



Highlights Report PM&C



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RESPONSES:
1,025 of 1,140
RESPONSE RATE:
90%

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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SAY	Overall, I am satisfied with my job	82	10 8	82%	0	+9 ↑	+5 ↑	+6 ↑
	I am proud to work in my agency	90	9	90%	+5 ↑	+14 ↑	+11 ↑	+10 ↑
	I would recommend my agency as a good place to work	83	13	83%	-2	+15 ↑	+8 ↑	+9 ↑
	I believe strongly in the purpose and objectives of my agency	86	12	86%	+3	+2	0	-1
STAY	I feel a strong personal attachment to my agency	61	27 12	61%	0	+1	+2	-1
	I feel committed to my agency's goals	86	12	86%	+3	+3	+2	+1
STRIVE	I suggest ideas to improve our way of doing things	92		92%	0	+5 ↑	+1	+3
	I am happy to go the 'extra mile' at work when required	96		96%	0	+6 ↑	+3	+4
	I work beyond what is required in my job to help my agency achieve its objectives	86	11	86%	0	+6 ↑	+4	+4
	My agency really inspires me to do my best work every day	71	21 7	71%	0	+14 ↑	+11 ↑	+11 ↑

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		79	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	82	10 8	82%	-1	+3	+2	+3
	My supervisor can deliver difficult advice whilst maintaining relationships	82	11 8	82%	0	+3	+2	+2
	My supervisor invites a range of views, including those different to their own	85	9	85%	-2	+4	+2	+2
	My supervisor encourages my team to regularly review and improve our work	85	10	85%	-1	+4	+3	+3
	My supervisor is invested in my development	80	13 7	80%	-1	+4	+3	+3
	My supervisor ensures that my workgroup delivers on what we are responsible for	91		91%	-1	+4	+2	+2
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	78	14 9	78%	-2	+1	+1	0
	My immediate supervisor encourages me	82	12	82%	+1	+7 ⬆️	+5 ⬆️	+5 ⬆️

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		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					-3	+7 ↑	+3	+4

SES Manager	My SES manager clearly articulates the direction and priorities for our area		75	15	10	75%	-6 ↓	+7 ↑	+1	+3
	My SES manager presents convincing arguments and persuades others towards an outcome		77	16	7	77%	-4	+15 ↑	+6 ↑	+9 ↑
	My SES manager promotes cooperation within and between agencies		82	14		82%	-4	+16 ↑	+6 ↑	+9 ↑
	My SES manager encourages innovation and creativity		71	21	8	71%	-8 ↓	+6 ↑	+1	+3
	My SES manager creates an environment that enables us to deliver our best		74	16	11	74%	-7 ↓	+10 ↑	+3	+5 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS		84	11		84%	-3	+11 ↑	+4	+6 ↑

Other similar questions

In my agency, the SES work as a team		63	26	11	63%	-3	+10 ↑	+4	+6 ↑
In my agency, the SES clearly articulate the direction and priorities for our agency		73	17	10	73%	-5 ↓	+10 ↑	+4	+6 ↑
In my agency, communication between SES and other employees is effective		64	22	14	64%	-6 ↓	+11 ↑	+5 ↑	+7 ↑
My SES manager routinely promotes the use of data and evidence to deliver outcomes		72	21		72%	-	+6 ↑	+1	+2

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	73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					-1	+5	+3	+3

























Communication	My supervisor communicates effectively	82	9 9	82%	0	+2	+2	+1
	My SES manager communicates effectively	76	13 11	76%	-5	+7	+1	+3
	Internal communication within my agency is effective	72	20 9	72%	-1	+15	+11	+13

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	16 15	69%	-7	+2	+1	+1
	Staff are consulted about change at work	53	32 15	53%	-6	+4	+2	+2
	Change is managed well in my agency	54	31 15	54%	-8	+11	+9	+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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills		86%	+2	+8 	+5 	+5 
I have a choice in deciding how I do my work		71%	-1	+7 	0	0
Where appropriate, I am able to take part in decisions that affect my job		78%	-4	+9 	+2	+4
I am clear what my duties and responsibilities are		79%	+1	0	+1	0
I am satisfied with the recognition I receive for doing a good job		76%	-4	+10 	+4	+5 
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		70%	-8 	+19 	+3	+9 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		81%	-5 	+7 	+1	+1
I am satisfied with the stability and security of my job		90%	-2	+8 	+4	+7 
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		84%	-4	+6 	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR





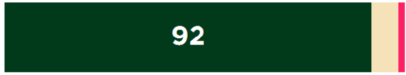
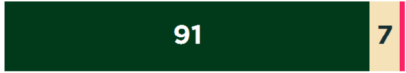





AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative










WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS		70%	0	+8 	+8 	+8 
I understand how my role contributes to achieving an outcome for the Australian public		92%	+1	0	0	-1
I believe strongly in the purpose and objectives of the APS		91%	+2	+7 	+5 	+5 

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

Well above capacity - too much work		21%	+7 	-2	-3	-2
Slightly above capacity - lots of work to do		41%	+1	+1	+2	+1
At capacity - about the right amount of work to do		29%	0	0	+1	0
Slightly below capacity - available for more work		7%	-7 	+2	+1	+1
Well below capacity - not enough work		1%	-1	0	0	0

KEY

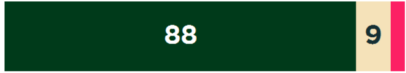






 AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative














INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		88%	+4	+8 	+5 	+5 
My supervisor actively ensures that everyone can be included in workplace activities		85%	-2	+1	0	0
I receive the respect I deserve from my colleagues at work		87%	0	+6 	+4	+4

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

Part time		12%	-3	-2	-2	-2
Flexible hours of work		21%	+2	-7 	-1	-5 
Compressed work week		3%	0	0	0	-1
Job sharing		1%	-1	+1	+1	+1
Working away from the office/working from home		61%	-2	+4	-2	-6 
None of the above		29%	+4	+3	+5 	+8 

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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	85	11	85%	-3	+5 ⬆️	+1	+3
	My immediate supervisor encourages me to come up with new or better ways of doing things	77	16	77%	-3	+5 ⬆️	+3	+3
	People are recognised for coming up with new and innovative ways of working	63	28	10	63%	-7 ⬇️	+5 ⬆️	+4
	My agency inspires me to come up with new or better ways of doing things	54	36	10	54%	-6 ⬇️	+4	+5 ⬆️
	My agency recognises and supports the notion that failure is a part of innovation	35	44	20	35%	-7 ⬇️	-4	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING POLICIES AND SUPPORT



WELLBEING

THE WELLBEING SCORE PROVIDES A MEASURE OF THE PRACTICAL AND CULTURAL ELEMENTS THAT ALLOW FOR A SUSTAINABLE AND HEALTHY WORKING ENVIRONMENT.

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE		73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	69	20	10	69%	-5 ↓	+5 ↑	+5 ↑	+4
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	70	20	9	70%	-3	+8 ↑	+9 ↑	+7 ↑
	My agency does a good job of promoting health and wellbeing	71	20	8	71%	0	+8 ↑	+9 ↑	+7 ↑
	I think my agency cares about my health and wellbeing	70	21	9	70%	-3	+9 ↑	+6 ↑	+5 ↑
	I believe my immediate supervisor cares about my health and wellbeing	88	8		88%	-2	+3	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR


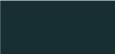



Positive Neutral Negative








WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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How often do you find your work stressful?

Always		4%	+2	-1	0	0
Often		29%	+3	+3	+2	+3
Sometimes		52%	-1	+3	+3	+3
Rarely		14%	-3	-5 ⬇️	-5 ⬇️	-5 ⬇️
Never		1%	0	-1	-1	0

To what extent is your work emotionally demanding?

To a very large extent		7%	+3	-1	+1	0
To a large extent		19%	+1	-2	0	-1
Somewhat		41%	0	+2	+2	+2
To a small extent		25%	-4	+1	0	0
To a very small extent		8%	-1	-1	-3	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel burned out by my work						
Strongly agree		8%	+3	-1	0	0
Agree		26%	+1	+2	+2	+2
Neither agree nor disagree		29%	+1	-3	-2	-2
Disagree		32%	-5	+3	+1	+2
Strongly disagree		6%	0	-1	-1	-1
In general, would you say that your health is:						
Excellent		12%	-1	+2	+2	+2
Very good		36%	-2	+2	+1	+1
Good		36%	+2	-2	-2	-2
Fair		14%	+1	-1	0	0
Poor		3%	0	-1	-1	-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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		44%	+5 	+16 	+13 	+14 
Very good		46%	-3	-9 	-8 	-8 
Average		8%	-2	-7 	-4	-4
Below average		1%	0	-1	-1	-1
Well below average		0%	0	0	0	0

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

Excellent		29%	+1	+13 	+10 	+11 
Very good		61%	+3	+7 	+2	+4
Average		10%	-3	-15 	-9 	-12 
Below average		1%	0	-3	-2	-2
Well below average		0%	0	-2	-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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	 87	87%	-1	+9 	+7 	+7 
My workgroup has the tools and resources we need to perform well	 74	74%	-6 	+15 	+15 	+16 
The people in my workgroup use time and resources efficiently	 82	82%	-1	+6 	+5 	+4
My workgroup can readily adapt to new priorities and tasks	 91	91%	-1	+7 	+6 	+6 
The people in my workgroup cooperate to get the job done	 92	92%	0	+5 	+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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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Which of the following statements best reflects your current thoughts about working in your current position?

I want to leave my position as soon as possible		11%	+1	+1	+1	+2
I want to leave my position within the next 12 months		42%	+3	+17	+13	+15
I want to stay working in my position for the next one to two years		38%	-4	0	-4	-3
I want to stay working in my position for at least the next three years		10%	0	-19	-10	-14

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

I am planning to retire		1%	-1	-4	-2	-2
I am pursuing another position within my agency		29%	-6	-12	-11	-13
I am pursuing a position in another agency		40%	+1	+12	+11	+13
I am pursuing work outside the APS		10%	-2	-2	0	-1
It is the end of my non-ongoing, casual or contracted employment		7%	+4	+4	+3	+2
Other		14%	+3	+1	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION



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

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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	18%	-	-	-	-
I am looking to further my skills in another area	17%	-	-	-	-
I have achieved all I can in my current position	12%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	9%	-	-	-	-
I want to live elsewhere within Australia or overseas	7%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

DISCRIMINATION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		8%	+1	-3	-2	-2
No		92%	-1	+3	+2	+2
Did this discrimination occur in your current agency?						
Yes		88%	+6	-4	-1	-2
No		12%	-6	+4	+1	+2
Basis for the discrimination that you experienced (3 highest responses):						
Race		32%	-	-	-	-
Gender		26%	-	-	-	-
Age		21%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes		7%	0	-3	-2	-2
No		89%	+1	+4	+3	+3
Not sure		4%	0	-2	-1	-1

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		47%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		34%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		25%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		32%	+3	-3	-2	-4
It was reported by someone else		11%	+2	+3	+3	+3
I did not report the behaviour		58%	-5↓	0	-1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO INDICATED THAT THEY HAD WITNESSED POTENTIAL CORRUPT BEHAVIOUR WERE ASKED TO DESCRIBE THE BEHAVIOUR. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF CORRUPT BEHAVIOURS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

CORRUPTION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?						
Yes		2%	0	-1	0	-1
No		95%	0	+5	+3	+3
Not sure		2%	-1	-2	-2	-2
Would prefer not to answer		1%	0	-1	-1	-1
Types of corrupt behaviours witnessed (3 highest responses):						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		80%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		20%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		15%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		5%	+5	-15	-13	-15
It was reported by someone else		20%	+1	+4	+4	+5
I did not report the behaviour		75%	-6	+11	+8	+10
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	29%
Woman or female	68%
Non-binary	1%
I use a different term	0%
Prefer not to say	2%

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	9%
No	91%

Do you have carer responsibilities?	Responses
Yes	33%
No	67%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	14%
No	86%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	77%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	18%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	5%
South-East Asian	6%
North-East Asian	3%
Southern and Central Asian	4%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	7%
No	85%
Not sure	8%

AGENCY POSITION



AGENCY POSITION

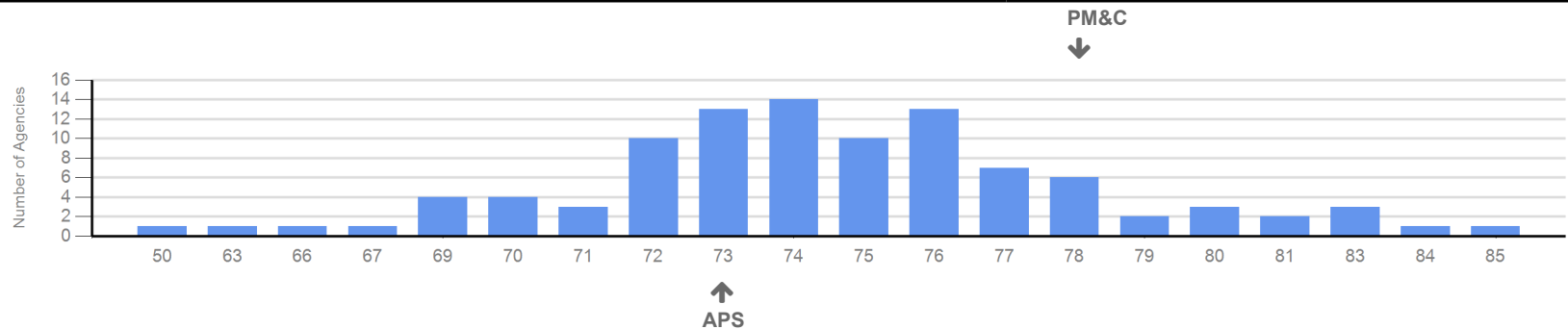
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

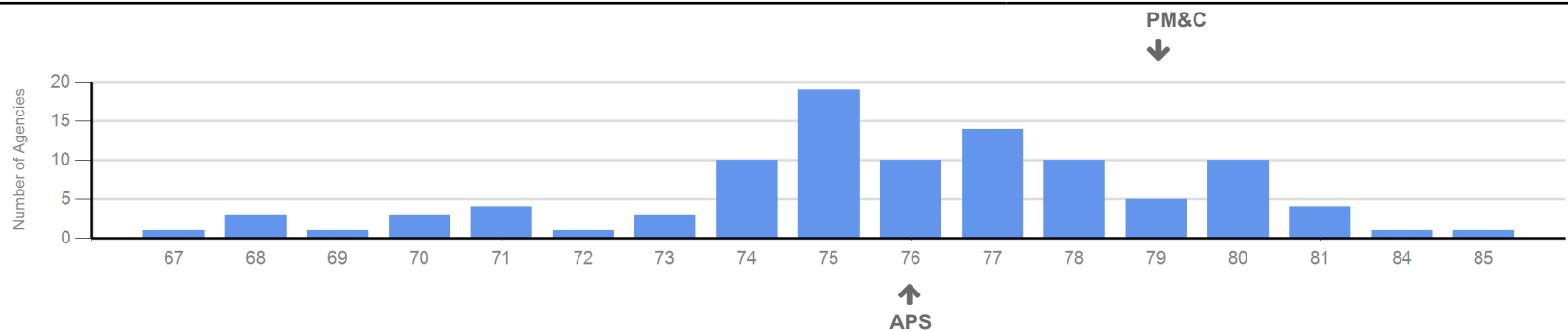
Employee Engagement Index

Ranking : 17th of 100



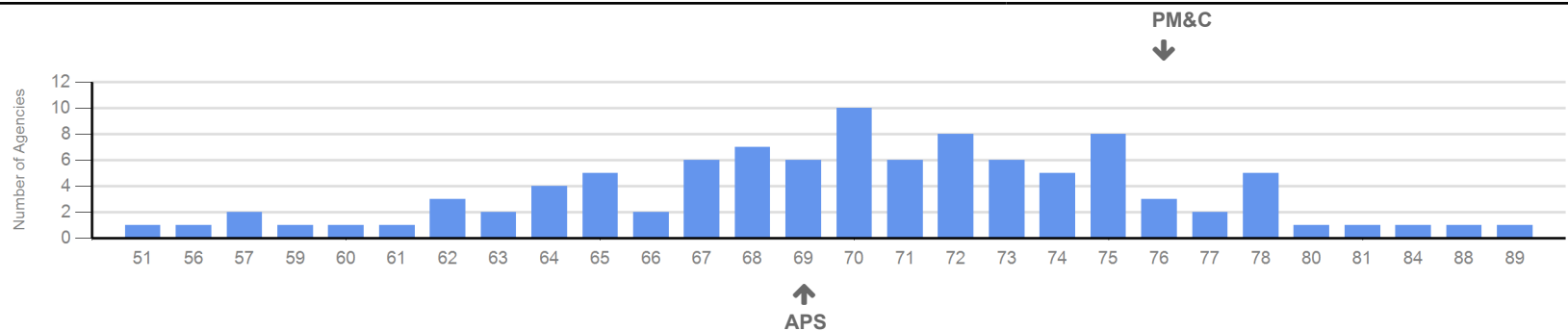
Leadership – Immediate Supervisor Index

Ranking : 18th of 100



Leadership – SES Manager Index

Ranking : 15th of 100



AGENCY POSITION



AGENCY POSITION

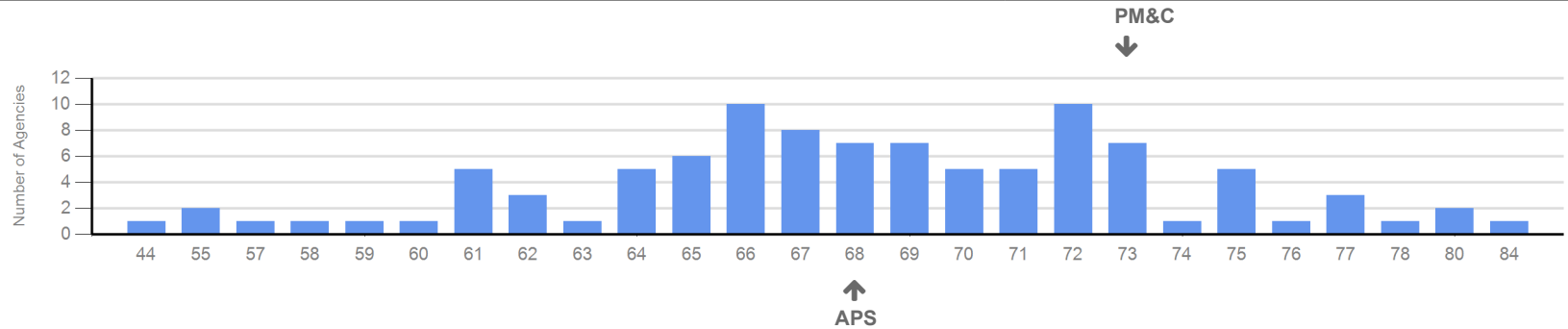
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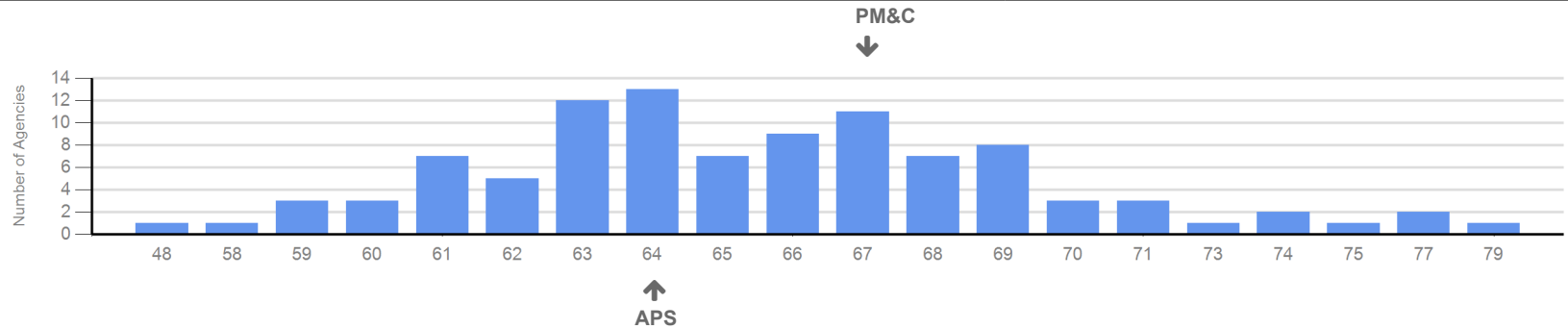
Communication Index

Ranking : 17th of 100



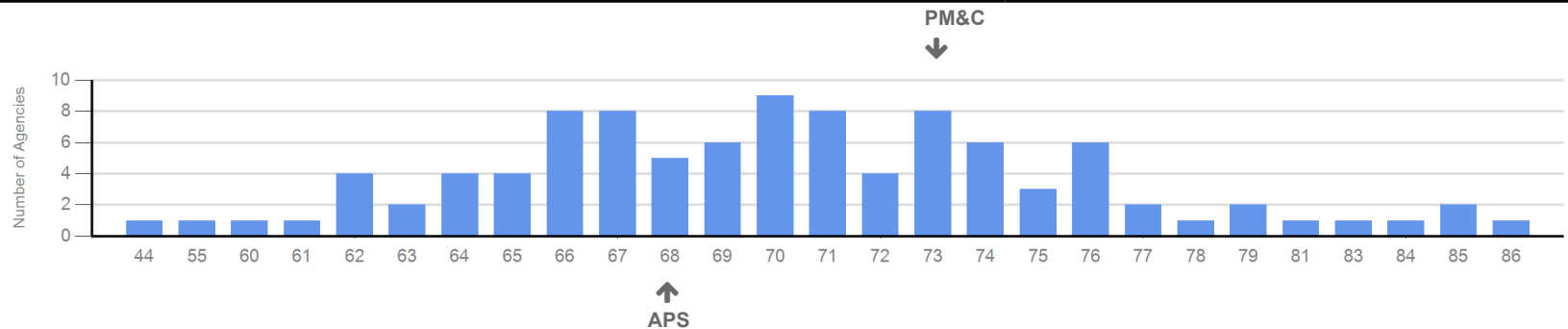
Enabling Innovation Index

Ranking : 38th of 100



Wellbeing Policies and Support Index

Ranking : 34th of 100



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

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

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

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

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

		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
.1	My agency supports and actively promotes an inclusive workplace culture			88%	+4	+8	+5	+5
.2	I am satisfied with the recognition I receive for doing a good job			76%	-4	+10	+4	+5
.3	Internal communication within my agency is effective			72%	-1	+15	+11	+13
.4	My agency inspires me to come up with new or better ways of doing things			54%	-6	+4	+5	+4
.5	Where appropriate, I am able to take part in decisions that affect my job			78%	-4	+9	+2	+4
.6	My SES manager encourages innovation and creativity			71%	-8	+6	+1	+3

PM&C SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
PM&C is committed to growing the diversity of our workforce (e.g. diverse backgrounds, skills and thought, gender, age, cultural and linguistic background, disability, First Nations, LGBTIQ+)	83	83%	+10 ↑
PM&C's workplace culture allows me to use my diverse background and experience in my work	59	59%	-
My team aligns our work to the priorities of the Prime Minister	90	90%	+5 ↑
I have a good understanding of the way my work will impact Australians	88	88%	+1
My workgroup uses the principles in the PM&C Craft to guide the way we work	66	66%	+1
People in my workgroup reach out to others in PM&C to collaborate early and share information	88	88%	-3
My team aligns our work to the priorities in the PM&C Corporate Plan	72	72%	-5 ↓
My supervisor acknowledges and encourages high performance	86	86%	0
My supervisor understands and utilises my strengths to achieve work outcomes	82	82%	+1
As a supervisor, I feel supported to manage the performance of my team	90	90%	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR





AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



PM&C SPECIFIC QUESTIONS


	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
I have the necessary autonomy to perform my job effectively		84%	0
How would you rate your productivity when working from home/remotely compared to working in the office?		44%	-1

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.

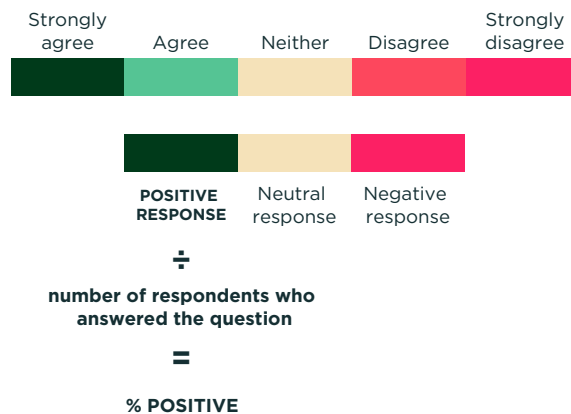
PRIORITISE 3 AREAS TO TAKE FORWARD

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

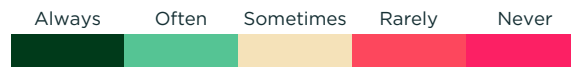
GUIDE TO THIS REPORT

% 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.