

2025 APS Employee Census

5 May - 6 June

Highlights Report

TSY

Responses:

1,560 of 1,695

Response rate:

92%



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		78	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	81	12 7	81%	+1	+4	+4	+4
	I am proud to work in my agency	90	8	90%	+4	+8 ↑	+7 ↑	+7 ↑
	I would recommend my agency as a good place to work	89	8	89%	+3	+12 ↑	+9 ↑	+10 ↑
	I believe strongly in the purpose and objectives of my agency	90	9	90%	+3	+1	+1	+1
Stay	I feel a strong personal attachment to my agency	68	23 9	68%	+5 ↑	+3	+5 ↑	+3
	I feel committed to my agency's goals	87	11	87%	+2	0	0	0
Strive	I suggest ideas to improve our way of doing things	89	9	89%	-2	+3	0	+1
	I am happy to go the 'extra mile' at work when required	93		93%	-1	+3	+1	+2
	I work beyond what is required in my job to help my agency achieve its objectives	77	19	77%	-6 ↓	-1	0	0
	My agency really inspires me to do my best work every day	76	17	76%	+6 ↑	+9 ↑	+9 ↑	+10 ↑

Key

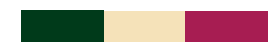


At least 5 percentage points greater than comparator



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*.

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	84	11	84%	+1	+4	+3	+4
	My supervisor can deliver difficult advice whilst maintaining relationships	81	13	81%	-1	+1	+1	+1
	My supervisor invites a range of views, including those different to their own	87	8	87%	+1	+5	+3	+4
	My supervisor encourages my team to regularly review and improve our work	84	12	84%	0	+2	+2	+2
	My supervisor is invested in my development	80	13	80%	+2	+2	+2	+2
	My supervisor ensures that my workgroup delivers on what we are responsible for	92		92%	+1	+4	+3	+3
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	78	14 9	78%	+1	-1	0	-1
	My immediate supervisor encourages me	80	15	80%	+1	+2	+1	+1
	My supervisor actively ensures that everyone can be included in workplace activities	87	8	87%	+2	+3	+2	+2
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	85	10	85%	+1	+3	+3	+3
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	76	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				0	+6 ↑	+3	+4

SES Manager	My SES manager clearly articulates the direction and priorities for our area	77	14 8	77%	-2	+6 ↑	+4	+5 ↑
	My SES manager presents convincing arguments and persuades others towards an outcome	78	16	78%	-1	+15 ↑	+8 ↑	+11 ↑
	My SES manager promotes cooperation within and between agencies	84	12	84%	+2	+15 ↑	+8 ↑	+11 ↑
	My SES manager encourages innovation and creativity	76	18	76%	0	+8 ↑	+5 ↑	+7 ↑
	My SES manager creates an environment that enables us to deliver our best	79	13 8	79%	+2	+11 ↑	+7 ↑	+9 ↑
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	86	11	86%	0	+10 ↑	+5 ↑	+7 ↑

Other similar questions

	In my agency, the SES work as a team	71	20 9	71%	+1	+12 ↑	+10 ↑	+12 ↑
	In my agency, the SES clearly articulate the direction and priorities for our agency	74	16 10	74%	0	+8 ↑	+6 ↑	+8 ↑
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	77	17	77%	+1	+8 ↑	+5 ↑	+6 ↑

Key

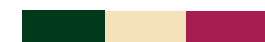


At least 5 percentage points greater than comparator



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	74	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				+1	+4	+3	+3

Communication	My supervisor communicates effectively	83	10	83%	+2	+2	+2	+2
	My SES manager communicates effectively	81	12	81%	0	+9 ↑	+6 ↑	+7 ↑
	Internal communication within my agency is effective	70	19	70%	+2	+9 ↑	+7 ↑	+8 ↑

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	17	14	69%	-3	+2	+2	+2
	Staff are consulted about change at work	53	35	13	53%	+1	+1	+1	+1
	Change is managed well in my agency	57	26	16	57%	+4	+10 ↑	+9 ↑	+11 ↑

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 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies	
					+3	+2	+2	+2	
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	88	9	88%	+3	+4	+2	+3	
	My immediate supervisor encourages me to come up with new or better ways of doing things	79	15	79%	+4	+3	+1	+1	
	People are recognised for coming up with new and innovative ways of working	72	19	9	72%	+6⬆	+8⬆	+8⬆	+9⬆
	My agency inspires me to come up with new or better ways of doing things	62	27	11	62%	+9⬆	+3	+5⬆	+5⬆
	My agency recognises and supports the notion that failure is a part of innovation	49	30	21	49%	+11⬆	-2	+2	+1

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	75	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
					+3	+3	+3	+3

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	78	15	78%	+7 ↑	+6 ↑	+5 ↑	+5 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	75	18	75%	+9 ↑	+5 ↑	+5 ↑	+5 ↑
	My agency does a good job of promoting health and wellbeing	75	18	75%	+9 ↑	+5 ↑	+5 ↑	+5 ↑
	I think my agency cares about my health and wellbeing	76	16	76%	+6 ↑	+8 ↑	+7 ↑	+7 ↑
	I believe my immediate supervisor cares about my health and wellbeing	91		91%	+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%	+4	+2	+1	+1
	I receive the respect I deserve from my colleagues at work	85	12		85%	+1	+4	+3	+3
	My agency supports and actively promotes an inclusive workplace culture	87	9		87%	+3	+4	+2	+2

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>	16%	+2	+4	+3	+3
Very good	<div></div>	39%	+3	+4	+3	+3
Good	<div></div>	34%	-1	-3	-2	-2
Fair	<div></div>	9%	-4	-4	-4	-3
Poor	<div></div>	3%	-1	0	0	0
What best describes your current workload?						
Well above capacity - too much work	<div></div>	10%	-9⬇️	-6⬇️	-6⬇️	-6⬇️
Slightly above capacity - lots of work to do	<div></div>	35%	-5⬇️	-4	-3	-3
At capacity - about the right amount of work to do	<div></div>	41%	+9⬆️	+4	+6⬆️	+6⬆️
Slightly below capacity - available for more work	<div></div>	10%	+4	+4	+2	+3
Well below capacity - not enough work	<div></div>	3%	+2	+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 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%	-1	-2	-1	-1
Often	<div></div>	20%	-3	-3	-2	-2
Sometimes	<div></div>	53%	+2	+3	+2	+2
Rarely	<div></div>	22%	+1	+2	+1	+1
Never	<div></div>	2%	+1	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent	<div></div>	4%	-1	-3	-2	-2
To a large extent	<div></div>	14%	-3	-6 ↓	-4	-4
Somewhat	<div></div>	39%	0	-1	0	0
To a small extent	<div></div>	29%	0	+5 ↑	+2	+3
To a very small extent	<div></div>	15%	+3	+5 ↑	+3	+3
I feel burned out by my work						
Strongly agree	<div></div>	5%	-3	-2	-2	-2
Agree	<div></div>	18%	-4	-3	-2	-2
Neither agree nor disagree	<div></div>	30%	+1	-3	-1	-1
Disagree	<div></div>	37%	+3	+6 ↑	+3	+4
Strongly disagree	<div></div>	10%	+3	+2	+2	+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 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	91	91%	+3	+5 ⬆	+3	+3
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		12%	+2	0	-1	-1
Flexible hours of work		23%	+5 ⬆	-8 ⬇	-4	-7 ⬇
Compressed work week		5%	+1	0	0	-1
Job sharing		1%	0	+1	+1	+1
Working away from the office/working from home		72%	+6 ⬆	+5 ⬆	0	-1
None of the above		18%	-6 ⬇	-2	0	+1
Working away from the office						
All of the time		3%	+1	-4	-6 ⬇	-6 ⬇
Some of the time as a regular arrangement		55%	+6 ⬆	+3	+1	-1
Only on an irregular basis		14%	0	+6 ⬆	+5 ⬆	+5 ⬆
None of the time		28%	-6 ⬇	-5 ⬇	0	+1
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>78</div><div>15</div><div>8</div></div>	78%	+4	+8⬆	+7⬆	+7⬆
The people in my workgroup demonstrate stewardship	<div><div>81</div><div>14</div><div>5</div></div>	81%	-1	+4	+2	+3
The culture in my agency supports people to act with integrity	<div><div>89</div><div>8</div><div>3</div></div>	89%	+4	+7⬆	+6⬆	+7⬆
I believe strongly in the purpose and objectives of the APS	<div><div>92</div><div>7</div><div>1</div></div>	92%	+4	+3	+3	+3
I feel a strong personal attachment to the APS	<div><div>71</div><div>22</div><div>7</div></div>	71%	+4	+3	+3	+4
My workgroup considers the people and businesses affected by what we do	<div><div>89</div><div>7</div><div>4</div></div>	89%	+1	+5⬆	+3	+3
The people in my workgroup value others' individual skills and talents	<div><div>88</div><div>7</div><div>5</div></div>	88%	-	+5⬆	+4	+4
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>7</div><div>1</div></div>	92%	-	+3	+2	+2
The people in my workgroup are able to bring up problems and tough issues	<div><div>84</div><div>10</div><div>6</div></div>	84%	0	+4	+3	+3
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>73</div><div>17</div><div>10</div></div>	73%	-	+6⬆	+2	+2

Key



At least 5 percentage points greater than comparator









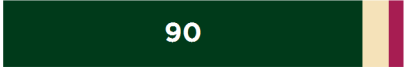




At least 5 percentage points less than comparator

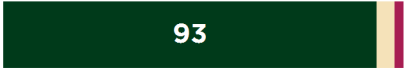






Positive Neutral Negative



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	77 	77%	+1	+9 	+5 	+6 
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	82 	82%	+2	+16 	+6 	+10 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	90 	90%	+2	+5 	+3	+3
I am satisfied with the stability and security of my job	89 	89%	-3	+3	+3	+4

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	93 	93%	+2	+1	+2	+1
I am clear what my duties and responsibilities are	85 	85%	+6 	+1	+2	+2
I have a choice in deciding how I do my work	76 	76%	+3	+8 	+2	+2
Where appropriate, I am able to take part in decisions that affect my job	78 	78%	-1	+6 	+4	+4

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

Excellent	<div><div></div></div>	24%	-10⬇️	0	0	-1
Very good	<div><div></div></div>	59%	+8⬆️	+3	+2	+2
Average	<div><div></div></div>	14%	+2	-2	-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>82</div><div>11</div><div></div></div>	82%	0	+4	+3	+2
My workgroup has the tools and resources we need to perform well	<div><div>70</div><div>17</div><div>14</div></div>	70%	0	+10⬆️	+10⬆️	+11⬆️
The people in my workgroup use time and resources efficiently	<div><div>77</div><div>15</div><div>9</div></div>	77%	-3	+2	+2	+2
My job gives me opportunities to utilise my skills	<div><div>84</div><div>8</div><div>7</div></div>	84%	-2	+5⬆️	+4	+4
During the last 12 months, the formal learning I have accessed has improved my performance	<div><div>53</div><div>31</div><div>16</div></div>	53%	-2	-6⬇️	-4	-4

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>	9%	-2	0	0	0
I want to leave my position within the next 12 months	<div></div>	31%	+1	+10 ⬆	+6 ⬆	+8 ⬆
I want to stay working in my position for the next one to two years	<div></div>	45%	-1	+6 ⬆	+2	+2
I want to stay working in my position for at least the next three years	<div></div>	15%	+2	-16 ⬇	-7 ⬇	-11 ⬇
What best describes your plans involved with leaving your current position?						
I am planning to retire	<div></div>	1%	0	-4	-2	-2
I am pursuing another position within my agency	<div></div>	49%	+2	+4	+7 ⬆	+7 ⬆
I am pursuing a position in another agency	<div></div>	23%	0	-2	-5 ⬇	-4
I am pursuing work outside the APS	<div></div>	11%	+2	+3	+3	+2
It is the end of my non-ongoing, casual or contracted employment	<div></div>	2%	-2	0	0	-1
Other	<div></div>	13%	-2	-1	-3	-3

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 am looking to further my skills in another area	<div></div>	20%	-	-	-	-
I wish to pursue a promotion opportunity	<div></div>	18%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	<div></div>	13%	-	-	-	-
I have achieved all I can in my current position	<div></div>	9%	-	-	-	-
There are a lack of future career opportunities in my agency	<div></div>	6%	-	-	-	-

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>	6%	-3	-2	-2	-1
No	<div></div>	94%	+3	+2	+2	+1
Did this discrimination occur in your current agency?						
Yes	<div></div>	91%	-3	-3	-3	-3
No	<div></div>	9%	+3	+3	+3	+3
The discrimination came from: [Multiple Response]						
Within my agency	<div></div>	92%	-	-1	-2	-2
Another agency	<div></div>	4%	-	0	-1	-1
A customer, stakeholder or member of the public	<div></div>	2%	-	-6⬇️	-4	-4
Other	<div></div>	5%	-	+1	+2	+2
Did you report the discrimination?						
I reported the discrimination in accordance with my agency's policies and procedures	<div></div>	9%	-	-9⬇️	-6⬇️	-7⬇️
It was reported by someone else	<div></div>	7%	-	+3	+3	+3
I did not report the discrimination	<div></div>	83%	-	+6⬆️	+3	+4
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>	6%	-2	-4	-3	-3
No	<div></div>	91%	+4	+5	+4	+4
Not sure	<div></div>	4%	-2	-1	-1	-1
Types of bullying or harassment experienced (3 highest responses):						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	<div></div>	55%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	<div></div>	40%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	<div></div>	34%	-	-	-	-
Did you report the bullying or harassment?						
I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	31%	+2	-6	-2	-3
It was reported by someone else	<div></div>	7%	+2	0	0	0
I did not report the behaviour	<div></div>	62%	-4	+7	+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 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>	1%	0	-1	-1	-1
No	<div></div>	97%	+1	+4	+3	+3
Not sure	<div></div>	2%	0	-2	-1	-1
Prefer not to answer	<div></div>	1%	0	-1	-1	-1
Which of the following reflects the conduct you witnessed? [Multiple Response]						
Adversely affecting the honesty or impartiality of a public official	<div></div>	64%	-	-	-	-
Abuse of office	<div></div>	45%	-	-	-	-
Misuse of information or documents	<div></div>	45%	-	-	-	-
A breach of public trust	<div></div>	27%	-	-	-	-
Did you report the conduct?						
I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	36%	+11 ⬆	+11 ⬆	+13 ⬆	+13 ⬆
It was reported by someone else	<div></div>	18%	+18 ⬆	+1	+3	+2
I did not report the behaviour	<div></div>	45%	-30 ⬇	-12 ⬇	-17 ⬇	-15 ⬇

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	45%
Woman or female	51%
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	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	10%
No	90%

Do you have carer responsibilities?	Responses
Yes	36%
No	64%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	12%
No	88%

Do you identify as culturally or linguistically diverse?	Responses
Yes	32%
No	68%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	74%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	19%
North-West European (excluding Anglo-European)	4%
Southern and Eastern European	7%
South-East Asian	13%
North-East Asian	8%
Southern and Central Asian	6%
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	8%
No	78%
Maybe	11%
I am unsure what neurodivergent means	2%

Agency position



Agency position

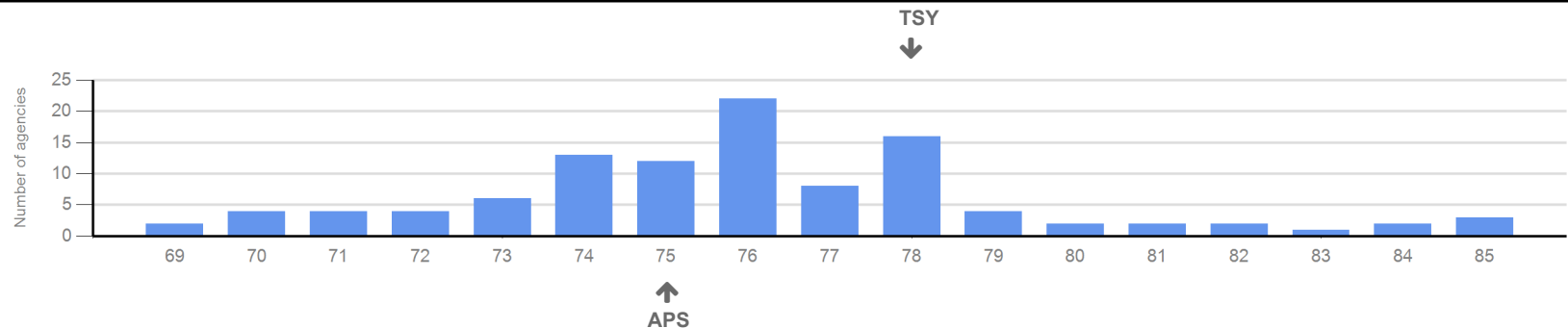
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

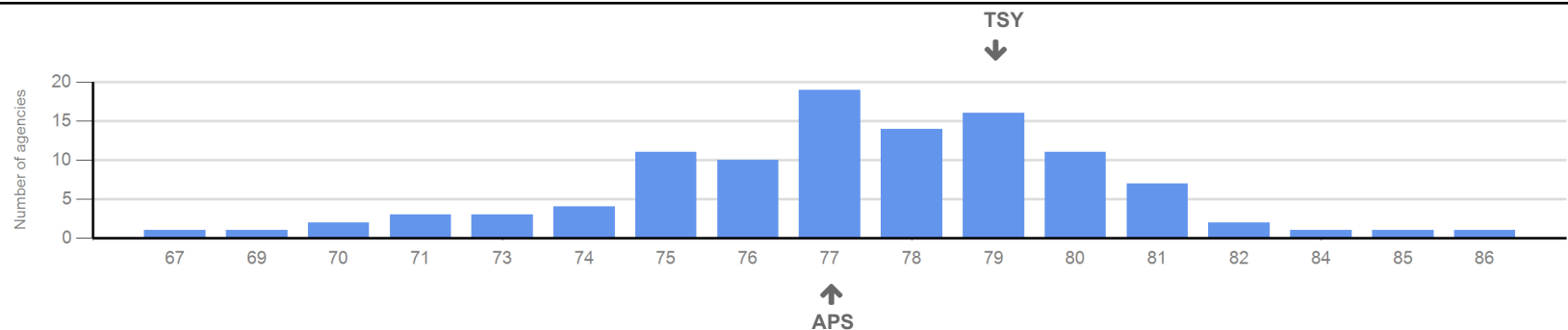
Employee Engagement Index

Ranking : 27th of 107



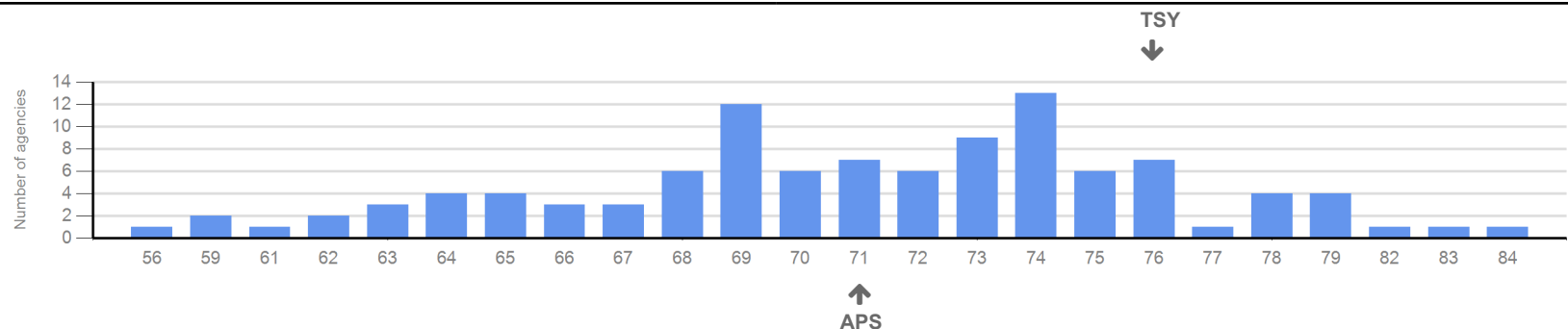
Immediate Supervisor Index

Ranking : 33rd of 107



SES Manager Index

Ranking : 13th of 107



Agency position



Agency position

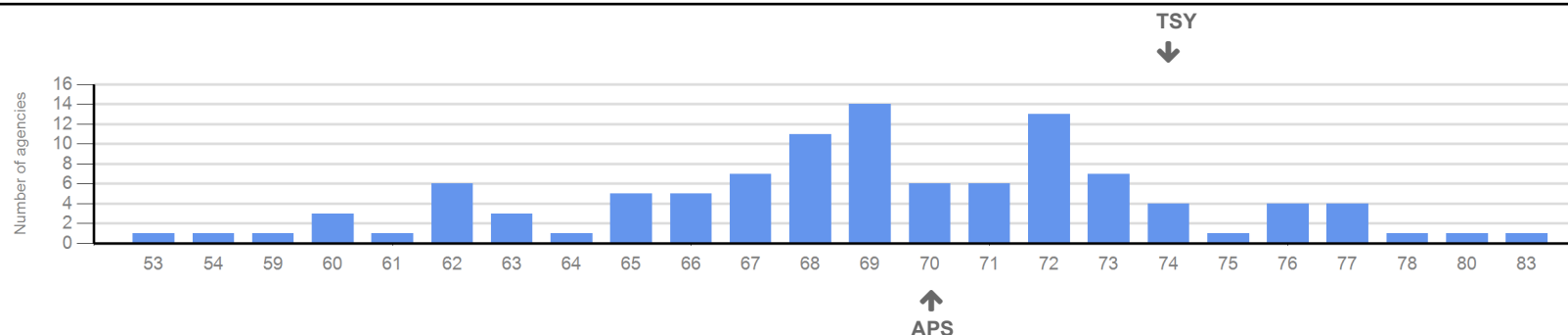
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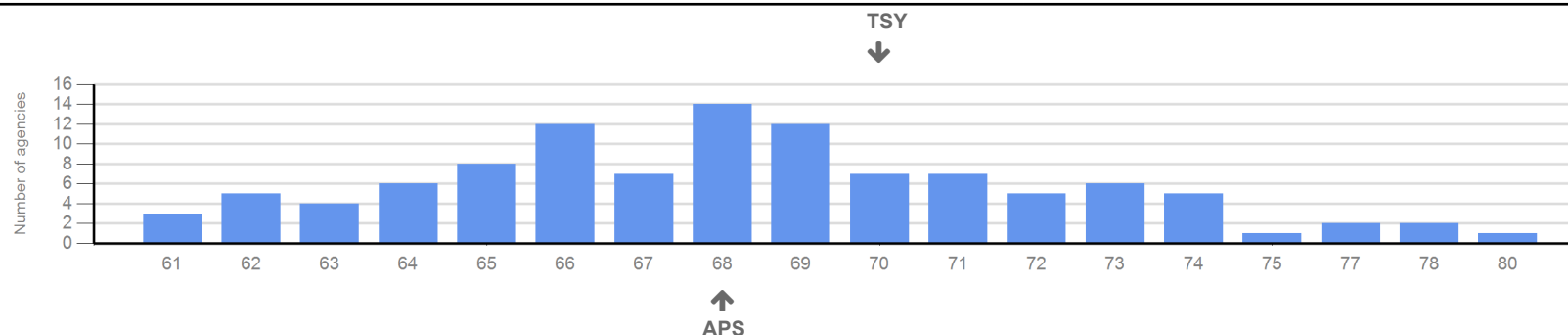
Communication Index

Ranking : 16th of 107



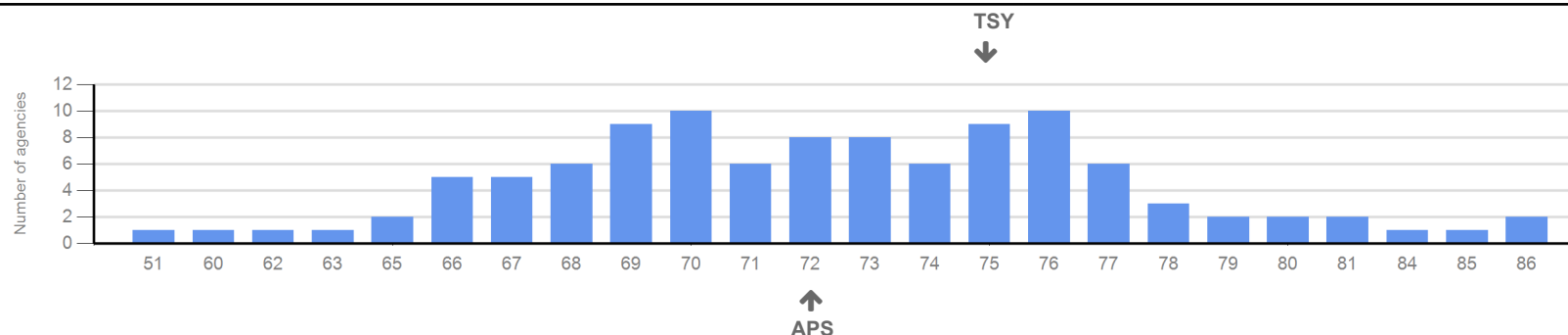
Enabling Innovation Index

Ranking : 36th of 107



Wellbeing Policies and Support Index

Ranking : 38th 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	62%	+9↑	+3	+5↑	+5↑
.2	The culture in my agency supports people to act with integrity	89%	+4	+7↑	+6↑	+7↑
.3	I am supported to use my expertise to provide frank and fearless advice	78%	+4	+8↑	+7↑	+7↑
.4	Where appropriate, I am able to take part in decisions that affect my job	78%	-1	+6↑	+4	+4
.5	The people in my workgroup value others' individual skills and talents	88%	-	+5↑	+4	+4
.6	I am satisfied with the recognition I receive for doing a good job	77%	+1	+9↑	+5↑	+6↑

TSY specific questions

	Response scale	% Positive	Variance from 2024
The Treasury is inclusive towards staff who identify as LGBTQI+	85 14	85%	+3
The Treasury actively addresses barriers to the recruitment, retention and progression of women	69 25	69%	+7 ⬆
The Treasury is inclusive towards Aboriginal and Torres Strait Islander staff	66 30	66%	+2
The Treasury is inclusive towards staff with disability	68 27	68%	+6 ⬆
The Treasury is inclusive towards staff from culturally and linguistically diverse backgrounds	76 19	76%	+5 ⬆
Canberra and State offices work together cohesively to deliver on Treasury's purpose and priorities	76 17 7	76%	+9 ⬆
Treasury's staff work together collaboratively across Groups and Divisions as needed	75 17 8	75%	0
The Treasury listens to and works well with external stakeholders when developing policies and programs	73 22	73%	+4
The Treasury communicates organisational matters and decisions openly and transparently to staff	65 22 13	65%	0
The Treasury encourages and supports staff to challenge traditional thinking	52 31 17	52%	+2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



TSY specific questions

	Response scale	% Positive	Variance from 2024
I understand what behaving with integrity means to my role in the Treasury	96	96%	+2
The Treasury's focus on security is appropriate and proportionate to its operating environment	89	89%	+2
Compared to 12 months ago, I feel my levels of stress have increased	37 32 30	37%	+5 ⬆
My SES manager gives their time to identify and develop talented people	59 27 14	59%	+2
I see a future career for me in the Treasury	68 20 12	68%	0

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.

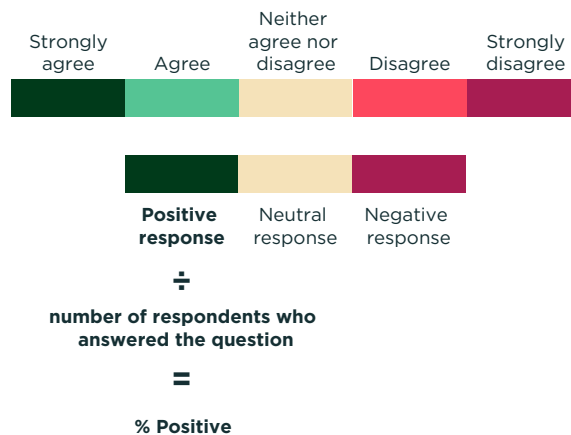
Prioritise 3 areas to take forward

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

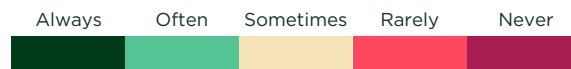
Guide to this report

% 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.

