



# Highlights Report TSY



CONTENT	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and Change	6
Workplace Conditions	7
Inclusion	9
Enabling Innovation	10
Wellbeing Policies and Support	11
Wellbeing	12
Performance	14
Retention	16
Unacceptable Behaviour	18
Demographics	21
Time to Take Action	23
Guide to this Report	24

RESPONSES:  
**1,343 of 1,422**

RESPONSE RATE:  
**94%**

# 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		77	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SAY	Overall, I am satisfied with my job	80	12 8	80%	0	+6 ⬆️	+2	+3
	I am proud to work in my agency	88	10	88%	0	+12 ⬆️	+10 ⬆️	+9 ⬆️
	I would recommend my agency as a good place to work	84	12	84%	+3	+15 ⬆️	+9 ⬆️	+9 ⬆️
	I believe strongly in the purpose and objectives of my agency	87	11	87%	+1	+3	+2	+1
STAY	I feel a strong personal attachment to my agency	65	25 10	65%	-2	+4	+7 ⬆️	+3
	I feel committed to my agency's goals	84	14	84%	-1	+1	+1	0
STRIVE	I suggest ideas to improve our way of doing things	91	7	91%	+2	+5 ⬆️	+1	+2
	I am happy to go the 'extra mile' at work when required	95		95%	-1	+4	+1	+2
	I work beyond what is required in my job to help my agency achieve its objectives	83	14	83%	-6 ⬆️	+2	+1	+1
	My agency really inspires me to do my best work every day	68	25	68%	+4	+11 ⬆️	+8 ⬆️	+7 ⬆️

### 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		78	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	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	11	82%	+3	+3	+1	+1	
	My supervisor can deliver difficult advice whilst maintaining relationships	81	14	81%	+1	+2	0	+1	
	My supervisor invites a range of views, including those different to their own	85	9	85%	+2	+3	0	+1	
	My supervisor encourages my team to regularly review and improve our work	83	12	83%	+2	+1	0	0	
	My supervisor is invested in my development	78	14	8	78%	+3	+2	0	0
	My supervisor ensures that my workgroup delivers on what we are responsible for	92			92%	+1	+5	+3	+3
<b>Other similar questions</b>									
	My supervisor provides me with helpful feedback to improve my performance	76	16	8	76%	+3	-2	-2	-2
	My supervisor actively ensures that everyone can be included in workplace activities	87	9		87%	-	+3	+1	+1
<b>KEY</b>		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative					

# LEADERSHIP - SES MANAGER



## SES MANAGER

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

YOUR SES MANAGER LEADERSHIP INDEX SCORE		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	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	81	13	81%	+10 ↑	+12 ↑	+5 ↑	+7 ↑
	My SES manager presents convincing arguments and persuades others towards an outcome	81	15	81%	+6 ↑	+19 ↑	+9 ↑	+13 ↑
	My SES manager promotes cooperation within and between agencies	83	14	83%	+4	+16 ↑	+6 ↑	+10 ↑
	My SES manager encourages innovation and creativity	77	17	77%	+8 ↑	+12 ↑	+5 ↑	+7 ↑
	My SES manager creates an environment that enables us to deliver our best	79	14	79%	+7 ↑	+15 ↑	+6 ↑	+9 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	87	10	87%	+4	+14 ↑	+5 ↑	+8 ↑

### Other similar questions

All SES	In my agency, the SES work as a team	70	22	8	70%	+6 ↑	+16 ↑	+9 ↑	+12 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	74	18	8	74%	+9 ↑	+10 ↑	+5 ↑	+7 ↑
	In my agency, communication between SES and other employees is effective	67	22	11	67%	+10 ↑	+14 ↑	+6 ↑	+9 ↑

#### 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.

	<b>YOUR COMMUNICATION INDEX SCORE</b>	<b>73</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					+3	+5	+2	+3

Communication	My supervisor communicates effectively	82	11	82%	+1	+1	0	0
	My SES manager communicates effectively	82	12	82%	+6	+12	+4	+7
	Internal communication within my agency is effective	70	19	70%	+7	+13	+8	+10

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	74	15	10	74%	+7	+5	+2	+3
	Staff are consulted about change at work	54	34	12	54%	+13	+5	+2	+2
	Change is managed well in my agency	52	31	16	52%	+9	+8	+6	+7

<b>KEY</b>	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 LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills	85	85%	-5	+6	+3	+3
I have a choice in deciding how I do my work	72	72%	+5	+8	+1	+1
Where appropriate, I am able to take part in decisions that affect my job	79	79%	0	+9	+2	+4
I am clear what my duties and responsibilities are	76	76%	-2	-5	-3	-4
I am satisfied with the recognition I receive for doing a good job	77	77%	+4	+10	+3	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	79	79%	+3	+19	+6	+10
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83	83%	-2	+6	+2	+2
I am satisfied with the stability and security of my job	93	93%	0	+12	+7	+11
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	83	83%	-3	+5	+1	0

## KEY

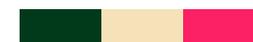


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS		<b>66%</b>	+1	+4	+3	+4
I understand how my role contributes to achieving an outcome for the Australian public		<b>91%</b>	+1	-1	0	-1
I believe strongly in the purpose and objectives of the APS		<b>90%</b>	+3	+5 	+3	+3

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
--	----------------	---	--------------------	---------------------------	-------------------------------	------------------------------------

## What best describes your current workload?

Well above capacity - too much work		<b>15%</b>	-5 	-8 	-6 	-7 
Slightly above capacity - lots of work to do		<b>35%</b>	-6 	-5 	-4	-5 
At capacity - about the right amount of work to do		<b>38%</b>	+8 	+8 	+8 	+9 
Slightly below capacity - available for more work		<b>10%</b>	+3	+4	+2	+3
Well below capacity - not enough work		<b>2%</b>	+1	0	0	0

### KEY

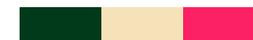


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		83%	+2	+5	+2	+2
My supervisor actively ensures that everyone can be included in workplace activities		87%	-	+3	+1	+1
I receive the respect I deserve from my colleagues at work		84%	+1	+2	0	0

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		10%	0	-4	-3	-3
Flexible hours of work		19%	-4	-8	-2	-6
Compressed work week		2%	0	-1	-1	-1
Job sharing		1%	0	0	0	0
Working away from the office/working from home		67%	+4	+12	+7	+2
None of the above		23%	-4	-4	-4	+1

**KEY**

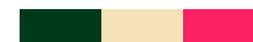


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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.

YOUR ENABLING INNOVATION INDEX SCORE		67	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	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	88	9	88%	-5 ↓	+6 ↑	+2	+3
	My immediate supervisor encourages me to come up with new or better ways of doing things	77	16	77%	+1	+3	0	+1
	People are recognised for coming up with new and innovative ways of working	68	22	68%	+3	+8 ↑	+7 ↑	+7 ↑
	My agency inspires me to come up with new or better ways of doing things	56	32	56%	+9 ↑	+4	+4	+3
	My agency recognises and supports the notion that failure is a part of innovation	39	40	39%	+7 ↑	-1	+2	-1

### 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		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	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	21	10	69%	+3	+5 ⬆️	+3	+2
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	65	22	13	65%	+7 ⬆️	+1	+1	-1
	My agency does a good job of promoting health and wellbeing	65	24	11	65%	+11 ⬆️	+2	+1	-1
	I think my agency cares about my health and wellbeing	72	19	9	72%	+10 ⬆️	+11 ⬆️	+7 ⬆️	+7 ⬆️
	I believe my immediate supervisor cares about my health and wellbeing	87	9		87%	+1	+2	-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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
----------------	---	--------------------	---------------------------	-------------------------------	------------------------------------

## How often do you find your work stressful?

Always		2%	-2	-2	-1	-2
Often		22%	-11↓	-4	-3	-4
Sometimes		55%	+7↑	+5↑	+4	+4
Rarely		19%	+5↑	+1	0	+1
Never		2%	0	0	0	0

## To what extent is your work emotionally demanding?

To a very large extent		4%	-3	-4	-2	-3
To a large extent		17%	-4	-4	-1	-3
Somewhat		38%	0	-1	-1	-1
To a small extent		29%	+3	+6↑	+3	+4
To a very small extent		12%	+4	+3	+1	+2

### 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 LARGE SIZED AGENCIES
<b>I feel burned out by my work</b>						
Strongly agree		<b>6%</b>	-4	-2	-1	-2
Agree		<b>23%</b>	-5	-2	0	-1
Neither agree nor disagree		<b>31%</b>	0	-1	0	0
Disagree		<b>33%</b>	+7	+3	+1	+2
Strongly disagree		<b>9%</b>	+2	+2	+1	+1
<b>In general, would you say that your health is:</b>						
Excellent		<b>13%</b>	-2	+3	+2	+2
Very good		<b>35%</b>	-1	+1	0	0
Good		<b>36%</b>	+4	-2	-1	-1
Fair		<b>13%</b>	0	-2	0	-1
Poor		<b>3%</b>	-1	0	0	0

## 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 LARGE SIZED AGENCIES
----------------	---	--------------------	---------------------------	-------------------------------	------------------------------------

In the last month, please rate your workgroup's overall performance

Excellent		<b>29%</b>	-6 ↓	+1	-2	-1
Very good		<b>56%</b>	+2	+1	+1	+1
Average		<b>13%</b>	+3	-2	0	0
Below average		<b>2%</b>	+1	0	0	0
Well below average		<b>0%</b>	0	0	0	0

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

Excellent		<b>26%</b>	-5 ↓	+9 ↑	+7 ↑	+8 ↑
Very good		<b>61%</b>	+5 ↑	+6 ↑	+3	+5 ↑
Average		<b>11%</b>	0	-12 ↓	-9 ↓	-11 ↓
Below average		<b>2%</b>	0	-2	-1	-1
Well below average		<b>0%</b>	0	-1	-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 2021	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		<b>81%</b>	-3	+1	-1	-1
My workgroup has the tools and resources we need to perform well		<b>72%</b>	0	+10 	+6 	+10 
The people in my workgroup use time and resources efficiently		<b>79%</b>	-3	+1	-1	-1
My workgroup can readily adapt to new priorities and tasks		<b>87%</b>	-4	+3	+1	+2
The people in my workgroup cooperate to get the job done		<b>92%</b>	-1	+3	+1	+2

## 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 LARGE SIZED AGENCIES
----------------	---	--------------------	---------------------------	-------------------------------	------------------------------------

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		8%	0	-1	-1	0
I want to leave my position within the next 12 months		29%	-3	+6	+1	+4
I want to stay working in my position for the next one to two years		49%	+3	+12	+5	+7
I want to stay working in my position for at least the next three years		14%	0	-16	-6	-11

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

I am planning to retire		2%	0	-4	-2	-2
I am pursuing another position within my agency		41%	+1	+1	+2	0
I am pursuing a position in another agency		31%	0	+6	+2	+6
I am pursuing work outside the APS		12%	-1	-1	+1	0
It is the end of my non-ongoing, casual or contracted employment		1%	-1	-3	-3	-4
Other		14%	+1	+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 2021	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	<b>19%</b>	-	-	-	-
I am looking to further my skills in another area	<b>17%</b>	-	-	-	-
I want to try a different type of work or I'm seeking a career change	<b>12%</b>	-	-	-	-
I have achieved all I can in my current position	<b>8%</b>	-	-	-	-
My immediate supervisor's leadership is of a poor quality	<b>7%</b>	-	-	-	-

## 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 LARGE SIZED AGENCIES
<b>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?</b>						
Yes		<b>7%</b>	-3	-3	-2	-2
No		<b>93%</b>	+3	+3	+2	+2
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>87%</b>	+4	-4	+1	-1
No		<b>13%</b>	-4	+4	-1	+1
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Gender		<b>40%</b>	-	-	-	-
Race		<b>29%</b>	-	-	-	-
Disability (e.g. loss of hearing or sight, incomplete use of limbs, or mental health issues)		<b>21%</b>	-	-	-	-

## 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 LARGE SIZED AGENCIES

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

Yes		5%	-2	-5 ↓	-3	-4
No		91%	+3	+6 ↑	+4	+4
Not sure		4%	-1	-1	0	-1

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		56%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		45%	-	-	-	-
Deliberate exclusion from work-related activities		29%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		32%	+7 ↑	-1	0	-2
It was reported by someone else		2%	-8 ↓	-6 ↓	-6 ↓	-6 ↓
I did not report the behaviour		66%	+1	+7 ↑	+7 ↑	+8 ↑

### 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 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		1%	-1	-2	-1	-2
No		97%	+2	+6	+4	+4
Not sure		2%	-1	-2	-1	-1
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		90%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		20%	-	-	-	-
Green-lighting		10%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		30%	+9	+10	+14	+11
It was reported by someone else		10%	+10	-6	-7	-4
I did not report the behaviour		60%	-19	-4	-6	-7
<b>KEY</b>			AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		

# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
<b>How do you describe your gender?</b>						
Man or male		<b>47%</b>	-1	+9	+11	+10
Woman or female		<b>51%</b>	+2	-8	-10	-9
Non-binary		<b>0%</b>	0	0	0	0
I use a different term		<b>0%</b>	0	0	0	0
Prefer not to say		<b>2%</b>	0	-1	-1	-1
<b>Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?</b>						
Yes		<b>1%</b>	-1	-2	-2	-2
No		<b>99%</b>	+1	+2	+2	+2
<b>Do you have an ongoing disability?</b>						
Yes		<b>8%</b>	+2	-2	-2	-2
No		<b>92%</b>	-2	+2	+2	+2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
<b>Do you have carer responsibilities?</b>						
Yes		35%	+1	-7↓	-6↓	-7↓
No		65%	-1	+7↑	+6↑	+7↑
<b>Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?</b>						
Yes		9%	+1	+1	-1	-1
No		91%	-1	-1	+1	+1
<b>In which country were you born?</b>						
Australia		80%	-2	+4	+1	+2
Other country		20%	+2	-4	-1	-2
<b>Do you speak a language other than English at home?</b>						
No, English only		80%	-2	0	-2	-2
Yes, other		20%	+2	0	+2	+2

## 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.

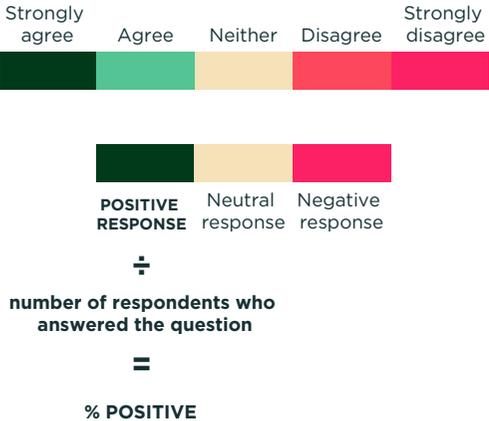
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



## 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	<b>151</b>	<b>166</b>	<b>176</b>	<b>96</b>	<b>24</b>	<b>613</b>
PERCENTAGE	<b>24.63%</b>	<b>27.08%</b>	<b>28.71%</b>	<b>15.66%</b>	<b>3.92%</b>	<b>100%</b>
ROUNDED PERCENTAGE	<b>25%</b>	<b>27%</b>	<b>29%</b>	<b>16%</b>	<b>4%</b>	<b>101%</b>
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## 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.