office/working from home	<div style="width: 94%;"></div>	94%	+2	+15 ↑	+37 ↑
None of the above	<div style="width: 0%;"></div>	0%	-8 ↓	-6 ↓	-26 ↓

**KEY**

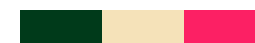


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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**

**68**

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2022

VARIANCE FROM OAIC

VARIANCE FROM APS OVERALL

+9 ↑

+3

+3

Enabling innovation

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

94

94%

+21 ↑

+12 ↑

+14 ↑

My immediate supervisor encourages me to come up with new or better ways of doing things

69

19

13

69%

+5 ↑

-8 ↓

-3

People are recognised for coming up with new and innovative ways of working

63

25

13

63%

+8 ↑

+2

+5 ↑

My agency inspires me to come up with new or better ways of doing things

56

25

19

56%

+11 ↑

+7 ↑

+7 ↑

My agency recognises and supports the notion that failure is a part of innovation

25

63

13

25%

-2

-6 ↓

-14 ↓

KEY

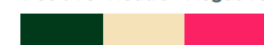


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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.

<b>YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE</b>	73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAIC	VARIANCE FROM APS OVERALL
				+3	0	+4

Wellbeing policies and support								
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	75	13	13	75%	+11 ↑	+7 ↑	+11 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	75	13	13	75%	+2	-5 ↓	+13 ↑
	My agency does a good job of promoting health and wellbeing	69	19	13	69%	-4	-2	+6 ↑
	I think my agency cares about my health and wellbeing	75		19	75%	+11 ↑	+2	+14 ↑
	I believe my immediate supervisor cares about my health and wellbeing	88		13	88%	-3	-2	+2

<b>KEY</b>	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive	Neutral	Negative

# WELLBEING

RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
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## How often do you find your work stressful?

A ways	0%	-27 ↓	-5 ↓	-5 ↓
Often	38%	+10 ↑	+5 ↑	+11 ↑
Somet mes	44%	+26 ↑	-7 ↓	-5 ↓
Rare y	13%	-15 ↓	+2	-6 ↓
Never	6%	+6 ↑	+5 ↑	+4

## To what extent is your work emotionally demanding?

To a very arge extent	13%	+3	+2	+5 ↑
To a arge extent	13%	-24 ↓	-2	-8 ↓
Somewhat	25%	+16 ↑	-10 ↓	-14 ↓
To a sma extent	38%	+1	+8 ↑	+14 ↑
To a very sma extent	13%	+3	+3	+3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
<b>I feel burned out by my work</b>					
Strongly agree		<b>13%</b>	-15 ↓	-3	+4
Agree		<b>31%</b>	+22 ↑	+5 ↑	+7 ↑
Neither agree nor disagree		<b>25%</b>	-2	-7 ↓	-7 ↓
Disagree		<b>13%</b>	-24 ↓	-8 ↓	-17 ↓
Strongly disagree		<b>19%</b>	+19 ↑	+12 ↑	+12 ↑
<b>In general, would you say that your health is:</b>					
Excellent		<b>25%</b>	+25 ↑	+10 ↑	+15 ↑
Very good		<b>31%</b>	-14 ↓	-3	-2
Good		<b>38%</b>	+19 ↑	-2	-1
Fair		<b>6%</b>	-21 ↓	-4	-9 ↓
Poor		<b>0%</b>	-9 ↓	-2	-3

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR














AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR














# PERFORMANCE

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
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In the last month, please rate your workgroup's overall performance

Excellent		<b>44%</b>	+35 	+13 	+16 
Very good		<b>44%</b>	-20 	-13 	-11 
Average		<b>13%</b>	-6 	+1	-2
Below average		<b>0%</b>	-9 	-1	-2
Well below average		<b>0%</b>	0	0	-1

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

Excellent		<b>29%</b>	+29 	+18 	+13 
Very good		<b>36%</b>	-24 	-25 	-18 
Average		<b>36%</b>	+6 	+10 	+11 
Below average		<b>0%</b>	-10 	-1	-4
Well below average		<b>0%</b>	0	-2	-2

## KEY



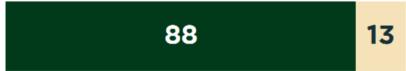




AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAC	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>81%</b>	+4	+2	+3
My workgroup has the tools and resources we need to perform well		<b>25%</b>	+10 ↑	-13 ↓	-34 ↓
The people in my workgroup use time and resources efficiently		<b>88%</b>	+18 ↑	+11 ↑	+12 ↑
My workgroup can readily adapt to new priorities and tasks		<b>94%</b>	+17 ↑	+9 ↑	+11 ↑
The people in my workgroup cooperate to get the job done		<b>94%</b>	+17 ↑	+1	+6 ↑

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# RETENTION



EMPLOYEES W O  
ND CATED T AT T EY  
WANTED TO LEAVE  
T E R CURRENT  
POS T ON AS SOON AS  
POSS BLE OR W T N  
T E NEXT 12 MONT S  
WERE ASKED W AT  
T E R PLANS WERE

RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
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Which of the following statements best reflects your current thoughts about working in your current position?

want to eave my pos t on as soon as poss b e		7%	-21↓	-2	-3
want to eave my pos t on w th n the next 12 months		33%	-12↓	+8↑	+9↑
want to stay work ng n my pos t on for the next one to two years		27%	-1	-17↓	-11↓
want to stay work ng n my pos t on for at east the next three years		33%	+33↑	+10↑	+5↑

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

am p ann ng to ret re	The data for th s quest on has been h dden for anonym ty reasons
am pursu ng another pos t on w th n my agency	The data for th s quest on has been h dden for anonym ty reasons
am pursu ng a pos t on n another agency	The data for th s quest on has been h dden for anonym ty reasons
am pursu ng work outs de the APS	The data for th s quest on has been h dden for anonym ty reasons
t s the end of my non ongo ng casua or contractd emp oyment	The data for th s quest on has been h dden for anonym ty reasons
Other	The data for th s quest on has been h dden for anonym ty reasons

KEY

↑ AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



# UNACCEPTABLE BEHAVIOUR



EMPLOYEES W O AD  
PERCE VED  
D SCR M NAT ON N  
T E LAST 12 MONT S  
N T E COURSE OF  
T E R EMPLOYMENT  
WERE ASKED W AT  
T E BAS S WAS FOR  
T E D SCR M NAT ON  
EMPLOYEES COULD  
SELECT ONE OR MORE  
RESPONSES FROM A  
L ST OF TEMS

ONLY T E T REE  
TYPES OF  
D SCR M NAT ON W T  
T E G EST  
PROPORT ON OF  
RESPONSES ARE  
PRESENTED ERE  
T ESE MAY VARY  
BETWEEN AGENC ES  
WORK UN TS AND  
W T RESULTS FOR  
T E APS OVERALL

DISCRIMINATION	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
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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		7%	+7	+2	-4
No		93%	-7	-2	+4

Did this discrimination occur in your current agency?

Yes	The data for th s quest on has been h dden for anonym ty reasons				
No	The data for th s quest on has been h dden for anonym ty reasons				

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS 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 FREETEST OPTIONS WITH THE GREATEST 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 OAC	VARIANCE FROM APS OVERALL
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During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

Yes		0%	-10 ↓	-3	-10 ↓
No		87%	-3	-2	+2
Not sure		13%	+13 ↑	+5 ↑	+8 ↑

Did you report the harassment or bullying?

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
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	24%
Woman or female	53%
Non-binary	0%
use a different term	0%
Prefer not to say	24%

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	0%
No	100%

Do you have carer responsibilities?	Responses
Yes	24%
No	76%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	71%
Australian Aboriginal and/or Torres Strait Islander	0%
New Zealander (excluding Maori)	0%
Maori, Mānesan, Papuan, Mānesan and Pōynesian	0%
Anglo-European	18%
North-West European (excluding Anglo-European)	0%
Southern and Eastern European	12%
South-East Asian	12%
North-East Asian	6%
Southern and Central Asian	0%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	6%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	0%
No	75%
Not sure	25%

# SUGGESTED QUESTIONS TO FOCUS ON



## WHAT TO FOCUS ON?

THROUGH DRIVER ANALYSIS THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING MOST 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


VAR ANCE  
FROM 2022

VAR ANCE  
FROM OA C

VAR ANCE  
FROM APS  
OVERALL

		% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
<b>.1</b>	My agency recognises and supports the notion that failure is a part of innovation	25%	-2	-6	-14
<b>.2</b>	In my agency, communication between SES and other employees is effective	50%	-17	-10	-3
<b>.3</b>	Where appropriate, I am able to take part in decisions that affect my job	82%	+29	+10	+13
<b>.4</b>	I am satisfied with the recognition I receive for doing a good job	71%	+17	-5	+4
<b>.5</b>	Internal communication within my agency is effective	63%	+4	+6	+6
<b>.6</b>	Change is managed well in my agency	63%	+21	+9	+20

# 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:

---



---



---

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

**i**

**USE THIS PAGE TO START YOUR LOCAL ACTION PLANS**

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

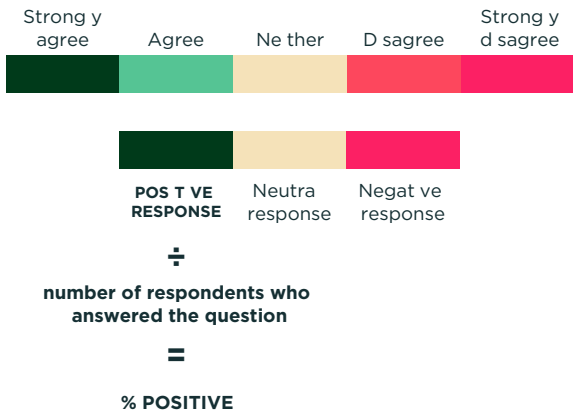
PRIORITISE 3 AREAS TO TAKE FORWARD

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

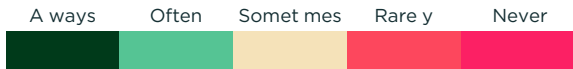
# GUIDE TO THIS REPORT

## % 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'S 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 REPORTS ALWAYS TAKE THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS INCLUDING COMPARISONS WITH TIME SERIES DATA.





# Highlights Report Dispute Resolution Branch / Major Investigations Branch



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RESPONSES:  
**37 of 64**

RESPONSE RATE:  
**58%**



# 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. TO THE EXTENT TO WHICH EMPLOYEES ARE MOTIVATED, INSPIRED AND ENABLED TO IMPROVE AN ORGANISATION'S OUTCOMES

YOUR EMPLOYEE ENGAGEMENT INDEX SCORE		64			RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM Oaic	VARIANCE FROM APS OVERALL
SAY	Overall am satisfied with my job	47	31	22	47%	-5	-28	-26	
	am proud to work in my agency	56	32	12	56%	+4	-24	-20	
	would recommend my agency as a good place to work	47	24	29	47%	-9	-18	-21	
	believe strongly in the purpose and objectives of my agency	74		26	74%	-2	-17	-11	
STAY	feel a strong personal attachment to my agency	29	35	35	29%	-7	-24	-31	
	feel committed to my agency's goals	71		26	71%	-5	-19	-12	
STRIVE	suggest ideas to improve our way of doing things	83		14	83%	+7	-6	-3	
	am happy to go the extra mile at work when required	89		8	89%	+9	-7	-1	
	work beyond what is required in my job to help my agency achieve its objectives	85		15	85%	+13	-3	+5	
	My agency really inspires me to do my best work every day	41	32	26	41%	+9	-25	-16	

### 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		72	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAIC	VARIANCE FROM APS OVERALL
					+6 ↑	-6 ↓	-4
Immediate Supervisor	My supervisor engages with staff on how to respond to future changes	69	26	69%	+9 ↑	-11 ↓	-10 ↓
	My supervisor can deliver different advice whilst maintaining relationships	71	20	71%	+19 ↑	-12 ↓	-7 ↓
	My supervisor invites a range of views including those different to their own	77	17	77%	+1	-7 ↓	-4
	My supervisor encourages my team to regularly review and improve our work	71	23	71%	+11 ↑	-12 ↓	-9 ↓
	My supervisor is invested in my development	66	31	66%	+18 ↑	-15 ↓	-10 ↓
	My supervisor ensures that my workgroup depends on what we are responsible for	74	20	74%	+12 ↑	-15 ↓	-13 ↓
<b>Other similar questions</b>							
	My supervisor provides me with helpful feedback to improve my performance	63	34	63%	+23 ↑	-14 ↓	-14 ↓
	My immediate supervisor encourages me	79	15	79%	+31 ↑	-8 ↓	+4
<b>KEY</b>		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR		AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		Pos t ve   Neutra   Negat ve 	

# 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.

	<b>YOUR SES MANAGER LEADERSHIP INDEX SCORE</b>	<b>62</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	<b>VARIANCE FROM 2022</b>	<b>VARIANCE FROM OAIC</b>	<b>VARIANCE FROM APS OVERALL</b>
					+8	-10	-6

SES Manager	Statement	Score			% Positive	Variance from 2022	Variance from OAIC	Variance from APS Overall
		Agree	Disagree	Strongly Disagree				
	My SES manager clearly articulates the direction and priorities for our area	60	20	20	60%	+4	-17	-8
	My SES manager presents convincing arguments and persuades others towards an outcome	46	46	9	46%	0	-20	-16
	My SES manager promotes cooperation within and between agencies	51	46		51%	+14	-24	-15
	My SES manager encourages innovation and creativity	54	29	17	54%	+22	-16	-10
	My SES manager creates an environment that enables us to deliver our best	56	29	15	56%	+8	-17	-8
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	60	31	9	60%	0	-19	-13

### Other similar questions

	In my agency the SES work as a team	42	31	27	42%	-12	-14	-11
	In my agency the SES clearly articulate the direction and priorities for our agency	52	26	23	52%	-7	-16	-11
	In my agency communication between SES and other employees is effective	39	26	35	39%	-20	-22	-14
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	49	43	9	49%		-19	-17

### KEY

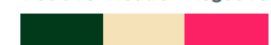


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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. THESE QUESTIONS DO NOT CONTRIBUTE TO THE ABOVE INDEX SCORE.

<b>YOUR COMMUNICATION INDEX SCORE</b>	<b>59</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	<b>VARIANCE FROM 2022</b>	<b>VARIANCE FROM OAIC</b>	<b>VARIANCE FROM APS OVERALL</b>
				0	-10 ↓	-9 ↓

Communication	My supervisor communicates effectively	71	17	11	71%	+11 ↑	-9 ↓	-9 ↓
	My SES manager communicates effectively	57	26	17	57%	+5 ↑	-14 ↓	-12 ↓
	Internal communication within my agency is effective	32	35	32	32%	-24 ↓	-24 ↓	-24 ↓

### Other similar questions

Change	When changes occur the impacts are communicated within my workgroup	53	17	31	53%	+5 ↑	-18 ↓	-14 ↓
	Staff are consulted about change at work	18	47	35	18%	-38 ↓	-38 ↓	-32 ↓
	Changes managed well in my agency	18	38	44	18%	-26 ↓	-36 ↓	-25 ↓

### KEY

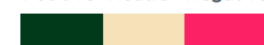


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAC	VARIANCE FROM APS OVERALL
My job gives me opportunities to utilise my skills	64 8 28	64%	-12 ↓	-18 ↓	-15 ↓
I have a choice in deciding how I do my work	59 29 12	59%	-5 ↓	-11 ↓	-5 ↓
Where appropriate I am able to take part in decisions that affect my job	56 17 28	56%	-8 ↓	-17 ↓	-13 ↓
I am clear what my duties and responsibilities are	56 38 8	56%	-12 ↓	-22 ↓	-23 ↓
I am satisfied with the recognition I receive for doing a good job	53 25 22	53%	+1	-23 ↓	-14 ↓
I am fairly remunerated (e.g. salary superannuation) for the work that I do	26 31 43	26%	-22 ↓	-15 ↓	-26 ↓
I am satisfied with my non-monetary employment conditions (e.g. leave flexible work arrangements other benefits)	67 14 19	67%	-9 ↓	-7 ↓	-7 ↓
I am satisfied with the stability and security of my job	75 8 17	75%	-5 ↓	-4	-7 ↓
I am confident that if I requested a flexible work arrangement my request would be given reasonable consideration	67 19 14	67%	-13 ↓	-14 ↓	-12 ↓

## 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	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
feel a strong personal attachment to the APS	<div style="display: flex; width: 100px; height: 20px; background-color: #004d00; position: relative;"> <span style="position: absolute; left: 0; top: 50%; transform: translateY(-50%);">41</span> <span style="position: absolute; right: 0; top: 50%; transform: translateY(-50%); background-color: #f0c000; padding-left: 5px;">56</span> </div>	41%	-15 ↓	-12 ↓	-20 ↓
understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; width: 100px; height: 20px; background-color: #004d00; position: relative;"> <span style="position: absolute; left: 0; top: 50%; transform: translateY(-50%);">78</span> <span style="position: absolute; right: 0; top: 50%; transform: translateY(-50%); background-color: #f0c000; padding-left: 5px;">11</span> <span style="position: absolute; right: 0; top: 50%; transform: translateY(-50%); background-color: #e91e63; padding-left: 5px;">11</span> </div>	78%	-14 ↓	-12 ↓	-14 ↓
believe strongly in the purpose and objectives of the APS	<div style="display: flex; width: 100px; height: 20px; background-color: #004d00; position: relative;"> <span style="position: absolute; left: 0; top: 50%; transform: translateY(-50%);">68</span> <span style="position: absolute; right: 0; top: 50%; transform: translateY(-50%); background-color: #f0c000; padding-left: 5px;">32</span> </div>	68%	-20 ↓	-19 ↓	-17 ↓

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
--	----------------	---	--------------------	--------------------	---------------------------

## What best describes your current workload?

We're above capacity - too much work	<div style="width: 20%; height: 20px; background-color: #004d00;"></div>	41%	+17 ↑	-2	+17 ↑
Slightly above capacity - lots of work to do	<div style="width: 15%; height: 20px; background-color: #004d00;"></div>	32%	-4	-2	-8 ↓
At capacity - about the right amount of work to do	<div style="width: 10%; height: 20px; background-color: #004d00;"></div>	24%	-12 ↓	+3	-6 ↓
Slightly below capacity - available for more work	<div style="width: 2%; height: 20px; background-color: #004d00;"></div>	3%	-1	+1	-3
We're below capacity - not enough work		0%	0	0	-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 2022	VARIANCE FROM OAC	VARIANCE FROM APS OVERALL
My agency supports and actively promotes an inclusive workplace culture		<b>76%</b>	+4	-9 ⬇️	-3
My supervisor actively ensures that everyone can be included in workplace activities		<b>74%</b>	-2	-12 ⬇️	-9 ⬇️
I receive the respect I deserve from my colleagues at work		<b>74%</b>	+10 ⬆️	-13 ⬇️	-8 ⬇️

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM OAC	VARIANCE FROM APS OVERALL
--	----------------	---	--------------------	-------------------	---------------------------

## Do you currently access any of the following flexible working arrangements? [Multiple Response]

Part time		<b>19%</b>	+3	-6 ⬇️	+6 ⬆️
Flexible hours of work		<b>25%</b>	+9 ⬆️	+3	-3
Compressed work week		<b>3%</b>	+3	-3	-1
Job sharing		<b>0%</b>	0	-1	0
Working away from the office/working from home		<b>72%</b>	-12 ⬇️	-7 ⬇️	+15 ⬆️
None of the above		<b>11%</b>	-1	+5 ⬆️	-15 ⬇️

### 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**

**59**

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2022

VARIANCE FROM OAIC

VARIANCE FROM APS OVERALL

+3

-7 ↓

-6 ↓

Enabling innovation

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

74

21

74%

-2

-8 ↓

-6 ↓

My immediate supervisor encourages me to come up with new or better ways of doing things

65

26

9

65%

+6 ↑

-12 ↓

-7 ↓

People are recognised for coming up with new and innovative ways of working

41

47

12

41%

-7 ↓

-19 ↓

-17 ↓

My agency inspires me to come up with new or better ways of doing things

24

56

21

24%

-6 ↓

-26 ↓

-26 ↓

My agency recognises and supports the notion that failure is a part of innovation

24

56

21

24%

-6 ↓

-8 ↓

-15 ↓

KEY

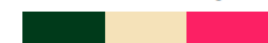


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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.

<b>YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE</b>	66	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAIC	VARIANCE FROM APS OVERALL
				0	-6 ↓	-2

Wellbeing policies and support	Score Breakdown			% Positive	Variance from 2022	Variance from OAIC	Variance from APS Overall
	Positive	Neutral	Negative				
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	56	26	18	56%	0	-12 ↓	-8 ↓
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	71	21	9	71%	-5 ↓	-9 ↓	+8 ↑
My agency does a good job of promoting health and wellbeing	62	24	15	62%	+2	-9 ↓	-1
I think my agency cares about my health and wellbeing	53	35	12	53%	-7 ↓	-20 ↓	-8 ↓
I believe my immediate supervisor cares about my health and wellbeing	85	9	6	85%	+1	-5 ↓	0

<b>KEY</b>	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Pos t ve	Neutra	Negat ve

# WELLBEING

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
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## How often do you find your work stressful?

A ways		<b>3%</b>	-1	-3	-2
Often		<b>35%</b>	+3	+3	+9
Somet mes		<b>50%</b>	+18	-1	+1
Rare y		<b>12%</b>	-20	+2	-6
Never		<b>0%</b>	0	-1	-2

## To what extent is your work emotionally demanding?

To a very arge extent		<b>15%</b>	+3	+4	+7
To a arge extent		<b>15%</b>	-9	0	-6
Somewhat		<b>35%</b>	+11	0	-3
To a sma extent		<b>29%</b>	+1	-1	+6
To a very sma extent		<b>6%</b>	-6	-3	-3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
<b>I feel burned out by my work</b>					
Strongly agree		<b>15%</b>	+3	-1	+6
Agree		<b>29%</b>	+9	+3	+5
Neither agree nor disagree		<b>32%</b>	+4	+1	+1
Disagree		<b>18%</b>	-18	-2	-11
Strongly disagree		<b>6%</b>	+2	0	-1
<b>In general, would you say that your health is:</b>					
Excellent		<b>9%</b>	-3	-6	-1
Very good		<b>32%</b>	+8	-2	-1
Good		<b>44%</b>	+8	+5	+6
Fair		<b>12%</b>	-16	+2	-3
Poor		<b>3%</b>	+3	+1	0

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
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In the last month, please rate your workgroup's overall performance

Exce ent		<b>18%</b>	-6	-13	-10
Very good		<b>53%</b>	+5	-4	-2
Average		<b>26%</b>	-2	+15	+11
Be ow average		<b>3%</b>	+3	+2	+1
We be ow average		<b>0%</b>	0	0	-1

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

Exce ent		<b>0%</b>	-14	-11	-16
Very good		<b>57%</b>	+5	-4	+3
Average		<b>36%</b>	+7	+10	+11
Be ow average		<b>0%</b>	-5	-1	-4
We be ow average		<b>7%</b>	+7	+5	+5

## KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAC	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities and knowledge to perform well	<div style="display: flex; justify-content: space-between;"><div style="width: 53%; background-color: #004d00; color: white; text-align: center;">53</div><div style="width: 17%; background-color: #f0e68c; color: black; text-align: center;">17</div><div style="width: 31%; background-color: #e91e63; color: white; text-align: center;">31</div></div>	<b>53%</b>	-23 ↓	-26 ↓	-25 ↓
My workgroup has the tools and resources we need to perform well	<div style="display: flex; justify-content: space-between;"><div style="width: 22%; background-color: #004d00; color: white; text-align: center;">22</div><div style="width: 22%; background-color: #f0e68c; color: black; text-align: center;">22</div><div style="width: 56%; background-color: #e91e63; color: white; text-align: center;">56</div></div>	<b>22%</b>	-14 ↓	-15 ↓	-37 ↓
The people in my workgroup use time and resources efficiently	<div style="display: flex; justify-content: space-between;"><div style="width: 58%; background-color: #004d00; color: white; text-align: center;">58</div><div style="width: 14%; background-color: #f0e68c; color: black; text-align: center;">14</div><div style="width: 28%; background-color: #e91e63; color: white; text-align: center;">28</div></div>	<b>58%</b>	-14 ↓	-18 ↓	-18 ↓
My workgroup can readily adapt to new priorities and tasks	<div style="display: flex; justify-content: space-between;"><div style="width: 64%; background-color: #004d00; color: white; text-align: center;">64</div><div style="width: 25%; background-color: #f0e68c; color: black; text-align: center;">25</div><div style="width: 11%; background-color: #e91e63; color: white; text-align: center;">11</div></div>	<b>64%</b>	-8 ↓	-21 ↓	-19 ↓
The people in my workgroup cooperate to get the job done	<div style="display: flex; justify-content: space-between;"><div style="width: 86%; background-color: #004d00; color: white; text-align: center;">86</div><div style="width: 11%; background-color: #f0e68c; color: black; text-align: center;">11</div></div>	<b>86%</b>	+6 ↑	-7 ↓	-2

## 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 OAC	VARIANCE FROM APS OVERALL
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Which of the following statements best reflects your current thoughts about working in your current position?

want to leave my position as soon as possible		12%	-8↓	+4	+2
want to leave my position within the next 12 months		36%	+8↑	+11↑	+12↑
want to stay working in my position for the next one to two years		21%	-23↓	-22↓	-16↓
want to stay working in my position for at least the next three years		30%	+22↑	+7↑	+2

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

am planning to retire		0%	0	-3	-5↓
am pursuing another position within my agency		31%	+6↑	+12↑	-10↓
am pursuing a position in another agency		31%	-2	-8↓	+4
am pursuing work outside the APS		19%	+2	+2	+8↑
at the end of my non-ongoing/casual or contracted employment		6%	-10↓	+3	+3
Other		13%	+4	-7↓	0

## 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 GREATEST 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 OAC	VARIANCE FROM APS OVERALL
<b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b>					
am not satisfied with the work		<b>23%</b>	-	-	-
can receive a higher salary elsewhere		<b>23%</b>	-	-	-
wish to pursue a promotion opportunity		<b>15%</b>	-	-	-
My expectations for work in my current position have not been met		<b>8%</b>	-	-	-
have achieved a career in my current position		<b>8%</b>	-	-	-

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# UNACCEPTABLE BEHAVIOUR



EMPLOYEES W O AD  
PERCE VED  
D SCR M NAT ON N  
T E LAST 12 MONT S  
N T E COURSE OF  
T E R EMPLOYMENT  
WERE ASKED W AT  
T E BAS S WAS FOR  
T E D SCR M NAT ON  
EMPLOYEES COULD  
SELECT ONE OR MORE  
RESPONSES FROM A  
L ST OF TEMS

ONLY T E T REE  
TYPES OF  
D SCR M NAT ON W T  
T E G EST  
PROPORT ON OF  
RESPONSES ARE  
PRESENTED ERE  
T ESE MAY VARY  
BETWEEN AGENC ES  
WORK UN TS AND  
W T RESULTS FOR  
T E APS OVERALL

DISCRIMINATION	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
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		6%	-14 ↓	+1	-5 ↓
No		94%	+14 ↑	-1	+5 ↑
Did this discrimination occur in your current agency?					
Yes	The data for th s quest on has been h dden for anonym ty reasons				
No	The data for th s quest on has been h dden for anonym ty reasons				

## KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS 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 LARGEST 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 OAC	VARIANCE FROM APS OVERALL
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During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

Yes		0%	-16 ↓	-3	-10 ↓
No		85%	+1	-4	+1
Not sure		15%	+15 ↑	+6 ↑	+9 ↑

Did you report the harassment or bullying?

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
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	22%
Woman or female	73%
Non-binary	0%
use a different term	0%
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	6%
No	94%

Do you have carer responsibilities?	Responses
Yes	54%
No	46%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	59%
Australian Aboriginal and/or Torres Strait Islander	0%
New Zealander (excluding Maori)	0%
Maori, Mānesan, Papuan, Mānesan and Pōynesan	3%
Anglo-European	11%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	14%
South-East Asian	14%
North-East Asian	3%
Southern and Central Asian	3%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	0%
Sub-Saharan African	5%

Do you consider yourself to be neurodivergent?	Responses
Yes	8%
No	86%
Not sure	6%

# SUGGESTED QUESTIONS TO FOCUS ON



## WHAT TO FOCUS ON?

THROUGH DRIVER ANALYSIS THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING MOST 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 OA C	VARIANCE FROM APS OVERALL
.1	I am satisfied with the recognition I receive for doing a good job			53%	+1	-23↓	-14↓
.2	My workgroup has the appropriate skills, capabilities and knowledge to perform well			53%	-23↓	-26↓	-25↓
.3	Internal communication within my agency is effective			32%	-24↓	-24↓	-24↓
.4	My agency inspires me to come up with new or better ways of doing things			24%	-6↓	-26↓	-26↓
.5	My immediate supervisor encourages me			79%	+31↑	-8↓	+4
.6	My SES manager encourages innovation and creativity			54%	+22↑	-16↓	-10↓

# TIME TO TAKE ACTION



## CELEBRATE

What things do we do well?

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THANK 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 SALES?



## 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 HARBOR?



## USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

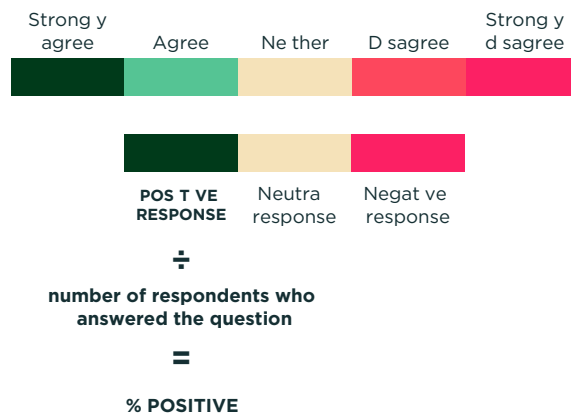
PRIORITISE 3 AREAS TO TAKE FORWARD

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

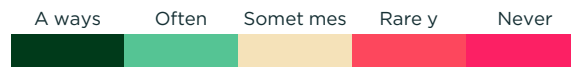
# GUIDE TO THIS REPORT

## % 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 REPORTS ALWAYS TAKE THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS INCLUDING COMPARISONS WITH TIME SERIES DATA.

