



## Highlights Report DISR



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### RESPONSES:

2,666 of 3,440

### RESPONSE RATE:

78%

# 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.



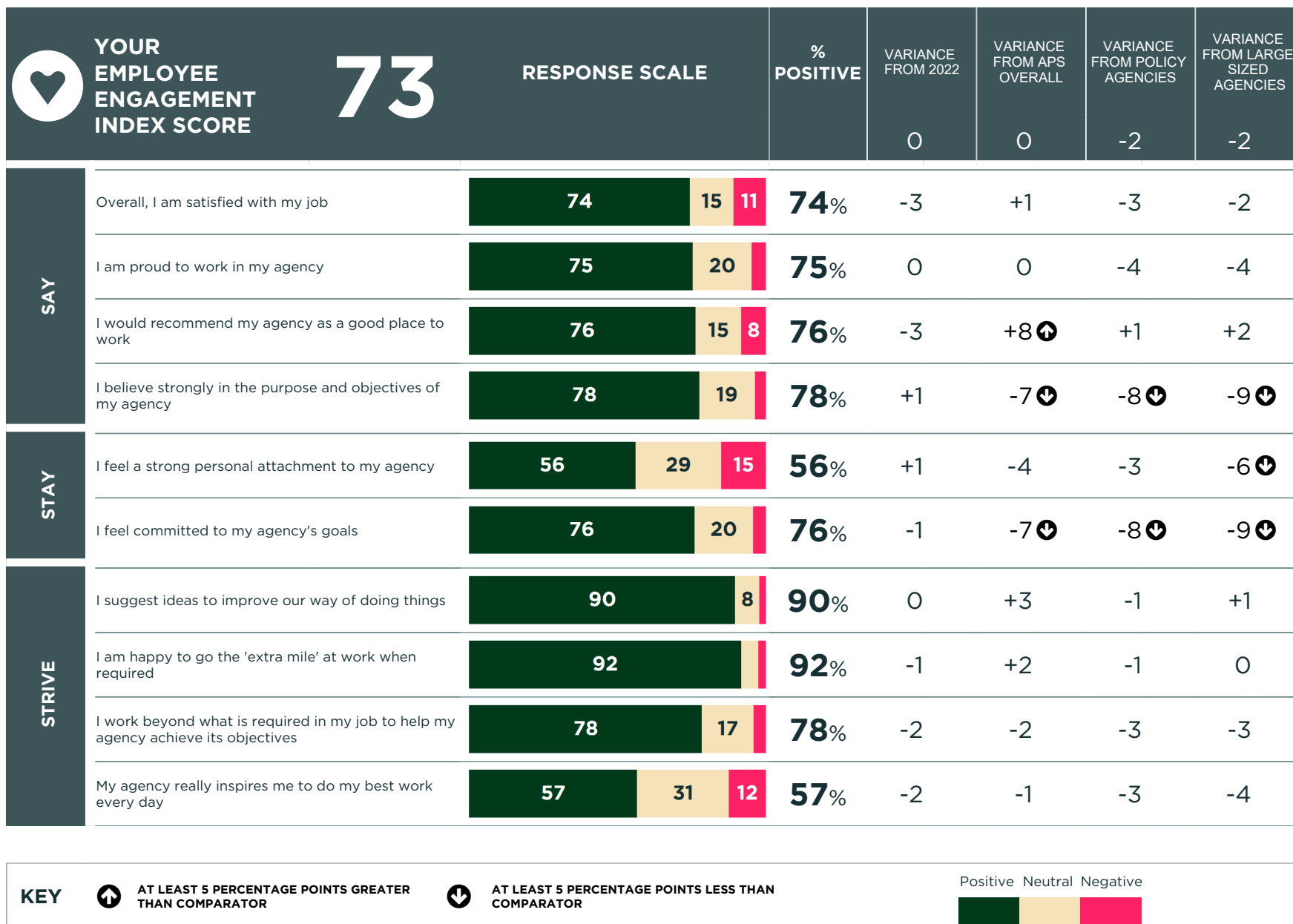
Generally a difference of  $\pm 5$  percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

# 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.



# 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	76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-1	0	-1	-1

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	79	13	8	79%	-3	0	-1	-1
	My supervisor can deliver difficult advice whilst maintaining relationships	78	15	7	78%	-1	0	-1	-2
	My supervisor invites a range of views, including those different to their own	83	11		83%	-2	+1	-1	-1
	My supervisor encourages my team to regularly review and improve our work	80	14		80%	-2	-1	-2	-2
	My supervisor is invested in my development	76	15	8	76%	0	+1	-1	-1
	My supervisor ensures that my workgroup delivers on what we are responsible for	87	9		87%	-2	0	-1	-1

### Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	77	14	9	77%	0	0	0	-1
	My immediate supervisor encourages me	77	17		77%	-1	+1	0	0

### 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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	67	21	12	67%	-4	-1	-7⬇️	-5⬇️
	My SES manager presents convincing arguments and persuades others towards an outcome	62	29	9	62%	-5⬇️	0	-9⬇️	-6⬇️
	My SES manager promotes cooperation within and between agencies	70	24		70%	-3	+4	-6⬇️	-2
	My SES manager encourages innovation and creativity	67	25	9	67%	-3	+2	-3	-2
	My SES manager creates an environment that enables us to deliver our best	64	24	12	64%	-6⬇️	0	-7⬇️	-5⬇️
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	73	21		73%	-5⬇️	0	-7⬇️	-5⬇️
Other similar questions									
	In my agency, the SES work as a team	59	29	12	59%	-4	+5⬆️	-1	+1
	In my agency, the SES clearly articulate the direction and priorities for our agency	63	23	14	63%	-6⬇️	0	-6⬇️	-4
	In my agency, communication between SES and other employees is effective	55	28	18	55%	-7⬇️	+1	-5⬇️	-3
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	65	28	7	65%	-	-1	-6⬇️	-5⬇️
<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	69	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-2	+1	-1	-1

Communication	My supervisor communicates effectively	80	11	9	80%	-2	-1	-1	-1
	My SES manager communicates effectively	68	20	12	68%	-5 ↓	-1	-6 ↓	-5 ↓
	Internal communication within my agency is effective	60	23	16	60%	-6 ↓	+4	0	+2

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	68	16	16	68%	-6 ↓	+1	0	0
	Staff are consulted about change at work	52	32	16	52%	-3	+3	+1	+1
	Change is managed well in my agency	47	30	23	47%	-6 ↓	+4	+2	+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills	79 12 9	79%	-2	+1	-2	-2
I have a choice in deciding how I do my work	74 19	74%	-2	+10 ⬆	+3	+3
Where appropriate, I am able to take part in decisions that affect my job	73 15 11	73%	-3	+4	-2	0
I am clear what my duties and responsibilities are	76 18	76%	-2	-3	-2	-3
I am satisfied with the recognition I receive for doing a good job	69 17 13	69%	-3	+3	-3	-2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	54 19 26	54%	-9 ⬇	+3	-12 ⬇	-7 ⬇
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	80 12 8	80%	-3	+6 ⬆	0	+1
I am satisfied with the stability and security of my job	81 10 9	81%	-1	0	-5 ⬇	-1
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	88 7	88%	0	+9 ⬆	+3	+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS	58 29 12	58%	-1	-3	-4	-3
I understand how my role contributes to achieving an outcome for the Australian public	89 7	89%	-1	-3	-3	-3
I believe strongly in the purpose and objectives of the APS	83 15	83%	-2	-2	-3	-3

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work		22%	+1	-2	-3	-2
Slightly above capacity - lots of work to do		40%	+1	0	0	-1
At capacity - about the right amount of work to do		29%	-1	0	+2	0
Slightly below capacity - available for more work		8%	-1	+2	+1	+2
Well below capacity - not enough work		2%	0	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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	8510	85%	-2	+5⬆	+2	+3
My supervisor actively ensures that everyone can be included in workplace activities	8311	83%	-3	0	-1	-1
I receive the respect I deserve from my colleagues at work	8214	82%	0	+1	-1	0

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		10%	-3	-4	-4	-3
Flexible hours of work		31%	0	+3	+8⬆	+4
Compressed work week		3%	0	-1	-1	-1
Job sharing		0%	0	0	0	0
Working away from the office/working from home		68%	-3	+11⬆	+5⬆	+1
None of the above		18%	+3	-8⬆	-6⬆	-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.



**YOUR  
ENABLING  
INNOVATION  
INDEX  
SCORE**

**66**

**RESPONSE SCALE**

**%  
POSITIVE**

**VARIANCE  
FROM 2022**

**VARIANCE  
FROM APS  
OVERALL**

**VARIANCE  
FROM POLICY  
AGENCIES**

**VARIANCE  
FROM LARGE  
SIZED  
AGENCIES**

-2

+1

+1

0

Enabling innovation

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

83

13

83%

-3

+3

0

+1

My immediate supervisor encourages me to come up with new or better ways of doing things

74

19

7

74%

-3

+2

0

0

People are recognised for coming up with new and innovative ways of working

56

32

12

56%

-8 ↓

-2

-2

-3

My agency inspires me to come up with new or better ways of doing things

50

37

13

50%

-6 ↓

0

+1

0

My agency recognises and supports the notion that failure is a part of innovation

41

40

19

41%

-3

+2

+4

+2

**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**

**71**

**RESPONSE SCALE**

**%  
POSITIVE**

**VARIANCE  
FROM 2022**

**VARIANCE  
FROM APS  
OVERALL**

**VARIANCE  
FROM POLICY  
AGENCIES**

**VARIANCE  
FROM LARGE  
SIZED  
AGENCIES**

-2

+3

+2

+2

Wellbeing policies and support

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

69

22

9

69%

-5 ↓

+5 ↑

+4

+3

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

65

23

12

65%

-8 ↓

+3

+4

+1

My agency does a good job of promoting health and wellbeing

68

23

9

68%

-7 ↓

+5 ↑

+5 ↑

+3

I think my agency cares about my health and wellbeing

69

22

10

69%

-4

+8 ↑

+5 ↑

+4

I believe my immediate supervisor cares about my health and wellbeing

88

9

88%

-2

+3

0

+1

**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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
How often do you find your work stressful?						
Always	<div></div>	4%	+1	-1	0	-1
Often	<div></div>	23%	-1	-3	-3	-3
Sometimes	<div></div>	50%	-1	+1	+1	+1
Rarely	<div></div>	21%	+1	+2	+3	+3
Never	<div></div>	2%	0	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent	<div></div>	5%	+1	-3	-1	-2
To a large extent	<div></div>	18%	+1	-3	-2	-2
Somewhat	<div></div>	39%	-1	+1	+1	+1
To a small extent	<div></div>	26%	-2	+3	+1	+2
To a very small extent	<div></div>	12%	+1	+3	+1	+2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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## I feel burned out by my work

Strongly agree	<div></div>	8%	0	-1	0	0
Agree	<div></div>	21%	-1	-3	-3	-2
Neither agree nor disagree	<div></div>	32%	0	0	+2	+1
Disagree	<div></div>	31%	0	+2	0	0
Strongly disagree	<div></div>	8%	+1	+1	+1	+1

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

Excellent	<div></div>	11%	0	+1	+1	+1
Very good	<div></div>	34%	-2	0	-1	-1
Good	<div></div>	37%	-1	-1	-1	-1
Fair	<div></div>	15%	+3	0	+1	+1
Poor	<div></div>	3%	0	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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	29%	-2	+1	-2	-1
Very good	<div></div>	54%	-1	0	0	0
Average	<div></div>	14%	+2	-1	+1	+1
Below average	<div></div>	2%	0	0	0	0
Well below average	<div></div>	1%	0	0	0	0

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

Excellent	<div></div>	16%	-3	0	-3	-1
Very good	<div></div>	58%	-1	+4	-1	+1
Average	<div></div>	22%	+4	-3	+3	+1
Below average	<div></div>	3%	0	-1	+1	0
Well below average	<div></div>	1%	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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	79 13 8	79%	-3	+1	-1	-1
My workgroup has the tools and resources we need to perform well	61 18 21	61%	-5⬇️	+2	+2	+3
The people in my workgroup use time and resources efficiently	76 15 10	76%	-4	0	-2	-2
My workgroup can readily adapt to new priorities and tasks	84 10	84%	-3	+1	-1	-1
The people in my workgroup cooperate to get the job done	90	90%	-1	+2	0	0

## 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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE 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>	10%	+1	0	0	+1
I want to leave my position within the next 12 months	<div></div>	25%	-1	+1	-3	-1
I want to stay working in my position for the next one to two years	<div></div>	42%	-1	+5	0	+2
I want to stay working in my position for at least the next three years	<div></div>	23%	+1	-6	+3	-1

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

I am planning to retire	<div></div>	3%	0	-2	0	0
I am pursuing another position within my agency	<div></div>	31%	-6	-10	-10	-11
I am pursuing a position in another agency	<div></div>	35%	+5	+8	+6	+9
I am pursuing work outside the APS	<div></div>	11%	-2	0	+2	+1
It is the end of my non-ongoing, casual or contracted employment	<div></div>	4%	0	+1	0	0
Other	<div></div>	15%	+2	+3	+2	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# RETENTION





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

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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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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		15%	-	-	-	-
I am looking to further my skills in another area		12%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		10%	-	-	-	-
I can receive a higher salary elsewhere		8%	-	-	-	-
I have achieved all I can in my current position		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 2022

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM POLICY  
AGENCIES

VARIANCE  
FROM LARGE  
SIZED  
AGENCIES

During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes	<div></div>	10%	0	-1	0	0
No	<div></div>	90%	0	+1	0	0

Did this discrimination occur in your current agency?

Yes	<div></div>	87%	-1	-4	-2	-3
No	<div></div>	13%	+1	+4	+2	+3

Basis for the discrimination that you experienced (3 highest responses):

Gender	<div></div>	37%	-	-	-	-
Age	<div></div>	33%	-	-	-	-
Race	<div></div>	20%	-	-	-	-

## 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 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes	<div></div>	10%	+1	-1	0	0
No	<div></div>	85%	-2	+1	0	0
Not sure	<div></div>	5%	0	0	0	0

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	48%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	46%	-	-	-	-
Deliberate exclusion from work-related activities	<div></div>	28%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	33%	+2	-2	-1	-2
It was reported by someone else	<div></div>	10%	0	+2	+2	+2
I did not report the behaviour	<div></div>	57%	-2	0	-1	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 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?

Yes	<div></div>	3%	0	0	+1	0
No	<div></div>	91%	-2	0	-2	-1
Not sure	<div></div>	4%	+1	0	+1	+1
Would prefer not to answer	<div></div>	2%	0	-1	0	0

Types of corrupt behaviours witnessed (3 highest responses):

Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit	<div></div>	69%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit	<div></div>	36%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	23%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	11%	-7↓	-9↓	-6↓	-8↓
It was reported by someone else	<div></div>	11%	-5↓	-5↓	-4	-4
I did not report the behaviour	<div></div>	77%	+13↑	+14↑	+10↑	+12↑

### 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	42%
Woman or female	53%
Non-binary	1%
I use a different term	0%
Prefer not to say	4%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	11%
No	89%

Do you have carer responsibilities?	Responses
Yes	39%
No	61%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?	Responses
Yes	12%
No	88%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	69%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	15%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	6%
South-East Asian	9%
North-East Asian	3%
Southern and Central Asian	4%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	10%
No	78%
Not sure	12%

# 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.

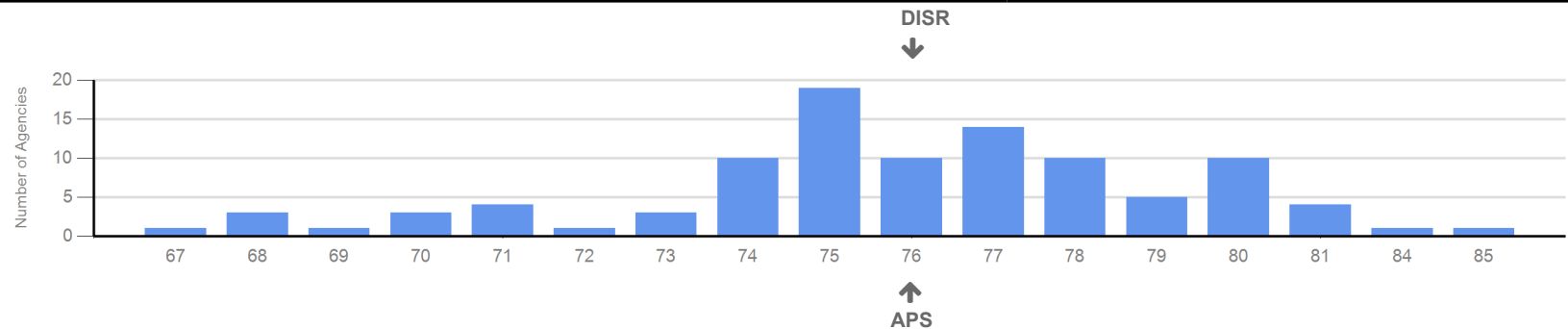
### Employee Engagement Index

Ranking : 74th of 100



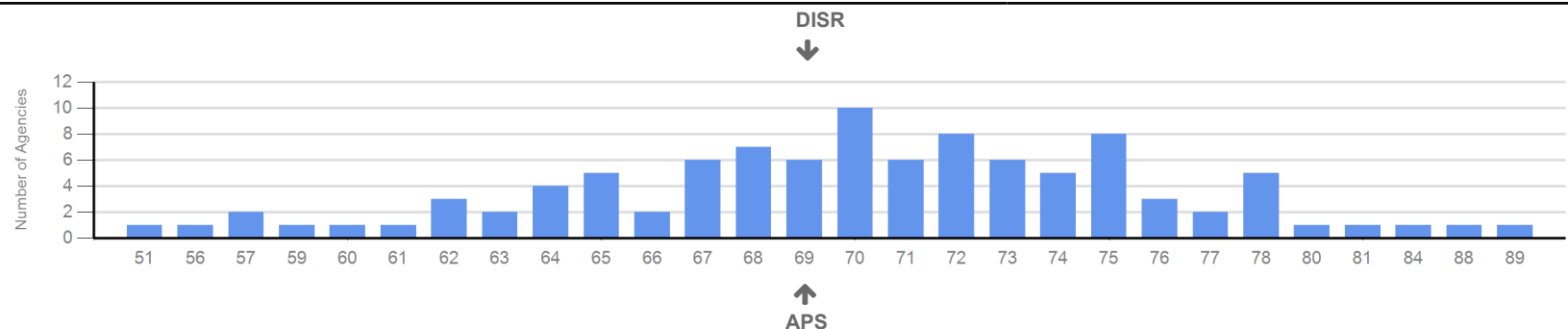
### Leadership – Immediate Supervisor Index

Ranking : 48th of 100



### Leadership – SES Manager Index

Ranking : 62nd of 100



# AGENCY POSITION



## AGENCY POSITION

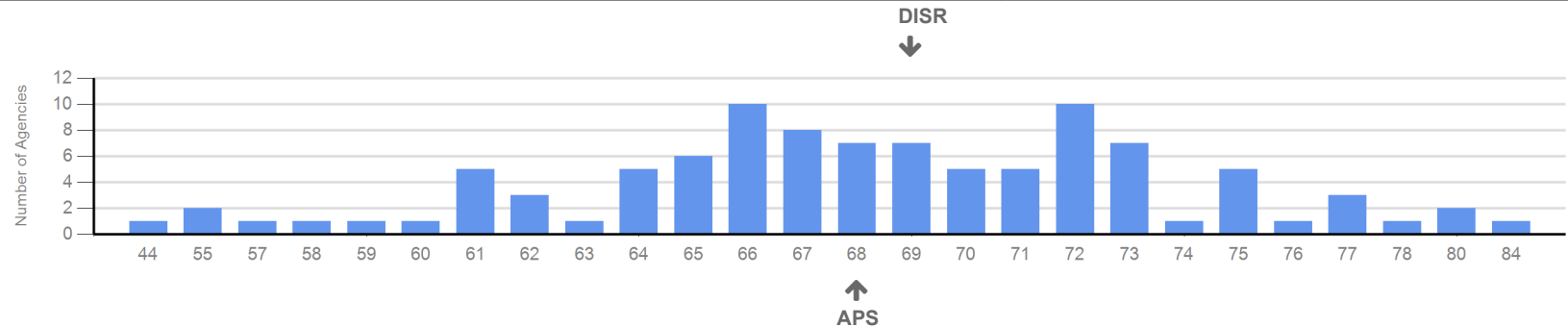
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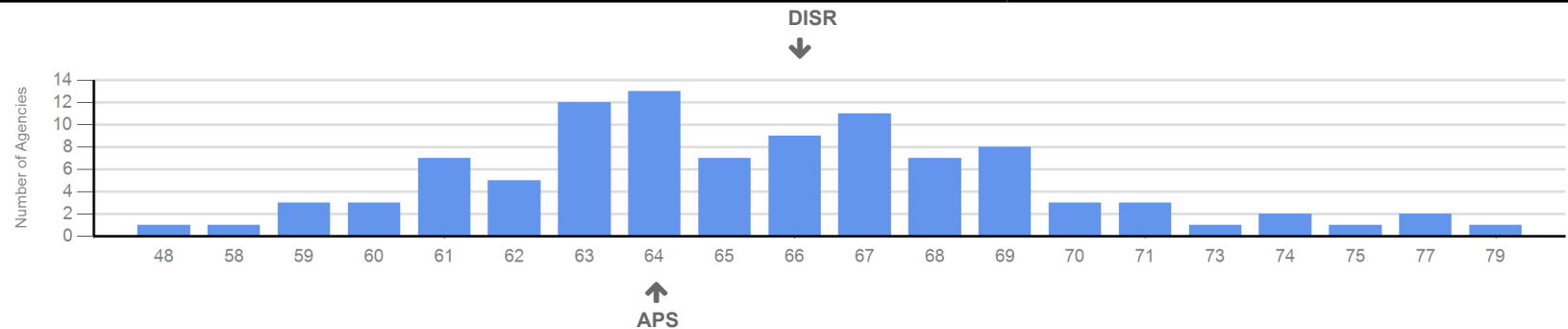
### Communication Index

Ranking : 45th of 100



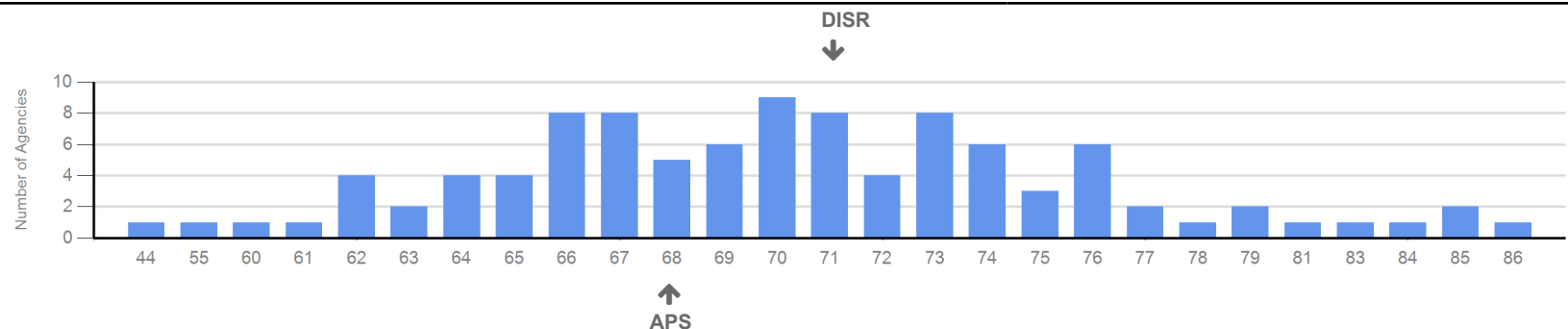
### Enabling Innovation Index

Ranking : 46th of 100



### Wellbeing Policies and Support Index

Ranking : 40th of 100



# SUGGESTED QUESTIONS TO FOCUS ON



## WHAT TO FOCUS ON?

THROUGH DRIVER ANALYSIS, THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

%  
POSITIVE

VARIANCE  
FROM 2022

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM POLICY  
AGENCIES

VARIANCE  
FROM LARGE  
SIZED  
AGENCIES

.1

My agency inspires me to come up with new or better ways of doing things

50%

-6↓

0

+1

0

.2

My agency supports and actively promotes an inclusive workplace culture

85%

-2

+5↑

+2

+3

.3

Internal communication within my agency is effective

60%

-6↓

+4

0

+2

.4

I am satisfied with the recognition I receive for doing a good job

69%

-3

+3

-3

-2

.5

Change is managed well in my agency

47%

-6↓

+4

+2

+4

.6

I think my agency cares about my health and wellbeing

69%

-4

+8↑

+5↑

+4



# DISR SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
My Head of Division promotes diverse thinking and avenues of innovation	58	34	9	58%	-
My Head of Division inspires the team to go above and beyond to assist each other	55	35	10	55%	-
I believe the department is achieving its aspiration to be influential	53	36	11	53%	-8 ↓
My agency promotes team problem solving	61	30	8	61%	-
My immediate supervisor encourages collaboration	84	11		84%	-3
My Head of Division clearly articulates the direction and priorities for our division	61	27	12	61%	-9 ↓
The Executive Group actively engages and interacts with the workgroup	51	31	18	51%	-
My supervisor helps me understand how my work relates to the department's priorities	70	22	8	70%	-4
My Head of Division ensures that work effort contributes to the strategic direction of the department and the APS	64	30		64%	-8 ↓
My Head of Division supports and actively promotes an inclusive workplace culture	74	21		74%	-5 ↓

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# DISR SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
My agency prioritises health and wellbeing at work and actively plays a role in health and wellbeing initiatives	67 24 9	67%	-
My Head of Division is committed to empowering staff	55 35 10	55%	-
My department supports me to deal with change	52 36 12	52%	-10 ↓
I understand risks relating to my work	86 11	86%	-4
My Head of Division demonstrates integrity and values	72 24	72%	-6 ↓

## 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?

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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.

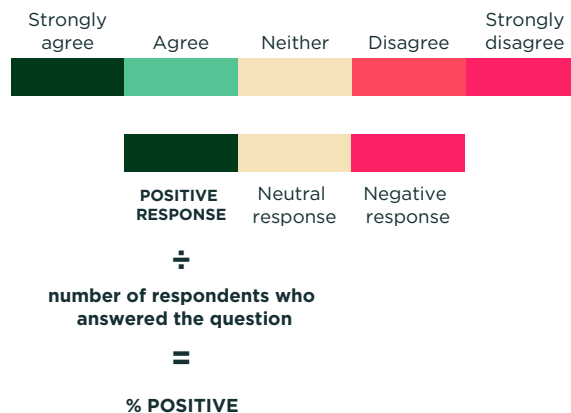
PRIORITISE 3 AREAS TO TAKE FORWARD

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

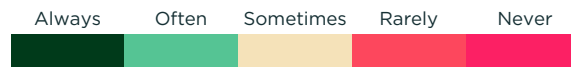
# GUIDE TO THIS REPORT

## % POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE" OR "ALWAYS" + "OFTEN") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



FOR 5 POINT SCALE QUESTIONS NOT ASKED ON THE *AGREE TO DISAGREE* SCALE THE SAME RULES APPLY, THE GREEN PERCENT REPRESENTS A **POSITIVE RESPONSE** (UNLESS THE QUESTION IS NEGATIVELY WORDED).



## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

## ANONYMITY

IT IS BEST PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.