



Highlights Report EDU



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RESPONSES:
1,251 of 1,389
RESPONSE RATE:
90%

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		72			RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SAY	Overall, I am satisfied with my job	76	15	9	76%	+3	-1	0	
	I am proud to work in my agency	74	22		74%	-2	-5↓	-5↓	
	I would recommend my agency as a good place to work	76	16	8	76%	+8↑	+1	+2	
	I believe strongly in the purpose and objectives of my agency	84		14	84%	0	-1	-2	
STAY	I feel a strong personal attachment to my agency	52	33	15	52%	-8↓	-7↓	-10↓	
	I feel committed to my agency's goals	82		15	82%	-1	-2	-3	
STRIVE	I suggest ideas to improve our way of doing things	89		9	89%	+2	-2	0	
	I am happy to go the 'extra mile' at work when required	92			92%	+2	-1	0	
	I work beyond what is required in my job to help my agency achieve its objectives	81		15	81%	+1	-1	0	
	My agency really inspires me to do my best work every day	54	34	12	54%	-3	-6↓	-7↓	

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP - IMMEDIATE SUPERVISOR



IMMEDIATE SUPERVISOR

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

YOUR IMMEDIATE SUPERVISOR INDEX SCORE		78	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	79	14 7	79%	0	-1	-1
	My supervisor can deliver difficult advice whilst maintaining relationships	80	14	80%	+1	0	0
	My supervisor invites a range of views, including those different to their own	85	10	85%	+3	+1	+1
	My supervisor encourages my team to regularly review and improve our work	82	12	82%	+1	+1	0
	My supervisor is invested in my development	77	15 8	77%	+1	-1	0
	My supervisor ensures that my workgroup delivers on what we are responsible for	90		90%	+3	+1	+1
Other similar questions							
	My supervisor provides me with helpful feedback to improve my performance	79	14 7	79%	+2	+2	+2
	My immediate supervisor encourages me	78	15	78%	+2	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP - SES MANAGER



SES MANAGER

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

YOUR SES MANAGER LEADERSHIP INDEX SCORE		72			RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	75	15	10	75%	+7↑	+2	+3	
	My SES manager presents convincing arguments and persuades others towards an outcome	72	20	8	72%	+10↑	+1	+4	
	My SES manager promotes cooperation within and between agencies	76	20		76%	+10↑	0	+3	
	My SES manager encourages innovation and creativity	70	22	9	70%	+5↑	0	+1	
	My SES manager creates an environment that enables us to deliver our best	70	19	11	70%	+7↑	0	+2	
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	81	14		81%	+8↑	+1	+3	
Other similar questions									
	In my agency, the SES work as a team	63	27	11	63%	+9↑	+3	+5↑	
	In my agency, the SES clearly articulate the direction and priorities for our agency	71	20	9	71%	+8↑	+3	+5↑	
	In my agency, communication between SES and other employees is effective	59	26	14	59%	+6↑	0	+2	
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	75	20		75%	+9↑	+4	+5↑	
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	70	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				+2	0	0

Communication	My supervisor communicates effectively	82	10	8	82%	+1	+1	0
	My SES manager communicates effectively	74	15	11	74%	+5	-1	+1
	Internal communication within my agency is effective	61	24	15	61%	+5	+1	+2

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	67	17	16	67%	0	-1	-1
	Staff are consulted about change at work	50	33	17	50%	+1	-2	-2
	Change is managed well in my agency	42	35	24	42%	-1	-4	-2

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 APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills	81	81%	+2	-1	0
I have a choice in deciding how I do my work	71	71%	+7 ↑	0	0
Where appropriate, I am able to take part in decisions that affect my job	77	77%	+8 ↑	+1	+3
I am clear what my duties and responsibilities are	76	76%	-3	-2	-3
I am satisfied with the recognition I receive for doing a good job	75	75%	+9 ↑	+3	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	73	73%	+22 ↑	+7 ↑	+12 ↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	78	78%	+4	-2	-1
I am satisfied with the stability and security of my job	90	90%	+8 ↑	+4	+8 ↑
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	82	82%	+3	-3	-3

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 APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS		62%	+1	0	0
I understand how my role contributes to achieving an outcome for the Australian public		91%	-1	-1	-2
I believe strongly in the purpose and objectives of the APS		87%	+3	+1	+1

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
What best describes your current workload?					
Well above capacity - too much work		25%	+1	0	+1
Slightly above capacity - lots of work to do		40%	0	0	0
At capacity - about the right amount of work to do		28%	-2	0	-1
Slightly below capacity - available for more work		6%	+1	0	0
Well below capacity - not enough work		1%	0	0	0

KEY

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

Positive Neutral Negative



INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		83%	+3	0	0
My supervisor actively ensures that everyone can be included in workplace activities		87%	+3	+2	+2
I receive the respect I deserve from my colleagues at work		85%	+3	+1	+2

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

Part time		17%	+3	+3	+4
Flexible hours of work		22%	-6	0	-4
Compressed work week		3%	0	0	-1
Job sharing		0%	0	0	0
Working away from the office/working from home		64%	+7	+1	-2
None of the above		22%	-4	-3	+1

KEY

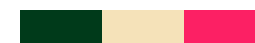


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

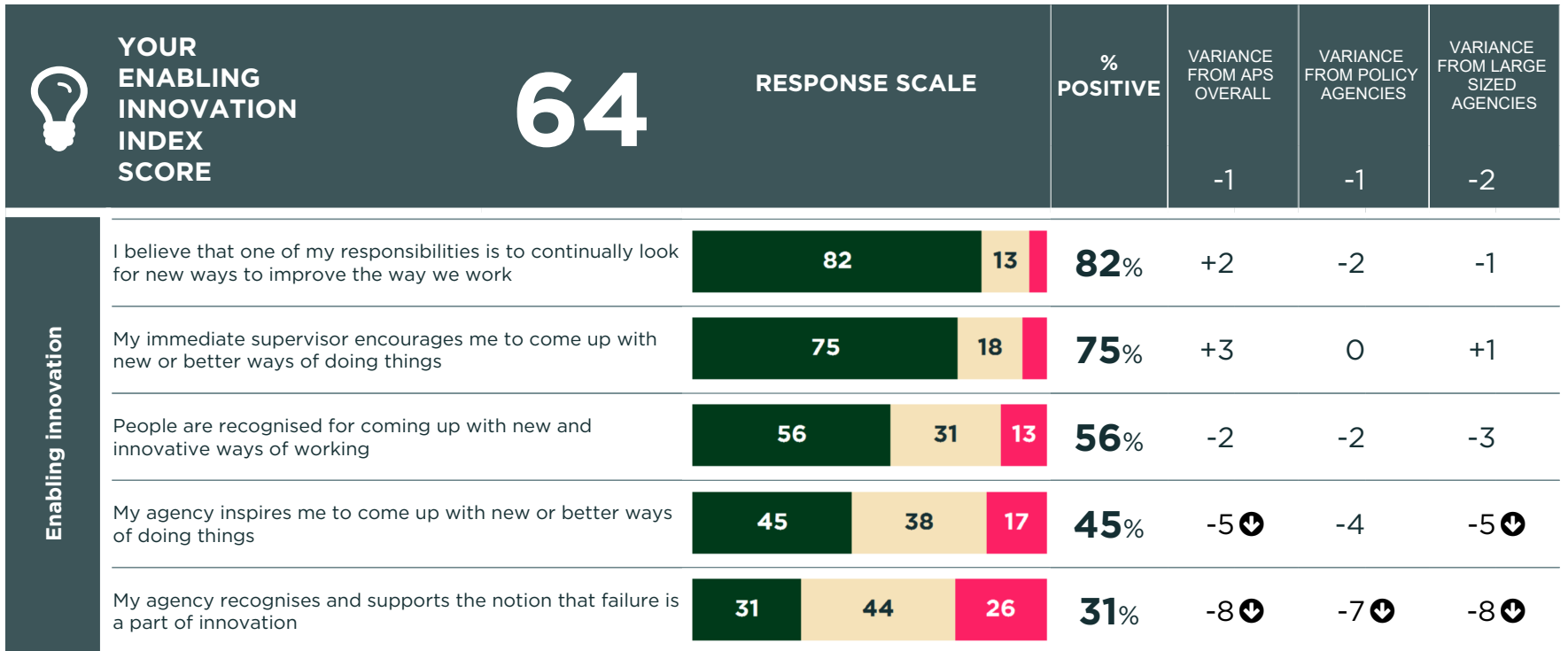


ENABLING INNOVATION



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.



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		68			RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	63	25	12	63%	-1	-2	-3	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	60	27	13	60%	-2	-2	-4	
	My agency does a good job of promoting health and wellbeing	60	27	13	60%	-3	-2	-4	
	I think my agency cares about my health and wellbeing	61	26	13	61%	0	-3	-4	
	I believe my immediate supervisor cares about my health and wellbeing	88	8		88%	+3	0	+1	

KEY

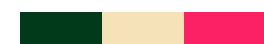


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR


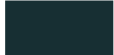










AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
How often do you find your work stressful?					
Always		4%	0	0	0
Often		27%	+1	0	+1
Sometimes		48%	-1	-1	-2
Rarely		19%	0	+1	+1
Never		2%	0	0	0
To what extent is your work emotionally demanding?					
To a very large extent		6%	-2	-1	-1
To a large extent		18%	-3	-2	-2
Somewhat		37%	-1	-1	-1
To a small extent		28%	+4	+3	+3
To a very small extent		11%	+2	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel burned out by my work					
Strongly agree		9%	0	+1	+1
Agree		24%	0	0	0
Neither agree nor disagree		31%	-1	0	0
Disagree		30%	0	-1	-1
Strongly disagree		7%	0	0	0
In general, would you say that your health is:					
Excellent		9%	-1	-1	-1
Very good		35%	+2	+1	+1
Good		37%	-1	0	0
Fair		14%	-1	-1	-1
Poor		4%	+1	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR








AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR









PERFORMANCE

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

Excellent		31%	+4	0	+1
Very good		54%	0	0	0
Average		12%	-3	-1	-1
Below average		2%	0	0	0
Well below average		1%	0	0	0

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

Excellent		16%	0	-3	-2
Very good		62%	+8 	+3	+5 
Average		19%	-6 	0	-3
Below average		3%	-1	0	0
Well below average		1%	-1	0	-1

KEY





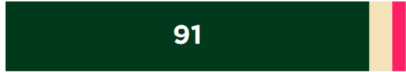


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		77%	-1	-3	-3
My workgroup has the tools and resources we need to perform well		60%	+1	0	+1
The people in my workgroup use time and resources efficiently		78%	+2	+1	+1
My workgroup can readily adapt to new priorities and tasks		87%	+4	+3	+3
The people in my workgroup cooperate to get the job done		91%	+3	+2	+2

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 APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE 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		9%	-1	-1	0
I want to leave my position within the next 12 months		29%	+5	+1	+3
I want to stay working in my position for the next one to two years		45%	+7	+3	+4
I want to stay working in my position for at least the next three years		17%	-11	-3	-7
What best describes your plans involved with leaving your current position?					
I am planning to retire		4%	-1	+1	0
I am pursuing another position within my agency		38%	-3	-3	-4
I am pursuing a position in another agency		33%	+6	+4	+7
I am pursuing work outside the APS		9%	-2	-1	-2
It is the end of my non-ongoing, casual or contracted employment		4%	+1	0	-1
Other		13%	0	-1	-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 APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity		16%	-	-	-
I want to try a different type of work or I'm seeking a career change		14%	-	-	-
I am looking to further my skills in another area		14%	-	-	-
I am expected to do more work than I reasonably can		9%	-	-	-
My expectations for work in my current position have not been met		7%	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

DISCRIMINATION	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE 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		8%	-3	-2	-2
No		92%	+3	+2	+2
Did this discrimination occur in your current agency?					
Yes		89%	-2	0	-1
No		11%	+2	0	+1
Basis for the discrimination that you experienced (3 highest responses):					
Race		30%	-	-	-
Age		30%	-	-	-
Caring responsibilities		23%	-	-	-

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 APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?					
Yes		8%	-3	-2	-2
No		88%	+3	+2	+2
Not sure		5%	-1	0	0
Types of harassment or bullying experienced (3 highest responses):					
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		48%	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		43%	-	-	-
Deliberate exclusion from work-related activities		30%	-	-	-
Did you report the harassment or bullying?					
I reported the behaviour in accordance with my agency's policies and procedures		27%	-7⬇️	-6⬇️	-8⬇️
It was reported by someone else		8%	0	0	0
I did not report the behaviour		65%	+8⬆️	+6⬆️	+8⬆️

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 APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?					
Yes		2%	-1	0	-1
No		93%	+3	+1	+1
Not sure		3%	0	0	0
Would prefer not to answer		1%	-1	0	-1
Types of corrupt behaviours witnessed (3 highest responses):					
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		81%	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		27%	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		19%	-	-	-
Did you report the potentially corrupt behaviour?					
I reported the behaviour in accordance with my agency's policies and procedures		12%	-9↓	-6↓	-8↓
It was reported by someone else		0%	-16↓	-16↓	-15↓
I did not report the behaviour		88%	+25↑	+22↑	+23↑
<p>KEY</p> <p> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </p>					

DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	32%
Woman or female	65%
Non-binary	1%
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	13%
No	87%

Do you have carer responsibilities?	Responses
Yes	40%
No	60%

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

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	71%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	16%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	9%
North-East Asian	3%
Southern and Central Asian	5%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	10%
No	81%
Not sure	9%

AGENCY POSITION



AGENCY POSITION

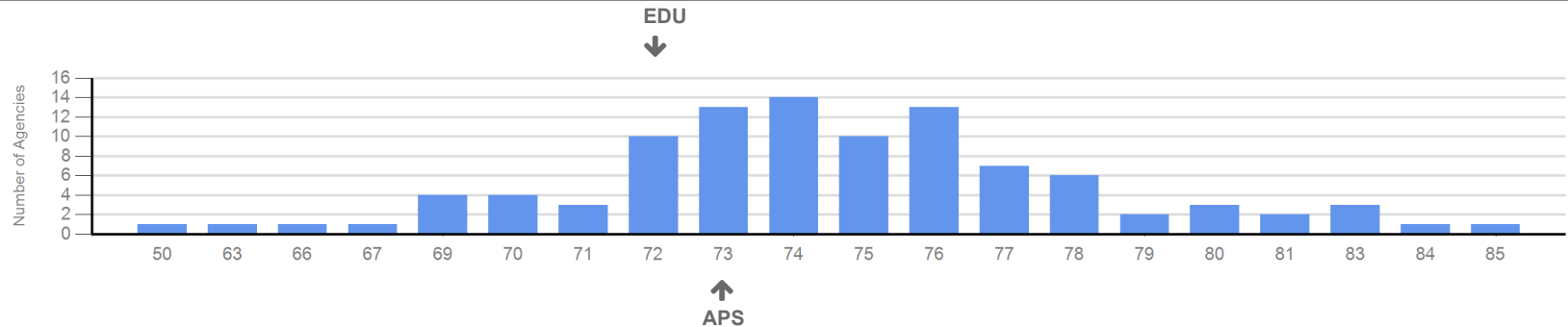
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

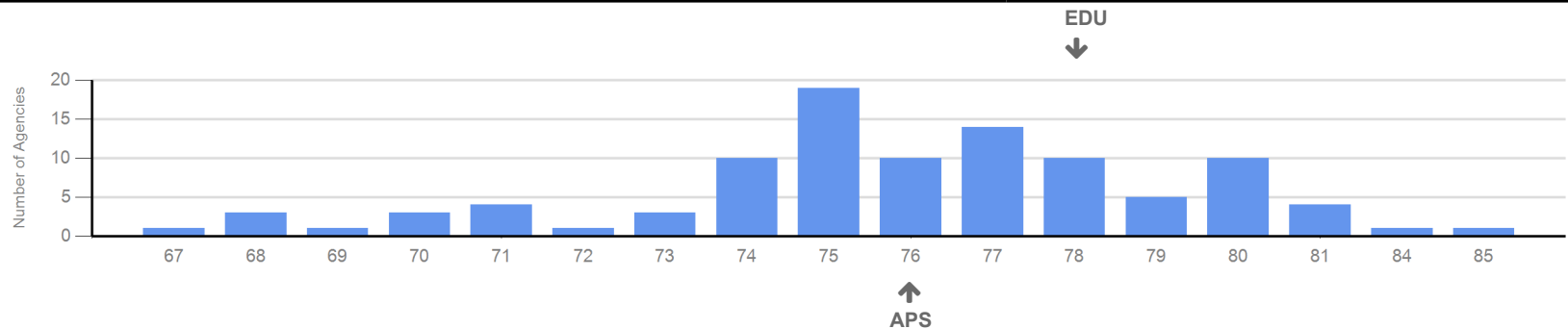
Employee Engagement Index

Ranking : 77th of 100



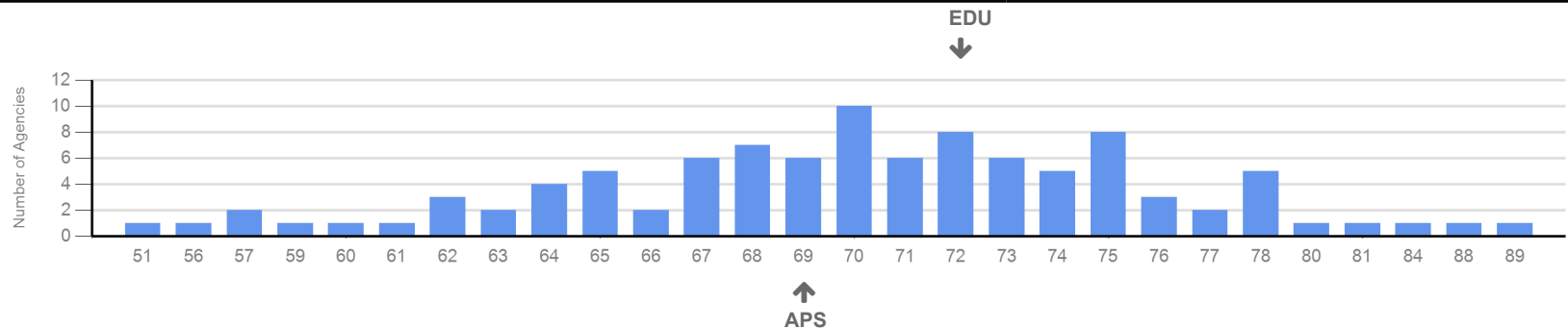
Leadership – Immediate Supervisor Index

Ranking : 30th of 100



Leadership – SES Manager Index

Ranking : 36th of 100



AGENCY POSITION



AGENCY POSITION

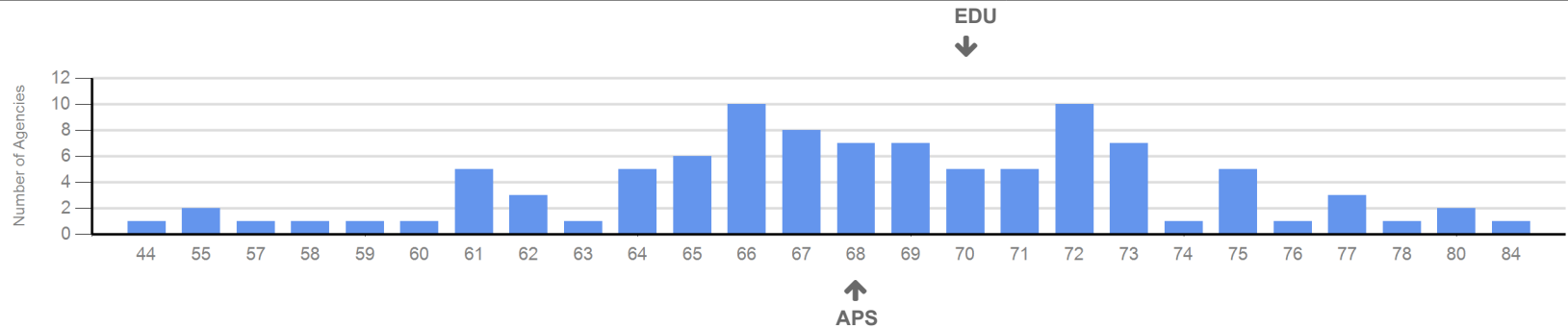
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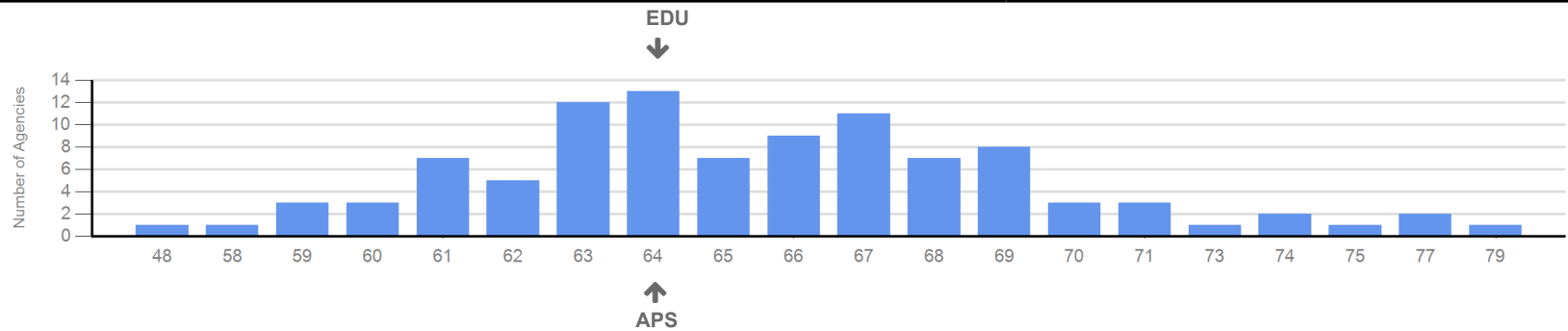
Communication Index

Ranking : 38th of 100



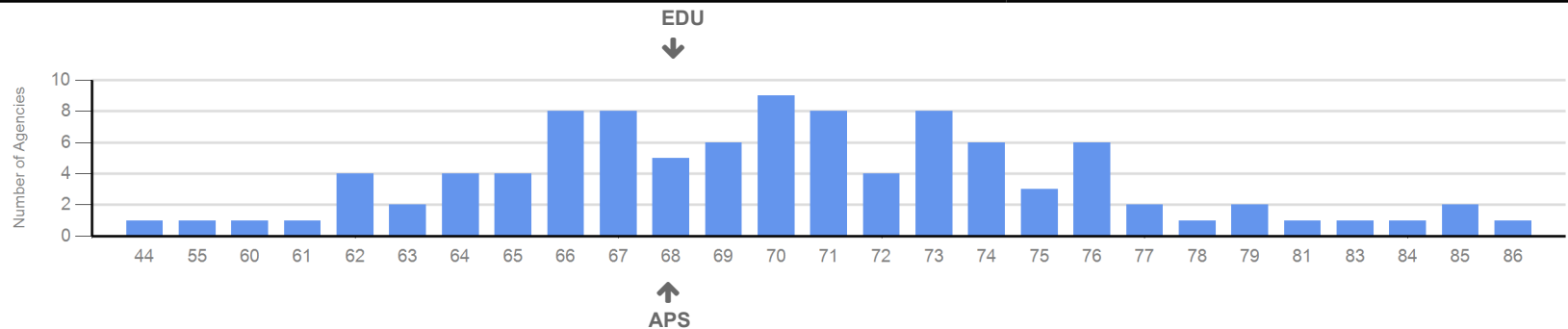
Enabling Innovation Index

Ranking : 65th of 100



Wellbeing Policies and Support Index

Ranking : 62nd 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 APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

		% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
.1	My agency supports and actively promotes an inclusive workplace culture	83%	+3	0	0
.2	I am satisfied with the recognition I receive for doing a good job	75%	+9↑	+3	+4
.3	My agency inspires me to come up with new or better ways of doing things	45%	-5↓	-4	-5↓
.4	Change is managed well in my agency	42%	-1	-4	-2
.5	Internal communication within my agency is effective	61%	+5↑	+1	+2
.6	Where appropriate, I am able to take part in decisions that affect my job	77%	+8↑	+1	+3

EDU SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE
I have a clear understanding of the department's purpose and strategic direction	83	83%
The department builds and promotes a culture of genuine engagement and partnership with our stakeholders	73	73%
Thinking about your Deputy Secretary (noting they may be new to your Group), to what extent do you agree they provide positive leadership to the people in your Group	76	76%
Thinking about your First Assistant Secretary, to what extent do you agree they provide positive leadership to the people in your Division	69	69%
Thinking about your Assistant Secretary, to what extent do you agree they provide positive leadership to the people in your Branch	76	76%
I am held to account for the quality of my work	94	94%
The people in my workgroup take responsibility for their work	88	88%
My workgroup takes a proactive approach to collaborating with other areas of the department, to achieve more effective outcomes	85	85%
My workgroup invites diverse perspectives to inform decisions and policy	73	73%
I have the data skills I need to do my job effectively	62	62%

KEY

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

Positive  Neutral  Negative 

EDU SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE
Over the last 12 months, I have accessed mental health supports available through the department, to support health and wellbeing for myself and/or others	19	16	65	19%
My agency provides me with opportunities to develop and enhance my skills to understand the department's approach to risk and manage that risk effectively	50	37	13	50%
I have the flexibility I need to manage my work and non-work commitments (e.g. caring responsibilities, study, sporting interests etc.)	75	14	11	75%


KEY

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

Positive Neutral Negative



TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

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


INVESTIGATE FURTHER WITH OUR TEAMS

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

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


OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

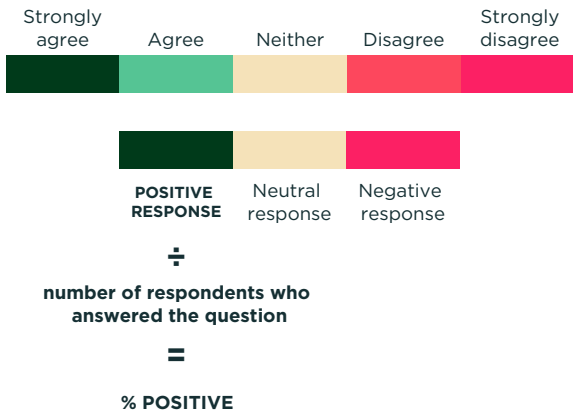
PRIORITISE 3 AREAS TO TAKE FORWARD

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

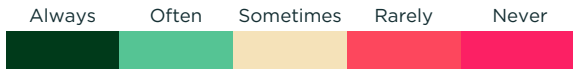
GUIDE TO THIS REPORT

% POSITIVE

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



FOR 5 POINT SCALE QUESTIONS NOT ASKED ON THE *AGREE TO DISAGREE* SCALE THE SAME RULES APPLY, THE GREEN PERCENT REPRESENTS A **POSITIVE RESPONSE** (UNLESS THE QUESTION IS NEGATIVELY WORDED).



ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

ANONYMITY

IT IS BEST PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.