

Highlights report Australian Human Rights Commission



Content	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and change	6
Enabling Innovation	7
Wellbeing Policies and Support	8
Wellbeing	9
Flexible work	11
Working in the APS	12
Performance	14
Retention	15
Unacceptable behaviour	17
Demographics	20
Agency position	21
Suggested questions to focus on	23
Time to take action	24
Guide to this report	25

Responses:

144 of 201

Response Rate:

72%

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		74	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies	
					-2	0	-2	-1	
Say	Overall, I am satisfied with my job	70	14	15	70%	-3	-5 ↓	-7 ↓	-6 ↓
	I am proud to work in my agency	83	10	7	83%	-7 ↓	+5 ↑	0	+3
	I would recommend my agency as a good place to work	59	24	17	59%	-5 ↓	-13 ↓	-15 ↓	-10 ↓
	I believe strongly in the purpose and objectives of my agency	93			93%	0	+6 ↑	+3	+4
Stay	I feel a strong personal attachment to my agency	65	22	13	65%	-4	+3	-1	+1
	I feel committed to my agency's goals	90			90%	-6 ↓	+4	+2	+3
Strive	I suggest ideas to improve our way of doing things	86	13		86%	+1	-1	-4	-4
	I am happy to go the 'extra mile' at work when required	88	11		88%	-5 ↓	-3	-4	-3
	I work beyond what is required in my job to help my agency achieve its objectives	85	11		85%	-1	+4	+4	+4
	My agency really inspires me to do my best work every day	57	26	18	57%	-5 ↓	-4	-7 ↓	-3

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 Index 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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
					+3	0	-1	0
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	78	16	78%	+4	-2	-2	-1
	My supervisor can deliver difficult advice whilst maintaining relationships	81	11	81%	+11 ↑	+1	+1	+2
	My supervisor invites a range of views, including those different to their own	79	12	79%	+3	-3	-4	-3
	My supervisor encourages my team to regularly review and improve our work	82	12	82%	+8 ↑	0	0	+2
	My supervisor is invested in my development	76	17	76%	+8 ↑	-2	-3	-1
	My supervisor ensures that my workgroup delivers on what we are responsible for	88	9	88%	0	0	0	+1
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	78	14	78%	+10 ↑	-1	+1	+2
	My immediate supervisor encourages me	77	19	77%	+6 ↑	0	-1	+1
	My supervisor actively ensures that everyone can be included in workplace activities	84	11	84%	+3	0	0	+2
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	80	13	80%	-	-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 Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*.

	Your SES Manager Leadership Index score	69	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
					-1	-1	-3	-1

SES Manager	My SES manager clearly articulates the direction and priorities for our area	66	21	13	66%	+3	-3	-5⬇️	0
	My SES manager presents convincing arguments and persuades others towards an outcome	67	20	13	67%	+7⬆️	+4	0	+2
	My SES manager promotes cooperation within and between agencies	65	29		65%	+4	-3	-8⬇️	-4
	My SES manager encourages innovation and creativity	63	26	12	63%	+7⬆️	-3	-6⬇️	-2
	My SES manager creates an environment that enables us to deliver our best	58	27	15	58%	-1	-7⬇️	-11⬇️	-6⬇️
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	74	20		74%	+7⬆️	0	-4	-1

Other similar questions

In my agency, the SES work as a team	50	31	19	50%	+9⬆️	-6⬇️	-5⬇️	-5⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	59	21	20	59%	-1	-5⬇️	-6⬇️	-1
My SES manager routinely promotes the use of data and evidence to deliver outcomes	64	28	9	64%	+8⬆️	-4	-9⬇️	-4

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 Index 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	63	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
					-1	-6 ↓	-6 ↓	-4

Communication	My supervisor communicates effectively	78	11	12	78%	0	-3	-3	-2
	My SES manager communicates effectively	65	21	14	65%	+1	-5 ↓	-7 ↓	-3
	Internal communication within my agency is effective	37	26	38	37%	-6 ↓	-21 ↓	-21 ↓	-16 ↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	19	11	69%	+2	+1	-1	+2
	Staff are consulted about change at work	44	34	22	44%	+1	-6 ↓	-7 ↓	-3
	Change is managed well in my agency	37	29	35	37%	+6 ↑	-7 ↓	-6 ↓	-2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

The Innovation Index 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		61	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from 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	75	22	75%	-5 ↓	-4	-8 ↓	-6 ↓	
	My immediate supervisor encourages me to come up with new or better ways of doing things	69	24	7	69%	-4	-4	-6 ↓	-4
	People are recognised for coming up with new and innovative ways of working	46	37	17	46%	-4	-12 ↓	-14 ↓	-11 ↓
	My agency inspires me to come up with new or better ways of doing things	33	47	20	33%	-16 ↓	-17 ↓	-20 ↓	-17 ↓
	My agency recognises and supports the notion that failure is a part of innovation	23	48	29	23%	-5 ↓	-18 ↓	-17 ↓	-15 ↓

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 Index 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	66	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies

Wellbeing Policies and Support	Statement	Score			% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
		Positive	Neutral	Negative					
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	54	22	24	54%	+1	-13	-15	-12
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	61	16	23	61%	+7	-5	-8	-6
	My agency does a good job of promoting health and wellbeing	54	26	21	54%	+2	-13	-14	-11
	I think my agency cares about my health and wellbeing	65	16	19	65%	+5	0	-5	-4
	I believe my immediate supervisor cares about my health and wellbeing	87		10	87%	+8	0	-1	-1

Other similar questions

Wellbeing	Statement	Score			% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
		Positive	Neutral	Negative					
	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	77	11	12	77%	-	+3	+2	+3
	The people in my workgroup are able to bring up problems and tough issues	79	14	8	79%	-	-2	-3	-3
	I receive the respect I deserve from my colleagues at work	85		14	85%	-2	+3	+2	+5
	My agency supports and actively promotes an inclusive workplace culture	62	17	21	62%	-4	-19	-18	-17

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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
In general, would you say that your health is:						
Excellent		10%	-1	-1	-3	-2
Very good		28%	-2	-7 ↓	-9 ↓	-9 ↓
Good		42%	-1	+4	+6 ↑	+5 ↑
Fair		16%	+3	+2	+4	+4
Poor		4%	0	+1	+2	+1
What best describes your current workload?						
Well above capacity - too much work		39%	0	+16 ↑	+17 ↑	+14 ↑
Slightly above capacity - lots of work to do		32%	-11 ↓	-8 ↓	-8 ↓	-7 ↓
At capacity - about the right amount of work to do		21%	+7 ↑	-10 ↓	-9 ↓	-8 ↓
Slightly below capacity - available for more work		6%	+4	+1	-1	0
Well below capacity - not enough work		1%	0	0	0	0

Key





















































At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
How often do you find your work stressful?						
Always		10%	+1	+5 	+6 	+5 
Often		34%	-4	+9 	+11 	+9 
Sometimes		47%	+6 	-2	-4	-3
Rarely		10%	-2	-9 	-11 	-10 
Never		0%	-2	-2	-2	-2
To what extent is your work emotionally demanding?						
To a very large extent		21%	+7 	+14 	+15 	+16 
To a large extent		28%	-2	+8 	+10 	+9 
Somewhat		31%	-11 	-8 	-7 	-8 
To a small extent		18%	+10 	-7 	-9 	-8 
To a very small extent		2%	-4	-7 	-9 	-8 
I feel burned out by my work						
Strongly agree		16%	+1	+8 	+10 	+8 
Agree		27%	0	+4	+6 	+4
Neither agree nor disagree		26%	-1	-5 	-4	-2
Disagree		22%	-1	-8 	-11 	-9 
Strongly disagree		8%	+1	+1	-1	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	94	94%	+2	+12 ↑	+7 ↑	+8 ↑
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		24%	-4	+11 ↑	+10 ↑	+10 ↑
Flexible hours of work		40%	+2	+13 ↑	+7 ↑	+7 ↑
Compressed work week		3%	0	-2	-1	-4
Job sharing		2%	+1	+2	+2	+2
Working away from the office/working from home		88%	+7 ↑	+26 ↑	+17 ↑	+18 ↑
None of the above		6%	-4	-18 ↓	-12 ↓	-10 ↓
Working away from the office						
None of the time		13%	-	-26 ↓	-17 ↓	-18 ↓
All of the time		24%	-	+18 ↑	+17 ↑	+15 ↑
Some of the time as a regular arrangement		61%	-	+14 ↑	+10 ↑	+11 ↑
Only on an irregular basis		3%	-	-6 ↓	-10 ↓	-8 ↓
Did not disclose their arrangement		0%	-	0	0	0

The working away from the office responses present how often employees worked away from the office/worked from home during a usual working week. It includes the responses for all employees, not just those who indicated they accessed working from home as a flexible working arrangement.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am supported to use my expertise to provide frank and fearless advice	60	21	19	60%	-	-6⬇️	-7⬇️	-4
The people in my workgroup demonstrate stewardship	81		16	81%	-	+5⬆️	+2	+2
The culture in my agency supports people to act with integrity	66	16	18	66%	-	-10⬇️	-13⬇️	-9⬇️
I believe strongly in the purpose and objectives of the APS	79		16	79%	+3	-7⬇️	-6⬇️	-5⬇️
I feel a strong personal attachment to the APS	46	31	24	46%	-2	-19⬇️	-14⬇️	-12⬇️
My workgroup considers the people and businesses affected by what we do	95			95%	-	+10⬆️	+7⬆️	+7⬆️

Key



At least 5 percentage points greater than comparator



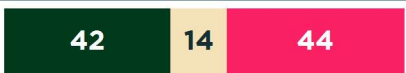














At least 5 percentage points less than comparator






Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am satisfied with the recognition I receive for doing a good job	 72 14 14	72%	+9 	+3	0	+2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	 42 14 44	42%	+8 	-21 	-22 	-22 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	 87 7 7	87%	+5 	+5 	+2	+1
I am satisfied with the stability and security of my job	 51 12 37	51%	-9 	-34 	-31 	-28 

Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	 93 1 6	93%	-3	0	-1	0
I am clear what my duties and responsibilities are	 81 15 4	81%	+3	+1	+1	+2
I have a choice in deciding how I do my work	 76 18 6	76%	+4	+11 	+2	+3
Where appropriate, I am able to take part in decisions that affect my job	 71 12 17	71%	-2	0	-4	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
In the last month, please rate your workgroup's overall performance						
Excellent		32%	-15↓	+4	+2	+1
Very good		58%	+16↑	+3	+4	+6↑
Average		8%	-2	-7↓	-5↓	-6↓
Below average		1%	0	-1	0	0
Well below average		1%	+1	0	0	0

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well		92%	0	+14↑	+11↑	+11↑
My workgroup has the tools and resources we need to perform well		46%	-9↓	-13↓	-12↓	-5↓
The people in my workgroup use time and resources efficiently		82%	-7↓	+6↑	+3	+5↑
My job gives me opportunities to utilise my skills		87%	+2	+7↑	+4	+4
In the last 12 months, the formal learning I have accessed has improved my performance		58%	-	0	+2	+3

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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small 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		7%	-2	-2	-1	-1
I want to leave my position within the next 12 months		24%	+2	+2	+3	+4
I want to stay working in my position for the next one to two years		41%	-10 ⬇	+3	+1	+2
I want to stay working in my position for at least the next three years		28%	+10 ⬆	-3	-2	-4
What best describes your plans involved with leaving your current position?						
I am planning to retire		5%	+5 ⬆	0	+1	-1
I am pursuing another position within my agency		12%	-12 ⬇	-31 ⬇	-16 ⬇	-4
I am pursuing a position in another agency		21%	+4	-5 ⬇	-14 ⬇	-22 ⬇
I am pursuing work outside the APS		14%	-17 ⬇	+5 ⬆	+1	-2
It is the end of my non-ongoing, casual or contracted employment		33%	+23 ⬆	+31 ⬆	+28 ⬆	+27 ⬆
Other		14%	-3	+1	0	+1

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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
I can receive a higher salary elsewhere		15%	-	-	-	-
There are a lack of future career opportunities in my agency		10%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		10%	-	-	-	-
I have achieved all I can in my current position		10%	-	-	-	-
I am expected to do more work than I reasonably can		10%	-	-	-	-

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 2023	Variance from APS overall	Variance from specialist agencies	Variance from 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		13%	+6	+3	+5	+4
No		87%	-6	-3	-5	-4
Did this discrimination occur in your current agency?						
Yes		100%	+100	+8	+7	+9
No		0%	0	-8	-7	-9
Basis for the discrimination that you experienced (3 highest responses):						
Race		65%	-	-	-	-
Other		24%	-	-	-	-
Disability		18%	-	-	-	-

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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?						
Yes		10%	+3	0	+2	+1
No		86%	-4	+2	-1	+2
Not sure		4%	+1	-2	-1	-3
Types of harassment or bullying experienced (3 highest responses):						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		54%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		46%	-	-	-	-
Deliberate exclusion from work-related activities		46%	-	-	-	-
Did you report the harassment or bullying?						
I reported the behaviour in accordance with my agency's policies and procedures		21%	+21	-15	-12	-13
It was reported by someone else		0%	0	-7	-7	-7
I did not report the behaviour		79%	+79	+22	+19	+20

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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?						
Yes		4%	-1	+1	+1	0
No		90%	+3	-1	-2	+2
Not sure		3%	-1	-1	0	-2
Would prefer not to answer		3%	0	+1	+1	0

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	14%
Woman or female	81%
Non-binary	4%
I use a different term	0%
Prefer not to say	1%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	1%
No	99%

Do you have an ongoing disability?	Responses
Yes	16%
No	84%

Do you have carer responsibilities?	Responses
Yes	36%
No	64%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	17%
No	83%

Do you identify as culturally and linguistically diverse?	Responses
Yes	30%
No	70%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	64%
Australian Aboriginal and/or Torres Strait Islander	1%
New Zealander (excluding Maori)	4%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	23%
North-West European (excluding Anglo-European)	1%
Southern and Eastern European	9%
South-East Asian	13%
North-East Asian	2%
Southern and Central Asian	5%
North American	2%
South and Central American and Caribbean Islander	3%
North African and Middle Eastern	3%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	10%
No	76%
Maybe	13%
I am unsure what neurodivergent means	0%

Agency position



Agency position

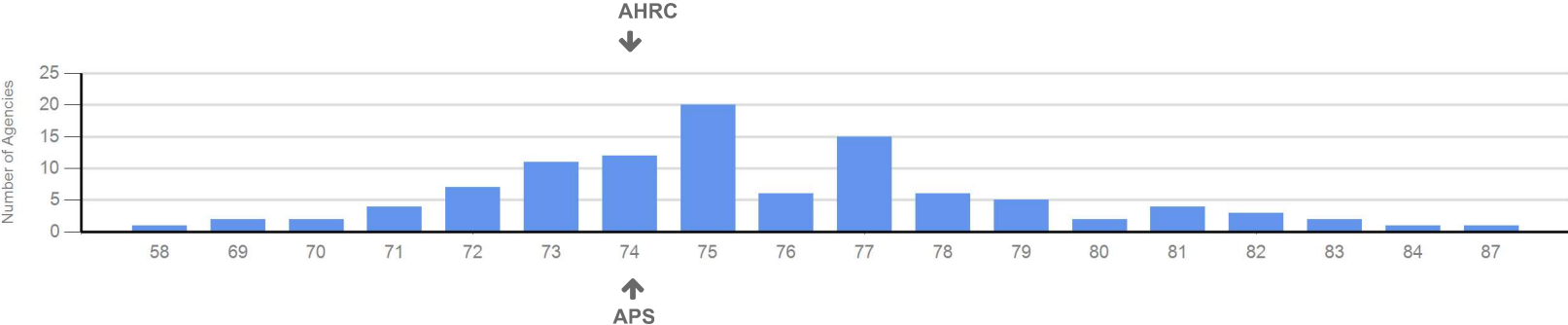
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the 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.

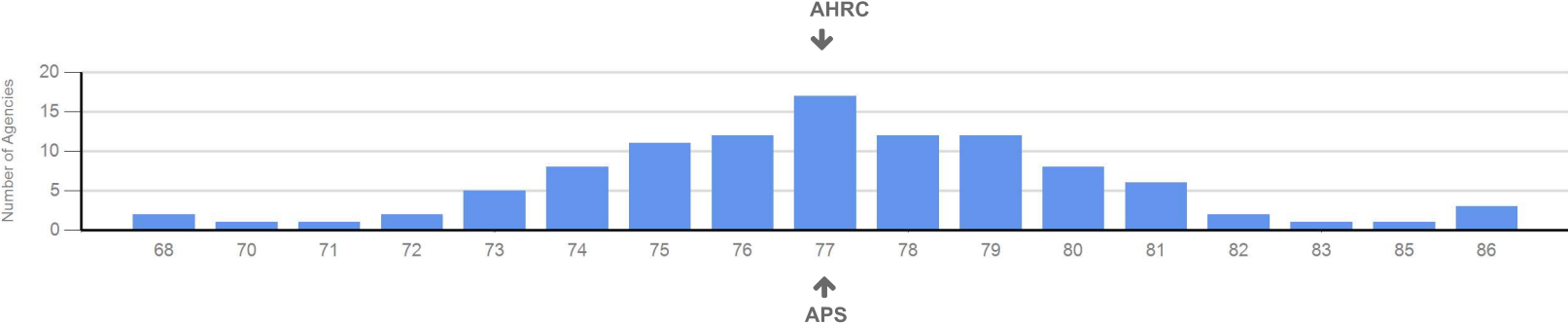
Employee Engagement Index

Ranking : 73rd of 104



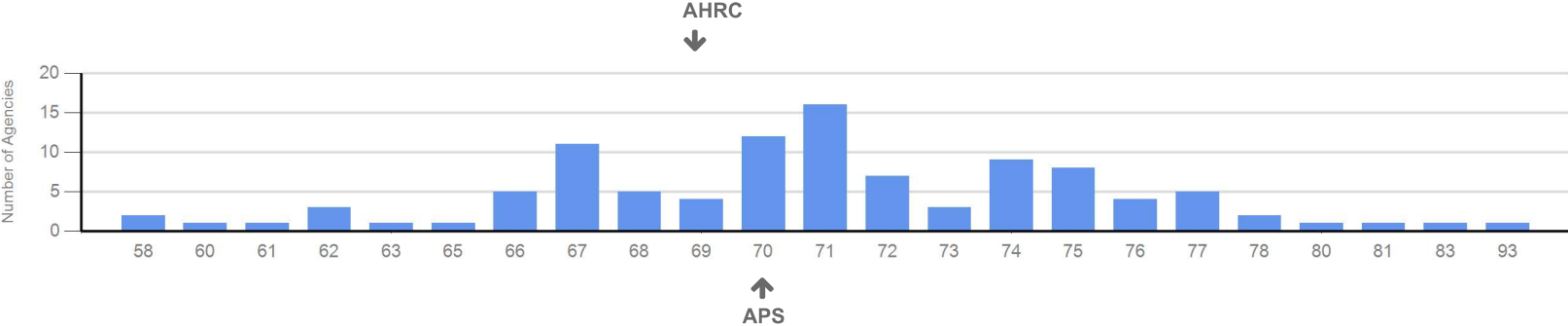
Leadership – Immediate Supervisor Index

Ranking : 55th of 104



Leadership – SES Manager Index

Ranking : 74th of 104



Agency position



Agency position

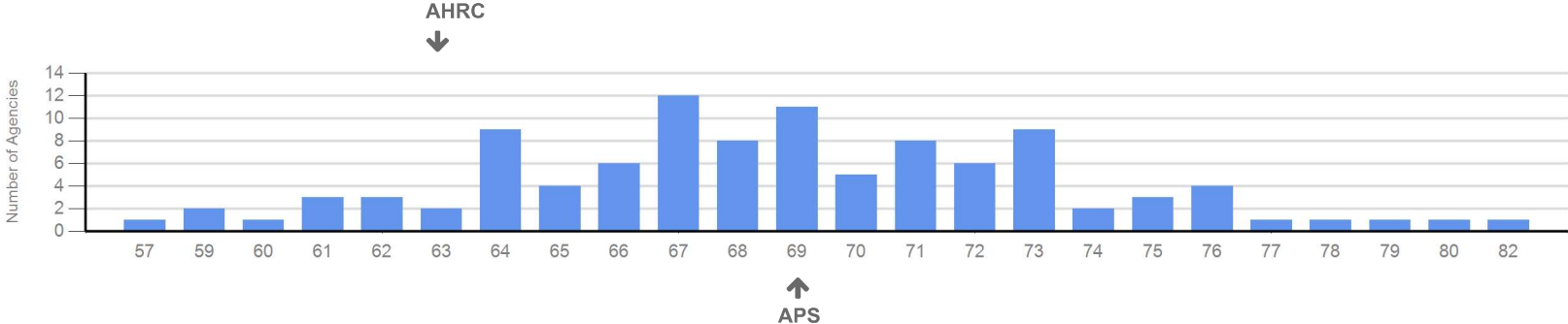
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the 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.

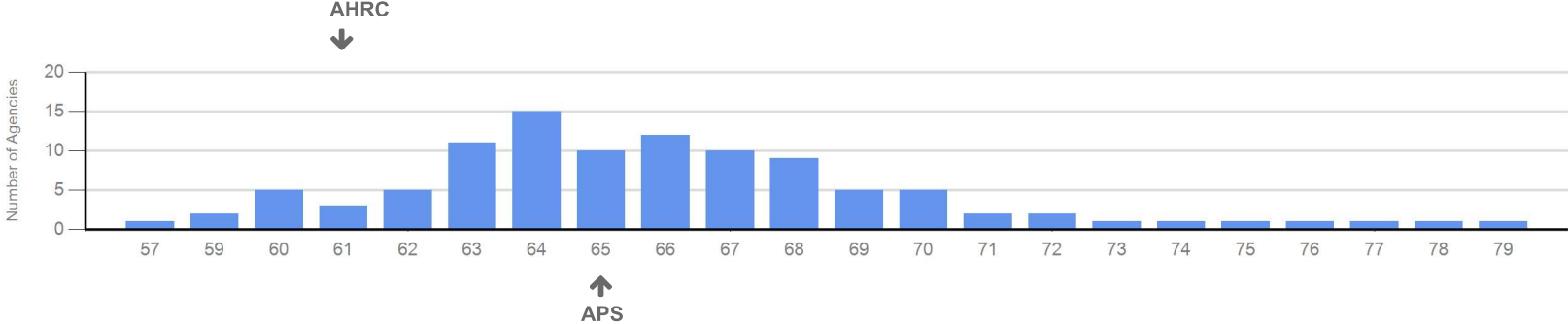
Communication Index

Ranking : 93rd of 104



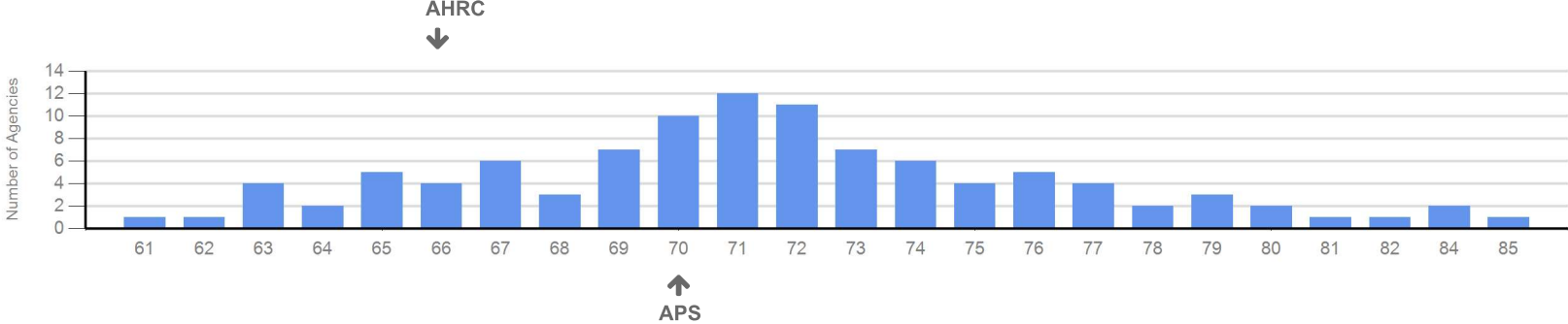
Enabling Innovation Index

Ranking : 95th of 104



Wellbeing Policies and Support Index

Ranking : 91st of 104



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 2023	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
.1	The culture in my agency supports people to act with integrity		66%	-	-10	-13	-9
.2	I am supported to use my expertise to provide frank and fearless advice		60%	-	-6	-7	-4
.3	My agency supports and actively promotes an inclusive workplace culture		62%	-4	-19	-18	-17
.4	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS		74%	+7	0	-4	-1
.5	My SES manager encourages innovation and creativity		63%	+7	-3	-6	-2
.6	I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		87%	+5	+5	+2	+1

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.

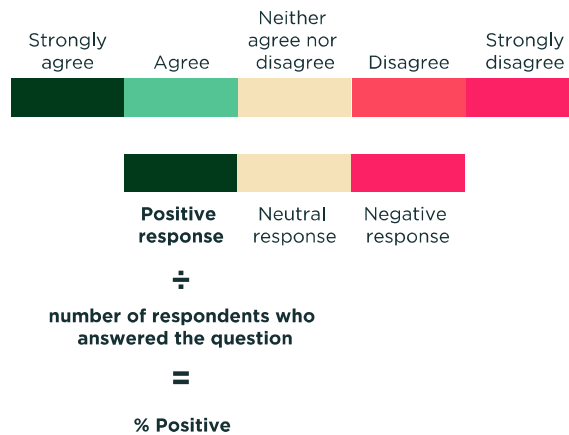
Prioritise 3 areas to take forward

	Prioritise 3 areas for action	Timescales	Owner	Resources required	Target/Success measure
1					
2					
3					

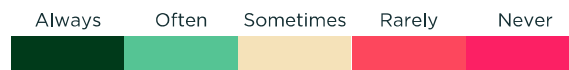
Guide to this report

% 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 agree nor disagree	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

Comparisons to other similarly sized agencies are used through this report. To see how agencies are categorised visit:

<https://www.apsc.gov.au/aps-agencies-size-and-function>

Comparisons to 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.

