



The APS Employee Census provides valuable insight into our workplace. It gives our employees the opportunity to share their thoughts and experiences, and in turn our organisation the ability to strengthen our workplace environment and culture.

This year, our census results show positive movement in the areas of executive leadership, learning and development, change management, internal communication, health and wellbeing and employee engagement.

However, while we celebrate these highlights, we also acknowledge that fostering a robust and positive workplace culture requires sustained improvement, and we're committed to building on the work of previous years.

In April, TEQSA published our revised Culture Plan. The plan was created with feedback from our staff and seeks to continue our journey to build a healthy culture which enables high performance and champions our TEQSA values of trust, respect, collaboration and accountability.

Our 2023 Census Action Plan (CAP) further supports our culture journey, as well as the momentum of our previous census action plans. The plan focuses on four key areas, two where we wish to sustain our results and two where we wish to uplift our performance. These areas are:

Sustain

- communication and change
- inclusive workplace and flexibility

Uplift

- enabling innovation
- recognition

These focus areas underpin the actions we're committing to and seek to improve our working environment, strengthen our workplace culture and support our staff as valued members of our team.

Thank you to our staff for participating in the census, sharing your insights and helping us build a great workplace.



Mary Russell
Acting Chief Executive Officer
Tertiary Education Quality and Standards Agency

TEQSA



Highlights Report TEQSA



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RESPONSES:

100 of 110

RESPONSE RATE:

91%

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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
						+1	-6 ⬇	-8 ⬇	-6 ⬇	
SAY	Overall, I am satisfied with my job	59	18	23	59%	+2	-14 ⬇	-17 ⬇	-13 ⬇	
	I am proud to work in my agency	60	23	17	60%	+7 ⬆	-16 ⬇	-20 ⬇	-16 ⬇	
	I would recommend my agency as a good place to work	43	23	34	43%	+12 ⬆	-25 ⬇	-30 ⬇	-21 ⬇	
	I believe strongly in the purpose and objectives of my agency	81	13		81%	-4	-3	-9 ⬇	-6 ⬇	
STAY	I feel a strong personal attachment to my agency	46	27	26	46%	+9 ⬆	-14 ⬇	-17 ⬇	-14 ⬇	
	I feel committed to my agency's goals	78	16		78%	+1	-5 ⬇	-9 ⬇	-5 ⬇	
STRIVE	I suggest ideas to improve our way of doing things	89	11		89%	0	+2	+2	+1	
	I am happy to go the 'extra mile' at work when required	86	7	7	86%	-3	-4	-5 ⬇	-4	
	I work beyond what is required in my job to help my agency achieve its objectives	81	14		81%	+8 ⬆	+1	+1	+1	
	My agency really inspires me to do my best work every day	46	27	27	46%	+13 ⬆	-11 ⬇	-15 ⬇	-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	70	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
				0	-6⬇️	-7⬇️	-4

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	67	15	18	67%	+5⬆️	-12⬇️	-13⬇️	-9⬇️
	My supervisor can deliver difficult advice whilst maintaining relationships	65	18	17	65%	+2	-13⬇️	-15⬇️	-11⬇️
	My supervisor invites a range of views, including those different to their own	73	16	11	73%	-1	-8⬇️	-11⬇️	-6⬇️
	My supervisor encourages my team to regularly review and improve our work	72	15	13	72%	+1	-9⬇️	-10⬇️	-5⬇️
	My supervisor is invested in my development	67	22	11	67%	+2	-9⬇️	-10⬇️	-6⬇️
	My supervisor ensures that my workgroup delivers on what we are responsible for	77	16	7	77%	-2	-10⬇️	-11⬇️	-8⬇️

Other similar questions

	My supervisor provides me with helpful feedback to improve my performance	66	18	16	66%	-5⬇️	-11⬇️	-12⬇️	-8⬇️
	My immediate supervisor encourages me	67	20	13	67%	+6⬆️	-9⬇️	-11⬇️	-7⬇️

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		64	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
						+5 ⬆	-5 ⬇	-6 ⬇	-3
SES Manager	My SES manager clearly articulates the direction and priorities for our area	64	20	16	64%	+23 ⬆	-4	-5 ⬇	+1
	My SES manager presents convincing arguments and persuades others towards an outcome	58	25	17	58%	+17 ⬆	-4	-7 ⬇	-3
	My SES manager promotes cooperation within and between agencies	57	32	11	57%	+5 ⬆	-10 ⬇	-12 ⬇	-8 ⬇
	My SES manager encourages innovation and creativity	60	23	17	60%	+19 ⬆	-5 ⬇	-7 ⬇	-2
	My SES manager creates an environment that enables us to deliver our best	52	27	21	52%	+15 ⬆	-11 ⬇	-13 ⬇	-8 ⬇
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	64	24	12	64%	+10 ⬆	-9 ⬇	-12 ⬇	-7 ⬇
Other similar questions									
	In my agency, the SES work as a team	50	29	21	50%	+18 ⬆	-3	-3	+2
	In my agency, the SES clearly articulate the direction and priorities for our agency	58	20	22	58%	+22 ⬆	-5 ⬇	-7 ⬇	+4
	In my agency, communication between SES and other employees is effective	42	25	32	42%	+13 ⬆	-11 ⬇	-12 ⬇	-3
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	56	29	15	56%	-	-10 ⬇	-12 ⬇	-6 ⬇
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	62	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
				+4	-7↓	-7↓	-3

Communication	My supervisor communicates effectively	69	13	18	69%	+4	-11↓	-12↓	-8↓
	My SES manager communicates effectively	64	14	22	64%	+21↑	-5↓	-6↓	0
	Internal communication within my agency is effective	47	25	28	47%	+10↑	-9↓	-12↓	-1

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	63	17	20	63%	+3	-4	-6↓	-3
	Staff are consulted about change at work	47	32	21	47%	+14↑	-2	-4	+2
	Change is managed well in my agency	33	29	38	33%	+14↑	-10↓	-12↓	-2

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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My job gives me opportunities to utilise my skills	73 11 16	73%	-9⬇️	-6⬇️	-9⬇️	-7⬇️
I have a choice in deciding how I do my work	65 26 9	65%	-9⬇️	+1	-6⬇️	-6⬇️
Where appropriate, I am able to take part in decisions that affect my job	69 14 17	69%	-6⬇️	0	-3	0
I am clear what my duties and responsibilities are	72 19 9	72%	-8⬇️	-7⬇️	-9⬇️	-6⬇️
I am satisfied with the recognition I receive for doing a good job	62 18 20	62%	+2	-4	-8⬇️	-4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	32 25 43	32%	-18⬇️	-19⬇️	-22⬇️	-20⬇️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	73 11 16	73%	0	-1	-8⬇️	-6⬇️
I am satisfied with the stability and security of my job	65 19 16	65%	-15⬇️	-17⬇️	-18⬇️	-10⬇️
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	81 10 9	81%	0	+2	-4	0

KEY



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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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
I feel a strong personal attachment to the APS	51 36 13	51%	-1	-11⬇️	-9⬇️	-2
I understand how my role contributes to achieving an outcome for the Australian public	90	90%	+1	-2	-3	-1
I believe strongly in the purpose and objectives of the APS	82 16	82%	-5⬇️	-3	-4	+1

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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What best describes your current workload?

Well above capacity - too much work		35%	+6⬆️	+12⬆️	+11⬆️	+9⬆️
Slightly above capacity - lots of work to do		37%	-8⬇️	-3	-4	-2
At capacity - about the right amount of work to do		24%	+6⬆️	-5⬇️	-3	-2
Slightly below capacity - available for more work		2%	-4	-3	-3	-4
Well below capacity - not enough work		1%	0	0	0	-1

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 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My agency supports and actively promotes an inclusive workplace culture	66 19 15	66%	+5 ⬆	-14 ⬇	-14 ⬇	-9 ⬇
My supervisor actively ensures that everyone can be included in workplace activities	74 15 11	74%	+7 ⬆	-10 ⬇	-11 ⬇	-8 ⬇
I receive the respect I deserve from my colleagues at work	74 19 7	74%	+5 ⬆	-7 ⬇	-9 ⬇	-5 ⬇

	RESPONSE SCALE	%	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		10%	-7 ⬇	-4	-4	-5 ⬇
Flexible hours of work		27%	-2	-1	-3	-4
Compressed work week		0%	0	-3	-6 ⬇	-5 ⬇
Job sharing		0%	0	0	-1	-1
Working away from the office/working from home		88%	+10 ⬆	+31 ⬆	+12 ⬆	+22 ⬆
None of the above		6%	-2	-20 ⬇	-6 ⬇	-12 ⬇

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.

	YOUR ENABLING INNOVATION INDEX SCORE	61	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM APS OVERALL	VARIANCE FROM REGULATORY AGENCIES	VARIANCE FROM 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	8 9	83%	0	+3	+2	+3
	My immediate supervisor encourages me to come up with new or better ways of doing things	66	18 16	66%	-7 ↓	-6 ↓	-8 ↓	-6 ↓
	People are recognised for coming up with new and innovative ways of working	52	25 23	52%	+3	-6 ↓	-9 ↓	0
	My agency inspires me to come up with new or better ways of doing things	49	21 30	49%	+13 ↑	-1	-3	0
	My agency recognises and supports the notion that failure is a part of innovation	34	38 28	34%	+6 ↑	-5 ↓	-5 ↓	0

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**

63

RESPONSE SCALE

**%
POSITIVE**

VARIANCE
FROM 2022

VARIANCE
FROM APS
OVERALL

VARIANCE
FROM
REGULATORY
AGENCIES

VARIANCE
FROM SMALL
SIZED
AGENCIES

+3

-6 ↓

-8 ↓

-6 ↓

Wellbeing policies and support

I am satisfied with the policies/practices in place to help me manage my health and wellbeing

55

29

16

55%

+6 ↑

-9 ↓

-11 ↓

-8 ↓

My agency does a good job of communicating what it can offer me in terms of health and wellbeing

56

27

17

56%

+8 ↑

-6 ↓

-10 ↓

-7 ↓

My agency does a good job of promoting health and wellbeing

47

31

22

47%

+5 ↑

-16 ↓

-19 ↓

-14 ↓

I think my agency cares about my health and wellbeing

55

22

23

55%

+2

-6 ↓

-12 ↓

-10 ↓

I believe my immediate supervisor cares about my health and wellbeing

76

16

8

76%

+1

-9 ↓

-11 ↓

-10 ↓

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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
How often do you find your work stressful?						
Always	<div></div>	7%	-3	+2	+2	+3
Often	<div></div>	28%	0	+2	+3	+2
Sometimes	<div></div>	50%	+7⬆	+1	0	+2
Rarely	<div></div>	13%	-4	-5⬇	-5⬇	-7⬇
Never	<div></div>	2%	+1	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent	<div></div>	11%	+2	+3	+4	+4
To a large extent	<div></div>	21%	+1	0	+2	+2
Somewhat	<div></div>	34%	+1	-5⬇	-4	-5⬇
To a small extent	<div></div>	27%	+1	+3	+1	+2
To a very small extent	<div></div>	7%	-5⬇	-2	-3	-3

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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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I feel burned out by my work

Strongly agree	<div></div>	14%	-6↓	+5↑	+5↑	+5↑
Agree	<div></div>	25%	+4	+1	+2	+1
Neither agree nor disagree	<div></div>	23%	-2	-9↓	-7↓	-7↓
Disagree	<div></div>	30%	+4	+1	-1	0
Strongly disagree	<div></div>	8%	-1	+1	0	0

In general, would you say that your health is:

Excellent	<div></div>	15%	+3	+5↑	+4	+4
Very good	<div></div>	36%	-6↓	+2	0	+1
Good	<div></div>	35%	+8↑	-3	-1	-3
Fair	<div></div>	11%	+1	-4	-3	-3
Poor	<div></div>	3%	-6↓	0	0	0

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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
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In the last month, please rate your workgroup's overall performance

Excellent	<div></div>	17%	+4	-10 ↓	-13 ↓	-10 ↓
Very good	<div></div>	62%	+3	+8 ↑	+8 ↑	+9 ↑
Average	<div></div>	15%	-9 ↓	0	+3	0
Below average	<div></div>	4%	0	+2	+2	+2
Well below average	<div></div>	1%	+1	0	0	0

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

Excellent	<div></div>	8%	+4	-8 ↓	-9 ↓	-6 ↓
Very good	<div></div>	44%	+4	-10 ↓	-13 ↓	-6 ↓
Average	<div></div>	33%	-15 ↓	+8 ↑	+12 ↑	+5 ↑
Below average	<div></div>	11%	+7 ↑	+7 ↑	+8 ↑	+6 ↑
Well below average	<div></div>	4%	0	+3	+3	+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 REGULATORY AGENCIES	VARIANCE FROM SMALL SIZED AGENCIES
My workgroup has the appropriate skills, capabilities and knowledge to perform well	77 13 10	77%	+8⬆	-1	-3	-3
My workgroup has the tools and resources we need to perform well	40 15 45	40%	+8⬆	-19⬇	-15⬇	-11⬇
The people in my workgroup use time and resources efficiently	69 17 14	69%	-1	-7⬇	-8⬇	-7⬇
My workgroup can readily adapt to new priorities and tasks	78 9 13	78%	+5⬆	-5⬇	-6⬇	-4
The people in my workgroup cooperate to get the job done	90 8	90%	+3	+2	0	+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 REGULATORY 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>	18%	-3	+8 ⬆	+9 ⬆	+8 ⬆
I want to leave my position within the next 12 months	<div></div>	30%	-2	+6 ⬆	+7 ⬆	+8 ⬆
I want to stay working in my position for the next one to two years	<div></div>	35%	+1	-2	-7 ⬇	-3
I want to stay working in my position for at least the next three years	<div></div>	17%	+4	-12 ⬇	-9 ⬇	-13 ⬇

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

I am planning to retire	<div></div>	4%	+2	-1	+1	0
I am pursuing another position within my agency	<div></div>	6%	+2	-35 ⬇	-26 ⬇	-11 ⬇
I am pursuing a position in another agency	<div></div>	42%	-4	+14 ⬆	+8 ⬆	-3
I am pursuing work outside the APS	<div></div>	21%	+3	+10 ⬆	+6 ⬆	+5 ⬆
It is the end of my non-ongoing, casual or contracted employment	<div></div>	10%	-1	+7 ⬆	+7 ⬆	+6 ⬆
Other	<div></div>	17%	-2	+4	+4	+4

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 REGULATORY 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):

My immediate supervisor's leadership is of a poor quality		18%	-	-	-	-
I am not satisfied with the work		12%	-	-	-	-
I am expected to do more work than I reasonably can		12%	-	-	-	-
Senior leadership is of a poor quality		12%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		9%	-	-	-	-

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
REGULATORY
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>	8%	-1	-2	0	-2
No	<div></div>	92%	+1	+2	0	+2

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 2022

VARIANCE FROM APS OVERALL

VARIANCE FROM REGULATORY 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>	14%	-3	+4	+5 ⬆	+3
No	<div></div>	80%	+2	-4	-6 ⬆	-3
Not sure	<div></div>	6%	+1	+1	+1	0

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

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	50%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	36%	-	-	-	-
Cyberbullying (e.g. harassment via IT, or the spreading of gossip/materials intended to defame or humiliate)	<div></div>	14%	-	-	-	-

Did you report the harassment or bullying?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	21%	-2	-13 ⬆	-12 ⬆	-14 ⬆
It was reported by someone else		0%	-8 ⬆	-8 ⬆	-8 ⬆	-5 ⬆
I did not report the behaviour	<div></div>	79%	+9 ⬆	+21 ⬆	+20 ⬆	+19 ⬆

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 REGULATORY AGENCIES

VARIANCE FROM SMALL SIZED AGENCIES

Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?

Yes	<div></div>	6%	-5↓	+3	+3	+1
No	<div></div>	88%	+12↑	-3	-5↓	+1
Not sure	<div></div>	5%	-1	+1	+2	0
Would prefer not to answer	<div></div>	1%	-5↓	-1	-1	-2

Did you report the potentially corrupt behaviour?

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

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DEMOGRAPHICS

How do you describe your gender?	Responses
Man or male	39%
Woman or female	51%
Non-binary	0%
I use a different term	0%
Prefer not to say	10%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	1%
No	99%

Do you have an ongoing disability?	Responses
Yes	7%
No	93%

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

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

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	58%
Australian Aboriginal and/or Torres Strait Islander	0%
New Zealander (excluding Maori)	0%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	12%
North-West European (excluding Anglo-European)	1%
Southern and Eastern European	3%
South-East Asian	11%
North-East Asian	0%
Southern and Central Asian	16%
North American	2%
South and Central American and Caribbean Islander	2%
North African and Middle Eastern	2%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	3%
No	91%
Not sure	6%

AGENCY POSITION



AGENCY POSITION

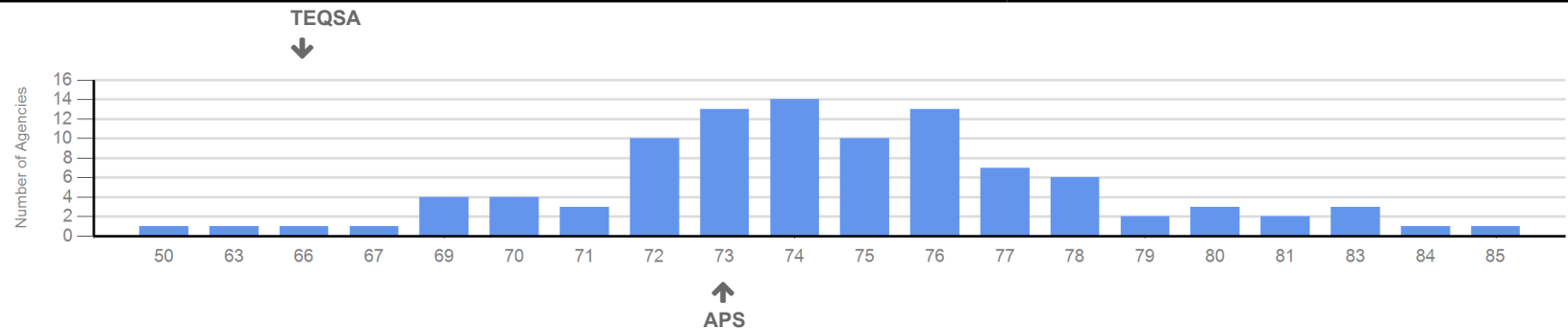
THESE GRAPHS DISPLAY THE OVERALL INDEX SCORE OF EACH AGENCY FOR THE EMPLOYEE ENGAGEMENT, LEADERSHIP - IMMEDIATE SUPERVISOR, LEADERSHIP - SES MANAGER, COMMUNICATION, ENABLING INNOVATION AND WELLBEING POLICIES AND SUPPORT INDICES. THESE ARE TO ASSIST YOU TO SEE WHERE YOUR AGENCY SITS IN COMPARISON TO THE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

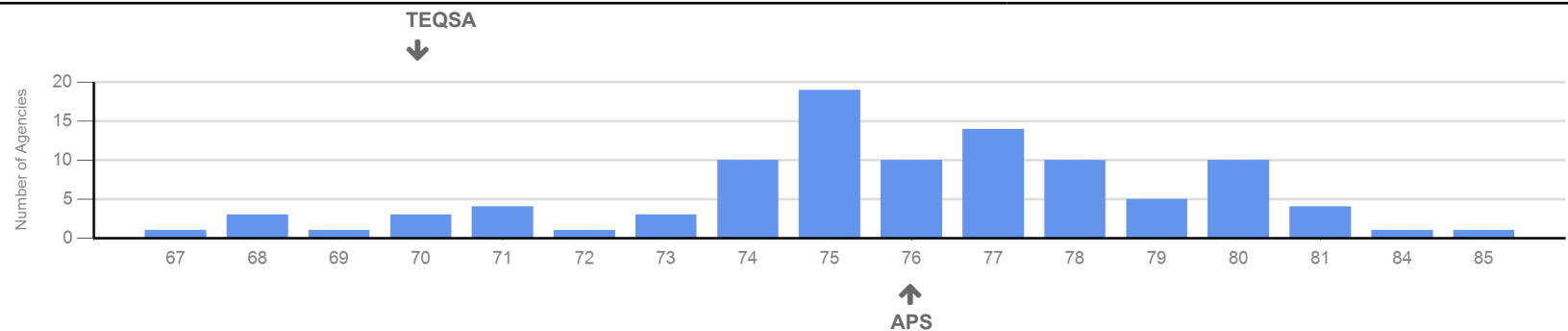
Employee Engagement Index

Ranking : 98th of 100



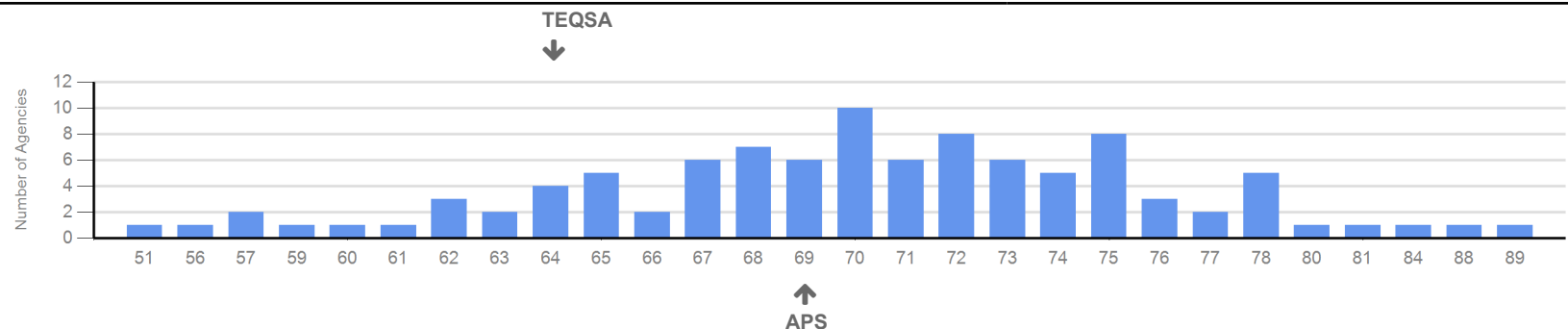
Leadership – Immediate Supervisor Index

Ranking : 93rd of 100



Leadership – SES Manager Index

Ranking : 87th of 100



AGENCY POSITION



AGENCY POSITION

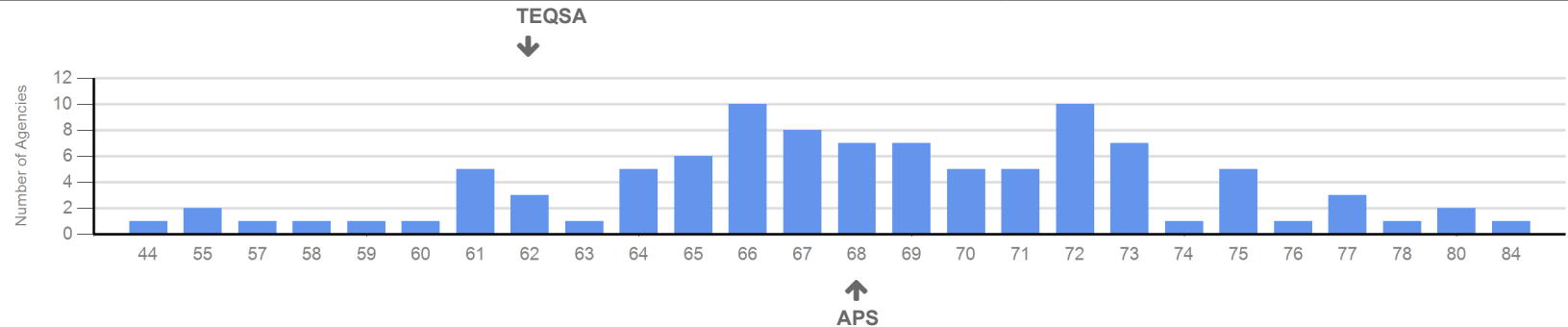
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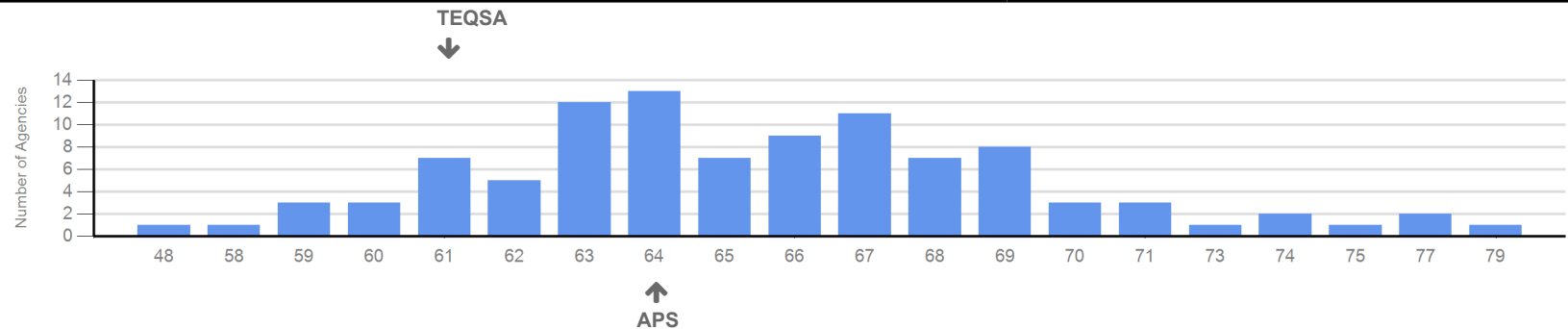
Communication Index

Ranking : 88th of 100



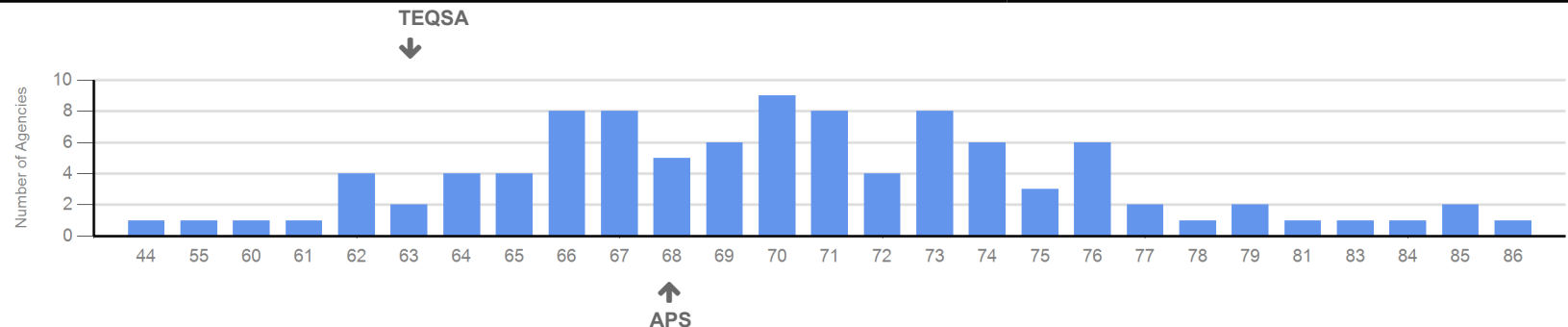
Enabling Innovation Index

Ranking : 89th of 100



Wellbeing Policies and Support Index

Ranking : 92nd 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
REGULATORY
AGENCIES

VARIANCE
FROM SMALL
SIZED
AGENCIES

.1

Change is managed well in my agency

33%

+14↑

-10↓

-12↓

-2

.2

Internal communication within my agency is effective

47%

+10↑

-9↓

-12↓

-1

.3

My agency supports and actively promotes an inclusive workplace culture

66%

+5↑

-14↓

-14↓

-9↓

.4

People are recognised for coming up with new and innovative ways of working

52%

+3

-6↓

-9↓

0

.5

My agency inspires me to come up with new or better ways of doing things

49%

+13↑

-1

-3

0

.6

Staff are consulted about change at work

47%

+14↑

-2

-4

+2

TEQSA SPECIFIC QUESTIONS

	RESPONSE SCALE			% POSITIVE	VARIANCE FROM 2022
The culture of TEQSA promotes and supports cooperative and respectful relationships with colleagues	63	20	17	63%	+10 ↑
The culture of TEQSA is improving	59	18	24	59%	+9 ↑
The Executive Leadership Team (ELT) communicates a vision that motivates me	47	18	34	47%	+21 ↑

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?

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.

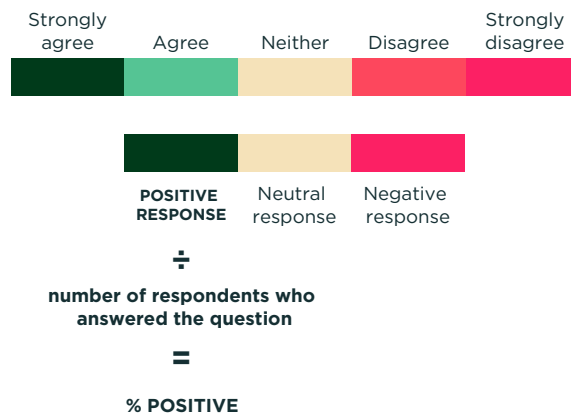
PRIORITISE 3 AREAS TO TAKE FORWARD

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

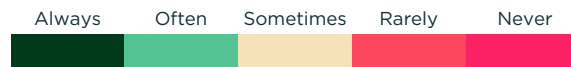
GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE" 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.