



Australian Government

Tertiary Education Quality and Standards Agency

As CEO, I welcome the opportunity the APS Employee Census provides us to champion our commitment to workplace innovation and accountability of our people.

This is the fourth year we have voluntarily participated in the public release of our Census results.

We have done this to increase the transparency in our agency, genuinely improve our capacity to acknowledge and respond to employees' feedback and contribute to building a stronger workplace culture of acting on results.

Previous Census results are showing us that we are making progress. Over the past 12 months we commenced implementation of our inaugural TEQSA Culture Plan, and we have worked hard to evolve our culture during this time. This plan, built from the invaluable input of our people, outlines the actions that will innovate our workplace for the better.

Key to this has been the adoption of our new TEQSA Values of Trust, Respect, Accountability and Collaboration and their supporting behaviours by staff across the agency. These values complement and support the APS Values and Code of Conduct.

The Census results, complemented by a promised review of our Culture Plan currently underway, will tell us where TEQSA can focus our efforts in the coming 12 months to make a difference. We share a vision that will strengthen our workplace culture and foster a working environment that supports all our staff to achieve their best.

As CEO, I thank our staff for participating in the Census and sharing TEQSA's commitment to fostering a working environment where everyone can contribute their talents and skills.

Alistair Maclean

Chief Executive Officer

Tertiary Education Quality and Standards Agency



TEQSA



Highlights Report TEQSA



CONTENT	
	Page
Exploring your results	2
Employee Engagement: Say, Stay, Strive	3
Leadership	4
Communication and Change	6
Workplace Conditions	7
Inclusion	9
Enabling Innovation	10
Wellbeing Policies and Support	11
Wellbeing	12
Performance	14
Retention	16
Unacceptable Behaviour	18
Demographics	21
Time to Take Action	23
Guide to this Report	24

RESPONSES:
85 of 97

RESPONSE RATE:
88%

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		66	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
SAY	Overall, I am satisfied with my job	57	17	26	57%	-2	-17↓	-18↓	-18↓
	I am proud to work in my agency	53	28	19	53%	-7↓	-23↓	-26↓	-26↓
	I would recommend my agency as a good place to work	31	31	37	31%	-2	-38↓	-41↓	-35↓
	I believe strongly in the purpose and objectives of my agency	84		11	84%	+9↑	0	-5↓	-5↓
STAY	I feel a strong personal attachment to my agency	37	30	33	37%	-11↓	-23↓	-26↓	-23↓
	I feel committed to my agency's goals	77		16	77%	-2	-6↓	-9↓	-8↓
STRIVE	I suggest ideas to improve our way of doing things	89		10	89%	+7↑	+3	+1	-3
	I am happy to go the 'extra mile' at work when required	89		10	89%	+2	-2	-2	-4
	I work beyond what is required in my job to help my agency achieve its objectives	73		19	73%	-6↓	-8↓	-8↓	-9↓
	My agency really inspires me to do my best work every day	33	38	29	33%	-8↓	-25↓	-28↓	-26↓

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		70	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	62	23	15	62%	-8 ↓	-17 ↓	-17 ↓	-16 ↓
	My supervisor can deliver difficult advice whilst maintaining relationships	63	24	13	63%	-9 ↓	-16 ↓	-15 ↓	-15 ↓
	My supervisor invites a range of views, including those different to their own	74	19	7	74%	-3	-8 ↓	-10 ↓	-11 ↓
	My supervisor encourages my team to regularly review and improve our work	71	24		71%	-1	-10 ↓	-10 ↓	-11 ↓
	My supervisor is invested in my development	65	24	11	65%	-1	-10 ↓	-11 ↓	-10 ↓
	My supervisor ensures that my workgroup delivers on what we are responsible for	79	17		79%	+4	-9 ↓	-9 ↓	-9 ↓
Other similar questions									
	My supervisor provides me with helpful feedback to improve my performance	71	20	8	71%	+4	-6 ↓	-5 ↓	-6 ↓
	My supervisor actively ensures that everyone can be included in workplace activities	67	25	8	67%	-	-17 ↓	-18 ↓	-17 ↓
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		59			RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
							+1	-10 ↓	-11 ↓	-12 ↓

SES Manager	Statement	Response Scale			% Positive	Variance from 2021	Variance from APS Overall	Variance from Regulatory Agencies	Variance from Extra Small Sized Agencies
		Positive	Neutral	Negative					
	My SES manager clearly articulates the direction and priorities for our area	41	33	26	41%	-15 ↓	-27 ↓	-29 ↓	-25 ↓
	My SES manager presents convincing arguments and persuades others towards an outcome	41	43	16	41%	-4	-21 ↓	-25 ↓	-28 ↓
	My SES manager promotes cooperation within and between agencies	51	43	6	51%	-3	-16 ↓	-19 ↓	-21 ↓
	My SES manager encourages innovation and creativity	41	45	13	41%	-1	-24 ↓	-26 ↓	-27 ↓
	My SES manager creates an environment that enables us to deliver our best	37	43	21	37%	-7 ↓	-28 ↓	-29 ↓	-31 ↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	54	39	7	54%	-6 ↓	-20 ↓	-24 ↓	-23 ↓

Other similar questions

All SES	Statement	Response Scale			% Positive	Variance from 2021	Variance from APS Overall	Variance from Regulatory Agencies	Variance from Extra Small Sized Agencies
		Positive	Neutral	Negative					
	In my agency, the SES work as a team	32	45	23	32%	+5 ↑	-22 ↓	-20 ↓	-24 ↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	36	40	25	36%	-1	-28 ↓	-29 ↓	-24 ↓
	In my agency, communication between SES and other employees is effective	30	36	35	30%	+3	-24 ↓	-24 ↓	-25 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



COMMUNICATION AND CHANGE



COMMUNICATION

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

CHANGE

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

YOUR COMMUNICATION INDEX SCORE	58	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
				-2	-11↓	-12↓	-11↓


























Communication	My supervisor communicates effectively	65	17	18	65%	-8↓	-15↓	-16↓	-14↓
	My SES manager communicates effectively	43	35	22	43%	-13↓	-27↓	-29↓	-28↓
	Internal communication within my agency is effective	37	27	36	37%	-3	-20↓	-23↓	-20↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	60	20	20	60%	-2	-9↓	-12↓	-13↓
	Staff are consulted about change at work	33	46	21	33%	-15↓	-16↓	-18↓	-15↓
	Change is managed well in my agency	19	31	49	19%	-15↓	-25↓	-27↓	-21↓

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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills		82%	0	+3	0	-2
I have a choice in deciding how I do my work		74%	+6 	+10 	+4	0
Where appropriate, I am able to take part in decisions that affect my job		75%	+8 	+5 	+2	-2
I am clear what my duties and responsibilities are		80%	+12 	0	-1	+2
I am satisfied with the recognition I receive for doing a good job		60%	+7 	-8 	-10 	-11 
I am fairly remunerated (e.g. salary, superannuation) for the work that I do		50%	-13 	-11 	-12 	-17 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		73%	+2	-4	-9 	-5 
I am satisfied with the stability and security of my job		80%	+3	-1	-3	-1
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		81%	+5 	+3	-3	-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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 52%; background-color: #004d00; color: white; text-align: center;">52</div><div style="width: 33%; background-color: #f0e68c; color: black; text-align: center;">33</div><div style="width: 16%; background-color: #e91e63; color: white; text-align: center;">16</div></div>	52%	-8 ⬇️	-10 ⬇️	-10 ⬇️	-1
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; justify-content: space-between;"><div style="width: 89%; background-color: #004d00; color: white; text-align: center;">89</div><div style="width: 8%; background-color: #e91e63; color: white; text-align: center;">8</div></div>	89%	+9 ⬆️	-3	-3	-2
I believe strongly in the purpose and objectives of the APS	<div style="display: flex; justify-content: space-between;"><div style="width: 87%; background-color: #004d00; color: white; text-align: center;">87</div><div style="width: 11%; background-color: #e91e63; color: white; text-align: center;">11</div></div>	87%	0	+2	0	+3

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
--	----------------	---	--------------------	---------------------------	-----------------------------------	--

What best describes your current workload?

Well above capacity - too much work	<div style="width: 29%; background-color: #004d00;"></div>	29%	-5 ⬇️	+6 ⬆️	+2	+3
Slightly above capacity - lots of work to do	<div style="width: 46%; background-color: #004d00;"></div>	46%	+10 ⬆️	+5 ⬆️	+5 ⬆️	+3
At capacity - about the right amount of work to do	<div style="width: 18%; background-color: #004d00;"></div>	18%	-6 ⬇️	-11 ⬇️	-8 ⬇️	-8 ⬇️
Slightly below capacity - available for more work	<div style="width: 6%; background-color: #004d00;"></div>	6%	+3	0	+1	+2
Well below capacity - not enough work	<div style="width: 1%; background-color: #004d00;"></div>	1%	-1	0	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR






AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative









INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture		61%	+2	-17 ↓	-18 ↓	-13 ↓
My supervisor actively ensures that everyone can be included in workplace activities		67%	-	-17 ↓	-18 ↓	-17 ↓
I receive the respect I deserve from my colleagues at work		69%	-8 ↓	-13 ↓	-13 ↓	-11 ↓

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
--	----------------	---	--------------------	---------------------------	-----------------------------------	--

Do you currently access any of the following flexible working arrangements?
[Multiple Response]

Part time		17%	+6 ↑	+3	+2	+1
Flexible hours of work		29%	0	+2	+1	+1
Compressed work week		0%	-2	-3	-4	-2
Job sharing		0%	0	0	0	0
Working away from the office/working from home		78%	-5 ↓	+23 ↑	+3	+10 ↑
None of the above		8%	-2	-19 ↓	-3	-9 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Positive Neutral Negative



ENABLING INNOVATION



ENABLING INNOVATION

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

YOUR ENABLING INNOVATION INDEX SCORE		62	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
Enabling innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	83	16	83%	-3	+1	0	-3	
	My immediate supervisor encourages me to come up with new or better ways of doing things	73	19	9	73%	+3	-1	-2	-5 ↓
	People are recognised for coming up with new and innovative ways of working	49	35	16	49%	+11 ↑	-11 ↓	-11 ↓	-7 ↓
	My agency inspires me to come up with new or better ways of doing things	36	38	26	36%	+1	-16 ↓	-18 ↓	-19 ↓
	My agency recognises and supports the notion that failure is a part of innovation	28	44	27	28%	+4	-11 ↓	-11 ↓	-10 ↓

KEY	↑	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	↓	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	Positive	Neutral	Negative

WELLBEING POLICIES AND SUPPORT



WELLBEING

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

YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE		60	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES	
Wellbeing policies and support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	49	35	16	49%	-17 ↓	-15 ↓	-18 ↓	-16 ↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	48	30	22	48%	-21 ↓	-16 ↓	-21 ↓	-15 ↓
	My agency does a good job of promoting health and wellbeing	42	33	25	42%	-20 ↓	-22 ↓	-25 ↓	-20 ↓
	I think my agency cares about my health and wellbeing	53	27	20	53%	-8 ↓	-8 ↓	-14 ↓	-17 ↓
	I believe my immediate supervisor cares about my health and wellbeing	75	15	10	75%	-8 ↓	-10 ↓	-12 ↓	-13 ↓

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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	--

How often do you find your work stressful?

Always		10%	+3	+5 	+5 	+5 
Often		28%	-6 	+2	+2	+4
Sometimes		43%	+1	-7 	-7 	-6 
Rarely		17%	0	-1	0	-3
Never		1%	+1	0	-1	-1

To what extent is your work emotionally demanding?

To a very large extent		9%	-3	+1	+1	+3
To a large extent		20%	-7 	-1	+1	+1
Somewhat		33%	0	-6 	-5 	-5 
To a small extent		26%	+11 	+2	+1	+1
To a very small extent		12%	-1	+3	+2	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
I feel burned out by my work						
Strongly agree		20%	+4	+12	+11	+12
Agree		21%	-8	-3	-2	+1
Neither agree nor disagree		25%	-3	-7	-5	-5
Disagree		26%	+5	-4	-4	-7
Strongly disagree		9%	+1	+2	0	0
In general, would you say that your health is:						
Excellent		12%	+1	+2	+2	0
Very good		42%	-1	+8	+5	+3
Good		27%	0	-11	-9	-7
Fair		10%	-4	-5	-4	-3
Poor		9%	+4	+5	+6	+6

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR







AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR






PERFORMANCE

RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	--

In the last month, please rate your workgroup's overall performance

Excellent		13%	-5 ↓	-14 ↓	-15 ↓	-18 ↓
Very good		59%	+1	+4	+3	+7 ↑
Average		24%	+3	+10 ↑	+11 ↑	+10 ↑
Below average		4%	+1	+2	+2	+2
Well below average		0%	0	-1	-1	0

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

Excellent		4%	-3	-12 ↓	-14 ↓	-17 ↓
Very good		40%	-5 ↓	-15 ↓	-16 ↓	-9 ↓
Average		48%	+14 ↑	+24 ↑	+28 ↑	+23 ↑
Below average		4%	-7 ↓	0	0	0
Well below average		4%	+2	+2	+2	+3

KEY








AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well		69%	-14 ↓	-11 ↓	-13 ↓	-16 ↓
My workgroup has the tools and resources we need to perform well		32%	-9 ↓	-29 ↓	-25 ↓	-29 ↓
The people in my workgroup use time and resources efficiently		70%	+5 ↑	-7 ↓	-9 ↓	-9 ↓
My workgroup can readily adapt to new priorities and tasks		73%	-10 ↓	-12 ↓	-13 ↓	-13 ↓
The people in my workgroup cooperate to get the job done		87%	+4	-2	-4	-4

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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
----------------	---	--------------------	---------------------------	-----------------------------------	--

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		21%	+1	+12 ↑	+12 ↑	+11 ↑
I want to leave my position within the next 12 months		32%	+8 ↑	+8 ↑	+8 ↑	+6 ↑
I want to stay working in my position for the next one to two years		34%	-13 ↓	-3	-7 ↓	-8 ↓
I want to stay working in my position for at least the next three years		13%	+5 ↑	-17 ↓	-13 ↓	-9 ↓

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

I am planning to retire		2%	+2	-4	-1	-2
I am pursuing another position within my agency		5%	-3	-36 ↓	-25 ↓	-6 ↓
I am pursuing a position in another agency		45%	+3	+21 ↑	+11 ↑	-6 ↓
I am pursuing work outside the APS		18%	-13 ↓	+6 ↑	+3	+1
It is the end of my non-ongoing, casual or contracted employment		11%	+3	+7 ↑	+7 ↑	+7 ↑
Other		18%	+8 ↑	+6 ↑	+5 ↑	+7 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR








AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RETENTION



EMPLOYEES WERE ALSO ASKED FOR THE PRIMARY REASON BEHIND THEIR DESIRE TO LEAVE AND COULD SELECT ONE RESPONSE FROM A LIST OF ITEMS.

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

RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
There is a lack of future career opportunities in my agency 	14%	-	-	-	-
I want to try a different type of work or I'm seeking a career change 	10%	-	-	-	-
Senior leadership is of a poor quality 	10%	-	-	-	-
I can receive a higher salary elsewhere 	10%	-	-	-	-
I am not satisfied with the work 	7%	-	-	-	-

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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA 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		9%	-7 ↓	-1	+1	+1
No		91%	+7 ↑	+1	-1	-1
Did this discrimination occur in your current agency?						
Yes	The data for this question has been hidden for anonymity reasons.					
No	The data for this question has been hidden for anonymity reasons.					

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

UNACCEPTABLE BEHAVIOUR



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

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

HARASSMENT AND BULLYING

RESPONSE SCALE

%

VARIANCE FROM 2021

VARIANCE FROM APS OVERALL

VARIANCE FROM REGULATORY AGENCIES

VARIANCE FROM EXTRA SMALL SIZED AGENCIES

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

Yes		17%	-4	+8 ⬆️	+9 ⬆️	+10 ⬆️
No		78%	+2	-7 ⬆️	-10 ⬆️	-9 ⬆️
Not sure		5%	+2	0	+1	-1

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		57%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		36%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		21%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures		23%	-3	-10 ⬆️	-13 ⬆️	-6 ⬆️
It was reported by someone else		8%	+8 ⬆️	0	0	-4
I did not report the behaviour		69%	-4	+10 ⬆️	+13 ⬆️	+10 ⬆️

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 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA 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		11%	+1	+8	+9	+6
No		76%	-4	-15	-17	-10
Not sure		6%	0	+3	+3	+2
Would prefer not to answer		6%	+3	+4	+5	+2

Did you report the potentially corrupt behaviour?

I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden for anonymity reasons.
It was reported by someone else	The data for this question has been hidden for anonymity reasons.
I did not report the behaviour	The data for this question has been hidden for anonymity reasons.

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
How do you describe your gender?						
Man or male		38%	+13	0	0	+7
Woman or female		55%	-11	-4	-3	-10
Non-binary		1%	+1	+1	+1	0
I use a different term		0%	0	0	0	0
Prefer not to say		6%	-4	+3	+2	+2
Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?						
Yes		0%	-3	-4	-1	-1
No		100%	+3	+4	+1	+1
Do you have an ongoing disability?						
Yes		5%	-1	-5	-4	-3
No		95%	+1	+5	+4	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

	RESPONSE SCALE	%	VARIANCE FROM 2021	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM EXTRA SMALL SIZED AGENCIES
Do you have carer responsibilities?						
Yes		40%	+2	-2	-2	0
No		60%	-2	+2	+2	0
Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQ+)?						
Yes		12%	0	+4	+3	+1
No		88%	0	-4	-3	-1
In which country were you born?						
Australia		65%	-4	-11↓	-11↓	-14↓
Other country		35%	+4	+11↑	+11↑	+14↑
Do you speak a language other than English at home?						
No, English only		77%	0	-3	-5↓	-7↓
Yes, other		23%	0	+3	+5↑	+7↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

TIME TO TAKE ACTION



CELEBRATE

What things do we do well?

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?

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:

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.

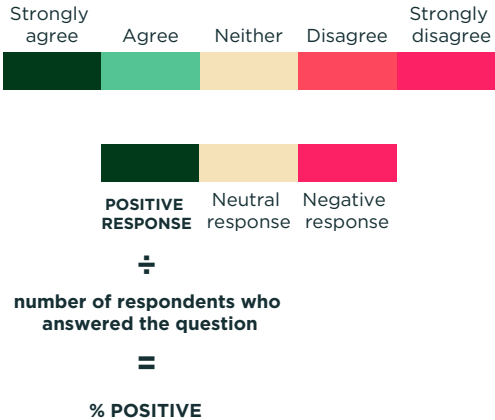
PRIORITISE 3 AREAS TO TAKE FORWARD

	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") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.



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 ENGINE'S 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.