Australian Government
Australian Public Service Commission

# Highlights Report

## TSY

**Responses:**
1,510 of 1,706

**Response rate:**
89%




2026 APS
**Employee Census**
4 May–5 June

# Highest positive and highest negative questions

This table displays the questions with the highest % Positive scores.

| Highest positive scoring questions | % Positive |
|---|---|
| I am happy to go the 'extra mile' at work when required | 93% |
| My supervisor ensures that my workgroup delivers on what we are responsible for | 92% |
| People in my workgroup are comfortable checking with each other if they have questions about the right way to do something | 92% |
| I understand how my role contributes to achieving an outcome for the Australian public | 92% |
| I believe strongly in the purpose and objectives of the APS | 91% |

This table displays the questions with the highest % Negative scores.

| Highest negative scoring questions | % Negative |
|---|---|
| I am expected to do too many different tasks in too little time *[Reverse scored: % Negative score represents those who responded Often or Always]* | 29% |
| I feel burned out by my work *[Reverse scored: % Negative score represents those who responded Agree or Strongly agree]* | 27% |
| Barrier to you performing at your best: Too many competing priorities *[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]* | 26% |
| I have unrealistic time pressures *[Reverse scored: % Negative score represents those who responded Often or Always]* | 26% |
| Change is managed well in my agency | 22% |

# Most and least improved questions

This table displays the questions that have had the highest change in the % Positive score compared to the previous Census.

| Most improved questions | % Positive | Difference from **2025** |
|---|---|---|
| I work beyond what is required in my job to help my agency achieve its objectives | 81% | +4 |
| Barrier to you performing at your best: The appetite for risk within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]* | 54% | +4 |
| Barrier to you performing at your best: Administrative processes within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]* | 52% | +2 |
| Barrier to you performing at your best: Resistance to experimentation with new ideas *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]* | 67% | +2 |
| Barrier to you performing at your best: The technology within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]* | 55% | +2 |

This table displays the questions that have had the lowest change in the % Positive score compared to the previous Census.

| Least improved questions | % Positive | Difference from **2025** |
|---|---|---|
| I am expected to do too many different tasks in too little time *[Reverse scored: % Positive score represents those who responded Rarely or Never]* | 30% | -7 |
| I have unrealistic time pressures *[Reverse scored: % Positive score represents those who responded Rarely or Never]* | 33% | -7 |
| Change is managed well in my agency | 51% | -6 |
| Internal communication within my agency is effective | 65% | -5 |
| I feel burned out by my work *[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]* | 43% | -5 |

# Agency index scores

This table displays the overall index scores for your agency compared to the overall index scores for the APS. The ranks are to assist you to see where your agency sits in comparison to the overall APS index score and the scores of other agencies. E.g. a rank of 1 would indicate the highest score of all participating agencies.

| | 2026 Score | APS Overall | Agency Rank |
|---|---|---|---|
| Employee Engagement Index | 77 | 74 | **29** of 112 |
| Immediate Supervisor Index | 78 | 77 | **36** of 112 |
| SES Manager Index | 75 | 69 | **20** of 112 |
| Communication Index | 72 | 69 | **20** of 112 |
| Enabling Innovation Index | 69 | 67 | **37** of 112 |
| Speak Up Culture Index | 76 | 74 | **44** of 112 |
| Wellbeing Policies and Support Index | 73 | 70 | **38** of 112 |

# Employee engagement

| Employee Engagement Index Score: | 77 | Difference in % positive from 2025 | Difference in % positive from APS overall | Difference in % positive from Policy agencies | Difference in % positive from Large sized agencies |
|---|---|---|---|---|---|
| | | -1 | +3 | +3 | +3 |

**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.

| | | % Positive | % Neutral | % Negative | | | | |
|---|---|---|---|---|---|---|---|---|
| Say | Overall, I am satisfied with my job | 79% | 13% | 9% | -3 | +4 | +4 | +3 |
| Say | I am proud to work in my agency | 87% | 11% | 2% | -3 | +9 | +8 | +7 |
| Say | I would recommend my agency as a good place to work | 84% | 11% | 5% | -5 | +10 | +9 | +8 |
| Say | I believe strongly in the purpose and objectives of my agency | 87% | 11% | 2% | -2 | +1 | +2 | 0 |
| Stay | I feel a strong personal attachment to my agency | 65% | 24% | 10% | -2 | +2 | +6 | +3 |
| Stay | I feel committed to my agency's goals | 86% | 11% | 2% | -1 | +1 | +2 | +1 |
| Strive | I suggest ideas to improve our way of doing things | 90% | 9% | 1% | +1 | +3 | 0 | +1 |
| Strive | I am happy to go the 'extra mile' at work when required | 93% | 6% | 2% | -1 | +4 | +2 | +3 |
| Strive | I work beyond what is required in my job to help my agency achieve its objectives | 81% | 16% | 3% | +4 | +4 | +4 | +5 |
| Strive | My agency really inspires me to do my best work every day | 73% | 21% | 6% | -3 | +10 | +11 | +10 |

# Key drivers of employee engagement index

**Drivers of Employee Engagement**

Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores.

Develop actions and activities to improve upon these to drive higher levels of performance.

| | | % Positive | Difference in % positive from **2025** | Difference in % positive from **APS overall** | Difference in % positive from **Policy agencies** | Difference in % positive from **Large sized agencies** |
|---|---|---|---|---|---|---|
| 1. | My job gives me opportunities to utilise my skills | 83% | -1 | +5 | +4 | +5 |
| 2. | I am supported to use my expertise to provide frank and fearless advice | 76% | -2 | +8 | +8 | +8 |
| 3. | My agency inspires me to come up with new or better ways of doing things | 61% | -2 | +3 | +6 | +5 |
| 4. | The culture in my agency supports people to act with integrity | 87% | -1 | +8 | +8 | +8 |
| 5. | I am satisfied with the recognition I receive for doing a good job | 74% | -4 | +8 | +4 | +5 |
| 6. | My agency supports and actively promotes an inclusive workplace culture | 86% | -1 | +4 | +3 | +3 |

# Leadership - immediate supervisor

| Immediate Supervisor Index Score: | 78 | | | Difference in % positive from **2025** | Difference in % positive from **APS overall** | Difference in % positive from **Policy agencies** | Difference in % positive from **Large sized agencies** |
|---|---|---|---|---|---|---|---|
| | | | | **-1** | **+2** | **+1** | **+1** |

**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*.

| | % Positive | % Neutral | % Negative | | | | |
|---|---|---|---|---|---|---|---|
| My supervisor engages with staff on how to respond to future challenges | 81% | 13% | 5% | -3 | +2 | +2 | +2 |
| My supervisor can deliver difficult advice whilst maintaining relationships | 81% | 13% | 6% | 0 | +2 | +1 | +1 |
| My supervisor invites a range of views, including those different to their own | 85% | 9% | 6% | -2 | +3 | +1 | +2 |
| My supervisor encourages my team to regularly review and improve our work | 84% | 12% | 4% | 0 | +2 | +2 | +2 |
| My supervisor is invested in my development | 78% | 15% | 8% | -3 | +1 | 0 | 0 |
| My supervisor ensures that my workgroup delivers on what we are responsible for | 92% | 6% | 2% | 0 | +4 | +3 | +3 |

Other similar questions

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| My supervisor provides me with helpful feedback to improve my performance | 75% | 15% | 9% | -2 | -3 | -2 | -2 |
| My immediate supervisor encourages me | 80% | 15% | 5% | 0 | +3 | +2 | +2 |
| My supervisor actively ensures that everyone can be included in workplace activities | 86% | 10% | 4% | -1 | +2 | +2 | +2 |
| My supervisor encourages me to take on new tasks and gain experience doing things I've never done before | 83% | 12% | 5% | -1 | +3 | +2 | +2 |

# Leadership - SES manager

SES Manager Index Score: **75**

**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*.

| | % Positive | % Neutral | % Negative | Difference in % positive from 2025 | Difference in % positive from APS overall | Difference in % positive from Policy agencies | Difference in % positive from Large sized agencies |
|---|---|---|---|---|---|---|---|
| | | | | **-1** | **+6** | **+3** | **+4** |
| My SES manager clearly articulates the direction and priorities for our area | **77%** | **15%** | **8%** | -1 | +7 | +5 | +6 |
| My SES manager presents convincing arguments and persuades others towards an outcome | **75%** | **18%** | **7%** | -3 | +13 | +7 | +10 |
| My SES manager promotes cooperation within and between agencies | **82%** | **15%** | **3%** | -2 | +14 | +7 | +11 |
| My SES manager encourages innovation and creativity | **74%** | **20%** | **6%** | -2 | +7 | +5 | +6 |
| My SES manager creates an environment that enables us to deliver our best | **74%** | **17%** | **9%** | -5 | +9 | +6 | +7 |
| My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | **85%** | **12%** | **4%** | -1 | +10 | +6 | +8 |

Other similar questions

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| In my agency, the SES work as a team | **69%** | **21%** | **10%** | -2 | +14 | +12 | +13 |
| In my agency, the SES clearly articulate the direction and priorities for our agency | **74%** | **16%** | **9%** | 0 | +10 | +10 | +11 |
| My SES manager routinely promotes the use of data and evidence to deliver outcomes | **78%** | **18%** | **5%** | +1 | +9 | +6 | +7 |

# Communication

Communication Index Score: **72**

| | | | | Difference in % positive from 2025 | Difference in % positive from APS overall | Difference in % positive from Policy agencies | Difference in % positive from Large sized agencies |
|---|---|---|---|---|---|---|---|
| | | | | **-2** | **+3** | **+3** | **+3** |
| | % Positive | % Neutral | % Negative | | | | |
| My supervisor communicates effectively | 82% | 11% | 8% | -1 | +1 | +1 | +1 |
| My SES manager communicates effectively | 78% | 13% | 9% | -3 | +8 | +5 | +6 |
| Internal communication within my agency is effective | 65% | 20% | 15% | -5 | +7 | +8 | +8 |

**Communication**

The Communication Index measures communication at the individual, group and agency level.

# Change

| | | | | Difference in % positive from 2025 | Difference in % positive from APS overall | Difference in % positive from Policy agencies | Difference in % positive from Large sized agencies |
|---|---|---|---|---|---|---|---|
| | % Positive | % Neutral | % Negative | | | | |
| When changes occur, the impacts are communicated well within my workgroup | 67% | 18% | 15% | -2 | +1 | +3 | +2 |
| Staff are consulted about change at work | 49% | 36% | 15% | -4 | 0 | +1 | +1 |
| Change is managed well in my agency | 51% | 27% | 22% | -6 | +8 | +10 | +10 |

**Change**

Effective communication is an important part of any change process. Note these questions do not contribute to the above index score.

# Enabling innovation

## Enabling Innovation Index Score: 69

| | Difference in % positive from 2025 | Difference in % positive from APS overall | Difference in % positive from Policy agencies | Difference in % positive from Large sized agencies |
|---|---|---|---|---|
| | **0** | **+2** | **+2** | **+2** |

**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.

| | % Positive | % Neutral | % Negative | | | |
|---|---|---|---|---|---|---|
| I believe that one of my responsibilities is to continually look for new ways to improve the way we work | **87%** | **9%** | **4%** | 0 | +5 | +2 | +3 |
| My immediate supervisor encourages me to come up with new or better ways of doing things | **77%** | **16%** | **6%** | -1 | +1 | 0 | +1 |
| People are recognised for coming up with new and innovative ways of working | **69%** | **22%** | **9%** | -3 | +6 | +7 | +7 |
| My agency inspires me to come up with new or better ways of doing things | **61%** | **29%** | **10%** | -2 | +3 | +6 | +5 |
| My agency recognises and supports the notion that failure is a part of innovation | **49%** | **33%** | **18%** | 0 | -1 | +2 | +1 |

# Speak up culture

| Speak Up Culture Index Score: | 76 | | | Difference in % positive from 2025 | Difference in % positive from APS overall | Difference in % positive from Policy agencies | Difference in % positive from Large sized agencies |
|---|---|---|---|---|---|---|---|
| | | | | - | +2 | +1 | +1 |

**Speak Up Culture**

The measure of speak up culture is based on psychological safety, which is the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes, and the team is safe for interpersonal risk taking.

| | % Positive | % Neutral | % Negative | | | | |
|---|---|---|---|---|---|---|---|
| The people in my workgroup value others' individual skills and talents | 87% | 9% | 5% | -2 | +4 | +3 | +3 |
| People in my workgroup are comfortable checking with each other if they have questions about the right way to do something | 92% | 5% | 3% | 0 | +4 | +3 | +3 |
| The people in my workgroup are able to bring up problems and tough issues | 82% | 11% | 7% | -2 | +3 | +3 | +3 |
| If you make a mistake in my workgroup, it tends to be held against you *[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]* | 71% | 18% | 11% | -2 | +4 | +1 | +1 |

# Wellbeing policies and support

## Wellbeing Policies and Support Index Score: 73

**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.

| | % Positive | % Neutral | % Negative | Difference in % positive from **2025** | Difference in % positive from **APS overall** | Difference in % positive from **Policy agencies** | Difference in % positive from **Large sized agencies** |
|---|---|---|---|---|---|---|---|
| | | | | **-1** | **+3** | **+3** | **+3** |
| I am satisfied with the policies/practices in place to help me manage my health and wellbeing | **77%** | **16%** | **7%** | -1 | +7 | +8 | +7 |
| My agency does a good job of communicating what it can offer me in terms of health and wellbeing | **74%** | **19%** | **7%** | -1 | +6 | +8 | +7 |
| My agency does a good job of promoting health and wellbeing | **71%** | **19%** | **10%** | -4 | +3 | +6 | +4 |
| I think my agency cares about my health and wellbeing | **72%** | **18%** | **10%** | -4 | +7 | +9 | +7 |
| I believe my immediate supervisor cares about my health and wellbeing | **90%** | **6%** | **4%** | -1 | +3 | +2 | +2 |

Other similar questions

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor | **76%** | **13%** | **11%** | -2 | +1 | 0 | 0 |
| I receive the respect I deserve from my colleagues at work | **84%** | **13%** | **3%** | -1 | +4 | +3 | +3 |
| My agency supports and actively promotes an inclusive workplace culture | **86%** | **9%** | **5%** | -1 | +4 | +3 | +3 |

# Wellbeing

| | % | Difference from **2025** | Difference from **APS overall** | Difference from **Policy agencies** | Difference from **Large sized agencies** |
|---|---|---|---|---|---|
| **In general, would you say that your health is:** | | | | | |
| Excellent | **15%** | -1 | +3 | +2 | +2 |
| Very good | **37%** | -2 | +3 | +2 | +2 |
| Good | **35%** | +1 | -3 | -1 | -1 |
| Fair | **11%** | +2 | -3 | -2 | -2 |
| Poor | **3%** | 0 | -1 | 0 | 0 |
| **What best describes your current workload?** | | | | | |
| Well above capacity – too much work | **16%** | +6 | -2 | -3 | -2 |
| Slightly above capacity – lots of work to do | **41%** | +6 | +2 | +2 | +3 |
| At capacity – about the right amount of work to do | **34%** | -8 | -2 | +1 | -1 |
| Slightly below capacity – available for more work | **8%** | -3 | +2 | +1 | +1 |
| Well below capacity – not enough work | **1%** | -1 | 0 | 0 | 0 |

| | % | Difference from 2025 | Difference from APS overall | Difference from Policy agencies | Difference from Large sized agencies |
|---|---|---|---|---|---|
| **How often do you find your work stressful?** | | | | | |
| Always | **3%** | 0 | -2 | -1 | -1 |
| Often | **22%** | +2 | -2 | -2 | -1 |
| Sometimes | **53%** | 0 | +3 | +2 | +2 |
| Rarely | **20%** | -2 | +1 | +1 | 0 |
| Never | **2%** | 0 | 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 | **15%** | +1 | -5 | -3 | -3 |
| Somewhat | **41%** | +2 | +2 | +2 | +2 |
| To a small extent | **30%** | +1 | +6 | +4 | +4 |
| To a very small extent | **10%** | -5 | +1 | -1 | -1 |
| **I feel burned out by my work** | | | | | |
| Strongly agree | **6%** | +1 | -2 | -2 | -2 |
| Agree | **21%** | +3 | -1 | -1 | 0 |
| Neither agree nor disagree | **30%** | 0 | -2 | -1 | -1 |
| Disagree | **34%** | -3 | +4 | +2 | +2 |
| Strongly disagree | **9%** | -1 | +1 | +1 | +1 |

# Flexible work

| | % Positive | % Neutral | % Negative | Difference in % positive from 2025 | Difference in % positive from APS overall | Difference in % positive from Policy agencies | Difference in % positive from Large sized agencies |
|---|---|---|---|---|---|---|---|
| I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration | 89% | 6% | 5% | -2 | +3 | +1 | +2 |

| | % | Difference from 2025 | Difference from APS overall | Difference from Policy agencies | Difference from Large sized agencies |
|---|---|---|---|---|---|
| **Do you currently access any of the following flexible working arrangements? [Multiple Response]** | | | | | |
| Part-time | 12% | 0 | 0 | -1 | -1 |
| Flexible hours of work | 23% | +1 | -8 | -3 | -6 |
| Compressed work week | 7% | +2 | 0 | 0 | 0 |
| Job sharing | 1% | 0 | +1 | +1 | +1 |
| Working away from the office/working from home | 72% | -1 | +2 | 0 | -2 |
| None of the above | 17% | -1 | 0 | -1 | +1 |
| **Working away from the office** | | | | | |
| All of the time | 3% | +1 | -5 | -6 | -6 |
| Some of the time as a regular arrangement | 55% | 0 | +2 | +1 | 0 |
| Only on an irregular basis | 14% | -1 | +5 | +4 | +5 |
| None of the time | 28% | +1 | -2 | 0 | +2 |
| Did not disclose their arrangement | 0% | 0 | 0 | 0 | 0 |

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.

# Work environment

| | % Positive | % Neutral | % Negative | Difference in % positive from **2025** | Difference in % positive from **APS overall** | Difference in % positive from **Policy agencies** | Difference in % positive from **Large sized agencies** |
|---|---|---|---|---|---|---|---|
| I am supported to use my expertise to provide frank and fearless advice | **76**% | **16**% | **9**% | -2 | +8 | +8 | +8 |
| The people in my workgroup demonstrate stewardship | **83**% | **13**% | **5**% | +2 | +6 | +5 | +5 |
| The culture in my agency supports people to act with integrity | **87**% | **9**% | **4**% | -1 | +8 | +8 | +8 |
| I believe strongly in the purpose and objectives of the APS | **91**% | **8**% | **1**% | -1 | +4 | +4 | +3 |
| I feel a strong personal attachment to the APS | **72**% | **22**% | **6**% | 0 | +5 | +6 | +6 |
| My workgroup considers the people and businesses affected by what we do | **88**% | **8**% | **3**% | -1 | +5 | +3 | +3 |

# Job satisfaction

| | % Positive | % Neutral | % Negative | Difference in % positive from **2025** | Difference in % positive from **APS overall** | Difference in % positive from **Policy agencies** | Difference in % positive from **Large sized agencies** |
|---|---|---|---|---|---|---|---|
| I am satisfied with the recognition I receive for doing a good job | 74% | 16% | 10% | -4 | +8 | +4 | +5 |
| I am fairly remunerated (e.g. salary, superannuation) for the work that I do | 79% | 12% | 9% | -3 | +18 | +7 | +11 |
| I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | 88% | 7% | 4% | -2 | +5 | +3 | +3 |
| I am satisfied with the stability and security of my job | 87% | 8% | 5% | -2 | +5 | +7 | +6 |

# Role clarity and autonomy

| | % Positive | % Neutral | % Negative | Difference in % positive from **2025** | Difference in % positive from **APS overall** | Difference in % positive from **Policy agencies** | Difference in % positive from **Large sized agencies** |
|---|---|---|---|---|---|---|---|
| I understand how my role contributes to achieving an outcome for the Australian public | 92% | 6% | 2% | -2 | 0 | +1 | 0 |
| I am clear what my duties and responsibilities are | 83% | 14% | 3% | -1 | 0 | +2 | +1 |
| I have a choice in deciding how I do my work | 76% | 20% | 4% | 0 | +9 | +3 | +4 |
| Where appropriate, I am able to take part in decisions that affect my job | 75% | 15% | 10% | -4 | +5 | +3 | +4 |

# Performance

| | % | Difference from 2025 | Difference from APS overall | Difference from Policy agencies | Difference from Large sized agencies |
|---|---|---|---|---|---|
| **In the last month, please rate your workgroup's overall performance** | | | | | |
| Excellent | 33% | +9 | +9 | +7 | +8 |
| Very good | 52% | -7 | -4 | -4 | -4 |
| Average | 13% | -1 | -4 | -3 | -3 |
| Below average | 2% | 0 | -1 | -1 | -1 |
| Well below average | 1% | 0 | 0 | 0 | 0 |

| | % Positive | % Neutral | % Negative | Difference in % positive from 2025 | Difference in % positive from APS overall | Difference in % positive from Policy agencies | Difference in % positive from Large sized agencies |
|---|---|---|---|---|---|---|---|
| My workgroup has the appropriate skills, capabilities and knowledge to perform well | 79% | 13% | 8% | -3 | +1 | +1 | 0 |
| My workgroup has the tools and resources we need to perform well | 65% | 20% | 15% | -4 | +8 | +9 | +9 |
| The people in my workgroup use time and resources efficiently | 77% | 15% | 9% | 0 | +4 | +4 | +4 |
| My job gives me opportunities to utilise my skills | 83% | 10% | 6% | -1 | +5 | +4 | +5 |
| During the last 12 months, the formal learning I have accessed has improved my performance | 50% | 36% | 14% | -4 | -7 | -3 | -4 |

# 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.

| | % | Difference from **2025** | Difference from **APS overall** | Difference from **Policy agencies** | Difference 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 | **11%** | +2 | +2 | +1 | +2 |
| I want to leave my position within the next 12 months | **30%** | -2 | +9 | +5 | +7 |
| I want to stay working in my position for the next one to two years | **44%** | -1 | +6 | +2 | +3 |
| I want to stay working in my position for at least the next three years | **16%** | +1 | -16 | -7 | -12 |
| **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 | **51%** | +2 | +6 | +8 | +8 |
| I am pursuing a position in another agency | **27%** | +4 | +2 | -1 | +1 |
| I am pursuing work outside the Commonwealth public sector | **7%** | -4 | -2 | -2 | -2 |
| It is the end of my non-ongoing, casual or contracted employment | **2%** | 0 | +1 | 0 | 0 |
| Other | **11%** | -1 | -3 | -4 | -4 |
| **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 | **18%** | - | - | - | - |
| I wish to pursue a promotion opportunity | **15%** | - | - | - | - |
| I want to try a different type of work or I'm seeking a career change | **14%** | - | - | - | - |
| I have achieved all I can in my current position | **10%** | - | - | - | - |
| There are a lack of future career opportunities in my agency | **7%** | - | - | - | - |

# Unacceptable behaviour - discrimination

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.

| | % | Difference from **2025** | Difference from **APS overall** | Difference from **Policy agencies** | Difference 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%** | -1 | -3 | -2 | -2 |
| No | **94%** | +1 | +3 | +2 | +2 |
| **Did this discrimination occur in your current agency?** | | | | | |
| Yes | **98%** | +7 | +3 | +2 | +2 |
| No | **2%** | -7 | -3 | -2 | -2 |
| **The discrimination came from: [Multiple Response]** | | | | | |
| Within my agency | **99%** | +7 | +6 | +4 | +5 |
| Another agency | **7%** | +3 | +4 | +2 | +3 |
| A customer, stakeholder or member of the public | **9%** | +6 | 0 | +3 | +2 |
| Other | **1%** | -4 | -2 | -2 | -2 |
| **Did you report the discrimination?** | | | | | |
| I reported the discrimination in accordance with my agency's policies and procedures | **15%** | +5 | -5 | -2 | -3 |
| It was reported by someone else | **2%** | -5 | -2 | -1 | -2 |
| I did not report the discrimination | **83%** | 0 | +7 | +3 | +5 |

# Unacceptable behaviour - bullying and harassment

Employees who perceived bullying or harassment in the last 12 months were asked what type of bullying or harassment they experienced. Employees could select one or more responses from a list of items.

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.

| | % | Difference from **2025** | Difference from **APS overall** | Difference from **Policy agencies** | Difference from **Large sized agencies** |
|---|---|---|---|---|---|
| **During the last 12 months, have you been subjected to bullying or harassment in your current workplace?** | | | | | |
| Yes | **6%** | +1 | -4 | -3 | -3 |
| Not sure | **4%** | 0 | 0 | 0 | 0 |
| No | **90%** | -1 | +4 | +3 | +3 |
| **Types of bullying or harassment experienced (3 highest responses):** | | | | | |
| Interference with work tasks (e.g. withholding needed information, undermining or sabotage) | **52%** | - | - | - | - |
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming) | **49%** | - | - | - | - |
| Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development) | **30%** | - | - | - | - |
| **Did you report the bullying or harassment?** | | | | | |
| I reported the behaviour in accordance with my agency's policies and procedures | **34%** | +3 | -5 | -3 | -4 |
| It was reported by someone else | **7%** | 0 | 0 | +1 | +1 |
| I did not report the behaviour | **59%** | -3 | +5 | +1 | +3 |

# Unacceptable behaviour - corruption

Employees who perceived corruption in the last 12 months were asked what type of conduct they witnessed and if they reported it.

| | % | Difference from **2025** | Difference from **APS overall** | Difference from **Policy agencies** | Difference 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%** | +1 | -1 | -1 | -1 |
| Prefer not to answer | **1%** | 0 | -1 | -1 | -1 |
| No | **95%** | -2 | +3 | +2 | +2 |
| Not sure | **3%** | +1 | -1 | 0 | 0 |
| **Which of the following reflects the conduct you witnessed? [Multiple Response]** | | | | | |
| Abuse of office | **84%** | - | - | - | - |
| Adversely affecting the honesty or impartiality of a public official | **47%** | - | - | - | - |
| A breach of public trust | **32%** | - | - | - | - |
| Misuse of information or documents | **26%** | - | - | - | - |
| **Did you report the conduct?** | | | | | |
| I reported the behaviour in accordance with my agency's policies and procedures | **10%** | -26 | -15 | -13 | -13 |
| It was reported by someone else | **10%** | -8 | -6 | -3 | -5 |
| I did not report the behaviour | **80%** | +35 | +21 | +17 | +18 |

# Demographics

| How do you describe your gender? | Responses |
|---|---|
| Man or male | 43% |
| Woman or female | 52% |
| Non-binary | 1% |
| I use a different term | 0% |
| Prefer not to say | 5% |

| 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 | 9% |
| No | 91% |

| Do you have carer responsibilities? | Responses |
|---|---|
| Yes | 39% |
| No | 61% |

| 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 | 31% |
| No | 69% |

| 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) | 1% |
| 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 | 11% |
| North-East Asian | 8% |
| Southern and Central Asian | 5% |
| 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 | 10% |
| No | 77% |
| Maybe | 12% |
| I am unsure what neurodivergent means | 2% |

# TSY - agency specific questions

| | % Positive | % Neutral | % Negative | Difference in % positive from **2025** |
|---|---|---|---|---|
| The Treasury is inclusive towards staff who identify as LGBTQI+ | 87% | 13% | 0% | +1 |
| The Treasury actively addresses barriers to the recruitment, retention and progression of women | 68% | 26% | 5% | -1 |
| The Treasury is inclusive towards Aboriginal and Torres Strait Islander staff | 67% | 30% | 3% | +1 |
| The Treasury is inclusive towards staff with disability | 67% | 29% | 4% | -1 |
| The Treasury is inclusive towards staff from culturally and linguistically diverse backgrounds | 76% | 21% | 3% | 0 |
| Canberra and State offices work together cohesively to deliver on Treasury's purpose and priorities | 76% | 18% | 6% | 0 |
| Treasury's staff work together collaboratively across Groups and Divisions as needed | 76% | 16% | 9% | 0 |
| The Treasury listens to and works well with external stakeholders when developing policies and programs | 70% | 24% | 5% | -3 |
| The Treasury's focus on security is appropriate and proportionate to its operating environment | 86% | 9% | 5% | -2 |
| I understand what behaving with integrity means to my role in the Treasury | 98% | 1% | 0% | +2 |

# TSY - agency specific questions

| | % Positive | % Neutral | % Negative | Difference in % positive from **2025** |
|---|---|---|---|---|
| I have experienced fair and equitable opportunities for career development at Treasury in the last 12 months, regardless of elements of my identity (e.g. gender, cultural background, disability, or other characteristics) | **71**% | **18**% | **11**% | - |
| I feel comfortable disclosing my diversity information to my team | **75**% | **19**% | **6**% | - |
| I am confident that I could speak with someone within Treasury to discuss my career goals and development | **84**% | **11**% | **5**% | - |
| I am confident that Treasury would provide me with workplace adjustment options or supports I need to perform my role effectively, if needed | **84**% | **13**% | **3**% | - |
| In the past 12 months, I have engaged with events or initiatives hosted by a Treasury employee-led diversity network | **32**% | **35**% | **33**% | - |

# Taking action on census results

| | | % Positive | % Neutral | % Negative | Difference in % positive from **2025** | Difference in % positive from **APS overall** | Difference in % positive from **Policy agencies** | Difference in % positive from **Large sized agencies** |
|---|---|---|---|---|---|---|---|---|
| **Taking action on Census results** | I am confident my agency will act on the results of this survey | **56**% | **28**% | **17**% | - | +9 | +10 | +10 |

APS Employee Census results are a rich source of workplace information, and action planning is how these results and data are mobilised.

Consider using the guide on the next page to begin your approach to taking action on your Census results.

# Time to take action

**Use this page to start your local action plans**

Identify areas to celebrate, areas which you need to investigate further and opportunities for improvement. Prioritise 3 areas to take forward.

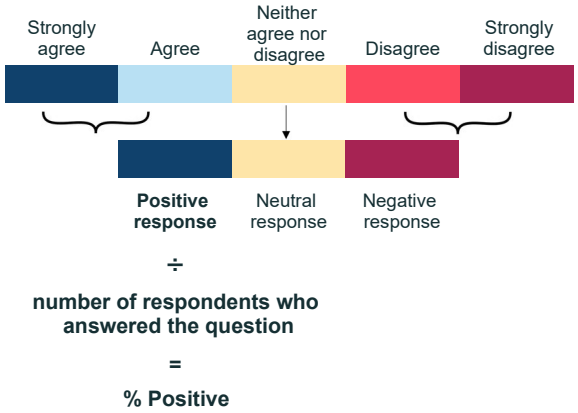
| Celebrate | Investigate further with our teams | Opportunities |
|---|---|---|
| What things do we do well? | Are there any other opportunities coming out of the results that we want to explore further? | Areas we need to focus on and turn into action plans: |
| | | |
| | | |
| Think about how we can build on our strengths and learn from what we are good at. | How could we investigate? Through looking at the data in more detail or through discussions with staff? | What are the key things we need to improve to make working here better? |

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

# Guide to this report

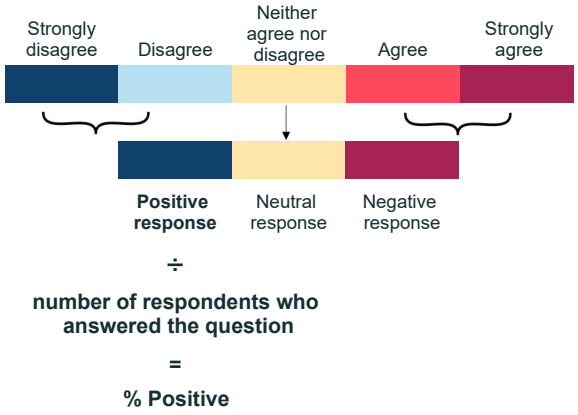
## % Positive Score calculation

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.




## Reverse Scored questions

For some questions, agreement with the question indicates an unfavourable outcome. For example, agreeing with the question "*I feel burned out by my work*".
In these instances, % Positive is calculated by adding together 'strongly disagree' + 'disagree' responses.




## Calculation of index scores

The questions that comprise each index are asked on a five-point scale. To calculate a respondent's index score, their answers are recoded to fall on a scale between 0 and 100 (i.e. coded as 0, 25, 50, 75 or 100) and then averaged across all questions.

Index scores of individual respondents are combined and averaged to form a group score.

## 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%.

## 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 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.