



Highlights Report DOHAC



CONTENT

	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and Change	6
Workplace Conditions	7
Inclusion	9
Enabling Innovation	10
Wellbeing Policies and Support	11
Wellbeing	12
Performance	14
Retention	16
Unacceptable Behaviour	18
Demographics	21
Agency Position	22
Suggested Questions to Focus On	24
Agency Specific Questions	25
Time to Take Action	27
Guide to this Report	28

RESPONSES:

5,534 of 7,496

RESPONSE RATE:

74%

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		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					0	+3	+2	+1
SAY	Overall, I am satisfied with my job	79	13 8	79%	-2	+6 ↑	+2	+3
	I am proud to work in my agency	82	16	82%	-2	+6 ↑	+3	+2
	I would recommend my agency as a good place to work	80	15	80%	-2	+12 ↑	+6 ↑	+6 ↑
	I believe strongly in the purpose and objectives of my agency	90	9	90%	0	+6 ↑	+5 ↑	+3
STAY	I feel a strong personal attachment to my agency	63	27 10	63%	0	+3	+4	+1
	I feel committed to my agency's goals	89	10	89%	0	+5 ↑	+5 ↑	+4
STRIVE	I suggest ideas to improve our way of doing things	90	8	90%	+1	+4	0	+1
	I am happy to go the 'extra mile' at work when required	93		93%	-1	+3	+1	+1
	I work beyond what is required in my job to help my agency achieve its objectives	82	15	82%	-1	+2	0	0
	My agency really inspires me to do my best work every day	65	27 8	65%	-2	+8 ↑	+6 ↑	+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	78	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				0	+2	+1	+1

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	82	12	82%	-1	+3	+2	+2
	My supervisor can deliver difficult advice whilst maintaining relationships	81	13	81%	-1	+2	+1	+1
	My supervisor invites a range of views, including those different to their own	85	10	85%	-2	+3	+1	+1
	My supervisor encourages my team to regularly review and improve our work	83	12	83%	-1	+2	+2	+2
	My supervisor is invested in my development	77	15	77%	-1	+2	0	0
	My supervisor ensures that my workgroup delivers on what we are responsible for	89	7	89%	-1	+3	+1	+1

Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	79	13	79%	-1	+2	+2	+2
	My immediate supervisor encourages me	79	16	79%	-1	+3	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP - SES MANAGER



SES MANAGER

THE SES MANAGER SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SES MANAGER IN LINE WITH THE *APS LEADERSHIP CAPABILITY FRAMEWORK*.

YOUR SES MANAGER LEADERSHIP INDEX SCORE		74	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	75	16	8	75%	-3	+7⬆	+2	+3
	My SES manager presents convincing arguments and persuades others towards an outcome	72	22	8	72%	-3	+10⬆	+1	+4
	My SES manager promotes cooperation within and between agencies	78	19	8	78%	0	+11⬆	+1	+5⬆
	My SES manager encourages innovation and creativity	74	20	8	74%	-3	+9⬆	+4	+6⬆
	My SES manager creates an environment that enables us to deliver our best	73	18	8	73%	-4	+10⬆	+3	+5⬆
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	81	15	8	81%	-3	+8⬆	+1	+3
Other similar questions									
	In my agency, the SES work as a team	65	26	8	65%	-3	+12⬆	+5⬆	+8⬆
	In my agency, the SES clearly articulate the direction and priorities for our agency	73	19	8	73%	-2	+10⬆	+4	+6⬆
	In my agency, communication between SES and other employees is effective	66	23	11	66%	-5⬇	+13⬆	+6⬆	+8⬆
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	76	19	8	76%	-	+11⬆	+6⬆	+7⬆
KEY ⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR ⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR Positive Neutral Negative									

COMMUNICATION AND CHANGE



COMMUNICATION

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

CHANGE

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

YOUR COMMUNICATION INDEX SCORE	73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-2	+4	+2	+3

Communication	My supervisor communicates effectively	82	11	7	82%	-2	+1	+1	+1
	My SES manager communicates effectively	77	15	8	77%	-4	+8 ⬆	+2	+3
	Internal communication within my agency is effective	67	22	12	67%	-4	+10 ⬆	+6 ⬆	+8 ⬆

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	74	15	12	74%	-4	+6 ⬆	+5 ⬆	+5 ⬆
	Staff are consulted about change at work	58	30	12	58%	-3	+9 ⬆	+7 ⬆	+7 ⬆
	Change is managed well in my agency	55	29	16	55%	-2	+12 ⬆	+10 ⬆	+11 ⬆

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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills	83 10 7	83%	-1	+5 ⬆	+1	+2
I have a choice in deciding how I do my work	76 19	76%	0	+12 ⬆	+5 ⬆	+5 ⬆
Where appropriate, I am able to take part in decisions that affect my job	79 13 8	79%	-1	+10 ⬆	+3	+5 ⬆
I am clear what my duties and responsibilities are	81 15	81%	-1	+1	+3	+1
I am satisfied with the recognition I receive for doing a good job	76 15 9	76%	-2	+10 ⬆	+4	+5 ⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	71 15 14	71%	-6 ⬇	+19 ⬆	+4	+9 ⬆
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	85 10	85%	-2	+11 ⬆	+5 ⬆	+6 ⬆
I am satisfied with the stability and security of my job	83 10	83%	+2	+1	-3	0
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	90	90%	-2	+11 ⬆	+5 ⬆	+5 ⬆

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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS	61 29 10	61%	0	0	-1	-1
I understand how my role contributes to achieving an outcome for the Australian public	94	94%	0	+2	+2	+1
I believe strongly in the purpose and objectives of the APS	86 12	86%	0	+2	0	0

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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What best describes your current workload?

Well above capacity - too much work		22%	+3	-2	-3	-2
Slightly above capacity - lots of work to do		41%	0	+1	+2	+1
At capacity - about the right amount of work to do		30%	-1	+1	+2	+1
Slightly below capacity - available for more work		6%	-1	0	-1	0
Well below capacity - not enough work		1%	0	0	0	0

KEY



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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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	8610	86%	-1	+7⬆	+4	+4
My supervisor actively ensures that everyone can be included in workplace activities	8510	85%	-2	+2	+1	+1
I receive the respect I deserve from my colleagues at work	8513	85%	-2	+3	+1	+2

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		15%	0	+1	+1	+2
Flexible hours of work		25%	+2	-3	+3	-1
Compressed work week		3%	+1	0	0	-1
Job sharing		0%	0	0	0	0
Working away from the office/working from home		80%	0	+23⬆	+17⬆	+13⬆
None of the above		9%	0	-16⬇	-15⬇	-11⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

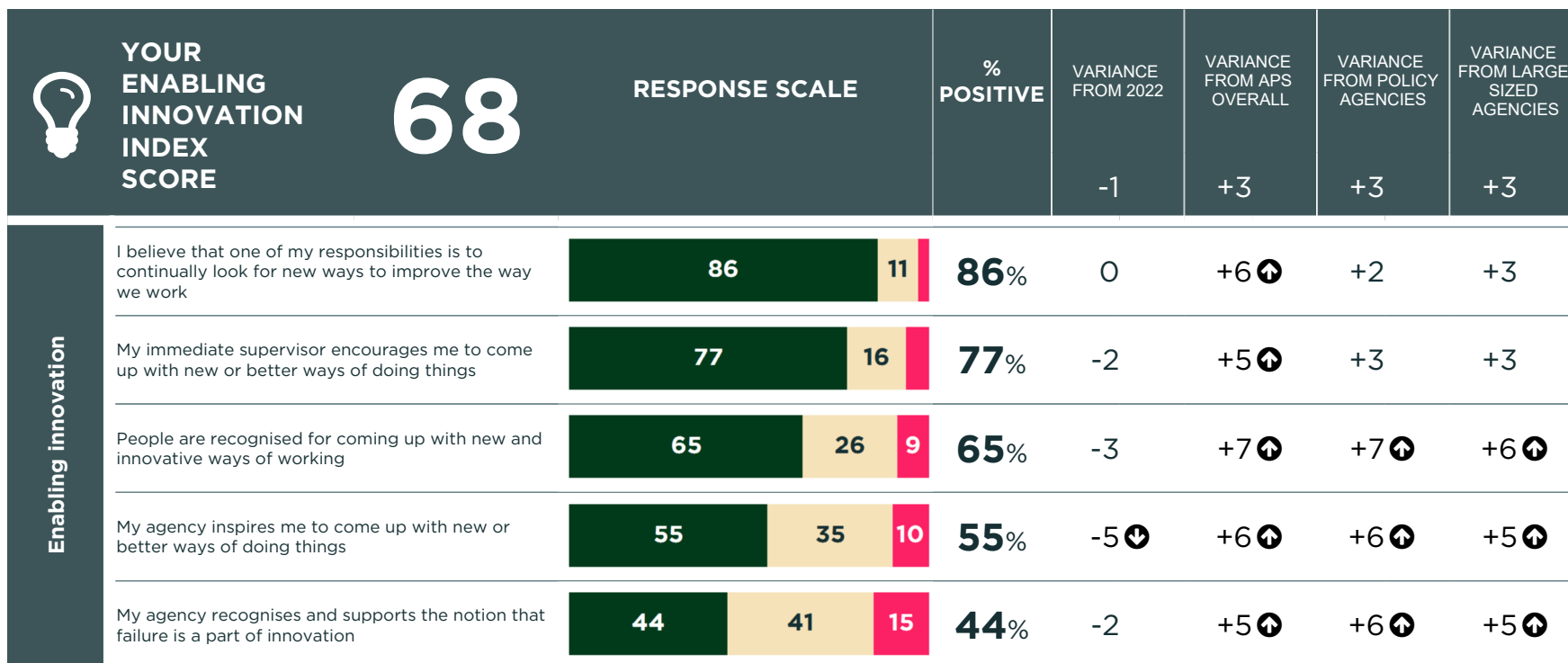


ENABLING INNOVATION



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.



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING POLICIES AND SUPPORT



WELLBEING

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



**YOUR
WELLBEING
POLICIES AND
SUPPORT INDEX
SCORE**

71

RESPONSE SCALE

**%
POSITIVE**

**VARIANCE
FROM 2022**

**VARIANCE
FROM APS
OVERALL**

**VARIANCE
FROM POLICY
AGENCIES**

**VARIANCE
FROM LARGE
SIZED
AGENCIES**

-2

+3

+2

+1

Wellbeing policies and support

I am satisfied with the policies/practices in place to help me manage my health and wellbeing

69

22

8

69%

-3

+6 ⬆

+5 ⬆

+4

My agency does a good job of communicating what it can offer me in terms of health and wellbeing

64

24

12

64%

-5 ⬇

+2

+2

0

My agency does a good job of promoting health and wellbeing

69

22

9

69%

-4

+6 ⬆

+6 ⬆

+4

I think my agency cares about my health and wellbeing

68

22

10

68%

-4

+7 ⬆

+4

+3

I believe my immediate supervisor cares about my health and wellbeing

88

8

88%

-1

+3

+1

+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
How often do you find your work stressful?						
Always	<div></div>	3%	0	-2	-1	-1
Often	<div></div>	23%	+2	-3	-4	-3
Sometimes	<div></div>	51%	-1	+2	+1	+1
Rarely	<div></div>	21%	-1	+3	+3	+3
Never	<div></div>	2%	-1	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent	<div></div>	4%	0	-4	-2	-3
To a large extent	<div></div>	16%	+2	-5⬇️	-3	-4
Somewhat	<div></div>	39%	+1	0	0	0
To a small extent	<div></div>	28%	-1	+4	+2	+3
To a very small extent	<div></div>	13%	-1	+4	+3	+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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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I feel burned out by my work

Strongly agree	<div></div>	7%	+1	-2	-2	-1
Agree	<div></div>	21%	+2	-3	-3	-2
Neither agree nor disagree	<div></div>	32%	+2	+1	+2	+1
Disagree	<div></div>	32%	-2	+3	+2	+2
Strongly disagree	<div></div>	7%	-2	+1	+1	0

In general, would you say that your health is:

Excellent	<div></div>	11%	0	+1	+1	+1
Very good	<div></div>	36%	-1	+3	+2	+2
Good	<div></div>	37%	+1	-1	0	0
Fair	<div></div>	13%	+1	-2	-1	-1
Poor	<div></div>	3%	0	-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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	33%	0	+5	+2	+3
Very good	<div></div>	54%	-1	-1	0	0
Average	<div></div>	11%	+1	-4	-1	-2
Below average	<div></div>	1%	+1	-1	0	0
Well below average		0%	0	0	0	0

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

Excellent	<div></div>	22%	-1	+6	+3	+4
Very good	<div></div>	60%	0	+6	+1	+3
Average	<div></div>	16%	0	-9	-3	-5
Below average	<div></div>	2%	0	-2	-1	-1
Well below average	<div></div>	1%	0	-1	0	-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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	82 11	82%	-2	+4	+2	+2
My workgroup has the tools and resources we need to perform well	65 16 18	65%	-5⬇️	+7⬆️	+6⬆️	+7⬆️
The people in my workgroup use time and resources efficiently	80 13 7	80%	-2	+4	+3	+2
My workgroup can readily adapt to new priorities and tasks	86 10	86%	-1	+3	+1	+1
The people in my workgroup cooperate to get the job done	90	90%	-1	+3	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE 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	-2	-1
I want to leave my position within the next 12 months	<div></div>	25%	0	0	-4	-2
I want to stay working in my position for the next one to two years	<div></div>	44%	0	+7 ↑	+3	+4
I want to stay working in my position for at least the next three years	<div></div>	23%	-1	-5 ↓	+4	-1

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

I am planning to retire	<div></div>	3%	-1	-2	0	0
I am pursuing another position within my agency	<div></div>	45%	+2	+4	+4	+3
I am pursuing a position in another agency	<div></div>	21%	0	-7 ↓	-8 ↓	-6 ↓
I am pursuing work outside the APS	<div></div>	9%	+1	-2	0	-1
It is the end of my non-ongoing, casual or contracted employment	<div></div>	8%	-4	+5 ↑	+4	+3
Other	<div></div>	15%	+1	+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 POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (5 highest responses):

I am looking to further my skills in another area		16%	-	-	-	-
I wish to pursue a promotion opportunity		16%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		14%	-	-	-	-
I have achieved all I can in my current position		6%	-	-	-	-
I am not satisfied with the work		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 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes	<div></div>	7%	0	-3	-3	-2
No	<div></div>	93%	0	+3	+3	+2

Did this discrimination occur in your current agency?

Yes	<div></div>	88%	+6	-4	-1	-2
No	<div></div>	12%	-6	+4	+1	+2

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

Gender	<div></div>	31%	-	-	-	-
Other	<div></div>	26%	-	-	-	-
Age	<div></div>	25%	-	-	-	-

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 POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes	<div></div>	8%	0	-3	-2	-2
No	<div></div>	88%	-1	+3	+2	+2
Not sure	<div></div>	5%	0	-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>	50%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	42%	-	-	-	-
Deliberate exclusion from work-related activities	<div></div>	30%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	32%	0	-3	-2	-3
It was reported by someone else	<div></div>	8%	-1	0	0	0
I did not report the behaviour	<div></div>	60%	+1	+3	+1	+3

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 POLICY
AGENCIES

VARIANCE
FROM LARGE
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>	2%	0	-1	-1	-1
No	<div></div>	94%	0	+3	+1	+2
Not sure	<div></div>	3%	0	-1	0	-1
Would prefer not to answer	<div></div>	2%	0	-1	0	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	<div></div>	60%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	30%	-	-	-	-
Green-lighting	<div></div>	14%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	16%	-1	-5 ↓	-2	-4
It was reported by someone else	<div></div>	16%	-1	0	0	+1
I did not report the behaviour	<div></div>	69%	+1	+5 ↑	+2	+3

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	32%
Woman or female	64%
Non-binary	1%
I use a different term	0%
Prefer not to say	3%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	9%
No	91%

Do you have carer responsibilities?	Responses
Yes	46%
No	54%

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

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	68%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	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	6%
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	8%
No	82%
Not sure	11%

AGENCY POSITION



AGENCY POSITION

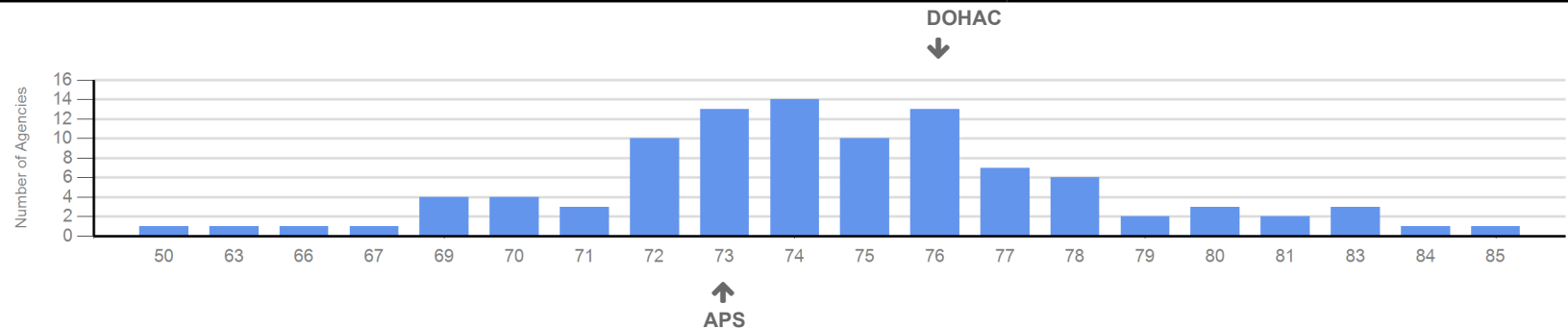
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

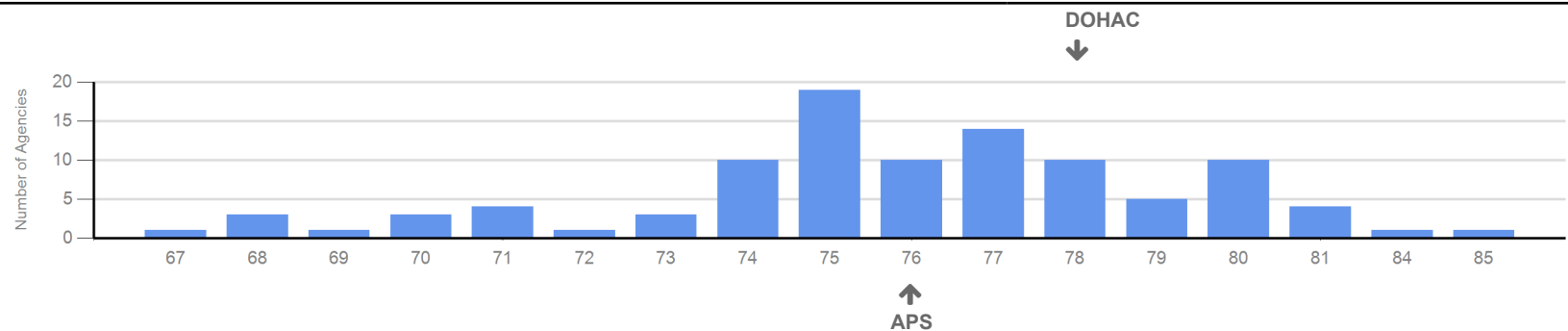
Employee Engagement Index

Ranking : 31st of 100



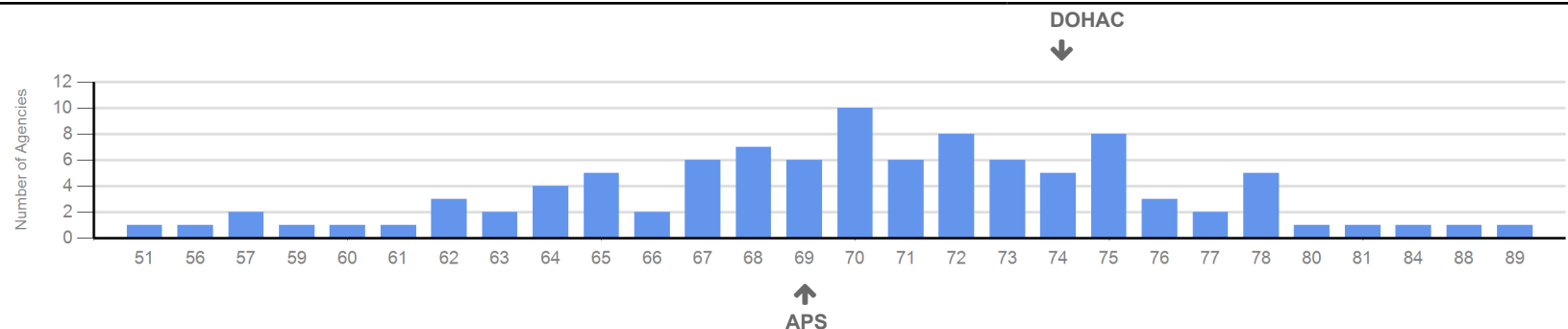
Leadership – Immediate Supervisor Index

Ranking : 23rd of 100



Leadership – SES Manager Index

Ranking : 27th of 100



AGENCY POSITION



AGENCY POSITION

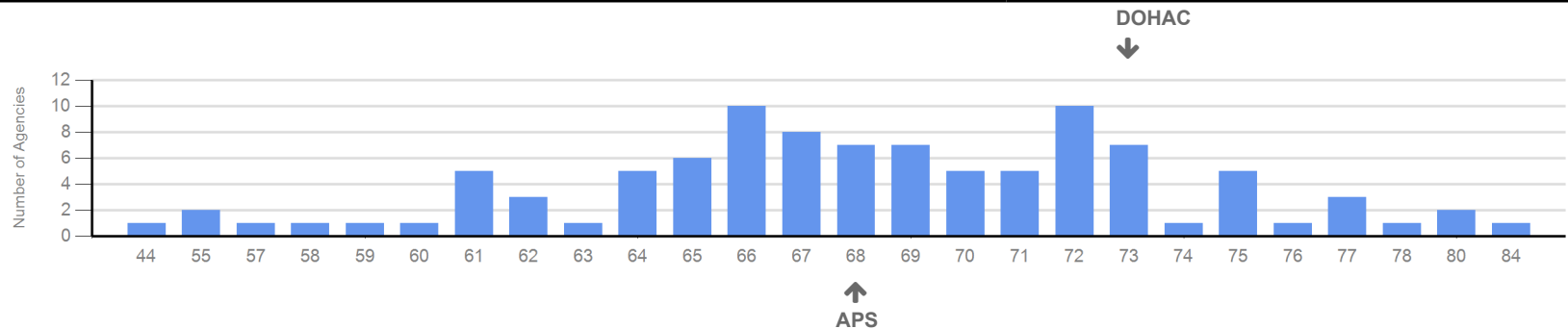
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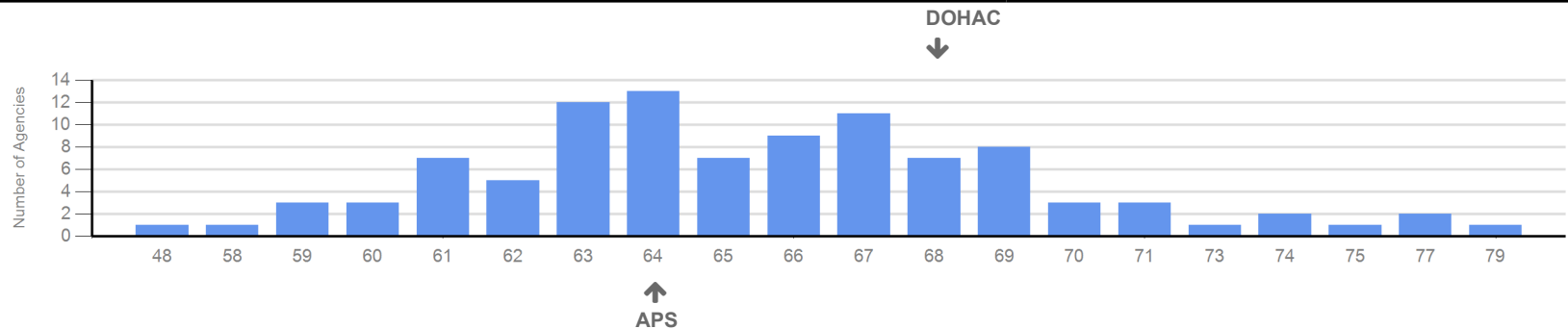
Communication Index

Ranking : 20th of 100



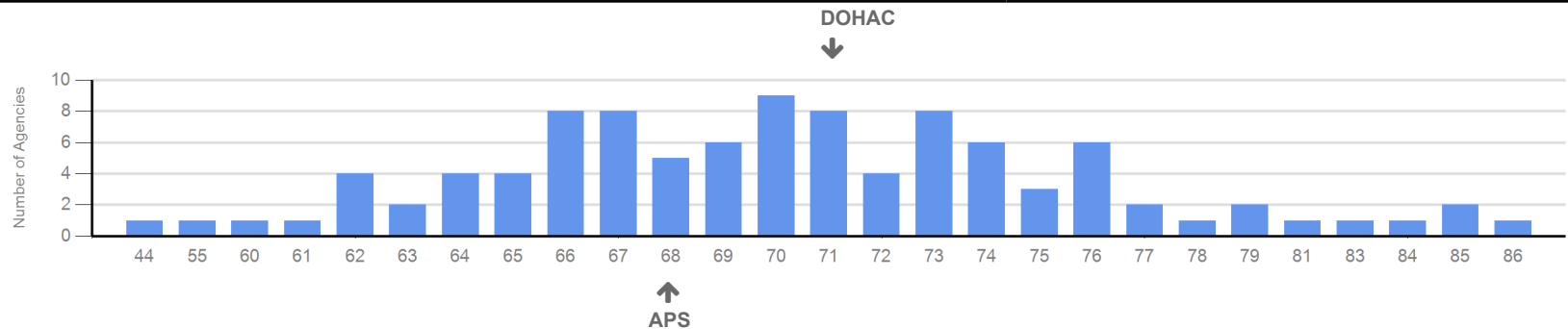
Enabling Innovation Index

Ranking : 27th of 100



Wellbeing Policies and Support Index

Ranking : 42nd 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 POLICY
AGENCIES

VARIANCE
FROM LARGE
SIZED
AGENCIES

.1

My agency supports and actively promotes an inclusive workplace culture

86%

-1

+7↑

+4

+4

.2

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

55%

-5↓

+6↑

+6↑

+5↑

.3

Internal communication within my agency is effective

67%

-4

+10↑

+6↑

+8↑

.4

Change is managed well in my agency

55%

-2

+12↑

+10↑

+11↑

.5

Where appropriate, I am able to take part in decisions that affect my job

79%

-1

+10↑

+3

+5↑

.6

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

76%

-2

+10↑

+4

+5↑

DOHAC SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
Within my Section, we display agility in our approach to work (i.e., frequently re-assessing and quickly adapting to changing priorities and environments)	84	84%	-
My director demonstrates strong people management behaviour (e.g., empowers and develops others; builds an inclusive environment; and treats people with decency and respect)	82	82%	-
In the current work environment, how easy or difficult do you find creating and maintaining relationships with the people in your team?	79	79%	+3
In the current work environment, how easy or difficult do you find creating and maintaining relationships with people in other teams?	55	55%	+1
My SES manager thinks long-term about our workforce resources (e.g., secondments and/or mobility, succession planning, finding the right person for the right job)	59	59%	-5 ↓
The Executive provides clear goals, vision and direction for the future	64	64%	-2
Overall, how satisfied are you with the performance of the Executive?	68	68%	-4
Overall, how satisfied are you with the performance of your Group Head / Deputy?	69	69%	-3
Overall, how satisfied are you with the performance of your Division Head / FAS?	70	70%	-5 ↓
Overall, how satisfied are you with the performance of your Branch Head / Assistant Secretary?	75	75%	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



DOHAC SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
Overall, how satisfied are you with the performance of your Section Manager / Director?	8213	82%	-3

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.

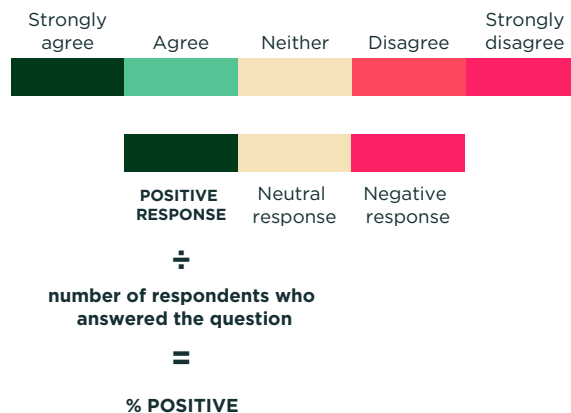
PRIORITISE 3 AREAS TO TAKE FORWARD

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

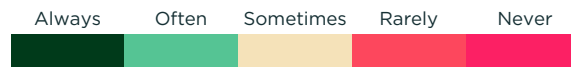
GUIDE TO THIS REPORT

% 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.