

# 2025 APS Employee Census

5 May - 6 June

## Highlights Report

ABS

Responses:  
2,870 of 3,417

Response rate:  
84%



# 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.



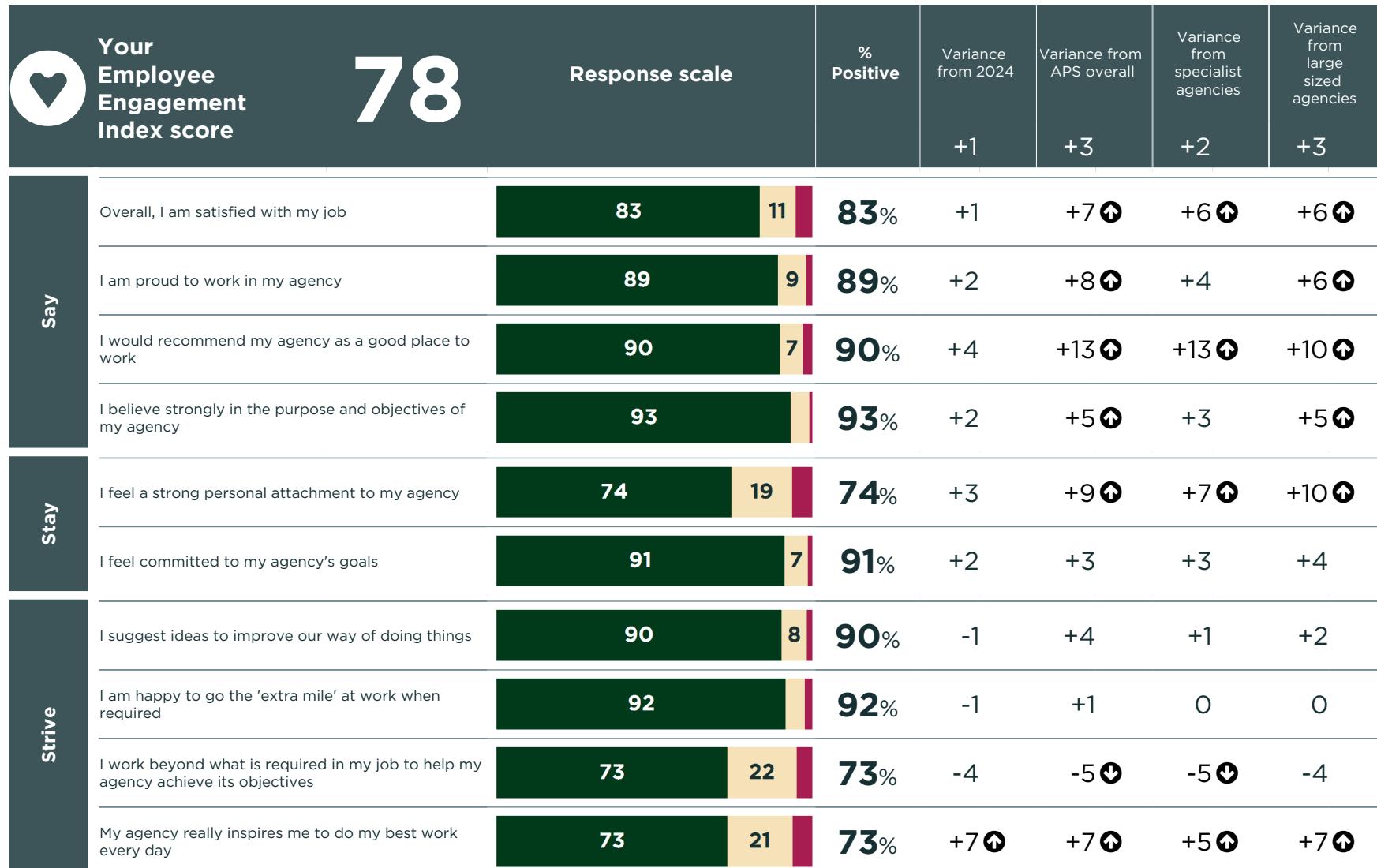
Generally a difference of -/+ 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

# 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

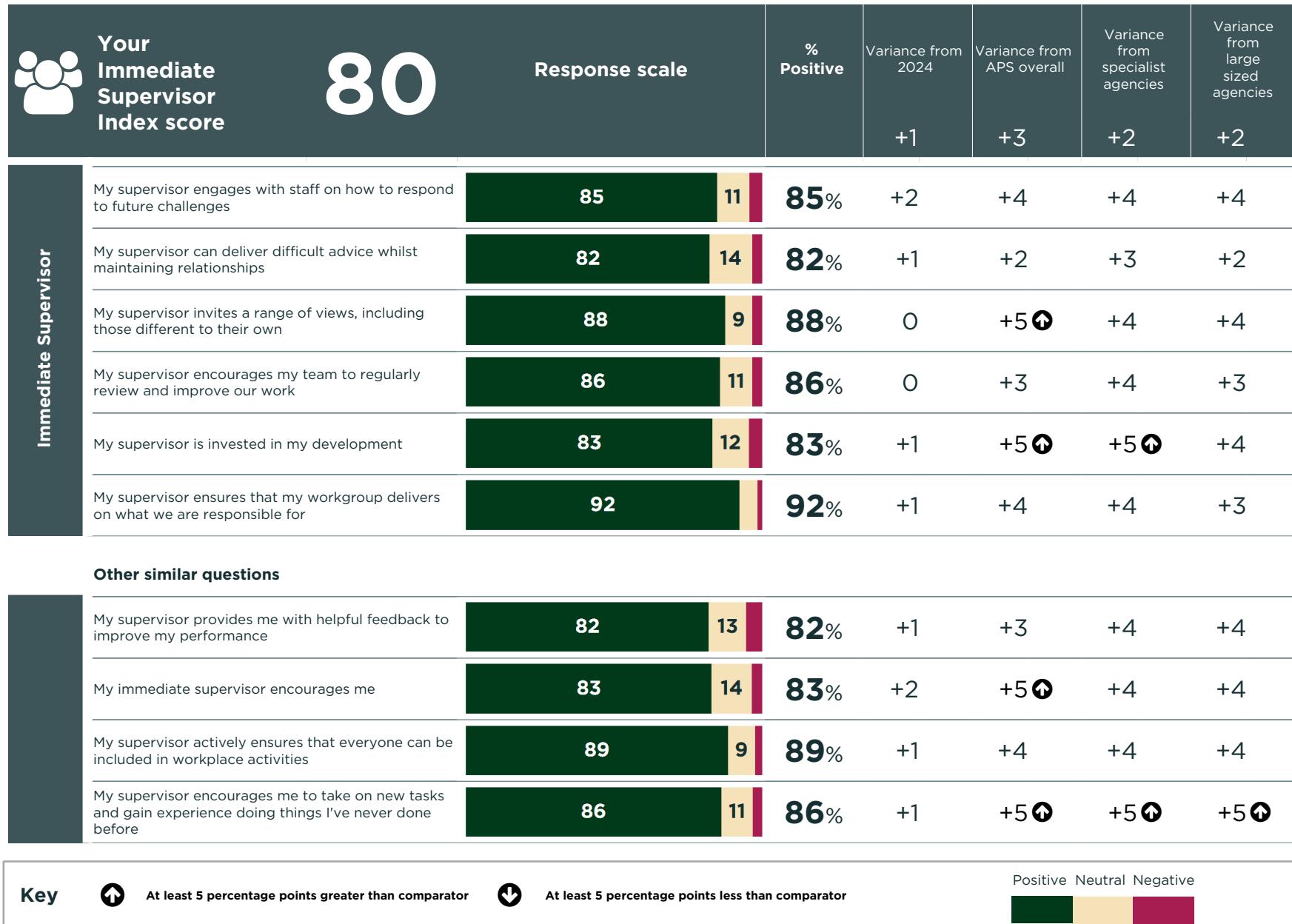


# Leadership - Immediate Supervisor



## 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*.

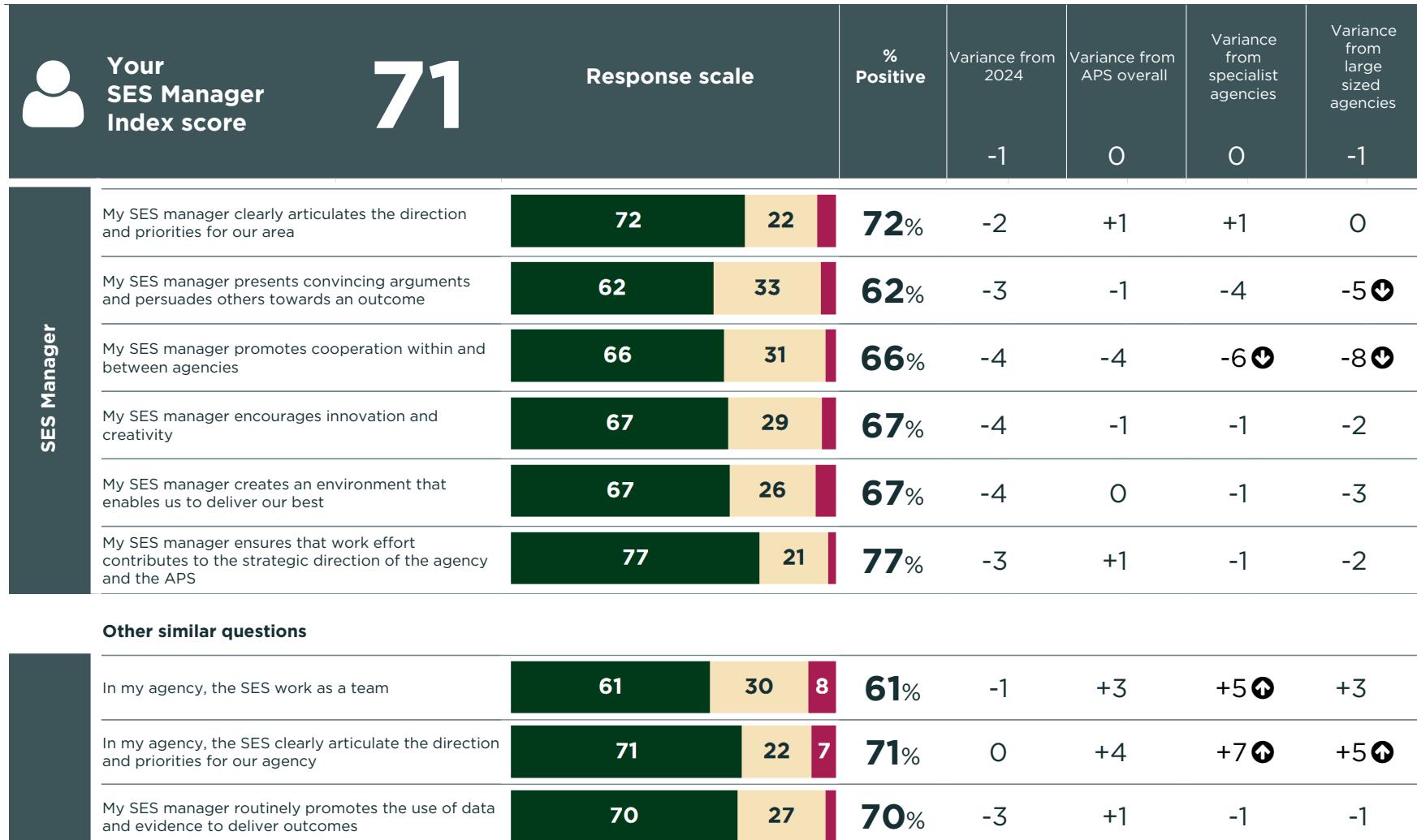


# Leadership - SES Manager



## 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*.



### Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

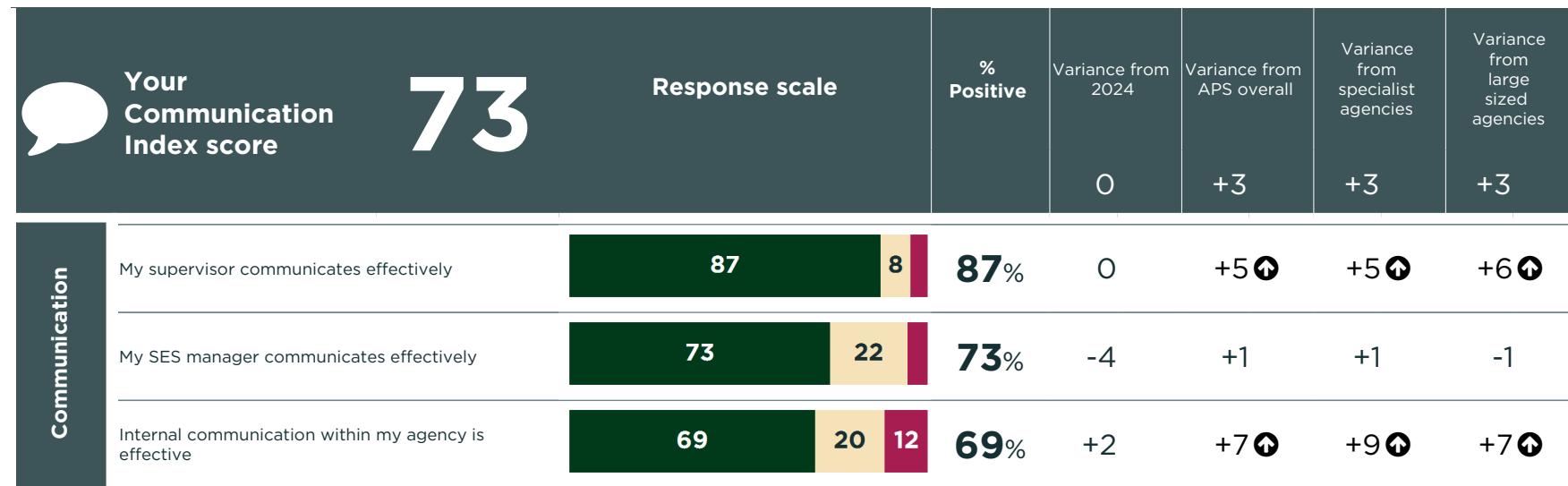


# Communication and change



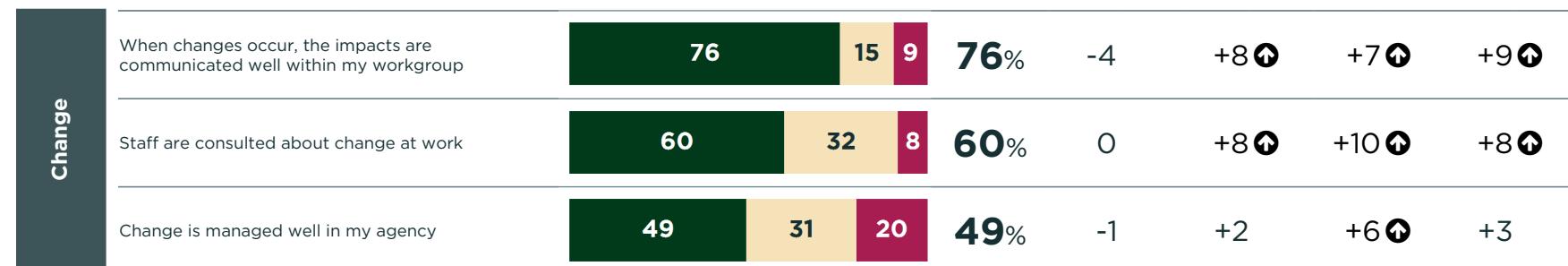
## Communication

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.



### Key

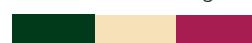


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

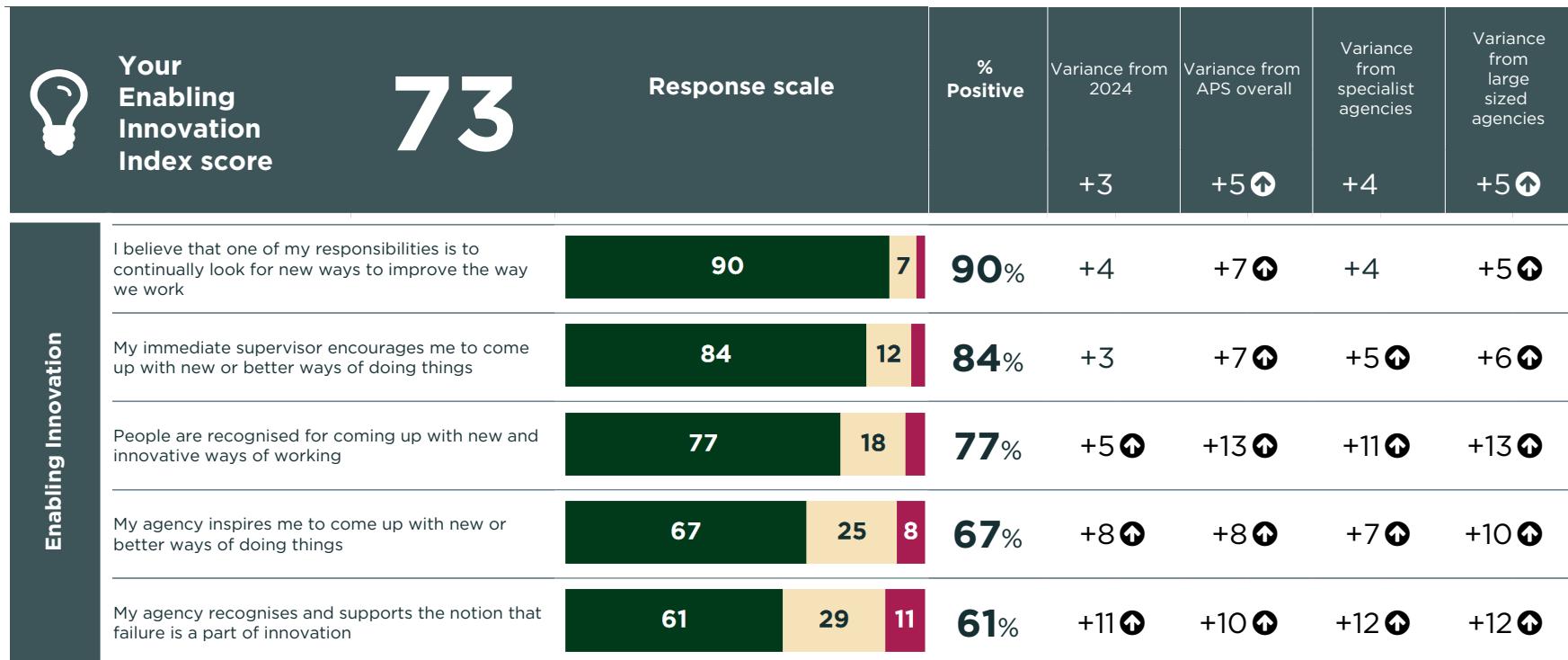


# Enabling Innovation



## 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

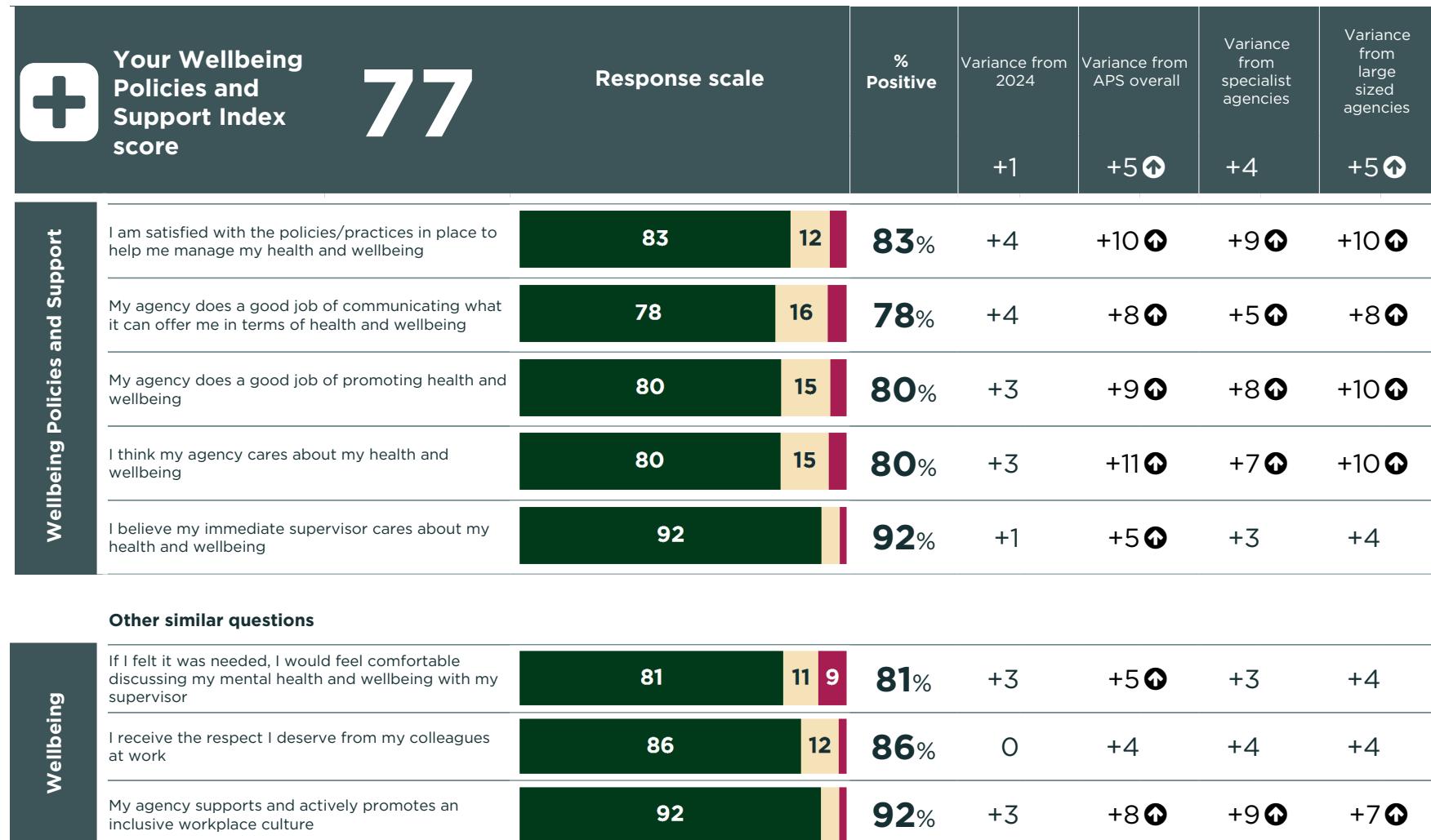


# Wellbeing Policies and Support

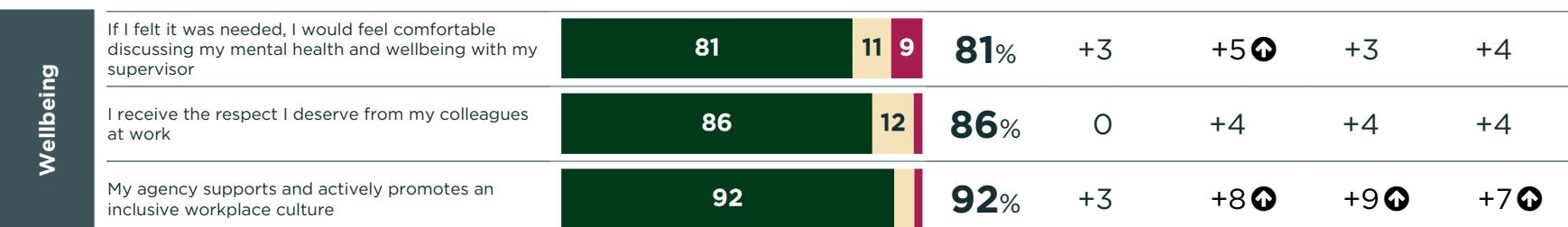


## Wellbeing

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



### Other similar questions



### 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 large sized agencies
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In general, would you say that your health is:

Excellent		<b>13%</b>	+2	+1	0	0
Very good		<b>35%</b>	0	0	-2	-1
Good		<b>37%</b>	-1	-1	+1	+1
Fair		<b>12%</b>	-2	-1	0	0
Poor		<b>3%</b>	0	0	0	0

What best describes your current workload?

Well above capacity - too much work		<b>13%</b>	-1	-3	-5 	-3
Slightly above capacity - lots of work to do		<b>40%</b>	-1	0	-1	+1
At capacity - about the right amount of work to do		<b>40%</b>	+2	+3	+6 	+5 
Slightly below capacity - available for more work		<b>7%</b>	0	+1	0	-1
Well below capacity - not enough work		<b>1%</b>	-1	0	-1	-1

## Key

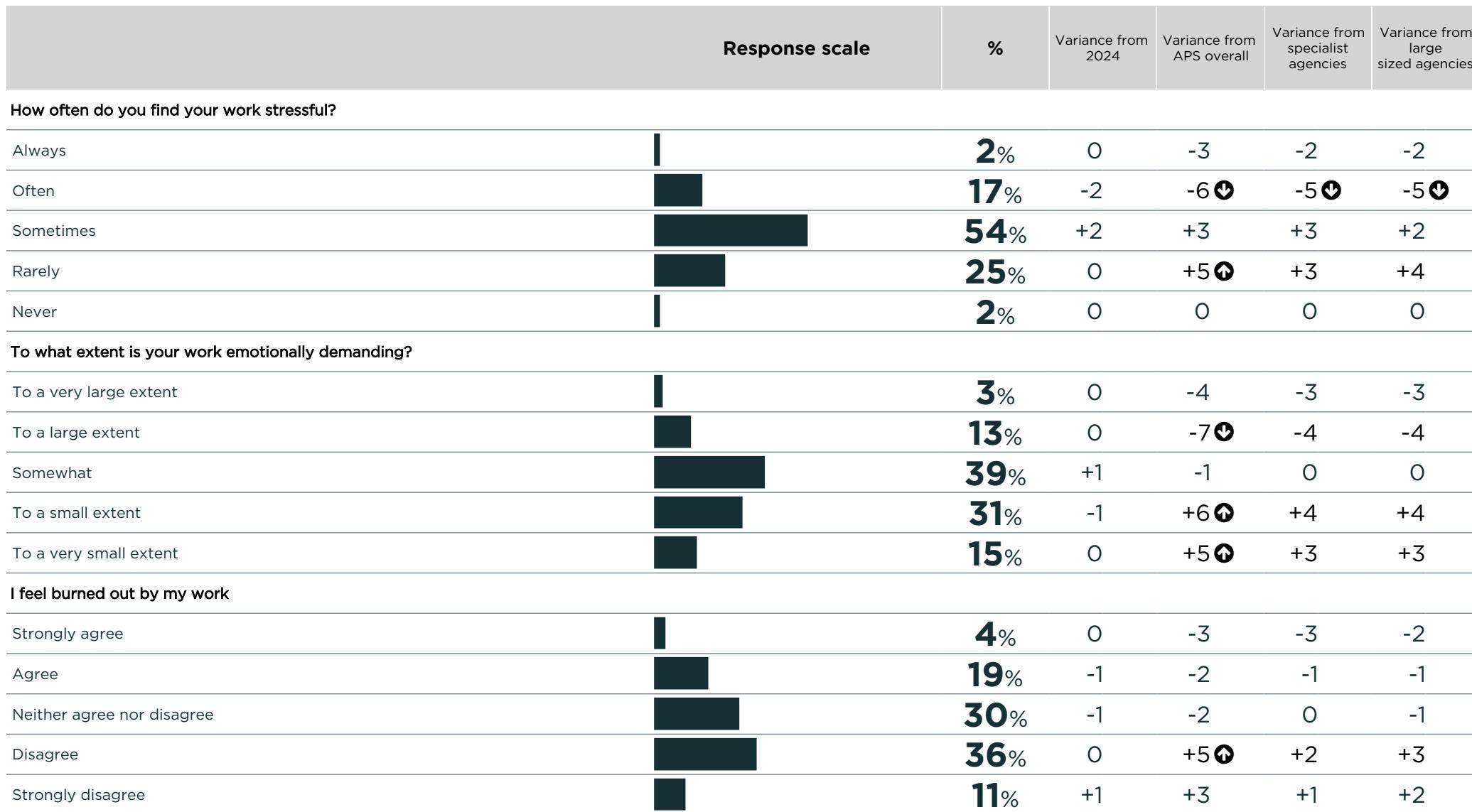


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Wellbeing



## Key

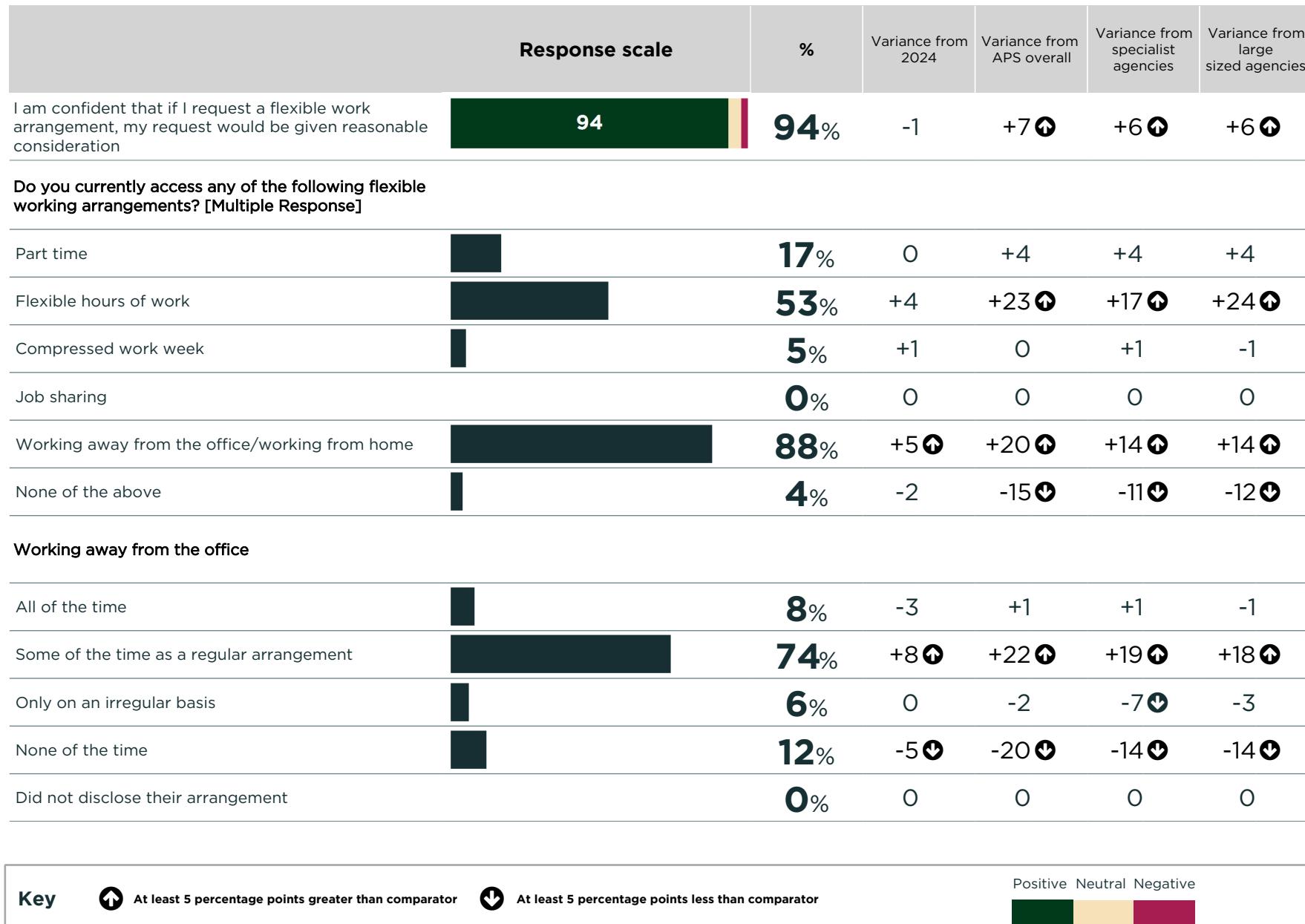


At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Flexible work



# Working in the APS

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from large sized agencies
I am supported to use my expertise to provide frank and fearless advice	76 	76%	+4	+6 	+6 	+6 
The people in my workgroup demonstrate stewardship	82 	82%	+1	+5 	+2	+4
The culture in my agency supports people to act with integrity	91 	91%	+4	+9 	+8 	+9 
I believe strongly in the purpose and objectives of the APS	91 	91%	+4	+2	+3	+2
I feel a strong personal attachment to the APS	69 	69%	+7 	+1	+5 	+1
My workgroup considers the people and businesses affected by what we do	91 	91%	-1	+6 	+3	+4
The people in my workgroup value others' individual skills and talents	90 	90%	-	+7 	+4	+6 
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	93 	93%	-	+4	+3	+3
The people in my workgroup are able to bring up problems and tough issues	88 	88%	+1	+8 	+6 	+7 
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)	79 	79%	-	+12 	+6 	+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 2024	Variance from APS overall	Variance from specialist agencies	Variance from large sized agencies	
I am satisfied with the recognition I receive for doing a good job	78	14 8	78%	0	+9 	+7 	+6 
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	66	18 16	66%	0	0	0	-6 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	93	1	93%	0	+8 	+7 	+6 
I am satisfied with the stability and security of my job	88	1	88%	+2	+2	+5 	+3

# Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from large sized agencies	
I understand how my role contributes to achieving an outcome for the Australian public	95	1	95%	0	+3	+3	+3
I am clear what my duties and responsibilities are	86	11	86%	+4	+2	+3	+3
I have a choice in deciding how I do my work	81	16	81%	+1	+13 	+5 	+7 
Where appropriate, I am able to take part in decisions that affect my job	81	13	81%	+1	+9 	+7 	+7 

## 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 large sized agencies
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In the last month, please rate your workgroup's overall performance

Excellent		<b>28%</b>	-4	+3	+2	+3
Very good		<b>58%</b>	+1	+1	+1	0
Average		<b>13%</b>	+2	-3	-2	-2
Below average		<b>1%</b>	0	-1	-1	-1
Well below average		<b>0%</b>	0	0	0	0

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from large sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well		<b>83%</b>	0	+4	+2	+3
My workgroup has the tools and resources we need to perform well		<b>61%</b>	-1	+1	+4	+2
The people in my workgroup use time and resources efficiently		<b>81%</b>	-1	+7	+4	+7
My job gives me opportunities to utilise my skills		<b>84%</b>	0	+5	+3	+4
During the last 12 months, the formal learning I have accessed has improved my performance		<b>53%</b>	0	-6	-4	-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 large 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>5%</b>	-1	-3	-2	-3
I want to leave my position within the next 12 months		<b>16%</b>	-4	-5	-3	-7
I want to stay working in my position for the next one to two years		<b>47%</b>	+5	+8	+5	+5
I want to stay working in my position for at least the next three years		<b>31%</b>	-1	0	0	+5
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		<b>3%</b>	-1	-1	0	0
I am pursuing another position within my agency		<b>50%</b>	-2	+5	+22	+8
I am pursuing a position in another agency		<b>18%</b>	+2	-7	-18	-9
I am pursuing work outside the APS		<b>10%</b>	-2	+1	-4	0
It is the end of my non-ongoing, casual or contracted employment		<b>3%</b>	-1	+1	-2	0
Other		<b>16%</b>	+4	+2	+2	+1

## 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 large sized agencies
<b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b>						
I wish to pursue a promotion opportunity		<b>23%</b>	-	-	-	-
I want to try a different type of work or I'm seeking a career change		<b>15%</b>	-	-	-	-
I am looking to further my skills in another area		<b>14%</b>	-	-	-	-
I have achieved all I can in my current position		<b>7%</b>	-	-	-	-
I am not satisfied with the work		<b>6%</b>	-	-	-	-

## 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 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		<b>4%</b>	-1	-4	-2	-3
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No		<b>96%</b>	+1	+4	+2	+3
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Did this discrimination occur in your current agency?

Yes		<b>95%</b>	+1	+1	+1	+1
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No		<b>5%</b>	-1	-1	-1	-1
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The discrimination came from: [Multiple Response]

Within my agency		<b>96%</b>	-	+3	+2	+2
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Another agency		<b>0%</b>	-	-4	-5	-5
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A customer, stakeholder or member of the public		<b>5%</b>	-	-3	0	-1
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Other		<b>4%</b>	-	-1	+1	0
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Did you report the discrimination?

I reported the discrimination in accordance with my agency's policies and procedures		<b>16%</b>	-	-3	-2	-1
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It was reported by someone else		<b>5%</b>	-	+1	+2	+1
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I did not report the discrimination		<b>79%</b>	-	+2	+1	0
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### Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

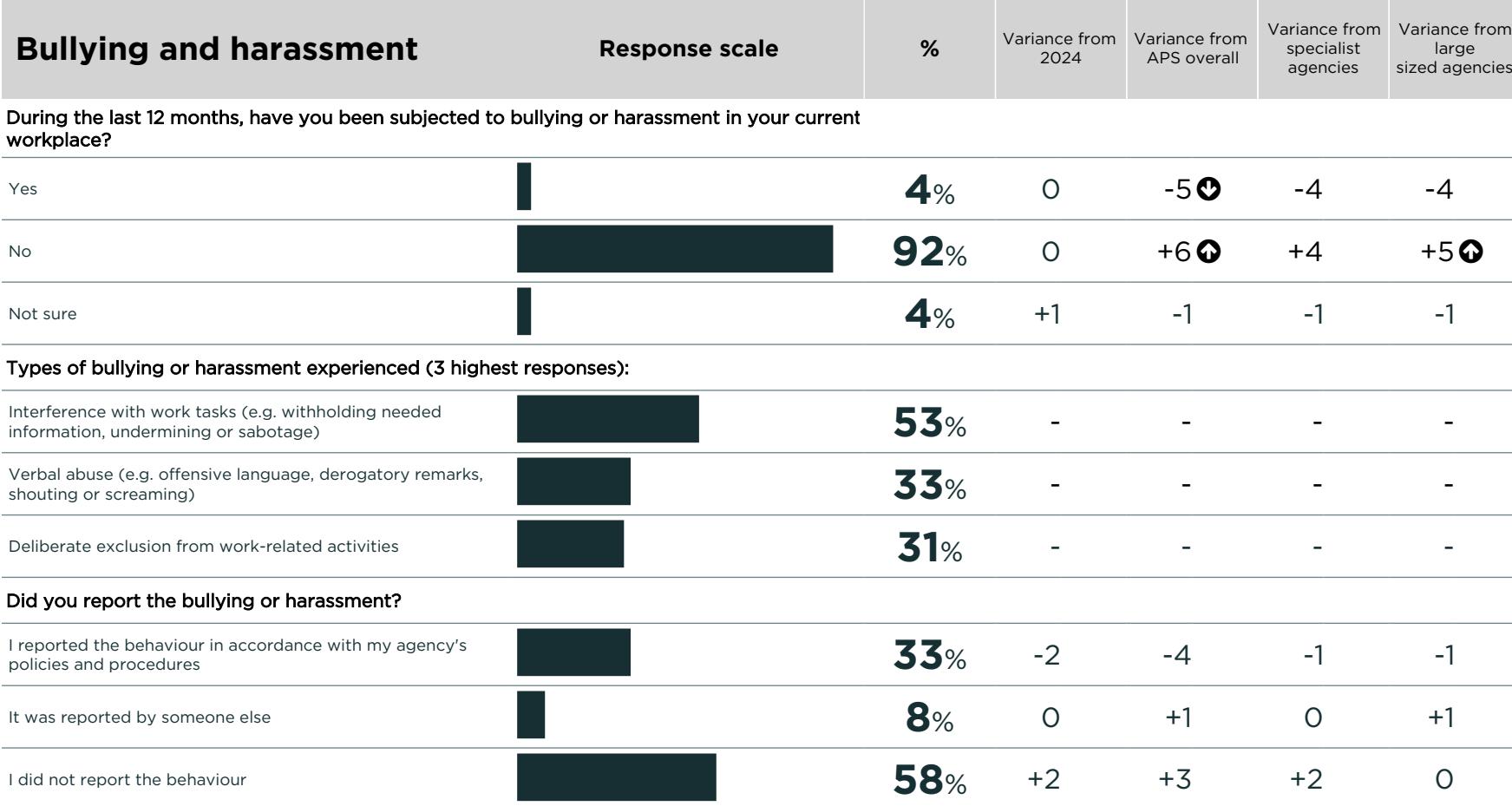
# Unacceptable behaviour



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.



## 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 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	1%	-1	-1	-1	-1
No	96%	+1	+4	+4	+3
Not sure	2%	0	-2	-2	-2
Prefer not to answer	1%	-1	-1	-1	-1

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

Abuse of office	61%	-	-	-	-
Adversely affecting the honesty or impartiality of a public official	35%	-	-	-	-
Misuse of information or documents	22%	-	-	-	-
A breach of public trust	17%	-	-	-	-

Did you report the conduct?

I reported the behaviour in accordance with my agency's policies and procedures	9%	-23	23	-17	17	-10	10	-15	15
It was reported by someone else	9%	-17	17	-9	9	-6	6	-7	7
I did not report the behaviour	83%	+40	40	+25	25	+16	16	+22	22

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Demographics

<b>How do you describe your gender?</b>		<b>Responses</b>
Man or male		47%
Woman or female		48%
Non-binary		1%
I use a different term		0%
Prefer not to say		3%

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

<b>Do you have an ongoing disability?</b>		<b>Responses</b>
Yes		12%
No		88%

<b>Do you have carer responsibilities?</b>		<b>Responses</b>
Yes		41%
No		59%

<b>Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?</b>		<b>Responses</b>
Yes		12%
No		88%

<b>Do you identify as culturally or linguistically diverse?</b>		<b>Responses</b>
Yes		26%
No		74%

<b>How would you describe your cultural background? [Multiple Response]</b>		<b>Responses</b>
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)		75%
Australian Aboriginal and/or Torres Strait Islander		2%
New Zealander (excluding Maori)		1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian		0%
Anglo-European		17%
North-West European (excluding Anglo-European)		4%
Southern and Eastern European		8%
South-East Asian		12%
North-East Asian		5%
Southern and Central Asian		5%
North American		1%
South and Central American and Caribbean Islander		0%
North African and Middle Eastern		1%
Sub-Saharan African		1%

<b>Do you consider yourself to be neurodivergent?</b>		<b>Responses</b>
Yes		13%
No		69%
Maybe		15%
I am unsure what neurodivergent means		3%

# Agency position



## Agency position

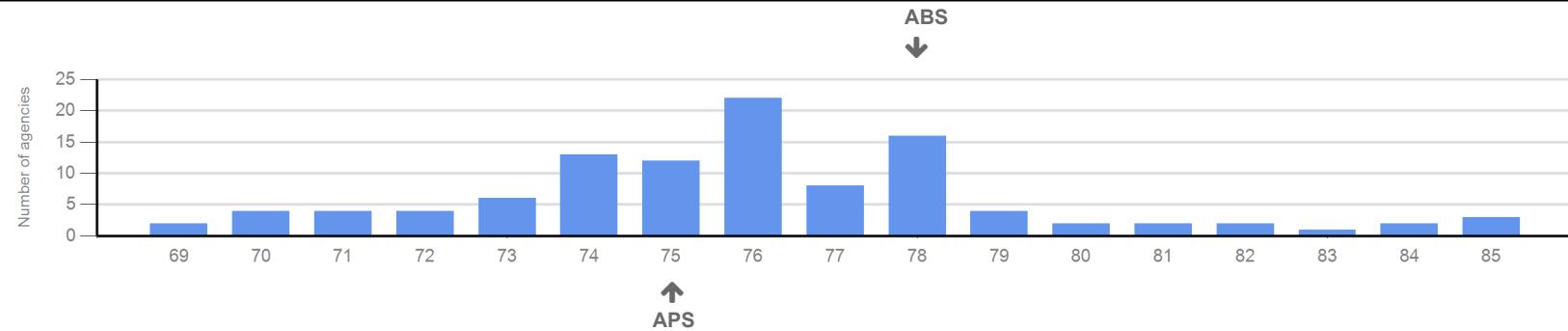
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

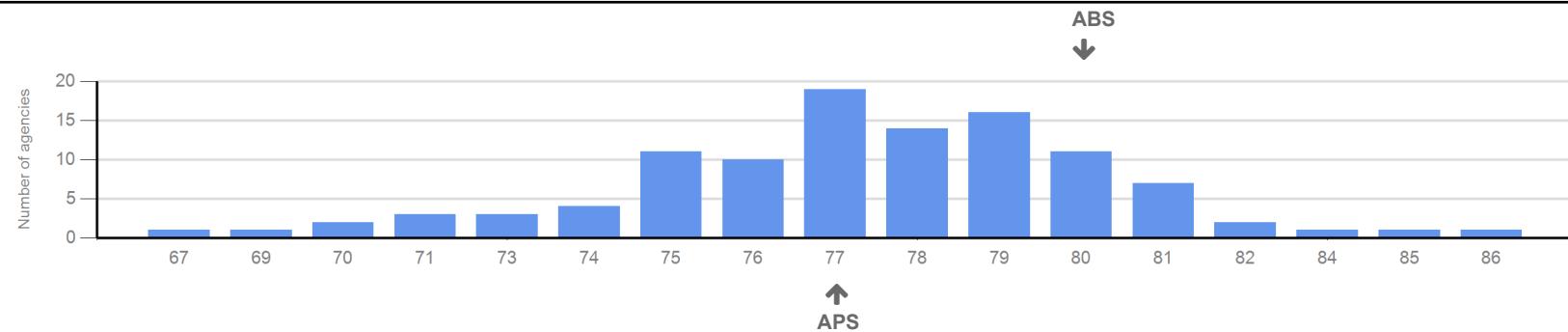
### Employee Engagement Index

Ranking : 20th of 107



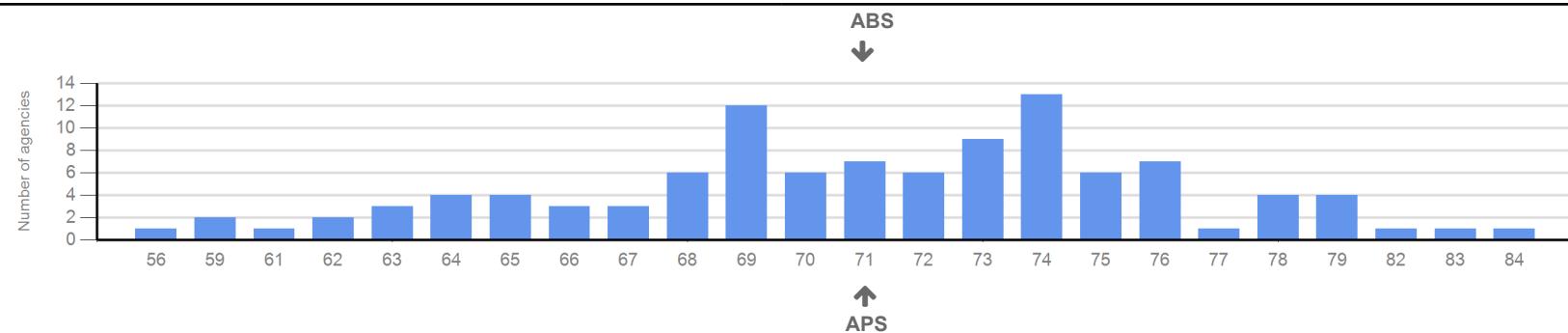
### Immediate Supervisor Index

Ranking : 15th of 107



### SES Manager Index

Ranking : 55th of 107



# Agency position



## Agency position

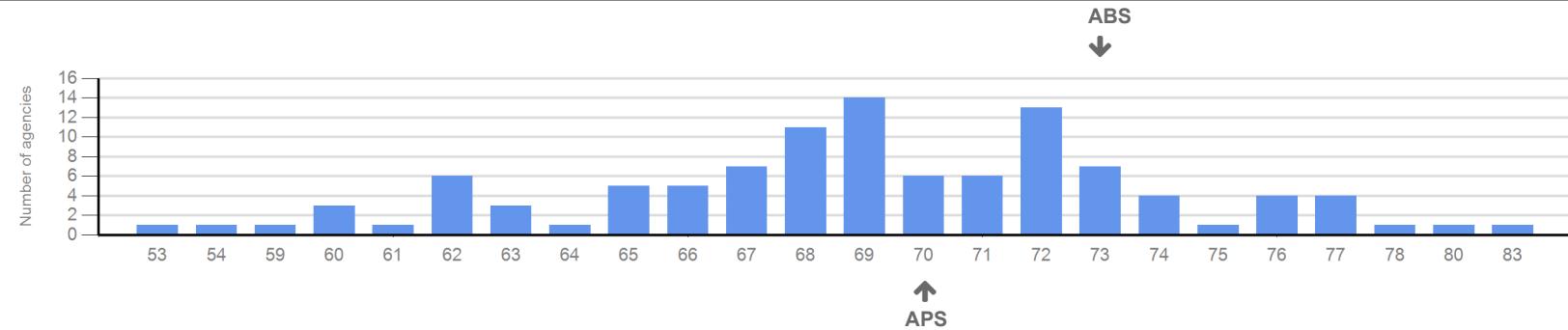
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### Communication Index

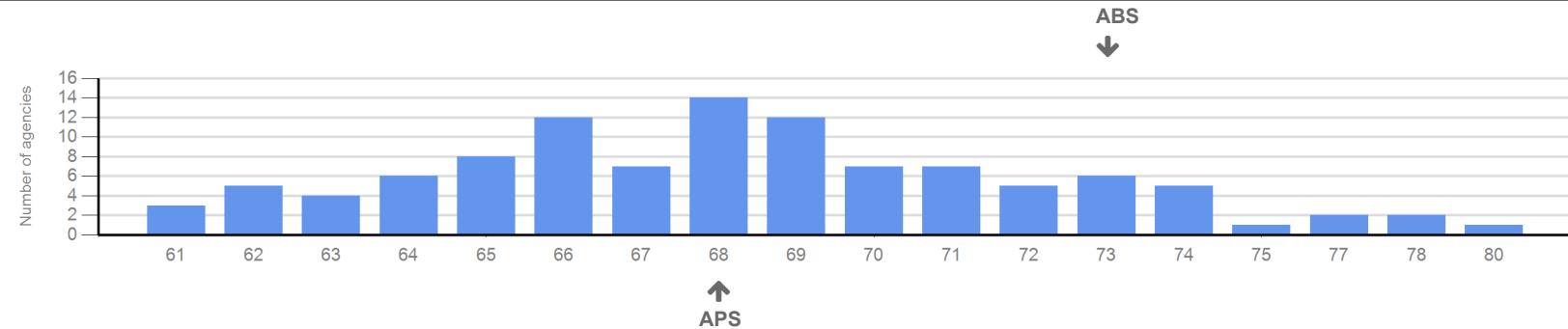
Ranking : 18th of 107



↑  
APS  
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### Enabling Innovation Index

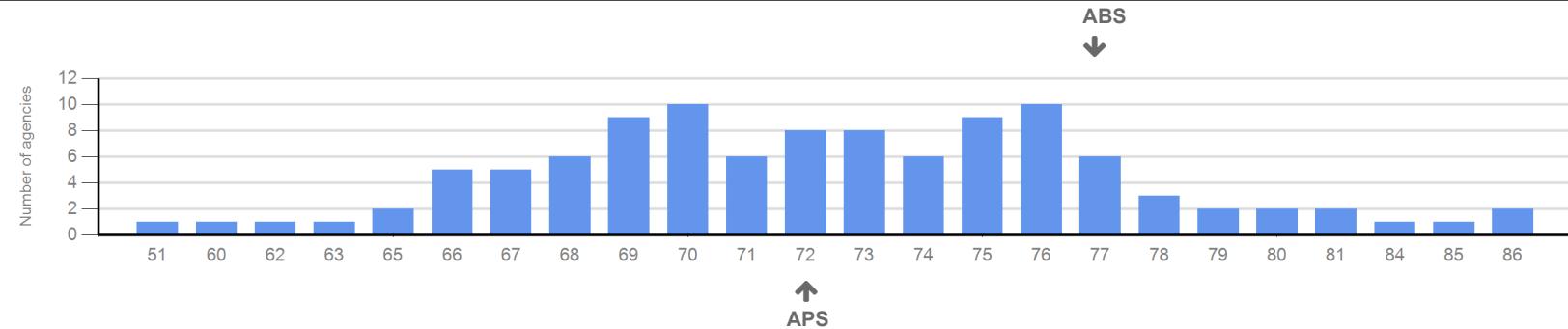
Ranking : 15th of 107



↑  
APS  
↓

### Wellbeing Policies and Support Index

Ranking : 16th of 107



↑  
APS  
↓

# 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.

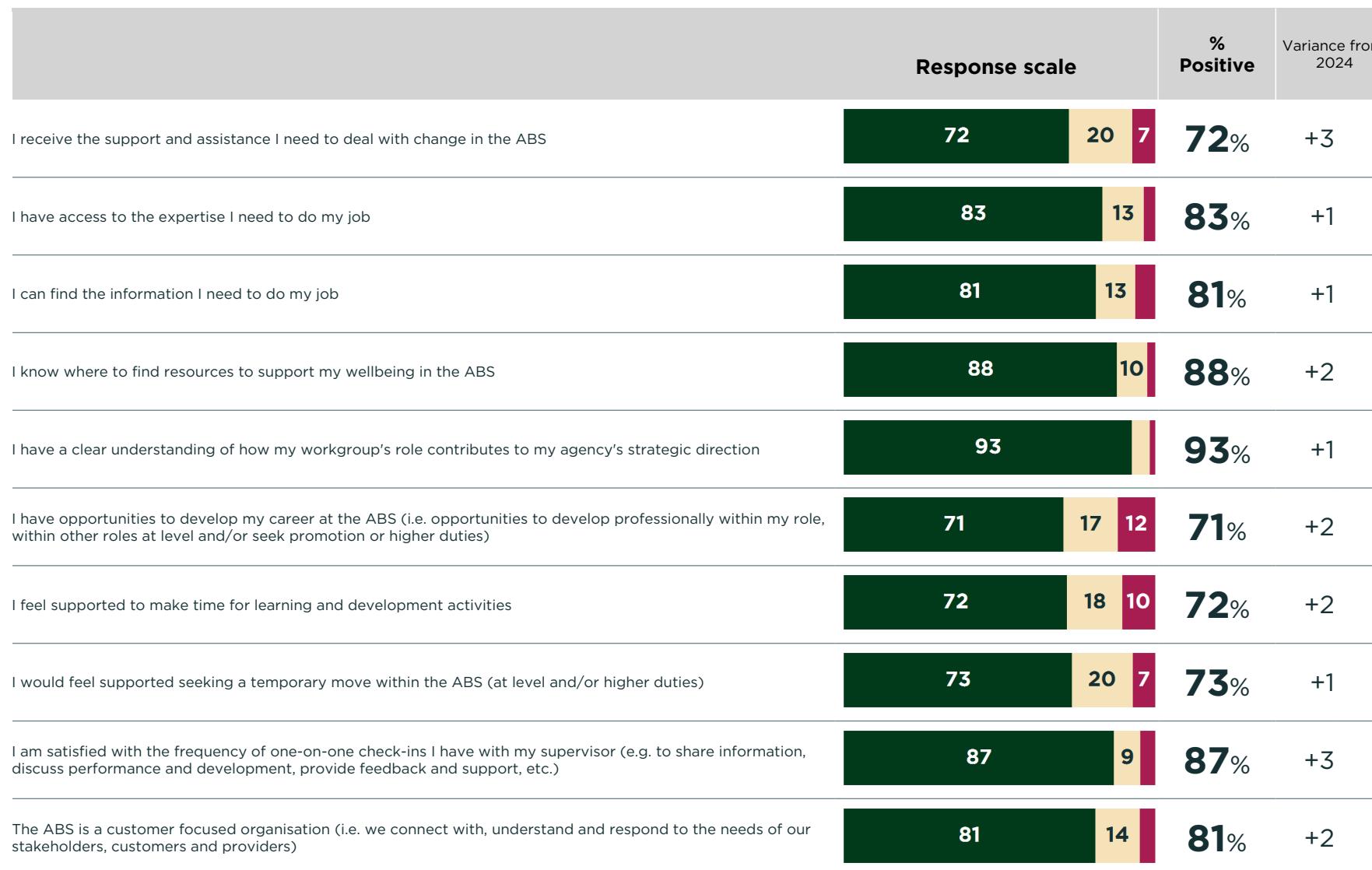
**They are not necessarily the questions with the lowest scores.**

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.

		% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from large sized agencies
1	At least 5 percentage points greater than comparator	67%	+8↑	+8↑	+7↑	+10↑
2	At least 5 percentage points less than comparator	76%	+4	+6↑	+6↑	+6↑
3		91%	+4	+9↑	+8↑	+9↑
4		81%	+1	+9↑	+7↑	+7↑
5		78%	0	+9↑	+7↑	+6↑
6		92%	+3	+8↑	+9↑	+7↑

# ABS specific questions



## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

# ABS specific questions



## 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.

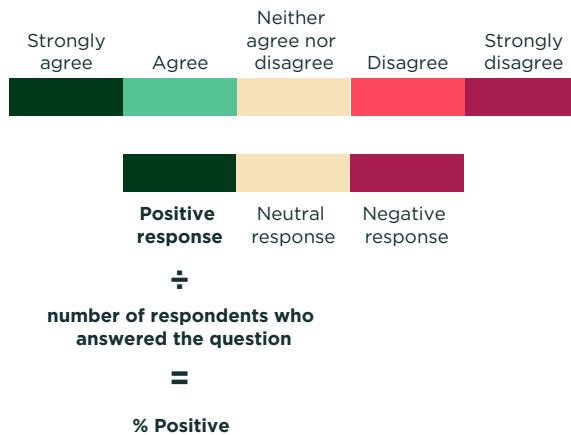
Prioritise 3 areas to take forward

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

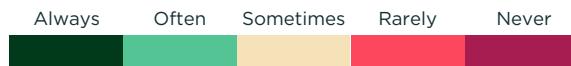
# Guide to this report

## % 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%
151 + 166 = 317						
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.

