



# Highlights Report FCA



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RESPONSES:
745 of 1,459
RESPONSE RATE:
51%

# 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		73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES	
SAY	Overall, I am satisfied with my job	71	19	10	71%	0	-2	-5↓	-6↓
	I am proud to work in my agency	81	14		81%	+4	+5↑	-1	+1
	I would recommend my agency as a good place to work	63	23	14	63%	+2	-5↓	-9↓	-11↓
	I believe strongly in the purpose and objectives of my agency	83	15		83%	+3	-1	-6↓	-3
STAY	I feel a strong personal attachment to my agency	62	25	13	62%	+4	+2	-3	0
	I feel committed to my agency's goals	80	17		80%	0	-3	-6↓	-5↓
STRIVE	I suggest ideas to improve our way of doing things	81	16		81%	+1	-6↓	-9↓	-8↓
	I am happy to go the 'extra mile' at work when required	91			91%	+2	+1	0	-1
	I work beyond what is required in my job to help my agency achieve its objectives	84	13		84%	-1	+3	+3	+2
	My agency really inspires me to do my best work every day	55	30	15	55%	0	-3	-7↓	-6↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# LEADERSHIP - IMMEDIATE SUPERVISOR



## IMMEDIATE SUPERVISOR

THE IMMEDIATE SUPERVISOR SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SUPERVISOR IN LINE WITH THE *APS LEADERSHIP CAPABILITY FRAMEWORK*.

YOUR IMMEDIATE SUPERVISOR INDEX SCORE		69			RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	66	20	14	66%	-1	-13 ↓	-13 ↓	-14 ↓	
	My supervisor can deliver difficult advice whilst maintaining relationships	69	19	11	69%	+4	-9 ↓	-9 ↓	-10 ↓	
	My supervisor invites a range of views, including those different to their own	68	19	13	68%	-3	-13 ↓	-15 ↓	-15 ↓	
	My supervisor encourages my team to regularly review and improve our work	67	21	13	67%	+3	-14 ↓	-14 ↓	-15 ↓	
	My supervisor is invested in my development	63	22	16	63%	+2	-13 ↓	-13 ↓	-15 ↓	
	My supervisor ensures that my workgroup delivers on what we are responsible for	77	14	9	77%	+1	-10 ↓	-10 ↓	-12 ↓	
<b>Other similar questions</b>										
	My supervisor provides me with helpful feedback to improve my performance	62	20	18	62%	-3	-15 ↓	-14 ↓	-15 ↓	
	My immediate supervisor encourages me	64	18	17	64%	+4	-11 ↓	-12 ↓	-13 ↓	
<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		62	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					+2	-6 ↓	-9 ↓	-9 ↓

SES Manager	My SES manager clearly articulates the direction and priorities for our area	56	27	16	56%	+6 ↑	-12 ↓	-14 ↓	-16 ↓
	My SES manager presents convincing arguments and persuades others towards an outcome	49	37	15	49%	+3	-13 ↓	-17 ↓	-19 ↓
	My SES manager promotes cooperation within and between agencies	54	34	12	54%	+5 ↑	-13 ↓	-17 ↓	-19 ↓
	My SES manager encourages innovation and creativity	49	33	18	49%	+1	-15 ↓	-18 ↓	-19 ↓
	My SES manager creates an environment that enables us to deliver our best	53	30	17	53%	+4	-11 ↓	-14 ↓	-16 ↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	60	29	10	60%	+8 ↑	-13 ↓	-17 ↓	-18 ↓

### Other similar questions

In my agency, the SES work as a team	47	35	18	47%	+5 ↑	-6 ↓	-6 ↓	-10 ↓
In my agency, the SES clearly articulate the direction and priorities for our agency	48	31	21	48%	+4	-15 ↓	-14 ↓	-18 ↓
In my agency, communication between SES and other employees is effective	44	32	25	44%	+5 ↑	-10 ↓	-9 ↓	-14 ↓
My SES manager routinely promotes the use of data and evidence to deliver outcomes	53	34	13	53%	-	-13 ↓	-17 ↓	-17 ↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# COMMUNICATION AND CHANGE



## COMMUNICATION

THE COMMUNICATION SCORE MEASURES COMMUNICATION AT THE INDIVIDUAL, GROUP AND AGENCY LEVEL.

## CHANGE

EFFECTIVE COMMUNICATION IS AN IMPORTANT PART OF ANY CHANGE PROCESS. NOTE THESE QUESTIONS DO NOT CONTRIBUTE TO THE ABOVE INDEX SCORE.

YOUR COMMUNICATION INDEX SCORE		62	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					+3	-6 ↓	-7 ↓	-8 ↓

Communication	Other similar questions		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES							
	My supervisor communicates effectively	70						14	15	70%	-1	-10 ↓	-11 ↓	-11 ↓
	My SES manager communicates effectively	58						24	19	58%	+5 ↑	-11 ↓	-14 ↓	-16 ↓
	Internal communication within my agency is effective	49						24	26	49%	+5 ↑	-7 ↓	-8 ↓	-9 ↓

Change	Other similar questions		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES							
	When changes occur, the impacts are communicated well within my workgroup	58						19	23	58%	+4	-9 ↓	-12 ↓	-11 ↓
	Staff are consulted about change at work	33						37	31	33%	+1	-16 ↓	-16 ↓	-18 ↓
	Change is managed well in my agency	34						30	36	34%	+1	-9 ↓	-7 ↓	-10 ↓

KEY	↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative
			<span style="display: inline-block; width: 15px; height: 15px; background-color: #004d00; border: 1px solid #000;"></span> <span style="display: inline-block; width: 15px; height: 15px; background-color: #f0c000; border: 1px solid #000;"></span> <span style="display: inline-block; width: 15px; height: 15px; background-color: #e91e63; border: 1px solid #000;"></span>

# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills		78%	+2	-1	-4	-3
I have a choice in deciding how I do my work		58%	+1	-6 ↓	-17 ↓	-13 ↓
Where appropriate, I am able to take part in decisions that affect my job		58%	+3	-11 ↓	-16 ↓	-16 ↓
I am clear what my duties and responsibilities are		83%	-4	+3	+2	+3
I am satisfied with the recognition I receive for doing a good job		57%	0	-9 ↓	-13 ↓	-14 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		36%	-11 ↓	-15 ↓	-18 ↓	-25 ↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		67%	-4	-7 ↓	-13 ↓	-13 ↓
I am satisfied with the stability and security of my job		68%	+9 ↑	-13 ↓	-11 ↓	-14 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		71%	+2	-7 ↓	-14 ↓	-13 ↓

## 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 LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; width: 100%;"><div style="width: 51%; background-color: #004d00; color: white; text-align: center;">51</div><div style="width: 37%; background-color: #f0c000; color: black; text-align: center;">37</div><div style="width: 12%; background-color: #d90025; color: white; text-align: center;">12</div></div>	51%	0	-11↓	-6↓	-11↓
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; width: 100%;"><div style="width: 92%; background-color: #004d00; color: white; text-align: center;">92</div><div style="width: 8%; background-color: #f0c000; color: black; text-align: center;">8</div><div style="width: 0%; background-color: #d90025; color: white; text-align: center;">0</div></div>	92%	-1	0	-1	0
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; width: 100%;"><div style="width: 79%; background-color: #004d00; color: white; text-align: center;">79</div><div style="width: 19%; background-color: #f0c000; color: black; text-align: center;">19</div><div style="width: 2%; background-color: #d90025; color: white; text-align: center;">2</div></div>	79%	-1	-5↓	-5↓	-7↓

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

Well above capacity - too much work	<div style="width: 23%; background-color: #004d00;"></div>	23%	-2	0	+1	0
Slightly above capacity - lots of work to do	<div style="width: 40%; background-color: #004d00;"></div>	40%	+3	0	-1	0
At capacity - about the right amount of work to do	<div style="width: 29%; background-color: #004d00;"></div>	29%	0	-1	-1	0
Slightly below capacity - available for more work	<div style="width: 7%; background-color: #004d00;"></div>	7%	-1	+2	+1	+1
Well below capacity - not enough work	<div style="width: 1%; background-color: #004d00;"></div>	1%	0	-1	-1	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR







Positive Neutral Negative





# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		64%	+1	-15 ↓	-16 ↓	-18 ↓
My supervisor actively ensures that everyone can be included in workplace activities		69%	0	-14 ↓	-14 ↓	-15 ↓
I receive the respect I deserve from my colleagues at work		80%	0	-2	-2	-3

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		14%	-2	+1	0	+1
Flexible hours of work		19%	-1	-9 ↓	-16 ↓	-8 ↓
Compressed work week		1%	+1	-3	-2	-3
Job sharing		1%	0	0	0	0
Working away from the office/working from home		58%	0	+1	-12 ↓	-9 ↓
None of the above		30%	+5 ↑	+4	+12 ↑	+9 ↑

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

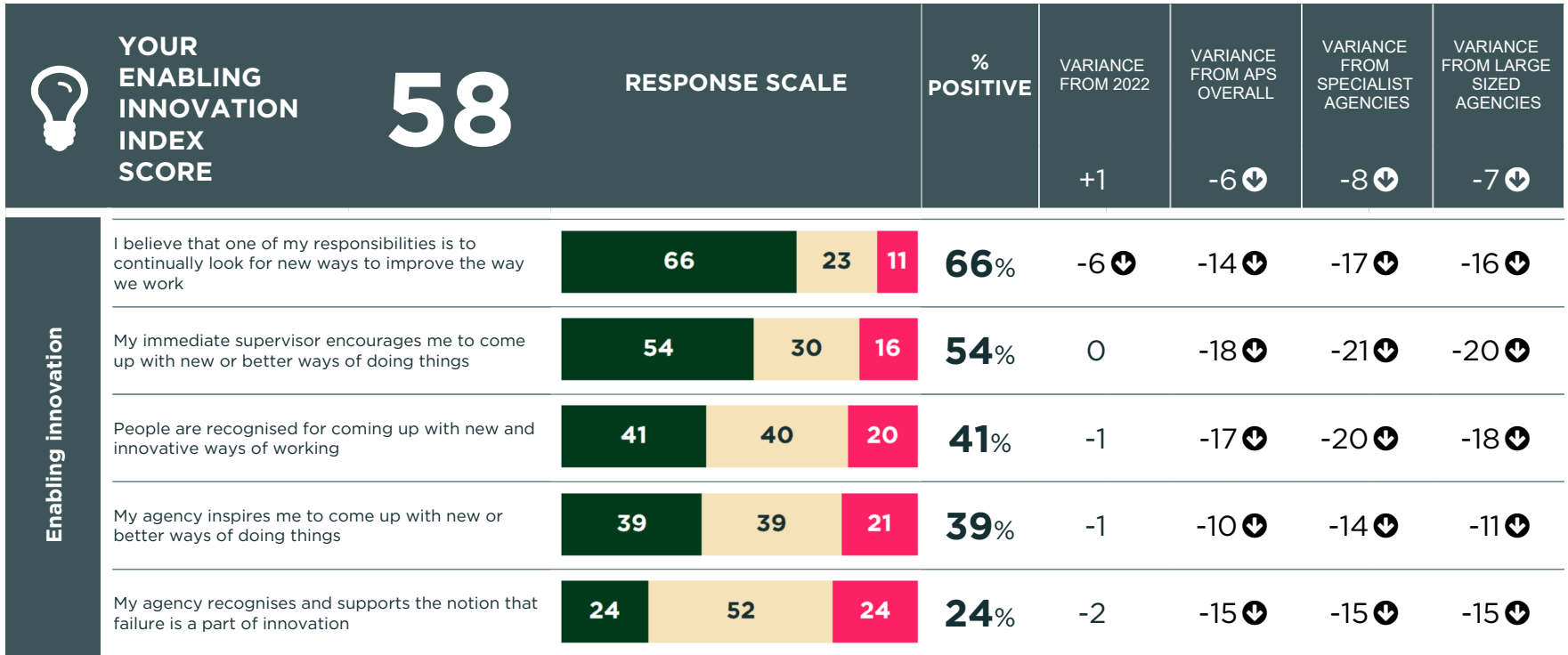


# ENABLING INNOVATION



## 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.



### 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		62			RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST 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	51	32	17	51%	+3	-12 ↓	-16 ↓	-14 ↓	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	51	30	19	51%	+4	-11 ↓	-15 ↓	-13 ↓	
	My agency does a good job of promoting health and wellbeing	49	32	19	49%	+1	-14 ↓	-17 ↓	-16 ↓	
	I think my agency cares about my health and wellbeing	52	30	18	52%	+2	-9 ↓	-16 ↓	-12 ↓	
	I believe my immediate supervisor cares about my health and wellbeing	76	14	9	76%	+1	-9 ↓	-12 ↓	-11 ↓	

### KEY

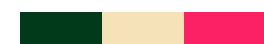


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 LARGE SIZED AGENCIES
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## How often do you find your work stressful?

Always		5%	-3	0	+1	+1
Often		31%	+3	+5 	+8 	+5 
Sometimes		48%	-2	-1	-3	-2
Rarely		15%	0	-3	-6 	-3
Never		1%	+1	0	0	0

## To what extent is your work emotionally demanding?

To a very large extent		17%	-5 	+9 	+10 	+10 
To a large extent		25%	+3	+4	+8 	+5 
Somewhat		35%	+6 	-3	-3	-3
To a small extent		16%	-3	-7 	-10 	-8 
To a very small extent		6%	-1	-3	-5 	-3

### 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 LARGE SIZED AGENCIES
<b>I feel burned out by my work</b>						
Strongly agree		<b>10%</b>	-1	+1	+2	+2
Agree		<b>22%</b>	-1	-2	+1	-2
Neither agree nor disagree		<b>32%</b>	+3	0	+2	+1
Disagree		<b>30%</b>	-1	+1	-3	0
Strongly disagree		<b>6%</b>	-1	0	-2	-1
<b>In general, would you say that your health is:</b>						
Excellent		<b>14%</b>	+3	+4	+2	+4
Very good		<b>36%</b>	-6	+3	+1	+2
Good		<b>36%</b>	+4	-2	-1	-1
Fair		<b>12%</b>	+2	-3	0	-2
Poor		<b>1%</b>	-2	-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 SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		<b>32%</b>	+1	+4	+2	+1
Very good		<b>54%</b>	+3	-1	0	-1
Average		<b>13%</b>	-2	-2	0	0
Below average		<b>1%</b>	-2	-1	-1	-1
Well below average		<b>0%</b>	0	0	0	0

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

Excellent		<b>20%</b>	+2	+4	+2	+2
Very good		<b>51%</b>	-4	-3	-4	-5 
Average		<b>24%</b>	+4	-1	+2	+2
Below average		<b>4%</b>	-1	0	0	+1
Well below average		<b>2%</b>	-1	0	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 SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>82%</b>	-2	+4	+1	+2
My workgroup has the tools and resources we need to perform well		<b>62%</b>	+2	+3	+4	+4
The people in my workgroup use time and resources efficiently		<b>76%</b>	+1	0	-3	-1
My workgroup can readily adapt to new priorities and tasks		<b>84%</b>	+2	+1	-1	-1
The people in my workgroup cooperate to get the job done		<b>88%</b>	+3	+1	-2	-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 SPECIALIST AGENCIES	VARIANCE FROM LARGE 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		6%	-3	-3	-2	-2
I want to leave my position within the next 12 months		21%	-1	-3	-2	-6 ↓
I want to stay working in my position for the next one to two years		32%	+1	-6 ↓	-9 ↓	-9 ↓
I want to stay working in my position for at least the next three years		41%	+3	+12 ↑	+13 ↑	+17 ↑
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		7%	-3	+2	+3	+4
I am pursuing another position within my agency		15%	+4	-26 ↓	-11 ↓	-27 ↓
I am pursuing a position in another agency		28%	+3	+1	-7 ↓	+1
I am pursuing work outside the APS		23%	-10 ↓	+11 ↑	+6 ↑	+12 ↑
It is the end of my non-ongoing, casual or contracted employment		15%	+2	+12 ↑	+10 ↑	+10 ↑
Other		13%	+4	0	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 SPECIALIST AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I can receive a higher salary elsewhere	20%	-	-	-	-
There are a lack of future career opportunities in my agency	13%	-	-	-	-
I have achieved all I can in my current position	11%	-	-	-	-
I wish to pursue a promotion opportunity	10%	-	-	-	-
I am looking to further my skills in another area	8%	-	-	-	-

## 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 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>10%</b>	+1	0	+2	0
No		<b>90%</b>	-1	0	-2	0
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>94%</b>	0	+2	+4	+4
No		<b>6%</b>	0	-2	-4	-4
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Age		<b>27%</b>	-	-	-	-
Gender		<b>24%</b>	-	-	-	-
Race		<b>24%</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 SPECIALIST AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes		<b>12%</b>	-1	+1	+3	+2
No		<b>83%</b>	+2	-1	-4	-2
Not sure		<b>5%</b>	-1	0	0	0

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		<b>45%</b>	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		<b>36%</b>	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		<b>26%</b>	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		<b>30%</b>	-2	-5	-2	-5
It was reported by someone else		<b>11%</b>	+9	+3	+3	+3
I did not report the behaviour		<b>59%</b>	-7	+2	-1	+2

### KEY



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# 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 LARGE 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		4%	0	+1	+1	+1
No		88%	+1	-3	-3	-4
Not sure		5%	-1	+1	+1	+1
Would prefer not to answer		4%	0	+1	+2	+2
<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		83%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		38%	-	-	-	-
Green-lighting		21%	-	-	-	-
<b>Did you report the potentially corrupt behaviour?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		8%	-15 ↓	-12 ↓	-7 ↓	-11 ↓
It was reported by someone else		8%	-15 ↓	-8 ↓	-6 ↓	-7 ↓
I did not report the behaviour		83%	+29 ↑	+20 ↑	+13 ↑	+18 ↑
<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	27%
Woman or female	71%
Non-binary	0%
I use a different term	0%
Prefer not to say	2%

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	7%
No	93%

Do you have carer responsibilities?	Responses
Yes	35%
No	65%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	12%
No	88%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	70%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	16%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	8%
North-East Asian	2%
Southern and Central Asian	3%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	3%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	7%
No	82%
Not sure	11%

# AGENCY POSITION



## AGENCY POSITION

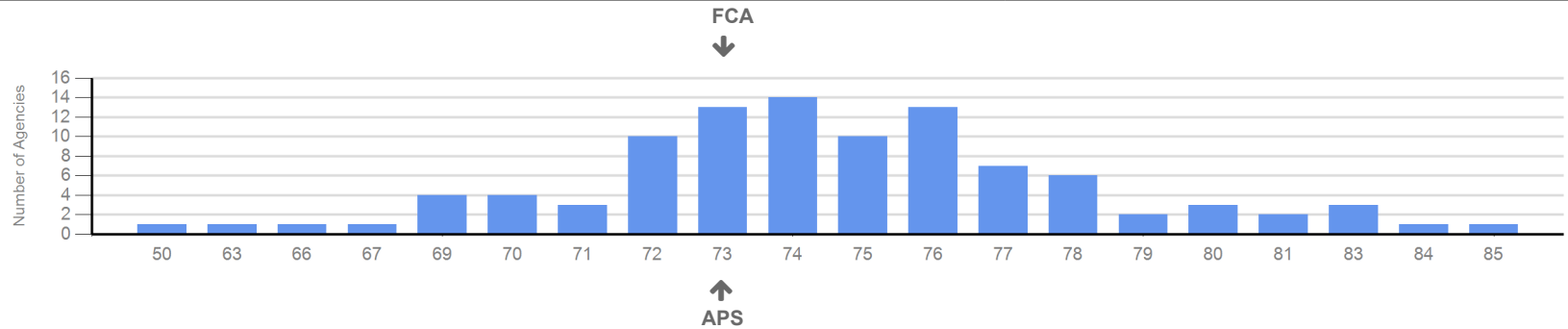
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

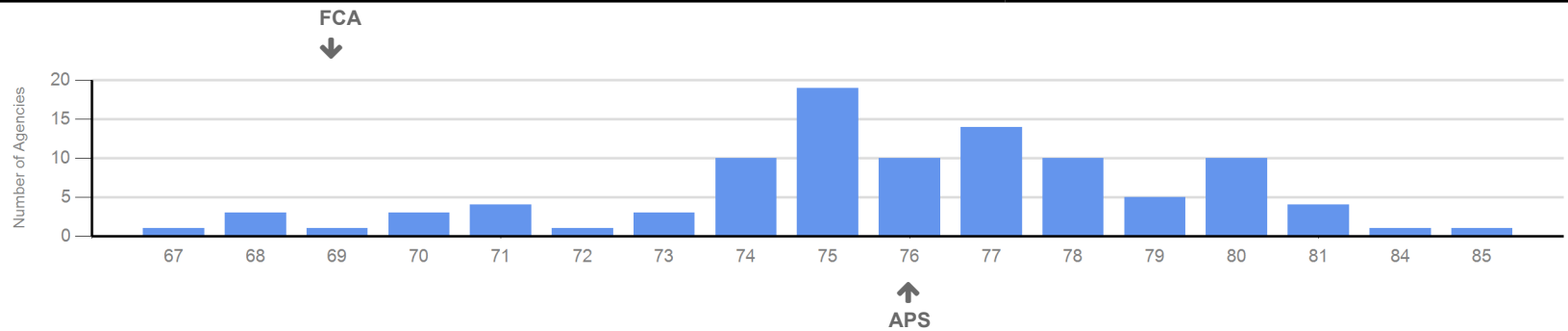
### Employee Engagement Index

Ranking : 73rd of 100



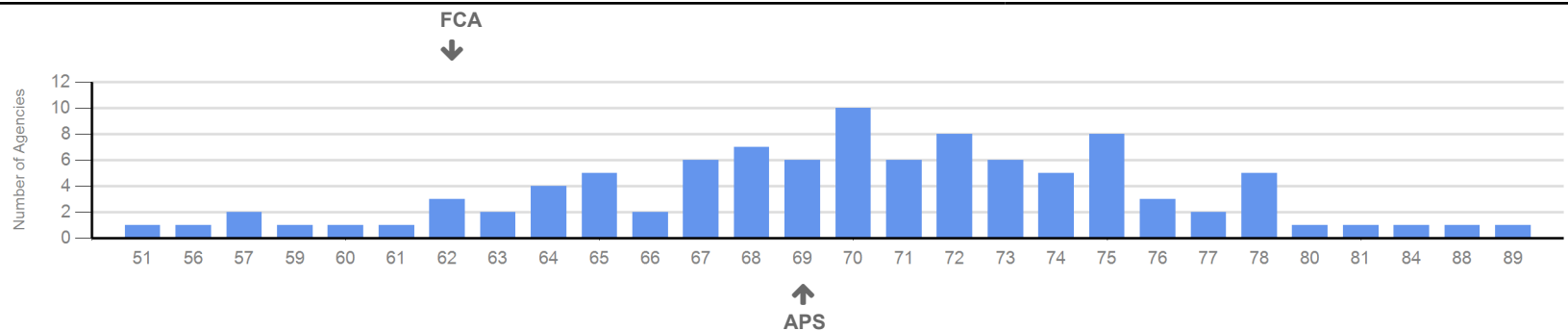
### Leadership – Immediate Supervisor Index

Ranking : 96th of 100



### Leadership – SES Manager Index

Ranking : 91st of 100



# AGENCY POSITION



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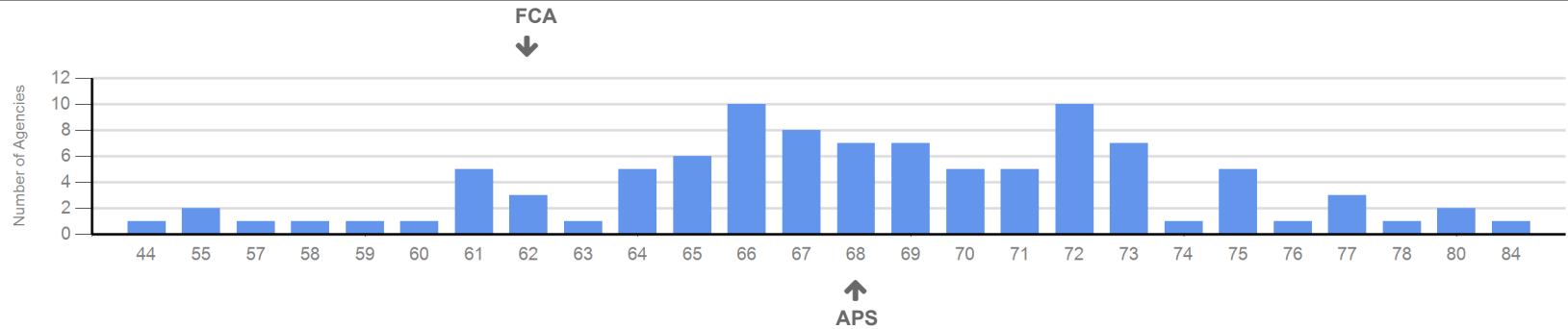
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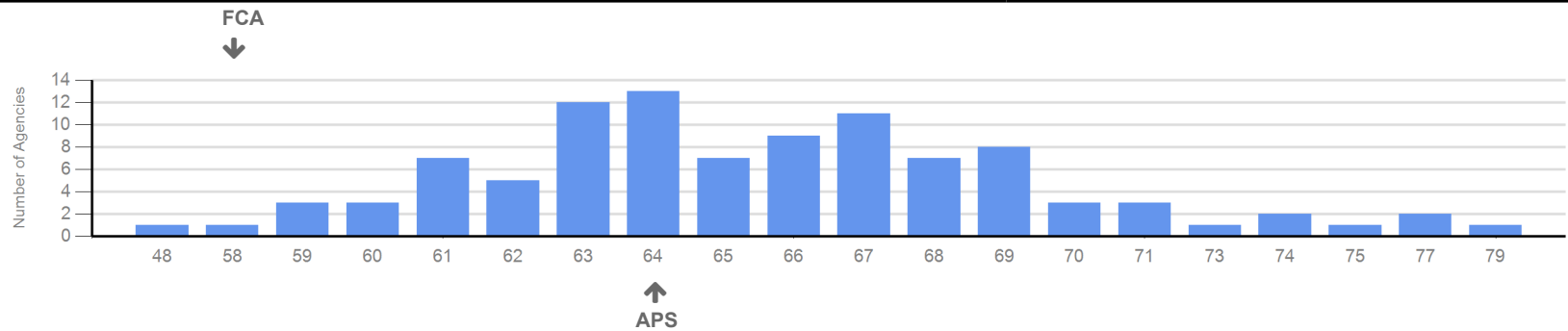
### Communication Index

Ranking : 86th of 100



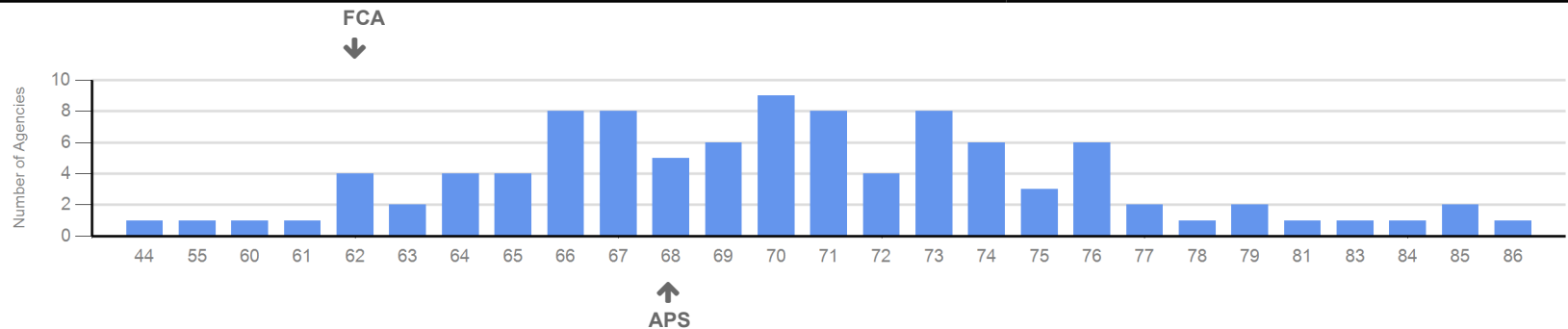
### Enabling Innovation Index

Ranking : 99th of 100



### Wellbeing Policies and Support Index

Ranking : 93rd 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 LARGE SIZED AGENCIES
<b>.1</b>	I think my agency cares about my health and wellbeing			<b>52%</b>	+2	-9	-16	-12
<b>.2</b>	My agency supports and actively promotes an inclusive workplace culture			<b>64%</b>	+1	-15	-16	-18
<b>.3</b>	My SES manager creates an environment that enables us to deliver our best			<b>53%</b>	+4	-11	-14	-16
<b>.4</b>	My agency inspires me to come up with new or better ways of doing things			<b>39%</b>	-1	-10	-14	-11
<b>.5</b>	My SES manager encourages innovation and creativity			<b>49%</b>	+1	-15	-18	-19
<b>.6</b>	In my agency, communication between SES and other employees is effective			<b>44%</b>	+5	-10	-9	-14



# FCA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
My CEO (Registrar for NNTT) is an effective leader in my agency	41	45	14	41%	-
My CEO (Registrar for NNTT) has effectively communicated the vision and direction for the future	39	43	18	39%	-
I am satisfied with the amount of communication / information I receive from my CEO (Registrar for NNTT) in relation to what is happening across my agency	40	40	21	40%	-
My supervisor has regular (at least monthly) one on one meetings with me to provide feedback and support	42	23	35	42%	-
I feel that I can approach my supervisor to discuss any concerns about my work or the work environment	72	14	14	72%	-
I have the necessary information and support to manage my work responsibilities	72	17	10	72%	-
People take accountability for their decisions and actions in my workplace	56	28	16	56%	-
I take ownership of my decisions and actions within my level of responsibility	95			95%	-
Colleagues in my team are honest and open with each other	77	15	8	77%	-
I feel trusted to do my job to the best of my ability	88	7		88%	-

**KEY**

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

Positive Neutral Negative



# FCA SPECIFIC QUESTIONS


	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
My agency encourages a diverse and inclusive workplace	74	74%	-
I feel that I can be my true self at work	71	71%	-
I am aware of the career pathways available to me at my agency	52	52%	-
I am keen to progress through career pathways at my agency to advance my career	55	55%	-

**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.

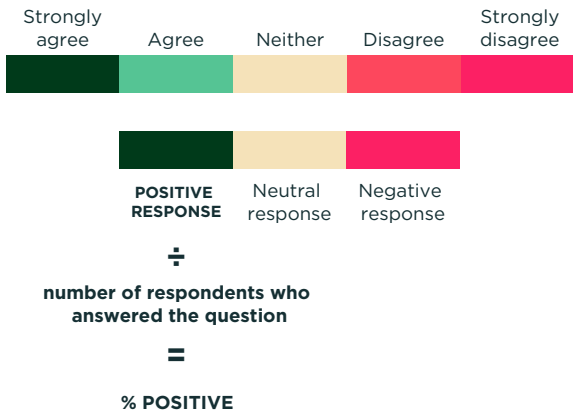
PRIORITISE 3 AREAS TO TAKE FORWARD

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

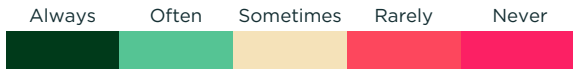
# GUIDE TO THIS REPORT

## % 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	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.