



Highlights Report **SWA**



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RESPONSES:

76 of 85

RESPONSE RATE:

89%

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.



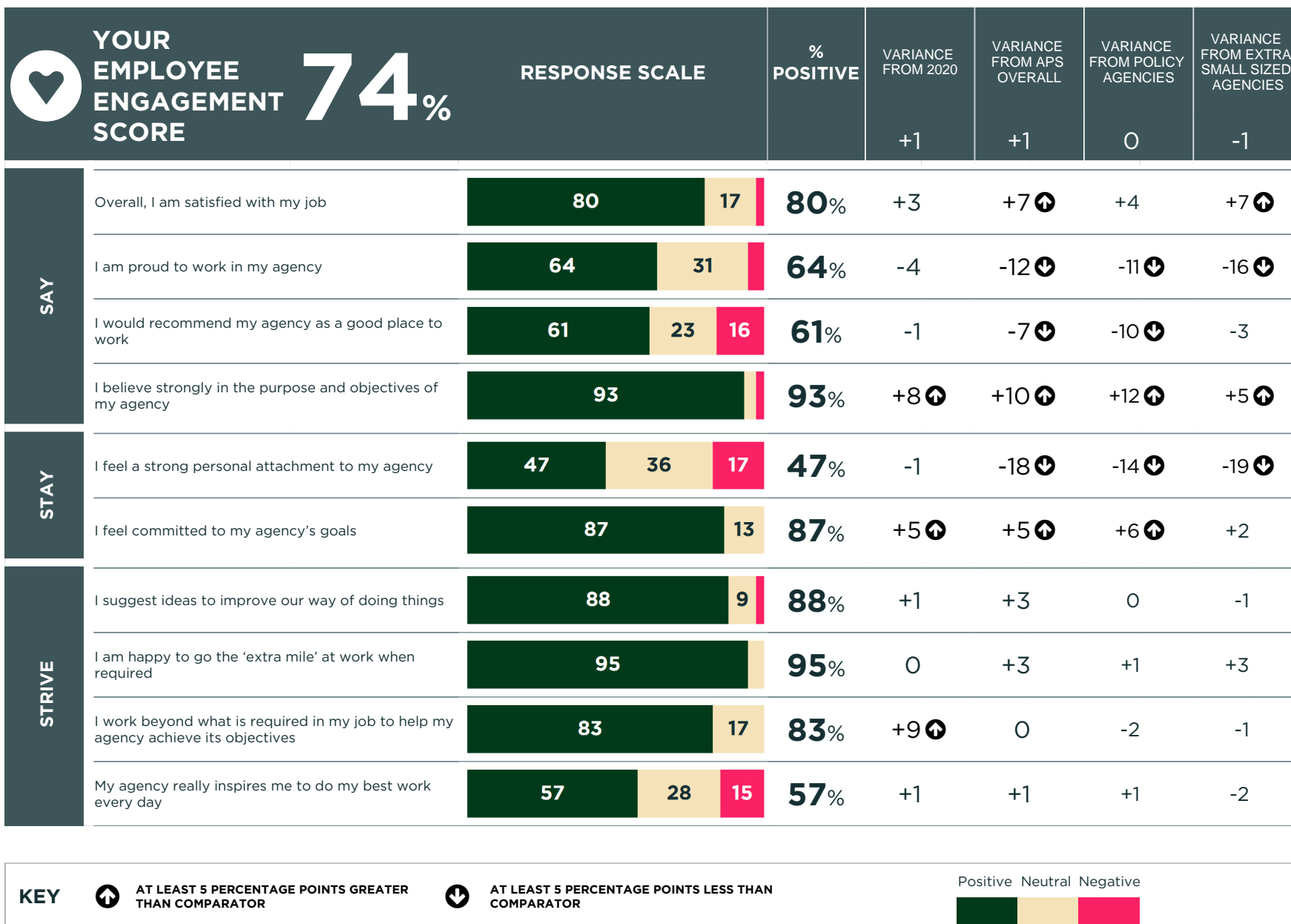
Generally a difference of ± 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

EMPLOYEE ENGAGEMENT SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.



LEADERSHIP

IMMEDIATE SUPERVISOR	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My supervisor engages with staff on how to respond to future challenges	83	12	83%	+1	+4	+3	+7 ↑
My supervisor can deliver difficult advice whilst maintaining relationships	77	15	77%	+2	-1	-2	+1
My supervisor invites a range of views, including those different to their own	87	8	87%	-	+7 ↑	+5 ↑	+7 ↑
My supervisor encourages my team to regularly review and improve our work	86	8	86%	+2	+6 ↑	+7 ↑	+8 ↑
My supervisor is invested in my development	83	11	83%	+2	+9 ↑	+8 ↑	+9 ↑
My immediate supervisor encourages me	81	16	81%	-5 ↓	+6 ↑	+4	+5 ↑
My supervisor ensures that my workgroup delivers on what we are responsible for	89		89%	-6 ↓	+3	+1	+6 ↑
My supervisor provides me with helpful feedback to improve my performance	83	12	83%	-	+8 ↑	+8 ↑	+12 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



LEADERSHIP

IMMEDIATE SES MANAGER	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My SES manager clearly articulates the direction and priorities for our area	65	24	11	65%	-4	-2	-7⬇️	0
My SES manager presents convincing arguments and persuades others towards an outcome	65	29		65%	-	+5⬆️	-5⬇️	-1
My SES manager promotes cooperation within and between agencies	76	17		76%	+11⬆️	+10⬆️	+1	+5⬆️
My SES manager encourages innovation and creativity	61	29	9	61%	-	-3	-8⬇️	-4
My SES manager creates an environment that enables us to deliver our best	68	22	11	68%	-	+6⬆️	-1	+5⬆️
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	80	17		80%	-2	+7⬆️	-1	+2
ALL SES	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
In my agency, the SES work as a team	59	25	15	59%	-9⬇️	+6⬆️	+1	+1
In my agency, the SES clearly articulate the direction and priorities for our agency	57	25	17	57%	-2	-3	-5⬇️	-3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



COMMUNICATION AND CHANGE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My supervisor communicates effectively	<div><div>91</div></div>	91%	+4	+9	+8	+11
My SES manager communicates effectively	<div><div>71</div><div>19</div><div>11</div></div>	71%	-6	+1	-5	+3
In my agency, communication between SES and other employees is effective	<div><div>44</div><div>36</div><div>21</div></div>	44%	-10	-7	-11	-8
Internal communication within my agency is effective	<div><div>59</div><div>23</div><div>19</div></div>	59%	-3	+1	-1	+2
When changes occur, the impacts are communicated well within my workgroup	<div><div>77</div><div>11</div><div>12</div></div>	77%	-3	+11	+10	+12
Staff are consulted about change at work	<div><div>45</div><div>35</div><div>20</div></div>	45%	-5	0	+1	-1
Change is managed well in my agency	<div><div>41</div><div>33</div><div>25</div></div>	41%	-9	-2	0	-1

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	93	93%	+4	+9 ⬆	+7 ⬆	+7 ⬆
I have a choice in deciding how I do my work	72	72%	-6 ⬇	+11 ⬆	+5 ⬆	-1
Where appropriate, I am able to take part in decisions that affect my job	77	77%	-	+9 ⬆	+4	+5 ⬆
I am clear what my duties and responsibilities are	88	88%	-4	+10 ⬆	+11 ⬆	+14 ⬆
I am satisfied with the recognition I receive for doing a good job	81	81%	+4	+15 ⬆	+10 ⬆	+14 ⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	93	93%	-5 ⬇	+28 ⬆	+19 ⬆	+24 ⬆
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83	83%	-2	+6 ⬆	+5 ⬆	+7 ⬆
I am satisfied with the stability and security of my job	95	95%	0	+15 ⬆	+10 ⬆	+21 ⬆
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	71	71%	-	-5 ⬇	-6 ⬇	-5 ⬇

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	61 31 8	61%	0	-2	-2	+9 ↑
I understand how my role contributes to achieving an outcome for the Australian public	88 9	88%	-6 ↓	-2	-1	0
I believe strongly in the purpose and objectives of the APS	93	93%	+6 ↑	+11 ↑	+10 ↑	+12 ↑

KEY



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Positive Neutral Negative



WORKPLACE CONDITIONS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
What best describes your current workload?						
Well above capacity – too much work	<div></div>	9%	+2	-15 ↓	-16 ↓	-18 ↓
Slightly above capacity – lots of work to do	<div></div>	33%	0	-7 ↓	-7 ↓	-8 ↓
At capacity – about the right amount of work to do	<div></div>	47%	+4	+18 ↑	+20 ↑	+22 ↑
Slightly below capacity – available for more work	<div></div>	8%	-6 ↓	+3	+1	+3
Well below capacity – not enough work	<div></div>	3%	0	+1	+1	+1

KEY

















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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

INCLUSION

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	89 	89%	+5 	+10 	+9 	+14 
My supervisor actively supports people from diverse backgrounds	88 	88%	-	+8 	+8 	+12 
I receive the respect I deserve from my colleagues at work	92 	92%	+5 	+12 	+10 	+13 

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

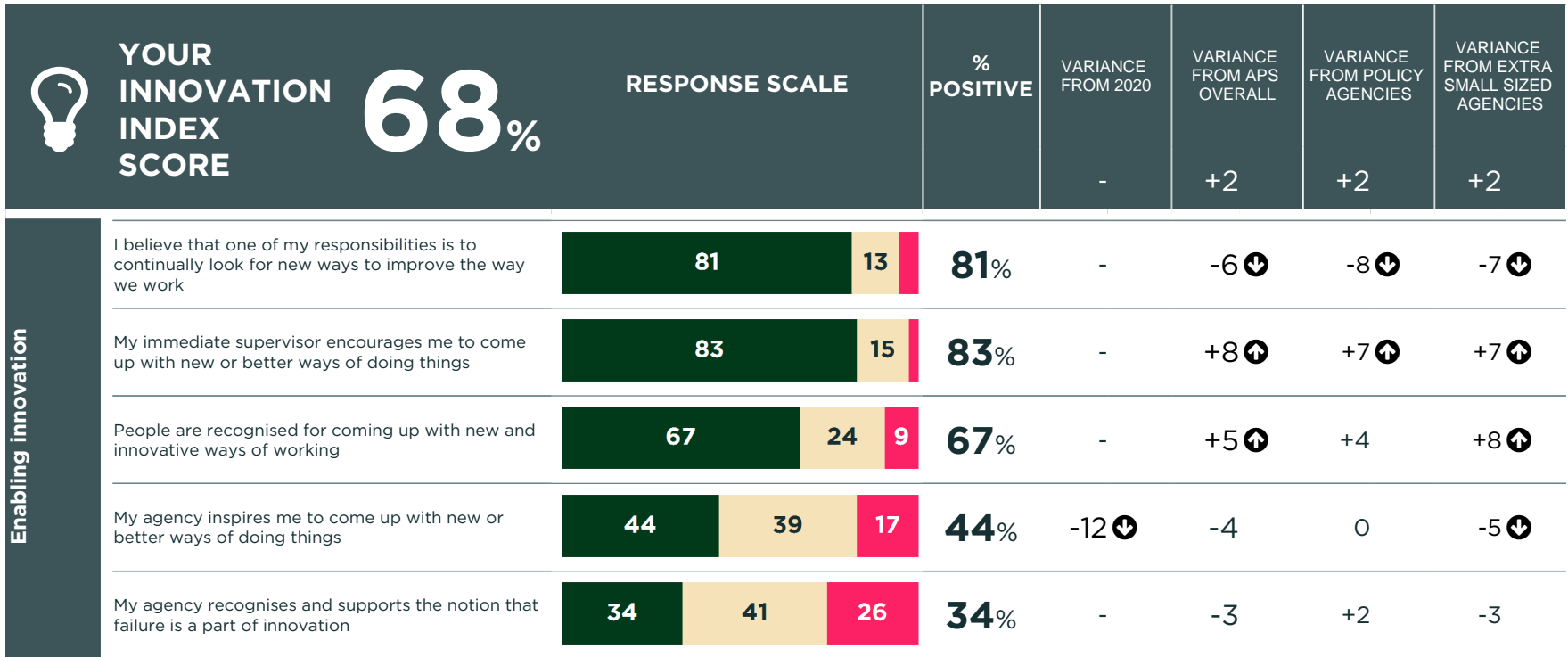


ENABLING INNOVATION



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



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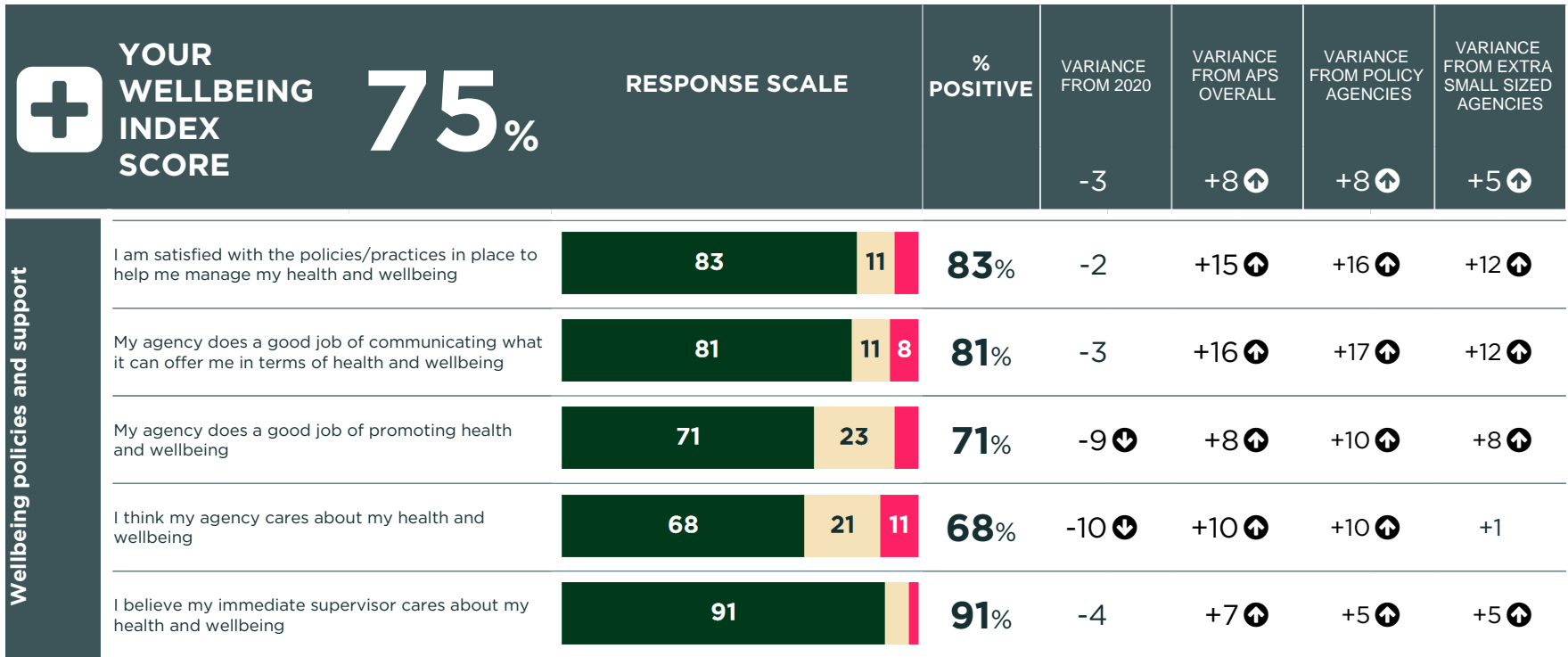


WELLBEING POLICIES AND SUPPORT



WELLBEING

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



KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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How often do you find your work stressful?

Always	<div></div>	3%	-	-3	-2	-2
Often	<div></div>	16%	-	-13 ⬇	-13 ⬇	-12 ⬇
Sometimes	<div></div>	55%	-	+7 ⬆	+5 ⬆	+7 ⬆
Rarely	<div></div>	25%	-	+9 ⬆	+10 ⬆	+8 ⬆
Never	<div></div>	1%	-	0	0	-1

To what extent is your work emotionally demanding?

To a very large extent	<div></div>	1%	0	-7 ⬇	-5 ⬇	-5 ⬇
To a large extent	<div></div>	16%	+8 ⬆	-7 ⬇	-5 ⬇	-5 ⬇
Somewhat	<div></div>	41%	+3	+2	+1	+1
To a small extent	<div></div>	29%	-2	+8 ⬆	+6 ⬆	+6 ⬆
To a very small extent	<div></div>	12%	-9 ⬇	+5 ⬆	+4	+2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

RESPONSE SCALE		%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel burned out by my work						
Strongly agree		0%	0	-9 ↓	-9 ↓	-8 ↓
Agree		11%	-1	-14 ↓	-14 ↓	-14 ↓
Neither agree nor disagree		31%	+2	0	0	+2
Disagree		41%	-6 ↓	+13 ↑	+13 ↑	+13 ↑
Strongly disagree		17%	+7 ↑	+10 ↑	+10 ↑	+8 ↑
In general, would you say that your health is:						
Excellent		8%	-	-4	-5 ↓	-5 ↓
Very good		32%	-	-3	-3	-6 ↓
Good		48%	-	+13 ↑	+13 ↑	+15 ↑
Fair		9%	-	-5 ↓	-4	-4
Poor		3%	-	-1	-1	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance:

Excellent	<div></div>	31%	-	+4	0	+4
Very good	<div></div>	53%	-	-2	-1	-5 ↓
Average	<div></div>	16%	-	+1	+3	+3
Below average		0%	-	-2	-2	-1
Well below average		0%	-	-1	-1	-1

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

Excellent	<div></div>	18%	-	+3	0	-1
Very good	<div></div>	49%	-	-7 ↓	-9 ↓	-7 ↓
Average	<div></div>	32%	-	+8 ↑	+12 ↑	+12 ↑
Below average	<div></div>	1%	-	-2	-1	-3
Well below average		0%	-	-2	-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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	84 12	84%	-5⬇️	+3	+1	-4
My workgroup has the tools and resources we need to perform well	70 16 14	70%	-13⬇️	+7⬆️	+5⬆️	+9⬆️
The people in my workgroup use time and resources efficiently	91	91%	+1	+13⬆️	+12⬆️	+11⬆️
My workgroup can readily adapt to new priorities and tasks	96	96%	+4	+10⬆️	+9⬆️	+9⬆️
The people in my workgroup cooperate to get the job done	97	97%	-1	+10⬆️	+8⬆️	+9⬆️

KEY

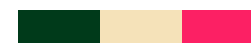


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL 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	<div></div>	5%	-	-4	-5 ↓	-5 ↓
I want to leave my position within the next 12 months	<div></div>	22%	-	0	-5 ↓	0
I want to stay working in my position for the next one to two years	<div></div>	60%	-	+24 ↑	+18 ↑	+15 ↑
I want to stay working in my position for at least the next three years	<div></div>	12%	-	-19 ↓	-8 ↓	-10 ↓

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

I am planning to retire		0%	-	-6 ↓	-3	-4
I am pursuing another position within my agency	<div></div>	10%	-	-32 ↓	-30 ↓	-1
I am pursuing a position in another agency	<div></div>	60%	-	+35 ↑	+30 ↑	+16 ↑
I am pursuing work outside the APS	<div></div>	20%	-	+9 ↑	+11 ↑	-1
It is the end of my non-ongoing, casual or contracted employment		0%	-	-3	-3	-8 ↓
Other	<div></div>	10%	-	-3	-4	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION





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

ONLY THE THREE 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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (3 highest responses):

I want to try a different type of work or I'm seeking a career change		28%	-	-	-	-
I am looking to further my skills in another area		17%	-	-	-	-
I am not satisfied with the work		11%	-	-	-	-

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 2020

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM POLICY
AGENCIES

VARIANCE
FROM EXTRA
SMALL SIZED
AGENCIES

During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes	<div></div>	4%	-8↓	-7↓	-7↓	-4
No	<div></div>	96%	+8↑	+7↑	+7↑	+4

Did this discrimination occur in your current agency?

Yes	<div></div>	100%	+33↑	+6↑	+9↑	+13↑
No		0%	0	-6↓	-9↓	-13↓

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 TYPES OF HARASSMENT OR BULLYING 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 2020

VARIANCE FROM APS OVERALL

VARIANCE FROM POLICY AGENCIES

VARIANCE FROM EXTRA SMALL SIZED AGENCIES

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

Yes	<div></div>	5%	-1	-6 ↓	-6 ↓	-5 ↓
No	<div></div>	92%	+1	+10 ↑	+9 ↑	+10 ↑
Not sure	<div></div>	3%	0	-4	-4	-4

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	25%	-	-9 ↓	-6 ↓	-6 ↓
It was reported by someone else		0%	-	-7 ↓	-7 ↓	-7 ↓
I did not report the behaviour	<div></div>	75%	-	+16 ↑	+14 ↑	+12 ↑

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 2020

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM POLICY
AGENCIES

VARIANCE
FROM EXTRA
SMALL SIZED
AGENCIES

Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?

Yes	<div></div>	8%	-2	+4	+5 ↑	+3
No	<div></div>	81%	+8 ↑	-8 ↓	-10 ↓	-5 ↓
Not sure	<div></div>	7%	-5 ↓	+2	+3	0
Would prefer not to answer	<div></div>	4%	-1	+2	+2	+1

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures		0%	-	-20 ↓	-14 ↓	-16 ↓
It was reported by someone else	<div></div>	17%	-	+1	+4	0
I did not report the behaviour	<div></div>	83%	-	+18 ↑	+10 ↑	+16 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER
THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN
COMPARATOR

DEMOGRAPHICS

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
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How do you describe your gender?

Man or male	<div></div>	26%	-3	-11↓	-9↓	-3
Woman or female	<div></div>	71%	+3	+12↑	+10↑	+6↑
Non-binary	<div></div>	1%	-	+1	+1	+1
I use a different term		0%	-	0	0	-
Prefer not to say	<div></div>	1%	-1	-2	-2	-4

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?

Yes		0%	0	-4	-4	-2
No	<div></div>	100%	+1	+4	+4	+2

Do you have an ongoing disability?

Yes	<div></div>	13%	-3	+4	+5↑	+7↑
No	<div></div>	87%	+3	-4	-5↓	-7↓

KEY



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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM POLICY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	41%	+2	+2	+2	+3
No	<div></div>	59%	-2	-2	-2	-3
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	15%	+5 ↑	+8 ↑	+6 ↑	+5 ↑
No	<div></div>	85%	-5 ↓	-8 ↓	-6 ↓	-5 ↓
In which country were you born?						
Australia	<div></div>	85%	-	+8 ↑	+6 ↑	+7 ↑
Other country	<div></div>	15%	-	-8 ↓	-6 ↓	-7 ↓
Do you speak a language other than English at home?						
No, English only	<div></div>	87%	-	+6 ↑	+4	+2
Yes, other	<div></div>	13%	-	-6 ↓	-4	-2

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

AGENCY POSITION



AGENCY POSITION

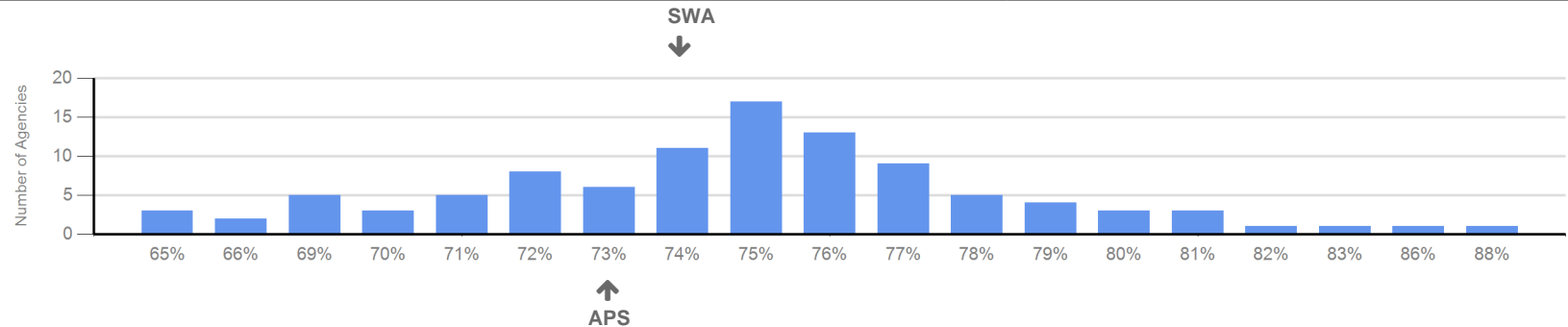
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, WELLBEING AND INNOVATION INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE OVERALL APS INDEX SCORE AND THE SCORES OF OTHER AGENCIES.

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.

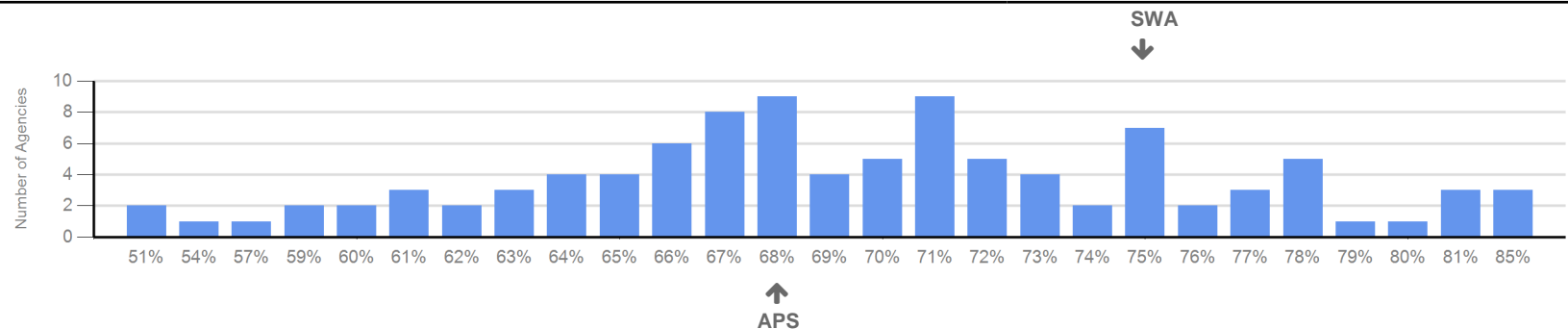
Engagement

Ranking : 69th of 101



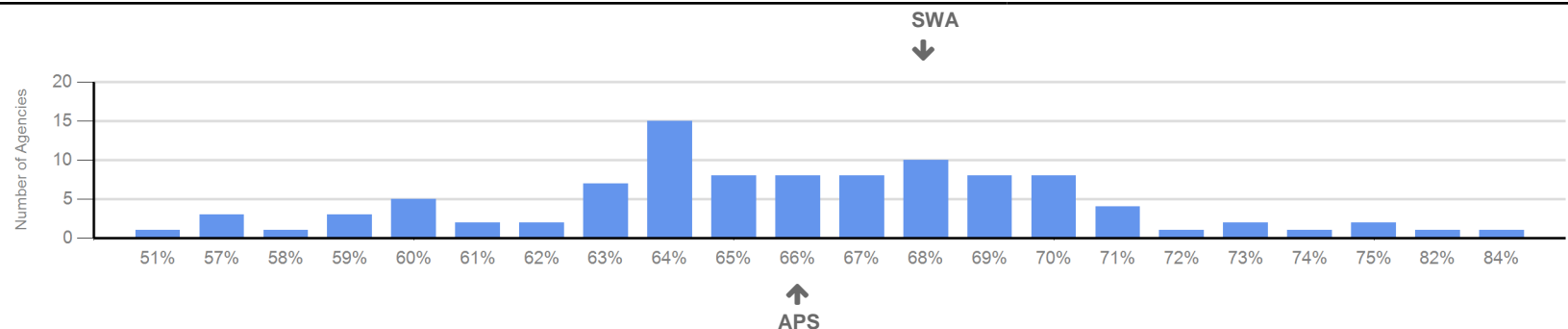
Wellbeing

Ranking : 19th of 101



Innovation

Ranking : 34th of 101



SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

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 2020

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM POLICY
AGENCIES

VARIANCE
FROM EXTRA
SMALL SIZED
AGENCIES

.1

My agency supports and actively promotes an inclusive workplace culture

89%

+5↑

+10↑

+9↑

+14↑

.2

My SES manager communicates effectively

71%

-6↓

+1

-5↓

+3

.3

My SES manager promotes cooperation within and between agencies

76%

+11↑

+10↑

+1

+5↑

.4

Where appropriate, I am able to take part in decisions that affect my job

77%

-

+9↑

+4

+5↑

.5

My SES manager clearly articulates the direction and priorities for our area

65%

-4

-2

-7↓

0

.6

My agency inspires me to come up with new or better ways of doing things

44%

-12↓

-4

0

-5↓

SWA SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020
Frequency of Agency level communication	62 38	62%	-
I read intranet articles	100	100%	-
I feel that staff are recognised for going above and beyond	52 37 11	52%	-
The new Performance and Development scheme supports my development	22 54 24	22%	-
The new Performance and Development scheme provides an effective framework to manage and support my team	26 44 29	26%	-
The new Performance and Development scheme enables me to effectively perform my role	26 47 26	26%	-
My supervisor provides regular and timely feedback on my performance	71 22	71%	-
The Agency supports me in achieving my career goals	53 33 14	53%	-

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.

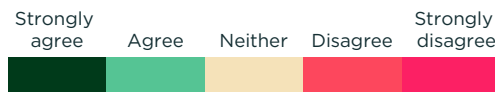
PRIORITISE 3 AREAS TO TAKE FORWARD

	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") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

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 ENGINE'S 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.