

Highlights Report DOHAC



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Responses:

6,504 of 8,227

Response Rate:

79%

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		77	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Say	Overall, I am satisfied with my job	81	11 8	81%	+2	+6 ↑	+4	+4
	I am proud to work in my agency	83	14	83%	+1	+5 ↑	+4	+3
	I would recommend my agency as a good place to work	83	12	83%	+3	+12 ↑	+7 ↑	+8 ↑
	I believe strongly in the purpose and objectives of my agency	90	9	90%	0	+4	+4	+3
Stay	I feel a strong personal attachment to my agency	65	26 9	65%	+2	+2	+5 ↑	+2
	I feel committed to my agency's goals	89	9	89%	+1	+4	+5 ↑	+4
Strive	I suggest ideas to improve our way of doing things	91	8	91%	0	+4	+1	+2
	I am happy to go the 'extra mile' at work when required	94		94%	+1	+3	+1	+2
	I work beyond what is required in my job to help my agency achieve its objectives	81	16	81%	-1	+1	0	0
	My agency really inspires me to do my best work every day	68	25 7	68%	+2	+7 ↑	+7 ↑	+6 ↑

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		79	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	82	12	82%	0	+2	+1	+2
	My supervisor can deliver difficult advice whilst maintaining relationships	82	13	82%	+1	+2	+2	+1
	My supervisor invites a range of views, including those different to their own	86	9	86%	+1	+4	+2	+2
	My supervisor encourages my team to regularly review and improve our work	85	11	85%	+1	+2	+2	+2
	My supervisor is invested in my development	79	14	79%	+2	+1	0	0
	My supervisor ensures that my workgroup delivers on what we are responsible for	90	7	90%	0	+2	+1	+1
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	80	13	80%	+1	+1	+2	+2
	My immediate supervisor encourages me	80	14	80%	+1	+3	+1	+1
	My supervisor actively ensures that everyone can be included in workplace activities	86	9	86%	+1	+2	+2	+2
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	83	12	83%	-	+2	+1	+1
Key		At least 5 percentage points greater than comparator			At least 5 percentage points less than comparator			Positive Neutral Negative <div> </div>

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	75	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				+1	+5	+2	+3

SES Manager	My SES manager clearly articulates the direction and priorities for our area	76	16	8	76%	+1	+7	+3	+4
	My SES manager presents convincing arguments and persuades others towards an outcome	74	21		74%	+2	+11	+3	+6
	My SES manager promotes cooperation within and between agencies	79	18		79%	+1	+11	+2	+6
	My SES manager encourages innovation and creativity	76	19		76%	+2	+10	+5	+7
	My SES manager creates an environment that enables us to deliver our best	75	18	7	75%	+2	+10	+4	+6
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	83	14		83%	+1	+8	+2	+4

Other similar questions

	In my agency, the SES work as a team	66	25	9	66%	+1	+10	+6	+8
	In my agency, the SES clearly articulate the direction and priorities for our agency	73	19	8	73%	+1	+9	+6	+8
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	78	18		78%	+1	+10	+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 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	73	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				+1	+4	+3	+3

Communication	My supervisor communicates effectively	83	10	7	83%	+1	+2	+2	+2
	My SES manager communicates effectively	79	14	7	79%	+2	+9 ↑	+4	+6 ↑
	Internal communication within my agency is effective	67	21	12	67%	0	+9 ↑	+8 ↑	+10 ↑

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	74	15	11	74%	0	+6 ↑	+6 ↑	+6 ↑
	Staff are consulted about change at work	59	30	11	59%	+1	+8 ↑	+7 ↑	+8 ↑
	Change is managed well in my agency	53	30	17	53%	-2	+10 ↑	+9 ↑	+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 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	68	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	84	12	84%	-2	+5 ↑	+1	+3
	My immediate supervisor encourages me to come up with new or better ways of doing things	79	15	79%	+1	+6 ↑	+4	+5 ↑
	People are recognised for coming up with new and innovative ways of working	65	27	8	65%	0	+7 ↑	+6 ↑
	My agency inspires me to come up with new or better ways of doing things	56	34	10	56%	+1	+6 ↑	+8 ↑
	My agency recognises and supports the notion that failure is a part of innovation	47	38	15	47%	+3	+6 ↑	+8 ↑

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		72	Response scale		% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies	
						+1	+2	+2	+1	
Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	71	21	8	71%	+2	+4	+4	+3	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	64	24	11	64%	+1	-2	0	-2	
	My agency does a good job of promoting health and wellbeing	69	22	9	69%	0	+3	+4	+2	
	I think my agency cares about my health and wellbeing	69	22	9	69%	+1	+4	+3	+3	
	I believe my immediate supervisor cares about my health and wellbeing	88	8		88%	0	+2	+1	+1	
Other similar questions										
Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	77	12	11	77%	-	+3	+1	+1	
	The people in my workgroup are able to bring up problems and tough issues	84	10		84%	-	+4	+3	+3	
	I receive the respect I deserve from my colleagues at work	85	12		85%	0	+3	+2	+2	
	My agency supports and actively promotes an inclusive workplace culture	87	9		87%	+1	+6 ⬆	+4	+4	
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 policy agencies	Variance from large sized agencies
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In general, would you say that your health is:

Excellent	<div></div>	12%	+1	+1	+1	+1
Very good	<div></div>	37%	+1	+3	+2	+2
Good	<div></div>	36%	0	-1	0	-1
Fair	<div></div>	12%	-1	-2	-2	-2
Poor	<div></div>	2%	0	-1	-1	-1

What best describes your current workload?

Well above capacity - too much work	<div></div>	21%	-1	-2	-3	-3
Slightly above capacity - lots of work to do	<div></div>	40%	-1	0	0	0
At capacity - about the right amount of work to do	<div></div>	32%	+2	+1	+4	+3
Slightly below capacity - available for more work	<div></div>	6%	0	+1	-1	0
Well below capacity - not enough work	<div></div>	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 policy agencies	Variance from large sized agencies
How often do you find your work stressful?						
Always	<div><div></div></div>	3%	0	-1	-1	-1
Often	<div><div></div></div>	21%	-1	-4	-4	-4
Sometimes	<div><div></div></div>	52%	+1	+2	+2	+2
Rarely	<div><div></div></div>	22%	0	+3	+3	+3
Never	<div><div></div></div>	2%	0	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent	<div><div></div></div>	4%	0	-3	-2	-3
To a large extent	<div><div></div></div>	16%	-1	-5⬇️	-3	-4
Somewhat	<div><div></div></div>	38%	-1	-1	0	0
To a small extent	<div><div></div></div>	29%	+2	+5⬆️	+3	+4
To a very small extent	<div><div></div></div>	13%	0	+4	+3	+3
I feel burned out by my work						
Strongly agree	<div><div></div></div>	6%	0	-2	-2	-2
Agree	<div><div></div></div>	20%	-1	-3	-3	-3
Neither agree nor disagree	<div><div></div></div>	30%	-2	-1	0	-1
Disagree	<div><div></div></div>	34%	+2	+4	+3	+4
Strongly disagree	<div><div></div></div>	9%	+2	+2	+2	+2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



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.

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	92	92%	+3	+10 ⬆	+5 ⬆	+6 ⬆
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		13%	-2	0	0	0
Flexible hours of work		27%	+1	0	+4	+1
Compressed work week		4%	+1	0	0	-1
Job sharing		0%	0	0	0	0
Working away from the office/working from home		83%	+3	+21 ⬆	+14 ⬆	+12 ⬆
None of the above		7%	-2	-16 ⬇	-13 ⬇	-11 ⬇
Working away from the office						
None of the time		17%	-	-21 ⬇	-14 ⬇	-12 ⬇
All of the time		9%	-	+3	+1	0
Some of the time as a regular arrangement		68%	-	+21 ⬆	+17 ⬆	+15 ⬆
Only on an irregular basis		6%	-	-3	-4	-3
Did not disclose their arrangement		0%	-	0	0	0

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 policy agencies	Variance from large sized agencies
I am supported to use my expertise to provide frank and fearless advice	70 20 10	70%	-	+5 ↑	+4	+4
The people in my workgroup demonstrate stewardship	82 14	82%	-	+5 ↑	+3	+3
The culture in my agency supports people to act with integrity	82 13	82%	-	+5 ↑	+3	+4
I believe strongly in the purpose and objectives of the APS	88 11	88%	+2	+1	+1	+1
I feel a strong personal attachment to the APS	63 28 8	63%	+2	-1	0	0
My workgroup considers the people and businesses affected by what we do	90 7	90%	-	+5 ↑	+2	+3

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 policy agencies	Variance from large sized agencies
I am satisfied with the recognition I receive for doing a good job	78 14 8	78%	+2	+9⬆	+4	+6⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	78 13 9	78%	+7⬆	+15⬆	+4	+9⬆
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	89 7 1	89%	+5⬆	+8⬆	+4	+5⬆
I am satisfied with the stability and security of my job	86 9 5	86%	+3	+1	-1	+2

Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	94 1 1	94%	0	+1	+2	+1
I am clear what my duties and responsibilities are	80 16 4	80%	-1	+1	+3	+2
I have a choice in deciding how I do my work	77 18 5	77%	+1	+11⬆	+5⬆	+5⬆
Where appropriate, I am able to take part in decisions that affect my job	79 13 8	79%	+1	+8⬆	+4	+5⬆

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 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></div></div>	31%	-1	+4	+2	+2
Very good	<div><div></div></div>	54%	0	0	0	0
Average	<div><div></div></div>	12%	+1	-3	-1	-2
Below average	<div><div></div></div>	2%	0	-1	-1	-1
Well below average	<div><div></div></div>	1%	0	0	0	0

	Response scale	% Positive	Variance from 2023	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	<div><div>83</div><div>11</div><div></div></div>	83%	0	+4	+3	+3
My workgroup has the tools and resources we need to perform well	<div><div>67</div><div>17</div><div>16</div></div>	67%	+2	+8⬆	+8⬆	+9⬆
The people in my workgroup use time and resources efficiently	<div><div>80</div><div>13</div><div>7</div></div>	80%	0	+4	+3	+3
My job gives me opportunities to utilise my skills	<div><div>84</div><div>10</div><div></div></div>	84%	+1	+4	+2	+2
In the last 12 months, the formal learning I have accessed has improved my performance	<div><div>56</div><div>32</div><div>12</div></div>	56%	-	-2	0	0

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 policy agencies	Variance from large 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	<div></div>	7%	0	-2	-2	-2
I want to leave my position within the next 12 months	<div></div>	22%	-3	-1	-5⬇️	-3
I want to stay working in my position for the next one to two years	<div></div>	44%	0	+6⬆️	+1	+4
I want to stay working in my position for at least the next three years	<div></div>	27%	+3	-4	+6⬆️	+1
What best describes your plans involved with leaving your current position?						
I am planning to retire	<div></div>	4%	+1	-1	+1	+1
I am pursuing another position within my agency	<div></div>	47%	+2	+4	+5⬆️	+2
I am pursuing a position in another agency	<div></div>	18%	-2	-8⬇️	-10⬇️	-7⬇️
I am pursuing work outside the APS	<div></div>	8%	-1	-2	-1	-1
It is the end of my non-ongoing, casual or contracted employment	<div></div>	6%	-1	+4	+3	+3
Other	<div></div>	16%	+1	+3	+2	+2

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 policy agencies	Variance from large sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
I wish to pursue a promotion opportunity	<div></div>	18%	-	-	-	-
I am looking to further my skills in another area	<div></div>	14%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	<div></div>	11%	-	-	-	-
My immediate supervisor's leadership is of a poor quality	<div></div>	7%	-	-	-	-
I have achieved all I can in my current position	<div></div>	7%	-	-	-	-

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 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>	87%	-1	-5⬇️	-3	-4
No	<div></div>	13%	+1	+5⬆️	+3	+4
Basis for the discrimination that you experienced (3 highest responses):						
Gender	<div></div>	28%	-	-	-	-
Age	<div></div>	25%	-	-	-	-
Race	<div></div>	24%	-	-	-	-

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 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>	9%	+1	-2	-2	-1
No	<div></div>	86%	-1	+2	+2	+1
Not sure	<div></div>	5%	0	0	0	0
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>	46%	-	-	-	-
Deliberate exclusion from work-related activities	<div></div>	32%	-	-	-	-
Did you report the harassment or bullying?						
I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	31%	-1	-5⬇️	-4	-5⬇️
It was reported by someone else	<div></div>	7%	-2	-1	0	0
I did not report the behaviour	<div></div>	63%	+3	+6⬆️	+4	+5⬆️

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 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	0	-1
No	<div></div>	93%	-1	+2	0	+1
Not sure	<div></div>	3%	0	-1	0	0
Would prefer not to answer	<div></div>	2%	0	0	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>	59%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	25%	-	-	-	-
Green-lighting	<div></div>	18%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	21%	+6 ⬆	0	0	0
It was reported by someone else	<div></div>	13%	-3	-3	-2	-2
I did not report the behaviour	<div></div>	66%	-3	+3	+2	+2

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 Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	10%
No	90%

Do you have carer responsibilities?	Responses
Yes	48%
No	52%

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	27%
No	73%

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	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	12%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	13%
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	2%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	9%
No	73%
Maybe	10%
I am unsure what neurodivergent means	8%

Agency position



Agency position

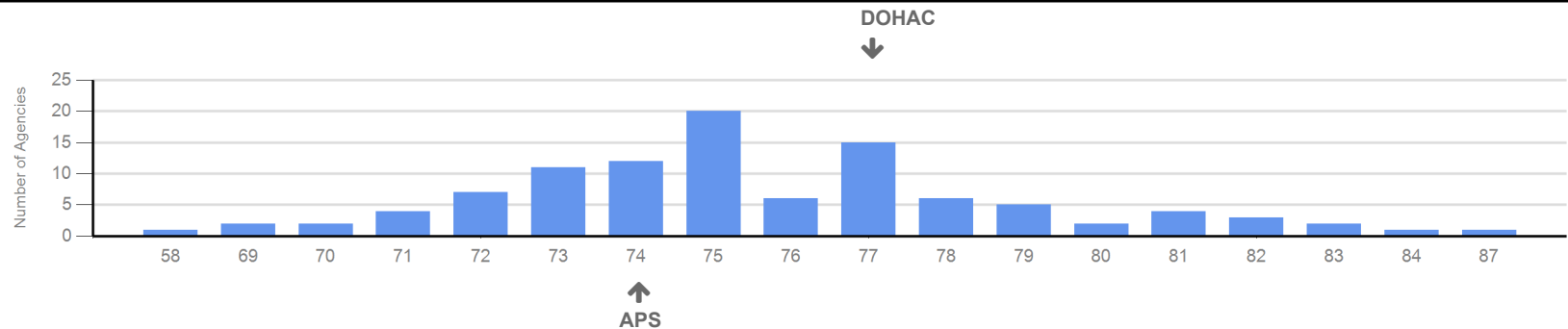
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the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

Along the line (y-axis) are the index scores. The height of the bar (x-axis) is how many agencies have that index score.

Please note, the y-axis values are not consecutive as only index scores received by an agency are represented.

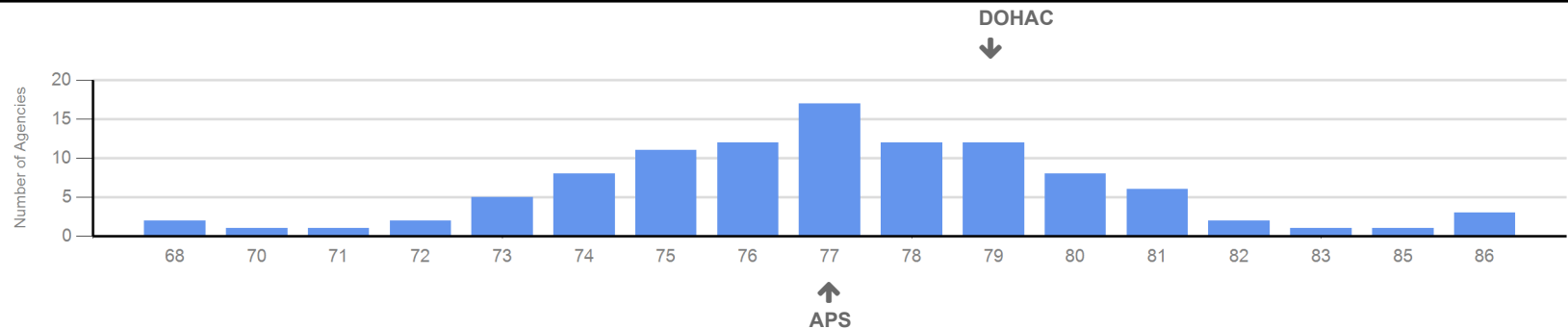
Employee Engagement Index

Ranking : 37th of 104



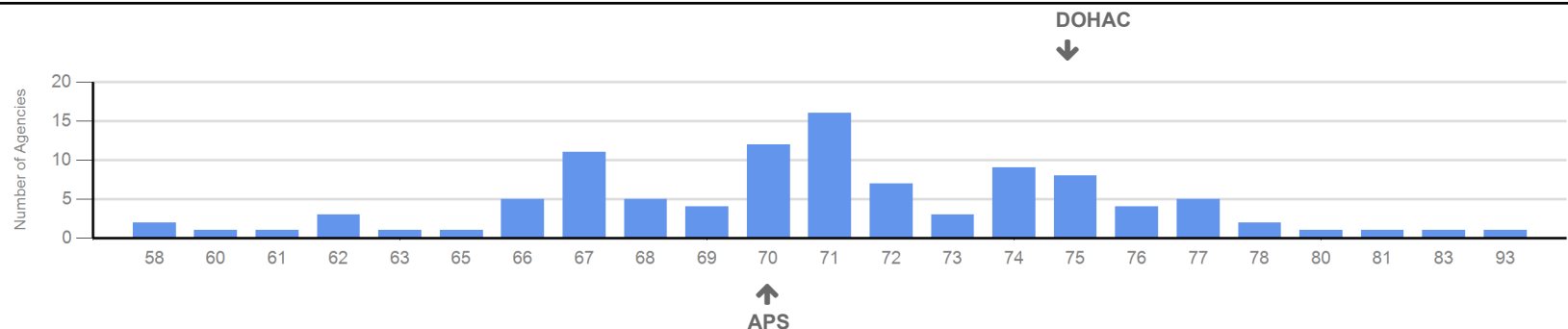
Leadership – Immediate Supervisor Index

Ranking : 29th of 104



Leadership – SES Manager Index

Ranking : 23rd of 104



Agency position



Agency position

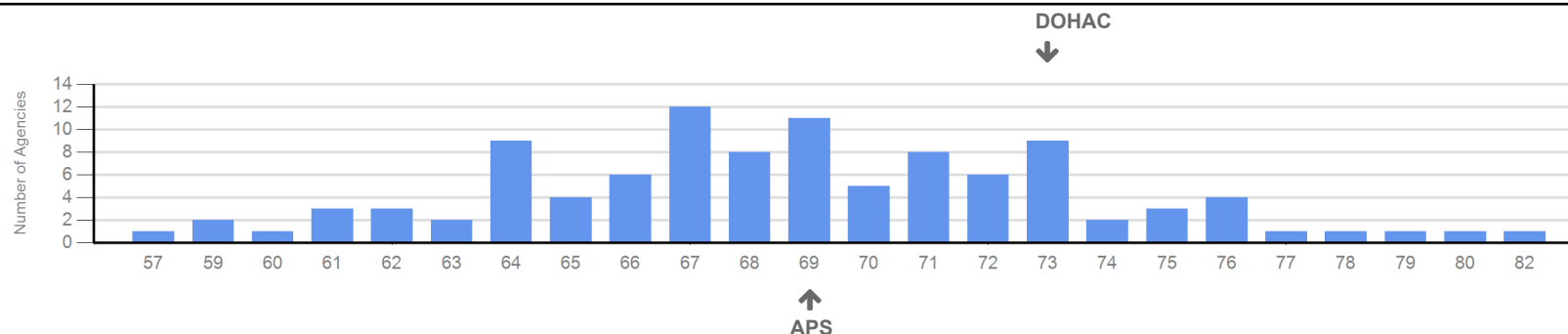
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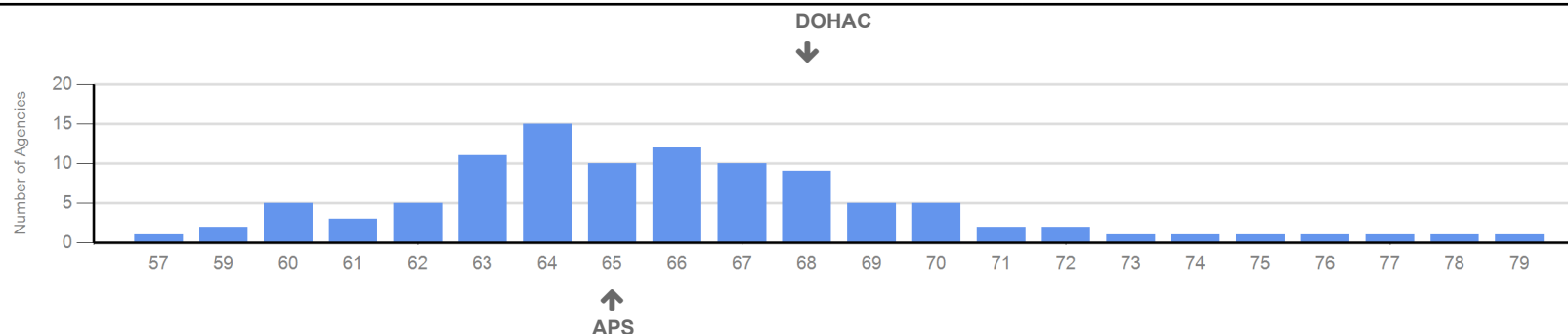
Communication Index

Ranking : 16th of 104



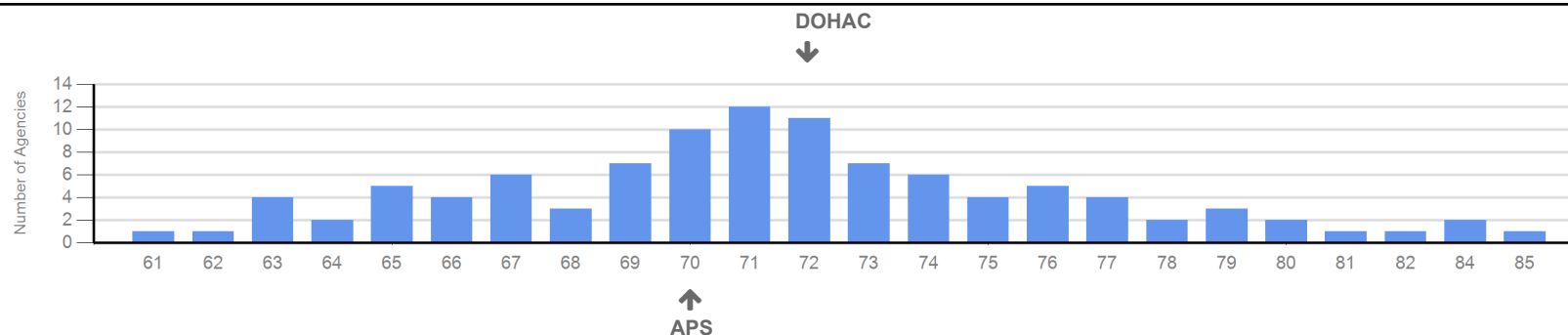
Enabling Innovation Index

Ranking : 23rd of 104



Wellbeing Policies and Support Index

Ranking : 46th 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 policy agencies

Variance from large sized agencies

.1	I am supported to use my expertise to provide frank and fearless advice	70%	-	+5↑	+4	+4
.2	The culture in my agency supports people to act with integrity	82%	-	+5↑	+3	+4
.3	My agency supports and actively promotes an inclusive workplace culture	87%	+1	+6↑	+4	+4
.4	Internal communication within my agency is effective	67%	0	+9↑	+8↑	+10↑
.5	My agency inspires me to come up with new or better ways of doing things	56%	+1	+6↑	+8↑	+7↑
.6	Change is managed well in my agency	53%	-2	+10↑	+9↑	+11↑

DOHAC specific questions

	Response scale	% Positive	Variance from 2023
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 11	84%	0
My director regularly discusses workloads with me and/or as a team, and re-balances priorities	76 15 9	76%	-
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 12	82%	0
In the current work environment, how easy or difficult do you find creating and maintaining relationships with people in your team.	77 19	77%	-2
In the current work environment, how easy or difficult do you find creating and maintaining relationships with people in other teams.	55 33 12	55%	-1
The Executive provides clear goals, vision and direction for the future	68 23 9	68%	+4
Overall, how satisfied are you with the performance of the Executive?	71 22 7	71%	+3
Overall, how satisfied are you with the performance of your Group Head / Deputy?	71 24	71%	+2
Overall, how satisfied are you with the performance of your Division Head / FAS?	72 22	72%	+2
Overall, how satisfied are you with the performance of your Branch Head / Assistant Secretary?	77 17	77%	+2

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 2023
Overall, how satisfied are you with the performance of your Section Manager / Director?	<div><div>84</div><div>11</div></div>	84%	+2

Key

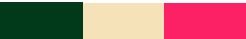


At least 5 percentage points greater than comparator



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.

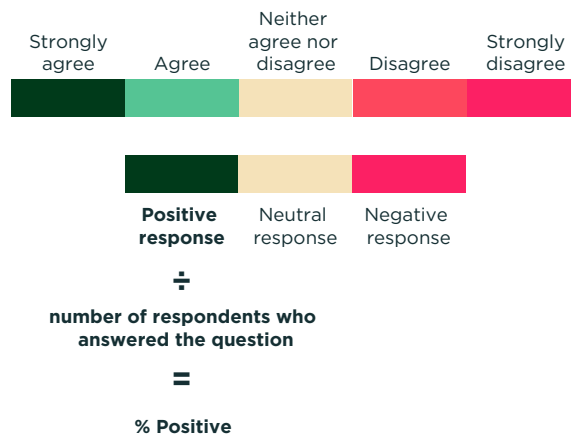
Prioritise 3 areas to take forward

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

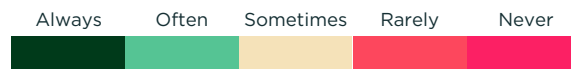
Guide to this report

% 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 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.

