

# 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  $\pm 5$  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		78		Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
						+3	+1	0
Say	Overall, I am satisfied with my job	69	23	8	69%	-8↓	-8↓	-9↓
	I am proud to work in my agency	100			100%	+19↑	+15↑	+12↑
	I would recommend my agency as a good place to work	46	46	8	46%	-30↓	-31↓	-27↓
	I believe strongly in the purpose and objectives of my agency	100			100%	+12↑	+9↑	+5↑
Stay	I feel a strong personal attachment to my agency	77	15	8	77%	+12↑	+10↑	+13↑
	I feel committed to my agency's goals	100			100%	+12↑	+11↑	+9↑
Strive	I suggest ideas to improve our way of doing things	100			100%	+14↑	+11↑	+9↑
	I am happy to go the 'extra mile' at work when required	92		8	92%	+2	+1	+2
	I work beyond what is required in my job to help my agency achieve its objectives	92		8	92%	+14↑	+14↑	+13↑
	My agency really inspires me to do my best work every day	62	23	15	62%	-5↓	-7↓	-10↓

### 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*.

<div>Your Immediate Supervisor Index score</div>		82		Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
						+5 	+4	+5 
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	77	15 8	77%	-3	-4	-4	
	My supervisor can deliver difficult advice whilst maintaining relationships	85	8 8	85%	+5 	+5 	+6 	
	My supervisor invites a range of views, including those different to their own	92	8	92%	+10 	+9 	+11 	
	My supervisor encourages my team to regularly review and improve our work	85	15	85%	+2	+2	+4	
	My supervisor is invested in my development	85	8 8	85%	+7 	+6 	+8 	
	My supervisor ensures that my workgroup delivers on what we are responsible for	100		100%	+12 	+12 	+13 	
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	92	8	92%	+13 	+15 	+15 	
	My immediate supervisor encourages me	69	31	69%	-8 	-9 	-9 	
	My supervisor actively ensures that everyone can be included in workplace activities	77	8 15	77%	-8 	-8 	-7 	
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	85	15	85%	+3	+3	+4	
Key		 At least 5 percentage points greater than comparator			 At least 5 percentage points less than comparator			
					Positive Neutral Negative			
					<div><div></div><div></div><div></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

#### 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

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

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

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

My SES manager promotes cooperation within and between agencies

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

My SES manager encourages innovation and creativity

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

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

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

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

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

#### Other similar questions

In my agency, the SES work as a team

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

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

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

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

*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



# 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		53	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
					-17↓	-17↓	-16↓

Communication	My supervisor communicates effectively	69	31	69%	-12↓	-12↓	-10↓
	My SES manager communicates effectively	The data for this question has been hidden to preserve privacy.					
	Internal communication within my agency is effective	8	8	85	8%	-54↓	-52↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	62	23	15	62%	-6↓	-7↓	-8↓
	Staff are consulted about change at work	8	38	54	8%	-44↓	-42↓	-43↓
	Change is managed well in my agency	8	15	77	8%	-40↓	-36↓	-40↓

### 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

61

Response scale

%  
Positive

Variance from  
APS overall

Variance  
from  
specialist  
agencies

Variance  
from  
extra small  
sized  
agencies

-7↓

-7↓

-9↓

Enabling Innovation

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

77

15

8

77%

-7↓

-10↓

-11↓

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

85

15

85%

+8↑

+6↑

+5↑

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

38

38

23

38%

-26↓

-27↓

-29↓

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

38

23

38

38%

-20↓

-21↓

-29↓

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

8

46

46

8%

-43↓

-41↓

-43↓

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	51	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
					-21↓	-22↓	-24↓

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	23	38	38	23%	-50↓	-51↓	-53↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	8	38	54	8%	-63↓	-65↓	-68↓
	My agency does a good job of promoting health and wellbeing	8	33	58	8%	-62↓	-64↓	-65↓
	I think my agency cares about my health and wellbeing	23	46	31	23%	-46↓	-50↓	-53↓
	I believe my immediate supervisor cares about my health and wellbeing	92		8	92%	+5↑	+3	+5↑

### Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	85	15	85%	+9↑	+7↑	+7↑
	I receive the respect I deserve from my colleagues at work	85	15	85%	+3	+2	+2
	My agency supports and actively promotes an inclusive workplace culture	69	31	69%	-14↓	-14↓	-12↓

### 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
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

	Response scale	%	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
<b>How often do you find your work stressful?</b>					
Always		0%	-5 ⬇	-4	-3
Often	<div></div>	23%	0	+1	+5 ⬆
Sometimes	<div></div>	69%	+19 ⬆	+19 ⬆	+18 ⬆
Rarely	<div></div>	8%	-12 ⬇	-14 ⬇	-18 ⬇
Never		0%	-2	-2	-2
<b>To what extent is your work emotionally demanding?</b>					
To a very large extent	<div></div>	15%	+8 ⬆	+9 ⬆	+11 ⬆
To a large extent	<div></div>	15%	-4	-2	+2
Somewhat	<div></div>	54%	+15 ⬆	+16 ⬆	+15 ⬆
To a small extent	<div></div>	8%	-17 ⬇	-19 ⬇	-23 ⬇
To a very small extent	<div></div>	8%	-2	-4	-5 ⬇
<b>I feel burned out by my work</b>					
Strongly agree	<div></div>	15%	+8 ⬆	+8 ⬆	+9 ⬆
Agree	<div></div>	23%	+2	+4	+6 ⬆
Neither agree nor disagree	<div></div>	23%	-9 ⬇	-7 ⬇	-5 ⬇
Disagree	<div></div>	23%	-8 ⬇	-11 ⬇	-13 ⬇
Strongly disagree	<div></div>	15%	+7 ⬆	+6 ⬆	+3

## 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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	62 15 23	62%	-25 ↓	-26 ↓	-27 ↓
<b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>					
Part time		23%	+11 ↑	+10 ↑	+10 ↑
Flexible hours of work		8%	-23 ↓	-29 ↓	-24 ↓
Compressed work week		0%	-5 ↓	-4	-5 ↓
Job sharing		0%	0	0	-1
Working away from the office/working from home		69%	+2	-5 ↓	-3
None of the above		23%	+3	+8 ↑	+8 ↑
<b>Working away from the office</b>					
All of the time		8%	+1	+1	+1
Some of the time as a regular arrangement		46%	-6 ↓	-9 ↓	-5 ↓
Only on an irregular basis		15%	+7 ↑	+3	+1
None of the time		31%	-2	+5 ↑	+3
Did not disclose their arrangement		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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am supported to use my expertise to provide frank and fearless advice	54 15 31	54%	-16⬇️	-16⬇️	-18⬇️
The people in my workgroup demonstrate stewardship	62 38	62%	-15⬇️	-18⬇️	-21⬇️
The culture in my agency supports people to act with integrity	62 23 15	62%	-20⬇️	-21⬇️	-19⬇️
I believe strongly in the purpose and objectives of the APS	85 15	85%	-4	-3	-1
I feel a strong personal attachment to the APS	54 31 15	54%	-15⬇️	-10⬇️	-7⬇️
My workgroup considers the people and businesses affected by what we do	92 8	92%	+8⬆️	+5⬆️	+2
The people in my workgroup value others' individual skills and talents	92 8	92%	+9⬆️	+6⬆️	+3
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	92 8	92%	+4	+2	+2
The people in my workgroup are able to bring up problems and tough issues	85 8 8	85%	+5⬆️	+3	+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)	92 8	92%	+25⬆️	+19⬆️	+15⬆️

## 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	<div><div></div></div>	46%	+21⬆	+20⬆	+19⬆
Very good	<div><div></div></div>	46%	-10⬇	-10⬇	-11⬇
Average	<div><div></div></div>	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	<div><div>100</div></div>	100%	+21⬆	+19⬆	+18⬆
My workgroup has the tools and resources we need to perform well	<div><div>15</div><div>8</div><div>77</div></div>	15%	-44⬇	-41⬇	-47⬇
The people in my workgroup use time and resources efficiently	<div><div>77</div><div>23</div></div>	77%	+2	-1	-4
My job gives me opportunities to utilise my skills	<div><div>77</div><div>8</div><div>15</div></div>	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	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  
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

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  
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	<div><div></div></div>	15%	+6 ⬆	+7 ⬆	+6 ⬆
No	<div><div></div></div>	77%	-9 ⬇	-11 ⬇	-9 ⬇
Not sure	<div><div></div></div>	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	The data for this question has been hidden to preserve privacy.					
Misuse of information or documents	The data for this question has been hidden to preserve privacy.					
A breach of public trust	The data for this question has been hidden to preserve privacy.					
Adversely affecting the honesty or impartiality of a public official	The data for this question has been hidden to preserve privacy.					
Did you report the conduct?						
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

# Agency position



## Agency position

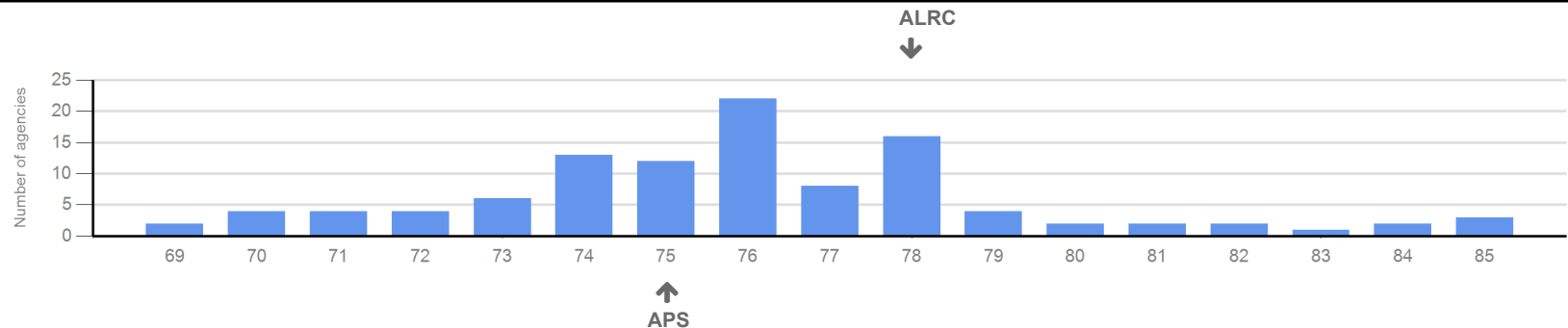
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

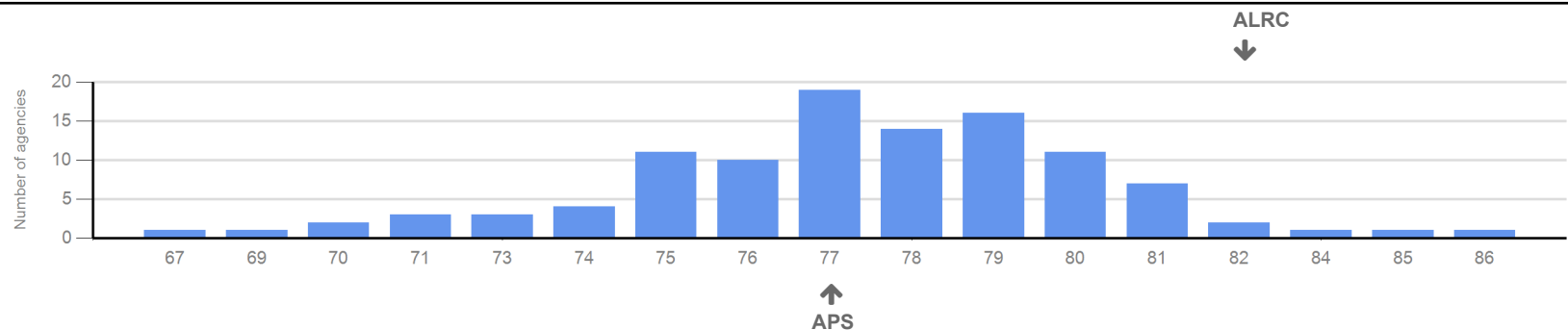
### Employee Engagement Index

Ranking : 28th of 107



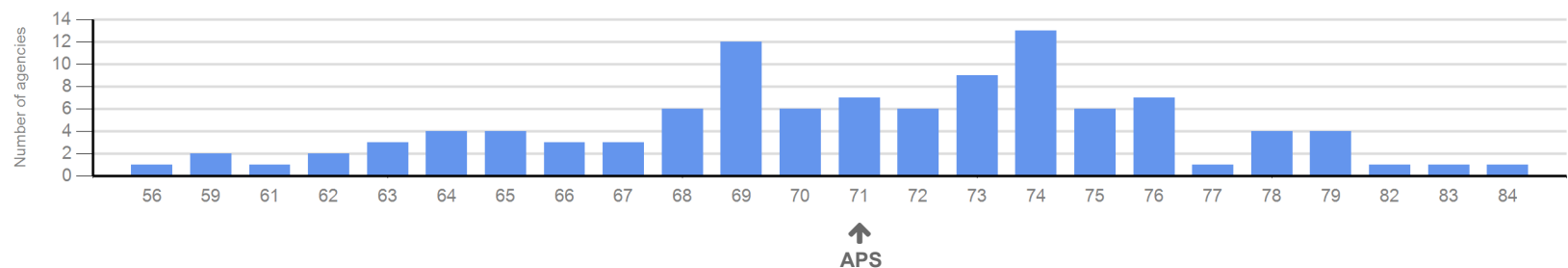
### Immediate Supervisor Index

Ranking : 4th of 107



### SES Manager Index

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



# Agency position



## Agency position

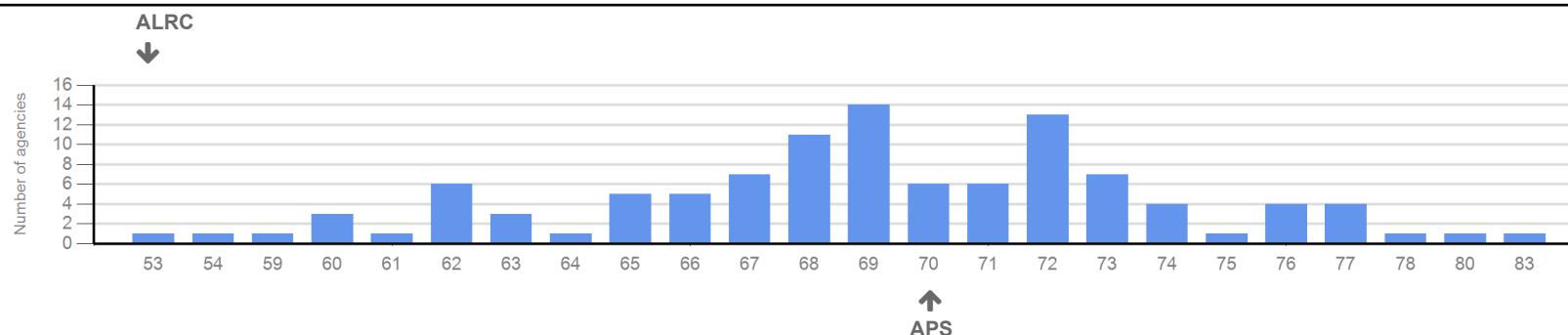
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

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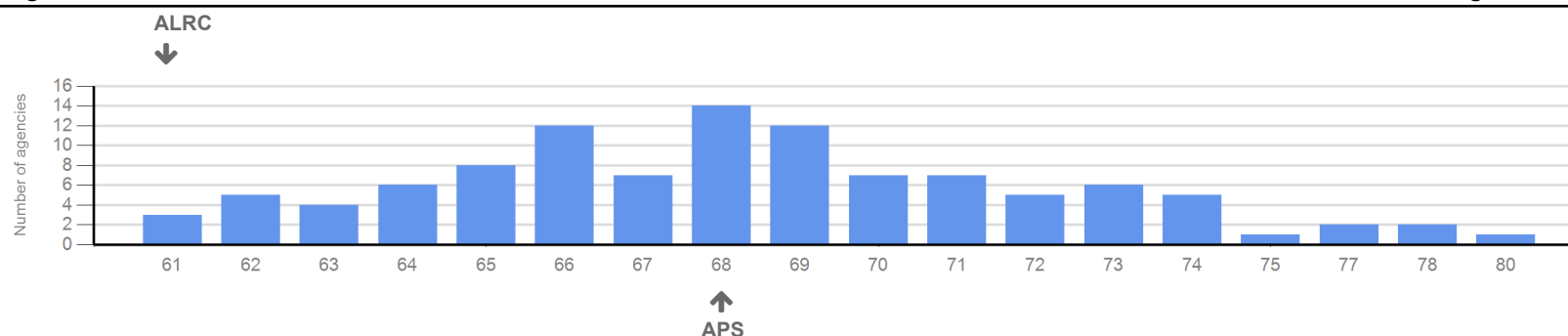
### Communication Index

Ranking : 107th of 107



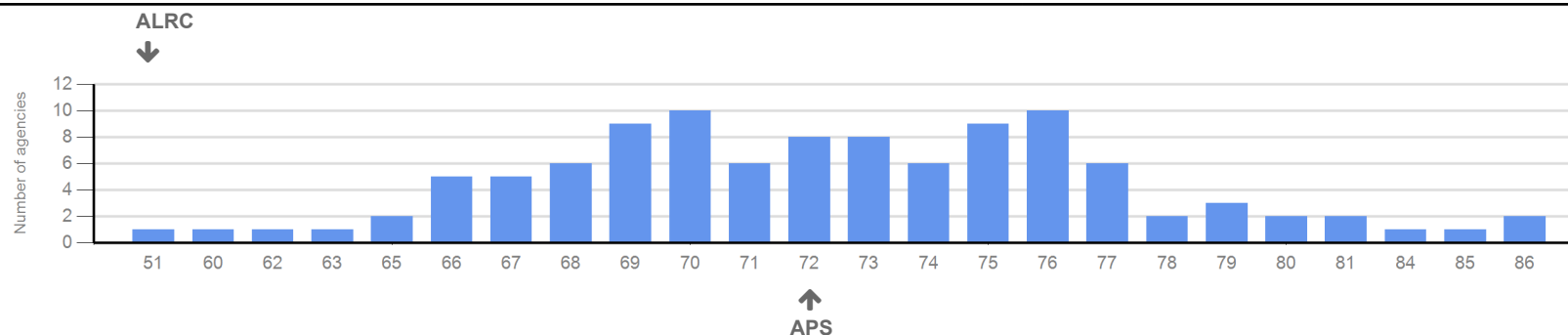
### Enabling Innovation Index

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

<b>.1</b>	I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<b>46%</b>	-20↓	-20↓	-27↓
<b>.2</b>	I am supported to use my expertise to provide frank and fearless advice	<b>54%</b>	-16↓	-16↓	-18↓
<b>.3</b>	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>			
<b>.4</b>	Where appropriate, I am able to take part in decisions that affect my job	<b>31%</b>	-41↓	-44↓	-45↓
<b>.5</b>	My workgroup has the tools and resources we need to perform well	<b>15%</b>	-44↓	-41↓	-47↓
<b>.6</b>	I think my agency cares about my health and wellbeing	<b>23%</b>	-46↓	-50↓	-53↓

# Time to take action



## Celebrate

What things do we do well?

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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?

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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:

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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.

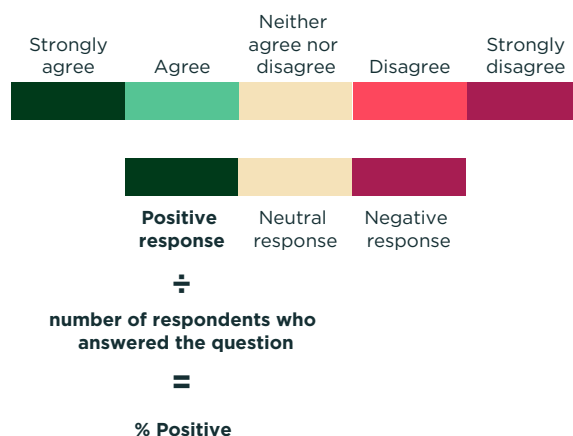
Prioritise 3 areas to take forward

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

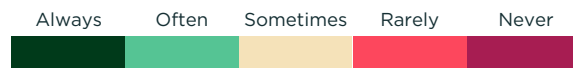
# Guide to this report

## % 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.

