



# Highlights Report AFMA



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RESPONSES:
124 of 162
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  $-/+$  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		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
SAY	Overall, I am satisfied with my job	81	12 8	81%	+2	+8 ⬆️	+5 ⬆️	+9 ⬆️
	I am proud to work in my agency	84	13	84%	+8 ⬆️	+8 ⬆️	+4	+8 ⬆️
	I would recommend my agency as a good place to work	85	8	85%	+17 ⬆️	+17 ⬆️	+12 ⬆️	+21 ⬆️
	I believe strongly in the purpose and objectives of my agency	90		90%	+3	+6 ⬆️	0	+3
STAY	I feel a strong personal attachment to my agency	71	19 10	71%	+11 ⬆️	+11 ⬆️	+7 ⬆️	+10 ⬆️
	I feel committed to my agency's goals	89	8	89%	+2	+6 ⬆️	+2	+6 ⬆️
STRIVE	I suggest ideas to improve our way of doing things	90	8	90%	-1	+3	+3	+2
	I am happy to go the 'extra mile' at work when required	95		95%	+4	+5 ⬆️	+4	+5 ⬆️
	I work beyond what is required in my job to help my agency achieve its objectives	86	11	86%	+12 ⬆️	+6 ⬆️	+5 ⬆️	+6 ⬆️
	My agency really inspires me to do my best work every day	64	28 8	64%	+11 ⬆️	+7 ⬆️	+3	+10 ⬆️

### 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		76	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	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	83	9 8	83%	+10 ↑	+5 ↑	+3	+7 ↑
	My supervisor can deliver difficult advice whilst maintaining relationships	86	8	86%	+16 ↑	+7 ↑	+6 ↑	+10 ↑
	My supervisor invites a range of views, including those different to their own	83	13	83%	+5 ↑	+1	-1	+3
	My supervisor encourages my team to regularly review and improve our work	80	13	80%	+3	-1	-2	+3
	My supervisor is invested in my development	78	11 11	78%	+6 ↑	+3	+2	+5 ↑
	My supervisor ensures that my workgroup delivers on what we are responsible for	88	11	88%	+6 ↑	+1	0	+3
<b>Other similar questions</b>								
	My supervisor provides me with helpful feedback to improve my performance	81	8 11	81%	+9 ↑	+4	+3	+7 ↑
	My immediate supervisor encourages me	74	17 9	74%	0	-1	-3	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 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		64	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
					+3	-5 ↓	-6 ↓	-3

SES Manager	My SES manager clearly articulates the direction and priorities for our area	53	33	14	53%	+6 ↑	-15 ↓	-16 ↓	-10 ↓
	My SES manager presents convincing arguments and persuades others towards an outcome	52	38	10	52%	+1	-10 ↓	-13 ↓	-10 ↓
	My SES manager promotes cooperation within and between agencies	54	37	9	54%	-7 ↓	-12 ↓	-14 ↓	-10 ↓
	My SES manager encourages innovation and creativity	53	36	11	53%	+1	-11 ↓	-14 ↓	-9 ↓
	My SES manager creates an environment that enables us to deliver our best	56	34	10	56%	+2	-8 ↓	-9 ↓	-4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	61	32	8	61%	-1	-12 ↓	-15 ↓	-10 ↓

### Other similar questions

In my agency, the SES work as a team	60	29	11	60%	+15 ↑	+7 ↑	+8 ↑	+12 ↑
In my agency, the SES clearly articulate the direction and priorities for our agency	66	22	12	66%	+14 ↑	+3	+2	+12 ↑
In my agency, communication between SES and other employees is effective	60	30	9	60%	+13 ↑	+7 ↑	+6 ↑	+15 ↑
My SES manager routinely promotes the use of data and evidence to deliver outcomes	53	38	10	53%	-	-13 ↓	-15 ↓	-9 ↓

### 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.

YOUR COMMUNICATION INDEX SCORE		69	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
					+6 ↑	+1	0	+4

Communication	My supervisor communicates effectively		83	8 8	83%	+13 ↑	+3	+2	+6 ↑
	My SES manager communicates effectively		61	28 11	61%	+11 ↑	-8 ↓	-9 ↓	-4
	Internal communication within my agency is effective		63	25 12	63%	+11 ↑	+7 ↑	+4	+15 ↑

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup		77	14 9	77%	+6 ↑	+10 ↑	+7 ↑	+10 ↑
	Staff are consulted about change at work		58	33 10	58%	+9 ↑	+8 ↑	+7 ↑	+13 ↑
	Change is managed well in my agency		53	32 15	53%	+16 ↑	+10 ↑	+9 ↑	+19 ↑

KEY	↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative
			<span style="display: inline-block; width: 15px; height: 15px; background-color: #004d00; border: 1px solid #000;"></span> <span style="display: inline-block; width: 15px; height: 15px; background-color: #f0c000; border: 1px solid #000;"></span> <span style="display: inline-block; width: 15px; height: 15px; background-color: #e91e63; border: 1px solid #000;"></span>

# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	87	87%	+2	+8	+5	+7
I have a choice in deciding how I do my work	74	74%	+1	+10	+3	+3
Where appropriate, I am able to take part in decisions that affect my job	77	77%	-3	+8	+5	+8
I am clear what my duties and responsibilities are	79	79%	+1	-1	-2	+1
I am satisfied with the recognition I receive for doing a good job	75	75%	+6	+9	+5	+9
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	61	61%	-14	+9	+7	+9
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	77	77%	0	+3	-4	-2
I am satisfied with the stability and security of my job	84	84%	+1	+2	+1	+9
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	79	79%	-5	+1	-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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 53%; background-color: #004d00; color: white; text-align: center;">53</div><div style="width: 31%; background-color: #f0c000; color: white; text-align: center;">31</div><div style="width: 17%; background-color: #e91e63; color: white; text-align: center;">17</div></div>	53%	+4	-9 ↓	-7 ↓	-1
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; justify-content: space-between;"><div style="width: 92%; background-color: #004d00; color: white; text-align: center;">92</div><div style="width: 8%; background-color: #f0c000; color: white; text-align: center;">8</div><div style="width: 0%; background-color: #e91e63; color: white; text-align: center;">0</div></div>	92%	-1	0	-1	+1
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 77%; background-color: #004d00; color: white; text-align: center;">77</div><div style="width: 22%; background-color: #f0c000; color: white; text-align: center;">22</div><div style="width: 1%; background-color: #e91e63; color: white; text-align: center;">1</div></div>	77%	0	-8 ↓	-9 ↓	-5 ↓

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

Well above capacity - too much work	<div style="width: 17%; background-color: #004d00;"></div>	17%	-11 ↓	-7 ↓	-8 ↓	-10 ↓
Slightly above capacity - lots of work to do	<div style="width: 43%; background-color: #004d00;"></div>	43%	+6 ↑	+3	+2	+4
At capacity - about the right amount of work to do	<div style="width: 33%; background-color: #004d00;"></div>	33%	+8 ↑	+3	+5 ↑	+6 ↑
Slightly below capacity - available for more work	<div style="width: 6%; background-color: #004d00;"></div>	6%	-2	0	+1	0
Well below capacity - not enough work	<div style="width: 2%; background-color: #004d00;"></div>	2%	0	0	0	0

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative





# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		82%	+11↑	+2	+2	+6↑
My supervisor actively ensures that everyone can be included in workplace activities		82%	+1	-1	-2	0
I receive the respect I deserve from my colleagues at work		86%	+10↑	+5↑	+3	+7↑

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		5%	-3	-9↓	-9↓	-10↓
Flexible hours of work		21%	0	-7↓	-9↓	-10↓
Compressed work week		2%	-2	-2	-4	-4
Job sharing		0%	0	0	-1	-1
Working away from the office/working from home		62%	-6↓	+5↑	-14↓	-4
None of the above		25%	+6↑	0	+13↑	+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		68	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	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	85	11	85%	0	+5 ↑	+4	+5 ↑	
	My immediate supervisor encourages me to come up with new or better ways of doing things	79	15	79%	+4	+6 ↑	+5 ↑	+6 ↑	
	People are recognised for coming up with new and innovative ways of working	61	29	10	61%	+5 ↑	+3	0	+9 ↑
	My agency inspires me to come up with new or better ways of doing things	64	26	10	64%	+14 ↑	+14 ↑	+12 ↑	+15 ↑
	My agency recognises and supports the notion that failure is a part of innovation	43	44	13	43%	0	+3	+3	+8 ↑

### 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		77	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	76	20	76%	+17 ↑	+12 ↑	+10 ↑	+13 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	83	15	83%	+20 ↑	+21 ↑	+18 ↑	+20 ↑
	My agency does a good job of promoting health and wellbeing	77	19	77%	+10 ↑	+14 ↑	+11 ↑	+16 ↑
	I think my agency cares about my health and wellbeing	75	20	75%	+11 ↑	+14 ↑	+8 ↑	+10 ↑
	I believe my immediate supervisor cares about my health and wellbeing	85	9	85%	+3	0	-2	-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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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## How often do you find your work stressful?

Always		2%	-2	-3	-3	-3
Often		21%	-1	-5 ↓	-4	-4
Sometimes		48%	-5 ↓	-1	-2	0
Rarely		27%	+10 ↑	+9 ↑	+9 ↑	+7 ↑
Never		2%	-1	0	0	0

## To what extent is your work emotionally demanding?

To a very large extent		10%	+3	+2	+3	+3
To a large extent		16%	+3	-5 ↓	-3	-3
Somewhat		37%	-10 ↓	-1	-1	-2
To a small extent		24%	-2	0	-2	-1
To a very small extent		13%	+5 ↑	+4	+3	+3

### 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>I feel burned out by my work</b>						
Strongly agree		5%	-3	-4	-4	-4
Agree		21%	-6 ↓	-3	-2	-3
Neither agree nor disagree		33%	+4	+1	+3	+3
Disagree		30%	0	+1	-1	0
Strongly disagree		12%	+5 ↑	+5 ↑	+4	+4
<b>In general, would you say that your health is:</b>						
Excellent		9%	-1	-1	-1	-2
Very good		40%	+9 ↑	+7 ↑	+4	+6 ↑
Good		36%	-2	-3	-1	-2
Fair		12%	-8 ↓	-3	-2	-2
Poor		3%	+1	0	0	0

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR










AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR












# PERFORMANCE

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

Excellent		28%	+2	+1	-2	+1
Very good		55%	+5 	0	+1	+1
Average		13%	-5 	-2	+1	-2
Below average		2%	-1	0	-1	-1
Well below average		2%	0	+1	+1	+1

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

Excellent		17%	+7 	+1	0	+3
Very good		60%	+1	+6 	+3	+10 
Average		19%	-5 	-5 	-2	-8 
Below average		2%	-2	-2	-1	-4
Well below average		2%	0	0	0	-1

## 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>79%</b>	+3	+1	-1	-1
My workgroup has the tools and resources we need to perform well		<b>58%</b>	-7↓	0	+3	+7↑
The people in my workgroup use time and resources efficiently		<b>73%</b>	-4	-3	-5↓	-3
My workgroup can readily adapt to new priorities and tasks		<b>83%</b>	+4	-1	-2	+1
The people in my workgroup cooperate to get the job done		<b>89%</b>	+1	+1	-1	+1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# RETENTION



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

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM 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		<b>6%</b>	-2	-4	-3	-4
I want to leave my position within the next 12 months		<b>18%</b>	-4	-6 ⬇️	-5 ⬇️	-4
I want to stay working in my position for the next one to two years		<b>42%</b>	+3	+5 ⬆️	0	+4
I want to stay working in my position for at least the next three years		<b>34%</b>	+4	+6 ⬆️	+9 ⬆️	+5 ⬆️
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		<b>4%</b>	-17 ⬇️	-1	0	-1
I am pursuing another position within my agency		<b>21%</b>	+10 ⬆️	-20 ⬇️	-11 ⬇️	+4
I am pursuing a position in another agency		<b>54%</b>	+15 ⬆️	+26 ⬆️	+20 ⬆️	+9 ⬆️
I am pursuing work outside the APS		<b>11%</b>	-1	-1	-4	-5 ⬇️
It is the end of my non-ongoing, casual or contracted employment		<b>0%</b>	0	-3	-4	-5 ⬇️
Other		<b>11%</b>	-7 ⬇️	-2	-1	-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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I am looking to further my skills in another area	<b>17%</b>	-	-	-	-
My immediate supervisor's leadership is of a poor quality	<b>13%</b>	-	-	-	-
My expectations for work in my current position have not been met	<b>8%</b>	-	-	-	-
I want to try a different type of work or I'm seeking a career change	<b>8%</b>	-	-	-	-
I am not satisfied with the work	<b>8%</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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL 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		8%	+1	-2	+1	-2
No		92%	-1	+2	-1	+2
Did this discrimination occur in your current agency?						
Yes		80%	+80	-12	-10	-11
No		20%	+20	+12	+10	+11

## 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 REGULATORY AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Yes		11%	+1	0	+1	-1
No		86%	+2	+2	0	+3
Not sure		3%	-3	-2	-1	-2

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		54%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		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		77%	+7	+42	+44	+42
It was reported by someone else		0%	0	-8	-8	-5
I did not report the behaviour		23%	-7	-34	-35	-37

### 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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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		2%	-4	-1	-1	-4
No		89%	-1	-1	-3	+3
Not sure		7%	+4	+3	+4	+2
Would prefer not to answer		2%	+1	0	+1	-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	50%
Woman or female	43%
Non-binary	0%
I use a different term	0%
Prefer not to say	7%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	4%
No	96%

Do you have an ongoing disability?	Responses
Yes	7%
No	93%

Do you have carer responsibilities?	Responses
Yes	39%
No	61%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	8%
No	92%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	80%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	0%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	5%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	3%
South-East Asian	8%
North-East Asian	1%
Southern and Central Asian	4%
North American	0%
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	3%
No	83%
Not sure	13%

# AGENCY POSITION



## AGENCY POSITION

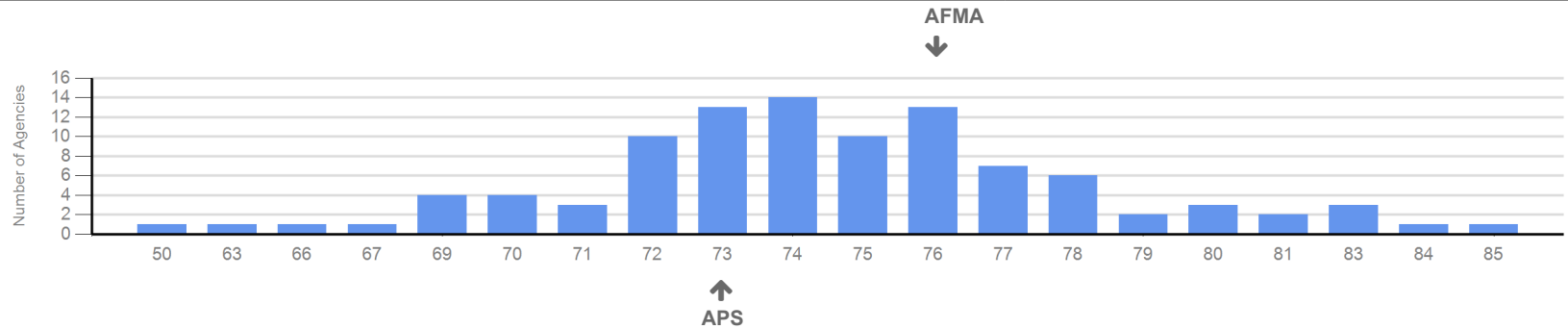
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

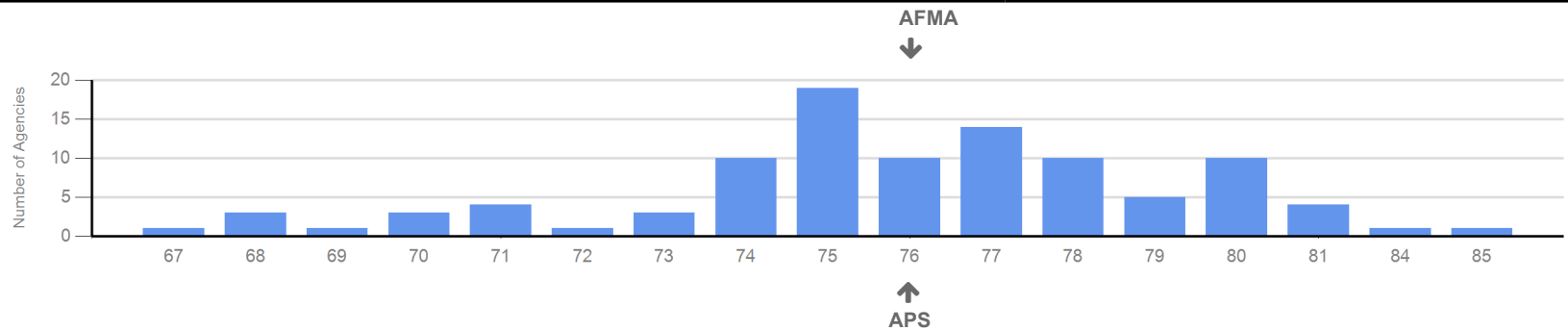
### Employee Engagement Index

Ranking : 35th of 100



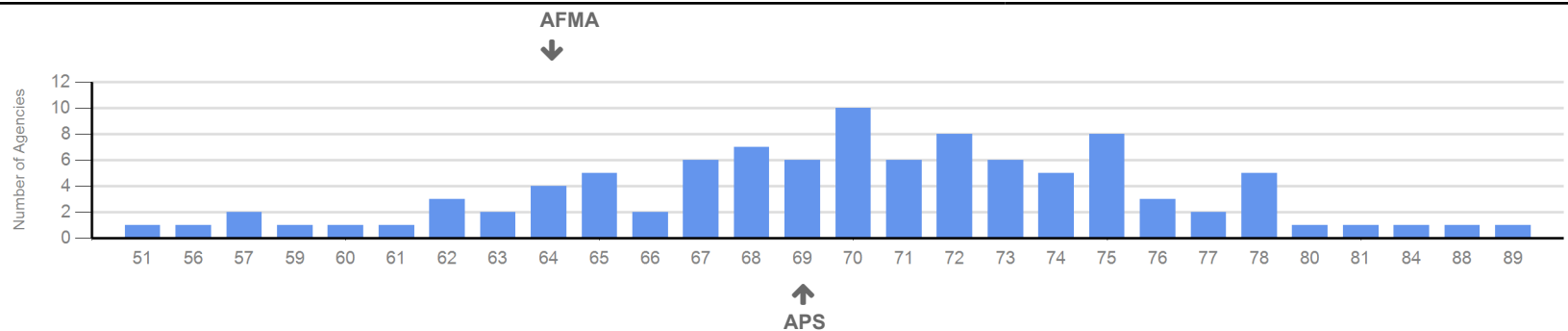
### Leadership – Immediate Supervisor Index

Ranking : 51st of 100



### Leadership – SES Manager Index

Ranking : 88th of 100



# AGENCY POSITION



## AGENCY POSITION

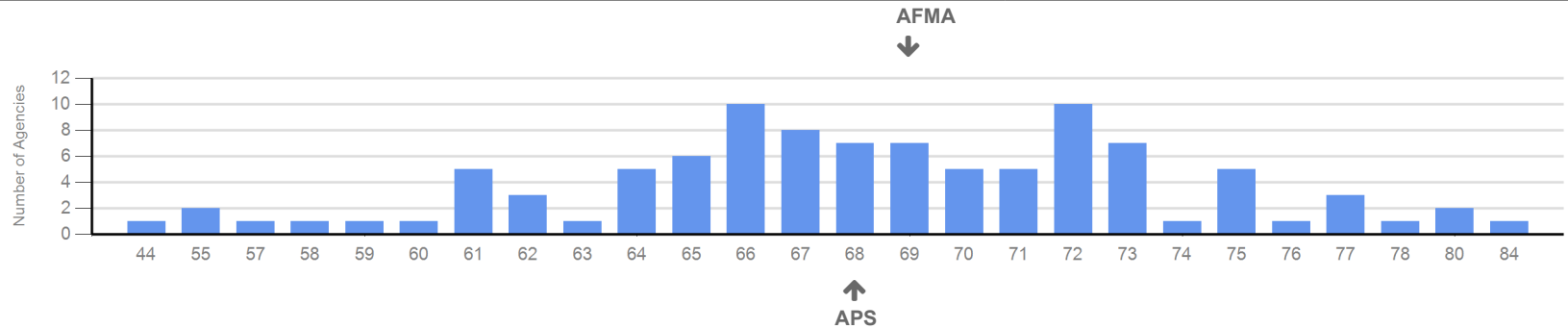
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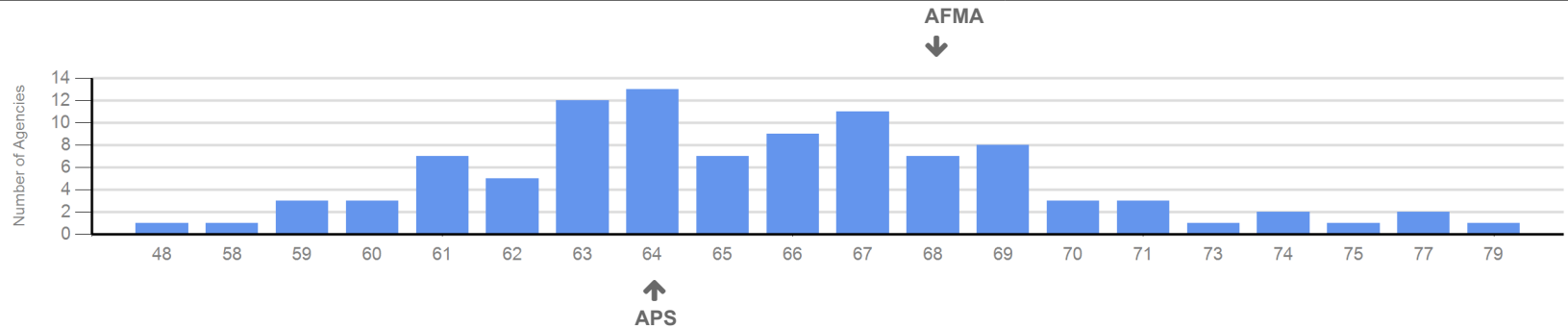
### Communication Index

Ranking : 47th of 100



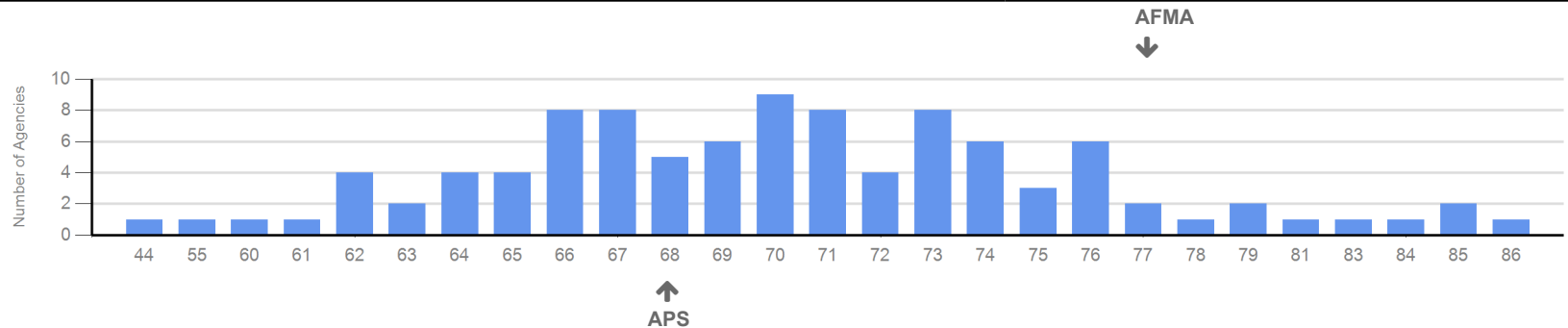
### Enabling Innovation Index

Ranking : 26th of 100



### Wellbeing Policies and Support Index

Ranking : 11th 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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>.1</b>	My agency supports and actively promotes an inclusive workplace culture			<b>82%</b>	+11	+2	+2	+6
<b>.2</b>	Internal communication within my agency is effective			<b>63%</b>	+11	+7	+4	+15
<b>.3</b>	My agency inspires me to come up with new or better ways of doing things			<b>64%</b>	+14	+14	+12	+15
<b>.4</b>	In my agency, the SES clearly articulate the direction and priorities for our agency			<b>66%</b>	+14	+3	+2	+12
<b>.5</b>	My workgroup can readily adapt to new priorities and tasks			<b>83%</b>	+4	-1	-2	+1
<b>.6</b>	In my agency, communication between SES and other employees is effective			<b>60%</b>	+13	+7	+6	+15



# AFMA SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
I feel valued for my contribution at work	74	74%	-
I would describe the culture at AFMA as positive	78	78%	-
I am provided with training opportunities to be successful in my role (i.e., formal training, on-the-job, working with others etc.)	76	76%	-
I am more satisfied with AFMA as a workplace than I was at this time last year	58	58%	+25 ⬆
AFMA's policies are consistently applied	81	81%	+10 ⬆
AFMA is actively looking for ways to improve existing processes and is open to trying new things	65	65%	-
I have contributed to changing processes used by my team to improve our capacity and/or capability over the last 12 months	75	75%	-
I feel empowered to positively contribute to change in AFMA	88	88%	+6 ⬆
I feel confident in discussing my work issues (i.e., content of the work, workload, preferences, approach etc.) with my Immediate Supervisor	85	85%	-
AFMA's Senior Managers collaborate and work well as a team	77	77%	+4

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# AFMA SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	
AFMA's Senior Managers role-model a positive, accountable and inclusive culture	71	24	71%	-
AFMA'S Senior Managers demonstrate APS leadership capabilities (Visionary; Influential; Collaborative; Delivers; Enabling; and Entrepreneurial)	85	13	85%	-
AFMA SES regularly engages with staff about decisions and priorities of the Agency and the Branch	65	24	65%	-

## 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.

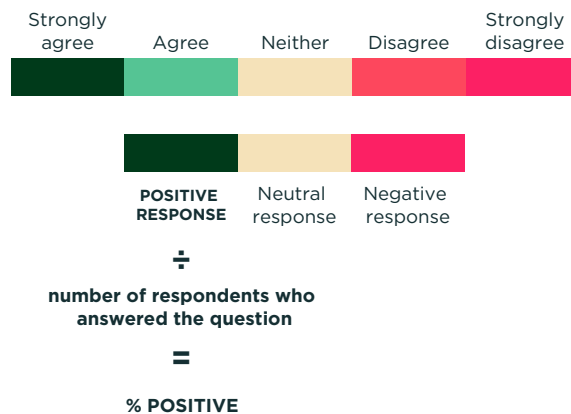
PRIORITISE 3 AREAS TO TAKE FORWARD

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

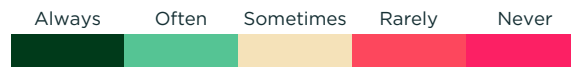
# GUIDE TO THIS REPORT

## % 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	<b>151</b>	<b>166</b>	<b>176</b>	<b>96</b>	<b>24</b>	<b>613</b>
PERCENTAGE	<b>24.63%</b>	<b>27.08%</b>	<b>28.71%</b>	<b>15.66%</b>	<b>3.92%</b>	<b>100%</b>
ROUNDED PERCENTAGE	<b>25%</b>	<b>27%</b>	<b>29%</b>	<b>16%</b>	<b>4%</b>	<b>101%</b>
NUMBER OF POSITIVE	<b>151 + 166 = 317</b>					
% POSITIVE	<b>317 ÷ 613 = 52%</b>					

## 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.