

Highlights Report CCA



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Responses:
48 of 65

Response Rate:
74%

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		80	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies	
Say	Overall, I am satisfied with my job	75	19	75%	-19 ↓	0	-2	-2	
	I am proud to work in my agency	89	11	89%	-4	+12 ↑	+6 ↑	+5 ↑	
	I would recommend my agency as a good place to work	68	23	9	68%	-23 ↓	-3	-5 ↓	-4
	I believe strongly in the purpose and objectives of my agency	91	9	91%	-2	+5 ↑	+2	0	
Stay	I feel a strong personal attachment to my agency	64	36	64%	-8 ↓	+1	-2	-1	
	I feel committed to my agency's goals	96		96%	-4	+10 ↑	+8 ↑	+6 ↑	
Strive	I suggest ideas to improve our way of doing things	94		94%	-3	+7 ↑	+4	0	
	I am happy to go the 'extra mile' at work when required	96		96%	+5 ↑	+5 ↑	+4	+2	
	I work beyond what is required in my job to help my agency achieve its objectives	77	17	77%	-11 ↓	-4	-4	-6 ↓	
	My agency really inspires me to do my best work every day	66	32	66%	-15 ↓	+5 ↑	+3	-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 Index assesses how employees view the leadership behaviours of their immediate supervisor in line with the *APS Leadership Capability Framework*.

Your Immediate Supervisor Index score	78	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
				-7 ↓	+1	0	+1

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	77	17	9	77%	-2	-3	-3	-1
	My supervisor can deliver difficult advice whilst maintaining relationships	81	11	9	81%	-4	+1	+2	+1
	My supervisor invites a range of views, including those different to their own	85	13	9	85%	-6 ↓	+3	+2	+3
	My supervisor encourages my team to regularly review and improve our work	83	13	9	83%	-1	+1	+1	+1
	My supervisor is invested in my development	85	9	9	85%	-6 ↓	+7 ↑	+7 ↑	+7 ↑
	My supervisor ensures that my workgroup delivers on what we are responsible for	91	9	9	91%	-2	+4	+3	+3

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	79	13	9	79%	-3	0	+2	+1
My immediate supervisor encourages me	87	11	9	87%	-3	+10 ↑	+10 ↑	+9 ↑
My supervisor actively ensures that everyone can be included in workplace activities	87	9	9	87%	+3	+3	+4	+3
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	85	9	9	85%	-	+4	+4	+5 ↑

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 Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*.

Your SES Manager Leadership Index score	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
			-	-	-	-

SES Manager	Question	Response
	My SES manager clearly articulates the direction and priorities for our area	<i>The data for this question has been hidden for anonymity reasons.</i>
	My SES manager presents convincing arguments and persuades others towards an outcome	<i>The data for this question has been hidden for anonymity reasons.</i>
	My SES manager promotes cooperation within and between agencies	<i>The data for this question has been hidden for anonymity reasons.</i>
	My SES manager encourages innovation and creativity	<i>The data for this question has been hidden for anonymity reasons.</i>
	My SES manager creates an environment that enables us to deliver our best	<i>The data for this question has been hidden for anonymity reasons.</i>
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<i>The data for this question has been hidden for anonymity reasons.</i>

Other similar questions

In my agency, the SES work as a team	<i>The data for this question has been hidden for anonymity reasons.</i>
In my agency, the SES clearly articulate the direction and priorities for our agency	<i>The data for this question has been hidden for anonymity reasons.</i>
My SES manager routinely promotes the use of data and evidence to deliver outcomes	<i>The data for this question has been hidden for anonymity reasons.</i>

Key

- At least 5 percentage points greater than comparator
- At least 5 percentage points less than comparator

Positive Neutral Negative

Communication and change

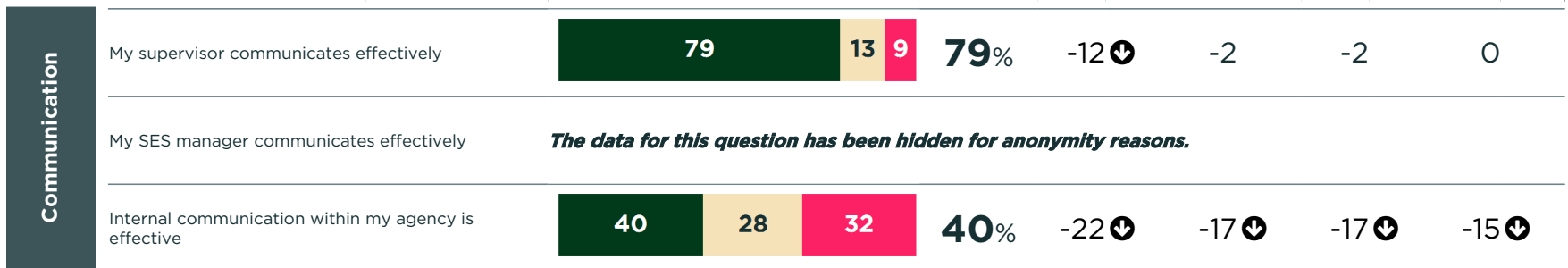
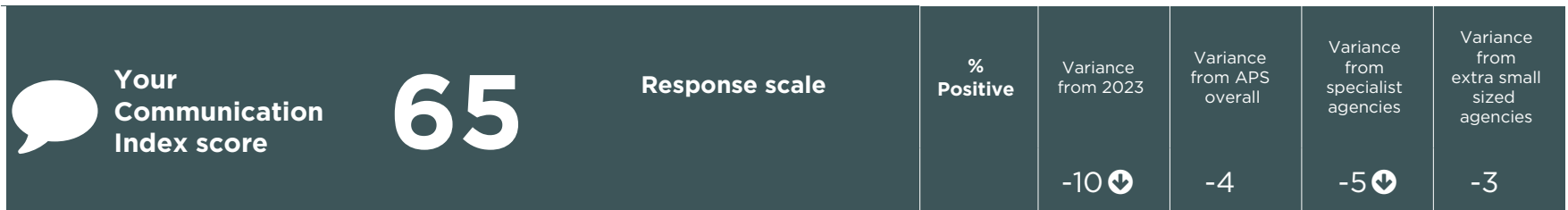


Communication

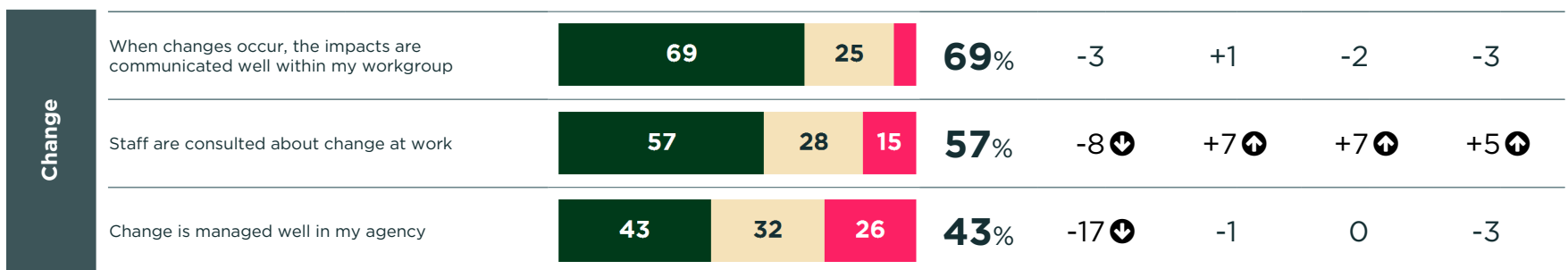
The Communication Index measures communication at the individual, group and agency level.

Change

Effective communication is an important part of any change process. Note these questions do not contribute to the above index score.



Other similar questions



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 Index 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		70	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies	
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	91		91%	-2	+12 ↑	+9 ↑	+8 ↑	
	My immediate supervisor encourages me to come up with new or better ways of doing things	83	13	83%	-5 ↓	+10 ↑	+8 ↑	+7 ↑	
	People are recognised for coming up with new and innovative ways of working	72	23	72%	-3	+15 ↑	+13 ↑	+8 ↑	
	My agency inspires me to come up with new or better ways of doing things	62	28	11	62%	-13 ↓	+12 ↑	+9 ↑	+1
	My agency recognises and supports the notion that failure is a part of innovation	48	37	15	48%	-21 ↓	+7 ↑	+8 ↑	+5 ↑

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 Index 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	82	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	81	13	81%	+9 ↑	+13 ↑	+11 ↑	+12 ↑	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	85	13	85%	+29 ↑	+19 ↑	+16 ↑	+14 ↑	
	My agency does a good job of promoting health and wellbeing	77	15	9	77%	+11 ↑	+10 ↑	+9 ↑	+10 ↑
	I think my agency cares about my health and wellbeing	91	9	91%	+16 ↑	+27 ↑	+22 ↑	+18 ↑	
	I believe my immediate supervisor cares about my health and wellbeing	98	2	98%	+1	+12 ↑	+10 ↑	+10 ↑	

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	89	9	89%	-	+15 ↑	+14 ↑	+13 ↑	
	The people in my workgroup are able to bring up problems and tough issues	83	8	8	83%	-	+3	+1	-1
	I receive the respect I deserve from my colleagues at work	85	15	85%	-9 ↓	+4	+3	+3	
	My agency supports and actively promotes an inclusive workplace culture	91	9	91%	+1	+10 ↑	+11 ↑	+12 ↑	

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 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
In general, would you say that your health is:						
Excellent		15%	+2	+4	+3	0
Very good		38%	-9 ↓	+4	+1	+1
Good		38%	+10 ↑	+1	+2	+4
Fair		6%	-6 ↓	-7 ↓	-6 ↓	-5 ↓
Poor		2%	+2	-1	0	0
What best describes your current workload?						
Well above capacity - too much work		43%	+8 ↑	+20 ↑	+21 ↑	+19 ↑
Slightly above capacity - lots of work to do		49%	+15 ↑	+9 ↑	+9 ↑	+7 ↑
At capacity - about the right amount of work to do		6%	-15 ↓	-25 ↓	-24 ↓	-22 ↓
Slightly below capacity - available for more work		2%	-7 ↓	-3	-4	-3
Well below capacity - not enough work		0%	0	-1	-1	-1

Key





















































At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
How often do you find your work stressful?						
Always		2%	+2	-3	-1	-1
Often		40%	+25 	+16 	+17 	+17 
Sometimes		43%	-20 	-7 	-8 	-6 
Rarely		13%	-6 	-6 	-8 	-9 
Never		2%	-1	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent		9%	+9 	+1	+2	+3
To a large extent		26%	+13 	+5 	+8 	+10 
Somewhat		34%	-16 	-4	-3	-4
To a small extent		23%	-11 	-1	-4	-5 
To a very small extent		9%	+5 	-1	-3	-4
I feel burned out by my work						
Strongly agree		19%	+19 	+11 	+13 	+12 
Agree		23%	+14 	0	+2	+3
Neither agree nor disagree		36%	-14 	+4	+6 	+9 
Disagree		17%	-20 	-13 	-16 	-16 
Strongly disagree		4%	+1	-3	-5 	-8 

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	100	100%	0	+17 ↑	+13 ↑	+14 ↑
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		10%	-1	-2	-3	-3
Flexible hours of work		29%	+3	+3	-4	+2
Compressed work week		21%	+7 ↑	+17 ↑	+17 ↑	+16 ↑
Job sharing		0%	-3	0	-1	0
Working away from the office/working from home		79%	+2	+18 ↑	+9 ↑	+12 ↑
None of the above		2%	-1	-22 ↓	-16 ↓	-17 ↓
Working away from the office						
None of the time		21%	-	-18 ↓	-9 ↓	-12 ↓
All of the time		19%	-	+13 ↑	+12 ↑	+13 ↑
Some of the time as a regular arrangement		44%	-	-3	-7 ↓	-3
Only on an irregular basis		17%	-	+8 ↑	+4	+2
Did not disclose their arrangement		0%	-	0	0	0

The working away from the office responses present how often employees worked away from the office/worked from home during a usual working week. It includes the responses for all employees, not just those who indicated they accessed working from home as a flexible working arrangement.

Key



At least 5 percentage points greater than comparator





















At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am supported to use my expertise to provide frank and fearless advice		77%	-	+11 	+10 	+8 
The people in my workgroup demonstrate stewardship		88%	-	+11 	+8 	+3
The culture in my agency supports people to act with integrity		91%	-	+15 	+12 	+11 
I believe strongly in the purpose and objectives of the APS		83%	-11 	-4	-3	-2
I feel a strong personal attachment to the APS		62%	-4	-3	+2	+7 
My workgroup considers the people and businesses affected by what we do		94%	-	+9 	+6 	+2

Key



At least 5 percentage points greater than comparator







At least 5 percentage points less than comparator





Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am satisfied with the recognition I receive for doing a good job	 85	85%	-5 ↓	+17 ↑	+14 ↑	+12 ↑
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	 75	75%	+5 ↑	+12 ↑	+11 ↑	0
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	 98	98%	+7 ↑	+16 ↑	+13 ↑	+14 ↑
I am satisfied with the stability and security of my job	 88	88%	0	+3	+6 ↑	+6 ↑

Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	 92	92%	-8 ↓	-1	-2	-3
I am clear what my duties and responsibilities are	 79	79%	-9 ↓	-1	-1	-1
I have a choice in deciding how I do my work	 79	79%	-6 ↓	+13 ↑	+4	+1
Where appropriate, I am able to take part in decisions that affect my job	 81	81%	-10 ↓	+10 ↑	+7 ↑	+3

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
In the last month, please rate your workgroup's overall performance						
Excellent		26%	-15 ↓	-2	-4	-7 ↓
Very good		68%	+18 ↑	+13 ↑	+14 ↑	+14 ↑
Average		6%	0	-9 ↓	-7 ↓	-6 ↓
Below average		0%	-3	-2	-2	-1
Well below average		0%	0	-1	-1	-1

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well		83%	+2	+5 ↑	+2	-2
My workgroup has the tools and resources we need to perform well		38%	-6 ↓	-21 ↓	-21 ↓	-25 ↓
The people in my workgroup use time and resources efficiently		71%	-10 ↓	-5 ↓	-8 ↓	-11 ↓
My job gives me opportunities to utilise my skills		94%	-3	+14 ↑	+11 ↑	+9 ↑
In the last 12 months, the formal learning I have accessed has improved my performance		59%	-	+1	+2	-3

Key

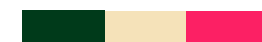


At least 5 percentage points greater than comparator



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 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
Which of the following statements best reflects your current thoughts about working in your current position?						
I want to leave my position as soon as possible		0%	0	-9 ↓	-8 ↓	-8 ↓
I want to leave my position within the next 12 months		32%	+19 ↑	+9 ↑	+10 ↑	+9 ↑
I want to stay working in my position for the next one to two years		57%	-2	+20 ↑	+17 ↑	+16 ↑
I want to stay working in my position for at least the next three years		11%	-17 ↓	-20 ↓	-20 ↓	-16 ↓
What best describes your plans involved with leaving your current position?						
I am planning to retire		0%	0	-5 ↓	-4	-6 ↓
I am pursuing another position within my agency		7%	+7 ↑	-36 ↓	-21 ↓	-4
I am pursuing a position in another agency		53%	+53 ↑	+27 ↑	+18 ↑	+5 ↑
I am pursuing work outside the APS		20%	+20 ↑	+10 ↑	+6 ↑	+9 ↑
It is the end of my non-ongoing, casual or contracted employment		7%	+7 ↑	+4	+2	0
Other		13%	+13 ↑	0	-1	-3

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 2023	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
There are a lack of future career opportunities in my agency	17%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	17%	-	-	-	-
I have achieved all I can in my current position	17%	-	-	-	-
I am not satisfied with the work	8%	-	-	-	-
My expectations for work in my current position have not been met	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 2023	Variance from APS overall	Variance from specialist 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		0%	0	-10 ↓	-8 ↓	-7 ↓
No		100%	0	+10 ↑	+8 ↑	+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.					

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 2023	Variance from APS overall	Variance from specialist 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		2%	+2	-8 ↓	-6 ↓	-8 ↓
No		87%	-13 ↓	+3	+1	+2
Not sure		11%	+11 ↑	+5 ↑	+6 ↑	+6 ↑

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

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 2023	Variance from APS overall	Variance from specialist 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		2%	+2	-1	-1	-1
No		98%	+1	+7	+6	+6
Not sure		0%	-3	-4	-3	-4
Would prefer not to answer		0%	0	-2	-2	-1

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures

The data for this question has been hidden for anonymity reasons.

It was reported by someone else

The data for this question has been hidden for anonymity reasons.

I did not report the behaviour

The data for this question has been hidden for anonymity reasons.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Demographics

How do you describe your gender?	Responses
Man or male	38%
Woman or female	60%
Non-binary	0%
I use a different term	0%
Prefer not to say	2%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	0%
No	100%

Do you have an ongoing disability?	Responses
Yes	8%
No	92%

Do you have carer responsibilities?	Responses
Yes	48%
No	52%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	19%
No	81%

Do you identify as culturally and linguistically diverse?	Responses
Yes	17%
No	83%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	69%
Australian Aboriginal and/or Torres Strait Islander	0%
New Zealander (excluding Maori)	0%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	17%
North-West European (excluding Anglo-European)	6%
Southern and Eastern European	15%
South-East Asian	2%
North-East Asian	4%
Southern and Central Asian	2%
North American	2%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	2%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	8%
No	77%
Maybe	13%
I am unsure what neurodivergent means	2%

Agency position



Agency position

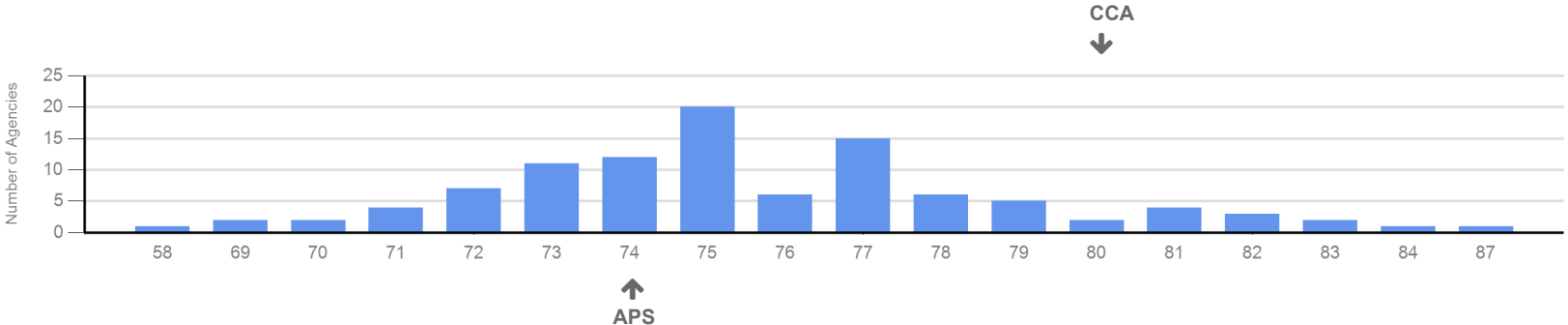
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the 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.

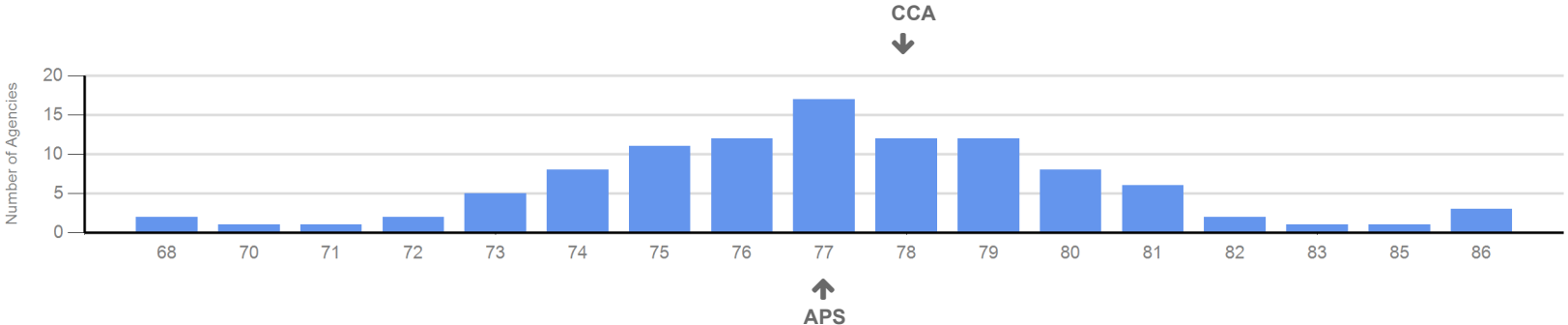
Employee Engagement Index

Ranking : 13th of 104



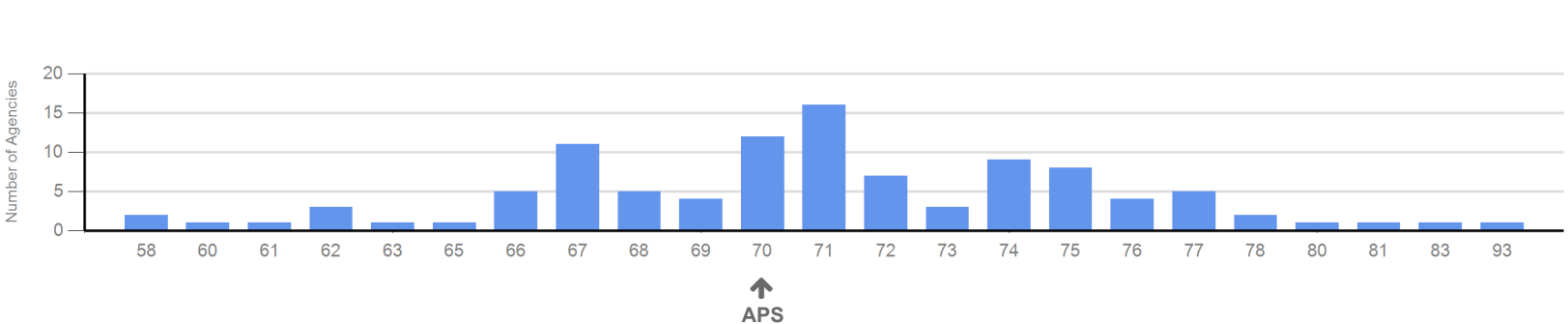
Leadership – Immediate Supervisor Index

Ranking : 42nd of 104



Leadership – SES Manager Index

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



Agency position



Agency position

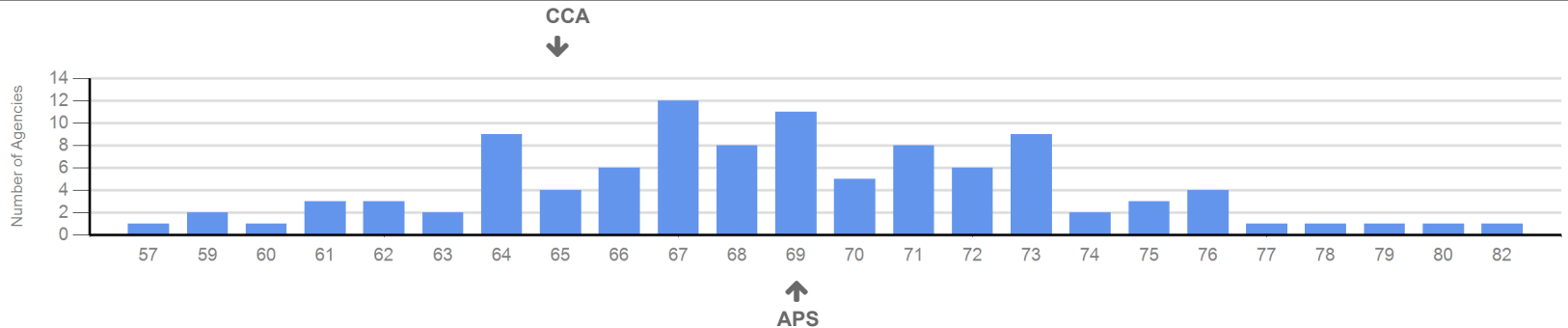
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score and the scores of other agencies.

Along the line (y-axis) are the index scores. The height of the bar (x-axis) is how many agencies have that index score.

Please note, the y-axis values are not consecutive as only index scores received by an agency are represented.

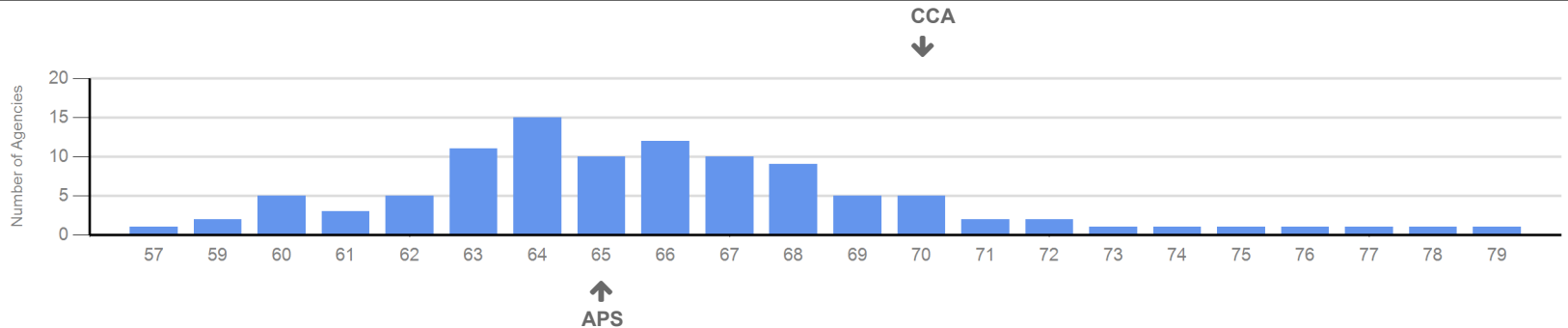
Communication Index

Ranking : 83rd of 104



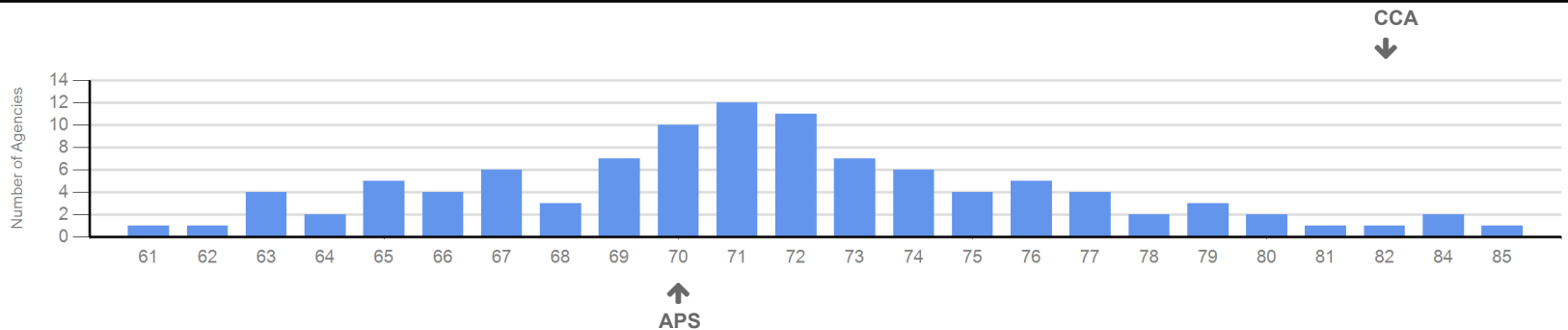
Enabling Innovation Index

Ranking : 12th of 104



Wellbeing Policies and Support Index

Ranking : 4th of 104



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 2023


Variance from APS overall

Variance from specialist agencies

Variance from extra small sized agencies

.1	I am supported to use my expertise to provide frank and fearless advice	77%	-	+11↑	+10↑	+8↑
.2	My agency recognises and supports the notion that failure is a part of innovation	48%	-21↓	+7↑	+8↑	+5↑
.3	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<i>The data for this question has been hidden for anonymity reasons.</i>				
.4	In my agency, the SES clearly articulate the direction and priorities for our agency	<i>The data for this question has been hidden for anonymity reasons.</i>				
.5	My SES manager promotes cooperation within and between agencies	<i>The data for this question has been hidden for anonymity reasons.</i>				
.6	My agency supports and actively promotes an inclusive workplace culture	91%	+1	+10↑	+11↑	+12↑


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.

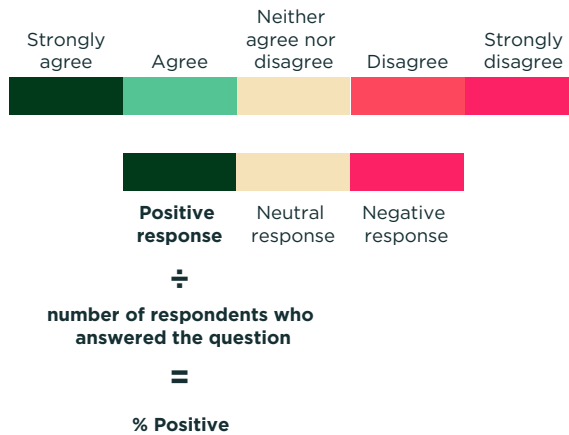
Prioritise 3 areas to take forward

	Prioritise 3 areas for action	Timescales	Owner	Resources required	Target/Success measure
1					
2					
3					

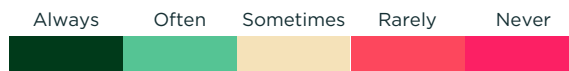
Guide to this report

% 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 agree nor disagree	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

Comparisons to other similarly sized agencies are used through this report. To see how agencies are categorised visit:

<https://www.apsc.gov.au/aps-agencies-size-and-function>

Comparisons to 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.

