



Australian Government

Australian Public Service Commission

State of the Service Report

2024–25



Contact us

The Australian Public Service Commission welcomes enquiries and comments on this report.

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This document must be attributed as the *State of the Service Report 2024–25*.

Acknowledgement of Country

The Australian Public Service Commission proudly acknowledges the Traditional Custodians of Country throughout Australia, and their continuing connection to land, sea, waterways, skies and songlines woven throughout.

We recognise and value the ongoing leadership, contributions and work of Aboriginal and Torres Strait Islander peoples and communities.

We celebrate the rich cultures of all Aboriginal and Torres Strait Islander Nations and pay our respects to their Elders past and present, for they are the holders of knowledge and wisdom.

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Australian Government
Australian Public Service Commission

The Hon Patrick Gorman MP
Assistant Minister to the Prime Minister
Assistant Minister for the Public Service
Assistant Minister for Employment and Workplace Relations
Parliament House
Canberra ACT 2600

Dear Assistant Minister

In accordance with Section 44(1) of the *Public Service Act 1999*, I present you with my report on the state of the Australian Public Service for 2024–25.

Section 44(3) of the *Public Service Act 1999* requires that this report is laid before each House of Parliament by 30 November 2025.

Yours sincerely

A handwritten signature in blue ink that reads "Gordon de Brouwer".

Dr Gordon de Brouwer PSM
Australian Public Service Commissioner
9 October 2025

Introduction

Section 44 of the *Public Service Act 1999* states that the Australian Public Service Commissioner must give a report to the Agency Minister, for presentation to the Parliament, on the state of the APS during the past year.

The State of the Service Report is a collaboration between the Australian Public Service Commission and APS agencies. It shows how the APS supports the Australian Government, the Australian Parliament and the Australian people.

This year's report explores:

- how the APS workforce and workplaces are evolving, supported by research and data insights
- capability, stewardship and leadership programs and practices in the APS
- integrity and conduct issues and initiatives in the APS
- ways of working with AI in the APS to enhance operations and deliver better services
- how APS professions support the people and work of the APS
- how APS teams are serving the Australian community, working with non-government, business and research partners.

This is the third State of the Service Report to be submitted to the Australian Parliament by APS Commissioner Dr Gordon de Brouwer, and is prepared as a digital-first report. It is the latest in a series of reports on the Australian Public Service dating back to Federation.

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A message from the APS Commissioner

Welcome to the *State of the Service Report 2024–25*, a collaboration between the Australian Public Service Commission and APS agencies.

Under the *Public Service Act 1999*, this report to Parliament is a key mechanism for transparency about the Australian Public Service – its workforce and workplaces, integrity and capability. It shows where the APS is now, in the context of where we have been and where we are going.

In addition to bringing together data from many sources, the report offers insights into the people of the APS and the services we deliver. This year, there are individual profiles contributed from the 6 APS Professions and 16 stories of how agencies are serving the community, working with non-government, business and research partners.

A federal election was held in May 2025, involving a temporary workforce of more than 99,000 staff at more than 7,200 polling places around the country. The APS can be proud of the role it plays in the peaceful formation of government in Australia, from supporting rigorous election processes to the agency briefings that assist the incoming Government to get underway.



APS Commissioner Dr Gordon de Brouwer
Image: Australian Public Service Commission

Engaging with a changing world

The *Australia in the World 2025 Snapshot* outlines the global environment of ‘increasing strategic surprise’ the Australian Government operates in. Shifts and disruptions are occurring across every dimension of Australia’s international engagement. At the same time, opportunities are emerging from these political and economic transitions.

While some APS agencies are heavily involved in positioning Australia for a less predictable, rapidly changing world, almost all APS agencies have a part to play. Few spheres of Australian Government activity are unaffected by international considerations or connections. Together we are navigating changes to the global post-war order, and major structural transformations driven by demographic, technological and environmental factors.

Linkages between public service institutions are important, now more than ever. While always remaining responsive to the governments we serve, these connections ensure key country-to-country relationships are maintained over time. We learn from each other as we tackle many of the same issues and pressures.

Australian public administration in a global context

As stewards of the APS, we take an interest in where Australian public administration sits in a global context – where we are performing well, and what we can continue to improve.

Roundtable discussions like the Global Government Summit hosted by the Singapore Government in January 2025 provide valuable opportunities to meet with international counterparts to discuss matters of common interest including the pillars of modern, effective civil services.

Benchmarking studies released in the past year, including the OECD Government at a Glance 2025 and the Blavatnik Index of Public Administration 2024 from the University of Oxford, assess performance across key functions of government using different approaches.

Australia is performing above the OECD average on key composite measures including trust, prosperity and satisfaction with public services, achieving results with good governance practices and use and management of public institutions' resources. An area identified by the OECD for continued focus by Australia is our performance in relation to open, useful and re-usable data. Across its 4 domains – strategy and leadership, public policy, national delivery and people and processes – Australia ranked 8th out of 120 countries on the Blavatnik Index of Public Administration 2024.

Engaging with counterparts in other public services, and considering the comparative results of international studies, provides understanding of Australia's own policy perspectives and an evidence base for improving government services.

Highlights from this report

Results from the *Trust in Australian public services: 2025 Annual Report* show that trust in Australian public services has increased significantly in the past year by 4 percentage points to 62%. This is the first time it has increased since the COVID-19 pandemic, and matches the peak level reported in 2021.

Trust in specific services has increased to 73% in 2025, compared with 71% in 2024. Trust and/or satisfaction has increased by more than 5 percentage points in 5 agencies: Centrelink; Veterans' Affairs; Agriculture, Fisheries and Forestry; Employment and Workplace Relations and the National Disability Insurance Scheme.

When asked why their trust had increased, people most often talked about reduced wait times, improved digital services, greater transparency and communication, and improved service quality and staff helpfulness. Government decisions on public service resourcing and a sustained focus on effectiveness, capability and integrity make a big difference to the service delivery experience of the Australian people.

Advances in technology over recent decades have transformed what the APS workforce can deliver, and this is accelerating.

Within a policy framework for the safe and responsible adoption of AI, the APS is building capability to use new tools to enhance its operations and public-facing services. Agencies use AI transparency statements to set out their approaches so that the public can understand why and how they are using AI tools to support their work.

This year's report has 12 case studies demonstrating how APS agencies are responding to the opportunities offered by increasing use of AI. These case studies span service delivery, compliance and fraud detection, law enforcement and security, scientific endeavours and corporate and enabling services.

APS agencies are building and implementing technologies in-house to drive innovation and efficiency gains in public-facing services. Some are collaborating with research and industry partners to leverage expertise and technologies that support economic and environmental outcomes. Other agencies are building platforms to support APS-wide activities, or manage the adoption of AI in their specific agency contexts.

Finally, I want to highlight the very positive results from the 2025 APS Employee Census. More than 151,000 APS employees (81%) participated in the survey this year, continuing its high value as a source of information about the APS workforce.

Overall APS results on census indices for communication (70), employee engagement (75), enabling innovation (68), perceptions of SES leaders (71), and perceptions of wellbeing policies and support (72) are all up from 2024. Employee perceptions of immediate supervisor remain high (77). Perceptions of bullying and harassment (9.5%) are down a percentage point from last year, even if they remain too high.

The commitment to service by APS employees remains very strong, with 93% of respondents agreeing they understand how their role contributes to achieving an outcome for the Australian public, and 91% agreeing they are happy to go the extra mile at work when required.

On the census question 'The culture in my agency supports people to act with integrity', 81% of respondents agreed with the statement, up from 77% in 2024.

The improvement in integrity has been underpinned by extensive work to strengthen an open speak-up culture in the public service. The APS has been assiduously learning the lessons from the failures in Robodebt, and has a strong focus on responsible and accountable leadership.

This same cultural shift has supported a lift in innovation, up 3 points on the Enabling Innovation Index to 68. The shift in public servants saying 'my agency recognises and supports the notion that failure is a part of innovation' is notable, increasing by 10 percentage points to 51%. While there is clearly still a way to go, more than 19,000 public servants changed their view about this aspect of risk over the past year.

While overall APS results are encouraging, significant variations occur at agency-level. We share agency-level results in the Agency Benchmarking section, and encourage agencies to reflect on their results in the context of other agencies of similar size. There is support available to assist agencies to address issues identified in the APS Employee Census.

I want to thank all APS employees for the work you do, the professionalism you bring to your roles, and the difference you make for Australians.

Thank you to all the teams and individuals across the APS who have contributed to this year's State of the Service – the report is richer for it.

A handwritten signature in blue ink that reads "Gordon de Brouwer". The signature is written in a cursive, flowing style.

Dr Gordon de Brouwer

Report overview

APS workforce

Current state and changes over time in the Australian Public Service workforce, using data from the APS Employment Database and the APS Employee Census. It includes information on size and location of the APS workforce, workforce diversity, agencies and job families. Additional data on the APS workforce is in Agency Benchmarking and Appendices 1, 2, 3 and 6.

Read more in [APS workforce](#).

APS workplaces

Developments in APS workplaces, including employee perceptions on engagement, and health and wellbeing, using data from the APS Employee Census. It highlights influences shaping APS workplaces including new ways to enhance productivity, flexible work, APS enterprise agreements and APS Reform initiatives. Additional data on APS employee perceptions is in Agency Benchmarking and Appendix 2.

Read more in [APS workforce](#).

Integrity and conduct in the APS

Reports on current indicators of personal conduct in the APS, from the APS Employee Census and APS Agency Survey. It explains how APS integrity agencies are working together to implement legislation, strategies, programs, resources and other measures to support a strong ethical delivery culture. Additional integrity-related metrics are in Agency Benchmarking and Appendix 2.

Read more in [Integrity and conduct in the APS](#).

Capability and leadership in the APS

Plans and tools for capability needs such as adopting AI in the APS, the Data, Digital and Cyber Workforce Plan and APS Career Pathfinder. Reports on progress with implementing the Strategic Commissioning Framework, Capability Reviews, Capability Reinvestment Fund and Australian Government Consulting. APS engagement with partners and the public is considered, including results from the 2025 Survey of Trust in Australian public services. Additional data on workforce planning is in Appendix 6.

Read more in [Capability and leadership in the APS](#).

Ways of working with AI in the APS

Case studies from 12 APS agencies, explaining how they are using AI tools to drive innovation in public-facing services, achieve economic and environmental outcomes, and support APS-wide and agency-specific priorities.

Read more in [Ways of working with AI in the APS](#).

People of the professions

Profiles featuring outstanding members of the APS Professions, nominated by the heads of the Evaluation, Digital, Data, HR, Procurement and Contract Management and Complex Project Management professions. These profiles show how the APS Professions are supporting the people and the work of the APS.

Read more in [People of the professions](#).

Serving the community

Stories exploring how APS teams are serving the community in areas including crisis response; literacy and learning; service delivery in remote, rural and regional communities; energy and infrastructure; international engagement; and agriculture and the environment. To achieve this, they are working closely with non-government, industry and research partners.

Read more in [Serving the community](#).

Agency benchmarking

Assessments of the position of APS agencies relative to the Australian Government's employment targets and benchmarks, using APSED data. From the APS Employee Census, it shows agency-level performance across all census indices, as well as agency-level perceptions of support for integrity and working away from the office information.

Read more in [APS agency benchmarking](#).

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APS workforce

The *Public Service Act 1999* requires the Australian Public Service to build and support a workforce that reflects the community it serves.

At 30 June 2025, the APS workforce had 198,529 employees working in 102 agencies, at 586 locations across Australia. The APS accounted for 1.36% of the Australian labour force in June 2025, compared with 1.35% in June 2005.

Around two thirds (65.7%) of APS agencies are operational, while the primary function for the remaining agencies is policy (23.8%), regulatory (4.9%), specialist (4.4%) and national cultural institution (1.1%).

The proportion of APS employees who are ongoing employees continued to rise (92.9% at 30 June 2025, up 0.9% from a year earlier). The APS engagement rate (14.6%), mobility rate (10.5%) and separation rate (6.4%) over the year to 30 June 2025 were all lower than the previous year.

The proportion of APS employees in the national capital fell a further 1.5% to 35.4% at 30 June 2025, while the proportion grew in other capital cities (up 1.4% to 51.3%) and regional areas (up 0.3% to 12.6%). The proportion of APS employees based overseas remained steady at 0.8%.

At 30 June 2025 there were 111 First Nations leaders serving in Senior Executive Service positions across the APS, up from 54 at 30 June 2023. The SES100 program has become a leading example of how co-design, cultural safety and system leadership can drive inclusion at the most senior levels.

A Culturally and Linguistically Diverse Capability Uplift package of resources and regular coaching sessions are supporting the development of CALD action plans to improve awareness, cultural safety and inclusive recruitment processes.

The Workplace Gender Equality Agency Gender Equality Scorecard, released in May 2025, showed that Commonwealth public sector employers have an average total remuneration gap of 6.4%, compared to 21.1% in the private sector. In December 2024, the APS achieved its lowest recorded gender pay gap of 4.4%, based on annualised salaries.

A Disability Royal Commission Discovery Project is underway to consider the 5 recommendations aimed at improving employment for people with disability in the APS. Results from this work will contribute to the Australian Government's response to the Disability Royal Commission.

In January 2025, Australia's first National Autism Strategy was released, supported by the First Action Plan. The actions for the APS workforce focus on improving employment opportunities and support for Autistic employees. The APS Neurodiversity Community of Practice contributed to the development of the recommendations in the Action Plan.

In 2025, Services Australia and the Australian Taxation Office received recognition for their LGBTIQ+ workplace policies after reaching Platinum Status on the Australian Workplace Equality Index.

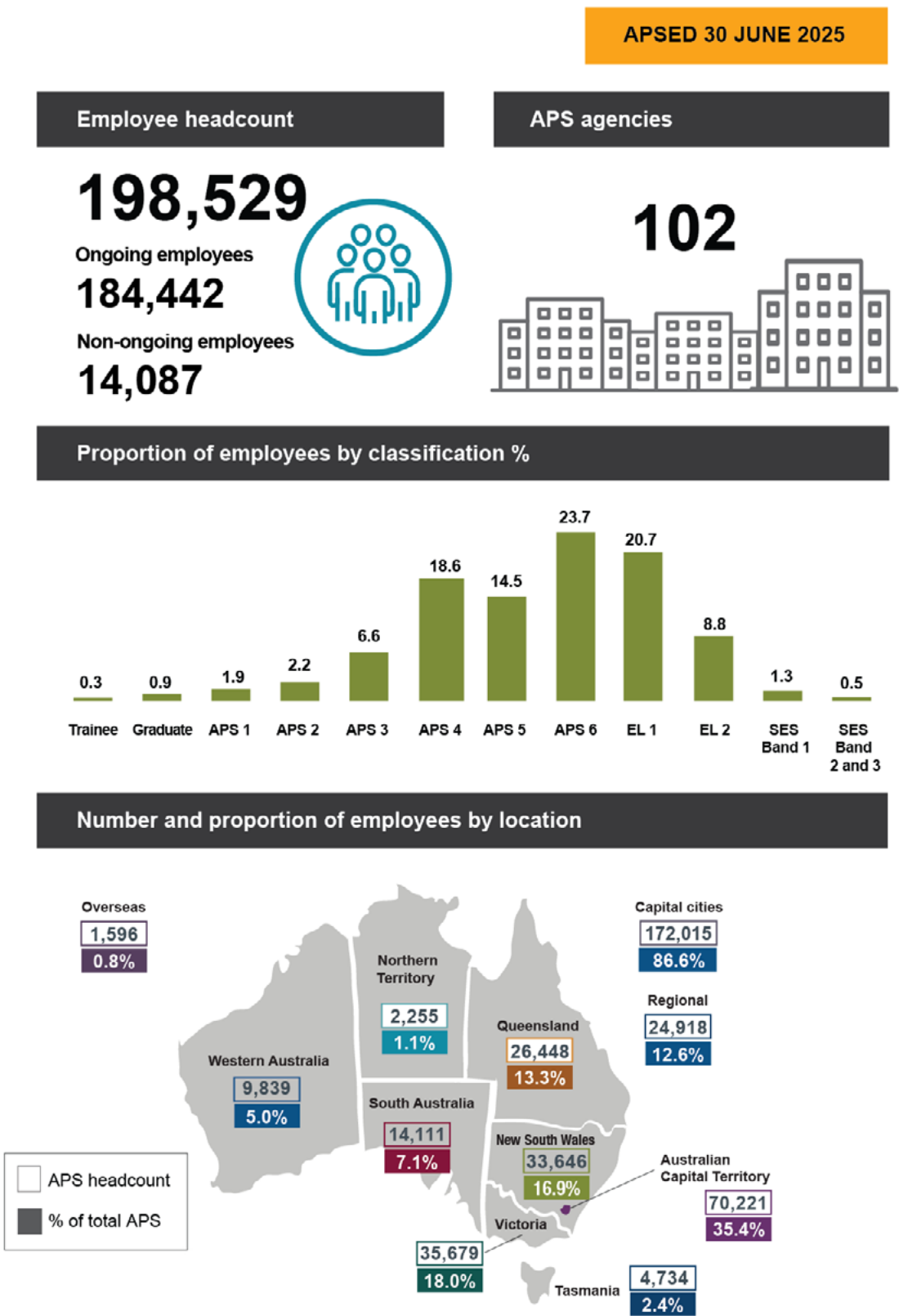
Fifty-seven agencies supplied job family data relating to 174,394 APS employees. At 30 June 2025, the 5 largest APS job families are Service Delivery (24.4%), Administration (10.8%), Compliance and Regulation (9.7%), Portfolio, Program and Project Management (9.6%) and Policy (8.7%).

The APS Centre of Excellence for Workforce Planning has undertaken a strategic review of the APS Job Family Framework, which aligns with the December 2024 release of the Australian Bureau of Statistics Occupation Standard Classification for Australia. This has resulted in a refined occupational taxonomy for the APS, including 16 job families, 51 job functions and 229 roles that capture the core work of the service.

Explore APS workforce	
APS at a glance	APS agencies
APS workforce size and location	APS job families
Diversity in the APS workforce	

APS at a glance

Figure 1: APS at a glance data (at 30 June 2025)



Diversity highlights

First Nations	3.4%
Employees with disability	5.8%
Neurodivergent*	10.8%
LGBTIQA+*	9.5%
CALD	26.8%
Women	60.5%



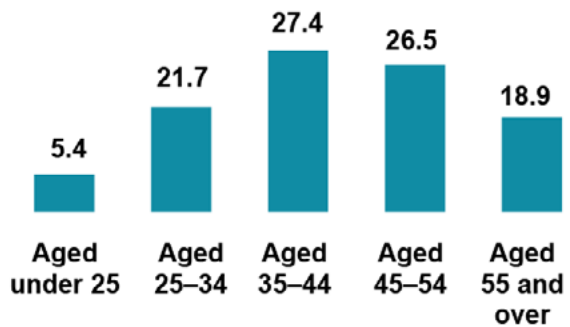
Carer responsibilities*

44.0%

Patterns of work

Full-time	167,797	(84.5%)
Part-time	22,985	(11.6%)
Casual	7,747	(3.9%)

Proportion of employees by age %



Employees by job family: top 5

Service Delivery	42,520	24.4%
Administration	18,848	10.8%
Compliance and Regulation	16,986	9.7%
Portfolio, Program and Project Management	16,814	9.6%
Policy	15,145	8.7%

Sources: APSED and APS Employee Census

Table 1: APS employee headcount (at 30 June 2025)

Employee type	Number of employees
Employee headcount	198,529
Number of ongoing employees	184,442
Number of non-ongoing employees	14,087

Source: APSED

Table 2: Number of APS agencies (at 30 June 2025)

APS agencies	Number of agencies
Total APS agencies	102

Source: APSED

Table 3: Proportion of employees by classification (at 30 June 2025)

Classification	Percentage (%)
Trainee	0.3
Graduate	0.9
APS 1	1.9
APS 2	2.2
APS 3	6.6
APS 4	18.6
APS 5	14.5
APS 6	23.7
EL 1	20.7
EL 2	8.8
SES Band 1	1.3
SES Band 2 and 3	0.5

Source: APSED

Note: EL = Executive Level; SES = Senior Executive Service.

Table 4: Number and proportion of employees by location (at 30 June 2025)

Location	Number	Percentage (%)
Australian Capital Territory	70,221	35.4
Victoria	35,679	18.0
New South Wales	33,646	16.9
Queensland	26,448	13.3
South Australia	14,111	7.1
Western Australia	9,839	5.0
Tasmania	4,734	2.4

Location	Number	Percentage (%)
Northern Territory	2,255	1.1
Capital cities	172,015	86.6
Regional	24,918	12.6
Overseas	1,596	0.8

Source: APSED

Table 5: Diversity in the APS

Diversity group	Number	Percentage (%)
First Nations employees (APSED, 30 June 2025)	6,728	3.4
Employees with disability (APSED, 30 June 2025)	11,535	5.8
Employees whose first language is not exclusively English (APSED, 30 June 2025)	41,001	26.8
Women (APSED, 30 June 2025)	120,098	60.5
Employees who consider themselves to be neurodivergent (2025 APS Employee Census)	16,165	10.8
Employees who identify as LGBTIQ+ (lesbian, gay, bisexual, transgender, intersex, queer, asexual and other sexually or gender diverse) (2025 APS Employee Census)	14,277	9.5

Source: APSED and APS Employee Census

Table 6: Patterns of work of all APS employees (at 30 June 2025)

Pattern of work	Number	Percentage (%)
Full-time	167,797	84.5
Part-time	22,985	11.6
Casual	7,747	3.9

Source: APSED

Table 7: Proportion of APS employees by age group (at 30 June 2025)

Age group	Number	Percentage (%)
Aged under 25	10,785	5.4
Aged 25–34	43,106	21.7
Aged 35–44	54,488	27.4
Aged 45–54	52,697	26.5
Aged 55 and over	37,453	18.9

Source: APSED

Table 8: Proportion of APS employees with carer responsibilities

Proportion of APS employees	Number	Percentage (%)
Employees with carer responsibilities	66,103	44.0

Source: 2025 APS Employee Census

Table 9: Proportion of APS employees by job family: top 5 (at 30 June 2025)

Top 5 job families	Number	Percentage (%)
Service Delivery	45,520	24.4
Administration	18,848	10.8
Compliance and Regulation	16,986	9.7
Portfolio, Program and Project Management	16,814	9.6
Policy	15,145	8.7

Source: APSED

APS workforce size and location

Total APS headcount

Under Section 22 of the *Public Service Act 1999*, the engagement of Australian Public Service employees must be as an ongoing APS employee or for a specified term, for the duration of a specified task, or for duties that are irregular or intermittent.

The APS is a career-based service, and the Employment Principles in Section 10 of the Act recognise that the usual basis for engagement is as an ongoing APS employee.

At 30 June 2025, there were 198,529 employees in the APS:

- 184,442 ongoing employees, up by 8.4% from 170,134 ongoing employees at 30 June 2024
- 14,087 non-ongoing employees, down by 4.3% from 14,724 non-ongoing employees at 30 June 2024.

Of the non-ongoing employees at 30 June 2025, 6,340 (45.0%) were employed for a specific term or the duration of a specified task and 7,747 (55.0%) were employed on a casual basis.

Table 10 shows the APS headcount by employment category from June 2021 to June 2025.

Table 10: Ongoing and non-ongoing APS employees (at 30 June, 2021 to 2025)

Year	Ongoing APS employees		Non-ongoing APS employees	
	Headcount	%	Headcount	%
2025	184,442	92.9	14,087	7.1
2024	170,134	92.0	14,724	8.0
2023	151,080	88.8	19,006	11.2
2022	140,861	88.5	18,318	11.5
2021	133,983	87.2	19,588	12.8

Source: APSED

Engagements, mobility and separations

Over the year to 30 June 2025, there were:

- 25,917 engagements of ongoing employees to the APS, down by 15.4% from 30,651 engagements in the year to 30 June 2024
- 7,221 ongoing employees moved to another APS agency, down by 15.9% from 8,591 moves in the year to 30 June 2024
- 11,406 separations of ongoing employees from the APS, down by 0.8% from 11,501 separations in the year to 30 June 2024.

Table 11 shows the engagement, mobility and separation rates of ongoing APS employees from June 2021 to June 2025.

Table 11: Engagement, mobility and separation rates of ongoing APS employees (year ending 30 June, 2021 to 2025)

Year ending	Engagement rate	Mobility rate	Separation rate
June 2025	14.6	10.5	6.4
June 2024	19.1	12.5	7.2
June 2023	15.1	13.6	8.1
June 2022	13.1	13.5	8.1
June 2021	7.7	9.5	6.4

Source: APSED

Note: Mobility rate excludes employees who moved as part of a Machinery of Government change.

The size of the APS relative to the wider Australian labour force, and the population it serves, has changed over time.

Over the period from June 2005 to June 2025:

- the APS workforce (employee headcount) increased by 65,143 (48.8%)
- the Australian labour force (employed persons) increased by 4,731,242 (47.9%)
- the Australian population increased by 7,417,664 (36.8%).

Table 12 shows the APS employee headcount in the context of the Australian labour force and Australian population at five year intervals from June 2005 to June 2025.

Table 12: APS headcount as a proportion of the Australian labour force, and the Australian population, at five year intervals from June 2005 to June 2025

	June 2005	June 2010	June 2015	June 2020	June 2025
APS employees ¹	133,386	163,794	152,242	150,363	198,529
Employed persons ²	9,885,630	10,992,854	11,727,587	12,282,418	14,616,863
APS employees as % of employed persons	1.35	1.49	1.30	1.22	1.36
Australian population ³	20,176,800	22,031,800	23,816,000	25,649,200	27,594,464
APS employees as % of Australian population	0.66	0.74	0.64	0.59	0.72

Sources:

1. APSED.
2. Labour Force, Australia, (Australian Bureau of Statistics), [Labour Force, Australia](#), Series: A84423043C ([Labour force status by Sex, Australia - Trend, Seasonally adjusted and Original](#)).
3. Estimated Residential Population (Australian Bureau of Statistics), [National, state and territory population](#), Series: A2133251W, [Population and components of change - national](#). The June 2025 estimate is a population projection figure: 'High Series' (Australian Bureau of Statistics (2022-base—2071), [Population Projections, Australia](#)).

Location

The Australian Public Service workforce spans 586 locations across Australia. Table 13 shows the location of APS employees at 30 June 2025 and the previous year.

At 30 June 2025:

- 70,221 or 35.4% of APS employees were located in the national capital, down 1.5 percentage points from the previous year
- 101,794 or 51.3% were located in other capital cities, up 9,525 or 1.4 percentage points from the previous year
- 24,918 or 12.6% were located in the regions, up 2,112 or 0.3 percentage points from the previous year
- 1,596 or 0.8% were located overseas, remaining steady since last year.

Table 13: Location of APS employees (at 30 June 2024 and 2025)

Location	2024		2025	
	Headcount	%	Headcount	%
ACT	68,257	36.9%	70,221	35.4%
VIC	31,922	17.3%	35,679	18.0%
Melbourne	27,025	14.6%	30,165	15.2%
Regional VIC	4,897	2.6%	5,514	2.8%
NSW	30,644	16.6%	33,646	16.9%
Sydney	21,586	11.7%	23,822	12.0%
Regional NSW	9,058	4.9%	9,824	4.9%
QLD	24,136	13.1%	26,448	13.3%
Brisbane	17,736	9.6%	19,461	9.8%
Regional QLD	6,400	3.5%	6,987	3.5%
SA	12,858	7.0%	14,111	7.1%
Adelaide	12,456	6.7%	13,648	6.9%
Regional SA	402	0.2%	463	0.2%
WA	8,951	4.8%	9,839	5.0%
Perth	8,228	4.5%	9,125	4.6%
Regional WA	723	0.4%	714	0.4%
TAS	4,424	2.4%	4,734	2.4%
Hobart	3,789	2.0%	4,041	2.0%
Regional TAS	635	0.3%	693	0.3%
NT	2,140	1.2%	2,255	1.1%
Darwin	1,449	0.8%	1,532	0.8%

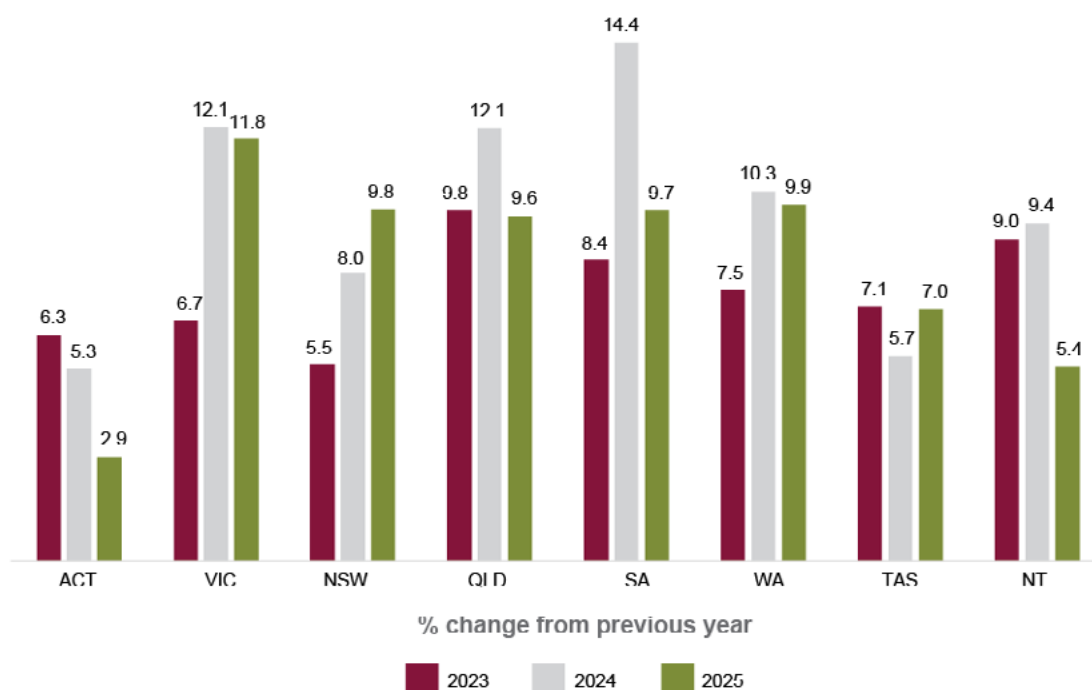
Location	2024		2025	
	Headcount	%	Headcount	%
Regional NT	691	0.4%	723	0.4%
Total Capital Cities	160,526	86.8%	172,015	86.6%
Total Regional	22,806	12.3%	24,918	12.6%
Overseas	1526	0.8%	1596	0.8%
All	184,858	100.0%	198,529	100.0%

Source: APSED

Note: Totals may not sum due to rounding.

Year-on-year changes within the APS employee headcount in each state and territory over the 3 years to 30 June 2025 are shown in Figure 2.

Figure 2: APS employee headcount (% change from previous year, 2023 to 2025)



Source: APSED

See also in this report

[Appendix 1 – APS workforce trends](#)

Find out more

Australian Public Service Commission (2025) [APS Employment Data Release](#), APSC website, accessed 13 August 2025.

Diversity in the APS workforce

Under Section 41 of the *Public Service Act 1999*, the Australian Public Service Commissioner has a responsibility to foster an APS workforce that reflects the diversity of the Australian community. The Employment Principles in Section 10 of the Act require the APS to recognise the diversity of the Australian community and foster diversity in the workplace.

The APS is committed to being inclusive, a place where all Australians are welcome and belong. It is creating respectful and safe workplaces, and building a diverse workforce. A public service that reflects the experience, insights and backgrounds of the wider Australian community provides better informed policy and services. Diversity helps the APS to do its job better and to be a better workplace.

There has been good progress with diversity and inclusion in 2024–25:

- for the first time, more than 100 First Nations leaders are in Senior Executive Service roles (111 leaders at 30 June 2025)
- CALD Inclusive Leadership Guidance has been published to help SES leaders build culturally inclusive APS workplaces
- the Workplace Gender Equality Agency provided the first-ever publication of gender pay gaps across 120 Commonwealth public sector employers
- the SES Disability Network doubled its membership, raised its profile, and engaged more SES staff with lived experience
- Services Australia and the Australian Taxation Office have reached Platinum status on the Australian Workplace Equality Index, a national benchmark on LGBTQA+ workplace inclusion
- Social Services released Australia's first National Autism Strategy and First Action Plan 2025–26.

First Nations employment

At 30 June 2025, 111 First Nations leaders were serving in Senior Executive Service positions across the APS. This milestone was achieved through the successful implementation of the SES100 program. SES100 is a flagship program under the Boosting First Nations Employment in the APS initiative that aims for First Nations employees to make up 5% of the APS workforce by 2030.

The SES100 program has become a leading example of how co-design, cultural safety and system leadership can drive inclusion at the most senior levels. Designed and delivered by the First Nations Unit, the program has embedded culturally safe recruitment processes for SES Band 1 and Band 2 roles. The Yawarra (Wiradjuri for “To take care of”) program provides structured support for SES100 appointees during their first 12 months in role, ensuring their success and strengthening cultural capability in the APS.

The impact of SES100 is reaching beyond the APS. The program has drawn strong attention from the private and state government sectors that are now seeking to adapt the model to increase representation of First Nations leaders in their own senior executive ranks. This cross-sector interest underscores the strength of the SES100 design and its potential to reshape leadership pipelines nationally.

Alongside increasing First Nations SES representation, the broader initiative is building a sustainable pipeline of First Nations talent at the executive level. The Bulbul (Wiradjuri for “Together”) program is supporting First Nations executive level employees, by preparing them for senior roles and embedding

cultural safety throughout their journey. Together, the First Nations designed and led Bulabul and Yawarra programs are reinforcing cultural accountability and creating lasting capability across the system.

CALD employment

The Australian Public Service Commission is developing and progressing whole-of-government initiatives to deliver on the objectives of the Culturally and Linguistically Diverse Employment Strategy and Action Plan.

At 30 June 2025, 26.8% of APS employees reported their first language was not exclusively English, up from 25.9% at 30 June 2024 (APSED).

The APSC has delivered a CALD Capability Uplift package of resources and regular coaching sessions to lead agencies to support the development of CALD action plans to improve multicultural awareness, cultural safety and recruitment processes. Courses, including MOSAIC Parts 1 and 2, are available to support agencies with a strong foundation of multicultural learning.

Released in December 2024, the CALD Compact and Inclusive Leadership Guidance helps SES leaders build culturally inclusive APS workplaces and emphasises the importance of cultural capability in leadership roles. The statement outlines legislative responsibilities and empowers leaders to create workplaces that are more inclusive by modelling curiosity and psychological safety.

The Australian Human Rights Commission released a National Anti-Racism Framework in November 2024. It proposes a roadmap for governments, business and community organisations to address all forms of racism in Australia, using a whole of society approach.

Gender equality

In May 2025, the Workforce Gender Equality Agency released the Commonwealth Public Sector Gender Equality Scorecard Key Results from 2023. This was the first time WGEA published gender pay gaps for 120 Commonwealth public sector employers.

The WGEA Gender Equality Scorecard shows that Commonwealth public sector employers have an average total remuneration gap of 6.4%, compared to 21.1% in the private sector (excluding CEOs and Heads of Business). It notes that flexible work contributes to the high rates of full-time work among women in the public sector (76%) compared to the private sector (just 43%).

In December 2024, the APS achieved its lowest recorded gender pay gap of 4.4%, based on annualised base salaries. The national gender pay gap was 11.5% in August 2024, according to the Australian Bureau of Statistics. The APS continues to see a significant reduction in the gender pay gap over time, reducing from 10.2% in 2011 to 4.4% in 2024.

The distribution of women across classification levels significantly influences the APS gender pay gap. A higher concentration of women in lower classifications (APS3-5) contributes to the overall gap, despite near pay parity within individual classification levels.

There has been a continued increase in representation of women at higher classifications (Executive Level 1 and above) since 2018, along with a slight decrease in women at lower classifications. These trends underscore the importance of ongoing efforts to promote gender balance across all classification levels to reduce the gender pay gap in the APS.

The APS remains committed to closing the gender pay gap. This is in line with national priorities to progress economic equality and security, articulated in Working for Women: A Strategy for Gender Equality.

Employees with disability

At 30 June 2025, 5.8% of APS employees reported having disability, up from 5.7% at 30 June 2024 (APSED).

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability Final Report, released in September 2023, highlighted the need for greater inclusion of people with disability.

The APSC set up the Disability Royal Commission Discovery Project in 2024 to consider the 5 recommendations aimed at improving employment for people with disability in the APS. The project team includes seconded staff from across the public service, including staff with lived experience of disability. Seconded staff brought a rich understanding of disability employment within the APS to inform the project. Results from this work will contribute to the Australian Government's response to the 5 recommendations for the APS from the Disability Royal Commission.

The APS SES Disability Network has raised its profile and boosted its influence in 2025, doubling its membership and engaging more SES staff who identify as people with disability. Its growing profile is due in part to promotions run by Network Chairs in collaboration with the APSC.

In December 2024, newly appointed Disability Champion and Department of Social Services Secretary, Michael Lye, endorsed the Network's successful bid to join the SES Disability Champions Network. This strengthens collaboration between SES staff with lived experience and agency disability champions. The partnership will help the Network better advocate for and support disability employment initiatives across the APS.

National Autism Strategy

In January 2025, Social Services released Australia's first National Autism Strategy 2025–31. It is designed to improve the quality of life for Autistic people in ways that are meaningful to them.

The Strategy was released with funding of \$42.3 million for the First Action Plan 2025–26. Actions planned over the coming years include:

- identifying ways to improve Australian Government services, supports, information and the safety and welfare of Autistic people
- developing new awareness and educational initiatives that enhance community understanding, awareness and acceptance of autism and Autistic people
- delivering a peer support program that will create safe and inclusive spaces where participants can connect, share experiences and build practical skills for navigating life as Autistic individuals
- evaluating the effectiveness of existing autism-specific employment programs to improve employment supports and opportunities for Autistic people
- establishing a governance framework that ensures the autism community has sustained involvement in the implementation and monitoring of the Strategy.

The First Action Plan includes 3 actions for the APS workforce. These focus on improving employment opportunities, supporting Autistic employees in the workplace, and helping employers hire and retain Autistic staff.

The Strategy team shared the national consultation approach at the 2024 United Nations Conference of State Parties in New York, and with the United States Interagency Autism Coordinating Committee in Washington. It is a strong example of working in partnership to co-design inclusive community-led policy development.

Neurodiversity Community of Practice

In the 2025 APS Employee Census, 10.8% of respondents considered themselves to be neurodivergent and another 11.2% considered that they may be neurodivergent. This is an increase from 2024, where 8.8% of respondents considered themselves to be neurodivergent and another 9.3% considered that they may be neurodivergent.

APS employees contributed to consultations on Australia's First National Autism Strategy through the Neurodiversity Community of Practice. Their consolidated feedback helped shape recommendations in the First Action Plan.

Collaboration with APS agencies continued in early 2025, with input provided on Finance's Property Accessibility Assessment Tool and updates to the Australian Government Style Manual content on neurodiversity.



Attendees at the Public Sector Neurodiversity Community of Practice's end of year social gathering in November 2024.

Image: Neurodiversity Community of Practice

In November 2024, Minister for the Public Service, Senator the Hon Katy Gallagher, presented the inaugural Public Sector Neurodiversity Excellence Awards. These awards recognise and celebrate neurodiversity inclusion initiatives across the public sector.

The Neurodiversity Community of Practice hosts APS-wide events to strengthen awareness, capability and connections. By 2025, membership had grown to more than 1,500 people across more than 190 federal, state and territory agencies. The Community of Practice also shares resources to support employees, including a monthly newsletter launched in October 2024.

LGBTIQA+ community

In the 2025 APS Employee Census, 9.5% of respondents identified as LGBTIQA+, up from 9.2% of respondents in 2024.

In 2025, Services Australia and the Australian Taxation Office received recognition for their LGBTIQA+ workplace policies after reaching Platinum Status on the Australian Workplace Equality Index, a national benchmark on LGBTQA+ workplace inclusion. At Services Australia, this milestone is part of a 10-year journey to develop a safe, inclusive workplace for people of all LGBTIQ+ communities.

The ATO's recognition is for the partnerships between the ATO's ATOMIC (ATO Making Inclusion Count) network for LGBTQ+ employees and allies, SES LGBTQ+ Champions and the Inclusion and Diversity team in ATO People, all supported by senior executives within the agency.

The Pride Network at the Department of Climate Change, Energy, the Environment and Water launched the ALIVE Allyship Guide to mark IDAHOBIT. The Network's Co-Chairs collaborated with LGBTIQA+ staff and allies to develop the guide, which shares practical actions and lived experiences to help departmental staff Advocate, Listen, be Inclusive, stay Visible, and Educate themselves.

See also in this report

[APS Workforce – APS at a glance](#)

[APS agency benchmarking](#)

[Appendix 2 – State of the Service additional data](#)

Find out more

Australian Public Service Commission (2025) [First Nations employment](#), APSC website, accessed 10 September 2025.

Australian Public Service Commission (2024) [APS Culturally and Linguistically Diverse Employment Strategy and Action Plan](#), APSC website, accessed 9 September 2025.

Workplace Gender Equality Agency (2025) [WGEA Commonwealth Public Sector Gender Equality Scorecard |WGEA](#), WGEA website, accessed 9 September 2025.

Royal Commission (2023) [Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability](#), Royal Commission website, accessed 10 September 2025.

Services Australia (2025) [*Employment support for LGBTQIA+ staff*](#), Services Australia website, accessed 10 September 2025.

Australian Taxation Office (2025) [*Focus on inclusion and diversity*](#), ATO website, accessed 10 September 2025.

Department of Social Services (2025) [*National Autism Strategy*](#), DSS website, accessed 10 September 2025.

Australian Public Service Commission (2024) [*Public Sector Neurodiversity Community of Practice*](#), APSC website, accessed 10 September 2025.

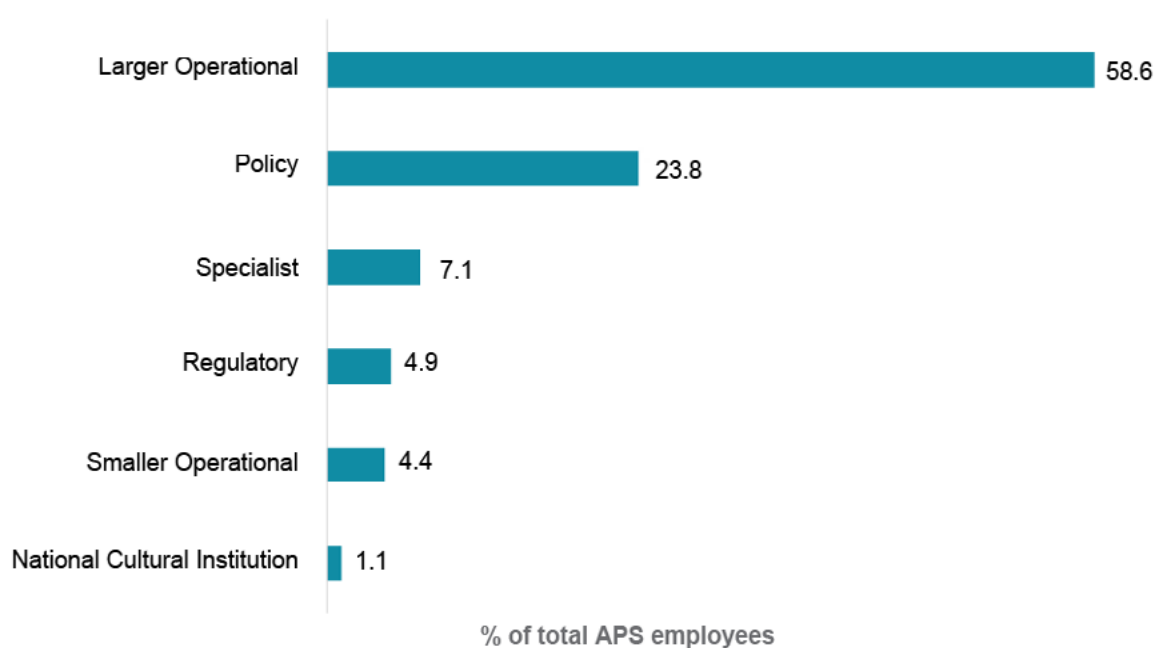
APS agencies

Australian Public Service agencies are grouped into functional clusters to show agencies with similar primary functions. The functional clusters applied to APS agencies are:

- **Policy** – agencies involved in the development of public policy.
- **Smaller operational** – agencies with fewer than 1,000 employees involved in the implementation of public policy.
- **Larger operational** – agencies with 1,000 employees or more involved in the implementation of public policy.
- **Regulatory** – agencies involved in regulation and inspection.
- **Specialist** – agencies providing specialist support to Government.
- **National cultural institution** – agencies that maintain collections of material and offer public programs relevant to Australia's cultural heritage.

Figure 3 shows the representation of functional clusters within the APS at 30 June 2025.

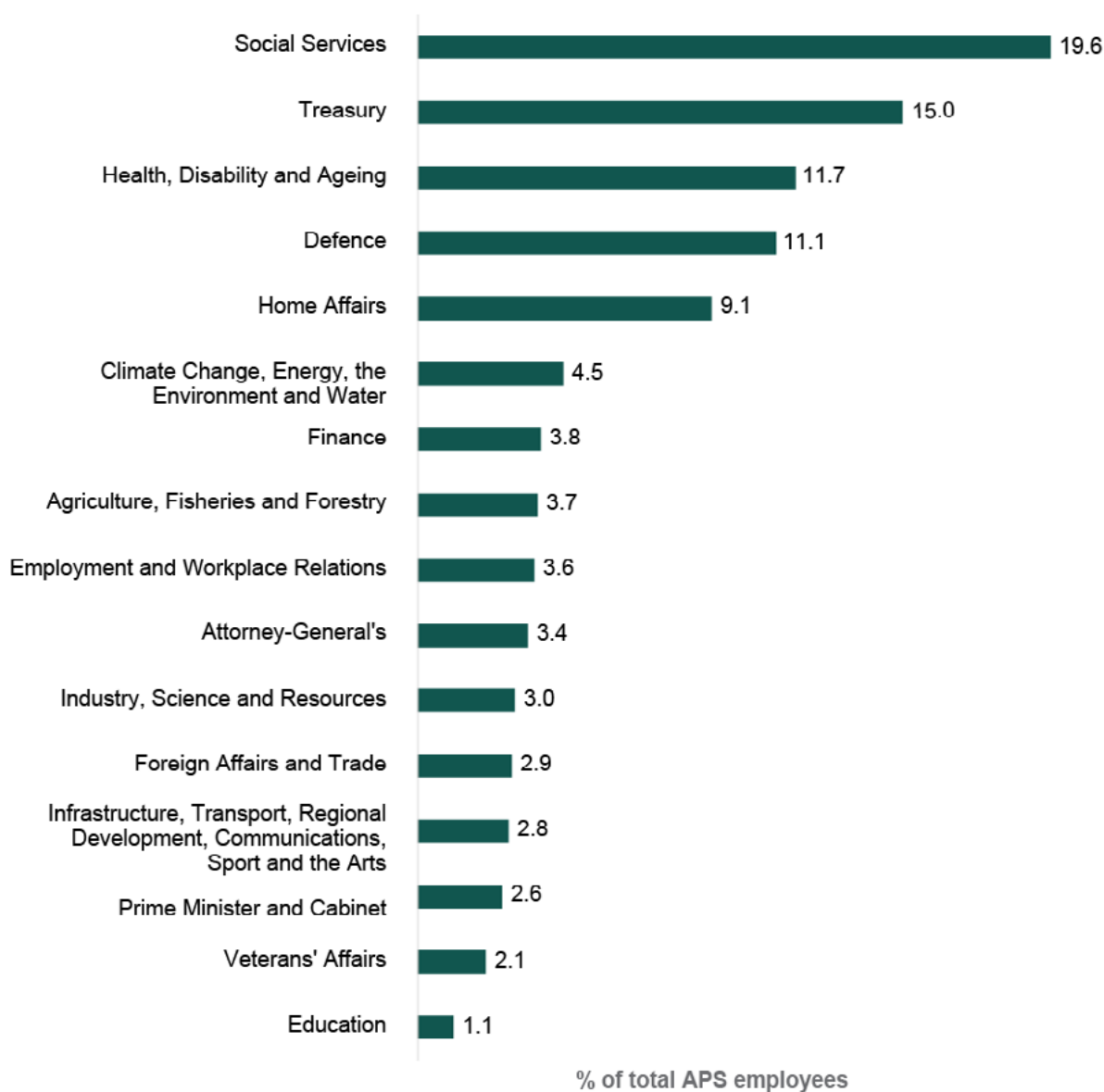
Figure 3: Functional clusters as a proportion of APS headcount (at 30 June 2025)



Source: APSED

Figure 4 shows the representation of portfolio proportion in the APS at 30 June 2025.

Figure 4: Portfolios as a proportion of APS headcount (at 30 June 2025)



Source: APSED

Tables 14 and 15 show the agencies with the largest increases and reductions in number of employees from 30 June 2024 to 30 June 2025.

Table 14: Agencies with the largest annual increases in employee headcount (at 30 June 2025)

Agency	Ongoing		Non-ongoing		Net increase	
	Headcount	%	Headcount	%	Headcount	%
National Disability Insurance Agency	+2,592	+34.4%	+164	+53.9%	+2,756	+35.1%
Services Australia	+2,033	+6.2%	-382	-46.6%	+1,651	+4.9%
Australian Electoral Commission	+282	+31.3%	+1,218	+57.7%	+1,500	+49.8%
Agriculture, Fisheries and Forestry	+1,146	+21.3%	-28	-6.0%	+1,118	+19.1%
Defence	+875	+4.5%	-112	-32.5%	+763	+3.9%

Source: APSED

Notes:

1. Figures represent the net change and the percentage change from 30 June 2024 to 30 June 2025.
2. Table excludes the whole agency Machinery of Government change for the Administrative Appeals Tribunal to Administrative Review Tribunal.
3. A Federal Election was held on 3 May 2025.

Table 15: Agencies with the largest annual reductions of employee headcount (at 30 June 2025)

Agency	Ongoing		Non-ongoing		Net decrease	
	Headcount	%	Headcount	%	Headcount	%
Australian Taxation Office	-259	-1.3%	+144	+8.8%	-115	-0.5%
Bureau of Meteorology	+11	+0.6%	-66	-35.7%	-55	-2.9%
Office of the Australian Information Commissioner	-47	-23.9%	+6	-25.0%	-41	-18.6%
National Indigenous Australians Agency	+14	+1.0%	-50	-45.5%	-36	-2.3%
Great Barrier Reef Marine Park Authority	-18	-7.5%	-13	-56.5%	-31	-11.8%

Source: APSED

Notes:

1. Figures represent the net change and percentage change from 30 June 2024 to 30 June 2025.
2. Australian Taxation Office numbers include 187 ongoing and 7 non-ongoing employees that moved to the Australian Securities and Investments Commission due to a Machinery of Government change.

See also in this report

[Appendix 3 – List of APS agencies](#)

Find out more

Australian Public Service Commission (2025) [APS Agencies – size and function](#), APSC website, accessed 12 August 2025.

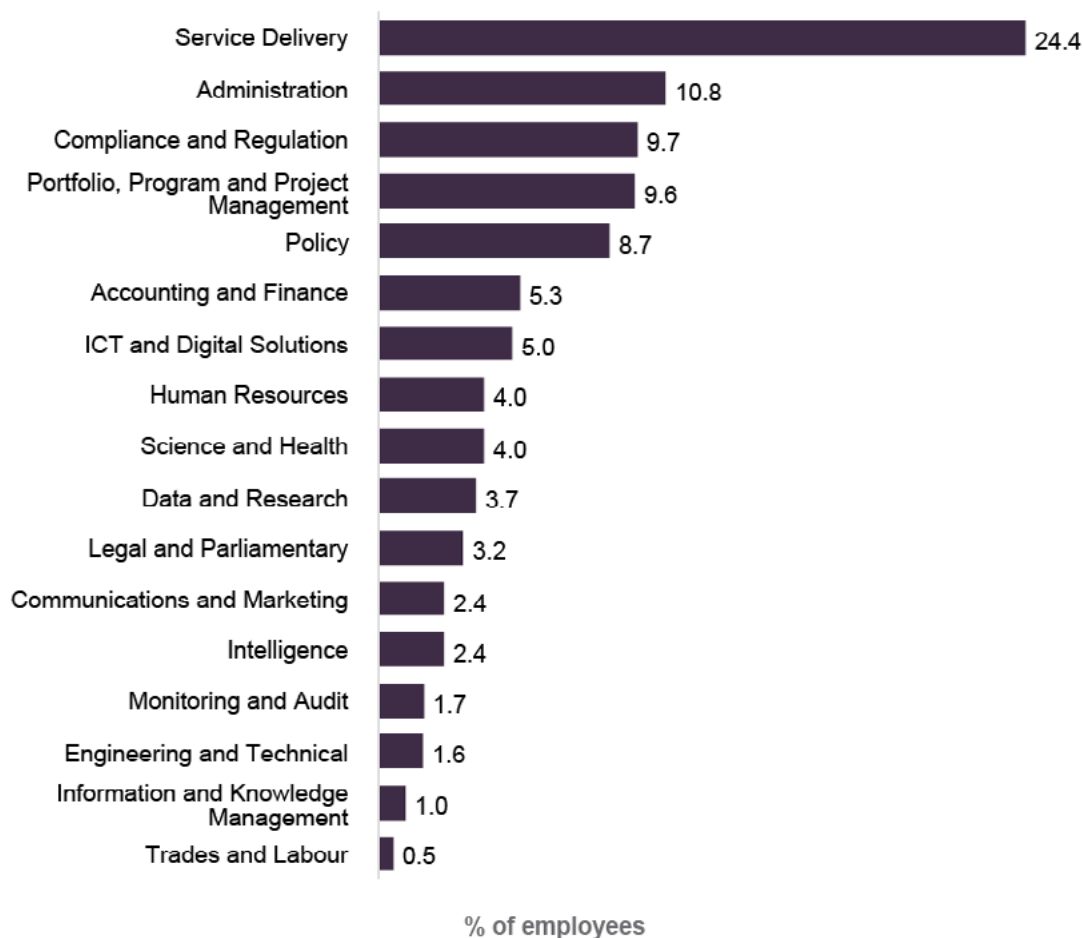
APS job families

The Australian Public Service Job Family Framework groups roles that require the performance of similar or identical sets of tasks. The framework classifies jobs at 3 levels – family, function and role.

As at 30 June 2025, 57 agencies supplied job family data relating to 174,394 APS employees (87.8%).

Figure 5 shows the proportion of job families in the APS by headcount.

Figure 5: Proportion of job families in the APS (at 30 June 2025)



Source: APSED

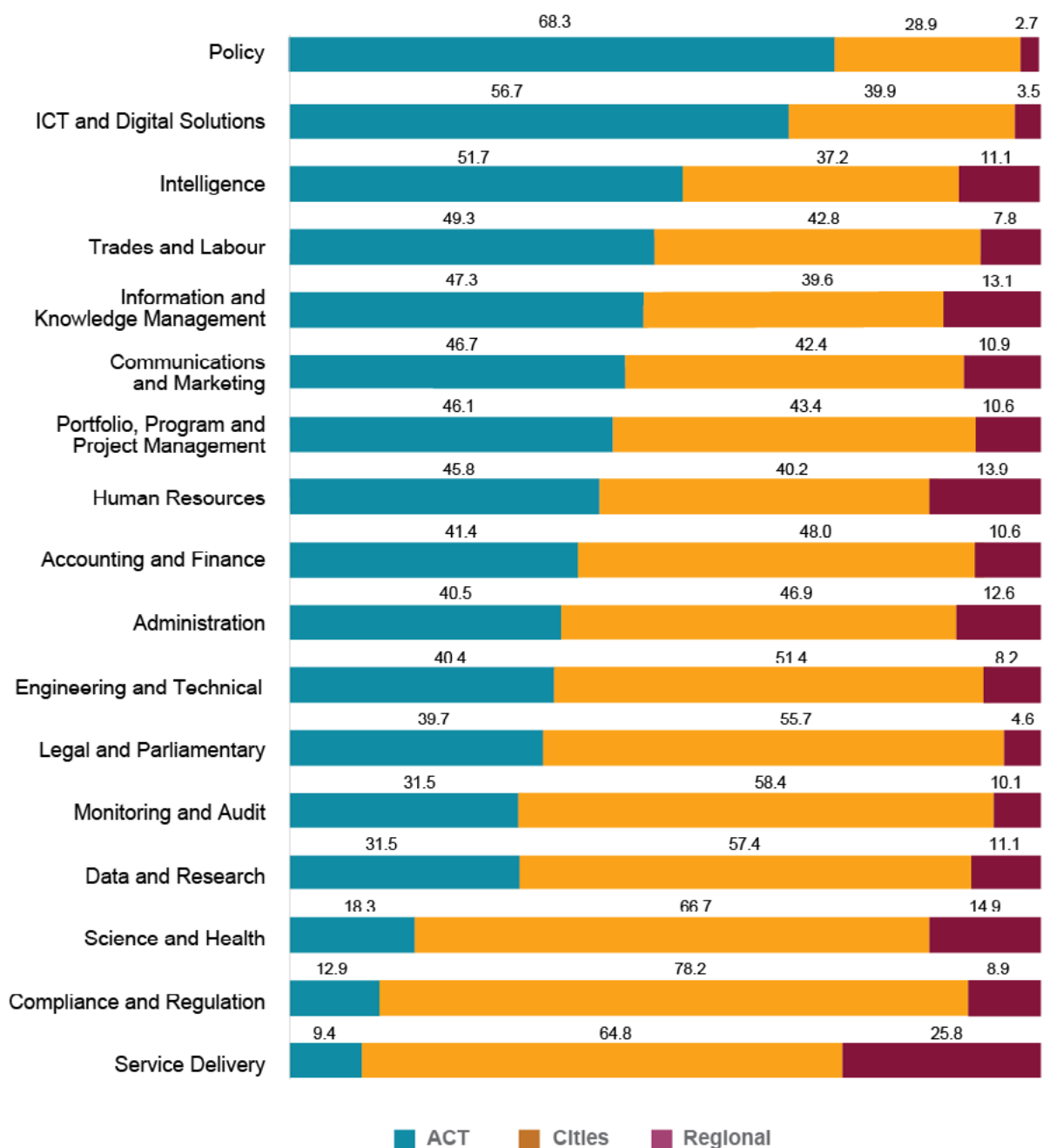
Note: Senior Executive Service is reported in the classifications table in Appendix 2.

At 30 June 2025:

- the 5 largest increases in headcount over the previous year were in the job families of Policy (+2,403), Portfolio, Program and Project Management (+2,376), Service Delivery (+2,137), Administration (+1,874) and Legal & Parliamentary (+1,352)
- 12.2% of employees (24,135) do not have their job family recorded in APSED and are excluded from APS job family results. This is down from 14.7% of employees (27,213) in 2024, noting that change in the level of completeness of the data can affect year-on-year comparisons.

Figure 6 presents the location of APS job families across Canberra, other cities and regions across Australia.

Figure 6: APS job families proportion by location (at 30 June 2025)



Source: APSED

APS Job Family Framework 2025 Review

The APS Centre of Excellence for Workforce Planning concluded a strategic review of the APS Job Family Framework, which aligns with the December 2024 release of the Australian Bureau of Statistics Occupation Standard Classification (OSCA) for Australia, formerly known as the Australian and New Zealand Standard Classification of Occupations.

An analysis of job family data usage and reporting identified opportunities to calibrate and streamline the Framework, which aligns with OSCA. The changes ensure consistency, statistical balance and feasibility.

The key changes to the framework include:

- splitting the Science and Health job family into two job families - 'Science' and 'Health'
- moving cyber roles from Intelligence job family to ICT and Digital job family
- renaming Administration job family to Business and Organisational Management
- discontinuing the Senior Executive job family as roles have been moved into other relevant job families
- discontinuing the Monitoring and Audit job family as roles have been moved to Compliance and Regulation and Accounting and Finance
- consolidating Information and Knowledge Management and Intelligence into one job family
- renaming job functions for clear categorisation and groupings
- discontinuing job roles that can be aggregated to ensure statistical feasibility
- adding new roles requested by agencies.

The revision presents a refined occupational taxonomy for the APS, including 16 job families, 51 job functions and 229 roles that capture the core work of the service.

See also in this report

[Ways of working with AI in the APS – Whole of Australian Government Occupation Coding Service](#)

[Appendix 6 – APS workforce planning](#)

Find out more

Australian Public Service Commission (2025) [APS Job Family Framework](#), APSC website, accessed 10 September 2025.

Australian Public Service Commission (2024) [Workforce planning resources](#), APSC website, accessed 12 August 2025.

Australian Public Service Commission (2025) [APS Employment Data Release](#), APSC website, accessed 12 August 2025.



APS workplaces

Australian Public Service employee engagement in their work continues to grow, and is now at the highest level recorded in the APS Employee Census. In 2025, the overall Employee Engagement Index score increased to 75, up one index point from 74 in 2024.

APS employees have an increasingly positive view of the support offered within their agencies to sustain their health and wellbeing. In 2025, the overall Wellbeing Policies and Support Index score in the APS Employee Census is 72, up from 70 in 2024.

Flexible working arrangements contribute to an APS workforce that is highly skilled, engaged and represents the community it serves. In 2025, 80% of APS Employee Census respondents accessed some form of flexible working arrangement.

Decision-making at the lowest appropriate level is now a legislated requirement through amendments to the Public Service Act 1999, which came into effect in December 2024. Agency heads are required to implement measures to create work environments that enable decisions to be made by APS employees at the lowest appropriate classification, in line with work-level standards.

The APS is identifying and implementing ways to enhance workforce productivity and continuously improve government service delivery for the Australian people. This includes acting on opportunities to free up employee time for higher-value work and rethinking ways services can be delivered where and when needed.

The midway point of the APS Enterprise Agreement 2024—27 has been reached. The 103 APS enterprise agreements in place reflect the outcomes negotiated during the service-wide bargaining round that concluded in March 2024. The Australian Public Service Commission continues to support APS agencies to embed, monitor and evaluate common conditions of employment.

The APS Reform agenda is a comprehensive public sector reform program, delivering tangible results and steady, scalable change across the service. From December 2024, amendments to the Public Service Act locked in key initiatives to strengthen the APS Values, build APS capability and expertise, and support good governance, accountability and transparency.

The Collaboration Circle is a new way of working between chief operating officers and employees from Aboriginal and Torres Strait Islander backgrounds. It provides a forum for senior leaders to listen and learn from the lived experience of First Nations members. First Nations members can use their public sector experience to shape solutions on matters relating to them.

APS agencies are working towards achieving the APS Net Zero 2030 Target, guided by the Net Zero in Government Operations Strategy. Net Zero involves reducing greenhouse gas emissions by improving energy efficiency, adopting renewable energy and implementing other reduction strategies.

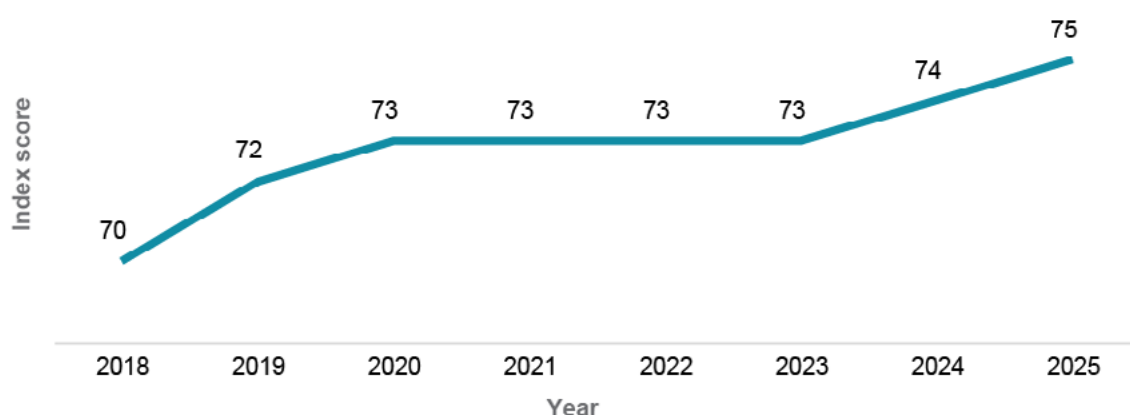
Explore APS workplaces	
Employee engagement	Implementing APS enterprise agreements
Employee health and wellbeing	APS Reform agenda
Flexible work in the APS	Collaboration Circle
Decision-making at the lowest appropriate level	Climate action in government operations
Productivity in the APS	

Employee engagement

Australian Public Service employees feel positively engaged in their work, as reported in the 2025 Australian Public Service Employee Census. The overall Employee Engagement Index score increased by one index point to 75, the highest level recorded since this measure was introduced in 2018 (Figure 7).

Employee engagement is about employee commitment to their organisation and the contribution they seek to make to organisational outcomes. Safe environments support employee engagement, and high levels of employee engagement contribute to positive, high-performing organisational cultures.

Figure 7: APS Employee Engagement Index scores (2018 to 2025)

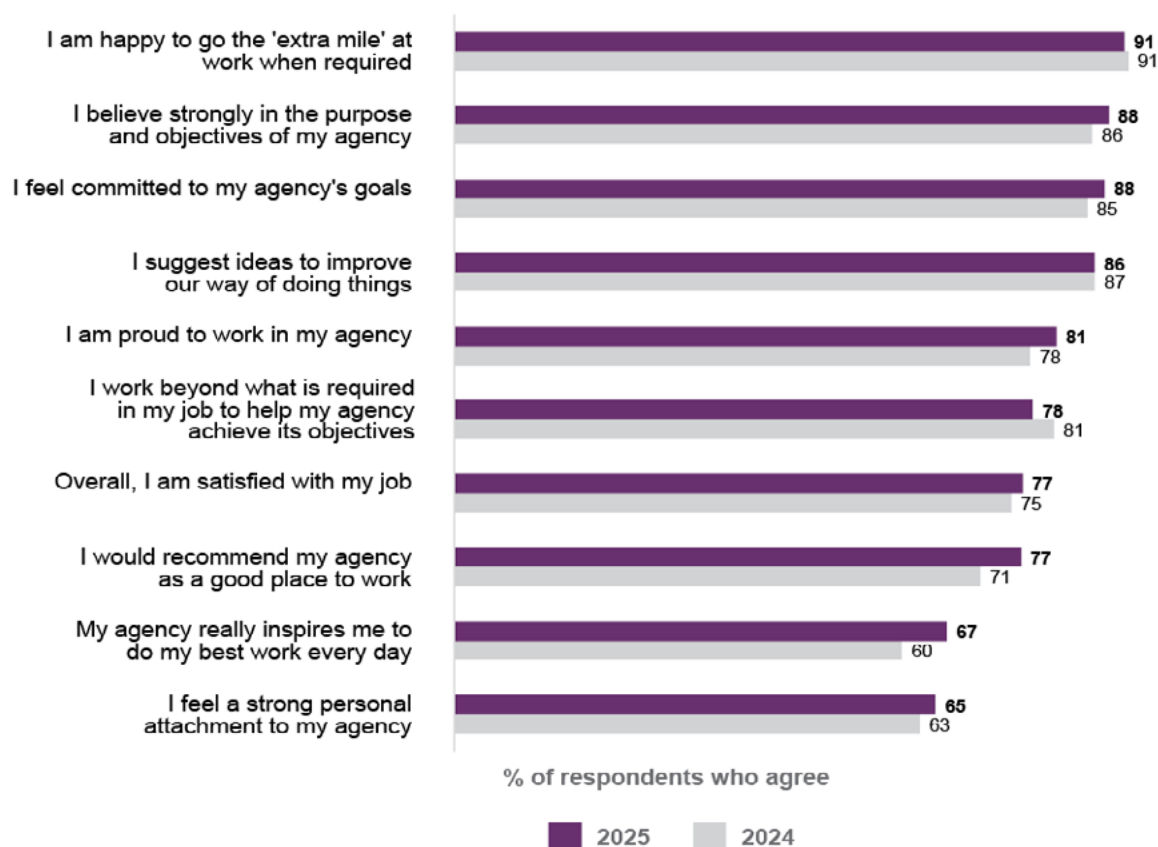


Source: APS Employee Census

This trend was primarily driven by improvements relating to employee perceptions of their agencies. Figure 8 shows the percentage of respondents to the 2024 and 2025 APS Employee Census who provided a positive response to questions that relate to employee engagement.

In 2025, 67% of respondents agreed their agency really inspired them to do their best work every day (up from 60% in 2024), and 77% would recommend their agency as a good place to work (up from 71% in 2024).

Figure 8: APS employee experiences (2024 and 2025)



Source: APS Employee Census

While rates are consistently high for the APS as a whole, results for employee engagement vary significantly across agencies. Agencies with lower employee engagement levels are encouraged to consider ways to improve these perceptions, with positive benefits for work performance, productivity and culture.

The Australian Public Service Commission provides agencies with reports on their APS Employee Census results, including the drivers of engagement in their workforce. It offers additional materials and briefings to assist agencies in understanding their results, as well as guides to support action planning within teams.

See also in this report

[APS agency benchmarking – Employee engagement](#)

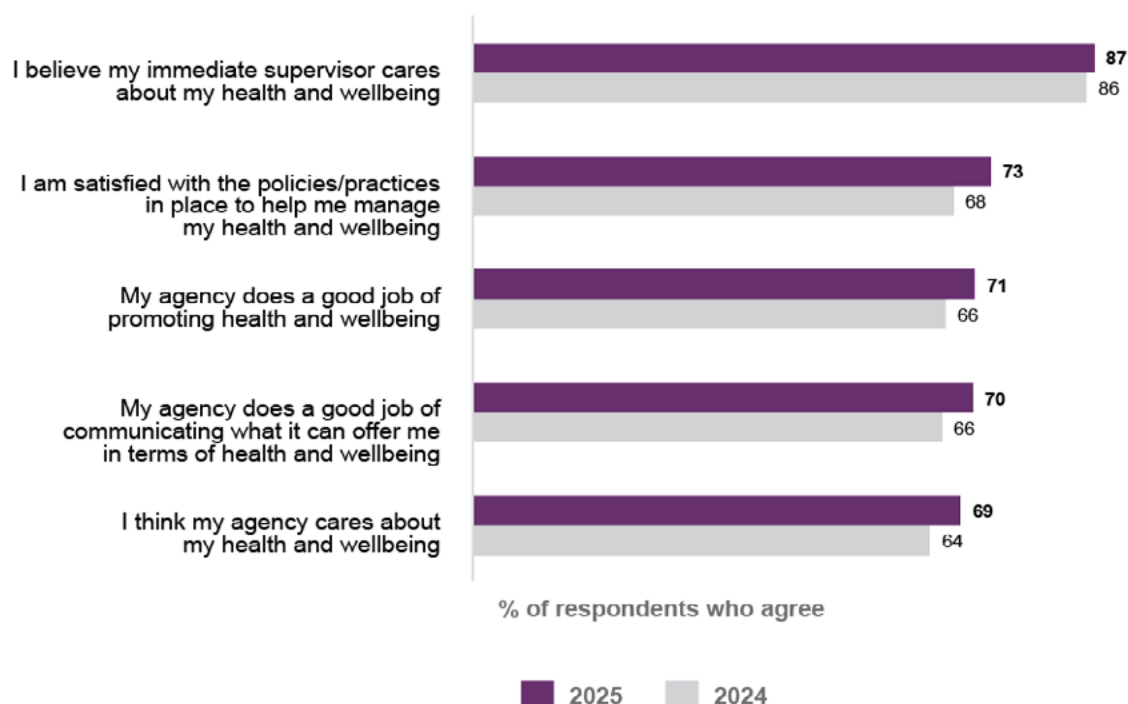
[Appendix 2 – State of the Service additional data](#)

Employee health and wellbeing

Australian Public Service employees have increasingly positive views of the support offered within their agencies to sustain their health and wellbeing, as reported in the 2025 Australian Public Service Employee Census (Figure 9). The overall Wellbeing Policies and Support Index score for 2025 is 72, up from 70 in 2024.

Strong employee wellbeing drives employee engagement, collaboration and the high performance of individuals, teams and organisations. Employees who feel their health and wellbeing are supported at work are less likely to seek other employment.

Figure 9: Wellbeing policies and support (2024 and 2025)



Source: APS Employee Census

The APS Academy consolidates evidence-based resources on a single platform to promote a One-APS approach to supporting health and wellbeing. As well as tools and resources on its website supporting mental, physical, financial and psychosocial health, the APS Academy offers these learning programs:

- APS Mental Health Capability Hub Program
- Compassionate Foundations: Suicide prevention capability suite
- Connections: Core capabilities for workplace peer supporters
- Thrive@Work
- courses supporting the wellbeing of employees working away from the office and in hybrid teams.

Under the Mental Health Capability Hub, the APS Mental Health and Suicide Prevention Unit launched the ADDRESS APS Psychosocial Hazard Suite of resources to support identifying and responding to psychosocial hazards in the APS workplace.

In 2025, the suite was updated in line with the Work Health and Safety Commonwealth Code of Practice 2024, which identifies 17 psychosocial hazards, including new ones relating to job insecurity, fatigue and intrusive surveillance. These inclusions reflect growing awareness of how work design, organisational practices and technology can affect mental health.

Updated guidance ensures the ADDRESS suite covers all 17 psychosocial hazards. The updates include:

- new questions and evidence-based example controls added to the Census Psychological Hazard Screener and Hazard Identification tool
- a brief on the differences between psychosocial and psychological safety
- a facilitator's guide to support employee consultation processes
- an implementation guide for agency consideration.

ADDRESS tools support agencies to comply with Work Health and Safety legislation, and promote safer, healthier, and more productive workplaces.

Other resources the unit has released in 2025 under the Mental Health Capability Hub include text-based and audio-visual learning bites designed by clinical psychologists and human resources practitioners. Topics cover recognising and managing burnout, balancing work with other life demands, the mental health continuum, and psychological safety for employees and team leaders.

Prioritising mental health capability in the APS is essential to building a workforce that is resilient, engaged, and equipped to navigate ongoing uncertainty. Prioritising health and wellbeing and fostering psychologically safe and supportive environments helps employees to thrive and enables the APS to deliver effectively for the Australian community.

See also in this report

[APS agency benchmarking – Perceptions of wellbeing policies and support](#)

[Appendix 2 – State of the Service additional data](#)

Find out more

Australian Government (2023) [Health and Wellbeing](#), APS Academy website, accessed 2 September 2025.

Comcare (2024) [New Commonwealth Code of Practice in force](#), Comcare website, accessed 29 August 2025.

Australian Public Service Commission (2024) [ADDRESS Suite: An APS model for responding to psychosocial hazards](#), APSC website, accessed 29 August 2025.

Flexible work in the APS

Flexible working arrangements contribute to an Australian Public Service workforce that is highly skilled, engaged, and represents the community it serves.

These arrangements are a key attraction and retention tool as they:

- make it possible for APS agencies to secure the skilled people needed, wherever they are in Australia
- are commonly reported as one of the most important workplace conditions that existing and prospective APS employees value.

Since 2020, overall uptake of flexible working arrangements has increased significantly. This has been mostly driven by the increase in employees working away from the office at least some of the time.

In 2025, 80% of APS Employee Census respondents accessed some form of flexible working arrangement (up from 71% in 2020):

- 68% worked away from the office at least some of the time (up from 53% in 2020)
- 30% accessed flexible hours of work (up from 27% in 2020)
- 13% worked part time (down from 16% in 2020)
- 5% worked a compressed work week (up from 3% in 2020)
- 0.3% had a job sharing arrangement (steady at 0.4% in 2020).

Results from the 2025 Employee Census indicate that employees with disability are more likely to work fully remotely (13%) than employees without disability (6%). Working remotely is more common among neurodivergent employees (12%) than it is among other employees (6%). Employees with caring responsibilities tend to use fully remote (8%) and regular hybrid arrangements (55%) more than employees without caring responsibilities (6% and 49% respectively).

While working away from the office has a range of benefits, it can present challenges. APS agencies have processes for maintaining connections with employees working away from the office, and require employees to have workstations that meet health and safety requirements. The need for ongoing training and support for managing remote and hybrid teams is recognised within the APS.

APS agencies vary significantly in size, function and workforce requirements. Agencies continue to test approaches to flexible work arrangements in their settings. Flexibility applies to all roles, with different types suitable for different roles. Flexible working arrangements need to work for individuals, their teams and agencies.

The Australian Public Service Commission supports APS agencies by gathering and sharing knowledge on developments in community expectations, legal frameworks, research on connections between flexible work and productivity, and psychosocial safety of employees working away from the office.

As an outcome of the APS-wide bargaining process conducted under the Public Sector Workplace Relations Policy 2023, all 103 APS enterprise agreements contain a common clause on flexible working arrangements.

See also in this report

[APS agency benchmarking – Working away from the office](#)

[APS workplaces – Implementing APS enterprise agreements](#)

Decision-making at the lowest appropriate level

Decision-making at the lowest appropriate level is now a legislated requirement through amendments to the *Public Service Act 1999*. This change came into effect in December 2024.

Section 19A of the Act requires that Agency Heads implement measures that enable decisions to be made by Australian Public Service employees at the lowest appropriate classification, in line with work-level standards.

To support the introduction of these changes, the Australian Public Service Commission published new guidance in October 2024. This includes information for team members, middle managers, and senior leaders.

Through the APS Agency Survey, agencies report on steps taken to create work environments in which decisions can be made at the lowest appropriate level.

In 2025, the majority of agencies (74%) reported taking steps to do so. This included:

- lowering human resource delegations (48 agencies, 72%)
- updating policies, processes and systems to embed and reflect changes (41 agencies, 61%)
- reviewing governance arrangements (39 agencies, 58%).

Successive reviews have found that the APS tends to make decisions at higher levels than needed to manage risk. The APSC's new guidance supports APS employees to make decisions at the lowest appropriate level, with the right people and applying the right judgement. This leverages capability at all levels across the public service.

Find out more

Australian Public Service Commission (2024) [Ways of Working – Decision making](#), APSC website, accessed 16 July 2025.

Productivity in the APS

The Australian Public Service is identifying and implementing ways to enhance workforce productivity, and continuously improve government service delivery for the Australian people.

The APS is operating in the context of major forces identified in the 2023 Intergenerational Report:

- population ageing
- expanding use of digital and data technology
- climate change and the Net Zero transformation
- rising demand for care and support services
- increasing geopolitical risk and fragmentation.

The APS is responding by acting on opportunities to free up employee time for higher-value work and rethink the ways that services can be delivered where and when needed.

This work is taking place within the system of governance and accountability for the use of public resources established by the *Public Governance and Accountability Act 2013*, and new frameworks including policies to support the safe and responsible use of AI within government.

Enhancing APS workforce productivity

APS agencies are examining how to achieve greater productivity in their operating environments. A key focus is better understanding the known drivers of productivity and performance. This includes employee engagement, the quality of employee communication, and the level of support employees receive to pursue innovation.

The Australian Taxation Office is partnering with Health, Disability and Ageing and UNSW Canberra to examine productivity for public sector knowledge workers working in hybrid environments, including potential barriers and enablers like work tasks, team structures, workspaces and processes.

The tools available to the APS influence the productivity of teams and individuals. Changes in technology in recent decades have dramatically recast what can be delivered by the APS workforce. This is expected to accelerate in the coming years.

The APS is exploring how generative AI tools can be used across the service. An Australian Government trial with Microsoft 365 Copilot found that participants could save time on some administrative tasks. There is also potential to improve inclusivity and accessibility in the workplace.

Finance enables employees to use AI for low-risk activities including creating meeting minutes, summarising documents, creating and debugging code used in data analysis and searching information repositories.

GovAI is a whole-of-government service enabling employees to learn about AI, collaborate with APS AI practitioners, and build AI systems. Users can access hands-on training and guidance, explore AI use case studies, learn from others, and develop and test use cases in a purpose-built sandbox environment.

Improving Australian Government service delivery

The Data and Digital Government Strategy supports the Australian Government's 2030 vision to deliver simple, secure and connected public services for all people and businesses through world-class data and digital capabilities. This is complemented by a Whole-of-Government Digital and ICT Investment Oversight Framework to manage digital and information and communication technology-enabled investments.

Australia is recognised as a global leader in digital government, and is ranked fifth on the Organisation for Economic Co-operation and Development Digital Government Index. Australia ranks highly for:

- using digital solutions to simplify engagement with citizens
- placing people's needs and convenience at the centre of service delivery
- pre-empting the needs of citizens for rapid response.

Along with gains achieved through effective deployment of digital and data technologies, the Australian Government is committed to ensuring that all Australians can access and engage with the government services and programs they need. This includes omni-channel service delivery to make digitally delivered services accessible over the phone or face-to-face.

The APS is increasingly using evidence-based methods to make iterative improvements to services. This includes testing and learning through small-scale trials, behavioural nudges and rigorous evaluation processes.

Changes to streamline processes and service delivery can save time and resources. This improves customer service and makes it possible for APS employees to undertake higher value work. Services Australia trialled sending a single confirmation text to customers that had just submitted a form through their digital services. This change reduced follow-up phone calls by 11 percentage points and saved time for customers and employees.

APS agencies and employees are learning from each other on how to achieve optimal delivery of services within available resourcing, including through strong professional networks. The Australian Centre for Evaluation has established a repository for evaluations of Australian Government programs and services. This provides another way to share evidence to improve design and decision-making for better service delivery.

See also in this report

[Capability and leadership in the APS – Adopting AI in the APS](#)

[Ways of working with AI in the APS](#)

[People of the professions](#)

[Serving the community – Behavioural economics helping Australians get better energy deals](#)

Find out more

Treasury (2023) [*2023 Intergenerational Report*](#), Treasury website, accessed 4 September 2025.

Digital Transformation Agency (2024) [*Evaluation of the whole-of-government trial of Microsoft 365 Copilot*](#), DTA website, accessed 25 July 2025.

Department of Finance (2025) [*Artificial Intelligence \(AI\) Transparency Statement*](#), Finance website, accessed 22 September 2025.

Australian Government (2025) [*About GovAI*](#), GovAI website, accessed 31 July 2025.

Digital Transformation Agency (2025) [*Data and Digital Government Strategy*](#), DTA website, accessed 4 September 2025.

Organisation for Economic Cooperation and Development (2024) [*Government at a Glance 2025*](#), OECD website, accessed 4 September 2025.

Treasury (2025) [*ACE Evaluation Library*](#), Treasury website, accessed 4 September 2025.

Implementing APS enterprise agreements

The Australian Public Service Commission continues to support Australian Public Service agencies to embed, monitor and evaluate common conditions of employment, as the halfway point in APS enterprise agreements approaches.

The 103 APS enterprise agreements in place reflect the outcomes negotiated during the service-wide bargaining round that concluded in March 2024. They are delivering reduced fragmentation of pay and conditions, enhanced and inclusive parental leave entitlements and a consistent approach to flexible working arrangements across the APS.

The APSC supports Commonwealth employers with workforce management advice on matters including:

- employment conditions
- workplace participation
- national industrial relations framework
- bargaining strategy
- remuneration.

The APSC engages with APS agencies through workplace relations forums. These forums provide direct access to subject matter experts and opportunities to raise issues, put forward ideas and advocate for options that could benefit the service.

Since June 2024, the APS Consultative Committee has promoted collaboration between APS management and relevant unions. Engagement is strong, with important topics such as psychological safety, APS specialist capability and artificial intelligence discussed in this forum.

See also in this report

[APS workplaces – Flexible work in the APS](#)

Find out more

Australian Public Service Commission (2024) [APS bargaining](#), APSC website, accessed 25 August 2025.

APS Reform agenda

APS Reform is strengthening the Australian Public Service, supporting it to better serve the Government, the Parliament and the Australian people.

The APS Reform agenda is a comprehensive public sector reform program, delivering tangible results and steady, scalable change across the service.

Amendments to the *Public Service Act 1999* entered into force from 11 December 2024. These amendments locked in key APS Reform initiatives to strengthen the APS core values, build APS capability and expertise, and support good governance, accountability and transparency.

Changes to the Public Service Act included:

- adding a new APS Value of Stewardship
- encouraging decision-making at the lowest appropriate level
- making regular capability reviews a requirement for APS agencies
- clarifying the power of the APS Commissioner to investigate alleged Code of Conduct breaches by an Agency Head or a former Agency Head
- requiring agencies to publish APS Employee Census results, and action plans to respond to the results
- undertaking at least one long-term insights briefing each year.

In March 2025, the Australian Public Service Commission published a report on the outcomes and emerging impacts from the first 2 years of APS Reform. Emerging impacts across the 4 reform pillars include:

- increasing action on integrity issues and strong commitment to stewardship by APS employees
- improving public-facing service delivery design and experiences
- growing efforts to ensure the APS reflects the community it serves and is a great place to work
- ensuring greater investment in APS in-house capability to meet Australia's current and future needs.

APS Reform is an Australian Government initiative, launched in October 2022. It is supporting 59 initiatives, of which 29 require action from all APS agencies to drive system-wide change.

See also in this report

[APS workplaces – Decision making at the lowest appropriate level](#)

[APS workplaces – Collaboration Circle](#)

[Integrity and conduct in the APS – Supporting an APS integrity culture](#)

[Capability and leadership in the APS – Capability reviews](#)

[Capability and leadership in the APS – Australian public services – trust and satisfaction](#)

[Capability and leadership in the APS – Partnerships and engagements](#)

Find out more

Australian Government (2025) [*Outcomes and emerging impacts from the first 2 years of the APS Reform Agenda*](#), APS Reform website, accessed 3 September 2025.

Collaboration Circle

The Collaboration Circle is a new way of working that aims to build cultural competency and boost Aboriginal and Torres Strait Islander employment across the Australian Public Service. It is a structured collaboration between chief operating officers and First Nations employees from across the APS.

Senior leaders can use the Collaboration Circle as a mechanism to listen and learn from the lived experiences of First Nations members. First Nations members can use it to share their collective and extensive public sector experiences to shape solutions on matters relating to them.

The Collaboration Circle offers a safe environment for APS employees from different agencies and levels to work together respectfully on practical solutions to APS-wide issues affecting First Nations employees. This contributes to outcomes under Closing the Gap Priority Reform 3 and the APS Reform agenda.



Collaboration Circle members attending an in-person meeting at Old Parliament House in Canberra during the second pilot cycle, 17 September 2024.

Source: Australian Public Service Commission

The Chief Operating Officers Committee identified that agencies wanted to drive initiatives beyond those outlined in the Common Operating Picture of APS First Nations Initiatives and agreed that further collaboration between senior leaders and First Nations employees was needed.

During 2024, 2 cycles of the Collaboration Circle model were piloted, with a focus on cultural awareness training across the APS and retention programs for First Nations employees.

The Collaboration Circle identified that improvements could be made to strengthen a shared understanding of effective cultural awareness training, focusing on building knowledge beyond a foundational level. It also identified the opportunity to implement programs or initiatives with the sole purpose of retaining First Nations employees and applying a common retention definition.

The Chief Operating Officers Committee endorsed recommendations on these matters and committed to implementing actions within their agencies.

Following these successful pilots, the Collaboration Circle became a permanent sub-committee of the Chief Operating Officers Committee in January 2025.

The Collaboration Circle is making positive changes to further strengthen the public service and improve First Nations outcomes. The Collaboration Circle Secretariat can be contacted via CollaborationCircle@apsc.gov.au.

See also in this report

[Capability and leadership in the APS – Partnership and engagement](#)

Find out more

Australian Government (2024) [Collaboration Circle driving cultural change](#), APS Reform website, accessed 15 July 2025.

Climate action in government operations

The Australian Public Service is working towards achieving the APS Net Zero 2030 Target, guided by the Net Zero in Government Operations Strategy.

Net Zero involves reducing greenhouse gas emissions by improving energy efficiency, adopting renewable energy, and implementing other reduction strategies.

Progress towards achieving the 2030 target will be calculated at the aggregate level of all included entities, with annual reporting supporting scrutiny of individual entity performance.

Work has focused on government priorities set out in the Net Zero Government Operations Strategy. This includes:

- developing and publishing the Environmentally Sustainable Procurement Policy
- starting the work to establish whole-of-Australian-Government electricity procurement arrangements
- meeting the target of 75% of new passenger vehicle orders to be low or zero emission vehicles.



COMCAR's electric vehicle fleet and charging facility located in Melbourne.

Image: Finance (COMCAR)

The Climate Action in Government Operations Emissions Reporting Framework was released in June 2025. It defines the methodology to be used when producing annual greenhouse gas emission inventories, so that data and calculations suit the context of Australian Government operations.

By November 2024, departments of state, and some entities that voluntarily opted-in, had published their first climate disclosures as part of the Commonwealth Climate Disclosure initiative. These disclosures largely focused on governance structures for, and progress on, climate risk management, the amount of greenhouse gases emitted and commitment to the emissions reduction target.

To drive further change, tailored initiatives were delivered in 2024–25 focusing on collaboration and capability uplift. These include establishing the Chief Sustainability Officer Network across the APS, publishing 4 climate action courses on APSLearn – Foundations of Net Zero in Government Operations, Net Zero Buildings, Commonwealth Climate Disclosure, and Net Zero Energy.

Find out more

Department of Finance (2025) [APS Net Zero Emissions by 2030](#), Finance website, accessed 25 July 2025.

Australian Government (2025) [Climate Action in Government Operations Program](#), APS Academy website, accessed 25 July 2025.



Integrity and conduct in the APS

Supporting a strong ethical delivery culture in the Australian Public Service is a key priority, as the APS continues to learn from the failures in Robodebt. Key integrity agencies are working together to develop and deliver complementary measures to support agencies and individual APS officers.

Integrity measures delivered in 2024–25 included new guidance and resources to support the implementation of the new APS Value of Stewardship, and to help build a speak-up culture in APS workplaces.

The Senior Executive Service Performance Leadership Framework was updated and the SES Skills Lab and Mentoring Project helped SES employees to embed relational leadership capabilities. The APS Academy continued to offer integrity learning opportunities at all levels.

From 1 April 2025, the Merit Protection Commissioner has greater visibility of promotion and engagement processes. The Merit Protection Commissioner acts as an independent statutory office holder under the *Public Service Act 1999* and the *Parliamentary Service Act 1999* to perform employment-related functions.

The Strengthening Integrity in the APS Strategy was released by the Australian Public Service Commission in June 2025. As custodian of the APS Values, Code of Conduct and Employment Principles, the APSC plays an important role in upholding high standards of conduct and integrity in the APS through administration of the Employment and Integrity Framework.

The National Anti-Corruption Commission detects, investigates and reports on serious or systemic corrupt conduct among public officials, and provides education and information on corruption risks and prevention. It has supported Commonwealth agencies to assess and improve their internal integrity frameworks through the Commonwealth Integrity Maturity Framework and the first Commonwealth Integrity Survey.

The *Oversight Legislation Amendment (Robodebt Royal Commission Response and Other Measures) Act 2025* began on 15 February 2025. It implements 2 recommendations of the Royal Commission related to strengthening the powers and capability of the Commonwealth Ombudsman to investigate the actions of departments and agencies.

Explore Integrity and conduct in the APS	
Personal conduct in the APS	Strengthening Integrity in the APS Strategy
Supporting an APS integrity culture	Integrity maturity of Commonwealth agencies
Merit in the APS	Enhanced oversight of the APS

Personal conduct in the APS

Employees and leaders in the Australian Public Service are required to comply with the APS Values, Code of Conduct and Employment Principles. In APS workplaces, this includes treating everyone with respect and courtesy, and behaving with honesty and integrity.

The 2025 APS Employee Census reports that perceptions of bullying and harassment for the APS decreased a full percentage point to 9.5% (down from 10.5% in 2024). This is the lowest level recorded since the APS Employee Census began in 2012. More information on perceptions of bullying and harassment in individual agencies is in the APS agency benchmarking section.

In the 2025 APS Agency Survey, APS agencies reported formal investigations into 93 employees for conduct categorised as corrupt in 2024–25. Of these, 78 employees were found to have breached the APS Code of Conduct. More information on breaches is available in Appendix 2.

The Australian Public Service Commission promotes and upholds high standards of integrity in the APS through a range of programs, services and functions. This includes:

- delivering integrity training courses through the APS Academy
- providing guidance and resources for agencies and APS employees to support public servants to embody and model integrity
- providing matter-specific advice through the Ethics Advisory Service and Employment Policy Advisory Service
- exercising legislative powers to inquire into the conduct of agency heads and former agency heads, and APS employees or former employees where referred
- participating in and/or leading communities of practice to share information and resources and to build integrity capability across the service
- strengthening integrity in recruitment practices by providing rules and guidance on applying the APS Employment Principles and providing an APS Commissioner's representative on Senior Executive Service selection panels
- providing induction and educational materials to ensure incoming secretaries and agency heads are aware of their personal integrity obligations.

Across the APS, significant initiatives are continuing to strengthen integrity at all levels and build a strong integrity culture. This includes implementing recommendations from *Louder Than Words: An APS Integrity Action Plan*.

See also in this report

[Integrity and conduct in the APS – Supporting an APS integrity culture](#)

[APS agency benchmarking – Bullying and harassment](#)

[Appendix 2 – State of the Service additional data](#)

Supporting an APS integrity culture

An Australian Public Service integrity culture is fundamental to maintaining the trust of the Australian Government, the Parliament, and the Australian community in the integrity and professionalism of the APS.

An integrity culture recognises that trust in the APS is built not only through compliance with legislative obligations, but also through active engagement with the ethical aspects of actions and decisions, and a deep commitment to working in the public interest.

Sustaining an APS integrity culture is an active, collaborative and ongoing process. The integrity measures delivered in 2024–25 recognise the crucial role culture and systems play in supporting and enabling ethical behaviour by individuals. They reflect close collaboration between agencies to ensure tools and systems can be implemented across the APS in a consistent, equitable, and sustainable way.

Stewardship

Stewardship became a new APS Value under the *Public Service Act 1999* in December 2024. It articulates the important role all APS employees play in ensuring that the APS serves the Australian Government, the Parliament, and the Australian community, and supports the public interest, now and into the future.

The Australian Public Service Commission published practical guidance that supports APS employees, managers, Senior Executive Service leaders and agency heads to understand, uphold, and assess the demonstration of the Stewardship Value. The guidance outlines the specific requirements of the Stewardship Value set out in the *Australian Public Service Commissioner's Directions 2022*.

Both the Stewardship Value itself, and the APSC's practical guidance, were developed through a broad, iterative consultation process inside and outside the APS.

Building a speak-up culture in the APS

In May 2025, the APSC released new resources to help employees, managers, and leaders build speak-up culture in APS workplaces. Developed in consultation with APS agencies and employees, and endorsed by the Secretaries Board Capability and Workforce Committee, these resources support open communication and strengthen integrity in the APS.

Speak-up cultures ensure employees feel safe to raise concerns, ask questions, and share ideas, supporting ethical decision-making and accountability at every level. This enhances transparency, lifts innovation, supports early risk identification and builds public trust.

New resources include an introductory guide and a manager playbook, built around 4 core practices: listen with compassion, show curiosity, speak with candour and act with courage. In addition, 4 new questions were added to the APS Employee Census to help agencies measure and track the level of speak-up culture in APS workplaces.

SES Performance Leadership Framework

The SES Performance Leadership Framework was updated in March 2025, following a scheduled implementation review undertaken in partnership between the APSC and the Chief Operating Officers Committee. The framework was developed with reference to legislation, policy and guidance on expected behaviour in the APS.

The framework's core elements have not changed. Key refinements include strengthened moderation requirements and increased emphasis on accountability. New appendices more fully explain behavioural requirements and provide additional flexibility for agencies, while supporting consistency across the APS.

A key tenet of the framework is that effective SES leaders enable collective performance by exemplifying leadership behaviours. The focus on behaviour, and how outcomes are delivered, is central to SES performance as it is a key enabler to building high performing teams.

SES Skills Lab and Mentoring Project

The SES Skills Lab and Mentoring Project was part of a Comcare-led Capability Reinvestment Fund 2024–25 initiative known as Building Safety and Integrity Capability across the APS.

Developed by psychologists in the APS Mental Health and Suicide Prevention Unit, the project focused on relational leadership. This is about building trust, fostering transparency, engaging meaningfully and cultivating environments where people feel heard and valued.

When SES leaders use relational skills to promote open communication and strong relationships, their teams are encouraged to take risks and drive innovation, facilitate the early identification of integrity vulnerabilities, and increase their engagement and performance.

The project was delivered through interactive skills labs and mentoring sessions. These sessions provide safe and structured spaces for self-reflection, as well as exchanges with peers.

Evaluation data from the project shows 96% satisfaction with delivery and 97% of SES participants reported an increase in their relational leadership capabilities. Work is underway to continue this project through the APS Academy, expanding cohort learning opportunities for Executive Level 2 directors and SES Bands 1 and 2.

APS Conflict of Interest Management Better Practice Model

In September 2025, the APS Conflict of Interest Management Better Practice Model was released to promote a consistent approach to managing conflicts of interest across the APS.

The model was developed by Industry, Science and Resources, in close consultation with the APSC and other agencies, in response to Recommendation 14 of the APS Integrity Taskforce's report. It is complemented by guidance from Finance and the National Anti-Corruption Commission to help officials manage conflicts of interest, confidentiality, and the risks of corrupt conduct.

The model establishes a spectrum of better practice expectations through tangible and practical requirements. It enables agencies to tailor their approaches and actions in line with their portfolio responsibilities, size, systems capability, risk profile and risk appetite.

The model targets specific areas of risk. This includes declaration requirements and management systems, as well as post-separation, secondary employment, and previous employment conflicts. It recommends agencies implement scenario-based training, assurance activities, reporting, and oversight to manage risk according to their own needs.

Agencies are encouraged to use the model to evaluate their current policies and procedures, identify gaps, and make strategic decisions about further areas of focus.

APS Values – employees in parliamentary workplaces

The *Australian Public Service Commissioner's Directions 2022* were amended in February 2025 to provide that the Impartial and Committed to Service Values do not apply where an Australian Public Service employee is on leave without pay and engaged under the *Members of Parliament (Staff) Act 1984* to perform work for a parliamentarian.

The change recognises that the expectation to uphold these values may be seen as incompatible with the role and duties of an adviser to a parliamentarian. All other APS Values must still be upheld, consistent with integrity behaviour expectations of all public sector officials, including in the parliamentary workplace.

The new arrangement helps build trusted relationships between the APS, the Australian Government, and the Parliament. It sets reasonable and realistic expectations, and maintains confidence in public sector integrity.

The APSC published *APS employees working in a parliamentarian's office – Guidance on applicable codes, standards and disciplinary frameworks* on 21 February 2025.

The guidance was developed in close consultation with Prime Minister and Cabinet, Finance, Attorney-General's and other stakeholders. It explains how the amendments are to be applied, and clarifies applicable conduct obligations for APS employees in parliamentary workplaces, APS agencies, and employing parliamentarians.

APS Academy integrity learning

In 2024–25 the APS Academy focused on integrity learning opportunities at all levels. This includes:

- refreshing the foundational Integrity in the APS induction course and SES Integrity Masterclass to incorporate recent changes including the new APS Value of Stewardship and a focus on developing a speak-up culture
- updating SES Leadership Development programs to improve understanding of integrity frameworks and obligations and assist participants to meet the higher strategic accountabilities of their roles
- introducing new SES Welcome and Reconnect sessions to provide an opportunity for senior leaders to reflect on the role and responsibilities of the SES and the importance of leadership 'shadow' in building an integrity culture.

The APS Academy, in collaboration with agencies, provided live and recorded events for APS employees to stay up to date and reflect on integrity. This included an APS Hypotheticals-Conflict of interest panel discussion and a MasterCraft Series event.

APS agencies have worked collaboratively to strengthen and support an integrity culture across the service. Initiatives and measures have been implemented to improve integrity awareness and capability, and to support systems and cultures that encourage and enable ethical behaviour.

See also in this report

[APS workplaces – APS Reform agenda](#)

[Integrity and conduct in the APS – Personal conduct in the APS](#)

Find out more

Australian Public Service Commission (2024) [Stewardship guidance](#), APSC website, accessed 31 July 2025.

Australian Public Service Commission (2025) [Building a speak up culture in the APS](#), APSC website, accessed 31 July 2025.

Australian Public Service Commission (2025) [Senior Executive Service performance](#), APSC website, accessed 31 July 2025.

Australian Public Service Commission (2025) [APS employees working in a parliamentarian's office – Guidance on applicable codes, standards and disciplinary frameworks](#), APSC website, accessed 31 July 2025.

Australian Government (2025) [APS Craft – Integrity](#), APS Academy website, accessed 31 July 2025.

Australian Public Service Commission (2025) [APS Conflict of Interest Management Framework: Better Practice Model](#), APSC website, accessed 9 September 2025.

Australian Government (2025) [The case for investing in relational leadership skills](#), APS Academy website, accessed 1 September 2025.

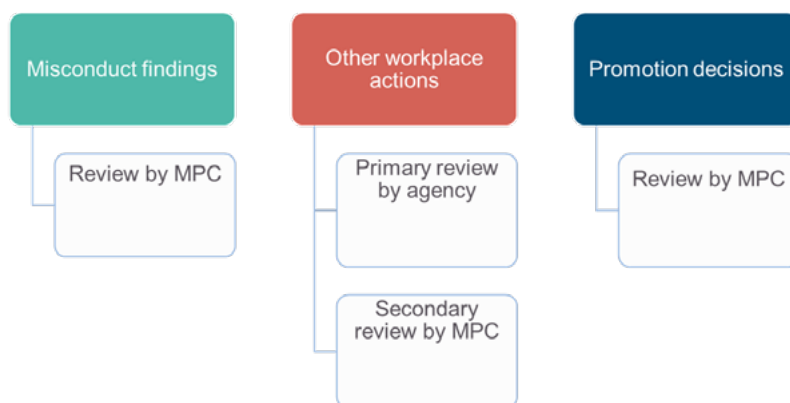
Merit in the APS

From 1 April 2025, the Merit Protection Commissioner has greater visibility of promotion and engagement processes. For eligible recruitment exercises, the MPC can consider the application of merit to the entire selection process, rather than only comparing the merits of the successful candidate and the applicant for review.

The functions of the MPC are set out in the *Public Service Act 1999*, and the core function is to conduct independent reviews of workplace decisions and actions.

The changes to the Public Service Regulations 2023 give the MPC 'own motion' powers to review agency hiring practices. The own motion review power means the MPC can decide to conduct a review into a selection exercise without the need for a complaint or an application for review.

The MPC is a steward of the APS Values, Code of Conduct and Employment Principles. By ensuring employment decisions are based on merit, and by confirming or overturning workplace decisions, the MPC contributes to APS integrity, efficiency and effectiveness.



Reviews by the Merit Protection Commissioner.

Image: Office of the Merit Protection Commissioner

Data collected by the MPC suggests that agencies generally understand and consistently apply merit in promotion and engagement decisions. In 2024–25, 11 of 355 (3%) of promotion decisions referred to the MPC were overturned, and 24 of 61 (39%) of Code of Conduct matters were set aside or varied.

The MPC offers services to support agencies to apply merit, including Independent Selection Advisory Committees to run recruitment processes for APS 1- APS 6 (or equivalent) vacancies. Convenors, independent selection committee members and scribes are available, to support timely and high-quality recruitment decisions, or to effectively manage workplace disputes and allegations of misconduct.

Agencies play a role in ensuring that their decision-makers understand and apply relevant legislation, and that their employees have information about workplace review rights and can access their rights when appropriate.

Find out more

Merit Protection Commissioner (n.d.) [Merit Protection Commissioner](#), MPC website, accessed 21 July 2025.

Strengthening Integrity in the APS Strategy

The Australian Public Service Commission published the Strengthening Integrity in the APS Strategy in June 2025.

As a custodian of the Australian Public Service Values, Code of Conduct and Employment Principles, the APSC plays a leading role in upholding high standards in the APS by administering the Employment and Integrity Framework under the *Public Service Act 1999*.

Under the strategy, the APS Commissioner's functions relating to integrity will be strengthened through the pursuit of 4 objectives:

- pro-actively using data to develop insights to monitor and evaluate the extent to which agencies incorporate and uphold the APS Values and Employment Principles
- developing promotional activities to support people to know what integrity means in the APS, and building awareness and understanding of the APS Values, Code of Conduct and Employment Principles to drive ethical behaviour
- making it easier to find guidance, advice and resources to build capability and support people to act and make decisions that are consistent with the framework
- increasing the capability of agencies to deliver on workforce management with particular effort on uplifting investigative and recruitment skills as 2 important fundamentals of integrity.

The strategy will be delivered through 3 focus areas: monitoring and evaluation, assurance, and promotion and capability.

Implementation will ensure the APSC is:

- clearly outlining its approach to administering the APS Employment and Integrity Framework
- providing accessible guidance on operating in a principles-based framework
- promoting its role as a framework owner and the components of the framework
- assessing the extent to which mandatory obligations under the framework are being met.

The Employment and Integrity Framework described in the *Public Service Act 1999* – and supporting regulations, directions and guidance – set expectations for how the APS behaves and how people are to be treated as APS employees.

See also in this report

[Integrity and conduct in the APS – Supporting an APS integrity culture](#)

Find out more

Australian Public Service Commission (2025) [Strengthening Integrity in the APS](#), APSC website, accessed 21 July 2025.

Integrity maturity of Commonwealth agencies

The National Anti-Corruption Commission supports Commonwealth agencies to assess and improve their internal integrity frameworks.

Strong internal integrity frameworks support positive and resilient workplace cultures. They also build shared understanding and mitigation of risks arising from an agency's mandate, powers and functions.

Entities conduct their own integrity maturity self-assessments, using the Commonwealth Integrity Maturity Framework developed by the NACC. The framework is a set of 8 integrity principles, derived from key Commonwealth integrity laws, policies and procedures. Each principle summarises corresponding government obligations and controls, and is accompanied by a 4-level maturity scale.

Assessment results are guided by the experience and beliefs of participants – informed by methodical risk assessment, integrity metrics, monitoring and reporting. The NACC recommends that agencies use the results to develop an action plan to sustain or improve their integrity maturity.

In December 2024, the NACC published the results of the first Commonwealth Integrity Survey. Of the 191 agencies identified as potential participating agencies, 171 responded to the survey. A total of 58,309 responses were collected.

High-level survey findings were positive, including that 79% of respondents said they have faith in the integrity of their agency. However, areas of concern were identified, with 'nepotism' and 'cronyism' being the most witnessed corrupt behaviours.

The NACC and participating agencies are using survey data to assess corruption risks, identify vulnerabilities and inform corruption prevention and education initiatives.

Following the results of the Commonwealth Integrity Survey 2024, the NACC met with heads and senior public servants of agencies to discuss agency-specific results and identify specific corruption vulnerabilities and corruption prevention tools.

The NACC delivers outreach activities and produces educational products to provide information on corrupt conduct and preventing such conduct. To support these functions the NACC delivered 144 engagements and produced 13 products, such as educational resources and guides, in 2024–25.

Find out more

National Anti-Corruption Commission (n.d.) [Commonwealth Integrity Maturity Framework](#), NACC website, accessed 25 July 2025.

National Anti-Corruption Commission (2024) [Commonwealth Integrity Survey overall results 2024](#), NACC website, accessed 25 July 2025.

Enhanced oversight of the APS

The *Oversight Legislation Amendment (Robodebt Royal Commission Response and Other Measures) Act 2025* (the Act) began on 15 February 2025.

The Act implements 2 recommendations of the Royal Commission into the Robodebt Scheme related to strengthening the powers and capability of the Commonwealth Ombudsman to investigate the actions of departments and agencies.

The Royal Commission findings provide evidence that strong oversight is essential to ensuring Australian Public Service agencies act with integrity and in a lawful, fair, transparent manner that meets the needs of the communities they serve.

These legislative reforms position the Commonwealth Ombudsman and Inspector-General of Taxation and Taxation Ombudsman to undertake independent and robust investigations into the actions of government agencies.

The Act imposes a duty on all APS employees and agency heads to use their best endeavours to assist the Ombudsman in the performance of their functions. This reinforces the responsibility of APS employees to act in good faith when engaging with the Ombudsman's office. Failure to do so may be a breach of the APS Code of Conduct and could attract sanctions. The Act amends the *Inspector-General of Taxation Act 2003* to apply these measures in respect of the Inspector-General of Taxation and Taxation Ombudsman.

Agency heads are responsible for ensuring their agencies proactively assist the Ombudsman and provide full, free and direct access to relevant records in the course of Ombudsman investigations.

Every APS employee is responsible for acting in good faith when engaging with the Ombudsman's office. In practice, this may look like:

- responding to information requests from the Ombudsman in a timely manner, and engaging early about delays
- providing an agency device to the Ombudsman's authorised investigator to facilitate their access to the agency's system in a timely manner
- including all information that could reasonably be considered relevant when responding to a request, even if not specifically referred to in the Ombudsman's request.

The Act implements the Australian Government's response to recommendations 21.1 and 21.2 of the Report of the Royal Commission into the Robodebt Scheme.

Find out more

Commonwealth Ombudsman (2025) [Statement of Expectations](#), Commonwealth Ombudsman website, accessed 25 August 2025.

Commonwealth Ombudsman (2025) [Factsheet: Access to Documents or Other Records Electronically Held](#), Commonwealth Ombudsman website, accessed 25 August 2025.



Capability and leadership in the APS

The Australian Public Service Commission drives a whole-of-enterprise approach to strategic workforce management, guided by the APS Workforce Strategy.

Through the APS Professions model and APS Academy, the APSC partners with APS agencies to offer high-quality learning and development options.

APS Professions took a significant step in 2024–25, adding new streams to build critical capability in complex project management, evaluation, and procurement and contract management. While professional streams build deep expertise in key capabilities, the APS Academy builds APS Craft, the core capabilities public servants across all professions need to deliver for Australia.

In 2024–25, the APS Academy released the Adapt Action Plan, to finalise implementation of the APS Learning and Development Action Plan, and build on progress achieved in previous horizons. It reinforces the One-APS approach to lifting workforce capability outlined in the APS Learning and Development Strategy, and includes enabling actions in supporting areas such as learning technology. The APS Academy uses a networked model to facilitate this, leveraging the expertise of public service practitioners across the APS.

In 2024, the APS Academy's approach to developing leadership capability was endorsed by the Secretaries Board Capability and Workforce Committee. This approach focuses on developing current and future leaders at critical career stages, to engage the skills, talents and commitment of the APS workforce.

The APS Data, Digital and Cyber Workforce Plan, released in March 2025, outlines a coordinated approach to build and maintain an APS workforce skilled to deliver digital services, use data effectively, and manage cyber security risks.

APS Career Pathfinder is a flagship initiative helping individuals plan their next career step and supporting agencies to build a future-ready APS workforce. With a focus on data, digital, cyber, AI and workforce planning, use of the platform is expanding within and beyond the APS.

The APS continues to advance AI maturity. The Digital Transformation Agency continues to deliver initiatives to build public trust and manage the risks of exploring new AI technology, while expanding the availability of AI tools. The APSC is supporting APS employees to use AI technologies safely and appropriately.

The Strategic Commissioning Framework aims to strengthen capability, integrity and public trust by ensuring core APS work is delivered by APS employees. Agencies plan to bring \$527,553,088 worth of core work in-house in 2024–25, and will report on progress in their annual reports for the first time in 2025.

The Capability Review Program concluded its pilot phase, completing 4 agency reviews in 2024–25. Reviews are an investment in long-term capability, embedding a culture of continuous improvement. A comparative analysis of the 9 pilot phase reviews identifies common APS gaps and strengths.

Australian Government Consulting delivered 19 projects with 11 APS agencies in 2024–25, across strategy, policy and organisation performance. It focuses on challenges and opportunities that may be rare in each agency, but are repeated across the public service.

The APS maintains its investment in broad capability at the enterprise level. The Capability Reinvestment Fund 2024–25 has facilitated scalable activities to benefit all agencies. In 2024–25, APS agencies collaborated on 9 Round 2 projects, sharing \$6.5 million of funding.

The *Trust in Australian public services: 2025 Annual Report* was released in October 2025. Trust increased by 4 percentage points in 2024–25. This is the first increase since the COVID-19 pandemic and matches the peak level observed in 2020–21.

A focus on partnering, particularly with First Nations people is at the heart of priority reforms in the National Agreement on Closing the Gap. The new First Nations Partnership Playbook guides strong, enduring partnerships with First Nations peoples, communities and organisations.

Explore Capability and leadership in the APS	
New APS professions	Capability Reviews
APS Academy	Australian Government Consulting
Data, Digital and Cyber Workforce Plan 2025–30	Capability Reinvestment Fund
APS Career Pathfinder	Australian public services – trust and satisfaction
Adopting AI in the APS	Partnerships and engagement
Strategic Commissioning Framework	

New APS professions

The APS Professions model took a major step forward, adding 3 new professional streams. These build on the success of the Data, Digital and HR Professions, following the model's launch in 2019.

The new professions are:

- Complex Project Management
- Evaluation
- Procurement and Contract Management.

The APS Professions model is a key component of the learning ecosystem, uplifting workforce capability in critical areas to ensure the APS continues to do its job well.

The Complex Project Management Profession aims to build the skills, expertise and readiness of the APS workforce to manage complexity and deliver in increasingly uncertain and dynamic environments.

The Evaluation Profession aims to embed an evaluation culture, with a workforce skilled in evaluation to draw learnings from experience, so it can design and deliver more effective programs and services.

The Procurement and Contract Management Profession aims to build expertise supporting more effective and responsible use of government resources, to create long-term value for the community.

As the new professions establish themselves, building communities, promoting best practice and providing targeted training and development, existing professions will continue to adjust and adapt to emerging challenges.

Existing professions have a strong focus on building foundational skills and broader workforce capability in their fields, while addressing needs unique to their profession. The Data Profession is building capability at the graduate level and accountability for senior leaders. The Digital Profession is uplifting digital and AI literacy, technical capabilities, and developing alternate career pathways. The HR Profession's priorities include identifying and developing future HR leaders and improving HR data and analytics.

Heads of each profession are senior leaders with relevant expertise, supported in this work by their home agencies. They set the direction for the individual professions, and lead and guide their ongoing evolution.

The Australian Public Service Commission manages the professions model and supports the APS Commissioner as the Head of Professions.

See also in this report

[People of the professions](#)

Find out more

Australian Government (n.d) [APS Professions](#), APS Professions website, accessed 31 July 2025.

APS Academy

The APS Academy supports an APS-wide culture of learning that builds core public service capabilities and drives high performance.

Guided by the APS Workforce Strategy, and the APS Learning and Development Strategy and Action Plan, the APS Academy builds APS Craft skills, offering a broad range of experiences to ensure staff at all career stages succeed in their learning journeys.

The APS Academy's position at the centre of public administration capability, and its partnership framework, is pivotal to sharing expertise, solving challenges and harnessing learning and development opportunities. This approach enables the APS Academy to be agile in delivering on high priority capability requirements such as AI literacy.

In 2024–25, the APS Academy delivered more than 152,000 learner engagements through facilitated courses, eLearning offerings, and events. This includes over 14,000 registered participants at MasterCraft webinar events, with participants hearing from experienced APS practitioners.

Adapt Action Plan

The APS Learning and Development Strategy outlines a shared vision for a high-performing workforce, skilled to deliver for the Government and the Australian community. In May 2025, the Australian Public Service Commission released the Adapt Action Plan, marking the next horizon in realising this vision.

The Adapt Action Plan builds on the progress of previous action planning horizons, and draws on detailed current state analysis and extensive consultation. It outlines 17 practical actions to help agencies reduce duplication, improve efficiencies and embed a strong learning culture.

The plan reinforces a One-APS approach to developing capability, with a focus on investing in the workforce, aligning effort, and building capacity to achieve a high-performing, future-ready APS.

Practitioner-led learning

The APS Academy continued to draw on the expertise of those who know the unique and complex APS operating environment, to optimise learning and development and APS Craft. This puts into practice the new APS Value of Stewardship by encouraging employees to contribute to institutional knowledge and capability uplift.

At a strategic level, the APS Learning Board and Academy Faculty, comprising senior APS practitioners, continued to advise on capability needs and guide the direction of the APS Academy.

At a design level, practitioners contributed subject matter expertise to align learning offerings with the lived experience of APS employees and be responsive to learner needs. Practitioners played a role in delivery, as facilitators, coaches, sponsors and presenters, and contribute to evaluation and improvement.

During 2024–25, participants in APS Academy courses and events consistently highlighted the value of authentic contributions by APS practitioners.

The APS Academy continued to refine its practitioner-led approach, and partnered with the Australia and New Zealand School of Government to explore broader application in the public sector.

Building leadership capability

The APS Academy continued to support the development of leaders who can deliver for Australia, shaped by a deep understanding of the unique leadership craft required in the APS.

The approach to developing APS leadership capability was endorsed by Secretaries Board Capability and Workforce Committee in late 2024. It focuses on developing current and future leaders at critical stages of their APS careers. This includes:

- building leadership from the start, through the APS Graduate Development Program
- expanding a focus on critical middle leaders, through APS Leadership Edge
- supporting First Nations leaders to succeed in the senior executive service, through the Yawarra (SES) and Bulabul (EL2) programs, in partnership with the First Nations Unit
- refining immersive development programs for Senior Executive Service and equivalent statutory leaders.

The approach capitalises on opportunities offered by growing leadership maturity in the APS, and increasingly explicit expectations to build SES capability and support leaders earlier in their careers, through the new APS Value of Stewardship and the SES Performance Leadership Framework.

The APS Academy is expanding its learning offerings, with growing reach and continuously improving learner experiences. Signs of change, through assessment of senior leaders and APS Employee Census data, indicate a more capable service.

See also in this report

[APS agency benchmarking – Perceptions of SES leaders](#)

[APS agency benchmarking – Perceptions of immediate supervisors](#)

Find out more

Australian Government (2025) [APS Academy](#), APS Academy website, accessed 25 July 2025.

Data, Digital and Cyber Workforce Plan 2025–30

The Australian Public Service Data, Digital and Cyber Workforce Plan was launched in March 2025.

This new plan sets out how the APS will build and maintain a workforce with the skills needed to deliver digital services, use data effectively, and manage cyber security risks.

It is a coordinated, service-wide approach to attracting, developing and keeping talented people in areas like data, digital and cyber, where demand is high and growing.

The plan helps make sure the APS has the workforce it needs to deliver the Data and Digital Government Strategy and the Australian Cyber Security Strategy. It aligns with broader digital government goals, including becoming a world leader in cyber security by 2030.

As technology evolves, the APS must keep pace and continue to deliver simple, secure and connected services.

The plan supports this by focusing on 4 key areas:

- attract, recruit and retain a data, digital and cyber workforce
- uplift technical capabilities
- grow and deploy a specialist cohort
- enhance capability planning maturity.

By building strong digital foundations and investing in its people, the APS is setting itself up to deliver better services for the future, remaining responsive, capable and trusted by the Australian community.

Development of the plan involved collaboration between the Australian Public Service Commission, Digital Transformation Agency, Australian Bureau of Statistics, Home Affairs, Finance and Defence.

See also in this report

[Capability and leadership – APS Career Pathfinder](#)

[Capability and leadership – Adopting AI in the APS](#)

[Ways of working with AI in the APS](#)

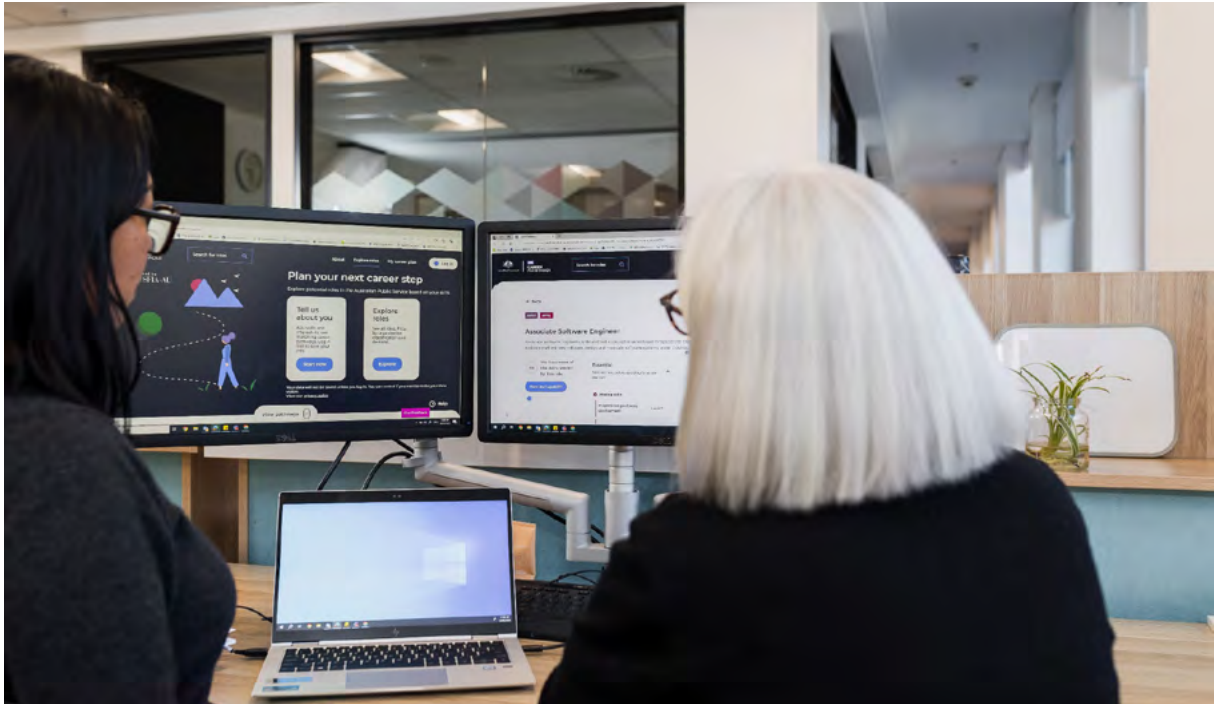
Find out more

Australian Government (n.d) [Data, digital and cyber workforce plan](#), Data and Digital Government Strategy website, accessed 18 July 2025.

APS Career Pathfinder

APS Career Pathfinder helps individuals plan their next step in the Australian Public Service, while supporting agencies to build a future-ready APS workforce.

With more than 20,000 active users over the past 12 months and around 215 typical APS roles to explore, this career pathway platform delivers meaningful impacts for individuals and provides significant insights into APS talent.



Staff using APS Career Pathfinder.

Source: Australian Public Service Commission

Career Pathfinder fundamentally shifts the way the APS supports career development. It makes career pathways more visible, supports inclusion, demonstrates how a skills-based approach works in practice and breaks down agency barriers.

With a link to APS Jobs, learning recommendations, and the ability to explore roles based on skills, interests or market demand, Career Pathfinder is a complete career development solution.

Agencies can use the tool to:

- analyse their skills profile
- identify workforce capability gaps
- guide internal mobility and succession planning
- discover hidden talent.

With a strong focus on privacy, users can select which skills they want to show up in talent searches.

Several APS agencies, including Services Australia, Health, Disability and Ageing and Australian Border Force in Home Affairs are establishing a Career Pathfinder partition. This will allow them to leverage the platform's core functionality while maintaining a degree of autonomy and customisation to meet the specific needs of their employees.

Non-APS agencies, including state governments, are preparing to adopt the platform.

The delivery model incorporates ongoing evaluation, with embedded analytics tracking usage, uptake, and behaviour trends. Future developments are scoped with stakeholders to meet user needs.

Career Pathfinder is a national asset built and owned by the APS, enabling long-term, systemic workforce transformation. It demonstrates a skills-based approach to workforce management, including by building project teams based on skill requirements versus job roles.

Career Pathfinder was developed by the Australian Public Service Commission, Services Australia and the Digital Transformation Agency. A flagship initiative of the Data, Digital and Cyber Workforce Plan, it focuses on data, digital, cyber, AI and workforce planning, but can support any area of capability.

See also in this report

[Capability and leadership in the APS – Data, Digital and Cyber Workforce Plan 2025–30](#)

Find out more

Australian Government (n.d) [APS Career Pathfinder](#), APS Digital Profession website, accessed 14 July 2025..

Adopting AI in the APS

The Australian Public Service is focused on capturing the opportunities of AI to enhance public service productivity and improve government service delivery for Australians.

Efforts to advance AI maturity are focused on appropriate governance, transparency and the ethical use of AI tools. These efforts build trust and confidence across the APS and with the public.

From September 2024, the Digital Transformation Agency introduced the *Policy for responsible use of AI in government*, establishing transparency and accountability requirements.

DTA worked with states and territories to develop the National Framework for Assurance of Artificial Intelligence in Government, leading to an AI Impact Assessment tool for the APS. The framework ensures AI systems are ethical by design and human-centric.

Finance and DTA are expanding the availability of AI tools across the APS and supporting agencies to invest in infrastructure and technology through funding mechanisms and procurement guidance.

In 2024, the Microsoft Copilot trial gave employees practical experience with generative AI in a controlled environment. The GovAI platform, launched in 2025, is a whole-of-government initiative providing a foundational enabling service with technical tools and practical guidance to support AI innovation and capability uplift across the APS.

There are measures in place to support employees to use AI safely and responsibly in their roles. The GovAI platform hosts an eLearning program, which focuses on practical skills such as ‘teaching the tool’ prompting skills and use cases. The 2024–25 Capability Reinvestment Fund supported an AI CoLab initiative to promote cross-sector collaboration and co-design on the use of AI.

The APS Academy is delivering AI learning and development resources to increase AI literacy. Supports include:

- AI in Government Fundamentals eLearning course available to all APS employees – an introduction to AI and foundations for safe and responsible use in the public service
- MasterCraft Series events for new users, on topics like digital literacy, personal efficiency and applications in policy work
- AI Lunch and Learn sessions, in partnership with GovAI, where APS practitioners showcase AI in practice
- AI resources on the APS Academy website, and updates through the APS Academy newsletter and social media channels.

See also in this report

[Capability and leadership in the APS – Capability Reinvestment Fund](#)

[Ways of working with AI in the APS](#)

Find out more

Digital Transformation Agency (2024) [Artificial intelligence in government](#), DTA website, accessed 9 July 2025.

Strategic Commissioning Framework

The Australian Public Service Commission published a public update on Strategic Commissioning Framework implementation in November 2024. The update indicated that APS agencies planned to bring \$527,553,088 worth of core work in-house in 2024–25.

APS agencies will report on progress against targets in their annual reports for the first time in 2025, and will set new targets for 2025–26.

The Strategic Commissioning Framework sets the expectation that core work will be delivered by APS employees, and not inappropriately outsourced. The intent is to deepen APS capability over time, improving delivery and reducing risks to expertise, integrity and public trust.

The framework asks agencies to think about their use of external labour in a different way. In the first reporting cycle, agencies identified core tasks, functions and/or roles. Agencies will have opportunities to refine their core work list in future years, including for changes in their operating environment.

The APSC has policy responsibility for the framework and monitors implementation through direct reporting by agencies. It supports agencies as they reduce outsourcing of core work, including through agency drop-in sessions and one-on-one assistance.

The Strategic Commissioning Framework, released in October 2023, applies to agencies that employ staff under the *Public Service Act 1999*. It supports the Australian Government's commitment to reduce reliance on external contractors and consultants, to make sure the APS has the capability to do its job well.

Find out more

Australian Public Service Commission (2024) [APS Strategic Commissioning Framework 2024 Public Update](#), APSC website, accessed 14 July 2025.

Australian Public Service Commission (2025) [APS Strategic Commissioning Framework](#), APSC website, accessed 14 July 2025.

Capability reviews

The Capability Review Program completed 4 reviews in 2024–25, bringing the total completed under the pilot phase of the program to 9.

Capability reviews are an investment in long-term capability. They aim to embed a culture of continuous improvement and ensure the APS can deliver government priorities and outcomes for Australians.

The *Public Service Act 1999* requires all departments of state, Services Australia, the Australian Taxation Office and Australian Public Service Commission to participate in a review every 5 years.

Reviews are independent, forward-looking assessments of an agency's organisational capabilities against the Capability Review Framework.

They facilitate discussions around an agency's desired future state, and identify organisational capability strengths and gaps. This provides an independent evidence base for targeted change.

Capability reviews to date have highlighted strengths across agencies, including data management, diversity and inclusion, talent development, risk management, and grassroots support for local communities.

Agencies develop an action plan in response to a capability review. Capability reviews have highlighted opportunities for uplift in areas such as review and evaluation, strategic workforce planning, data sharing, collaboration within and outside agencies, modern ICT systems and engaging with users to inform improvements to policies and programs.

Reviews completed in 2024–25 were:

- Department of Veterans' Affairs
- Services Australia
- Australian Taxation Office
- Department of Education.

Capability review reports, and action plans developed by agencies, are available on the APSC website.

Following changes to the *Public Service Act 1999*, future capability reviews will be tabled in the Australian Parliament.

Find out more

Australian Public Service Commission (2025) [Capability Review Program](#), APSC website, accessed 31 July 2025.

Australian Government Consulting

Australian Government Consulting, within Prime Minister and Cabinet, continued to provide in-house management consultancy services to the Australian Public Service.

In 2024–25, AGC delivered 19 projects with 11 APS agencies across strategy, policy and organisation performance. These projects would otherwise have been outsourced to external consultants.

Projects included:

- supporting the establishment of a cross-agency multidisciplinary team to improve outcomes for Australians with medical incapacity (with Services Australia and six other agencies)
- improving the delivery of self-employment assistance to Australians (with Employment and Workplace Relations)
- reducing the risks associated with medical product shortages (with Health, Disability and Ageing; Industry, Science and Resources; and Treasury)
- enhancing the trade and investment environment for Australian business with one of Australia's key bilateral partners through the design of an Accelerator Fund (with Foreign Affairs and Trade).

The focus is on challenges and opportunities that may be rare in each APS organisation but are repeated across the APS. AGC supports the APS to get better value when external consulting services are required.

Find out more

Australian Government Consulting (n.d.) [About us](#), AGC website, accessed 8 August 2025.

Capability Reinvestment Fund

The Capability Reinvestment Fund has facilitated investment in organisational capability, ensuring the APS is fit-for-purpose to deliver government priorities and address service-wide challenges. It has implemented scalable and impactful activities to help all agencies prepare for current and future challenges.

APS agencies collaborated on 9 Capability Reinvestment Fund projects in 2024–25, the Fund's second and final year.

Twenty-four agencies worked together to design and deliver the Round 2 projects, sharing \$6.5 million of funding:

- AI CoLab, facilitating co-design and testing of safe and responsible AI tools to support integrated and inclusive policy across the APS.
- Many Cultures, One APS: CALD Employee Journeys, sharing personal stories of culturally and linguistically diverse and non-CALD employees, and their experiences of migration, life in Australia, family and employment.
- Greening government microcredentials, advancing APS capability to achieve the Government's climate and sustainability commitments through two nationally-focused trials.
- Building safety and integrity capability across the APS, driving positive behaviour change to support psychological safety across the APS.
- APS Data Integrity Framework, to support accurate, reliable and secure use of integrity data in the APS.
- Uplifting APS capability to work effectively with First Nations data and evidence, to better integrate First Nations approaches in APS policy and program design.
- Digital Map of Human Services, piloting a digital service mapping tool, for ensuring decisions are informed by an ecosystem view of human services delivery.
- APS Integrated Unconscious Bias training program, to build employee confidence in identifying and addressing unconscious bias in the APS.
- Futures exercises for developing Asia and the Pacific expertise, to enhance the long-term policy development and strategic planning capability of the APS in the context of the Indo-Pacific region.

These projects build on the success of Round 1 projects, completed in June 2024, sharing \$8.4 million of funding.

The APS Academy has supported the initiative, ensuring a focus on service-wide capability improvements, monitoring delivery, and reporting on progress to the Minister for the Public Service and Secretaries Board.

Find out more

Australian Government (2024) [APS Capability Reinvestment Fund 2024–25](#), APS Reform website, accessed 15 July 2025.

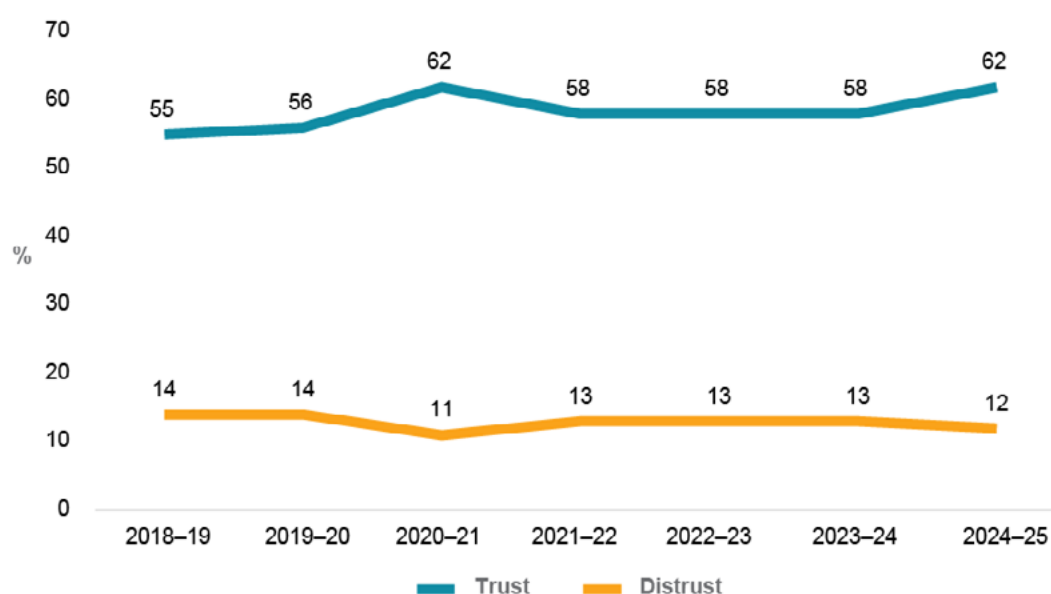
Australian public services – trust and satisfaction

The *Trust in Australian public services: 2025 Annual Report* was released by the Australian Government in October 2025. The report captures community feedback from more than 1,000 people surveyed each month on trust and satisfaction with Australian public services in the period July 2024 to June 2025.

Measuring trust and satisfaction in public services is important. It allows the public to have a voice in evaluating the effectiveness of services, and it helps prioritise areas most in need of improvement, as highlighted by the Organisation for Economic Co-operation and Development's 2025 report *Drivers of Trust in Public Institutions in Australia*.

Trust increased significantly in 2024–25, by 4 percentage points, the first time it has increased since the COVID-19 pandemic. The increase matches the peak level (62%) observed in 2020–21 (Figure 10).

Figure 10: Trust in Australian public services (2018–19 to 2024–25)



Source: Survey of Trust in Australian public services

While the overall level of trust in Australian public services has increased, gaps between groups remain. This includes:

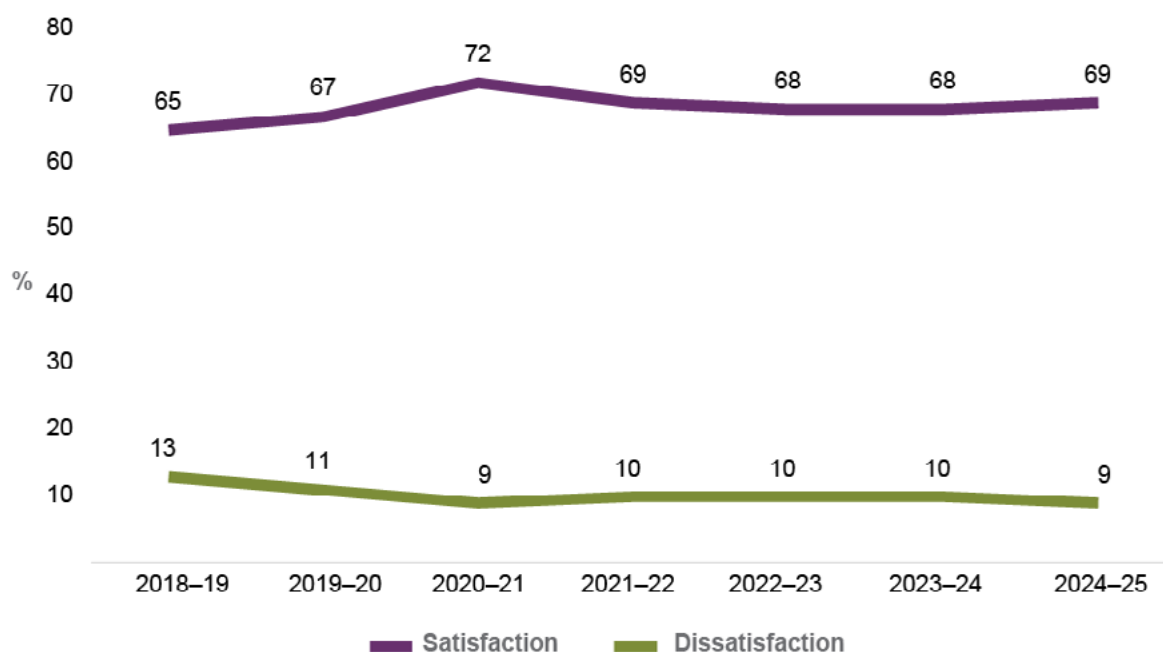
- men (66%) display greater trust in public services than women (59%)
- trust is higher for those aged 18 to 34 years (70%) than those aged 35 to 64 (59%) and 65 and over (60%)
- those living in metro areas are more trusting than people who live in regional areas, at 65% and 56% respectively.

When asked why their trust had increased, respondents most often talked about:

- reduced wait times
- improvements in digital services, service quality and staff helpfulness
- greater transparency and communication.

General satisfaction with services lifted to 69% in 2024–25, which is one percentage point higher than in 2023–24 (Figure 11).

Figure 11: Satisfaction with Australian public services (2018–19 to 2024–25)



Source: Survey of Trust in Australian public services

The OECD Drivers of Trust in Public Institutions in Australia expands on previous OECD survey findings and provides deeper analysis. The annual report identifies opportunities where Australian public institutions could improve on key drivers of trust: reliability, responsiveness, integrity, openness, and fairness.

Key findings include:

- Trust in the federal government in Australia was 46% in 2023, exceeding the OECD average of 39% and ranking ninth out of the 30 countries surveyed.
- Satisfaction with administrative services and perceptions of innovation have a stronger influence on trust in the federal government and parliament in Australia than in other OECD countries.
- Trust in the federal government and parliament in Australia is closely tied to perceptions of fairness and integrity, while local government trust is driven to a larger extent by openness.
- Trust in the Australian Public Service is strongly linked to perceptions that it considers long-term societal interests and provides honest advice.

Find out more

Australian Public Service Commission (2025) [Trust in Australian public services 2025 Annual Report](#), APSC website, accessed 23 October 2025.

Partnerships and engagement

The Australian Public Service is working towards genuine partnerships with the community, to co-design the best solutions for improving the lives of Australians. This will position the APS to deliver high-quality advice and services that respond to changing needs and expectations.

First Nations Partnership Playbook

The Australian Public Service Commission released the First Nations Partnership Playbook in June 2025. It provides guidance on building strong, enduring partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

Partnering with First Nations peoples is at the heart of priority reforms in the National Agreement on Closing the Gap.

The playbook emphasises the importance of building trust, shifting from transactional approaches to more relational ways of working. It will help embed structures that empower First Nations peoples to share decision-making authority with the Australian Government.

It is being used to develop partnership agreements, assess government programs and inform service design. Work is underway to identify and address barriers to building strong, enduring partnerships.

Business immersion program

The APSC has partnered with the Business Council of Australia on a business immersion program. This offers public servants first-hand insights into what businesses need to thrive. Cochlear hosted the inaugural event at its global headquarters at Macquarie University on 14 May 2025.

Participants, including 16 staff from across the APS, discussed common cross-cutting issues related to research and development. They discussed advanced manufacturing, productivity and growth, and ensuring government policy is informed by direct experiences.

Programs like these build a deeper understanding of Australia's economic strengths, and support market conditions that enable businesses to succeed.

Putting people and business at the centre of policy and services is part of the APS Reform agenda, which is a commitment by the Australian Government to building a stronger public service that delivers better outcomes for the community.

See also in this report

[APS workplaces – Collaboration Circle](#)

[APS workplaces – APS Reform agenda](#)

Find out more

Australian Public Service Commission (2025) [Working in genuine partnership with First Nations people](#), APSC website, accessed 15 July 2025.

Australian Government (2025) [Outcomes and emerging impacts from the first 2 years of the APS Reform Agenda](#), APS Reform website, accessed 15 July 2025.



Ways of working with AI in the APS

Australian Public Service departments and agencies are using AI to enhance service delivery, improve data-driven decision-making and optimise use of resources.

Current usage patterns by APS agencies are based on the Standard for AI transparency statements, published by the Digital Transformation Agency. Information captured on AI use in government includes decision-making and administrative action, analytics for insights, workplace productivity and image processing.

These case studies span service delivery, compliance and fraud detection, law enforcement and security, scientific endeavours and corporate and enabling services.

Some agencies, including Home Affairs, IP Australia, Australian Taxation Office, National Film and Sound Archive and Services Australia, are building and implementing technologies in-house to drive innovation and efficiency gains in relation to their public-facing services.

Other agencies, such as Agriculture, Fisheries and Forestry; Climate Change, Energy, the Environment and Water; and Foreign Affairs and Trade, are working with research and industry partners to leverage expertise and technologies that support environmental and economic outcomes.

Case studies from Finance and the Australian Bureau of Statistics demonstrate how platforms are being developed and shared to support APS-wide activities.

Finally, large agencies, including Defence and Health, Disability and Ageing, are establishing centres and enterprise platforms to manage and accelerate the adoption of AI in their contexts.

The Digital Transformation Agency, Finance, Industry, Science and Resources and Australian Public Service Commission are working together to build employee capability and provide guidance to the APS on the safe and responsible use of AI.

More information about individual agency approaches can be found in the AI transparency statements on APS agency websites.

Explore Ways of working with AI in the APS	
Enhancing drug detection in international mail with predictive AI	Population forecasting of Australian Plague Locusts using machine learning
TM Checker simplifies IP for business	Detecting priority weed species at scale with drone AI
Nudge messaging using real-time analytics at tax time	GovAI supporting safe and scalable AI use across the public service
Unlocking the national audiovisual collection with Bowerbird	Whole of Australian Government Occupation Coding Service
Better customer experience through improved search, discover and help capabilities	Empowering teams to innovate responsibly with AI
Accelerating global collaboration on monitoring and protecting coral reefs	Supporting decision advantage with the Defence AI Centre

Enhancing drug detection in international mail with predictive AI

Project summary

Australia has one of the highest rates of border-controlled drug use globally, with 17.9% of people aged 14 and over reporting use in 2022–2023. Drug use imposes significant economic costs due to immediate and long-term health impacts. Data from Home Affairs shows that at least 12 tonnes of border-controlled drugs were detected at national mail facilities in the last 10 years.

Australia receives more than 3 million international mail consignments each month, a volume that continues to grow. The detection of prohibited imports at mail gateway facilities has traditionally relied on x-ray examination and manual selection by Australian Border Force officers. While this has led to significant interdictions and the accumulation of valuable intelligence, it is labour-intensive.

Home Affairs has introduced HERMES, an AI-powered model designed to enhance border-controlled drug detection in international mail. The HERMES model marks a shift towards automated targeting and identification of high-risk consignments across the high volume of incoming consignments. This innovation supports border operations with faster, smarter and more scalable threat detection.



International Mail Inspection at the Australia Post Melbourne Gateway Facility.

Image: Melbourne Gateway Facility

How AI contributes to the project

This AI-powered project was developed in-house by the Home Affairs Data Science team to support the detection of prohibited drugs in international mail. It leverages advanced machine-learning techniques and available data assets to enhance targeting for high-risk mail consignments.

The model is built using Gradient Boosting Machine algorithm, a machine-learning method that builds accurate predictions by combining many small learning steps. Each step focuses on improving the mistakes of the previous one, gradually increasing the model's accuracy. This method is widely used in business for tasks such as identifying risks and improving decision-making.

The HERMES model was trained on a labelled data set to learn patterns associated with drug-related consignments. The Data Science team employed sophisticated feature engineering techniques informed by valuable domain knowledge from Australian Border Force officers. This collaboration ensured that the model incorporated operational insights and real-world targeting experiences.

The model's design aligns with the principles of the department's AI Assurance Framework, promoting responsible AI use, transparency, and human oversight. Model outputs are integrated into workflows so ABF officers remain at the centre of decision-making.

Outcomes and next steps

Since its deployment in July 2023, HERMES has delivered impressive results. It has referred around 2,000 international mail consignments, leading to more than 300 detections and stopping more than 400 kilograms of border-controlled drugs from entering Australia. This has helped prevent an estimated \$300 million worth of drugs from reaching the community.

The initiative demonstrates the power of AI to improve the efficiency and accuracy of border security operations. The HERMES team received an Australian Border Force Commissioner Award for streamlining threat detection processes and freeing up officers to spend more time on strategic planning, proactive threat hunting and devising mitigation strategies. The team won an award in the Data Science and Analytics category at the APS Data Awards in November 2024.

The development and implementation of this innovative targeting model paves the way for future enhancements in the international mail domain, as well as in cargo and traveller domains. Similar opportunities for integration into existing business practices in these border domains can impact criminal activity and support legitimate transaction facilitation.

The HERMES team is engaging with international partners interested in technical and tradecraft exchanges to support the strengthening of the international mail sector globally.

Find out more

Australian Institute of Health and Welfare (2025) [National Drug Strategy Household Survey 2022–2023](#), AIHW website, accessed 7 August 2025.

Australian Government (2024) [APS Data Awards](#), APS Data Profession website, accessed 30 July 2025.

Trade Mark Checker simplifies IP for business

Project summary

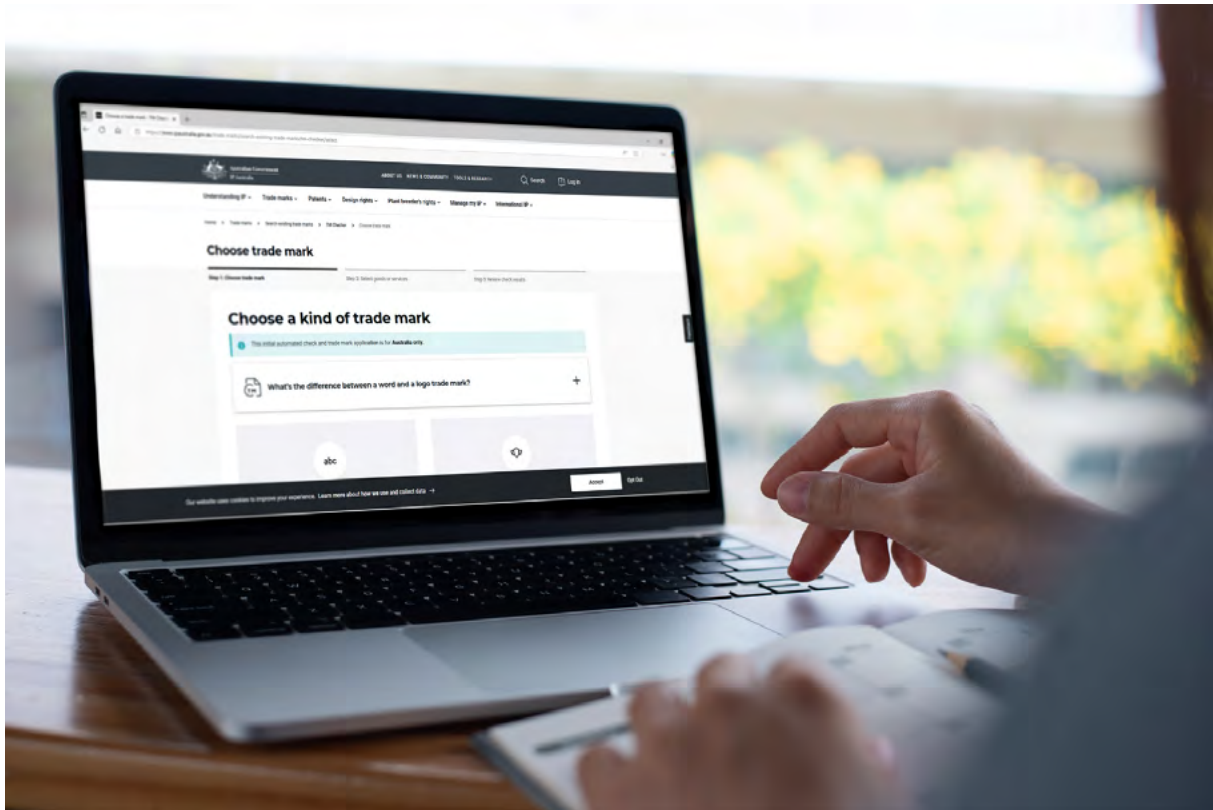
Trade Mark Checker, known as TM Checker, was developed in response to findings from a 2021 intellectual property enterprise growth study.

The study found that a substantial number of small businesses were:

- often unaware of the need for trade mark protection, resulting in blind adoption of brands
- hesitant or lacked confidence to undertake the trade mark filing process due to perceived barriers, including complexity and expense
- often not recognising risks, leading to late engagement or expensive remediation.

TM Checker is a free trade mark availability check designed to lower the bar of entry for small to medium businesses by simplifying the learning process of a complex IP system. The tool allows customers to check the potential registrability of their trademarks and then proceed through the application process.

TM Checker guides customers through a step-by-step process. It leverages AI-powered search tools to identify potential issues. This includes similarity and distinctiveness, the most common reasons for rejection.



An individual using TM Checker on the IP Australia website.

Image: IP Australia

How AI contributes to the project

TM Checker performs AI-integrated steps, including:

- image pre-processing (neural networks and computer vision models to perform text detection, upscaling, inpainting and text removal)
- object detection through deep learning models
- a re-trained vision transformer for image evaluation against IP Australia's unique criteria
- natural language processing for text-based evaluation.

TM Checker was initially developed with a vendor partner but has since moved to complete in-house development. It provides IP Australia with an excellent opportunity to develop, test and evaluate the large number of AI models available for use in government.

IP Australia has tested many AI models against its specific needs and is now evaluating the opportunities of large language models to achieve further efficiencies.

Outcomes and next steps

From May 2022 to July 2025, more than 26,000 business applications used TM Checker to undertake approximately 760,000 trade mark checks.

IP Australia's TM Checker customer survey in March 2025 returned an 87% customer satisfaction rate with the service.

Work is ongoing to improve TM Checker accuracy and increase the chances that similarity and distinctiveness issues are surfaced. This gives customers access to high-quality information and helps improve decision-making when choosing to register their IP.

TM Checker is available to use as a standalone service through IP Australia's website, or as part of the TM Headstart application process, which allows applicants to gain early feedback on their proposed trade mark before formally filing for one.

Find out more

IP Australia (n.d.) [TM Checker](#), IP Australia website, accessed 25 July 2025.

IP Australia (2021) [IP rights and enterprise growth](#), IP Australia website, accessed 5 August 2025.

Nudge messaging using real-time analytics at tax time

Project summary

Everyone benefits when taxpayers get their tax returns right the first time they lodge them. This ensures the right amount of tax is collected so the government can deliver services for Australians. It saves the time and resources associated with post-lodgement reviews and audits for taxpayers and the Australian Taxation Office.

Tax gap estimates provide an understanding about whether the right amount of tax has been collected. The tax gap is the difference between what the ATO expects to collect and what would have been collected if every taxpayer was fully compliant with the law. Errors in work-related expenses are the largest contributor to the 'individuals not in business income tax gap.'

Real-time nudging is one approach the ATO uses to help taxpayers fill out their tax returns correctly. It prompts taxpayers to check amounts in their tax returns and correct errors before they lodge.

Providing tailored assistance when needed makes the tax return process easier for taxpayers and contributes to a more efficient tax system. Supporting voluntary compliance through proactive and preventative activities is key to sustainably reducing the tax gap.



An individual completing their tax return online.
Image: Australian Taxation Office.

How AI contributes to the project

The ATO's real-time nudging models run when a taxpayer ticks the declaration box to lodge their own tax return using myTax online. A message appears on the taxpayer's screen if a claim is flagged by a model as abnormal, nudging them to review and self-adjust if appropriate.

The ATO uses predictive machine-learning models that compare what the taxpayer has claimed to other people who have similar attributes, such as income and occupation. Where amounts entered are significantly different from the predicted or data-matched amounts, the taxpayer receives a message prompting them to check the amount entered.

There are separate models for likelihood and consequence. These models are trained to detect patterns using tax return labels. They are retrained regularly to improve their accuracy.

An ATO team of data scientists undertakes AI modelling work, including the development and maintenance of the real-time analytics for nudge messaging models. Models use machine learning techniques of k-nearest neighbour analysis and neural networks.

Outcomes and next steps

Real-time analytics enabled over 712,000 real-time prompts to taxpayers to check amounts in their 2023–24 income tax returns for mistakes they may have made. This resulted in an estimated \$92.6 million of revenue protected by averting incorrect returns.

The ATO used a randomised control trial to help evaluate the effectiveness of its real-time analytics nudge messaging. Results for the 2023-24 income year show that taxpayers who received a nudge message were 2.5 times more likely to review their return and 3 times more likely to adjust their data than those who did not receive a nudge message.

While real-time analytics nudge messaging has been successful, the ATO is cautious with its approach to expanding the program. The ATO recognises that adding more nudge messages may diminish their impact on taxpayer behaviour. It is therefore carefully considering how the program may be extended while striking the right balance.

The ATO continues to assess how advances in AI technologies and techniques can enable further improvements to the tax time experience and help support taxpayers to voluntarily comply with tax obligations.

Find out more

Australian Taxation Office (2025) [How we use data and analytics](#), ATO website, accessed 25 July 2025.

Unlocking the national audiovisual collection with Bowerbird

Project summary

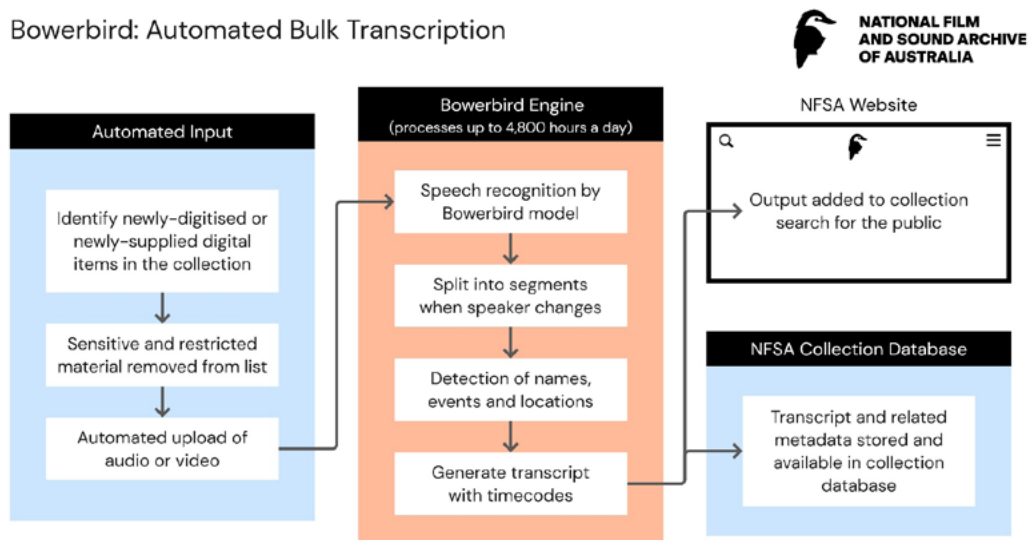
The National Film and Sound Archive of Australia is custodian of the national audiovisual collection – a living record of Australia’s cultural, social and creative life. The collection of radio, television, film, music, podcasts and social videos evolves with each major technological shift in audiovisual creation and experience. The collection is unknowably large, spanning the 1890s to the present.

Content volume and complexity continues to grow as digital technology enables anyone with a smartphone to become a creator. The NFSA has faced significant challenges in opening up the national collection and making content searchable and accessible. This has hindered research, industry reuse, and public engagement.

Challenges include:

- **Inaccessibility:** The collection contains audio and audio-visual content that was not transcribed or fully documented, making it difficult to find relevant information.
- **Inaccuracy:** Existing AI models generating transcription (speech-to-text) are not tailored to Australian English or Australian content.
- **Resource-intensiveness:** Manual transcription is time-consuming and resource-intensive. It would cost almost \$10 million to manually transcribe all material in the collection.

The NFSA has conceived and developed an AI tool, called Bowerbird, to support the agency’s future as a digital-led archive. Bowerbird is a machine learning-enabled mass audio and video transcription engine. It enables staff, researchers and media industry professionals to discover and understand what is in the agency’s collection and to uncover previously hidden stories.



Bowerbird automated bulk transcription process.

Image: National Film and Sound Archive

How AI contributes to the project

In 2023, the NFSA developed a series of internal AI pilot projects, including Machine Transcription, Computer Vision and Retrieval Augmented Generation. The most successful prototypes that emerged, including Bowerbird, were developed into enterprise applications in 2024 and 2025.

Bowerbird operates by understanding, transcribing, and documenting hundreds of thousands of hours' worth of collection material, representing millions of unique stories. The engine is trained to accurately understand Australian-accented English and identify Australian places, people and objects that other technologies miss. This approach saves significantly more money and time than human or commercial automated transcription.

The NFSA used open-source, machine-learning transcription models and national language processing tools. Six open-source models were tested for performance and trainability. The chosen option was fine-tuned to recognise and reproduce Australian speech, idioms and placenames.

Outcomes and next steps

A fully searchable collection of millions of audio-visual works has created a significant positive impact for the NFSA as well as external researchers, academics and media industry users. Bowerbird is used daily by agency staff and Australian cultural partners to transcribe audio and video from their own collections.

New digital formats are increasingly networked and data-heavy, requiring specialised systems to preserve them. The NFSA is creating a database representation of all collection catalogue data, Bowerbird transcriptions and inferred entities. This will allow users to find anything in the collection, including quintessential Australian icons such as Skippy the Kangaroo, Vegemite and Kylie Minogue. It can recommend surprising connections using a system the agency is developing, called Graph Assisted Find.

In 2025–26, the NFSA will work with local technology partners to add optical character recognition and scene description to Bowerbird. This will enrich collection metadata and enable new discoveries from within the collection for staff and media industry clients, making one of Australia's hardest working cultural collections even more valuable.

Find out more

National Film and Sound Archive of Australia (2025) [*Bowerbird: Unlocking the national audiovisual collection with AI*](#), NFSA website, accessed 19 August 2025.

Better customer experience through improved search, discover and help capabilities

Project summary

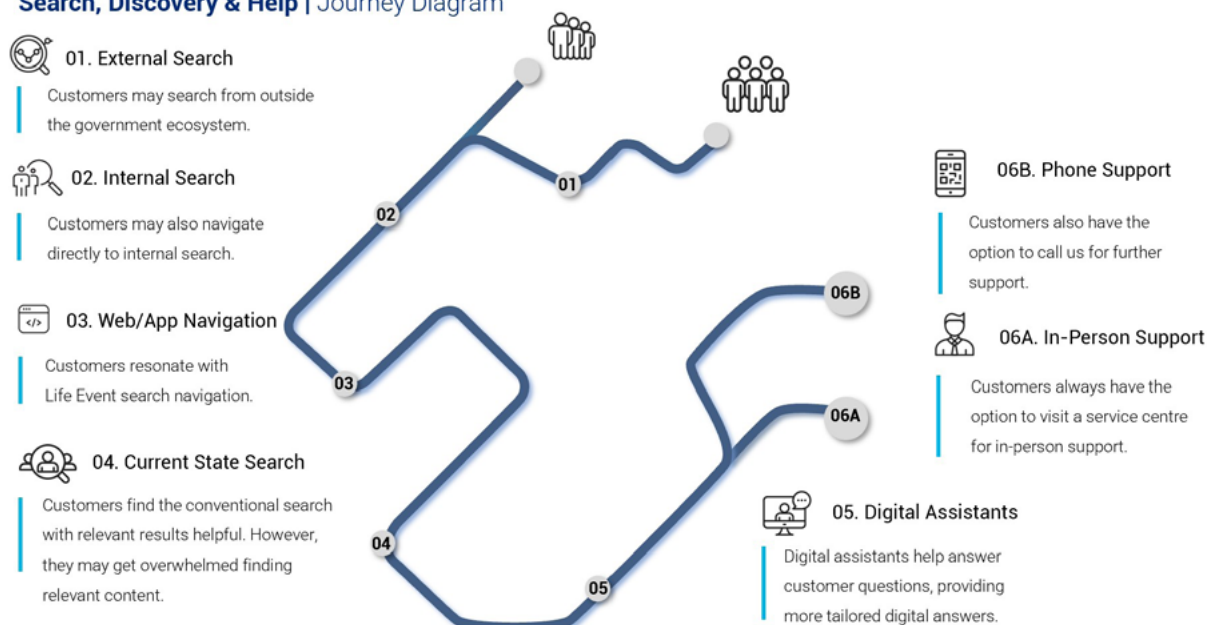
Services Australia is enhancing its digital assistant suite and broader search channels to align with growing customer expectations when using online services.

The agency is working towards a unified 'Search, Discover and Help' vision and strategy for its digital platforms. These capabilities enhance customer experience when interacting with myGov and the broader digital platforms Services Australia offers.

Digital Assistants in use by Services Australia are not always effective, as a large number of customer questions are unanswerable. This is because the existing knowledge base the Digital Assistants draw on lacks available and accurate pre-written responses.

Services Australia is undertaking a trial to explore whether Generative AI capabilities can help improve user experience when using Digital Assistants, and expand the content within the existing knowledge base.

Search, Discovery & Help | Journey Diagram



The 'Search, Discovery and Help' customer journey.

Image: Services Australia

How AI contributes to the project

The trial explores the capabilities of an AI Large Language Model to generate suitable responses to questions that are not currently answered in the knowledge base. The model will read staff-selected user questions and draft answers consistent with publishing guidelines for content available in Services Australia's Digital Assistants.

Staff involved in the trial will review AI draft responses and assess suitability against:

- relevance to user intentions
- accuracy of information
- alignment with established publishing format and standards.

Accurate AI-generated responses will then be added to the knowledge base for customers to receive in future interactions. This will result in a more comprehensive knowledge base, and more efficient customer interactions with Digital Assistants.

Outcomes and next steps

The trial has identified early benefits including:

- reduced workload – AI-generated draft responses require minimal to no editing, freeing up staff capacity for other work
- improved knowledge base – approved generated responses are reducing content gaps present in the previous knowledge base
- improved customer experience – customers are receiving accurate responses to more of their questions.

Suitable customer-driven content will be published in the public domain through the Digital Assistants following completion of the trial.

Services Australia will evaluate final outcomes, benefits and next steps at the end of the trial.

Accelerating global collaboration on monitoring and protecting coral reefs

Project summary

Coral reefs occupy only 1% of the ocean floor, but are home to more than a quarter of all marine life. More than half a billion people depend on them for food, income and protection. These reefs face increasing threats from climate change, overfishing and pollution, and it is predicted that 90% of them will be critically endangered by 2050 if action is not taken now.

Globally, scientists monitor coral reefs by analysing images of these ecosystems to inform how to manage and protect them. This resource and labour-intensive process means informed actions are delayed.

ReefCloud is an AI model that brings together monitoring efforts from around the world. The model and its applications were developed by the Australian Institute of Marine Science. The project was co-funded by the institute and Foreign Affairs and Trade.

ReefCloud provides a user-friendly platform that makes technology accessible. This supports the delivery of actionable data from monitoring to management. The platform analyses coral reef composition with 80 to 90% accuracy, 700 times faster than traditional manual approaches.



Typical landscape reef communities in the Great Barrier Reef Marine Park, with circles highlighting areas AI algorithms in ReefCloud use to identify the corals.

Image: Australian Institute of Marine Science

How AI contributes to the project

ReefCloud harnesses the power of AI and advanced statistical models in a human-centred design to accelerate the delivery of science for coral reef management. It automates data processing and analysis of coral reef images using Convolutional Neural Networks, a computer vision AI framework for image recognition.

The AI model uses training data from over 20 years of monitoring across the Great Barrier Reef Marine Park to identify key features of corals and their associated organisms. This knowledge serves as foundational training to assist others around the world to apply and customise the AI model to quickly identify features from their own coral reefs.

When users submit photos of the reefs taken during their surveys, ReefCloud uses facial recognition technology to identify around 7 million parameters from the colour, shape and size of coral. The model can then identify the type of coral and analyse how the reef is changing over time.

Working with Accenture on design research, prototyping and testing, AIMS overcame the challenge of presenting complex data in a way that makes sense to a range of users. ReefCloud users include scientists, managers, policymakers, local communities and members of the general public.

The platform's user-friendly interface has made coral reef monitoring more accessible to a broader audience, including Traditional Owner rangers, tourism operators, local communities and scientists. This fosters greater engagement and collaboration in conservation efforts.

ReefCloud was co-designed with Pacific Island nations so AI technologies could be applied beyond Australia and support Pacific efforts in coral reef conservation. The work enables the global reef community to observe changes in near real-time and determine the most effective actions needed.

Outcomes and next steps

The ReefCloud platform features over 4.5 million survey images from more than 2,900 users in 100 countries and territories worldwide. This level of demand demonstrates the global community's interest in accessing an innovative and effective management tool.

ReefCloud tackles coral reef monitoring challenges by alleviating resource limitations, increasing efficiency, preventing inconsistencies, producing timely reports and integrating monitoring efforts.

Results from the 2024 user online survey showed that 84% of respondents stated that ReefCloud had improved their ability to process and analyse benthic data. A total of 72% of respondents reported that ReefCloud was highly or moderately useful to their work.

ReefCloud continues to improve capabilities in coral reef monitoring, particularly in the Pacific and South East Asia regions, and support knowledge-sharing to empower decision-makers in managing coral reefs.

Find out more

Sing Wong A, Vrontos S, & Taylor M L (2022) [*An assessment of people living by coral reefs over space and time*](#), *Global Change Biology*, 28(23):7139-7153.

Hoegh-Guldberg O, Jacob D, Taylor M, Bindi M, Brown S, Camilloni I, Diedhiou A, Djalante R, Ebi K L, Engelbrecht F, Guiot J, Hijioka Y, Mehrotra S, Payne A, Seneviratne S I, Thomas A, Warren R, & Zhou G (2018) [*Impacts of 1.5°C global warming on natural and human systems*](#), Intergovernmental panel on climate change website, accessed 20 August 2025.

Australian Institute of Marine Science (2025) [*ReefCloud*](#), AIMS website, accessed 31 July 2025.

Population forecasting of Australian Plague Locusts using machine learning

Project summary

Outbreaks of the Australian Plague Locust pose a serious threat to agriculture in eastern Australia, causing up to \$30 million in damage annually. Large swarms of locusts can cover vast distances and consume enormous amounts of vegetation in their path, impacting crop production and grazing areas.

The Australian Plague Locust Commission, in Agriculture, Fisheries and Forestry, has developed more advanced forecasting tools to improve early detection and responses to locust outbreaks.

The project has been delivered collaboratively by the APLC and the University of Melbourne's Centre of Excellence for Biosecurity Risk Analysis. It uses open-source tools and is hosted within the national Biosecurity Commons platform.



Australian Plague Locust (*Chortoicetes terminifera*) nymph.
Image: Dr Gordon Berg

How AI contributes to the project

The project has delivered a type of machine learning AI algorithm, called Random Forest Classification, that more accurately predicts short-term forecasts of locust outbreaks up to 2 weeks ahead. The model incorporates over 37 years of APLC locust data records with high-resolution climate, vegetation, soil, land use and land cover information. This historical harmonised dataset will be used for future analysis and model refinement.

The AI-generated forecasts support the commission's in-house simulation model, Life System Simulator. This assists medium-term strategic planning by predicting seasonal forecasts for plague locust population dynamics across their entire range, including the development, survival and behaviour of locusts across all life stages.

The Australian Plague Locust Commission is integrating this AI-driven forecasting system into a new interactive data dashboard, called WebMapper v2. The dashboard will deliver the forecasting outputs in a secure system for visualising monitoring data, forecast maps and environmental layers such as vegetation indices and climate anomalies.

Outcomes and next steps

The new forecasting system has strengthened the Australian Plague Locust Commission's capacity to prioritise field surveys and control operations effectively, leading to better planning and resource allocation. Weekly likelihood maps of nymph presence, stage and density improve early detection and support proactive management.

Next steps include retraining the AI models with new monitoring data and refining the predictor layers. This will be achieved using updated Bureau of Meteorology climate reanalysis products, as well as Pasture Growth Index surfaces, land use and cover data. Automated pipelines will be developed to deliver regular, operationally ready forecasts.

Staff training will ensure ongoing in-house capability, supporting DAFF's biosecurity goals and the National Biosecurity Strategy's emphasis on evidence-based, data-driven risk management.

Find out more

Baumgartner, J.B., Spessa, A., Deveson, E., and Camac, J.S. (2024) [*Short-term population forecasting of the Australian Plague Locust \(*Chortoicetes terminifera*\)*](#). CEBRA project 23A. Technical Report for the Australian Plague Locust Commission, accessed 5 August 2025.

The University of Melbourne (2025) [*Biosecurity Commons*](#), Biosecurity Commons website, accessed 24 July 2025.

Department of Agriculture, Fisheries and Forestry (2024) [*Strengthening Locust Management with Advanced Forecasting Models*](#), DAFF website, accessed 24 July 2025.

Detecting priority weed species at scale with drone AI

Project summary

Invasive weeds can have severe consequences for biodiversity and threatened species. Finding and treating weeds is costly and time-consuming when they have to be located and identified on foot. The Australian Government is supporting an AI project that provides a quicker, cheaper and more accurate solution to detecting and managing weed species.

The Saving Native Species Program's Threat Innovations grants were designed to encourage continued investment in longer-term actions to reduce pervasive threats at the landscape scale. In 2024, Climate Change, Energy, the Environment and Water awarded a grant under this program to the Centre for Invasive Species Solutions to pursue the WeedRemeed™ project.

The project builds on existing WeedRemeed™ technology that uses a colour-picking mechanism to detect weeds. The upgrade includes AI-driven image analysis to improve accuracy and include a wider range of weed species. It will enable environmental managers to use drones for large-scale weed assessments, detecting them earlier and targeting on-ground actions like removing and treating them more easily.



Mallee fowl nest photographed by drone at the Bullock Bridge WeedRemeed trial site in South Australia, where Coastal Wattle was targeted for detection during the project trial.

Image: Chris Warrior, Wiru Drone Solutions

How AI contributes to the project

WeedRemeed™ uses AI drone technology to detect weed species at landscape-scale. Drones equipped with cameras distinguish between images of native plants and weed species.

High-quality data is needed to train the AI model to detect weeds and native plant species. This data is being collected using drone imagery across 5 sites in Victoria, South Australia, Queensland and the Australian Capital Territory. These sites were selected because they are representative of a wide range of ecosystems.

Experts in plant biodiversity and weed assessments check the images to determine the species. Some of these verified images are used to train the model. It is then tested against other verified images to determine its accuracy at detecting weeds. The model is being trained to detect weed species including Wheel Cactus, Parkinsonia, and Coastal Wattle.

Project outcomes and next steps

As part of the grant, WeedRemeed™ is being scaled up to be used nationally. The technology will be used by environmental managers and Nature Repair Market users across Australia. It will enable managers to survey large areas more quickly and accurately and target the best areas for weed management. This means limited resources will have the greatest impact.

Surveys of approximately 400 hectares a day are completed with this technology, a significant improvement over traditional on-ground survey methods. This is particularly important in large conservation estates that are remote or hard to access.

As project implementation continues, more quantified on-ground results will become available. As the technology advances, more weed species will be included in the model, expanding its uses.

Find out more

Centre for invasive Species Solutions (2025) [WeedRemeed™: Drone AI detection of priority weed species at scale](#), CISS website, accessed 29 July 2025.

Department of Climate Change, Energy, the Environment and Water (2023) [The Threatened Species Action Plan](#), DCCEEW website, accessed 7 August 2025.

Department of Climate Change, Energy, the Environment and Water (2025) [Nature Repair Market](#), DCCEEW website, accessed 29 July 2025.

GovAI supporting safe and scalable AI use across the APS

Project summary

AI is rapidly reshaping how governments operate, offering new opportunities to improve efficiency, responsiveness, and service delivery. The Australian Public Service is working to overcome key barriers to AI adoption to keep pace. Barriers include limited access to secure AI tools, lack of practical, hands-on learning environments and use cases tailored to public sector needs.

GovAI was launched on 31 July 2025 to address these challenges. This secure, APS-only service is designed to help public servants learn about and use AI in practical, responsible and collaborative ways. GovAI was developed in collaboration with APS agencies and is led by Finance.

GovAI provides a safe environment to explore AI's potential for staff new to AI and those already working with digital tools. The platform offers 3 key service areas through the GovAI website:

- Learn about AI: Access hands-on training and curated guidance in the Knowledge Hub or explore the catalogue of AI Apps and the Use Case Library designed for the APS.
- Collaborate with the APS: Connect with colleagues across government through a dedicated collaboration space. Share ideas, learn from others' experiences, and co-develop real AI use cases.
- Build with GovAI: Develop and test use cases in a secure, purpose-built sandbox environment designed for safe experimentation.

How AI contributes to the project

GovAI provides APS staff with secure access to AI tools, enabling learning and experimentation. The platform now offers Generative AI with large language models and is adding Retrieval Augmented Generation using more knowledge sources. These technologies are being trialled across a range of APS use cases, from drafting communications and summarising documents to generating code and supporting policy development.

The GovAI hosting service supports agencies developing AI applications by offering a secure, whole-of-government sandbox environment that operates separately from primary agency networks. It is built on Azure and Azure AI Foundry and provides technical teams with the tools needed to develop agency-specific solutions. This includes accelerators, shared assets, and access to multiple models, including an onshore instance of GPT-4o. The hosting environment enables faster prototyping, safe experimentation, and reuse of apps with whole-of-government significance.

Outcomes and next steps

GovAI is a foundational initiative in the Australian Government's broader strategy to build digital capability across the APS and enable a more efficient, productive and future-ready public service. It is laying the groundwork for safe, scalable AI adoption across the APS.

Early engagement indicates strong demand for secure experimentation, practical training and cross-agency collaboration.

The service has received positive feedback from Closed Beta Trial participants, newly onboarded users, and members of the GovAI Working Group (a cross-agency forum of AI leads and practitioners that guided the platform's development).

GovAI will continue to expand its model catalogue and introduce new services to support a broader range of AI types and use cases. Ongoing collaboration with APS agencies will ensure the platform evolves in line with user needs, while maintaining a strong focus on safety, transparency and public value.

See also in this report

[APS workplace – Productivity in the APS](#)

[Capability and leadership in the APS – Adopting AI in the APS](#)

Find out more

Australian Government (2025) [GovAI](#), GovAI website, accessed 4 August 2025.

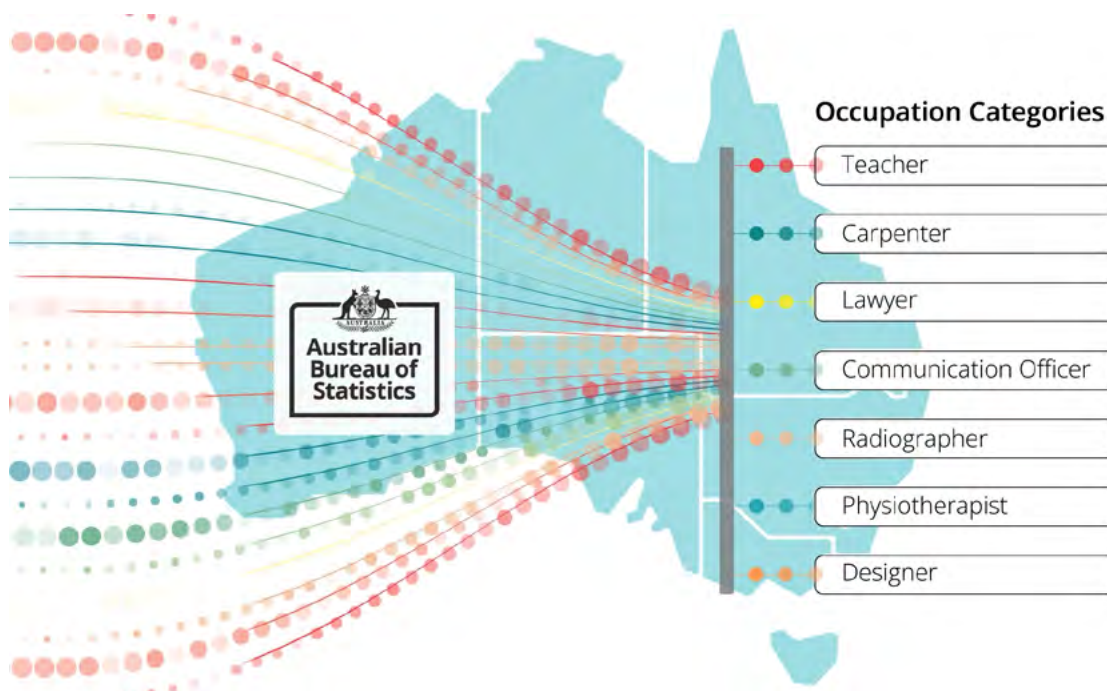
Whole of Australian Government Occupation Coding Service

Project summary

Government agencies collect free-text job descriptions from individuals in online forms, surveys, and administrative systems. These responses, such as 'teacher', 'registered nurse', or 'brickie', need to be coded to a standard classification to support statistical analysis, policy development and service delivery. This work is currently resource-intensive and inconsistent across agencies.

The Whole of Australian Government Coding Capability Project provides a solution to this problem by delivering a modern, automated occupation coding service. The service, led by the Australian Bureau of Statistics, helps agencies apply the Occupation Standard Classification for Australia consistently, reducing manual effort while improving data quality.

By aligning practices across government, the service enhances the coherence of Australia's national data landscape.



Occupation categories in the Whole of Australian Government Occupation Coding Service.

Image: Australian Bureau of Statistics, 2025

How AI contributes to the project

The ABS Whole of Australian Government Occupation Coding Service is an example of applied AI where technology is used to perform tasks that previously required human judgement. The model was developed in-house by the ABS using high-quality, de-identified occupation data.

The AI is trained to recognise and code how Australians describe their jobs. It recognises common job titles, misspellings and informal language. For example, the model understands that 'brickie' maps to OSCA occupation 371131 – Bricklayer.

The service uses machine learning, a branch of AI that finds patterns in data to make predictions. The machine-learning technology standardises and automates the coding of free-text responses, enabling faster, more consistent and scalable processing. This allows skilled staff to shift from undertaking manual data handling to higher-value work such as quality assurance, analysis and insight generation.

The model at the heart of the service is a Hierarchical Support Vector Machine, a type of algorithm well-suited to a hierarchical statistical classification. This model offers a relatively high level of explainability, because it only uses the data it has been trained on. Tokens used to code a response can be identified. This is important for ensuring transparent and accountable decision-making in government.

The service is hosted securely on a cloud platform controlled by the ABS. It is delivered through an application programming interface, allowing it to be integrated into agency systems. Use cases include real-time coding in administrative forms and large-scale batch coding for surveys, research, and statistical outputs.

The service has been developed in line with the Australian Government's *Policy for the responsible use of AI*, with strong governance and assurance processes. This enables the model to deliver consistent, high-quality outcomes and supports broader public trust in AI-enabled services.

Outcomes and next steps

By September 2025, 6 government agencies and 8 non-government agencies were using the Occupation Coding Service, following the public beta release in June 2025. These agencies have reported increased auto-coding rates and a reduction in clerical effort.

After using the service, the Queensland Government Statistician's Office stated:

'Five minutes to code 100,000 records is pretty exceptional from our perspective, considering it takes people weeks in-house to do that manually.'

The ability to automate coding and integrate the service simplifies the transition to the OSCA. Western Australia's Department of Training and Workforce Development noted:

'Our overall confidence in the coding service is high, and now with the switch over to OSCA, we are thinking of more and more uses for it, and suspect it will become a fairly critical product for us.'

Alignment across the public sector increases data comparability as more agencies use the service to code to the OSCA. This helps agencies build a more joined-up view of the national workforce and services.

The ABS intends to use the service to code data for the 2026 Census, expecting to significantly reduce clerical workload and processing time.

Looking ahead, the ABS will continue to monitor and improve model performance, support agencies to use the service, and look to expand its use for coding to other classifications.

Find out more

Australian Bureau of Statistics (n.d.) [Whole of Australian Government Occupation Coding Service](#), ABS website, accessed 29 July 2025.

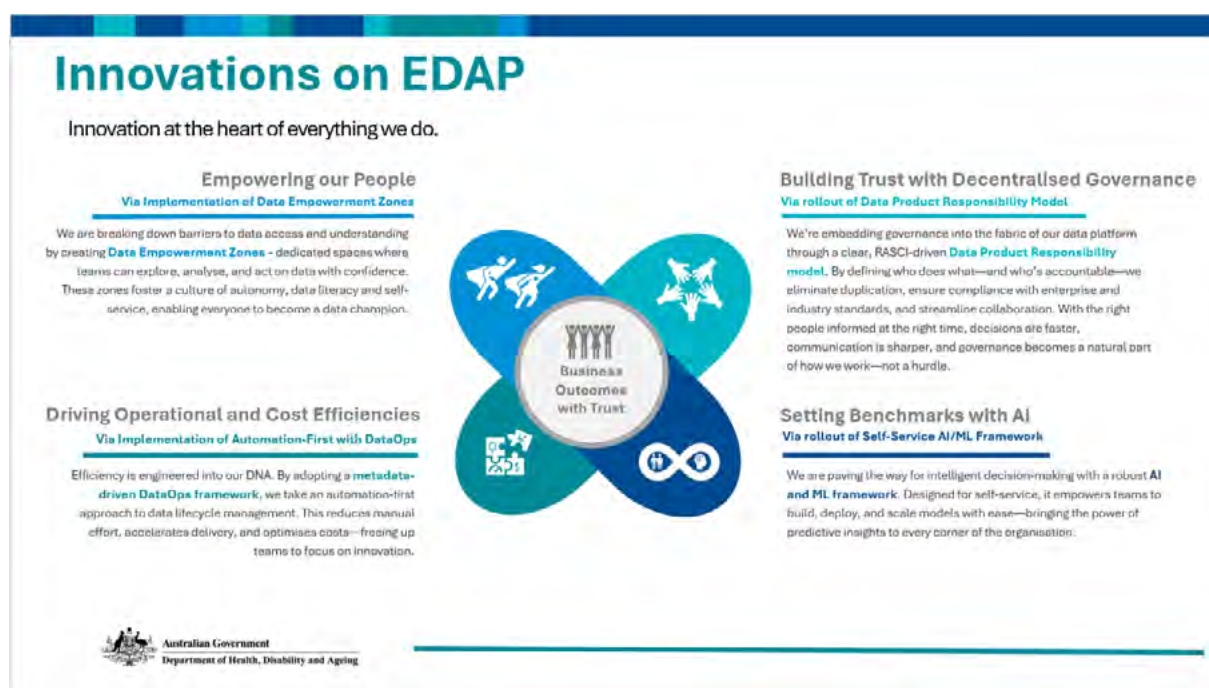
Empowering teams to innovate responsibly with AI

Project summary

Health, Disability and Ageing is innovating with AI to improve its services and operations. In 2024, the department implemented a new cloud-based platform called the Enterprise Data and Analytics Platform.

The platform consolidates the department's data assets from a range of internal sources on a single repository. It is delivered through Google Cloud Platform's BigQuery service, an autonomous data to AI platform that automates the data life cycle.

The Enterprise Data and Analytics Platform makes it possible for different teams across the department to independently access self-service analytics, enabling non-technical users to create, train and deploy machine-learning AI models with ease.



Innovations using Vertex AI on the Enterprise Data and Analytics Platform, delivered through the Google Cloud Platform.

Image: Health, Disability and Ageing

How AI contributes to the project

The department's advanced analytics capabilities, powered by Google Cloud, are undergoing significant enhancements to support machine-learning initiatives.

Historically, the department relied on legacy on-premises tools to build machine-learning models. While these tools met business need, they resulted in ongoing training costs, resource allocation, suboptimal performance, and ongoing sustainment expenses.

Now on a transformational journey to address these challenges and revolutionise how to approach machine learning, the department is taking advantage of advanced analytics to introduce an innovative low-code/no-code, self-service capability.

This capability will empower Health, Disability and Ageing to build and train machine-learning models at a fraction of the current cost, with minimal to no technical skills required, and predictable ongoing expenses.

Additionally, a centralised registry of AI and machine-learning use cases enhances transparency and fosters collaboration, with model sharing across business units set to accelerate innovation and efficiency across the department.

This project represents a significant leap forward and is set to deliver benefits to the department and those it serves.

Outcomes and next steps

This project's use of low-code/no-code features is empowering more users, particularly those who are not data scientists, to successfully train and deploy machine-learning models.

Operational efficiencies are being achieved through reduced dependency of business areas on the central IT team for machine-learning experimentation and deployment. Accelerated time-to-value gains are being realised through reusable patterns and automated data ingestion pipelines.

The project is aligned to the AI operationalisation work program supporting a cultural shift within the department by increasing AI literacy and enabling digital innovation.

Health, Disability and Ageing's AI operationalisation processes, and the Enterprise Data and Analytics Platform infrastructure, align with the whole-of-government AI policy, Ethics Principles and Assurance Framework. They are reusable across government and being shared with other agencies for adoption.

Supporting decision advantage with the Defence AI Centre

Project summary

The 2024 National Defence Strategy emphasises how critical it is for Defence to adopt emerging technologies to achieve Decision Advantage. Decision Advantage is the ability to gather, process, and act on information faster and more effectively than potential adversaries.

The Defence Artificial Intelligence Centre was established in July 2024 to coordinate and accelerate Defence's adoption of AI. It enables Defence to manage risks, embrace opportunities and support the uptake of AI, aligned with Australian Government and Defence priorities.



Dr Paul Robards AM, Chief Data Integration Officer, launching the Defence AI Centre in 2024.
Image: Defence

How AI contributes to the project

The Defence AI Centre uses a 'hub and spoke' model, to enable central hub coordination while allowing for decentralised development and deployment of AI across military and corporate functions. Benefits include better coordination and sponsorship of Defence efforts resulting in workforce savings, enhanced user experiences, and better decisions, faster, through decision advantage.

The centre has brought together key resources and stakeholders to deliver Defence's AI Strategy, as well as policy and governance tools. By engaging with exemplar projects and training initiatives, the Defence AI Centre facilitates the development of AI literacy by providing practical knowledge of AI applications. This enables personnel to understand the limitations, governance and risks associated with AI and fosters a culture of informed AI adoption and responsible use within Defence.

Outcomes and next steps

The Defence Data and Artificial Intelligence Board has been established to govern Defence's data and AI capabilities, including centre outcomes. In its first year, the Defence AI Centre has achieved tangible outcomes supporting Defence's mission.

The centre has supported the delivery of:

- a Defence AI Playbook
- a Defence AI Register
- accountable-officer training for senior leaders
- Defence user training
- an AI Standards Profile.

A Defence AI Strategy and a 'Defence Responsible Use of AI Policy' have been drafted to address the department's unique challenges.

Future activities for the Defence AI Centre include building a scalable AI environment, delivering further workforce training and development opportunities and establishing an AI innovation network.

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People of the professions

At its heart, the Australian Public Service Professions model is all about people—the APS delivering better for Australians, through a focus on attracting, developing, retaining and deploying staff in critical skill areas.

Heads of professions are appointed as stewards, to help shape and steer initiatives for uplifting expertise in their fields and to lead excellence. These are opportunities for respected senior APS leaders to share their knowledge and experience, and give back to their professional communities.

In September 2024, three new professional streams—Procurement and Contract Management, Evaluation, and Complex Project Management—joined the Digital, Data, and HR Professions established in 2019.

This gives emerging, existing and advanced professionals more opportunities to further their development, progress their careers, share what they know, and advance best practices within the APS.

Together, the professions are strengthening the APS workforce by establishing networks and communities, supporting well defined career pathways, and collaborating with Australian and international organisations.

These stories profile outstanding members of the APS professions, nominated by the heads of their professions.

They offer insights into the many ways people benefit from being part of a profession, from feeling a sense of community to being supported during a significant career change. They show how professional communities help people at all career stages to connect, learn, and find purpose in their work.

Explore People of the professions	
Nattlie Smith, Evaluation Profession	Noah Scanlon, HR Profession
Mark Sawade, Digital Profession	Salima Estefan, Procurement and Contract Management Profession
Dr Allison Clarke, Data Profession	Brett Fenton, Complex Project Management Profession

Nattlie Smith (Wiradjuri)

Evaluation Profession



‘I joined the Evaluation Profession as a way of living my key values of curiosity, continuous learning, connections and relationships, and reciprocity or “giving back”.’

Role	Branch Manager, Strategic Insights
Agency	National Indigenous Australians Agency

Joining the APS

Describe your entry into the APS

I joined the APS as Assistant Secretary for Access and Inclusion in Early Childhood Education and Care at the Department of Education, leading national early learning programs promoting access to high quality supports and services for children in regional and remote areas.

I wanted to build on my state government experience and contribute in a bigger way, after working for 20 years in the NSW Government and non-government organisations across health, ageing, disability, child protection, housing, digital inclusion and with Aboriginal communities and organisations.

Your professional career

Describe the meaning and importance of being a ‘professional’ in the APS

Being a ‘professional’ in the APS is bringing your skills, knowledge and experience to help the government fulfil its policy objectives. For me, as an Aboriginal person, this includes my AI or ‘Aboriginal Intelligence’—my culture, identity, connections, relationships, respect for ancestral wisdom, reciprocity or ‘giving back’, and service to others including Elders and community.

Evaluation professionals help ensure public money delivers through good program design—a strong program logic and theory of change, clear objectives, meaningful KPIs, appropriate data collection, well-defined outcomes and evaluation planning including, where appropriate, Indigenous methodologies. This helps ‘evidence-up’ that programs are working and identify adjustments.

How did you become a ‘professional’ in your field?

My interest in evaluation grew as the Senior Manager of Aboriginal Co-design and Evidence for a NSW Government agency, launched as a whole-of-government reform to deliver improved outcomes for vulnerable children, young people and their families. This included a particular focus on Aboriginal children and families who were, and still are, over-represented in the out-of-home care system.

I led the Aboriginal Evidence Building in Partnership Project, partnering with Aboriginal Community-Controlled Organisations and evaluation experts. We used an Aboriginal-led co-design approach to embed and improve outcomes data collection mechanisms and evidence building capabilities, to better demonstrate that their programs worked best for local Aboriginal children, young people, families and communities. This won the Australian Evaluation Society’s Indigenous Excellence Award for enabling Indigenous self-determination and empowerment from the outset.

How do you maintain the required qualifications and standards for being a professional in your field?

I’m a big believer in continuous learning, and would never consider myself fully ‘competent’ in the Aboriginal space. I continue building my knowledge, through spending time with family and community or learning about the beliefs, histories and customs of fellow Indigenous people and their communities.

What do you value most about being a professional in your field?

As an evaluation professional, I can influence and drive change. I have led projects to ‘evidence up’ programs and developed business cases which improve the life outcomes for/with Aboriginal people as well as the early childhood education and care sector.

Which professional experiences or achievements are you most proud of?

My proudest career moment was being recognised as an exemplary Indigenous senior woman leader, winning the Chief Executive Women in partnership with Aurora Education Foundation’s Roberta Sykes Scholarship. I got to study ‘Leading in Artificial Intelligence (AI) – exploring Technology and Policy’ at Harvard University in Boston and create my own Aboriginal-friendly social housing chatbot assistant. I learned how important it is for us mob to understand AI, and be digitally capable, confident and safe.

What professional advice would you give your younger self?

Breathe, you’ve got this! Be kind, curious and courageous. I always remember this quote from Charles Perkins, an Indigenous activist, “We cannot live in the past but the past lives in us”. It is a great reminder to reflect on the wisdom and guidance of our Elders who came before us, acknowledge their significant contributions and sacrifices and proudly continue to build upon their legacies.

Your involvement in the Evaluation Profession

How have you benefited from your involvement in the Evaluation Profession?

I joined the Evaluation Profession as a way of living my key values of curiosity, continuous learning, connections and relationships, and reciprocity or “giving back”. I’ve been on judging panels, and facilitated and spoken at events, like the APS Indigenous Data Governance workshop. A highlight was being mentored by the Distinguished Professor Emerita Maggie Walter, among many things, a First Nations Indigenous Data Sovereignty and Governance Leader.

Find out more

Australian Government (n.d.) [Evaluation Profession](#), APS Professions website, accessed 7 July 2025.

Mark Sawade

Digital Profession



'Connecting with my peers across government is vital to building an understanding of issues facing the APS. This is particularly the case in ICT, where the opportunity to leverage common thinking, problem solving and solutions can lead to huge efficiency in our respective organisations.'

Role	Chief Information Officer
Agency	Australian Taxation Office

Joining the APS

Describe your entry into the APS

I joined the APS as an APS2 Vacation Student with the Australian Bureau of Statistics, while completing my university studies in Computer Science. I supported staff with digital tools and technologies to improve personal and workplace efficiency.

The role aligned with my studies, and was more appealing than stacking supermarket shelves! I stayed for the ability to work across a diverse range of technologies, lots of problem solving and new challenges, and great job opportunities.

Your professional career

Describe the meaning and importance of being a 'professional' in the APS

Professionals have a deep understanding of their profession, and all the requirements to undertake a role effectively. This extends beyond the subject matter, to understanding the value a role brings to an organisation, adapting your skills to a range of contexts and helping others understand your domain.

Professionals are key because they often focus on the pursuit of excellence in their respective domains. They apply their expertise in a way that shares knowledge and promotes broad adoption of approaches, resulting in overall improvement to how we apply skills in the workplace.

How did you become a ‘professional’ in your field?

There are a range of considerations for becoming a professional, from formal training and recognition of acquired skills, to joining a professional body or organisation, such as the Australian Computing Society.

A sometimes less obvious element is connection to, and recognition of peers. A professional’s network is arguably their most impactful attribute, providing a gateway to broader knowledge and expertise. Becoming a professional is certainly more than being an expert in a particular domain. It’s also seeing your role as part of a living, breathing ecosystem that focuses on continuously improving what we do.

How do you maintain the required qualifications and standards for being a professional in your field?

How you maintain professional requirements depends on context and role, from continuing education and training to remaining current with industry changes. This is particularly relevant for digital professionals who face increasing change. Sharing learnings, and applying them to our own work, is one of the most valuable elements of maintaining relevance as a professional in any discipline.

What do you value most about being a professional in your field?

I really value my connections to my professional network. Sharing ideas, experiences and approaches, across the public and private sectors, is a particularly rewarding aspect of being a digital professional.

Which professional experiences or achievements are you most proud of?

The things I am most proud of were undoubtedly the hardest. They are the achievements realised through skilled professionals working together, rather than any specific instance of individual success.

An absolute career highlight was leading the technology teams who designed, built and ran the IT underpinning the 2006 and 2011 Population Census Data Processing activities at the ABS. The combination of technical expertise, intense collaboration, sheer dedication, hard work and resilience of many resulted in a sense of pride and achievement that is hard to describe.

Another highlight was leading a team at the Department of Education to implement a fundamental evidence-based change in the way school funding is calculated for non-government schools. This required data experts, policy drafters, lawyers and administrative experts all coming together to achieve significant reform.

What professional advice would you give your younger self?

Be open to putting your hand up for whatever opportunities come your way, and don’t be afraid of being a little uncomfortable. This is when you know you are pushing yourself just the right amount!

Your involvement in the Digital Profession

How have you benefited from your involvement in the Digital Profession?

As a relatively new member of the Digital Profession, I look forward to giving back to the APS through initiatives and activities that support growing and strengthening our APS ICT skills.

Connecting with my peers across government is vital to building an understanding of issues facing the APS. This is particularly the case in ICT, where the opportunity to leverage common thinking, problem solving and solutions can lead to huge efficiency in our respective organisations.

Find out more

Australian Government (n.d.) [Digital Profession](#), APS Professions website, accessed 7 July 2025.

Dr Allison Clarke

Data Profession



‘Through its communities of practice, I’ve had the opportunity to lead working groups and collaborate with brilliant people across government, industry and academia on solutions that have positive impact.’

Role	Director, External Data Partnerships and Capability
Agency	Department of Health, Disability and Ageing

Joining the APS

Describe your entry into the APS

I joined the APS in 2006 as a graduate at the Department of Health and Ageing, to contribute to Australia’s prosperity, resilience and health. I gained a whole-of-portfolio perspective, and opportunities to inform public hospital policy, chronic disease management and early intervention.

I previously worked in the Information Technology sector for over a decade before joining the APS, and completed my Professional Doctorate in Health Psychology.

I also work in clinical practice as I love improving health and wellbeing at the macro and micro levels.

Your professional career

Describe the meaning and importance of being a ‘professional’ in the APS

Data professionals work with data throughout the data life cycle. We give careful, ethical consideration to complex issues and work to understand stakeholders and their needs. We review designs, build robust solutions, analyse implications and communicate findings to policymakers, program managers, evaluators and regulators.

The APS needs talented data professionals so it can use its data wisely to benefit all Australians. We help safeguard people’s privacy and build their trust in the ability of the APS to use data to improve their lives. This is increasingly important in the face of growing adoption of AI.

How did you become a ‘professional’ in your field?

There are many ways to become a data professional. I trained in AI, IT, research, ethics, statistical and data analysis. I consolidated my learning working across Medicare, hospitals and data analytics, developing a deep understanding of government health priorities and programs at state and national levels.

How do you maintain the required qualifications and standards for being a professional in your field?

With data and AI evolving rapidly, professional development is essential for ensuring we can use new technologies and techniques for the greater good, while preventing and protecting against harm.

As a Clinical and Health Psychologist, who understands how people learn and what we need to make meaningful change, I motivate data professionals to pursue professional and personal growth. This helps people advance their careers and deepen their engagement with the APS.

What do you value most about being a professional in your field?

Data professionals explore and solve a wide range of challenges. Every day presents new opportunities to benefit the health and wellbeing of Australians.

I also enjoy supporting emerging talent through recruiting interns, data cadets and data graduates. Early career professionals bring enthusiasm, new data skills and opportunities to connect with academia. I firmly believe they are key to the APS in the face of increasing demand for data skills.

Which professional experiences or achievements are you most proud of?

Career highlights include working on the APS Data Professionals Employee Value Proposition and APS Data Capability Framework, to help the APS attract, retain and train data professionals. I am also proud of my role in promoting AI adoption, and its potential for enhancing productivity.

I had a lead role in analysing the linked Australian Immunisation Register and the Person Level Integrated Data Asset, which received a Secretary’s Award in 2022 and an APS Data Award in 2023. This reporting helped track COVID-19 vaccination rates, inform programs to increase uptake and lift lockdowns as quickly as possible.

What professional advice would you give your younger self?

Be adaptable, embrace continuous learning, always speak up and don’t be afraid to ask ‘why?’.

Your involvement in the Data Profession

How have you benefited from your involvement in the Data Profession?

With an APS career focused on one department, the Data Profession offers opportunities to influence broader public sector policy and programs. Through its communities of practice, I’ve had the opportunity to lead working groups and collaborate with brilliant people across government, industry and academia on solutions that have positive impact.

I’ve gained skills, knowledge and experience invaluable to my work. Understanding data capabilities, and how they relate to each other, helps me better target training and enhance career pathways.

Find out more

Australian Government (n.d.) [Data Profession](#), APS Professions website, accessed 7 July 2025.

Noah Scanlon

HR Profession



'The opportunity to connect with experts and workshop solutions helps us draw on collective minds and resources to deliver better outcomes.'

Role	Acting HR Business Partner
Agency	Bureau of Meteorology

Joining the APS

Describe your entry into the APS

I joined the APS in 2022 as the Bureau of Meteorology's first ever HR graduate, an opportunity for which I am eternally grateful. It exposed me to key HR functions including workforce planning, organisational design and HR business partnering. I worked on a cross-APS graduate project and various internal strategic foresight reports, and led graduate recruitment and the APS Census rollout.

The professional world was a complete contrast from the student lifestyle, and starting during COVID-19 lockdowns was challenging. However, with the support of the Bureau and my new colleagues, I adjusted seamlessly, excited to be able to use my Bachelors of Education and Business to contribute to something bigger than myself, and build a career with impact.

I get to support brilliant people working on tomorrow's weather problems, contributing to public safety, community wellbeing, environmental health and national security and prosperity.

Your professional career

Describe the meaning and importance of being a 'professional' in the APS

Being a professional extends beyond an occupation. It's being part of a community that contributes more as a whole than the sum of its parts. In the APS, the HR Profession spans organisational and geographical boundaries, working for our people who deliver for Australia.

Professional communities set standards for what we do—and don't do—and how we work with our people to deliver quality outcomes. The APS HR Profession, and the Australian Human Resources Institute (AHRI) help amplify the impact of HR by building trust in our profession.

How did you become a 'professional' in your field?

Becoming a HR professional requires a balance of formal training, on-the-job experience and development opportunities. Professional communities, such as the HR Profession and AHRI provide opportunities to further our profession through accreditation and networking opportunities.

How do you maintain the required qualifications and standards for being a professional in your field?

Maintaining professional requirements is often self-led. However, APS agencies including the Bureau strongly encourage and support individuals to pursue their professional development.

AHRI's accredited professional development helps HR professionals maintain their knowledge and skills. Their certified practitioner courses help elevate professional standards and credibility for HR.

What do you value most about being a professional in your field?

I value a strong sense of responsibility. Being a HR professional means I am a steward of the APS, through advising and supporting business leaders and their people to shape the APS of today and tomorrow.

Which professional experiences or achievements are you most proud of?

I am most proud of my role in shaping the Bureau's culture at the enterprise level and translating it to cultural change across teams. I have coordinated the Bureau's APS Census roll-out since 2022, driving staff engagement and data analysis. In 2023, I helped deliver the Bureau's first Agency Action Plan, and increase the opportunity for our people to contribute to their own team's culture action plan to drive positive cultural change.

What professional advice would you give your younger self?

Continue to be yourself. It is the best way to build trust and strengthen relationships with others.

Your involvement in the HR Profession

How have you benefited from your involvement in the HR Profession?

The HR Profession has enhanced my understanding of HR and the APS, and HR in the APS, so I can approach challenges and complexities with confidence, and contribute in meaningful ways.

Through its online channels and forums, its mobility and networking opportunities, the profession connects me with HR people in other agencies and locations, at all career stages.

This opportunity to connect with experts and workshop solutions helps us draw on collective minds and resources to deliver better outcomes.

My involvement in the profession has also empowered me to take charge of my career, building professional expertise and networks through networking events, mobility opportunities and webinars. As an APS HR Graduate, I benefited from the added bonus of an AHRI membership with access to mentoring, group learning and a trip to Canberra to connect with HR colleagues.

Find out more

Australian Government (n.d.) [HR Profession](#), APS Professions website, accessed 7 July 2025.

Salima Estefan

Procurement and Contract Management Profession



'Through the Procurement and Contract Management Profession, I have built a great professional network and had the opportunity to progress a career that benefits my agency, my team and myself.'

Role	Advisor/Procurement Business Partner
Agency	Austrade

Joining the APS

Describe your entry into the APS

I joined the APS to pursue a career with deeper purpose and broader societal impact in a country I've chosen to be my second home. Flexible work arrangements also offered an opportunity to work and pursue a career while meeting my family's needs.

I started as an Executive Assistant to Austrade's Chief Financial Officer and Chief People Officer, moving into the Senior Advisor role to the Service Legal Agreement team at Department of Finance.

I practised medicine in my birth country, where I held Bachelors of Medicine and Surgery. After migrating to Australia in 2008, I developed new skills to diversify my employment options and build a safe future for my family. I worked in aged care, community health and diplomatic services.

Your professional career

Describe the meaning and importance of being a 'professional' in the APS

Being a 'professional' means upholding the highest standards of integrity and accountability, and committing to continuing education. It means leading with purpose, by example, supporting and collaborating with colleagues and championing values that reflect my own.

'Professionals' bring expertise, ethical judgement and commitment to serving the public interest. This is important in daily decision-making, building confidence in the processes and integrity of the APS.

How did you become a ‘professional’ in your field?

In moving to the procurement business partner role, I was challenged to develop new skills and knowledge my division needed. It took a lot of commitment to learn about a topic I wasn't familiar with.

I did the Department of Finance's Pathways to Procurement pilot program for new procurement and contract management staff, joining 20 incredible public servants for 16 days of intensive face-to-face training. Through this opportunity, I attained a Certificate IV in Procurement and Contracting. This helped me secure my role and led me to the Procurement and Contract Management Profession.

How do you maintain the required qualifications and standards for being a professional in your field?

I stay current by engaging in ongoing professional development, maintaining membership in relevant professional associations and attending community of practice events to grow my network. I consistently apply my expertise with integrity and stay informed of regulatory and policy changes.

What do you value most about being a professional in your field?

Being a professional in various fields has helped me grow my career and respond to challenging situations with confidence. It has empowered me to continue building what I hope will be a long and successful career in the APS, while enabling me to contribute to something greater than myself.

Which professional experiences or achievements are you most proud of?

I am proud of building a new skillset, after leaving behind a career I loved. I am proud of the serious and humble approach I take in every role, maintaining my curiosity and commitment to serving others.

I also proudly co-chaired Austrade's Culturally and Linguistically Diverse Network, and was on the steering committee of the MOSAIC program that informed Austrade's CALD Employment Strategy. I am passionate about reducing obstacles to promotion for APS CALD employees like me.

What professional advice would you give your younger self?

Remember, mistakes lead to learning. This will relieve the unhelpful pressures of perfectionism. Trust your instincts and be willing to learn new things. This will open doors to new opportunities.

Your involvement in the Procurement and Contract Management Profession**How have you benefited from your involvement in the Procurement and Contract Management Profession?**

Through the Procurement and Contract Management Profession, I have built a great professional network and been able to progress a career that benefits my agency, my team and myself. I've also had opportunities to assist APS employees to use public resources in an appropriate way.

I've acquired internationally recognised WorldCC and Chartered Institute of Procurement and Supply certifications, as well as a Certificate IV in Procurement and Contracting. I've become a better, more confident business partner, with a fresh perspective on how to improve procurement processes.

Looking to the future, I feel confident knowing there are a diverse range of career progression options available to me.

Find out more

Australian Government (n.d.) [Procurement and Contract Management Profession](#), APS Professions website, accessed 7 July 2025.

Brett Fenton

Complex Project Management Profession



'Being part of the Complex Project Management Profession has opened up professional development opportunities and given me access to support, resources and diverse perspectives of a community of highly intelligent and productive individuals.'

Role	Hunter Class Frigate Supply Chain Director
Agency	Department of Defence

Joining the APS

Describe your entry into the APS

I joined the Defence Materiel Organisation as a Finance Support Officer in 2009 because the Defence mission of defending Australia and its national interests really resonated with me. I wanted to build a career with purpose, delivering programs and services that contribute to Australia's national welfare.

Having just finished my Bachelor of Management, and working in hotel events operations, I was looking for a career with more purpose, and more opportunities to grow my skills, experience and knowledge.

The experience I gained in my first APS role enhanced my stakeholder engagement, budget management and procurement skills, which have been fundamental throughout my career. It introduced me to Project Management and Defence Major Capability Acquisition Programs, which I found extremely exciting and interesting.

Your professional career

Describe the meaning and importance of being a 'professional' in the APS

Being a professional means delivering with excellence, being self-aware and acting with integrity.

As a Project Management professional, I pursue ongoing personal and professional development to stay current. This includes sharing knowledge to upskill team members.

Project Management professionals bring expertise, reliability and integrity. They use and share their knowledge and skills to deliver high quality outcomes on schedule and within budget. We provide leadership through improving organisational capability, processes and standards.

How did you become a ‘professional’ in your field?

To become a professional, you need to educate yourself in the profession, gain relevant experience and continuously grow your skills and knowledge in line with changing industry practices. It is helpful to adopt a mindset of service to others and develop ‘soft skills’ to complement technical expertise.

How do you maintain the required qualifications and standards for being a professional in your field?

To maintain professional qualifications and standards you need to commit to continuous development. This can be through gaining or renewing formal certifications and qualifications or pursuing self-education through reputable sources of webinars, podcasts, journals or professional networks. Actively engaging with your profession and community is also important.

What do you value most about being a professional in your field?

As a professional, I value the associated responsibility and respect, which position me to lead with influence and support individual and organisational growth.

Which professional experiences or achievements are you most proud of?

A career highlight was securing significant cost savings for the Australian Government at international negotiations with large multinational industry partners. I’ve had the opportunity to visit some of Australia’s largest naval platforms, including surface ships and submarines, and meet inspiring people.

Another proud moment was establishing the Hunter Class Frigate Supply Chain Directorate, working with highly skilled professionals to maximise outcomes achieved through the supply chain of goods and services to the military and government resources provided to contractors.

What professional advice would you give your younger self?

Continuously develop yourself and others, and build a resilient mindset to overcome challenges and achieve outcomes.

Your involvement in the Complex Project Management Profession

How have you benefited from your involvement in the Complex Project Management Profession?

My involvement in complex project management has been hugely satisfying. I’ve contributed to highly complex and high profile acquisition programs building capability to ensure national security.

Being part of the Complex Project Management Profession is invaluable to my work and career. It has opened up professional development opportunities and given me access to support, resources and the diverse perspectives of a community of highly intelligent and productive individuals.

Find out more

Australian Government (n.d.) [Complex Project Management Profession](#), APS Professions website, accessed 7 July 2025.



Serving the community

Stories about serving the community provide insights into the diverse, essential work carried out by Australian Public Service teams. They demonstrate how the APS goes above and beyond to better serve the community.

Agencies shared stories in response to an APS-wide callout issued by the Australian Public Service Commission in June 2025.

This year's featured teams are contributing in areas including:

- crisis response
- literacy and learning
- service delivery in remote, rural and regional communities
- energy and infrastructure
- international engagement
- agriculture and the environment.

APS teams are supporting national priorities, driving positive change and improving outcomes across many sectors. To achieve this, they partner with non-government organisations, industry and research groups to identify and respond to the needs of individuals, communities and businesses.

At 30 June 2025, the APS comprised 102 agencies under the *Public Service Act 1999*. Agencies range in size from Services Australia with more than 35,000 staff to specialist organisations with less than 10 staff. A full list of APS agencies is available at Appendix 3.

Explore Serving the community	
Helping Australians during international crises	Accurate measurement supporting Australian businesses and fair trade
Disability Inclusive Emergency Management Toolkit	Behavioural economics helping Australians get better energy deals
Raising awareness of misleading election information	Managing access to sensitive and high-risk technologies in the public interest
Improving the financial literacy of Australian students	Showcasing Australian science and technology at World Expo 2025
Protecting health and safety through national food surveillance	Working with remote Indonesian communities to prevent illegal fishing
Culturally safe cancer care through partnerships with Aboriginal and Torres Strait Islander communities	Australian monitoring efforts in support of the Comprehensive Nuclear Test Ban Treaty
Meeting the needs of remote, rural and regional communities	Nyul Nyul Indigenous Protected Area
Digital mental health platform for veterans and their families	Administrative and satellite data replaces time consuming agriculture surveys

Helping Australians during international crises

Every day, at any hour – in Australia and across more than 170 international locations – Foreign Affairs and Trade officers are committed to keeping Australians safe. When a crisis strikes, officers move quickly to deliver vital support to Australians in need and their families back home.

Highly trained officers from DFAT's Crisis Response Team are deployed to deliver essential humanitarian, consular, and logistical assistance during emergencies. This complex and challenging work directly connects DFAT officers to the Australian public in unique and rewarding ways.



DFAT policy officer Kameleh Safi provided emergency travel advice in language to assist Australians seeking to depart the Israel-Iran conflict in June 2025.

Image: Foreign Affairs and Trade

Working together

In 2024–25, the DFAT Crisis Centre was activated 3 times, assisting 4,351 Australians and 68 foreign nationals to safely leave crisis situations in Lebanon, Vanuatu, Israel, and Iran. The centre coordinates Australia's whole-of-government emergency responses.

During escalating violence in the Middle East in October 2024, DFAT supported hundreds of distressed Australians seeking to leave Lebanon. Officers assisted families through Beirut Airport onto facilitated flights and gave clear instructions for their arrival in Cyprus and onward travel to Australia. In addition to supporting Australians on the ground, DFAT worked with the Australian Embassy in Lebanon and with international partners to coordinate flight planning and confirm ground clearances and flight manifests.

In December 2024, a 7.2-magnitude earthquake off the coast of Vanuatu caused widespread damage and overwhelmed local health services. A specialist Australian Medical Assistance Team was deployed to Port Vila to provide emergency care, support local clinicians and stabilise essential services. A DFAT Crisis Response Team was deployed to support the consular and humanitarian effort on the ground. The response also involved officers from the Australian Defence Force, Australian Border Force, Home Affairs and the National Emergency Management Agency.

Conflict between Israel and Iran in June 2025 left more than 1,000 Australians trapped in an unpredictable conflict zone with no commercial flight options and airspace closed, while their families in Australia struggled to contact them. DFAT's Emergency Call Unit assisted 7,651 Australian citizens during this challenging time, providing reassurance and practical advice in primary languages. Officers with relevant language skills and regional knowledge communicated emergency travel advice and helped with complex visa cases.

Benefits for the community

Major international crises are just one aspect of DFAT's extensive crisis response work. In 2024–25, more than 26,000 cases involved Australians needing consular assistance or crisis support. DFAT's Consular Emergency Centre handled over 61,500 calls for assistance, an average of 169 calls per day. DFAT issues and replaces Australian passports, including those that are lost or stolen.

Smarttraveller provides travel advice on over 175 destinations, including advice on safety and security, health risks, local laws, travel insurance and visas. In 2024–25 the Smarttraveller website was viewed more than 30.4 million times, had more than 580,000 email subscribers, and over 410,000 people followed Smarttraveller on social media.

With a network of overseas posts and more than 6,000 staff, DFAT collaborates with international partners to manage Australia's diplomatic, trade and consular priorities. The department's crisis response teams step outside of their daily work and family responsibilities during a crisis to assist Australians in need.

DFAT consistently ranks highly in the Survey of Trust in Australian public services, demonstrating a strong commitment to delivering for Australians at home and overseas.

Find out more

Department of Foreign Affairs and Trade (n.d.) [Consular State of Play](#), Smarttraveller website, accessed 14 August 2025.

Department of Foreign Affairs and Trade (n.d.) [Australia in the World – 2025 Snapshot](#), DFAT website, accessed 14 August 2025.

Australian Public Service Commission (2025) [Trust in Australian public services 2025 annual report](#), APSC website, accessed 15 October 2025.

Disability Inclusive Emergency Management Toolkit

The National Emergency Management Agency launched the Disability Inclusive Emergency Management Toolkit in December 2024. This national resource supports governments, emergency planners, and disability and community organisations to make emergency planning more inclusive of people with disability.

The toolkit promotes a practical and collaborative approach, helping local communities learn from each other and identify barriers that people with disability face during emergencies. The 2024–25 higher-risk weather season reinforced the urgency of inclusive planning, as people with disability continued to experience disproportionate impacts during emergencies.



Dr Jill Charker, Deputy Coordinator General of the NEMA launches the Disability Inclusive Emergency Management Toolkit on 3 December 2024.

Image: National Emergency Management Agency

Working together

NEMA commissioned world-leading researchers from the University of Sydney's Centre for Disability Research and Policy to lead the project. People with disability and their advocates co-designed the project to ensure resources reflect lived experience.

In the project's current phase, the agency and the University of Sydney are delivering 37 Disability Inclusive Emergency Planning forums across Australia. These bring together local governments, emergency services and people with disability to assess practices and identify opportunities for improvement.

To help embed the toolkit nationally, NEMA has funded the development of interactive e-Learning modules. These online resources offer a collaborative learning experience, helping participants apply the principles of disability-inclusive emergency management in their work.

Benefits for the community

With one in 6 Australians living with disability, the toolkit aims to improve outcomes by building capability across government, community services, and disability support and advocacy organisations. It supports inclusive, community-led preparedness by equipping the community with the knowledge and tools needed to plan for the needs of people with disability in emergencies.

The toolkit contributes to the implementation of Australia's Disability Strategy. This strategy calls for disaster preparedness, risk management, and emergency responses to be inclusive of people with disability and to support their physical and mental wellbeing.

The toolkit supports Recommendation 5.4 of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. This recommendation calls for the review of national agreements, strategies and plans affecting people with disability, including those related to emergency management.

Find out more

National Emergency Management Agency (2025) [Disability inclusive emergency management](#), NEMA website, accessed 5 August 2025.

Department of Health, Disability and Ageing (2025) [Australia's Disability Strategy](#), Health, Disability and Ageing website, accessed 5 August 2025.

Royal Commission (n.d.) [Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability](#), Royal Commission website, accessed 5 August 2025.

Raising awareness of misleading election information

The Australian Electoral Commission encourages voters to think critically about the information they hear, see and read during an election. As information channels change and generative AI becomes more prevalent, the AEC plays a key role in supporting Australians to navigate the complex information environment.

The AEC conducted research in 2024 to guide its communication, education and engagement approach for the 2025 federal election. The research gathered feedback from Australians of all ages, locations and backgrounds to consider the needs of diverse voter groups.

Research identified opportunities to improve the effectiveness of the AEC's approach. It highlighted that many people do not fully understand the terms 'misinformation' and 'disinformation'. It also highlighted that everyone is susceptible and can be misled, and that healthy scepticism and vigilance are important.

The research helped inform revisions to the AEC's Stop and Consider campaign for the 2025 federal election. This included:

- expanding and promoting the Stop and Consider campaign
- translating an updated fact sheet into 34 languages
- focusing on digital literacy, including an online module and digital literacy videos, to enhance public understanding
- explaining the different forms of influence voters may experience in an election.



AEC staff registering voters at polling booths on Election Day.

Image: Australian Electoral Commission

Working together

Alongside this research, the AEC considered feedback from more than 100 community groups and 2,300 eligible voters to inform its education and engagement approach. Community groups included multicultural organisations, First Nations groups, homelessness services, and the disability sector.

Home Affairs and Attorney-General's also contributed their knowledge and experience to this project.

Benefits for the community

The AEC's education and engagement campaign provided accessible, targeted resources for voters across Australia. Revised Stop and Consider materials encouraged voters to think critically about electoral information.

Australia's electoral system is one of the most trusted in the world, and the Stop and Consider campaign helps safeguard it. Informed voter choices contribute to the integrity of the electoral system. By encouraging voters to stop and consider the information they receive, the campaign mitigates the spread of false or misleading content that could impact voters' participation in Australia's democracy, and undermine public confidence in the election process.

Find out more

Australian Electoral Commission (2025) [Stop and Consider](#), AEC website, accessed 6 August 2025.

Australian Electoral Commission (2025) [Community Education](#), AEC website, accessed 6 August 2025.

Australian Electoral Commission (2025) [Influence in Australian elections](#), AEC website, accessed 7 August 2025.

Improving the financial literacy of Australian students

Financial literacy is an essential life skill, and this includes understanding how Australia's taxation and superannuation systems work. The Australian Taxation Office is providing young Australians with a strong educational foundation in these areas, enabling them to participate effectively in these systems.

This work was informed by a survey of Curtin University undergraduates, which found that 87% of participants had not received any structured learning on the purpose of taxation at secondary school. Participants rated their knowledge about taxation when they left secondary school as 'very poor' or 'poor' in understanding:

- the purpose of taxation (42%)
- general understanding of taxation responsibilities (51%)
- where to obtain assistance on taxation (66%)
- how to complete a tax return (78%).



Reeta Sidhu and Vic Mazzone PSM engaging with principals at a Principals Conference in 2025.
Image: Australian Taxation Office

Working together

To deepen understanding of the needs of Australian young people, and build the case for curriculum change, the ATO worked with research, industry and education partners to:

- identify beliefs, attitudes and norms which drive compliance intention and behaviour of the Australian community regarding participation in the taxation and superannuation systems

- build the case for teaching and learning about taxation and superannuation at school using an academic research review
- gauge community perceptions and sentiment about teaching taxation and superannuation to school students
- develop benchmarks for the knowledge that school-aged children have about the taxation and superannuation systems.

On the path to including taxation and superannuation in the Australian Curriculum, the ATO collaborated with the Australian Curriculum, Assessment and Reporting Authority, Treasury, the Australian Securities and Investment Commission, and principal and teacher associations.

In 2024–25, the ATO Schools Education team worked with curriculum experts and teachers to create online classroom resources and an accredited professional development course to support the teaching of tax and superannuation in Australian schools.

Each state and territory is progressively adopting the new Australian Curriculum, with full implementation expected by 2027.

Benefits for the community

The ATO supports schools through the Tax, Super + You online learning platform and offers learning products for primary students and professional development programs for teachers. Uptake has been strong, with 83% of secondary schools now using Tax, Super + You.

Improving participation in taxation and superannuation systems, by supporting student learning through the Australian Curriculum, will lead to better outcomes for individuals and the country as a whole. Voluntary compliance is expected to increase, leading to a stronger tax base to fund services and infrastructure. For individuals, better understanding these systems will improve their ability to make informed financial decisions throughout their lifetimes.

The ATO's work in this area has been recognised globally, with international tax jurisdictions looking to learn from its approach.

Find out more

Australian Taxation Office (2025) [School education program](#), ATO website, accessed 7 August 2025.

Curtin University (2017) [Taxation Education in Secondary Schools – What Are Students Actually Being Taught?](#), Curtin Law School website, accessed 14 August 2025.

Protecting health and safety through national food surveillance

Food Standards Australia New Zealand plays a key role in protecting public health by monitoring the safety of the food supply and supporting evidence-based food standards. In 2024–25, it conducted a series of national surveys to identify and assess potential risks in the food system.

The Australian Total Diet Study is Australia's leading survey of chemicals, nutrients and other substances in the national diet. The 28th study includes analysis of around 2,000 food samples for over 500 chemicals, including pesticides, metals, antimicrobials, and mycotoxins. Trusted by the World Health Organization, the study provides valuable food safety and public health data.

FSANZ carried out additional surveys on:

- metal contaminants in apple products, herbs and spices, baking powder and baked products
- trans fats in foods
- Listeria in enoki mushrooms
- pyrrolizidine alkaloids in honey, teas and herbal infusions.

In addition, the agency advanced Australia's largest national survey of antimicrobial resistant bacteria among raw retail meat since 2008.



FSANZ staff recording details of herbs and spices as part of the 28th Australian Total Diet Study.

Image: Food Standards Australia New Zealand

Working together

FSANZ conducts its surveillance and survey activities in close partnership with food regulation bodies, laboratories, and research organisations across Australia and New Zealand. This includes collaboration with Health, Disability and Ageing, Agriculture, Fisheries and Forestry, New Zealand Ministry for Primary Industries, and Australian state and territory food regulators and health departments.

These partnerships position the agency to deliver a nationally consistent and scientifically rigorous surveillance program.

Benefits for the community

The Australian Total Diet Study provides a long-term overview of chemical exposure from the national diet. Targeted surveys focus on specific issues requiring further analysis.

The 2024 Consumer Insights Tracker survey indicates that public trust in FSANZ has increased to 81%, up from 79% in 2023, reflecting ongoing confidence in its efforts.

The agency's surveillance work ensures safety of the food supply. It supports early risk detection, informs food regulations, and provides critical evidence to manage food safety issues.

Find out more

Food Standards Australia New Zealand (2021) [Monitoring the safety of our food supply](#), FSANZ website, accessed 8 August 2025.

Food Standards Australia New Zealand (2025) [Consumer Insights Tracker](#), FSANZ website, accessed 8 August 2025.

Culturally safe cancer care through partnerships with Aboriginal and Torres Strait Islander communities

Aboriginal and Torres Strait Islander peoples are more likely to be diagnosed with cancer and have poorer survival outcomes than non-Indigenous Australians.

Cancer Australia is implementing the Australian Cancer Plan, a 10-year national strategy to deliver world-class cancer care for every Australian. This includes a strong commitment to achieving equity in cancer care for Aboriginal and Torres Strait Islander communities.

Working together

Cancer Australia is working closely with Aboriginal and Torres Strait Islander peoples and organisations to co-design and deliver key elements of the Plan ensuring better cancer outcomes for First Nations people. Highlights in 2024–25 include:

First Nations Cancer Scholarships – in partnership with the Aurora Education Foundation, an Indigenous organisation that supports Aboriginal and Torres Strait Islander students, 5 postgraduate scholarships were awarded to help develop future Aboriginal and Torres Strait Islander leaders in cancer research and policy. Additional scholarship rounds will be offered in 2025–26 and 2026–27.

Partnerships for culturally safe care grant program – 15 grants were awarded to support culturally safe and respectful cancer care for Aboriginal and Torres Strait Islander peoples. These projects represent partnerships between mainstream cancer services and Aboriginal and Torres Strait Islander community-controlled health organisations.

Partnerships for cancer research grant program – 5 First Nations-led cancer research projects to strengthen Aboriginal and Torres Strait Islander leadership in cancer research and build capacity across the sector.

All initiatives are guided by Cancer Australia's Leadership Group on Aboriginal and Torres Strait Islander Cancer Control and Aboriginal and Torres Strait Islander Cancer Control Advisors, in collaboration with the National Aboriginal Community Controlled Health Organisation.



Leila Smith (first from left), CEO of the Aurora Education Foundation, and Professor Dorothy Keefe (second from right), CEO of Cancer Australia, awarding 3 of the inaugural recipients of the First Nations Cancer Scholarship program.
Image: Cancer Australia

Benefits for the community

Cancer Australia is committed to ensuring Aboriginal and Torres Strait Islander voices are central to cancer policy and care, in line with the Australian Government's commitments under the National Agreement on Closing the Gap.

Strong demand for Cancer Australia's scholarship and grant programs demonstrates the appetite for addressing longstanding equity and cultural safety issues in mainstream health services. These programs are forging new partnerships between health services, researchers and the community-controlled sector. This enables Aboriginal and Torres Strait Islander peoples to be more actively involved in developing and delivering cancer services.

By adopting this approach, Cancer Australia is helping to create a more inclusive, culturally responsive and equitable cancer care system. This is a vital step towards closing the gap in cancer outcomes so all Australians affected by cancer receive the care and support they need.

Find out more

Cancer Australia (2025) [Australian Cancer Plan](#), Cancer Australia website, accessed 13 August 2025.

Cancer Australia (2025) [Key programs – Improving cancer outcomes for Aboriginal and Torres Strait Islander people](#), Cancer Australia website, accessed 13 August 2025.

National Aboriginal Community Controlled Health Organisation (2025) [Our health in our hands](#), NACCHO website, accessed 19 August 2025.

The Aurora Education Foundation (2025) [The Aurora Education Foundation](#), The Aurora Foundation website, accessed 19 August 2025.

Meeting the needs of remote, rural and regional communities

Services Australia is committed to providing accessible services to people in every corner of the country. With a focus on improving service delivery, the agency's comprehensive outreach program supports those living in some of Australia's most remote areas.

Remote Service teams visit approximately 335 communities nationwide, setting up temporary service centres so locals can access the same level of support they would receive in a city-based service centre. The teams travel to some of Australia's most isolated communities, like Areyonga in the Northern Territory, located 220 kilometres west of Alice Springs.

In Tasmania, Services Australia took another step in improving service delivery by opening a new service centre in the small town of Sorell, in collaboration with Service Tasmania. This initiative aims to make it easier for people in regional areas to access government services. The new service centre is the first of its kind in Australia. It is located in a purpose-built space, creating a one-stop shop for state and federal services.



Remote Service Officers in the field.

Image: Services Australia

Working together

Services Australia customer service and IT teams are working together on better solutions for servicing the country's most remote communities, in person and in real time.

The agency has introduced a portable high-speed satellite internet system that the Remote Service teams can use on the go. This new technology allows teams to access the internet in seconds and stay online all day.

By collaborating closely with communities, teams identify local ICT challenges and find ways forward. This has included adding additional power sources to agency vehicles, and mounting satellite systems on vehicle rooftops. Importantly, teams considered impacts of changes on shared facilities such as community halls and council offices, to avoid disruptions to other activities in shared spaces.

Services Australia used the same collaborative approach to develop the purpose-built Sorell Service Centre, co-designed with Service Tasmania. This multi-agency collaboration allowed each team to contribute its expertise. Industry partners supported the development of ICT integration.

Benefits for the community

Previously, limited internet access made serving remote communities challenging. Team members would take notes during interviews and process work after returning to larger towns with stable connectivity. That changed when portable high-speed satellite internet was introduced. This technology keeps teams connected throughout the day, so they can resolve issues on the spot, and reduce delays in payments for people in remote communities.

In Sorell, the new purpose-built service centre offers a full range of face-to-face services locally, reducing the need for travel. The shared government reception, self-service terminals, and unified waiting area with digital signage enhance customer experience. Customer feedback shows that locals appreciate the seamless referrals between agencies and the collaborative approach to service.



The shared facility continues a 12-year journey for Services Australia and Service Tasmania.
Image: Services Australia

Find out more

Services Australia (2025) [Changes at Services Australia](#), Services Australia website, accessed 8 August 2025.

Digital mental health platform for veterans and their families

Open Arms is a counselling service for veterans and their families, supported by Veterans' Affairs. Founded originally by Vietnam veterans, it is now available for all veterans and their families.

In April 2025, Open Arms launched Shoulder to Shoulder – an innovative 24/7 digital mental health platform supporting veterans and their families. The platform is free, anonymous and professionally moderated. Two separate online forums operate, one for current and ex-serving members and one for their families and carers. This dual approach recognises that veterans and families face distinct challenges requiring tailored environments.

Shoulder to Shoulder was launched in the lead up to Anzac Day, a time that can trigger strong emotional responses, including grief, sadness, and isolation. The platform embeds lived experience at its core. It is a direct response to the Royal Commission into Defence and Veteran Suicide's recommendation that peer support is integral to holistic mental health.



Shoulder to Shoulder helping veterans and their families access round the clock digital mental health support.

Image: Veterans' Affairs

Working together

Shoulder to Shoulder is a collaborative effort between multiple specialised partners, each contributing unique expertise. It shows how strategic partnerships can amplify government capability and community impact.

Open Arms led the project management, governance and strategic oversight of the platform launch. It provided lived experience insights shared through the Lived Experience Advisory Group, and clinical advice from Open Arms clinicians.

SANE Australia delivered the platform's technical infrastructure, moderation, clinical safety protocols, and operational delivery.

The platform's service model was developed in partnership with Phoenix Australia to ensure culturally appropriate service delivery through trauma-informed and military-specific training to moderators and peer supporters.

This partnership co-design model blends public sector leadership with specialist service delivery, clinical assurance, and authentic lived experience. The result is a platform that veterans and families recognise as culturally appropriate and professionally robust, something that is difficult for a single organisation to achieve alone.

Benefits for the community

The online forums provide a lifeline for individuals, reaching those who need it most – veterans carrying invisible wounds, partners feeling overwhelmed by their loved one's service-related challenges, and families navigating systems that can feel foreign and intimidating.

Shoulder to Shoulder provides a crucial soft entry point for those not ready for formal counselling or those awaiting assignment to Open Arms peers or clinicians. During critical waiting periods, members can find immediate solidarity and hope, rather than face their struggles alone.

The anonymous environment allows people to be vulnerable without judgement, often for the first time. Members can share coping strategies born from lived experience, celebrate small victories together, and gently encourage each other toward professional support when needed.

More than 350 registered members have actively engaged in Shoulder to Shoulder since it launched. Early feedback includes encouraging stories of renewed hope, and reports of reduced shame and increased confidence to seek further help.

Shoulder to Shoulder is benefiting the community by restoring human connection and dignity to those who have served Australia and their families.

Find out more

Open Arms (n.d.) [Online Programs](#), Open Arms website, accessed 11 August 2025.

Accurate measurement supporting Australian businesses and fair trade

The National Measurement Institute uses its national network of trade measurement officers and inspectors to protect all Australians through a consistent standard of measurement accuracy and fairness.

During 2024–25, the NMI team took the epic journey from Darwin to Adelaide, serving Australia's remote communities. During this outback journey, the team tested scales, responded to complaints, collected fuel samples, and weighed pre-packaged products in areas far from urban centres.

This valuable work ensures that every Australian gets what they pay for, whether buying produce at a local market in inner city Sydney, or freight services in a remote town along the Stuart Highway.



A National Measurement Institute Trade Measurement Officer tests a fuel bowser for accuracy.

Image: Industry, Science and Resources

Working together

NMI teams across the country worked together to coordinate the trip through outback Australia. Work included gathering local intelligence, recording complaints, coordinating transport and organising ICT support for the 3000 kilometre drive across Australia's red centre.

Institute inspectors worked with Climate Change, Energy, the Environment and Water to test fuel quality at petrol stations along the route, providing intelligence to their liquid fuels units, by testing fuel samples during inspections.

Local traders worked with the NMI team to make sure their business instruments were working accurately and that correct business practices were in place. Local community representatives helped inspectors to build relationships and engage with community needs.

Benefits for the community

The regional and remote communities program helps make measurements fair and accurate for consumers. The program gives businesses confidence in their compliance, supports their reputation and provides government agencies with valuable data to inform policy and regulation.

The institute leads, develops and maintains Australia's measurement system, ensuring it can be trusted. These responsibilities ensure fair and accurate trade by defining measurement standards, regulating transactions, and verifying instruments. This builds consumer trust, supports businesses, and promotes a transparent marketplace.

NMI's specialised measurement capabilities support applications in advanced manufacturing, defence and security, and other areas important to Australia. It has targets to enhance trade, investment and economic growth.

Find out more

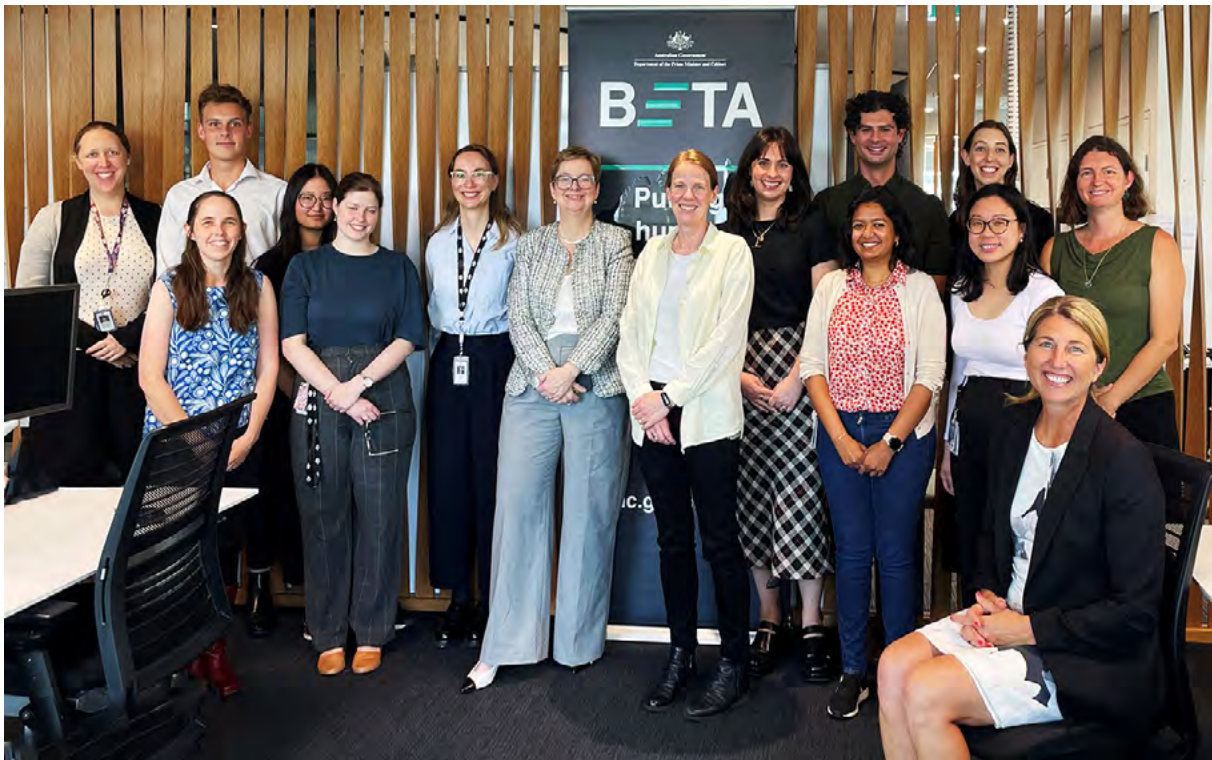
Department of Industry, Science and Resources (2025) [National Measurement Institute](#), DISR website, accessed 15 August 2025.

Behavioural economics helping Australians get better energy deals

A multi-year partnership between the Behavioural Economics Team of the Australian Government in Prime Minister and Cabinet and the Australian Energy Regulator has increased the confidence of consumers to find a better energy plan to reduce energy costs.

The regulator introduced the Better Bills Guideline, establishing how energy retailers must design bills for consumers. This includes a Better Offer message, letting consumers know if a cheaper plan is available and encouraging them to check the Energy Made Easy comparison website.

As the new bills drove consumers to the Energy Made Easy website, BETA and the AER continued to improve the website and evaluate the changes. This assisted users to complete actions that supported switching behaviour.



The Behavioural Economics Team of the Australian Government.

Image: Prime Minister and Cabinet

Working together

BETA brought strong research, behavioural insights and evidence translation skills to these projects. The AER contributed deep subject matter expertise. This enabled the agencies to identify and design a suite of different research activities. This included surveys, randomised control trials, interviews, eye tracking, and expert reviews.

Research supported evidence-based decision-making at multiple points in policy design and implementation. Findings pointed to the need to empower consumers to compare and switch plans and recommended that the Energy Made Easy website and energy bills needed to:

- focus attention on critical information, such as main costs and conditions
- build confidence by showing consumers how their plan compares to other options.

Research insights were used to make energy bills clearer, improve the process of comparing energy plans, and empower consumers to make informed choices.

Benefits for the community

Research by BETA shows that the Better Bills Guideline has been effective in simplifying and clarifying bills to support consumer comprehension. The guideline has led to increased consumer engagement in the energy market. Visitors to the Energy Made Easy website, prompted by energy bills, increased to 23%, compared with 7% before the guideline was implemented.

More than 60% of people visiting the Energy Made Easy website after seeing it on their bill had not previously switched retailers. This shows that the guideline effectively supports consumers who might not otherwise have compared plans. This represents significant savings for consumers, with a 2024 Australian Competition and Consumer Commission Inquiry finding that the ‘better offer’ message likely contributed to more consumers paying less than the default market offer.

Once the website was re-designed, consumers using Energy Made Energy were much more likely to look at one or more individual plans – typically the last step before making a switch. This increased from 9% to 28%, meaning more consumers were finding better energy plans.

See also in this report

[APS workplaces – Productivity in the APS](#)

Find out more

Australian Energy Regulator (n.d.) [Energy Made Easy](#), AER website, accessed 11 August 2025.

Department of the Prime Minister and Cabinet (2025) [Energy made easier: Helping consumers switch energy plans](#), PM&C website, accessed 12 August 2025.

Department of the Prime Minister and Cabinet (2025) [Better Bills impact report](#), PM&C website, accessed 12 August 2025.

Department of the Prime Minister and Cabinet (2025) [Empowered to switch: Energy made easier](#), PM&C website, accessed 12 August 2025.

Managing access to sensitive and high-risk technologies in the public interest

The Australian Communications and Media Authority plans and manages the radiofrequency spectrum in Australia to avoid interference between the devices people use every day, such as mobile phones, televisions, radios and satellites. Some equipment, such as jammers, poses risks to the effectiveness of communicating using these devices, and the critical emergency, business and societal functions they support.

The ACMA banned this equipment as it interferes with critical emergency services and may disrupt GPS, mobile phones, Wi-Fi devices and drones. It initially allowed exemptions from these bans only for defence, national security and law enforcement.



Wi-Fi and mobile jammers that are banned under the *Radiocommunications Act 1992*.

Image: Australian Communications and Media Authority

In 2021, the ACMA introduced the innovation and industry development exemption framework. This allowed research, development and manufacturing industries to apply for limited and controlled access to equipment banned under the *Radiocommunications Act 1992*. The ACMA expanded the number of exemption holders in 2024–25 and is undertaking renewals so that industry can continue accessing equipment under the framework.

Working together

Staff from across the ACMA, including those with expertise in policy, engineering and radio equipment, worked together to develop the framework. Each application submitted under the framework is considered on its own merits. The ACMA takes a risk-based approach to consider the optimum use

of the radiofrequency spectrum while allowing services to co-exist. Authority staff engage extensively with applicants seeking exemptions. Applicants are primarily industry representatives interested in progressing research or testing activities on banned devices and equipment.

The ACMA consults with relevant licensees, industry and government stakeholders on applications received. This is to make stakeholders aware of banned equipment uses that may risk interfering with licensed spectrum, and the significant consequences for emergency services, citizens and businesses that may follow. Where relevant, applications are communicated to a range of entities:

- defence
- law enforcement
- aviation
- mobile network operators
- other spectrum licensees
- Infrastructure, Transport, Regional Development, Communications, Sports and the Arts.

Consultation means the exemptions granted incorporate diverse perspectives and decisions are informed and balanced. This means all parties potentially impacted by the use of banned equipment are involved in the decision process early. The approach builds confidence and transparency in the regulation of emerging technologies.

Benefits for the community

Through an innovative approach to regulation, the framework complements existing rules but allows access to banned equipment when it is in the public interest. Exemptions apply only if the holder can manage the risks of possessing, operating, and supplying the equipment.

In delivering positive outcomes, the framework ensures access to potentially sensitive or high-risk technologies is managed responsibly and in line with the public interest. Supporting responsible access to innovative technologies stimulates industry development and job creation by allowing access to test and research with banned equipment, in a controlled manner.

The framework creates commercial and innovation opportunities for Australian industries and supports those developing and researching banned radiocommunications equipment for defence and law enforcement. Applications that the ACMA has approved under the framework have led to innovations in the drone detection, counter-drone and defence sectors, enhancing Australia's domestic threat response capability.

Find out more

Australian Communications and Media Authority (2025) [Innovation and industry development exemption framework](#), ACMA website, accessed 12 August 2025.

Showcasing Australian science and technology at World Expo 2025

Industry, Science and Resources joined forces with Australia's Space Agency and Questacon to promote Australian science and technology at World Expo 2025 in Osaka, Japan. The International Registered Exhibitions, known as World Expos, are one of the oldest and largest international events. They have taken place almost every 5 years since 1851.

This year's mega event, which runs for 184 days, provides a world stage to highlight a country's innovation and achievements to industry, academia and the general public. Australia joined more than 150 countries and regions at the expo, responding to the theme of 'Designing Future Society for our Lives'.



Katherine Bennell-Pegg, Australian astronaut, participating in Questacon's Science Circus at the Australia Pavilion forecourt stage, World Expo 2025, Osaka, Kansai, Japan.

Image: Foreign Affairs and Trade

Working together

In May, Industry, Science and Resources delivered 10 events as part of the themed Future Society, Cities, Innovation and Technology (Science) Week.

The week began with a welcome event to celebrate the 45th anniversary of the signing of Australia's Science and Technology Treaty with Japan. The treaty supports strategic partnerships and allows Australia to collaborate with Japanese scientists, researchers, educators and companies.

During the week, delegates from the Australian Space Agency, Questacon, CSIRO, and Australia's Chief Scientist shared their expertise in space, science communication, research, robotics, and AI technologies.

An event on this scale requires a 'Team Australia' approach, with Foreign Affairs and Trade leading Australia's overall participation at World Expo 2025. A taskforce within Industry, Science and Resources has coordinated the portfolio's participation at the Australian pavilion.

Benefits for the community

Participating in events like World Expo keeps Australia at the forefront of science and technology innovation. This, in turn, helps Australian businesses, entrepreneurs and researchers to access international collaboration opportunities.

Australia's participation at World Expo 2025 Osaka provided an opportunity to mark longstanding engagement with Japan, including strong cooperation on joint space projects and educational outreach programs.

Find out more

Australian Government (2025) [Australia at Expo 2025 Osaka](#), Expo Australia website, accessed 11 August 2025.

Working with remote Indonesian communities to prevent illegal fishing

The Australian Fisheries Management Authority is working with remote fishing communities and government authorities in Indonesia to prevent illegal fishing before it occurs.

Many boats caught fishing illegally in Australian waters come from certain regions in Indonesia, and this informs where information campaigns are delivered. The presence of Indonesian vessels in Australian waters poses significant maritime risks, with serious implications for protected marine environments, as well as commercial and recreational fishing and aquaculture.

In July and August 2024, AFMA and Indonesia's Directorate-General of Surveillance and Control of Marine and Fishery Resources delivered educational workshops in Oesapa and Papela, East Nusa Tenggara province. More than 300 people attended to learn about maritime boundaries, sustainable fisheries management, risks to human life, and serious legal consequences including jail time and loss of boats. In the past 5 years, AFMA has run 11 campaigns in regions including Saumlaki, Rote Island and Southeast Sulawesi.



AFMA delivered educational workshops to fishing communities in Indonesia, in partnership with Indonesia's Directorate-General of Surveillance and Control of Marine and Fishery Resources.

Image: Australian Fisheries Management Authority

Working together

AFMA's public information campaigns rely on key partnerships. These partnerships are with Indonesia's Directorate for Fisherman Protection and Empowerment and Directorate General of Surveillance of Marine and Fisheries Resources, as well as Australian Border Force, the Australian Department of Agriculture, Fisheries and Forestry and the Australian Defence Force.

Engagement with local governments in Indonesia is essential to ensure target audiences attend the workshops. Participation is encouraged from all relevant groups, including local and national media, observers and researchers.

Indonesian National Police officers contribute by delivering messages on related matters involving mariners and fishers. The visible presence of Australian and Indonesian authorities working together, along with local governments, demonstrates collaboration and commitment from all agencies to addressing illegal fishing.

Benefits for the community

The public information campaigns engage entire fishing communities and contribute to less illegal fishing in Australian waters over time. The program benefits the Australian community by helping to protect fish stocks, safeguard biosecurity, and strengthen border security.

Flow-on impacts can include reductions in costs associated with detection and destruction of foreign fishing vessels and less fishers held within Australia's immigration detention network. Another expected benefit is fewer incidents requiring responses to foreign fishing vessels in distress under the International Convention for the Safety of Life at Sea.

In addition to working with Indonesia, the AFMA contributes to capacity-building initiatives across the Asia-Pacific to prevent illegal fishing at its sources.

Find out more

Australian Fisheries Management Authority (2024) [*Fisheries partnership stopping illegal fishing at its source*](#), AFMA website, accessed 12 August 2025.

Australian Embassy Indonesia (2025) [*Indonesia and Australia Strengthen Cooperation to Prevent Illegal Foreign Fishing*](#), Australian Embassy Indonesia website, accessed 12 August 2025.

Australian monitoring efforts in support of the Comprehensive Nuclear Test Ban Treaty

In August 2024, the Australian Radiation Protection and Nuclear Safety Agency visited its recently relocated radionuclide facility on Macquarie Island, Antarctica. This icy outpost plays a key role in the International Monitoring System to ensure that no nuclear test or explosion goes undetected, anywhere in the world.

The Comprehensive Nuclear-Test-Ban Treaty is an agreement between 178 countries to end nuclear weapon use and testing. It was ratified by Australia in 1998. ARPANSA cooperates with the Australian Safeguards and Non-Proliferation Office to carry out the nation's radionuclide monitoring obligations under the treaty.

ANSO is the national authority for Australia's obligation under the treaty and coordinates Australia's contribution by bringing together experts and agencies from across government. Treaty compliance is monitored through the installation, implementation and operation of Australian monitoring stations spread across the country and in Fiji, Kiribati and Antarctica.

The treaty aims to ban all nuclear explosions, whether for military or civilian purposes, in any environment. It provides a comprehensive international verification regime, by analysing, integrating and comparing data from the monitoring system. In this way, the time, location and nature of a possible nuclear event can be determined.



ARPANSA's Comprehensive Nuclear-Test-Ban Treaty station is located on Macquarie Island, also home to elephant seals (pictured) and other wildlife.

Image: Joshua Hofman, Australian Radiation Protection and Nuclear Safety Agency

Working together

ASNO coordinates Australia's treaty contributions by working with ARPANSA, Geoscience Australia, the Australian National University and the Comprehensive Nuclear-Test-Ban Treaty Organization in Vienna to manage 21 stations and one laboratory. Seven of these are operated by ARPANSA.

Located worldwide, the monitoring system – when complete – will include 321 monitoring facilities and 16 radionuclide laboratories to detect nuclear explosions in all environments, including underwater. The system is nearing completion, with more than 90% of stations installed, certified and operational.

ARPANSA's treaty team has expanded to include operational responsibility for the radionuclide stations in Fiji and Kiribati. The agency also contributes to policy recommendations to the treaty organisation on matters of compliance, developing technical standards and improving data quality within the monitoring system.

Benefits for the community

The treaty is a framework for governments to work together to safeguard people and the environment from radiation.

Australia has experienced the devastation of nuclear weapons testing. Work to restore former nuclear test sites at Maralinga and Emu Field in South Australia, and the Montebello Islands off the Pilbara Coast in Western Australia, confirms the long-term impacts. Radiation on the Montebello Islands remains high today, with visitor restrictions in place.

Australia plays an important role in contributing to the international monitoring system, which supports the treaty's purpose to uphold global efforts towards nuclear non-proliferation and disarmament.

Find out more

Australian Radiation Protection and Nuclear Safety Agency (n.d.) [Comprehensive Nuclear-Test-Ban Treaty](#), ARPANSA website, accessed 13 August 2025.

Nyul Nyul Indigenous Protected Area

The Nyul Nyul Indigenous Protected Area was officially dedicated in May 2025 at Beagle Bay Community on the Dampier Peninsula, Western Australia. This significant event marks a major milestone in the protection and management of Nyul Nyul Country.

Covering 144,493 hectares of land rich in cultural and ecological value, the Nyul Nyul Indigenous Protected Area will protect important freshwater springs, monsoon vine thickets, and threatened species such as the greater bilby and short-nosed sea snake.

The protected area preserves these unique landscapes and provides a nationally recognised framework for Aboriginal-led conservation and land management. In addition to environmental resilience and cultural heritage protection, Indigenous Protected Area communities report benefits of empowerment, cultural connection and wellbeing, as well as broader socio-economic benefits for local communities.



The Nyul Nyul Indigenous Protected Area was officially dedicated on 15 May 2025 at Beagle Bay Community, Western Australia.
Image: Kimberley Land Council

Working together

The Nyul Nyul people are represented by the Nyul Nyul Prescribed Body Corporate. This registered native title body corporate holds native title rights and interests in trust for the Nyul Nyul native title holders.

The National Indigenous Australians Agency partnered with the Nyul Nyul PBC, the Kimberley Land Council and Climate Change, Energy, the Environment and Water to develop the Nyul Nyul Healthy Country and IPA Management Plan for 2024–2034.

To guide the plan's development, the Nyul Nyul PBC appointed an Indigenous Protected Area Steering Committee, which worked closely with the Kimberley Land Council project manager. Under the guidance of the Traditional Owners, the management plan was created to preserve the cultural and ecological integrity of Nyul Nyul Country, outlining actions to protect natural and cultural values.

Benefits for the community

Securing Indigenous Protected Area recognition is a significant accomplishment, ensuring the Nyul Nyul people can care for Country and manage it according to their traditions. Some native title groups are using their protected areas to develop tourism businesses and immersion experiences, undertake environmental management, and research contracts and fire management projects.

Key initiatives underway across the Nyul Nyul Indigenous Protected Area over the 2024–25 included:

- community fire planning and management
- expansion of science programs engaging youth in traditional and western science
- establishment of a green turtle monitoring program
- protection of the monsoon vine thicket and seed collection activities.

Western Australia is now home to 22 Indigenous Protected Areas, extending from the Unguu in the northwest Kimberley to Ngadju in the Goldfields-Esperance region. With the addition of the Nyul Nyul Indigenous Protected Area, 24% of Australia's landmass is now protected under the Australian National Reserve Scheme. The Australian Government has set a national target to protect and conserve 30% of Australia's landmass and 30% of Australia's marine areas by 2030.

Find out more

National Indigenous Australians Agency (n.d.) [Indigenous Protected Areas](#), NIAA website, accessed 7 August 2025.

Kimberley Land Council (2024) [Indigenous Protected Areas](#), Kimberley Land Council website, accessed 7 August 2025.

Administrative and satellite data replaces time consuming agriculture surveys

The Australian Bureau of Statistics and the Australian Bureau of Agricultural and Resource Economics and Sciences are modernising how they collect, produce and deliver agricultural statistics. The ABS ceased the Agricultural Census and large agricultural surveys after listening to the needs of Australian farmers.

Traditional farm surveys collect data on farm characteristics, production practices, and economic performance to understand the state of agriculture within a specific region or population. These surveys can be time-consuming for farmers and involve gathering information through questionnaires, interviews, and farm visits.

In 2024, the ABS released the first modernised agriculture statistics using new methods and existing public and private data sources like satellite crop mapping. This approach replaced traditional data collection methods, reducing the time farmers spent on surveys and improving the accuracy and regional detail of agriculture data.

ABS and ABARES continue to work on the modernisation approach to meet remaining data gaps using existing and emerging data sources in partnership with the agriculture industry.



Canola fields are being mapped using satellite data, saving time for farmers and providing more granular statistics.

Image: Emily Dahl, Agriculture, Fisheries and Forestry

Working together

Partnerships have been critical to the successful delivery of more timely agricultural statistics at a granular level. The ABS Agriculture Statistics Program and ABARES have collaborated with several organisations. This includes the Grains Research and Development Corporation, Meat and Livestock Australia, Digital Agriculture Services, HORT Innovation, the Applied Agricultural Remote Sensing Centre at the University of New England, state agriculture departments and many agriculture industry groups.

These partnerships link new data sources with industry knowledge to create trusted agricultural statistics. One way this has happened is through statistical working groups, which identify data priorities, help to source data and refine new statistical approaches. The 3 working groups on broadacre crops, livestock and horticulture have helped:

- prioritise statistical outputs
- identify best available existing data sources
- support negotiations to access data sources
- support the development of new methods using industry knowledge to advise on editing and combining data sources through an iterative development process
- provide advice to ensure data is used and published in ways that protect the privacy of farms and agricultural businesses.

Benefits for the community

By stopping the Agricultural Census and large agricultural surveys, the ABS reduced the time farmers collectively spend answering surveys by more than 97%, saving around 20,000 hours annually.

Detailed regional statistics for crops like wheat and canola are now available annually instead of every 5 years. This helps to identify the value that agriculture brings to surrounding regional towns. It supports government investment in reducing biosecurity risks, improving supply chain infrastructure and undertaking research into the impacts of a changing climate. Regional data enables government to quickly identify the support required when responses to natural disasters impact areas with agricultural crops.

Bringing together multiple data sources has addressed past inconsistencies between related data sources. This improves trust in the way statistics are used to inform the community about important issues such as changes in emissions from agriculture.

Future opportunities lie in leveraging data to promote sustainable farming and uncover strategies that enhance both productivity and profitability in Australian agriculture.

Find out more

Australian Bureau of Statistics (2024) [*Modernising agricultural statistics: Update on achievements and remaining data gaps*](#), ABS website, accessed 13 August 2025.



APS agency benchmarking

This section draws on research and data from the Australian Public Service Employment Database (APSED) and the Australian Public Service (APS) Employee Census.

It shows how APS agencies are performing in these areas:

- employment of First Nations people – in the context of the Australian Government's commitment to increase First Nations employment in the APS to 5% by 2030
- employment of people with disability – in the context of the Australian Government's commitment to increase the employment of people with disability across the APS to 7% by 2025
- employment of culturally and linguistically diverse Senior Executive Service (SES) employees – in the context of the Australian Government's introduction of a reportable benchmark of 24% for CALD representation in the SES
- employee perceptions of communication – agencies are shown with other APS agencies of like size
- employee engagement – agencies are shown with other APS agencies of like size
- employee perceptions of the enabling of innovation – agencies are shown with other APS agencies of like size
- employee perceptions of SES leaders – agencies are shown with other APS agencies of like size
- employee perceptions of immediate supervisors – agencies are shown with other APS agencies of like size
- employee perceptions of bullying and harassment – agencies are shown with other APS agencies of like size
- employee perceptions of wellbeing policies and support – agencies are shown with other APS agencies of like size
- employee perceptions of support to act with integrity – agencies are shown with other APS agencies of like size
- working away from the office – agencies are shown with other APS agencies of like size.

Explore APS agency benchmarking	
First Nations employment	Perceptions of SES leaders
Employment of people with disability	Perceptions of immediate supervisors
Senior Executive Service cultural and linguistic diversity	Bullying and harassment
Communication	Perceptions of wellbeing policies and support
Employee engagement	Supporting integrity
Enabling innovation	Working away from the office

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First Nations employment

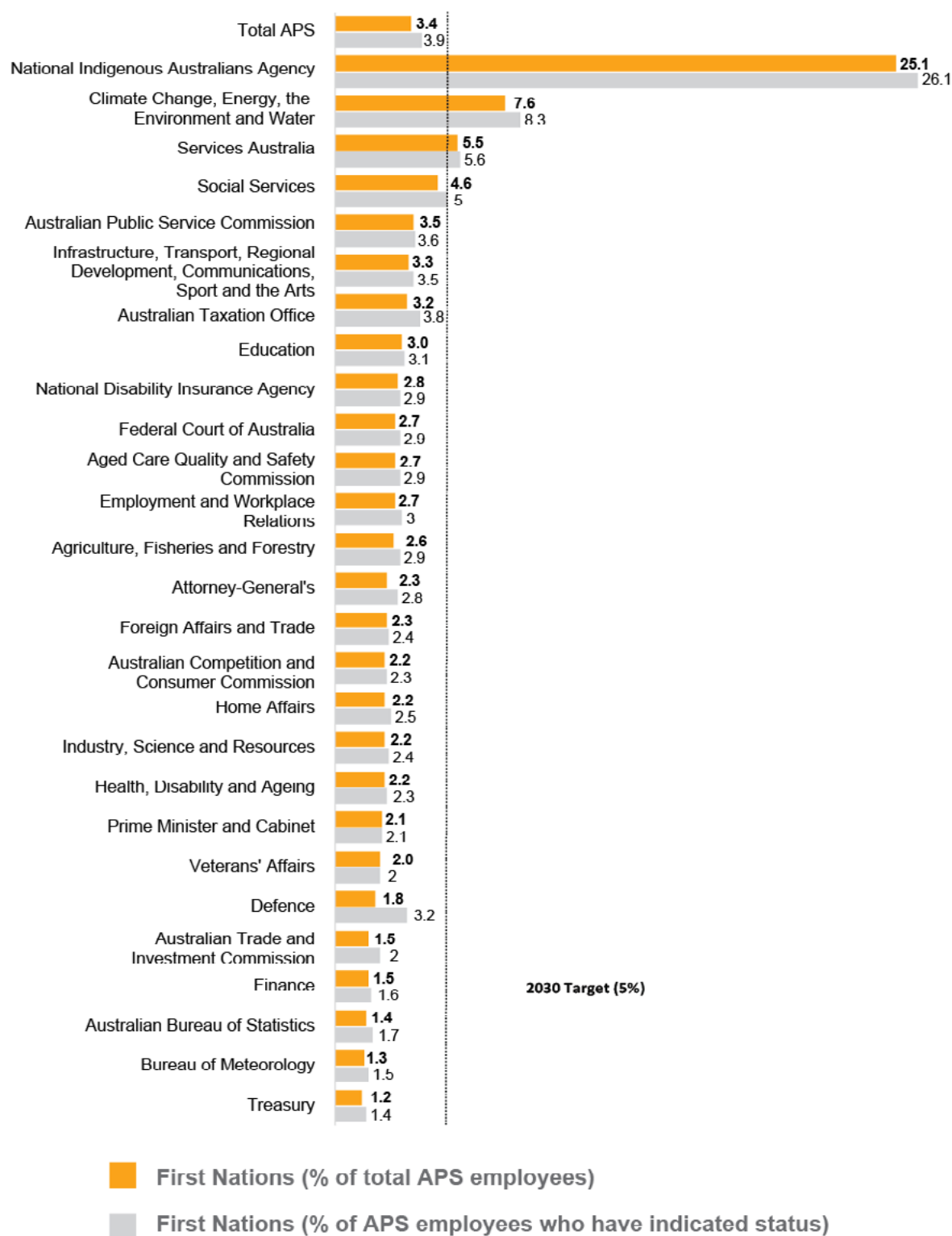
The Boosting First Nations employment measure outlines the Australian Government's commitment to increase First Nations employment in the Australian Public Service to 5% by 2030.

APS agencies collect information on 'Indigenous status' from employees in their human resources information systems. They then report the information to the Australian Public Service Commission's central APS Employment Database (APSED).

Figure AB 1 and Table AB 1 show First Nations employees in selected agencies as at 30 June 2025.

Proportions of First Nations people are reported in 2 ways. First, as a percentage of the total number of APS employees in an agency. Second, as a percentage of APS employees who have provided their status as Indigenous or Non-Indigenous (as opposed to 'choose not to give' or missing data). This latter method can be useful in determining an estimate of First Nations APS employment that is not influenced by missing data.

Figure AB 1: First Nations employees by agency (at 30 June 2025)



Source: APSED

Table AB 1: First Nations employees by agency (at 30 June 2025)

Agency	First Nations	
	% of total APS employees	% of APS employees who have indicated status
Total APS	3.4	3.9
National Indigenous Australians Agency	25.1	26.1
Climate Change, Energy, the Environment and Water	7.6	8.3
Services Australia	5.5	5.6
Social Services	4.6	5.0
Australian Public Service Commission	3.5	3.6
Infrastructure, Transport, Regional Development, Communications, Sport and the Arts	3.3	3.5
Australian Taxation Office	3.2	3.8
Education	3.0	3.1
National Disability Insurance Agency	2.8	2.9
Employment and Workplace Relations	2.7	3.0
Aged Care Quality and Safety Commission	2.7	2.9
Federal Court of Australia	2.7	2.9
Agriculture, Fisheries and Forestry	2.6	2.9
Foreign Affairs and Trade	2.3	2.4
Attorney-General's	2.3	2.8
Health, Disability and Ageing	2.2	2.3
Industry, Science and Resources	2.2	2.4
Home Affairs	2.2	2.5
Australian Competition and Consumer Commission	2.2	2.3
Prime Minister and Cabinet	2.1	2.1
Veterans' Affairs	2.0	2.0
Defence	1.8	3.2
Finance	1.5	1.6
Australian Trade and Investment Commission	1.5	2.0
Australian Bureau of Statistics	1.4	1.7
Bureau of Meteorology	1.3	1.5
Treasury	1.2	1.4

Source: APSED

Employment of people with disability

The Australian Public Service Disability Employment Strategy 2020–25 aims to increase the employment of people with disability to 7% by 2025.

APS agencies collect information on disability from employees in their human resources information systems, which they then report to the Australian Public Service Commission's central APS Employment Database (APSED).

Figure AB 2 and Table AB 2 show APS employees with disability in selected agencies as at 30 June 2025.

Proportions of people with disability are reported in 2 ways. First, as a percentage of the total number of APS employees in an agency. Second, as a percentage of APS employees who have provided their status as having disability or not having disability (as opposed to 'choose not to give' or missing data). This latter method can be useful in determining an estimate of people with disability that is not influenced by missing data.

Figure AB 2: Employees with disability, by agency (at 30 June 2025)

Source: APSED

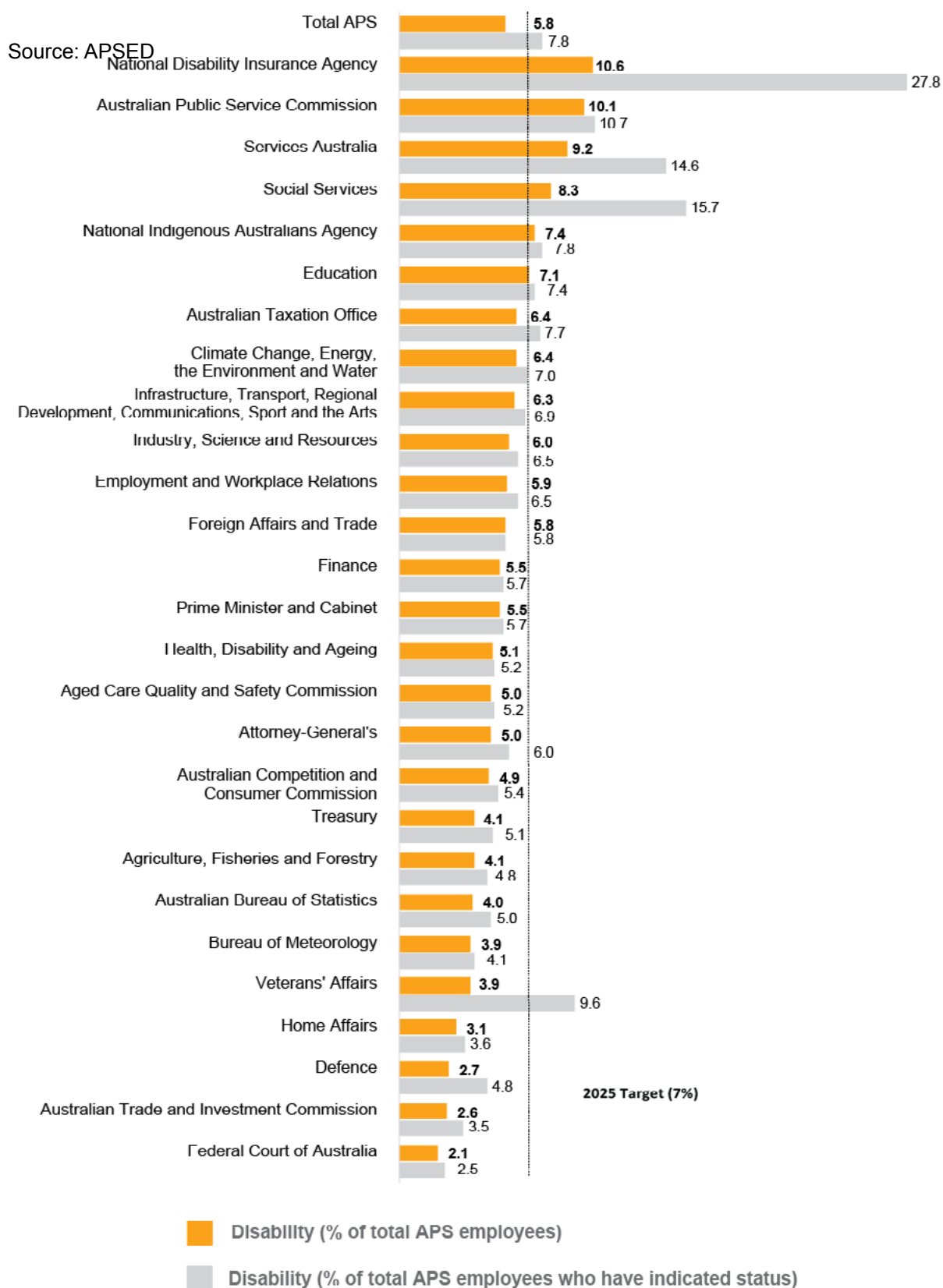


Table AB 2: Employees with disability, by agency (at 30 June 2025)

Agency	Disability	
	% of total APS employees	% of APS employees who have indicated status
Total APS	5.8	7.8
National Disability Insurance Agency	10.6	27.8
Australian Public Service Commission	10.1	10.7
Services Australia	9.2	14.6
Social Services	8.3	15.7
National Indigenous Australians Agency	7.4	7.8
Education	7.1	7.4
Climate Change, Energy, the Environment and Water	6.4	7.0
Australian Taxation Office	6.4	7.7
Infrastructure, Transport, Regional Development, Communications, Sport and the Arts	6.3	6.9
Industry, Science and Resources	6.0	6.5
Employment and Workplace Relations	5.9	6.5
Foreign Affairs and Trade	5.8	5.8
Prime Minister and Cabinet	5.5	5.7
Finance	5.5	5.7
Health, Disability and Ageing	5.1	5.2
Attorney-General's	5.0	6.0
Aged Care Quality and Safety Commission	5.0	5.2
Australian Competition and Consumer Commission	4.9	5.4
Agriculture, Fisheries and Forestry	4.1	4.8
Treasury	4.1	5.1
Australian Bureau of Statistics	4.0	5.0
Veterans' Affairs	3.9	9.6
Bureau of Meteorology	3.9	4.1
Home Affairs	3.1	3.6
Defence	2.7	4.8
Australian Trade and Investment Commission	2.6	3.5
Federal Court of Australia	2.1	2.5

Source: APSED

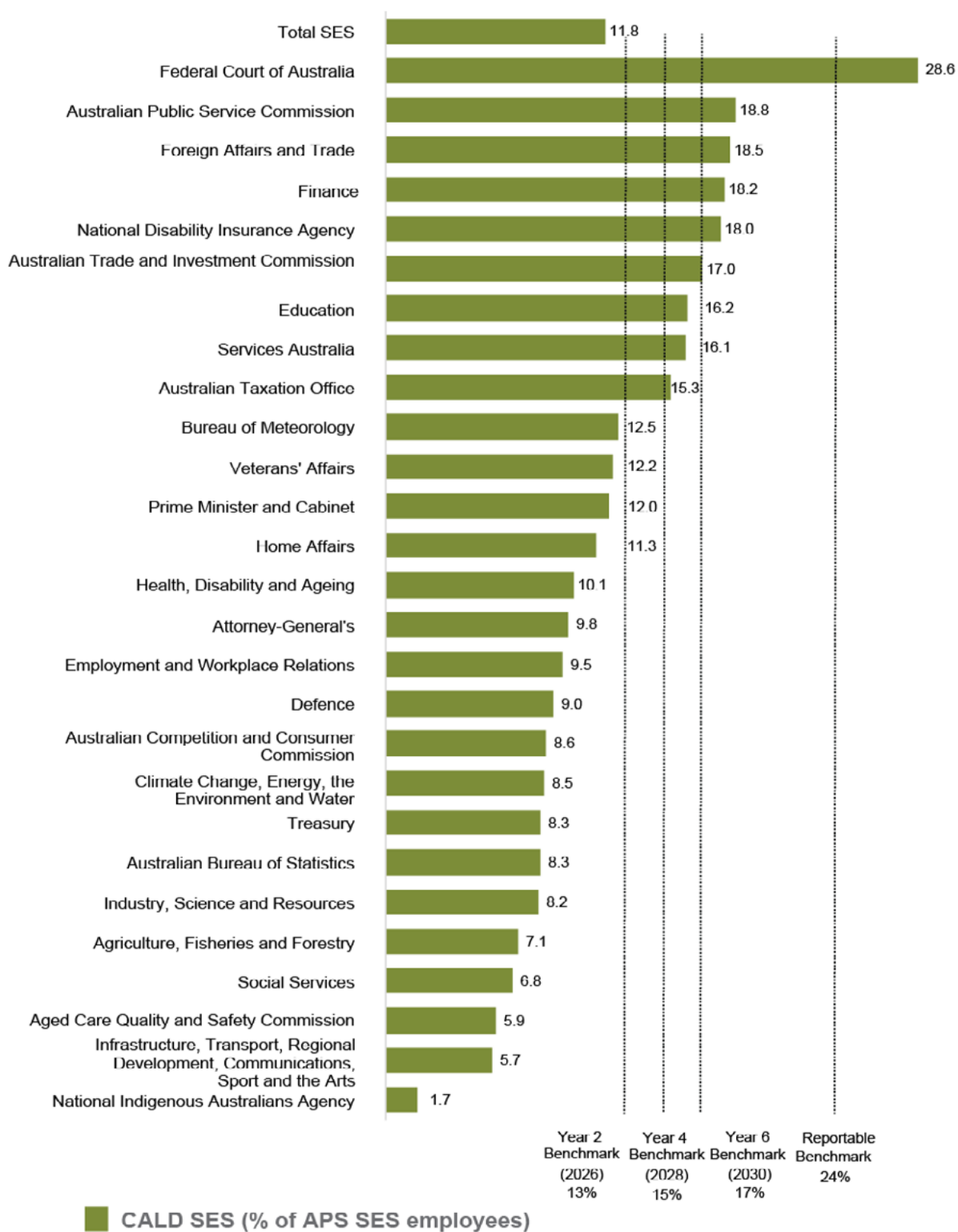
Senior Executive Service cultural and linguistic diversity

The Culturally and Linguistically Diverse Employment (CALD) Strategy and Action Plan introduced a reportable benchmark of 24% for CALD representation in the Senior Executive Service (SES). This will lead to an Australian Public Service leadership cohort that reflects the Australian population and wider APS. While the strategy acknowledges that CALD is multi-dimensional in nature, the single metric of 'First language not exclusively English' has been selected for tracking against the reportable benchmark.

APS agencies collect information on first language from SES employees in their human resources information systems, which they then report to the Australian Public Service Commission's centralised APS Employment Database (APSED).

Figure AB 3 and Table AB 3 show members of the SES with a first language not exclusively English in selected agencies as at 30 June 2025.

Figure AB 3: SES cultural and linguistic diversity, by agency



Source: APSED

Table AB 3: SES cultural and linguistic diversity, by agency

Agency	CALD SES (% of APS SES employees)
Total SES	11.8
Federal Court of Australia	28.6
Australian Public Service Commission	18.8
Foreign Affairs and Trade	18.5
Finance	18.2
National Disability Insurance Agency	18.0
Australian Trade and Investment Commission	17.0
Education	16.2
Services Australia	16.1
Australian Taxation Office	15.3
Bureau of Meteorology	12.5
Veterans' Affairs	12.2
Prime Minister and Cabinet	12.0
Home Affairs	11.3
Health, Disability and Ageing	10.1
Attorney-General's	9.8
Employment and Workplace Relations	9.5
Defence	9.0
Australian Competition and Consumer Commission	8.6
Climate Change, Energy, the Environment and Water	8.5
Australian Bureau of Statistics	8.3
Treasury	8.3
Industry, Science and Resources	8.2
Agriculture, Fisheries and Forestry	7.1
Social Services	6.8
Aged Care Quality and Safety Commission	5.9
Infrastructure, Transport, Regional Development, Communications, Sport and the Arts	5.7
National Indigenous Australians Agency	1.7

Source: APSED

Communication

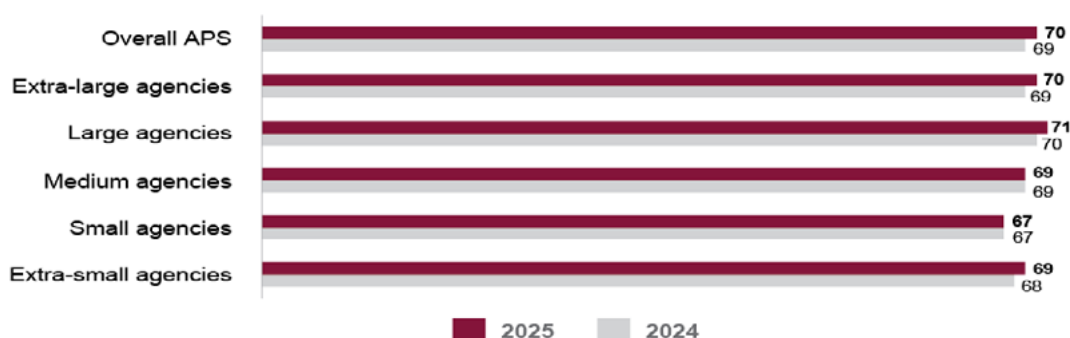
Effective communication is vital for a positive workplace. It fosters collaboration, networking and diverse thinking while improving outcomes. Effective communication can also prevent and buffer issues in the workplace.

The Australian Public Service Employee Census Communication Index measures communication at individual, group and agency levels. APS Employee Census questions that contribute to the Communication Index are:

- My supervisor communicates effectively.
- My SES manager communicates effectively.
- Internal communication within my agency is effective.

Figures AB 4 to AB 9 and tables AB 4 to AB 9 report on the index scores for agencies, by agency size, for APS respondents.

Figure AB 4: Communication Index, by agency size



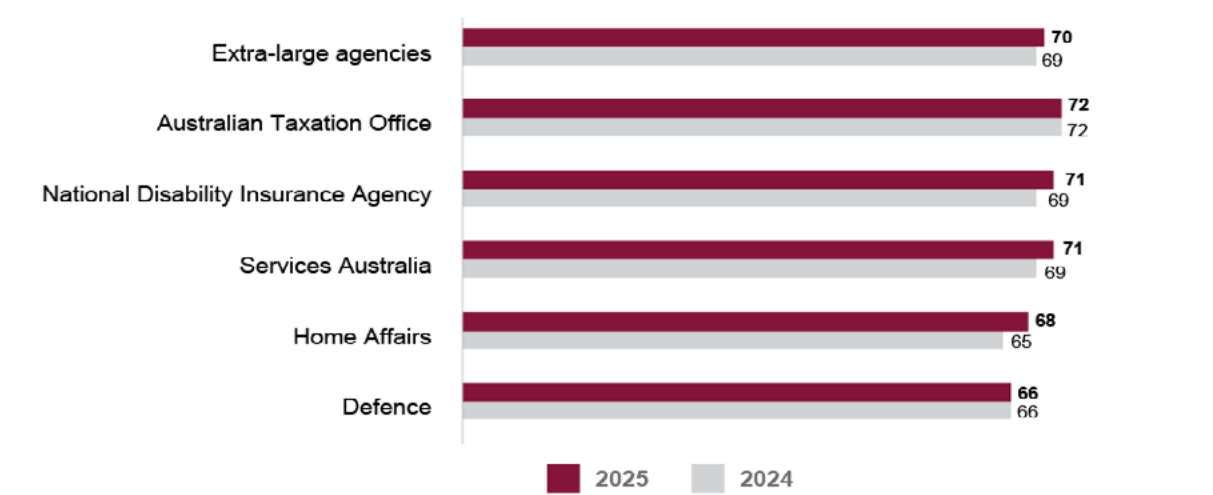
Source: APS Employee Census

Table AB 4: Communication Index, by agency size

Agency size	Communication Index score	
	2024	2025
Overall APS	69	70
Extra-large (10,000+ employees)	69	70
Large (1,001 to 10,000 employees)	70	71
Medium (251 to 1,000 employees)	69	69
Small (101 to 250 employees)	67	67
Extra-small (20 to 100 employees)	68	69

Source: APS Employee Census

Figure AB 5: Communication Index, for extra-large agencies (10,000+ employees)



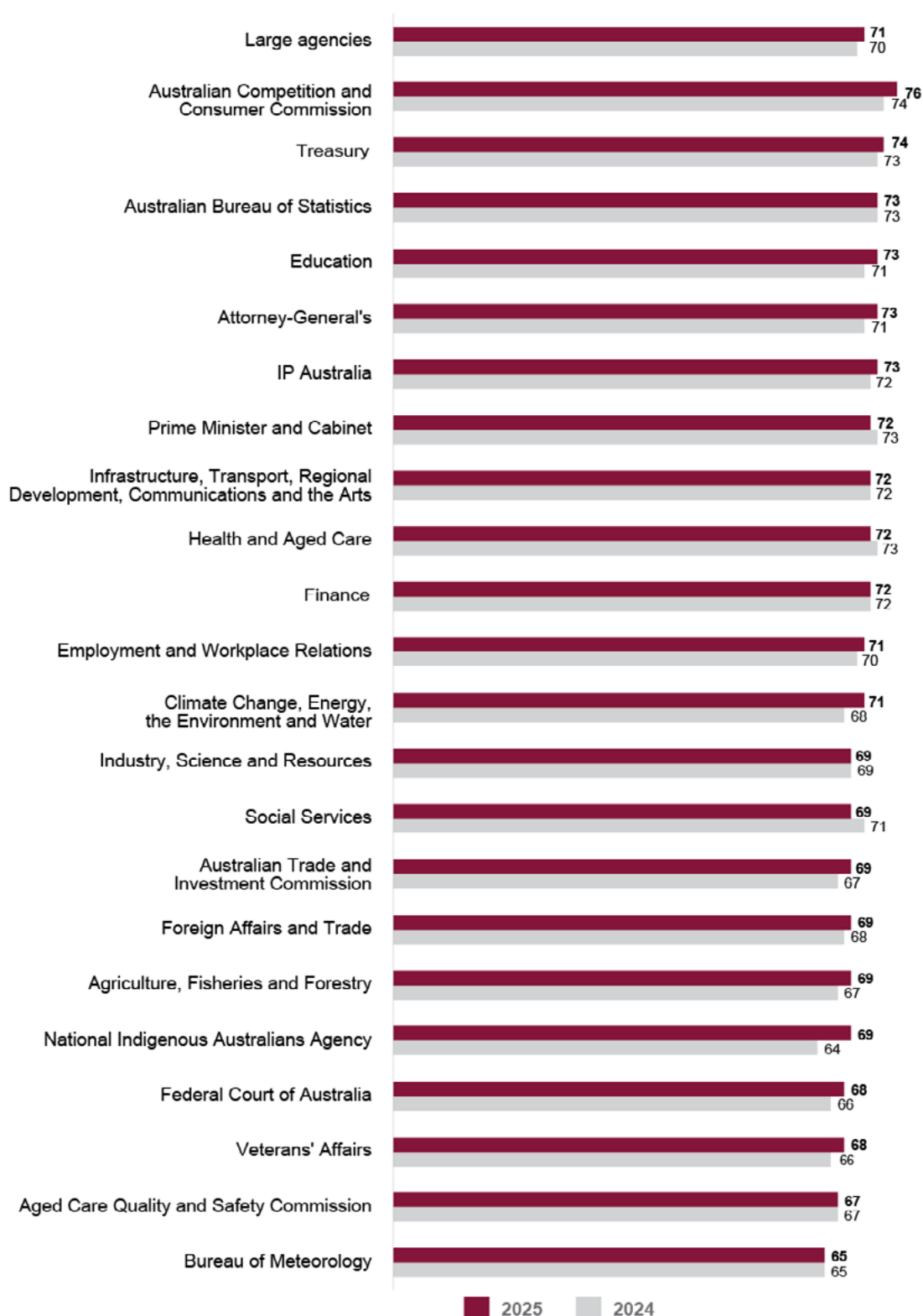
Source: APS Employee Census
Note: The National Disability Insurance Agency was a large agency in 2024.

Table AB 5: Communication Index, for extra-large agencies (10,000+ employees)

Agency	Communication Index score	
	2024	2025
Extra-large agencies	69	70
Australian Taxation Office	72	72
National Disability Insurance Agency	69	71
Services Australia	69	71
Home Affairs	65	68
Defence	66	66

Source: APS Employee Census
Note: The National Disability Insurance Agency was a large agency in 2024.

Figure AB 6: Communication Index, for large agencies (1,001 to 10,000 employees)



Source: APS Employee Census

Note: Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. Health and Aged Care is now Health, Disability and Ageing. The Aged Care Quality and Safety Commission was a medium agency in 2024.

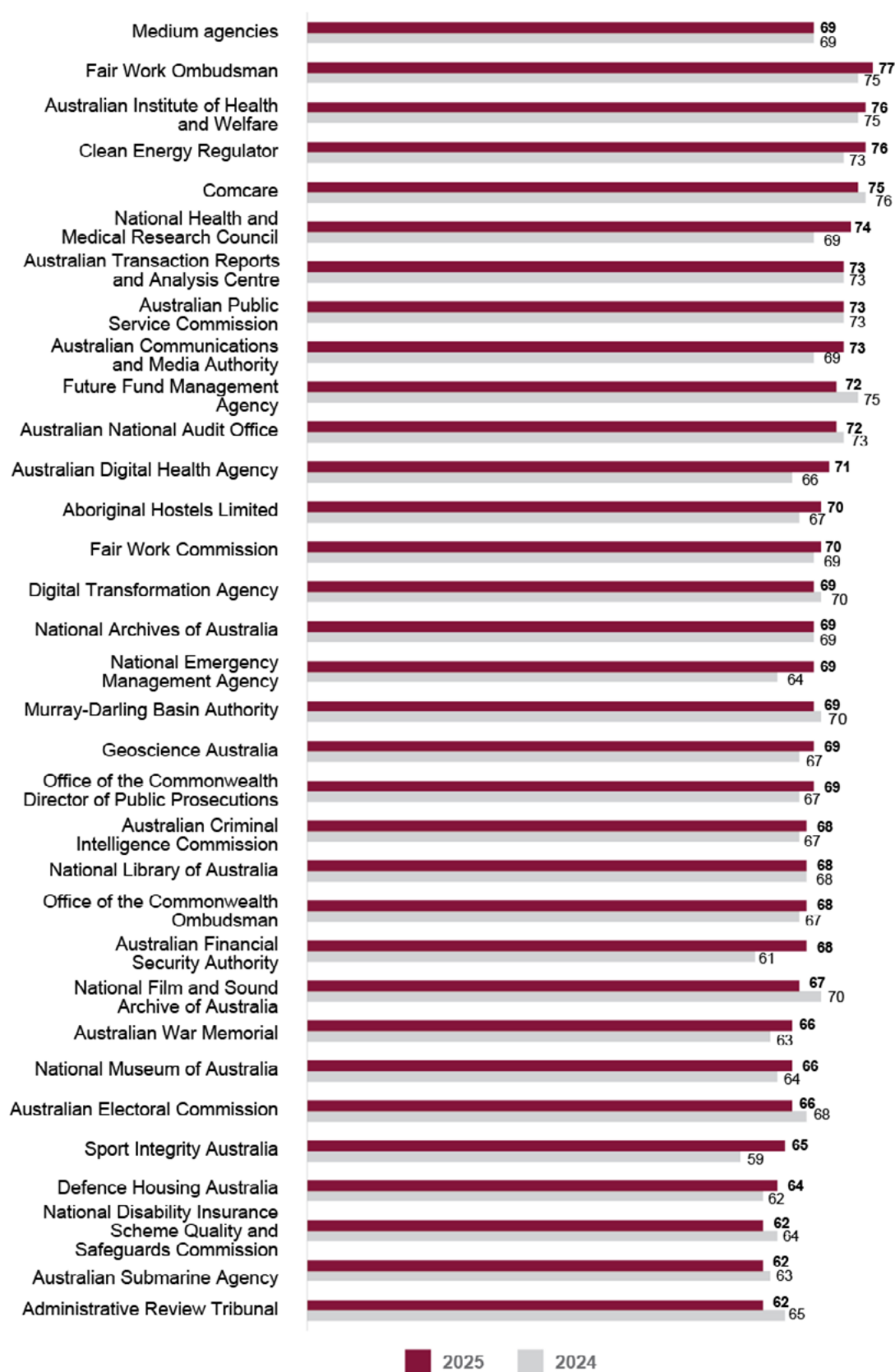
Table AB 6: Communication Index, for large agencies (1,001 to 10,000 employees)

Agency	Communication Index score	
	2024	2025
Large agencies	70	71
Australian Competition and Consumer Commission	74	76
Treasury	73	74
Australian Bureau of Statistics	73	73
Education	71	73
Attorney-General's	71	73
IP Australia	72	73
Prime Minister and Cabinet	73	72
Infrastructure, Transport, Regional Development, Communications and the Arts	72	72
Health and Aged Care	73	72
Finance	72	72
Employment and Workplace Relations	70	71
Climate Change, Energy, the Environment and Water	68	71
Industry, Science and Resources	69	69
Social Services	71	69
Australian Trade and Investment Commission	67	69
Foreign Affairs and Trade	68	69
Agriculture, Fisheries and Forestry	67	69
National Indigenous Australians Agency	64	69
Federal Court of Australia	66	68
Veterans' Affairs	66	68
Aged Care Quality and Safety Commission	67	67
Bureau of Meteorology	65	65

Source: APS Employee Census

Note: Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. Health and Aged Care is now Health, Disability and Ageing. The Aged Care Quality and Safety Commission was a medium agency in 2024.

Figure AB 7: Communication Index, for medium agencies (251 to 1,000 employees)



Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Film and Sound Archive of Australia, and the National Museum of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Table AB 7: Communication Index, for medium agencies (251 to 1,000 employees)

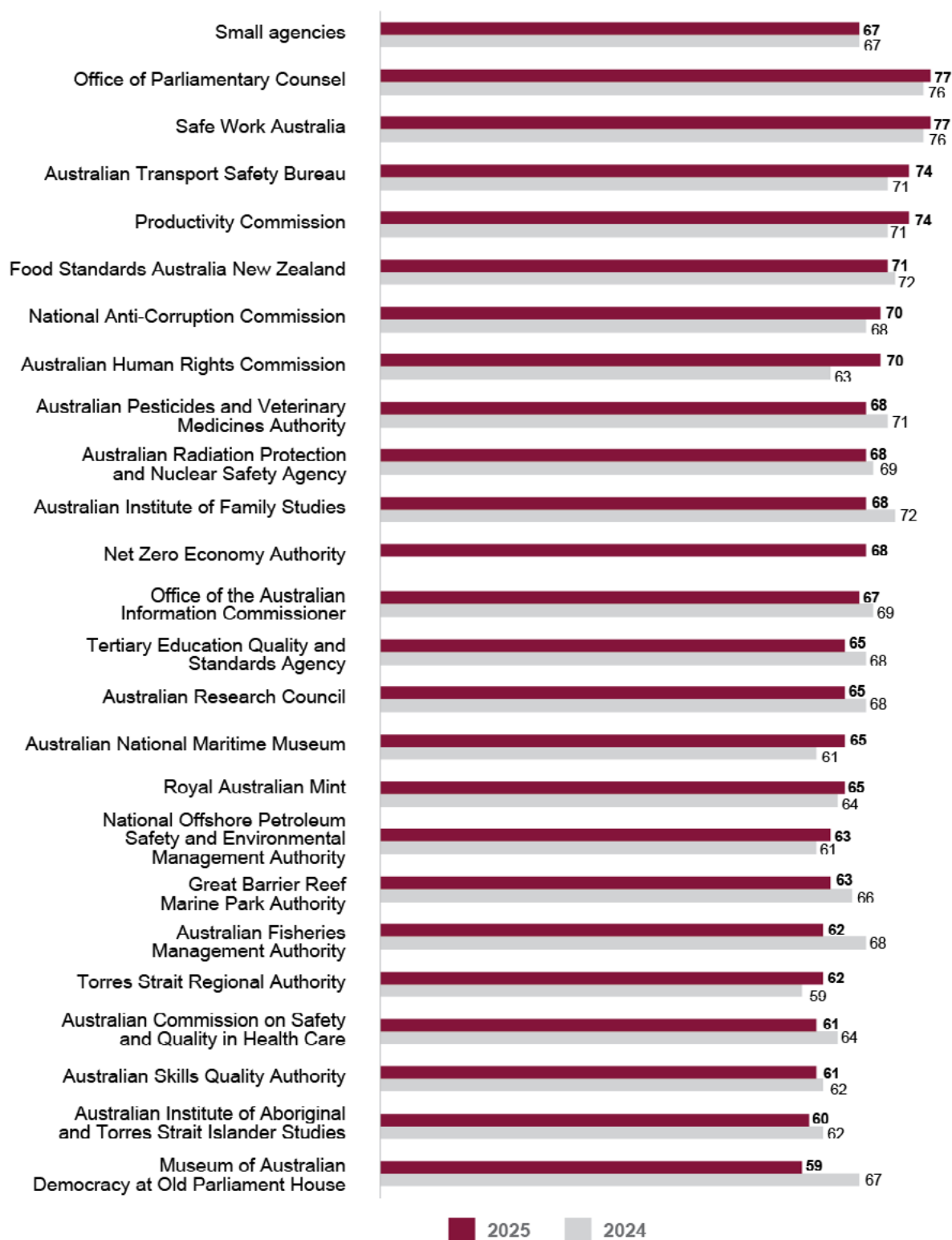
Agency	Communication Index score	
	2024	2025
Medium agencies	69	69
Fair Work Ombudsman	75	77
Australian Institute of Health and Welfare	75	76
Clean Energy Regulator	73	76
Comcare	76	75
National Health and Medical Research Council	69	74
Australian Transaction Reports and Analysis Centre	73	73
Australian Public Service Commission	73	73
Australian Communications and Media Authority	69	73
Future Fund Management Agency	75	72
Australian National Audit Office	73	72
Australian Digital Health Agency	66	71
Aboriginal Hostels Limited	67	70
Fair Work Commission	69	70
Digital Transformation Agency	70	69
National Archives of Australia	69	69
National Emergency Management Agency	64	69
Murray-Darling Basin Authority	70	69
Geoscience Australia	67	69
Office of the Commonwealth Director of Public Prosecutions	67	69
Australian Criminal Intelligence Commission	67	68
National Library of Australia	68	68
Office of the Commonwealth Ombudsman	67	68
Australian Financial Security Authority	61	68
National Film and Sound Archive of Australia	70	67
Australian War Memorial	63	66
National Museum of Australia	64	66
Australian Electoral Commission	68	66
Sport Integrity Australia	59	65
Defence Housing Australia	62	64

Agency	Communication Index score	
	2024	2025
National Disability Insurance Scheme Quality and Safeguards Commission	64	62
Australian Submarine Agency	63	62
Administrative Review Tribunal	65	62

Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Film and Sound Archive of Australia, and the National Museum of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Figure AB 8: Communication Index, for small agencies (101 to 250 employees)



Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024.

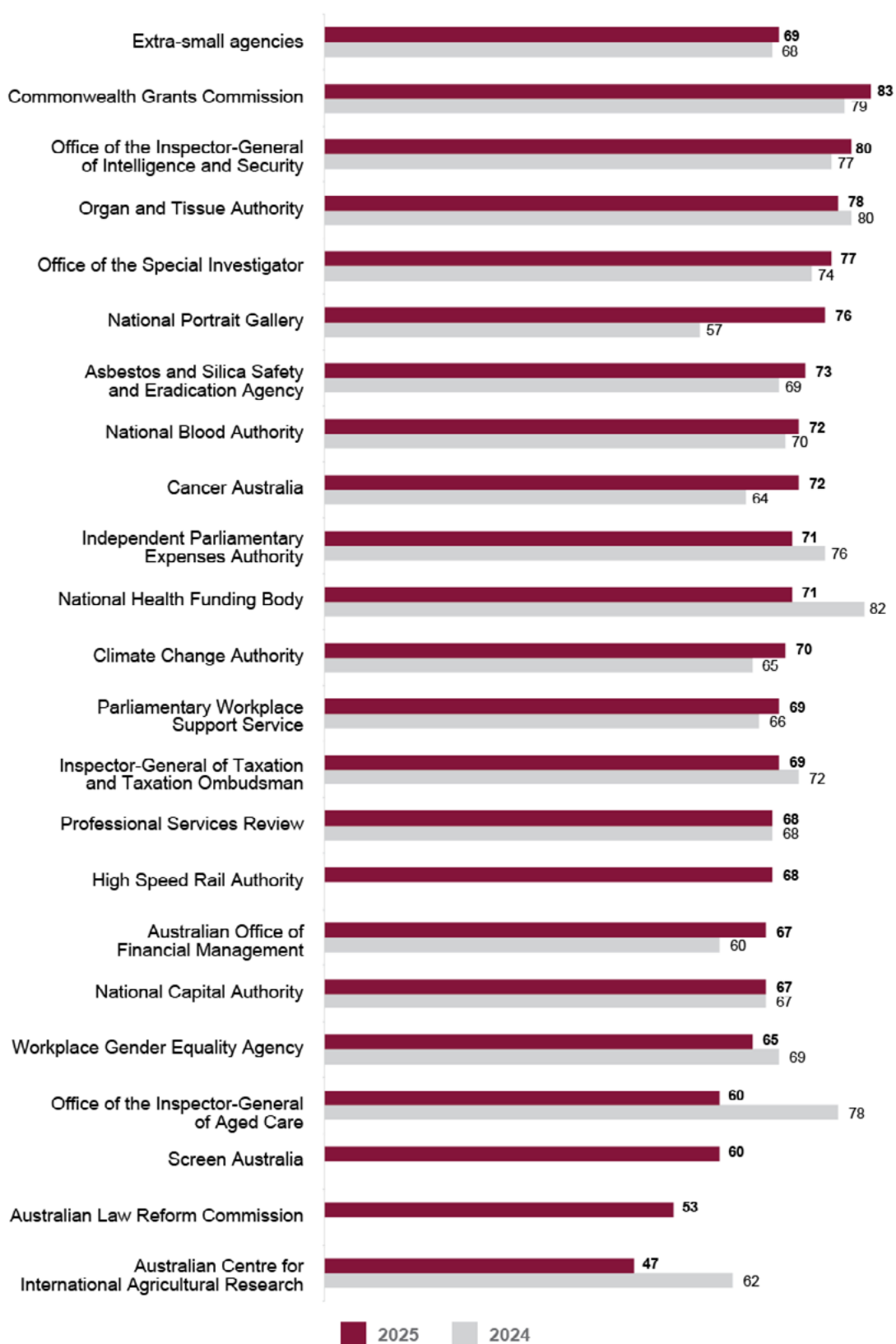
Table AB 8: Communication Index, for small agencies (101 to 250 employees)

Agency	Communication Index score	
	2024	2025
Small agencies	67	67
Office of Parliamentary Counsel	76	77
Safe Work Australia	76	77
Australian Transport Safety Bureau	71	74
Productivity Commission	71	74
Food Standards Australia New Zealand	72	71
National Anti-Corruption Commission	68	70
Australian Human Rights Commission	63	70
Australian Pesticides and Veterinary Medicines Authority	71	68
Australian Radiation Protection and Nuclear Safety Agency	69	68
Australian Institute of Family Studies	72	68
Net Zero Economy Authority	-	68
Office of the Australian Information Commissioner	69	67
Tertiary Education Quality and Standards Agency	68	65
Australian Research Council	68	65
Australian National Maritime Museum	61	65
Royal Australian Mint	64	65
National Offshore Petroleum Safety and Environmental Management Authority	61	63
Great Barrier Reef Marine Park Authority	66	63
Australian Fisheries Management Authority	68	62
Torres Strait Regional Authority	59	62
Australian Commission on Safety and Quality in Health Care	64	61
Australian Skills Quality Authority	62	61
Australian Institute of Aboriginal and Torres Strait Islander Studies	62	60
Museum of Australian Democracy at Old Parliament House	67	59

Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024.

Figure AB 9: Communication Index, for extra-small agencies (20 to 100 employees)



Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

Table AB 9: Communication Index, for extra-small agencies (20 to 100 employees)

Agency	Communication Index score	
	2024	2025
Extra-small agencies	68	69
Commonwealth Grants Commission	79	83
Office of the Inspector-General of Intelligence and Security	77	80
Organ and Tissue Authority	80	78
Office of the Special Investigator	74	77
National Portrait Gallery	57	76
Asbestos and Silica Safety and Eradication Agency	69	73
National Blood Authority	70	72
Cancer Australia	64	72
Independent Parliamentary Expenses Authority	76	71
National Health Funding Body	82	71
Climate Change Authority	65	70
Parliamentary Workplace Support Service	66	69
Inspector-General of Taxation and Taxation Ombudsman	72	69
Professional Services Review	68	68
High Speed Rail Authority	-	68
Australian Office of Financial Management	60	67
National Capital Authority	67	67
Workplace Gender Equality Agency	69	65
Office of the Inspector-General of Aged Care	78	60
Screen Australia	-	60
Australian Law Reform Commission	-	53
Australian Centre for International Agricultural Research	62	47

Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

Employee engagement

Employee engagement is vital to the working of government. The Australian Public Service Commission's model of employee engagement measures the emotional connection and commitment employees have to working for their organisation. In this model, an engaged employee will 'say', 'stay' and 'strive':

- Say – the employee is a positive advocate of the organisation.
- Stay – the employee is committed to the organisation and wants to stay as an employee.
- Strive – the employee is willing to put in discretionary effort to excel in their job and help their organisation succeed.

The Australian Public Service Employee Census questions that contribute to the Employee Engagement Index are:

Say

- I am proud to work in my agency.
- I would recommend my agency as a good place to work.
- Overall, I am satisfied with my job.
- I believe strongly in the purpose and objectives of my agency.

Stay

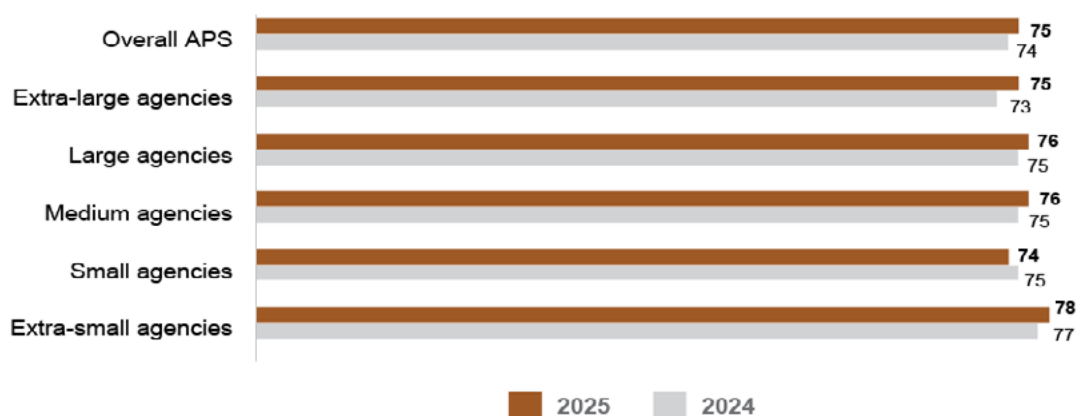
- I feel a strong personal attachment to my agency.
- I feel committed to my agency's goals.

Strive

- I suggest ideas to improve our way of doing things.
- I am happy to go the 'extra mile' at work when required.
- I work beyond what is required in my job to help my agency achieve its objectives.
- My agency really inspires me to do my best work every day.

Figures AB 10 to AB 15 and tables AB 10 to AB 15 report on the index scores for agencies, by agency size, for APS respondents.

Figure AB 10: Employee Engagement Index, by agency size



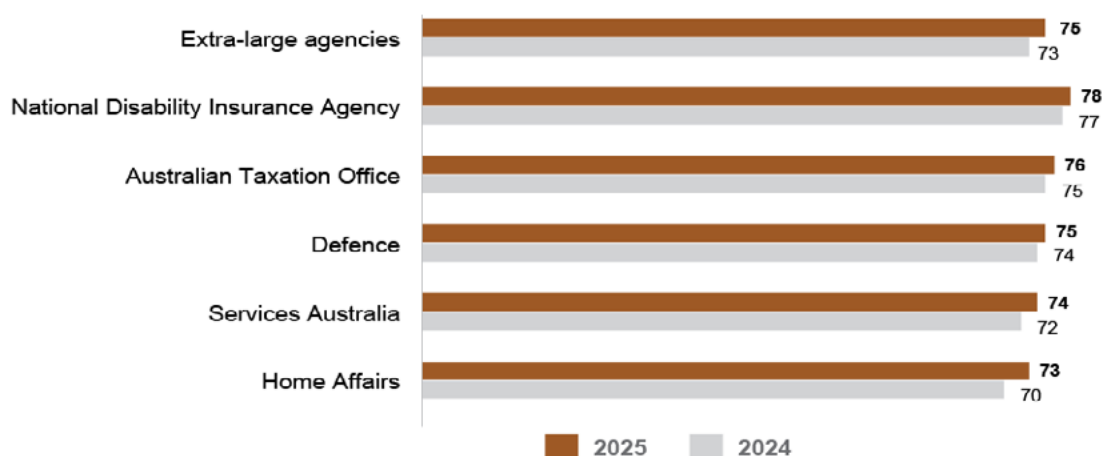
Source: APS Employee Census

Table AB 10: Employee Engagement Index, by agency size

Agency size	Employee Engagement Index score	
	2024	2025
Overall APS	74	75
Extra-large (10,000+ employees)	73	75
Large (1,001 to 10,000 employees)	75	76
Medium (251 to 1,000 employees)	75	76
Small (101 to 250 employees)	75	74
Extra-small (20 to 100 employees)	77	78

Source: APS Employee Census

Figure AB 11: Employee Engagement Index, for extra-large agencies (10,000+ employees)



Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

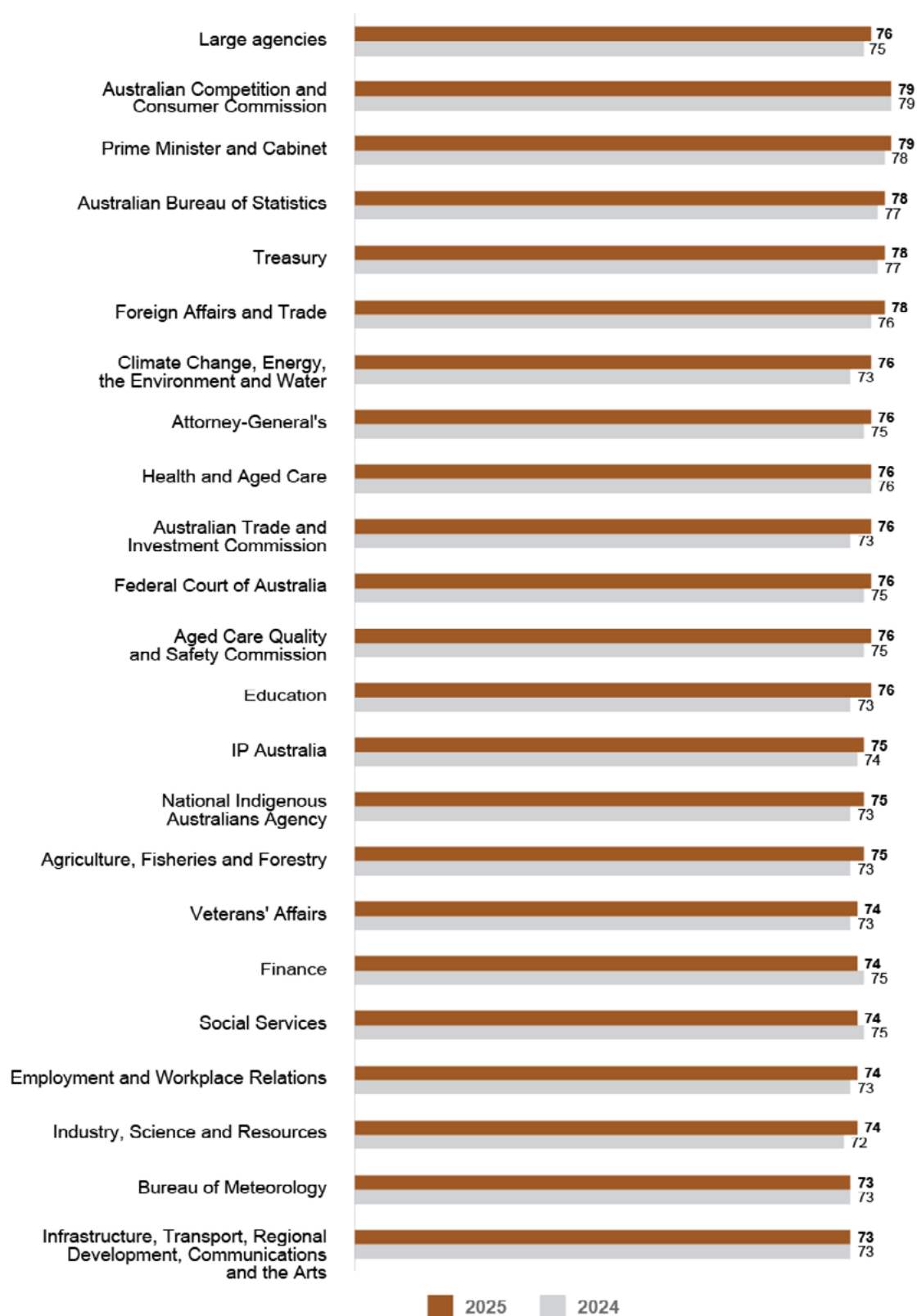
Table AB 11: Employee Engagement Index, for extra-large agencies (10,000+ employees)

Agency	Employee Engagement Index score	
	2024	2025
Extra-large agencies	73	75
National Disability Insurance Agency	77	78
Australian Taxation Office	75	76
Defence	74	75
Services Australia	72	74
Home Affairs	70	73

Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

Figure AB 12: Employee Engagement Index, for large agencies (1,001 to 10,000 employees)



Source: APS Employee Census

Note: Health and Aged Care is now Health, Disability and Ageing. The Aged Care Quality and Safety Commission was a medium agency in 2024. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

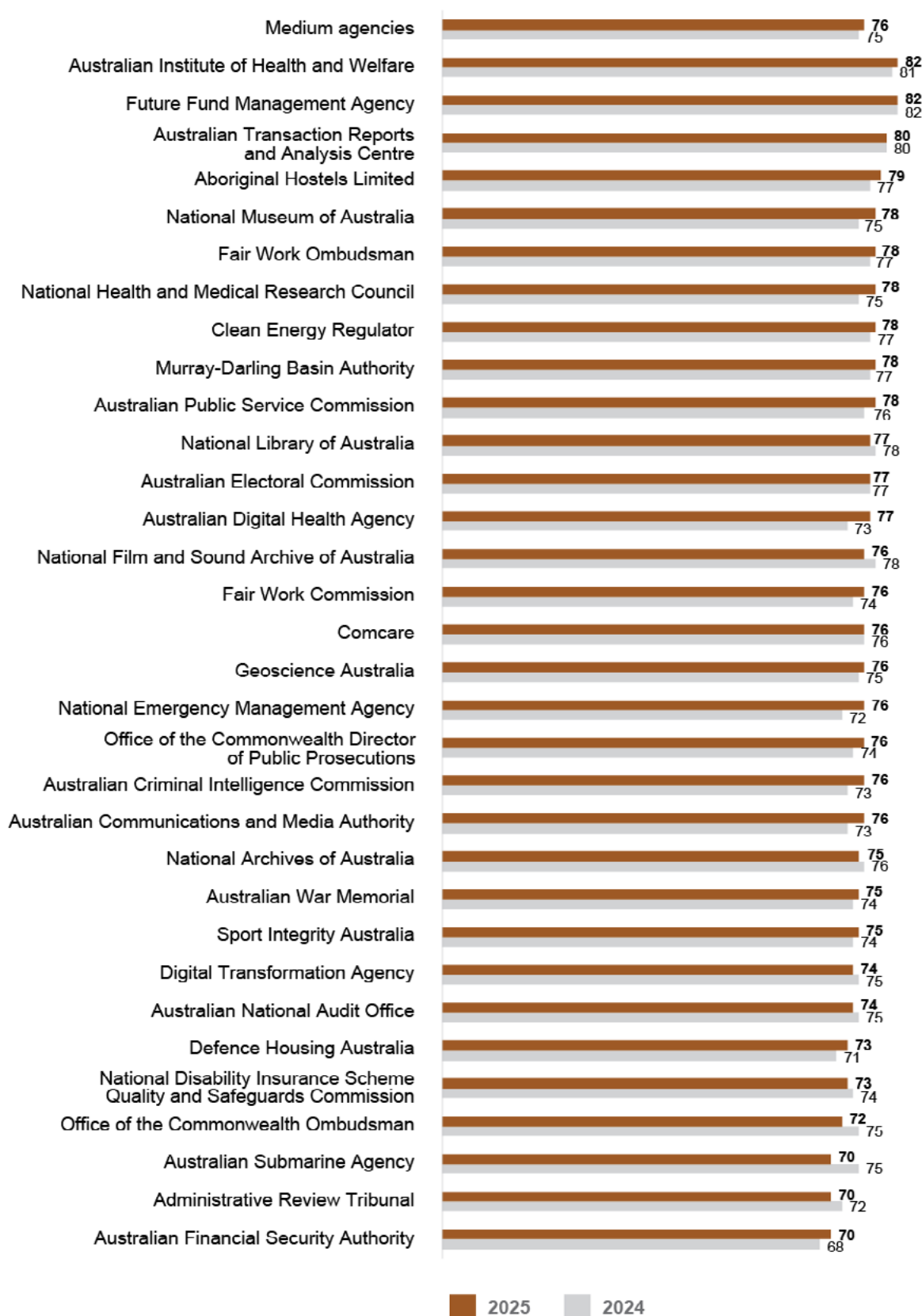
Table AB 12: Employee Engagement Index, for large agencies (1,001 to 10,000 employees)

Agency	Employee Engagement Index score	
	2024	2025
Large agencies	75	76
Australian Competition and Consumer Commission	79	79
Prime Minister and Cabinet	78	79
Australian Bureau of Statistics	77	78
Treasury	77	78
Foreign Affairs and Trade	76	78
Climate Change, Energy, the Environment and Water	73	76
Attorney-General's	75	76
Health and Aged Care	76	76
Australian Trade and Investment Commission	73	76
Federal Court of Australia	75	76
Aged Care Quality and Safety Commission	75	76
Education	73	76
IP Australia	74	75
National Indigenous Australians Agency	73	75
Agriculture, Fisheries and Forestry	73	75
Veterans' Affairs	73	74
Finance	75	74
Social Services	75	74
Employment and Workplace Relations	73	74
Industry, Science and Resources	72	74
Bureau of Meteorology	73	73
Infrastructure, Transport, Regional Development, Communications and the Arts	73	73

Source: APS Employee Census

Note: Health and Aged Care is now Health, Disability and Ageing. The Aged Care Quality and Safety Commission was a medium agency in 2024. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

Figure AB 13: Employee Engagement Index, for medium agencies (251 to 1,000 employees)



Source: APS Employee Census

Note: The National Museum of Australia, the National Health and Medical Research Council, and the National Film and Sound Archive of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Table AB 13: Employee Engagement Index, for medium agencies (251 to 1,000 employees)

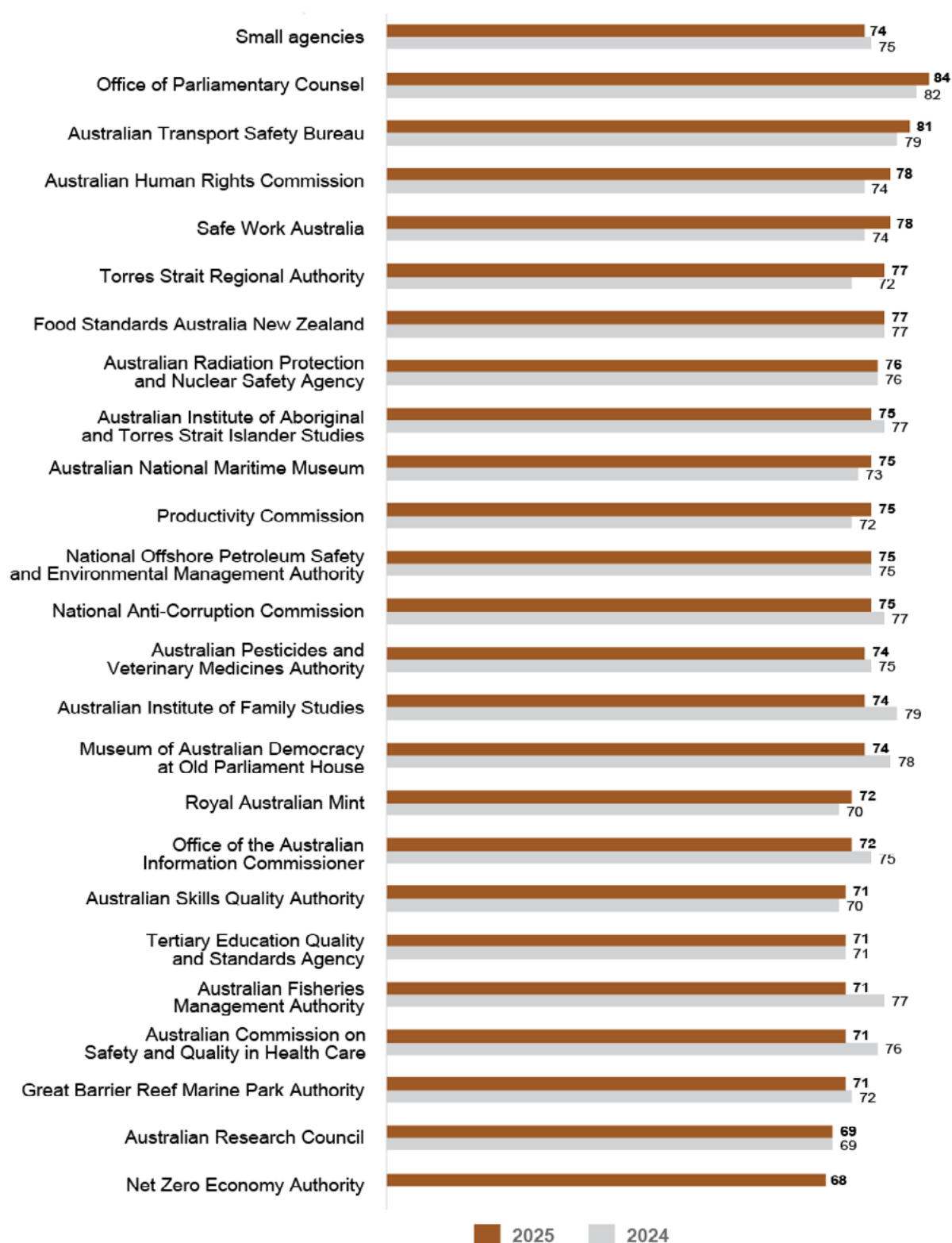
Agency	Employee Engagement Index score	
	2024	2025
Medium agencies	75	76
Australian Institute of Health and Welfare	81	82
Future Fund Management Agency	82	82
Australian Transaction Reports and Analysis Centre	80	80
Aboriginal Hostels Limited	77	79
National Museum of Australia	75	78
Fair Work Ombudsman	77	78
National Health and Medical Research Council	75	78
Clean Energy Regulator	77	78
Murray-Darling Basin Authority	77	78
Australian Public Service Commission	76	78
National Library of Australia	78	77
Australian Electoral Commission	77	77
Australian Digital Health Agency	73	77
National Film and Sound Archive of Australia	78	76
Fair Work Commission	74	76
Comcare	76	76
Geoscience Australia	75	76
National Emergency Management Agency	72	76
Office of the Commonwealth Director of Public Prosecutions	74	76
Australian Criminal Intelligence Commission	73	76
Australian Communications and Media Authority	73	76
National Archives of Australia	76	75
Australian War Memorial	74	75
Sport Integrity Australia	74	75
Digital Transformation Agency	75	74
Australian National Audit Office	75	74
Defence Housing Australia	71	73

Agency	Employee Engagement Index score	
	2024	2025
National Disability Insurance Scheme Quality and Safeguards Commission	74	73
Office of the Commonwealth Ombudsman	75	72
Australian Submarine Agency	75	70
Administrative Review Tribunal	72	70
Australian Financial Security Authority	68	70

Source: APS Employee Census

Note: The National Museum of Australia, the National Health and Medical Research Council, and the National Film and Sound Archive of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Figure AB 14: Employee Engagement Index, for small agencies (101 to 250 employees)



Source: APS Employee Census

Note: The Museum of Australian Democracy at Old Parliament House and the Australian Commission on Safety and Quality in Health Care were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Net Zero Economy Authority was not an APS agency in 2024.

Table AB 14: Employee Engagement Index, for small agencies (101 to 250 employees)

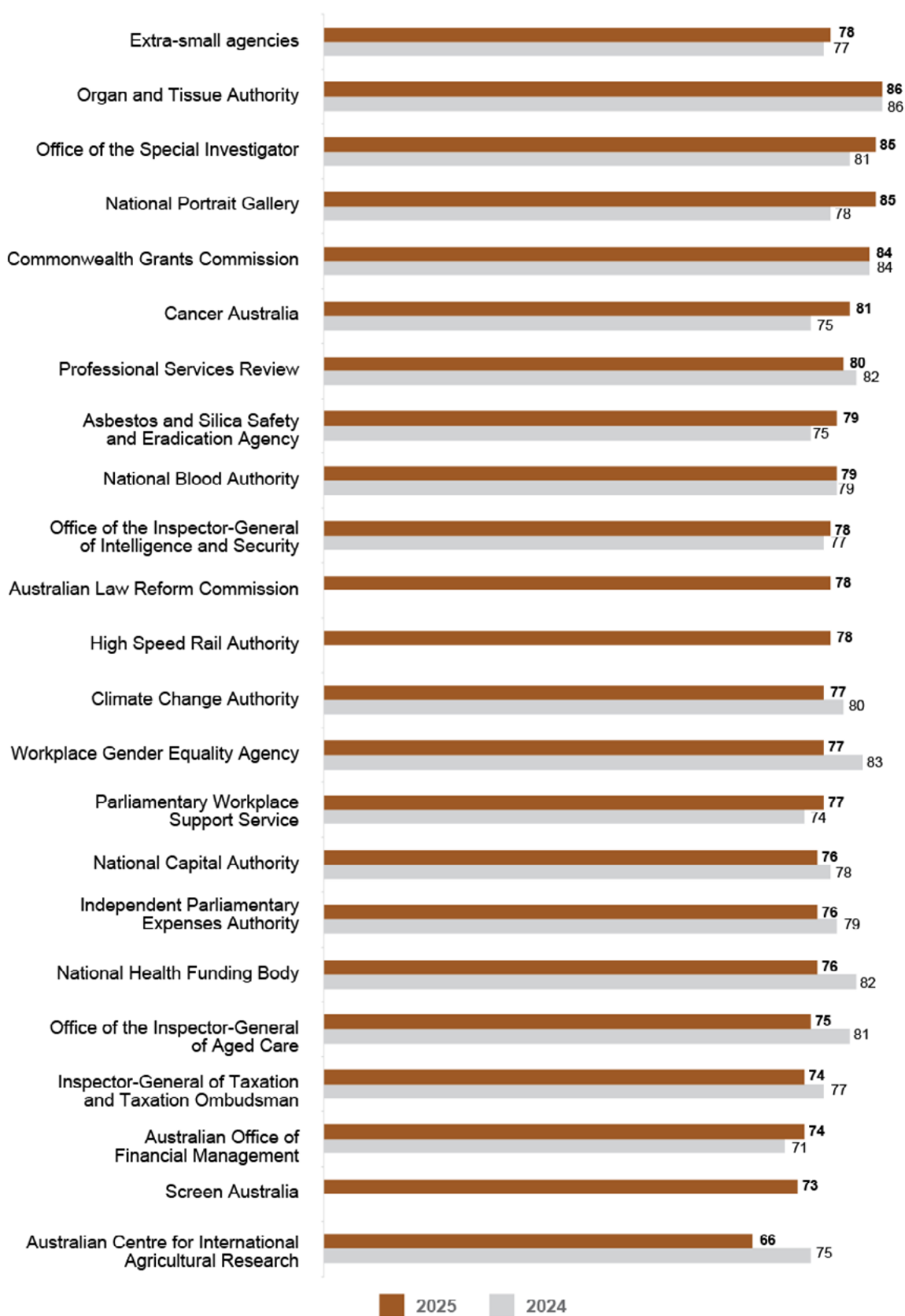
Agency	Employee Engagement Index score	
	2024	2025
Small agencies	75	74
Office of Parliamentary Counsel	82	84
Australian Transport Safety Bureau	79	81
Australian Human Rights Commission	74	78
Safe Work Australia	74	78
Torres Strait Regional Authority	72	77
Food Standards Australia New Zealand	77	77
Australian Radiation Protection and Nuclear Safety Agency	76	76
Australian Institute of Aboriginal and Torres Strait Islander Studies	77	75
Australian National Maritime Museum	73	75
Productivity Commission	72	75
National Offshore Petroleum Safety and Environmental Management Authority	75	75
National Anti-Corruption Commission	77	75
Australian Pesticides and Veterinary Medicines Authority	75	74
Australian Institute of Family Studies	79	74
Museum of Australian Democracy at Old Parliament House	78	74
Royal Australian Mint	70	72
Office of the Australian Information Commissioner	75	72
Australian Skills Quality Authority	70	71
Tertiary Education Quality and Standards Agency	71	71
Australian Fisheries Management Authority	77	71
Australian Commission on Safety and Quality in Health Care	76	71

Agency	Employee Engagement Index score	
	2024	2025
Great Barrier Reef Marine Park Authority	72	71
Australian Research Council	69	69
Net Zero Economy Authority	-	68

Source: APS Employee Census

Note: The Museum of Australian Democracy at Old Parliament House and the Australian Commission on Safety and Quality in Health Care were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Net Zero Economy Authority was not an APS agency in 2024.

Figure AB 15: Employee Engagement Index, for extra-small agencies (20 to 100 employees)



Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The Australian Law Reform Commission and Screen Australia did not have reportable results in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024.

Table AB 15: Employee Engagement Index, for extra-small agencies (20 to 100 employees)

Agency	Employee Engagement Index score	
	2024	2025
Extra-small agencies	77	78
Organ and Tissue Authority	86	86
Office of the Special Investigator	81	85
National Portrait Gallery	78	85
Commonwealth Grants Commission	84	84
Cancer Australia	75	81
Professional Services Review	82	80
Asbestos and Silica Safety and Eradication Agency	75	79
National Blood Authority	79	79
Office of the Inspector-General of Intelligence and Security	77	78
Australian Law Reform Commission	-	78
High Speed Rail Authority	-	78
Climate Change Authority	80	77
Workplace Gender Equality Agency	83	77
Parliamentary Workplace Support Service	74	77
National Capital Authority	78	76
Independent Parliamentary Expenses Authority	79	76
National Health Funding Body	82	76
Office of the Inspector-General of Aged Care	81	75
Inspector-General of Taxation and Taxation Ombudsman	77	74
Australian Office of Financial Management	71	74
Screen Australia	-	73
Australian Centre for International Agricultural Research	75	66

Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The Australian Law Reform Commission and Screen Australia did not have reportable results in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024.

Enabling innovation

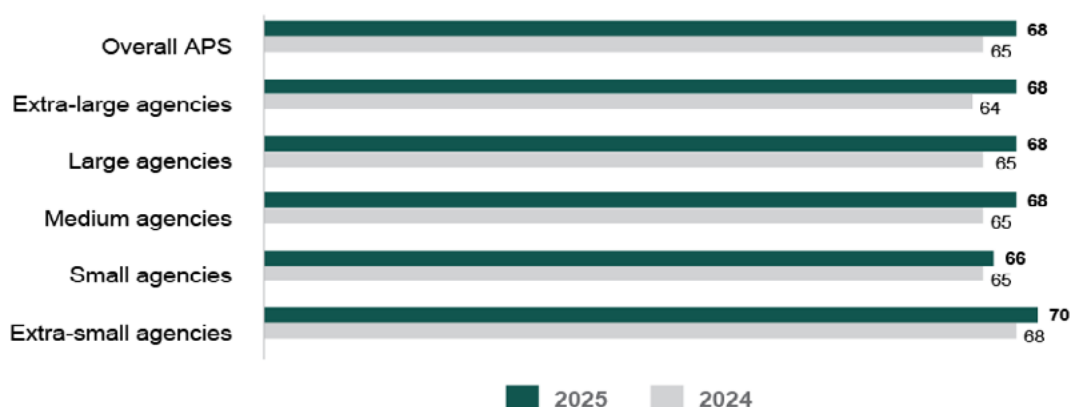
Innovation drives performance, productivity and work outcomes. The Australian Public Service Employee Census Enabling Innovation Index measures both whether employees feel willing and able to be innovative, and whether their agency has a culture which enables them to be so.

APS Employee Census questions that contribute to the Enabling Innovation Index are:

- I believe that one of my responsibilities is to continually look for new ways to improve the way we work.
- My immediate supervisor encourages me to come up with new or better ways of doing things.
- People are recognised for coming up with new and innovative ways of working.
- My agency inspires me to come up with new or better ways of doing things.
- My agency recognises and supports the notion that failure is a part of innovation.

Figures AB 16 to AB 21 and tables AB 16 to AB 21 report on the index scores for agencies, by agency size, for APS respondents.

Figure AB 16: Enabling Innovation Index, by agency size



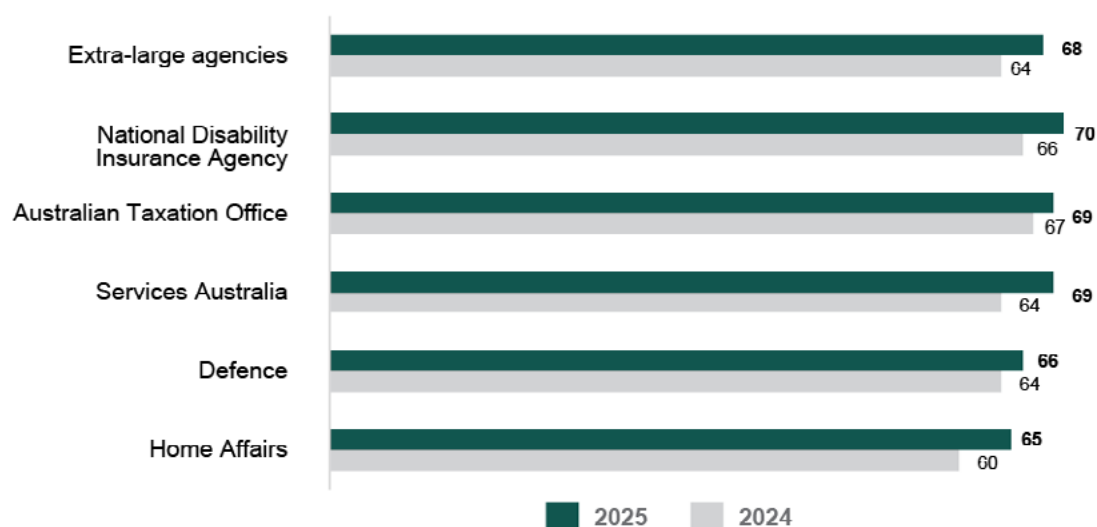
Source: APS Employee Census

Table AB 16: Enabling Innovation Index, by agency size

Agency size	Enabling Innovation Index score	
	2024	2025
Overall APS	65	68
Extra-large (10,000+ employees)	64	68
Large (1,001 to 10,000 employees)	65	68
Medium (251 to 1,000 employees)	65	68
Small (101 to 250 employees)	65	66
Extra-small (20 to 100 employees)	68	70

Source: APS Employee Census

Figure AB 17: Enabling Innovation Index, for extra-large agencies (10,000+ employees)



Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

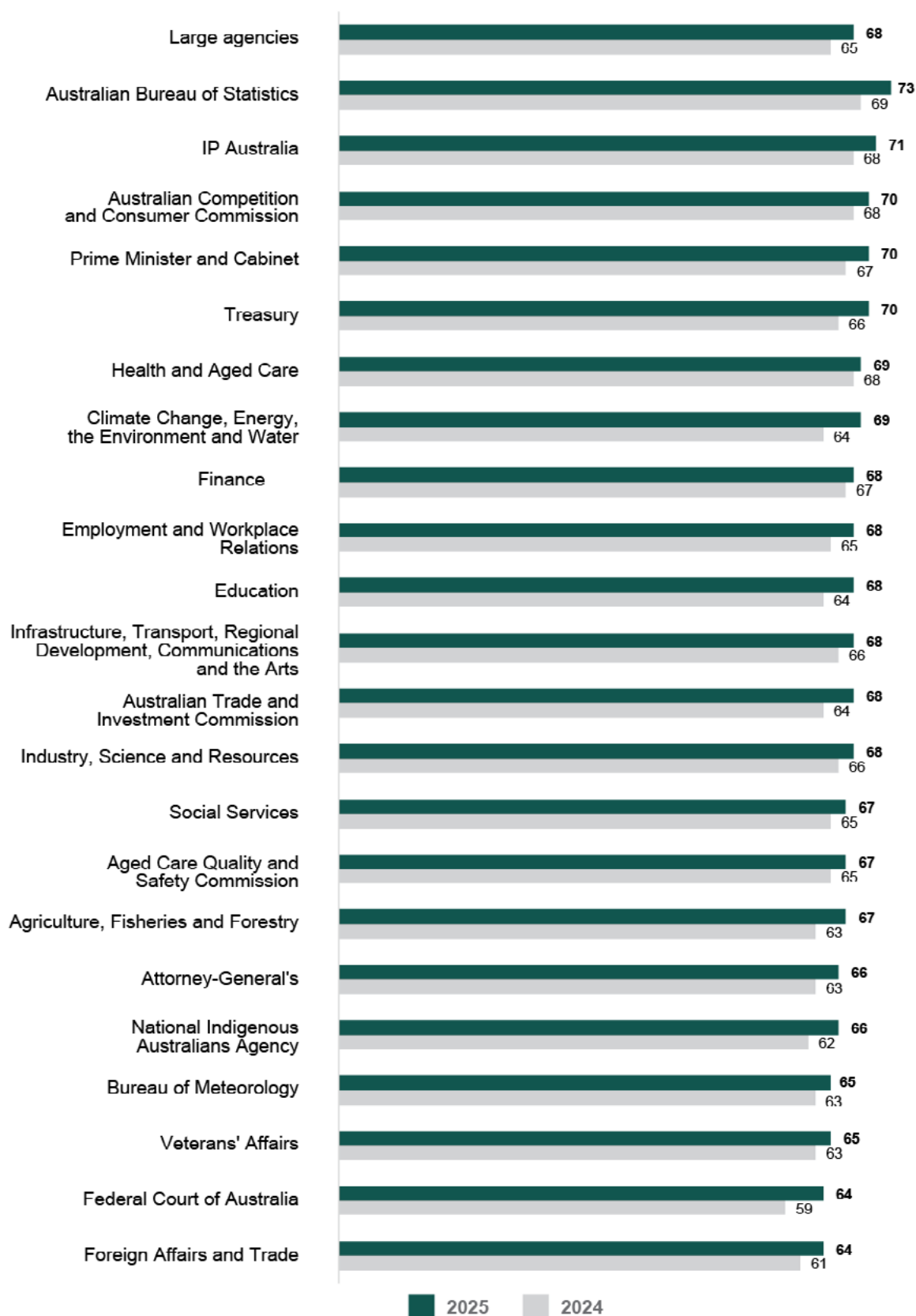
Table AB 17: Enabling Innovation Index, for extra-large agencies (10,000+ employees)

Agency	Enabling Innovation Index score	
	2024	2025
Extra-large agencies	64	68
National Disability Insurance Agency	66	70
Australian Taxation Office	67	69
Services Australia	64	69
Defence	64	66
Home Affairs	60	65

Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

Figure AB 18: Enabling Innovation Index, for large agencies (1,001 to 10,000 employees)



Source: APS Employee Census

Note: Health and Aged Care is now Health, Disability and Ageing. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. The Aged Care Quality and Safety Commission was a medium agency in 2024.

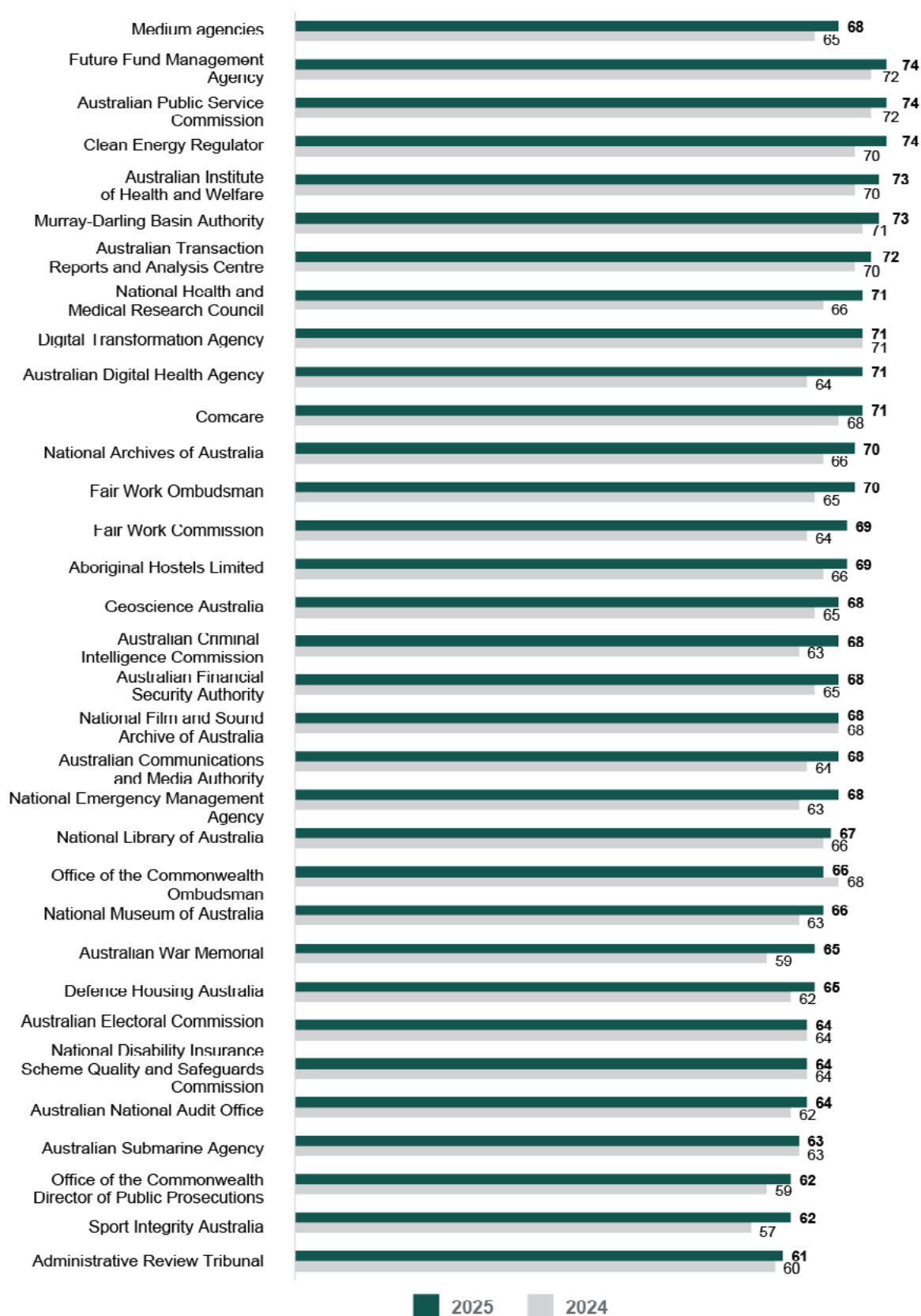
Table AB 18: Enabling Innovation Index, for large agencies (1,001 to 10,000 employees)

Agency	Enabling Innovation Index score	
	2024	2025
Large agencies	65	68
Australian Bureau of Statistics	69	73
IP Australia	68	71
Australian Competition and Consumer Commission	68	70
Prime Minister and Cabinet	67	70
Treasury	66	70
Health and Aged Care	68	69
Climate Change, Energy, the Environment and Water	64	69
Finance	67	68
Employment and Workplace Relations	65	68
Education	64	68
Infrastructure, Transport, Regional Development, Communications and the Arts	66	68
Australian Trade and Investment Commission	64	68
Industry, Science and Resources	66	68
Social Services	65	67
Aged Care Quality and Safety Commission	65	67
Agriculture, Fisheries and Forestry	63	67
Attorney-General's	63	66
National Indigenous Australians Agency	62	66
Bureau of Meteorology	63	65
Veterans' Affairs	63	65
Federal Court of Australia	59	64
Foreign Affairs and Trade	61	64

Source: APS Employee Census

Note: Health and Aged Care is now Health, Disability and Ageing. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. The Aged Care Quality and Safety Commission was a medium agency in 2024.

Figure AB 19: Enabling Innovation Index, for medium agencies (251 to 1,000 employees)



Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Film and Sound Archive of Australia, and the National Museum of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Table AB 19: Enabling Innovation Index, for medium agencies (251 to 1,000 employees)

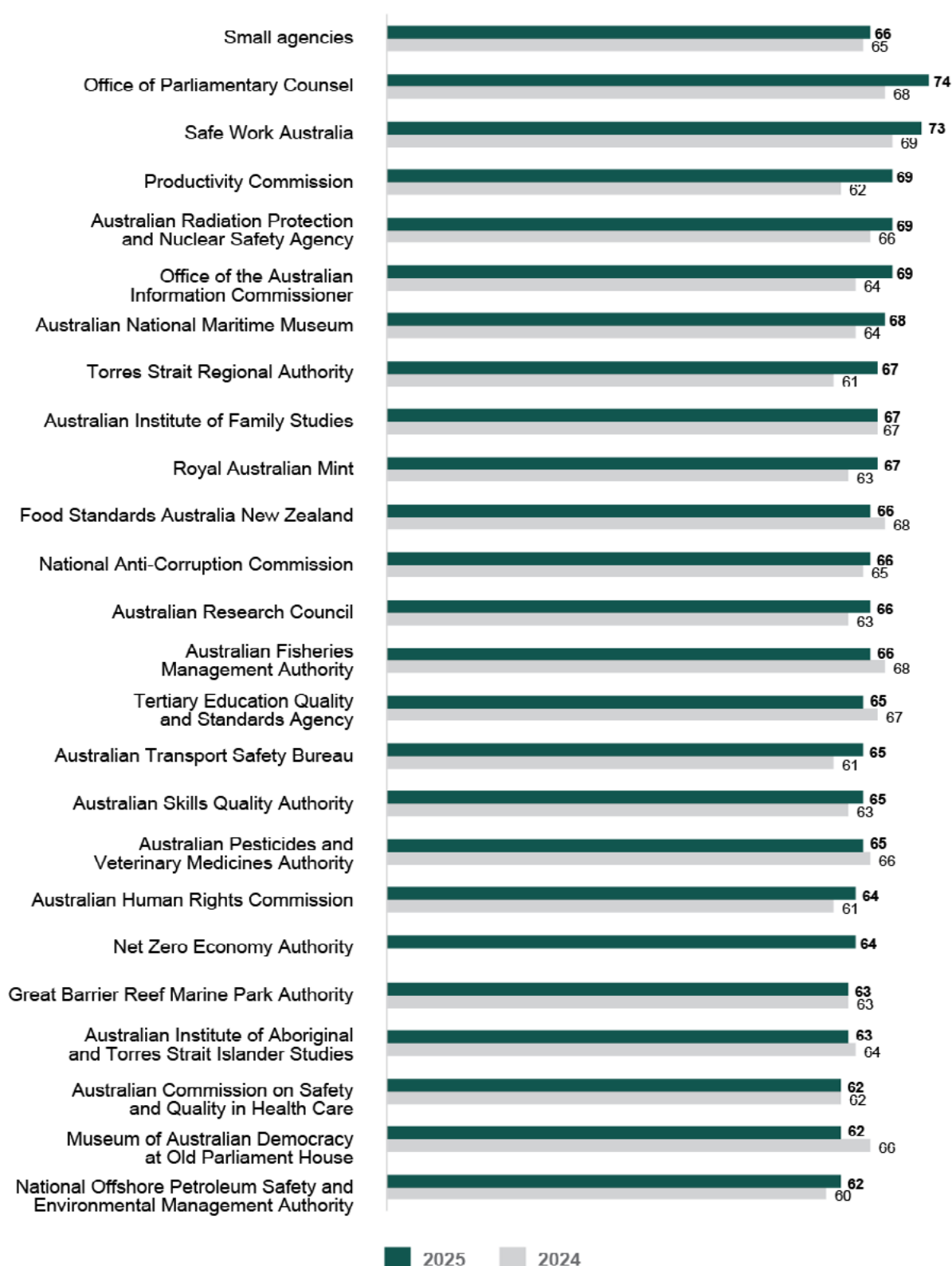
Agency	Enabling Innovation Index score	
	2024	2025
Medium agencies	65	68
Future Fund Management Agency	72	74
Australian Public Service Commission	72	74
Clean Energy Regulator	70	74
Australian Institute of Health and Welfare	70	73
Murray-Darling Basin Authority	71	73
Australian Transaction Reports and Analysis Centre	70	72
National Health and Medical Research Council	66	71
Digital Transformation Agency	71	71
Australian Digital Health Agency	64	71
Comcare	68	71
National Archives of Australia	66	70
Fair Work Ombudsman	65	70
Fair Work Commission	64	69
Aboriginal Hostels Limited	66	69
Geoscience Australia	65	68
Australian Criminal Intelligence Commission	63	68
Australian Financial Security Authority	65	68
National Film and Sound Archive of Australia	68	68
Australian Communications and Media Authority	64	68
National Emergency Management Agency	63	68
National Library of Australia	66	67
Office of the Commonwealth Ombudsman	68	66
National Museum of Australia	63	66
Australian War Memorial	59	65
Defence Housing Australia	62	65
Australian Electoral Commission	64	64
National Disability Insurance Scheme Quality and Safeguards Commission	64	64

Agency	Enabling Innovation Index score	
	2024	2025
Australian National Audit Office	62	64
Australian Submarine Agency	63	63
Office of the Commonwealth Director of Public Prosecutions	59	62
Sport Integrity Australia	57	62
Administrative Review Tribunal	60	61

Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Film and Sound Archive of Australia, and the National Museum of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Figure AB 20: Enabling Innovation Index, for small agencies (101 to 250 employees)



Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024.

Table AB 20: Enabling Innovation Index, for small agencies (101 to 250 employees)

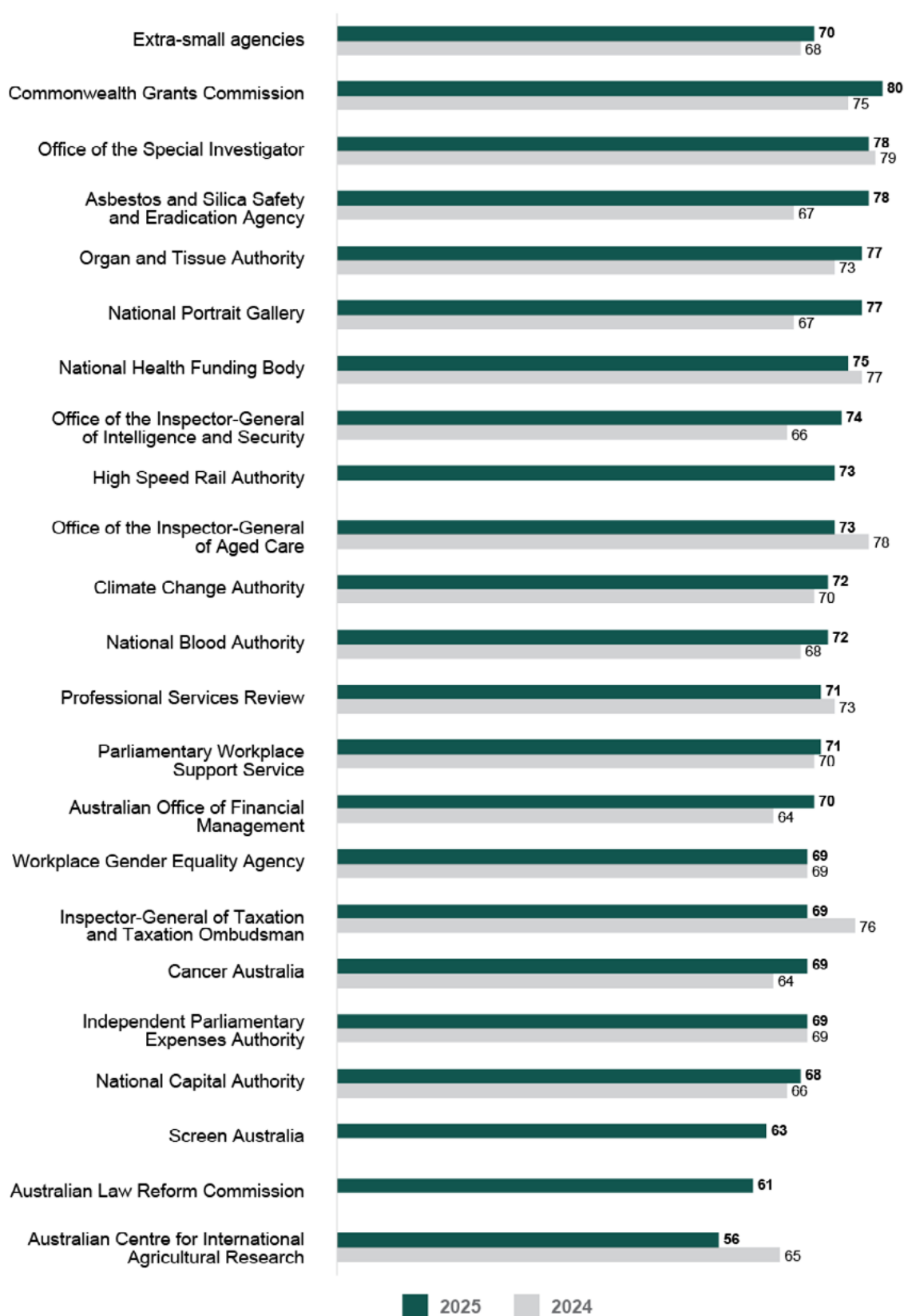
Agency	Enabling Innovation Index score	
	2024	2025
Small agencies	65	66
Office of Parliamentary Counsel	68	74
Safe Work Australia	69	73
Productivity Commission	62	69
Australian Radiation Protection and Nuclear Safety Agency	66	69
Office of the Australian Information Commissioner	64	69
Australian National Maritime Museum	64	68
Torres Strait Regional Authority	61	67
Australian Institute of Family Studies	67	67
Royal Australian Mint	63	67
Food Standards Australia New Zealand	68	66
National Anti-Corruption Commission	65	66
Australian Research Council	63	66
Australian Fisheries Management Authority	68	66
Tertiary Education Quality and Standards Agency	67	65
Australian Transport Safety Bureau	61	65
Australian Skills Quality Authority	63	65
Australian Pesticides and Veterinary Medicines Authority	66	65
Australian Human Rights Commission	61	64
Net Zero Economy Authority	-	64
Great Barrier Reef Marine Park Authority	63	63
Australian Institute of Aboriginal and Torres Strait Islander Studies	64	63
Australian Commission on Safety and Quality in Health Care	62	62

Agency	Enabling Innovation Index score	
	2024	2025
Museum of Australian Democracy at Old Parliament House	66	62
National Offshore Petroleum Safety and Environmental Management Authority	60	62

Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024.

Figure AB 21: Enabling Innovation Index, for extra-small agencies (20 to 100 employees)



Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

Table AB 21: Enabling Innovation Index, for extra-small agencies (20 to 100 employees)

Agency	Enabling Innovation Index score	
	2024	2025
Extra-small agencies	68	70
Commonwealth Grants Commission	75	80
Office of the Special Investigator	79	78
Asbestos and Silica Safety and Eradication Agency	67	78
Organ and Tissue Authority	73	77
National Portrait Gallery	67	77
National Health Funding Body	77	75
Office of the Inspector-General of Intelligence and Security	66	74
High Speed Rail Authority	-	73
Office of the Inspector-General of Aged Care	78	73
Climate Change Authority	70	72
National Blood Authority	68	72
Professional Services Review	73	71
Parliamentary Workplace Support Service	70	71
Australian Office of Financial Management	64	70
Workplace Gender Equality Agency	69	69
Inspector-General of Taxation and Taxation Ombudsman	76	69
Cancer Australia	64	69
Independent Parliamentary Expenses Authority	69	69
National Capital Authority	66	68
Screen Australia	-	63
Australian Law Reform Commission	-	61
Australian Centre for International Agricultural Research	65	56

Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

Perceptions of SES leaders

The Australian Public Service Employee Census Senior Executive Service (SES) Manager Index measures how employees view the leadership behaviours of their immediate SES manager.

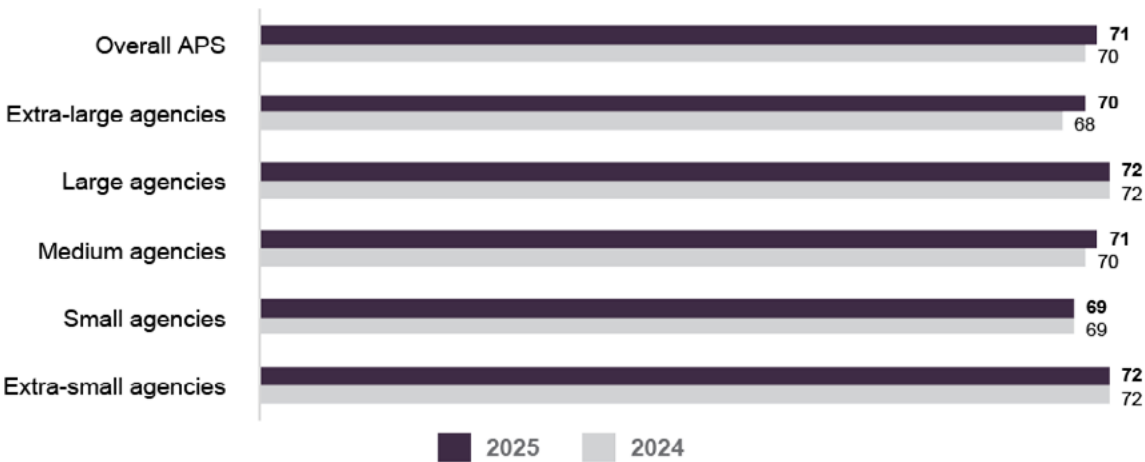
APS Employee Census questions that contribute to the SES Manager Index are:

- My SES manager clearly articulates the direction and priorities for our area.
- My SES manager presents convincing arguments and persuades others towards an outcome.
- My SES manager promotes cooperation within and between agencies.
- My SES manager encourages innovation and creativity.
- My SES manager creates an environment that enables us to deliver our best.
- My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS.

Figures AB 22 to AB 27 and tables AB 22 to AB 27 report on the index scores for agencies, by agency size, for APS respondents.

SES Manager Index scores are not presented for agencies with fewer than 2 SES officers as at 30 June 2024 or 30 June 2025.

Figure AB 22: SES Manager Index, by agency size



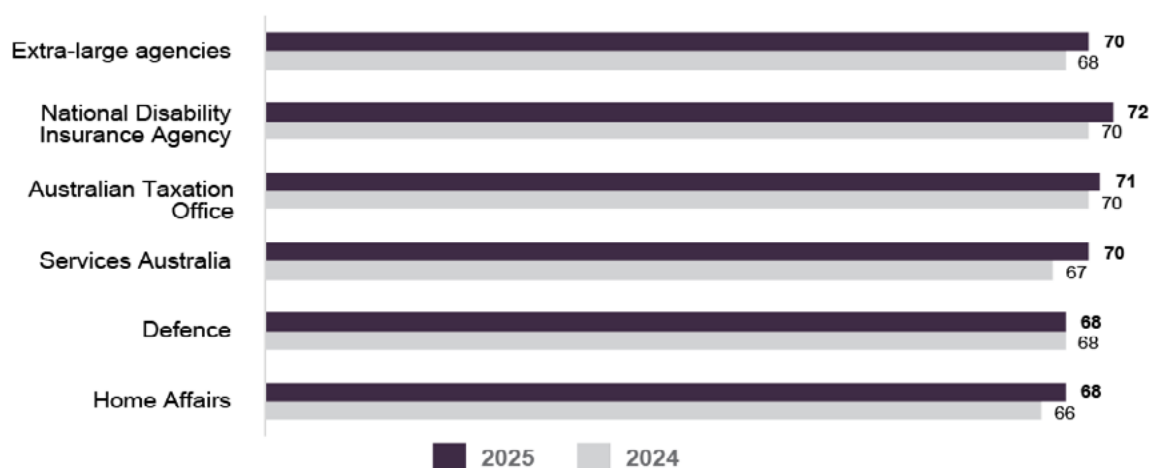
Source: APS Employee Census

Table AB 22: SES Manager Index, by agency size

Agency size	SES Manager Index score	
	2024	2025
Overall APS	70	71
Extra-large (10,000 + employees)	68	70
Large (1,001 to 10,000 employees)	72	72
Medium (251 to 1,000 employees)	70	71
Small (101 to 250 employees)	69	69
Extra-small (20 to 100 employees)	72	72

Source: APS Employee Census

Figure AB 23: SES Manager Index, for extra-large agencies (10,000+ employees)



Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

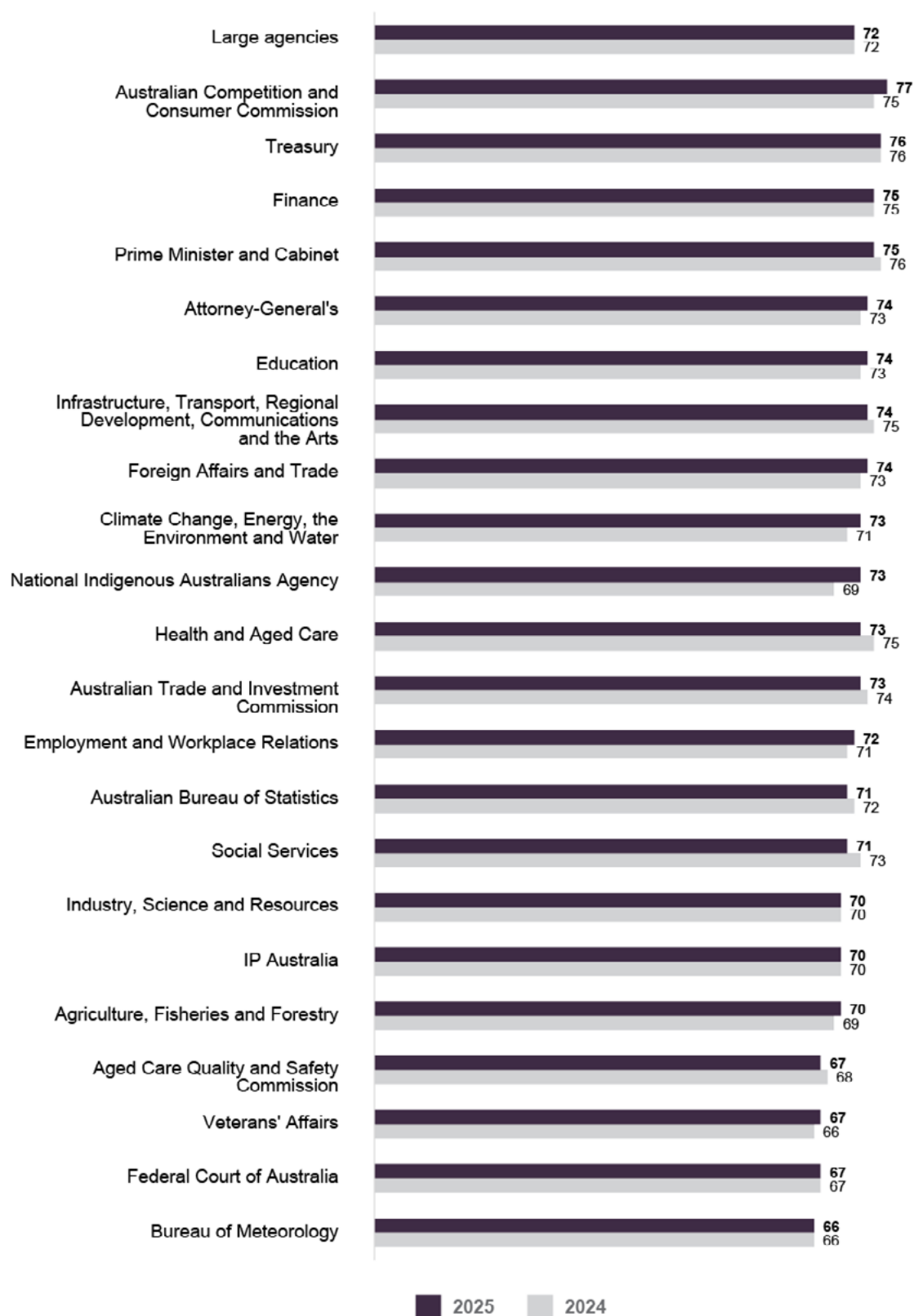
Table AB 23: SES Manager Index, for extra-large agencies (10,000+ employees)

Agency	SES Manager Index score	
	2024	2025
Extra-large agencies	68	70
National Disability Insurance Agency	70	72
Australian Taxation Office	70	71
Services Australia	67	70
Defence	68	68
Home Affairs	66	68

Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

Figure AB 24: SES Manager Index, for large agencies (1,001 to 10,000 employees)



Source: APS Employee Census

Note: Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. Health and Aged Care is now Health, Disability and Ageing. The Aged Care Quality and Safety Commission was a medium agency in 2024.

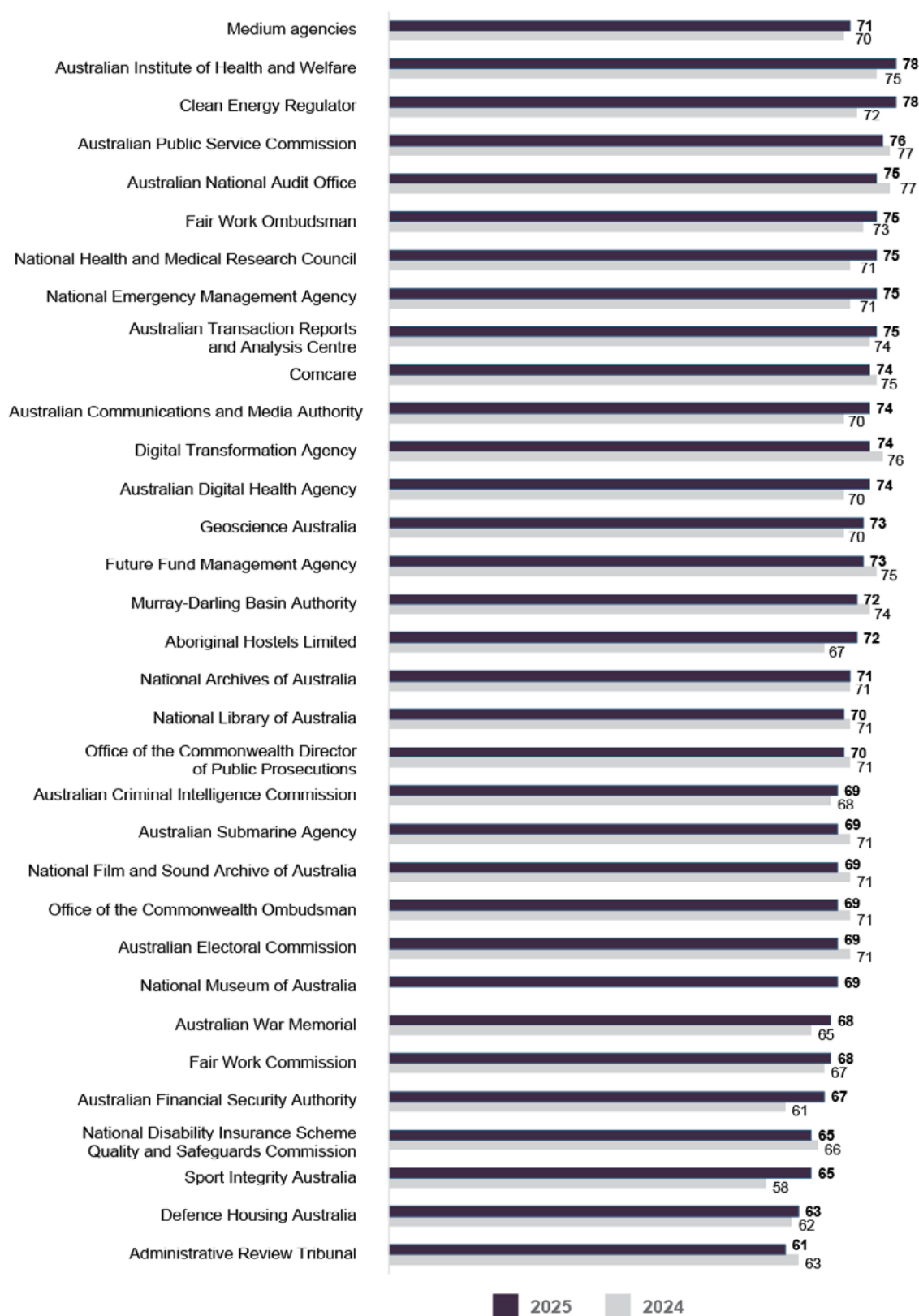
Table AB 24: SES Manager Index, for large agencies (1,001 to 10,000 employees)

Agency	SES Manager Index score	
	2024	2025
Large agencies	72	72
Australian Competition and Consumer Commission	75	77
Treasury	76	76
Finance	75	75
Prime Minister and Cabinet	76	75
Attorney-General's	73	74
Education	73	74
Infrastructure, Transport, Regional Development, Communications and the Arts	75	74
Foreign Affairs and Trade	73	74
Climate Change, Energy, the Environment and Water	71	73
National Indigenous Australians Agency	69	73
Health and Aged Care	75	73
Australian Trade and Investment Commission	74	73
Employment and Workplace Relations	71	72
Australian Bureau of Statistics	72	71
Social Services	73	71
Industry, Science and Resources	70	70
IP Australia	70	70
Agriculture, Fisheries and Forestry	69	70
Aged Care Quality and Safety Commission	68	67
Veterans' Affairs	66	67
Federal Court of Australia	67	67
Bureau of Meteorology	66	66

Source: APS Employee Census

Note: Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. Health and Aged Care is now Health, Disability and Ageing. The Aged Care Quality and Safety Commission was a medium agency in 2024.

Figure AB 25: SES Manager Index, for medium agencies (251 to 1,000 employees)



Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Film and Sound Archive of Australia, and the National Museum of Australia were small agencies in 2024. The National Museum of Australia did not have reportable results in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Table AB 25: SES Manager Index, for medium agencies (251 to 1,000 employees)

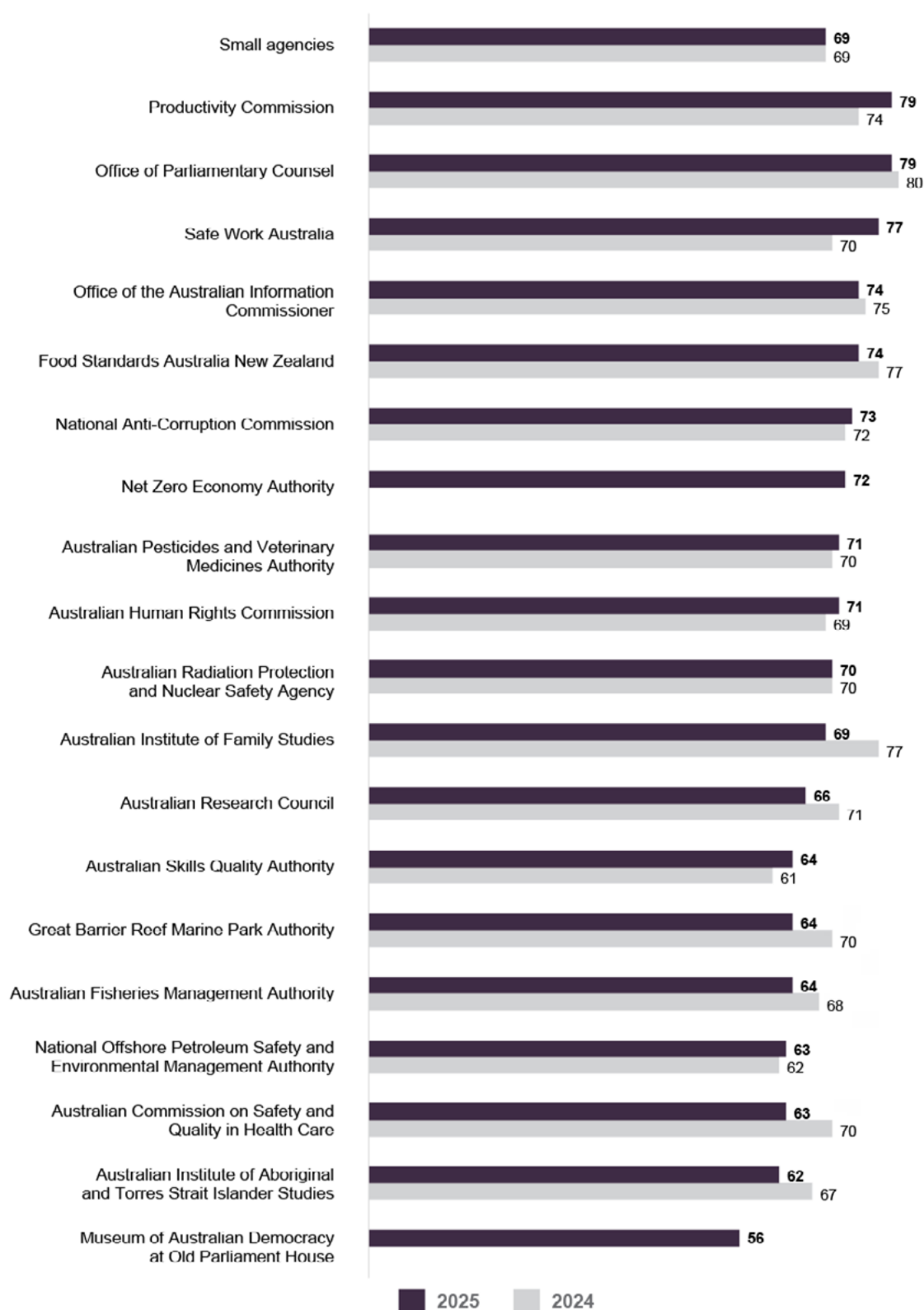
Agency	SES Manager Index score	
	2024	2025
Medium agencies	70	71
Australian Institute of Health and Welfare	75	78
Clean Energy Regulator	72	78
Australian Public Service Commission	77	76
Australian National Audit Office	77	75
Fair Work Ombudsman	73	75
National Health and Medical Research Council	71	75
National Emergency Management Agency	71	75
Australian Transaction Reports and Analysis Centre	74	75
Comcare	75	74
Australian Communications and Media Authority	70	74
Digital Transformation Agency	76	74
Australian Digital Health Agency	70	74
Geoscience Australia	70	73
Future Fund Management Agency	75	73
Murray-Darling Basin Authority	74	72
Aboriginal Hostels Limited	67	72
National Archives of Australia	71	71
National Library of Australia	71	70
Office of the Commonwealth Director of Public Prosecutions	71	70
Australian Criminal Intelligence Commission	68	69
Australian Submarine Agency	71	69
National Film and Sound Archive of Australia	71	69
Office of the Commonwealth Ombudsman	71	69
Australian Electoral Commission	71	69
National Museum of Australia	-	69
Australian War Memorial	65	68
Fair Work Commission	67	68

Agency	SES Manager Index score	
	2024	2025
Australian Financial Security Authority	61	67
National Disability Insurance Scheme Quality and Safeguards Commission	66	65
Sport Integrity Australia	58	65
Defence Housing Australia	62	63
Administrative Review Tribunal	63	61

Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Film and Sound Archive of Australia, and the National Museum of Australia were small agencies in 2024. The National Museum of Australia did not have reportable results in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Figure AB 26: SES Manager Index, for small agencies (101 to 250 employees)



Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024. The Museum of Australian Democracy at Old Parliament House did not have reportable results in 2024.

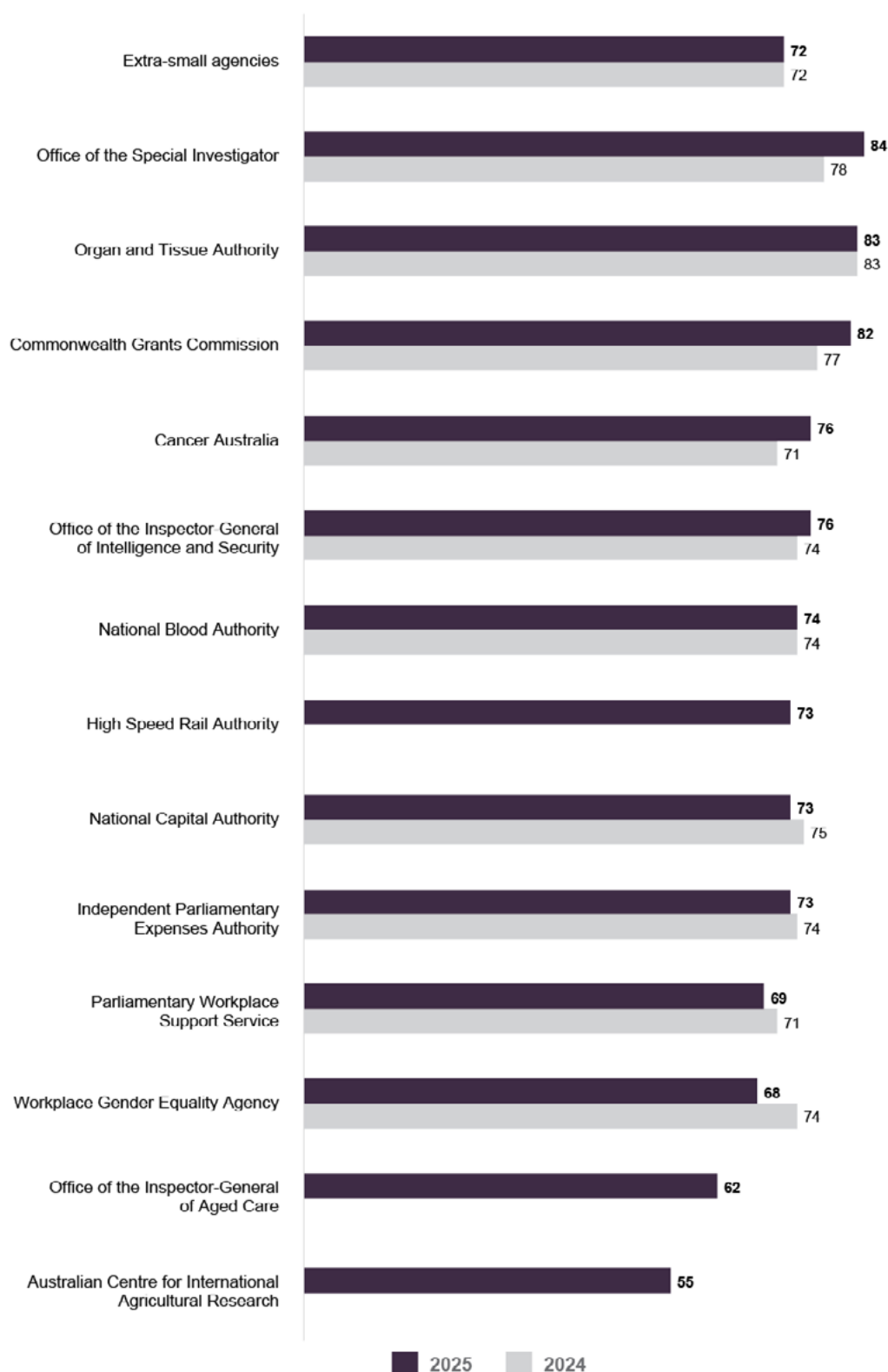
Table AB 26: SES Manager Index, for small agencies (101 to 250 employees)

Agency	SES Manager Index score	
	2024	2025
Small agencies	69	69
Productivity Commission	74	79
Office of Parliamentary Counsel	80	79
Safe Work Australia	70	77
Office of the Australian Information Commissioner	75	74
Food Standards Australia New Zealand	77	74
National Anti-Corruption Commission	72	73
Net Zero Economy Authority	-	72
Australian Pesticides and Veterinary Medicines Authority	70	71
Australian Human Rights Commission	69	71
Australian Radiation Protection and Nuclear Safety Agency	70	70
Australian Institute of Family Studies	77	69
Australian Research Council	71	66
Australian Skills Quality Authority	61	64
Great Barrier Reef Marine Park Authority	70	64
Australian Fisheries Management Authority	68	64
National Offshore Petroleum Safety and Environmental Management Authority	62	63
Australian Commission on Safety and Quality in Health Care	70	63
Australian Institute of Aboriginal and Torres Strait Islander Studies	67	62
Museum of Australian Democracy at Old Parliament House	-	56

Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024. The Museum of Australian Democracy at Old Parliament House did not have reportable results in 2024.

Figure AB 27: SES Manager Index, for extra-small agencies (20 to 100 employees)



Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. The Office of the Inspector-General of Aged Care and the Australian Centre for International Agricultural Research did not have reportable results in 2024.

Table AB 27: SES Manager Index, for extra-small agencies (20 to 100 employees)

Agency	SES Manager Index score	
	2024	2025
Extra-small agencies	72	72
Office of the Special Investigator	78	84
Organ and Tissue Authority	83	83
Commonwealth Grants Commission	77	82
Cancer Australia	71	76
Office of the Inspector-General of Intelligence and Security	74	76
National Blood Authority	74	74
High Speed Rail Authority	-	73
National Capital Authority	75	73
Independent Parliamentary Expenses Authority	74	73
Parliamentary Workplace Support Service	71	69
Workplace Gender Equality Agency	74	68
Office of the Inspector-General of Aged Care	-	62
Australian Centre for International Agricultural Research	-	55

Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. The Office of the Inspector-General of Aged Care and the Australian Centre for International Agricultural Research did not have reportable results in 2024.

Perceptions of immediate supervisors

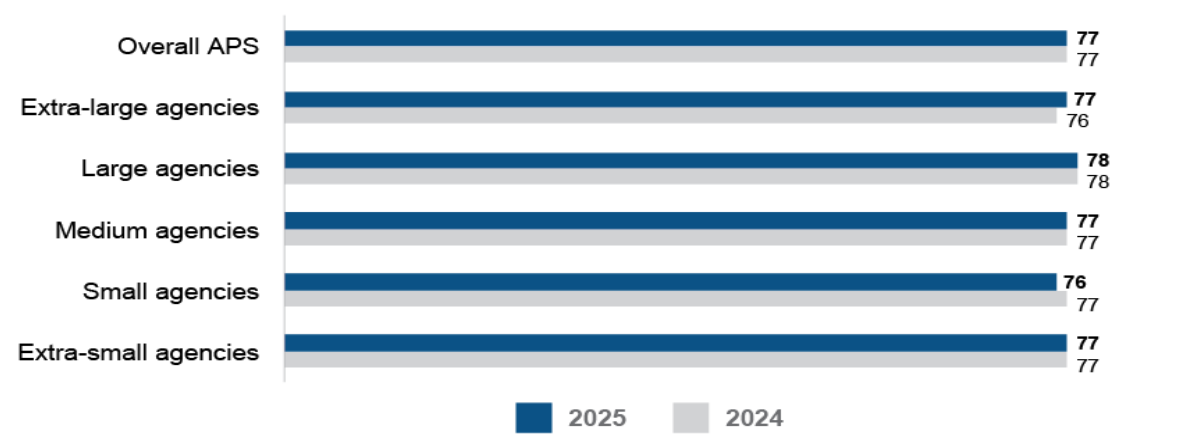
The Australian Public Service Employee Census Immediate Supervisor Index measures how employees view the leadership behaviours of their immediate supervisor.

APS Employee Census questions that contribute to the Immediate Supervisor Index are:

- My supervisor engages with staff on how to respond to future challenges.
- My supervisor can deliver difficult advice whilst maintaining relationships.
- My supervisor invites a range of views, including those different to their own.
- My supervisor encourages my team to regularly review and improve our work.
- My supervisor is invested in my development.
- My supervisor ensures that my workgroup delivers on what we are responsible for.

Figures AB 28 to AB 33 and tables AB 28 to AB 33 report on the index scores for agencies, by agency size, for APS respondents.

Figure AB 28: Immediate Supervisor Index, by agency size



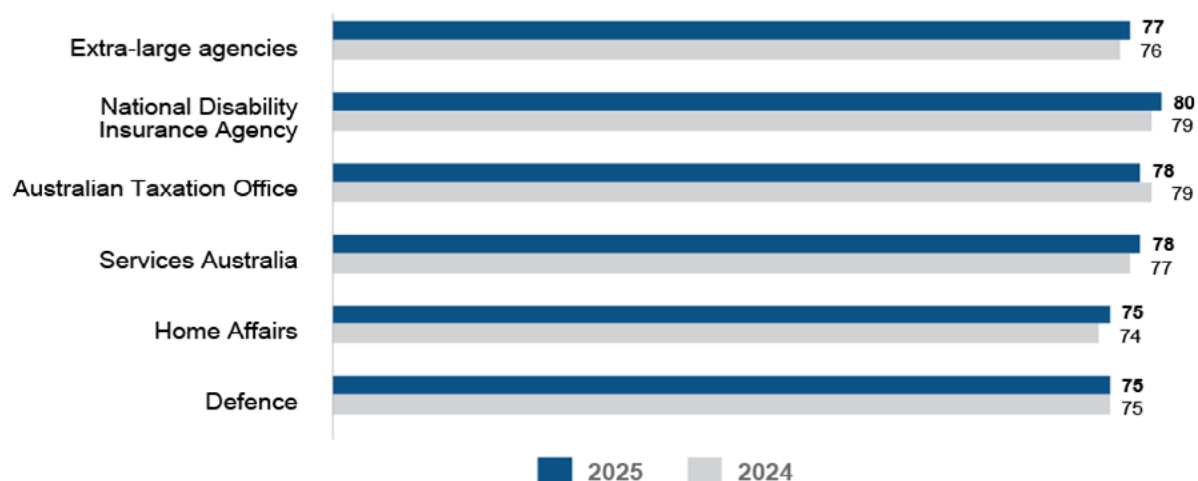
Source: APS Employee Census

Table AB 28: Immediate Supervisor Index, by agency size

Agency size	Immediate Supervisor Index score	
	2024	2025
Overall APS	77	77
Extra-large (10,000+ employees)	76	77
Large (1,001 to 10,000 employees)	78	78
Medium (251 to 1,000 employees)	77	77
Small (101 to 250 employees)	77	76
Extra-small (20 to 100 employees)	77	77

Source: APS Employee Census

Figure AB 29: Immediate Supervisor Index, for extra-large agencies (10,000+ employees)



Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

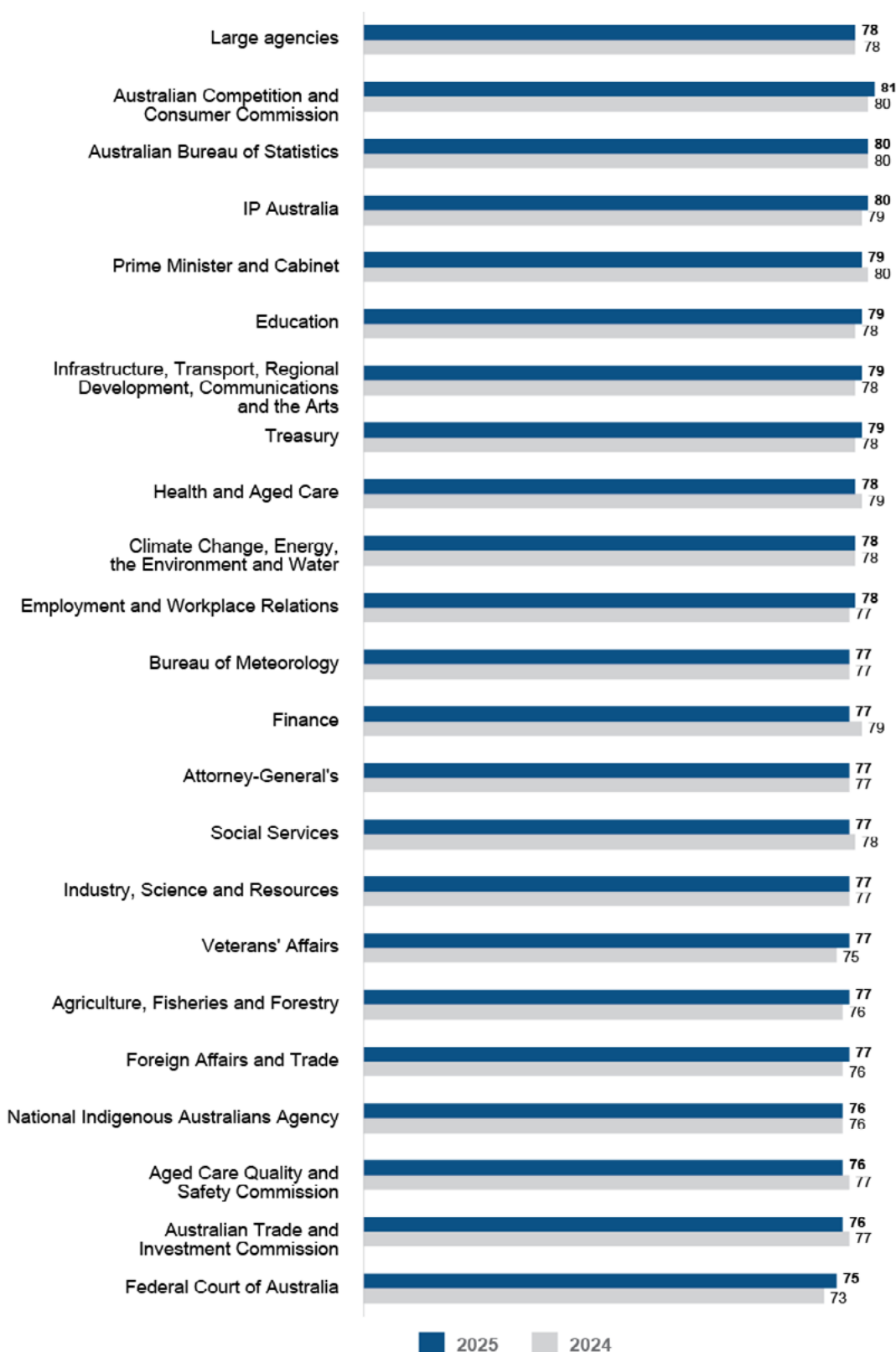
Table AB 29: Immediate Supervisor Index, for extra-large agencies (10,000+ employees)

Agency	Immediate Supervisor Index score	
	2024	2025
Extra-large agencies	76	77
National Disability Insurance Agency	79	80
Australian Taxation Office	79	78
Services Australia	77	78
Home Affairs	74	75
Defence	75	75

Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

Figure AB 30: Immediate Supervisor Index, for large agencies (1,001 to 10,000 employees)



Source: APS Employee Census

Note: Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. Health and Aged Care is now Health, Disability and Ageing. The Aged Care Quality and Safety Commission was a medium agency in 2024.

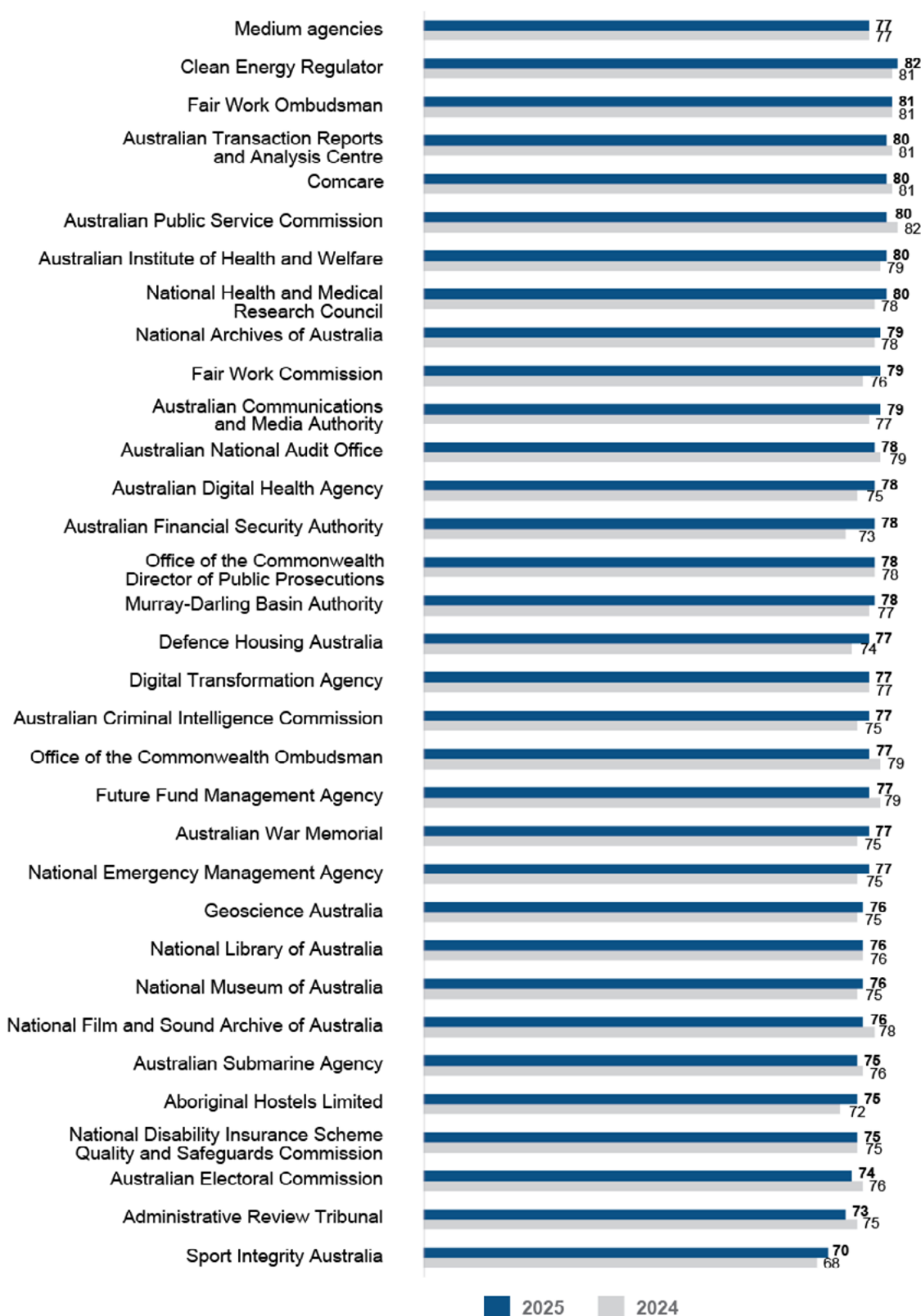
Table AB 30: Immediate Supervisor Index, for large agencies (1,001 to 10,000 employees)

Agency	Immediate Supervisor Index score	
	2024	2025
Large agencies	78	78
Australian Competition and Consumer Commission	80	81
Australian Bureau of Statistics	80	80
IP Australia	79	80
Prime Minister and Cabinet	80	79
Education	78	79
Infrastructure, Transport, Regional Development, Communications and the Arts	78	79
Treasury	78	79
Health and Aged Care	79	78
Climate Change, Energy, the Environment and Water	78	78
Employment and Workplace Relations	77	78
Bureau of Meteorology	77	77
Finance	79	77
Attorney-General's	77	77
Social Services	78	77
Industry, Science and Resources	77	77
Veterans' Affairs	75	77
Agriculture, Fisheries and Forestry	76	77
Foreign Affairs and Trade	76	77
National Indigenous Australians Agency	76	76
Aged Care Quality and Safety Commission	77	76
Australian Trade and Investment Commission	77	76
Federal Court of Australia	73	75

Source: APS Employee Census

Note: Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. Health and Aged Care is now Health, Disability and Ageing. The Aged Care Quality and Safety Commission was a medium agency in 2024.

Figure AB 31: Immediate Supervisor Index, for medium agencies (251 to 1,000 employees)



Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Museum of Australia, and the National Film and Sound Archive of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Table AB 31: Immediate Supervisor Index, for medium agencies (251 to 1,000 employees)

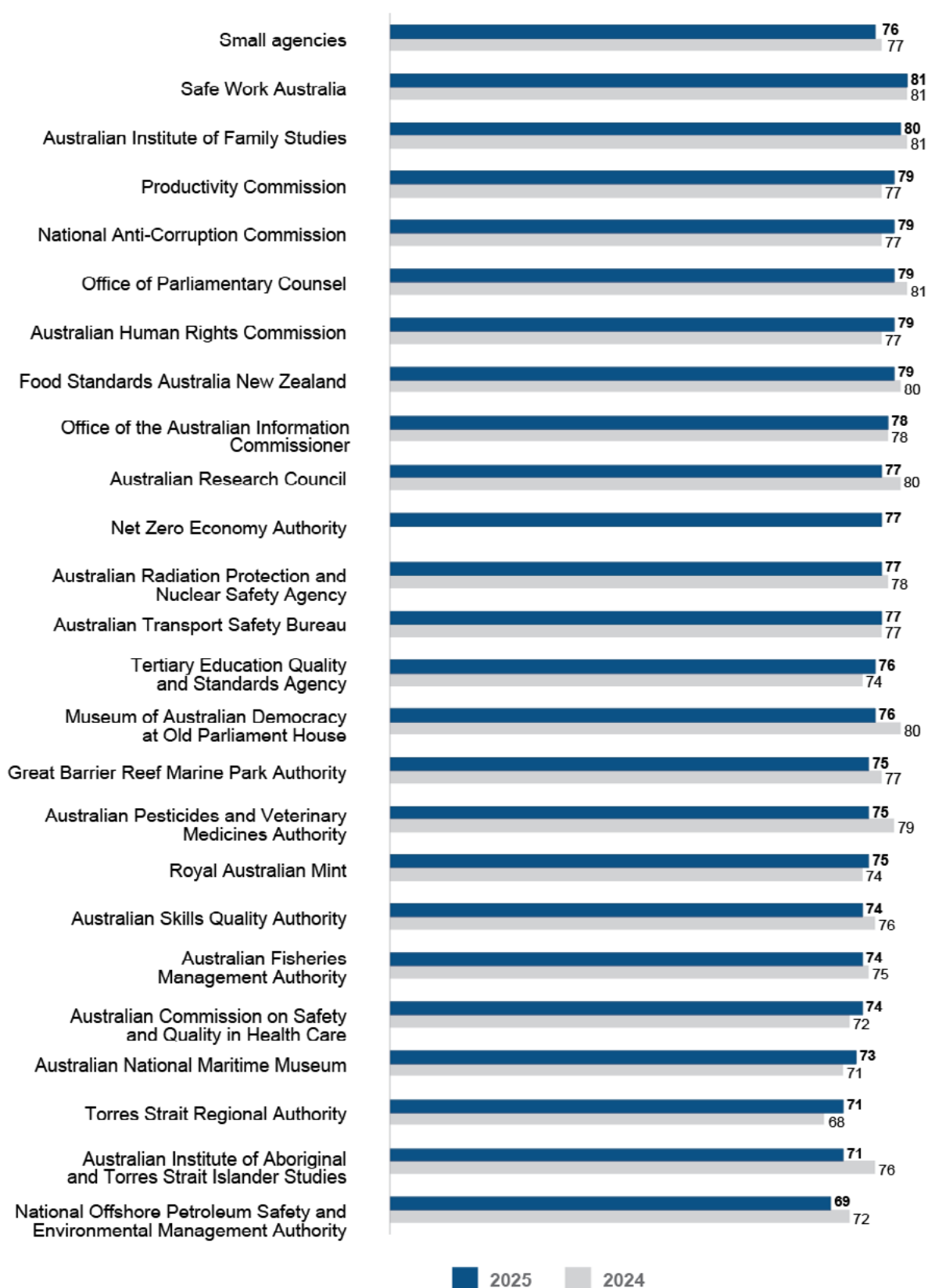
Agency	Immediate Supervisor Index score	
	2024	2025
Medium agencies	77	77
Clean Energy Regulator	81	82
Fair Work Ombudsman	81	81
Australian Transaction Reports and Analysis Centre	81	80
Comcare	81	80
Australian Public Service Commission	82	80
Australian Institute of Health and Welfare	79	80
National Health and Medical Research Council	78	80
National Archives of Australia	78	79
Fair Work Commission	76	79
Australian Communications and Media Authority	77	79
Australian National Audit Office	79	78
Australian Digital Health Agency	75	78
Australian Financial Security Authority	73	78
Office of the Commonwealth Director of Public Prosecutions	78	78
Murray-Darling Basin Authority	77	78
Defence Housing Australia	74	77
Digital Transformation Agency	77	77
Australian Criminal Intelligence Commission	75	77
Office of the Commonwealth Ombudsman	79	77
Future Fund Management Agency	79	77
Australian War Memorial	75	77
National Emergency Management Agency	75	77
Geoscience Australia	75	76
National Library of Australia	76	76
National Museum of Australia	75	76
National Film and Sound Archive of Australia	78	76
Australian Submarine Agency	76	75

Agency	Immediate Supervisor Index score	
	2024	2025
Aboriginal Hostels Limited	72	75
National Disability Insurance Scheme Quality and Safeguards Commission	75	75
Australian Electoral Commission	76	74
Administrative Review Tribunal	75	73
Sport Integrity Australia	68	70

Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Museum of Australia, and the National Film and Sound Archive of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Figure AB 32: Immediate Supervisor Index, for small agencies (101 to 250 employees)



Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Museum of Australian Democracy at Old Parliament House and the Australian Commission on Safety and Quality in Health Care were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024.

Table AB 32: Immediate Supervisor Index, for small agencies (101 to 250 employees)

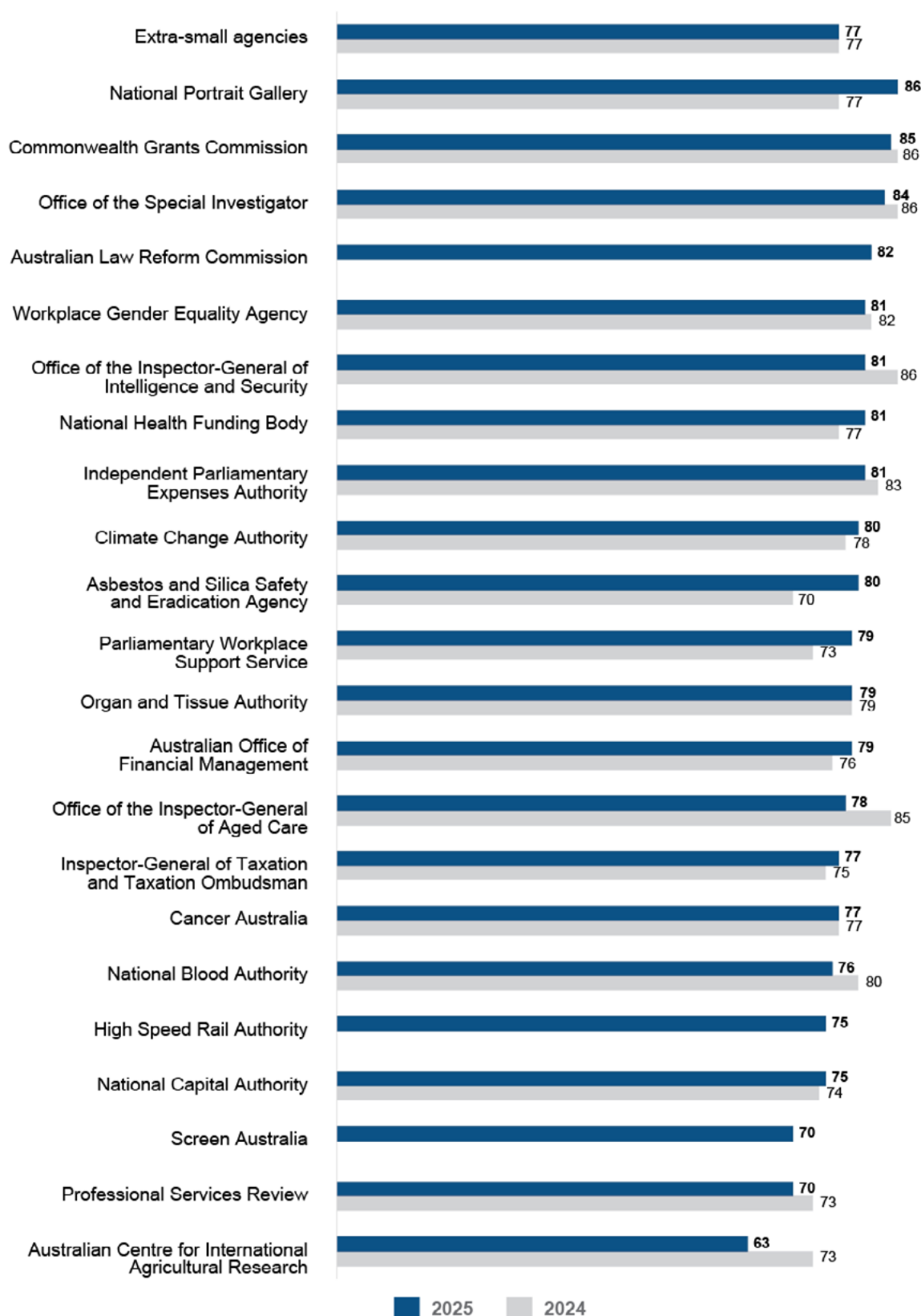
Agency	Immediate Supervisor Index score	
	2024	2025
Small agencies	77	76
Safe Work Australia	81	81
Australian Institute of Family Studies	81	80
Productivity Commission	77	79
National Anti-Corruption Commission	77	79
Office of Parliamentary Counsel	81	79
Australian Human Rights Commission	77	79
Food Standards Australia New Zealand	80	79
Office of the Australian Information Commissioner	78	78
Australian Research Council	80	77
Net Zero Economy Authority	-	77
Australian Radiation Protection and Nuclear Safety Agency	78	77
Australian Transport Safety Bureau	77	77
Tertiary Education Quality and Standards Agency	74	76
Museum of Australian Democracy at Old Parliament House	80	76
Great Barrier Reef Marine Park Authority	77	75
Australian Pesticides and Veterinary Medicines Authority	79	75
Royal Australian Mint	74	75
Australian Skills Quality Authority	76	74
Australian Fisheries Management Authority	75	74
Australian Commission on Safety and Quality in Health Care	72	74
Australian National Maritime Museum	71	73
Torres Strait Regional Authority	68	71

Agency	Immediate Supervisor Index score	
	2024	2025
Australian Institute of Aboriginal and Torres Strait Islander Studies	76	71
National Offshore Petroleum Safety and Environmental Management Authority	72	69

Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Museum of Australian Democracy at Old Parliament House and the Australian Commission on Safety and Quality in Health Care were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024.

Figure AB 33: Immediate Supervisor Index, for extra-small agencies (20 to 100 employees)



Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The Australian Law Reform Commission and Screen Australia did not have reportable results in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024.

Table AB 33: Immediate Supervisor Index, for extra-small agencies (20 to 100 employees)

Agency	Immediate Supervisor Index score	
	2024	2025
Extra-small agencies	77	77
National Portrait Gallery	77	86
Commonwealth Grants Commission	86	85
Office of the Special Investigator	86	84
Australian Law Reform Commission	-	82
Workplace Gender Equality Agency	82	81
Office of the Inspector-General of Intelligence and Security	86	81
National Health Funding Body	77	81
Independent Parliamentary Expenses Authority	83	81
Climate Change Authority	78	80
Asbestos and Silica Safety and Eradication Agency	70	80
Parliamentary Workplace Support Service	73	79
Organ and Tissue Authority	79	79
Australian Office of Financial Management	76	79
Office of the Inspector-General of Aged Care	85	78
Inspector-General of Taxation and Taxation Ombudsman	75	77
Cancer Australia	77	77
National Blood Authority	80	76
High Speed Rail Authority	-	75
National Capital Authority	74	75
Screen Australia	-	70
Professional Services Review	73	70
Australian Centre for International Agricultural Research	73	63

Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The Australian Law Reform Commission and Screen Australia did not have reportable results in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024.

Bullying and harassment

The Australian Public Service Employee Census measures employee perceptions of bullying and harassment. Responses to the question 'During the last 12 months, have you been subjected to bullying or harassment in your current workplace?' are summarised here.

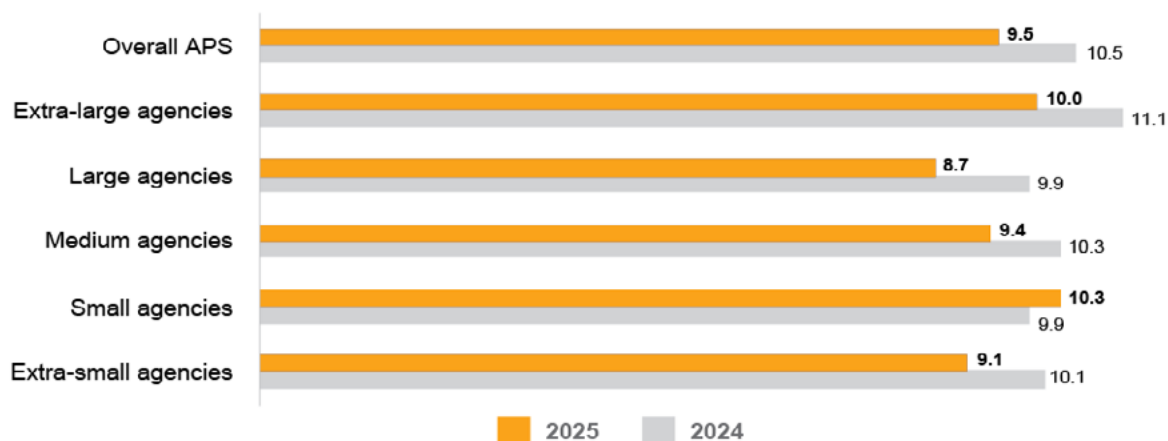
For the purposes of the APS Employee Census, these definitions were used:

- **Bullying:** A worker is bullied at work if, while at work, an individual or group of individuals repeatedly behaves unreasonably towards the worker, or group of workers of which the worker is a member, and that behaviour creates a risk to health and safety. To avoid doubt, this does not apply to reasonable management action carried out in a reasonable way.
- **Harassment:** Workplace harassment entails offensive, belittling or threatening behaviour directed at an individual or group. The behaviour is unwelcome, unsolicited, usually unreciprocated and usually, but not always, repeated. Reasonable management action carried out in a reasonable way is not workplace harassment.

Figures AB 34 to AB 39 and tables AB 34 to AB 39 present Census results, by agency size, for APS respondents.

This data represents the percentage of respondents who perceived bullying or harassment in their current workplace.

Figure AB 34: Perceptions of bullying and harassment, by agency size



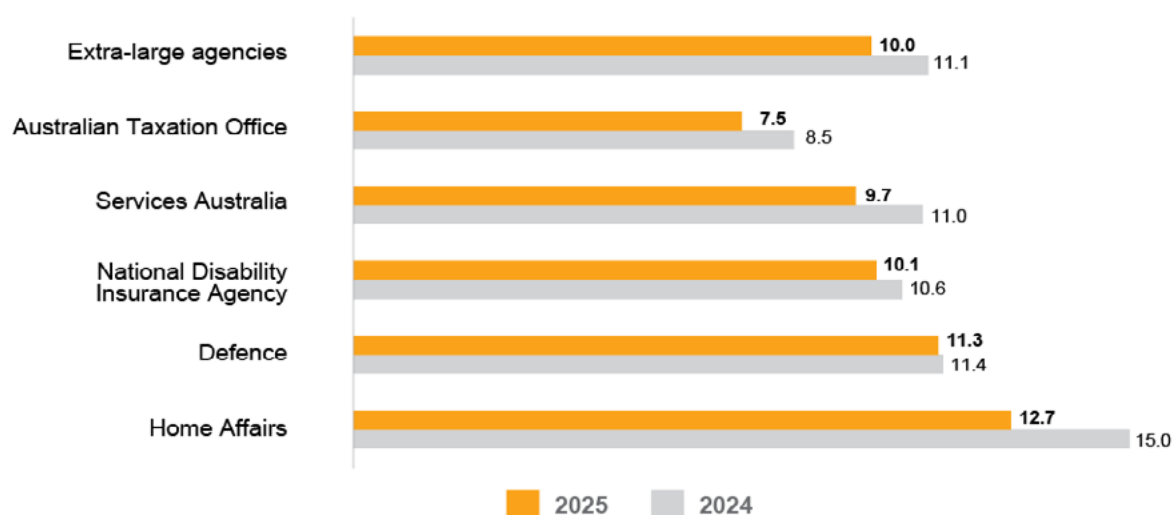
Source: APS Employee Census

Table AB 34: Perceptions of bullying and harassment, by agency size

Agency size	% of respondents who perceived bullying or harassment in their current workplace	
	2024	2025
Overall APS	10.5	9.5
Extra-large (10,000+ employees)	11.1	10.0
Large (1,001 to 10,000 employees)	9.9	8.7
Medium (251 to 1,000 employees)	10.3	9.4
Small (101 to 250 employees)	9.9	10.3
Extra-small (20 to 100 employees)	10.1	9.1

Source: APS Employee Census

Figure AB 35: Perceptions of bullying and harassment, for extra-large agencies (10,000+ employees)



Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

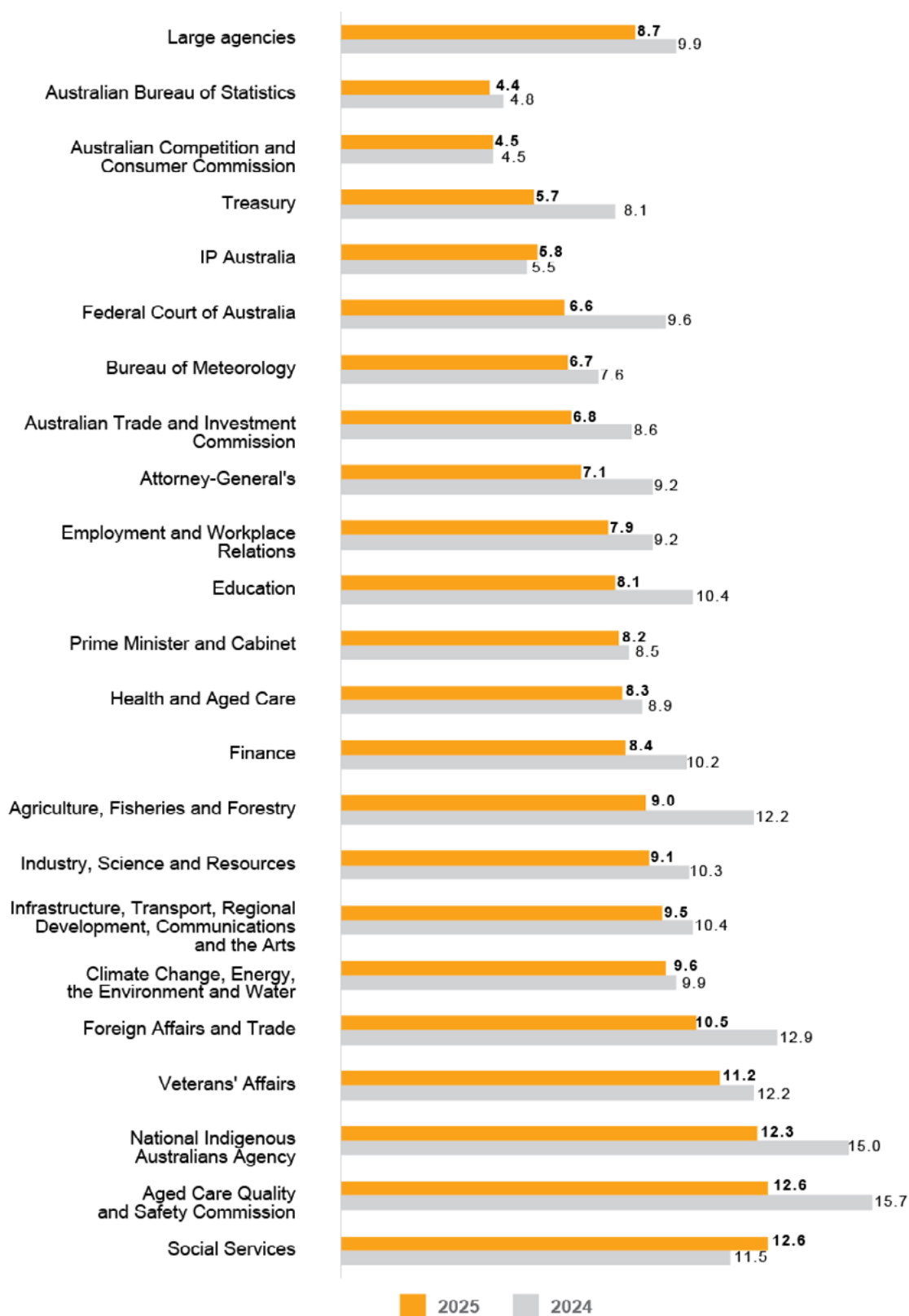
**Table AB 35: Perceptions of bullying and harassment, for extra-large agencies
(10,000+ employees)**

Agency	% of respondents who perceived bullying or harassment in their current workplace	
	2024	2025
Extra-large agencies	11.1	10.0
Australian Taxation Office	8.5	7.5
Services Australia	11.0	9.7
National Disability Insurance Agency	10.6	10.1
Defence	11.4	11.3
Home Affairs	15.0	12.7

Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

Figure AB 36: Perceptions of bullying and harassment, for large agencies (1,001 to 10,000 employees)



Source: APS Employee Census

Note: Health and Aged Care is now Health, Disability and Ageing. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. The Aged Care Quality and Safety Commission was a medium agency in 2024.

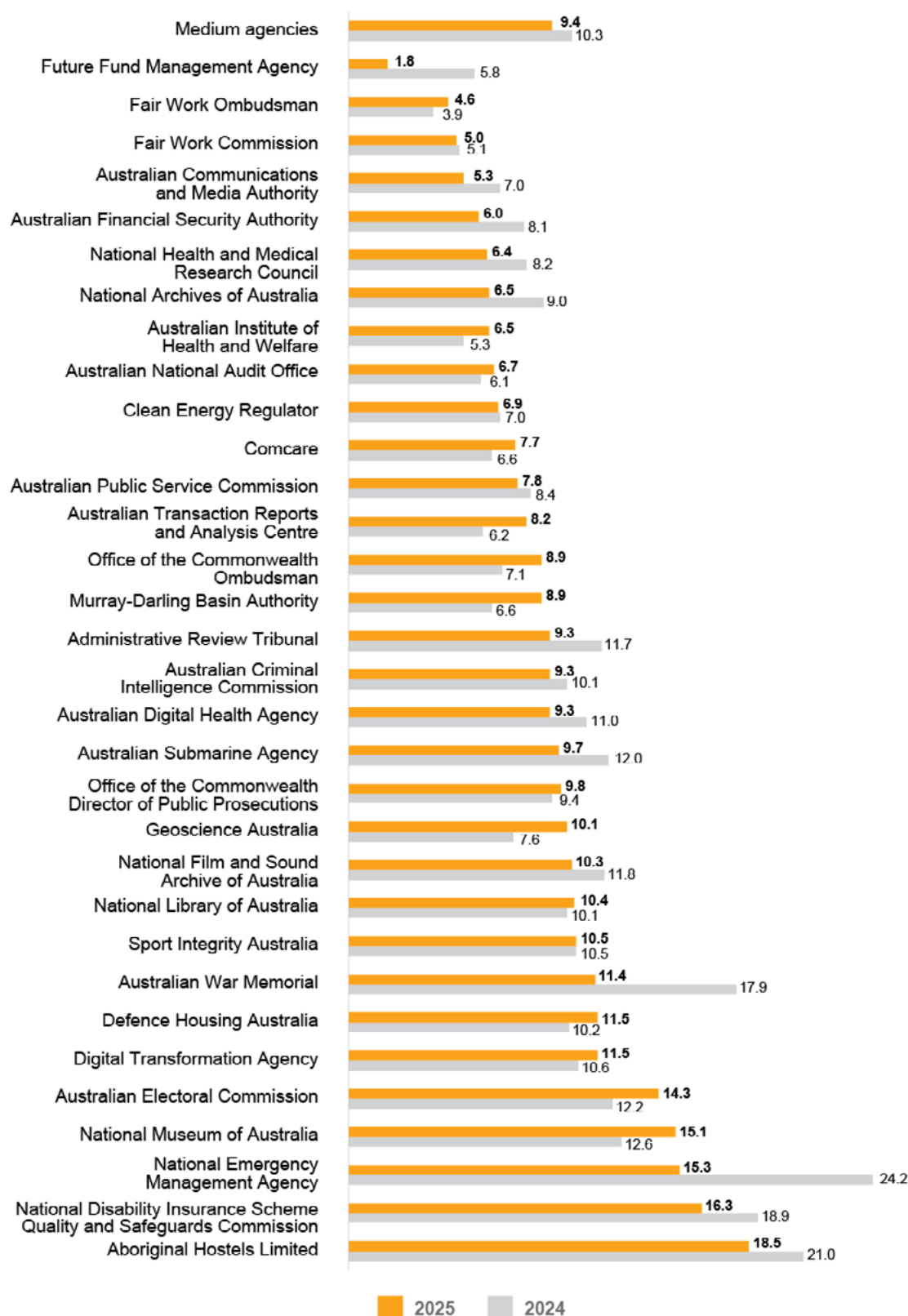
**Table AB 36: Perceptions of bullying and harassment, for large agencies
(1,001 to 10,000 employees)**

Agency	% of respondents who perceived bullying or harassment in their current workplace	
	2024	2025
Large agencies	9.9	8.7
Australian Bureau of Statistics	4.8	4.4
Australian Competition and Consumer Commission	4.5	4.5
Treasury	8.1	5.7
IP Australia	5.5	5.8
Federal Court of Australia	9.6	6.6
Bureau of Meteorology	7.6	6.7
Australian Trade and Investment Commission	8.6	6.8
Attorney-General's	9.2	7.1
Employment and Workplace Relations	9.2	7.9
Education	10.4	8.1
Prime Minister and Cabinet	8.5	8.2
Health and Aged Care	8.9	8.3
Finance	10.2	8.4
Agriculture, Fisheries and Forestry	12.2	9.0
Industry, Science and Resources	10.3	9.1
Infrastructure, Transport, Regional Development, Communications and the Arts	10.4	9.5
Climate Change, Energy, the Environment and Water	9.9	9.6
Foreign Affairs and Trade	12.9	10.5
Veterans' Affairs	12.2	11.2
National Indigenous Australians Agency	15.0	12.3
Aged Care Quality and Safety Commission	15.7	12.6
Social Services	11.5	12.6

Source: APS Employee Census

Note: Health and Aged Care is now Health, Disability and Ageing. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. The Aged Care Quality and Safety Commission was a medium agency in 2024.

Figure AB 37: Perceptions of bullying and harassment, for medium agencies (251 to 1,000 employees)



Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Film and Sound Archive of Australia and the National Museum of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

**Table AB 37: Perceptions of bullying and harassment, for medium agencies
(251 to 1,000 employees)**

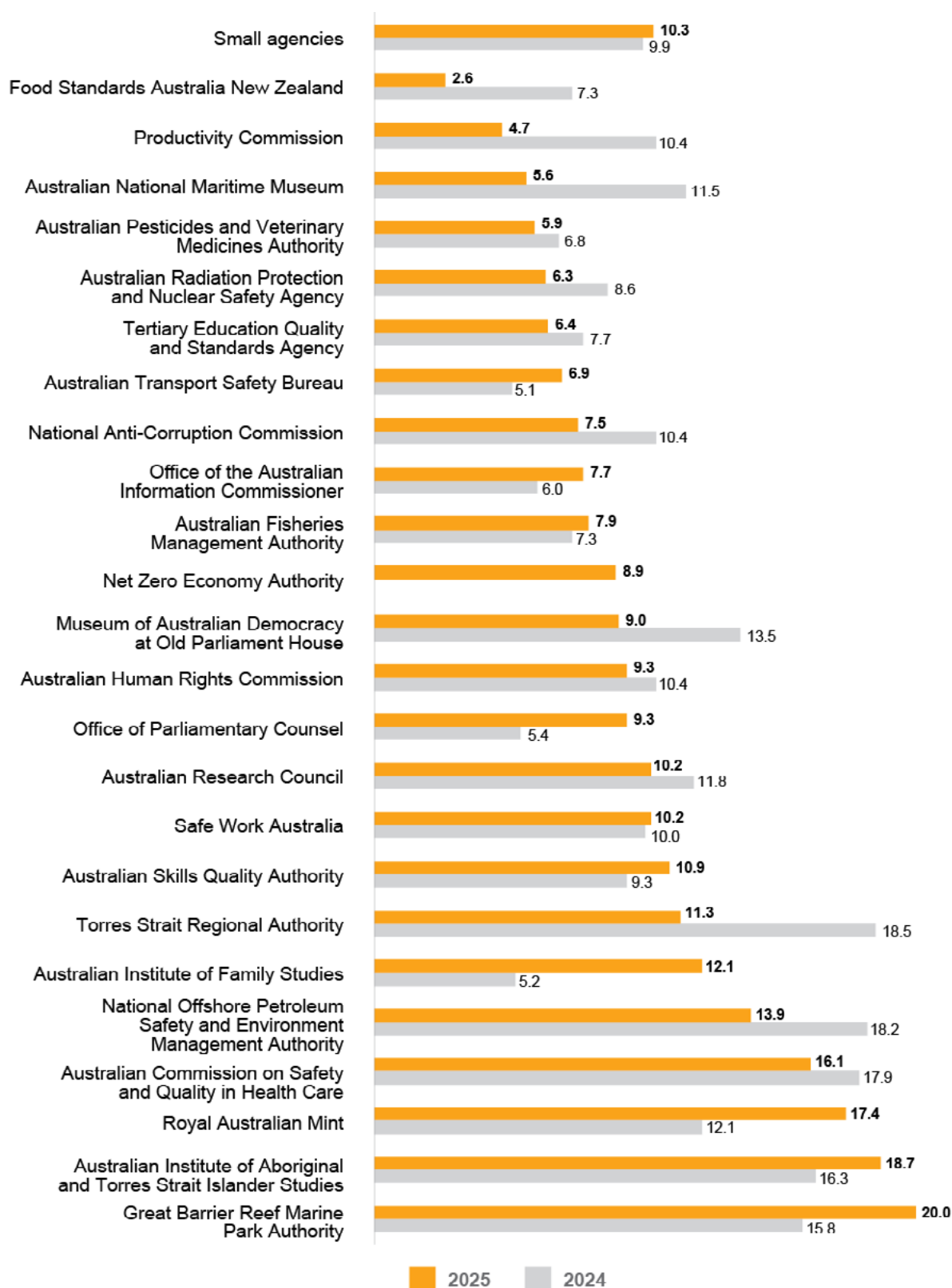
Agency	% of respondents who perceived bullying or harassment in their current workplace	
	2024	2025
Medium agencies	10.3	9.4
Future Fund Management Agency	5.8	1.8
Fair Work Ombudsman	3.9	4.6
Fair Work Commission	5.1	5.0
Australian Communications and Media Authority	7.0	5.3
Australian Financial Security Authority	8.1	6.0
National Health and Medical Research Council	8.2	6.4
National Archives of Australia	9.0	6.5
Australian Institute of Health and Welfare	5.3	6.5
Australian National Audit Office	6.1	6.7
Clean Energy Regulator	7.0	6.9
Comcare	6.6	7.7
Australian Public Service Commission	8.4	7.8
Australian Transaction Reports and Analysis Centre	6.2	8.2
Office of the Commonwealth Ombudsman	7.1	8.9
Murray-Darling Basin Authority	6.6	8.9
Administrative Review Tribunal	11.7	9.3
Australian Criminal Intelligence Commission	10.1	9.3
Australian Digital Health Agency	11.0	9.3
Australian Submarine Agency	12.0	9.7
Office of the Commonwealth Director of Public Prosecutions	9.4	9.8
Geoscience Australia	7.6	10.1
National Film and Sound Archive of Australia	11.8	10.3
National Library of Australia	10.1	10.4
Sport Integrity Australia	10.5	10.5
Australian War Memorial	17.9	11.4
Defence Housing Australia	10.2	11.5

Agency	% of respondents who perceived bullying or harassment in their current workplace	
	2024	2025
Digital Transformation Agency	10.6	11.5
Australian Electoral Commission	12.2	14.3
National Museum of Australia	12.6	15.1
National Emergency Management Agency	24.2	15.3
National Disability Insurance Scheme Quality and Safeguards Commission	18.9	16.3
Aboriginal Hostels Limited	21.0	18.5

Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Film and Sound Archive of Australia and the National Museum of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Figure AB 38: Perceptions of bullying and harassment, for small agencies (101 to 250 employees)



Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Museum of Australian Democracy at Old Parliament House and the Australian Commission on Safety and Quality in Health Care were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024.

**Table AB 38: Perceptions of bullying and harassment, for small agencies
(101 to 250 employees)**

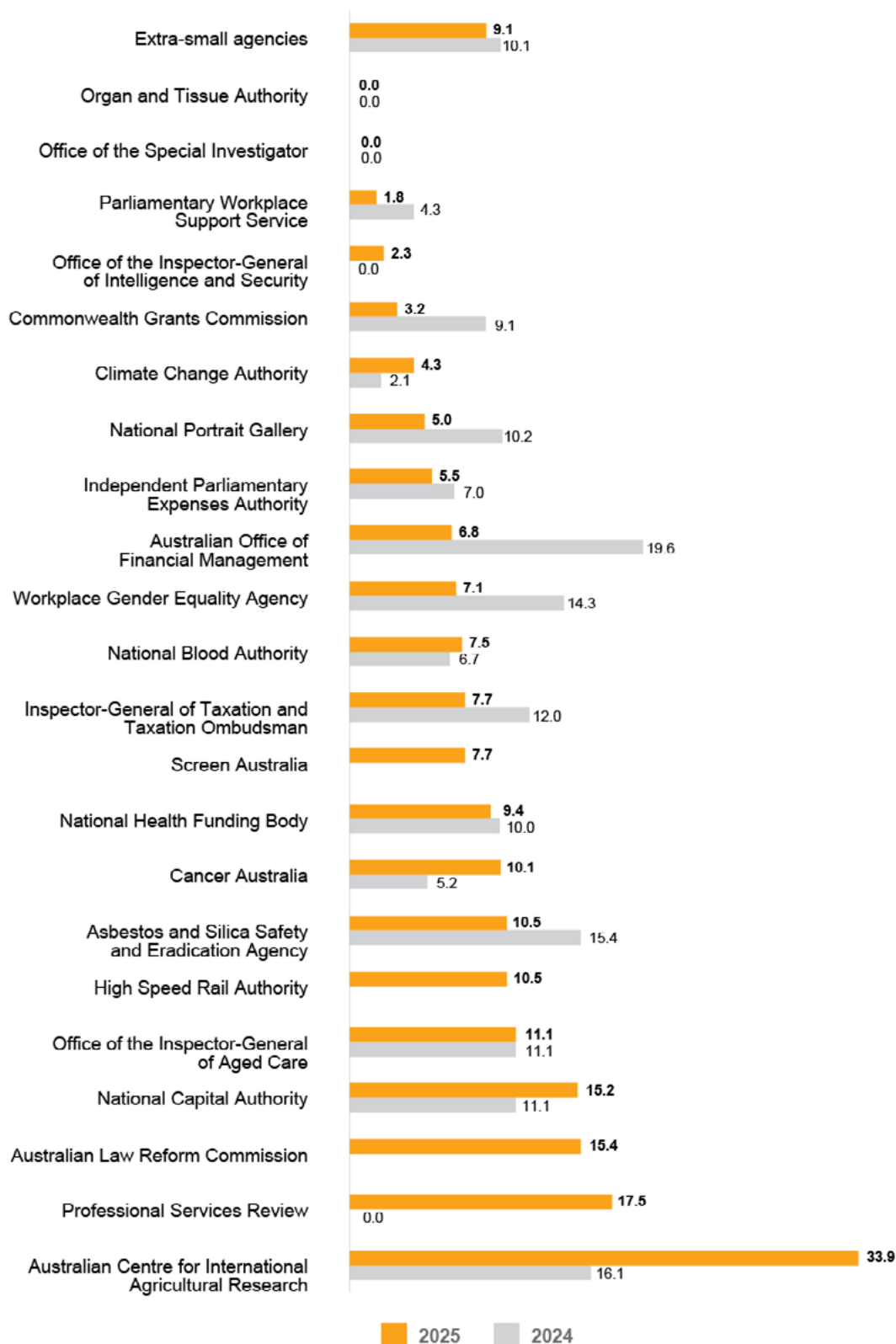
Agency	% of respondents who perceived bullying or harassment in their current workplace	
	2024	2025
Small agencies	9.9	10.3
Food Standards Australia New Zealand	7.3	2.6
Productivity Commission	10.4	4.7
Australian National Maritime Museum	11.5	5.6
Australian Pesticides and Veterinary Medicines Authority	6.8	5.9
Australian Radiation Protection and Nuclear Safety Agency	8.6	6.3
Tertiary Education Quality and Standards Agency	7.7	6.4
Australian Transport Safety Bureau	5.1	6.9
National Anti-Corruption Commission	10.4	7.5
Office of the Australian Information Commissioner	6.0	7.7
Australian Fisheries Management Authority	7.3	7.9
Net Zero Economy Authority	-	8.9
Museum of Australian Democracy at Old Parliament House	13.5	9.0
Australian Human Rights Commission	10.4	9.3
Office of Parliamentary Counsel	5.4	9.3
Australian Research Council	11.8	10.2
Safe Work Australia	10.0	10.2
Australian Skills Quality Authority	9.3	10.9
Torres Strait Regional Authority	18.5	11.3
Australian Institute of Family Studies	5.2	12.1
National Offshore Petroleum Safety and Environmental Management Authority	18.2	13.9
Australian Commission on Safety and Quality in Health Care	17.9	16.1
Royal Australian Mint	12.1	17.4

Agency	% of respondents who perceived bullying or harassment in their current workplace	
	2024	2025
Australian Institute of Aboriginal and Torres Strait Islander Studies	16.3	18.7
Great Barrier Reef Marine Park Authority	15.8	20.0

Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Museum of Australian Democracy at Old Parliament House and the Australian Commission on Safety and Quality in Health Care were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024.

Figure AB 39: Perceptions of bullying and harassment, for extra-small agencies (20 to 100 employees)



Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

Table AB 39: Perceptions of bullying and harassment, for extra-small agencies (20 to 100 employees)

Agency	% of respondents who perceived bullying or harassment in their current workplace	
	2024	2025
Extra-small agencies	10.1	9.1
Organ and Tissue Authority	0.0	0.0
Office of the Special Investigator	0.0	0.0
Parliamentary Workplace Support Service	4.3	1.8
Office of the Inspector-General of Intelligence and Security	0.0	2.3
Commonwealth Grants Commission	9.1	3.2
Climate Change Authority	2.1	4.3
National Portrait Gallery	10.2	5.0
Independent Parliamentary Expenses Authority	7.0	5.5
Australian Office of Financial Management	19.6	6.8
Workplace Gender Equality Agency	14.3	7.1
National Blood Authority	6.7	7.5
Inspector-General of Taxation and Taxation Ombudsman	12.0	7.7
Screen Australia	-	7.7
National Health Funding Body	10.0	9.4
Cancer Australia	5.2	10.1
Asbestos and Silica Safety and Eradication Agency	15.4	10.5
High Speed Rail Authority	-	10.5
Office of the Inspector-General of Aged Care	11.1	11.1
National Capital Authority	11.1	15.2
Australian Law Reform Commission	-	15.4
Professional Services Review	0.0	17.5
Australian Centre for International Agricultural Research	16.1	33.9

Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

Perceptions of wellbeing policies and support

Wellbeing of employees has long been a focus of the Australian Public Service. As employers, APS agencies have obligations under the Work Health and Safety Act 2011. Beyond these obligations, strong employee wellbeing drives engagement, collaboration and the high performance of individuals, teams and organisations.

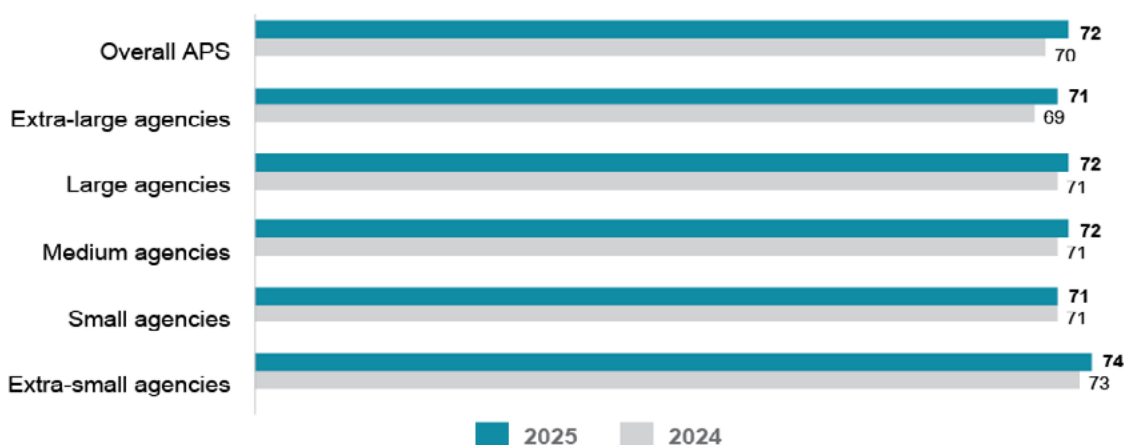
The APS Employee Census Wellbeing Policies and Support Index measures both the practical and cultural elements that support a sustainable and healthy working environment.

APS Employee Census questions that contribute to the Wellbeing Policies and Support Index are:

- I am satisfied with the policies/practices in place to help me manage my health and wellbeing.
- My agency does a good job of communicating what it can offer me in terms of health and wellbeing.
- My agency does a good job of promoting health and wellbeing.
- I think my agency cares about my health and wellbeing.
- I believe my immediate supervisor cares about my health and wellbeing.

Figures AB 40 to AB 45 and tables AB 40 to AB 45 report on Wellbeing Policies and Support Index scores for agencies, by agency size, for APS respondents.

Figure AB 40: Wellbeing Policies and Support Index, by agency size



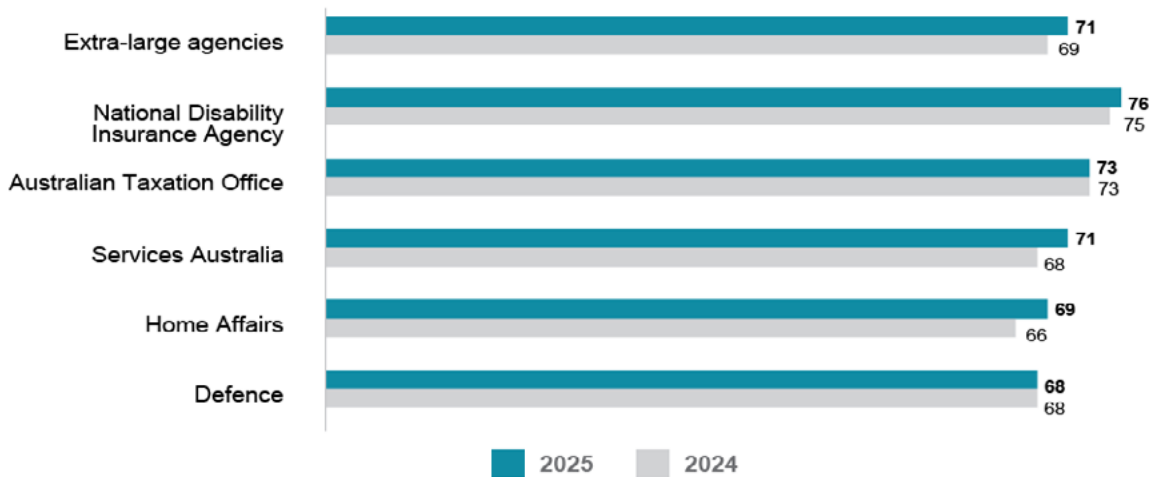
Source: APS Employee Census

Table AB 40: Wellbeing Policies and Support Index, by agency size

Agency size	Wellbeing Policies and Support Index score	
	2024	2025
Overall APS	70	72
Extra-large (10,000+ employees)	69	71
Large (1,001 to 10,000 employees)	71	72
Medium (251 to 1,000 employees)	71	72
Small (101 to 250 employees)	71	71
Extra-small (20 to 100 employees)	73	74

Source: APS Employee Census

Figure AB 41: Wellbeing Policies and Support Index, for extra-large agencies (10,000+ employees)



Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

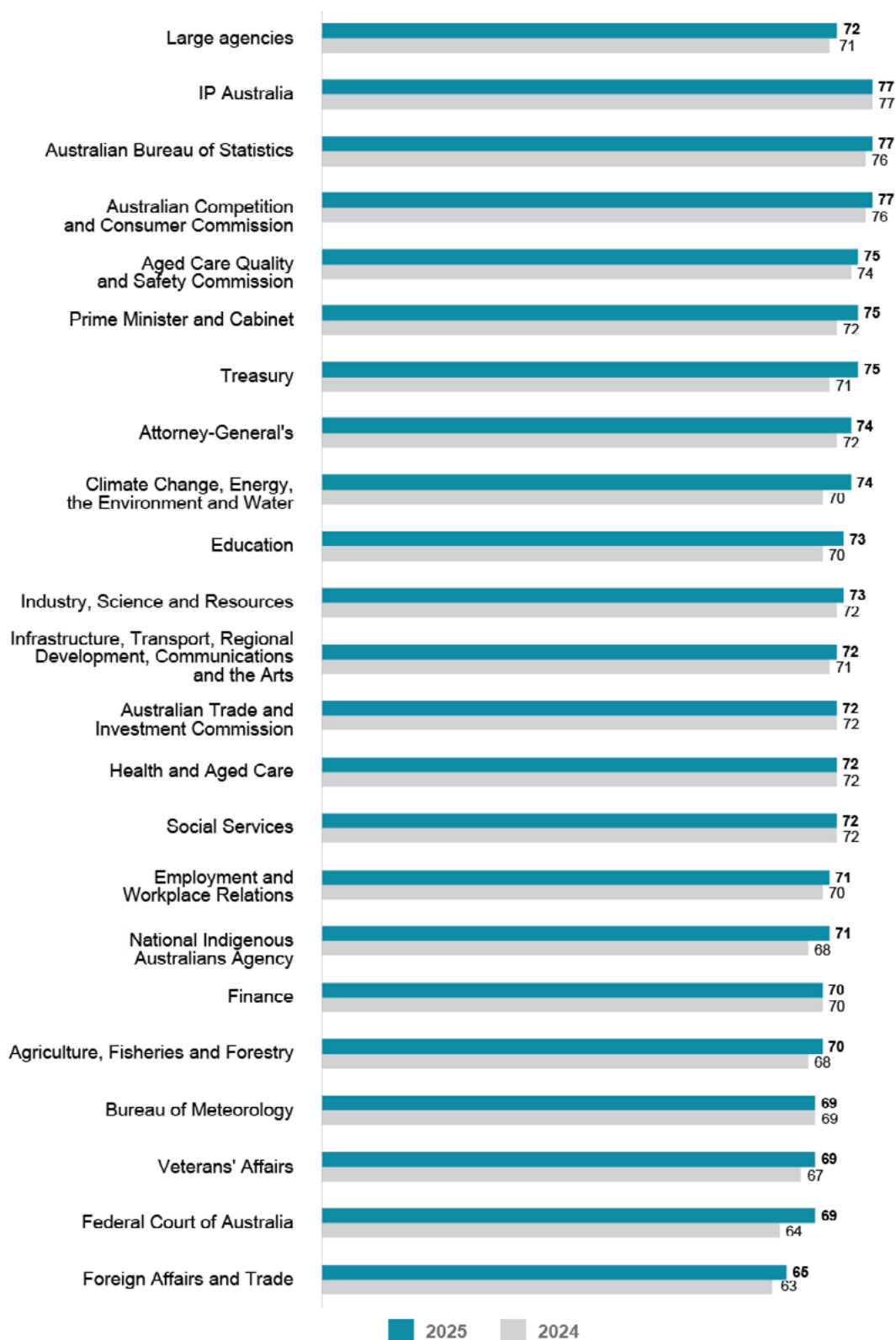
Table AB 41: Wellbeing Policies and Support Index, for extra-large agencies (10,000+ employees)

Agency	Wellbeing Policies and Support Index score	
	2024	2025
Extra-large agencies	69	71
National Disability Insurance Agency	75	76
Australian Taxation Office	73	73
Services Australia	68	71
Home Affairs	66	69
Defence	68	68

Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

**Figure AB 42: Wellbeing Policies and Support Index, for large agencies
(1,001 to 10,000 employees)**



Source: APS Employee Census

Note: The Aged Care Quality and Safety Commission was a medium agency in 2024. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. Health and Aged Care is now Health, Disability and Ageing.

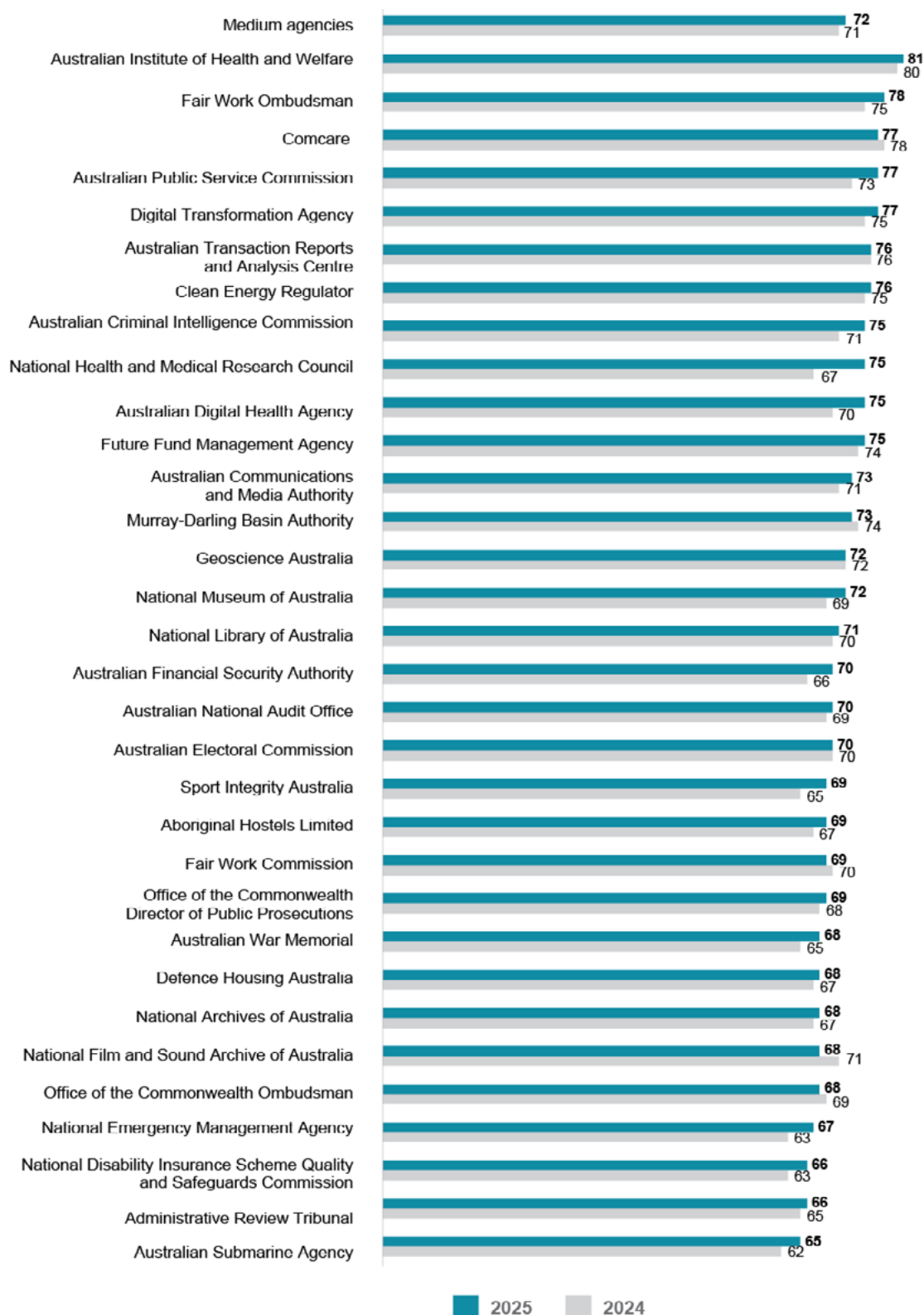
**Table AB 42: Wellbeing Policies and Support Index, for large agencies
(1,001 to 10,000 employees)**

Agency	Wellbeing Policies and Support Index score	
	2024	2025
Large agencies	71	72
IP Australia	77	77
Australian Bureau of Statistics	76	77
Australian Competition and Consumer Commission	76	77
Aged Care Quality and Safety Commission	74	75
Prime Minister and Cabinet	72	75
Treasury	71	75
Attorney-General's	72	74
Climate Change, Energy, the Environment and Water	70	74
Education	70	73
Industry, Science and Resources	72	73
Infrastructure, Transport, Regional Development, Communications and the Arts	71	72
Australian Trade and Investment Commission	72	72
Health and Aged Care	72	72
Social Services	72	72
Employment and Workplace Relations	70	71
National Indigenous Australians Agency	68	71
Finance	70	70
Agriculture, Fisheries and Forestry	68	70
Bureau of Meteorology	69	69
Veterans' Affairs	67	69
Federal Court of Australia	64	69
Foreign Affairs and Trade	63	65

Source: APS Employee Census

Note: The Aged Care Quality and Safety Commission was a medium agency in 2024. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. Health and Aged Care is now Health, Disability and Ageing.

**Figure AB 43: Wellbeing Policies and Support Index, for medium agencies
(251 to 1,000 employees)**



Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Museum of Australia, and the National Film and Sound Archive of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

**Table AB 43: Wellbeing Policies and Support Index, for medium agencies
(251 to 1,000 employees)**

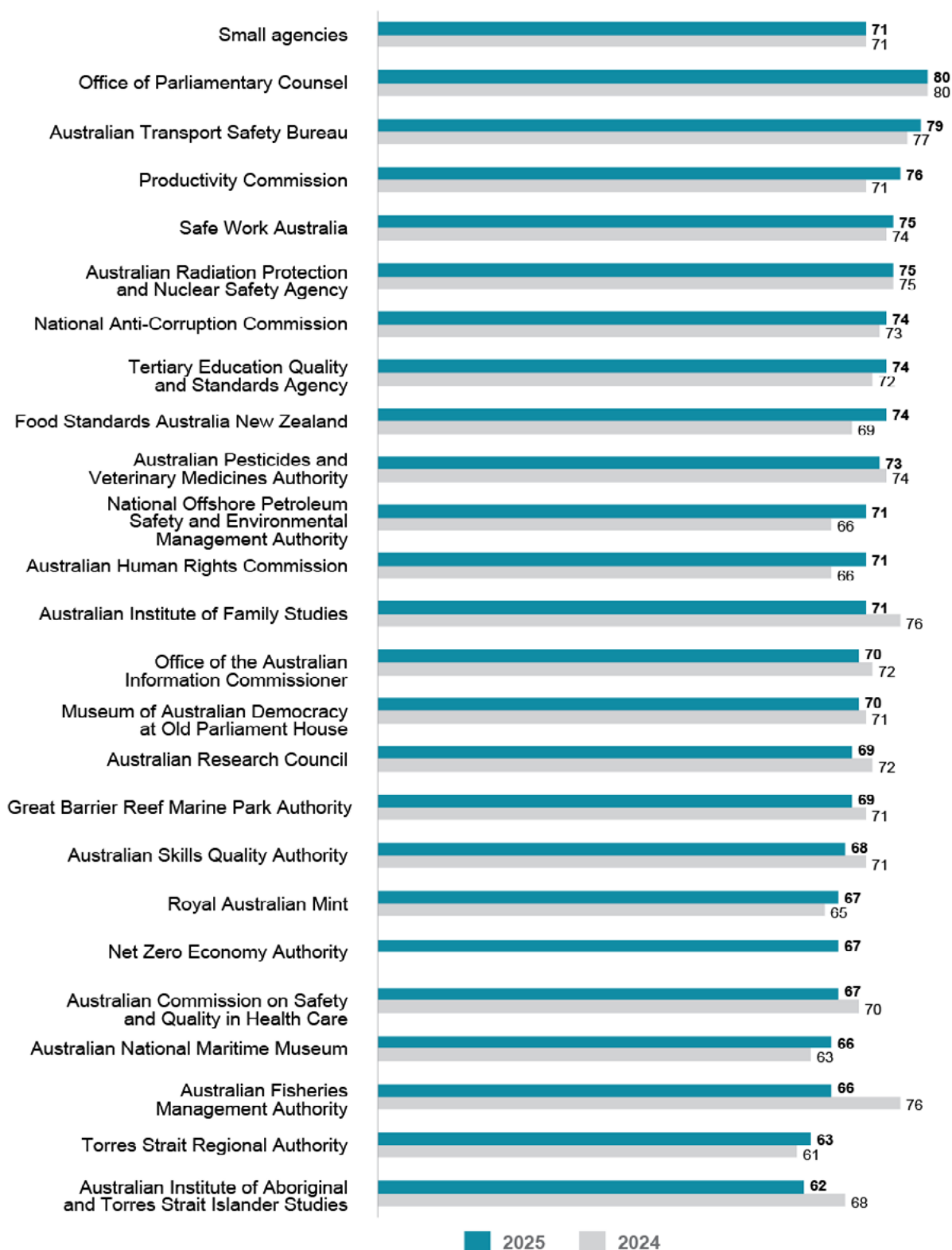
Agency	Wellbeing Policies and Support Index score	
	2024	2025
Medium agencies	71	72
Australian Institute of Health and Welfare	80	81
Fair Work Ombudsman	75	78
Comcare	78	77
Australian Public Service Commission	73	77
Digital Transformation Agency	75	77
Australian Transaction Reports and Analysis Centre	76	76
Clean Energy Regulator	75	76
Australian Criminal Intelligence Commission	71	75
National Health and Medical Research Council	67	75
Australian Digital Health Agency	70	75
Future Fund Management Agency	74	75
Australian Communications and Media Authority	71	73
Murray-Darling Basin Authority	74	73
Geoscience Australia	72	72
National Museum of Australia	69	72
National Library of Australia	70	71
Australian Financial Security Authority	66	70
Australian National Audit Office	69	70
Australian Electoral Commission	70	70
Sport Integrity Australia	65	69
Aboriginal Hostels Limited	67	69
Fair Work Commission	70	69
Office of the Commonwealth Director of Public Prosecutions	68	69
Australian War Memorial	65	68
Defence Housing Australia	67	68
National Archives of Australia	67	68

Agency	Wellbeing Policies and Support Index score	
	2024	2025
National Film and Sound Archive of Australia	71	68
Office of the Commonwealth Ombudsman	69	68
National Emergency Management Agency	63	67
National Disability Insurance Scheme Quality and Safeguards Commission	63	66
Administrative Review Tribunal	65	66
Australian Submarine Agency	62	65

Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Museum of Australia, and the National Film and Sound Archive of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

**Figure AB 44: Wellbeing Policies and Support Index, for small agencies
(101 to 250 employees)**



Source: APS Employee Census

Note: The Museum of Australian Democracy at Old Parliament House and the Australian Commission on Safety and Quality in Health Care were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Net Zero Economy Authority was not an APS agency in 2024.

**Table AB 44: Wellbeing Policies and Support Index, for small agencies
(101 to 250 employees)**

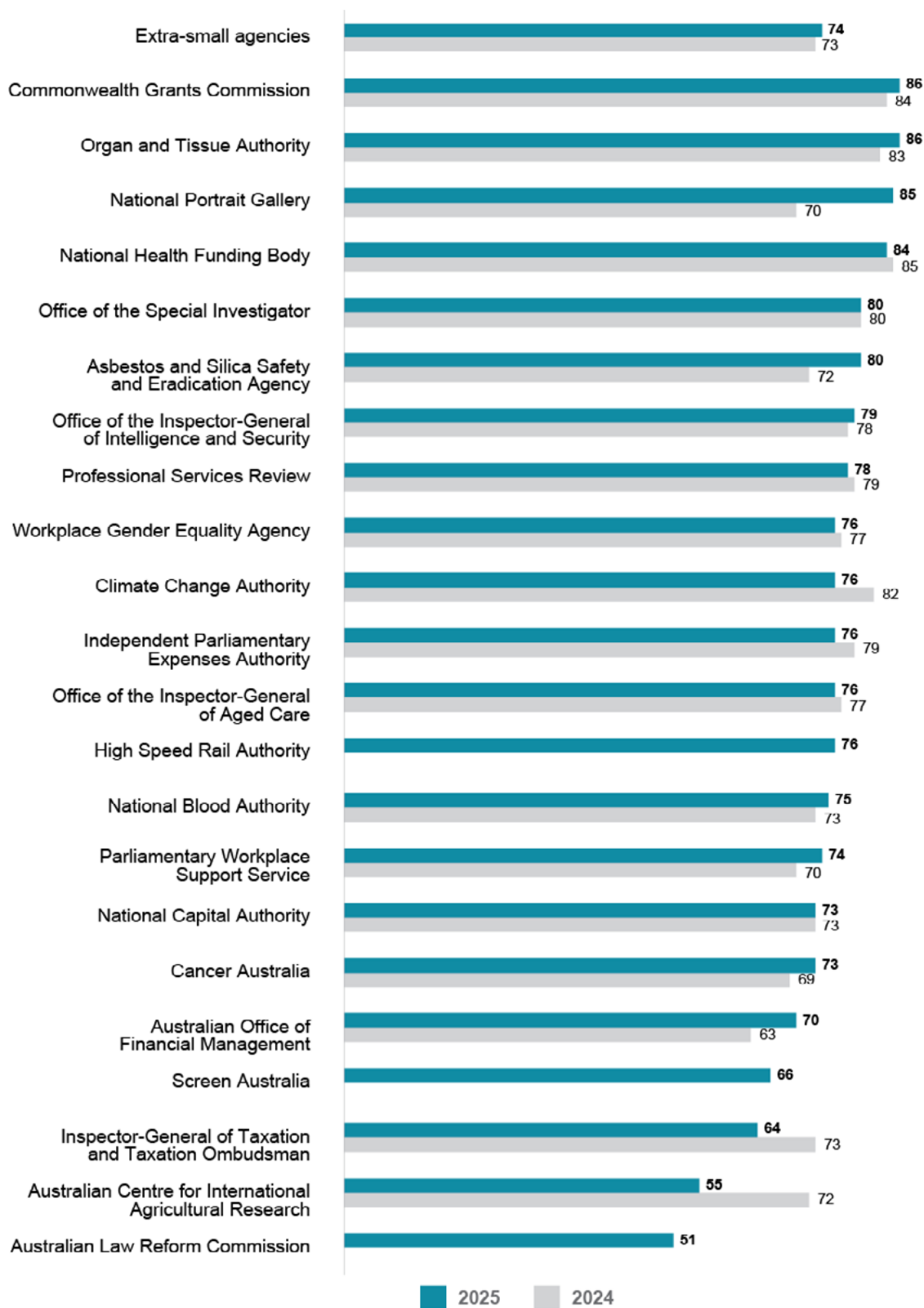
Agency	Wellbeing Policies and Support Index score	
	2024	2025
Small agencies	71	71
Office of Parliamentary Counsel	80	80
Australian Transport Safety Bureau	77	79
Productivity Commission	71	76
Safe Work Australia	74	75
Australian Radiation Protection and Nuclear Safety Agency	75	75
National Anti-Corruption Commission	73	74
Tertiary Education Quality and Standards Agency	72	74
Food Standards Australia New Zealand	69	74
Australian Pesticides and Veterinary Medicines Authority	74	73
National Offshore Petroleum Safety and Environmental Management Authority	66	71
Australian Human Rights Commission	66	71
Australian Institute of Family Studies	76	71
Office of the Australian Information Commissioner	72	70
Museum of Australian Democracy at Old Parliament House	71	70
Australian Research Council	72	69
Great Barrier Reef Marine Park Authority	71	69
Australian Skills Quality Authority	71	68
Royal Australian Mint	65	67
Net Zero Economy Authority	-	67
Australian Commission on Safety and Quality in Health Care	70	67
Australian National Maritime Museum	63	66

Agency	Wellbeing Policies and Support Index score	
	2024	2025
Australian Fisheries Management Authority	76	66
Torres Strait Regional Authority	61	63
Australian Institute of Aboriginal and Torres Strait Islander Studies	68	62

Source: APS Employee Census

Note: The Museum of Australian Democracy at Old Parliament House and the Australian Commission on Safety and Quality in Health Care were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Net Zero Economy Authority was not an APS agency in 2024.

**Figure AB 45: Wellbeing Policies and Support Index, for extra-small agencies
(20 to 100 employees)**



Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

**Table AB 45: Wellbeing Policies and Support Index, for extra-small agencies
(20 to 100 employees)**

Agency	Wellbeing Policies and Support Index score	
	2024	2025
Extra-small agencies	73	74
Commonwealth Grants Commission	84	86
Organ and Tissue Authority	83	86
National Portrait Gallery	70	85
National Health Funding Body	85	84
Office of the Special Investigator	80	80
Asbestos and Silica Safety and Eradication Agency	72	80
Office of the Inspector-General of Intelligence and Security	78	79
Professional Services Review	79	78
Workplace Gender Equality Agency	77	76
Climate Change Authority	82	76
Independent Parliamentary Expenses Authority	79	76
Office of the Inspector-General of Aged Care	77	76
High Speed Rail Authority	-	76
National Blood Authority	73	75
Parliamentary Workplace Support Service	70	74
National Capital Authority	73	73
Cancer Australia	69	73
Australian Office of Financial Management	63	70
Screen Australia	-	66
Inspector-General of Taxation and Taxation Ombudsman	73	64
Australian Centre for International Agricultural Research	72	55
Australian Law Reform Commission	-	51

Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

Supporting integrity

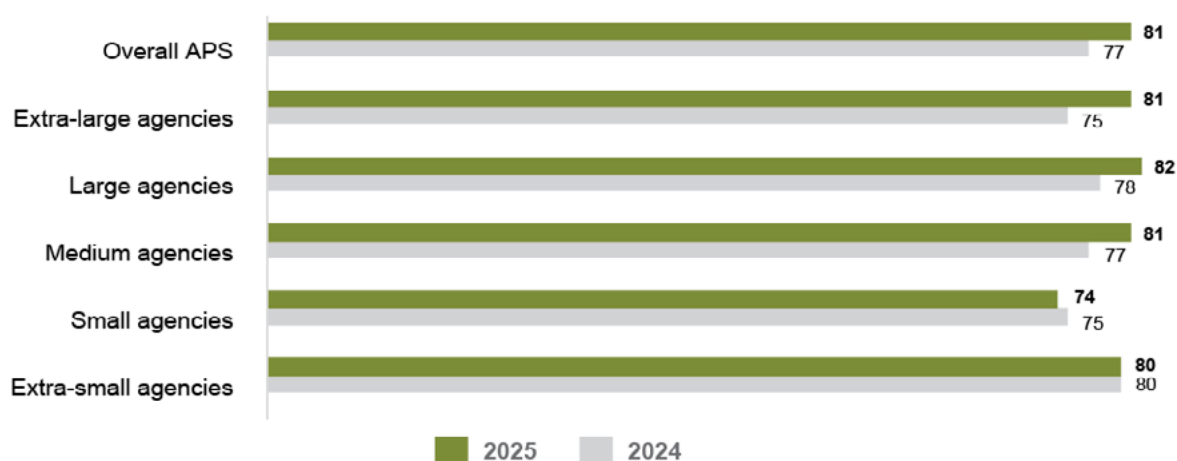
Integrity in the APS is the pursuit of high standards of professionalism – both in what we do and in how we do it. It is the foundation of trust on which public service effectiveness is built.

The foundations of a strong integrity culture in the APS are outlined in the APS Values, Employment Principles and the Code of Conduct, as set out in the *Public Service Act 1999*. In particular, the Code of Conduct and the APS Values provide a clear statement to those within the APS, and to the Australian people, of the conduct that is expected of public servants.

The APS Employee Census includes the question ‘The culture in my agency supports people to act with integrity’. This data represents the proportion of respondents who agreed with this statement.

Figures AB 46 to AB 51 and tables AB 46 to AB 51 report on the question for agencies, by agency size, for APS respondents.

Figure AB 46: Supporting integrity, by agency size



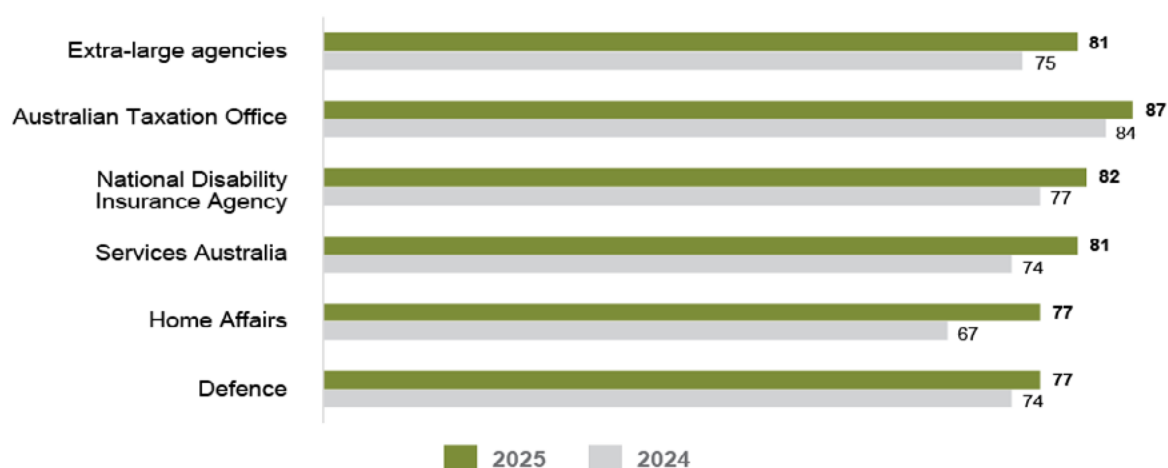
Source: APS Employee Census

Table AB 46: Supporting integrity, by agency size

Agency size	% of respondents who agreed that the culture in their agency supports people to act with integrity	
	2024	2025
Overall APS	77	81
Extra-large (10,000+ employees)	75	81
Large (1,001 to 10,000 employees)	78	82
Medium (251 to 1,000 employees)	77	81
Small (101 to 250 employees)	75	74
Extra-small (20 to 100 employees)	80	80

Source: APS Employee Census

Figure AB 47: Supporting integrity, for extra-large agencies (10,000+ employees)



Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

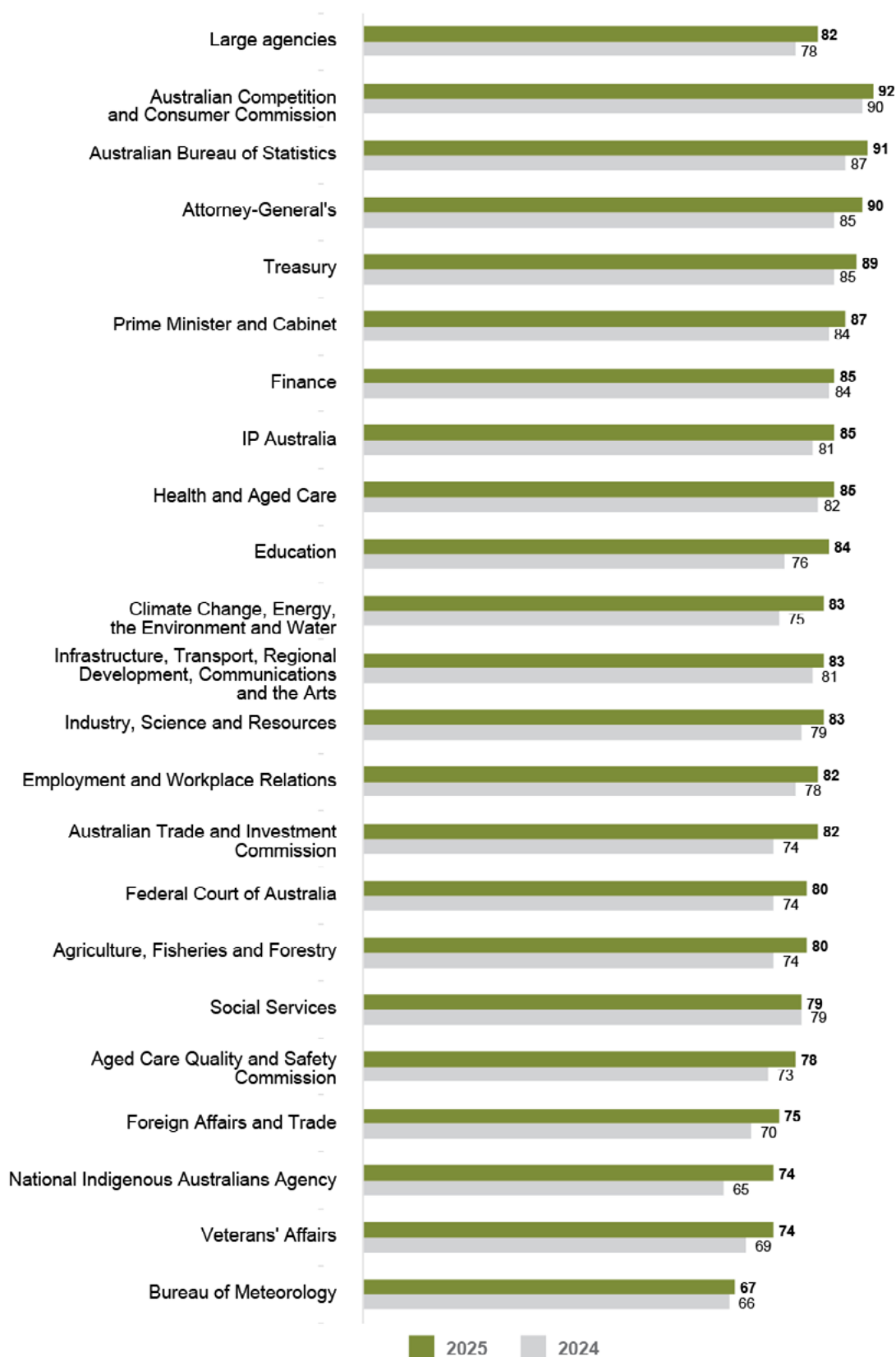
Table AB 47: Supporting integrity, for extra-large agencies (10,000+ employees)

Agency	% of respondents who agreed that the culture in their agency supports people to act with integrity	
	2024	2025
Extra-large agencies	75	81
Australian Taxation Office	84	87
National Disability Insurance Agency	77	82
Services Australia	74	81
Home Affairs	67	77
Defence	74	77

Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

Figure AB 48: Supporting integrity, for large agencies (1,001 to 10,000 employees)



Source: APS Employee Census

Note: Health and Aged Care is now Health, Disability and Ageing. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. The Aged Care Quality and Safety Commission was a medium agency in 2024.

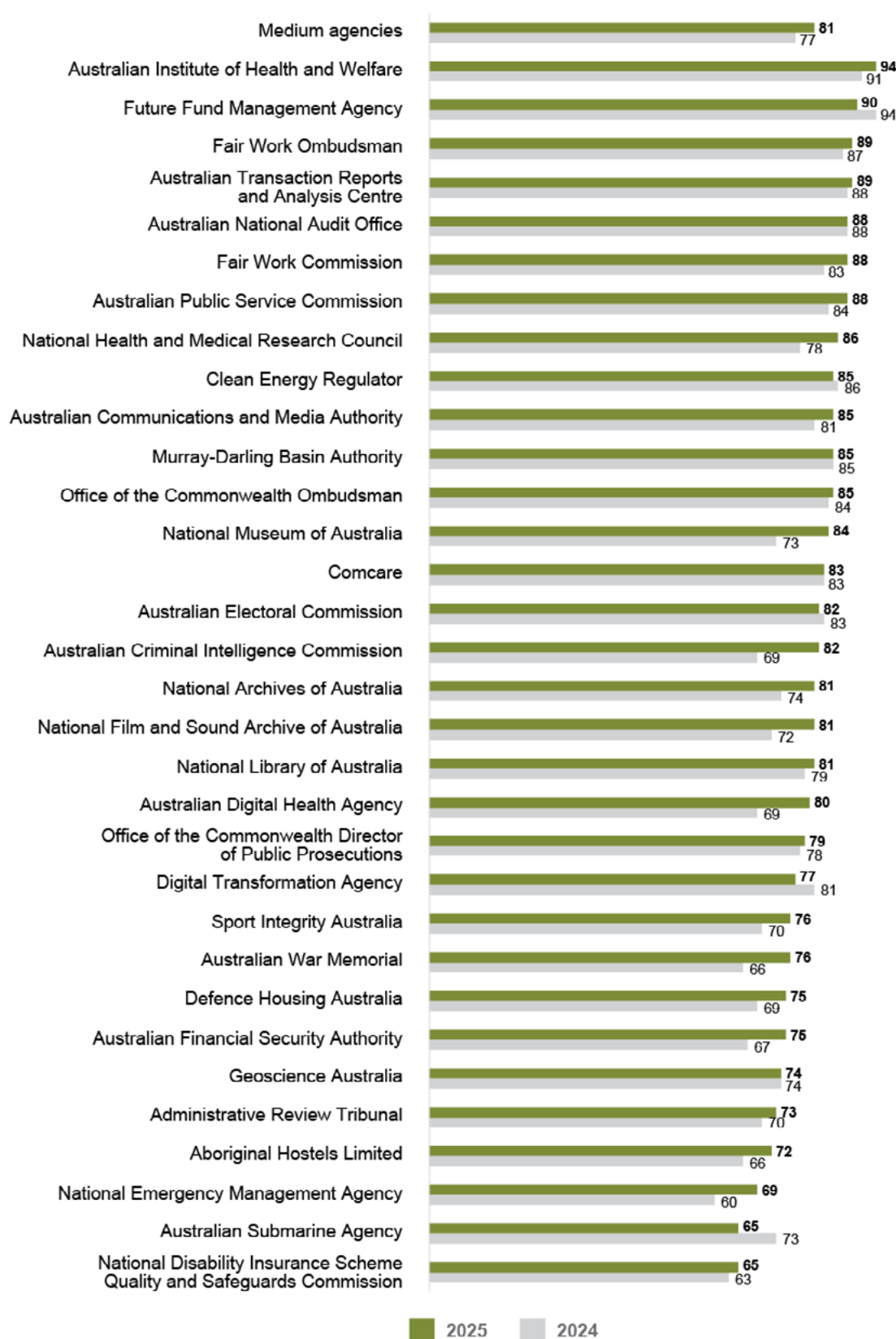
Table AB 48: Supporting integrity, for large agencies (1,001 to 10,000 employees)

Agency	% of respondents who agreed that the culture in their agency supports people to act with integrity	
	2024	2025
Large agencies	78	82
Australian Competition and Consumer Commission	90	92
Australian Bureau of Statistics	87	91
Attorney-General's	85	90
Treasury	85	89
Prime Minister and Cabinet	84	87
Finance	84	85
IP Australia	81	85
Health and Aged Care	82	85
Education	76	84
Climate Change, Energy, the Environment and Water	75	83
Infrastructure, Transport, Regional Development, Communications and the Arts	81	83
Industry, Science and Resources	79	83
Employment and Workplace Relations	78	82
Australian Trade and Investment Commission	74	82
Federal Court of Australia	74	80
Agriculture, Fisheries and Forestry	74	80
Social Services	79	79
Aged Care Quality and Safety Commission	73	78
Foreign Affairs and Trade	70	75
National Indigenous Australians Agency	65	74
Veterans' Affairs	69	74
Bureau of Meteorology	66	67

Source: APS Employee Census

Note: Health and Aged Care is now Health, Disability and Ageing. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. The Aged Care Quality and Safety Commission was a medium agency in 2024.

Figure AB 49: Supporting integrity, for medium agencies (251 to 1,000 employees)



Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Museum of Australia, and the National Film and Sound Archive of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Table AB 49: Supporting integrity, for medium agencies (251 to 1,000 employees)

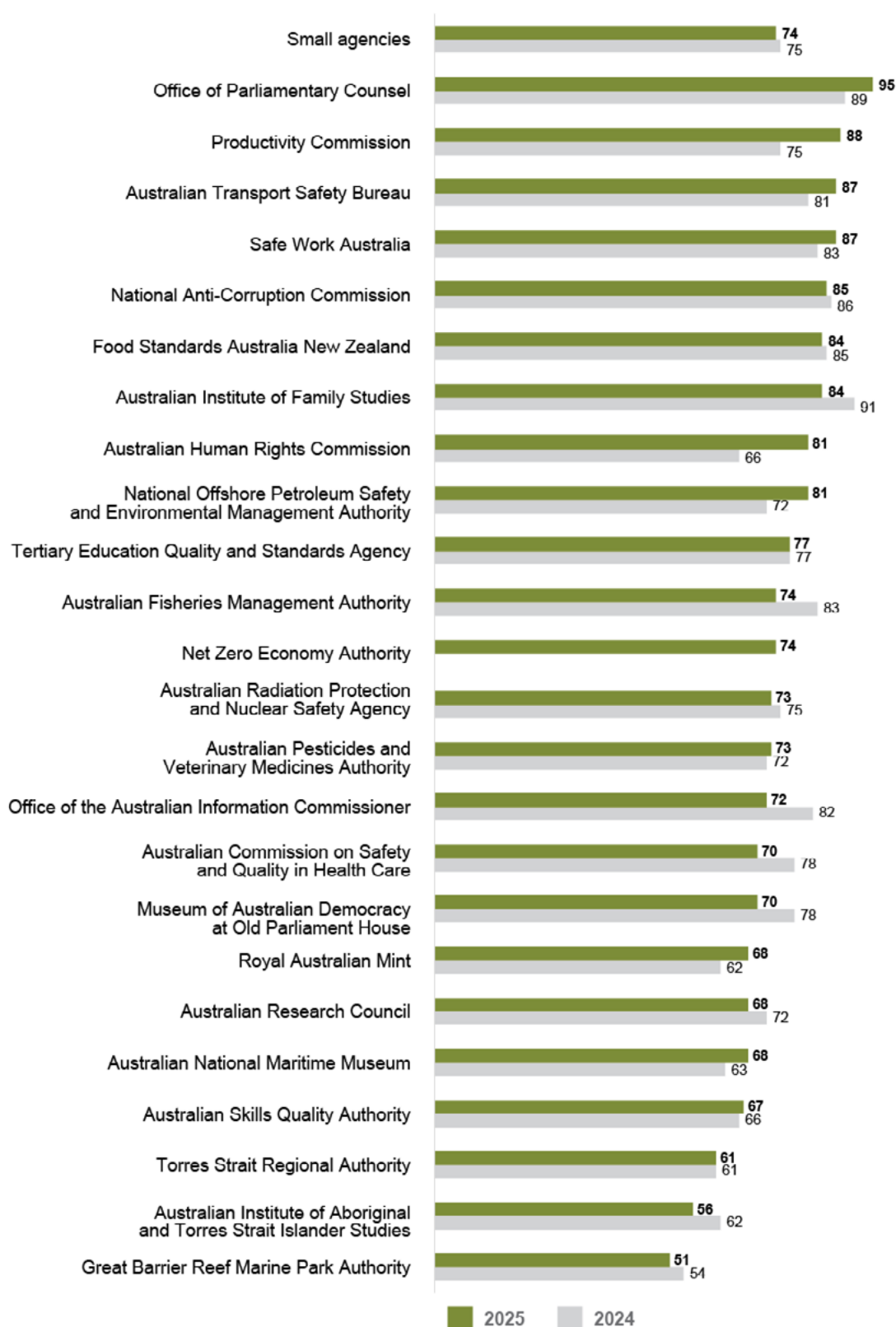
Agency	% of respondents who agreed that the culture in their agency supports people to act with integrity	
	2024	2025
Medium agencies	77	81
Australian Institute of Health and Welfare	91	94
Future Fund Management Agency	94	90
Fair Work Ombudsman	87	89
Australian Transaction Reports and Analysis Centre	88	89
Digital Transformation Agency	75	77
Australian Transaction Reports and Analysis Centre	76	76
Australian National Audit Office	88	88
Fair Work Commission	83	88
Australian Public Service Commission	84	88
National Health and Medical Research Council	78	86
Clean Energy Regulator	86	85
Australian Communications and Media Authority	81	85
Murray-Darling Basin Authority	85	85
Office of the Commonwealth Ombudsman	84	85
National Museum of Australia	73	84
Comcare	83	83
Australian Electoral Commission	83	82
Australian Criminal Intelligence Commission	69	82
National Archives of Australia	74	81
National Film and Sound Archive of Australia	72	81
National Library of Australia	79	81
Australian Digital Health Agency	69	80
Office of the Commonwealth Director of Public Prosecutions	78	79
Digital Transformation Agency	81	77
Sport Integrity Australia	70	76

Agency	% of respondents who agreed that the culture in their agency supports people to act with integrity	
	2024	2025
Australian War Memorial	66	76
Defence Housing Australia	69	75
Australian Financial Security Authority	67	75
Geoscience Australia	74	74
Administrative Review Tribunal	70	73
Aboriginal Hostels Limited	66	72
National Emergency Management Agency	60	69
Australian Submarine Agency	73	65
National Disability Insurance Scheme Quality and Safeguards Commission	63	65

Source: APS Employee Census

Note: The National Health and Medical Research Council, the National Museum of Australia, and the National Film and Sound Archive of Australia were small agencies in 2024. The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024.

Figure AB 50: Supporting integrity, for small agencies (101 to 250 employees)



Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024.

Table AB 50: Supporting integrity, for small agencies (101 to 250 employees)

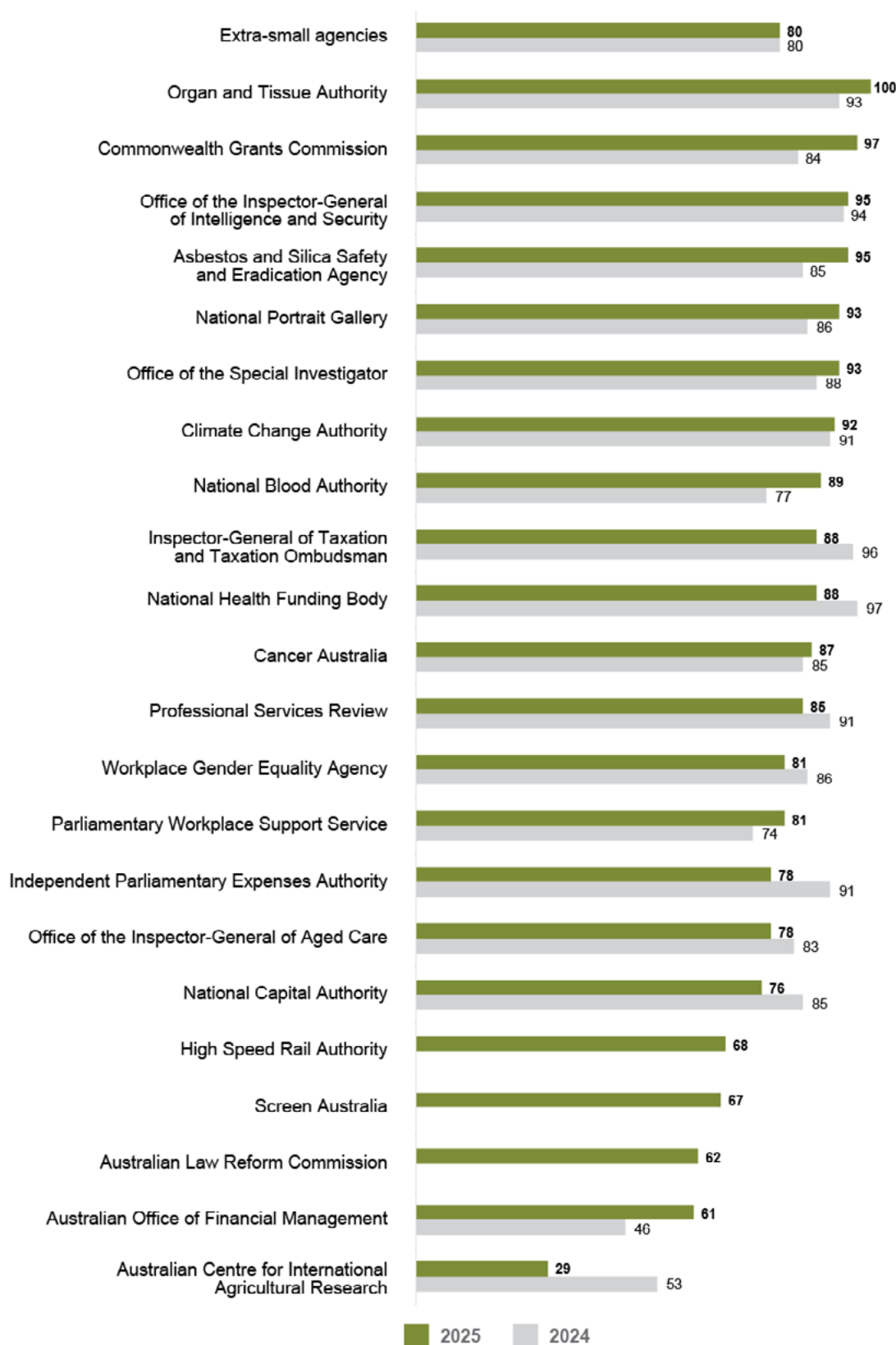
Agency	% of respondents who agreed that the culture in their agency supports people to act with integrity	
	2024	2025
Small agencies	75	74
Office of Parliamentary Counsel	89	95
Productivity Commission	75	88
Australian Transport Safety Bureau	81	87
Safe Work Australia	83	87
National Anti-Corruption Commission	86	85
Food Standards Australia New Zealand	85	84
Australian Institute of Family Studies	91	84
Australian Human Rights Commission	66	81
National Offshore Petroleum Safety and Environmental Management Authority	72	81
Tertiary Education Quality and Standards Agency	77	77
Australian Fisheries Management Authority	83	74
Net Zero Economy Authority	-	74
Australian Radiation Protection and Nuclear Safety Agency	75	73
Australian Pesticides and Veterinary Medicines Authority	72	73
Office of the Australian Information Commissioner	82	72
Australian Commission on Safety and Quality in Health Care	78	70
Museum of Australian Democracy at Old Parliament House	78	70
Royal Australian Mint	62	68
Australian Research Council	72	68
Australian National Maritime Museum	63	68

Agency	% of respondents who agreed that the culture in their agency supports people to act with integrity	
	2024	2025
Australian Skills Quality Authority	66	67
Torres Strait Regional Authority	61	61
Australian Institute of Aboriginal and Torres Strait Islander Studies	62	56
Great Barrier Reef Marine Park Authority	54	51

Source: APS Employee Census

Note: The Net Zero Economy Authority was not an APS agency in 2024. The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024.

Figure AB 51: Supporting integrity, for extra-small agencies (20 to 100 employees)



Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

Table AB 51: Supporting integrity, for extra-small agencies (20 to 100 employees)

Agency	% of respondents who agreed that the culture in their agency supports people to act with integrity	
	2024	2025
Extra-small agencies	80	80
Organ and Tissue Authority	93	100
Commonwealth Grants Commission	84	97
Office of the Inspector-General of Intelligence and Security	94	95
Asbestos and Silica Safety and Eradication Agency	85	95
National Portrait Gallery	86	93
Office of the Special Investigator	88	93
Climate Change Authority	91	92
National Blood Authority	77	89
Inspector-General of Taxation and Taxation Ombudsman	96	88
National Health Funding Body	97	88
Cancer Australia	85	87
Professional Services Review	91	85
Workplace Gender Equality Agency	86	81
Parliamentary Workplace Support Service	74	81
Independent Parliamentary Expenses Authority	91	78
Office of the Inspector-General of Aged Care	83	78
National Capital Authority	85	76
High Speed Rail Authority	-	68
Screen Australia	-	67
Australian Law Reform Commission	-	62
Australian Office of Financial Management	46	61
Australian Centre for International Agricultural Research	53	29

Source: APS Employee Census

Note: The Office of the Special Investigator was a small agency in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. Screen Australia and the Australian Law Reform Commission did not have reportable results in 2024.

Working away from the office

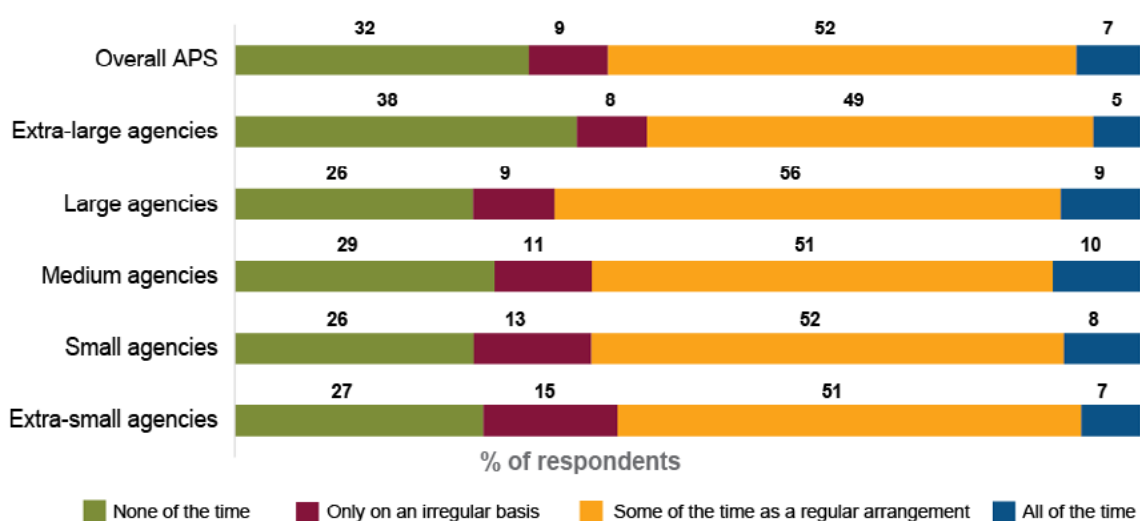
The Australian Public Service Employee Census includes the question 'Do you currently access any of the following working arrangements?'

Respondents who indicated they accessed working away from the office/working from home were asked the supplementary question 'During your usual working week, how often do you work away from the office/work from home?'

Data from these questions provides information about the proportions of employees who engage in 'Working away from the office'.

Figures AB 52 to AB 57 and tables AB 52 to AB 57 report on the proportions of employees who engage in 'Working away from the office' for agencies, by agency size, for APS respondents. Due to small numbers, those who did not disclose their arrangement are excluded from figures AB 52 to AB 57.

Figure AB 52: Percentage of employees working away from the office, by agency size



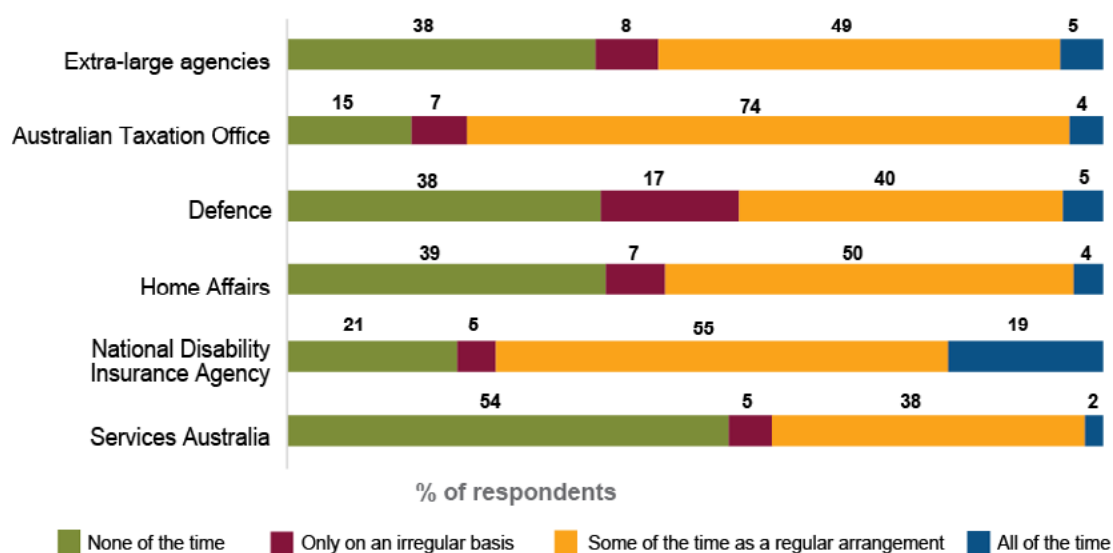
Source: APS Employee Census

Table AB 52: Percentage of employees working away from the office, by agency size

Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
Overall APS	32	9	52	7	< 0.5
Extra-large (10,000+ employees)	38	8	49	5	< 0.5
Large (1,001 to 10,000 employees)	26	9	56	9	< 0.5
Medium (251 to 1,000 employees)	29	11	51	10	< 0.5
Small (101 to 250 employees)	26	13	52	8	< 0.5
Extra-small (20 to 100 employees)	27	15	51	7	< 0.5

Source: APS Employee Census

Figure AB 53: Percentage of employees working away from the office, for extra-large agencies (10,000+ employees)



Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

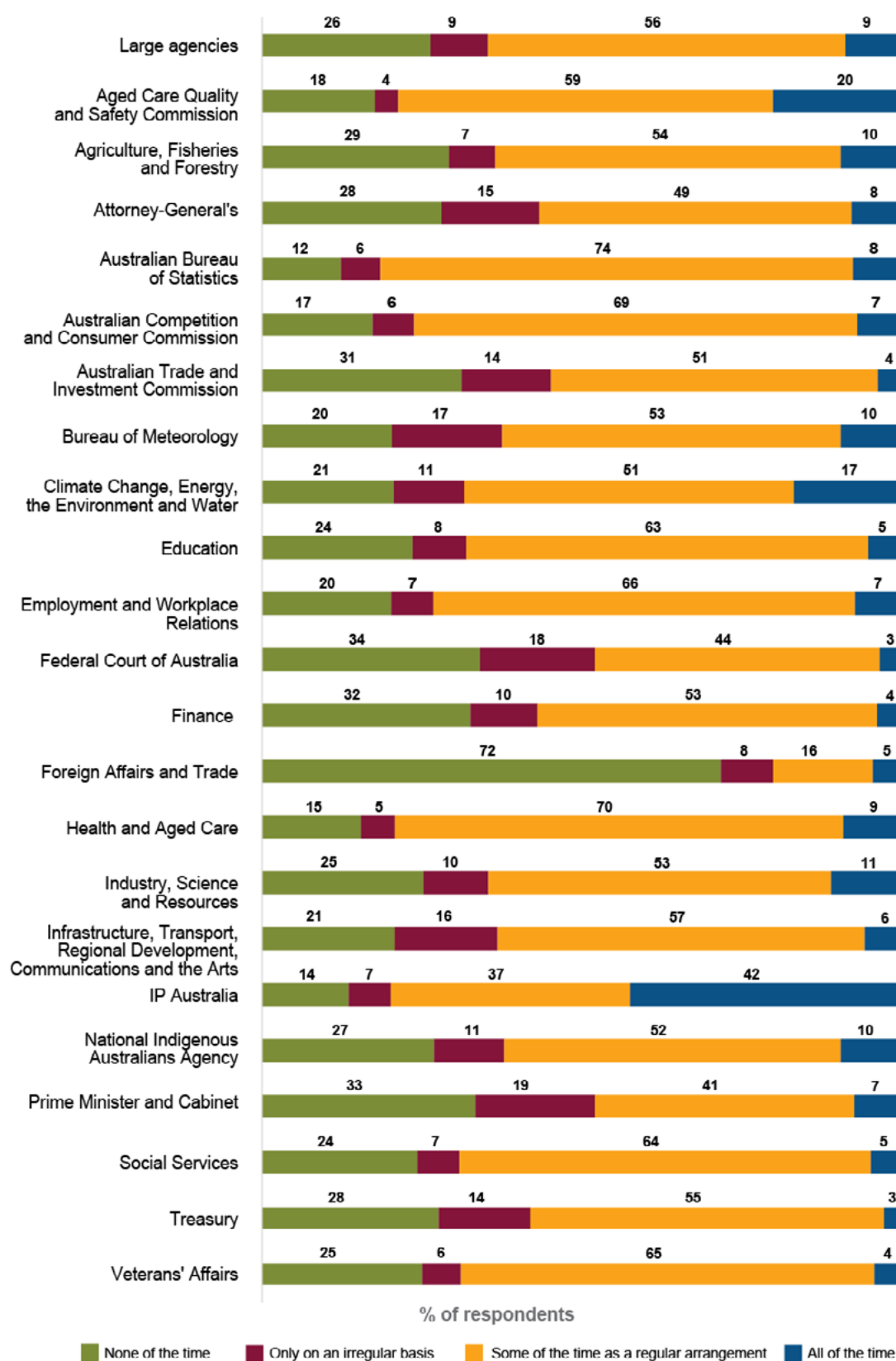
Table AB 53: Percentage of employees working away from the office, for extra-large agencies (10,000+ employees)

Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
Extra-large agencies	38	8	49	5	< 0.5
Australian Taxation Office	15	7	74	4	< 0.5
Defence	38	17	40	5	< 0.5
Home Affairs	39	7	50	4	< 0.5
National Disability Insurance Agency	21	5	55	19	< 0.5
Services Australia	54	5	38	2	< 0.5

Source: APS Employee Census

Note: The National Disability Insurance Agency was a large agency in 2024.

Figure AB 54: Percentage of employees working away from the office, for large agencies (1,001 to 10,000 employees)



Source: APS Employee Census

Note: The Aged Care Quality and Safety Commission was a medium agency in 2024. Health and Aged Care is now Health, Disability and Ageing. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

Table AB 54: Percentage of employees working away from the office, for large agencies (1,001 to 10,000 employees)

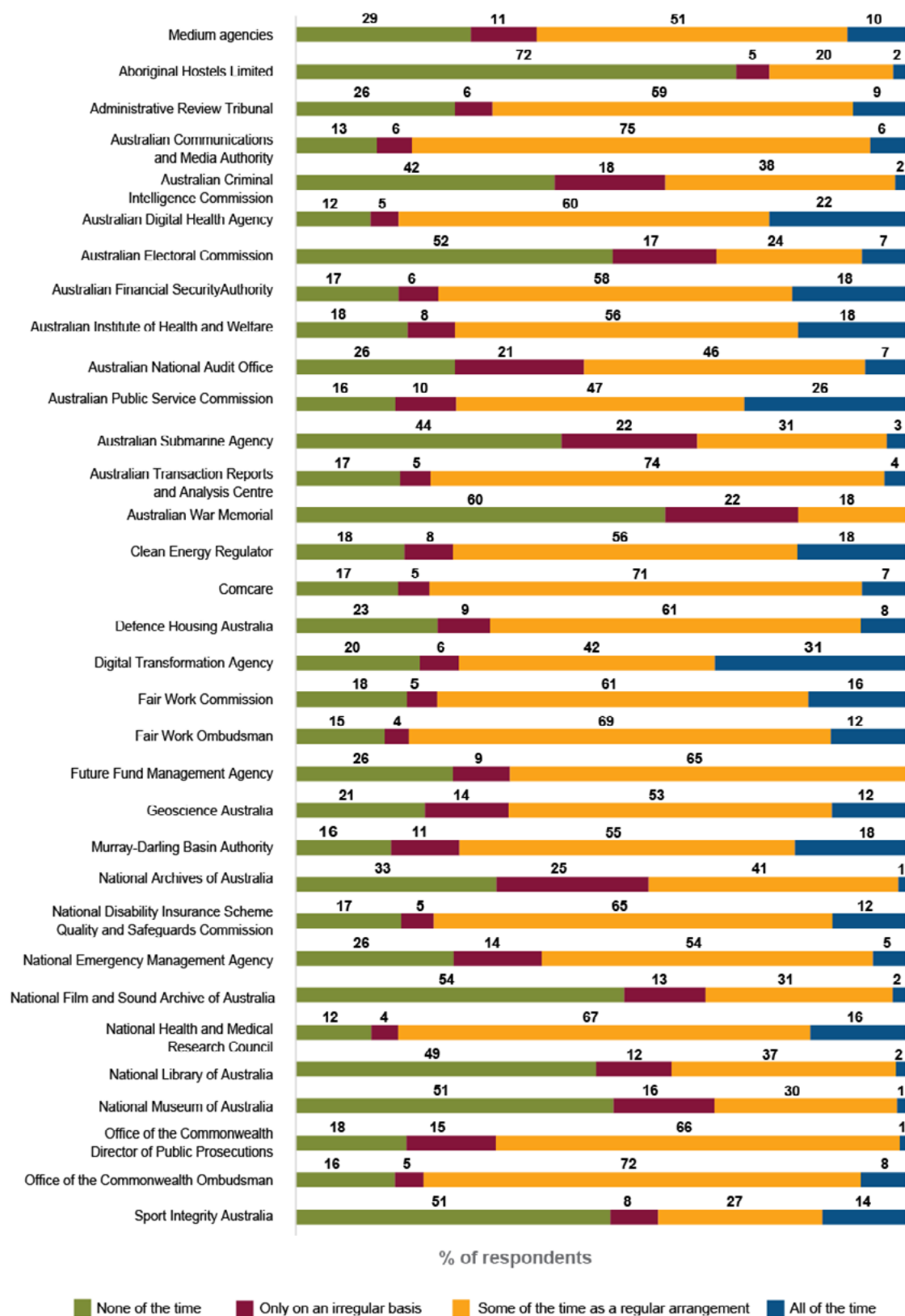
Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
Large agencies	26	9	56	9	< 0.5
Aged Care Quality and Safety Commission	18	4	59	20	< 0.5
Agriculture, Fisheries and Forestry	29	7	54	10	< 0.5
Attorney-General's	28	15	49	8	< 0.5
Australian Bureau of Statistics	12	6	74	8	< 0.5
Australian Competition and Consumer Commission	17	6	69	7	< 0.5
Australian Trade and Investment Commission	31	14	51	4	< 0.5
Bureau of Meteorology	20	17	53	10	< 0.5
Climate Change, Energy, the Environment and Water	21	11	51	17	< 0.5
Education	24	8	63	5	< 0.5
Employment and Workplace Relations	20	7	66	7	< 0.5
Federal Court of Australia	34	18	44	3	< 0.5
Finance	32	10	53	4	< 0.5
Foreign Affairs and Trade	72	8	16	5	< 0.5
Health and Aged Care	15	5	70	9	< 0.5
Industry, Science and Resources	25	10	53	11	< 0.5
Infrastructure, Transport, Regional Development, Communications and the Arts	21	16	57	6	< 0.5
IP Australia	14	7	37	42	< 0.5

Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
National Indigenous Australians Agency	27	11	52	10	< 0.5
Prime Minister and Cabinet	33	19	41	7	0
Social Services	24	7	64	5	< 0.5
Treasury	28	14	55	3	< 0.5
Veterans' Affairs	25	6	65	4	< 0.5

Source: APS Employee Census

Note: The Aged Care Quality and Safety Commission was a medium agency in 2024. Health and Aged Care is now Health, Disability and Ageing. Infrastructure, Transport, Regional Development, Communications and the Arts is now Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

Figure AB 55: Percentage of employees working away from the office, for medium agencies (251 to 1,000 employees)



Source: APS Employee Census

Note: The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024. The National Film and Sound Archive of Australia, the National Health and Medical Research Council, and the National Museum of Australia were small agencies in 2024.

Table AB 55: Percentage of employees working away from the office, for medium agencies (251 to 1,000 employees)

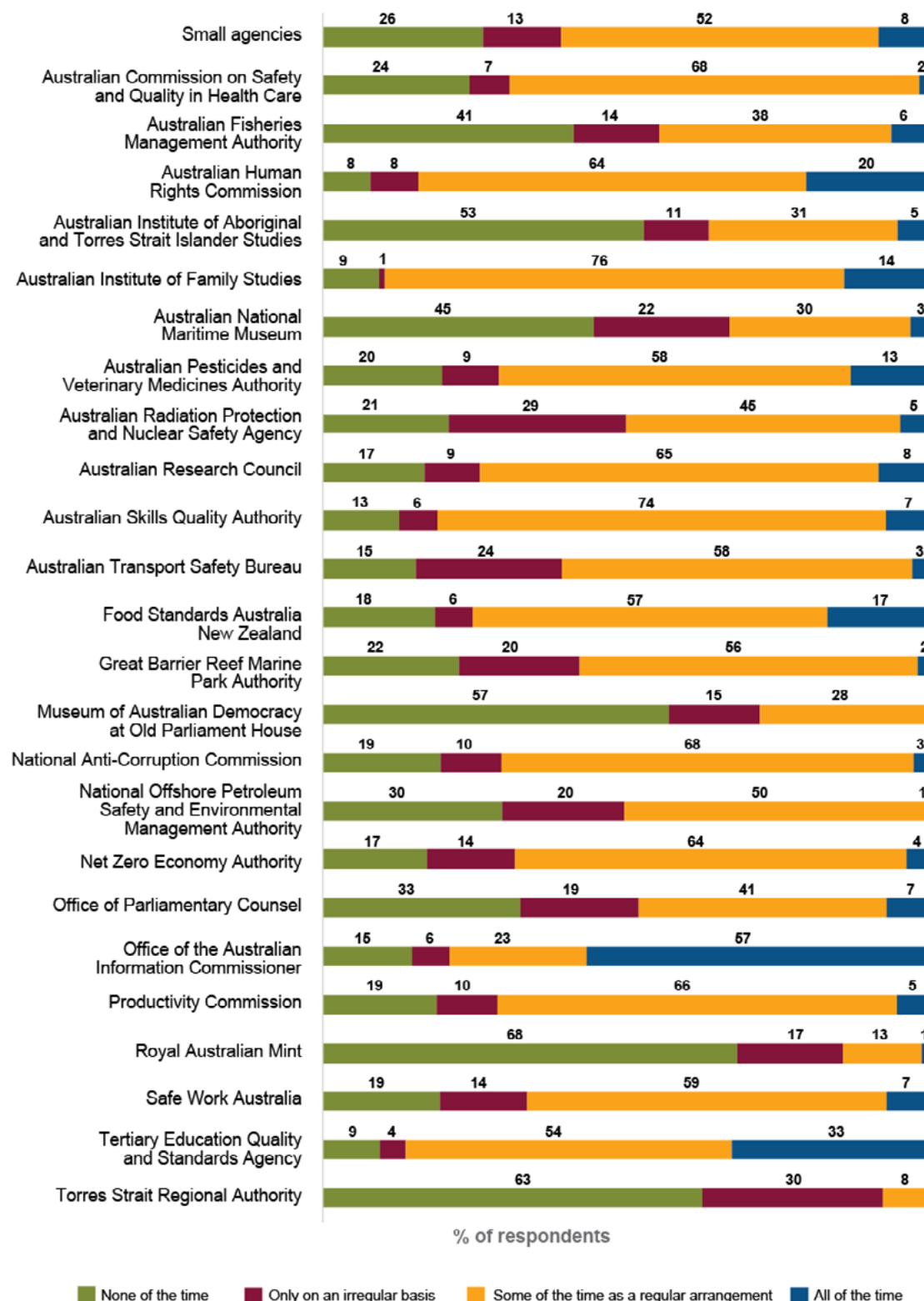
Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
Medium agencies	29	11	51	10	< 0.5
Aboriginal Hostels Limited	72	5	20	2	0
Administrative Review Tribunal	26	6	59	9	< 0.5
Australian Communications and Media Authority	13	6	75	6	0
Australian Criminal Intelligence Commission	42	18	38	2	0
Australian Digital Health Agency	12	5	60	22	1
Australian Electoral Commission	52	17	24	7	< 0.5
Australian Financial Security Authority	17	6	58	18	1
Australian Institute of Health and Welfare	18	8	56	18	< 0.5
Australian National Audit Office	26	21	46	7	< 0.5
Australian Public Service Commission	16	10	47	26	< 0.5
Australian Submarine Agency	44	22	31	3	0
Australian Transaction Reports and Analysis Centre	17	5	74	4	0
Australian War Memorial	60	22	18	0	0
Clean Energy Regulator	18	8	56	18	0
Comcare	17	5	71	7	< 0.5
Defence Housing Australia	23	9	61	8	< 0.5
Digital Transformation Agency	20	6	42	31	0
Fair Work Commission	18	5	61	16	0
Fair Work Ombudsman	15	4	69	12	< 0.5

Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
Future Fund Management Agency	26	9	65	0	0
Geoscience Australia	21	14	53	12	< 0.5
Murray-Darling Basin Authority	16	11	55	18	0
National Archives of Australia	33	25	41	1	< 0.5
National Disability Insurance Scheme Quality and Safeguards Commission	17	5	65	12	< 0.5
National Emergency Management Agency	26	14	54	5	0
National Film and Sound Archive of Australia	54	13	31	2	0
National Health and Medical Research Council	12	4	67	16	1
National Library of Australia	49	12	37	2	0
National Museum of Australia	51	16	30	1	1
Office of the Commonwealth Director of Public Prosecutions	18	15	66	1	0
Office of the Commonwealth Ombudsman	16	5	72	8	0
Sport Integrity Australia	51	8	27	14	0

Source: APS Employee Census

Note: The Administrative Review Tribunal was called the Administrative Appeals Tribunal in 2024. The National Film and Sound Archive of Australia, the National Health and Medical Research Council, and the National Museum of Australia were small agencies in 2024.

Figure AB 56: Percentage of employees working away from the office, for small agencies (101 to 250 employees)



Source: APS Employee Census

Note: The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Net Zero Economy Authority was not an APS agency in 2024.

Table AB 56: Percentage of employees working away from the office, for small agencies (101 to 250 employees)

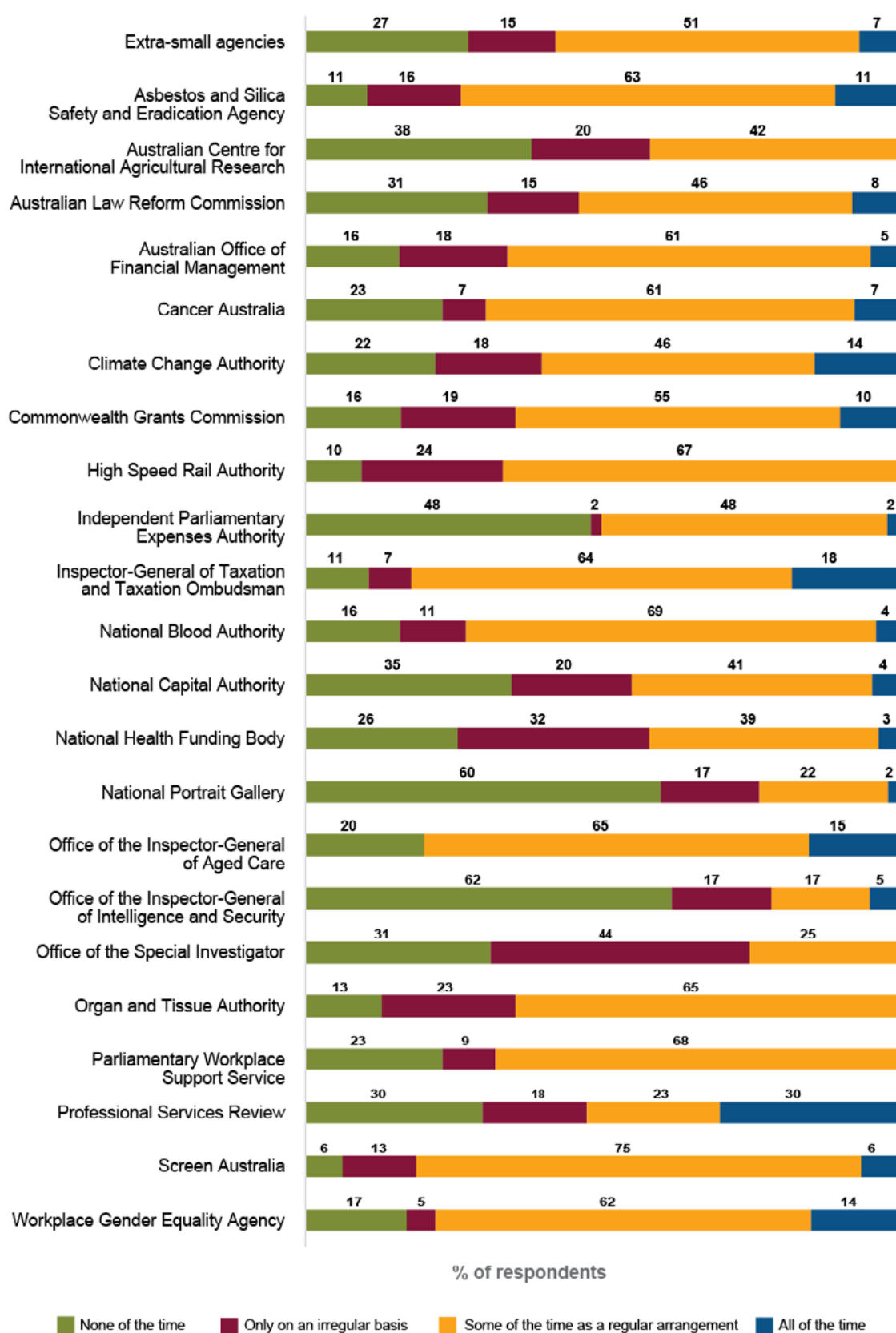
Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
Small agencies	26	13	52	8	< 0.5
Australian Commission on Safety and Quality in Health Care	24	7	68	2	0
Australian Fisheries Management Authority	41	14	38	6	1
Australian Human Rights Commission	8	8	64	20	0
Australian Institute of Aboriginal and Torres Strait Islander Studies	53	11	31	5	1
Australian Institute of Family Studies	9	1	76	14	0
Australian National Maritime Museum	45	22	30	3	0
Australian Pesticides and Veterinary Medicines Authority	20	9	58	13	0
Australian Radiation Protection and Nuclear Safety Agency	21	29	45	5	0
Australian Research Council	17	9	65	8	1
Australian Skills Quality Authority	13	6	74	7	0
Australian Transport Safety Bureau	15	24	58	3	0
Food Standards Australia New Zealand	18	6	57	17	2
Great Barrier Reef Marine Park Authority	22	20	56	2	0
Museum of Australian Democracy at Old Parliament House	57	15	28	0	0
National Anti-Corruption Commission	19	10	68	3	0

Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
National Offshore Petroleum Safety and Environmental Management Authority	30	20	50	1	0
Net Zero Economy Authority	17	14	64	4	1
Office of Parliamentary Counsel	33	19	41	7	0
Office of the Australian Information Commissioner	15	6	23	57	0
Productivity Commission	19	10	66	5	0
Royal Australian Mint	68	17	13	1	0
Safe Work Australia	19	14	59	7	0
Tertiary Education Quality and Standards Agency	9	4	54	33	0
Torres Strait Regional Authority	63	30	8	0	0

Source: APS Employee Census

Note: The Australian Commission on Safety and Quality in Health Care and the Museum of Australian Democracy at Old Parliament House were extra-small agencies in 2024. The Great Barrier Reef Marine Park Authority was a medium agency in 2024. The Net Zero Economy Authority was not an APS agency in 2024.

Figure AB 57: Percentage of employees working away from the office, for extra-small agencies (20 to 100 employees)



Source: APS Employee Census

Note: The Australian Law Reform Commission and Screen Australia did not have reportable results in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. The Office of the Special Investigator was a small agency in 2024.

Table AB 57: Percentage of employees working away from the office, for extra-small agencies (20 to 100 employees)

Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
Extra-small agencies	27	15	51	7	< 0.5
Asbestos and Silica Safety and Eradication Agency	11	16	63	11	0
Australian Centre for International Agricultural Research	38	20	42	0	0
Australian Law Reform Commission	31	15	46	8	0
Australian Office of Financial Management	16	18	61	5	0
Cancer Australia	23	7	61	7	1
Climate Change Authority	22	18	46	14	0
Commonwealth Grants Commission	16	19	55	10	0
High Speed Rail Authority	10	24	67	0	0
Independent Parliamentary Expenses Authority	48	2	48	2	0
Inspector-General of Taxation and Taxation Ombudsman	11	7	64	18	0
National Blood Authority	16	11	69	4	0
National Capital Authority	35	20	41	4	0
National Health Funding Body	26	32	39	3	0
National Portrait Gallery	60	17	22	2	0
Office of the Inspector-General of Aged Care	20	0	65	15	0
Office of the Inspector-General of Intelligence and Security	62	17	17	5	0
Office of the Special Investigator	31	44	25	0	0
Organ and Tissue Authority	13	23	65	0	0

Agency	% of respondents working away from the office				
	None of the time	Only on an irregular basis	Some of the time as a regular arrangement	All of the time	Did not disclose their arrangement
Parliamentary Workplace Support Service	23	9	68	0	0
Professional Services Review	30	18	23	30	0
Screen Australia	6	13	75	6	0
Workplace Gender Equality Agency	17	5	62	14	2

Source: APS Employee Census

Note: The Australian Law Reform Commission and Screen Australia did not have reportable results in 2024. The High Speed Rail Authority did not participate in the APS Employee Census in 2024. The Office of the Special Investigator was a small agency in 2024.



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Appendix 1 – APS workforce information

APS Employment Database

The Australian Public Service Employment Database stores the employment data of all current and former Australian Public Service employees.

APSED is maintained by the Australian Public Service Commission, in support of the APS Commissioner's functions under Section 41 of the *Public Service Act 1999*, and data is supplied to APSED from the HR systems of APS agencies.

The data from APSED is made publicly available through the APS Data Release, which provides a statistical snapshot of the APS workforce at 31 December and 30 June each year, as well as trends over the past 20 years.

APS Data Releases consist of 95 data tables and an interactive dashboard with aggregated information about ongoing and non-ongoing employees including:

- engagements, transfers, promotions and separations
- base and paid classifications
- age, length of service
- highest educational qualification, field of study
- diversity groups
- job family
- agency
- location.

Find out more

Australian Public Service Commission (2025) [APS Employment Data Release](#), APSC website, accessed 13 August 2025.

Australian Public Service Commission (2019) [APS Employment Database](#), APSC website, accessed 13 August 2025.

Government Employment Statistics

In addition to the APS employee headcount data published by the APSC from APSED, Finance and the Australian Bureau of Statistics (ABS) publish figures relating to the number of staff employed by the Commonwealth Government.

Finance publishes Average Staffing Level (ASL) estimates for each financial year through the Federal Budget process of allocating resources for the General Government Sector (GGS), which includes both APS and non-APS entities.

The ABS publishes government employee estimates via the Public Sector Employment and Earnings (PSEE) labour force data.

Table A 1 shows headcount data published using APSED as at the end of each financial year (at 30 June) aligned with the PSEE estimates where available, and the historical ASL estimates for the respective financial year.

Table A 1: APS employee headcount by employment category, GGS historical estimates of ASL, and Commonwealth Public Sector employment estimates by financial year

Measure		2015–16	2016–17	2017–18	2018–19	2019–20	2020–21	2021–22	2022–23	2023–24	2024–25
Employee headcount (APSED) as at 30 June	Ongoing	137,898	137,291	136,215	132,246	132,263	133,983	140,861	151,080	170,134	184,442
	Non-ongoing	17,709	14,657	14,043	14,512	18,100	19,588	18,318	19,006	14,724	14,087
	Total	155,607	151,948	150,258	146,758	150,363	153,571	159,179	170,086	184,858	198,529
Average Staffing Level, (Finance), Financial Year	Total (excl. ADF)	165,648	166,181	165,276	165,491	166,762	168,912	171,938	181,062	197,108	209,913
	Total (incl. ADF)	243,047	244,495	243,773	244,306	247,302	250,583	253,012	260,965	276,740	290,303
Employment and Earnings (Commonwealth) - ABS	Public Sector Employment and Earnings							339,300	350,300	365,400	Not yet available
	Survey of Employment and Earnings	243,200	239,800	240,700	242,100	246,800	250,800				

Sources:

1. APSED
2. Federal Budget 2025–26 Budget Paper No. 4, Historical Estimates of Average Staffing Levels of Agencies in the Australian Government Sector. Page 165, Staffing of Agencies, Budget Paper 4, Budget 2025–26.
3. ABS Public Sector Employment and Earnings, Commonwealth Government measure. Figures up to and including 2021–22 were collected via the Survey of Employment and Earnings (SEE), which used a different collection methodology (sample survey) to the current Public Sector Employment and Earnings (Single Touch Payroll). June 2025 PSEE figures not available at time of publishing.

APS headcount, Average Staffing Level, and ABS Public Sector Employment and Earnings are related, though not directly comparable, due to 3 important distinctions:

- employee population inclusions
- adjustment for work hours
- time period measured.

Employee population inclusions

APSED employee headcount only includes staff employed under the *Public Service Act 1999* (PS Act). ASL in the Federal Budget covers the wider General Government Sector (GGS). The Public Sector Employment and Earnings (PSEE) figures published by the ABS have a span beyond the GGS, covering public financial corporations and public non-financial corporations.

The GGS includes both APS and non-APS agencies. Examples of non-APS agencies within the GGS include Commonwealth Superannuation Corporation, Australian Broadcasting Corporation, and the Australian Federal Police. Non-APS agencies are not included in APS Employment Database reporting.

Population inclusions can differ within an agency. For some agencies it is possible to employ staff under both the PS Act and other enabling legislation. For example, the Australian Digital Health Agency may employ staff under the PS Act, or under the Public Governance, Performance and Accountability (establishing the Australian Digital Health Agency) Rule 16, section 64. In this case, ASL will cover staff covered by both Acts, while APSED headcount will only cover staff employed under the PS Act.

Examples of public financial corporations include the Reserve Bank of Australia, the Australia Reinsurance Pool Corporation, and Housing Australia. Public non-financial corporations include entities such as Australia Post, Snowy Hydro Limited, Airservices Australia, and NBN Co Limited. These are not included in APSED reporting, nor are they included in Federal Budget staffing estimates.

A full list of agencies and their enabling legislation is published by the Department of Finance at [List of Commonwealth entities and companies](#).

This list provides the Economic Sector of government entities (e.g. General Government, Public Financial and Non-Financial Corporations).

Adjustment for work hours

APSED figures are based on headcount, which is a count of the number of employees, with no adjustment for the hours worked. Each part-time and casual employee is counted as one employee, irrespective of the number of hours they work. ABS PSEE estimates count the number of employees without adjusting for work hours.

In contrast, Finance's ASL measure does adjust for hours worked, with part-time and casual employees counted using their working hours as a proportion of a standard work week. For example, 2 part-time employees who work half a week each would be counted as 0.5 ASL each and would total 1 ASL. This is in contrast to headcount, which would count each of these employees, totalling 2.

Time period measured

Headcount is a point in time count of the number of employees, whereas ASL takes into account the staffing across the year.

For example, an organisation that had changing staff numbers over the year as per Table A 2 would have an ASL of 100 (average staffing level over the 12 months).

However, the headcount (as at 30 June) would be zero, because the headcount only measures a point in time.

Table A 2: Example staffing profile

Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
100	200	0	100	200	0	100	200	0	100	200	0

Table A 3 provides an outline of the count method and included population of these statistics.

Table A 3: Summary of government employment measures – count method and population inclusions

Measure and source	Count method	Population inclusions		
		General Government Sector (GGS)		PFC and NFC
		APS GGS	Non-APS GGS	
APSED – APSC	Headcount	Yes	No	No
Average Staffing Level estimates – Department of Finance	ASL	Yes	Yes	No
Public Sector Employment Earnings – Australian Bureau of Statistics	Headcount	Yes	Yes	Yes

Count methods:

- **Headcount:** staff could not be adjusted for work hours per person (2 x 0.5 part-time employees = 2). Count as at a point in time.
- **ASL:** staff count adjusted for part-time/casual work hours (2 x 0.5 part-time employees = 1). Average over reporting period.

Population inclusion abbreviations:

- **GGS:** General Government Sector (e.g. APS: Australian Taxation Office, Services Australia, Home Affairs and non-APS: Commonwealth Superannuation Corporation, Australian Broadcasting Corporation, Australian Federal Police).
- **PFC:** Public Financial Corporations (e.g. Reserve Bank of Australia, Australian Reinsurance Pool Corporation, Housing Australia).
- **PNFC:** Public Non-Financial Corporations (e.g. Australia Post, Australian Rail Track Corporation Limited, Snowy Hydro Limited, Australian Naval Infrastructure Pty Ltd, Airservices Australia, NBN Co Limited).

Appendix 2 – State of the Service additional data

This appendix presents additional data from APSED, the APS Employee Census and the APS Agency Survey.

Classification structures

At 30 June 2025, the most common classification in the APS was APS 6. This continues the trend of the last decade, during which this level has consistently been the most common classification (Table A 4).

Table A 4: Number of APS employees by base classification (at 30 June, 2016 to 2025)

Classification	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Trainee	583	620	767	567	617	642	989	953	657	593
Graduate	1,574	1,688	1,525	1,453	1,607	1,627	1,962	2,027	2,025	1,874
APS 1	3,899	2,900	2,673	2,838	2,201	1,545	2,949	2,721	2,698	3,696
APS 2	5,002	4,605	4,701	4,415	6,233	4,674	4,060	4,066	4,315	4,313
APS 3	20,763	18,419	17,208	15,321	15,719	16,813	14,745	15,986	13,712	13,147
APS 4	30,576	29,490	29,443	28,091	27,307	28,222	27,376	28,419	33,506	36,854
APS 5	20,932	21,238	20,854	20,592	21,150	21,703	22,368	24,283	27,075	28,700
APS 6	32,668	33,123	32,974	32,973	33,981	34,324	36,139	39,014	43,262	47,125
EL 1	25,483	25,542	25,656	26,014	26,943	28,497	31,615	34,338	37,888	41,144
EL 2	11,491	11,665	11,754	11,725	11,814	12,674	13,946	15,085	16,294	17,502
SES 1	1,967	1,979	2,024	2,049	2,061	2,088	2,231	2,357	2,539	2,675
SES 2	543	558	553	580	596	625	657	679	725	745
SES 3	126	121	126	140	134	137	142	158	162	161
Total	155,607	151,948	150,258	146,758	150,363	153,571	159,179	170,086	184,858	198,529

Source: APSED

Age profile

At 30 June 2025, the average age of APS employees remained stable at 43.0. The proportion of APS employees under 30 years of age decreased slightly to 15.7%, down from 15.8% at 30 June 2024 (Table A 5).

Table A 5: Number of APS employees by age group (at 30 June, 2016 to 2025)

Age group (years)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Under 20	577	406	456	430	570	580	670	841	889	854
20–24	5,885	5,508	5,526	5,315	6,294	6,735	7,380	8,553	9,549	9,931
25–29	14,321	13,650	12,947	12,586	13,126	13,685	14,698	16,639	18,734	20,378
30–34	20,262	19,177	18,432	17,213	17,049	17,117	17,658	18,963	20,829	22,728
35–39	21,309	21,262	21,129	20,681	20,985	21,365	21,484	22,589	24,340	25,651
40–44	21,978	21,280	20,851	20,749	20,967	21,578	22,459	24,100	26,471	28,837
45–49	21,707	21,789	21,905	21,708	22,007	21,881	22,044	22,955	24,898	26,569
50–54	22,172	21,260	20,634	19,978	20,150	20,821	21,883	23,125	24,549	26,128
55–59	16,170	16,361	16,697	16,401	16,757	16,808	16,979	17,415	18,492	19,834
60 and over	11,226	11,255	11,681	11,697	12,458	13,001	13,924	14,906	16,107	17,619
Total	155,607	151,948	150,258	146,758	150,363	153,571	159,179	170,086	184,858	198,529

Source: APSED

Gender

The proportion of women in the APS has increased over the past decade. By 30 June 2025, the proportion of women increased slightly to 60.5%, from 60.4% at 30 June 2024. (Table A 6).

Table A 6: Gender representation in the APS (at 30 June, 2016 to 2025)

Gender	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Men	63,675	62,263	61,466	59,132	60,073	60,960	62,670	66,770	72,293	77,419
Women	91,840	89,586	88,671	87,480	90,118	92,351	96,127	102,721	111,700	120,098
X	.	99	121	146	172	260	382	595	865	1,012
Total	155,607	151,948	150,258	146,758	150,363	153,571	159,179	170,086	184,858	198,529

Source: APSED

Diversity

Table A 7 presents the proportion of APS employees identifying in each diversity group.

Table A 7: Proportion of APS employees by diversity group (at 30 June, 2016 to 2025)

Diversity group	2016 (%)	2017 (%)	2018 (%)	2019 (%)	2020 (%)	2021 (%)	2022 (%)	2023 (%)	2024 (%)	2025 (%)
Women	59.0	59.0	59.0	59.6	59.9	60.1	60.4	60.4	60.4	60.5
First Nations	3.4	3.5	3.7	3.8	3.8	3.8	3.8	3.6	3.5	3.4
People with disability	4.1	4.1	4.2	4.2	4.8	5.1	5.3	5.5	5.7	5.8
Born outside of Australia	22.3	22.4	22.4	22.4	22.4	22.8	23.2	24.2	25	25.6
First language spoken not exclusively English	21.4	21.7	22.0	22.2	22.4	22.9	23.5	24.7	25.9	26.8

Source: APSED

Culturally and Linguistically Diverse Employees

Table A 8 presents the proportion of respondents identifying as culturally and linguistically diverse in the APS Employee Census.

Table A 8: Proportion of employees who identified as culturally and linguistically diverse

Do you identify as culturally and linguistically diverse?	%
Yes	27.1
No	72.9

Source: 2025 APS Employee Census

Table A 9 presents the proportion of respondents identifying with a specific cultural background in the APS Employee Census.

Table A 9: Proportion of employees who identified with a specific cultural background

Do you identify as culturally and linguistically diverse?	%
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	70.2
Anglo-European	14.5
South-East Asian	12.2
Southern and Eastern European	6.0
Southern and Central Asian	4.7
Australian Aboriginal and/or Torres Strait Islander	3.4
North-East Asian	3.2
North-West European (excluding Anglo-European)	2.8
North African and Middle Eastern	1.5
New Zealander (excluding Maori)	1.4
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1.2
Sub-Saharan African	1.2
South and Central American and Caribbean Islander	1.1
North American	0.8

Source: 2025 APS Employee Census

Note: Respondents could select more than one cultural background.

APS employees with disability

Table A 10 presents the proportion of APS Employee Census respondents with an ongoing disability.

Table A 10: Proportion of respondents with an ongoing disability

Do you have an ongoing disability?	%
Yes	12.5
No	87.5

Source: 2025 APS Employee Census

Table A 11 presents the proportion of respondents with an ongoing disability who have shared that information to their agency's human resource information system.

Table A 11: Respondents with an ongoing disability who have shared that information to their agency's human resources information system

Have you shared your ongoing disability to your agency's human resources information system?	% of those with an ongoing disability
Yes	45.2
No	33.6
Not sure	21.2

Source: 2025 APS Employee Census

Table A 12 presents the factors that contribute to those with an ongoing disability not sharing that they have an ongoing disability to their agency's human resource information system.

Table A 12: Factors that contribute to respondents with an ongoing disability not sharing that they have an ongoing disability to their agency's human resources information system

Have any of the following contributed to your decision to not share this information?	% of those with an ongoing disability who have not shared their ongoing disability to their agency's human resources information system
I do not see any reason for or benefit in sharing this information with my agency	45.9
I do not require any adjustments to be made to perform my role	41.5
I am concerned about being discriminated against	38.7
It is private information I do not wish to share	33.5
My disability is not relevant to my employment	27.7
I have never been asked for this information	27.0
I am unsure how to update this information	16.6
Other reason	9.0

Source: 2025 APS Employee Census

Note: As respondents could select more than one option, total percentages may exceed 100%.

Understanding neurodiversity in the APS

Table A 13 presents the proportion of respondents who considered themselves to be neurodivergent.

Table A 13: Proportion of employees who considered themselves to be neurodivergent

Do you consider yourself to be neurodivergent?	%
Yes	10.8
No	71.9
Maybe	11.2
I am unsure what neurodivergent means	6.1

Source: 2025 APS Employee Census

Supporting health and wellbeing

Table A 14 presents perceptions about wellbeing support held by APS Employee Census respondents in 2025.

Table A 14: Employee perceptions of wellbeing support

Statement	Level of agreement	%
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	Agree	73
	Neither agree nor disagree	18
	Disagree	10
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	Agree	70
	Neither agree nor disagree	19
	Disagree	11
My agency does a good job of promoting health and wellbeing	Agree	71
	Neither agree nor disagree	19
	Disagree	10
I think my agency cares about my health and wellbeing	Agree	69
	Neither agree nor disagree	19
	Disagree	12
I believe my immediate supervisor cares about my health and wellbeing	Agree	87
	Neither agree nor disagree	8
	Disagree	5

Source: 2025 APS Employee Census

Service to Australians

Table A 15 presents perceptions relating to role and purpose held by APS Employee Census respondents in 2025.

Table A 15: Employee perceptions related to role and purpose

Statement	Level of agreement	%
I understand how my role contributes to achieving an outcome for the Australian public	Agree	93
	Neither agree nor disagree	5
	Disagree	2
I believe strongly in the purpose and objectives of the APS	Agree	89
	Neither agree nor disagree	10
	Disagree	1

Source: 2025 APS Employee Census

Code of conduct

In the 2025 Australian Public Service Agency Survey, agencies reported that 582 employees were the subject of an investigation into a suspected breach of the APS Code of Conduct that was finalised in 2024–25. Of these, 490 employees were found to have breached the APS Code of Conduct.

Table A 16 presents the number of investigations conducted by agencies into suspected breaches of individual elements of the APS Code of Conduct and the number of breach findings in 2024–25. One employee can be investigated for multiple elements of the APS Code of Conduct.

Table A 16: Number of investigations into and breaches against individual elements of the APS Code of Conduct (2024–25)

Element of Code of Conduct	Investigations	Breaches
Behave honestly and with integrity in connection with APS employment, s 13(1)	313	267
Act with care and diligence in connection with APS employment, s 13(2)	117	90
When acting in connection with APS employment, treat everyone with respect and courtesy, and without harassment, s 13(3)	120	92
When acting in connection with APS employment comply with all applicable Australian laws, s 13(4)	39	27
Comply with any lawful and reasonable direction given by someone in the employee's Agency who has authority to give the direction, s 13(5)	129	96
Maintain appropriate confidentiality about dealings that the employee has with any Minister or Minister's member of staff, s 13(6)	1	0

Element of Code of Conduct	Investigations	Breaches
Take reasonable steps to avoid any conflict of interest (real or apparent), and disclose details of any material personal interest of the employee, in connection with the employee's APS employment, s 13(7)	76	60
Use Commonwealth resources in a proper manner and for a proper purpose, s 13(8)	124	103
Not provide false or misleading information in response to a request for information that is made for official purposes in connection with the employee's APS employment, s 13(9)	38	31
Not make improper use of: inside information, or the employee's duties, status, power or authority, in order to: a) gain, or seek to gain, a benefit or advantage for the employee or any other person; or b) cause, or seek to cause, a detriment to the employee's Agency, the Commonwealth or any other person, s 13(10)	67	44
At all times behave in a way that upholds the APS Values and APS Employment Principles, and the integrity and good reputation of the employee's Agency and the APS, s 13(11)	422	377
While on duty overseas, at all times behave in a way that upholds the good reputation of Australia, s 13(12)	3	1
Comply with any other conduct requirement that is prescribed by the regulations, s 13(13)	7	4
Total number of elements of the APS Code of Conduct that were investigated and breached	1,456	1,192

Source: 2025 APS Agency Survey

Note: As individual employees can be investigated and found in breach of multiple elements of the APS Code of Conduct, the reported totals exceed the total number of individual employees investigated (582 employees) and found in breach (490 employees).

Table A 17 presents the types of reports which led to finalised APS Code of Conduct investigations (2024–25).

Table A 17: Reports leading to finalised APS Code of Conduct investigations (2024–25)

Type of report	Number of reports
A report made to a central conduct or ethics unit or nominated person in a human resources area	257
A report generated by a compliance/monitoring system (e.g. audit)	228
A report made to an email reporting address	39
A report made to a fraud prevention and control unit or hotline	32
A Public Interest Disclosure	5
A report made to an employee advice or counselling unit	5
A report made to another hotline	1
Other	25
Total number of reports leading to finalised APS Code of Conduct investigations	592

Source: 2025 APS Agency Survey

Note: As individual employees may have been reported through multiple avenues, the reported total exceeds the total number of individual employees investigated (582 employees).

Table A 18 presents the outcomes for the 582 APS employees who were investigated for suspected breaches of the APS Code of Conduct during 2024–25.

Table A 18: Outcome of investigations into suspected breaches of the APS Code of Conduct (2024–25)

Outcome	Number of employees
Breach found and sanction applied	342
Breach found but no sanction applied – employee resigned prior to sanction decision	105
No breach found (for any element of the APS Code of Conduct)	63
Breach found but no sanction applied - other reason	43
Investigation discontinued – other reason	16
Investigation discontinued – employee resigned	13
Breach found but no sanction applied - employee transferred to another agency before sanction applied	0
Total number of outcomes of finalised APS Code of Conduct investigations	582

Source: 2025 APS Agency Survey

Table A 19 presents the sanctions applied to 342 APS employees found to have breached the APS Code of Conduct during 2024–25.

Table A 19: Sanctions imposed for breaches of the APS Code of Conduct (2024–25)

Sanction	Number of sanctions
Reprimand	215
Deductions from salary by way of a fine	148
Termination of employment	70
Reduction in salary	61
Reduction in classification	15
Re-assignment of duties	10
Total sanctions imposed	519

Source: 2025 APS Agency Survey

Note: As individual employees may have received more than one sanction, the reported total exceeds the total number of employees who received sanctions (342 employees).

In the 2025 APS Employee Census, 9.5% of respondents indicated they had been subjected to bullying or harassment in their workplace in the 12 months preceding the APS Employee Census.

Table A 20 presents the types of behaviour perceived by respondents.

Table A 20: Type of bullying or harassment perceived by respondents

Type of behaviour	% of those who indicated they had been subjected to bullying or harassment in their workplace in the previous 12 months preceding the 2025 APS Employee Census
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	46.6
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	40.4
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	31.8
Deliberate exclusion from work-related activities	29.0
Cyberbullying (e.g. harassment via IT, or the spreading of gossip/materials intended to defame or humiliate)	10.1
Physical behaviour	4.5
Sexual harassment	4.5
Interference with your personal property or work equipment	4.0
'Initiations' or pranks	2.5
Other	20.5

Source: 2025 APS Employee Census

Note: Percentages are based on respondents who said they had been subjected to bullying or harassment in their current workplace. As respondents could select more than one option, total percentages may exceed 100%.

Table A 21 presents the perceived source of the bullying or harassment indicated by respondents in 2025.

Table A 21: Perceived source of bullying or harassment

Perceived source	% of those who indicated they had been subjected to bullying or harassment in their workplace in the previous 12 months preceding the 2025 APS Employee Census
Co-worker	39.5
Someone more senior (other than your supervisor)	32.6
A previous supervisor	24.8
Your current supervisor	19.0
Someone more junior than you	10.5
Client, customer or stakeholder	3.8
Contractor	2.3
Consultant / service provider	0.9
Representative of another APS agency	0.9
Minister or ministerial adviser	0.2
Unknown	1.8

Source: 2025 APS Employee Census

Note: Percentages are based on respondents who said they had been subjected to bullying or harassment in their current workplace. As respondents could select more than one option, total percentages may exceed 100%.

Table A 22 presents the reporting behaviour of respondents who had perceived bullying or harassment in their workplace in the 12 months preceding the APS Employee Census.

Table A 22: Reporting behaviour of bullying or harassment

Reporting behaviour	% of those who indicated they had been subjected to bullying or harassment in their workplace in the previous 12 months preceding the 2025 APS Employee Census
I reported the behaviour in accordance with my agency's policies and procedures	37.2
It was reported by someone else	7.6
I did not report the behaviour	55.2

Source: 2025 APS Employee Census

Note: Percentages are based on respondents who said they had been subjected to bullying or harassment in their current workplace.

Table A 23 presents the reasons for not reporting bullying or harassment given by respondents who had perceived bullying or harassment in their workplace in the 12 months preceding the APS Employee Census and who did not report the behaviour.

Table A 23: Reasons for not reporting bullying or harassment

Reason	% of those who indicated they had been subjected to bullying or harassment in their workplace in the previous 12 months preceding the 2025 APS Employee Census and did not report the behaviour
I feared possible retaliation or reprisals	52.6
I did not think action would be taken	51.5
I did not want to upset relationships in the workplace	46.1
It could affect my career	42.4
I did not think it was worth the hassle of going through the reporting process	37.6
Managers accepted the behaviour	34.8
I did not think the bullying or harassment was serious enough	17.9
I did not have enough evidence	17.4
The matter was resolved informally	9.3
I did not know how to report it	5.9
Other	10.2

Source: 2025 APS Employee Census

Note: Percentages are based on respondents who said they had been subjected to bullying or harassment in their current workplace and did not report the behaviour. As respondents could select more than one option, total percentages may exceed 100%.

In the 2025 Australian Public Service Agency Survey, agencies reported that 2,159 employees made complaints about bullying or harassment during 2024–25.

Table A 24 presents the number of recorded complaints against each type of bullying and harassment behaviour made by APS employees within APS agencies during 2024–25.

Table A 24: Complaints against each type of bullying and harassment behaviour made to agencies (2024–25)

Type of behaviour	Number
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	339
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	331
Sexual harassment	244

Type of behaviour	Number
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)	120
Cyberbullying (e.g. harassment via IT, or the spreading of gossip/materials intended to defame/humiliate)	51
Physical behaviour	41
Initiations or pranks	10
Interference with personal property or work equipment	10
Other	739
Number of complaints about bullying/harassment unable to be categorised	445
Total number of individual bullying and harassment behaviours that were reported	2,330

Source: 2025 APS Agency Survey

Note: As individual employees may have reported a complaint about multiple types of bullying and harassment behaviour, the reported total exceeds the total number of employees who made complaints about bullying or harassment (2,159 employees).

Table A 25 presents the proportion of respondents who, during the previous 12 months, reported they had observed a public official engaging in conduct within their agency that they considered to be corruption.

The definition of corruption and the related questions included in the 2025 APS Employee Census were revised to align with the *National Anti-Corruption Commission Act 2022* and the Commonwealth Fraud and Corruption Control Framework. This change in definition and question wording may partially explain differences in the proportion of respondents indicating they had witnessed corrupt behaviour when comparing results in 2025 to those of previous years.

Table A 25: APS employee perceptions of corruption

Potential corruption witnessed	%
Yes	2.0
No	92.2
Not sure	4.1
Would prefer not to answer	1.7

Source: 2025 APS Employee Census

Of those who reported observing potential corruption, the types of corrupt conduct are presented in Table A 26.

Table A 26: Type of potential corrupt conduct witnessed

Type of potential corrupt conduct witnessed	% who had witnessed potential corrupt conduct
Abuse of office	65.2
Adversely affecting the honesty or impartiality of a public official	38.3

Type of potential corrupt conduct witnessed	% who had witnessed potential corrupt conduct
Misuse of information or documents	24.5
A breach of public trust	22.0

Source: 2025 APS Employee Census

Note: Percentages are based on respondents who said they observed potential corruption. As respondents could select more than one option, total percentages may exceed 100%.

In the 2025 APS Employee Census, 8.4% of respondents indicated they had been subjected to discrimination during the 12 months preceding the APS Employee Census and in the course of their employment. Table A 27 presents the types of discrimination perceived by respondents.

Table A 27: Type of discrimination perceived by respondents

Category	% of those who indicated they had been subjected to discrimination during the 12 months preceding the 2025 APS Employee Census and in the course of their employment
Gender	28.8
Age	24.6
Race	23.0
Caring responsibilities	17.1
Disability (e.g. loss of hearing or sight, incomplete use of limbs, or mental health issues)	16.9
Religion	6.7
LGBTIQA+	4.8
Identification as an Australian Aboriginal and/or Torres Strait Islander person	3.8
Other	26.0

Source: 2025 APS Employee Census

Note: Percentages are based on respondents who said they had perceived discrimination during the 12 months preceding the APS Employee Census and in the course of their employment. As respondents could select more than one option, total percentages may exceed 100%.

Table A 28 presents the perceived source of the discrimination indicated by respondents in 2025.

Table A 28: Perceived source of discrimination

Perceived source	% of those who indicated they had been subjected to discrimination during the 12 months preceding the 2025 APS Employee Census and in the course of their employment
Within my agency	92.3
A customer, stakeholder or member of the public	8.3

Perceived source	% of those who indicated they had been subjected to discrimination during the 12 months preceding the 2025 APS Employee Census and in the course of their employment
Another agency	4.2
Other	4.3

Source: 2025 APS Employee Census

Note: Percentages are based on respondents who said they had perceived discrimination during the 12 months preceding the APS Employee Census and in the course of their employment. As respondents could select more than one option, total percentages may exceed 100%.

Table A 29 presents the reporting behaviour of respondents who indicated they had been subjected to discrimination during the 12 months preceding the APS Employee Census and in the course of their employment.

Table A 29: Reporting behaviour of discrimination

Reporting behaviour	% of those who indicated they had been subjected to discrimination during the 12 months preceding the 2025 APS Employee Census and in the course of their employment
I reported the discrimination in accordance with my agency's policies and procedures	18.8
It was reported by someone else	4.4
I did not report the discrimination	76.8

Source: 2025 APS Employee Census

Note: Percentages are based on respondents who said they had perceived discrimination during the 12 months preceding the APS Employee Census and in the course of their employment.

Table A 30 presents the reasons for not reporting discrimination given by respondents who had been subjected to discrimination during the 12 months preceding the APS Employee Census in the course of their employment and who did not report the discrimination.

Table A 30: Reasons for not reporting discrimination

Reason	% of those who indicated they had been subjected to discrimination during the 12 months preceding the 2025 APS Employee Census in the course of their employment and did not report the discrimination
I did not think action would be taken	49.6
I did not want to upset relationships in the workplace	47.8
It could affect my career	43.5
I feared possible retaliation or reprisals	39.1

Reason	% of those who indicated they had been subjected to discrimination during the 12 months preceding the 2025 APS Employee Census in the course of their employment and did not report the discrimination
I did not think it was worth the hassle of going through the reporting process	35.6
I was concerned about adverse consequences beyond the effect on my career	35.0
Managers accepted the behaviour	28.2
I did not have enough evidence	24.7
I did not think the discrimination was serious enough	22.1
I did not know how to report it	6.3
The matter was resolved informally	6.2
Other	9.2

Source: 2025 APS Employee Census

Note: Percentages are based on respondents who said they had been subjected to discrimination during the 12 months preceding the APS Employee Census in the course of their employment and who did not report the discrimination.

As respondents could select more than one option, total percentages may exceed 100%.

Ethics Advisory Service

The APSC Ethics Advisory Service provides information, policy advice and guidance to APS employees and leaders on the application of the APS Values and the Code of Conduct, promoting ethical decision-making across the public service. In 2024–25, the Ethics Advisory Service received 554 enquiries – 263 from individual APS employees and 158 from agency human resources areas and managers. The remaining 133 enquiries were from contractors or former employees, or were anonymous or out of scope.

Personal and miscellaneous leave

APS agencies provide aggregated figures on personal leave (that is, sick and carer's leave) and miscellaneous leave (for example, bereavement, compassionate and emergency leave). These figures include instances of leave with or without a supporting medical certificate, whether paid or unpaid. Prior to 2023 this form of leave was reported in the State of the Service Report as unscheduled absences. As some of this leave may be scheduled, a more accurate term is personal and miscellaneous leave.

The personal and miscellaneous leave measure incorporates the staffing size of agencies when calculating the absence rate. In practice, every agency's personal and miscellaneous leave days and full-time equivalent (FTE) are summed, and the personal and miscellaneous leave rate is calculated by dividing the total number of personal and miscellaneous leave days by the total FTE of the APS.

APS personal & miscellaneous leave
rate =

Total days of personal & miscellaneous leave across the
APS

Total FTE of the APS

Table A 31 compares the personal and miscellaneous leave rate since 2018–19 across the whole-of-APS and broken down by agency size. During 2024–25, personal and miscellaneous leave rates increased across the APS and within all three agency size groups.

Table A 31: Personal and miscellaneous leave rates (2018–19 to 2024–25) by agency size (expressed as an average number of days)

Year	APS	Small	Medium	Large
2018–19	13.4	11.0	11.7	13.7
2019–20	13.1	11.2	11.4	13.3
2020–21	12.2	9.8	10.5	12.5
2021–22	12.8	10.1	11.1	13.1
2022–23	13.2	11.3	11.9	13.4
2023–24	13.1	11.1	11.4	13.4
2024–25	13.8	12.4	12.3	14.0

Source: 2025 APS Agency Survey

Note: Within the 0.7 day increase in personal and miscellaneous leave at the APS level, sick leave has increased by 0.2 days, carer's leave by 0.1 and miscellaneous leave has risen by 0.4 days. There has been a change in definition from previous years - miscellaneous leave now includes cultural, defence reservist, court related, or emergency or natural disaster leave, in addition to bereavement and compassionate leave.

Table A 32 provides personal and miscellaneous leave use and rates by agency for 2023–24 and 2024–25 (expressed as an average number of days). Note that for small agencies, a small number of individuals with a large amount of leave taken can influence the personal and miscellaneous leave rate substantially.

Table A 32: Sick, carer's leave, miscellaneous and total personal and miscellaneous leave rate by agency (2023–24 and 2024–25) (expressed as an average number of days)

Agency name	Sick leave 2024–25	Carer's leave 2024–25	Miscellaneous leave 2024–25	Total personal and miscellaneous leave rate 2024–25	Total personal and miscellaneous leave rate 2023–24
Aboriginal Hostels Limited	16.0	0.0*	1.1	17.1	13.8
Administrative Review Tribunal	9.9	1.2	1.4	12.6	11.0**
Aged Care Quality and Safety Commission	11.7	1.2	5.4	18.3	13.4
Agriculture, Fisheries and Forestry	11.6	2.1	0.5	14.2	12.9
Attorney-General's Department	8.9	1.7	0.4	11.1	10.8
Australian Bureau of Statistics	9.4	1.9	1.3	12.5	11.7
Australian Centre for International Agricultural Research	12.4	4.1	6.3	22.9	17.2
Australian Commission on Safety and Quality in Health Care	9.2	1.5	0.7	11.4	8.6
Australian Communications and Media Authority	7.8	1.9	0.8	10.5	12.0
Australian Competition and Consumer Commission	7.9	1.6	0.9	10.4	8.6
Australian Criminal Intelligence Commission	8.9	2.2	3.0	14.1	9.3
Australian Digital Health Agency	8.3	1.0	0.3	9.7	9.3
Australian Electoral Commission	8.7	1.7	0.2	10.6	9.4
Australian Financial Security Authority	9.1	2.0	0.8	11.9	11.3
Australian Fisheries Management Authority	8.4	1.8	0.9	11.1	7.7
Australian Human Rights Commission	6.5	1.4	0.6	8.4	9.0
Australian Information Commissioner	12.3	0.0	6.8	19.2	12.5
Australian Institute of Aboriginal and Torres Strait Islander Studies	9.9	1.8	0.7	12.4	14.2
Australian Institute of Family Studies	4.8	1.8	1.3	7.9	6.2
Australian Institute of Health and Welfare	8.6	1.7	0.5	10.8	11.1
Australian National Audit Office	9.3	1.4	3.2	13.9	11.1
Australian National Maritime Museum	6.9	1.4	0.4	8.7	7.8
Australian Office of Financial Management	6.0	3.0	2.2	11.2	11.1

Agency name	Sick leave 2024–25	Carer's leave 2024–25	Miscellaneous leave 2024–25	Total personal and miscellaneous leave rate 2024–25	Total personal and miscellaneous leave rate 2023–24
Australian Pesticides and Veterinary Medicines Authority	9.9	1.9	0.5	12.2	11.1
Australian Public Service Commission	8.8	1.8	0.5	11.1	9.0
Australian Radiation Protection and Nuclear Safety Agency	8.0	2.1	0.5	10.5	9.2
Australian Research Council	9.8	2.4	4.4	16.6	13.5
Australian Skills Quality Authority	9.1	1.5	0.5	11.1	12.5
Australian Submarine Agency	8.0	1.3	3.8	13.1	6.4
Australian Taxation Office	9.7	1.5	0.4	11.6	11.6
Australian Trade and Investment Commission	4.7	0.8	0.2	5.7	11.8
Australian Transaction Reports and Analysis Centre	6.7	2.6	1.1	10.5	11.5
Australian Transport Safety Bureau	7.4	1.3	1.1	9.8	9.7
Australian War Memorial	8.3	2.3	3.5	14.1	10.5
Bureau of Meteorology	7.0	2.3	1.2	10.5	8.1
Cancer Australia	8.1	1.1	1.5	10.7	14.2
Clean Energy Regulator	9.7	2.8	7.7	20.2	18.9
Climate Change Authority	6.5	2.0	1.9	10.4	8.6
Climate Change, Energy, the Environment and Water	10.0	0.1	0.1	10.2	8.0
Comcare	9.8	1.9	0.5	12.1	11.0
Commonwealth Director of Public Prosecutions	7.8	1.4	0.6	9.8	8.6
Commonwealth Grants Commission	8.3	1.5	0.5	10.4	7.2
Commonwealth Ombudsman	14.2	1.9	0.6	16.8	17.3
Defence	10.3	2.0	0.4	12.7	11.9
Defence Housing Australia	8.7	2.2	1.2	12.1	11.8
Digital Transformation Agency	8.6	2.0	1.2	11.8	8.6
Education	8.8	2.4	0.4	11.5	11.1
Employment and Workplace Relations	9.0	2.0	3.9	14.9	11.9
Fair Work Commission	8.2	1.7	0.2	10.1	11.6
Fair Work Ombudsman	10.5	2.4	0.7	13.5	12.2
Federal Court of Australia	5.7	1.5	0.7	7.9	7.2
Finance	9.8	2.3	1.0	13.1	10.5
Food Standards Australia New Zealand	8.7	1.8	2.6	13.1	8.5
Foreign Affairs and Trade	7.9	2.5	0.5	10.9	10.9
Future Fund Management Agency	3.6	1.4	0.5	5.5	4.0

Agency name	Sick leave 2024–25	Carer's leave 2024–25	Miscellaneous leave 2024–25	Total personal and miscellaneous leave rate 2024–25	Total personal and miscellaneous leave rate 2023–24
Geoscience Australia	3.6	0.8	0.8	5.2	10.5
Great Barrier Reef Marine Park Authority	13.5	2.9	1.3	17.7	16.8
Health	10.8	1.5	0.6	12.9	11.6
Home Affairs	11.5	3.1	0.5	15.2	15.2
Independent Parliamentary Expenses Authority	4.3	2.8	2.2	9.3	9.6
Industry, Science and Resources	11.0	1.7	1.1	13.8	11.5
Infrastructure, Transport, Regional Development, Communications, Sport and the Arts	10.1	2.0	0.5	12.6	10.7
Inspector-General of Aged Care	4.4	1.0	0.6	6.0	0.0
Inspector-General of Taxation & Taxation Ombudsman	6.2	3.1	1.1	10.5	9.8
IP Australia	2.8	0.5	9.9	13.2	12.0
Murray-Darling Basin Authority	5.6	2.6	3.6	11.8	14.8
Museum of Australian Democracy at Old Parliament House	9.5	1.9	1.1	12.5	9.9
National Anti-Corruption Commission	7.3	1.5	0.6	9.4	4.3
National Archives of Australia	10.5	1.5	0.8	12.8	14.9
National Blood Authority	8.9	1.3	0.4	10.6	12.2
National Capital Authority	7.5	2.5	2.7	12.7	0.0***
National Disability Insurance Agency	12.5	2.3	1.9	16.7	15.4
National Emergency Management Agency	11.7	2.4	0.6	14.7	12.8
National Film and Sound Archive	10.3	1.6	1.2	13.1	15.9
National Health and Medical Research Council	8.2	1.9	0.3	10.5	11.5
National Health Funding Body	9.9	1.5	7.0	18.4	9.3
National Indigenous Australians Agency	8.9	2.3	0.5	11.8	16.3
National Intelligence	10.2	2.8	5.4	18.4	12.2
National Library of Australia	14.0	2.1	0.6	16.7	14.5
National Museum of Australia	11.7	1.6	1.0	14.3	12.7
National Offshore Petroleum Safety and Environmental Management Authority	7.1	1.7	0.2	9.0	7.7
National Portrait Gallery of Australia	8.3	2.1	0.9	11.3	12.6
NDIS Quality and Safeguards Commission	9.8	4.4	0.7	15.0	10.1
Office of the Inspector General of Intelligence and Security	11.6	1.1	0.1	12.8	11.2

Agency name	Sick leave 2024–25	Carer's leave 2024–25	Miscellaneous leave 2024–25	Total personal and miscellaneous leave rate 2024–25	Total personal and miscellaneous leave rate 2023–24
Organ and Tissue Authority	10.6	1.8	1.2	13.6	12.2
Parliamentary Counsel	8.4	1.6	0.4	10.4	13.4
Prime Minister and Cabinet	8.7	1.6	0.4	10.7	10.6
Productivity Commission	7.5	2.2	1.0	10.7	8.6
Professional Services Review	11.3	1.0	5.1	17.4	10.5
Royal Australian Mint	11.5	2.9	1.0	15.5	14.3
Safe Work Australia	13.2	1.7	0.6	15.5	15.4
Services Australia	14.4	2.7	0.8	17.9	18.0
Social Services	11.3	1.8	0.5	13.6	13.7
Sport Integrity Australia	8.6	1.2	3.6	13.4	8.3
Tertiary Education Quality and Standards Agency	10.6	2.1	1.3	14.0	13.5
Torres Strait Regional Authority	10.2	2.9	2.2	15.3	17.3
Treasury	9.5	2.1	0.9	12.5	11.5
Veterans' Affairs	10.9	1.8	0.4	13.2	15.1
Workplace Gender Equality Agency	8.3	1.8	0.4	10.5	7.9
APS	10.8	2.1	0.9	13.8	13.1

Source: 2025 APS Agency Survey

*Miscellaneous leave included in sick and carers leave.

** Administrative Appeals Tribunal (2024), Machinery of Government (MoG) change to Administrative Review Tribunal (2025).

*** Data not provided.

Appendix 3 – List of APS agencies

Table A 33 lists APS agencies and employee numbers at 30 June 2025, based on data from the APS Employment Database (APSED). These are headcount numbers which include ongoing and non-ongoing APS employees.

Table A 33: List of APS agencies by portfolio (at 30 June 2025)

Agency name	Functional cluster	Headcount
Agriculture, Fisheries and Forestry	Larger Operational	6,979
Australian Fisheries Management Authority	Regulatory	164
Australian Pesticides and Veterinary Medicines Authority	Regulatory	230
Attorney-General's	Policy	2,457
Administrative Review Tribunal	Smaller Operational	961
Australian Human Rights Commission	Specialist	218
Australian Law Reform Commission	Specialist	25
Federal Court of Australia	Specialist	1,730
National Anti-Corruption Commission	Specialist	225
Office of the Australian Information Commissioner	Regulatory	180
Office of the Commonwealth Ombudsman	Specialist	325
Office of the Director of Public Prosecutions	Specialist	474
Office of the Inspector-General of Intelligence and Security	Specialist	50
Office of Parliamentary Counsel	Specialist	130
Office of the Special Investigator	Specialist	4
Climate Change, Energy, the Environment and Water	Policy	5,835
Bureau of Meteorology	Larger Operational	1,825
Clean Energy Regulator	Regulatory	438
Climate Change Authority	Specialist	64
Great Barrier Reef Marine Park Authority	Specialist	231
Murray-Darling Basin Authority	Policy	448
Defence	Larger Operational	20,545
Australian Submarine Agency	Specialist	748
Defence Housing Australia	Smaller Operational	658
Education	Policy	1,835
Australian Research Council	Specialist	133
Tertiary Education Quality and Standards Agency	Regulatory	117
Employment and Workplace Relations	Policy	4,426
Asbestos and Silica Safety and Eradication Agency	Specialist	20
Australian Skills Quality Authority	Regulatory	274

Agency name	Functional cluster	Headcount
Comcare	Smaller Operational	773
Fair Work Commission	Smaller Operational	390
Office of the Fair Work Ombudsman	Regulatory	1,062
Safe Work Australia	Policy	119
Finance	Policy	2,218
Australian Electoral Commission	Smaller Operational	4,512
Digital Transformation Agency	Smaller Operational	327
Future Fund Management Agency	Specialist	372
Independent Parliamentary Expenses Authority	Specialist	66
Parliamentary Workplace Support Service	Specialist	68
Foreign Affairs and Trade	Policy	5,070
Australian Centre for International Agricultural Research	Specialist	53
Australian Trade and Investment Commission	Specialist	685
Health, Disability and Ageing	Policy	7,428
Aged Care Quality and Safety Commission	Regulatory	1,735
Australian Commission on Safety and Quality in Health Care	Specialist	149
Australian Digital Health Agency	Smaller Operational	711
Australian Institute of Health and Welfare	Specialist	689
Australian Radiation Protection and Nuclear Safety Agency	Specialist	181
Cancer Australia	Specialist	84
Food Standards Australia New Zealand	Regulatory	117
National Blood Authority	Specialist	96
National Disability Insurance Agency	Larger Operational	10,599
National Health and Medical Research Council	Specialist	269
National Health Funding Body	Specialist	34
NDIS Quality and Safeguards Commission	Regulatory	962
Office of the Inspector-General of Aged Care	Specialist	28
Organ and Tissue Authority	Specialist	34
Professional Services Review	Regulatory	48
Home Affairs	Larger Operational	15,949
Australian Criminal Intelligence Commission	Specialist	946
Australian Transaction Reports and Analysis Centre	Regulatory	742
National Emergency Management Agency	Specialist	433
Industry, Science and Resources	Policy	5,838

Agency name	Functional cluster	Headcount
National Offshore Petroleum Safety and Environmental Management Authority	Regulatory	184
Infrastructure, Transport, Regional Development, Communications, Sport and the Arts	Policy	2,398
Australian Communications and Media Authority	Regulatory	682
Australian National Maritime Museum	National Cultural Institution	133
Australian Transport Safety Bureau	Specialist	123
High Speed Rail Authority	Specialist	23
National Archives of Australia	National Cultural Institution	432
National Capital Authority	Specialist	73
National Film and Sound Archive of Australia	National Cultural Institution	295
National Library of Australia	National Cultural Institution	469
National Museum of Australia	National Cultural Institution	303
National Portrait Gallery of Australia	National Cultural Institution	67
Old Parliament House	National Cultural Institution	147
Screen Australia	Specialist	3
Sport Integrity Australia	Regulatory	504
Prime Minister and Cabinet	Policy	1,387
Aboriginal Hostels Limited	Smaller Operational	480
Australian Institute of Aboriginal and Torres Strait Islander Studies	Specialist	181
Australian National Audit Office	Specialist	481
Australian Public Service Commission	Policy	483
National Indigenous Australians Agency	Policy	1,507
Office of National Intelligence	Specialist	432
Torres Strait Regional Authority	Specialist	153
Workplace Gender Equality Agency	Specialist	49
Social Services	Policy	3,557
Australian Institute of Family Studies	Specialist	125
Domestic, Family and Sexual Violence Commission	Specialist	20
National Commission for Aboriginal and Torres Strait Islander Children and Young People	Specialist	2
Services Australia	Larger Operational	35,210
Treasury	Policy	2,170
Australian Bureau of Statistics	Specialist	3,656
Australian Competition and Consumer Commission	Regulatory	1,885
Australian Financial Security Authority	Regulatory	493

Agency name	Functional cluster	Headcount
Australian Taxation Office	Larger Operational	21,436
Inspector-General of Taxation	Specialist	24
Productivity Commission	Specialist	184
Veterans' Affairs	Larger Operational	3,866
Australian War Memorial	National Cultural Institution	376
All		198,529

Source: APSED

Find out more

Australian Public Service Commission (2025) [APS Agencies – size and function](#), APSC website, accessed 12 August 2025.

Appendix 4 – Secretaries Board

Section 64 of the *Public Service Act 1999* establishes the Secretaries Board.

- Its functions are to:
- take responsibility for the stewardship of the APS and for developing and implementing strategies to improve the APS;
- identify strategic priorities for the APS and consider issues that affect the APS;
- set an annual work program;
- direct subcommittees to develop strategies to address APS-wide issues and make recommendations to the Secretaries Board;
- draw together advice from senior leaders in government, business and the community;
- work collaboratively and model leadership behaviours.

Members of the Secretaries Board keep their autonomy and statutory responsibilities as the heads of their respective departments or agencies.

The Secretaries Board Terms of Reference were updated and officially endorsed at the 14 August 2024 meeting.

To be transparent in its priorities and decisions, the Secretaries Board publishes communiques following meetings. These communiques are available on the PM&C website.

- At 30 June 2025, the Secretaries Board has the following subcommittees:
- Capability and Workforce Committee
- Partnership Priorities Committee
- Secretaries Digital and Data Committee
- Secretaries Talent Council.

The Chief Operating Officers Committee plays an advisory role to the Secretaries Board.

Table A 34 lists the members of Secretaries Board for the period 1 July 2024 to 30 June 2025.

Table A 34: Members of Secretaries Board 2024–25

Board Position	APS Title	Member
Chair	Secretary of the Department of the Prime Minister and Cabinet	Professor Glyn Davis AC (to 15 June 2025) Dr Steven Kennedy PSM (from 16 June 2025)
Deputy Chair	Australian Public Service Commissioner	Dr Gordon de Brouwer PSM
Member	Secretary of the Department of Agriculture, Fisheries and Forestry	Mr Adam Fennessy PSM
Member	Secretary of the Attorney-General's Department	Ms Katherine Jones PSM
Member	Secretary of the Department of Climate Change, Energy, the Environment and Water	Mr David Fredericks PSM (to 20 June 2025) Mr Simon Duggan – Acting Secretary (from 21 June 2025)
Member	Secretary of the Department of Defence	Mr Greg Moriarty AO
Member	Secretary of the Department of Education	Mr Tony Cook PSM
Member	Secretary of the Department of Employment and Workplace Relations	Ms Natalie James
Member	Secretary of the Department of Finance	Ms Jenny Wilkinson PSM (to 15 June 2025) Mr Richard Windeyer – Acting Secretary (from 16 June 2025)
Member	Secretary of the Department of Foreign Affairs and Trade	Ms Jan Adams AO PSM
Member	Secretary of the Department of Health, Disability and Ageing	Mr Blair Comley PSM
Member	Secretary of the Department of Home Affairs	Ms Stephanie Foster PSM
Member	Secretary of the Department of Industry, Science, and Resources	Ms Meghan Quinn PSM
Member	Secretary of the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts	Mr Jim Betts

Board Position	APS Title	Member
Member	Secretary of the Department of Social Services	Mr Ray Griggs AO CSC (to 10 December 2024) Mr Michael Lye (from 11 December 2024)
Member	Secretary of the Department of the Treasury	Dr Steven Kennedy PSM (to 15 June 2025) Ms Jenny Wilkinson PSM (from 16 June 2025)
Member	Secretary of the Department of Veterans' Affairs	Ms Alison Frame
Other	Chief Executive Officer of the National Indigenous Australians Agency	Ms Jody Broun

Find out more

Department of the Prime Minister and Cabinet (n.d.) [Secretaries Board](#), PM&C website, accessed 1 July 2025.

Department of the Prime Minister and Cabinet (n.d.) [Secretary appointments to departments of state](#), PM&C website, accessed 1 July 2025.

Appendix 5 – Public inquiries into the APS and APS agencies

This appendix refers to royal commissions, parliamentary inquiries and public inquiries established by the Australian Government that were announced, conducted or have reported in the period 1 July 2024 to 30 June 2025, and are of note for the Australian Public Service.

Royal commissions

A list of current and recent royal commissions can be found at: [Current Royal Commissions](#).

Royal Commission into Defence and Veteran Suicide

The Royal Commission into Defence and Veteran Suicide was established on 8 July 2021 to inquire into the systemic issues and risk factors relevant to suicide and suicide behaviours in Defence and veteran communities.

An interim report was published on 11 August 2022.

The final report was delivered to the Australian Government on 9 September 2024.

The Secretaries Board reported in their communique dated 19 March 2025 that they had received an update on the establishment, key priorities and work underway of the Royal Commission into the Defence and Veteran Suicide Implementation Taskforce.

More information can be found at: [Secretaries Board communique: 19 March 2025](#), [Royal Commission into Defence and Veteran Suicide](#).

Parliamentary inquiries

A list of current parliamentary inquiries can be found at [Current Inquiries](#).

Senate inquiries

Australian Securities and Investments Commission investigation and enforcement

On 27 October 2022, the Senate referred an inquiry into the capacity and capability of the Australian Securities and Investments Commission to undertake proportionate investigation and enforcement action arising from reports of alleged misconduct to the Senate Economics References Committee.

The report was delivered on 3 July 2024.

More information can be found at: [Australian Securities and Investments Commission investigation and enforcement](#).

Inquiry into the performance of the Department of Defence in supporting the capability and capacity of Australia's defence industry

On 21 June 2023, the Senate Foreign Affairs, Defence and Trade Legislation Committee resolved to inquire into the performance of the Department of Defence in supporting the capability and capacity of Australia's defence industry.

The report was delivered on 28 November 2024.

More information can be found at: [Performance of the Department of Defence in supporting the capability and capacity of Australia's defence industry](#).

Quality of governance at Australian higher education providers

On 29 January 2025, the Senate Education and Employment Legislation Committee agreed to inquire into the quality of governance at Australian higher education providers.

An interim report was published on 4 April 2025.

On 20 March 2025, the reporting date was extended to 1 August 2025.

More information can be found at: [Quality of governance at Australian higher education providers](#).

National Cultural Policy

On 30 January 2023, the Australian Government released *Revive: a place for every story, a story for every place*. On 8 February 2023, the Senate referred the National Cultural Policy to the Environment and Communications References Committee for inquiry and report.

A progress report was released on 20 June 2024.

On 25 March 2025, the committee was granted an extension of time for the final report until 5 August 2025.

More information can be found at: [A new National Cultural Policy](#), [National Cultural Policy](#).

Remuneration Tribunal Amendment (There For Public Service, Not Profit) Bill 2025

On 12 February 2025, the Senate referred the Remuneration Tribunal Amendment (There For Public Service, Not Profit) Bill 2025 to the Finance and Public Administration Legislation Committee for inquiry and report by 1 August 2025.

More information can be found at: [Remuneration Tribunal Amendment \(There For Public Service, Not Profit\) Bill 2025](#).

Issues relating to advocacy services for veterans accessing compensation and income support

On 13 February 2025, the Senate referred an inquiry into advocacy services relating to veteran compensation and income support to the Foreign Affairs, Defence and Trade References Committee for inquiry and report by 5 August 2025.

The inquiry will focus on issues relating to advocacy services (including representation and advice provided by ex-service organisations, commercial entities, not-for-profits and individuals) for veterans and their families seeking access to compensation and income support from the Department of Veterans' Affairs.

More information can be found at: [Issues relating to advocacy services for veterans accessing compensation and income support](#).

Whistleblower Protection Authority Bill 2025 (No. 2)

On 13 February 2025, the Senate referred the Whistleblower Protection Authority Bill 2025 (No. 2) to the Legal and Constitutional Affairs Legislation Committee for inquiry and report by 29 August 2025.

The Bill would establish a new, independent statutory authority (Whistleblower Protection Authority) responsible for providing information, advice, assistance, guidance and support to whistleblowers and potential whistleblowers. The Authority would have jurisdiction over all federal whistleblower protection laws.

More information can be found at: [Whistleblower Protection Authority Bill 2025 \(No. 2\)](#).

Joint Committee inquiries

Ethics and Professional Accountability: Structural Challenges in the Audit, Assurance and Consultancy Industry

On 22 June 2023, the Parliamentary Joint Committee on Corporations and Financial Services resolved to start an inquiry into recent allegations of, and responses to, misconduct in the Australian operations of the major accounting, audit and consultancy firms (including but not exclusive to the 'Big Four').

The committee's final report was presented to the Senate on 7 November 2024.

More information can be found at: [Ethics and Professional Accountability: Structural Challenges in the Audit, Assurance and Consultancy Industry](#).

NDIS participant experience in rural, regional and remote Australia

The Joint Standing Committee on the National Disability Insurance Scheme is conducting an inquiry into the NDIS participant experience in rural, regional and remote Australia. The committee will report their findings as part of their role to inquire into the implementation, performance and governance of the National Disability Insurance Scheme.

Submissions for the inquiry closed on 23 February 2024. The inquiry's public hearings finished on 1 November 2024.

More information can be found at: [NDIS participant experience in rural, regional and remote Australia](#).

Public inquiries

Public inquiries listed here are discrete and temporary bodies established by Executive Government. They draw membership from outside of Government and have public processes of review and reporting.

Commonwealth Government COVID-19 Response Inquiry

On 21 September 2023, the Prime Minister the Hon Anthony Albanese MP announced an independent inquiry into Australia's response to the COVID-19 pandemic. The Inquiry was conducted by an Independent Panel of three eminent people appointed by the Prime Minister.

The Inquiry reviewed the Commonwealth Government's response to the COVID-19 pandemic, identifying lessons learned and improvements to make to ensure Australia's preparedness for future pandemics.

The final report was delivered to the Government on 25 October 2024.

More information can be found at [Commonwealth Government COVID-19 Response Inquiry](#).

Other reports

Under Australian Government reporting guidelines, the annual reports of all Government agencies must include particulars on any report on the agency made by:

- the Auditor-General, other than a report under section 43 of the Act (which deals with the Auditor-General's audit of the annual financial statements for Commonwealth entities)
- a Committee of either or both Houses of the Parliament
- the Commonwealth Ombudsman
- the Office of the Australian Information Commissioner
- any capability reviews of the entity released during the reporting period.

Annual reports are found on the [Transparency Portal](#).

Appendix 6 – APS workforce planning

APS Centre of Excellence for Workforce Planning

The APS Centre of Excellence for Workforce Planning provides workforce planning capability uplift, guidance and analysis to human resources and workforce planning practitioners. This supports the development and implementation of evidence-based, strategically aligned workforce plans.

Since 2021, approximately 100 workforce planning documents have been received by the Centre from more than 50 agencies. In 2025, 11 agencies have submitted a workforce planning document for the first time, and 14 agencies have revised their workforce planning documents. This indicates that workforce planning functions are continuing to mature within APS agencies.

The Centre of Excellence is increasing engagement with agency leaders through its contributions to the Leadership Edge Program, managed by the APS Academy. The Centre of Excellence convenes a Large Agency Forum with workforce planning representatives from each of the five largest agencies in the APS to facilitate collaboration.

See also in this report

[APS workforce – APS job families.](#)

Find out more

Australian Public Service Commission (2024) [APS Workforce Planning](#), APSC website, accessed 10 September 2025.

APS workforce planning data

The information below is relevant for Australian Public Service workforce planning.

Table A 35 presents the number and proportion of APS agencies that identified critical skills shortages in 2024 and 2025.

Table A 35: Number and proportion of agencies that identified critical skills shortages

Has your agency identified any critical skills shortages?	2024		2025	
	Number of agencies	%	Number of agencies	%
Yes	83	88	78	86
No	11	12	13	14

Source: 2024 and 2025 APS Agency Survey

Table A 36 presents the number and proportion of agencies that have identified specific critical skills shortages in 2024 and 2025.

Table A 36: Number and proportion of agencies with specific critical skills shortages

What are the critical skills shortages that have been identified in your agency?	2024		2025	
	Number of agencies	%	Number of agencies	%
Digital and ICT	67	81	66	85
Data	66	80	60	77
Portfolio, program or project management (including implementation)	32	39	36	46
Procurement and contracting	29	35	31	40
People management	-	-	30	38
Change management	29	35	26	33
Leadership	-	-	24	31
Legal	30	36	24	31
Policy or strategic policy	23	28	23	29
Regulatory	20	24	20	26
Science and/or engineering	13	16	17	22
Accounting/finance	19	23	15	19
Cultural capability	15	18	14	18
Risk management	17	20	14	18
Communicating with influence	12	14	13	17
Information and knowledge management/ records management	12	14	13	17
Collaboration and stakeholder management	15	18	12	15
Economics, including behavioural economics	11	13	12	15
Written or verbal communication	14	17	11	14
Evaluation	10	12	10	13
Green capabilities (e.g. sustainability, capabilities for net zero, environmental policy and planning)	12	14	8	10
Other	17	20	22	28

Source: 2024 and 2025 APS Agency Survey

Note: Percentages are based on agencies that identified critical skills shortages (83 agencies in 2024; 78 agencies in 2025).

As agencies could select more than one option, total percentages may exceed 100%. People management and leadership were included as options in 2025, but not in 2024.

Table A 37 presents the number and proportion of agencies that have identified specific digital and ICT skills as critical skills shortages in 2025.

Table A 37: Number and proportion of agencies with specific digital and ICT critical skills shortages

What specific digital and ICT skills have been identified as critical skills shortages?	2025	
	Number of agencies	%
Cyber security	52	79
Enterprise/technology architecture (including internal digital transformation)	42	64
Training and development of artificial intelligence (AI) models	35	53
Infrastructure engineering (including network and cloud engineering)	29	44
ICT/Digital project management	28	42
Data integration and migration	26	39
General digital literacy - use and apply correct technologies in day to day work	26	39
Development and coding/programming (including design, creation, testing and documentation of new and amended software components)	25	38
DevOps engineering	24	36
Systems analysis (including interaction design and IT system architecture)	24	36
Product or service management	17	26
Performance analysis and testing	15	23
Innovation/development of technological platforms for learning and development	10	15
Robotic engineering (including robotic process automation (RPA))	9	14
SAP development	7	11
Digital channels/social media	5	8
Other	15	23

Source: 2025 APS Agency Survey

Note: Percentages are based on agencies that identified digital and ICT as a critical skills shortage (66 agencies). As agencies could select more than one option, total percentages may exceed 100%.

Table A 38 presents the number and proportion of agencies that have identified specific data skills as critical skills shortages in 2025.

Table A 38: Number and proportion of agencies with specific data critical skills shortages

What specific data skills have been identified as critical skills shortages?	2025	
	Number of agencies	%
Data analysis	47	78
Data governance	35	58
General data literacy - analyse, interpret and apply data outputs and products	33	55
Communication of data (e.g. visualisation, effective reporting)	29	48
Data engineering	26	43
Data (or information) architecture	25	42
Data modelling	25	42
Data science	23	38
Machine learning design and validation	22	37
Data mining	8	13
Other	14	23

Source: 2025 APS Agency Survey

Note: Percentages are based on agencies that identified data as a critical skills shortage (60 agencies). As agencies could select more than one option, total percentages may exceed 100%.

Table A 39 presents the proportion of 2024 and 2025 APS Employee Census respondents performing each type of work who identified ICT or digital as a skill or capability missing from their immediate workgroup.

Table A 39: Proportion performing each type of work who identified ICT or digital as a skill or capability missing from their immediate workgroup

Type of work	% who selected ICT or digital as a skill or capability missing from their immediate workgroup	
	2024	2025
Overall APS	29	28
Information and communications technology and digital solutions	57	56
Information and knowledge management	42	39
Intelligence	38	39
Data and research	34	35
Science and health	29	31
Engineering and technical	29	30
Monitoring and audit	29	29
Compliance and regulation	31	28
Communications and marketing	30	27
Legal and parliamentary	26	27
Accounting and finance	27	25
Service delivery	28	25
Portfolio, program and project management	26	24
Human resources	26	24
Administration	26	23
Trades and labour	24	21
Senior executive	24	20
Policy	18	18

Source: 2024 and 2025 APS Employee Census

Note: Overall APS refers to the proportion of all APS employees. Proportions are based on the number of respondents who identified a skill or capability gap within their immediate workgroup.

Table A 40 presents the proportion of 2024 and 2025 APS Employee Census respondents performing each type of work who identified data as a skill or capability missing from their immediate workgroup.

Table A 40: Proportion performing each type of work who identified data as a skill or capability missing from their immediate workgroup

Type of work	% who selected data as a skill or capability missing from their immediate workgroup	
	2024	2025
Overall APS	22	22
Data and research	49	49
Intelligence	31	33
Monitoring and audit	33	30
Policy	29	29
Senior executive	30	28
Human resources	26	28
Information and knowledge management	29	26
Portfolio, program and project management	27	26
Science and health	22	21
Compliance and regulation	22	20
Communications and marketing	20	19
Accounting and finance	19	17
Engineering and technical	14	17
Administration	16	14
Information and communications technology and digital solutions	14	14
Legal and parliamentary	13	14
Service delivery	13	13
Trades and labour	8	11

Source: 2024 and 2025 APS Employee Census

Note: Overall APS refers to the proportion of all APS respondents. Proportions are based on the number of respondents who identified a skill or capability gap within their immediate workgroup.

Table A 41 presents the number and proportion of agencies in 2025 that had designed or implemented specific initiatives to address identified critical skills shortages.

Table A 41: Number and proportion of agencies that had designed or implemented specific initiatives to address identified critical skills shortages

Which initiatives has your agency designed or implemented to specifically address these shortages?	2025	
	Number of agencies	%
Individual Flexibility Arrangements (IFA)	65	83
Capability uplift using non-accredited programs (including non-accredited learning and development, training, upskilling, conferences and professional memberships)	61	78
Targeted recruitment and retention activities	56	72
Entry level programs (including apprenticeship, cadetship, graduate, career starter, internship, and traineeship)	51	65
Internal mobility programs (e.g. secondments, temporary transfer)	40	51
Capability uplift using accredited programs	35	45
Talent management or succession planning	32	41
Embedding the APS Professions within the agency	26	33
Rewards and recognition activities or programs	26	33
Specific APS Job Family or other workforce segment workforce plans or strategies	26	33
Developed a targeted employee value proposition	18	23
Re-skilling activities or programs	12	15
Other	7	9

Source: 2025 APS Agency Survey

Note: Percentages are based on agencies which had identified any critical skills shortages (78 agencies). As agencies could select more than one option, total percentages may exceed 100%.

Appendix 7 – Methodology

This appendix presents additional information that supports the content included in this report.

APS Employment Database

The Australian Public Service Employment Database (APSED) contains employment, diversity and education details for people employed in the Australian Public Service under the authority of the *Public Service Act 1999*.

Information on staffing, including trends in the size, structure and composition of the APS, contributes to research and evaluation work on the changing nature of the APS. This, in turn, assists agencies to formulate their people management policies and practices.

APSED is the definitive source of APS employment data, supporting strong, evidence-based APS workforce policy, people management and advice.

APSED scope and collection methodology

APSED stores the employment data of all current and former APS employees. The database was established in 1999 but contains data on APS employees from 1966.

APSED is maintained by the Australian Public Service Commission. Data is supplied to APSED from the human resource systems of APS agencies.

Two types of data files are used to update and maintain APSED – movement files and snapshot files. In general, both file types contain the same data items, but they differ in purpose.

1. Movement files are provided to the APSC from each agency every month. They are used to document changes in employment history, e.g. engagements and promotions, for all people employed under the *Public Service Act 1999* on a monthly basis.

Changes in employment characteristics every month are recorded using movement codes. Movement files contain a record for every movement, relevant to updating and maintaining employee records in APSED, that has been processed in an agency's HR system during the month. If an employee undertakes multiple movements within a reference period, the corresponding movement files will contain multiple records for that employee. If an employee has no movements during the reference period, they will not appear in the movement file.

2. Snapshot files are provided to the APSC from each agency on a 6-monthly basis. They are used to verify that all the information stored in APSED is correct and current at 31 December and 30 June each year. Snapshot files contain a single record for every APS employee employed by a particular agency on 31 December and 30 June.

APSED items

Agency HR systems supply APSED with unit records containing this personal information:

- personal particulars – Australian Government staff number, name and date of birth
- diversity data – gender, Indigenous identification, country of birth, year of arrival, first and main languages spoken, parents' first languages, disability status
- employment data – classification, email address, date of engagement, employment status, standard hours, workplace postcode, any movement details and dates, operative status, previous employment, job role, current and previous agencies
- educational qualifications and main fields of study.

Under section 54(1) of the Australian Public Service Commissioner's Directions 2022, an Agency Head must ensure measures are in place to collect information from each employee in the agency and give collected information to the APS Commissioner. While individuals do not explicitly consent to the collection of their movement and employment data, they can choose to supply or withhold all diversity data except gender data. An Agency Head must allow APS employees to provide a response of 'choose not to give this information.'

Management and administration

Agency HR systems collect relevant data items and supply these to the APSC through secure means. Agencies are responsible for the collection, security, quality, storage, access, use, and disclosure of their HR data. They are also responsible for compliance with the Australian Privacy Principles. While agency HR systems capture detailed information on each APS employee's pay, leave history and entitlements, these are out of scope for APSED. Only data fields supplied to the APSC are in scope.

Once validated and transferred to the APSC, error checks on the new files are performed by the APSC against the extant data in APSED. The APSC and the agency work together to resolve these differences. Once resolved, cleaned data is incorporated into APSED.

APSED data is stored on a secure information technology system that is password protected and accessible only by a small number of authorised personnel in the APSC.

Privacy and confidentiality

APSED complies with the APSC's privacy policy, which sets out the kinds of information collected and held, how this information is collected and held, its purposes, and authority for its collection. The full APSC Privacy Policy, which includes specific information related to APSED collection, is available at [Australian Public Service Commission Privacy Policy](#). The APSC has undertaken a detailed privacy impact assessment in relation to APSED, confirming that it complies with all relevant Australian Privacy Principles.

APS Employee Census

The APS Employee Census is an annual employee perception survey of the Australian Public Service workforce. All eligible personnel employed under the *Public Service Act 1999* are invited to participate. The APS Employee Census has been conducted since 2012 and collects APS employee opinions and perspectives on a range of topics, including employee engagement, leadership, communication, innovation, and wellbeing.

APS Employee Census collection methodology

In 2025, the APS Employee Census was administered to eligible APS employees during 5 May to 6 June. This timing was consistent with all past APS Employee Census administrations apart from 2020.

Although participation is encouraged, the APS Employee Census is voluntary. If a respondent chooses to participate, only a limited number of demographic-type questions must be answered. The remaining questions do not require a response.

APS Employee Census design

Core questions from previous years were used as the basis for the 2025 APS Employee Census questionnaire to maintain a reliable longitudinal dataset. The underlying survey framework initially applied in 2021 was maintained. This model, from the field of organisational psychology, continued to define core question sets and direct the interpretation and reporting of results. Alongside the standardised questionnaire, agencies could ask their employees a limited number of additional questions.

APS Employee Census development

The 2025 APS Employee Census questionnaire included 146 individual questions. These questions were grouped into 14 sections addressing key aspects of working for an APS agency.

Each year the content of the APS Employee Census is reviewed to ensure each question has value and meets a specific purpose. Every few years, the Australian Public Service Commission researches and consults more broadly to develop and select questions for inclusion. In 2025, the APSC:

- considered strategic-level priorities coming from the Secretaries Board and other senior-level committees to ensure the APS Employee Census would capture appropriate information to inform these priorities
- researched contemporary understanding of issues and options for questionnaire content
- provided participating agencies with an opportunity to give feedback and input to questionnaire design.

The resulting questionnaire covered numerous themes and measures.

APS Employee Census delivery

In the 2025 APS Employee Census, employees were offered options of several collection methods:

- online, through a unique link provided to each employee by email
- telephone surveys with employees who did not have available supportive information technology to provide reasonable adjustment for their disability
- paper-based surveys for employees who did not have access to an individual email account or did not have suitable access to the internet.

Sampling and coverage

The population for the APS Employee Census is provided by participating agencies. It is up to individual agencies to set their eligibility criteria. For example, some agencies remove employees on long-term leave, while others contact employees on long-term leave to ask if they would like to participate.

The 2025 APS Employee Census covered eligible ongoing and non-ongoing employees from 107 agencies and entities that engage staff under the *Public Service Act 1999*. Invitations to participate in the 2025 APS Employee Census were sent to employees from 5 May 2025. The number of invitations was adjusted as new employees were added, separations processed, and incorrect email addresses corrected. The deadline for survey completion was 6 June 2025.

The final sample size for the 2025 APS Employee Census was 186,849. A total of 151,771 APS employees responded, giving a response rate of 81%.

Management and administration

The APS Employee Census is managed and coordinated by the APSC's People Insights Branch. The APSC contracts an external service provider to support survey administration and reporting activities. Ipsos was the service provider in 2025.

Public release

The public release of agency APS Employee Census data is aggregated and de-identified to protect individual's privacy. The release complies with the *Privacy Act 1988*, and the principles and codes under the Act.

The Public Service Act 1999 requires all participating APS agencies, except by formal exemption, to publish a report of their APS Employee Census results and a responding action plan. Agencies publish their report and action plan on their respective websites after this report is tabled. These results can also be centrally accessed on the APSC website.

Privacy

The APSC employs specific rules around how results are reported. Such rules protect the privacy of respondents and individual agency results.

De-identification of data is undertaken in accordance with guidance provided by the Office of the Australian Information Commissioner.

More information about how privacy is maintained can be found within the APSC Privacy Policy: [Australian Public Service Commission Privacy Policy](#).

Communication Index

The 2025 APS Employee Census addressed communication through a set of dedicated questions that contribute to an index score. The Communication Index assesses communication at individual, group and agency levels.

Employee Engagement Index

The APS Employee Census uses a model of employee engagement developed by the external service provider. This model addresses 3 attributes associated with employee engagement and measures the emotional connection and commitment employees have to working for their organisation. In this model, an engaged employee will:

- Say – the employee is a positive advocate of the organisation.
- Stay – the employee is committed to the organisation and wants to stay as an employee.
- Strive – the employee is willing to put in discretionary effort to excel in their job and help their organisation succeed.

First introduced in 2017, the Say, Stay, Strive employee engagement model is flexible and the APSC has tailored questions for the APS context.

Enabling Innovation Index

The 2025 APS Employee Census addressed innovation through a set of dedicated questions that contribute to an index score. This Enabling Innovation Index assesses whether employees feel willing and able to be innovative, and whether their agency has a culture that enables them to be so.

Senior Executive Service Manager Index

In 2022, the APS Employee Census introduced the SES Manager Index. This index assesses how employees view the leadership behaviours of their immediate SES manager in line with the APS Leadership Capability Framework.

Immediate Supervisor Index

In 2022, the APS Employee Census introduced the Immediate Supervisor Index. Similar to the SES Manager Index, this index assesses employee views of the leadership behaviours of their immediate supervisor as described in the APS Leadership Capability Framework.

Wellbeing Policies and Support Index

The Wellbeing Policies and Support Index in the APS Employee Census measures both the practical and cultural elements that allow for a sustainable and healthy working environment. The APS has long been focused on the wellbeing of its employees. As employers, APS agencies have obligations under work health and safety legislation. Beyond these obligations, strong employee wellbeing drives engagement, collaboration and the high performance of individuals, teams and organisations.

Calculating and interpreting index scores

The questions comprising all APS Employee Census indices were asked on a 5-point agreement scale (Table 42). To calculate the index score, each respondent's answers to the set of questions were recoded to fall on a scale of between 0 and 100. Recoded responses were then averaged across the 3 or more index questions to provide the index score for that respondent. An individual only receives an index score if they have responded to all questions comprising that index.

Table A 42: Example table used to calculate index scores (for one APS employees)

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Score
Weight	100	75	50	25	0	
Example question 1		✓				75
Example question 2		✓				75
Example question 3			✓			50
Example question 4				✓		25
Example question 5	✓					100
Sum of question weights for this employee						325
Index score for this example respondent (325/5)						65

Index scores for groups of respondents are calculated by averaging the respondent scores comprising that group.

Treatment of responses of ‘do not know’ and ‘not applicable’

Specific questions included within the 2025 APS Employee Census enabled respondents to provide responses of ‘do not know’, ‘not applicable’ or similar. Responses of this nature were typically excluded from the calculation of results for inclusion within this report. This was so that results reflected respondents who expressed an informed opinion to the relevant question.

Depending on intent, other products generated from the 2025 APS Employee Census may not apply these same rules. The method in analysis and reporting will be made clear within these products.

APS Agency Survey

The APS Agency Survey is conducted annually and collects information on a range of workforce initiatives, strategies and compliance matters, including the number and type of APS Code of Conduct breaches. The information collected through the APS Agency Survey is used to inform workforce strategies and for other research and evaluation purposes.

Since 2002, the APS Agency Survey has been administered to APS agencies with at least 20 APS employees employed under the *Public Service Act 1999*. The survey assists the APS Commissioner to fulfil a range of duties as specified in the Act. These include, but are not limited to:

- informing the annual State of the Service Report
- strengthening the professionalism of the APS and facilitating continuous improvement in its workforce management
- monitoring, reviewing and reporting on APS strategies, initiatives and policies.

APS Agency Survey collection methodology

In 2025, the APS Agency Survey was administered to 99 agencies from 16 June to 1 August 2025. The response rate for 2025 was 100%, which is typical for this survey.

Each year the APS Agency Survey is sent to the contact officers nominated for each agency. These contact officers are responsible for coordinating the input from relevant areas and uploading responses to the survey. The survey requires each Agency Head or a delegate to verify their agency’s submission for completeness and accuracy of responses.

APS Agency Survey management and administration

The People Insights Branch of the Australian Public Service Commission manages and coordinates the APS Agency Survey. The APSC contracts an external service provider to support survey administration. Ipsos was the service provider in 2025.

Privacy

The 2025 APS Agency Survey did not collect any personal information.

Collection of diversity data

Concise demographic information enables the APS to produce accurate workforce descriptions to support the management of its workforce. The APSC collects personal data including diversity information concerning employees employed under the *Public Service Act 1999*. On engagement to the APS, employees provide personal information to their employing agencies. This information is provided to the APSC to enable the execution of the APS Commissioner's functions.

With the exception of gender, the provision of diversity data is voluntary for APS employees. As a result, diversity rates represent the proportion of employees who identify as belonging to that diversity group, and actual diversity rates may be underestimated. The APS Employee Census, in which responses are de-identified, records higher rates for some diversity groups.

This difference is historically largest for the proportion of employees with ongoing disability. The APS Employee Census likely attracts higher disclosure rates as responses are not readily identifiable to individual employees, unlike the more formal human resource system. Many people are likely to regard their diversity information as sensitive information and it has long been established that people avoid reporting details they regard as sensitive. Employees may decide to withhold information when they believe it does not affect their ability to carry out their role. Some may have concerns about possible impacts to their future employment or how it will affect them socially within the workplace. The APS takes pride in its ability to foster inclusive workplaces but also respects employees' rights to privacy regarding personal information.

Collecting gender information

APSED

Individuals may identify and be recognised within the community as a gender other than the sex they were assigned at birth or during infancy, or as a gender which is not exclusively male or female. Therefore, where gender information is collected and recorded in a personal record, individuals should be given the option to select M (Male), F (Female) or X (Indeterminate/Intersex/Unspecified). This reporting approach is aligned with the Australian Government Guidelines ([Australian Government Guidelines on the Recognition of Sex and Gender | Attorney-General's Department](#)).

APS Employee Census

From 2014 to 2020, respondents to the APS Employee Census could identify their gender as X (Indeterminate/Intersex/Unspecified). From 2021, this question was aligned with the updated ABS standard ([Standard for Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Variables 2020](#)). This standard better provides all employees the opportunity to more accurately describe their gender as man or male, woman or female, non-binary or that they use a different term.