



# Highlights Report NHFB



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
Time to Take Action	25
Guide to this Report	26

RESPONSES:  
**32 of 32**

RESPONSE RATE:  
**100%**

# 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		78	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
SAY	Overall, I am satisfied with my job	78	19	78%	-14 ↓	+5 ↑	+2	+5 ↑	
	I am proud to work in my agency	81	19	81%	-3	+6 ↑	-1	-1	
	I would recommend my agency as a good place to work	78	22	78%	-10 ↓	+10 ↑	+5 ↑	+6 ↑	
	I believe strongly in the purpose and objectives of my agency	91	9	91%	+2	+7 ↑	+2	+1	
STAY	I feel a strong personal attachment to my agency	50	38	13	50%	-15 ↓	-10 ↓	-15 ↓	-14 ↓
	I feel committed to my agency's goals	88	13	88%	-1	+4	+2	+1	
STRIVE	I suggest ideas to improve our way of doing things	94		94%	-2	+7 ↑	+4	+1	
	I am happy to go the 'extra mile' at work when required	91	9	91%	-9 ↓	+1	-1	-1	
	I work beyond what is required in my job to help my agency achieve its objectives	72	25	72%	-9 ↓	-8 ↓	-9 ↓	-8 ↓	
	My agency really inspires me to do my best work every day	66	34	66%	-11 ↓	+8 ↑	+4	+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		81	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	81	19	81%	-15 ↓	+2	+3	+2
	My supervisor can deliver difficult advice whilst maintaining relationships	75	25	75%	-13 ↓	-3	-3	-1
	My supervisor invites a range of views, including those different to their own	88	13	88%	-9 ↓	+6 ↑	+5 ↑	+6 ↑
	My supervisor encourages my team to regularly review and improve our work	91	9	91%	-9 ↓	+10 ↑	+10 ↑	+12 ↑
	My supervisor is invested in my development	84	16	84%	-8 ↓	+9 ↑	+8 ↑	+8 ↑
	My supervisor ensures that my workgroup delivers on what we are responsible for	97		97%	-3	+10 ↑	+10 ↑	+11 ↑
<b>Other similar questions</b>								
	My supervisor provides me with helpful feedback to improve my performance	81	19	81%	-15 ↓	+4	+5 ↑	+7 ↑
	My immediate supervisor encourages me	72	25	72%	-20 ↓	-4	-5 ↓	-5 ↓
<b>KEY</b>		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	89	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-2	+20 ↑	+18 ↑	+17 ↑

SES Manager	My SES manager clearly articulates the direction and priorities for our area	97	97%	+1	+29 ↑	+27 ↑	+28 ↑
	My SES manager presents convincing arguments and persuades others towards an outcome	100	100%	0	+38 ↑	+34 ↑	+30 ↑
	My SES manager promotes cooperation within and between agencies	100	100%	0	+34 ↑	+29 ↑	+23 ↑
	My SES manager encourages innovation and creativity	100	100%	+8 ↑	+35 ↑	+33 ↑	+30 ↑
	My SES manager creates an environment that enables us to deliver our best	84	84%	-12 ↓	+21 ↑	+17 ↑	+17 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	100	100%	0	+27 ↑	+23 ↑	+20 ↑

### Other similar questions

In my agency, the SES work as a team	81	81%	-11 ↓	+27 ↑	+27 ↑	+22 ↑
In my agency, the SES clearly articulate the direction and priorities for our agency	97	97%	-3	+34 ↑	+35 ↑	+31 ↑
In my agency, communication between SES and other employees is effective	84	84%	-16 ↓	+31 ↑	+32 ↑	+27 ↑
My SES manager routinely promotes the use of data and evidence to deliver outcomes	100	100%	-	+34 ↑	+30 ↑	+28 ↑

#### 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 <b>80</b>		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-7 ↓	+11 ↑	+10 ↑	+12 ↑










Communication	My supervisor communicates effectively	75	19	75%	-21 ↓	-5 ↓	-6 ↓	-3
	My SES manager communicates effectively	88	13	88%	-13 ↓	+19 ↑	+15 ↑	+17 ↑
	Internal communication within my agency is effective	75	19	75%	-17 ↓	+19 ↑	+18 ↑	+19 ↑

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	22	9	69%	-16 ↓	+2	-1	-3
	Staff are consulted about change at work	78	13	9	78%	-14 ↓	+29 ↑	+29 ↑	+27 ↑
	Change is managed well in my agency	69	28		69%	-8 ↓	+26 ↑	+27 ↑	+21 ↑

KEY	↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative
			<span style="display: inline-block; width: 15px; height: 15px; background-color: #004d00; border: 1px solid #000;"></span> <span style="display: inline-block; width: 15px; height: 15px; background-color: #f1c232; border: 1px solid #000;"></span> <span style="display: inline-block; width: 15px; height: 15px; background-color: #e91e63; border: 1px solid #000;"></span>

# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills		<b>81%</b>	-19 ↓	+3	0	0
I have a choice in deciding how I do my work		<b>78%</b>	-10 ↓	+14 ↑	+3	+5 ↑
Where appropriate, I am able to take part in decisions that affect my job		<b>88%</b>	-9 ↓	+18 ↑	+14 ↑	+12 ↑
I am clear what my duties and responsibilities are		<b>69%</b>	-20 ↓	-11 ↓	-12 ↓	-11 ↓
I am satisfied with the recognition I receive for doing a good job		<b>75%</b>	-10 ↓	+9 ↑	+5 ↑	+3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		<b>72%</b>	-5 ↓	+20 ↑	+18 ↑	+10 ↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		<b>97%</b>	+5 ↑	+23 ↑	+17 ↑	+21 ↑
I am satisfied with the stability and security of my job		<b>94%</b>	-2	+12 ↑	+14 ↑	+12 ↑
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		<b>100%</b>	+4	+21 ↑	+15 ↑	+21 ↑

## 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 56%; background-color: #004d00; color: white; text-align: center;">56</div><div style="width: 31%; background-color: #f0c000; color: black; text-align: center;">31</div><div style="width: 13%; background-color: #e91e63; color: white; text-align: center;">13</div></div>	56%	+18 ⬆️	-5 ⬇️	-1	+2
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: 91%; background-color: #004d00; color: white; text-align: center;">91</div><div style="width: 9%; background-color: #f0c000; color: black; text-align: center;">9</div></div>	91%	-9 ⬇️	-1	-2	-1
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 88%; background-color: #004d00; color: white; text-align: center;">88</div><div style="width: 13%; background-color: #f0c000; color: black; text-align: center;">13</div></div>	88%	-1	+3	+3	+5 ⬆️

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work	<div style="width: 6%; background-color: #004d00;"></div>	6%	-5 ⬇️	-17 ⬇️	-16 ⬇️	-16 ⬇️
Slightly above capacity - lots of work to do	<div style="width: 41%; background-color: #004d00;"></div>	41%	+10 ⬆️	+1	0	-2
At capacity - about the right amount of work to do	<div style="width: 47%; background-color: #004d00;"></div>	47%	-7 ⬇️	+17 ⬆️	+17 ⬆️	+20 ⬆️
Slightly below capacity - available for more work	<div style="width: 6%; background-color: #004d00;"></div>	6%	+2	+1	0	0
Well below capacity - not enough work	<div style="width: 0%; background-color: #004d00;"></div>	0%	0	-1	-1	-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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	 94	94%	+1	+14 	+13 	+14 
My supervisor actively ensures that everyone can be included in workplace activities	 94	94%	-2	+10 	+10 	+10 
I receive the respect I deserve from my colleagues at work	 94	94%	+5 	+13 	+12 	+13 

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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Do you currently access any of the following flexible working arrangements?  
[Multiple Response]

Part time	 19	19%	+7 	+5 	+4	0
Flexible hours of work	 47	47%	+8 	+19 	+12 	+17 
Compressed work week	 9	9%	+9 	+6 	+6 	+6 
Job sharing		0%	0	0	0	0
Working away from the office/working from home	 63	63%	+5 	+5 	-7 	-1
None of the above	 9	9%	-6 	-16 	-8 	-10 

**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		77	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL 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	9	88%	-9 ↓	+8 ↑	+4	+3
	My immediate supervisor encourages me to come up with new or better ways of doing things	75	22	75%	-17 ↓	+3	0	0
	People are recognised for coming up with new and innovative ways of working	78	16	78%	-6 ↓	+20 ↑	+18 ↑	+18 ↑
	My agency inspires me to come up with new or better ways of doing things	72	22	72%	-13 ↓	+22 ↑	+18 ↑	+16 ↑
	My agency recognises and supports the notion that failure is a part of innovation	84	13	84%	-4	+45 ↑	+45 ↑	+42 ↑

### 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		85	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	97	97%	+12 ↑	+33 ↑	+29 ↑	+28 ↑	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	97	97%	+20 ↑	+35 ↑	+31 ↑	+32 ↑	
	My agency does a good job of promoting health and wellbeing	94	94%	+9 ↑	+31 ↑	+28 ↑	+30 ↑	
	I think my agency cares about my health and wellbeing	88	88%	-1	+27 ↑	+19 ↑	+16 ↑	
	I believe my immediate supervisor cares about my health and wellbeing	91	91%	-2	+5 ↑	+3	+4	

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



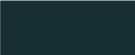
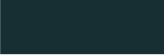

Positive Neutral Negative







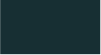
# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## How often do you find your work stressful?

Always		0%	-4	-5 ↓	-4	-4
Often		19%	+7 ↑	-7 ↓	-4	-4
Sometimes		34%	0	-15 ↓	-16 ↓	-14 ↓
Rarely		41%	+6 ↑	+22 ↑	+19 ↑	+18 ↑
Never		6%	-9 ↓	+4	+4	+4

## To what extent is your work emotionally demanding?

To a very large extent		0%	0	-8 ↓	-6 ↓	-6 ↓
To a large extent		9%	+2	-12 ↓	-8 ↓	-6 ↓
Somewhat		34%	+7 ↑	-4	-4	-6 ↓
To a small extent		31%	0	+8 ↑	+5 ↑	+6 ↑
To a very small extent		25%	-10 ↓	+16 ↑	+14 ↑	+12 ↑

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR




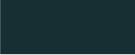



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR






# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## I feel burned out by my work

Strongly agree		0%	-8 ↓	-9 ↓	-8 ↓	-8 ↓
Agree		16%	+8 ↑	-8 ↓	-6 ↓	-5 ↓
Neither agree nor disagree		25%	-2	-7 ↓	-5 ↓	-3
Disagree		34%	+11 ↑	+5 ↑	+2	+2
Strongly disagree		25%	-10 ↓	+18 ↑	+17 ↑	+13 ↑

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

Excellent		9%	-10 ↓	-1	-3	-4
Very good		34%	-12 ↓	+1	-1	-2
Good		41%	+14 ↑	+3	+4	+5 ↑
Fair		16%	+8 ↑	+1	+3	+3
Poor		0%	0	-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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		<b>31%</b>	-26 ↓	+4	+1	+1
Very good		<b>50%</b>	+15 ↑	-5 ↓	-4	-4
Average		<b>19%</b>	+15 ↑	+4	+5 ↑	+6 ↑
Below average		<b>0%</b>	0	-2	-2	-1
Well below average		<b>0%</b>	-4	-1	-1	-1

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

Excellent		<b>44%</b>	-25 ↓	+28 ↑	+26 ↑	+23 ↑
Very good		<b>56%</b>	+29 ↑	+3	+1	+1
Average		<b>0%</b>	-4	-25 ↓	-22 ↓	-17 ↓
Below average		<b>0%</b>	0	-4	-4	-4
Well below average		<b>0%</b>	0	-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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	84 	84%	-8 	+6 	+3	0
My workgroup has the tools and resources we need to perform well	94 	94%	+1	+35 	+35 	+31 
The people in my workgroup use time and resources efficiently	94 	94%	+5 	+18 	+15 	+15 
My workgroup can readily adapt to new priorities and tasks	97 	97%	+5 	+14 	+12 	+12 
The people in my workgroup cooperate to get the job done	94 	94%	-2	+6 	+4	+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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL 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		6%	+2	-4	-2	-4
I want to leave my position within the next 12 months		38%	+9	+13	+15	+15
I want to stay working in my position for the next one to two years		47%	-13	+9	+6	+4
I want to stay working in my position for at least the next three years		9%	+1	-19	-19	-15

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

I am planning to retire		7%	+7	+2	+3	+3
I am pursuing another position within my agency		0%	0	-41	-26	-7
I am pursuing a position in another agency		71%	+71	+44	+37	+22
I am pursuing work outside the APS		0%	0	-11	-17	-21
It is the end of my non-ongoing, casual or contracted employment		14%	+14	+11	+9	+10
Other		7%	+7	-5	-6	-7

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# RETENTION



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

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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL 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	40%	-	-	-	-
There are a lack of future career opportunities in my agency	20%	-	-	-	-
I am looking to further my skills in another area	20%	-	-	-	-
I have experienced unacceptable behaviours (such as bullying or harassment)	10%	-	-	-	-
I don't think my work performance is fairly assessed in comparison to others	10%	-	-	-	-

## 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA 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		3%	-5 ↓	-7 ↓	-5 ↓	-5 ↓
No		97%	+5 ↑	+7 ↑	+5 ↑	+5 ↑
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 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM EXTRA SMALL SIZED AGENCIES

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

		%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Yes		6%	-1	-4	-2	-3
No		94%	+13	+10	+7	+8
Not sure		0%	-12	-5	-5	-5

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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA 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		6%	+6	+3	+3	+2
No		91%	-2	0	-1	+1
Not sure		3%	-1	-1	-1	-2
Would prefer not to answer		0%	-4	-2	-2	-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

How do you describe your gender?	Responses
Man or male	56%
Woman or female	44%
Non-binary	0%
I use a different term	0%
Prefer not to say	0%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	3%
No	97%

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

Do you have carer responsibilities?	Responses
Yes	41%
No	59%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	16%
No	84%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	72%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	0%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	9%
North-West European (excluding Anglo-European)	0%
Southern and Eastern European	0%
South-East Asian	13%
North-East Asian	3%
Southern and Central Asian	6%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	3%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	9%
No	84%
Not sure	6%

# AGENCY POSITION



## AGENCY POSITION

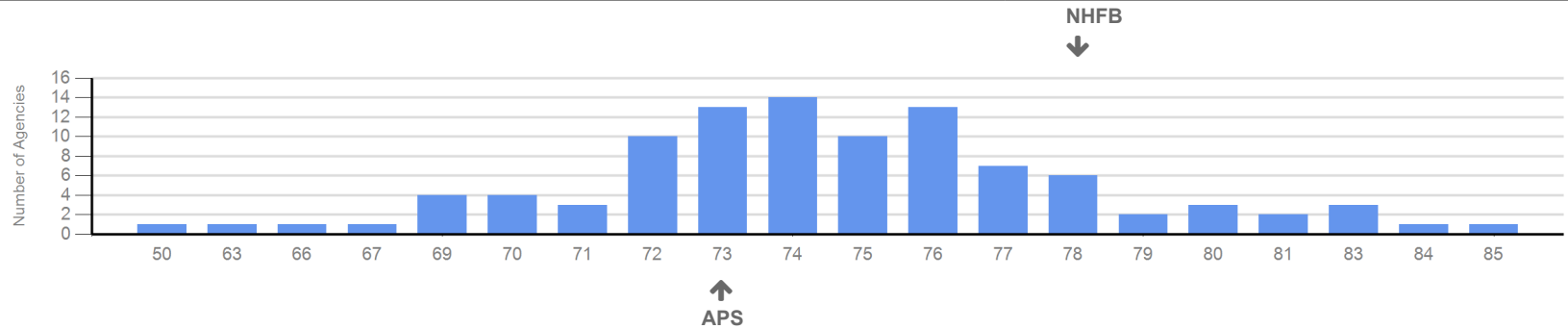
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

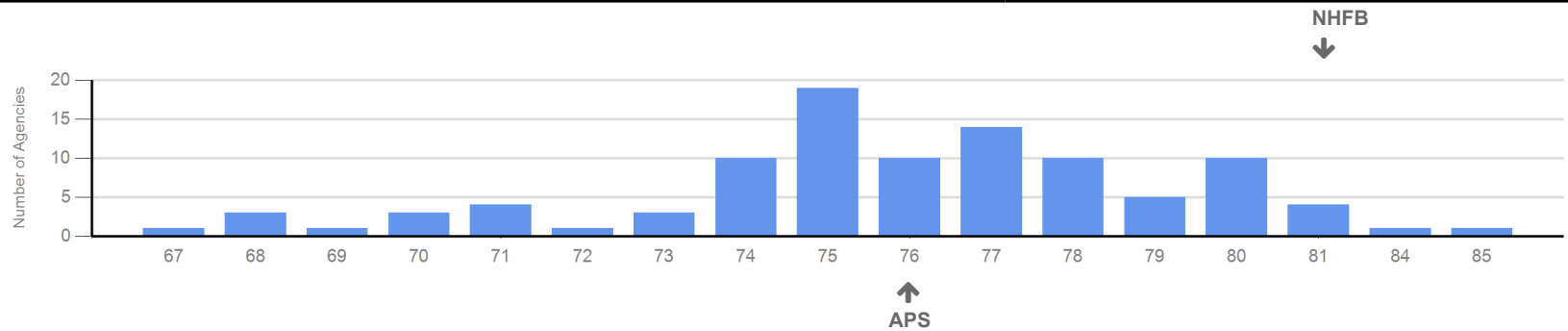
### Employee Engagement Index

Ranking : 13th of 100



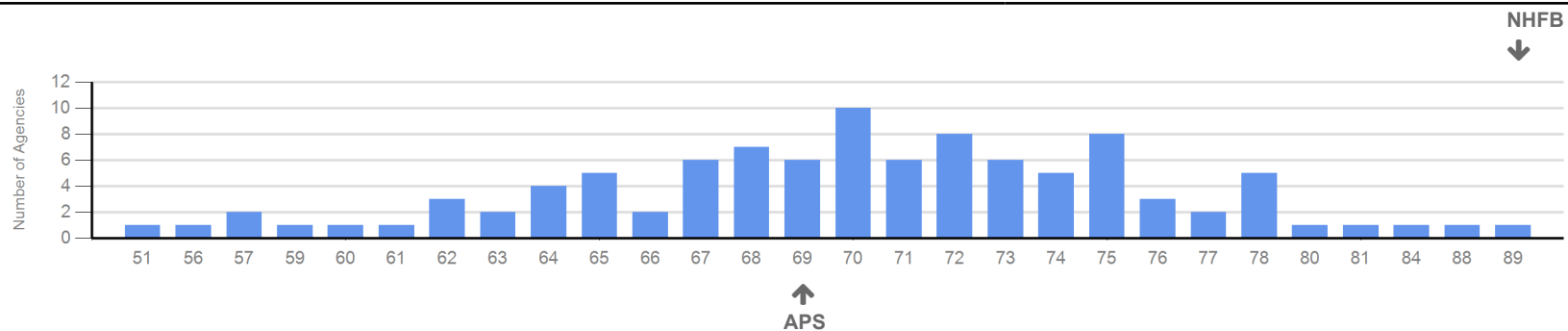
### Leadership – Immediate Supervisor Index

Ranking : 4th of 100



### Leadership – SES Manager Index

Ranking : 1st of 100



# AGENCY POSITION



## AGENCY POSITION

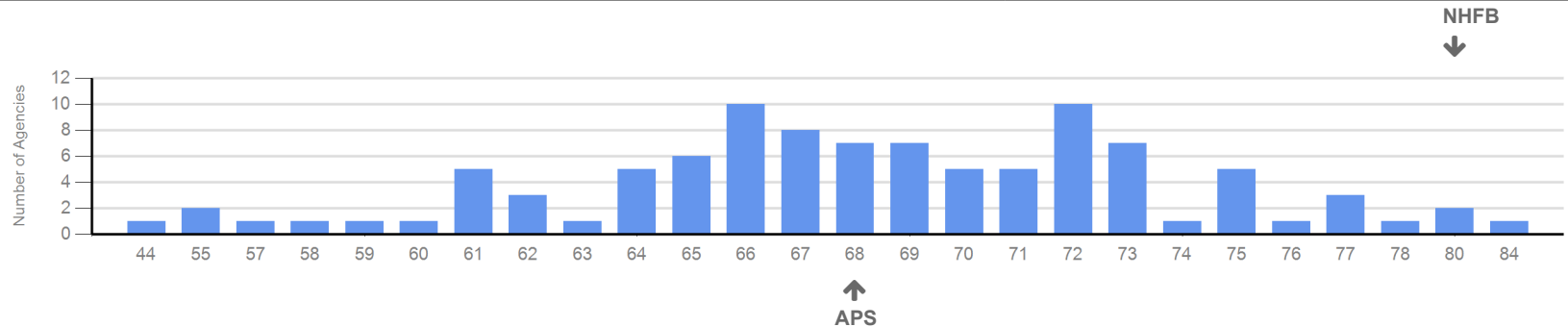
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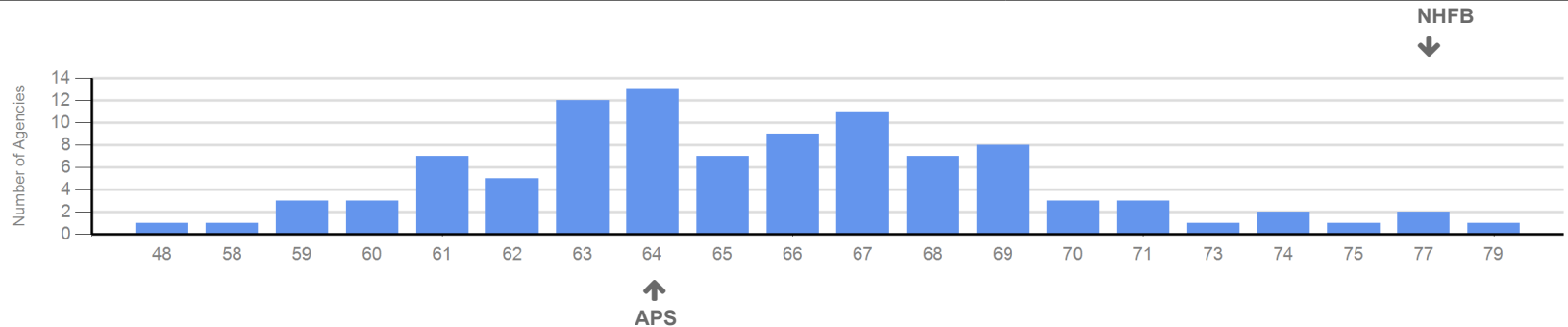
### Communication Index

Ranking : 3rd of 100



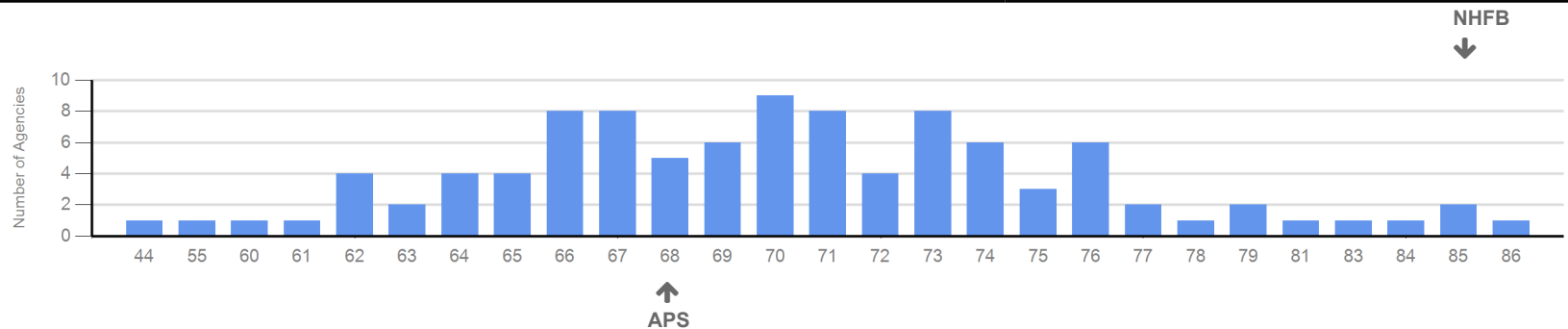
### Enabling Innovation Index

Ranking : 2nd of 100



### Wellbeing Policies and Support Index

Ranking : 2nd 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
<b>.1</b> My immediate supervisor encourages me			<b>72%</b>	-20	-4	-5	-5
<b>.2</b> My supervisor is invested in my development			<b>84%</b>	-8	+9	+8	+8
<b>.3</b> Internal communication within my agency is effective			<b>75%</b>	-17	+19	+18	+19
<b>.4</b> My agency supports and actively promotes an inclusive workplace culture			<b>94%</b>	+1	+14	+13	+14
<b>.5</b> Change is managed well in my agency			<b>69%</b>	-8	+26	+27	+21
<b>.6</b> I am satisfied with the recognition I receive for doing a good job			<b>75%</b>	-10	+9	+5	+3



# 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.

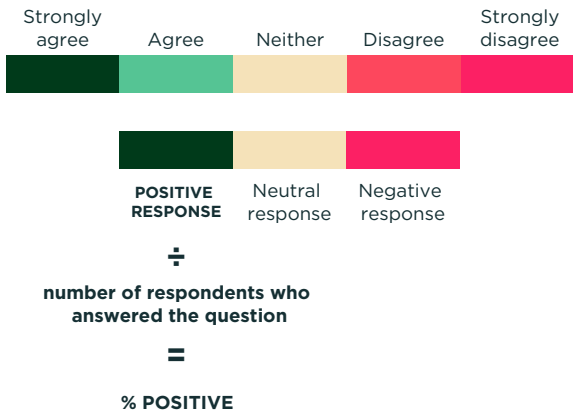
PRIORITISE 3 AREAS TO TAKE FORWARD

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

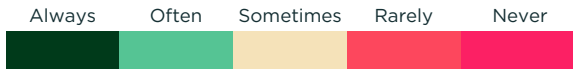
# GUIDE TO THIS REPORT

## % 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	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## 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.