

Highlights Report APS Overall



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RESPONSES:
109,537 of 142,493

RESPONSE RATE:
77%

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.



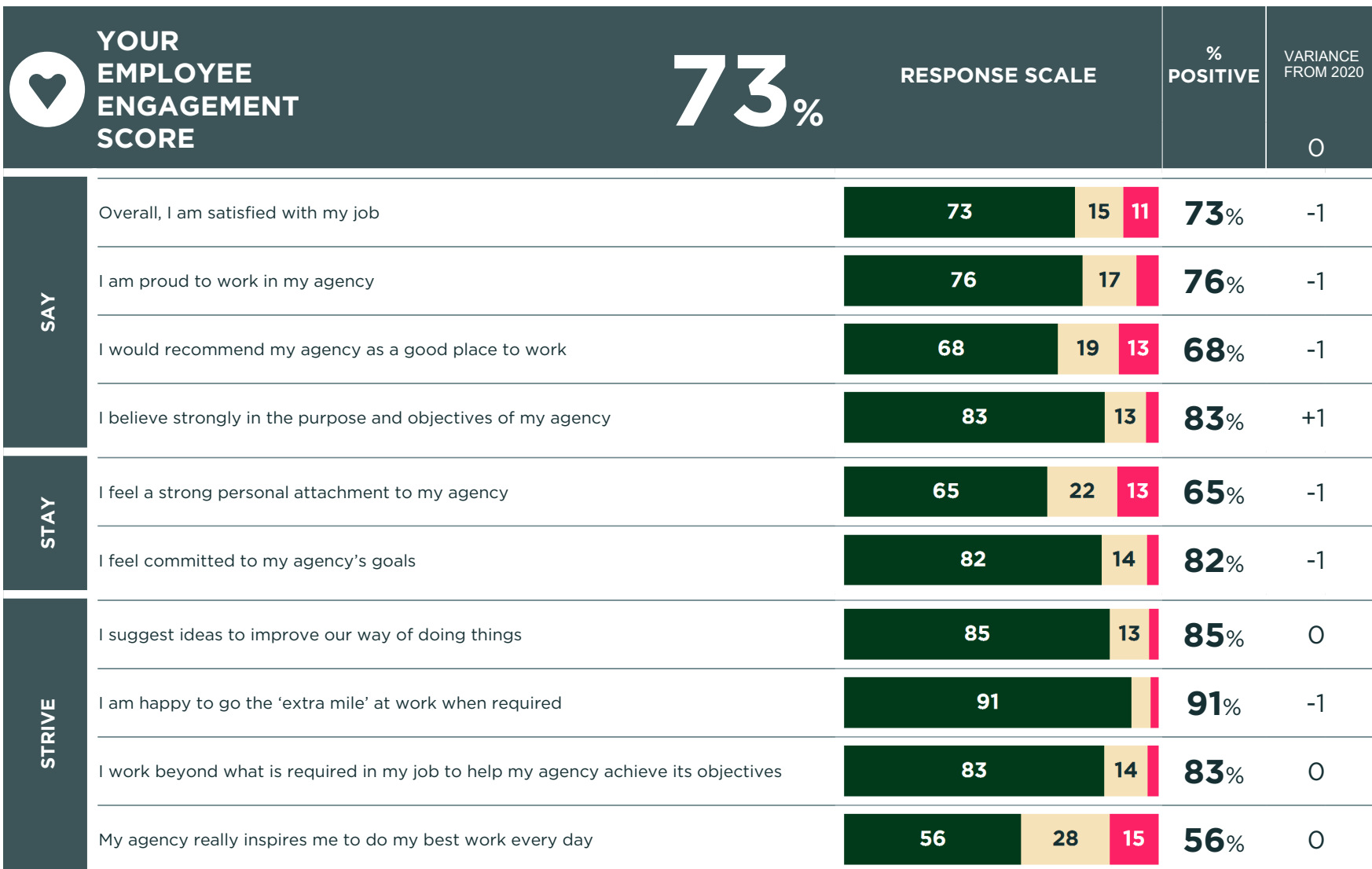
Generally a difference of $-/+$ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

EMPLOYEE ENGAGEMENT SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP

IMMEDIATE SUPERVISOR	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020
My supervisor engages with staff on how to respond to future challenges	79	79%	-1
My supervisor can deliver difficult advice whilst maintaining relationships	78	78%	+1
My supervisor invites a range of views, including those different to their own	80	80%	-
My supervisor encourages my team to regularly review and improve our work	80	80%	0
My supervisor is invested in my development	73	73%	+1
My immediate supervisor encourages me	76	76%	+1
My supervisor ensures that my workgroup delivers on what we are responsible for	87	87%	+2
My supervisor provides me with helpful feedback to improve my performance	74	74%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP

IMMEDIATE SES MANAGER	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020
My SES manager clearly articulates the direction and priorities for our area	67	21	12	67%	+1
My SES manager presents convincing arguments and persuades others towards an outcome	61	29	10	61%	-
My SES manager promotes cooperation within and between agencies	66	27	7	66%	+2
My SES manager encourages innovation and creativity	64	26	10	64%	-
My SES manager creates an environment that enables us to deliver our best	62	25	13	62%	-
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	73	20		73%	+2
ALL SES	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020
In my agency, the SES work as a team	53	32	15	53%	0
In my agency, the SES clearly articulate the direction and priorities for our agency	60	26	14	60%	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR







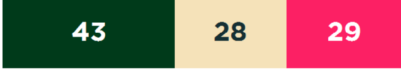


AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



COMMUNICATION AND CHANGE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020
My supervisor communicates effectively		82%	+1
My SES manager communicates effectively		69%	+1
In my agency, communication between SES and other employees is effective		51%	-5 ⬇️
Internal communication within my agency is effective		58%	0
When changes occur, the impacts are communicated well within my workgroup		66%	-1
Staff are consulted about change at work		45%	-3
Change is managed well in my agency		43%	-5 ⬇️

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 2020
My job gives me opportunities to utilise my skills		84%	-1
I have a choice in deciding how I do my work		61%	+1
Where appropriate, I am able to take part in decisions that affect my job		68%	-
I am clear what my duties and responsibilities are		78%	-3
I am satisfied with the recognition I receive for doing a good job		66%	0
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		65%	-1
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		77%	-2
I am satisfied with the stability and security of my job		80%	-1
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		75%	-

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 2020
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between; width: 100%;"> 63 26 11 </div>	63%	-1
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; justify-content: space-between; width: 100%;"> 90 9 1 </div>	90%	-1
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between; width: 100%;"> 82 15 3 </div>	82%	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR









AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	%	VARIANCE FROM 2020
What best describes your current workload?			
Well above capacity - too much work		24%	+5 
Slightly above capacity - lots of work to do		41%	+1
At capacity - about the right amount of work to do		28%	-4
Slightly below capacity - available for more work		5%	-2
Well below capacity - not enough work		1%	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020
My agency supports and actively promotes an inclusive workplace culture	79	79%	-2
My supervisor actively supports people from diverse backgrounds	80	80%	-
I receive the respect I deserve from my colleagues at work	80	80%	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

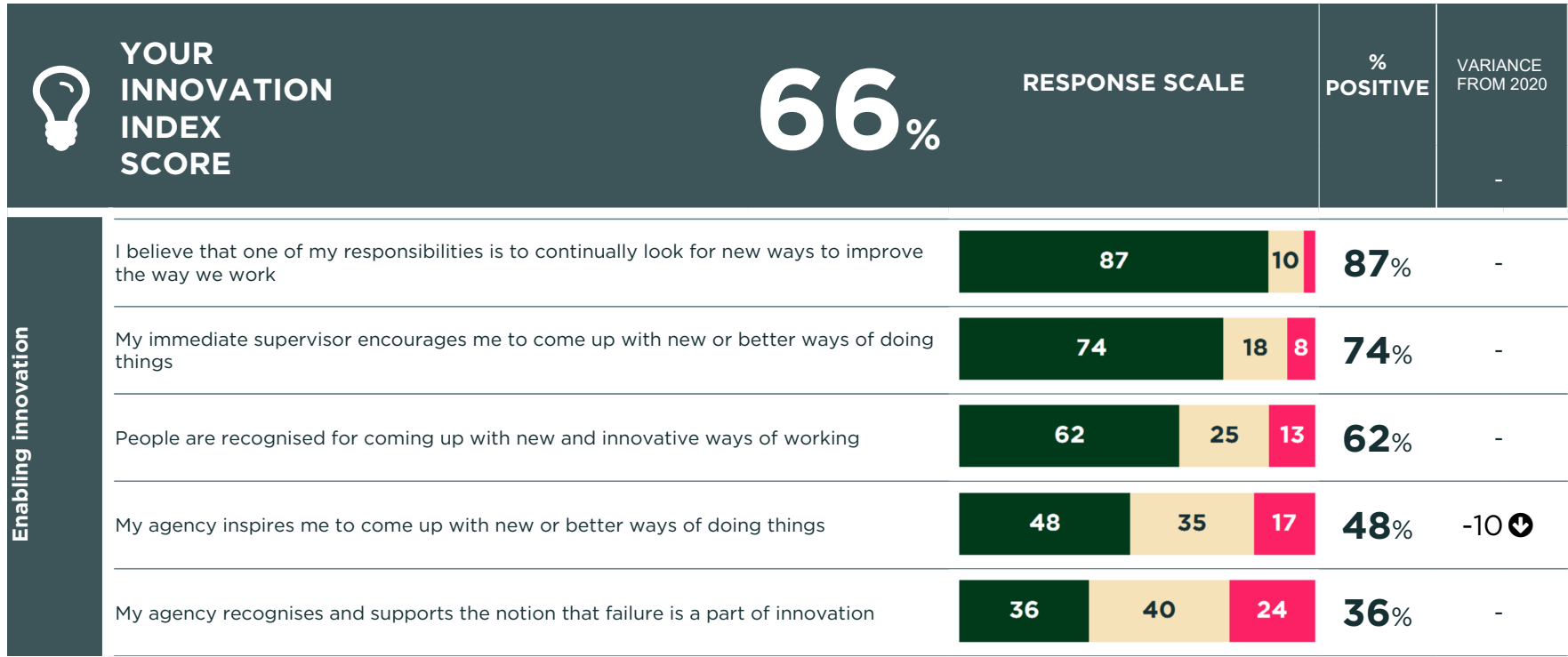


ENABLING INNOVATION



ENABLING INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

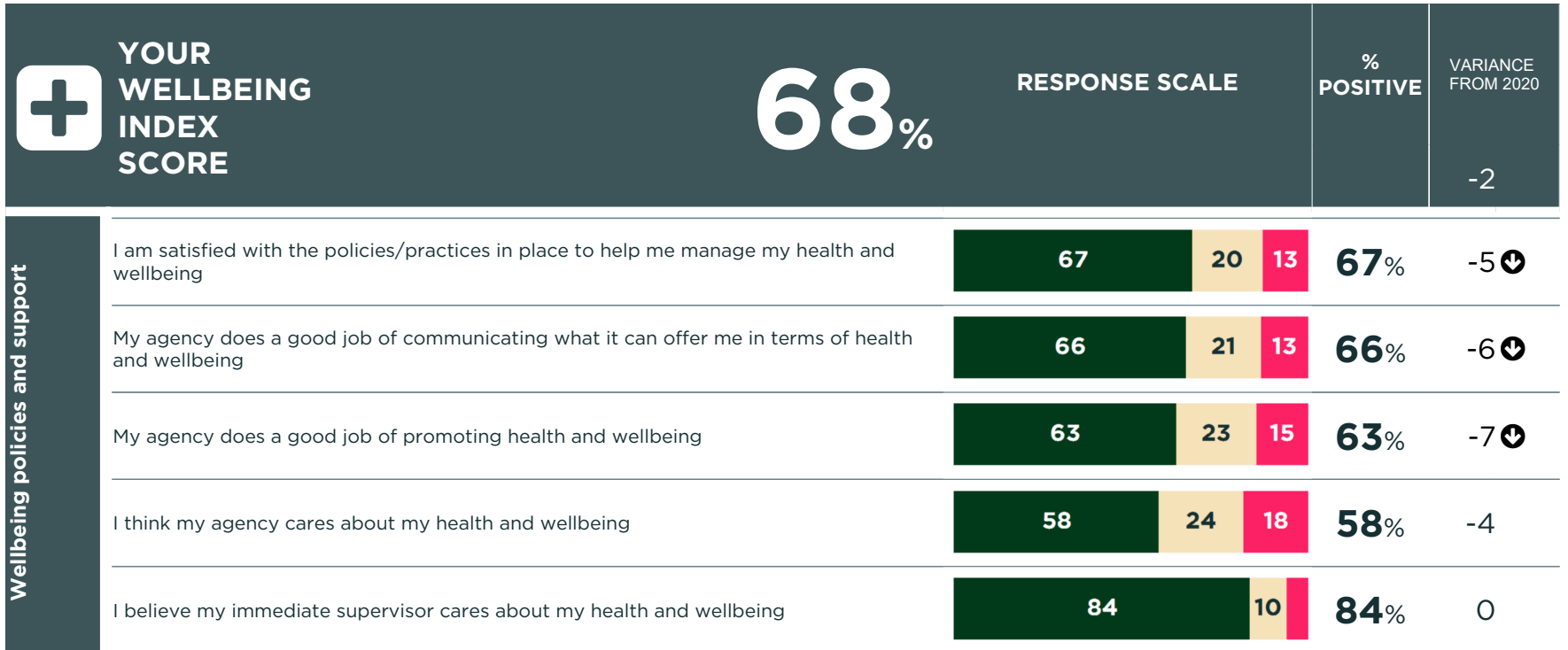


WELLBEING POLICIES AND SUPPORT



WELLBEING

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



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 2020
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How often do you find your work stressful?

Always		6%	-
Often		29%	-
Sometimes		48%	-
Rarely		16%	-
Never		2%	-

To what extent is your work emotionally demanding?

To a very large extent		8%	0
To a large extent		23%	+1
Somewhat		40%	+1
To a small extent		22%	+1
To a very small extent		7%	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2020
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I feel burned out by my work

Strongly agree		9%	0
Agree		25%	-2
Neither agree nor disagree		31%	-3
Disagree		28%	+4
Strongly disagree		7%	+2

In general, would you say that your health is:

Excellent		12%	-
Very good		35%	-
Good		35%	-
Fair		14%	-
Poor		4%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR







AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



PERFORMANCE

	RESPONSE SCALE	%	VARIANCE FROM 2020
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In the last month, please rate your workgroup's overall performance:

Excellent		27%	-
Very good		55%	-
Average		15%	-
Below average		2%	-
Well below average		1%	-

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

Excellent		16%	-
Very good		56%	-
Average		24%	-
Below average		3%	-
Well below average		2%	-

KEY








AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020
My workgroup has the appropriate skills, capabilities and knowledge to perform well		81%	-1
My workgroup has the tools and resources we need to perform well		63%	-2
The people in my workgroup use time and resources efficiently		77%	0
My workgroup can readily adapt to new priorities and tasks		86%	0
The people in my workgroup cooperate to get the job done		87%	0

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 2020
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		10%	-
I want to leave my position within the next 12 months		22%	-
I want to stay working in my position for the next one to two years		36%	-
I want to stay working in my position for at least the next three years		32%	-
What best describes your plans involved with leaving your current position?			
I am planning to retire		6%	-
I am pursuing another position within my agency		42%	-
I am pursuing a position in another agency		25%	-
I am pursuing work outside the APS		11%	-
It is the end of my non-ongoing, casual or contracted employment		3%	-
Other		13%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION



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

ONLY THE THREE 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 2020
What is the primary reason behind your desire to leave your current position? (3 highest responses):			
I want to try a different type of work or I'm seeking a career change		14%	-
I am looking to further my skills in another area		13%	-
I wish to pursue a promotion opportunity		12%	-

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 2020

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		11%	0
No		89%	0

Did this discrimination occur in your current agency?

Yes		94%	+2
No		6%	-2

Basis for the discrimination that you experienced (3 highest responses):

Gender		32%	-
Age		27%	-
Caring responsibilities		23%	-

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 TYPES OF HARASSMENT OR BULLYING 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 2020

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

Yes		12%	0
No		82%	+1
Not sure		6%	-1

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		45%	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		41%	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		36%	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		34%	-
It was reported by someone else		7%	-
I did not report the behaviour		59%	-

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 2020

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		4%	0
No		89%	0
Not sure		4%	0
Would prefer not to answer		2%	0

Types of corrupt behaviours witnessed (3 highest responses):

Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		70%	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		28%	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		19%	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures		20%	-
It was reported by someone else		15%	-
I did not report the behaviour		65%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2020
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How do you describe your gender?

Man or male		37%	0
Woman or female		59%	-1
Non-binary		0%	-
I use a different term		0%	-
Prefer not to say		3%	0

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?

Yes		4%	0
No		96%	0

Do you have an ongoing disability?

Yes		9%	+1
No		91%	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2020
Do you have carer responsibilities?			
Yes		40%	-1
No		60%	+1
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?			
Yes		7%	+1
No		93%	-1
In which country were you born?			
Australia		77%	-
Other country		23%	-
Do you speak a language other than English at home?			
No, English only		81%	-
Yes, other		19%	-

KEY




AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR


TIME TO TAKE ACTION



CELEBRATE

What things do we do well?


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.

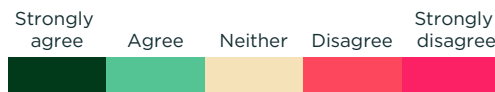
PRIORITISE 3 AREAS TO TAKE FORWARD

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



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

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.

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.