



# Highlights Report DOS



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**RESPONSES:**  
119 of 186

**RESPONSE RATE:**  
64%

# 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 |   | 83 | RESPONSE SCALE | % POSITIVE | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--------------------------------------|---|----|----------------|------------|---------------------------|-----------------------------------|------------------------------------|
| SAY                                  | Overall, I am satisfied with my job   | 91 | 91%            | +17 ↑      | +14 ↑                     | +17 ↑                             |                                    |
|                                      | I am proud to work in my agency   | 93 | 93%            | +17 ↑      | +10 ↑                     | +16 ↑                             |                                    |
|                                      | I would recommend my agency as a good place to work                               | 94 | 94%            | +25 ↑      | +20 ↑                     | +27 ↑                             |                                    |
|                                      | I believe strongly in the purpose and objectives of my agency                     | 97 | 97%            | +13 ↑      | +7 ↑                      | +10 ↑                             |                                    |
| STAY                                 | I feel a strong personal attachment to my agency                                  | 80 | 14             | 80%        | +19 ↑                     | +13 ↑                             | +18 ↑                              |
|                                      | I feel committed to my agency's goals   | 91 | 9              | 91%        | +8 ↑                      | +4                                | +7 ↑                               |
| STRIVE                               | I suggest ideas to improve our way of doing things                                | 92 | 92%            | +5 ↑       | +2                        | +2                                |                                    |
|                                      | I am happy to go the 'extra mile' at work when required                           | 97 | 97%            | +6 ↑       | +6 ↑                      | +7 ↑                              |                                    |
|                                      | I work beyond what is required in my job to help my agency achieve its objectives | 82 | 15             | 82%        | +1                        | 0                                 | 0                                  |
|                                      | My agency really inspires me to do my best work every day                         | 81 | 15             | 81%        | +23 ↑                     | +19 ↑                             | +24 ↑                              |

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

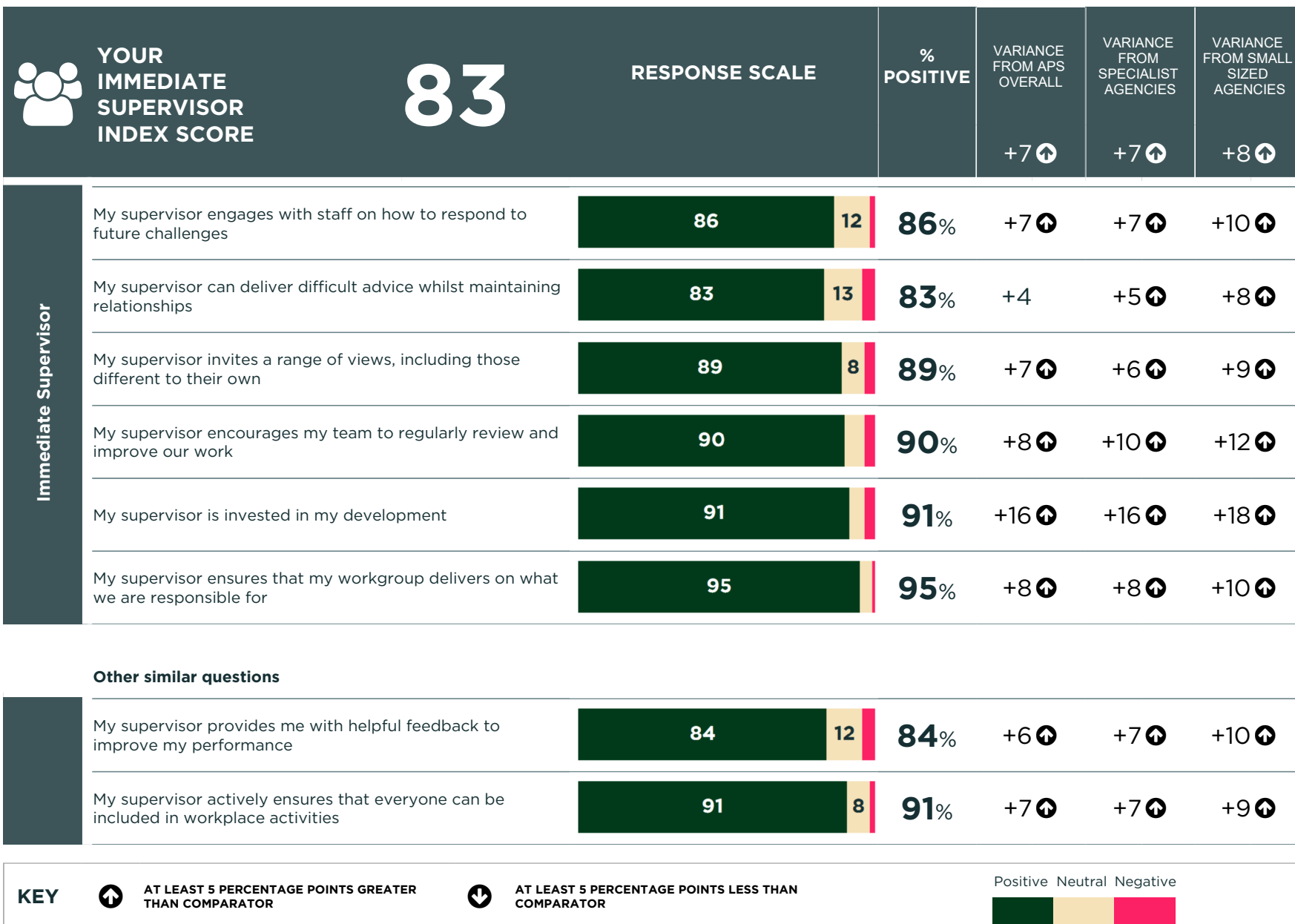


# LEADERSHIP - IMMEDIATE SUPERVISOR



## 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.



# 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 |  | 77 | RESPONSE SCALE | % POSITIVE | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|---|--|----|----------------|------------|---------------------------|-----------------------------------|------------------------------------|
|   |  |    |                |            | +8 ↑                      | +7 ↑                              | +9 ↑                               |

| SES Manager | My SES manager clearly articulates the direction and priorities for our area                             | 75 | 18 | 75% | +7 ↑  | +7 ↑  | +11 ↑ |
|-------------|--|----|----|-----|-------|-------|-------|
|             | My SES manager presents convincing arguments and persuades others towards an outcome                     | 70 | 25 | 70% | +8 ↑  | +5 ↑  | +8 ↑  |
|             | My SES manager promotes cooperation within and between agencies  | 79 | 17 | 79% | +12 ↑ | +10 ↑ | +13 ↑ |
|             | My SES manager encourages innovation and creativity  | 77 | 16 | 77% | +11 ↑ | +11 ↑ | +14 ↑ |
|             | My SES manager creates an environment that enables us to deliver our best                                | 81 | 15 | 81% | +16 ↑ | +15 ↑ | +20 ↑ |
|             | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 86 | 13 | 86% | +12 ↑ | +10 ↑ | +14 ↑ |

### Other similar questions

| All SES | In my agency, the SES work as a team   | 90 | 9  | 90% | +36 ↑ | +38 ↑ | +40 ↑ |
|---------|--|----|----|-----|-------|-------|-------|
|         | In my agency, the SES clearly articulate the direction and priorities for our agency | 82 | 14 | 82% | +19 ↑ | +20 ↑ | +25 ↑ |
|         | In my agency, communication between SES and other employees is effective             | 80 | 15 | 80% | +26 ↑ | +28 ↑ | +31 ↑ |

### 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.

|                                       |           |                       |                   |                           |                                   |                                    |
|---------------------------------------|-----------|-----------------------|-------------------|---------------------------|-----------------------------------|------------------------------------|
| <b>YOUR COMMUNICATION INDEX SCORE</b> | <b>77</b> | <b>RESPONSE SCALE</b> | <b>% POSITIVE</b> | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|                                       |           |                       |                   | +8 ↑                      | +8 ↑                              | +11 ↑                              |

|               |  |    |    |     |       |       |       |
|---------------|--|----|----|-----|-------|-------|-------|
| Communication | My supervisor communicates effectively               | 84 | 11 | 84% | +4    | +3    | +7 ↑  |
|               | My SES manager communicates effectively              | 82 | 14 | 82% | +12 ↑ | +11 ↑ | +16 ↑ |
|               | Internal communication within my agency is effective | 80 | 13 | 80% | +23 ↑ | +23 ↑ | +28 ↑ |

### Other similar questions

|        |   |    |    |     |       |       |       |
|--------|---|----|----|-----|-------|-------|-------|
| Change | When changes occur, the impacts are communicated well within my workgroup | 82 | 12 | 82% | +13 ↑ | +12 ↑ | +14 ↑ |
|        | Staff are consulted about change at work                                  | 67 | 27 | 67% | +18 ↑ | +18 ↑ | +21 ↑ |
|        | Change is managed well in my agency                                       | 62 | 25 | 62% | +17 ↑ | +19 ↑ | +23 ↑ |

|     |  |   |                               |
|-----|--|---|-------------------------------|
| KEY | AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR | AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR | Positive Neutral Negative<br> |
|-----|--|---|-------------------------------|

# WORKPLACE CONDITIONS

|  | RESPONSE SCALE | % POSITIVE | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--|----------------|------------|---------------------------|-----------------------------------|------------------------------------|
| My job gives me opportunities to utilise my skills   | 92             | 92%        | +13 ↑                     | +9 ↑                              | +10 ↑                              |
| I have a choice in deciding how I do my work   | 76             | 76%        | +12 ↑                     | 0                                 | +4                                 |
| Where appropriate, I am able to take part in decisions that affect my job  | 84             | 84%        | +14 ↑                     | +9 ↑                              | +12 ↑                              |
| I am clear what my duties and responsibilities are   | 91             | 91%        | +11 ↑                     | +9 ↑                              | +12 ↑                              |
| I am satisfied with the recognition I receive for doing a good job   | 86             | 86%        | +19 ↑                     | +16 ↑                             | +19 ↑                              |
| I am fairly remunerated (e.g. salary, superannuation) for the work that I do                                       | 94             | 94%        | +33 ↑                     | +35 ↑                             | +32 ↑                              |
| I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | 86             | 86%        | +10 ↑                     | +5 ↑                              | +6 ↑                               |
| I am satisfied with the stability and security of my job   | 93             | 93%        | +12 ↑                     | +15 ↑                             | +18 ↑                              |
| I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration | 85             | 85%        | +7 ↑                      | 0                                 | +2                                 |

## 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 SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--|--|------------|---------------------------|-----------------------------------|------------------------------------|
| I feel a strong personal attachment to the APS   | <div style="display: flex; justify-content: space-between;"><div style="width: 58%; background-color: #1a4d2d; color: white; text-align: center;">58</div><div style="width: 31%; background-color: #f0c84d; color: black; text-align: center;">31</div><div style="width: 11%; background-color: #e91e63; color: white; text-align: center;">11</div></div> | <b>58%</b> | -5 ⬇                      | +2                                | +3                                 |
| I understand how my role contributes to achieving an outcome for the Australian public | <div style="display: flex; justify-content: space-between;"><div style="width: 97%; background-color: #1a4d2d; color: white; text-align: center;">97</div><div style="width: 3%; background-color: #f0c84d; color: black; text-align: center;">3</div></div>   | <b>97%</b> | +5 ⬆                      | +4                                | +6 ⬆                               |
| I believe strongly in the purpose and objectives of the APS                            | <div style="display: flex; justify-content: space-between;"><div style="width: 83%; background-color: #1a4d2d; color: white; text-align: center;">83</div><div style="width: 15%; background-color: #f0c84d; color: black; text-align: center;">15</div><div style="width: 2%; background-color: #e91e63; color: white; text-align: center;">2</div></div>   | <b>83%</b> | -2                        | -1                                | 0                                  |

|  | RESPONSE SCALE | % | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--|----------------|---|---------------------------|-----------------------------------|------------------------------------|
|--|----------------|---|---------------------------|-----------------------------------|------------------------------------|

## What best describes your current workload?

|  |  |            |       |       |       |
|--|--|------------|-------|-------|-------|
| Well above capacity - too much work                | <div style="width: 4%; background-color: #1a4d2d;"></div>  | <b>4%</b>  | -19 ⬇ | -19 ⬇ | -21 ⬇ |
| Slightly above capacity - lots of work to do       | <div style="width: 25%; background-color: #1a4d2d;"></div> | <b>25%</b> | -16 ⬇ | -15 ⬇ | -16 ⬇ |
| At capacity - about the right amount of work to do | <div style="width: 49%; background-color: #1a4d2d;"></div> | <b>49%</b> | +20 ⬆ | +20 ⬆ | +22 ⬆ |
| Slightly below capacity - available for more work  | <div style="width: 19%; background-color: #1a4d2d;"></div> | <b>19%</b> | +14 ⬆ | +13 ⬆ | +13 ⬆ |
| Well below capacity - not enough work              | <div style="width: 3%; background-color: #1a4d2d;"></div>  | <b>3%</b>  | +1    | +2    | +1    |

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# INCLUSION AND FLEXIBLE WORKING

|  | RESPONSE SCALE | % POSITIVE | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--|----------------|------------|---------------------------|-----------------------------------|------------------------------------|
| My agency supports and actively promotes an inclusive workplace culture              | 79             | 79%        | +1                        | 0                                 | +4                                 |
| My supervisor actively ensures that everyone can be included in workplace activities | 91             | 91%        | +7                        | +7                                | +9                                 |
| I receive the respect I deserve from my colleagues at work                           | 92             | 92%        | +10                       | +11                               | +14                                |

|  | RESPONSE SCALE | % | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--|----------------|---|---------------------------|-----------------------------------|------------------------------------|
|--|----------------|---|---------------------------|-----------------------------------|------------------------------------|

## Do you currently access any of the following flexible working arrangements? [Multiple Response]

|  |  |     |     |     |     |
|--|--|-----|-----|-----|-----|
| Part time                                      |  | 16% | +2  | +2  | +2  |
| Flexible hours of work                         |  | 25% | -2  | -10 | -5  |
| Compressed work week                           |  | 1%  | -2  | -2  | -4  |
| Job sharing                                    |  | 0%  | 0   | 0   | 0   |
| Working away from the office/working from home |  | 26% | -29 | -42 | -41 |
| None of the above                              |  | 46% | +19 | +28 | +29 |

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

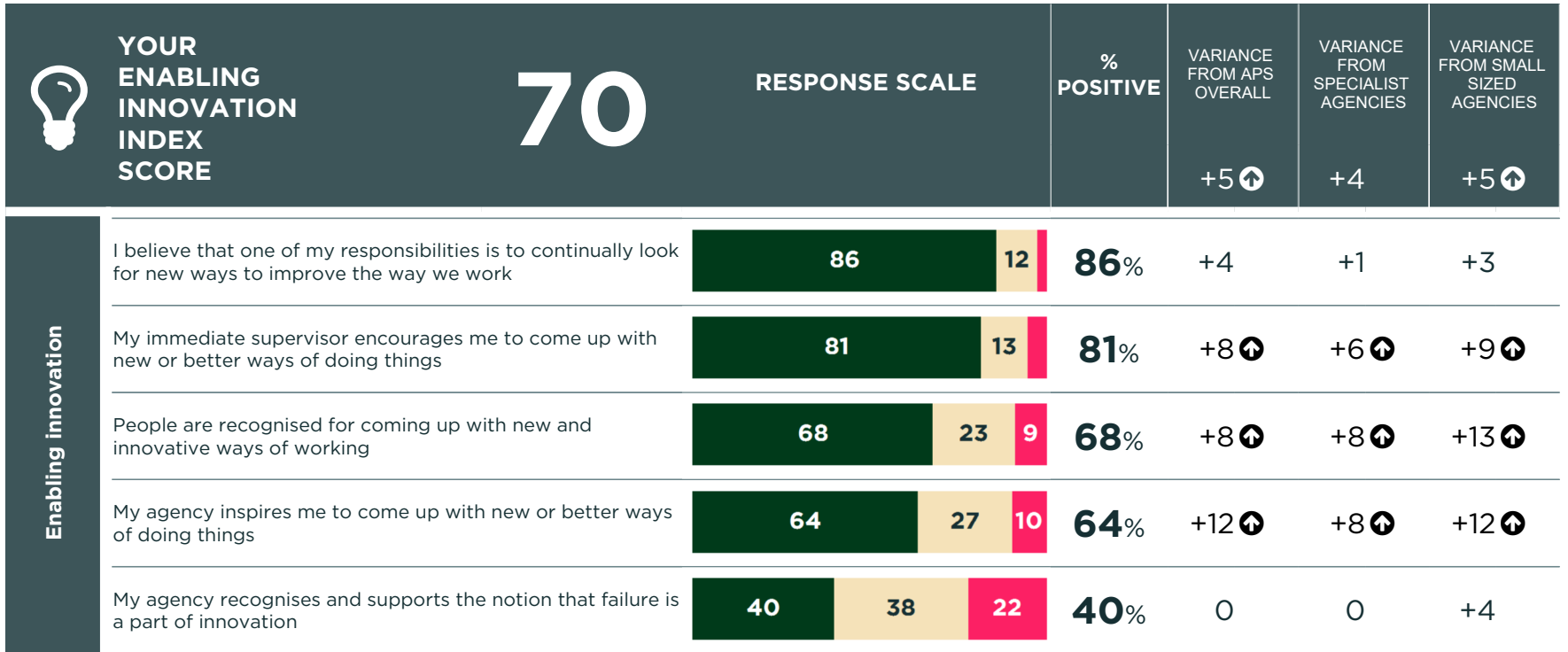


# ENABLING INNOVATION



## 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 |  | 84 | RESPONSE SCALE | % POSITIVE | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|---|--|----|----------------|------------|---------------------------|-----------------------------------|------------------------------------|
| Wellbeing policies and support                  | I am satisfied with the policies/practices in place to help me manage my health and wellbeing    | 86 | 10             | 86%        | +22 ↑                     | +18 ↑                             | +21 ↑                              |
|   | My agency does a good job of communicating what it can offer me in terms of health and wellbeing | 88 | 8              | 88%        | +24 ↑                     | +20 ↑                             | +23 ↑                              |
|   | My agency does a good job of promoting health and wellbeing                                      | 90 | 7              | 90%        | +26 ↑                     | +23 ↑                             | +26 ↑                              |
|   | I think my agency cares about my health and wellbeing  | 90 |                | 90%        | +29 ↑                     | +21 ↑                             | +24 ↑                              |
|   | I believe my immediate supervisor cares about my health and wellbeing                            | 95 |                | 95%        | +9 ↑                      | +7 ↑                              | +9 ↑                               |

### 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 SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--|----------------|---|---------------------------|-----------------------------------|------------------------------------|
|--|----------------|---|---------------------------|-----------------------------------|------------------------------------|

## How often do you find your work stressful?

|           |   |     |       |      |       |
|-----------|---|-----|-------|------|-------|
| Always    |  | 1%  | -4    | -3   | -3    |
| Often     |  | 16% | -10 ↓ | -8 ↓ | -10 ↓ |
| Sometimes |  | 57% | +7 ↑  | +6 ↑ | +7 ↑  |
| Rarely    |  | 25% | +7 ↑  | +5 ↑ | +7 ↑  |
| Never     |  | 2%  | 0     | 0    | -1    |

## To what extent is your work emotionally demanding?

|                        |   |     |      |      |      |
|------------------------|---|-----|------|------|------|
| To a very large extent |    | 3%  | -5 ↓ | -3   | -3   |
| To a large extent      |   | 14% | -7 ↓ | -4   | -5 ↓ |
| Somewhat               |  | 36% | -3   | -2   | -2   |
| To a small extent      |  | 33% | +9 ↑ | +7 ↑ | +7 ↑ |
| To a very small extent |  | 14% | +5 ↑ | +3   | +4   |

### 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 SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|---|----------------|------------|---------------------------|-----------------------------------|------------------------------------|
| <b>I feel burned out by my work</b>                   |                |            |                           |                                   |                                    |
| Strongly agree  |                | <b>2%</b>  | -6 ↓                      | -6 ↓                              | -7 ↓                               |
| Agree   |                | <b>12%</b> | -12 ↓                     | -11 ↓                             | -11 ↓                              |
| Neither agree nor disagree                            |                | <b>32%</b> | 0                         | +2                                | +3                                 |
| Disagree  |                | <b>34%</b> | +4                        | +2                                | +3                                 |
| Strongly disagree                                     |                | <b>20%</b> | +14 ↑                     | +13 ↑                             | +12 ↑                              |
| <b>In general, would you say that your health is:</b> |                |            |                           |                                   |                                    |
| Excellent   |                | <b>16%</b> | +6 ↑                      | +5 ↑                              | +5 ↑                               |
| Very good   |                | <b>35%</b> | 0                         | -1                                | -1                                 |
| Good  |                | <b>38%</b> | 0                         | +1                                | +1                                 |
| Fair  |                | <b>12%</b> | -3                        | -2                                | -3                                 |
| Poor  |                | <b>0%</b>  | -3                        | -3                                | -3                                 |

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

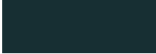



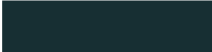







AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

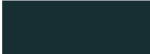









# PERFORMANCE

| RESPONSE SCALE | % | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|----------------|---|---------------------------|-----------------------------------|------------------------------------|
|----------------|---|---------------------------|-----------------------------------|------------------------------------|

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

|                    |   |            |   |  |   |
|--------------------|---|------------|---|--|---|
| Excellent          |  | <b>39%</b> | +11  | +9  | +11  |
| Very good          |  | <b>53%</b> | -3  | -2   | -2  |
| Average            |  | <b>8%</b>  | -7   | -5  | -7   |
| Below average      |  | <b>1%</b>  | -1  | -1   | -1  |
| Well below average |   | <b>0%</b>  | -1  | -1   | -1  |

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

|                    |   |            |   |   |   |
|--------------------|---|------------|---|---|---|
| Excellent          |    | <b>37%</b> | +21    | +19    | +20    |
| Very good          |   | <b>56%</b> | +1  | 0   | +4  |
| Average            |  | <b>6%</b>  | -17  | -15  | -18  |
| Below average      |  | <b>1%</b>  | -3  | -3  | -4  |
| Well below average |   | <b>0%</b>  | -2  | -2  | -3  |

## 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 SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|---|----------------|------------|---------------------------|-----------------------------------|------------------------------------|
| My workgroup has the appropriate skills, capabilities and knowledge to perform well | 97             | 97%        | +18 ↑                     | +15 ↑                             | +17 ↑                              |
| My workgroup has the tools and resources we need to perform well                    | 84             | 84%        | +22 ↑                     | +24 ↑                             | +28 ↑                              |
| The people in my workgroup use time and resources efficiently                       | 92             | 92%        | +15 ↑                     | +14 ↑                             | +16 ↑                              |
| My workgroup can readily adapt to new priorities and tasks                          | 96             | 96%        | +11 ↑                     | +11 ↑                             | +13 ↑                              |
| The people in my workgroup cooperate to get the job done                            | 98             | 98%        | +10 ↑                     | +8 ↑                              | +10 ↑                              |

## 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 SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--|----------------|-----|---------------------------|-----------------------------------|------------------------------------|
| <b>Which of the following statements best reflects your current thoughts about working in your current position?</b> |                |     |                           |                                   |                                    |
| I want to leave my position as soon as possible  |                | 4%  | -6 ↓                      | -5 ↓                              | -6 ↓                               |
| I want to leave my position within the next 12 months  |                | 22% | -1                        | 0                                 | 0                                  |
| I want to stay working in my position for the next one to two years  |                | 42% | +5 ↑                      | +3                                | +5 ↑                               |
| I want to stay working in my position for at least the next three years  |                | 32% | +2                        | +2                                | +1                                 |
| <b>What best describes your plans involved with leaving your current position?</b>                                   |                |     |                           |                                   |                                    |
| I am planning to retire  |                | 11% | +5 ↑                      | +6 ↑                              | +6 ↑                               |
| I am pursuing another position within my agency  |                | 25% | -15 ↓                     | -1                                | +9 ↑                               |
| I am pursuing a position in another agency   |                | 43% | +18 ↑                     | +10 ↑                             | +1                                 |
| I am pursuing work outside the APS   |                | 4%  | -9 ↓                      | -15 ↓                             | -13 ↓                              |
| It is the end of my non-ongoing, casual or contracted employment   |                | 0%  | -4                        | -7 ↓                              | -7 ↓                               |
| Other  |                | 18% | +5 ↑                      | +6 ↑                              | +5 ↑                               |

## 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 SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|---|----------------|------------|---------------------------|-----------------------------------|------------------------------------|
| <b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b> |                |            |                           |                                   |                                    |
| I am looking to further my skills in another area   |                | <b>25%</b> | -                         | -                                 | -                                  |
| I wish to pursue a promotion opportunity  |                | <b>25%</b> | -                         | -                                 | -                                  |
| I have achieved all I can in my current position  |                | <b>15%</b> | -                         | -                                 | -                                  |
| I can receive a higher salary elsewhere   |                | <b>10%</b> | -                         | -                                 | -                                  |
| There is a lack of future career opportunities in my agency   |                | <b>10%</b> | -                         | -                                 | -                                  |

## 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 SPECIALIST AGENCIES | VARIANCE FROM SMALL 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   |   | 5%  | -5 ↓                      | -3                                | -4                                 |
| No  |   | 95% | +5 ↑                      | +3                                | +4                                 |
| Did this discrimination occur in your current agency?   |   |     |                           |                                   |                                    |
| Yes   | The data for this question has been hidden for anonymity reasons. |     |                           |                                   |                                    |
| No  | The data for this question has been hidden for anonymity reasons. |     |                           |                                   |                                    |

## 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 SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|-------------------------|----------------|---|---------------------------|-----------------------------------|------------------------------------|
|-------------------------|----------------|---|---------------------------|-----------------------------------|------------------------------------|

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

|          |  |     |    |    |    |
|----------|--|-----|----|----|----|
| Yes      |  | 7%  | -2 | -1 | -3 |
| No       |  | 92% | +7 | +5 | +7 |
| Not sure |  | 1%  | -4 | -4 | -4 |

Did you report the harassment or bullying?

|   |   |
|---|---|
| I reported the behaviour in accordance with my agency's policies and procedures | The data for this question has been hidden for anonymity reasons. |
| It was reported by someone else   | The data for this question has been hidden for anonymity reasons. |
| I did not report the behaviour  | The data for this question has been hidden for anonymity reasons. |

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 SPECIALIST AGENCIES | VARIANCE FROM SMALL 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  |                | 2%  | -1                        | -1                                | -3                                 |
| No   |                | 96% | +6                        | +5                                | +9                                 |
| Not sure   |                | 0%  | -4                        | -4                                | -5                                 |
| Would prefer not to answer   |                | 2%  | -1                        | -1                                | -1                                 |

## Did you report the potentially corrupt behaviour?

|   |   |
|---|---|
| I reported the behaviour in accordance with my agency's policies and procedures | The data for this question has been hidden for anonymity reasons. |
| It was reported by someone else   | The data for this question has been hidden for anonymity reasons. |
| I did not report the behaviour  | The data for this question has been hidden for anonymity reasons. |

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

|  | RESPONSE SCALE | %           | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--|----------------|-------------|---------------------------|-----------------------------------|------------------------------------|
| <b>How do you describe your gender?</b>  |                |             |                           |                                   |                                    |
| Man or male  |                | <b>28%</b>  | -10 ↓                     | -12 ↓                             | -10 ↓                              |
| Woman or female  |                | <b>67%</b>  | +8 ↑                      | +11 ↑                             | +10 ↑                              |
| Non-binary   |                | <b>2%</b>   | +1                        | +1                                | +1                                 |
| I use a different term   |                | <b>1%</b>   | +1                        | +1                                | +1                                 |
| Prefer not to say  |                | <b>3%</b>   | -1                        | -1                                | -2                                 |
| <b>Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?</b> |                |             |                           |                                   |                                    |
| Yes  |                | <b>0%</b>   | -4                        | -2                                | -4                                 |
| No   |                | <b>100%</b> | +4                        | +2                                | +4                                 |
| <b>Do you have an ongoing disability?</b>  |                |             |                           |                                   |                                    |
| Yes  |                | <b>11%</b>  | +1                        | +3                                | +3                                 |
| No   |                | <b>89%</b>  | -1                        | -3                                | -3                                 |

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

|  | RESPONSE SCALE | %          | VARIANCE FROM APS OVERALL | VARIANCE FROM SPECIALIST AGENCIES | VARIANCE FROM SMALL SIZED AGENCIES |
|--|----------------|------------|---------------------------|-----------------------------------|------------------------------------|
| <b>Do you have carer responsibilities?</b>   |                |            |                           |                                   |                                    |
| Yes  |                | <b>29%</b> | -12 ↓                     | -11 ↓                             | -12 ↓                              |
| No   |                | <b>71%</b> | +12 ↑                     | +11 ↑                             | +12 ↑                              |
| <b>Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?</b> |                |            |                           |                                   |                                    |
| Yes  |                | <b>18%</b> | +11 ↑                     | +9 ↑                              | +9 ↑                               |
| No   |                | <b>82%</b> | -11 ↓                     | -9 ↓                              | -9 ↓                               |
| <b>In which country were you born?</b>   |                |            |                           |                                   |                                    |
| Australia  |                | <b>86%</b> | +9 ↑                      | +10 ↑                             | +9 ↑                               |
| Other country  |                | <b>14%</b> | -9 ↓                      | -10 ↓                             | -9 ↓                               |
| <b>Do you speak a language other than English at home?</b>   |                |            |                           |                                   |                                    |
| No, English only   |                | <b>88%</b> | +8 ↑                      | +7 ↑                              | +5 ↑                               |
| Yes, other   |                | <b>12%</b> | -8 ↓                      | -7 ↓                              | -5 ↓                               |

## KEY




AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# TIME TO TAKE ACTION

 **CELEBRATE**

What things do we do well?

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THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.

 **INVESTIGATE FURTHER WITH OUR TEAMS**

Are there any other opportunities coming out of the results that we want to explore further?

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HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?

 **OPPORTUNITIES**

Areas we need to focus on and turn into action plans:

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WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?

 **USE THIS PAGE TO START YOUR LOCAL ACTION PLANS**

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

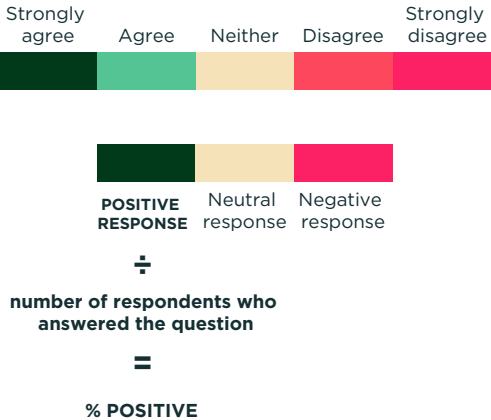
PRIORITISE 3 AREAS TO TAKE FORWARD

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

# GUIDE TO THIS REPORT

## % POSITIVE

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



## 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 | <b>151</b>             | <b>166</b>    | <b>176</b>    | <b>96</b>     | <b>24</b>         | <b>613</b>  |
| PERCENTAGE          | <b>24.63%</b>          | <b>27.08%</b> | <b>28.71%</b> | <b>15.66%</b> | <b>3.92%</b>      | <b>100%</b> |
| ROUNDED PERCENTAGE  | <b>25%</b>             | <b>27%</b>    | <b>29%</b>    | <b>16%</b>    | <b>4%</b>         | <b>101%</b> |
| NUMBER OF POSITIVE  | <b>151 + 166 = 317</b> |               |               |               |                   |             |
| % POSITIVE          | <b>317 ÷ 613 = 52%</b> |               |               |               |                   |             |

## ANONYMITY

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