



## Highlights Report NMA



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### RESPONSES:

169 of 253

### RESPONSE RATE:

67%

# 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.



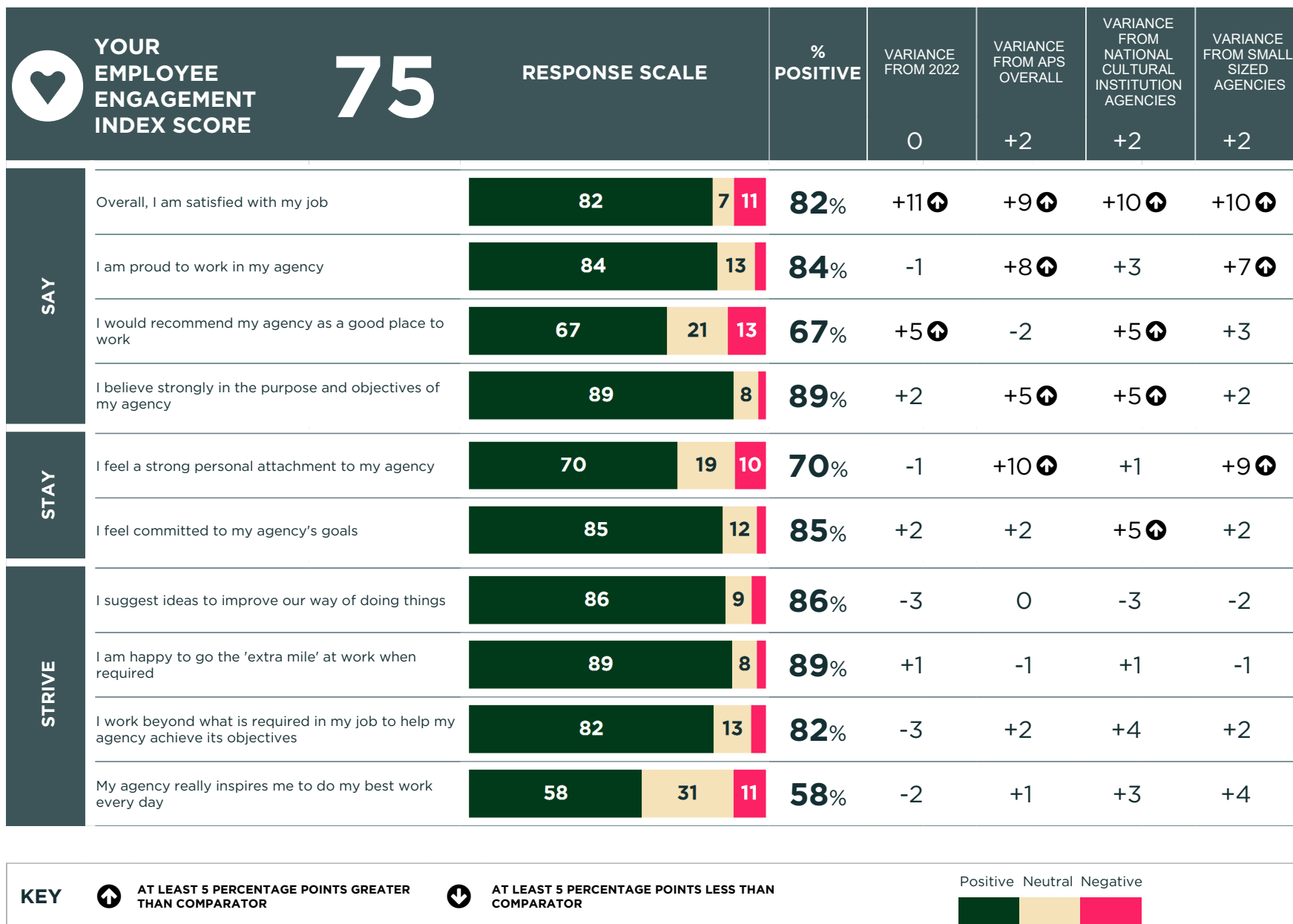
Generally a difference of  $\pm 5$  percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

# 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.



# LEADERSHIP - IMMEDIATE SUPERVISOR



## IMMEDIATE SUPERVISOR

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

YOUR IMMEDIATE SUPERVISOR INDEX SCORE	74	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
				+2	-2	+1	-1

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	76	17	7	76%	+4	-3	+1	0
	My supervisor can deliver difficult advice whilst maintaining relationships	73	19	8	73%	+4	-6⬇️	0	-3
	My supervisor invites a range of views, including those different to their own	78	16		78%	+7⬆️	-4	+1	-1
	My supervisor encourages my team to regularly review and improve our work	74	18	8	74%	+4	-7⬇️	+2	-3
	My supervisor is invested in my development	70	20	9	70%	-3	-5⬇️	-2	-3
	My supervisor ensures that my workgroup delivers on what we are responsible for	86	10		86%	+2	-1	+2	+1

### Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	70	20	10	70%	+2	-7⬇️	-1	-3
	My immediate supervisor encourages me	74	20		74%	+3	-2	+1	0

### 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			62	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
						+1	-7⬇️	-2	-5⬇️
SES Manager	My SES manager clearly articulates the direction and priorities for our area	51	27	21	51%	+7⬆️	-17⬇️	-8⬇️	-12⬇️
	My SES manager presents convincing arguments and persuades others towards an outcome	49	36	15	49%	+2	-12⬇️	-6⬇️	-12⬇️
	My SES manager promotes cooperation within and between agencies	50	37	13	50%	+2	-16⬇️	-5⬇️	-14⬇️
	My SES manager encourages innovation and creativity	52	33	15	52%	0	-12⬇️	-5⬇️	-10⬇️
	My SES manager creates an environment that enables us to deliver our best	46	32	23	46%	+1	-18⬇️	-8⬇️	-14⬇️
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	60	31	9	60%	-1	-13⬇️	-7⬇️	-11⬇️
Other similar questions									
	In my agency, the SES work as a team	43	29	29	43%	+14⬆️	-11⬇️	+1	-5⬇️
	In my agency, the SES clearly articulate the direction and priorities for our agency	48	18	34	48%	+10⬆️	-15⬇️	-5⬇️	-6⬇️
	In my agency, communication between SES and other employees is effective	30	24	46	30%	+9⬆️	-23⬇️	-8⬇️	-15⬇️
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	44	40	16	44%	-	-22⬇️	-12⬇️	-18⬇️
<div>KEY</div> <div><div>⬆️</div>AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR</div> <div><div>⬇️</div>AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR</div> <div>Positive Neutral Negative</div> <div><div></div><div></div><div></div></div>									

# COMMUNICATION AND CHANGE



## COMMUNICATION

THE COMMUNICATION SCORE MEASURES COMMUNICATION AT THE INDIVIDUAL, GROUP AND AGENCY LEVEL.

## CHANGE

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

YOUR COMMUNICATION INDEX SCORE	59	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
				+2	-10 ↓	-4	-6 ↓

Communication	My supervisor communicates effectively	73	16	11	73%	+3	-8 ↓	-3	-5 ↓
	My SES manager communicates effectively	48	29	23	48%	+3	-21 ↓	-11 ↓	-16 ↓
	Internal communication within my agency is effective	32	24	44	32%	+4	-25 ↓	-8 ↓	-16 ↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	62	18	20	62%	+6 ↑	-5 ↓	-2	-5 ↓
	Staff are consulted about change at work	35	40	24	35%	+3	-14 ↓	-5 ↓	-9 ↓
	Change is managed well in my agency	31	31	38	31%	+3	-12 ↓	+2	-4

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	<div><div>86</div><div>8</div></div>	86%	+7⬆	+7⬆	+4	+6⬆
I have a choice in deciding how I do my work	<div><div>71</div><div>21</div><div>7</div></div>	71%	+5⬆	+7⬆	-1	0
Where appropriate, I am able to take part in decisions that affect my job	<div><div>67</div><div>15</div><div>18</div></div>	67%	+5⬆	-2	-3	-2
I am clear what my duties and responsibilities are	<div><div>76</div><div>17</div><div></div></div>	76%	-3	-3	-2	-2
I am satisfied with the recognition I receive for doing a good job	<div><div>67</div><div>18</div><div>14</div></div>	67%	+5⬆	+1	+3	+2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>49</div><div>20</div><div>31</div></div>	49%	-10⬇	-2	+5⬆	-3
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>73</div><div>14</div><div>13</div></div>	73%	-1	-1	+2	-5⬇
I am satisfied with the stability and security of my job	<div><div>57</div><div>18</div><div>25</div></div>	57%	-6⬇	-25⬇	-12⬇	-18⬇
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	<div><div>80</div><div>11</div><div>9</div></div>	80%	+1	+1	+5⬆	-1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	<div><div>40</div><div>38</div><div>22</div></div>	40%	-5↓	-21↓	-3	-13↓
I understand how my role contributes to achieving an outcome for the Australian public	<div><div>93</div></div>	93%	+2	+1	+2	+3
I believe strongly in the purpose and objectives of the APS	<div><div>75</div><div>21</div></div>	75%	+5↑	-9↓	+1	-6↓

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
<b>What best describes your current workload?</b>						
Well above capacity – too much work	<div><div></div></div>	31%	-3	+8↑	+4	+5↑
Slightly above capacity – lots of work to do	<div><div></div></div>	36%	-1	-4	-3	-3
At capacity – about the right amount of work to do	<div><div></div></div>	28%	+6↑	-2	0	+1
Slightly below capacity – available for more work	<div><div></div></div>	4%	-3	-2	-2	-2
Well below capacity – not enough work	<div><div></div></div>	1%	+1	0	+1	-1

## KEY



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Positive Neutral Negative





# INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	<div><div>73</div><div>17</div><div>10</div></div>	73%	-2	-7 ⬇️	+2	-3
My supervisor actively ensures that everyone can be included in workplace activities	<div><div>83</div><div>11</div><div></div></div>	83%	+10 ⬆️	0	+3	+1
I receive the respect I deserve from my colleagues at work	<div><div>81</div><div>15</div><div></div></div>	81%	+6 ⬆️	0	+6 ⬆️	+2

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time	<div><div></div><div></div><div></div></div>	26%	-3	+12 ⬆️	+11 ⬆️	+11 ⬆️
Flexible hours of work	<div><div></div><div></div><div></div></div>	24%	+2	-4	-7 ⬇️	-7 ⬇️
Compressed work week	<div><div></div><div></div><div></div></div>	2%	+2	-2	0	-4
Job sharing	<div><div></div><div></div><div></div></div>	1%	-1	0	0	0
Working away from the office/working from home	<div><div></div><div></div><div></div></div>	41%	-4	-16 ⬇️	+4	-25 ⬇️
None of the above	<div><div></div><div></div><div></div></div>	29%	+4	+4	-7 ⬇️	+11 ⬆️

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative

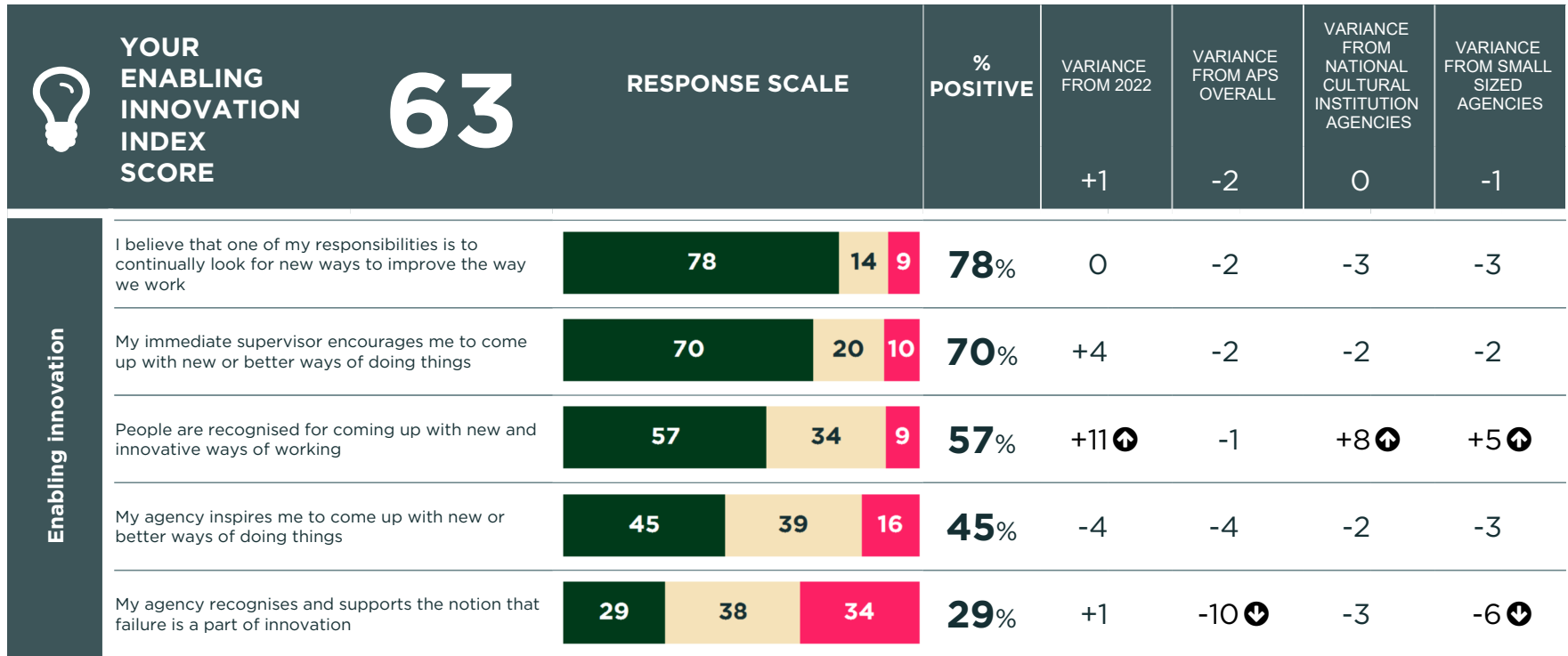


# ENABLING INNOVATION



## ENABLING INNOVATION

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



### KEY



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Positive Neutral Negative



# WELLBEING POLICIES AND SUPPORT



## WELLBEING

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

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE				68	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
							-1	-1	+2	-1
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	54	28	18	54%	-6⬇️	-10⬇️	-1	-9⬇️	
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	62	25	12	62%	0	0	+6⬆️	-1	
	My agency does a good job of promoting health and wellbeing	57	29	14	57%	-5⬇️	-6⬇️	+4	-4	
	I think my agency cares about my health and wellbeing	62	20	18	62%	0	+1	+5⬆️	-3	
	I believe my immediate supervisor cares about my health and wellbeing	89			89%	+8⬆️	+4	+5⬆️	+3	

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# WELLBEING

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

Always	<div></div>	8%	+2	+3	+3	+4
Often	<div></div>	25%	-6↓	-1	0	-1
Sometimes	<div></div>	45%	0	-4	-4	-3
Rarely	<div></div>	21%	+5↑	+2	+1	+1
Never	<div></div>	1%	-1	-1	-1	-1

## To what extent is your work emotionally demanding?

To a very large extent	<div></div>	7%	-1	-1	+1	0
To a large extent	<div></div>	26%	-2	+5↑	+5↑	+8↑
Somewhat	<div></div>	38%	-4	-1	-2	-2
To a small extent	<div></div>	25%	+9↑	+2	0	0
To a very small extent	<div></div>	4%	-2	-5↓	-5↓	-6↓

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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## I feel burned out by my work

Strongly agree	<div><div></div></div>	13%	+1	+5 	+4	+4
Agree	<div><div></div></div>	21%	-8 	-3	-2	-2
Neither agree nor disagree	<div><div></div></div>	33%	+7 	+2	+3	+3
Disagree	<div><div></div></div>	29%	0	0	-1	-1
Strongly disagree	<div><div></div></div>	4%	0	-3	-3	-4

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

Excellent	<div><div></div></div>	9%	-3	-1	0	-2
Very good	<div><div></div></div>	31%	-2	-3	+1	-4
Good	<div><div></div></div>	42%	+4	+4	0	+4
Fair	<div><div></div></div>	13%	-2	-2	-3	-1
Poor	<div><div></div></div>	6%	+3	+3	+3	+3

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

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

Excellent	<div></div>	42%	+5 ⬆	+14 ⬆	+15 ⬆	+15 ⬆
Very good	<div></div>	45%	-5 ⬇	-10 ⬇	-11 ⬇	-8 ⬇
Average	<div></div>	11%	-1	-4	-3	-5 ⬇
Below average		0%	-1	-2	-2	-2
Well below average	<div></div>	2%	+2	+1	+1	+1

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

Excellent	<div></div>	21%	-1	+5 ⬆	+6 ⬆	+7 ⬆
Very good	<div></div>	55%	0	+2	+4	+6 ⬆
Average	<div></div>	20%	+2	-5 ⬇	-5 ⬇	-8 ⬇
Below average	<div></div>	2%	-1	-2	-3	-3
Well below average	<div></div>	2%	0	0	-2	-1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	78 15	78%	+8⬆	0	-2	-1
My workgroup has the tools and resources we need to perform well	54 14 31	54%	+7⬆	-4	+5⬆	+3
The people in my workgroup use time and resources efficiently	76 11 13	76%	-1	0	0	0
My workgroup can readily adapt to new priorities and tasks	80 12 8	80%	+3	-3	0	-2
The people in my workgroup cooperate to get the job done	90	90%	+4	+2	+3	+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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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Which of the following statements best reflects your current thoughts about working in your current position?

I want to leave my position as soon as possible	<div></div>	7%	-1	-3	-1	-3
I want to leave my position within the next 12 months	<div></div>	21%	-5↓	-3	+1	-1
I want to stay working in my position for the next one to two years	<div></div>	42%	+2	+5↑	+1	+4
I want to stay working in my position for at least the next three years	<div></div>	30%	+3	+1	-2	0

What best describes your plans involved with leaving your current position?

I am planning to retire	<div></div>	12%	+12↑	+7↑	+6↑	+7↑
I am pursuing another position within my agency	<div></div>	12%	-9↓	-29↓	-5↓	-6↓
I am pursuing a position in another agency	<div></div>	44%	+6↑	+17↑	+6↑	-1
I am pursuing work outside the APS	<div></div>	14%	0	+3	-2	-2
It is the end of my non-ongoing, casual or contracted employment	<div></div>	7%	-5↓	+4	-2	+2
Other	<div></div>	12%	-4	-1	-4	-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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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What is the primary reason behind your desire to leave your current position? (5 highest responses):

Senior leadership is of a poor quality		17%	-	-	-	-
My immediate supervisor's leadership is of a poor quality		10%	-	-	-	-
I can receive a higher salary elsewhere		10%	-	-	-	-
I am not satisfied with the work		10%	-	-	-	-
I am looking to further my skills in another area		10%	-	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO HAD PERCEIVED DISCRIMINATION IN THE LAST 12 MONTHS IN THE COURSE OF THEIR EMPLOYMENT WERE ASKED WHAT THE BASIS WAS FOR THE DISCRIMINATION. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

## DISCRIMINATION

## RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes	<div></div>	15%	0	+5 ⬆	+4	+5 ⬆
No	<div></div>	85%	0	-5 ⬇	-4	-5 ⬇

Did this discrimination occur in your current agency?

Yes	<div></div>	100%	+4	+8 ⬆	+9 ⬆	+9 ⬆
No		0%	-4	-8 ⬇	-9 ⬇	-9 ⬇

Basis for the discrimination that you experienced (3 highest responses):

Race	<div></div>	32%	-	-	-	-
Disability	<div></div>	23%	-	-	-	-
Age	<div></div>	23%	-	-	-	-

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO PERCEIVED HARASSMENT OR BULLYING IN THE LAST 12 MONTHS WERE ASKED WHAT TYPE OF HARASSMENT OR BULLYING THEY EXPERIENCED. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

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

## HARASSMENT AND BULLYING

### RESPONSE SCALE

%

VARIANCE FROM 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM NATIONAL CULTURAL INSTITUTION AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

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

Yes	<div></div>	16%	0	+5 ⬆	+2	+4
No	<div></div>	75%	-3	-9 ⬇	-4	-8 ⬇
Not sure	<div></div>	9%	+3	+4	+2	+4

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

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	56%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	32%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	32%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	26%	+5 ⬆	-9 ⬇	-10 ⬇	-9 ⬇
It was reported by someone else		0%	-4	-8 ⬇	-7 ⬇	-5 ⬇
I did not report the behaviour	<div></div>	74%	-1	+17 ⬆	+18 ⬆	+14 ⬆

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# UNACCEPTABLE BEHAVIOUR



EMPLOYEES WHO INDICATED THAT THEY HAD WITNESSED POTENTIAL CORRUPT BEHAVIOUR WERE ASKED TO DESCRIBE THE BEHAVIOUR. EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A LIST OF ITEMS.

ONLY THE THREE TYPES OF CORRUPT BEHAVIOURS WITH THE HIGHEST PROPORTION OF RESPONSES ARE PRESENTED HERE. THESE MAY VARY BETWEEN AGENCIES AND WITH RESULTS FOR THE APS OVERALL.

CORRUPTION	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM NATIONAL CULTURAL INSTITUTION 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	<div></div>	8%	+3	+4	+3	+2
No	<div></div>	83%	-1	-8⬇️	-2	-3
Not sure	<div></div>	8%	0	+4	+1	+3
Would prefer not to answer	<div></div>	2%	-2	0	-2	-1
Types of corrupt behaviours witnessed (3 highest responses):						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit	<div></div>	75%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest	<div></div>	25%	-	-	-	-
Fraud, forgery or embezzlement	<div></div>	8%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	10%	+10⬆️	-10⬇️	+3	-1
It was reported by someone else	<div></div>	0%	0	-16⬇️	-7⬇️	-16⬇️
I did not report the behaviour	<div></div>	90%	+90⬆️	+26⬆️	+5⬆️	+17⬆️
<div>KEY</div> <div> <div>⬆️</div> AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR             <div>⬇️</div> AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR           </div>						

# DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	36%
Woman or female	57%
Non-binary	2%
I use a different term	1%
Prefer not to say	4%

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

Do you have an ongoing disability?	Responses
Yes	13%
No	87%

Do you have carer responsibilities?	Responses
Yes	34%
No	66%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	21%
No	79%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	82%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	15%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	6%
South-East Asian	3%
North-East Asian	2%
Southern and Central Asian	1%
North American	2%
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	14%
No	73%
Not sure	13%

# AGENCY POSITION



## AGENCY POSITION

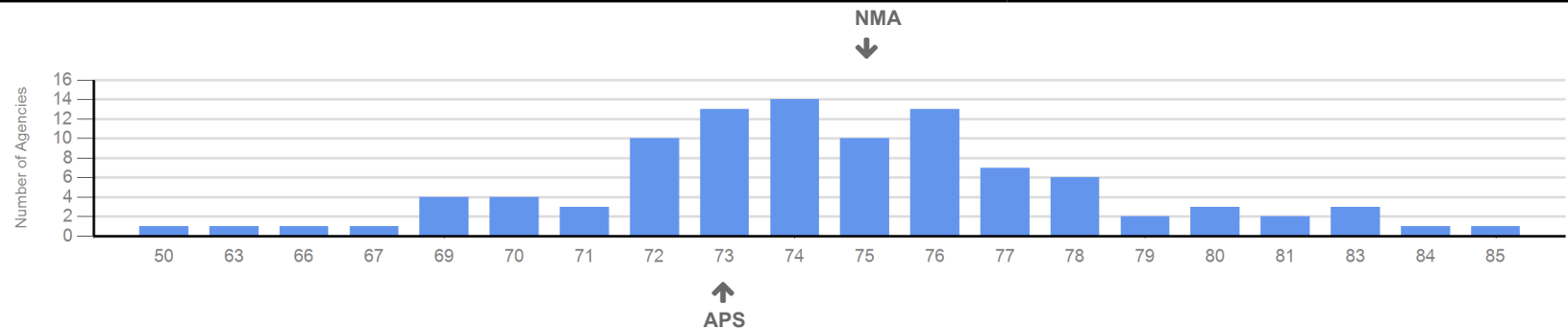
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

ALONG THE LINE (Y-AXIS) ARE THE INDEX SCORES. THE HEIGHT OF THE BAR (X-AXIS) IS HOW MANY AGENCIES HAVE THAT INDEX SCORE.

PLEASE NOTE, THE Y-AXIS VALUES ARE NOT CONSECUTIVE AS ONLY INDEX SCORES RECEIVED BY AN AGENCY ARE REPRESENTED.

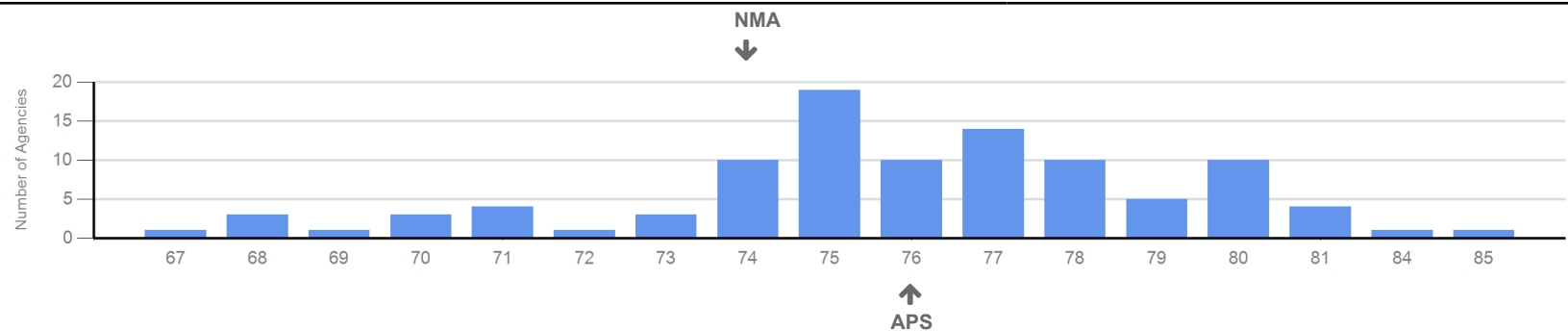
### Employee Engagement Index

Ranking : 48th of 100



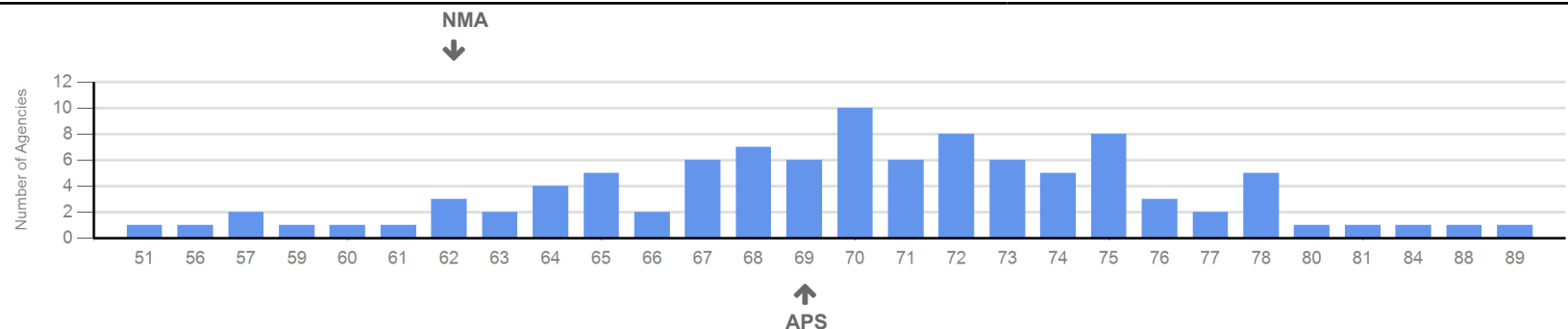
### Leadership – Immediate Supervisor Index

Ranking : 81st of 100



### Leadership – SES Manager Index

Ranking : 93rd of 100



# AGENCY POSITION



## AGENCY POSITION

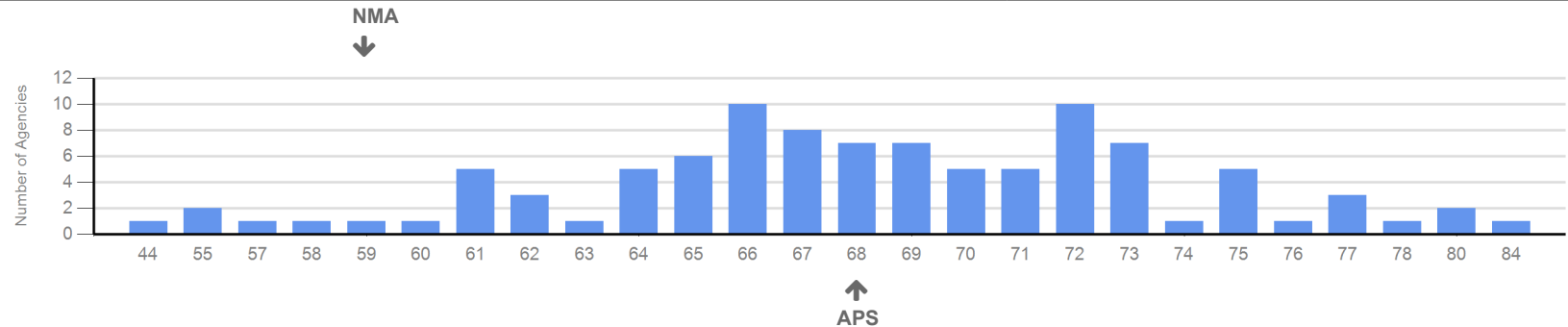
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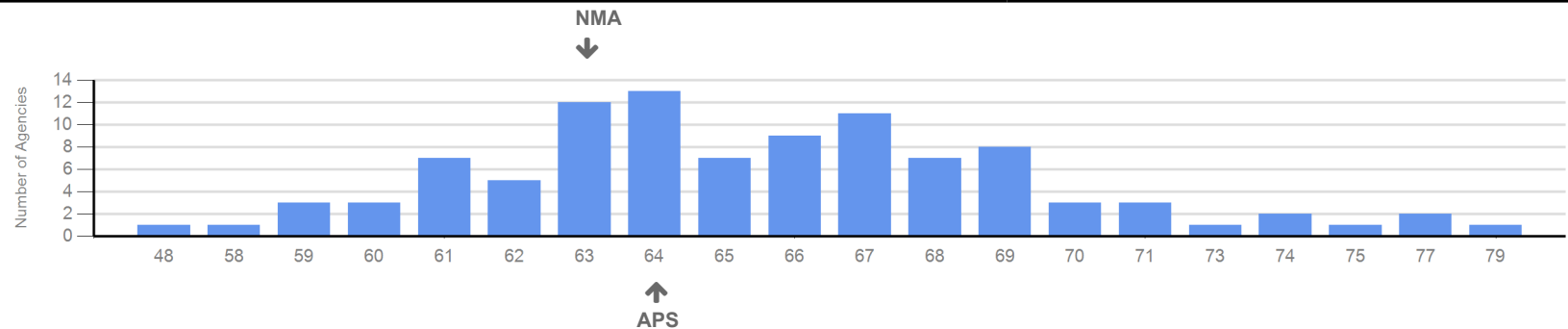
### Communication Index

Ranking : 95th of 100



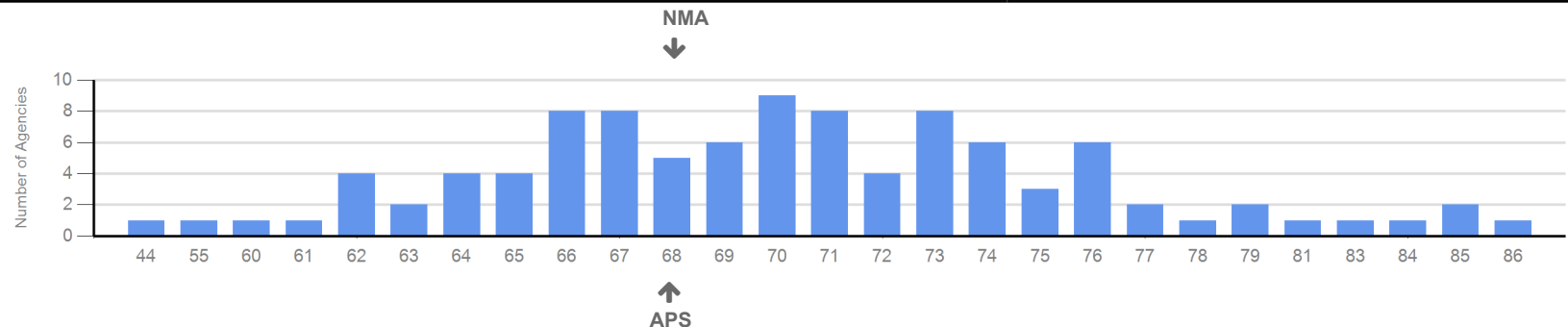
### Enabling Innovation Index

Ranking : 76th of 100



### Wellbeing Policies and Support Index

Ranking : 66th of 100



# SUGGESTED QUESTIONS TO FOCUS ON



## WHAT TO FOCUS ON?

THROUGH DRIVER ANALYSIS, THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR AGENCY AND ASSOCIATED WITH EMPLOYEE ENGAGEMENT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

%  
POSITIVE

VARIANCE  
FROM 2022

VARIANCE  
FROM APS  
OVERALL

VARIANCE  
FROM  
NATIONAL  
CULTURAL  
INSTITUTION  
AGENCIES

VARIANCE  
FROM SMALL  
SIZED  
AGENCIES

.1

My agency supports and actively promotes an inclusive workplace culture

73%

-2

-7↓

+2

-3

.2

I am satisfied with the recognition I receive for doing a good job

67%

+5↑

+1

+3

+2

.3

I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)

73%

-1

-1

+2

-5↓

.4

My supervisor provides me with helpful feedback to improve my performance

70%

+2

-7↓

-1

-3

.5

I think my agency cares about my health and wellbeing

62%

0

+1

+5↑

-3

.6

My supervisor encourages my team to regularly review and improve our work

74%

+4



-7↓

+2

-3



# NMA SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
I understand the direction and priorities of my immediate workgroup over the next 12 months	71 16 13	71%	-2
In general, I feel that my immediate supervisor values my input, perspective, and work experience	88 8	88% 	+6
I feel safe to discuss my health and wellbeing with my immediate supervisor	73 16 12	73%	+3
I make time to learn and develop my skills and knowledge	72 18 10	72%	-1
I am supported by my supervisor to develop my skills and knowledge	78 16	78%	+2
Career development is a priority at the Museum	29 34 37	29%	+4
I believe that job opportunities available at the Museum are made visible to all staff	44 28 28	44%	-8 
I have confidence in the way that recruitment decisions are made at the Museum	35 35 30	35%	-3
I understand what I need to do to report if I experience or witness unacceptable behaviour	81 13	81%	+3
I feel confident that if I report unacceptable behaviour that appropriate action will be taken to address it	43 29 28	43%	+1

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# NMA SPECIFIC QUESTIONS

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022
I feel safe that if I report unacceptable behaviour that my privacy and confidentiality will be protected	47 31 23	47%	+1
I believe organisational change is good for the Museum	79 19	79%	+4
In the Museum, leaders communicate change in a timely manner, before making the change	31 31 38	31%	+13 ↗
I feel empowered and supported to initiate or respond to changes effectively	43 39 19	43%	+1
I see evidence that leaders in the Museum are committed to implementing a positive workplace culture	58 23 19	58%	-

## KEY

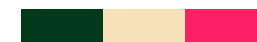


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



# TIME TO TAKE ACTION



## CELEBRATE

What things do we do well?

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



## INVESTIGATE FURTHER WITH OUR TEAMS

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

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



## OPPORTUNITIES

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

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



## USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

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

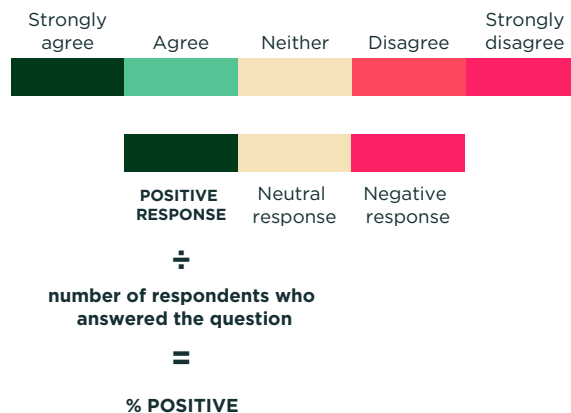
PRIORITISE 3 AREAS TO TAKE FORWARD

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

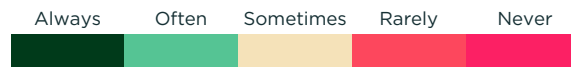
# GUIDE TO THIS REPORT

## % POSITIVE

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



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



## ROUNDING

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

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

## ANONYMITY

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

## COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

THE METHOD OF ANALYSING AND REPORTING SPECIFIC RESULTS MAY BE PERIODICALLY REVIEWED AND REVISED. SUCH IMPROVEMENTS ARE APPLIED TO CURRENT DATA AND THAT OF PREVIOUS YEARS. FOR THIS REASON THE CURRENT REPORT IS ALWAYS THE MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS, INCLUDING COMPARISONS WITH TIME SERIES DATA.