

Highlights Report AER



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Responses:

354 of 406

Response Rate:

87%

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 2023	Variance from ACCC	Variance from APS overall
Say	Overall, I am satisfied with my job	81	11 8	81%	+8 ⬆️	-1	+6 ⬆️
	I am proud to work in my agency	86	11	86%	+5 ⬆️	-4	+9 ⬆️
	I would recommend my agency as a good place to work	83	11	83%	+6 ⬆️	-6 ⬇️	+12 ⬆️
Stay	I believe strongly in the purpose and objectives of my agency	90	8	90%	+2	-4	+4
	I feel a strong personal attachment to my agency	64	26 10	64%	+1	-9 ⬇️	+1
Strive	I feel committed to my agency's goals	90	7	90%	+6 ⬆️	-2	+4
	I suggest ideas to improve our way of doing things	91	8	91%	+2	-1	+4
	I am happy to go the 'extra mile' at work when required	92		92%	+1	-1	+1
	I work beyond what is required in my job to help my agency achieve its objectives	85	11	85%	0	0	+4
	My agency really inspires me to do my best work every day	66	25 9	66%	+5 ⬆️	-8 ⬇️	+6 ⬆️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

The Immediate Supervisor 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		79	Response scale	% Positive	Variance from 2023	Variance from ACCC	Variance from APS overall
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	82	12	82%	-1	-2	+2
	My supervisor can deliver difficult advice whilst maintaining relationships	81	15	81%	+4	-3	+1
	My supervisor invites a range of views, including those different to their own	86	9	86%	+1	-3	+4
	My supervisor encourages my team to regularly review and improve our work	85	13	85%	-1	-1	+2
	My supervisor is invested in my development	80	12	80%	+1	-3	+2
	My supervisor ensures that my workgroup delivers on what we are responsible for	91		91%	+2	-1	+3
Other similar questions							
	My supervisor provides me with helpful feedback to improve my performance	80	14	80%	-1	-3	+1
	My immediate supervisor encourages me	82	14	82%	+7⬆️	-1	+5⬆️
	My supervisor actively ensures that everyone can be included in workplace activities	88	11	88%	-1	-1	+3
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	83	13	83%	-	-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 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		75		Response scale	% Positive	Variance from 2023	Variance from ACCC	Variance from APS overall
SES Manager	My SES manager clearly articulates the direction and priorities for our area	78	15	78%	+4	+1	+9 ↑	
	My SES manager presents convincing arguments and persuades others towards an outcome	79	17	79%	+6 ↑	0	+15 ↑	
	My SES manager promotes cooperation within and between agencies	78	19	78%	-1	-2	+10 ↑	
	My SES manager encourages innovation and creativity	75	21	75%	0	-1	+9 ↑	
	My SES manager creates an environment that enables us to deliver our best	76	17	76%	+9 ↑	0	+10 ↑	
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	84	14	84%	0	-1	+10 ↑	
Other similar questions								
	In my agency, the SES work as a team	62	24	14	62%	+5 ↑	0	+6 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	70	19	11	70%	+8 ↑	-3	+6 ↑
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	77	20		77%	+6 ↑	0	+9 ↑

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.

Your Communication Index score		72	Response scale	% Positive	Variance from 2023	Variance from ACCC	Variance from APS overall
					+1	-2	+3

Communication	My supervisor communicates effectively		82	11	7	82%	0	-4	+1
	My SES manager communicates effectively		82	11		82%	+8 ⬆️	+2	+13 ⬆️
	Internal communication within my agency is effective		60	24	16	60%	0	-10 ⬇️	+3

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup		70	16	14	70%	0	-3	+2
	Staff are consulted about change at work		44	40	16	44%	-2	-7 ⬇️	-6 ⬇️
	Change is managed well in my agency		36	35	29	36%	-5 ⬇️	-17 ⬇️	-7 ⬇️

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		69	Response scale	% Positive	Variance from 2023	Variance from ACCC	Variance from APS overall	
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	83	11	83%	0	0	+4	
	My immediate supervisor encourages me to come up with new or better ways of doing things	73	20	73%	-2	-4	+1	
	People are recognised for coming up with new and innovative ways of working	73	21	73%	+1	+3	+15 ↑	
	My agency inspires me to come up with new or better ways of doing things	54	36	11	54%	0	-4	+4
	My agency recognises and supports the notion that failure is a part of innovation	47	39	14	47%	-1	+1	+6 ↑

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	<h1>74</h1>	Response scale	% Positive	Variance from 2023	Variance from ACCC	Variance from APS overall
				+2	-3	+4

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	75	17	8	75%	+7⬆️	-3	+8⬆️
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	73	20	8	73%	+4	-6⬇️	+7⬆️
	My agency does a good job of promoting health and wellbeing	74	18	8	74%	+4	-5⬇️	+8⬆️
	I think my agency cares about my health and wellbeing	77	16	7	77%	+5⬆️	-2	+13⬆️
	I believe my immediate supervisor cares about my health and wellbeing	89	7	0	89%	0	-2	+3

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	78	11	11	78%	-	-1	+4
	The people in my workgroup are able to bring up problems and tough issues	87	8	0	87%	-	0	+7⬆️
	I receive the respect I deserve from my colleagues at work	85	14	0	85%	+3	-1	+3
	My agency supports and actively promotes an inclusive workplace culture	88	9	0	88%	+2	-4	+7⬆️

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 ACCC	Variance from APS overall
In general, would you say that your health is:					
Excellent		13%	+4	0	+2
Very good		35%	+7	-4	0
Good		36%	-4	+2	-2
Fair		13%	-5	+1	-1
Poor		3%	-2	+1	0

What best describes your current workload?

Well above capacity - too much work		24%	-8	+2	+2
Slightly above capacity - lots of work to do		42%	0	-2	+2
At capacity - about the right amount of work to do		29%	+10	0	-2
Slightly below capacity - available for more work		4%	-1	0	-1
Well below capacity - not enough work		1%	-1	0	-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 ACCC	Variance from APS overall
How often do you find your work stressful?					
Always		3%	-1	0	-1
Often		25%	-6 	+1	0
Sometimes		55%	+3	+1	+6 
Rarely		15%	+4	-2	-3
Never		1%	0	0	-1
To what extent is your work emotionally demanding?					
To a very large extent		4%	-2	0	-4
To a large extent		17%	-2	+2	-3
Somewhat		40%	-4	0	+1
To a small extent		26%	+4	-3	+2
To a very small extent		12%	+5 	+1	+3
I feel burned out by my work					
Strongly agree		7%	-4	+1	-1
Agree		22%	-6 	-1	-1
Neither agree nor disagree		36%	+4	+4	+4
Disagree		29%	+5 	-3	-1
Strongly disagree		6%	+1	-1	-1

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 ACCC	Variance from APS overall
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I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	96	96%	+3	+2	+13 ↑
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Do you currently access any of the following flexible working arrangements? [Multiple Response]

Part time		16%	+1	+1	+4
Flexible hours of work		37%	+2	0	+10 ↑
Compressed work week		7%	0	-3	+2
Job sharing		1%	0	0	+1
Working away from the office/working from home		82%	+7 ↑	+3	+20 ↑
None of the above		8%	-5 ↓	-1	-15 ↓

Working away from the office

None of the time		18%	-	-3	-20 ↓
All of the time		13%	-	+6 ↑	+7 ↑
Some of the time as a regular arrangement		62%	-	-3	+15 ↑
Only on an irregular basis		7%	-	+1	-1
Did not disclose their arrangement		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 ACCC	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	70	20	11	70%	-	-4	+4
The people in my workgroup demonstrate stewardship	83	12		83%	-	-2	+7 ⬆️
The culture in my agency supports people to act with integrity	87	10		87%	-	-4	+10 ⬆️
I believe strongly in the purpose and objectives of the APS	88	10		88%	-2	+2	+2
I feel a strong personal attachment to the APS	62	30	8	62%	-2	+1	-2
My workgroup considers the people and businesses affected by what we do	93			93%	-	-1	+7 ⬆️

Key



At least 5 percentage points greater than comparator











At least 5 percentage points less than comparator

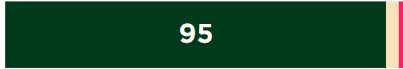






Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from 2023	Variance from ACCC	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job		73%	+4	-3	+5 
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		54%	+9 	-4	-9 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		91%	+2	+1	+9 
I am satisfied with the stability and security of my job		88%	-4	0	+3

Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from ACCC	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public		95%	+1	+1	+3
I am clear what my duties and responsibilities are		84%	+3	+4	+5 
I have a choice in deciding how I do my work		75%	+4	-1	+9 
Where appropriate, I am able to take part in decisions that affect my job		78%	+2	-1	+6 

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 ACCC	Variance from APS overall
In the last month, please rate your workgroup's overall performance					
Excellent		33%	-6	0	+6
Very good		55%	+3	0	+1
Average		9%	+1	0	-6
Below average		1%	+1	0	-1
Well below average		1%	+1	0	0

	Response scale	% Positive	Variance from 2023	Variance from ACCC	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		79%	0	-5	+1
My workgroup has the tools and resources we need to perform well		50%	+1	-11	-9
The people in my workgroup use time and resources efficiently		79%	-1	-2	+3
My job gives me opportunities to utilise my skills		79%	-5	-5	-1
In the last 12 months, the formal learning I have accessed has improved my performance		55%	-	-10	-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 ACCC	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		6%	-1	-1	-3
I want to leave my position within the next 12 months		25%	-2	+3	+2
I want to stay working in my position for the next one to two years		47%	-1	-2	+9
I want to stay working in my position for at least the next three years		22%	+4	0	-8
What best describes your plans involved with leaving your current position?					
I am planning to retire		3%	+2	+1	-2
I am pursuing another position within my agency		40%	+6	-6	-3
I am pursuing a position in another agency		29%	0	+6	+2
I am pursuing work outside the APS		11%	-8	0	+2
It is the end of my non-ongoing, casual or contracted employment		3%	-1	-2	0
Other		15%	+1	+1	+2

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 ACCC	Variance from APS overall
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity		24%	-	-	-
I am looking to further my skills in another area		11%	-	-	-
I can receive a higher salary elsewhere		9%	-	-	-
Other		8%	-	-	-
I am not satisfied with the work		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 ACCC	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		7%	0	+1	-3
No		93%	0	-1	+3
Did this discrimination occur in your current agency?					
Yes		92%	+2	-2	0
No		8%	-2	+2	0
Basis for the discrimination that you experienced (3 highest responses):					
Gender		46%	-	-	-
Disability		25%	-	-	-
LGBTIQA+		17%	-	-	-

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 ACCC	Variance from APS overall
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?					
Yes		5%	-1	+1	-5 ↓
No		91%	+2	0	+7 ↑
Not sure		3%	-1	-1	-2
Types of harassment or bullying experienced (3 highest responses):					
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		56%	-	-	-
Deliberate exclusion from work-related activities		50%	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		50%	-	-	-
Did you report the harassment or bullying?					
I reported the behaviour in accordance with my agency's policies and procedures		39%	+14 ↑	+5 ↑	+3
It was reported by someone else		11%	+5 ↑	+5 ↑	+4
I did not report the behaviour		50%	-19 ↓	-10 ↓	-7 ↓

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	50%
Woman or female	46%
Non-binary	1%
I use a different term	0%
Prefer not to say	4%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	1%
No	99%

Do you have an ongoing disability?	Responses
Yes	12%
No	88%

Do you have carer responsibilities?	Responses
Yes	43%
No	57%

Do you identify as culturally and linguistically diverse?	Responses
Yes	38%
No	62%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	61%
Australian Aboriginal and/or Torres Strait Islander	1%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	15%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	5%
South-East Asian	18%
North-East Asian	5%
Southern and Central Asian	7%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	2%

Do you consider yourself to be neurodivergent?	Responses
Yes	8%
No	78%
Maybe	9%
I am unsure what neurodivergent means	5%

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 ACCC	Variance from APS overall
.1	The culture in my agency supports people to act with integrity		87%	-	-4	+10
.2	I am supported to use my expertise to provide frank and fearless advice		70%	-	-4	+4
.3	My agency inspires me to come up with new or better ways of doing things		54%	0	-4	+4
.4	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS		84%	0	-1	+10
.5	Where appropriate, I am able to take part in decisions that affect my job		78%	+2	-1	+6
.6	I am satisfied with the recognition I receive for doing a good job		73%	+4	-3	+5

ACCC specific questions

	Response scale			% Positive	Variance from 2023	Variance from ACCC
My agency actively creates links across the organisation to make sure knowledge and expertise is easily accessible	53	29	18	53%	0	-7↓
My agency prioritises business requirements and allocates people to evolving business needs	66	24	10	66%	+10↑	-2
Decisions made in my work area are consistent with agency policy (e.g. leave, TOIL, recruitment)	83	14	3	83%	-	-1
Our vision and strategy is well communicated to employees	75	18	7	75%	+3	-2
I feel valued for my contribution at work	81	11	8	81%	+12↑	+2
My colleagues are generous with their time and cooperate between branches	90	8	2	90%	-	+3
My manager uses clear metrics and milestones to measure my performance	60	27	13	60%	-	-2
My SES actively develops the skills and experience we need in my team to effectively manage change	57	34	9	57%	+11↑	-3
My SES makes decisions in the best interests of the organisation	79	18	3	79%	+2	-3
I feel confident to escalate concerns with my supervisor or line manager to prioritise work and manage workloads	88	7	5	88%	-	+1

Key



At least 5 percentage points greater than comparator






At least 5 percentage points less than comparator

Positive Neutral Negative



ACCC specific questions

	Response scale	% Positive	Variance from 2023	Variance from ACCC
My SES encourages our team members to take leave (annual and long-service leave)	84	84%	+10 	+3
My SES inspires me to actively participate in effective feedback and development including the annual performance management cycle	74	74%	+3	+1
My agency's controls to manage psychological and physical health are appropriate	61	61%	-	-8 
My SES prioritises learning and development opportunities to build my capability in my team	64	64%	+10 	-2

Key



At least 5 percentage points greater than comparator




At least 5 percentage points less than comparator

Positive Neutral Negative




Time to take action



Celebrate

What things do we do well?


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.

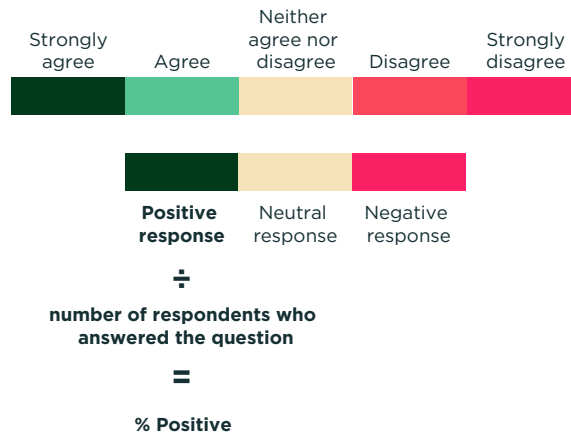
Prioritise 3 areas to take forward

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

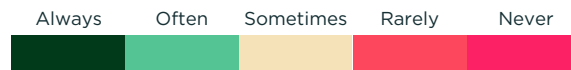
Guide to this report

% 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 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.

