

2025 APS Employee Census

5 May - 6 June

Highlights Report

DITRDCA

Responses:

2,030 of 2,282

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		73	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Say	Overall, I am satisfied with my job	77	12 10	77%	0	+1	0	0
	I am proud to work in my agency	74	21	74%	+1	-7↓	-9↓	-9↓
	I would recommend my agency as a good place to work	79	14 7	79%	+1	+2	-2	-1
	I believe strongly in the purpose and objectives of my agency	80	16	80%	0	-8↓	-8↓	-8↓
Stay	I feel a strong personal attachment to my agency	54	31 16	54%	0	-11↓	-9↓	-11↓
	I feel committed to my agency's goals	80	16	80%	+1	-8↓	-7↓	-7↓
Strive	I suggest ideas to improve our way of doing things	90	8	90%	-1	+3	0	+1
	I am happy to go the 'extra mile' at work when required	91		91%	-2	+1	-1	0
	I work beyond what is required in my job to help my agency achieve its objectives	74	21	74%	-6↓	-4	-3	-3
	My agency really inspires me to do my best work every day	61	27 12	61%	+2	-6↓	-6↓	-5↓

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		79		Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	82	11		82%	+3	+2	+2	+2
	My supervisor can deliver difficult advice whilst maintaining relationships	82	12		82%	+4	+3	+2	+2
	My supervisor invites a range of views, including those different to their own	85	9		85%	+1	+2	+1	+1
	My supervisor encourages my team to regularly review and improve our work	83	11		83%	+1	+1	+1	+1
	My supervisor is invested in my development	82	11	7	82%	+1	+3	+3	+3
	My supervisor ensures that my workgroup delivers on what we are responsible for	90			90%	0	+2	+1	+1
Other similar questions									
	My supervisor provides me with helpful feedback to improve my performance	80	12	8	80%	+1	+1	+3	+2
	My immediate supervisor encourages me	81	13		81%	+1	+4	+3	+3
	My supervisor actively ensures that everyone can be included in workplace activities	87	8		87%	+1	+2	+2	+2
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	83	11		83%	0	+2	+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	74	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				-1	+3	+1	+2

SES Manager	My SES manager clearly articulates the direction and priorities for our area	75	15	10	75%	-1	+4	+1	+3
	My SES manager presents convincing arguments and persuades others towards an outcome	72	20	8	72%	-1	+8⬆	+1	+4
	My SES manager promotes cooperation within and between agencies	80	15		80%	0	+11⬆	+3	+7⬆
	My SES manager encourages innovation and creativity	71	20	9	71%	0	+3	0	+2
	My SES manager creates an environment that enables us to deliver our best	75	15	10	75%	-2	+8⬆	+3	+5⬆
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	82	13		82%	-1	+6⬆	+1	+3

Other similar questions

	In my agency, the SES work as a team	60	25	15	60%	-1	+2	-1	+2
	In my agency, the SES clearly articulate the direction and priorities for our agency	67	19	14	67%	-2	0	-1	0
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	73	20		73%	0	+4	+1	+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	72	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				0	+2	+1	+1

Communication	My supervisor communicates effectively	82	10	8	82%	+1	+1	+1	+1
	My SES manager communicates effectively	77	14	9	77%	-1	+6	+2	+4
	Internal communication within my agency is effective	63	22	15	63%	+1	+1	0	+1

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	15	15	69%	0	+2	+2	+2
	Staff are consulted about change at work	54	34	11	54%	0	+2	+3	+3
	Change is managed well in my agency	46	30	24	46%	+4	-1	-1	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

The 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			68	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
						+2	0	0	0
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	85	11	85%	+2	+2	-1	0	
	My immediate supervisor encourages me to come up with new or better ways of doing things	79	14	79%	+4	+3	+1	+2	
	People are recognised for coming up with new and innovative ways of working	62	26	12	62%	+5⬆	-2	-2	
	My agency inspires me to come up with new or better ways of doing things	55	31	14	55%	+8⬆	-4	-2	
	My agency recognises and supports the notion that failure is a part of innovation	49	36	15	49%	+7⬆	-2	+2	

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	72	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				+1	+1	+1	+1

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	73	18	9	73%	+7 	0	0	0
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	69	19	11	69%	+3	-1	-1	-1
	My agency does a good job of promoting health and wellbeing	73	18	9	73%	+4	+2	+3	+2
	I think my agency cares about my health and wellbeing	71	19	10	71%	+3	+3	+2	+2
	I believe my immediate supervisor cares about my health and wellbeing	90			90%	+2	+3	+2	+2

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	78	10	12	78%	+2	+2	+1	+1
	I receive the respect I deserve from my colleagues at work	85	12		85%	+2	+3	+2	+2
	My agency supports and actively promotes an inclusive workplace culture	89	8		89%	+3	+5 	+3	+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 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
In general, would you say that your health is:						
Excellent	<div></div>	12%	+3	0	-1	-1
Very good	<div></div>	36%	+2	+1	0	0
Good	<div></div>	36%	-1	-1	+1	0
Fair	<div></div>	13%	-3	0	+1	+1
Poor	<div></div>	3%	-1	0	0	0
What best describes your current workload?						
Well above capacity - too much work	<div></div>	12%	-10⬇️	-5⬇️	-5⬇️	-5⬇️
Slightly above capacity - lots of work to do	<div></div>	36%	-6⬇️	-3	-2	-3
At capacity - about the right amount of work to do	<div></div>	37%	+10⬆️	0	+2	+2
Slightly below capacity - available for more work	<div></div>	12%	+5⬆️	+6⬆️	+4	+4
Well below capacity - not enough work	<div></div>	3%	+1	+2	+1	+1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
How often do you find your work stressful?						
Always	<div></div>	2%	-2	-3	-1	-2
Often	<div></div>	18%	-6 ⬇️	-5 ⬇️	-4	-4
Sometimes	<div></div>	53%	+3	+3	+2	+2
Rarely	<div></div>	24%	+4	+4	+3	+3
Never	<div></div>	3%	+1	0	+1	+1
To what extent is your work emotionally demanding?						
To a very large extent	<div></div>	4%	-2	-3	-1	-2
To a large extent	<div></div>	14%	-3	-6 ⬇️	-3	-4
Somewhat	<div></div>	37%	-1	-3	-2	-2
To a small extent	<div></div>	31%	+2	+6 ⬆️	+4	+4
To a very small extent	<div></div>	15%	+4	+5 ⬆️	+3	+3
I feel burned out by my work						
Strongly agree	<div></div>	5%	-3	-2	-1	-2
Agree	<div></div>	19%	-3	-2	-1	-1
Neither agree nor disagree	<div></div>	30%	0	-3	-1	-1
Disagree	<div></div>	36%	+3	+5 ⬆️	+2	+3
Strongly disagree	<div></div>	10%	+3	+2	+2	+1

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 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	92	92%	+2	+6 ⬆	+3	+4
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		12%	0	0	-1	0
Flexible hours of work		26%	+5 ⬆	-4	-1	-4
Compressed work week		5%	+1	0	-1	-1
Job sharing		0%	0	0	0	0
Working away from the office/working from home		79%	+5 ⬆	+12 ⬆	+7 ⬆	+6 ⬆
None of the above		13%	-4	-7 ⬇	-5 ⬇	-4
Working away from the office						
All of the time		6%	+2	-1	-3	-3
Some of the time as a regular arrangement		57%	+3	+6 ⬆	+3	+2
Only on an irregular basis		16%	+1	+7 ⬆	+6 ⬆	+7 ⬆
None of the time		21%	-5 ⬇	-12 ⬇	-7 ⬇	-6 ⬇
Did not disclose their arrangement		0%	0	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 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I am supported to use my expertise to provide frank and fearless advice	<div><div>71</div><div>17</div><div>11</div></div>	71%	+5⬆	+2	+1	+1
The people in my workgroup demonstrate stewardship	<div><div>78</div><div>16</div><div></div></div>	78%	-3	+1	-1	0
The culture in my agency supports people to act with integrity	<div><div>83</div><div>11</div><div></div></div>	83%	+2	+2	+1	+1
I believe strongly in the purpose and objectives of the APS	<div><div>87</div><div>10</div><div></div></div>	87%	+1	-1	-2	-2
I feel a strong personal attachment to the APS	<div><div>67</div><div>23</div><div>9</div></div>	67%	+4	-1	-1	0
My workgroup considers the people and businesses affected by what we do	<div><div>86</div><div>10</div><div></div></div>	86%	-3	+2	0	0
The people in my workgroup value others' individual skills and talents	<div><div>86</div><div>9</div><div></div></div>	86%	-	+2	+1	+1
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	<div><div>90</div><div></div><div></div></div>	90%	-	+2	+1	+1
The people in my workgroup are able to bring up problems and tough issues	<div><div>80</div><div>12</div><div>8</div></div>	80%	-2	0	0	0
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>74</div><div>16</div><div>10</div></div>	74%	-	+7⬆	+4	+4

Key



At least 5 percentage points greater than comparator






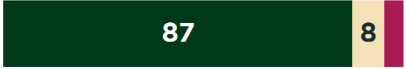




At least 5 percentage points less than comparator







Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I am satisfied with the recognition I receive for doing a good job	75 	75%	-1	+7 	+3	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	75 	75%	+5 	+10 	0	+3
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	87 	87%	+1	+3	0	+1
I am satisfied with the stability and security of my job	83 	83%	-6 	-3	-3	-3

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	90 	90%	-1	-3	-2	-2
I am clear what my duties and responsibilities are	82 	82%	+5 	-2	0	-1
I have a choice in deciding how I do my work	77 	77%	+2	+9 	+3	+4
Where appropriate, I am able to take part in decisions that affect my job	76 	76%	-3	+4	+1	+1

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 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
--	----------------	---	--------------------	---------------------------	-------------------------------	------------------------------------

In the last month, please rate your workgroup's overall performance

Excellent	<div><div></div></div>	25%	-5⬇️	+1	0	0
Very good	<div><div></div></div>	56%	+2	-1	-2	-1
Average	<div><div></div></div>	16%	+4	0	+1	+1
Below average	<div><div></div></div>	2%	0	0	0	0
Well below average	<div><div></div></div>	1%	0	0	0	0

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	<div><div>80</div><div>12</div><div>9</div></div>	80%	-1	+1	0	0
My workgroup has the tools and resources we need to perform well	<div><div>52</div><div>21</div><div>27</div></div>	52%	-4	-8⬇️	-7⬇️	-7⬇️
The people in my workgroup use time and resources efficiently	<div><div>75</div><div>16</div><div>10</div></div>	75%	-2	0	0	0
My job gives me opportunities to utilise my skills	<div><div>80</div><div>11</div><div>10</div></div>	80%	-3	0	-1	-1
During the last 12 months, the formal learning I have accessed has improved my performance	<div><div>55</div><div>31</div><div>14</div></div>	55%	-1	-4	-2	-2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



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

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
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	<div></div>	10%	0	+1	0	+1
I want to leave my position within the next 12 months	<div></div>	27%	0	+6	+2	+4
I want to stay working in my position for the next one to two years	<div></div>	46%	-1	+6	+2	+3
I want to stay working in my position for at least the next three years	<div></div>	18%	0	-13	-4	-8
What best describes your plans involved with leaving your current position?						
I am planning to retire	<div></div>	3%	+1	-1	0	0
I am pursuing another position within my agency	<div></div>	33%	-9	-13	-9	-9
I am pursuing a position in another agency	<div></div>	36%	+7	+10	+7	+8
I am pursuing work outside the APS	<div></div>	9%	+1	0	0	-1
It is the end of my non-ongoing, casual or contracted employment	<div></div>	2%	-1	-1	-1	-1
Other	<div></div>	18%	+1	+4	+2	+2

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 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
I wish to pursue a promotion opportunity		16%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		13%	-	-	-	-
I am looking to further my skills in another area		11%	-	-	-	-
I have achieved all I can in my current position		8%	-	-	-	-
There are a lack of future career opportunities in my agency		8%	-	-	-	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

Discrimination	Response scale	%	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
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	<div></div>	7%	-3	-1	-1	-1
No	<div></div>	93%	+3	+1	+1	+1
Did this discrimination occur in your current agency?						
Yes	<div></div>	96%	+6	+3	+3	+2
No	<div></div>	4%	-6	-3	-3	-2
The discrimination came from: [Multiple Response]						
Within my agency	<div></div>	94%	-	+2	+1	+1
Another agency	<div></div>	6%	-	+2	+1	+1
A customer, stakeholder or member of the public	<div></div>	7%	-	-2	+1	0
Other	<div></div>	2%	-	-2	-1	-1
Did you report the discrimination?						
I reported the discrimination in accordance with my agency's policies and procedures	<div></div>	12%	-	-7	-4	-4
It was reported by someone else	<div></div>	6%	-	+1	+2	+2
I did not report the discrimination	<div></div>	82%	-	+5	+2	+3
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 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?						
Yes	<div></div>	10%	-1	0	0	+1
No	<div></div>	86%	+2	0	0	-1
Not sure	<div></div>	4%	-1	0	0	0
Types of bullying or harassment experienced (3 highest responses):						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	50%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	44%	-	-	-	-
Deliberate exclusion from work-related activities	<div></div>	35%	-	-	-	-
Did you report the bullying or harassment?						
I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	28%	-9⬇️	-9⬇️	-5⬇️	-6⬇️
It was reported by someone else	<div></div>	5%	-2	-3	-2	-2
I did not report the behaviour	<div></div>	67%	+11⬆️	+12⬆️	+7⬆️	+9⬆️

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 updated definition of corruption to align with the *National Anti-Corruption Commission Act 2022* and the Commonwealth Fraud and Corruption Control Framework.

Comparing results to 2024 should take this change in definition in context.

Corruption	Response scale	%	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?						
Yes	<div></div>	2%	0	0	0	0
No	<div></div>	94%	+1	+2	0	+1
Not sure	<div></div>	3%	0	-1	0	0
Prefer not to answer	<div></div>	1%	0	-1	0	0
Which of the following reflects the conduct you witnessed? [Multiple Response]						
Abuse of office	<div></div>	74%	-	-	-	-
Adversely affecting the honesty or impartiality of a public official	<div></div>	45%	-	-	-	-
Misuse of information or documents	<div></div>	32%	-	-	-	-
A breach of public trust	<div></div>	26%	-	-	-	-
Did you report the conduct?						
I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	26%	+1	0	+3	+2
It was reported by someone else	<div></div>	13%	-6⬇️	-4	-2	-3
I did not report the behaviour	<div></div>	61%	+5⬆️	+4	-1	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Demographics

How do you describe your gender?	Responses
Man or male	37%
Woman or female	58%
Non-binary	1%
I use a different term	0%
Prefer not to say	4%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	3%
No	97%

Do you have an ongoing disability?	Responses
Yes	13%
No	87%

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

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	14%
No	86%

Do you identify as culturally or linguistically diverse?	Responses
Yes	21%
No	79%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	80%
Australian Aboriginal and/or Torres Strait Islander	4%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	18%
North-West European (excluding Anglo-European)	4%
Southern and Eastern European	7%
South-East Asian	8%
North-East Asian	3%
Southern and Central Asian	3%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	13%
No	72%
Maybe	12%
I am unsure what neurodivergent means	3%

Agency position



Agency position

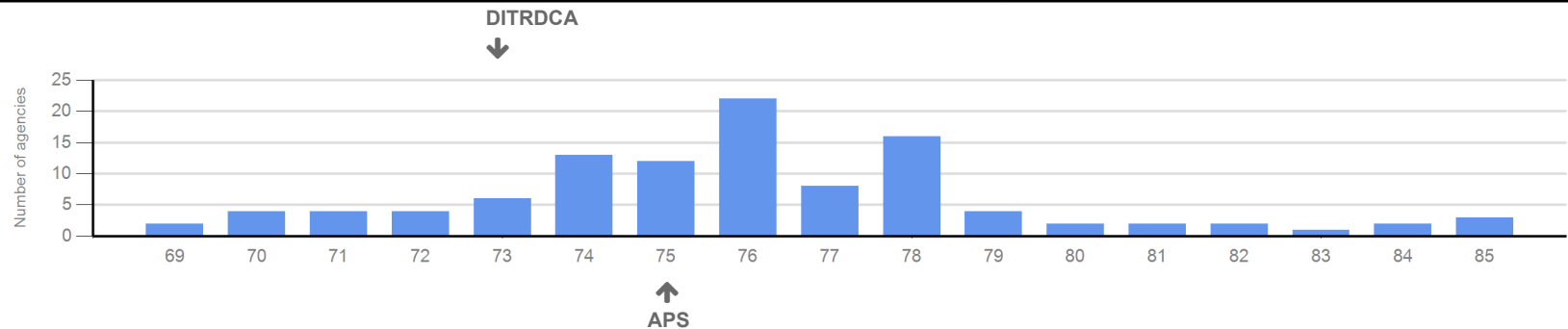
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

Along the bottom line (x-axis) are the index scores. The height of the bar (y-axis) is how many agencies have that index score.

Please note, the x-axis values are not consecutive as only index scores received by an agency are represented.

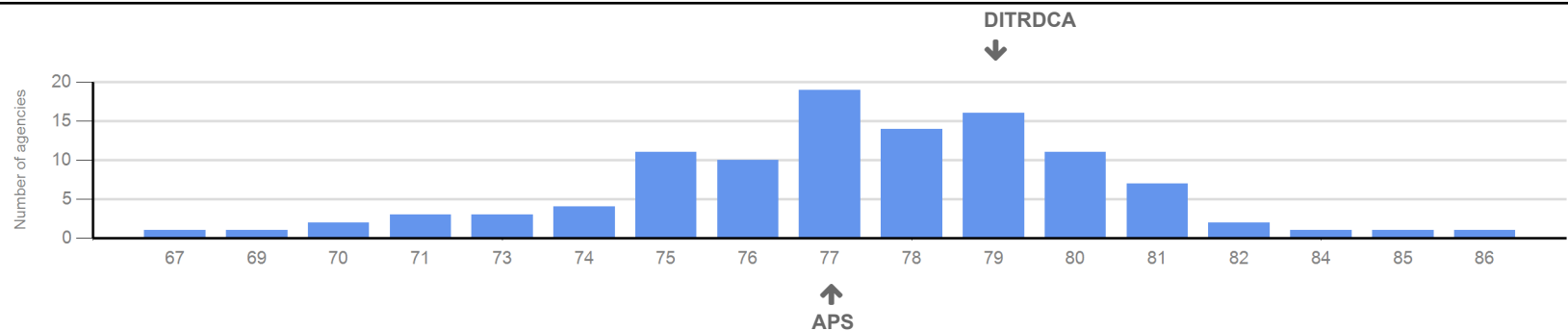
Employee Engagement Index

Ranking : 93rd of 107



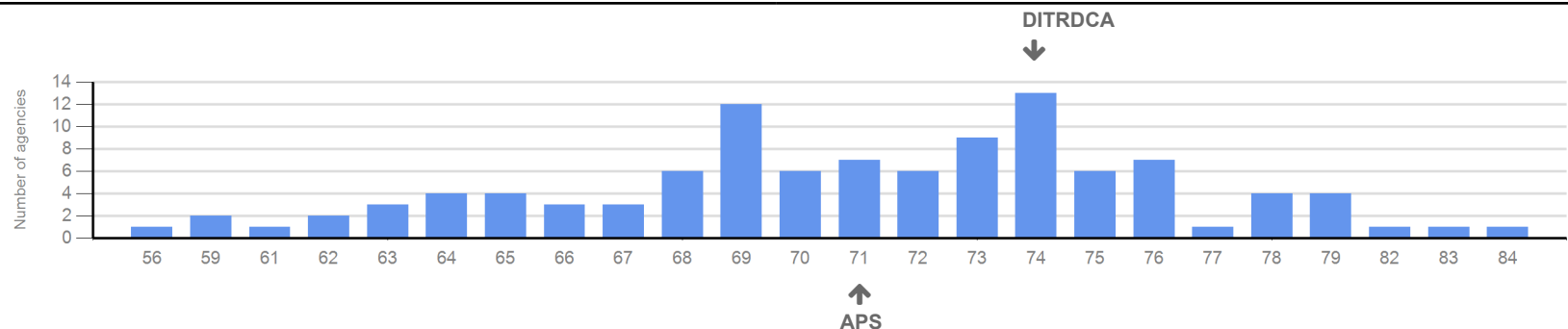
Immediate Supervisor Index

Ranking : 32nd of 107



SES Manager Index

Ranking : 36th of 107



Agency position



Agency position

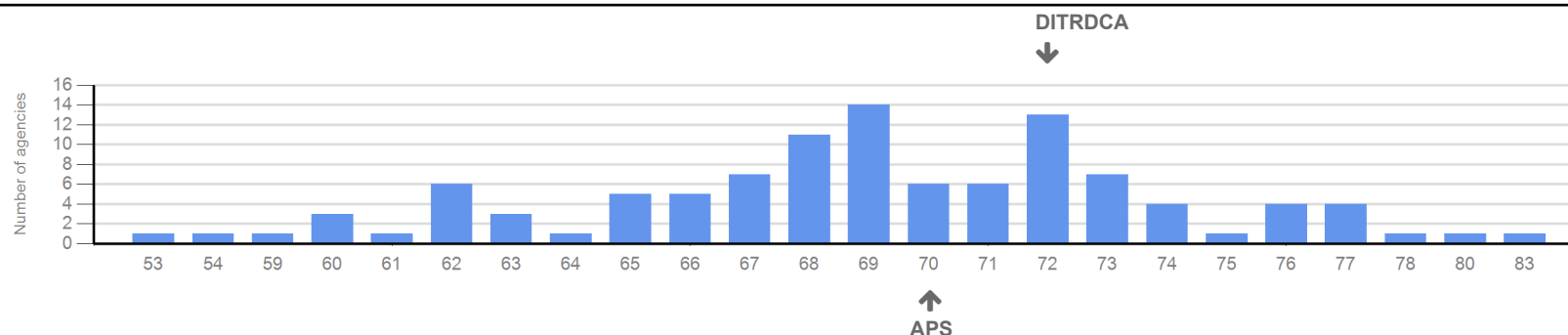
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

Along the bottom line (x-axis) are the index scores. The height of the bar (y-axis) is how many agencies have that index score.

Please note, the x-axis values are not consecutive as only index scores received by an agency are represented.

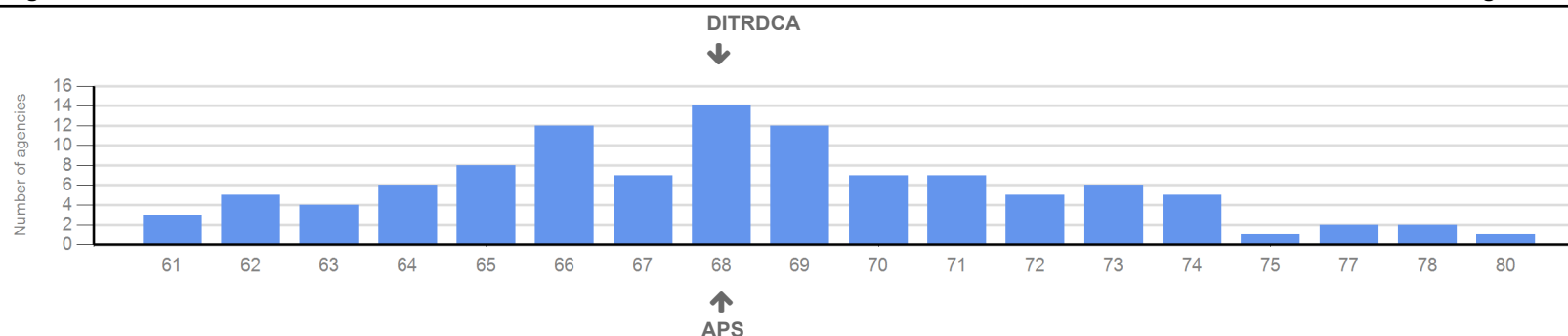
Communication Index

Ranking : 33rd of 107



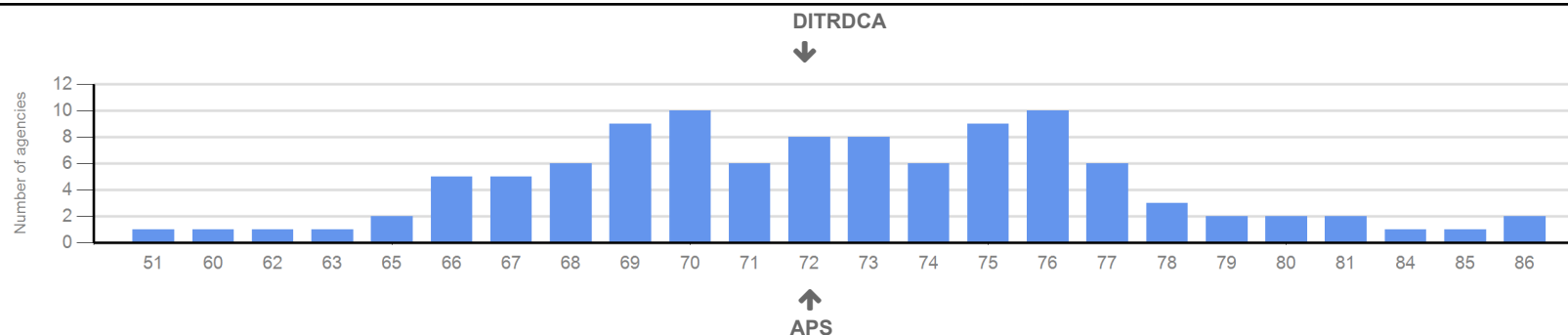
Enabling Innovation Index

Ranking : 56th of 107



Wellbeing Policies and Support Index

Ranking : 54th of 107



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
2024

Variance from
APS overall

Variance from
policy
agencies

Variance from
large
sized agencies

.1	My agency inspires me to come up with new or better ways of doing things	55%	+8 ⬆	-4	-2	-2
.2	The culture in my agency supports people to act with integrity	83%	+2	+2	+1	+1
.3	I am supported to use my expertise to provide frank and fearless advice	71%	+5 ⬆	+2	+1	+1
.4	Where appropriate, I am able to take part in decisions that affect my job	76%	-3	+4	+1	+1
.5	I am satisfied with the recognition I receive for doing a good job	75%	-1	+7 ⬆	+3	+4
.6	I think my agency cares about my health and wellbeing	71%	+3	+3	+2	+2

DITRDCA specific questions

	Response scale	% Positive	Variance from 2024
I am empowered to be inquisitive and curious in my role	75 17 8	75%	-
I understand my responsibilities towards the appropriate use and management of data	91 7	91%	+3
I feel a strong personal attachment to my group (or my division if my organisational unit does not sit under a group)	61 25 15	61%	-
Overall, I am satisfied with mobility opportunities available to me (this can include temporary or permanent moves within or outside of the department such as rotations, expressions of interest, secondments, s26 transfers, etc.)	51 30 19	51%	-
My workgroup manages succession planning well to prevent loss of knowledge	34 34 32	34%	-
In my work area, the rationale for change is communicated well	60 24 16	60%	+9 ⬆
My workgroup strives to collaborate and have strong connections with branches and divisions across the department	70 19 10	70%	-5 ⬇
I feel that staff in the department work well together to achieve outcomes	70 22 9	70%	-5 ⬇
My immediate supervisor has the capability to manage hybrid and remote teams	86 8	86%	+3
My immediate supervisor clearly articulates the direction and priorities for our area	81 12 7	81%	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



DITRDCA specific questions

	Response scale			% Positive	Variance from 2024
My immediate supervisor has the capability and knowledge to support staff with mental health concerns	75	19		75%	-
Thinking about your First Assistant Secretary, to what extent do you agree they provide positive leadership to your division	72	18	10	72%	0
Thinking about your Deputy Secretary, to what extent do you agree they provide positive leadership to your group	64	27	9	64%	+3
My SES effectively leads and manages change	66	22	13	66%	-
The SES in my agency actively promote the value of a diverse and inclusive workplace	79	16		79%	+1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Time to take action



Celebrate

What things do we do well?

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



Investigate further with our teams

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

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



Opportunities

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

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



Use this page to start your local action plans

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

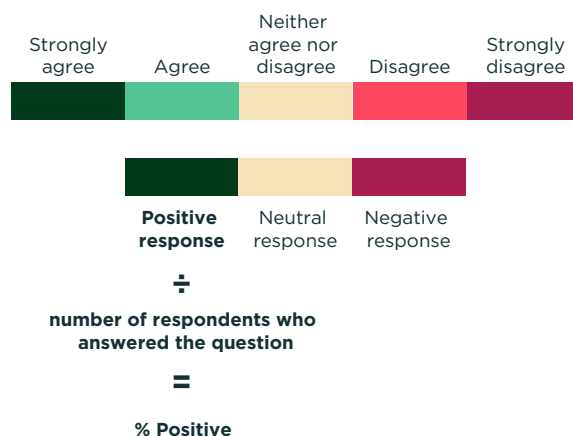
Prioritise 3 areas to take forward

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

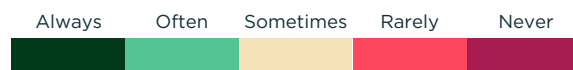
Guide to this report

% Positive

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



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



Rounding

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

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

Anonymity

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

Comparisons

Comparisons to other similarly sized agencies are used through this report.

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.

