



# Highlights Report IGTO



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**RESPONSES:**  
**22 of 29**

**RESPONSE RATE:**  
**76%**

# 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 <b>77%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
				0	+4	+2	+3	
SAY	Overall, I am satisfied with my job	71	24	71%	-4	-2	-4	-1
	I am proud to work in my agency	86	14	86%	-2	+10 ⬆️	+2	+6 ⬆️
	I would recommend my agency as a good place to work	71	24	71%	-4	+3	-1	+7 ⬆️
STAY	I believe strongly in the purpose and objectives of my agency	90	10	90%	+3	+8 ⬆️	+3	+2
	I feel a strong personal attachment to my agency	62	33	62%	-13 ⬇️	-3	-10 ⬇️	-4
STRIVE	I feel committed to my agency's goals	95		95%	+8 ⬆️	+13 ⬆️	+10 ⬆️	+10 ⬆️
	I suggest ideas to improve our way of doing things	95		95%	+1	+11 ⬆️	+8 ⬆️	+6 ⬆️
	I am happy to go the 'extra mile' at work when required	100		100%	0	+9 ⬆️	+8 ⬆️	+8 ⬆️
	I work beyond what is required in my job to help my agency achieve its objectives	90	10	90%	+3	+8 ⬆️	+7 ⬆️	+7 ⬆️
	My agency really inspires me to do my best work every day	76	19	76%	+7 ⬆️	+20 ⬆️	+17 ⬆️	+17 ⬆️

### 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 EXTRA SMALL SIZED AGENCIES
My supervisor engages with staff on how to respond to future challenges	86	86%	-14	+7	+8	+10
My supervisor can deliver difficult advice whilst maintaining relationships	90	90%	-3	+12	+12	+14
My supervisor invites a range of views, including those different to their own	86	86%	-	+7	+6	+7
My supervisor encourages my team to regularly review and improve our work	95	95%	+8	+15	+17	+17
My supervisor is invested in my development	86	86%	-1	+13	+13	+13
My immediate supervisor encourages me	81	81%	-7	+5	+4	+5
My supervisor ensures that my workgroup delivers on what we are responsible for	95	95%	-5	+9	+9	+12
My supervisor provides me with helpful feedback to improve my performance	91	91%	-	+17	+18	+20

## 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 EXTRA SMALL SIZED AGENCIES
My SES manager clearly articulates the direction and priorities for our area	73	27	73%	-15 ⬇️	+6 ⬆️	+7 ⬆️	+8 ⬆️
My SES manager presents convincing arguments and persuades others towards an outcome	91	9	91%	-	+30 ⬆️	+30 ⬆️	+25 ⬆️
My SES manager promotes cooperation within and between agencies	91		91%	+3	+25 ⬆️	+25 ⬆️	+20 ⬆️
My SES manager encourages innovation and creativity	100		100%	-	+36 ⬆️	+37 ⬆️	+34 ⬆️
My SES manager creates an environment that enables us to deliver our best	86	9	86%	-	+25 ⬆️	+25 ⬆️	+24 ⬆️
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	95		95%	+8 ⬆️	+22 ⬆️	+21 ⬆️	+18 ⬆️
ALL SES	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
In my agency, the SES work as a team	32	41 27	32%	-22 ⬇️	-21 ⬇️	-21 ⬇️	-27 ⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	73	18 9	73%	-9 ⬇️	+13 ⬆️	+14 ⬆️	+12 ⬆️

**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 EXTRA SMALL SIZED AGENCIES
My supervisor communicates effectively	<div style="width: 100%; background-color: #004d00; color: white; text-align: center;">100</div>	100%	0	+18 ⬆️	+18 ⬆️	+21 ⬆️
My SES manager communicates effectively	<div style="width: 77%; background-color: #004d00; color: white; text-align: center;">77</div> <div style="width: 18%; background-color: #f0c000; color: white; text-align: center;">18</div>	77%	-10 ⬇️	+8 ⬆️	+8 ⬆️	+10 ⬆️
In my agency, communication between SES and other employees is effective	<div style="width: 45%; background-color: #004d00; color: white; text-align: center;">45</div> <div style="width: 50%; background-color: #f0c000; color: white; text-align: center;">50</div>	45%	-36 ⬇️	-6 ⬇️	-3	-7 ⬇️
Internal communication within my agency is effective	<div style="width: 67%; background-color: #004d00; color: white; text-align: center;">67</div> <div style="width: 29%; background-color: #f0c000; color: white; text-align: center;">29</div>	67%	-2	+9 ⬆️	+8 ⬆️	+10 ⬆️
When changes occur, the impacts are communicated well within my workgroup	<div style="width: 82%; background-color: #004d00; color: white; text-align: center;">82</div> <div style="width: 14%; background-color: #f0c000; color: white; text-align: center;">14</div>	82%	-6 ⬇️	+16 ⬆️	+14 ⬆️	+17 ⬆️
Staff are consulted about change at work	<div style="width: 48%; background-color: #004d00; color: white; text-align: center;">48</div> <div style="width: 52%; background-color: #f0c000; color: white; text-align: center;">52</div>	48%	+4	+3	+3	+2
Change is managed well in my agency	<div style="width: 62%; background-color: #004d00; color: white; text-align: center;">62</div> <div style="width: 33%; background-color: #f0c000; color: white; text-align: center;">33</div>	62%	-7 ⬇️	+19 ⬆️	+21 ⬆️	+20 ⬆️

## 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 EXTRA SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	100	100%	+13 ⬆️	+16 ⬆️	+12 ⬆️	+13 ⬆️
I have a choice in deciding how I do my work	67	67%	+10 ⬆️	+5 ⬆️	-6 ⬇️	-7 ⬇️
Where appropriate, I am able to take part in decisions that affect my job	81	81%	-	+13 ⬆️	+9 ⬆️	+9 ⬆️
I am clear what my duties and responsibilities are	76	76%	+1	-2	-2	+2
I am satisfied with the recognition I receive for doing a good job	76	76%	+26 ⬆️	+10 ⬆️	+8 ⬆️	+9 ⬆️
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	71	71%	+3	+6 ⬆️	+8 ⬆️	+2
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	71	71%	-4	-5 ⬇️	-9 ⬇️	-4
I am satisfied with the stability and security of my job	90	90%	-3	+10 ⬆️	+14 ⬆️	+17 ⬆️
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	71	71%	-	-4	-9 ⬇️	-4

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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 EXTRA SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 33%; background-color: #004d00; color: white; text-align: center; padding: 5px;">43</div> <div style="width: 33%; background-color: #f0c000; color: black; text-align: center; padding: 5px;">43</div> <div style="width: 33%; background-color: #e91e63; color: white; text-align: center; padding: 5px;">14</div> </div>	43%	-7 ↓	-20 ↓	-14 ↓	-10 ↓
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 100%; background-color: #004d00; color: white; text-align: center; padding: 5px;">100</div> </div>	100%	0	+10 ↑	+9 ↑	+12 ↑
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between; width: 100%;"> <div style="width: 33%; background-color: #004d00; color: white; text-align: center; padding: 5px;">62</div> <div style="width: 33%; background-color: #f0c000; color: black; text-align: center; padding: 5px;">33</div> <div style="width: 33%; background-color: #e91e63; color: white; text-align: center; padding: 5px;">1</div> </div>	62%	-1	-20 ↓	-18 ↓	-20 ↓

**KEY**



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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 EXTRA SMALL SIZED AGENCIES
<b>What best describes your current workload?</b>						
Well above capacity – too much work		<b>48%</b>	-2	+23	+22	+20
Slightly above capacity – lots of work to do		<b>43%</b>	-1	+2	0	+1
At capacity – about the right amount of work to do		<b>10%</b>	+3	-19	-17	-15
Slightly below capacity – available for more work		<b>0%</b>	0	-5	-5	-5
Well below capacity – not enough work		<b>0%</b>	0	-1	-1	-1

## KEY



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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 EXTRA SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	95	95%	-5 ↓	+16 ↑	+14 ↑	+20 ↑
My supervisor actively supports people from diverse backgrounds	86	86%	-	+7 ↑	+7 ↑	+10 ↑
I receive the respect I deserve from my colleagues at work	90	90%	+15 ↑	+10 ↑	+11 ↑	+12 ↑

## KEY



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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 <b>75%</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA 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	90   10	90%	-	+3	+1	+2
	My immediate supervisor encourages me to come up with new or better ways of doing things	90   10	90%	-	+16	+14	+15
	People are recognised for coming up with new and innovative ways of working	90   10	90%	-	+28	+29	+32
	My agency inspires me to come up with new or better ways of doing things	70   30	70%	-5	+22	+22	+21
	My agency recognises and supports the notion that failure is a part of innovation	45   45   10	45%	-	+9	+11	+9

### KEY

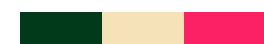


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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		75%		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	81	19	81%	+6 ↑	+14 ↑	+10 ↑	+10 ↑	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	86	14	86%	+17 ↑	+20 ↑	+16 ↑	+16 ↑	
	My agency does a good job of promoting health and wellbeing	95		95%	+8 ↑	+32 ↑	+29 ↑	+32 ↑	
	I think my agency cares about my health and wellbeing	86	14	86%	+11 ↑	+28 ↑	+21 ↑	+18 ↑	
	I believe my immediate supervisor cares about my health and wellbeing	86	10	86%	-14 ↓	+2	0	0	

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR














Positive Neutral Negative


















# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## How often do you find your work stressful?

Always		5%	-	-1	0	0
Often		48%	-	+19 	+21 	+19 
Sometimes		38%	-	-10 	-12 	-9 
Rarely		10%	-	-6 	-8 	-8 
Never		0%	-	-2	-2	-2

## To what extent is your work emotionally demanding?

To a very large extent		19%	-12 	+11 	+13 	+13 
To a large extent		57%	+51 	+34 	+37 	+36 
Somewhat		19%	-43 	-21 	-21 	-21 
To a small extent		0%	0	-22 	-25 	-23 
To a very small extent		5%	+5 	-3	-4	-5 

### 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 EXTRA SMALL SIZED AGENCIES
<b>I feel burned out by my work</b>					
Strongly agree	0%	0	-9 ↓	-9 ↓	-8 ↓
Agree	52%	+15 ↑	+27 ↑	+29 ↑	+27 ↑
Neither agree nor disagree	33%	-10 ↓	+2	+3	+4
Disagree	10%	+3	-18 ↓	-20 ↓	-19 ↓
Strongly disagree	5%	+5 ↑	-2	-3	-5 ↓
<b>In general, would you say that your health is:</b>					
Excellent	10%	-	-2	-3	-3
Very good	19%	-	-16 ↓	-17 ↓	-19 ↓
Good	33%	-	-2	-1	0
Fair	38%	-	+24 ↑	+24 ↑	+25 ↑
Poor	0%	-	-4	-3	-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 EXTRA SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance:

Excellent		10%	-	-17 ↓	-19 ↓	-17 ↓
Very good		81%	-	+26 ↑	+26 ↑	+23 ↑
Average		10%	-	-6 ↓	-4	-4
Below average		0%	-	-2	-2	-1
Well below average		0%	-	-1	-1	-1

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

Excellent		5%	-	-11 ↓	-12 ↓	-14 ↓
Very good		86%	-	+30 ↑	+29 ↑	+30 ↑
Average		10%	-	-14 ↓	-12 ↓	-10 ↓
Below average		0%	-	-3	-3	-4
Well below average		0%	-	-2	-1	-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 EXTRA SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	91	91%	-9↓	+10↑	+7↑	+4
My workgroup has the tools and resources we need to perform well	59	59%	+3	-4	-3	-2
The people in my workgroup use time and resources efficiently	73	73%	-9↓	-4	-7↓	-7↓
My workgroup can readily adapt to new priorities and tasks	95	95%	-5↓	+10↑	+9↑	+9↑
The people in my workgroup cooperate to get the job done	95	95%	+2	+8↑	+7↑	+7↑

## 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 EXTRA 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	0%	-	-10 ↓	-8 ↓	-11 ↓
I want to leave my position within the next 12 months	19%	-	-3	-2	-3
I want to stay working in my position for the next one to two years	52%	-	+16 ↑	+13 ↑	+7 ↑
I want to stay working in my position for at least the next three years	29%	-	-3	-3	+7 ↑
<b>What best describes your plans involved with leaving your current position?</b>					
I am planning to retire	0%	-	-6 ↓	-6 ↓	-4
I am pursuing another position within my agency	0%	-	-42 ↓	-28 ↓	-11 ↓
I am pursuing a position in another agency	100%	-	+75 ↑	+67 ↑	+56 ↑
I am pursuing work outside the APS	0%	-	-11 ↓	-15 ↓	-21 ↓
It is the end of my non-ongoing, casual or contracted employment	0%	-	-3	-6 ↓	-8 ↓
Other	0%	-	-13 ↓	-12 ↓	-12 ↓

## 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 EXTRA 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		0%	0	-11↓	-9↓	-8↓
No		100%	+6↑	+11↑	+9↑	+8↑
Did this discrimination occur in your current agency?						
Yes		-	-	-	-	-
No		-	-	-	-	-

## 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

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

	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Yes	0%	0	-12 ↓	-9 ↓	-11 ↓
No	100%	+19 ↑	+18 ↑	+15 ↑	+18 ↑
Not sure	0%	0	-6 ↓	-6 ↓	-7 ↓

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	-	-	-	-	-
It was reported by someone else	-	-	-	-	-
I did not report the behaviour	-	-	-	-	-

### KEY



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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 EXTRA SMALL SIZED AGENCIES
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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		0%	0	-4	-3	-5 ↓
No		95%	+1	+6 ↑	+5 ↑	+9 ↑
Not sure		5%	+5 ↑	+1	+1	-1
Would prefer not to answer		0%	0	-2	-2	-3

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	-	-	-	-	-
It was reported by someone else	-	-	-	-	-
I did not report the behaviour	-	-	-	-	-

## KEY

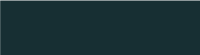






AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
<b>How do you describe your gender?</b>						
Man or male		50%	-25 ↓	+13 ↑	+8 ↑	+20 ↑
Woman or female		50%	+31 ↑	-9 ↓	-3	-15 ↓
Non-binary		0%	-	0	-1	0
I use a different term		0%	-	0	0	-
Prefer not to say		0%	0	-3	-4	-5 ↓
<b>Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?</b>						
Yes		5%	+5 ↑	+1	+2	+3
No		95%	-5 ↓	-1	-2	-3
<b>Do you have an ongoing disability?</b>						
Yes		0%	0	-9 ↓	-7 ↓	-6 ↓
No		100%	0	+9 ↑	+7 ↑	+6 ↑

## 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 EXTRA SMALL SIZED AGENCIES
<b>Do you have carer responsibilities?</b>						
Yes		<b>36%</b>	+5	-3	-3	-2
No		<b>64%</b>	-5	+3	+3	+2
<b>Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?</b>						
Yes		<b>5%</b>	-2	-2	-4	-5
No		<b>95%</b>	+2	+2	+4	+5
<b>In which country were you born?</b>						
Australia		<b>50%</b>	-	-27	-26	-28
Other country		<b>50%</b>	-	+27	+26	+28
<b>Do you speak a language other than English at home?</b>						
No, English only		<b>59%</b>	-	-22	-22	-25
Yes, other		<b>41%</b>	-	+22	+22	+25

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# AGENCY POSITION



## AGENCY POSITION

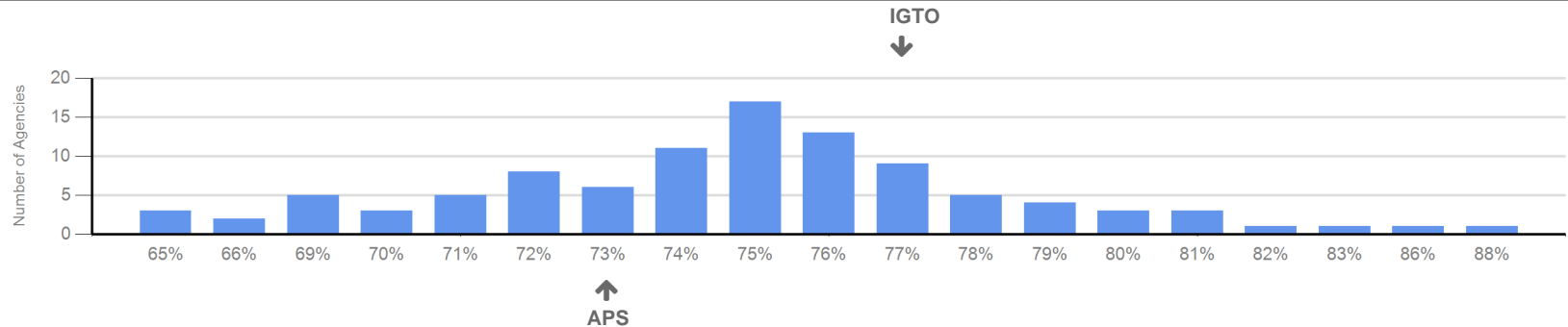
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, WELLBEING AND INNOVATION INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

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.

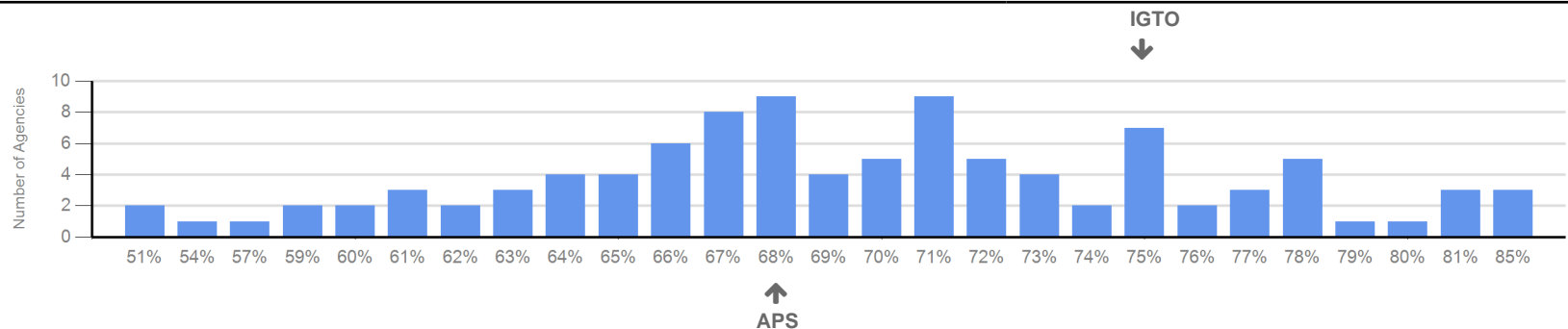
### Engagement

Ranking : 24th of 101



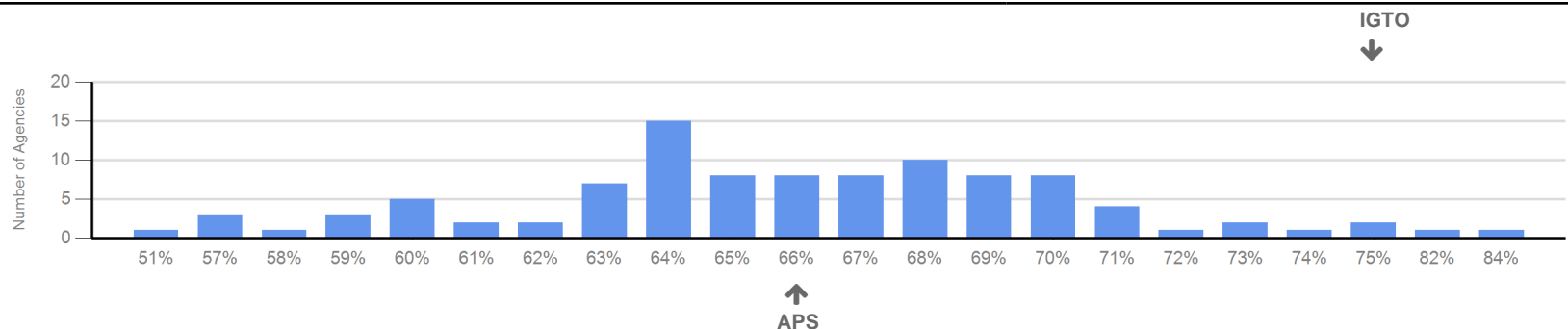
### Wellbeing

Ranking : 24th of 101



### Innovation

Ranking : 4th 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 EXTRA SMALL SIZED AGENCIES
<b>.1</b>	I believe that one of my responsibilities is to continually look for new ways to improve the way we work			<b>90%</b>	-	+3	+1	+2
<b>.2</b>	In my agency, the SES clearly articulate the direction and priorities for our agency			<b>73%</b>	-9	+13	+14	+12
<b>.3</b>	I have a choice in deciding how I do my work			<b>67%</b>	+10	+5	-6	-7
<b>.4</b>	My SES manager presents convincing arguments and persuades others towards an outcome			<b>91%</b>	-	+30	+30	+25
<b>.5</b>	I am clear what my duties and responsibilities are			<b>76%</b>	+1	-2	-2	+2
<b>.6</b>	Change is managed well in my agency			<b>62%</b>	-7	+19	+21	+20



# 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") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\begin{array}{c} \div \\ \text{number of respondents who} \\ \text{answered the question} \\ = \\ \% \text{ POSITIVE} \end{array}$$

## ROUNDING

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

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

## ANONYMITY

IT IS 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.