



## Highlights Report CDPP



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### RESPONSES:

362 of 449

### RESPONSE RATE:

81%

# 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  $\pm 5$  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		73	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES	
					-1	0	-2	-1	
SAY	Overall, I am satisfied with my job	69	17	13	69%	-3	-4	-6⬇	-6⬇
	I am proud to work in my agency	83	12		83%	-1	+7⬆	0	+3
	I would recommend my agency as a good place to work	60	20	20	60%	-6⬇	-8⬇	-13⬇	-9⬇
	I believe strongly in the purpose and objectives of my agency	92			92%	+1	+8⬆	+4	+4
STAY	I feel a strong personal attachment to my agency	60	24	17	60%	-1	0	-5⬇	-3
	I feel committed to my agency's goals	84	14		84%	-3	+1	-1	-1
STRIVE	I suggest ideas to improve our way of doing things	81	16		81%	-2	-6⬇	-9⬇	-8⬇
	I am happy to go the 'extra mile' at work when required	91			91%	-3	+1	-1	-1
	I work beyond what is required in my job to help my agency achieve its objectives	88	9		88%	-1	+8⬆	+7⬆	+6⬆
	My agency really inspires me to do my best work every day	60	21	18	60%	0	+3	-1	0

KEY

⬆

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive

Neutral

Negative

### 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	77	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				0	+1	+1	0

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	78	12 10	78%	0	-1	-1	-2
	My supervisor can deliver difficult advice whilst maintaining relationships	81	12	81%	-4	+3	+3	+2
	My supervisor invites a range of views, including those different to their own	81	11 8	81%	-5⬇️	0	-2	-2
	My supervisor encourages my team to regularly review and improve our work	78	14 8	78%	-2	-3	-2	-3
	My supervisor is invested in my development	80	11 9	80%	-1	+4	+4	+3
	My supervisor ensures that my workgroup delivers on what we are responsible for	86	9	86%	-3	0	-1	-1

### Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	79	11 11	79%	+1	+2	+3	+2
	My immediate supervisor encourages me	79	14	79%	-1	+3	+2	+1

### 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		72	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	71	18	11	71%	-6 ↓	+2	0	+2
	My SES manager presents convincing arguments and persuades others towards an outcome	70	23	7	70%	-3	+8 ↑	+4	+6 ↑
	My SES manager promotes cooperation within and between agencies	77	19		77%	-5 ↓	+11 ↑	+6 ↑	+9 ↑
	My SES manager encourages innovation and creativity	63	26	11	63%	-4	-1	-4	-2
	My SES manager creates an environment that enables us to deliver our best	69	19	12	69%	-1	+6 ↑	+2	+4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	79	16		79%	-2	+6 ↑	+2	+3
Other similar questions									
	In my agency, the SES work as a team	57	29	14	57%	-6 ↓	+4	+4	+4
	In my agency, the SES clearly articulate the direction and priorities for our agency	58	21	20	58%	-6 ↓	-5 ↓	-4	-6 ↓
	In my agency, communication between SES and other employees is effective	48	26	26	48%	-6 ↓	-5 ↓	-5 ↓	-5 ↓
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	73	20	7	73%	-	+8 ↑	+3	+6 ↑
<b>KEY</b> <span>↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</span> <span>↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</span> <span>Positive Neutral Negative</span>									

# 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	69	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				0	+1	0	0

Communication	My supervisor communicates effectively	82	10	8	82%	-2	+1	+1	+1
	My SES manager communicates effectively	73	17	10	73%	-2	+4	+1	+4
	Internal communication within my agency is effective	53	19	28	53%	-2	-3	-4	-4

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	66	16	19	66%	0	-2	-4	-3
	Staff are consulted about change at work	37	35	27	37%	-4	-12 ↓	-11 ↓	-12 ↓
	Change is managed well in my agency	37	30	32	37%	-6 ↓	-6 ↓	-4	-5 ↓

### 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 SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills	91	91%	+4	+12 ⬆	+9 ⬆	+8 ⬆
I have a choice in deciding how I do my work	66	66%	-5 ⬇	+2	-8 ⬇	-5 ⬇
Where appropriate, I am able to take part in decisions that affect my job	64	64%	-4	-5 ⬇	-9 ⬇	-8 ⬇
I am clear what my duties and responsibilities are	86	86%	-1	+7 ⬆	+6 ⬆	+7 ⬆
I am satisfied with the recognition I receive for doing a good job	63	63%	-2	-3	-7 ⬇	-7 ⬇
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	20	20%	-6 ⬇	-31 ⬇	-34 ⬇	-35 ⬇
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	52	52%	-6 ⬇	-22 ⬇	-28 ⬇	-25 ⬇
I am satisfied with the stability and security of my job	84	84%	-2	+2	+5 ⬆	+3
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	71	71%	-6 ⬇	-7 ⬇	-14 ⬇	-11 ⬇

## 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 SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS	41 34 25	41%	-4	-20 ⬇	-16 ⬇	-18 ⬇
I understand how my role contributes to achieving an outcome for the Australian public	96	96%	-1	+4	+3	+3
I believe strongly in the purpose and objectives of the APS	78 19	78%	-3	-6 ⬇	-6 ⬇	-7 ⬇

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

Well above capacity - too much work		34%	0	+10 ⬆	+12 ⬆	+9 ⬆
Slightly above capacity - lots of work to do		42%	+3	+2	+1	+1
At capacity - about the right amount of work to do		20%	-4	-10 ⬇	-10 ⬇	-8 ⬇
Slightly below capacity - available for more work		5%	+1	-1	-2	-1
Well below capacity - not enough work		0%	-1	-1	-1	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	<div><div>74</div><div>17</div><div>9</div></div>	74%	0	-6⬇️	-7⬇️	-5⬇️
My supervisor actively ensures that everyone can be included in workplace activities	<div><div>82</div><div>12</div><div></div></div>	82%	-3	-1	-1	-1
I receive the respect I deserve from my colleagues at work	<div><div>82</div><div>13</div><div></div></div>	82%	0	+1	0	0

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time	<div><div></div></div>	9%	0	-5⬇️	-6⬇️	-4
Flexible hours of work	<div><div></div></div>	18%	-1	-10⬇️	-17⬇️	-11⬇️
Compressed work week		0%	0	-3	-3	-4
Job sharing		0%	0	0	0	0
Working away from the office/working from home	<div><div></div></div>	70%	0	+13⬆️	+1	+5⬆️
None of the above	<div><div></div></div>	21%	-1	-4	+4	+2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

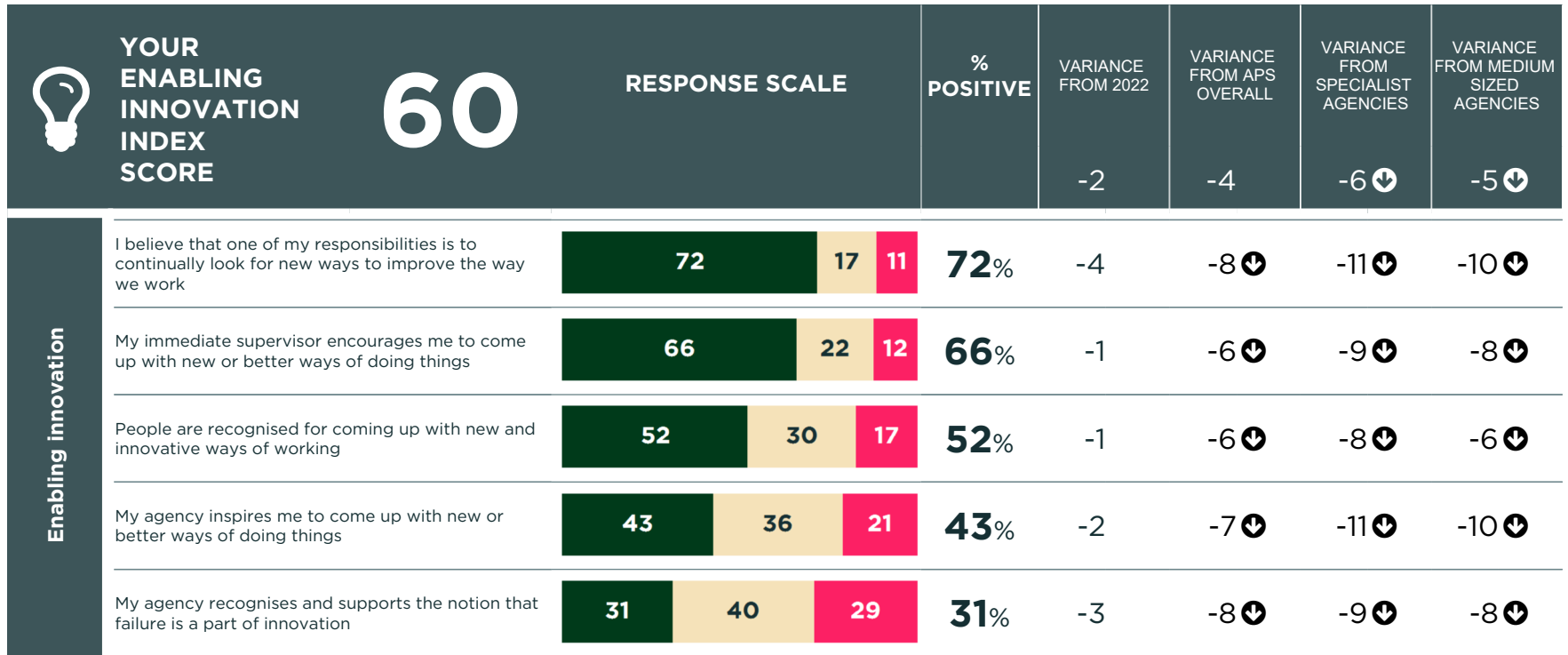


# ENABLING INNOVATION



## ENABLING INNOVATION

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



### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING POLICIES AND SUPPORT



## WELLBEING

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

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE				62	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
							-4	-7⬇️	-9⬇️	-8⬇️
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	49	25	26	49%	-4	-14⬇️	-18⬇️	-15⬇️	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	55	26	18	55%	-9⬇️	-7⬇️	-10⬇️	-8⬇️	
	My agency does a good job of promoting health and wellbeing	44	29	27	44%	-8⬇️	-19⬇️	-21⬇️	-19⬇️	
	I think my agency cares about my health and wellbeing	52	25	23	52%	-9⬇️	-9⬇️	-16⬇️	-13⬇️	
	I believe my immediate supervisor cares about my health and wellbeing	85	9		85%	-2	0	-3	-2	

### 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 SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## How often do you find your work stressful?

Always	<div></div>	11%	+4	+6 ⬆	+7 ⬆	+7 ⬆
Often	<div></div>	35%	-1	+9 ⬆	+12 ⬆	+11 ⬆
Sometimes	<div></div>	41%	-1	-8 ⬆	-9 ⬆	-9 ⬆
Rarely	<div></div>	12%	-1	-7 ⬆	-9 ⬆	-8 ⬆
Never	<div></div>	1%	-1	-1	-1	-1

## To what extent is your work emotionally demanding?

To a very large extent	<div></div>	15%	+3	+7 ⬆	+9 ⬆	+8 ⬆
To a large extent	<div></div>	29%	+2	+8 ⬆	+11 ⬆	+8 ⬆
Somewhat	<div></div>	34%	0	-5 ⬆	-5 ⬆	-4
To a small extent	<div></div>	15%	-4	-9 ⬆	-12 ⬆	-11 ⬆
To a very small extent	<div></div>	8%	-1	-1	-3	-2

### 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 SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## I feel burned out by my work

Strongly agree	<div></div>	16%	+4	+7 ⬆	+8 ⬆	+8 ⬆
Agree	<div></div>	26%	-4	+2	+4	+3
Neither agree nor disagree	<div></div>	26%	+1	-5 ⬆	-3	-3
Disagree	<div></div>	28%	+1	-1	-5 ⬆	-4
Strongly disagree	<div></div>	5%	-2	-2	-4	-3

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

Excellent	<div></div>	9%	+1	-1	-3	-2
Very good	<div></div>	34%	-5 ⬆	0	-2	-1
Good	<div></div>	37%	-2	-1	0	-1
Fair	<div></div>	17%	+5 ⬆	+3	+5 ⬆	+4
Poor	<div></div>	3%	+1	0	0	0

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

Excellent	<div></div>	30%	+2	+2	0	+1
Very good	<div></div>	54%	-3	-1	0	-1
Average	<div></div>	13%	0	-2	-1	-1
Below average	<div></div>	3%	+1	+1	+1	+1
Well below average		0%	0	0	0	0

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

Excellent	<div></div>	16%	-1	+1	-2	-1
Very good	<div></div>	60%	+2	+7 	+5 	+5 
Average	<div></div>	20%	-2	-5 	-2	-3
Below average	<div></div>	2%	0	-2	-2	-1
Well below average	<div></div>	2%	+1	0	0	0

## 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 SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	76 11 12	76%	-6 ⬇️	-2	-5 ⬇️	-4
My workgroup has the tools and resources we need to perform well	62 15 23	62%	+2	+3	+4	+4
The people in my workgroup use time and resources efficiently	81 12	81%	-1	+5 ⬆️	+2	+3
My workgroup can readily adapt to new priorities and tasks	83 11	83%	-1	-1	-2	-1
The people in my workgroup cooperate to get the job done	90	90%	-1	+2	0	+1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# RETENTION



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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM 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>	9%	+4	-1	+1	0
I want to leave my position within the next 12 months	<div></div>	18%	-3	-6 ↓	-4	-4
I want to stay working in my position for the next one to two years	<div></div>	44%	+1	+6 ↑	+3	+3
I want to stay working in my position for at least the next three years	<div></div>	29%	-2	0	+1	+1

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

I am planning to retire	<div></div>	1%	+1	-4	-3	-3
I am pursuing another position within my agency	<div></div>	8%	-6 ↓	-33 ↓	-19 ↓	-19 ↓
I am pursuing a position in another agency	<div></div>	39%	-3	+11 ↑	+4	+1
I am pursuing work outside the APS	<div></div>	43%	+9 ↑	+32 ↑	+26 ↑	+29 ↑
It is the end of my non-ongoing, casual or contracted employment	<div></div>	3%	+2	0	-2	-2
Other	<div></div>	6%	-2	-6 ↓	-6 ↓	-7 ↓

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 SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (5 highest responses):

I can receive a higher salary elsewhere	<div></div>	43%	-	-	-	-
There are a lack of future career opportunities in my agency	<div></div>	11%	-	-	-	-
I am expected to do more work than I reasonably can	<div></div>	10%	-	-	-	-
Other	<div></div>	6%	-	-	-	-
I wish to pursue a promotion opportunity	<div></div>	5%	-	-	-	-

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 SPECIALIST AGENCIES

VARIANCE FROM MEDIUM 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>	9%	+3	-1	+1	0
No	<div></div>	91%	-3	+1	-1	0

Did this discrimination occur in your current agency?

Yes	<div></div>	84%	-11↓	-8↓	-6↓	-4
No	<div></div>	16%	+11↑	+8↑	+6↑	+4

Basis for the discrimination that you experienced (3 highest responses):

Gender	<div></div>	31%	-	-	-	-
Other	<div></div>	24%	-	-	-	-
Race	<div></div>	21%	-	-	-	-

## 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 SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes	<div></div>	9%	+1	-2	0	-1
No	<div></div>	86%	-2	+2	-1	+1
Not sure	<div></div>	5%	+1	-1	0	0

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	59%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	52%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	34%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	38%	+12 ⬆	+3	+6 ⬆	+3
It was reported by someone else	<div></div>	10%	+3	+2	+2	+1
I did not report the behaviour	<div></div>	52%	-15 ⬇	-5 ⬇	-8 ⬇	-4

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 SPECIALIST AGENCIES

VARIANCE FROM MEDIUM 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>	3%	0	0	0	0
No	<div></div>	93%	0	+2	+1	+2
Not sure	<div></div>	3%	+1	-1	-1	-1
Would prefer not to answer	<div></div>	1%	-1	-1	-1	-1

Types of corrupt behaviours witnessed (3 highest responses):

Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit	<div></div>	91%	-	-	-	-
Other	<div></div>	18%	-	-	-	-
Fraud, forgery or embezzlement	<div></div>	9%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	18%	+10 ↑	-2	+3	-1
It was reported by someone else		0%	-8 ↓	-16 ↓	-15 ↓	-17 ↓
I did not report the behaviour	<div></div>	82%	-2	+18 ↑	+12 ↑	+18 ↑

### 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	63%
Non-binary	1%
I use a different term	0%
Prefer not to say	6%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	8%
No	93%

Do you have carer responsibilities?	Responses
Yes	31%
No	69%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?	Responses
Yes	11%
No	89%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	68%
Australian Aboriginal and/or Torres Strait Islander	1%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	14%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	9%
South-East Asian	7%
North-East Asian	3%
Southern and Central Asian	3%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	6%
No	85%
Not sure	10%

# AGENCY POSITION



## AGENCY POSITION

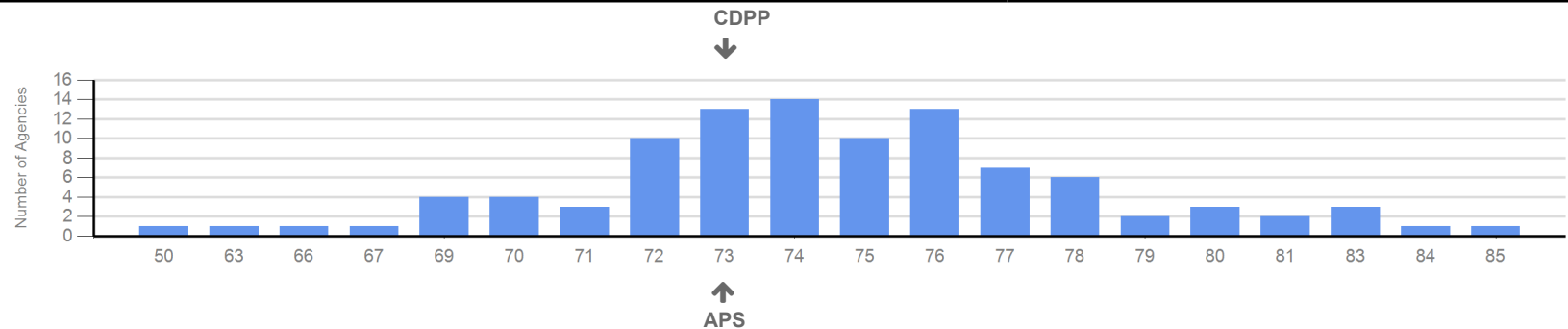
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

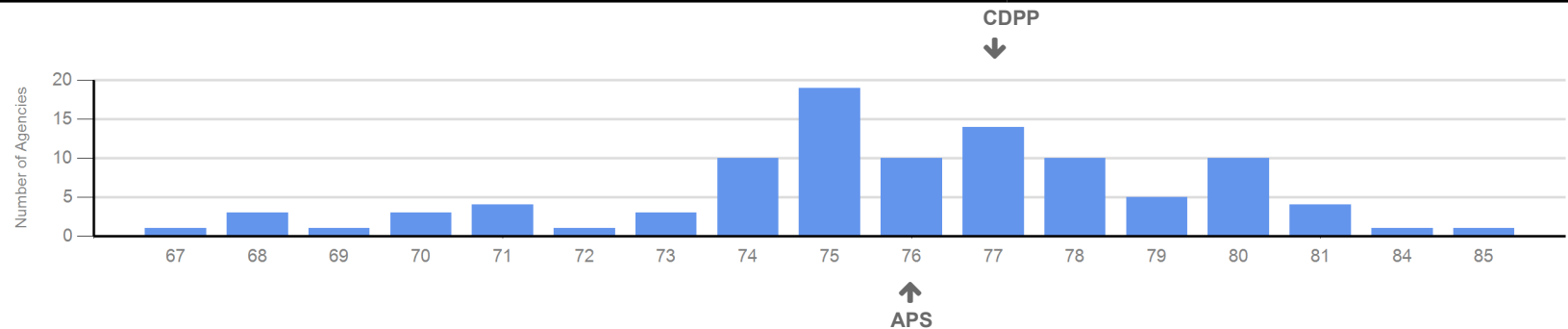
### Employee Engagement Index

Ranking : 72nd of 100



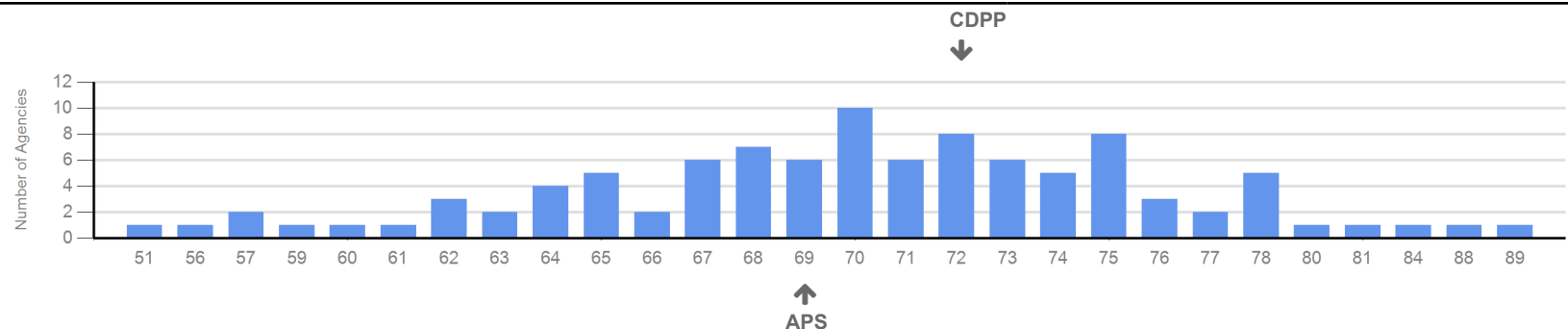
### Leadership – Immediate Supervisor Index

Ranking : 39th of 100



### Leadership – SES Manager Index

Ranking : 41st of 100



# AGENCY POSITION



## AGENCY POSITION

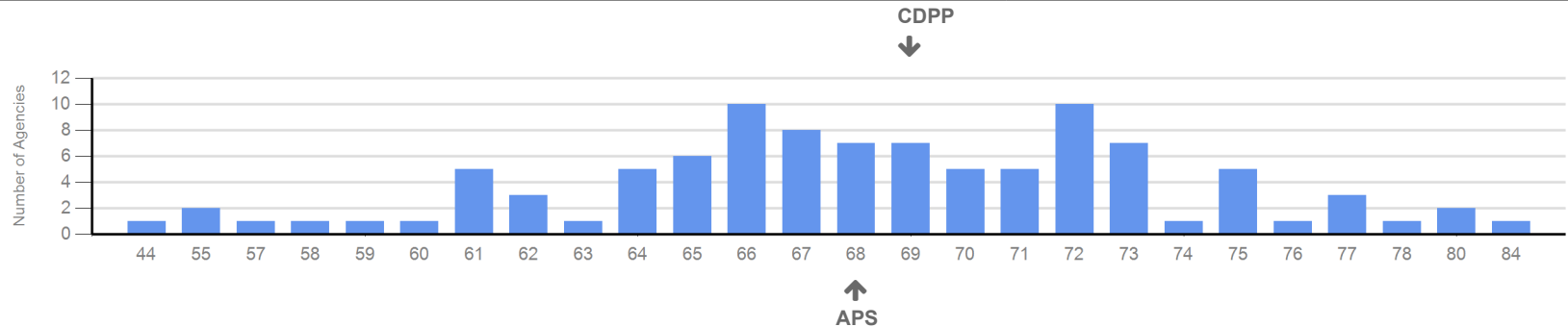
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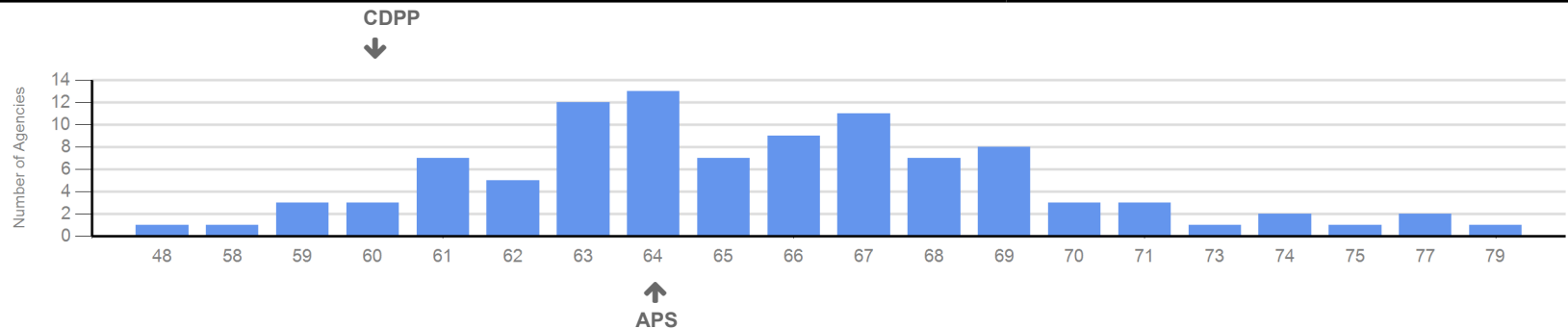
### Communication Index

Ranking : 44th of 100



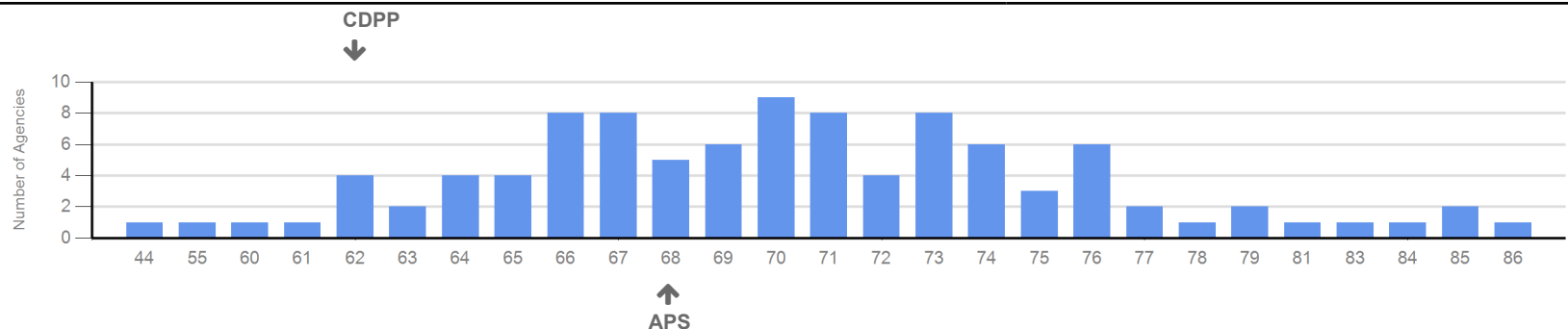
### Enabling Innovation Index

Ranking : 94th of 100



### Wellbeing Policies and Support Index

Ranking : 96th 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  
SPECIALIST  
AGENCIES

VARIANCE  
FROM MEDIUM  
SIZED  
AGENCIES

.1

My SES manager creates an environment that enables us to deliver our best

69%

-1

+6↑

+2

+4

.2

I am satisfied with the recognition I receive for doing a good job

63%

-2

-3

-7↓

-7↓

.3

My SES manager presents convincing arguments and persuades others towards an outcome

70%

-3

+8↑

+4

+6↑

.4

My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS

79%

-2

+6↑

+2

+3

.5

I think my agency cares about my health and wellbeing

52%

-9↓

-9↓

-16↓

-13↓

.6

My SES manager promotes cooperation within and between agencies

77%

-5↓

+11↑

+6↑

+9↑



# CDPP SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
The CDPP is focussed on improving and enhancing our services to better meet the needs of our partner agencies	74 19 7	74%	-9 ↓
My SES Band 2 (Practice Group Leader or Chief Corporate Officer) provides positive leadership	62 22 16	62%	+3
My immediate manager applies policies and guidelines consistently when making decisions	86 9	86%	-4
I use "The Desk" to keep myself informed as to what is happening within the CDPP	80 13 7	80%	-
The CDPP has created an environment in which I can respond positively and effectively to changes in the workplace	53 29 19	53%	-
The CDPP has taken action to promote a more diverse and inclusive culture	60 27 13	60%	-11 ↓
The work of the CDPP's Diversity and Inclusion Network has improved my knowledge and awareness of diversity and inclusion matters	43 36 21	43%	-8 ↓
I am satisfied with the flexibility that CDPP offers me, including under its remote working (home based work) policies and arrangements	58 16 26	58%	-9 ↓
I have the digital capabilities required to effectively perform my role	64 14 22	64%	-8 ↓
I am committed to training and upskilling in the digital tools and applications used within the CDPP to better perform my role	88 9	88%	-3

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# CDPP SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
The CDPP has been effective in assisting me with training in the use of technology, digital tools and applications	52	25	23	52%	-
For Legal Practice Only: I believe CaseHQ is an effective case management system	36	21	43	36%	-
For Legal Practice Only: I have received sufficient training to effectively use the PowerBI Practice Management Dashboard to manage my work/matters/team	41	24	35	41%	+3
For Legal Practice Only: The PowerBI Practice Management Dashboard helps me to effectively manage my work/matters/team	38	29	32	38%	-

## 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.

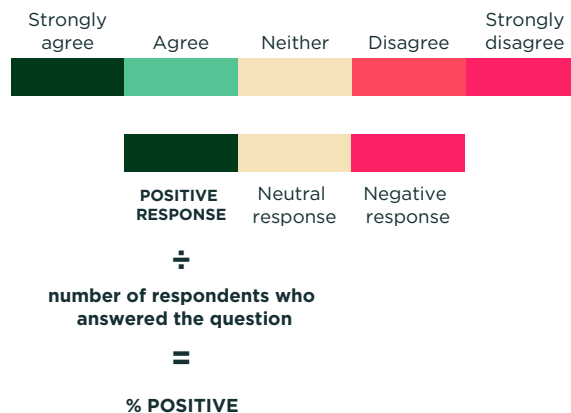
PRIORITISE 3 AREAS TO TAKE FORWARD

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

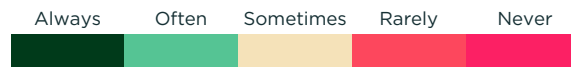
# GUIDE TO THIS REPORT

## % 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	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 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.