# Highlights Report OCO



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#### Responses: 223 of 278

Response Rate:
80%

## **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.

Australian Government

Australian Public Service Commission

## **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.

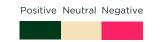
0	Your Employee Engagement Index score	Response so	cale	% Positive	Variance from 2023 +3	Variance from APS overall +1	Variance from specialist agencies -1	Variance from medium sized agencies -1
	Overall, I am satisfied with my job	75	14 11	75%	+3	0	-2	-1
<u>&gt;</u>	I am proud to work in my agency	82	13	82%	+60	+4	-2	+2
Say	I would recommend my agency as a good place to work	74	13 12	74%	+17 🟠	+3	+1	+3
	I believe strongly in the purpose and objectives of my agency	93		93%	+5 <b>♠</b>	+70	+4	+3
Хe	I feel a strong personal attachment to my agency	61	26 13	61%	+90	-2	-5♥	-3
Stay	I feel committed to my agency's goals	90	9	90%	+9 <b>0</b>	+4	+2	+2
	I suggest ideas to improve our way of doing things	86	12	86%	-4	0	-3	-3
Strive	I am happy to go the 'extra mile' at work when required	90	8	90%	+1	-1	-3	-2
Stri	I work beyond what is required in my job to help my agency achieve its objectives	77	18	<b>77</b> %	0	-4	-4	-5 <b>♥</b>
	My agency really inspires me to do my best work every day	63	26 11	63%	+6 <b>☆</b>	+3	0	0

Key

At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator





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## **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	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
	Index score			+2	+2	+2	+2
	My supervisor engages with staff on how to respond to future challenges	83 11	83%	+2	+3	+3	+3
visor	My supervisor can deliver difficult advice whilst maintaining relationships	83 11	83%	+1	+3	+4	+4
Super	My supervisor invites a range of views, including those different to their own	87 8	87%	+4	+5 <b>ଢ</b>	+3	+4
Immediate Supervisor	My supervisor encourages my team to regularly review and improve our work	85 11	85%	+4	+3	+4	+4
<u> </u>	My supervisor is invested in my development	81 11 9	81%	+8♠	+3	+3	+3
	My supervisor ensures that my workgroup delivers on what we are responsible for	91	91%	+5♠	+3	+3	+4
	Other similar questions						
	My supervisor provides me with helpful feedback to improve my performance	78 13 9	<b>78</b> %	-2	-1	+1	0
	My immediate supervisor encourages me	83 11	83%	+7 <b>0</b>	+6 <b></b>	+6 <b></b>	+6 <b>₲</b>
	My supervisor actively ensures that everyone can be included in workplace activities	85 11	85%	0	+1	+2	+2
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	84 11	84%	-	+3	+3	+3
Key	At least 5 percentage points greater than comparator	At least 5 percentage points less tha	n comparator		Positive N	Neutral Negative	e

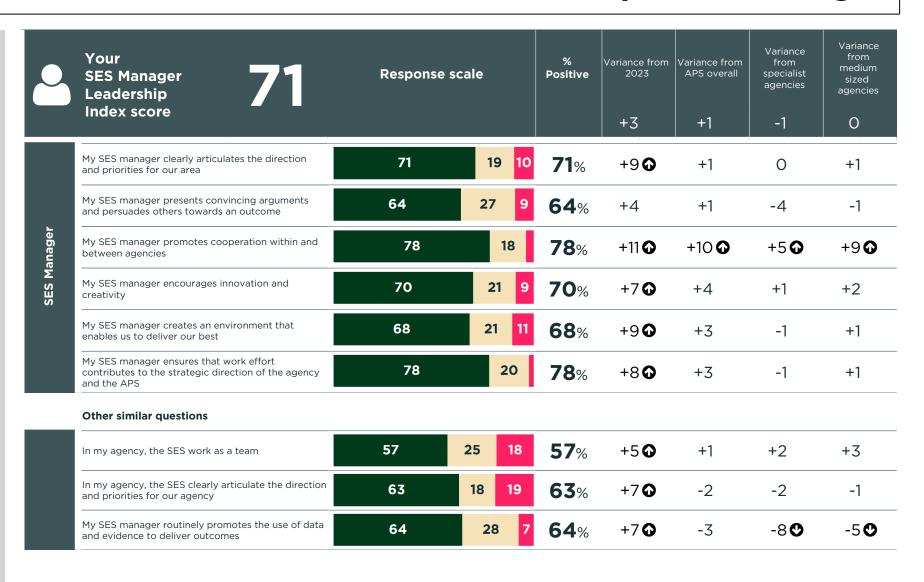


#### **Leadership - SES Manager**



#### **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.

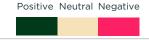


Key

At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator





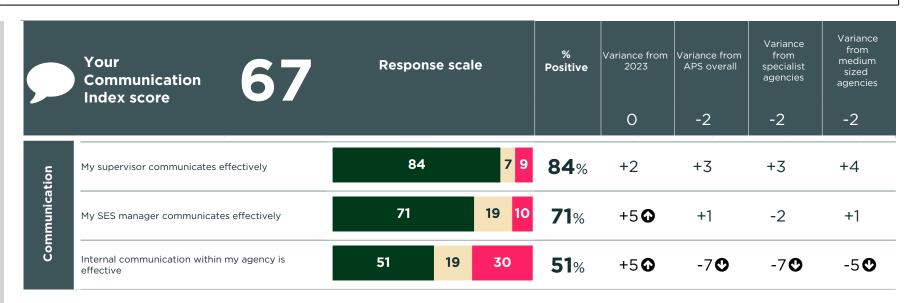
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### **Communication and change**



#### 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.

#### Other similar questions

Change

When changes occur, the impacts are communicated well within my workgroup	65		17 19	65%	-1	-3	-6♥	-4
Staff are consulted about change at work	46	32	22	46%	+3	-5♥	-5♥	-5♥
Change is managed well in my agency	34	28	37	<b>34</b> %	+12 🕥	-9 <b>0</b>	-8♥	-8♥

Key At least 5 percentage points greater than comparator At least 5 percentage points less than comparator



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## **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	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
	index score			+2	+3	+2	+2
	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	83 14	83%	-1	+4	0	+1
Innovation	My immediate supervisor encourages me to come up with new or better ways of doing things	75 19	<b>75</b> %	-2	+2	0	0
	People are recognised for coming up with new and innovative ways of working	65 25 10	<b>65</b> %	+4	+7 <b>©</b>	+5♠	+7 <b>&amp;</b>
Enabling	My agency inspires me to come up with new or better ways of doing things	59 28 14	<b>59</b> %	+5 <b>&amp;</b>	+90	+60	+7 <b>©</b>
	My agency recognises and supports the notion that failure is a part of innovation	45 33 22	45%	+6 <b>0</b>	+4	+5 <b></b>	+5 <b>☆</b>



Key



At least 5 percentage points greater than comparator





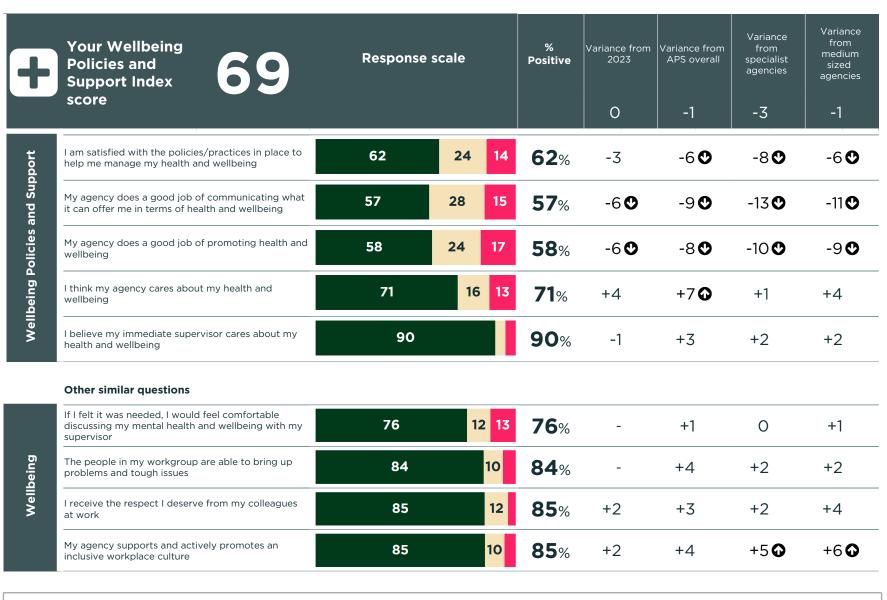


#### **Wellbeing Policies and Support**



#### Wellbeing

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

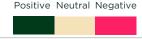


6

Kev

At least 5 percentage points greater than comparator







## Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
In general, would you say that your health is:						
Excellent		6%	+1	-5♥	-6 <b>O</b>	-5♥
Very good		<b>38</b> %	-3	+4	+1	+2
Good		45%	<b>+7♦</b>	+7 <b>0</b>	+80	+7 <b>6</b>
Fair		9%	-3	-5♥	-3	-3
Poor		2%	-2	-1	0	-1
What best describes your current workload?						
Well above capacity - too much work		26%	+1	+4	+4	+3
Slightly above capacity - lots of work to do		44%	0	+4	+4	+4
At capacity - about the right amount of work to do		24%	-2	-7 <b>♥</b>	-6♥	-5♥
Slightly below capacity - available for more work		6%	+1	0	-1	0
Well below capacity - not enough work		0%	0	-1	-1	-1

6

Key

At least 5 percentage points greater than comparator

0



## Wellbeing

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
How often do you find your work stressful?						
Always		<b>3</b> %	-1	-2	-1	-1
Often		24%	+3	-1	+1	+1
Sometimes		<b>57</b> %	+8♠	<b>+</b> 7 <b>♦</b>	+6♠	+6 <b>♦</b>
Rarely		16%	-10 👁	-3	-5♥	-4
Never		0%	0	-1	-2	-1
To what extent is your work emotionally demanding?						
To a very large extent		<b>7</b> %	-3	-1	+1	0
To a large extent		24%	+2	+3	+6�	+50
Somewhat		43%	+4	+5 <b>0</b>	+60	+5♠
To a small extent		19%	-5 🛇	-5♥	-80	-7 <b>0</b>
To a very small extent		<b>7</b> %	+1	-2	-4	-3
I feel burned out by my work						
Strongly agree		<b>7</b> %	-1	-1	0	-1
Agree		19%	0	-4	-3	-3
Neither agree nor disagree		<b>37</b> %	-2	+50	+7 <b>0</b>	+7 <b>0</b>
Disagree		34%	+3	+4	+1	+2
Strongly disagree	<u> </u>	<b>3</b> %	0	-4	-6♥	-5♥

Key

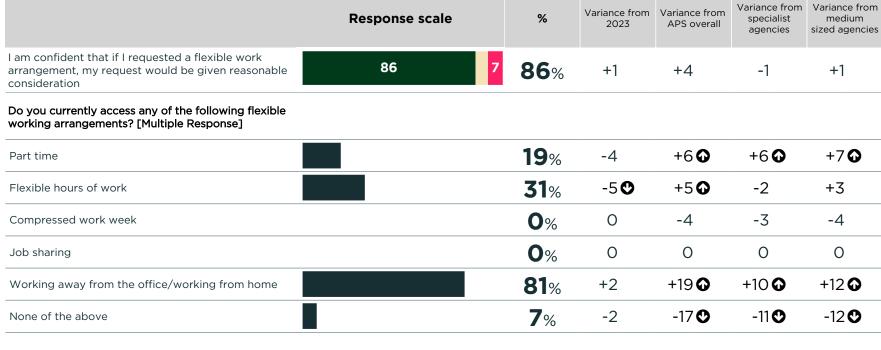
At least 5 percentage points greater than comparator



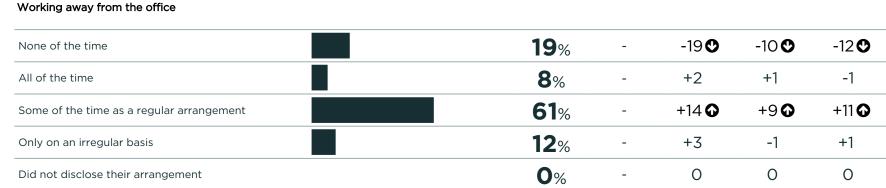


#### Flexible work





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



Positive Neutral Negative



## **Working in the APS**

	Response sc	ale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
I am supported to use my expertise to provide frank and fearless advice	73	14 13	<b>73</b> %	-	+80	+6 🚱	+80
The people in my workgroup demonstrate stewardship	80	15	80%	-	+3	0	0
The culture in my agency supports people to act with integrity	83	11	83%	-	+7♠	+4	+60
I believe strongly in the purpose and objectives of the APS	95		95%	+6 <b>♦</b>	+8♠	+9♠	+80
I feel a strong personal attachment to the APS	71	23	<b>71</b> %	+5 <b>♠</b>	+6 <b>♠</b>	+11 🚱	+9 <b>0</b>
My workgroup considers the people and businesses affected by what we do	90		90%	-	+5♠	+2	+3

Key





At least 5 percentage points less than comparator





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#### Job satisfaction

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
I am satisfied with the recognition I receive for doing a good job	69 16 15	69%	-2	0	-3	-1
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	52 22 26	<b>52</b> %	+10 🐼	-11 👁	-12 <b>O</b>	-12 <b>O</b>
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	85 7 8	85%	+2	+3	0	+2
I am satisfied with the stability and security of my job	74 10 16	74%	+1	-11 <b>♥</b>	-8♥	-8♥

## **Clarity and autonomy**

	Response scale	Po	% ositive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	93	9	<b>3</b> %	-3	0	-1	-1
I am clear what my duties and responsibilities are	84	13 8	<b>34</b> %	+7 <b>6</b>	+4	+4	+6
I have a choice in deciding how I do my work	76	19 7	76%	+5 <b>•</b>	+11 🚱	+1	+4
Where appropriate, I am able to take part in decisions that affect my job	70 16	13 7	<b>'0</b> %	-4	-1	-4	-3

Key

At least 5 percentage points greater than comparator

**9** A1

At least 5 percentage points less than comparator

Positive Neutral Negative



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### **Performance**

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
In the last month, please rate your workgroup's overall performance						
Excellent		25%	-3	-2	-5♥	-3
Very good		58%	+5 <b>♠</b>	+4	+4	+3
Average		15%	-1	-1	+1	+1
Below average		0%	-1	-2	-1	-1
Well below average		1%	0	+1	+1	0

	Response scale	ı	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	82	11 7	<b>82</b> %	+4	+3	0	+2
My workgroup has the tools and resources we need to perform well	50 18 3	52	<b>50</b> %	+7 <b>0</b>	-9 <b>0</b>	-9 <b>0</b>	-6♥
The people in my workgroup use time and resources efficiently	87	9	<b>87</b> %	+5♠	+11 🕥	+8�	+11 🔷
My job gives me opportunities to utilise my skills	83	9 8	83%	+7 <b>•</b>	+3	0	+1
In the last 12 months, the formal learning I have accessed has improved my performance	56 30	14	56%	-	-2	-1	-1

Key At least 5 percentage points greater than comparator At least 5 percentage points less than comparator

Australian Government

Australian Public Service Commission

### **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 specialist agencies	Variance from medium sized agencies
Which of the following statements best reflects your curre current position?	nt thoughts about working in your					
I want to leave my position as soon as possible		8%	-7♥	-1	+1	0
I want to leave my position within the next 12 months		<b>30</b> %	+2	+70	+80	+80
I want to stay working in my position for the next one to two years		44%	+3	+7 <b> </b>	+4	+4
I want to stay working in my position for at least the next three years		<b>17</b> %	+2	-13 👁	-13 👁	-11 🗸
What best describes your plans involved with leaving your	current position?	<b>1</b> %	-2	-4	-3	-2
I am pursuing another position within my agency		28%	+14 🚱	-16 <b>♥</b>	0	-2
I am pursuing a position in another agency		49%	-11 👁	+220	+13 🐼	+13 🐼
I am pursuing work outside the APS		5%	-4	-5 <b>O</b>	-9 <b>0</b>	-7 <b>O</b>
It is the end of my non-ongoing, casual or contracted employment		8%	+1	+5 <b>⊘</b>	+2	+2
Other		10%	+2	-3	-4	-4



#### 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 specialist 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	<b>25</b> %	-	-	-	_
There are a lack of future career opportunities in my agency	9%	-	-	-	_
I want to try a different type of work or I'm seeking a career change	9%	-	-	-	_
I am looking to further my skills in another area	8%	-	-	-	_
Senior leadership is of a poor quality	8%	-	-	-	-

Key



At least 5 percentage points greater 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 specialist agencies	Variance from medium sized agencies
During the last 12 months and in the course of y discrimination on the basis of your background						
Yes		8%	0	-2	0	-1
No		92%	0	+2	0	+1
Did this discrimination occur in your current ag	ency?					
Yes		100%	+12 🕥	+80	+70	+80
No		0%	-12 👁	-8 <b>O</b>	-7 <b>O</b>	-80
Basis for the discrimination that you experience	ed (3 highest responses):					
Age		44%	-	-	-	-
Disability		<b>25</b> %	-	-	-	-
Caring responsibilities		25%	-	-	-	-



## 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 specialist agencies	Variance from medium sized agencies
During the last 12 months, have you been subjected to hworkplace?	narassment or bullying in your current					
Yes		<b>7</b> %	0	-3	-1	-3
No		88%	+1	+4	+2	+4
Not sure		<b>5</b> %	-1	-1	0	0
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		<b>54</b> %	-	-	_	
shouting or screaming)		<b>3T</b> /0				_
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)  Inappropriate and unfair application of work policies or rules		<b>38</b> %	-	-	-	-
		<b>38</b> % <b>23</b> %	-	-	-	- -
information, undermining or sabotage)  Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)			- - +7 <b>⊙</b>	-3	- - 0	-4
information, undermining or sabotage)  Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)  Did you report the harassment or bullying?  I reported the behaviour in accordance with my agency's		23%	- - +7 <b>⊙</b> +17 <b>⊙</b>	- -3 +9 <b>•</b>	- - 0 +9 <b>•</b>	-4 +9•

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 specialist agencies	Variance from medium sized agencies
	rt of your duties, in the last 12 months have you agency engaging in behaviour that you consider rruption?					
Yes		1%	0	-2	-2	-2
No		96%	0	+5 <b>♠</b>	+4	+5 <b>♦</b>
Not sure		2%	0	-2	-1	-2
Would prefer not to answer		1%	0	-1	-1	-1

#### Did you report the potentially corrupt behaviour?

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

Key



At least 5 percentage points greater than comparator





## **Demographics**

How do you describe your gender?	Responses
Man or male	31%
Woman or female	63%
Non-binary	0%
I use a different term	1%
Prefer not to say	4%

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

Do you have an ongoing disability?	Responses
Yes	20%
No	80%

Do you have carer responsibilities?	Responses
Yes	37%
No	63%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	20%
No	80%

Do you identify as culturally and linguistically diverse?	Responses
Yes	22%
No	78%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	74%
Australian Aboriginal and/or Torres Strait Islander	4%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	2%
Anglo-European Anglo-European	15%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	9%
South-East Asian	5%
North-East Asian	3%
Southern and Central Asian	3%
North American	0%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	2%
Sub-Saharan African	2%

Do you consider yourself to be neurodivergent?	Responses
Yes	14%
No	73%
Maybe	10%
I am unsure what neurodivergent means	3%



#### **Agency position**

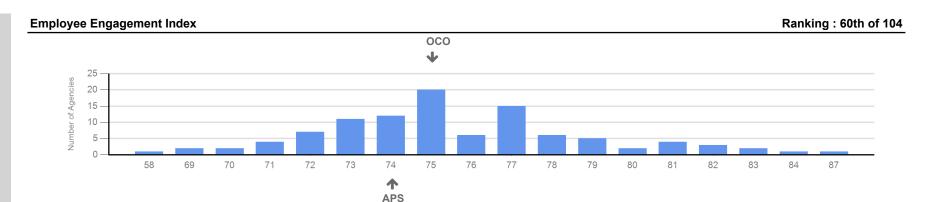


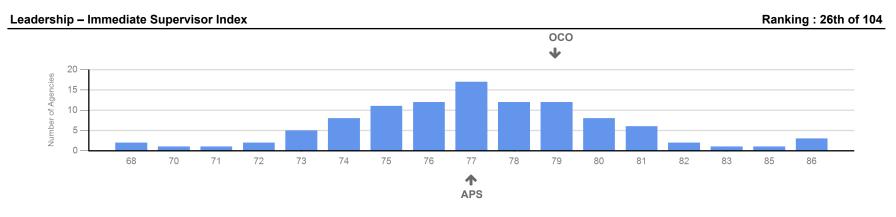
## Agency position

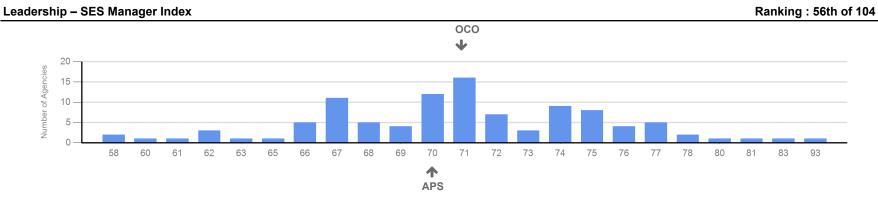
These graphs display the overall index score of each agency for the Employee Engagement, Leadership - Immediate Supervisor, Leadership - SES Manager, Communication, **Enabling Innovation** and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison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







#### **Agency position**

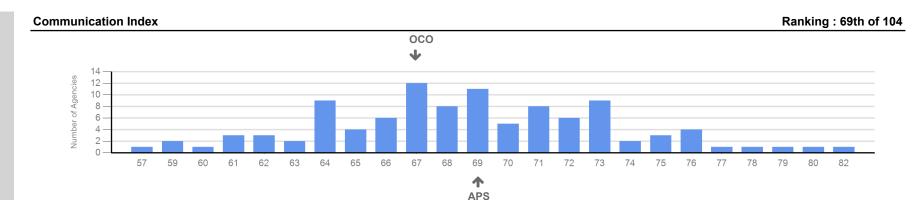


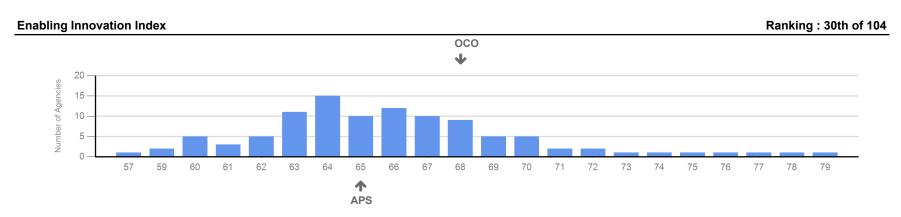
## Agency position

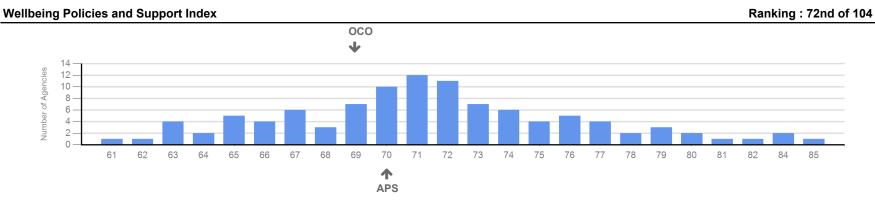
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### Suggested questions to focus on



## 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.

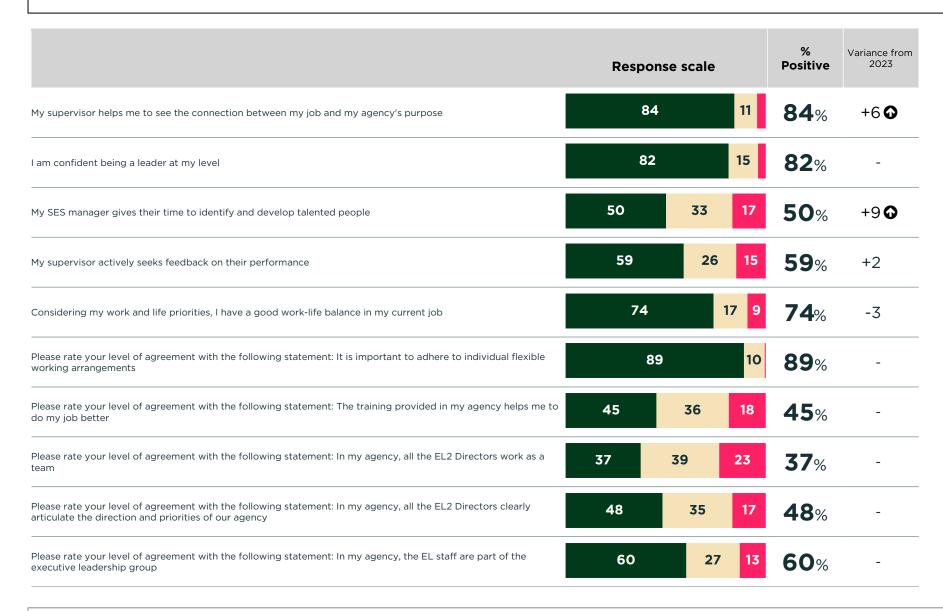
Some will be areas to improve upon and some will be areas to maintain.

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

	5 percentage points greater At least 5 percentage points less than comparator	% Positive	Variance from 2023	Variance from APS overall	Variance from specialist agencies	Variance from medium sized agencies
.1	The culture in my agency supports people to act with integrity	83%	-	+70	+4	+60
.2	My agency inspires me to come up with new or better ways of doing things	<b>59</b> %	+5 <b>0</b>	+90	+6 <b>0</b>	+70
.3	I am supported to use my expertise to provide frank and fearless advice	<b>73</b> %	-	+80	+60	+80
.4	I am satisfied with the recognition I receive for doing a good job	69%	-2	0	-3	-1
.5	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<b>78</b> %	+80	+3	-1	+1
.6	I feel I have the same opportunities as anyone else of my ability or experience	<b>72</b> %	+130	+4	+2	+1



### **OCO** specific questions

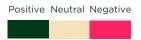


Key



At least 5 percentage points greater than comparator







#### Time to take action

<b></b>	Celebrate	a	_	gate further h our teams	<u></u> ✓	Opportunities
What things do we do we	ell?		there any other opportun ne results that we want to		Areas we need to focus or plans:	n and turn into action
Think about how we can build o	on our strongths and learn	How	could we investigate? Through I	looking at the data in	What are the key things we not	d to improve to make
Think about how we can build of from what we are good at.	on our strengths and learn		detail or through discussions w		What are the key things we nee working here better?	d to improve to make



#### 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

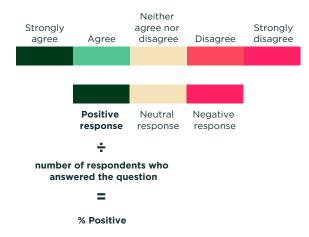
	Prioritise 3 areas for action	Timescales	Owner	Resources required	Target/Success measure
1					
2					
3					



### **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).

Always	Often	Sometimes	Rarely	Never







#### 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-andfunction

#### 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.