

# 2025 APS Employee Census

5 May - 6 June

## Highlights Report

AHRC

Responses:

154 of 210

Response rate:

73%



# Exploring your results



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



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



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



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



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

# Employee Engagement: Say, Stay, Strive



## Employee Engagement

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

Your Employee Engagement Index score		78	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
Say	Overall, I am satisfied with my job	75	11 14	75%	+5 ↑	-2	-2	+2
	I am proud to work in my agency	90	7	90%	+7 ↑	+9 ↑	+5 ↑	+11 ↑
	I would recommend my agency as a good place to work	75	13 13	75%	+16 ↑	-2	-2	+8 ↑
	I believe strongly in the purpose and objectives of my agency	99		99%	+6 ↑	+10 ↑	+8 ↑	+10 ↑
Stay	I feel a strong personal attachment to my agency	78	14 8	78%	+12 ↑	+13 ↑	+10 ↑	+16 ↑
	I feel committed to my agency's goals	95		95%	+6 ↑	+8 ↑	+7 ↑	+9 ↑
Strive	I suggest ideas to improve our way of doing things	89	9	89%	+4	+3	0	-1
	I am happy to go the 'extra mile' at work when required	90	8	90%	+2	0	-1	+1
	I work beyond what is required in my job to help my agency achieve its objectives	81	14	81%	-4	+3	+3	+3
	My agency really inspires me to do my best work every day	69	21 10	69%	+12 ↑	+3	+1	+8 ↑

### 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		79	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	81	14	81%	+4	+1	+1	+3
	My supervisor can deliver difficult advice whilst maintaining relationships	81	12	81%	0	+1	+1	+3
	My supervisor invites a range of views, including those different to their own	87	8	87%	+8 ↑	+4	+3	+5 ↑
	My supervisor encourages my team to regularly review and improve our work	83	11	83%	+1	0	0	+3
	My supervisor is invested in my development	74	19	74%	-1	-4	-4	-1
	My supervisor ensures that my workgroup delivers on what we are responsible for	85	12	85%	-2	-3	-3	-1
<b>Other similar questions</b>								
	My supervisor provides me with helpful feedback to improve my performance	75	16	75%	-2	-4	-2	+1
	My immediate supervisor encourages me	78	15	78%	+1	+1	-1	+2
	My supervisor actively ensures that everyone can be included in workplace activities	87	8	87%	+3	+3	+3	+6 ↑
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	78	16	78%	-2	-3	-4	-2
<b>Key</b>		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*.

<b>Your SES Manager Index score</b>	<b>71</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
				+2	0	-1	+2

<b>SES Manager</b>	My SES manager clearly articulates the direction and priorities for our area	63	23	14	63%	-3	-8↓	-8↓	-2
	My SES manager presents convincing arguments and persuades others towards an outcome	70	21	9	70%	+3	+6↑	+3	+7↑
	My SES manager promotes cooperation within and between agencies	69	25		69%	+4	-1	-3	-1
	My SES manager encourages innovation and creativity	60	30	10	60%	-2	-8↓	-8↓	-4
	My SES manager creates an environment that enables us to deliver our best	66	21	13	66%	+8↑	-1	-2	+3
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	76	17		76%	+1	0	-2	+2

### Other similar questions

In my agency, the SES work as a team	59	27	14	59%	+8↑	0	+3	+7↑
In my agency, the SES clearly articulate the direction and priorities for our agency	68	19	13	68%	+9↑	+1	+4	+11↑
My SES manager routinely promotes the use of data and evidence to deliver outcomes	65	29		65%	+1	-4	-6↓	-3

<b>Key</b>	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.

<b>Your Communication Index score</b>	<b>70</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
				+7	0	0	+3

Communication	My supervisor communicates effectively	82	10	8	82%	+4	+1	+1	+4
	My SES manager communicates effectively	70	16	14	70%	+5	-1	-2	+3
	Internal communication within my agency is effective	59	18	23	59%	+22	-3	-1	+7

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	71	16	13	71%	+2	+4	+3	+5
	Staff are consulted about change at work	45	41	14	45%	+1	-7	-5	-1
	Change is managed well in my agency	38	30	32	38%	+1	-10	-6	-1

### Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Enabling Innovation



## Enabling Innovation

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

Your Enabling Innovation Index score		64	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies	
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	83	14	83%	+9 ↑	0	-3	-1	
	My immediate supervisor encourages me to come up with new or better ways of doing things	79	16	79%	+10 ↑	+3	0	+2	
	People are recognised for coming up with new and innovative ways of working	62	23	15	62%	+16 ↑	-2	-4	+2
	My agency inspires me to come up with new or better ways of doing things	47	30	22	47%	+14 ↑	-12 ↓	-13 ↓	-7 ↓
	My agency recognises and supports the notion that failure is a part of innovation	35	40	25	35%	+13 ↑	-16 ↓	-14 ↓	-7 ↓

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		71	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
					+5 ↑	-1	-2	0

Wellbeing Policies and Support	Statement	Score			% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
		Green	Yellow	Red					
	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	66	16	18	66%	+11 ↑	-7 ↓	-9 ↓	-4
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	78	13	10	78%	+17 ↑	+7 ↑	+4	+8 ↑
	My agency does a good job of promoting health and wellbeing	64	24	12	64%	+11 ↑	-6 ↓	-8 ↓	-2
	I think my agency cares about my health and wellbeing	71	12	18	71%	+6 ↑	+2	-2	+3
	I believe my immediate supervisor cares about my health and wellbeing	90			90%	+3	+3	+1	+3

### Other similar questions

Wellbeing	Statement	Score			% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
		Green	Yellow	Red					
	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	85		9	85%	+8 ↑	+9 ↑	+8 ↑	+10 ↑
	I receive the respect I deserve from my colleagues at work	85		11	85%	+1	+4	+3	+7 ↑
	My agency supports and actively promotes an inclusive workplace culture	79	10	11	79%	+18 ↑	-4	-4	+3

### Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Wellbeing

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>In general, would you say that your health is:</b>						
Excellent		<b>8%</b>	-2	-4	-5 ↓	-4
Very good		<b>36%</b>	+8 ↑	+1	-1	0
Good		<b>33%</b>	-9 ↓	-4	-2	-2
Fair		<b>17%</b>	0	+4	+5 ↑	+4
Poor		<b>6%</b>	+2	+3	+3	+3
<b>What best describes your current workload?</b>						
Well above capacity - too much work		<b>34%</b>	-5 ↓	+17 ↑	+16 ↑	+11 ↑
Slightly above capacity - lots of work to do		<b>39%</b>	+7 ↑	0	-1	-2
At capacity - about the right amount of work to do		<b>20%</b>	-1	-17 ↓	-13 ↓	-9 ↓
Slightly below capacity - available for more work		<b>5%</b>	-1	-1	-1	0
Well below capacity - not enough work		<b>1%</b>	0	0	0	0

## Key
























































At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Wellbeing

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>How often do you find your work stressful?</b>						
Always		<b>10%</b>	0	+5 	+6 	+6 
Often		<b>34%</b>	+1	+11 	+13 	+10 
Sometimes		<b>41%</b>	-6 	-9 	-10 	-9 
Rarely		<b>11%</b>	+2	-9 	-11 	-8 
Never		<b>3%</b>	+3	+1	+1	+1
<b>To what extent is your work emotionally demanding?</b>						
To a very large extent		<b>25%</b>	+3	+18 	+19 	+18 
To a large extent		<b>23%</b>	-5 	+3	+6 	+5 
Somewhat		<b>31%</b>	0	-9 	-8 	-10 
To a small extent		<b>14%</b>	-4	-10 	-13 	-11 
To a very small extent		<b>8%</b>	+6 	-2	-4	-2
<b>I feel burned out by my work</b>						
Strongly agree		<b>16%</b>	0	+9 	+9 	+7 
Agree		<b>30%</b>	+3	+9 	+11 	+8 
Neither agree nor disagree		<b>23%</b>	-3	-9 	-7 	-7 
Disagree		<b>20%</b>	-2	-11 	-13 	-10 
Strongly disagree		<b>10%</b>	+2	+2	+1	+2

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Flexible work



	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	98	98%	+4	+12 ↑	+10 ↑	+11 ↑
<b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>						
Part time		22%	-2	+9 ↑	+9 ↑	+10 ↑
Flexible hours of work		41%	+2	+11 ↑	+5 ↑	+5 ↑
Compressed work week		3%	+1	-2	-1	-4
Job sharing		1%	-1	0	0	0
Working away from the office/working from home		92%	+5 ↑	+25 ↑	+18 ↑	+18 ↑
None of the above		3%	-3	-17 ↓	-13 ↓	-11 ↓
<b>Working away from the office</b>						
All of the time		20%	-3	+13 ↑	+14 ↑	+12 ↑
Some of the time as a regular arrangement		64%	+3	+12 ↑	+9 ↑	+12 ↑
Only on an irregular basis		8%	+5 ↑	-1	-5 ↓	-5 ↓
None of the time		8%	-5 ↓	-25 ↓	-18 ↓	-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.

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Working in the APS

	Response scale			% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am supported to use my expertise to provide frank and fearless advice	64	22	14	64%	+4	-6 ↓	-6 ↓	-1
The people in my workgroup demonstrate stewardship	85	13		85%	+4	+9 ↑	+6 ↑	+7 ↑
The culture in my agency supports people to act with integrity	81	10	9	81%	+14 ↑	-1	-2	+6 ↑
I believe strongly in the purpose and objectives of the APS	89	8		89%	+10 ↑	+1	+1	+2
I feel a strong personal attachment to the APS	53	30	17	53%	+7 ↑	-16 ↓	-11 ↓	-7 ↓
My workgroup considers the people and businesses affected by what we do	95			95%	0	+10 ↑	+7 ↑	+9 ↑
The people in my workgroup value others' individual skills and talents	89			89%	-	+6 ↑	+3	+5 ↑
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	96			96%	-	+7 ↑	+6 ↑	+7 ↑
The people in my workgroup are able to bring up problems and tough issues	89	7		89%	+10 ↑	+9 ↑	+7 ↑	+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)	84	10		84%	-	+17 ↑	+11 ↑	+12 ↑

## Key



At least 5 percentage points greater than comparator



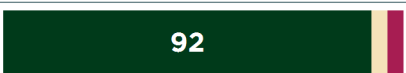



At least 5 percentage points less than comparator

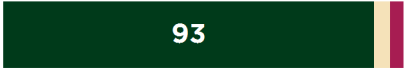



Positive Neutral Negative



# Job satisfaction

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I am satisfied with the recognition I receive for doing a good job	 70 15 15	70%	-2	+1	-2	+3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	 42 16 42	42%	+1	-24⬇️	-24⬇️	-24⬇️
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	 92	92%	+5⬆️	+8⬆️	+6⬆️	+6⬆️
I am satisfied with the stability and security of my job	 72 23	72%	+21⬆️	-14⬇️	-11⬇️	-8⬇️

# Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	 93	93%	0	0	0	+2
I am clear what my duties and responsibilities are	 83 12	83%	+2	-2	0	0
I have a choice in deciding how I do my work	 78 15	78%	+2	+10⬆️	+2	+4
Where appropriate, I am able to take part in decisions that affect my job	 70 13 16	70%	-1	-2	-4	0

## Key

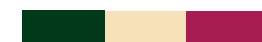


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Performance

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>In the last month, please rate your workgroup's overall performance</b>						
Excellent		<b>33%</b>	+1	+8	+7	+7
Very good		<b>54%</b>	-4	-3	-3	0
Average		<b>11%</b>	+3	-5	-3	-5
Below average		<b>1%</b>	0	-1	0	-1
Well below average		<b>1%</b>	0	0	0	0

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>87%</b>	-5	+8	+6	+8
My workgroup has the tools and resources we need to perform well		<b>39%</b>	-7	-20	-17	-10
The people in my workgroup use time and resources efficiently		<b>84%</b>	+2	+9	+7	+9
My job gives me opportunities to utilise my skills		<b>79%</b>	-8	0	-3	0
During the last 12 months, the formal learning I have accessed has improved my performance		<b>58%</b>	0	-1	+2	+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 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>Which of the following statements best reflects your thoughts about working in your current position?</b>						
I want to leave my position as soon as possible		<b>8%</b>	+1	0	+1	-1
I want to leave my position within the next 12 months		<b>23%</b>	-1	+2	+3	+3
I want to stay working in my position for the next one to two years		<b>41%</b>	0	+2	-2	0
I want to stay working in my position for at least the next three years		<b>28%</b>	0	-3	-2	-3
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		<b>0%</b>	-5	-5	-4	-3
I am pursuing another position within my agency		<b>20%</b>	+8	-26	-9	+3
I am pursuing a position in another agency		<b>30%</b>	+9	+5	-6	-19
I am pursuing work outside the APS		<b>24%</b>	+10	+15	+10	+10
It is the end of my non-ongoing, casual or contracted employment		<b>11%</b>	-22	+9	+6	+6
Other		<b>15%</b>	+1	+2	+2	+3

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Retention



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

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

Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b>					
I can receive a higher salary elsewhere	15%	-	-	-	-
I wish to pursue a promotion opportunity	12%	-	-	-	-
I am looking to further my skills in another area	12%	-	-	-	-
I am expected to do more work than I reasonably can	12%	-	-	-	-
Senior leadership is of a poor quality	12%	-	-	-	-

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Unacceptable behaviour



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

Discrimination	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>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?</b>						
Yes		9%	-4	+1	+3	+1
No		91%	+4	-1	-3	-1
<b>Did this discrimination occur in your current agency?</b>						
Yes		93%	-7⬇️	-1	-1	+1
No		7%	+7⬆️	+1	+1	-1
<b>The discrimination came from: [Multiple Response]</b>						
Within my agency		86%	-	-7⬇️	-8⬇️	-9⬇️
Another agency		7%	-	+3	+2	+2
A customer, stakeholder or member of the public		14%	-	+6⬆️	+9⬆️	+10⬆️
Other		0%	-	-4	-2	-2
<b>Did you report the discrimination?</b>						
I reported the discrimination in accordance with my agency's policies and procedures		21%	-	+3	+3	+1
It was reported by someone else		0%	-	-4	-4	-3
I did not report the discrimination		79%	-	+2	0	+3

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Unacceptable behaviour



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

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

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

Bullying and harassment	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>During the last 12 months, have you been subjected to bullying or harassment in your current workplace?</b>						
Yes		<b>9%</b>	-1	0	+1	-1
No		<b>87%</b>	+2	+2	0	+3
Not sure		<b>3%</b>	0	-1	-1	-2
<b>Types of bullying or harassment experienced (3 highest responses):</b>						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		<b>64%</b>	-	-	-	-
Deliberate exclusion from work-related activities		<b>29%</b>	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		<b>29%</b>	-	-	-	-
<b>Did you report the bullying or harassment?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		<b>14%</b>	-7↓	-23↓	-20↓	-19↓
It was reported by someone else		<b>7%</b>	+7↑	0	-1	0
I did not report the behaviour		<b>79%</b>	0	+23↑	+22↑	+19↑

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Unacceptable behaviour



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

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

Corruption	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>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?</b>						
Yes		<b>3%</b>	0	+1	+1	-1
No		<b>91%</b>	+1	-1	-1	+5
Not sure		<b>4%</b>	+1	0	0	-3
Prefer not to answer		<b>1%</b>	-2	0	0	-1

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

Abuse of office	<i>The data for this question has been hidden to preserve privacy.</i>
Misuse of information or documents	<i>The data for this question has been hidden to preserve privacy.</i>
A breach of public trust	<i>The data for this question has been hidden to preserve privacy.</i>
Adversely affecting the honesty or impartiality of a public official	<i>The data for this question has been hidden to preserve privacy.</i>

## Did you report the conduct?

I reported the behaviour in accordance with my agency's policies and procedures	<i>The data for this question has been hidden to preserve privacy.</i>
It was reported by someone else	<i>The data for this question has been hidden to preserve privacy.</i>
I did not report the behaviour	<i>The data for this question has been hidden to preserve privacy.</i>

### 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	16%
Woman or female	81%
Non-binary	2%
I use a different term	0%
Prefer not to say	1%

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

Do you have an ongoing disability?	Responses
Yes	19%
No	81%

Do you have carer responsibilities?	Responses
Yes	40%
No	60%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	19%
No	81%

Do you identify as culturally or linguistically diverse?	Responses
Yes	35%
No	65%

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	1%
New Zealander (excluding Maori)	4%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	2%
Anglo-European	26%
North-West European (excluding Anglo-European)	4%
Southern and Eastern European	5%
South-East Asian	11%
North-East Asian	4%
Southern and Central Asian	7%
North American	2%
South and Central American and Caribbean Islander	2%
North African and Middle Eastern	6%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	18%
No	70%
Maybe	11%
I am unsure what neurodivergent means	1%

# Agency position



## Agency position

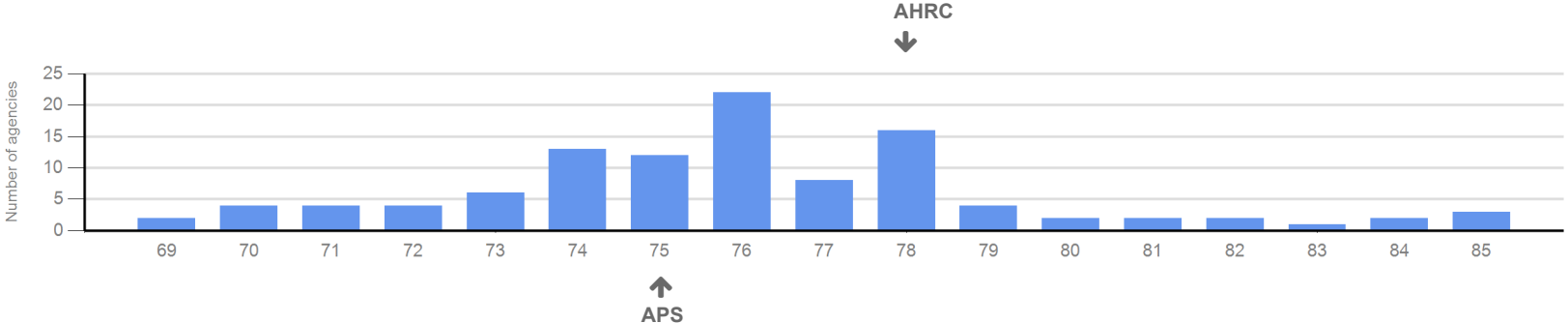
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

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

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

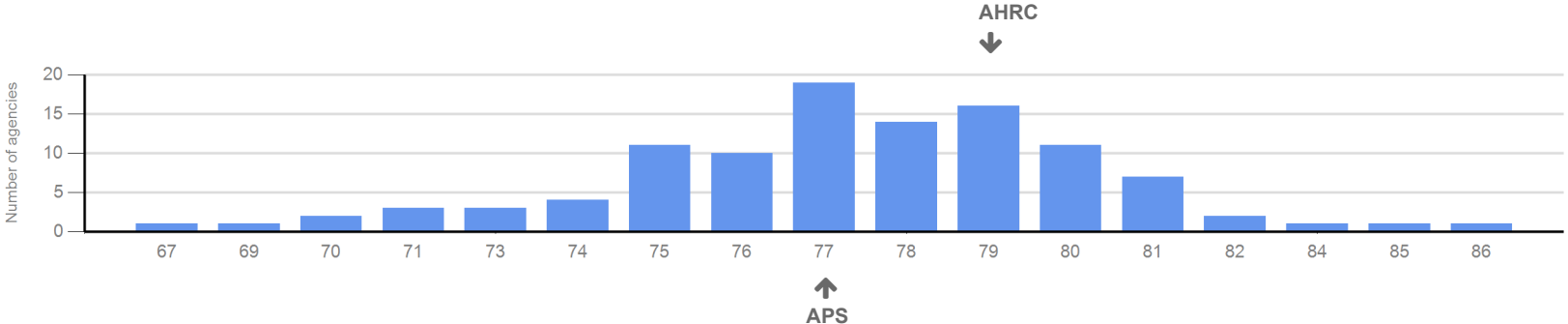
### Employee Engagement Index

Ranking : 19th of 107



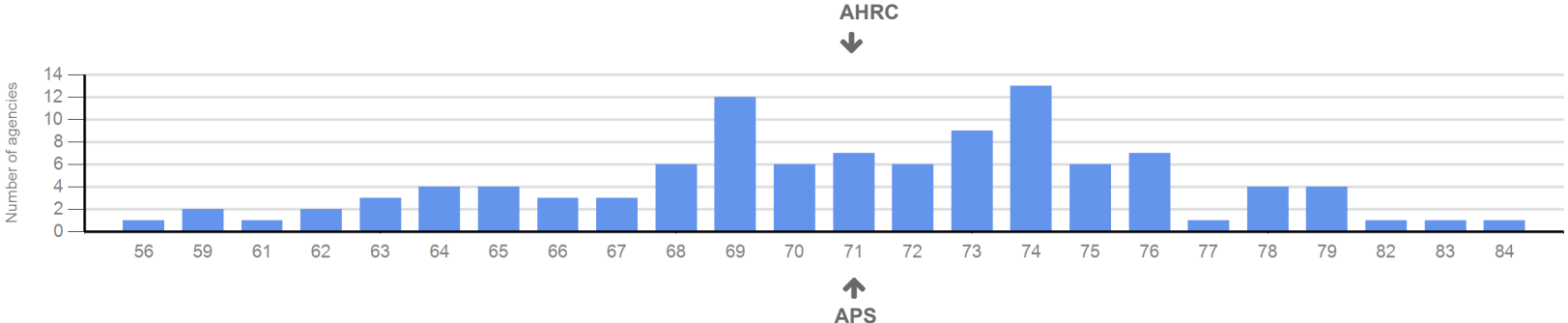
### Immediate Supervisor Index

Ranking : 34th of 107



### SES Manager Index

Ranking : 58th of 107



# Agency position



## Agency position

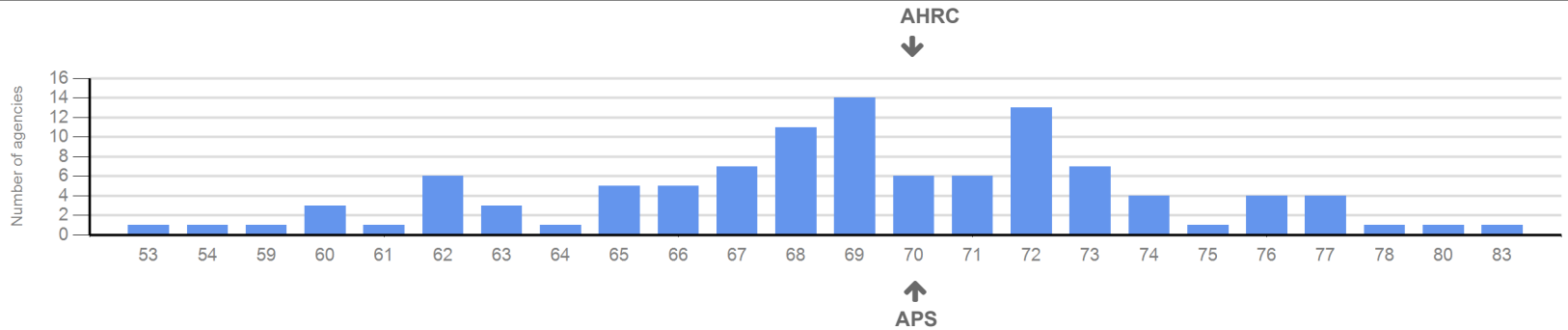
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

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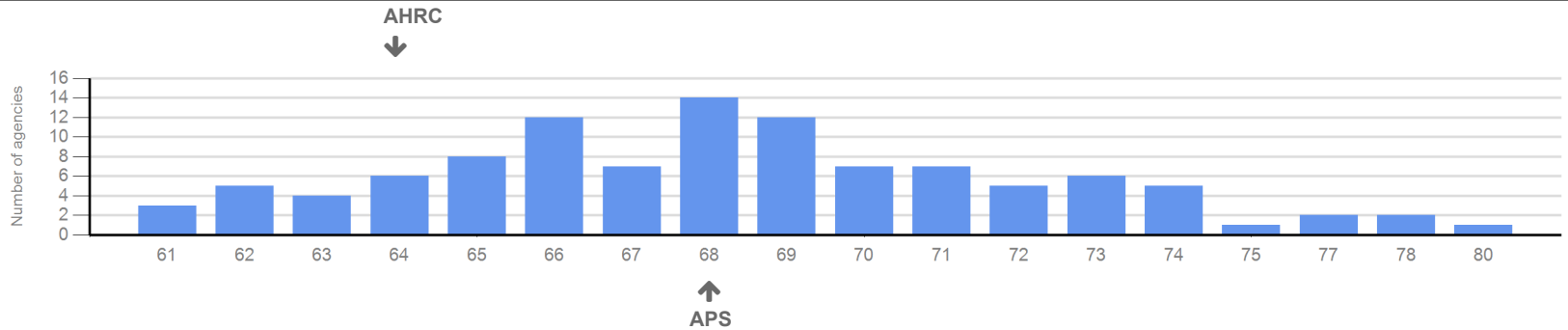
### Communication Index

Ranking : 46th of 107



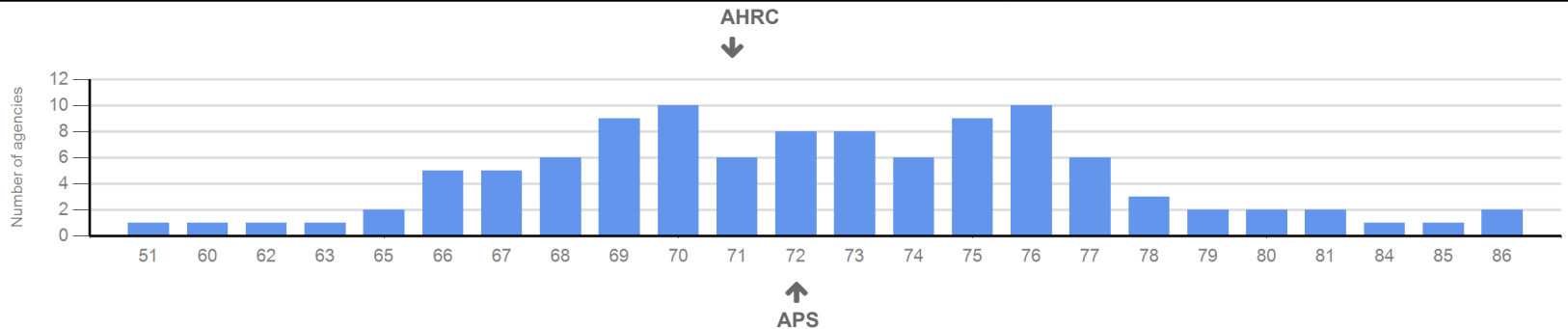
### Enabling Innovation Index

Ranking : 95th of 107



### Wellbeing Policies and Support Index

Ranking : 64th of 107



# Suggested questions to focus on



## What to focus on?

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

They are not necessarily the questions with the lowest scores.

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

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



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%  
Positive

Variance from 2024

Variance from APS overall

Variance from specialist agencies

Variance from small sized agencies

		% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from small sized agencies
<b>.1</b>	I am supported to use my expertise to provide frank and fearless advice	<b>64%</b>	+4	-6↓	-6↓	-1
<b>.2</b>	My SES manager creates an environment that enables us to deliver our best	<b>66%</b>	+8↑	-1	-2	+3
<b>.3</b>	My SES manager presents convincing arguments and persuades others towards an outcome	<b>70%</b>	+3	+6↑	+3	+7↑
<b>.4</b>	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	<b>76%</b>	+1	0	-2	+2
<b>.5</b>	The culture in my agency supports people to act with integrity	<b>81%</b>	+14↑	-1	-2	+6↑
<b>.6</b>	My SES manager routinely promotes the use of data and evidence to deliver outcomes	<b>65%</b>	+1	-4	-6↓	-3

# AHRC specific questions

	Response scale	% Positive	Variance from 2024
The Commission is committed to improving workplace culture	80	80%	-
I am able to raise matters to improve diversity, equity, inclusion and culture	74	74%	-
The Commission includes diverse voices in key decision making	56	56%	-
The Commission has taken proactive steps to increase ongoing employment opportunities where possible	73	73%	-
My Senior Leader has implemented divisional actions to enhance engagement, workload management and wellbeing in my Division	42	42%	-
Work priorities and workload are regularly discussed in my work group	74	74%	-
I am satisfied with professional development opportunities at the Commission	53	53%	-
I have been able to actively engage in how the Commission can support my wellbeing	48	48%	-
The systems at the Commission enable me to innovate in my work	27	27%	-
The Commission effectively manages and addresses inappropriate workplace behaviour including discrimination, bullying and harassment	43	43%	-

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# AHRC specific questions

	Response scale	% Positive	Variance from 2024
I understand the landscape the Commission operates in and it's role as Australia's National Human Rights Institution	99	99%	-
The President and Commissioners create an environment that enables us to deliver our best	61	61%	-
The President and Commissioners clearly articulate the direction and priorities of the Commission	64	64%	-
The President and Commissioners encourage collaboration and innovation	52	52%	-

## 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?

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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?

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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:

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



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

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

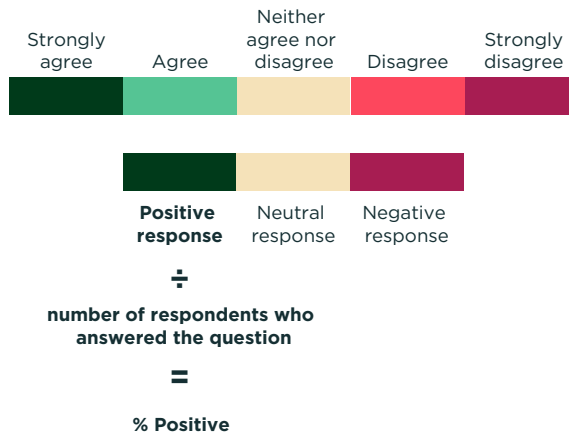
Prioritise 3 areas to take forward

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

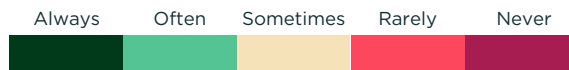
# Guide to this report

## % Positive

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



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



## Rounding

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

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

## Anonymity

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

## Comparisons

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

## Comparisons to previous years

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

