

Highlights Report DHA



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Responses:

478 of 611

Response Rate:

78%

Exploring your results



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



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



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



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



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

Employee Engagement: Say, Stay, Strive



How engaged is your team?

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

Your Employee Engagement Index score		71	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
Say	Overall, I am satisfied with my job	73	14 13	73%	+1	-2	-2	-3
	I am proud to work in my agency	72	22	72%	-4	-6 ↓	-6 ↓	-8 ↓
	I would recommend my agency as a good place to work	64	22 14	64%	-2	-7 ↓	-6 ↓	-8 ↓
	I believe strongly in the purpose and objectives of my agency	83	13	83%	-1	-3	-5 ↓	-6 ↓
Stay	I feel a strong personal attachment to my agency	61	25 14	61%	0	-2	-1	-3
	I feel committed to my agency's goals	85	12	85%	0	-1	-2	-3
Strive	I suggest ideas to improve our way of doing things	88	11	88%	+2	+1	-1	-2
	I am happy to go the 'extra mile' at work when required	90	8	90%	-1	-1	-2	-2
	I work beyond what is required in my job to help my agency achieve its objectives	82	16	82%	-2	+1	-1	+1
	My agency really inspires me to do my best work every day	53	29 18	53%	-6 ↓	-8 ↓	-9 ↓	-11 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

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

Your Immediate Supervisor Index score		74	Response scale		% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies	
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	78	13	9	78%	+1	-2	-2	-2	
	My supervisor can deliver difficult advice whilst maintaining relationships	77	13	9	77%	-3	-2	-1	-2	
	My supervisor invites a range of views, including those different to their own	79	12	10	79%	-3	-4	-2	-4	
	My supervisor encourages my team to regularly review and improve our work	79	13	8	79%	-3	-3	-2	-2	
	My supervisor is invested in my development	75	14	11	75%	0	-3	-1	-3	
	My supervisor ensures that my workgroup delivers on what we are responsible for	85	10		85%	+1	-3	-3	-3	
Other similar questions										
	My supervisor provides me with helpful feedback to improve my performance	73	15	12	73%	-5↓	-6↓	-5↓	-5↓	
	My immediate supervisor encourages me	75	17	8	75%	-2	-2	-1	-2	
	My supervisor actively ensures that everyone can be included in workplace activities	82	11	7	82%	-1	-3	-1	-2	
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	77	14	9	77%	-	-3	-2	-3	
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 Index 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 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
				-2	-7↓	-7↓	-8↓

SES Manager	My SES manager clearly articulates the direction and priorities for our area	58	24	19	58%	-2	-12↓	-12↓	-12↓
	My SES manager presents convincing arguments and persuades others towards an outcome	53	30	17	53%	0	-10↓	-11↓	-12↓
	My SES manager promotes cooperation within and between agencies	54	32	14	54%	-5↓	-14↓	-12↓	-15↓
	My SES manager encourages innovation and creativity	57	27	16	57%	-1	-9↓	-9↓	-10↓
	My SES manager creates an environment that enables us to deliver our best	52	26	22	52%	-6↓	-13↓	-13↓	-15↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	64	24	12	64%	-4	-11↓	-11↓	-13↓

Other similar questions

In my agency, the SES work as a team	43	29	28	43%	-6↓	-14↓	-14↓	-11↓
In my agency, the SES clearly articulate the direction and priorities for our agency	50	26	24	50%	-2	-14↓	-16↓	-14↓
My SES manager routinely promotes the use of data and evidence to deliver outcomes	59	28	13	59%	-2	-8↓	-10↓	-10↓

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

Change

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

Your Communication Index score		63	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
					-2	-6 ↓	-6 ↓	-6 ↓

Communication	My supervisor communicates effectively	77	13	11	77%	-5 ↓	-4	-3	-4
	My SES manager communicates effectively	58	23	19	58%	-2	-12 ↓	-12 ↓	-12 ↓
	Internal communication within my agency is effective	45	22	33	45%	-3	-13 ↓	-12 ↓	-11 ↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	61	20	19	61%	+1	-7 ↓	-8 ↓	-7 ↓
	Staff are consulted about change at work	39	36	25	39%	-3	-12 ↓	-12 ↓	-12 ↓
	Change is managed well in my agency	43	23	34	43%	+2	-1	-2	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

The Innovation Index assesses both whether employees feel willing and able to be innovative, and whether their agency has a culture which enables them to be so.

Your Enabling Innovation Index score		62		Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	75	16	8	75%	-5 ↓	-4	-4	-6 ↓
	My immediate supervisor encourages me to come up with new or better ways of doing things	73	19	8	73%	-1	0	0	-2
	People are recognised for coming up with new and innovative ways of working	48	32	20	48%	-1	-10 ↓	-8 ↓	-10 ↓
	My agency inspires me to come up with new or better ways of doing things	47	34	20	47%	-10 ↓	-3	-4	-5 ↓
	My agency recognises and supports the notion that failure is a part of innovation	37	40	24	37%	-1	-4	-4	-4

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing Policies and Support



Wellbeing

The Wellbeing Index provides a measure of the practical and cultural elements that allow for a sustainable and healthy working environment.

Your Wellbeing Policies and Support Index score	67	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	64	25	11	64%	-3	-3	-3	-4
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	58	25	17	58%	-6 ↓	-8 ↓	-8 ↓	-10 ↓
	My agency does a good job of promoting health and wellbeing	58	26	16	58%	-6 ↓	-9 ↓	-9 ↓	-9 ↓
	I think my agency cares about my health and wellbeing	58	25	16	58%	-5 ↓	-6 ↓	-8 ↓	-9 ↓
	I believe my immediate supervisor cares about my health and wellbeing	85	8	7	85%	+1	-1	0	-2

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	73	12	15	73%	-	-1	0	-1
	The people in my workgroup are able to bring up problems and tough issues	79	14	7	79%	-	-1	-3	-3
	I receive the respect I deserve from my colleagues at work	79	16	5	79%	0	-2	-1	-2
	My agency supports and actively promotes an inclusive workplace culture	81	12	7	81%	-2	-1	+1	+2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
In general, would you say that your health is:						
Excellent		10%	-1	-1	-2	-2
Very good		33%	+2	-2	-3	-3
Good		39%	-4	+2	+2	+2
Fair		15%	+2	+1	+3	+3
Poor		3%	0	0	0	0
What best describes your current workload?						
Well above capacity - too much work		29%	+2	+7	+4	+6
Slightly above capacity - lots of work to do		41%	-4	+1	+3	+1
At capacity - about the right amount of work to do		28%	+5	-3	-1	-1
Slightly below capacity - available for more work		2%	-2	-3	-4	-4
Well below capacity - not enough work		0%	0	-1	-1	-1

Key
































At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
How often do you find your work stressful?						
Always		6%	-1	+1	+1	+2
Often		31%	+2	+7 	+7 	+8 
Sometimes		48%	+3	-2	-2	-3
Rarely		13%	-5 	-6 	-5 	-6 
Never		1%	0	-1	-1	-1
To what extent is your work emotionally demanding?						
To a very large extent		9%	-1	+1	+1	+2
To a large extent		26%	+2	+5 	+6 	+7 
Somewhat		37%	+2	-2	-1	-1
To a small extent		22%	0	-2	-2	-3
To a very small extent		7%	-2	-3	-3	-4
I feel burned out by my work						
Strongly agree		12%	+1	+4	+3	+4
Agree		26%	-4	+3	+4	+4
Neither agree nor disagree		34%	+6 	+2	+2	+3
Disagree		24%	-4	-6 	-6 	-8 
Strongly disagree		4%	0	-3	-3	-4

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	<div style="width: 85%; background-color: #004d00; color: white; text-align: center;">85</div> <div style="width: 3%; background-color: #ff0000; color: white; text-align: center;">8</div>	85%	0	+3	+2	0
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time	<div style="width: 9%; background-color: #004d00;"></div>	9%	+1	-3	-1	-2
Flexible hours of work	<div style="width: 34%; background-color: #004d00;"></div>	34%	+6	+7	+8	+6
Compressed work week	<div style="width: 10%; background-color: #004d00;"></div>	10%	+2	+6	+6	+6
Job sharing	<div style="width: 1%; background-color: #004d00;"></div>	1%	0	0	0	0
Working away from the office/working from home	<div style="width: 72%; background-color: #004d00;"></div>	72%	+5	+10	+5	+3
None of the above	<div style="width: 14%; background-color: #004d00;"></div>	14%	-2	-10	-7	-5
Working away from the office						
None of the time	<div style="width: 28%; background-color: #004d00;"></div>	28%	-	-10	-5	-3
All of the time	<div style="width: 3%; background-color: #004d00;"></div>	3%	-	-3	-7	-6
Some of the time as a regular arrangement	<div style="width: 58%; background-color: #004d00;"></div>	58%	-	+11	+11	+8
Only on an irregular basis	<div style="width: 11%; background-color: #004d00;"></div>	11%	-	+3	+1	+1
Did not disclose their arrangement		0%	-	0	0	0

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

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
I am supported to use my expertise to provide frank and fearless advice	65	19	16	65%	-	-1	0	-1
The people in my workgroup demonstrate stewardship	72	21	7	72%	-	-5↓	-6↓	-8↓
The culture in my agency supports people to act with integrity	70	14	16	70%	-	-6↓	-7↓	-7↓
I believe strongly in the purpose and objectives of the APS	84	14	2	84%	+1	-3	-3	-3
I feel a strong personal attachment to the APS	58	32	10	58%	-2	-6↓	-5↓	-3
My workgroup considers the people and businesses affected by what we do	83	10	7	83%	-	-2	-4	-4

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
I am satisfied with the recognition I receive for doing a good job	53	24	23	53%	-6 ↓	-16 ↓	-14 ↓	-17 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	63	16	21	63%	+4	0	+2	-2
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	78	13	9	78%	+2	-4	-1	-4
I am satisfied with the stability and security of my job	75	14	11	75%	+2	-10 ↓	-2	-7 ↓

Clarity and autonomy

	Response scale			% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	92			92%	0	-1	-1	-1
I am clear what my duties and responsibilities are	79	16		79%	-1	0	+1	+1
I have a choice in deciding how I do my work	64	21	16	64%	-2	-2	-5 ↓	-9 ↓
Where appropriate, I am able to take part in decisions that affect my job	61	18	21	61%	-4	-10 ↓	-9 ↓	-12 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
In the last month, please rate your workgroup's overall performance						
Excellent		23%	-1	-4	-6 ↓	-5 ↓
Very good		59%	0	+4	+4	+4
Average		15%	0	0	+2	+1
Below average		2%	0	0	0	0
Well below average		1%	+1	0	0	0

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well		77%	-2	-1	-3	-3
My workgroup has the tools and resources we need to perform well		56%	-1	-3	-2	0
The people in my workgroup use time and resources efficiently		71%	-6 ↓	-5 ↓	-5 ↓	-6 ↓
My job gives me opportunities to utilise my skills		80%	-1	0	-1	-2
In the last 12 months, the formal learning I have accessed has improved my performance		48%	-	-10 ↓	-7 ↓	-9 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



Employees who indicated that they wanted to leave their current position as soon as possible or within the next 12 months were asked what their plans were.

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium 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		8%	-1	-1	-1	0
I want to leave my position within the next 12 months		16%	-3	-6 ↓	-6 ↓	-6 ↓
I want to stay working in my position for the next one to two years		35%	+4	-2	-3	-5 ↓
I want to stay working in my position for at least the next three years		40%	-1	+10 ↑	+10 ↑	+11 ↑
What best describes your plans involved with leaving your current position?						
I am planning to retire		1%	-1	-4	-2	-3
I am pursuing another position within my agency		26%	+2	-17 ↓	-4	-4
I am pursuing a position in another agency		39%	-5 ↓	+12 ↑	+6 ↑	+3
I am pursuing work outside the APS		11%	-1	+1	0	-1
It is the end of my non-ongoing, casual or contracted employment		5%	+1	+3	-2	0
Other		18%	+4	+5 ↑	+3	+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 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	17%	-	-	-	-
There are a lack of future career opportunities in my agency	15%	-	-	-	-
I am expected to do more work than I reasonably can	10%	-	-	-	-
Senior leadership is of a poor quality	10%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	8%	-	-	-	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



Employees who had perceived discrimination in the last 12 months in the course of their employment were asked what the basis was for the discrimination. Employees could select one or more responses from a list of items.

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

Discrimination	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium 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		8%	+2	-2	-1	0
No		92%	-2	+2	+1	0
Did this discrimination occur in your current agency?						
Yes		92%	+5	0	+1	+1
No		8%	-5	0	-1	-1
Basis for the discrimination that you experienced (3 highest responses):						
Other		29%	-	-	-	-
Gender		26%	-	-	-	-
Caring responsibilities		26%	-	-	-	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

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

Harassment and bullying	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?						
Yes		10%	+1	0	-1	0
No		84%	-2	0	0	-1
Not sure		6%	+1	+1	0	+1
Types of harassment or bullying experienced (3 highest responses):						
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		36%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		31%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		31%	-	-	-	-
Did you report the harassment or bullying?						
I reported the behaviour in accordance with my agency's policies and procedures		40%	-8↓	+4	-2	+3
It was reported by someone else		9%	+4	+2	0	+1
I did not report the behaviour		51%	+3	-6↓	+1	-4

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

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

Corruption	Response scale	%	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium 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		6%	+2	+3	+3	+3
No		85%	-3	-6 ↓	-5 ↓	-6 ↓
Not sure		4%	+1	0	0	+1
Would prefer not to answer		4%	+1	+2	+2	+2
Types of corrupt behaviours witnessed (3 highest responses):						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		79%	-	-	-	-
Nepotism-preferential treatment of family members, such as appointing them to positions without proper regard to merit		25%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		14%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		11%	-29 ↓	-10 ↓	-6 ↓	-4
It was reported by someone else		21%	+11 ↑	+5 ↑	+5 ↑	+4
I did not report the behaviour		68%	+18 ↑	+5 ↑	+1	0
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	34%
Woman or female	64%
Non-binary	0%
I use a different term	0%
Prefer not to say	2%

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

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

Do you have carer responsibilities?	Responses
Yes	42%
No	58%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	6%
No	94%

Do you identify as culturally and linguistically diverse?	Responses
Yes	20%
No	80%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	73%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	0%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	10%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	4%
South-East Asian	7%
North-East Asian	3%
Southern and Central Asian	3%
North American	1%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	8%
No	66%
Maybe	10%
I am unsure what neurodivergent means	16%

Agency position



Agency position

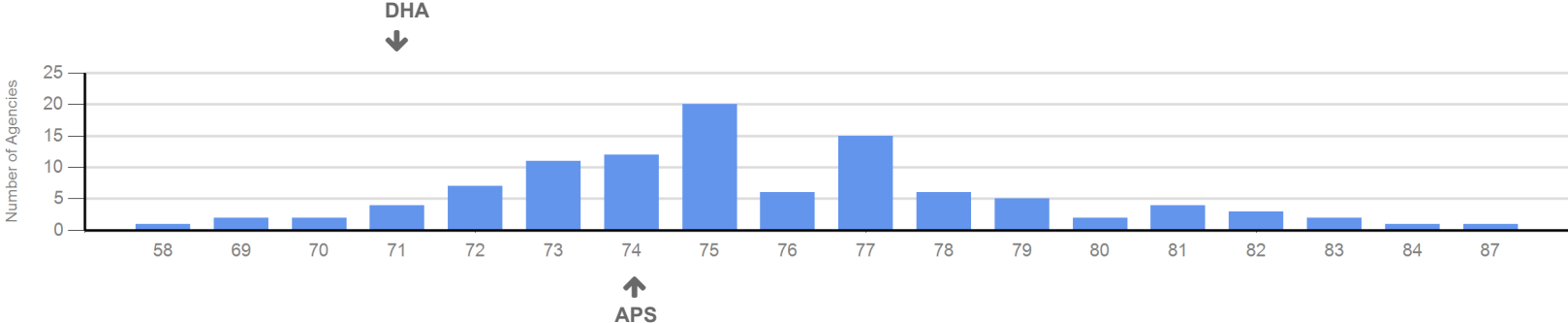
These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the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

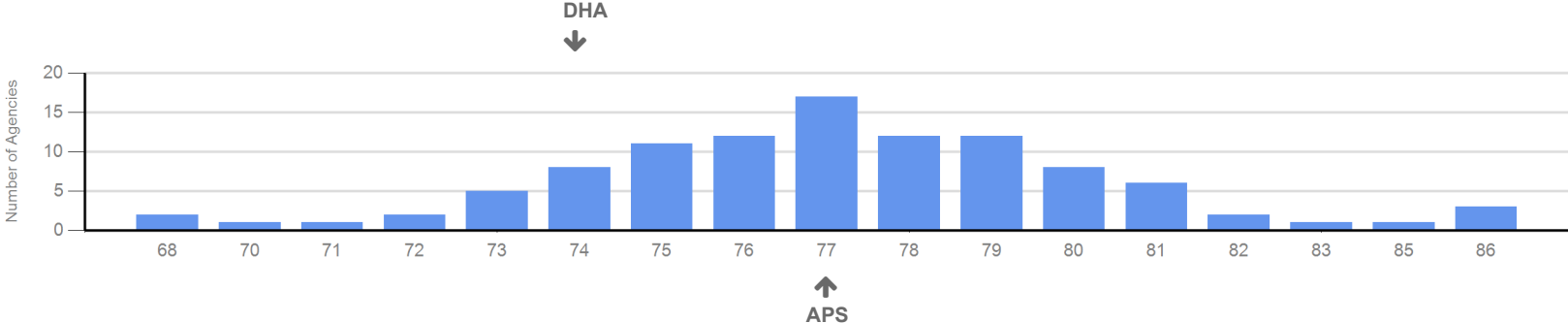
Employee Engagement Index

Ranking : 96th of 104



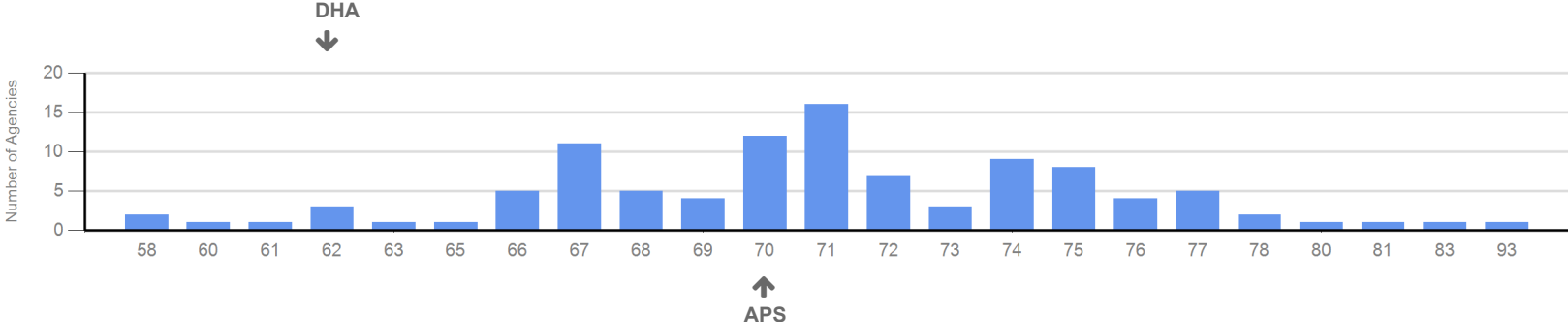
Leadership – Immediate Supervisor Index

Ranking : 90th of 104



Leadership – SES Manager Index

Ranking : 98th of 104



Agency position



Agency position

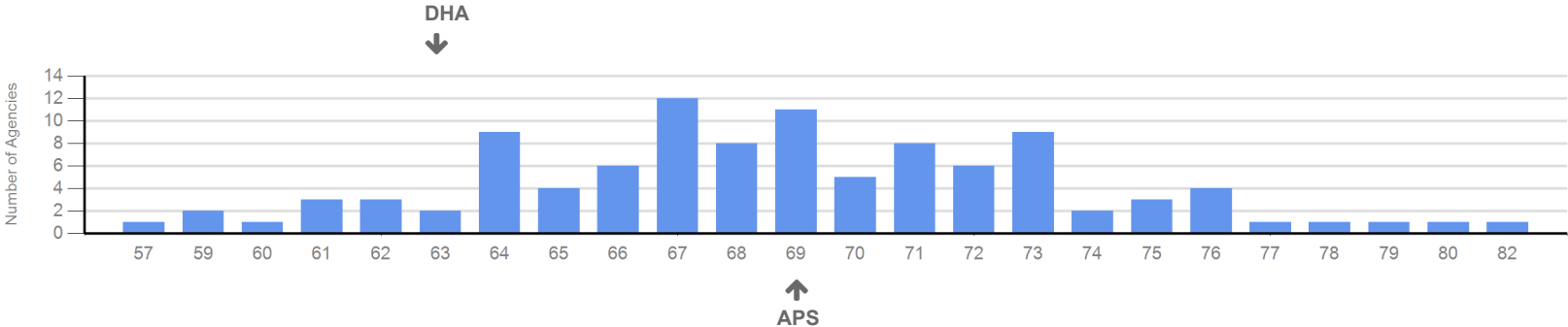
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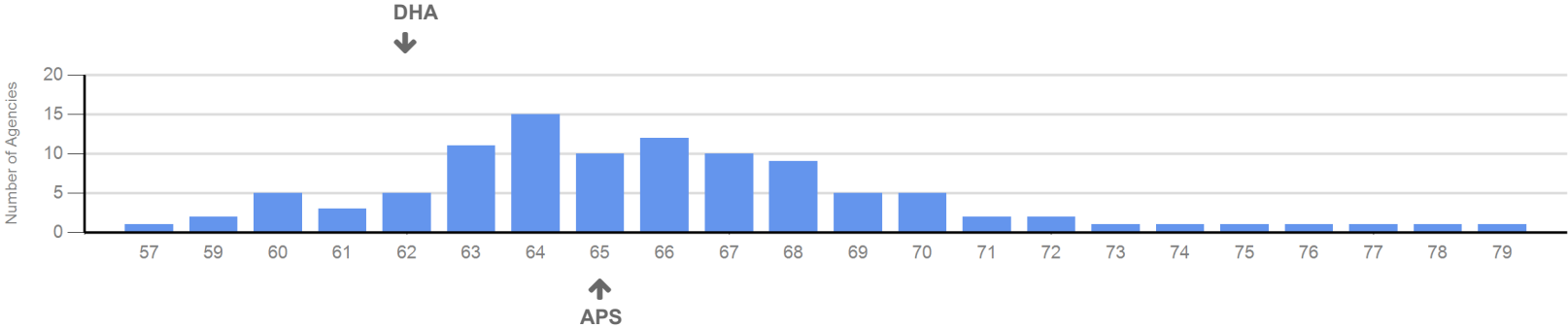
Communication Index

Ranking : 94th of 104



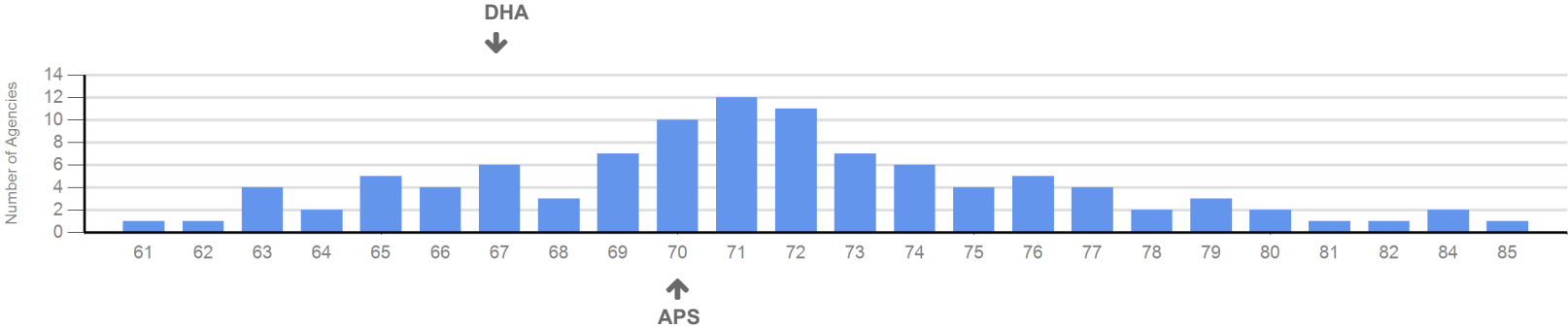
Enabling Innovation Index

Ranking : 91st of 104



Wellbeing Policies and Support Index

Ranking : 86th of 104



Suggested questions to focus on



What to focus on?

Through driver analysis, these key questions have been identified as being important to employees in your agency and associated with employee engagement.

They are not necessarily the questions with the lowest scores.

Some will be areas to improve upon and some will be areas to maintain.

Develop actions and activities to improve upon these, where possible, to drive higher levels of performance.

	At least 5 percentage points greater than comparator	At least 5 percentage points less than comparator	% Positive	Variance from 2023	Variance from APS overall	Variance from smaller operational agencies	Variance from medium sized agencies
.1 The culture in my agency supports people to act with integrity			70%	-	-6	-7	-7
.2 I am supported to use my expertise to provide frank and fearless advice			65%	-	-1	0	-1
.3 My agency supports and actively promotes an inclusive workplace culture			81%	-2	-1	+1	+2
.4 My agency inspires me to come up with new or better ways of doing things			47%	-10	-3	-4	-5
.5 I think my agency cares about my health and wellbeing			58%	-5	-6	-8	-9
.6 Internal communication within my agency is effective			45%	-3	-13	-12	-11

DHA specific questions

	Response scale			% Positive	Variance from 2023
DHA recognises employee effort and contribution to the organisation effectively	46	26	28	46%	-7↓
In DHA, workgroups readily seek advice and share information with others	50	28	22	50%	-6↓
Overall, DHA's culture is heading in the right direction	51	29	20	51%	-8↓
My immediate supervisor actively promotes and supports flexible ways of working in my workgroup	82	11	7	82%	-1
My immediate supervisor demonstrates personal responsibility and accountability for delivering outcomes	80	13	7	80%	-1
I have regular two-way performance conversations with my immediate supervisor	76	11	13	76%	-
Managers in my business area are invested in improving people's experience of change	62	25	13	62%	-2
Managers in my business area are taking steps to improve the culture for our team	64	22	15	64%	-5↓
Decisions being made by managers are adequately communicated	51	24	24	51%	-
Senior leaders consult with employees before making decisions that directly impact us	29	29	42	29%	-8↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



DHA specific questions

	Response scale			% Positive	Variance from 2023
Senior leaders follow through and action decisions	43	32	25	43%	-6 ↓
DHA provides adequate platforms for employees to raise their opinions and be heard by senior leaders	43	30	26	43%	-6 ↓
I feel confident that my feedback will be heard and considered by the senior leaders at DHA	33	31	35	33%	-8 ↓
Senior Leaders actively engage in changes happening across the business	47	29	23	47%	-7 ↓
Senior leaders demonstrate behaviour in accordance with the APS Values and Code of Conduct	63	26	11	63%	-7 ↓

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.

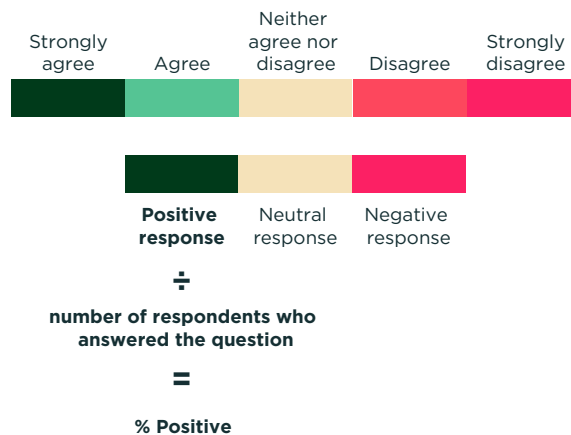
Prioritise 3 areas to take forward

	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 agree nor disagree	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

Comparisons to other similarly sized agencies are used through this report. To see how agencies are categorised visit:

<https://www.apsc.gov.au/aps-agencies-size-and-function>

Comparisons to previous years

The method of analysing and reporting specific results may be periodically reviewed and revised. Such improvements are applied to current data and that of previous years. For this reason the current report is always the most accurate data source for APS Employee Census results, including comparisons with time series data.

