

Australian Public Service
Employee Census 2023
8 May – 9 June



Highlights Report Legal And Assurance Div



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RESPONSES:

104 of 122

RESPONSE RATE:

85%

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 77		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
SAY	Overall, I am satisfied with my job	85	85%	+9 ↑	+5 ↑	+6 ↑	+12 ↑
	I am proud to work in my agency	90	90%	+6 ↑	+10 ↑	+8 ↑	+14 ↑
	I would recommend my agency as a good place to work	87	87%	+5 ↑	+8 ↑	+7 ↑	+19 ↑
	I believe strongly in the purpose and objectives of my agency	89	89%	-2	+2	-1	+5 ↑
STAY	I feel a strong personal attachment to my agency	62	62%	+2	+1	-1	+2
	I feel committed to my agency's goals	92	92%	+6 ↑	+5 ↑	+3	+9 ↑
STRIVE	I suggest ideas to improve our way of doing things	90	90%	-3	0	0	+4
	I am happy to go the 'extra mile' at work when required	94	94%	-5 ↓	-1	+1	+4
	I work beyond what is required in my job to help my agency achieve its objectives	82	82%	-3	-2	0	+2
	My agency really inspires me to do my best work every day	70	70%	0	+4	+5 ↑	+13 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

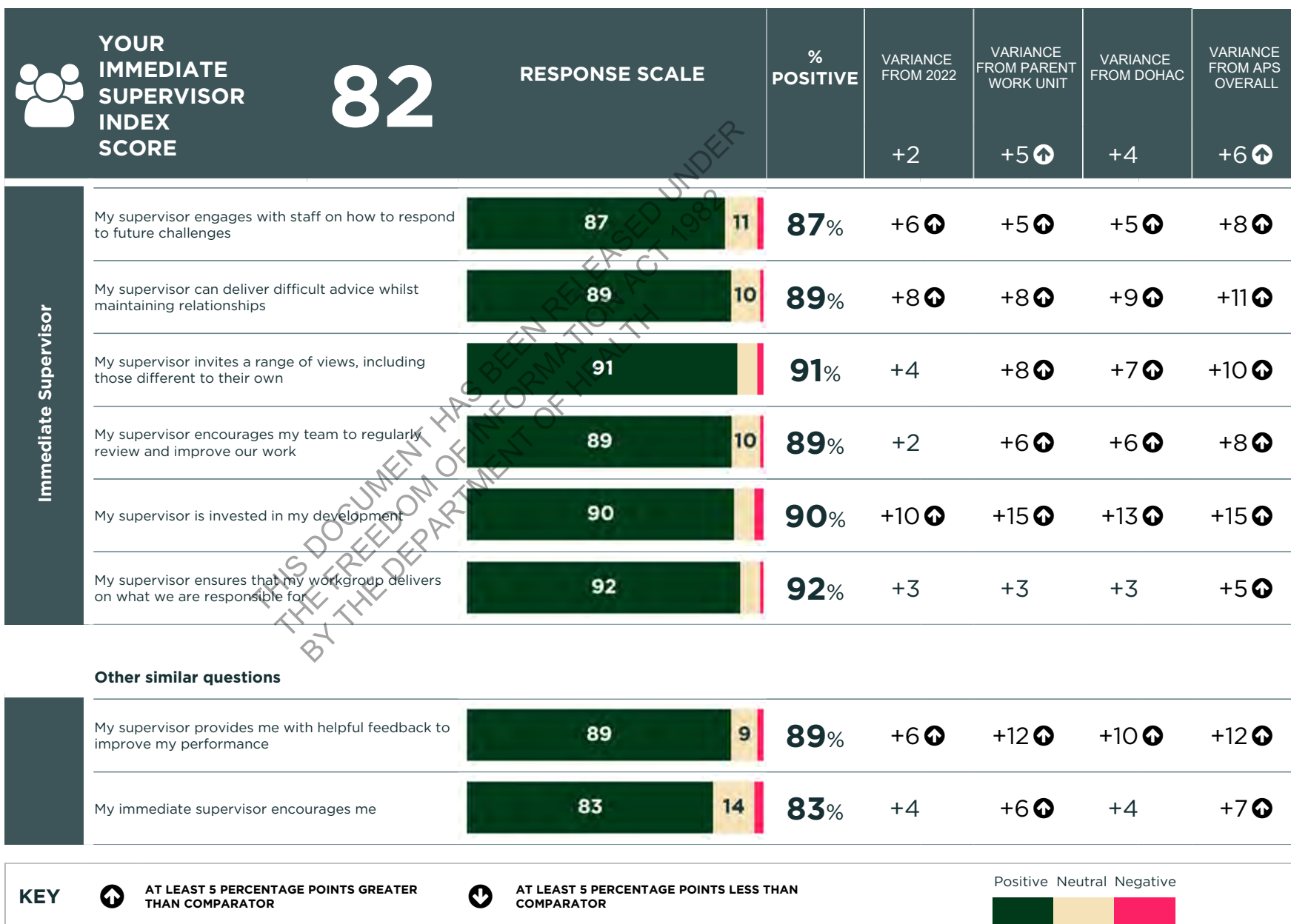


LEADERSHIP - IMMEDIATE SUPERVISOR



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*.



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		80	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
SES Manager	My SES manager clearly articulates the direction and priorities for our area	90		90%	+6 ↑	+11 ↑	+15 ↑	+22 ↑
	My SES manager presents convincing arguments and persuades others towards an outcome	88	10	88%	+8 ↑	+12 ↑	+16 ↑	+26 ↑
	My SES manager promotes cooperation within and between agencies	84	15	84%	+5 ↑	+6 ↑	+6 ↑	+18 ↑
	My SES manager encourages innovation and creativity	88	10	88%	+4	+10 ↑	+14 ↑	+24 ↑
	My SES manager creates an environment that enables us to deliver our best	87	11	87%	+9 ↑	+11 ↑	+14 ↑	+24 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	89	10	89%	+1	+7 ↑	+8 ↑	+16 ↑
Other similar questions								
	In my agency, the SES work as a team	79	12 9	79%	+6 ↑	+10 ↑	+13 ↑	+25 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	86	9	86%	+6 ↑	+10 ↑	+13 ↑	+23 ↑
	In my agency, communication between SES and other employees is effective	80	9 11	80%	+8 ↑	+10 ↑	+14 ↑	+27 ↑
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	78	18	78%	-	0	+1	+12 ↑
KEY		↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative				

COMMUNICATION AND CHANGE



YOUR COMMUNICATION INDEX SCORE

79

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2022

+4

VARIANCE FROM PARENT WORK UNIT

+4

VARIANCE FROM DOHAC

+6 ↑

VARIANCE FROM APS OVERALL

+11 ↑

COMMUNICATION

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

Communication								
	My supervisor communicates effectively	91	91%	+8 ↑	+9 ↑	+9 ↑	+11 ↑	
	My SES manager communicates effectively	90	90%	+7 ↑	+9 ↑	+13 ↑	+21 ↑	
	Internal communication within my agency is effective	81	81%	+8 ↑	+11 ↑	+14 ↑	+25 ↑	

CHANGE

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

Other similar questions

Change								
	When changes occur, the impacts are communicated well within my workgroup	81	81%	+2	+7 ↑	+7 ↑	+13 ↑	
	Staff are consulted about change at work	68	68%	+14 ↑	+7 ↑	+10 ↑	+19 ↑	
	Change is managed well in my agency	68	68%	+6 ↑	+9 ↑	+13 ↑	+25 ↑	





























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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
My job gives me opportunities to utilise my skills		90%	+5 	+5 	+7 	+12 
I have a choice in deciding how I do my work		78%	+7 	+4	+2	+14 
Where appropriate, I am able to take part in decisions that affect my job		80%	+3	0	+1	+11 
I am clear what my duties and responsibilities are		91%	+4	+10 	+10 	+12 
I am satisfied with the recognition I receive for doing a good job		79%	+3	+3	+2	+12 
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		64%	-4	-6 	-7 	+13 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		81%	-2	-2	-4	+7 
I am satisfied with the stability and security of my job		91%	+2	+12 	+9 	+9 
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		91%	0	+2	+2	+13 

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
I feel a strong personal attachment to the APS		71%	+2	+10 	+10 	+9 
I understand how my role contributes to achieving an outcome for the Australian public		94%	+6 	+1	0	+2
I believe strongly in the purpose and objectives of the APS		92%	+1	+8 	+6 	+8 

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
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What best describes your current workload?

Well above capacity - too much work		25%	+3	+5 	+4	+2
Slightly above capacity - lots of work to do		44%	+12 	+1	+3	+4
At capacity - about the right amount of work to do		26%	-7 	-5 	-4	-3
Slightly below capacity - available for more work		4%	-6 	0	-1	-1
Well below capacity - not enough work		0%	-2	-1	-1	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR























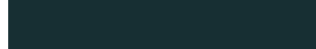




AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
My agency supports and actively promotes an inclusive workplace culture		93%	+1	+6 	+7 	+13 
My supervisor actively ensures that everyone can be included in workplace activities		92%	+3	+8 	+7 	+9 
I receive the respect I deserve from my colleagues at work		92%	+7 	+10 	+7 	+11 

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		14%	+1	+3	0	+1
Flexible hours of work		16%	+5 	-4	-9 	-12 
Compressed work week		3%	0	+1	0	-1
Job sharing		0%	0	0	0	0
Working away from the office/working from home		77%	-6 	-1	-3	+20 
None of the above		13%	+3	+2	+3	-13 

KEY



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Positive Neutral Negative

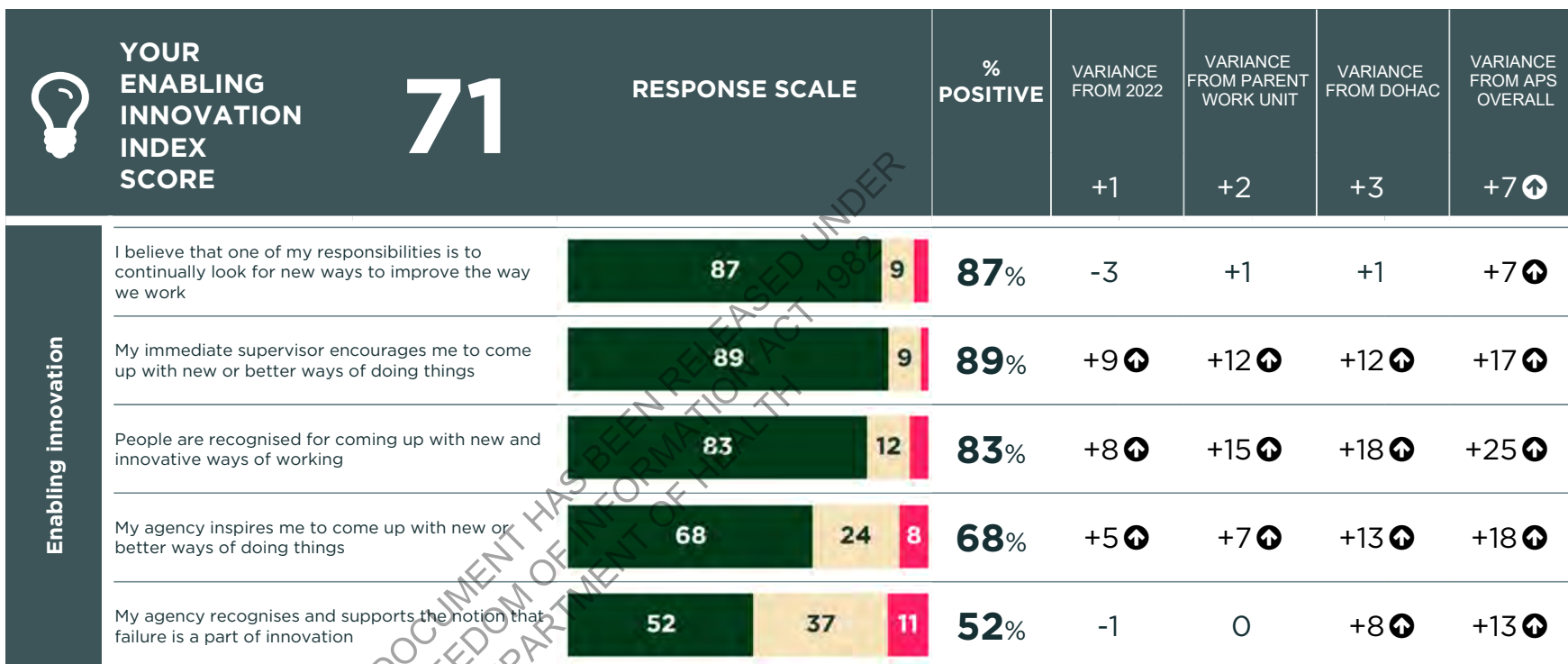


ENABLING INNOVATION



ENABLING INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.



KEY

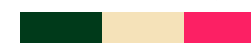


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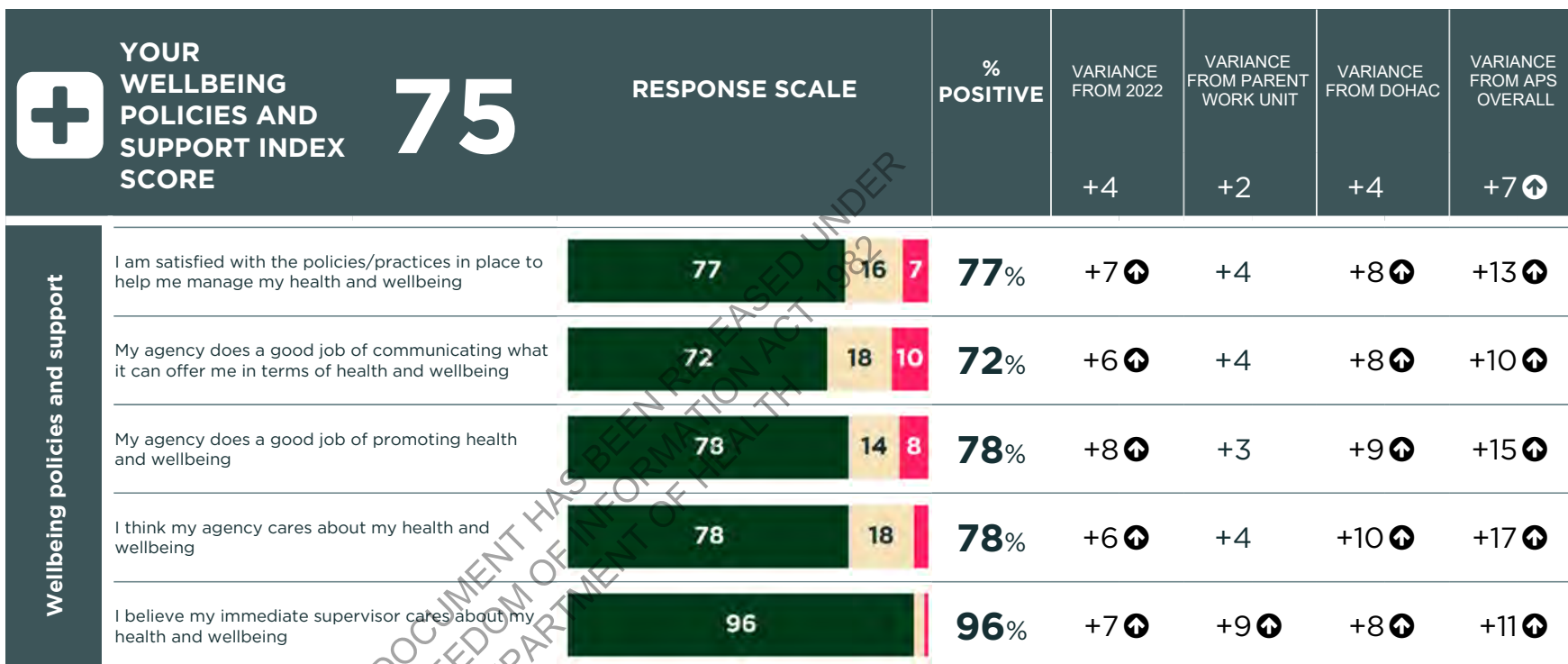


WELLBEING POLICIES AND SUPPORT



WELLBEING

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



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR




















AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
How often do you find your work stressful?						
Always		2%	0	-1	-1	-3
Often		27%	-3	+5 	+4	+1
Sometimes		48%	+5 	-2	-3	-1
Rarely		22%	0	+1	+1	+4
Never		1%	-1	-2	-1	-1
To what extent is your work emotionally demanding?						
To a very large extent		3%	-1	-2	-1	-5 
To a large extent		17%	0	-1	+1	-4
Somewhat		36%	+8 	-2	-2	-2
To a small extent		30%	-1	+5 	+3	+7 
To a very small extent		13%	-6 	-1	0	+4

KEY














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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
I feel burned out by my work					
Strongly agree	7%	+1	+1	0	-2
Agree	28%	+8 	+7 	+7 	+4
Neither agree nor disagree	24%	-3	-11 	-8 	-8 
Disagree	34%	0	+5 	+2	+5 
Strongly disagree	7%	-6 	-1	0	0
In general, would you say that your health is:					
Excellent	10%	-6 	-1	-1	0
Very good	36%	+6 	0	0	+2
Good	40%	+4	+3	+3	+2
Fair	14%	-2	+1	+1	-1
Poor	0%	-2	-2	-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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL	
In the last month, please rate your workgroup's overall performance						
Excellent		31%	-3	0	-2	+4
Very good		61%	+10 	+5 	+6 	+6 
Average		8%	-3	-4	-3	-7 
Below average		0%	-1	-1	-1	-2
Well below average		0%	-2	0	0	-1
In the last month, please rate your agency's success in meeting its goals and objectives						
Excellent		20%	-7 	-1	-2	+4
Very good		67%	+10 	+8 	+8 	+14 
Average		12%	+2	-5 	-4	-13 
Below average		1%	-1	-1	-1	-3
Well below average		0%	-4	-1	-1	-2

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities and knowledge to perform well		89%	+2	+7 	+7 	+11 
My workgroup has the tools and resources we need to perform well		67%	-6 	-3	+1	+8 
The people in my workgroup use time and resources efficiently		86%	0	+8 	+7 	+10 
My workgroup can readily adapt to new priorities and tasks		89%	+1	+4	+3	+6 
The people in my workgroup cooperate to get the job done		92%	0	+3	+2	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



RETENTION



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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
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	8%	-4	+2	0	-2
I want to leave my position within the next 12 months	21%	-5 ↓	0	-3	-3
I want to stay working in my position for the next one to two years	50%	+4	+4	+6 ↑	+13 ↑
I want to stay working in my position for at least the next three years	20%	+5 ↑	-6 ↓	-3	-8 ↓
What best describes your plans involved with leaving your current position?					
I am planning to retire	0%	-9 ↓	-2	-3	-5 ↓
I am pursuing another position within my agency	48%	+12 ↑	+15 ↑	+4	+7 ↑
I am pursuing a position in another agency	31%	+6 ↑	+4	+10 ↑	+4
I am pursuing work outside the APS	14%	+14 ↑	+3	+5 ↑	+3
It is the end of my non-ongoing, casual or contracted employment	7%	-2	-5 ↓	-1	+4
Other	0%	-21 ↓	-15 ↓	-15 ↓	-13 ↓
<p>KEY</p> <p> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </p>					

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I am looking to further my skills in another area	22%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	15%	-	-	-	-
I am not satisfied with the work	11%	-	-	-	-
I have achieved all I can in my current position	11%	-	-	-	-
I don't think my work performance is fairly assessed in comparison to others	7%	-	-	-	-

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
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		3%	-6 ↓	-4	-4	-7 ↓
No		97%	+6 ↑	+4	+4	+7 ↑
Did this discrimination occur in your current agency?						
Yes	The data for this question has been hidden for anonymity reasons.					
No	The data for this question has been hidden for anonymity reasons.					
<p>KEY</p> <p> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR </p>						

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
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During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

Yes		7%	-2	0	-1	-3
No		90%	+4	+2	+2	+6
Not sure		3%	-2	-2	-2	-2

Did you report the harassment or bullying?

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	s22
Woman or female	
Non-binary	
I use a different term	
Prefer not to say	

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	s22
No	

Do you have an ongoing disability?	Responses
Yes	s22
No	

Do you have carer responsibilities?	Responses
Yes	s22
No	

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	s22
Australian Aboriginal and/or Torres Strait Islander	
New Zealander (excluding Maori)	
Maori, Melanesian, Papuan, Micronesian, and Polynesian	
Anglo-European	
North-West European (excluding Anglo-European)	
Southern and Eastern European	
South-East Asian	
North-East Asian	
Southern and Central Asian	
North American	
South and Central American and Caribbean Islander	
North African and Middle Eastern	
Sub-Saharan African	

Do you consider yourself to be neurodivergent?	Responses
Yes	s22
No	
Not sure	

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 PARENT WORK UNIT

VARIANCE FROM DOHAC

VARIANCE FROM APS OVERALL

		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
.1	My agency inspires me to come up with new or better ways of doing things	68%	+5↑	+7↑	+13↑	+18↑
.2	My agency supports and actively promotes an inclusive workplace culture	93%	+1	+6↑	+7↑	+13↑
.3	People are recognised for coming up with new and innovative ways of working	83%	+8↑	+15↑	+18↑	+25↑
.4	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	89%	+1	+7↑	+8↑	+16↑
.5	I am satisfied with the recognition I receive for doing a good job	79%	+3	+3	+2	+12↑
.6	Internal communication within my agency is effective	81%	+8↑	+11↑	+14↑	+25↑

DOHAC SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC
Within my Section, we display agility in our approach to work (i.e., frequently re-assessing and quickly adapting to changing priorities and environments)		91%	-	+9 	+7 
My director demonstrates strong people management behaviour (e.g., empowers and develops others; builds an inclusive environment; and treats people with decency and respect)		90%	-	+10 	+8 
In the current work environment, how easy or difficult do you find creating and maintaining relationships with the people in your team?		90%	+7 	+12 	+11 
In the current work environment, how easy or difficult do you find creating and maintaining relationships with people in other teams?		63%	+4	+2	+8 
My SES manager thinks long-term about our workforce resources (e.g., secondments and/or mobility, succession planning, finding the right person for the right job)		74%	+5 	+12 	+15 
The Executive provides clear goals, vision and direction for the future		81%	+8 	+12 	+17 
Overall, how satisfied are you with the performance of the Executive?		84%	+7 	+13 	+16 
Overall, how satisfied are you with the performance of your Group Head / Deputy?		81%	+6 	+9 	+12 
Overall, how satisfied are you with the performance of your Division Head / FAS?		86%	+7 	+12 	+16 
Overall, how satisfied are you with the performance of your Branch Head / Assistant Secretary?		89%	+4	+10 	+14 

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



DOHAC SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC
Overall, how satisfied are you with the performance of your Section Manager / Director?	88	88%	0	+9	+6

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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.

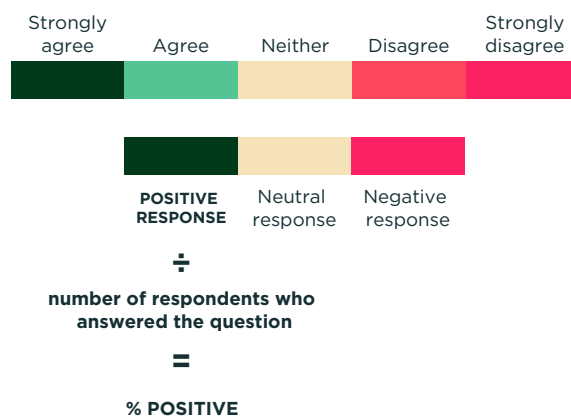
PRIORITISE 3 AREAS TO TAKE FORWARD

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

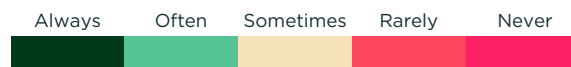
GUIDE TO THIS REPORT

% 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 TO PARENT

WITHIN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO CORPORATE OPERATIONS 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.

Australian Public Service
Employee Census 2023
 8 May – 9 June



Highlights Report Leadership Advice And Legislation Br



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RESPONSES:

37 of 45

RESPONSE RATE:

82%

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		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL	
SAY	Overall, I am satisfied with my job	78	17	78%	-4	-8 ↓	-2	+5 ↑	
	I am proud to work in my agency	89	9	89%	-2	-1	+7 ↑	+13 ↑	
	I would recommend my agency as a good place to work	89	11	89%	0	+2	+8 ↑	+20 ↑	
	I believe strongly in the purpose and objectives of my agency	89	9	89%	-2	0	-1	+4	
STAY	I feel a strong personal attachment to my agency	66	20	14	66%	+1	+4	+2	+6 ↑
	I feel committed to my agency's goals	89	9	89%	0	-3	0	+6 ↑	
STRIVE	I suggest ideas to improve our way of doing things	86	8	86%	0	-4	-4	0	
	I am happy to go the 'extra mile' at work when required	94		94%	-6 ↓	0	+1	+4	
	I work beyond what is required in my job to help my agency achieve its objectives	77	20	77%	-7 ↓	-5 ↓	-5 ↓	-3	
	My agency really inspires me to do my best work every day	63	34	63%	-14 ↓	-7 ↓	-3	+5 ↑	

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		82	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	86	14	86%	0	-1	+4	+7 ↑
	My supervisor can deliver difficult advice whilst maintaining relationships	86	14	86%	+5 ↑	-3	+5 ↑	+8 ↑
	My supervisor invites a range of views, including those different to their own	81	17	81%	-8 ↓	-11 ↓	-4	-1
	My supervisor encourages my team to regularly review and improve our work	92	8	92%	+6 ↑	+2	+8 ↑	+11 ↑
	My supervisor is invested in my development	89	9	89%	+12 ↑	-2	+11 ↑	+13 ↑
	My supervisor ensures that my workgroup delivers on what we are responsible for	89	11	89%	+1	-3	-1	+2
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	83	14	83%	+6 ↑	-6 ↓	+4	+6 ↑
	My immediate supervisor encourages me	86	11	86%	+7 ↑	+3	+7 ↑	+10 ↑
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		82	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
SES Manager	My SES manager clearly articulates the direction and priorities for our area	91		91%	+3	+1	+16 ↑	+23 ↑
	My SES manager presents convincing arguments and persuades others towards an outcome	86	14	86%	+7 ↑	-2	+14 ↑	+24 ↑
	My SES manager promotes cooperation within and between agencies	81	19	81%	-12 ↓	-4	+3	+14 ↑
	My SES manager encourages innovation and creativity	89	11	89%	+7 ↑	+1	+15 ↑	+24 ↑
	My SES manager creates an environment that enables us to deliver our best	83	14	83%	-3	-4	+10 ↑	+20 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	91	9	91%	-2	+2	+10 ↑	+18 ↑
Other similar questions								
	In my agency, the SES work as a team	77	13 10	77%	-2	-1	+12 ↑	+24 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	79	12 9	79%	+6 ↑	-6 ↓	+7 ↑	+16 ↑
	In my agency, communication between SES and other employees is effective	74	12 15	74%	0	-6 ↓	+8 ↑	+20 ↑
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	79	21	79%	-	+2	+3	+14 ↑
KEY ↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR ↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR Positive Neutral Negative								

COMMUNICATION AND CHANGE

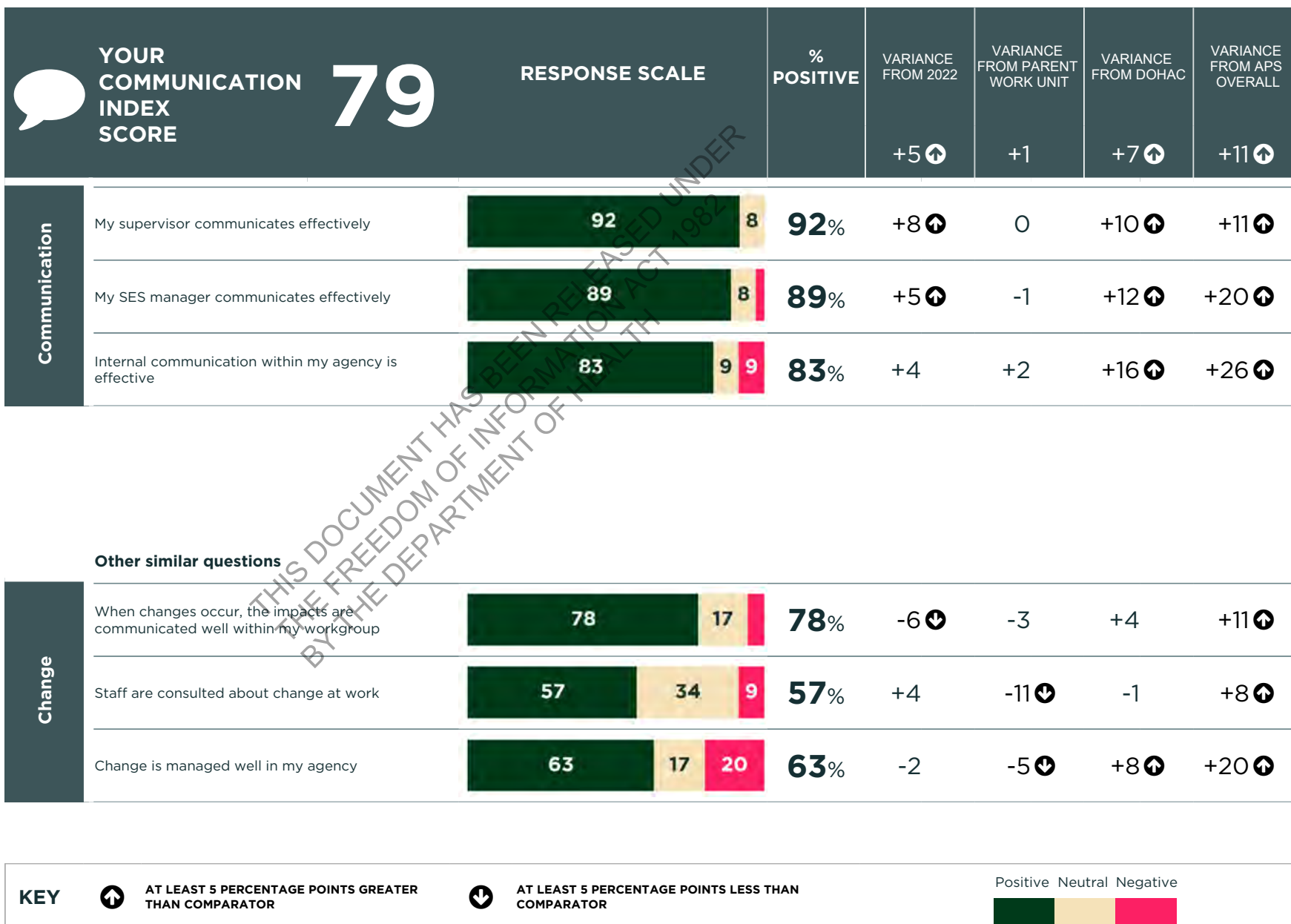


COMMUNICATION




























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.



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
My job gives me opportunities to utilise my skills		86%	-2	-4	+3	+8 
I have a choice in deciding how I do my work		71%	+2	-7 	-5 	+7 
Where appropriate, I am able to take part in decisions that affect my job		75%	+1	-5 	-4	+6 
I am clear what my duties and responsibilities are		91%	+3	0	+11 	+12 
I am satisfied with the recognition I receive for doing a good job		75%	+1	-4	-1	+9 
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		72%	-2	+8 	+2	+21 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		89%	+1	+8 	+4	+15 
I am satisfied with the stability and security of my job		92%	+3	0	+9 	+10 
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		86%	-9 	-5 	-4	+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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
I feel a strong personal attachment to the APS		77%	+3	+6 	+16 	+15 
I understand how my role contributes to achieving an outcome for the Australian public		94%	+1	0	+1	+2
I believe strongly in the purpose and objectives of the APS		89%	-4	-3	+2	+4

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
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What best describes your current workload?

Well above capacity - too much work		9%	-8 	-17 	-13 	-15 
Slightly above capacity - lots of work to do		60%	+34 	+16 	+19 	+20 
At capacity - about the right amount of work to do		26%	-14 	-1	-4	-4
Slightly below capacity - available for more work		6%	-11 	+2	0	0
Well below capacity - not enough work		0%	-2	0	-1	-1

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
My agency supports and actively promotes an inclusive workplace culture	 91	91%	-1	-2	+5 ⬆	+12 ⬆
My supervisor actively ensures that everyone can be included in workplace activities	 89	89%	+1	-3	+3	+5 ⬆
I receive the respect I deserve from my colleagues at work	 97	97%	+6 ⬆	+5 ⬆	+13 ⬆	+16 ⬆

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time	 14	14%	0	-1	-1	0
Flexible hours of work	 16	16%	+2	0	-9 ⬇	-12 ⬇
Compressed work week	 5	5%	+1	+3	+2	+2
Job sharing	 0	0%	0	0	0	0
Working away from the office/working from home	 84	84%	+2	+7 ⬆	+4	+27 ⬆
None of the above	 8	8%	-6 ⬇	-4	-1	-18 ⬇

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

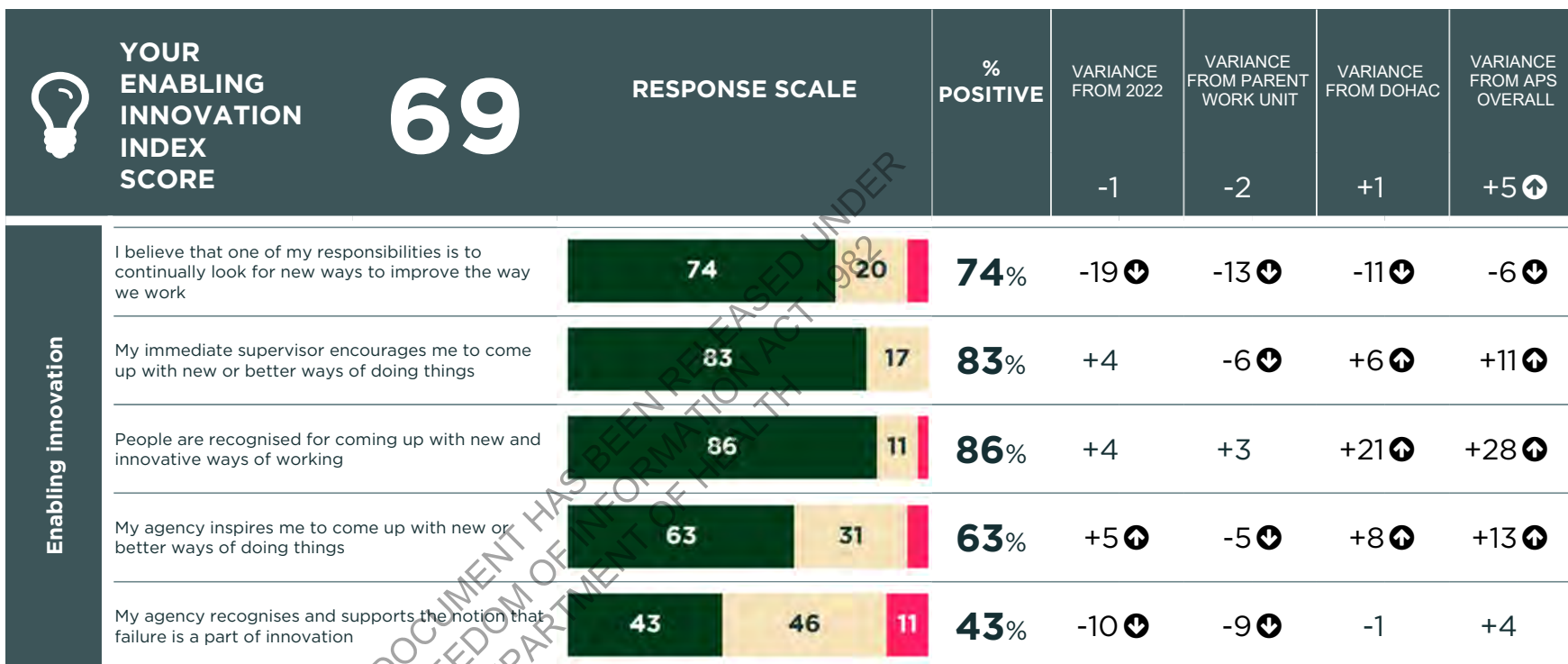


ENABLING INNOVATION



ENABLING INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING POLICIES AND SUPPORT



WELLBEING

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

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	77	14	9	77%	+5 ↑	0	+8 ↑	+13 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	71	17	11	71%	-2	-1	+8 ↑	+9 ↑
	My agency does a good job of promoting health and wellbeing	77	17		77%	+3	-1	+8 ↑	+14 ↑
	I think my agency cares about my health and wellbeing	77	20		77%	-6 ↓	-1	+9 ↑	+16 ↑
	I believe my immediate supervisor cares about my health and wellbeing	91		9	91%	+5 ↑	-5 ↓	+3	+6 ↑

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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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
How often do you find your work stressful?					
Always	0%	-2	-2	-3	-5 ⬇
Often	26%	+5 ⬆	-1	+3	0
Sometimes	54%	+3	+6 ⬆	+4	+5 ⬆
Rarely	20%	-3	-2	-1	+2
Never	0%	-2	-1	-2	-2
To what extent is your work emotionally demanding?					
To a very large extent	3%	+1	0	-1	-5 ⬇
To a large extent	17%	+1	0	+1	-4
Somewhat	34%	+2	-2	-4	-4
To a small extent	37%	+7 ⬆	+7 ⬆	+9 ⬆	+14 ⬆
To a very small extent	9%	-10 ⬇	-5 ⬇	-4	-1

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
I feel burned out by my work					
Strongly agree	9%	+9 ⬆️	+2	+2	0
Agree	20%	+6 ⬆️	-8 ⬇️	-1	-4
Neither agree nor disagree	31%	-8 ⬇️	+7 ⬆️	-1	0
Disagree	37%	+5 ⬆️	+3	+5 ⬆️	+8 ⬆️
Strongly disagree	3%	-11 ⬇️	-4	-5 ⬇️	-4
In general, would you say that your health is:					
Excellent	9%	-8 ⬇️	-1	-3	-2
Very good	31%	-1	-5 ⬇️	-5 ⬇️	-2
Good	43%	+6 ⬆️	+3	+6 ⬆️	+5 ⬆️
Fair	17%	+3	+3	+4	+2
Poor	0%	0	0	-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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL	
In the last month, please rate your workgroup's overall performance						
Excellent		31%	-7 ↓	0	-1	+4
Very good		54%	-3	-6 ↓	0	0
Average		14%	+12 ↑	+6 ↑	+3	-1
Below average		0%	0	0	-1	-2
Well below average		0%	-2	0	0	-1
In the last month, please rate your agency's success in meeting its goals and objectives						
Excellent		12%	-22 ↓	-8 ↓	-10 ↓	-4
Very good		68%	+6 ↑	0	+8 ↑	+14 ↑
Average		18%	+15 ↑	+6 ↑	+2	-7 ↓
Below average		3%	+3	+2	+1	-1
Well below average		0%	-3	0	-1	-2

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
My workgroup has the appropriate skills, capabilities and knowledge to perform well		86%	-2	-3	+4	+8 
My workgroup has the tools and resources we need to perform well		69%	-17 	+2	+3	+10 
The people in my workgroup use time and resources efficiently		83%	-10 	-3	+4	+7 
My workgroup can readily adapt to new priorities and tasks		83%	-10 	-6 	-3	0
The people in my workgroup cooperate to get the job done		89%	-6 	-3	-1	+1

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL	
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		18%	+8 ⬆	+9 ⬆	+10 ⬆	+8 ⬆
	I want to leave my position within the next 12 months		21%	0	-1	-4	-3
	I want to stay working in my position for the next one to two years		41%	-8 ⬇	-9 ⬇	-3	+4
	I want to stay working in my position for at least the next three years		21%	0	0	-3	-8 ⬇
What best describes your plans involved with leaving your current position?							
	I am planning to retire		0%	-8 ⬇	0	-3	-5 ⬇
	I am pursuing another position within my agency		46%	-8 ⬇	-2	+1	+5 ⬆
	I am pursuing a position in another agency		31%	+23 ⬆	0	+10 ⬆	+4
	I am pursuing work outside the APS		15%	+15 ⬆	+2	+6 ⬆	+4
	It is the end of my non-ongoing, casual or contracted employment		8%	0	+1	0	+5 ⬆
	Other		0%	-23 ⬇	0	-15 ⬇	-13 ⬇
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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I want to try a different type of work or I'm seeking a career change	25%	-	-	-	-
I am not satisfied with the work	17%	-	-	-	-
I am looking to further my skills in another area	17%	-	-	-	-
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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
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During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes		6%	+1	+3	-2	-5
No		94%	-1	-3	+2	+5

Did this discrimination occur in your current agency?

Yes	The data for this question has been hidden for anonymity reasons.					
No	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

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 PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
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During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

Yes		14%	+9	+7	+7	+4
No		86%	-5	-4	-2	+1
Not sure		0%	-5	-3	-5	-5

Did you report the harassment or bullying?

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	s22
Woman or female	
Non-binary	
I use a different term	
Prefer not to say	

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	s22
No	

Do you have an ongoing disability?	Responses
Yes	s22
No	

Do you have carer responsibilities?	Responses
Yes	s22
No	

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	s22
Australian Aboriginal and/or Torres Strait Islander	
New Zealander (excluding Maori)	
Maori, Melanesian, Papuan, Micronesian, and Polynesian	
Anglo-European	
North-West European (excluding Anglo-European)	
Southern and Eastern European	
South-East Asian	
North-East Asian	
Southern and Central Asian	
North American	
South and Central American and Caribbean Islander	
North African and Middle Eastern	
Sub-Saharan African	

Do you consider yourself to be neurodivergent?	Responses
Yes	s22
No	
Not sure	

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 PARENT WORK UNIT

VARIANCE FROM DOHAC

VARIANCE FROM APS OVERALL

		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC	VARIANCE FROM APS OVERALL
.1	My agency supports and actively promotes an inclusive workplace culture	91%	-1	-2	+5↑	+12↑
.2	My agency inspires me to come up with new or better ways of doing things	63%	+5↑	-5↓	+8↑	+13↑
.3	The people in my workgroup cooperate to get the job done	89%	-6↓	-3	-1	+1
.4	I am clear what my duties and responsibilities are	91%	+3	0	+11↑	+12↑
.5	Where appropriate, I am able to take part in decisions that affect my job	75%	+1	-5↓	-4	+6↑
.6	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	74%	-19↓	-13↓	-11↓	-6↓

DOHAC SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC
Within my Section, we display agility in our approach to work (i.e., frequently re-assessing and quickly adapting to changing priorities and environments)		86%	-	-5 ⬇	+1
My director demonstrates strong people management behaviour (e.g., empowers and develops others; builds an inclusive environment; and treats people with decency and respect)		89%	-	-1	+6 ⬆
In the current work environment, how easy or difficult do you find creating and maintaining relationships with the people in your team?		89%	+7 ⬆	-1	+10 ⬆
In the current work environment, how easy or difficult do you find creating and maintaining relationships with people in other teams?		54%	-2	-9 ⬇	-1
My SES manager thinks long-term about our workforce resources (e.g., secondments and/or mobility, succession planning, finding the right person for the right job)		69%	-4	-5 ⬇	+10 ⬆
The Executive provides clear goals, vision and direction for the future		71%	-1	-10 ⬇	+7 ⬆
Overall, how satisfied are you with the performance of the Executive?		80%	+9 ⬆	-4	+12 ⬆
Overall, how satisfied are you with the performance of your Group Head / Deputy?		74%	+2	-7 ⬇	+5 ⬆
Overall, how satisfied are you with the performance of your Division Head / FAS?		77%	+3	-9 ⬇	+7 ⬆
Overall, how satisfied are you with the performance of your Branch Head / Assistant Secretary?		77%	-14 ⬇	-12 ⬇	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative




DOHAC SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM PARENT WORK UNIT	VARIANCE FROM DOHAC
Overall, how satisfied are you with the performance of your Section Manager / Director?	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px;"> 86 14 </div>	86%	-3	-2	+4

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

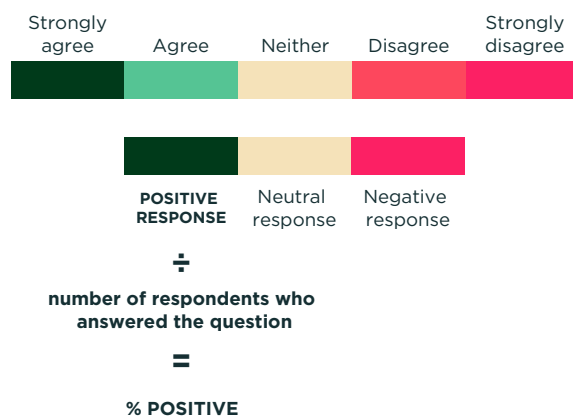
PRIORITISE 3 AREAS TO TAKE FORWARD

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

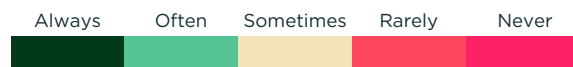
GUIDE TO THIS REPORT

% 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 TO PARENT

WITHIN THIS REPORT A COMPARISON AGAINST PARENT REFERS TO LEGAL AND ASSURANCE DIV

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.

Cultural background		Disability		Neurodivergence		LGBTQIA		Care		Type of work	
Age	Gender	Disability	Disability	Neurodivergence	Neurodivergence	LGBTQIA	LGBTQIA	Care	Care	Type of work	Type of work
31	31	31	31	31	31	31	31	31	31	31	31
32	32	32	32	32	32	32	32	32	32	32	32
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