

### Highlights Report APVMA



Content	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and change	6
Enabling Innovation	7
Wellbeing Policies and Support	8
Wellbeing	9
Flexible work	11
Working in the APS	12
Performance	14
Retention	15
Unacceptable behaviour	17
Demographics	20
Agency position	21
Suggested questions to focus on	23
Time to take action	24
Guide to this report	25

Responses:  
**182 of 210**

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		75	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
Say	Overall, I am satisfied with my job	81	12 7	81%	+11 ↑	+5 ↑	+4	+5 ↑
	I am proud to work in my agency	76	19	76%	+14 ↑	-1	-5 ↓	-4
	I would recommend my agency as a good place to work	75	17 8	75%	+17 ↑	+4	-1	+6 ↑
	I believe strongly in the purpose and objectives of my agency	94		94%	+4	+8 ↑	+3	+5 ↑
Stay	I feel a strong personal attachment to my agency	67	21 12	67%	+13 ↑	+5 ↑	+2	+3
	I feel committed to my agency's goals	89	10	89%	+5 ↑	+4	+1	+3
Strive	I suggest ideas to improve our way of doing things	90	10	90%	+7 ↑	+4	+1	0
	I am happy to go the 'extra mile' at work when required	92		92%	+4	+1	0	+2
	I work beyond what is required in my job to help my agency achieve its objectives	74	22	74%	-5 ↓	-7 ↓	-7 ↓	-7 ↓
	My agency really inspires me to do my best work every day	59	29 12	59%	+17 ↑	-2	-6 ↓	-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		79	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	79	14	79%	+2	-1	-1	+1
	My supervisor can deliver difficult advice whilst maintaining relationships	82	12	82%	+4	+2	+1	+4
	My supervisor invites a range of views, including those different to their own	85	10	85%	0	+2	+1	+2
	My supervisor encourages my team to regularly review and improve our work	79	17	79%	-1	-3	-3	-1
	My supervisor is invested in my development	80	13	80%	+3	+2	+2	+4
	My supervisor ensures that my workgroup delivers on what we are responsible for	91		91%	+3	+3	+3	+4
<b>Other similar questions</b>								
	My supervisor provides me with helpful feedback to improve my performance	79	15	79%	+2	0	0	+3
	My immediate supervisor encourages me	73	20	73%	+1	-4	-6	-3
	My supervisor actively ensures that everyone can be included in workplace activities	82	12	82%	-3	-3	-3	-1
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	79	15	79%	-	-2	-2	0
<b>Key</b>		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*.

<b>Your SES Manager Leadership Index score</b>	<b>70</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
				+5	0	0	+1

<b>SES Manager</b>	My SES manager clearly articulates the direction and priorities for our area	66	22	12	66%	+6	-3	-3	0
	My SES manager presents convincing arguments and persuades others towards an outcome	63	30	7	63%	+5	0	-2	-1
	My SES manager promotes cooperation within and between agencies	72	25		72%	+4	+4	+2	+2
	My SES manager encourages innovation and creativity	61	29	9	61%	+6	-5	-6	-4
	My SES manager creates an environment that enables us to deliver our best	67	25	7	67%	+10	+2	+2	+4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	77	19		77%	+6	+3	+1	+2

### Other similar questions

In my agency, the SES work as a team	61	28	11	61%	+13	+5	+7	+6
In my agency, the SES clearly articulate the direction and priorities for our agency	66	26	8	66%	+13	+1	+1	+5
My SES manager routinely promotes the use of data and evidence to deliver outcomes	70	23	7	70%	+8	+3	+2	+3

<b>Key</b>	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.

<b>Your Communication Index score</b>	<b>71</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
				+5	+2	+1	+3

Communication	My supervisor communicates effectively	82	11	7	82%	0	+1	0	+2
	My SES manager communicates effectively	68	21	12	68%	+5	-2	-3	0
	Internal communication within my agency is effective	64	22	14	64%	+16	+6	+5	+12

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	75	15	10	75%	+2	+7	+6	+7
	Staff are consulted about change at work	48	42	10	48%	+6	-3	-4	+1
	Change is managed well in my agency	39	38	23	39%	+13	-4	-4	+1

### 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		66	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from 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	78	17	78%	-2	-1	-3	-3	
	My immediate supervisor encourages me to come up with new or better ways of doing things	70	22	8	70%	-2	-3	-5	-3
	People are recognised for coming up with new and innovative ways of working	61	28	11	61%	+18	+3	-1	+4
	My agency inspires me to come up with new or better ways of doing things	47	43	10	47%	+6	-3	-5	-3
	My agency recognises and supports the notion that failure is a part of innovation	52	37	11	52%	+29	+11	+10	+15

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		74	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
					+10 ↑	+4	+2	+3

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing		76	18	76%	+18 ↑	+8 ↑	+5 ↑	+10 ↑	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing		76	16	8	76%	+17 ↑	+10 ↑	+5 ↑	+9 ↑
	My agency does a good job of promoting health and wellbeing		70	22	8	70%	+17 ↑	+3	-1	+5 ↑
	I think my agency cares about my health and wellbeing		73	21		73%	+19 ↑	+9 ↑	+2	+5 ↑
	I believe my immediate supervisor cares about my health and wellbeing		90		8	90%	+2	+4	+2	+2

### Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor		74	14	12	74%	-	0	-1	0
	The people in my workgroup are able to bring up problems and tough issues		82	12		82%	-	+2	-1	0
	I receive the respect I deserve from my colleagues at work		77	19		77%	-5 ↓	-4	-5 ↓	-2
	My agency supports and actively promotes an inclusive workplace culture		85	10		85%	+19 ↑	+4	+2	+6 ↑

### 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 regulatory agencies	Variance from small sized agencies
<b>In general, would you say that your health is:</b>						
Excellent		<b>12%</b>	+1	+1	0	0
Very good		<b>40%</b>	+4	+5	+3	+3
Good		<b>33%</b>	-4	-5	-3	-3
Fair		<b>11%</b>	-4	-3	-1	-1
Poor		<b>4%</b>	+3	+1	+1	+1
<b>What best describes your current workload?</b>						
Well above capacity - too much work		<b>25%</b>	-2	+3	+3	0
Slightly above capacity - lots of work to do		<b>41%</b>	+3	+1	-1	+2
At capacity - about the right amount of work to do		<b>28%</b>	-2	-3	-2	-1
Slightly below capacity - available for more work		<b>4%</b>	0	-1	-1	-1
Well below capacity - not enough work		<b>1%</b>	+1	0	0	0

## 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 regulatory agencies	Variance from small sized agencies
<b>How often do you find your work stressful?</b>						
Always		<b>3%</b>	-2	-2	-1	-1
Often		<b>21%</b>	-8 ⬇️	-4	-3	-4
Sometimes		<b>50%</b>	+6 ⬆️	0	-1	0
Rarely		<b>24%</b>	+2	+5 ⬆️	+4	+4
Never		<b>3%</b>	+2	+1	+1	+1
<b>To what extent is your work emotionally demanding?</b>						
To a very large extent		<b>1%</b>	-5 ⬇️	-6 ⬇️	-5 ⬇️	-5 ⬇️
To a large extent		<b>17%</b>	-2	-3	-1	-1
Somewhat		<b>39%</b>	-1	+1	+1	0
To a small extent		<b>29%</b>	+5 ⬆️	+5 ⬆️	+3	+3
To a very small extent		<b>13%</b>	+3	+4	+2	+3
<b>I feel burned out by my work</b>						
Strongly agree		<b>6%</b>	-3	-2	-1	-2
Agree		<b>22%</b>	-5 ⬇️	0	+1	-1
Neither agree nor disagree		<b>26%</b>	+4	-5 ⬇️	-3	-2
Disagree		<b>37%</b>	+2	+7 ⬆️	+4	+5 ⬆️
Strongly disagree		<b>9%</b>	+2	+2	0	0

## 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 regulatory agencies	Variance from small sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	94	94%	+29 ↑	+11 ↑	+5 ↑	+7 ↑
<b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>						
Part time		9%	-1	-4	-4	-5 ↓
Flexible hours of work		32%	+6 ↑	+5 ↑	+1	-1
Compressed work week		8%	+1	+3	+1	+1
Job sharing		1%	-1	0	0	0
Working away from the office/working from home		76%	+1	+15 ↑	-2	+7 ↑
None of the above		11%	0	-13 ↓	0	-5 ↓
<b>Working away from the office</b>						
None of the time		24%	-	-15 ↓	+2	-7 ↓
All of the time		10%	-	+4	0	+2
Some of the time as a regular arrangement		61%	-	+14 ↑	0	+11 ↑
Only on an irregular basis		5%	-	-3	-1	-6 ↓
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 regulatory agencies	Variance from small sized agencies
I am supported to use my expertise to provide frank and fearless advice		63%	-	-2	-3	0
The people in my workgroup demonstrate stewardship		82%	-	+5 	+2	+2
The culture in my agency supports people to act with integrity		72%	-	-5 	-8 	-3
I believe strongly in the purpose and objectives of the APS		94%	+6 	+7 	+6 	+9 
I feel a strong personal attachment to the APS		70%	+10 	+6 	+7 	+13 
My workgroup considers the people and businesses affected by what we do		90%	-	+5 	+1	+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 regulatory agencies	Variance from small sized agencies
I am satisfied with the recognition I receive for doing a good job		69%	+4	0	-3	-1
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		87%	+12 ⬆️	+24 ⬆️	+23 ⬆️	+24 ⬆️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		94%	+22 ⬆️	+13 ⬆️	+8 ⬆️	+9 ⬆️
I am satisfied with the stability and security of my job		88%	+7 ⬆️	+3	+3	+9 ⬆️

# Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public		97%	+2	+4	+3	+4
I am clear what my duties and responsibilities are		86%	0	+6 ⬆️	+7 ⬆️	+7 ⬆️
I have a choice in deciding how I do my work		79%	+9 ⬆️	+13 ⬆️	+7 ⬆️	+5 ⬆️
Where appropriate, I am able to take part in decisions that affect my job		78%	+15 ⬆️	+7 ⬆️	+4	+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 APS overall	Variance from regulatory agencies	Variance from small sized agencies
<b>In the last month, please rate your workgroup's overall performance</b>						
Excellent		<b>28%</b>	-3	0	-2	-3
Very good		<b>55%</b>	0	0	+1	+3
Average		<b>16%</b>	+2	+1	+2	+1
Below average		<b>2%</b>	0	0	0	0
Well below average		<b>0%</b>	0	-1	-1	-1

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>81%</b>	-3	+2	+1	0
My workgroup has the tools and resources we need to perform well		<b>44%</b>	-3	-15⬇️	-10⬇️	-8⬇️
The people in my workgroup use time and resources efficiently		<b>80%</b>	-8⬇️	+4	+3	+3
My job gives me opportunities to utilise my skills		<b>82%</b>	+6⬆️	+2	0	-1
In the last 12 months, the formal learning I have accessed has improved my performance		<b>56%</b>	-	-2	-2	+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 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
<b>Which of the following statements best reflects your current thoughts about working in your current position?</b>						
I want to leave my position as soon as possible		4%	-7⬇️	-5⬇️	-4	-4
I want to leave my position within the next 12 months		20%	+2	-3	-2	0
I want to stay working in my position for the next one to two years		36%	-1	-1	-6⬇️	-3
I want to stay working in my position for at least the next three years		40%	+6⬆️	+9⬆️	+12⬆️	+7⬆️
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		10%	+10⬆️	+4	+6⬆️	+4
I am pursuing another position within my agency		33%	+1	-10⬇️	-2	+18⬆️
I am pursuing a position in another agency		21%	-23⬇️	-5⬇️	-11⬇️	-22⬇️
I am pursuing work outside the APS		14%	-2	+5⬆️	+3	-2
It is the end of my non-ongoing, casual or contracted employment		2%	-2	0	-2	-4
Other		19%	+17⬆️	+6⬆️	+6⬆️	+6⬆️

## 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 regulatory agencies	Variance from small sized agencies
<b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b>						
I wish to pursue a promotion opportunity		<b>28%</b>	-	-	-	-
Other		<b>10%</b>	-	-	-	-
I want to try a different type of work or I'm seeking a career change		<b>10%</b>	-	-	-	-
I am looking to further my skills in another area		<b>10%</b>	-	-	-	-
I am expected to do more work than I reasonably can		<b>10%</b>	-	-	-	-

## 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 regulatory agencies	Variance from small sized agencies
<b>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?</b>						
Yes		<b>7%</b>	-4	-3	0	-2
No		<b>93%</b>	+4	+3	0	+2
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>100%</b>	0	+8	+7	+9
No		<b>0%</b>	0	-8	-7	-9
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Race		<b>31%</b>	-	-	-	-
Other		<b>31%</b>	-	-	-	-
Age		<b>23%</b>	-	-	-	-

## 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 regulatory agencies	Variance from small sized agencies
<b>During the last 12 months, have you been subjected to harassment or bullying in your current workplace?</b>						
Yes		7%	-8↓	-4	-2	-3
No		86%	+7↑	+2	-1	+2
Not sure		7%	+2	+2	+3	+1
<b>Types of harassment or bullying experienced (3 highest responses):</b>						
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		58%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		42%	-	-	-	-
Deliberate exclusion from work-related activities		33%	-	-	-	-
<b>Did you report the harassment or bullying?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		42%	-11↓	+6↑	+7↑	+7↑
It was reported by someone else		8%	+4	+1	-1	+2
I did not report the behaviour		50%	+7↑	-7↓	-7↓	-9↓

## 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 regulatory agencies	Variance from 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		5%	-8 ↓	+2	+2	+1
No		85%	+7 ↑	-6 ↓	-7 ↓	-3
Not sure		6%	-2	+2	+3	+1
Would prefer not to answer		4%	+3	+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	41%
Woman or female	57%
Non-binary	1%
I use a different term	0%
Prefer not to say	1%

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	10%
No	90%

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

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	9%
No	91%

Do you identify as culturally and linguistically diverse?	Responses
Yes	35%
No	65%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	64%
Australian Aboriginal and/or Torres Strait Islander	1%
New Zealander (excluding Maori)	3%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	10%
North-West European (excluding Anglo-European)	4%
Southern and Eastern European	2%
South-East Asian	10%
North-East Asian	3%
Southern and Central Asian	7%
North American	2%
South and Central American and Caribbean Islander	2%
North African and Middle Eastern	1%
Sub-Saharan African	2%

Do you consider yourself to be neurodivergent?	Responses
Yes	9%
No	73%
Maybe	12%
I am unsure what neurodivergent means	7%

# Agency position



## Agency position

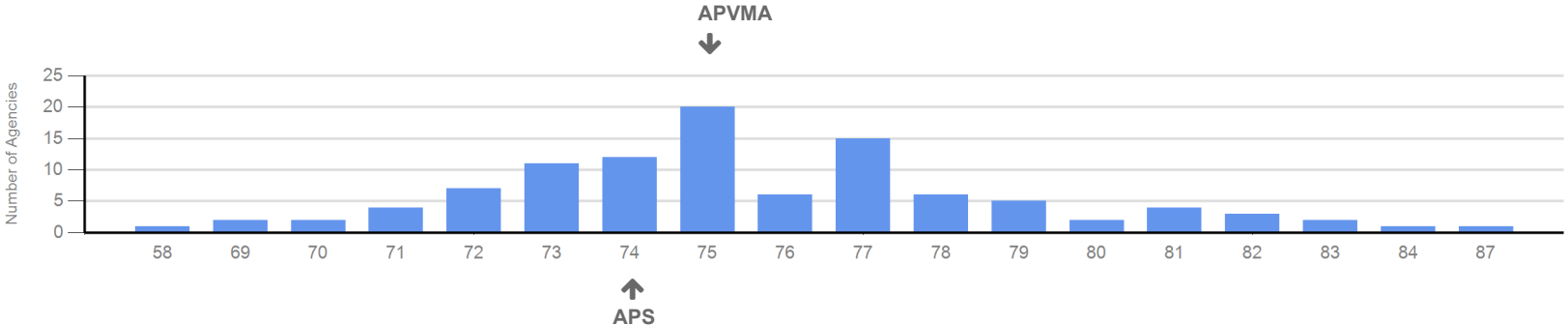
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the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

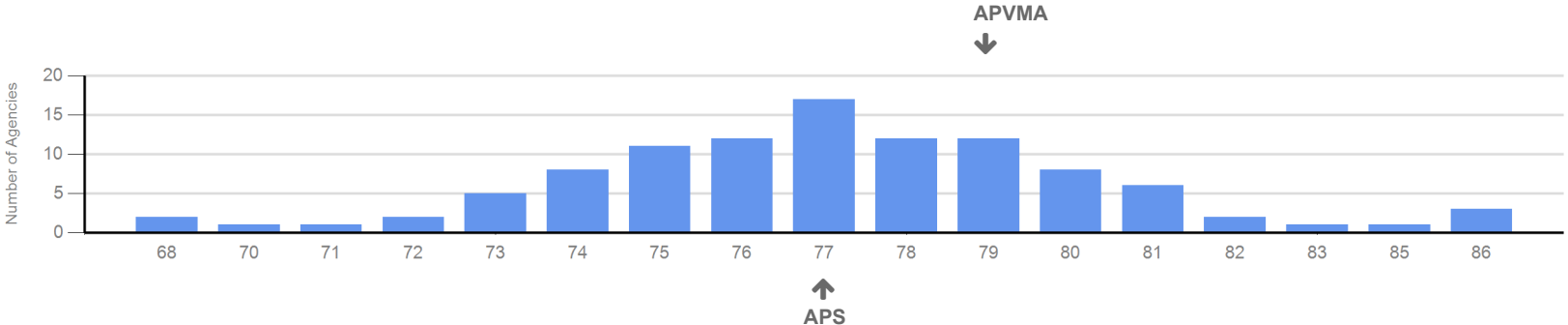
**Employee Engagement Index**

Ranking : 51st of 104



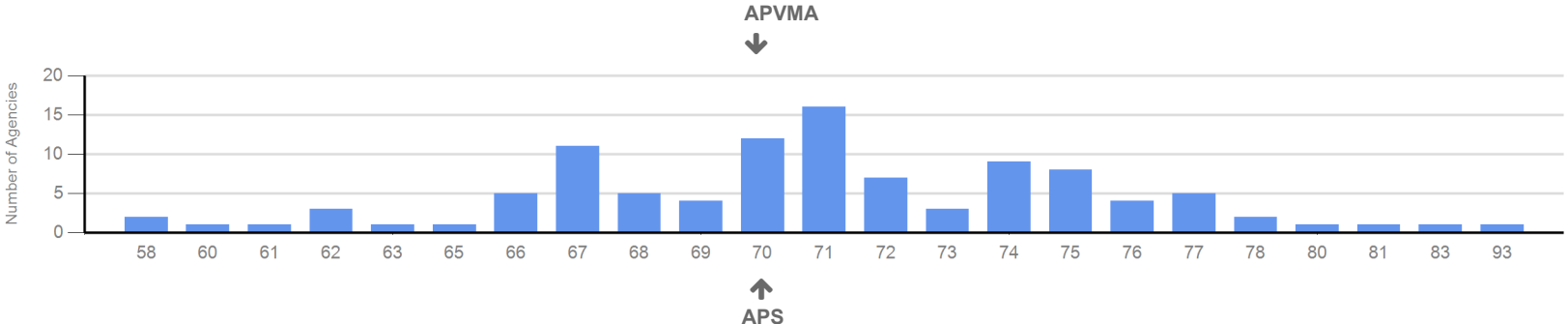
**Leadership – Immediate Supervisor Index**

Ranking : 30th of 104



**Leadership – SES Manager Index**

Ranking : 67th of 104



# Agency position



## Agency position

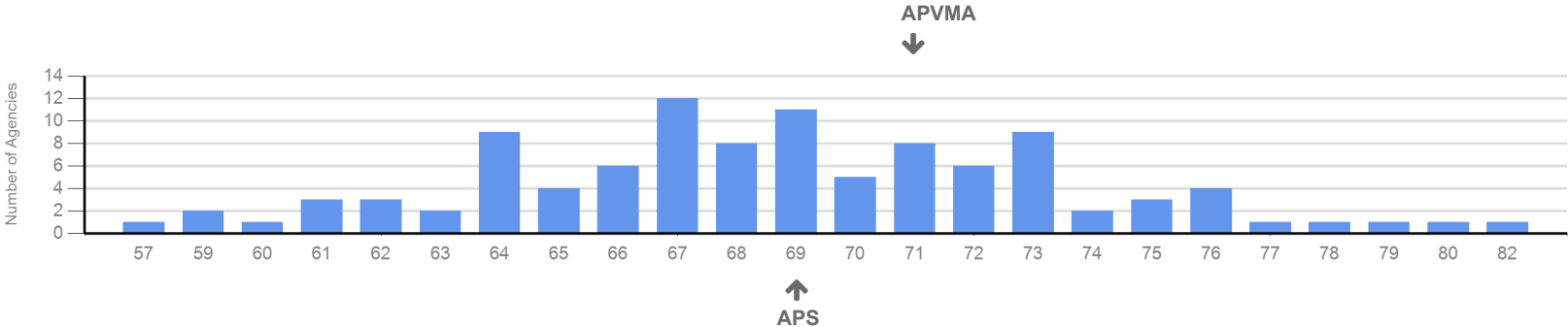
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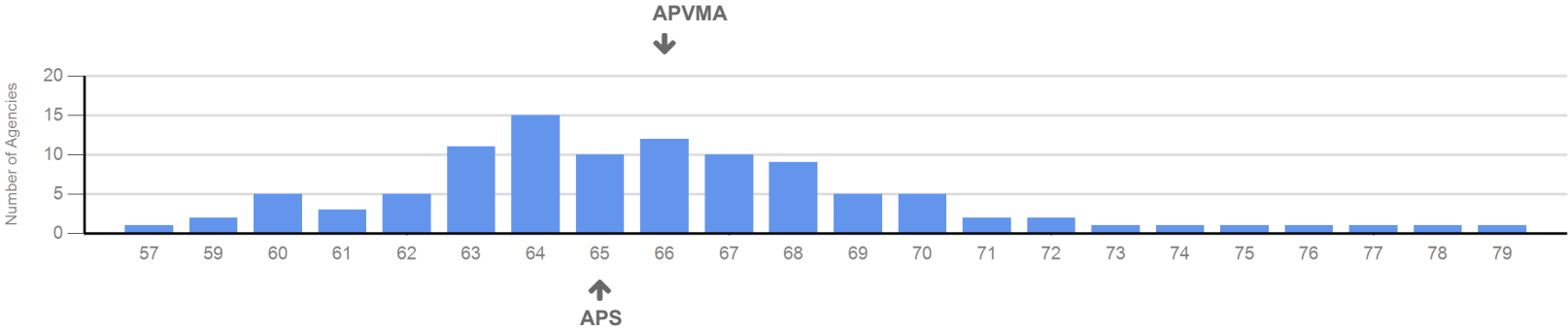
### Communication Index

Ranking : 36th of 104



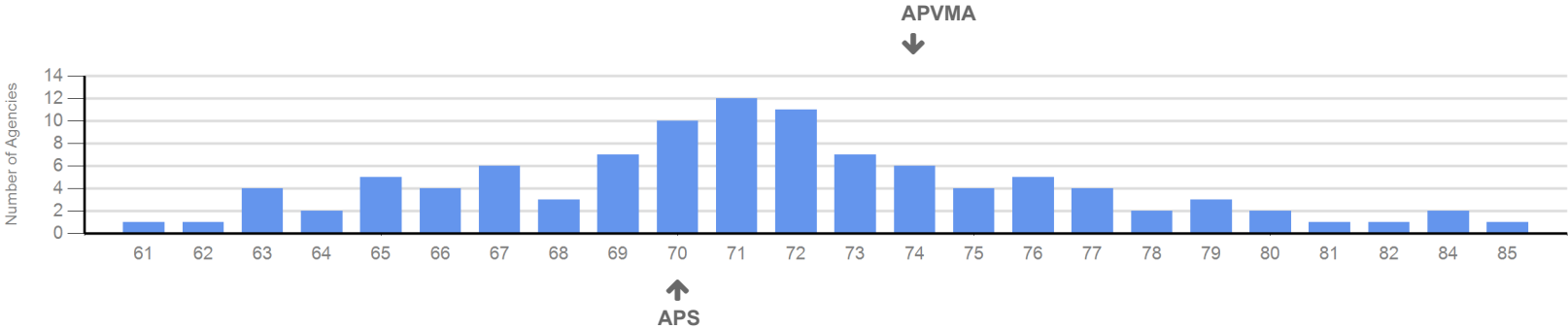
### Enabling Innovation Index

Ranking : 46th of 104



### Wellbeing Policies and Support Index

Ranking : 29th 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 regulatory agencies	Variance from small sized agencies
<b>.1</b>	I am supported to use my expertise to provide frank and fearless advice		<b>63%</b>	-	-2	-3	0
<b>.2</b>	The culture in my agency supports people to act with integrity		<b>72%</b>	-	-5	-8	-3
<b>.3</b>	My agency inspires me to come up with new or better ways of doing things		<b>47%</b>	+6	-3	-5	-3
<b>.4</b>	My SES manager routinely promotes the use of data and evidence to deliver outcomes		<b>70%</b>	+8	+3	+2	+3
<b>.5</b>	My SES manager presents convincing arguments and persuades others towards an outcome		<b>63%</b>	+5	0	-2	-1
<b>.6</b>	My SES manager creates an environment that enables us to deliver our best		<b>67%</b>	+10	+2	+2	+4

# 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

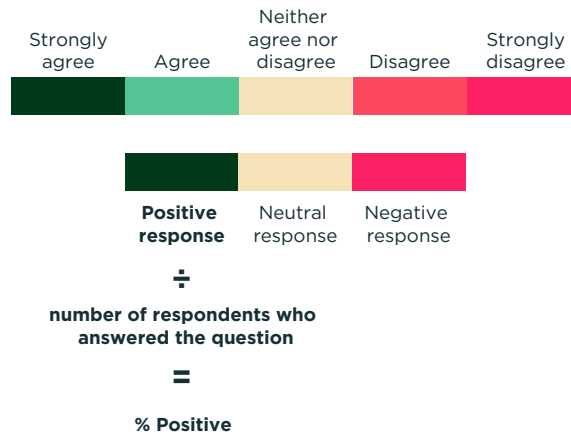
	Prioritise 3 areas for action	Timescales	Owner	Resources required	Target/Success measure
1					
2					
3					



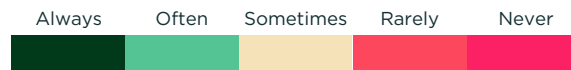
# Guide to this report

## % 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 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.

