



Highlights Report AHL



CONTENT	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and Change	6
Workplace Conditions	7
Inclusion	9
Enabling Innovation	10
Wellbeing Policies and Support	11
Wellbeing	12
Performance	14
Retention	16
Unacceptable Behaviour	18
Demographics	21
Time to Take Action	23
Guide to this Report	24

RESPONSES:
149 of 343

RESPONSE RATE:
43%

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		75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
SAY	Overall, I am satisfied with my job	71	17	11	71%	-8⬇️	-3	-1	-3
	I am proud to work in my agency	82	13		82%	-5⬇️	+7⬆️	+9⬆️	+4
	I would recommend my agency as a good place to work	60	28	12	60%	-9⬇️	-9⬇️	-3	-9⬇️
	I believe strongly in the purpose and objectives of my agency	85	12		85%	-7⬇️	+1	0	-3
STAY	I feel a strong personal attachment to my agency	70	22	8	70%	-5⬇️	+9⬆️	+12⬆️	+8⬆️
	I feel committed to my agency's goals	84	13		84%	-9⬇️	+1	+1	-1
STRIVE	I suggest ideas to improve our way of doing things	85	13		85%	+1	-2	-4	-4
	I am happy to go the 'extra mile' at work when required	92	8		92%	-3	+1	0	0
	I work beyond what is required in my job to help my agency achieve its objectives	86	13		86%	-11⬇️	+4	+2	+3
	My agency really inspires me to do my best work every day	58	28	15	58%	-10⬇️	0	+2	-1

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		69	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	72	19 9	72%	-11 ↓	-7 ↓	-5 ↓	-6 ↓
	My supervisor can deliver difficult advice whilst maintaining relationships	72	19 9	72%	-10 ↓	-7 ↓	-6 ↓	-7 ↓
	My supervisor invites a range of views, including those different to their own	70	18 12	70%	-5 ↓	-12 ↓	-10 ↓	-12 ↓
	My supervisor encourages my team to regularly review and improve our work	73	17 10	73%	-8 ↓	-8 ↓	-6 ↓	-7 ↓
	My supervisor is invested in my development	64	22 14	64%	-5 ↓	-12 ↓	-10 ↓	-11 ↓
	My supervisor ensures that my workgroup delivers on what we are responsible for	74	18 7	74%	-15 ↓	-13 ↓	-11 ↓	-12 ↓
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	67	23 10	67%	-13 ↓	-11 ↓	-8 ↓	-9 ↓
	My supervisor actively ensures that everyone can be included in workplace activities	70	20 10	70%	-	-14 ↓	-10 ↓	-13 ↓
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		65	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					+7 ↑	-4	-3	-5 ↓

SES Manager	My SES manager clearly articulates the direction and priorities for our area	65	21	13	65%	+18 ↑	-3	-1	-4
	My SES manager presents convincing arguments and persuades others towards an outcome	57	29	14	57%	+13 ↑	-5 ↓	-4	-8 ↓
	My SES manager promotes cooperation within and between agencies	58	29	13	58%	+10 ↑	-9 ↓	-7 ↓	-11 ↓
	My SES manager encourages innovation and creativity	62	24	15	62%	+13 ↑	-4	-3	-5 ↓
	My SES manager creates an environment that enables us to deliver our best	61	23	16	61%	+16 ↑	-3	-2	-4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	66	23	11	66%	+16 ↑	-7 ↓	-6 ↓	-10 ↓

Other similar questions

All SES	In my agency, the SES work as a team	60	22	18	60%	+11 ↑	+6 ↑	+5 ↑	+8 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	65	20	14	65%	+14 ↑	+2	+2	+3
	In my agency, communication between SES and other employees is effective	58	25	18	58%	+17 ↑	+4	+4	+6 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



COMMUNICATION AND CHANGE



COMMUNICATION

THE COMMUNICATION SCORE MEASURES COMMUNICATION AT THE INDIVIDUAL, GROUP AND AGENCY LEVEL.

CHANGE

EFFECTIVE COMMUNICATION IS AN IMPORTANT PART OF ANY CHANGE PROCESS. NOTE THESE QUESTIONS DO NOT CONTRIBUTE TO THE ABOVE INDEX SCORE.

YOUR COMMUNICATION INDEX SCORE		65		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
						+5 ↑	-3	-2	-3

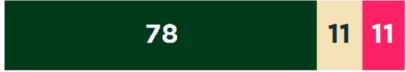




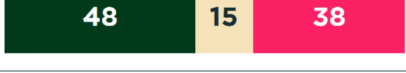



Communication	My supervisor communicates effectively		69		19	12	69%	-16 ↓	-12 ↓	-10 ↓	-12 ↓
	My SES manager communicates effectively		62		20	18	62%	+11 ↑	-8 ↓	-6 ↓	-9 ↓
	Internal communication within my agency is effective		59		23	17	59%	+10 ↑	+2	+3	+3

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup		66		20	14	66%	+4	-3	-1	-3
	Staff are consulted about change at work		59		30	11	59%	0	+9 ↑	+9 ↑	+10 ↑
	Change is managed well in my agency		49		26	25	49%	+5 ↑	+5 ↑	+9 ↑	+7 ↑

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		78%	-5 ↓	-1	-1	-4
I have a choice in deciding how I do my work		63%	+4	-1	-4	-9 ↓
Where appropriate, I am able to take part in decisions that affect my job		70%	+2	0	0	-3
I am clear what my duties and responsibilities are		87%	-3	+7 ↑	+7 ↑	+6 ↑
I am satisfied with the recognition I receive for doing a good job		62%	+1	-5 ↓	-3	-6 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		48%	-3	-13 ↓	-12 ↓	-12 ↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		67%	-1	-9 ↓	-9 ↓	-11 ↓
I am satisfied with the stability and security of my job		73%	+4	-7 ↓	0	-5 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		72%	+10 ↑	-6 ↓	-8 ↓	-10 ↓

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		69%	+2	+7	+9	+10
I understand how my role contributes to achieving an outcome for the Australian public		95%	+5	+3	+3	+3
I believe strongly in the purpose and objectives of the APS		80%	-3	-5	-4	-5

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
--	----------------	---	--------------------	---------------------------	--	-------------------------------------

What best describes your current workload?

Well above capacity - too much work		33%	+1	+10	+4	+5
Slightly above capacity - lots of work to do		32%	+3	-8	-8	-8
At capacity - about the right amount of work to do		29%	-3	0	+6	+4
Slightly below capacity - available for more work		4%	-2	-2	-2	-2
Well below capacity - not enough work		1%	+1	0	+1	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR












AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 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		66%	-14 ⬇️	-12 ⬇️	-10 ⬇️	-11 ⬇️
My supervisor actively ensures that everyone can be included in workplace activities		70%	-	-14 ⬇️	-10 ⬇️	-13 ⬇️
I receive the respect I deserve from my colleagues at work		74%	-6 ⬇️	-8 ⬇️	-7 ⬇️	-7 ⬇️

	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		10%	-3	-5 ⬇️	-2	-3
Flexible hours of work		10%	-11 ⬇️	-16 ⬇️	-16 ⬇️	-18 ⬇️
Compressed work week		6%	-3	+3	+3	+3
Job sharing		2%	-3	+2	+2	+2
Working away from the office/working from home		22%	+16 ⬆️	-33 ⬇️	-41 ⬇️	-44 ⬇️
None of the above		56%	-6 ⬇️	+29 ⬆️	+33 ⬆️	+36 ⬆️

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.

YOUR ENABLING INNOVATION INDEX SCORE		64	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	74	23	74%	-18 ↓	-7 ↓	-8 ↓	-10 ↓
	My immediate supervisor encourages me to come up with new or better ways of doing things	57	33	57%	-25 ↓	-17 ↓	-16 ↓	-17 ↓
	People are recognised for coming up with new and innovative ways of working	48	37	48%	-8 ↓	-12 ↓	-9 ↓	-10 ↓
	My agency inspires me to come up with new or better ways of doing things	48	40	48%	-7 ↓	-4	-6 ↓	-5 ↓
	My agency recognises and supports the notion that failure is a part of innovation	34	53	34%	-13 ↓	-5 ↓	-5 ↓	-4

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		67	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
					+2	-2	-2	-2	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	58	32	10	58%	-4	-6 ↓	-6 ↓	-6 ↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	55	30	16	55%	-6 ↓	-9 ↓	-8 ↓	-10 ↓
	My agency does a good job of promoting health and wellbeing	61	24	16	61%	+4	-3	-2	-3
	I think my agency cares about my health and wellbeing	55	28	16	55%	-3	-6 ↓	-9 ↓	-10 ↓
	I believe my immediate supervisor cares about my health and wellbeing	72	19	9	72%	-7 ↓	-13 ↓	-11 ↓	-14 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR




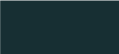









AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR
















Positive Neutral Negative



WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
How often do you find your work stressful?						
Always		10%	+1	+5 	+4	+5 
Often		30%	-3	+4	+2	+4
Sometimes		40%	+6 	-10 	-9 	-10 
Rarely		16%	-2	-2	-1	-2
Never		5%	-2	+3	+3	+3

To what extent is your work emotionally demanding?

To a very large extent		21%	+9 	+14 	+12 	+13 
To a large extent		22%	-5 	+1	+1	+2
Somewhat		33%	-1	-6 	-4	-5 
To a small extent		17%	-1	-7 	-8 	-8 
To a very small extent		8%	-3	-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
I feel burned out by my work						
Strongly agree		10%	+2	+2	+1	+2
Agree		24%	-7 ↓	0	-1	0
Neither agree nor disagree		39%	+17 ↑	+7 ↑	+7 ↑	+9 ↑
Disagree		21%	-7 ↓	-9 ↓	-6 ↓	-9 ↓
Strongly disagree		6%	-5 ↓	-1	-1	-1
In general, would you say that your health is:						
Excellent		21%	+3	+11 ↑	+11 ↑	+11 ↑
Very good		27%	-14 ↓	-8 ↓	-9 ↓	-9 ↓
Good		39%	+14 ↑	+1	+1	+1
Fair		13%	+1	-2	-1	-1
Poor		1%	-4	-2	-2	-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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	--------------------	---------------------------	--	-------------------------------------

In the last month, please rate your workgroup's overall performance

Excellent		34%	+1	+6 	+2	+5 
Very good		46%	+4	-9 	-7 	-9 
Average		18%	-5 	+3	+5 	+4
Below average		2%	0	0	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		18%	-1	+2	0	+1
Very good		44%	0	-10 	-7 	-11 
Average		31%	+1	+8 	+7 	+9 
Below average		5%	+1	+2	+1	+2
Well below average		1%	0	-1	-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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	74	17	9	74%	-4	-6 ↓	-5 ↓	-7 ↓
My workgroup has the tools and resources we need to perform well	56	22	21	56%	-4	-5 ↓	-1	-2
The people in my workgroup use time and resources efficiently	74	13	12	74%	+3	-3	-3	-4
My workgroup can readily adapt to new priorities and tasks	80	13	7	80%	+2	-5 ↓	-4	-5 ↓
The people in my workgroup cooperate to get the job done	76	13	11	76%	-2	-13 ↓	-12 ↓	-14 ↓

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
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		6%	-2	-3	-4	-3
I want to leave my position within the next 12 months		16%	+7	-8	-10	-8
I want to stay working in my position for the next one to two years		22%	-3	-15	-15	-17
I want to stay working in my position for at least the next three years		57%	-2	+26	+28	+28
What best describes your plans involved with leaving your current position?						
I am planning to retire		11%	0	+5	+7	+7
I am pursuing another position within my agency		14%	-13	-26	-6	-10
I am pursuing a position in another agency		50%	+22	+25	+13	+13
I am pursuing work outside the APS		14%	-2	+2	-2	-2
It is the end of my non-ongoing, casual or contracted employment		0%	-11	-4	-11	-7
Other		11%	+5	-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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I can receive a higher salary elsewhere	24%	-	-	-	-
There is a lack of future career opportunities in my agency	14%	-	-	-	-
I am expected to do more work than I reasonably can	14%	-	-	-	-
I want to live elsewhere within Australia or overseas	10%	-	-	-	-
I wish to pursue a promotion opportunity	10%	-	-	-	-

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		22%	+3	+12	+14	+14
No		78%	-3	-12	-14	-14
Did this discrimination occur in your current agency?						
Yes		90%	+3	-1	+3	+2
No		10%	-3	+1	-3	-2
Basis for the discrimination that you experienced (3 highest responses):						
Race		55%	-	-	-	-
Other		21%	-	-	-	-
Gender		17%	-	-	-	-

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		22%	-5 ↓	+13 ↑	+13 ↑	+14 ↑
No		65%	-2	-20 ↓	-20 ↓	-21 ↓
Not sure		13%	+7 ↑	+8 ↑	+7 ↑	+8 ↑

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		61%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		36%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		21%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		52%	-19 ↓	+18 ↑	+17 ↑	+19 ↑
It was reported by someone else		7%	+4	0	+2	0
I did not report the behaviour		41%	+16 ↑	-18 ↓	-19 ↓	-19 ↓

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		10%	-3	+7	+6	+7
No		79%	+6	-12	-12	-13
Not sure		8%	-1	+4	+4	+4
Would prefer not to answer		4%	-1	+1	+1	+2
Types of corrupt behaviours witnessed (3 highest responses):						
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		46%	-	-	-	-
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		31%	-	-	-	-
Fraud, forgery or embezzlement		31%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		17%	-30	-3	-1	-2
It was reported by someone else		42%	+28	+26	+26	+28
I did not report the behaviour		42%	+2	-23	-25	-26
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		40%	-2	+3	+6	+3
Woman or female		57%	+3	-2	-5	-1
Non-binary		1%	+1	0	0	0
I use a different term		0%	0	0	0	0
Prefer not to say		2%	-2	-1	-2	-2
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes		39%	+1	+36	+36	+37
No		61%	-1	-36	-36	-37
Do you have an ongoing disability?						
Yes		7%	-1	-2	0	-1
No		93%	+1	+2	0	+1

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		27%	-1	-14 ↓	-11 ↓	-13 ↓
No		73%	+1	+14 ↑	+11 ↑	+13 ↑
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?						
Yes		5%	-2	-3	-4	-4
No		95%	+2	+3	+4	+4
In which country were you born?						
Australia		74%	-3	-3	-3	-2
Other country		26%	+3	+3	+3	+2
Do you speak a language other than English at home?						
No, English only		69%	-5 ↓	-11 ↓	-12 ↓	-11 ↓
Yes, other		31%	+5 ↑	+11 ↑	+12 ↑	+11 ↑

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?


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.

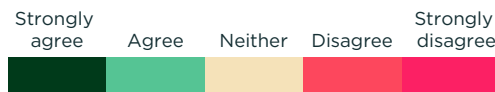
PRIORITISE 3 AREAS TO TAKE FORWARD

	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") 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	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.