



## Highlights Report NRRA



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RESPONSES:
147 of 199

RESPONSE RATE:
74%

# 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.

YOUR EMPLOYEE ENGAGEMENT INDEX SCORE		69			RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
SAY	Overall, I am satisfied with my job	66 18 15				66%	-8 ↓	-8 ↓	-12 ↓	-9 ↓
	I am proud to work in my agency	64 21 15				64%	-18 ↓	-12 ↓	-14 ↓	-15 ↓
	I would recommend my agency as a good place to work	48 20 33				48%	-13 ↓	-22 ↓	-28 ↓	-19 ↓
	I believe strongly in the purpose and objectives of my agency	85 12 3				85%	-2	+1	0	-5 ↓
STAY	I feel a strong personal attachment to my agency	49 30 21				49%	-17 ↓	-12 ↓	-10 ↓	-12 ↓
	I feel committed to my agency's goals	79 18 3				79%	-7 ↓	-4	-4	-7 ↓
STRIVE	I suggest ideas to improve our way of doing things	92 7 1				92%	+1	+6 ↑	+3	0
	I am happy to go the 'extra mile' at work when required	96 4 0				96%	+3	+5 ↑	+3	+3
	I work beyond what is required in my job to help my agency achieve its objectives	84 13 3				84%	-2	+3	+1	+1
	My agency really inspires me to do my best work every day	48 24 28				48%	-13 ↓	-10 ↓	-12 ↓	-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	73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-4	-3	-4	-3

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	69	21	10	69%	-12 ⬇	-10 ⬇	-12 ⬇	-9 ⬇
	My supervisor can deliver difficult advice whilst maintaining relationships	77	14	9	77%	-2	-2	-4	-2
	My supervisor invites a range of views, including those different to their own	82		12	82%	-1	+1	-2	-2
	My supervisor encourages my team to regularly review and improve our work	80	11	8	80%	+3	-1	-2	-3
	My supervisor is invested in my development	71	17	12	71%	-5 ⬇	-5 ⬇	-7 ⬇	-4
	My supervisor ensures that my workgroup delivers on what we are responsible for	82	12		82%	-1	-5 ⬇	-7 ⬇	-5 ⬇

### Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	67	18	15	67%	+2	-11 ⬇	-11 ⬇	-11 ⬇
	My supervisor actively ensures that everyone can be included in workplace activities	78	11	11	78%	-	-6 ⬇	-8 ⬇	-6 ⬇

### 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		69	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
						-7 ↓	0	-5 ↓	-2
SES Manager	My SES manager clearly articulates the direction and priorities for our area	63	23	14	63%	-9 ↓	-6 ↓	-12 ↓	-4
	My SES manager presents convincing arguments and persuades others towards an outcome	60	30	9	60%	-14 ↓	-2	-13 ↓	-9 ↓
	My SES manager promotes cooperation within and between agencies	70	19	11	70%	-13 ↓	+3	-7 ↓	-2
	My SES manager encourages innovation and creativity	65	25	11	65%	-15 ↓	-1	-8 ↓	-4
	My SES manager creates an environment that enables us to deliver our best	65	19	16	65%	-10 ↓	+1	-9 ↓	-3
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	77	15	8	77%	-8 ↓	+3	-5 ↓	0
Other similar questions									
All SES	In my agency, the SES work as a team	39	26	36	39%	-11 ↓	-15 ↓	-22 ↓	-18 ↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	38	18	44	38%	-10 ↓	-25 ↓	-31 ↓	-22 ↓
	In my agency, communication between SES and other employees is effective	35	24	41	35%	-12 ↓	-19 ↓	-27 ↓	-20 ↓
<b>KEY</b> <span>↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</span> <span>↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</span> <span>Positive Neutral Negative</span>									

# 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		59	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
					-10 ↓	-9 ↓	-12 ↓	-9 ↓

Communication	My supervisor communicates effectively	70	15	15	70%	-10 ↓	-10 ↓	-11 ↓	-9 ↓
	My SES manager communicates effectively	71	14	15	71%	-7 ↓	+2	-6 ↓	0
	Internal communication within my agency is effective	28	20	52	28%	-17 ↓	-29 ↓	-34 ↓	-29 ↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	61	15	25	61%	+4	-8 ↓	-12 ↓	-12 ↓
	Staff are consulted about change at work	27	32	41	27%	-5 ↓	-22 ↓	-25 ↓	-21 ↓
	Change is managed well in my agency	16	28	55	16%	-14 ↓	-28 ↓	-30 ↓	-24 ↓

### 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	80 9 11	80%	-6 ⬇	+1	-2	-4
I have a choice in deciding how I do my work	66 27 7	66%	-13 ⬇	+2	-5 ⬇	-8 ⬇
Where appropriate, I am able to take part in decisions that affect my job	65 15 20	65%	-4	-5 ⬇	-12 ⬇	-12 ⬇
I am clear what my duties and responsibilities are	57 29 14	57%	-6 ⬇	-24 ⬇	-22 ⬇	-22 ⬇
I am satisfied with the recognition I receive for doing a good job	58 24 18	58%	-8 ⬇	-9 ⬇	-16 ⬇	-13 ⬇
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	65 18 18	65%	-9 ⬇	+4	-8 ⬇	-2
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	73 16 11	73%	-11 ⬇	-4	-8 ⬇	-6 ⬇
I am satisfied with the stability and security of my job	55 19 26	55%	+1	-26 ⬇	-30 ⬇	-26 ⬇
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	84 11	84%	-4	+6 ⬆	+2	+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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	<div><div>61</div><div>32</div><div>7</div></div>	61%	+7⬆	-2	-3	+8⬆
I understand how my role contributes to achieving an outcome for the Australian public	<div><div>85</div><div>8</div><div>7</div></div>	85%	-6⬆	-7⬆	-6⬆	-6⬆
I believe strongly in the purpose and objectives of the APS	<div><div>87</div><div>11</div></div>	87%	+8⬆	+2	0	+4

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work	<div><div></div></div>	30%	+3	+7⬆	+9⬆	+4
Slightly above capacity - lots of work to do	<div><div></div></div>	42%	-5⬆	+1	+2	-1
At capacity - about the right amount of work to do	<div><div></div></div>	23%	+4	-6⬆	-7⬆	-3
Slightly below capacity - available for more work	<div><div></div></div>	4%	-2	-1	-4	0
Well below capacity - not enough work	<div><div></div></div>	1%	0	0	0	0

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	<div><div>50</div><div>23</div><div>26</div></div>	50%	-17⬇️	-28⬇️	-31⬇️	-24⬇️
My supervisor actively ensures that everyone can be included in workplace activities	<div><div>78</div><div>11</div><div>11</div></div>	78%	-	-6⬇️	-8⬇️	-6⬇️
I receive the respect I deserve from my colleagues at work	<div><div>76</div><div>18</div><div></div></div>	76%	-1	-6⬇️	-8⬇️	-5⬇️

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time	<div><div></div></div>	10%	-1	-5⬇️	-4	-6⬇️
Flexible hours of work	<div><div></div></div>	23%	-7⬇️	-4	+2	-5⬇️
Compressed work week	<div><div></div></div>	1%	-2	-1	-1	-1
Job sharing	<div><div></div></div>	0%	0	0	0	0
Working away from the office/working from home	<div><div></div></div>	72%	-1	+17⬆️	+11⬆️	+4
None of the above	<div><div></div></div>	19%	+2	-8⬇️	-8⬇️	+2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

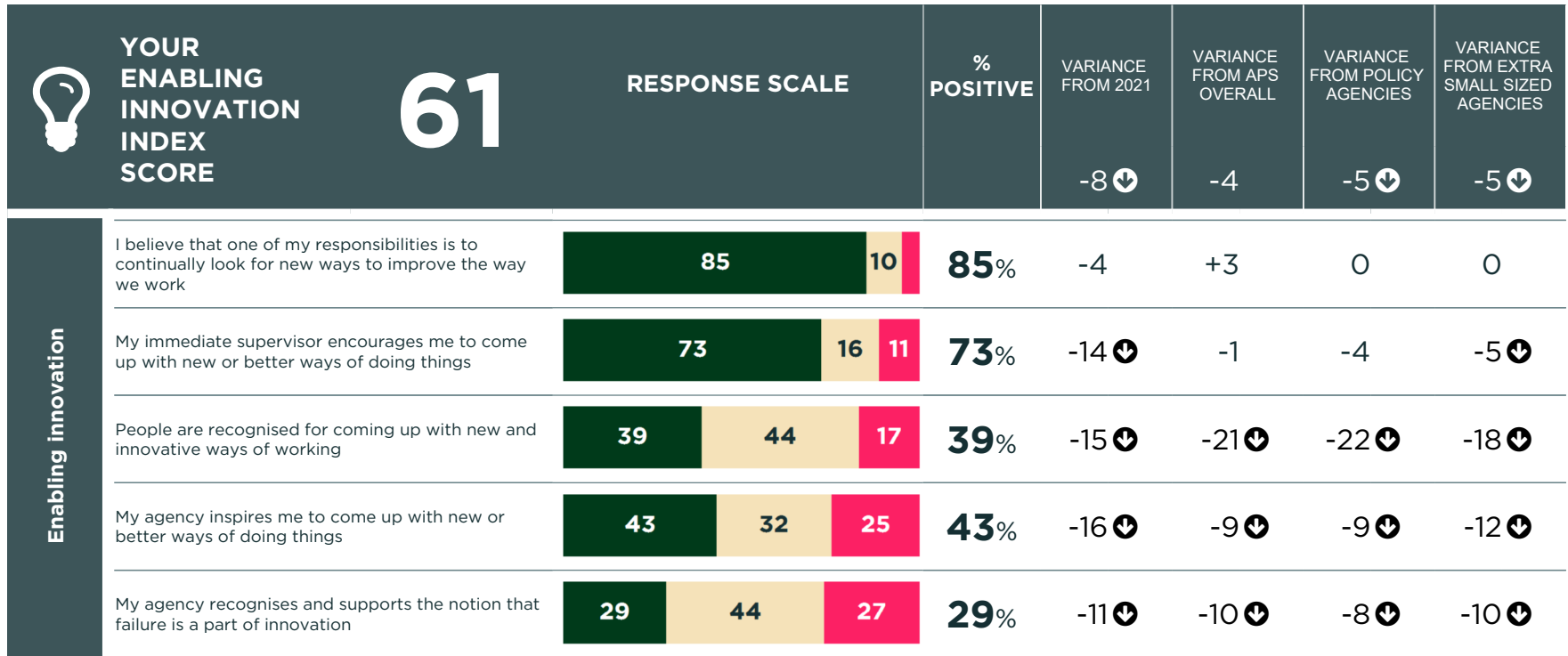


# ENABLING INNOVATION



## 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

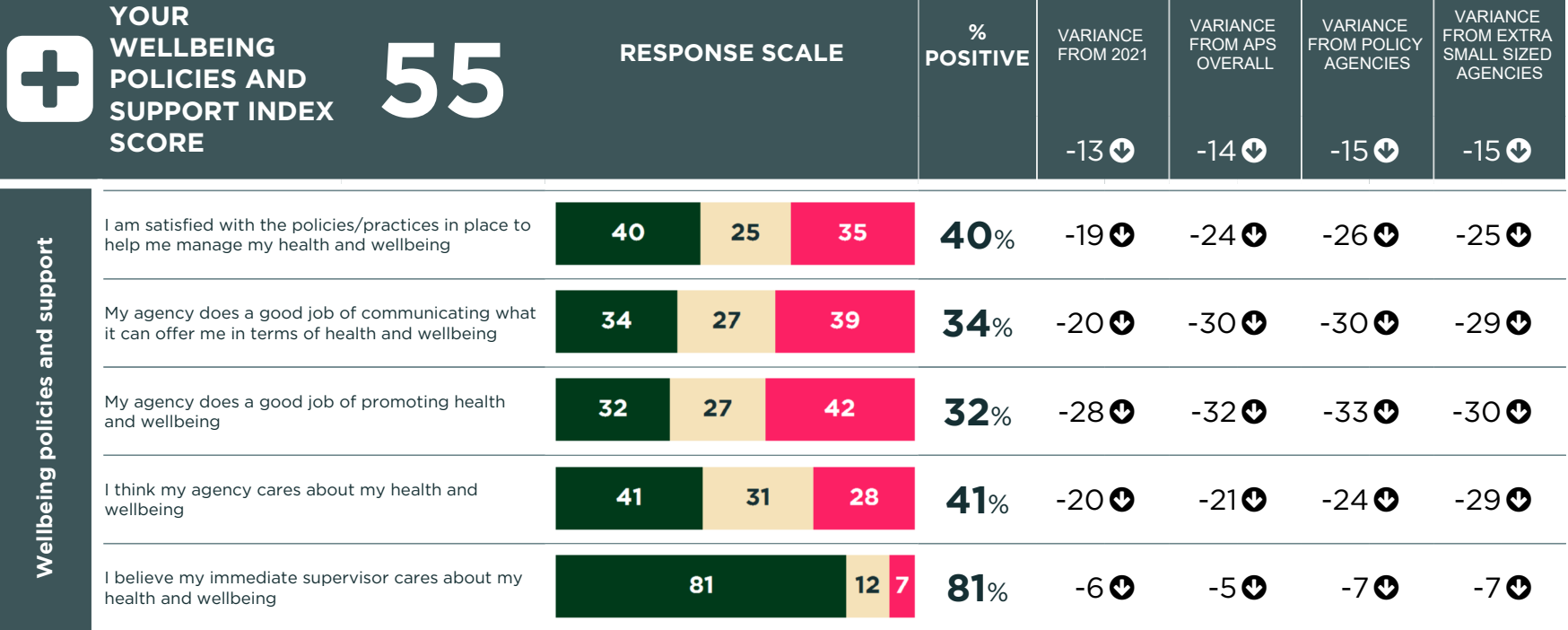


# WELLBEING POLICIES AND SUPPORT



## 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
How often do you find your work stressful?						
Always	<div></div>	8%	+5	+3	+4	+3
Often	<div></div>	31%	-1	+5	+6	+7
Sometimes	<div></div>	50%	0	0	-1	+1
Rarely	<div></div>	10%	-5	-8	-9	-10
Never	<div></div>	1%	0	0	0	-1
To what extent is your work emotionally demanding?						
To a very large extent	<div></div>	11%	+4	+3	+5	+5
To a large extent	<div></div>	31%	+8	+10	+14	+12
Somewhat	<div></div>	39%	-6	0	0	+1
To a small extent	<div></div>	13%	-9	-10	-13	-12
To a very small extent	<div></div>	6%	+3	-3	-5	-6

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
<b>I feel burned out by my work</b>						
Strongly agree	<div></div>	6%	+2	-2	-1	-1
Agree	<div></div>	32%	+3	+7	+9	+11
Neither agree nor disagree	<div></div>	31%	-11	-1	0	+1
Disagree	<div></div>	26%	+5	-3	-6	-7
Strongly disagree	<div></div>	5%	+1	-2	-3	-4
<b>In general, would you say that your health is:</b>						
Excellent	<div></div>	8%	-5	-2	-3	-4
Very good	<div></div>	38%	+3	+4	+2	-1
Good	<div></div>	37%	0	-1	0	+3
Fair	<div></div>	16%	+7	+2	+3	+4
Poor	<div></div>	1%	-5	-3	-2	-2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	27%	-5↓	0	-3	-3
Very good	<div></div>	49%	-14↓	-6↓	-6↓	-3
Average	<div></div>	21%	+16↑	+7↑	+9↑	+7↑
Below average	<div></div>	1%	+1	-1	-1	-1
Well below average	<div></div>	1%	+1	+1	+1	+1

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

Excellent	<div></div>	9%	-8↓	-8↓	-10↓	-12↓
Very good	<div></div>	44%	-17↓	-11↓	-14↓	-5↓
Average	<div></div>	33%	+14↑	+9↑	+13↑	+8↑
Below average	<div></div>	9%	+7↑	+5↑	+6↑	+5↑
Well below average	<div></div>	6%	+3	+4	+4	+4

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	75 13 12	75%	-17 ⬇️	-4	-7 ⬇️	-10 ⬇️
My workgroup has the tools and resources we need to perform well	46 20 35	46%	-26 ⬇️	-16 ⬇️	-20 ⬇️	-16 ⬇️
The people in my workgroup use time and resources efficiently	75 16 9	75%	-11 ⬇️	-3	-5 ⬇️	-4
My workgroup can readily adapt to new priorities and tasks	83 12	83%	-3	-2	-3	-3
The people in my workgroup cooperate to get the job done	87 9	87%	-2	-1	-3	-4

## 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY 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		13%	-1	+3	+4	+3
I want to leave my position within the next 12 months		28%	+7	+5	0	+3
I want to stay working in my position for the next one to two years		39%	-7	+2	-4	-3
I want to stay working in my position for at least the next three years		20%	+1	-11	0	-3

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

I am planning to retire		2%	-2	-4	-2	-3
I am pursuing another position within my agency		9%	+1	-32	-31	-2
I am pursuing a position in another agency		57%	+18	+32	+28	+5
I am pursuing work outside the APS		10%	-13	-2	0	-7
It is the end of my non-ongoing, casual or contracted employment		7%	-5	+3	+2	+2
Other		16%	0	+3	+2	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# RETENTION





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

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

RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (5 highest responses):

Other		16%	-	-	-	-
Senior leadership is of a poor quality		14%	-	-	-	-
I wish to pursue a promotion opportunity		14%	-	-	-	-
There is a lack of future career opportunities in my agency		9%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		9%	-	-	-	-

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 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY 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	<div></div>	13%	+2	+3	+4	+5 ↑
No	<div></div>	87%	-2	-3	-4	-5 ↓

Did this discrimination occur in your current agency?

Yes	<div></div>	76%	+5 ↑	-15 ↓	-10 ↓	-8 ↓
No	<div></div>	24%	-5 ↓	+15 ↑	+10 ↑	+8 ↑

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

Gender	<div></div>	47%	-	-	-	-
Age	<div></div>	47%	-	-	-	-
Race	<div></div>	12%	-	-	-	-

## 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 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM EXTRA SMALL SIZED AGENCIES

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

Yes	<div></div>	10%	-3	0	+1	+2
No	<div></div>	82%	+4	-3	-5 ↓	-4
Not sure	<div></div>	8%	0	+3	+3	+2

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	77%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	54%	-	-	-	-
Deliberate exclusion from work-related activities	<div></div>	38%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	21%	+1	-12 ↓	-11 ↓	-8 ↓
It was reported by someone else	<div></div>	29%	+9 ↑	+21 ↑	+21 ↑	+17 ↑
I did not report the behaviour	<div></div>	50%	-10 ↓	-9 ↓	-10 ↓	-9 ↓

### 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 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY 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	<div></div>	13%	+3	+10 ⬆	+11 ⬆	+8 ⬆
No	<div></div>	65%	-11 ⬇	-26 ⬇	-29 ⬇	-21 ⬇
Not sure	<div></div>	10%	+3	+6 ⬆	+7 ⬆	+5 ⬆
Would prefer not to answer	<div></div>	12%	+4	+10 ⬆	+10 ⬆	+8 ⬆

Types of corrupt behaviours witnessed (3 highest responses):

Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit	<div></div>	89%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	74%	-	-	-	-
Green-lighting	<div></div>	26%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	6%	-32 ⬇	-14 ⬇	-11 ⬇	0
It was reported by someone else	<div></div>	22%	-28 ⬇	+6 ⬆	+5 ⬆	+9 ⬆
I did not report the behaviour	<div></div>	72%	+60 ⬆	+8 ⬆	+6 ⬆	-9 ⬇

### KEY



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# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
How do you describe your gender?						
Man or male	<div></div>	31%	+5↑	-7↓	-5↓	0
Woman or female	<div></div>	66%	-4	+7↑	+5↑	+1
Non-binary	<div></div>	1%	+1	0	0	0
I use a different term		0%	0	0	0	0
Prefer not to say	<div></div>	3%	-1	0	0	-1
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes	<div></div>	2%	0	-1	-2	+1
No	<div></div>	98%	0	+1	+2	-1
Do you have an ongoing disability?						
Yes	<div></div>	6%	-3	-4	-4	-2
No	<div></div>	94%	+3	+4	+4	+2

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# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	36%	-7 ↓	-6 ↓	-5 ↓	-4
No	<div></div>	64%	+7 ↑	+6 ↑	+5 ↑	+4
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	9%	+5 ↑	+1	-1	-2
No	<div></div>	91%	-5 ↓	-1	+1	+2
In which country were you born?						
Australia	<div></div>	86%	-1	+10 ↑	+7 ↑	+7 ↑
Other country	<div></div>	14%	+1	-10 ↓	-7 ↓	-7 ↓
Do you speak a language other than English at home?						
No, English only	<div></div>	93%	+3	+13 ↑	+11 ↑	+8 ↑
Yes, other	<div></div>	7%	-3	-13 ↓	-11 ↓	-8 ↓

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# 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.



$$\begin{array}{c} \text{Strongly agree} \quad \text{Agree} \quad \text{Neither} \quad \text{Disagree} \quad \text{Strongly disagree} \\ \text{POSITIVE RESPONSE} \quad \text{Neutral response} \quad \text{Negative response} \\ \div \\ \text{number of respondents who answered the question} \\ = \\ \text{\% POSITIVE} \end{array}$$

## 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.