Australian Government

The Treasury

Treasury 2023 Census Action Plan

Treasury's 2023 APS Employee Census results are amongst the most positive across the APS, demonstrating that we are a high performing workforce who are motivated, believe strongly in our purpose and continuously strive to deliver outcomes for the Australian community.

This action plan strives to build upon Treasury's high levels of engagement, commitment, and satisfaction, strengthening our workplace as a safe and inclusive environment. It extends to actions being delivered under *Healthy minds: Our mental wellbeing strategy 2022–2025*, the *Inclusion and Diversity Strategy 2023–2028*, and the upcoming Treasury *Strategic Workforce Plan 2024–2029 (under development)*. Treasury's Executive Board is the accountable authority for the delivery of this Action Plan.

Goals	Key Actions	Stretch targets
Cultivate a culture of integrity and safety, free of bullying, harassment, and discrimination.	• Treasury staff are to complete the National Anti-Corruption Commission (NACC) e-learning module, to foster a workplace culture where all staff feel comfortable raising matters, including integrity issues. • Roll-out the Compassionate Foundations Suicide Prevention and Connections peer support training suites to build leadership/management capability in understanding and addressing wellbeing. • Pilot active Bystander Training for leaders, to encourage and support them to come forward when seeing or hearing about unacceptable behaviour. • Improve Treasury's mental health and wellbeing maturity, using the APSC's Mental Health Capability Framework to measure the impact of actions delivered through *Healthy minds: Our mental wellbeing strategy 2022–2025*.	• By March 2024 80% of employees will have completed the NACC training. • By March 2024 50% of employees will have completed Compassionate Foundations. • By March 2024, a pilot Bystander Training will be available. • 2% increase in the 2024 Census on workforce perceptions of wellbeing policies, support, and culture.
Foster an inclusive workplace culture.	• Launch Treasury's *Inclusion and Diversity Strategy 2023–2028*, to establish an enterprise-wide approach to strengthening and maturing Treasury's approach to inclusion and diversity. • Treasury will continue to work with Reconciliation Australia to develop the new *Reconciliation Action Plan 2023–2025*, furthering our commitment to reconciliation, and embedding a deeper understanding of Aboriginal and Torres Strait Islander heritages and cultures in economic policy making. • Conduct indigenous and disability affirmative measures recruitment, prior to all bulk recruitment processes, to promote equity and non-discrimination in employment. • SES leadership and performance decisions will be informed by 360-degree feedback and APS Employee Census results (SES Leadership and Inclusion scores). • Strengthen our culture by developing our Executive Level 1 cohort leadership capability, through participation in Treasury's *Empowering Emerging Leaders* Program.	• By December 2023 launch the Inclusion and Diversity Strategy 2023–2028. • By July 2024 launch Treasury's next Reconciliation Action Plan 2023–2025. • 2-5% increase in the 2024 Census on workforce perceptions of SES leadership and inclusion at work. • By December 2023 the first EL1 cohort will have completed Empowering Emerging Leaders
Establish effective workforce management responses to work pressures.	• Under the *Treasury Strategic Workforce Plan 2024–2029* establish (a) principles for job design that assess and mitigate psychosocial risks (such as work demand, fatigue management and appropriate job fit); (b) develop a framework for aligning resources to effective and efficient organisational structures; (c) enhance succession planning underpinned by the use of employment, career, and development pathways. • Following the completion of enterprise bargaining, build workforce understanding and manager awareness of employment conditions such as flex time, TOIL, overtime, and restriction allowance, to sustainably support the workforce during and after workload surges.	• By June 2024 launch the Strategic Workforce Plan 2024–2029. • 2-5% increase in the 2024 Census in improved reported levels of work stress, fatigue, and burnout.

HAVE YOUR SAY | APS Employee Census 2024
6 May – 7 June

Highlights Report
TSY

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Responses:

1,458 of 1,573

Response Rate:

93%

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 will be the lower results, and/or those which are scoring notably below your comparators.

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.

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Employee Engagement: Say, Stay, Strive

How engaged is your team?

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	**77**	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				+1	+3	+3	+2

Say

Question	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Overall, I am satisfied with my job	81 / 11 / 9	81%	0	+5 ⬆	+3	+4
I am proud to work in my agency	86 / 11	86%	+1	+8 ⬆	+6 ⬆	+6 ⬆
I would recommend my agency as a good place to work	85 / 10	85%	+4	+14 ⬆	+10 ⬆	+10 ⬆
I believe strongly in the purpose and objectives of my agency	86 / 12	86%	+1	0	0	-1

Stay

Question	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I feel a strong personal attachment to my agency	63 / 25 / 12	63%	+1	0	+3	0
I feel committed to my agency's goals	86 / 12	86%	+2	0	+1	0

Strive

Question	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I suggest ideas to improve our way of doing things	91	91%	0	+5 ⬆	+1	+3
I am happy to go the 'extra mile' at work when required	94	94%	-1	+3	+1	+2
I work beyond what is required in my job to help my agency achieve its objectives	84 / 14	84%	-1	+3	+2	+2
My agency really inspires me to do my best work every day	70 / 22 / 8	70%	+4	+10 ⬆	+9 ⬆	+9 ⬆

Key
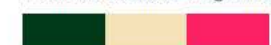⬆ At least 5 percentage points greater than comparator
⬇ At least 5 percentage points less than comparator

Positive | Neutral | Negative

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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	**78**	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				+1	+1	+1	+1

Immediate Supervisor

Question	Positive	Neutral	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
My supervisor engages with staff on how to respond to future challenges	83	11	83%	+2	+3	+3	+3
My supervisor can deliver difficult advice whilst maintaining relationships	82	12	82%	+1	+2	+2	+2
My supervisor invites a range of views, including those different to their own	86	9	86%	0	+4	+2	+3
My supervisor encourages my team to regularly review and improve our work	84	11	84%	+2	+2	+1	+1
My supervisor is invested in my development	79	13	8	79%	+2	+1	0	0
My supervisor ensures that my workgroup delivers on what we are responsible for	92		92%	+1	+4	+3	+3

Other similar questions

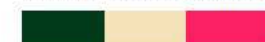| Question	Positive	Neutral	Negative	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
My supervisor provides me with helpful feedback to improve my performance	77	15	9	77%	+1	-2	-1	-2
My immediate supervisor encourages me	79	15		79%	+2	+1	0	0
My supervisor actively ensures that everyone can be included in workplace activities	86	9		86%	-1	+1	+1	+1
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	83	11		83%	-	+3	+1	+2

Key

⬆ At least 5 percentage points greater than comparator

⬇ At least 5 percentage points less than comparator

Positive Neutral Negative

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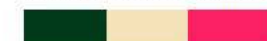
SES Manager

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 Leadership Index score	**76**	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				+1	+6 ⬆	+3	+4

SES Manager

Question	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
My SES manager clearly articulates the direction and priorities for our area	79 / 13 / 8	79%	+1	+10 ⬆	+6 ⬆	+7 ⬆
My SES manager presents convincing arguments and persuades others towards an outcome	79 / 14	79%	+1	+16 ⬆	+8 ⬆	+11 ⬆
My SES manager promotes cooperation within and between agencies	82 / 14	82%	-2	+14 ⬆	+6 ⬆	+10 ⬆
My SES manager encourages innovation and creativity	76 / 18	76%	0	+9 ⬆	+5 ⬆	+7 ⬆
My SES manager creates an environment that enables us to deliver our best	77 / 14 / 9	77%	+1	+12 ⬆	+6 ⬆	+8 ⬆
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	86 / 11	86%	0	+11 ⬆	+5 ⬆	+7 ⬆

Other similar questions

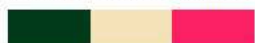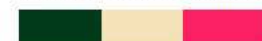| Question	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
In my agency, the SES work as a team	70 / 19 / 12	70%	+2	+14 ⬆	+10 ⬆	+12 ⬆
In my agency, the SES clearly articulate the direction and priorities for our agency	74 / 17 / 9	74%	+2	+10 ⬆	+7 ⬆	+9 ⬆
My SES manager routinely promotes the use of data and evidence to deliver outcomes	76 / 18	76%	0	+9 ⬆	+5 ⬆	+6 ⬆

Key

⬆ At least 5 percentage points greater than comparator ⬇ At least 5 percentage points less than comparator

Positive | Neutral | Negative

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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 **73**	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				+1	+4	+3	+3

Communication

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
My supervisor communicates effectively	81 / 11 / 8	81%	-1	0	0	0
My SES manager communicates effectively	80 / 11 / 9	80%	-1	+10 ⬆	+5 ⬆	+7 ⬆
Internal communication within my agency is effective	68 / 20 / 12	68%	+1	+11 ⬆	+9 ⬆	+11 ⬆

Other similar questions

Change

	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
When changes occur, the impacts are communicated well within my workgroup	72 / 16 / 12	72%	+1	+4	+4	+4
Staff are consulted about change at work	52 / 35 / 13	52%	0	+1	0	+1
Change is managed well in my agency	53 / 29 / 18	53%	+3	+10 ⬆	+10 ⬆	+11 ⬆

Key

⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

Positive Neutral Negative

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Enabling Innovation

Enabling Innovation

The 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	66	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				0	+2	+1	+1
I believe that one of my responsibilities is to continually look for new ways to improve the way we work		85 / 11	85%	-1	+6 ⬆	+2	+4
My immediate supervisor encourages me to come up with new or better ways of doing things		75 / 19	75%	+1	+3	0	+1
People are recognised for coming up with new and innovative ways of working		66 / 24 / 10	66%	0	+8 ⬆	+7 ⬆	+7 ⬆
My agency inspires me to come up with new or better ways of doing things		53 / 36 / 11	53%	+1	+3	+4	+4
My agency recognises and supports the notion that failure is a part of innovation		38 / 38 / 24	38%	+1	-3	-1	-2

Key ⬆ At least 5 percentage points greater than comparator ⬇ At least 5 percentage points less than comparator

Positive Neutral Negative

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Wellbeing Policies and Support

	Your Wellbeing Policies and Support Index score **71**	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				+1	+1	+1	+1

Wellbeing

The Wellbeing Index provides a measure of the practical and cultural elements that allow for a sustainable and healthy working environment.

Wellbeing Policies and Support

Question	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	72 / 19 / 9	72%	+5 ⬆	+4	+5 ⬆	+4
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	66 / 23 / 11	66%	+2	0	+2	-1
My agency does a good job of promoting health and wellbeing	67 / 21 / 12	67%	+2	0	+1	0
I think my agency cares about my health and wellbeing	70 / 20 / 10	70%	+1	+6 ⬆	+5 ⬆	+4
I believe my immediate supervisor cares about my health and wellbeing	89	89%	-1	+2	+1	+1

Other similar questions

Wellbeing

Question	Response scale	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	74 / 13 / 13	74%	-	0	-1	-1
The people in my workgroup are able to bring up problems and tough issues	84 / 9	84%	-	+4	+3	+3
I receive the respect I deserve from my colleagues at work	84 / 12	84%	+1	+3	+2	+2
My agency supports and actively promotes an inclusive workplace culture	84 / 11	84%	+3	+3	+1	+1

Key

⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

Positive   Neutral   Negative

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Wellbeing

Response scale	%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
In general, would you say that your health is:					
Excellent	**14**%	+2	+3	+3	+3
Very good	**36**%	0	+1	+1	+1
Good	**35**%	-2	-3	-2	-3
Fair	**13**%	0	-1	-1	-1
Poor	**3**%	0	0	0	0
What best describes your current workload?					
Well above capacity – too much work	**19**%	0	-4	-5 ⬇	-4
Slightly above capacity – lots of work to do	**41**%	+2	+1	+1	0
At capacity – about the right amount of work to do	**32**%	-1	+1	+4	+3
Slightly below capacity – available for more work	**7**%	-1	+1	0	+1
Well below capacity – not enough work	**1**%	-1	0	0	0

Key ⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

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Wellbeing

Response scale	%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
How often do you find your work stressful?					
Always	**4**%	+1	-1	0	-1
Often	**23**%	-2	-2	-3	-3
Sometimes	**51**%	-2	+2	+2	+2
Rarely	**21**%	+3	+2	+2	+2
Never	**1**%	0	-1	0	0
To what extent is your work emotionally demanding?					
To a very large extent	**4**%	-1	-3	-2	-3
To a large extent	**17**%	0	-4	-2	-3
Somewhat	**38**%	-1	0	0	0
To a small extent	**29**%	+1	+5 ⬆	+3	+4
To a very small extent	**11**%	0	+2	+1	+2
I feel burned out by my work					
Strongly agree	**8**%	+1	0	-1	0
Agree	**22**%	-3	-1	-1	-1
Neither agree nor disagree	**29**%	-2	-3	-1	-2
Disagree	**34**%	+2	+4	+3	+3
Strongly disagree	**8**%	+1	0	0	0

Key ⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

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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 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	88 / 7	**88**%	+1	+6 ⬆	+1	+2

Do you currently access any of the following flexible working arrangements? [Multiple Response]

		%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Part time		**11**%	-1	-2	-2	-2
Flexible hours of work		**18**%	0	-9 ⬇	-5 ⬇	-8 ⬇
Compressed work week		**4**%	0	0	-1	-1
Job sharing		**1**%	0	0	0	0
Working away from the office/working from home		**66**%	+2	+5 ⬆	-2	-4
None of the above		**24**%	0	0	+3	+6 ⬆

Working away from the office

		%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
None of the time		**34**%	-	-5 ⬇	+2	+4
All of the time		**2**%	-	-3	-5 ⬇	-6 ⬇
Some of the time as a regular arrangement		**50**%	-	+3	-1	-3
Only on an irregular basis		**14**%	-	+6 ⬆	+4	+5 ⬆
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

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Working in the APS

	Response scale	% Positive	Variance from 2023	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	74 / 17 / 10	**74**%	-	+8⬆	+7⬆	+7⬆
The people in my workgroup demonstrate stewardship	82 / 13	**82**%	-	+5⬆	+3	+3
The culture in my agency supports people to act with integrity	85 / 11	**85**%	-	+8⬆	+6⬆	+7⬆
I believe strongly in the purpose and objectives of the APS	88 / 10	**88**%	+1	+2	+1	+1
I feel a strong personal attachment to the APS	67 / 24 / 10	**67**%	+3	+2	+4	+3
My workgroup considers the people and businesses affected by what we do	88 / 8	**88**%	-	+3	+1	+2

Key

⬆ At least 5 percentage points greater than comparator

⬇ At least 5 percentage points less than comparator

Positive Neutral Negative

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Job satisfaction

	Response scale	% Positive	Variance from 2023	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	76 | 13 | 10	**76**%	+1	+8⬆	+2	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	80 | 10 | 9	**80**%	+5⬆	+18⬆	+7⬆	+11⬆
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	88	**88**%	+3	+6⬆	+2	+3
I am satisfied with the stability and security of my job	92	**92**%	0	+7⬆	+5⬆	+8⬆

Clarity and autonomy

	Response scale	% Positive	Variance from 2023	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	91	**91**%	0	-2	-1	-1
I am clear what my duties and responsibilities are	79 | 17	**79**%	+2	0	+2	+1
I have a choice in deciding how I do my work	72 | 21	**72**%	0	+7⬆	0	+1
Where appropriate, I am able to take part in decisions that affect my job	79 | 12 | 9	**79**%	+1	+8⬆	+4	+5⬆

Key   ⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

Positive Neutral Negative

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Performance

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies

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

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Excellent		**34**%	+2	+7 ⬆	+5 ⬆	+6 ⬆
Very good		**51**%	-2	-4	-3	-3
Average		**12**%	0	-3	-2	-2
Below average		**2**%	0	0	0	0
Well below average		**1**%	0	0	0	0

	Response scale	% Positive	Variance from 2023	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 / 7	**82**%	+2	+4	+2	+3
My workgroup has the tools and resources we need to perform well	69 / 14 / 17	**69**%	+1	+10 ⬆	+11 ⬆	+11 ⬆
The people in my workgroup use time and resources efficiently	80 / 12 / 9	**80**%	+1	+4	+3	+3
My job gives me opportunities to utilise my skills	86 / 8	**86**%	+2	+6 ⬆	+4	+5 ⬆
In the last 12 months, the formal learning I have accessed has improved my performance	55 / 30 / 16	**55**%	-	-3	-1	-2

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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 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Which of the following statements best reflects your current thoughts about working in your current position?					
I want to leave my position as soon as possible	**11**%	0	+2	+1	+2
I want to leave my position within the next 12 months	**30**%	-3	+7⬆	+3	+6⬆
I want to stay working in my position for the next one to two years	**46**%	+4	+9⬆	+4	+6⬆
I want to stay working in my position for at least the next three years	**13**%	0	-17⬇	-8⬇	-13⬇
What best describes your plans involved with leaving your current position?					
I am planning to retire	**2**%	0	-3	-1	-2
I am pursuing another position within my agency	**47**%	+6⬆	+4	+5⬆	+2
I am pursuing a position in another agency	**24**%	-6⬇	-3	-4	-1
I am pursuing work outside the APS	**10**%	-3	0	+1	+1
It is the end of my non-ongoing, casual or contracted employment	**4**%	+2	+1	0	0
Other	**14**%	0	+1	0	+1

Key ⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

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	Response scale	%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies

Employees were also asked for the primary reason behind their desire to leave and could select one response from a list of 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.

What is the primary reason behind your desire to leave your current position? (5 highest responses):

	Response scale	%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I wish to pursue a promotion opportunity		21%	-	-	-	-
I am looking to further my skills in another area		17%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		11%	-	-	-	-
I have achieved all I can in my current position		9%	-	-	-	-
My immediate supervisor's leadership is of a poor quality		5%	-	-	-	-

Key   ⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

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Unacceptable behaviour

Discrimination	Response scale	%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		**9**%	0	-1	-1	-1
No		**91**%	0	+1	+1	+1
Did this discrimination occur in your current agency?						
Yes		**94**%	+2	+2	+3	+2
No		**6**%	-2	-2	-3	-2
Basis for the discrimination that you experienced (3 highest responses):						
Gender		**38**%	-	-	-	-
Race		**34**%	-	-	-	-
Other		**19**%	-	-	-	-

Key ⬆ At least 5 percentage points greater than comparator ⬇ At least 5 percentage points less than comparator

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<table>
<tr><th>Harassment and bullying</th><th>Response scale</th><th>%</th><th>Variance from 2023</th><th>Variance from APS overall</th><th>Variance from policy agencies</th><th>Variance from large sized agencies</th></tr>
</table>

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

		%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Yes		**8**%	0	-2	-2	-2
No		**87**%	-1	+2	+2	+2
Not sure		**5**%	+1	0	0	0

Types of harassment or bullying experienced (3 highest responses):

		%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		**45**%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		**44**%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		**32**%	-	-	-	-

Did you report the harassment or bullying?

		%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I reported the behaviour in accordance with my agency's policies and procedures		**29**%	-7 ⬇	-7 ⬇	-6 ⬇	-7 ⬇
It was reported by someone else		**5**%	-3	-2	-2	-2
I did not report the behaviour		**66**%	+10 ⬆	+9 ⬆	+7 ⬆	+9 ⬆

Employees who perceived harassment or bullying in the last 12 months were asked what type of harassment or bullying 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.

Key

⬆ At least 5 percentage points greater than comparator

⬇ At least 5 percentage points less than comparator

Employees who indicated that they had witnessed potential corrupt behaviour were asked to describe the behaviour. Employees could select one or more responses from a list of items.

Only the three types of corrupt behaviours with the highest proportion of responses are presented here. These may vary between agencies and with results for the APS overall.

Corruption	Response scale	%	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Excluding behaviour reported to you as part of your duties, in the last 12 months have you witnessed another APS employee in your agency engaging in behaviour that you consider may be serious enough to be viewed as corruption?						
Yes		**1**%	0	-2	-2	-2
No		**96**%	0	+5 ⬆	+3	+4
Not sure		**3**%	0	-1	-1	-1
Would prefer not to answer		**1**%	0	-1	-1	-1
Types of corrupt behaviours witnessed (3 highest responses):						
Cronyism-preferential treatment of friends, such as appointing them to positions without proper regard to merit		**75**%	-	-	-	-
Acting (or failing to act) in the presence of an undisclosed conflict of interest		**42**%	-	-	-	-
Fraud, forgery or embezzlement		**25**%	-	-	-	-
Did you report the potentially corrupt behaviour?						
I reported the behaviour in accordance with my agency's policies and procedures		**25**%	-2	+4	+4	+4
It was reported by someone else		**0**%	-9 ⬇	-16 ⬇	-15 ⬇	-15 ⬇
I did not report the behaviour		**75**%	+11 ⬆	+12 ⬆	+11 ⬆	+11 ⬆

Key	⬆ At least 5 percentage points greater than comparator	⬇ At least 5 percentage points less than comparator

Australian Government
Australian Public Service Commission

Demographics

How do you describe your gender?	Responses
Man or male	45%
Woman or female	51%
Non-binary	0%
I use a different term	0%
Prefer not to say	3%

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	38%
No	62%

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 and linguistically diverse?	Responses
Yes	30%
No	70%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	70%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	15%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	6%
South-East Asian	10%
North-East Asian	7%
Southern and Central Asian	5%
North American	0%
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	7%
No	79%
Maybe	9%
I am unsure what neurodivergent means	5%

Employee Engagement Index | **Ranking : 30th of 104**

TSY ↓

APS ↑

Leadership – Immediate Supervisor Index | **Ranking : 34th of 104**

TSY ↓

APS ↑
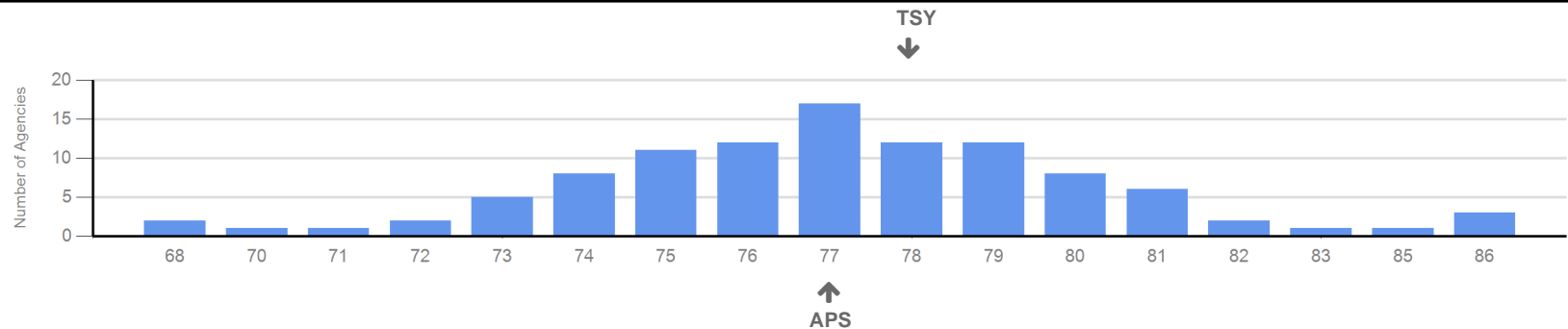
Leadership – SES Manager Index | **Ranking : 12th of 104**
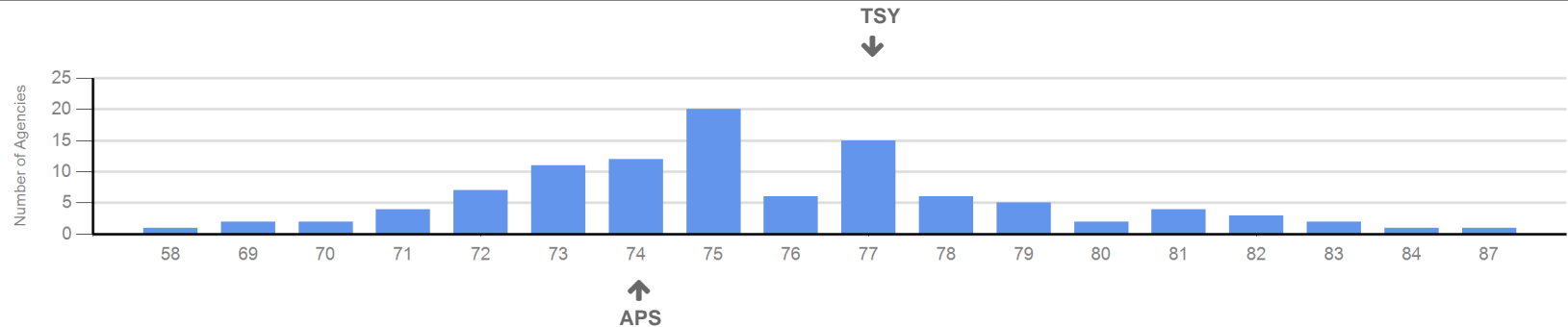
TSY ↓

APS ↑

Agency position

These graphs display the overall index score of each agency for the Employee Engagement, Leadership – Immediate Supervisor, Leadership – 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 line (y-axis) are the index scores. The height of the bar (x-axis) is how many agencies have that index score.

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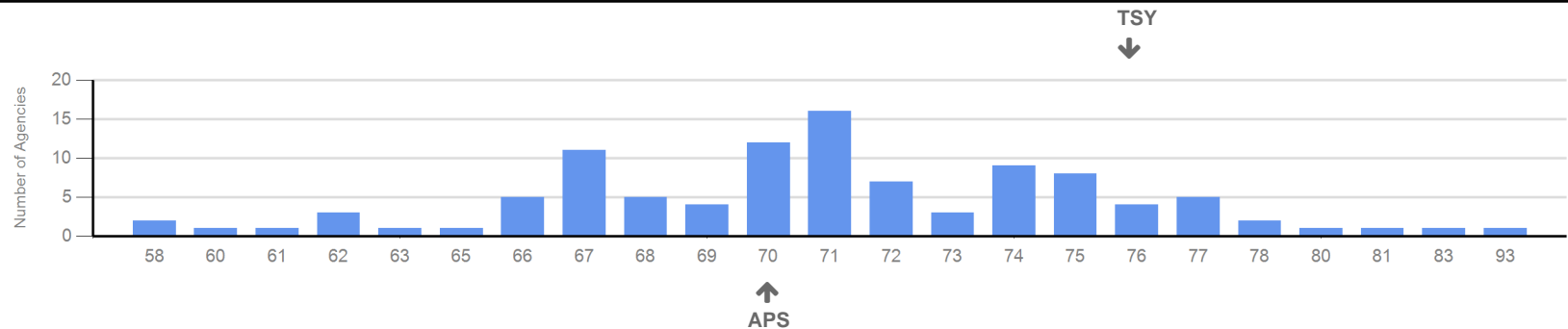
Communication Index

Ranking : 18th of 104
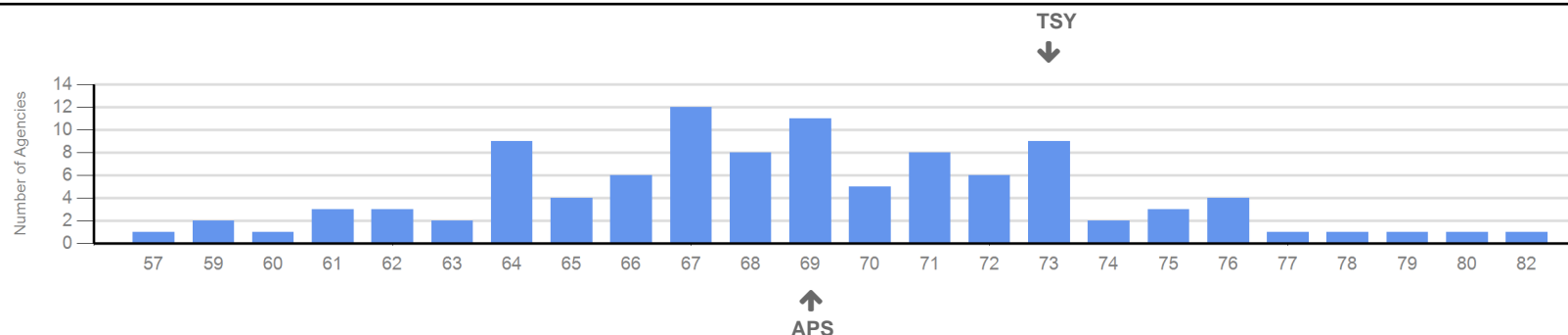
Enabling Innovation Index

Ranking : 43rd of 104
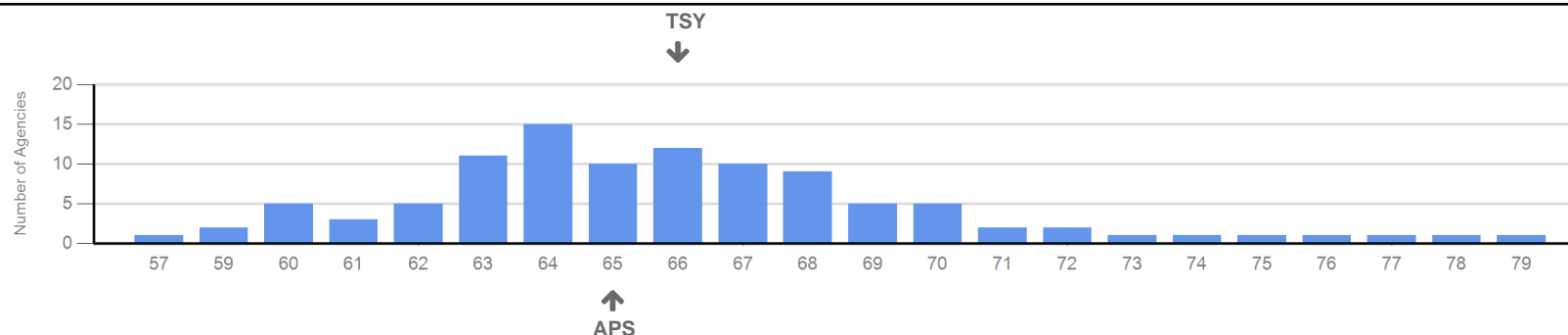
Wellbeing Policies and Support Index

Ranking : 51st of 104

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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**

#	Question	% Positive	Variance from 2023	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
.1	The culture in my agency supports people to act with integrity	85%	-	+8 ⬆	+6 ⬆	+7 ⬆
.2	I am supported to use my expertise to provide frank and fearless advice	74%	-	+8 ⬆	+7 ⬆	+7 ⬆
.3	My agency supports and actively promotes an inclusive workplace culture	84%	+3	+3	+1	+1
.4	I am satisfied with the recognition I receive for doing a good job	76%	+1	+8 ⬆	+2	+4
.5	Where appropriate, I am able to take part in decisions that affect my job	79%	+1	+8 ⬆	+4	+5 ⬆
.6	Internal communication within my agency is effective	68%	+1	+11 ⬆	+9 ⬆	+11 ⬆

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TSY specific questions

	Response scale	% Positive	Variance from 2023
The Treasury is inclusive towards staff who identify as LGBTQI+	83 / 17	**83**%	+2
The Treasury actively addresses barriers to the recruitment, retention and progression of women	62 / 32	**62**%	+3
The Treasury is inclusive towards Aboriginal and Torres Strait Islander staff	65 / 31	**65**%	+5 ⬆
The Treasury is inclusive towards staff with disability	62 / 31	**62**%	+5 ⬆
The Treasury is inclusive towards staff from culturally and linguistically diverse backgrounds	71 / 23	**71**%	+4
Canberra and State offices work together cohesively to deliver on Treasury's purpose and priorities	67 / 26	**67**%	-
Treasury's staff work together collaboratively across Groups and Divisions as needed	75 / 18	**75**%	-
The Treasury listens to and works well with external stakeholders when developing policies and programs	69 / 26	**69**%	+4
The Treasury communicates organisational matters and decisions openly and transparently to staff	65 / 23 / 12	**65**%	-3
The Treasury encourages and supports staff to challenge traditional thinking	50 / 33 / 16	**50**%	-

Key   ⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator   Positive Neutral Negative

Australian Government
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TSY specific questions

Response scale	% Positive	Variance from 2023
I understand what behaving with integrity means to my role in the Treasury — **94**	**94**%	-
The Treasury's focus on security is appropriate and proportionate to its operating environment — **87** / 10	**87**%	+4
Compared to 12 months ago, I feel my levels of stress have increased — **32** / 32 / 36	**32**%	+1
My SES manager gives their time to identify and develop talented people — **57** / 29 / 13	**57**%	+3
I see a future career for me in the Treasury — **69** / 22 / 9	**69**%	+4

Key

⬆ At least 5 percentage points greater than comparator

⬇ At least 5 percentage points less than comparator

Positive   Neutral   Negative

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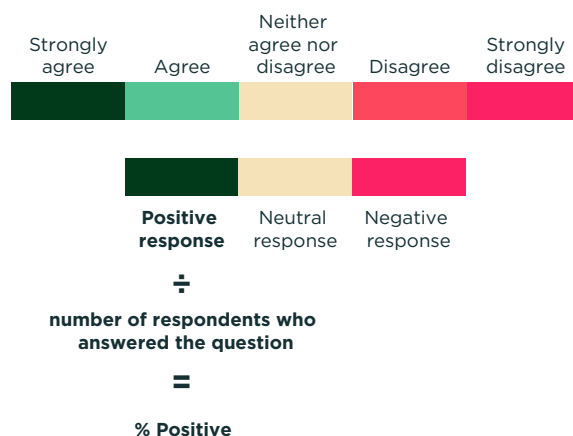
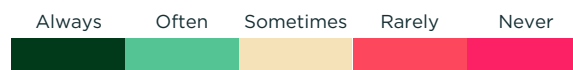| Prioritise 3 areas for action	Timescales	Owner	Resources required	Target/Success measure
1				
2				
3				

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Australian Public Service Commission

% 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.

| Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |

Positive response | Neutral response | Negative response

÷

number of respondents who answered the question

=

% Positive

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).

| Always | Often | Sometimes | Rarely | Never |

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. To see how agencies are categorised visit:

https://www.apsc.gov.au/aps-agencies-size-and-function

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.

Ipsos

ISO 9001 CERTIFIED

ISO 20252 CERTIFIED

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Australian Government
The Treasury

Treasury 2024 Census Action Plan

Treasury's 2024 APS Employee Census results are amongst the most positive across the APS, showcasing a workforce that is highly engaged and motivated, deeply committed to our purpose and dedicated to delivering outcomes for the Australian community. While we celebrate these achievements, it is important to recognise that there is always more to be done to improve staff wellbeing and uphold the Department's commitment to continue this journey of growth.

This action plan strives to build upon Treasury's high levels of engagement, commitment, and satisfaction, strengthening our workplace as a safe and inclusive environment. It extends to actions being delivered under Treasury's *Strategic Workforce Plan 2024–2030*. Treasury's Executive Board is the accountable authority for the delivery of this Action Plan.

Goals	Key Actions	Stretch targets
Supporting a culture of safety, integrity, and wellbeing.	• Encourage participation in the Compassionate Foundations training, to enhance leadership and management skills in supporting and responding to employee wellbeing needs. • Extend the Bystander training in 2025, to encourage and support staff to come forward when seeing or hearing about unacceptable behaviour. • Update and strengthen the Conflict-of-Interest policy aligned with cross government initiatives and provide resources and information to assist officials in understanding and meeting conflict of interest obligations.	• By 31 July 2025, 50% of SES and Executive Level staff engaged with Compassionate Foundations training. • By 31 July 2025, 80% of SES and Executive level 2 staff participated in Bystander training. • 1% increase in the 2025 Census on workforce perceptions of wellbeing policies, support, and culture, and indicators of integrity.
Embedding an inclusive workplace.	• Implement the Treasury Cultural Learning Journey Map to increase awareness and understanding of First Nations culture and encouraging participation in continuous learning. • Develop guidance to support and encourage business areas to conduct disability and Indigenous affirmative measures recruitment processes. • Develop a Respect@Wk in Treasury compendium that articulates all aspects of the behaviours we expect in the Department, including preventing, managing, addressing, and reporting bullying, harassment, discrimination, racism, and sexual misconduct in the workplace.	• By 22 January 80% of SES and Executive Level 2 staff completed the 'knowing' domain of the Cultural Learning Journey Map as required in Treasury's Employment Agreement. • 2% increase in the 2025 Census results on workforce perceptions of inclusion at work. • By 30 April 2025, have a draft of the Respect@Wk in Treasury compendium for consideration by People and Inclusion Committee.
Building a productive work environment that supports retention and wellbeing.	• All First Assistant Secretaries to establish their first annual Divisional People Plan, incorporating their response to census results, and attraction, retention, and other workforce priorities, as part of the Divisional Business Planning process. • Implement the enhanced Treasury Performance Development System including the setting expectations of deliverables, behaviours, people management, learning outcomes and work arrangements (including the right to disconnect). • Build workforce understanding and manager awareness of new and updated employment policies and employment conditions relating to working hours such as flex time, TOIL, overtime, and restriction allowance, to engage in regular conversation about working hours, pressures and workload management and sustainably support the workforce during and after workload surges.	• 100% of Divisions have People Plans attached to their Business Plans. • 80% of employees have a performance agreement in place for the start of the 2024/25 performance cycle. • 2% reduction in the 2025 Census in reported levels of work stress, fatigue, and burnout.

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.

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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 **+1**	Variance from APS overall **+3**	Variance from policy agencies **+2**	Variance from large sized agencies **+2**
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
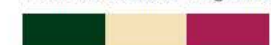⬆ At least 5 percentage points greater than comparator
⬇ At least 5 percentage points less than comparator

Positive Neutral Negative

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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
					0	+2	+1	+1
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

Australian Government
Australian Public Service Commission
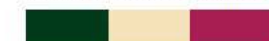
SES Manager

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

Question	Positive	Neutral	Negative	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
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

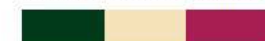| Question	Positive	Neutral	Negative	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
In my agency, the SES work as a team	71	20	9	71%	+1	+12 ⬆	+10 ⬆	+12 ⬆
In my agency, the SES clearly articulate the direction and priorities for 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

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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

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
My supervisor communicates effectively	83 / 10 /	83%	+2	+2	+2	+2
My SES manager communicates effectively	81 / 12 / 7	81%	0	+9 ⬆	+6 ⬆	+7 ⬆
Internal communication within my agency is effective	70 / 19 / 11	70%	+2	+9 ⬆	+7 ⬆	+8 ⬆

Other similar questions

Change

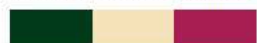|	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
When changes occur, the impacts are communicated well within my workgroup	69 / 17 / 14	69%	-3	+2	+2	+2
Staff are consulted about change at work	53 / 35 / 13	53%	+1	+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

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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.

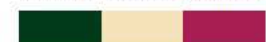| Your Enabling Innovation Index score **70**	Response scale	% Positive	Variance from 2024 **+3**	Variance from APS overall **+2**	Variance from policy agencies **+2**	Variance from large sized agencies **+2**
I believe that one of my responsibilities is to continually look for new ways to improve the 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

Australian Government
Australian Public Service Commission

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

Question	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
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 / 7	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 / 7	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

Question	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
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

Australian Government
Australian Public Service Commission

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	**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

Australian Government
Australian Public Service Commission

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	**2**%	-1	-2	-1	-1
Often	**20**%	-3	-3	-2	-2
Sometimes	**53**%	+2	+3	+2	+2
Rarely	**22**%	+1	+2	+1	+1
Never	**2**%	+1	0	0	0
To what extent is your work emotionally demanding?					
To a very large extent	**4**%	-1	-3	-2	-2
To a large extent	**14**%	-3	-6 ⬇	-4	-4
Somewhat	**39**%	0	-1	0	0
To a small extent	**29**%	0	+5 ⬆	+2	+3
To a very small extent	**15**%	+3	+5 ⬆	+3	+3
I feel burned out by my work					
Strongly agree	**5**%	-3	-2	-2	-2
Agree	**18**%	-4	-3	-2	-2
Neither agree nor disagree	**30**%	+1	-3	-1	-1
Disagree	**37**%	+3	+6 ⬆	+3	+4
Strongly disagree	**10**%	+3	+2	+2	+2

Key ⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

Australian Government
Australian Public Service Commission

	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]

		%	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Part time		**12**%	+2	O	-1	-1
Flexible hours of work		**23**%	+5 ⬆	-8 ⬇	-4	-7 ⬇
Compressed work week		**5**%	+1	O	O	-1
Job sharing		**1**%	O	+1	+1	+1
Working away from the office/working from home		**72**%	+6 ⬆	+5 ⬆	O	-1
None of the above		**18**%	-6 ⬇	-2	O	+1

Working away from the office

		%	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
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**%	O	+6 ⬆	+5 ⬆	+5 ⬆
None of the time		**28**%	-6 ⬇	-5 ⬇	O	+1
Did not disclose their arrangement		**0**%	O	O	O	O

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.

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	78 / 15 / 8	78%	+4	+8 ⬆	+7 ⬆	+7 ⬆
The people in my workgroup demonstrate stewardship	81 / 14	81%	-1	+4	+2	+3
The culture in my agency supports people to act with integrity	89 / 8	89%	+4	+7 ⬆	+6 ⬆	+7 ⬆
I believe strongly in the purpose and objectives of the APS	92	92%	+4	+3	+3	+3
I feel a strong personal attachment to the APS	71 / 22	71%	+4	+3	+3	+4
My workgroup considers the people and businesses affected by what we do	89 / 7	89%	+1	+5 ⬆	+3	+3
The people in my workgroup value others' individual skills and talents	88 / 7	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	92	92%	-	+3	+2	+2
The people in my workgroup are able to bring up problems and tough issues	84 / 10	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)	73 / 17 / 10	73%	-	+6 ⬆	+2	+2

Key
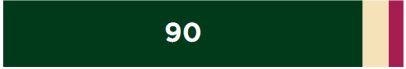
⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

Positive   Neutral   Negative

Australian Government
Australian Public Service Commission
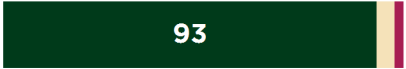
Job satisfaction

	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 / 13 / 10	**77**%	+1	+9 ⬆	+5 ⬆	+6 ⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	82 / 11	**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 / 12	**85**%	+6 ⬆	+1	+2	+2
I have a choice in deciding how I do my work	76 / 20	**76**%	+3	+8 ⬆	+2	+2
Where appropriate, I am able to take part in decisions that affect my job	78 / 13 / 9	**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

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

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
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	**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

Australian Government
Australian Public Service Commission

Retention

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

Key   ⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

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Retention

Employees who indicated that they were pursing 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

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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.

+3

-

-

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		**6**%	-3	-2	-2	-1
No		**94**%	+3	+2	+2	+1
Did this discrimination occur in your current agency?						
Yes		**91**%	-3	-3	-3	-3
No		**9**%	+3	+3	+3	+3
The discrimination came from: [Multiple Response]						
Within my agency		**92**%	-	-1	-2	-2
Another agency		**4**%	-	0	-1	-1
A customer, stakeholder or member of the public		**2**%	-	-6 ⬇	-4	-4
Other		**5**%	-	+1	+2	+2
Did you report the discrimination?						
I reported the discrimination in accordance with my agency's policies and procedures		**9**%	-	-9 ⬇	-6 ⬇	-7 ⬇
It was reported by someone else		**7**%	-	+3	+3	+3
I did not report the discrimination		**83**%	-	+6 ⬆	+3	+4

Key   ⬆ At least 5 percentage points greater than comparator   ⬇ At least 5 percentage points less than comparator

Unacceptable behaviour

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

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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

Australian Government
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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

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.
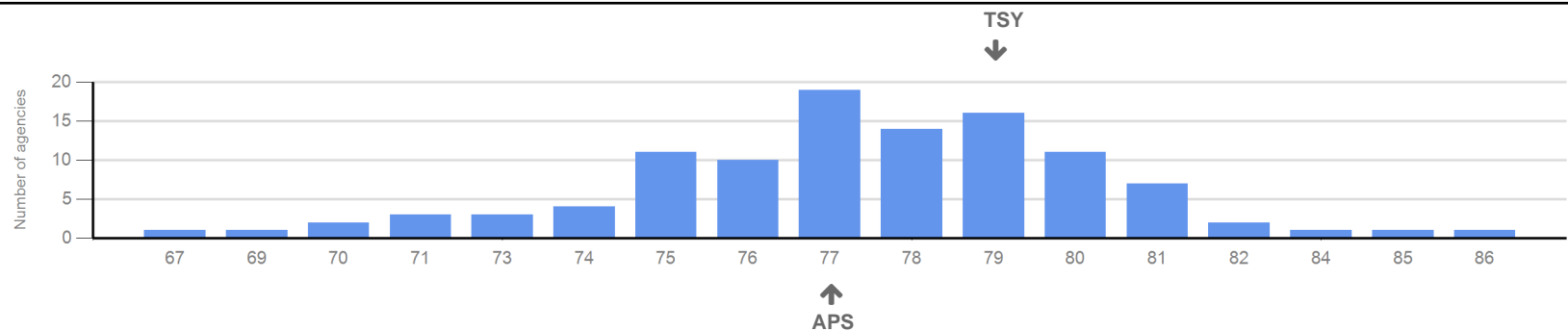
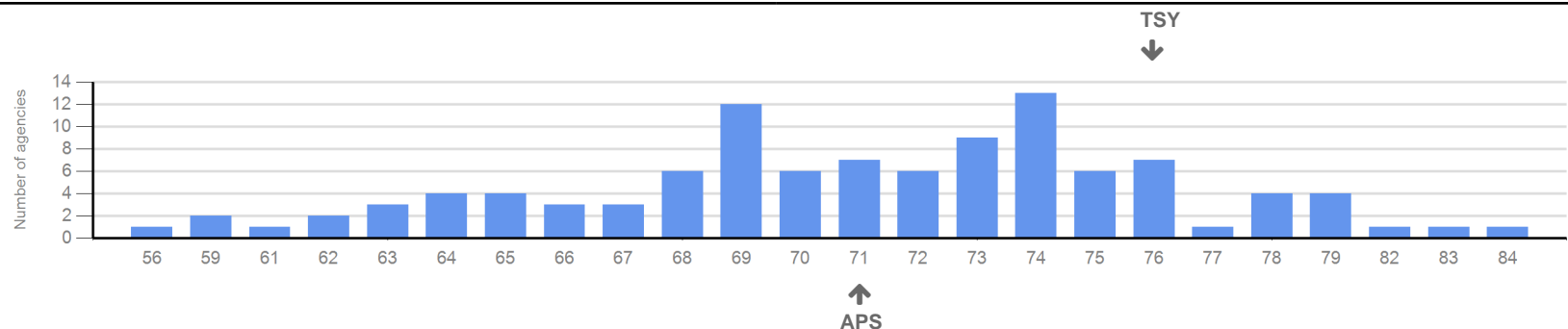**Employee Engagement Index**   **Ranking : 27th of 107**
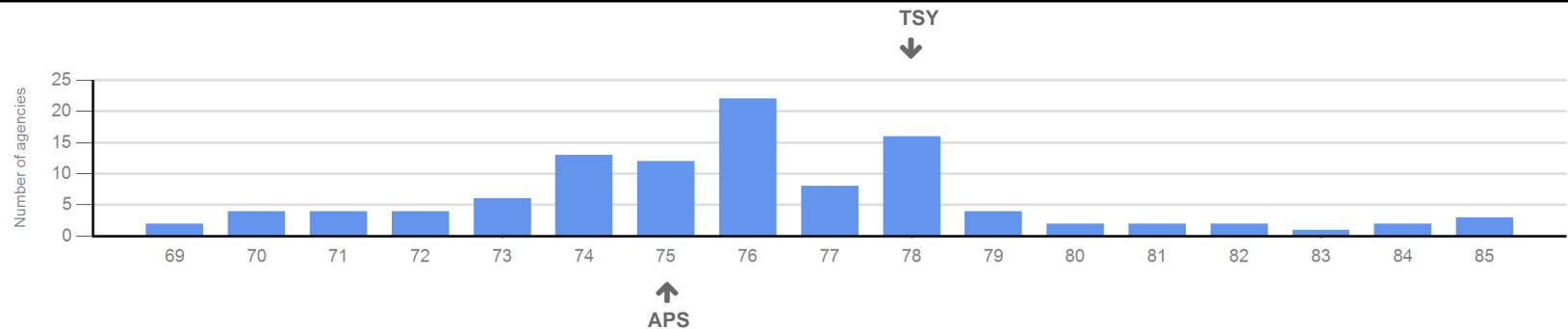
Immediate Supervisor Index   **Ranking : 33rd of 107**

SES Manager Index   **Ranking : 13th of 107**

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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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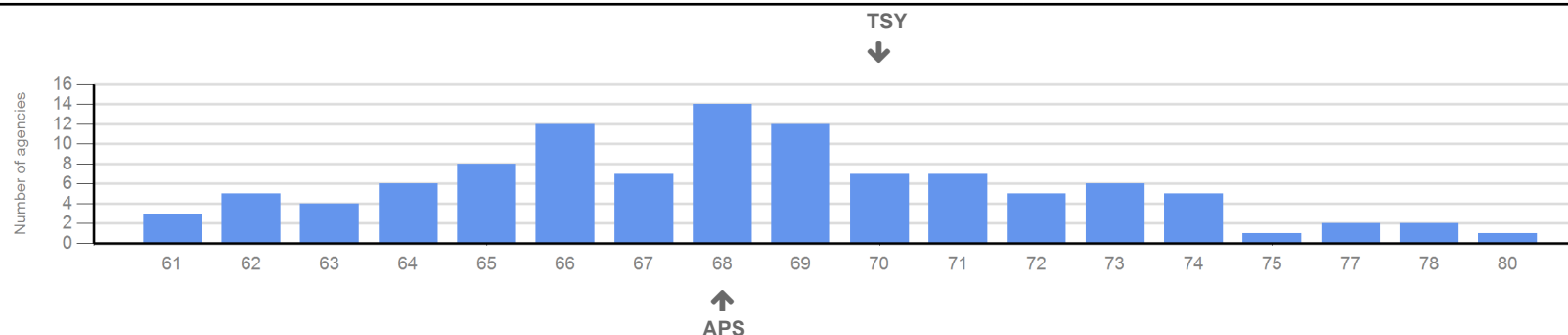
Communication Index   **Ranking : 16th of 107**
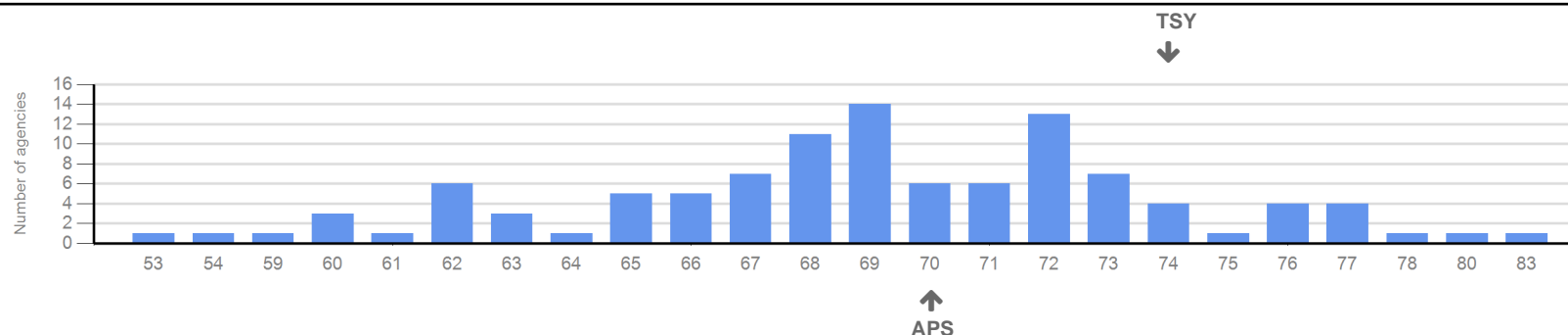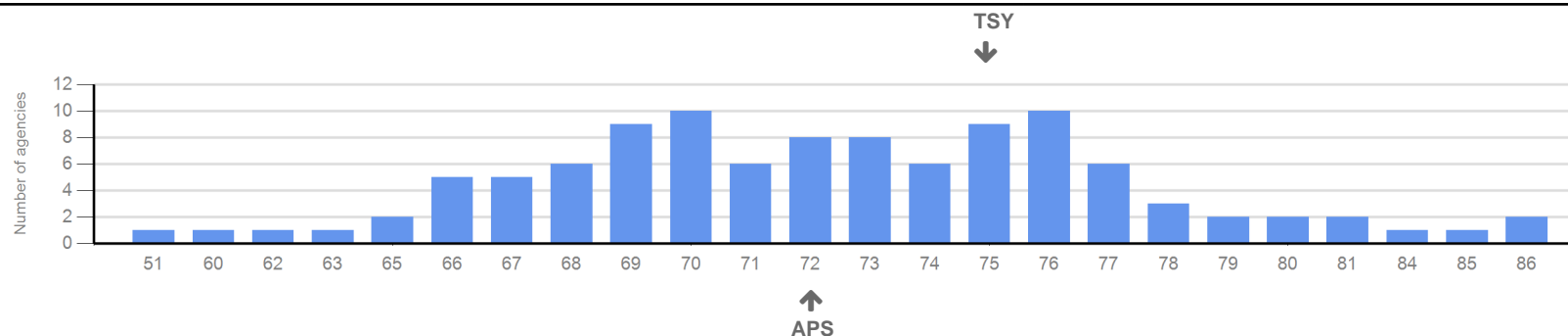

Enabling Innovation Index   **Ranking : 36th of 107**

Wellbeing Policies and Support Index   **Ranking : 38th of 107**

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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**

	Question	% 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 ⬆

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Australian Public Service Commission

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

Australian Government
Australian Public Service Commission

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 | 8	**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**%	O

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.
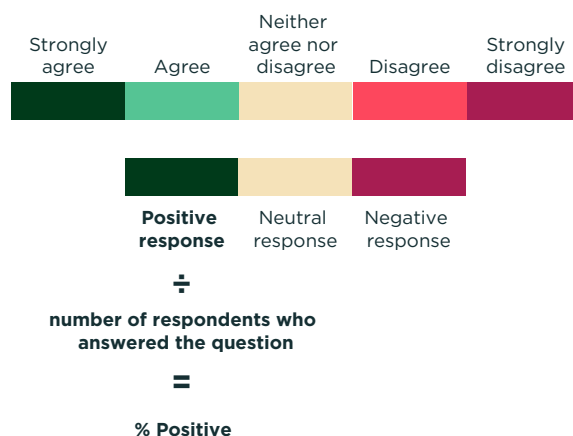
Prioritise 3 areas to take forward

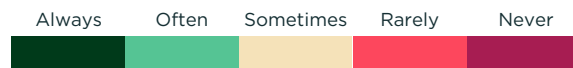|	Prioritise 3 areas for action	Timescales	Owner	Resources required	Target/Success measure
1					
2					
3					

% 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.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree

Positive response	Neutral response	Negative response

÷

number of respondents who answered the question

=

% Positive

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).

Always	Often	Sometimes	Rarely	Never

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.

Ipsos | ISO 9001 CERTIFIED | ISO 20252 CERTIFIED

Australian Government
Australian Public Service Commission

Treasury 2025 Census Action Plan

Treasury's 2025 Australian Public Service (APS) Employee Census results are among the most positive across the APS. These results showcase a workforce that is highly engaged, motivated, deeply committed to Treasury's purpose, and dedicated to delivering outcomes for the Australian community.

Treasury celebrates these achievements, and recognises the importance of sustaining our workforce's high levels of engagement, commitment and satisfaction. Treasury's Executive Board is accountable for the delivery of this Action Plan and is committed to strengthening productivity, inclusivity and providing a safe work environment for all employees.

Goals	Key Actions	Targets
Supporting a culture of safety, integrity, and wellbeing that supports retention	• Increase visibility of accountability for leadership behaviours, using workforce metrics and APS Employee Census results as indicators, through the launch of SES Profiles as part of Treasury's SES Performance Framework. • Broaden tools to support managers and employees by providing an adjustment passport through the enhancement of Treasury's Human Resources system.	• Increase in the 2026 Census results relating to staff perceptions about how change is managed at Treasury. • By 31 July 2026, implement the online adjustment passport form within Aurion.
Embedding an inclusive and respectful workplace	• Promote engagement in the Treasury Cultural Learning Journey Map to increase awareness and understanding of First Nations culture and to support continuous cultural learning. • Develop and implement the Respect@Treasury initiative, including the rollout of a new complaints resolution framework and the launch of the supporting digital hub.	• By 31 July 2026, 80% of SES and Executive Level 2 staff completed the 'knowing' domain of the Cultural Learning Journey Map as required in Treasury's Employment Agreement. • Increase in the 2026 Census results on workforce perceptions of being respected at work.
Building a productive work environment which fosters innovation	• Managers consistently implement Treasury's performance management frameworks, Performance Development System and SES Performance Leadership Framework, to establish expectations of deliverables, behaviours, people management, learning outcomes and work arrangements. • Development and launch of the Change Management Hub on TERI to support self-service for managers. Guidance and resources to support employees to respond positively to workplace change will also be available. • Enhance Treasury's workforce capability in Artificial Intelligence adoption to deliver impactful policy development, service delivery and operational efficiency.	• 80 per cent of employees have a performance agreement in place for the start of the 2025–26 performance cycle. • Increase in the 2026 Census results about workforce perceptions of support for new and innovative ways of working.

From:	Workforce Planning
Sent:	Monday, 1 September 2025 3:42 PM
To:	s 22
Cc:	s 22
Subject:	2025 Census - Unacceptable Behaviour Results [SEC=OFFICIAL:Sensitive]

<p style="text-align: center; color: red;">OFFICIAL: Sensitive</p>

Hi s 22

As discussed, please find some high-level insights into Treasury's bullying, harassment, and corruption results from the 2025 APS Census. The data was sourced directly from the Qualtrics dashboard (is not accessible to all staff). This analysis was shared with Executive Board to support their review and action planning last Friday. The results are a great news story and something to be celebrated!!

If there is any area you would like more detail on or a deeper dive into, just let me know along with any relevant timeframes I should be aware of 😊 Hope this helps.

Unacceptable Behaviour
Our 2025 Census results show a decrease in respondents who experienced discrimination or bullying, while the number of respondents who reported witnessing corruption remained unchanged – see Graph 4.

Graph 4: Unacceptable Behaviour

Results suggest that the primary basis of discrimination was based on gender (41%) or race (31%). Whilst the most common forms of harassment or bullying were interference with work tasks (55%), verbal abuse (40%) and inappropriate and unfair application of work policies or rules (34%). These themes are consistent with 2024.

Results indicate an 11% increase in the number of employees reporting incidents of corruption, and a 2% increase in the number of employees reporting incidents of harassment or bullying. This demonstrates Treasury has made meaningful progress, however, remains an ongoing area of strategic prioritisation under the SWP through Treasury's Respect@Work Framework which will be provided to Executive Board for approval in October 2025

Let me know if you have any questions or concerns. Thanks Sam 😊

Kind regards,

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s 22 **— Senior Workforce Strategy Officer**
Organisational Strategy, People and Organisational Strategy Branch
Corporate Division
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OFFICIAL: Sensitive

Australian Government
The Treasury

AUDIENCE	CATEGORY
All staff	People

Policies and procedures

Preventing and managing bullying, harassment and discrimination in the workplace

This document was endorsed by the Chief People Officer.

It was last reviewed on 20 April 2023.

For further information or questions, email orgwellbeing@treasury.gov.au.

treasury.gov.au

Contents

Statement of Commitment

Inclusion and diversity are priorities for Treasury and essential to having a workplace culture that values everyone. The Treasury is committed to actively preventing bullying, harassment and discrimination in the workplace. The Treasury will not tolerate any form of discrimination, exclusion, vilification and inappropriate behaviour toward our people based on their ethnicity, culture, religion, race, sexual orientation, health, age, family and caring responsibilities, gender identity or disability.

The Treasury will continue to value, respect and celebrate diversity and strive for high standards of safety and inclusion for all staff. The Treasury will review this policy annually to address improvements.

Overview

This policy provides Treasury employees and managers with information and guidance on workplace bullying, harassment and discrimination including preventing, identifying and addressing behaviours to promote a productive and cooperative workplace.

Purpose

The purpose of the Policy is to explain expectations of Treasury, its managers and staff in relation to their behaviour at work, examples if bullying, harassment and discrimination and what bullying and harassment is and is not. The policy also provides staff with information on support available to if they experience or witness bullying and harassment in the workplace including how to report inappropriate behaviour.

Scope

The policy provides information on the responsibilities of all Treasury employees and outlines the Department's workplace harassment and bullying complaint resolution process.

How does this policy relate to me?

If you are a/an:	Then your responsibility is:
Employees and workers	To understand your obligations in relation to workplace behaviour and reporting.
A manager	To model appropriate workplace behaviour and address instances of inappropriate workplace behaviour reported to you by your staff.

Contacts

For advice, please contact the Performance and Wellbeing Team, People and Organisational Strategy Branch, who are also responsible for updating and maintaining this policy.

To provide feedback on this policy, please email orgwellbeing@treasury.gov.au.

Definition of Workplace Bullying

For the purposes of this policy, **workplace bullying** is defined as 'repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety' (*Dealing with Workplace Bullying – A Worker's Guide, Safe Work Australia*).

Repeated refers to persistent behaviour and it can involve a range of behaviours over time.

Unreasonable behaviour means 'behaviour that a reasonable person, having considered the circumstances, would see as unreasonable, including behaviour that is victimising, humiliating, intimidating or threatening' (*Dealing with Workplace Bullying – A Worker's Guide, Safe Work Australia*).

Risk to health and safety includes the risk to the emotional, mental or physical health of the person(s) in the workplace.

Health is defined in the *Work Health and Safety Act 2011* as both physical and psychological health.

Monitoring and Evaluation

People and Organisational Strategy Branch engages with Workplace Harassment Contact Officers (WHCO) to discuss issues that arise and processes/ strategies to provide a bullying and harassment free workplace.

Questions relating to workplace harassment and bullying have been included in departmental surveys to provide an additional means of identifying and monitoring any systemic issues. Aggregated information on workplace harassment and bullying is provided to the Executive Board as part of regular reporting on employee wellbeing.
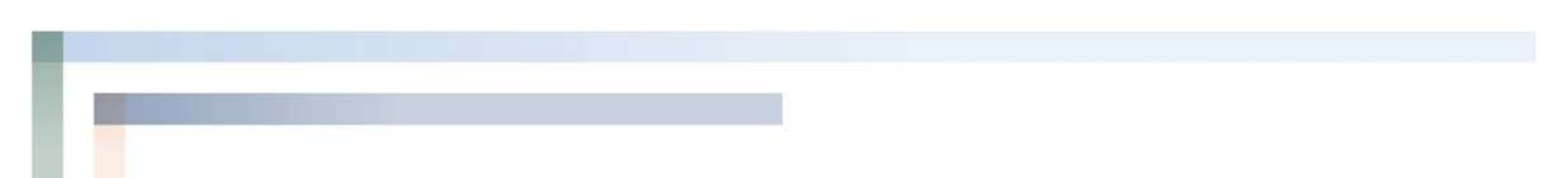
Exit surveys also provide an opportunity for separating employees to provide feedback on their experience in the Treasury. Exit survey results referring to bullying, harassment or discrimination are addressed on a case-by-case basis by People and Organisational Strategy Branch and managers, as appropriate.

Roles and responsibilities

Employees, contractors and visitors

All employees, contractors and visitors should:

- take reasonable care of their own health and safety at work;
- take reasonable care that their behaviour does not adversely affect the health and safety of other people;

- speak out about bullying and harassment when they witness it occurring;

- at all times behave in a way that upholds the Australian Public Service (APS) values and the integrity and good reputation of the APS; and

- treat everyone with respect and courtesy and without harassment.

Employees should also familiarise themselves with this policy, including the complaint resolution process, individual responsibilities and legislative requirements.

Managers

In addition to the responsibilities above, managers should model positive behaviours, understand the complaint resolution process and deal promptly with any complaints that are raised.

Managers and Team leaders should:

- promote and advocate this policy in their work areas as appropriate;

- take matters raised under this policy seriously;

- remain neutral and impartial in handling complaints raised under this policy;

- pass the matter on to their manager, if the reported behaviour involves them personally;

- only disclose information concerning complaints to those with a role in resolving the complaint;

- deal with complaints in an effective and expeditious manner for the benefit of all involved; and

- where necessary deal with a bullying or harassment complaint as a public interest disclosure in accordance with the *Public Interest Disclosure Act 2013.*

Division Heads and Deputy Secretaries should ensure so far as is reasonably practicable, that employees and others are not exposed to health and safety risks in the course of working for the Treasury.

Workplace harassment contact officer

The role of a WHCO is to:

- provide information to employees on workplace harassment and bullying (this can be sought by employees regardless of whether a formal complaint has been made);

- raise awareness of acceptable behaviour in the workplace;

- provide information to employees on options available to resolve alleged cases of harassment; and

- support employees during the resolution process, including listening empathetically and accompanying them to see the alleged harasser or their manager. They may also accompany the employee to attend hearings, inquiries or mediation sessions, if required.

It is not the role of the WHCO to resolve harassment and bullying grievances, nor advocate for the complainant in any context. The same WHCO is also not able to support both the alleged bully/harasser and the complainant.

WHCO may seek support or advice from other WHCO, Benestar (Treasury's employee assistance provider) or the Performance and Wellbeing Team. WHCO need to be mindful of maintaining employee confidentiality.

Workplace bullying

Bullying can take place between anyone in the workplace, including managers, co-workers, contractors and volunteers. Workplace bullying can occur between individuals, or a group where a number of people can also be responsible for targeting an individual or another group.

Examples of possible behaviours

Examples of behaviours which may be considered workplace bullying if they are repeated, unreasonable and create a risk to health and safety include:

- abusive, insulting or offensive language;
- displaying offensive material;
- unjustified criticism or complaints;
- behaving in a way that frightens or intimidates;
- humiliating others through sarcasm, belittling someone's opinions, or practical jokes;
- deliberately intruding on a person's space by pestering, spying or tampering with their work equipment or personal effects;
- spreading misinformation or malicious rumours;
- excessive scrutiny at work;
- setting tasks that are unreasonably below or beyond a person's known skill level;
- changing work arrangements, such as rosters and leave, to deliberately inconvenience a particular worker or workers;
- participating in 'collective bullying' which is characterised by passive aggressive group behaviour used as a deliberate strategy to drive an individual from the workplace;
- setting unreasonable timelines or constantly changing deadlines;
- deliberately excluding someone from workplace activities;
- assigning meaningless tasks or unfairly assigning unpleasant tasks; and/or
- deliberately withholding information or resources necessary for effective work performance.

Other types of workplace bullying

Some types of workplace bullying can constitute a criminal offence. In such cases the police should be contacted for advice and assistance. Behaviours which may be a criminal offence include obscene communications (telephone calls, mail, email, and IT applications), stalking, indecent exposure and actual or attempted physical or sexual assault.

Workplace bullying can be intended or unintended. Intentional bullying is where the actions are intended to humiliate, intimidate, offend or distress, whether or not the behaviour has the intended effect or not. Unintended bullying is behaviour which, although not intended to humiliate, offend, intimidate or distress, did cause, and should reasonably be expected to cause, the intended effect.

Determining what constitutes bullying and harassment

When determining whether bullying or harassment has occurred it is important to understand that perceptions of what behaviour is disrespectful or harassing can differ. The key factor in determining what behaviour constitutes bullying and harassment is determined by what a reasonable person would conclude about the behaviour.

It is also important to have regard for the differing views and expectations of employees from different cultural and religious backgrounds. Managers and employees should be sensitive to how they are perceived by others and take care when communicating concerning difficult or sensitive matters.

What is not workplace bullying

There are a number of situations that although they may feel unpleasant, are not considered to be bullying. Examples of these situations include a single incident of unreasonable behaviour, reasonable management action taken in a reasonable way, and low level work conflict, including a difference of opinions or a spirited policy debate.

Reasonable management action

Reasonable management action taken in a reasonable way can include:

- setting reasonable performance goals, standards and deadlines;
- rostering and allocating working hours where the requirements are reasonable;
- transferring a worker for operational reasons;
- deciding not to select a worker for promotion where a reasonable process is followed and documented;
- informing a worker about unsatisfactory work performance when undertaken in a reasonable manner and/or in accordance with workplace policies or agreements such as performance management guidelines;
- informing a worker about inappropriate behaviour in an objective and confidential way;
- implementing organisational changes or restructuring; and
- termination of employment.

Low level work conflict

Low level work conflict is generally not considered to be workplace bullying because not all conflicts or disagreements have negative health effects. When conflict is at a low level and is task based, it can be a benefit to the workplace by generating debate that leads to new ideas and innovative solutions.

Low level work conflict does not always pose a risk to health and safety. However, in some cases conflict that is persistent and not managed can escalate to a point where it meets the definition of workplace bullying and harassment.

Distinguishing between reasonable management action and workplace bullying or harassment

It is important to distinguish between a person reasonably exercising their legitimate authority at work and an instance of bullying or harassment. Managers may be required to direct and control how work is performed and are responsible for monitoring workflow and providing feedback to employees on their work performance.

Feedback provided with the intention of assisting employees to improve their performance or work-related behaviour does not constitute bullying. However, care should be taken to ensure that any performance problems are identified and dealt with in an objective and constructive way that is neither humiliating nor threatening.

Discrimination

Discrimination generally occurs when someone is treated less favourably than others because they have a particular characteristic/appearance or belong to a particular group of people such as race or perceived gender. If discrimination has occurred in the workplace, employees should report this to the Performance and Wellbeing Team immediately on x2222 (Option 4).

Examples:

Racial discrimination	An area refuses to hire a suitably qualified person because they are Aboriginal and hires a less qualified person of a different racial background
Indirect discrimination	A policy that articulates that only full-time workers will be considered for a role; discriminating against women or individuals that have caring responsibilities and who are more likely to work part-time to accommodate family responsibilities.

Discrimination can be against the law if decisions or actions that are made in the work environment are based on a person's:

- age;
- disability;
- race, including colour, national or ethnic origin;
- sex, pregnancy, marital or relationship status, family circumstances/responsibilities or breastfeeding; or
- sexual orientation, gender identity or intersex status.

Harassment

Harassment generally involves unwelcome behaviour that intimidates, offends or humiliates a person possessing a particular personal characteristic/appearance such as race, age, perceived gender, disability, religion or sexual orientation. It is possible for a person to be bullied, harassed and discriminated against at the same time, but unlike bullying, discrimination and harassment may be based on a single incident and on some characteristic of the affected person. Workplace harassment and discrimination may still be a risk to health and safety and should not be tolerated. It may be a warning sign of bullying and steps should be taken to prevent its occurrence.

Examples of harassment

Racial harassment	Attributing stereotypical or extreme behaviour to a particular racial group, jokes about religious practices or social customs, and insults or taunts based on race.
Sexual harassment	Sexist jokes, unwelcome requests for sexual favours, pornographic or nude pictures displayed in the workplace or via email, and obscene phone calls or email.
Disability harassment	Making jokes at the expense of a person with a disability, overbearing or abusive behaviour towards people with intellectual disabilities and disparaging remarks about malingering to people who, as a result of a disability, require time off for particular needs.
Other forms of harassment	Offensive physical contact, invasion of personal space, insulting or threatening gestures or language – overt or implied.

If possible, the employee who experienced harassment should speak to the person who has acted unreasonably. If the employee does not feel comfortable or safe doing so, they can discuss the matter with their manager, team leader, manager-once-removed, WHCO or the Performance and Wellbeing Team. Workplace harassment, whether a single incident or repeated occurrences, may breach the APS Code of Conduct.

Guidance for making a bullying or harassment complaint

All workplace harassment or bullying complaints are taken seriously and action to facilitate resolution should be undertaken promptly. There are two forms of resolution available: informal and formal.

Regardless of which approach is used, it is recommended that the complainant document their complaint (for example, details of the incident/s, including dates and witnesses). Documenting the complaint can assist with recollecting the events in the future and it can also assist the complainant to decide on the seriousness of the behaviour and whether or not they want the incident/s to be investigated.

Employees wishing to lodge a complaint about alleged bullying and harassment should include the following:

- name, title and location of the person who has been bullied or harassed;

- a statement from any witness to the alleged behaviour including the witness's title and contact details;

- incident details including the date and the location at which the incident took place;

- details of whether medical treatment was sought from a doctor or hospital within 48 hours of the incident occurring;

- an explanation of what about the behaviour was unfair, unlawful or inappropriate;

- what action has been taken to try to resolve this behaviour;

- what outcome is expected by raising this complaint;

- details on the complainant's preferred method of contact; and

- with whom the complaint has been raised so far (for example, team leader, manager, manager-once-removed, WHCO, the Performance and Wellbeing Team or Health and Safety Representative).

Informal process

The Department's informal process for managing harassment and bullying has two stages: early intervention and initial review.

Early intervention efforts are designed to resolve the issue before it becomes repetitive and severe and where no investigation or disciplinary action is taken against the accused employee. Where early intervention has commenced and the complainant does not feel that the behaviour in question has discontinued, they can consider requesting an initial review. An initial review is an independent review usually undertaken by the People and Organisational Strategy Branch or an external provider.

Formal process

Where possible it is preferable to resolve issues through an informal process to allow the accused employee (where bullying has occurred) the opportunity to take positive action to correct or alter their behaviour. The complainant, however, may decide to lodge a formal complaint. The formal process will involve investigations which could take the form of a Code of Conduct investigation or Public Interest Disclosure investigation.

Employees not involved in an incident considered to be harassment or bullying are also encouraged to report their observations of the behaviour to any of the contacts listed above.

Attachment A outlines the stages of an informal and formal process.

Workers' compensation

Where bullying or harassment allegations are made through a workers' compensation claim, the Head People and Organisational Strategy Branch will initiate either an initial review or a formal review appropriate to the nature of the allegations. Any information gathered in the course of the review may be submitted to Comcare to assist with the determination of the claim.

Investigation without consent of complainant

The Treasury can investigate any complaints raised without the consent of the complainant. The outcome of the investigation will be informed by the information gathered as part of the investigation. The complainant may be asked to participate in the investigation. However, they may choose not to participate. The investigation may be in the form of an initial review.

An alternative option for dealing with bullying and harassment

A worker who has been bullied can apply to the Fair Work Commission for an order to stop the bullying. This application may be made as an alternative to the Treasury informal/formal processes or following the conclusion of a Treasury process, if the issue is not resolved. There are no limits for making an anti-bullying application, but the worker must still be working for the employer where the bullying occurred at the time of the application. Workers who have been dismissed are not able to apply for an order, but they may still be able to pursue an unfair or lawful termination claim.

When the issue is not resolved

If reasonable efforts have been made to resolve the reported workplace bullying behaviour and the issue/s have not been resolved, any party involved in the incident may request that the matter be investigated by Comcare, the Work Health and Safety Regulator. Comcare may appoint an inspector to determine whether further investigation is required.

There does not have to be agreement about whether reasonable efforts have been made to resolve the issue in order for an inspector to be requested. An inspector can be requested as long as one party considers that reasonable efforts have been made.

The inspector may provide advice, investigate contraventions or issue an improvement notice. The Performance and Wellbeing Team on +61 2 6263 2222 or email orgwellbeing@treasury.gov.au.

If the complainant considers that the issue has not been resolved satisfactorily, a review of action under Section 33 of the *Public Service Act 1999* may also be available.

If the alleged harassment involves discrimination covered by legislation, a complaint may be lodged with the Australian Human Rights Commission, which has a complaint handling service which may investigate and resolve such complaints.

Support and advice

For personal support, the Treasury's employee assistance provider, Benestar, offers free and confidential counselling services independent of the Treasury. More information is available here.

Records and procedural fairness

Recordkeeping

Records assist in identifying patterns of behaviour or continuing problems. Adequate records are essential if the matter leads to formal disciplinary action or to a request for information under the *Freedom of Information Act 1982*. Any formal action taken should be documented. Where an issue has been satisfactorily resolved through informal processes, the retention of records may not be necessary.

Confidentiality of records

Confidentiality of all complaints will be maintained in accordance with Treasury procedures and the *Privacy Act 1988*.

Procedural fairness

All allegations will be treated in accordance with the rules of procedural fairness. In summary this means:

- decision makers must act fairly and without actual or perceived bias;

- decision makers must not make decisions about complaints that involve them;

- employees whose interests may be adversely affected by a decision must be given a reasonable opportunity to present their case. They must be informed of the nature and content of the material which is being considered in relation to their actions;

- a decision made in relation to bullying or harassing behaviour must be substantiated by credible and relevant evidence; and

- where possible, the complainant's permission will be sought before information about the allegations is disclosed to third parties and before the allegations are referred to external authorities.

Where appropriate, information may also be disclosed to the alleged harasser's manager and/or to the Executive. In respect of very serious allegations, it may be necessary for the Department to refer the allegations to the appropriate authorities, for example criminal behaviour will be reported to the Australian Federal Police.

Outcome of an investigation

Where an investigation has been carried out, the complainant will be advised of the outcome of the investigation. The Department may not disclose the contents of a report prepared by an investigator. Any decision by the Department to disclose the contents of the investigator's report will depend on:

- whether there is any legal requirement to disclose the report;

- whether there is any legal requirement not to disclose the report;

- the extent to which the report contains personal information about the complainant;

- the alleged harasser and any third parties;

- any undertakings of confidentiality given by the investigator on behalf of the Department; and

- the public interest in the release or non-release of the report.

Freedom of Information Act 1982

The *Freedom of Information Act 1982* may provide individuals (including employees) access to documents which may contain personal information about themselves held by the Department.

Where a person requests access to documents which contain personal information about a third party, the third party must be consulted before information is released.

Further information and support

Further information on workplace harassment and bullying can be found at the following locations:

- Fair Work Commission

- Australian Human Rights Commission

- Australian Public Service Commission

- Comcare

- Treasury Workplace Harassment Contact Officers

- Promoting Mental Health and Wellbeing at Work

- Workplace Bullying and Harassment Fact Sheet

For personal support, the Treasury's employee assistance provider, Benestar, offers free and confidential counselling services independent of the Treasury. More information is available here.

Procedure for Informal and Formal Bullying and Harassment Complaints

BULLYING AND HARASSMENT INCIDENT OCCURS	
Informal Process	**Formal Process*** *Public Interest Disclosure Act 2013* *Fair Work Commission*

Early Intervention
 	
 1. Complainant may seek advice from the Performance and Wellbeing Team, their team leader or manager-once-removed. Support and information may also be sought from a WHCO or Treasury's EAP provider (see policy for contact details).
 	
 2. If there is resolution of bullying behaviour then the complaint is resolved and process concludes.
 	
 3. If there is no resolution of the bullying behaviour then you can request an initial review.
	Internal Treasury Investigation
	
	 1. Written formal complaint lodged with Head People and Organisational Strategy Branch or the Performance and Wellbeing Team. Include details of the behaviour, action taken, dates, witnesses, etc. Also include a request that the matter be formally investigated.
	
	 2. Investigator appointed (independent staff member at appropriate level or external investigator).
	
	 3. Investigator interviews all relevant staff and gathers information (written record retained).
	
	 4. Solution recommended by investigator:
	     – Mediation (with an independent accredited mediator)
	     – Transfer (complainant or accused bully)
	     – Counselling
	     – Code of conduct investigation
	     – No action required by the Treasury as bullying behaviour was not found.

Initial Review 1. Complainant or manager contacts the Performance and Wellbeing Team (orgwellbeing@treasury.gov.au) requesting an initial review. 2. A reviewer from the People and Organisational Strategy Branch is appointed. 3. Reviewer conducts interview with relevant staff (notes of the discussion are taken, no formal records retained). 4. Reviewer recommends remedial action (may include mediation using an accredited mediator) 5. Complainant and manager are advised of outcome and proposed solution.	

*A formal process, where the manager believes that the information given to them concerns 'disclosable conduct', under the Public Interest Disclosure Act 2013 they must provide that information to an 'authorised officer'.

Relevant legislation

The following legislation provides the framework for preventing and managing harassment and bullying in the Australian Public Service:

- *Public Service Act 1999*

- *Work Health and Safety Act 2011*

- *Sex Discrimination Act 1984*

- *Disability Discrimination Act 1992*

- *Age Discrimination Act 2004*

- *Racial Discrimination Act 1975*

- *Australian Human Rights Commission Act 1986*

- *Fair Work Act 2009*

- *Public Interest Disclosure Act 2013*

- *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022*

- *Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022*

Version control

Date Modified	Version	Section of document	Author of change	Summary of change
2015	1	All	POSD	Policy creation
09/10/2018	2	All	Employee Relations	New template, minor updates
31/10/2019	3	All	Employee Relations	Updated Team names and links
28/9/2020	4	All	Employee Relations	New template, minor updates
20/04/2023	5	All	POSB	New template, revised legislative links, new Statement of Commitment