

2025 APS Employee Census

5 May - 6 June

Highlights Report

SA

Responses:

54 of 99

Response rate:

55%



Exploring your results



Take time to understand your report. Consider your response rate to determine how representative your results are of the views of your colleagues.



Most questions in this report have information about the proportion of colleagues responding positively, neutrally or negatively.



Identify the areas where you are performing well. These will tend to be high results which are notably above any comparative results. Celebrate these results.



Identify areas that need improvement. These tend to be the low results, which are notably below comparisons.



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

Employee Engagement: Say, Stay, Strive



Employee Engagement

Employee engagement is more than simply job satisfaction or commitment to an organisation. It is the extent to which employees are motivated, inspired and enabled to improve an organisation's outcomes.

Your Employee Engagement Index score		73		Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
						-2	-3	-4
Say	Overall, I am satisfied with my job	75	13	13	75%	-2	-2	-3
	I am proud to work in my agency	82	10	8	82%	+1	-3	-6⬇️
	I would recommend my agency as a good place to work	72	16	12	72%	-5⬇️	-5⬇️	-1
	I believe strongly in the purpose and objectives of my agency	90		8	90%	+2	-1	-5⬇️
Stay	I feel a strong personal attachment to my agency	50	36	14	50%	-15⬇️	-17⬇️	-14⬇️
	I feel committed to my agency's goals	80	16		80%	-8⬇️	-9⬇️	-11⬇️
Strive	I suggest ideas to improve our way of doing things	83	15		83%	-3	-6⬇️	-8⬇️
	I am happy to go the 'extra mile' at work when required	84	10		84%	-7⬇️	-7⬇️	-7⬇️
	I work beyond what is required in my job to help my agency achieve its objectives	80	14		80%	+1	+1	0
	My agency really inspires me to do my best work every day	58	26	16	58%	-9⬇️	-10⬇️	-14⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

The Immediate Supervisor Index assesses how employees view the leadership behaviours of their immediate supervisor in line with the *APS Leadership Capability Framework*.

Your Immediate Supervisor Index score					71	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
								-7⬇️	-7⬇️	-7⬇️
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	72	13	15	72%	-8⬇️	-8⬇️	-9⬇️		
	My supervisor can deliver difficult advice whilst maintaining relationships	68	19	13	68%	-12⬇️	-12⬇️	-11⬇️		
	My supervisor invites a range of views, including those different to their own	70	15	15	70%	-12⬇️	-14⬇️	-11⬇️		
	My supervisor encourages my team to regularly review and improve our work	68	26		68%	-15⬇️	-14⬇️	-13⬇️		
	My supervisor is invested in my development	62	21	17	62%	-16⬇️	-17⬇️	-15⬇️		
	My supervisor ensures that my workgroup delivers on what we are responsible for	77	15	9	77%	-12⬇️	-12⬇️	-10⬇️		
Other similar questions										
	My supervisor provides me with helpful feedback to improve my performance	66	17	17	66%	-13⬇️	-12⬇️	-12⬇️		
	My immediate supervisor encourages me	72	23		72%	-6⬇️	-7⬇️	-6⬇️		
	My supervisor actively ensures that everyone can be included in workplace activities	70	17	13	70%	-14⬇️	-14⬇️	-14⬇️		
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	72	21		72%	-9⬇️	-9⬇️	-8⬇️		
<div>Key</div> <div><div>⬆️ At least 5 percentage points greater than comparator</div><div>⬇️ At least 5 percentage points less than comparator</div></div> <div>Positive Neutral Negative</div> <div><div></div><div></div><div></div></div>										

Leadership - SES Manager



SES Manager

The SES Manager Index assesses how employees view the leadership behaviours of their immediate SES manager in line with the *APS Leadership Capability Framework*.



Your SES Manager Index score

Response scale

% Positive

Variance from APS overall

Variance from specialist agencies

Variance from extra small sized agencies

-

-

-

SES Manager

My SES manager clearly articulates the direction and priorities for our area

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

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

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

My SES manager promotes cooperation within and between agencies

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

My SES manager encourages innovation and creativity

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

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

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

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

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

Other similar questions

In my agency, the SES work as a team

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

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

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

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

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

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Communication and change



Communication

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

Change

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

Your Communication Index score	60	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
				-10↓	-10↓	-9↓

Communication	My supervisor communicates effectively	68	17	15	68%	-13↓	-14↓	-11↓
	My SES manager communicates effectively	The data for this question has been hidden to preserve privacy.						
	Internal communication within my agency is effective	33	21	45	33%	-28↓	-26↓	-26↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	57	22	20	57%	-10↓	-11↓	-12↓
	Staff are consulted about change at work	26	35	40	26%	-26↓	-25↓	-26↓
	Change is managed well in my agency	33	26	40	33%	-14↓	-10↓	-14↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

The Enabling Innovation Index assesses both whether employees feel willing and able to be innovative, and whether their agency has a culture which enables them to be so.

Your Enabling Innovation Index score		63	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
					-5 ↓	-6 ↓	-8 ↓
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	88		88%	+5 ↑	+2	0
	My immediate supervisor encourages me to come up with new or better ways of doing things	67	16	67%	-9 ↓	-11 ↓	-13 ↓
	People are recognised for coming up with new and innovative ways of working	48	26	48%	-16 ↓	-17 ↓	-20 ↓
	My agency inspires me to come up with new or better ways of doing things	58	21	58%	-1	-2	-9 ↓
	My agency recognises and supports the notion that failure is a part of innovation	40	35	40%	-11 ↓	-9 ↓	-11 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing Policies and Support



Wellbeing

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

+	Your Wellbeing Policies and Support Index score	66	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
					-6 ↓	-7 ↓	-9 ↓

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	60	26	14	60%	-12 ↓	-14 ↓	-15 ↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	67	21	12	67%	-3	-6 ↓	-9 ↓
	My agency does a good job of promoting health and wellbeing	53	23	23	53%	-17 ↓	-19 ↓	-20 ↓
	I think my agency cares about my health and wellbeing	51	28	21	51%	-17 ↓	-21 ↓	-25 ↓
	I believe my immediate supervisor cares about my health and wellbeing	81	14		81%	-6 ↓	-8 ↓	-6 ↓

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	60	9	30	60%	-16 ↓	-17 ↓	-17 ↓
	I receive the respect I deserve from my colleagues at work	67	30		67%	-14 ↓	-15 ↓	-15 ↓
	My agency supports and actively promotes an inclusive workplace culture	67	14	19	67%	-16 ↓	-16 ↓	-13 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
In general, would you say that your health is:					
Excellent		5%	-7↓	-8↓	-10↓
Very good		33%	-3	-5↓	-6↓
Good		47%	+9↑	+11↑	+12↑
Fair		12%	-1	0	+1
Poor		5%	+2	+2	+2
What best describes your current workload?					
Well above capacity - too much work		23%	+7↑	+5↑	+6↑
Slightly above capacity - lots of work to do		49%	+10↑	+9↑	+9↑
At capacity - about the right amount of work to do		21%	-16↓	-13↓	-13↓
Slightly below capacity - available for more work		7%	+1	0	-1
Well below capacity - not enough work		0%	-1	-1	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
How often do you find your work stressful?					
Always	<div><div></div></div>	5%	0	+1	+2
Often	<div><div></div></div>	28%	+5	+6	+10
Sometimes	<div><div></div></div>	60%	+10	+10	+9
Rarely	<div><div></div></div>	7%	-13	-15	-19
Never		0%	-2	-2	-2
To what extent is your work emotionally demanding?					
To a very large extent	<div><div></div></div>	12%	+5	+6	+7
To a large extent	<div><div></div></div>	14%	-6	-3	+1
Somewhat	<div><div></div></div>	44%	+5	+6	+5
To a small extent	<div><div></div></div>	26%	+1	-1	-5
To a very small extent	<div><div></div></div>	5%	-5	-7	-8
I feel burned out by my work					
Strongly agree	<div><div></div></div>	14%	+7	+7	+8
Agree	<div><div></div></div>	30%	+9	+11	+13
Neither agree nor disagree	<div><div></div></div>	30%	-2	0	+2
Disagree	<div><div></div></div>	23%	-8	-10	-13
Strongly disagree	<div><div></div></div>	2%	-6	-7	-10

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



The working away from the office responses present how often employees worked away from the office/worked from home during a usual working week. It includes the responses for all employees, not just those who indicated they accessed working from home as a flexible working arrangement.

	Response scale	%	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	84	84%	-3	-4	-5
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part time		10%	-2	-3	-3
Flexible hours of work		16%	-14	-20	-16
Compressed work week		0%	-5	-4	-5
Job sharing		0%	0	0	-1
Working away from the office/working from home		94%	+26	+20	+21
None of the above		6%	-13	-9	-9
Working away from the office					
All of the time		6%	-1	0	0
Some of the time as a regular arrangement		76%	+24	+21	+24
Only on an irregular basis		12%	+4	-1	-2
None of the time		6%	-26	-20	-21
Did not disclose their arrangement		0%	0	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am supported to use my expertise to provide frank and fearless advice	57 17 26	57%	-12⬇️	-13⬇️	-14⬇️
The people in my workgroup demonstrate stewardship	81 10 8	81%	+4	+2	-2
The culture in my agency supports people to act with integrity	67 14 19	67%	-15⬇️	-16⬇️	-14⬇️
I believe strongly in the purpose and objectives of the APS	76 24	76%	-13⬇️	-12⬇️	-10⬇️
I feel a strong personal attachment to the APS	49 33 19	49%	-20⬇️	-15⬇️	-12⬇️
My workgroup considers the people and businesses affected by what we do	96	96%	+11⬆️	+9⬆️	+5⬆️
The people in my workgroup value others' individual skills and talents	88 10	88%	+4	+1	-1
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	88 10	88%	-1	-2	-3
The people in my workgroup are able to bring up problems and tough issues	80 8 12	80%	0	-2	-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)	76 12 12	76%	+9⬆️	+2	-2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am satisfied with the recognition I receive for doing a good job	57 16 27	57%	-11↓	-14↓	-16↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	55 20 24	55%	-11↓	-11↓	-18↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	84 16	84%	-1	-2	-3
I am satisfied with the stability and security of my job	57 18 24	57%	-29↓	-26↓	-21↓

Clarity and autonomy

	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	93 7	93%	0	0	0
I am clear what my duties and responsibilities are	79 21	79%	-5↓	-4	-6↓
I have a choice in deciding how I do my work	72 23	72%	+4	-4	-7↓
Where appropriate, I am able to take part in decisions that affect my job	53 24 22	53%	-19↓	-22↓	-23↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
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In the last month, please rate your workgroup's overall performance

Excellent	<div><div></div></div>	26%	+1	-1	-2
Very good	<div><div></div></div>	60%	+4	+4	+3
Average	<div><div></div></div>	14%	-2	-1	0
Below average		0%	-2	-2	-1
Well below average		0%	-1	-1	-1

	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	<div><div>88</div><div>8</div></div>	88%	+9⬆	+7⬆	+5⬆
My workgroup has the tools and resources we need to perform well	<div><div>59</div><div>14</div><div>27</div></div>	59%	-1	+3	-3
The people in my workgroup use time and resources efficiently	<div><div>79</div><div>13</div><div>8</div></div>	79%	+5⬆	+2	-2
My job gives me opportunities to utilise my skills	<div><div>69</div><div>14</div><div>16</div></div>	69%	-10⬇	-12⬇	-14⬇
During the last 12 months, the formal learning I have accessed has improved my performance	<div><div>19</div><div>35</div><div>45</div></div>	19%	-40⬇	-37⬇	-37⬇

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



Employees who indicated that they wanted to leave their current position as soon as possible or within the next 12 months were asked what their plans were.

	Response scale	%	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
Which of the following statements best reflects your thoughts about working in your current position?					
I want to leave my position as soon as possible	<div></div>	7%	-1	0	-1
I want to leave my position within the next 12 months	<div></div>	17%	-5↓	-3	-7↓
I want to stay working in my position for the next one to two years	<div></div>	38%	-1	-5↓	-3
I want to stay working in my position for at least the next three years	<div></div>	38%	+7↑	+8↑	+10↑
What best describes your plans involved with leaving your current position?					
I am planning to retire		0%	-5↓	-4	-4
I am pursuing another position within my agency		0%	-46↓	-28↓	-9↓
I am pursuing a position in another agency	<div></div>	20%	-5↓	-16↓	-37↓
I am pursuing work outside the APS	<div></div>	30%	+21↑	+16↑	+15↑
It is the end of my non-ongoing, casual or contracted employment	<div></div>	40%	+38↑	+35↑	+34↑
Other	<div></div>	10%	-4	-4	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



Employees who had perceived discrimination in the last 12 months in the course of their employment were asked where the discrimination came from and if they reported it.

Discrimination

Response scale

%

Variance from
APS overall

Variance from
specialist
agencies

Variance from
extra small
sized agencies

During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes



15%

+7 ⬆

+9 ⬆

+9 ⬆

No



85%

-7 ⬇

-9 ⬇

-9 ⬇

Did this discrimination occur in your current agency?

Yes

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

No

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

The discrimination came from: [Multiple Response]

Within my agency

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

Another agency

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

A customer, stakeholder or member of the public

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

Other

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

Did you report the discrimination?

I reported the discrimination in accordance with my agency's policies and procedures

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

It was reported by someone else

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

I did not report the discrimination

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

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an expanded definition of harassment. Comparing results to 2024 should take this change in definition in context.

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

Only the three options with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall.

Bullying and harassment	Response scale	%	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	<div></div>	8%	-2	0	-1
No	<div></div>	85%	-1	-3	-2
Not sure	<div></div>	8%	+3	+3	+3
Did you report the bullying or harassment?					
I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden to preserve privacy.				
It was reported by someone else	The data for this question has been hidden to preserve privacy.				
I did not report the behaviour	The data for this question has been hidden to preserve privacy.				

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an updated definition of corruption to align with the *National Anti-Corruption Commission Act 2022* and the Commonwealth Fraud and Corruption Control Framework.

Comparing results to 2024 should take this change in definition in context.

Corruption

Response scale

%

Variance from
APS overall

Variance from
specialist
agencies

Variance from
extra small
sized agencies

During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?

Yes



2%

0

0

0

Not sure



7%

+3

+4

+4

Prefer not to answer



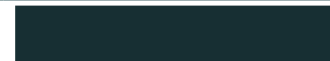
7%

+5

+5

+4

No



83%

-9

-9

-7

Which of the following reflects the conduct you witnessed? [Multiple Response]

Abuse of office

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

Misuse of information or documents

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

A breach of public trust

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

Adversely affecting the honesty or impartiality of a public official

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

Did you report the conduct?

I reported the behaviour in accordance with my agency's policies and procedures

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

It was reported by someone else

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

I did not report the behaviour

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

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Demographics

How do you describe your gender?	Responses
Man or male	31%
Woman or female	59%
Non-binary	0%
I use a different term	0%
Prefer not to say	9%

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	16%
No	84%

Do you have carer responsibilities?	Responses
Yes	47%
No	53%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	27%
No	73%

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)	64%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	0%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	2%
Anglo-European	18%
North-West European (excluding Anglo-European)	4%
Southern and Eastern European	10%
South-East Asian	6%
North-East Asian	8%
Southern and Central Asian	0%
North American	2%
South and Central American and Caribbean Islander	4%
North African and Middle Eastern	2%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	14%
No	73%
Maybe	12%
I am unsure what neurodivergent means	2%

Agency position



Agency position

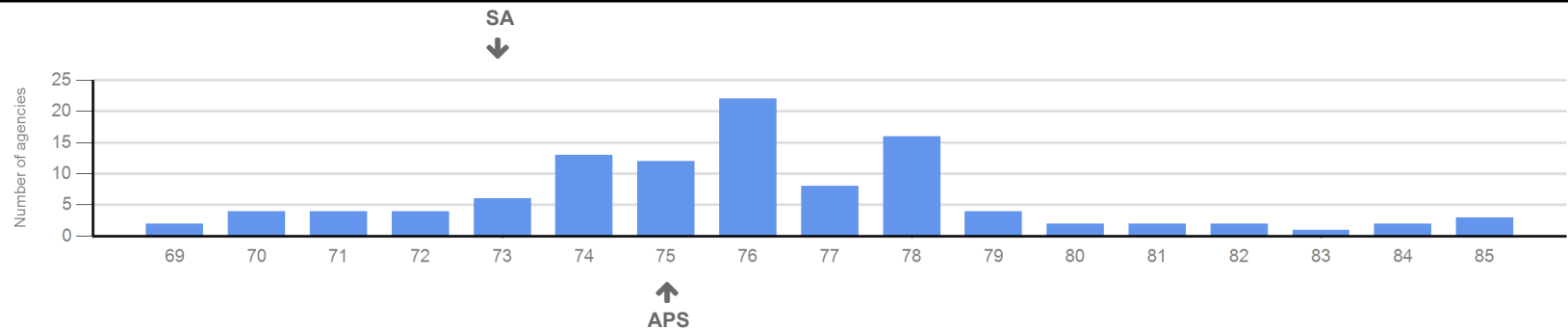
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

Along the bottom line (x-axis) are the index scores. The height of the bar (y-axis) is how many agencies have that index score.

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

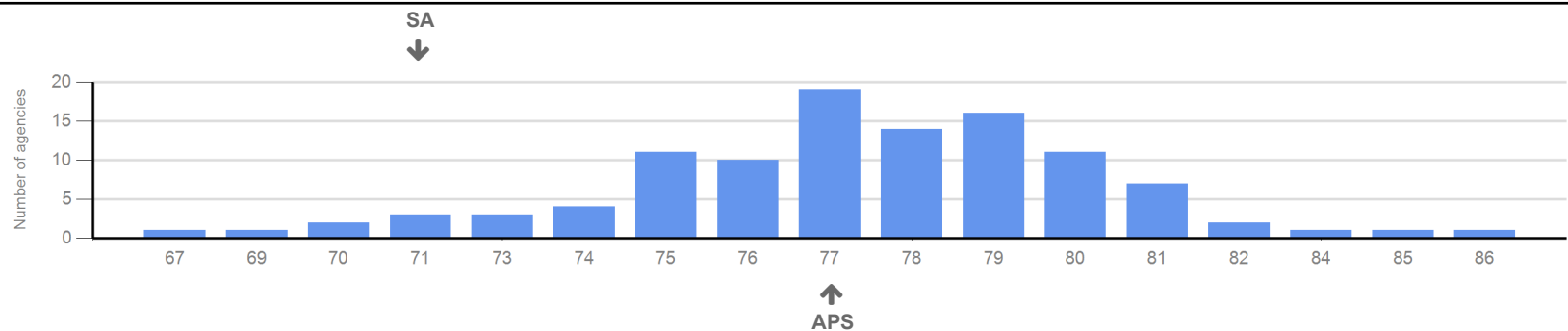
Employee Engagement Index

Ranking : 91st of 107



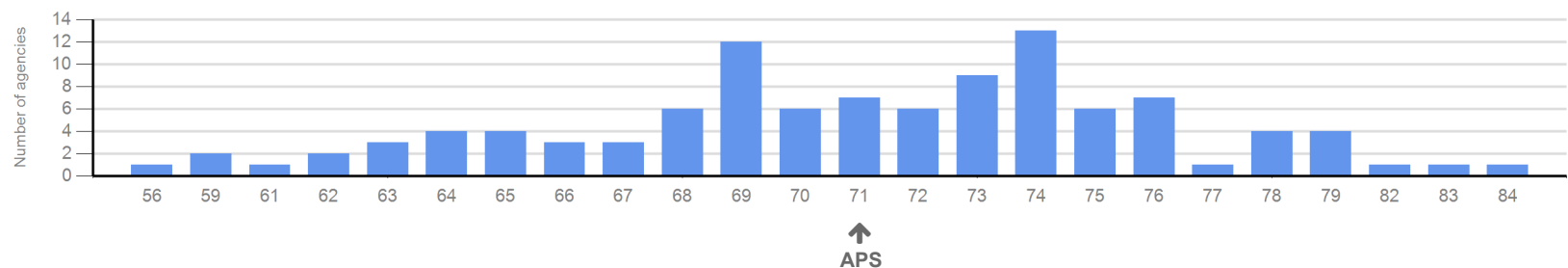
Immediate Supervisor Index

Ranking : 103rd of 107



SES Manager Index

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



Agency position



Agency position

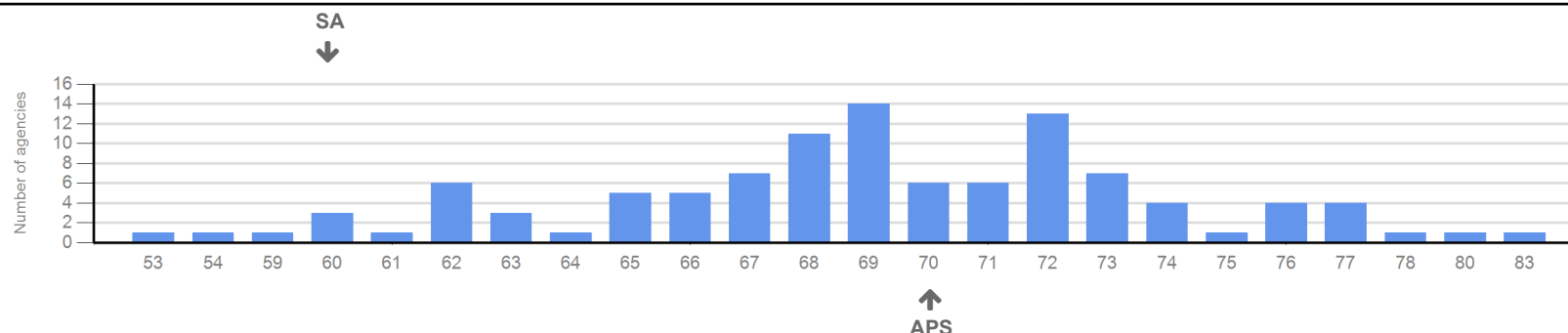
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

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.

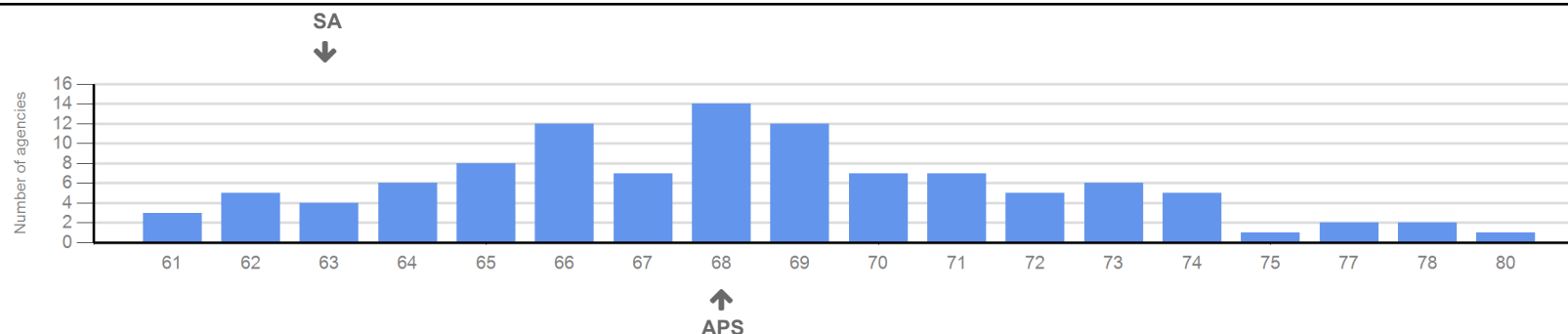
Communication Index

Ranking : 104th of 107



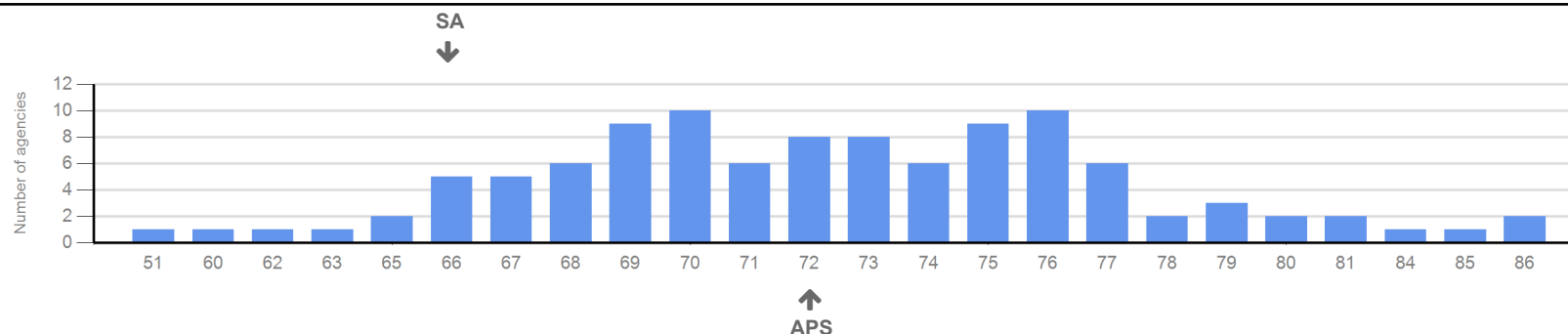
Enabling Innovation Index

Ranking : 99th of 107



Wellbeing Policies and Support Index

Ranking : 100th of 107



Suggested questions to focus on



What to focus on?

Through driver analysis, these key questions have been identified as being important to employees in your agency and associated with employee engagement.

They are not necessarily the questions with the lowest scores.

Some will be areas to improve upon and some will be areas to maintain.

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



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%
Positive

Variance from
APS overall

Variance from
specialist
agencies

Variance from
extra small
sized agencies

.1

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

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

.2

My SES manager encourages innovation and creativity

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

.3

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

48%

-16↓

-17↓

-20↓

.4

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

40%

-11↓

-9↓

-11↓

.5

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

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

.6

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

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

Time to take action



Celebrate

What things do we do well?

Strong sense of purpose: 90% believe in our purpose & objectives

High collaboration: 96% report strong collaboration

Positive team culture: 88% value other's skills and talents

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 staff currently access and understand wellbeing supports.

How organisational updates are being received across teams.

How staff approach performance and development discussions.

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:

Promote wellbeing resources (Wellbeing Index = 66)

Strengthen clarity and consistency of internal communication.

Enhance engagement with existing performance and development discussions

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.

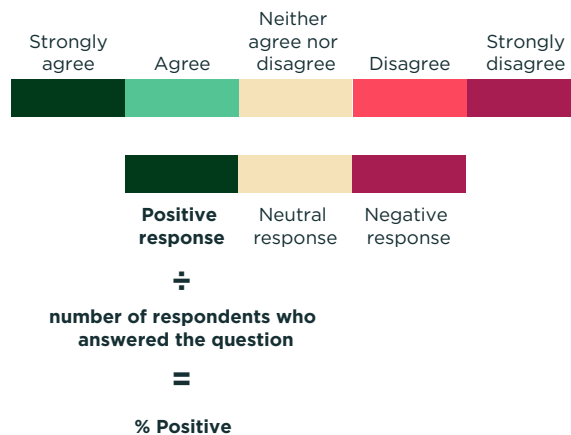
Prioritise 3 areas to take forward

Prioritise 3 areas for action	Timescales	Owner	Resources required	Target/Success measure
1 Increase visibility of existing wellbeing supports (incl. EAP)	Q1 2026	People & Culture	Existing channels	Improved awareness of wellbeing supports
2 Reinforce consistent internal communication via current channels (email, intranet, staff forums).	Q2 2026	People & Culture	Existing channels	Improved perception of internal communication from
3 Strengthen engagement in the PDP process through regular staff-manager development discussions.	Q2 2026	People & Culture	Existing PDP framework	Increased familiarity and participation in PDP conversations

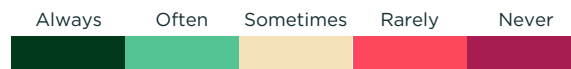
Guide to this report

% Positive

Where results are shown as positive percentages (% positive), these are calculated by adding together positive responses ("strongly agree" + "agree" or "always" + "often") and dividing by the number of respondents who answered the question.



For 5 point scale questions not asked on the *agree to disagree* scale the same rules apply, the green percent represents a **positive response** (unless the question is negatively worded).



Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100%
Rounded percentage	25%	27%	29%	16%	4%	101%
Number of positive	151 + 166 = 317					
% Positive	317 ÷ 613 = 52%					

Anonymity

It is best practice not to display the results of groups of respondents to the extent where the anonymity of individuals may be compromised. Results will not be shown where there are less than 10 respondents in a group.

Comparisons

Comparisons to other similarly sized agencies are used through this report.

Comparisons to previous years

The method of analysing and reporting specific results may be periodically reviewed and revised. Such improvements are applied to current data and that of previous years. For this reason the current report is always the most accurate data source for APS Employee Census results, including comparisons with time series data.

