



Highlights Report

APS Overall (excl. non-APS)

Responses:

149,668 of 187,816

Response rate:

80%

2026 APS

Employee Census

4 May–5 June

Have
your
say



Highest positive and highest negative questions

Highest positive scoring questions

% Positive

This table displays the questions with the highest % Positive scores.

I understand how my role contributes to achieving an outcome for the Australian public	92%
I am happy to go the 'extra mile' at work when required	89%
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	88%
My supervisor ensures that my workgroup delivers on what we are responsible for	88%
I believe strongly in the purpose and objectives of the APS	87%

Highest negative scoring questions

% Negative

This table displays the questions with the highest % Negative scores.

Barrier to you performing at your best: Multiple layers of decision making within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	32%
I feel burned out by my work <i>[Reverse scored: % Negative score represents those who responded Agree or Strongly agree]</i>	31%
Barrier to you performing at your best: Administrative processes within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	29%
Barrier to you performing at your best: The technology within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	28%
I am expected to do too many different tasks in too little time <i>[Reverse scored: % Negative score represents those who responded Often or Always]</i>	28%

Most and least improved questions

Most improved questions

% Positive
Difference
from
2025

This table displays the questions that have had the highest change in the % Positive score compared to the previous Census.

Barrier to you performing at your best: The technology within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*

35%

+1

I suggest ideas to improve our way of doing things

87%

0

Barrier to you performing at your best: Resistance to experimentation with new ideas *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*

57%

0

Barrier to you performing at your best: Flexible work practices are not supported *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*

80%

0

If you make a mistake in my workgroup, it tends to be held against you *[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]*

67%

0

Least improved questions

% Positive
Difference
from
2025

This table displays the questions that have had the lowest change in the % Positive score compared to the previous Census.

I am fairly remunerated (e.g. salary, superannuation) for the work that I do

61%

-5

Change is managed well in my agency

44%

-4

I am satisfied with the stability and security of my job

82%

-4

I think my agency cares about my health and wellbeing

65%

-3

Internal communication within my agency is effective

59%

-3

Employee Engagement
Index Score:

74

Difference in %
positive from
2025

-1

Employee Engagement

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

		% Positive	% Neutral	% Negative	
Say	Overall, I am satisfied with my job	74%	15%	11%	-2
	I am proud to work in my agency	79%	16%	5%	-3
	I would recommend my agency as a good place to work	74%	16%	10%	-3
	I believe strongly in the purpose and objectives of my agency	87%	11%	3%	-2
Stay	I feel a strong personal attachment to my agency	63%	25%	12%	-2
	I feel committed to my agency's goals	86%	11%	3%	-2
Strive	I suggest ideas to improve our way of doing things	87%	11%	2%	0
Strive	I am happy to go the 'extra mile' at work when required	89%	8%	3%	-2
Strive	I work beyond what is required in my job to help my agency achieve its objectives	77%	19%	4%	-1
Strive	My agency really inspires me to do my best work every day	63%	24%	12%	-3

Key drivers of employee engagement index

			% Positive	Difference in % positive from 2025
Drivers of Employee Engagement Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores. Develop actions and activities to improve upon these to drive higher levels of performance.	1.	My job gives me opportunities to utilise my skills	78%	-1
	2.	My agency inspires me to come up with new or better ways of doing things	57%	-2
	3.	The culture in my agency supports people to act with integrity	79%	-2
	4.	I am supported to use my expertise to provide frank and fearless advice	68%	-2
	5.	I think my agency cares about my health and wellbeing	65%	-3
	6.	I am satisfied with the recognition I receive for doing a good job	66%	-3

Immediate Supervisor
Index Score:

77

Difference in %
positive from
2025

-1

Immediate Supervisor

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

	% Positive	% Neutral	% Negative	
My supervisor engages with staff on how to respond to future challenges	80%	13%	7%	-1
My supervisor can deliver difficult advice whilst maintaining relationships	79%	14%	7%	-1
My supervisor invites a range of views, including those different to their own	82%	11%	7%	0
My supervisor encourages my team to regularly review and improve our work	82%	12%	6%	0
My supervisor is invested in my development	77%	15%	8%	-1
My supervisor ensures that my workgroup delivers on what we are responsible for	88%	8%	4%	-1

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	78%	13%	8%	-1
My immediate supervisor encourages me	77%	16%	7%	-1
My supervisor actively ensures that everyone can be included in workplace activities	84%	10%	5%	-1
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	81%	13%	7%	-1

SES Manager
Index Score:

69

Difference in %
positive from
2025

-1

SES Manager

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

	% Positive	% Neutral	% Negative	
My SES manager clearly articulates the direction and priorities for our area	69%	20%	11%	-1
My SES manager presents convincing arguments and persuades others towards an outcome	62%	29%	10%	-2
My SES manager promotes cooperation within and between agencies	68%	26%	6%	-2
My SES manager encourages innovation and creativity	66%	25%	9%	-1
My SES manager creates an environment that enables us to deliver our best	65%	23%	12%	-2
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	74%	20%	6%	-1

Other similar questions

In my agency, the SES work as a team	55%	30%	15%	-3
In my agency, the SES clearly articulate the direction and priorities for our agency	64%	23%	13%	-3
My SES manager routinely promotes the use of data and evidence to deliver outcomes	69%	24%	7%	0

Communication
Index Score:

69

Difference in %
positive from
2025

-1

Communication

The Communication Index measures communication at the individual, group and agency level.

	% Positive	% Neutral	% Negative	
My supervisor communicates effectively	80%	11%	9%	-1
My SES manager communicates effectively	70%	19%	11%	-2
Internal communication within my agency is effective	59%	23%	19%	-3

Change

Difference in %
positive from
2025

Change

Effective communication is an important part of any change process. Note these questions do not contribute to the above index score.

	% Positive	% Neutral	% Negative	
When changes occur, the impacts are communicated well within my workgroup	65%	18%	17%	-2
Staff are consulted about change at work	49%	34%	17%	-3
Change is managed well in my agency	44%	28%	28%	-4

Enabling Innovation
Index Score:

67

Difference in %
positive from
2025

-1

Enabling Innovation

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

	% Positive	% Neutral	% Negative	
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	83%	12%	5%	-1
My immediate supervisor encourages me to come up with new or better ways of doing things	76%	16%	8%	0
People are recognised for coming up with new and innovative ways of working	63%	25%	13%	-1
My agency inspires me to come up with new or better ways of doing things	57%	29%	14%	-2
My agency recognises and supports the notion that failure is a part of innovation	50%	33%	16%	-1

Speak Up Culture
Index Score:

74

Difference in %
positive from
2025

-

Speak Up Culture

The measure of speak up culture is based on psychological safety, which is the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes, and the team is safe for interpersonal risk taking.

	% Positive	% Neutral	% Negative	
The people in my workgroup value others' individual skills and talents	82%	11%	6%	-1
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	88%	8%	5%	-1
The people in my workgroup are able to bring up problems and tough issues	79%	13%	8%	-1
If you make a mistake in my workgroup, it tends to be held against you <i>[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]</i>	67%	20%	13%	0

Wellbeing Policies and Support Index Score:

70

Difference in %
positive from
2025

-1

Wellbeing

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

	% Positive	% Neutral	% Negative	
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	70%	19%	11%	-2
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	68%	20%	12%	-2
My agency does a good job of promoting health and wellbeing	68%	21%	11%	-3
I think my agency cares about my health and wellbeing	65%	21%	14%	-3
I believe my immediate supervisor cares about my health and wellbeing	87%	8%	5%	-1

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	75%	12%	13%	-1
I receive the respect I deserve from my colleagues at work	80%	16%	4%	-1
My agency supports and actively promotes an inclusive workplace culture	82%	12%	6%	-1

	%	Difference from 2025
--	---	----------------------------

In general, would you say that your health is:

Excellent	12%	0
Very good	34%	-1
Good	37%	0
Fair	13%	+1
Poor	3%	0

What best describes your current workload?

Well above capacity – too much work	18%	+1
Slightly above capacity – lots of work to do	39%	0
At capacity – about the right amount of work to do	36%	-1
Slightly below capacity – available for more work	6%	0
Well below capacity – not enough work	1%	0

	%	Difference from 2025
How often do you find your work stressful?		
Always	5%	0
Often	24%	+1
Sometimes	50%	0
Rarely	19%	-1
Never	2%	0
To what extent is your work emotionally demanding?		
To a very large extent	8%	+1
To a large extent	20%	+1
Somewhat	39%	0
To a small extent	24%	0
To a very small extent	9%	0
I feel burned out by my work		
Strongly agree	8%	+1
Agree	22%	+1
Neither agree nor disagree	32%	0
Disagree	30%	-1
Strongly disagree	7%	0

Difference in %
positive from
2025

	% Positive	% Neutral	% Negative	
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	86%	8%	6%	0

%
Difference
from
2025

Do you currently access any of the following flexible working arrangements? [Multiple Response]

Part-time	13%	0
Flexible hours of work	31%	+1
Compressed work week	7%	+1
Job sharing	0%	0
Working away from the office/working from home	70%	+2
None of the above	17%	-2
Working away from the office		
All of the time	8%	+1
Some of the time as a regular arrangement	53%	+1
Only on an irregular basis	8%	0
None of the time	30%	-2
Did not disclose their arrangement	0%	0

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

Difference in %
positive from
2025

	% Positive	% Neutral	% Negative	
I am supported to use my expertise to provide frank and fearless advice	68%	19%	13%	-2
The people in my workgroup demonstrate stewardship	76%	18%	6%	0
The culture in my agency supports people to act with integrity	79%	13%	8%	-2
I believe strongly in the purpose and objectives of the APS	87%	11%	2%	-1
I feel a strong personal attachment to the APS	67%	24%	9%	-2
My workgroup considers the people and businesses affected by what we do	84%	11%	5%	-1

Job satisfaction

				Difference in % positive from 2025
	% Positive	% Neutral	% Negative	
I am satisfied with the recognition I receive for doing a good job	66%	19%	15%	-3
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	61%	18%	21%	-5
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83%	10%	7%	-2
I am satisfied with the stability and security of my job	82%	10%	8%	-4

Role clarity and autonomy

				Difference in % positive from 2025
	% Positive	% Neutral	% Negative	
I understand how my role contributes to achieving an outcome for the Australian public	92%	6%	2%	-1
I am clear what my duties and responsibilities are	83%	13%	4%	-1
I have a choice in deciding how I do my work	67%	22%	11%	-1
Where appropriate, I am able to take part in decisions that affect my job	69%	17%	14%	-3

	%	Difference from 2025
--	---	----------------------

In the last month, please rate your workgroup's overall performance

Excellent	25%	0
Very good	56%	-1
Average	17%	+1
Below average	2%	0
Well below average	1%	0

	Difference in % positive from 2025
--	------------------------------------

	% Positive	% Neutral	% Negative	
My workgroup has the appropriate skills, capabilities and knowledge to perform well	78%	13%	9%	-1
My workgroup has the tools and resources we need to perform well	57%	20%	23%	-3
The people in my workgroup use time and resources efficiently	73%	17%	10%	-2
My job gives me opportunities to utilise my skills	78%	13%	9%	-1
During the last 12 months, the formal learning I have accessed has improved my performance	57%	30%	13%	-3

%

Difference
from
2025

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

Which of the following statements best reflects your thoughts about working in your current position?

I want to leave my position as soon as possible	9%	0
I want to leave my position within the next 12 months	21%	-1
I want to stay working in my position for the next one to two years	38%	-1
I want to stay working in my position for at least the next three years	32%	+1

What best describes your plans involved with leaving your current position?

I am planning to retire	5%	0
I am pursuing another position within my agency	45%	-1
I am pursuing a position in another agency	25%	0
I am pursuing work outside the Commonwealth public sector	9%	+1
It is the end of my non-ongoing, casual or contracted employment	2%	0
Other	14%	+1

What is the primary reason behind your desire to leave your current position? (5 highest responses):

I wish to pursue a promotion opportunity	18%	-
I am looking to further my skills in another area	11%	-
I want to try a different type of work or I'm seeking a career change	11%	-
There are a lack of future career opportunities in my agency	7%	-
Senior leadership is of a poor quality	7%	-

Unacceptable behaviour - discrimination

	%	Difference from 2025
Employees who had perceived discrimination in the last 12 months in the course of their employment were asked where the discrimination came from and if they reported it.	During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?	
	Yes	8%
	No	92%
	Did this discrimination occur in your current agency?	
	Yes	95%
	No	5%
	The discrimination came from: [Multiple Response]	
	Within my agency	93%
	Another agency	4%
	A customer, stakeholder or member of the public	9%
	Other	3%
	Did you report the discrimination?	
	I reported the discrimination in accordance with my agency's policies and procedures	20%
	It was reported by someone else	4%
	I did not report the discrimination	75%

Unacceptable behaviour - bullying and harassment

	%	Difference from 2025
Employees who perceived bullying or harassment in the last 12 months were asked what type of bullying or harassment they experienced. Employees could select one or more responses from a list of items. The three options with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall.	During the last 12 months, have you been subjected to bullying or harassment in your current workplace?	
	Yes	10%
	Not sure	4%
	No	86%
	Types of bullying or harassment experienced (3 highest responses):	
	Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	47%
	Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	40%
	Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	33%
	Did you report the bullying or harassment?	
	I reported the behaviour in accordance with my agency's policies and procedures	39%
	It was reported by someone else	7%
	I did not report the behaviour	54%

Unacceptable behaviour - corruption

	%	Difference from 2025
During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?		
Yes	2%	0
Prefer not to answer	2%	0
No	92%	0
Not sure	4%	0
Which of the following reflects the conduct you witnessed? [Multiple Response]		
Abuse of office	67%	-
Adversely affecting the honesty or impartiality of a public official	38%	-
Misuse of information or documents	26%	-
A breach of public trust	24%	-
Did you report the conduct?		
I reported the behaviour in accordance with my agency's policies and procedures	25%	-1
It was reported by someone else	16%	-1
I did not report the behaviour	59%	+1

Employees who perceived corruption in the last 12 months were asked what type of conduct they witnessed and if they reported it.

How do you describe your gender?	Responses
Man or male	37%
Woman or female	59%
Non-binary	1%
I use a different term	0%
Prefer not to say	4%

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

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

Do you have carer responsibilities?	Responses
Yes	45%
No	55%

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

Do you identify as culturally or linguistically diverse?	Responses
Yes	28%
No	72%

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

Do you consider yourself to be neurodivergent?	Responses
Yes	13%
No	71%
Maybe	12%
I am unsure what neurodivergent means	4%



Difference in %
positive from
2025

Taking action on
Census results

APS Employee
Census results are a
rich source of
workplace
information, and
action planning is
how these results
and data are
mobilised.

Consider using the
guide on the next
page to begin your
approach to taking
action on your
Census results.

	% Positive	% Neutral	% Negative	
I am confident my agency will act on the results of this survey	47%	30%	23%	-

Use this page to start your local action plans

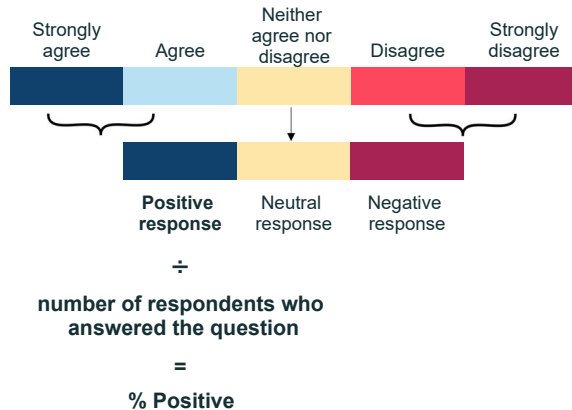
Identify areas to celebrate, areas which you need to investigate further and opportunities for improvement. Prioritise 3 areas to take forward.

Celebrate	Investigate further with our teams	Opportunities
What things do we do well?	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
Think about how we can build on our strengths and learn from what we are good at.	How could we investigate? Through looking at the data in more detail or through discussions with staff?	What are the key things we need to improve to make working here better?

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

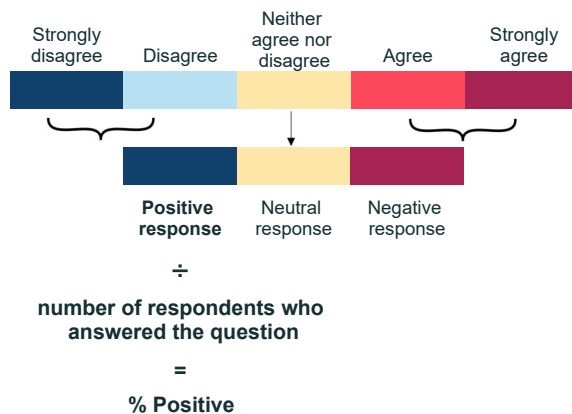
% Positive Score calculation

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



Reverse Scored questions

For some questions, agreement with the question indicates an unfavourable outcome. For example, agreeing with the question *"I feel burned out by my work"*. In these instances, % Positive is calculated by adding together 'strongly disagree' + 'disagree' responses.



Calculation of index scores

The questions that comprise each index are asked on a five-point scale. To calculate a respondent's index score, their answers are recoded to fall on a scale between 0 and 100 (i.e. coded as 0, 25, 50, 75 or 100) and then averaged across all questions.

Index scores of individual respondents are combined and averaged to form a group score.

Rounding

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

Anonymity

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

Comparisons to previous years

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