

2025 APS Employee Census

5 May - 6 June

Highlights Report

Strategy, Policy and Industry Group

Responses:
487 of 708

Response rate:
69%



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		76	Response scale	% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
Say	Overall, I am satisfied with my job	75	14 11	75%	-1	+2	-2
	I am proud to work in my agency	85	12	85%	+1	+3	+3
	I would recommend my agency as a good place to work	82	11 7	82%	+7 ⬆	+8 ⬆	+5 ⬆
	I believe strongly in the purpose and objectives of my agency	92	7	92%	+3	+5 ⬆	+4
Stay	I feel a strong personal attachment to my agency	68	22 9	68%	+2	+3	+3
	I feel committed to my agency's goals	91	8	91%	+2	+4	+3
Strive	I suggest ideas to improve our way of doing things	90	7	90%	0	+2	+4
	I am happy to go the 'extra mile' at work when required	93		93%	-2	+2	+3
	I work beyond what is required in my job to help my agency achieve its objectives	79	18	79%	-7 ⬆	0	0
	My agency really inspires me to do my best work every day	70	20 10	70%	+8 ⬆	+7 ⬆	+3

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	76	Response scale	% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
				-1	+2	-1

Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	75	16	9	75%	-2	0	-5 ⬇️
	My supervisor can deliver difficult advice whilst maintaining relationships	77	15	8	77%	-2	+1	-3
	My supervisor invites a range of views, including those different to their own	81	12	7	81%	-3	+1	-2
	My supervisor encourages my team to regularly review and improve our work	81	13		81%	-1	+3	-2
	My supervisor is invested in my development	81	10	9	81%	-1	+6 ⬆️	+3
	My supervisor ensures that my workgroup delivers on what we are responsible for	86	7		86%	-2	+2	-2

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	71	17	13	71%	-1	-3	-8 ⬇️
My immediate supervisor encourages me	78	15		78%	-1	+5 ⬆️	0
My supervisor actively ensures that everyone can be included in workplace activities	83	10		83%	-2	+3	-2
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	81	13		81%	-1	+3	0

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	73	Response scale	% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
				-2	+5	+3

SES Manager	Statement	Score			% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
		7	6	5				
	My SES manager clearly articulates the direction and priorities for our area	73	14	13	73%	-2	+7	+2
	My SES manager presents convincing arguments and persuades others towards an outcome	75	16	9	75%	-1	+15	+12
	My SES manager promotes cooperation within and between agencies	81	13		81%	-3	+15	+12
	My SES manager encourages innovation and creativity	66	23	11	66%	-6	+3	-2
	My SES manager creates an environment that enables us to deliver our best	67	18	15	67%	-7	+5	-1
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	85	10		85%	0	+14	+10

Other similar questions

	In my agency, the SES work as a team	55	25	20	55%	-4	+2	-3
	In my agency, the SES clearly articulate the direction and priorities for our agency	69	20	11	69%	0	+8	+2
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	68	21	11	68%	+1	+4	-1

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	67	Response scale	% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
				-1	0	-4

Communication	My supervisor communicates effectively	77	12	11	77%	+1	+1	-4
	My SES manager communicates effectively	68	17	15	68%	-6 ↓	+3	-3
	Internal communication within my agency is effective	53	23	24	53%	+6 ↑	-1	-9 ↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	57	22	22	57%	-3	+1	-10 ↓
	Staff are consulted about change at work	44	38	18	44%	-2	-2	-8 ↓
	Change is managed well in my agency	34	31	35	34%	+1	-4	-14 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

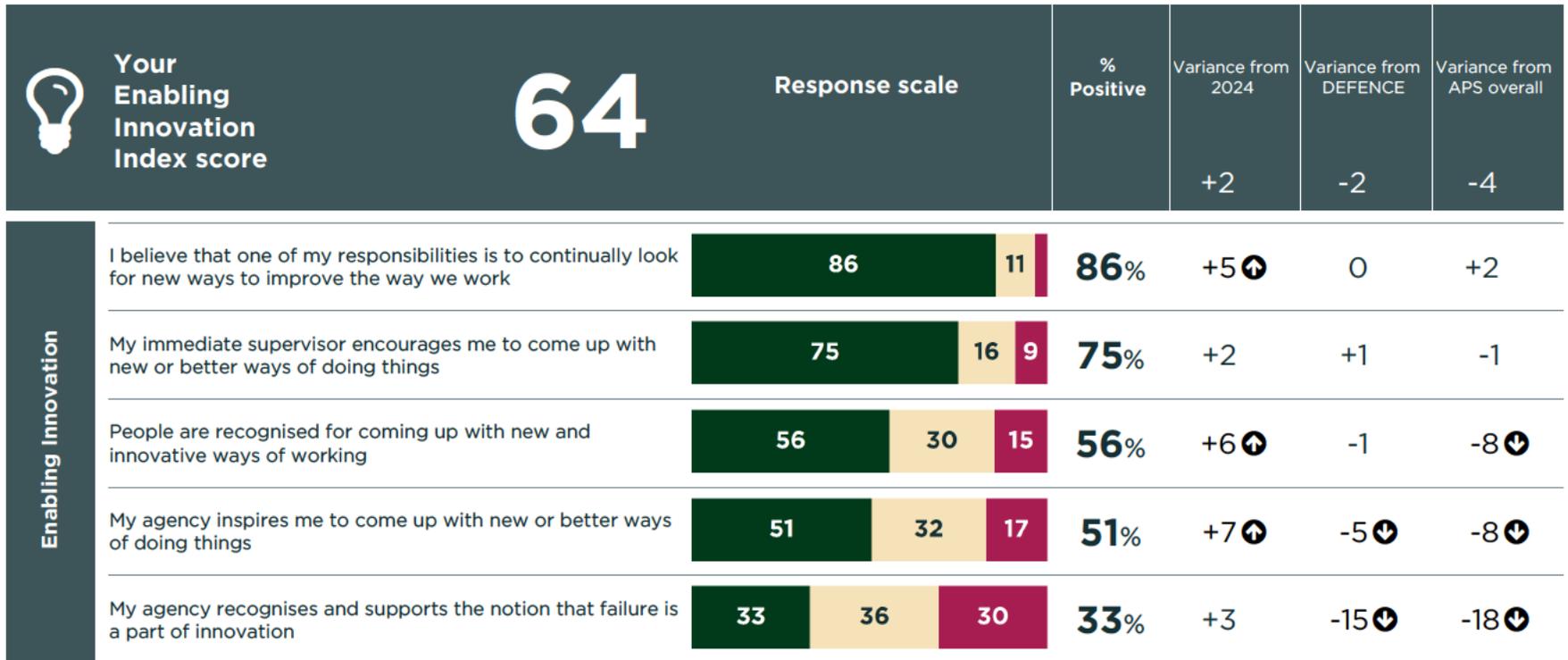


Enabling Innovation



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.



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	65	Response scale	% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
				+1	-3	-7

Wellbeing Policies and Support	Response scale			% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
	Positive	Neutral	Negative				
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	61	26	14	61%	+3	-7	-12
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	50	27	24	50%	+3	-10	-21
My agency does a good job of promoting health and wellbeing	52	30	18	52%	+2	-10	-18
I think my agency cares about my health and wellbeing	58	25	17	58%	+4	-6	-10
I believe my immediate supervisor cares about my health and wellbeing	88		7	88%	+2	+3	+1

Other similar questions

Wellbeing	Response scale			% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
	Positive	Neutral	Negative				
If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	74	12	14	74%	+2	+1	-2
I receive the respect I deserve from my colleagues at work	83		12	83%	0	+6	+1
My agency supports and actively promotes an inclusive workplace culture	77	16		77%	+4	-1	-7

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 DEFENCE	Variance from APS overall
In general, would you say that your health is:					
Excellent		15%	+2	+5	+4
Very good		38%	0	+4	+2
Good		32%	-2	-6	-5
Fair		11%	0	-3	-2
Poor		3%	0	0	0

What best describes your current workload?

Well above capacity - too much work		20%	-3	-2	+3
Slightly above capacity - lots of work to do		42%	+5	+3	+3
At capacity - about the right amount of work to do		28%	+4	-2	-9
Slightly below capacity - available for more work		8%	-4	0	+2
Well below capacity - not enough work		2%	-2	0	+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 DEFENCE	Variance from APS overall
How often do you find your work stressful?					
Always		4%	+1	0	0
Often		29%	+3	+6 	+6 
Sometimes		48%	-2	-1	-2
Rarely		17%	-2	-4	-3
Never		2%	0	-1	0
To what extent is your work emotionally demanding?					
To a very large extent		6%	+1	0	-1
To a large extent		22%	+2	+3	+2
Somewhat		40%	-1	+1	+1
To a small extent		24%	-2	-3	-1
To a very small extent		8%	0	-2	-2
I feel burned out by my work					
Strongly agree		9%	0	+1	+2
Agree		24%	+2	+2	+3
Neither agree nor disagree		30%	-1	-2	-2
Disagree		31%	-1	+1	0
Strongly disagree		5%	0	-2	-3

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



	Response scale	%	Variance from 2024	Variance from DEFENCE	Variance from APS overall
--	----------------	---	--------------------	-----------------------	---------------------------

I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	79	11 10	79%	+1	-6 ⬇️	-7 ⬇️
------------------------------------------------------------------------------------------------------------------	----	-------	-----	----	-------	-------

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

Part time			5%	-1	0	-7 ⬇️
Flexible hours of work			24%	+3	-13 ⬇️	-7 ⬇️
Compressed work week			1%	-1	-3	-4
Job sharing			0%	0	0	0
Working away from the office/working from home			39%	+2	-23 ⬇️	-29 ⬇️
None of the above			49%	0	+25 ⬆️	+30 ⬆️

Working away from the office

All of the time			3%	0	-2	-4
Some of the time as a regular arrangement			18%	+4	-22 ⬇️	-34 ⬇️
Only on an irregular basis			19%	-1	+2	+10 ⬆️
None of the time			61%	-2	+23 ⬆️	+29 ⬆️
Did not disclose their arrangement			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.

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 DEFENCE	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice		71%	+2	+1	+1
The people in my workgroup demonstrate stewardship		77%	-1	+6	0
The culture in my agency supports people to act with integrity		76%	0	0	-5
I believe strongly in the purpose and objectives of the APS		91%	+3	+4	+2
I feel a strong personal attachment to the APS		72%	+5	+5	+4
My workgroup considers the people and businesses affected by what we do		81%	-2	+3	-3
The people in my workgroup value others' individual skills and talents		83%	-	+5	0
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something		89%	-	+4	0
The people in my workgroup are able to bring up problems and tough issues		75%	-3	-1	-5
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)		61%	-	-2	-6

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 DEFENCE	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">65</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">20</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #c0392b; color: white; font-weight: bold;">15</div>	65%	-6 ⬇️	+3	-3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">72</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">15</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #c0392b; color: white; font-weight: bold;">13</div>	72%	+6 ⬆️	+11 ⬆️	+6 ⬆️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">78</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">14</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #c0392b; color: white; font-weight: bold;">8</div>	78%	0	-5 ⬇️	-6 ⬇️
I am satisfied with the stability and security of my job	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">93</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;"></div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #c0392b; color: white; font-weight: bold;"></div>	93%	0	+5 ⬆️	+7 ⬆️

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">93</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;"></div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #c0392b; color: white; font-weight: bold;"></div>	93%	+2	+4	+1
I am clear what my duties and responsibilities are	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">75</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">18</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #c0392b; color: white; font-weight: bold;">8</div>	75%	+2	-1	-9 ⬇️
I have a choice in deciding how I do my work	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">67</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">24</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #c0392b; color: white; font-weight: bold;">8</div>	67%	+4	-6 ⬇️	0
Where appropriate, I am able to take part in decisions that affect my job	<div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #1a4d2d; color: white; font-weight: bold;">74</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #f0e68c; color: black; font-weight: bold;">14</div> <div style="display: flex; justify-content: space-between; width: 100px; height: 20px; background-color: #c0392b; color: white; font-weight: bold;">12</div>	74%	+2	+2	+2

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 DEFENCE	Variance from APS overall
In the last month, please rate your workgroup's overall performance					
Excellent		21%	-3	+2	-4
Very good		62%	+4	+6	+5
Average		16%	0	-5	0
Below average		1%	-1	-2	-1
Well below average		0%	0	-1	0

	Response scale	% Positive	Variance from 2024	Variance from DEFENCE	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		77%	0	+5	-2
My workgroup has the tools and resources we need to perform well		57%	+3	+7	-3
The people in my workgroup use time and resources efficiently		67%	-5	0	-7
My job gives me opportunities to utilise my skills		80%	-3	+3	+1
During the last 12 months, the formal learning I have accessed has improved my performance		66%	0	+6	+7

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 DEFENCE	Variance from APS overall
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		14%	+1	+3	+5
I want to leave my position within the next 12 months		37%	0	+14	+16
I want to stay working in my position for the next one to two years		44%	+3	+5	+5
I want to stay working in my position for at least the next three years		5%	-4	-22	-26
What best describes your plans involved with leaving your current position?					
I am planning to retire		2%	+1	-6	-3
I am pursuing another position within my agency		58%	-1	+14	+12
I am pursuing a position in another agency		24%	+1	-1	-1
I am pursuing work outside the APS		5%	-1	-6	-4
It is the end of my non-ongoing, casual or contracted employment		0%	0	0	-2
Other		11%	0	-1	-3

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 DEFENCE	Variance from APS overall
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	19%	-	-	-
I want to try a different type of work or I'm seeking a career change	13%	-	-	-
I wish to pursue a promotion opportunity	12%	-	-	-
I have achieved all I can in my current position	8%	-	-	-
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 DEFENCE	Variance from APS overall
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		13%	-1	+4	+5
No		87%	+1	-4	-5
Did this discrimination occur in your current agency?					
Yes		87%	-4	-4	-6
No		13%	+4	+4	+6
The discrimination came from: [Multiple Response]					
Within my agency		92%	-	+2	0
Another agency		10%	-	+1	+6
A customer, stakeholder or member of the public		11%	-	+5	+3
Other		0%	-	-6	-4
Did you report the discrimination?					
I reported the discrimination in accordance with my agency's policies and procedures		21%	-	+2	+2
It was reported by someone else		2%	-	-4	-3
I did not report the discrimination		77%	-	+1	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 DEFENCE	Variance from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes		11%	-1	-1	+1
No		85%	+3	+1	-1
Not sure		5%	-2	0	0
Types of bullying or harassment experienced (3 highest responses):					
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		62%	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		44%	-	-	-
Deliberate exclusion from work-related activities		34%	-	-	-
Did you report the bullying or harassment?					
I reported the behaviour in accordance with my agency's policies and procedures		32%	-7⬇️	-10⬇️	-5⬇️
It was reported by someone else		8%	-3	-1	0
I did not report the behaviour		60%	+9⬆️	+11⬆️	+5⬆️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Demographics

How do you describe your gender?	Responses
Man or male	45%
Woman or female	52%
Non-binary	0%
I use a different term	0%
Prefer not to say	3%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	1%
No	99%

Do you have an ongoing disability?	Responses
Yes	9%
No	91%

Do you have carer responsibilities?	Responses
Yes	31%
No	69%

Do you identify as culturally or linguistically diverse?	Responses
Yes	21%
No	79%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	80%
Australian Aboriginal and/or Torres Strait Islander	1%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	21%
North-West European (excluding Anglo-European)	7%
Southern and Eastern European	7%
South-East Asian	7%
North-East Asian	5%
Southern and Central Asian	4%
North American	2%
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	11%
No	75%
Maybe	12%
I am unsure what neurodivergent means	2%

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 DEFENCE	Variance from APS overall
.1	I am supported to use my expertise to provide frank and fearless advice			71%	+2	+1	+1
.2	I feel I have the same opportunities as anyone else of my ability or experience			73%	0	+6	+4
.3	The culture in my agency supports people to act with integrity			76%	0	0	-5
.4	My agency supports and actively promotes an inclusive workplace culture			77%	+4	-1	-7
.5	I am satisfied with the recognition I receive for doing a good job			65%	-6	+3	-3
.6	The people in my workgroup are able to bring up problems and tough issues			75%	-3	-1	-5

DEFENCE specific questions

	Response scale			% Positive	Variance from 2024	Variance from DEFENCE
I am satisfied with my agency's efforts to maintain a physically and psychologically safe work environment	69	16	14	69%	-11↓	-2
I have noticed an improvement in internal communication across Defence over the past 12 months	40	46	14	40%	-3	-4

Key

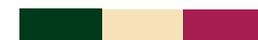


At least 5 percentage points greater than comparator



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.

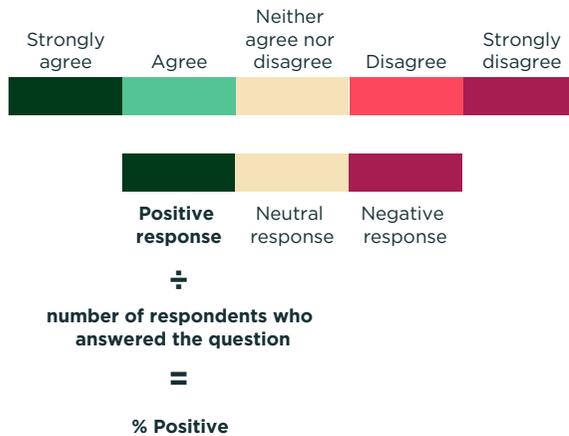
Prioritise 3 areas to take forward

	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 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.

