



Highlights Report

DIGITALHEALTH



CONTENT	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and Change	6
Workplace Conditions	7
Inclusion	9
Enabling Innovation	10
Wellbeing Policies and Support	11
Wellbeing	12
Performance	14
Retention	16
Unacceptable Behaviour	18
Demographics	21
Agency Position	22
Suggested Questions to Focus On	24
Agency Specific Questions	25
Time to Take Action	27
Guide to this Report	28

RESPONSES:
425 of 547
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 $-/+$ 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		73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
SAY	Overall, I am satisfied with my job	72	16	13	72%	+1	-1	-3	-4
	I am proud to work in my agency	75	20		75%	0	-1	-2	-5 ↓
	I would recommend my agency as a good place to work	64	23	13	64%	-3	-5 ↓	-3	-6 ↓
	I believe strongly in the purpose and objectives of my agency	84	14		84%	-1	0	-3	-4
STAY	I feel a strong personal attachment to my agency	54	33	13	54%	-6 ↓	-6 ↓	-7 ↓	-9 ↓
	I feel committed to my agency's goals	85	12		85%	+1	+2	-1	-1
STRIVE	I suggest ideas to improve our way of doing things	92			92%	+1	+5 ↑	+3	+3
	I am happy to go the 'extra mile' at work when required	91			91%	-3	+1	0	0
	I work beyond what is required in my job to help my agency achieve its objectives	81	15		81%	-3	+1	-2	0
	My agency really inspires me to do my best work every day	57	30	13	57%	-2	0	-2	-4

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		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					+2	0	-1	-1

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	79	14	79%	+4	0	0	-1
	My supervisor can deliver difficult advice whilst maintaining relationships	81	13	81%	+2	+3	+2	+2
	My supervisor invites a range of views, including those different to their own	82	11	82%	-1	+1	0	-1
	My supervisor encourages my team to regularly review and improve our work	79	16	79%	+3	-2	-1	-2
	My supervisor is invested in my development	73	17	73%	+4	-2	-2	-3
	My supervisor ensures that my workgroup delivers on what we are responsible for	86	10	86%	+3	-1	-1	-2

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	77	15	8	77%	+5 ↑	-1	0	0
My immediate supervisor encourages me	75	18		75%	+2	-1	-2	-2

KEY

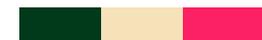


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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		70	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	67	21 12	67%	0	-1	0	-2
	My SES manager presents convincing arguments and persuades others towards an outcome	67	24 9	67%	-2	+5 ⬆	+6 ⬆	+3
	My SES manager promotes cooperation within and between agencies	70	22 8	70%	+2	+4	+6 ⬆	+2
	My SES manager encourages innovation and creativity	69	21 10	69%	+2	+4	+6 ⬆	+4
	My SES manager creates an environment that enables us to deliver our best	65	22 14	65%	0	+1	+1	0
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	78	17	78%	+2	+5 ⬆	+4	+2
Other similar questions								
	In my agency, the SES work as a team	49	33 18	49%	-8 ⬇	-4	-7 ⬇	-4
	In my agency, the SES clearly articulate the direction and priorities for our agency	63	22 16	63%	-2	0	-1	-1
	In my agency, communication between SES and other employees is effective	54	25 22	54%	-3	+1	0	+1
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	69	22 9	69%	-	+4	+4	+1
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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					0	0	0	-1

Communication	My supervisor communicates effectively	80	12	8	80%	+2	-1	0	-1
	My SES manager communicates effectively	70	16	13	70%	+3	+2	+3	+1
	Internal communication within my agency is effective	57	22	21	57%	-4	0	+1	0

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	70	15	15	70%	+3	+3	0	+1
	Staff are consulted about change at work	44	40	16	44%	-8⬇️	-5⬇️	-4	-5⬇️
	Change is managed well in my agency	36	34	30	36%	-2	-7⬇️	-7⬇️	-6⬇️

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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills		78%	+1	-1	-4	-5 ↓
I have a choice in deciding how I do my work		74%	+3	+10 ↑	+7 ↑	+3
Where appropriate, I am able to take part in decisions that affect my job		72%	-2	+3	+1	-1
I am clear what my duties and responsibilities are		73%	-1	-6 ↓	-5 ↓	-6 ↓
I am satisfied with the recognition I receive for doing a good job		67%	+3	0	-1	-3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		59%	+1	+7 ↑	+5 ↑	+3
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		82%	+2	+8 ↑	+6 ↑	+5 ↑
I am satisfied with the stability and security of my job		73%	+4	-9 ↓	-3	-8 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		94%	+2	+15 ↑	+12 ↑	+11 ↑

KEY

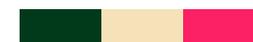


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 51%; background-color: #004d00; color: white; text-align: center;">51</div><div style="width: 37%; background-color: #f0c000; color: black; text-align: center;">37</div><div style="width: 13%; background-color: #d90025; color: white; text-align: center;">13</div></div>	51%	-2	-11↓	-12↓	-9↓
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: 89%; background-color: #004d00; color: white; text-align: center;">89</div><div style="width: 9%; background-color: #d90025; color: white; text-align: center;">9</div></div>	89%	+1	-3	-4	-4
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 80%; background-color: #004d00; color: white; text-align: center;">80</div><div style="width: 19%; background-color: #f0c000; color: black; text-align: center;">19</div></div>	80%	+2	-5↓	-6↓	-5↓

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
--	----------------	---	--------------------	---------------------------	--	-------------------------------------

What best describes your current workload?

Well above capacity - too much work	<div style="width: 26%; background-color: #004d00;"></div>	26%	-4	+2	+2	+2
Slightly above capacity - lots of work to do	<div style="width: 43%; background-color: #004d00;"></div>	43%	0	+3	0	+2
At capacity - about the right amount of work to do	<div style="width: 26%; background-color: #004d00;"></div>	26%	+5↑	-3	-1	-2
Slightly below capacity - available for more work	<div style="width: 4%; background-color: #004d00;"></div>	4%	-1	-1	-1	-1
Well below capacity - not enough work	<div style="width: 1%; background-color: #004d00;"></div>	1%	0	0	0	0

KEY

↑

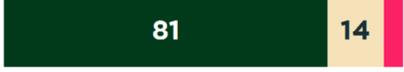
AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓

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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		82%	-1	+2	+2	+3
My supervisor actively ensures that everyone can be included in workplace activities		81%	0	-2	-1	-2
I receive the respect I deserve from my colleagues at work		78%	-2	-3	-3	-4

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		7%	+1	-7⬇️	-6⬇️	-6⬇️
Flexible hours of work		25%	+2	-3	-3	-5⬇️
Compressed work week		4%	+2	+1	0	0
Job sharing		0%	0	0	0	0
Working away from the office/working from home		87%	0	+29⬆️	+22⬆️	+21⬆️
None of the above		5%	-3	-21⬇️	-15⬇️	-15⬇️

KEY

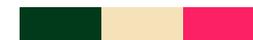


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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		67	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	88	10	88%	+2	+9 ⬆	+8 ⬆	+6 ⬆	
	My immediate supervisor encourages me to come up with new or better ways of doing things	78	16	78%	+2	+6 ⬆	+5 ⬆	+4	
	People are recognised for coming up with new and innovative ways of working	60	30	10	60%	-4	+2	+4	+2
	My agency inspires me to come up with new or better ways of doing things	52	35	13	52%	-8 ⬇	+3	+1	0
	My agency recognises and supports the notion that failure is a part of innovation	39	40	21	39%	-6 ⬇	0	-1	0

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		74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	73	20	7	73%	-2	+9 ↑	+7 ↑	+8 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	74	19		74%	+2	+12 ↑	+9 ↑	+11 ↑
	My agency does a good job of promoting health and wellbeing	78	16		78%	+4	+15 ↑	+13 ↑	+15 ↑
	I think my agency cares about my health and wellbeing	74	16	10	74%	0	+13 ↑	+8 ↑	+9 ↑
	I believe my immediate supervisor cares about my health and wellbeing	87	8		87%	+2	+1	0	0

KEY

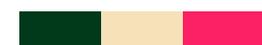


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	--------------------	---------------------------	--	-------------------------------------

How often do you find your work stressful?

Always		4%	-1	-1	0	0
Often		24%	-1	-2	-1	0
Sometimes		52%	+2	+3	+2	+2
Rarely		17%	-1	-1	-2	-2
Never		3%	+1	+1	+1	+1

To what extent is your work emotionally demanding?

To a very large extent		5%	-2	-3	-2	-2
To a large extent		20%	-1	0	-1	0
Somewhat		37%	+1	-1	-1	0
To a small extent		27%	0	+3	+3	+2
To a very small extent		11%	+2	+2	+1	+1

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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	--------------------	---------------------------	--	-------------------------------------

I feel burned out by my work

Strongly agree		7%	-3	-2	-1	-1
Agree		24%	+2	0	0	+1
Neither agree nor disagree		33%	+3	+2	+3	+4
Disagree		28%	-2	-1	-2	-4
Strongly disagree		8%	0	+1	0	0

In general, would you say that your health is:

Excellent		13%	0	+3	+2	+2
Very good		37%	+2	+3	+2	+2
Good		36%	-3	-2	-2	-2
Fair		12%	+1	-3	-2	-2
Poor		3%	-1	-1	0	-1

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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	--------------------	---------------------------	--	-------------------------------------

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

Excellent		28%	+4	+1	0	-1
Very good		53%	-2	-1	-3	-2
Average		16%	0	+1	+3	+3
Below average		1%	-3	-1	0	-1
Well below average		1%	+1	0	+1	+1

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

Excellent		16%	+3	0	0	-1
Very good		55%	0	+1	0	-1
Average		24%	+1	0	0	+2
Below average		4%	-2	0	0	+1
Well below average		1%	-2	-1	-1	-1

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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		76%	+2	-2	-4	-4
My workgroup has the tools and resources we need to perform well		54%	-3	-5 ↓	-6 ↓	-4
The people in my workgroup use time and resources efficiently		73%	+4	-3	-4	-5 ↓
My workgroup can readily adapt to new priorities and tasks		83%	+3	0	-2	-1
The people in my workgroup cooperate to get the job done		87%	+3	-1	-3	-3

KEY

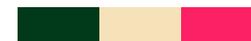


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
----------------	---	--------------------	---------------------------	--	-------------------------------------

Which of the following statements best reflects your current thoughts about working in your current position?

I want to leave my position as soon as possible		8%	-4	-1	0	0
I want to leave my position within the next 12 months		27%	+1	+3	+3	+4
I want to stay working in my position for the next one to two years		42%	+4	+5	+5	+2
I want to stay working in my position for at least the next three years		22%	-1	-6	-8	-5

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

I am planning to retire		1%	-4	-4	-2	-3
I am pursuing another position within my agency		25%	+4	-16	-1	-2
I am pursuing a position in another agency		38%	+12	+10	-1	0
I am pursuing work outside the APS		12%	-8	+1	-1	-2
It is the end of my non-ongoing, casual or contracted employment		7%	-6	+4	0	+2
Other		17%	+1	+5	+5	+4

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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	20%	-	-	-	-
There are a lack of future career opportunities in my agency	12%	-	-	-	-
I can receive a higher salary elsewhere	10%	-	-	-	-
I am not satisfied with the work	8%	-	-	-	-
Senior leadership is of a poor quality	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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		8%	+3	-3	-1	-1
No		92%	-3	+3	+1	+1
Did this discrimination occur in your current agency?						
Yes		78%	0	-14 ↓	-10 ↓	-10 ↓
No		22%	0	+14 ↑	+10 ↑	+10 ↑
Basis for the discrimination that you experienced (3 highest responses):						
Race		40%	-	-	-	-
Gender		23%	-	-	-	-
Age		17%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM SMALLER OPERATIONAL AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes		13%	+3	+2	+3	+3
No		83%	-3	-2	-2	-3
Not sure		5%	-1	-1	-1	0

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		54%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		46%	-	-	-	-
Deliberate exclusion from work-related activities		25%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		37%	+13	+2	-3	+2
It was reported by someone else		13%	+9	+5	+6	+4
I did not report the behaviour		50%	-22	-7	-3	-6

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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?						
Yes		3%	0	0	-1	0
No		91%	-2	0	+2	0
Not sure		4%	0	0	0	0
Would prefer not to answer		3%	+2	+1	0	0
Types of corrupt behaviours witnessed (3 highest responses):						
Fraud, forgery or embezzlement		45%	-	-	-	-
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		45%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		27%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		45%	+15	+25	+27	+26
It was reported by someone else		27%	+27	+11	+9	+10
I did not report the behaviour		27%	-43	-36	-36	-37
KEY			AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		

DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	39%
Woman or female	57%
Non-binary	0%
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	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	6%
No	94%

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 (LGBTIQA+)?	Responses
Yes	6%
No	94%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	60%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	14%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	5%
South-East Asian	12%
North-East Asian	2%
Southern and Central Asian	5%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	2%

Do you consider yourself to be neurodivergent?	Responses
Yes	6%
No	85%
Not sure	9%

AGENCY POSITION



AGENCY POSITION

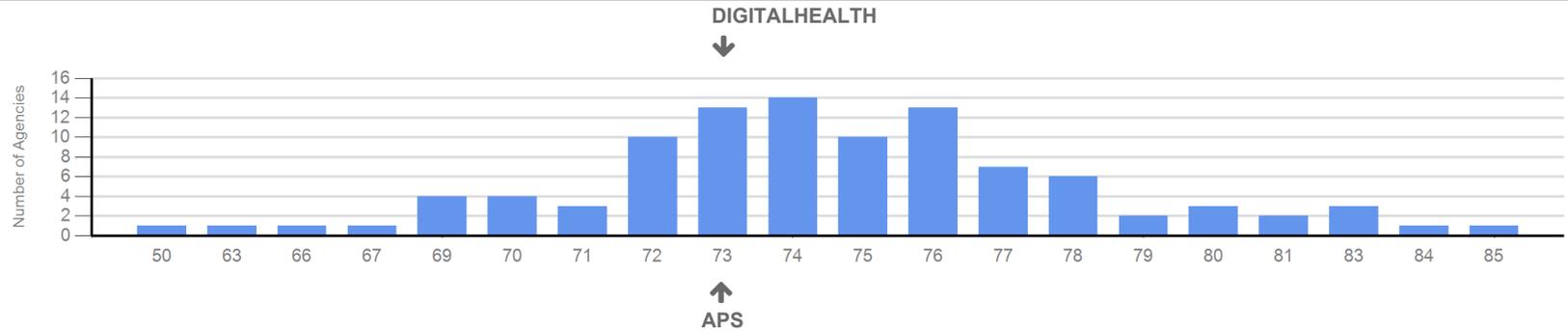
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

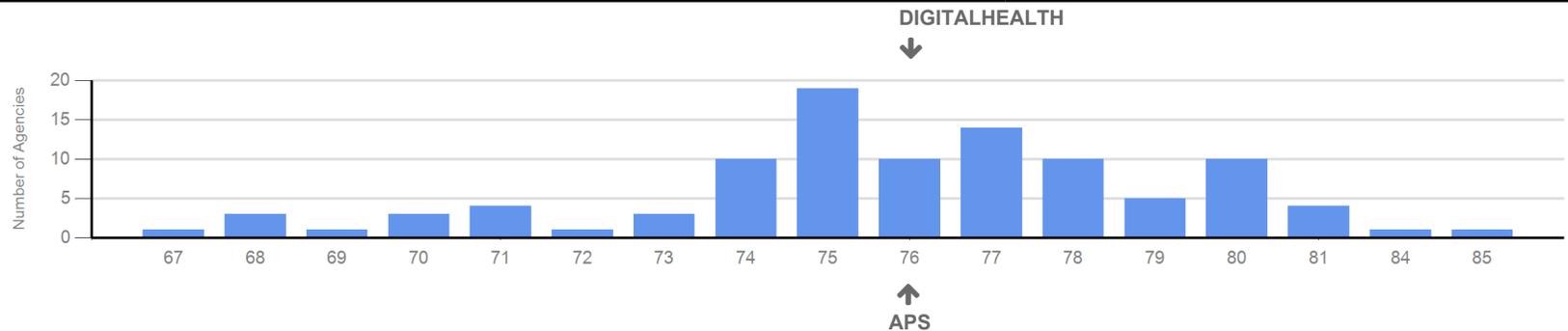
Employee Engagement Index

Ranking : 67th of 100



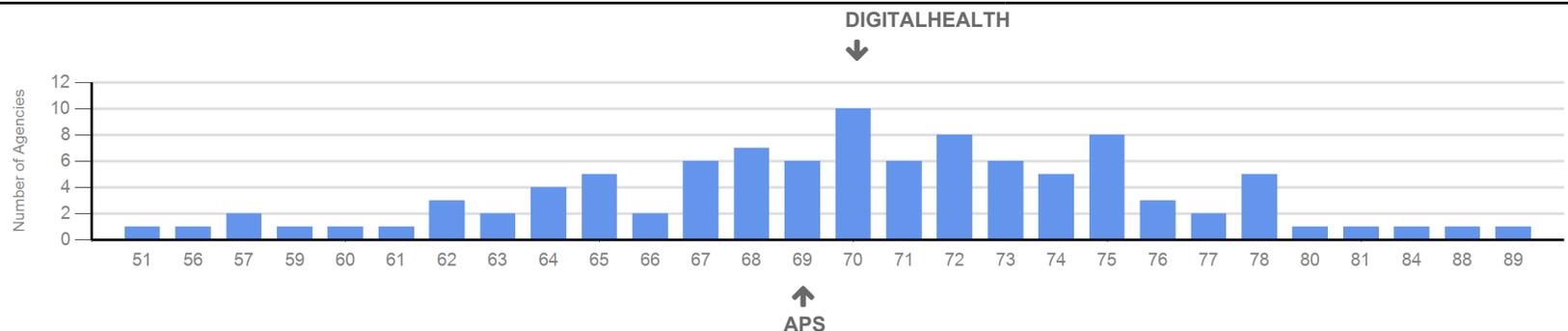
Leadership – Immediate Supervisor Index

Ranking : 53rd of 100



Leadership – SES Manager Index

Ranking : 55th of 100



AGENCY POSITION



AGENCY POSITION

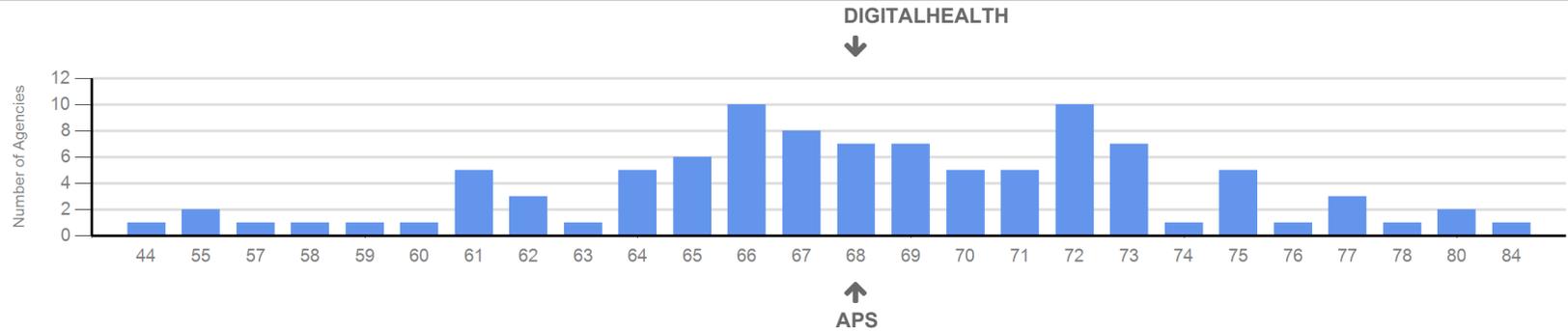
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

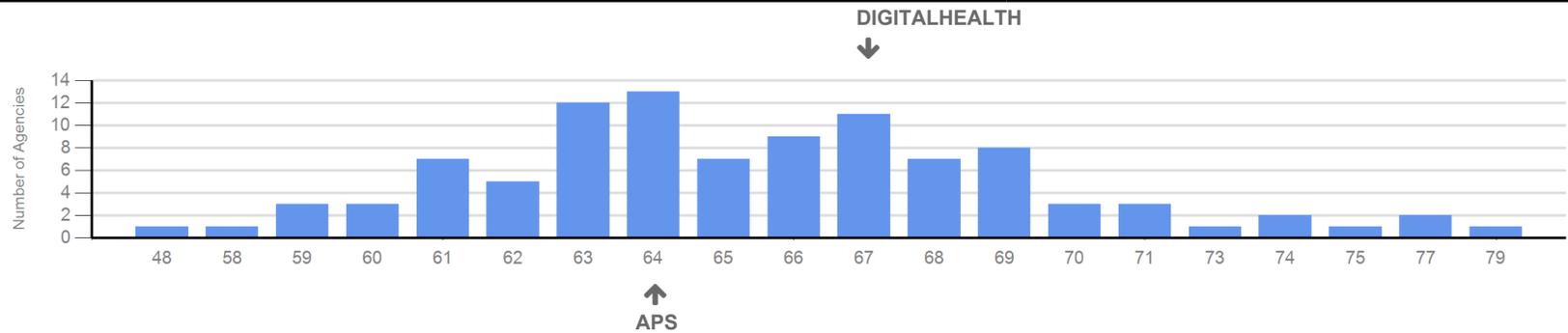
Communication Index

Ranking : 51st of 100



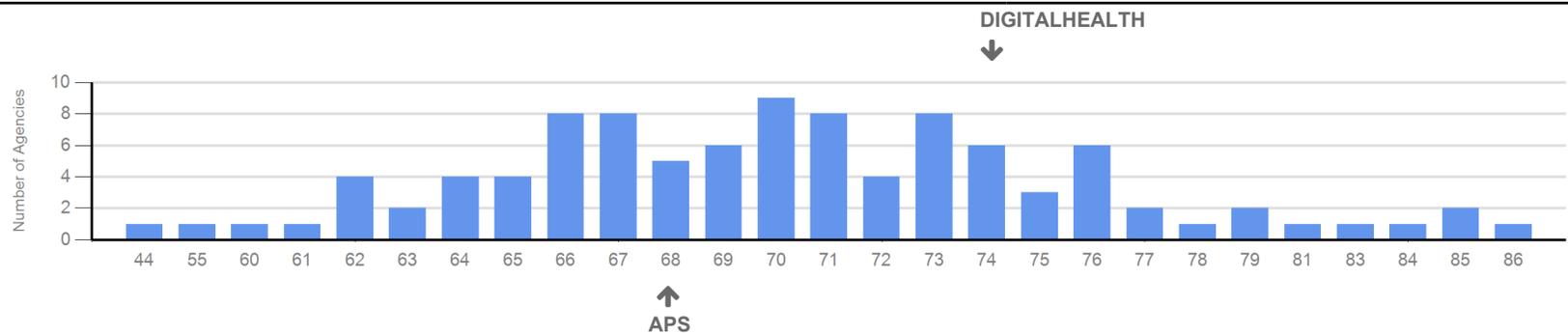
Enabling Innovation Index

Ranking : 35th of 100



Wellbeing Policies and Support Index

Ranking : 21st 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 SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
.1	My agency supports and actively promotes an inclusive workplace culture			82%	-1	+2	+2	+3
.2	I think my agency cares about my health and wellbeing			74%	0	+13	+8	+9
.3	Change is managed well in my agency			36%	-2	-7	-7	-6
.4	In my agency, communication between SES and other employees is effective			54%	-3	+1	0	+1
.5	My agency inspires me to come up with new or better ways of doing things			52%	-8	+3	+1	0
.6	In my agency, the SES clearly articulate the direction and priorities for our agency			63%	-2	0	-1	-1

DIGITALHEALTH SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
The Agency enables and supports me to actively pursue a career path in line with my future aspirations	49	38	13	49%	-
I have the team and tools to be effective in a flexible working environment	87			87%	-
The learning and development opportunities available support me in enhancing my core capabilities and job skills to perform my role or take on new roles	61	27	13	61%	-
Leaders in my Agency demonstrate a commitment to collaboration and strengthening connections across branches, divisions and external stakeholders	60	24	16	60%	+1
Leaders in my Agency provide visibility of and allow staff to participate in decision-making processes	46	31	23	46%	-3
Leaders in my Agency demonstrate APS leadership capabilities (visionary; influential; collaborative; delivers; enabling; and entrepreneurial)	57	32	11	57%	-4
My Agency values behaviours for all staff equally with technical merit in opportunities, recruitment and promotion	59	30	11	59%	0
Leaders in my Agency demonstrate the value that diversity brings to our teams, leveraging diverse ways of thinking	65	24	11	65%	-4
Leaders in my Agency consistently live the Agency's values and strive to achieve our purpose	67	27		67%	-2
My Agency provides clarity and consistency on what 'good leadership' means here	57	28	15	57%	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



DIGITALHEALTH SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
My Agency appropriately engages with risk in decision making	52	34	14	52%	-2
When things go wrong, my Agency uses this as an opportunity to learn	52	32	16	52%	+1
Resources are allocated to projects and programs of work across the Agency where they will deliver the most value using digital tools to make evidence-based and workload management decisions	40	33	26	40%	-

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.

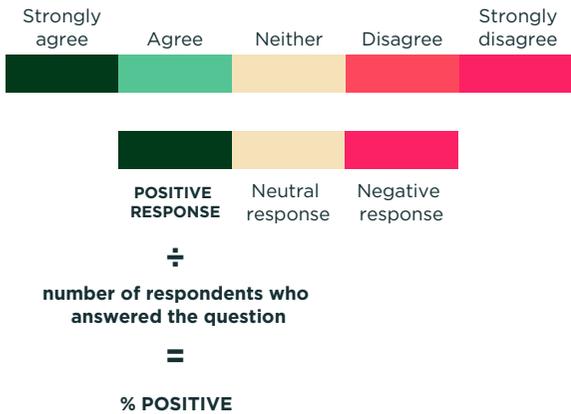
PRIORITISE 3 AREAS TO TAKE FORWARD

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

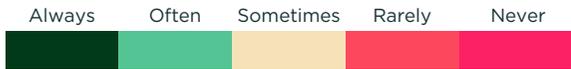
GUIDE TO THIS REPORT

% 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.

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.