



Highlights Report ARC



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RESPONSES:

151 of 190

RESPONSE RATE:

79%

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		69			RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
SAY	Overall, I am satisfied with my job	64 20 16				64%	-10 ↓	-9 ↓	-11 ↓	-8 ↓
	I am proud to work in my agency	61 30 9				61%	-9 ↓	-15 ↓	-21 ↓	-15 ↓
	I would recommend my agency as a good place to work	58 20 21				58%	-14 ↓	-10 ↓	-14 ↓	-5 ↓
	I believe strongly in the purpose and objectives of my agency	81 13				81%	-1	-3	-7 ↓	-5 ↓
STAY	I feel a strong personal attachment to my agency	53 28 19				53%	-9 ↓	-7 ↓	-12 ↓	-8 ↓
	I feel committed to my agency's goals	74 23				74%	-6 ↓	-9 ↓	-11 ↓	-9 ↓
STRIVE	I suggest ideas to improve our way of doing things	90				90%	+3	+4	0	+2
	I am happy to go the 'extra mile' at work when required	90 9				90%	-1	0	-2	0
	I work beyond what is required in my job to help my agency achieve its objectives	78 18				78%	-5 ↓	-2	-3	-2
	My agency really inspires me to do my best work every day	46 28 26				46%	-8 ↓	-11 ↓	-15 ↓	-8 ↓

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	79	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
				+4	+3	+2	+4

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	81	13	81%	+1	+2	+2	+5 ↑
	My supervisor can deliver difficult advice whilst maintaining relationships	81	11	81%	+6 ↑	+3	+3	+5 ↑
	My supervisor invites a range of views, including those different to their own	82	12	82%	0	+1	-1	+3
	My supervisor encourages my team to regularly review and improve our work	83	13	83%	+6 ↑	+2	+3	+5 ↑
	My supervisor is invested in my development	83	11	83%	+13 ↑	+7 ↑	+7 ↑	+10 ↑
	My supervisor ensures that my workgroup delivers on what we are responsible for	87	9	87%	+2	+1	0	+3

Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	77	15	77%	+3	0	+1	+4
	My immediate supervisor encourages me	80	14	80%	+4	+4	+3	+6 ↑

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		74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
					+4	+6 ↑	+4	+7 ↑
SES Manager	My SES manager clearly articulates the direction and priorities for our area	73	19 8	73%	+8 ↑	+5 ↑	+3	+10 ↑
	My SES manager presents convincing arguments and persuades others towards an outcome	73	21	73%	+2	+11 ↑	+7 ↑	+11 ↑
	My SES manager promotes cooperation within and between agencies	71	27	71%	+4	+5 ↑	0	+7 ↑
	My SES manager encourages innovation and creativity	75	19	75%	+10 ↑	+11 ↑	+8 ↑	+13 ↑
	My SES manager creates an environment that enables us to deliver our best	70	21 9	70%	+3	+7 ↑	+3	+10 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	85	11	85%	+10 ↑	+12 ↑	+8 ↑	+14 ↑
Other similar questions								
	In my agency, the SES work as a team	41	20 39	41%	-8 ↓	-13 ↓	-13 ↓	-7 ↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	46	19 35	46%	-12 ↓	-17 ↓	-16 ↓	-8 ↓
	In my agency, communication between SES and other employees is effective	32	22 46	32%	-20 ↓	-21 ↓	-21 ↓	-13 ↓
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	75	23	75%	-	+9 ↑	+5 ↑	+13 ↑
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	67	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
				+1	-1	-2	+2

Communication	My supervisor communicates effectively	83	8 9	83%	+2	+2	+2	+5 ⬆
	My SES manager communicates effectively	80	13	80%	+10 ⬆	+11 ⬆	+8 ⬆	+15 ⬆
	Internal communication within my agency is effective	41	19 40	41%	-11 ⬆	-15 ⬆	-17 ⬆	-7 ⬆

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	72	11 17	72%	0	+4	+2	+5 ⬆
	Staff are consulted about change at work	33	45 22	33%	-18 ⬆	-16 ⬆	-16 ⬆	-11 ⬆
	Change is managed well in my agency	30	30 40	30%	-12 ⬆	-13 ⬆	-12 ⬆	-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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	80 11 9	80%	-2	+2	-2	0
I have a choice in deciding how I do my work	73 23	73%	-1	+9 ↑	-2	+2
Where appropriate, I am able to take part in decisions that affect my job	69 18 13	69%	-7 ↓	0	-5 ↓	0
I am clear what my duties and responsibilities are	73 22	73%	-4	-6 ↓	-7 ↓	-5 ↓
I am satisfied with the recognition I receive for doing a good job	68 19 13	68%	-5 ↓	+1	-3	+2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	45 16 39	45%	-6 ↓	-6 ↓	-9 ↓	-7 ↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	85 9	85%	+5 ↑	+11 ↑	+5 ↑	+6 ↑
I am satisfied with the stability and security of my job	80 11 9	80%	-1	-2	+1	+5 ↑
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	91	91%	-1	+12 ↑	+6 ↑	+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	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	58 30 12	58%	-1	-4	+1	+4
I understand how my role contributes to achieving an outcome for the Australian public	88 11	88%	-3	-4	-5↓	-3
I believe strongly in the purpose and objectives of the APS	84 16	84%	+2	-1	0	+2

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

Well above capacity - too much work		28%	-2	+4	+6↑	+2
Slightly above capacity - lots of work to do		43%	+10↑	+3	+2	+3
At capacity - about the right amount of work to do		24%	-8↓	-5↓	-6↓	-2
Slightly below capacity - available for more work		5%	+2	-1	-2	-1
Well below capacity - not enough work		0%	-2	-1	-1	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	75 16 9	75%	-9⬇️	-4	-5⬇️	0
My supervisor actively ensures that everyone can be included in workplace activities	82 11 7	82%	-3	-1	-1	0
I receive the respect I deserve from my colleagues at work	80 18	80%	+5⬆️	-1	-2	+1

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		19%	-4	+5⬆️	+4	+4
Flexible hours of work		39%	+6⬆️	+11⬆️	+4	+8⬆️
Compressed work week		9%	-2	+5⬆️	+5⬆️	+3
Job sharing		1%	+1	0	0	0
Working away from the office/working from home		75%	+1	+18⬆️	+5⬆️	+9⬆️
None of the above		8%	-5⬇️	-18⬇️	-9⬇️	-10⬇️

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	64	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
					-1	0	-2	+1
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	84	11	84%	-1	+4	0	+3
	My immediate supervisor encourages me to come up with new or better ways of doing things	81	12	81%	0	+9	+6	+9
	People are recognised for coming up with new and innovative ways of working	55	32	55%	+4	-3	-5	+3
	My agency inspires me to come up with new or better ways of doing things	53	28	53%	-1	+4	0	+5
	My agency recognises and supports the notion that failure is a part of innovation	37	35	37%	-3	-2	-3	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

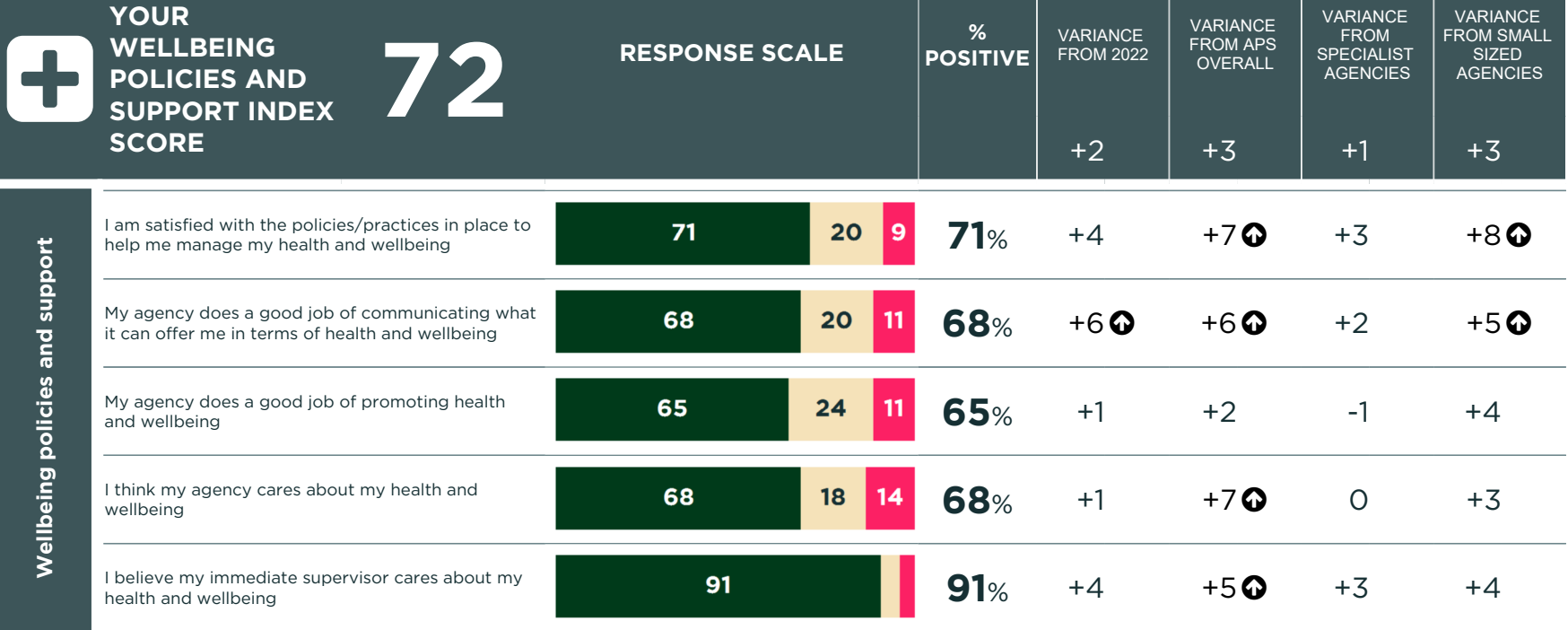


WELLBEING POLICIES AND SUPPORT



WELLBEING

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



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING

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

Always	<div></div>	3%	0	-2	0	-1
Often	<div></div>	32%	+8	+6	+9	+7
Sometimes	<div></div>	45%	-9	-4	-6	-3
Rarely	<div></div>	18%	0	-1	-4	-2
Never	<div></div>	2%	+1	0	0	0

To what extent is your work emotionally demanding?

To a very large extent	<div></div>	5%	0	-3	-1	-2
To a large extent	<div></div>	16%	-8	-5	-2	-3
Somewhat	<div></div>	41%	+8	+2	+2	+1
To a small extent	<div></div>	26%	-7	+2	-1	+1
To a very small extent	<div></div>	14%	+7	+4	+2	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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I feel burned out by my work

Strongly agree	<div></div>	11%	+2	+3	+4	+2
Agree	<div></div>	26%	+2	+2	+5 ↑	+3
Neither agree nor disagree	<div></div>	30%	-3	-1	+1	+1
Disagree	<div></div>	27%	-2	-2	-6 ↓	-3
Strongly disagree	<div></div>	5%	+1	-2	-4	-3

In general, would you say that your health is:

Excellent	<div></div>	11%	+4	+1	-1	0
Very good	<div></div>	27%	-14 ↓	-6 ↓	-8 ↓	-7 ↓
Good	<div></div>	41%	+11 ↑	+3	+4	+3
Fair	<div></div>	18%	-1	+3	+5 ↑	+4
Poor	<div></div>	3%	0	0	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	34%	+10 ⬆	+6 ⬆	+4	+6 ⬆
Very good	<div></div>	55%	0	0	+1	+1
Average	<div></div>	11%	-3	-4	-3	-5 ⬇
Below average	<div></div>	1%	-6 ⬇	-1	-1	-2
Well below average		0%	-1	-1	-1	-1

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

Excellent	<div></div>	12%	-2	-4	-6 ⬇	-2
Very good	<div></div>	45%	-10 ⬇	-9 ⬇	-10 ⬇	-5 ⬇
Average	<div></div>	34%	+8 ⬆	+9 ⬆	+12 ⬆	+6 ⬆
Below average	<div></div>	7%	+2	+3	+3	+1
Well below average	<div></div>	2%	+1	0	+1	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	79 12 9	79%	+5 ⬆	+1	-1	0
My workgroup has the tools and resources we need to perform well	52 15 34	52%	-12 ⬇	-7 ⬇	-7 ⬇	0
The people in my workgroup use time and resources efficiently	83 10	83%	+6 ⬆	+8 ⬆	+4	+8 ⬆
My workgroup can readily adapt to new priorities and tasks	85 9	85%	+5 ⬆	+2	0	+3
The people in my workgroup cooperate to get the job done	92	92%	+1	+4	+2	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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Which of the following statements best reflects your current thoughts about working in your current position?

I want to leave my position as soon as possible	<div></div>	17%	+1	+7 ⬆	+9 ⬆	+7 ⬆
I want to leave my position within the next 12 months	<div></div>	28%	+6 ⬆	+4	+5 ⬆	+5 ⬆
I want to stay working in my position for the next one to two years	<div></div>	35%	-11 ⬇	-2	-6 ⬇	-3
I want to stay working in my position for at least the next three years	<div></div>	20%	+3	-9 ⬇	-8 ⬇	-10 ⬇

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

I am planning to retire	<div></div>	3%	+1	-2	-1	-1
I am pursuing another position within my agency	<div></div>	14%	-7 ⬇	-27 ⬇	-12 ⬇	-4
I am pursuing a position in another agency	<div></div>	60%	+10 ⬆	+33 ⬆	+25 ⬆	+15 ⬆
I am pursuing work outside the APS	<div></div>	9%	-4	-2	-8 ⬇	-7 ⬇
It is the end of my non-ongoing, casual or contracted employment	<div></div>	5%	0	+2	0	0
Other	<div></div>	9%	0	-3	-4	-4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION







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

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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (5 highest responses):

Senior leadership is of a poor quality		19%	-	-	-	-
I wish to pursue a promotion opportunity		13%	-	-	-	-
Other		7%	-	-	-	-
There are a lack of future career opportunities in my agency		7%	-	-	-	-
My expectations for work in my current position have not been met		7%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

DISCRIMINATION

RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes	<div></div>	9%	-2	-2	+1	-1
No	<div></div>	91%	+2	+2	-1	+1

Did this discrimination occur in your current agency?

Yes	<div></div>	100%	+23 ↑	+8 ↑	+10 ↑	+9 ↑
No		0%	-23 ↓	-8 ↓	-10 ↓	-9 ↓

Basis for the discrimination that you experienced (3 highest responses):

Gender	<div></div>	46%	-	-	-	-
Disability	<div></div>	31%	-	-	-	-
Age	<div></div>	31%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Yes	<div></div>	9%	-8↓	-1	+1	-3
No	<div></div>	83%	+5↑	-1	-4	0
Not sure	<div></div>	8%	+3	+3	+3	+2

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	46%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	38%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	31%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	23%	-10↓	-12↓	-9↓	-12↓
It was reported by someone else		0%	-10↓	-8↓	-8↓	-5↓
I did not report the behaviour	<div></div>	77%	+20↑	+20↑	+17↑	+17↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

CORRUPTION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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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	<div></div>	3%	+2	0	0	-2
No	<div></div>	92%	+1	+1	+1	+5
Not sure	<div></div>	2%	-3	-2	-2	-3
Would prefer not to answer	<div></div>	3%	0	0	+1	0

Did you report the potentially corrupt behaviour?

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

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	30%
Woman or female	65%
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	15%
No	85%

Do you have carer responsibilities?	Responses
Yes	42%
No	58%

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

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	3%
New Zealander (excluding Maori)	0%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	15%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	9%
South-East Asian	8%
North-East Asian	3%
Southern and Central Asian	3%
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	13%
No	75%
Not sure	13%

AGENCY POSITION



AGENCY POSITION

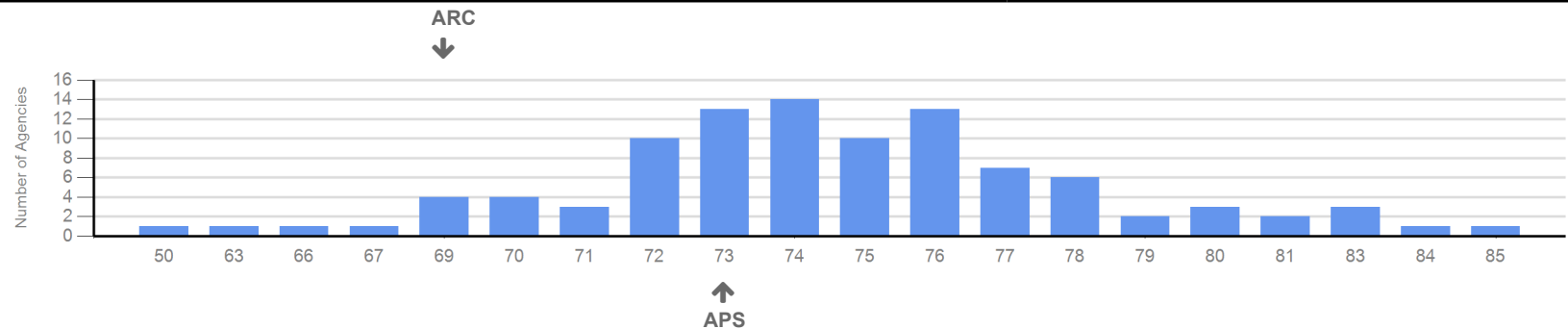
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

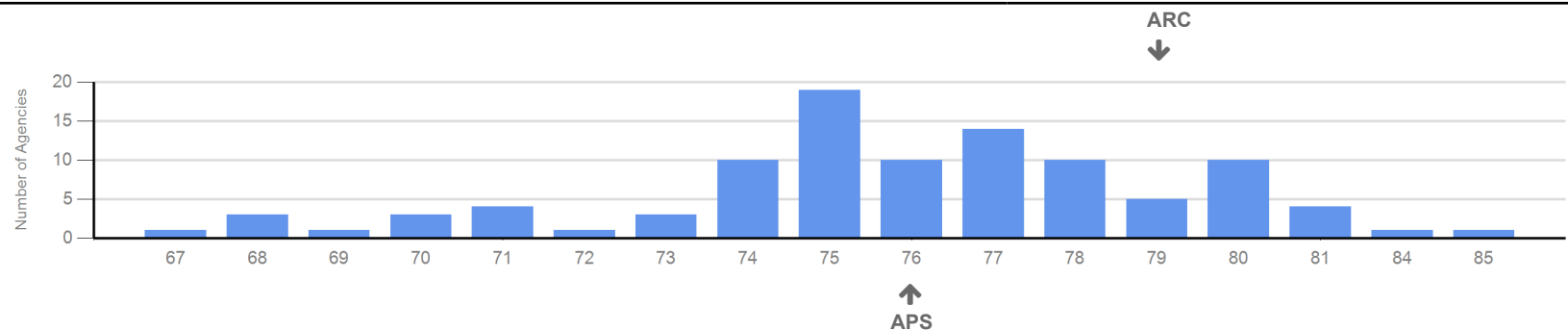
Employee Engagement Index

Ranking : 94th of 100



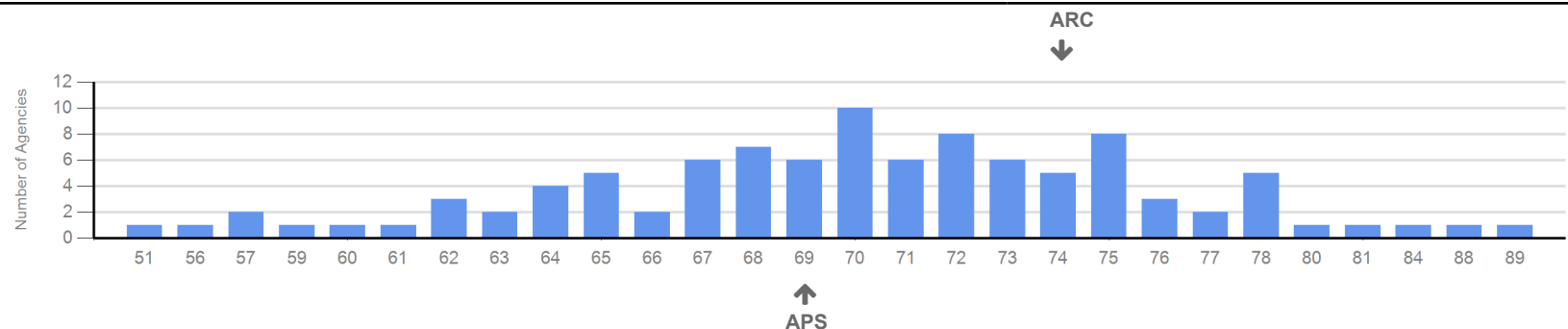
Leadership – Immediate Supervisor Index

Ranking : 21st of 100



Leadership – SES Manager Index

Ranking : 25th of 100



AGENCY POSITION



AGENCY POSITION

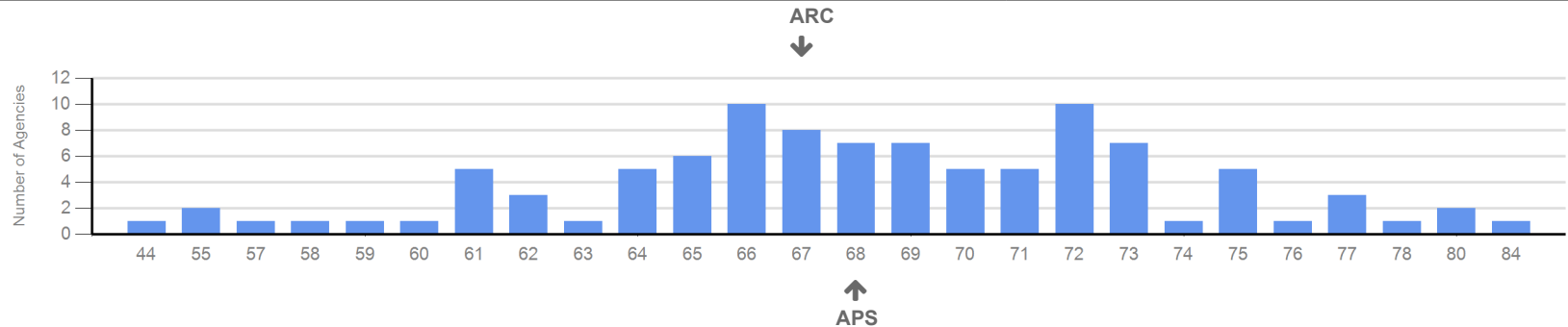
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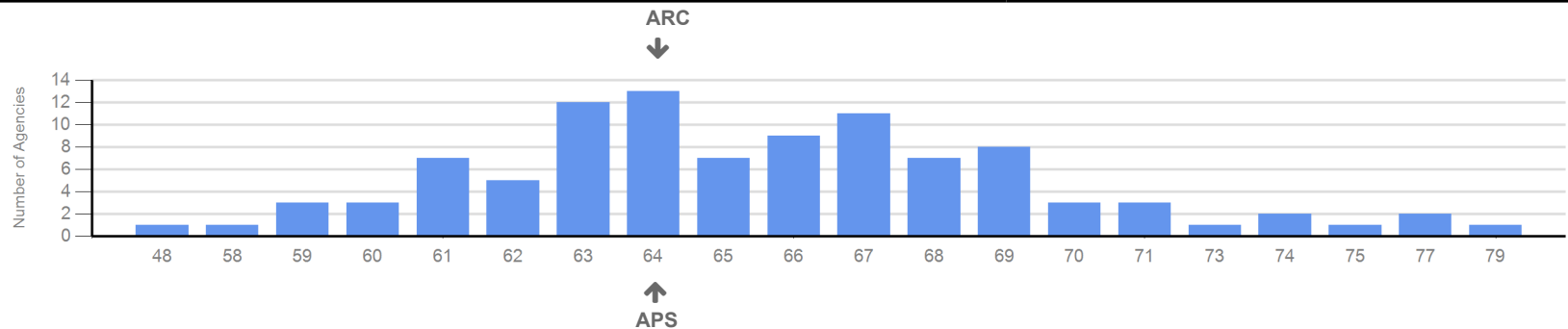
Communication Index

Ranking : 56th of 100



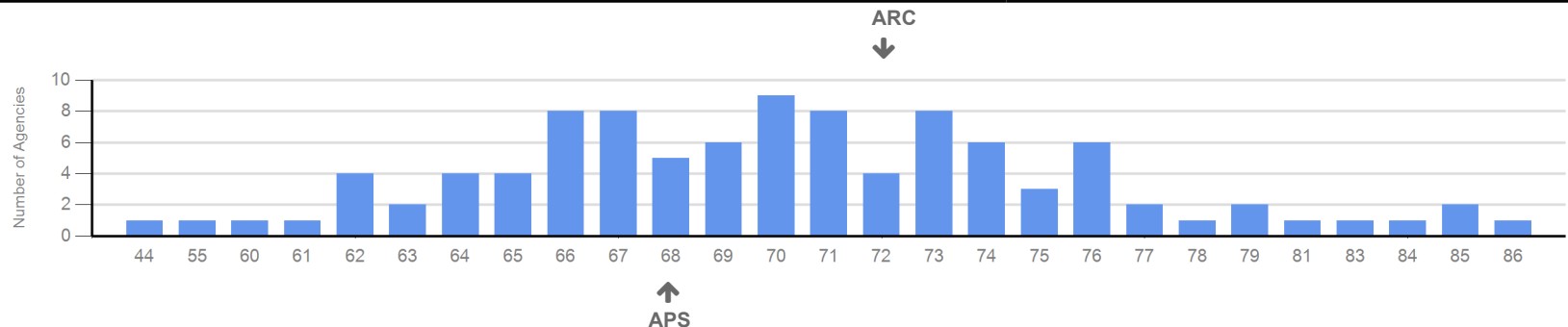
Enabling Innovation Index

Ranking : 56th of 100



Wellbeing Policies and Support Index

Ranking : 38th of 100



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

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

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

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

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



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

%
POSITIVE

VARIANCE
FROM 2022

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM
SPECIALIST
AGENCIES

VARIANCE
FROM SMALL
SIZED
AGENCIES

.1

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

53%

-1

+4

0

+5↑

.2

In my agency, the SES clearly articulate the direction and priorities for our agency

46%

-12↓

-17↓

-16↓

-8↓

.3

Change is managed well in my agency

30%

-12↓

-13↓

-12↓

-5↓

.4

Internal communication within my agency is effective

41%

-11↓

-15↓

-17↓

-7↓

.5

My agency supports and actively promotes an inclusive workplace culture

75%

-9↓

-4

-5↓

0

.6

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

37%

-3

-2

-3

+3

ARC SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
The ARC communicates organisational decisions openly and transparently to staff	44 21 34	44%	-
I feel comfortable giving opinions and feedback to my supervisor	87 8	87%	-
The ARC listens to and works well with external stakeholders when developing policies and programs	58 32 10	58%	-
At the ARC we collaborate across the organisation (including sharing information and knowledge across work programs)	43 21 35	43%	-
I understand how decisions I make in my role impact on other staff and the work of other sections	78 14 8	78%	-
The ARC encourages and supports staff to be agile and challenge traditional thinking (i.e. frequently re-assessing and quickly adapting to changing priorities and environments)	51 26 23	51%	-
When things go wrong, the ARC uses this as an opportunity to learn (e.g. through lessons learnt)	43 37 20	43%	-
The ARC sees good people management as equally important to achieving business outcomes	46 25 29	46%	-
My supervisor has the skills and resources to support me if I experienced challenges with my mental health or wellbeing	74 16 10	74%	-
My workload in the last 6 months has negatively affected my personal health and wellbeing	35 20 45	35%	-

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.

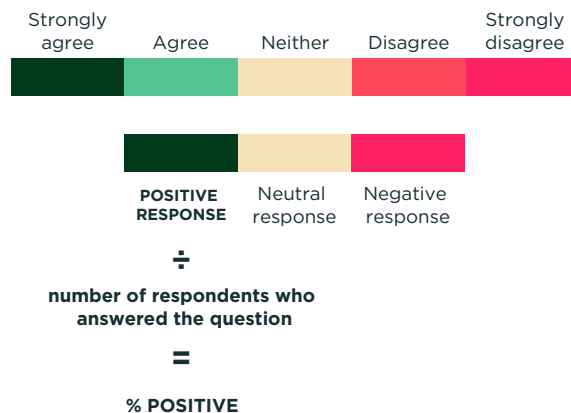
PRIORITISE 3 AREAS TO TAKE FORWARD

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

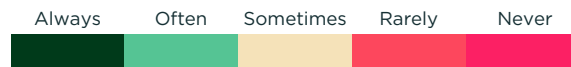
GUIDE TO THIS REPORT

% 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.