

2025 APS Employee Census

5 May - 6 June

Highlights Report

PMC

Responses:

977 of 1,084

Response rate:

90%



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		79	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
Say	Overall, I am satisfied with my job	82	11 7	82%	+1	+5 ↑	+4	+4
	I am proud to work in my agency	91	8	91%	+2	+10 ↑	+8 ↑	+8 ↑
	I would recommend my agency as a good place to work	85	11	85%	+2	+9 ↑	+5 ↑	+6 ↑
	I believe strongly in the purpose and objectives of my agency	88	11	88%	+1	-1	0	-1
Stay	I feel a strong personal attachment to my agency	65	26 9	65%	+1	0	+2	+1
	I feel committed to my agency's goals	88	11	88%	+1	+1	+1	+1
Strive	I suggest ideas to improve our way of doing things	91	8	91%	-1	+4	+1	+2
	I am happy to go the 'extra mile' at work when required	95		95%	-2	+5 ↑	+3	+4
	I work beyond what is required in my job to help my agency achieve its objectives	81	17	81%	-4	+2	+3	+4
	My agency really inspires me to do my best work every day	74	20	74%	+2	+8 ↑	+8 ↑	+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 policy agencies	Variance from large sized agencies
						-1	+2	+2	+2
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	82	11	82%	-2	+2	+1	+2	
	My supervisor can deliver difficult advice whilst maintaining relationships	80	12 8	80%	-3	+1	0	0	
	My supervisor invites a range of views, including those different to their own	84	10	84%	-2	+1	0	0	
	My supervisor encourages my team to regularly review and improve our work	85	10	85%	-2	+2	+2	+2	
	My supervisor is invested in my development	81	11 8	81%	-1	+3	+2	+2	
	My supervisor ensures that my workgroup delivers on what we are responsible for	91		91%	-1	+2	+1	+2	
Other similar questions									
	My supervisor provides me with helpful feedback to improve my performance	77	13 10	77%	-3	-2	0	-1	
	My immediate supervisor encourages me	81	13	81%	-1	+3	+2	+2	
	My supervisor actively ensures that everyone can be included in workplace activities	86	9	86%	-1	+1	+1	+1	
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	83	11	83%	-2	+2	+1	+1	
Key		At least 5 percentage points greater than comparator				At least 5 percentage points less than comparator			
						Positive Neutral Negative			

Leadership - SES Manager



SES Manager

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

Your SES Manager Index score	75	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
				-1	+4	+2	+3

SES Manager	My SES manager clearly articulates the direction and priorities for our area	74	15	11	74%	-2	+3	0	+2
	My SES manager presents convincing arguments and persuades others towards an outcome	73	20	8	73%	-2	+9⬆	+2	+5⬆
	My SES manager promotes cooperation within and between agencies	81	16		81%	-3	+11⬆	+4	+7⬆
	My SES manager encourages innovation and creativity	71	21	8	71%	-1	+3	0	+2
	My SES manager creates an environment that enables us to deliver our best	71	18	10	71%	-4	+4	-1	+1
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	82	13		82%	-2	+6⬆	+1	+3

Other similar questions

	In my agency, the SES work as a team	61	24	15	61%	0	+3	0	+3
	In my agency, the SES clearly articulate the direction and priorities for our agency	67	19	14	67%	-1	0	-1	0
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	73	22		73%	-1	+4	+1	+2

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		72	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
					-1	+2	+1	+1

Communication	My supervisor communicates effectively	82	10 8	82%	-2	0	+1	0
	My SES manager communicates effectively	72	16 12	72%	-5 ⬇️	+1	-3	-1
	Internal communication within my agency is effective	66	20 14	66%	-2	+4	+3	+4

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	65	17 19	65%	-9 ⬇️	-3	-2	-2
	Staff are consulted about change at work	48	37 15	48%	-7 ⬇️	-4	-3	-3
	Change is managed well in my agency	48	30 21	48%	-4	+1	0	+2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

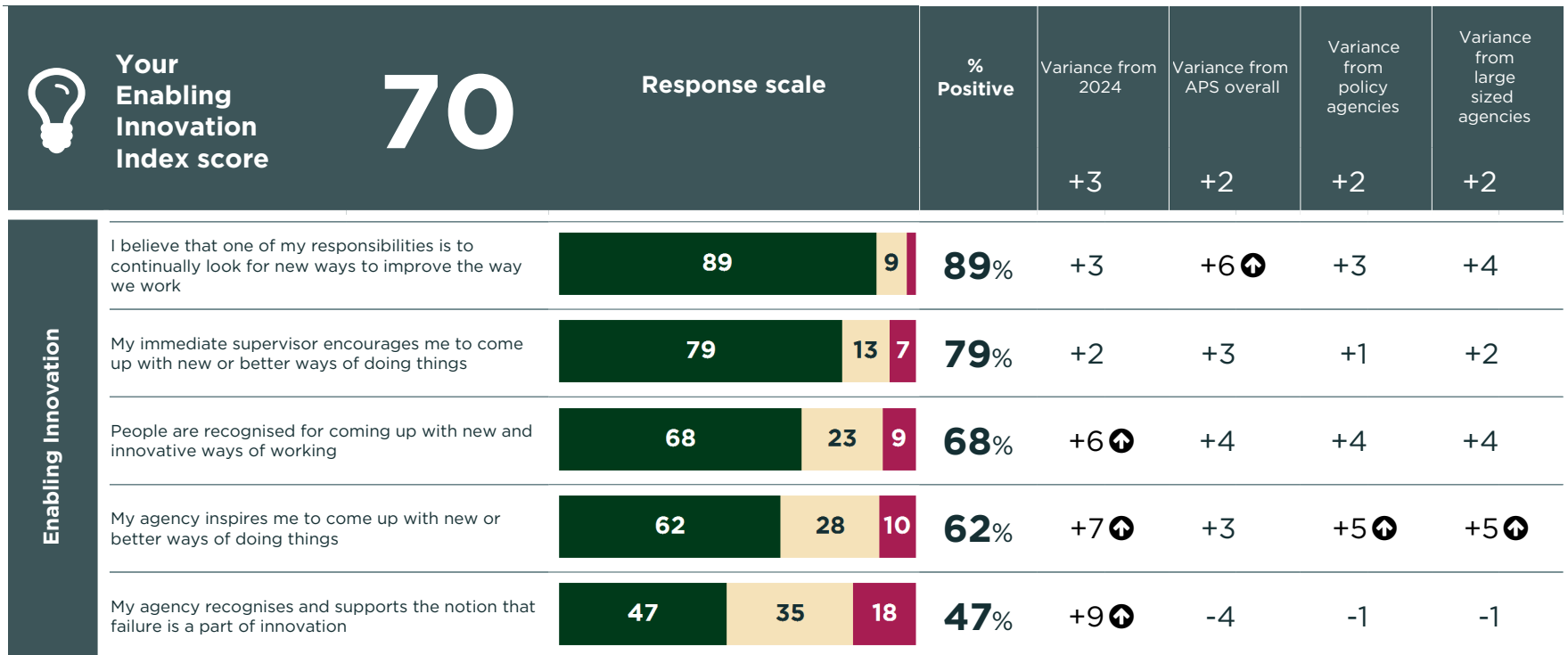


Enabling Innovation



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	75	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
					+3	+3	+3	+3

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	78	15	7	78%	+8 ↑	+5 ↑	+5 ↑	+4
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	74	18	8	74%	+8 ↑	+4	+5 ↑	+4
	My agency does a good job of promoting health and wellbeing	74	19	7	74%	+7 ↑	+3	+4	+4
	I think my agency cares about my health and wellbeing	75	17	8	75%	+6 ↑	+7 ↑	+6 ↑	+6 ↑
	I believe my immediate supervisor cares about my health and wellbeing	90			90%	0	+3	+1	+1

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	80	10	10	80%	+2	+4	+3	+3
	I receive the respect I deserve from my colleagues at work	85	12		85%	-2	+3	+2	+2
	My agency supports and actively promotes an inclusive workplace culture	89	8		89%	+3	+5 ↑	+4	+4

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 policy agencies	Variance from large sized agencies
In general, would you say that your health is:						
Excellent		18%	+4	+6 ⬆	+5 ⬆	+5 ⬆
Very good		38%	+1	+3	+2	+2
Good		32%	-2	-5 ⬇	-4	-4
Fair		9%	-4	-3	-3	-3
Poor		3%	+1	0	0	0
What best describes your current workload?						
Well above capacity - too much work		10%	-9 ⬇	-7 ⬇	-7 ⬇	-7 ⬇
Slightly above capacity - lots of work to do		31%	-8 ⬇	-8 ⬇	-7 ⬇	-7 ⬇
At capacity - about the right amount of work to do		40%	+8 ⬆	+3	+5 ⬆	+4
Slightly below capacity - available for more work		15%	+7 ⬆	+9 ⬆	+7 ⬆	+7 ⬆
Well below capacity - not enough work		4%	+2	+3	+2	+2

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 policy agencies	Variance from large sized agencies
How often do you find your work stressful?						
Always		2%	0	-2	-1	-1
Often		19%	-7⬇️	-4	-3	-3
Sometimes		56%	+5⬆️	+6⬆️	+5⬆️	+5⬆️
Rarely		20%	+2	0	-1	-1
Never		2%	0	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent		5%	-1	-2	-1	-1
To a large extent		15%	-1	-4	-2	-2
Somewhat		41%	+1	+2	+2	+3
To a small extent		27%	-1	+3	0	0
To a very small extent		12%	+1	+2	0	+1
I feel burned out by my work						
Strongly agree		5%	-1	-2	-2	-2
Agree		17%	-6⬇️	-4	-3	-3
Neither agree nor disagree		30%	+3	-3	-1	-2
Disagree		39%	+4	+7⬆️	+5⬆️	+5⬆️
Strongly disagree		10%	0	+2	+1	+1

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 APS overall	Variance from policy agencies	Variance from large sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	88	88%	+1	+2	0	0
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		12%	0	0	-1	-1
Flexible hours of work		24%	+6	-6	-2	-5
Compressed work week		4%	-1	-2	-2	-2
Job sharing		0%	0	0	0	0
Working away from the office/working from home		67%	+3	-1	-5	-7
None of the above		25%	-2	+5	+7	+9
Working away from the office						
All of the time		7%	+1	0	-1	-1
Some of the time as a regular arrangement		41%	+4	-11	-14	-15
Only on an irregular basis		19%	-2	+10	+9	+10
None of the time		33%	-3	+1	+5	+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 APS overall	Variance from policy agencies	Variance from large sized agencies
I am supported to use my expertise to provide frank and fearless advice	77 14 9	77%	+3	+8⬆	+7⬆	+7⬆
The people in my workgroup demonstrate stewardship	84 11	84%	+1	+7⬆	+5⬆	+6⬆
The culture in my agency supports people to act with integrity	87 8	87%	+2	+5⬆	+4	+5⬆
I believe strongly in the purpose and objectives of the APS	94	94%	+3	+5⬆	+4	+4
I feel a strong personal attachment to the APS	75 19	75%	+6⬆	+7⬆	+7⬆	+8⬆
My workgroup considers the people and businesses affected by what we do	88 8	88%	-3	+3	+2	+2
The people in my workgroup value others' individual skills and talents	88 7	88%	-	+4	+3	+3
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	92	92%	-	+3	+3	+3
The people in my workgroup are able to bring up problems and tough issues	83 11	83%	-2	+3	+3	+3
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)	75 16 8	75%	-	+8⬆	+5⬆	+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 APS overall	Variance from policy agencies	Variance from large sized agencies
I am satisfied with the recognition I receive for doing a good job	79 	79%	-2	+10 	+6 	+7 
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	80 	80%	+1	+14 	+4	+7 
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	86 	86%	+1	+2	-1	0
I am satisfied with the stability and security of my job	88 	88%	-1	+2	+2	+3

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	91 	91%	-2	-2	-1	-2
I am clear what my duties and responsibilities are	83 	83%	+4	-1	+1	0
I have a choice in deciding how I do my work	76 	76%	+2	+8 	+2	+2
Where appropriate, I am able to take part in decisions that affect my job	75 	75%	-6 	+4	+1	+1

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

Excellent		30%	-5⬇️	+5⬆️	+5⬆️	+5⬆️
Very good		56%	+3	-1	-2	-2
Average		11%	+1	-5⬇️	-4	-4
Below average		2%	0	0	0	0
Well below average		1%	+1	0	0	0

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from policy agencies	Variance from large sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	86 8	86%	-1	+7⬆️	+6⬆️	+6⬆️
My workgroup has the tools and resources we need to perform well	71 15 14	71%	-1	+11⬆️	+11⬆️	+12⬆️
The people in my workgroup use time and resources efficiently	80 11 9	80%	-2	+6⬆️	+6⬆️	+6⬆️
My job gives me opportunities to utilise my skills	84 8 8	84%	-2	+5⬆️	+3	+4
During the last 12 months, the formal learning I have accessed has improved my performance	55 31 14	55%	-4	-5⬇️	-3	-2

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 policy agencies	Variance from 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		11%	+1	+2	+2	+3
I want to leave my position within the next 12 months		35%	-3	+14 ⬆	+10 ⬆	+12 ⬆
I want to stay working in my position for the next one to two years		39%	+1	0	-4	-3
I want to stay working in my position for at least the next three years		14%	+1	-17 ⬇	-8 ⬇	-12 ⬇
What best describes your plans involved with leaving your current position?						
I am planning to retire		2%	+1	-3	-1	-1
I am pursuing another position within my agency		25%	-2	-21 ⬇	-18 ⬇	-17 ⬇
I am pursuing a position in another agency		50%	+6 ⬆	+25 ⬆	+22 ⬆	+23 ⬆
I am pursuing work outside the APS		9%	+1	0	+1	0
It is the end of my non-ongoing, casual or contracted employment		2%	-6 ⬇	-1	-1	-1
Other		12%	-1	-1	-3	-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 policy agencies	Variance from large sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
I wish to pursue a promotion opportunity		20%	-	-	-	-
I am looking to further my skills in another area		16%	-	-	-	-
I have achieved all I can in my current position		14%	-	-	-	-
I want to try a different type of work or I'm seeking a career change		9%	-	-	-	-
Senior leadership is of a poor quality		7%	-	-	-	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

Discrimination	Response scale	%	Variance from 2024	Variance from APS overall	Variance from policy 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		8%	0	-1	0	0
No		92%	0	+1	0	0
Did this discrimination occur in your current agency?						
Yes		92%	+2	-2	-2	-2
No		8%	-2	+2	+2	+2
The discrimination came from: [Multiple Response]						
Within my agency		95%	-	+2	+1	+1
Another agency		7%	-	+3	+2	+2
A customer, stakeholder or member of the public		3%	-	-6⬇️	-3	-4
Other		1%	-	-3	-2	-2
Did you report the discrimination?						
I reported the discrimination in accordance with my agency's policies and procedures		21%	-	+2	+5⬆️	+4
It was reported by someone else		7%	-	+3	+3	+3
I did not report the discrimination		72%	-	-5⬇️	-8⬇️	-7⬇️

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 policy agencies	Variance from large sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?						
Yes		8%	0	-1	-1	-1
No		88%	+1	+2	+1	+1
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)		40%	-	-	-	-
Did you report the bullying or harassment?						
I reported the behaviour in accordance with my agency's policies and procedures		33%	-5⬇️	-4	0	-1
It was reported by someone else		6%	-3	-1	0	-1
I did not report the behaviour		60%	+9⬆️	+5⬆️	+1	+2

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 policy 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		3%	0	+1	+1	+1
No		94%	-1	+2	0	+1
Not sure		3%	0	-1	0	-1
Prefer not to answer		1%	0	-1	-1	-1

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

Abuse of office		71%	-	-	-	-
Adversely affecting the honesty or impartiality of a public official		46%	-	-	-	-
Misuse of information or documents		29%	-	-	-	-
A breach of public trust		8%	-	-	-	-

Did you report the conduct?

I reported the behaviour in accordance with my agency's policies and procedures		28%	+6 ⬆	+3	+5 ⬆	+5 ⬆
It was reported by someone else		8%	-1	-9 ⬇	-7 ⬇	-8 ⬇
I did not report the behaviour		64%	-6 ⬇	+7 ⬆	+2	+3

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	31%
Woman or female	66%
Non-binary	1%
I use a different term	0%
Prefer not to say	2%

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	12%
No	88%

Do you have carer responsibilities?	Responses
Yes	34%
No	66%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	16%
No	84%

Do you identify as culturally or linguistically diverse?	Responses
Yes	23%
No	77%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	80%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	21%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	7%
South-East Asian	9%
North-East Asian	4%
Southern and Central Asian	4%
North American	2%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	11%
No	78%
Maybe	10%
I am unsure what neurodivergent means	1%

Agency position



Agency position

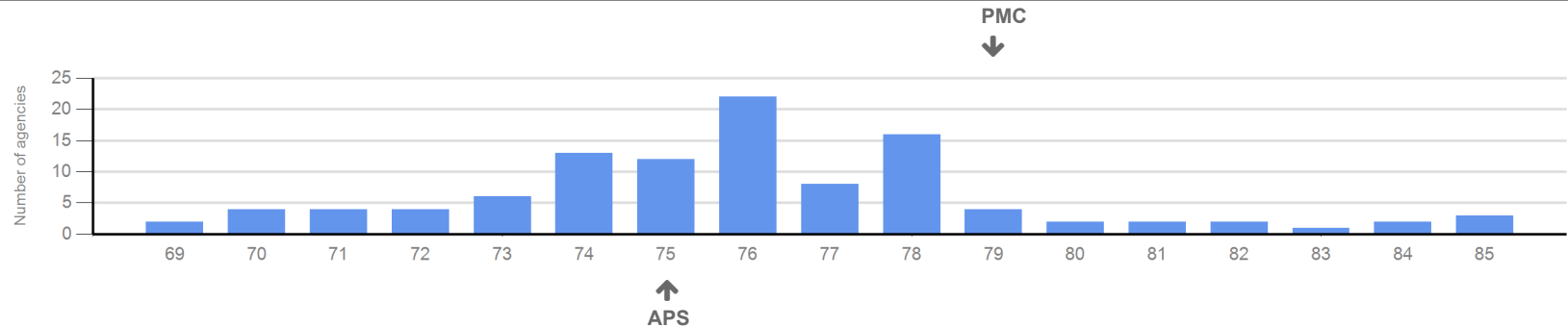
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

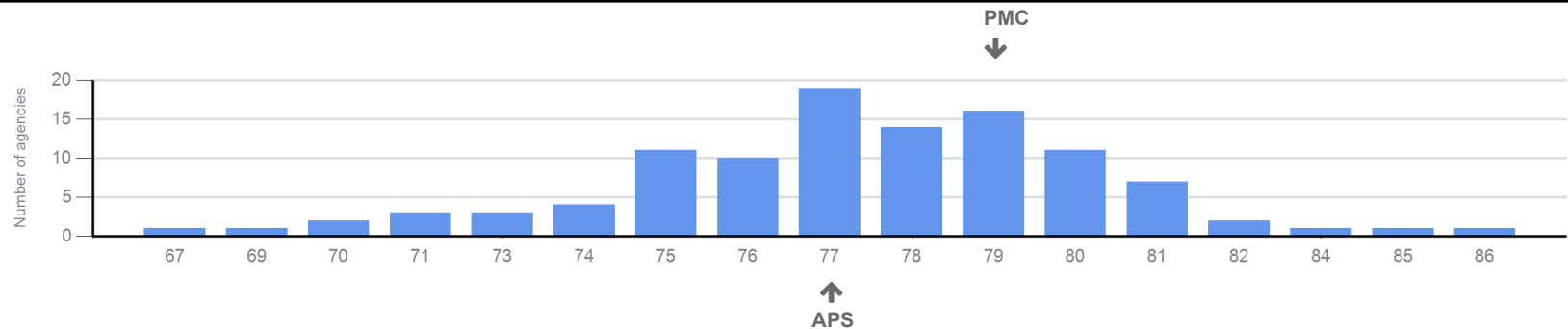
Employee Engagement Index

Ranking : 15th of 107



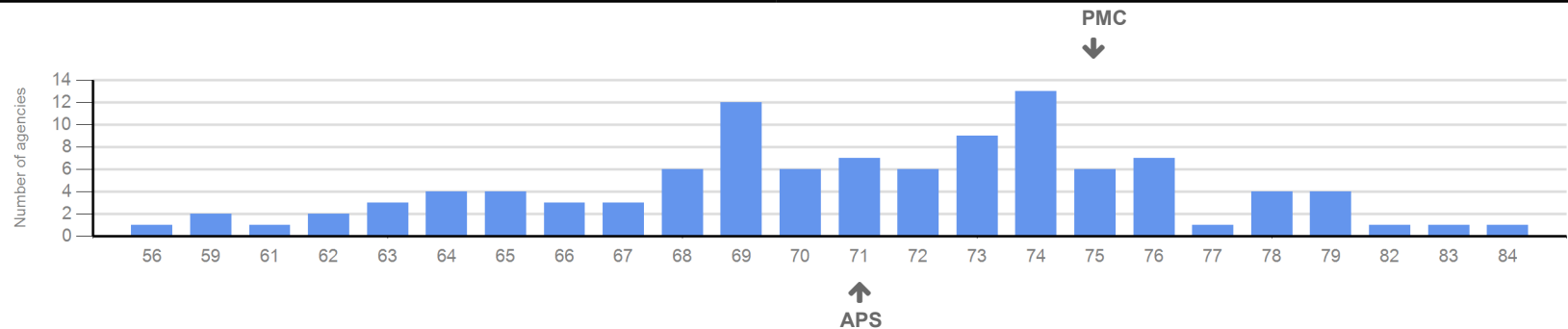
Immediate Supervisor Index

Ranking : 24th of 107



SES Manager Index

Ranking : 25th of 107



Agency position



Agency position

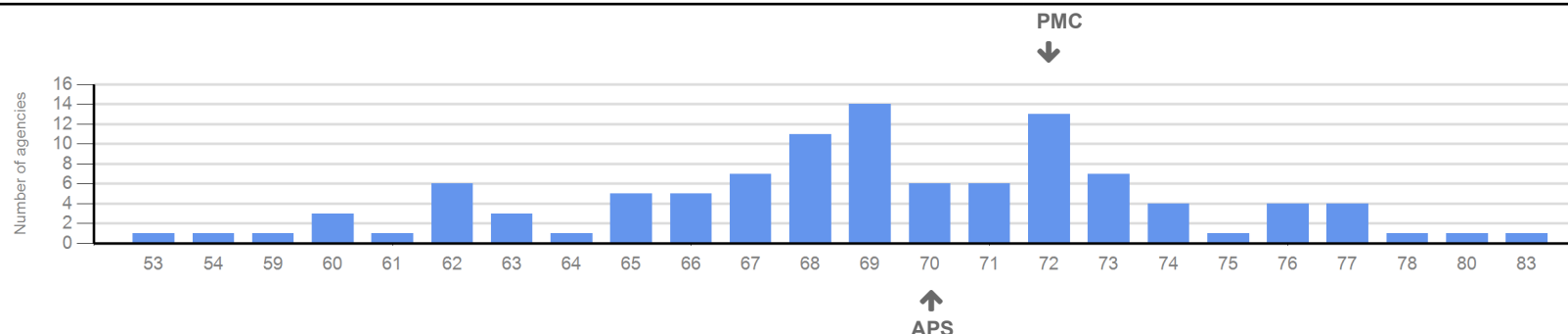
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

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.

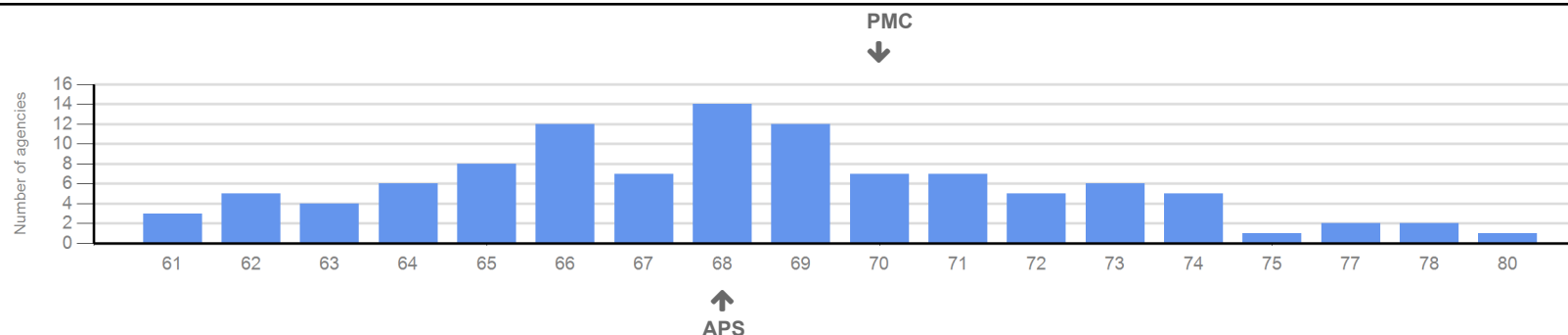
Communication Index

Ranking : 30th of 107



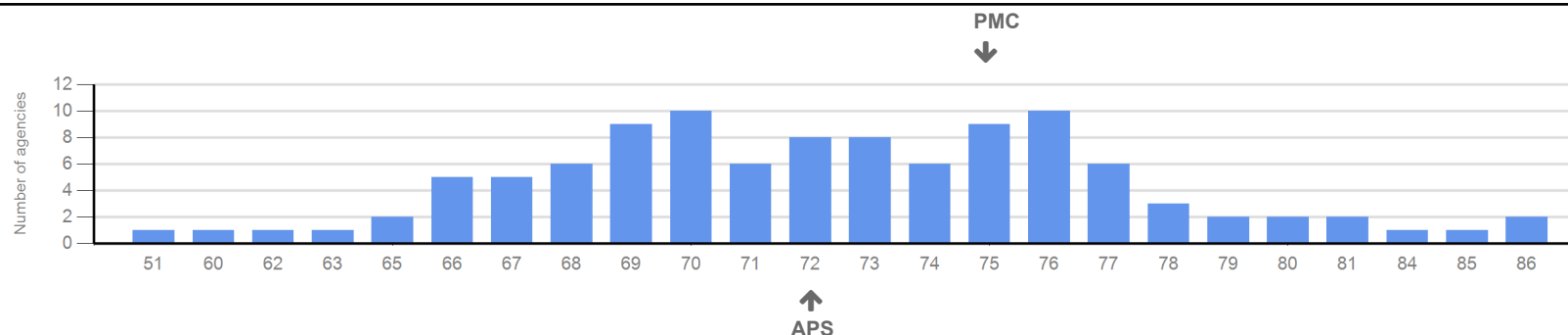
Enabling Innovation Index

Ranking : 33rd of 107



Wellbeing Policies and Support Index

Ranking : 37th 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
policy
agencies

Variance from
large
sized agencies

.1	I am supported to use my expertise to provide frank and fearless advice	77%	+3	+8↑	+7↑	+7↑
.2	The culture in my agency supports people to act with integrity	87%	+2	+5↑	+4	+5↑
.3	I am satisfied with the recognition I receive for doing a good job	79%	-2	+10↑	+6↑	+7↑
.4	Where appropriate, I am able to take part in decisions that affect my job	75%	-6↓	+4	+1	+1
.5	The people in my workgroup value others' individual skills and talents	88%	-	+4	+3	+3
.6	My agency inspires me to come up with new or better ways of doing things	62%	+7↑	+3	+5↑	+5↑

PM&C specific questions

	Response scale	% Positive	Variance from 2024
PM&C is committed to growing the diversity of our workforce (e.g. diverse backgrounds, skills and thought, gender, age, cultural and linguistic background, disability, Aboriginal and Torres Strait Islander peoples, LGBTIQ+)	81 15	81%	0
I am able to draw on my diverse background, skills and experience in my work	74 19	74%	+4
I actively seek to advance reconciliation with Aboriginal and Torres Strait Islander peoples in my role at PM&C	59 36	59%	+10 ⬆
Reconciliation activities at PM&C in the past 12 months have grown my understanding of Aboriginal and Torres Strait Islander culture and history	73 22	73%	-
My workgroup uses the principles in the PM&C Craft to guide the way we work	64 29	64%	-4
I have the autonomy I need to perform my job well	82 10 8	82%	-2
My team has the skills to work effectively with colleagues in different locations, including those working from home	85 8	85%	0
My immediate supervisor has the skills to effectively manage staff working across different locations, including from home	83 10	83%	0
I feel a sense of belonging and connection in my workgroup regardless of my physical location or role	79 14 8	79%	0
I have a clear understanding of the performance expectations of my role	85 9	85%	-2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



PM&C specific questions

	Response scale		% Positive	Variance from 2024
My performance assessment is balanced across both behaviours I've demonstrated and the outcomes I have achieved	85	11	85%	0
I am encouraged to openly discuss current and/or emerging risks that may affect my workgroup in achieving its objectives	86	9	86%	-

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.

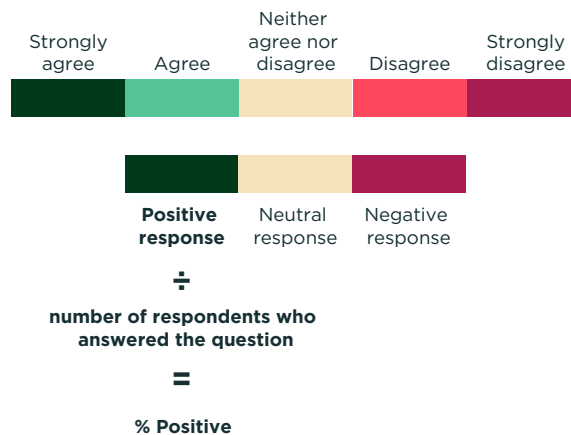
Prioritise 3 areas to take forward

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

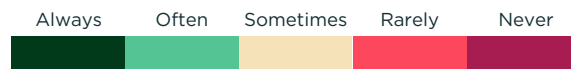
Guide to this report

% 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

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.

