



## Highlights Report AEC



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RESPONSES:
665 of 1,063

RESPONSE RATE:
63%

# 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.

YOUR EMPLOYEE ENGAGEMENT INDEX SCORE		73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
					+1	0	0	-1	
SAY	Overall, I am satisfied with my job	65	16	18	65%	0	-9⬇️	-7⬇️	-9⬇️
	I am proud to work in my agency	77	16		77%	+1	+1	+3	-2
	I would recommend my agency as a good place to work	53	22	25	53%	+4	-16⬇️	-10⬇️	-16⬇️
	I believe strongly in the purpose and objectives of my agency	88	9		88%	0	+4	+3	+1
STAY	I feel a strong personal attachment to my agency	55	28	17	55%	-6⬇️	-6⬇️	-3	-8⬇️
	I feel committed to my agency's goals	86	11		86%	-1	+3	+3	+1
STRIVE	I suggest ideas to improve our way of doing things	88	10		88%	+1	+1	-1	-1
	I am happy to go the 'extra mile' at work when required	91			91%	0	0	-1	-1
	I work beyond what is required in my job to help my agency achieve its objectives	90	9		90%	+3	+9⬆️	+6⬆️	+8⬆️
	My agency really inspires me to do my best work every day	55	27	18	55%	+10⬆️	-2	0	-4

### 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	73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				+1	-3	-2	-3

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	72	15	13	72%	0	-8⬇️	-5⬇️	-7⬇️
	My supervisor can deliver difficult advice whilst maintaining relationships	74	14	12	74%	+2	-4	-4	-4
	My supervisor invites a range of views, including those different to their own	73	15	13	73%	0	-9⬇️	-7⬇️	-10⬇️
	My supervisor encourages my team to regularly review and improve our work	74	17	9	74%	+3	-7⬇️	-5⬇️	-6⬇️
	My supervisor is invested in my development	68	17	15	68%	+1	-8⬇️	-6⬇️	-7⬇️
	My supervisor ensures that my workgroup delivers on what we are responsible for	84	10		84%	0	-3	-1	-3

### Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	71	15	14	71%	+3	-7⬇️	-4	-5⬇️
	My supervisor actively ensures that everyone can be included in workplace activities	73	15	12	73%	-	-11⬇️	-7⬇️	-10⬇️

### 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		67	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
						+1	-2	-1	-3
SES Manager	My SES manager clearly articulates the direction and priorities for our area	66	20	14	66%	+5 ↑	-3	-1	-4
	My SES manager presents convincing arguments and persuades others towards an outcome	61	25	15	61%	+5 ↑	-2	-1	-4
	My SES manager promotes cooperation within and between agencies	63	26	11	63%	+5 ↑	-4	-2	-7 ↓
	My SES manager encourages innovation and creativity	60	24	17	60%	+5 ↑	-6 ↓	-5 ↓	-7 ↓
	My SES manager creates an environment that enables us to deliver our best	61	21	18	61%	+7 ↑	-3	-2	-4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	72	19	9	72%	+4	-1	0	-4
Other similar questions									
All SES	In my agency, the SES work as a team	64	24	12	64%	+13 ↑	+11 ↑	+9 ↑	+13 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	70	17	13	70%	+17 ↑	+6 ↑	+7 ↑	+7 ↑
	In my agency, communication between SES and other employees is effective	55	22	23	55%	+14 ↑	+1	+1	+3
<b>KEY</b> <span>↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</span> <span>↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</span> <span>Positive Neutral Negative</span>									

# 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	64	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				+1	-5 ↓	-3	-4

Communication	My supervisor communicates effectively	74	11	15	74%	-1	-7 ↓	-5 ↓	-6 ↓
	My SES manager communicates effectively	67	17	16	67%	+6 ↑	-3	-1	-4
	Internal communication within my agency is effective	48	22	30	48%	+4	-10 ↓	-8 ↓	-9 ↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	55	20	25	55%	-4	-14 ↓	-11 ↓	-14 ↓
	Staff are consulted about change at work	36	35	28	36%	+4	-13 ↓	-13 ↓	-12 ↓
	Change is managed well in my agency	33	30	37	33%	+7 ↑	-11 ↓	-8 ↓	-9 ↓

### 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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills	77 12 11	77%	-7⬇️	-2	-2	-5⬇️
I have a choice in deciding how I do my work	53 26 21	53%	-2	-11⬇️	-13⬇️	-18⬇️
Where appropriate, I am able to take part in decisions that affect my job	61 18 21	61%	+4	-9⬇️	-9⬇️	-11⬇️
I am clear what my duties and responsibilities are	72 20 8	72%	-1	-9⬇️	-8⬇️	-10⬇️
I am satisfied with the recognition I receive for doing a good job	60 18 22	60%	+4	-7⬇️	-5⬇️	-8⬇️
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	50 17 33	50%	-6⬇️	-10⬇️	-9⬇️	-10⬇️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	56 18 26	56%	+4	-20⬇️	-21⬇️	-22⬇️
I am satisfied with the stability and security of my job	67 15 18	67%	-8⬇️	-14⬇️	-6⬇️	-12⬇️
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	57 15 28	57%	+8⬆️	-21⬇️	-24⬇️	-25⬇️

## 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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS	58 30 12	58%	-1	-5⬇️	-3	-2
I understand how my role contributes to achieving an outcome for the Australian public	94	94%	+1	+2	+2	+2
I believe strongly in the purpose and objectives of the APS	83 15	83%	0	-2	-1	-2

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work		45%	+7⬆️	+22⬆️	+15⬆️	+17⬆️
Slightly above capacity - lots of work to do		34%	-7⬇️	-6⬇️	-6⬇️	-6⬇️
At capacity - about the right amount of work to do		15%	-1	-15⬇️	-9⬇️	-11⬇️
Slightly below capacity - available for more work		4%	0	-1	-1	-1
Well below capacity - not enough work		2%	+2	+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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	<div><div>64</div><div>22</div><div>14</div></div>	64%	-2	-15 ↓	-12 ↓	-13 ↓
My supervisor actively ensures that everyone can be included in workplace activities	<div><div>73</div><div>15</div><div>12</div></div>	73%	-	-11 ↓	-7 ↓	-10 ↓
I receive the respect I deserve from my colleagues at work	<div><div>76</div><div>19</div><div></div></div>	76%	0	-5 ↓	-4	-5 ↓

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time	<div><div></div></div>	7%	-8 ↓	-8 ↓	-5 ↓	-6 ↓
Flexible hours of work	<div><div></div></div>	26%	0	0	0	-2
Compressed work week	<div><div></div></div>	1%	0	-2	-2	-2
Job sharing	<div><div></div></div>	0%	0	0	0	0
Working away from the office/working from home	<div><div></div></div>	27%	+8 ↑	-28 ↓	-36 ↓	-39 ↓
None of the above	<div><div></div></div>	55%	+1	+28 ↑	+32 ↑	+34 ↑

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

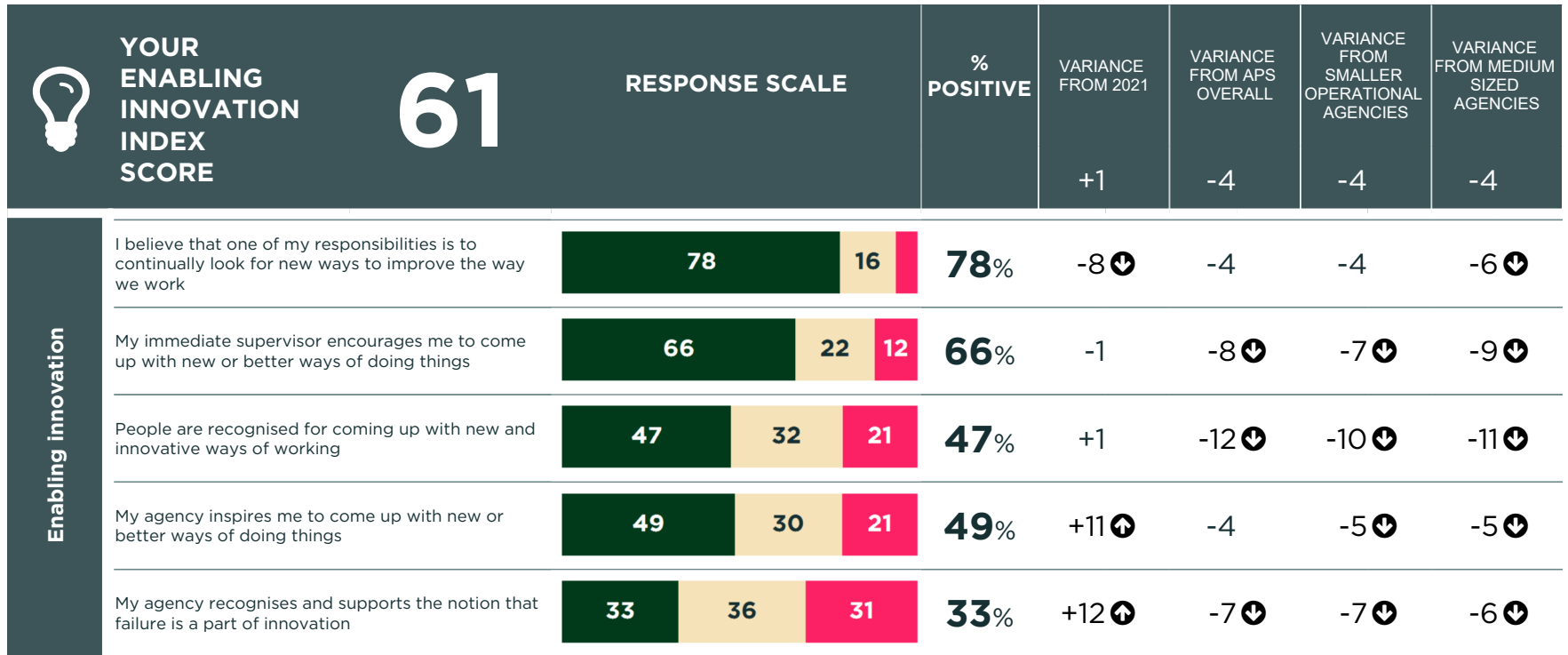


# ENABLING INNOVATION



## 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**

**62**

**RESPONSE SCALE**

**%  
POSITIVE**

**VARIANCE  
FROM 2021**

**VARIANCE  
FROM APS  
OVERALL**

**VARIANCE  
FROM  
SMALLER  
OPERATIONAL  
AGENCIES**

**VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES**

-3

-6 ↓

-6 ↓

-7 ↓

Wellbeing policies and support

I am satisfied with the policies/practices in place to help me manage my health and wellbeing

51

25

24

51%

-8 ↓

-13 ↓

-13 ↓

-13 ↓

My agency does a good job of communicating what it can offer me in terms of health and wellbeing

55

27

18

55%

-11 ↓

-9 ↓

-8 ↓

-10 ↓

My agency does a good job of promoting health and wellbeing

52

27

21

52%

-3

-11 ↓

-11 ↓

-11 ↓

I think my agency cares about my health and wellbeing

53

22

25

53%

+2

-8 ↓

-11 ↓

-12 ↓

I believe my immediate supervisor cares about my health and wellbeing

78

12

10

78%

0

-7 ↓

-5 ↓

-8 ↓

**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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## How often do you find your work stressful?

Always	<div></div>	7%	+1	+2	+1	+2
Often	<div></div>	33%	+1	+7	+5	+7
Sometimes	<div></div>	46%	-3	-4	-3	-4
Rarely	<div></div>	13%	+1	-5	-4	-5
Never	<div></div>	2%	0	0	0	0

## To what extent is your work emotionally demanding?

To a very large extent	<div></div>	15%	+8	+8	+5	+7
To a large extent	<div></div>	25%	-1	+4	+4	+5
Somewhat	<div></div>	35%	-7	-4	-2	-4
To a small extent	<div></div>	18%	-1	-6	-6	-6
To a very small extent	<div></div>	8%	+1	-2	-1	-2

### 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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## I feel burned out by my work

Strongly agree		15%	+4	+7	+5	+6
Agree		28%	+5	+4	+3	+4
Neither agree nor disagree		29%	-2	-3	-3	-1
Disagree		23%	-4	-6	-4	-6
Strongly disagree		5%	-2	-2	-2	-3

## In general, would you say that your health is:

Excellent		9%	-1	-1	-1	-1
Very good		33%	-3	-1	-2	-2
Good		39%	+2	+1	+1	+1
Fair		15%	0	0	+1	+1
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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	44%	+16 ⬆	+16 ⬆	+12 ⬆	+15 ⬆
Very good	<div></div>	44%	-11 ⬇	-12 ⬇	-9 ⬇	-11 ⬇
Average	<div></div>	9%	-6 ⬇	-6 ⬇	-4	-5 ⬇
Below average	<div></div>	3%	+1	+1	+1	+1
Well below average	<div></div>	1%	+1	+1	+1	+1

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

Excellent	<div></div>	33%	+23 ⬆	+17 ⬆	+15 ⬆	+16 ⬆
Very good	<div></div>	47%	-3	-7 ⬇	-4	-8 ⬇
Average	<div></div>	13%	-19 ⬇	-11 ⬇	-11 ⬇	-10 ⬇
Below average	<div></div>	4%	-2	+1	0	+1
Well below average	<div></div>	2%	0	+1	0	0

## 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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	74 15 11	74%	-6 ↓	-6 ↓	-5 ↓	-7 ↓
My workgroup has the tools and resources we need to perform well	47 20 33	47%	-4	-14 ↓	-11 ↓	-11 ↓
The people in my workgroup use time and resources efficiently	73 16 12	73%	-4	-5 ↓	-5 ↓	-6 ↓
My workgroup can readily adapt to new priorities and tasks	82 11 7	82%	-4	-3	-3	-3
The people in my workgroup cooperate to get the job done	86 8	86%	-1	-3	-2	-4

## 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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM 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>	16%	+2	+7 ⬆	+6 ⬆	+7 ⬆
I want to leave my position within the next 12 months	<div></div>	30%	+6 ⬆	+7 ⬆	+5 ⬆	+6 ⬆
I want to stay working in my position for the next one to two years	<div></div>	27%	-9 ⬆	-10 ⬆	-9 ⬆	-12 ⬆
I want to stay working in my position for at least the next three years	<div></div>	26%	0	-4	-2	-2

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

I am planning to retire	<div></div>	4%	-5 ⬆	-2	0	0
I am pursuing another position within my agency	<div></div>	16%	-4	-24 ⬆	-4	-8 ⬆
I am pursuing a position in another agency	<div></div>	32%	-9 ⬆	+7 ⬆	-5 ⬆	-4
I am pursuing work outside the APS	<div></div>	14%	-3	+2	-2	-2
It is the end of my non-ongoing, casual or contracted employment	<div></div>	22%	+20 ⬆	+18 ⬆	+11 ⬆	+15 ⬆
Other	<div></div>	12%	+1	-1	+1	0

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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (5 highest responses):

I wish to pursue a promotion opportunity		16%	-	-	-	-
Senior leadership is of a poor quality		9%	-	-	-	-
I am looking to further my skills in another area		7%	-	-	-	-
I am not able to access the flexible working arrangements that I require		7%	-	-	-	-
I am expected to do more work than I reasonably can		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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM 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	<div></div>	11%	+1	+1	+3	+3
No	<div></div>	89%	-1	-1	-3	-3
Did this discrimination occur in your current agency?						
Yes	<div></div>	90%	-4	-2	+3	+1
No	<div></div>	10%	+4	+2	-3	-1
Basis for the discrimination that you experienced (3 highest responses):						
Age	<div></div>	35%	-	-	-	-
Gender	<div></div>	24%	-	-	-	-
Caring responsibilities	<div></div>	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 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM SMALLER OPERATIONAL AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes	<div></div>	14%	+1	+4	+5 ⬆	+6 ⬆
No	<div></div>	81%	+1	-4	-4	-5 ⬆
Not sure	<div></div>	5%	-2	0	-1	0

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	47%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	45%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	33%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	39%	+16 ⬆	+5 ⬆	+4	+6 ⬆
It was reported by someone else	<div></div>	7%	+1	0	+3	0
I did not report the behaviour	<div></div>	54%	-17 ⬆	-5 ⬆	-6 ⬆	-7 ⬆

### 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 SMALLER OPERATIONAL AGENCIES

VARIANCE FROM MEDIUM 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	<div></div>	3%	+1	0	0	+1
No	<div></div>	91%	-1	0	+1	0
Not sure	<div></div>	3%	0	0	0	0
Would prefer not to answer	<div></div>	2%	-1	0	-1	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	<div></div>	65%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	20%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit	<div></div>	20%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	30%	+10 ↑	+10 ↑	+12 ↑	+11 ↑
It was reported by someone else	<div></div>	15%	-5 ↓	-1	-1	+1
I did not report the behaviour	<div></div>	55%	-5 ↓	-9 ↓	-11 ↓	-12 ↓

## 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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
How do you describe your gender?						
Man or male	<div></div>	28%	-2	-9↓	-6↓	-9↓
Woman or female	<div></div>	68%	+3	+9↑	+6↑	+9↑
Non-binary	<div></div>	1%	0	0	0	0
I use a different term		0%	0	0	0	0
Prefer not to say	<div></div>	3%	-1	0	-1	-1
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes	<div></div>	3%	0	-1	0	+1
No	<div></div>	97%	0	+1	0	-1
Do you have an ongoing disability?						
Yes	<div></div>	10%	+3	0	+3	+2
No	<div></div>	90%	-3	0	-3	-2

## 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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	35%	-3	-6 ↓	-3	-5 ↓
No	<div></div>	65%	+3	+6 ↑	+3	+5 ↑
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	10%	+4	+3	+1	+2
No	<div></div>	90%	-4	-3	-1	-2
In which country were you born?						
Australia	<div></div>	84%	-2	+7 ↑	+7 ↑	+9 ↑
Other country	<div></div>	16%	+2	-7 ↓	-7 ↓	-9 ↓
Do you speak a language other than English at home?						
No, English only	<div></div>	87%	-1	+7 ↑	+7 ↑	+7 ↑
Yes, other	<div></div>	13%	+1	-7 ↓	-7 ↓	-7 ↓

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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.



$$\begin{array}{c} \begin{array}{|c|c|c|} \hline \text{Strongly agree} & \text{Agree} & \text{Neither} \\ \hline \end{array} \\ \div \\ \text{number of respondents who} \\ \text{answered the question} \\ = \\ \% \text{ POSITIVE} \end{array}$$

## 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	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.