



Highlights Report TSRA



CONTENT	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and Change	6
Workplace Conditions	7
Inclusion	9
Enabling Innovation	10
Wellbeing Policies and Support	11
Wellbeing	12
Performance	14
Retention	16
Unacceptable Behaviour	17
Demographics	20
Agency Position	21
Suggested Questions to Focus On	23
Agency Specific Questions	24
Time to Take Action	26
Guide to this Report	27

RESPONSES:
92 of 115
RESPONSE RATE:
80%

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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
SAY	Overall, I am satisfied with my job	71	19	10	71%	-13 ↓	-2	-5 ↓	-1
	I am proud to work in my agency	81	14		81%	+3	+6 ↑	-1	+5 ↑
	I would recommend my agency as a good place to work	62	30	8	62%	-7 ↓	-7 ↓	-11 ↓	-2
	I believe strongly in the purpose and objectives of my agency	84	14		84%	-7 ↓	0	-5 ↓	-3
STAY	I feel a strong personal attachment to my agency	69	21	10	69%	-7 ↓	+8 ↑	+4	+8 ↑
	I feel committed to my agency's goals	85	12		85%	-3	+2	-1	+2
STRIVE	I suggest ideas to improve our way of doing things	88	11		88%	-1	+1	-2	-1
	I am happy to go the 'extra mile' at work when required	87	9		87%	-2	-3	-5 ↓	-3
	I work beyond what is required in my job to help my agency achieve its objectives	86	11		86%	+1	+6 ↑	+5 ↑	+6 ↑
	My agency really inspires me to do my best work every day	60	31	8	60%	-1	+3	-1	+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 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		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	70	17 13	70%	-6 ↓	-8 ↓	-8 ↓	-6 ↓
	My supervisor can deliver difficult advice whilst maintaining relationships	69	22 9	69%	-7 ↓	-9 ↓	-9 ↓	-7 ↓
	My supervisor invites a range of views, including those different to their own	74	18 8	74%	-10 ↓	-8 ↓	-9 ↓	-6 ↓
	My supervisor encourages my team to regularly review and improve our work	70	23	70%	-8 ↓	-10 ↓	-10 ↓	-7 ↓
	My supervisor is invested in my development	68	21 11	68%	-8 ↓	-8 ↓	-8 ↓	-5 ↓
	My supervisor ensures that my workgroup delivers on what we are responsible for	75	17 8	75%	-1	-12 ↓	-12 ↓	-10 ↓
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	73	19 8	73%	-11 ↓	-4	-3	-1
	My immediate supervisor encourages me	71	24	71%	+1	-5 ↓	-6 ↓	-3
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		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	The data for this question has been hidden for anonymity reasons.					
	My SES manager presents convincing arguments and persuades others towards an outcome	The data for this question has been hidden for anonymity reasons.					
	My SES manager promotes cooperation within and between agencies	The data for this question has been hidden for anonymity reasons.					
	My SES manager encourages innovation and creativity	The data for this question has been hidden for anonymity reasons.					
	My SES manager creates an environment that enables us to deliver our best	The data for this question has been hidden for anonymity reasons.					
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	The data for this question has been hidden for anonymity reasons.					
Other similar questions							
	In my agency, the SES work as a team	The data for this question has been hidden for anonymity reasons.					
	In my agency, the SES clearly articulate the direction and priorities for our agency	The data for this question has been hidden for anonymity reasons.					
	In my agency, communication between SES and other employees is effective	The data for this question has been hidden for anonymity reasons.					
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	The data for this question has been hidden for anonymity reasons.					
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		62	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
					-2	-6 ↓	-7 ↓	-3

Communication	My supervisor communicates effectively	66	24	10	66%	-15 ↓	-15 ↓	-15 ↓	-12 ↓
	My SES manager communicates effectively	The data for this question has been hidden for anonymity reasons.							
	Internal communication within my agency is effective	50	26	24	50%	-1	-6 ↓	-7 ↓	+2

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	57	28	16	57%	-5 ↓	-10 ↓	-13 ↓	-10 ↓
	Staff are consulted about change at work	37	44	19	37%	-20 ↓	-12 ↓	-11 ↓	-7 ↓
	Change is managed well in my agency	44	33	23	44%	0	+1	+2	+9 ↑

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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills		85%	+1	+7 	+4	+5 
I have a choice in deciding how I do my work		64%	-9 	-1	-11 	-8 
Where appropriate, I am able to take part in decisions that affect my job		73%	-8 	+4	0	+4
I am clear what my duties and responsibilities are		78%	-2	-2	-3	0
I am satisfied with the recognition I receive for doing a good job		64%	-8 	-2	-6 	-1
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		71%	-20 	+20 	+17 	+19 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		72%	-16 	-2	-8 	-6 
I am satisfied with the stability and security of my job		69%	-4	-13 	-10 	-6 
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		59%	-25 	-20 	-26 	-22 

KEY

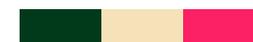


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	74 23	74%	+6	+13	+17	+21
I understand how my role contributes to achieving an outcome for the Australian public	86 14	86%	-8	-7	-7	-5
I believe strongly in the purpose and objectives of the APS	84 15	84%	-2	-1	0	+3

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
--	----------------	---	--------------------	---------------------------	-----------------------------------	------------------------------------

What best describes your current workload?

Well above capacity - too much work	33 23	33%	+3	+10	+11	+7
Slightly above capacity - lots of work to do	34 23	34%	-7	-5	-6	-5
At capacity - about the right amount of work to do	26 23	26%	+6	-3	-3	0
Slightly below capacity - available for more work	6 23	6%	-2	0	-1	0
Well below capacity - not enough work	0 23	0%	0	-1	-1	-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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		69%	0	-11↓	-12↓	-7↓
My supervisor actively ensures that everyone can be included in workplace activities		77%	-8↓	-6↓	-6↓	-5↓
I receive the respect I deserve from my colleagues at work		81%	+1	0	-1	+2

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		6%	+1	-8↓	-9↓	-9↓
Flexible hours of work		19%	-10↓	-9↓	-16↓	-12↓
Compressed work week		1%	-1	-2	-2	-4
Job sharing		2%	0	+2	+2	+2
Working away from the office/working from home		15%	-10↓	-43↓	-55↓	-51↓
None of the above		67%	+15↑	+42↑	+50↑	+49↑

KEY

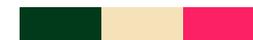


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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		64	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	74	24	74%	-13 ↓	-6 ↓	-9 ↓	-6 ↓	
	My immediate supervisor encourages me to come up with new or better ways of doing things	69	20	11	69%	-2	-3	-6 ↓	-3
	People are recognised for coming up with new and innovative ways of working	47	36	16	47%	-11 ↓	-11 ↓	-13 ↓	-5 ↓
	My agency inspires me to come up with new or better ways of doing things	49	40	11	49%	-1	-1	-5 ↓	0
	My agency recognises and supports the notion that failure is a part of innovation	41	49	9	41%	+4	+2	+1	+7 ↑

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		66	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
					+1	-2	-4	-2	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	60	28	12	60%	-6 ↓	-4	-8 ↓	-3
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	59	26	15	59%	+6 ↑	-3	-7 ↓	-4
	My agency does a good job of promoting health and wellbeing	47	32	21	47%	0	-16 ↓	-19 ↓	-14 ↓
	I think my agency cares about my health and wellbeing	65	26	9	65%	-4	+4	-3	0
	I believe my immediate supervisor cares about my health and wellbeing	78	18		78%	-4	-8 ↓	-10 ↓	-8 ↓

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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	------------------------------------

How often do you find your work stressful?

Always		8%	+3	+3	+5 	+4
Often		27%	-5 	+1	+4	+1
Sometimes		35%	-7 	-14 	-15 	-12 
Rarely		25%	+9 	+6 	+4	+5 
Never		5%	-1	+3	+3	+3

To what extent is your work emotionally demanding?

To a very large extent		13%	+10 	+5 	+7 	+6 
To a large extent		31%	+10 	+10 	+13 	+12 
Somewhat		38%	-7 	-1	-1	-2
To a small extent		11%	-8 	-13 	-16 	-14 
To a very small extent		8%	-5 	-1	-3	-2

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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
I feel burned out by my work						
Strongly agree		9%	+4	+1	+2	0
Agree		27%	+1	+3	+5	+3
Neither agree nor disagree		34%	-5	+3	+4	+4
Disagree		22%	+1	-7	-10	-7
Strongly disagree		7%	-1	0	-1	-1
In general, would you say that your health is:						
Excellent		16%	-2	+6	+4	+5
Very good		31%	+10	-3	-5	-4
Good		40%	+1	+2	+3	+2
Fair		9%	-4	-5	-3	-4
Poor		4%	-4	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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	------------------------------------

In the last month, please rate your workgroup's overall performance

Excellent		26%	+14 	-1	-4	-1
Very good		40%	-11 	-15 	-14 	-13 
Average		24%	-4	+9 	+11 	+8 
Below average		6%	+1	+4	+4	+3
Well below average		3%	+1	+3	+3	+3

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

Excellent		23%	+9 	+7 	+5 	+9 
Very good		30%	+1	-23 	-25 	-19 
Average		32%	-14 	+7 	+10 	+4
Below average		11%	+6 	+7 	+8 	+6 
Well below average		4%	-2	+2	+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	73 16 11	73%	-2	-5 ↓	-8 ↓	-6 ↓
My workgroup has the tools and resources we need to perform well	68 16 17	68%	-12 ↓	+9 ↑	+9 ↑	+16 ↑
The people in my workgroup use time and resources efficiently	66 24 10	66%	+2	-10 ↓	-13 ↓	-10 ↓
My workgroup can readily adapt to new priorities and tasks	71 20 9	71%	-6 ↓	-12 ↓	-13 ↓	-11 ↓
The people in my workgroup cooperate to get the job done	78 16	78%	+12 ↑	-10 ↓	-13 ↓	-11 ↓

KEY

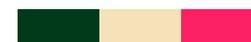


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 SPECIALIST AGENCIES	VARIANCE FROM SMALL 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		5%	-3	-5 ⬇	-4	-5 ⬇
I want to leave my position within the next 12 months		12%	-6 ⬇	-12 ⬇	-10 ⬇	-10 ⬇
I want to stay working in my position for the next one to two years		35%	+4	-2	-5 ⬇	-3
I want to stay working in my position for at least the next three years		48%	+5 ⬆	+19 ⬆	+19 ⬆	+18 ⬆
What best describes your plans involved with leaving your current position?						
I am planning to retire		14%	-6 ⬇	+9 ⬆	+10 ⬆	+10 ⬆
I am pursuing another position within my agency		7%	-3	-34 ⬇	-19 ⬇	-11 ⬇
I am pursuing a position in another agency		36%	+6 ⬆	+8 ⬆	+1	-9 ⬇
I am pursuing work outside the APS		21%	+11 ⬆	+10 ⬆	+5 ⬆	+6 ⬆
It is the end of my non-ongoing, casual or contracted employment		0%	-10 ⬇	-3	-5 ⬇	-5 ⬇
Other		21%	+1	+9 ⬆	+9 ⬆	+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL 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%	-12 ↓	+6 ↑	+8 ↑	+7 ↑
No		84%	+12 ↑	-6 ↓	-8 ↓	-7 ↓
Did this discrimination occur in your current agency?						
Yes		93%	+11 ↑	+1	+3	+2
No		7%	-11 ↓	-1	-3	-2
Basis for the discrimination that you experienced (3 highest responses):						
Other		46%	-	-	-	-
Gender		31%	-	-	-	-
Age		23%	-	-	-	-

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 SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Yes		15%	-8 ↓	+5 ↑	+7 ↑	+4
No		72%	+1	-12 ↓	-15 ↓	-11 ↓
Not sure		13%	+8 ↑	+8 ↑	+8 ↑	+7 ↑

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		46%	-	-	-	-
Deliberate exclusion from work-related activities		38%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		38%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		50%	+50 ↑	+15 ↑	+18 ↑	+15 ↑
It was reported by someone else		17%	+17 ↑	+9 ↑	+9 ↑	+12 ↑
I did not report the behaviour		33%	+33 ↑	-24 ↓	-27 ↓	-27 ↓

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 SPECIALIST AGENCIES	VARIANCE FROM SMALL 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		18%	+1	+14 ↑	+15 ↑	+12 ↑
No		52%	-8 ↓	-39 ↓	-39 ↓	-35 ↓
Not sure		20%	+6 ↑	+16 ↑	+16 ↑	+15 ↑
Would prefer not to answer		11%	0	+8 ↑	+8 ↑	+7 ↑
Types of corrupt behaviours witnessed (3 highest responses):						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		73%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		47%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		40%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		13%	+13 ↑	-7 ↓	-2	+2
It was reported by someone else		53%	+53 ↑	+37 ↑	+39 ↑	+38 ↑
I did not report the behaviour		33%	+33 ↑	-30 ↓	-37 ↓	-40 ↓
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	37%
Woman or female	53%
Non-binary	0%
I use a different term	0%
Prefer not to say	10%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	85%
No	15%

Do you have an ongoing disability?	Responses
Yes	3%
No	97%

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 (LGBTIQ+)?	Responses
Yes	1%
No	99%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	21%
Australian Aboriginal and/or Torres Strait Islander	83%
New Zealander (excluding Maori)	0%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	2%
North-West European (excluding Anglo-European)	1%
Southern and Eastern European	0%
South-East Asian	2%
North-East Asian	0%
Southern and Central Asian	0%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	0%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	4%
No	79%
Not sure	17%

AGENCY POSITION



AGENCY POSITION

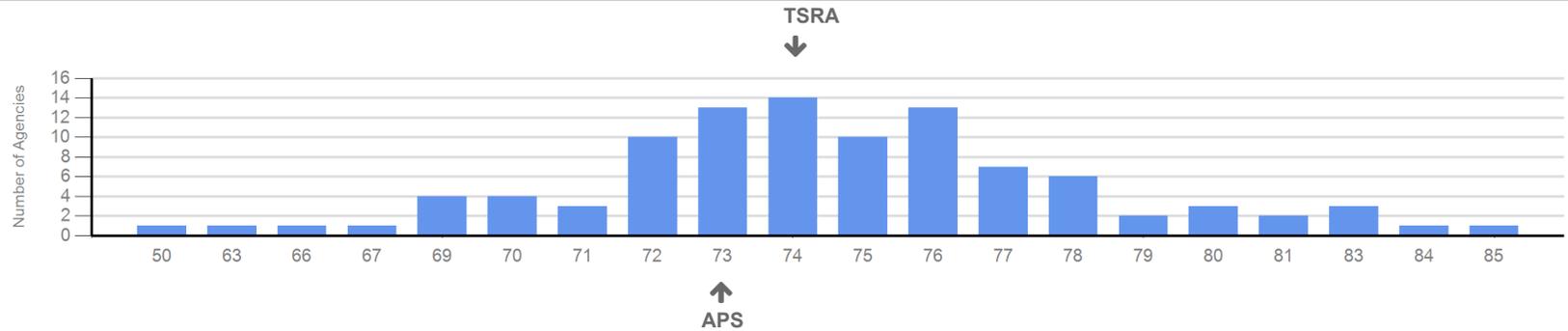
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

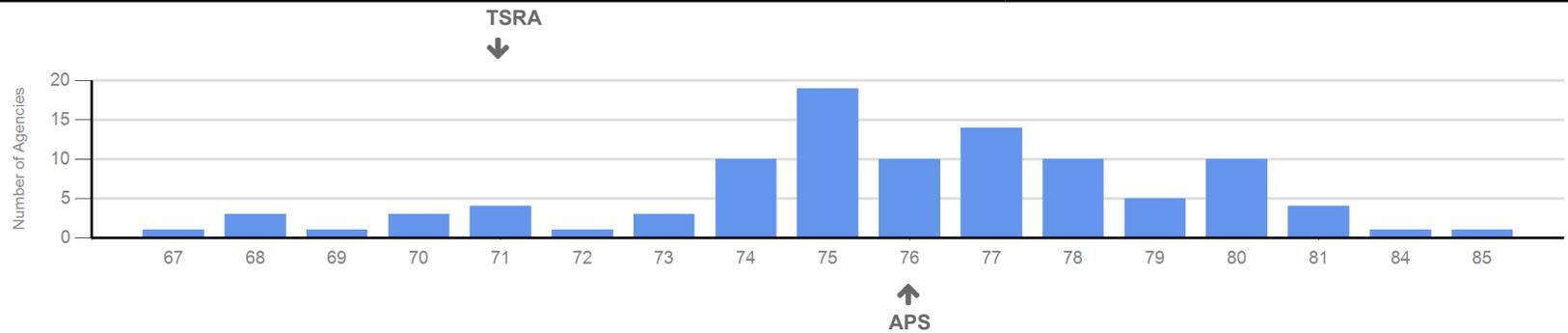
Employee Engagement Index

Ranking : 54th of 100



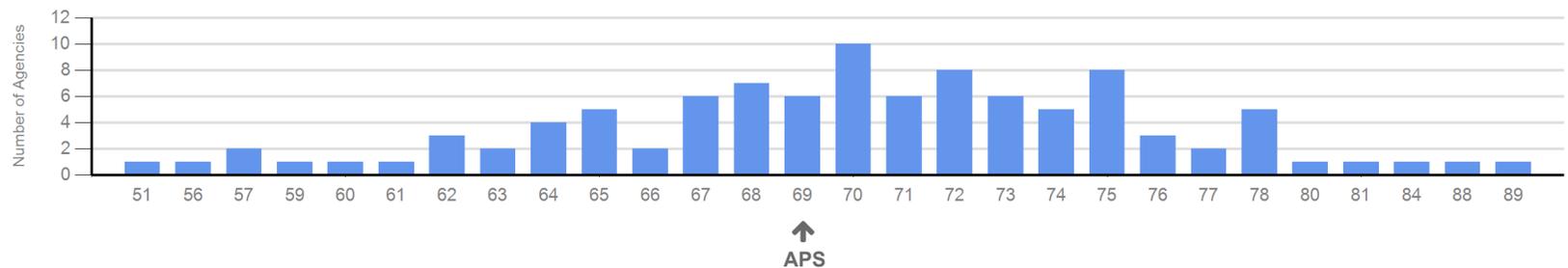
Leadership – Immediate Supervisor Index

Ranking : 91st of 100



Leadership – SES Manager Index

The agency data for this index has been hidden for anonymity reasons.



AGENCY POSITION



AGENCY POSITION

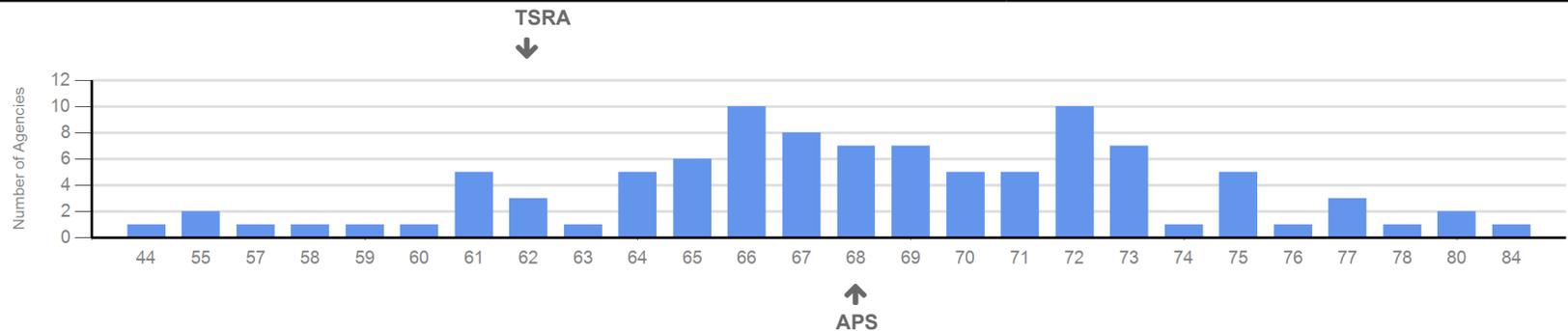
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

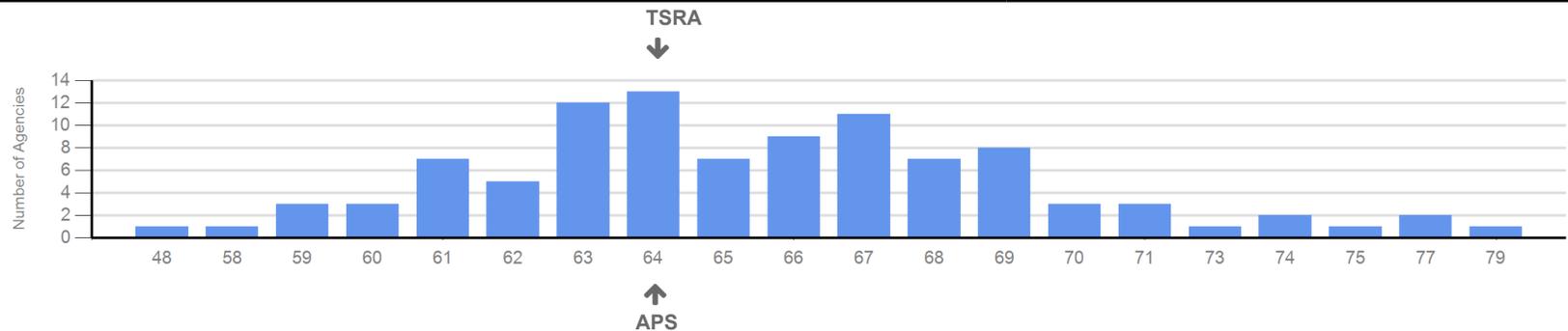
Communication Index

Ranking : 87th of 100



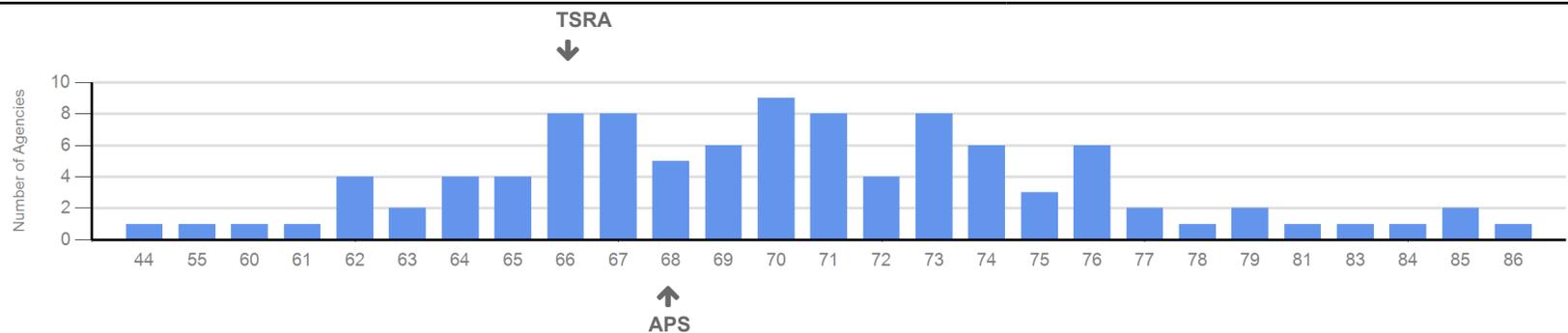
Enabling Innovation Index

Ranking : 67th of 100



Wellbeing Policies and Support Index

Ranking : 75th 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 SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
.1	My agency supports and actively promotes an inclusive workplace culture			69%	0	-11	-12	-7
.2	I am satisfied with the recognition I receive for doing a good job			64%	-8	-2	-6	-1
.3	My agency inspires me to come up with new or better ways of doing things			49%	-1	-1	-5	0
.4	Change is managed well in my agency			44%	0	+1	+2	+9
.5	People are recognised for coming up with new and innovative ways of working			47%	-11	-11	-13	-5
.6	I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration			59%	-25	-20	-26	-22

TSRA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
People at all levels of the TSRA proactively contribute to a positive, accountable and inclusive culture	52	31	18	52%	-
People in my workgroup reach out to others in TSRA to collaborate and share information	73	22	5	73%	-
People in my Programme behave with a strong sense of personal responsibility and accountability for achieving results	69	25	6	69%	-
I actively seek feedback to improve my performance at work	73	25	2	73%	-
I make time to learn and develop my skills and knowledge	80	16	4	80%	-
My supervisor gives me responsibility and holds me to account for what I deliver	84	14	2	84%	-
I have found the performance discussions with my manager highly effective	61	28	11	61%	-
As a supervisor, I feel supported to manage the performance of my team	61	32	7	61%	-
My immediate work area manages underperformance effectively	48	33	19	48%	-
The TSRA listens to and works well with external stakeholders when developing projects, policies and programs	54	35	11	54%	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



TSRA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
The TSRA communicates organisational matters and decisions to staff in an open and transparent way	46	31	24	46%	-
I understand how my work connects with and contributes to the TSRA's objectives	86	11		86%	-
I have the necessary information and support to manage my work responsibilities	68	22	9	68%	-
My immediate manager applies policies and guidelines consistently when making decisions	71	21	8	71%	-
The TSRA actively encourages a pro-integrity culture which values, acknowledges and champions doing the right thing	55	33	12	55%	-

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.

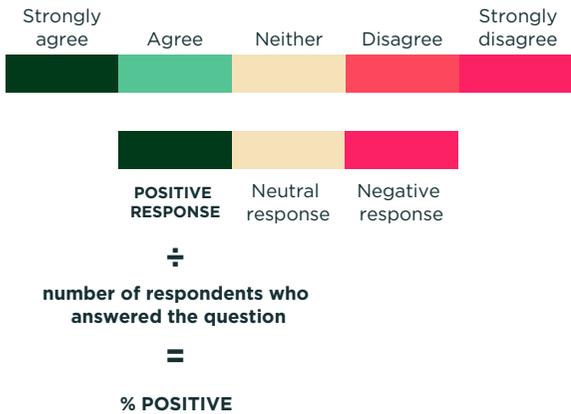
PRIORITISE 3 AREAS TO TAKE FORWARD

	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.