

Highlights Report

ARC

CONTENT	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and Change	6
Workplace Conditions	7
Inclusion	10
Enabling Innovation	11
Wellbeing Policies and Support	12
Wellbeing	13
Performance	15
Retention	17
Unacceptable Behaviour	19
Demographics	22
Agency Position	24
Suggested Questions to Focus On	25
Time to Take Action	26
Guide to this Report	27

RESPONSES:
116 of 146

RESPONSE RATE:
79%



EXPLORING YOUR RESULTS



Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.



Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.



Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.



Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.



Generally a difference of $-/+$ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

EMPLOYEE ENGAGEMENT SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.

YOUR EMPLOYEE ENGAGEMENT SCORE 76%		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
SAY	Overall, I am satisfied with my job	80 15	80%	-5 ↓	+7 ↑	+5 ↑	+6 ↑
	I am proud to work in my agency	80 18	80%	0	+4	-4	0
	I would recommend my agency as a good place to work	84 12	84%	-1	+16 ↑	+12 ↑	+14 ↑
	I believe strongly in the purpose and objectives of my agency	86 13	86%	0	+3	-1	0
STAY	I feel a strong personal attachment to my agency	70 20 10	70%	-2	+6 ↑	-2	+1
	I feel committed to my agency's goals	80 19	80%	-1	-2	-5 ↓	-4
STRIVE	I suggest ideas to improve our way of doing things	88 10	88%	-4	+3	+1	0
	I am happy to go the 'extra mile' at work when required	96	96%	+1	+4	+4	+3
	I work beyond what is required in my job to help my agency achieve its objectives	87 10	87%	+4	+4	+3	+2
	My agency really inspires me to do my best work every day	63 31	63%	+1	+7 ↑	+4	+5 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR





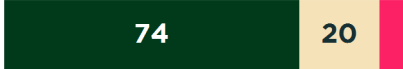





AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP

IMMEDIATE SUPERVISOR	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My supervisor engages with staff on how to respond to future challenges		80%	-2	+1	+1	+4
My supervisor can deliver difficult advice whilst maintaining relationships		76%	-1	-2	-2	+1
My supervisor invites a range of views, including those different to their own		81%	-	+1	0	+3
My supervisor encourages my team to regularly review and improve our work		77%	-6↓	-3	-2	-1
My supervisor is invested in my development		74%	-2	0	+1	+5↑
My immediate supervisor encourages me		78%	0	+2	+2	+4
My supervisor ensures that my workgroup delivers on what we are responsible for		83%	-3	-3	-3	-1
My supervisor provides me with helpful feedback to improve my performance		73%	-	-1	0	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP

IMMEDIATE SES MANAGER	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My SES manager clearly articulates the direction and priorities for our area	68	26	68%	-8 ⬇️	+1	+2	+5 ⬆️
My SES manager presents convincing arguments and persuades others towards an outcome	68	28	68%	-	+8 ⬆️	+7 ⬆️	+6 ⬆️
My SES manager promotes cooperation within and between agencies	72	26	72%	-3	+6 ⬆️	+6 ⬆️	+6 ⬆️
My SES manager encourages innovation and creativity	71	23	71%	-	+6 ⬆️	+7 ⬆️	+8 ⬆️
My SES manager creates an environment that enables us to deliver our best	72	21	72%	-	+10 ⬆️	+10 ⬆️	+11 ⬆️
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	83	13	83%	-1	+10 ⬆️	+8 ⬆️	+11 ⬆️
ALL SES	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
In my agency, the SES work as a team	50	35	50%	-10 ⬇️	-2	-2	-1
In my agency, the SES clearly articulate the direction and priorities for our agency	59	26	59%	-5 ⬇️	-1	+1	+4

KEY

⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR
 ⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



COMMUNICATION AND CHANGE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My supervisor communicates effectively		85%	+1	+3	+3	+5
My SES manager communicates effectively		75%	-5	+6	+6	+8
In my agency, communication between SES and other employees is effective		52%	-15	+1	+4	+4
Internal communication within my agency is effective		69%	-8	+12	+11	+13
When changes occur, the impacts are communicated well within my workgroup		66%	-12	0	-2	0
Staff are consulted about change at work		37%	-19	-8	-7	-6
Change is managed well in my agency		41%	-22	-2	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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills		91%	+1	+6	+3	+5
I have a choice in deciding how I do my work		76%	+2	+14	+3	+3
Where appropriate, I am able to take part in decisions that affect my job		76%	-	+8	+4	+7
I am clear what my duties and responsibilities are		82%	-4	+4	+4	+5
I am satisfied with the recognition I receive for doing a good job		68%	-12	+2	-1	+1
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		59%	-12	-6	-4	-6
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		90%	-3	+13	+9	+11
I am satisfied with the stability and security of my job		87%	-4	+7	+11	+12
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		89%	-	+13	+8	+11

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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS		56%	-5↓	-7↓	-1	0
I understand how my role contributes to achieving an outcome for the Australian public		90%	-1	-1	-2	+1
I believe strongly in the purpose and objectives of the APS		79%	-8↓	-3	-1	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



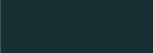









AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
What best describes your current workload?						
Well above capacity – too much work		22%	+10 	-2	-4	-3
Slightly above capacity – lots of work to do		39%	-6 	-2	-4	-3
At capacity – about the right amount of work to do		35%	+3	+7 	+9 	+9 
Slightly below capacity – available for more work		4%	-5 	-2	-1	-2
Well below capacity – not enough work		1%	-2	0	0	0

KEY











AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		89%	-4	+9 	+8 	+12 
My supervisor actively supports people from diverse backgrounds		84%	-	+4	+5 	+8 
I receive the respect I deserve from my colleagues at work		79%	+2	-1	0	+1

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 INNOVATION INDEX SCORE 66%		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	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	86 10	86%	-	-1	-3	-2
	My immediate supervisor encourages me to come up with new or better ways of doing things	74 21	74%	-	0	-2	+1
	People are recognised for coming up with new and innovative ways of working	63 28 9	63%	-	+1	+2	+5 ↑
	My agency inspires me to come up with new or better ways of doing things	44 44 12	44%	-17 ↓	-4	-4	-3
	My agency recognises and supports the notion that failure is a part of innovation	28 51 21	28%	-	-9 ↓	-7 ↓	-3

KEY

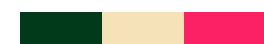


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING POLICIES AND SUPPORT



WELLBEING

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

YOUR WELLBEING INDEX SCORE		73%			RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	76	15	9	76%	-4	+9 ↑	+6 ↑	+8 ↑	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	69	22	8	69%	-11 ↓	+4	0	0	
	My agency does a good job of promoting health and wellbeing	71	19	10	71%	-9 ↓	+8 ↑	+5 ↑	+5 ↑	
	I think my agency cares about my health and wellbeing	75	15	10	75%	0	+17 ↑	+10 ↑	+10 ↑	
	I believe my immediate supervisor cares about my health and wellbeing	82	11		82%	-3	-1	-4	-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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	------------------------------------

How often do you find your work stressful?

Always		2%	-	-4	-3	-3
Often		22%	-	-7 ↓	-4	-6 ↓
Sometimes		51%	-	+3	+1	+3
Rarely		24%	-	+8 ↑	+6 ↑	+7 ↑
Never		1%	-	-1	-1	-1

To what extent is your work emotionally demanding?

To a very large extent		3%	-2	-6 ↓	-3	-4
To a large extent		16%	-3	-8 ↓	-4	-6 ↓
Somewhat		40%	+11 ↑	+1	0	+2
To a small extent		34%	-1	+12 ↑	+9 ↑	+10 ↑
To a very small extent		7%	-6 ↓	0	-2	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
I feel burned out by my work						
Strongly agree		6%	-1	-4	-3	-4
Agree		21%	+1	-4	-3	-2
Neither agree nor disagree		31%	-7	0	+1	+2
Disagree		37%	+7	+9	+7	+7
Strongly disagree		6%	-1	-2	-2	-3
In general, would you say that your health is:						
Excellent		11%	-	-1	-2	-3
Very good		31%	-	-4	-5	-6
Good		40%	-	+5	+6	+8
Fair		13%	-	-1	-1	-1
Poor		5%	-	+1	+2	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

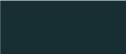





AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR










PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	------------------------------------

In the last month, please rate your workgroup's overall performance:

Excellent		32%	-	+5 	+3	+2
Very good		55%	-	0	0	+3
Average		12%	-	-3	-1	-4
Below average		1%	-	-1	-1	-1
Well below average		0%	-	-1	-1	0

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

Excellent		21%	-	+5 	+3	+2
Very good		65%	-	+10 	+8 	+12 
Average		13%	-	-11 	-8 	-9 
Below average		0%	-	-3	-3	-4
Well below average		1%	-	-1	0	-1

KEY








AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	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	 85	85%	-7↓	+5↑	+2	+2
My workgroup has the tools and resources we need to perform well	 74	74%	-9↓	+11↑	+12↑	+14↑
The people in my workgroup use time and resources efficiently	 79	79%	-5↓	+2	0	+1
My workgroup can readily adapt to new priorities and tasks	 84	84%	-9↓	-2	-3	-2
The people in my workgroup cooperate to get the job done	 91	91%	-3	+3	+2	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



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

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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		7%	-	-3	-1	-1
I want to leave my position within the next 12 months		25%	-	+3	+4	+3
I want to stay working in my position for the next one to two years		44%	-	+8	+5	+7
I want to stay working in my position for at least the next three years		23%	-	-9	-8	-9
What best describes your plans involved with leaving your current position?						
I am planning to retire		3%	-	-3	-3	-2
I am pursuing another position within my agency		37%	-	-5	+9	+19
I am pursuing a position in another agency		46%	-	+21	+13	+1
I am pursuing work outside the APS		6%	-	-6	-10	-12
It is the end of my non-ongoing, casual or contracted employment		6%	-	+2	0	+2
Other		3%	-	-10	-9	-8

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION



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

ONLY THE THREE 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 2020	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? (3 highest responses):					
There is a lack of future career opportunities in my agency	35%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	13%	-	-	-	-
I have achieved all I can in my current position	10%	-	-	-	-

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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		7%	-3	-4	-2	-3
No		93%	+3	+4	+2	+3
Did this discrimination occur in your current agency?						
Yes		100%	0	+6	+8	+7
No		0%	0	-6	-8	-7

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 TYPES OF HARASSMENT OR BULLYING 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 2020

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Yes		12%	+2	0	+3	0
No		84%	0	+3	-1	+2
Not sure		4%	-2	-3	-2	-2

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		69%	-	-	-	-
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)		46%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		38%	-	+5	+8	+2
It was reported by someone else		15%	-	+8	+9	+10
I did not report the behaviour		46%	-	-13	-18	-12

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 2020	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		4%	+2	0	0	-1
No		93%	+1	+3	+3	+5
Not sure		3%	-2	-2	-2	-2
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		50%	-	+30	+36	+29
It was reported by someone else		0%	-	-15	-9	-16
I did not report the behaviour		50%	-	-15	-27	-13

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
How do you describe your gender?						
Man or male		26%	+1	-11↓	-16↓	-11↓
Woman or female		70%	0	+11↑	+16↑	+13↑
Non-binary		0%	-	0	-1	-1
I use a different term		1%	-	+1	+1	0
Prefer not to say		3%	-1	0	0	-1
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes		4%	0	+1	+2	+2
No		96%	0	-1	-2	-2
Do you have an ongoing disability?						
Yes		11%	+1	+2	+4	+4
No		89%	-1	-2	-4	-4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you have carer responsibilities?						
Yes		46%	+3	+7	+7	+7
No		54%	-3	-7	-7	-7
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?						
Yes		12%	+8	+5	+4	+3
No		88%	-8	-5	-4	-3
In which country were you born?						
Australia		73%	-	-4	-3	-3
Other country		27%	-	+4	+3	+3
Do you speak a language other than English at home?						
No, English only		78%	-	-2	-3	-6
Yes, other		22%	-	+2	+3	+6

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

AGENCY POSITION



AGENCY POSITION

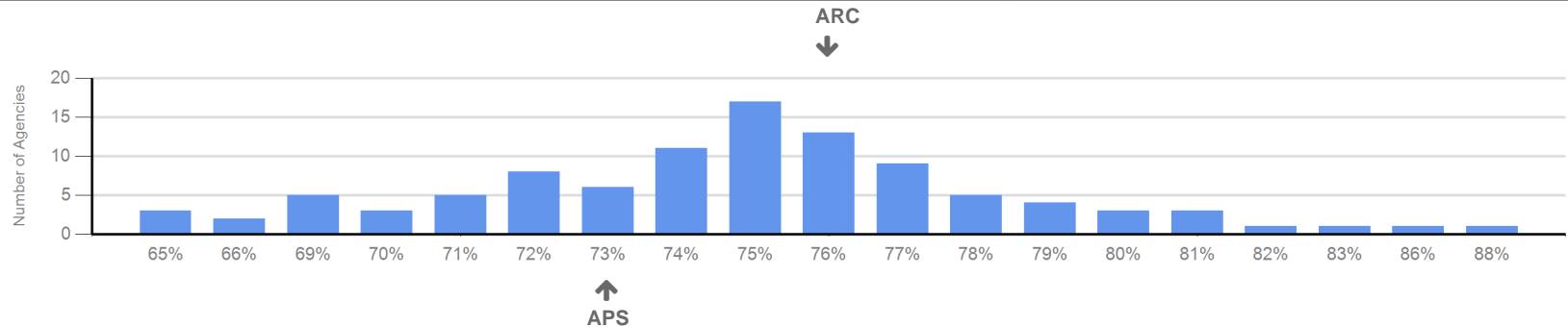
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, WELLBEING AND INNOVATION INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

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.

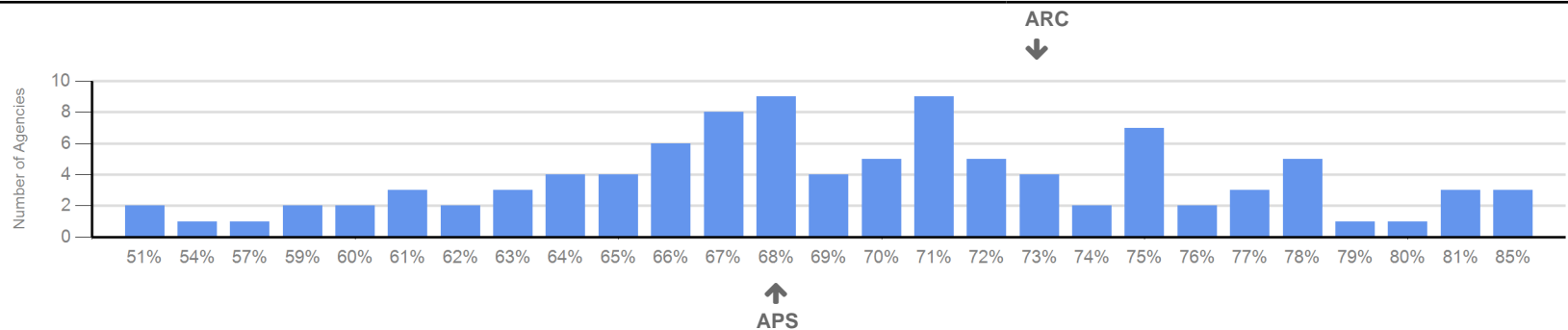
Engagement

Ranking : 29th of 101



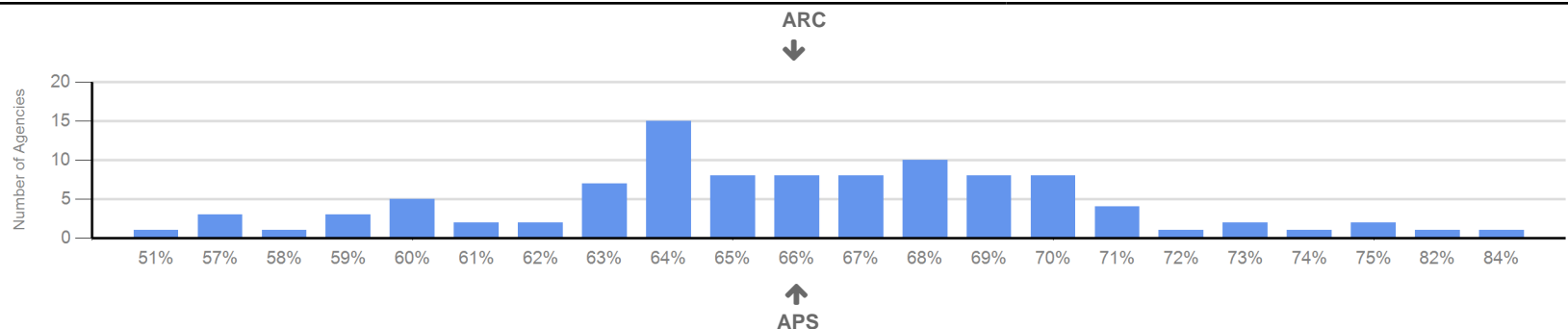
Wellbeing

Ranking : 30th of 101



Innovation

Ranking : 54th of 101



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
.1	My agency supports and actively promotes an inclusive workplace culture			89%	-4	+9	+8	+12
.2	Where appropriate, I am able to take part in decisions that affect my job			76%	-	+8	+4	+7
.3	I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration			89%	-	+13	+8	+11
.4	People are recognised for coming up with new and innovative ways of working			63%	-	+1	+2	+5
.5	I am satisfied with the recognition I receive for doing a good job			68%	-12	+2	-1	+1
.6	I think my agency cares about my health and wellbeing			75%	0	+17	+10	+10

TIME TO TAKE ACTION



CELEBRATE

What things do we do well?

THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.



INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?



OPPORTUNITIES

Areas we need to focus on and turn into action plans:

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

PRIORITISE 3 AREAS TO TAKE FORWARD

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

GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

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 ENGINE'S 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.