

2025 APS Employee Census

5 May - 6 June

Highlights Report

IGIS

Responses:

44 of 49

Response rate:

90%



Exploring your results



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



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



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



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



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

Employee Engagement: Say, Stay, Strive



Employee Engagement

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

Your Employee Engagement Index score		78	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
Say	Overall, I am satisfied with my job	80	9 11	80%	0	+3	+2	+1
	I am proud to work in my agency	91		91%	-6 ↓	+10 ↑	+6 ↑	+3
	I would recommend my agency as a good place to work	77	16	77%	+10 ↑	+1	0	+4
	I believe strongly in the purpose and objectives of my agency	93		93%	-4	+5 ↑	+3	-2
Stay	I feel a strong personal attachment to my agency	48	34 18	48%	+4	-17 ↓	-19 ↓	-16 ↓
	I feel committed to my agency's goals	93		93%	-7 ↓	+5 ↑	+4	+2
Strive	I suggest ideas to improve our way of doing things	98		98%	+7 ↑	+11 ↑	+9 ↑	+6 ↑
	I am happy to go the 'extra mile' at work when required	98		98%	-2	+7 ↑	+7 ↑	+7 ↑
	I work beyond what is required in my job to help my agency achieve its objectives	75	23	75%	-7 ↓	-3	-3	-4
	My agency really inspires me to do my best work every day	80	11 9	80%	+21 ↑	+13 ↑	+11 ↑	+8 ↑

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

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

Your Immediate Supervisor Index score		81	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
					-5 ↓	+4	+3	+4
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	86	9	86%	-8 ↓	+6 ↑	+6 ↑	+5 ↑
	My supervisor can deliver difficult advice whilst maintaining relationships	89	9	89%	-5 ↓	+9 ↑	+9 ↑	+10 ↑
	My supervisor invites a range of views, including those different to their own	84	11	84%	-1	+2	0	+3
	My supervisor encourages my team to regularly review and improve our work	91		91%	+6 ↑	+8 ↑	+9 ↑	+10 ↑
	My supervisor is invested in my development	84	9	84%	-10 ↓	+6 ↑	+6 ↑	+8 ↑
	My supervisor ensures that my workgroup delivers on what we are responsible for	95		95%	-5 ↓	+7 ↑	+7 ↑	+9 ↑
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	82	14	82%	-9 ↓	+3	+4	+4
	My immediate supervisor encourages me	84	14	84%	-5 ↓	+6 ↑	+5 ↑	+5 ↑
	My supervisor actively ensures that everyone can be included in workplace activities	89	9	89%	-3	+4	+4	+4
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	86	9	86%	-2	+5 ↑	+5 ↑	+6 ↑
Key		↑ At least 5 percentage points greater than comparator	↓ At least 5 percentage points less than comparator	Positive Neutral Negative				

Leadership - SES Manager



SES Manager

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



Your
SES Manager
Index score

76

Response scale

%
Positive

Variance from
2024

Variance from
APS overall

Variance
from
specialist
agencies

Variance
from
extra small
sized agencies

+2

+5 ↑

+4

+4

SES Manager

My SES manager clearly articulates the direction and priorities for our area

74

14

12

74%

-8 ↓

+3

+3

+3

My SES manager presents convincing arguments and persuades others towards an outcome

81

9

9

81%

+2

+18 ↑

+15 ↑

+12 ↑

My SES manager promotes cooperation within and between agencies

91

91%

+11 ↑

+21 ↑

+19 ↑

+14 ↑

My SES manager encourages innovation and creativity

86

9

86%

+7 ↑

+18 ↑

+18 ↑

+14 ↑

My SES manager creates an environment that enables us to deliver our best

77

16

77%

-3

+9 ↑

+9 ↑

+7 ↑

My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS

77

14

9

77%

-14 ↓

+1

-1

-4

Other similar questions

In my agency, the SES work as a team

82

9

9

82%

+21 ↑

+24 ↑

+26 ↑

+19 ↑

In my agency, the SES clearly articulate the direction and priorities for our agency

82

14

82%

+2

+15 ↑

+18 ↑

+13 ↑

My SES manager routinely promotes the use of data and evidence to deliver outcomes

67

23

9

67%

+6 ↑

-2

-4

-7 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Communication and change



Communication

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

Change

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

Your Communication Index score		80	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
					+2	+10 ↑	+10 ↑	+11 ↑

Communication	My supervisor communicates effectively	86	86%	-11 ↓	+5 ↑	+5 ↑	+7 ↑
	My SES manager communicates effectively	86	86%	+1	+15 ↑	+14 ↑	+15 ↑
	Internal communication within my agency is effective	98	98%	+24 ↑	+36 ↑	+38 ↑	+38 ↑

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	77 16	77%	-5⬇️	+10⬆️	+9⬆️	+8⬆️
	Staff are consulted about change at work	73 25	73%	+26⬆️	+21⬆️	+23⬆️	+22⬆️
	Change is managed well in my agency	57 27 16	57%	+19⬆️	+9⬆️	+13⬆️	+9⬆️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative

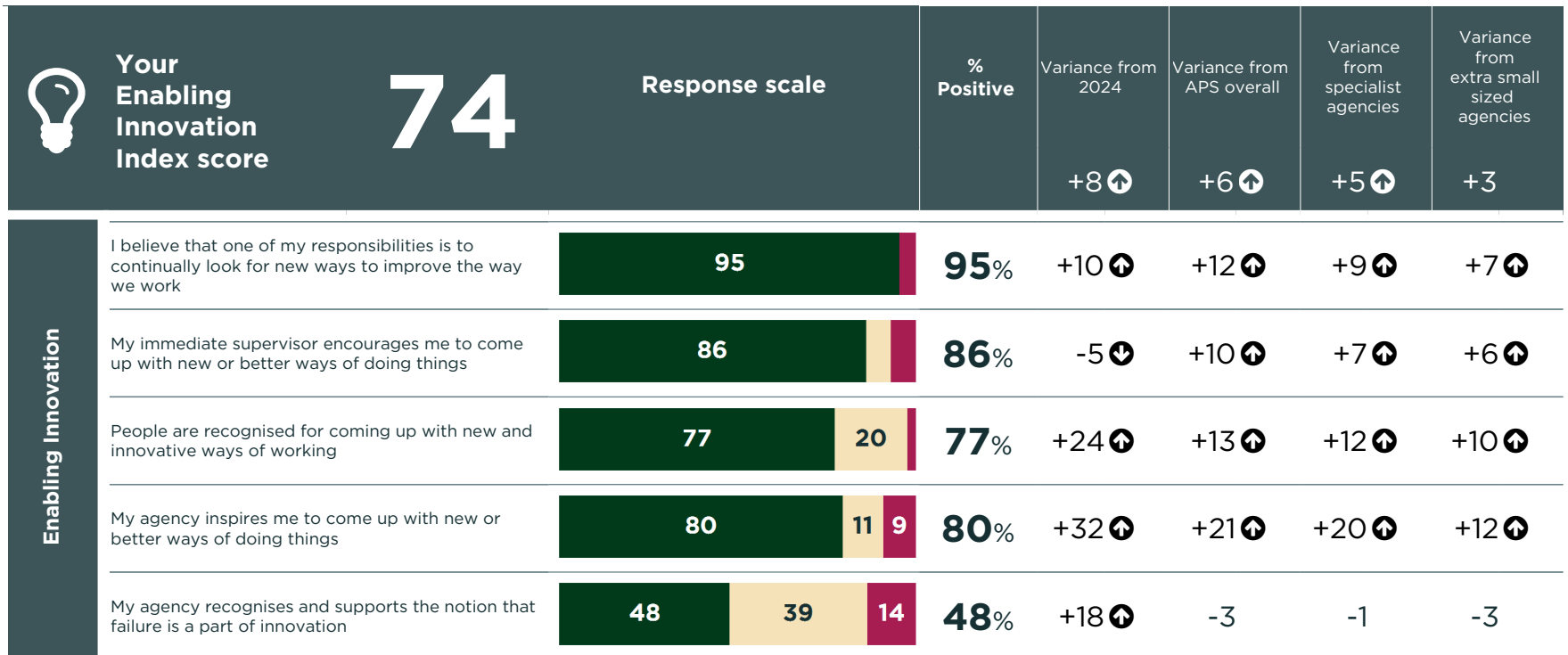


Enabling Innovation



Enabling Innovation

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



Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing Policies and Support



Wellbeing

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

+	Your Wellbeing Policies and Support Index score	79	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
					+2	+8 ↑	+6 ↑	+5 ↑

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	86	9	86%	+10 ↑	+14 ↑	+12 ↑	+11 ↑
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	89		89%	0	+18 ↑	+16 ↑	+13 ↑
	My agency does a good job of promoting health and wellbeing	80	18	80%	+12 ↑	+9 ↑	+7 ↑	+6 ↑
	I think my agency cares about my health and wellbeing	86	9	86%	+4	+18 ↑	+14 ↑	+10 ↑
	I believe my immediate supervisor cares about my health and wellbeing	93		93%	-4	+6 ↑	+4	+6 ↑

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	82	14	82%	-9 ↓	+6 ↑	+5 ↑	+4
	I receive the respect I deserve from my colleagues at work	93		93%	+2	+12 ↑	+11 ↑	+11 ↑
	My agency supports and actively promotes an inclusive workplace culture	95		95%	-2	+12 ↑	+12 ↑	+15 ↑

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
In general, would you say that your health is:						
Excellent		14%	-10⬇️	+2	+1	-1
Very good		57%	+27⬆️	+22⬆️	+20⬆️	+18⬆️
Good		23%	-16⬇️	-14⬇️	-13⬇️	-12⬇️
Fair		5%	-4	-8⬇️	-7⬇️	-6⬇️
Poor		2%	+2	-1	-1	0
What best describes your current workload?						
Well above capacity - too much work		16%	-5⬇️	-1	-2	-1
Slightly above capacity - lots of work to do		30%	-3	-10⬇️	-11⬇️	-11⬇️
At capacity - about the right amount of work to do		34%	+5⬆️	-3	+1	0
Slightly below capacity - available for more work		18%	+3	+12⬆️	+12⬆️	+10⬆️
Well below capacity - not enough work		2%	-1	+1	+1	+2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
How often do you find your work stressful?						
Always		2%	+2	-2	-1	-1
Often		9%	-6 ⬇	-14 ⬇	-13 ⬇	-9 ⬇
Sometimes		39%	-5 ⬇	-12 ⬇	-12 ⬇	-12 ⬇
Rarely		39%	0	+19 ⬆	+17 ⬆	+13 ⬆
Never		11%	+8 ⬆	+9 ⬆	+9 ⬆	+9 ⬆
To what extent is your work emotionally demanding?						
To a very large extent		5%	+5 ⬆	-2	-1	0
To a large extent		9%	0	-11 ⬇	-8 ⬇	-4
Somewhat		20%	-3	-19 ⬇	-18 ⬇	-19 ⬇
To a small extent		50%	+3	+26 ⬆	+23 ⬆	+19 ⬆
To a very small extent		16%	-5 ⬇	+6 ⬆	+4	+3
I feel burned out by my work						
Strongly agree		7%	+1	0	0	0
Agree		9%	+3	-12 ⬇	-10 ⬇	-8 ⬇
Neither agree nor disagree		18%	-2	-14 ⬇	-12 ⬇	-10 ⬇
Disagree		52%	+11 ⬆	+21 ⬆	+19 ⬆	+16 ⬆
Strongly disagree		14%	-13 ⬇	+6 ⬆	+4	+2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



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

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	84	84%	-7⬇️	-2	-4	-5⬇️
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		14%	-1	+2	+1	+1
Flexible hours of work		31%	+7⬆️	0	-6⬇️	-1
Compressed work week		7%	-5⬇️	+2	+3	+2
Job sharing		2%	+2	+2	+2	+2
Working away from the office/working from home		38%	+20⬆️	-29⬇️	-36⬇️	-34⬇️
None of the above		40%	-14⬇️	+21⬆️	+25⬆️	+26⬆️
Working away from the office						
All of the time		5%	+5⬆️	-2	-1	-2
Some of the time as a regular arrangement		17%	+8⬆️	-35⬇️	-38⬇️	-34⬇️
Only on an irregular basis		17%	+8⬆️	+8⬆️	+4	+2
None of the time		62%	-20⬇️	+29⬆️	+36⬆️	+34⬆️
Did not disclose their arrangement		0%	0	0	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am supported to use my expertise to provide frank and fearless advice	86	86%	+10 ⬆	+17 ⬆	+16 ⬆	+15 ⬆
The people in my workgroup demonstrate stewardship	86 11	86%	-2	+10 ⬆	+7 ⬆	+4
The culture in my agency supports people to act with integrity	95	95%	+1	+14 ⬆	+13 ⬆	+15 ⬆
I believe strongly in the purpose and objectives of the APS	91 9	91%	-3	+2	+3	+6 ⬆
I feel a strong personal attachment to the APS	70 27	70%	+6 ⬆	+2	+7 ⬆	+10 ⬆
My workgroup considers the people and businesses affected by what we do	100	100%	+15 ⬆	+15 ⬆	+13 ⬆	+9 ⬆
The people in my workgroup value others' individual skills and talents	91 9	91%	-	+7 ⬆	+5 ⬆	+2
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	95	95%	-	+7 ⬆	+5 ⬆	+5 ⬆
The people in my workgroup are able to bring up problems and tough issues	91	91%	0	+11 ⬆	+9 ⬆	+8 ⬆
If you make a mistake in my workgroup, it tends to be held against you (reverse scored : positive scores represent those who disagreed, or strongly disagreed with this statement)	86 11	86%	-	+19 ⬆	+13 ⬆	+9 ⬆

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am satisfied with the recognition I receive for doing a good job	80 16	80%	-3	+11⬆	+8⬆	+6⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	68 20 11	68%	-2	+2	+2	-5⬇
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	82 11	82%	-9⬇	-3	-4	-4
I am satisfied with the stability and security of my job	100	100%	+6⬆	+14⬆	+17⬆	+22⬆

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	95	95%	-5⬇	+3	+3	+2
I am clear what my duties and responsibilities are	91	91%	+9⬆	+7⬆	+8⬆	+6⬆
I have a choice in deciding how I do my work	80 14	80%	+3	+12⬆	+4	0
Where appropriate, I am able to take part in decisions that affect my job	86 9	86%	+10⬆	+14⬆	+12⬆	+10⬆

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
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In the last month, please rate your workgroup's overall performance

Excellent		16%	-19↓	-9↓	-10↓	-11↓
Very good		61%	+5↑	+5↑	+5↑	+4
Average		23%	+14↑	+7↑	+8↑	+9↑
Below average		0%	0	-2	-2	-1
Well below average		0%	0	-1	-1	-1

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	75 16 9	75%	-10↓	-4	-6↓	-7↓
My workgroup has the tools and resources we need to perform well	64 16 20	64%	+11↑	+4	+7↑	+1
The people in my workgroup use time and resources efficiently	75 16 9	75%	-4	0	-2	-6↓
My job gives me opportunities to utilise my skills	84 11	84%	+2	+5↑	+3	+1
During the last 12 months, the formal learning I have accessed has improved my performance	83 8 10	83%	+5↑	+23↑	+26↑	+26↑

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



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

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
Which of the following statements best reflects your thoughts about working in your current position?						
I want to leave my position as soon as possible		16%	+1	+7 ⬆	+9 ⬆	+8 ⬆
I want to leave my position within the next 12 months		36%	+10 ⬆	+15 ⬆	+17 ⬆	+13 ⬆
I want to stay working in my position for the next one to two years		32%	-9 ⬆	-7 ⬆	-11 ⬆	-9 ⬆
I want to stay working in my position for at least the next three years		16%	-2	-15 ⬆	-15 ⬆	-12 ⬆
What best describes your plans involved with leaving your current position?						
I am planning to retire		0%	-7 ⬆	-5 ⬆	-4	-4
I am pursuing another position within my agency		5%	-3	-41 ⬆	-24 ⬆	-4
I am pursuing a position in another agency		73%	-6 ⬆	+48 ⬆	+37 ⬆	+16 ⬆
I am pursuing work outside the APS		5%	+5 ⬆	-4	-9 ⬆	-10 ⬆
It is the end of my non-ongoing, casual or contracted employment		0%	0	-2	-5 ⬆	-6 ⬆
Other		18%	+11 ⬆	+5 ⬆	+5 ⬆	+9 ⬆

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Retention



Employees who indicated that they were pursuing another position within their agency, another agency, or outside the APS were asked for the primary reason behind their desire to leave. They could select one response from a list of 18 items.

Only the five reasons for leaving with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall, therefore those comparisons are not included.

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
I can receive a higher salary elsewhere		39%	-	-	-	-
There are a lack of future career opportunities in my agency		11%	-	-	-	-
I am looking to further my skills in another area		11%	-	-	-	-
I have achieved all I can in my current position		11%	-	-	-	-
I am expected to do more work than I reasonably can		11%	-	-	-	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

Discrimination	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes		2%	-1	-6⬇️	-4	-4
No		98%	+1	+6⬆️	+4	+4
Did this discrimination occur in your current agency?						
Yes	The data for this question has been hidden to preserve privacy.					
No	The data for this question has been hidden to preserve privacy.					
The discrimination came from: [Multiple Response]						
Within my agency	The data for this question has been hidden to preserve privacy.					
Another agency	The data for this question has been hidden to preserve privacy.					
A customer, stakeholder or member of the public	The data for this question has been hidden to preserve privacy.					
Other	The data for this question has been hidden to preserve privacy.					
Did you report the discrimination?						
I reported the discrimination in accordance with my agency's policies and procedures	The data for this question has been hidden to preserve privacy.					
It was reported by someone else	The data for this question has been hidden to preserve privacy.					
I did not report the discrimination	The data for this question has been hidden to preserve privacy.					

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an expanded definition of harassment. Comparing results to 2024 should take this change in definition in context.

Employees who perceived bullying or harassment in the last 12 months were asked what type of bullying or harassment they experienced. Employees could select one or more responses from a list of items.

Only the three options with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall.

Bullying and harassment	Response scale	%	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?						
Yes		2%	+2	-7⬇️	-6⬇️	-7⬇️
No		95%	+4	+10⬆️	+8⬆️	+9⬆️
Not sure		2%	-7⬇️	-2	-2	-2
Did you report the bullying or harassment?						
I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden to preserve privacy.					
It was reported by someone else	The data for this question has been hidden to preserve privacy.					
I did not report the behaviour	The data for this question has been hidden to preserve privacy.					

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator



Unacceptable behaviour



In 2025, the survey used an updated definition of corruption to align with the *National Anti-Corruption Commission Act 2022* and the Commonwealth Fraud and Corruption Control Framework.

Comparing results to 2024 should take this change in definition in context.

Corruption

Response scale

%

Variance from
2024

Variance from
APS overall

Variance from
specialist
agencies

Variance from
extra small
sized agencies

During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?

Yes		0%	0	-2	-2	-3
No		100%	+3	+8	+8	+9
Not sure		0%	0	-4	-4	-4
Prefer not to answer		0%	-3	-2	-2	-3

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

Abuse of office	The data for this question has been hidden to preserve privacy.
Misuse of information or documents	The data for this question has been hidden to preserve privacy.
A breach of public trust	The data for this question has been hidden to preserve privacy.
Adversely affecting the honesty or impartiality of a public official	The data for this question has been hidden to preserve privacy.

Did you report the conduct?

I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden to preserve privacy.
It was reported by someone else	The data for this question has been hidden to preserve privacy.
I did not report the behaviour	The data for this question has been hidden to preserve privacy.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Agency position



Agency position

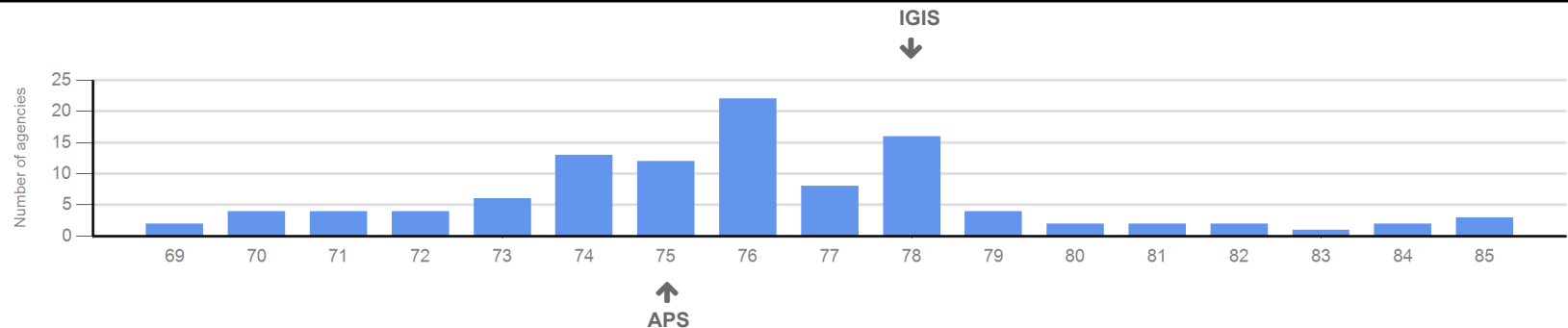
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

Along the bottom line (x-axis) are the index scores. The height of the bar (y-axis) is how many agencies have that index score.

Please note, the x-axis values are not consecutive as only index scores received by an agency are represented.

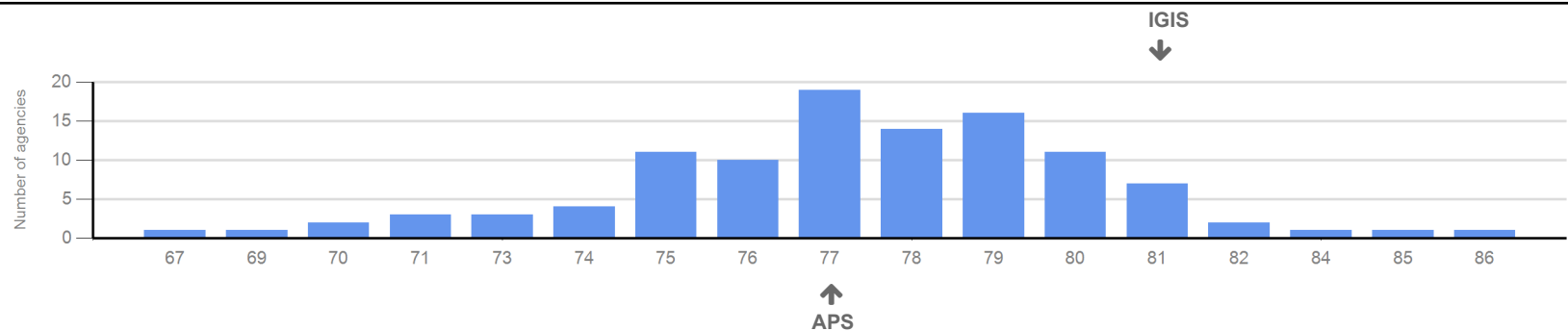
Employee Engagement Index

Ranking : 22nd of 107



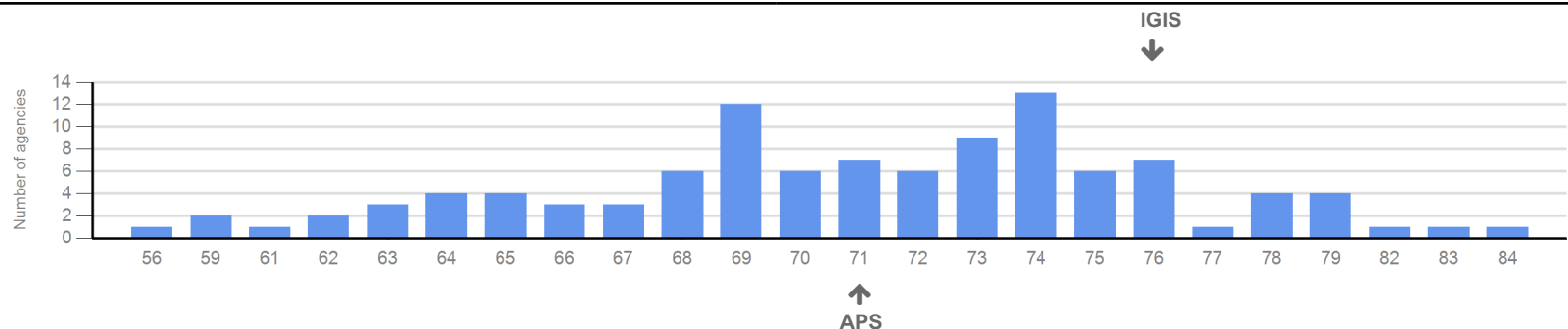
Immediate Supervisor Index

Ranking : 8th of 107



SES Manager Index

Ranking : 18th of 107



Agency position



Agency position

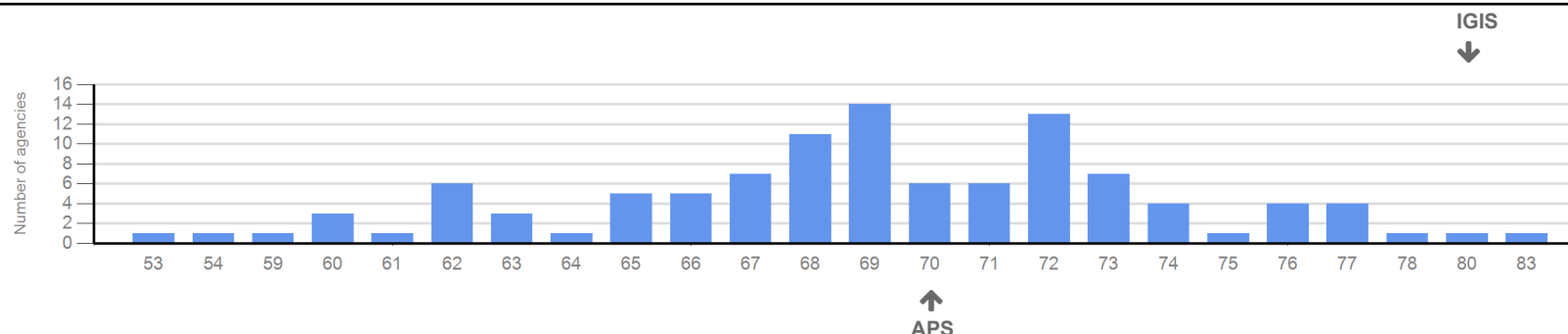
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

Along the bottom line (x-axis) are the index scores. The height of the bar (y-axis) is how many agencies have that index score.

Please note, the x-axis values are not consecutive as only index scores received by an agency are represented.

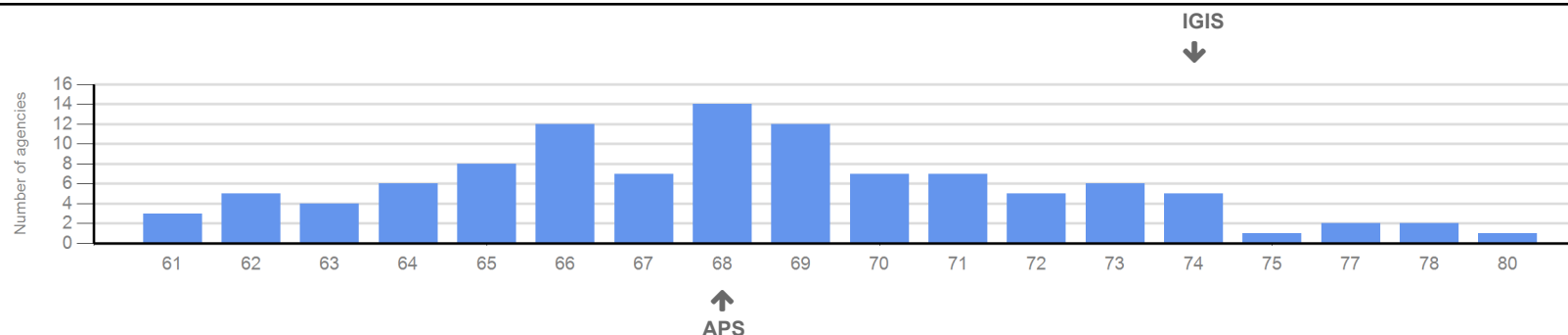
Communication Index

Ranking : 2nd of 107



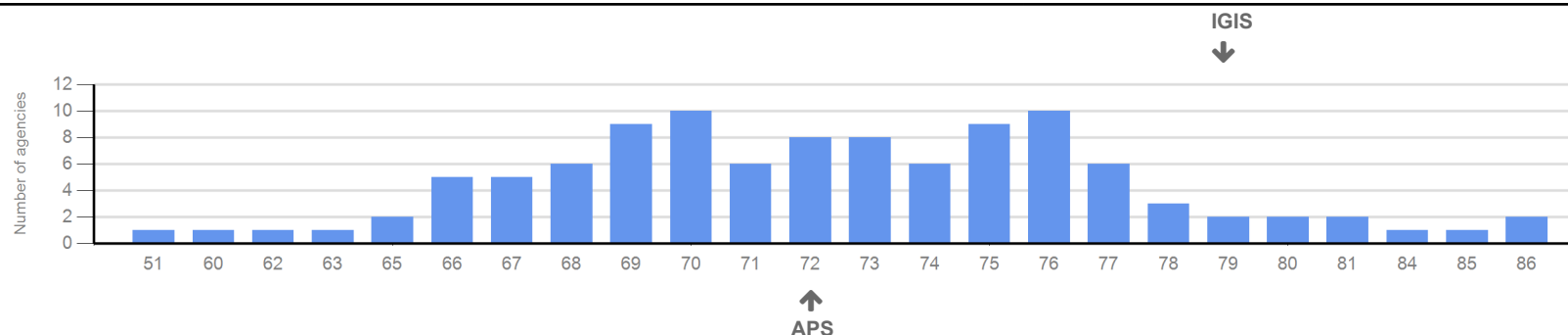
Enabling Innovation Index

Ranking : 9th of 107



Wellbeing Policies and Support Index

Ranking : 9th of 107



Suggested questions to focus on



What to focus on?

Through driver analysis, these key questions have been identified as being important to employees in your agency and associated with employee engagement.

They are not necessarily the questions with the lowest scores.

Some will be areas to improve upon and some will be areas to maintain.

Develop actions and activities to improve upon these, where possible, to drive higher levels of performance.



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%
Positive

Variance from 2024

Variance from APS overall

Variance from specialist agencies

Variance from extra small sized agencies

.1	In my agency, the SES clearly articulate the direction and priorities for our agency	82%	+2	+15↑	+18↑	+13↑
.2	My SES manager clearly articulates the direction and priorities for our area	74%	-8↓	+3	+3	+3
.3	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	77%	-14↓	+1	-1	-4
.4	My SES manager communicates effectively	86%	+1	+15↑	+14↑	+15↑
.5	My SES manager creates an environment that enables us to deliver our best	77%	-3	+9↑	+9↑	+7↑
.6	My agency inspires me to come up with new or better ways of doing things	80%	+32↑	+21↑	+20↑	+12↑

Time to take action



Celebrate

What things do we do well?

Think about how we can build on our strengths and learn from what we are good at.



Investigate further with our teams

Are there any other opportunities coming out of the results that we want to explore further?

How could we investigate? Through looking at the data in more detail or through discussions with staff?



Opportunities

Areas we need to focus on and turn into action plans:

What are the key things we need to improve to make working here better?



Use this page to start your local action plans

Identify areas to celebrate, opportunities for improvement and areas which you need to investigate further.

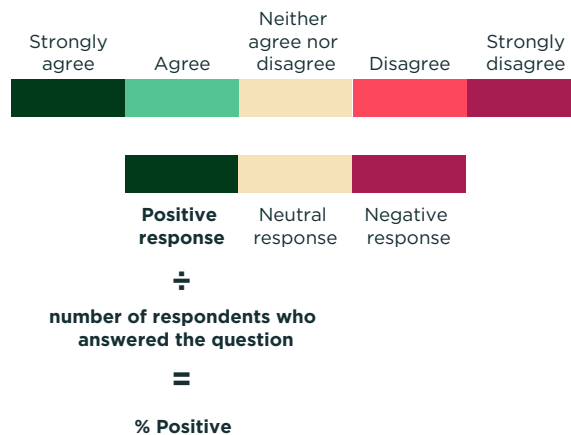
Prioritise 3 areas to take forward

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

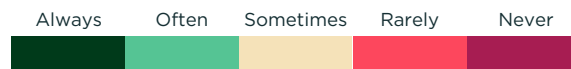
Guide to this report

% Positive

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



For 5 point scale questions not asked on the *agree to disagree* scale the same rules apply, the green percent represents a **positive response** (unless the question is negatively worded).



Rounding

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

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100%
Rounded percentage	25%	27%	29%	16%	4%	101%
Number of positive	151 + 166 = 317					
% Positive	317 ÷ 613 = 52%					

Anonymity

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

Comparisons

Comparisons to other similarly sized agencies are used through this report.

Comparisons to previous years

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

