

2025 APS Employee Census

5 May - 6 June

Highlights Report

APS Overall (excl. non-APS)

Responses:

151,771 of
186,849

Response rate:

81%



Exploring your results



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



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



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



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



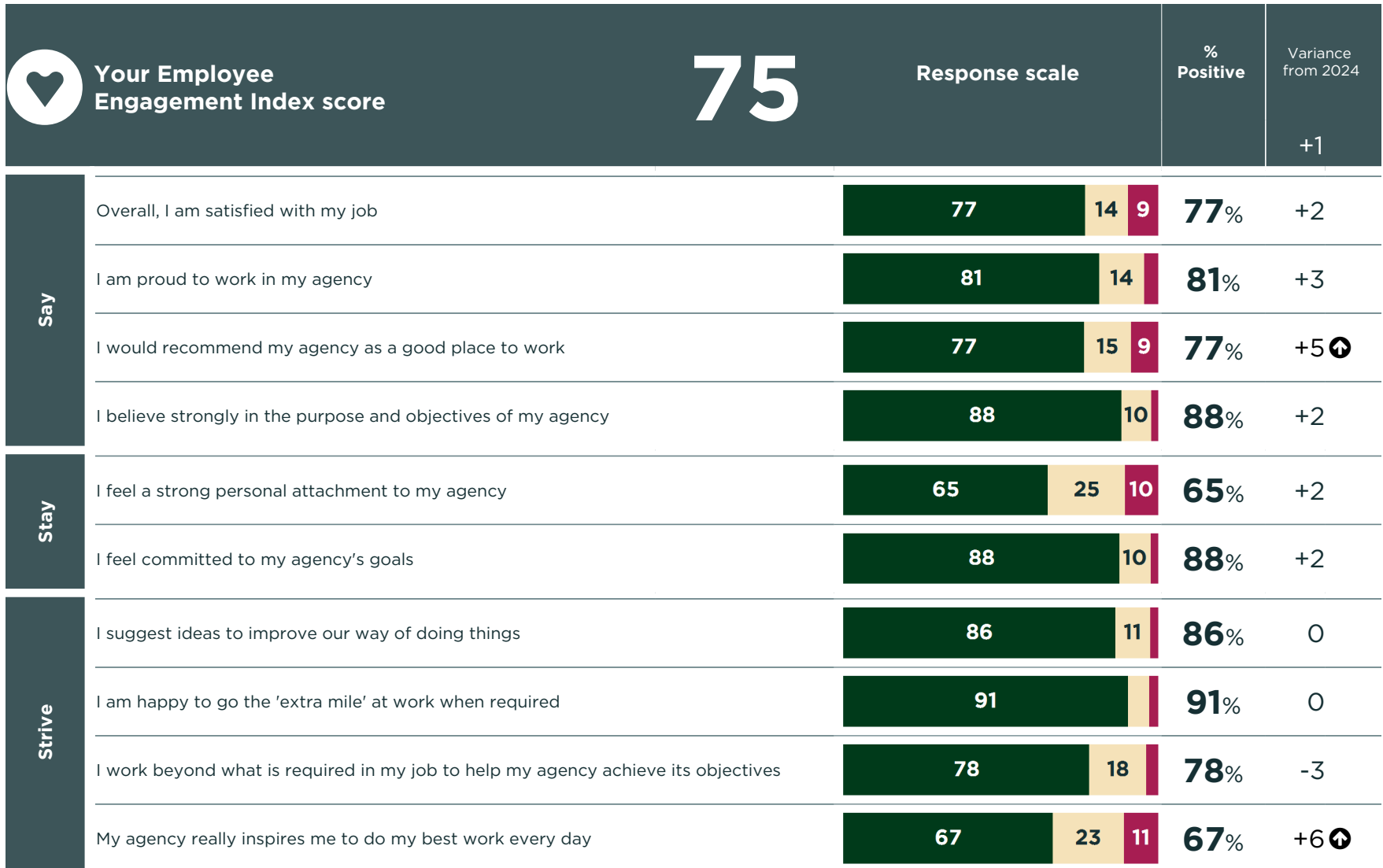
Generally a difference of ± 5 percentage points is worthy of attention, but the size of the group is important. Changes in small groups can be unreliable.

Employee Engagement: Say, Stay, Strive



Employee Engagement

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



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

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



Your Immediate Supervisor Index score

77

Response scale

% Positive

Variance from 2024

0

Immediate Supervisor

My supervisor engages with staff on how to respond to future challenges

80

13 7

80%

+1

My supervisor can deliver difficult advice whilst maintaining relationships

80

13 7

80%

0

My supervisor invites a range of views, including those different to their own

83

11

83%

0

My supervisor encourages my team to regularly review and improve our work

83

12

83%

0

My supervisor is invested in my development

78

14 8

78%

0

My supervisor ensures that my workgroup delivers on what we are responsible for

88

8

88%

0

Other similar questions

My supervisor provides me with helpful feedback to improve my performance

79

13 8

79%

0

My immediate supervisor encourages me

78

16

78%

0

My supervisor actively ensures that everyone can be included in workplace activities

85

10

85%

0

My supervisor encourages me to take on new tasks and gain experience doing things I've never done before

81

12

81%

0

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		71			Response scale	% Positive	Variance from 2024
							+1
SES Manager	My SES manager clearly articulates the direction and priorities for our area	71	19	10	71%	+2	
	My SES manager presents convincing arguments and persuades others towards an outcome	64	28	8	64%	+1	
	My SES manager promotes cooperation within and between agencies	70	25		70%	+1	
	My SES manager encourages innovation and creativity	68	24	8	68%	+2	
	My SES manager creates an environment that enables us to deliver our best	68	22	10	68%	+2	
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	76	19		76%	+1	
Other similar questions							
Key	In my agency, the SES work as a team	58	28	13	58%	+2	
	In my agency, the SES clearly articulate the direction and priorities for our agency	67	22	12	67%	+2	
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	69	24		69%	+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	70	Response scale	% Positive	Variance from 2024
					+1

Communication	My supervisor communicates effectively	81	10	8	81%	0
	My SES manager communicates effectively	71	19	10	71%	+2
	Internal communication within my agency is effective	62	21	17	62%	+4

Other similar questions						
Change	When changes occur, the impacts are communicated well within my workgroup	67	17	15	67%	-1
	Staff are consulted about change at work	52	33	15	52%	+1
	Change is managed well in my agency	48	28	24	48%	+4

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

68

Response scale

% Positive

Variance from 2024

+3

Enabling Innovation

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

83

12

83%

+4

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

76

16

8

76%

+4

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

64

24

12

64%

+6 ↑

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

59

28

13

59%

+9 ↑

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

51

33

16

51%

+10 ↑

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

72

Response scale

% Positive

Variance from 2024

+2

Wellbeing Policies and Support

I am satisfied with the policies/practices in place to help me manage my health and wellbeing

73

18

10

73%

+5 ⬆

My agency does a good job of communicating what it can offer me in terms of health and wellbeing

70

19

11

70%

+4

My agency does a good job of promoting health and wellbeing

71

19

10

71%

+4

I think my agency cares about my health and wellbeing

69

19

12

69%

+4

I believe my immediate supervisor cares about my health and wellbeing

87

8

87%

+1

Other similar questions

Wellbeing

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor

76

11

12

76%

+2

I receive the respect I deserve from my colleagues at work

82

15

82%

0

My agency supports and actively promotes an inclusive workplace culture

84

11

84%

+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
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In general, would you say that your health is:

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

What best describes your current workload?

Well above capacity - too much work	<div><div></div></div>	17%	-6 ⬇️
Slightly above capacity - lots of work to do	<div><div></div></div>	39%	-1
At capacity - about the right amount of work to do	<div><div></div></div>	37%	+6 ⬆️
Slightly below capacity - available for more work	<div><div></div></div>	6%	+1
Well below capacity - not enough work	<div><div></div></div>	1%	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2024
How often do you find your work stressful?			
Always	<div><div></div></div>	5%	0
Often	<div><div></div></div>	23%	-2
Sometimes	<div><div></div></div>	50%	+1
Rarely	<div><div></div></div>	20%	+1
Never	<div><div></div></div>	2%	0
To what extent is your work emotionally demanding?			
To a very large extent	<div><div></div></div>	7%	-1
To a large extent	<div><div></div></div>	20%	-1
Somewhat	<div><div></div></div>	39%	+1
To a small extent	<div><div></div></div>	24%	0
To a very small extent	<div><div></div></div>	10%	0
I feel burned out by my work			
Strongly agree	<div><div></div></div>	7%	-1
Agree	<div><div></div></div>	21%	-2
Neither agree nor disagree	<div><div></div></div>	33%	+1
Disagree	<div><div></div></div>	31%	+1
Strongly disagree	<div><div></div></div>	8%	0

Key



At least 5 percentage points greater than comparator

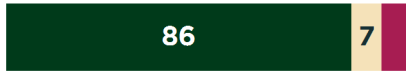














At least 5 percentage points less than comparator

Flexible work



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

	Response scale	%	Variance from 2024
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	86 	86%	+3
Do you currently access any of the following flexible working arrangements? [Multiple Response]			
Part time		13%	0
Flexible hours of work		30%	+4
Compressed work week		5%	+1
Job sharing		0%	0
Working away from the office/working from home		68%	+6 
None of the above		20%	-4
Working away from the office			
All of the time		7%	+1
Some of the time as a regular arrangement		52%	+5 
Only on an irregular basis		9%	0
None of the time		32%	-6 
Did not disclose their arrangement		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
I am supported to use my expertise to provide frank and fearless advice	70	19	12	70%	+4
The people in my workgroup demonstrate stewardship	77	18		77%	0
The culture in my agency supports people to act with integrity	81	12	7	81%	+5⬆
I believe strongly in the purpose and objectives of the APS	89	10		89%	+2
I feel a strong personal attachment to the APS	68	23	8	68%	+4
My workgroup considers the people and businesses affected by what we do	85	11		85%	-1
The people in my workgroup value others' individual skills and talents	83	11		83%	-
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	89	7		89%	-
The people in my workgroup are able to bring up problems and tough issues	80	12	8	80%	0
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)	67	20	13	67%	-

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
I am satisfied with the recognition I receive for doing a good job	69	18	14	69%	0
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	66	16	18	66%	+3
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	85	9		85%	+3
I am satisfied with the stability and security of my job	86	8		86%	+1

Clarity and autonomy

	Response scale			% Positive	Variance from 2024
I understand how my role contributes to achieving an outcome for the Australian public	93			93%	0
I am clear what my duties and responsibilities are	84	12		84%	+5⬆
I have a choice in deciding how I do my work	68	22	10	68%	+2
Where appropriate, I am able to take part in decisions that affect my job	72	16	12	72%	+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
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In the last month, please rate your workgroup's overall performance

Excellent	<div><div></div></div>	25%	-3
Very good	<div><div></div></div>	57%	+2
Average	<div><div></div></div>	16%	+1
Below average	<div><div></div></div>	2%	0
Well below average	<div><div></div></div>	1%	0

	Response scale	% Positive	Variance from 2024
My workgroup has the appropriate skills, capabilities and knowledge to perform well	<div><div>79</div><div>13</div><div>9</div></div>	79%	0
My workgroup has the tools and resources we need to perform well	<div><div>60</div><div>19</div><div>21</div></div>	60%	+1
The people in my workgroup use time and resources efficiently	<div><div>75</div><div>16</div><div>9</div></div>	75%	-1
My job gives me opportunities to utilise my skills	<div><div>79</div><div>12</div><div>9</div></div>	79%	-1
During the last 12 months, the formal learning I have accessed has improved my performance	<div><div>59</div><div>29</div><div>12</div></div>	59%	+1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



Employees who indicated that they wanted to leave their current position as soon as possible or within the next 12 months were asked what their plans were.

	Response scale	%	Variance from 2024
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		8%	-1
I want to leave my position within the next 12 months		21%	-1
I want to stay working in my position for the next one to two years		39%	+1
I want to stay working in my position for at least the next three years		31%	+1
What best describes your plans involved with leaving your current position?			
I am planning to retire		5%	0
I am pursuing another position within my agency		46%	+3
I am pursuing a position in another agency		25%	-1
I am pursuing work outside the APS		9%	-1
It is the end of my non-ongoing, casual or contracted employment		2%	0
Other		14%	0

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
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		12%	-
I want to try a different type of work or I'm seeking a career change		11%	-
Senior leadership is of a poor quality		6%	-
I have achieved all I can in my current position		6%	-

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

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% -2

No  92% +2

Did this discrimination occur in your current agency?

Yes  94% +2

No  6% -2

The discrimination came from: [Multiple Response]


Within my agency  92% -

Another agency  4% -

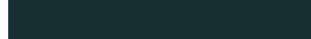
A customer, stakeholder or member of the public  8% -

Other  4% -

Did you report the discrimination?

I reported the discrimination in accordance with my agency's policies and procedures  19% -

It was reported by someone else  4% -

I did not report the discrimination  77% -

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

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

Yes		9%	-1
No		86%	+2
Not sure		5%	-1

Types of bullying or harassment experienced (3 highest responses):

Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		47%	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		40%	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		32%	-

Did you report the bullying or harassment?

I reported the behaviour in accordance with my agency's policies and procedures		37%	+1
It was reported by someone else		8%	0
I did not report the behaviour		55%	-1

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

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	<div></div>	2%	-1
No	<div></div>	92%	+1
Not sure	<div></div>	4%	0
Prefer not to answer	<div></div>	2%	-1

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

Abuse of office	<div></div>	65%	-
Adversely affecting the honesty or impartiality of a public official	<div></div>	38%	-
Misuse of information or documents	<div></div>	24%	-
A breach of public trust	<div></div>	22%	-

Did you report the conduct?

I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	25%	+5
It was reported by someone else	<div></div>	17%	+1
I did not report the behaviour	<div></div>	57%	-5

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	37%
Woman or female	59%
Non-binary	1%
I use a different term	0%
Prefer not to say	4%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	3%
No	97%

Do you have an ongoing disability?	Responses
Yes	13%
No	87%

Do you have carer responsibilities?	Responses
Yes	44%
No	56%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	10%
No	90%

Do you identify as culturally or linguistically diverse?	Responses
Yes	27%
No	73%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	70%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	14%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	6%
South-East Asian	12%
North-East Asian	3%
Southern and Central Asian	5%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	11%
No	72%
Maybe	11%
I am unsure what neurodivergent means	6%

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

.1	My agency inspires me to come up with new or better ways of doing things	59%	+9
.2	The culture in my agency supports people to act with integrity	81%	+5
.3	I am supported to use my expertise to provide frank and fearless advice	70%	+4
.4	I am satisfied with the recognition I receive for doing a good job	69%	0
.5	Where appropriate, I am able to take part in decisions that affect my job	72%	+1
.6	I think my agency cares about my health and wellbeing	69%	+4

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.

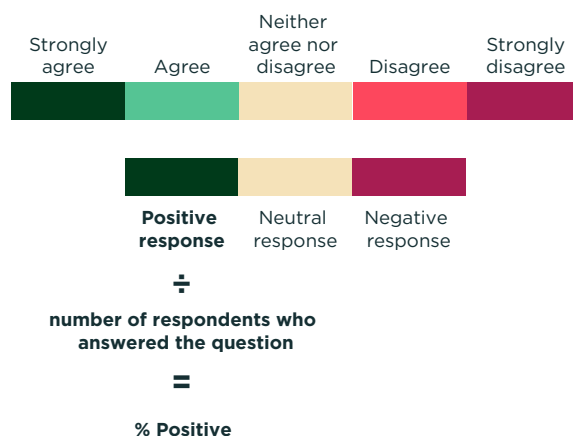
Prioritise 3 areas to take forward

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

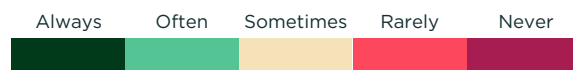
Guide to this report

% 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 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.

