



Highlights Report AWM



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RESPONSES:

256 of 322

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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
SAY	Overall, I am satisfied with my job	77	13 10	77%	+3	+4	+5 ↑	+2
	I am proud to work in my agency	80	15	80%	+1	+4	-1	+1
	I would recommend my agency as a good place to work	54	28 18	54%	-3	-15 ↓	-8 ↓	-16 ↓
	I believe strongly in the purpose and objectives of my agency	85	10	85%	+3	+1	+1	-2
STAY	I feel a strong personal attachment to my agency	72	19 8	72%	+4	+12 ↑	+3	+10 ↑
	I feel committed to my agency's goals	82	15	82%	+4	-1	+1	-4
STRIVE	I suggest ideas to improve our way of doing things	91	7	91%	+2	+5 ↑	+2	+3
	I am happy to go the 'extra mile' at work when required	89	9	89%	-2	-1	+1	-2
	I work beyond what is required in my job to help my agency achieve its objectives	80	17	80%	-2	0	+2	-1
	My agency really inspires me to do my best work every day	56	29 15	56%	+5 ↑	-1	+1	-5 ↓

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	75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				+2	-1	+2	-1

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	79	14	7	79%	+4	0	+4	-1
	My supervisor can deliver difficult advice whilst maintaining relationships	74	18	8	74%	+2	-5⬇️	+1	-5⬇️
	My supervisor invites a range of views, including those different to their own	80	10	10	80%	+3	-1	+4	-2
	My supervisor encourages my team to regularly review and improve our work	75	17	7	75%	+3	-5⬇️	+3	-5⬇️
	My supervisor is invested in my development	77	15	8	77%	+7⬆️	+2	+5⬆️	+1
	My supervisor ensures that my workgroup delivers on what we are responsible for	87	10		87%	+4	0	+4	0

Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	76	13	11	76%	+4	-1	+4	-1
	My immediate supervisor encourages me	76	16	8	76%	+2	0	+3	-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		65			RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
									+1	-4	+1	-5⬇️
SES Manager	My SES manager clearly articulates the direction and priorities for our area	<div><div>61</div><div>24</div><div>15</div></div>			61%	+1	-7⬇️	+3	-7⬇️			
	My SES manager presents convincing arguments and persuades others towards an outcome	<div><div>57</div><div>29</div><div>13</div></div>			57%	+5⬆️	-4	+2	-6⬇️			
	My SES manager promotes cooperation within and between agencies	<div><div>55</div><div>34</div><div>11</div></div>			55%	-1	-11⬇️	0	-13⬇️			
	My SES manager encourages innovation and creativity	<div><div>52</div><div>32</div><div>16</div></div>			52%	+2	-12⬇️	-5⬇️	-13⬇️			
	My SES manager creates an environment that enables us to deliver our best	<div><div>56</div><div>27</div><div>17</div></div>			56%	+3	-8⬇️	+2	-9⬇️			
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<div><div>70</div><div>20</div><div>9</div></div>			70%	+2	-3	+3	-5⬇️			
Other similar questions												
	In my agency, the SES work as a team	<div><div>36</div><div>41</div><div>23</div></div>			36%	+3	-18⬇️	-6⬇️	-17⬇️			
	In my agency, the SES clearly articulate the direction and priorities for our agency	<div><div>53</div><div>23</div><div>24</div></div>			53%	+9⬆️	-10⬇️	0	-11⬇️			
	In my agency, communication between SES and other employees is effective	<div><div>33</div><div>29</div><div>37</div></div>			33%	+1	-20⬇️	-5⬇️	-19⬇️			
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	<div><div>56</div><div>34</div><div>9</div></div>			56%	-	-9⬇️	+1	-12⬇️			
<div>KEY</div> <div><div>⬆️</div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> <div><div>⬇️</div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> <div>Positive Neutral Negative</div> <div><div></div><div></div><div></div></div>												

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	64	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				+3	-4	+2	-4

Communication	My supervisor communicates effectively	77	14	9	77%	+4	-4	+1	-4
	My SES manager communicates effectively	63	20	17	63%	+5 ⬆	-6 ⬇	+4	-6 ⬇
	Internal communication within my agency is effective	43	26	31	43%	+3	-13 ⬇	+4	-14 ⬇

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	16	15	69%	+3	+2	+5 ⬆	0
	Staff are consulted about change at work	39	41	19	39%	+5 ⬆	-10 ⬇	-1	-10 ⬇
	Change is managed well in my agency	30	30	40	30%	+5 ⬆	-13 ⬇	+1	-12 ⬇

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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills	<div><div>84</div><div>9</div><div>7</div></div>	84%	-3	+5	+2	+2
I have a choice in deciding how I do my work	<div><div>77</div><div>16</div><div></div></div>	77%	+3	+13	+4	+6
Where appropriate, I am able to take part in decisions that affect my job	<div><div>71</div><div>16</div><div>13</div></div>	71%	+2	+2	+1	-2
I am clear what my duties and responsibilities are	<div><div>83</div><div>12</div><div></div></div>	83%	-3	+4	+5	+4
I am satisfied with the recognition I receive for doing a good job	<div><div>63</div><div>23</div><div>14</div></div>	63%	+4	-3	-1	-7
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>24</div><div>13</div><div>63</div></div>	24%	-5	-27	-19	-31
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>64</div><div>20</div><div>15</div></div>	64%	-10	-10	-7	-13
I am satisfied with the stability and security of my job	<div><div>78</div><div>10</div><div>12</div></div>	78%	+1	-4	+9	-3
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	<div><div>70</div><div>14</div><div>16</div></div>	70%	-1	-8	-5	-12

KEY



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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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS	<div><div>35</div><div>46</div><div>19</div></div>	35%	-7↓	-27↓	-9↓	-25↓
I understand how my role contributes to achieving an outcome for the Australian public	<div><div>91</div><div>7</div></div>	91%	0	-1	0	-2
I believe strongly in the purpose and objectives of the APS	<div><div>73</div><div>24</div></div>	73%	-6↓	-11↓	-1	-12↓

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
What best describes your current workload?						
Well above capacity - too much work	<div><div></div></div>	25%	-2	+1	-2	+1
Slightly above capacity - lots of work to do	<div><div></div></div>	40%	-1	0	+1	-1
At capacity - about the right amount of work to do	<div><div></div></div>	30%	+5↑	+1	+3	+2
Slightly below capacity - available for more work	<div><div></div></div>	5%	-2	-1	-1	-1
Well below capacity - not enough work	<div><div></div></div>	0%	0	-1	-1	-1

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Positive Neutral Negative



INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	<div><div>62</div><div>25</div><div>13</div></div>	62%	+6⬆	-17⬇	-9⬇	-16⬇
My supervisor actively ensures that everyone can be included in workplace activities	<div><div>82</div><div>13</div></div>	82%	+7⬆	-1	+2	-1
I receive the respect I deserve from my colleagues at work	<div><div>77</div><div>17</div></div>	77%	+3	-4	+2	-4

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time	<div><div></div></div>	6%	+2	-7⬇	-8⬇	-7⬇
Flexible hours of work	<div><div></div></div>	28%	-2	0	-3	-2
Compressed work week	<div><div></div></div>	1%	0	-2	0	-2
Job sharing	<div><div></div></div>	0%	-1	0	0	0
Working away from the office/working from home	<div><div></div></div>	24%	-13⬇	-33⬇	-12⬇	-41⬇
None of the above	<div><div></div></div>	49%	+4	+24⬆	+13⬆	+29⬆

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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			61	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
						+1	-3	-2	-4
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	<div><div>80</div><div>14</div><div></div></div>	80%	-2	0	-1	-2		
	My immediate supervisor encourages me to come up with new or better ways of doing things	<div><div>76</div><div>16</div><div>8</div></div>	76%	+1	+4	+4	+1		
	People are recognised for coming up with new and innovative ways of working	<div><div>45</div><div>34</div><div>21</div></div>	45%	0	-13⬇️	-4	-13⬇️		
	My agency inspires me to come up with new or better ways of doing things	<div><div>41</div><div>39</div><div>20</div></div>	41%	+1	-8⬇️	-6⬇️	-11⬇️		
	My agency recognises and supports the notion that failure is a part of innovation	<div><div>22</div><div>44</div><div>34</div></div>	22%	+1	-17⬇️	-9⬇️	-16⬇️		

KEY



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Positive Neutral Negative



WELLBEING POLICIES AND SUPPORT



WELLBEING

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

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE			62	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
						0	-6 ↓	-3	-7 ↓
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	46	32	22	46%	+1	-18 ↓	-9 ↓	-18 ↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	50	32	18	50%	+4	-12 ↓	-6 ↓	-13 ↓
	My agency does a good job of promoting health and wellbeing	43	38	19	43%	-6 ↓	-20 ↓	-11 ↓	-21 ↓
	I think my agency cares about my health and wellbeing	44	36	20	44%	-7 ↓	-17 ↓	-13 ↓	-21 ↓
	I believe my immediate supervisor cares about my health and wellbeing	85	11		85%	+2	0	0	-2

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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How often do you find your work stressful?

Always	<div></div>	3%	-1	-2	-2	-1
Often	<div></div>	26%	-5↓	0	0	+1
Sometimes	<div></div>	53%	+3	+4	+4	+3
Rarely	<div></div>	17%	+1	-1	-2	-2
Never	<div></div>	1%	+1	-1	-1	-1

To what extent is your work emotionally demanding?

To a very large extent	<div></div>	11%	0	+3	+4	+4
To a large extent	<div></div>	21%	-6↓	0	0	+1
Somewhat	<div></div>	42%	+3	+4	+3	+5↑
To a small extent	<div></div>	18%	+1	-5↓	-6↓	-7↓
To a very small extent	<div></div>	7%	+1	-2	-1	-3

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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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I feel burned out by my work

Strongly agree	<div></div>	9%	+1	+1	0	+1
Agree	<div></div>	24%	-1	0	0	+1
Neither agree nor disagree	<div></div>	26%	-5 ↓	-6 ↓	-4	-4
Disagree	<div></div>	32%	+3	+3	+2	0
Strongly disagree	<div></div>	9%	+1	+2	+2	+1

In general, would you say that your health is:

Excellent	<div></div>	10%	+2	-1	0	-1
Very good	<div></div>	30%	-1	-3	0	-4
Good	<div></div>	41%	-1	+3	-1	+3
Fair	<div></div>	16%	-2	+2	+1	+3
Poor	<div></div>	2%	+1	-1	-1	-1

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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	35%	+2	+7	+7	+6
Very good	<div></div>	55%	+1	0	-1	0
Average	<div></div>	8%	-3	-7	-6	-5
Below average	<div></div>	1%	-1	-1	-1	-1
Well below average	<div></div>	1%	+1	0	0	+1

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

Excellent	<div></div>	17%	+6	+1	+1	-1
Very good	<div></div>	54%	+1	0	+3	-2
Average	<div></div>	26%	-2	+2	+1	+4
Below average	<div></div>	3%	-2	-1	-2	0
Well below average	<div></div>	0%	-3	-2	-3	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	88 9	88%	+2	+9 ↑	+7 ↑	+7 ↑
My workgroup has the tools and resources we need to perform well	55 20 26	55%	-1	-4	+5 ↑	-3
The people in my workgroup use time and resources efficiently	84 10	84%	+4	+8 ↑	+8 ↑	+6 ↑
My workgroup can readily adapt to new priorities and tasks	89 8	89%	+2	+6 ↑	+9 ↑	+5 ↑
The people in my workgroup cooperate to get the job done	92	92%	+3	+4	+5 ↑	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM 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	<div></div>	8%	-1	-2	+1	-1
I want to leave my position within the next 12 months	<div></div>	14%	-2	-10 ↓	-6 ↓	-9 ↓
I want to stay working in my position for the next one to two years	<div></div>	44%	+7 ↑	+7 ↑	+3	+3
I want to stay working in my position for at least the next three years	<div></div>	34%	-5 ↓	+5 ↑	+3	+6 ↑

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

I am planning to retire	<div></div>	4%	-7 ↓	-1	-2	0
I am pursuing another position within my agency	<div></div>	11%	-2	-30 ↓	-5 ↓	-16 ↓
I am pursuing a position in another agency	<div></div>	55%	+13 ↑	+27 ↑	+17 ↑	+17 ↑
I am pursuing work outside the APS	<div></div>	13%	0	+2	-4	-1
It is the end of my non-ongoing, casual or contracted employment	<div></div>	4%	-2	+1	-5 ↓	-1
Other	<div></div>	15%	-2	+2	-1	+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (5 highest responses):

Senior leadership is of a poor quality		12%	-	-	-	-
I can receive a higher salary elsewhere		12%	-	-	-	-
I wish to pursue a promotion opportunity		9%	-	-	-	-
There are a lack of future career opportunities in my agency		9%	-	-	-	-
I am looking to further my skills in another area		9%	-	-	-	-

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 NATIONAL CULTURAL INSTITUTION AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes	<div></div>	11%	-3	+1	0	+3
No	<div></div>	89%	+3	-1	0	-3

Did this discrimination occur in your current agency?

Yes	<div></div>	89%	-1	-2	-2	+1
No	<div></div>	11%	+1	+2	+2	-1

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

Gender	<div></div>	33%	-	-	-	-
Age	<div></div>	26%	-	-	-	-
Caring responsibilities	<div></div>	22%	-	-	-	-

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 NATIONAL CULTURAL INSTITUTION AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes	<div></div>	14%	-2	+4	+1	+4
No	<div></div>	80%	+3	-5 ↓	0	-6 ↓
Not sure	<div></div>	6%	-1	+1	-1	+1

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	63%	-	-	-	-
Deliberate exclusion from work-related activities	<div></div>	49%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	40%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	34%	+14 ↑	-1	-2	-1
It was reported by someone else	<div></div>	17%	+11 ↑	+9 ↑	+10 ↑	+8 ↑
I did not report the behaviour	<div></div>	49%	-26 ↓	-9 ↓	-8 ↓	-7 ↓

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
NATIONAL
CULTURAL
INSTITUTION
AGENCIES

VARIANCE
FROM MEDIUM
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	<div></div>	4%	0	0	-1	0
No	<div></div>	88%	+2	-2	+3	-2
Not sure	<div></div>	7%	-1	+3	0	+3
Would prefer not to answer	<div></div>	1%	-1	-1	-3	-1

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	38%
Woman or female	54%
Non-binary	1%
I use a different term	1%
Prefer not to say	6%

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	7%
No	93%

Do you have carer responsibilities?	Responses
Yes	32%
No	68%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?	Responses
Yes	8%
No	92%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	83%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	20%
North-West European (excluding Anglo-European)	1%
Southern and Eastern European	4%
South-East Asian	2%
North-East Asian	0%
Southern and Central Asian	2%
North American	2%
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	11%
No	78%
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.

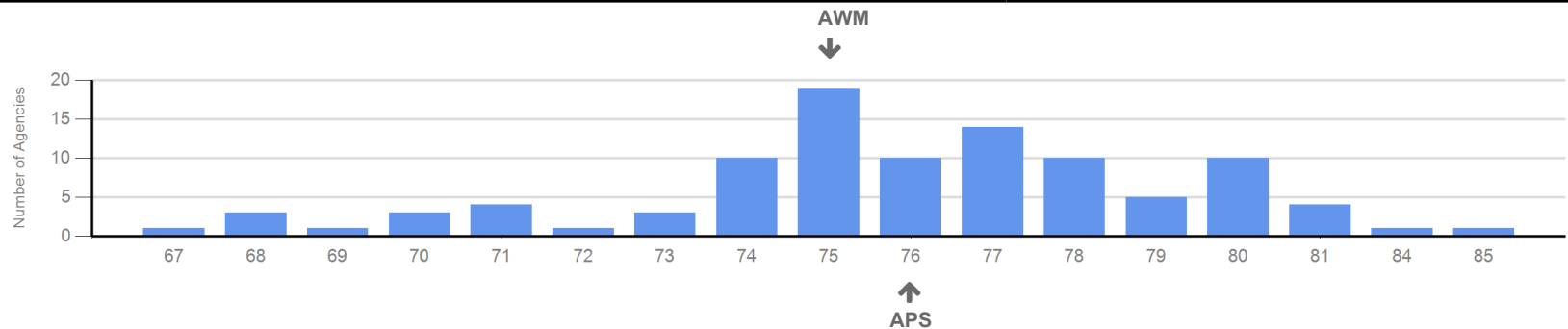
Employee Engagement Index

Ranking : 63rd of 100



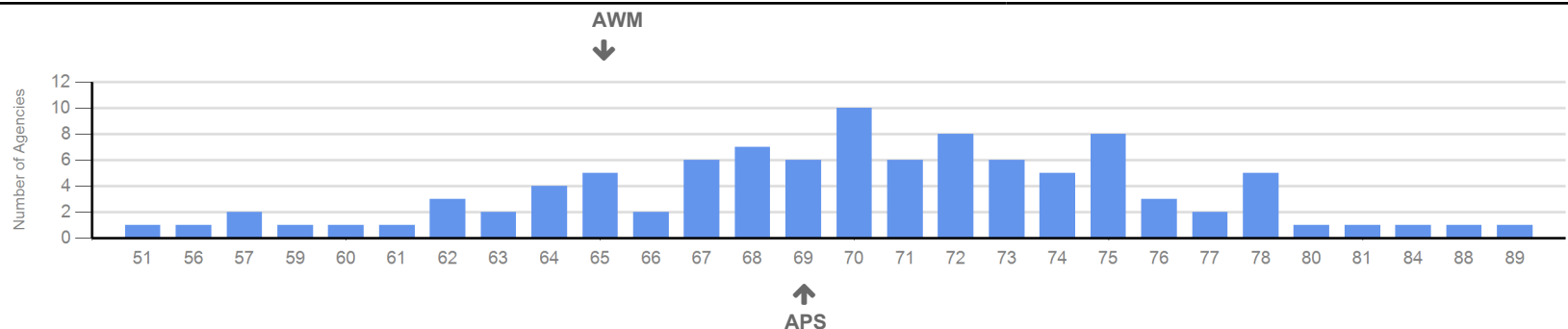
Leadership – Immediate Supervisor Index

Ranking : 64th of 100



Leadership – SES Manager Index

Ranking : 83rd of 100



AGENCY POSITION



AGENCY POSITION

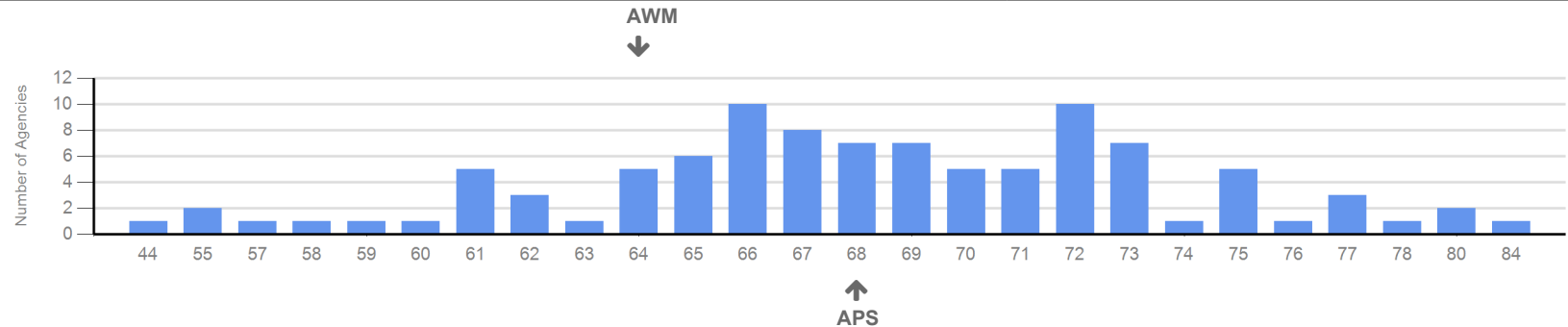
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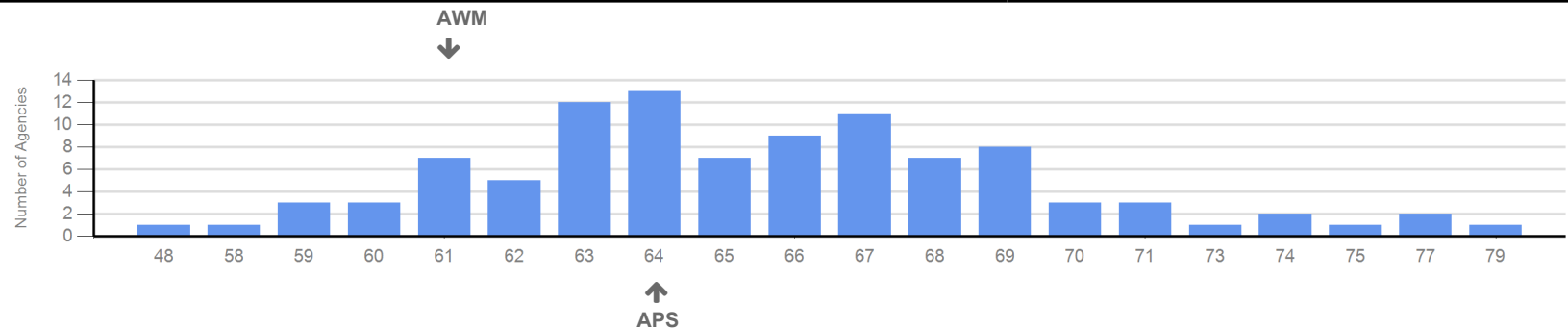
Communication Index

Ranking : 81st of 100



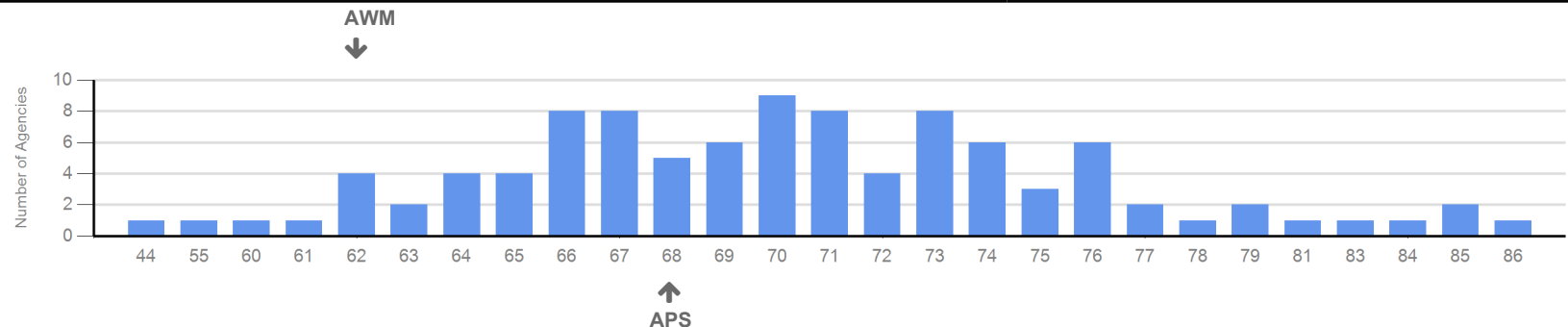
Enabling Innovation Index

Ranking : 86th of 100



Wellbeing Policies and Support Index

Ranking : 94th 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
NATIONAL
CULTURAL
INSTITUTION
AGENCIES

VARIANCE
FROM MEDIUM
SIZED
AGENCIES

.1

My supervisor provides me with helpful feedback to improve my performance

76%

+4

-1

+4

-1

.2

My agency supports and actively promotes an inclusive workplace culture

62%

+6↑

-17↓

-9↓

-16↓

.3

To what extent do you agree that your recent performance and development discussions with your supervisor helped improve your performance?

51%

+5↑

-9↓

-5↓

-9↓

.4

I am satisfied with the recognition I receive for doing a good job

63%

+4

-3

-1

-7↓

.5

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

41%

+1

-8↓

-6↓

-11↓

.6

My SES manager creates an environment that enables us to deliver our best

56%

+3

-8↓

+2

-9↓

AWM SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
I understand the Memorial's purpose and meaning of my work	97	97%	+1
We work collaboratively across the Memorial	62 20 18	62%	-
We have a great culture in my section or team	78 15	78%	+2
We have a strong culture of trust and empowerment	57 26 18	57%	+18 ⬆
We have a strong culture of accountability and responsibility	57 26 17	57%	+9 ⬆
The Memorial is taking steps to improve civility and respect at work	71 20 9	71%	-
Managers and supervisors role model respectful behaviours	61 25 14	61%	-
The Memorial facilitates work/life balance	54 28 18	54%	-
We have a culture of supporting and actively promoting the sharing of ideas, thoughts and concerns	52 28 20	52%	+5 ⬆
We have a culture of readiness and positive response to change	41 31 28	41%	+11 ⬆

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



AWM SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
I am aware of the Transition Project which is preparing to operate a new expanded Memorial	83	83%	-
I am aware of the Memorial's values and behaviours	98	98%	-
I apply the Memorial's values and behaviours in my work	94	94%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



TIME TO TAKE ACTION



CELEBRATE

What things do we do well?

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



INVESTIGATE FURTHER WITH OUR TEAMS

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

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



OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

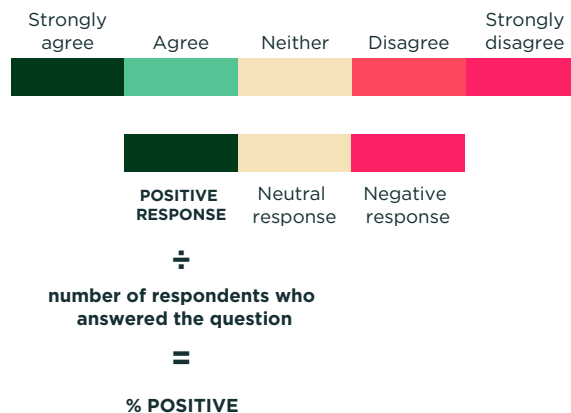
PRIORITISE 3 AREAS TO TAKE FORWARD

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

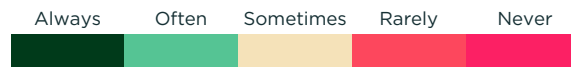
GUIDE TO THIS REPORT

% POSITIVE

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



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



ROUNDING

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

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

ANONYMITY

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

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

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