



Highlights Report

DEFENCE

Responses:

13,421 of 21,105

Response rate:

64%

2026 APS

Employee Census

4 May–5 June

Have
your
say



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	89%
I understand how my role contributes to achieving an outcome for the Australian public	89%
I suggest ideas to improve our way of doing things	89%
I feel committed to my agency's goals	86%
I believe strongly in the purpose and objectives of my agency	86%

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>	38%
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>	36%
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>	35%
Change is managed well in my agency	35%
I feel burned out by my work <i>[Reverse scored: % Negative score represents those who responded Agree or Strongly agree]</i>	31%

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: Resistance to experimentation with new ideas *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*

56%

+1

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

33%

+1

Barrier to you performing at your best: The internal communication 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]*

45%

+1

I suggest ideas to improve our way of doing things

89%

0

My workgroup has the appropriate skills, capabilities and knowledge to perform well

72%

0

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 fairly remunerated (e.g. salary, superannuation) for the work that I do

56%

-4

I am satisfied with the stability and security of my job

84%

-4

Barrier to you performing at your best: The lack of access to learning and development opportunities *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*

66%

-4

Relationships at work are strained *[Reverse scored: % Positive score represents those who responded Rarely or Never]*

53%

-3

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

69%

-3

Agency index scores

	2026 Score	APS Overall	Agency Rank
This table displays the overall index scores for your agency compared to the overall index scores for the APS. The ranks are to assist you to see where your agency sits in comparison to the overall APS index score and the scores of other agencies. E.g. a rank of 1 would indicate the highest score of all participating agencies.			
Employee Engagement Index	74	74	69 of 112
Immediate Supervisor Index	74	77	94 of 112
SES Manager Index	67	69	79 of 112
Communication Index	65	69	83 of 112
Enabling Innovation Index	66	67	77 of 112
Speak Up Culture Index	71	74	103 of 112
Wellbeing Policies and Support Index	67	70	89 of 112

Employee Engagement
Index Score:

74

Difference in %
positive from
2025

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**Larger
operational
agencies**

Difference in %
positive from
**Extra large
sized
agencies**

-1

0

0

0

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%	16%	13%	-2	-4	-4	-4
Say	I am proud to work in my agency	80%	15%	5%	-1	+1	+3	+3
Say	I would recommend my agency as a good place to work	71%	18%	11%	-3	-3	-2	-2
Say	I believe strongly in the purpose and objectives of my agency	86%	11%	3%	-1	0	0	+1
Stay	I feel a strong personal attachment to my agency	65%	24%	11%	0	+2	+1	+1
Stay	I feel committed to my agency's goals	86%	11%	3%	-1	0	0	0
Strive	I suggest ideas to improve our way of doing things	89%	9%	2%	0	+2	+3	+4
Strive	I am happy to go the 'extra mile' at work when required	89%	7%	3%	-1	+1	+1	+1
Strive	I work beyond what is required in my job to help my agency achieve its objectives	76%	20%	4%	-2	-1	-1	-1
Strive	My agency really inspires me to do my best work every day	61%	26%	13%	-2	-2	-2	-3

Key drivers of employee engagement index

			% Positive	Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
Drivers of Employee Engagement	1.	My job gives me opportunities to utilise my skills	76%	-1	-2	-1	-1
	2.	My agency inspires me to come up with new or better ways of doing things	54%	-3	-4	-4	-5
	3.	I am supported to use my expertise to provide frank and fearless advice	68%	-2	0	-1	-1
	4.	The culture in my agency supports people to act with integrity	74%	-2	-5	-5	-5
Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores.	5.	Where appropriate, I am able to take part in decisions that affect my job	69%	-3	0	+1	+1
	6.	My agency supports and actively promotes an inclusive workplace culture	76%	-1	-6	-6	-6
Develop actions and activities to improve upon these to drive higher levels of performance.							

Leadership - immediate supervisor

Immediate Supervisor
Index Score:

74

Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
-1	-3	-3	-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	74%	15%	10%	-1	-5	-5	-5
My supervisor can deliver difficult advice whilst maintaining relationships	74%	16%	10%	-2	-5	-5	-5
My supervisor invites a range of views, including those different to their own	78%	13%	9%	-1	-4	-3	-3
My supervisor encourages my team to regularly review and improve our work	77%	15%	8%	-1	-6	-6	-6
My supervisor is invested in my development	73%	16%	10%	-2	-4	-3	-3
My supervisor ensures that my workgroup delivers on what we are responsible for	83%	11%	6%	-1	-4	-4	-4

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	73%	16%	11%	-1	-6	-6	-7
My immediate supervisor encourages me	71%	19%	10%	-1	-5	-5	-5
My supervisor actively ensures that everyone can be included in workplace activities	79%	13%	8%	-1	-5	-5	-5
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	77%	15%	8%	-1	-4	-3	-3

Leadership - SES manager

SES Manager
Index Score:

67

Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
-1	-2	-1	-1

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	64%	22%	13%	-1	-5	-4	-4
My SES manager presents convincing arguments and persuades others towards an outcome	58%	31%	11%	-2	-3	0	0
My SES manager promotes cooperation within and between agencies	66%	27%	7%	-1	-2	+1	+1
My SES manager encourages innovation and creativity	62%	28%	10%	-1	-5	-3	-4
My SES manager creates an environment that enables us to deliver our best	60%	26%	14%	-2	-5	-4	-4
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	70%	23%	7%	-1	-4	-2	-2

Other similar questions

In my agency, the SES work as a team	51%	32%	17%	-3	-4	-4	-5
In my agency, the SES clearly articulate the direction and priorities for our agency	60%	25%	15%	-1	-4	-5	-5
My SES manager routinely promotes the use of data and evidence to deliver outcomes	64%	28%	8%	0	-4	-3	-3

Communication
Index Score:

65

Difference in %
positive from
2025

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**Larger
operational
agencies**

Difference in %
positive from
**Extra large
sized
agencies**

-1

-4

-3

-4

Communication

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

	% Positive	% Neutral	% Negative				
My supervisor communicates effectively	75%	13%	12%	-2	-6	-6	-6
My SES manager communicates effectively	64%	22%	14%	-1	-5	-4	-4
Internal communication within my agency is effective	52%	25%	23%	-2	-7	-8	-9

Change

Difference in %
positive from
2025

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**Larger
operational
agencies**

Difference in %
positive from
**Extra large
sized
agencies**

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	56%	22%	23%	-1	-10	-10	-10
Staff are consulted about change at work	45%	36%	19%	-1	-4	-5	-5
Change is managed well in my agency	35%	30%	35%	-2	-8	-10	-11

Enabling Innovation
Index Score:

66

Difference in %
positive from
2025

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**Larger
operational
agencies**

Difference in %
positive from
**Extra large
sized
agencies**

-1

-2

-1

-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	85%	11%	4%	-1	+2	+4	+4
My immediate supervisor encourages me to come up with new or better ways of doing things	73%	17%	9%	-1	-3	-2	-2
People are recognised for coming up with new and innovative ways of working	54%	29%	16%	-2	-9	-9	-9
My agency inspires me to come up with new or better ways of doing things	54%	30%	16%	-3	-4	-4	-5
My agency recognises and supports the notion that failure is a part of innovation	47%	35%	18%	-2	-3	-5	-5

Speak Up Culture
Index Score:

71

Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
-	-3	-2	-2

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	77%	14%	9%	-1	-5	-4	-4
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	84%	10%	6%	-1	-4	-4	-4
The people in my workgroup are able to bring up problems and tough issues	75%	15%	10%	-1	-4	-4	-4
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>	63%	23%	14%	0	-4	-1	0

Wellbeing Policies and Support Index Score:

67

Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
-1	-3	-3	-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	66%	22%	12%	-2	-4	-4	-4
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	59%	25%	16%	-1	-9	-9	-10
My agency does a good job of promoting health and wellbeing	61%	25%	14%	-2	-7	-8	-8
I think my agency cares about my health and wellbeing	62%	23%	15%	-3	-3	-3	-3
I believe my immediate supervisor cares about my health and wellbeing	84%	10%	6%	-1	-3	-1	-1

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	73%	12%	15%	0	-2	-1	-2
I receive the respect I deserve from my colleagues at work	75%	19%	6%	-1	-5	-5	-5
My agency supports and actively promotes an inclusive workplace culture	76%	15%	8%	-1	-6	-6	-6

	%	Difference from 2025	Difference from APS overall	Difference from Larger operational agencies	Difference from Extra large sized agencies
In general, would you say that your health is:					
Excellent	11%	0	-1	0	0
Very good	33%	-1	-1	0	0
Good	38%	0	+1	0	-1
Fair	14%	0	+1	0	0
Poor	3%	0	0	0	0
What best describes your current workload?					
Well above capacity – too much work	21%	-1	+4	+4	+5
Slightly above capacity – lots of work to do	39%	-1	-1	-1	-1
At capacity – about the right amount of work to do	31%	+1	-5	-7	-7
Slightly below capacity – available for more work	7%	0	+2	+2	+2
Well below capacity – not enough work	2%	0	+1	+1	+1

	%	Difference from 2025	Difference from APS overall	Difference from Larger operational agencies	Difference from Extra large sized agencies
How often do you find your work stressful?					
Always	5%	0	0	-1	-1
Often	23%	0	-1	-1	-1
Sometimes	49%	0	-1	0	0
Rarely	21%	0	+1	+2	+2
Never	2%	0	0	0	0
To what extent is your work emotionally demanding?					
To a very large extent	7%	+1	-1	-2	-2
To a large extent	19%	0	-1	-2	-3
Somewhat	39%	0	0	0	0
To a small extent	25%	-1	+1	+3	+3
To a very small extent	10%	0	0	+1	+2
I feel burned out by my work					
Strongly agree	9%	+1	0	0	0
Agree	22%	0	0	-1	-1
Neither agree nor disagree	32%	0	0	-1	-1
Disagree	29%	-1	0	+1	+1
Strongly disagree	7%	0	0	0	+1

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
	% Positive	% Neutral	% Negative				
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	85%	9%	7%	-1	-2	0	0

	%	Difference from 2025	Difference from APS overall	Difference from Larger operational agencies	Difference from Extra large sized agencies
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	6%	0	-7	-7	-7
Flexible hours of work	36%	-1	+5	+4	+4
Compressed work week	5%	+1	-2	-2	-1
Job sharing	0%	0	0	0	0
Working away from the office/working from home	63%	+1	-7	-4	-3
None of the above	24%	-1	+7	+5	+5
Working away from the office					
All of the time	6%	+1	-3	-2	-1
Some of the time as a regular arrangement	41%	+2	-12	-11	-10
Only on an irregular basis	16%	-1	+7	+8	+8
None of the time	37%	-1	+7	+4	+3
Did not disclose their arrangement	0%	0	0	0	0

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

Work environment

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
	% Positive	% Neutral	% Negative				
I am supported to use my expertise to provide frank and fearless advice	68%	19%	14%	-2	0	-1	-1
The people in my workgroup demonstrate stewardship	71%	21%	8%	-1	-6	-5	-5
The culture in my agency supports people to act with integrity	74%	15%	11%	-2	-5	-5	-5
I believe strongly in the purpose and objectives of the APS	86%	12%	2%	-1	-1	-1	-1
I feel a strong personal attachment to the APS	67%	24%	9%	-1	0	-2	-2
My workgroup considers the people and businesses affected by what we do	77%	16%	7%	-1	-7	-5	-5

Job satisfaction

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
	% Positive	% Neutral	% Negative				
I am satisfied with the recognition I receive for doing a good job	60%	22%	18%	-3	-6	-4	-4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	56%	19%	24%	-4	-5	-1	0
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	81%	11%	8%	-2	-2	0	0
I am satisfied with the stability and security of my job	84%	9%	6%	-4	+2	+1	0

Role clarity and autonomy

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
	% Positive	% Neutral	% Negative				
I understand how my role contributes to achieving an outcome for the Australian public	89%	8%	4%	-1	-3	-4	-3
I am clear what my duties and responsibilities are	76%	18%	7%	-1	-8	-9	-9
I have a choice in deciding how I do my work	72%	21%	7%	-1	+5	+9	+10
Where appropriate, I am able to take part in decisions that affect my job	69%	17%	14%	-3	0	+1	+1

	%	Difference from 2025	Difference from APS overall	Difference from Larger operational agencies	Difference from Extra large sized agencies
--	---	----------------------	-----------------------------	---	--

In the last month, please rate your workgroup's overall performance

Excellent	19%	0	-6	-5	-4
Very good	55%	-1	0	-1	-1
Average	21%	0	+5	+4	+4
Below average	3%	0	+1	+1	+1
Well below average	1%	0	0	0	0

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
--	--	--	--	------------------------------------	---	---	--

	% Positive	% Neutral	% Negative				
My workgroup has the appropriate skills, capabilities and knowledge to perform well	72%	16%	12%	0	-6	-5	-5
My workgroup has the tools and resources we need to perform well	47%	23%	30%	-2	-10	-12	-12
The people in my workgroup use time and resources efficiently	66%	21%	13%	-2	-7	-7	-7
My job gives me opportunities to utilise my skills	76%	14%	10%	-1	-2	-1	-1
During the last 12 months, the formal learning I have accessed has improved my performance	58%	30%	12%	-2	+1	-1	-1

	%	Difference from 2025	Difference from APS overall	Difference from Larger operational agencies	Difference from Extra large sized agencies
Which of the following statements best reflects your thoughts about working in your current position?					
I want to leave my position as soon as possible	12%	+2	+3	+3	+3
I want to leave my position within the next 12 months	24%	+1	+3	+5	+5
I want to stay working in my position for the next one to two years	38%	-1	-1	+2	+2
I want to stay working in my position for at least the next three years	27%	-1	-6	-9	-9
What best describes your plans involved with leaving your current position?					
I am planning to retire	8%	0	+3	+2	+2
I am pursuing another position within my agency	44%	-1	-1	-7	-8
I am pursuing a position in another agency	25%	0	0	+4	+5
I am pursuing work outside the Commonwealth public sector	9%	-1	0	+1	+1
It is the end of my non-ongoing, casual or contracted employment	1%	0	-1	0	0
Other	14%	+2	0	0	+1
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	16%	-	-	-	-
I am looking to further my skills in another area	10%	-	-	-	-
Senior leadership is of a poor quality	8%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	8%	-	-	-	-
My immediate supervisor's leadership is of a poor quality	8%	-	-	-	-

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.

Unacceptable behaviour - discrimination

	%	Difference from 2025	Difference from APS overall	Difference from Larger operational agencies	Difference from Extra large sized agencies
During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?					
Yes	9%	0	+1	0	0
No	91%	0	-1	0	0
Did this discrimination occur in your current agency?					
Yes	94%	+2	-2	-2	-1
No	6%	-2	+2	+2	+1
The discrimination came from: [Multiple Response]					
Within my agency	93%	+3	0	0	0
Another agency	5%	-3	+2	+2	+2
A customer, stakeholder or member of the public	4%	-3	-5	-6	-6
Other	5%	-1	+1	+1	+1
Did you report the discrimination?					
I reported the discrimination in accordance with my agency's policies and procedures	23%	+3	+2	+2	+1
It was reported by someone else	4%	-1	0	0	0
I did not report the discrimination	73%	-3	-3	-1	-1

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 2025	Difference from APS overall	Difference from Larger operational agencies	Difference from Extra large sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	12%	+1	+2	+2	+2
No	83%	-1	-2	-2	-2
Not sure	4%	0	0	0	0
Types of bullying or harassment experienced (3 highest responses):					
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	55%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	44%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	36%	-	-	-	-
Did you report the bullying or harassment?					
I reported the behaviour in accordance with my agency's policies and procedures	43%	+1	+4	+3	+3
It was reported by someone else	8%	-1	+1	+1	+1
I did not report the behaviour	49%	0	-5	-4	-4

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.

Unacceptable behaviour - corruption

	%	Difference from 2025	Difference from APS overall	Difference from Larger operational agencies	Difference from Extra large sized agencies
During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?					
Yes	3%	0	+1	+1	+1
No	91%	0	-1	-1	-1
Not sure	5%	0	+1	0	0
Prefer not to answer	2%	0	0	0	0
Which of the following reflects the conduct you witnessed? [Multiple Response]					
Abuse of office	68%	-	-	-	-
Adversely affecting the honesty or impartiality of a public official	36%	-	-	-	-
Misuse of information or documents	32%	-	-	-	-
A breach of public trust	24%	-	-	-	-
Did you report the conduct?					
I reported the behaviour in accordance with my agency's policies and procedures	32%	0	+7	+5	+4
It was reported by someone else	21%	-2	+4	+2	+2
I did not report the behaviour	48%	+2	-11	-7	-6

How do you describe your gender?	Responses
Man or male	47%
Woman or female	49%
Non-binary	0%
I use a different term	0%
Prefer not to say	3%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	11%
No	89%

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

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

Do you identify as culturally or linguistically diverse?	Responses
Yes	22%
No	78%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	76%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	15%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	5%
South-East Asian	9%
North-East Asian	2%
Southern and Central Asian	4%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	11%
No	73%
Maybe	11%
I am unsure what neurodivergent means	5%

DEFENCE - agency specific questions

				Difference in % positive from 2025
	% Positive	% Neutral	% Negative	
My immediate supervisor promotes a psychologically safe work environment and actively take measures to reduce risks	68%	23%	9%	-3
I have noticed an improvement in internal communication across Defence over the past 12 months	38%	44%	18%	-6

Taking action on census results

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Larger operational agencies	Difference in % positive from Extra large sized agencies
--	--	--	--	---	--	--	---

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	37%	33%	30%	-	-10	-10	-11

Use this page to start your local action plans

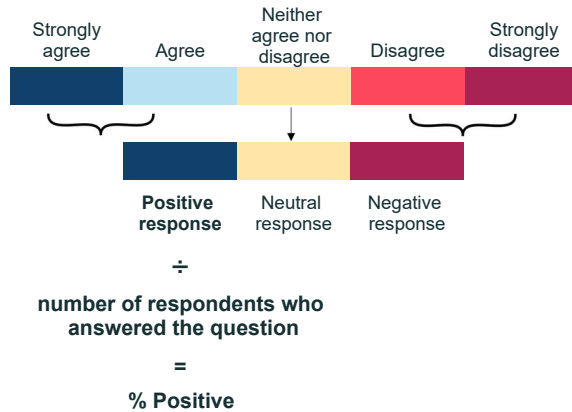
Identify areas to celebrate, areas which you need to investigate further and opportunities for improvement. Prioritise 3 areas to take forward.

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.				

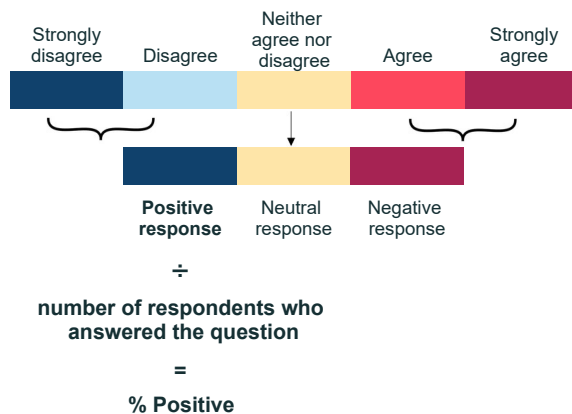
% Positive Score calculation

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.