

## Highlights Report CER



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### Responses:

422 of 543

### Response Rate:

78%

# 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 regulatory agencies	Variance from medium sized agencies	
Say	Overall, I am satisfied with my job	81	14	81%	-1	+5 ↑	+4	+5 ↑	
	I am proud to work in my agency	81	16	81%	-1	+3	0	+1	
	I would recommend my agency as a good place to work	85	11	85%	+6 ↑	+14 ↑	+9 ↑	+13 ↑	
	I believe strongly in the purpose and objectives of my agency	88	10	88%	+1	+2	-3	-1	
Stay	I feel a strong personal attachment to my agency	63	29	8	63%	+1	0	-2	-1
	I feel committed to my agency's goals	86	12	86%	-2	0	-3	-2	
Strive	I suggest ideas to improve our way of doing things	90	9	90%	-1	+4	+1	+1	
	I am happy to go the 'extra mile' at work when required	92		92%	-1	+1	0	0	
	I work beyond what is required in my job to help my agency achieve its objectives	80	17	80%	+4	-1	-1	-2	
	My agency really inspires me to do my best work every day	69	22	8	69%	+2	+9 ↑	+5 ↑	+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		80	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	83	12	83%	-2	+3	+3	+4
	My supervisor can deliver difficult advice whilst maintaining relationships	82	12	82%	-2	+2	+1	+3
	My supervisor invites a range of views, including those different to their own	87	9	87%	-2	+4	+3	+4
	My supervisor encourages my team to regularly review and improve our work	85	12	85%	-1	+2	+2	+4
	My supervisor is invested in my development	77	17	77%	-7↓	0	-1	0
	My supervisor ensures that my workgroup delivers on what we are responsible for	89	8	89%	-2	+1	+1	+1
<b>Other similar questions</b>								
	My supervisor provides me with helpful feedback to improve my performance	79	15	79%	-4	0	0	+1
	My immediate supervisor encourages me	82	12	82%	0	+5↑	+3	+4
	My supervisor actively ensures that everyone can be included in workplace activities	84	13	84%	-2	0	0	+1
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	82	13	82%	-	+2	+1	+2
<b>Key</b>		At least 5 percentage points greater than comparator		At least 5 percentage points less than comparator		Positive Neutral Negative 		

# Leadership - SES Manager



## SES Manager

The SES Manager Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*.

<b>Your SES Manager Leadership Index score</b>	<h1>72</h1>	<b>Response scale</b>	<b>% Positive</b>	<b>Variance from 2023</b>	<b>Variance from APS overall</b>	<b>Variance from regulatory agencies</b>	<b>Variance from medium sized agencies</b>

SES Manager	Question	Score			% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
		Agreed	Disagreed	Not Answered					
	My SES manager clearly articulates the direction and priorities for our area	74	18	8	74%	-3	+4	+4	+4
	My SES manager presents convincing arguments and persuades others towards an outcome	66	27	8	66%	-8 ↓	+3	+1	+1
	My SES manager promotes cooperation within and between agencies	71	24		71%	-4	+3	+1	+1
	My SES manager encourages innovation and creativity	69	24		69%	-8 ↓	+3	+2	+2
	My SES manager creates an environment that enables us to deliver our best	70	21	9	70%	-8 ↓	+5 ↑	+4	+4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	78	18		78%	-7 ↓	+3	+1	+1

### Other similar questions

	In my agency, the SES work as a team	57	28	15	57%	+4	+1	+3	+4
	In my agency, the SES clearly articulate the direction and priorities for our agency	68	22	10	68%	+2	+4	+4	+4
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	74	22		74%	-5 ↓	+6 ↑	+6 ↑	+5 ↑

<b>Key</b>	<b>At least 5 percentage points greater than comparator</b>	<b>At least 5 percentage points less than comparator</b>	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>

# 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.

<b>Your Communication Index score</b>	<b>73</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
				-1	+4	+4	+4

Communication	My supervisor communicates effectively	82	12	8	82%	-2	0	0	+1
	My SES manager communicates effectively	73	20	8	73%	-7↓	+3	+2	+3
	Internal communication within my agency is effective	68	24	8	68%	+3	+11↑	+9↑	+12↑

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	75	15	10	75%	-1	+7↑	+6↑	+7↑
	Staff are consulted about change at work	65	27	8	65%	+5↑	+14↑	+13↑	+14↑
	Change is managed well in my agency	55	29	16	55%	+1	+12↑	+11↑	+13↑

### 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		70	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	85	12	85%	-5 ↓	+6 ↑	+4	+3
	My immediate supervisor encourages me to come up with new or better ways of doing things	80	15	80%	-5 ↓	+7 ↑	+5 ↑	+5 ↑
	People are recognised for coming up with new and innovative ways of working	71	21	71%	+1	+13 ↑	+10 ↑	+13 ↑
	My agency inspires me to come up with new or better ways of doing things	65	27	65%	+3	+15 ↑	+12 ↑	+13 ↑
	My agency recognises and supports the notion that failure is a part of innovation	49	39	49%	-1	+8 ↑	+7 ↑	+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		74	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
					+2	+4	+2	+4

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing		77	19	77%	+9 ↑	+10 ↑	+6 ↑	+9 ↑	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing		69	23	8	69%	+8 ↑	+3	-2	+1
	My agency does a good job of promoting health and wellbeing		73	23	73%	+3	+6 ↑	+3	+6 ↑	
	I think my agency cares about my health and wellbeing		76	18	76%	+5 ↑	+12 ↑	+6 ↑	+9 ↑	
	I believe my immediate supervisor cares about my health and wellbeing		88	8	88%	0	+2	0	+1	

### Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor		72	15	12	72%	-	-2	-3	-2
	The people in my workgroup are able to bring up problems and tough issues		87	9	87%	-	+7 ↑	+4	+5 ↑	
	I receive the respect I deserve from my colleagues at work		85	12	85%	-5 ↓	+3	+3	+4	
	My agency supports and actively promotes an inclusive workplace culture		88	10	88%	+2	+7 ↑	+5 ↑	+9 ↑	

### 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 regulatory agencies	Variance from medium sized agencies
<b>In general, would you say that your health is:</b>						
Excellent		<b>13%</b>	+2	+2	+1	+1
Very good		<b>33%</b>	0	-2	-4	-3
Good		<b>41%</b>	+2	+3	+5	+4
Fair		<b>11%</b>	-2	-3	-1	-1
Poor		<b>2%</b>	-2	-1	-1	-1
<b>What best describes your current workload?</b>						
Well above capacity - too much work		<b>22%</b>	+3	-1	0	-2
Slightly above capacity - lots of work to do		<b>41%</b>	+1	+1	-1	+1
At capacity - about the right amount of work to do		<b>31%</b>	-4	0	+1	+2
Slightly below capacity - available for more work		<b>6%</b>	0	+1	+1	0
Well below capacity - not enough work		<b>0%</b>	0	-1	-1	-1

## 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 regulatory agencies	Variance from medium sized agencies
<b>How often do you find your work stressful?</b>						
Always		<b>3%</b>	0	-2	-1	-2
Often		<b>19%</b>	+1	-6 ↓	-5 ↓	-5 ↓
Sometimes		<b>54%</b>	-1	+4	+3	+3
Rarely		<b>23%</b>	0	+4	+3	+3
Never		<b>2%</b>	0	0	0	0
<b>To what extent is your work emotionally demanding?</b>						
To a very large extent		<b>3%</b>	-1	-5 ↓	-4	-4
To a large extent		<b>14%</b>	-1	-7 ↓	-4	-5 ↓
Somewhat		<b>40%</b>	+6 ↑	+1	+2	+2
To a small extent		<b>31%</b>	-3	+7 ↑	+4	+5 ↑
To a very small extent		<b>13%</b>	0	+3	+2	+2
<b>I feel burned out by my work</b>						
Strongly agree		<b>6%</b>	-1	-2	-1	-2
Agree		<b>17%</b>	-2	-6 ↓	-5 ↓	-5 ↓
Neither agree nor disagree		<b>33%</b>	+1	+1	+3	+2
Disagree		<b>33%</b>	-3	+3	0	+1
Strongly disagree		<b>12%</b>	+4	+5 ↑	+3	+4

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Flexible work



	Response scale	%	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	92	92%	0	+9 ⬆️	+3	+7 ⬆️
<b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>						
Part time		12%	-3	0	-1	+1
Flexible hours of work		29%	+1	+2	-1	+1
Compressed work week		2%	+2	-2	-5 ⬇️	-2
Job sharing		0%	0	0	0	0
Working away from the office/working from home		79%	+5 ⬆️	+18 ⬆️	+2	+11 ⬆️
None of the above		12%	-1	-12 ⬇️	+1	-7 ⬇️
<b>Working away from the office</b>						
None of the time		21%	-	-18 ⬇️	-2	-11 ⬇️
All of the time		17%	-	+12 ⬆️	+7 ⬆️	+9 ⬆️
Some of the time as a regular arrangement		53%	-	+6 ⬆️	-8 ⬇️	+4
Only on an irregular basis		9%	-	0	+2	-2
Did not disclose their arrangement		0%	-	0	0	0

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

## Key

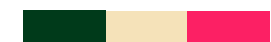


At least 5 percentage points greater than comparator




















At least 5 percentage points less than comparator

Positive Neutral Negative



# Working in the APS

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
I am supported to use my expertise to provide frank and fearless advice		72%	-	+7 	+5 	+7 
The people in my workgroup demonstrate stewardship		84%	-	+7 	+4	+4
The culture in my agency supports people to act with integrity		84%	-	+8 	+5 	+7 
I believe strongly in the purpose and objectives of the APS		86%	+1	-1	-2	-1
I feel a strong personal attachment to the APS		59%	+6 	-6 	-5 	-3
My workgroup considers the people and businesses affected by what we do		91%	-	+6 	+2	+4

## 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 regulatory agencies	Variance from medium sized agencies
I am satisfied with the recognition I receive for doing a good job	79 	79%	-1	+10 	+7 	+9 
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	79 	79%	+7 	+16 	+16 	+15 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	91 	91%	+7 	+10 	+5 	+9 
I am satisfied with the stability and security of my job	84 	84%	-1	-1	0	+2

# Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	92 	92%	+1	-1	-1	-1
I am clear what my duties and responsibilities are	82 	82%	+1	+2	+3	+4
I have a choice in deciding how I do my work	81 	81%	+1	+15 	+8 	+9 
Where appropriate, I am able to take part in decisions that affect my job	80 	80%	-4	+9 	+6 	+7 

## 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 regulatory agencies	Variance from medium sized agencies
<b>In the last month, please rate your workgroup's overall performance</b>						
Excellent		<b>33%</b>	+1	+5	+3	+4
Very good		<b>56%</b>	+3	+2	+2	+2
Average		<b>9%</b>	-3	-6	-4	-5
Below average		<b>1%</b>	-1	-1	-1	-1
Well below average		<b>1%</b>	0	0	0	0

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>86%</b>	+2	+7	+6	+5
My workgroup has the tools and resources we need to perform well		<b>69%</b>	+1	+10	+14	+12
The people in my workgroup use time and resources efficiently		<b>81%</b>	-1	+5	+4	+4
My job gives me opportunities to utilise my skills		<b>85%</b>	+1	+5	+3	+3
In the last 12 months, the formal learning I have accessed has improved my performance		<b>61%</b>	-	+4	+3	+4

## 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 regulatory agencies	Variance from medium sized agencies
<b>Which of the following statements best reflects your current thoughts about working in your current position?</b>						
I want to leave my position as soon as possible		7%	-1	-2	-1	-1
I want to leave my position within the next 12 months		26%	0	+3	+3	+3
I want to stay working in my position for the next one to two years		46%	-1	+8	+4	+5
I want to stay working in my position for at least the next three years		21%	+2	-9	-6	-7
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		2%	-1	-4	-2	-2
I am pursuing another position within my agency		26%	-3	-17	-9	-4
I am pursuing a position in another agency		43%	+7	+16	+10	+7
I am pursuing work outside the APS		11%	0	+2	0	0
It is the end of my non-ongoing, casual or contracted employment		8%	-1	+5	+4	+3
Other		11%	-1	-2	-3	-4

## 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 regulatory agencies	Variance from medium sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I want to try a different type of work or I'm seeking a career change	18%	-	-	-	-
I wish to pursue a promotion opportunity	17%	-	-	-	-
I am looking to further my skills in another area	12%	-	-	-	-
Other	9%	-	-	-	-
There are a lack of future career opportunities in my agency	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 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
<b>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?</b>						
Yes		<b>5%</b>	-3	-5 ⬇	-2	-3
No		<b>95%</b>	+3	+5 ⬆	+2	+3
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>91%</b>	+12 ⬆	-1	-2	-1
No		<b>9%</b>	-12 ⬇	+1	+2	+1
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Gender		<b>68%</b>	-	-	-	-
Age		<b>23%</b>	-	-	-	-
Caring responsibilities		<b>18%</b>	-	-	-	-

## 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 regulatory agencies	Variance from medium sized agencies
<b>During the last 12 months, have you been subjected to harassment or bullying in your current workplace?</b>						
Yes		7%	-1	-3	-2	-3
No		87%	0	+3	+1	+3
Not sure		5%	+1	0	+1	0
<b>Types of harassment or bullying experienced (3 highest responses):</b>						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		53%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		47%	-	-	-	-
Deliberate exclusion from work-related activities		27%	-	-	-	-
<b>Did you report the harassment or bullying?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		31%	+7↑	-5↓	-3	-6↓
It was reported by someone else		7%	-14↓	0	-2	-1
I did not report the behaviour		62%	+7↑	+5↑	+5↑	+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 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
<b>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?</b>						
Yes		2%	+1	-1	0	-1
No		94%	0	+3	+2	+3
Not sure		3%	0	-1	0	-1
Would prefer not to answer		1%	-1	-1	-1	-1

## Types of corrupt behaviours witnessed (3 highest responses):

Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		60%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		30%	-	-	-	-
Bribery, domestic and foreign-obtaining, offering or soliciting secret commissions, kickbacks or gratuities		10%	-	-	-	-

## Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures		10%	+10 ⬆	-11 ⬇	-3	-5 ⬇
It was reported by someone else		30%	+30 ⬆	+14 ⬆	+9 ⬆	+13 ⬆
I did not report the behaviour		60%	+60 ⬆	-3	-6 ⬇	-8 ⬇

### 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	45%
Woman or female	50%
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	0%
No	100%

Do you have an ongoing disability?	Responses
Yes	8%
No	92%

Do you have carer responsibilities?	Responses
Yes	38%
No	62%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	12%
No	88%

Do you identify as culturally and linguistically diverse?	Responses
Yes	25%
No	75%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	69%
Australian Aboriginal and/or Torres Strait Islander	1%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	14%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	10%
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	10%
No	72%
Maybe	10%
I am unsure what neurodivergent means	7%

# Agency position



## Agency position

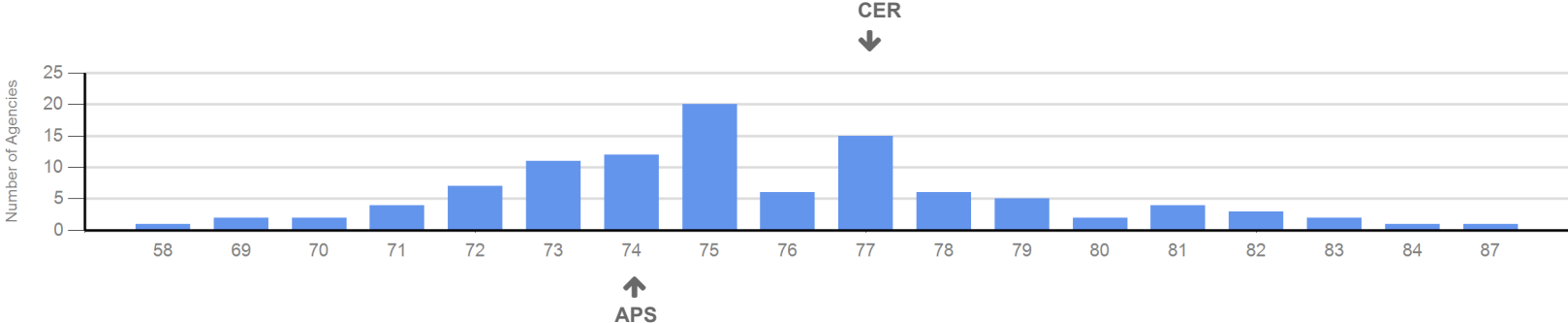
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the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

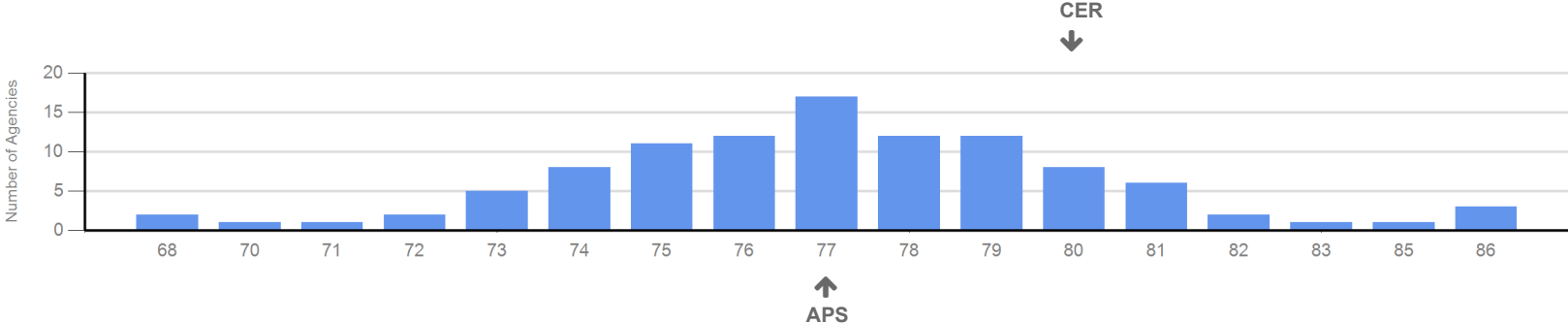
**Employee Engagement Index**

Ranking : 32nd of 104



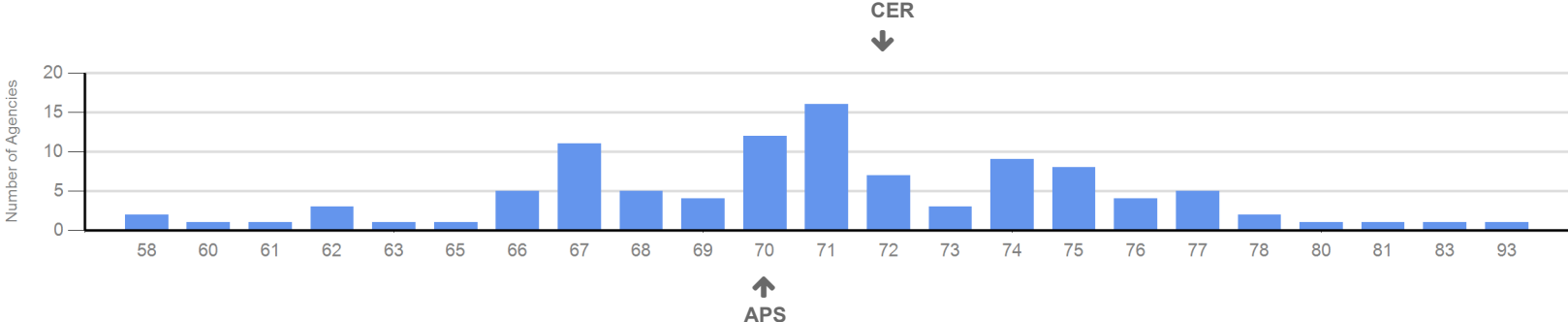
**Leadership – Immediate Supervisor Index**

Ranking : 21st of 104



**Leadership – SES Manager Index**

Ranking : 39th of 104



# Agency position



## Agency position

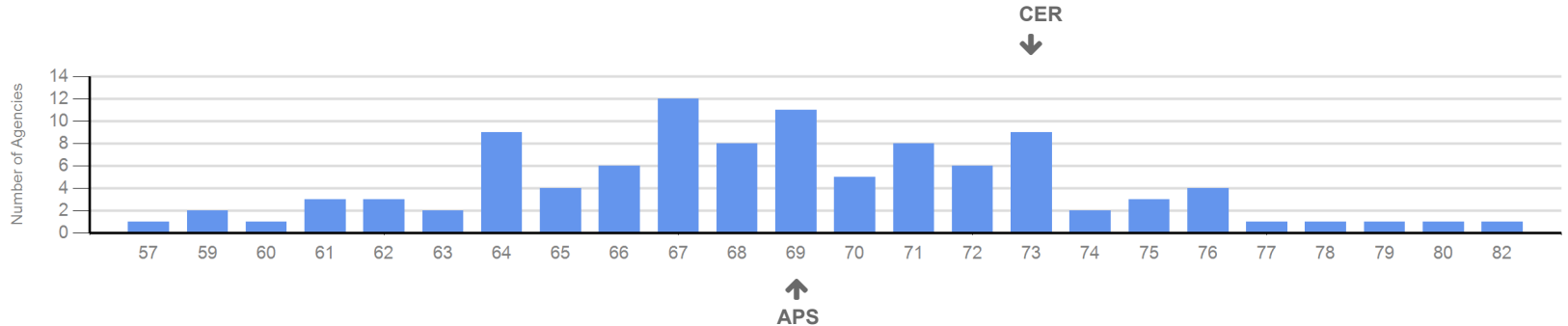
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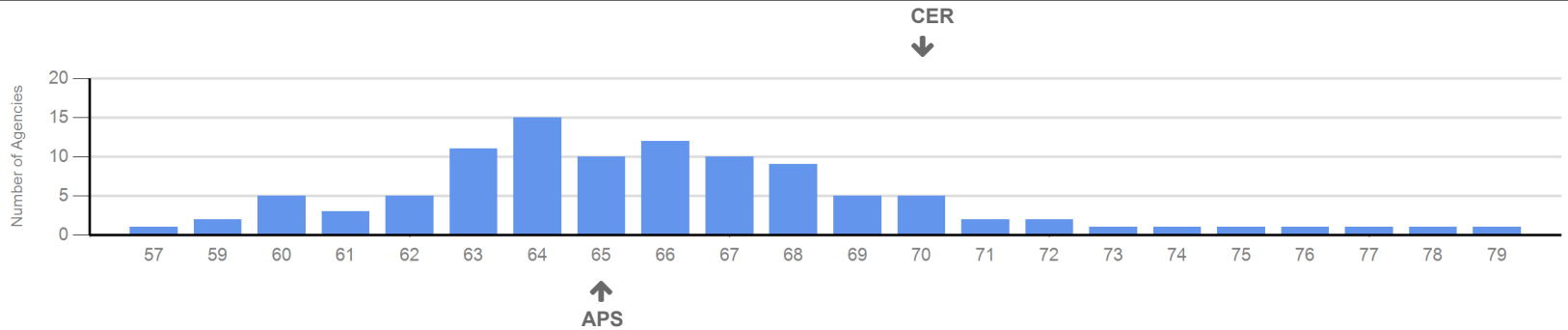
### Communication Index

Ranking : 20th of 104



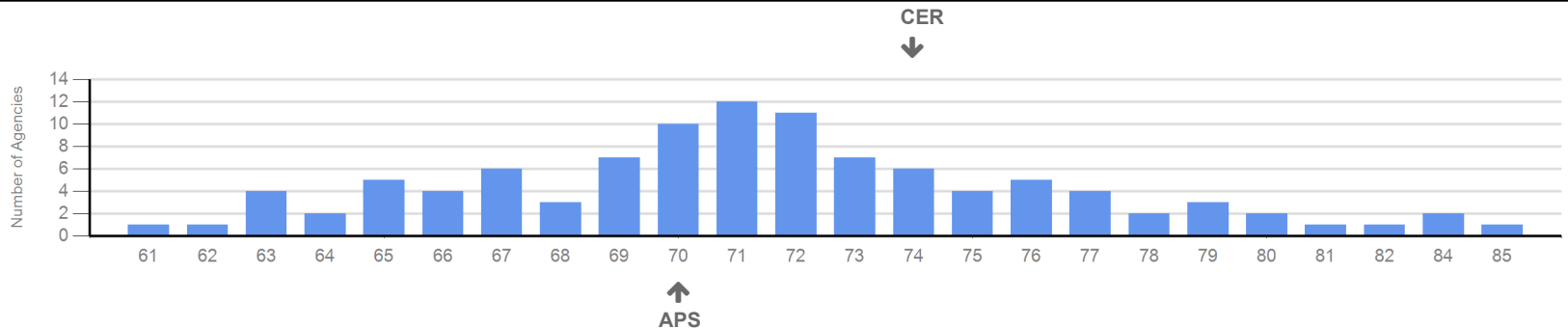
### Enabling Innovation Index

Ranking : 15th of 104



### Wellbeing Policies and Support Index

Ranking : 27th 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 regulatory agencies

Variance from medium sized agencies

		% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
<b>.1</b>	I am supported to use my expertise to provide frank and fearless advice	<b>72%</b>	-	+7↑	+5↑	+7↑
<b>.2</b>	The culture in my agency supports people to act with integrity	<b>84%</b>	-	+8↑	+5↑	+7↑
<b>.3</b>	My agency inspires me to come up with new or better ways of doing things	<b>65%</b>	+3	+15↑	+12↑	+13↑
<b>.4</b>	My agency supports and actively promotes an inclusive workplace culture	<b>88%</b>	+2	+7↑	+5↑	+9↑
<b>.5</b>	Change is managed well in my agency	<b>55%</b>	+1	+12↑	+11↑	+13↑
<b>.6</b>	Internal communication within my agency is effective	<b>68%</b>	+3	+11↑	+9↑	+12↑

# CER specific questions

	Response scale	% Positive	Variance from 2023	
My supervisor/manager makes people management decisions that are consistent with agency policies	85	12	85% -3	
My supervisor/manager explains the reasons behind their decisions	85	9	85% -1	
My supervisor/manager encourages my team to work together with other teams to ensure coherence and consistency on major decisions (where appropriate)	89	9	89% -1	
My supervisor/manager encourages me to openly discuss and debate risks and opportunities that affect my team and the agency in achieving its objectives	84	11	84% 0	
My performance discussions include feedback on my interpersonal interactions with colleagues and stakeholders	72	22	72% -4	
As a supervisor/manager, I am confident in actively managing the under-performance of the people who report to me	73	18	8	73% +2
I believe the agency has a good culture	83	11	83% +6 ⬆️	
When you see an opportunity to influence improvements in culture, do you feel empowered to do so?	48	40	12	48% +2
Do you observe the SLT and BLT members contributing positively to the agency's culture?	43	43	15	43% +3
I am familiar with the agency's regulatory culture statement - 'we are practical, grounded, quick and commercially savvy', and how it applies to our work	64	25	11	64% +5 ⬆️

**Key**

⬆️ At least 5 percentage points greater than comparator
 ⬇️ At least 5 percentage points less than comparator

Positive Neutral Negative



# CER specific questions


	Response scale	% Positive	Variance from 2023
To what extent do you think the agency demonstrates the regulatory culture statement in practice		57%	+5 ↑
I am satisfied with the agency's flexible work arrangements as they apply to me		92%	+3
I am supported by the agency to develop in my role		75%	-7 ↓
I am supported by the agency to develop in my career		65%	-9 ↓
I feel comfortable collaborating with CER staff in other teams		92%	0

**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?

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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?

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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:

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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.

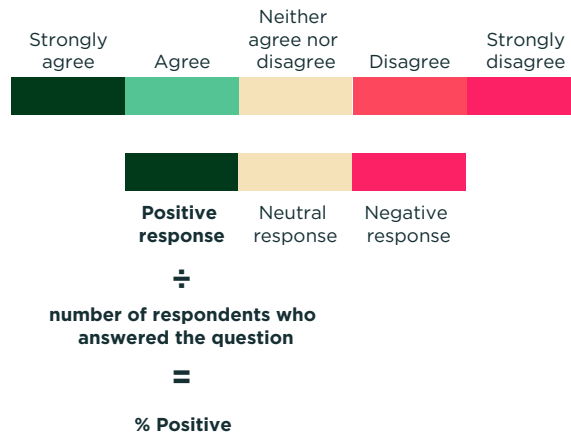
Prioritise 3 areas to take forward

	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	<b>151</b>	<b>166</b>	<b>176</b>	<b>96</b>	<b>24</b>	<b>613</b>
Percentage	<b>24.63%</b>	<b>27.08%</b>	<b>28.71%</b>	<b>15.66%</b>	<b>3.92%</b>	<b>100%</b>
Rounded percentage	<b>25%</b>	<b>27%</b>	<b>29%</b>	<b>16%</b>	<b>4%</b>	<b>101%</b>
Number of positive	<b>151 + 166 = 317</b>					
% Positive	<b>317 ÷ 613 = 52%</b>					

## 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.

