

HAVE YOUR SAY**APS Employee Census 2024**

6 May – 7 June

Highlights Report Defence Legal Division



**HAVE
YOUR
SAY**

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Responses:**103 of 104****Response Rate:****99%**

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



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

Employee Engagement: Say, Stay, Strive



How engaged is your team?

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



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		74		Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	74	14	13	74%	-4	-4	-2	-6⬇️
	My supervisor can deliver difficult advice whilst maintaining relationships	76	12	12	76%	-4	-1	+1	-3
	My supervisor invites a range of views, including those different to their own	76	11	13	76%	-4	-2	-3	-6⬇️
	My supervisor encourages my team to regularly review and improve our work	77	11	12	77%	+8⬆️	-3	0	-5⬇️
	My supervisor is invested in my development	75	13	12	75%	+2	-3	0	-2
	My supervisor ensures that my workgroup delivers on what we are responsible for	82	12		82%	-1	-2	-2	-5⬇️
Other similar questions									
	My supervisor provides me with helpful feedback to improve my performance	75	9	17	75%	+1	+1	+1	-4
	My immediate supervisor encourages me	78	14	9	78%	+12⬆️	+2	+4	0
	My supervisor actively ensures that everyone can be included in workplace activities	78	13	9	78%	+2	-3	-2	-6⬇️
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	77	14	9	77%	-	-1	-1	-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
Leadership
Index score

70

Response scale

%
Positive

Variance from
2023

Variance from
parent work
unit

Variance from
DEFENCE

Variance from
APS overall

+2

-2

+2

+1

SES Manager

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

65

21

14

65%

0

-3

+1

-4

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

59

26

15

59%

-3

-7⬇️

0

-4

My SES manager promotes cooperation within and between agencies

68

25

68%

+4

-8⬇️

+2

0

My SES manager encourages innovation and creativity

67

19

14

67%

+5⬆️

-2

+5⬆️

+1

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

65

20

15

65%

-2

-4

+5⬆️

0

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

76

14

11

76%

+7⬆️

-3

+5⬆️

+1

Other similar questions

In my agency, the SES work as a team

48

33

19

48%

+3

-10⬇️

-5⬇️

-8⬇️

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

63

17

20

63%

+15⬆️

-3

+3

-1

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

58

29

13

58%

+3

-13⬇️

-4

-9⬇️

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	68	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
				+2	0	+2	-1

Communication	My supervisor communicates effectively	75 9 16	75%	-4	-2	-1	-6⬇️
	My SES manager communicates effectively	67 17 16	67%	-6⬇️	-5⬇️	+3	-2
	Internal communication within my agency is effective	51 27 22	51%	+6⬆️	+1	0	-7⬇️

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	60 16 25	60%	+5⬆️	-3	0	-8⬇️
	Staff are consulted about change at work	52 32 16	52%	-2	+1	+6⬆️	+2
	Change is managed well in my agency	35 32 34	35%	+6⬆️	-4	-1	-9⬇️

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



Wellbeing

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
In general, would you say that your health is:						
Excellent		13%	+3	+2	+3	+2
Very good		41%	+11	+6	+7	+7
Good		24%	-12	-10	-14	-13
Fair		16%	-2	+1	+2	+2
Poor		5%	-1	+2	+2	+2
What best describes your current workload?						
Well above capacity - too much work		22%	-15	0	-3	0
Slightly above capacity - lots of work to do		38%	-1	-1	-1	-2
At capacity - about the right amount of work to do		32%	+15	+2	+5	+1
Slightly below capacity - available for more work		6%	0	-1	0	+1
Well below capacity - not enough work		2%	+1	0	0	+1

Key

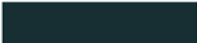
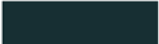
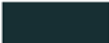
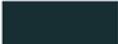


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
How often do you find your work stressful?						
Always		9%	-2	+3	+4	+4
Often		21%	-5 ⬇	0	-2	-4
Sometimes		49%	+5 ⬆	+1	0	-1
Rarely		19%	0	-3	-3	0
Never		2%	+2	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent		14%	+6 ⬆	+6 ⬆	+8 ⬆	+6 ⬆
To a large extent		12%	-9 ⬇	-4	-7 ⬇	-9 ⬇
Somewhat		39%	-1	+2	+1	+1
To a small extent		27%	+3	-3	0	+2
To a very small extent		9%	+1	-1	-2	-1
I feel burned out by my work						
Strongly agree		16%	-1	+6 ⬆	+9 ⬆	+8 ⬆
Agree		18%	-5 ⬇	0	-4	-5 ⬇
Neither agree nor disagree		23%	+2	-6 ⬇	-9 ⬇	-8 ⬇
Disagree		29%	-1	-7 ⬇	-1	-1
Strongly disagree		14%	+6 ⬆	+6 ⬆	+6 ⬆	+6 ⬆

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration		80%	-2	0	-4	-3
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		4%	-3	-2	-2	-9⬇️
Flexible hours of work		30%	+5⬆️	+5⬆️	-4	+4
Compressed work week		7%	+1	+2	+3	+3
Job sharing		0%	0	0	0	0
Working away from the office/working from home		67%	+2	+8⬆️	+9⬆️	+5⬆️
None of the above		25%	0	-5⬇️	-2	+2
Working away from the office						
None of the time		33%	-	-8⬇️	-9⬇️	-5⬇️
All of the time		7%	-	+2	+3	+1
Some of the time as a regular arrangement		42%	-	+3	+7⬆️	-5⬇️
Only on an irregular basis		17%	-	+3	-1	+8⬆️
Did not disclose their arrangement		1%	-	+1	+1	+1

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 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	68 16 16	68%	-	+2	+2	+3
The people in my workgroup demonstrate stewardship	66 23 12	66%	-	-9⬇️	-7⬇️	-11⬇️
The culture in my agency supports people to act with integrity	69 15 16	69%	-	0	-4	-7⬇️
I believe strongly in the purpose and objectives of the APS	91 8	91%	+7⬆️	+6⬆️	+5⬆️	+4
I feel a strong personal attachment to the APS	72 21 7	72%	+3	+7⬆️	+7⬆️	+7⬆️
My workgroup considers the people and businesses affected by what we do	76 14 10	76%	-	-5⬇️	-3	-9⬇️

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 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	64 19 17	64%	+3	-4	+1	-4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	67 14 20	67%	+12⬆	0	+8⬆	+4
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	81 9 10	81%	+9⬆	+3	-1	0
I am satisfied with the stability and security of my job	85 11	85%	0	-1	-1	0

Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	92	92%	-3	+4	+2	-1
I am clear what my duties and responsibilities are	83 12	83%	+7⬆	+11⬆	+11⬆	+3
I have a choice in deciding how I do my work	77 19	77%	+3	+6⬆	+4	+11⬆
Where appropriate, I am able to take part in decisions that affect my job	67 15 19	67%	-6⬆	-4	-5⬆	-5⬆

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
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In the last month, please rate your workgroup's overall performance

Excellent		31%	-2	+7	+11	+4
Very good		54%	+6	-1	-2	0
Average		11%	-3	-6	-9	-4
Below average		3%	-1	-1	0	+1
Well below average		1%	+1	0	0	0

	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well	80 13	80%	-4	+5	+7	+2
My workgroup has the tools and resources we need to perform well	60 20 21	60%	+6	+2	+9	+1
The people in my workgroup use time and resources efficiently	70 16 15	70%	-7	-1	-1	-6
My job gives me opportunities to utilise my skills	77 8 15	77%	+8	0	-2	-3
In the last 12 months, the formal learning I have accessed has improved my performance	62 27 11	62%	-	+2	+3	+4

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
Which of the following statements best reflects your current thoughts about working in your current position?						
I want to leave my position as soon as possible		9%	-4	-3	-2	0
I want to leave my position within the next 12 months		28%	+7	-1	+3	+5
I want to stay working in my position for the next one to two years		29%	-7	-8	-8	-9
I want to stay working in my position for at least the next three years		34%	+4	+11	+7	+4
What best describes your plans involved with leaving your current position?						
I am planning to retire		6%	+2	+1	-2	+1
I am pursuing another position within my agency		32%	-11	-8	-12	-11
I am pursuing a position in another agency		29%	-14	-3	+4	+2
I am pursuing work outside the APS		13%	+8	+6	+3	+3
It is the end of my non-ongoing, casual or contracted employment		3%	+3	+2	+2	+1
Other		16%	+11	+2	+4	+3

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Retention



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

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

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
I wish to pursue a promotion opportunity		30%	-	-	-	-
There are a lack of future career opportunities in my agency		17%	-	-	-	-
I am not satisfied with the work		9%	-	-	-	-
I do not have a sense of belonging to my workgroup or agency		9%	-	-	-	-
Senior leadership is of a poor quality		9%	-	-	-	-

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 what the basis was for the discrimination. Employees could select one or more responses from a list of items.

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

Discrimination	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		14%	+1	+1	+3	+4
No		86%	-1	-1	-3	-4
Did this discrimination occur in your current agency?						
Yes		92%	+92	+3	+5	0
No		8%	+8	-3	-5	0
Basis for the discrimination that you experienced (3 highest responses):						
Age		54%	-	-	-	-
Gender		38%	-	-	-	-
Other		23%	-	-	-	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

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

Harassment and bullying	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?						
Yes		16%	+6 ⬆	-1	+5 ⬆	+5 ⬆
No		77%	-4	0	-7 ⬇	-8 ⬇
Not sure		7%	-2	+1	+2	+2
Types of harassment or bullying experienced (3 highest responses):						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		47%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		40%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		40%	-	-	-	-
Did you report the harassment or bullying?						
I reported the behaviour in accordance with my agency's policies and procedures		50%	+50 ⬆	+6 ⬆	+11 ⬆	+14 ⬆
It was reported by someone else		0%	0	-6 ⬇	-8 ⬇	-7 ⬇
I did not report the behaviour		50%	+50 ⬆	0	-3	-7 ⬇

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	s47E(c)
Woman or female	
Non-binary	
I use a different term	
Prefer not to say	

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	s47E(c)
No	

Do you have an ongoing disability?	Responses
Yes	s47E(c)
No	

Do you have carer responsibilities?	Responses
Yes	s47E(c)
No	

Do you identify as culturally and linguistically diverse?	Responses
Yes	s47E(c)
No	

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	s47E(c)
Australian Aboriginal and/or Torres Strait Islander	
New Zealander (excluding Maori)	
Maori, Melanesian, Papuan, Micronesian, and Polynesian	
Anglo-European	
North-West European (excluding Anglo-European)	
Southern and Eastern European	
South-East Asian	
North-East Asian	
Southern and Central Asian	
North American	
South and Central American and Caribbean Islander	
North African and Middle Eastern	
Sub-Saharan African	

Do you consider yourself to be neurodivergent?	Responses
Yes	s47E(c)
No	
Maybe	
I am unsure what neurodivergent means	

DEFENCE specific questions

	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE
My SES manager effectively leads and manages change	66 18 16	66%	+12 	0	+10 
I am satisfied with my agency's efforts to maintain a safe work environment	74 15 11	74%	+2	-3	-8 
My workgroup can meet short-term demands without compromising our long-term vision	69 25	69%	+4	-1	+4
Internal communication within my agency is regular	68 24 8	68%	+16 	-3	0
Internal communication helps me to do my job effectively	61 29 10	61%	-	-2	+1
I have noticed an improvement in internal communication across Defence over the past 12 months	41 46 13	41%	-	-5 	-2

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



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

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

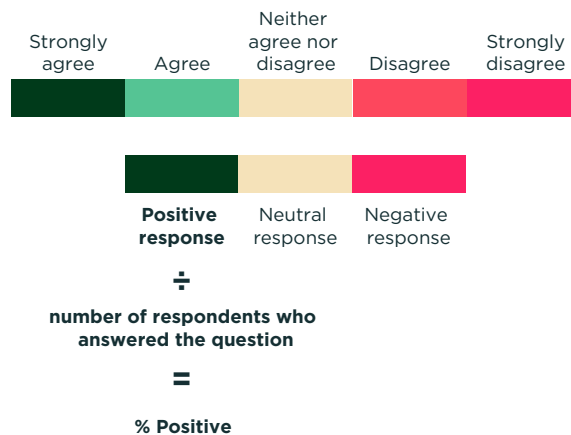
Prioritise 3 areas to
take forward

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

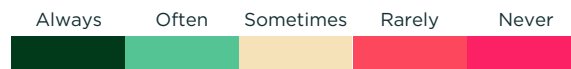
Guide to this report

% 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

Within this report a comparison to parent work unit refers to Associate Secretary 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.



HAVE YOUR SAY

APS Employee Census 2024

6 May – 7 June

Highlights Report General Counsel Defence Branch

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Responses:

36 of 37

Response Rate:

97%

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Employee Engagement: Say, Stay, Strive



How engaged is your team?

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



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*.

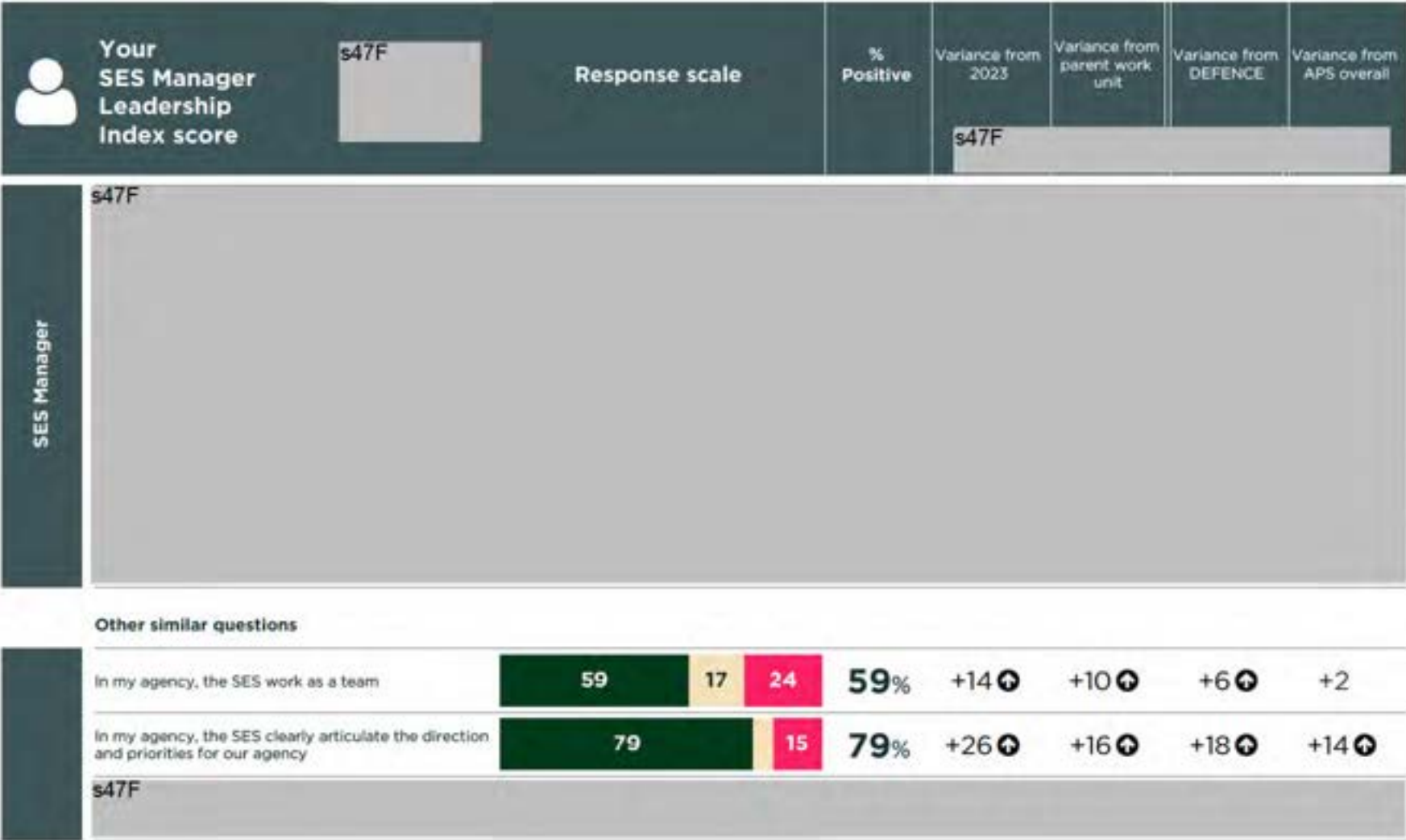
Your Immediate Supervisor Index score		80	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
					-7⬇️	+6⬆️	+5⬆️	+3
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	83	11	83%	-11⬇️	+10⬆️	+8⬆️	+4
	My supervisor can deliver difficult advice whilst maintaining relationships	89	8	89%	-6⬇️	+12⬆️	+13⬆️	+9⬆️
	My supervisor invites a range of views, including those different to their own	86	8	86%	-9⬇️	+10⬆️	+7⬆️	+4
	My supervisor encourages my team to regularly review and improve our work	89		89%	+15⬆️	+11⬆️	+11⬆️	+7⬆️
	My supervisor is invested in my development	83	11	83%	-6⬇️	+8⬆️	+8⬆️	+6⬆️
	My supervisor ensures that my workgroup delivers on what we are responsible for	92	8	92%	-3	+9⬆️	+8⬆️	+4
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	89	8	89%	-1	+14⬆️	+15⬆️	+10⬆️
	My immediate supervisor encourages me	91		91%	+2	+13⬆️	+18⬆️	+13⬆️
	My supervisor actively ensures that everyone can be included in workplace activities	89		89%	-1	+10⬆️	+8⬆️	+5⬆️
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	86	8	86%	-	+9⬆️	+8⬆️	+5⬆️
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*



Communication and change



Communication

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

Change

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

	Your Communication Index score	74	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
					-2	+7 ↑	+9 ↑	+5 ↑

Communication	My supervisor communicates effectively	92			92%	-3	+16 ⬆	+15 ⬆	+10 ⬆
	s47F								
Communication	Internal communication within my agency is effective	47 35 18			47%	-3	-3	-3	-11 ⬇

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	61 19 19			61%	-2	+1	+2	-7⬇️
	Staff are consulted about change at work	61 30 9			61%	-12⬇️	+8⬆️	+14⬆️	+10⬆️
	Change is managed well in my agency	32 35 32			32%	-7⬇️	-2	-3	-11⬇️

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



Wellbeing

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
In general, would you say that your health is:						
Excellent		9%	-8⬇️	-4	-1	-2
Very good		45%	+23⬆️	+4	+11⬆️	+11⬆️
Good		27%	-12⬇️	+3	-11⬇️	-10⬇️
Fair		9%	-2	-7⬇️	-5⬇️	-5⬇️
Poor		9%	-2	+4	+6⬆️	+6⬆️
What best describes your current workload?						
Well above capacity - too much work		15%	-18⬇️	-7⬇️	-10⬇️	-7⬇️
Slightly above capacity - lots of work to do		48%	+4	+11⬆️	+9⬆️	+9⬆️
At capacity - about the right amount of work to do		27%	+27⬆️	-4	+1	-4
Slightly below capacity - available for more work		9%	-8⬇️	+3	+2	+4
Well below capacity - not enough work		0%	-6⬇️	-2	-2	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
How often do you find your work stressful?						
Always		9%	-8⬇️	+1	+5⬆️	+4
Often		18%	+2	-3	-5⬇️	-7⬇️
Sometimes		52%	+2	+3	+3	+2
Rarely		21%	+5⬆️	+2	-1	+2
Never		0%	0	-2	-2	-2
To what extent is your work emotionally demanding?						
To a very large extent		12%	+7⬆️	-2	+6⬆️	+5⬆️
To a large extent		15%	-2	+3	-4	-5⬇️
Somewhat		36%	-8⬇️	-3	-2	-2
To a small extent		30%	+3	+4	+4	+6⬆️
To a very small extent		6%	+1	-2	-5⬇️	-3
I feel burned out by my work						
Strongly agree		18%	-4	+2	+11⬆️	+10⬆️
Agree		12%	-10⬇️	-6⬇️	-10⬇️	-11⬇️
Neither agree nor disagree		18%	+2	-5⬇️	-14⬇️	-14⬇️
Disagree		33%	0	+5⬆️	+3	+4
Strongly disagree		18%	+13⬆️	+4	+11⬆️	+11⬆️

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	83 11	83%	-7⬇️	+3	-1	0
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		0%	-10⬇️	-4	-6⬇️	-13⬇️
Flexible hours of work		36%	+3	+6⬆️	+2	+10⬆️
Compressed work week		11%	+11⬆️	+4	+7⬆️	+7⬆️
Job sharing		0%	0	0	0	0
Working away from the office/working from home		72%	-4	+6⬆️	+15⬆️	+11⬆️
None of the above		17%	+2	-9⬇️	-11⬇️	-7⬇️
Working away from the office						
None of the time		28%	-	-6⬇️	-15⬇️	-11⬇️
All of the time		0%	-	-7⬇️	-4	-6⬇️
Some of the time as a regular arrangement		64%	-	+22⬆️	+28⬆️	+17⬆️
Only on an irregular basis		8%	-	-8⬇️	-9⬇️	0
Did not disclose their arrangement		0%	-	-1	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 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice		79%	-	+11 	+13 	+14 
The people in my workgroup demonstrate stewardship		72%	-	+7 	-1	-5 
The culture in my agency supports people to act with integrity		68%	-	-2	-6 	-9 
I believe strongly in the purpose and objectives of the APS		91%	+2	+1	+6 	+5 
I feel a strong personal attachment to the APS		62%	+1	-10 	-3	-3
My workgroup considers the people and businesses affected by what we do		86%	-	+10 	+7 	+1

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 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	75 14 11	75%	-4	+11⬆	+12⬆	+6⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	69 8 22	69%	-4	+3	+11⬆	+6⬆
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	89	89%	+10⬆	+8⬆	+7⬆	+7⬆
I am satisfied with the stability and security of my job	89 8	89%	-11⬆	+4	+2	+4

Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	92 8	92%	+2	0	+1	-1
I am clear what my duties and responsibilities are	88 9	88%	-1	+5⬆	+16⬆	+8⬆
I have a choice in deciding how I do my work	88 12	88%	+16⬆	+11⬆	+16⬆	+22⬆
Where appropriate, I am able to take part in decisions that affect my job	75 11 14	75%	+1	+8⬆	+3	+4

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
In the last month, please rate your workgroup's overall performance						
Excellent		39%	-5 ⬇	+9 ⬆	+19 ⬆	+12 ⬆
Very good		58%	+13 ⬆	+3	+1	+3
Average		3%	-8 ⬇	-8 ⬇	-17 ⬇	-12 ⬇
Below average		0%	0	-3	-3	-2
Well below average		0%	0	-1	-1	-1

	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		92%	+2	+11 ⬆	+18 ⬆	+13 ⬆
My workgroup has the tools and resources we need to perform well		61%	+14 ⬆	+1	+10 ⬆	+2
The people in my workgroup use time and resources efficiently		78%	+4	+8 ⬆	+7 ⬆	+2
My job gives me opportunities to utilise my skills		83%	+4	+6 ⬆	+4	+3
In the last 12 months, the formal learning I have accessed has improved my performance		71%	-	+9 ⬆	+12 ⬆	+13 ⬆

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
Which of the following statements best reflects your current thoughts about working in your current position?						
I want to leave my position as soon as possible		9%	-2	+1	-1	0
I want to leave my position within the next 12 months		22%	+11	-6	-3	-1
I want to stay working in my position for the next one to two years		31%	-24	+2	-6	-7
I want to stay working in my position for at least the next three years		38%	+15	+3	+10	+7
What best describes your plans involved with leaving your current position?						
I am planning to retire		10%	+10	+4	+2	+5
I am pursuing another position within my agency		30%	+30	-2	-14	-13
I am pursuing a position in another agency		10%	+10	-19	-15	-17
I am pursuing work outside the APS		30%	+30	+17	+20	+20
It is the end of my non-ongoing, casual or contracted employment		0%	0	-3	-1	-3
Other		20%	+20	+4	+8	+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 what the basis was for the discrimination. Employees could select one or more responses from a list of items.

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

Discrimination	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
----------------	----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

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

Yes		15%	-2	+1	+5	+5
No		85%	+2	-1	-5	-5

Did this discrimination occur in your current agency?

Yes	The data for this question has been hidden for anonymity reasons.
No	The data for this question has been hidden for anonymity reasons.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

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

Harassment and bullying	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
-------------------------	----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

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

Yes		12%	+7	-4	+1	+2
No		85%	-4	+8	+2	+1
Not sure		3%	-3	-4	-2	-2

Did you report the harassment or bullying?

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

The data for this question has been hidden for anonymity reasons.

It was reported by someone else

The data for this question has been hidden for anonymity reasons.

I did not report the behaviour

The data for this question has been hidden for anonymity reasons.

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	s47E(c)
Woman or female	
Non-binary	
I use a different term	
Prefer not to say	

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	s47E(c)
No	

Do you have an ongoing disability?	Responses
Yes	s47E(c)
No	

Do you have carer responsibilities?	Responses
Yes	s47E(c)
No	

Do you identify as culturally and linguistically diverse?	Responses
Yes	s47E(c)
No	

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	s47E(c)
Australian Aboriginal and/or Torres Strait Islander	
New Zealander (excluding Maori)	
Maori, Melanesian, Papuan, Micronesian, and Polynesian	
Anglo-European	
North-West European (excluding Anglo-European)	
Southern and Eastern European	
South-East Asian	
North-East Asian	
Southern and Central Asian	
North American	
South and Central American and Caribbean Islander	
North African and Middle Eastern	
Sub-Saharan African	

Do you consider yourself to be neurodivergent?	Responses
Yes	s47E(c)
No	
Maybe	
I am unsure what neurodivergent means	

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
.1 Internal communication within my agency is effective			47%	-3	-3	-3	-11
.2 I am supported to use my expertise to provide frank and fearless advice			79%	-	+11	+13	+14
.3 The culture in my agency supports people to act with integrity			68%	-	-2	-6	-9
.4 I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)			89%	+10	+8	+7	+7
.5 I think my agency cares about my health and wellbeing			70%	+14	+15	+8	+5
.6 Change is managed well in my agency			32%	-7	-2	-3	-11

DEFENCE specific questions

	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE
s47F					
I am satisfied with my agency's efforts to maintain a safe work environment	76 12 12	76%	-2	+2	-6↓
My workgroup can meet short-term demands without compromising our long-term vision	73 24	73%	+12↑	+3	+7↑
Internal communication within my agency is regular	70 30	70%	+20↑	+1	+1
Internal communication helps me to do my job effectively	58 33 9	58%	-	-3	-2
I have noticed an improvement in internal communication across Defence over the past 12 months	36 52 12	36%	-	-5↓	-7↓

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



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

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

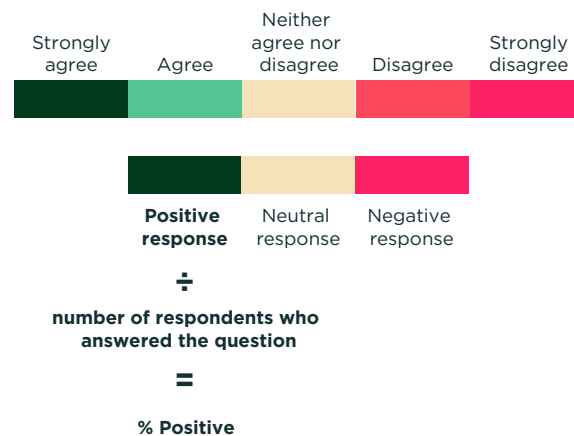
Prioritise 3 areas to
take forward

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

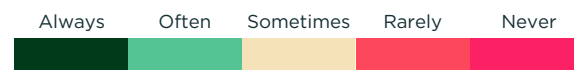
Guide to this report

% 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

Within this report a comparison to parent work unit refers to Defence Legal Division

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.



HAVE YOUR SAY

APS Employee Census 2024

6 May – 7 June

Highlights Report Other Defence Legal Division

HAVE YOUR SAY

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Responses:

24 of 24

Response Rate:

100%

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



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

Employee Engagement: Say, Stay, Strive



How engaged is your team?

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



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

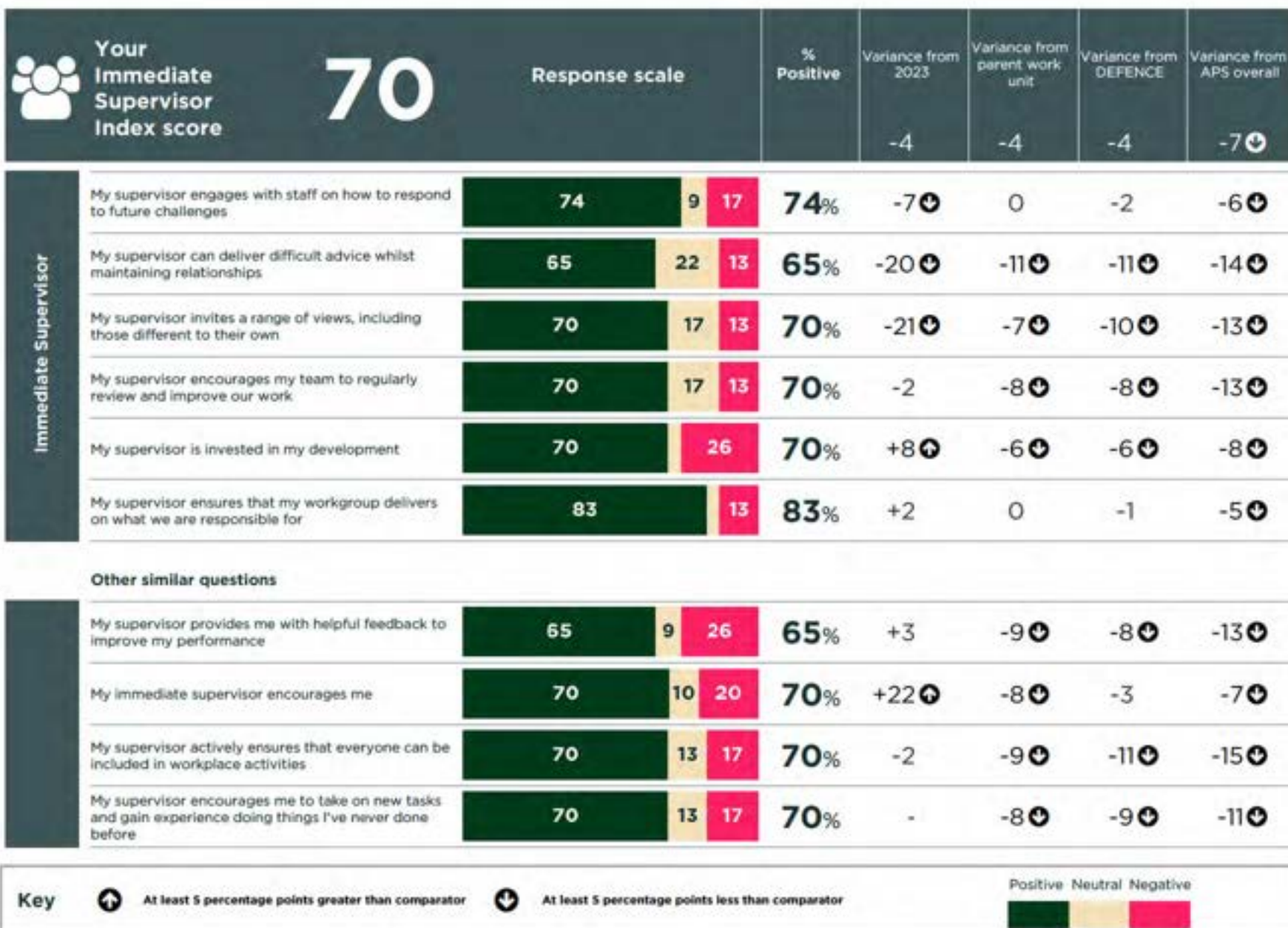


Leadership - Immediate Supervisor



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*.

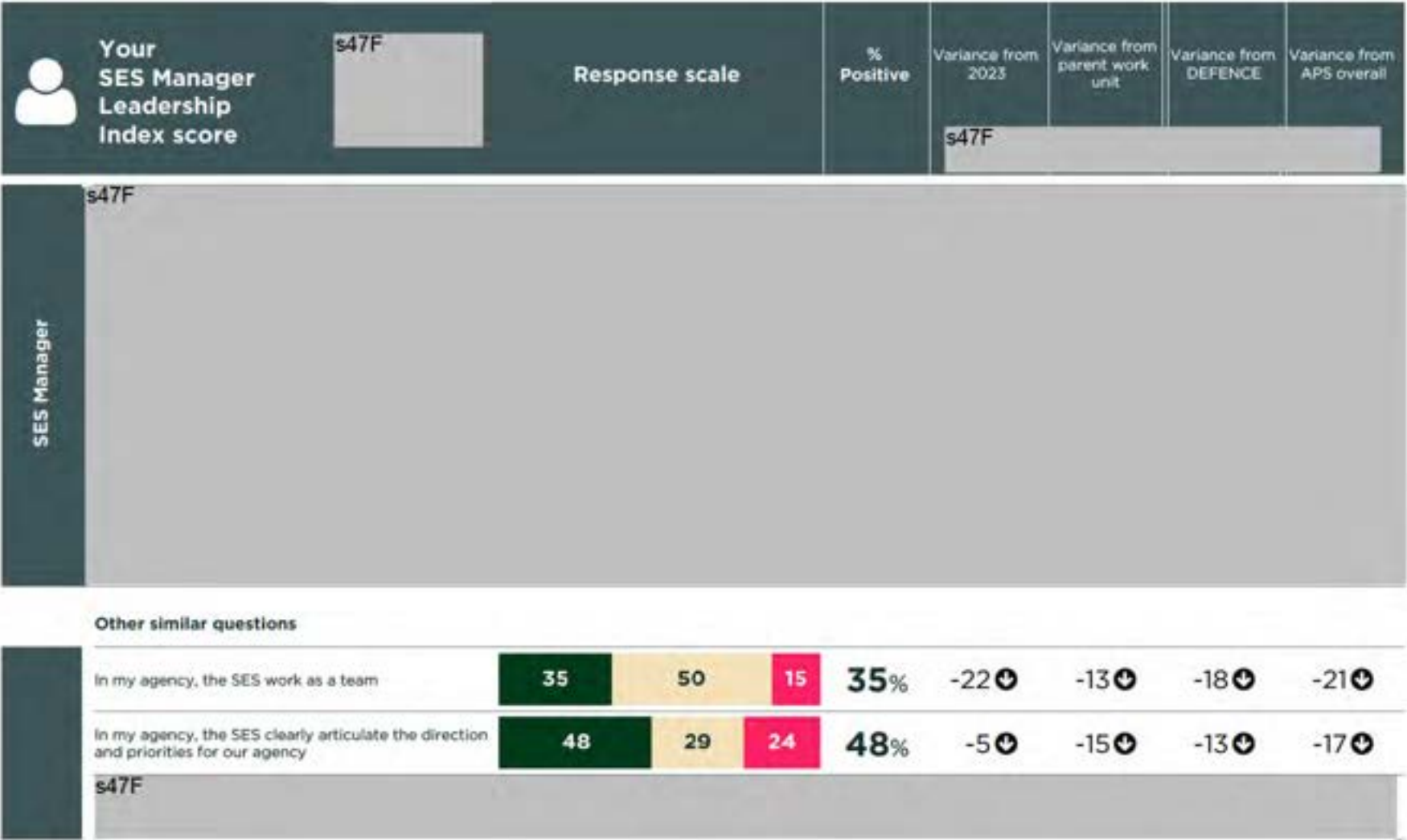


Leadership - SES Manager



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*



s47F

SES Manager

s47F

Other similar questions

s47F



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	65	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
				+1	-2	0	-4

Communication	My supervisor communicates effectively	65	17	17	65%	-11↓	-10↓	-11↓	-16↓
	s47F								
	Internal communication within my agency is effective	57	24	19	57%	+14↑	+7↑	+7↑	-1

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	57			57%	+4	-3	-3	-11↓
		13	30	30					
Change	Staff are consulted about change at work	55			55%	+17↑	+3	+9↑	+4
		30	15	15					
Change	Change is managed well in my agency	38			38%	+24↑	+3	+2	-5↓
		33	29	29					

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



Wellbeing

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
In general, would you say that your health is:						
Excellent		15%	+10	+2	+5	+4
Very good		30%	+6	-11	-4	-5
Good		25%	-18	+1	-13	-13
Fair		30%	+1	+14	+16	+16
Poor		0%	0	-5	-3	-3
What best describes your current workload?						
Well above capacity - too much work		52%	-10	+30	+27	+30
Slightly above capacity - lots of work to do		19%	-14	-19	-20	-21
At capacity - about the right amount of work to do		19%	+14	-13	-8	-12
Slightly below capacity - available for more work		10%	+10	+3	+3	+4
Well below capacity - not enough work		0%	0	-2	-2	-1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
How often do you find your work stressful?						
Always		15%	+1	+6 	+11 	+10 
Often		30%	-13 	+9 	+7 	+5 
Sometimes		40%	-3	-9 	-9 	-10 
Rarely		15%	+15 	-4	-7 	-4
Never		0%	0	-2	-2	-2
To what extent is your work emotionally demanding?						
To a very large extent		30%	+16 	+16 	+24 	+22 
To a large extent		10%	-19 	-2	-9 	-10 
Somewhat		35%	-17 	-4	-3	-3
To a small extent		20%	+15 	-7 	-7 	-4
To a very small extent		5%	+5 	-4	-6 	-4
I feel burned out by my work						
Strongly agree		30%	+11 	+14 	+23 	+22 
Agree		20%	-18 	+2	-2	-3
Neither agree nor disagree		10%	-23 	-13 	-22 	-22 
Disagree		35%	+25 	+6 	+5 	+5 
Strongly disagree		5%	+5 	-9 	-3	-2

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	78 13 9	78%	+7⬆	-2	-6⬇	-5⬇
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		13%	+13⬆	+9⬆	+7⬆	0
Flexible hours of work		17%	-3	-13⬇	-17⬇	-9⬇
Compressed work week		4%	-11⬇	-3	+1	0
Job sharing		0%	0	0	0	0
Working away from the office/working from home		65%	+15⬆	-1	+8⬆	+4
None of the above		22%	-18⬇	-4	-6⬇	-2
Working away from the office						
None of the time		35%	-	+1	-8⬇	-4
All of the time		22%	-	+15⬆	+18⬆	+16⬆
Some of the time as a regular arrangement		26%	-	-16⬇	-10⬇	-21⬇
Only on an irregular basis		17%	-	+1	0	+9⬆
Did not disclose their arrangement		0%	-	-1	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 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	57 24 19	57%	-	-11↓	-9↓	-8↓
The people in my workgroup demonstrate stewardship	61 17 22	61%	-	-5↓	-12↓	-16↓
The culture in my agency supports people to act with integrity	71 19 10	71%	-	+2	-2	-5↓
I believe strongly in the purpose and objectives of the APS	76 19	76%	-10↓	-14↓	-9↓	-10↓
I feel a strong personal attachment to the APS	71 19 10	71%	+5↑	0	+7↑	+7↑
My workgroup considers the people and businesses affected by what we do	65 22 13	65%	-	-11↓	-14↓	-20↓

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 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	52 22 26	52%	0	-12⬇️	-11⬇️	-16⬇️
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	61 13 26	61%	+28⬆️	-6⬇️	+3	-2
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	70 13 17	70%	+8⬆️	-12⬇️	-12⬇️	-12⬇️
I am satisfied with the stability and security of my job	83 13	83%	-8⬇️	-3	-4	-2

Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	96	96%	-4	+3	+5⬆️	+3
I am clear what my duties and responsibilities are	80 15	80%	+9⬆️	-3	+8⬆️	+1
I have a choice in deciding how I do my work	60 40	60%	-11⬇️	-17⬇️	-12⬇️	-6⬇️
Where appropriate, I am able to take part in decisions that affect my job	52 30 17	52%	-29⬇️	-14⬇️	-20⬇️	-19⬇️

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
In the last month, please rate your workgroup's overall performance						
Excellent		35%	-8⬇️	+4	+15⬆️	+8⬆️
Very good		55%	+12⬆️	+1	-1	0
Average		10%	-4	-1	-10⬇️	-5⬇️
Below average		0%	0	-3	-3	-2
Well below average		0%	0	-1	-1	-1

	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		74%	-12⬇️	-6⬇️	0	-4
My workgroup has the tools and resources we need to perform well		52%	+5⬆️	-8⬇️	+1	-7⬇️
The people in my workgroup use time and resources efficiently		65%	-16⬇️	-4	-5⬇️	-11⬇️
My job gives me opportunities to utilise my skills		74%	-7⬇️	-4	-5⬇️	-6⬇️
In the last 12 months, the formal learning I have accessed has improved my performance		53%	-	-9⬇️	-6⬇️	-5⬇️

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

Which of the following statements best reflects your current thoughts about working in your current position?

I want to leave my position as soon as possible		0%	-5 ↓	-9 ↓	-10 ↓	-9 ↓
I want to leave my position within the next 12 months		35%	0	+7 ↑	+10 ↑	+12 ↑
I want to stay working in my position for the next one to two years		35%	-5 ↓	+6 ↑	-2	-3
I want to stay working in my position for at least the next three years		30%	+10 ↑	-4	+3	0

What best describes your plans involved with leaving your current position?

I am planning to retire	The data for this question has been hidden for anonymity reasons.
I am pursuing another position within my agency	The data for this question has been hidden for anonymity reasons.
I am pursuing a position in another agency	The data for this question has been hidden for anonymity reasons.
I am pursuing work outside the APS	The data for this question has been hidden for anonymity reasons.
It is the end of my non-ongoing, casual or contracted employment	The data for this question has been hidden for anonymity reasons.
Other	The data for this question has been hidden for anonymity reasons.

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 what the basis was for the discrimination. Employees could select one or more responses from a list of items.

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

Discrimination	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
----------------	----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

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

Yes		20%	-1	+6	+9	+10
No		80%	+1	-6	-9	-10

Did this discrimination occur in your current agency?

Yes	The data for this question has been hidden for anonymity reasons.
No	The data for this question has been hidden for anonymity reasons.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

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

Harassment and bullying

Response scale

%

Variance from 2023

Variance from parent work unit

Variance from DEFENCE

Variance from APS overall

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

Yes		20%	+10	+4	+9	+9
No		70%	-10	-7	-13	-14
Not sure		10%	0	+3	+5	+5

Did you report the harassment or bullying?

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

The data for this question has been hidden for anonymity reasons.

It was reported by someone else

The data for this question has been hidden for anonymity reasons.

I did not report the behaviour

The data for this question has been hidden for anonymity reasons.

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	s47E(c)
Woman or female	
Non-binary	
I use a different term	
Prefer not to say	

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	s47E(c)
No	

Do you have an ongoing disability?	Responses
Yes	s47E(c)
No	

Do you have carer responsibilities?	Responses
Yes	s47E(c)
No	

Do you identify as culturally and linguistically diverse?	Responses
Yes	s47E(c)
No	

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	s47E(c)
Australian Aboriginal and/or Torres Strait Islander	
New Zealander (excluding Maori)	
Maori, Melanesian, Papuan, Micronesian, and Polynesian	
Anglo-European	
North-West European (excluding Anglo-European)	
Southern and Eastern European	
South-East Asian	
North-East Asian	
Southern and Central Asian	
North American	
South and Central American and Caribbean Islander	
North African and Middle Eastern	
Sub-Saharan African	

Do you consider yourself to be neurodivergent?	Responses
Yes	s47E(c)
No	
Maybe	
I am unsure what neurodivergent means	

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
.1 Internal communication within my agency is effective			57%	+14	+7	+7	-1
.2 The culture in my agency supports people to act with integrity			71%	-	+2	-2	-5
.3 I am supported to use my expertise to provide frank and fearless advice			57%	-	-11	-9	-8
.4 My agency does a good job of promoting health and wellbeing			50%	-2	-11	-10	-16
.5 I am satisfied with the policies/practices in place to help me manage my health and wellbeing			45%	+2	-14	-19	-23
.6 Change is managed well in my agency			38%	+24	+3	+2	-5

DEFENCE specific questions

	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE
s47F	s47F				
I am satisfied with my agency's efforts to maintain a safe work environment	60 20 20	60%	-10⬇	-14⬇	-22⬇
My workgroup can meet short-term demands without compromising our long-term vision	65 30	65%	0	-4	-1
Internal communication within my agency is regular	65 30	65%	0	-3	-3
Internal communication helps me to do my job effectively	65 30	65%	-	+4	+6⬆
I have noticed an improvement in internal communication across Defence over the past 12 months	40 45 15	40%	-	-1	-3

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?
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Use this page to start your local action plans

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

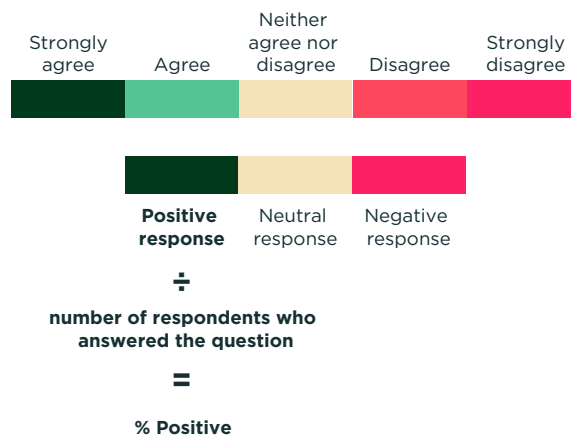
Prioritise 3 areas to take forward

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

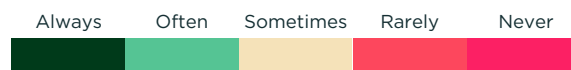
Guide to this report

% 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

Within this report a comparison to parent work unit refers to Defence Legal Division

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.



HAVE YOUR SAY

APS Employee Census 2024

6 May – 7 June

Highlights Report

Legal Practice Enablement Branch

HAVE YOUR SAY

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Responses:

28 of 28

Response Rate:

100%

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



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

Employee Engagement: Say, Stay, Strive



How engaged is your team?

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



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		69			Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
							-1	-5⬇️	-5⬇️	-8⬇️
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	64	18	18	64%	0	-9⬇️	-11⬇️	-15⬇️	
	My supervisor can deliver difficult advice whilst maintaining relationships	71	11	18	71%	+4	-5⬇️	-4	-8⬇️	
	My supervisor invites a range of views, including those different to their own	71	7	21	71%	+7⬆️	-5⬇️	-8⬇️	-11⬇️	
	My supervisor encourages my team to regularly review and improve our work	71	7	21	71%	+7⬆️	-6⬇️	-6⬇️	-11⬇️	
	My supervisor is invested in my development	71	18	11	71%	0	-4	-4	-6⬇️	
	My supervisor ensures that my workgroup delivers on what we are responsible for	68	21	11	68%	-11⬇️	-14⬇️	-16⬇️	-20⬇️	
Other similar questions										
	My supervisor provides me with helpful feedback to improve my performance	68	11	21	68%	-4	-7⬇️	-6⬇️	-11⬇️	
	My immediate supervisor encourages me	74	15	11	74%	+9⬆️	-4	+1	-3	
	My supervisor actively ensures that everyone can be included in workplace activities	71	21	7	71%	0	-7⬇️	-9⬇️	-13⬇️	
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	75	14	11	75%	-	-2	-3	-6⬇️	
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*



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Communication and change

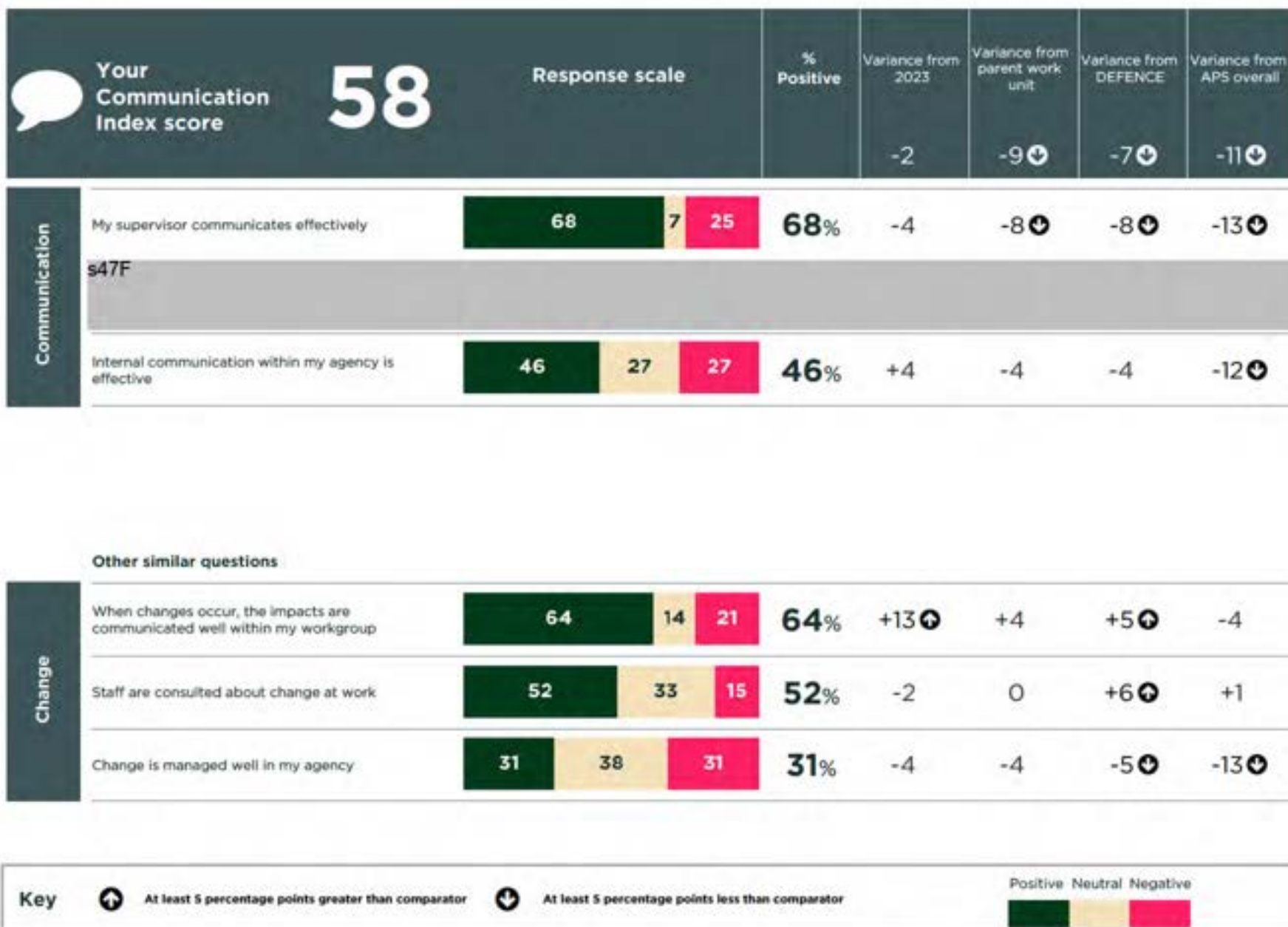


Communication

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.



Enabling Innovation



Enabling Innovation

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



Your
Enabling
Innovation
Index score

66

Response scale

%
Positive

Variance from
2023
+5 ↑

Variance from
parent work
unit
+3

Variance from
DEFENCE
+2

Variance from
APS overall
+1

Enabling Innovation

I believe that one of my responsibilities is to continually look for new ways to improve the way we work

88

12

88%

+16 ↑

+10 ↑

+7 ↑

+9 ↑

My immediate supervisor encourages me to come up with new or better ways of doing things

69

23

8

69%

+9 ↑

+1

-2

-3

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

46

38

15

46%

+6 ↑

-5 ↓

-4

-12 ↓

My agency inspires me to come up with new or better ways of doing things

52

40

8

52%

+2

+10 ↑

+4

+2

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

42

42

15

42%

+10 ↑

+13 ↑

+2

+1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



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



Wellbeing

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
In general, would you say that your health is:						
Excellent		15%	+6 ⬆	+2	+5 ⬆	+4
Very good		48%	+6 ⬆	+7 ⬆	+14 ⬆	+14 ⬆
Good		19%	-11 ⬇	-6 ⬇	-20 ⬇	-19 ⬇
Fair		11%	-1	-5 ⬇	-3	-3
Poor		7%	-1	+2	+4	+4
What best describes your current workload?						
Well above capacity - too much work		7%	-12 ⬇	-15 ⬇	-18 ⬇	-15 ⬇
Slightly above capacity - lots of work to do		41%	+2	+3	+2	+1
At capacity - about the right amount of work to do		41%	+2	+9 ⬆	+14 ⬆	+10 ⬆
Slightly below capacity - available for more work		4%	0	-3	-3	-2
Well below capacity - not enough work		7%	+7 ⬆	+5 ⬆	+5 ⬆	+6 ⬆

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
How often do you find your work stressful?						
Always		0%	-4	-9 ⬇	-4	-5 ⬇
Often		19%	-1	-3	-5 ⬇	-6 ⬇
Sometimes		52%	+12 ⬆	+3	+3	+2
Rarely		26%	-10 ⬇	+7 ⬆	+4	+7 ⬆
Never		4%	+4	+2	+1	+2
To what extent is your work emotionally demanding?						
To a very large extent		4%	0	-10 ⬇	-2	-4
To a large extent		11%	-5 ⬇	-1	-8 ⬇	-9 ⬇
Somewhat		41%	+13 ⬆	+1	+3	+2
To a small extent		33%	-3	+7 ⬆	+7 ⬆	+9 ⬆
To a very small extent		11%	-5 ⬇	+3	0	+2
I feel burned out by my work						
Strongly agree		4%	-8 ⬇	-12 ⬇	-4	-4
Agree		22%	+10 ⬆	+4	0	-1
Neither agree nor disagree		44%	+28 ⬆	+21 ⬆	+12 ⬆	+13 ⬆
Disagree		15%	-29 ⬇	-14 ⬇	-15 ⬇	-15 ⬇
Strongly disagree		15%	-1	+1	+7 ⬆	+7 ⬆

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
I am confident that if I requested a flexible work arrangement, my request would be given reasonable consideration	79 7 14	79%	-8⬇️	-2	-5⬇️	-4
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		4%	-6⬇️	0	-2	-9⬇️
Flexible hours of work		29%	+5⬆️	-2	-6⬇️	+2
Compressed work week		7%	+4	0	+3	+3
Job sharing		0%	0	0	0	0
Working away from the office/working from home		68%	+1	+1	+11⬆️	+6⬆️
None of the above		29%	+5⬆️	+3	+1	+5⬆️
Working away from the office						
None of the time		32%	-	-1	-11⬇️	-6⬇️
All of the time		7%	-	0	+3	+1
Some of the time as a regular arrangement		43%	-	+1	+7⬆️	-4
Only on an irregular basis		18%	-	+1	0	+9⬆️
Did not disclose their arrangement		0%	-	-1	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 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	65 19 15	65%	-	-3	-1	0
The people in my workgroup demonstrate stewardship	61 29 11	61%	-	-5⬇️	-12⬇️	-16⬇️
The culture in my agency supports people to act with integrity	69 19 12	69%	-	0	-4	-7⬇️
I believe strongly in the purpose and objectives of the APS	96	96%	+19⬆️	+6⬆️	+11⬆️	+10⬆️
I feel a strong personal attachment to the APS	85 12	85%	+11⬆️	+13⬆️	+20⬆️	+20⬆️
My workgroup considers the people and businesses affected by what we do	75 14 11	75%	-	-1	-4	-10⬇️

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 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	70 7 22	70%	+15 ⬆	+6 ⬆	+7 ⬆	+2
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	82 14	82%	+24 ⬆	+15 ⬆	+24 ⬆	+19 ⬆
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	89 7	89%	+13 ⬆	+8 ⬆	+7 ⬆	+8 ⬆
I am satisfied with the stability and security of my job	79 14 7	79%	+6 ⬆	-7 ⬇	-8 ⬇	-6 ⬇

Clarity and autonomy

	Response scale	% Positive	Variance from 2023	Variance from Parent work unit	Variance from DEFENCE	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	89 7	89%	-7 ⬇	-3	-1	-4
I am clear what my duties and responsibilities are	81 12 8	81%	+12 ⬆	-2	+9 ⬆	+1
I have a choice in deciding how I do my work	81 7 11	81%	+5 ⬆	+5 ⬆	+9 ⬆	+16 ⬆
Where appropriate, I am able to take part in decisions that affect my job	71 25	71%	+6 ⬆	+5 ⬆	0	0

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
In the last month, please rate your workgroup's overall performance						
Excellent		30%	+14 ⬆	-1	+9 ⬆	+2
Very good		41%	-15 ⬇	-14 ⬇	-15 ⬇	-14 ⬇
Average		19%	+3	+8 ⬆	-1	+3
Below average		7%	-5 ⬇	+4	+4	+5 ⬆
Well below average		4%	+4	+3	+3	+3

	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well	71 21 7	71%	-8 ⬇	-9 ⬇	-2	-7 ⬇
My workgroup has the tools and resources we need to perform well	68 14 18	68%	+6 ⬆	+8 ⬆	+17 ⬆	+9 ⬆
The people in my workgroup use time and resources efficiently	61 18 21	61%	-15 ⬇	-9 ⬇	-10 ⬇	-15 ⬇
My job gives me opportunities to utilise my skills	75 11 14	75%	+20 ⬆	-2	-4	-5 ⬇
In the last 12 months, the formal learning I have accessed has improved my performance	59 27 14	59%	-	-3	0	+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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
Which of the following statements best reflects your current thoughts about working in your current position?						
I want to leave my position as soon as possible		11%	-9↓	+3	+1	+2
I want to leave my position within the next 12 months		26%	+10↑	-2	+1	+3
I want to stay working in my position for the next one to two years		30%	+10↑	+1	-8↓	-8↓
I want to stay working in my position for at least the next three years		33%	-11↓	-1	+6↑	+3

What best describes your plans involved with leaving your current position?

I am planning to retire	The data for this question has been hidden for anonymity reasons.
I am pursuing another position within my agency	The data for this question has been hidden for anonymity reasons.
I am pursuing a position in another agency	The data for this question has been hidden for anonymity reasons.
I am pursuing work outside the APS	The data for this question has been hidden for anonymity reasons.
It is the end of my non-ongoing, casual or contracted employment	The data for this question has been hidden for anonymity reasons.
Other	The data for this question has been hidden for anonymity reasons.

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 what the basis was for the discrimination. Employees could select one or more responses from a list of items.

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

Discrimination	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
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During the last 12 months and in the course of your employment, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes		11%	+7	-3	+1	+1
No		89%	-7	+3	-1	-1

Did this discrimination occur in your current agency?

Yes	The data for this question has been hidden for anonymity reasons.
No	The data for this question has been hidden for anonymity reasons.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

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

Harassment and bullying	Response scale	%	Variance from 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
-------------------------	----------------	---	--------------------	--------------------------------	-----------------------	---------------------------

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

Yes		15%	+3	-1	+3	+4
No		74%	-2	-3	-9↓	-10↓
Not sure		11%	-1	+4	+6↑	+6↑

Did you report the harassment or bullying?

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

The data for this question has been hidden for anonymity reasons.

It was reported by someone else

The data for this question has been hidden for anonymity reasons.

I did not report the behaviour

The data for this question has been hidden for anonymity reasons.

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	s47E(c)
Woman or female	
Non-binary	
I use a different term	
Prefer not to say	

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	s47E(c)
No	

Do you have an ongoing disability?	Responses
Yes	s47E(c)
No	

Do you have carer responsibilities?	Responses
Yes	s47E(c)
No	

Do you identify as culturally and linguistically diverse?	Responses
Yes	s47E(c)
No	

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	s47E(c)
Australian Aboriginal and/or Torres Strait Islander	
New Zealander (excluding Maori)	
Maori, Melanesian, Papuan, Micronesian, and Polynesian	
Anglo-European	
North-West European (excluding Anglo-European)	
Southern and Eastern European	
South-East Asian	
North-East Asian	
Southern and Central Asian	
North American	
South and Central American and Caribbean Islander	
North African and Middle Eastern	
Sub-Saharan African	

Do you consider yourself to be neurodivergent?	Responses
Yes	s47E(c)
No	
Maybe	
I am unsure what neurodivergent means	

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 2023	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
.1	The culture in my agency supports people to act with integrity			69%	-	0	-4	-7
.2	I am satisfied with the recognition I receive for doing a good job			70%	+15	+6	+7	+2
.3	The people in my workgroup demonstrate stewardship			61%	-	-5	-12	-16
.4	I believe my immediate supervisor cares about my health and wellbeing			73%	0	-14	-12	-13
.5	Where appropriate, I am able to take part in decisions that affect my job			71%	+6	+5	0	0
.6	My workgroup considers the people and businesses affected by what we do			75%	-	-1	-4	-10

DEFENCE specific questions

	Response scale	% Positive	Variance from 2023	Variance from parent work unit	Variance from DEFENCE
s47F					
I am satisfied with my agency's efforts to maintain a safe work environment	76 16 8	76%	+8⬆	+2	-6⬇
My workgroup can meet short-term demands without compromising our long-term vision	72 16 12	72%	+4	+3	+6⬆
Internal communication within my agency is regular	68 16 16	68%	+24⬆	0	0
Internal communication helps me to do my job effectively	64 24 12	64%	-	+3	+5⬆
I have noticed an improvement in internal communication across Defence over the past 12 months	52 36 12	52%	-	+11⬆	+9⬆

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?
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Use this page to start your local action plans

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

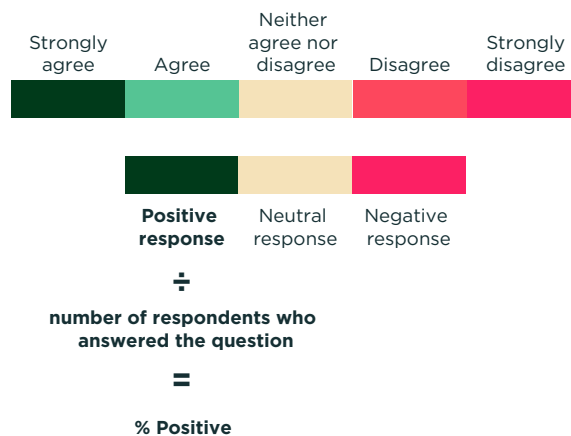
Prioritise 3 areas to take forward

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

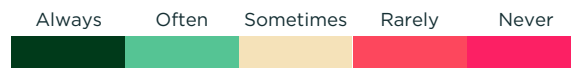
Guide to this report

% 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

Within this report a comparison to parent work unit refers to Defence Legal Division

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.



2025 APS Employee Census

5 May - 6 June

Highlights Report

Legal Practice Enablement Branch

Responses:

31 of 31

Response rate:

100%



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.



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

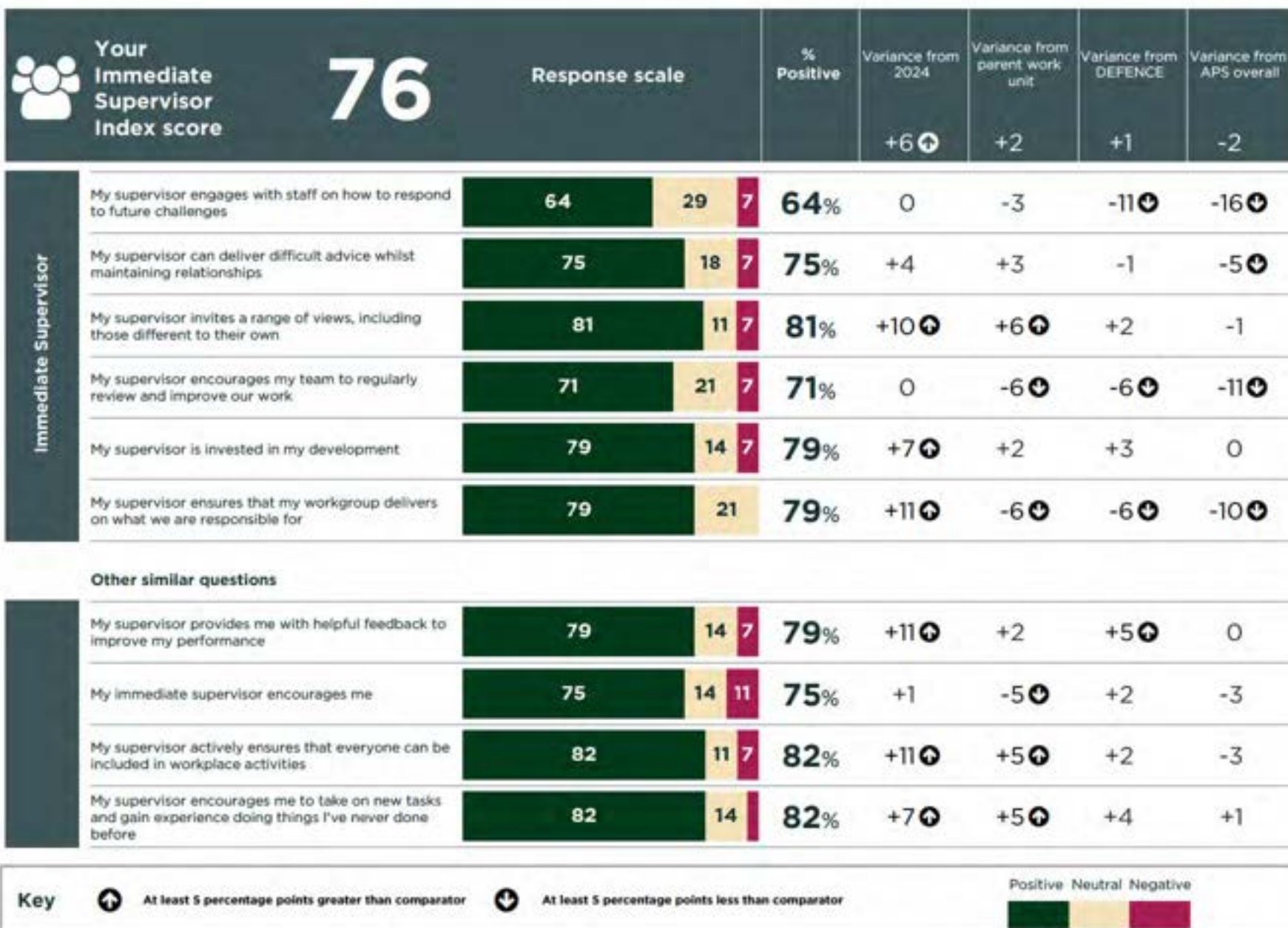


Leadership - Immediate Supervisor



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*.



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	s47F	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
				s47F			



Other similar questions

In my agency, the SES work as a team	26	56	19	26%	-13↓	-5↓	-28↓	-32↓
In my agency, the SES clearly articulate the direction and priorities for our agency	41	33	26	41%	-13↓	-8↓	-21↓	-26↓
s47F								

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	58	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
				0	-4	-8	-12

Communication	My supervisor communicates effectively	82	7	11	82%	+14	+6	+6	+1
	s47F								
	Internal communication within my agency is effective	32	39	29	32%	-14	-12	-21	-30

Other similar questions									
Change	When changes occur, the impacts are communicated well within my workgroup	36	14	50	36%	-29	-13	-21	-32
	Staff are consulted about change at work	32	46	21	32%	-20	+2	-14	-20
	Change is managed well in my agency	14	43	43	14%	-16	-9	-23	-33

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	73	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
					+3	+5⬆	+5⬆	+1

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	68	21	11	68%	-1	+6⬆	0	-5⬇
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	79	14	7	79%	+21⬆	+15⬆	+19⬆	+8⬆
	My agency does a good job of promoting health and wellbeing	79	18		79%	+13⬆	+11⬆	+16⬆	+8⬆
	I think my agency cares about my health and wellbeing	71	7	21	71%	+18⬆	+12⬆	+7⬆	+3
	I believe my immediate supervisor cares about my health and wellbeing	86	7	7	86%	+13⬆	+1	0	-2

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	75	14	11	75%	-2	+3	+2	-1
	I receive the respect I deserve from my colleagues at work	82	14		82%	+15⬆	+7⬆	+5⬆	+1
	My agency supports and actively promotes an inclusive workplace culture	68	25	7	68%	-9⬇	+4	-10⬇	-16⬇

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 parent work unit	Variance from DEFENCE	Variance from APS overall
In general, would you say that your health is:						
Excellent		11%	-4	-1	0	-1
Very good		39%	-9 ⬇	+4	+5 ⬆	+4
Good		36%	+17 ⬆	+1	-3	-1
Fair		14%	+3	-1	0	+1
Poor		0%	-7 ⬇	-3	-3	-3
What best describes your current workload?						
Well above capacity - too much work		21%	+14 ⬆	-5 ⬇	0	+5 ⬆
Slightly above capacity - lots of work to do		32%	-9 ⬇	-6 ⬇	-7 ⬇	-7 ⬇
At capacity - about the right amount of work to do		36%	-5 ⬇	+12 ⬆	+6 ⬆	-1
Slightly below capacity - available for more work		11%	+7 ⬆	0	+4	+5 ⬆
Well below capacity - not enough work		0%	-7 ⬇	0	-2	-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 parent work unit	Variance from DEFENCE	Variance from APS overall
How often do you find your work stressful?						
Always		0%	0	-6 ↓	-4	-5 ↓
Often		11%	-8 ↓	-12 ↓	-12 ↓	-12 ↓
Sometimes		57%	+5 ↑	+4	+7 ↑	+7 ↑
Rarely		32%	+6 ↑	+14 ↑	+11 ↑	+12 ↑
Never		0%	-4	0	-2	-2
To what extent is your work emotionally demanding?						
To a very large extent		0%	-4	-7 ↓	-6 ↓	-7 ↓
To a large extent		18%	+7 ↑	-3	-1	-2
Somewhat		39%	-1	0	0	0
To a small extent		29%	-5 ↓	+4	+2	+4
To a very small extent		14%	+3	+6 ↑	+4	+5 ↑
I feel burned out by my work						
Strongly agree		14%	+11 ↑	-1	+7 ↑	+7 ↑
Agree		21%	-1	+1	-1	0
Neither agree nor disagree		25%	-19 ↓	-1	-8 ↓	-8 ↓
Disagree		18%	+3	-11 ↓	-12 ↓	-13 ↓
Strongly disagree		21%	+7 ↑	+11 ↑	+14 ↑	+14 ↑

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 parent work unit	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	86 14	86%	+8 ⬆	+5 ⬆	+1	0
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		3%	0	-1	-2	-9 ⬇
Flexible hours of work		23%	-5 ⬇	-1	-14 ⬇	-7 ⬇
Compressed work week		3%	-4	-5 ⬇	-1	-2
Job sharing		0%	0	0	0	0
Working away from the office/working from home		77%	+9 ⬆	+8 ⬆	+15 ⬆	+9 ⬆
None of the above		20%	-9 ⬇	-2	-5 ⬇	0
Working away from the office						
All of the time		13%	+6 ⬆	+4	+8 ⬆	+6 ⬆
Some of the time as a regular arrangement		53%	+10 ⬆	+7 ⬆	+14 ⬆	+2
Only on an irregular basis		10%	-8 ⬇	-4	-7 ⬇	+1
None of the time		23%	-9 ⬇	-8 ⬇	-15 ⬇	-9 ⬇
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 parent work unit	Variance from DEFENCE	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	57 29 14	57%	-8⬇️	-15⬇️	-12⬇️	-12⬇️
The people in my workgroup demonstrate stewardship	57 32 11	57%	-4	-10⬇️	-14⬇️	-20⬇️
The culture in my agency supports people to act with integrity	71 18 11	71%	+2	+3	-5⬇️	-10⬇️
I believe strongly in the purpose and objectives of the APS	86 14	86%	-10⬇️	-2	-1	-3
I feel a strong personal attachment to the APS	82 14 4	82%	-2	+10⬆️	+15⬆️	+14⬆️
My workgroup considers the people and businesses affected by what we do	56 30 15	56%	-19⬇️	-22⬇️	-22⬇️	-29⬇️
The people in my workgroup value others' individual skills and talents	64 32 4	64%	-	-13⬇️	-14⬇️	-19⬇️
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	71 21 7	71%	-	-14⬇️	-13⬇️	-17⬇️
The people in my workgroup are able to bring up problems and tough issues	61 25 14	61%	-4	-10⬇️	-15⬇️	-19⬇️
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 29 11	61%	-	-1	-3	-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 parent work unit	Variance from DEFENCE	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	43 37 20	43%	-27⬇️	-12⬇️	-19⬇️	-25⬇️
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	83 10	83%	+1	+19⬆️	+23⬆️	+17⬆️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	100	100%	+11⬆️	+14⬆️	+17⬆️	+15⬆️
I am satisfied with the stability and security of my job	60 10 30	60%	-19⬇️	-20⬇️	-28⬇️	-26⬇️

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	86 7 7	86%	-4	-7⬇️	-4	-7⬇️
I am clear what my duties and responsibilities are	79 11 11	79%	-2	+4	+2	-6⬇️
I have a choice in deciding how I do my work	71 25	71%	-10⬇️	+8⬆️	-2	+4
Where appropriate, I am able to take part in decisions that affect my job	52 31 17	52%	-20⬇️	-10⬇️	-20⬇️	-20⬇️

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 parent work unit	Variance from DEFENCE	Variance from APS overall
In the last month, please rate your workgroup's overall performance						
Excellent		11%	-19⬇️	-11⬇️	-8⬇️	-14⬇️
Very good		50%	+9⬆️	+1	-6⬇️	-7⬇️
Average		25%	+6⬆️	+3	+4	+9⬆️
Below average		11%	+3	+6⬆️	+8⬆️	+9⬆️
Well below average		4%	0	+1	+3	+3

	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well	57 36 7	57%	-14⬇️	-13⬇️	-14⬇️	-21⬇️
My workgroup has the tools and resources we need to perform well	21 46 32	21%	-46⬇️	-15⬇️	-28⬇️	-38⬇️
The people in my workgroup use time and resources efficiently	68 14 18	68%	+7⬆️	-1	+1	-7⬇️
My job gives me opportunities to utilise my skills	63 20 17	63%	-12⬇️	-10⬇️	-14⬇️	-16⬇️
During the last 12 months, the formal learning I have accessed has improved my performance	50 32 18	50%	-9⬇️	-6⬇️	-10⬇️	-9⬇️

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 parent work unit	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%	+3	0	+4	+6
I want to leave my position within the next 12 months		18%	-8	-6	-6	-3
I want to stay working in my position for the next one to two years		32%	+3	-3	-7	-7
I want to stay working in my position for at least the next three years		36%	+2	+9	+8	+4
What best describes your plans involved with leaving your current position?						
I am planning to retire	The data for this question has been hidden to preserve privacy.					
I am pursuing another position within my agency	The data for this question has been hidden to preserve privacy.					
I am pursuing a position in another agency	The data for this question has been hidden to preserve privacy.					
I am pursuing work outside the APS	The data for this question has been hidden to preserve privacy.					
It is the end of my non-ongoing, casual or contracted employment	The data for this question has been hidden to preserve privacy.					
Other	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



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 parent work unit	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		0%	-11↓	-6↓	-9↓	-8↓
No		100%	+11↑	+6↑	+9↑	+8↑
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 2024	Variance from parent work unit	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		0%	-15↓	-14↓	-11↓	-9↓
No		93%	+19↑	+10↑	+9↑	+7↑
Not sure		7%	-4	+3	+3	+2
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

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
parent work unit

Variance from
DEFENCE

Variance from
APS overall

.1	My agency inspires me to come up with new or better ways of doing things	54%	+2	+7↑	-3	-5↓
.2	The culture in my agency supports people to act with integrity	71%	+2	+3	-5↓	-10↓
.3	I am supported to use my expertise to provide frank and fearless advice	57%	-8↓	-15↓	-12↓	-12↓
.4	I am satisfied with the stability and security of my job	60%	-19↓	-20↓	-28↓	-26↓
.5	When changes occur, the impacts are communicated well within my workgroup	36%	-29↓	-13↓	-21↓	-32↓
.6	My agency supports and actively promotes an inclusive workplace culture	68%	-9↓	+4	-10↓	-16↓

DEFENCE specific questions

	Response scale			% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE
I am satisfied with my agency's efforts to maintain a physically and psychologically safe work environment	61	25	14	61%	-15⬇️	+4	-11⬇️
I have noticed an improvement in internal communication across Defence over the past 12 months	41	56		41%	-11⬇️	-2	-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.

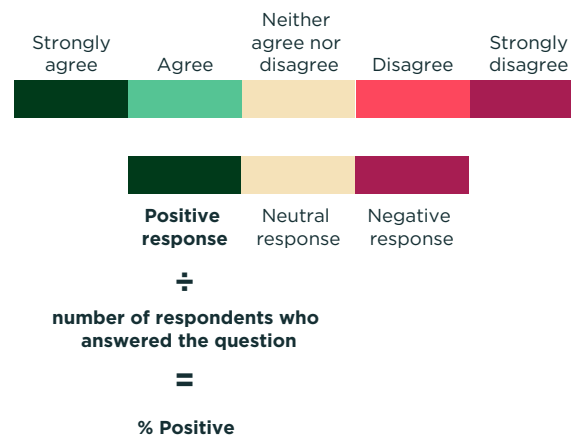
Prioritise 3 areas to take forward

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

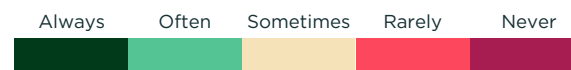
Guide to this report

% 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

Within this report a comparison to parent work unit refers to Defence Legal Division

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.



2025 APS Employee Census

5 May - 6 June

Highlights Report

Defence Legal Division

Responses:

115 of 115

Response rate:

100%



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.



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*.



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	66	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
				-4	-5⬇️	-2	-4

SES Manager	My SES manager clearly articulates the direction and priorities for our area	59	25	16	59%	-6⬇️	-11⬇️	-6⬇️	-12⬇️
	My SES manager presents convincing arguments and persuades others towards an outcome	56	28	17	56%	-3	-10⬇️	-5⬇️	-8⬇️
	My SES manager promotes cooperation within and between agencies	63	28	8	63%	-5⬇️	-10⬇️	-4	-6⬇️
	My SES manager encourages innovation and creativity	53	31	17	53%	-15⬇️	-15⬇️	-10⬇️	-15⬇️
	My SES manager creates an environment that enables us to deliver our best	55	25	20	55%	-11⬇️	-11⬇️	-7⬇️	-13⬇️
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	66	25	9	66%	-10⬇️	-11⬇️	-6⬇️	-10⬇️

Other similar questions

In my agency, the SES work as a team	31	43	27	31%	-18⬇️	-19⬇️	-23⬇️	-28⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	49	25	27	49%	-14⬇️	-13⬇️	-13⬇️	-18⬇️
My SES manager routinely promotes the use of data and evidence to deliver outcomes	53	31	16	53%	-5⬇️	-17⬇️	-11⬇️	-16⬇️

Key

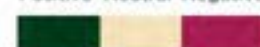


At least 5 percentage points greater than comparator



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	62	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
				-6 ⬇	-4	-5 ⬇	-8 ⬇

Communication	My supervisor communicates effectively	76 18	76%	+1	+3	0	-5⬇
	My SES manager communicates effectively	55 20 25	55%	-13⬇	-14⬇	-11⬇	-17⬇
	Internal communication within my agency is effective	44 29 27	44%	-6⬇	-6⬇	-9⬇	-17⬇

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	49	17	34	49%	-11⬇	-6⬇	-8⬇	-19⬇
	Staff are consulted about change at work	31	47	22	31%	-22⬇	-16⬇	-16⬇	-21⬇
	Change is managed well in my agency	23	37	39	23%	-11⬇	-12⬇	-14⬇	-24⬇

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	68	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
					0	0	0	-4

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	62	27	11	62%	+3	-4	-6⬇️	-11⬇️
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	64	25	11	64%	+12⬆️	+5⬆️	+4	-6⬇️
	My agency does a good job of promoting health and wellbeing	68	21	11	68%	+6⬆️	+5⬆️	+5⬆️	-3
	I think my agency cares about my health and wellbeing	59	19	22	59%	+4	-4	-5⬇️	-9⬇️
	I believe my immediate supervisor cares about my health and wellbeing	84	7	8	84%	-3	0	-1	-3

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	72	11	17	72%	-1	0	-1	-4
	I receive the respect I deserve from my colleagues at work	75	19		75%	+1	-2	-2	-7⬇️
	My agency supports and actively promotes an inclusive workplace culture	64	27	9	64%	-7⬇️	-9⬇️	-14⬇️	-20⬇️

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 parent work unit	Variance from DEFENCE	Variance from APS overall
In general, would you say that your health is:						
Excellent		12%	-1	+2	+1	0
Very good		35%	-6 ⬇	-2	+1	0
Good		35%	+11 ⬆	-2	-3	-2
Fair		15%	-1	+3	+1	+2
Poor		3%	-3	-2	0	0
What best describes your current workload?						
Well above capacity - too much work		27%	+5 ⬆	+5 ⬆	+5 ⬆	+10 ⬆
Slightly above capacity - lots of work to do		38%	0	+4	-1	-1
At capacity - about the right amount of work to do		24%	-8 ⬇	-7 ⬇	-6 ⬇	-13 ⬇
Slightly below capacity - available for more work		11%	+5 ⬆	+1	+4	+5 ⬆
Well below capacity - not enough work		0%	-2	-3	-2	-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 parent work unit	Variance from DEFENCE	Variance from APS overall
How often do you find your work stressful?						
Always		6%	-2	+2	+2	+2
Often		22%	+1	-1	-1	-1
Sometimes		53%	+4	+3	+3	+2
Rarely		19%	-1	-1	-2	-1
Never		0%	-2	-2	-2	-2
To what extent is your work emotionally demanding?						
To a very large extent		7%	-6 ⬇	0	+1	0
To a large extent		21%	+10 ⬆	0	+2	+2
Somewhat		39%	0	0	0	0
To a small extent		24%	-3	0	-2	0
To a very small extent		8%	0	-1	-2	-1
I feel burned out by my work						
Strongly agree		15%	-1	+6 ⬆	+7 ⬆	+8 ⬆
Agree		20%	+2	-3	-2	-1
Neither agree nor disagree		26%	+3	-5 ⬇	-7 ⬇	-7 ⬇
Disagree		29%	0	0	-1	-2
Strongly disagree		10%	-4	+2	+3	+2

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 parent work unit	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	81 10 9	81%	+1	-2	-4	-5 ⬇
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		4%	+1	-2	-1	-8 ⬇
Flexible hours of work		25%	-6 ⬇	0	-12 ⬇	-6 ⬇
Compressed work week		8%	+1	+2	+3	+2
Job sharing		0%	0	0	0	0
Working away from the office/working from home		69%	+2	+6 ⬆	+7 ⬆	+1
None of the above		22%	-3	-5 ⬇	-3	+3
Working away from the office						
All of the time		9%	+2	0	+4	+2
Some of the time as a regular arrangement		46%	+4	+7 ⬆	+6 ⬆	-6 ⬇
Only on an irregular basis		14%	-3	0	-3	+6 ⬆
None of the time		31%	-2	-6 ⬇	-7 ⬇	-1
Did not disclose their arrangement		0%	-1	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 parent work unit	Variance from DEFENCE	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	72 15 13	72%	+4	+5⬆	+3	+2
The people in my workgroup demonstrate stewardship	68 25 7	68%	+2	-3	-4	-9⬇
The culture in my agency supports people to act with integrity	69 18 14	69%	-1	-3	-8⬇	-13⬇
I believe strongly in the purpose and objectives of the APS	88 12	88%	-3	+2	+1	-1
I feel a strong personal attachment to the APS	72 20 7	72%	+1	+7⬆	+5⬆	+4
My workgroup considers the people and businesses affected by what we do	78 16	78%	+1	-1	0	-7⬇
The people in my workgroup value others' individual skills and talents	77 18	77%	-	+1	-1	-6⬇
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	85 8	85%	-	+1	+1	-3
The people in my workgroup are able to bring up problems and tough issues	71 17 13	71%	-1	-2	-5⬇	-9⬇
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 21 17	61%	-	-3	-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 parent work unit	Variance from DEFENCE	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	55 28 17	55%	-9⬇️	-9⬇️	-7⬇️	-13⬇️
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	64 20 16	64%	-2	-5⬇️	+4	-2
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	86 9	86%	+4	+2	+2	+1
I am satisfied with the stability and security of my job	80 8 12	80%	-5⬇️	-5⬇️	-8⬇️	-6⬇️

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	93	93%	0	+5⬆️	+3	0
I am clear what my duties and responsibilities are	74 18 8	74%	-9⬇️	-2	-2	-10⬇️
I have a choice in deciding how I do my work	64 28 8	64%	-13⬇️	-9⬇️	-9⬇️	-4
Where appropriate, I am able to take part in decisions that affect my job	62 21 17	62%	-5⬇️	-6⬇️	-9⬇️	-10⬇️

Key



At least 5 percentage points greater than comparator



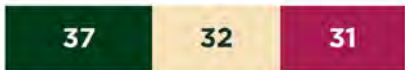
At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
In the last month, please rate your workgroup's overall performance						
Excellent		21%	-10⬇	0	+2	-3
Very good		49%	-5⬇	-3	-7⬇	-8⬇
Average		22%	+12⬆	+1	+1	+6⬆
Below average		5%	+1	+1	+2	+3
Well below average		3%	+2	+1	+2	+2

	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		70%	-11⬇	0	-2	-9⬇
My workgroup has the tools and resources we need to perform well		37%	-23⬇	-13⬇	-13⬇	-23⬇
The people in my workgroup use time and resources efficiently		69%	-1	+2	+1	-6⬇
My job gives me opportunities to utilise my skills		73%	-4	-2	-4	-6⬇
During the last 12 months, the formal learning I have accessed has improved my performance		56%	-6⬇	+1	-4	-3

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 parent work unit	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%	+5	0	+4	+5
I want to leave my position within the next 12 months		24%	-4	-4	+1	+3
I want to stay working in my position for the next one to two years		35%	+6	-2	-4	-4
I want to stay working in my position for at least the next three years		27%	-8	+6	0	-4
What best describes your plans involved with leaving your current position?						
I am planning to retire		5%	-2	+2	-3	0
I am pursuing another position within my agency		39%	+7	-8	-5	-7
I am pursuing a position in another agency		32%	+3	+4	+7	+7
I am pursuing work outside the APS		7%	-6	0	-3	-1
It is the end of my non-ongoing, casual or contracted employment		0%	-3	0	0	-2
Other		17%	+1	+2	+5	+4

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 parent work unit	Variance from DEFENCE	Variance from APS overall
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
Senior leadership is of a poor quality		16%	-	-	-	-
I am not able to access the flexible working arrangements that I require		13%	-	-	-	-
I can receive a higher salary elsewhere		9%	-	-	-	-
I wish to pursue a promotion opportunity		9%	-	-	-	-
There are a lack of future career opportunities in my agency		9%	-	-	-	-

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 parent work unit	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		6%	-8⬇	-3	-3	-3
No		94%	+8⬆	+3	+3	+3
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 2024	Variance from parent work unit	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		14%	-2	-3	+3	+4
No		82%	+6	+3	-2	-3
Not sure		4%	-4	-1	-1	-1
Types of bullying or harassment experienced (3 highest responses):						
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		53%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		47%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		33%	-	-	-	-
Did you report the bullying or harassment?						
I reported the behaviour in accordance with my agency's policies and procedures		27%	-23	-21	-16	-11
It was reported by someone else		7%	+7	0	-2	-1
I did not report the behaviour		67%	+17	+21	+18	+11

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	s47E(c)
Woman or female	
Non-binary	
I use a different term	
Prefer not to say	

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	s47E(c)
No	

Do you have an ongoing disability?	Responses
Yes	s47E(c)
No	

Do you have carer responsibilities?	Responses
Yes	s47E(c)
No	

Do you identify as culturally or linguistically diverse?	Responses
Yes	s47E(c)
No	

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	s47E(c)
Australian Aboriginal and/or Torres Strait Islander	
New Zealander (excluding Maori)	
Maori, Melanesian, Papuan, Micronesian, and Polynesian	
Anglo-European	
North-West European (excluding Anglo-European)	
Southern and Eastern European	
South-East Asian	
North-East Asian	
Southern and Central Asian	
North American	
South and Central American and Caribbean Islander	
North African and Middle Eastern	
Sub-Saharan African	

Do you consider yourself to be neurodivergent?	Responses
Yes	s47E(c)
No	
Maybe	
I am unsure what neurodivergent means	

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
parent work unit

Variance from
DEFENCE

Variance from
APS overall

.1	The culture in my agency supports people to act with integrity	69%	-1	-3	-8↓	-13↓
.2	I am supported to use my expertise to provide frank and fearless advice	72%	+4	+5↑	+3	+2
.3	Internal communication within my agency is effective	44%	-6↓	-6↓	-9↓	-17↓
.4	My agency inspires me to come up with new or better ways of doing things	46%	+4	-9↓	-10↓	-13↓
.5	My workgroup has the tools and resources we need to perform well	37%	-23↓	-13↓	-13↓	-23↓
.6	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	62%	+3	-4	-6↓	-11↓

DEFENCE specific questions

	Response scale			% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE
I am satisfied with my agency's efforts to maintain a physically and psychologically safe work environment	57	25	18	57%	-17↓	-13↓	-15↓
I have noticed an improvement in internal communication across Defence over the past 12 months	43	46	11	43%	+2	-4	-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.

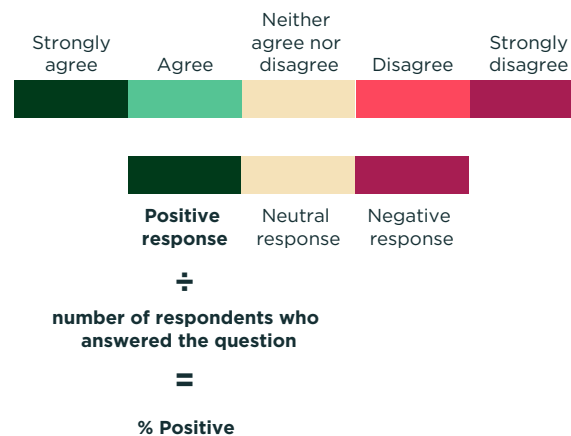
Prioritise 3 areas to take forward

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

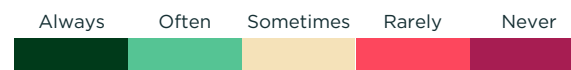
Guide to this report

% 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

Within this report a comparison to parent work unit refers to Associate Secretary 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.



2025 APS Employee Census

5 May - 6 June

Highlights Report

General Counsel Defence Branch

Responses:

51 of 51

Response rate:

100%



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.



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

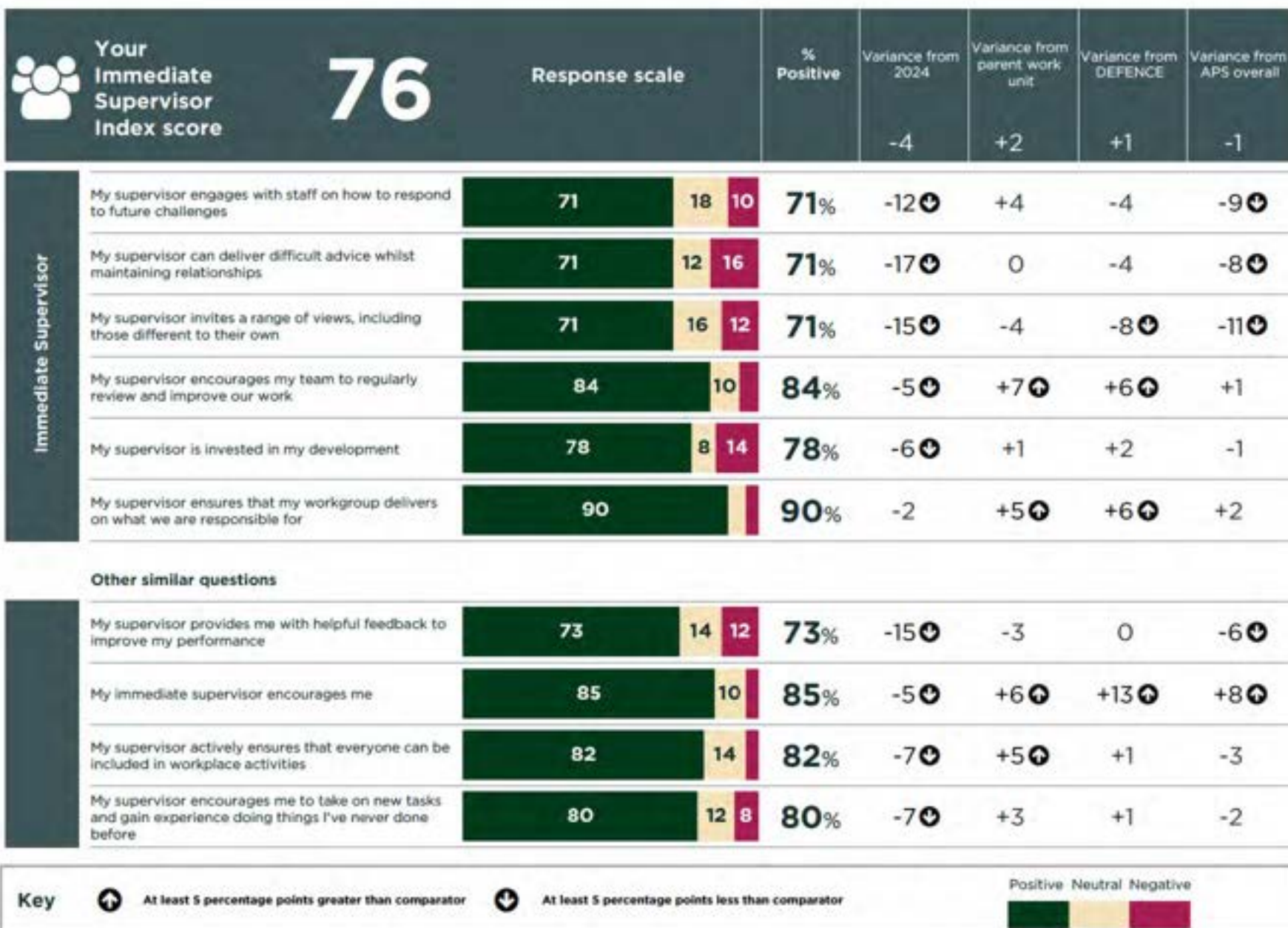


Leadership - Immediate Supervisor



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*.



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	s47F	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
				s47F			



Other similar questions

In my agency, the SES work as a team	34	36	30	34%	-25⬇️	+3	-20⬇️	-24⬇️
In my agency, the SES clearly articulate the direction and priorities for our agency	54	20	26	54%	-24⬇️	+6⬆️	-7⬇️	-12⬇️
s47F								

Key

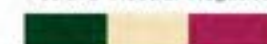


At least 5 percentage points greater than comparator



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 parent work unit	Variance from DEFENCE	Variance from APS overall
					-7⬇️	+5⬆️	+1	-3

Communication	My supervisor communicates effectively	76	20	76%	-16⬇️	-1	-1	-6⬇️
	s47F							
	Internal communication within my agency is effective	48	29	48%	+1	+3	-6⬇️	-14⬇️

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	57 16 27			57%	-4	+9⬆️	+1	-10⬇️
	Staff are consulted about change at work	31 52 17			31%	-29⬇️	+1	-15⬇️	-21⬇️
	Change is managed well in my agency	29 40 31			29%	-3	+6⬆️	-9⬇️	-19⬇️

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

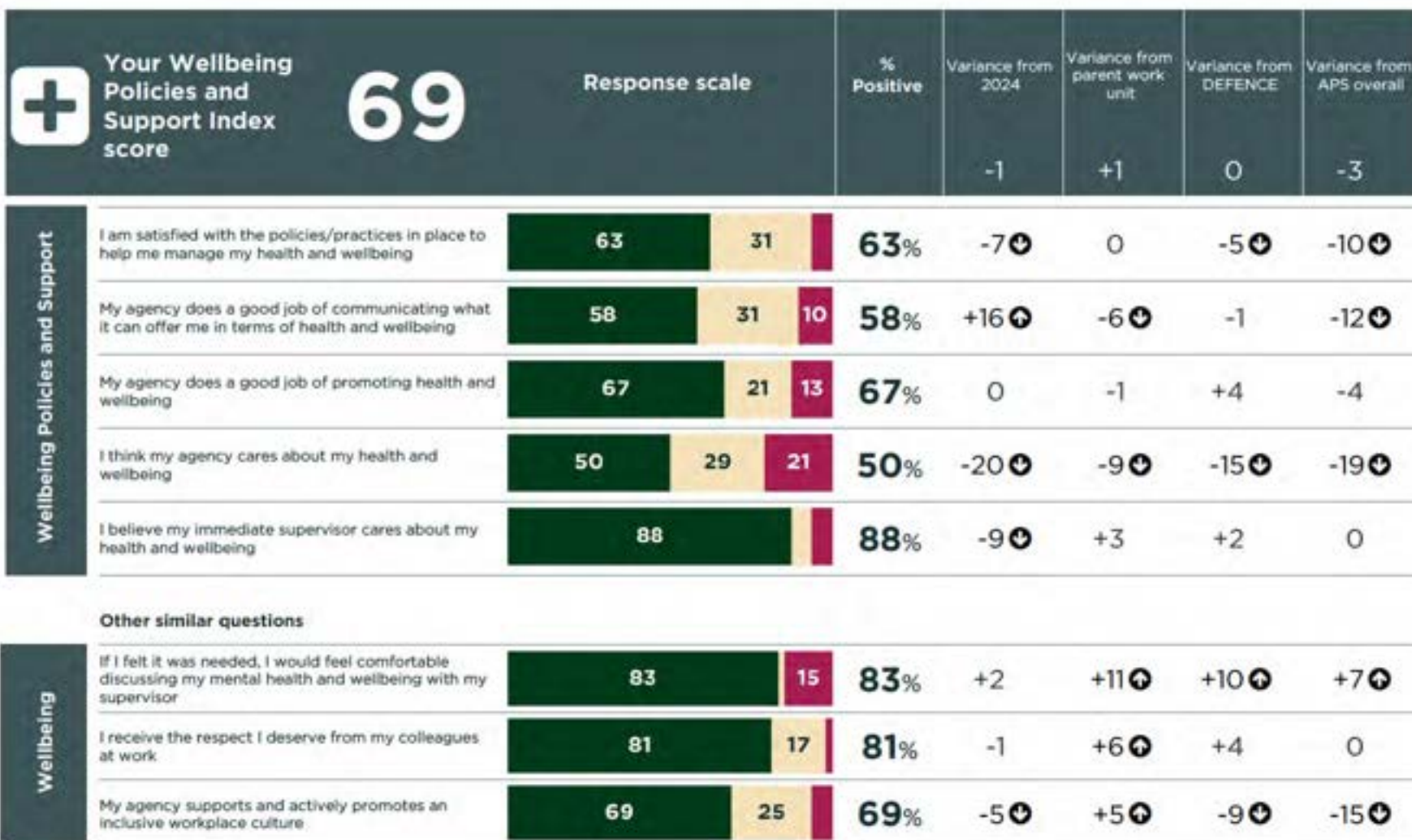


Wellbeing Policies and Support



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.



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 parent work unit	Variance from DEFENCE	Variance from APS overall
In general, would you say that your health is:						
Excellent		13%	+3	0	+2	+1
Very good		40%	-6 ⬇	+4	+6 ⬆	+4
Good		35%	+8 ⬆	0	-3	-2
Fair		10%	+1	-4	-4	-2
Poor		2%	-7 ⬇	-1	-1	-1
What best describes your current workload?						
Well above capacity - too much work		23%	+8 ⬆	-4	+1	+6 ⬆
Slightly above capacity - lots of work to do		46%	-3	+8 ⬆	+7 ⬆	+7 ⬆
At capacity - about the right amount of work to do		23%	-4	-1	-7 ⬇	-14 ⬇
Slightly below capacity - available for more work		8%	-1	-3	+1	+2
Well below capacity - not enough work		0%	0	0	-2	-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 parent work unit	Variance from DEFENCE	Variance from APS overall
How often do you find your work stressful?						
Always		6%	-3	0	+2	+2
Often		23%	+5 	+1	0	0
Sometimes		54%	+3	+1	+4	+4
Rarely		17%	-5 	-2	-4	-3
Never		0%	0	0	-2	-2
To what extent is your work emotionally demanding?						
To a very large extent		6%	-6 	-1	0	-1
To a large extent		21%	+6 	0	+2	+1
Somewhat		40%	+3	+1	+1	0
To a small extent		25%	-5 	+1	-1	+1
To a very small extent		8%	+2	0	-2	-1
I feel burned out by my work						
Strongly agree		10%	-8 	-4	+3	+3
Agree		19%	+7 	-2	-4	-2
Neither agree nor disagree		23%	+5 	-3	-10 	-10 
Disagree		40%	+6 	+11 	+10 	+9 
Strongly disagree		8%	-10 	-2	+1	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 parent work unit	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	88 10	88%	+5 ⬆	+7 ⬆	+2	+1
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		6%	+6 ⬆	+1	0	-7 ⬇
Flexible hours of work		24%	-13 ⬇	-1	-14 ⬇	-7 ⬇
Compressed work week		10%	-1	+2	+5 ⬆	+4
Job sharing		0%	0	0	0	0
Working away from the office/working from home		75%	+2	+5 ⬆	+13 ⬆	+7 ⬆
None of the above		16%	-1	-6 ⬇	-9 ⬇	-4
Working away from the office						
All of the time		10%	+10 ⬆	+1	+5 ⬆	+3
Some of the time as a regular arrangement		55%	-9 ⬇	+9 ⬆	+15 ⬆	+3
Only on an irregular basis		10%	+1	-4	-7 ⬇	+1
None of the time		25%	-2	-5 ⬇	-13 ⬇	-7 ⬇
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 parent work unit	Variance from DEFENCE	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice		83%	+4	+11 ↑	+14 ↑	+14 ↑
The people in my workgroup demonstrate stewardship		82%	+9 ↑	+14 ↑	+10 ↑	+5 ↑
The culture in my agency supports people to act with integrity		75%	+7 ↑	+6 ↑	-2	-6 ↓
I believe strongly in the purpose and objectives of the APS		92%	0	+4	+5 ↑	+3
I feel a strong personal attachment to the APS		71%	+9 ↑	-1	+3	+2
My workgroup considers the people and businesses affected by what we do		86%	0	+8 ↑	+8 ↑	+1
The people in my workgroup value others' individual skills and talents		88%	-	+11 ↑	+9 ↑	+4
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something		94%	-	+9 ↑	+9 ↑	+5 ↑
The people in my workgroup are able to bring up problems and tough issues		78%	-6 ↓	+7 ↑	+2	-2
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)		71%	-	+10 ↑	+8 ↑	+4

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 parent work unit	Variance from DEFENCE	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	71 16 12	71%	-4	+16 ⬆	+9 ⬆	+3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	61 20 18	61%	-8 ⬇	-3	+1	-5 ⬇
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	86 12	86%	-3	0	+2	+1
I am satisfied with the stability and security of my job	94	94%	+5 ⬆	+14 ⬆	+6 ⬆	+8 ⬆

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	98	98%	+6 ⬆	+5 ⬆	+8 ⬆	+5 ⬆
I am clear what my duties and responsibilities are	79 15	79%	-9 ⬇	+5 ⬆	+3	-5 ⬇
I have a choice in deciding how I do my work	67 27	67%	-21 ⬇	+3	-7 ⬇	-1
Where appropriate, I am able to take part in decisions that affect my job	76 14 10	76%	+1	+13 ⬆	+4	+4

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

Response scale	%	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
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In the last month, please rate your workgroup's overall performance

Excellent		31%	-8⬇️	+10⬆️	+12⬆️	+7⬆️
Very good		46%	-12⬇️	-3	-10⬇️	-11⬇️
Average		19%	+16⬆️	-3	-2	+3
Below average		4%	+4	0	+1	+2
Well below average		0%	0	-3	-1	-1

	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well	84 12	84%	-8⬇️	+14⬆️	+12⬆️	+5⬆️
My workgroup has the tools and resources we need to perform well	37 37 27	37%	-24⬇️	0	-13⬇️	-23⬇️
The people in my workgroup use time and resources efficiently	82 10 8	82%	+4	+13⬆️	+14⬆️	+7⬆️
My job gives me opportunities to utilise my skills	88 8	88%	+4	+15⬆️	+11⬆️	+8⬆️
During the last 12 months, the formal learning I have accessed has improved my performance	68 23 9	68%	-3	+12⬆️	+9⬆️	+9⬆️

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 parent work unit	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		10%	+1	-3	0	+2
I want to leave my position within the next 12 months		23%	+1	-1	-1	+2
I want to stay working in my position for the next one to two years		38%	+6	+2	-2	-2
I want to stay working in my position for at least the next three years		29%	-8	+2	+2	-2
What best describes your plans involved with leaving your current position?						
I am planning to retire		13%	+2	+8	+5	+8
I am pursuing another position within my agency		25%	-5	-14	-19	-21
I am pursuing a position in another agency		38%	+28	+6	+13	+12
I am pursuing work outside the APS		6%	-24	-1	-4	-2
It is the end of my non-ongoing, casual or contracted employment		0%	0	0	0	-2
Other		19%	-1	+2	+6	+5

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 parent work unit	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 not able to access the flexible working arrangements that I require		27%	-	-	-	-
Senior leadership is of a poor quality		18%	-	-	-	-
I wish to pursue a promotion opportunity		18%	-	-	-	-
I am not satisfied with the work		18%	-	-	-	-
I am looking to further my skills in another area		9%	-	-	-	-

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 parent work unit	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		2%	-13⬇️	-3	-7⬇️	-6⬇️
No		98%	+13⬆️	+3	+7⬆️	+6⬆️
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 2024	Variance from parent work unit	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		15%	+2	+1	+3	+5
No		83%	-2	+1	-1	-3
Not sure		2%	-1	-2	-2	-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

Demographics

How do you describe your gender?	Responses
Man or male	s47E(c)
Woman or female	
Non-binary	
I use a different term	
Prefer not to say	

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	s47E(c)
No	

Do you have an ongoing disability?	Responses
Yes	s47E(c)
No	

Do you have carer responsibilities?	Responses
Yes	s47E(c)
No	

Do you identify as culturally or linguistically diverse?	Responses
Yes	s47E(c)
No	

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	s47E(c)
Australian Aboriginal and/or Torres Strait Islander	
New Zealander (excluding Maori)	
Maori, Melanesian, Papuan, Micronesian, and Polynesian	
Anglo-European	
North-West European (excluding Anglo-European)	
Southern and Eastern European	
South-East Asian	
North-East Asian	
Southern and Central Asian	
North American	
South and Central American and Caribbean Islander	
North African and Middle Eastern	
Sub-Saharan African	

Do you consider yourself to be neurodivergent?	Responses
Yes	s47E(c)
No	
Maybe	
I am unsure what neurodivergent means	

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 parent work unit

Variance from DEFENCE

Variance from APS overall

.1

Where appropriate, I am able to take part in decisions that affect my job

76%

+1

+13↑

+4

+4

.2

The culture in my agency supports people to act with integrity

75%

+7↑

+6↑

-2

-6↓

.3

I am supported to use my expertise to provide frank and fearless advice

83%

+4

+11↑

+14↑

+14↑

.4

s47F

.5

.6

My agency supports and actively promotes an inclusive workplace culture

69%

-5↓

+5↑

-9↓

-15↓

DEFENCE specific questions

	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE
I am satisfied with my agency's efforts to maintain a physically and psychologically safe work environment	64 21 15	64%	-12⬇️	+7⬆️	-8⬇️
I have noticed an improvement in internal communication across Defence over the past 12 months	40 46 15	40%	+3	-3	-5⬇️

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.

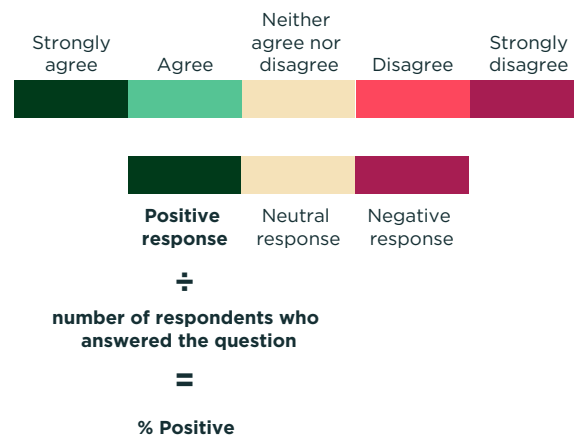
Prioritise 3 areas to take forward

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

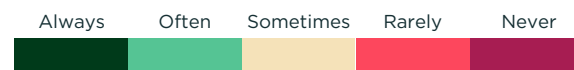
Guide to this report

% 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

Within this report a comparison to parent work unit refers to Defence Legal Division

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.



2025 APS Employee Census

5 May - 6 June

Highlights Report

Other Defence Legal Division

Responses:

22 of 22

Response rate:

100%



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.



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*.

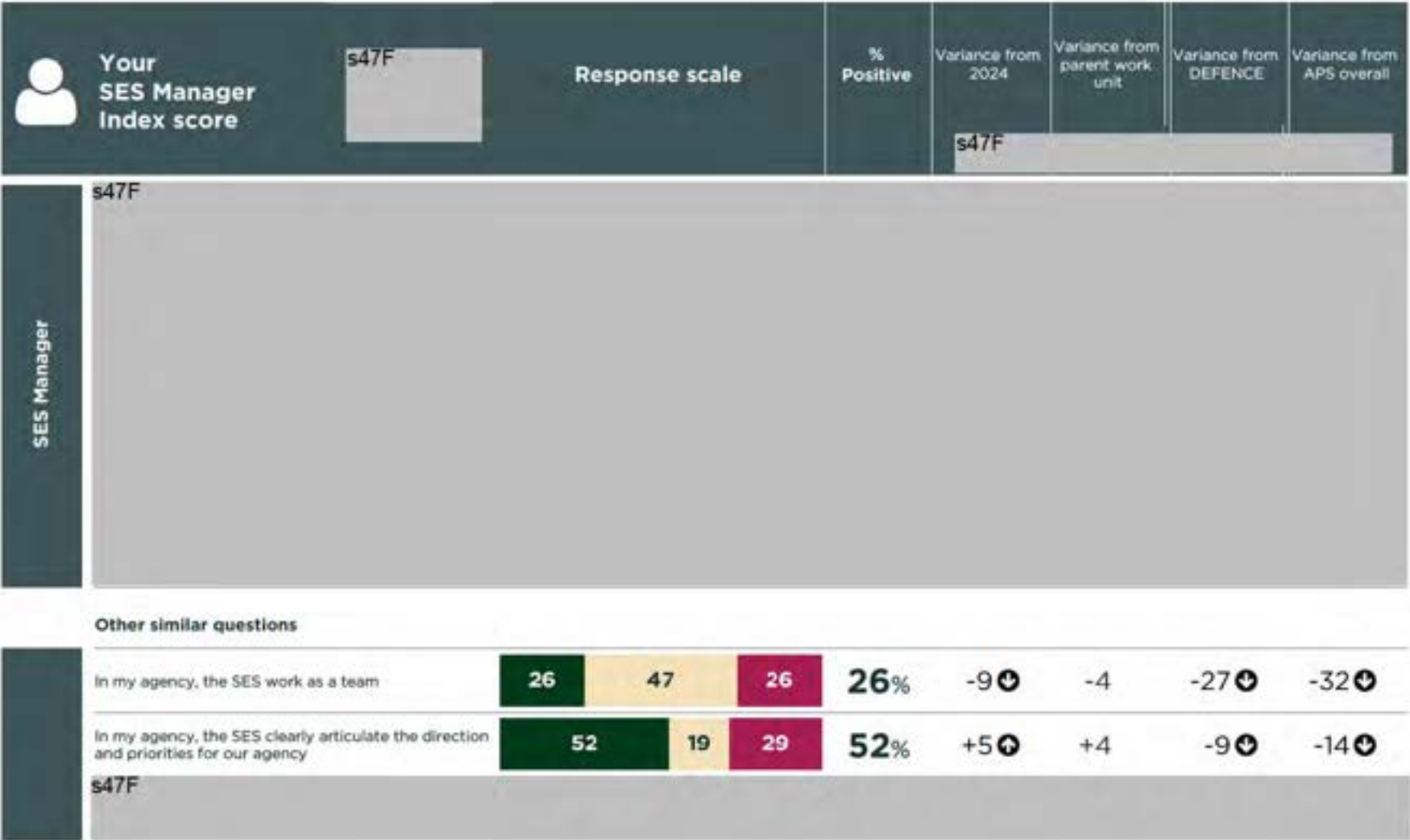
Your Immediate Supervisor Index score		65		Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
						-5⬆	-8⬆	-9⬆	-12⬆
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	57	19	24	57%	-17⬆	-10⬆	-19⬆	-23⬆
	My supervisor can deliver difficult advice whilst maintaining relationships	71	10	19	71%	+6⬆	0	-4	-8⬆
	My supervisor invites a range of views, including those different to their own	71	14	14	71%	+2	-4	-8⬆	-11⬆
	My supervisor encourages my team to regularly review and improve our work	76		19	76%	+7⬆	-1	-2	-6⬆
	My supervisor is invested in my development	71	10	19	71%	+2	-5⬆	-4	-7⬆
	My supervisor ensures that my workgroup delivers on what we are responsible for	81		14	81%	-2	-3	-3	-7⬆
Other similar questions									
	My supervisor provides me with helpful feedback to improve my performance	81		19	81%	+16⬆	+5⬆	+7⬆	+2
	My immediate supervisor encourages me	71	14	14	71%	+1	-8⬆	-1	-6⬆
	My supervisor actively ensures that everyone can be included in workplace activities	67	14	19	67%	-3	-10⬆	-14⬆	-18⬆
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	67	19	14	67%	-3	-10⬆	-12⬆	-15⬆
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*



s47F

SES Manager

s47F

Other similar questions

s47F

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	58	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
				-8 ⬇	-4	-9 ⬇	-13 ⬇

Communication	My supervisor communicates effectively	76 19		76%	+11⬆	0	0	-5⬇
	s47F							
	Internal communication within my agency is effective	48 24 29		48%	-10⬇	+3	-6⬇	-14⬇

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	43	33	24	43%	-14⬇	-6⬇	-13⬇	-24⬇
	Staff are consulted about change at work	29	43	29	29%	-26⬇	-2	-18⬇	-23⬇
	Change is managed well in my agency	24	29	48	24%	-14⬇	0	-14⬇	-24⬇

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	59	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
					-3	-9⬇️	-10⬇️	-13⬇️

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	57	14	29	57%	+12⬆️	-5⬇️	-10⬇️	-16⬇️
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	48	29	24	48%	-2	-16⬇️	-12⬇️	-23⬇️
	My agency does a good job of promoting health and wellbeing	62	19	19	62%	+12⬆️	-6⬇️	0	-9⬇️
	I think my agency cares about my health and wellbeing	52	14	33	52%	+7⬆️	-7⬇️	-12⬇️	-16⬇️
	I believe my immediate supervisor cares about my health and wellbeing	71	14	14	71%	-14⬇️	-13⬇️	-14⬇️	-16⬇️

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	48	29	24	48%	-17⬇️	-25⬇️	-26⬇️	-28⬇️
	I receive the respect I deserve from my colleagues at work	62	29	10	62%	-3	-13⬇️	-15⬇️	-20⬇️
	My agency supports and actively promotes an inclusive workplace culture	57	33	10	57%	-5⬇️	-7⬇️	-20⬇️	-27⬇️

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 parent work unit	Variance from DEFENCE	Variance from APS overall
In general, would you say that your health is:						
Excellent		19%	+4	+7	+8	+7
Very good		29%	-1	-7	-5	-7
Good		29%	+4	-7	-10	-9
Fair		19%	-11	+4	+5	+6
Poor		5%	+5	+2	+2	+2
What best describes your current workload?						
Well above capacity - too much work		38%	-14	+11	+16	+22
Slightly above capacity - lots of work to do		33%	+14	-5	-6	-6
At capacity - about the right amount of work to do		14%	-5	-10	-15	-23
Slightly below capacity - available for more work		14%	+5	+3	+7	+8
Well below capacity - not enough work		0%	0	0	-2	-1

Key

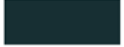


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
How often do you find your work stressful?						
Always		5%	-10⬇	-2	0	0
Often		33%	+3	+11⬆	+10⬆	+10⬆
Sometimes		52%	+12⬆	0	+3	+2
Rarely		10%	-5⬇	-9⬇	-11⬇	-10⬇
Never		0%	0	0	-2	-2
To what extent is your work emotionally demanding?						
To a very large extent		10%	-20⬇	+2	+3	+2
To a large extent		29%	+19⬆	+7⬆	+10⬆	+9⬆
Somewhat		38%	+3	-1	-1	-1
To a small extent		19%	-1	-5⬇	-7⬇	-5⬇
To a very small extent		5%	0	-4	-5⬇	-5⬇
I feel burned out by my work						
Strongly agree		14%	-16⬇	-1	+7⬆	+7⬆
Agree		29%	+9⬆	+8⬆	+6⬆	+7⬆
Neither agree nor disagree		33%	+23⬆	+7⬆	+1	+1
Disagree		19%	-16⬇	-10⬇	-11⬇	-12⬇
Strongly disagree		5%	0	-5⬇	-3	-3

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 parent work unit	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	59 23 18	59%	-19⬇	-22⬇	-26⬇	-27⬇
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		5%	-8⬇	0	-1	-8⬇
Flexible hours of work		24%	+6⬆	-1	-13⬇	-7⬇
Compressed work week		14%	+10⬆	+6⬆	+10⬆	+9⬆
Job sharing		0%	0	0	0	0
Working away from the office/working from home		52%	-13⬇	-17⬇	-9⬇	-15⬇
None of the above		33%	+12⬆	+11⬆	+8⬆	+14⬆
Working away from the office						
All of the time		5%	-17⬇	-4	0	-2
Some of the time as a regular arrangement		24%	-2	-22⬇	-16⬇	-28⬇
Only on an irregular basis		24%	+6⬆	+10⬆	+7⬆	+15⬆
None of the time		48%	+13⬆	+17⬆	+9⬆	+15⬆
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 parent work unit	Variance from DEFENCE	Variance from APS overall
I am supported to use my expertise to provide frank and fearless advice	76 14 10	76%	+19 ⬆	+4	+7 ⬆	+7 ⬆
The people in my workgroup demonstrate stewardship	57 33 10	57%	-4	-10 ⬇	-14 ⬇	-20 ⬇
The culture in my agency supports people to act with integrity	57 29 14	57%	-14 ⬇	-11 ⬇	-19 ⬇	-24 ⬇
I believe strongly in the purpose and objectives of the APS	81 19	81%	+5 ⬆	-7 ⬇	-6 ⬇	-8 ⬇
I feel a strong personal attachment to the APS	62 24 14	62%	-10 ⬇	-10 ⬇	-6 ⬇	-7 ⬇
My workgroup considers the people and businesses affected by what we do	86 14	86%	+20 ⬆	+8 ⬆	+8 ⬆	+1
The people in my workgroup value others' individual skills and talents	67 29 4	67%	-	-10 ⬇	-12 ⬇	-17 ⬇
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	81 10 10	81%	-	-4	-4	-8 ⬇
The people in my workgroup are able to bring up problems and tough issues	71 10 19	71%	+2	+1	-4	-8 ⬇
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)	52 24 24	52%	-	-9 ⬇	-11 ⬇	-15 ⬇

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 parent work unit	Variance from DEFENCE	Variance from APS overall
I am satisfied with the recognition I receive for doing a good job	45 36 18	45%	-7⬇️	-10⬇️	-17⬇️	-23⬇️
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	50 32 18	50%	-11⬇️	-14⬇️	-11⬇️	-16⬇️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	64 18 18	64%	-6⬇️	-22⬇️	-20⬇️	-21⬇️
I am satisfied with the stability and security of my job	82 14 4	82%	-1	+2	-6⬇️	-4

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	90 10	90%	-5⬇️	-2	+1	-2
I am clear what my duties and responsibilities are	62 29 10	62%	-18⬇️	-12⬇️	-14⬇️	-22⬇️
I have a choice in deciding how I do my work	57 33 10	57%	-3	-7⬇️	-16⬇️	-11⬇️
Where appropriate, I am able to take part in decisions that affect my job	64 18 18	64%	+11⬆️	+1	-8⬇️	-8⬇️

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 parent work unit	Variance from DEFENCE	Variance from APS overall
In the last month, please rate your workgroup's overall performance						
Excellent		14%	-21⬇️	-7⬇️	-5⬇️	-10⬇️
Very good		57%	+2	+8⬆️	+1	+1
Average		24%	+14⬆️	+2	+3	+8⬆️
Below average		0%	0	-5⬇️	-3	-2
Well below average		5%	+5⬆️	+2	+4	+4

	Response scale	% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE	Variance from APS overall
My workgroup has the appropriate skills, capabilities and knowledge to perform well		57%	-17⬇️	-13⬇️	-14⬇️	-21⬇️
My workgroup has the tools and resources we need to perform well		38%	-14⬇️	+1	-11⬇️	-22⬇️
The people in my workgroup use time and resources efficiently		48%	-18⬇️	-21⬇️	-20⬇️	-27⬇️
My job gives me opportunities to utilise my skills		64%	-10⬇️	-10⬇️	-13⬇️	-16⬇️
During the last 12 months, the formal learning I have accessed has improved my performance		42%	-11⬇️	-14⬇️	-18⬇️	-17⬇️

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 parent work unit	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		5%	+5 ⬆	-9 ⬇	-5 ⬇	-4
I want to leave my position within the next 12 months		38%	+3	+14 ⬆	+15 ⬆	+17 ⬆
I want to stay working in my position for the next one to two years		43%	+8 ⬆	+8 ⬆	+4	+4
I want to stay working in my position for at least the next three years		14%	-16 ⬇	-13 ⬇	-13 ⬇	-17 ⬇
What best describes your plans involved with leaving your current position?						
I am planning to retire	The data for this question has been hidden to preserve privacy.					
I am pursuing another position within my agency	The data for this question has been hidden to preserve privacy.					
I am pursuing a position in another agency	The data for this question has been hidden to preserve privacy.					
I am pursuing work outside the APS	The data for this question has been hidden to preserve privacy.					
It is the end of my non-ongoing, casual or contracted employment	The data for this question has been hidden to preserve privacy.					
Other	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



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 parent work unit	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		14%	-6⬇️	+9⬆️	+5⬆️	+6⬆️
No		86%	+6⬆️	-9⬇️	-5⬇️	-6⬇️
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 2024	Variance from parent work unit	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		24%	+4	+10	+12	+14
No		71%	+1	-11	-13	-14
Not sure		5%	-5	+1	0	0
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

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 parent work unit

Variance from DEFENCE

Variance from APS overall

.1	My workgroup has the tools and resources we need to perform well	38%	-14⬇️	+1	-11⬇️	-22⬇️
.2	My workgroup has the appropriate skills, capabilities and knowledge to perform well	57%	-17⬇️	-13⬇️	-14⬇️	-21⬇️
.3	I receive the respect I deserve from my colleagues at work	62%	-3	-13⬇️	-15⬇️	-20⬇️
.4	The culture in my agency supports people to act with integrity	57%	-14⬇️	-11⬇️	-19⬇️	-24⬇️
.5	Internal communication within my agency is effective	48%	-10⬇️	+3	-6⬇️	-14⬇️
.6	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	86%	+16⬆️	-2	0	+2

DEFENCE specific questions

	Response scale			% Positive	Variance from 2024	Variance from parent work unit	Variance from DEFENCE
I am satisfied with my agency's efforts to maintain a physically and psychologically safe work environment	38	33	29	38%	-22⬇️	-19⬇️	-34⬇️
I have noticed an improvement in internal communication across Defence over the past 12 months	52	33	14	52%	+12⬆️	+9⬆️	+8⬆️

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.

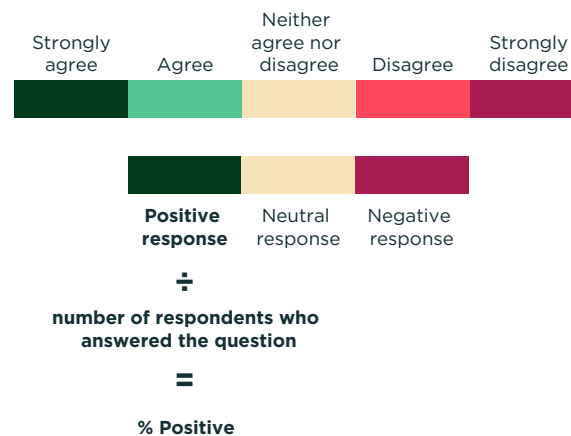
Prioritise 3 areas to take forward

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

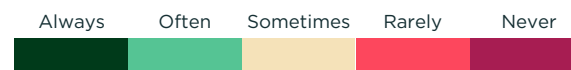
Guide to this report

% 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

Within this report a comparison to parent work unit refers to Defence Legal Division

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.



Highlights Report

Defence Legal Division

Responses:

96 of 175

Response rate:

55%

2026 APS
Employee Census
4 May–5 June



Highest positive and highest negative questions

Highest positive scoring questions

% Positive

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

I am happy to go the 'extra mile' at work when required	91%
I understand how my role contributes to achieving an outcome for the Australian public	89%
I believe strongly in the purpose and objectives of the APS	87%
I suggest ideas to improve our way of doing things	85%
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	85%

Highest negative scoring questions

% Negative

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

Barrier to you performing at your best: The technology within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	44%
Change is managed well in my agency	42%
My workgroup has the tools and resources we need to perform well	39%
Barrier to you performing at your best: Administrative processes within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	34%
Internal communication within my agency is effective	34%

Most and least improved questions

Most improved questions

% Positive
Difference
from
2025

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

Relationships at work are strained <i>[Reverse scored: % Positive score represents those who responded Rarely or Never]</i>	62%	+11
Barrier to you performing at your best: The lack of inclusiveness in my workgroup <i>[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]</i>	75%	+9
In my agency, the SES work as a team	38%	+8
I am expected to do too many different tasks in too little time <i>[Reverse scored: % Positive score represents those who responded Rarely or Never]</i>	36%	+7
Barrier to you performing at your best: Lack of clarity around my role and responsibilities <i>[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]</i>	64%	+7

Least improved questions

% Positive
Difference
from
2025

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

I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	72%	-14
My agency inspires me to come up with new or better ways of doing things	33%	-13
My SES manager encourages innovation and creativity	40%	-12
My SES manager communicates effectively	43%	-12
My immediate supervisor encourages me to come up with new or better ways of doing things	66%	-11

Employee Engagement
Index Score:

72

Difference in %
positive from
2025

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

-1 -1 -1 -2

Employee Engagement

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

		% Positive	% Neutral	% Negative				
Say	Overall, I am satisfied with my job	65%	25%	10%	+3	-1	-6	-10
Say	I am proud to work in my agency	73%	19%	8%	-5	-4	-7	-6
Say	I would recommend my agency as a good place to work	65%	23%	13%	-3	-5	-6	-9
Say	I believe strongly in the purpose and objectives of my agency	79%	19%	2%	-7	-5	-7	-7
Stay	I feel a strong personal attachment to my agency	60%	29%	10%	-3	-1	-5	-3
Stay	I feel committed to my agency's goals	80%	17%	3%	-3	-4	-6	-6
Strive	I suggest ideas to improve our way of doing things	85%	10%	4%	+1	-1	-3	-1
Strive	I am happy to go the 'extra mile' at work when required	91%	5%	4%	-1	-1	+1	+2
Strive	I work beyond what is required in my job to help my agency achieve its objectives	72%	26%	2%	-9	+1	-4	-5
Strive	My agency really inspires me to do my best work every day	54%	34%	11%	-8	-8	-7	-9

Key drivers of employee engagement index

			% Positive	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
Drivers of Employee Engagement Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores. Develop actions and activities to improve upon these to drive higher levels of performance.	1.	My agency inspires me to come up with new or better ways of doing things	33%	-13	-16	-20	-24
	2.	The culture in my agency supports people to act with integrity	67%	-2	-5	-8	-12
	3.	My job gives me opportunities to utilise my skills	77%	+4	+3	+1	-1
	4.	Internal communication within my agency is effective	38%	-6	-12	-13	-20
	5.	People are recognised for coming up with new and innovative ways of working	44%	-8	-12	-11	-19
	6.	My agency supports and actively promotes an inclusive workplace culture	66%	+2	-6	-11	-17

Leadership - immediate supervisor

Immediate Supervisor
Index Score:

72

Difference in %
positive from
2025

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

-2 -2 -2 -5

Immediate Supervisor

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

	% Positive	% Neutral	% Negative				
My supervisor engages with staff on how to respond to future challenges	67%	17%	16%	0	-6	-7	-13
My supervisor can deliver difficult advice whilst maintaining relationships	71%	17%	12%	0	-1	-3	-8
My supervisor invites a range of views, including those different to their own	75%	16%	9%	0	0	-3	-7
My supervisor encourages my team to regularly review and improve our work	68%	22%	10%	-9	-7	-9	-14
My supervisor is invested in my development	71%	10%	19%	-5	-2	-2	-6
My supervisor ensures that my workgroup delivers on what we are responsible for	78%	19%	2%	-6	-3	-5	-9

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	67%	16%	17%	-9	-4	-6	-11
My immediate supervisor encourages me	75%	12%	12%	-4	0	+4	-2
My supervisor actively ensures that everyone can be included in workplace activities	72%	19%	9%	-5	-6	-7	-12
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	74%	16%	10%	-3	0	-2	-6

Leadership - SES manager

SES Manager
Index Score:

62

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-5	-7	-6	-8

SES Manager

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

	% Positive	% Neutral	% Negative				
My SES manager clearly articulates the direction and priorities for our area	51%	29%	20%	-8	-10	-13	-18
My SES manager presents convincing arguments and persuades others towards an outcome	48%	36%	16%	-8	-16	-11	-14
My SES manager promotes cooperation within and between agencies	56%	34%	10%	-7	-12	-10	-12
My SES manager encourages innovation and creativity	40%	45%	15%	-12	-16	-21	-26
My SES manager creates an environment that enables us to deliver our best	46%	38%	16%	-8	-12	-14	-19
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	69%	22%	10%	+3	-7	-1	-6

Other similar questions

In my agency, the SES work as a team	38%	36%	26%	+8	-8	-13	-17
In my agency, the SES clearly articulate the direction and priorities for our agency	49%	26%	24%	+1	-10	-11	-14
My SES manager routinely promotes the use of data and evidence to deliver outcomes	43%	43%	15%	-10	-22	-22	-26

Communication
Index Score:

59

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-3	-6	-7	-10

Communication

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

	% Positive	% Neutral	% Negative				
My supervisor communicates effectively	69%	16%	15%	-7	-3	-6	-12
My SES manager communicates effectively	43%	38%	19%	-12	-20	-21	-27
Internal communication within my agency is effective	38%	27%	34%	-6	-12	-13	-20

Change

Change

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

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
When changes occur, the impacts are communicated well within my workgroup	38%	29%	33%	-10	-16	-17	-27
Staff are consulted about change at work	26%	48%	26%	-5	-21	-19	-23
Change is managed well in my agency	23%	34%	42%	0	-12	-12	-20

Enabling innovation

Enabling Innovation
Index Score:

60

Difference in %
positive from
2025

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

-4 **-5** **-6** **-7**

Enabling Innovation

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

	% Positive	% Neutral	% Negative				
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	82%	10%	8%	-6	-4	-3	-1
My immediate supervisor encourages me to come up with new or better ways of doing things	66%	25%	9%	-11	-7	-7	-10
People are recognised for coming up with new and innovative ways of working	44%	36%	20%	-8	-12	-11	-19
My agency inspires me to come up with new or better ways of doing things	33%	41%	26%	-13	-16	-20	-24
My agency recognises and supports the notion that failure is a part of innovation	29%	47%	24%	-4	-10	-18	-21

Speak up culture

Speak Up Culture
Index Score:

70

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-	+1	-1	-4

Speak Up Culture

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

	% Positive	% Neutral	% Negative				
The people in my workgroup value others' individual skills and talents	76%	17%	6%	-1	+2	-1	-6
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	85%	6%	9%	0	+5	+1	-3
The people in my workgroup are able to bring up problems and tough issues	71%	15%	14%	+1	-1	-3	-8
If you make a mistake in my workgroup, it tends to be held against you <i>(Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree)</i>	59%	29%	13%	-3	-4	-5	-8

Wellbeing policies and support

Wellbeing Policies and Support
Index Score:

66

Difference in %
positive from
2025

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

-2 0 -2 -4

Wellbeing

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

	% Positive	% Neutral	% Negative				
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	64%	20%	16%	+2	-3	-2	-6
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	61%	17%	22%	-3	+4	+2	-7
My agency does a good job of promoting health and wellbeing	59%	27%	14%	-9	-1	-2	-9
I think my agency cares about my health and wellbeing	61%	26%	13%	+1	-1	-1	-5
I believe my immediate supervisor cares about my health and wellbeing	79%	12%	9%	-5	-4	-5	-8

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	73%	11%	16%	+1	-2	0	-2
I receive the respect I deserve from my colleagues at work	77%	20%	3%	+2	+2	+1	-4
My agency supports and actively promotes an inclusive workplace culture	66%	22%	12%	+2	-6	-11	-17

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
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In general, would you say that your health is:

Excellent	16%	+4	+2	+5	+4
Very good	38%	+3	+2	+5	+4
Good	30%	-5	-3	-8	-7
Fair	12%	-3	0	-2	-1
Poor	4%	+2	0	+1	+1

What best describes your current workload?

Well above capacity – too much work	19%	-8	+1	-2	+1
Slightly above capacity – lots of work to do	40%	+2	-2	+1	+1
At capacity – about the right amount of work to do	31%	+7	+1	0	-5
Slightly below capacity – available for more work	7%	-4	-1	-1	+1
Well below capacity – not enough work	3%	+3	+2	+1	+2

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
How often do you find your work stressful?					
Always	3%	-3	-2	-1	-2
Often	21%	-1	-1	-2	-2
Sometimes	51%	-2	-1	+2	+1
Rarely	22%	+4	+5	+1	+3
Never	2%	+2	-1	0	0
To what extent is your work emotionally demanding?					
To a very large extent	7%	-1	-2	0	-1
To a large extent	18%	-4	-2	-2	-2
Somewhat	39%	0	0	0	0
To a small extent	27%	+3	+4	+2	+3
To a very small extent	10%	+2	0	0	+1
I feel burned out by my work					
Strongly agree	9%	-6	0	0	+1
Agree	20%	0	0	-2	-2
Neither agree nor disagree	29%	+3	-3	-3	-3
Disagree	33%	+4	+4	+3	+3
Strongly disagree	9%	-1	-1	+2	+2

		Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive % Neutral % Negative				
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	75% 17% 8%	-6	-7	-10	-11

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	7%	+3	-1	+2	-5
Flexible hours of work	25%	0	-2	-11	-6
Compressed work week	9%	+1	+1	+4	+3
Job sharing	1%	+1	+1	+1	+1
Working away from the office/working from home	69%	0	+1	+6	-1
None of the above	22%	0	0	-2	+5
Working away from the office					
All of the time	8%	-1	-6	+3	0
Some of the time as a regular arrangement	45%	-1	+8	+3	-8
Only on an irregular basis	16%	+1	-2	0	+7
None of the time	31%	0	-1	-6	+1
Did not disclose their arrangement	0%	0	0	0	0

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

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I am supported to use my expertise to provide frank and fearless advice	68%	20%	12%	-4	+3	0	0
The people in my workgroup demonstrate stewardship	56%	32%	12%	-11	-10	-14	-20
The culture in my agency supports people to act with integrity	67%	16%	18%	-2	-5	-8	-12
I believe strongly in the purpose and objectives of the APS	87%	12%	1%	-1	-1	+1	-1
I feel a strong personal attachment to the APS	74%	19%	8%	+1	+3	+7	+7
My workgroup considers the people and businesses affected by what we do	77%	14%	10%	-1	-1	0	-7

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I am satisfied with the recognition I receive for doing a good job	59%	22%	19%	+4	-2	0	-7
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	61%	14%	25%	-3	-3	+5	0
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	72%	16%	13%	-14	-6	-9	-11
I am satisfied with the stability and security of my job	82%	12%	6%	+2	0	-2	0

Role clarity and autonomy

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I understand how my role contributes to achieving an outcome for the Australian public	89%	10%	1%	-4	+1	0	-3
I am clear what my duties and responsibilities are	75%	22%	2%	+1	-1	0	-8
I have a choice in deciding how I do my work	70%	27%	2%	+7	-1	-1	+4
Where appropriate, I am able to take part in decisions that affect my job	63%	16%	21%	+1	-3	-6	-6

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
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In the last month, please rate your workgroup's overall performance

Excellent	14%	-7	0	-4	-10
Very good	57%	+8	+1	+1	+1
Average	27%	+4	+3	+5	+10
Below average	2%	-2	-1	-1	0
Well below average	0%	-3	-2	-1	-1

	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
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	% Positive	% Neutral	% Negative				
My workgroup has the appropriate skills, capabilities and knowledge to perform well	71%	16%	13%	+2	+6	0	-7
My workgroup has the tools and resources we need to perform well	43%	18%	39%	+6	-4	-5	-15
The people in my workgroup use time and resources efficiently	57%	26%	17%	-11	-1	-8	-16
My job gives me opportunities to utilise my skills	77%	10%	13%	+4	+3	+1	-1
During the last 12 months, the formal learning I have accessed has improved my performance	53%	32%	14%	-3	-2	-4	-3

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference 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	13%	-1	-1	+1	+4
I want to leave my position within the next 12 months	17%	-7	-9	-7	-4
I want to stay working in my position for the next one to two years	39%	+3	-2	+1	+1
I want to stay working in my position for at least the next three years	32%	+5	+11	+5	0
What best describes your plans involved with leaving your current position?					
I am planning to retire	4%	-1	+2	-4	-1
I am pursuing another position within my agency	38%	-1	-11	-5	-6
I am pursuing a position in another agency	27%	-5	+3	+2	+2
I am pursuing work outside the Commonwealth public sector	8%	0	0	-2	-2
It is the end of my non-ongoing, casual or contracted employment	4%	+4	+3	+3	+2
Other	19%	+2	+3	+5	+5
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
Senior leadership is of a poor quality	26%	-	-	-	-
I wish to pursue a promotion opportunity	21%	-	-	-	-
I can receive a higher salary elsewhere	11%	-	-	-	-
There are a lack of future career opportunities in my agency	11%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	5%	-	-	-	-

Unacceptable behaviour - discrimination

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
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.	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	7%	+1	-2	-2
	No	93%	-1	+2	+2
	Did this discrimination occur in your current agency?				
	Yes	Data hidden to preserve privacy.			
	No	Data hidden to preserve privacy.			
	The discrimination came from: [Multiple Response]				
	Within my agency	Data hidden to preserve privacy.			
	Another agency	Data hidden to preserve privacy.			
	A customer, stakeholder or member of the public	Data hidden to preserve privacy.			
Other	Data hidden to preserve privacy.				
Did you report the discrimination?					
I reported the discrimination in accordance with my agency's policies and procedures	Data hidden to preserve privacy.				
It was reported by someone else	Data hidden to preserve privacy.				
I did not report the discrimination	Data hidden to preserve privacy.				

Unacceptable behaviour - bullying and harassment

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	8%	-6	-4	-4	-2
No	86%	+4	+3	+3	+1
Not sure	6%	+2	+1	+1	+1
Did you report the bullying or harassment?					
I reported the behaviour in accordance with my agency's policies and procedures	Data hidden to preserve privacy.				
It was reported by someone else	Data hidden to preserve privacy.				
I did not report the behaviour	Data hidden to preserve privacy.				

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

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

How do you describe your gender?	Responses
Man or male	s47E(c)
Woman or female	
Non-binary	
I use a different term	
Prefer not to say	

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	s47E(c)
No	

Do you have an ongoing disability?	Responses
Yes	s47E(c)
No	

Do you have carer responsibilities?	Responses
Yes	s47E(c)
No	

Do you identify as culturally or linguistically diverse?	Responses
Yes	s47E(c)
No	

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	s47E(c)
Australian Aboriginal and/or Torres Strait Islander	
New Zealander (excluding Maori)	
Maori, Melanesian, Papuan, Micronesian, and Polynesian	
Anglo-European	
North-West European (excluding Anglo-European)	
Southern and Eastern European	
South-East Asian	
North-East Asian	
Southern and Central Asian	
North American	
South and Central American and Caribbean Islander	
North African and Middle Eastern	
Sub-Saharan African	

Do you consider yourself to be neurodivergent?	Responses
Yes	s47E(c)
No	
Maybe	
I am unsure what neurodivergent means	

DEFENCE - agency specific questions

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE
	% Positive	% Neutral	% Negative			
My immediate supervisor promotes a psychologically safe work environment and actively take measures to reduce risks	65%	22%	14%	+8	-7	-4
I have noticed an improvement in internal communication across Defence over the past 12 months	31%	49%	20%	-12	-6	-7

Taking action on census results

	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
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Taking action on Census results

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

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

	% Positive	% Neutral	% Negative				
I am confident my agency will act on the results of this survey	32%	38%	31%	-	-6	-5	-15

Use this page to start your local action plans

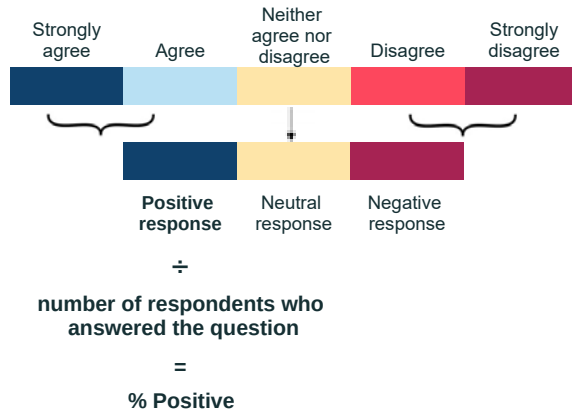
Identify areas to celebrate, areas which you need to investigate further and opportunities for improvement. Prioritise 3 areas to take forward.

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

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

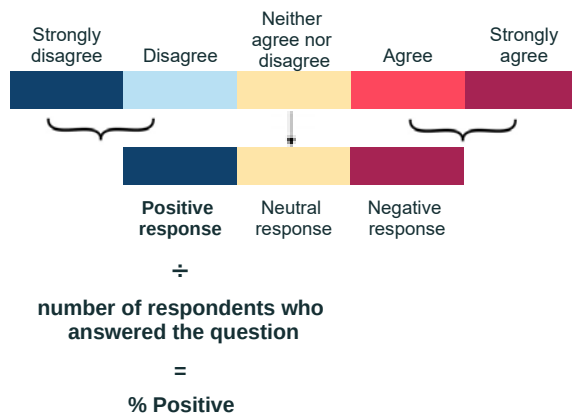
% Positive Score calculation

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



Reverse Scored questions

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



Calculation of index scores

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

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

Rounding

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

Anonymity

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

Comparisons to previous years

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

Highlights Report

General Counsel Defence Branch

Responses:

24 of 58

Response rate:

41%

2026 APS
Employee Census
4 May–5 June



Highest positive and highest negative questions

Highest positive scoring questions

% Positive

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

I am satisfied with the stability and security of my job	96%
I believe strongly in the purpose and objectives of the APS	96%
I understand how my role contributes to achieving an outcome for the Australian public	96%
I am happy to go the 'extra mile' at work when required	92%
I suggest ideas to improve our way of doing things	88%

Highest negative scoring questions

% Negative

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

Barrier to you performing at your best: The technology within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	65%
I am expected to do too many different tasks in too little time <i>[Reverse scored: % Negative score represents those who responded Often or Always]</i>	59%
My workgroup has the tools and resources we need to perform well	50%
Internal communication within my agency is effective	48%
Change is managed well in my agency	48%

Most and least improved questions

Most improved questions

% Positive

Difference
from
2025

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

I feel a strong personal attachment to the APS	83%	+12
I suggest ideas to improve our way of doing things	88%	+6
I believe strongly in the purpose and objectives of the APS	96%	+4
I am proud to work in my agency	79%	+3
I have a choice in deciding how I do my work	70%	+3

Least improved questions

% Positive

Difference
from
2025

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

People are recognised for coming up with new and innovative ways of working	30%	-32
Barrier to you performing at your best: The lack of access to learning and development opportunities <i>[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]</i>	52%	-29
The people in my workgroup demonstrate stewardship	54%	-27
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	61%	-27

s47F

Employee Engagement
Index Score:

72

Difference in %
positive from
2025

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

-3 0 -2 -2

Employee Engagement

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

		% Positive	% Neutral	% Negative				
Say	Overall, I am satisfied with my job	71%	17%	13%	-4	+6	0	-4
Say	I am proud to work in my agency	79%	13%	8%	+3	+6	-1	0
Say	I would recommend my agency as a good place to work	67%	21%	13%	-7	+2	-4	-7
Say	I believe strongly in the purpose and objectives of my agency	79%	17%	4%	-9	0	-7	-7
Stay	I feel a strong personal attachment to my agency	58%	25%	17%	-6	-2	-7	-5
Stay	I feel committed to my agency's goals	83%	13%	4%	-1	+3	-3	-2
Strive	I suggest ideas to improve our way of doing things	88%	4%	8%	+6	+2	-1	+1
Strive	I am happy to go the 'extra mile' at work when required	92%	4%	4%	-2	+1	+2	+3
Strive	I work beyond what is required in my job to help my agency achieve its objectives	75%	25%	0%	-3	+3	-1	-2
Strive	My agency really inspires me to do my best work every day	63%	25%	13%	-8	+8	+2	-1

Key drivers of employee engagement index

			% Positive	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
Drivers of Employee Engagement Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores. Develop actions and activities to improve upon these to drive higher levels of performance.	1.	I am supported to use my expertise to provide frank and fearless advice	83%	-1	+15	+15	+15
	2.	My agency supports and actively promotes an inclusive workplace culture	52%	-17	-13	-24	-30
	3.	The culture in my agency supports people to act with integrity	57%	-18	-10	-18	-23
	4.	My agency inspires me to come up with new or better ways of doing things	26%	-22	-7	-27	-31
	5.	Where appropriate, I am able to take part in decisions that affect my job	58%	-17	-5	-10	-11
	6.	s47F					

Leadership - immediate supervisor

Immediate Supervisor
Index Score:

69

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-7	-3	-5	-8

Immediate Supervisor

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

	% Positive	% Neutral	% Negative				
My supervisor engages with staff on how to respond to future challenges	58%	13%	29%	-13	-9	-16	-21
My supervisor can deliver difficult advice whilst maintaining relationships	63%	21%	17%	-9	-9	-12	-17
My supervisor invites a range of views, including those different to their own	67%	21%	13%	-5	-9	-11	-16
My supervisor encourages my team to regularly review and improve our work	63%	17%	21%	-21	-6	-14	-20
My supervisor is invested in my development	63%	13%	25%	-15	-9	-11	-15
My supervisor ensures that my workgroup delivers on what we are responsible for	83%	13%	4%	-6	+5	0	-4

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	58%	13%	29%	-15	-9	-14	-20
My immediate supervisor encourages me	74%	9%	17%	-12	-1	+2	-3
My supervisor actively ensures that everyone can be included in workplace activities	71%	17%	13%	-11	-1	-8	-13
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	79%	4%	17%	0	+5	+2	-1

Leadership - SES manager

SES Manager
Index Score:

s47F

Difference in %
positive from
2025

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

s47F

% Positive

% Neutral

% Negative

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.

s47F

Other similar questions

In my agency, the SES work as a team	19%	38%	43%	-15	-19	-32	-36
In my agency, the SES clearly articulate the direction and priorities for our agency	50%	25%	25%	-4	+1	-10	-14
s47F							

Communication
Index Score:

54

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-13	-5	-12	-15

Communication

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

	% Positive	% Neutral	% Negative				
My supervisor communicates effectively	58%	8%	33%	-17	-10	-16	-22
Internal communication within my agency is effective	39%	13%	48%	-9	+1	-13	-19

Change

Change

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

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
When changes occur, the impacts are communicated well within my workgroup	38%	21%	42%	-20	-1	-18	-28
Staff are consulted about change at work	22%	39%	39%	-10	-4	-23	-27
Change is managed well in my agency	26%	26%	48%	-3	+3	-9	-17

Enabling innovation

Enabling Innovation
Index Score:

54

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-12	-5	-11	-13

Enabling Innovation

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

	% Positive	% Neutral	% Negative				
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	70%	22%	9%	-12	-12	-15	-13
My immediate supervisor encourages me to come up with new or better ways of doing things	61%	26%	13%	-14	-5	-13	-15
People are recognised for coming up with new and innovative ways of working	30%	48%	22%	-32	-13	-24	-32
My agency inspires me to come up with new or better ways of doing things	26%	30%	43%	-22	-7	-27	-31
My agency recognises and supports the notion that failure is a part of innovation	22%	43%	35%	-16	-7	-25	-29

Speak Up Culture
Index Score:

71

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-	+1	0	-3

Speak Up Culture

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

	% Positive	% Neutral	% Negative				
The people in my workgroup value others' individual skills and talents	79%	17%	4%	-9	+3	+2	-3
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	83%	8%	8%	-11	-2	0	-4
The people in my workgroup are able to bring up problems and tough issues	75%	4%	21%	-3	+4	0	-4
If you make a mistake in my workgroup, it tends to be held against you (Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree)	63%	21%	17%	-9	+4	-1	-4

Wellbeing policies and support

Wellbeing Policies and Support
Index Score:

59

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-10	-7	-8	-11

Wellbeing

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

	% Positive	% Neutral	% Negative				
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	52%	17%	30%	-10	-12	-14	-18
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	48%	22%	30%	-11	-13	-11	-20
My agency does a good job of promoting health and wellbeing	52%	22%	26%	-14	-7	-8	-16
I think my agency cares about my health and wellbeing	43%	39%	17%	-7	-17	-19	-22
I believe my immediate supervisor cares about my health and wellbeing	70%	13%	17%	-18	-9	-15	-17

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	65%	13%	22%	-18	-8	-8	-10
I receive the respect I deserve from my colleagues at work	74%	26%	0%	-7	-3	-2	-7
My agency supports and actively promotes an inclusive workplace culture	52%	30%	17%	-17	-13	-24	-30

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
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In general, would you say that your health is:

Excellent	9%	-4	-7	-2	-3
Very good	35%	-5	-3	+2	+1
Good	35%	-1	+5	-4	-3
Fair	17%	+7	+5	+3	+4
Poor	4%	+2	0	+1	+1

What best describes your current workload?

Well above capacity – too much work	26%	+3	+7	+5	+8
Slightly above capacity – lots of work to do	43%	-2	+3	+5	+4
At capacity – about the right amount of work to do	22%	-1	-9	-9	-14
Slightly below capacity – available for more work	9%	0	+2	+1	+3
Well below capacity – not enough work	0%	0	-3	-2	-1

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
How often do you find your work stressful?					
Always	9%	+2	+5	+4	+4
Often	30%	+8	+9	+7	+7
Sometimes	39%	-15	-12	-10	-11
Rarely	22%	+5	0	+1	+2
Never	0%	0	-2	-2	-2
To what extent is your work emotionally demanding?					
To a very large extent	4%	-2	-2	-3	-3
To a large extent	35%	+14	+17	+15	+15
Somewhat	35%	-5	-4	-4	-4
To a small extent	22%	-3	-5	-3	-2
To a very small extent	4%	-4	-6	-5	-5
I feel burned out by my work					
Strongly agree	4%	-6	-5	-4	-4
Agree	35%	+16	+15	+13	+13
Neither agree nor disagree	22%	-1	-7	-11	-10
Disagree	35%	-5	+2	+5	+5
Strongly disagree	4%	-4	-5	-3	-3

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	61%	22%	17%	-27	-14	-24	-25

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	8%	+2	+1	+3	-4
Flexible hours of work	38%	+14	+13	+1	+6
Compressed work week	8%	-1	-1	+3	+1
Job sharing	0%	0	-1	0	0
Working away from the office/working from home	88%	+13	+19	+24	+18
None of the above	8%	-7	-14	-15	-9
Working away from the office					
All of the time	4%	-6	-4	-2	-4
Some of the time as a regular arrangement	71%	+16	+26	+29	+18
Only on an irregular basis	13%	+3	-3	-3	+4
None of the time	13%	-13	-19	-24	-18
Did not disclose their arrangement	0%	0	0	0	0

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

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I am supported to use my expertise to provide frank and fearless advice	83%	4%	13%	-1	+15	+15	+15
The people in my workgroup demonstrate stewardship	54%	33%	13%	-27	-2	-17	-22
The culture in my agency supports people to act with integrity	57%	17%	26%	-18	-10	-18	-23
I believe strongly in the purpose and objectives of the APS	96%	4%	0%	+4	+9	+10	+8
I feel a strong personal attachment to the APS	83%	9%	9%	+12	+9	+16	+16
My workgroup considers the people and businesses affected by what we do	79%	21%	0%	-7	+3	+2	-4

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I am satisfied with the recognition I receive for doing a good job	54%	17%	29%	-17	-5	-6	-12
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	42%	25%	33%	-20	-20	-15	-20
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	75%	13%	13%	-11	+3	-6	-8
I am satisfied with the stability and security of my job	96%	4%	0%	+2	+14	+11	+14

Role clarity and autonomy

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I understand how my role contributes to achieving an outcome for the Australian public	96%	4%	0%	-2	+7	+7	+4
I am clear what my duties and responsibilities are	70%	30%	0%	-10	-6	-6	-14
I have a choice in deciding how I do my work	70%	30%	0%	+3	-1	-2	+3
Where appropriate, I am able to take part in decisions that affect my job	58%	13%	29%	-17	-5	-10	-11

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
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In the last month, please rate your workgroup's overall performance

Excellent	22%	-10	+7	+3	-3
Very good	43%	-2	-13	-12	-12
Average	35%	+16	+8	+14	+18
Below average	0%	-4	-2	-3	-2
Well below average	0%	0	0	-1	-1

	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
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	% Positive	% Neutral	% Negative				
My workgroup has the appropriate skills, capabilities and knowledge to perform well	75%	17%	8%	-9	+4	+3	-3
My workgroup has the tools and resources we need to perform well	33%	17%	50%	-3	-9	-14	-24
The people in my workgroup use time and resources efficiently	67%	13%	21%	-15	+9	+1	-6
My job gives me opportunities to utilise my skills	88%	4%	8%	0	+10	+12	+10
During the last 12 months, the formal learning I have accessed has improved my performance	60%	30%	10%	-8	+7	+2	+3

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference 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	13%	+3	+1	+1	+4
I want to leave my position within the next 12 months	22%	-1	+5	-2	+1
I want to stay working in my position for the next one to two years	43%	+6	+5	+6	+5
I want to stay working in my position for at least the next three years	22%	-7	-10	-5	-11
What best describes your plans involved with leaving your current position?					
I am planning to retire	Data hidden to preserve privacy.				
I am pursuing another position within my agency	Data hidden to preserve privacy.				
I am pursuing a position in another agency	Data hidden to preserve privacy.				
I am pursuing work outside the Commonwealth public sector	Data hidden to preserve privacy.				
It is the end of my non-ongoing, casual or contracted employment	Data hidden to preserve privacy.				
Other	Data hidden to preserve privacy.				

Unacceptable behaviour - discrimination

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall	
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.	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%	+11	+6	+4	+5
	No	87%	-11	-6	-4	-5
	Did this discrimination occur in your current agency?					
	Yes	Data hidden to preserve privacy.				
	No	Data hidden to preserve privacy.				
	The discrimination came from: [Multiple Response]					
	Within my agency	Data hidden to preserve privacy.				
	Another agency	Data hidden to preserve privacy.				
	A customer, stakeholder or member of the public	Data hidden to preserve privacy.				
	Other	Data hidden to preserve privacy.				
	Did you report the discrimination?					
	I reported the discrimination in accordance with my agency's policies and procedures	Data hidden to preserve privacy.				
	It was reported by someone else	Data hidden to preserve privacy.				
	I did not report the discrimination	Data hidden to preserve privacy.				

Unacceptable behaviour - bullying and harassment

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	13%	-2	+5	+1	+3
No	83%	-1	-4	-1	-3
Not sure	4%	+2	-1	0	0
Did you report the bullying or harassment?					
I reported the behaviour in accordance with my agency's policies and procedures	Data hidden to preserve privacy.				
It was reported by someone else	Data hidden to preserve privacy.				
I did not report the behaviour	Data hidden to preserve privacy.				

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

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

DEFENCE - agency specific questions

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE
	% Positive	% Neutral	% Negative			
My immediate supervisor promotes a psychologically safe work environment and actively take measures to reduce risks	55%	23%	23%	-9	-10	-14
I have noticed an improvement in internal communication across Defence over the past 12 months	43%	33%	24%	+3	+11	+5

Taking action on census results

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
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Taking action on Census results

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

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

	% Positive	% Neutral	% Negative				
I am confident my agency will act on the results of this survey	14%	55%	32%	-	-18	-23	-33

Use this page to start your local action plans

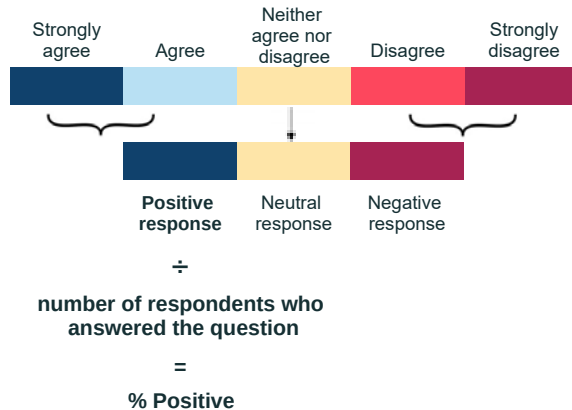
Identify areas to celebrate, areas which you need to investigate further and opportunities for improvement. Prioritise 3 areas to take forward.

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

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

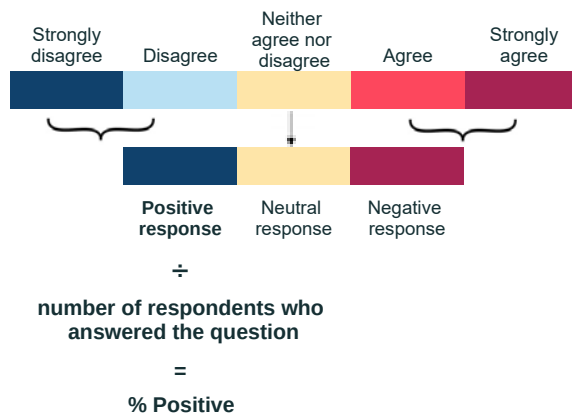
% Positive Score calculation

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



Reverse Scored questions

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



Calculation of index scores

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

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

Rounding

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

Anonymity

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

Comparisons to previous years

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

Highlights Report

Legal Practice Enablement Branch

Responses:

30 of 46

Response rate:

65%

2026 APS
Employee Census
4 May–5 June



Highest positive and highest negative questions

Highest positive scoring questions

% Positive

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

I am happy to go the 'extra mile' at work when required	90%
My supervisor invites a range of views, including those different to their own	86%
I understand how my role contributes to achieving an outcome for the Australian public	86%
I receive the respect I deserve from my colleagues at work	85%
Barrier to you performing at your best: Flexible work practices are not supported <i>[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]</i>	85%

Highest negative scoring questions

% Negative

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

Change is managed well in my agency	46%
My workgroup has the tools and resources we need to perform well	43%
I am confident my agency will act on the results of this survey	37%
Internal communication within my agency is effective	36%
My job gives me opportunities to utilise my skills	33%

Most and least improved questions

Most improved questions

% Positive

Difference
from
2025

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

Barrier to you performing at your best: Lack of clarity around my role and responsibilities *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*

78%

+24

Barrier to you performing at your best: Multiple layers of decision making within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*

33%

+23

My workgroup has the tools and resources we need to perform well

39%

+18

I am satisfied with the recognition I receive for doing a good job

60%

+17

Barrier to you performing at your best: Lack of clarity around priorities *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*

63%

+17

Least improved questions

% Positive

Difference
from
2025

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

I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)

70%

-30

The people in my workgroup use time and resources efficiently

46%

-21

My agency inspires me to come up with new or better ways of doing things

33%

-20

I would recommend my agency as a good place to work

47%

-20

My immediate supervisor encourages me to come up with new or better ways of doing things

70%

-15

Employee Engagement
Index Score:

69

Difference in %
positive from
2025

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

-3 -4 -5 -5

Employee Engagement

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

		% Positive	% Neutral	% Negative				
Say	Overall, I am satisfied with my job	60%	27%	13%	+13	-5	-11	-14
	I am proud to work in my agency	67%	17%	17%	-13	-6	-14	-12
	I would recommend my agency as a good place to work	47%	33%	20%	-20	-18	-24	-27
	I believe strongly in the purpose and objectives of my agency	67%	30%	3%	-10	-13	-20	-20
Stay	I feel a strong personal attachment to my agency	50%	33%	17%	-13	-10	-15	-13
	I feel committed to my agency's goals	70%	23%	7%	-13	-10	-16	-16
Strive	I suggest ideas to improve our way of doing things	83%	10%	7%	+3	-2	-5	-4
Strive	I am happy to go the 'extra mile' at work when required	90%	3%	7%	+3	-1	+1	+1
Strive	I work beyond what is required in my job to help my agency achieve its objectives	70%	30%	0%	-7	-2	-6	-7
Strive	My agency really inspires me to do my best work every day	43%	40%	17%	-13	-11	-18	-20

Key drivers of employee engagement index

			% Positive	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
Drivers of Employee Engagement Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores. Develop actions and activities to improve upon these to drive higher levels of performance.	1.	People are recognised for coming up with new and innovative ways of working	48%	+5	+4	-6	-15
	2.	My agency recognises and supports the notion that failure is a part of innovation	22%	-13	-7	-25	-28
	3.	My agency inspires me to come up with new or better ways of doing things	33%	-20	0	-20	-24
	4.	I think my agency cares about my health and wellbeing	62%	-10	+1	0	-4
	5.	My job gives me opportunities to utilise my skills	57%	-7	-20	-19	-21
s47F							

Leadership - immediate supervisor

Immediate Supervisor
Index Score:

74

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-2	+2	0	-3

Immediate Supervisor

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

	% Positive	% Neutral	% Negative				
My supervisor engages with staff on how to respond to future challenges	64%	25%	11%	0	-3	-10	-15
My supervisor can deliver difficult advice whilst maintaining relationships	79%	11%	11%	+4	+7	+4	-1
My supervisor invites a range of views, including those different to their own	86%	4%	11%	+4	+10	+8	+4
My supervisor encourages my team to regularly review and improve our work	64%	29%	7%	-7	-4	-12	-18
My supervisor is invested in my development	75%	11%	14%	-4	+4	+2	-2
My supervisor ensures that my workgroup delivers on what we are responsible for	75%	21%	4%	-4	-3	-8	-13

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	68%	14%	18%	-11	+1	-5	-10
My immediate supervisor encourages me	78%	7%	15%	+3	+2	+6	+1
My supervisor actively ensures that everyone can be included in workplace activities	75%	21%	4%	-7	+3	-4	-9
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	71%	21%	7%	-11	-3	-6	-9

Leadership - SES manager

SES Manager
Index Score:

s47F

Difference in %
positive from
2025

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

s47F

% Positive

% Neutral

% Negative

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.

s47F

Other similar questions

In my agency, the SES work as a team	41%	41%	18%	+15	+3	-10	-14
In my agency, the SES clearly articulate the direction and priorities for our agency	36%	40%	24%	-5	-13	-24	-28
s47F							

Communication
Index Score:

57

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-1	-2	-8	-12

Communication

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

	% Positive	% Neutral	% Negative				
My supervisor communicates effectively	71%	18%	11%	-11	+3	-3	-9
Internal communication within my agency is effective	39%	25%	36%	+7	+1	-12	-19

Change

Change

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

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
When changes occur, the impacts are communicated well within my workgroup	39%	29%	32%	+4	+1	-16	-26
Staff are consulted about change at work	22%	56%	22%	-10	-4	-23	-27
Change is managed well in my agency	14%	39%	46%	0	-9	-21	-29

Enabling innovation

Enabling Innovation
Index Score:

59

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-6	-1	-6	-8

Enabling Innovation

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

	% Positive	% Neutral	% Negative				
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	81%	7%	11%	-15	-1	-3	-1
My immediate supervisor encourages me to come up with new or better ways of doing things	70%	22%	7%	-15	+4	-3	-6
People are recognised for coming up with new and innovative ways of working	48%	30%	22%	+5	+4	-6	-15
My agency inspires me to come up with new or better ways of doing things	33%	44%	22%	-20	0	-20	-24
My agency recognises and supports the notion that failure is a part of innovation	22%	56%	22%	-13	-7	-25	-28

Speak Up Culture
Index Score:

69

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-	-1	-2	-5

Speak Up Culture

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

	% Positive	% Neutral	% Negative				
The people in my workgroup value others' individual skills and talents	75%	14%	11%	+11	-1	-2	-7
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	82%	4%	14%	+11	-3	-1	-6
The people in my workgroup are able to bring up problems and tough issues	68%	25%	7%	+7	-3	-7	-11
If you make a mistake in my workgroup, it tends to be held against you (Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree)	64%	21%	14%	+4	+6	+1	-3

Wellbeing policies and support

Wellbeing Policies and Support
Index Score:

70

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
-2	+5	+3	0

Wellbeing

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

	% Positive	% Neutral	% Negative				
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	69%	27%	4%	+1	+5	+3	-1
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	74%	15%	11%	-4	+13	+15	+6
My agency does a good job of promoting health and wellbeing	70%	22%	7%	-8	+11	+10	+2
I think my agency cares about my health and wellbeing	62%	27%	12%	-10	+1	0	-4
I believe my immediate supervisor cares about my health and wellbeing	78%	15%	7%	-8	-1	-6	-9

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	78%	7%	15%	+3	+4	+5	+2
I receive the respect I deserve from my colleagues at work	85%	7%	7%	+3	+9	+10	+5
My agency supports and actively promotes an inclusive workplace culture	61%	29%	11%	-7	-5	-15	-21

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
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In general, would you say that your health is:

Excellent	7%	-3	-8	-3	-4
Very good	41%	+1	+3	+8	+6
Good	30%	-6	0	-9	-8
Fair	15%	+1	+3	0	+1
Poor	7%	+7	+3	+4	+4

What best describes your current workload?

Well above capacity – too much work	19%	-3	0	-3	+1
Slightly above capacity – lots of work to do	41%	+9	+1	+2	+1
At capacity – about the right amount of work to do	41%	+5	+10	+10	+5
Slightly below capacity – available for more work	0%	-11	-7	-7	-6
Well below capacity – not enough work	0%	0	-3	-2	-1

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
How often do you find your work stressful?					
Always	0%	0	-3	-5	-5
Often	19%	+8	-3	-5	-5
Sometimes	52%	-5	+1	+2	+2
Rarely	30%	-3	+7	+9	+10
Never	0%	0	-2	-2	-2
To what extent is your work emotionally demanding?					
To a very large extent	11%	+11	+4	+4	+3
To a large extent	7%	-10	-10	-12	-13
Somewhat	37%	-2	-2	-2	-2
To a small extent	30%	+1	+3	+5	+6
To a very small extent	15%	+1	+5	+5	+6
I feel burned out by my work					
Strongly agree	11%	-3	+2	+2	+3
Agree	15%	-7	-5	-7	-7
Neither agree nor disagree	33%	+8	+4	+1	+1
Disagree	22%	+4	-10	-7	-8
Strongly disagree	19%	-3	+10	+11	+11

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	83%	13%	3%	-3	+9	-1	-3

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	10%	+7	+3	+4	-3
Flexible hours of work	23%	0	-2	-13	-8
Compressed work week	0%	-3	-9	-5	-7
Job sharing	3%	+3	+2	+3	+3
Working away from the office/working from home	63%	-13	-5	0	-7
None of the above	27%	+7	+5	+3	+10
Working away from the office					
All of the time	17%	+3	+8	+11	+8
Some of the time as a regular arrangement	27%	-27	-18	-15	-26
Only on an irregular basis	20%	+10	+4	+4	+12
None of the time	37%	+13	+5	0	+7
Did not disclose their arrangement	0%	0	0	0	0

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

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I am supported to use my expertise to provide frank and fearless advice	57%	29%	14%	0	-11	-10	-11
The people in my workgroup demonstrate stewardship	61%	29%	11%	+4	+4	-10	-16
The culture in my agency supports people to act with integrity	64%	18%	18%	-7	-2	-10	-15
I believe strongly in the purpose and objectives of the APS	75%	21%	4%	-11	-12	-11	-12
I feel a strong personal attachment to the APS	71%	21%	7%	-11	-2	+5	+5
My workgroup considers the people and businesses affected by what we do	64%	14%	21%	+9	-12	-13	-19

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I am satisfied with the recognition I receive for doing a good job	60%	23%	17%	+17	+1	0	-6
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	77%	7%	17%	-7	+15	+20	+15
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	70%	23%	7%	-30	-2	-11	-13
I am satisfied with the stability and security of my job	63%	20%	17%	+3	-19	-21	-19

Role clarity and autonomy

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
I understand how my role contributes to achieving an outcome for the Australian public	86%	11%	4%	0	-3	-3	-6
I am clear what my duties and responsibilities are	74%	19%	7%	-4	-1	-1	-9
I have a choice in deciding how I do my work	67%	33%	0%	-5	-4	-5	0
Where appropriate, I am able to take part in decisions that affect my job	55%	14%	31%	+3	-8	-14	-14

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
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In the last month, please rate your workgroup's overall performance

Excellent	4%	-7	-11	-15	-21
Very good	59%	+9	+3	+4	+3
Average	30%	+5	+3	+8	+13
Below average	7%	-3	+5	+4	+5
Well below average	0%	-4	0	-1	-1

	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
--	--	---	---	--

	% Positive	% Neutral	% Negative				
My workgroup has the appropriate skills, capabilities and knowledge to perform well	61%	21%	18%	+4	-11	-11	-17
My workgroup has the tools and resources we need to perform well	39%	18%	43%	+18	-3	-8	-18
The people in my workgroup use time and resources efficiently	46%	36%	18%	-21	-11	-19	-27
My job gives me opportunities to utilise my skills	57%	10%	33%	-7	-20	-19	-21
During the last 12 months, the formal learning I have accessed has improved my performance	42%	38%	21%	-8	-12	-16	-15

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference 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	15%	+1	+2	+3	+6
I want to leave my position within the next 12 months	15%	-3	-2	-9	-6
I want to stay working in my position for the next one to two years	30%	-3	-9	-8	-9
I want to stay working in my position for at least the next three years	41%	+5	+9	+14	+8
What best describes your plans involved with leaving your current position?					
I am planning to retire	Data hidden to preserve privacy.				
I am pursuing another position within my agency	Data hidden to preserve privacy.				
I am pursuing a position in another agency	Data hidden to preserve privacy.				
I am pursuing work outside the Commonwealth public sector	Data hidden to preserve privacy.				
It is the end of my non-ongoing, casual or contracted employment	Data hidden to preserve privacy.				
Other	Data hidden to preserve privacy.				

Unacceptable behaviour - discrimination

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall	
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.	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	0%	0	-7	-9	-8
	No	100%	0	+7	+9	+8
	Did this discrimination occur in your current agency?					
	Yes	Data hidden to preserve privacy.				
	No	Data hidden to preserve privacy.				
	The discrimination came from: [Multiple Response]					
	Within my agency	Data hidden to preserve privacy.				
	Another agency	Data hidden to preserve privacy.				
	A customer, stakeholder or member of the public	Data hidden to preserve privacy.				
	Other	Data hidden to preserve privacy.				
	Did you report the discrimination?					
I reported the discrimination in accordance with my agency's policies and procedures	Data hidden to preserve privacy.					
It was reported by someone else	Data hidden to preserve privacy.					
I did not report the discrimination	Data hidden to preserve privacy.					

Unacceptable behaviour - bullying and harassment

	%	Difference from 2025	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	4%	+4	-4	-8	-6
No	85%	-8	-1	+2	-1
Not sure	11%	+4	+5	+7	+7
Did you report the bullying or harassment?					
I reported the behaviour in accordance with my agency's policies and procedures	Data hidden to preserve privacy.				
It was reported by someone else	Data hidden to preserve privacy.				
I did not report the behaviour	Data hidden to preserve privacy.				

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

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

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE
	% Positive	% Neutral	% Negative			
My immediate supervisor promotes a psychologically safe work environment and actively take measures to reduce risks	74%	15%	11%	+13	+9	+6
I have noticed an improvement in internal communication across Defence over the past 12 months	33%	48%	19%	-7	+2	-5

Taking action on census results

Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
--	---	---	--

Taking action on Census results

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

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

	% Positive	% Neutral	% Negative				
I am confident my agency will act on the results of this survey	33%	30%	37%	-	+2	-3	-14

Use this page to start your local action plans

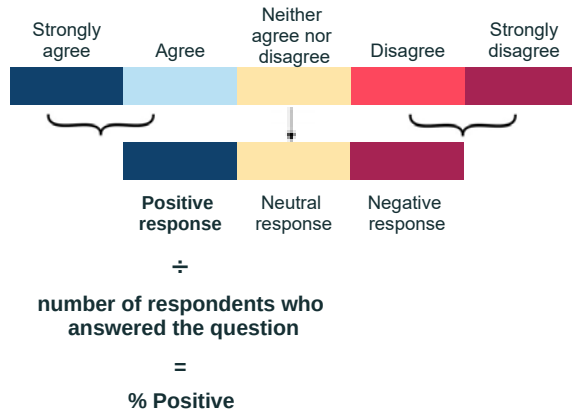
Identify areas to celebrate, areas which you need to investigate further and opportunities for improvement. Prioritise 3 areas to take forward.

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

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

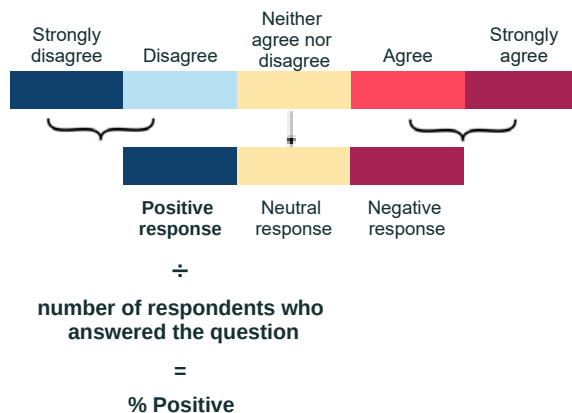
% Positive Score calculation

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



Reverse Scored questions

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



Calculation of index scores

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

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

Rounding

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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.

Highlights Report

Military Legal Services Branch

Responses:

17 of 26

Response rate:

65%

2026 APS
Employee Census
4 May–5 June



Highest positive and highest negative questions

Highest positive scoring questions

% Positive

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

I believe strongly in the purpose and objectives of my agency	100%
I am happy to go the 'extra mile' at work when required	100%
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	100%
I believe strongly in the purpose and objectives of the APS	100%
I understand how my role contributes to achieving an outcome for the Australian public	100%

Highest negative scoring questions

% Negative

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

Barrier to you performing at your best: Multiple layers of decision making within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	53%
Barrier to you performing at your best: Administrative processes within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	40%
I am confident my agency will act on the results of this survey	36%
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	29%
Staff are consulted about change at work	29%

Employee Engagement
Index Score:

78

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

+5

+4

+4

Employee Engagement

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

		% Positive	% Neutral	% Negative			
Say	Overall, I am satisfied with my job	65%	18%	18%	0	-6	-10
Say	I am proud to work in my agency	76%	18%	6%	+4	-4	-2
Say	I would recommend my agency as a good place to work	76%	6%	18%	+12	+6	+3
Say	I believe strongly in the purpose and objectives of my agency	100%	0%	0%	+21	+14	+13
Stay	I feel a strong personal attachment to my agency	76%	24%	0%	+16	+11	+13
Stay	I feel committed to my agency's goals	94%	6%	0%	+14	+8	+8
Strive	I suggest ideas to improve our way of doing things	76%	24%	0%	-9	-12	-10
Strive	I am happy to go the 'extra mile' at work when required	100%	0%	0%	+9	+11	+11
Strive	I work beyond what is required in my job to help my agency achieve its objectives	71%	24%	6%	-1	-5	-6
Strive	My agency really inspires me to do my best work every day	65%	24%	12%	+11	+4	+1

Key drivers of employee engagement index

		% Positive	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
Drivers of Employee Engagement	1. s47F				
	2. Change is managed well in my agency	40%	+17	+5	-4
	3. Internal communication within my agency is effective	60%	+22	+8	+1
	4. s47F				
Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores.	5. People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	100%	+15	+16	+12
	6. My supervisor encourages my team to regularly review and improve our work	88%	+20	+11	+6
Develop actions and activities to improve upon these to drive higher levels of performance.					

Leadership - immediate supervisor

Immediate Supervisor
Index Score:

75

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

+3 **+1** **-2**

Immediate Supervisor

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

		% Positive	% Neutral	% Negative			
My supervisor engages with staff on how to respond to future challenges		82%	6%	12%	+15	+8	+3
My supervisor can deliver difficult advice whilst maintaining relationships		71%	18%	12%	-1	-4	-9
My supervisor invites a range of views, including those different to their own		82%	18%	0%	+7	+4	0
My supervisor encourages my team to regularly review and improve our work		88%	6%	6%	+20	+11	+6
My supervisor is invested in my development		76%	12%	12%	+5	+3	-1
My supervisor ensures that my workgroup delivers on what we are responsible for		82%	18%	0%	+4	-1	-5

Other similar questions

My supervisor provides me with helpful feedback to improve my performance		76%	18%	6%	+9	+4	-2
My immediate supervisor encourages me		87%	13%	0%	+11	+15	+10
My supervisor actively ensures that everyone can be included in workplace activities		82%	12%	6%	+10	+3	-2
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before		76%	24%	0%	+2	0	-4

Leadership - SES manager

SES Manager
Index Score:

s47F

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

s47F

% Positive

% Neutral

% Negative

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*.

s47F

Other similar questions

In my agency, the SES work as a team	50%	31%	19%	+12	-1	-5
In my agency, the SES clearly articulate the direction and priorities for our agency	69%	13%	19%	+19	+9	+5
s47F						

Communication
Index Score:

67

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

+8 +1 -2

Communication

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

	% Positive	% Neutral	% Negative			
My supervisor communicates effectively	82%	12%	6%	+14	+8	+2
Internal communication within my agency is effective	60%	20%	20%	+22	+8	+1

Change

Change

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

	% Positive	% Neutral	% Negative			
When changes occur, the impacts are communicated well within my workgroup	53%	24%	24%	+15	-3	-12
Staff are consulted about change at work	50%	21%	29%	+24	+5	+1
Change is managed well in my agency	40%	33%	27%	+17	+5	-4

Enabling innovation

Enabling Innovation
Index Score:

65

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

+6

0

-2

Enabling Innovation

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

		% Positive	% Neutral	% Negative			
I believe that one of my responsibilities is to continually look for new ways to improve the way we work		93%	0%	7%	+11	+8	+11
My immediate supervisor encourages me to come up with new or better ways of doing things		87%	13%	0%	+20	+13	+11
People are recognised for coming up with new and innovative ways of working		53%	27%	20%	+10	-1	-10
My agency inspires me to come up with new or better ways of doing things		60%	33%	7%	+27	+6	+3
My agency recognises and supports the notion that failure is a part of innovation		47%	33%	20%	+18	0	-4

Speak Up Culture
Index Score:

74

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

+4 +3 +1

Speak Up Culture

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

	% Positive	% Neutral	% Negative			
The people in my workgroup value others' individual skills and talents	81%	19%	0%	+5	+4	-1
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	100%	0%	0%	+15	+16	+12
The people in my workgroup are able to bring up problems and tough issues	82%	12%	6%	+11	+8	+3
If you make a mistake in my workgroup, it tends to be held against you <i>(Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree)</i>	47%	47%	6%	-11	-16	-20

Wellbeing policies and support

Wellbeing Policies and Support
Index Score:

67

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

+2 **0** **-3**

Wellbeing

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

	% Positive	% Neutral	% Negative			
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	73%	13%	13%	+9	+7	+3
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	73%	13%	13%	+12	+15	+5
My agency does a good job of promoting health and wellbeing	67%	20%	13%	+8	+6	-1
I think my agency cares about my health and wellbeing	73%	7%	20%	+13	+11	+8
I believe my immediate supervisor cares about my health and wellbeing	93%	0%	7%	+14	+9	+7

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	80%	13%	7%	+7	+7	+5
I receive the respect I deserve from my colleagues at work	67%	33%	0%	-10	-9	-14
My agency supports and actively promotes an inclusive workplace culture	73%	7%	20%	+8	-3	-9

	%	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
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In general, would you say that your health is:

Excellent	27%	+11	+16	+15
Very good	27%	-11	-6	-8
Good	40%	+10	+2	+3
Fair	7%	-6	-8	-7
Poor	0%	-4	-3	-3

What best describes your current workload?

Well above capacity – too much work	7%	-12	-14	-11
Slightly above capacity – lots of work to do	33%	-7	-5	-6
At capacity – about the right amount of work to do	33%	+2	+2	-3
Slightly below capacity – available for more work	13%	+7	+6	+8
Well below capacity – not enough work	13%	+10	+11	+12

	%	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
How often do you find your work stressful?				
Always	7%	+3	+2	+2
Often	20%	-1	-3	-4
Sometimes	47%	-4	-3	-3
Rarely	20%	-2	-1	+1
Never	7%	+4	+5	+5
To what extent is your work emotionally demanding?				
To a very large extent	7%	0	0	-1
To a large extent	13%	-4	-6	-7
Somewhat	40%	+1	+1	+1
To a small extent	27%	0	+2	+3
To a very small extent	13%	+3	+4	+4
I feel burned out by my work				
Strongly agree	13%	+4	+5	+5
Agree	13%	-7	-9	-9
Neither agree nor disagree	27%	-3	-6	-6
Disagree	40%	+7	+11	+10
Strongly disagree	7%	-2	-1	-1

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

	% Positive	% Neutral	% Negative			
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	82%	12%	6%	+8	-2	-4

	%	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
Do you currently access any of the following flexible working arrangements? [Multiple Response]				
Part-time	0%	-7	-6	-13
Flexible hours of work	24%	-1	-13	-8
Compressed work week	6%	-3	+1	-1
Job sharing	0%	-1	0	0
Working away from the office/working from home	47%	-22	-16	-23
None of the above	47%	+25	+23	+30
Working away from the office				
All of the time	6%	-2	0	-2
Some of the time as a regular arrangement	24%	-21	-18	-30
Only on an irregular basis	18%	+2	+2	+9
None of the time	53%	+22	+16	+23
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.

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

	% Positive	% Neutral	% Negative			
I am supported to use my expertise to provide frank and fearless advice	73%	13%	13%	+6	+6	+5
The people in my workgroup demonstrate stewardship	59%	29%	12%	+2	-12	-18
The culture in my agency supports people to act with integrity	73%	7%	20%	+7	-1	-6
I believe strongly in the purpose and objectives of the APS	100%	0%	0%	+13	+14	+13
I feel a strong personal attachment to the APS	93%	7%	0%	+20	+27	+26
My workgroup considers the people and businesses affected by what we do	82%	6%	12%	+6	+5	-1

				Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative			
I am satisfied with the recognition I receive for doing a good job	71%	12%	18%	+11	+11	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	65%	6%	29%	+3	+9	+3
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	76%	6%	18%	+5	-5	-6
I am satisfied with the stability and security of my job	75%	19%	6%	-7	-9	-7

Role clarity and autonomy

				Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative			
I understand how my role contributes to achieving an outcome for the Australian public	100%	0%	0%	+11	+11	+8
I am clear what my duties and responsibilities are	80%	20%	0%	+5	+4	-3
I have a choice in deciding how I do my work	73%	20%	7%	+3	+1	+7
Where appropriate, I am able to take part in decisions that affect my job	71%	18%	12%	+7	+2	+1

	%	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
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In the last month, please rate your workgroup's overall performance

Excellent	13%	-1	-6	-11
Very good	80%	+23	+25	+24
Average	7%	-20	-15	-10
Below average	0%	-2	-3	-2
Well below average	0%	0	-1	-1

	Difference in % positive from Parent work unit	Difference in % positive from DEFENCE	Difference in % positive from APS overall
--	---	---	--

	% Positive	% Neutral	% Negative			
My workgroup has the appropriate skills, capabilities and knowledge to perform well	88%	6%	6%	+17	+16	+10
My workgroup has the tools and resources we need to perform well	71%	6%	24%	+28	+23	+13
The people in my workgroup use time and resources efficiently	59%	24%	18%	+1	-7	-14
My job gives me opportunities to utilise my skills	82%	18%	0%	+5	+6	+4
During the last 12 months, the formal learning I have accessed has improved my performance	71%	7%	21%	+18	+14	+15

	%	Difference from Parent work unit	Difference from DEFENCE	Difference 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%	+2	+2	+5
I want to leave my position within the next 12 months	21%	+4	-3	+1
I want to stay working in my position for the next one to two years	43%	+4	+5	+5
I want to stay working in my position for at least the next three years	21%	-10	-5	-11
What best describes your plans involved with leaving your current position?				
I am planning to retire	Data hidden to preserve privacy.			
I am pursuing another position within my agency	Data hidden to preserve privacy.			
I am pursuing a position in another agency	Data hidden to preserve privacy.			
I am pursuing work outside the Commonwealth public sector	Data hidden to preserve privacy.			
It is the end of my non-ongoing, casual or contracted employment	Data hidden to preserve privacy.			
Other	Data hidden to preserve privacy.			

Unacceptable behaviour - discrimination

	%	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall	
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.	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	14%	+7	+5	+6
	No	86%	-7	-5	-6
	Did this discrimination occur in your current agency?				
	Yes	Data hidden to preserve privacy.			
	No	Data hidden to preserve privacy.			
	The discrimination came from: [Multiple Response]				
	Within my agency	Data hidden to preserve privacy.			
	Another agency	Data hidden to preserve privacy.			
	A customer, stakeholder or member of the public	Data hidden to preserve privacy.			
Other	Data hidden to preserve privacy.				
Did you report the discrimination?					
I reported the discrimination in accordance with my agency's policies and procedures	Data hidden to preserve privacy.				
It was reported by someone else	Data hidden to preserve privacy.				
I did not report the discrimination	Data hidden to preserve privacy.				

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.

Unacceptable behaviour - bullying and harassment

	%	Difference from Parent work unit	Difference from DEFENCE	Difference from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?				
Yes	14%	+6	+2	+4
No	86%	-1	+2	0
Not sure	0%	-6	-4	-4
Did you report the bullying or harassment?				
I reported the behaviour in accordance with my agency's policies and procedures	Data hidden to preserve privacy.			
It was reported by someone else	Data hidden to preserve privacy.			
I did not report the behaviour	Data hidden to preserve privacy.			

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

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

DEFENCE - agency specific questions

				Difference in % positive from Parent work unit	Difference in % positive from DEFENCE
	% Positive	% Neutral	% Negative		
My immediate supervisor promotes a psychologically safe work environment and actively take measures to reduce risks	64%	21%	14%	0	-4
I have noticed an improvement in internal communication across Defence over the past 12 months	29%	50%	21%	-3	-10

Taking action on census results

Difference in %
positive from
Parent
work unit

Difference in %
positive from
DEFENCE

Difference in %
positive from
APS
overall

Taking action on Census results

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

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

	% Positive	% Neutral	% Negative			
I am confident my agency will act on the results of this survey	57%	7%	36%	+25	+21	+10

Use this page to start your local action plans

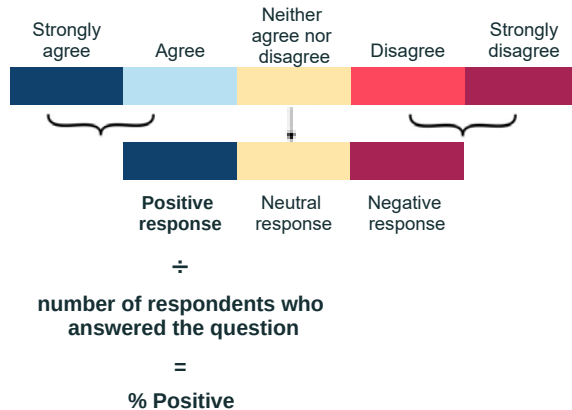
Identify areas to celebrate, areas which you need to investigate further and opportunities for improvement. Prioritise 3 areas to take forward.

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

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

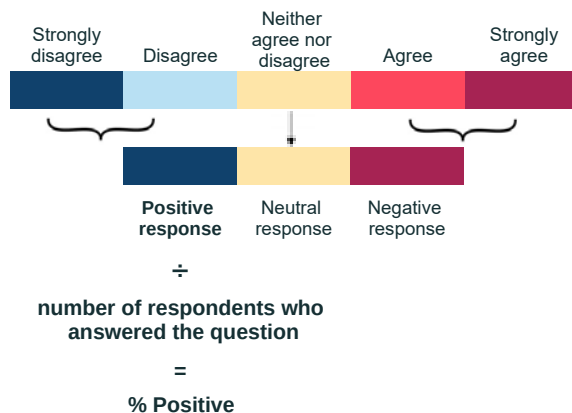
% Positive Score calculation

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



Calculation of index scores

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Rounding

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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.