



## Highlights Report DHA



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### RESPONSES:

399 of 519

### RESPONSE RATE:

77%

# 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 SCORES AREN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR AN AGENCY. IT IS A MEASURE OF THE EMOTIONAL CONNECTION AND COMMITMENT EMPLOYEES HAVE TO WORKING FOR THE AGENCY.

YOUR EMPLOYEE ENGAGEMENT SCORE		69%		RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
						0	-4	-5↓	-6↓
SAY	Overall, I am satisfied with my job	66	17	17	66%	+2	-7↓	-7↓	-7↓
	I am proud to work in my agency	71	21	8	71%	+1	-4	-5↓	-8↓
	I would recommend my agency as a good place to work	50	26	24	50%	-3	-18↓	-14↓	-16↓
	I believe strongly in the purpose and objectives of my agency	79	15		79%	+2	-4	-8↓	-8↓
STAY	I feel a strong personal attachment to my agency	62	21	18	62%	0	-3	-5↓	-6↓
	I feel committed to my agency's goals	78	16		78%	-2	-4	-6↓	-6↓
STRIVE	I suggest ideas to improve our way of doing things	82	15		82%	-1	-2	-4	-5↓
	I am happy to go the 'extra mile' at work when required	87	8		87%	-2	-4	-5↓	-5↓
	I work beyond what is required in my job to help my agency achieve its objectives	81	16		81%	-3	-2	-3	-4
	My agency really inspires me to do my best work every day	42	32	26	42%	-4	-14↓	-12↓	-15↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# LEADERSHIP

IMMEDIATE SUPERVISOR	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My supervisor engages with staff on how to respond to future challenges	68	15	17	68%	-3	-11↓	-9↓	-10↓
My supervisor can deliver difficult advice whilst maintaining relationships	70	18	12	70%	-1	-8↓	-7↓	-7↓
My supervisor invites a range of views, including those different to their own	70	17	13	70%	-	-9↓	-7↓	-9↓
My supervisor encourages my team to regularly review and improve our work	73	16	10	73%	0	-7↓	-4	-5↓
My supervisor is invested in my development	66	17	17	66%	+4	-7↓	-4	-6↓
My immediate supervisor encourages me	68	21	11	68%	+1	-8↓	-6↓	-8↓
My supervisor ensures that my workgroup delivers on what we are responsible for	82	13		82%	+5↑	-5↓	-3	-4
My supervisor provides me with helpful feedback to improve my performance	69	17	15	69%	-	-6↓	-4	-4

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# LEADERSHIP

IMMEDIATE SES MANAGER	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My SES manager clearly articulates the direction and priorities for our area	39	32	28	39%	-7⬇️	-28⬇️	-19⬇️	-26⬇️
My SES manager presents convincing arguments and persuades others towards an outcome	41	37	22	41%	-	-20⬇️	-15⬇️	-20⬇️
My SES manager promotes cooperation within and between agencies	43	41	17	43%	0	-23⬇️	-17⬇️	-24⬇️
My SES manager encourages innovation and creativity	40	38	22	40%	-	-24⬇️	-18⬇️	-22⬇️
My SES manager creates an environment that enables us to deliver our best	37	32	31	37%	-	-25⬇️	-18⬇️	-23⬇️
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	52	31	17	52%	-2	-21⬇️	-16⬇️	-22⬇️
ALL SES	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
In my agency, the SES work as a team	33	38	29	33%	-5⬇️	-20⬇️	-13⬇️	-16⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	32	31	37	32%	-10⬇️	-28⬇️	-18⬇️	-23⬇️

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# COMMUNICATION AND CHANGE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My supervisor communicates effectively	72 12 16	72%	-1	-9 ↓	-7 ↓	-8 ↓
My SES manager communicates effectively	43 28 29	43%	-3	-26 ↓	-18 ↓	-25 ↓
In my agency, communication between SES and other employees is effective	26 30 43	26%	-3	-25 ↓	-17 ↓	-20 ↓
Internal communication within my agency is effective	31 26 44	31%	-3	-27 ↓	-20 ↓	-24 ↓
When changes occur, the impacts are communicated well within my workgroup	49 16 35	49%	+3	-17 ↓	-14 ↓	-16 ↓
Staff are consulted about change at work	26 38 36	26%	-6 ↓	-19 ↓	-17 ↓	-17 ↓
Change is managed well in my agency	20 25 55	20%	-10 ↓	-23 ↓	-18 ↓	-18 ↓

## 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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills	79 10 11	79%	-2	-5 ↓	-6 ↓	-7 ↓
I have a choice in deciding how I do my work	59 20 22	59%	+2	-3	-11 ↓	-10 ↓
Where appropriate, I am able to take part in decisions that affect my job	57 18 25	57%	-	-10 ↓	-11 ↓	-12 ↓
I am clear what my duties and responsibilities are	76 20	76%	-1	-2	-2	-2
I am satisfied with the recognition I receive for doing a good job	49 20 31	49%	-1	-17 ↓	-14 ↓	-16 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	61 17 22	61%	+3	-4	-1	-2
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	73 13 14	73%	-1	-4	-5 ↓	-4
I am satisfied with the stability and security of my job	53 18 29	53%	+5 ↑	-27 ↓	-15 ↓	-23 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	69 11 20	69%	-	-6 ↓	-11 ↓	-8 ↓

## 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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS	57 31 12	57%	-1	-7↓	-1	-3
I understand how my role contributes to achieving an outcome for the Australian public	86 9	86%	-1	-4	-3	-4
I believe strongly in the purpose and objectives of the APS	75 21	75%	-7↓	-7↓	-5↓	-6↓

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



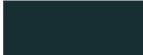




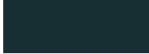




AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# WORKPLACE CONDITIONS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
What best describes your current workload?						
Well above capacity – too much work		<b>35%</b>	+13 	+11 	+7 	+6 
Slightly above capacity – lots of work to do		<b>37%</b>	-9 	-4	-1	-3
At capacity – about the right amount of work to do		<b>23%</b>	0	-5 	-4	-1
Slightly below capacity – available for more work		<b>4%</b>	-2	-2	-2	-1
Well below capacity – not enough work		<b>0%</b>	-2	-1	-1	-1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# INCLUSION

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	71	19	10	71%	-3	-8⬇️	-5⬇️	-6⬇️
My supervisor actively supports people from diverse backgrounds	72	24		72%	-	-8⬇️	-6⬇️	-6⬇️
I receive the respect I deserve from my colleagues at work	80	14		80%	+8⬆️	-1	-1	0

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

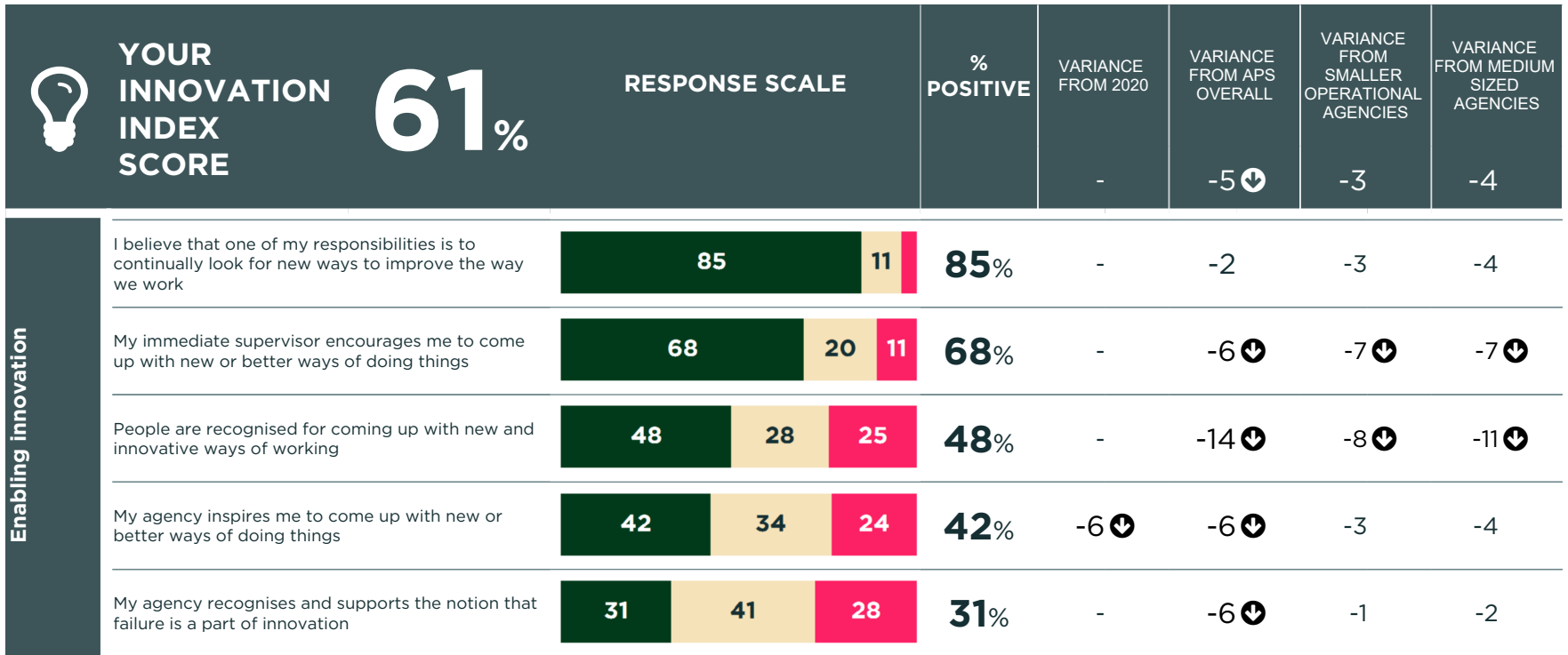


# ENABLING INNOVATION



## 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

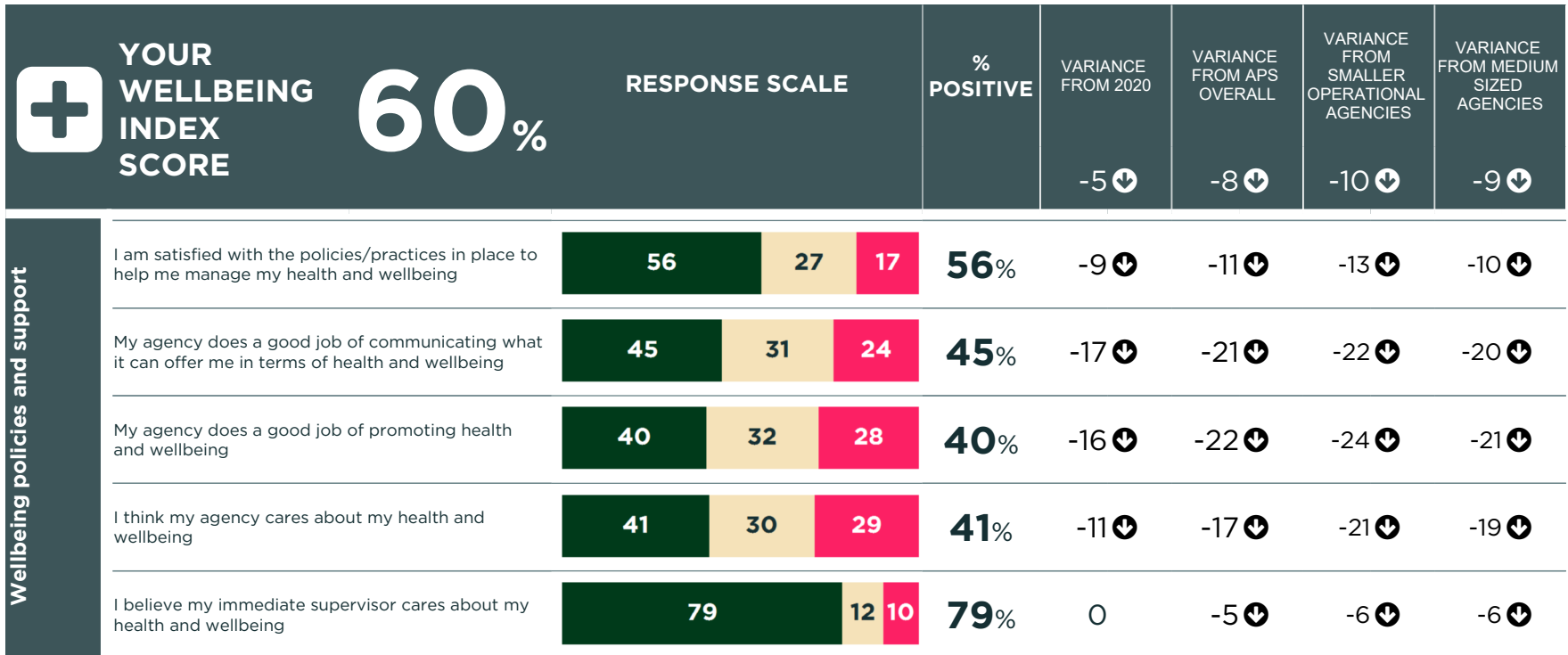


# WELLBEING POLICIES AND SUPPORT



## WELLBEING

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



### 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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## How often do you find your work stressful?

Always	<div></div>	7%	-	+1	+1	0
Often	<div></div>	38%	-	+9	+8	+9
Sometimes	<div></div>	42%	-	-6	-5	-5
Rarely	<div></div>	12%	-	-4	-4	-4
Never	<div></div>	1%	-	-1	-1	-1

## To what extent is your work emotionally demanding?

To a very large extent	<div></div>	9%	+2	+1	+1	0
To a large extent	<div></div>	28%	+1	+5	+6	+6
Somewhat	<div></div>	40%	-1	0	0	+1
To a small extent	<div></div>	18%	0	-3	-2	-4
To a very small extent	<div></div>	5%	-1	-3	-3	-3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR














AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR








# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## I feel burned out by my work

Strongly agree		11%	+2	+2	+2	+1
Agree		33%	-1	+8 	+7 	+8 
Neither agree nor disagree		30%	0	-1	0	0
Disagree		23%	+1	-5 	-5 	-6 
Strongly disagree		3%	-1	-4	-4	-4

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

Excellent		10%	-	-2	-2	-1
Very good		33%	-	-2	-2	-3
Good		41%	-	+6 	+4	+6 
Fair		12%	-	-2	0	-2
Poor		3%	-	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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance:

Excellent		18%	-	-9↓	-9↓	-10↓
Very good		59%	-	+4	+5↑	+5↑
Average		19%	-	+4	+3	+4
Below average		3%	-	+1	+1	+1
Well below average		1%	-	0	0	0

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

Excellent		7%	-	-8↓	-6↓	-7↓
Very good		50%	-	-6↓	-1	-5↓
Average		34%	-	+10↑	+5↑	+9↑
Below average		6%	-	+3	+1	+2
Well below average		3%	-	+1	+1	+1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	<div><div>79</div><div>11</div><div>11</div></div>	79%	+3	-2	-2	-3
My workgroup has the tools and resources we need to perform well	<div><div>51</div><div>21</div><div>28</div></div>	51%	-5⬇️	-12⬇️	-8⬇️	-9⬇️
The people in my workgroup use time and resources efficiently	<div><div>70</div><div>17</div><div>13</div></div>	70%	+1	-7⬇️	-6⬇️	-7⬇️
My workgroup can readily adapt to new priorities and tasks	<div><div>81</div><div>11</div><div>9</div></div>	81%	+3	-5⬇️	-4	-5⬇️
The people in my workgroup cooperate to get the job done	<div><div>83</div><div>10</div><div></div></div>	83%	+1	-4	-3	-5⬇️

## 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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Which of the following statements best reflects your current thoughts about working in your current position?						
I want to leave my position as soon as possible	<div></div>	10%	-	0	0	0
I want to leave my position within the next 12 months	<div></div>	23%	-	+1	+2	+1
I want to stay working in my position for the next one to two years	<div></div>	32%	-	-4	-5↓	-6↓
I want to stay working in my position for at least the next three years	<div></div>	35%	-	+3	+3	+5↑
What best describes your plans involved with leaving your current position?						
I am planning to retire	<div></div>	5%	-	-1	+1	0
I am pursuing another position within my agency	<div></div>	19%	-	-23↓	+1	-5↓
I am pursuing a position in another agency	<div></div>	46%	-	+21↑	+5↑	+7↑
I am pursuing work outside the APS	<div></div>	18%	-	+7↑	0	+2
It is the end of my non-ongoing, casual or contracted employment		0%	-	-3	-6↓	-3
Other	<div></div>	12%	-	0	-2	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RETENTION



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

ONLY THE THREE 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 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (3 highest responses):

There is a lack of future career opportunities in my agency		18%	-	-	-	-
Senior leadership is of a poor quality		11%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		10%	-	-	-	-

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 2020

VARIANCE FROM APS OVERALL

VARIANCE FROM SMALLER OPERATIONAL 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%	-2	-2	+1	0
No	<div></div>	91%	+2	+2	-1	0

Did this discrimination occur in your current agency?

Yes	<div></div>	100%	+5 ↑	+6 ↑	+6 ↑	+8 ↑
No		0%	0	-6 ↓	-6 ↓	-8 ↓

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

Caring responsibilities	<div></div>	38%	-	-	-	-
Gender	<div></div>	32%	-	-	-	-
Other	<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 TYPES OF HARASSMENT OR BULLYING 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 2020

VARIANCE FROM APS OVERALL

VARIANCE FROM SMALLER OPERATIONAL AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

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

Yes		11%	+1	-1	-1	0
No		83%	+1	+1	+2	0
Not sure		6%	-1	0	0	0

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		46%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		38%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		31%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		28%	-	-5 ↓	-13 ↓	-5 ↓
It was reported by someone else		5%	-	-2	-2	-2
I did not report the behaviour		67%	-	+8 ↑	+15 ↑	+7 ↑

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 2020

VARIANCE FROM APS OVERALL

VARIANCE FROM SMALLER OPERATIONAL 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>	5%	-1	+1	0	+1
No	<div></div>	86%	-2	-3	-1	-4
Not sure	<div></div>	6%	+3	+2	+1	+2
Would prefer not to answer	<div></div>	3%	0	+1	0	+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>	59%	-	-	-	-
Fraud, forgery or embezzlement	<div></div>	24%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	18%	-	-	-	-

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	13%	-	-7 ⬇️	-2	-5 ⬇️
It was reported by someone else	<div></div>	13%	-	-3	-1	+1
I did not report the behaviour	<div></div>	75%	-	+10 ⬆️	+3	+5 ⬆️

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## How do you describe your gender?

Man or male	<div></div>	30%	-1	-8↓	-8↓	-8↓
Woman or female	<div></div>	65%	-1	+6↑	+6↑	+7↑
Non-binary		0%	-	0	0	0
I use a different term		0%	-	0	0	0
Prefer not to say	<div></div>	5%	+2	+2	+1	+1

## Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?

Yes	<div></div>	3%	-1	-1	-2	-1
No	<div></div>	97%	+1	+1	+2	+1

## Do you have an ongoing disability?

Yes	<div></div>	7%	0	-3	-1	-1
No	<div></div>	93%	0	+3	+1	+1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2020	VARIANCE FROM APS OVERALL	VARIANCE FROM SMALLER OPERATIONAL AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Do you have carer responsibilities?						
Yes	<div></div>	38%	-1	-1	0	-2
No	<div></div>	62%	+1	+1	0	+2
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?						
Yes	<div></div>	5%	+2	-2	-3	-3
No	<div></div>	95%	-2	+2	+3	+3
In which country were you born?						
Australia	<div></div>	82%	-	+5 ↑	+5 ↑	+5 ↑
Other country	<div></div>	18%	-	-5 ↓	-5 ↓	-5 ↓
Do you speak a language other than English at home?						
No, English only	<div></div>	87%	-	+7 ↑	+5 ↑	+5 ↑
Yes, other	<div></div>	13%	-	-7 ↓	-5 ↓	-5 ↓

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# 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

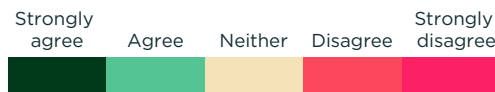
	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET/SUCCESS MEASURE
1					
2					
3					



# 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.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

## 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.