



## Highlights Report IGTO



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### RESPONSES:

19 of 25

### 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.



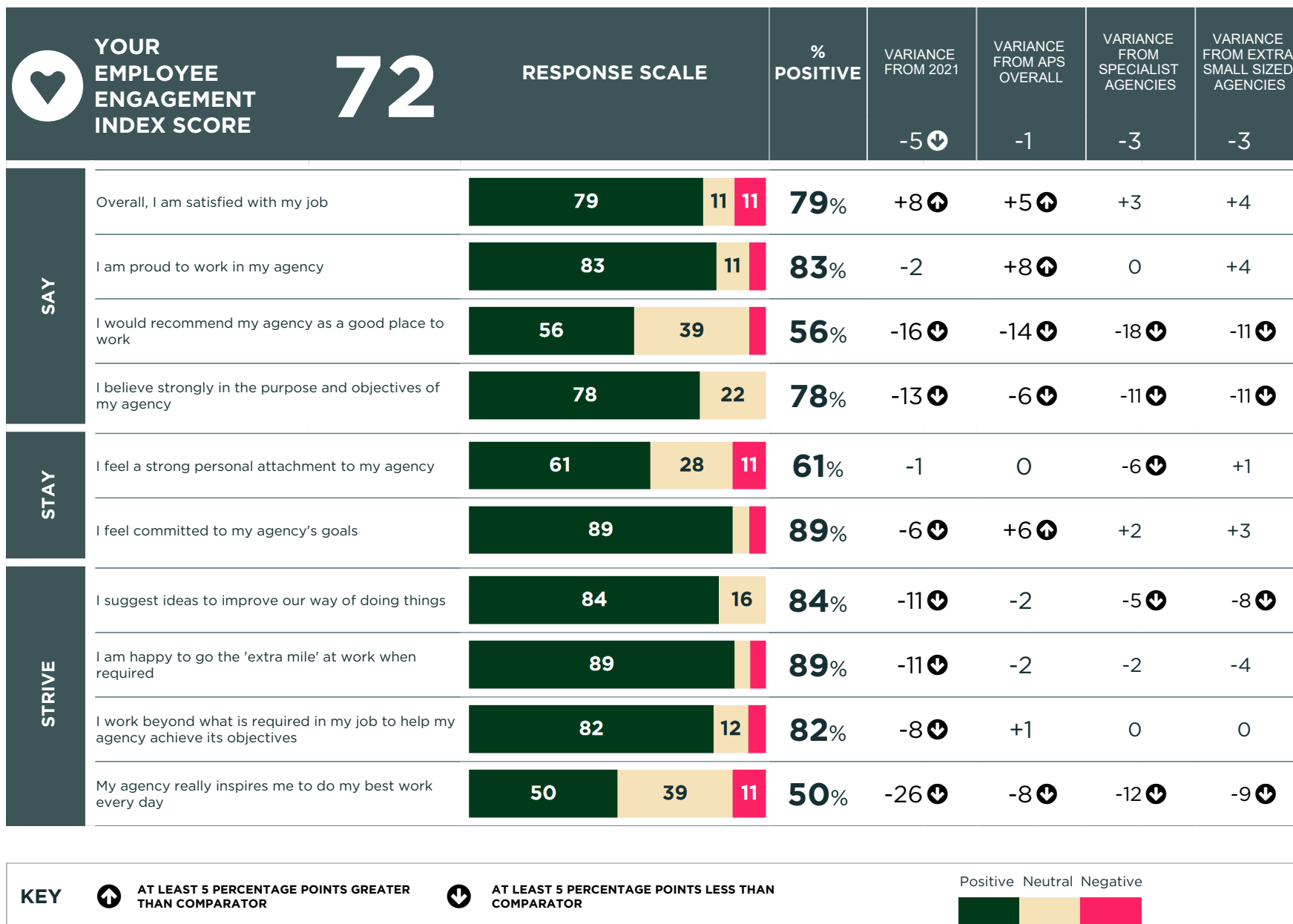
Generally a difference of  $\pm 5$  percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

# 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.



# 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	74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-7 ⬇️	-2	-2	-2

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	83	17	83%	-3	+4	+4	+5 ⬆️
	My supervisor can deliver difficult advice whilst maintaining relationships	67	28	67%	-24 ⬇️	-12 ⬇️	-11 ⬇️	-12 ⬇️
	My supervisor invites a range of views, including those different to their own	83	11	83%	-3	+2	0	-1
	My supervisor encourages my team to regularly review and improve our work	78	22	78%	-18 ⬇️	-4	-2	-5 ⬇️
	My supervisor is invested in my development	78	22	78%	-9 ⬇️	+2	+2	+2
	My supervisor ensures that my workgroup delivers on what we are responsible for	78	22	78%	-18 ⬇️	-9 ⬇️	-9 ⬇️	-9 ⬇️

### Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	67	28	67%	-24 ⬇️	-11 ⬇️	-10 ⬇️	-11 ⬇️
	My supervisor actively ensures that everyone can be included in workplace activities	94		94%	-	+11 ⬆️	+11 ⬆️	+11 ⬆️

### 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		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
					-6 ⬇	+2	+1	0	
SES Manager	My SES manager clearly articulates the direction and priorities for our area	67	28	67%	-6 ⬇	-2	-2	0	
	My SES manager presents convincing arguments and persuades others towards an outcome	78	17	78%	-13 ⬇	+16 ⬆	+13 ⬆	+8 ⬆	
	My SES manager promotes cooperation within and between agencies	83	11	83%	-8 ⬇	+16 ⬆	+14 ⬆	+11 ⬆	
	My SES manager encourages innovation and creativity	78	17	78%	-22 ⬇	+12 ⬆	+11 ⬆	+9 ⬆	
	My SES manager creates an environment that enables us to deliver our best	72	17	72%	-14 ⬇	+8 ⬆	+7 ⬆	+4	
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	83	11	83%	-12 ⬇	+10 ⬆	+7 ⬆	+6 ⬆	
Other similar questions									
All SES	In my agency, the SES work as a team	35	18	47	35%	+3	-18 ⬇	-17 ⬇	-21 ⬇
	In my agency, the SES clearly articulate the direction and priorities for our agency	39	28	33	39%	-34 ⬇	-24 ⬇	-23 ⬇	-21 ⬇
	In my agency, communication between SES and other employees is effective	44	28	28	44%	-1	-9 ⬇	-7 ⬇	-10 ⬇
<div>KEY</div> <div><div>⬆</div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> <div><div>⬇</div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> <div>Positive Neutral Negative</div> <div><div></div><div></div><div></div></div>									

# 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	66	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-8 ↓	-3	-3	-3

Communication	My supervisor communicates effectively	83	11	83%	-17 ↓	+3	+2	+4
	My SES manager communicates effectively	67	22	67%	-11 ↓	-3	-4	-4
	Internal communication within my agency is effective	50	28	50%	-17 ↓	-8 ↓	-7 ↓	-7 ↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	53	26	21	53%	-29 ↓	-16 ↓	-18 ↓	-20 ↓
	Staff are consulted about change at work	39	50	11	39%	-9 ↓	-11 ↓	-10 ↓	-10 ↓
	Change is managed well in my agency	44	44	11	44%	-17 ↓	0	+2	+4

### 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 2021	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%	0	+21⬆	+18⬆	+16⬆
I have a choice in deciding how I do my work	78	78%	+11⬆	+14⬆	+2	+4
Where appropriate, I am able to take part in decisions that affect my job	79	79%	-2	+9⬆	+4	+2
I am clear what my duties and responsibilities are	78	78%	+2	-3	-4	0
I am satisfied with the recognition I receive for doing a good job	63	63%	-13⬇	-4	-7⬇	-8⬇
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	63	63%	-8⬇	+3	+4	-3
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	68	68%	-3	-8⬇	-13⬇	-10⬇
I am satisfied with the stability and security of my job	95	95%	+4	+14⬆	+17⬆	+14⬆
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	95	95%	+23⬆	+17⬆	+10⬆	+13⬆

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	<div><div>61</div><div>33</div></div>	61%	+18⬆	-1	+6⬆	+8⬆
I understand how my role contributes to achieving an outcome for the Australian public	<div><div>95</div></div>	95%	-5⬆	+2	+2	+3
I believe strongly in the purpose and objectives of the APS	<div><div>78</div><div>22</div></div>	78%	+16⬆	-7⬆	-6⬆	-6⬆

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work	<div><div></div></div>	39%	-9⬆	+16⬆	+15⬆	+13⬆
Slightly above capacity - lots of work to do	<div><div></div></div>	50%	+7⬆	+9⬆	+10⬆	+7⬆
At capacity - about the right amount of work to do	<div><div></div></div>	11%	+2	-18⬆	-18⬆	-15⬆
Slightly below capacity - available for more work		0%	0	-6⬆	-6⬆	-4
Well below capacity - not enough work		0%	0	-1	-1	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	94	94%	-1	+16 ↑	+15 ↑	+20 ↑
My supervisor actively ensures that everyone can be included in workplace activities	94	94%	-	+11 ↑	+11 ↑	+11 ↑
I receive the respect I deserve from my colleagues at work	94	94%	+4	+13 ↑	+13 ↑	+14 ↑

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		5%	-4	-9 ↓	-9 ↓	-11 ↓
Flexible hours of work		16%	+7 ↑	-11 ↓	-19 ↓	-12 ↓
Compressed work week		0%	0	-3	-3	-2
Job sharing		0%	0	0	0	0
Working away from the office/working from home		89%	+8 ↑	+35 ↑	+22 ↑	+21 ↑
None of the above		5%	-4	-22 ↓	-13 ↓	-12 ↓

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

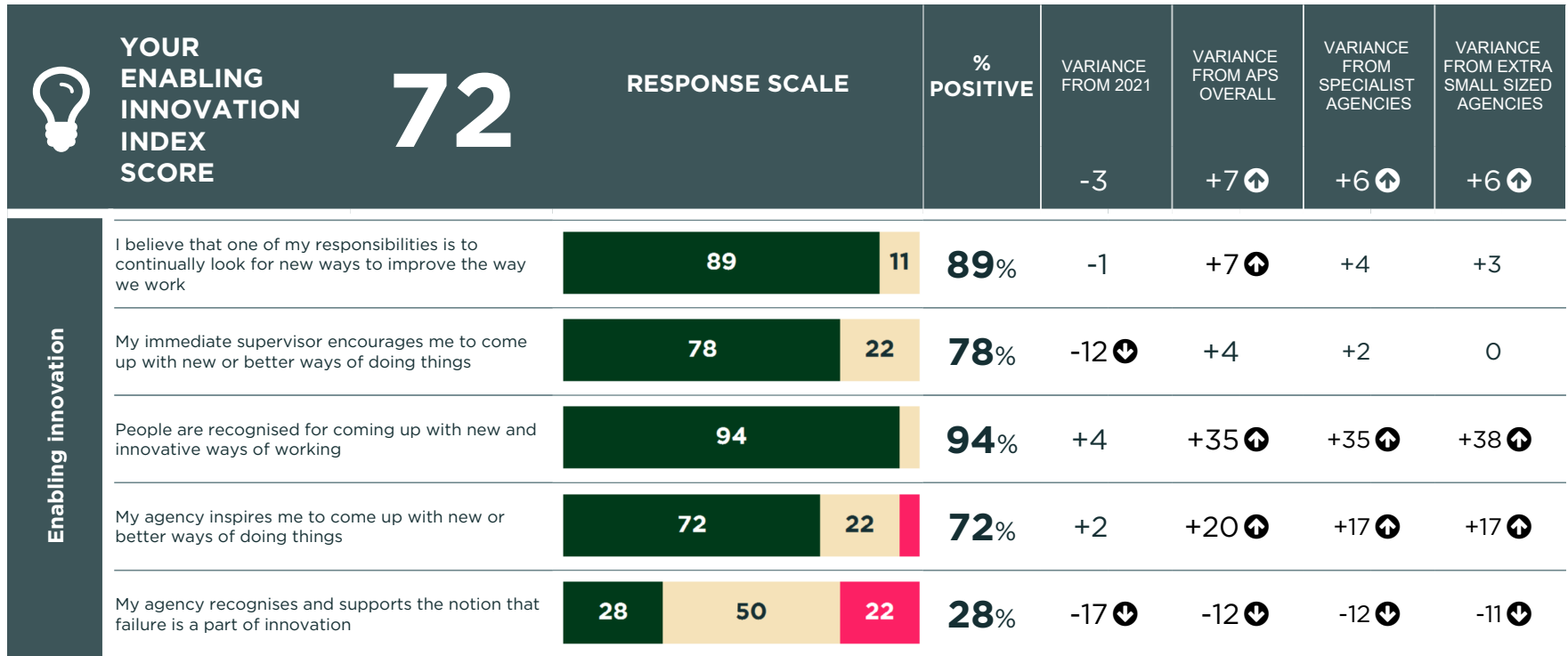


# ENABLING INNOVATION



## 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		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
					-3	+3	0	+1
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	61	39	61%	-20 ↓	-3	-7 ↓	-4
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	72	28	72%	-13 ↓	+8 ↑	+4	+9 ↑
	My agency does a good job of promoting health and wellbeing	67	28	67%	-29 ↓	+3	0	+5 ↑
	I think my agency cares about my health and wellbeing	83	11	83%	-2	+22 ↑	+14 ↑	+13 ↑
	I believe my immediate supervisor cares about my health and wellbeing	94		94%	+9 ↑	+9 ↑	+7 ↑	+6 ↑

### KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
How often do you find your work stressful?						
Always		0%	-5↓	-5↓	-4	-4
Often		67%	+19↑	+41↑	+43↑	+43↑
Sometimes		33%	-5↓	-17↓	-17↓	-16↓
Rarely		0%	-10↓	-18↓	-20↓	-20↓
Never		0%	0	-2	-2	-2
To what extent is your work emotionally demanding?						
To a very large extent		28%	+9↑	+20↑	+22↑	+22↑
To a large extent		50%	-7↓	+29↑	+32↑	+31↑
Somewhat		22%	+3	-17↓	-16↓	-16↓
To a small extent		0%	0	-24↓	-26↓	-25↓
To a very small extent		0%	-5↓	-9↓	-11↓	-12↓

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2021	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	<div></div>	6%	+6 ↑	-2	-2	-2
Agree	<div></div>	50%	-2	+26 ↑	+27 ↑	+30 ↑
Neither agree nor disagree	<div></div>	33%	0	+2	+4	+3
Disagree	<div></div>	11%	+2	-18 ↓	-21 ↓	-22 ↓
Strongly disagree		0%	-5 ↓	-7 ↓	-8 ↓	-9 ↓
<b>In general, would you say that your health is:</b>						
Excellent	<div></div>	6%	-4	-5 ↓	-5 ↓	-6 ↓
Very good	<div></div>	28%	+9 ↑	-6 ↓	-8 ↓	-12 ↓
Good	<div></div>	61%	+28 ↑	+23 ↑	+24 ↑	+27 ↑
Fair	<div></div>	6%	-33 ↓	-9 ↓	-8 ↓	-7 ↓
Poor		0%	0	-3	-3	-2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2021	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		0%	-10 ↓	-28 ↓	-29 ↓	-31 ↓
Very good	<div></div>	72%	-9 ↓	+17 ↑	+17 ↑	+20 ↑
Average	<div></div>	28%	+18 ↑	+13 ↑	+14 ↑	+13 ↑
Below average		0%	0	-2	-2	-2
Well below average		0%	0	-1	-1	0

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

Excellent		0%	-5 ↓	-16 ↓	-18 ↓	-21 ↓
Very good	<div></div>	56%	-30 ↓	+1	0	+6 ↑
Average	<div></div>	39%	+29 ↑	+15 ↑	+17 ↑	+14 ↑
Below average	<div></div>	6%	+6 ↑	+2	+2	+2
Well below average		0%	0	-2	-2	-1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	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	89	89%	-1	+10 ↑	+7 ↑	+5 ↑
My workgroup has the tools and resources we need to perform well	47	47%	-12 ↓	-14 ↓	-12 ↓	-14 ↓
The people in my workgroup use time and resources efficiently	68	68%	-4	-9 ↓	-10 ↓	-11 ↓
My workgroup can readily adapt to new priorities and tasks	89	89%	-6 ↓	+5 ↑	+5 ↑	+3
The people in my workgroup cooperate to get the job done	89	89%	-6 ↓	+1	-1	-1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# RETENTION



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

RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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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	<div></div>	11%	+11↑	+2	+3	+1
I want to leave my position within the next 12 months	<div></div>	28%	+9↑	+4	+6↑	+2
I want to stay working in my position for the next one to two years	<div></div>	50%	-2	+13↑	+10↑	+8↑
I want to stay working in my position for at least the next three years	<div></div>	11%	-17↓	-19↓	-19↓	-12↓

What best describes your plans involved with leaving your current position?

I am planning to retire	The data for this question has been hidden for anonymity reasons.
I am pursuing another position within my agency	The data for this question has been hidden for anonymity reasons.
I am pursuing a position in another agency	The data for this question has been hidden for anonymity reasons.
I am pursuing work outside the APS	The data for this question has been hidden for anonymity reasons.
It is the end of my non-ongoing, casual or contracted employment	The data for this question has been hidden for anonymity reasons.
Other	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



# 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 2021

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	-10 ↓	-8 ↓	-8 ↓
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No	100%	0	+10 ↑	+8 ↑	+8 ↑
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Did this discrimination occur in your current agency?

Yes	The data for this question has been hidden for anonymity reasons.
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No	The data for this question has been hidden for anonymity reasons.
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## 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 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM EXTRA SMALL SIZED AGENCIES

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

Yes		0%	0	-10 ↓	-8 ↓	-8 ↓
No		94%	-6 ↓	+9 ↑	+8 ↑	+8 ↑
Not sure		6%	+6 ↑	0	0	0

Did you report the harassment or bullying?

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

# 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 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM EXTRA 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		0%	0	-3	-3	-6 ↓
No		100%	+5 ↑	+9 ↑	+9 ↑	+14 ↑
Not sure		0%	-5 ↓	-4	-4	-4
Would prefer not to answer		0%	0	-2	-2	-4

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

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
How do you describe your gender?						
Man or male	<div></div>	53%	+3	+15 ⬆	+13 ⬆	+22 ⬆
Woman or female	<div></div>	26%	-24 ⬇	-33 ⬇	-29 ⬇	-39 ⬇
Non-binary		0%	0	0	-1	-1
I use a different term		0%	0	0	0	0
Prefer not to say	<div></div>	21%	+21 ⬆	+18 ⬆	+18 ⬆	+18 ⬆
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes		0%	-5 ⬇	-4	-2	-1
No	<div></div>	100%	+5 ⬆	+4	+2	+1
Do you have an ongoing disability?						
Yes		0%	0	-10 ⬇	-8 ⬇	-7 ⬇
No	<div></div>	100%	0	+10 ⬆	+8 ⬆	+7 ⬆

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	37%	0	-5 ↓	-4	-3
No	<div></div>	63%	0	+5 ↑	+4	+3
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	5%	+1	-3	-4	-6 ↓
No	<div></div>	95%	-1	+3	+4	+6 ↑
In which country were you born?						
Australia	<div></div>	53%	+3	-24 ↓	-23 ↓	-27 ↓
Other country	<div></div>	47%	-3	+24 ↑	+23 ↑	+27 ↑
Do you speak a language other than English at home?						
No, English only	<div></div>	58%	-1	-22 ↓	-23 ↓	-27 ↓
Yes, other	<div></div>	42%	+1	+22 ↑	+23 ↑	+27 ↑

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# AGENCY POSITION



## AGENCY POSITION

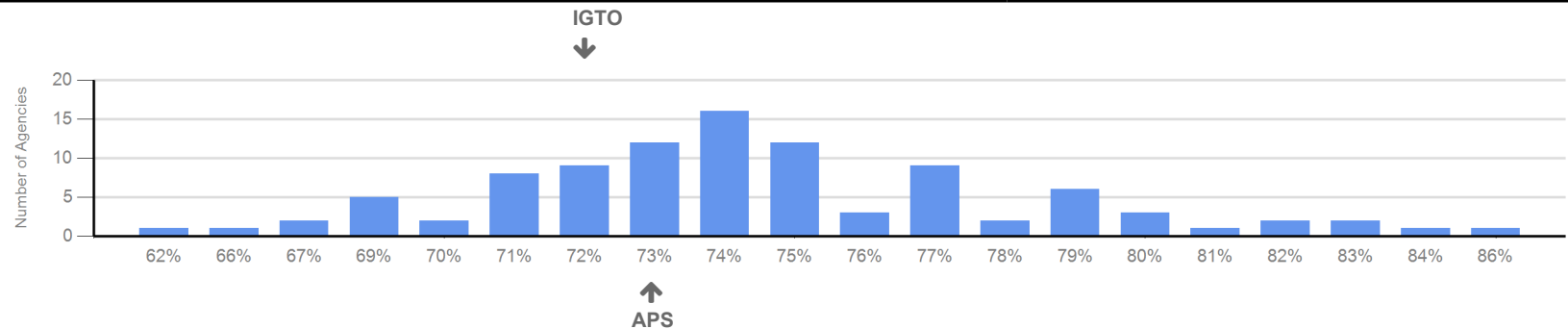
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

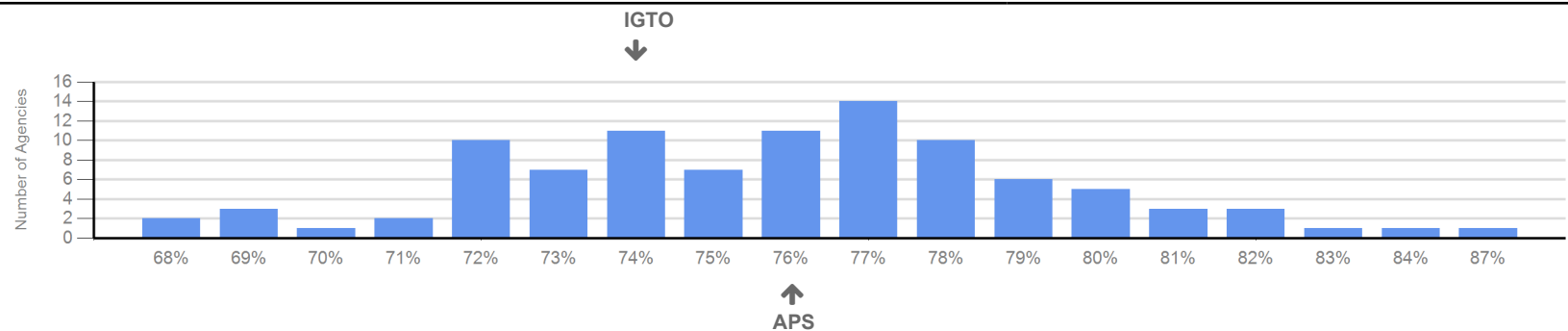
### Employee Engagement Index

Ranking : 76th of 98



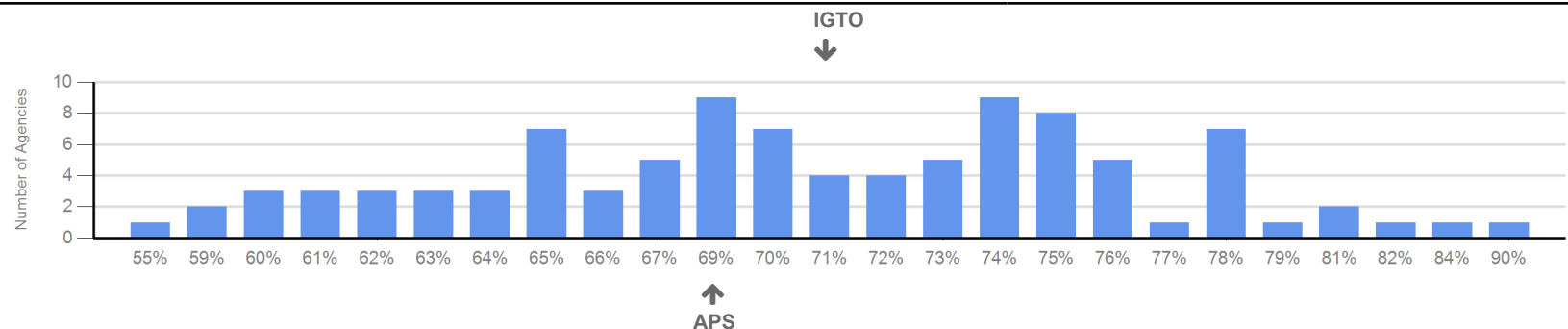
### Leadership – Immediate Supervisor Index

Ranking : 66th of 98



### Leadership – SES Manager Index

Ranking : 48th of 98



# AGENCY POSITION



## AGENCY POSITION

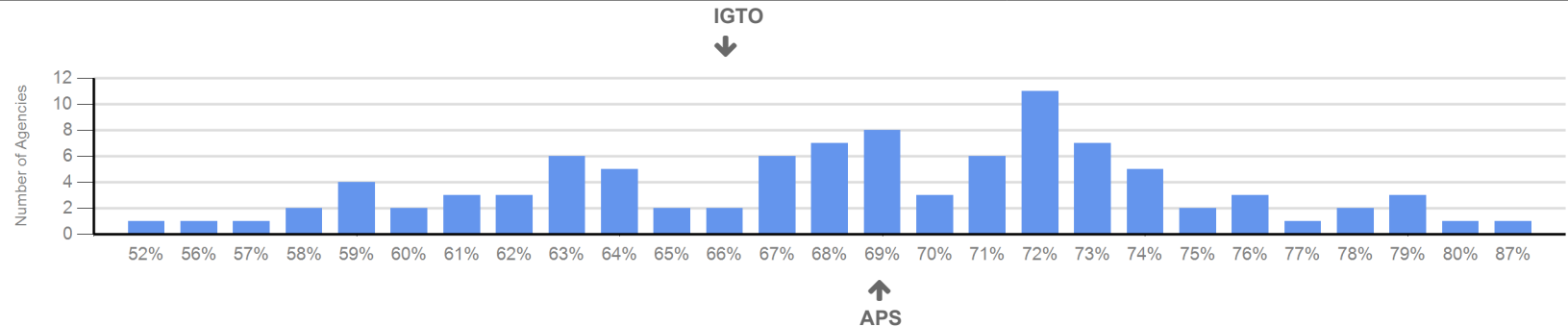
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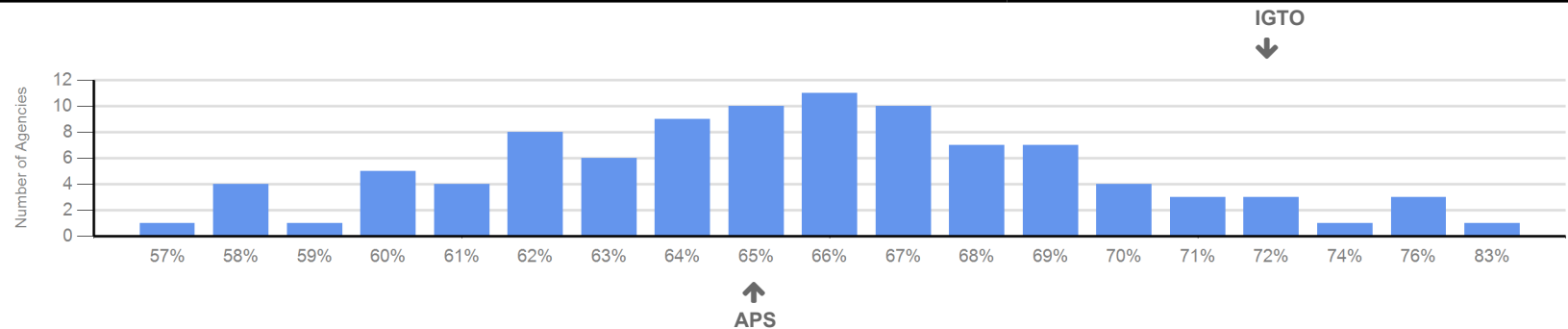
### Communication Index

Ranking : 68th of 98



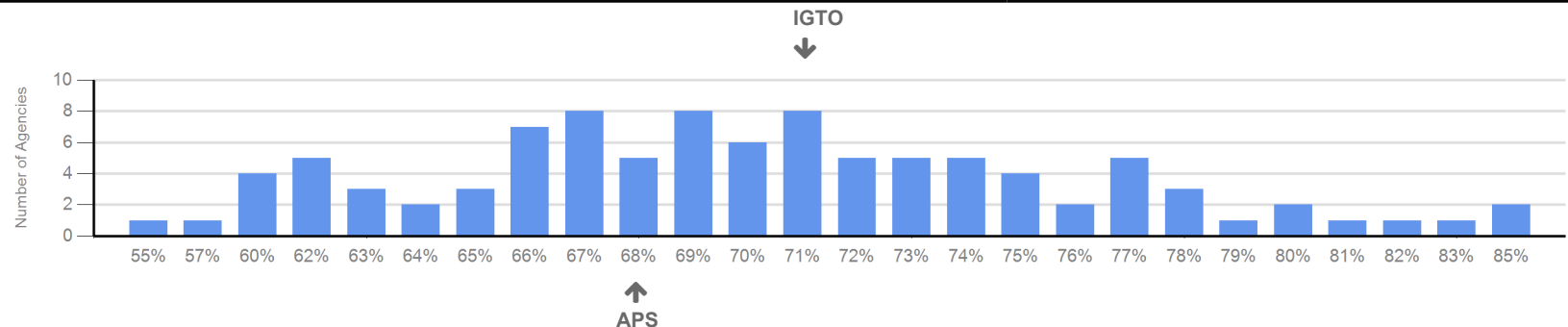
### Enabling Innovation Index

Ranking : 8th of 98



### Wellbeing Policies and Support Index

Ranking : 39th of 98



# 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 2021

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM EXTRA  
SMALL SIZED  
AGENCIES

.1

My agency inspires me to come up with new or better ways of doing things

72%

+2

+20↑

+17↑

+17↑

.2

Change is managed well in my agency

44%

-17↓

0

+2

+4

.3

My supervisor invites a range of views, including those different to their own

83%

-3

+2

0

-1

.4

I am satisfied with the recognition I receive for doing a good job

63%

-13↓

-4

-7↓

-8↓

.5

Internal communication within my agency is effective

50%

-17↓

-8↓

-7↓

-7↓

.6

I feel I have the same opportunities as anyone else of my ability or experience

63%

-

-3

-5↓

-8↓



# 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.

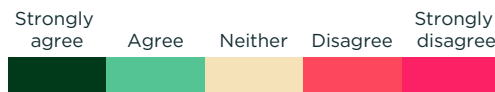
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



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

## 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.