



# Highlights Report DOF



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RESPONSES:
1,406 of 1,520
RESPONSE RATE:
93%

# 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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SAY	Overall, I am satisfied with my job	79	12 9	79%	-1	+6 ⬆️	+2	+2
	I am proud to work in my agency	79	18	79%	-1	+4	+1	0
	I would recommend my agency as a good place to work	79	14 7	79%	-2	+10 ⬆️	+4	+5 ⬆️
	I believe strongly in the purpose and objectives of my agency	78	19	78%	0	-6 ⬇️	-7 ⬇️	-8 ⬇️
STAY	I feel a strong personal attachment to my agency	54	32 14	54%	-1	-6 ⬇️	-5 ⬇️	-8 ⬇️
	I feel committed to my agency's goals	78	19	78%	-1	-5 ⬇️	-6 ⬇️	-7 ⬇️
STRIVE	I suggest ideas to improve our way of doing things	89	9	89%	0	+3	-1	0
	I am happy to go the 'extra mile' at work when required	94		94%	-1	+4	+1	+2
	I work beyond what is required in my job to help my agency achieve its objectives	82	15	82%	-1	+2	0	0
	My agency really inspires me to do my best work every day	60	31 8	60%	0	+3	+1	0

### 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	
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	81	12	81%	-3	+3	+2	+2	
	My supervisor can deliver difficult advice whilst maintaining relationships	82	12	82%	0	+4	+3	+2	
	My supervisor invites a range of views, including those different to their own	85	10	85%	0	+4	+1	+2	
	My supervisor encourages my team to regularly review and improve our work	83	11	83%	-4	+2	+1	+1	
	My supervisor is invested in my development	79	13	79%	0	+4	+2	+2	
	My supervisor ensures that my workgroup delivers on what we are responsible for	90		90%	-2	+3	+2	+2	
<b>Other similar questions</b>									
	My supervisor provides me with helpful feedback to improve my performance	79	14	79%	-2	+2	+2	+1	
	My immediate supervisor encourages me	78	17	78%	-1	+2	0	0	
<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		75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					0	+6 ↑	+2	+3

SES Manager	My SES manager clearly articulates the direction and priorities for our area	77	15	9	77%	-2	+8 ↑	+3	+5 ↑
	My SES manager presents convincing arguments and persuades others towards an outcome	75	19		75%	+1	+13 ↑	+4	+7 ↑
	My SES manager promotes cooperation within and between agencies	81	16		81%	+1	+15 ↑	+4	+8 ↑
	My SES manager encourages innovation and creativity	74	20		74%	-1	+9 ↑	+4	+6 ↑
	My SES manager creates an environment that enables us to deliver our best	76	16	8	76%	-1	+13 ↑	+5 ↑	+7 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	82	13		82%	-1	+9 ↑	+2	+4

### Other similar questions

In my agency, the SES work as a team	63	27	11	63%	0	+9 ↑	+3	+6 ↑
In my agency, the SES clearly articulate the direction and priorities for our agency	68	21	10	68%	-1	+5 ↑	0	+2
In my agency, communication between SES and other employees is effective	64	23	13	64%	+2	+11 ↑	+4	+7 ↑
My SES manager routinely promotes the use of data and evidence to deliver outcomes	76	19		76%	-	+10 ↑	+5 ↑	+6 ↑

### 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 <b>72</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				0	+4	+1	+2






















Communication	My supervisor communicates effectively	83	9	8	83%	-2	+2	+2	+2
	My SES manager communicates effectively	78	14	8	78%	-1	+10 ⬆️	+4	+5 ⬆️
	Internal communication within my agency is effective	63	23	14	63%	-1	+6 ⬆️	+2	+4

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	17	14	69%	-6 ⬆️	+2	0	0
	Staff are consulted about change at work	54	33	13	54%	+1	+5 ⬆️	+3	+3
	Change is managed well in my agency	51	30	19	51%	+2	+8 ⬆️	+6 ⬆️	+7 ⬆️

KEY	⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬆️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive	Neutral	Negative
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# 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		85%	+1	+6 	+3	+4
I have a choice in deciding how I do my work		71%	+2	+7 	0	0
Where appropriate, I am able to take part in decisions that affect my job		78%	+1	+9 	+3	+5 
I am clear what my duties and responsibilities are		81%	-1	+1	+3	+1
I am satisfied with the recognition I receive for doing a good job		75%	-1	+9 	+2	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		71%	-5 	+20 	+4	+10 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		80%	-3	+6 	0	+1
I am satisfied with the stability and security of my job		90%	0	+8 	+4	+8 
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		85%	+2	+6 	0	+1

## 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%	-2	+1	0	0
I understand how my role contributes to achieving an outcome for the Australian public		92%	0	0	0	0
I believe strongly in the purpose and objectives of the APS		85%	+1	0	-1	-1

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

Well above capacity - too much work		23%	+5 	-1	-2	0
Slightly above capacity - lots of work to do		39%	+2	-1	0	-1
At capacity - about the right amount of work to do		29%	-4	0	+1	0
Slightly below capacity - available for more work		7%	-3	+1	0	+1
Well below capacity - not enough work		2%	-1	0	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		82%	+1	+2	-1	0
My supervisor actively ensures that everyone can be included in workplace activities		86%	-2	+2	+1	+1
I receive the respect I deserve from my colleagues at work		83%	-2	+1	-1	0

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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Do you currently access any of the following flexible working arrangements?  
[Multiple Response]

Part time		10%	0	-3	-3	-3
Flexible hours of work		22%	-1	-6 ⬇️	-1	-5 ⬇️
Compressed work week		4%	0	+1	+1	0
Job sharing		0%	0	0	0	0
Working away from the office/working from home		60%	0	+3	-3	-6 ⬇️
None of the above		26%	-1	0	+2	+5 ⬆️

## 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		66	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	84	13	84%	-1	+4	+1	+2
	My immediate supervisor encourages me to come up with new or better ways of doing things	77	16	77%	-1	+5	+3	+3
	People are recognised for coming up with new and innovative ways of working	64	27	64%	-2	+6	+5	+5
	My agency inspires me to come up with new or better ways of doing things	50	39	50%	-6	+1	+1	0
	My agency recognises and supports the notion that failure is a part of innovation	39	41	39%	0	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		69	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	65	25	10	65%	-3	+1	0	-1
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	61	26	13	61%	-5↓	-1	0	-2
	My agency does a good job of promoting health and wellbeing	65	24	12	65%	-3	+2	+2	0
	I think my agency cares about my health and wellbeing	65	22	13	65%	-2	+4	+1	0
	I believe my immediate supervisor cares about my health and wellbeing	88	9		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
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## How often do you find your work stressful?

Always		<b>5%</b>	0	0	+1	+1
Often		<b>25%</b>	0	-1	-2	-1
Sometimes		<b>48%</b>	-1	-1	-2	-2
Rarely		<b>20%</b>	+1	+2	+2	+2
Never		<b>3%</b>	+1	+1	+1	+1

## To what extent is your work emotionally demanding?

To a very large extent		<b>7%</b>	+1	-1	+1	0
To a large extent		<b>18%</b>	+1	-3	-1	-2
Somewhat		<b>37%</b>	-3	-2	-2	-2
To a small extent		<b>28%</b>	+3	+4	+2	+3
To a very small extent		<b>10%</b>	-2	+1	0	+1

### 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
<b>I feel burned out by my work</b>						
Strongly agree		<b>9%</b>	+2	0	0	+1
Agree		<b>22%</b>	-2	-2	-2	-2
Neither agree nor disagree		<b>32%</b>	-1	0	+1	+1
Disagree		<b>30%</b>	+1	+1	0	0
Strongly disagree		<b>7%</b>	0	+1	0	0
<b>In general, would you say that your health is:</b>						
Excellent		<b>10%</b>	-1	0	0	0
Very good		<b>33%</b>	-4	-1	-2	-2
Good		<b>39%</b>	+2	+1	+1	+1
Fair		<b>15%</b>	+1	0	0	0
Poor		<b>4%</b>	+1	+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
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In the last month, please rate your workgroup's overall performance

Excellent		<b>36%</b>	+2	+9 	+5 	+6 
Very good		<b>53%</b>	-2	-2	-2	-2
Average		<b>9%</b>	-1	-6 	-3	-4
Below average		<b>1%</b>	0	-1	0	0
Well below average		<b>1%</b>	0	0	0	0

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

Excellent		<b>27%</b>	+2	+12 	+8 	+10 
Very good		<b>58%</b>	-3	+4	-1	+1
Average		<b>12%</b>	-1	-12 	-6 	-9 
Below average		<b>2%</b>	+1	-2	-1	-1
Well below average		<b>1%</b>	+1	-1	0	0

## 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%	-2	+2	0	0
My workgroup has the tools and resources we need to perform well		65%	-4	+6 	+6 	+7 
The people in my workgroup use time and resources efficiently		79%	-2	+3	+2	+2
My workgroup can readily adapt to new priorities and tasks		87%	+1	+4	+2	+3
The people in my workgroup cooperate to get the job done		90%	-1	+2	+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
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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		9%	-1	-1	-1	0
I want to leave my position within the next 12 months		29%	+1	+4	0	+2
I want to stay working in my position for the next one to two years		43%	0	+6	+1	+3
I want to stay working in my position for at least the next three years		20%	0	-9	0	-5

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

I am planning to retire		4%	-1	-1	+1	+1
I am pursuing another position within my agency		30%	-6	-11	-10	-11
I am pursuing a position in another agency		42%	+8	+15	+13	+16
I am pursuing work outside the APS		8%	-1	-3	-1	-2
It is the end of my non-ongoing, casual or contracted employment		1%	0	-2	-3	-4
Other		14%	-1	+2	0	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# RETENTION



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

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

RESPONSE SCALE	%	VARIANCE FROM 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	20%	-	-	-	-
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	14%	-	-	-	-
I have achieved all I can in my current position	6%	-	-	-	-
I am expected to do more work than I reasonably can	6%	-	-	-	-

## 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
<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>7%</b>	0	-3	-2	-2
No		<b>93%</b>	0	+3	+2	+2
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>83%</b>	-3	-8 ↓	-6 ↓	-7 ↓
No		<b>17%</b>	+3	+8 ↑	+6 ↑	+7 ↑
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Gender		<b>41%</b>	-	-	-	-
Race		<b>34%</b>	-	-	-	-
Age		<b>33%</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 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		9%	+1	-2	-1	-1
No		86%	-2	+2	+1	+1
Not sure		5%	+1	0	0	0

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		57%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		46%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		31%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		31%	-7↓	-4	-2	-4
It was reported by someone else		8%	+3	0	0	0
I did not report the behaviour		61%	+4	+3	+2	+4

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%	0	-1	0	-1
No		93%	-1	+2	0	0
Not sure		4%	+1	0	+1	0
Would prefer not to answer		2%	0	-1	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		63%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		19%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		15%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		16%	-17 ↓	-4	-2	-4
It was reported by someone else		12%	-7 ↓	-4	-4	-3
I did not report the behaviour		72%	+24 ↑	+8 ↑	+5 ↑	+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	40%
Woman or female	54%
Non-binary	1%
I use a different term	0%
Prefer not to say	5%

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

Do you have an ongoing disability?	Responses
Yes	11%
No	89%

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	9%
No	91%

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)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	2%
Anglo-European	11%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	10%
North-East Asian	5%
Southern and Central Asian	4%
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	7%
No	82%
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.

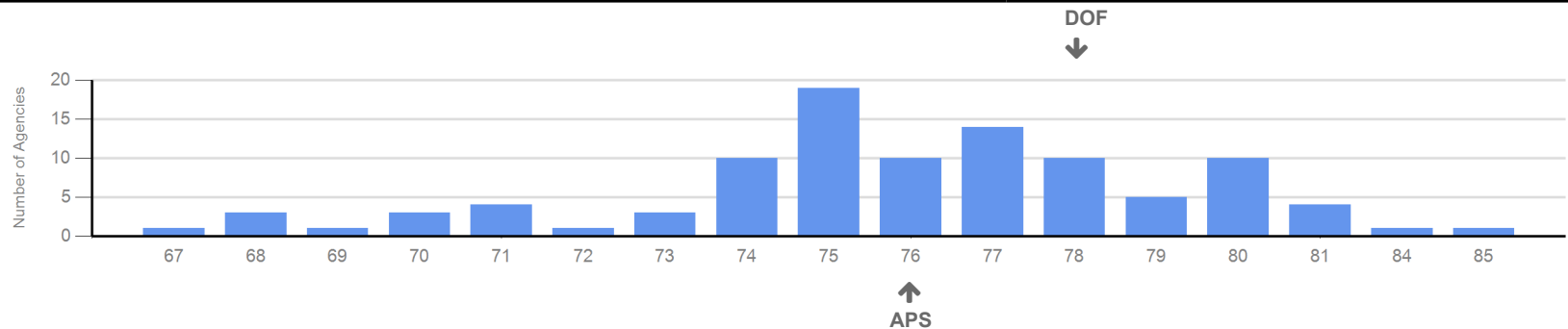
### Employee Engagement Index

Ranking : 55th of 100



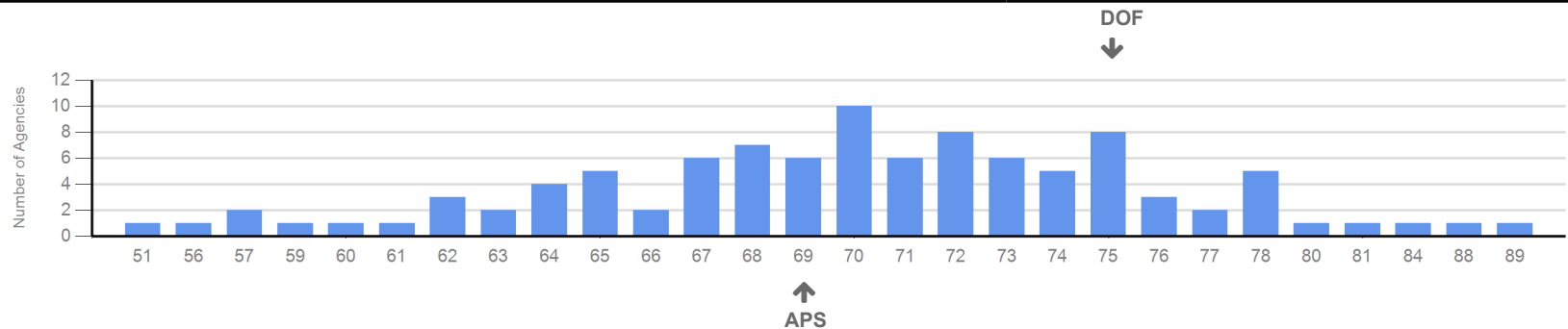
### Leadership – Immediate Supervisor Index

Ranking : 25th of 100



### Leadership – SES Manager Index

Ranking : 23rd of 100



# AGENCY POSITION



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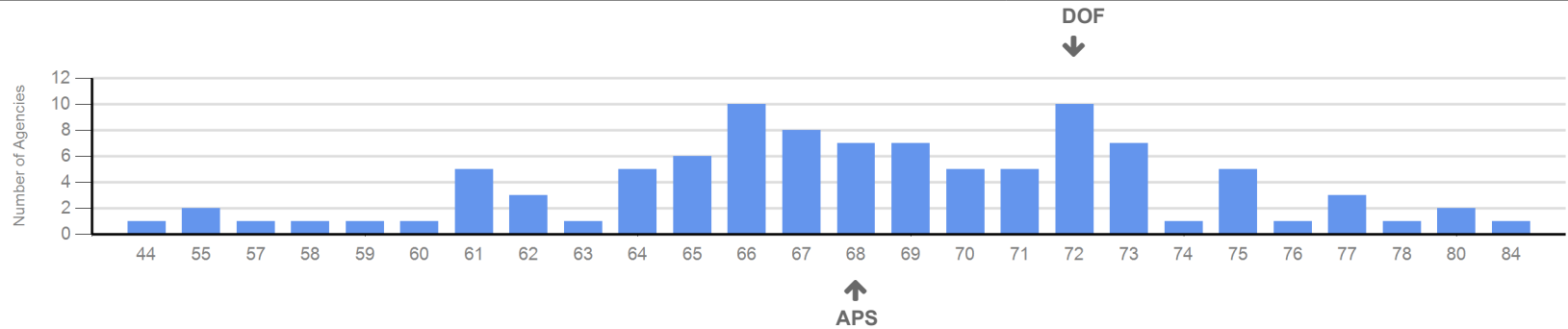
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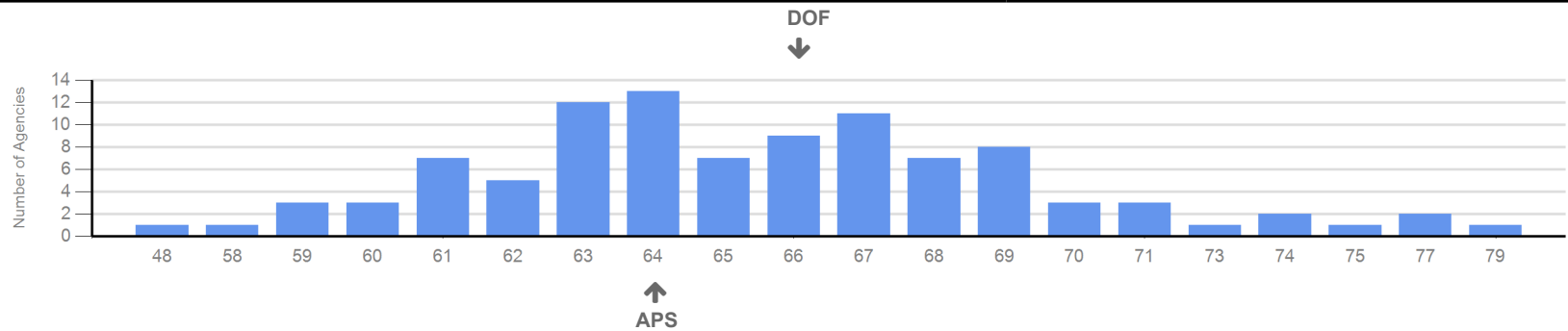
### Communication Index

Ranking : 27th of 100



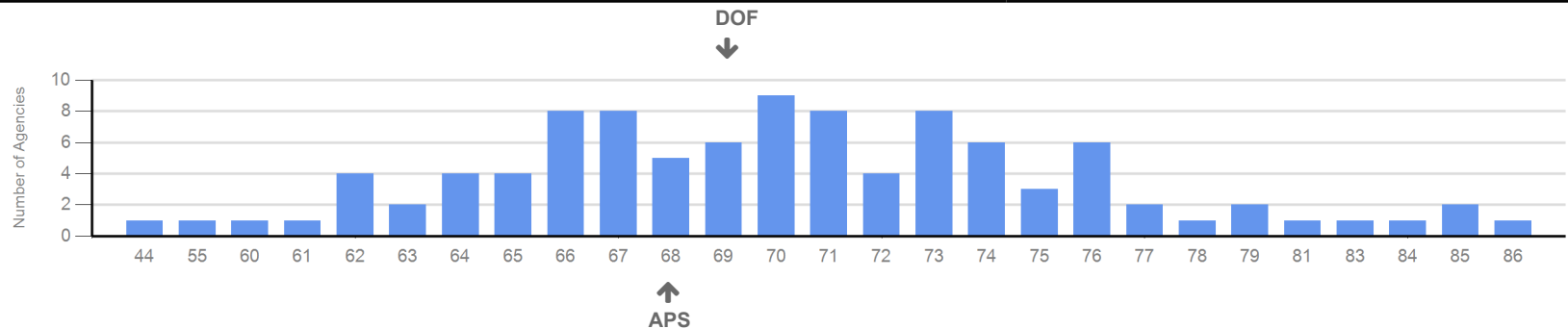
### Enabling Innovation Index

Ranking : 42nd of 100



### Wellbeing Policies and Support Index

Ranking : 56th 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.

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<b>.1</b> My agency supports and actively promotes an inclusive workplace culture			<b>82%</b>	+1	+2	-1	0
<b>.2</b> Internal communication within my agency is effective			<b>63%</b>	-1	+6	+2	+4
<b>.3</b> My agency inspires me to come up with new or better ways of doing things			<b>50%</b>	-6	+1	+1	0
<b>.4</b> Where appropriate, I am able to take part in decisions that affect my job			<b>78%</b>	+1	+9	+3	+5
<b>.5</b> Change is managed well in my agency			<b>51%</b>	+2	+8	+6	+7
<b>.6</b> In my agency, the SES clearly articulate the direction and priorities for our agency			<b>68%</b>	-1	+5	0	+2



# DOF SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
Overall, how satisfied are you with your ability to access and use flexible working arrangements?	78	12	10	78%	+4
My agency routinely applies merit in decisions regarding engagement and promotion	57	32	11	57%	0
The Finance Leadership Expectations influence the way I approach my day to day work	63	28	9	63%	+3
My manager displays these Leadership Expectations	81	13		81%	0
I would be held accountable if I did not follow policy and procedures	90		9	90%	+2
I understand how my role contributes to achieving Finance's outcomes	89		9	89%	-1
I understand how my role contributes to achieving my Division's outcomes	92			92%	+2
I am aware that I need to complete mandatory training on a regular basis on the three topics of Security awareness, Privacy awareness and Financial Governance	97			97%	+4
My manager supports me to complete all required mandatory training (eg. Induction, Security Awareness, Privacy Awareness and Financial Governance training)	90		8	90%	+2
I am aware that Mental Health Advisers are available to provide me with support if I need it	72	16	12	72%	-6 ↓

**KEY**

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

Positive  Neutral  Negative 

# DOF SPECIFIC QUESTIONS


	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
I would recommend a colleague to contact a Mental Health Adviser if they required support for their mental health	64	26	10	64%	+3
My overall experience of performance management in Finance has assisted my development	56	31	13	56%	0
My supervisor openly demonstrates commitment to performance management	75	18	7	75%	0

**KEY**

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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.

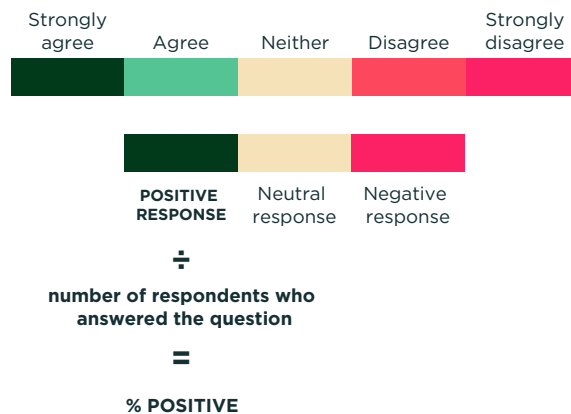
PRIORITISE 3 AREAS TO TAKE FORWARD

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

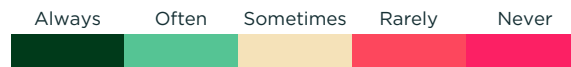
# GUIDE TO THIS REPORT

## % 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.