



Highlights Report NIAA



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RESPONSES:
1,176 of 1,332
RESPONSE RATE:
88%

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		74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SAY	Overall, I am satisfied with my job	73	15 13	73%	-2	-1	-5↓	-4
	I am proud to work in my agency	75	19	75%	0	0	-4	-4
	I would recommend my agency as a good place to work	62	21 16	62%	-1	-6↓	-12↓	-12↓
	I believe strongly in the purpose and objectives of my agency	88	10	88%	-1	+4	+2	+1
STAY	I feel a strong personal attachment to my agency	62	24 13	62%	0	+2	+3	0
	I feel committed to my agency's goals	89	9	89%	-2	+6↑	+5↑	+4
STRIVE	I suggest ideas to improve our way of doing things	90	8	90%	+1	+4	0	+1
	I am happy to go the 'extra mile' at work when required	92		92%	-1	+2	-1	0
	I work beyond what is required in my job to help my agency achieve its objectives	81	15	81%	0	+1	-1	0
	My agency really inspires me to do my best work every day	58	27 15	58%	0	0	-2	-3

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		75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	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	77	14 9	77%	-1	-2	-3	-3	
	My supervisor can deliver difficult advice whilst maintaining relationships	77	15 8	77%	-2	-1	-2	-3	
	My supervisor invites a range of views, including those different to their own	81	11 8	81%	-1	0	-3	-2	
	My supervisor encourages my team to regularly review and improve our work	79	13 8	79%	0	-2	-2	-3	
	My supervisor is invested in my development	77	15 8	77%	-1	+2	0	0	
	My supervisor ensures that my workgroup delivers on what we are responsible for	86	9	86%	-1	0	-2	-2	
Other similar questions									
	My supervisor provides me with helpful feedback to improve my performance	76	15 9	76%	-2	-2	-2	-2	
	My immediate supervisor encourages me	77	16	77%	-1	+1	0	0	
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		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	72	18 10	72%	+1	+4	-1	0
	My SES manager presents convincing arguments and persuades others towards an outcome	70	21 9	70%	+2	+9 ⬆️	-1	+2
	My SES manager promotes cooperation within and between agencies	77	17	77%	+2	+10 ⬆️	0	+4
	My SES manager encourages innovation and creativity	66	23 11	66%	-3	+1	-4	-2
	My SES manager creates an environment that enables us to deliver our best	66	20 14	66%	-2	+2	-5 ⬇️	-3
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	80	14	80%	+2	+7 ⬆️	0	+2
Other similar questions								
	In my agency, the SES work as a team	48	35 17	48%	0	-5 ⬇️	-12 ⬇️	-9 ⬇️
	In my agency, the SES clearly articulate the direction and priorities for our agency	62	24 15	62%	+1	-1	-7 ⬇️	-5 ⬇️
	In my agency, communication between SES and other employees is effective	49	29 22	49%	-1	-4	-11 ⬇️	-8 ⬇️
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	70	23	70%	-	+4	-1	0
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 67		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				-1	-2	-4	-3







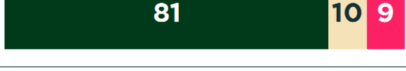


Communication	My supervisor communicates effectively	77	13	10	77%	-2	-4	-4	-5 ⬇
	My SES manager communicates effectively	71	16	13	71%	-2	+2	-3	-2
	Internal communication within my agency is effective	48	28	24	48%	-1	-8 ⬇	-12 ⬇	-10 ⬇

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	59	22	20	59%	-3	-8 ⬇	-10 ⬇	-10 ⬇
	Staff are consulted about change at work	46	38	16	46%	+1	-4	-6 ⬇	-6 ⬇
	Change is managed well in my agency	33	36	31	33%	+1	-10 ⬇	-12 ⬇	-10 ⬇

KEY	⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative
			

WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills		79%	+1	0	-3	-2
I have a choice in deciding how I do my work		66%	-1	+2	-5↓	-5↓
Where appropriate, I am able to take part in decisions that affect my job		72%	0	+3	-3	-1
I am clear what my duties and responsibilities are		73%	+1	-7↓	-5↓	-7↓
I am satisfied with the recognition I receive for doing a good job		70%	-3	+3	-3	-2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		72%	-3	+21↑	+6↑	+11↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		81%	+3	+7↑	+1	+2
I am satisfied with the stability and security of my job		85%	+1	+4	-1	+3
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		83%	+2	+5↑	-1	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative








WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS		57%	-4	-5 ⬇️	-5 ⬇️	-5 ⬇️
I understand how my role contributes to achieving an outcome for the Australian public		89%	-1	-3	-2	-3
I believe strongly in the purpose and objectives of the APS		84%	-2	-1	-3	-2

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

Well above capacity - too much work		29%	+4	+5 ⬆️	+4	+6 ⬆️
Slightly above capacity - lots of work to do		40%	+1	0	+1	0
At capacity - about the right amount of work to do		23%	-4	-7 ⬇️	-5 ⬇️	-6 ⬇️
Slightly below capacity - available for more work		6%	0	+1	0	+1
Well below capacity - not enough work		1%	-1	0	0	0

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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		77%	-1	-2	-5 ⬇️	-5 ⬇️
My supervisor actively ensures that everyone can be included in workplace activities		83%	-1	-1	-2	-2
I receive the respect I deserve from my colleagues at work		80%	-2	-2	-4	-3

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		15%	-1	+2	+2	+2
Flexible hours of work		18%	-1	-10 ⬇️	-4	-9 ⬇️
Compressed work week		4%	+1	+1	+1	+1
Job sharing		1%	0	0	0	0
Working away from the office/working from home		59%	+8 ⬆️	+2	-4	-7 ⬇️
None of the above		26%	-5 ⬇️	+1	+2	+6 ⬆️

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.

YOUR ENABLING INNOVATION INDEX SCORE		62	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	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	81	15	81%	-4	+1	-3	-2
	My immediate supervisor encourages me to come up with new or better ways of doing things	70	21	70%	-2	-2	-5↓	-4
	People are recognised for coming up with new and innovative ways of working	48	35	48%	-3	-9↓	-10↓	-10↓
	My agency inspires me to come up with new or better ways of doing things	42	41	42%	-5↓	-7↓	-7↓	-8↓
	My agency recognises and supports the notion that failure is a part of innovation	28	44	28%	-6↓	-11↓	-10↓	-11↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING POLICIES AND SUPPORT



WELLBEING

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

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE		67	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	60	27	13	60%	-1	-4	-5↓	-6↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	57	27	16	57%	-4	-5↓	-5↓	-7↓
	My agency does a good job of promoting health and wellbeing	55	29	16	55%	-6↓	-8↓	-8↓	-9↓
	I think my agency cares about my health and wellbeing	59	27	14	59%	-3	-2	-5↓	-5↓
	I believe my immediate supervisor cares about my health and wellbeing	86	9		86%	-1	+1	-2	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR











Positive Neutral Negative












WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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How often do you find your work stressful?

Always		5%	+3	+1	+1	+1
Often		31%	+2	+5 	+4	+5 
Sometimes		50%	-2	+1	0	0
Rarely		13%	-3	-6 	-6 	-6 
Never		1%	0	-1	0	0

To what extent is your work emotionally demanding?

To a very large extent		10%	+4	+2	+3	+3
To a large extent		24%	+1	+4	+5 	+4
Somewhat		40%	-2	+2	+2	+2
To a small extent		19%	-2	-5 	-6 	-6 
To a very small extent		7%	-1	-2	-4	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel burned out by my work						
Strongly agree		9%	+1	0	+1	+1
Agree		26%	+3	+2	+2	+3
Neither agree nor disagree		32%	-1	0	+1	+1
Disagree		28%	-1	-2	-3	-3
Strongly disagree		6%	-1	-1	-1	-1
In general, would you say that your health is:						
Excellent		9%	+1	-1	-2	-2
Very good		31%	+1	-3	-4	-3
Good		39%	-1	+1	+2	+2
Fair		18%	-1	+3	+3	+3
Poor		3%	0	0	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR











AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR













PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		23%	+3	-5 	-8 	-8 
Very good		57%	+1	+3	+3	+3
Average		17%	-3	+2	+4	+4
Below average		2%	-1	0	+1	+1
Well below average		1%	0	0	0	0

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

Excellent		10%	0	-6 	-9 	-7 
Very good		53%	+2	0	-5 	-3
Average		30%	-3	+5 	+11 	+8 
Below average		5%	0	+1	+3	+2
Well below average		2%	0	0	+1	0

KEY








AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		73%	0	-5 ↓	-7 ↓	-7 ↓
My workgroup has the tools and resources we need to perform well		55%	+2	-4	-5 ↓	-4
The people in my workgroup use time and resources efficiently		68%	-3	-8 ↓	-9 ↓	-9 ↓
My workgroup can readily adapt to new priorities and tasks		80%	+1	-3	-4	-4
The people in my workgroup cooperate to get the job done		85%	-1	-3	-5 ↓	-5 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



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

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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		11%	+1	+1	+2	+2
I want to leave my position within the next 12 months		26%	-1	+2	-2	0
I want to stay working in my position for the next one to two years		40%	+3	+2	-2	-1
I want to stay working in my position for at least the next three years		23%	-3	-6 ↓	+3	-2
What best describes your plans involved with leaving your current position?						
I am planning to retire		4%	-4	-1	+1	+1
I am pursuing another position within my agency		33%	-3	-8 ↓	-7 ↓	-8 ↓
I am pursuing a position in another agency		34%	+5 ↑	+7 ↑	+5 ↑	+8 ↑
I am pursuing work outside the APS		12%	+1	+1	+2	+1
It is the end of my non-ongoing, casual or contracted employment		3%	0	0	-1	-2
Other		13%	+1	+1	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR








AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION



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

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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	 15%	-	-	-	-
I am looking to further my skills in another area	 12%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	 12%	-	-	-	-
Senior leadership is of a poor quality	 8%	-	-	-	-
I am not satisfied with the work	 6%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

DISCRIMINATION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		16%	+3	+6	+6	+7
No		84%	-3	-6	-6	-7
Did this discrimination occur in your current agency?						
Yes		93%	+8	+1	+4	+3
No		7%	-8	-1	-4	-3
Basis for the discrimination that you experienced (3 highest responses):						
Race		36%	-	-	-	-
Age		25%	-	-	-	-
Gender		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 OPTIONS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes		13%	+3	+3	+3	+4
No		82%	-3	-3	-4	-4
Not sure		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)		47%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		43%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		31%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		42%	+9 ↑	+7 ↑	+8 ↑	+7 ↑
It was reported by someone else		8%	0	0	0	0
I did not report the behaviour		50%	-9 ↓	-7 ↓	-8 ↓	-6 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO INDICATED THAT THEY HAD WITNESSED POTENTIAL CORRUPT BEHAVIOUR WERE ASKED TO DESCRIBE THE BEHAVIOUR. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF CORRUPT BEHAVIOURS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

CORRUPTION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?						
Yes		4%	0	0	+1	+1
No		91%	0	0	-2	-1
Not sure		3%	0	-1	0	-1
Would prefer not to answer		3%	0	0	+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		46%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		29%	-	-	-	-
Fraud, forgery or embezzlement		22%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		24%	+12 ⬆	+3	+6 ⬆	+4
It was reported by someone else		16%	-18 ⬇	0	0	+1
I did not report the behaviour		61%	+6 ⬆	-3	-6 ⬇	-5 ⬇
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	28%
Woman or female	69%
Non-binary	0%
I use a different term	0%
Prefer not to say	3%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	21%
No	79%

Do you have an ongoing disability?	Responses
Yes	12%
No	88%

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

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

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	65%
Australian Aboriginal and/or Torres Strait Islander	21%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	2%
Anglo-European	12%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	3%
South-East Asian	3%
North-East Asian	1%
Southern and Central Asian	1%
North American	1%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	10%
No	80%
Not sure	10%

AGENCY POSITION



AGENCY POSITION

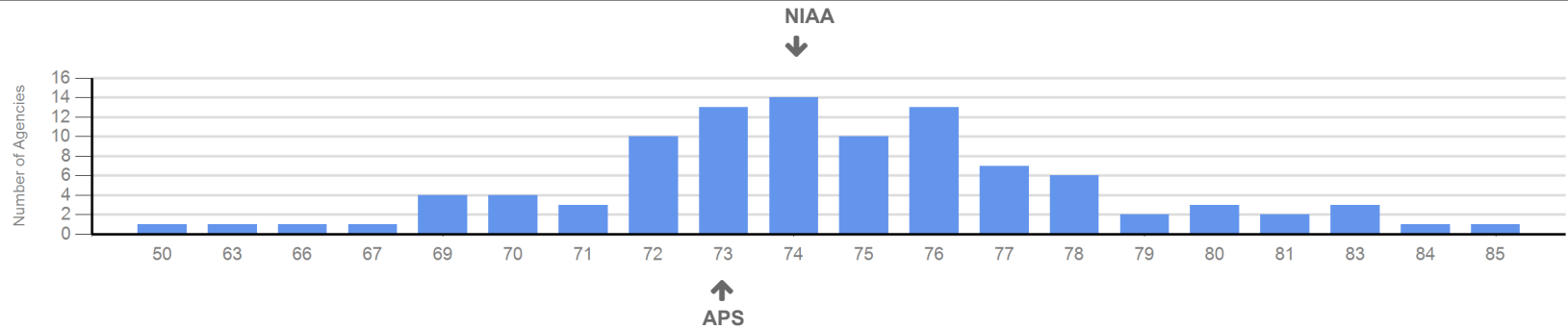
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

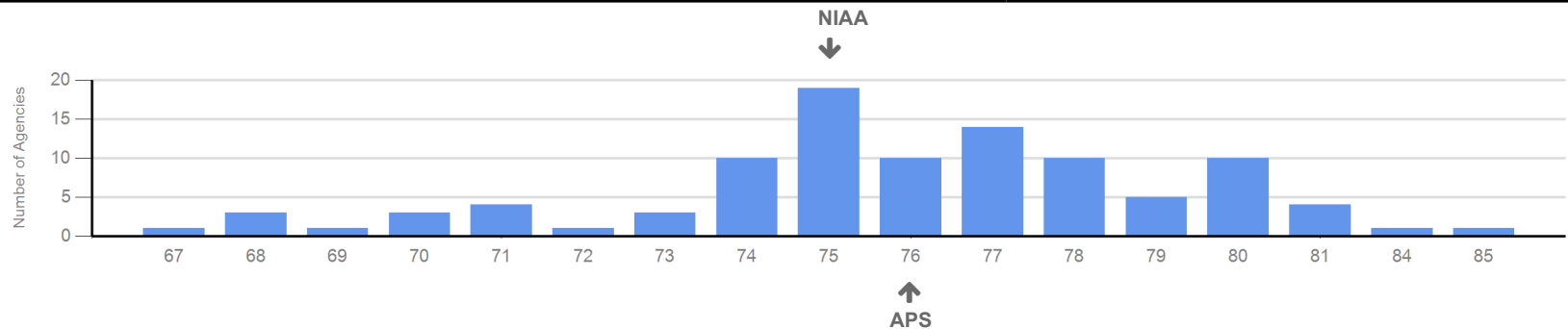
Employee Engagement Index

Ranking : 59th of 100



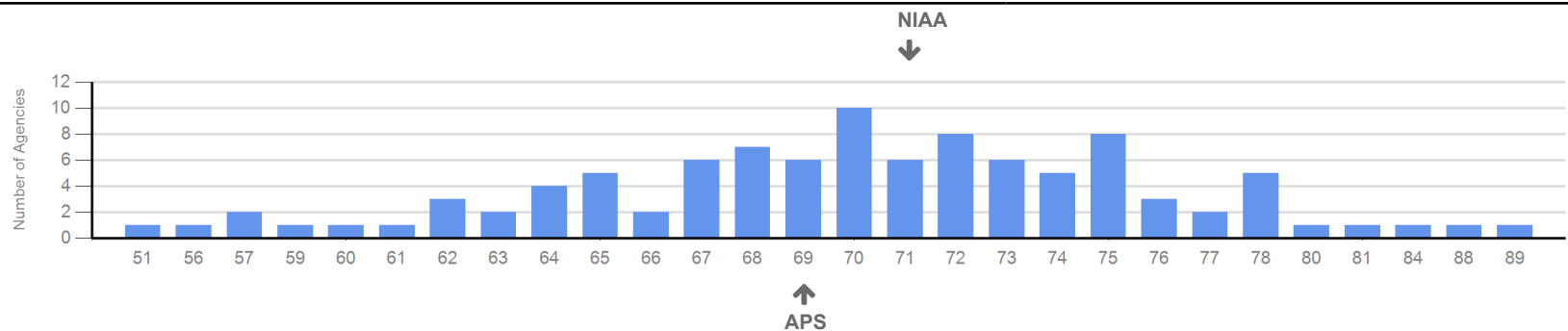
Leadership – Immediate Supervisor Index

Ranking : 61st of 100



Leadership – SES Manager Index

Ranking : 45th of 100



AGENCY POSITION



AGENCY POSITION

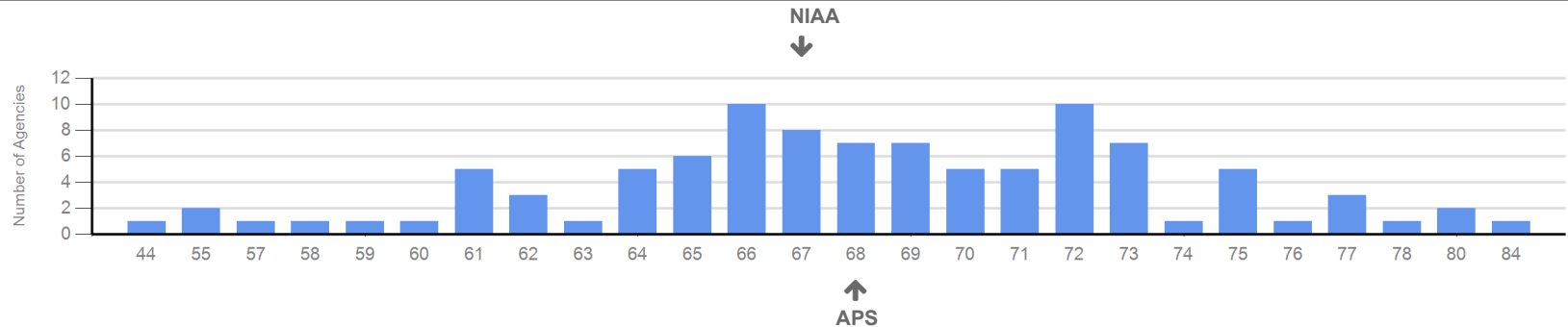
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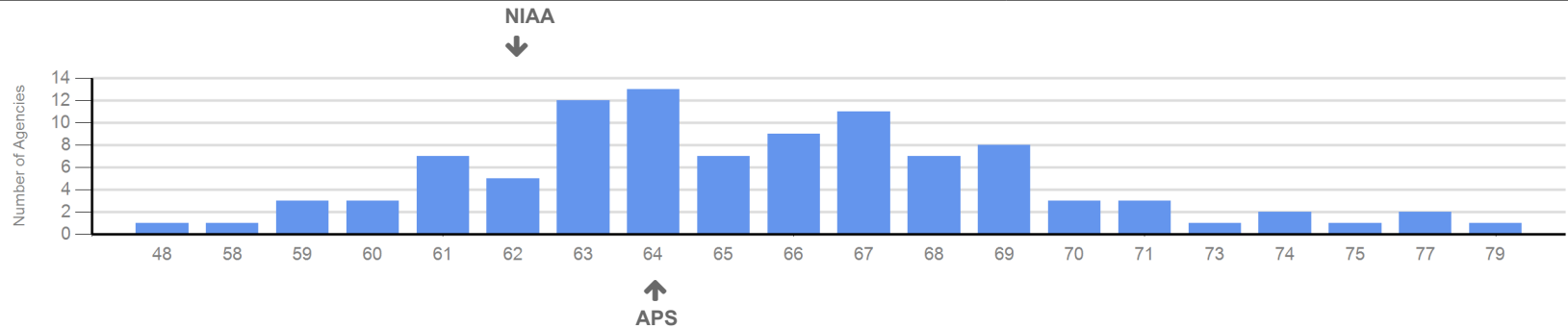
Communication Index

Ranking : 63rd of 100



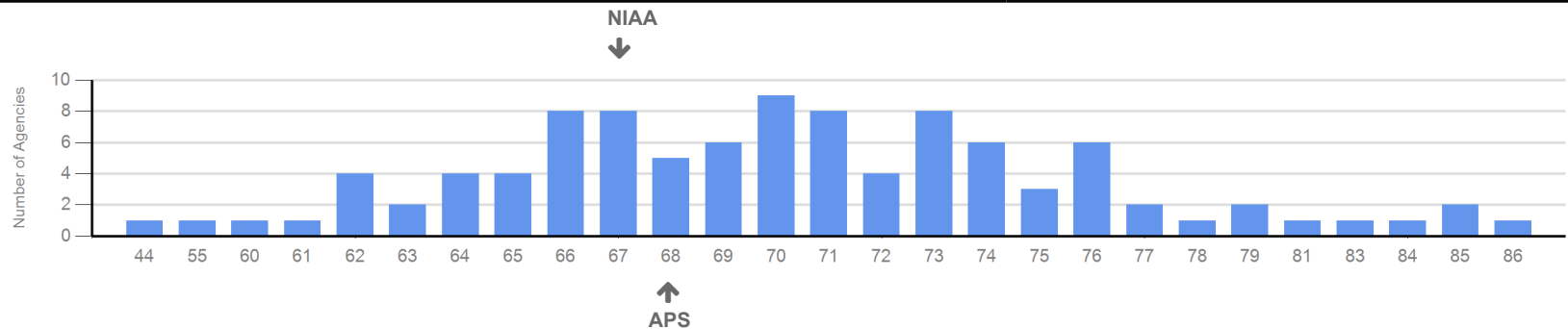
Enabling Innovation Index

Ranking : 82nd of 100



Wellbeing Policies and Support Index

Ranking : 72nd of 100



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THROUGH DRIVER ANALYSIS, THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.

		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
.1	My agency supports and actively promotes an inclusive workplace culture			77%	-1	-2	-5	-5
.2	I think my agency cares about my health and wellbeing			59%	-3	-2	-5	-5
.3	My agency inspires me to come up with new or better ways of doing things			42%	-5	-7	-7	-8
.4	Change is managed well in my agency			33%	+1	-10	-12	-10
.5	I am satisfied with the recognition I receive for doing a good job			70%	-3	+3	-3	-2
.6	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS			80%	+2	+7	0	+2

NIAA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
I see NIAA moving towards operating as 'one team' (i.e. branches and teams across NIAA working together to achieve objectives)	38	36	26	38%	-2
I see a commitment to NIAA's Values and Behaviours demonstrated across the Agency	69	21	10	69%	+3
My immediate workgroup acts according to the NIAA Values and Behaviours	84	12		84%	-1
I act according to the NIAA Values and Behaviours in my work	96			96%	-1
I can see a clear connection between my job and my agency's purpose	87	10		87%	+1
I believe NIAA is committed to investing in its people to build capability and provide opportunities	62	25	13	62%	-1
In general, I feel I am valued for my contribution	70	19	11	70%	-2
Feedback and input I provide has an impact on decision-making in NIAA	46	36	18	46%	-4
I have the necessary autonomy, delegation and control to perform my job effectively	65	20	15	65%	+1
To what extent do you agree that the support of your supervisor has enabled you to perform at your best?	76	15	9	76%	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



NIAA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
To what extent do you agree that in the past 12 months, the performance expectations of your job were clear and unambiguous?	56	26	18	56%	-1
I am held to account for what I deliver	89	9		89%	-1
I am confident in my ability to prevent, detect and report incidents of non-compliance and fraud	90	9		90%	0
My immediate workgroup understands and manages conflicts of interest appropriately	80	15		80%	+1
I am happy with the level of risk tolerance in my work area to achieve Agency objectives	54	29	17	54%	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



TIME TO TAKE ACTION



CELEBRATE

What things do we do well?

THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.



INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?



OPPORTUNITIES

Areas we need to focus on and turn into action plans:

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

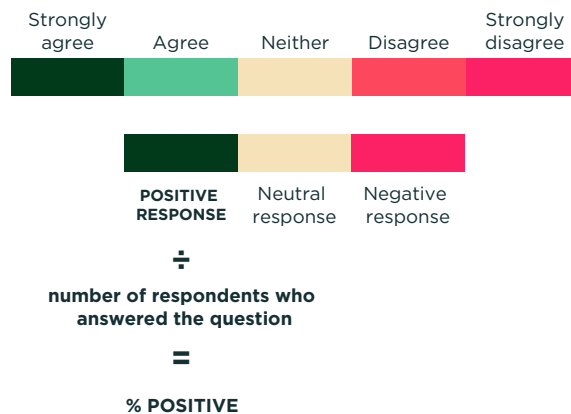
PRIORITISE 3 AREAS TO TAKE FORWARD

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

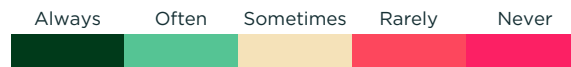
GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE" OR "ALWAYS" + "OFTEN") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



FOR 5 POINT SCALE QUESTIONS NOT ASKED ON THE *AGREE TO DISAGREE* SCALE THE SAME RULES APPLY, THE GREEN PERCENT REPRESENTS A **POSITIVE RESPONSE** (UNLESS THE QUESTION IS NEGATIVELY WORDED).



ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

ANONYMITY

IT IS BEST PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.