

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.



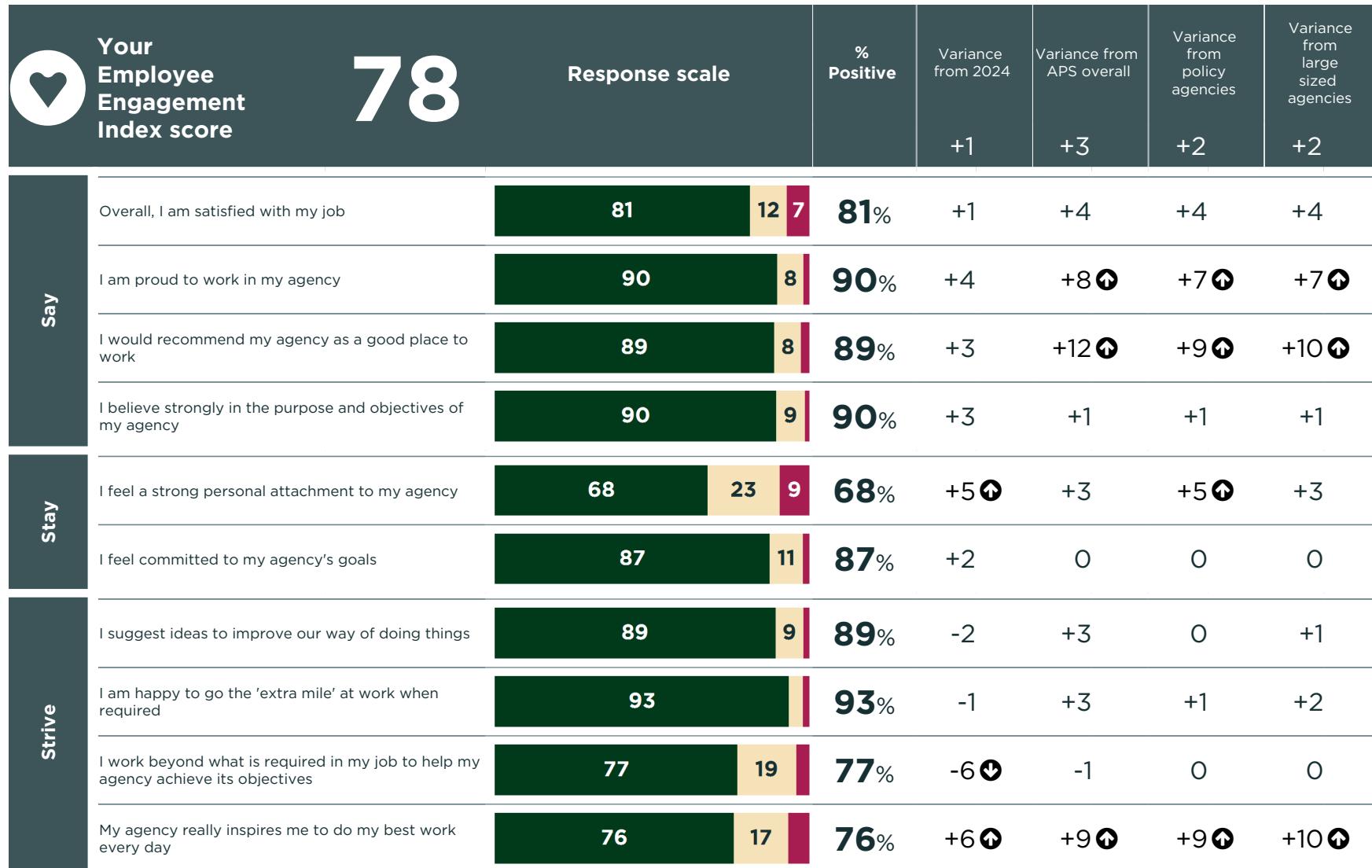
Generally a difference of -/+ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

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.



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

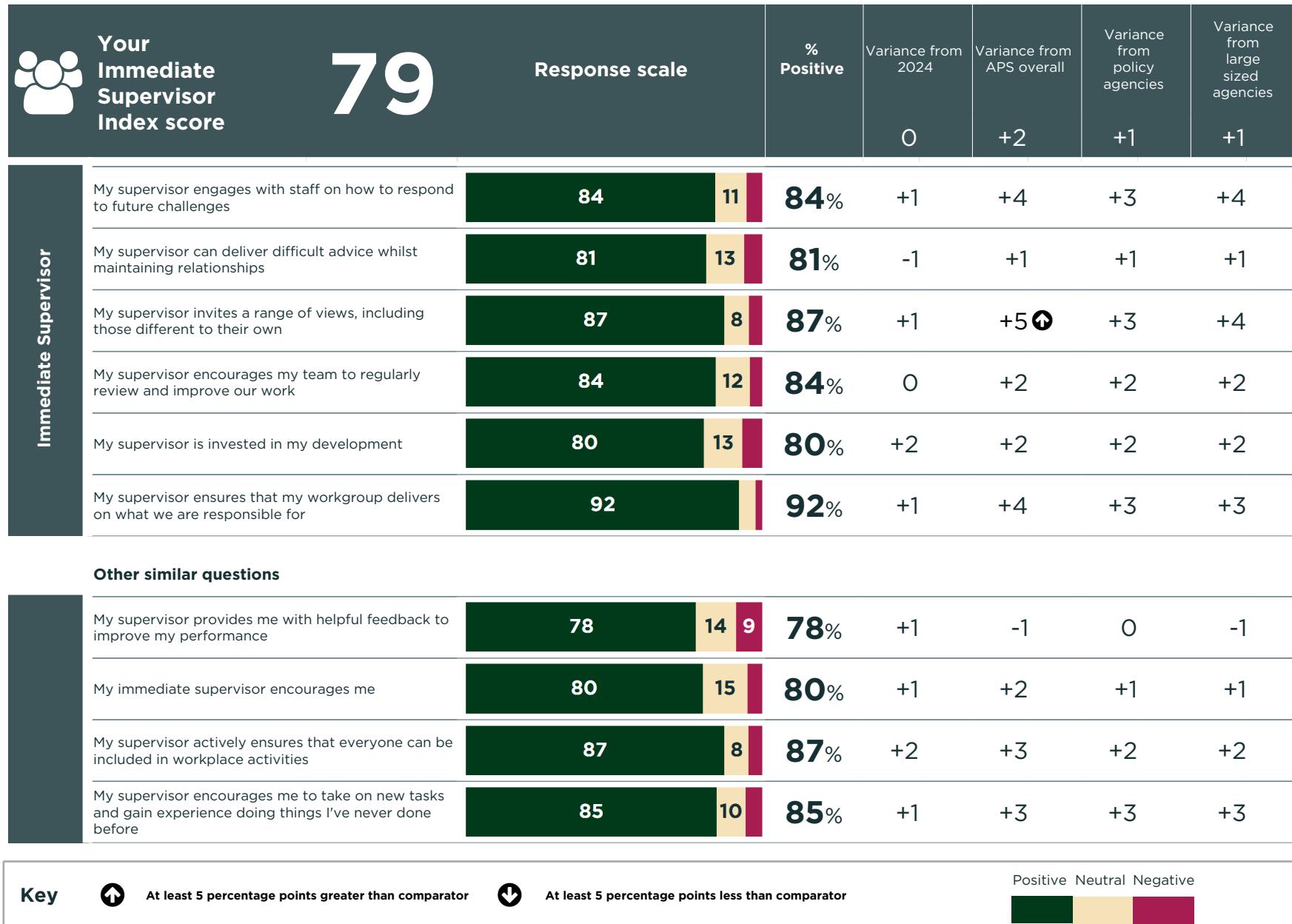


Leadership - Immediate Supervisor



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*.

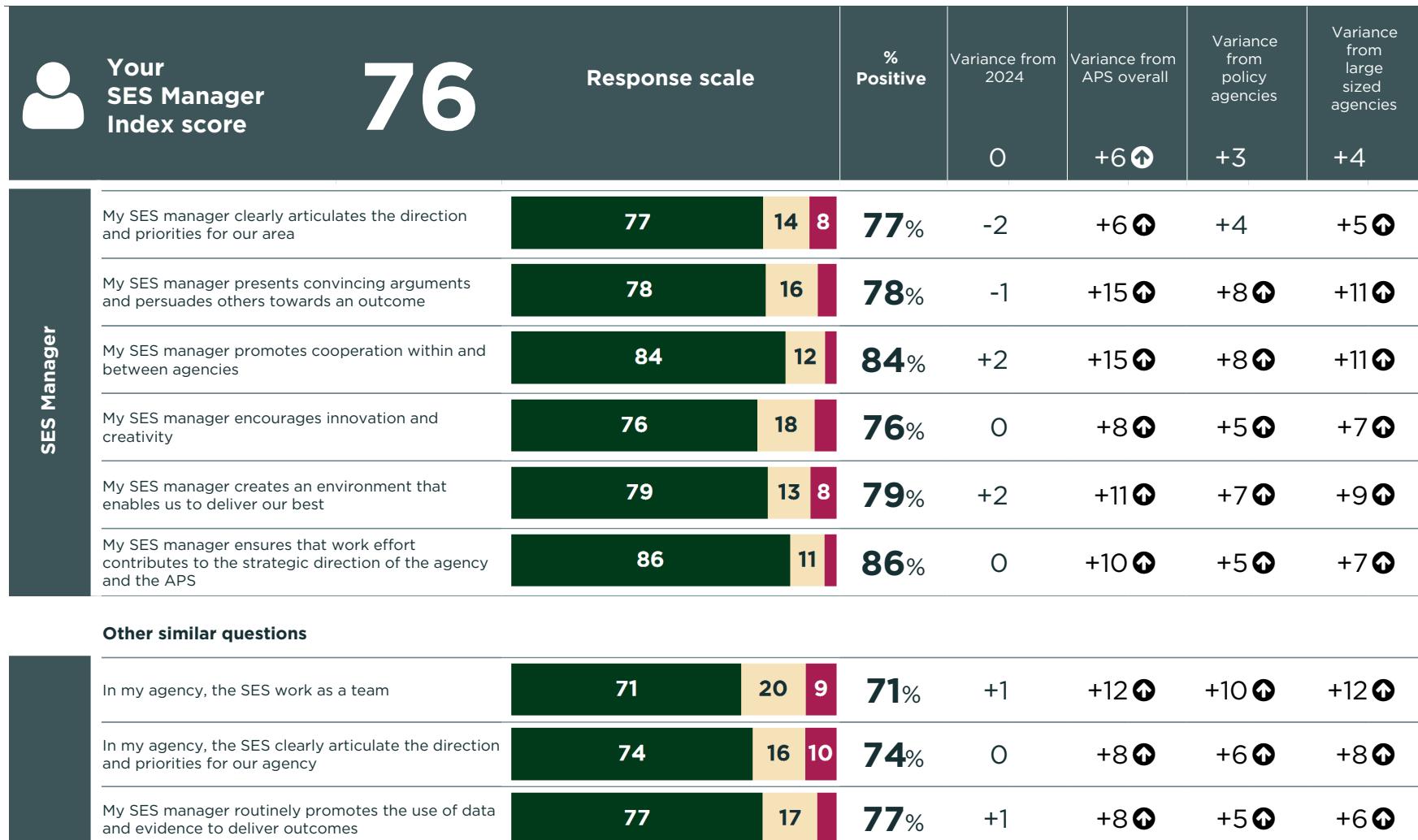


Leadership - SES Manager



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*.



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

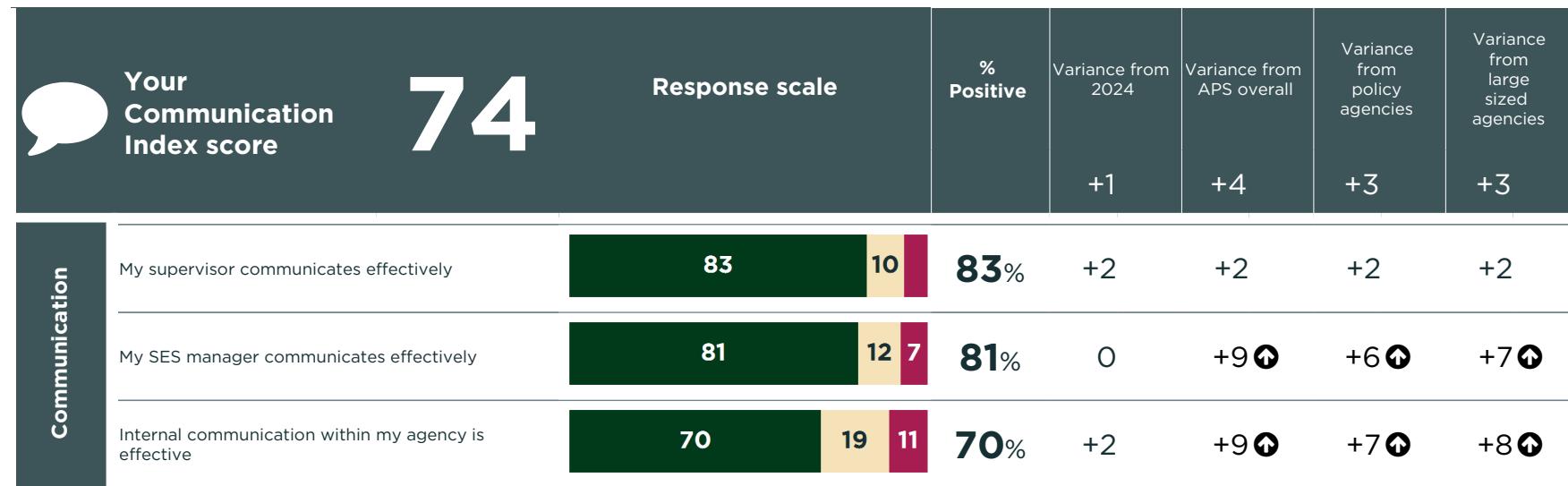


Communication and change



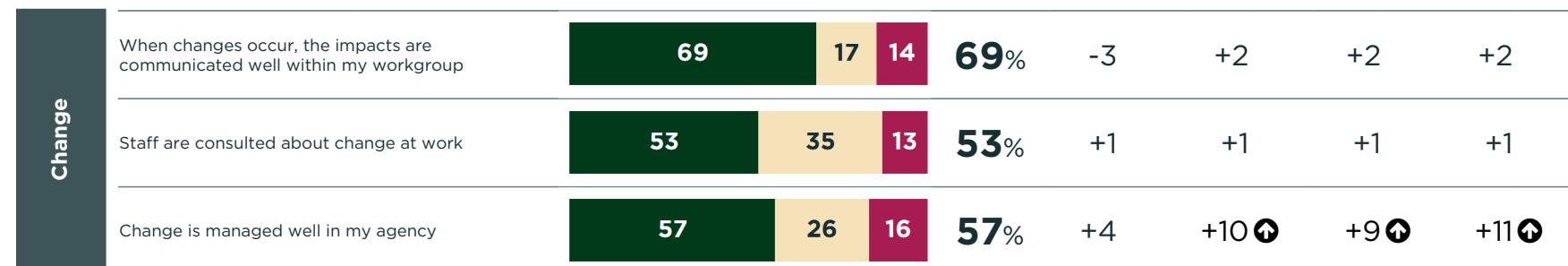
Communication

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

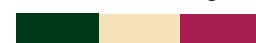


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

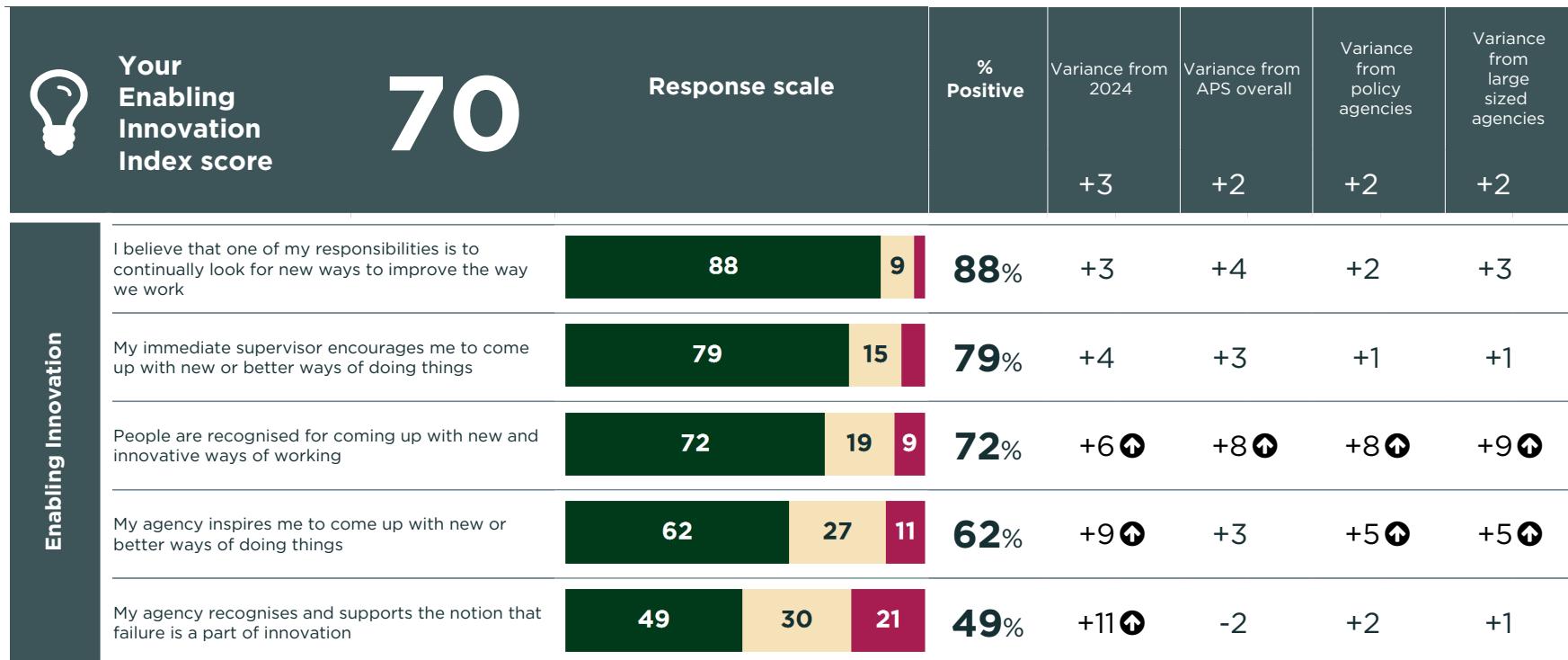


Enabling Innovation



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

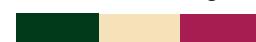


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

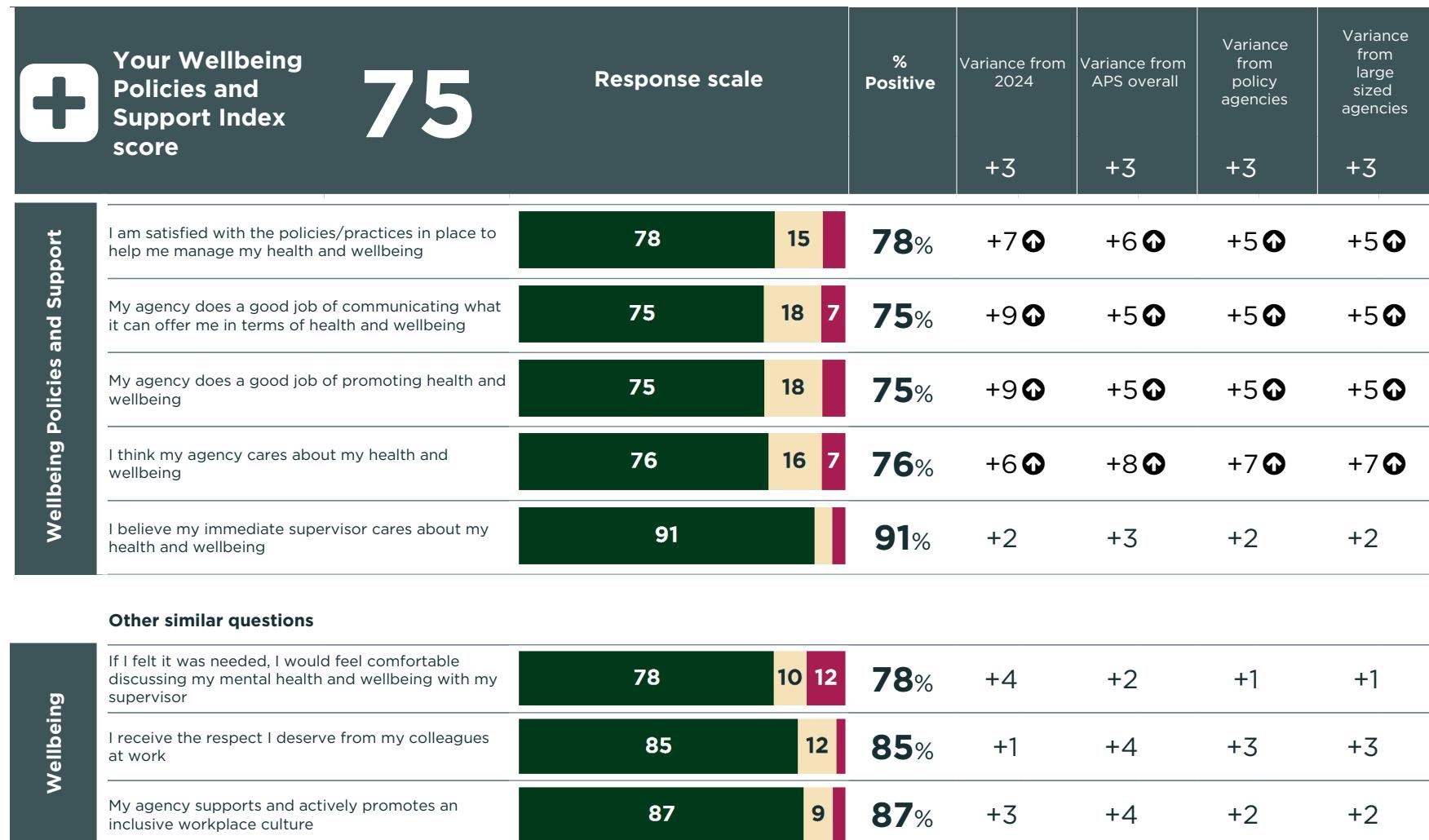


Wellbeing Policies and Support



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 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
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In general, would you say that your health is:

Excellent		16%	+2	+4	+3	+3
Very good		39%	+3	+4	+3	+3
Good		34%	-1	-3	-2	-2
Fair		9%	-4	-4	-4	-3
Poor		3%	-1	0	0	0

What best describes your current workload?

Well above capacity - too much work		10%	-9 	-6 	-6 	-6 
Slightly above capacity - lots of work to do		35%	-5 	-4	-3	-3
At capacity - about the right amount of work to do		41%	+9 	+4	+6 	+6 
Slightly below capacity - available for more work		10%	+4	+4	+2	+3
Well below capacity - not enough work		3%	+2	+1	+1	+1

Key

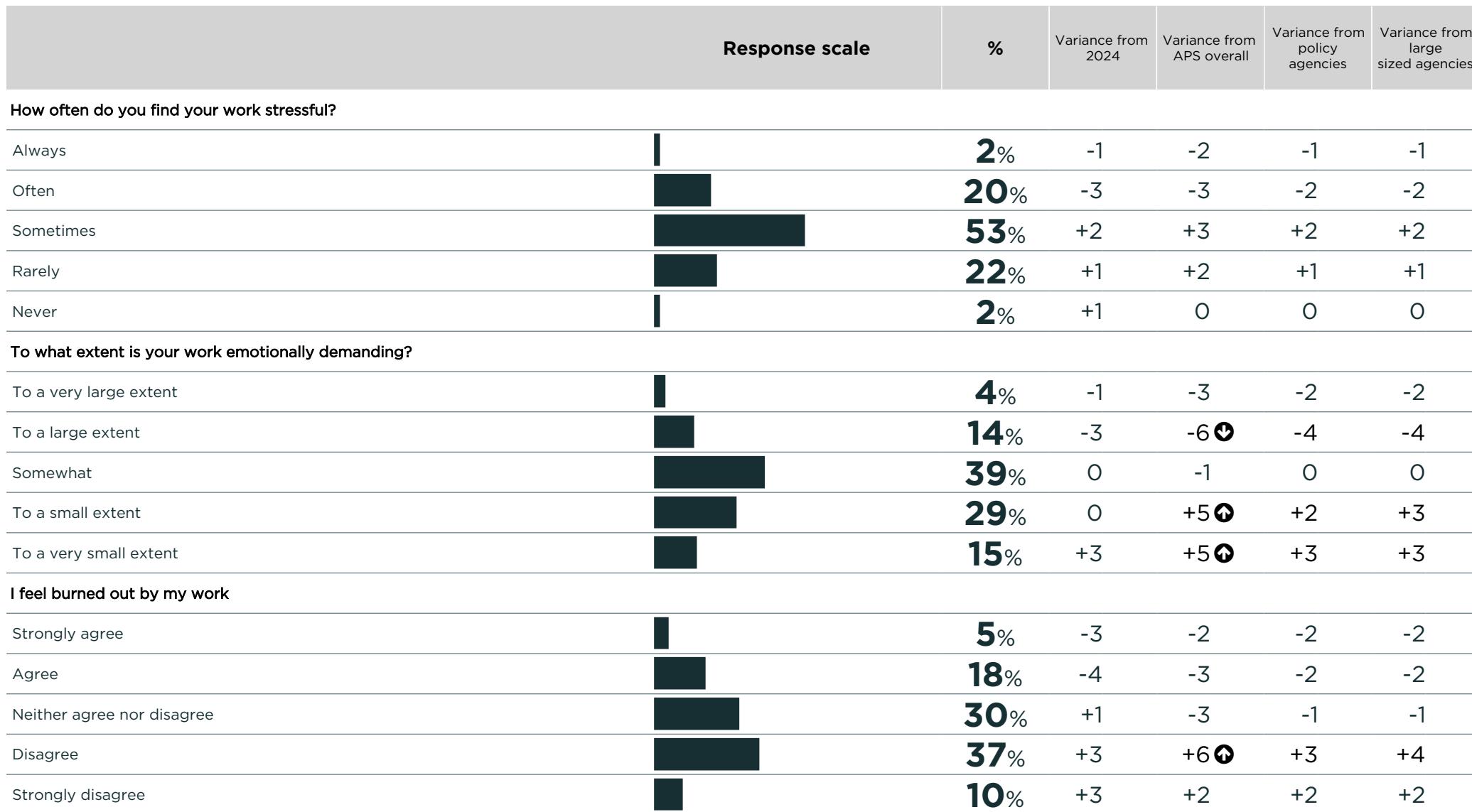


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing



Key

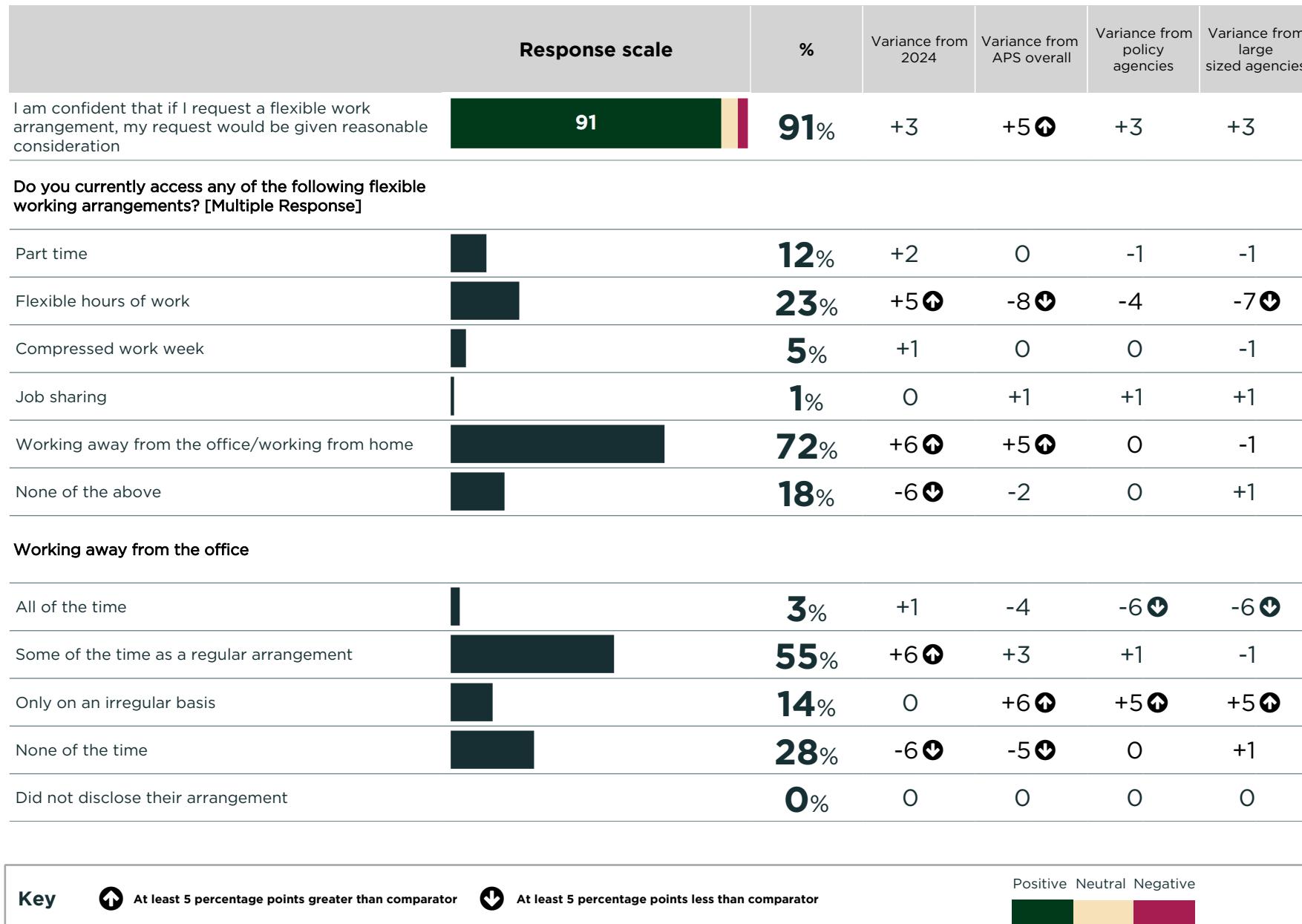


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



Working in the APS

	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	78	15 8	78%	+4	+8 ↑	+7 ↑
The people in my workgroup demonstrate stewardship	81	14	81%	-1	+4	+2
The culture in my agency supports people to act with integrity	89	8	89%	+4	+7 ↑	+6 ↑
I believe strongly in the purpose and objectives of the APS	92	1	92%	+4	+3	+3
I feel a strong personal attachment to the APS	71	22	71%	+4	+3	+4
My workgroup considers the people and businesses affected by what we do	89	7	89%	+1	+5 ↑	+3
The people in my workgroup value others' individual skills and talents	88	7	88%	-	+5 ↑	+4
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	92	1	92%	-	+3	+2
The people in my workgroup are able to bring up problems and tough issues	84	10	84%	0	+4	+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)	73	17 10	73%	-	+6 ↑	+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		24%	-10 	0	0	-1
Very good		59%	+8 	+3	+2	+2
Average		14%	+2	-2	-1	-1
Below average		2%	0	0	0	0
Well below average		1%	0	0	0	0

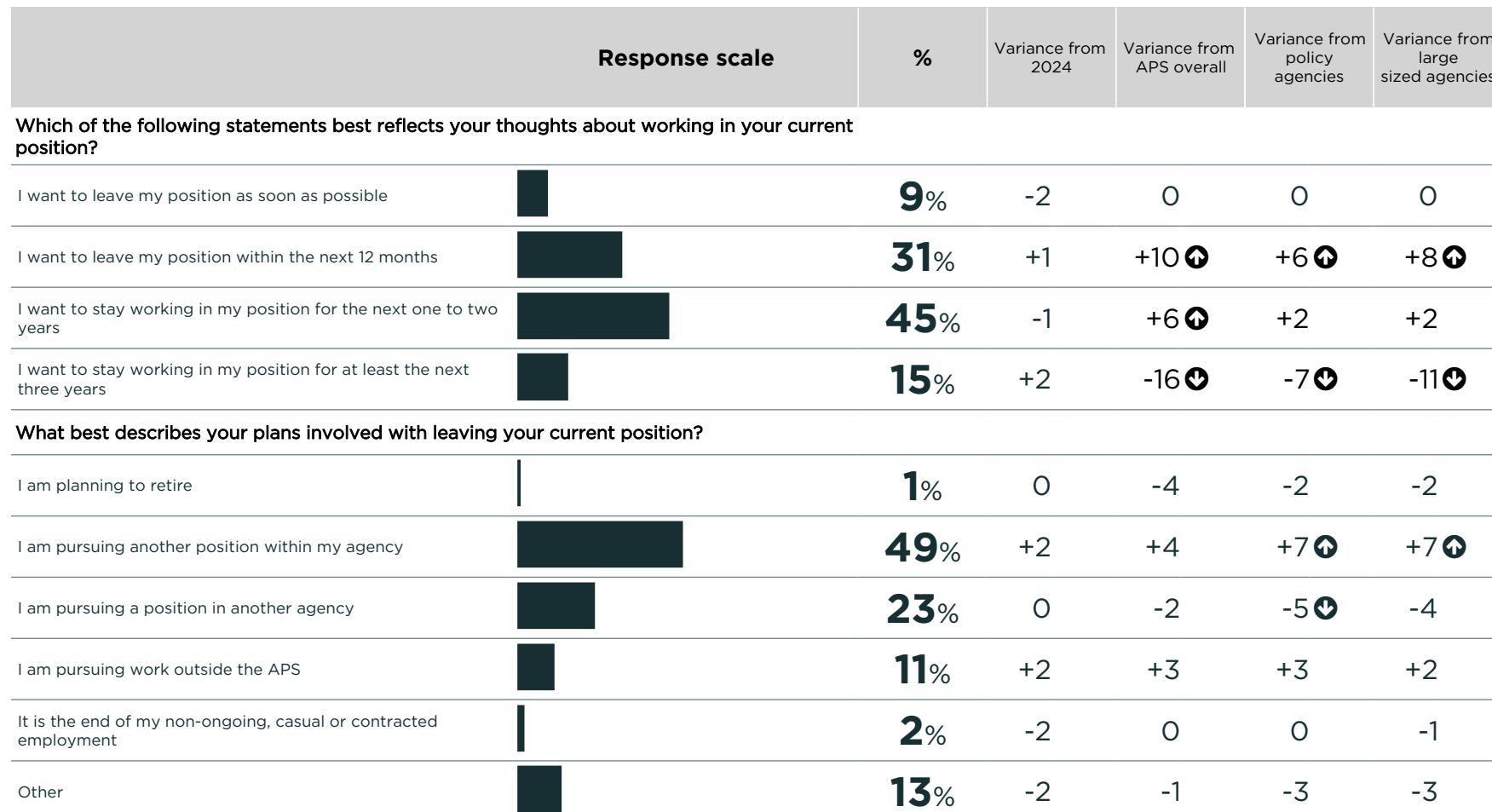
	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	 82 11 11	82%	0	+4	+3	+2
My workgroup has the tools and resources we need to perform well	 70 17 14	70%	0	+10 	+10 	+11 
The people in my workgroup use time and resources efficiently	 77 15 9	77%	-3	+2	+2	+2
My job gives me opportunities to utilise my skills	 84 8 7	84%	-2	+5 	+4	+4
During the last 12 months, the formal learning I have accessed has improved my performance	 53 31 16	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.



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		20%	-	-	-	-
I wish to pursue a promotion opportunity		18%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		13%	-	-	-	-
I have achieved all I can in my current position		9%	-	-	-	-
There are a lack of future career opportunities in my agency		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 style="width: 5%;"></div>	6%	-3	-2	-2	-1
No	<div style="width: 94%;"></div>	94%	+3	+2	+2	+1
Did this discrimination occur in your current agency?						
Yes	<div style="width: 91%;"></div>	91%	-3	-3	-3	-3
No	<div style="width: 9%;"></div>	9%	+3	+3	+3	+3
The discrimination came from: [Multiple Response]						
Within my agency	<div style="width: 92%;"></div>	92%	-	-1	-2	-2
Another agency	<div style="width: 4%;"></div>	4%	-	0	-1	-1
A customer, stakeholder or member of the public	<div style="width: 2%;"></div>	2%	-	-6	-4	-4
Other	<div style="width: 5%;"></div>	5%	-	+1	+2	+2
Did you report the discrimination?						
I reported the discrimination in accordance with my agency's policies and procedures	<div style="width: 9%;"></div>	9%	-	-9	-6	-7
It was reported by someone else	<div style="width: 7%;"></div>	7%	-	+3	+3	+3
I did not report the discrimination	<div style="width: 83%;"></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		6%	-2	-4	-3	-3
No		91%	+4	+5	+4	+4
Not sure		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)		55%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		40%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		34%	-	-	-	-

Did you report the bullying or harassment?

I reported the behaviour in accordance with my agency's policies and procedures		31%	+2	-6	-2	-3
It was reported by someone else		7%	+2	0	0	0
I did not report the behaviour		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	1%	0	-1	-1	-1
No	97%	+1	+4	+3	+3
Not sure	2%	0	-2	-1	-1
Prefer not to answer	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	64%	-	-	-	-
Abuse of office	45%	-	-	-	-
Misuse of information or documents	45%	-	-	-	-
A breach of public trust	27%	-	-	-	-

Did you report the conduct?

I reported the behaviour in accordance with my agency's policies and procedures	36%	+11	+11	+13	+13
It was reported by someone else	18%	+18	+1	+3	+2
I did not report the behaviour	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

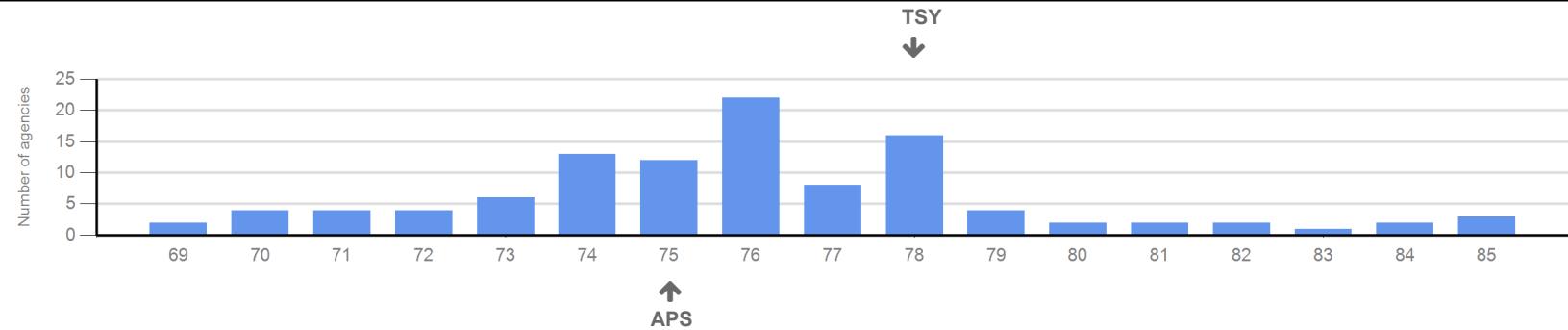
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

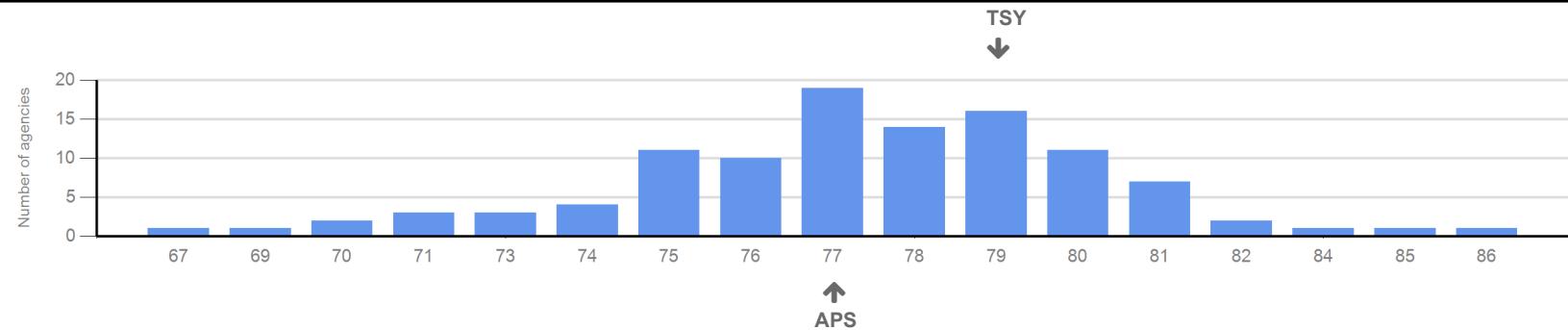
Employee Engagement Index

Ranking : 27th of 107



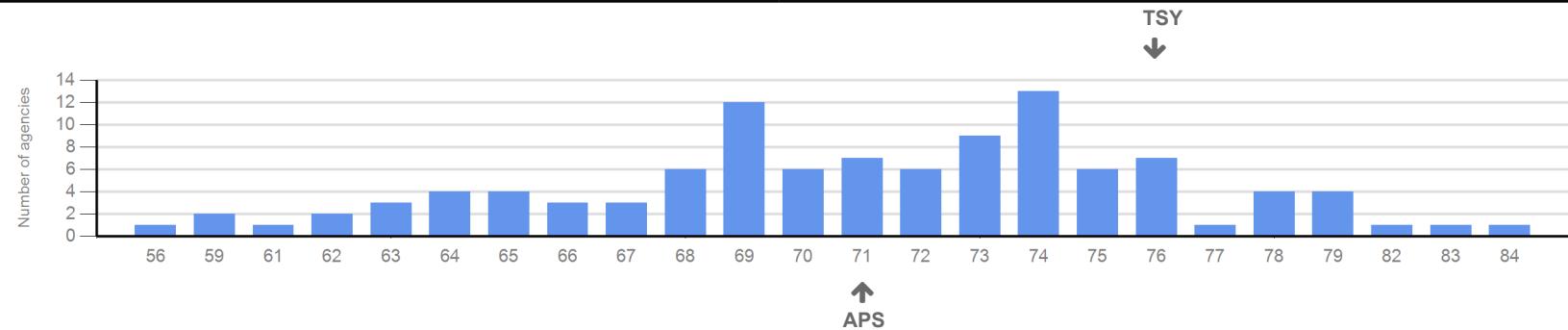
Immediate Supervisor Index

Ranking : 33rd of 107



SES Manager Index

Ranking : 13th of 107



Agency position



Agency position

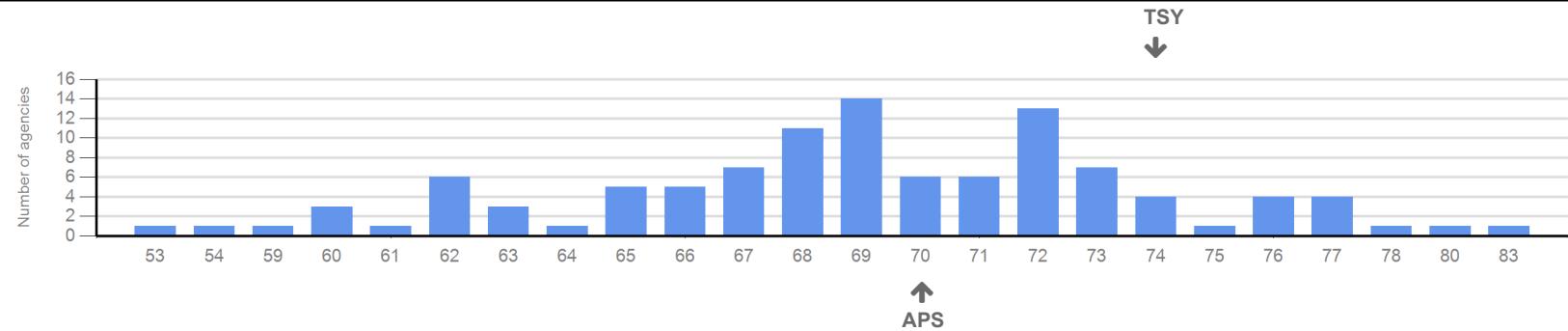
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Communication Index

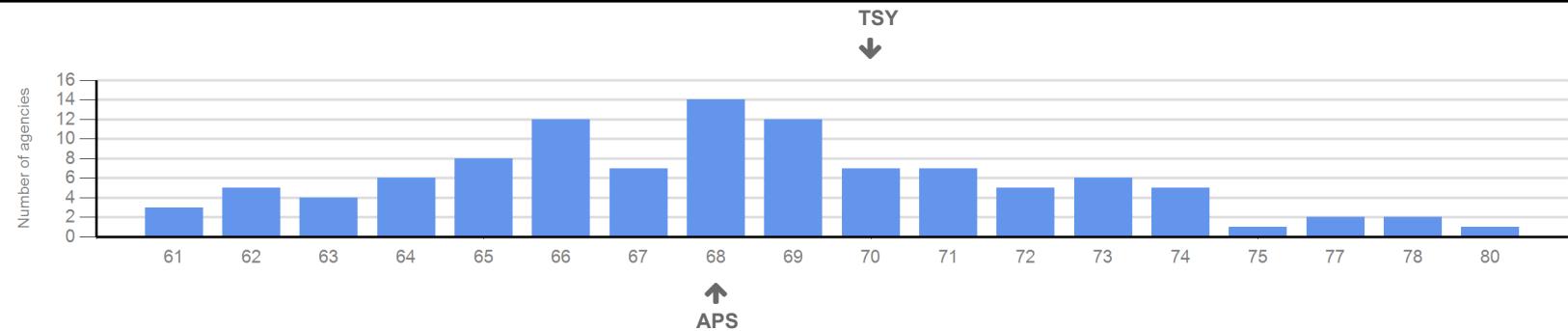
Ranking : 16th of 107



TSY
↓

Enabling Innovation Index

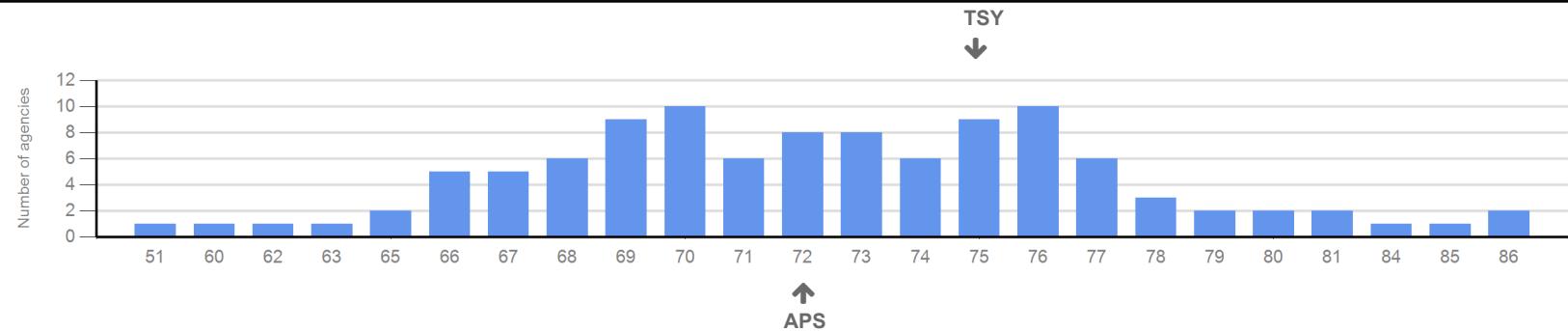
Ranking : 36th of 107



TSY
↓

Wellbeing Policies and Support Index

Ranking : 38th of 107



TSY
↓

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.

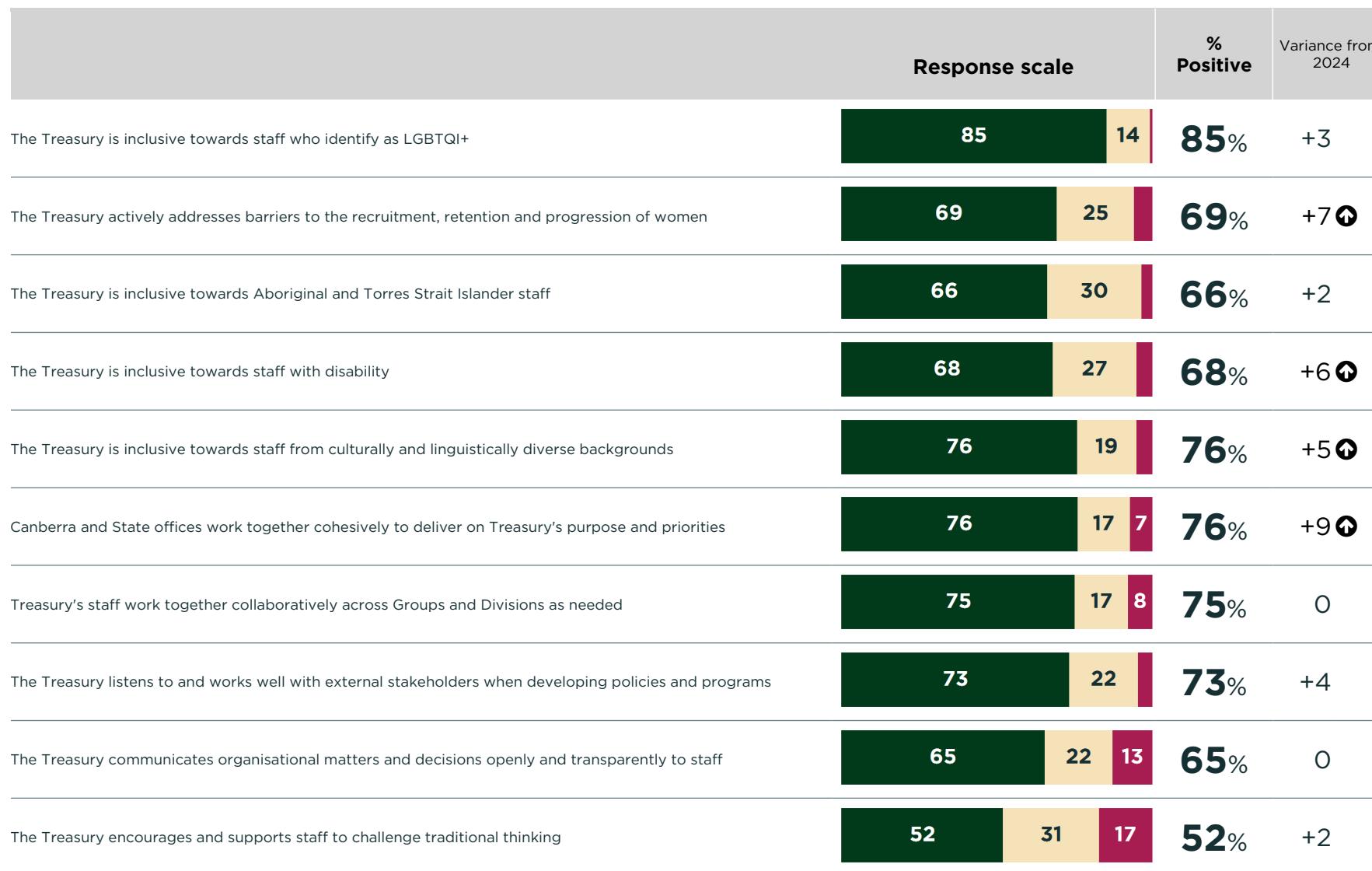
They are not necessarily the questions with the lowest scores.

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.

		% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
1	At least 5 percentage points greater than comparator	62%	+9↑	+3	+5↑	+5↑
2	At least 5 percentage points less than comparator	89%	+4	+7↑	+6↑	+7↑
3	At least 5 percentage points greater than comparator	78%	+4	+8↑	+7↑	+7↑
4	At least 5 percentage points less than comparator	78%	-1	+6↑	+4	+4
5	At least 5 percentage points greater than comparator	88%	-	+5↑	+4	+4
6	At least 5 percentage points less than comparator	77%	+1	+9↑	+5↑	+6↑

TSY specific questions



Key



At least 5 percentage points greater than comparator

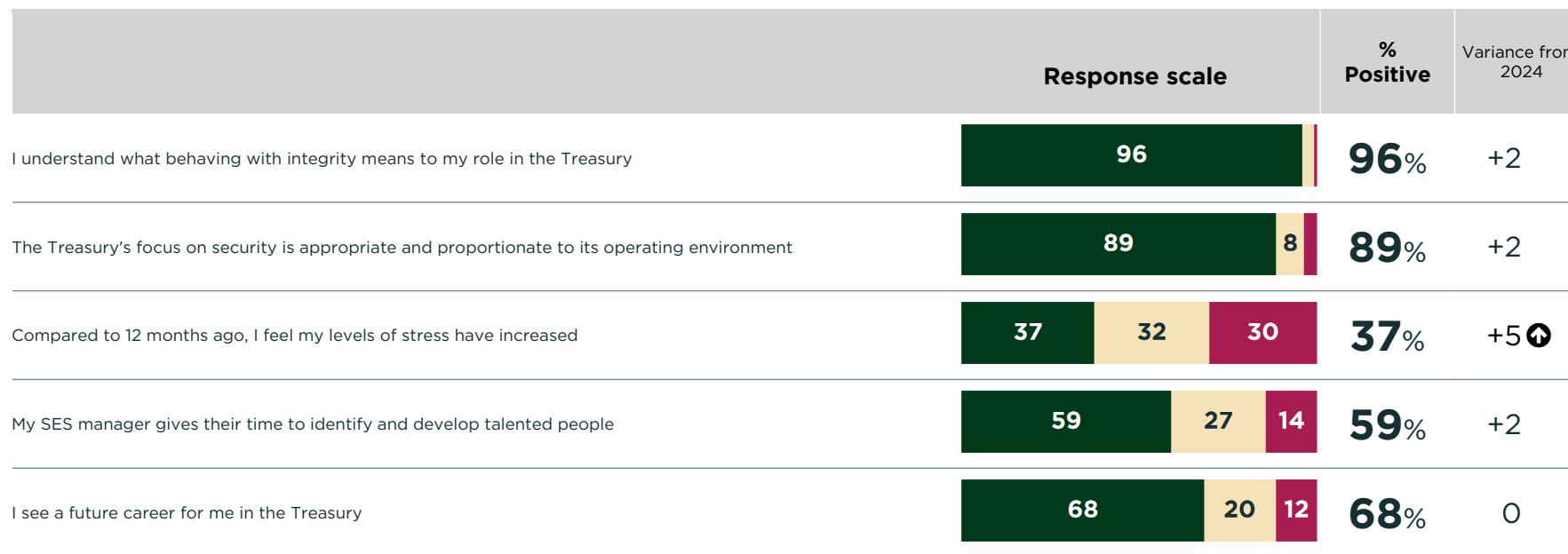


At least 5 percentage points less than comparator

Positive Neutral Negative



TSY specific questions



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.

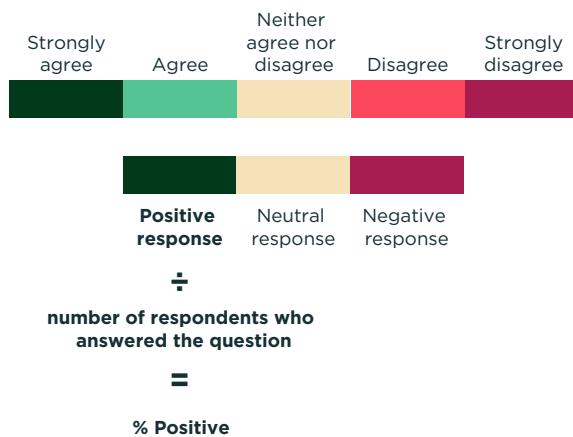
Prioritise 3 areas to take forward

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

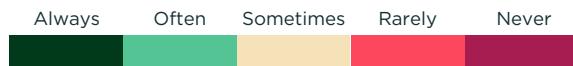
Guide to this report

% 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%
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.

