

Highlights Report APS Overall (excl. non-APS)



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Responses:

140,396 of 173,830

Response Rate:

81%

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
Say	Overall, I am satisfied with my job	75	14 11	75%	+2
	I am proud to work in my agency	78	16	78%	+2
	I would recommend my agency as a good place to work	71	18 11	71%	+3
	I believe strongly in the purpose and objectives of my agency	86	11	86%	+2
Stay	I feel a strong personal attachment to my agency	63	25 12	63%	+3
	I feel committed to my agency's goals	85	12	85%	+2
Strive	I suggest ideas to improve our way of doing things	87	11	87%	0
	I am happy to go the 'extra mile' at work when required	91		91%	+1
	I work beyond what is required in my job to help my agency achieve its objectives	81	15	81%	+1
	My agency really inspires me to do my best work every day	60	26 13	60%	+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

+1

Immediate Supervisor						
	My supervisor engages with staff on how to respond to future challenges	80	13	7	80%	+1
	My supervisor can deliver difficult advice whilst maintaining relationships	80	13	7	80%	+1
	My supervisor invites a range of views, including those different to their own	82	11	7	82%	+1
	My supervisor encourages my team to regularly review and improve our work	82	12	7	82%	+1
	My supervisor is invested in my development	78	14	8	78%	+2
	My supervisor ensures that my workgroup delivers on what we are responsible for	88	8	7	88%	+1

Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	79	13	8	79%	+1
	My immediate supervisor encourages me	77	15	7	77%	+2
	My supervisor actively ensures that everyone can be included in workplace activities	84	10	7	84%	+1
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	81	13	7	81%	-

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		Response scale			% Positive	Variance from 2023
70						+1
SES Manager	My SES manager clearly articulates the direction and priorities for our area	69	20	10	69%	+1
	My SES manager presents convincing arguments and persuades others towards an outcome	63	28	9	63%	+1
	My SES manager promotes cooperation within and between agencies	68	26		68%	+2
	My SES manager encourages innovation and creativity	66	25	9	66%	+1
	My SES manager creates an environment that enables us to deliver our best	65	23	11	65%	+2
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	75	20		75%	+2
Other similar questions						
	In my agency, the SES work as a team	56	29	15	56%	+3
	In my agency, the SES clearly articulate the direction and priorities for our agency	64	23	13	64%	+1
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	67	26	7	67%	+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 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	69	Response scale	% Positive	Variance from 2023
				+1

Communication	My supervisor communicates effectively	81	10 8	81%	+1
	My SES manager communicates effectively	70	19 11	70%	+1
	Internal communication within my agency is effective	58	23 19	58%	+1

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	68	17 16	68%	+1
	Staff are consulted about change at work	51	32 17	51%	+1
	Change is managed well in my agency	44	29 27	44%	+1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

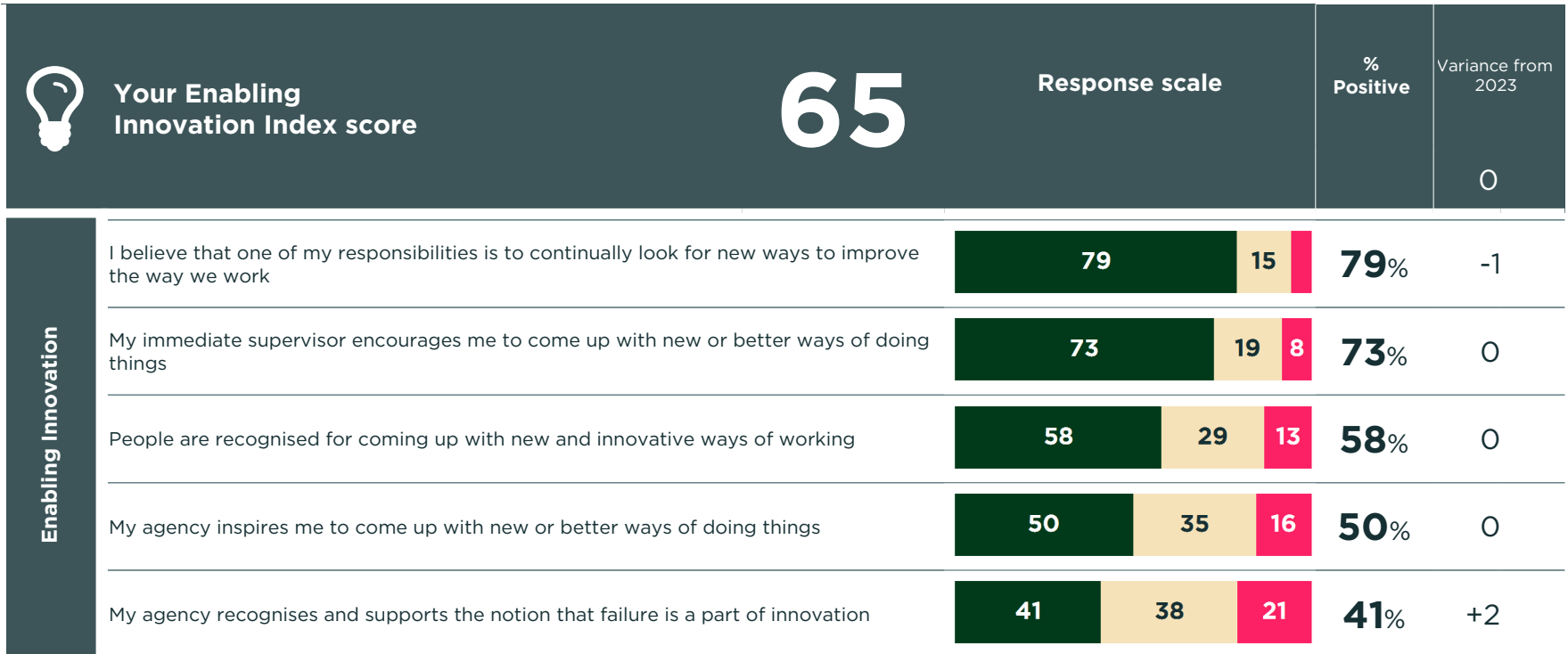


Enabling Innovation



Enabling Innovation

The Innovation 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.



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

70

Response scale

% Positive

Variance from 2023

+2

Wellbeing Policies and Support	Score	Response scale	% Positive	Variance from 2023
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	68	22 11	68%	+4
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	66	22 12	66%	+4
My agency does a good job of promoting health and wellbeing	66	22 12	66%	+3
I think my agency cares about my health and wellbeing	64	22 14	64%	+3
I believe my immediate supervisor cares about my health and wellbeing	86	9	86%	+1

Other similar questions

Wellbeing	Score	Response scale	% Positive	Variance from 2023
If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	74	12 13	74%	-
The people in my workgroup are able to bring up problems and tough issues	80	12 8	80%	-
I receive the respect I deserve from my colleagues at work	81	15	81%	0
My agency supports and actively promotes an inclusive workplace culture	81	12	81%	+1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from 2023
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In general, would you say that your health is:

Excellent		11%	+1
Very good		35%	+1
Good		38%	0
Fair		14%	-1
Poor		3%	0

What best describes your current workload?

Well above capacity - too much work		23%	-1
Slightly above capacity - lots of work to do		40%	0
At capacity - about the right amount of work to do		31%	+1
Slightly below capacity - available for more work		5%	0
Well below capacity - not enough work		1%	0

Key


















At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2023
How often do you find your work stressful?			
Always		5%	0
Often		25%	-1
Sometimes		50%	+1
Rarely		19%	+1
Never		2%	0
To what extent is your work emotionally demanding?			
To a very large extent		8%	0
To a large extent		20%	-1
Somewhat		38%	0
To a small extent		24%	+1
To a very small extent		9%	0
I feel burned out by my work			
Strongly agree		8%	-1
Agree		23%	-1
Neither agree nor disagree		32%	0
Disagree		30%	+1
Strongly disagree		7%	+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
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I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration



Do you currently access any of the following flexible working arrangements? [Multiple Response]

Part time		13%	-1
Flexible hours of work		26%	-1
Compressed work week		4%	+1
Job sharing		0%	0
Working away from the office/working from home		61%	+4
None of the above		24%	-2

Working away from the office

None of the time		39%	-
All of the time		6%	-
Some of the time as a regular arrangement		47%	-
Only on an irregular basis		9%	-
Did not disclose their arrangement		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
I am supported to use my expertise to provide frank and fearless advice	65	21	14	65%	-
The people in my workgroup demonstrate stewardship	77	18	5	77%	-
The culture in my agency supports people to act with integrity	77	15	9	77%	-
I believe strongly in the purpose and objectives of the APS	87	12	1	87%	+2
I feel a strong personal attachment to the APS	64	26	10	64%	+3
My workgroup considers the people and businesses affected by what we do	85	10	5	85%	-

Key

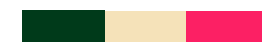


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale			% Positive	Variance from 2023
I am satisfied with the recognition I receive for doing a good job	69	18	14	69%	+2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	63	17	20	63%	+11⬆
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	82	10	8	82%	+8⬆
I am satisfied with the stability and security of my job	85	8		85%	+3

Clarity and autonomy

	Response scale			% Positive	Variance from 2023
I understand how my role contributes to achieving an outcome for the Australian public	93			93%	+1
I am clear what my duties and responsibilities are	79	16		79%	0
I have a choice in deciding how I do my work	66	22	12	66%	+2
Where appropriate, I am able to take part in decisions that affect my job	71	16	13	71%	+2

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
In the last month, please rate your workgroup's overall performance			
Excellent		27%	0
Very good		55%	0
Average		15%	0
Below average		2%	0
Well below average		1%	0

	Response scale	% Positive	Variance from 2023
My workgroup has the appropriate skills, capabilities and knowledge to perform well		78%	0
My workgroup has the tools and resources we need to perform well		59%	0
The people in my workgroup use time and resources efficiently		76%	0
My job gives me opportunities to utilise my skills		80%	+1
In the last 12 months, the formal learning I have accessed has improved my performance		58%	-

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
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
I want to leave my position within the next 12 months		23%	-1
I want to stay working in my position for the next one to two years		38%	0
I want to stay working in my position for at least the next three years		30%	+2
What best describes your plans involved with leaving your current position?			
I am planning to retire		5%	0
I am pursuing another position within my agency		43%	+2
I am pursuing a position in another agency		27%	-1
I am pursuing work outside the APS		10%	-2
It is the end of my non-ongoing, casual or contracted employment		3%	0
Other		13%	+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
What is the primary reason behind your desire to leave your current position? (5 highest responses):			
I wish to pursue a promotion opportunity		19%	-
I am looking to further my skills in another area		12%	-
I want to try a different type of work or I'm seeking a career change		10%	-
Other		7%	-
Senior leadership is of a poor quality		6%	-

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
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		10%	0
No		90%	0
Did this discrimination occur in your current agency?			
Yes		92%	0
No		8%	0
Basis for the discrimination that you experienced (3 highest responses):			
Gender		30%	-
Age		26%	-
Race		23%	-

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

Yes		11%	0
Not sure		5%	0
No		84%	0

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		44%	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		42%	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		29%	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		36%	+1
It was reported by someone else		7%	-1
I did not report the behaviour		57%	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



Employees who indicated that they had witnessed potential corrupt behaviour were asked to describe the behaviour. Employees could select one or more responses from a list of items.

Only the three types of corrupt behaviours with the highest proportion of responses are presented here. These may vary between agencies and with results for the APS overall.

Corruption	Response scale	%	Variance from 2023
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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		3%	0
Would prefer not to answer		2%	0
No		91%	0
Not sure		4%	0

Types of corrupt behaviours witnessed (3 highest responses):

Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		61%	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		24%	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		20%	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures		21%	+1
It was reported by someone else		16%	0
I did not report the behaviour		63%	-1

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	37%
Woman or female	59%
Non-binary	1%
I use a different term	0%
Prefer not to say	3%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	3%
No	97%

Do you have an ongoing disability?	Responses
Yes	12%
No	88%

Do you have carer responsibilities?	Responses
Yes	43%
No	57%

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

Do you identify as culturally and linguistically diverse?	Responses
Yes	26%
No	74%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	67%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	12%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	5%
South-East Asian	11%
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	72%
Maybe	9%
I am unsure what neurodivergent means	10%

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

.1	I am supported to use my expertise to provide frank and fearless advice	65%	-
.2	The culture in my agency supports people to act with integrity	77%	-
.3	My agency supports and actively promotes an inclusive workplace culture	81%	+1
.4	My agency inspires me to come up with new or better ways of doing things	50%	0
.5	Internal communication within my agency is effective	58%	+1
.6	I think my agency cares about my health and wellbeing	64%	+3


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.

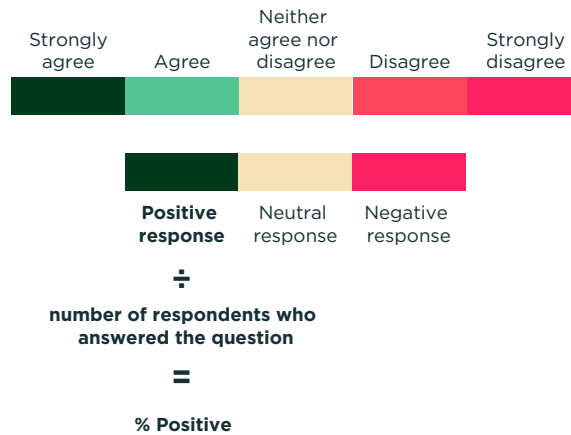
Prioritise 3 areas to take forward

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

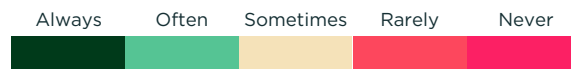
Guide to this report

% 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 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.

