Highlights Report
DOF



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RESPONSES:

1,406 of 1,520

RESPONSE RATE:

93%

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 **74**

		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				0	+1	-1	-1
SAY	Overall, I am satisfied with my job	79 / 12 / 9	79%	-1	+6 ↑	+2	+2
	I am proud to work in my agency	79 / 18	79%	-1	+4	+1	0
	I would recommend my agency as a good place to work	79 / 14 / 7	79%	-2	+10 ↑	+4	+5 ↑
	I believe strongly in the purpose and objectives of my agency	78 / 19	78%	0	-6 ↓	-7 ↓	-8 ↓
STAY	I feel a strong personal attachment to my agency	54 / 32 / 14	54%	-1	-6 ↓	-5 ↓	-8 ↓
	I feel committed to my agency's goals	78 / 19	78%	-1	-5 ↓	-6 ↓	-7 ↓
STRIVE	I suggest ideas to improve our way of doing things	89 / 9	89%	0	+3	-1	0
	I am happy to go the 'extra mile' at work when required	94	94%	-1	+4	+1	+2
	I work beyond what is required in my job to help my agency achieve its objectives	82 / 15	82%	-1	+2	0	0
	My agency really inspires me to do my best work every day	60 / 31 / 8	60%	0	+3	+1	0

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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-1	+2	+1	+1
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	81 12	81%	-3	+3	+2	+2
	My supervisor can deliver difficult advice whilst maintaining relationships	82 12	82%	0	+4	+3	+2
	My supervisor invites a range of views, including those different to their own	85 10	85%	0	+4	+1	+2
	My supervisor encourages my team to regularly review and improve our work	83 11	83%	-4	+2	+1	+1
	My supervisor is invested in my development	79 13 7	79%	0	+4	+2	+2
	My supervisor ensures that my workgroup delivers on what we are responsible for	90	90%	-2	+3	+2	+2
Other similar questions							
	My supervisor provides me with helpful feedback to improve my performance	79 14 7	79%	-2	+2	+2	+1
	My immediate supervisor encourages me	78 17	78%	-1	+2	0	0

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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	75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				0	+6 ↑	+2	+3
SES Manager							
My SES manager clearly articulates the direction and priorities for our area		77 / 15 / 9	77%	-2	+8 ↑	+3	+5 ↑
My SES manager presents convincing arguments and persuades others towards an outcome		75 / 19	75%	+1	+13 ↑	+4	+7 ↑
My SES manager promotes cooperation within and between agencies		81 / 16	81%	+1	+15 ↑	+4	+8 ↑
My SES manager encourages innovation and creativity		74 / 20	74%	-1	+9 ↑	+4	+6 ↑
My SES manager creates an environment that enables us to deliver our best		76 / 16 / 8	76%	-1	+13 ↑	+5 ↑	+7 ↑
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS		82 / 13	82%	-1	+9 ↑	+2	+4
Other similar questions							
In my agency, the SES work as a team		63 / 27 / 11	63%	0	+9 ↑	+3	+6 ↑
In my agency, the SES clearly articulate the direction and priorities for our agency		68 / 21 / 10	68%	-1	+5 ↑	0	+2
In my agency, communication between SES and other employees is effective		64 / 23 / 13	64%	+2	+11 ↑	+4	+7 ↑
My SES manager routinely promotes the use of data and evidence to deliver outcomes		76 / 19	76%	-	+10 ↑	+5 ↑	+6 ↑

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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 72	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
			0	+4	+1	+2
Communication						
My supervisor communicates effectively	83 / 9 / 8	83%	-2	+2	+2	+2
My SES manager communicates effectively	78 / 14 / 8	78%	-1	+10 ↑	+4	+5 ↑
Internal communication within my agency is effective	63 / 23 / 14	63%	-1	+6 ↑	+2	+4
Other similar questions						
Change						
When changes occur, the impacts are communicated well within my workgroup	69 / 17 / 14	69%	-6 ↓	+2	0	0
Staff are consulted about change at work	54 / 33 / 13	54%	+1	+5 ↑	+3	+3
Change is managed well in my agency	51 / 30 / 19	51%	+2	+8 ↑	+6 ↑	+7 ↑

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Positive Neutral Negative

WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills		85%	+1	+6 ↑	+3	+4
I have a choice in deciding how I do my work		71%	+2	+7 ↑	0	0
Where appropriate, I am able to take part in decisions that affect my job		78%	+1	+9 ↑	+3	+5 ↑
I am clear what my duties and responsibilities are		81%	-1	+1	+3	+1
I am satisfied with the recognition I receive for doing a good job		75%	-1	+9 ↑	+2	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		71%	-5 ↓	+20 ↑	+4	+10 ↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		80%	-3	+6 ↑	0	+1
I am satisfied with the stability and security of my job		90%	0	+8 ↑	+4	+8 ↑
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		85%	+2	+6 ↑	0	+1

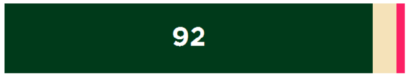
KEY

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Positive Neutral Negative

WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS		62%	-2	+1	0	0
I understand how my role contributes to achieving an outcome for the Australian public		92%	0	0	0	0
I believe strongly in the purpose and objectives of the APS		85%	+1	0	-1	-1

	RESPONSE SCALE	%	VARIANCE FROM 2022	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		23%	+5 ↑	-1	-2	0
Slightly above capacity – lots of work to do		39%	+2	-1	0	-1
At capacity – about the right amount of work to do		29%	-4	0	+1	0
Slightly below capacity – available for more work		7%	-3	+1	0	+1
Well below capacity – not enough work		2%	-1	0	0	0

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Positive Neutral Negative

Australian Government
Australian Public Service Commission

INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		82%	+1	+2	-1	0
My supervisor actively ensures that everyone can be included in workplace activities		86%	-2	+2	+1	+1
I receive the respect I deserve from my colleagues at work		83%	-2	+1	-1	0

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		10%	0	-3	-3	-3
Flexible hours of work		22%	-1	-6 ↓	-1	-5 ↓
Compressed work week		4%	0	+1	+1	0
Job sharing		0%	0	0	0	0
Working away from the office/working from home		60%	0	+3	-3	-6 ↓
None of the above		26%	-1	0	+2	+5 ↑

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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 ENABLING INNOVATION INDEX SCORE	66	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-1	+2	+1	+1
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	84 / 13	84%	-1	+4	+1	+2
	My immediate supervisor encourages me to come up with new or better ways of doing things	77 / 16	77%	-1	+5 ↑	+3	+3
	People are recognised for coming up with new and innovative ways of working	64 / 27 / 9	64%	-2	+6 ↑	+5 ↑	+5 ↑
	My agency inspires me to come up with new or better ways of doing things	50 / 39 / 11	50%	-6 ↓	+1	+1	0
	My agency recognises and supports the notion that failure is a part of innovation	39 / 41 / 20	39%	0	0	+2	0

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Positive Neutral Negative

Australian Government
Australian Public Service Commission

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	69	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-1	+1	0	0
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	65 25 10	65%	-3	+1	0	-1
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	61 26 13	61%	-5 ↓	-1	0	-2
	My agency does a good job of promoting health and wellbeing	65 24 12	65%	-3	+2	+2	0
	I think my agency cares about my health and wellbeing	65 22 13	65%	-2	+4	+1	0
	I believe my immediate supervisor cares about my health and wellbeing	88 9	88%	-2	+2	0	0

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Positive Neutral Negative

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
How often do you find your work stressful?						
Always		**5**%	0	0	+1	+1
Often		**25**%	0	-1	-2	-1
Sometimes		**48**%	-1	-1	-2	-2
Rarely		**20**%	+1	+2	+2	+2
Never		**3**%	+1	+1	+1	+1
To what extent is your work emotionally demanding?						
To a very large extent		**7**%	+1	-1	+1	0
To a large extent		**18**%	+1	-3	-1	-2
Somewhat		**37**%	-3	-2	-2	-2
To a small extent		**28**%	+3	+4	+2	+3
To a very small extent		**10**%	-2	+1	0	+1

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

RESPONSE SCALE		%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel burned out by my work						
Strongly agree		**9**%	+2	0	0	+1
Agree		**22**%	-2	-2	-2	-2
Neither agree nor disagree		**32**%	-1	0	+1	+1
Disagree		**30**%	+1	+1	0	0
Strongly disagree		**7**%	0	+1	0	0
In general, would you say that your health is:						
Excellent		**10**%	-1	0	0	0
Very good		**33**%	-4	-1	-2	-2
Good		**39**%	+2	+1	+1	+1
Fair		**15**%	+1	0	0	0
Poor		**4**%	+1	+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
In the last month, please rate your workgroup's overall performance					
Excellent	**36**%	+2	+9 ↑	+5 ↑	+6 ↑
Very good	**53**%	-2	-2	-2	-2
Average	**9**%	-1	-6 ↓	-3	-4
Below average	**1**%	0	-1	0	0
Well below average	**1**%	0	0	0	0
In the last month, please rate your agency's success in meeting its goals and objectives					
Excellent	**27**%	+2	+12 ↑	+8 ↑	+10 ↑
Very good	**58**%	-3	+4	-1	+1
Average	**12**%	-1	-12 ↓	-6 ↓	-9 ↓
Below average	**2**%	+1	-2	-1	-1
Well below average	**1**%	+1	-1	0	0

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PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	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		80%	-2	+2	0	0
My workgroup has the tools and resources we need to perform well		65%	-4	+6 ↑	+6 ↑	+7 ↑
The people in my workgroup use time and resources efficiently		79%	-2	+3	+2	+2
My workgroup can readily adapt to new priorities and tasks		87%	+1	+4	+2	+3
The people in my workgroup cooperate to get the job done		90%	-1	+2	+1	+1

KEY

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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 2022	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	-1	0
I want to leave my position within the next 12 months	**29**%	+1	+4	0	+2
I want to stay working in my position for the next one to two years	**43**%	0	+6 ▲	+1	+3
I want to stay working in my position for at least the next three years	**20**%	0	-9 ▼	0	-5 ▼
What best describes your plans involved with leaving your current position?					
I am planning to retire	**4**%	-1	-1	+1	+1
I am pursuing another position within my agency	**30**%	-6 ▼	-11 ▼	-10 ▼	-11 ▼
I am pursuing a position in another agency	**42**%	+8 ▲	+15 ▲	+13 ▲	+16 ▲
I am pursuing work outside the APS	**8**%	-1	-3	-1	-2
It is the end of my non-ongoing, casual or contracted employment	**1**%	0	-2	-3	-4
Other	**14**%	-1	+2	0	+1

KEY ▲ **AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR** ▼ **AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR**

RETENTION

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

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

RESPONSE SCALE	%	VARIANCE FROM 2022	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	20%	-	-	-	-
I am looking to further my skills in another area	14%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	14%	-	-	-	-
I have achieved all I can in my current position	6%	-	-	-	-
I am expected to do more work than I reasonably can	6%	-	-	-	-

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

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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 2022	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		**7**%	0	-3	-2	-2
No		**93**%	0	+3	+2	+2
Did this discrimination occur in your current agency?						
Yes		**83**%	-3	-8 ↓	-6 ↓	-7 ↓
No		**17**%	+3	+8 ↑	+6 ↑	+7 ↑
Basis for the discrimination that you experienced (3 highest responses):						
Gender		**41**%	-	-	-	-
Race		**34**%	-	-	-	-
Age		**33**%	-	-	-	-

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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 2022	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		9%	+1	-2	-1	-1
No		86%	-2	+2	+1	+1
Not sure		5%	+1	0	0	0
Types of harassment or bullying experienced (3 highest responses):						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		57%	-	-	-	-
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)		31%	-	-	-	-
Did you report the harassment or bullying?						
I reported the behaviour in accordance with my agency's policies and procedures		31%	-7 ▼	-4	-2	-4
It was reported by someone else		8%	+3	0	0	0
I did not report the behaviour		61%	+4	+3	+2	+4

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 2022	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%	0	-1	0	-1
No		93%	-1	+2	0	0
Not sure		4%	+1	0	+1	0
Would prefer not to answer		2%	0	-1	0	0
Types of corrupt behaviours witnessed (3 highest responses):						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		63%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		19%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		15%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		16%	-17 ↓	-4	-2	-4
It was reported by someone else		12%	-7 ↓	-4	-4	-3
I did not report the behaviour		72%	+24 ↑	+8 ↑	+5 ↑	+7 ↑

KEY

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

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

DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	40%
Woman or female	54%
Non-binary	1%
I use a different term	0%
Prefer not to say	5%

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	11%
No	89%

Do you have carer responsibilities?	Responses
Yes	41%
No	59%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	9%
No	91%

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	2%
Anglo-European	11%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	10%
North-East Asian	5%
Southern and Central Asian	4%
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	7%
No	82%
Not sure	11%

AGENCY POSITION

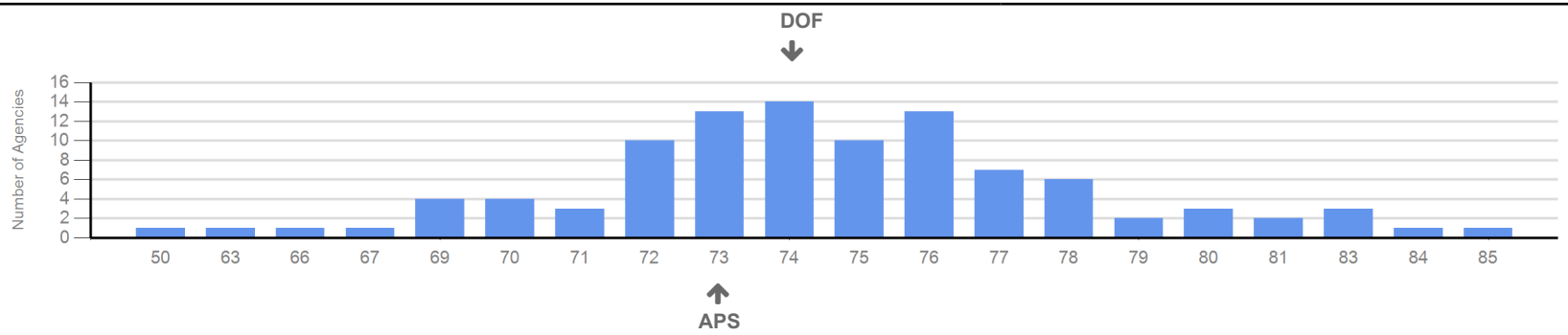
AGENCY POSITION

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.

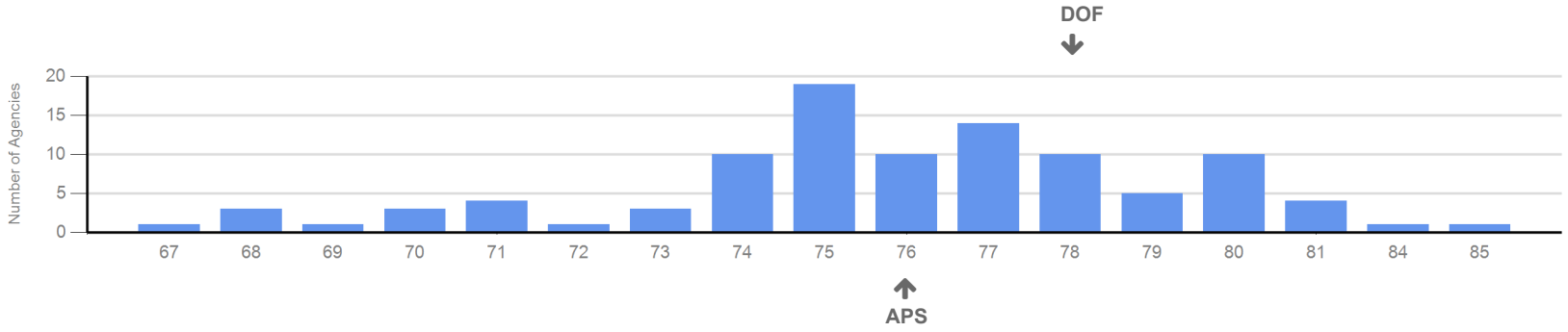
ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

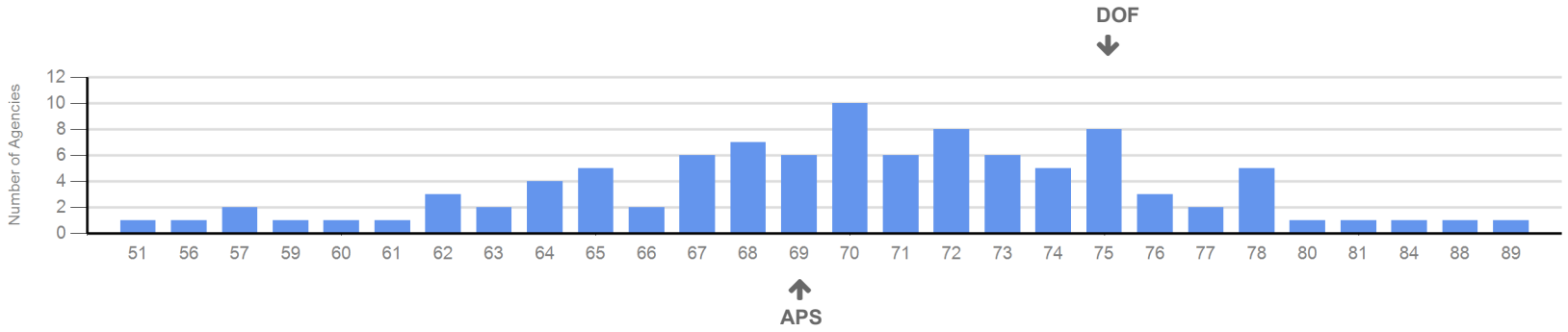
Employee Engagement Index **Ranking : 55th of 100**



Leadership – Immediate Supervisor Index **Ranking : 25th of 100**



Leadership – SES Manager Index **Ranking : 23rd of 100**



Australian Government
Australian Public Service Commission

AGENCY POSITION

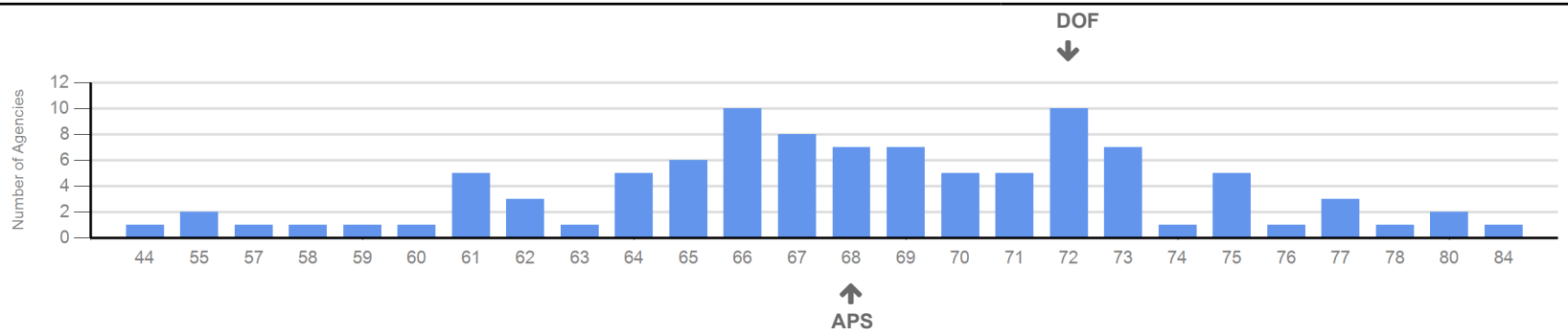
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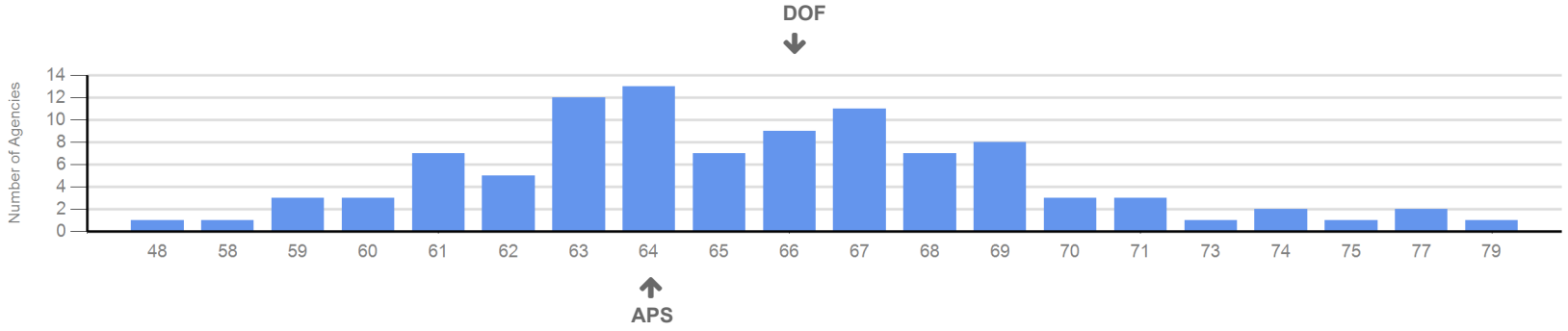
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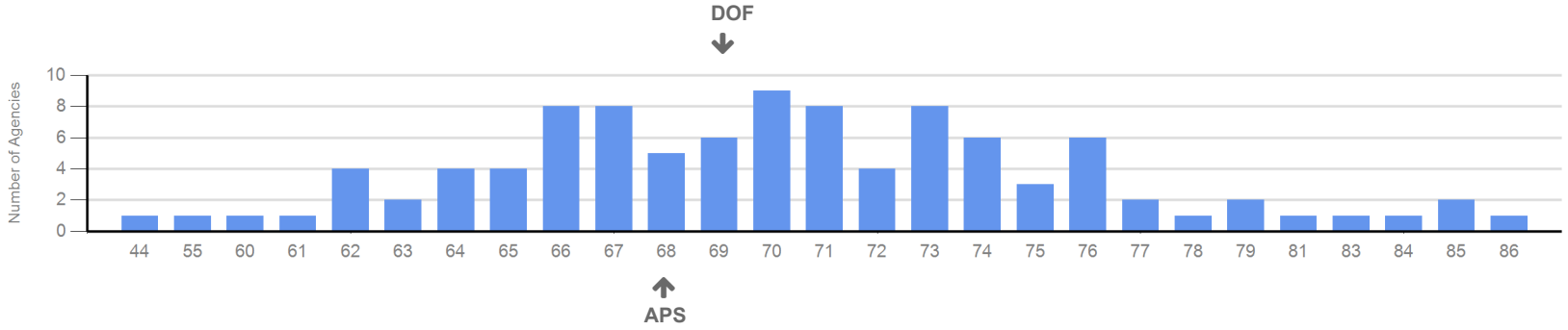
Communication Index — **Ranking : 27th of 100**



Enabling Innovation Index — **Ranking : 42nd of 100**



Wellbeing Policies and Support Index — **Ranking : 56th 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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
.1	My agency supports and actively promotes an inclusive workplace culture	82%	+1	+2	-1	0
.2	Internal communication within my agency is effective	63%	-1	+6↑	+2	+4
.3	My agency inspires me to come up with new or better ways of doing things	50%	-6↓	+1	+1	0
.4	Where appropriate, I am able to take part in decisions that affect my job	78%	+1	+9↑	+3	+5↑
.5	Change is managed well in my agency	51%	+2	+8↑	+6↑	+7↑
.6	In my agency, the SES clearly articulate the direction and priorities for our agency	68%	-1	+5↑	0	+2

DOF SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
Overall, how satisfied are you with your ability to access and use flexible working arrangements?	78 12 10	78%	+4
My agency routinely applies merit in decisions regarding engagement and promotion	57 32 11	57%	0
The Finance Leadership Expectations influence the way I approach my day to day work	63 28 9	63%	+3
My manager displays these Leadership Expectations	81 13	81%	0
I would be held accountable if I did not follow policy and procedures	90 9	90%	+2
I understand how my role contributes to achieving Finance's outcomes	89 9	89%	-1
I understand how my role contributes to achieving my Division's outcomes	92	92%	+2
I am aware that I need to complete mandatory training on a regular basis on the three topics of Security awareness, Privacy awareness and Financial Governance	97	97%	+4
My manager supports me to complete all required mandatory training (eg. Induction, Security Awareness, Privacy Awareness and Financial Governance training)	90 8	90%	+2
I am aware that Mental Health Advisers are available to provide me with support if I need it	72 16 12	72%	-6 ↓

KEY

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

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

Positive Neutral Negative

DOF SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
I would recommend a colleague to contact a Mental Health Adviser if they required support for their mental health	64 26 10	64%	+3
My overall experience of performance management in Finance has assisted my development	56 31 13	56%	0
My supervisor openly demonstrates commitment to performance management	75 18 7	75%	0

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.

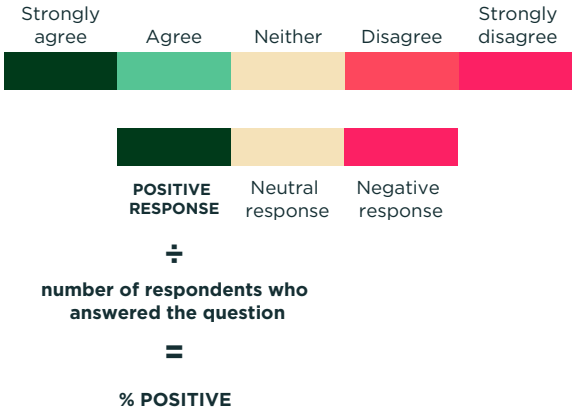
PRIORITISE 3 AREAS TO TAKE FORWARD

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

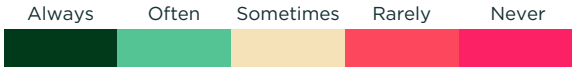
GUIDE TO THIS REPORT

% 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.

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.