

## Highlights Report ARC



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### Responses:

148 of 180

### Response Rate:

82%

# 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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies	
Say	Overall, I am satisfied with my job	70	18	12	70%	+5 ↑	-6 ↓	-8 ↓	-6 ↓
	I am proud to work in my agency	65	24	11	65%	+4	-13 ↓	-18 ↓	-15 ↓
	I would recommend my agency as a good place to work	55	25	20	55%	-3	-16 ↓	-18 ↓	-14 ↓
	I believe strongly in the purpose and objectives of my agency	79	17		79%	-2	-7 ↓	-10 ↓	-9 ↓
Stay	I feel a strong personal attachment to my agency	45	29	27	45%	-8 ↓	-18 ↓	-22 ↓	-20 ↓
	I feel committed to my agency's goals	73	20		73%	-1	-12 ↓	-14 ↓	-13 ↓
Strive	I suggest ideas to improve our way of doing things	88	10		88%	-2	+1	-2	-2
	I am happy to go the 'extra mile' at work when required	84	10		84%	-6 ↓	-7 ↓	-8 ↓	-6 ↓
	I work beyond what is required in my job to help my agency achieve its objectives	75	21		75%	-3	-6 ↓	-5 ↓	-6 ↓
	My agency really inspires me to do my best work every day	45	34	21	45%	-2	-16 ↓	-19 ↓	-15 ↓

### 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 Index 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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	83	12	83%	+2	+3	+4	+5 ↑
	My supervisor can deliver difficult advice whilst maintaining relationships	83	13	83%	+1	+3	+4	+5 ↑
	My supervisor invites a range of views, including those different to their own	86	10	86%	+4	+4	+2	+4
	My supervisor encourages my team to regularly review and improve our work	85	12	85%	+2	+3	+3	+5 ↑
	My supervisor is invested in my development	78	18	78%	-5 ↓	0	-1	+1
	My supervisor ensures that my workgroup delivers on what we are responsible for	93		93%	+6 ↑	+5 ↑	+5 ↑	+6 ↑
<b>Other similar questions</b>								
	My supervisor provides me with helpful feedback to improve my performance	79	18	79%	+1	0	+2	+3
	My immediate supervisor encourages me	79	16	79%	0	+2	+2	+3
	My supervisor actively ensures that everyone can be included in workplace activities	86	10	86%	+4	+1	+2	+3
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	86	12	86%	-	+5 ↑	+5 ↑	+7 ↑
<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 Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*.

	<b>Your SES Manager Leadership Index score</b>	<b>71</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
					-3	+1	-1	+1

<b>SES Manager</b>	My SES manager clearly articulates the direction and priorities for our area	74	17	9	74%	+1	+5 ↑	+3	+8 ↑
	My SES manager presents convincing arguments and persuades others towards an outcome	62	27	12	62%	-11 ↓	-1	-6 ↓	-3
	My SES manager promotes cooperation within and between agencies	75	21		75%	+3	+7 ↑	+2	+5 ↑
	My SES manager encourages innovation and creativity	67	22	11	67%	-8 ↓	+1	-2	+2
	My SES manager creates an environment that enables us to deliver our best	60	23	16	60%	-10 ↓	-5 ↓	-9 ↓	-3
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	79	16		79%	-7 ↓	+4	0	+4

### Other similar questions

	In my agency, the SES work as a team	52	27	21	52%	+11 ↑	-4	-4	-4
	In my agency, the SES clearly articulate the direction and priorities for our agency	58	20	22	58%	+12 ↑	-6 ↓	-6 ↓	-2
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	71	22	8	71%	-4	+3	-2	+3

<b>Key</b>	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 Index measures communication at the individual, group and agency level.

## Change

Effective communication is an important part of any change process. Note these questions do not contribute to the above index score.

<b>Your Communication Index score</b>	<b>68</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
				+1	-1	-1	+1

Communication	My supervisor communicates effectively	83	11	83%	0	+2	+2	+3	
	My SES manager communicates effectively	71	17	12	71%	-9 ↓	+1	-2	+3
	Internal communication within my agency is effective	51	18	32	51%	+10 ↑	-7 ↓	-7 ↓	-2

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	67	20	13	67%	-5 ↓	-1	-4	-1
	Staff are consulted about change at work	46	34	20	46%	+13 ↑	-5 ↓	-5 ↓	-1
	Change is managed well in my agency	32	30	38	32%	+3	-11 ↓	-10 ↓	-6 ↓

### 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 Index 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		63		Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	83	10	8	83%	-1	+4	0	+2
	My immediate supervisor encourages me to come up with new or better ways of doing things	75	19		75%	-6 ↓	+3	+1	+3
	People are recognised for coming up with new and innovative ways of working	54	28	18	54%	-1	-4	-6 ↓	-3
	My agency inspires me to come up with new or better ways of doing things	50	32	19	50%	-4	0	-3	-1
	My agency recognises and supports the notion that failure is a part of innovation	34	37	30	34%	-3	-7 ↓	-6 ↓	-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 Index 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		72	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
					0	+2	0	+1

Wellbeing Policies and Support	Score	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	68	26	68%	-3	+1	-1	+2
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	72	19	72%	+3	+6 ↑	+2	+5 ↑
My agency does a good job of promoting health and wellbeing	66	24	66%	+1	0	-2	+2
I think my agency cares about my health and wellbeing	63	23	63%	-5 ↓	-2	-7 ↓	-6 ↓
I believe my immediate supervisor cares about my health and wellbeing	90		90%	0	+4	+2	+3

### Other similar questions

Wellbeing	Score	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	69	19	69%	-	-5 ↓	-7 ↓	-5 ↓
The people in my workgroup are able to bring up problems and tough issues	81	13	81%	-	+1	-1	0
I receive the respect I deserve from my colleagues at work	77	18	77%	-2	-4	-5 ↓	-2
My agency supports and actively promotes an inclusive workplace culture	77	14	77%	+2	-4	-3	-2

### 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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>In general, would you say that your health is:</b>						
Excellent		<b>6%</b>	-5 ↓	-5 ↓	-6 ↓	-6 ↓
Very good		<b>30%</b>	+3	-4	-7 ↓	-7 ↓
Good		<b>44%</b>	+3	+6 ↑	+8 ↑	+7 ↑
Fair		<b>16%</b>	-1	+3	+4	+5 ↑
Poor		<b>3%</b>	0	0	+1	0
<b>What best describes your current workload?</b>						
Well above capacity - too much work		<b>26%</b>	-2	+3	+4	+1
Slightly above capacity - lots of work to do		<b>40%</b>	-3	0	0	+1
At capacity - about the right amount of work to do		<b>27%</b>	+3	-4	-3	-2
Slightly below capacity - available for more work		<b>6%</b>	+1	+1	0	+1
Well below capacity - not enough work		<b>0%</b>	0	-1	-1	-1

## Key

↑ At least 5 percentage points greater than comparator

↓ At least 5 percentage points less than comparator

# Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>How often do you find your work stressful?</b>						
Always		<b>4%</b>	+1	-1	+1	0
Often		<b>25%</b>	-8⬇️	0	+2	0
Sometimes		<b>47%</b>	+2	-3	-4	-3
Rarely		<b>22%</b>	+5⬆️	+3	+1	+2
Never		<b>2%</b>	0	0	0	0
<b>To what extent is your work emotionally demanding?</b>						
To a very large extent		<b>4%</b>	-1	-3	-2	-2
To a large extent		<b>17%</b>	+2	-3	-1	-1
Somewhat		<b>43%</b>	+3	+5⬆️	+6⬆️	+4
To a small extent		<b>26%</b>	0	+1	-1	0
To a very small extent		<b>10%</b>	-4	0	-2	-1
<b>I feel burned out by my work</b>						
Strongly agree		<b>11%</b>	0	+3	+4	+3
Agree		<b>23%</b>	-4	0	+1	-1
Neither agree nor disagree		<b>30%</b>	0	-2	0	+2
Disagree		<b>32%</b>	+5⬆️	+3	0	+1
Strongly disagree		<b>3%</b>	-1	-4	-6⬇️	-6⬇️

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Flexible work



	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	91	91%	0	+8 ↑	+4	+5 ↑
<b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>						
Part time		19%	+1	+6 ↑	+6 ↑	+5 ↑
Flexible hours of work		32%	-7 ↓	+5 ↑	-1	-1
Compressed work week		9%	0	+5 ↑	+5 ↑	+2
Job sharing		1%	0	0	0	0
Working away from the office/working from home		78%	+3	+17 ↑	+8 ↑	+9 ↑
None of the above		8%	0	-15 ↓	-10 ↓	-8 ↓
<b>Working away from the office</b>						
None of the time		22%	-	-17 ↓	-8 ↓	-9 ↓
All of the time		4%	-	-2	-3	-4
Some of the time as a regular arrangement		65%	-	+18 ↑	+14 ↑	+15 ↑
Only on an irregular basis		9%	-	0	-3	-2
Did not disclose their arrangement		0%	-	0	0	0

The working away from the office responses present how often employees worked away from the office/worked from home during a usual working week. It includes the responses for all employees, not just those who indicated they accessed working from home as a flexible working arrangement.

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Working in the APS

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am supported to use my expertise to provide frank and fearless advice	54	23	23	54%	-	-11↓	-13↓	-10↓
The people in my workgroup demonstrate stewardship	70	22	7	70%	-	-6↓	-10↓	-9↓
The culture in my agency supports people to act with integrity	73	15	12	73%	-	-4	-6↓	-2
I believe strongly in the purpose and objectives of the APS	79	18	3	79%	-4	-7↓	-6↓	-5↓
I feel a strong personal attachment to the APS	58	29	13	58%	0	-7↓	-2	0
My workgroup considers the people and businesses affected by what we do	85	10	5	85%	-	0	-3	-3

## Key

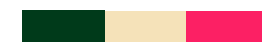


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Job satisfaction

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am satisfied with the recognition I receive for doing a good job	68	20	13	68%	0	-1	-4	-2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	54	18	28	54%	+9⬆️	-9⬇️	-10⬇️	-9⬇️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	86	10	4	86%	+2	+5⬆️	+2	+1
I am satisfied with the stability and security of my job	76	11	13	76%	-4	-8⬇️	-5⬇️	-2

# Clarity and autonomy

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	88	9	3	88%	0	-5⬇️	-6⬇️	-5⬇️
I am clear what my duties and responsibilities are	73	18	8	73%	0	-6⬇️	-6⬇️	-5⬇️
I have a choice in deciding how I do my work	67	28	5	67%	-6⬇️	+1	-8⬇️	-7⬇️
Where appropriate, I am able to take part in decisions that affect my job	70	15	15	70%	+1	-1	-4	-2

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Performance

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>In the last month, please rate your workgroup's overall performance</b>						
Excellent		<b>34%</b>	0	+6	+4	+3
Very good		<b>49%</b>	-5	-5	-5	-3
Average		<b>14%</b>	+3	-1	0	-1
Below average		<b>2%</b>	+1	0	0	0
Well below average		<b>1%</b>	+1	+1	+1	+1

	Response scale	% Positive	Variance from 2023	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		<b>72%</b>	-7	-6	-9	-9
My workgroup has the tools and resources we need to perform well		<b>50%</b>	-2	-9	-9	-1
The people in my workgroup use time and resources efficiently		<b>73%</b>	-10	-3	-6	-4
My job gives me opportunities to utilise my skills		<b>78%</b>	-2	-2	-4	-4
In the last 12 months, the formal learning I have accessed has improved my performance		<b>40%</b>	-	-17	-16	-15

## 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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>Which of the following statements best reflects your current thoughts about working in your current position?</b>						
I want to leave my position as soon as possible		10%	-8 ⬇️	+1	+2	+2
I want to leave my position within the next 12 months		29%	+2	+7 ⬆️	+8 ⬆️	+9 ⬆️
I want to stay working in my position for the next one to two years		43%	+8 ⬆️	+5 ⬆️	+2	+4
I want to stay working in my position for at least the next three years		18%	-2	-12 ⬇️	-12 ⬇️	-14 ⬇️
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		2%	-1	-3	-2	-4
I am pursuing another position within my agency		7%	-7 ⬇️	-36 ⬇️	-21 ⬇️	-8 ⬇️
I am pursuing a position in another agency		64%	+4	+38 ⬆️	+29 ⬆️	+21 ⬆️
I am pursuing work outside the APS		9%	0	-1	-5 ⬇️	-7 ⬇️
It is the end of my non-ongoing, casual or contracted employment		4%	-1	+1	-1	-2
Other		14%	+5 ⬆️	+1	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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
There are a lack of future career opportunities in my agency 	<b>13%</b>	-	-	-	-
Senior leadership is of a poor quality 	<b>13%</b>	-	-	-	-
I can receive a higher salary elsewhere 	<b>11%</b>	-	-	-	-
I am looking to further my skills in another area 	<b>11%</b>	-	-	-	-
I am expected to do more work than I reasonably can 	<b>9%</b>	-	-	-	-

## 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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?</b>						
Yes		<b>9%</b>	0	-1	+1	0
No		<b>91%</b>	0	+1	-1	0
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>92%</b>	-8↓	0	0	+2
No		<b>8%</b>	+8↑	0	0	-2
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Gender		<b>45%</b>	-	-	-	-
Age		<b>36%</b>	-	-	-	-
Disability		<b>27%</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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>During the last 12 months, have you been subjected to harassment or bullying in your current workplace?</b>						
Yes		<b>11%</b>	+2	+1	+3	+1
No		<b>83%</b>	0	-2	-4	-1
Not sure		<b>6%</b>	-2	+1	+1	0
<b>Types of harassment or bullying experienced (3 highest responses):</b>						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		<b>56%</b>	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		<b>50%</b>	-	-	-	-
Deliberate exclusion from work-related activities		<b>25%</b>	-	-	-	-
<b>Did you report the harassment or bullying?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		<b>31%</b>	+8	-5	-2	-3
It was reported by someone else		<b>6%</b>	+6	-1	-1	0
I did not report the behaviour		<b>63%</b>	-14	+6	+3	+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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small 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		1%	-2	-2	-1	-3
No		92%	+1	+2	0	+4
Not sure		5%	+3	+1	+2	0
Would prefer not to answer		1%	-1	-1	-1	-2

## 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	39%
Woman or female	57%
Non-binary	1%
I use a different term	1%
Prefer not to say	2%

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

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

Do you have carer responsibilities?	Responses
Yes	47%
No	53%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	14%
No	86%

Do you identify as culturally and linguistically diverse?	Responses
Yes	23%
No	77%

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	2%
Anglo-European	13%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	10%
South-East Asian	9%
North-East Asian	2%
Southern and Central Asian	2%
North American	0%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	0%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	12%
No	69%
Maybe	12%
I am unsure what neurodivergent means	7%

# Agency position



## Agency position

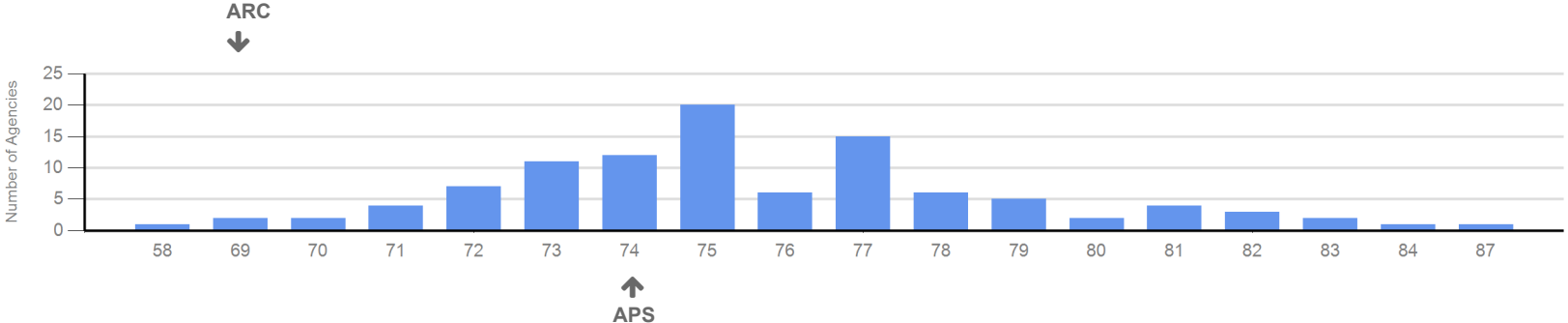
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the 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.

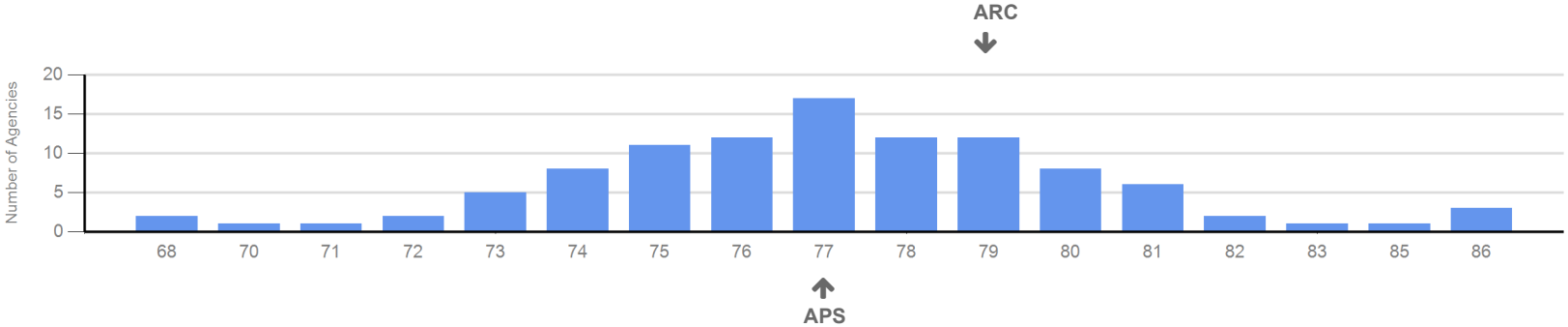
**Employee Engagement Index**

Ranking : 102nd of 104



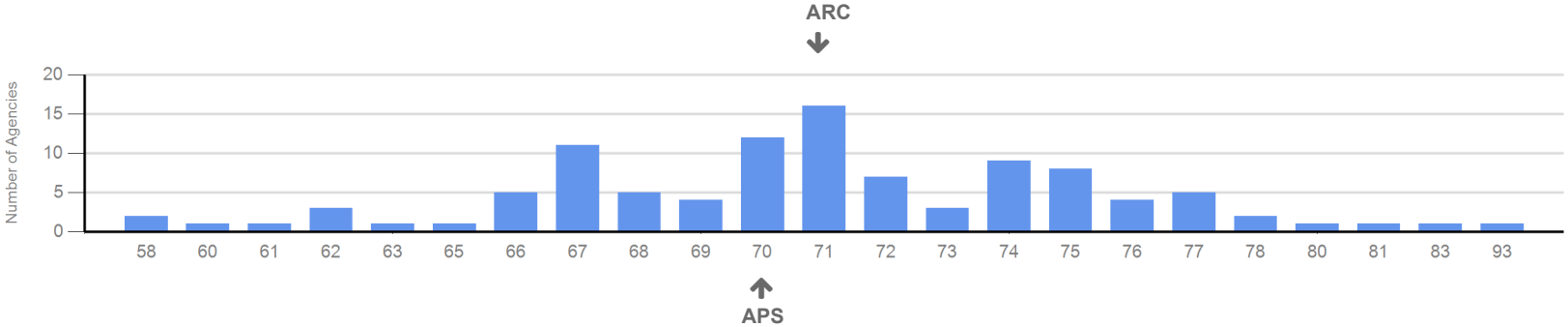
**Leadership – Immediate Supervisor Index**

Ranking : 22nd of 104



**Leadership – SES Manager Index**

Ranking : 50th of 104



# Agency position



## Agency position

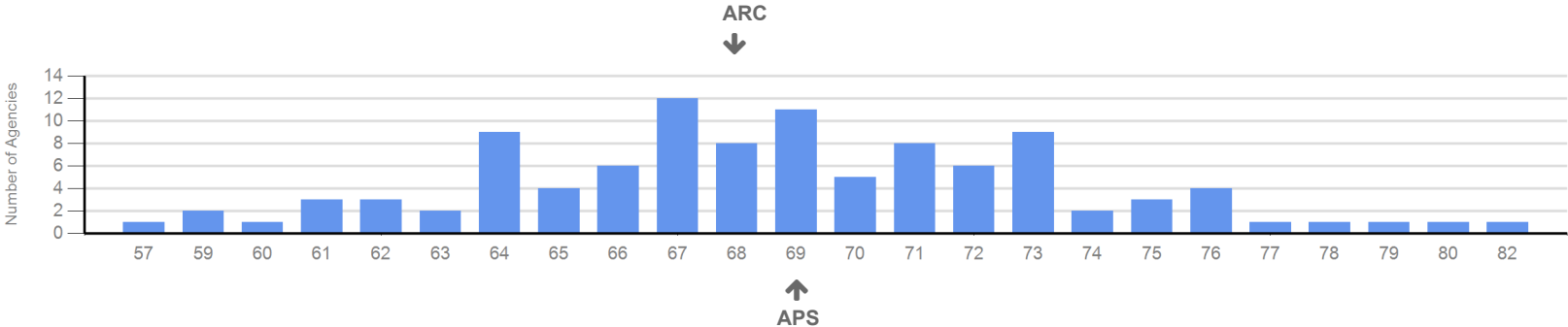
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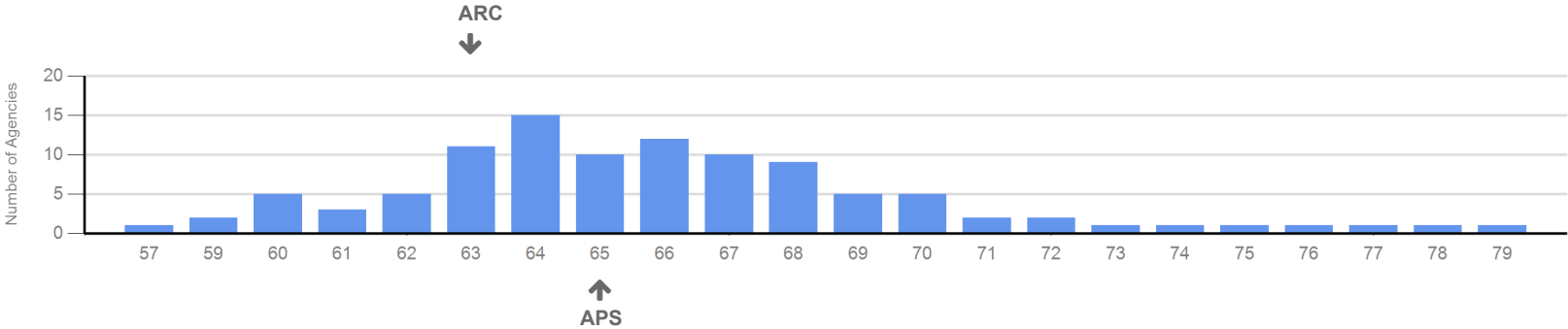
### Communication Index

Ranking : 58th of 104



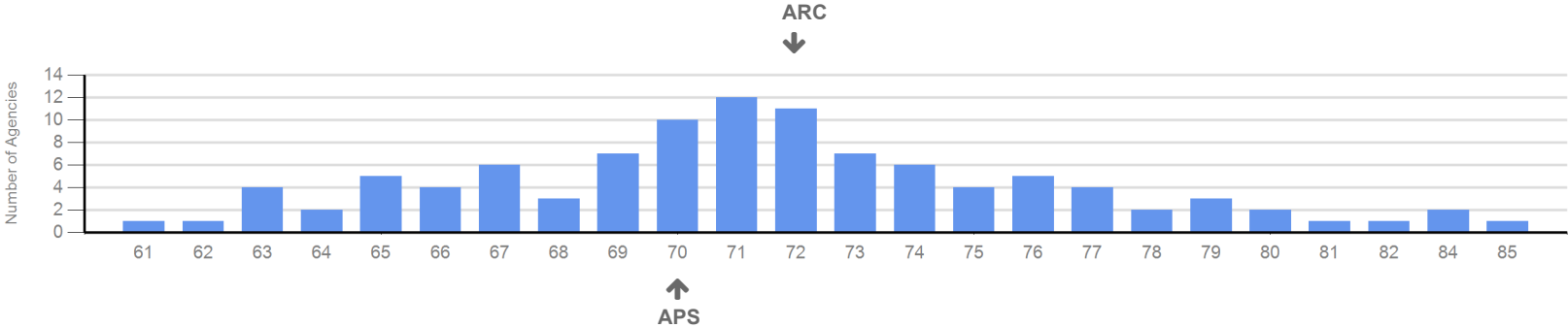
### Enabling Innovation Index

Ranking : 80th of 104



### Wellbeing Policies and Support Index

Ranking : 48th of 104



# 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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>.1</b> The culture in my agency supports people to act with integrity			<b>73%</b>	-	-4	-6	-2
<b>.2</b> My agency inspires me to come up with new or better ways of doing things			<b>50%</b>	-4	0	-3	-1
<b>.3</b> I am supported to use my expertise to provide frank and fearless advice			<b>54%</b>	-	-11	-13	-10
<b>.4</b> Change is managed well in my agency			<b>32%</b>	+3	-11	-10	-6
<b>.5</b> My agency supports and actively promotes an inclusive workplace culture			<b>77%</b>	+2	-4	-3	-2
<b>.6</b> I think my agency cares about my health and wellbeing			<b>63%</b>	-5	-2	-7	-6

# ARC specific questions

	Response scale			% Positive	Variance from 2023
The ARC communicates organisational decisions openly and transparently to staff	58	19	23	58%	+14 ⬆️
I feel comfortable giving opinions and feedback to my supervisor	86	10	4	86%	-1
The ARC listens to and works well with external stakeholders when developing policies and programs	63	34	3	63%	+6 ⬆️
At the ARC we collaborate across the organisation (including sharing information and knowledge across work programs)	50	26	24	50%	+6 ⬆️
I understand how decisions I make in my role impact on other staff and the work of other sections	82	10	8	82%	+4
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)	57	22	22	57%	+6 ⬆️
When things go wrong, the ARC uses this as an opportunity to learn (e.g. through lessons learnt)	44	35	21	44%	0
The ARC sees good people management as equally important to achieving business outcomes	47	26	27	47%	0
My supervisor has the skills and resources to support me if I experienced challenges with my mental health or wellbeing	67	24	9	67%	-6 ⬆️
I understand the changes to the Australian Research Council Act and how this affects me and my team	77	15	8	77%	-

## 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.

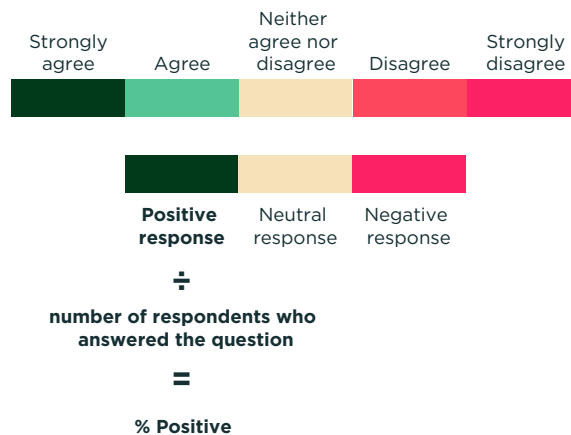
Prioritise 3 areas to take forward

	Prioritise 3 areas for action	Timescales	Owner	Resources required	Target/Success measure
1					
2					
3					

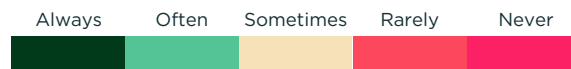
# Guide to this report

## % 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 agree nor disagree	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

Comparisons to other similarly sized agencies are used through this report. To see how agencies are categorised visit:

<https://www.apsc.gov.au/aps-agencies-size-and-function>

## Comparisons to 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.

