

Highlights Report AHL



Content	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and change	6
Enabling Innovation	7
Wellbeing Policies and Support	8
Wellbeing	9
Flexible work	11
Working in the APS	12
Performance	14
Retention	15
Unacceptable behaviour	17
Demographics	20
Agency position	21
Suggested questions to focus on	23
Agency specific questions	24
Time to take action	26
Guide to this report	27

Responses:

194 of 347

Response Rate:

56%

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		77	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies	
Say	Overall, I am satisfied with my job	73	20	7	73%	-5 ↓	-2	-2	-3
	I am proud to work in my agency	83	12		83%	-3	+5 ↑	+5 ↑	+2
	I would recommend my agency as a good place to work	62	25	14	62%	-3	-9 ↓	-8 ↓	-10 ↓
	I believe strongly in the purpose and objectives of my agency	88	11		88%	-1	+2	0	-1
Stay	I feel a strong personal attachment to my agency	72	22		72%	-6 ↓	+9 ↑	+9 ↑	+7 ↑
	I feel committed to my agency's goals	91	9		91%	+4	+5 ↑	+4	+3
Strive	I suggest ideas to improve our way of doing things	85	12		85%	+1	-2	-4	-4
	I am happy to go the 'extra mile' at work when required	89	8		89%	-4	-2	-3	-3
	I work beyond what is required in my job to help my agency achieve its objectives	91	7		91%	-1	+10 ↑	+8 ↑	+10 ↑
	My agency really inspires me to do my best work every day	66	21	13	66%	-3	+6 ↑	+5 ↑	+3

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 Index assesses how employees view the leadership behaviours of their immediate supervisor in line with the APS Leadership Capability Framework.

Your Immediate Supervisor Index score		72	Response scale		% Positive	Variance from 2023	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	77	13	10	77%	+4	-3	-3	-2	
	My supervisor can deliver difficult advice whilst maintaining relationships	75	13	11	75%	+3	-4	-3	-4	
	My supervisor invites a range of views, including those different to their own	71	18	11	71%	-7↓	-11↓	-10↓	-11↓	
	My supervisor encourages my team to regularly review and improve our work	76	15	10	76%	-1	-7↓	-6↓	-6↓	
	My supervisor is invested in my development	71	13	16	71%	0	-7↓	-5↓	-7↓	
	My supervisor ensures that my workgroup delivers on what we are responsible for	77	17		77%	-1	-11↓	-11↓	-11↓	
Other similar questions										
	My supervisor provides me with helpful feedback to improve my performance	76	12	13	76%	+2	-3	-2	-2	
	My immediate supervisor encourages me	69	17	14	69%	-5↓	-8↓	-7↓	-9↓	
	My supervisor actively ensures that everyone can be included in workplace activities	75	15	10	75%	0	-9↓	-7↓	-8↓	
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	74	14	12	74%	-	-7↓	-6↓	-7↓	
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 Index 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 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
					-2	-2	-2	-3

SES Manager	My SES manager clearly articulates the direction and priorities for our area	66	20	14	66%	0	-3	-3	-4
	My SES manager presents convincing arguments and persuades others towards an outcome	62	26	12	62%	-7↓	-1	-1	-3
	My SES manager promotes cooperation within and between agencies	63	28	8	63%	-2	-5↓	-3	-6↓
	My SES manager encourages innovation and creativity	62	24	14	62%	-9↓	-4	-3	-5↓
	My SES manager creates an environment that enables us to deliver our best	65	19	15	65%	-6↓	0	0	-1
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	69	22	9	69%	-1	-5↓	-6↓	-8↓

Other similar questions

In my agency, the SES work as a team	61	29	10	61%	-4	+5↑	+4	+7↑
In my agency, the SES clearly articulate the direction and priorities for our agency	66	26	8	66%	-5↓	+1	0	+2
My SES manager routinely promotes the use of data and evidence to deliver outcomes	64	25	11	64%	-4	-3	-5↓	-5↓

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 Index 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		67	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
					0	-2	-2	-2

Communication	My supervisor communicates effectively	76	13	11	76%	+3	-5 ⬇️	-4	-4
	My SES manager communicates effectively	66	19	15	66%	-3	-4	-3	-4
	Internal communication within my agency is effective	56	24	20	56%	-7 ⬇️	-2	-1	0

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	70	12	18	70%	+5 ⬆️	+2	+1	+2
	Staff are consulted about change at work	58	25	17	58%	-6 ⬇️	+7 ⬆️	+7 ⬆️	+6 ⬆️
	Change is managed well in my agency	54	21	24	54%	+5 ⬆️	+11 ⬆️	+10 ⬆️	+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 Index 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		65		Response scale	% Positive	Variance from 2023	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	81	14		81%	+2	+2	+2	-1
	My immediate supervisor encourages me to come up with new or better ways of doing things	66	22	12	66%	-4	-7↓	-7↓	-9↓
	People are recognised for coming up with new and innovative ways of working	52	30	18	52%	-5↓	-6↓	-3	-6↓
	My agency inspires me to come up with new or better ways of doing things	54	30	16	54%	-6↓	+4	+3	+2
	My agency recognises and supports the notion that failure is a part of innovation	43	37	19	43%	+4	+2	+3	+3

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 Index 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 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
					-4	-3	-4	-4

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing		58	29	13	58%	-6 ↓	-10 ↓	-10 ↓	-10 ↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing		55	28	17	55%	-9 ↓	-11 ↓	-12 ↓	-13 ↓
	My agency does a good job of promoting health and wellbeing		56	26	18	56%	-6 ↓	-11 ↓	-10 ↓	-11 ↓
	I think my agency cares about my health and wellbeing		58	24	18	58%	-14 ↓	-7 ↓	-9 ↓	-10 ↓
	I believe my immediate supervisor cares about my health and wellbeing		73	16	11	73%	-2	-13 ↓	-13 ↓	-14 ↓

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor		63	21	16	63%	-	-11 ↓	-10 ↓	-11 ↓
	The people in my workgroup are able to bring up problems and tough issues		75	12	13	75%	-	-5 ↓	-7 ↓	-6 ↓
	I receive the respect I deserve from my colleagues at work		69	21	10	69%	-4	-12 ↓	-12 ↓	-12 ↓
	My agency supports and actively promotes an inclusive workplace culture		73	18	10	73%	-2	-8 ↓	-7 ↓	-6 ↓

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 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
In general, would you say that your health is:						
Excellent		20%	+5	+9	+8	+8
Very good		30%	+1	-4	-6	-6
Good		34%	-8	-3	-3	-3
Fair		13%	+1	0	+1	+1
Poor		2%	+1	-1	-1	-1
What best describes your current workload?						
Well above capacity - too much work		31%	-5	+8	+5	+7
Slightly above capacity - lots of work to do		34%	-5	-6	-4	-6
At capacity - about the right amount of work to do		32%	+8	+1	+3	+3
Slightly below capacity - available for more work		3%	+2	-3	-4	-3
Well below capacity - not enough work		1%	+1	-1	0	-1

Key


















At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
How often do you find your work stressful?						
Always		8%	-1	+3	+3	+3
Often		24%	-6 ↓	-1	-1	0
Sometimes		41%	-6 ↓	-9 ↓	-10 ↓	-10 ↓
Rarely		20%	+8 ↑	+1	+2	0
Never		8%	+5 ↑	+6 ↑	+6 ↑	+6 ↑
To what extent is your work emotionally demanding?						
To a very large extent		14%	0	+7 ↑	+6 ↑	+7 ↑
To a large extent		29%	+5 ↑	+9 ↑	+9 ↑	+10 ↑
Somewhat		31%	-9 ↓	-7 ↓	-7 ↓	-7 ↓
To a small extent		16%	+3	-8 ↓	-8 ↓	-10 ↓
To a very small extent		10%	+1	0	0	-1
I feel burned out by my work						
Strongly agree		11%	+3	+3	+2	+3
Agree		27%	-4	+4	+4	+5 ↑
Neither agree nor disagree		28%	-8 ↓	-4	-3	-2
Disagree		22%	+3	-8 ↓	-8 ↓	-10 ↓
Strongly disagree		13%	+7 ↑	+5 ↑	+5 ↑	+4

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	68 18 15	68%	-4	-15 ↓	-15 ↓	-18 ↓
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		12%	+2	0	+2	+1
Flexible hours of work		18%	+3	-8 ↓	-7 ↓	-10 ↓
Compressed work week		5%	0	+1	+1	+1
Job sharing		5%	+4	+5 ↑	+5 ↑	+5 ↑
Working away from the office/working from home		24%	+1	-37 ↓	-43 ↓	-44 ↓
None of the above		48%	-3	+24 ↑	+27 ↑	+29 ↑
Working away from the office						
None of the time		76%	-	+37 ↑	+43 ↑	+44 ↑
All of the time		2%	-	-4	-7 ↓	-6 ↓
Some of the time as a regular arrangement		17%	-	-30 ↓	-30 ↓	-32 ↓
Only on an irregular basis		4%	-	-4	-6 ↓	-6 ↓
Did not disclose their arrangement		1%	-	0	0	0

The working away from the office responses present how often employees worked away from the office/worked from home during a usual working week. It includes the responses for all employees, not just those who indicated they accessed working from home as a flexible working arrangement.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
I am supported to use my expertise to provide frank and fearless advice	68	20	11	68%	-	+3	+4	+3
The people in my workgroup demonstrate stewardship	71	21	8	71%	-	-6⬇️	-7⬇️	-8⬇️
The culture in my agency supports people to act with integrity	66	22	12	66%	-	-11⬇️	-11⬇️	-11⬇️
I believe strongly in the purpose and objectives of the APS	86	14		86%	-4	-1	-1	-1
I feel a strong personal attachment to the APS	70	23	7	70%	-1	+6⬆️	+7⬆️	+9⬆️
My workgroup considers the people and businesses affected by what we do	79	15		79%	-	-6⬇️	-8⬇️	-8⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
I am satisfied with the recognition I receive for doing a good job	66	15	19	66%	+3	-2	0	-3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	57	19	24	57%	+10⬆	-6⬇	-4	-7⬇
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	73	18	9	73%	+7⬆	-9⬇	-6⬇	-10⬇
I am satisfied with the stability and security of my job	70	17	14	70%	-8⬇	-15⬇	-7⬇	-12⬇

Clarity and autonomy

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	90	8		90%	+2	-3	-3	-3
I am clear what my duties and responsibilities are	81	14		81%	-1	+1	+2	+3
I have a choice in deciding how I do my work	59	24	17	59%	-12⬇	-7⬇	-10⬇	-14⬇
Where appropriate, I am able to take part in decisions that affect my job	71	21	8	71%	+1	-1	0	-3

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from 2023	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		29%	-5	+1	0	0
Very good		50%	0	-5	-5	-5
Average		15%	0	0	+2	+2
Below average		5%	+3	+3	+3	+3
Well below average		1%	+1	0	0	0

	Response scale	% Positive	Variance from 2023	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		71%	+1	-7	-9	-9
My workgroup has the tools and resources we need to perform well		59%	+6	0	+2	+3
The people in my workgroup use time and resources efficiently		71%	+4	-5	-4	-6
My job gives me opportunities to utilise my skills		78%	-3	-2	-2	-4
In the last 12 months, the formal learning I have accessed has improved my performance		52%	-	-6	-3	-5

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 2023	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		7%	+2	-2	-2	-1
I want to leave my position within the next 12 months		14%	+6	-9	-9	-9
I want to stay working in my position for the next one to two years		27%	-3	-11	-12	-14
I want to stay working in my position for at least the next three years		53%	-5	+22	+23	+24
What best describes your plans involved with leaving your current position?						
I am planning to retire		8%	0	+3	+5	+4
I am pursuing another position within my agency		13%	-18	-30	-17	-17
I am pursuing a position in another agency		29%	-10	+2	-4	-7
I am pursuing work outside the APS		13%	+13	+4	+2	+2
It is the end of my non-ongoing, casual or contracted employment		16%	+16	+13	+9	+11
Other		21%	-2	+8	+6	+7

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 2023	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):						
Senior leadership is of a poor quality		20%	-	-	-	-
My immediate supervisor's leadership is of a poor quality		20%	-	-	-	-
I have experienced unacceptable behaviours (such as bullying or harassment)		15%	-	-	-	-
I am expected to do more work than I reasonably can		10%	-	-	-	-
There are a lack of future career opportunities in my agency		5%	-	-	-	-

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 2023	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		24%	-2	+14	+14	+15
No		76%	+2	-14	-14	-15
Did this discrimination occur in your current agency?						
Yes		92%	0	0	0	0
No		8%	0	0	0	0
Basis for the discrimination that you experienced (3 highest responses):						
Race		44%	-	-	-	-
Other		37%	-	-	-	-
Gender		24%	-	-	-	-

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 2023	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		21%	-1	+11	+11	+11
No		69%	0	-15	-15	-16
Not sure		10%	+1	+4	+4	+4
Types of harassment or bullying experienced (3 highest responses):						
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		63%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		42%	-	-	-	-
Deliberate exclusion from work-related activities		26%	-	-	-	-
Did you report the harassment or bullying?						
I reported the behaviour in accordance with my agency's policies and procedures		61%	+7	+25	+20	+24
It was reported by someone else		11%	+2	+4	+2	+3
I did not report the behaviour		28%	-9	-29	-22	-27

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 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
<p>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?</p>						
Yes		10%	-2	+7	+7	+7
No		74%	+1	-17	-16	-17
Not sure		8%	-2	+4	+3	+4
Would prefer not to answer		8%	+3	+6	+5	+6

Types of corrupt behaviours witnessed (3 highest responses):

Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		58%	-	-	-	-
Neotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		47%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		37%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures		39%	+3	+18	+22	+24
It was reported by someone else		11%	+2	-5	-6	-6
I did not report the behaviour		50%	-5	-13	-16	-18

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	39%
Woman or female	56%
Non-binary	0%
I use a different term	0%
Prefer not to say	5%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	39%
No	61%

Do you have an ongoing disability?	Responses
Yes	4%
No	96%

Do you have carer responsibilities?	Responses
Yes	36%
No	64%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	5%
No	95%

Do you identify as culturally and linguistically diverse?	Responses
Yes	51%
No	49%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	43%
Australian Aboriginal and/or Torres Strait Islander	36%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	5%
Anglo-European	5%
North-West European (excluding Anglo-European)	1%
Southern and Eastern European	1%
South-East Asian	11%
North-East Asian	2%
Southern and Central Asian	3%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	3%
Sub-Saharan African	4%

Do you consider yourself to be neurodivergent?	Responses
Yes	5%
No	64%
Maybe	4%
I am unsure what neurodivergent means	27%

Agency position



Agency position

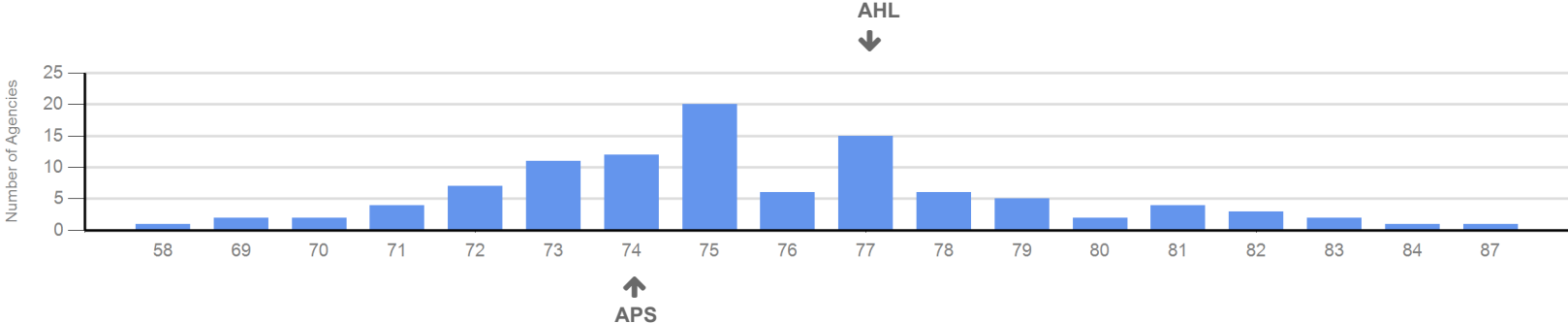
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the 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.

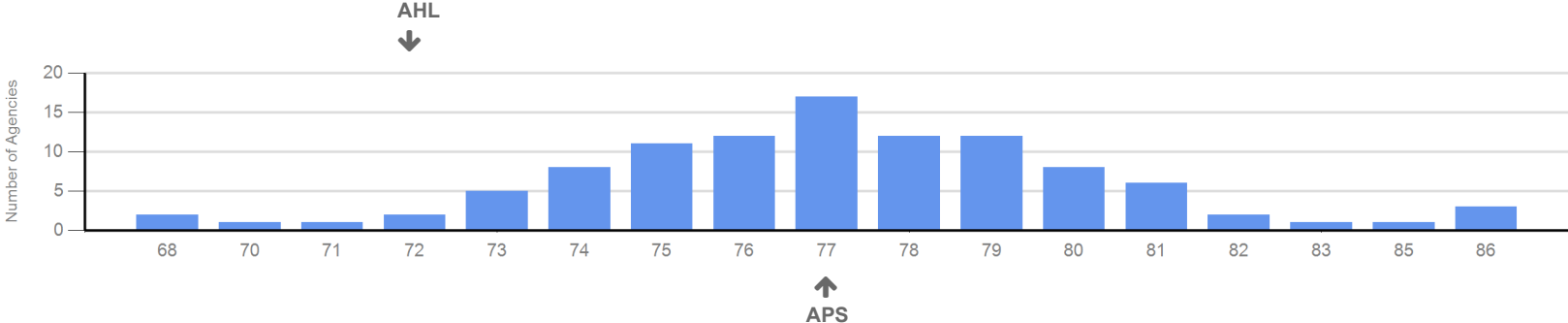
Employee Engagement Index

Ranking : 35th of 104



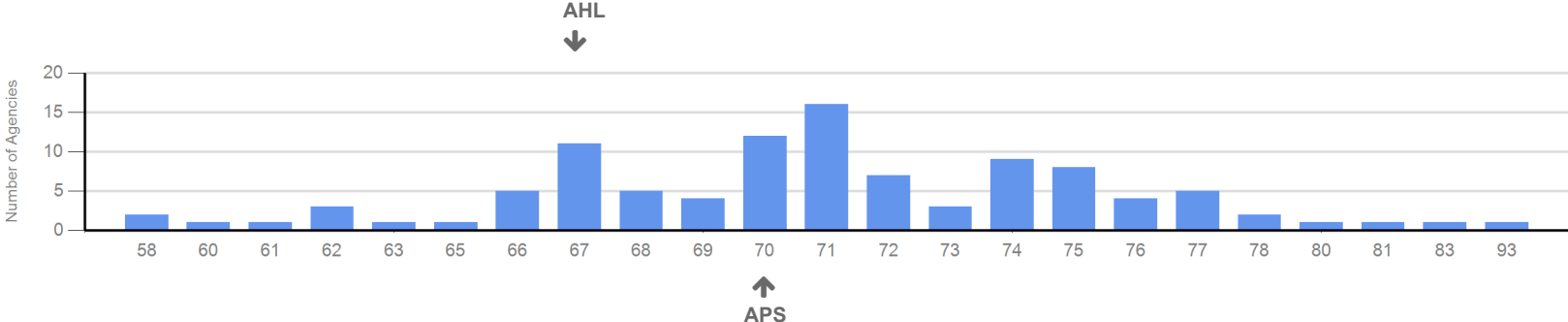
Leadership – Immediate Supervisor Index

Ranking : 100th of 104



Leadership – SES Manager Index

Ranking : 82nd of 104



Agency position



Agency position

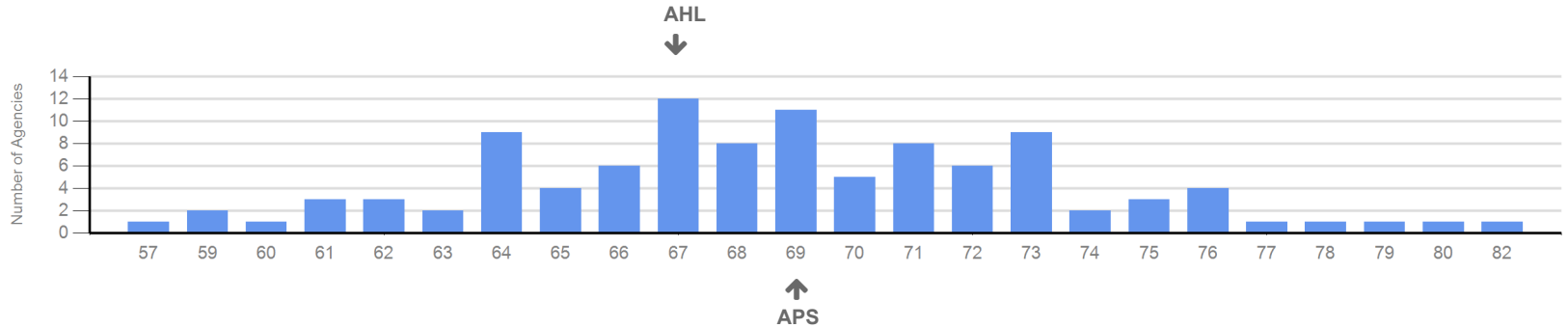
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the 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.

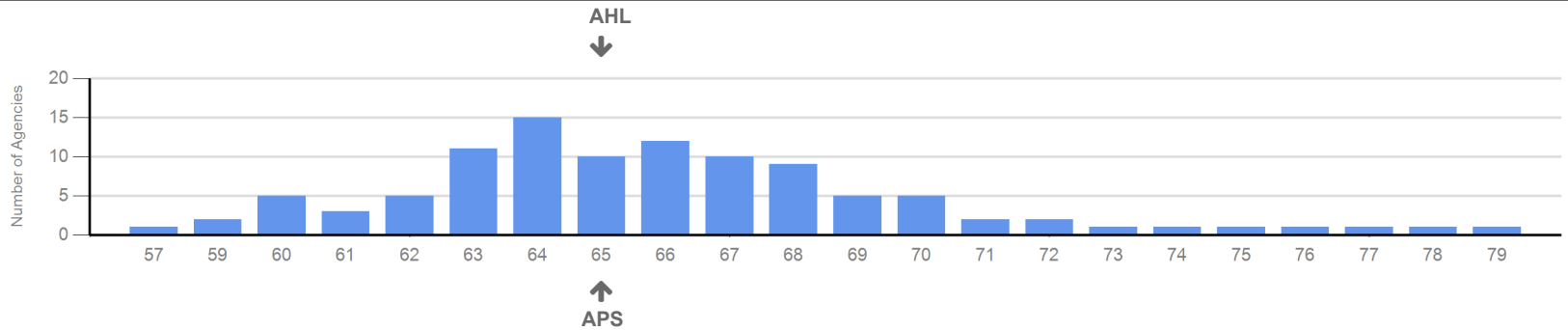
Communication Index

Ranking : 70th of 104



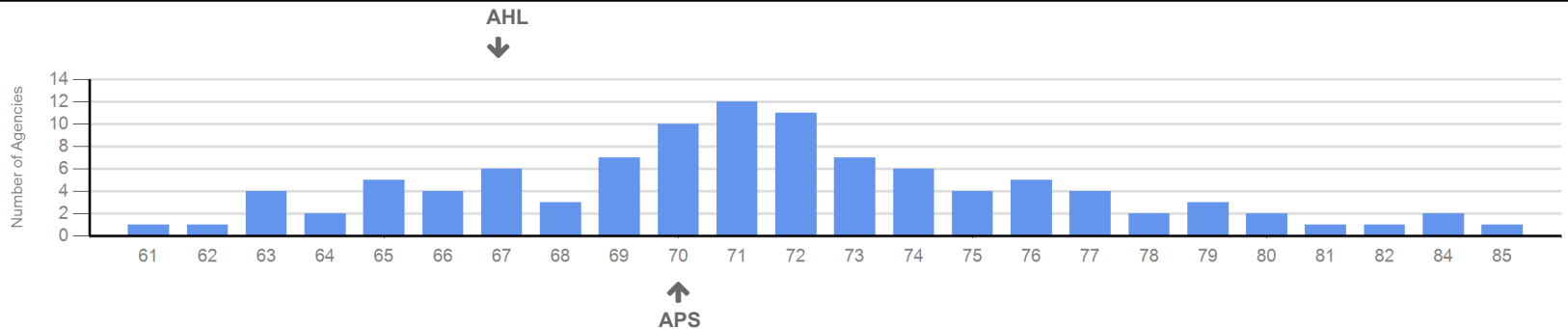
Enabling Innovation Index

Ranking : 53rd of 104



Wellbeing Policies and Support Index

Ranking : 87th of 104



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 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
.1 I am supported to use my expertise to provide frank and fearless advice			68%	-	+3	+4	+3
.2 In my agency, the SES clearly articulate the direction and priorities for our agency			66%	-5	+1	0	+2
.3 My SES manager creates an environment that enables us to deliver our best			65%	-6	0	0	-1
.4 My SES manager encourages innovation and creativity			62%	-9	-4	-3	-5
.5 My agency supports and actively promotes an inclusive workplace culture			73%	-2	-8	-7	-6
.6 My agency inspires me to come up with new or better ways of doing things			54%	-6	+4	+3	+2

AHL specific questions

	Response scale			% Positive	Variance from 2023
How satisfied are you with the responsiveness and quality of AHL's Facilities Team services?	74	18	7	74%	-
How satisfied are you with the timeliness and quality of AHL's Finance Team services?	81	17		81%	-
How satisfied are you with the responsiveness and quality of AHL's Information and Communication Technology (ICT) Team services?	73	20	7	73%	-
I am satisfied with the responsiveness and quality of AHL's Human Resources Team	48	27	25	48%	-
I am well informed about the services Human Resources provide	51	30	18	51%	-
The performance management process and resources meet my own needs	52	33	15	52%	-
I was well informed when voting for AHL's proposed Enterprise Agreement	90		10	90%	-
I am aware of AHL's Conflict of Interest Policy and Guidelines	88		11	88%	-
I report any conflict to my supervisor or Human Resources Director	64	15	21	64%	-
I am aware of AHL's Fraud Policy and reporting arrangements	85		11	85%	-

Key

 At least 5 percentage points greater than comparator
  At least 5 percentage points less than comparator
 Positive Neutral Negative




AHL specific questions


	Response scale	% Positive	Variance from 2023
I report any fraudulent activity that I have witnessed		69%	-

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.

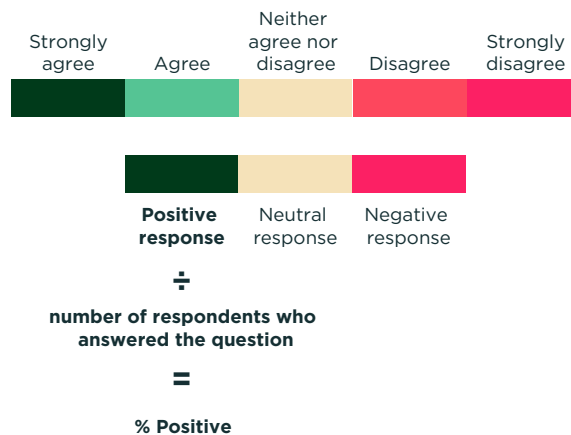
Prioritise 3 areas to take forward

	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 agree nor disagree	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

Comparisons to other similarly sized agencies are used through this report. To see how agencies are categorised visit:

<https://www.apsc.gov.au/aps-agencies-size-and-function>

Comparisons to 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.

