

### Highlights Report AFMA



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**Responses:**  
114 of 161

**Response Rate:**  
71%

# 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		77	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	78	13 9	78%	-3	+3	+1	+2
	I am proud to work in my agency	84	12	84%	0	+6 ↑	+2	+4
	I would recommend my agency as a good place to work	82	12	82%	-3	+11 ↑	+6 ↑	+13 ↑
	I believe strongly in the purpose and objectives of my agency	93		93%	+3	+7 ↑	+2	+4
Stay	I feel a strong personal attachment to my agency	67	24 9	67%	-4	+4	+1	+2
	I feel committed to my agency's goals	89	10	89%	0	+4	0	+3
Strive	I suggest ideas to improve our way of doing things	89	11	89%	-1	+3	0	-1
	I am happy to go the 'extra mile' at work when required	93		93%	-2	+2	+1	+2
	I work beyond what is required in my job to help my agency achieve its objectives	85	14	85%	-1	+4	+4	+4
	My agency really inspires me to do my best work every day	68	23 10	68%	+3	+7 ↑	+3	+8 ↑

### 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		75	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	77	12 12	77%	-7 ↓	-3	-4	-2
	My supervisor can deliver difficult advice whilst maintaining relationships	81	12 7	81%	-5 ↓	+1	+1	+3
	My supervisor invites a range of views, including those different to their own	77	13 10	77%	-5 ↓	-5 ↓	-6 ↓	-5 ↓
	My supervisor encourages my team to regularly review and improve our work	82	12	82%	+2	0	0	+2
	My supervisor is invested in my development	73	16 11	73%	-5 ↓	-5 ↓	-5 ↓	-4
	My supervisor ensures that my workgroup delivers on what we are responsible for	88	7	88%	+1	0	0	+2
<b>Other similar questions</b>								
	My supervisor provides me with helpful feedback to improve my performance	78	12 10	78%	-2	0	0	+3
	My immediate supervisor encourages me	75	15 9	75%	+1	-2	-4	-1
	My supervisor actively ensures that everyone can be included in workplace activities	78	17	78%	-4	-6 ↓	-6 ↓	-4
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	79	13 8	79%	-	-1	-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>	<h1>68</h1>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
				+4	-2	-3	-2

<b>SES Manager</b>	My SES manager clearly articulates the direction and priorities for our area	66	19	16	66%	+12 ⬆	-4	-4	0
	My SES manager presents convincing arguments and persuades others towards an outcome	61	28	11	61%	+9 ⬆	-2	-4	-3
	My SES manager promotes cooperation within and between agencies	69	26		69%	+14 ⬆	0	-1	-1
	My SES manager encourages innovation and creativity	56	34	9	56%	+3	-10 ⬇	-11 ⬇	-9 ⬇
	My SES manager creates an environment that enables us to deliver our best	62	26	12	62%	+6 ⬆	-3	-4	-2
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	75	19		75%	+14 ⬆	0	-2	0

### Other similar questions

In my agency, the SES work as a team	67	29		67%	+7 ⬆	+11 ⬆	+13 ⬆	+12 ⬆
In my agency, the SES clearly articulate the direction and priorities for our agency	70	21	9	70%	+4	+6 ⬆	+6 ⬆	+10 ⬆
My SES manager routinely promotes the use of data and evidence to deliver outcomes	66	23	10	66%	+14 ⬆	-1	-1	-1

<b>Key</b>	<b>At least 5 percentage points greater than comparator</b>	<b>At least 5 percentage points less than comparator</b>	<b>Positive</b>	<b>Neutral</b>	<b>Negative</b>

# 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.

Your Communication Index score		68	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
					-1	-1	-2	0

Communication	My supervisor communicates effectively		77	14	9	77%	-7↓	-5↓	-5↓	-3
	My SES manager communicates effectively		65	18	18	65%	+4	-5↓	-6↓	-3
	Internal communication within my agency is effective		66	18	15	66%	+3	+9↑	+7↑	+14↑

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup		62	22	16	62%	-15↓	-6↓	-7↓	-6↓
	Staff are consulted about change at work		55	29	15	55%	-2	+5↑	+3	+8↑
	Change is managed well in my agency		47	35	18	47%	-6↓	+3	+3	+8↑

### Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

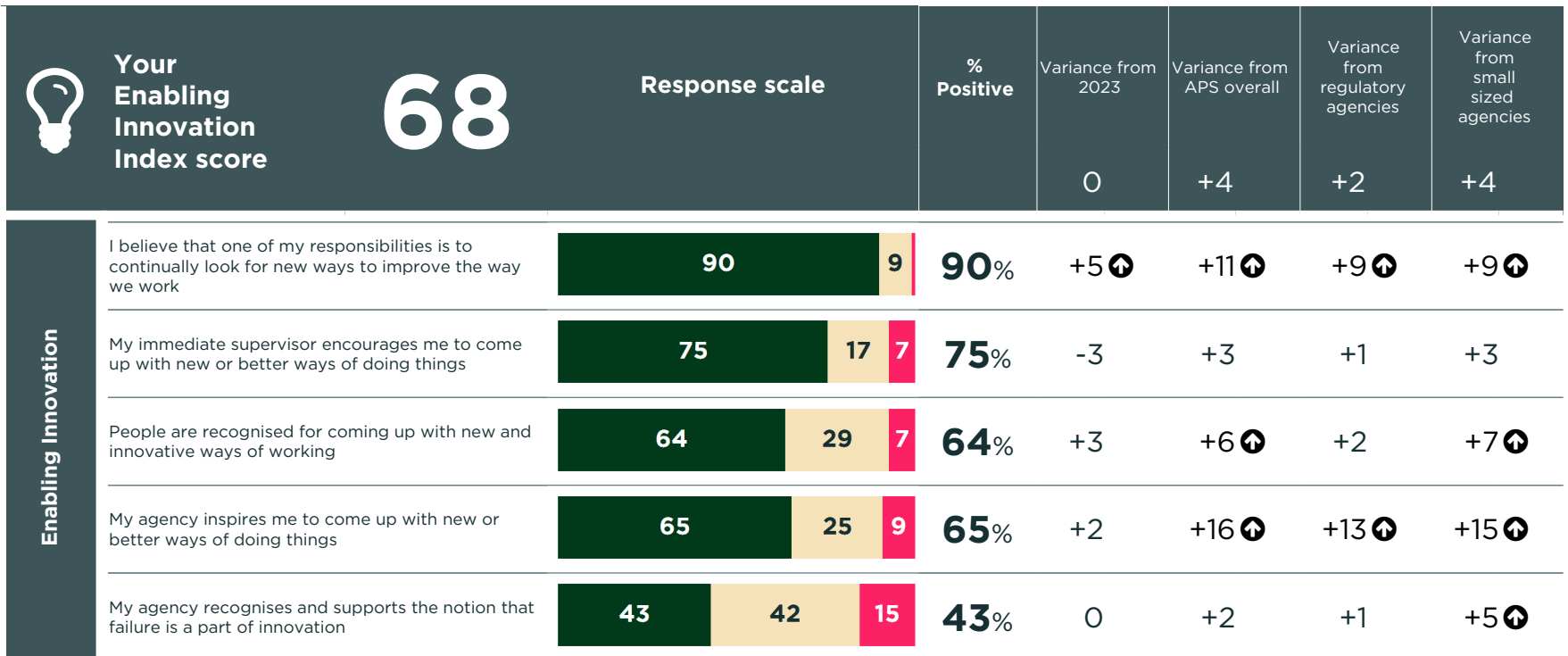


# Enabling Innovation



## 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.



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		76	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
					-1	+6 ↑	+4	+5 ↑

Wellbeing Policies and Support	Question	Score	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	75	19	75%	-1	+8 ↑	+5 ↑	+9 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	84	14	84%	0	+18 ↑	+13 ↑	+17 ↑
	My agency does a good job of promoting health and wellbeing	82	15	82%	+5 ↑	+15 ↑	+12 ↑	+17 ↑
	I think my agency cares about my health and wellbeing	74	19	74%	-2	+9 ↑	+3	+5 ↑
	I believe my immediate supervisor cares about my health and wellbeing	87	9	87%	+2	+1	-1	0

### Other similar questions

Wellbeing	Question	Score	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	79	13	79%	-	+5 ↑	+4	+5 ↑
	The people in my workgroup are able to bring up problems and tough issues	80	10	80%	-	0	-2	-1
	I receive the respect I deserve from my colleagues at work	80	17	80%	-6 ↓	-1	-2	+1
	My agency supports and actively promotes an inclusive workplace culture	79	15	79%	-2	-2	-3	+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 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>15%</b>	+5	+4	+3	+3
Very good		<b>35%</b>	-6	0	-2	-2
Good		<b>35%</b>	0	-2	-1	-1
Fair		<b>12%</b>	0	-2	0	0
Poor		<b>4%</b>	0	+1	+1	+1
<b>What best describes your current workload?</b>						
Well above capacity - too much work		<b>28%</b>	+12	+6	+6	+3
Slightly above capacity - lots of work to do		<b>31%</b>	-12	-9	-11	-8
At capacity - about the right amount of work to do		<b>33%</b>	0	+2	+3	+4
Slightly below capacity - available for more work		<b>6%</b>	+1	+1	+1	+1
Well below capacity - not enough work		<b>2%</b>	0	+1	0	+1

## 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>2%</b>	0	-3	-2	-2
Often		<b>23%</b>	+1	-2	-1	-2
Sometimes		<b>51%</b>	+3	+1	0	+1
Rarely		<b>21%</b>	-6↓	+2	+1	+1
Never		<b>4%</b>	+2	+2	+2	+2
<b>To what extent is your work emotionally demanding?</b>						
To a very large extent		<b>5%</b>	-5↓	-3	-2	-1
To a large extent		<b>15%</b>	0	-5↓	-3	-3
Somewhat		<b>44%</b>	+6↑	+5↑	+5↑	+4
To a small extent		<b>27%</b>	+3	+3	+1	+1
To a very small extent		<b>9%</b>	-4	0	-2	-1
<b>I feel burned out by my work</b>						
Strongly agree		<b>6%</b>	+1	-2	-1	-2
Agree		<b>23%</b>	+2	0	+1	-1
Neither agree nor disagree		<b>34%</b>	+1	+2	+4	+5↑
Disagree		<b>25%</b>	-4	-4	-7↓	-6↓
Strongly disagree		<b>12%</b>	0	+4	+3	+3

## 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	<b>81</b>	<b>81%</b>	+2	-1	-8 ↓	-5 ↓
<b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>						
Part time		<b>6%</b>	+1	-6 ↓	-7 ↓	-7 ↓
Flexible hours of work		<b>21%</b>	0	-6 ↓	-10 ↓	-12 ↓
Compressed work week		<b>2%</b>	0	-3	-5 ↓	-5 ↓
Job sharing		<b>0%</b>	0	0	0	0
Working away from the office/working from home		<b>59%</b>	-2	-2	-18 ↓	-10 ↓
None of the above		<b>28%</b>	+3	+4	+17 ↑	+12 ↑
<b>Working away from the office</b>						
None of the time		<b>41%</b>	-	+2	+18 ↑	+10 ↑
All of the time		<b>3%</b>	-	-3	-8 ↓	-6 ↓
Some of the time as a regular arrangement		<b>46%</b>	-	-1	-15 ↓	-4
Only on an irregular basis		<b>11%</b>	-	+2	+4	0
Did not disclose their arrangement		<b>0%</b>	-	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
















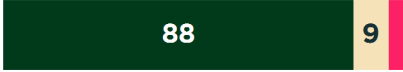


At least 5 percentage points less than comparator

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		<b>74%</b>	-	+8 	+7 	+10 
The people in my workgroup demonstrate stewardship		<b>78%</b>	-	+1	-2	-2
The culture in my agency supports people to act with integrity		<b>83%</b>	-	+6 	+3	+8 
I believe strongly in the purpose and objectives of the APS		<b>82%</b>	+5 	-5 	-6 	-3
I feel a strong personal attachment to the APS		<b>57%</b>	+4	-8 	-7 	-1
My workgroup considers the people and businesses affected by what we do		<b>88%</b>	-	+2	-1	-1

## 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	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">77</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">12</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;">11</div>	<b>77%</b>	+2	+8	+5	+7
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">71</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">21</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;">8</div>	<b>71%</b>	+10	+8	+7	+8
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">80</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">12</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;">8</div>	<b>80%</b>	+3	-2	-7	-6
I am satisfied with the stability and security of my job	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">85</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">9</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;"></div>	<b>85%</b>	+1	0	0	+6

# 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	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">92</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;"></div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;"></div>	<b>92%</b>	0	-1	-2	-1
I am clear what my duties and responsibilities are	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">84</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">11</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;"></div>	<b>84%</b>	+5	+4	+5	+5
I have a choice in deciding how I do my work	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">75</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">18</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;"></div>	<b>75%</b>	+1	+10	+3	+2
Where appropriate, I am able to take part in decisions that affect my job	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">75</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">10</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #e91e63; color: white; font-weight: bold;">15</div>	<b>75%</b>	-1	+4	+1	+3

## 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>25%</b>	-3	-2	-4	-5 ⬇️
Very good		<b>57%</b>	+2	+3	+3	+5 ⬆️
Average		<b>16%</b>	+3	+1	+3	+2
Below average		<b>1%</b>	-1	-1	-1	-1
Well below average		<b>0%</b>	-2	-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>80%</b>	+1	+2	0	-1
My workgroup has the tools and resources we need to perform well		<b>46%</b>	-12 ⬇️	-13 ⬇️	-8 ⬇️	-6 ⬇️
The people in my workgroup use time and resources efficiently		<b>82%</b>	+10 ⬆️	+6 ⬆️	+6 ⬆️	+5 ⬆️
My job gives me opportunities to utilise my skills		<b>87%</b>	0	+7 ⬆️	+5 ⬆️	+4
In the last 12 months, the formal learning I have accessed has improved my performance		<b>54%</b>	-	-4	-5 ⬇️	-2

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Retention



Employees who indicated that they wanted to leave their current position as soon as possible or within the next 12 months were asked what their plans were.

	Response scale	%	Variance from 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		<b>7%</b>	+1	-2	-1	-1
I want to leave my position within the next 12 months		<b>21%</b>	+3	-2	-1	+1
I want to stay working in my position for the next one to two years		<b>43%</b>	+1	+5	+1	+4
I want to stay working in my position for at least the next three years		<b>28%</b>	-6	-2	+1	-4
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		<b>3%</b>	0	-2	0	-2
I am pursuing another position within my agency		<b>26%</b>	+4	-17	-9	+10
I am pursuing a position in another agency		<b>55%</b>	+1	+28	+22	+11
I am pursuing work outside the APS		<b>10%</b>	-1	0	-2	-6
It is the end of my non-ongoing, casual or contracted employment		<b>0%</b>	0	-3	-4	-6
Other		<b>6%</b>	-4	-7	-7	-7

## 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>21%</b>	-	-	-	-
Other	<b>14%</b>	-	-	-	-
I am not satisfied with the work	<b>11%</b>	-	-	-	-
I am looking to further my skills in another area	<b>11%</b>	-	-	-	-
There are a lack of future career opportunities in my agency	<b>7%</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>	-1	-3	0	-2
No		<b>93%</b>	+1	+3	0	+2
<b>Did this discrimination occur in your current agency?</b>						
Yes	The data for this question has been hidden for anonymity reasons.					
No	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

# 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%	-3	-3	-2	-3
No		84%	-2	0	-2	+1
Not sure		8%	+5	+3	+4	+2

## Did you report the harassment or bullying?

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

# 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		2%	0	-1	-1	-2
No		96%	+7	+6	+4	+8
Not sure		1%	-6	-3	-2	-4
Would prefer not to answer		1%	-2	-1	-1	-2

## 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	54%
Woman or female	42%
Non-binary	1%
I use a different term	0%
Prefer not to say	4%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	5%
No	95%

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%

Do you identify as culturally and linguistically diverse?	Responses
Yes	14%
No	86%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	85%
Australian Aboriginal and/or Torres Strait Islander	1%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	4%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	4%
North-East Asian	1%
Southern and Central Asian	2%
North American	1%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	0%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	6%
No	75%
Maybe	11%
I am unsure what neurodivergent means	8%

# Agency position



## Agency position

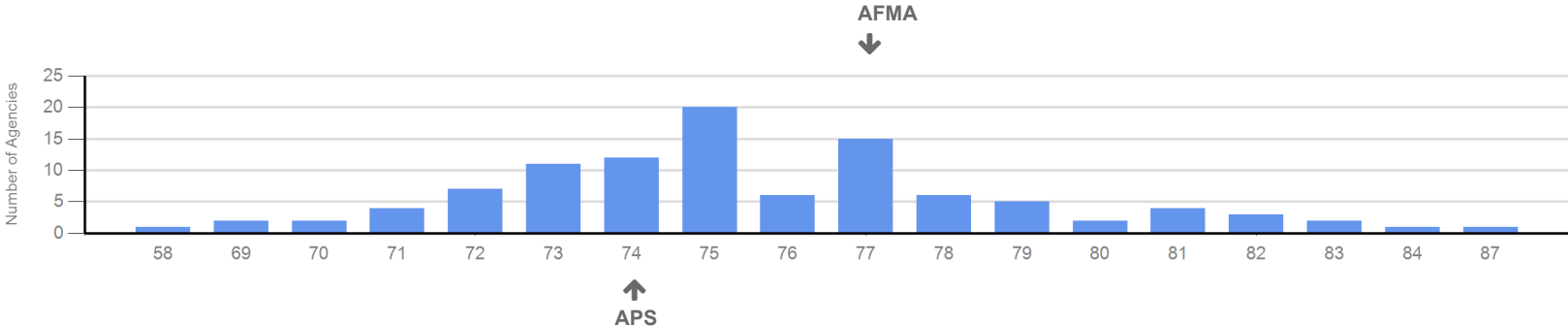
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the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

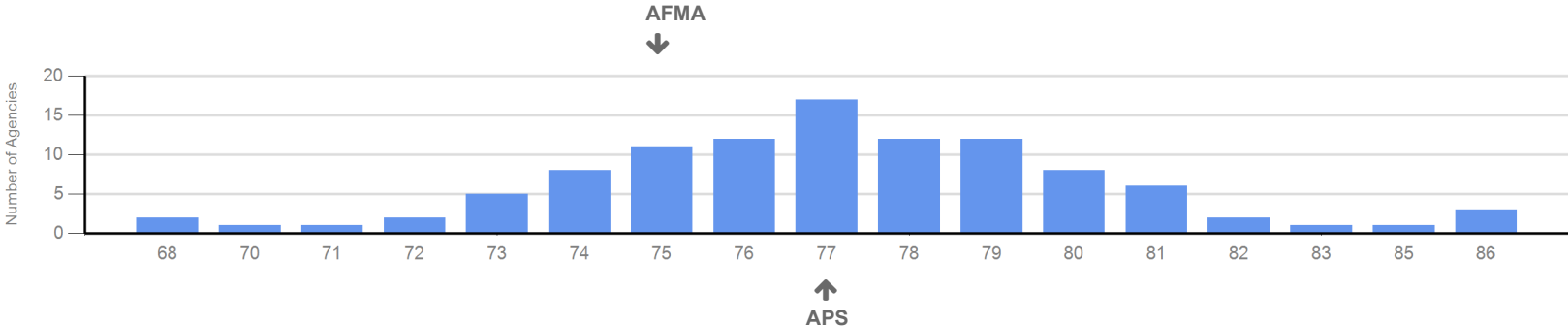
**Employee Engagement Index**

Ranking : 33rd of 104



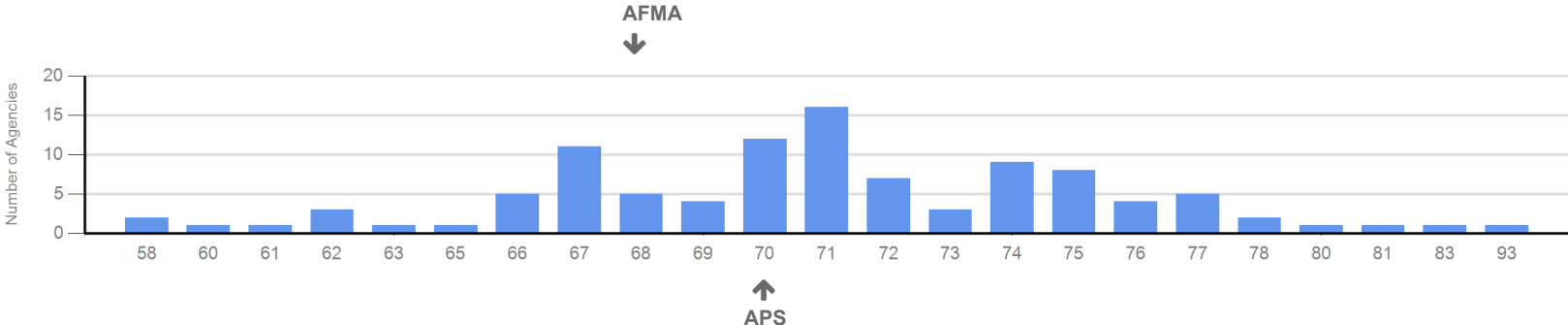
**Leadership – Immediate Supervisor Index**

Ranking : 76th of 104



**Leadership – SES Manager Index**

Ranking : 79th of 104



# Agency position



## Agency position

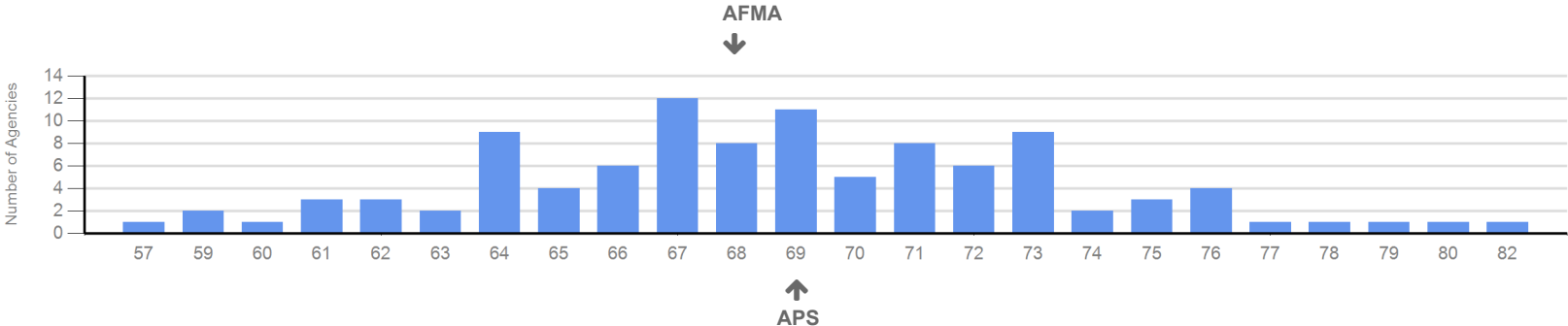
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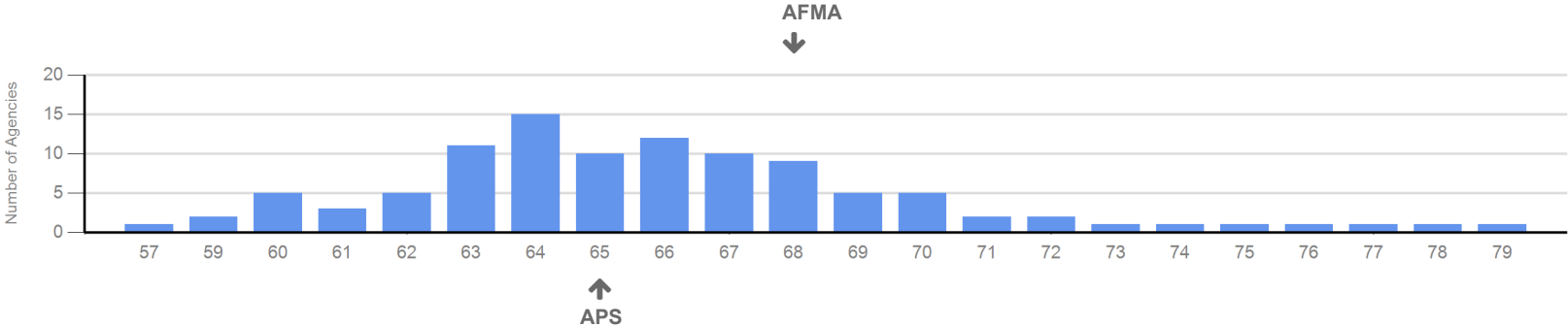
### Communication Index

Ranking : 60th of 104



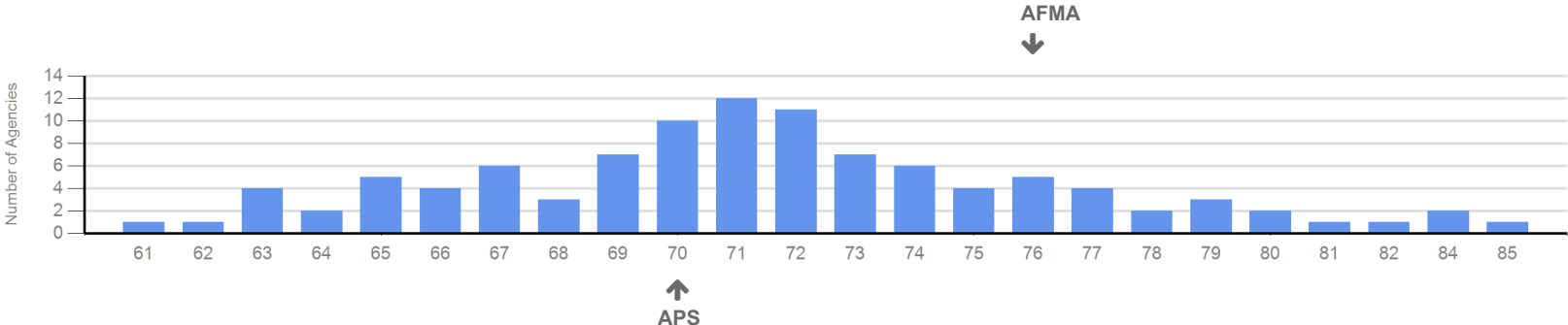
### Enabling Innovation Index

Ranking : 24th of 104



### Wellbeing Policies and Support Index

Ranking : 18th 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

		% Positive	Variance from 2023	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
<b>.1</b>	The culture in my agency supports people to act with integrity	<b>83%</b>	-	+6↑	+3	+8↑
<b>.2</b>	I am supported to use my expertise to provide frank and fearless advice	<b>74%</b>	-	+8↑	+7↑	+10↑
<b>.3</b>	In my agency, the SES clearly articulate the direction and priorities for our agency	<b>70%</b>	+4	+6↑	+6↑	+10↑
<b>.4</b>	My agency inspires me to come up with new or better ways of doing things	<b>65%</b>	+2	+16↑	+13↑	+15↑
<b>.5</b>	My agency supports and actively promotes an inclusive workplace culture	<b>79%</b>	-2	-2	-3	+1
<b>.6</b>	I am satisfied with the recognition I receive for doing a good job	<b>77%</b>	+2	+8↑	+5↑	+7↑

# AFMA specific questions

	Response scale	% Positive	Variance from 2023
I feel valued for my contribution at work		77%	+3
I would describe the culture at AFMA as positive		81%	+3
I am provided with training opportunities to be successful in my role (i.e., formal training, on-the-job, working with others etc.)		68%	-8 ↓
I am more satisfied with AFMA as a workplace than I was at this time last year		49%	-9 ↓
AFMA's policies are consistently applied		85%	+5 ↑
I feel empowered to positively contribute to change in AFMA		85%	-2
I feel confident in discussing my work issues (i.e., content of the work, workload, preferences, approach etc.) with my Immediate Supervisor		80%	-5 ↓
AFMA's Senior Managers collaborate and work well as a team		85%	+8 ↑
AFMA's Senior Managers role-model a positive, accountable and inclusive culture		74%	+3
AFMA'S Senior Managers demonstrate APS leadership capabilities (Visionary; Influential; Collaborative; Delivers; Enabling; and Entrepreneurial)		87%	+2

## 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 2023
AFMA SES regularly engages with staff about decisions and priorities of the Agency and the Branch	69	24	7	69%	+4

## 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.

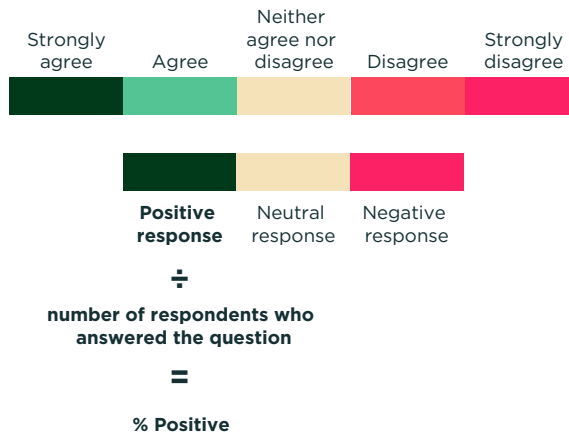
Prioritise 3 areas to take forward

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

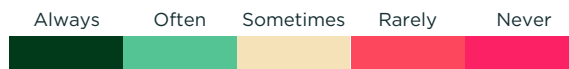
# Guide to this report

## % 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 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.

