



Highlights Report ACIC



CONTENT

	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and Change	6
Workplace Conditions	7
Inclusion	10
Enabling Innovation	11
Wellbeing Policies and Support	12
Wellbeing	13
Performance	15
Retention	17
Unacceptable Behaviour	19
Demographics	22
Agency Position	24
Suggested Questions to Focus On	25
Agency Specific Questions	26
Time to Take Action	27
Guide to this Report	28

RESPONSES:

567 of 850

RESPONSE RATE:

67%

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 SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.

YOUR EMPLOYEE ENGAGEMENT SCORE		75%		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
						+1	+2	-1	0
SAY	Overall, I am satisfied with my job	75	15 10	75%	-3	+1	-1	+1	
	I am proud to work in my agency	80	17	80%	-2	+4	-3	+1	
	I would recommend my agency as a good place to work	60	24 17	60%	+1	-8⬇️	-13⬇️	-7⬇️	
	I believe strongly in the purpose and objectives of my agency	89	8	89%	+2	+6⬆️	+2	+3	
STAY	I feel a strong personal attachment to my agency	65	22 13	65%	0	0	-7⬇️	-2	
	I feel committed to my agency’s goals	85	12	85%	-3	+4	0	+1	
STRIVE	I suggest ideas to improve our way of doing things	87	11	87%	-2	+2	0	0	
	I am happy to go the ‘extra mile’ at work when required	94		94%	0	+2	+2	+2	
	I work beyond what is required in my job to help my agency achieve its objectives	85	14	85%	+4	+2	+1	0	
	My agency really inspires me to do my best work every day	57	28 15	57%	+4	+1	-2	0	

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP

IMMEDIATE SUPERVISOR	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My supervisor engages with staff on how to respond to future challenges	72	16	12	72%	-2	-7 ↓	-6 ↓	-5 ↓
My supervisor can deliver difficult advice whilst maintaining relationships	75	15	11	75%	-1	-4	-3	-3
My supervisor invites a range of views, including those different to their own	77	13	11	77%	-	-3	-4	-2
My supervisor encourages my team to regularly review and improve our work	76	15	9	76%	+1	-4	-3	-2
My supervisor is invested in my development	69	21	11	69%	0	-5 ↓	-4	-4
My immediate supervisor encourages me	74	17	9	74%	0	-2	-3	-2
My supervisor ensures that my workgroup delivers on what we are responsible for	84	11		84%	+3	-3	-3	-1
My supervisor provides me with helpful feedback to improve my performance	71	18	11	71%	-	-3	-2	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP

IMMEDIATE SES MANAGER	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My SES manager clearly articulates the direction and priorities for our area	58	25	17	58%	+1	-9⬇️	-8⬇️	-7⬇️
My SES manager presents convincing arguments and persuades others towards an outcome	54	32	14	54%	-	-7⬇️	-7⬇️	-7⬇️
My SES manager promotes cooperation within and between agencies	65	26	9	65%	0	-1	-1	-1
My SES manager encourages innovation and creativity	56	30	14	56%	-	-8⬇️	-7⬇️	-6⬇️
My SES manager creates an environment that enables us to deliver our best	55	27	18	55%	-	-7⬇️	-7⬇️	-5⬇️
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	67	24	9	67%	0	-6⬇️	-8⬇️	-7⬇️
ALL SES	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
In my agency, the SES work as a team	35	37	28	35%	-1	-18⬇️	-17⬇️	-14⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	42	26	31	42%	-3	-18⬇️	-16⬇️	-13⬇️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



COMMUNICATION AND CHANGE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My supervisor communicates effectively	76 11 13	76%	-3	-6 ↓	-7 ↓	-5 ↓
My SES manager communicates effectively	59 22 19	59%	-2	-11 ↓	-11 ↓	-9 ↓
In my agency, communication between SES and other employees is effective	33 26 41	33%	-6 ↓	-18 ↓	-16 ↓	-13 ↓
Internal communication within my agency is effective	43 24 33	43%	-2	-15 ↓	-15 ↓	-12 ↓
When changes occur, the impacts are communicated well within my workgroup	55 18 27	55%	-4	-11 ↓	-13 ↓	-10 ↓
Staff are consulted about change at work	26 37 37	26%	-8 ↓	-19 ↓	-18 ↓	-17 ↓
Change is managed well in my agency	26 26 47	26%	+1	-16 ↓	-15 ↓	-12 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills	86	86%	-1	+2	-2	-1
I have a choice in deciding how I do my work	73	73%	+1	+12 ↑	0	+4
Where appropriate, I am able to take part in decisions that affect my job	67	67%	-	0	-5 ↓	-2
I am clear what my duties and responsibilities are	73	73%	-7 ↓	-6 ↓	-6 ↓	-6 ↓
I am satisfied with the recognition I receive for doing a good job	66	66%	-1	0	-3	0
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	64	64%	-5 ↓	-1	+1	+2
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	76	76%	-5 ↓	-1	-4	0
I am satisfied with the stability and security of my job	77	77%	-4	-3	+1	+1
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	75	75%	-	0	-6 ↓	-3

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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS	57 31 13	57%	0	-6⬇️	0	-3
I understand how my role contributes to achieving an outcome for the Australian public	88 9	88%	-2	-2	-3	-2
I believe strongly in the purpose and objectives of the APS	81 17	81%	-5⬇️	-1	+1	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR











AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
What best describes your current workload?						
Well above capacity – too much work		25%	+7 	+1	0	-4
Slightly above capacity – lots of work to do		41%	-3	0	-2	+1
At capacity – about the right amount of work to do		23%	-6 	-5 	-3	-1
Slightly below capacity – available for more work		9%	+2	+3	+4	+4
Well below capacity – not enough work		2%	0	+1	+1	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	72 18 10	72%	-3	-7 ↓	-9 ↓	-5 ↓
My supervisor actively supports people from diverse backgrounds	77 20	77%	-	-2	-2	0
I receive the respect I deserve from my colleagues at work	76 18	76%	-3	-4	-3	-4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

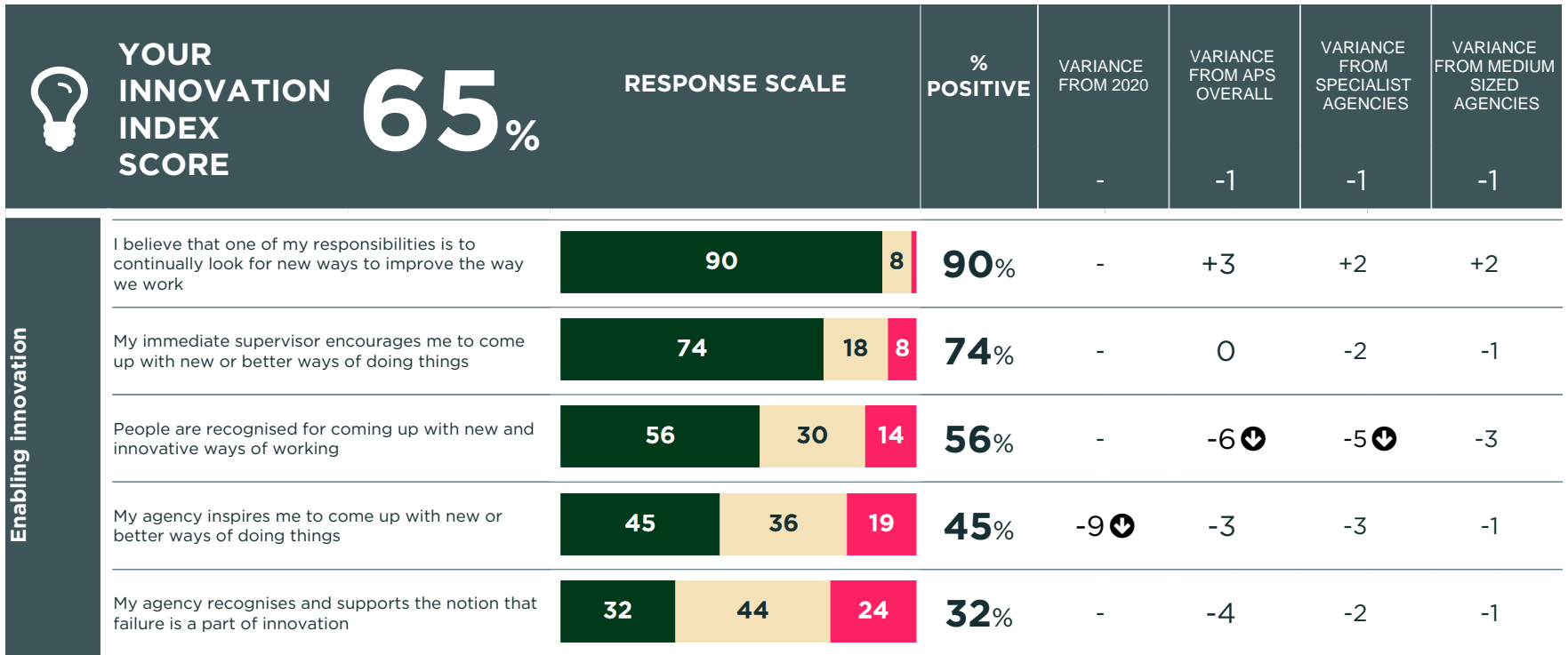


ENABLING INNOVATION



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

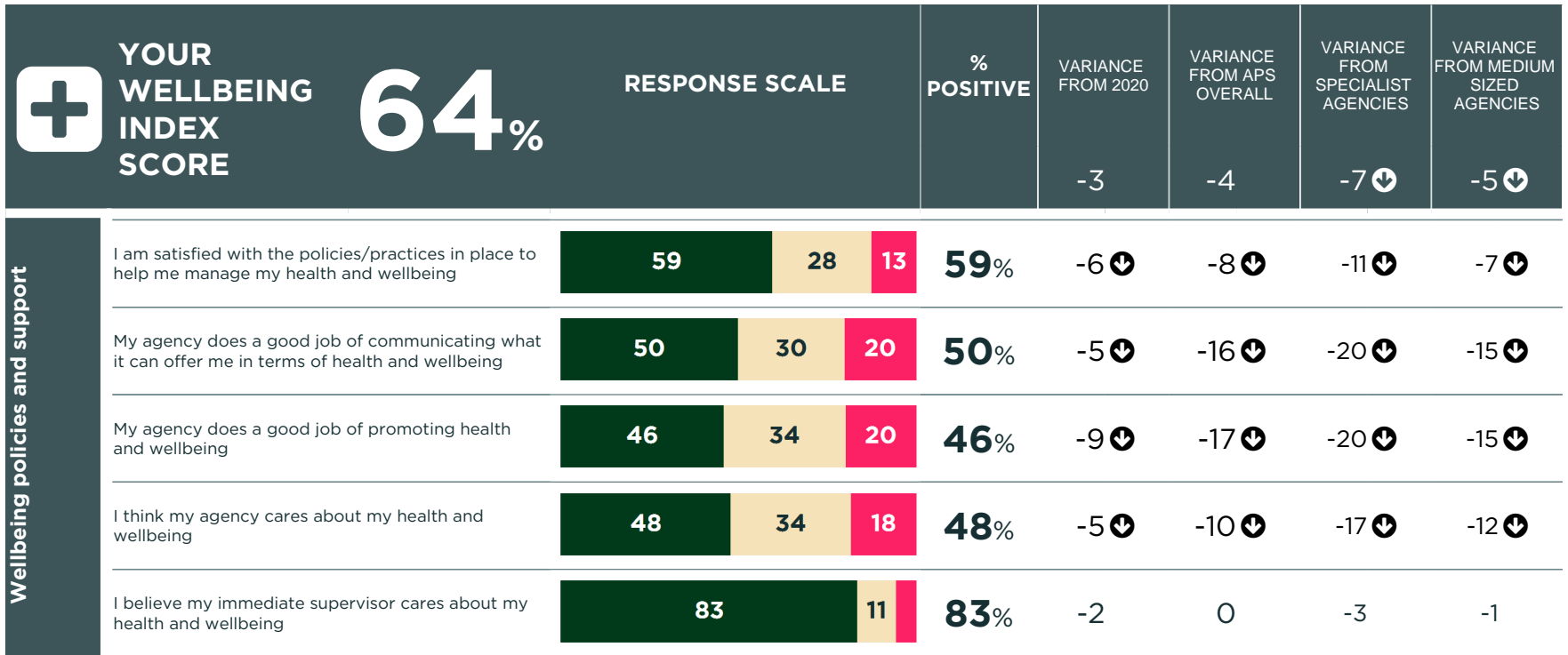


WELLBEING POLICIES AND SUPPORT



WELLBEING

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



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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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How often do you find your work stressful?

Always	<div></div>	3%	-	-3	-2	-4
Often	<div></div>	24%	-	-5⬇️	-2	-5⬇️
Sometimes	<div></div>	50%	-	+2	0	+3
Rarely	<div></div>	22%	-	+6⬆️	+5⬆️	+6⬆️
Never	<div></div>	1%	-	0	0	0

To what extent is your work emotionally demanding?

To a very large extent	<div></div>	4%	0	-4	-2	-5⬇️
To a large extent	<div></div>	18%	0	-5⬇️	-1	-4
Somewhat	<div></div>	45%	+6⬆️	+5⬆️	+4	+6⬆️
To a small extent	<div></div>	24%	-2	+3	-1	+2
To a very small extent	<div></div>	9%	-4	+1	0	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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I feel burned out by my work

Strongly agree	<div></div>	5%	-1	-4	-4	-6 ↓
Agree	<div></div>	20%	-4	-5 ↓	-4	-5 ↓
Neither agree nor disagree	<div></div>	33%	+2	+2	+3	+3
Disagree	<div></div>	34%	+1	+6 ↑	+4	+5 ↑
Strongly disagree	<div></div>	9%	+2	+2	+1	+1

In general, would you say that your health is:

Excellent	<div></div>	17%	-	+5 ↑	+5 ↑	+6 ↑
Very good	<div></div>	35%	-	0	-1	0
Good	<div></div>	36%	-	0	+1	0
Fair	<div></div>	9%	-	-5 ↓	-4	-4
Poor	<div></div>	2%	-	-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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance:

Excellent		28%	-	+2	0	0
Very good		52%	-	-4	-4	-2
Average		17%	-	+2	+3	+2
Below average		2%	-	0	+1	0
Well below average		1%	-	0	0	0

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

Excellent		14%	-	-2	-4	-1
Very good		53%	-	-3	-4	-2
Average		27%	-	+4	+6 	+2
Below average		5%	-	+2	+2	+1
Well below average		1%	-	0	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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	83	83%	0	+2	0	+1
My workgroup has the tools and resources we need to perform well	54	54%	-1	-9↓	-8↓	-6↓
The people in my workgroup use time and resources efficiently	79	79%	-3	+2	0	+2
My workgroup can readily adapt to new priorities and tasks	84	84%	-3	-2	-2	-1
The people in my workgroup cooperate to get the job done	84	84%	-4	-3	-5↓	-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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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Which of the following statements best reflects your current thoughts about working in your current position?

I want to leave my position as soon as possible	<div></div>	9%	-	0	+1	0
I want to leave my position within the next 12 months	<div></div>	24%	-	+2	+3	+2
I want to stay working in my position for the next one to two years	<div></div>	37%	-	0	-3	-2
I want to stay working in my position for at least the next three years	<div></div>	30%	-	-2	-2	0

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

I am planning to retire	<div></div>	6%	-	0	+1	+1
I am pursuing another position within my agency	<div></div>	28%	-	-14 ↓	0	+4
I am pursuing a position in another agency	<div></div>	45%	-	+20 ↑	+12 ↑	+6 ↑
I am pursuing work outside the APS	<div></div>	10%	-	-1	-5 ↓	-6 ↓
It is the end of my non-ongoing, casual or contracted employment	<div></div>	2%	-	-2	-4	-2
Other	<div></div>	9%	-	-4	-3	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION






EMPLOYEES WHO WANTED TO LEAVE WERE ASKED FOR THE PRIMARY REASON BEHIND THEIR DESIRE TO LEAVE AND COULD SELECT ONE RESPONSE FROM A LIST OF ITEMS.

ONLY THE THREE 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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (3 highest responses):

I am looking to further my skills in another area		15%	-	-	-	-
There is a lack of future career opportunities in my agency		13%	-	-	-	-
I wish to pursue a promotion opportunity		13%	-	-	-	-

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 2020

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM
SPECIALIST
AGENCIES

VARIANCE
FROM MEDIUM
SIZED
AGENCIES

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

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

Did this discrimination occur in your current agency?

Yes	<div></div>	100%	+15 ↑	+6 ↑	+8 ↑	+8 ↑
No		0%	0	-6 ↓	-8 ↓	-8 ↓

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

Gender	<div></div>	54%	-	-	-	-
Age	<div></div>	32%	-	-	-	-
Race	<div></div>	21%	-	-	-	-

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 TYPES OF HARASSMENT OR BULLYING 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 2020

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes		9%	+1	-3	0	-2
No		84%	-2	+2	-2	+1
Not sure		7%	+1	+1	+1	+1

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		53%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		47%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		27%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		23%	-	-11⬇️	-7⬇️	-11⬇️
It was reported by someone else		6%	-	-1	0	-1
I did not report the behaviour		71%	-	+12⬆️	+7⬆️	+12⬆️

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 2020

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM
SPECIALIST
AGENCIES

VARIANCE
FROM MEDIUM
SIZED
AGENCIES

Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?

Yes	<div></div>	3%	0	-1	0	0
No	<div></div>	89%	-1	0	-1	-1
Not sure	<div></div>	4%	0	0	0	0
Would prefer not to answer	<div></div>	3%	+2	+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	<div></div>	78%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	39%	-	-	-	-
Other	<div></div>	22%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	39%	-	+19 ↑	+25 ↑	+21 ↑
It was reported by someone else	<div></div>	17%	-	+1	+7 ↑	+5 ↑
I did not report the behaviour	<div></div>	44%	-	-20 ↓	-32 ↓	-26 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

DEMOGRAPHICS

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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How do you describe your gender?

Man or male	<div></div>	50%	-1	+13	+8	+13
Woman or female	<div></div>	46%	+1	-13	-8	-12
Non-binary		0%	-	0	-1	0
I use a different term		0%	-	0	0	0
Prefer not to say	<div></div>	4%	0	+1	0	0

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?

Yes	<div></div>	3%	+1	-1	+1	0
No	<div></div>	97%	-1	+1	-1	0

Do you have an ongoing disability?

Yes	<div></div>	5%	0	-5	-3	-3
No	<div></div>	95%	0	+5	+3	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	39%	+1	-1	-1	-1
No	<div></div>	61%	-1	+1	+1	+1
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	6%	+2	-1	-2	-2
No	<div></div>	94%	-2	+1	+2	+2
In which country were you born?						
Australia	<div></div>	76%	-	-1	+1	-1
Other country	<div></div>	24%	-	+1	-1	+1
Do you speak a language other than English at home?						
No, English only	<div></div>	84%	-	+3	+3	+2
Yes, other	<div></div>	16%	-	-3	-3	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

AGENCY POSITION



AGENCY POSITION

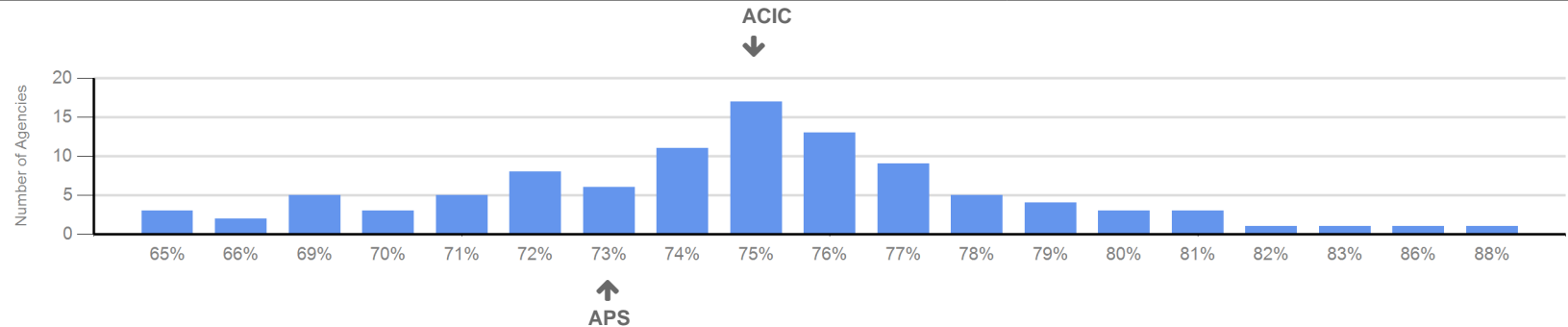
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, WELLBEING AND INNOVATION INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

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.

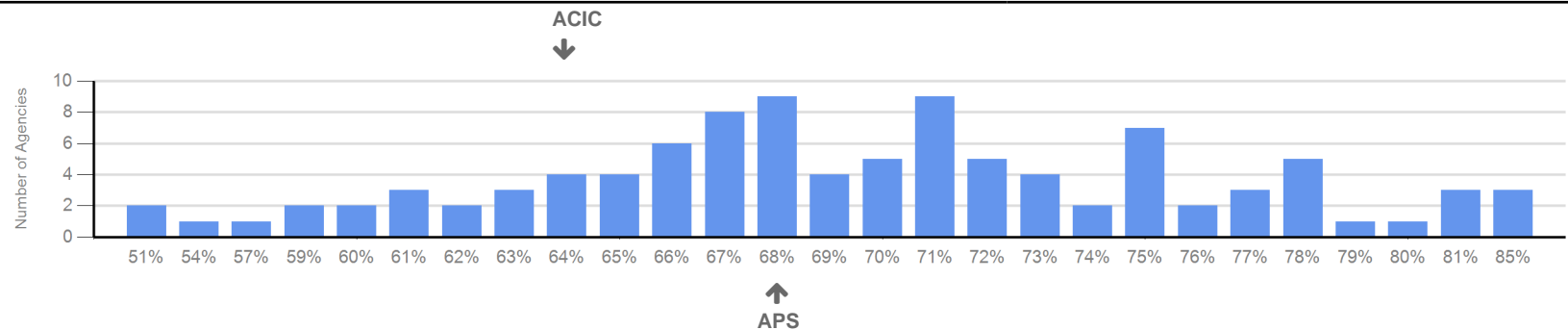
Engagement

Ranking : 57th of 101



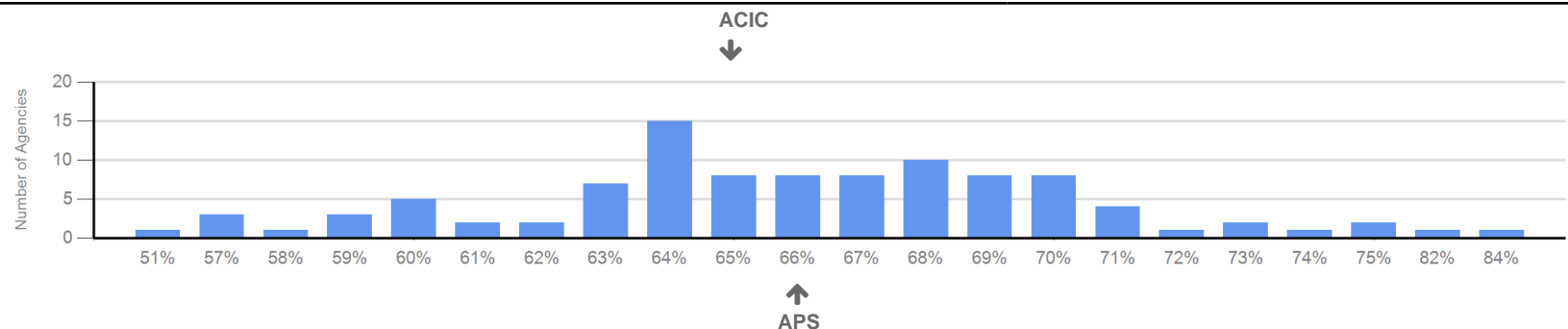
Wellbeing

Ranking : 85th of 101



Innovation

Ranking : 59th of 101



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

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 2020

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM
SPECIALIST
AGENCIES

VARIANCE
FROM MEDIUM
SIZED
AGENCIES

.1

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

45%

-9↓

-3

-3

-1

.2

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

66%

-1

0

-3

0

.3

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

67%

-

0

-5↓

-2

.4

My agency supports and actively promotes an inclusive workplace culture

72%

-3

-7↓

-9↓

-5↓

.5

Internal communication within my agency is effective

43%

-2

-15↓

-15↓

-12↓

.6

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

55%

-

-7↓

-7↓

-5↓

ACIC SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020
The CEO sets vision and direction for the future	58	28	14	58%	-2
The SES model the behaviours of collaboration, courage and accountability	40	37	23	40%	-2
The SES take my feedback seriously	30	49	21	30%	-2
My Executive Director demonstrates positive leadership to the people in my Division	51	33	15	51%	+1
My National/State Manager demonstrates positive leadership to the people in my Branch/Office	63	25	12	63%	0
The ACIC strategically manages its workforce	31	33	36	31%	-6 ↓
The ACIC is actively working to address staff feedback from the 2020 APS Employee Census	25	50	24	25%	0
The ACIC provides development opportunities to progress my career within the agency	42	33	25	42%	-2
The ACIC provides development opportunities to support the future leaders of the agency	46	34	20	46%	0
The ACIC provides opportunities to develop or improve specialist knowledge, skills and tradecraft	57	26	17	57%	-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.

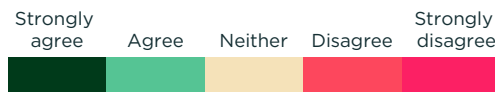
PRIORITISE 3 AREAS TO TAKE FORWARD

	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") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

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 ENGINE'S 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.