

2025 APS Employee Census

5 May - 6 June

Highlights Report

ALRC

Responses:
13 of 23

Response rate:
57%



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.



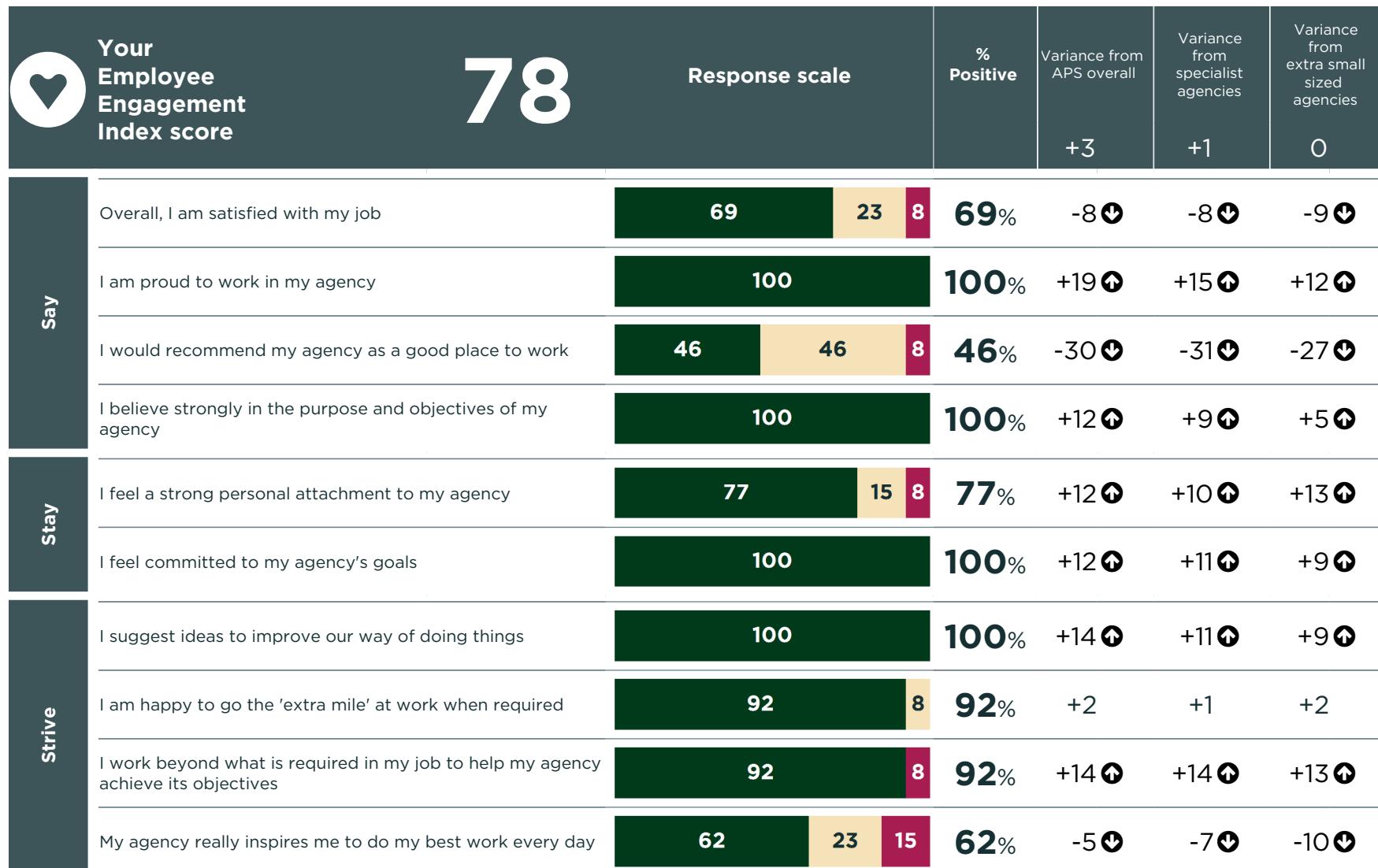
Generally a difference of -/+ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

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.



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

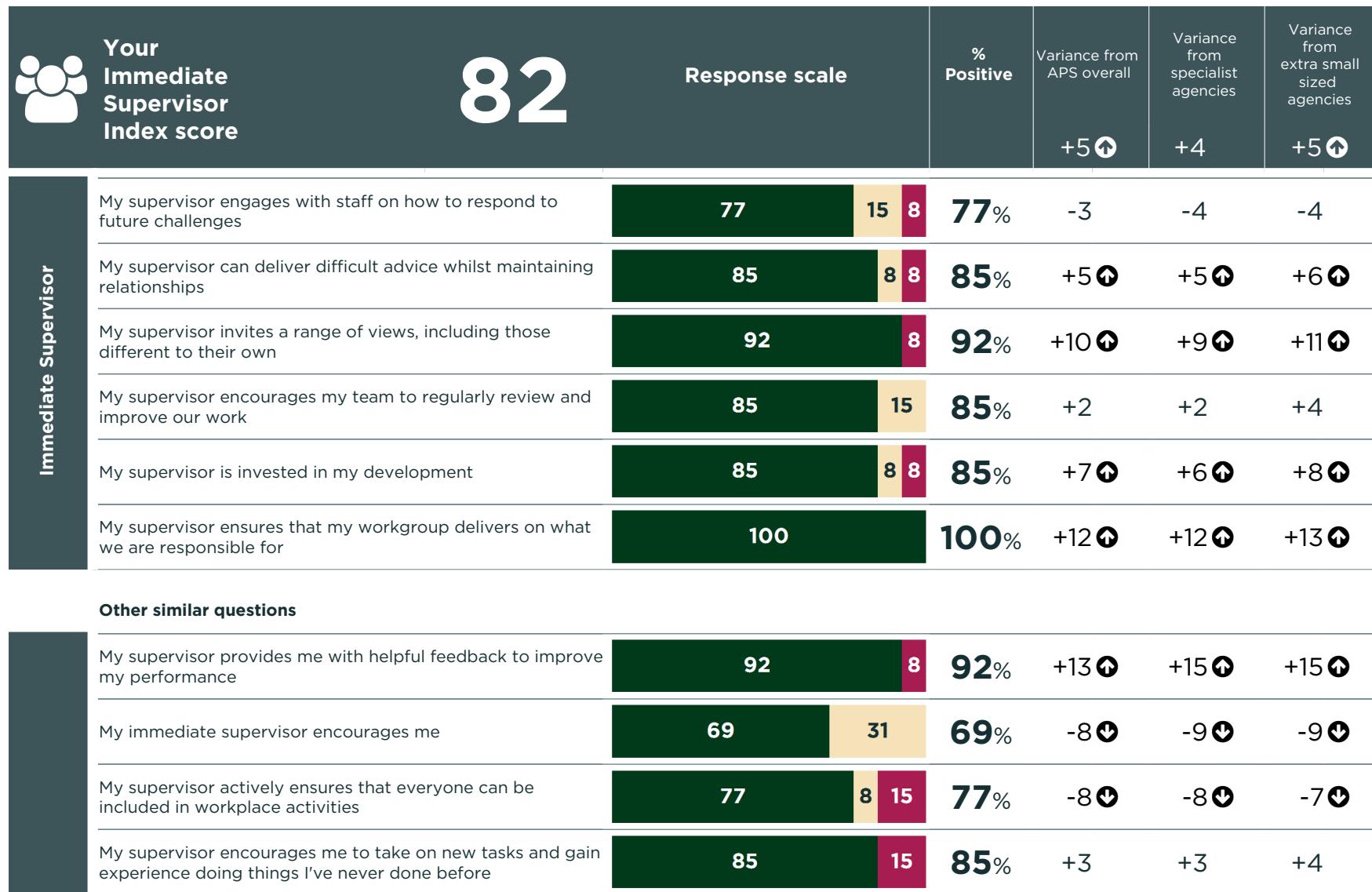


Leadership - Immediate Supervisor



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*.



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		Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
SES Manager	My SES manager clearly articulates the direction and priorities for our area					
	My SES manager presents convincing arguments and persuades others towards an outcome					
	My SES manager promotes cooperation within and between agencies					
	My SES manager encourages innovation and creativity					
	My SES manager creates an environment that enables us to deliver our best					
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS					
Other similar questions						
SES Manager	In my agency, the SES work as a team					
	In my agency, the SES clearly articulate the direction and priorities for our agency					
	My SES manager routinely promotes the use of data and evidence to deliver outcomes					

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

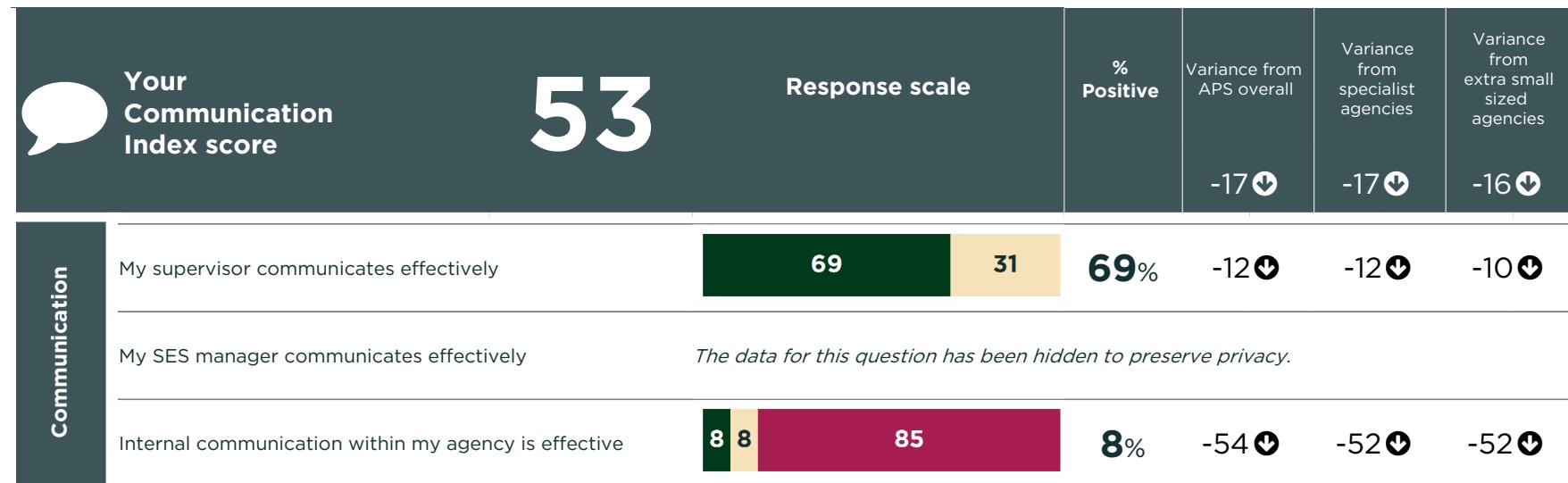


Communication and change



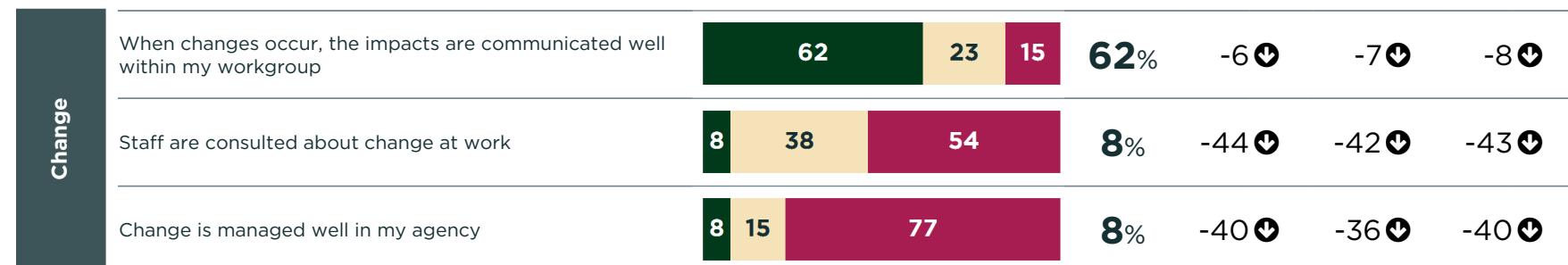
Communication

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.



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

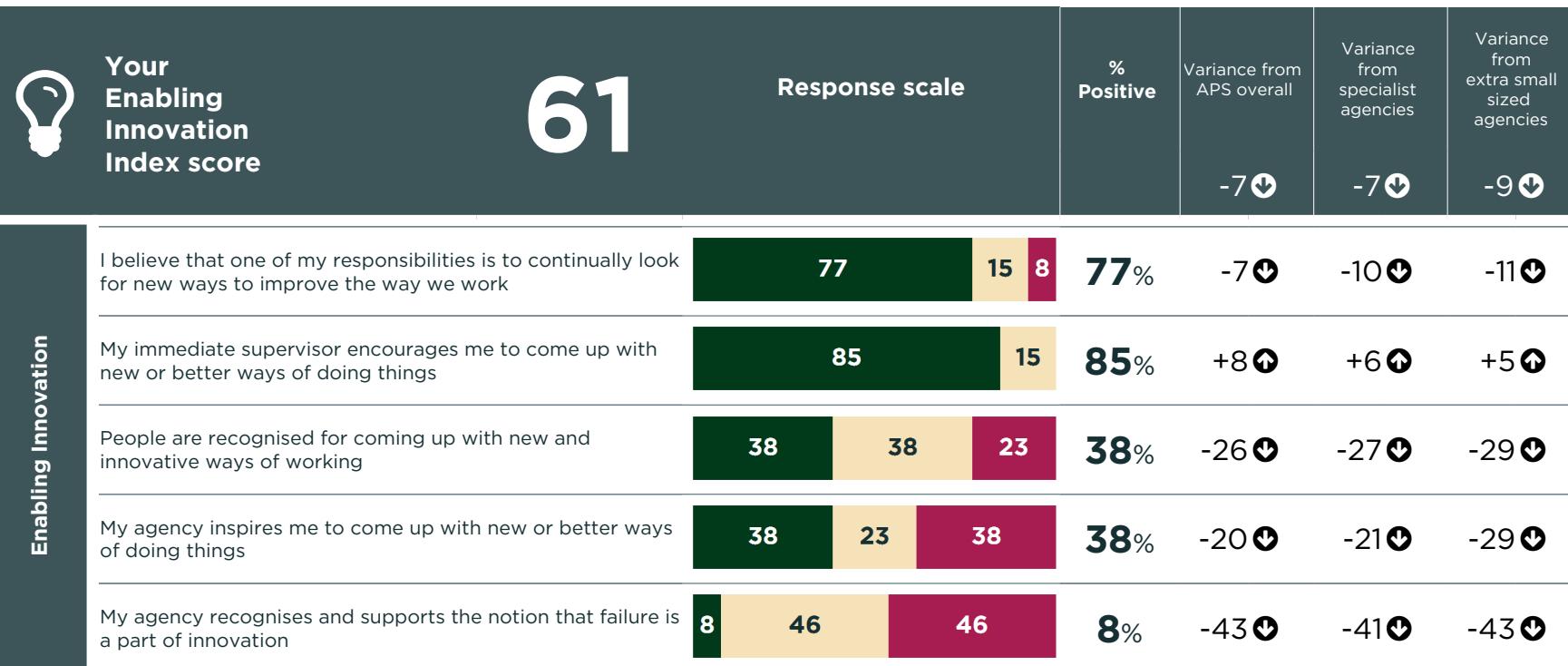


Enabling Innovation



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.



Key

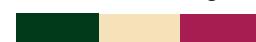


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

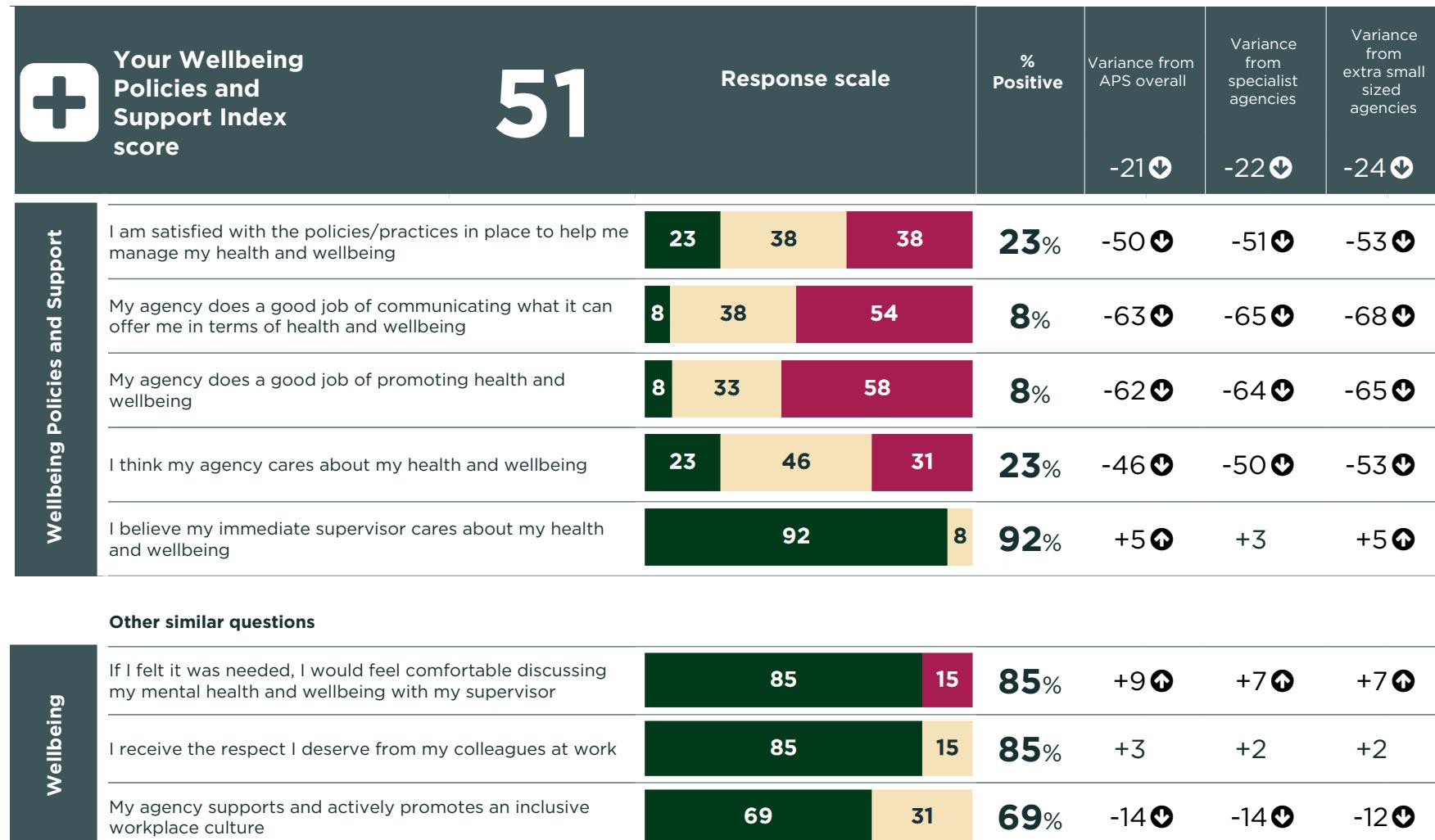


Wellbeing Policies and Support



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.



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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
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In general, would you say that your health is:

Excellent		8%	-4	-5	-7
Very good		62%	+26	+24	+23
Good		23%	-14	-12	-11
Fair		0%	-13	-12	-11
Poor		8%	+5	+5	+5

What best describes your current workload?

Well above capacity - too much work		15%	-1	-3	-2
Slightly above capacity - lots of work to do		38%	-1	-2	-2
At capacity - about the right amount of work to do		38%	+2	+5	+4
Slightly below capacity - available for more work		8%	+2	+1	0
Well below capacity - not enough work		0%	-1	-1	-1

Key

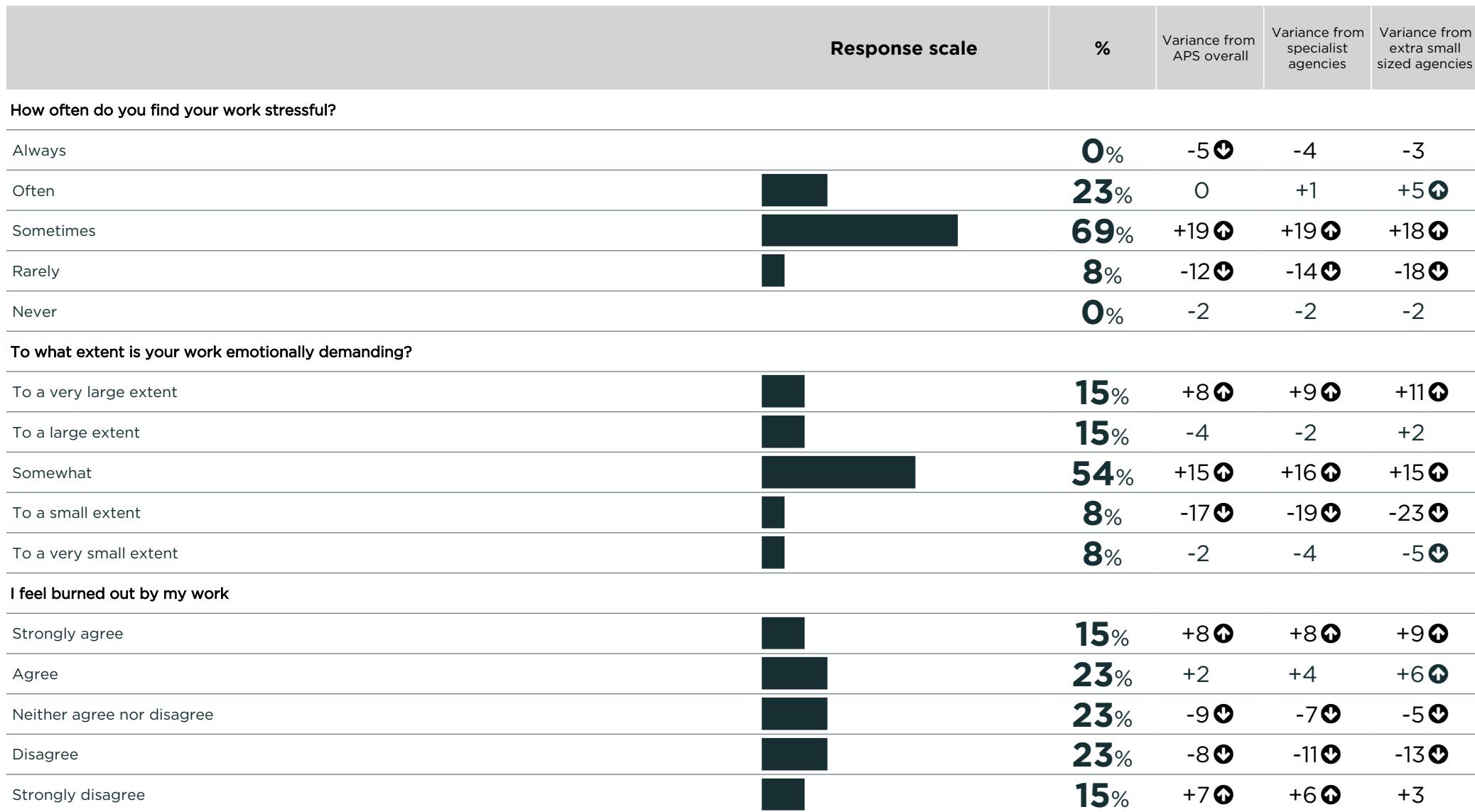


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing



Key

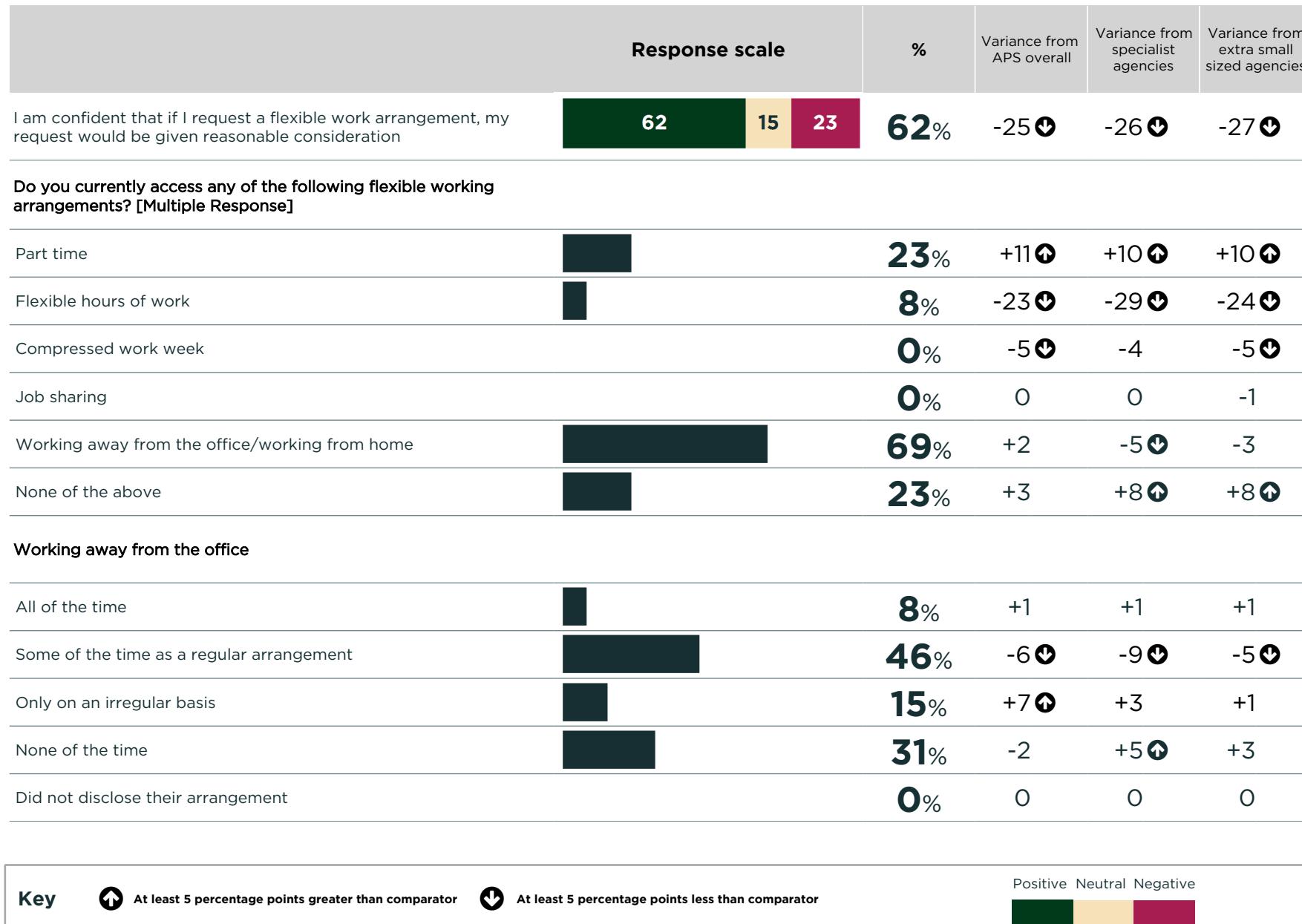


At least 5 percentage points greater than comparator

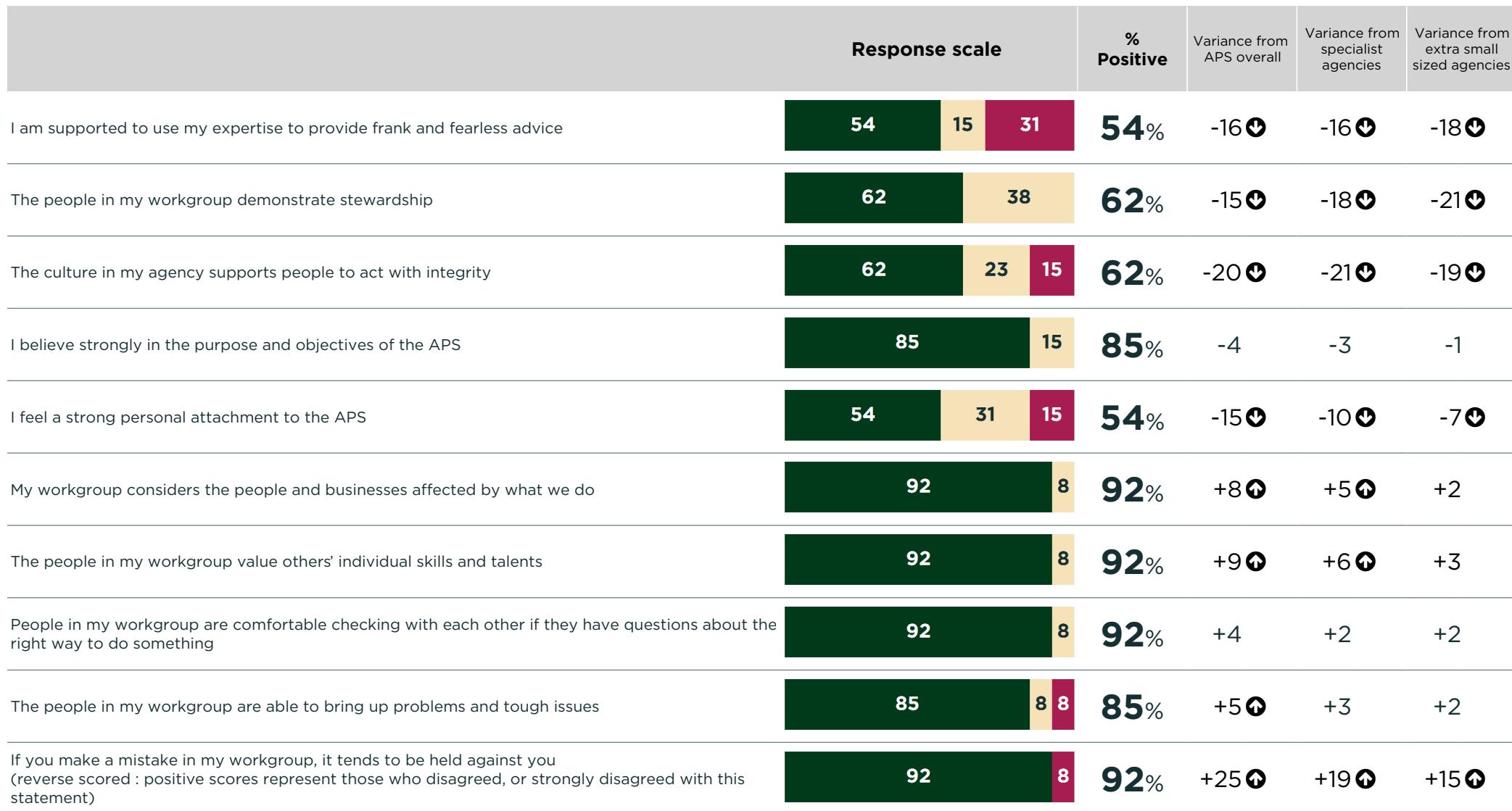


At least 5 percentage points less than comparator

Flexible work



Working in the APS



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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am satisfied with the recognition I receive for doing a good job	46	31	23	46%	-22⬇	-25⬇	-27⬇
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	46	38	15	46%	-20⬇	-20⬇	-27⬇
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	62	23	15	62%	-23⬇	-24⬇	-25⬇
I am satisfied with the stability and security of my job	38	15	46	38%	-48⬇	-45⬇	-40⬇

Clarity and autonomy

	Response scale			% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	100			100%	+7⬆	+7⬆	+7⬆
I am clear what my duties and responsibilities are	46	38	15	46%	-38⬇	-37⬇	-39⬇
I have a choice in deciding how I do my work	69	8	23	69%	+1	-6⬇	-10⬇
Where appropriate, I am able to take part in decisions that affect my job	31	38	31	31%	-41⬇	-44⬇	-45⬇

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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
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In the last month, please rate your workgroup's overall performance

Excellent		46%	+21 	+20 	+19 
Very good		46%	-10 	-10 	-11 
Average		8%	-8 	-7 	-6 
Below average		0%	-2	-2	-1
Well below average		0%	-1	-1	-1

	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well		100%	+21 	+19 	+18 
My workgroup has the tools and resources we need to perform well		15%	-44 	-41 	-47 
The people in my workgroup use time and resources efficiently		77%	+2	-1	-4
My job gives me opportunities to utilise my skills		77%	-2	-5 	-6 

During the last 12 months, the formal learning I have accessed has improved my performance

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	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 APS overall	Variance from specialist agencies	Variance from extra small 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		0%	-8	-7	-8
I want to leave my position within the next 12 months		15%	-6	-4	-8
I want to stay working in my position for the next one to two years		77%	+38	+34	+36
I want to stay working in my position for at least the next three years		8%	-24	-23	-20
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 APS overall

Variance from specialist agencies

Variance from extra small 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	0%	-8	-6	-6
No	100%	+8	+6	+6

Did this discrimination occur in your current agency?

Yes	<i>The data for this question has been hidden to preserve privacy.</i>
No	<i>The data for this question has been hidden to preserve privacy.</i>

The discrimination came from: [Multiple Response]

Within my agency	<i>The data for this question has been hidden to preserve privacy.</i>
Another agency	<i>The data for this question has been hidden to preserve privacy.</i>
A customer, stakeholder or member of the public	<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>

Did you report the discrimination?

I reported the discrimination 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 discrimination	<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



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 APS overall

Variance from specialist agencies

Variance from extra small sized agencies

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

Yes		15%	+6	+7	+6
No		77%	-9	-11	-9
Not sure		8%	+3	+3	+3

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

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 APS overall

Variance from specialist agencies

Variance from extra small 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	0%	-2	-2	-3
Not sure	0%	-4	-4	-4
Prefer not to answer	0%	-2	-2	-3
No	100%	+8	+8	+9

Which of the following reflects the conduct you witnessed? [Multiple Response]

Abuse of office	<i>The data for this question has been hidden to preserve privacy.</i>
Misuse of information or documents	<i>The data for this question has been hidden to preserve privacy.</i>
A breach of public trust	<i>The data for this question has been hidden to preserve privacy.</i>
Adversely affecting the honesty or impartiality of a public official	<i>The data for this question has been hidden to preserve privacy.</i>

Did you report the conduct?

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

Agency position



Agency position

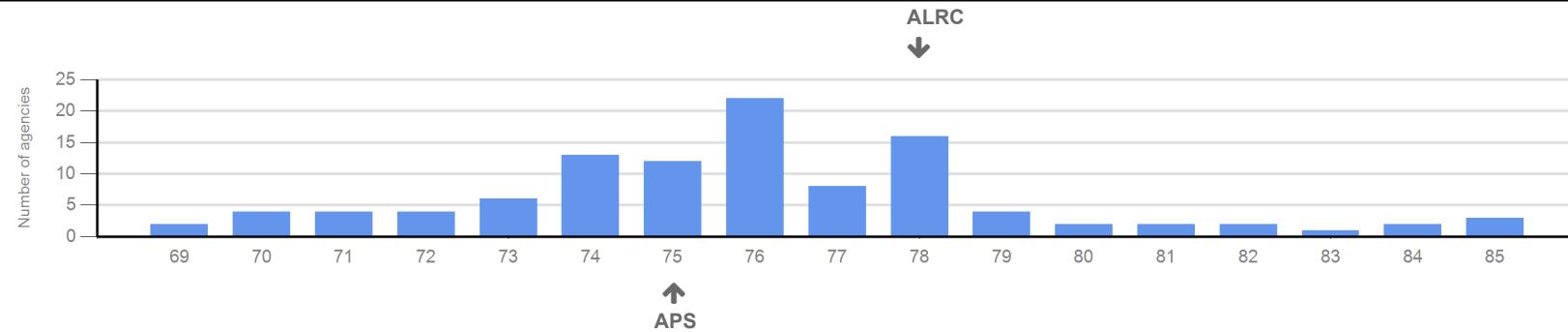
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

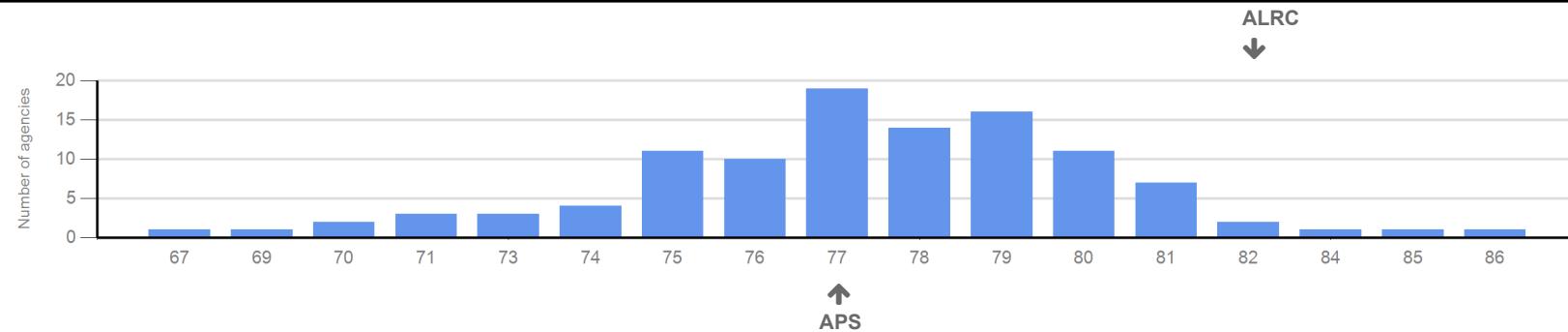
Employee Engagement Index

Ranking : 28th of 107



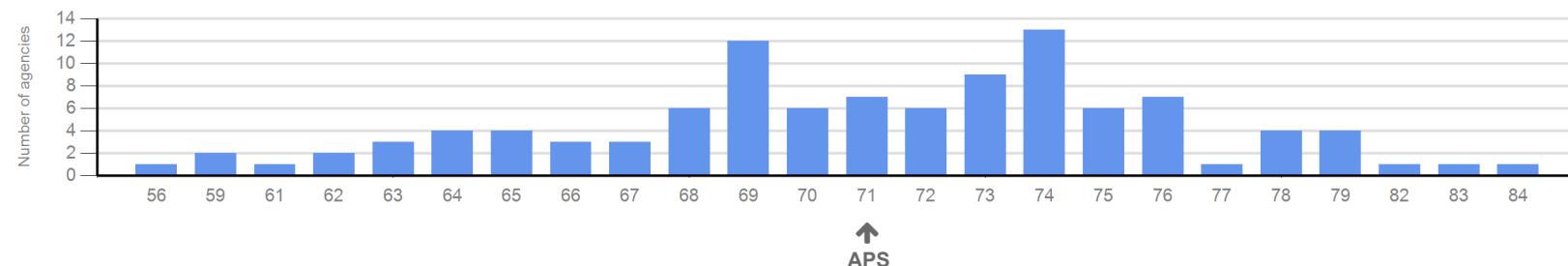
Immediate Supervisor Index

Ranking : 4th of 107



SES Manager Index

The agency data for this index has been hidden for anonymity reasons.



Agency position



Agency position

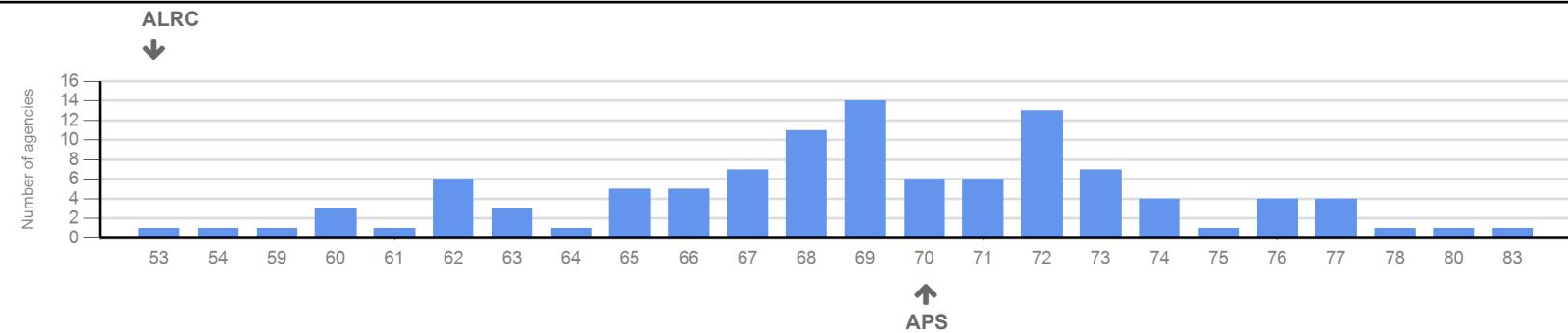
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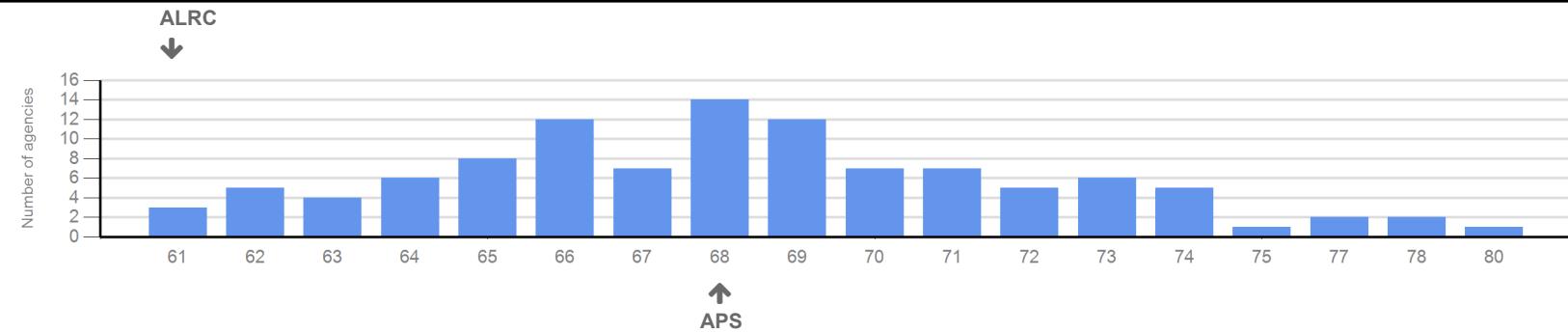
Communication Index

Ranking : 107th of 107



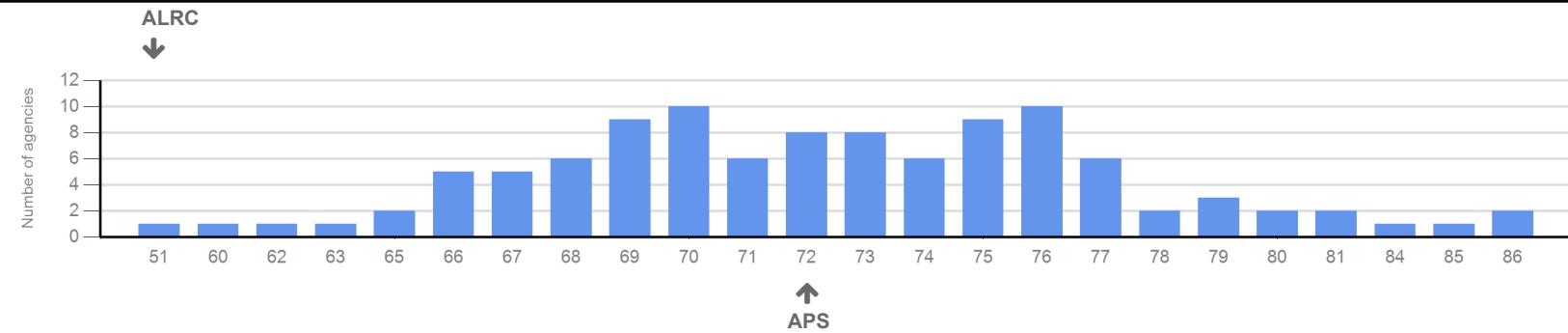
Enabling Innovation Index

Ranking : 105th of 107



Wellbeing Policies and Support Index

Ranking : 107th 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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
.1	I am fairly remunerated (e.g. salary, superannuation) for the work that I do			46%	-20⬇	-20⬇	-27⬇
.2	I am supported to use my expertise to provide frank and fearless advice			54%	-16⬇	-16⬇	-18⬇
.3	My SES manager creates an environment that enables us to deliver our best				<i>The data for this question has been hidden to preserve privacy.</i>		
.4	Where appropriate, I am able to take part in decisions that affect my job			31%	-41⬇	-44⬇	-45⬇
.5	My workgroup has the tools and resources we need to perform well			15%	-44⬇	-41⬇	-47⬇
.6	I think my agency cares about my health and wellbeing			23%	-46⬇	-50⬇	-53⬇

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.

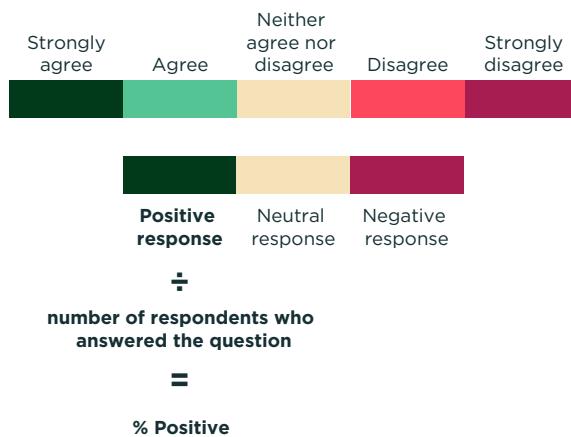
Prioritise 3 areas to take forward

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

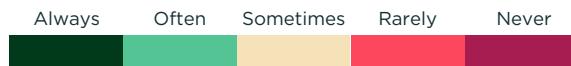
Guide to this report

% 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%
151 + 166 = 317						
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.

