



Highlights Report DEWR



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RESPONSES:
3,343 of 4,181
RESPONSE RATE:
80%

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		73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SAY	Overall, I am satisfied with my job	77	13 10	77%	+4	0	+1
	I am proud to work in my agency	74	21	74%	-2	-5 ↓	-5 ↓
	I would recommend my agency as a good place to work	78	15	78%	+10 ↑	+3	+4
	I believe strongly in the purpose and objectives of my agency	81	16	81%	-3	-4	-5 ↓
STAY	I feel a strong personal attachment to my agency	55	31 14	55%	-5 ↓	-4	-7 ↓
	I feel committed to my agency's goals	81	16	81%	-3	-3	-4
STRIVE	I suggest ideas to improve our way of doing things	90	8	90%	+3	-1	+1
	I am happy to go the 'extra mile' at work when required	91		91%	+1	-2	-1
	I work beyond what is required in my job to help my agency achieve its objectives	78	17	78%	-2	-3	-3
	My agency really inspires me to do my best work every day	59	30 11	59%	+2	-1	-1

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 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	81	13	81%	+2	+1	+1	
	My supervisor can deliver difficult advice whilst maintaining relationships	79	15	79%	+1	0	-1	
	My supervisor invites a range of views, including those different to their own	84	10	84%	+3	+1	+1	
	My supervisor encourages my team to regularly review and improve our work	82	13	82%	+1	0	0	
	My supervisor is invested in my development	75	17	8	75%	-1	-2	-2
	My supervisor ensures that my workgroup delivers on what we are responsible for	89	8	89%	+2	0	0	
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	77	15	8	77%	0	0	0
	My immediate supervisor encourages me	76	17	7	76%	0	-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		72			RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	73	18	8	73%	+5 ↑	0	+1	
	My SES manager presents convincing arguments and persuades others towards an outcome	70	24		70%	+8 ↑	-1	+2	
	My SES manager promotes cooperation within and between agencies	73	22		73%	+7 ↑	-4	0	
	My SES manager encourages innovation and creativity	69	23	8	69%	+4	-1	+1	
	My SES manager creates an environment that enables us to deliver our best	71	20	9	71%	+8 ↑	0	+2	
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	79	17		79%	+6 ↑	-1	+1	
Other similar questions									
	In my agency, the SES work as a team	63	27	10	63%	+10 ↑	+3	+6 ↑	
	In my agency, the SES clearly articulate the direction and priorities for our agency	72	19	9	72%	+9 ↑	+4	+6 ↑	
	In my agency, communication between SES and other employees is effective	64	23	13	64%	+11 ↑	+4	+6 ↑	
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	72	23		72%	+6 ↑	+1	+2	
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	71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				+3	+1	+1

Communication	My supervisor communicates effectively	82	10	7	82%	+2	+2	+1
	My SES manager communicates effectively	74	17	9	74%	+6 ⬆️	0	+1
	Internal communication within my agency is effective	64	22	13	64%	+8 ⬆️	+4	+5 ⬆️

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	16	14	69%	+2	+1	+1
	Staff are consulted about change at work	53	33	14	53%	+4	+2	+2
	Change is managed well in my agency	51	29	20	51%	+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 APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills	82 10 7	82%	+4	+1	+1
I have a choice in deciding how I do my work	69 23 8	69%	+5 ⬆️	-2	-2
Where appropriate, I am able to take part in decisions that affect my job	76 13 10	76%	+7 ⬆️	+1	+3
I am clear what my duties and responsibilities are	78 17 5	78%	-1	0	-1
I am satisfied with the recognition I receive for doing a good job	72 16 12	72%	+6 ⬆️	-1	+1
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	71 15 15	71%	+19 ⬆️	+4	+9 ⬆️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	80 12 8	80%	+6 ⬆️	0	+1
I am satisfied with the stability and security of my job	83 10 8	83%	+1	-3	0
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	88 10 2	88%	+9 ⬆️	+3	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative








WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS		66%	+4	+4	+4
I understand how my role contributes to achieving an outcome for the Australian public		91%	-1	-1	-2
I believe strongly in the purpose and objectives of the APS		85%	+1	-1	-1

	RESPONSE SCALE	%	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		22%	-2	-3	-1
Slightly above capacity - lots of work to do		41%	+1	+1	0
At capacity - about the right amount of work to do		30%	0	+2	+1
Slightly below capacity - available for more work		6%	+1	0	0
Well below capacity - not enough work		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 APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	84	84%	+4	+1	+1
My supervisor actively ensures that everyone can be included in workplace activities	84	84%	+1	0	0
I receive the respect I deserve from my colleagues at work	82	82%	+1	-1	0

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

Part time		14%	+1	+1	+1
Flexible hours of work		24%	-4	+2	-2
Compressed work week		3%	0	0	-1
Job sharing		1%	0	0	0
Working away from the office/working from home		72%	+15 ↑	+9 ↑	+5 ↑
None of the above		16%	-10 ↓	-8 ↓	-5 ↓

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 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	83	13	83%	+3	-1	+1	
	My immediate supervisor encourages me to come up with new or better ways of doing things	75	17	8	75%	+3	+1	+2
	People are recognised for coming up with new and innovative ways of working	58	30	11	58%	0	0	-1
	My agency inspires me to come up with new or better ways of doing things	52	36	12	52%	+2	+3	+2
	My agency recognises and supports the notion that failure is a part of innovation	42	40	18	42%	+3	+5 ↑	+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 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	67	23	10	67%	+3	+3	+2	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	61	26	13	61%	-1	0	-2	
	My agency does a good job of promoting health and wellbeing	64	25	11	64%	+1	+1	-1	
	I think my agency cares about my health and wellbeing	66	23	11	66%	+5↑	+2	+1	
	I believe my immediate supervisor cares about my health and wellbeing	87	9		87%	+2	-1	0	

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR


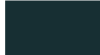










AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
How often do you find your work stressful?					
Always		4%	-1	0	0
Often		24%	-2	-3	-2
Sometimes		50%	+1	0	0
Rarely		21%	+2	+2	+2
Never		2%	0	0	0
To what extent is your work emotionally demanding?					
To a very large extent		5%	-3	-1	-2
To a large extent		19%	-2	-1	-1
Somewhat		37%	-1	-1	-1
To a small extent		27%	+4	+2	+3
To a very small extent		11%	+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 APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel burned out by my work					
Strongly agree		8%	-1	-1	0
Agree		24%	0	0	0
Neither agree nor disagree		31%	0	+1	0
Disagree		30%	+1	0	0
Strongly disagree		8%	+1	+1	0
In general, would you say that your health is:					
Excellent		10%	0	0	0
Very good		35%	+1	0	0
Good		37%	-1	-1	-1
Fair		14%	0	0	0
Poor		4%	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 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		29%	+1	-2	-1
Very good		55%	+1	+1	+1
Average		14%	-1	+1	+1
Below average		2%	0	0	0
Well below average		1%	0	0	0

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

Excellent		17%	+1	-2	-1
Very good		59%	+5 	0	+2
Average		22%	-3	+3	0
Below average		2%	-2	0	-1
Well below average		1%	-1	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	81 	81%	+3	+1	+1
My workgroup has the tools and resources we need to perform well	65 	65%	+6	+6	+7
The people in my workgroup use time and resources efficiently	76 	76%	0	-1	-1
My workgroup can readily adapt to new priorities and tasks	85 	85%	+2	0	+1
The people in my workgroup cooperate to get the job done	88 	88%	+1	-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 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		9%	-1	0	0
I want to leave my position within the next 12 months		25%	+1	-4	-2
I want to stay working in my position for the next one to two years		43%	+6	+1	+2
I want to stay working in my position for at least the next three years		23%	-6	+3	-1
What best describes your plans involved with leaving your current position?					
I am planning to retire		3%	-2	0	0
I am pursuing another position within my agency		36%	-5	-4	-5
I am pursuing a position in another agency		34%	+6	+5	+7
I am pursuing work outside the APS		8%	-4	-2	-3
It is the end of my non-ongoing, casual or contracted employment		4%	+1	0	-1
Other		15%	+3	+2	+2

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 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		17%	-	-	-
I am looking to further my skills in another area		13%	-	-	-
I want to try a different type of work or I'm seeking a career change		10%	-	-	-
I am not satisfied with the work		7%	-	-	-
My immediate supervisor's leadership is of a poor quality		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 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		8%	-2	-2	-2
No		92%	+2	+2	+2
Did this discrimination occur in your current agency?					
Yes		88%	-4	-2	-2
No		12%	+4	+2	+2
Basis for the discrimination that you experienced (3 highest responses):					
Gender		30%	-	-	-
Other		23%	-	-	-
Race		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 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		9%	-1	-1	-1
No		86%	+2	+1	+1
Not sure		5%	0	0	0
Types of harassment or bullying experienced (3 highest responses):					
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		51%	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		49%	-	-	-
Deliberate exclusion from work-related activities		28%	-	-	-
Did you report the harassment or bullying?					
I reported the behaviour in accordance with my agency's policies and procedures		34%	-1	0	-2
It was reported by someone else		9%	+1	+1	+1
I did not report the behaviour		58%	0	-1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

CORRUPTION	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
<p>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?</p>					
Yes		1%	-2	-1	-1
No		93%	+2	0	+1
Not sure		4%	0	+1	+1
Would prefer not to answer		2%	0	0	0
<p>Types of corrupt behaviours witnessed (3 highest responses):</p>					
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		60%	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		16%	-	-	-
Fraud, forgery or embezzlement		16%	-	-	-
<p>Did you report the potentially corrupt behaviour?</p>					
I reported the behaviour in accordance with my agency's policies and procedures		9%	-11↓	-9↓	-11↓
It was reported by someone else		20%	+4	+5↑	+6↑
I did not report the behaviour		70%	+7↑	+4	+5↑
<p>KEY</p> <p> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </p>					

DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	41%
Woman or female	55%
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	10%
No	90%

Do you have carer responsibilities?	Responses
Yes	42%
No	58%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	10%
No	90%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	68%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	11%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	5%
South-East Asian	12%
North-East Asian	3%
Southern and Central Asian	4%
North American	1%
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	9%
No	79%
Not sure	12%

AGENCY POSITION



AGENCY POSITION

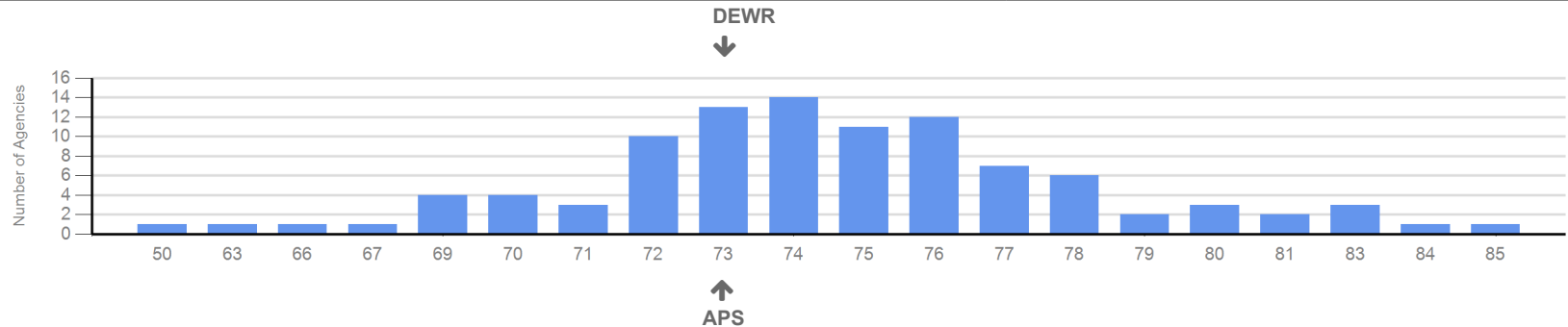
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

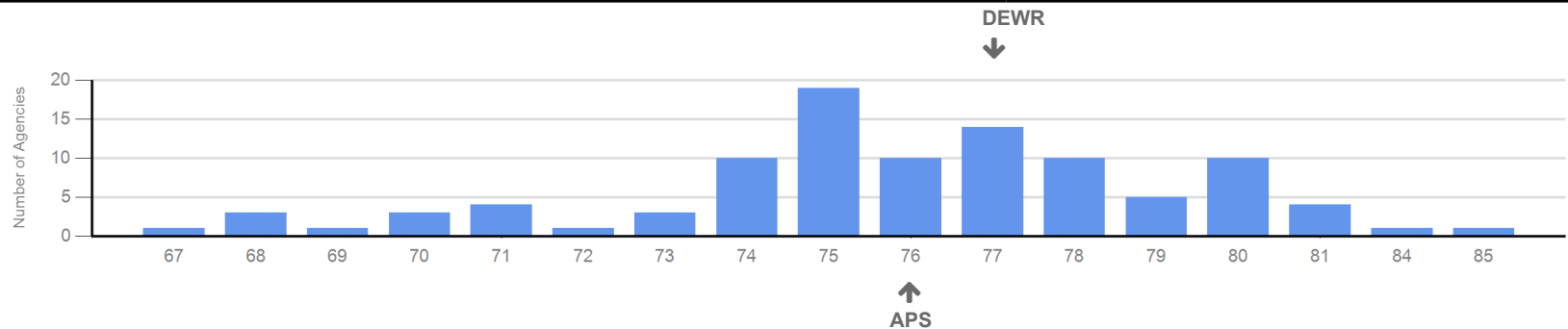
Employee Engagement Index

Ranking : 69th of 100



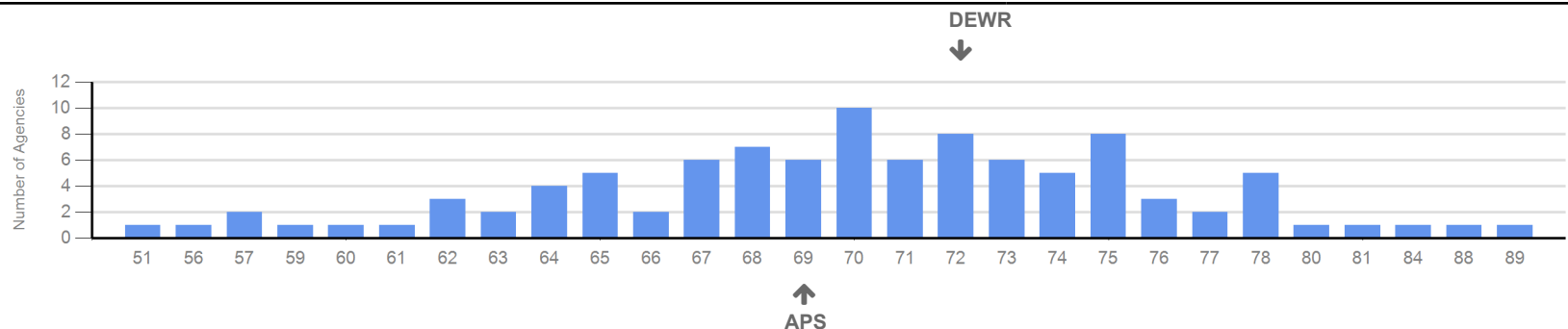
Leadership – Immediate Supervisor Index

Ranking : 38th of 100



Leadership – SES Manager Index

Ranking : 40th of 100



AGENCY POSITION



AGENCY POSITION

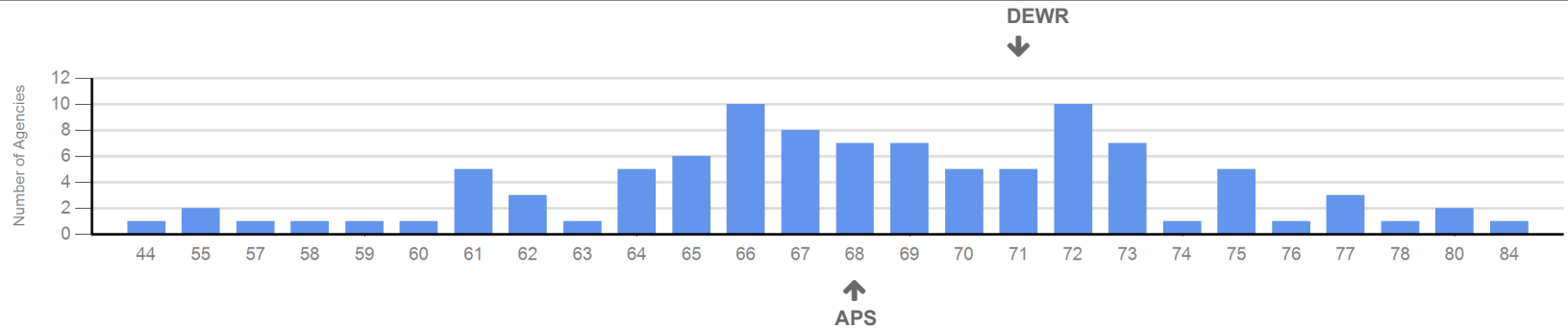
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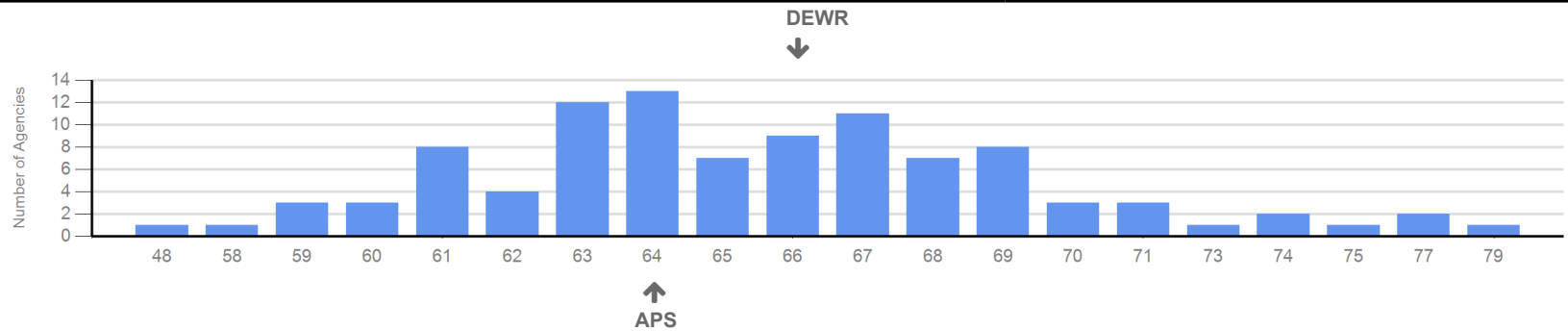
Communication Index

Ranking : 33rd of 100



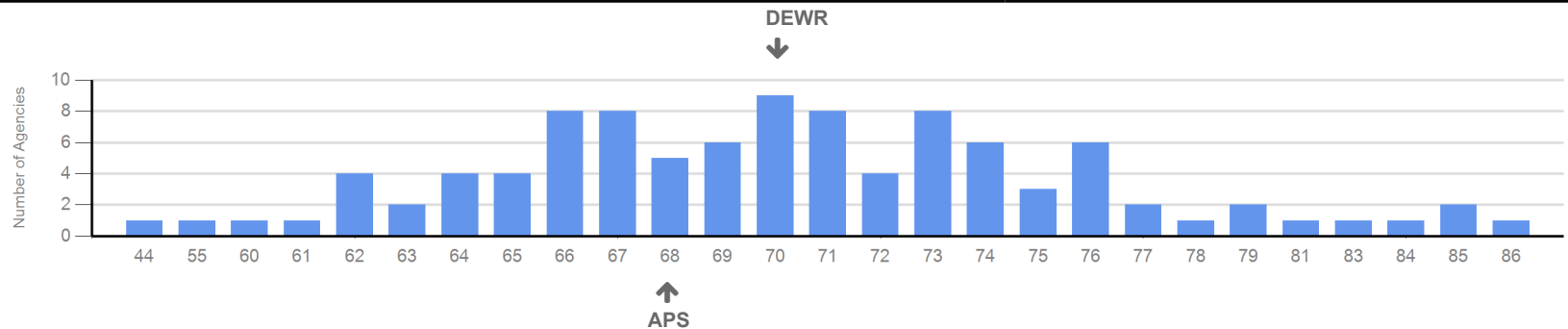
Enabling Innovation Index

Ranking : 44th of 100



Wellbeing Policies and Support Index

Ranking : 52nd 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 APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

		% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
.1	My agency inspires me to come up with new or better ways of doing things	52%	+2	+3	+2
.2	My agency supports and actively promotes an inclusive workplace culture	84%	+4	+1	+1
.3	Change is managed well in my agency	51%	+8↑	+6↑	+7↑
.4	Internal communication within my agency is effective	64%	+8↑	+4	+5↑
.5	My SES manager creates an environment that enables us to deliver our best	71%	+8↑	0	+2
.6	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	79%	+6↑	-1	+1

DEWR SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE
I believe we are the 'department of great jobs'	51	36	13	51%
I feel safe to voice concerns	67	21	12	67%
I take onboard feedback that is different from my own perspective	95			95%
My workgroup invites diverse perspectives on all issues	76	18		76%
Supervisors and managers at all levels acknowledge and consider feedback that is different from their own perspectives	64	25	11	64%
Decisions at all levels are communicated transparently, where appropriate to do so	57	27	16	57%
I am expected to connect and collaborate with other areas in delivering my work	86	10		86%
I am often contacted and expected to work outside of my standard hours	59	21	20	59%
The department is committed to eliminating discrimination in all forms	77	18		77%
In the last 12 months, I have innovated my work by experimenting with new ideas and/or taking managed risks	66	27	7	66%

KEY

 **AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR**
 **AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR**

Positive  Neutral  Negative 

DEWR SPECIFIC QUESTIONS


	RESPONSE SCALE	% POSITIVE
When things go wrong or not to plan, I am given the support to resolve it	76	76%
I have the ability to negotiate timeframes for my work (where appropriate)	74	74%
My direct supervisor has the skills and capability to effectively manage staff working across different locations, including from home or the office	84	84%
I have the skills and capability to work with colleagues across different locations, including from home or the office	95	95%

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.

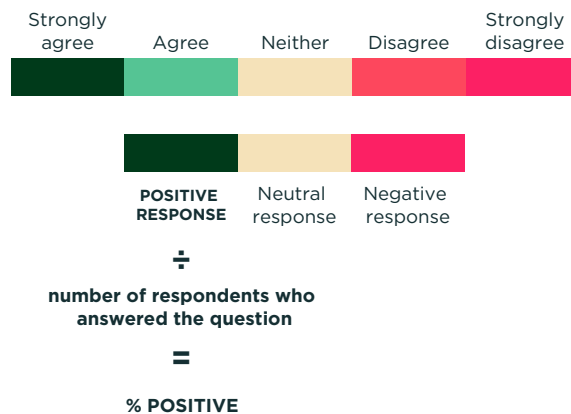
PRIORITISE 3 AREAS TO TAKE FORWARD

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

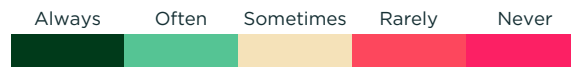
GUIDE TO THIS REPORT

% 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.