

2025 APS Employee Census

5 May - 6 June

Highlights Report

DEFENCE

Responses:

13,512 of 20,230

Response rate:

67%



Exploring your results



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



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



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



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



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

Employee Engagement: Say, Stay, Strive



Employee Engagement

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

Your Employee Engagement Index score		75	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
Say	Overall, I am satisfied with my job	73	15 12	73%	+1	-4	-3	-3
	I am proud to work in my agency	82	14	82%	+1	0	+2	+2
	I would recommend my agency as a good place to work	73	17 10	73%	+5 ↑	-3	-2	-2
	I believe strongly in the purpose and objectives of my agency	87	11	87%	+2	-1	-1	-1
Stay	I feel a strong personal attachment to my agency	65	24 10	65%	+1	0	0	0
	I feel committed to my agency's goals	87	10	87%	+2	-1	-1	-1
Strive	I suggest ideas to improve our way of doing things	89	9	89%	0	+2	+4	+4
	I am happy to go the 'extra mile' at work when required	91		91%	-1	0	+1	+1
	I work beyond what is required in my job to help my agency achieve its objectives	78	18	78%	-2	0	0	-1
	My agency really inspires me to do my best work every day	63	25 12	63%	+5 ↑	-3	-3	-4

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		75	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	76	15 10	76%	0	-5 ↓	-5 ↓	-5 ↓
	My supervisor can deliver difficult advice whilst maintaining relationships	76	15 9	76%	0	-4	-4	-4
	My supervisor invites a range of views, including those different to their own	79	12 8	79%	0	-4	-3	-3
	My supervisor encourages my team to regularly review and improve our work	78	15 8	78%	0	-5 ↓	-5 ↓	-5 ↓
	My supervisor is invested in my development	75	15 9	75%	-1	-3	-3	-3
	My supervisor ensures that my workgroup delivers on what we are responsible for	84	11	84%	0	-4	-4	-4
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	74	15 11	74%	0	-5 ↓	-6 ↓	-6 ↓
	My immediate supervisor encourages me	73	18 9	73%	-1	-5 ↓	-4	-4
	My supervisor actively ensures that everyone can be included in workplace activities	80	12 8	80%	0	-4	-5 ↓	-5 ↓
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	78	14 8	78%	0	-3	-3	-3
Key		At least 5 percentage points greater than comparator At least 5 percentage points less than comparator						
		Positive Neutral Negative						

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	68	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
				+1	-2	-1	-1

SES Manager	My SES manager clearly articulates the direction and priorities for our area	66	22	12	66%	+1	-5 ↓	-4	-5 ↓
	My SES manager presents convincing arguments and persuades others towards an outcome	60	30	10	60%	+2	-4	0	0
	My SES manager promotes cooperation within and between agencies	67	27		67%	+1	-3	0	0
	My SES manager encourages innovation and creativity	62	28	9	62%	0	-6 ↓	-4	-5 ↓
	My SES manager creates an environment that enables us to deliver our best	62	26	12	62%	+1	-6 ↓	-4	-4
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	72	22		72%	+1	-4	-2	-2

Other similar questions

	In my agency, the SES work as a team	54	30	16	54%	+1	-5 ↓	-4	-5 ↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	61	24	15	61%	+1	-5 ↓	-5 ↓	-6 ↓
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	64	28	8	64%	+2	-5 ↓	-3	-3

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	66	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
				+1	-4	-4	-4

Communication	My supervisor communicates effectively	76	13	11	76%	0	-5↓	-6↓	-6↓
	My SES manager communicates effectively	65	22	13	65%	+1	-6↓	-5↓	-5↓
	Internal communication within my agency is effective	54	25	22	54%	+3	-8↓	-8↓	-9↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	56	22	22	56%	-3	-11↓	-11↓	-11↓
	Staff are consulted about change at work	46	36	18	46%	0	-6↓	-6↓	-7↓
	Change is managed well in my agency	38	30	32	38%	+2	-10↓	-11↓	-12↓

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		66	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	86	11	86%	+5 ↑	+2	+4	+4
	My immediate supervisor encourages me to come up with new or better ways of doing things	74	16	9	74%	+3	-2	-1
	People are recognised for coming up with new and innovative ways of working	56	29	15	56%	+6 ↑	-8 ↓	-8 ↓
	My agency inspires me to come up with new or better ways of doing things	56	30	14	56%	+8 ↑	-3	-3
	My agency recognises and supports the notion that failure is a part of innovation	49	34	17	49%	+9 ↑	-2	-4

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	68	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
					0	-3	-3	-3

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	68	22	11	68%	+3	-5↓	-5↓	-5↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	59	25	16	59%	+2	-11↓	-10↓	-11↓
	My agency does a good job of promoting health and wellbeing	62	24	14	62%	+2	-8↓	-8↓	-9↓
	I think my agency cares about my health and wellbeing	65	22	13	65%	+3	-4	-3	-3
	I believe my immediate supervisor cares about my health and wellbeing	85	9		85%	0	-2	-1	-1

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	73	12	14	73%	0	-3	-2	-2
	I receive the respect I deserve from my colleagues at work	77	18		77%	-1	-5↓	-4	-4
	My agency supports and actively promotes an inclusive workplace culture	78	15	8	78%	+1	-6↓	-6↓	-6↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
In general, would you say that your health is:						
Excellent		11%	+1	-1	-1	-1
Very good		34%	0	-1	0	0
Good		38%	0	+1	0	0
Fair		14%	0	+1	+1	+1
Poor		3%	0	0	0	0
What best describes your current workload?						
Well above capacity - too much work		22%	-4	+5 	+6 	+6 
Slightly above capacity - lots of work to do		39%	0	0	0	0
At capacity - about the right amount of work to do		30%	+3	-7 	-9 	-9 
Slightly below capacity - available for more work		7%	0	+1	+2	+2
Well below capacity - not enough work		2%	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 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
How often do you find your work stressful?						
Always		4%	0	0	-1	-1
Often		23%	0	0	-1	-1
Sometimes		50%	+1	-1	0	0
Rarely		21%	-1	+1	+2	+2
Never		2%	0	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent		6%	0	-1	-2	-2
To a large extent		19%	0	-1	-2	-3
Somewhat		39%	+1	0	-1	-1
To a small extent		26%	0	+2	+4	+4
To a very small extent		10%	-1	0	+1	+2
I feel burned out by my work						
Strongly agree		8%	0	0	0	0
Agree		22%	0	+1	0	0
Neither agree nor disagree		33%	0	0	-1	-1
Disagree		30%	0	-1	0	+1
Strongly disagree		7%	0	0	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



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

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	85 8	85%	+2	-1	0	+1
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		5%	0	-7↓	-7↓	-7↓
Flexible hours of work		37%	+3	+7↑	+7↑	+7↑
Compressed work week		5%	+1	-1	-1	-1
Job sharing		0%	0	0	0	0
Working away from the office/working from home		62%	+4	-6↓	-2	-1
None of the above		25%	-3	+5↑	+3	+2
Working away from the office						
All of the time		5%	+1	-2	-1	0
Some of the time as a regular arrangement		40%	+4	-12↓	-10↓	-10↓
Only on an irregular basis		17%	-1	+8↑	+9↑	+9↑
None of the time		38%	-4	+6↑	+2	+1
Did not disclose their arrangement		0%	0	0	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
I am supported to use my expertise to provide frank and fearless advice	69 18 13	69%	+3	0	0	0
The people in my workgroup demonstrate stewardship	71 21 8	71%	-2	-5⬇️	-4	-4
The culture in my agency supports people to act with integrity	77 14 9	77%	+3	-5⬇️	-4	-4
I believe strongly in the purpose and objectives of the APS	87 11	87%	+1	-2	-2	-2
I feel a strong personal attachment to the APS	67 24 9	67%	+3	-1	-2	-3
My workgroup considers the people and businesses affected by what we do	78 15 7	78%	-2	-7⬇️	-5⬇️	-5⬇️
The people in my workgroup value others' individual skills and talents	78 13 8	78%	-	-5⬇️	-4	-4
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	85 9	85%	-	-4	-3	-3
The people in my workgroup are able to bring up problems and tough issues	76 15 10	76%	-2	-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)	63 23 13	63%	-	-4	-1	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
I am satisfied with the recognition I receive for doing a good job	62 21 16	62%	-1	-6 ⬇️	-4	-4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	61 18 21	61%	+2	-5 ⬇️	-1	0
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83 10 7	83%	+1	-1	0	0
I am satisfied with the stability and security of my job	88 7 5	88%	+1	+2	+1	0

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	90 7 3	90%	-1	-3	-4	-4
I am clear what my duties and responsibilities are	76 17 7	76%	+5 ⬆️	-8 ⬇️	-9 ⬇️	-9 ⬇️
I have a choice in deciding how I do my work	73 20 7	73%	+1	+5 ⬆️	+10 ⬆️	+11 ⬆️
Where appropriate, I am able to take part in decisions that affect my job	72 16 12	72%	0	0	+1	+1

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 larger operational agencies	Variance from extra large sized agencies
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In the last month, please rate your workgroup's overall performance

Excellent		19%	-1	-6 ↓	-5 ↓	-5 ↓
Very good		56%	0	0	0	0
Average		21%	+1	+5 ↑	+4	+4
Below average		3%	0	+1	+1	+1
Well below average		1%	0	0	0	0

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	72 16 12	72%	-2	-7 ↓	-6 ↓	-6 ↓
My workgroup has the tools and resources we need to perform well	49 23 28	49%	-1	-10 ↓	-12 ↓	-12 ↓
The people in my workgroup use time and resources efficiently	67 20 12	67%	-3	-7 ↓	-7 ↓	-7 ↓
My job gives me opportunities to utilise my skills	77 13 10	77%	-2	-2	-1	-1
During the last 12 months, the formal learning I have accessed has improved my performance	60 29 11	60%	+1	0	-1	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



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

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra 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		10%	0	+2	+2	+2
I want to leave my position within the next 12 months		23%	-2	+2	+4	+3
I want to stay working in my position for the next one to two years		39%	+2	0	+3	+3
I want to stay working in my position for at least the next three years		27%	0	-4	-8⬇️	-8⬇️
What best describes your plans involved with leaving your current position?						
I am planning to retire		8%	-1	+3	+2	+2
I am pursuing another position within my agency		44%	0	-2	-8⬇️	-9⬇️
I am pursuing a position in another agency		25%	0	0	+4	+5⬆️
I am pursuing work outside the APS		10%	0	+2	+3	+3
It is the end of my non-ongoing, casual or contracted employment		0%	0	-2	-1	0
Other		12%	0	-1	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Retention



Employees who indicated that they were pursuing another position within their agency, another agency, or outside the APS were asked for the primary reason behind their desire to leave. They could select one response from a list of 18 items.

Only the five reasons for leaving with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall, therefore those comparisons are not included.

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
I wish to pursue a promotion opportunity		18%	-	-	-	-
I am looking to further my skills in another area		10%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		8%	-	-	-	-
My immediate supervisor's leadership is of a poor quality		7%	-	-	-	-
Senior leadership is of a poor quality		7%	-	-	-	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

Discrimination	Response scale	%	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra 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		9%	-2	+1	0	0
No		91%	+2	-1	0	0
Did this discrimination occur in your current agency?						
Yes		91%	+4	-3	-2	-2
No		9%	-4	+3	+2	+2
The discrimination came from: [Multiple Response]						
Within my agency		90%	-	-2	-2	-1
Another agency		8%	-	+4	+4	+5 ↑
A customer, stakeholder or member of the public		7%	-	-2	-3	-3
Other		6%	-	+2	+1	+1
Did you report the discrimination?						
I reported the discrimination in accordance with my agency's policies and procedures		19%	-	0	-1	-1
It was reported by someone else		5%	-	+1	+1	+1
I did not report the discrimination		76%	-	-1	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

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

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

Bullying and harassment	Response scale	%	Variance from 2024	Variance from APS overall	Variance from larger operational agencies	Variance from extra large sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?						
Yes		11%	0	+2	+1	+1
No		84%	+1	-2	-1	-1
Not sure		4%	-1	0	0	0
Types of bullying or harassment experienced (3 highest responses):						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		56%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		46%	-	-	-	-
Deliberate exclusion from work-related activities		36%	-	-	-	-
Did you report the bullying or harassment?						
I reported the behaviour in accordance with my agency's policies and procedures		42%	+3	+5	+3	+3
It was reported by someone else		9%	0	+1	+1	+1
I did not report the behaviour		49%	-4	-6	-5	-4

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an 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 larger operational agencies	Variance from extra 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		3%	0	+1	+1	+1
No		91%	0	-2	-1	-1
Not sure		5%	+1	+1	0	0
Prefer not to answer		2%	-1	0	0	0
Which of the following reflects the conduct you witnessed? [Multiple Response]						
Abuse of office		66%	-	-	-	-
Adversely affecting the honesty or impartiality of a public official		42%	-	-	-	-
Misuse of information or documents		27%	-	-	-	-
A breach of public trust		25%	-	-	-	-
Did you report the conduct?						
I reported the behaviour in accordance with my agency's policies and procedures		31%	+4	+6 ↑	+3	+2
It was reported by someone else		23%	+6 ↑	+6 ↑	+4	+4
I did not report the behaviour		46%	-9 ↓	-11 ↓	-8 ↓	-6 ↓

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	47%
Woman or female	48%
Non-binary	0%
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	11%
No	89%

Do you have carer responsibilities?	Responses
Yes	37%
No	63%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	7%
No	93%

Do you identify as culturally or linguistically diverse?	Responses
Yes	20%
No	80%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	77%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	15%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	9%
North-East Asian	2%
Southern and Central Asian	4%
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	9%
No	74%
Maybe	10%
I am unsure what neurodivergent means	7%

Agency position



Agency position

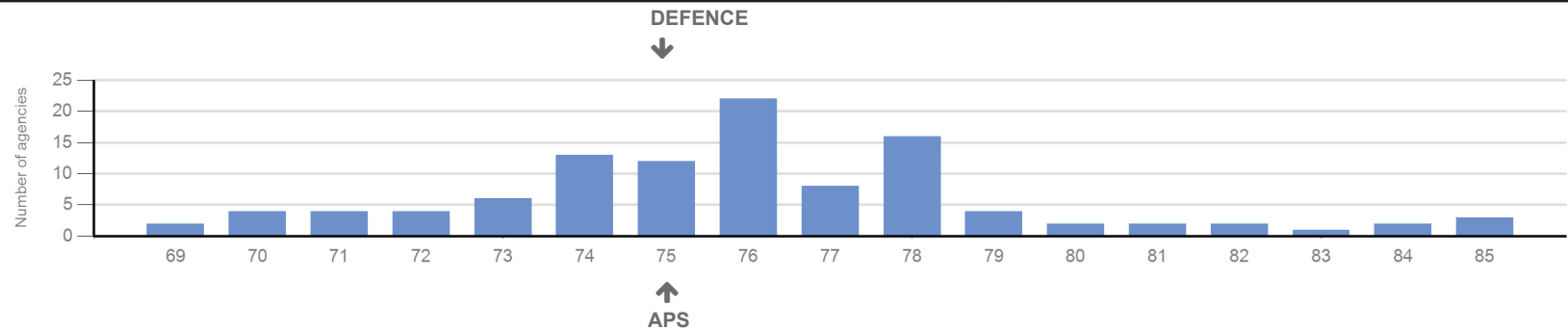
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

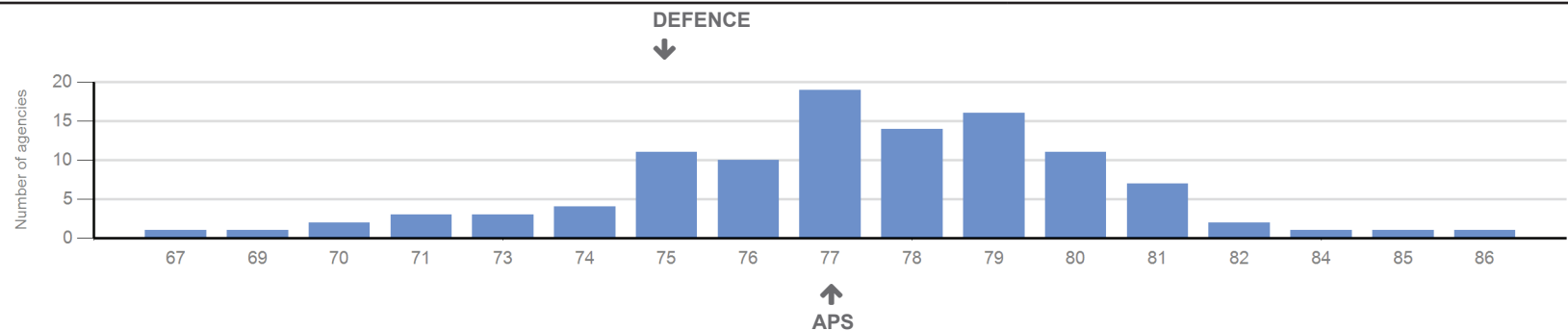
Employee Engagement Index

Ranking : 71st of 107



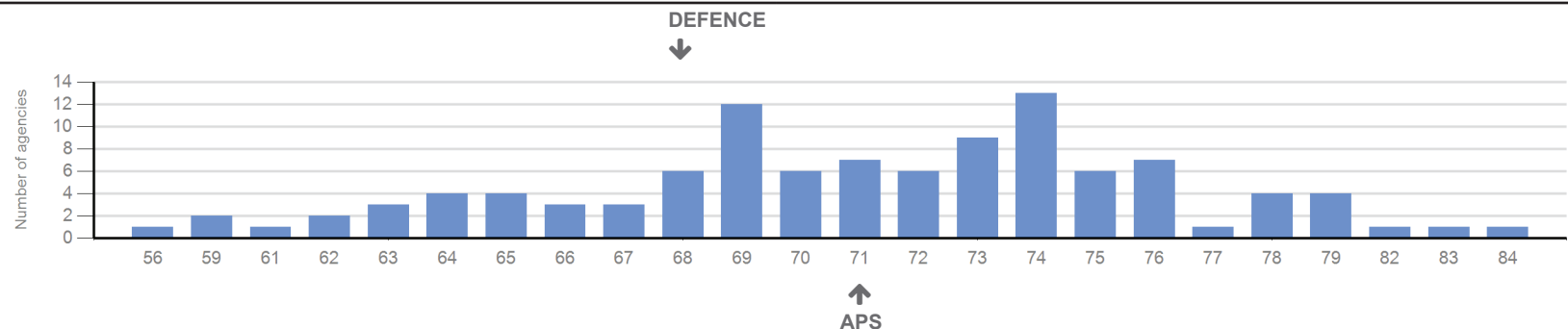
Immediate Supervisor Index

Ranking : 93rd of 107



SES Manager Index

Ranking : 79th of 107



Agency position



Agency position

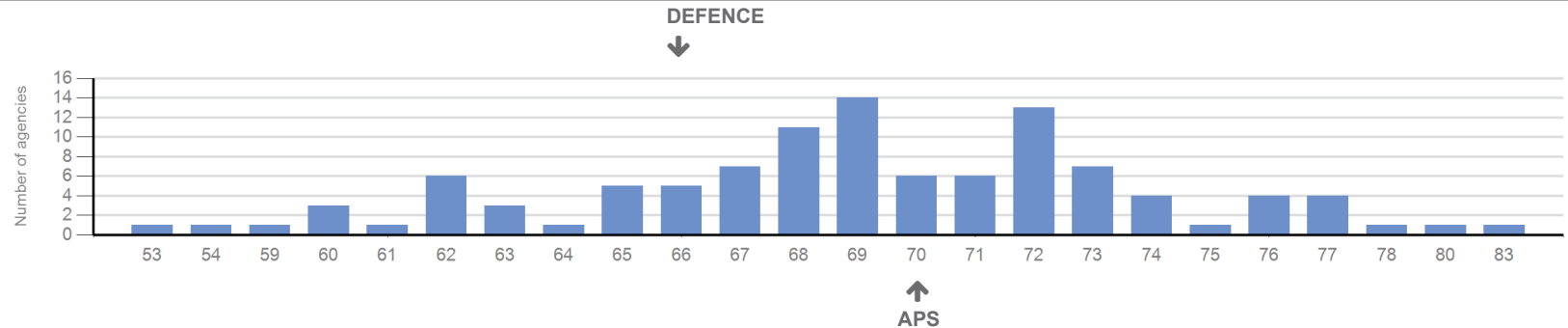
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

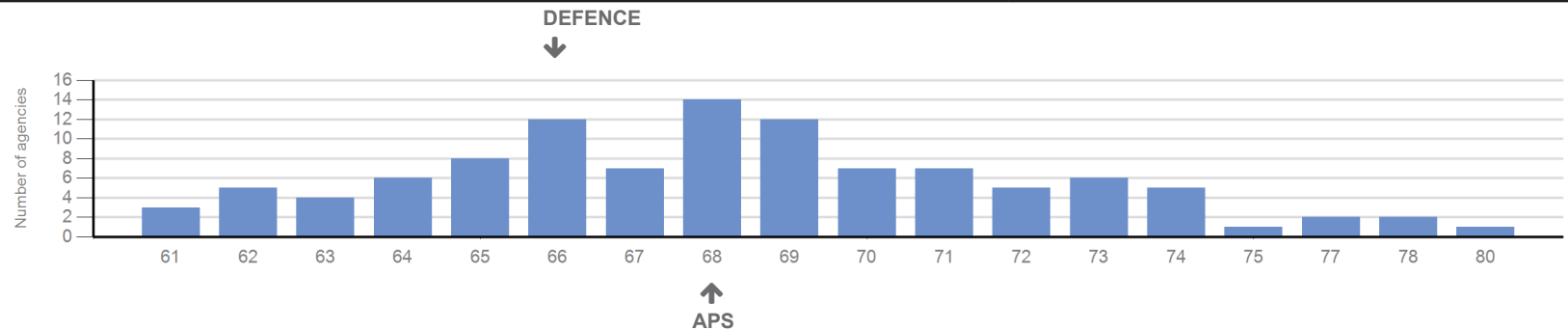
Communication Index

Ranking : 82nd of 107



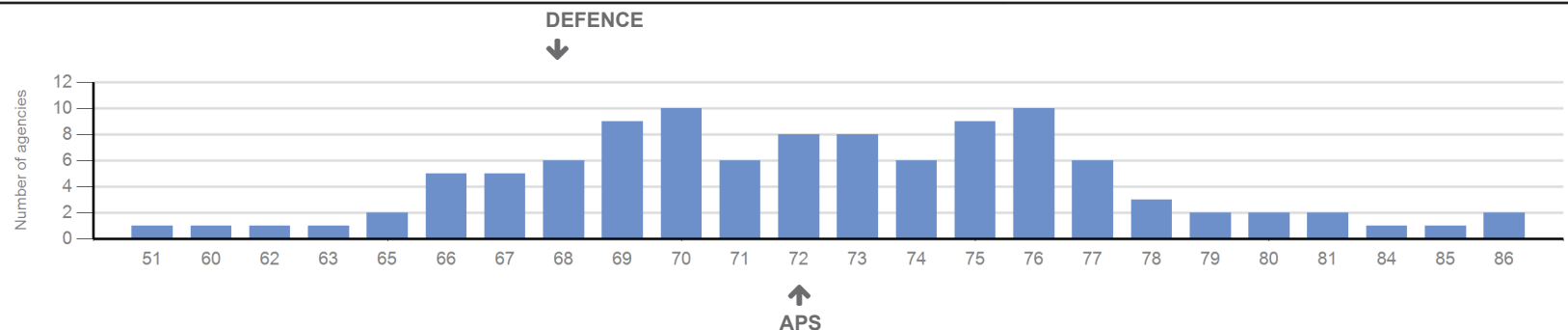
Enabling Innovation Index

Ranking : 70th of 107



Wellbeing Policies and Support Index

Ranking : 88th of 107



Suggested questions to focus on



What to focus on?

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

They are not necessarily the questions with the lowest scores.

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

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



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%
Positive

Variance from 2024

Variance from APS overall

Variance from larger operational agencies

Variance from extra large sized agencies

.1	I am supported to use my expertise to provide frank and fearless advice	69%	+3	0	0	0
.2	My agency inspires me to come up with new or better ways of doing things	56%	+8↑	-3	-3	-4
.3	The culture in my agency supports people to act with integrity	77%	+3	-5↓	-4	-4
.4	My agency supports and actively promotes an inclusive workplace culture	78%	+1	-6↓	-6↓	-6↓
.5	Where appropriate, I am able to take part in decisions that affect my job	72%	0	0	+1	+1
.6	I am satisfied with the recognition I receive for doing a good job	62%	-1	-6↓	-4	-4

DEFENCE specific questions

	Response scale			% Positive	Variance from 2024
I am satisfied with my agency's efforts to maintain a physically and psychologically safe work environment	72	18	10	72%	-10⬇️
I have noticed an improvement in internal communication across Defence over the past 12 months	44	42	14	44%	+1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Time to take action



Celebrate

What things do we do well?

Think about how we can build on our strengths and learn from what we are good at.



Investigate further with our teams

Are there any other opportunities coming out of the results that we want to explore further?

How could we investigate? Through looking at the data in more detail or through discussions with staff?



Opportunities

Areas we need to focus on and turn into action plans:

What are the key things we need to improve to make working here better?



Use this page to start your local action plans

Identify areas to celebrate, opportunities for improvement and areas which you need to investigate further.

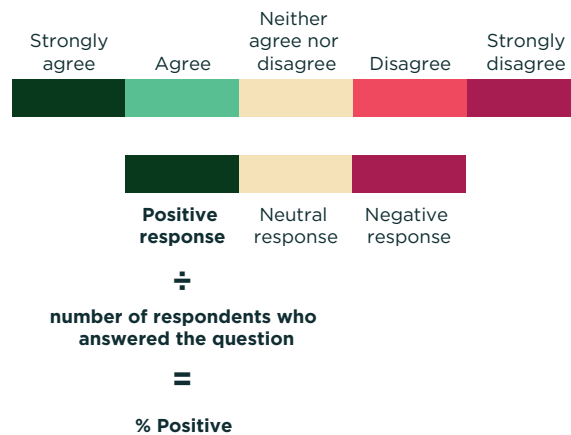
Prioritise 3 areas to take forward

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

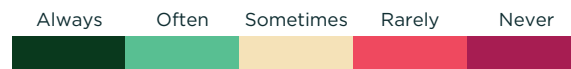
Guide to this report

% Positive

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



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



Rounding

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

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

Anonymity

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

Comparisons

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

Comparisons to previous years

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

