

2025 APS Employee Census

5 May - 6 June

Highlights Report

Enabling Services

Responses:

18 of 20

Response rate:

90%



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 tend to be the low results, which are notably below comparisons.



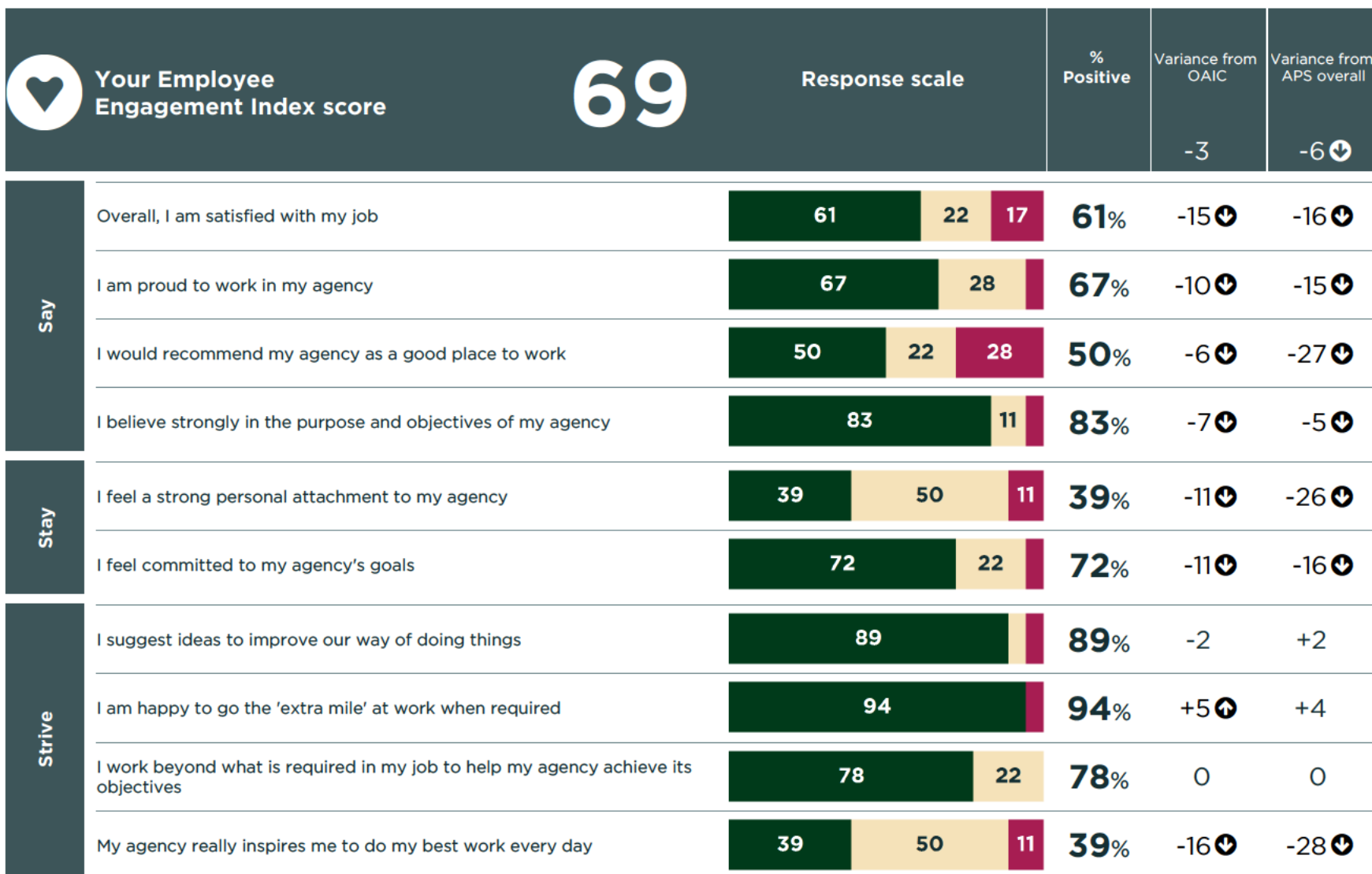
Generally a difference of \pm 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

Employee Engagement: Say, Stay, Strive



Employee Engagement

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.



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

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



Your Immediate Supervisor Index score

75

Response scale

% Positive

Variance from OAIC

Variance from APS overall

-2

-2

Immediate Supervisor

My supervisor engages with staff on how to respond to future challenges

83

17

83%

+3

+3

My supervisor can deliver difficult advice whilst maintaining relationships

72

22

72%

-7⬇️

-8⬇️

My supervisor invites a range of views, including those different to their own

78

17

78%

-3

-5⬇️

My supervisor encourages my team to regularly review and improve our work

78

11

78%

-5⬇️

-5⬇️

My supervisor is invested in my development

67

22

67%

-6⬇️

-11⬇️

My supervisor ensures that my workgroup delivers on what we are responsible for

83

11

83%

-4

-5⬇️

Other similar questions

My supervisor provides me with helpful feedback to improve my performance

72

11

17

72%

-5⬇️

-7⬇️

My immediate supervisor encourages me

78

17

78%

0

0

My supervisor actively ensures that everyone can be included in workplace activities

83

11

83%

-4

-1

My supervisor encourages me to take on new tasks and gain experience doing things I've never done before

78

11

11

78%

-1

-3

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - SES Manager



SES Manager

The SES Manager Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*



**Your SES Manager
Index score**

72

Response scale

%
Positive

Variance from
OAIC

Variance from
APS overall

-2

+2

SES Manager

My SES manager clearly articulates the direction and priorities for our area	67	28	67%	-6⬇️	-4
My SES manager presents convincing arguments and persuades others towards an outcome	61	33	61%	-7⬇️	-3
My SES manager promotes cooperation within and between agencies	72	22	72%	-9⬇️	+3
My SES manager encourages innovation and creativity	67	22	67%	-11⬇️	-1
My SES manager creates an environment that enables us to deliver our best	50	39	50%	-14⬇️	-18⬇️
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	83	17	83%	+2	+8⬆️

Other similar questions

In my agency, the SES work as a team	28	39	33	28%	-23⬇️	-30⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	28	39	33	28%	-24⬇️	-39⬇️
My SES manager routinely promotes the use of data and evidence to deliver outcomes	61	28	11	61%	-10⬇️	-8⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Communication and change



Communication

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

Change

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

Your Communication Index score	64	Response scale	% Positive	Variance from OAIC	Variance from APS overall
				-2	-6 ↓

Communication	My supervisor communicates effectively	83	11	83%	+3	+2
	My SES manager communicates effectively	61	33	61%	-13 ↓	-10 ↓
	Internal communication within my agency is effective	22	39	39%	-18 ↓	-39 ↓

Other similar questions						
Change	When changes occur, the impacts are communicated well within my workgroup	72	11	17	72%	+9 ↑
	Staff are consulted about change at work	44	39	17	44%	+9 ↑
	Change is managed well in my agency	33	17	50	33%	+10 ↑

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

The Enabling 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

67

Response scale

% Positive

Variance from OAIC

Variance from APS overall

-2

-1

Enabling Innovation

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

89

11

89%

+5 ⬆

+5 ⬆

My immediate supervisor encourages me to come up with new or better ways of doing things

78

11

11

78%

0

+2

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

56

33

11

56%

-15 ⬇

-8 ⬇

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

39

44

17

39%

-22 ⬇

-20 ⬇

My agency recognises and supports the notion that failure is a part of innovation

39

33

28

39%

-12 ⬇

-12 ⬇

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing Policies and Support



Wellbeing

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

+ Your Wellbeing Policies and Support Index score	74	Response scale	% Positive	Variance from OAIC	Variance from APS overall
				+4	+2

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	72	17	11	72%	+4	-1
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	72	17	11	72%	0	+2
	My agency does a good job of promoting health and wellbeing	78	17		78%	+17⬆	+7⬆
	I think my agency cares about my health and wellbeing	72	22		72%	+5⬆	+4
	I believe my immediate supervisor cares about my health and wellbeing	83	11		83%	-1	-4

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	72	17	11	72%	+2	-4
	I receive the respect I deserve from my colleagues at work	78	22		78%	-8⬇	-4
	My agency supports and actively promotes an inclusive workplace culture	78	17		78%	+3	-6⬇

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
In general, would you say that your health is:				
Excellent		22%	+8	+10
Very good		28%	-6	-7
Good		22%	-13	-15
Fair		22%	+9	+9
Poor		6%	+3	+3
What best describes your current workload?				
Well above capacity - too much work		50%	+15	+33
Slightly above capacity - lots of work to do		33%	-6	-6
At capacity - about the right amount of work to do		11%	-10	-26
Slightly below capacity - available for more work		6%	+1	-1
Well below capacity - not enough work		0%	-1	-1

Key



































At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
How often do you find your work stressful?				
Always		17%	+10 	+12 
Often		39%	+13 	+16 
Sometimes		22%	-22 	-28 
Rarely		22%	0	+2
Never		0%	-1	-2
To what extent is your work emotionally demanding?				
To a very large extent		22%	+12 	+15 
To a large extent		17%	+4	-3
Somewhat		22%	-12 	-17 
To a small extent		28%	-8 	+4
To a very small extent		11%	+3	+1
I feel burned out by my work				
Strongly agree		22%	+11 	+15 
Agree		39%	+10 	+18 
Neither agree nor disagree		11%	-15 	-21 
Disagree		28%	+4	-3
Strongly disagree		0%	-9 	-8 

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less 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.

	Response scale	%	Variance from OAIC	Variance from APS overall
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	89	89%	-5⬇️	+3
Do you currently access any of the following flexible working arrangements? [Multiple Response]				
Part time		17%	-5⬇️	+4
Flexible hours of work		44%	+7⬆️	+14⬆️
Compressed work week		0%	-4	-5⬇️
Job sharing		0%	-3	0
Working away from the office/working from home		83%	-2	+16⬆️
None of the above		0%	-4	-20⬇️
Working away from the office				
All of the time		67%	+10⬆️	+60⬆️
Some of the time as a regular arrangement		6%	-17⬇️	-46⬇️
Only on an irregular basis		11%	+5⬆️	+2
None of the time		17%	+2	-16⬇️
Did not disclose their arrangement		0%	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	56 22 22	56%	-1	-14 ↓
The people in my workgroup demonstrate stewardship	89	89%	+9 ↑	+12 ↑
The culture in my agency supports people to act with integrity	67 11 22	67%	-5 ↓	-15 ↓
I believe strongly in the purpose and objectives of the APS	94	94%	+1	+6 ↑
I feel a strong personal attachment to the APS	78 22	78%	+13 ↑	+9 ↑
My workgroup considers the people and businesses affected by what we do	83 11	83%	-6 ↓	-1
The people in my workgroup value others' individual skills and talents	89 11	89%	-3	+5 ↑
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	83 11	83%	-8 ↓	-5 ↓
The people in my workgroup are able to bring up problems and tough issues	78 11 11	78%	-5 ↓	-2
If you make a mistake in my workgroup, it tends to be held against you (reverse scored : positive scores represent those who disagreed, or strongly disagreed with this statement)	72 22	72%	+2	+5 ↑

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale			% Positive	Variance from OAIC	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	56	28	17	56%	-9↓	-13↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	72	17	11	72%	+8↑	+6↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	89		11	89%	-3	+4
I am satisfied with the stability and security of my job	50	33	17	50%	-8↓	-36↓

Clarity and autonomy

	Response scale			% Positive	Variance from OAIC	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	94			94%	+2	+2
I am clear what my duties and responsibilities are	83	11		83%	+6↑	-1
I have a choice in deciding how I do my work	67	22	11	67%	0	-1
Where appropriate, I am able to take part in decisions that affect my job	67	17	17	67%	-1	-5↓

Key



At least 5 percentage points greater than comparator



















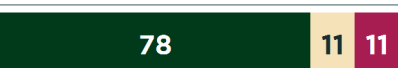


At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from OAIC	Variance from APS overall
In the last month, please rate your workgroup's overall performance				
Excellent		56%	+25 	+31 
Very good		33%	-16 	-23 
Average		11%	-7 	-5 
Below average		0%	-3	-2
Well below average		0%	0	-1

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		72%	0	-6 
My workgroup has the tools and resources we need to perform well		33%	-1	-26 
The people in my workgroup use time and resources efficiently		89%	+10 	+14 
My job gives me opportunities to utilise my skills		78%	-3	-2
During the last 12 months, the formal learning I have accessed has improved my performance		47%	+4	-13 

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



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

	Response scale	%	Variance from OAIC	Variance from APS overall
Which of the following statements best reflects your thoughts about working in your current position?				
I want to leave my position as soon as possible		17%	+5	+8
I want to leave my position within the next 12 months		17%	-9	-5
I want to stay working in my position for the next one to two years		22%	-15	-17
I want to stay working in my position for at least the next three years		44%	+19	+13
What best describes your plans involved with leaving your current position?				
I am planning to retire	<i>The data for this question has been hidden to preserve privacy.</i>			
I am pursuing another position within my agency	<i>The data for this question has been hidden to preserve privacy.</i>			
I am pursuing a position in another agency	<i>The data for this question has been hidden to preserve privacy.</i>			
I am pursuing work outside the APS	<i>The data for this question has been hidden to preserve privacy.</i>			
It is the end of my non-ongoing, casual or contracted employment	<i>The data for this question has been hidden to preserve privacy.</i>			
Other	<i>The data for this question has been hidden to preserve privacy.</i>			

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



Employees who had perceived discrimination in the last 12 months in the course of their employment were asked where the discrimination came from and if they reported it.

Discrimination

Response scale

%

Variance from
OAICVariance from
APS overall

During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes



28%

+21↑

+19↑

No



72%

-21↓

-19↓

Did this discrimination occur in your current agency?

Yes

The data for this question has been hidden to preserve privacy.

No

The data for this question has been hidden to preserve privacy.

The discrimination came from: [Multiple Response]

Within my agency

The data for this question has been hidden to preserve privacy.

Another agency

The data for this question has been hidden to preserve privacy.

A customer, stakeholder or member of the public

The data for this question has been hidden to preserve privacy.

Other

The data for this question has been hidden to preserve privacy.

Did you report the discrimination?

I reported the discrimination in accordance with my agency's policies and procedures

The data for this question has been hidden to preserve privacy.

It was reported by someone else

The data for this question has been hidden to preserve privacy.

I did not report the discrimination

The data for this question has been hidden to preserve privacy.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an expanded definition of harassment. Comparing results to 2024 should take this change in definition in context.

Employees who perceived bullying or harassment in the last 12 months were asked what type of bullying or harassment 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.

Bullying and harassment

Response scale

%

Variance from
OAICVariance from
APS overall

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

Yes



22%

+14 ⬆

+13 ⬆

No



78%

-12 ⬇

-8 ⬇

Not sure

0%

-2

-5 ⬇

Did you report the bullying or harassment?

I reported the behaviour in accordance with my agency's policies and procedures *The data for this question has been hidden to preserve privacy.*

It was reported by someone else

The data for this question has been hidden to preserve privacy.

I did not report the behaviour

The data for this question has been hidden to preserve privacy.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Suggested questions to focus on



What to focus on?

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

They are not necessarily the questions with the lowest scores.

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

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



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%
Positive

Variance from
OAIC

Variance from
APS overall

.1	My agency does a good job of promoting health and wellbeing	78%	+17↑	+7↑
.2	People are recognised for coming up with new and innovative ways of working	56%	-15↓	-8↓
.3	My agency supports and actively promotes an inclusive workplace culture	78%	+3	-6↓
.4	I feel I have the same opportunities as anyone else of my ability or experience	67%	-1	-2
.5	To what extent do you agree that your recent performance and development discussions with your supervisor helped improve your performance?	53%	+4	-6↓
.6	I think my agency cares about my health and wellbeing	72%	+5↑	+4

Time to take action



Celebrate

What things do we do well?

Think about how we can build on our strengths and learn from what we are good at.



Investigate further with our teams

Are there any other opportunities coming out of the results that we want to explore further?

How could we investigate? Through looking at the data in more detail or through discussions with staff?



Opportunities

Areas we need to focus on and turn into action plans:

What are the key things we need to improve to make working here better?



Use this page to start your local action plans

Identify areas to celebrate, opportunities for improvement and areas which you need to investigate further.

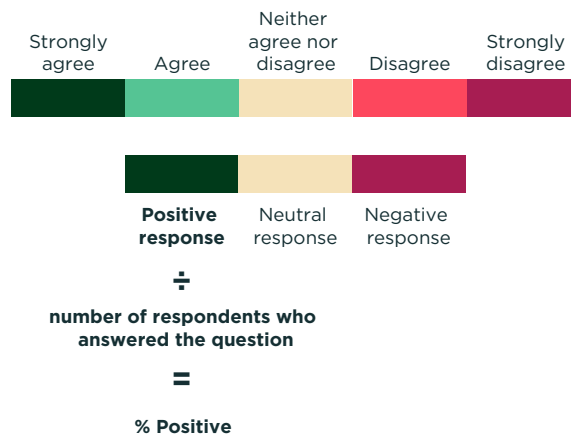
Prioritise 3 areas to take forward

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

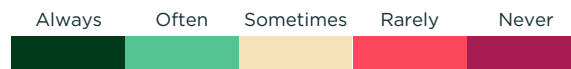
Guide to this report

% Positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ("strongly agree" + "agree" or "always" + "often") and dividing by the number of respondents who answered the question.



For 5 point scale questions not asked on the *agree to disagree* scale the same rules apply, the green percent represents a **positive response** (unless the question is negatively worded).



Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100%
Rounded percentage	25%	27%	29%	16%	4%	101%
Number of positive	151 + 166 = 317					
% Positive	317 ÷ 613 = 52%					

Anonymity

It is best practice not to display the results of groups of respondents to the extent where the anonymity of individuals may be compromised. Results will not be shown where there are less than 10 respondents in a group.

Comparisons 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.



2025 APS Employee Census

5 May - 6 June

Highlights Report

Information Rights - FOI Case
Management

Responses:

18 of 24

Response rate:

75%



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 tend to be the low results, which are notably below comparisons.



Generally a difference of \pm 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



Employee Engagement

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

Your Employee Engagement Index score			84	Response scale	% Positive	Variance from OAIC	Variance from APS overall
						+13 ⬆	+9 ⬆
Say	Overall, I am satisfied with my job	100	100%	+24 ⬆	+23 ⬆		
	I am proud to work in my agency	94	94%	+18 ⬆	+13 ⬆		
	I would recommend my agency as a good place to work	88	88%	+32 ⬆	+12 ⬆		
	I believe strongly in the purpose and objectives of my agency	100	100%	+9 ⬆	+12 ⬆		
Stay	I feel a strong personal attachment to my agency	88	88%	+38 ⬆	+23 ⬆		
	I feel committed to my agency's goals	100	100%	+17 ⬆	+12 ⬆		
Strive	I suggest ideas to improve our way of doing things	100	100%	+9 ⬆	+14 ⬆		
	I am happy to go the 'extra mile' at work when required	100	100%	+10 ⬆	+9 ⬆		
	I work beyond what is required in my job to help my agency achieve its objectives	71	71%	-7 ⬇	-8 ⬇		
	My agency really inspires me to do my best work every day	88	88%	+34 ⬆	+22 ⬆		

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

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



Your Immediate Supervisor Index score

86

Response scale

% Positive

Variance from OAIC

Variance from APS overall

+8 ⬆

+8 ⬆

Immediate Supervisor

My supervisor engages with staff on how to respond to future challenges

100

100%

+19 ⬆

+20 ⬆

My supervisor can deliver difficult advice whilst maintaining relationships

88

88%

+9 ⬆

+8 ⬆

My supervisor invites a range of views, including those different to their own

94

94%

+13 ⬆

+12 ⬆

My supervisor encourages my team to regularly review and improve our work

94

94%

+11 ⬆

+11 ⬆

My supervisor is invested in my development

82

82%

+10 ⬆

+4

My supervisor ensures that my workgroup delivers on what we are responsible for

94

94%

+7 ⬆

+6 ⬆

Other similar questions

My supervisor provides me with helpful feedback to improve my performance

82

82%

+5 ⬆

+3

My immediate supervisor encourages me

76

76%

-1

-1

My supervisor actively ensures that everyone can be included in workplace activities

94

94%

+7 ⬆

+9 ⬆

My supervisor encourages me to take on new tasks and gain experience doing things I've never done before

82

82%

+4

+1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - SES Manager



SES Manager

The SES Manager Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*



**Your SES Manager
Index score**

71

Response scale

%
Positive

Variance from
OAIC

Variance from
APS overall

-3

0

SES Manager

My SES manager clearly articulates the direction and priorities for our area

65

18

18

65%

-7⬇️

-6⬇️

My SES manager presents convincing arguments and persuades others towards an outcome

65

29

65%

-4

+1

My SES manager promotes cooperation within and between agencies

82

12

82%

+1

+13⬆️

My SES manager encourages innovation and creativity

76

18

76%

-1

+8⬆️

My SES manager creates an environment that enables us to deliver our best

53

29

18

53%

-11⬇️

-15⬇️

My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS

71

24

71%

-11⬇️

-5⬇️

Other similar questions

In my agency, the SES work as a team

81

19

81%

+30⬆️

+23⬆️

In my agency, the SES clearly articulate the direction and priorities for our agency

65

24

12

65%

+13⬆️

-2

My SES manager routinely promotes the use of data and evidence to deliver outcomes

59

35

59%

-12⬇️

-10⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Communication and change



Communication

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

Change

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

Your Communication Index score	68	Response scale	% Positive	Variance from OAIC	Variance from APS overall
				+1	-2

Communication	My supervisor communicates effectively	94	94%	+14⬆	+13⬆
	My SES manager communicates effectively	47 29 24	47%	-27⬇	-24⬇
	Internal communication within my agency is effective	59 18 24	59%	+18⬆	-3

Other similar questions					
Change	When changes occur, the impacts are communicated well within my workgroup	65 24 12	65%	+1	-3
	Staff are consulted about change at work	47 41 12	47%	+12⬆	-5⬇
	Change is managed well in my agency	47 29 24	47%	+23⬆	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

The Enabling 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

79

Response scale

% Positive

Variance from OAIC

Variance from APS overall

+11 ↑

+11 ↑

Enabling Innovation

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

94

94%

+10 ↑

+11 ↑

My immediate supervisor encourages me to come up with new or better ways of doing things

88

88%

+10 ↑

+12 ↑

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

94

94%

+24 ↑

+30 ↑

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

94

94%

+33 ↑

+35 ↑

My agency recognises and supports the notion that failure is a part of innovation

65

29

65%

+14 ↑

+14 ↑

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing Policies and Support



Wellbeing

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

+ Your Wellbeing Policies and Support Index score	76	Response scale	% Positive	Variance from OAIC	Variance from APS overall
				+6	+4

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	76	24	76%	+9	+4
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	81	13	81%	+9	+11
	My agency does a good job of promoting health and wellbeing	76	24	76%	+15	+6
	I think my agency cares about my health and wellbeing	82	18	82%	+15	+14
	I believe my immediate supervisor cares about my health and wellbeing	88		88%	+3	+1

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	76	24	76%	+6	0
	I receive the respect I deserve from my colleagues at work	88	12	88%	+3	+7
	My agency supports and actively promotes an inclusive workplace culture	88	12	88%	+13	+5

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
In general, would you say that your health is:				
Excellent		12%	-3	0
Very good		47%	+13	+12
Good		29%	-6	-8
Fair		12%	-2	-1
Poor		0%	-3	-3
What best describes your current workload?				
Well above capacity - too much work		35%	+1	+19
Slightly above capacity - lots of work to do		53%	+14	+14
At capacity - about the right amount of work to do		6%	-15	-31
Slightly below capacity - available for more work		6%	+2	0
Well below capacity - not enough work		0%	-1	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
How often do you find your work stressful?				
Always		0%	-7⬇️	-5⬇️
Often	<div></div>	12%	-14⬇️	-11⬇️
Sometimes	<div></div>	65%	+20⬆️	+14⬆️
Rarely	<div></div>	24%	+1	+4
Never		0%	-1	-2
To what extent is your work emotionally demanding?				
To a very large extent		0%	-10⬇️	-7⬇️
To a large extent	<div></div>	18%	+5⬆️	-2
Somewhat	<div></div>	47%	+13⬆️	+8⬆️
To a small extent	<div></div>	24%	-12⬇️	-1
To a very small extent	<div></div>	12%	+4	+2
I feel burned out by my work				
Strongly agree		0%	-11⬇️	-7⬇️
Agree	<div></div>	24%	-6⬇️	+2
Neither agree nor disagree	<div></div>	35%	+9⬆️	+3
Disagree	<div></div>	35%	+11⬆️	+4
Strongly disagree	<div></div>	6%	-4	-2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less 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.

	Response scale	%	Variance from OAIC	Variance from APS overall
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	100	100%	+6 ⬆	+14 ⬆
Do you currently access any of the following flexible working arrangements? [Multiple Response]				
Part time	<div></div>	12%	-10 ⬇	-1
Flexible hours of work	<div></div>	41%	+4	+11 ⬆
Compressed work week	<div></div>	6%	+2	0
Job sharing	<div></div>	0%	-3	0
Working away from the office/working from home	<div></div>	88%	+3	+21 ⬆
None of the above	<div></div>	6%	+2	-14 ⬇
Working away from the office				
All of the time	<div></div>	59%	+2	+52 ⬆
Some of the time as a regular arrangement	<div></div>	12%	-11 ⬇	-40 ⬇
Only on an irregular basis	<div></div>	18%	+12 ⬆	+9 ⬆
None of the time	<div></div>	12%	-3	-21 ⬇
Did not disclose their arrangement		0%	0	0

Key



At least 5 percentage points greater than comparator

































At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	82 	82%	+26 	+13 
The people in my workgroup demonstrate stewardship	94 	94%	+14 	+17 
The culture in my agency supports people to act with integrity	88 	88%	+17 	+7 
I believe strongly in the purpose and objectives of the APS	100 	100%	+7 	+11 
I feel a strong personal attachment to the APS	88 	88%	+23 	+20 
My workgroup considers the people and businesses affected by what we do	94 	94%	+5 	+10 
The people in my workgroup value others' individual skills and talents	100 	100%	+8 	+17 
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	100 	100%	+8 	+11 
The people in my workgroup are able to bring up problems and tough issues	94 	94%	+11 	+14 
If you make a mistake in my workgroup, it tends to be held against you (reverse scored : positive scores represent those who disagreed, or strongly disagreed with this statement)	76 	76%	+6 	+10 

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	<div><div>76</div><div>18</div><div></div></div>	76%	+12 ⬆	+8 ⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div><div>65</div><div>18</div><div>18</div></div>	65%	0	-1
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div><div>94</div><div></div><div></div></div>	94%	+3	+10 ⬆
I am satisfied with the stability and security of my job	<div><div>88</div><div></div><div></div></div>	88%	+30 ⬆	+2

Clarity and autonomy

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	<div><div>100</div><div></div><div></div></div>	100%	+8 ⬆	+7 ⬆
I am clear what my duties and responsibilities are	<div><div>71</div><div>24</div><div></div></div>	71%	-6 ⬇	-14 ⬇
I have a choice in deciding how I do my work	<div><div>71</div><div>24</div><div></div></div>	71%	+4	+3
Where appropriate, I am able to take part in decisions that affect my job	<div><div>88</div><div></div><div>12</div></div>	88%	+21 ⬆	+16 ⬆

Key



At least 5 percentage points greater than comparator



















At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from OAIC	Variance from APS overall
In the last month, please rate your workgroup's overall performance				
Excellent		29%	-1	+5 
Very good		53%	+4	-4
Average		18%	0	+2
Below average		0%	-3	-2
Well below average		0%	0	-1

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		82%	+10 	+4
My workgroup has the tools and resources we need to perform well		35%	+1	-24 
The people in my workgroup use time and resources efficiently		82%	+3	+8 
My job gives me opportunities to utilise my skills		88%	+8 	+9 
During the last 12 months, the formal learning I have accessed has improved my performance		38%	-5 	-22 

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



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

	Response scale	%	Variance from OAIC	Variance from APS overall
Which of the following statements best reflects your thoughts about working in your current position?				
I want to leave my position as soon as possible		6%	-6 ⬇	-3
I want to leave my position within the next 12 months		6%	-20 ⬇	-15 ⬇
I want to stay working in my position for the next one to two years		53%	+16 ⬆	+14 ⬆
I want to stay working in my position for at least the next three years		35%	+10 ⬆	+4
What best describes your plans involved with leaving your current position?				
I am planning to retire	The data for this question has been hidden to preserve privacy.			
I am pursuing another position within my agency	The data for this question has been hidden to preserve privacy.			
I am pursuing a position in another agency	The data for this question has been hidden to preserve privacy.			
I am pursuing work outside the APS	The data for this question has been hidden to preserve privacy.			
It is the end of my non-ongoing, casual or contracted employment	The data for this question has been hidden to preserve privacy.			
Other	The data for this question has been hidden to preserve privacy.			

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



Employees who had perceived discrimination in the last 12 months in the course of their employment were asked where the discrimination came from and if they reported it.

Discrimination

Response scale

%

Variance from
OAICVariance from
APS overall

During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes

0%

-7↓

-8↓

No

100%

+7↑

+8↑

Did this discrimination occur in your current agency?

Yes

The data for this question has been hidden to preserve privacy.

No

The data for this question has been hidden to preserve privacy.

The discrimination came from: [Multiple Response]

Within my agency

The data for this question has been hidden to preserve privacy.

Another agency

The data for this question has been hidden to preserve privacy.

A customer, stakeholder or member of the public

The data for this question has been hidden to preserve privacy.

Other

The data for this question has been hidden to preserve privacy.

Did you report the discrimination?

I reported the discrimination in accordance with my agency's policies and procedures

The data for this question has been hidden to preserve privacy.

It was reported by someone else

The data for this question has been hidden to preserve privacy.

I did not report the discrimination

The data for this question has been hidden to preserve privacy.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an expanded definition of harassment. Comparing results to 2024 should take this change in definition in context.

Employees who perceived bullying or harassment in the last 12 months were asked what type of bullying or harassment 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.

Bullying and harassment

Response scale

%

Variance from
OAICVariance from
APS overall

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

Yes		0%	-8↓	-9↓
No	<div></div>	100%	+10↑	+14↑
Not sure		0%	-2	-5↓

Did you report the bullying or harassment?

I reported the behaviour in accordance with my agency's policies and procedures	<i>The data for this question has been hidden to preserve privacy.</i>
It was reported by someone else	<i>The data for this question has been hidden to preserve privacy.</i>
I did not report the behaviour	<i>The data for this question has been hidden to preserve privacy.</i>

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Suggested questions to focus on



What to focus on?

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

They are not necessarily the questions with the lowest scores.

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

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



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%
Positive

Variance from
OAIC

Variance from
APS overall

.1	The culture in my agency supports people to act with integrity	88%	+17	+7
.2	I am satisfied with the recognition I receive for doing a good job	76%	+12	+8
.3	People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	100%	+8	+11
.4	I think my agency cares about my health and wellbeing	82%	+15	+14
.5	My workgroup considers the people and businesses affected by what we do	94%	+5	+10
.6	My agency inspires me to come up with new or better ways of doing things	94%	+33	+35

Time to take action



Celebrate

What things do we do well?

Think about how we can build on our strengths and learn from what we are good at.



Investigate further with our teams

Are there any other opportunities coming out of the results that we want to explore further?

How could we investigate? Through looking at the data in more detail or through discussions with staff?



Opportunities

Areas we need to focus on and turn into action plans:

What are the key things we need to improve to make working here better?



Use this page to start your local action plans

Identify areas to celebrate, opportunities for improvement and areas which you need to investigate further.

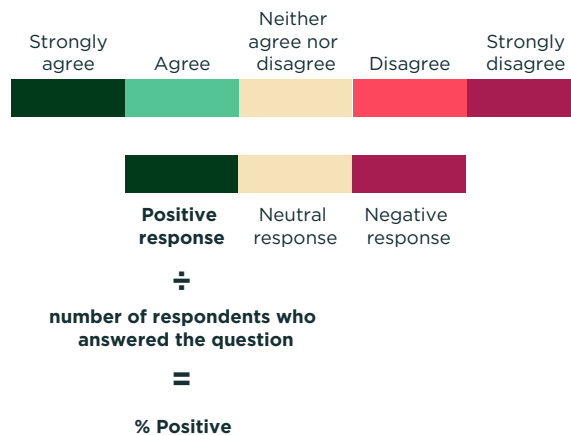
Prioritise 3 areas to take forward

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

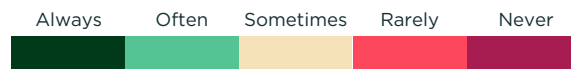
Guide to this report

% Positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ("strongly agree" + "agree" or "always" + "often") and dividing by the number of respondents who answered the question.



For 5 point scale questions not asked on the *agree to disagree* scale the same rules apply, the green percent represents a **positive response** (unless the question is negatively worded).



Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100%
Rounded percentage	25%	27%	29%	16%	4%	101%
Number of positive	151 + 166 = 317					
% Positive	317 ÷ 613 = 52%					

Anonymity

It is best practice not to display the results of groups of respondents to the extent where the anonymity of individuals may be compromised. Results will not be shown where there are less than 10 respondents in a group.

Comparisons 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.

2025 APS Employee Census

5 May - 6 June

Highlights Report

Information Rights - Intake and Eligibility

Responses:

15 of 22

Response rate:

68%



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 tend to be the low results, which are notably below comparisons.



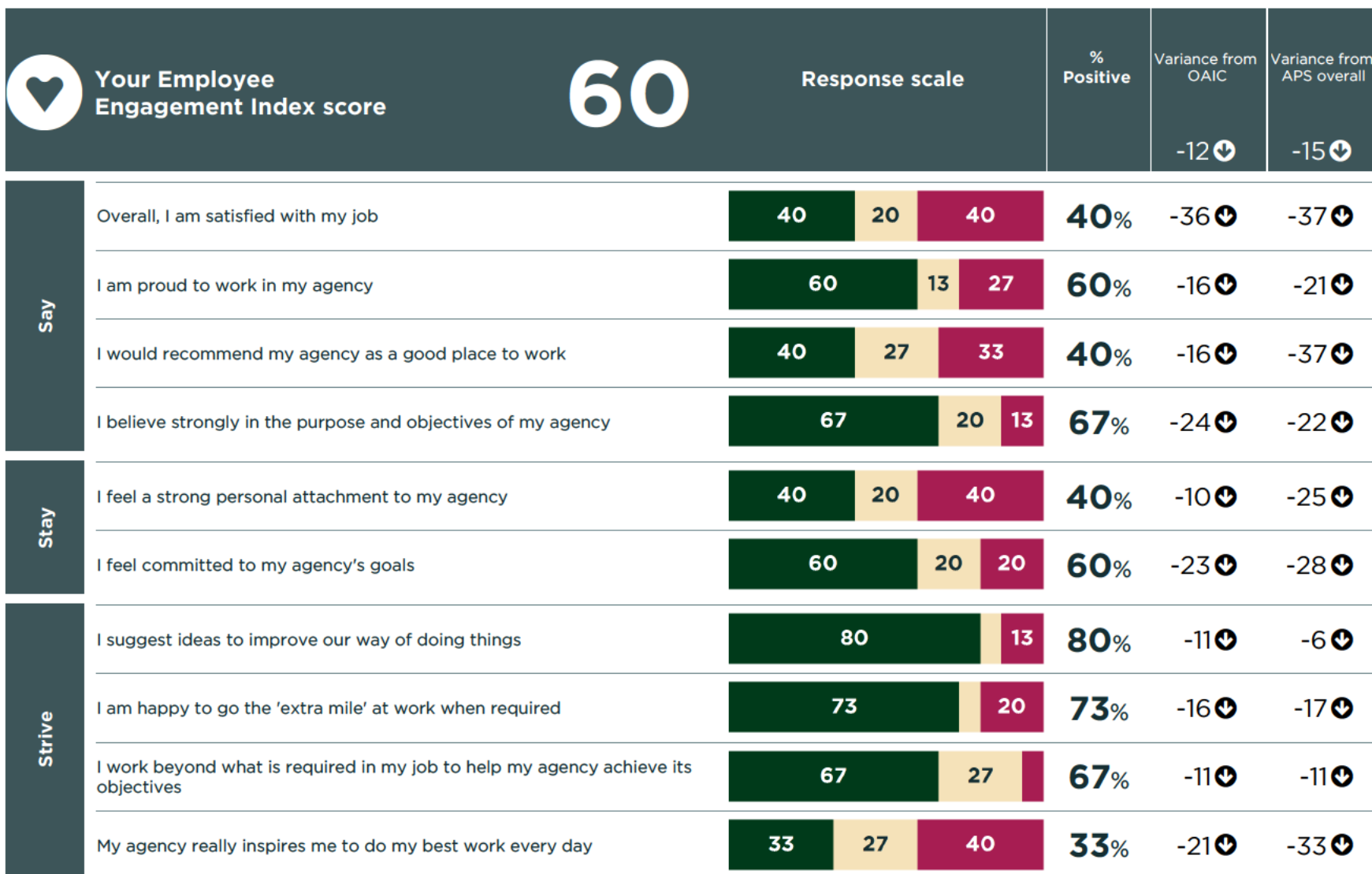
Generally a difference of \pm 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

Employee Engagement: Say, Stay, Strive



Employee Engagement

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.



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

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

Your Immediate Supervisor Index score		71			Response scale	% Positive	Variance from OAIC	Variance from APS overall
							-6 ⬇	-6 ⬇
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	64	29	7	64%	-16 ⬇	-16 ⬇	
	My supervisor can deliver difficult advice whilst maintaining relationships	73		20	73%	-5 ⬇	-6 ⬇	
	My supervisor invites a range of views, including those different to their own	64	14	21	64%	-17 ⬇	-18 ⬇	
	My supervisor encourages my team to regularly review and improve our work	79	14	7	79%	-4	-4	
	My supervisor is invested in my development	73	27		73%	+1	-5 ⬇	
	My supervisor ensures that my workgroup delivers on what we are responsible for	71	21	7	71%	-16 ⬇	-17 ⬇	
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	64	14	21	64%	-13 ⬇	-15 ⬇	
	My immediate supervisor encourages me	67	27		67%	-11 ⬇	-11 ⬇	
	My supervisor actively ensures that everyone can be included in workplace activities	79	14	7	79%	-9 ⬇	-6 ⬇	
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	64	29	7	64%	-15 ⬇	-17 ⬇	
Key		⬆ At least 5 percentage points greater than comparator ⬇ At least 5 percentage points less than comparator			Positive Neutral Negative			
					<div></div>			

Leadership - SES Manager



SES Manager

The SES Manager Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*



**Your SES Manager
Index score**

73

Response scale

%
Positive

Variance from
OAIC

Variance from
APS overall

-1

+3

SES Manager

My SES manager clearly articulates the direction and priorities for our area	80	20	80%	+8⬆	+9⬆	
My SES manager presents convincing arguments and persuades others towards an outcome	50	43	7	50%	-18⬇	-14⬇
My SES manager promotes cooperation within and between agencies	64	29	7	64%	-17⬇	-5⬇
My SES manager encourages innovation and creativity	60	33		60%	-17⬇	-8⬇
My SES manager creates an environment that enables us to deliver our best	67	33		67%	+2	-1
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	57	43		57%	-24⬇	-19⬇

Other similar questions

In my agency, the SES work as a team	23	38	38	23%	-28⬇	-35⬇
In my agency, the SES clearly articulate the direction and priorities for our agency	36	43	21	36%	-16⬇	-31⬇
My SES manager routinely promotes the use of data and evidence to deliver outcomes	67	33		67%	-5⬇	-2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Communication and change



Communication

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

Change

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

Your Communication Index score		65	Response scale	% Positive	Variance from OAIC	Variance from APS overall
					-2	-5 ↓

Communication	My supervisor communicates effectively	71	7	21	71%	-9 ↓	-10 ↓
	My SES manager communicates effectively	79		21	79%	+5 ↑	+7 ↑
	Internal communication within my agency is effective	20	40	40	20%	-21 ↓	-42 ↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	60	13	27	60%	-4	-7 ↓
	Staff are consulted about change at work	13	33	53	13%	-22 ↓	-39 ↓
	Change is managed well in my agency		33	60	7%	-17 ↓	-41 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

The Enabling 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

57

Response scale

% Positive

Variance from OAIC

Variance from APS overall

-11↓

-10↓

Enabling Innovation

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

73

20

73%

-10↓

-10↓

My immediate supervisor encourages me to come up with new or better ways of doing things

60

20

20

60%

-18↓

-16↓

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

47

27

27

47%

-23↓

-17↓

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

40

20

40

40%

-21↓

-19↓

My agency recognises and supports the notion that failure is a part of innovation

33

40

27

33%

-18↓

-18↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing Policies and Support



Wellbeing

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

+ Your Wellbeing Policies and Support Index score	61	Response scale	% Positive	Variance from OAIC	Variance from APS overall
				-9 ↓	-11 ↓

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	47	20	33	47%	-21 ↓	-26 ↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	60	13	27	60%	-12 ↓	-10 ↓
	My agency does a good job of promoting health and wellbeing	40	27	33	40%	-21 ↓	-31 ↓
	I think my agency cares about my health and wellbeing	53	13	33	53%	-14 ↓	-15 ↓
	I believe my immediate supervisor cares about my health and wellbeing	87			87%	+2	-1

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	73		27	73%	+3	-3
	I receive the respect I deserve from my colleagues at work	73		20	73%	-12 ↓	-8 ↓
	My agency supports and actively promotes an inclusive workplace culture	57	21	21	57%	-18 ↓	-27 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
In general, would you say that your health is:				
Excellent		14%	0	+2
Very good		14%	-20 ↓	-21 ↓
Good		50%	+15 ↑	+13 ↑
Fair		14%	+1	+1
Poor		7%	+5 ↑	+4
What best describes your current workload?				
Well above capacity – too much work		53%	+19 ↑	+37 ↑
Slightly above capacity – lots of work to do		13%	-26 ↓	-26 ↓
At capacity – about the right amount of work to do		20%	-1	-17 ↓
Slightly below capacity – available for more work		7%	+2	+1
Well below capacity – not enough work		7%	+6 ↑	+5 ↑

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
How often do you find your work stressful?				
Always	<div></div>	21%	+15	+17
Often	<div></div>	21%	-4	-2
Sometimes	<div></div>	21%	-23	-29
Rarely	<div></div>	36%	+13	+16
Never		0%	-1	-2
To what extent is your work emotionally demanding?				
To a very large extent	<div></div>	27%	+16	+20
To a large extent	<div></div>	20%	+7	0
Somewhat	<div></div>	13%	-21	-26
To a small extent	<div></div>	40%	+4	+16
To a very small extent		0%	-8	-10
I feel burned out by my work				
Strongly agree	<div></div>	27%	+16	+19
Agree	<div></div>	20%	-9	-1
Neither agree nor disagree	<div></div>	20%	-6	-13
Disagree	<div></div>	13%	-11	-18
Strongly disagree	<div></div>	20%	+11	+12

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less 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.

	Response scale	%	Variance from OAIC	Variance from APS overall
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	93	93%	-1	+7 ↑
Do you currently access any of the following flexible working arrangements? [Multiple Response]				
Part time		33%	+12 ↑	+21 ↑
Flexible hours of work		53%	+16 ↑	+23 ↑
Compressed work week		13%	+9 ↑	+8 ↑
Job sharing		7%	+4	+6 ↑
Working away from the office/working from home		80%	-5 ↓	+12 ↑
None of the above		13%	+9 ↑	-6 ↓
Working away from the office				
All of the time		60%	+3	+53 ↑
Some of the time as a regular arrangement		13%	-9 ↓	-38 ↓
Only on an irregular basis		7%	+1	-2
None of the time		20%	+5 ↑	-12 ↓
Did not disclose their arrangement		0%	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	<div><div>47</div><div>33</div><div>20</div></div>	47%	-10↓	-23↓
The people in my workgroup demonstrate stewardship	<div><div>67</div><div>33</div></div>	67%	-13↓	-10↓
The culture in my agency supports people to act with integrity	<div><div>53</div><div>20</div><div>27</div></div>	53%	-18↓	-28↓
I believe strongly in the purpose and objectives of the APS	<div><div>73</div><div>13</div><div>13</div></div>	73%	-20↓	-15↓
I feel a strong personal attachment to the APS	<div><div>53</div><div>20</div><div>27</div></div>	53%	-12↓	-15↓
My workgroup considers the people and businesses affected by what we do	<div><div>93</div></div>	93%	+4	+9↑
The people in my workgroup value others' individual skills and talents	<div><div>93</div></div>	93%	+2	+10↑
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	<div><div>93</div></div>	93%	+2	+5↑
The people in my workgroup are able to bring up problems and tough issues	<div><div>87</div><div>13</div></div>	87%	+4	+7↑
If you make a mistake in my workgroup, it tends to be held against you (reverse scored : positive scores represent those who disagreed, or strongly disagreed with this statement)	<div><div>60</div><div>13</div><div>27</div></div>	60%	-10↓	-7↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale			% Positive	Variance from OAIC	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	40	27	33	40%	-25 ↓	-29 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	60	20	20	60%	-4	-6 ↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	87		13	87%	-5 ↓	+2
I am satisfied with the stability and security of my job	53	13	33	53%	-5 ↓	-33 ↓

Clarity and autonomy

	Response scale			% Positive	Variance from OAIC	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	67	20	13	67%	-26 ↓	-26 ↓
I am clear what my duties and responsibilities are	80	13		80%	+3	-4
I have a choice in deciding how I do my work	60		40	60%	-7 ↓	-8 ↓
Where appropriate, I am able to take part in decisions that affect my job	40	20	40	40%	-27 ↓	-32 ↓

Key



At least 5 percentage points greater than comparator






















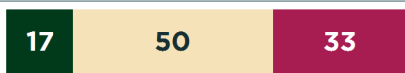


At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from OAIC	Variance from APS overall
In the last month, please rate your workgroup's overall performance				
Excellent		40%	+9 	+15 
Very good		33%	-16 	-23 
Average		20%	+2	+4
Below average		7%	+4	+5 
Well below average		0%	0	-1

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		80%	+8 	+1
My workgroup has the tools and resources we need to perform well		47%	+12 	-13 
The people in my workgroup use time and resources efficiently		80%	+1	+5 
My job gives me opportunities to utilise my skills		53%	-27 	-26 
During the last 12 months, the formal learning I have accessed has improved my performance		17%	-26 	-43 

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



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

	Response scale	%	Variance from OAIC	Variance from APS overall
Which of the following statements best reflects your thoughts about working in your current position?				
I want to leave my position as soon as possible		40%	+28	+32
I want to leave my position within the next 12 months		33%	+8	+12
I want to stay working in my position for the next one to two years		7%	-30	-32
I want to stay working in my position for at least the next three years		20%	-6	-11
What best describes your plans involved with leaving your current position?				
I am planning to retire		0%	0	-5
I am pursuing another position within my agency		9%	-2	-37
I am pursuing a position in another agency		55%	-9	+29
I am pursuing work outside the APS		27%	+11	+19
It is the end of my non-ongoing, casual or contracted employment		9%	0	+7
Other		0%	0	-14

Key



At least 5 percentage points greater than comparator








At least 5 percentage points less than comparator

Retention



Employees who indicated that they were pursuing another position within their agency, another agency, or outside the APS were asked for the primary reason behind their desire to leave. They could select one response from a list of 18 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, therefore those comparisons are not included.

	Response scale	%	Variance from OAIC	Variance from APS overall
What is the primary reason behind your desire to leave your current position? (5 highest responses):				
There are a lack of future career opportunities in my agency		20%	-	-
Senior leadership is of a poor quality		20%	-	-
I am looking to further my skills in another area		10%	-	-
I have achieved all I can in my current position		10%	-	-
I do not have a sense of belonging to my workgroup or agency		10%	-	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



Employees who had perceived discrimination in the last 12 months in the course of their employment were asked where the discrimination came from and if they reported it.

Discrimination

Response scale

%

Variance from
OAICVariance from
APS overall

During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes



13%

+7⬆

+5⬆

No



87%

-7⬇

-5⬇

Did this discrimination occur in your current agency?

Yes

The data for this question has been hidden to preserve privacy.

No

The data for this question has been hidden to preserve privacy.

The discrimination came from: [Multiple Response]

Within my agency

The data for this question has been hidden to preserve privacy.

Another agency

The data for this question has been hidden to preserve privacy.

A customer, stakeholder or member of the public

The data for this question has been hidden to preserve privacy.

Other

The data for this question has been hidden to preserve privacy.

Did you report the discrimination?

I reported the discrimination in accordance with my agency's policies and procedures

The data for this question has been hidden to preserve privacy.

It was reported by someone else

The data for this question has been hidden to preserve privacy.

I did not report the discrimination

The data for this question has been hidden to preserve privacy.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an expanded definition of harassment. Comparing results to 2024 should take this change in definition in context.

Employees who perceived bullying or harassment in the last 12 months were asked what type of bullying or harassment 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.

Bullying and harassment

Response scale

%

Variance from
OAICVariance from
APS overall

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

Yes		20%	+12	+11
No		73%	-16	-13
Not sure		7%	+5	+2

Did you report the bullying or harassment?

I reported the behaviour in accordance with my agency's policies and procedures	<i>The data for this question has been hidden to preserve privacy.</i>
It was reported by someone else	<i>The data for this question has been hidden to preserve privacy.</i>
I did not report the behaviour	<i>The data for this question has been hidden to preserve privacy.</i>

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Suggested questions to focus on



What to focus on?

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

They are not necessarily the questions with the lowest scores.

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

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



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%
Positive

Variance from
OAIC

Variance from
APS overall

.1	I feel I have the same opportunities as anyone else of my ability or experience	47%	-21↓	-22↓
.2	My agency inspires me to come up with new or better ways of doing things	40%	-21↓	-19↓
.3	I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	93%	-1	+7↑
.4	People are recognised for coming up with new and innovative ways of working	47%	-23↓	-17↓
.5	My agency supports and actively promotes an inclusive workplace culture	57%	-18↓	-27↓
.6	I am satisfied with the recognition I receive for doing a good job	40%	-25↓	-29↓

Time to take action



Celebrate

What things do we do well?

Think about how we can build on our strengths and learn from what we are good at.



Investigate further with our teams

Are there any other opportunities coming out of the results that we want to explore further?

How could we investigate? Through looking at the data in more detail or through discussions with staff?



Opportunities

Areas we need to focus on and turn into action plans:

What are the key things we need to improve to make working here better?



Use this page to start your local action plans

Identify areas to celebrate, opportunities for improvement and areas which you need to investigate further.

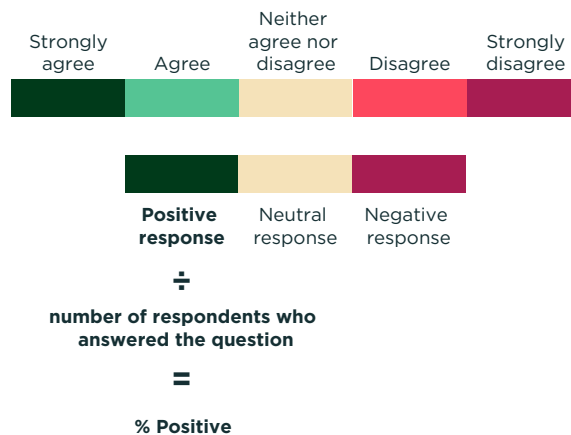
Prioritise 3 areas to take forward

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

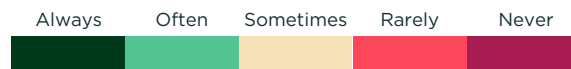
Guide to this report

% Positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ("strongly agree" + "agree" or "always" + "often") and dividing by the number of respondents who answered the question.



For 5 point scale questions not asked on the *agree to disagree* scale the same rules apply, the green percent represents a **positive response** (unless the question is negatively worded).



Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100%
Rounded percentage	25%	27%	29%	16%	4%	101%
Number of positive	151 + 166 = 317					
% Positive	317 ÷ 613 = 52%					

Anonymity

It is best practice not to display the results of groups of respondents to the extent where the anonymity of individuals may be compromised. Results will not be shown where there are less than 10 respondents in a group.

Comparisons 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.

2025 APS Employee Census

5 May - 6 June

Highlights Report

Regulatory Action

Responses:

29 of 29

Response rate:

100%



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 tend to be the low results, which are notably below comparisons.



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



Employee Engagement

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

Your Employee Engagement Index score		75	Response scale	% Positive	Variance from OAIC	Variance from APS overall
					+3	0
Say	Overall, I am satisfied with my job	90		90%	+14↑	+13↑
	I am proud to work in my agency	79	21	79%	+3	-2
	I would recommend my agency as a good place to work	66	31	66%	+9↑	-11↓
	I believe strongly in the purpose and objectives of my agency	100		100%	+9↑	+12↑
Stay	I feel a strong personal attachment to my agency	52	45	52%	+2	-13↓
	I feel committed to my agency's goals	90	10	90%	+6↑	+2
Strive	I suggest ideas to improve our way of doing things	90	10	90%	-1	+3
	I am happy to go the 'extra mile' at work when required	93	7	93%	+3	+2
	I work beyond what is required in my job to help my agency achieve its objectives	76	17	76%	-1	-2
	My agency really inspires me to do my best work every day	66	31	66%	+11↑	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

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



Your Immediate Supervisor Index score

77

Response scale

% Positive

Variance from OAIC

Variance from APS overall

-1

0

Immediate Supervisor

My supervisor engages with staff on how to respond to future challenges

79

17

79%

-1

-1

My supervisor can deliver difficult advice whilst maintaining relationships

69

24

69%

-10⬇️

-11⬇️

My supervisor invites a range of views, including those different to their own

75

14

11

75%

-6⬇️

-8⬇️

My supervisor encourages my team to regularly review and improve our work

79

14

79%

-4

-3

My supervisor is invested in my development

69

21

10

69%

-3

-9⬇️

My supervisor ensures that my workgroup delivers on what we are responsible for

86

10

86%

-1

-2

Other similar questions

My supervisor provides me with helpful feedback to improve my performance

76

17

76%

-1

-3

My immediate supervisor encourages me

72

24

72%

-5⬇️

-5⬇️

My supervisor actively ensures that everyone can be included in workplace activities

86

7

7

86%

-1

+1

My supervisor encourages me to take on new tasks and gain experience doing things I've never done before

79

14

79%

0

-2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - SES Manager



SES Manager

The SES Manager Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*



**Your SES Manager
Index score**

80

Response scale

**%
Positive**

**Variance from
OAIC**

**Variance from
APS overall**

+6

+9

SES Manager

My SES manager clearly articulates the direction and priorities for our area	86	14	86%	+14	+15
My SES manager presents convincing arguments and persuades others towards an outcome	83	14	83%	+14	+19
My SES manager promotes cooperation within and between agencies	83	17	83%	+1	+13
My SES manager encourages innovation and creativity	90	10	90%	+12	+22
My SES manager creates an environment that enables us to deliver our best	79	17	79%	+15	+12
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	93		93%	+12	+17

Other similar questions

In my agency, the SES work as a team	67	22	11	67%	+16	+8
In my agency, the SES clearly articulate the direction and priorities for our agency	66	24	10	66%	+13	-1
My SES manager routinely promotes the use of data and evidence to deliver outcomes	76	24		76%	+5	+7

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Communication and change



Communication

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

Change

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

Your Communication Index score	70	Response scale	% Positive	Variance from OAIC	Variance from APS overall
				+3	0

Communication	My supervisor communicates effectively	76	17	76%	-5 ⬇	-6 ⬇
	My SES manager communicates effectively	93		93%	+19 ⬆	+22 ⬆
	Internal communication within my agency is effective	45	31	45%	+4	-17 ⬇

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	57	25	18	57%	-6 ⬇	-10 ⬇
	Staff are consulted about change at work	34	38	28	34%	-1	-17 ⬇
	Change is managed well in my agency	17	31	52	17%	-6 ⬇	-31 ⬇

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

The Enabling 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

72

Response scale

% Positive

Variance from OAIC

Variance from APS overall

+3

+4

Enabling Innovation

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

79

17

79%

-4

-4

My immediate supervisor encourages me to come up with new or better ways of doing things

72

17

10

72%

-5↓

-4

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

79

14

79%

+9↑

+15↑

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

66

21

14

66%

+5↑

+7↑

My agency recognises and supports the notion that failure is a part of innovation

66

24

10

66%

+15↑

+15↑

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing Policies and Support



Wellbeing

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

+ Your Wellbeing Policies and Support Index score	71	Response scale	% Positive	Variance from OAIC	Variance from APS overall
				+2	0

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	72	17	10	72%	+5⬆	0
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	76	24		76%	+4	+6⬆
	My agency does a good job of promoting health and wellbeing	69	21	10	69%	+8⬆	-2
	I think my agency cares about my health and wellbeing	66	31		66%	-1	-3
	I believe my immediate supervisor cares about my health and wellbeing	79	17		79%	-5⬇	-8⬇

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	69	17	14	69%	-1	-7⬇
	I receive the respect I deserve from my colleagues at work	93			93%	+8⬆	+11⬆
	My agency supports and actively promotes an inclusive workplace culture	79	14		79%	+4	-4

Key



At least 5 percentage points greater than comparator





















At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
In general, would you say that your health is:				
Excellent		21%	+6 	+9 
Very good		41%	+7 	+6 
Good		28%	-7 	-10 
Fair		10%	-3	-2
Poor		0%	-3	-3
What best describes your current workload?				
Well above capacity - too much work		14%	-21 	-3
Slightly above capacity - lots of work to do		45%	+6 	+6 
At capacity - about the right amount of work to do		38%	+17 	+1
Slightly below capacity - available for more work		3%	-1	-3
Well below capacity - not enough work		0%	-1	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
How often do you find your work stressful?				
Always		0%	-7⬇️	-5⬇️
Often		0%	-26⬇️	-23⬇️
Sometimes	<div></div>	66%	+21⬆️	+15⬆️
Rarely	<div></div>	31%	+9⬆️	+11⬆️
Never	<div></div>	3%	+3	+1
To what extent is your work emotionally demanding?				
To a very large extent		0%	-10⬇️	-7⬇️
To a large extent		0%	-13⬇️	-20⬇️
Somewhat	<div></div>	38%	+4	-1
To a small extent	<div></div>	48%	+13⬆️	+24⬆️
To a very small extent	<div></div>	14%	+6⬆️	+4
I feel burned out by my work				
Strongly agree		0%	-11⬇️	-7⬇️
Agree	<div></div>	17%	-12⬇️	-4
Neither agree nor disagree	<div></div>	38%	+11⬆️	+5⬆️
Disagree	<div></div>	31%	+7⬆️	0
Strongly disagree	<div></div>	14%	+4	+6⬆️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less 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.

	Response scale	%	Variance from OAIC	Variance from APS overall
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	97	97%	+2	+10 ⬆
Do you currently access any of the following flexible working arrangements? [Multiple Response]				
Part time		25%	+3	+12 ⬆
Flexible hours of work		36%	-1	+5 ⬆
Compressed work week		4%	-1	-2
Job sharing		0%	-3	0
Working away from the office/working from home		86%	0	+18 ⬆
None of the above		0%	-4	-20 ⬇
Working away from the office				
All of the time		50%	-7 ⬇	+43 ⬆
Some of the time as a regular arrangement		36%	+13 ⬆	-16 ⬇
Only on an irregular basis		0%	-6 ⬇	-9 ⬇
None of the time		14%	0	-18 ⬇
Did not disclose their arrangement		0%	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	<div><div>59</div><div>21</div><div>21</div></div>	59%	+2	-11↓
The people in my workgroup demonstrate stewardship	<div><div>76</div><div>24</div></div>	76%	-4	-1
The culture in my agency supports people to act with integrity	<div><div>69</div><div>21</div><div>10</div></div>	69%	-2	-12↓
I believe strongly in the purpose and objectives of the APS	<div><div>93</div><div>7</div></div>	93%	0	+4
I feel a strong personal attachment to the APS	<div><div>62</div><div>28</div><div>10</div></div>	62%	-3	-6↓
My workgroup considers the people and businesses affected by what we do	<div><div>86</div><div>14</div></div>	86%	-3	+2
The people in my workgroup value others' individual skills and talents	<div><div>89</div><div>7</div></div>	89%	-2	+6↑
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	<div><div>93</div><div>7</div></div>	93%	+2	+4
The people in my workgroup are able to bring up problems and tough issues	<div><div>89</div><div>7</div></div>	89%	+6↑	+9↑
If you make a mistake in my workgroup, it tends to be held against you (reverse scored : positive scores represent those who disagreed, or strongly disagreed with this statement)	<div><div>79</div><div>14</div><div>7</div></div>	79%	+9↑	+12↑

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	69 21 10	69%	+4	0
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	57 29 14	57%	-7↓	-9↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	93	93%	+2	+9↑
I am satisfied with the stability and security of my job	62 14 24	62%	+4	-24↓

Clarity and autonomy

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	97	97%	+4	+4
I am clear what my duties and responsibilities are	86 10	86%	+9↑	+2
I have a choice in deciding how I do my work	69 31	69%	+2	+1
Where appropriate, I am able to take part in decisions that affect my job	69 31	69%	+2	-3

Key



At least 5 percentage points greater than comparator






















At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from OAIC	Variance from APS overall
In the last month, please rate your workgroup's overall performance				
Excellent		31%	+1	+6 
Very good		45%	-4	-12 
Average		21%	+3	+5 
Below average		3%	+1	+1
Well below average		0%	0	-1

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		79%	+7 	+1
My workgroup has the tools and resources we need to perform well		39%	+5 	-20 
The people in my workgroup use time and resources efficiently		66%	-13 	-9 
My job gives me opportunities to utilise my skills		83%	+2	+3
During the last 12 months, the formal learning I have accessed has improved my performance		54%	+11 	-5 

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



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

	Response scale	%	Variance from OAIC	Variance from APS overall
Which of the following statements best reflects your thoughts about working in your current position?				
I want to leave my position as soon as possible		7%	-5 ⬇	-1
I want to leave my position within the next 12 months		21%	-4	0
I want to stay working in my position for the next one to two years		46%	+10 ⬆	+7 ⬆
I want to stay working in my position for at least the next three years		25%	-1	-6 ⬇
What best describes your plans involved with leaving your current position?				
I am planning to retire	The data for this question has been hidden to preserve privacy.			
I am pursuing another position within my agency	The data for this question has been hidden to preserve privacy.			
I am pursuing a position in another agency	The data for this question has been hidden to preserve privacy.			
I am pursuing work outside the APS	The data for this question has been hidden to preserve privacy.			
It is the end of my non-ongoing, casual or contracted employment	The data for this question has been hidden to preserve privacy.			
Other	The data for this question has been hidden to preserve privacy.			

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



Employees who had perceived discrimination in the last 12 months in the course of their employment were asked where the discrimination came from and if they reported it.

Discrimination

Response scale

%

Variance from
OAICVariance from
APS overall

During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes



3%

-3

-5 ⬇️

No



97%

+3

+5 ⬆️

Did this discrimination occur in your current agency?

Yes

The data for this question has been hidden to preserve privacy.

No

The data for this question has been hidden to preserve privacy.

The discrimination came from: [Multiple Response]

Within my agency

The data for this question has been hidden to preserve privacy.

Another agency

The data for this question has been hidden to preserve privacy.

A customer, stakeholder or member of the public

The data for this question has been hidden to preserve privacy.

Other

The data for this question has been hidden to preserve privacy.

Did you report the discrimination?

I reported the discrimination in accordance with my agency's policies and procedures

The data for this question has been hidden to preserve privacy.

It was reported by someone else

The data for this question has been hidden to preserve privacy.

I did not report the discrimination

The data for this question has been hidden to preserve privacy.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an expanded definition of harassment. Comparing results to 2024 should take this change in definition in context.

Employees who perceived bullying or harassment in the last 12 months were asked what type of bullying or harassment 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.

Bullying and harassment	Response scale	%	Variance from OAIC	Variance from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?				
Yes	<div></div>	3%	-5⬇	-6⬇
No	<div></div>	97%	+7⬆	+11⬆
Not sure		0%	-2	-5⬇
Did you report the bullying or harassment?				
I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden to preserve privacy.			
It was reported by someone else	The data for this question has been hidden to preserve privacy.			
I did not report the behaviour	The data for this question has been hidden to preserve privacy.			

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Suggested questions to focus on



What to focus on?

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

They are not necessarily the questions with the lowest scores.

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

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



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%
Positive

Variance from
OAIC

Variance from
APS overall

.1	I am satisfied with the recognition I receive for doing a good job	69%	+4	0
.2	My supervisor engages with staff on how to respond to future challenges	79%	-1	-1
.3	My immediate supervisor encourages me to come up with new or better ways of doing things	72%	-5↓	-4
.4	The people in my workgroup are able to bring up problems and tough issues	89%	+6↑	+9↑
.5	My supervisor is invested in my development	69%	-3	-9↓
.6	I receive the respect I deserve from my colleagues at work	93%	+8↑	+11↑

Time to take action



Celebrate

What things do we do well?

Think about how we can build on our strengths and learn from what we are good at.



Investigate further with our teams

Are there any other opportunities coming out of the results that we want to explore further?

How could we investigate? Through looking at the data in more detail or through discussions with staff?



Opportunities

Areas we need to focus on and turn into action plans:

What are the key things we need to improve to make working here better?



Use this page to start your local action plans

Identify areas to celebrate, opportunities for improvement and areas which you need to investigate further.

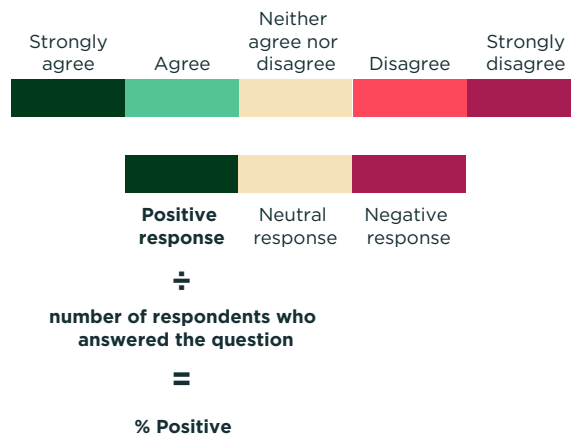
Prioritise 3 areas to take forward

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

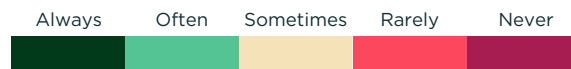
Guide to this report

% Positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ("strongly agree" + "agree" or "always" + "often") and dividing by the number of respondents who answered the question.



For 5 point scale questions not asked on the *agree to disagree* scale the same rules apply, the green percent represents a **positive response** (unless the question is negatively worded).



Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100%
Rounded percentage	25%	27%	29%	16%	4%	101%
Number of positive	151 + 166 = 317					
% Positive	317 ÷ 613 = 52%					

Anonymity

It is best practice not to display the results of groups of respondents to the extent where the anonymity of individuals may be compromised. Results will not be shown where there are less than 10 respondents in a group.

Comparisons 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.





Australian Government

2025 APS Employee Census

5 May - 6 June

Highlights Report

Regulatory Intelligence and Strategy

Responses:

25 of 28

Response rate:

89%



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 tend to be the low results, which are notably below comparisons.



Generally a difference of \pm 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



Employee Engagement

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

Your Employee Engagement Index score		69		Response scale	% Positive	Variance from OAIC	Variance from APS overall
Say	Overall, I am satisfied with my job	72	16	12	72%	-4	-5 ↓
	I am proud to work in my agency	76	20		76%	0	-5 ↓
	I would recommend my agency as a good place to work	40	32	28	40%	-16 ↓	-37 ↓
	I believe strongly in the purpose and objectives of my agency	96			96%	+5 ↑	+8 ↑
Stay	I feel a strong personal attachment to my agency	42	29	29	42%	-8 ↓	-23 ↓
	I feel committed to my agency's goals	88	8		88%	+5 ↑	0
Strive	I suggest ideas to improve our way of doing things	92			92%	+1	+6 ↑
	I am happy to go the 'extra mile' at work when required	84	16		84%	-6 ↓	-7 ↓
	I work beyond what is required in my job to help my agency achieve its objectives	92			92%	+15 ↑	+14 ↑
	My agency really inspires me to do my best work every day	40	36	24	40%	-15 ↓	-27 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

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



Your Immediate Supervisor Index score

77

Response scale

% Positive

Variance from OAIC

Variance from APS overall

-1

-1

Immediate Supervisor

My supervisor engages with staff on how to respond to future challenges

72

16

12

72%

-9⬇️

-8⬇️

My supervisor can deliver difficult advice whilst maintaining relationships

88

13

88%

+9⬆️

+8⬆️

My supervisor invites a range of views, including those different to their own

84

8

8

84%

+3

+1

My supervisor encourages my team to regularly review and improve our work

80

16

80%

-3

-3

My supervisor is invested in my development

68

24

8

68%

-4

-10⬇️

My supervisor ensures that my workgroup delivers on what we are responsible for

88

12

88%

+1

0

Other similar questions

My supervisor provides me with helpful feedback to improve my performance

80

8

12

80%

+3

+1

My immediate supervisor encourages me

83

17

83%

+6⬆️

+6⬆️

My supervisor actively ensures that everyone can be included in workplace activities

88

8

88%

+1

+3

My supervisor encourages me to take on new tasks and gain experience doing things I've never done before

80

12

8

80%

+1

-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - SES Manager



SES Manager

The SES Manager Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*



**Your SES Manager
Index score**

66

Response scale

%
Positive

Variance from
OAIC

Variance from
APS overall

-8 ⬇️

-4

SES Manager

My SES manager clearly articulates the direction and priorities for our area

46

38

17

46%

-26 ⬇️

-25 ⬇️

My SES manager presents convincing arguments and persuades others towards an outcome

67

17

17

67%

-2

+3

My SES manager promotes cooperation within and between agencies

92

8

92%

+10 ⬆️

+22 ⬆️

My SES manager encourages innovation and creativity

79

8

13

79%

+2

+11 ⬆️

My SES manager creates an environment that enables us to deliver our best

54

21

25

54%

-10 ⬇️

-13 ⬇️

My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS

79

13

8

79%

-2

+3

Other similar questions

In my agency, the SES work as a team

50

32

18

50%

-1

-8 ⬇️

In my agency, the SES clearly articulate the direction and priorities for our agency

52

17

30

52%

0

-14 ⬇️

My SES manager routinely promotes the use of data and evidence to deliver outcomes

79

8

13

79%

+8 ⬆️

+10 ⬆️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Communication and change



Communication

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

Change

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

Your Communication Index score			63	Response scale	% Positive	Variance from OAIC	Variance from APS overall
Communication	My supervisor communicates effectively	76	8	16	76%	-5⬇️	-5⬇️
	My SES manager communicates effectively	71	13	17	71%	-3	-1
	Internal communication within my agency is effective	44	28	28	44%	+3	-18⬇️
Other similar questions							
Change	When changes occur, the impacts are communicated well within my workgroup	64	24	12	64%	0	-3
	Staff are consulted about change at work	42	29	29	42%	+6⬆️	-10⬇️
	Change is managed well in my agency	16	24	60	16%	-8⬇️	-32⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

The Enabling 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

70

Response scale

% Positive

Variance from OAIC

Variance from APS overall

+1

+2

Enabling Innovation

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

79

21

79%

-5⬇️

-4

My immediate supervisor encourages me to come up with new or better ways of doing things

79

17

79%

+1

+3

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

79

17

79%

+9⬆️

+15⬆️

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

67

29

67%

+6⬆️

+8⬆️

My agency recognises and supports the notion that failure is a part of innovation

54

33

13

54%

+3

+3

Key

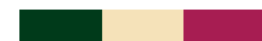


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing Policies and Support



Wellbeing

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



**Your Wellbeing
Policies and Support
Index score**

67

Response scale

%
Positive

Variance from
OAIC

Variance from
APS overall

-3

-5 ⬇

Wellbeing Policies and Support

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

68

20

12

68%

0

-5 ⬇

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

64

28

8

64%

-8 ⬇

-6 ⬇

My agency does a good job of promoting health and wellbeing

44

36

20

44%

-17 ⬇

-27 ⬇

I think my agency cares about my health and wellbeing

64

24

12

64%

-3

-5 ⬇

I believe my immediate supervisor cares about my health and wellbeing

88

12

88%

+3

+1

Other similar questions

Wellbeing

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor

60

24

16

60%

-10 ⬇

-16 ⬇

I receive the respect I deserve from my colleagues at work

83

17

83%

-2

+2

My agency supports and actively promotes an inclusive workplace culture

71

21

8

71%

-4

-13 ⬇

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
In general, would you say that your health is:				
Excellent		8%	-7⬇️	-4
Very good		28%	-6⬇️	-7⬇️
Good		44%	+9⬆️	+7⬆️
Fair		16%	+2	+3
Poor		4%	+1	+1
What best describes your current workload?				
Well above capacity - too much work		36%	+1	+19⬆️
Slightly above capacity - lots of work to do		44%	+5⬆️	+5⬆️
At capacity - about the right amount of work to do		16%	-5⬇️	-21⬇️
Slightly below capacity - available for more work		4%	0	-2
Well below capacity - not enough work		0%	-1	-1

Key

































At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from OAIC	Variance from APS overall
How often do you find your work stressful?				
Always		4%	-3	-1
Often		48%	+22 	+25 
Sometimes		40%	-4	-10 
Rarely		8%	-14 	-12 
Never		0%	-1	-2
To what extent is your work emotionally demanding?				
To a very large extent		12%	+2	+5 
To a large extent		16%	+3	-4
Somewhat		40%	+6 	+1
To a small extent		28%	-8 	+4
To a very small extent		4%	-4	-6 
I feel burned out by my work				
Strongly agree		12%	+1	+5 
Agree		44%	+15 	+23 
Neither agree nor disagree		24%	-2	-9 
Disagree		16%	-8 	-15 
Strongly disagree		4%	-5 	-4

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less 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.

	Response scale	%	Variance from OAIC	Variance from APS overall
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	92	92%	-2	+6 ↑
Do you currently access any of the following flexible working arrangements? [Multiple Response]				
Part time		25%	+3	+12 ↑
Flexible hours of work		29%	-8 ↓	-1
Compressed work week		4%	0	-1
Job sharing		8%	+6 ↑	+8 ↑
Working away from the office/working from home		83%	-2	+16 ↑
None of the above		8%	+4	-11 ↓
Working away from the office				
All of the time		63%	+6 ↑	+56 ↑
Some of the time as a regular arrangement		21%	-2	-31 ↓
Only on an irregular basis		0%	-6 ↓	-9 ↓
None of the time		17%	+2	-16 ↓
Did not disclose their arrangement		0%	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	<div><div>40</div><div>40</div><div>20</div></div>	40%	-17↓	-30↓
The people in my workgroup demonstrate stewardship	<div><div>80</div><div>12</div><div>8</div></div>	80%	0	+3
The culture in my agency supports people to act with integrity	<div><div>72</div><div>20</div><div>8</div></div>	72%	+1	-9↓
I believe strongly in the purpose and objectives of the APS	<div><div>96</div><div></div><div></div></div>	96%	+3	+7↑
I feel a strong personal attachment to the APS	<div><div>58</div><div>42</div><div></div></div>	58%	-7↓	-10↓
My workgroup considers the people and businesses affected by what we do	<div><div>96</div><div></div><div></div></div>	96%	+7↑	+11↑
The people in my workgroup value others' individual skills and talents	<div><div>92</div><div>8</div><div></div></div>	92%	0	+9↑
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	<div><div>92</div><div></div><div></div></div>	92%	0	+3
The people in my workgroup are able to bring up problems and tough issues	<div><div>68</div><div>20</div><div>12</div></div>	68%	-15↓	-12↓
If you make a mistake in my workgroup, it tends to be held against you (reverse scored : positive scores represent those who disagreed, or strongly disagreed with this statement)	<div><div>60</div><div>32</div><div>8</div></div>	60%	-10↓	-7↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	72 16 12	72%	+7 ↑	+3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	72 16 12	72%	+8 ↑	+6 ↑
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	92	92%	0	+7 ↑
I am satisfied with the stability and security of my job	40 32 28	40%	-18 ↓	-46 ↓

Clarity and autonomy

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	96	96%	+4	+3
I am clear what my duties and responsibilities are	54 46	54%	-23 ↓	-30 ↓
I have a choice in deciding how I do my work	67 29	67%	0	-1
Where appropriate, I am able to take part in decisions that affect my job	64 20 16	64%	-3	-8 ↓

Key



At least 5 percentage points greater than comparator











At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from OAIC	Variance from APS overall
In the last month, please rate your workgroup's overall performance				
Excellent		16%	-15 ⬇	-9 ⬇
Very good		64%	+15 ⬆	+7 ⬆
Average		20%	+2	+4
Below average		0%	-3	-2
Well below average		0%	0	-1

	Response scale	% Positive	Variance from OAIC	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		52%	-20 ⬇	-27 ⬇
My workgroup has the tools and resources we need to perform well		20%	-15 ⬇	-40 ⬇
The people in my workgroup use time and resources efficiently		84%	+5 ⬆	+9 ⬆
My job gives me opportunities to utilise my skills		88%	+7 ⬆	+9 ⬆
During the last 12 months, the formal learning I have accessed has improved my performance		47%	+4	-12 ⬇

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



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

	Response scale	%	Variance from OAIC	Variance from APS overall
Which of the following statements best reflects your thoughts about working in your current position?				
I want to leave my position as soon as possible		4%	-8 ⬇	-4
I want to leave my position within the next 12 months		40%	+14 ⬆	+19 ⬆
I want to stay working in my position for the next one to two years		44%	+7 ⬆	+5 ⬆
I want to stay working in my position for at least the next three years		12%	-14 ⬇	-19 ⬇
What best describes your plans involved with leaving your current position?				
I am planning to retire		0%	0	-5 ⬇
I am pursuing another position within my agency		9%	-2	-37 ⬇
I am pursuing a position in another agency		64%	0	+39 ⬆
I am pursuing work outside the APS		9%	-7 ⬇	0
It is the end of my non-ongoing, casual or contracted employment		18%	+9 ⬆	+16 ⬆
Other		0%	0	-14 ⬇

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



Employees who had perceived discrimination in the last 12 months in the course of their employment were asked where the discrimination came from and if they reported it.

Discrimination

Response scale

%

Variance from
OAICVariance from
APS overall

During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes

0%

-7↓

-8↓

No

100%

+7↑

+8↑

Did this discrimination occur in your current agency?

Yes

The data for this question has been hidden to preserve privacy.

No

The data for this question has been hidden to preserve privacy.

The discrimination came from: [Multiple Response]

Within my agency

The data for this question has been hidden to preserve privacy.

Another agency

The data for this question has been hidden to preserve privacy.

A customer, stakeholder or member of the public

The data for this question has been hidden to preserve privacy.

Other

The data for this question has been hidden to preserve privacy.

Did you report the discrimination?

I reported the discrimination in accordance with my agency's policies and procedures

The data for this question has been hidden to preserve privacy.

It was reported by someone else

The data for this question has been hidden to preserve privacy.

I did not report the discrimination

The data for this question has been hidden to preserve privacy.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an expanded definition of harassment. Comparing results to 2024 should take this change in definition in context.

Employees who perceived bullying or harassment in the last 12 months were asked what type of bullying or harassment 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.

Bullying and harassment

Response scale

%

Variance from
OAICVariance from
APS overall

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

Yes		0%	-8 ↓	-9 ↓
No		96%	+6 ↑	+10 ↑
Not sure		4%	+2	-1

Did you report the bullying or harassment?

I reported the behaviour in accordance with my agency's policies and procedures	<i>The data for this question has been hidden to preserve privacy.</i>
It was reported by someone else	<i>The data for this question has been hidden to preserve privacy.</i>
I did not report the behaviour	<i>The data for this question has been hidden to preserve privacy.</i>

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Suggested questions to focus on



What to focus on?

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

They are not necessarily the questions with the lowest scores.

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

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



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%
Positive

Variance from
OAIC

Variance from
APS overall

.1	My SES manager promotes cooperation within and between agencies	92%	+10 [↑]	+22 [↑]
.2	My SES manager encourages innovation and creativity	79%	+2	+11 [↑]
.3	My workgroup considers the people and businesses affected by what we do	96%	+7 [↑]	+11 [↑]
.4	The people in my workgroup demonstrate stewardship	80%	0	+3
.5	I feel I have the same opportunities as anyone else of my ability or experience	68%	0	-1
.6	My agency supports and actively promotes an inclusive workplace culture	71%	-4	-13 [↓]

Time to take action



Celebrate

What things do we do well?

Think about how we can build on our strengths and learn from what we are good at.



Investigate further with our teams

Are there any other opportunities coming out of the results that we want to explore further?

How could we investigate? Through looking at the data in more detail or through discussions with staff?



Opportunities

Areas we need to focus on and turn into action plans:

What are the key things we need to improve to make working here better?



Use this page to start your local action plans

Identify areas to celebrate, opportunities for improvement and areas which you need to investigate further.

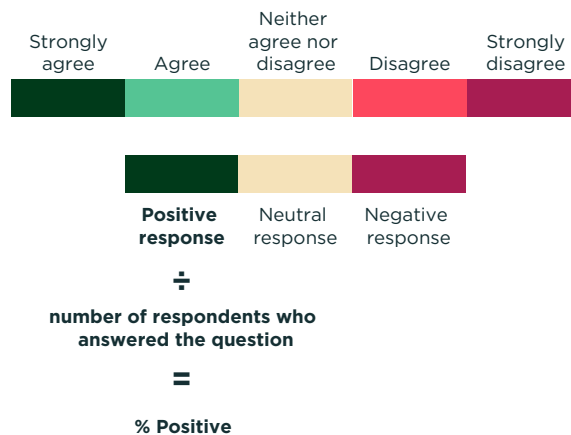
Prioritise 3 areas to take forward

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

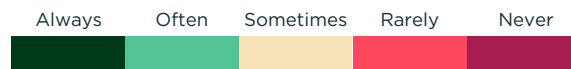
Guide to this report

% Positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ("strongly agree" + "agree" or "always" + "often") and dividing by the number of respondents who answered the question.



For 5 point scale questions not asked on the *agree to disagree* scale the same rules apply, the green percent represents a **positive response** (unless the question is negatively worded).



Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100%
Rounded percentage	25%	27%	29%	16%	4%	101%
Number of positive	151 + 166 = 317					
% Positive	317 ÷ 613 = 52%					

Anonymity

It is best practice not to display the results of groups of respondents to the extent where the anonymity of individuals may be compromised. Results will not be shown where there are less than 10 respondents in a group.

Comparisons 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.