



# Highlights Report ACMA



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RESPONSES:
419 of 507
RESPONSE RATE:
83%

# 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		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
SAY	Overall, I am satisfied with my job	76	13 11	76%	+5 ↑	+3	+1	0
	I am proud to work in my agency	71	22 8	71%	+3	-5 ↓	-9 ↓	-9 ↓
	I would recommend my agency as a good place to work	70	19 11	70%	+2	+1	-3	0
	I believe strongly in the purpose and objectives of my agency	78	18	78%	-3	-6 ↓	-12 ↓	-10 ↓
STAY	I feel a strong personal attachment to my agency	51	31 18	51%	-2	-9 ↓	-12 ↓	-12 ↓
	I feel committed to my agency's goals	77	18	77%	+4	-6 ↓	-10 ↓	-9 ↓
STRIVE	I suggest ideas to improve our way of doing things	90	8	90%	0	+4	+3	+1
	I am happy to go the 'extra mile' at work when required	89	8	89%	-2	-1	-2	-3
	I work beyond what is required in my job to help my agency achieve its objectives	77	18	77%	0	-4	-4	-5 ↓
	My agency really inspires me to do my best work every day	54	28 18	54%	+3	-3	-7 ↓	-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		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	80	12 8	80%	-1	+1	0	+1	
	My supervisor can deliver difficult advice whilst maintaining relationships	78	15 7	78%	-1	-1	-2	-1	
	My supervisor invites a range of views, including those different to their own	83	11	83%	0	+2	0	0	
	My supervisor encourages my team to regularly review and improve our work	80	15	80%	-3	-1	-2	0	
	My supervisor is invested in my development	76	15 9	76%	0	+1	0	0	
	My supervisor ensures that my workgroup delivers on what we are responsible for	89		89%	-2	+2	+1	+2	
<b>Other similar questions</b>									
	My supervisor provides me with helpful feedback to improve my performance	75	14 10	75%	-2	-2	-3	-1	
	My immediate supervisor encourages me	78	14 8	78%	+1	+3	+1	+1	
<b>KEY</b>		AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative					

# LEADERSHIP - SES MANAGER



## SES MANAGER

THE SES MANAGER 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		72	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					-2	+3	+2	+2

SES Manager	My SES manager clearly articulates the direction and priorities for our area		74	15	11	74%	-4	+6 ⬆️	+5 ⬆️	+5 ⬆️
	My SES manager presents convincing arguments and persuades others towards an outcome		71	20	9	71%	-3	+9 ⬆️	+6 ⬆️	+7 ⬆️
	My SES manager promotes cooperation within and between agencies		75	21		75%	-3	+8 ⬆️	+6 ⬆️	+7 ⬆️
	My SES manager encourages innovation and creativity		69	21	10	69%	-4	+4	+2	+3
	My SES manager creates an environment that enables us to deliver our best		69	19	12	69%	0	+6 ⬆️	+5 ⬆️	+4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS		80	16		80%	-4	+7 ⬆️	+4	+4

### Other similar questions

In my agency, the SES work as a team		58	30	12	58%	+2	+5 ⬆️	+6 ⬆️	+5 ⬆️
In my agency, the SES clearly articulate the direction and priorities for our agency		71	18	11	71%	+3	+8 ⬆️	+6 ⬆️	+7 ⬆️
In my agency, communication between SES and other employees is effective		60	23	18	60%	+1	+7 ⬆️	+5 ⬆️	+7 ⬆️
My SES manager routinely promotes the use of data and evidence to deliver outcomes		70	24		70%	-	+4	+3	+2

### 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		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					-1	+3	+2	+2

Communication	My supervisor communicates effectively		82	9	9	82%	-1	+2	+1	+1
	My SES manager communicates effectively		78	12	10	78%	-1	+10 ⬆️	+8 ⬆️	+9 ⬆️
	Internal communication within my agency is effective		65	19	17	65%	0	+8 ⬆️	+6 ⬆️	+8 ⬆️

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup		73	15	12	73%	-4	+5 ⬆️	+3	+3
	Staff are consulted about change at work		52	33	14	52%	+1	+3	+2	+3
	Change is managed well in my agency		41	32	26	41%	-2	-2	-3	-1

KEY	⬆️	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	⬆️	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive	Neutral	Negative
						<span style="display:inline-block; width:15px; height:15px; background-color:#004d00;"></span>	<span style="display:inline-block; width:15px; height:15px; background-color:#f0c000;"></span>

# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills	81   9   10	81%	-2	+2	-1	-2
I have a choice in deciding how I do my work	72   21	72%	-1	+8 ⬆️	+1	+1
Where appropriate, I am able to take part in decisions that affect my job	74   15   12	74%	0	+5 ⬆️	+2	+1
I am clear what my duties and responsibilities are	82   14	82%	-2	+3	+1	+2
I am satisfied with the recognition I receive for doing a good job	71   15   14	71%	+3	+5 ⬆️	+1	+2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	54   19   27	54%	-8 ⬇️	+2	0	-2
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	73   13   14	73%	-3	-1	-8 ⬇️	-4
I am satisfied with the stability and security of my job	86   8	86%	-1	+4	+2	+5 ⬆️
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	75   13   13	75%	+1	-4	-11 ⬇️	-8 ⬇️

## 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 REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #004d00; color: white; font-weight: bold;">58</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0c000; color: white; font-weight: bold;">29</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;">12</div>	<b>58%</b>	-4	-3	-2	-1
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #004d00; color: white; font-weight: bold;">90</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0c000; color: white; font-weight: bold;">8</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;">2</div>	<b>90%</b>	-2	-2	-3	-3
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #004d00; color: white; font-weight: bold;">85</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0c000; color: white; font-weight: bold;">12</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;">3</div>	<b>85%</b>	+1	+1	-1	+1

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work	<div style="width: 15%; height: 15px; background-color: #004d00;"></div>	<b>21%</b>	-3	-3	-4	-3
Slightly above capacity - lots of work to do	<div style="width: 30%; height: 15px; background-color: #004d00;"></div>	<b>40%</b>	-3	0	-1	-1
At capacity - about the right amount of work to do	<div style="width: 30%; height: 15px; background-color: #004d00;"></div>	<b>33%</b>	+7	+4	+6	+5
Slightly below capacity - available for more work	<div style="width: 5%; height: 15px; background-color: #004d00;"></div>	<b>5%</b>	-2	-1	0	-1
Well below capacity - not enough work	<div style="width: 1%; height: 15px; background-color: #004d00;"></div>	<b>1%</b>	0	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 REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		71%	-5⬇️	-8⬇️	-9⬇️	-7⬇️
My supervisor actively ensures that everyone can be included in workplace activities		85%	+1	+2	0	+2
I receive the respect I deserve from my colleagues at work		81%	-3	0	-2	-1

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		12%	-2	-2	-2	-1
Flexible hours of work		24%	-1	-4	-7⬇️	-6⬇️
Compressed work week		2%	+1	-1	-4	-1
Job sharing		0%	0	0	-1	0
Working away from the office/working from home		75%	-2	+18⬆️	0	+10⬆️
None of the above		17%	+2	-9⬇️	+5⬆️	-3

**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		63	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	81	15	81%	-4	+1	0	-1
	My immediate supervisor encourages me to come up with new or better ways of doing things	74	19	74%	0	+2	+1	0
	People are recognised for coming up with new and innovative ways of working	62	25	62%	+1	+4	0	+3
	My agency inspires me to come up with new or better ways of doing things	47	31	47%	-2	-2	-4	-5↓
	My agency recognises and supports the notion that failure is a part of innovation	27	42	27%	-2	-12↓	-13↓	-12↓

### 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		70	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
					+1	+1	-1	0	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	66	22	12	66%	+3	+2	-1	+2
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	69	18	13	69%	+1	+7↑	+3	+6↑
	My agency does a good job of promoting health and wellbeing	68	19	12	68%	+5↑	+5↑	+3	+5↑
	I think my agency cares about my health and wellbeing	63	20	17	63%	0	+2	-4	-2
	I believe my immediate supervisor cares about my health and wellbeing	88	8		88%	+1	+3	+1	+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 REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## How often do you find your work stressful?

Always		4%	+1	-1	0	0
Often		16%	-9 ↓	-10 ↓	-9 ↓	-9 ↓
Sometimes		54%	-1	+5 ↑	+4	+4
Rarely		23%	+7 ↑	+5 ↑	+5 ↑	+4
Never		2%	+1	0	0	0

## To what extent is your work emotionally demanding?

To a very large extent		8%	+1	0	0	0
To a large extent		12%	-6 ↓	-9 ↓	-7 ↓	-8 ↓
Somewhat		34%	-4	-5 ↓	-4	-4
To a small extent		32%	+4	+8 ↑	+6 ↑	+7 ↑
To a very small extent		15%	+4	+6 ↑	+4	+5 ↑

### 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 REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>I feel burned out by my work</b>						
Strongly agree		9%	+3	0	0	0
Agree		19%	-7 ↓	-5 ↓	-4	-4
Neither agree nor disagree		25%	-5 ↓	-6 ↓	-5 ↓	-5 ↓
Disagree		38%	+6 ↑	+9 ↑	+8 ↑	+7 ↑
Strongly disagree		9%	+3	+2	+1	+1
<b>In general, would you say that your health is:</b>						
Excellent		10%	0	0	-1	-1
Very good		33%	-5 ↓	0	-3	-1
Good		36%	+2	-2	-1	-2
Fair		15%	-1	0	+1	+2
Poor		6%	+3	+3	+3	+3

## 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 REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		<b>37%</b>	+11 	+9 	+7 	+8 
Very good		<b>48%</b>	-14 	-7 	-7 	-7 
Average		<b>13%</b>	+2	-2	+1	0
Below average		<b>2%</b>	+1	0	-1	0
Well below average		<b>0%</b>	0	0	0	0

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

Excellent		<b>23%</b>	+6 	+7 	+5 	+5 
Very good		<b>54%</b>	-9 	0	-3	-1
Average		<b>21%</b>	+3	-4	0	-2
Below average		<b>2%</b>	0	-2	-1	-1
Well below average		<b>1%</b>	0	-1	-1	-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 REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		85%	+2	+7 	+5 	+5 
My workgroup has the tools and resources we need to perform well		62%	+6 	+3	+6 	+3
The people in my workgroup use time and resources efficiently		80%	-2	+4	+3	+2
My workgroup can readily adapt to new priorities and tasks		85%	-3	+2	+1	+1
The people in my workgroup cooperate to get the job done		91%	-2	+3	+1	+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY 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		10%	+1	0	0	+1
I want to leave my position within the next 12 months		22%	-6 ↓	-2	-1	-1
I want to stay working in my position for the next one to two years		46%	+4	+8 ↑	+4	+5 ↑
I want to stay working in my position for at least the next three years		22%	+1	-6 ↓	-3	-5 ↓

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

I am planning to retire		6%	+2	+1	+3	+2
I am pursuing another position within my agency		19%	-2	-22 ↓	-13 ↓	-7 ↓
I am pursuing a position in another agency		43%	+4	+15 ↑	+9 ↑	+5 ↑
I am pursuing work outside the APS		12%	-8 ↓	+1	-2	-2
It is the end of my non-ongoing, casual or contracted employment		2%	+1	-1	-1	-3
Other		17%	+2	+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	16%	-	-	-	-
There are a lack of future career opportunities in my agency	11%	-	-	-	-
I can receive a higher salary elsewhere	10%	-	-	-	-
I have achieved all I can in my current position	8%	-	-	-	-
I am not able to access the flexible working arrangements that I require	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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?</b>						
Yes		<b>9%</b>	+2	-1	+1	+1
No		<b>91%</b>	-2	+1	-1	-1
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>86%</b>	-6 ↓	-5 ↓	-3	-2
No		<b>14%</b>	+6 ↑	+5 ↑	+3	+2
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Gender		<b>36%</b>	-	-	-	-
Caring responsibilities		<b>33%</b>	-	-	-	-
Age		<b>28%</b>	-	-	-	-

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# UNACCEPTABLE BEHAVIOUR



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

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

## HARASSMENT AND BULLYING

### RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM REGULATORY AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes		8%	0	-2	-1	-1
No		86%	-2	+2	0	0
Not sure		6%	+1	0	+1	+1

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		38%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		32%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		32%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		25%	-14 ↓	-10 ↓	-8 ↓	-10 ↓
It was reported by someone else		3%	0	-5 ↓	-5 ↓	-6 ↓
I did not report the behaviour		72%	+15 ↑	+15 ↑	+13 ↑	+16 ↑

### 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 REGULATORY 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		1%	0	-2	-2	-2
No	████████████████████	95%	-1	+5	+3	+5
Not sure		2%	+1	-2	-1	-2
Would prefer not to answer		1%	+1	-1	0	-1

## Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden for anonymity reasons.
It was reported by someone else	The data for this question has been hidden for anonymity reasons.
I did not report the behaviour	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

# DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	42%
Woman or female	53%
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	1%
No	99%

Do you have an ongoing disability?	Responses
Yes	11%
No	89%

Do you have carer responsibilities?	Responses
Yes	47%
No	53%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	11%
No	89%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	71%
Australian Aboriginal and/or Torres Strait Islander	1%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	14%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	7%
South-East Asian	8%
North-East Asian	5%
Southern and Central Asian	4%
North American	0%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	7%
No	84%
Not sure	9%

# AGENCY POSITION



## AGENCY POSITION

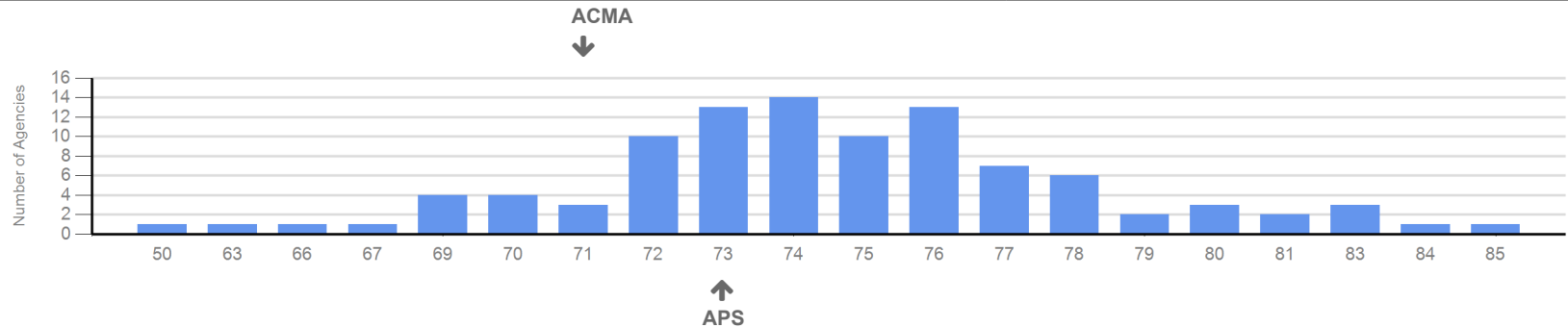
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

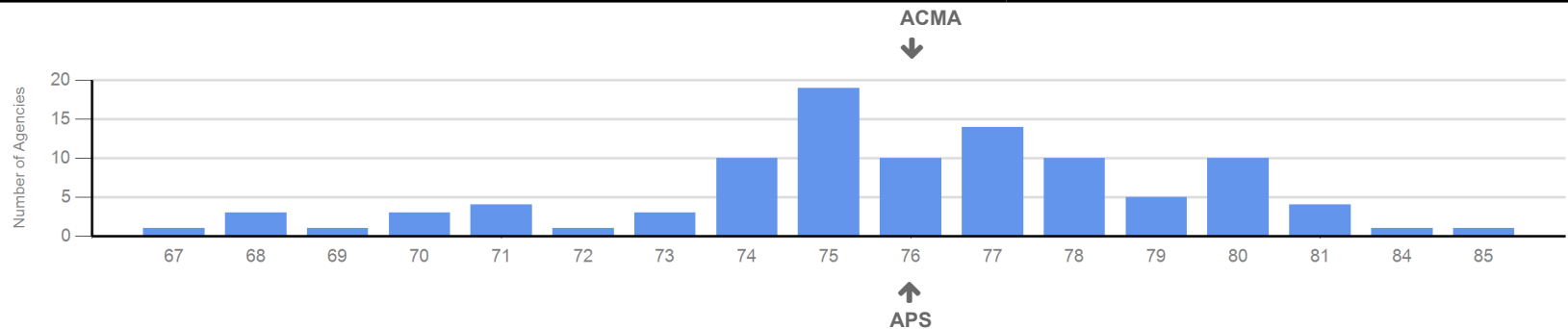
### Employee Engagement Index

Ranking : 86th of 100



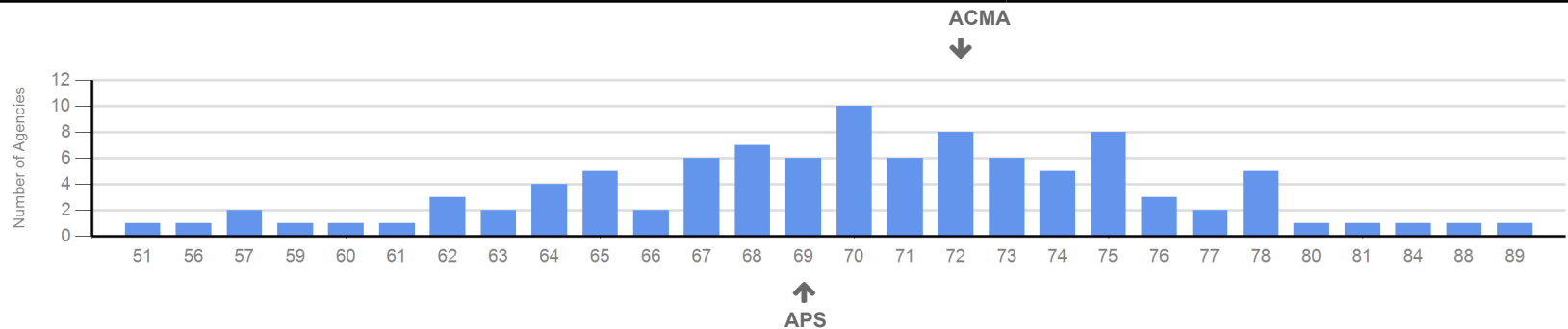
### Leadership – Immediate Supervisor Index

Ranking : 47th of 100



### Leadership – SES Manager Index

Ranking : 39th of 100



# AGENCY POSITION



## AGENCY POSITION

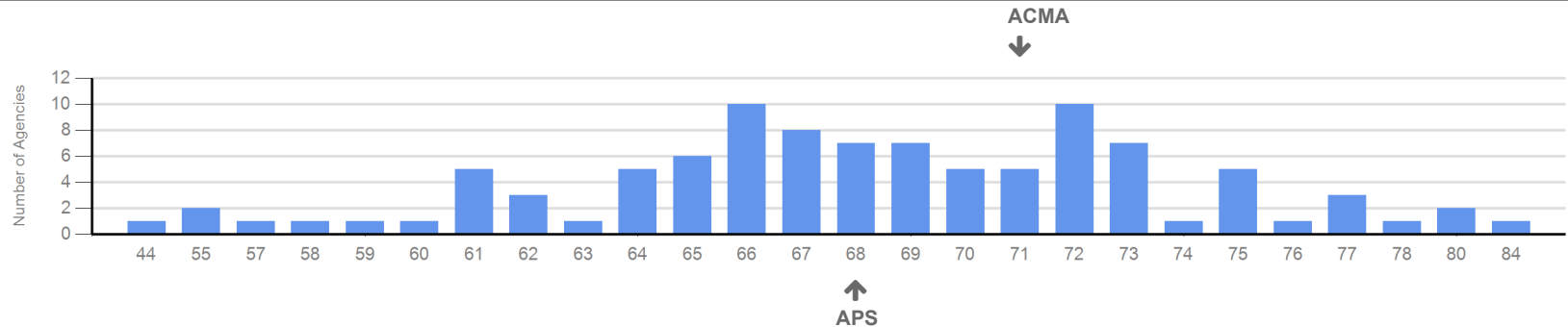
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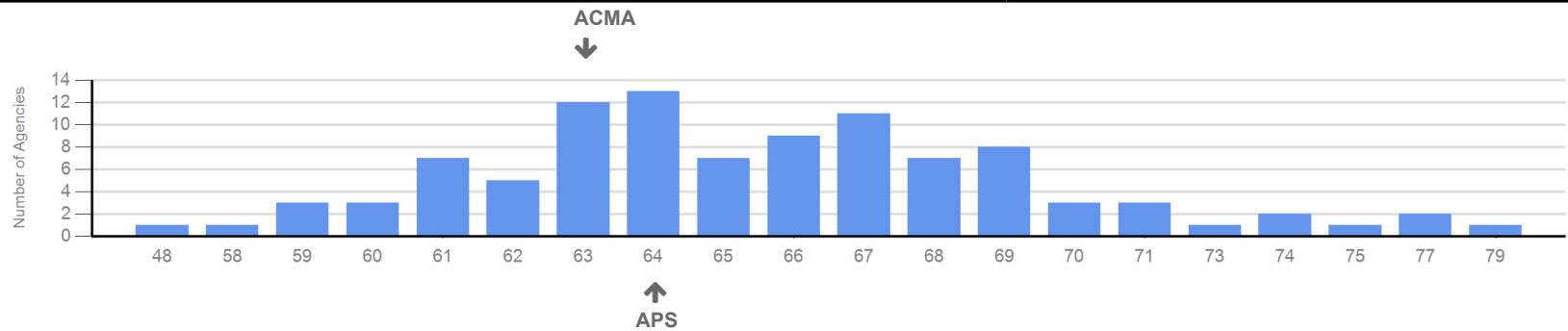
### Communication Index

Ranking : 35th of 100



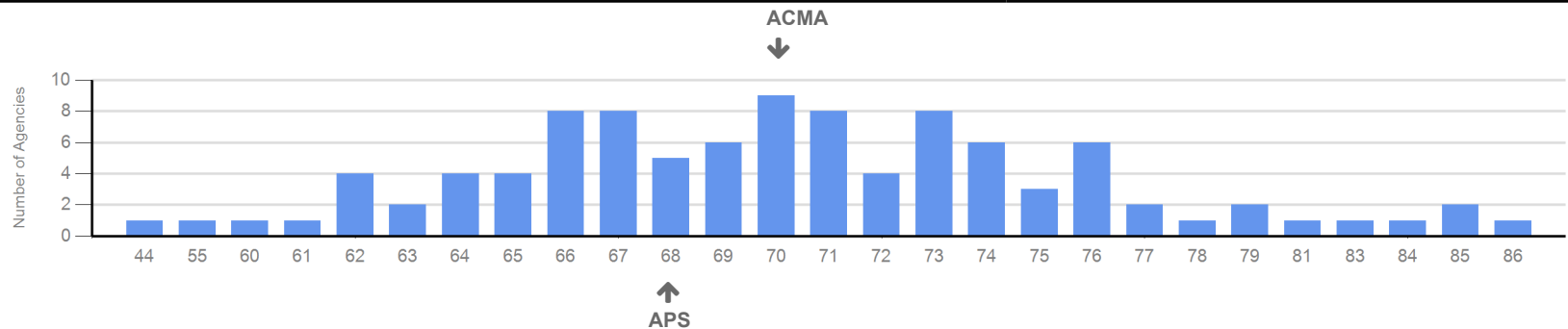
### Enabling Innovation Index

Ranking : 78th of 100



### Wellbeing Policies and Support Index

Ranking : 53rd 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 REGULATORY AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>.1</b> My agency inspires me to come up with new or better ways of doing things			47%	-2	-2	-4	-5
<b>.2</b> Where appropriate, I am able to take part in decisions that affect my job			74%	0	+5	+2	+1
<b>.3</b> My agency supports and actively promotes an inclusive workplace culture			71%	-5	-8	-9	-7
<b>.4</b> Change is managed well in my agency			41%	-2	-2	-3	-1
<b>.5</b> Internal communication within my agency is effective			65%	0	+8	+6	+8
<b>.6</b> My SES manager creates an environment that enables us to deliver our best			69%	0	+6	+5	+4



# ACMA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
My workgroup (section/branch) has a documented forward Workplan, revised regularly, and I understand how it fits into the ACMA's Corporate Plan and my own Divisional Plan	67	23	10	67%	+2
I am aware of the ACMA's Culture and Values Statement	86	9		86%	-3
The ACMA's culture and values activities support me in contributing to the delivery of the ACMA's objectives	53	35	12	53%	+2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR




AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

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


INVESTIGATE FURTHER WITH OUR TEAMS

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

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


OPPORTUNITIES

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

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



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

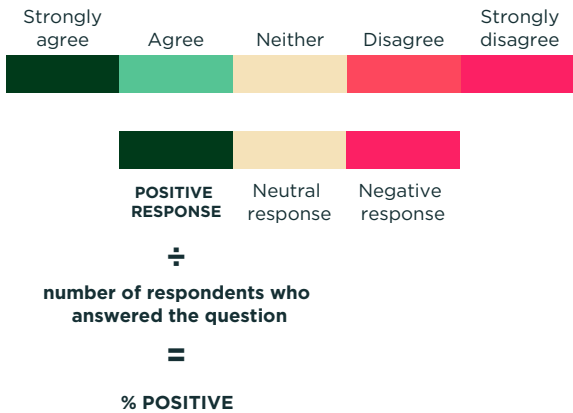
PRIORITISE 3 AREAS TO TAKE FORWARD

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

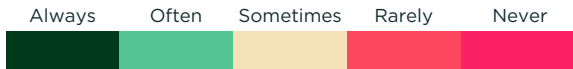
# GUIDE TO THIS REPORT

## % POSITIVE

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



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



## ROUNDING

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

	STRONGLY AGREE	AGREE	NEITHER	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.