



## Highlights Report CCA



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	17
Demographics	20
Agency Position	22
Suggested Questions to Focus On	24
Time to Take Action	25
Guide to this Report	26

### RESPONSES:

12 of 16

### RESPONSE RATE:

75%

# EXPLORING YOUR RESULTS



Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.



Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.



Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.



Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.



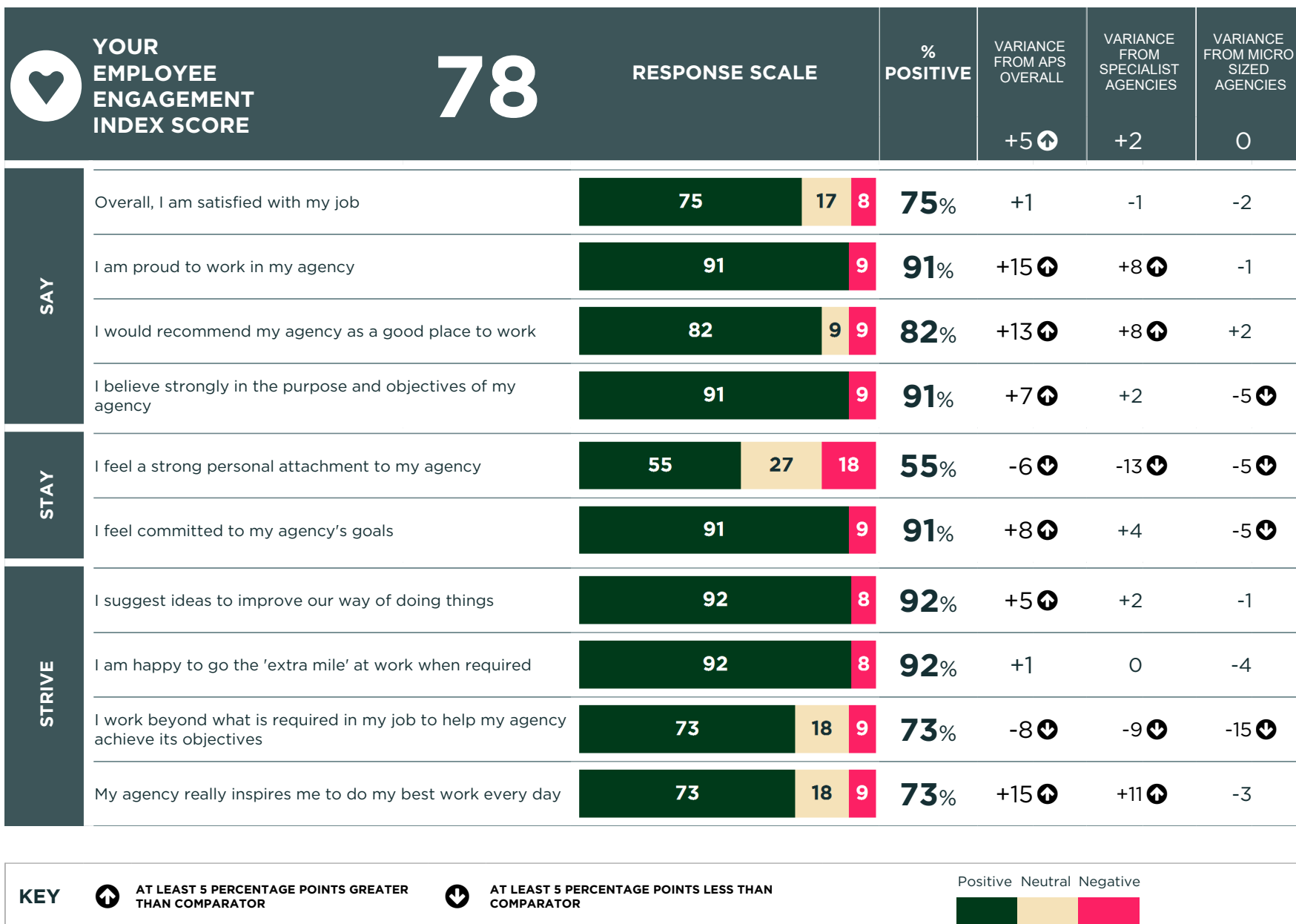
Generally a difference of  $\pm 5$  percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

# EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



## HOW ENGAGED IS YOUR TEAM?

EMPLOYEE ENGAGEMENT IS MORE THAN SIMPLY JOB SATISFACTION OR COMMITMENT TO AN ORGANISATION. IT IS THE EXTENT TO WHICH EMPLOYEES ARE MOTIVATED, INSPIRED AND ENABLED TO IMPROVE AN ORGANISATION'S OUTCOMES.



# LEADERSHIP - IMMEDIATE SUPERVISOR



## IMMEDIATE SUPERVISOR

THE IMMEDIATE SUPERVISOR SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SUPERVISOR IN LINE WITH THE APS LEADERSHIP CAPABILITY FRAMEWORK.



**YOUR  
IMMEDIATE  
SUPERVISOR  
INDEX SCORE**

**77**

**RESPONSE SCALE**

**% POSITIVE**

VARIANCE  
FROM APS  
OVERALL

+1

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

+1

VARIANCE  
FROM MICRO  
SIZED  
AGENCIES

+3

Immediate Supervisor

My supervisor engages with staff on how to respond to future challenges

83

17

83%

+4

+4

+3

My supervisor can deliver difficult advice whilst maintaining relationships

67

25

8

67%

-12 ↓

-11 ↓

-3

My supervisor invites a range of views, including those different to their own

75

25

75%

-7 ↓

-8 ↓

-2

My supervisor encourages my team to regularly review and improve our work

75

25

75%

-6 ↓

-5 ↓

-2

My supervisor is invested in my development

58

33

8

58%

-18 ↓

-17 ↓

-3

My supervisor ensures that my workgroup delivers on what we are responsible for

92

8

92%

+5 ↑

+5 ↑

+7 ↑

### Other similar questions

My supervisor provides me with helpful feedback to improve my performance

67

25

8

67%

-11 ↓

-10 ↓

+1

My supervisor actively ensures that everyone can be included in workplace activities

67

25

8

67%

-17 ↓

-17 ↓

+1

**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		81	RESPONSE SCALE		% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
						+12⬆	+11⬆	+2
SES Manager	My SES manager clearly articulates the direction and priorities for our area	91	9	91%	+22⬆	+22⬆	+3	
	My SES manager presents convincing arguments and persuades others towards an outcome	91	9	91%	+29⬆	+26⬆	-1	
	My SES manager promotes cooperation within and between agencies	91	9	91%	+24⬆	+22⬆	+7⬆	
	My SES manager encourages innovation and creativity	91	9	91%	+25⬆	+24⬆	+7⬆	
	My SES manager creates an environment that enables us to deliver our best	100		100%	+36⬆	+35⬆	+12⬆	
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	100		100%	+26⬆	+24⬆	+4	
Other similar questions								
All SES	In my agency, the SES work as a team	100		100%	+46⬆	+48⬆	+20⬆	
	In my agency, the SES clearly articulate the direction and priorities for our agency	100		100%	+37⬆	+38⬆	+4	
	In my agency, communication between SES and other employees is effective	91	9	91%	+37⬆	+39⬆	+7⬆	
<div>KEY</div> <div><div>⬆</div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> <div><div>⬇</div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> <div>Positive Neutral Negative</div> <div><div></div><div></div><div></div></div>								

# 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		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
					+7	+7	+4

Communication	My supervisor communicates effectively	83	8 8	83%	+3	+2	+14
	My SES manager communicates effectively	91	9	91%	+21	+20	+7
	Internal communication within my agency is effective	82	9 9	82%	+24	+25	+6

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	83	8 8	83%	+14	+13	+3
	Staff are consulted about change at work	82	9 9	82%	+32	+33	+7
	Change is managed well in my agency	82	9 9	82%	+37	+39	+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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
My job gives me opportunities to utilise my skills	73 9 18	73%	-6 ↓	-10 ↓	-7 ↓
I have a choice in deciding how I do my work	73 27	73%	+9 ↑	-3	-11 ↓
Where appropriate, I am able to take part in decisions that affect my job	83 8 8	83%	+14 ↑	+8 ↑	+3
I am clear what my duties and responsibilities are	82 9 9	82%	+1	0	+3
I am satisfied with the recognition I receive for doing a good job	75 8 17	75%	+8 ↑	+5 ↑	-2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	50 25 25	50%	-11 ↓	-9 ↓	-15 ↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83 17	83%	+7 ↑	+2	-1
I am satisfied with the stability and security of my job	75 25	75%	-6 ↓	-3	-10 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	75 8 17	75%	-3	-10 ↓	-2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
I feel a strong personal attachment to the APS	<div><div>55</div><div>9</div><div>36</div></div>	55%	-8⬇️	-1	+3
I understand how my role contributes to achieving an outcome for the Australian public	<div><div>92</div><div>8</div></div>	92%	-1	-2	-4
I believe strongly in the purpose and objectives of the APS	<div><div>82</div><div>9</div><div>9</div></div>	82%	-3	-2	-2

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
<b>What best describes your current workload?</b>					
Well above capacity - too much work	<div></div>	55%	+32⬆️	+31⬆️	+31⬆️
Slightly above capacity - lots of work to do	<div></div>	27%	-13⬇️	-13⬇️	-13⬇️
At capacity - about the right amount of work to do	<div></div>	18%	-11⬇️	-11⬇️	-14⬇️
Slightly below capacity - available for more work		0%	-6⬇️	-6⬇️	-4
Well below capacity - not enough work		0%	-1	-1	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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	<div><div>91</div><div>9</div></div>	91%	+12 ⬆	+12 ⬆	+7 ⬆
My supervisor actively ensures that everyone can be included in workplace activities	<div><div>67</div><div>25</div><div>8</div></div>	67%	-17 ⬇	-17 ⬇	+1
I receive the respect I deserve from my colleagues at work	<div><div>73</div><div>27</div></div>	73%	-9 ⬇	-8 ⬇	-6 ⬇

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

Part time		0%	-14 ⬇	-15 ⬇	-28 ⬇
Flexible hours of work	<div><div></div></div>	18%	-8 ⬇	-16 ⬇	-18 ⬇
Compressed work week	<div><div></div></div>	9%	+6 ⬆	+7 ⬆	+1
Job sharing		0%	0	0	-4
Working away from the office/working from home	<div><div></div></div>	100%	+45 ⬆	+33 ⬆	+12 ⬆
None of the above		0%	-27 ⬇	-18 ⬇	0

## 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**

**76**

**RESPONSE SCALE**

**%  
POSITIVE**

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MICRO  
SIZED  
AGENCIES

+11 ↑

+10 ↑

+4

Enabling innovation

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

**73**

**27**

**73%**

-9 ↓

-12 ↓

-11 ↓

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

**73**

**27**

**73%**

-1

-3

+2

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

**82**

**18**

**82%**

+22 ↑

+22 ↑

+7 ↑

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

**82**

**9**

**9**

**82%**

+30 ↑

+26 ↑

-2

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

**64**

**27**

**9**

**64%**

+24 ↑

+24 ↑

+5 ↑

**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**

**63**

**RESPONSE SCALE**

**%  
POSITIVE**

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MICRO  
SIZED  
AGENCIES

-6 ↓

-8 ↓

-6 ↓

Wellbeing policies and support

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

36

45

18

36%

-28 ↓

-31 ↓

-18 ↓

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

36

9

55

36%

-28 ↓

-32 ↓

-26 ↓

My agency does a good job of promoting health and wellbeing

45

45

9

45%

-18 ↓

-22 ↓

-9 ↓

I think my agency cares about my health and wellbeing

82

9

9

82%

+20 ↑

+13 ↑

+3

I believe my immediate supervisor cares about my health and wellbeing

91

9

91%

+5 ↑

+3

+8 ↑

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
How often do you find your work stressful?					
Always		0%	-5↓	-4	0
Often	<div></div>	36%	+10↑	+12↑	+16↑
Sometimes	<div></div>	55%	+5↑	+4	-12↓
Rarely	<div></div>	9%	-9↓	-11↓	-3
Never		0%	-2	-2	0
To what extent is your work emotionally demanding?					
To a very large extent	<div></div>	9%	+2	+3	+5↑
To a large extent	<div></div>	27%	+6↑	+9↑	+11↑
Somewhat	<div></div>	45%	+6↑	+7↑	+16↑
To a small extent	<div></div>	18%	-5↓	-8↓	-28↓
To a very small extent		0%	-9↓	-11↓	-4

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
<b>I feel burned out by my work</b>					
Strongly agree	<div></div>	9%	+1	+1	+5 ↑
Agree	<div></div>	18%	-6 ↓	-5 ↓	-3
Neither agree nor disagree	<div></div>	55%	+23 ↑	+25 ↑	+13 ↑
Disagree	<div></div>	18%	-11 ↓	-14 ↓	-15 ↓
Strongly disagree		0%	-7 ↓	-8 ↓	0
<b>In general, would you say that your health is:</b>					
Excellent		0%	-10 ↓	-11 ↓	-4
Very good	<div></div>	36%	+2	+1	+7 ↑
Good	<div></div>	45%	+8 ↑	+9 ↑	-9 ↓
Fair	<div></div>	18%	+3	+4	+6 ↑
Poor		0%	-3	-3	0

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	55%	+27 ⬆	+25 ⬆	+3
Very good	<div></div>	36%	-19 ⬇	-19 ⬇	-4
Average	<div></div>	9%	-5 ⬇	-4	+1
Below average		0%	-2	-2	0
Well below average		0%	-1	-1	0

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

Excellent	<div></div>	36%	+20 ⬆	+18 ⬆	-14 ⬇
Very good	<div></div>	55%	0	-1	+9 ⬆
Average	<div></div>	9%	-15 ⬇	-13 ⬇	+5 ⬆
Below average		0%	-4	-3	0
Well below average		0%	-2	-2	0

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	75 17 8	75%	-5 ↓	-7 ↓	-2
My workgroup has the tools and resources we need to perform well	33 25 42	33%	-28 ↓	-26 ↓	-28 ↓
The people in my workgroup use time and resources efficiently	75 8 17	75%	-2	-4	-2
My workgroup can readily adapt to new priorities and tasks	75 17 8	75%	-10 ↓	-10 ↓	-6 ↓
The people in my workgroup cooperate to get the job done	92 8	92%	+3	+2	+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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
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Which of the following statements best reflects your current thoughts about working in your current position?

I want to leave my position as soon as possible	<div></div>	9%	0	+1	+1
I want to leave my position within the next 12 months	<div></div>	27%	+4	+5	+11
I want to stay working in my position for the next one to two years	<div></div>	36%	-1	-3	-9
I want to stay working in my position for at least the next three years	<div></div>	27%	-3	-3	-2

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

I am planning to retire	The data for this question has been hidden for anonymity reasons.
I am pursuing another position within my agency	The data for this question has been hidden for anonymity reasons.
I am pursuing a position in another agency	The data for this question has been hidden for anonymity reasons.
I am pursuing work outside the APS	The data for this question has been hidden for anonymity reasons.
It is the end of my non-ongoing, casual or contracted employment	The data for this question has been hidden for anonymity reasons.
Other	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 HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

## DISCRIMINATION

## RESPONSE SCALE

%

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MICRO  
SIZED  
AGENCIES

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

Yes	<div><div></div></div>	9%	-1	+1	-3
No	<div><div></div></div>	91%	+1	-1	+3

Did this discrimination occur in your current agency?

Yes	The data for this question has been hidden for anonymity reasons.
No	The data for this question has been hidden for anonymity reasons.

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

# UNACCEPTABLE BEHAVIOUR



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

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

## HARASSMENT AND BULLYING

### RESPONSE SCALE

%

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MICRO  
SIZED  
AGENCIES

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

Yes	<div><div></div></div>	9%	-1	+1	-3
No	<div><div></div></div>	91%	+6	+4	+3
Not sure		0%	-5	-5	0

Did you report the harassment or bullying?

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

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

# UNACCEPTABLE BEHAVIOUR



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

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

## CORRUPTION

### RESPONSE SCALE

%

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MICRO  
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		0%	-3	-3	0
No		100%	+9↑	+9↑	+8↑
Not sure		0%	-4	-4	0
Would prefer not to answer		0%	-2	-2	-8↓

Did you report the potentially corrupt behaviour?

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

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER  
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN  
COMPARATOR

# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
How do you describe your gender?					
Man or male	<div></div>	25%	-12 ↓	-15 ↓	+6 ↑
Woman or female	<div></div>	75%	+16 ↑	+19 ↑	-6 ↓
Non-binary		0%	0	-1	0
I use a different term		0%	0	0	0
Prefer not to say		0%	-3	-3	0
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?					
Yes		0%	-4	-2	0
No	<div></div>	100%	+4	+2	0
Do you have an ongoing disability?					
Yes	<div></div>	8%	-2	0	+1
No	<div></div>	92%	+2	0	-1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MICRO SIZED AGENCIES
Do you have carer responsibilities?					
Yes	<div></div>	42%	0	+1	-8 ↓
No	<div></div>	58%	0	-1	+8 ↑
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?					
Yes	<div></div>	8%	0	-1	+4
No	<div></div>	92%	0	+1	-4
In which country were you born?					
Australia	<div></div>	92%	+15 ↑	+16 ↑	+3
Other country	<div></div>	8%	-15 ↓	-16 ↓	-3
Do you speak a language other than English at home?					
No, English only	<div></div>	83%	+3	+2	-1
Yes, other	<div></div>	17%	-3	-2	+1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# AGENCY POSITION



## AGENCY POSITION

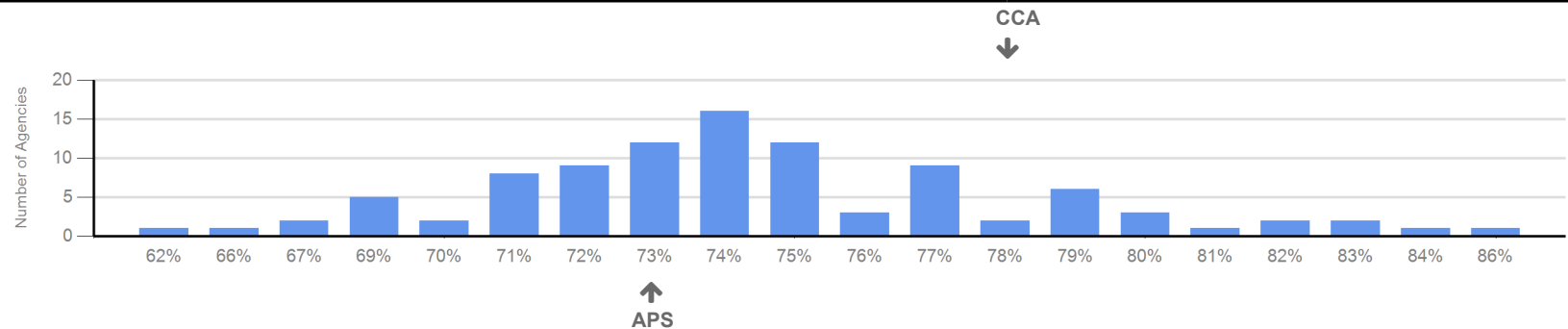
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

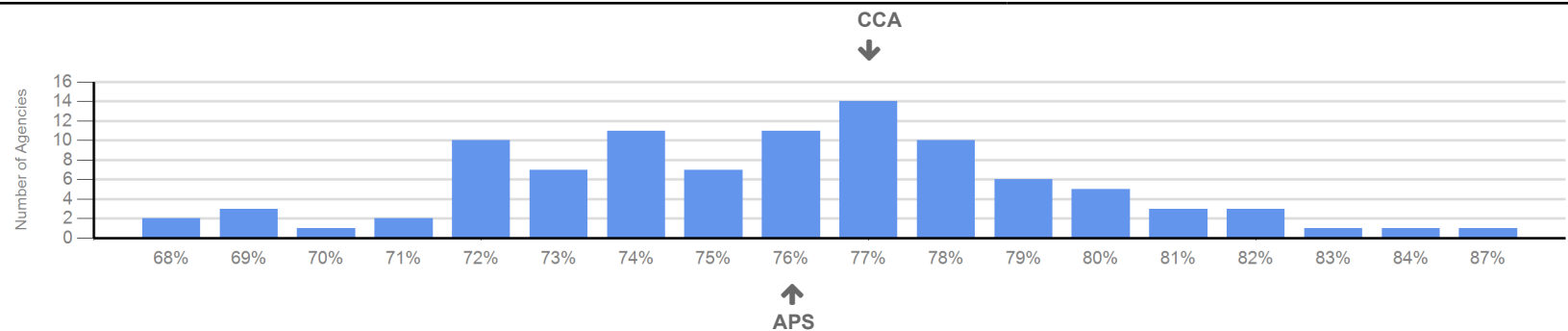
### Employee Engagement Index

Ranking : 18th of 98



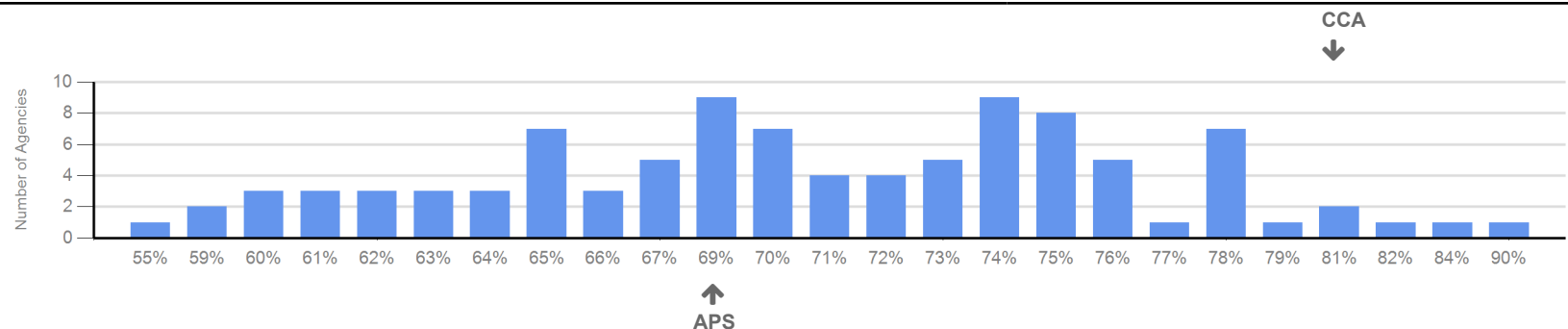
### Leadership – Immediate Supervisor Index

Ranking : 33rd of 98



### Leadership – SES Manager Index

Ranking : 4th of 98



# AGENCY POSITION



## AGENCY POSITION

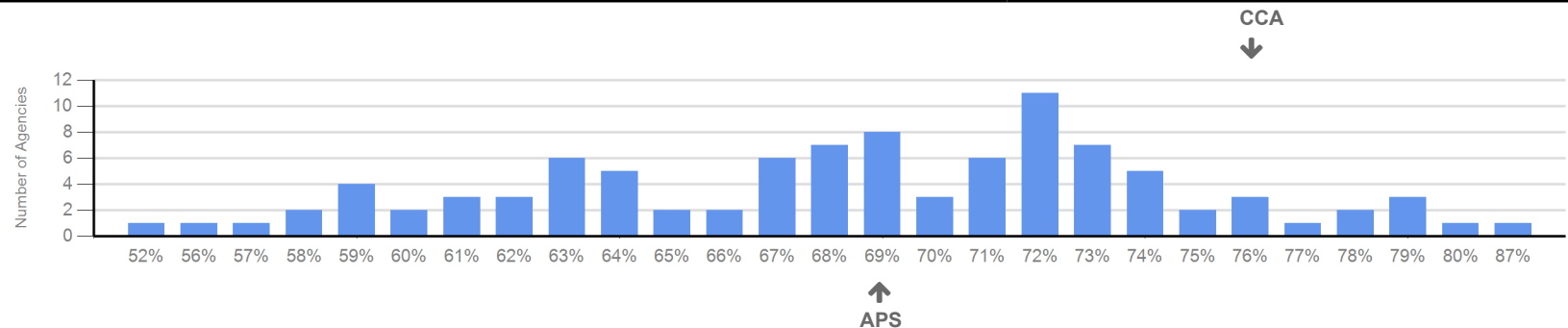
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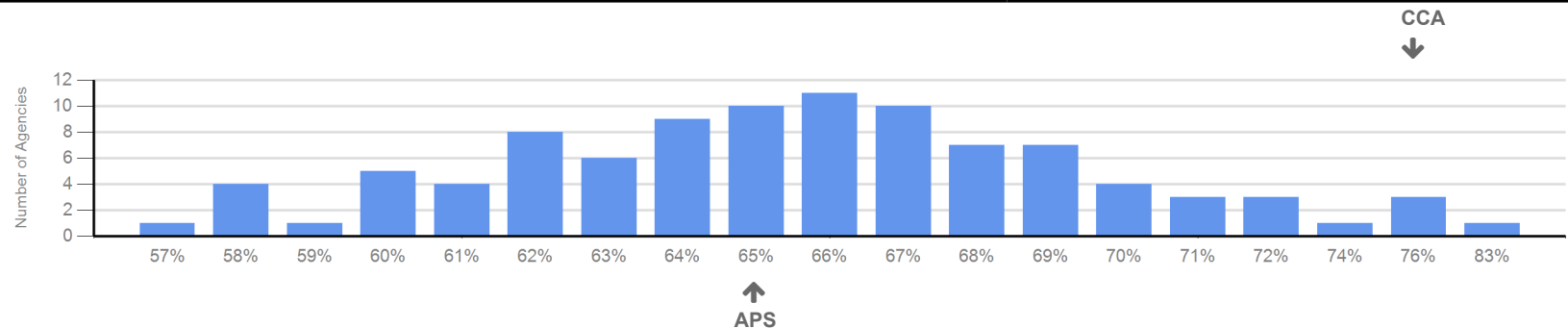
### Communication Index

Ranking : 11th of 98



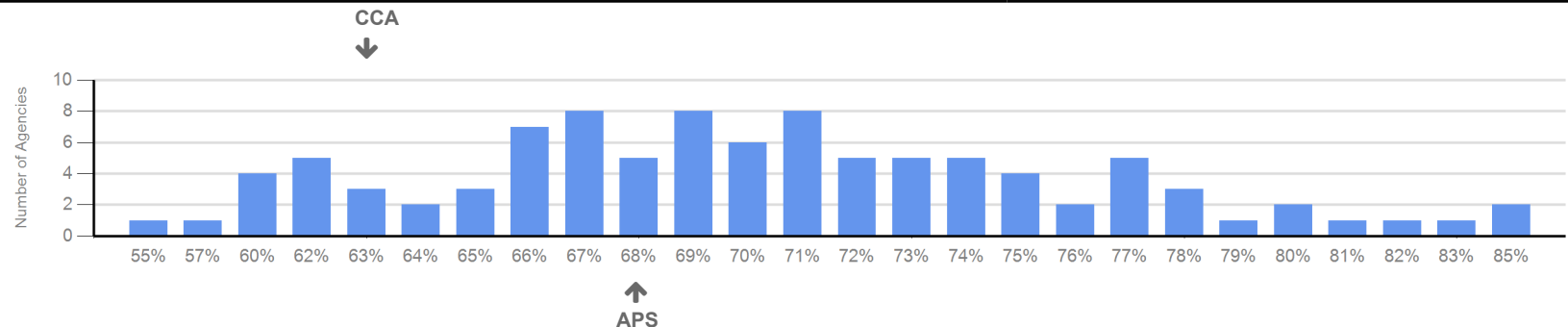
### Enabling Innovation Index

Ranking : 2nd of 98



### Wellbeing Policies and Support Index

Ranking : 87th of 98



# 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 APS  
OVERALL

VARIANCE  
FROM  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MICRO  
SIZED  
AGENCIES

.1

The people in my workgroup cooperate to get the job done

92%

+3

+2

+3

.2

I believe my immediate supervisor cares about my health and wellbeing

91%

+5↑

+3

+8↑

.3

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

82%

+30↑

+26↑

-2

.4

My agency supports and actively promotes an inclusive workplace culture

91%

+12↑

+12↑

+7↑

.5

When changes occur, the impacts are communicated well within my workgroup

83%

+14↑

+13↑

+3

.6

I think my agency cares about my health and wellbeing

82%

+20↑

+13↑

+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.

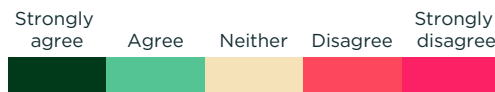
PRIORITISE 3 AREAS TO TAKE FORWARD

	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") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\frac{\text{POSITIVE RESPONSE}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

POSITIVE RESPONSE

Neutral response

Negative response

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