

Highlights Report TSY



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RESPONSES:

1,047 of 1,155

RESPONSE RATE:

91%

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

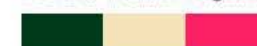


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP

IMMEDIATE SUPERVISOR	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My supervisor engages with staff on how to respond to future challenges	80	11 9	80%	-2	+1	0	0
My supervisor can deliver difficult advice whilst maintaining relationships	80	13 7	80%	-1	+1	+1	+1
My supervisor invites a range of views, including those different to their own	83	10	83%	-	+3	+1	+2
My supervisor encourages my team to regularly review and improve our work	81	13	81%	-1	+1	+1	+1
My supervisor is invested in my development	75	16 9	75%	-1	+2	0	+1
My immediate supervisor encourages me	78	14 9	78%	+1	+2	0	0
My supervisor ensures that my workgroup delivers on what we are responsible for	92		92%	+2	+5 ↑	+3	+3
My supervisor provides me with helpful feedback to improve my performance	73	16 11	73%	-	-2	-2	-1

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	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My SES manager clearly articulates the direction and priorities for our area	71	19	10	71%	-4	+4	-2	+1
My SES manager presents convincing arguments and persuades others towards an outcome	75	18		75%	-	+15 ↑	+6 ↑	+10 ↑
My SES manager promotes cooperation within and between agencies	79	16		79%	-1	+13 ↑	+4	+9 ↑
My SES manager encourages innovation and creativity	69	23	7	69%	-	+5 ↑	-1	+3
My SES manager creates an environment that enables us to deliver our best	72	19	9	72%	-	+10 ↑	+3	+7 ↑
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	83	13		83%	-2	+10 ↑	+3	+6 ↑
ALL SES	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
In my agency, the SES work as a team	63	24	12	63%	+1	+10 ↑	+5 ↑	+9 ↑
In my agency, the SES clearly articulate the direction and priorities for our agency	65	22	13	65%	-6 ↓	+5 ↑	+2	+4

KEY



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Positive Neutral Negative



COMMUNICATION AND CHANGE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My supervisor communicates effectively	81 10 9	81%	-3	-1	-2	-1
My SES manager communicates effectively	75 16 9	75%	-6⬇️	+6⬆️	-1	+2
In my agency, communication between SES and other employees is effective	57 26 17	57%	-9⬇️	+6⬆️	+2	+5⬆️
Internal communication within my agency is effective	63 24 13	63%	-2	+5⬆️	+4	+5⬆️
When changes occur, the impacts are communicated well within my workgroup	68 18 14	68%	-2	+2	0	+1
Staff are consulted about change at work	41 41 18	41%	-4	-4	-3	-3
Change is managed well in my agency	44 33 23	44%	-11⬇️	+1	+2	+4

KEY



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Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills	90	90%	0	+6 ⬆	+4	+4
I have a choice in deciding how I do my work	67	67%	0	+6 ⬆	0	-1
Where appropriate, I am able to take part in decisions that affect my job	78	78%	-	+11 ⬆	+5 ⬆	+7 ⬆
I am clear what my duties and responsibilities are	78	78%	-1	-1	+1	0
I am satisfied with the recognition I receive for doing a good job	73	73%	0	+7 ⬆	+2	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	76	76%	-1	+11 ⬆	+2	+6 ⬆
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	85	85%	-1	+8 ⬆	+7 ⬆	+6 ⬆
I am satisfied with the stability and security of my job	93	93%	+1	+13 ⬆	+8 ⬆	+13 ⬆
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	86	86%	-	+11 ⬆	+9 ⬆	+8 ⬆

KEY



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Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS	65 26 9	65%	0	+2	+2	+4
I understand how my role contributes to achieving an outcome for the Australian public	91	91%	+1	+1	+2	+1
I believe strongly in the purpose and objectives of the APS	86 12	86%	-5⬇️	+5⬆️	+3	+4

KEY



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Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	%	VARIANCE FROM 2020	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		20%	-3	-4	-5↓	-8↓
Slightly above capacity – lots of work to do		41%	0	0	+1	+1
At capacity – about the right amount of work to do		30%	0	+2	+4	+5↑
Slightly below capacity – available for more work		8%	+3	+2	+1	+2
Well below capacity – not enough work		1%	0	0	0	0

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	81	81%	-2	+2	0	0
My supervisor actively supports people from diverse backgrounds	79	79%	-	-1	-2	-1
I receive the respect I deserve from my colleagues at work	83	83%	0	+2	0	+1

KEY



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Positive Neutral Negative

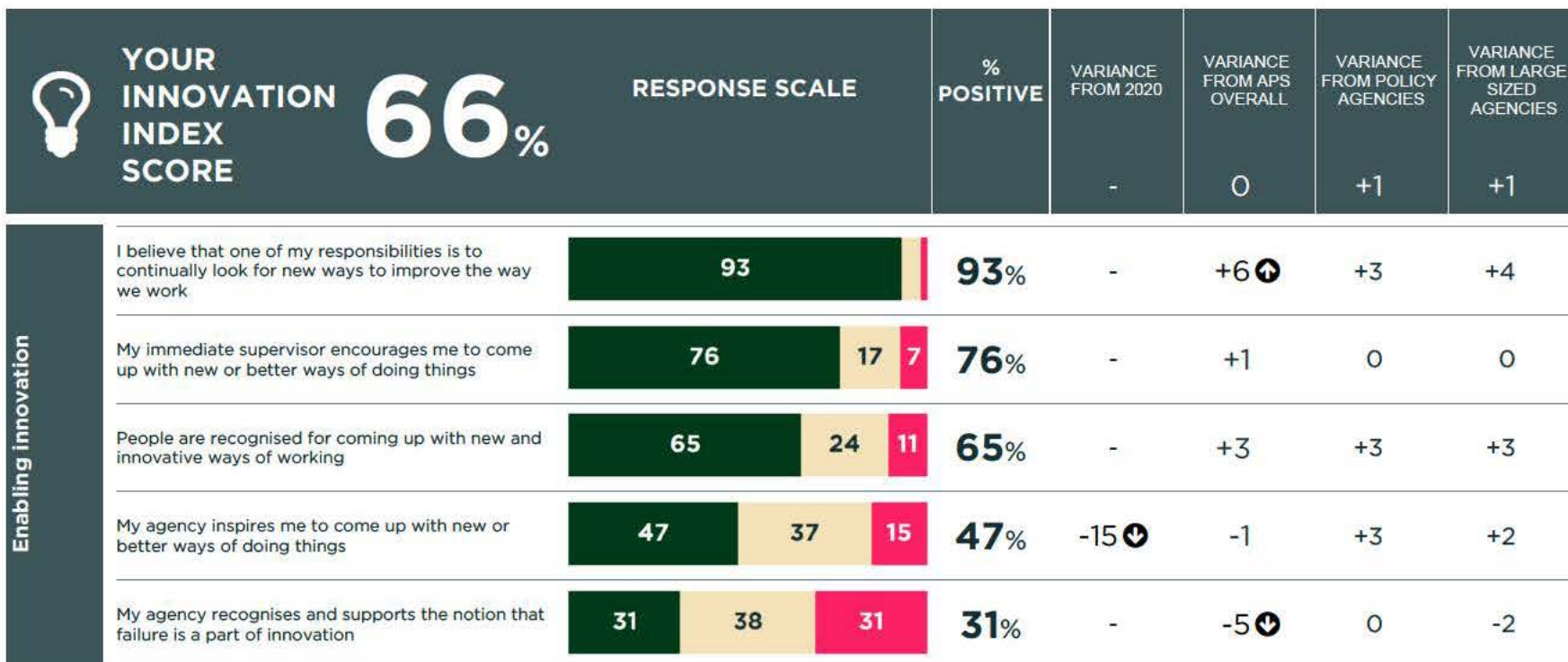


ENABLING INNOVATION



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

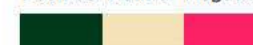


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Positive Neutral Negative

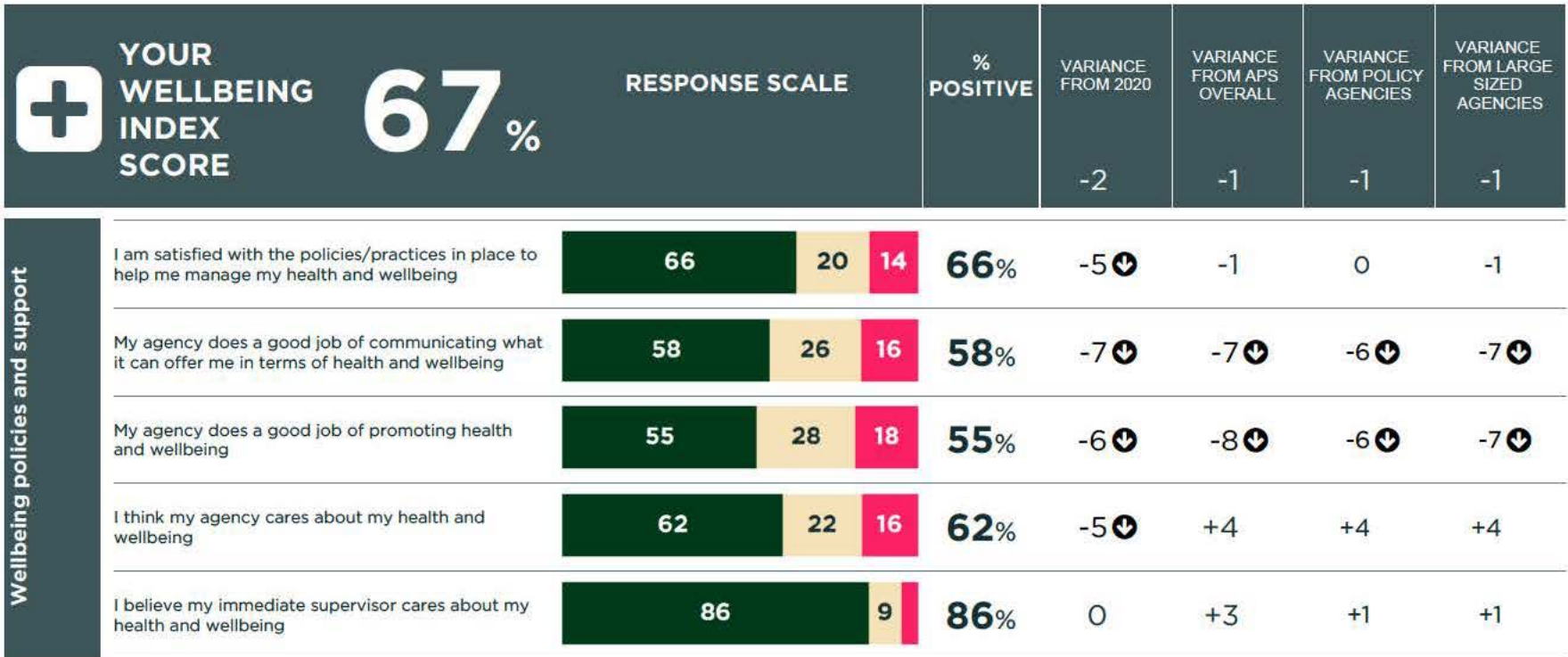


WELLBEING POLICIES AND SUPPORT



WELLBEING

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



KEY

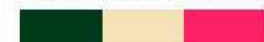


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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
How often do you find your work stressful?						
Always	<div></div>	4%	-	-2	-1	-2
Often	<div></div>	32%	-	+4	+3	+3
Sometimes	<div></div>	48%	-	0	-1	0
Rarely	<div></div>	14%	-	-2	-1	-1
Never	<div></div>	2%	-	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent	<div></div>	6%	-3	-2	0	-2
To a large extent	<div></div>	20%	-1	-3	-1	-2
Somewhat	<div></div>	39%	+1	-1	-2	-1
To a small extent	<div></div>	26%	+4	+5	+3	+4
To a very small extent	<div></div>	8%	-1	+1	0	+1

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel burned out by my work						
Strongly agree		9%	-4	0	+1	0
Agree		28%	-3	+3	+3	+2
Neither agree nor disagree		30%	-2	-1	0	0
Disagree		26%	+5	-2	-2	-1
Strongly disagree		7%	+4	0	-1	0
In general, would you say that your health is:						
Excellent		14%	-	+3	+2	+2
Very good		37%	-	+2	+1	+1
Good		32%	-	-3	-3	-3
Fair		14%	-	-1	0	0
Poor		3%	-	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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance:

Excellent	<div></div>	34%	-	+7⬆	+4	+5⬆
Very good	<div></div>	54%	-	-1	0	-1
Average	<div></div>	10%	-	-6⬆	-3	-4
Below average	<div></div>	1%	-	-1	0	-1
Well below average		0%	-	0	0	0

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

Excellent	<div></div>	31%	-	+16⬆	+13⬆	+15⬆
Very good	<div></div>	56%	-	+1	-1	+1
Average	<div></div>	11%	-	-13⬆	-10⬆	-12⬆
Below average	<div></div>	2%	-	-2	-1	-2
Well below average		0%	-	-1	-1	-1

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	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	84 11	84%	0	+3	+1	+2
My workgroup has the tools and resources we need to perform well	72 16 12	72%	-1	+8 ↑	+7 ↑	+10 ↑
The people in my workgroup use time and resources efficiently	82 13	82%	+1	+5 ↑	+3	+4
My workgroup can readily adapt to new priorities and tasks	91	91%	0	+5 ↑	+4	+5 ↑
The people in my workgroup cooperate to get the job done	92	92%	+1	+5 ↑	+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 2020	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	<div></div>	8%	-	-2	-3	-2
I want to leave my position within the next 12 months	<div></div>	32%	-	+10	+5	+8
I want to stay working in my position for the next one to two years	<div></div>	46%	-	+10	+4	+6
I want to stay working in my position for at least the next three years	<div></div>	14%	-	-18	-6	-11
What best describes your plans involved with leaving your current position?						
I am planning to retire	<div></div>	2%	-	-4	-2	-2
I am pursuing another position within my agency	<div></div>	40%	-	-2	0	-1
I am pursuing a position in another agency	<div></div>	31%	-	+6	+1	+4
I am pursuing work outside the APS	<div></div>	13%	-	+1	+4	+2
It is the end of my non-ongoing, casual or contracted employment	<div></div>	2%	-	-1	-1	-2
Other	<div></div>	13%	-	0	-1	-1
<div>KEY</div> <div> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </div>						

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	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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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		17%	-	-	-	-
I am looking to further my skills in another area		17%	-	-	-	-
I wish to pursue a promotion opportunity		13%	-	-	-	-

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

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM POLICY
AGENCIES

VARIANCE
FROM LARGE
SIZED
AGENCIES

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

Yes	<div></div>	10%	+1	-2	-1	-1
No	<div></div>	90%	-1	+2	+1	+1

Did this discrimination occur in your current agency?

Yes	<div></div>	83%	0	-10 ↓	-7 ↓	-9 ↓
No	<div></div>	17%	0	+10 ↑	+7 ↑	+9 ↑

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

Gender	<div></div>	63%	-	-	-	-
Race	<div></div>	31%	-	-	-	-
Age	<div></div>	17%	-	-	-	-

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

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes		7%	0	-4	-4	-4
No		88%	-1	+6 ↑	+5 ↑	+5 ↑
Not sure		5%	+1	-1	-1	-1

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		47%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		43%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		31%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		25%	-	-8 ↓	-6 ↓	-8 ↓
It was reported by someone else		10%	-	+3	+2	+3
I did not report the behaviour		65%	-	+6 ↑	+3	+5 ↑

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

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%	0	-2	-1	-2
No		95%	-1	+5 ⬆	+3	+4
Not sure		3%	+1	-2	-1	-1
Would prefer not to answer		1%	0	-2	-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		73%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		20%	-	-	-	-
Green-lighting		20%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures		21%	-	+2	+8 ⬆	+5 ⬆
It was reported by someone else		0%	-	-15 ⬆	-13 ⬆	-13 ⬆
I did not report the behaviour		79%	-	+14 ⬆	+5 ⬆	+9 ⬆

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
How do you describe your gender?						
Man or male	<div></div>	48%	+1	+11	+13	+11
Woman or female	<div></div>	49%	-1	-10	-12	-10
Non-binary		0%	-	0	0	0
I use a different term		0%	-	0	0	0
Prefer not to say	<div></div>	3%	+1	0	0	0
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes	<div></div>	2%	0	-2	-2	-1
No	<div></div>	98%	0	+2	+2	+1
Do you have an ongoing disability?						
Yes	<div></div>	6%	+2	-3	-3	-3
No	<div></div>	94%	-2	+3	+3	+3

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	34%	-2	-6 ⬇	-6 ⬇	-6 ⬇
No	<div></div>	66%	+2	+6 ⬆	+6 ⬆	+6 ⬆
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	8%	+2	+1	-1	0
No	<div></div>	92%	-2	-1	+1	0
In which country were you born?						
Australia	<div></div>	82%	-	+5 ⬆	+3	+4
Other country	<div></div>	18%	-	-5 ⬇	-3	-4
Do you speak a language other than English at home?						
No, English only	<div></div>	82%	-	+2	0	0
Yes, other	<div></div>	18%	-	-2	0	0

KEY



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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.

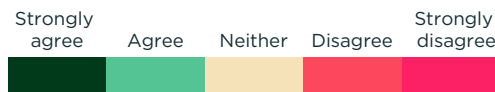
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



Highlights Report TSY



CONTENT	
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Employee Engagement: Say, Stay, Strive	3
Leadership	4
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Wellbeing Policies and Support	11
Wellbeing	12
Performance	14
Retention	16
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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.



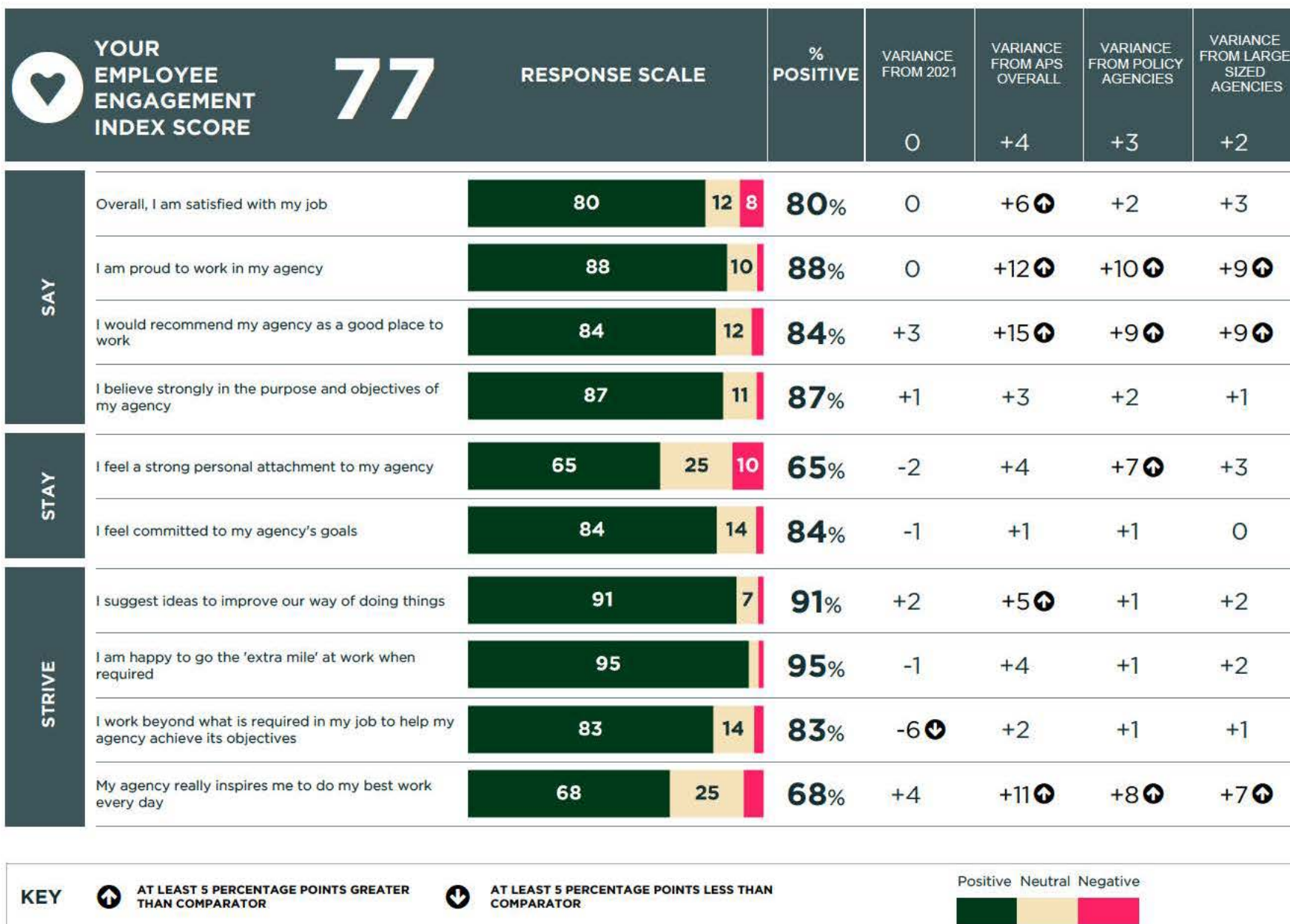
Generally a difference of ± 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

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.



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
				+1	+1	0	0

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	78%	+3	+2	0	0
	My supervisor ensures that my workgroup delivers on what we are responsible for	92		92%	+1	+5⬆	+3	+3

Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	76	16	76%	+3	-2	-2	-2
	My supervisor actively ensures that everyone can be included in workplace activities	87	9	87%	-	+3	+1	+1

KEY

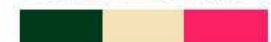


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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**

76

RESPONSE SCALE

**%
POSITIVE**

VARIANCE
FROM 2021

+3

VARIANCE
FROM APS
OVERALL

+7

VARIANCE
FROM POLICY
AGENCIES

+3

VARIANCE
FROM LARGE
SIZED
AGENCIES

+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

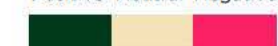


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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.

YOUR COMMUNICATION INDEX SCORE	73	RESPONSE SCALE	% POSITIVE	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

KEY

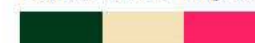


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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
My job gives me opportunities to utilise my skills	85 8	85%	-5⬇️	+6⬆️	+3	+3
I have a choice in deciding how I do my work	72 21	72%	+5⬆️	+8⬆️	+1	+1
Where appropriate, I am able to take part in decisions that affect my job	79 13 8	79%	0	+9⬆️	+2	+4
I am clear what my duties and responsibilities are	76 19	76%	-2	-5⬇️	-3	-4
I am satisfied with the recognition I receive for doing a good job	77 13 9	77%	+4	+10⬆️	+3	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	79 11 10	79%	+3	+19⬆️	+6⬆️	+10⬆️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83 10 7	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 11	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	<div><div>66</div><div>24</div><div>10</div></div>	66%	+1	+4	+3	+4
I understand how my role contributes to achieving an outcome for the Australian public	<div><div>91</div><div></div><div></div></div>	91%	+1	-1	0	-1
I believe strongly in the purpose and objectives of the APS	<div><div>90</div><div>9</div><div></div></div>	90%	+3	+5	+3	+3

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

Well above capacity - too much work	<div><div></div></div>	15%	-5	-8	-6	-7
Slightly above capacity - lots of work to do	<div><div></div></div>	35%	-6	-5	-4	-5
At capacity - about the right amount of work to do	<div><div></div></div>	38%	+8	+8	+8	+9
Slightly below capacity - available for more work	<div><div></div></div>	10%	+3	+4	+2	+3
Well below capacity - not enough work	<div><div></div></div>	2%	+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	<div><div>83</div><div>11</div></div>	83%	+2	+5	+2	+2
My supervisor actively ensures that everyone can be included in workplace activities	<div><div>87</div><div>9</div></div>	87%	-	+3	+1	+1
I receive the respect I deserve from my colleagues at work	<div><div>84</div><div>13</div></div>	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	<div><div></div></div>	10%	0	-4	-3	-3
Flexible hours of work	<div><div></div></div>	19%	-4	-8	-2	-6
Compressed work week	<div><div></div></div>	2%	0	-1	-1	-1
Job sharing	<div><div></div></div>	1%	0	0	0	0
Working away from the office/working from home	<div><div></div></div>	67%	+4	+12	+7	+2
None of the above	<div><div></div></div>	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**

+1

+2

+1

+1

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

7

77%

+1

+3

0

+1

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

68

22

10

68%

+3

+8 ↑

+7 ↑

+7 ↑

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

56

32

12

56%

+9 ↑

+4

+4

+3

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

39

40

21

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**

+4

+2

+1

+1

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

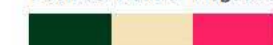


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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	<div></div>	2%	-2	-2	-1	-2
Often	<div></div>	22%	-11↓	-4	-3	-4
Sometimes	<div></div>	55%	+7↑	+5↑	+4	+4
Rarely	<div></div>	19%	+5↑	+1	0	+1
Never	<div></div>	2%	0	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent	<div></div>	4%	-3	-4	-2	-3
To a large extent	<div></div>	17%	-4	-4	-1	-3
Somewhat	<div></div>	38%	0	-1	-1	-1
To a small extent	<div></div>	29%	+3	+6↑	+3	+4
To a very small extent	<div></div>	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
I feel burned out by my work						
Strongly agree	<div></div>	6%	-4	-2	-1	-2
Agree	<div></div>	23%	-5 ↓	-2	0	-1
Neither agree nor disagree	<div></div>	31%	0	-1	0	0
Disagree	<div></div>	33%	+7 ↑	+3	+1	+2
Strongly disagree	<div></div>	9%	+2	+2	+1	+1
In general, would you say that your health is:						
Excellent	<div></div>	13%	-2	+3	+2	+2
Very good	<div></div>	35%	-1	+1	0	0
Good	<div></div>	36%	+4	-2	-1	-1
Fair	<div></div>	13%	0	-2	0	-1
Poor	<div></div>	3%	-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	<div></div>	29%	-6↓	+1	-2	-1
Very good	<div></div>	56%	+2	+1	+1	+1
Average	<div></div>	13%	+3	-2	0	0
Below average	<div></div>	2%	+1	0	0	0
Well below average		0%	0	0	0	0

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

Excellent	<div></div>	26%	-5↓	+9↑	+7↑	+8↑
Very good	<div></div>	61%	+5↑	+6↑	+3	+5↑
Average	<div></div>	11%	0	-12↓	-9↓	-11↓
Below average	<div></div>	2%	0	-2	-1	-1
Well below average		0%	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	81 12	81%	-3	+1	-1	-1
My workgroup has the tools and resources we need to perform well	72 15 14	72%	0	+10 ↑	+6 ↑	+10 ↑
The people in my workgroup use time and resources efficiently	79 13 8	79%	-3	+1	-1	-1
My workgroup can readily adapt to new priorities and tasks	87 9	87%	-4	+3	+1	+2
The people in my workgroup cooperate to get the job done	92	92%	-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	<div></div>	8%	0	-1	-1	0
I want to leave my position within the next 12 months	<div></div>	29%	-3	+6	+1	+4
I want to stay working in my position for the next one to two years	<div></div>	49%	+3	+12	+5	+7
I want to stay working in my position for at least the next three years	<div></div>	14%	0	-16	-6	-11
What best describes your plans involved with leaving your current position?						
I am planning to retire	<div></div>	2%	0	-4	-2	-2
I am pursuing another position within my agency	<div></div>	41%	+1	+1	+2	0
I am pursuing a position in another agency	<div></div>	31%	0	+6	+2	+6
I am pursuing work outside the APS	<div></div>	12%	-1	-1	+1	0
It is the end of my non-ongoing, casual or contracted employment	<div></div>	1%	-1	-3	-3	-4
Other	<div></div>	14%	+1	+1	0	0
<div> <div>KEY</div> <div> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR </div> <div> AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </div> </div>						

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	<div></div>	19%	-	-	-	-
I am looking to further my skills in another area	<div></div>	17%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	<div></div>	12%	-	-	-	-
I have achieved all I can in my current position	<div></div>	8%	-	-	-	-
My immediate supervisor's leadership is of a poor quality	<div></div>	7%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

DISCRIMINATION

RESPONSE SCALE

%

VARIANCE
FROM 2021

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM POLICY
AGENCIES

VARIANCE
FROM LARGE
SIZED
AGENCIES

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

Yes	<div></div>	7%	-3	-3	-2	-2
No	<div></div>	93%	+3	+3	+2	+2

Did this discrimination occur in your current agency?

Yes	<div></div>	87%	+4	-4	+1	-1
No	<div></div>	13%	-4	+4	-1	+1

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

Gender	<div></div>	40%	-	-	-	-
Race	<div></div>	29%	-	-	-	-
Disability (e.g. loss of hearing or sight, incomplete use of limbs, or mental health issues)	<div></div>	21%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 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 ↓

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
How do you describe your gender?						
Man or male	<div></div>	47%	-1	+9↑	+11↑	+10↑
Woman or female	<div></div>	51%	+2	-8↓	-10↓	-9↓
Non-binary		0%	0	0	0	0
I use a different term		0%	0	0	0	0
Prefer not to say	<div></div>	2%	0	-1	-1	-1
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes	<div></div>	1%	-1	-2	-2	-2
No	<div></div>	99%	+1	+2	+2	+2
Do you have an ongoing disability?						
Yes	<div></div>	8%	+2	-2	-2	-2
No	<div></div>	92%	-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
Do you have carer responsibilities?						
Yes	<div></div>	35%	+1	-7↓	-6↓	-7↓
No	<div></div>	65%	-1	+7↑	+6↑	+7↑
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	9%	+1	+1	-1	-1
No	<div></div>	91%	-1	-1	+1	+1
In which country were you born?						
Australia	<div></div>	80%	-2	+4	+1	+2
Other country	<div></div>	20%	+2	-4	-1	-2
Do you speak a language other than English at home?						
No, English only	<div></div>	80%	-2	0	-2	-2
Yes, other	<div></div>	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.

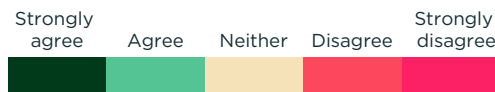
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.



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

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.



Highlights Report TSY



CONTENT

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Employee Engagement: Say, Stay, Strive	3
Leadership	4
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Performance	14
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Suggested Questions to Focus On	24
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RESPONSES:

1,342 of 1,502

RESPONSE RATE:

89%

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.



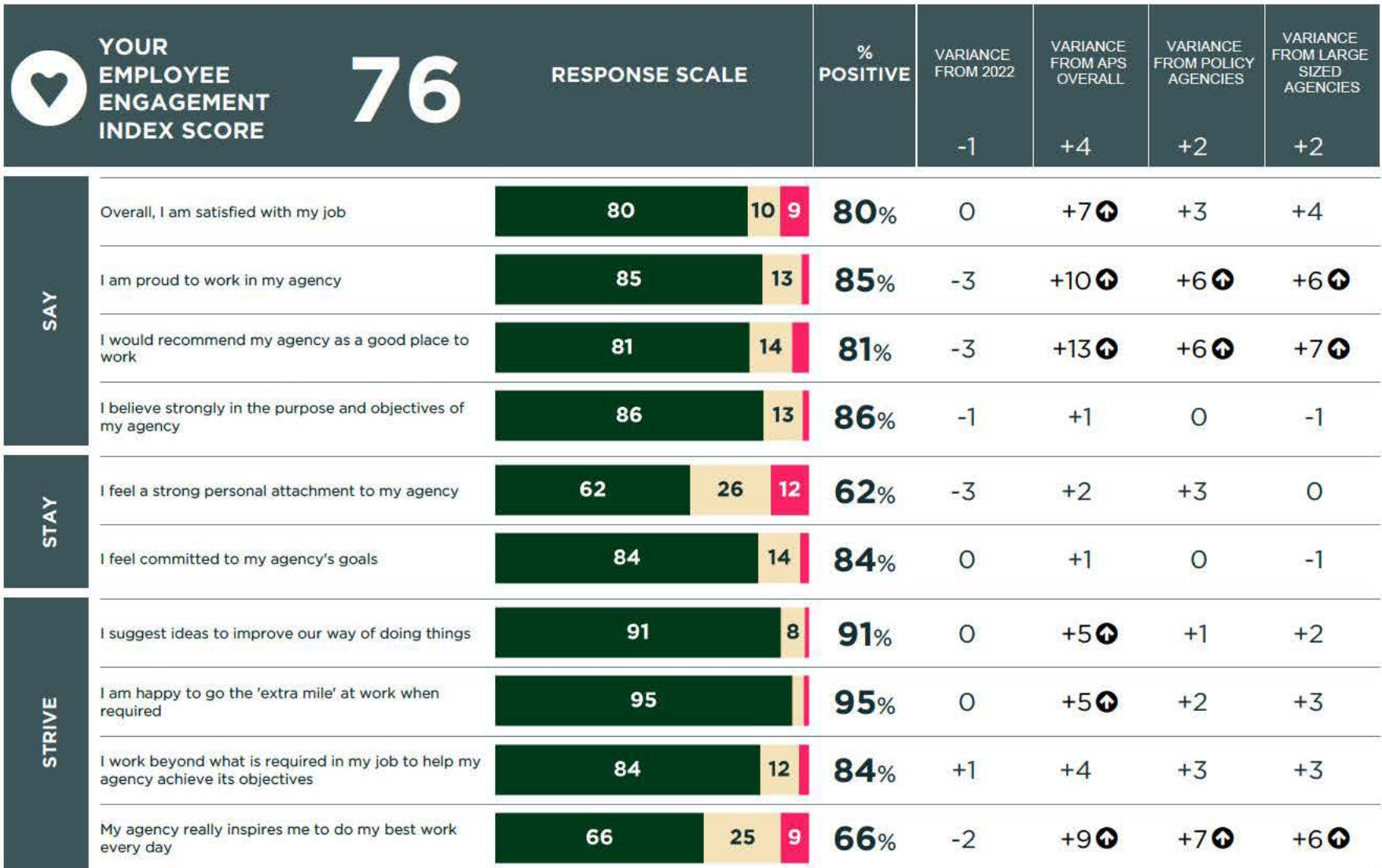
Generally a difference of ± 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

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.



KEY

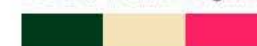


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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		77	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					0	+1	0	0
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	81	12	81%	-1	+2	+1	+1
	My supervisor can deliver difficult advice whilst maintaining relationships	81	12	81%	0	+3	+2	+1
	My supervisor invites a range of views, including those different to their own	86	8	86%	+1	+5↑	+3	+3
	My supervisor encourages my team to regularly review and improve our work	83	13	83%	0	+2	+1	+1
	My supervisor is invested in my development	77	16	77%	-1	+1	-1	0
	My supervisor ensures that my workgroup delivers on what we are responsible for	91		91%	-1	+4	+2	+2
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	76	16	76%	0	-1	-1	-2
	My immediate supervisor encourages me	77	17	77%	+2	+1	-1	-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	75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-1	+7	+3	+4

SES Manager	My SES manager clearly articulates the direction and priorities for our area	78	14 8	78%	-3	+10	+5	+6
	My SES manager presents convincing arguments and persuades others towards an outcome	78	17	78%	-4	+16	+7	+10
	My SES manager promotes cooperation within and between agencies	84	13	84%	+1	+18	+8	+11
	My SES manager encourages innovation and creativity	75	18	75%	-2	+11	+5	+7
	My SES manager creates an environment that enables us to deliver our best	76	16 7	76%	-3	+13	+6	+8
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	86	10	86%	-1	+13	+6	+8

Other similar questions

In my agency, the SES work as a team	68	23 9	68%	-2	+15	+8	+11
In my agency, the SES clearly articulate the direction and priorities for our agency	72	18 10	72%	-1	+9	+4	+6
In my agency, communication between SES and other employees is effective	65	22 13	65%	-2	+12	+5	+8
My SES manager routinely promotes the use of data and evidence to deliver outcomes	77	18	77%	-	+11	+6	+7

KEY

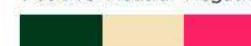


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



COMMUNICATION AND CHANGE



COMMUNICATION

THE COMMUNICATION SCORE MEASURES COMMUNICATION AT THE INDIVIDUAL, GROUP AND AGENCY LEVEL.

CHANGE

EFFECTIVE COMMUNICATION IS AN IMPORTANT PART OF ANY CHANGE PROCESS. NOTE THESE QUESTIONS DO NOT CONTRIBUTE TO THE ABOVE INDEX SCORE.

YOUR COMMUNICATION INDEX SCORE	72	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-1	+4	+2	+2

Communication	My supervisor communicates effectively	82	10	8	82%	0	+1	+1	+1
	My SES manager communicates effectively	81	11	8	81%	-1	+13 ⬆	+7 ⬆	+8 ⬆
	Internal communication within my agency is effective	68	20	13	68%	-3	+11 ⬆	+7 ⬆	+9 ⬆

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	71	18	12	71%	-4	+3	+2	+2
	Staff are consulted about change at work	52	36	12	52%	-2	+3	0	+1
	Change is managed well in my agency	50	31	19	50%	-2	+7 ⬆	+5 ⬆	+7 ⬆

KEY

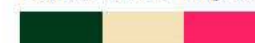


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills	84 9	84%	-1	+5 ↑	+2	+3
I have a choice in deciding how I do my work	72 22	72%	0	+8 ↑	+1	+1
Where appropriate, I am able to take part in decisions that affect my job	78 13 9	78%	-1	+9 ↑	+2	+4
I am clear what my duties and responsibilities are	78 18	78%	+2	-2	0	-2
I am satisfied with the recognition I receive for doing a good job	75 15 11	75%	-2	+8 ↑	+2	+3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	75 13 12	75%	-4	+24 ↑	+8 ↑	+14 ↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	84 9	84%	+2	+11 ↑	+4	+5 ↑
I am satisfied with the stability and security of my job	92	92%	0	+10 ↑	+6 ↑	+10 ↑
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	87	87%	+4	+9 ↑	+3	+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	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS	<div><div>64</div><div>25</div><div>11</div></div>	64%	-2	+3	+2	+2
I understand how my role contributes to achieving an outcome for the Australian public	<div><div>92</div><div></div><div></div></div>	92%	0	-1	0	-1
I believe strongly in the purpose and objectives of the APS	<div><div>88</div><div></div><div>11</div></div>	88%	-2	+3	+1	+2

	RESPONSE SCALE	%	VARIANCE FROM 2022	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	<div><div></div></div>	19%	+4	-5⬇️	-6⬇️	-5⬇️
Slightly above capacity - lots of work to do	<div><div></div></div>	39%	+3	-1	-1	-2
At capacity - about the right amount of work to do	<div><div></div></div>	33%	-5⬇️	+4	+5⬆️	+4
Slightly below capacity - available for more work	<div><div></div></div>	8%	-2	+2	+1	+2
Well below capacity - not enough work	<div><div></div></div>	2%	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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	<div><div>81</div><div>13</div></div>	81%	-3	+1	-2	-2
My supervisor actively ensures that everyone can be included in workplace activities	<div><div>86</div><div>9</div></div>	86%	-1	+3	+2	+2
I receive the respect I deserve from my colleagues at work	<div><div>83</div><div>13</div></div>	83%	0	+2	0	+1

	RESPONSE SCALE	%	VARIANCE FROM 2022	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	<div><div></div></div>	11%	+1	-2	-2	-2
Flexible hours of work	<div><div></div></div>	18%	0	-10 ⬇️	-4	-8 ⬇️
Compressed work week	<div><div></div></div>	4%	+2	0	0	0
Job sharing	<div><div></div></div>	0%	0	0	0	0
Working away from the office/working from home	<div><div></div></div>	65%	-2	+8 ⬆️	+2	-2
None of the above	<div><div></div></div>	24%	+1	-2	0	+3

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**

66

RESPONSE SCALE

**%
POSITIVE**

**VARIANCE
FROM 2022**

**VARIANCE
FROM APS
OVERALL**

**VARIANCE
FROM POLICY
AGENCIES**

**VARIANCE
FROM LARGE
SIZED
AGENCIES**

Enabling innovation

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

85

11

85%

-2

+6

+2

+3

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

75

20

75%

-2

+2

0

+1

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

65

24

10

65%

-3

+8

+7

+7

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

52

35

13

52%

-4

+3

+3

+2

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

36

40

24

36%

-2

-3

-1

-3

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**

70

RESPONSE SCALE

**%
POSITIVE**

**VARIANCE
FROM 2022**

**VARIANCE
FROM APS
OVERALL**

**VARIANCE
FROM POLICY
AGENCIES**

**VARIANCE
FROM LARGE
SIZED
AGENCIES**

0

+2

+1

+1

Wellbeing policies and support

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

67

23

10

67%

-2

+3

+3

+2

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

64

24

12

64%

-1

+2

+2

0

My agency does a good job of promoting health and wellbeing

64

24

12

64%

-1

+1

+2

0

I think my agency cares about my health and wellbeing

70

19

11

70%

-3

+9 ↑

+6 ↑

+5 ↑

I believe my immediate supervisor cares about my health and wellbeing

90

8

90%

+2

+4

+2

+2

KEY

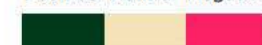


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
How often do you find your work stressful?						
Always	<div></div>	3%	+1	-2	-1	-1
Often	<div></div>	25%	+3	-1	-2	-1
Sometimes	<div></div>	53%	-2	+4	+3	+3
Rarely	<div></div>	18%	-1	0	0	0
Never	<div></div>	1%	0	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent	<div></div>	5%	+2	-3	-1	-2
To a large extent	<div></div>	17%	0	-4	-3	-4
Somewhat	<div></div>	39%	+1	+1	+1	+1
To a small extent	<div></div>	28%	-2	+4	+2	+3
To a very small extent	<div></div>	11%	-1	+2	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel burned out by my work						
Strongly agree	<div></div>	6%	+1	-2	-2	-2
Agree	<div></div>	25%	+3	+1	+1	+1
Neither agree nor disagree	<div></div>	31%	0	-1	0	0
Disagree	<div></div>	32%	-1	+3	+1	+1
Strongly disagree	<div></div>	6%	-2	0	-1	-1
In general, would you say that your health is:						
Excellent	<div></div>	12%	-1	+2	+2	+2
Very good	<div></div>	36%	0	+2	+1	+1
Good	<div></div>	36%	0	-2	-1	-1
Fair	<div></div>	13%	0	-2	-2	-2
Poor	<div></div>	3%	0	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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	33%	+4	+5	+2	+3
Very good	<div></div>	54%	-3	-1	-1	-1
Average	<div></div>	12%	-1	-3	-1	-1
Below average	<div></div>	1%	0	-1	0	0
Well below average	<div></div>	0%	0	0	0	0

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

Excellent	<div></div>	29%	+3	+13	+10	+12
Very good	<div></div>	56%	-5	+3	-2	0
Average	<div></div>	13%	+2	-12	-6	-9
Below average	<div></div>	1%	-1	-3	-1	-2
Well below average	<div></div>	1%	0	-1	0	-1

KEY






AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	80 10 10	80%	-1	+2	0	0
My workgroup has the tools and resources we need to perform well	68 16 16	68%	-4	+9 	+9 	+10 
The people in my workgroup use time and resources efficiently	78 13 9	78%	0	+2	+1	+1
My workgroup can readily adapt to new priorities and tasks	87 9	87%	-1	+4	+2	+2
The people in my workgroup cooperate to get the job done	91	91%	-1	+3	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



EMPLOYEES WHO INDICATED THAT THEY WANTED TO LEAVE THEIR CURRENT POSITION AS SOON AS POSSIBLE OR WITHIN THE NEXT 12 MONTHS WERE ASKED WHAT THEIR PLANS WERE.

RESPONSE SCALE		%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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>	10%	+2	0	+1	+1
I want to leave my position within the next 12 months	<div></div>	34%	+4	+9	+5	+7
I want to stay working in my position for the next one to two years	<div></div>	43%	-6	+5	+1	+2
I want to stay working in my position for at least the next three years	<div></div>	14%	-1	-15	-6	-11
What best describes your plans involved with leaving your current position?						
I am planning to retire	<div></div>	1%	0	-4	-2	-2
I am pursuing another position within my agency	<div></div>	41%	0	0	0	-1
I am pursuing a position in another agency	<div></div>	30%	-1	+3	+1	+3
I am pursuing work outside the APS	<div></div>	13%	+1	+2	+3	+2
It is the end of my non-ongoing, casual or contracted employment	<div></div>	1%	0	-2	-3	-3
Other	<div></div>	14%	0	+1	0	0
<div> <div>KEY</div> <div> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </div> </div>						

RETENTION



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

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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (5 highest responses):

I am looking to further my skills in another area	<div></div>	18%	-	-	-	-
I wish to pursue a promotion opportunity	<div></div>	17%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	<div></div>	12%	-	-	-	-
There are a lack of future career opportunities in my agency	<div></div>	8%	-	-	-	-
I have achieved all I can in my current position	<div></div>	7%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

DISCRIMINATION

RESPONSE SCALE

%

VARIANCE
FROM 2022

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM POLICY
AGENCIES

VARIANCE
FROM LARGE
SIZED
AGENCIES

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

Yes



9%

+2

-2

-1

-1

No



91%

-2

+2

+1

+1

Did this discrimination occur in your current agency?

Yes



91%

+4

0

+2

+1

No



9%

-4

0

-2

-1

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

Gender



43%

-

-

-

-

Age



22%

-

-

-

-

Race



19%

-

-

-

-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes	<div></div>	8%	+3	-3	-2	-2
No	<div></div>	88%	-3	+3	+2	+2
Not sure	<div></div>	5%	0	-1	-1	-1

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	54%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	50%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	24%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	36%	+3	+1	+2	0
It was reported by someone else	<div></div>	8%	+6 ↑	0	0	0
I did not report the behaviour	<div></div>	56%	-10 ↓	-1	-2	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

CORRUPTION

RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?

Yes		1%	0	-2	-1	-2
No		95%	-1	+5 ↑	+3	+3
Not sure		3%	+1	-1	-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		58%	-	-	-	-
Fraud, forgery or embezzlement		33%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		8%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures		27%	-3	+7 ↑	+10 ↑	+8 ↑
It was reported by someone else		9%	-1	-7 ↓	-6 ↓	-6 ↓
I did not report the behaviour		64%	+4	0	-3	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	46%
Woman or female	49%
Non-binary	1%
I use a different term	0%
Prefer not to say	3%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	9%
No	91%

Do you have carer responsibilities?	Responses
Yes	35%
No	65%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?	Responses
Yes	9%
No	91%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	72%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	15%
North-West European (excluding Anglo-European)	4%
Southern and Eastern European	6%
South-East Asian	9%
North-East Asian	6%
Southern and Central Asian	4%
North American	0%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	6%
No	84%
Not sure	9%

AGENCY POSITION



AGENCY POSITION

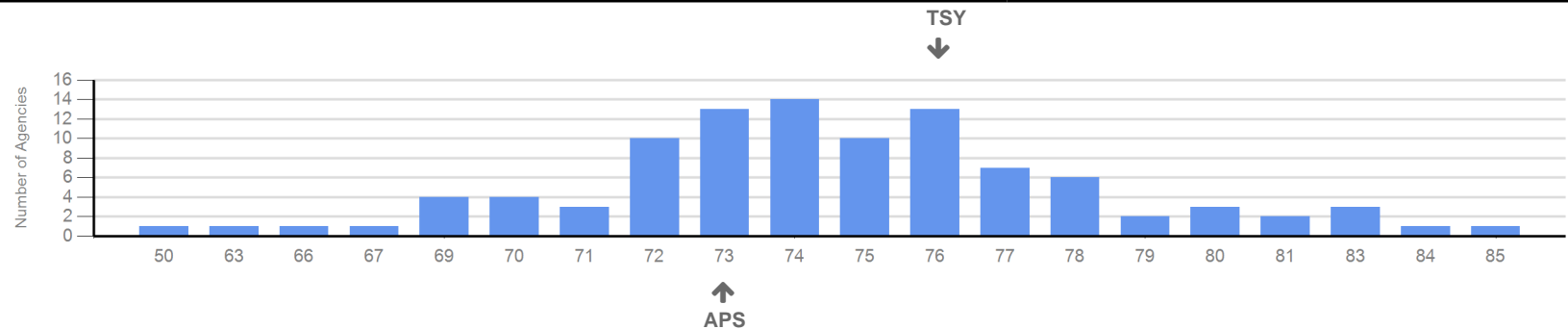
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

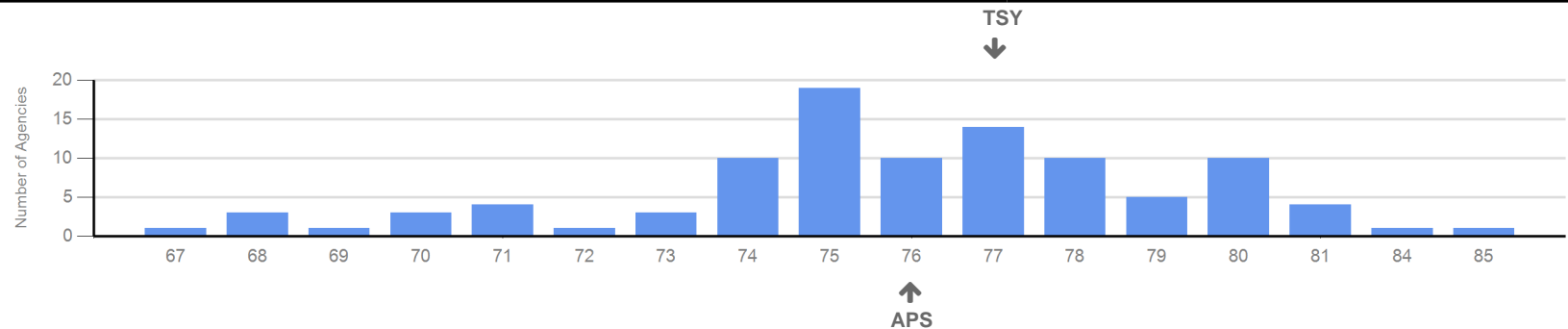
Employee Engagement Index

Ranking : 28th of 100



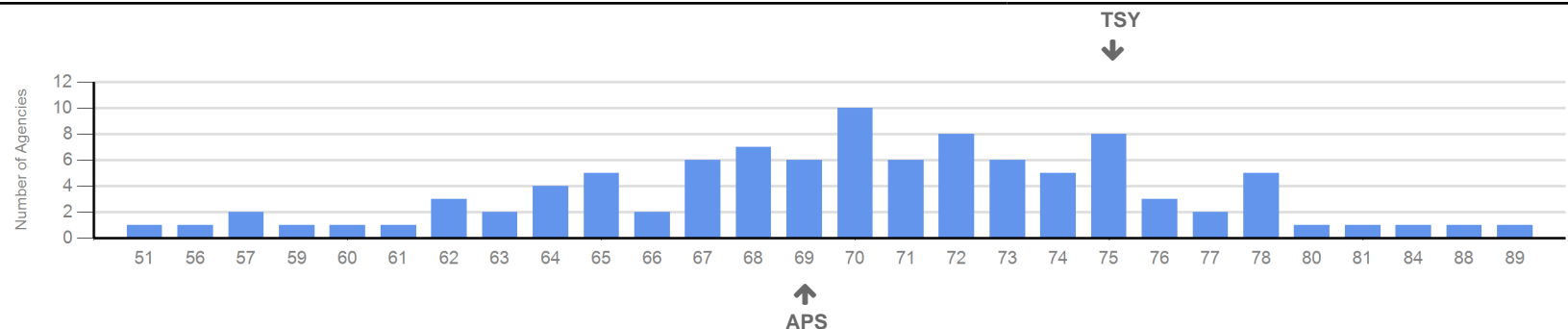
Leadership – Immediate Supervisor Index

Ranking : 32nd of 100



Leadership – SES Manager Index

Ranking : 17th of 100



AGENCY POSITION



AGENCY POSITION

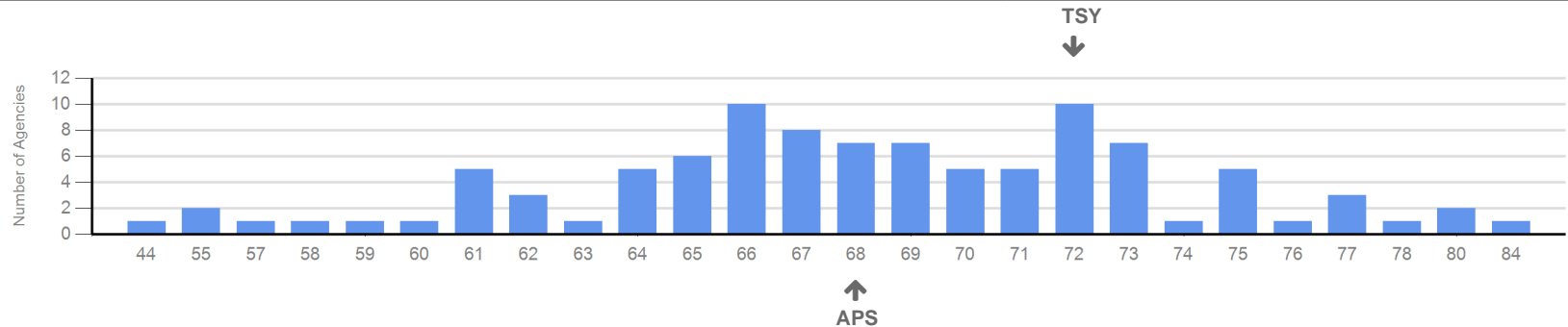
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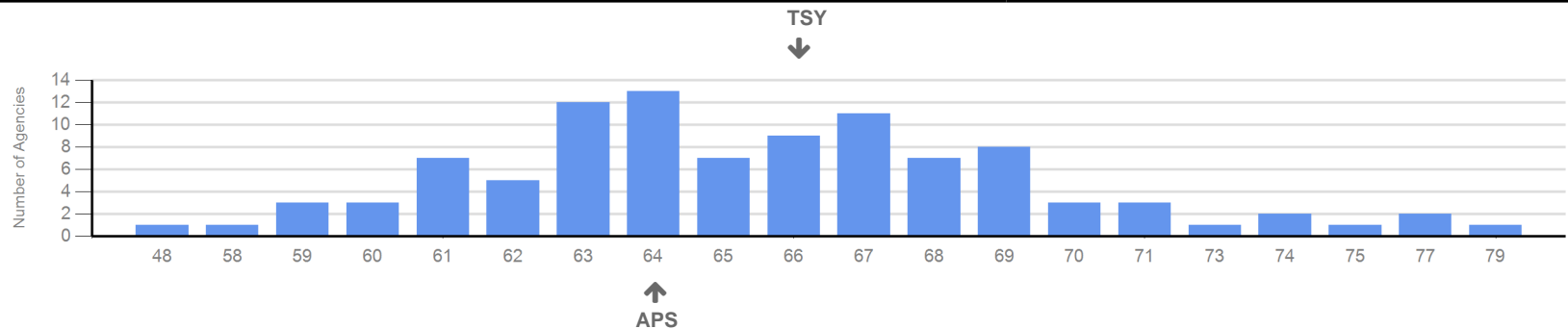
Communication Index

Ranking : 23rd of 100



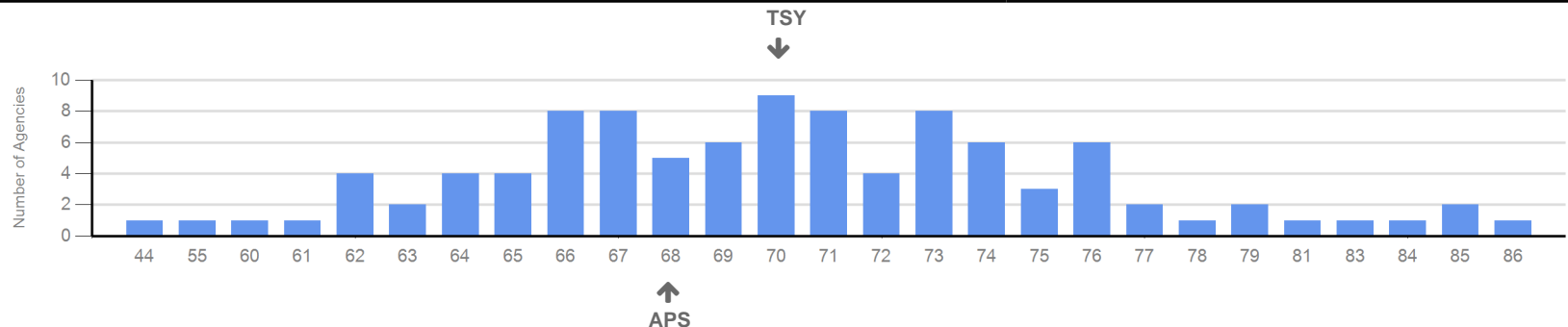
Enabling Innovation Index

Ranking : 43rd of 100



Wellbeing Policies and Support Index

Ranking : 48th of 100



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

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

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

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

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



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

%
POSITIVE

VARIANCE
FROM 2022

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM POLICY
AGENCIES

VARIANCE
FROM LARGE
SIZED
AGENCIES

.1

Internal communication within my agency is effective

68%

-3

+11↑

+7↑

+9↑

.2

My agency supports and actively promotes an inclusive workplace culture

81%

-3

+1

-2

-2

.3

Where appropriate, I am able to take part in decisions that affect my job

78%

-1

+9↑

+2

+4

.4

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

52%

-4

+3

+3

+2

.5

Change is managed well in my agency

50%

-2

+7↑

+5↑

+7↑

.6

In my agency, communication between SES and other employees is effective

65%

-2

+12↑

+5↑

+8↑

TSY SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
The Treasury communicates organisational matters and decisions openly and transparently to staff	68 21 10	68%	0
The Treasury listens to and works well with external stakeholders when developing policies and programs	65 30	65%	-3
I believe that my manager would support me to work more flexibly (e.g. from home, part-time, in a job share arrangement, or any other arrangement supported by Treasury's Flexible Work Policy)	83 10 7	83%	+2
The Treasury encourages and supports staff to be agile and challenge traditional thinking	58 28 14	58%	-3
The Treasury actively encourages a pro-integrity culture through fostering a culture which values, acknowledges and champions doing the right thing	77 20	77%	-
Compared to 12 months ago, I feel my levels of stress have increased	31 31 38	31%	-7 ⬇️
My SES manager gives their time to identify and develop talented people	54 31 15	54%	0
I feel safe to seek help and share mental health and other wellbeing concerns in the workplace	59 26 15	59%	0
I see a future career for myself at the Treasury	65 22 13	65%	-
The Treasury is inclusive towards staff who identify as LGBTQI+	80 18	80%	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



TSY SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
The Treasury actively addresses barriers to the recruitment, retention and progression of women	59 31 10	59%	-7 ⬇
The Treasury is inclusive towards Aboriginal and Torres Strait Islander staff	60 35	60%	-3
The Treasury is inclusive towards staff with disability	57 36	57%	-3
The Treasury is inclusive towards staff from culturally and linguistically diverse backgrounds	67 27	67%	-3
The Treasury's focus on security is appropriate and proportionate to its operating environment	83 11	83%	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



TIME TO TAKE ACTION



CELEBRATE

What things do we do well?

THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.



INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?



OPPORTUNITIES

Areas we need to focus on and turn into action plans:

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

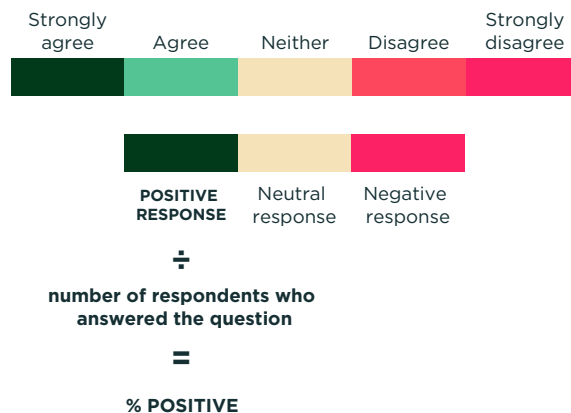
PRIORITISE 3 AREAS TO TAKE FORWARD

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

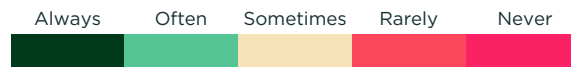
GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE" OR "ALWAYS" + "OFTEN") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



FOR 5 POINT SCALE QUESTIONS NOT ASKED ON THE *AGREE TO DISAGREE* SCALE THE SAME RULES APPLY, THE GREEN PERCENT REPRESENTS A **POSITIVE RESPONSE** (UNLESS THE QUESTION IS NEGATIVELY WORDED).



ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

ANONYMITY

IT IS BEST PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.