



Highlights Report DITRDCA



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
Agency Specific Questions	25
Time to Take Action	27
Guide to this Report	28

RESPONSES:
1,637 of 1,855
RESPONSE RATE:
88%

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		72	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SAY	Overall, I am satisfied with my job	76	13 11	76%	-3	+3	-1	-1
	I am proud to work in my agency	70	25	70%	+3	-6 ↓	-9 ↓	-10 ↓
	I would recommend my agency as a good place to work	73	19 8	73%	+4	+5 ↑	-2	-1
	I believe strongly in the purpose and objectives of my agency	77	20	77%	+2	-7 ↓	-8 ↓	-9 ↓
STAY	I feel a strong personal attachment to my agency	48	32 20	48%	+2	-12 ↓	-11 ↓	-14 ↓
	I feel committed to my agency's goals	77	19	77%	0	-6 ↓	-7 ↓	-8 ↓
STRIVE	I suggest ideas to improve our way of doing things	90	8	90%	+2	+4	0	+1
	I am happy to go the 'extra mile' at work when required	93		93%	-2	+3	0	+1
	I work beyond what is required in my job to help my agency achieve its objectives	81	15	81%	+1	+1	-1	0
	My agency really inspires me to do my best work every day	54	34 12	54%	+2	-3	-6 ↓	-6 ↓

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		78	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					-1	+2	+1	+1

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	82	11 7	82%	-2	+3	+2	+2
	My supervisor can deliver difficult advice whilst maintaining relationships	81	12	81%	-1	+3	+2	+2
	My supervisor invites a range of views, including those different to their own	84	10	84%	-3	+3	0	+1
	My supervisor encourages my team to regularly review and improve our work	81	13	81%	-3	0	0	0
	My supervisor is invested in my development	79	13 7	79%	-1	+4	+2	+2
	My supervisor ensures that my workgroup delivers on what we are responsible for	89	7	89%	-2	+2	0	+1

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	79	13 8	79%	-1	+2	+2	+1
My immediate supervisor encourages me	78	16	78%	-3	+2	0	0

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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					-2	+5 ↑	+1	+2

SES Manager	My SES manager clearly articulates the direction and priorities for our area		74	15	11	74%	-2	+6 ↑	+1	+2
	My SES manager presents convincing arguments and persuades others towards an outcome		72	19	8	72%	-3	+11 ↑	+2	+5 ↑
	My SES manager promotes cooperation within and between agencies		79	16		79%	-2	+13 ↑	+3	+6 ↑
	My SES manager encourages innovation and creativity		69	22	9	69%	-3	+5 ↑	-1	+1
	My SES manager creates an environment that enables us to deliver our best		72	17	10	72%	-3	+9 ↑	+2	+4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS		81	15		81%	-3	+8 ↑	+1	+3

Other similar questions

In my agency, the SES work as a team		57	29	14	57%	-2	+4	-3	0
In my agency, the SES clearly articulate the direction and priorities for our agency		67	21	12	67%	0	+4	-1	+1
In my agency, communication between SES and other employees is effective		60	25	16	60%	-2	+6 ↑	0	+2
My SES manager routinely promotes the use of data and evidence to deliver outcomes		71	22		71%	-	+6 ↑	+1	+2

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	70	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-1	+2	0	0





















Communication	My supervisor communicates effectively	80	11 9	80%	-3	0	0	-1
	My SES manager communicates effectively	75	14 11	75%	-4	+6 ⬆️	0	+1
	Internal communication within my agency is effective	60	25 15	60%	+2	+3	0	+1

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	16 14	69%	-4	+2	+1	+1
	Staff are consulted about change at work	52	36 12	52%	+2	+3	+1	+1
	Change is managed well in my agency	39	35 26	39%	+1	-4	-6 ⬇️	-5 ⬇️

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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills		80%	-2	+2	-1	-1
I have a choice in deciding how I do my work		73%	-2	+9 	+2	+2
Where appropriate, I am able to take part in decisions that affect my job		79%	0	+10 	+4	+6 
I am clear what my duties and responsibilities are		79%	-2	0	+1	0
I am satisfied with the recognition I receive for doing a good job		75%	-3	+8 	+2	+3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		59%	-5 	+7 	-8 	-3
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		81%	+1	+7 	+1	+2
I am satisfied with the stability and security of my job		88%	-1	+6 	+2	+5 
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		88%	+1	+9 	+3	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR


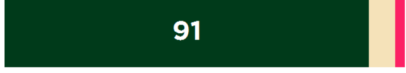



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative









WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS		62%	-1	+1	0	+1
I understand how my role contributes to achieving an outcome for the Australian public		91%	-1	-1	-1	-1
I believe strongly in the purpose and objectives of the APS		86%	-2	+2	0	0

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
--	----------------	---	--------------------	---------------------------	-------------------------------	------------------------------------

What best describes your current workload?

Well above capacity - too much work		24%	+5 	0	-1	+1
Slightly above capacity - lots of work to do		40%	0	0	0	-1
At capacity - about the right amount of work to do		27%	-3	-2	-1	-2
Slightly below capacity - available for more work		7%	-2	+2	+1	+2
Well below capacity - not enough work		2%	0	+1	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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	86	86%	+5 ⬆️	+6 ⬆️	+3	+4
My supervisor actively ensures that everyone can be included in workplace activities	86	86%	-2	+2	+1	+1
I receive the respect I deserve from my colleagues at work	84	84%	-2	+3	+1	+1

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time	14	14%	+1	0	0	+1
Flexible hours of work	21	21%	+1	-7 ⬇️	-1	-5 ⬇️
Compressed work week	3	3%	+1	0	0	-1
Job sharing	0	0%	0	0	0	0
Working away from the office/working from home	69	69%	+5 ⬆️	+12 ⬆️	+6 ⬆️	+2
None of the above	20	20%	-4	-6 ⬇️	-4	-1

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		65	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES	
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	83	14	83%	-3	+3	-1	+1	
	My immediate supervisor encourages me to come up with new or better ways of doing things	75	17	8	75%	-3	+3	0	+1
	People are recognised for coming up with new and innovative ways of working	58	31	11	58%	-4	0	-1	-1
	My agency inspires me to come up with new or better ways of doing things	47	39	14	47%	-1	-3	-2	-3
	My agency recognises and supports the notion that failure is a part of innovation	39	41	20	39%	+4	0	+2	0

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		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	66	24	10	66%	-2	+2	+1	0
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	66	22	12	66%	+1	+4	+4	+2
	My agency does a good job of promoting health and wellbeing	70	22	9	70%	+2	+7↑	+7↑	+6↑
	I think my agency cares about my health and wellbeing	67	23	9	67%	+3	+6↑	+4	+3
	I believe my immediate supervisor cares about my health and wellbeing	88	8		88%	-2	+2	0	0

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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
----------------	---	--------------------	---------------------------	-------------------------------	------------------------------------

How often do you find your work stressful?

Always		4%	+1	-1	-1	-1
Often		25%	+3	-1	-2	-1
Sometimes		50%	-3	+1	+1	0
Rarely		20%	-1	+1	+2	+2
Never		1%	0	0	0	0

To what extent is your work emotionally demanding?

To a very large extent		6%	+2	-2	-1	-1
To a large extent		17%	+1	-4	-3	-3
Somewhat		40%	+1	+1	+1	+1
To a small extent		26%	-2	+3	+1	+2
To a very small extent		12%	-1	+3	+1	+2

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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel burned out by my work						
Strongly agree		8%	+2	0	0	0
Agree		22%	0	-2	-2	-1
Neither agree nor disagree		29%	0	-2	-1	-2
Disagree		33%	-1	+4	+3	+3
Strongly disagree		7%	-1	0	0	0
In general, would you say that your health is:						
Excellent		9%	-2	-1	-2	-2
Very good		34%	-1	0	-1	-1
Good		38%	+2	0	+1	+1
Fair		15%	-1	0	+1	+1
Poor		4%	+2	+1	+1	+1

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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
----------------	---	--------------------	---------------------------	-------------------------------	------------------------------------

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

Excellent		30%	-1	+3	-1	0
Very good		55%	+1	0	0	0
Average		13%	0	-2	+1	0
Below average		1%	0	-1	0	0
Well below average		0%	0	0	0	0

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

Excellent		15%	-2	-1	-4	-3
Very good		60%	+2	+7 	+1	+4
Average		22%	0	-3	+3	0
Below average		2%	0	-2	0	-1
Well below average		1%	0	-1	0	-1

KEY



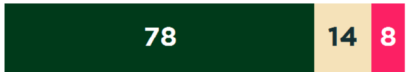




AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		80%	-1	+2	0	0
My workgroup has the tools and resources we need to perform well		51%	-5↓	-8↓	-8↓	-7↓
The people in my workgroup use time and resources efficiently		78%	-4	+2	0	0
My workgroup can readily adapt to new priorities and tasks		86%	-2	+3	+1	+1
The people in my workgroup cooperate to get the job done		90%	-2	+3	+1	+1

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 POLICY AGENCIES	VARIANCE FROM LARGE 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		10%	+2	+1	+1	+2
I want to leave my position within the next 12 months		29%	0	+5	+1	+3
I want to stay working in my position for the next one to two years		45%	0	+7	+3	+4
I want to stay working in my position for at least the next three years		15%	-1	-13	-4	-9
What best describes your plans involved with leaving your current position?						
I am planning to retire		3%	+1	-2	0	0
I am pursuing another position within my agency		36%	+2	-5	-4	-6
I am pursuing a position in another agency		35%	0	+8	+6	+8
I am pursuing work outside the APS		7%	-1	-4	-2	-3
It is the end of my non-ongoing, casual or contracted employment		3%	-1	0	-2	-2
Other		16%	-1	+3	+2	+3

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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	19%	-	-	-	-
I am looking to further my skills in another area	14%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	11%	-	-	-	-
I can receive a higher salary elsewhere	9%	-	-	-	-
I have achieved all I can in my current position	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 POLICY AGENCIES	VARIANCE FROM LARGE 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		10%	+2	0	0	0
No		90%	-2	0	0	0
Did this discrimination occur in your current agency?						
Yes		87%	+9	-4	-2	-3
No		13%	-9	+4	+2	+3
Basis for the discrimination that you experienced (3 highest responses):						
Gender		37%	-	-	-	-
Age		24%	-	-	-	-
Race		22%	-	-	-	-

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 POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes		11%	+3	0	+1	+1
No		85%	-4	0	-1	-1
Not sure		5%	0	-1	0	0

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		45%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		43%	-	-	-	-
Deliberate exclusion from work-related activities		33%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		25%	-10 ↓	-10 ↓	-9 ↓	-10 ↓
It was reported by someone else		6%	0	-2	-2	-2
I did not report the behaviour		69%	+10 ↑	+12 ↑	+11 ↑	+12 ↑

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 POLICY AGENCIES	VARIANCE FROM LARGE 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		2%	+1	-1	0	-1
No		92%	-2	+2	0	0
Not sure		3%	+1	-1	0	0
Would prefer not to answer		2%	+1	0	0	0
Types of corrupt behaviours witnessed (3 highest responses):						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		59%	-	-	-	-
Theft or misappropriation of official assets		24%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		18%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		31%	+15 ↑	+11 ↑	+14 ↑	+12 ↑
It was reported by someone else		3%	-5 ↓	-13 ↓	-12 ↓	-12 ↓
I did not report the behaviour		66%	-9 ↓	+2	-1	0
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	38%
Woman or female	58%
Non-binary	1%
I use a different term	0%
Prefer not to say	3%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	3%
No	97%

Do you have an ongoing disability?	Responses
Yes	12%
No	88%

Do you have carer responsibilities?	Responses
Yes	41%
No	59%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	13%
No	87%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	77%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	16%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	6%
North-East Asian	2%
Southern and Central Asian	2%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	10%
No	79%
Not sure	11%

AGENCY POSITION



AGENCY POSITION

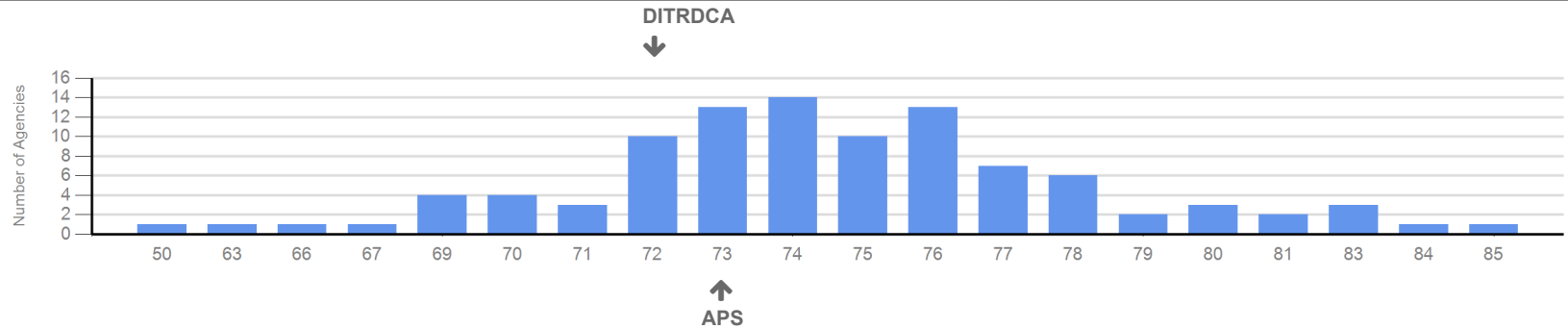
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

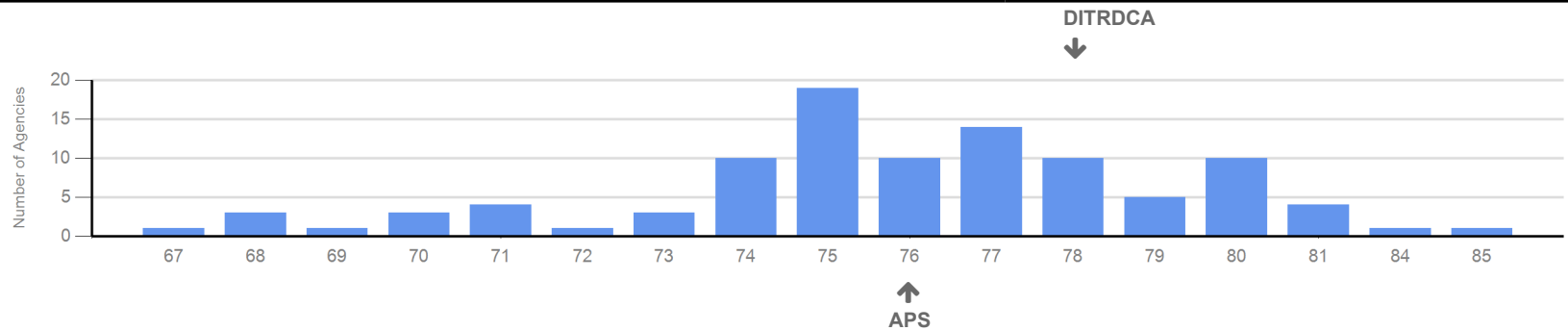
Employee Engagement Index

Ranking : 85th of 100



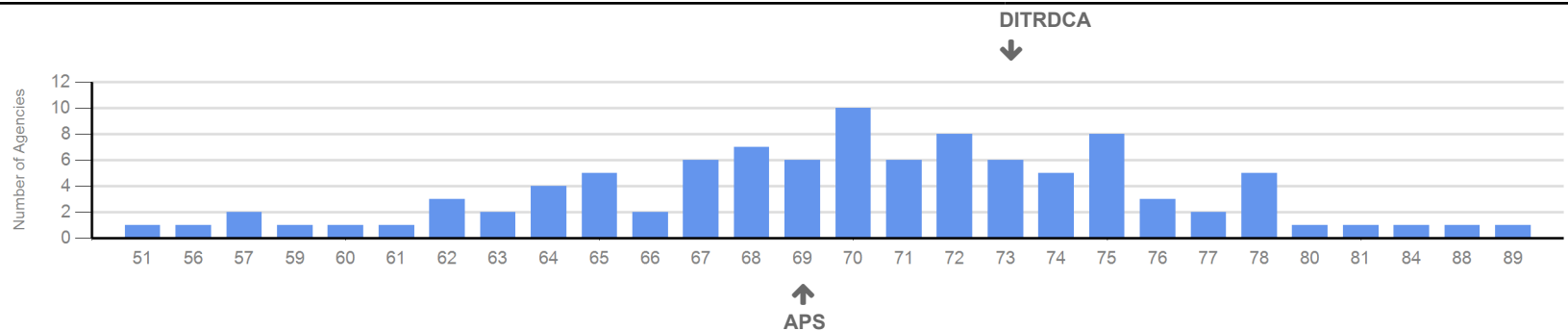
Leadership – Immediate Supervisor Index

Ranking : 26th of 100



Leadership – SES Manager Index

Ranking : 30th of 100



AGENCY POSITION



AGENCY POSITION

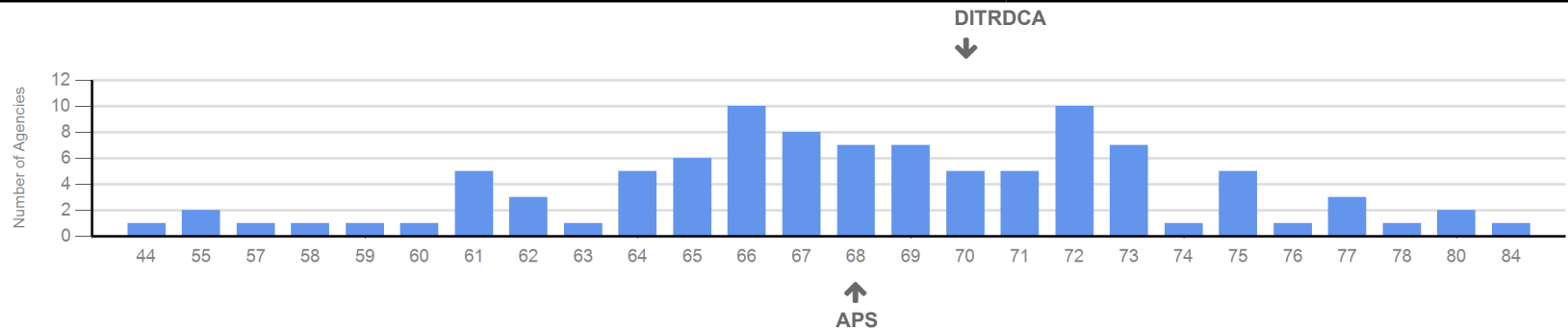
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

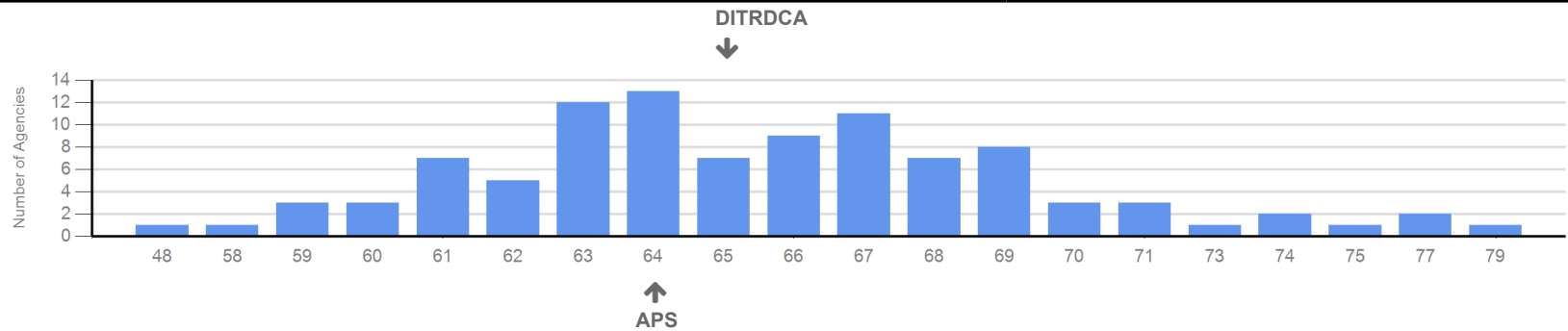
Communication Index

Ranking : 37th of 100



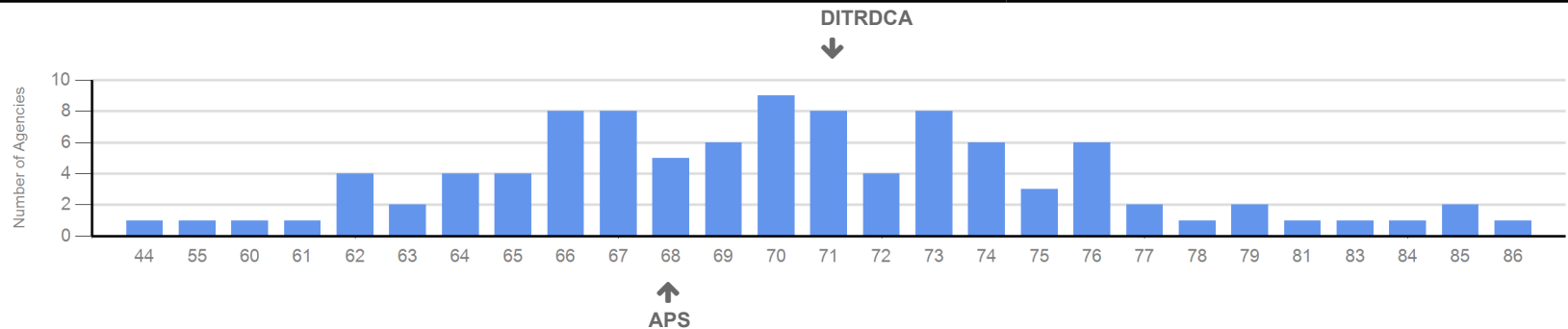
Enabling Innovation Index

Ranking : 51st of 100



Wellbeing Policies and Support Index

Ranking : 45th 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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
.1	My agency supports and actively promotes an inclusive workplace culture			86%	+5	+6	+3	+4
.2	My agency inspires me to come up with new or better ways of doing things			47%	-1	-3	-2	-3
.3	I am satisfied with the recognition I receive for doing a good job			75%	-3	+8	+2	+3
.4	Where appropriate, I am able to take part in decisions that affect my job			79%	0	+10	+4	+6
.5	Change is managed well in my agency			39%	+1	-4	-6	-5
.6	My SES manager creates an environment that enables us to deliver our best			72%	-3	+9	+2	+4

DITRDC SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
In my agency, the rationale for change is communicated well	51	32	16	51%	+6 ⬆️
My manager has the capability and resources to support staff with mental health concerns	60	29	11	60%	-3
The agency has a culture that allows me to further my learning and development	76	17	7	76%	0
My agency is committed to creating a diverse workforce (i.e. gender, age, cultural and linguistic background, disability, neurodiversity, First Nations, LGBTIQ+)	84	13	3	84%	+7 ⬆️
The SES in my agency actively promote the value of a diverse and inclusive workplace	77	18	5	77%	-
I understand how my work connects and contributes to my agency's objectives	87	10	3	87%	-1
The skills, knowledge, experience and characteristics I bring as an individual are valued by my agency	73	18	9	73%	-2
The SES in my agency demonstrate and discuss the importance of managing risk appropriately	60	28	11	60%	+1
The department's internal communication channels (intranet, emails, videos, etc.) gives me the information I need to do my job and stay engaged and connected	63	23	14	63%	-1
The people I work with demonstrate and uphold our department's Values	87	9	4	87%	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



DITRDC SPECIFIC QUESTIONS


	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
The SES in my agency empower others to succeed	64	26	10	64%	+1
The SES in my agency treat everyone with dignity and respect	74	18	8	74%	+1
The SES in my agency collaborate, not compete, to succeed	55	33	12	55%	-1
The SES in my agency support me to make the decisions necessary for me to do my job effectively	66	25	9	66%	-
I have read and understand the department's Integrity Strategy	68	18	14	68%	-

KEY

 **AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR**
 **AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR**


Positive  Neutral  Negative 

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.

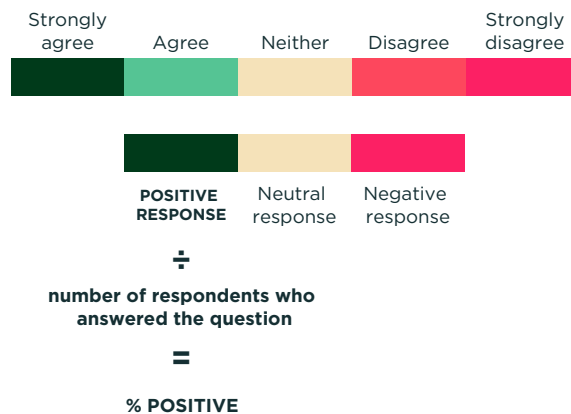
PRIORITISE 3 AREAS TO TAKE FORWARD

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

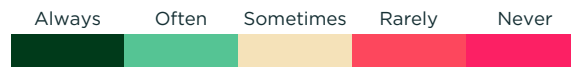
GUIDE TO THIS REPORT

% 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.