



# Highlights Report NMHC



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RESPONSES:
39 of 50
RESPONSE RATE:
78%

# 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		50	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
SAY	Overall, I am satisfied with my job	37	11	53	37%	-33 ↓	-36 ↓	-39 ↓	-37 ↓
	I am proud to work in my agency	22	22	57	22%	-58 ↓	-54 ↓	-61 ↓	-60 ↓
	I would recommend my agency as a good place to work	11	11	78	11%	-36 ↓	-57 ↓	-62 ↓	-62 ↓
	I believe strongly in the purpose and objectives of my agency	57	22	22	57%	-39 ↓	-27 ↓	-32 ↓	-33 ↓
STAY	I feel a strong personal attachment to my agency	32	8	59	32%	-30 ↓	-28 ↓	-32 ↓	-31 ↓
	I feel committed to my agency's goals	38	35	27	38%	-55 ↓	-45 ↓	-48 ↓	-49 ↓
STRIVE	I suggest ideas to improve our way of doing things	92			92%	-1	+6 ↑	+3	-1
	I am happy to go the 'extra mile' at work when required	82		13	82%	-8 ↓	-8 ↓	-10 ↓	-10 ↓
	I work beyond what is required in my job to help my agency achieve its objectives	68	22	11	68%	-21 ↓	-13 ↓	-13 ↓	-12 ↓
	My agency really inspires me to do my best work every day	14	27	59	14%	-40 ↓	-44 ↓	-48 ↓	-49 ↓

### 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		68	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
					-10 ↓	-8 ↓	-8 ↓	-8 ↓

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	75	11	14	75%	-3	-4	-4	-4
	My supervisor can deliver difficult advice whilst maintaining relationships	71	14	14	71%	-6 ↓	-7 ↓	-7 ↓	-5 ↓
	My supervisor invites a range of views, including those different to their own	83		14	83%	+1	+2	+1	+2
	My supervisor encourages my team to regularly review and improve our work	69	11	19	69%	-13 ↓	-11 ↓	-11 ↓	-10 ↓
	My supervisor is invested in my development	61	19	19	61%	-17 ↓	-15 ↓	-15 ↓	-15 ↓
	My supervisor ensures that my workgroup delivers on what we are responsible for	78		17	78%	-2	-9 ↓	-9 ↓	-8 ↓

### Other similar questions

My supervisor provides me with helpful feedback to improve my performance	64	17	19	64%	-5 ↓	-13 ↓	-12 ↓	-11 ↓
My immediate supervisor encourages me	66	23	11	66%	-10 ↓	-10 ↓	-11 ↓	-11 ↓

#### 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	51	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-14 ↓	-17 ↓	-20 ↓	-20 ↓

SES Manager	My SES manager clearly articulates the direction and priorities for our area	41	14	46	41%	-20 ↓	-28 ↓	-30 ↓	-28 ↓
	My SES manager presents convincing arguments and persuades others towards an outcome	59	11	30	59%	-8 ↓	-2	-6 ↓	-11 ↓
	My SES manager promotes cooperation within and between agencies	51	24	24	51%	-7 ↓	-15 ↓	-20 ↓	-25 ↓
	My SES manager encourages innovation and creativity	38	24	38	38%	-16 ↓	-27 ↓	-29 ↓	-32 ↓
	My SES manager creates an environment that enables us to deliver our best	41	16	43	41%	-8 ↓	-23 ↓	-26 ↓	-27 ↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	49	19	32	49%	-16 ↓	-24 ↓	-28 ↓	-31 ↓

### Other similar questions

In my agency, the SES work as a team	17		81	3%	-54 ↓	-50 ↓	-50 ↓	-55 ↓
In my agency, the SES clearly articulate the direction and priorities for our agency	14	16	70	14%	-18 ↓	-49 ↓	-48 ↓	-53 ↓
In my agency, communication between SES and other employees is effective	16		81	3%	-25 ↓	-50 ↓	-50 ↓	-55 ↓
My SES manager routinely promotes the use of data and evidence to deliver outcomes	51	19	30	51%	-	-14 ↓	-19 ↓	-21 ↓

#### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# COMMUNICATION AND CHANGE



## COMMUNICATION

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

## CHANGE

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

<b>YOUR COMMUNICATION INDEX SCORE</b>	<b>44</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-15 ↓	-24 ↓	-25 ↓	-24 ↓

Communication	My supervisor communicates effectively	67	8	25	67%	-7 ↓	-14 ↓	-14 ↓	-11 ↓
	My SES manager communicates effectively	46	11	43	46%	-15 ↓	-23 ↓	-26 ↓	-24 ↓
	Internal communication within my agency is effective	22		78	0%	-31 ↓	-56 ↓	-57 ↓	-56 ↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	45	16	39	45%	-14 ↓	-22 ↓	-25 ↓	-27 ↓
	Staff are consulted about change at work	28		67	6%	-19 ↓	-44 ↓	-43 ↓	-45 ↓
	Change is managed well in my agency	14		86	0%	-24 ↓	-43 ↓	-41 ↓	-48 ↓

<b>KEY</b>	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive	Neutral	Negative

# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	<div style="display: flex; width: 100px; height: 20px;"><div style="width: 66%; background-color: #004d00; color: white; text-align: center;">66</div><div style="width: 34%; background-color: #e91e63; color: white; text-align: center;">32</div></div>	66%	-12 ↓	-13 ↓	-16 ↓	-15 ↓
I have a choice in deciding how I do my work	<div style="display: flex; width: 100px; height: 20px;"><div style="width: 39%; background-color: #004d00; color: white; text-align: center;">39</div><div style="width: 3%; background-color: #f1c232; color: white; text-align: center;">42</div><div style="width: 58%; background-color: #e91e63; color: white; text-align: center;">19</div></div>	39%	-32 ↓	-25 ↓	-36 ↓	-34 ↓
Where appropriate, I am able to take part in decisions that affect my job	<div style="display: flex; width: 100px; height: 20px;"><div style="width: 34%; background-color: #004d00; color: white; text-align: center;">34</div><div style="width: 18%; background-color: #f1c232; color: white; text-align: center;">18</div><div style="width: 48%; background-color: #e91e63; color: white; text-align: center;">47</div></div>	34%	-24 ↓	-35 ↓	-39 ↓	-41 ↓
I am clear what my duties and responsibilities are	<div style="display: flex; width: 100px; height: 20px;"><div style="width: 39%; background-color: #004d00; color: white; text-align: center;">39</div><div style="width: 5%; background-color: #f1c232; color: white; text-align: center;">44</div><div style="width: 56%; background-color: #e91e63; color: white; text-align: center;">17</div></div>	39%	-26 ↓	-40 ↓	-42 ↓	-41 ↓
I am satisfied with the recognition I receive for doing a good job	<div style="display: flex; width: 100px; height: 20px;"><div style="width: 42%; background-color: #004d00; color: white; text-align: center;">42</div><div style="width: 12%; background-color: #f1c232; color: white; text-align: center;">24</div><div style="width: 46%; background-color: #e91e63; color: white; text-align: center;">34</div></div>	42%	-12 ↓	-24 ↓	-28 ↓	-30 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div style="display: flex; width: 100px; height: 20px;"><div style="width: 71%; background-color: #004d00; color: white; text-align: center;">71</div><div style="width: 2%; background-color: #f1c232; color: white; text-align: center;">16</div><div style="width: 27%; background-color: #e91e63; color: white; text-align: center;">13</div></div>	71%	-7 ↓	+20 ↑	+17 ↑	+9 ↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div style="display: flex; width: 100px; height: 20px;"><div style="width: 63%; background-color: #004d00; color: white; text-align: center;">63</div><div style="width: 3%; background-color: #f1c232; color: white; text-align: center;">16</div><div style="width: 34%; background-color: #e91e63; color: white; text-align: center;">21</div></div>	63%	-4	-11 ↓	-17 ↓	-12 ↓
I am satisfied with the stability and security of my job	<div style="display: flex; width: 100px; height: 20px;"><div style="width: 39%; background-color: #004d00; color: white; text-align: center;">39</div><div style="width: 18%; background-color: #f1c232; color: white; text-align: center;">18</div><div style="width: 43%; background-color: #e91e63; color: white; text-align: center;">42</div></div>	39%	-39 ↓	-42 ↓	-40 ↓	-42 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	<div style="display: flex; width: 100px; height: 20px;"><div style="width: 55%; background-color: #004d00; color: white; text-align: center;">55</div><div style="width: 4%; background-color: #f1c232; color: white; text-align: center;">13</div><div style="width: 41%; background-color: #e91e63; color: white; text-align: center;">32</div></div>	55%	-16 ↓	-23 ↓	-30 ↓	-24 ↓

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative








# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS		41%	-11↓	-21↓	-17↓	-14↓
I understand how my role contributes to achieving an outcome for the Australian public		76%	-13↓	-16↓	-17↓	-16↓
I believe strongly in the purpose and objectives of the APS		70%	-16↓	-14↓	-14↓	-13↓

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work		24%	0	+1	+2	+2
Slightly above capacity - lots of work to do		38%	-9↓	-2	-3	-5↓
At capacity - about the right amount of work to do		24%	-2	-5↓	-5↓	-3
Slightly below capacity - available for more work		8%	+8↑	+3	+2	+2
Well below capacity - not enough work		5%	+3	+4	+4	+4

### 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		17%	-46 ⬇️	-63 ⬇️	-64 ⬇️	-63 ⬇️
My supervisor actively ensures that everyone can be included in workplace activities		64%	-16 ⬇️	-20 ⬇️	-20 ⬇️	-20 ⬇️
I receive the respect I deserve from my colleagues at work		61%	-14 ⬇️	-20 ⬇️	-21 ⬇️	-19 ⬇️

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
<b>Do you currently access any of the following flexible working arrangements?</b> [Multiple Response]						
Part time		15%	+2	+2	+1	-4
Flexible hours of work		38%	+17 ⬆️	+11 ⬆️	+3	+9 ⬆️
Compressed work week		3%	0	-1	-1	-1
Job sharing		0%	0	0	0	0
Working away from the office/working from home		74%	-4	+17 ⬆️	+5 ⬆️	+11 ⬆️
None of the above		10%	-5 ⬇️	-15 ⬇️	-7 ⬇️	-9 ⬇️

**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		48	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL 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	11	83%	+1	+3	0	-1	
	My immediate supervisor encourages me to come up with new or better ways of doing things	67	11	22	67%	0	-5	-8	-9
	People are recognised for coming up with new and innovative ways of working	17	29	54	17%	-26	-41	-43	-43
	My agency inspires me to come up with new or better ways of doing things	17	28	56	17%	-23	-33	-37	-39
	My agency recognises and supports the notion that failure is a part of innovation	11	22	67	11%	-9	-28	-29	-32

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

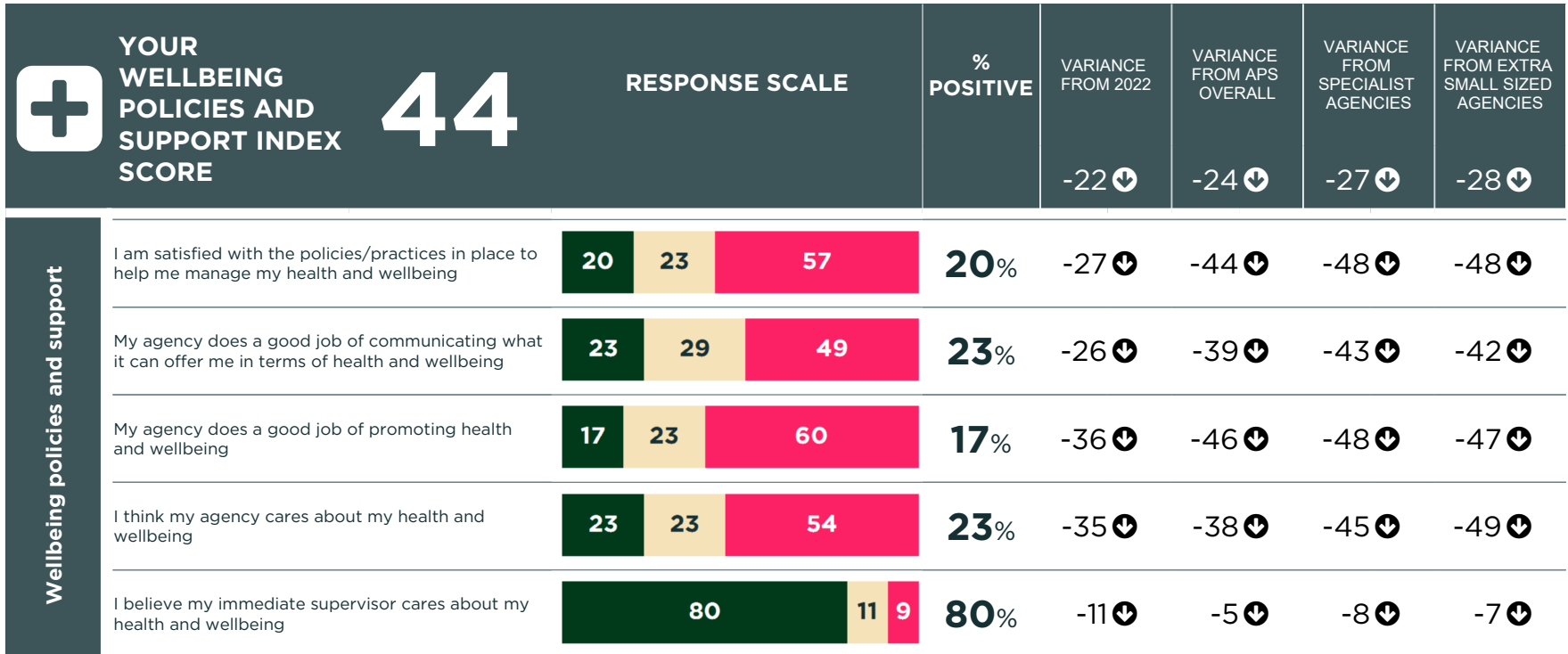


# WELLBEING POLICIES AND SUPPORT



## WELLBEING

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



### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



















Positive Neutral Negative
























# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## How often do you find your work stressful?

Always		19%	+19 	+14 	+16 	+15 
Often		50%	+8 	+24 	+27 	+28 
Sometimes		31%	-14 	-18 	-20 	-18 
Rarely		0%	-11 	-18 	-21 	-22 
Never		0%	-2	-2	-2	-2

## To what extent is your work emotionally demanding?

To a very large extent		22%	+18 	+14 	+16 	+16 
To a large extent		31%	-9 	+10 	+13 	+15 
Somewhat		39%	+6 	0	0	-1
To a small extent		8%	-5 	-15 	-18 	-17 
To a very small extent		0%	-9 	-9 	-11 	-13 

### 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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## I feel burned out by my work

Strongly agree		<b>33%</b>	+24	+25	+26	+26
Agree		<b>33%</b>	0	+9	+12	+13
Neither agree nor disagree		<b>25%</b>	+1	-7	-5	-3
Disagree		<b>8%</b>	-21	-21	-24	-24
Strongly disagree		<b>0%</b>	-4	-7	-8	-12

## In general, would you say that your health is:

Excellent		<b>8%</b>	-1	-2	-4	-5
Very good		<b>25%</b>	-6	-9	-11	-12
Good		<b>22%</b>	-22	-16	-14	-13
Fair		<b>36%</b>	+23	+21	+24	+23
Poor		<b>8%</b>	+6	+5	+5	+6

### 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		19%	-6 ↓	-9 ↓	-11 ↓	-11 ↓
Very good		46%	-4	-9 ↓	-8 ↓	-8 ↓
Average		24%	+2	+9 ↑	+11 ↑	+11 ↑
Below average		5%	+5 ↑	+3	+4	+4
Well below average		5%	+3	+5 ↑	+5 ↑	+5 ↑

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

Excellent		0%	-16 ↓	-16 ↓	-18 ↓	-21 ↓
Very good		9%	-25 ↓	-45 ↓	-46 ↓	-47 ↓
Average		26%	-18 ↓	+2	+5 ↑	+9 ↑
Below average		24%	+18 ↑	+20 ↑	+20 ↑	+20 ↑
Well below average		41%	+41 ↑	+39 ↑	+40 ↑	+39 ↑

## 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>74%</b>	-2	-4	-7 ⬇️	-11 ⬇️
My workgroup has the tools and resources we need to perform well		<b>32%</b>	-23 ⬇️	-27 ⬇️	-27 ⬇️	-31 ⬇️
The people in my workgroup use time and resources efficiently		<b>68%</b>	-1	-7 ⬇️	-11 ⬇️	-10 ⬇️
My workgroup can readily adapt to new priorities and tasks		<b>74%</b>	-13 ⬇️	-9 ⬇️	-11 ⬇️	-12 ⬇️
The people in my workgroup cooperate to get the job done		<b>84%</b>	-3	-4	-6 ⬇️	-6 ⬇️

## 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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Which of the following statements best reflects your current thoughts about working in your current position?

I want to leave my position as soon as possible		57%	+46	+47	+49	+47
I want to leave my position within the next 12 months		20%	+2	-4	-2	-2
I want to stay working in my position for the next one to two years		11%	-40	-26	-29	-32
I want to stay working in my position for at least the next three years		11%	-9	-17	-17	-13

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

I am planning to retire		7%	+7	+2	+3	+3
I am pursuing another position within my agency		0%	-23	-41	-26	-7
I am pursuing a position in another agency		52%	+13	+25	+17	+2
I am pursuing work outside the APS		19%	+3	+7	+2	-2
It is the end of my non-ongoing, casual or contracted employment		11%	+3	+8	+6	+7
Other		11%	-4	-1	-2	-3

## 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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
<b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b>						
Other		<b>37%</b>	-	-	-	-
Senior leadership is of a poor quality		<b>32%</b>	-	-	-	-
There are a lack of future career opportunities in my agency		<b>5%</b>	-	-	-	-
I am not satisfied with the work		<b>5%</b>	-	-	-	-
My expectations for work in my current position have not been met		<b>5%</b>	-	-	-	-

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# UNACCEPTABLE BEHAVIOUR



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

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

DISCRIMINATION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		3%	-4	-8 ↓	-5 ↓	-5 ↓
No		97%	+4	+8 ↑	+5 ↑	+5 ↑
Did this discrimination occur in your current agency?						
Yes	The data for this question has been hidden for anonymity reasons.					
No	The data for this question has been hidden for anonymity reasons.					

## 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 SPECIALIST AGENCIES

VARIANCE FROM EXTRA SMALL SIZED AGENCIES

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

Yes		<b>22%</b>	+18	+12	+14	+13
No		<b>67%</b>	-27	-18	-20	-19
Not sure		<b>11%</b>	+9	+6	+6	+6

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden for anonymity reasons.
It was reported by someone else	The data for this question has been hidden for anonymity reasons.
I did not report the behaviour	The data for this question has been hidden for anonymity reasons.

### 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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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		<b>14%</b>	+12	+11	+11	+10
No		<b>53%</b>	-36	-38	-38	-37
Not sure		<b>25%</b>	+21	+21	+21	+20
Would prefer not to answer		<b>8%</b>	+4	+6	+6	+7

## Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden for anonymity reasons.
It was reported by someone else	The data for this question has been hidden for anonymity reasons.
I did not report the behaviour	The data for this question has been hidden for anonymity reasons.

### 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	21%
Woman or female	72%
Non-binary	0%
I use a different term	0%
Prefer not to say	8%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	0%
No	100%

Do you have an ongoing disability?	Responses
Yes	13%
No	87%

Do you have carer responsibilities?	Responses
Yes	38%
No	62%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	26%
No	74%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	79%
Australian Aboriginal and/or Torres Strait Islander	0%
New Zealander (excluding Maori)	3%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	18%
North-West European (excluding Anglo-European)	5%
Southern and Eastern European	0%
South-East Asian	5%
North-East Asian	0%
Southern and Central Asian	3%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	0%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	8%
No	84%
Not sure	8%

# AGENCY POSITION



## AGENCY POSITION

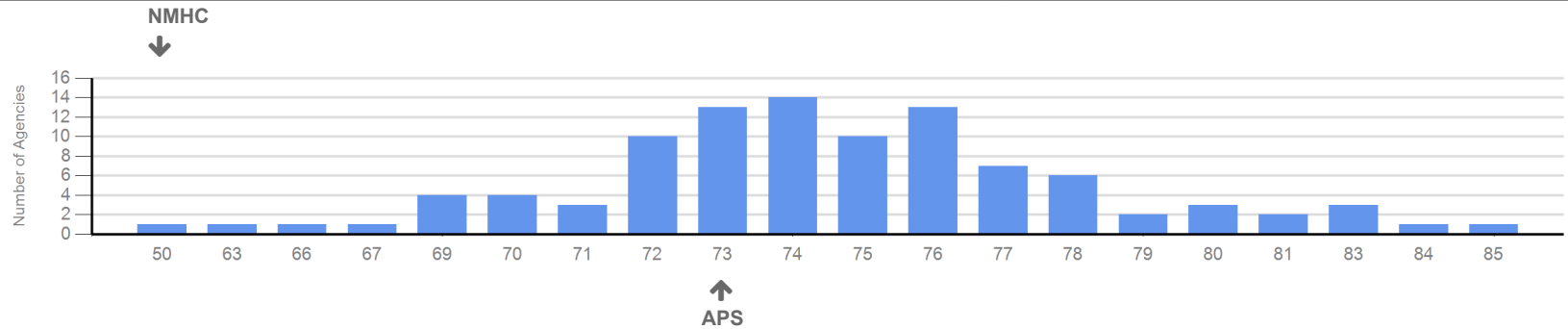
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

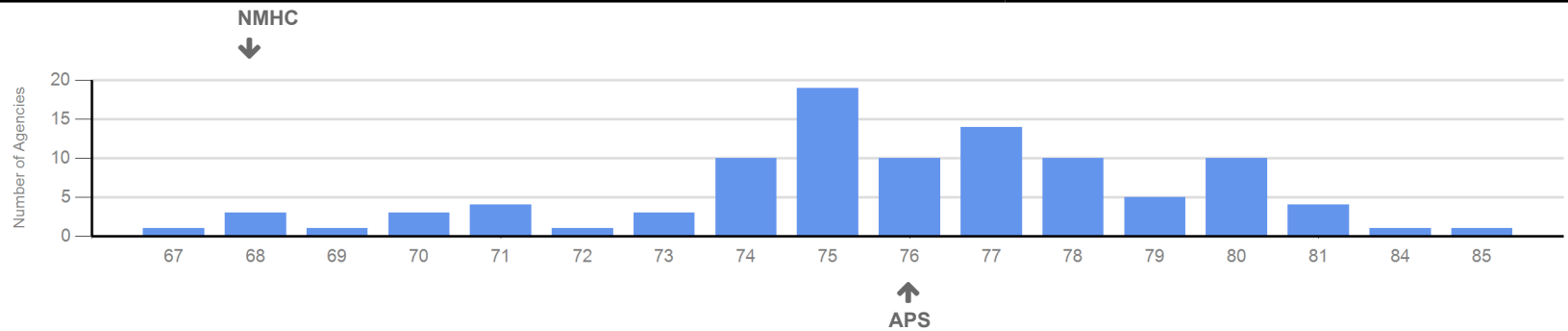
### Employee Engagement Index

Ranking : 100th of 100



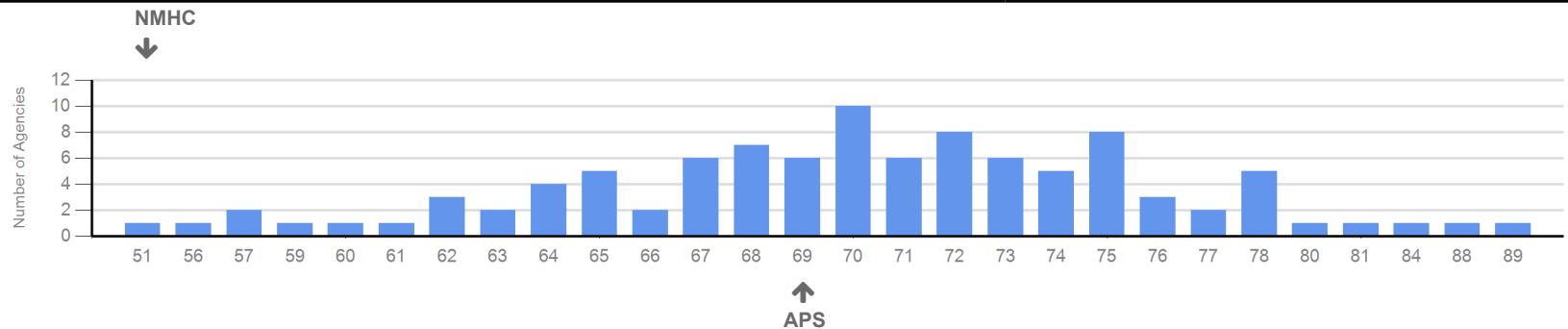
### Leadership – Immediate Supervisor Index

Ranking : 99th of 100



### Leadership – SES Manager Index

Ranking : 100th of 100



# AGENCY POSITION



## AGENCY POSITION

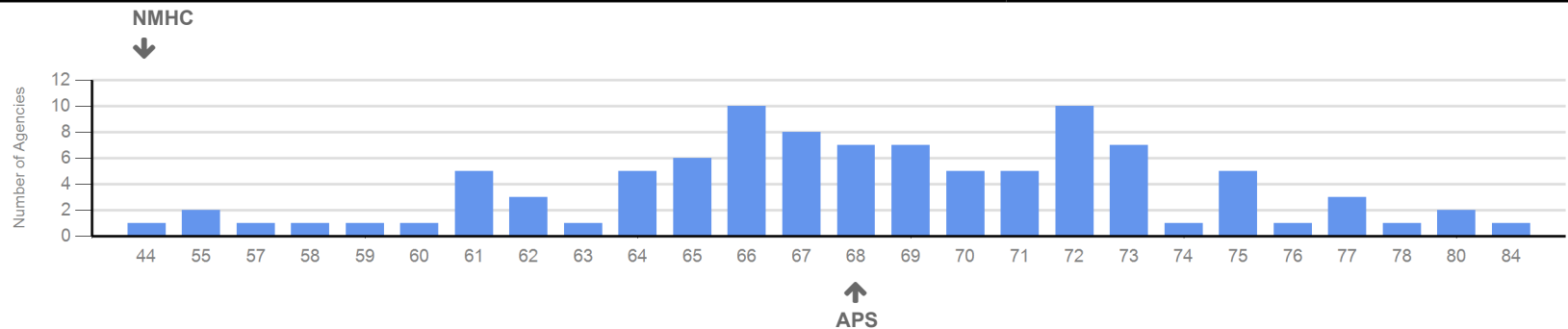
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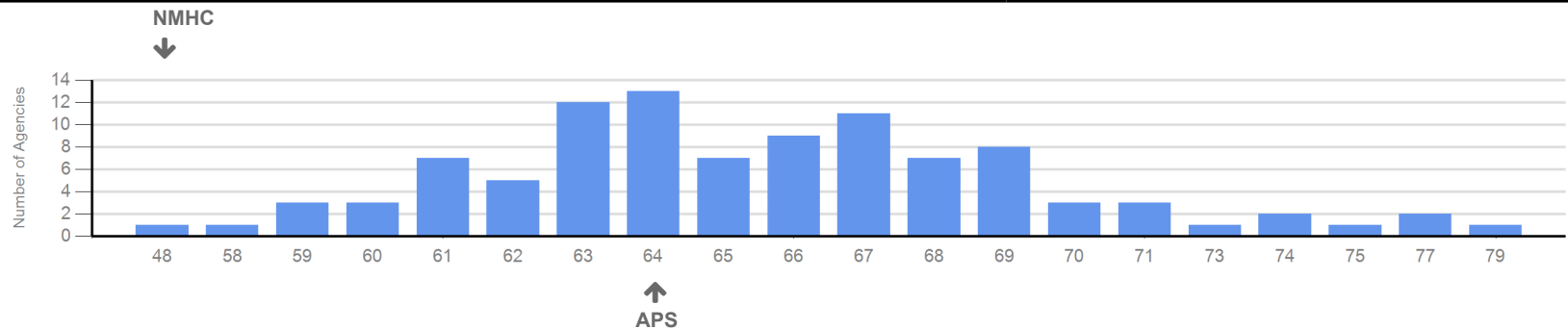
### Communication Index

Ranking : 100th of 100



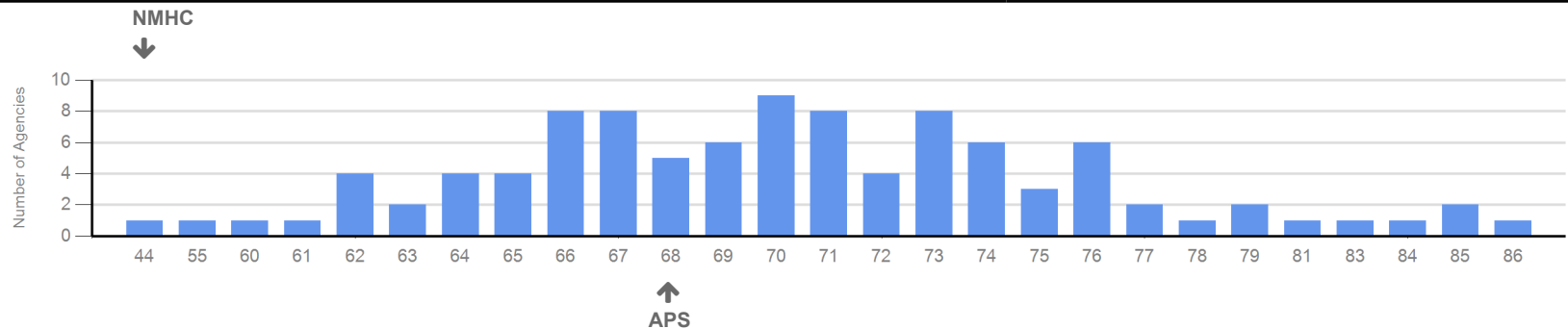
### Enabling Innovation Index

Ranking : 100th of 100



### Wellbeing Policies and Support Index

Ranking : 100th 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 SPECIALIST AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
<b>.1</b> Change is managed well in my agency			0%	-24	-43	-41	-48
<b>.2</b> I think my agency cares about my health and wellbeing			23%	-35	-38	-45	-49
<b>.3</b> My agency does a good job of promoting health and wellbeing			17%	-36	-46	-48	-47
<b>.4</b> I am satisfied with the policies/practices in place to help me manage my health and wellbeing			20%	-27	-44	-48	-48
<b>.5</b> My agency inspires me to come up with new or better ways of doing things			17%	-23	-33	-37	-39
<b>.6</b> My agency supports and actively promotes an inclusive workplace culture			17%	-46	-63	-64	-63



# TIME TO TAKE ACTION



## CELEBRATE

What things do we do well?

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



## INVESTIGATE FURTHER WITH OUR TEAMS

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

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



## OPPORTUNITIES

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

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



**USE THIS PAGE TO START YOUR LOCAL ACTION PLANS**

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

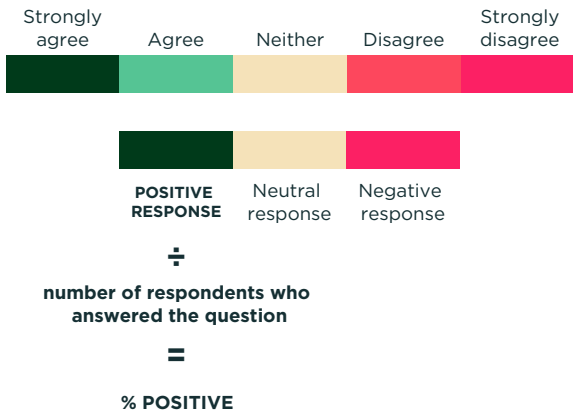
PRIORITISE 3 AREAS TO TAKE FORWARD

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

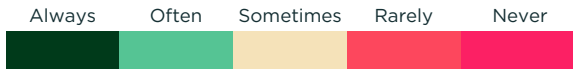
# GUIDE TO THIS REPORT

## % POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE" 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	<b>151</b>	<b>166</b>	<b>176</b>	<b>96</b>	<b>24</b>	<b>613</b>
PERCENTAGE	<b>24.63%</b>	<b>27.08%</b>	<b>28.71%</b>	<b>15.66%</b>	<b>3.92%</b>	<b>100%</b>
ROUNDED PERCENTAGE	<b>25%</b>	<b>27%</b>	<b>29%</b>	<b>16%</b>	<b>4%</b>	<b>101%</b>
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## ANONYMITY

IT IS 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.