



Highlights Report DAFF



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RESPONSES:
3,948 of 6,286
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 $-/+$ 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		72			RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SAY	Overall, I am satisfied with my job	73	15	11	73%	0	+2	-3	
	I am proud to work in my agency	75	19		75%	-1	+2	-5 ↓	
	I would recommend my agency as a good place to work	68	20	12	68%	0	+3	-6 ↓	
STAY	I believe strongly in the purpose and objectives of my agency	84		14	84%	-1	+1	-3	
	I feel a strong personal attachment to my agency	59	27	14	59%	-1	-1	-3	
STRIVE	I feel committed to my agency's goals	83		14	83%	-1	0	-2	
	I suggest ideas to improve our way of doing things	87		11	87%	+1	+3	-2	
	I am happy to go the 'extra mile' at work when required	89		7	89%	-1	+1	-3	
	I work beyond what is required in my job to help my agency achieve its objectives	79		17	79%	-1	0	-2	
	My agency really inspires me to do my best work every day	53	32	15	53%	-4	-2	-7 ↓	

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		75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	77	15 8	77%	-2	-1	-3
	My supervisor can deliver difficult advice whilst maintaining relationships	79	14 7	79%	0	+1	-1
	My supervisor invites a range of views, including those different to their own	81	12 8	81%	-1	0	-3
	My supervisor encourages my team to regularly review and improve our work	79	15	79%	-2	-2	-3
	My supervisor is invested in my development	73	18 9	73%	-3	-2	-5 ↓
	My supervisor ensures that my workgroup delivers on what we are responsible for	87	9	87%	0	+1	-2
Other similar questions							
	My supervisor provides me with helpful feedback to improve my performance	75	15 9	75%	-2	-2	-2
	My immediate supervisor encourages me	74	18 9	74%	-2	-1	-4

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		69			RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	66	23	10	66%	-2	0	-6 ↓	
	My SES manager presents convincing arguments and persuades others towards an outcome	62	29	8	62%	+1	+5 ↑	-5 ↓	
	My SES manager promotes cooperation within and between agencies	68	27		68%	+1	+5 ↑	-5 ↓	
	My SES manager encourages innovation and creativity	63	28	9	63%	-2	0	-6 ↓	
	My SES manager creates an environment that enables us to deliver our best	63	25	11	63%	0	+3	-5 ↓	
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	73	21		73%	0	+4	-5 ↓	
Other similar questions									
	In my agency, the SES work as a team	50	33	16	50%	-3	0	-7 ↓	
	In my agency, the SES clearly articulate the direction and priorities for our agency	62	25	14	62%	-1	+1	-5 ↓	
	In my agency, communication between SES and other employees is effective	54	27	19	54%	0	+3	-4	
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	65	28	7	65%	0	+2	-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 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	68	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				0	+1	-2

Communication	My supervisor communicates effectively	80	12	8	80%	0	0	-1
	My SES manager communicates effectively	69	20	10	69%	+1	+3	-4
	Internal communication within my agency is effective	55	25	20	55%	-2	0	-4

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	67	17	15	67%	0	+1	-1
	Staff are consulted about change at work	51	34	15	51%	+2	+3	0
	Change is managed well in my agency	39	32	29	39%	-4	-4	-5 ↓

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative
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WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills	77 13 10	77%	-2	+1	-4
I have a choice in deciding how I do my work	69 21 9	69%	+5 ⬆	+10 ⬆	-2
Where appropriate, I am able to take part in decisions that affect my job	71 16 13	71%	+2	+5 ⬆	-3
I am clear what my duties and responsibilities are	81 15	81%	+2	+1	+2
I am satisfied with the recognition I receive for doing a good job	67 19 14	67%	+1	+4	-4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	56 18 26	56%	+4	+11 ⬆	-6 ⬇
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	74 14 12	74%	0	+3	-6 ⬇
I am satisfied with the stability and security of my job	79 11 10	79%	-3	-2	-4
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	80 10 10	80%	+1	+5 ⬆	-4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px;"> 58 30 12 </div>	58%	-4	-4	-4
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px;"> 93 0 0 </div>	93%	+1	+1	0
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px;"> 83 15 0 </div>	83%	-2	-1	-3

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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What best describes your current workload?

Well above capacity - too much work	<div style="width: 25%; height: 20px; background-color: #004d00;"></div>	25%	+2	+2	+2
Slightly above capacity - lots of work to do	<div style="width: 38%; height: 20px; background-color: #004d00;"></div>	38%	-2	-2	-2
At capacity - about the right amount of work to do	<div style="width: 29%; height: 20px; background-color: #004d00;"></div>	29%	0	-1	0
Slightly below capacity - available for more work	<div style="width: 6%; height: 20px; background-color: #004d00;"></div>	6%	0	+1	0
Well below capacity - not enough work	<div style="width: 1%; height: 20px; background-color: #004d00;"></div>	1%	0	0	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 APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		80%	0	+1	-3
My supervisor actively ensures that everyone can be included in workplace activities		82%	-1	-1	-2
I receive the respect I deserve from my colleagues at work		80%	-1	0	-3

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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Do you currently access any of the following flexible working arrangements? [Multiple Response]

Part time		13%	-1	0	0
Flexible hours of work		23%	-5⬇️	-6⬇️	-3
Compressed work week		5%	+1	+2	+1
Job sharing		0%	0	0	0
Working away from the office/working from home		63%	+6⬆️	+12⬆️	-3
None of the above		23%	-2	-5⬇️	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

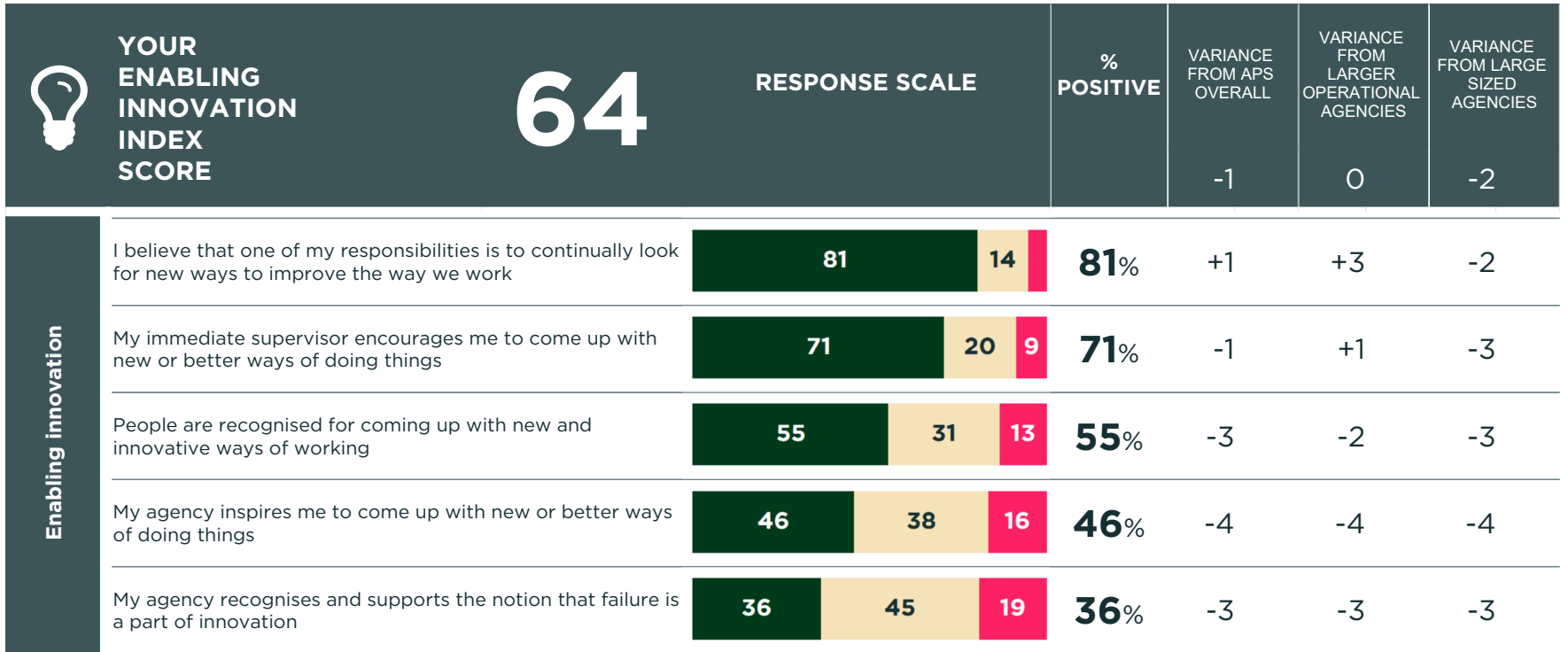


ENABLING INNOVATION



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		67	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	60	26	14	60%	-3	-2	-5 ↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	59	25	16	59%	-3	-3	-5 ↓
	My agency does a good job of promoting health and wellbeing	60	26	14	60%	-3	-3	-4
	I think my agency cares about my health and wellbeing	59	25	16	59%	-2	+1	-6 ↓
	I believe my immediate supervisor cares about my health and wellbeing	86	9		86%	0	+2	-2

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 APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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How often do you find your work stressful?

Always		4%	-1	-2	0
Often		24%	-2	-2	-2
Sometimes		51%	+2	+2	+1
Rarely		19%	+1	+1	+1
Never		2%	0	0	0

To what extent is your work emotionally demanding?

To a very large extent		6%	-2	-3	-1
To a large extent		20%	-1	-2	0
Somewhat		39%	0	0	0
To a small extent		25%	+2	+3	+1
To a very small extent		10%	+1	+2	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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I feel burned out by my work

Strongly agree		8%	0	-1	0
Agree		25%	+1	+1	+2
Neither agree nor disagree		32%	0	-1	+1
Disagree		28%	-1	0	-2
Strongly disagree		7%	0	0	0

In general, would you say that your health is:

Excellent		10%	0	0	-1
Very good		34%	0	+1	0
Good		38%	0	-1	0
Fair		15%	0	0	+1
Poor		3%	0	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR








AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR






PERFORMANCE

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		25%	-3	-1	-5 ⬇️
Very good		56%	+2	+1	+2
Average		16%	+1	-1	+3
Below average		2%	0	0	0
Well below average		1%	0	0	0

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

Excellent		11%	-4	-3	-6 ⬇️
Very good		49%	-5 ⬇️	-2	-8 ⬇️
Average		30%	+6 ⬆️	+3	+9 ⬆️
Below average		6%	+2	+2	+3
Well below average		3%	+1	+1	+2

KEY




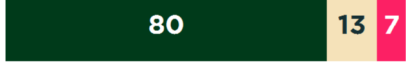



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		77%	-1	0	-3
My workgroup has the tools and resources we need to perform well		50%	-9 ↓	-9 ↓	-9 ↓
The people in my workgroup use time and resources efficiently		72%	-4	-3	-5 ↓
My workgroup can readily adapt to new priorities and tasks		80%	-3	-2	-4
The people in my workgroup cooperate to get the job done		86%	-2	-1	-3

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 APS OVERALL	VARIANCE FROM LARGER OPERATIONAL 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	-2	0
I want to leave my position within the next 12 months		22%	-2	0	-4
I want to stay working in my position for the next one to two years		40%	+2	+5	-1
I want to stay working in my position for at least the next three years		30%	+1	-3	+5
What best describes your plans involved with leaving your current position?					
I am planning to retire		5%	0	-1	+2
I am pursuing another position within my agency		34%	-7	-11	-8
I am pursuing a position in another agency		32%	+5	+8	+6
I am pursuing work outside the APS		10%	-1	-1	-1
It is the end of my non-ongoing, casual or contracted employment		5%	+2	+3	0
Other		14%	+2	+2	+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 APS OVERALL	VARIANCE FROM LARGER OPERATIONAL 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		16%	-	-	-
I am looking to further my skills in another area		13%	-	-	-
I want to try a different type of work or I'm seeking a career change		10%	-	-	-
I am not satisfied with the work		7%	-	-	-
Other		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 APS OVERALL	VARIANCE FROM LARGER OPERATIONAL 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		11%	+1	0	+2
No		89%	-1	0	-2
Did this discrimination occur in your current agency?					
Yes		93%	+1	0	+3
No		7%	-1	0	-3
Basis for the discrimination that you experienced (3 highest responses):					
Gender		35%	-	-	-
Age		25%	-	-	-
Other		25%	-	-	-

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 APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?					
Yes		11%	0	0	+1
No		83%	-1	0	-2
Not sure		6%	0	0	+1
Types of harassment or bullying experienced (3 highest responses):					
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		45%	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		44%	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		29%	-	-	-
Did you report the harassment or bullying?					
I reported the behaviour in accordance with my agency's policies and procedures		37%	+3	+2	+2
It was reported by someone else		6%	-2	-2	-2
I did not report the behaviour		57%	-1	0	0

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 APS OVERALL	VARIANCE FROM LARGER OPERATIONAL 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		4%	+1	0	+1
No		90%	-1	0	-2
Not sure		4%	0	0	+1
Would prefer not to answer		2%	0	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		56%	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		29%	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		21%	-	-	-
Did you report the potentially corrupt behaviour?					
I reported the behaviour in accordance with my agency's policies and procedures		31%	+10	+8	+11
It was reported by someone else		13%	-3	-3	-2
I did not report the behaviour		56%	-7	-5	-9
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	43%
Woman or female	53%
Non-binary	1%
I use a different term	0%
Prefer not to say	3%

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	10%
No	90%

Do you have carer responsibilities?	Responses
Yes	42%
No	58%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?	Responses
Yes	8%
No	92%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	70%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	14%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	8%
North-East Asian	3%
Southern and Central Asian	3%
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	8%
No	80%
Not sure	13%

AGENCY POSITION



AGENCY POSITION

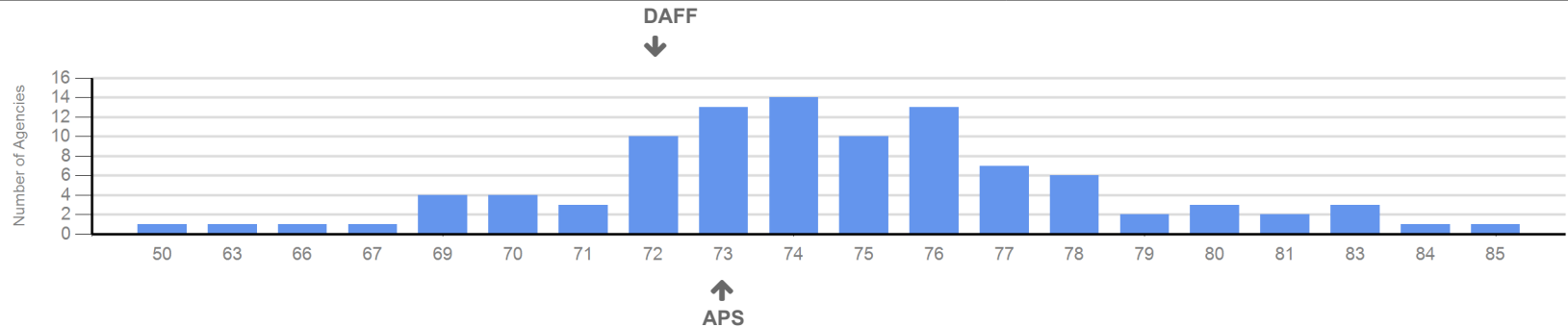
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

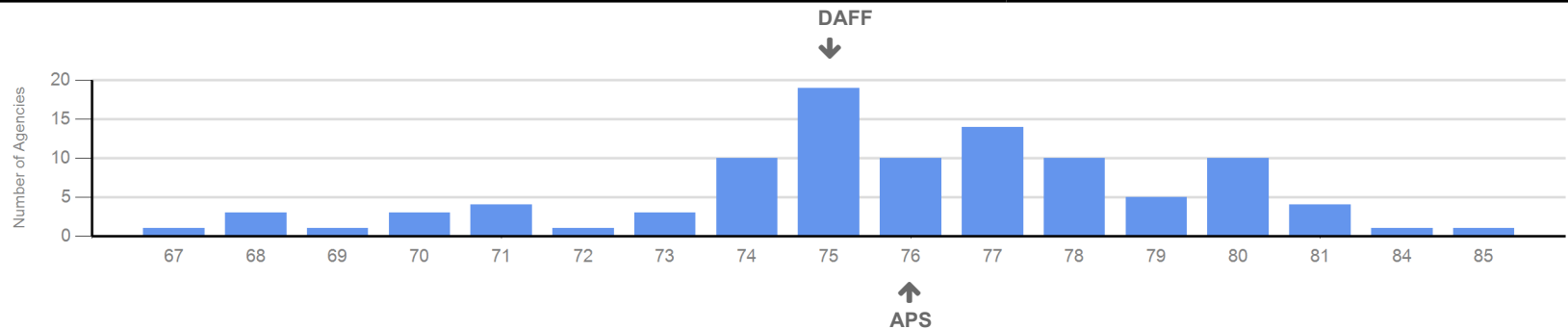
Employee Engagement Index

Ranking : 82nd of 100



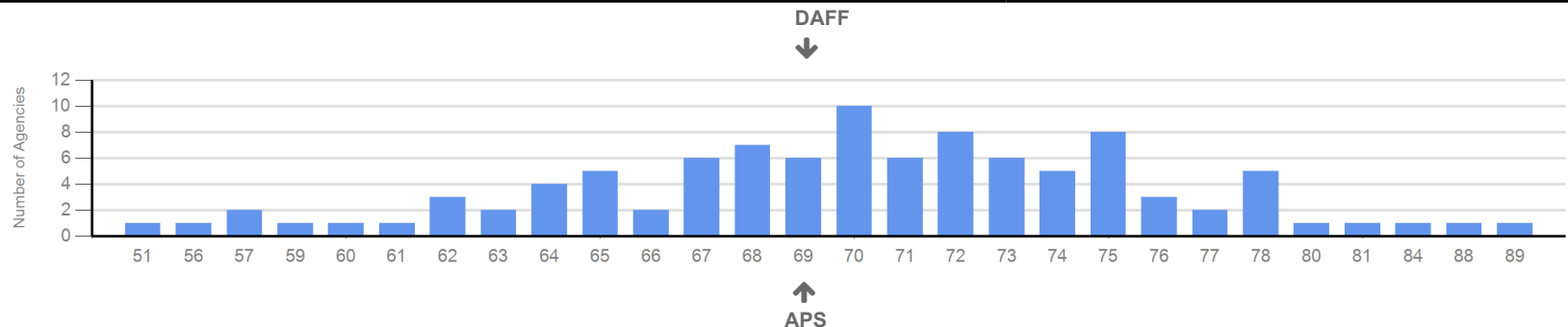
Leadership – Immediate Supervisor Index

Ranking : 73rd of 100



Leadership – SES Manager Index

Ranking : 64th of 100



AGENCY POSITION



AGENCY POSITION

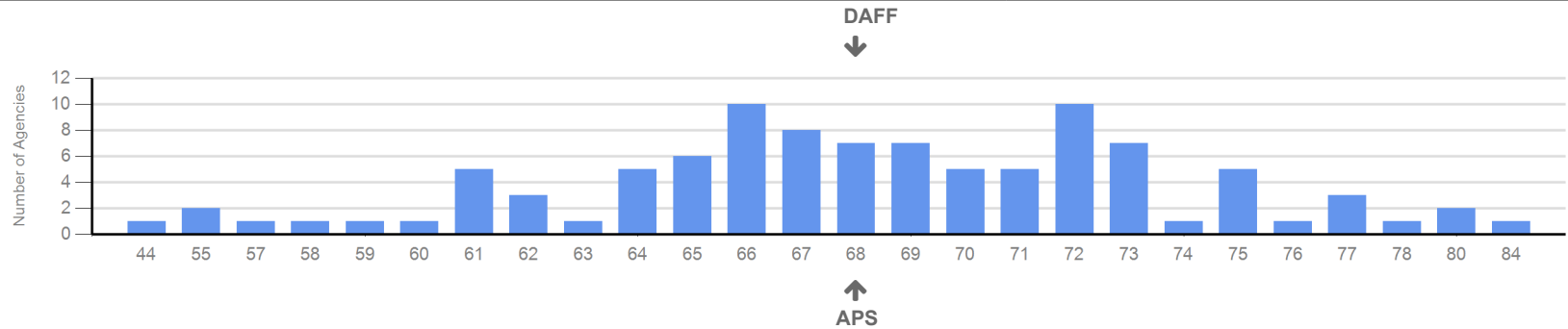
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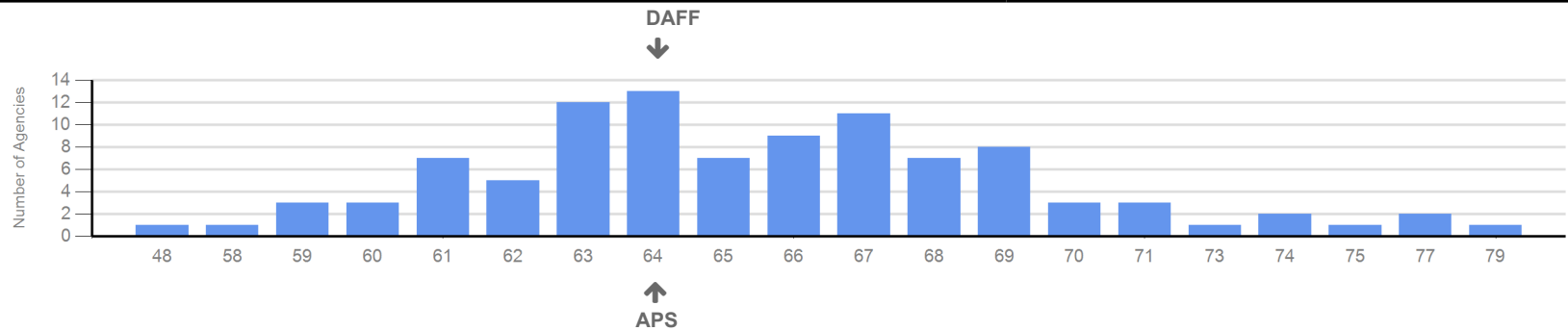
Communication Index

Ranking : 52nd of 100



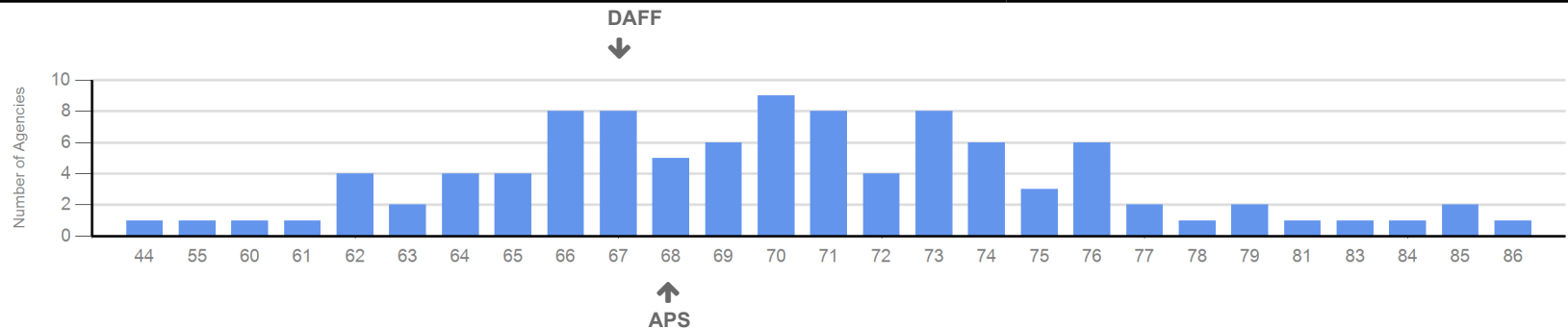
Enabling Innovation Index

Ranking : 66th of 100



Wellbeing Policies and Support Index

Ranking : 69th 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 APS OVERALL

VARIANCE FROM LARGER OPERATIONAL AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

		% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
.1	My agency inspires me to come up with new or better ways of doing things	46%	-4	-4	-4
.2	Internal communication within my agency is effective	55%	-2	0	-4
.3	My agency supports and actively promotes an inclusive workplace culture	80%	0	+1	-3
.4	I think my agency cares about my health and wellbeing	59%	-2	+1	-6↓
.5	Change is managed well in my agency	39%	-4	-4	-5↓
.6	I am satisfied with the recognition I receive for doing a good job	67%	+1	+4	-4

DAFF SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE
I have a clear understanding of how my role assists the department with building a more sustainable and prosperous Australia through biosecurity, production and trade	90	90%
My work programme aligns to the new Purpose, Objectives, Priorities, Vision and Values (POPVV) Statement	75	75%
I apply a Being Future Ready mindset in my day-to-day work	67	67%
My team is embracing new ways of working	70	70%
My supervisor has the capability to lead a hybrid team. (i.e. remote workers, contractors)	81	81%
All safety accidents and near misses are promptly reported and investigated in my workplace	70	70%
My supervisor always puts my safety first despite the urgency to get the job done	83	83%
I feel that I can take initiative to look for better ways of doing things to create a safe working environment	80	80%
Senior leaders ensure safety comes first in this department/organisation	71	71%
Conflicts of interest are declared and actively managed in my work area	67	67%

KEY

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

Positive Neutral Negative
 



DAFF SPECIFIC QUESTIONS


	RESPONSE SCALE			% POSITIVE
Collaboration and innovation are highly valued in my agency	64	27	10	64%
I am supported and encouraged to collaborate and innovate with peers outside of my team to solve problems and deliver work	68	22	10	68%
My team uses data to make evidence-based decisions	74	19		74%
I am aware of the digital risks faced in my workgroup. (i.e. online privacy, computer security, appropriate use of social networking, and protecting digital assets)	92			92%
I feel comfortable bringing my authentic self to work	76	15	9	76%

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.

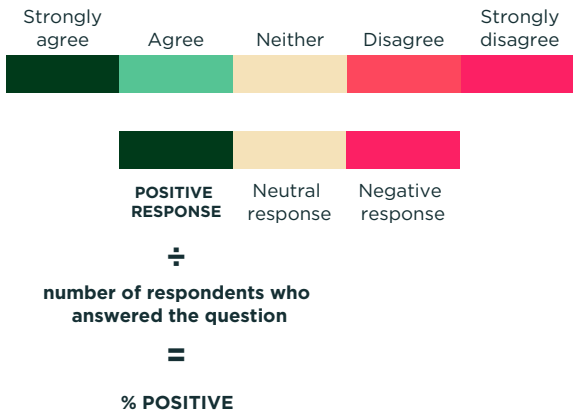
PRIORITISE 3 AREAS TO TAKE FORWARD

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

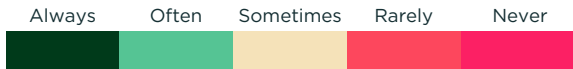
GUIDE TO THIS REPORT

% 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.