

## Highlights Report ATO



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### Responses:

15,615 of 19,972

### Response Rate:

78%

# Exploring your results



Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.



Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.



Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.



Identify areas that need improvement. These will be the lower results, and/or those which are scoring notably below your comparators.



Generally a difference of  $-/+$  5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

# Employee Engagement: Say, Stay, Strive



## How engaged is your team?

Employee engagement is more than simply job satisfaction or commitment to an organisation. It is the extent to which employees are motivated, inspired and enabled to improve an organisation's outcomes.

Your Employee Engagement Index score		75	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
Say	Overall, I am satisfied with my job	78	13 8	78%	+3	+3	+4	+5 ↑
	I am proud to work in my agency	82	15	82%	+2	+4	+6 ↑	+7 ↑
	I would recommend my agency as a good place to work	82	13	82%	+3	+11 ↑	+14 ↑	+15 ↑
	I believe strongly in the purpose and objectives of my agency	87	11	87%	+2	+1	+2	+3
Stay	I feel a strong personal attachment to my agency	67	24 9	67%	+3	+5 ↑	+4	+5 ↑
	I feel committed to my agency's goals	86	12	86%	+3	+1	+1	+2
Strive	I suggest ideas to improve our way of doing things	85	13	85%	0	-2	+1	+1
	I am happy to go the 'extra mile' at work when required	90		90%	+1	-1	+1	+1
	I work beyond what is required in my job to help my agency achieve its objectives	80	16	80%	+1	-1	-1	-1
	My agency really inspires me to do my best work every day	65	26 9	65%	+3	+5 ↑	+6 ↑	+6 ↑

### Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Leadership - Immediate Supervisor



## Immediate Supervisor

The Immediate Supervisor Index assesses how employees view the leadership behaviours of their immediate supervisor in line with the *APS Leadership Capability Framework*.

Your Immediate Supervisor Index score		79	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	83	12	83%	+2	+3	+3	+3
	My supervisor can deliver difficult advice whilst maintaining relationships	82	12	82%	+2	+3	+3	+3
	My supervisor invites a range of views, including those different to their own	85	10	85%	+1	+2	+3	+3
	My supervisor encourages my team to regularly review and improve our work	86	10	86%	+2	+4	+4	+3
	My supervisor is invested in my development	81	13	81%	+2	+3	+4	+4
	My supervisor ensures that my workgroup delivers on what we are responsible for	90	7	90%	+2	+2	+3	+3
<b>Other similar questions</b>								
	My supervisor provides me with helpful feedback to improve my performance	83	11	83%	+2	+5 ⬆️	+4	+4
	My immediate supervisor encourages me	80	14	80%	+2	+3	+3	+4
	My supervisor actively ensures that everyone can be included in workplace activities	87	10	87%	+1	+2	+2	+2
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	84	11	84%	-	+3	+3	+4
<b>Key</b>	At least 5 percentage points greater than comparator		At least 5 percentage points less than comparator		Positive Neutral Negative 			

# Leadership - SES Manager



## SES Manager

The SES Manager Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*.

	<b>Your SES Manager Leadership Index score</b>	<b>70</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
					0	0	+2	+2

<b>SES Manager</b>	My SES manager clearly articulates the direction and priorities for our area	71	21	8	71%	0	+2	+4	+4
	My SES manager presents convincing arguments and persuades others towards an outcome	63	30	7	63%	+1	0	+4	+4
	My SES manager promotes cooperation within and between agencies	64	31		64%	+1	-4	0	0
	My SES manager encourages innovation and creativity	67	26		67%	0	+1	+3	+3
	My SES manager creates an environment that enables us to deliver our best	65	25	9	65%	0	0	+3	+3
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	74	22		74%	0	-1	+3	+3

### Other similar questions

	In my agency, the SES work as a team	56	31	13	56%	+2	0	+1	+1
	In my agency, the SES clearly articulate the direction and priorities for our agency	67	24	9	67%	0	+3	+4	+3
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	67	27		67%	0	0	+3	+3

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

# Communication and change



## Communication

The Communication Index measures communication at the individual, group and agency level.

## Change

Effective communication is an important part of any change process. Note these questions do not contribute to the above index score.

<b>Your Communication Index score</b>	<b>72</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
				+1	+3	+4	+3

Communication	My supervisor communicates effectively	85	9	85%	+1	+4	+4	+4
	My SES manager communicates effectively	71	21	71%	0	+1	+3	+4
	Internal communication within my agency is effective	68	21	68%	+1	+10 ↑	+10 ↑	+9 ↑

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	73	16	11	73%	+1	+5 ↑	+5 ↑	+5 ↑
	Staff are consulted about change at work	55	30	14	55%	+4	+5 ↑	+5 ↑	+5 ↑
	Change is managed well in my agency	54	28	18	54%	+1	+10 ↑	+10 ↑	+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.

Your Enabling Innovation Index score		67	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies	
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	80	15	80%	-1	+1	+4	+4	
	My immediate supervisor encourages me to come up with new or better ways of doing things	74	19	74%	+1	+2	+3	+3	
	People are recognised for coming up with new and innovative ways of working	64	26	10	64%	0	+6 ↑	+7 ↑	+7 ↑
	My agency inspires me to come up with new or better ways of doing things	56	32	12	56%	+1	+6 ↑	+6 ↑	+6 ↑
	My agency recognises and supports the notion that failure is a part of innovation	45	39	17	45%	+2	+4	+2	+3

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		73	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
					+3	+3	+4	+4

Wellbeing Policies and Support	Question	Score	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	76	17	76%	+6 ↑	+8 ↑	+9 ↑	+9 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	74	18	74%	+6 ↑	+8 ↑	+8 ↑	+9 ↑
	My agency does a good job of promoting health and wellbeing	75	18	75%	+5 ↑	+9 ↑	+9 ↑	+9 ↑
	I think my agency cares about my health and wellbeing	71	20	71%	+5 ↑	+7 ↑	+8 ↑	+9 ↑
	I believe my immediate supervisor cares about my health and wellbeing	88	8	88%	+2	+2	+3	+3

### Other similar questions

Wellbeing	Question	Score	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	76	13	76%	-	+1	+2	+2
	The people in my workgroup are able to bring up problems and tough issues	82	12	82%	-	+2	+3	+3
	I receive the respect I deserve from my colleagues at work	82	14	82%	+1	+1	+1	+2
	My agency supports and actively promotes an inclusive workplace culture	86	10	86%	+1	+5 ↑	+5 ↑	+6 ↑

### Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative





# Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
<b>In general, would you say that your health is:</b>						
Excellent		<b>9%</b>	+1	-2	-1	-1
Very good		<b>33%</b>	+1	-1	0	0
Good		<b>39%</b>	0	+2	+1	+1
Fair		<b>15%</b>	-1	+1	+1	0
Poor		<b>3%</b>	0	0	0	0
<b>What best describes your current workload?</b>						
Well above capacity - too much work		<b>18%</b>	-4	-5	-4	-4
Slightly above capacity - lots of work to do		<b>39%</b>	-1	-1	-1	0
At capacity - about the right amount of work to do		<b>37%</b>	+3	+6	+4	+4
Slightly below capacity - available for more work		<b>6%</b>	+1	0	+1	+1
Well below capacity - not enough work		<b>1%</b>	0	0	0	0

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
<b>How often do you find your work stressful?</b>						
Always		<b>4%</b>	-1	-1	-1	-1
Often		<b>22%</b>	-3	-3	-3	-3
Sometimes		<b>52%</b>	+1	+3	+3	+3
Rarely		<b>20%</b>	+2	+1	+1	+1
Never		<b>2%</b>	0	0	0	0
<b>To what extent is your work emotionally demanding?</b>						
To a very large extent		<b>5%</b>	-1	-3	-4	-3
To a large extent		<b>17%</b>	-1	-3	-5	-4
Somewhat		<b>40%</b>	-1	+2	+2	+1
To a small extent		<b>27%</b>	+1	+3	+4	+4
To a very small extent		<b>11%</b>	+1	+1	+2	+2
<b>I feel burned out by my work</b>						
Strongly agree		<b>6%</b>	-1	-2	-2	-2
Agree		<b>21%</b>	-2	-2	-2	-2
Neither agree nor disagree		<b>35%</b>	0	+3	+2	+2
Disagree		<b>31%</b>	+2	+1	+2	+2
Strongly disagree		<b>7%</b>	+2	0	0	0

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Flexible work



	Response scale	%	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	<div style="width: 86%; background-color: #004a33; color: white; text-align: center;">86</div> <div style="width: 8%; background-color: #f1c232; color: white; text-align: center;">8</div> <div style="width: 6%; background-color: #e91e63; color: white; text-align: center;">8</div>	86%	+4	+3	+6	+8
<b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>						
Part time	<div style="width: 10%; background-color: #004a33;"></div>	10%	-1	-2	-2	-2
Flexible hours of work	<div style="width: 33%; background-color: #004a33;"></div>	33%	-4	+6	+6	+7
Compressed work week	<div style="width: 4%; background-color: #004a33;"></div>	4%	+1	0	0	+1
Job sharing	<div style="width: 0%; background-color: #004a33;"></div>	0%	0	0	0	0
Working away from the office/working from home	<div style="width: 81%; background-color: #004a33;"></div>	81%	+4	+20	+25	+29
None of the above	<div style="width: 8%; background-color: #004a33;"></div>	8%	-2	-16	-19	-22
<b>Working away from the office</b>						
None of the time	<div style="width: 19%; background-color: #004a33;"></div>	19%	-	-20	-25	-29
All of the time	<div style="width: 3%; background-color: #004a33;"></div>	3%	-	-2	-1	+1
Some of the time as a regular arrangement	<div style="width: 71%; background-color: #004a33;"></div>	71%	-	+24	+27	+29
Only on an irregular basis	<div style="width: 7%; background-color: #004a33;"></div>	7%	-	-1	-1	-1
Did not disclose their arrangement	<div style="width: 0%; background-color: #004a33;"></div>	0%	-	0	0	0

The working away from the office responses present how often employees worked away from the office/worked from home during a usual working week. It includes the responses for all employees, not just those who indicated they accessed working from home as a flexible working arrangement.

## Key

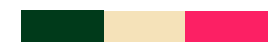


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Working in the APS

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
I am supported to use my expertise to provide frank and fearless advice	69	21	10	69%	-	+4	+4	+4
The people in my workgroup demonstrate stewardship	79	17	4	79%	-	+2	+4	+4
The culture in my agency supports people to act with integrity	84	11	5	84%	-	+7↑	+9↑	+9↑
I believe strongly in the purpose and objectives of the APS	88	10	2	88%	+2	+2	+2	+2
I feel a strong personal attachment to the APS	70	24	6	70%	+3	+5↑	+4	+3
My workgroup considers the people and businesses affected by what we do	87	9	4	87%	-	+2	+3	+4

## 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 larger operational agencies	Variance from extra large sized agencies
I am satisfied with the recognition I receive for doing a good job	71	18	11	71%	+3	+2	+5 ↑	+6 ↑
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	63	18	19	63%	+14 ↑	0	+5 ↑	+6 ↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	87	8	5	87%	+12 ↑	+5 ↑	+7 ↑	+8 ↑
I am satisfied with the stability and security of my job	89	7	4	89%	+1	+4	+4	+2

# Clarity and autonomy

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	94	4	2	94%	0	+1	+1	+1
I am clear what my duties and responsibilities are	83	14	3	83%	+1	+3	+2	+2
I have a choice in deciding how I do my work	68	22	10	68%	+3	+2	+7 ↑	+9 ↑
Where appropriate, I am able to take part in decisions that affect my job	73	16	11	73%	+3	+2	+4	+5 ↑

## 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 larger operational agencies	Variance from extra large sized agencies
<b>In the last month, please rate your workgroup's overall performance</b>						
Excellent		<b>27%</b>	0	-1	+1	+1
Very good		<b>56%</b>	-1	+1	+1	+1
Average		<b>15%</b>	0	0	-1	-2
Below average		<b>2%</b>	0	0	0	0
Well below average		<b>1%</b>	0	0	0	0

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>80%</b>	+1	+1	+3	+3
My workgroup has the tools and resources we need to perform well		<b>67%</b>	+3	+8 ⬆️	+7 ⬆️	+6 ⬆️
The people in my workgroup use time and resources efficiently		<b>77%</b>	+1	+1	+2	+2
My job gives me opportunities to utilise my skills		<b>82%</b>	+1	+2	+4	+4
In the last 12 months, the formal learning I have accessed has improved my performance		<b>62%</b>	-	+4	+3	+3

## 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 larger operational agencies	Variance from extra large 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>9%</b>	-1	0	-1	-1
I want to leave my position within the next 12 months		<b>22%</b>	-1	-1	0	0
I want to stay working in my position for the next one to two years		<b>40%</b>	0	+2	+5	+5
I want to stay working in my position for at least the next three years		<b>30%</b>	+2	0	-5	-5
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		<b>7%</b>	0	+2	0	0
I am pursuing another position within my agency		<b>63%</b>	+1	+20	+16	+17
I am pursuing a position in another agency		<b>10%</b>	-1	-16	-13	-14
I am pursuing work outside the APS		<b>7%</b>	-2	-2	-2	-2
It is the end of my non-ongoing, casual or contracted employment		<b>1%</b>	0	-2	-1	0
Other		<b>11%</b>	+1	-2	-1	-1

## 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 larger operational agencies	Variance from extra large sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	26%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	13%	-	-	-	-
I am looking to further my skills in another area	13%	-	-	-	-
I have achieved all I can in my current position	6%	-	-	-	-
Senior leadership is of a poor quality	5%	-	-	-	-

## 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 larger operational agencies	Variance from extra large 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>9%</b>	0	-1	-2	-2
No		<b>91%</b>	0	+1	+2	+2
<b>Did this discrimination occur in your current agency?</b>						
Yes		<b>94%</b>	0	+2	+1	+1
No		<b>6%</b>	0	-2	-1	-1
<b>Basis for the discrimination that you experienced (3 highest responses):</b>						
Age		<b>30%</b>	-	-	-	-
Gender		<b>28%</b>	-	-	-	-
Race		<b>25%</b>	-	-	-	-

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Unacceptable behaviour



Employees who perceived harassment or bullying in the last 12 months were asked what type of harassment or bullying they experienced. Employees could select one or more responses from a list of items.

Only the three options with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall.

Harassment and bullying	Response scale	%	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
<b>During the last 12 months, have you been subjected to harassment or bullying in your current workplace?</b>						
Yes		8%	0	-2	-3	-3
No		87%	0	+2	+3	+3
Not sure		5%	0	0	-1	-1
<b>Types of harassment or bullying experienced (3 highest responses):</b>						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		45%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		40%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		31%	-	-	-	-
<b>Did you report the harassment or bullying?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		32%	+2	-4	-5 ↓	-4
It was reported by someone else		5%	-2	-2	-2	-3
I did not report the behaviour		63%	0	+7 ↑	+7 ↑	+7 ↑

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Unacceptable behaviour



Employees who indicated that they had witnessed potential corrupt behaviour were asked to describe the behaviour. Employees could select one or more responses from a list of items.

Only the three types of corrupt behaviours with the highest proportion of responses are presented here. These may vary between agencies and with results for the APS overall.

Corruption	Response scale	%	Variance from 2023	Variance from APS overall	Variance from larger operational agencies	Variance from extra large 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>3%</b>	0	0	-1	-1
No		<b>92%</b>	0	+1	+2	+2
Not sure		<b>3%</b>	0	-1	-1	-1
Would prefer not to answer		<b>2%</b>	0	0	-1	0

## Types of corrupt behaviours witnessed (3 highest responses):

Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		<b>70%</b>	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		<b>21%</b>	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		<b>14%</b>	-	-	-	-

## Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures		<b>20%</b>	+2	-1	-2	-3
It was reported by someone else		<b>13%</b>	+1	-4	-4	-5 ↓
I did not report the behaviour		<b>67%</b>	-3	+4	+6 ↑	+7 ↑

### 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	43%
Woman or female	53%
Non-binary	0%
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	3%
No	97%

Do you have an ongoing disability?	Responses
Yes	11%
No	89%

Do you have carer responsibilities?	Responses
Yes	45%
No	55%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	7%
No	93%

Do you identify as culturally and linguistically diverse?	Responses
Yes	33%
No	67%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	60%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	11%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	6%
South-East Asian	17%
North-East Asian	4%
Southern and Central Asian	6%
North American	0%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	2%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	7%
No	74%
Maybe	9%
I am unsure what neurodivergent means	10%

# Agency position



## Agency position

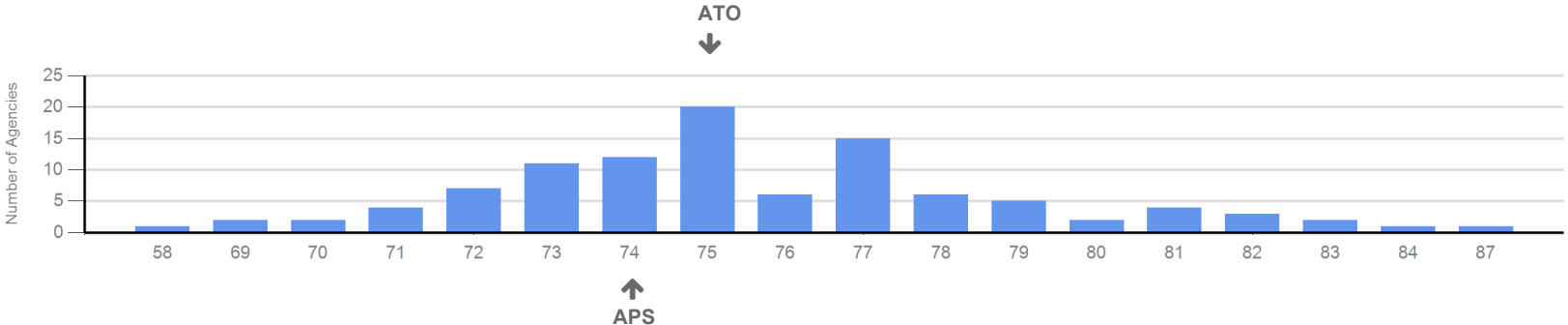
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the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

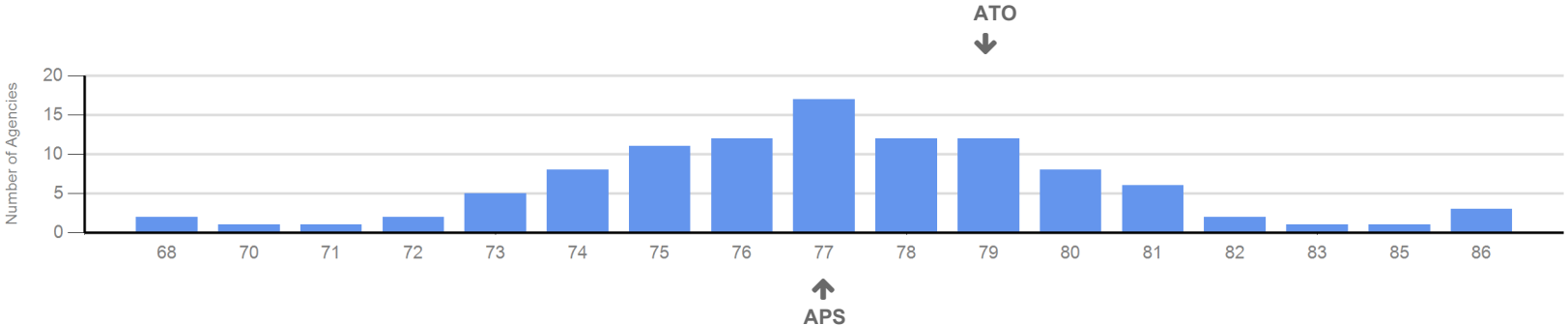
**Employee Engagement Index**

Ranking : 53rd of 104



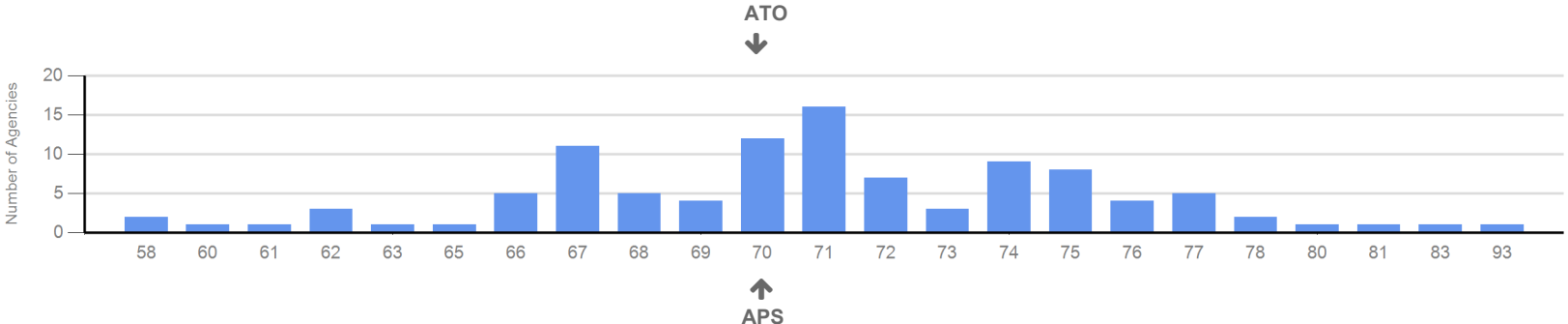
**Leadership – Immediate Supervisor Index**

Ranking : 32nd of 104



**Leadership – SES Manager Index**

Ranking : 68th of 104



# Agency position



## Agency position

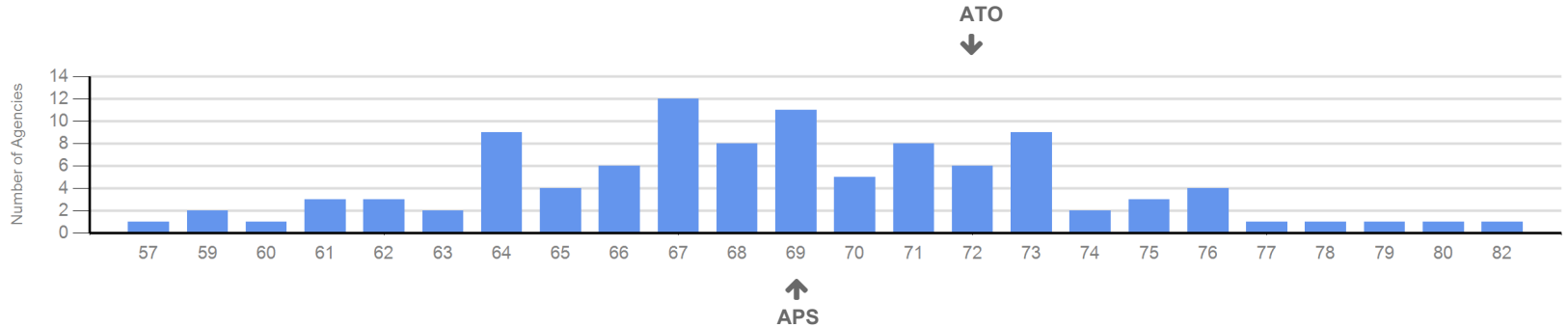
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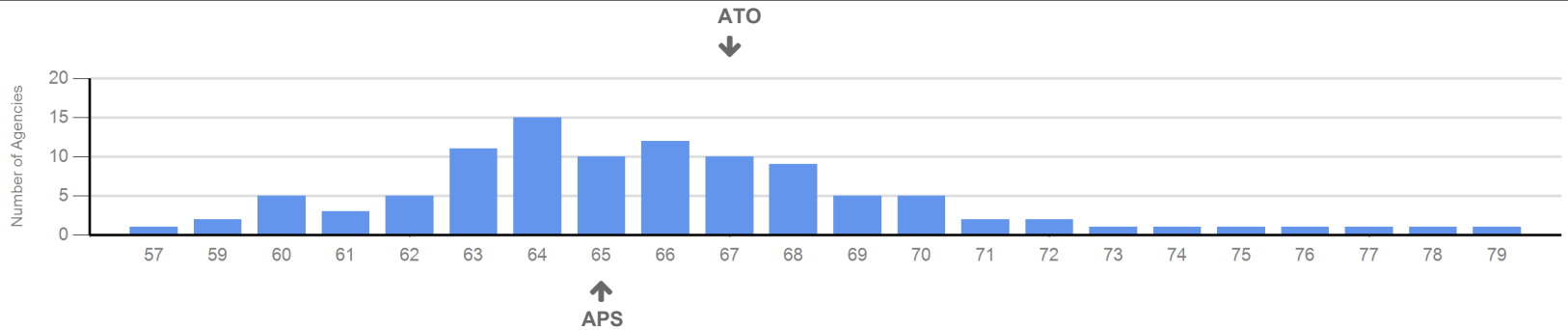
### Communication Index

Ranking : 26th of 104



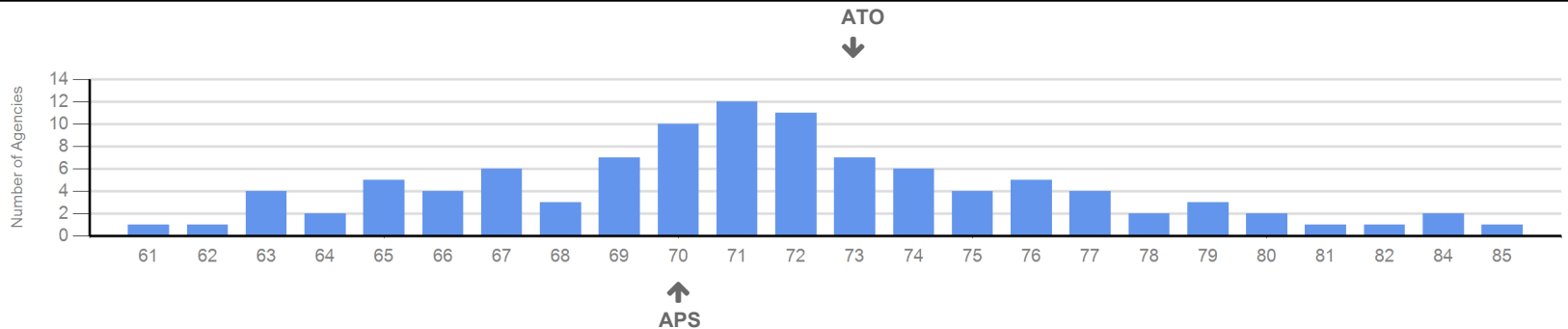
### Enabling Innovation Index

Ranking : 38th of 104



### Wellbeing Policies and Support Index

Ranking : 32nd 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.










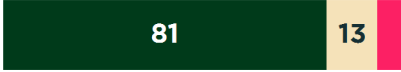

They are not necessarily the questions with the lowest scores.

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 larger operational agencies	Variance from extra large sized agencies
<b>.1</b> I am supported to use my expertise to provide frank and fearless advice			<b>69%</b>	-	+4	+4	+4
<b>.2</b> The culture in my agency supports people to act with integrity			<b>84%</b>	-	+7	+9	+9
<b>.3</b> My agency supports and actively promotes an inclusive workplace culture			<b>86%</b>	+1	+5	+5	+6
<b>.4</b> Internal communication within my agency is effective			<b>68%</b>	+1	+10	+10	+9
<b>.5</b> My agency inspires me to come up with new or better ways of doing things			<b>56%</b>	+1	+6	+6	+6
<b>.6</b> Change is managed well in my agency			<b>54%</b>	+1	+10	+10	+8

# ATO specific questions

	Response scale	% Positive	Variance from 2023
People in my work area are client focused: they put clients, external and internal, at the centre of everything they do	86 	86%	+1
People in my work area are united and connected: they work as one team to deliver the right outcomes for the community	80 	80%	0
People in my work area are empowered and trusted: they are supported to take ownership, exercise judgment, and make reasonable decisions	79 	79%	+2
People in my work area are future oriented: they are flexible and adaptable to meet immediate and future challenges	77 	77%	+1
People in my work area are passionate and committed: they bring professionalism, energy and determination to everything they do	82 	82%	+3
The ATO actively encourages ethical behaviour by all of its employees	93 	93%	+1
I believe there are good career opportunities for me at the ATO	70 	70%	+2
In the ATO, the SES are sufficiently visible (e.g. can be seen in action)	59 	59%	+1
My SES sets a positive example for others to follow (e.g. models APS values and positive workplace behaviours)	66 	66%	-
I feel safe to voice differing views within my team	81 	81%	+5 

## 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.

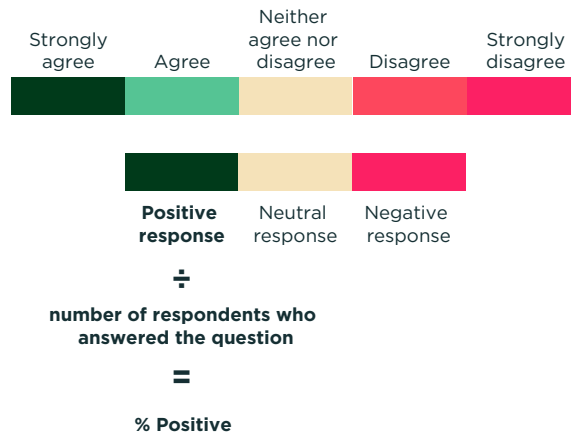
Prioritise 3 areas to take forward

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

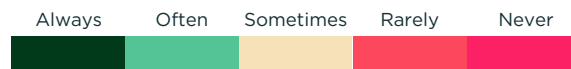
# Guide to this report

## % 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	<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

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.

