



# Highlights Report SIA



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RESPONSES:
198 of 365
RESPONSE RATE:
54%

# 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		74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
SAY	Overall, I am satisfied with my job	78	12 10	78%	0	+5 ↑	+3	+6 ↑
	I am proud to work in my agency	80	13	80%	-3	+4	0	+4
	I would recommend my agency as a good place to work	71	17 12	71%	-5 ↓	+2	-2	+7 ↑
	I believe strongly in the purpose and objectives of my agency	89	8	89%	0	+5 ↑	0	+3
STAY	I feel a strong personal attachment to my agency	64	21 14	64%	0	+4	+1	+4
	I feel committed to my agency's goals	88	10	88%	-4	+5 ↑	+1	+5 ↑
STRIVE	I suggest ideas to improve our way of doing things	79	16	79%	+6 ↑	-8 ↓	-8 ↓	-9 ↓
	I am happy to go the 'extra mile' at work when required	94		94%	+3	+4	+3	+5 ↑
	I work beyond what is required in my job to help my agency achieve its objectives	78	19	78%	+3	-2	-3	-2
	My agency really inspires me to do my best work every day	60	27 13	60%	0	+3	-1	+5 ↑

### 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		68	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	67	19 14	67%	+1	-12 ↓	-14 ↓	-9 ↓
	My supervisor can deliver difficult advice whilst maintaining relationships	69	18 13	69%	+2	-10 ↓	-11 ↓	-7 ↓
	My supervisor invites a range of views, including those different to their own	66	20 14	66%	+3	-16 ↓	-18 ↓	-13 ↓
	My supervisor encourages my team to regularly review and improve our work	68	19 13	68%	0	-13 ↓	-14 ↓	-9 ↓
	My supervisor is invested in my development	63	23 15	63%	+2	-13 ↓	-14 ↓	-11 ↓
	My supervisor ensures that my workgroup delivers on what we are responsible for	80	12 8	80%	+1	-7 ↓	-7 ↓	-5 ↓
<b>Other similar questions</b>								
	My supervisor provides me with helpful feedback to improve my performance	69	16 16	69%	+4	-8 ↓	-9 ↓	-5 ↓
	My immediate supervisor encourages me	66	22 12	66%	+4	-10 ↓	-11 ↓	-8 ↓
<b>KEY</b>		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		61	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
					-1	-8 ↓	-8 ↓	-6 ↓

SES Manager	My SES manager clearly articulates the direction and priorities for our area	52	28	19	52%	-1	-16 ↓	-17 ↓	-11 ↓
	My SES manager presents convincing arguments and persuades others towards an outcome	50	37	13	50%	+3	-12 ↓	-15 ↓	-11 ↓
	My SES manager promotes cooperation within and between agencies	55	36	9	55%	0	-12 ↓	-14 ↓	-10 ↓
	My SES manager encourages innovation and creativity	48	37	16	48%	+4	-17 ↓	-19 ↓	-14 ↓
	My SES manager creates an environment that enables us to deliver our best	47	35	18	47%	+1	-16 ↓	-18 ↓	-12 ↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	60	30	10	60%	+1	-13 ↓	-16 ↓	-11 ↓

### Other similar questions

In my agency, the SES work as a team	40	33	26	40%	0	-13 ↓	-12 ↓	-8 ↓
In my agency, the SES clearly articulate the direction and priorities for our agency	50	30	20	50%	0	-13 ↓	-15 ↓	-4
In my agency, communication between SES and other employees is effective	41	28	31	41%	+2	-12 ↓	-13 ↓	-4
My SES manager routinely promotes the use of data and evidence to deliver outcomes	47	39	14	47%	-	-18 ↓	-20 ↓	-14 ↓

### 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.

<b>YOUR COMMUNICATION INDEX SCORE</b>	<b>61</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
				-1	-7↓	-7↓	-4










Communication	My supervisor communicates effectively	69	13	18	69%	-5↓	-11↓	-12↓	-8↓
	My SES manager communicates effectively	52	28	20	52%	-1	-17↓	-18↓	-13↓
	Internal communication within my agency is effective	49	29	22	49%	-2	-7↓	-10↓	+2

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	67	14	19	67%	+1	0	-2	+1
	Staff are consulted about change at work	44	36	20	44%	+7↑	-5↓	-6↓	0
	Change is managed well in my agency	39	32	29	39%	+3	-4	-5↓	+5↑

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

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills		<b>76%</b>	0	-3	-6 ↓	-4
I have a choice in deciding how I do my work		<b>66%</b>	+11 ↑	+1	-5 ↓	-6 ↓
Where appropriate, I am able to take part in decisions that affect my job		<b>63%</b>	+2	-6 ↓	-9 ↓	-6 ↓
I am clear what my duties and responsibilities are		<b>83%</b>	-2	+3	+2	+5 ↑
I am satisfied with the recognition I receive for doing a good job		<b>58%</b>	+1	-8 ↓	-12 ↓	-7 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		<b>65%</b>	-1	+13 ↑	+11 ↑	+13 ↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		<b>78%</b>	+9 ↑	+4	-3	-1
I am satisfied with the stability and security of my job		<b>64%</b>	-1	-17 ↓	-19 ↓	-10 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		<b>76%</b>	+1	-2	-9 ↓	-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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between; width: 100px;"> <span style="background-color: #004d00; color: white; padding: 2px 5px;">43</span> <span style="background-color: #f0c000; color: black; padding: 2px 5px;">41</span> <span style="background-color: #e91e63; color: white; padding: 2px 5px;">16</span> </div>	<b>43%</b>	0	-18 ↓	-17 ↓	-10 ↓
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; justify-content: space-between; width: 100px;"> <span style="background-color: #004d00; color: white; padding: 2px 5px;">92</span> <span style="background-color: #f0c000; color: black; padding: 2px 5px;">0</span> <span style="background-color: #e91e63; color: white; padding: 2px 5px;">0</span> </div>	<b>92%</b>	+1	0	0	+1
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between; width: 100px;"> <span style="background-color: #004d00; color: white; padding: 2px 5px;">77</span> <span style="background-color: #f0c000; color: black; padding: 2px 5px;">22</span> <span style="background-color: #e91e63; color: white; padding: 2px 5px;">0</span> </div>	<b>77%</b>	-2	-8 ↓	-9 ↓	-4

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work	<div style="width: 10%; height: 15px; background-color: #004d00;"></div>	<b>10%</b>	-7 ↓	-14 ↓	-15 ↓	-17 ↓
Slightly above capacity - lots of work to do	<div style="width: 26%; height: 15px; background-color: #004d00;"></div>	<b>26%</b>	-4	-14 ↓	-15 ↓	-14 ↓
At capacity - about the right amount of work to do	<div style="width: 29%; height: 15px; background-color: #004d00;"></div>	<b>29%</b>	+6 ↑	-1	+1	+3
Slightly below capacity - available for more work	<div style="width: 20%; height: 15px; background-color: #004d00;"></div>	<b>20%</b>	-1	+15 ↑	+15 ↑	+14 ↑
Well below capacity - not enough work	<div style="width: 16%; height: 15px; background-color: #004d00;"></div>	<b>16%</b>	+6 ↑	+14 ↑	+14 ↑	+14 ↑

### 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		72%	-1	-8 ↓	-8 ↓	-3
My supervisor actively ensures that everyone can be included in workplace activities		75%	+1	-9 ↓	-10 ↓	-7 ↓
I receive the respect I deserve from my colleagues at work		77%	+2	-4	-6 ↓	-2

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		14%	0	+1	0	0
Flexible hours of work		14%	-7 ↓	-14 ↓	-17 ↓	-17 ↓
Compressed work week		3%	0	-1	-4	-3
Job sharing		1%	+1	0	0	0
Working away from the office/working from home		43%	-1	-15 ↓	-33 ↓	-23 ↓
None of the above		43%	+4	+17 ↑	+30 ↑	+24 ↑

**KEY**



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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 APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	72	21	72%	+2	-8↓	-9↓	-8↓
	My immediate supervisor encourages me to come up with new or better ways of doing things	59	24	59%	+8↑	-13↓	-15↓	-13↓
	People are recognised for coming up with new and innovative ways of working	41	40	41%	-1	-17↓	-20↓	-11↓
	My agency inspires me to come up with new or better ways of doing things	41	37	41%	+2	-8↓	-10↓	-7↓
	My agency recognises and supports the notion that failure is a part of innovation	33	37	33%	+3	-6↓	-6↓	-1

### 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		67	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	62	27	11	62%	-1	-2	-4	-1
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	54	30	15	54%	-6 ↓	-8 ↓	-12 ↓	-9 ↓
	My agency does a good job of promoting health and wellbeing	65	22	14	65%	+6 ↑	+2	-1	+4
	I think my agency cares about my health and wellbeing	65	25	10	65%	+1	+4	-2	0
	I believe my immediate supervisor cares about my health and wellbeing	81	11	8	81%	0	-5 ↓	-7 ↓	-6 ↓

### KEY

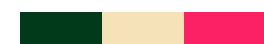


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR






Positive Neutral Negative








# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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## How often do you find your work stressful?

Always		3%	+2	-2	-1	-1
Often		16%	-1	-10 ↓	-10 ↓	-10 ↓
Sometimes		41%	-1	-8 ↓	-9 ↓	-6 ↓
Rarely		32%	+1	+13 ↑	+14 ↑	+12 ↑
Never		8%	0	+6 ↑	+6 ↑	+6 ↑

## To what extent is your work emotionally demanding?

To a very large extent		4%	+1	-4	-3	-3
To a large extent		8%	-4	-13 ↓	-11 ↓	-11 ↓
Somewhat		38%	+4	-1	0	-2
To a small extent		31%	-3	+8 ↑	+5 ↑	+6 ↑
To a very small extent		19%	+2	+10 ↑	+9 ↑	+9 ↑

### 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>I feel burned out by my work</b>						
Strongly agree		4%	0	-5 ↓	-5 ↓	-5 ↓
Agree		14%	-1	-10 ↓	-9 ↓	-10 ↓
Neither agree nor disagree		20%	-1	-11 ↓	-10 ↓	-10 ↓
Disagree		36%	+5 ↑	+7 ↑	+5 ↑	+6 ↑
Strongly disagree		26%	-3	+19 ↑	+18 ↑	+18 ↑
<b>In general, would you say that your health is:</b>						
Excellent		20%	-3	+10 ↑	+9 ↑	+9 ↑
Very good		45%	+4	+11 ↑	+9 ↑	+10 ↑
Good		22%	-6 ↓	-16 ↓	-14 ↓	-15 ↓
Fair		12%	+4	-3	-2	-2
Poor		2%	+1	-2	-2	-2

## 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		22%	-1	-6 ↓	-8 ↓	-6 ↓
Very good		55%	-4	0	0	+1
Average		17%	0	+3	+5 ↑	+2
Below average		5%	+3	+3	+3	+2
Well below average		1%	+1	0	0	0

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

Excellent		10%	-13 ↓	-6 ↓	-8 ↓	-4
Very good		52%	+7 ↑	-1	-5 ↓	+3
Average		30%	+3	+5 ↑	+9 ↑	+2
Below average		4%	0	0	+1	-2
Well below average		5%	+3	+3	+3	+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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	86	86%	+1	+8	+6	+6
My workgroup has the tools and resources we need to perform well	70	70%	+5	+11	+14	+18
The people in my workgroup use time and resources efficiently	70	70%	-7	-5	-7	-5
My workgroup can readily adapt to new priorities and tasks	84	84%	-3	0	-1	+2
The people in my workgroup cooperate to get the job done	85	85%	-2	-3	-5	-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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>Which of the following statements best reflects your current thoughts about working in your current position?</b>						
I want to leave my position as soon as possible		<b>7%</b>	+4	-3	-2	-3
I want to leave my position within the next 12 months		<b>16%</b>	-1	-8 ⬇️	-7 ⬇️	-6 ⬇️
I want to stay working in my position for the next one to two years		<b>33%</b>	-1	-4	-9 ⬇️	-5 ⬇️
I want to stay working in my position for at least the next three years		<b>43%</b>	-2	+15 ⬆️	+18 ⬆️	+14 ⬆️
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		<b>14%</b>	+1	+9 ⬆️	+11 ⬆️	+10 ⬆️
I am pursuing another position within my agency		<b>21%</b>	+3	-20 ⬇️	-11 ⬇️	+3
I am pursuing a position in another agency		<b>44%</b>	+7 ⬆️	+17 ⬆️	+10 ⬆️	-1
I am pursuing work outside the APS		<b>14%</b>	-2	+3	-1	-2
It is the end of my non-ongoing, casual or contracted employment		<b>5%</b>	-6 ⬇️	+2	+1	0
Other		<b>2%</b>	-3	-10 ⬇️	-10 ⬇️	-10 ⬇️

## 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
There are a lack of future career opportunities in my agency	15%	-	-	-	-
Senior leadership is of a poor quality	15%	-	-	-	-
I wish to pursue a promotion opportunity	12%	-	-	-	-
I can receive a higher salary elsewhere	9%	-	-	-	-
I have experienced unacceptable behaviours (such as bullying or harassment)	9%	-	-	-	-

## 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>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?</b>						
Yes		<b>8%</b>	+4	-3	0	-2
No		<b>92%</b>	-4	+3	0	+2
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>86%</b>	+86	-6	-4	-5
No		<b>14%</b>	+14	+6	+4	+5
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Age		<b>54%</b>	-	-	-	-
Gender		<b>38%</b>	-	-	-	-
Race		<b>23%</b>	-	-	-	-

## 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 REGULATORY AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Yes		<b>13%</b>	+2	+3	+4	+2
No		<b>84%</b>	0	0	-1	+2
Not sure		<b>2%</b>	-2	-3	-3	-4

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		<b>44%</b>	-	-	-	-
Deliberate exclusion from work-related activities		<b>40%</b>	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		<b>36%</b>	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		<b>24%</b>	-17 ↓	-11 ↓	-9 ↓	-11 ↓
It was reported by someone else		<b>0%</b>	0	-8 ↓	-8 ↓	-5 ↓
I did not report the behaviour		<b>76%</b>	+17 ↑	+19 ↑	+18 ↑	+16 ↑

### 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>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?</b>						
Yes		5%	+1	+2	+3	0
No		88%	-3	-3	-5 ↓	+1
Not sure		3%	0	-1	0	-2
Would prefer not to answer		4%	+2	+2	+3	+1
<b>Types of corrupt behaviours witnessed (3 highest responses):</b>						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		60%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		20%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		20%	-	-	-	-
<b>Did you report the potentially corrupt behaviour?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		10%	+10 ↑	-10 ↓	-5 ↓	-1
It was reported by someone else		10%	+10 ↑	-6 ↓	-8 ↓	-6 ↓
I did not report the behaviour		80%	+80 ↑	+16 ↑	+12 ↑	+7 ↑
<b>KEY</b>			↑ 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	49%
Woman or female	49%
Non-binary	0%
I use a different term	1%
Prefer not to say	2%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	9%
No	91%

Do you have carer responsibilities?	Responses
Yes	32%
No	68%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?	Responses
Yes	9%
No	91%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	81%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	3%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	15%
North-West European (excluding Anglo-European)	1%
Southern and Eastern European	3%
South-East Asian	3%
North-East Asian	0%
Southern and Central Asian	1%
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	4%
No	88%
Not sure	9%

# AGENCY POSITION



## AGENCY POSITION

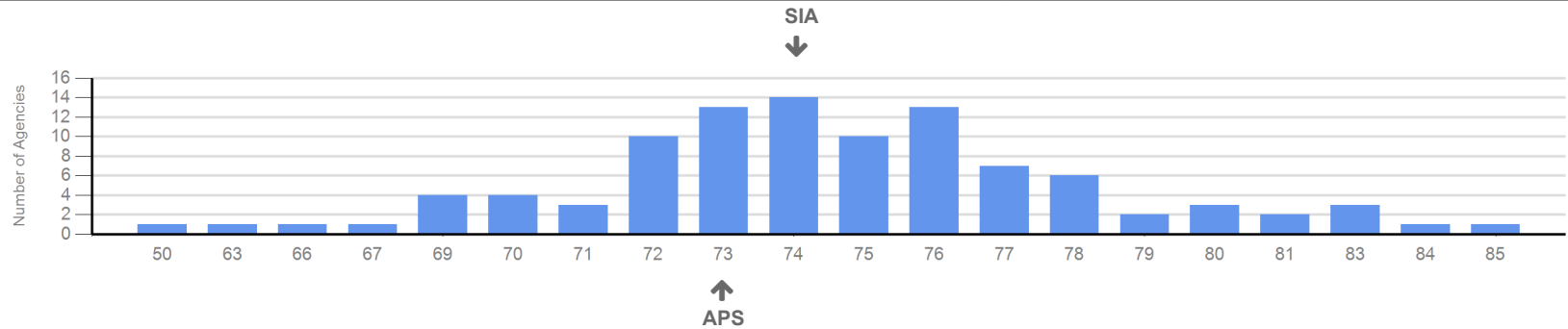
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

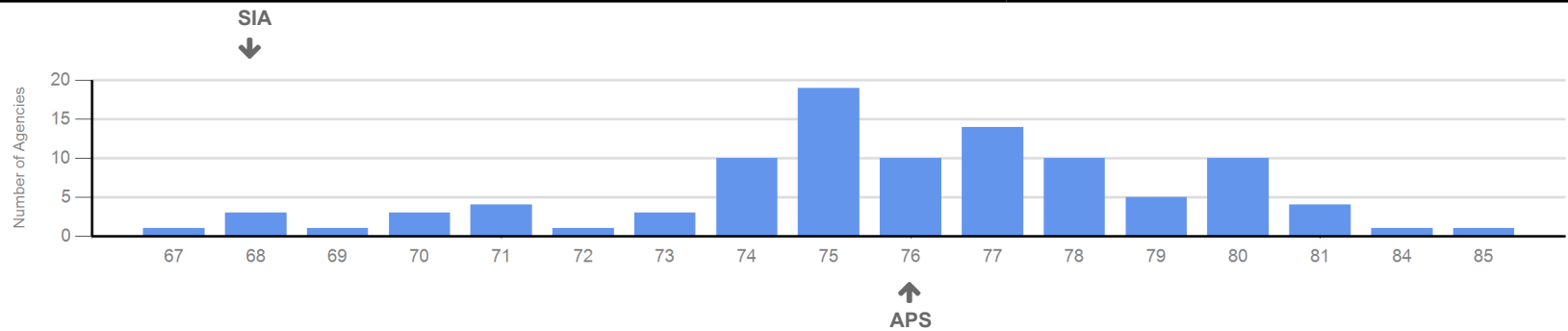
### Employee Engagement Index

Ranking : 61st of 100



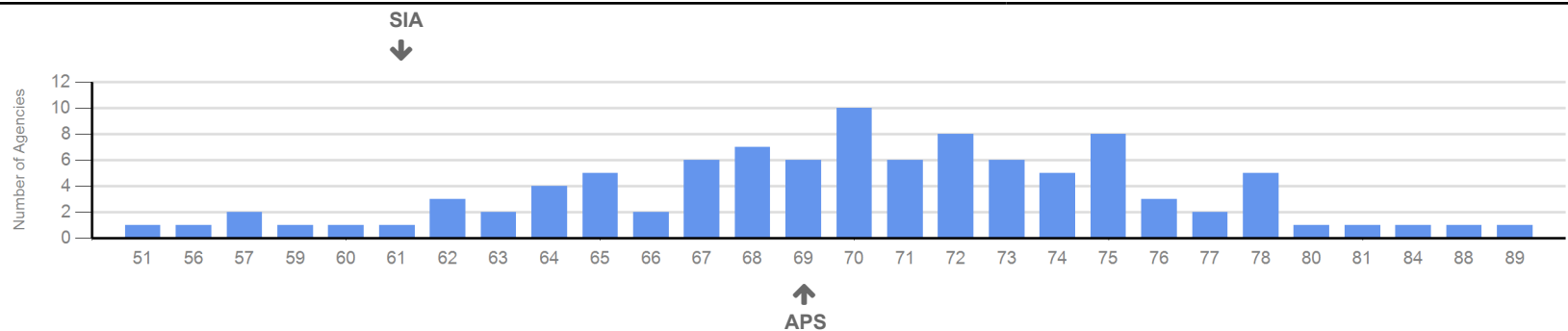
### Leadership – Immediate Supervisor Index

Ranking : 97th of 100



### Leadership – SES Manager Index

Ranking : 94th of 100



# AGENCY POSITION



## AGENCY POSITION

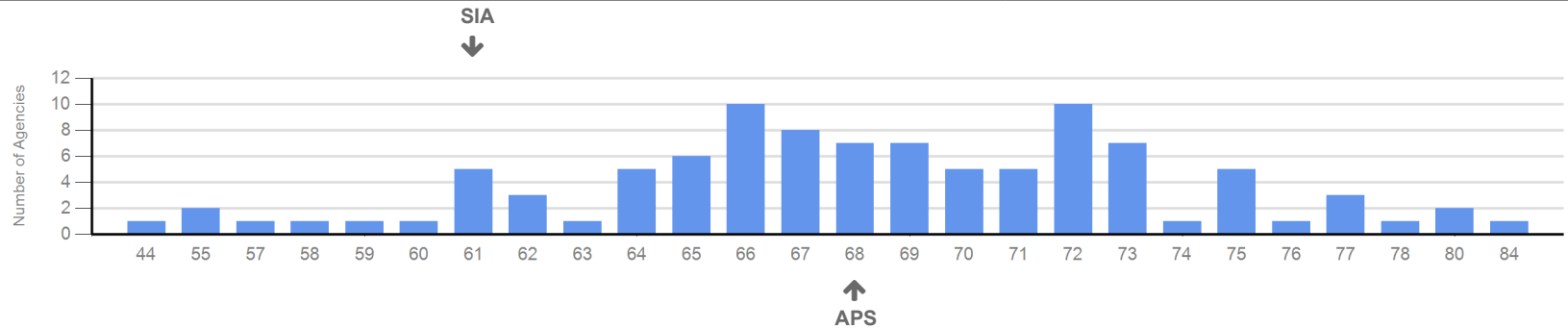
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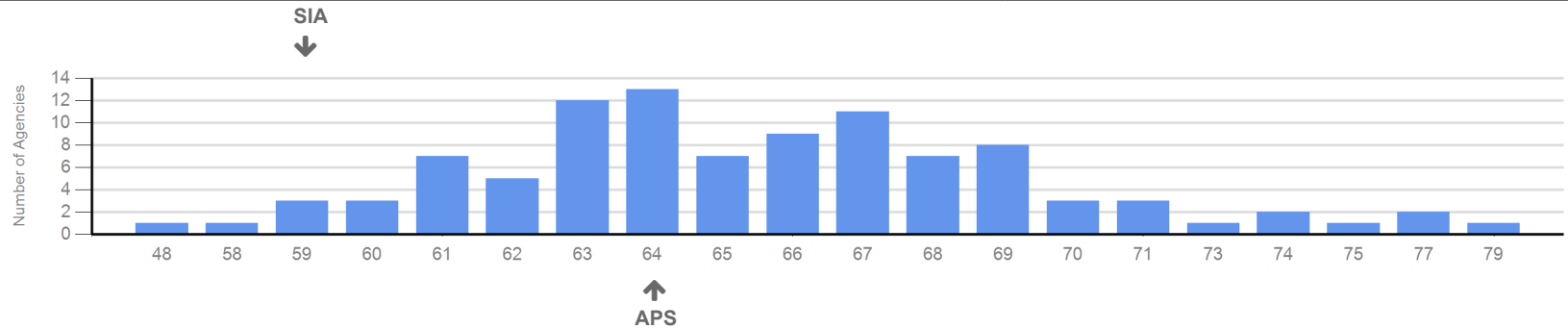
### Communication Index

Ranking : 89th of 100



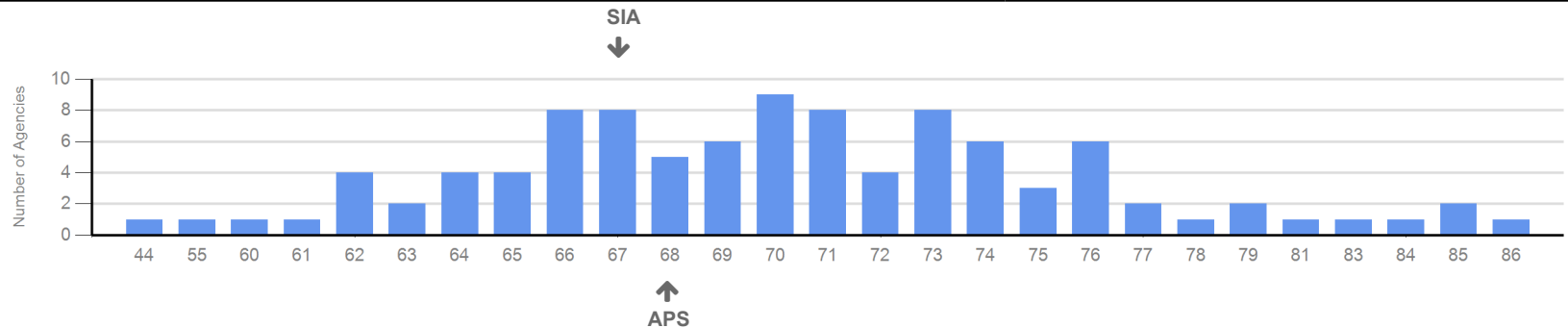
### Enabling Innovation Index

Ranking : 97th of 100



### Wellbeing Policies and Support Index

Ranking : 70th 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>.1</b>	My agency supports and actively promotes an inclusive workplace culture			<b>72%</b>	-1	-8	-8	-3
<b>.2</b>	I think my agency cares about my health and wellbeing			<b>65%</b>	+1	+4	-2	0
<b>.3</b>	Change is managed well in my agency			<b>39%</b>	+3	-4	-5	+5
<b>.4</b>	My agency inspires me to come up with new or better ways of doing things			<b>41%</b>	+2	-8	-10	-7
<b>.5</b>	My agency does a good job of promoting health and wellbeing			<b>65%</b>	+6	+2	-1	+4
<b>.6</b>	I am satisfied with the recognition I receive for doing a good job			<b>58%</b>	+1	-8	-12	-7



# SIA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
Our Agency's Executive team role-models a positive, accountable and inclusive culture	55	28	17	55%	-4
Our Agency's Directors role-model a positive, accountable and inclusive culture	62	26	12	62%	-1
People at all levels proactively contribute to a positive, accountable and inclusive culture	57	33	10	57%	+1
Our Agency is taking steps to improve the culture for every employee	64	25	11	64%	-12 ⬇️
The steps our Agency is taking to improve the culture for every employee is having a positive impact	44	42	14	44%	-7 ⬇️
Overall, our Agency's culture is heading in the right direction	59	27	14	59%	-4
Our Agency's Executive team role-model anti-discrimination practices	58	34	8	58%	-4
Our Agency's Directors' role-model anti-discrimination practices	65	29		65%	+2
People at all levels role-model anti-discrimination practices	65	31		65%	+3
Overall, our Agency is a role model for anti-discrimination in policy and practice	63	30		63%	+3

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# SIA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
Our Agency's Executive team role-model anti-bullying & harassment behaviour	52	37	11	52%	-6 ↓
Our Agency's Directors' role-model anti-bullying & harassment behaviour	60	33	7	60%	-1
People at all levels role-model anti-bullying & harassment behaviour	59	33	8	59%	+2
Overall, our Agency is a role model for anti-bullying & harassment behaviour in policy and practice	54	35	11	54%	0

## KEY

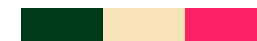


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# TIME TO TAKE ACTION



## CELEBRATE

What things do we do well?

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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.

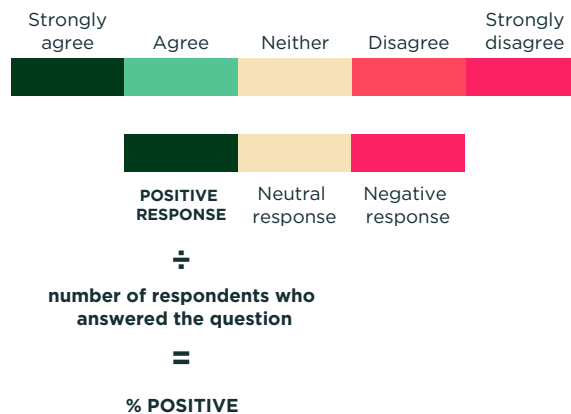
PRIORITISE 3 AREAS TO TAKE FORWARD

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

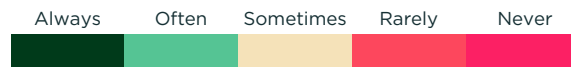
# GUIDE TO THIS REPORT

## % POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE" 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	<b>151</b>	<b>166</b>	<b>176</b>	<b>96</b>	<b>24</b>	<b>613</b>
PERCENTAGE	<b>24.63%</b>	<b>27.08%</b>	<b>28.71%</b>	<b>15.66%</b>	<b>3.92%</b>	<b>100%</b>
ROUNDED PERCENTAGE	<b>25%</b>	<b>27%</b>	<b>29%</b>	<b>16%</b>	<b>4%</b>	<b>101%</b>
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## 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.