

Highlights Report FOI Branch



CONTENT		
	Page	
Exp or ng your resu ts	2	
Emp oyee Engagement Say Stay Str ve	3	
Leadersh p	4	
Commun cat on and Change	6	
Workp ace Cond t ons	7	
nc us on	9	
Enab ng nnovat on	10	
We being Policies and Support	11	
We be ng	12	
Performance	14	
Retent on	16	
Unacceptab e Behav our	17	
Demograph cs	19	
Suggested Quest ons to Focus On	20	
T me to Take Act on	21	
Gu de to th s Report	22	

responses: 17 of 29

RESPONSE RATE:	
59%	

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 S MORE
T AN S MPLY JOB
SAT SFACT ON OR
COMM TMENT TO AN
ORGAN SAT ON T S
T E EXTENT TO
W C EMPLOYEES
ARE MOT VATED
NSP RED AND
ENABLED TO MPROVE
AN ORGAN SAT ON S
OUTCOMES

2023 APS Emp oyee Census

0	YOUR EMPLOYEE ENGAGEMENT INDEX SCORE	RESPONSE SCALE		% POSITIVE	VARIANCE FROM 2022 +5 •	VARIANCE FROM OAIC +2	VARIANCE FROM APS OVERALL +3
	Overa am sat sf ed w th my ob	82	12	82%	+29 ♦	+7 0	+9♠
SAY	am proud to work n my agency	69	25	69%	+10 🐼	-11 🗸	-7♥
/s	wou d recommend my agency as a good p ace to work	56 13	31	56%	+6 ⊙	-9♥	-12 ூ
	be eve strong y in the purpose and objectives of my agency	94		94%	+2	+4	+10 🚱
STAY	fee a strong persona attachment to my agency	56	44	56%	-10 ூ	+3	-4
ST	fee comm tted to my agency s goa s	94		94%	+2	+5 	+11 🐼
	suggest deas to mprove our way of do ng th ngs	100		100%	+15 🚱	+10 🚳	+13 🚱
STRIVE	am happy to go the extra m e at work when required	100		100%	+80	+4	+10 🚱
STR	work beyond what s required in my lob to help my agency achieve its objectives	88		88%	+4	-1	+7 ⊕
	My agency rea y nsp res me to do my best work every day	81	19	81%	+23♠	+15 🕢	+24 0

KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

Post ve Neutra Negat ve

PAGE 03

Australian Government

Australian Public Service Commission

LEADERSHIP - IMMEDIATE SUPERVISOR



IMMEDIATE SUPERVISOR

HE IMMEDIA E
SUPERVISOR SCORE
ASSESSES HOW
EMPLOYEES VIEW
HE LEADERSHIP
BEHAVIOURS OF
HEIR IMMEDIA E
SUPERVISOR IN LINE
WI H HE APS
LEADERSHIP
CAPABILITY
FRAMEWORK.

	YOUR IMMEDIATE SUPERVISOR 84	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAIC	VARIANCE FROM APS OVERALL
	INDEX SCORE			+15 �	+6�	+8♠
	My superv sor engages w th staff on how to respond to future cha enges	94	94%	+25♠	+14 🚳	+15 🚱
sor	My superv sor can de ver d ff cu t adv ce wh st ma nta n ng re at onsh ps	94	94%	+25♠	+11 🚱	+15 ♠
Supervisor	My superv sor nv tes a range of v ews nc ud ng those d fferent to the r own	88 13	88%	+18 🚱	+3	+6
Immediate	My superv sor encourages my team to regu ar y rev ew and mprove our work	94	94%	+9 ⊙	+11 🚱	+13 🚱
Ē	My superv sor s nvested n my deve opment	88 13	88%	+18 🚱	+7 ⊙	+12 🚱
	My superv sor ensures that my workgroup de vers on what we are respons b e for	100	100%	+23♠	+11 🚱	+13 🚱
	Other similar questions					
	My superv sor prov des me w th he pfu feedback to mprove my performance	88	88%	+26♠	+11 🐼	+10 💿
	My mmed ate superv sor encourages me	88 13	88%	+15 🚱	0	+12 🚱
KEY	AT LEAST 5 PERCENTAGE PO NTS GREATER	5 PERCENTAGE PO NTS LESS THAN TOR		Postve Neu	tra Negat ve	

Australian Government

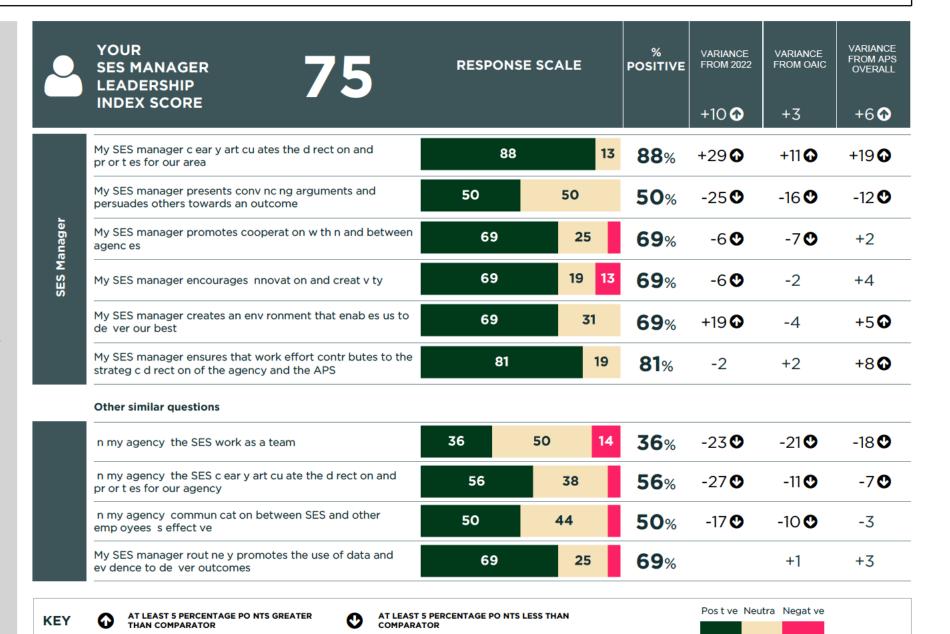
Australian Public Service Commission

LEADERSHIP - SES MANAGER



SES MANAGER

HE SES MANAGER
SCORE ASSESSES
HOW EMPLOYEES
VIEW HE
LEADERSHIP
BEHAVIOURS OF
HEIR IMMEDIA E
SES MANAGER IN
LINE WI H HE APS
LEADERSHIP
CAPABILITY
FRAMEWORK.





COMMUNICATION AND CHANGE



COMMUNICATION

HE
COMMUNICA ION
SCORE MEASURES
COMMUNICA ION
A HE INDIVIDUAL,
GROUP AND
AGENCY LEVEL.

•	YOUR COMMUNICATION 1NDEX SCORE 75	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022 +12 🏠	VARIANCE FROM OAIC +6 •	VARIANCE FROM APS OVERALL +7 •
tion	My superv sor commun cates effect ve y	88 13	88%	+18 🕥	+7 ①	+7 0
Communication	My SES manager commun cates effect ve y	63 38	63%	-13 ♥	-9 ♥	-6♥
Con	nterna commun cat on w th n my agency s effect ve	63 31	63 %	+4	+6 	+6

CHANGE

EFFEC IVE
COMMUNICA ION IS
AN IMPOR AN
PAR OF ANY
CHANGE PROCESS.
NO E HESE
QUES IONS DO NO
CON RIBU E O
HE ABOVE INDEX
SCORE.

Other similar questions

When changes occur the mpacts are commun cated we with n my workgroup	69	31	69%	+7 0	-2	+2
Staff are consu ted about change at work	69	31	69%	+32♠	+13 🐼	+200
Change s managed we n my agency	63	31	63%	+210	+9 0	+20 0

KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

Postve Neutra Negatve



WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
My obg ves me opportuntes to ut se my sk s	82 12	82%	+13 🚱	0	+4
have a cho ce in deciding how ido my work	63 38	63 %	-1	-7 ©	-2
Where appropr ate am ab e to take part in dec s ons that affect my lob	82 12	82%	+29 6	+10 🐼	+13 🚱
am c ear what my dut es and respons b t es are	94	94%	+30 🍑	+16 🚱	+14 🐼
am sat sf ed w th the recogn t on rece ve for do ng a good ob	71 18 12	71 %	+17 🐼	-5♥	+4
am fary remunerated (eg sa ary superannuat on) for the work that do	47 24 29	47%	+9	+6♠	-4
am sat sf ed w th my non-monetary emp oyment cond t ons (e g $$ eave $$ f ex b e work arrangements $$ other benef ts)	71 12 18	71 %	-22♥	-3	-3
am sat sf ed w th the stab ty and secur ty of my ob	71 18 12	71 %	-22♥	-9 ©	-11 👁
am conf dent that f requested a f ex b e work arrangement my request wou d be g ven reasonab e cons derat on	88 12	88%	-4	+8•	+10 🐼

KEY

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

0

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

Post ve Neutra Negat ve



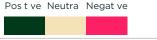
WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
fee a strong persona attachment to the APS	69 25	69 %	-23♥	+16 �	+7 0
understand how my ro e contr butes to ach ev ng an outcome for the Austra an pub c	100	100%	+8♠	+10 🗗	+80
be eve strong y n the purpose and ob ect ves of the APS	94	94%	+2	+7 0	+9♠
	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
What best describes your current workload?					
We above capac ty – too much work		69%	-4	+26 	+450
S ght y above capac ty - ots of work to do		25 %	+7 4	-9 ©	-15 👁
At capac ty – about the r ght amount of work to do		6%	+60	-14 🗨	-23 ♥
S ght y be ow capac ty - ava ab e for more work		0%	-9 0	-2	-5♥
We be ow capac ty - not enough work		0%	0	0	-1

KEY

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR





INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
My agency supports and act ve y promotes an nc us ve workp ace cu ture	81 19	81%	-10 ூ	-4	+2
My superv sor act ve y ensures that everyone can be nc uded n workp ace act v t es	94	94%	+17 🕥	+70	+10 🐼
rece ve the respect deserve from my co eagues at work	88 13	88%	-3	+1	+60
	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
Do you currently access any of the following flexible working arrangements? [Multiple Response] Part t me		24%	0	-1	+10 🐼
F ex b e hours of work		29%	+6 ♦	+80	+1
Compressed work week		6%	+60	0	+2
Job shar ng		0%	0	-1	0
Work ng away from the off ce/work ng from home		94%	+2	+15 🐼	+37♠
None of the above		0%	-80	-6 0	-26 O
			ve Neutra Neg		

Australian Government
Australian Public Service Commission

ENABLING INNOVATION



ENABLING INNOVATION

HE INNOVA ION SCORE ASSESSES BO H WHE HER EMPLOYEES FEEL WILLING AND ABLE O BE INNOVA IVE, AND WHE HER HEIR AGENCY HAS A CUL URE WHICH ENABLES HEM O BE SO.

\bigcirc	YOUR ENABLING INNOVATION INDEX SCORE	RESPONS	SE SCALE	% POSITIVE	VARIANCE FROM 2022 +9	VARIANCE FROM OAIC +3	VARIANCE FROM APS OVERALL +3
	be eve that one of my respons b t es s to cont nua y ook for new ways to mprove the way we work	94	1	94%	+210	+12 🚱	+14 🕢
innovation	My mmed ate superv sor encourages me to come up w th new or better ways of do ng th ngs	69	19 1	69%	+5♠	-8♥	-3
	Peop e are recogn sed for com ng up w th new and nnovat ve ways of work ng	63	25 1	63%	+80	+2	+5 ⊙
Enabling	My agency nsp res me to come up w th new or better ways of do ng th ngs	56	25 19	56%	+11 🚱	+7 ⊙	+70
	My agency recogn ses and supports the not on that fa ure sapart of nnovation	25	63 1	25%	-2	-6 0	-14 👁

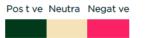
KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR





WELLBEING POLICIES AND SUPPORT



WELLBEING

HE WELLBEING SCORE PROVIDES A MEASURE OF HE PRAC ICAL AND CUL URAL ELEMEN S HA ALLOW FOR A SUS AINABLE AND HEAL HY WORKING ENVIRONMEN .

4	YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022 +3	VARIANCE FROM OAIC	VARIANCE FROM APS OVERALL +4
oort	am sat sf ed w th the po c es/pract ces n p ace to he p me manage my hea th and we be ng	75 13 13	75%	+11 🚱	+7 ⊙	+11 🚱
and support	My agency does a good ob of commun cat ng what t can offer me n terms of hea th and we be ng	75 13 13	75 %	+2	-5♥	+13 🚱
policies a	My agency does a good ob of promot ng hea th and we be ng	69 19 13	69%	-4	-2	+60
Wellbeing p	th nk my agency cares about my hea th and we be ng	75 19	75 %	+11 🚱	+2	+14 🕥
Me	be eve my mmed ate superv sor cares about my hea th and we be ng	88 13	88%	-3	-2	+2

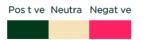
KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR





WELLBEING

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
How often do you find your work stressful?					
A ways		0%	-27♥	-5♥	-5♥
Often		38 %	+10 🐼	+5 	+11 🐼
Somet mes		44%	+26 ♦	-7♥	-5♥
Rare y		13%	-15 ♥	+2	-6♥
Never		6 %	+60	+50	+4
To what extent is your work emotionally demanding?					
To a very arge extent		13%	+3	+2	+5♠
To a arge extent		13%	-24 0	-2	-8♥
Somewhat		25 %	+16 🐼	-10 👁	-14 ூ
To a sma extent		38 %	+1	+80	+14 🚳
To a very sma extent		13%	+3	+3	+3

KEY



O

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
I feel burned out by my work					
Strong y agree		13%	-15 ♥	-3	+4
Agree		31 %	+220	+5 ⊙	+7 •
Ne ther agree nor d sagree		25 %	-2	-7 0	-7 O
D sagree		13 %	-24 0	-80	-17 🗷
Strong y d sagree		19%	+19 🚳	+12 🚳	+12 🚳
In general, would you say that your health is:					
Exce ent		25 %	+250	+10 🐼	+15 🐼
Very good		31 %	-14 👁	-3	-2
Good		38 %	+19 🚳	-2	-1
Far		6%	-21 ♥	-4	-9♥
Poor		0%	-9♥	-2	-3

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



PERFORMANCE

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
In the last month, please rate your workgroup's overall performance					
Exce ent		44%	+35♠	+13 🚱	+16 🐼
Very good		44%	-20♥	-13 ♥	-11 ♥
Average		13%	-6 0	+1	-2
Be ow average		0%	-9 0	-1	-2
We be ow average		0%	0	0	-1
In the last month, please rate your agency's success in meeting its goals and objectives					
Exce ent		29%	+29 ♦	+18 🚱	+13 🚱
Very good		36 %	-24♥	-25♥	-18 ♥
Average		36 %	+6 ۞	+10 🐼	+11 🐼
Be ow average		0%	-10 👁	-1	-4
We be ow average		0%	0	-2	-2

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
My workgroup has the appropr ate sk s capab tes and know edge to perform we	81 19	81%	+4	+2	+3
My workgroup has the too s and resources we need to perform we	25 13 63	25%	+10 🚱	-13 ♥	-34 O
The peop e n my workgroup use t me and resources eff c ent y	88 13	88%	+18 🚱	+11 🐼	+12 🚱
My workgroup can read y adapt to new pr or t es and tasks	94	94%	+17 ๋ ๋	+9 🏠	+11 🚱
The peop e n my workgroup cooperate to get the ob done	94	94%	+17 ♠	+1	+6•

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

Post ve Neutra Negat ve



RETENTION



EMPLOYEES W O
ND CATED T AT T EY
WANTED TO LEAVE
T E R CURRENT
POS T ON AS SOON AS
POSS BLE OR W T N
T E NEXT 12 MONT S
WERE ASKED W AT
T E R PLANS WERE

RESPONS	E SCALE %	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
Which of the following statements best reflects your current thoughts about work position?	ing in your current			
want to eave my post on as soon as poss be	7 %	-21 ♥	-2	-3
want to eave my post on with nithe next 12 months	33%	-12 🗸	+8♠	+96
want to stay work ng n my post on for the next one to two years	27 %	-1	-17 🗸	-11 👁
want to stay work ng n my post on for at least the next three years	33 %	+33 🚱	+10 🚳	+5 6
What best describes your plans involved with leaving your current position?				

am p ann ng to ret re The data for th s quest on has been h dden for anonym ty reasons The data for th s quest on has been h dden for anonym ty reasons The data for th s quest on has been h dden for anonym ty reasons The data for th s quest on has been h dden for anonym ty reasons The data for th s quest on has been h dden for anonym ty reasons The data for th s quest on has been h dden for anonym ty reasons t s the end of my non ongong casua or contracted emp oyment The data for th s quest on has been h dden for anonym ty reasons The data for th s quest on has been h dden for anonym ty reasons The data for th s quest on has been h dden for anonym ty reasons

KEY



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



UNACCEPTABLE BEHAVIOUR



EMPLOYEES W O AD PERCE VED D SCR M NAT ON N T E LAST 12 MONT S N T E COURSE OF T E R EMPLOYMENT WERE ASKED W AT T E BAS S WAS FOR T E D SCR M NAT ON EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A L ST OF TEMS

ONLY T E T REE
TYPES OF
D SCR M NAT ON W T
T E G EST
PROPORT ON OF
RESPONSES ARE
PRESENTED ERE
T ESE MAY VARY
BETWEEN AGENC ES
WORK UN TS AND
W T RESULTS FOR
T E APS OVERALL

DISCRIMINATION	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
During the last 12 months and in the course of your employment, he the basis of your background or a personal characteristic?	nave you experienced discrimination on				
Yes		7 %	+7 0	+2	-4
No		93%	-7♥	-2	+4
Did this discrimination occur in your current agency?					
Yes The data for th s quest on has been h dden for anonym ty reasons					
No The data for this quest on has been hidden for anonymity reasons					

KEY



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



UNACCEPTABLE BEHAVIOUR



EMPLOYEES W O
PERCE VED
ARASSMENT OR
BULLY NG N T E LAST
12 MONT S WERE
ASKED W AT TYPE OF
ARASSMENT OR
BULLY NG T EY
EXPER ENCED
EMPLOYEES COULD
SELECT ONE OR MORE
RESPONSES FROM A
L ST OF TEMS

ONLY T E T REE
OPT ONS W T T E
G EST PROPORT ON
OF RESPONSES ARE
PRESENTED ERE
T ESE MAY VARY
BETWEEN AGENC ES
WORK UN TS AND
W T RESULTS FOR
T E APS OVERALL

	HARASSMENT AND BULLYING	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL	
	During the last 12 months, have you been subjected to harassment of	or bullying in your current workplace?					
	Yes		0%	-10 👁	-3	-10 👁	-
т	No		87 %	-3	-2	+2	
F	Not sure		13%	+13 🐼	+5 ⊙	+80	_
	Did you report the harassment or bullying?						
E	reported the behav our $$ n accordance w th my agency s po $$ c es and procedures	The data for th s quest on has been h	dden for anony	m ty reasons			
	t was reported by someone e se The data for th s quest on has been h dden for anonym ty reasons						
N	d d not report the behav our	The data for this quest on has been hid	dden for anony	m ty reasons			

KEY



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



DEMOGRAPHICS

How do you describe your gender?	Responses
Man or ma e	24%
Woman or fema e	53%
Non-b nary	O%
use a d fferent term	O%
Prefer not to say	24%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	O%
No	100%

Do you have an ongoing disability?	Responses
Yes	О%
No	100%

Do you have carer responsibilities?	Responses
Yes	24%
No	76%

How would you describe your cultural background? [Multiple Response]	Responses
Austra an (exc ud ng Austra an Abor g na and/or Torres Strat s ander)	71%
Austra an Abor g na and/or Torres Strat s ander	0%
New Zea ander (exc ud ng Maor)	0%
Maor Me anes an Papuan M crones an and Po ynes an	0%
Ang o-European	18%
North-West European (exc ud ng Ang o-European)	0%
Southern and Eastern European	12%
South-East As an	12%
North-East As an	6%
Southern and Centra As an	0%
North Amer can	0%
South and Centra Amer can and Car bbean s ander	0%
North Afr can and M dd e Eastern	6%
Sub-Saharan Afr can	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	0%
No	75%
Not sure	25%

2023 APS Emp oyee Census

PAGE 19

Australian Gover

SUGGESTED QUESTIONS TO FOCUS ON

4	0	
		j

WHAT TO FOCUS ON?

THROUGH DR VER ANALYS S
THESE KEY QUEST ONS HAVE
BEEN DENT F ED AS BE NG
MPORTANT TO EMPLOYEES N
YOUR AGENCY AND
ASSOC ATED W TH EMPLOYEE
ENGAGEMENT

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME W LL BE AREAS TO MPROVE UPON AND SOME W LL BE AREAS TO MA NTA N

DEVELOP ACT ONS AND ACT V T ES TO MPROVE UPON THESE WHERE POSS BLE TO DR VE H GHER LEVELS OF PERFORMANCE

	T 5 PERCENTAGE PO NTS THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
.1	My agency recognises and supports the notion that failure is a part of innovation	25%	-2	-60	-140
.2	In my agency, communication between SES and other employees is effective	50 %	-17 o	-10 º	-3
.3	Where appropriate, I am able to take part in decisions that affect my job	82%	+290	+100	+130
.4	I am satisfied with the recognition I receive for doing a good job	71 %	+170	- 5 ⊘	+4
.5	Internal communication within my agency is effective	63%	+4	+60	+60
.6	Change is managed well in my agency	63%	+210	+90	+200

Australian Government
Australian Public Service Commission

TIME TO TAKE ACTION

	CELEBRATE
What things do we do well?	
H NK ABOU HOW W CAN BU D ON OUR S WHA W AR GOOD A .	R NG HS AND ARN ROM

Q	INVESTIGATE FURTHER WITH OUR TEAMS					
Are there any other opportunities coming out of the results that we want to explore further?						
HOW COU D W NV	S GA ? HROUGH OOK NG A H DA A N					

MOR D A OR HROUGH D SCUSS ONS W H S A ?

V KO D (and to	foou			NITIES
plans	 eed to	TOCU	s on and	i turn in	to action



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

DENT FY AREAS TO
CELEBRATE
OPPORTUN T ES FOR
MPROVEMENT AND
AREAS WH CH YOU NEED
TO NVEST GATE
FURTHER

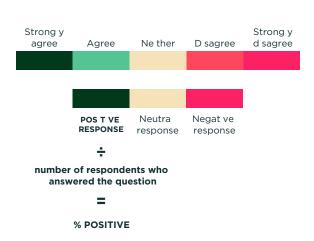
PR OR T SE 3 AREAS TO TAKE FORWARD

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

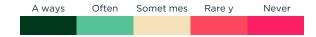
GUIDE TO THIS REPORT

% POSITIVE

W ERE RESULTS ARE S OWN AS POS T VE PERCENTAGES (% POS T VE) T ESE ARE CALCULATED BY ADD NG TOGET ER POS T VE RESPONSES ("STRONGLY AGREE" + "AGREE" OR "ALWAYS" + "OFTEN") AND D V D NG BY T E NUMBER OF RESPONDENTS W O ANSWERED T E QUEST ON



FOR 5 PO NT SCALE QUEST ONS NOT ASKED ON T E AGREE TO DISAGREE SCALE T E SAME RULES APPLY T E GREEN PERCENT REPRESENTS A **POSITIVE RESPONSE** (UNLESS T E QUEST ON S NEGAT VELY WORDED)



ROUNDING

RESULTS ARE PRESENTED AS W OLE NUMBERS FOR EASE OF READ NG W T ROUND NG PERFORMED AT T E LAST STAGE OF CALCULAT ON FOR MAX MUM ACCURACY VALUES FROM X 00 TO X 49 ARE ROUNDED DOWN AND VALUES FROM X 50 TO X 99 ARE ROUNDED UP T EREFORE N SOME NSTANCES RESULTS MAY NOT TOTAL 100%

	STRONGLY AGREE	AGREE	NE THER	D SAGREE	STRONGLY D SAGREE	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 POS T VE	151 + 166	= 317				
% POS T VE	317 ÷ 613	S = 52 %				

ANONYMITY

T S BEST PRACT CE NOT TO
D SPLAY T E RESULTS OF GROUPS
OF RESPONDENTS TO T E EXTENT
W ERE T E ANONYM TY OF
ND V DUALS MAY BE
COMPROM SED RESULTS W LL NOT
BE S OWN W ERE T ERE ARE LESS
T AN 10 RESPONDENTS N A GROUP

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

T E MET OD OF ANALYS NG
AND REPORT NG SPEC F C
RESULTS MAY BE PER OD CALLY
REV EWED AND REV SED SUC
MPROVEMENTS ARE APPL ED
TO CURRENT DATA AND T AT
OF PREV OUS YEARS FOR T S
REASON T E CURRENT REPORT
S ALWAYS T E MOST
ACCURATE DATA SOURCE FOR
APS EMPLOYEE CENSUS
RESULTS NCLUD NG
COMPAR SONS W T T ME
SER ES DATA





Se transport of the second				تندند وادانا والناوان			
and a supplied to the supplied	3						
	2 34 34 34 37 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 3 0 0 0 0 8 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 M 0 0 0 M 0 0 0 1 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 > 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
	N N N N N N N N N N N N N N N N N N N	3 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	e 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 M 0 0 0 M 0 0 M 0 0 M 0 0 0 0	0 0 1 0 7 0 1 0 7 0 0 1 0 0 0 0 0 0 0 0	0 0 1 0 1 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5
1	* M M M M D D D D D D D D D D D D D D D	3 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 M 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 > 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
DENERS ON A SECOND COMES OF A DESCRIPTION OF A DESCRIPTIO	9 N N N N N N N N N N N N N N N N N N N	3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 1 0 0 0 0		0 0 1 0 1 0 0 0 1 0 0 0 1 0 0 0 0 0 0 0	0 + 0 + 0 0 + 0 0 + 0 + 0 + 0 0 0 0 0 0
COMMA ON A SCORE C MAN CO.	* 5 6 7 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0	0 > 0 > 0 0 > 0 0 > 0 > 0 > 0 > 0 > 0 >
COMPAN AND ALCOHOL CAMBO CA. ORD. OR 100 (in a low love) response on a finite property of the Company of the Co	80 87 80 8 8 8 0 0 0 0 0 0 0 0 0 0	3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 8 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 X 0 0 1 0 0 0 1 0 0 0 0 1 0 0 0 0	0 0 1 0 1 0 0 0 1 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0	0 + 0 + 0 0 + 0 0 + 0 + 0 + 0 0 + 0 0 + 0 0 + 0 + 0 + 0
Administration in disclosed defined on the control of the control	* N N N N N N N N N N N N N N N N N N N	3 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 1 0 0 0 0	3 0 0 0 0 0 3 0 4 0 0 8 0 0 0 0 1 0 0 0 0 1 0 0 0 0 1 0 0 0 0	0 0 1 0 4 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0 1	0 5 0 5 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
SENSON MAN AND GOOD COMMENT OF THE PARTY OF	# M P M A M D O O O O O O O	3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 M 0 0 M 0 0 0 M 0 0 0 1 0 0 0 1 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	e 0 1 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5
COMES OF SECURE SERVICE OF THE PROPERTY OF T	7 7 40 44 4 4 40 0 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 4 0 0 1 1 0 4 0 0 0 1 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5
Mariata and a 60-00-and 2.4 in Controlled	# ss ss ss ss s ss 0 0 0 0 0 0 0 0 0 0 0	3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 M 0 0 M 0 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0	0 0 1 0 N 0 0 1 0 N 0 0 0 1 0 0 0 0 1 0 N 0 0 0 0	0 0 1 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 0 0 5 0 0 0 0 0 0 0 0 0 0 0
Enter a single and a framework a consequence of a single a content	* N N N N N N N N N N N N N N N N N N N	3 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	6 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 1 0 0 0 0	0 0 1 0 M 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 1 0	0 5 0 5 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5 0
District on a discolar district of the control of t	* * * * * * * * * * * * * * * * * * *	3 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0	6 1 0 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 0	0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 1 0 0 1 0 0 0 1 0 0 1 0 1	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Andrew we in the contract that the contract to	* * * * * * * * * * * * * * * * * * *	3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	6 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 8 0 0 0 8 0 0 0 0 1 0 0 0 1 0 0 1 0 1	0 0 1 0 8 0 0 1 0 0 0 0 0 0 0 0 0 1 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 0 1 0
Similation and disclosed section of the Control of	# 70 77 78 4 88 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 1 0 0 0 1 0 8 0 0 0 0	0 0 1 0 1 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0
Administration of decided and the Environment of the property	* M	3 0 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 1 0 0 1 0 M 0 0 1 1 0 1 0	0 5 0 5 0 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5
Maria an a side a sour survival de la viriano de la virian	78 78 78 7 8 0 0 0 0 0 3 0 0 0 0 0 1 1 1 1 1 1 1 1 1	3 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 M 0 0 0 M 0 0 0 1 0 0 0 0	0 0 1 0 8 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 0 0 5 0 0 0 5 0 0 0 0 0 0 0
Constance on a state of a model discrete and a special control of the state of the	7 N M 0 2 M 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	6 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0		0 0 1 0 1 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0	0 > 0 > 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
AND		3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0		0 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 0 0 5 0 0 0 8 0 5 0 0 5 0 5
MANTA OR S GLOUG S MORE SOLV OF SERVICE S. D. MANGE ON A MANTA OR	50 54 54 54 54 54 54 50 00 00 00 00 00 00 00 00 00 00 00 00	3 0 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 1 0 0 0 0 0 0	1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 0 0 1 0 8 0 0 0 1 0 1 0 0 0 0	0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5
ADMIN SE A SAME AND	F 40 40 40 4 4 40 0 0 0 0 0 3 0 0 0 0 1 1 1 1 1 1 1 1 1	3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 1 0 0 0 0 1 0 8 0 0 0 0	0 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 0 0 5 0 0 0 8 0 5 0 0 5 0 5
Market as a strong strong and a contract and a cont	S 8 6 1 8 0 0 0 0 0 1 0 0 0 0 1 1 1 1 1 1 1 1	3 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 1 0 M 0 1 0 M 0 0 0 1 0 0 0 1 0 0 0 0	0 0 1 0 1 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5
SENSON ME ALCONOMINATION AND A SENSON ME AND A SENSON ME AND AND A SENSON ME	W M M M N N N N N N N N N N N N N N N N	3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 M 0 0 M 0 0 0 0 1 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0 0 1 0	0 + 0 + 0 0 + 0 0 + 0 + 0 0 + 0 + 0 + 0
SCHOOL M R SCHOOL AC MC AND R WITH A STREET WAY IN THE PROPERTY OF THE PROPERT	* * * * * * * * * * * * * * * * * * *	3 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	6 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 1 1 0 0 0 0 1 0 0 0 0 0 0	0 0 1 0 1 0 0 1 0 0 1 0 M 0 0 1 1 0 1 0	0 5 0 5 0 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5
Difference of Colonia	# 6 4 4 5 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 1 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
ADDG 11 A DOM 50 NOR NO. OPEN	32 86 34 5 86 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 1 0 0 1 0 M 0 0 1 0 1 0 1	0 5 0 5 0 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5
Miller 1	8 86 86 8 80 0 0 0 0 0 3 0 0 0 0 1	3 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 0 1 0 8 0 0 0 1 0 0 0 0 0 0		0 0 1 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 0 0 5 0 0 0 5 0 0 0 0 5 0 0 0 5 0 0 5
MARKETT A DOMESO MODE HOLD SELECTION AND SELECTION AND SELECTION AND SELECTION ASSESSMENT AS DOMESO AND SELECTION	29 M M K K K () () () () () () () () () () () () ()	3 0 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 1 0 0 0 0 0 0	1 0 0 0 0 0 1 0 P 0 0 M 0 0 0 1 0 0 0 0 1 1 0 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1 1 0 0 1	0 0 1 0 2 0 0 1 0 0 0 1 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 0 0 1 0 X 0 X 0 0 1 0 1 0	0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5
Manual	# 80 8 86 9 80 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 M 0 0 M 0 0 M 0 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 0 5 0 5 0 5 0 5 0 5 0 5 0 5
AGRICO A DAMAGO MAR MAG	K M M M C M D D D D D D D D D D D D D D D	3 0 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 1 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 1 0 0 0 1 0 0 0 0 1 0	0 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 5 0 5 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5 0
Notice	77 47 76 7 8 0 0 0 0 0 3 0 0 0 0 0 1 1 1 1 1 1 1 1 1	3 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 1 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 8 0 0 8 0 0 1 0 0 0 0 0	0 0 1 0 0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0	0 + 0 + 0 + 0 0 + 0 + 0 + 0 0 0 0 0 0 0
Affect to the a paint 1 (a) is a man an only 11 a man in quart has paint from the a paint 1 to the analysis of	* 38 88 8 8 8 8 8 8 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 1 0 M 0 0 1 0 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0	0 0 1 0 8 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5
And to the Audit (a) the second service and the second sec	7 66 66 66 5 66 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 1 0 0 0 0 1 0 7 0 0 0 0 0 0	0 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 + 0 + 0 0 + 0 0 + 0 + 0 0 0 0 0 0 0 0
ME D G S S S MAN THE ST S S S S S S S S S S S S S S S S S S	F S N N N N N N N N N N N N N N N N N N	3 0 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 0 1 0 0 1 0 M 0 0 1 0 1 0 1	0 5 0 5 0 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5
0 0 0 0 0 0 0 0 0 0	* 30 30 45 45 50 00 00 00 00 00 00 00 00 00 00 00 00	3 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 M 0 0 M 0 0 0 0 0 0 1 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0	0 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 + 0 + 0 0 + 0 0 + 0 + 0 0 0 0 0 0 0 0
	# 7 M M 1 2 M 0 0 0 0 0 1 0 0 0 0 0 1 1 1 1 1 1 1 1	3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	6 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 1 0 8 0 0 0 1 0 0 0 0 0 0 1 0 8 0 0 0 0	0 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 > 0 > 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
ed 0.4 to blancoperate and provided the contract of the contra	2 M 40 M N N 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 X 0 0 X 0 0 X 0 0 0 1 0 0 0 1 1 0 0 0 1 1 0 0 0 1 1 0 0 0 1 1 0 0 0 0 1 1 0 0 0 0 1 1 0 0 0 0 0 1 1 0 0 0 0 0 1 1 0 0 0 0 0 1 1 0 0 0 0 0 0 1 1 0	0 0 1 0 8 0 8 0 0 1 0 0 0 0 0 0 0 0 0 0	0 0 1 0 1 0 1 0 0 0 1 0 8 0 0 1 0 1 0 0 0 0	0 5 0 5 0 5 0 0 5 0 5 0 5 0 5 0 5 0 5 0
See Sec. Sec. Sec. Sec. Sec. Sec. Sec. S	* M 40 41 4 4 5 60 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 3 1 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 5 0 5 0 0 0 5 0 5 0 0 0 0 0 0 0 0 0 0
ME DE S S S S S S S S S S S S S S S S S S	# M M M M N N N N N N N N N N N N N N N	3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 0 1 0 M 0 0 M 0 0 0 0 1 0 0 0 0	0 0 1 0 8 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 -> 0 -> 0 0 -> 0 0 0 0 0 0 0 0 0 0 0 0
	# # # 2 8 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 3 0 0 0 0 3 0 3 0 0 0 0 0 0 0 0 0 0 0
California del grafia de marce per protection de marce per protection de la confession de marce de mar	* * * * * * * * * * * * * * * * * * *) 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 1 0 0 0 0 1 0 0 0 0 1 0	0 0 7 0 7 0 7 0 0 7 0 0 7 0 0 0 0 0 0 0	0 1 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
	* * * * * * * * * * * * * * * * * * *	3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 1 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0 0	0 0 1 0 8 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	
A SCHOOL OF CODE AND ADDRESS OF THE STATE OF	* m * m * m * m * m * m * m * m * m * m	3 0 0 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0	+ 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 4 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5 0 5
A SCORE O COSE NO. THE PARTY OF							



Highlights Report

Dispute Resolution Branch / Major
Investigations Branch



CONTENT	CONTENT				
	Page				
Exp or ng your resu ts	2				
Emp oyee Engagement Say Stay Str ve	3				
Leadersh p	4				
Commun cat on and Change	6				
Workp ace Cond t ons	7				
nc us on	9				
Enab ng nnovat on	10				
We being Policies and Support	11				
We beng	12				
Performance	14				
Retent on	16				
Unacceptab e Behav our	18				
Demograph cs	20				
Suggested Quest ons to Focus On	21				
T me to Take Act on	22				
Gu de to th s Report	23				

RESPONSES:	
37 of 64	

RESPONSE RATE:
58%

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.



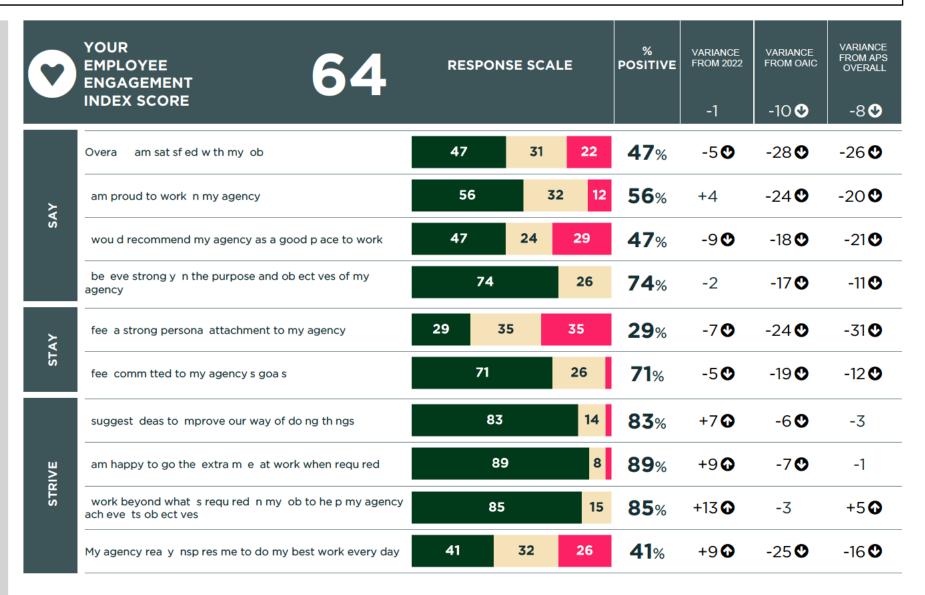
Generally a difference of -/+ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

EMPLOYEE ENGAGEMENT: SAY, STAY, STRIVE



HOW ENGAGED IS YOUR TEAM?

EMPLOYEE
ENGAGEMENT S MORE
T AN S MPLY JOB
SAT SFACT ON OR
COMM TMENT TO AN
ORGAN SAT ON T S
T E EXTENT TO
W C EMPLOYEES
ARE MOT VATED
NSP RED AND
ENABLED TO MPROVE
AN ORGAN SAT ON S
OUTCOMES



KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

Post ve Neutra Negat ve

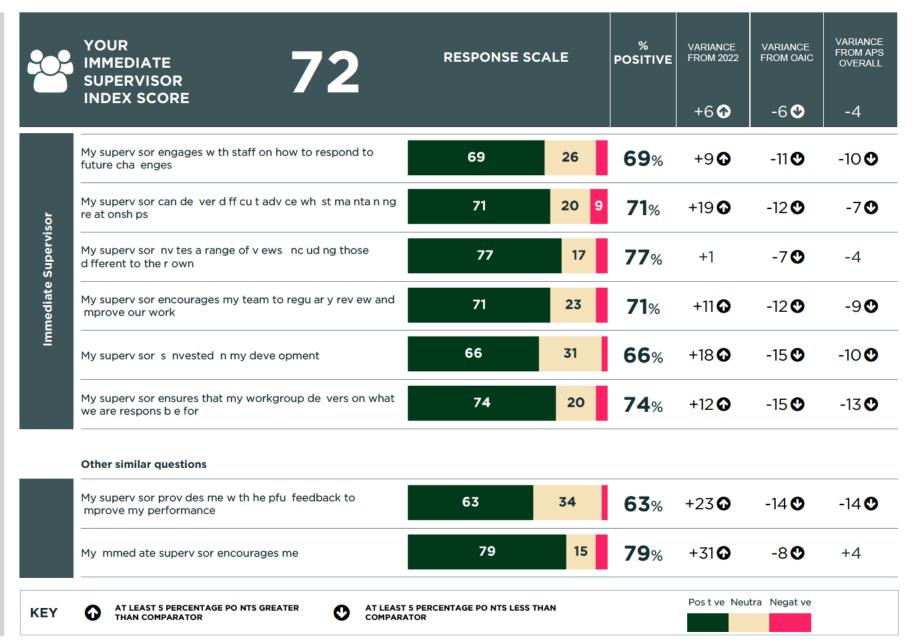


LEADERSHIP - IMMEDIATE SUPERVISOR



IMMEDIATE SUPERVISOR

HE IMMEDIA E
SUPERVISOR SCORE
ASSESSES HOW
EMPLOYEES VIEW
HE LEADERSHIP
BEHAVIOURS OF
HEIR IMMEDIA E
SUPERVISOR IN LINE
WI H HE APS
LEADERSHIP
CAPABILITY
FRAMEWORK.



Australian Government
Australian Public Service Commission

LEADERSHIP - SES MANAGER



SES **MANAGER**

HE SES MANAGER SCORE ASSESSES **HOW EMPLOYEES** VIEW HE **LEADERSHIP BEHAVIOURS OF** HEIR IMMEDIA E SES MANAGER IN LINE WI H HE APS **LEADERSHIP** CAPABILITY FRAMEWORK.

•	YOUR SES MANAGER LEADERSHIP	RESPON	ISE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAIC	VARIANCE FROM APS OVERALL
	INDEX SCORE				+8�	-10 ♥	-6♥
	My SES manager c ear y art cu ates the d rect on and pr or t es for our area	60	20 20	60%	+4	-17 ♥	-8♥
	My SES manager presents conv nc ng arguments and persuades others towards an outcome	46	46 9	46%	0	-20♥	-16 ♥
Manager	My SES manager promotes cooperat on w th n and between agenc es	51	46	51 %	+14 🐼	-24 ©	-15 ♥
SES Ma	My SES manager encourages nnovat on and creat v ty	54	29 17	54%	+220	-16 ♥	-10 ♥
	My SES manager creates an env ronment that enab es us to de ver our best	56	29 15	56%	+80	-17 ©	-80
	My SES manager ensures that work effort contr butes to the strateg c d rect on of the agency and the APS	60	31 9	60%	0	-19 ♥	-13 ♥
	Other similar questions						
	n my agency the SES work as a team	42	31 27	42%	-12 ♥	-14 🛡	-11 👁
	n my agency the SES c ear y art cu ate the d rect on and pr or t es for our agency	52	26 23	52 %	-7♥	-16 ♥	-11 👁
	n my agency commun cat on between SES and other emp oyees s effect ve	39	26 35	39%	-20♥	-22♥	-14 O
	My SES manager rout ne y promotes the use of data and ev dence to de ver outcomes	49	43 9	49%		-19 ♥	-17 ♥
VEV	▲ AT LEAST 5 PERCENTAGE PO NTS GREATER ▲ AT LEAST	5 PERCENTAGE PO N	TS LESS THAN		Postve Neu	ıtra Negat ve	

COMPARATOR



PAGE 05 2023 APS Emp oyee Census

THAN COMPARATOR

KEY

COMMUNICATION AND CHANGE



COMMUNICATION

HE
COMMUNICA ION
SCORE MEASURES
COMMUNICA ION
A HE INDIVIDUAL,
GROUP AND
AGENCY LEVEL.

•	YOUR COMMUNICATION INDEX SCORE 59	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAIC	VARIANCE FROM APS OVERALL -9 ♥
tion	My superv sor commun cates effect ve y	71 17 11	71 %	+11 🕥	-9♥	-9♥
Communication	My SES manager commun cates effect ve y	57 26 17	57 %	+5♠	-14 O	-12 ⊙
Con	nterna commun cat on w th n my agency s effect ve	32 35 32	32 %	-24♥	-24 ©	-24 O

CHANGE

EFFEC IVE
COMMUNICA ION IS
AN IMPOR AN
PAR OF ANY
CHANGE PROCESS.
NO E HESE
QUES IONS DO NO
CON RIBU E O
HE ABOVE INDEX
SCORE.

Other similar questions

When changes occur the mpacts are commun cated we with n my workgroup	!	53	17 31	53%	+5 ♦	-18 ♥	-14 O
Staff are consu ted about change at work	18	47	35	18%	-38♥	-38♥	-32♥
Change s managed we n my agency	18	38	44	18%	-26♥	-36♥	-25♥

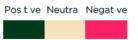
KEY

0

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR





WORKPLACE CONDITIONS

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
My obg ves me opportuntes to ut se my sk s	64 8 28	64%	-12 0	-18 O	- 15 ♥
have a cho ce n dec d ng how do my work	59 29 12	59 %	-5 0	-11 👁	-5♥
Where appropr ate am ab e to take part in dec s ons that affect my ob	56 17 28	56%	-8 0	-17 ♥	-13 O
am c ear what my dut es and respons b t es are	56 38	56%	-12 0	-22♥	-23♥
am sat sf ed w th the recogn t on rece ve for do ng a good ob	53 25 22	53 %	+1	-23♥	-14 👁
am fary remunerated (e.g. sa ary superannuation) for the work that do	26 31 43	26%	-22 O	- 15 ♥	-26♥
am sat sf ed w th my non-monetary emp oyment cond t ons (e g eave f ex b e work arrangements other benef ts)	67 14 19	67 %	-9 0	-7 ©	-7 ♥
am sat sf ed w th the stab ty and secur ty of my ob	75 8 17	75 %	-5 0	-4	-7♥
am conf dent that f requested a f ex b e work arrangement my request wou d be g ven reasonab e cons derat on	67 19 14	67 %	-13 O	-14 O	-12 O

KEY

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

Post ve Neutra Negat ve



WORKPLACE CONDITIONS

	RESPONS	E SCALE	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
fee a strong persona attachment to the APS	41	56	41 %	-15 O	-12 O	-20 ©
understand how my ro e contr butes to ach ev ng an outcome for the Austra an pub c	78	11 11	78 %	-14 O	-12 O	-14 👁
be eve strong y n the purpose and ob ect ves of the APS	68	32	68%	-20 ♥	-19 O	-17 O
	RESPONS	SE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
What best describes your current workload?						
We above capac ty - too much work			41%	+17 🐼	-2	+17 🐼
S ght y above capac ty - ots of work to do			32 %	-4	-2	-80
At capac ty - about the r ght amount of work to do			24%	- 12 ♥	+3	-6♥
S ght y be ow capac ty - ava ab e for more work			3 %	-1	+1	-3
We be ow capacity - not enough work			0%	0	0	-1

KEY

AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

Post ve Neutra Negat ve Comparator



INCLUSION AND FLEXIBLE WORKING

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
My agency supports and act ve y promotes an nc us ve workp ace cu ture	76 15 9	76 %	+4	-9 0	-3
My superv sor act ve y ensures that everyone can be nc uded n workp ace act v t es	74 20	74 %	-2	-12 O	-9 0
rece ve the respect deserve from my co eagues at work	74 21	74 %	+10 🐼	-13 O	-8♥
	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
Do you currently access any of the following flexible working arrangements? [Multiple Response] Part t me		19%	+3	-6♥	+6 📭
F ex b e hours of work		25 %	+9 0	+3	-3
Compressed work week		3 %	+3	-3	-1
Job shar ng		0%	0	-1	0
Work ng away from the off ce/work ng from home		72 %	-12 🗸	-7 0	+15 🐼
None of the above		11%	-1	+5 ♦	-15 ♥
KEY AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR AT LEAST 5 PERCENT COMPARATOR	AGE PO NTS LESS THAN	Post	ve Neutra Neg	gat ve	

2023 APS Emp oyee Census

PAGE 09

Australian Gov
Australian Public

ENABLING INNOVATION



ENABLING INNOVATION

HE INNOVA ION SCORE ASSESSES BO H WHE HER EMPLOYEES FEEL WILLING AND ABLE O BE INNOVA IVE, AND WHE HER HEIR AGENCY HAS A CUL URE WHICH ENABLES HEM O BE SO.

\bigcirc	YOUR ENABLING INNOVATION INDEX	RESPONSE	SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAIC	VARIANCE FROM APS OVERALL
	SCORE				+3	-7♥	-6♥
	be eve that one of my respons bit es is to continually ook for new ways to improve the way we work	74	21	74 %	-2	-8♥	-6♥
innovation	My mmed ate superv sor encourages me to come up w th new or better ways of do ng th ngs	65	26 9	65 %	+6 	-12 0	-7 ♥
	Peop e are recogn sed for com ng up w th new and nnovat ve ways of work ng	41	47 12	41%	-7♥	-19 ♥	-17 ♥
Enabling	My agency nsp res me to come up w th new or better ways of do ng th ngs	24 56	21	24%	-6♥	-26♥	-26♥
	My agency recogn ses and supports the not on that fa ure s a part of nnovat on	24 56	21	24%	-6♥	-8♥	-15 ♥

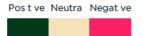
KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR





WELLBEING POLICIES AND SUPPORT



WELLBEING

HE WELLBEING SCORE PROVIDES A MEASURE OF HE PRAC ICAL AND CUL URAL ELEMEN S HA ALLOW FOR A SUS AINABLE AND HEAL HY WORKING ENVIRONMEN .

æ	YOUR WELLBEING POLICIES AND SUPPORT INDEX SCORE	RESPONSE	SCALE	% POSITIVE	VARIANCE FROM 2022	VARIANCE FROM OAIC -6 ❤	VARIANCE FROM APS OVERALL
oort	am sat sf ed w th the po c es/pract ces n p ace to he p me manage my hea th and we be ng	56	26 18	56%	0	-12 ♥	-8♥
and support	My agency does a good ob of commun cat ng what t can offer me n terms of hea th and we be ng	71	21 9	71 %	-5♥	-9 ♥	+80
policies	My agency does a good ob of promot ng hea th and we be ng	62	24 15	62 %	+2	-9 ♥	-1
Wellbeing	th nk my agency cares about my hea th and we be ng	53	35 12	53 %	-7♥	-20 ♥	-8♥
We	be eve my mmed ate superv sor cares about my hea th and we be ng	85	9	85%	+1	-5♥	0

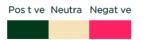
KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR





WELLBEING

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
How often do you find your work stressful?					
A ways		3 %	-1	-3	-2
Often		35 %	+3	+3	+9
Somet mes		50 %	+18 🚱	-1	+1
Rare y		12 %	-20 0	+2	-6♥
Never		0%	0	-1	-2
To what extent is your work emotionally demanding?					
To a very arge extent		15%	+3	+4	+70
To a arge extent		15%	-9 ♥	0	-6♥
Somewhat		35 %	+110	0	-3
To a sma extent		29%	+1	-1	+6 ♦
To a very sma extent		6%	-6♥	-3	-3

KEY



O

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

WELLBEING

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
I feel burned out by my work					
Strong y agree		15%	+3	-1	+60
Agree		29%	+9	+3	+5 ♦
Ne ther agree nor d sagree		32 %	+4	+1	+1
D sagree		18%	-18 🛡	-2	-11 ♥
Strong y d sagree		6%	+2	0	-1
In general, would you say that your health is:					
Exce ent		9%	-3	-6♥	-1
Very good		32 %	+80	-2	-1
Good		44%	+80	+50	+60
Far		12%	-16 💇	+2	-3
Poor	1	3 %	+3	+1	0

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
In the last month, please rate your workgroup's overall performance					
Exce ent		18%	-6♥	-13 👁	-10 👁
Very good		53 %	+5 ♦	-4	-2
Average		26%	-2	+15 🐼	+11
Be ow average		3 %	+3	+2	+1
We be ow average		0%	0	0	-1
In the last month, please rate your agency's success in meeting its goals and objectives					
Exce ent		0%	-14 💇	-11👁	-16 🔮
Very good		57 %	+5♠	-4	+3
Average		36%	+ 7 ♦	+10 🐼	+11 🐼
Be ow average		0%	-5♥	-1	-4
We be ow average		7 %	+7 0	+5 ♦	+5♠

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

PERFORMANCE

	RESPONSE SCALE	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
My workgroup has the appropr ate sk s capab tes and know edge to perform we	53 17 31	53 %	-23♥	-26♥	-25♥
My workgroup has the too s and resources we need to perform we	22 22 56	22 %	-14 ♥	-15 ♡	-37♥
The peop e n my workgroup use t me and resources eff c ent y	58 14 28	58 %	-14 ♥	-18 ♡	-18 O
My workgroup can read y adapt to new pr or t es and tasks	64 25 11	64%	-8 ♥	-21 ♥	-19 ♥
The peop e n my workgroup cooperate to get the ob done	86 11	86%	+6	-7 •	-2

KEY



AT LEAST 5 PERCENTAGE PO NTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR

Post ve Neutra Negat ve



RETENTION



EMPLOYEES W O
ND CATED T AT T EY
WANTED TO LEAVE
T E R CURRENT
POS T ON AS SOON AS
POSS BLE OR W T N
T E NEXT 12 MONT S
WERE ASKED W AT
T E R PLANS WERE

2023 APS Emp oyee Census

	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
Which of the following statements best reflects your current thoug position?	hts about working in your current				
want to eave my post on as soon as poss be		12%	-8 ♥	+4	+2
want to eave my post on wth n the next 12 months		36 %	+80	+11 🐼	+12 🕢
want to stay work ng n my post on for the next one to two years		21%	-23♥	-22♥	-16 👁
want to stay work ng n my post on for at east the next three years		30 %	+220	+ 7 ♦	+2
What best describes your plans involved with leaving your current	position?				
am p ann ng to ret re		0%	0	-3	-5♥
am pursu ng another pos t on w th n my agency		31 %	+6 	+12 🚱	-10 🔮
am pursu ng a pos t on n another agency		31 %	-2	-8 0	+4
am pursu ng work outs de the APS		19%	+2	+2	+80
t s the end of my non ongo ng casua or contracted emp oyment		6%	-10 👁	+3	+3
Other		13%	+4	-7 O	0

KEY



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



RETENTION



EMPLOYEES WERE ALSO ASKED FOR T E PR MARY REASON BE NDT ERDESRE TO LEAVE AND COULD SELECT ONE RESPONSE FROM A L ST OF TEMS

ONLYT EFVE **REASONS FOR** LEAV NG W T T E G EST PROPORT ON OF RESPONSES ARE PRESENTED ERE T ESE MAY VARY **BETWEEN AGENC ES** WORK UN TS AND W T RESULTS FOR T E APS OVERALL

		RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
	What is the primary reason behind your desire to leave your current	position? (5 highest responses):				
	am not sat sf ed w th the work		23%	-	-	-
	can rece ve a h gher sa a y e sewhere		23%	-	-	-
)	w sh to pursue a promot on opportun ty		15%	-	-	-
	My expectat ons for work in my current position have not been met		8%	-	-	-
	have ach eved a can in my current position		8%	-	-	-

KEY



THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS GREATER

AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



UNACCEPTABLE BEHAVIOUR



EMPLOYEES W O AD PERCE VED D SCR M NAT ON N T E LAST 12 MONT S N T E COURSE OF T E R EMPLOYMENT WERE ASKED W AT T E BAS S WAS FOR T E D SCR M NAT ON EMPLOYEES COULD SELECT ONE OR MORE RESPONSES FROM A L ST OF TEMS

ONLY T E T REE
TYPES OF
D SCR M NAT ON W T
T E G EST
PROPORT ON OF
RESPONSES ARE
PRESENTED ERE
T ESE MAY VARY
BETWEEN AGENC ES
WORK UN TS AND
W T RESULTS FOR
T E APS OVERALL

DISCRIMINATION	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
During the last 12 months and in the course of your employment, h the basis of your background or a personal characteristic?	ave you experienced discrimination on				
Yes		6%	-14 👁	+1	-5♥
No		94%	+14 🐼	-1	+5 ☆
Did this discrimination occur in your current agency?					
Yes	The data for th s quest on has been h	dden for anony	m ty reasons		
No	The data for this guest on has been his	dden for anony	m ty reasons		

KEY



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



UNACCEPTABLE BEHAVIOUR



EMPLOYEES W O
PERCE VED
ARASSMENT OR
BULLY NG N T E LAST
12 MONT S WERE
ASKED W AT TYPE OF
ARASSMENT OR
BULLY NG T EY
EXPER ENCED
EMPLOYEES COULD
SELECT ONE OR MORE
RESPONSES FROM A
L ST OF TEMS

ONLY T E T REE
OPT ONS W T T E
G EST PROPORT ON
OF RESPONSES ARE
PRESENTED ERE
T ESE MAY VARY
BETWEEN AGENC ES
WORK UN TS AND
W T RESULTS FOR
T E APS OVERALL

	HARASSMENT AND BULLYING	RESPONSE SCALE	%	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
	During the last 12 months, have you been subjected to harassment of	or bullying in your current workplace?				
	Yes		0%	-16 👁	-3	-10 🔮
Т	No		85 %	+1	-4	+1
F	Not sure		15%	+15 🐼	+6 ۞	+9
	Did you report the harassment or bullying?					
	reported the behav our $$ n accordance w th my agency s po $$ c es and procedures	The data for th s quest on has been h	dden for anony	m ty reasons		
	t was reported by someone e se	The data for th s quest on has been h	dden for anony	m ty reasons		
١	d d not report the behav our	The data for th s quest on has been h	dden for anony	m ty reasons		

KEY



AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR



DEMOGRAPHICS

How do you describe your gender?	Responses
Man or ma e	22%
Woman or fema e	73%
Non-b nary	0%
use a d fferent term	0%
Prefer not to say	5%

Do you identify as an Australian Aboriginal and/or Torres Strait Islander person?	Responses
Yes	0%
No	100%

Do you have an ongoing disability?	Responses
Yes	6%
No	94%

Do you have carer responsibilities?	Responses
Yes	54%
No	46%

How would you describe your cultural background? [Multiple Response]	Responses
Austra an (exc ud ng Austra an Abor g na and/or Torres Strat s ander)	59%
Austra an Abor g na and/or Torres Strat s ander	0%
New Zea ander (exc ud ng Maor)	0%
Maor Me anes an Papuan M crones an and Po ynes an	3%
Ang o-European	11%
North-West European (exc ud ng Ang o-European)	3%
Southern and Eastern European	14%
South-East As an	14%
North-East As an	3%
Southern and Centra As an	3%
North Amer can	0%
South and Centra Amer can and Car bbean s ander	0%
North Afr can and M dd e Eastern	0%
Sub-Saharan Afr can	5%

Do you consider yourself to be neurodivergent?	Responses
Yes	8%
No	86%
Not sure	6%

2023 APS Emp oyee Census

PAGE 20

Australian Government

Australian Public Service Commission

SUGGESTED QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THROUGH DR VER ANALYS S
THESE KEY QUEST ONS HAVE
BEEN DENT F ED AS BE NG
MPORTANT TO EMPLOYEES N
YOUR AGENCY AND
ASSOC ATED W TH EMPLOYEE
ENGAGEMENT

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME W LL BE AREAS TO MPROVE UPON AND SOME W LL BE AREAS TO MA NTA N

DEVELOP ACT ONS AND ACT V T ES TO MPROVE UPON THESE WHERE POSS BLE TO DR VE H GHER LEVELS OF PERFORMANCE

	T 5 PERCENTAGE PO NTS R THAN COMPARATOR AT LEAST 5 PERCENTAGE PO NTS LESS THAN COMPARATOR	% POSITIVE	VAR ANCE FROM 2022	VAR ANCE FROM OA C	VAR ANCE FROM APS OVERALL
.1	I am satisfied with the recognition I receive for doing a good job	53 %	+1	-23 ⊙	-140
.2	My workgroup has the appropriate skills, capabilities and knowledge to perform well	53 %	-23 º	-26 º	-25 ⊙
.3	Internal communication within my agency is effective	32 %	-24 0	-24 0	-24 o
.4	My agency inspires me to come up with new or better ways of doing things	24%	-6 º	-26 º	-26 º
.5	My immediate supervisor encourages me	79 %	+310	-80	+4
.6	My SES manager encourages innovation and creativity	54 %	+220	-16 º	-100

Australian Government
Australian Public Service Commission

TIME TO TAKE ACTION

CELEBRATE
R NG HS AND ARN ROM

Q	INVESTIGATE FURTHER WITH OUR TEAMS
	y other opportunities coming out s that we want to explore further?
	V S GA ? HROUGH OOK NG A H DA A N HROUGH D SCUSS ONS W H S A ?

✓				ОРРО	RTU	NITIES
Areas plans:	we need	d to fo	cus	on and t	urn in	to action



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

DENT FY AREAS TO
CELEBRATE
OPPORTUN T ES FOR
MPROVEMENT AND
AREAS WH CH YOU NEED
TO NVEST GATE
FURTHER

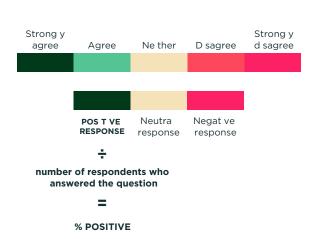
PR OR T SE 3 AREAS TO TAKE FORWARD

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

GUIDE TO THIS REPORT

% POSITIVE

W ERE RESULTS ARE S OWN AS POS T VE PERCENTAGES (% POS T VE) T ESE ARE CALCULATED BY ADD NG TOGET ER POS T VE RESPONSES ("STRONGLY AGREE" + "AGREE" OR "ALWAYS" + "OFTEN") AND D V D NG BY T E NUMBER OF RESPONDENTS W O ANSWERED T E QUEST ON



FOR 5 PO NT SCALE QUEST ONS NOT ASKED ON T E AGREE TO DISAGREE SCALE T E SAME RULES APPLY T E GREEN PERCENT REPRESENTS A **POSITIVE RESPONSE** (UNLESS T E QUEST ON S NEGAT VELY WORDED)



ROUNDING

RESULTS ARE PRESENTED AS W OLE NUMBERS FOR EASE OF READ NG W T ROUND NG PERFORMED AT T E LAST STAGE OF CALCULAT ON FOR MAX MUM ACCURACY VALUES FROM X 00 TO X 49 ARE ROUNDED DOWN AND VALUES FROM X 50 TO X 99 ARE ROUNDED UP T EREFORE N SOME NSTANCES RESULTS MAY NOT TOTAL 100%

	STRONGLY AGREE	AGREE	NE THER	D SAGREE	STRONGLY D SAGREE	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 POS T VE	151 + 166 = 317					
% POS T VE	317 ÷ 613 = 52%					

ANONYMITY

T S BEST PRACT CE NOT TO
D SPLAY T E RESULTS OF GROUPS
OF RESPONDENTS TO T E EXTENT
W ERE T E ANONYM TY OF
ND V DUALS MAY BE
COMPROM SED RESULTS W LL NOT
BE S OWN W ERE T ERE ARE LESS
T AN 10 RESPONDENTS N A GROUP

COMPARISONS WITH RESULTS FROM PREVIOUS YEARS

T E MET OD OF ANALYS NG AND REPORT NG SPEC F C RESULTS MAY BE PER OD CALLY REV EWED AND REV SED SUC MPROVEMENTS ARE APPL ED TO CURRENT DATA AND T AT OF PREV OUS YEARS FOR T S REASON T E CURRENT REPORT S ALWAYS T E MOST ACCURATE DATA SOURCE FOR APS EMPLOYEE CENSUS RESULTS NCLUD NG COMPAR SONS W T T ME SER ES DATA



	T						
So marking among and							
diginal is management to the second of the s]_	
(Many spin haben 1 pp de n							
6 mm	* * N N N N N N N N N N N N N N N N N N	0 1 0 0 0 0 1 1 0 0 0 0 1 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0	1 0 0 0 0 1 0 3 0 1 0 1 0 0 0 1 0 0	0 0 1 0 0 0 0 1 0 0 0 1 0 0 1 0 0 0 0 0	2 5 5 0 5 5 8 0 5 8 0 5 0 5 0 5 0 0 0 W 0 5 0 0 5 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1
6 mm 4 5 mm nm m1 dar 6 mm 4 6 mm nm m1 dar	* * * * * * * * * * * * * * * * * * *	0 1 0 0 0 0 1 6 0 0 1 6 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 4 0 0 1 0 0 0 0 1 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* * * * * * * * * * * * * * * * * * *
A the large area of the parties of the large area of the parties of the large area o	*** * * * * * * * * * * * * * * * * *	0 1 0 0 0 0 1 8 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 4 0 0 4 0 0 0 0	1 0 0 0 0 1 0 0 0 1 0 0 0 0 0 0 0 0 1 0		4 # 3 0 3 * 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0
debates as a solved of ander GA . I see a set into the angle and as a see and the angle and as a second of ander GA . I see a set of angle and and a second of ander GA . I see all years a tiding a layer pass and it is the a test of the segre-	per 2 4 4 5 5 5 10 10 0 10 10 10 10 10 10 10 10 10 10 1	0 1 0 0 0 0 1 4 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0		0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	4 M 5 0 5 0 5 4 0 5 0 5 0 0 0 0 0 0 0 0 0 0
COMMENTS OF A SCHOOL CARRIES CAR. 1 OF 1 or 1 and 1 or 1 company or 1 or	max 2 4 2 30 30 4 4 3 0 0 0 4 4 4 3 0 0 0 2 1	0 1 0 0 0 0 1 8 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 4 0 0 1 0 0 0 0 1 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* * * * * * * * * * * * * * * * * * *
COMMENTS ON A SECURE CARROLL CAR. If the region age from a series from any last the large carroll comments on the comments of the large carroll carrol	max	0 1 0 0 0 0 0 1 8 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0	1 0 0 0 0 1 0 8 0 0 0 0 1 0 8 0 0 0 1 0 0 0 0	*** O O O D O O O O O O O O O O O O O O	4 m > 0 > 1 x 0 > 0 > 0 > 0 > 0 > 0 > 0 > 0 > 0 > 0
COMMAN ON A SIGNAL CARRIES CAS. (E) Signal and Carries and Carries	*** * * * * * * * * * * * * * * * * *	0 1 0 0 0 0 1 8 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0	1 0 0 0 0 1 0 8 0 0 1 0 0 0 0 1 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	# M > 0 > 7 0 + 0 > 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
COMES ON IN SECOND CARRON CAR. It is the second of the sec	a A 30 as 30 s 1 () () a (0 1 0 0 0 0 1 8 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 4 0 0 4 0 0 0 0 0 0 0 0		0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	**************************************
Edutas as a 60-de sector fundamento de la partir de contrata de la contrata del la contrata de la contrata del la contrata de la contrata del la contrata de la contrata de la contrata del la contrat	***	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0	1 0 0 0 0 1 0 M 0 0 1 0 0 0 1 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* * * * * * * * * * * * * * * * * * *
SCHEAR ON A GALONE MANDEA ENGARRANCE OF THE STATE OF THE	2 70 78 80 0 1 1 0 0 0 0	0 1 0 0 0 0 1 8 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0	1 0 0 0 0 0 1 0 0 0 1 0 0 0 0 0 0 1 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* * * * * * * * * * * * * * * * * * *
Sente on a score metal a contraction of page to request on a real or r	MAX 2 N N N N N 0 0 0 0 0 4 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* B 3 0 5 7 0 3 0 3 0 3 0 0 0 0 0 0 3 0 0 3 0 0 3 0 1
Common on an annual variety in the second of	MAX 2 4 2 30 38 30 40 5 3 0 0 5 5 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 1 0 0 0 1 8 0 0 0 1 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 2 0 0 1 0 0 0 0 1 0 1 0 1	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	8 3 6 3 7 6 3 0 3 6 0 3 6 0 0 0 1 0 1 0 1 0 1 1 0 1 1 1 1 1 1 1
STATES OF A SECOND AND ASSESSED AS AS A SECOND AS AS A SECOND AS A SECOND AS A SECOND AS A SECOND AND A SECOND AND A SECOND ASSESSED AS A SECOND AND A SECOND ASSESTITUTE AND A SECOND ASSESTITUTE ASSESTITUTE AND A	MA AS 26 27 A 3 0 0 4 1 MA 27 27 28 A 3 0 0 2 2 1	0 1 0 0 0 0 1 8 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 1 0 0 0 0 0 1 0 0 1 0 1 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0 0 0 0 1 0	* * * * * * * * * * * * * * * * * * *
defends on a defende mental and it is to the quality of the contract of the co	max a m ab m 5 1 0 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 1 0 0 0 0 1 M 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 N 0 0 1 0 0 0 0 0 0 0 1 0 0 1 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0 0 0 0 1 0 0 0 0 1 0	0 0 1 0 0 0 0 1 0 0 0 1 0 0 0 0 0 0 0 0	* * * * * * * * * * * * * * * * * * *
Sender as a shool a world file of select file of se	2 2 2 40 30 4 3 (0 0 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 1 8 0 0 1 8 0 0 0 1 0 1 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 0 1 0 0 0 1 0 0 0 1 0	* M 3 0 1 2 0 3 0 3 0 3 0 1 2 0 3 0 1 0 1 0 0 0 0 0 0 0 0 1 0 0 1 0 0 1
Section on a second second second or second at a second se	N 44 44 4 1 0 0 4 4 1 1 0 0 4 1 1 1 1 1 1	0 1 0 0 0 0 1 4 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 4 0 0 4 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0		* * * * * * * * * * * * * * * * * * *
develor as a decided a model district different age. My Million age product out it as common orders of each a common common and comm	MAX	0 1 0 0 0 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 4 0 0 4 0 0 0 0	1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		4 0 3 0 3 0 3 0 3 0 3 0 3 0 0 0 0 0 0 0
Senten on a decide a score above district. Exercise on a decide a score above district.	max 2 22 4 50 50 50 50 10 10 10 10 10 10 10 10 10 10 10 10 10	0 1 0 0 0 0 1 8 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 4 0 0 4 0 0 0 0 0	1 0 0 0 0 1 0 4 0 0 1 0 0 0 0 1 0	0 0 1 0 0 0 0 1 0 1 0 1 0 1 0 1 0 1 0 1	* # + 0 + 0 + 2 0 + 0 + 0 + 0 0 # 0 + 0 0 0 + 0 + 0 + 0
CAMERA DE RESCONE E MODER RESCO NE ESTRACE : q de la reque pay a men a me ante se a different tra amp a me la extrac CAMERA DE RESCONE AND DE CAMERA E : q de la la requipa mode de m m m a reque pay	max	0 1 0 0 0 0 0 1 4 0 0 0 0 0 0 0 0 0 0 0	0 ** 0 ** 0 ** 0 ** 0 ** 0 ** 0 ** 0 *	0 1 0 0 0 0 0 1 0 8 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 8 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 1 0 1 0 1	* * * * * * * * * * * * * * * * * * *
States, we a disclose Act mod. And A. A	max	0 1 0 0 0 0 1 8 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0		0 0 0 5 0 0 0 5 0 0 0 5 0 1 0 0 5 0 1 0 0 5 0 1 0 1	# # 3 0 1 5 0 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Secretary on a second and not not not a given a great and a second a second and a second and a second	MAX 2 MA MA MA 2 3 () () 2 (0 1 0 0 0 0 0 1 M 0 0 0 1 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 8 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 4 0 0 1 0 0 0 0 1 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	** ** ** ** ** ** ** ** ** ** ** ** **
COMMANDA MER MANDA AND AND AND AND AND AND AND AND AND	MAX	0 1 0 0 0 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 1 0 3 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 1 0 0 0 0	**************************************
Contain on a disclose and not an analysis and a second of the second of	max 2 2 2 m m m d d 1 1 0 0 0 4 1	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 1 0 0 0	1 0 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* * * * * * * * * * * * * * * * * * *
Complete are in the look and will and a in	*** *** *** *** *** *** *** *** *** **	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 7 0 0 0 0	1 0 0 0 0 1 0 2 0 0 0 1 0 0 0 0 0 0 0 0	4 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	# # 3 0 5 8 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
Marco 1 A 2 may 5 0 mm mm Marco Marc		0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 1 0 0 0 1 0 0 0 0 0 0 0	8 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* * * * * * * * * * * * * * * * * * *
MODEL I I A DIRA 60 MOR MO QL AN ANY ANY ANY ANY ANY ANY ANY ANY ANY		0 1 0 0 0 0 1 2 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 1 0 4 0	0 1 0 0 0 0 1 0 4 0 0 4 0 0 0	1 0 0 0 0 1 0 1 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 1 0 0 1 0 1 0 1 0 1 0 1 0	4 2 3 0 3 4 0 3 0 0 0 0 0 0 0 0 0 0 0 0 0 0
MARKOC 1 I A SAME NO MORE MO. Up 3 AND A SAME NO MORE MAY NO MORE	my	0 1 0 0 0 0 1 4 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 1 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0	1 0 0 0 0 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 1 0 0 1 0 1 0 0 1 0 1	# 2 3 0 3 # 0 3 0 3 0 0 # 0 3 0 0 3 0 3
MODEL 1 A 2 MAX 60 MAX	(a) a a a (a) (a) (a) (a) (a) (a) (a) (a	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 1 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0	1 0 0 0 0 1 0 1 0 0 0 0 0 1 0	0 0 3 0 0 0 3 0 0 0 3 0 1 0 0 3 0 1 0 1	4 H J C J T C J C J C J C J C J C J C J C J
MARKE 1 A 2004 50 MAR MAI	100 M M M M A D D D A D M M M M M M M M M M	0 1 0 0 0 0 1 8 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 0 0		0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	**************************************
MODEL 1 A 5 000 5 0 000 000 000 000 000 000 000	(a) a a a a a a a a a a a a a a a a a a	0 1 0 0 0 1 1 0 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 4 0 0 1 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* N 3 0 1 0 1 0 1 0 1 0 0 0 0 0 0 0 0 0 0 0
100 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	** * * * * * * * * * * * * * * * * * *	0 1 0 0 0 0 1 4 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 0 1 0 0 0 0 0 1 0		* * * * * * * * * * * * * * * * * * *
ME D G G G G G G G G G G G G G G G G G G	max	0 1 0 0 0 0 1 4 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 0 0 0 0 1 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	4 M > 0 > 4 0 > 0 > 0 > 0 > 0 > 0 > 0 > 0 >
M	** * * * * * * * * * * * * * * * * * *	0 1 0 0 0 0 1 3 3 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 3 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 0 0 0 1 0 0 0 1 0 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 1 0 0 0 1 0 0 0 0 1 0	* N + 0 + 0 + 0 + 0 + 0 + 0 + 0 + 0 + 0 +
86 8 4 88 1 1 100 kg released No. 1 1 100 kg released No. 1 100 kg	4 M M M K I I O O 4	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 1 0 0 0 0 0 1 0 0 1 0 0 1 0 0 1 0 1	* * * * * * * * * * * * * * * * * * *
ME D G TO THE	MAX 2 47 M 2 7 M M 2 3 1 0 0 2 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 2 0 0 2 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 4 0 0 1 0 0 0 1 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	8 3 0 3 0 3 0 3 0 3 0 0 0 0 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 3 0 0 0 3 0
AND SECOND SECON	2 2 48 46 4 3 0 0 2 4 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 1 0 0 0 0 1 8 0 0 0 1 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 1 0 4 0 0 4 0 0 0 0 0 0	1 0 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0 0 0 0 1 0 0 0 0 1 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	**************************************
AND SEC. A SEC. AND	### ## ## ## ## ## ## ## ## ## ## ## ##	0 1 0 0 0 0 1 4 0 0 1 0 1 0 0 1 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 8 0 0 1 0 0 0 1 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	A A 3 0 3 4 0 3 0 3 0 3 0 0 0 A 0 3 0 0 3 0 3 0 3 0
40 10 10 10 10 10 10 10	** ** ** ** ** ** * * * * * * * * * *	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 0 0	1 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	* M 3 0 3 8 0 3 0 0 0 0 0 0 0 0 0 0 3 0 3 0
66 6 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	* M * M M M 7) () () *	0 1 0 0 0 1 1 0 0 0 0 1 1 0 0 0 1 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 1 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	1 4 3 0 3 4 0 3 0 3 0 3 0 3 0 3 0 0 0 0 0
Taken on the second of the sec	* 8 8 8 8 8 9 0 0 8 8 8 8 8 8 8 8 8 8 8 8	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	4 4 3 0 3 4 0 3 0 0 0 0 0 0 0 0 0 0 0 0
I MONA COM E O O O O O O O O O O O O O O O O O O	max	0 1 0 0 0 0 1 0 0 0 1 0 0 0 1 0 0 0 0 0	0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0 0 0 0 0	1 0 0 0 0 1 0 0 1 0 0 0 1 0 0 1 0 0 1 0	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	4 7 5 6 5 4 6 5 6 5 6 6 6 6 6 6 6 6 6 6 6 6
A 60000 C ORN KE OF THE PROPERTY OF THE PROPER	* * * * * * * * * * * * * * * * * * * *	0 1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 1 0 0 0 0 1 0 8 0 0 8 0 0 0 0	1 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	6 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	## 3 0 3 5 0 3 0 0 0 0 0 0 0 0 1 0 0 1 0 1 0 1 0 1
The Enter an employed and all the Section 1999 and the Section 1999							