



# Highlights Report NEMA



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RESPONSES:  
**291 of 348**

RESPONSE RATE:  
**84%**

# 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		72			RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
SAY	Overall, I am satisfied with my job	68	19	13	68%	-5	-8	-8	
	I am proud to work in my agency	74	19	7	74%	-2	-9	-6	
	I would recommend my agency as a good place to work	54	22	24	54%	-14	-18	-15	
STAY	I believe strongly in the purpose and objectives of my agency	83		13	83%	-1	-5	-5	
	I feel a strong personal attachment to my agency	54	28	18	54%	-6	-11	-9	
STRIVE	I feel committed to my agency's goals	80		17	80%	-3	-6	-6	
	I suggest ideas to improve our way of doing things	92			92%	+5	+2	+3	
	I am happy to go the 'extra mile' at work when required	94			94%	+4	+3	+3	
	I work beyond what is required in my job to help my agency achieve its objectives	83		13	83%	+3	+2	+2	
	My agency really inspires me to do my best work every day	52	30	18	52%	-5	-9	-9	

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# LEADERSHIP - IMMEDIATE SUPERVISOR



## IMMEDIATE SUPERVISOR

THE IMMEDIATE SUPERVISOR SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SUPERVISOR IN LINE WITH THE *APS LEADERSHIP CAPABILITY FRAMEWORK*.

YOUR IMMEDIATE SUPERVISOR INDEX SCORE		74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	73	15 12	73%	-6 ↓	-5 ↓	-6 ↓
	My supervisor can deliver difficult advice whilst maintaining relationships	76	13 11	76%	-2	-2	-3
	My supervisor invites a range of views, including those different to their own	78	13 10	78%	-4	-5 ↓	-5 ↓
	My supervisor encourages my team to regularly review and improve our work	80	13 7	80%	-1	0	-1
	My supervisor is invested in my development	73	16 11	73%	-3	-3	-4
	My supervisor ensures that my workgroup delivers on what we are responsible for	83	12	83%	-4	-4	-4
<b>Other similar questions</b>							
	My supervisor provides me with helpful feedback to improve my performance	72	15 13	72%	-5 ↓	-4	-4
	My immediate supervisor encourages me	76	14 10	76%	0	-1	-2

### KEY

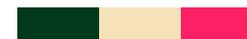


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# LEADERSHIP - SES MANAGER



## SES MANAGER

THE SES MANAGER SCORE ASSESSES HOW EMPLOYEES VIEW THE LEADERSHIP BEHAVIOURS OF THEIR IMMEDIATE SES MANAGER IN LINE WITH THE APS LEADERSHIP CAPABILITY FRAMEWORK.

YOUR SES MANAGER LEADERSHIP INDEX SCORE		68			RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
SES Manager	My SES manager clearly articulates the direction and priorities for our area	64	17	20	64%	-5 ↓	-7 ↓	-5 ↓	
	My SES manager presents convincing arguments and persuades others towards an outcome	63	22	15	63%	+2	-3	0	
	My SES manager promotes cooperation within and between agencies	75	17	8	75%	+8 ↑	+4	+7 ↑	
	My SES manager encourages innovation and creativity	66	23	11	66%	+1	-1	+1	
	My SES manager creates an environment that enables us to deliver our best	64	20	16	64%	+1	-3	-1	
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	72	19	10	72%	-1	-5 ↓	-4	
<b>Other similar questions</b>									
	In my agency, the SES work as a team	38	31	31	38%	-15 ↓	-15 ↓	-15 ↓	
	In my agency, the SES clearly articulate the direction and priorities for our agency	44	24	31	44%	-19 ↓	-18 ↓	-19 ↓	
	In my agency, communication between SES and other employees is effective	37	28	34	37%	-16 ↓	-15 ↓	-15 ↓	
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	67	22	11	67%	+1	-3	-1	
<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 SCORE MEASURES COMMUNICATION AT THE INDIVIDUAL, GROUP AND AGENCY LEVEL.

## CHANGE

EFFECTIVE COMMUNICATION IS AN IMPORTANT PART OF ANY CHANGE PROCESS. NOTE THESE QUESTIONS DO NOT CONTRIBUTE TO THE ABOVE INDEX SCORE.

<b>YOUR COMMUNICATION INDEX SCORE</b>	<b>61</b>	<b>RESPONSE SCALE</b>	<b>% POSITIVE</b>	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
				-7↓	-8↓	-7↓

Communication	My supervisor communicates effectively	73	15	11	73%	-7↓	-8↓	-8↓
	My SES manager communicates effectively	63	17	20	63%	-5↓	-9↓	-6↓
	Internal communication within my agency is effective	36	28	36	36%	-20↓	-21↓	-21↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	49	21	30	49%	-18↓	-21↓	-20↓
	Staff are consulted about change at work	35	34	31	35%	-14↓	-13↓	-14↓
	Change is managed well in my agency	24	29	48	24%	-19↓	-17↓	-19↓

KEY	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive Neutral Negative 
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# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My job gives me opportunities to utilise my skills	78   9   13	78%	0	-3	-4
I have a choice in deciding how I do my work	60   24   15	60%	-4	-15 ↓	-11 ↓
Where appropriate, I am able to take part in decisions that affect my job	67   16   17	67%	-2	-7 ↓	-6 ↓
I am clear what my duties and responsibilities are	61   25   14	61%	-19 ↓	-20 ↓	-19 ↓
I am satisfied with the recognition I receive for doing a good job	63   22   15	63%	-3	-7 ↓	-7 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	66   17   17	66%	+14 ↑	+11 ↑	+10 ↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	67   19   14	67%	-7 ↓	-13 ↓	-10 ↓
I am satisfied with the stability and security of my job	66   11   23	66%	-16 ↓	-13 ↓	-15 ↓
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	73   12   15	73%	-6 ↓	-12 ↓	-10 ↓

## KEY

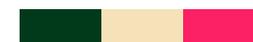


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 59%; background-color: #004d00; color: white; text-align: center;">59</div><div style="width: 27%; background-color: #f0c000; color: black; text-align: center;">27</div><div style="width: 14%; background-color: #d90025; color: white; text-align: center;">14</div></div>	<b>59%</b>	-3	+2	0
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: 88%; background-color: #004d00; color: white; text-align: center;">88</div><div style="width: 9%; background-color: #d90025; color: white; text-align: center;">9</div></div>	<b>88%</b>	-4	-5↓	-5↓
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 86%; background-color: #004d00; color: white; text-align: center;">86</div><div style="width: 11%; background-color: #f0c000; color: black; text-align: center;">11</div></div>	<b>86%</b>	+2	+2	+1

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

Well above capacity - too much work	<div style="width: 28%; background-color: #004d00;"></div>	<b>28%</b>	+5↑	+6↑	+4
Slightly above capacity - lots of work to do	<div style="width: 41%; background-color: #004d00;"></div>	<b>41%</b>	+1	+1	0
At capacity - about the right amount of work to do	<div style="width: 18%; background-color: #004d00;"></div>	<b>18%</b>	-11↓	-11↓	-9↓
Slightly below capacity - available for more work	<div style="width: 9%; background-color: #004d00;"></div>	<b>9%</b>	+3	+2	+3
Well below capacity - not enough work	<div style="width: 3%; background-color: #004d00;"></div>	<b>3%</b>	+2	+2	+2

**KEY**

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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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		<b>64%</b>	-15 ↓	-16 ↓	-14 ↓
My supervisor actively ensures that everyone can be included in workplace activities		<b>80%</b>	-3	-3	-3
I receive the respect I deserve from my colleagues at work		<b>76%</b>	-5 ↓	-6 ↓	-6 ↓

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
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## Do you currently access any of the following flexible working arrangements? [Multiple Response]

Part time		<b>4%</b>	-9 ↓	-10 ↓	-8 ↓
Flexible hours of work		<b>18%</b>	-10 ↓	-17 ↓	-11 ↓
Compressed work week		<b>4%</b>	0	0	0
Job sharing		<b>0%</b>	0	0	0
Working away from the office/working from home		<b>56%</b>	-1	-14 ↓	-9 ↓
None of the above		<b>33%</b>	+7 ↑	+16 ↑	+13 ↑

### KEY

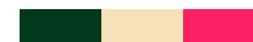


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AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

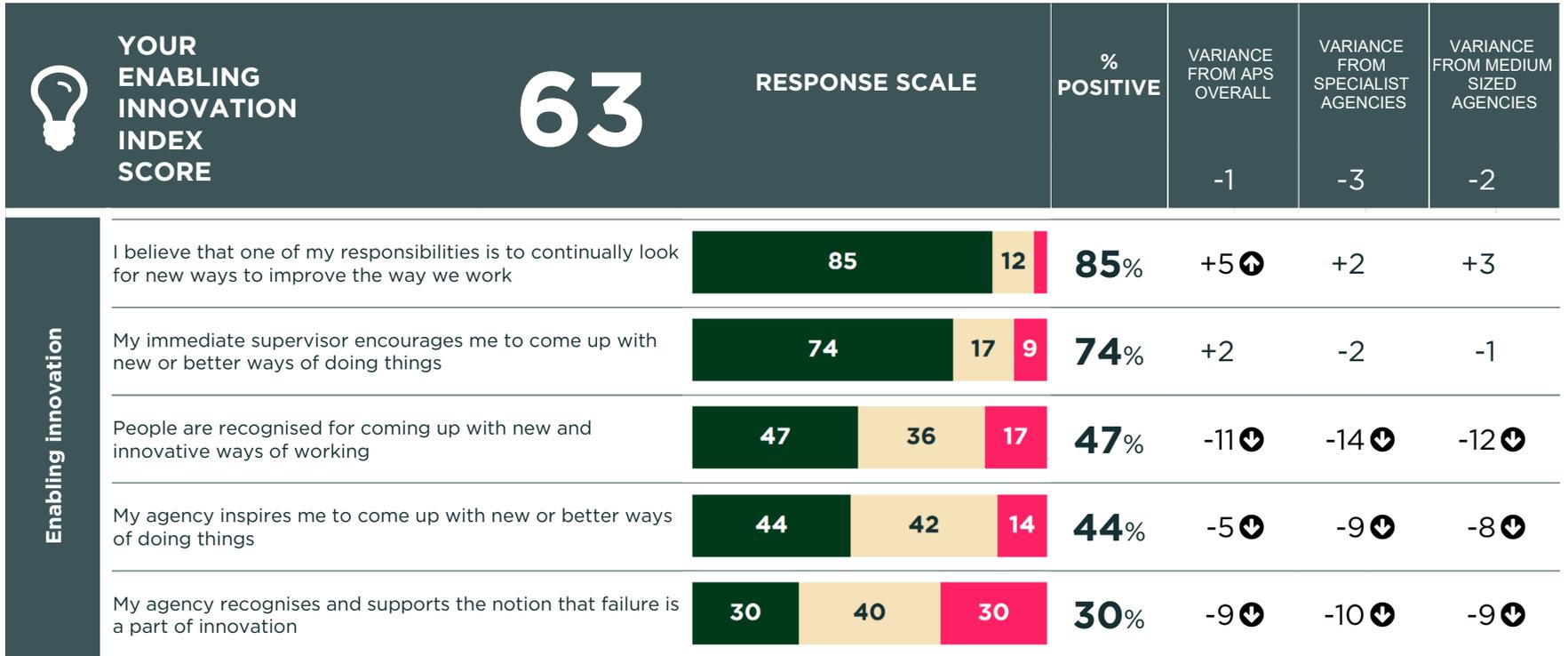


# ENABLING INNOVATION



## ENABLING INNOVATION

THE INNOVATION SCORE ASSESSES BOTH WHETHER EMPLOYEES FEEL WILLING AND ABLE TO BE INNOVATIVE, AND WHETHER THEIR AGENCY HAS A CULTURE WHICH ENABLES THEM TO BE SO.



### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

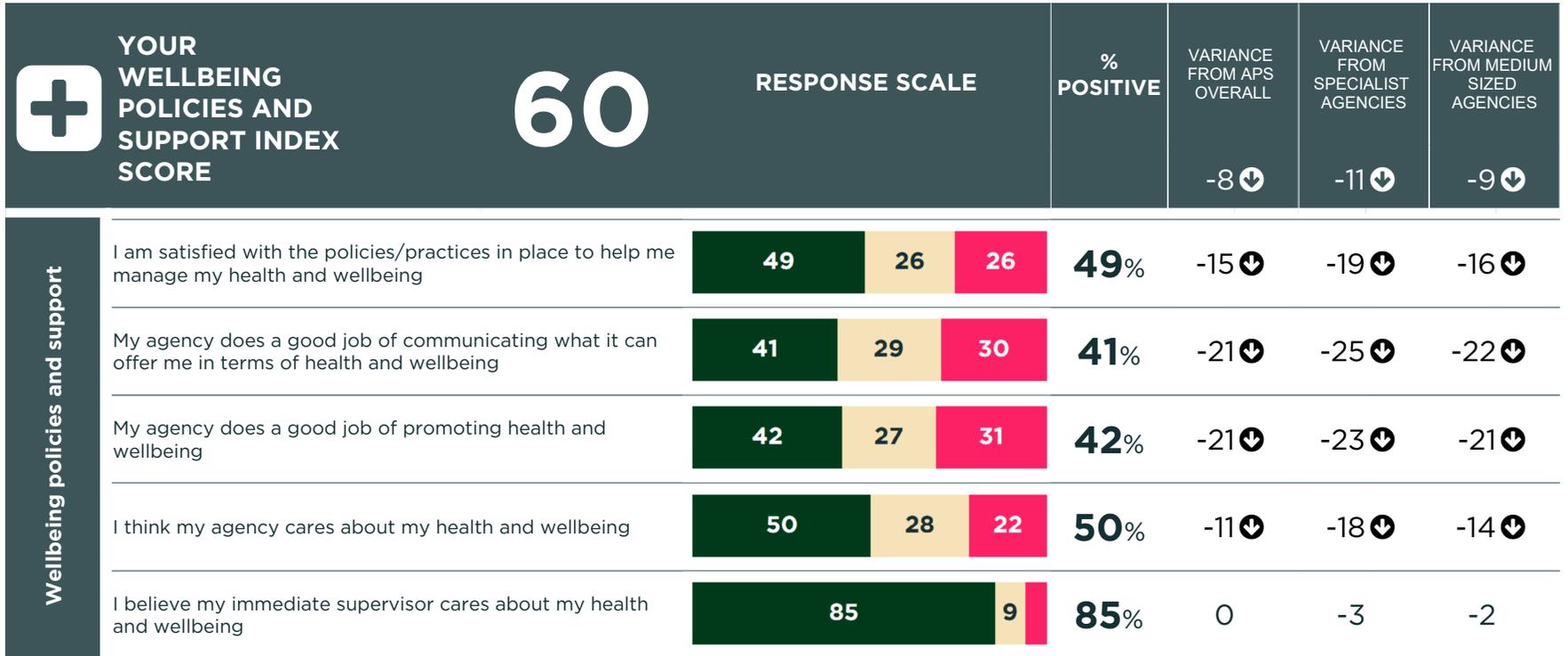


# WELLBEING POLICIES AND SUPPORT



## WELLBEING

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



### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING

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

Always		<b>7%</b>	+2	+3	+2
Often		<b>29%</b>	+3	+6 	+5 
Sometimes		<b>49%</b>	0	-1	0
Rarely		<b>14%</b>	-4	-7 	-5 
Never		<b>1%</b>	-1	-1	-1

## To what extent is your work emotionally demanding?

To a very large extent		<b>10%</b>	+2	+3	+3
To a large extent		<b>26%</b>	+5 	+9 	+6 
Somewhat		<b>38%</b>	-1	-1	0
To a small extent		<b>22%</b>	-2	-5 	-3
To a very small extent		<b>5%</b>	-4	-7 	-5 

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>I feel burned out by my work</b>					
Strongly agree		<b>12%</b>	+4	+5	+4
Agree		<b>26%</b>	+2	+5	+4
Neither agree nor disagree		<b>28%</b>	-3	-2	-2
Disagree		<b>28%</b>	-1	-4	-3
Strongly disagree		<b>5%</b>	-2	-3	-3

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

Excellent		<b>12%</b>	+2	0	+1
Very good		<b>31%</b>	-2	-4	-3
Good		<b>37%</b>	-1	+1	-1
Fair		<b>14%</b>	-1	+2	+1
Poor		<b>5%</b>	+2	+2	+2

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

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

Excellent		<b>26%</b>	-2	-5 ⬇️	-4
Very good		<b>49%</b>	-5 ⬇️	-5 ⬇️	-6 ⬇️
Average		<b>21%</b>	+6 ⬆️	+7 ⬆️	+7 ⬆️
Below average		<b>4%</b>	+2	+2	+2
Well below average		<b>1%</b>	0	0	0

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

Excellent		<b>13%</b>	-3	-5 ⬇️	-4
Very good		<b>48%</b>	-6 ⬇️	-7 ⬇️	-8 ⬇️
Average		<b>27%</b>	+3	+6 ⬆️	+5 ⬆️
Below average		<b>8%</b>	+4	+4	+4
Well below average		<b>4%</b>	+2	+3	+3

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	72   18   10	72%	-6 ↓	-9 ↓	-9 ↓
My workgroup has the tools and resources we need to perform well	49   20   30	49%	-9 ↓	-9 ↓	-9 ↓
The people in my workgroup use time and resources efficiently	72   16   12	72%	-4	-7 ↓	-6 ↓
My workgroup can readily adapt to new priorities and tasks	82   11   8	82%	-1	-3	-2
The people in my workgroup cooperate to get the job done	86   9	86%	-2	-4	-3

## KEY

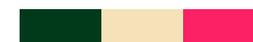


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM 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>12%</b>	+3	+4	+3
I want to leave my position within the next 12 months		<b>26%</b>	+2	+4	+4
I want to stay working in my position for the next one to two years		<b>42%</b>	+4	+1	+1
I want to stay working in my position for at least the next three years		<b>20%</b>	-9↓	-9↓	-8↓
<b>What best describes your plans involved with leaving your current position?</b>					
I am planning to retire		<b>6%</b>	0	+1	+1
I am pursuing another position within my agency		<b>20%</b>	-21↓	-6↓	-6↓
I am pursuing a position in another agency		<b>51%</b>	+24↑	+17↑	+14↑
I am pursuing work outside the APS		<b>8%</b>	-3	-9↓	-6↓
It is the end of my non-ongoing, casual or contracted employment		<b>7%</b>	+4	+2	+2
Other		<b>7%</b>	-5↓	-5↓	-6↓

## 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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b>					
Senior leadership is of a poor quality		<b>16%</b>	-	-	-
I am looking to further my skills in another area		<b>14%</b>	-	-	-
I am expected to do more work than I reasonably can		<b>11%</b>	-	-	-
My expectations for work in my current position have not been met		<b>10%</b>	-	-	-
I wish to pursue a promotion opportunity		<b>9%</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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?</b>					
Yes		<b>14%</b>	+4	+6	+6
No		<b>86%</b>	-4	-6	-6
<b>Did this discrimination occur in your current agency?</b>					
Yes		<b>80%</b>	-12	-10	-8
No		<b>20%</b>	+12	+10	+8
<b>Basis for the discrimination that you experienced (3 highest responses):</b>					
Gender		<b>35%</b>	-	-	-
Age		<b>25%</b>	-	-	-
Caring responsibilities		<b>18%</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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>During the last 12 months, have you been subjected to harassment or bullying in your current workplace?</b>					
Yes		18%	+8 ⬆️	+10 ⬆️	+9 ⬆️
No		76%	-8 ⬆️	-11 ⬆️	-10 ⬆️
Not sure		6%	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)		62%	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		56%	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		32%	-	-	-
<b>Did you report the harassment or bullying?</b>					
I reported the behaviour in accordance with my agency's policies and procedures		45%	+10 ⬆️	+13 ⬆️	+10 ⬆️
It was reported by someone else		6%	-2	-2	-3
I did not report the behaviour		49%	-8 ⬆️	-11 ⬆️	-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 APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM 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		7%	+4	+4	+4
No		84%	-7↓	-8↓	-7↓
Not sure		5%	+1	+1	+1
Would prefer not to answer		5%	+2	+3	+2
<b>Types of corrupt behaviours witnessed (3 highest responses):</b>					
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		80%	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		20%	-	-	-
Fraud, forgery or embezzlement		15%	-	-	-
<b>Did you report the potentially corrupt behaviour?</b>					
I reported the behaviour in accordance with my agency's policies and procedures		20%	0	+5↑	+1
It was reported by someone else		30%	+14↑	+15↑	+13↑
I did not report the behaviour		50%	-14↓	-20↓	-14↓
<b>KEY</b>			↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	

# DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	34%
Woman or female	61%
Non-binary	2%
I use a different term	0%
Prefer not to say	3%

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

Do you have an ongoing disability?	Responses
Yes	8%
No	92%

Do you have carer responsibilities?	Responses
Yes	37%
No	63%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	11%
No	89%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	74%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	3%
Anglo-European	15%
North-West European (excluding Anglo-European)	1%
Southern and Eastern European	5%
South-East Asian	4%
North-East Asian	1%
Southern and Central Asian	3%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	10%
No	84%
Not sure	7%

# AGENCY POSITION



## AGENCY POSITION

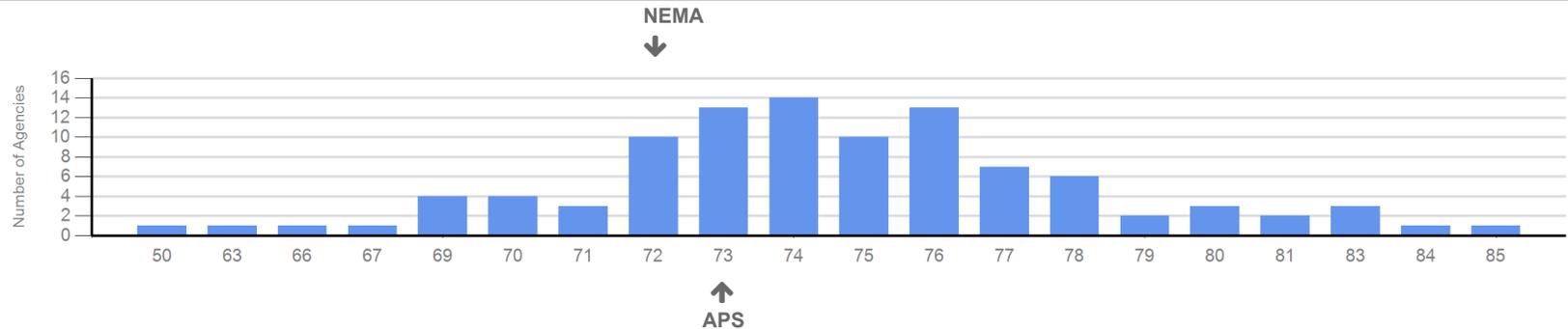
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

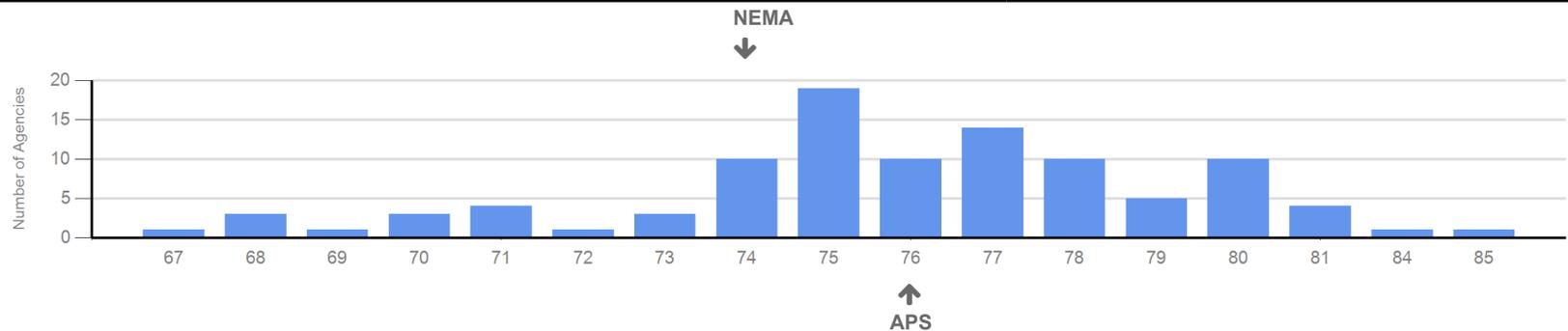
### Employee Engagement Index

Ranking : 84th of 100



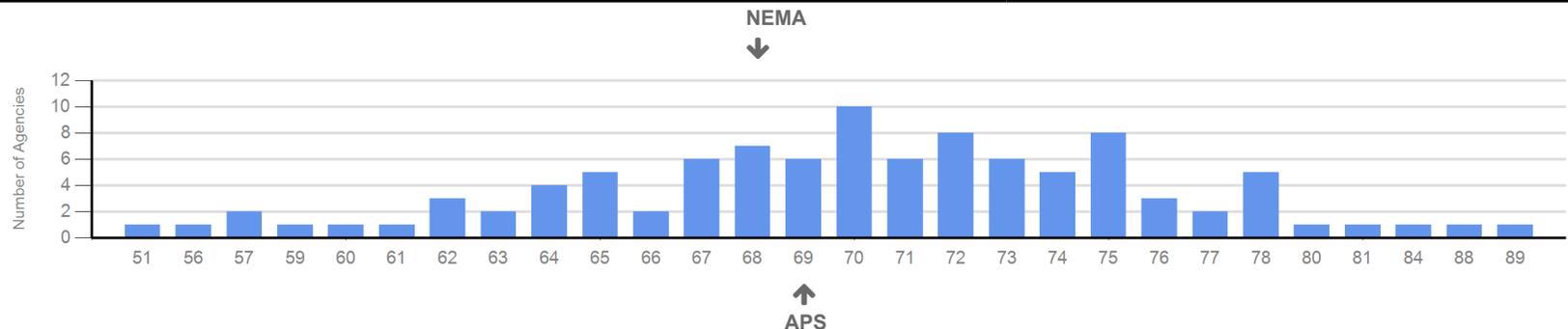
### Leadership – Immediate Supervisor Index

Ranking : 75th of 100



### Leadership – SES Manager Index

Ranking : 70th of 100



# AGENCY POSITION



## AGENCY POSITION

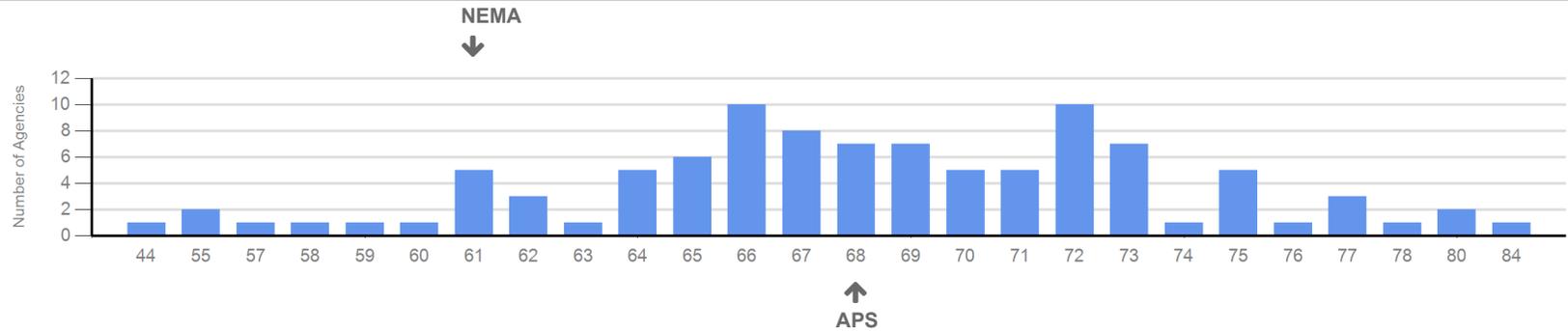
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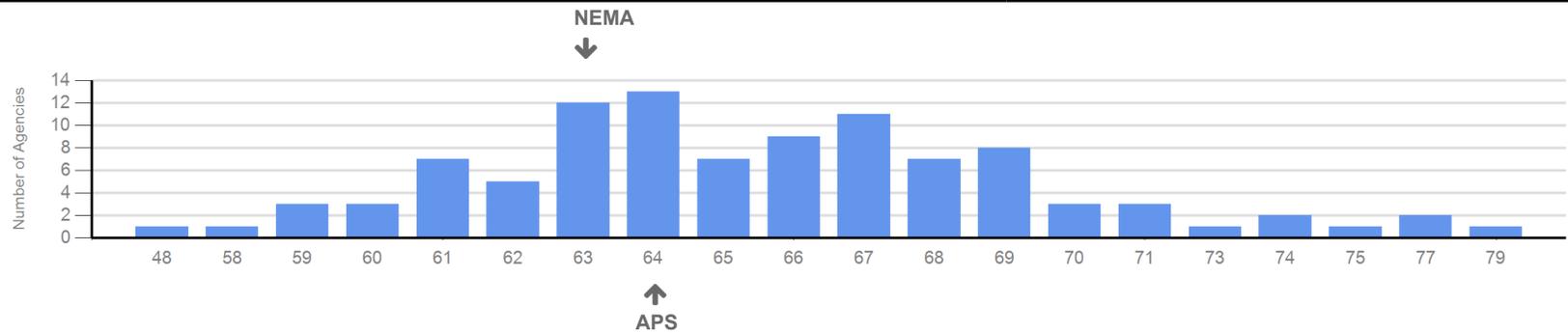
### Communication Index

Ranking : 90th of 100



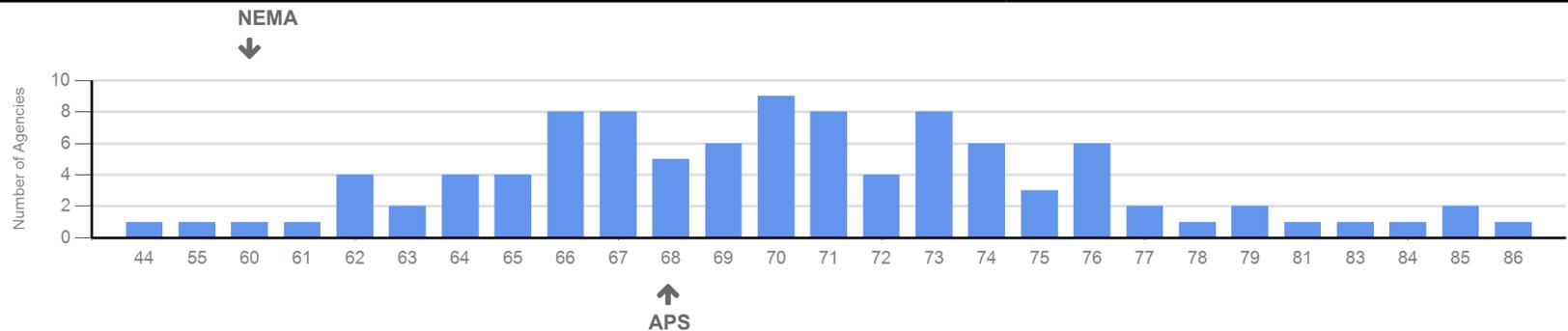
### Enabling Innovation Index

Ranking : 73rd of 100



### Wellbeing Policies and Support Index

Ranking : 98th 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 APS OVERALL

VARIANCE FROM SPECIALIST AGENCIES

VARIANCE FROM MEDIUM SIZED AGENCIES

		% POSITIVE	VARIANCE FROM APS OVERALL	VARIANCE FROM SPECIALIST AGENCIES	VARIANCE FROM MEDIUM SIZED AGENCIES
<b>.1</b>	My agency inspires me to come up with new or better ways of doing things	44%	-5↓	-9↓	-8↓
<b>.2</b>	I am satisfied with the recognition I receive for doing a good job	63%	-3	-7↓	-7↓
<b>.3</b>	My SES manager encourages innovation and creativity	66%	+1	-1	+1
<b>.4</b>	Where appropriate, I am able to take part in decisions that affect my job	67%	-2	-7↓	-6↓
<b>.5</b>	People are recognised for coming up with new and innovative ways of working	47%	-11↓	-14↓	-12↓
<b>.6</b>	I think my agency cares about my health and wellbeing	50%	-11↓	-18↓	-14↓

# NEMA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE
My immediate supervisor supports me to work autonomously	86	9		86%
At NEMA, we collaborate across the organisation (including sharing information and knowledge across work programs)	48	24	28	48%
My SES works with my workgroup to ensure workloads are manageable	43	32	25	43%
In general, I feel valued for my contribution to the workplace	65	18	16	65%
In general, I feel decisions in my work area are made at the appropriate level	51	21	28	51%
In general, I can effectively manage my workload	72	15	13	72%
I am empowered to make decisions relative to my level, role and responsibilities	63	17	20	63%
My immediate supervisor supports me to ensure I maintain a healthy work-life balance	76	14	10	76%
My immediate supervisor creates a psychologically safe space to be able to share my own thoughts and ideas	79	11	10	79%
My immediate supervisor trusts me to produce quality work in a virtual environment	85	10		85%

**KEY**



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# NEMA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE
In general, I am given opportunities to connect to my peers	82		12	82%
Do you feel that our Agency prioritises culture?	39	38	23	39%

## KEY

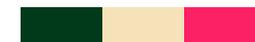


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# TIME TO TAKE ACTION


CELEBRATE

What things do we do well?

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THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.


INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

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HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?


OPPORTUNITIES

Areas we need to focus on and turn into action plans:

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WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

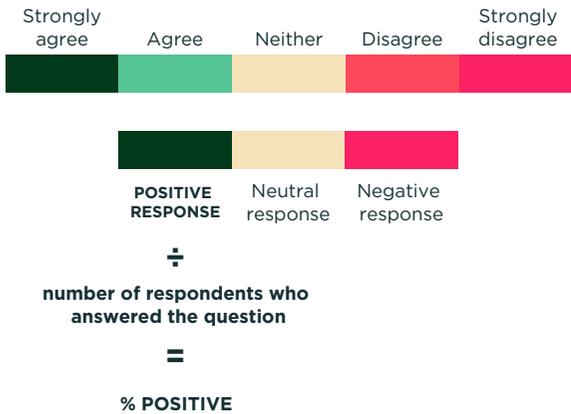
PRIORITISE 3 AREAS TO TAKE FORWARD

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

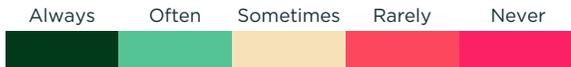
# GUIDE TO THIS REPORT

## % POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE" OR "ALWAYS" + "OFTEN") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



FOR 5 POINT SCALE QUESTIONS NOT ASKED ON THE *AGREE TO DISAGREE* SCALE THE SAME RULES APPLY, THE GREEN PERCENT REPRESENTS A **POSITIVE RESPONSE** (UNLESS THE QUESTION IS NEGATIVELY WORDED).



## ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

## ANONYMITY

IT IS BEST PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS OF RESPONDENTS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS WILL NOT BE SHOWN WHERE THERE ARE LESS THAN 10 RESPONDENTS IN A GROUP.