



Highlights Report ACIC



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RESPONSES:

510 of 863

RESPONSE RATE:

59%

EXPLORING YOUR RESULTS



Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.



Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.



Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.



Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.



Generally a difference of ± 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

EMPLOYEE ENGAGEMENT IS MORE THAN SIMPLY JOB SATISFACTION OR COMMITMENT TO AN ORGANISATION. IT IS THE EXTENT TO WHICH EMPLOYEES ARE MOTIVATED, INSPIRED AND ENABLED TO IMPROVE AN ORGANISATION'S OUTCOMES.

YOUR EMPLOYEE ENGAGEMENT INDEX SCORE		73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					-2	0	-3	-1
SAY	Overall, I am satisfied with my job	71	15 14	71%	-3	-3	-5↓	-3
	I am proud to work in my agency	77	16	77%	-3	+1	-7↓	-2
	I would recommend my agency as a good place to work	56	20 24	56%	-3	-13↓	-17↓	-12↓
	I believe strongly in the purpose and objectives of my agency	89	8	89%	0	+5↑	0	+2
STAY	I feel a strong personal attachment to my agency	63	21 16	63%	-3	+2	-5↓	0
	I feel committed to my agency's goals	87	10	87%	+2	+4	+1	+2
STRIVE	I suggest ideas to improve our way of doing things	92		92%	+5↑	+5↑	+2	+3
	I am happy to go the 'extra mile' at work when required	92		92%	-2	+1	0	0
	I work beyond what is required in my job to help my agency achieve its objectives	85	12	85%	0	+4	+3	+3
	My agency really inspires me to do my best work every day	53	30 18	53%	-5↓	-5↓	-9↓	-7↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP - IMMEDIATE SUPERVISOR



IMMEDIATE SUPERVISOR

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

YOUR IMMEDIATE SUPERVISOR INDEX SCORE	72	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				-1	-4	-4	-4

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	70	18	12	70%	-3	-9⬇️	-9⬇️	-8⬇️
	My supervisor can deliver difficult advice whilst maintaining relationships	72	17	11	72%	-3	-7⬇️	-6⬇️	-7⬇️
	My supervisor invites a range of views, including those different to their own	78	12	10	78%	+1	-4	-6⬇️	-5⬇️
	My supervisor encourages my team to regularly review and improve our work	75	14	11	75%	-1	-6⬇️	-5⬇️	-5⬇️
	My supervisor is invested in my development	68	19	13	68%	-1	-8⬇️	-7⬇️	-7⬇️
	My supervisor ensures that my workgroup delivers on what we are responsible for	84	10		84%	0	-3	-3	-3

Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	73	16	11	73%	+2	-5⬇️	-4	-3
	My supervisor actively ensures that everyone can be included in workplace activities	79	12	9	79%	-	-5⬇️	-4	-4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP - SES MANAGER



SES MANAGER

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

YOUR SES MANAGER LEADERSHIP INDEX SCORE		65	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
						0	-4	-5 ↓	-5 ↓
SES Manager	My SES manager clearly articulates the direction and priorities for our area	59	23	18	59%	+1	-10 ↓	-10 ↓	-11 ↓
	My SES manager presents convincing arguments and persuades others towards an outcome	54	32	14	54%	0	-8 ↓	-11 ↓	-11 ↓
	My SES manager promotes cooperation within and between agencies	66	26	8	66%	+1	-1	-3	-4
	My SES manager encourages innovation and creativity	57	28	14	57%	+1	-8 ↓	-9 ↓	-9 ↓
	My SES manager creates an environment that enables us to deliver our best	56	26	18	56%	+1	-8 ↓	-9 ↓	-10 ↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	68	23	9	68%	+1	-6 ↓	-8 ↓	-9 ↓
Other similar questions									
All SES	In my agency, the SES work as a team	30	38	33	30%	-5 ↓	-24 ↓	-22 ↓	-21 ↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	43	24	33	43%	0	-21 ↓	-19 ↓	-20 ↓
	In my agency, communication between SES and other employees is effective	32	25	43	32%	-1	-21 ↓	-20 ↓	-20 ↓
KEY ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR Positive Neutral Negative									

COMMUNICATION AND CHANGE



COMMUNICATION

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

CHANGE

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

YOUR COMMUNICATION INDEX SCORE	61	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				-2	-8 ↓	-8 ↓	-8 ↓

Communication	My supervisor communicates effectively	74	15	11	74%	-2	-7 ↓	-7 ↓	-7 ↓
	My SES manager communicates effectively	57	22	21	57%	-1	-12 ↓	-13 ↓	-13 ↓
	Internal communication within my agency is effective	39	24	37	39%	-4	-19 ↓	-18 ↓	-17 ↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	58	16	26	58%	+3	-11 ↓	-13 ↓	-11 ↓
	Staff are consulted about change at work	30	36	34	30%	+4	-20 ↓	-19 ↓	-19 ↓
	Change is managed well in my agency	25	23	52	25%	-1	-19 ↓	-17 ↓	-17 ↓

KEY

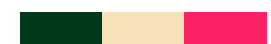


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills	81 9 11	81%	-5⬇️	+2	-2	-1
I have a choice in deciding how I do my work	72 21	72%	-1	+8⬆️	-4	0
Where appropriate, I am able to take part in decisions that affect my job	71 13 15	71%	+4	+1	-4	-1
I am clear what my duties and responsibilities are	75 19	75%	+2	-5⬇️	-7⬇️	-6⬇️
I am satisfied with the recognition I receive for doing a good job	63 20 17	63%	-3	-4	-7⬇️	-5⬇️
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	53 20 27	53%	-11⬇️	-7⬇️	-6⬇️	-7⬇️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	73 14 13	73%	-3	-3	-8⬇️	-5⬇️
I am satisfied with the stability and security of my job	80 12 9	80%	+3	-1	+2	+1
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	75 12 13	75%	0	-3	-10⬇️	-7⬇️

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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS	57 30 13	57%	+1	-5⬇️	+2	-2
I understand how my role contributes to achieving an outcome for the Australian public	90	90%	+2	-2	-3	-2
I believe strongly in the purpose and objectives of the APS	85 13	85%	+4	0	+2	0

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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What best describes your current workload?

Well above capacity - too much work		32%	+7⬆️	+9⬆️	+8⬆️	+4
Slightly above capacity - lots of work to do		34%	-7⬇️	-7⬇️	-6⬇️	-7⬇️
At capacity - about the right amount of work to do		24%	0	-6⬇️	-6⬇️	-2
Slightly below capacity - available for more work		8%	-1	+2	+2	+3
Well below capacity - not enough work		3%	+1	+1	+2	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	<div><div>66</div><div>19</div><div>15</div></div>	66%	-5⬇️	-12⬇️	-13⬇️	-11⬇️
My supervisor actively ensures that everyone can be included in workplace activities	<div><div>79</div><div>12</div><div>9</div></div>	79%	-	-5⬇️	-4	-4
I receive the respect I deserve from my colleagues at work	<div><div>76</div><div>18</div><div></div></div>	76%	0	-5⬇️	-5⬇️	-5⬇️

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time	<div><div></div></div>	8%	+1	-6⬇️	-6⬇️	-4
Flexible hours of work	<div><div></div></div>	26%	-3	-1	-9⬇️	-2
Compressed work week	<div><div></div></div>	3%	+1	0	0	0
Job sharing	<div><div></div></div>	0%	0	0	0	0
Working away from the office/working from home	<div><div></div></div>	50%	+3	-5⬇️	-17⬇️	-17⬇️
None of the above	<div><div></div></div>	36%	-1	+9⬆️	+18⬆️	+15⬆️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

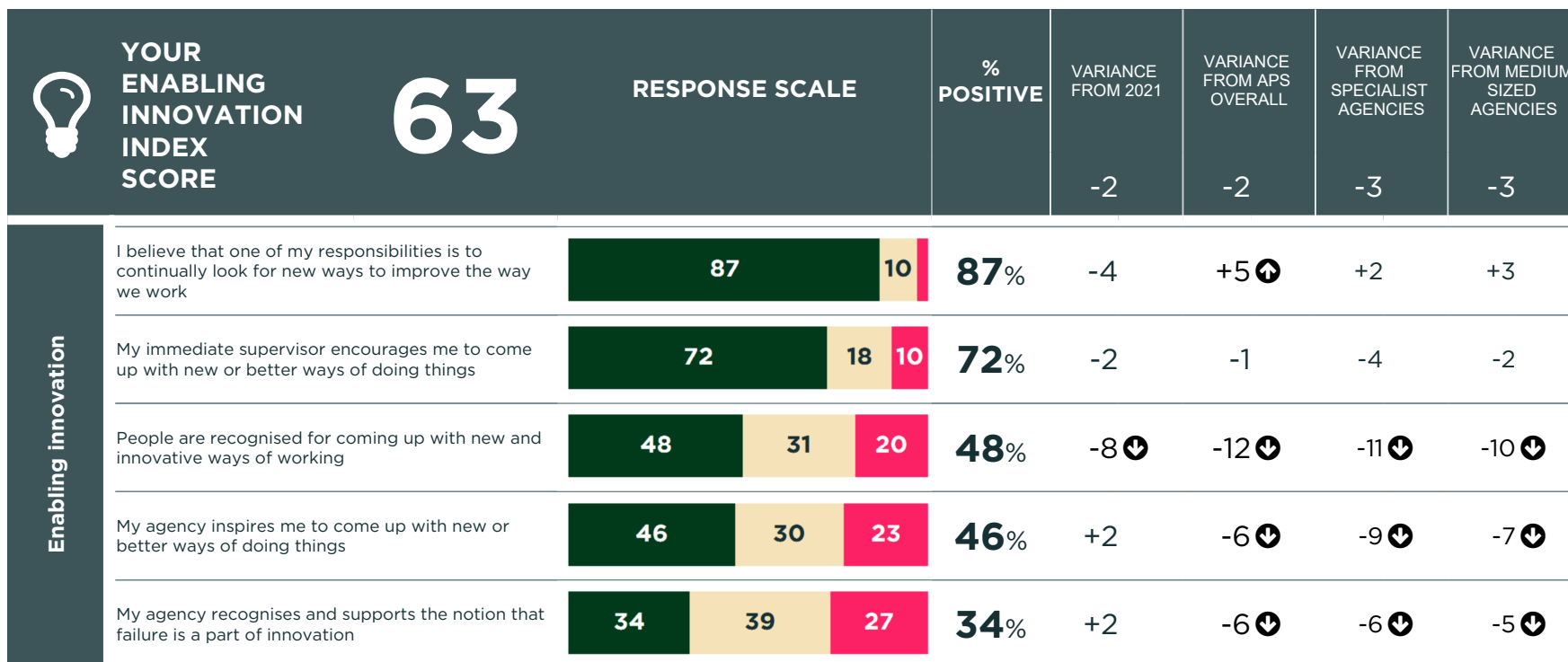


ENABLING INNOVATION



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

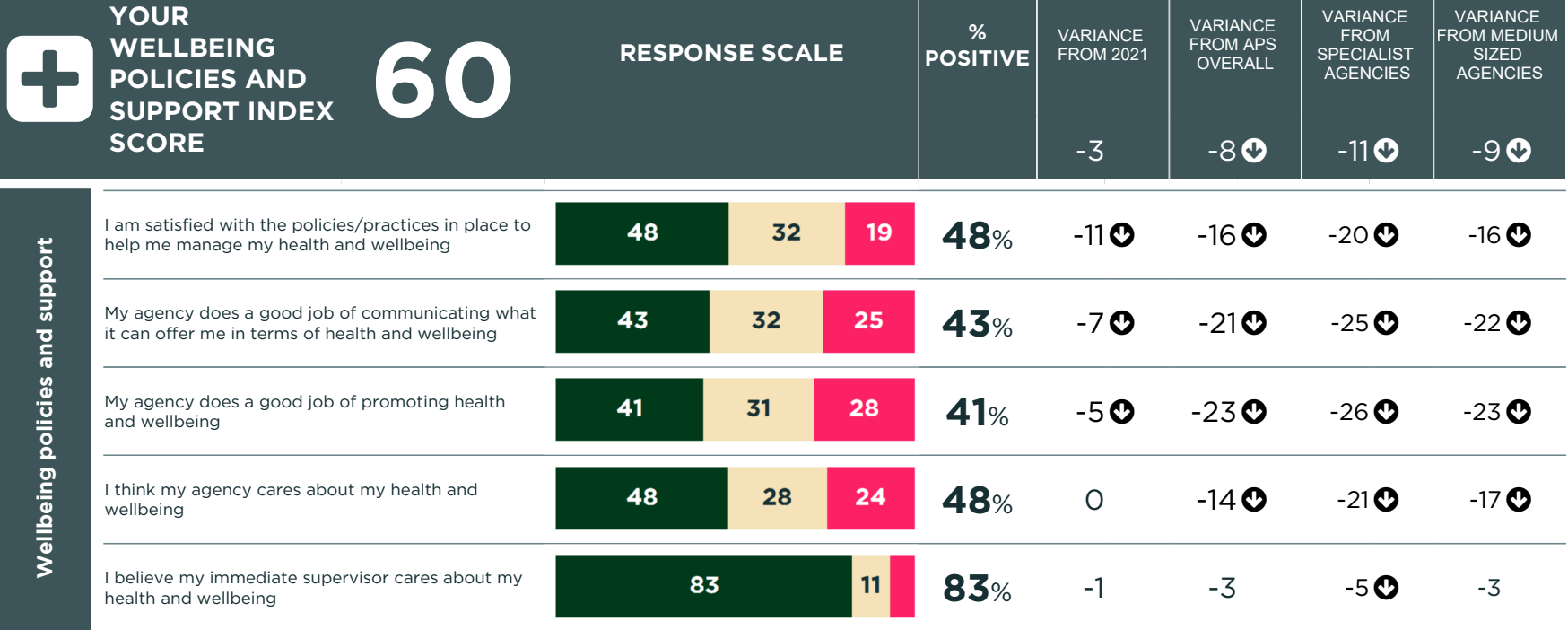


WELLBEING POLICIES AND SUPPORT



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 2021	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>	4%	+1	-1	0	-1
Often	<div></div>	22%	-1	-3	-1	-4
Sometimes	<div></div>	52%	+2	+2	+1	+2
Rarely	<div></div>	21%	-1	+4	+1	+4
Never	<div></div>	1%	0	-1	-1	-1

To what extent is your work emotionally demanding?

To a very large extent	<div></div>	5%	+2	-2	0	-2
To a large extent	<div></div>	18%	-1	-3	-1	-2
Somewhat	<div></div>	41%	-3	+2	+3	+3
To a small extent	<div></div>	24%	-1	0	-2	0
To a very small extent	<div></div>	12%	+3	+3	+1	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR










AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR








WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2021	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		7%	+2	-1	-1	-2
Agree		24%	+5 	0	+1	0
Neither agree nor disagree		28%	-5 	-3	-1	-2
Disagree		32%	-2	+3	0	+3
Strongly disagree		8%	0	+2	+1	+1

In general, would you say that your health is:

Excellent		12%	-5 	+2	+2	+2
Very good		39%	+4	+5 	+3	+4
Good		34%	-1	-3	-2	-3
Fair		12%	+3	-3	-2	-2
Poor		2%	0	-1	-1	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2021	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	<div></div>	24%	-5↓	-4	-5↓	-5↓
Very good	<div></div>	52%	0	-4	-3	-3
Average	<div></div>	20%	+3	+5↑	+7↑	+6↑
Below average	<div></div>	3%	0	+1	+1	+1
Well below average	<div></div>	2%	+1	+1	+1	+1

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

Excellent	<div></div>	13%	0	-3	-5↓	-4
Very good	<div></div>	46%	-6↓	-8↓	-9↓	-8↓
Average	<div></div>	30%	+2	+6↑	+8↑	+7↑
Below average	<div></div>	7%	+2	+4	+4	+4
Well below average	<div></div>	3%	+2	+1	+2	+1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	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	79 11 11	79%	-4	-1	-4	-3
My workgroup has the tools and resources we need to perform well	44 18 38	44%	-10 ↓	-17 ↓	-15 ↓	-14 ↓
The people in my workgroup use time and resources efficiently	78 13 9	78%	-2	0	-1	-1
My workgroup can readily adapt to new priorities and tasks	82 8 10	82%	-2	-3	-3	-3
The people in my workgroup cooperate to get the job done	88 8	88%	+4	-1	-2	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



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

RESPONSE SCALE	%	VARIANCE FROM 2021	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>	12%	+3	+3	+4	+3
I want to leave my position within the next 12 months	<div></div>	26%	+2	+2	+4	+2
I want to stay working in my position for the next one to two years	<div></div>	33%	-4	-4	-7 ↓	-6 ↓
I want to stay working in my position for at least the next three years	<div></div>	29%	-1	-1	-1	+1

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

I am planning to retire	<div></div>	4%	-2	-2	-1	0
I am pursuing another position within my agency	<div></div>	26%	-2	-14 ↓	0	+2
I am pursuing a position in another agency	<div></div>	47%	+1	+22 ↑	+14 ↑	+10 ↑
I am pursuing work outside the APS	<div></div>	14%	+4	+1	-5 ↓	-3
It is the end of my non-ongoing, casual or contracted employment	<div></div>	2%	+1	-2	-4	-4
Other	<div></div>	8%	-1	-5 ↓	-5 ↓	-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 2021	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? (5 highest responses):

I wish to pursue a promotion opportunity		16%	-	-	-	-
There is a lack of future career opportunities in my agency		10%	-	-	-	-
I am looking to further my skills in another area		9%	-	-	-	-
I can receive a higher salary elsewhere		9%	-	-	-	-
Senior leadership is of a poor quality		8%	-	-	-	-

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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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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>	8%	-2	-1	0	0
No	<div></div>	92%	+2	+1	0	0

Did this discrimination occur in your current agency?

Yes	<div></div>	90%	-10 ↓	-1	+1	+2
No	<div></div>	10%	+10 ↑	+1	-1	-2

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

Gender	<div></div>	43%	-	-	-	-
Age	<div></div>	30%	-	-	-	-
Race	<div></div>	25%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 2021

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	<div></div>	8%	-1	-1	0	0
No	<div></div>	87%	+3	+1	0	0
Not sure	<div></div>	5%	-2	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>	46%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	44%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	41%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	31%	+8 ↑	-3	+1	-2
It was reported by someone else	<div></div>	13%	+7 ↑	+5 ↑	+7 ↑	+6 ↑
I did not report the behaviour	<div></div>	56%	-14 ↓	-3	-8 ↓	-4

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 2021

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>	5%	+2	+2	+2	+2
No	<div></div>	87%	-2	-4	-4	-5 ↓
Not sure	<div></div>	3%	-1	0	0	0
Would prefer not to answer	<div></div>	4%	+1	+2	+2	+2

Types of corrupt behaviours witnessed (3 highest responses):

Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit	<div></div>	60%	-	-	-	-
Other	<div></div>	36%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit	<div></div>	20%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	33%	-6 ↓	+14 ↑	+17 ↑	+15 ↑
It was reported by someone else	<div></div>	13%	-4	-3	0	-2
I did not report the behaviour	<div></div>	54%	+10 ↑	-10 ↓	-17 ↓	-13 ↓

KEY



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DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
How do you describe your gender?						
Man or male	<div></div>	51%	+1	+14 ⬆	+11 ⬆	+14 ⬆
Woman or female	<div></div>	47%	+1	-12 ⬇	-9 ⬇	-11 ⬇
Non-binary		0%	0	0	-1	0
I use a different term		0%	0	0	0	0
Prefer not to say	<div></div>	1%	-3	-2	-2	-2
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes	<div></div>	2%	-1	-2	0	0
No	<div></div>	98%	+1	+2	0	0
Do you have an ongoing disability?						
Yes	<div></div>	6%	+1	-4	-3	-2
No	<div></div>	94%	-1	+4	+3	+2

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DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	38%	-1	-3	-2	-2
No	<div></div>	62%	+1	+3	+2	+2
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	6%	0	-2	-4	-3
No	<div></div>	94%	0	+2	+4	+3
In which country were you born?						
Australia	<div></div>	77%	+1	+1	+2	+2
Other country	<div></div>	23%	-1	-1	-2	-2
Do you speak a language other than English at home?						
No, English only	<div></div>	88%	+4	+8 ↑	+7 ↑	+8 ↑
Yes, other	<div></div>	12%	-4	-8 ↓	-7 ↓	-8 ↓

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

AGENCY POSITION



AGENCY POSITION

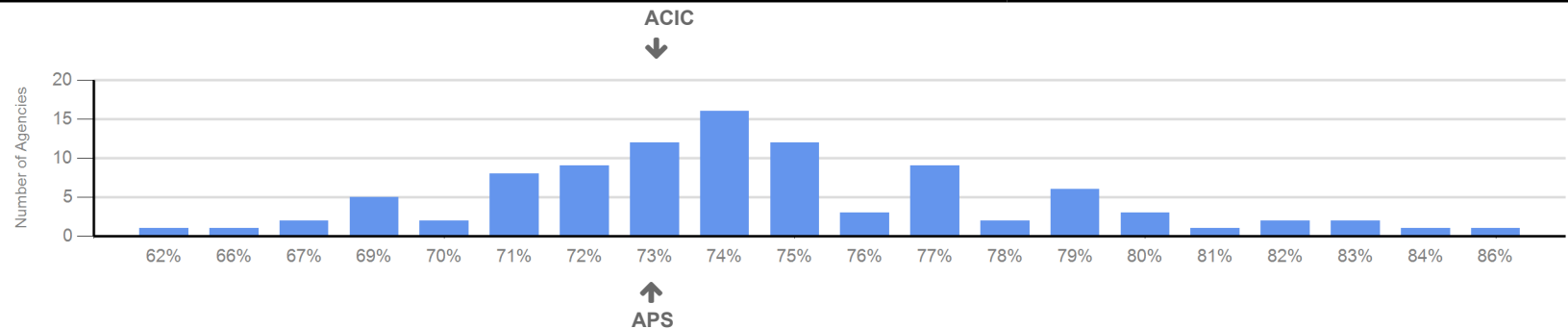
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

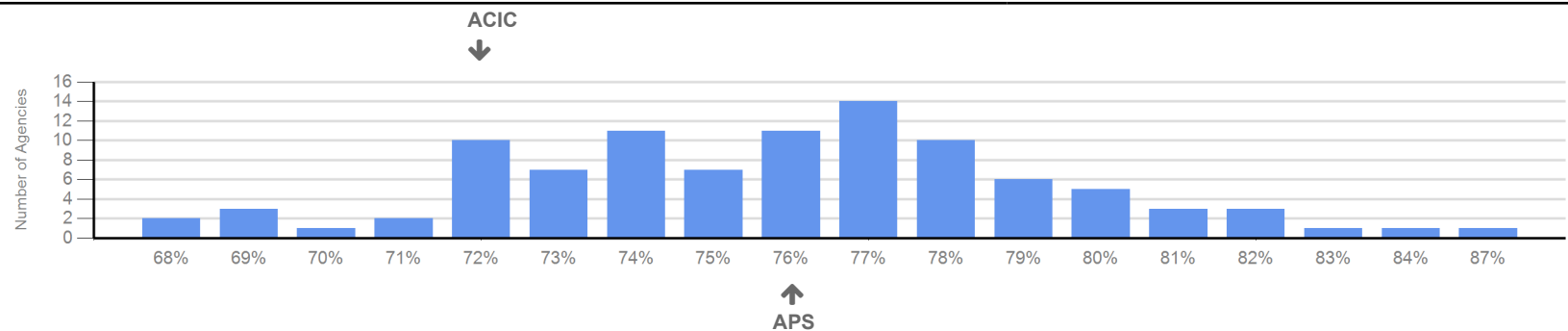
Employee Engagement Index

Ranking : 66th of 98



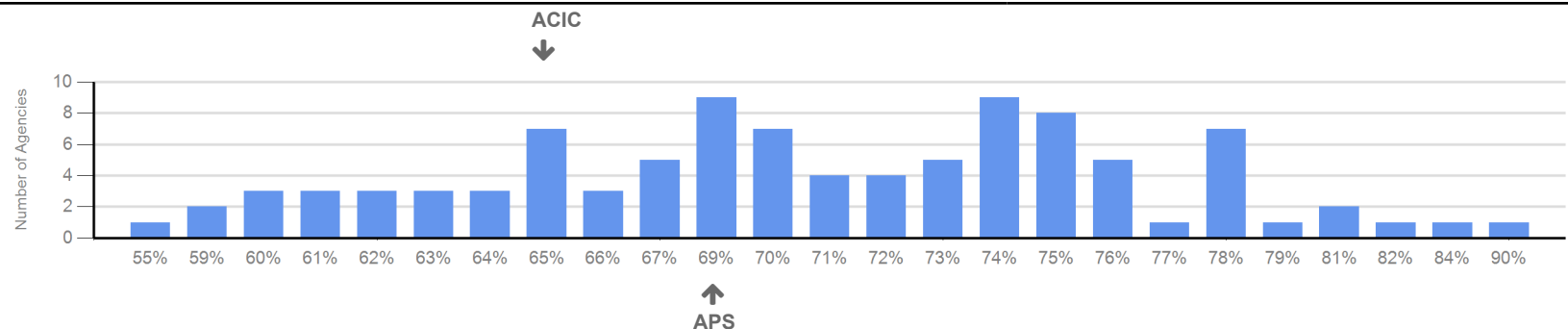
Leadership – Immediate Supervisor Index

Ranking : 84th of 98



Leadership – SES Manager Index

Ranking : 76th of 98



AGENCY POSITION



AGENCY POSITION

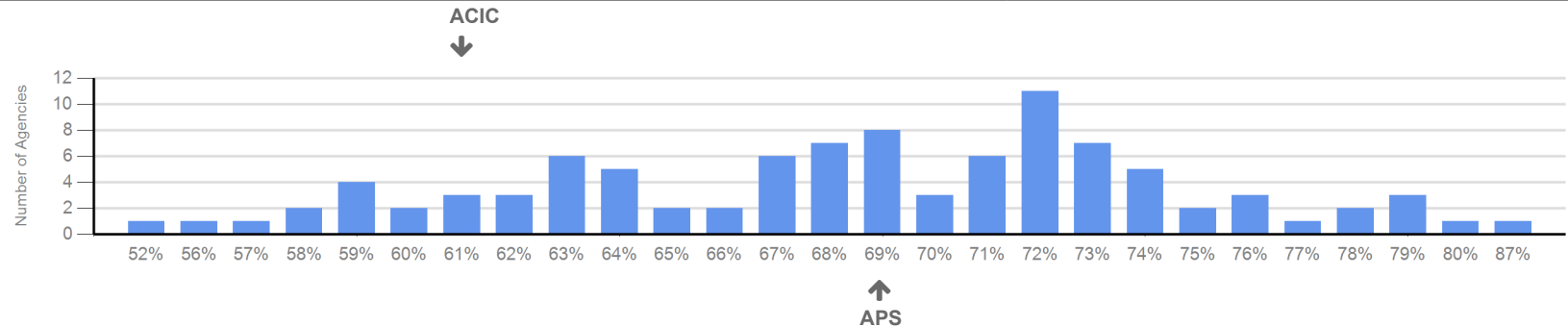
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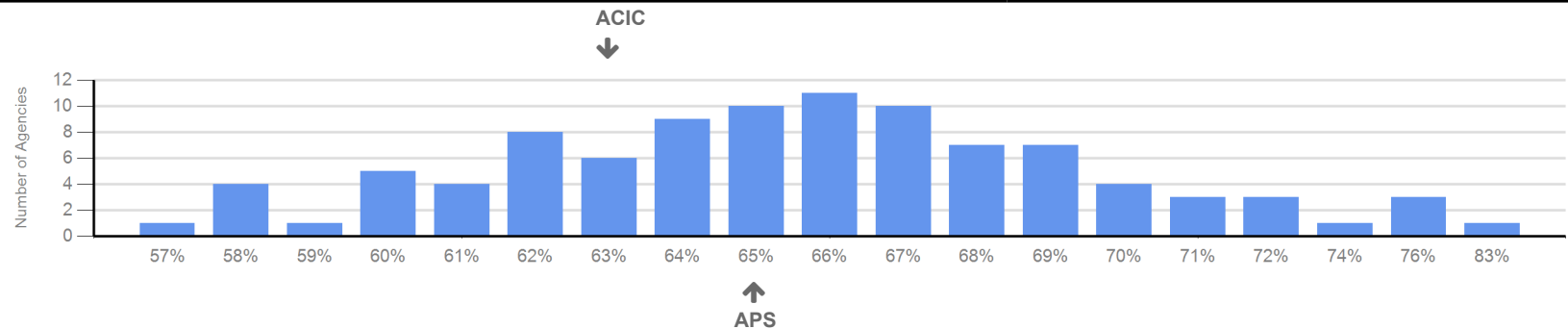
Communication Index

Ranking : 86th of 98



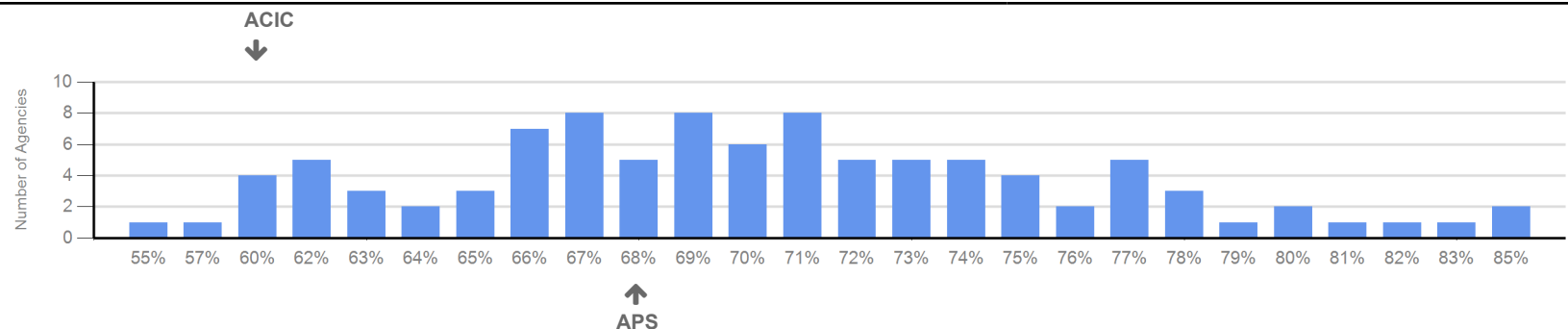
Enabling Innovation Index

Ranking : 75th of 98



Wellbeing Policies and Support Index

Ranking : 94th of 98



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.



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%
POSITIVE

VARIANCE
FROM 2021

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

46%

+2

-6↓

-9↓

-7↓

.2

My agency supports and actively promotes an inclusive workplace culture

66%

-5↓

-12↓

-13↓

-11↓

.3

I think my agency cares about my health and wellbeing

48%

0

-14↓

-21↓

-17↓

.4

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

63%

-3

-4

-7↓

-5↓

.5

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

71%

+4

+1

-4

-1

.6

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

56%

+1

-8↓

-9↓

-10↓

ACIC SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2021
The CEO sets vision and direction for the future	57	24	19	57%	-1
The SES model the behaviours of collaboration, courage and accountability	35	37	27	35%	-5 ↓
The SES take my feedback seriously	30	43	26	30%	+1
The ACIC strategically manages its workforce	24	32	44	24%	-7 ↓
The ACIC provides development opportunities to progress my career within the agency	42	32	26	42%	0
The ACIC provides development opportunities to support the future leaders of the agency	37	38	25	37%	-9 ↓
The ACIC provides opportunities to develop or improve specialist knowledge, skills and tradecraft	54	26	20	54%	-3
I understand the Agency vision and future direction	64	21	15	64%	-
The ACIC takes staff feedback seriously and seeks opportunities to improve	30	38	33	30%	-
The ACIC is committed to developing future leaders in the agency	34	41	26	34%	-

KEY



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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.



$$\begin{array}{c} \begin{array}{|c|c|c|} \hline \text{Strongly agree} & \text{Agree} & \text{Neither} \\ \hline \end{array} \\ \div \\ \text{number of respondents who} \\ \text{answered the question} \\ = \\ \% \text{ POSITIVE} \end{array}$$

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.