



# Highlights Report GBRMPA



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RESPONSES:
194 of 267
RESPONSE RATE:
73%

# 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		71	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
SAY	Overall, I am satisfied with my job	65	21	14	65%	-1	-8 ↓	-11 ↓	-7 ↓
	I am proud to work in my agency	72	20	8	72%	-1	-4	-10 ↓	-4
	I would recommend my agency as a good place to work	47	32	21	47%	-3	-21 ↓	-25 ↓	-17 ↓
	I believe strongly in the purpose and objectives of my agency	86	10		86%	-3	+2	-3	-1
STAY	I feel a strong personal attachment to my agency	62	25	13	62%	-1	+2	-3	+1
	I feel committed to my agency's goals	81	16		81%	-4	-2	-4	-2
STRIVE	I suggest ideas to improve our way of doing things	91	7		91%	-4	+4	+1	+2
	I am happy to go the 'extra mile' at work when required	93			93%	+1	+3	+1	+3
	I work beyond what is required in my job to help my agency achieve its objectives	84	11		84%	-2	+4	+4	+4
	My agency really inspires me to do my best work every day	47	31	21	47%	-1	-10 ↓	-14 ↓	-7 ↓

### KEY

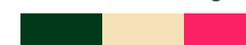


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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		74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	79	13 8	79%	+6	0	0	+3	
	My supervisor can deliver difficult advice whilst maintaining relationships	79	12 9	79%	+4	0	0	+3	
	My supervisor invites a range of views, including those different to their own	79	13 8	79%	0	-3	-4	-1	
	My supervisor encourages my team to regularly review and improve our work	78	15	78%	+1	-3	-2	+1	
	My supervisor is invested in my development	77	13 10	77%	+2	+1	+1	+4	
	My supervisor ensures that my workgroup delivers on what we are responsible for	84	10	84%	+2	-3	-3	-1	
<b>Other similar questions</b>									
	My supervisor provides me with helpful feedback to improve my performance	77	13 10	77%	+3	0	+1	+4	
	My immediate supervisor encourages me	81	12	81%	+6	+5	+4	+7	
<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 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		68	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
					+7	0	-2	+1

SES Manager	My SES manager clearly articulates the direction and priorities for our area	67	17	16	67%	+8	-1	-3	+4
	My SES manager presents convincing arguments and persuades others towards an outcome	62	24	14	62%	+12	0	-4	0
	My SES manager promotes cooperation within and between agencies	70	23	7	70%	+8	+4	-1	+6
	My SES manager encourages innovation and creativity	65	23	12	65%	+8	0	-2	+3
	My SES manager creates an environment that enables us to deliver our best	61	22	18	61%	+14	-3	-6	+1
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	73	20		73%	+5	0	-4	+2

### Other similar questions

In my agency, the SES work as a team	39	27	33	39%	+1	-14	-14	-8
In my agency, the SES clearly articulate the direction and priorities for our agency	48	24	27	48%	+4	-15	-14	-6
In my agency, communication between SES and other employees is effective	43	26	32	43%	+10	-10	-10	-3
My SES manager routinely promotes the use of data and evidence to deliver outcomes	59	26	15	59%	-	-6	-10	-2

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# COMMUNICATION AND CHANGE



## COMMUNICATION

THE COMMUNICATION 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.

<b>YOUR COMMUNICATION INDEX SCORE</b>	<b>64</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
				+4	-4	-5 ↓	-1

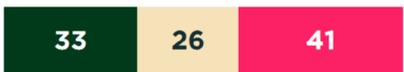
Communication	My supervisor communicates effectively	76	14	9	76%	+5 ↑	-4	-4	-1
	My SES manager communicates effectively	65	18	17	65%	+8 ↑	-4	-7 ↓	0
	Internal communication within my agency is effective	44	27	30	44%	+8 ↑	-13 ↓	-14 ↓	-4

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	20	11	69%	+10 ↑	+1	-1	+2
	Staff are consulted about change at work	43	44	13	43%	+4	-6 ↓	-6 ↓	-2
	Change is managed well in my agency	26	34	40	26%	+5 ↑	-17 ↓	-15 ↓	-9 ↓

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 SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills		<b>76%</b>	+1	-2	-6 	-4
I have a choice in deciding how I do my work		<b>75%</b>	-1	+11 	0	+4
Where appropriate, I am able to take part in decisions that affect my job		<b>59%</b>	-5 	-10 	-14 	-10 
I am clear what my duties and responsibilities are		<b>78%</b>	+2	-1	-2	0
I am satisfied with the recognition I receive for doing a good job		<b>62%</b>	+1	-4	-8 	-4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		<b>33%</b>	-22 	-18 	-21 	-19 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		<b>75%</b>	-1	+1	-5 	-3
I am satisfied with the stability and security of my job		<b>66%</b>	-3	-16 	-14 	-9 
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		<b>80%</b>	+8 	+2	-5 	-1

## 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 SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS		43%	-6 ↓	-19 ↓	-14 ↓	-10 ↓
I understand how my role contributes to achieving an outcome for the Australian public		88%	+1	-4	-5 ↓	-3
I believe strongly in the purpose and objectives of the APS		76%	-4	-8 ↓	-8 ↓	-5 ↓

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

Well above capacity - too much work		38%	+12 ↑	+14 ↑	+16 ↑	+12 ↑
Slightly above capacity - lots of work to do		34%	-8 ↓	-6 ↓	-6 ↓	-5 ↓
At capacity - about the right amount of work to do		19%	-2	-10 ↓	-10 ↓	-7 ↓
Slightly below capacity - available for more work		6%	-2	+1	0	0
Well below capacity - not enough work		2%	0	0	0	0

### KEY

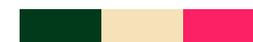


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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		56%	+2	-23 ↓	-24 ↓	-19 ↓
My supervisor actively ensures that everyone can be included in workplace activities		81%	0	-3	-3	-1
I receive the respect I deserve from my colleagues at work		73%	-5 ↓	-8 ↓	-9 ↓	-6 ↓

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		12%	+1	-2	-3	-3
Flexible hours of work		32%	-2	+4	-3	+2
Compressed work week		4%	+2	0	0	-2
Job sharing		1%	+1	+1	+1	0
Working away from the office/working from home		67%	+6 ↑	+10 ↑	-3	+1
None of the above		19%	-5 ↓	-7 ↓	+2	0

**KEY**

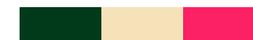


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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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		63	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST 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	88	8	88%	0	+8 ⬆️	+4	+7 ⬆️	
	My immediate supervisor encourages me to come up with new or better ways of doing things	78	15	78%	+2	+6 ⬆️	+3	+6 ⬆️	
	People are recognised for coming up with new and innovative ways of working	45	37	18	45%	-2	-13 ⬇️	-15 ⬇️	-7 ⬇️
	My agency inspires me to come up with new or better ways of doing things	43	37	20	43%	-3	-7 ⬇️	-10 ⬇️	-6 ⬇️
	My agency recognises and supports the notion that failure is a part of innovation	35	43	22	35%	+1	-4	-5 ⬇️	0

### 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		70	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES	
					+5 ↑	+2	-1	+1	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	63	27	11	63%	+9 ↑	-1	-5 ↓	-1
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	70	24		70%	+10 ↑	+7 ↑	+4	+6 ↑
	My agency does a good job of promoting health and wellbeing	66	25	9	66%	+13 ↑	+3	0	+5 ↑
	I think my agency cares about my health and wellbeing	60	24	15	60%	+10 ↑	-1	-8 ↓	-5 ↓
	I believe my immediate supervisor cares about my health and wellbeing	88			88%	+1	+2	0	+1

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

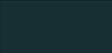
Positive Neutral Negative



# WELLBEING

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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## How often do you find your work stressful?

Always		3%	-2	-2	0	-1
Often		29%	0	+3	+6 	+4
Sometimes		45%	-3	-4	-6 	-3
Rarely		20%	+5 	+2	-1	0
Never		3%	+1	+1	+1	+1

## To what extent is your work emotionally demanding?

To a very large extent		7%	-2	-1	0	0
To a large extent		19%	-2	-2	+2	0
Somewhat		43%	+3	+5 	+5 	+4
To a small extent		20%	-2	-3	-6 	-5 
To a very small extent		11%	+4	+2	0	+1

### 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 SMALL SIZED AGENCIES
<b>I feel burned out by my work</b>						
Strongly agree		9%	-4	+1	+2	0
Agree		29%	+8	+5	+7	+5
Neither agree nor disagree		26%	-1	-6	-4	-4
Disagree		29%	-3	0	-3	0
Strongly disagree		7%	0	0	-1	-1
<b>In general, would you say that your health is:</b>						
Excellent		10%	+1	0	-2	-1
Very good		35%	-2	+2	0	+1
Good		40%	+2	+2	+3	+2
Fair		13%	+1	-2	0	-1
Poor		2%	-2	-1	-1	-1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

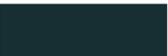
# PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent		20%	+1	-8 ↓	-10 ↓	-8 ↓
Very good		58%	-3	+3	+4	+4
Average		19%	+3	+4	+5 ↑	+3
Below average		3%	0	+1	+1	+1
Well below average		1%	0	0	0	0

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

Excellent		5%	-6 ↓	-11 ↓	-13 ↓	-9 ↓
Very good		47%	+7 ↑	-7 ↓	-8 ↓	-3
Average		42%	+8 ↑	+17 ↑	+20 ↑	+14 ↑
Below average		5%	-6 ↓	+1	+2	0
Well below average		1%	-2	-1	0	-2

## 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 SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>77%</b>	-8 	-1	-4	-3
My workgroup has the tools and resources we need to perform well		<b>43%</b>	-5 	-15 	-15 	-8 
The people in my workgroup use time and resources efficiently		<b>73%</b>	-1	-3	-6 	-3
My workgroup can readily adapt to new priorities and tasks		<b>76%</b>	-6 	-7 	-8 	-6 
The people in my workgroup cooperate to get the job done		<b>81%</b>	-2	-7 	-9 	-7 

## KEY

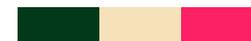


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 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		<b>10%</b>	-4	0	+2	0
I want to leave my position within the next 12 months		<b>23%</b>	+1	-1	+1	+1
I want to stay working in my position for the next one to two years		<b>37%</b>	+10	0	-4	-1
I want to stay working in my position for at least the next three years		<b>29%</b>	-8	+1	+1	0
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		<b>6%</b>	+4	+1	+2	+2
I am pursuing another position within my agency		<b>18%</b>	-4	-23	-8	0
I am pursuing a position in another agency		<b>34%</b>	+1	+7	-1	-11
I am pursuing work outside the APS		<b>23%</b>	+4	+11	+6	+7
It is the end of my non-ongoing, casual or contracted employment		<b>8%</b>	-2	+5	+3	+3
Other		<b>11%</b>	-3	-1	-2	-2

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RETENTION



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

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

RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b>					
There are a lack of future career opportunities in my agency	15%	-	-	-	-
My immediate supervisor's leadership is of a poor quality	13%	-	-	-	-
I can receive a higher salary elsewhere	11%	-	-	-	-
I have experienced unacceptable behaviours (such as bullying or harassment)	11%	-	-	-	-
I am not satisfied with the work	11%	-	-	-	-

## 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 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>14%</b>	-2	+3	+6	+4
No		<b>86%</b>	+2	-3	-6	-4
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>96%</b>	-4	+4	+6	+5
No		<b>4%</b>	+4	-4	-6	-5
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Gender		<b>52%</b>	-	-	-	-
Age		<b>32%</b>	-	-	-	-
Race		<b>28%</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 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Yes		16%	-1	+5	+8	+4
No		75%	-2	-9	-12	-7
Not sure		9%	+2	+3	+4	+3

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		62%	-	-	-	-
Deliberate exclusion from work-related activities		41%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		34%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		31%	0	-4	-1	-4
It was reported by someone else		10%	+4	+2	+2	+6
I did not report the behaviour		59%	-4	+1	-1	-1

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 SMALL SIZED AGENCIES
<b>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?</b>						
Yes		<b>12%</b>	-1	+9	+9	+7
No		<b>77%</b>	+1	-14	-14	-10
Not sure		<b>4%</b>	-1	+1	+1	-1
Would prefer not to answer		<b>7%</b>	0	+4	+4	+3
<b>Types of corrupt behaviours witnessed (3 highest responses):</b>						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		<b>73%</b>	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		<b>32%</b>	-	-	-	-
Fraud, forgery or embezzlement		<b>27%</b>	-	-	-	-
<b>Did you report the potentially corrupt behaviour?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		<b>9%</b>	-4	-11	-6	-2
It was reported by someone else		<b>9%</b>	-4	-7	-6	-7
I did not report the behaviour		<b>82%</b>	+8	+18	+12	+9
<b>KEY</b>			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	27%
Woman or female	68%
Non-binary	0%
I use a different term	1%
Prefer not to say	5%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	8%
No	92%

Do you have an ongoing disability?	Responses
Yes	6%
No	94%

Do you have carer responsibilities?	Responses
Yes	46%
No	54%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	3%
No	97%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	73%
Australian Aboriginal and/or Torres Strait Islander	7%
New Zealander (excluding Maori)	3%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	3%
Anglo-European	16%
North-West European (excluding Anglo-European)	4%
Southern and Eastern European	2%
South-East Asian	2%
North-East Asian	1%
Southern and Central Asian	0%
North American	2%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	0%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	10%
No	80%
Not sure	10%

# AGENCY POSITION



## AGENCY POSITION

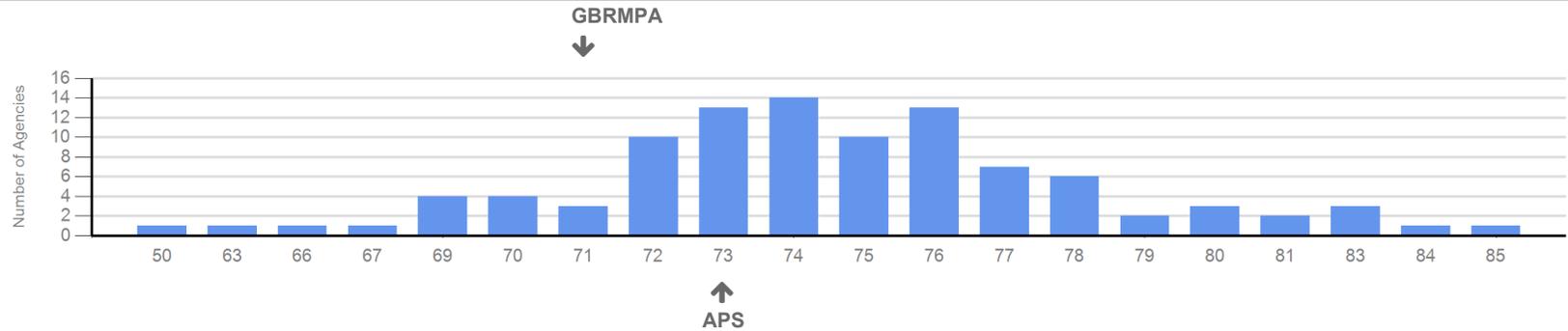
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

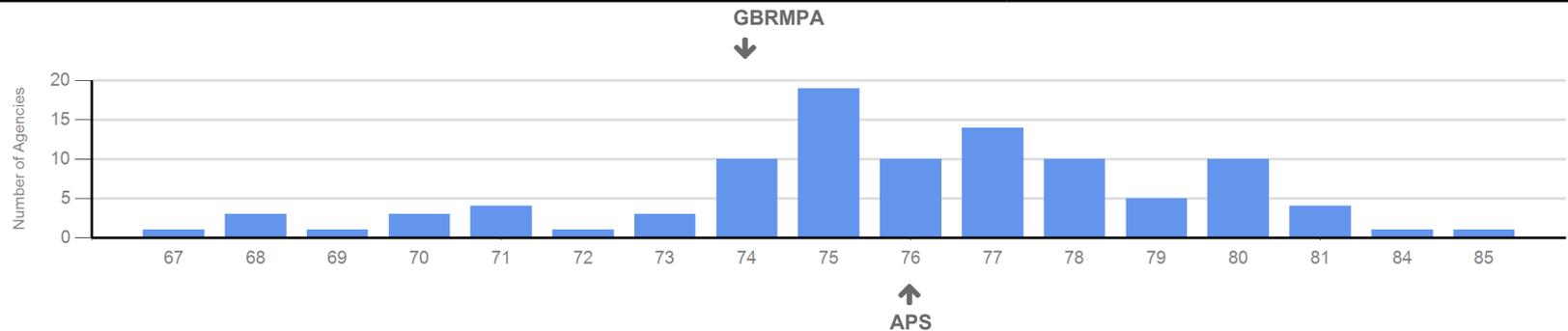
### Employee Engagement Index

Ranking : 87th of 100



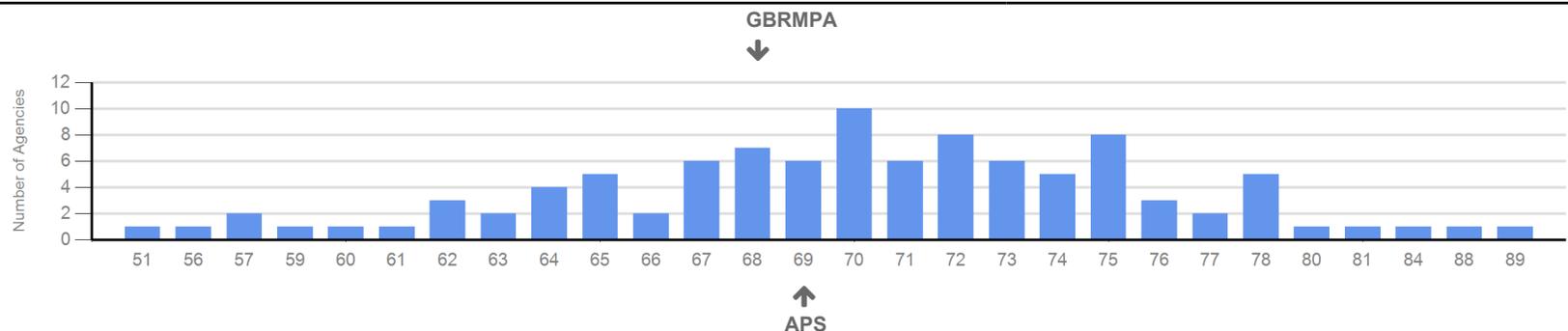
### Leadership – Immediate Supervisor Index

Ranking : 76th of 100



### Leadership – SES Manager Index

Ranking : 65th of 100



# AGENCY POSITION



## AGENCY POSITION

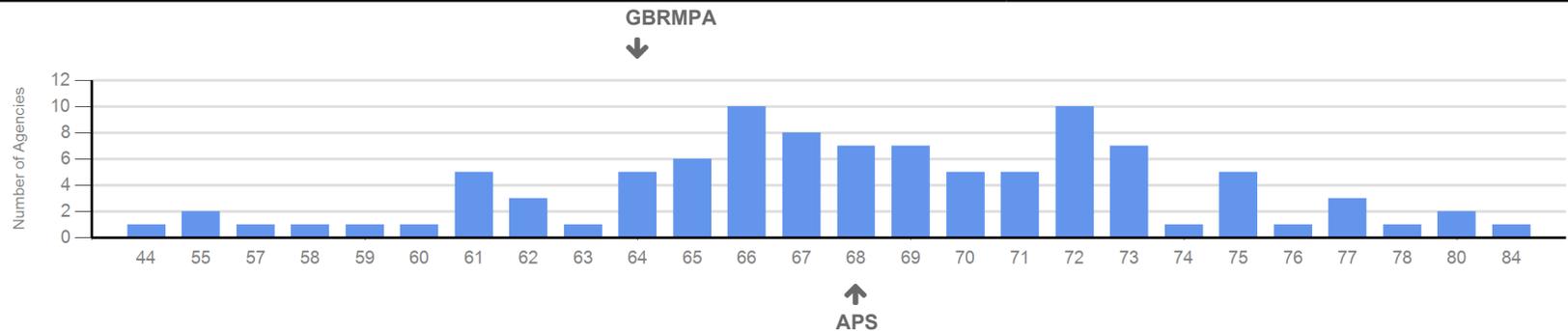
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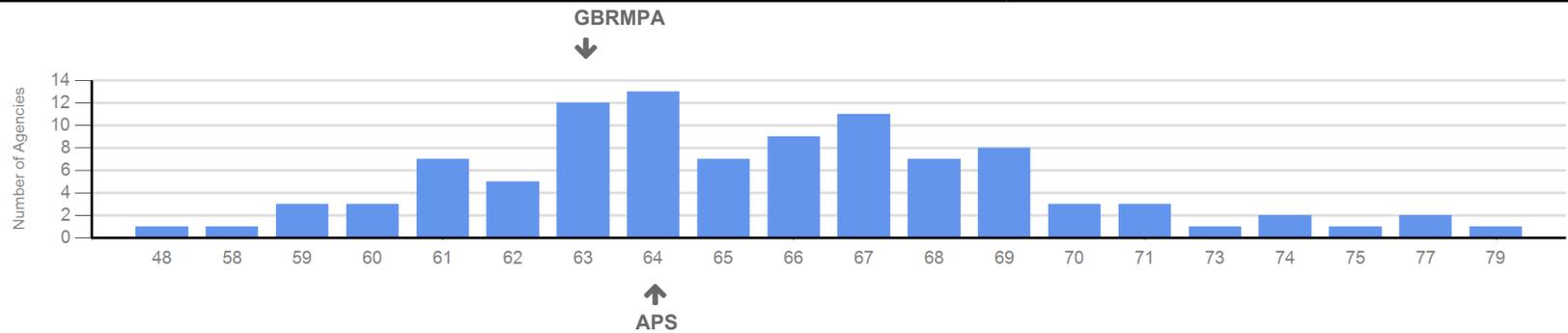
### Communication Index

Ranking : 82nd of 100



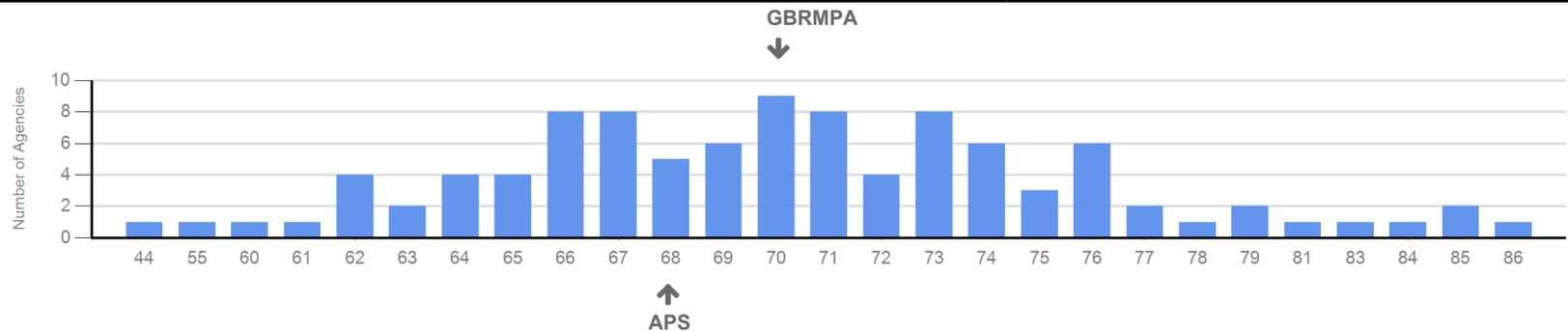
### Enabling Innovation Index

Ranking : 69th of 100



### Wellbeing Policies and Support Index

Ranking : 51st 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 SMALL SIZED AGENCIES
<b>.1</b>	Internal communication within my agency is effective			<b>44%</b>	+8	-13	-14	-4
<b>.2</b>	I am satisfied with the recognition I receive for doing a good job			<b>62%</b>	+1	-4	-8	-4
<b>.3</b>	My agency inspires me to come up with new or better ways of doing things			<b>43%</b>	-3	-7	-10	-6
<b>.4</b>	My SES manager creates an environment that enables us to deliver our best			<b>61%</b>	+14	-3	-6	+1
<b>.5</b>	Where appropriate, I am able to take part in decisions that affect my job			<b>59%</b>	-5	-10	-14	-10
<b>.6</b>	My supervisor provides me with helpful feedback to improve my performance			<b>77%</b>	+3	0	+1	+4

# GBRMPA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
Colleagues in other sections of the Authority collaborate effectively with my workgroup/section	51	30	19	51%	+1
My workgroup/section often initiates collaboration with other work groups	78	17	5	78%	-2
It is clear to me how the work performed by my branch is contributing to the strategic objectives in the Corporate Plan	80	14	6	80%	0
My branch is effective in delivering against the Program areas outlined in the Corporate Plan	67	28	5	67%	-5 ⬇️
The agency provides opportunities for me to improve my knowledge, skills and capabilities to do my job?	69	21	10	69%	+3
My manager works with me to ensure I have a meaningful Learning & Development (L&D) plan as part of my PDA	67	23	10	67%	0
In my opinion, my branch has the right mix of skills within its workforce to achieve the outcomes we need to achieve	57	18	25	57%	+1
My branch recruits high calibre staff with skills, knowledge and experience appropriate to the role	50	31	20	50%	-7 ⬇️
My organisation undertakes workforce planning effectively	21	37	42	21%	-1
The Authority is proactive in communicating to the workforce about workplace changes	49	30	21	49%	+15 ⬆️

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# GBRMPA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
I know where to find the information (e.g. policies, procedures, guidelines and records) I need to perform my role effectively	66	20	13	66%	0
My immediate manager provides me with the information I require to perform my role effectively	80	13	7	80%	+7 ↑
When I raise risks within my work area, I feel they are given due attention and response	74	18	8	74%	+2
The GBRMPA culture and behaviours and expectations of staff is clearly communicated?	71	20	9	71%	-7 ↓
Behaviour inconsistent with our agreed culture and behaviours is called out and addressed?	23	25	51	23%	-1

**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.

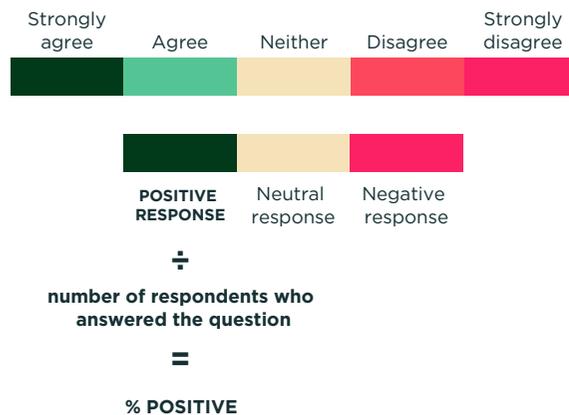
PRIORITISE 3 AREAS TO TAKE FORWARD

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

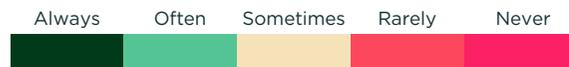
# GUIDE TO THIS REPORT

## % 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.