



## Highlights Report NDIA



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### RESPONSES:

5,220 of 6,155

### RESPONSE RATE:

85%

# 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.



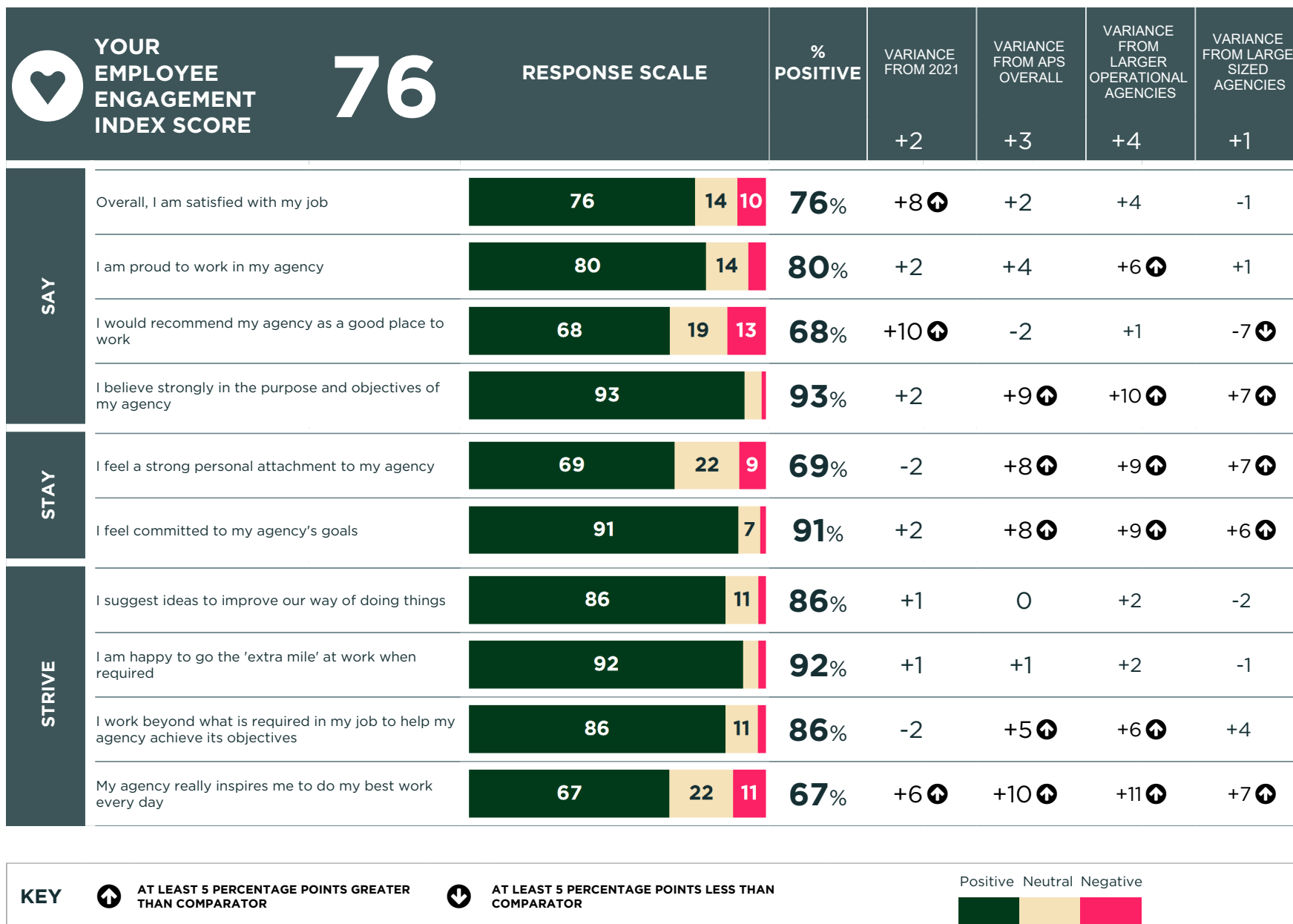
Generally a difference of  $\pm 5$  percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

# 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.



# 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		80	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	84	10	84%	+4	+5 ⬆	+5 ⬆	+3
	My supervisor can deliver difficult advice whilst maintaining relationships	84	11	84%	+3	+5 ⬆	+6 ⬆	+4
	My supervisor invites a range of views, including those different to their own	85	10	85%	+3	+3	+5 ⬆	+1
	My supervisor encourages my team to regularly review and improve our work	87	9	87%	+2	+5 ⬆	+5 ⬆	+4
	My supervisor is invested in my development	80	13	80%	+5 ⬆	+5 ⬆	+5 ⬆	+2
	My supervisor ensures that my workgroup delivers on what we are responsible for	91		91%	+2	+4	+5 ⬆	+2
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	83	10	83%	+7 ⬆	+6 ⬆	+5 ⬆	+5 ⬆
	My supervisor actively ensures that everyone can be included in workplace activities	88	9	88%	-	+4	+4	+2
KEY		⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR			⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR			Positive Neutral Negative 

# LEADERSHIP - SES MANAGER



## SES MANAGER

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

YOUR SES MANAGER LEADERSHIP INDEX SCORE		71	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
						+4	+2	+4	-1
SES Manager	My SES manager clearly articulates the direction and priorities for our area	73	19	8	73%	+5 ⬆	+4	+7 ⬆	0
	My SES manager presents convincing arguments and persuades others towards an outcome	64	28	8	64%	+6 ⬆	+2	+6 ⬆	-5 ⬇
	My SES manager promotes cooperation within and between agencies	68	26		68%	+6 ⬆	+1	+5 ⬆	-5 ⬇
	My SES manager encourages innovation and creativity	67	24	9	67%	+7 ⬆	+1	+4	-3
	My SES manager creates an environment that enables us to deliver our best	68	23	10	68%	+8 ⬆	+3	+7 ⬆	-3
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	76	19		76%	+3	+3	+6 ⬆	-3
Other similar questions									
All SES	In my agency, the SES work as a team	56	32	12	56%	+5 ⬆	+2	+5 ⬆	-2
	In my agency, the SES clearly articulate the direction and priorities for our agency	65	23	12	65%	+7 ⬆	+2	+4	-2
	In my agency, communication between SES and other employees is effective	56	28	16	56%	+8 ⬆	+2	+4	-3
<div>KEY</div> <div><div>⬆</div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> <div><div>⬇</div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> <div>Positive Neutral Negative</div> <div><div></div><div></div><div></div></div>									

# 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	70	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
				+3	+2	+2	-1

Communication	My supervisor communicates effectively	85	8	85%	+2	+4	+4	+3
	My SES manager communicates effectively	73	18	73%	+5	+3	+6	-2
	Internal communication within my agency is effective	56	23	56%	+5	-2	0	-5

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	15	16	69%	+8	0	+2	-2
	Staff are consulted about change at work	48	33	20	48%	+9	-2	-1	-5
	Change is managed well in my agency	41	27	32	41%	+7	-3	-3	-4

### 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My job gives me opportunities to utilise my skills	80 11 9	80%	-3	+1	+3	-1
I have a choice in deciding how I do my work	65 24 10	65%	+2	+2	+6 ↑	-6 ↓
Where appropriate, I am able to take part in decisions that affect my job	67 18 15	67%	+3	-3	+1	-7 ↓
I am clear what my duties and responsibilities are	81 15	81%	+3	0	0	+1
I am satisfied with the recognition I receive for doing a good job	72 16 12	72%	+7 ↑	+5 ↑	+8 ↑	-1
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	64 17 19	64%	-2	+3	+7 ↑	-5 ↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	76 12 12	76%	+2	0	+2	-4
I am satisfied with the stability and security of my job	73 11 16	73%	+8 ↑	-8 ↓	-7 ↓	-9 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	82 9 9	82%	+5 ↑	+4	+6 ↑	-2

## 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
I feel a strong personal attachment to the APS	66 26 8	66%	+3	+4	+3	+4
I understand how my role contributes to achieving an outcome for the Australian public	95	95%	+3	+3	+2	+3
I believe strongly in the purpose and objectives of the APS	89 10	89%	+7⬆	+4	+5⬆	+3

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
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## What best describes your current workload?

Well above capacity - too much work		22%	-16⬇	-1	-1	0
Slightly above capacity - lots of work to do		44%	+5⬆	+3	+3	+4
At capacity - about the right amount of work to do		30%	+10⬆	0	0	0
Slightly below capacity - available for more work		4%	+1	-1	0	-3
Well below capacity - not enough work		1%	0	-1	0	-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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	81	81%	+1	+3	+4	0
My supervisor actively ensures that everyone can be included in workplace activities	88	88%	-	+4	+4	+2
I receive the respect I deserve from my colleagues at work	85	85%	+3	+3	+4	+1

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		12%	-1	-2	-3	-2
Flexible hours of work		26%	-1	0	-1	+1
Compressed work week		3%	0	+1	+1	0
Job sharing		0%	0	0	0	0
Working away from the office/working from home		72%	+7 ⬆	+17 ⬆	+22 ⬆	+7 ⬆
None of the above		15%	-7 ⬇	-12 ⬇	-14 ⬇	-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 SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.

YOUR ENABLING INNOVATION INDEX SCORE		67	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
					0	+2	+2	+1
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	83	12	83%	-6 ↓	+1	+3	-2
	My immediate supervisor encourages me to come up with new or better ways of doing things	76	17 7	76%	0	+3	+4	0
	People are recognised for coming up with new and innovative ways of working	62	26 12	62%	0	+2	+3	+1
	My agency inspires me to come up with new or better ways of doing things	56	31 14	56%	+8 ↑	+4	+4	+3
	My agency recognises and supports the notion that failure is a part of innovation	46	38 16	46%	+9 ↑	+7 ↑	+6 ↑	+7 ↑

### 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**

**71**

**RESPONSE SCALE**

**%  
POSITIVE**

**VARIANCE  
FROM 2021**

**VARIANCE  
FROM APS  
OVERALL**

**VARIANCE  
FROM  
LARGER  
OPERATIONAL  
AGENCIES**

**VARIANCE  
FROM LARGE  
SIZED  
AGENCIES**

+5

+2

+3

+1

Wellbeing policies and support

I am satisfied with the policies/practices in place to help me manage my health and wellbeing

**66**

**22**

**13**

**66%**

+5

+1

+3

-1

My agency does a good job of communicating what it can offer me in terms of health and wellbeing

**69**

**21**

**10**

**69%**

+5

+5

+6

+3

My agency does a good job of promoting health and wellbeing

**67**

**21**

**12**

**67%**

+9

+3

+4

+1

I think my agency cares about my health and wellbeing

**64**

**21**

**15**

**64%**

+11

+2

+5

-2

I believe my immediate supervisor cares about my health and wellbeing

**88**

**8**

**88%**

+3

+3

+4

0

**KEY**



**AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR**



**AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR**

Positive Neutral Negative



# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGER SIZED AGENCIES
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## How often do you find your work stressful?

Always	<div></div>	7%	-5↓	+2	+2	+3
Often	<div></div>	28%	-7↓	+3	+2	+3
Sometimes	<div></div>	47%	+8↑	-3	-2	-3
Rarely	<div></div>	16%	+4	-2	-1	-2
Never	<div></div>	2%	+1	0	0	0

## To what extent is your work emotionally demanding?

To a very large extent	<div></div>	11%	-6↓	+4	+3	+5↑
To a large extent	<div></div>	25%	-3	+5↑	+3	+6↑
Somewhat	<div></div>	37%	+3	-2	-2	-2
To a small extent	<div></div>	19%	+5↑	-4	-3	-6↓
To a very small extent	<div></div>	7%	+2	-2	-1	-3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGER SIZED AGENCIES
<b>I feel burned out by my work</b>						
Strongly agree		8%	-6↓	0	0	+1
Agree		23%	-4	-1	-1	0
Neither agree nor disagree		31%	+2	0	-1	0
Disagree		29%	+7↑	0	+1	-1
Strongly disagree		8%	+2	+1	+2	0

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

Excellent		11%	-1	0	+1	0
Very good		34%	0	-1	0	-2
Good		38%	+4	0	0	+1
Fair		14%	-2	-1	-1	0
Poor		4%	-1	+1	0	+1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGER SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	34%	+6 ⬆	+6 ⬆	+7 ⬆	+4
Very good	<div></div>	54%	0	-1	-1	-1
Average	<div></div>	10%	-4	-4	-5 ⬇	-2
Below average	<div></div>	1%	-1	-1	-1	0
Well below average		0%	-1	0	0	0

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

Excellent	<div></div>	17%	+6 ⬆	+1	+2	-1
Very good	<div></div>	53%	+6 ⬆	-1	0	-3
Average	<div></div>	25%	-7 ⬇	+1	-1	+3
Below average	<div></div>	4%	-3	0	0	+1
Well below average	<div></div>	1%	-2	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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	83 11	83%	+1	+4	+5 	+2
My workgroup has the tools and resources we need to perform well	61 17 22	61%	0	-1	0	-2
The people in my workgroup use time and resources efficiently	81 13	81%	+2	+4	+5 	+2
My workgroup can readily adapt to new priorities and tasks	88 9	88%	+1	+3	+4	+2
The people in my workgroup cooperate to get the job done	92	92%	+4	+3	+4	+2

## 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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE 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>	8%	-2	-2	-2	-1
I want to leave my position within the next 12 months	<div></div>	22%	0	-2	0	-4
I want to stay working in my position for the next one to two years	<div></div>	37%	+3	0	+3	-4
I want to stay working in my position for at least the next three years	<div></div>	33%	-1	+3	-1	+8 ↑

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

I am planning to retire	<div></div>	3%	0	-3	-4	-1
I am pursuing another position within my agency	<div></div>	48%	+9 ↑	+8 ↑	+4	+7 ↑
I am pursuing a position in another agency	<div></div>	16%	-1	-9 ↓	-5 ↓	-9 ↓
I am pursuing work outside the APS	<div></div>	13%	-3	0	+1	+2
It is the end of my non-ongoing, casual or contracted employment	<div></div>	8%	-1	+4	+5 ↑	+3
Other	<div></div>	12%	-4	0	0	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



# RETENTION



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

ONLY THE FIVE REASONS FOR LEAVING WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES, WORK UNITS AND WITH RESULTS FOR THE APS OVERALL.

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGE SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
I wish to pursue a promotion opportunity	<div></div>	24%	-	-	-	-
I am looking to further my skills in another area	<div></div>	13%	-	-	-	-
I am expected to do more work than I reasonably can	<div></div>	9%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	<div></div>	7%	-	-	-	-
Other	<div></div>	6%	-	-	-	-

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 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM LARGER OPERATIONAL AGENCIES

VARIANCE FROM LARGE 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>	10%	-2	0	-1	0
No	<div></div>	90%	+2	0	+1	0

Did this discrimination occur in your current agency?

Yes	<div></div>	93%	-3	+2	0	+5 ↑
No	<div></div>	7%	+3	-2	0	-5 ↓

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

Disability (e.g. loss of hearing or sight, incomplete use of limbs, or mental health issues)	<div></div>	31%	-	-	-	-
Gender	<div></div>	23%	-	-	-	-
Caring responsibilities	<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 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM LARGER OPERATIONAL AGENCIES

VARIANCE FROM LARGE SIZED AGENCIES

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

Yes	<div></div>	9%	-4	0	-1	+1
No	<div></div>	86%	+5	0	+1	-1
Not sure	<div></div>	5%	-2	0	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>	36%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	35%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	33%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	36%	-8	+2	+2	+2
It was reported by someone else	<div></div>	10%	+2	+2	+2	+2
I did not report the behaviour	<div></div>	55%	+6	-5	-4	-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 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM LARGER OPERATIONAL AGENCIES

VARIANCE FROM LARGE 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%	-1	0	-1	0
No	<div></div>	92%	+3	+1	+2	0
Not sure	<div></div>	3%	-1	-1	-1	0
Would prefer not to answer	<div></div>	2%	0	0	0	0

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>	64%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit	<div></div>	29%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	20%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	23%	-7 ↓	+3	+2	+5 ↑
It was reported by someone else	<div></div>	10%	-12 ↓	-5 ↓	-5 ↓	-4
I did not report the behaviour	<div></div>	66%	+19 ↑	+2	+3	-1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGER SIZED AGENCIES
How do you describe your gender?						
Man or male	<div></div>	27%	+1	-10 ↓	-11 ↓	-9 ↓
Woman or female	<div></div>	70%	0	+11 ↑	+11 ↑	+10 ↑
Non-binary		0%	0	0	0	0
I use a different term		0%	0	0	0	0
Prefer not to say	<div></div>	3%	-1	0	0	0
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes	<div></div>	3%	-1	-1	-1	0
No	<div></div>	97%	+1	+1	+1	0
Do you have an ongoing disability?						
Yes	<div></div>	18%	+1	+8 ↑	+7 ↑	+7 ↑
No	<div></div>	82%	-1	-8 ↓	-7 ↓	-7 ↓

## KEY







AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM LARGER OPERATIONAL AGENCIES	VARIANCE FROM LARGER SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	47%	+4	+5 	+4	+5 
No	<div></div>	53%	-4	-5 	-4	-5 
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	8%	+1	0	+1	-1
No	<div></div>	92%	-1	0	-1	+1
In which country were you born?						
Australia	<div></div>	75%	-3	-2	-1	-3
Other country	<div></div>	25%	+3	+2	+1	+3
Do you speak a language other than English at home?						
No, English only	<div></div>	80%	-4	0	+1	-2
Yes, other	<div></div>	20%	+4	0	-1	+2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# AGENCY POSITION



## AGENCY POSITION

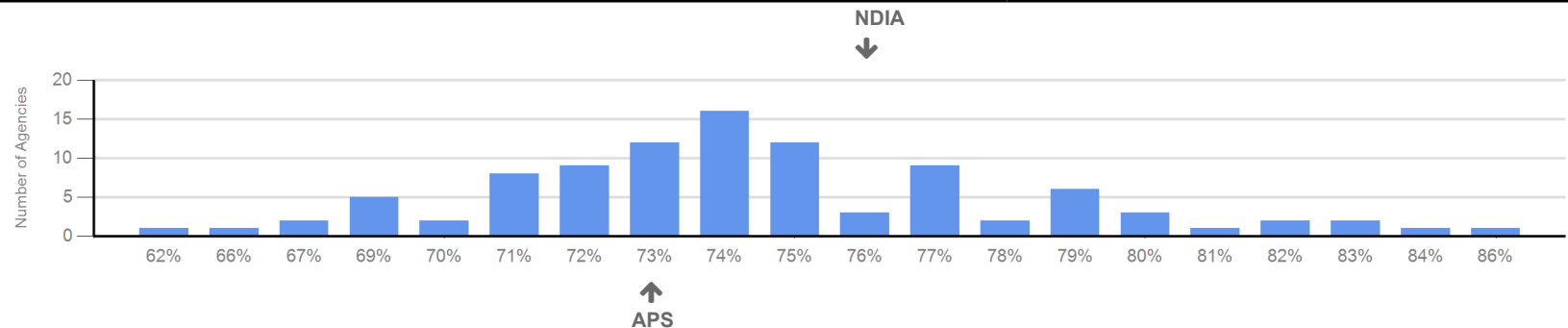
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

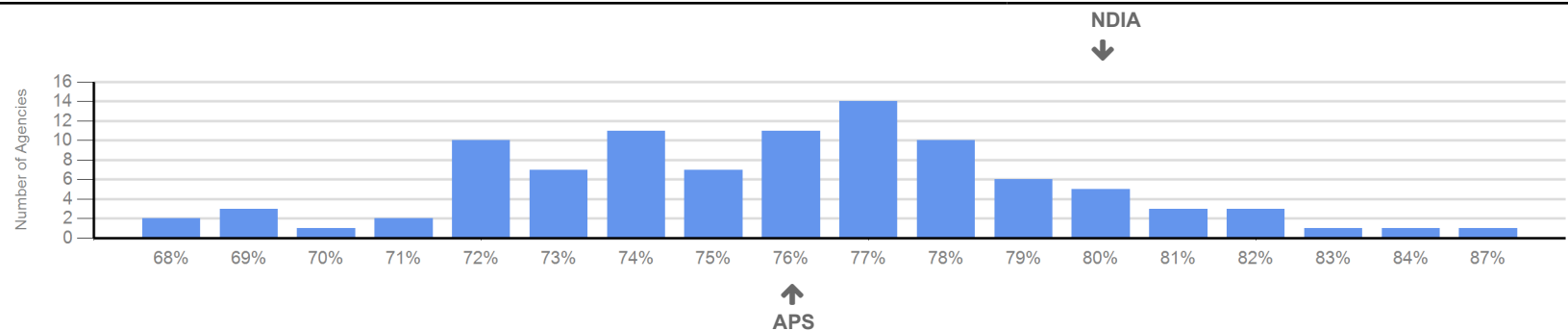
### Employee Engagement Index

Ranking : 29th of 98



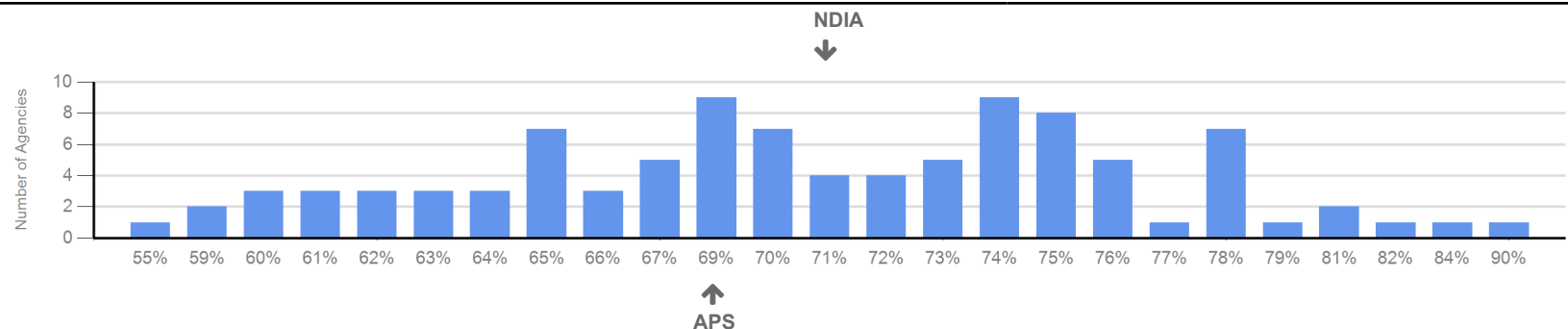
### Leadership – Immediate Supervisor Index

Ranking : 13th of 98



### Leadership – SES Manager Index

Ranking : 49th of 98



# AGENCY POSITION



## AGENCY POSITION

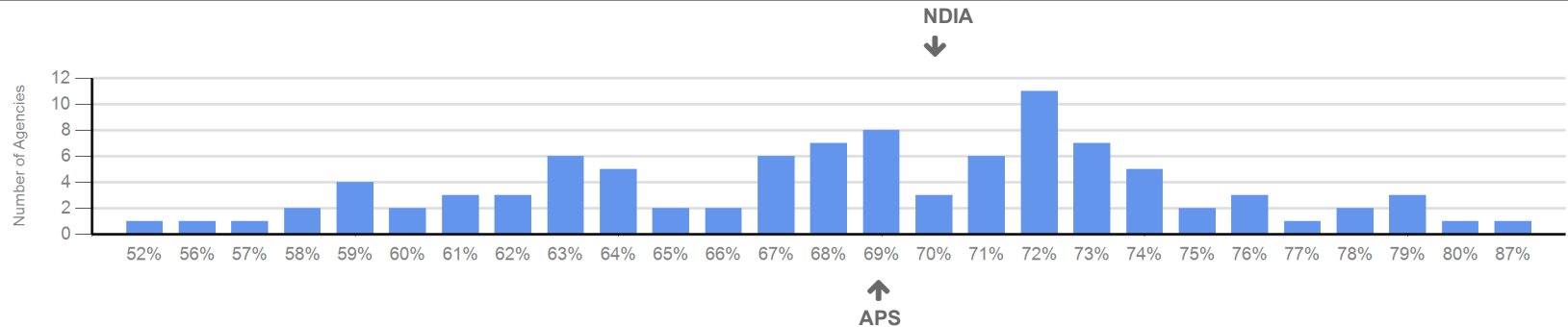
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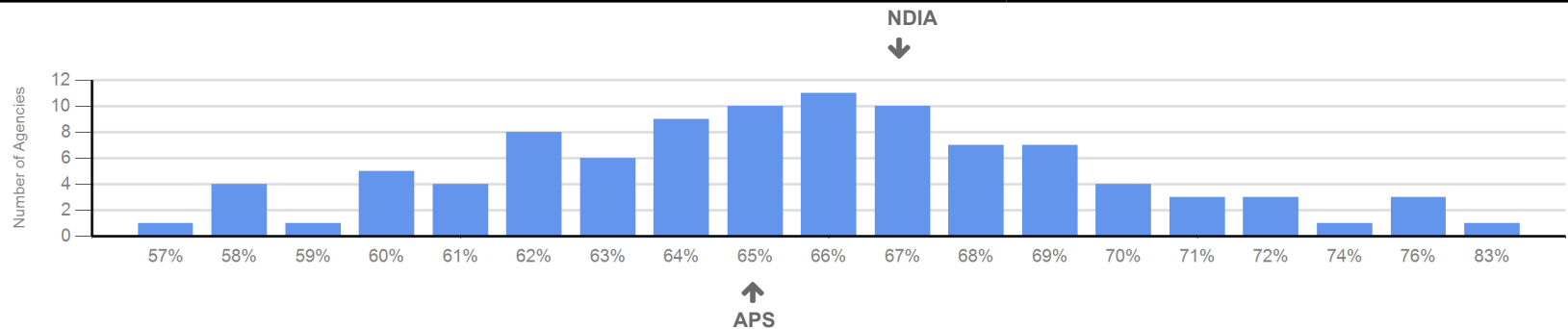
### Communication Index

Ranking : 43rd of 98



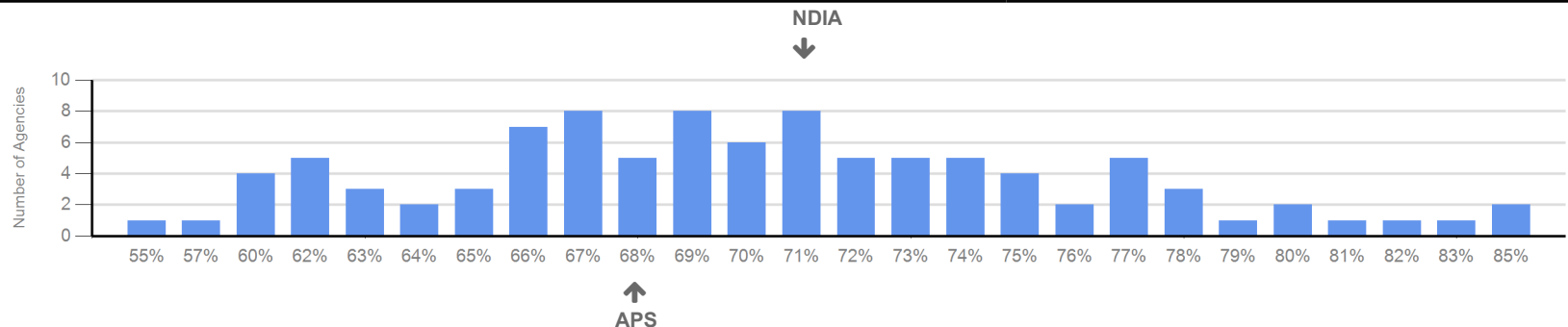
### Enabling Innovation Index

Ranking : 35th of 98



### Wellbeing Policies and Support Index

Ranking : 44th of 98





# 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 2021

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM LARGER  
OPERATIONAL  
AGENCIES

VARIANCE  
FROM LARGE  
SIZED  
AGENCIES

.1

My agency supports and actively promotes an inclusive workplace culture

81%

+1

+3

+4

0

.2

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

56%

+8↑

+4

+4

+3

.3

I think my agency cares about my health and wellbeing

64%

+11↑

+2

+5↑

-2

.4

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

72%

+7↑

+5↑

+8↑

-1

.5

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

67%

+3

-3

+1

-7↓

.6

Internal communication within my agency is effective

56%

+5↑

-2

0

-5↓

# NDIA SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021
The NDIA's values (We Value People, We Grow Together, We Aim Higher and We Take Care) are effective in creating a high performing work culture	69 21 10	69%	+5 ⬆
My supervisor communicates the impacts of corporate and organisational changes well	77 16 8	77%	+2
I understand how my work contributes to making a difference and supporting the lives of people with disability, their families and carers	95	95%	+1
I can identify a clear connection between the five Participant Service Charter engagement principles (transparent, responsive, respectful, empowering and connected), and what it means for my work	85 11	85%	+4
I understand how my Annual Performance Plan aligns to the NDIA Corporate Plan, including its purpose, vision and aspirations to support people with disability, their families and carers	74 17 8	74%	+6 ⬆
My supervisor builds a high trust environment	83 11	83%	+4
People in my Agency feel they are valued for their contribution	57 26 17	57%	+9 ⬆
My Agency effectively identifies and manages operational risks	57 30 13	57%	+7 ⬆
My Agency provides a safe work environment	82 11 7	82%	+3
I have regular career conversations with my supervisor	61 21 17	61%	-

## 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.

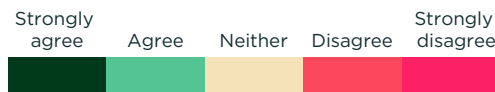
PRIORITISE 3 AREAS TO TAKE FORWARD

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



$$\begin{array}{c} \text{Strongly agree} \quad \text{Agree} \quad \text{Neither} \quad \text{Disagree} \quad \text{Strongly disagree} \\ \hline \text{POSITIVE RESPONSE} \quad \text{Neutral response} \quad \text{Negative response} \\ \hline \div \\ \text{number of respondents who answered the question} \\ \hline = \\ \% \text{ POSITIVE} \end{array}$$

## 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.