



# Highlights Report NLA



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RESPONSES:
315 of 443
RESPONSE RATE:
71%

# 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 APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
SAY	Overall, I am satisfied with my job	76	15 9	76%	0	+3	+4	+1
	I am proud to work in my agency	88	10	88%	+4	+12 ⬆️	+7 ⬆️	+8 ⬆️
	I would recommend my agency as a good place to work	72	23	72%	+8 ⬆️	+4	+11 ⬆️	+3
	I believe strongly in the purpose and objectives of my agency	88	10	88%	0	+4	+4	0
STAY	I feel a strong personal attachment to my agency	75	19	75%	+2	+15 ⬆️	+5 ⬆️	+12 ⬆️
	I feel committed to my agency's goals	86	12	86%	0	+3	+5 ⬆️	0
STRIVE	I suggest ideas to improve our way of doing things	89	9	89%	-3	+2	0	0
	I am happy to go the 'extra mile' at work when required	91	7	91%	+2	+1	+3	-1
	I work beyond what is required in my job to help my agency achieve its objectives	77	17	77%	+4	-4	-2	-5 ⬆️
	My agency really inspires me to do my best work every day	62	31 8	62%	+3	+4	+7 ⬆️	+1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# LEADERSHIP - IMMEDIATE SUPERVISOR



## IMMEDIATE SUPERVISOR

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

YOUR IMMEDIATE SUPERVISOR INDEX SCORE		75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	79	17	79%	0	+1	+5 ↑	0	
	My supervisor can deliver difficult advice whilst maintaining relationships	77	17	77%	0	-1	+4	-2	
	My supervisor invites a range of views, including those different to their own	83	13	83%	-1	+2	+6 ↑	+1	
	My supervisor encourages my team to regularly review and improve our work	76	19	76%	-3	-5 ↓	+3	-5 ↓	
	My supervisor is invested in my development	75	17	8	75%	+1	-1	+2	-2
	My supervisor ensures that my workgroup delivers on what we are responsible for	83	12	83%	-3	-4	0	-4	
<b>Other similar questions</b>									
	My supervisor provides me with helpful feedback to improve my performance	71	20	9	71%	-3	-6 ↓	-1	-6 ↓
	My immediate supervisor encourages me	76	18	76%	0	0	+3	-2	

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# LEADERSHIP - SES MANAGER



## SES MANAGER

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

YOUR SES MANAGER LEADERSHIP INDEX SCORE		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					+1	+2	+7 ⬆️	+1

SES Manager	My SES manager clearly articulates the direction and priorities for our area		71	24	71%	+1	+2	+12 ⬆️	+2	
	My SES manager presents convincing arguments and persuades others towards an outcome		62	31	62%	+1	+1	+7 ⬆️	-1	
	My SES manager promotes cooperation within and between agencies		62	34	62%	-2	-4	+7 ⬆️	-6 ⬇️	
	My SES manager encourages innovation and creativity		68	25	68%	+3	+4	+11 ⬆️	+3	
	My SES manager creates an environment that enables us to deliver our best		65	26	9	65%	+6 ⬆️	+1	+11 ⬆️	0
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS		79	19	79%	+3	+6 ⬆️	+12 ⬆️	+3	

### Other similar questions

In my agency, the SES work as a team		55	31	14	55%	+1	+2	+13 ⬆️	+2
In my agency, the SES clearly articulate the direction and priorities for our agency		69	23	8	69%	+5 ⬆️	+6 ⬆️	+16 ⬆️	+5 ⬆️
In my agency, communication between SES and other employees is effective		50	31	19	50%	+6 ⬆️	-3	+12 ⬆️	-2
My SES manager routinely promotes the use of data and evidence to deliver outcomes		68	28	68%	-	+3	+13 ⬆️	+1	

### 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		68	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
					+3	0	+6 ↑	-1

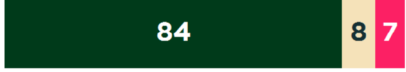





















Communication	My supervisor communicates effectively		83	11	83%	+3	+3	+7 ↑	+2
	My SES manager communicates effectively		69	22	69%	0	0	+10 ↑	-1
	Internal communication within my agency is effective		50	28	50%	+11 ↑	-6 ↓	+11 ↑	-7 ↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup		69	18	13	69%	+4	+2	+5 ↑	0
	Staff are consulted about change at work		50	37	13	50%	+6 ↑	+1	+9 ↑	+1
	Change is managed well in my agency		34	34	32	34%	+7 ↑	-9 ↓	+4	-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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills		<b>84%</b>	+1	+6 	+2	+2
I have a choice in deciding how I do my work		<b>77%</b>	+4	+13 	+4	+6 
Where appropriate, I am able to take part in decisions that affect my job		<b>75%</b>	+1	+6 	+5 	+3
I am clear what my duties and responsibilities are		<b>80%</b>	+2	+1	+2	+1
I am satisfied with the recognition I receive for doing a good job		<b>70%</b>	0	+3	+6 	0
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		<b>57%</b>	-3	+5 	+13 	+1
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		<b>72%</b>	-4	-2	+1	-5 
I am satisfied with the stability and security of my job		<b>75%</b>	-3	-7 	+5 	-6 
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		<b>76%</b>	-2	-3	+1	-7 

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative








# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS		<b>49%</b>	+1	-13 ↓	+5 ↑	-11 ↓
I understand how my role contributes to achieving an outcome for the Australian public		<b>92%</b>	-1	0	+1	-1
I believe strongly in the purpose and objectives of the APS		<b>77%</b>	-3	-7 ↓	+3	-8 ↓

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

Well above capacity - too much work		<b>26%</b>	+2	+3	-1	+2
Slightly above capacity - lots of work to do		<b>38%</b>	-7 ↓	-2	-1	-3
At capacity - about the right amount of work to do		<b>29%</b>	+5 ↑	-1	+2	+1
Slightly below capacity - available for more work		<b>6%</b>	0	0	0	0
Well below capacity - not enough work		<b>1%</b>	+1	0	+1	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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		<b>79%</b>	+9	-1	+8	0
My supervisor actively ensures that everyone can be included in workplace activities		<b>83%</b>	-1	0	+3	0
I receive the respect I deserve from my colleagues at work		<b>78%</b>	-1	-3	+3	-4

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>Do you currently access any of the following flexible working arrangements?</b> [Multiple Response]						
Part time		<b>17%</b>	+2	+3	+3	+4
Flexible hours of work		<b>35%</b>	+7	+7	+5	+6
Compressed work week		<b>3%</b>	0	-1	+1	-1
Job sharing		<b>1%</b>	0	+1	+1	+1
Working away from the office/working from home		<b>41%</b>	0	-17	+4	-25
None of the above		<b>30%</b>	-5	+4	-7	+10

## 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		65	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION 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	16	81%	-7 ↓	+1	0	-1	
	My immediate supervisor encourages me to come up with new or better ways of doing things	74	20	74%	-3	+2	+2	-1	
	People are recognised for coming up with new and innovative ways of working	55	33	12	55%	-1	-3	+5 ↑	-3
	My agency inspires me to come up with new or better ways of doing things	55	34	12	55%	+3	+5 ↑	+7 ↑	+3
	My agency recognises and supports the notion that failure is a part of innovation	34	44	22	34%	+1	-5 ↓	+3	-4

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING POLICIES AND SUPPORT



## WELLBEING

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

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE		67	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
					+1	-1	+2	-2	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	57	31	13	57%	-4	-7⬇️	+2	-7⬇️
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	59	29	11	59%	0	-3	+4	-4
	My agency does a good job of promoting health and wellbeing	61	26	13	61%	+9⬆️	-2	+8⬆️	-2
	I think my agency cares about my health and wellbeing	60	28	12	60%	+2	-1	+3	-5⬇️
	I believe my immediate supervisor cares about my health and wellbeing	87		10	87%	+1	+2	+3	0

### 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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## How often do you find your work stressful?

Always		4%	0	-1	-1	0
Often		23%	0	-3	-2	-1
Sometimes		50%	-3	+1	+1	0
Rarely		21%	+2	+3	+2	+2
Never		2%	+1	0	0	0

## To what extent is your work emotionally demanding?

To a very large extent		5%	-1	-3	-2	-3
To a large extent		16%	+1	-5↓	-5↓	-4
Somewhat		40%	0	+2	+1	+3
To a small extent		28%	0	+5↑	+4	+3
To a very small extent		11%	0	+2	+2	+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 APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## I feel burned out by my work

Strongly agree		7%	+1	-1	-2	-1
Agree		21%	-3	-3	-2	-1
Neither agree nor disagree		30%	-3	-1	0	0
Disagree		34%	+1	+5	+4	+3
Strongly disagree		7%	+3	0	0	-1

## In general, would you say that your health is:

Excellent		5%	-3	-5	-4	-5
Very good		27%	+1	-7	-3	-8
Good		47%	+2	+8	+5	+9
Fair		18%	-3	+3	+2	+4
Poor		4%	+3	+1	0	+1

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

Excellent		<b>26%</b>	-3	-2	-1	-3
Very good		<b>54%</b>	+2	0	-1	-1
Average		<b>17%</b>	0	+2	+3	+4
Below average		<b>2%</b>	+1	0	0	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>21%</b>	+7 	+5 	+6 	+4
Very good		<b>57%</b>	0	+4	+6 	+2
Average		<b>19%</b>	-6 	-6 	-6 	-4
Below average		<b>2%</b>	-1	-2	-3	-1
Well below average		<b>1%</b>	0	-1	-3	-1

## KEY

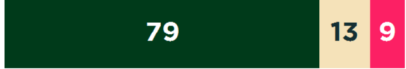








AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>79%</b>	-2	+1	-1	-2
My workgroup has the tools and resources we need to perform well		<b>55%</b>	-3	-4	+5 	-3
The people in my workgroup use time and resources efficiently		<b>74%</b>	0	-2	-1	-4
My workgroup can readily adapt to new priorities and tasks		<b>79%</b>	0	-4	-2	-5 
The people in my workgroup cooperate to get the job done		<b>85%</b>	-3	-2	-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 APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>Which of the following statements best reflects your current thoughts about working in your current position?</b>						
I want to leave my position as soon as possible		6%	0	-4	-2	-3
I want to leave my position within the next 12 months		19%	+2	-5 ↓	-1	-4
I want to stay working in my position for the next one to two years		50%	+5 ↑	+13 ↑	+9 ↑	+9 ↑
I want to stay working in my position for at least the next three years		25%	-8 ↓	-3	-6 ↓	-2
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		14%	+6 ↑	+9 ↑	+8 ↑	+10 ↑
I am pursuing another position within my agency		27%	+2	-14 ↓	+11 ↑	+1
I am pursuing a position in another agency		23%	-6 ↓	-4	-15 ↓	-14 ↓
I am pursuing work outside the APS		7%	-4	-4	-9 ↓	-7 ↓
It is the end of my non-ongoing, casual or contracted employment		15%	+10 ↑	+12 ↑	+6 ↑	+10 ↑
Other		14%	-7 ↓	+1	-2	+1

## 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 NATIONAL CULTURAL INSTITUTION 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	19%	-	-	-	-
I am looking to further my skills in another area	14%	-	-	-	-
I do not have a sense of belonging to my workgroup or agency	12%	-	-	-	-
I can receive a higher salary elsewhere	10%	-	-	-	-
I am expected to do more work than I reasonably can	10%	-	-	-	-

## 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 NATIONAL CULTURAL INSTITUTION 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>	+1	-1	-2	+1
No		<b>91%</b>	-1	+1	+2	-1
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>86%</b>	-14 ↓	-5 ↓	-5 ↓	-2
No		<b>14%</b>	+14 ↑	+5 ↑	+5 ↑	+2
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Gender		<b>36%</b>	-	-	-	-
Age		<b>29%</b>	-	-	-	-
Disability		<b>21%</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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

Yes		7%	-1	-3	-6 ↓	-2
No		86%	+2	+2	+7 ↑	+1
Not sure		6%	-1	+1	-1	+2

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		55%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		45%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		23%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		27%	-2	-8 ↓	-9 ↓	-8 ↓
It was reported by someone else		14%	+14 ↑	+6 ↑	+6 ↑	+4
I did not report the behaviour		59%	-12 ↓	+2	+3	+3

## 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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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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%	+1	-2	-3	-2
No		90%	-1	-1	+5	-1
Not sure		6%	+1	+2	-1	+2
Would prefer not to answer		3%	0	+1	-1	0

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	31%
Woman or female	65%
Non-binary	1%
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	3%
No	97%

Do you have an ongoing disability?	Responses
Yes	15%
No	85%

Do you have carer responsibilities?	Responses
Yes	41%
No	59%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	16%
No	84%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	72%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	21%
North-West European (excluding Anglo-European)	4%
Southern and Eastern European	3%
South-East Asian	8%
North-East Asian	4%
Southern and Central Asian	2%
North American	1%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	1%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	11%
No	74%
Not sure	15%

# AGENCY POSITION



## AGENCY POSITION

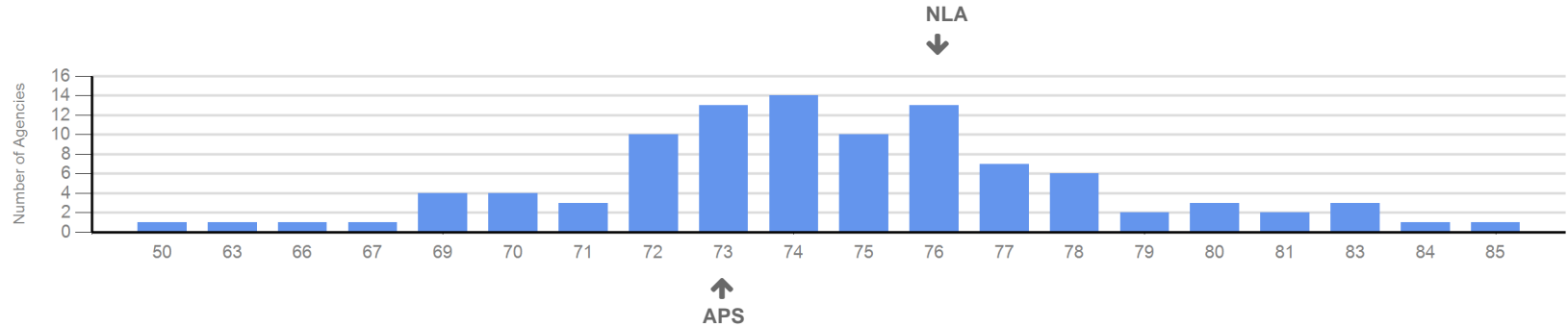
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

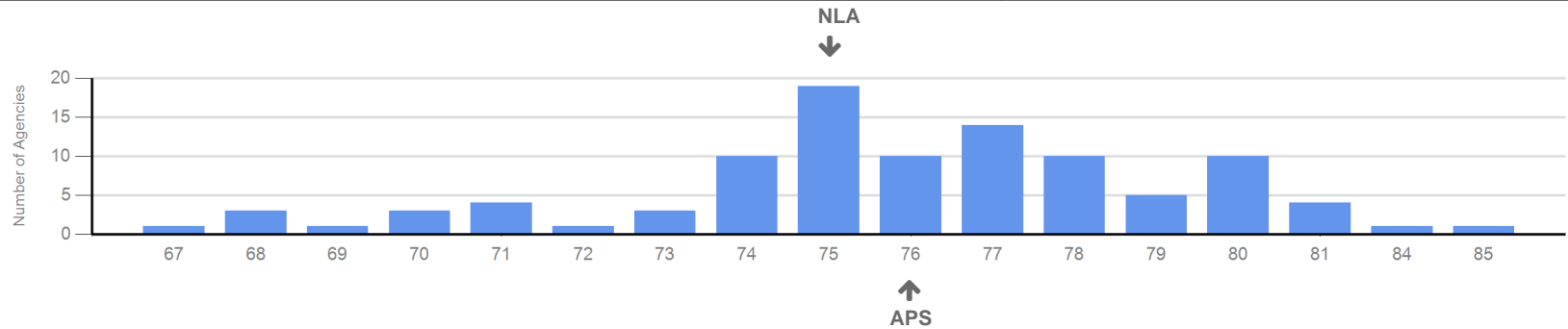
### Employee Engagement Index

Ranking : 33rd of 100



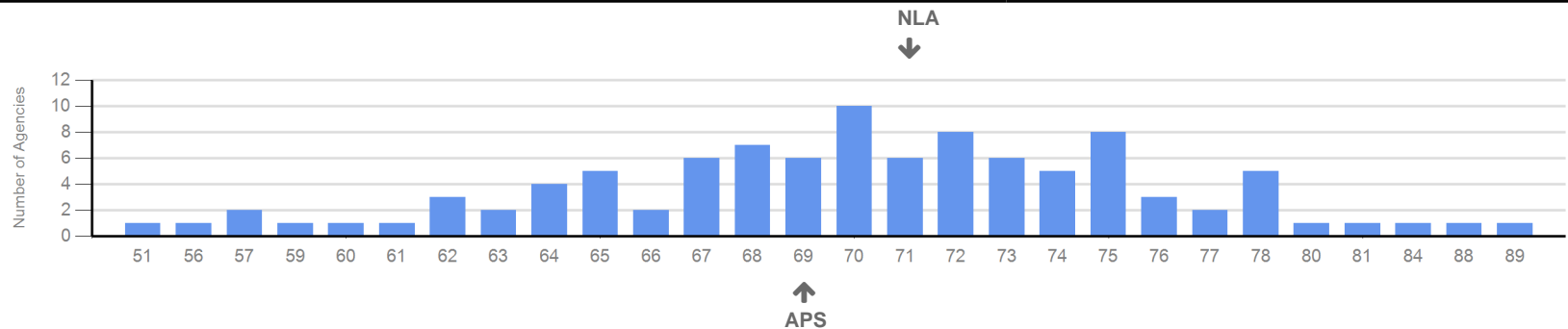
### Leadership – Immediate Supervisor Index

Ranking : 59th of 100



### Leadership – SES Manager Index

Ranking : 48th of 100



# AGENCY POSITION



## AGENCY POSITION

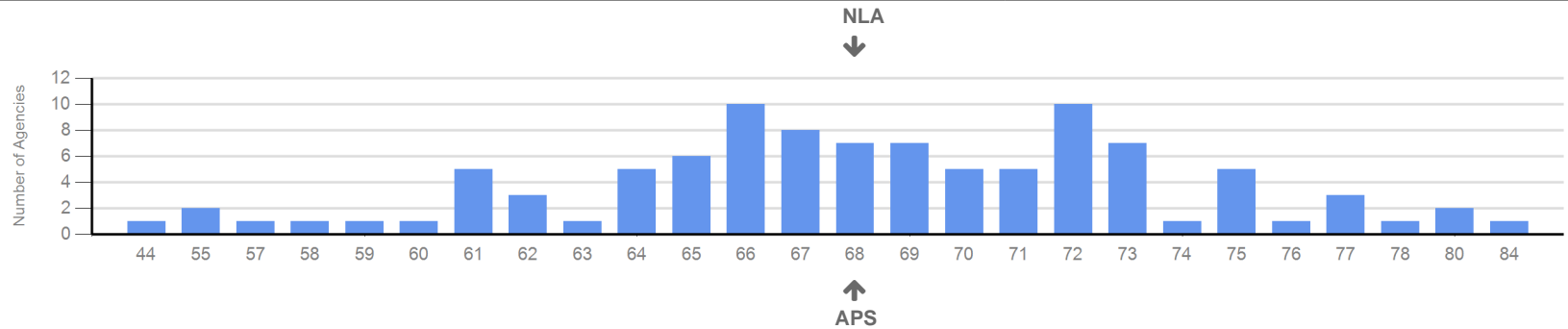
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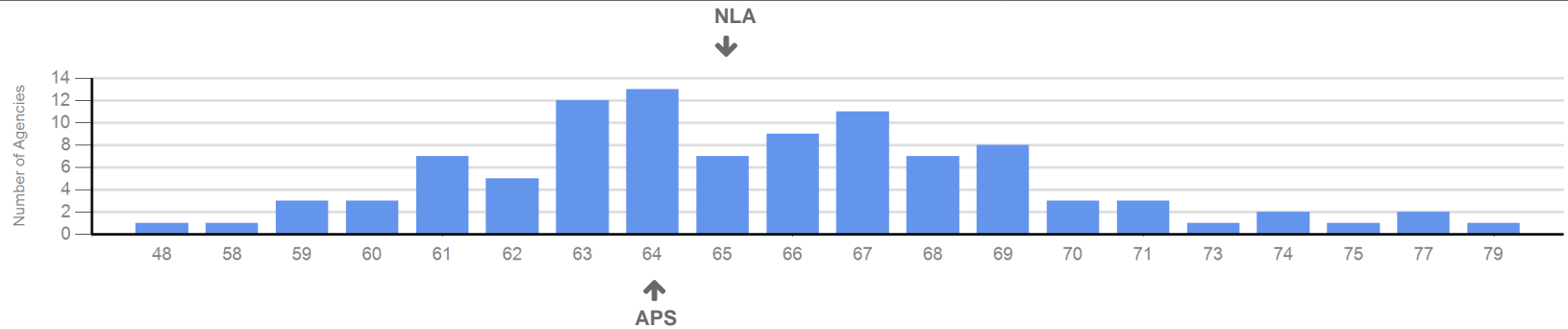
### Communication Index

Ranking : 55th of 100



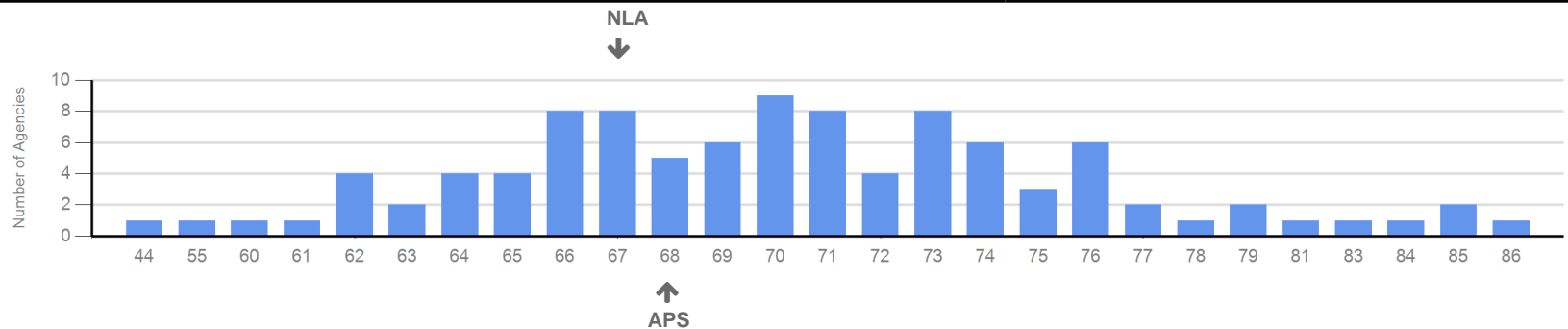
### Enabling Innovation Index

Ranking : 53rd of 100



### Wellbeing Policies and Support Index

Ranking : 67th 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 NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>.1</b>	My agency inspires me to come up with new or better ways of doing things			<b>55%</b>	+3	+5	+7	+3
<b>.2</b>	Where appropriate, I am able to take part in decisions that affect my job			<b>75%</b>	+1	+6	+5	+3
<b>.3</b>	My SES manager presents convincing arguments and persuades others towards an outcome			<b>62%</b>	+1	+1	+7	-1
<b>.4</b>	I am satisfied with the recognition I receive for doing a good job			<b>70%</b>	0	+3	+6	0
<b>.5</b>	My SES manager encourages innovation and creativity			<b>68%</b>	+3	+4	+11	+3
<b>.6</b>	My SES manager clearly articulates the direction and priorities for our area			<b>71%</b>	+1	+2	+12	+2



# NLA SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
I understand how the work of my team contributes to Corporate Plan business outcomes	87	87%	-4
I actively contribute to communicating the work of my team to other teams across the Library	59	59%	-6 ↓
In the last year, I have had the opportunity to work with Library colleagues from outside my immediate team to achieve a shared outcome for the Library	76	76%	-7 ↓
In the last year, I have had the opportunity to work with colleagues from other organisations (e.g. Australian Public Service, National Collecting Institutions, State or Territory libraries) to achieve a shared outcome for the Library	30	30%	-
I can find what I need in SharePoint and MS Teams	53	53%	-
I have noticed improvements in collaboration and communication on SharePoint and MS Teams	49	49%	-
SharePoint and MS Teams have helped me work more efficiently	56	56%	-
My work computer and applications suit my needs	59	59%	-
I feel confident in using the IT tools to support my work	73	73%	-


**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.

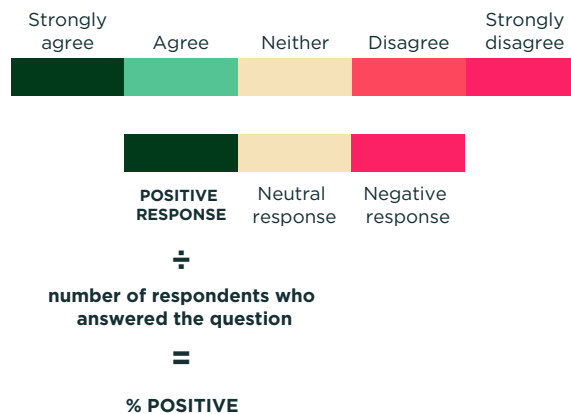
PRIORITISE 3 AREAS TO TAKE FORWARD

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

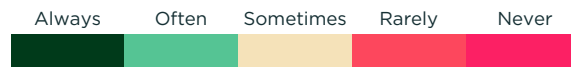
# GUIDE TO THIS REPORT

## % 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	<b>151</b>	<b>166</b>	<b>176</b>	<b>96</b>	<b>24</b>	<b>613</b>
PERCENTAGE	<b>24.63%</b>	<b>27.08%</b>	<b>28.71%</b>	<b>15.66%</b>	<b>3.92%</b>	<b>100%</b>
ROUNDED PERCENTAGE	<b>25%</b>	<b>27%</b>	<b>29%</b>	<b>16%</b>	<b>4%</b>	<b>101%</b>
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## 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.