

# 2025 APS Employee Census

5 May - 6 June

## Highlights Report

ACIAR

Responses:

77 of 93

Response rate:

83%



# Exploring your results



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



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



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



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



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

# Employee Engagement: Say, Stay, Strive



## Employee Engagement

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

Your Employee Engagement Index score		70	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	56	15	29	56%	-12 ↓	-21 ↓	-21 ↓	-22 ↓
	I am proud to work in my agency	78		17	78%	-6 ↓	-4	-7 ↓	-10 ↓
	I would recommend my agency as a good place to work	39	21	39	39%	-30 ↓	-37 ↓	-37 ↓	-34 ↓
	I believe strongly in the purpose and objectives of my agency	91			91%	-1	+2	0	-4
Stay	I feel a strong personal attachment to my agency	57	20	24	57%	-17 ↓	-8 ↓	-11 ↓	-7 ↓
	I feel committed to my agency's goals	86		9	86%	-6 ↓	-2	-3	-5 ↓
Strive	I suggest ideas to improve our way of doing things	88		8	88%	+1	+2	-1	-3
	I am happy to go the 'extra mile' at work when required	77	13	9	77%	-15 ↓	-13 ↓	-14 ↓	-13 ↓
	I work beyond what is required in my job to help my agency achieve its objectives	81		16	81%	+4	+3	+3	+2
	My agency really inspires me to do my best work every day	50	21	29	50%	-13 ↓	-17 ↓	-18 ↓	-22 ↓

### 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		67			Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	66	18	16	66%	-10 ↓	-15 ↓	-15 ↓	-16 ↓	
	My supervisor can deliver difficult advice whilst maintaining relationships	68	14	18	68%	-11 ↓	-11 ↓	-11 ↓	-11 ↓	
	My supervisor invites a range of views, including those different to their own	66	14	21	66%	-13 ↓	-17 ↓	-18 ↓	-16 ↓	
	My supervisor encourages my team to regularly review and improve our work	59	24	16	59%	-15 ↓	-23 ↓	-23 ↓	-21 ↓	
	My supervisor is invested in my development	58	24	18	58%	-12 ↓	-20 ↓	-20 ↓	-18 ↓	
	My supervisor ensures that my workgroup delivers on what we are responsible for	74	12	14	74%	-7 ↓	-14 ↓	-14 ↓	-13 ↓	
<b>Other similar questions</b>										
	My supervisor provides me with helpful feedback to improve my performance	66	15	19	66%	-6 ↓	-13 ↓	-12 ↓	-12 ↓	
	My immediate supervisor encourages me	66	18	16	66%	-8 ↓	-11 ↓	-12 ↓	-12 ↓	
	My supervisor actively ensures that everyone can be included in workplace activities	74	11	15	74%	-7 ↓	-11 ↓	-11 ↓	-10 ↓	
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	62	20	18	62%	-16 ↓	-19 ↓	-19 ↓	-18 ↓	
<b>Key</b>		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		59			Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
SES Manager	My SES manager clearly articulates the direction and priorities for our area	49	26	26	49%	-4	-22 ↓	-22 ↓	-22 ↓	
	My SES manager presents convincing arguments and persuades others towards an outcome	44	30	27	44%	-12 ↓	-20 ↓	-23 ↓	-26 ↓	
	My SES manager promotes cooperation within and between agencies	63	25	12	63%	-6 ↓	-7 ↓	-9 ↓	-13 ↓	
	My SES manager encourages innovation and creativity	55	27	18	55%	-6 ↓	-13 ↓	-13 ↓	-17 ↓	
	My SES manager creates an environment that enables us to deliver our best	46	22	32	46%	-12 ↓	-22 ↓	-22 ↓	-24 ↓	
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	60	21	19	60%	-11 ↓	-16 ↓	-18 ↓	-20 ↓	
<b>Other similar questions</b>										
	In my agency, the SES work as a team	29	23	49	29%	-26 ↓	-30 ↓	-27 ↓	-34 ↓	
	In my agency, the SES clearly articulate the direction and priorities for our agency	35	19	46	35%	-20 ↓	-32 ↓	-29 ↓	-34 ↓	
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	63	21	16	63%	+2	-6 ↓	-8 ↓	-11 ↓	

**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.

<b>Your Communication Index score</b>	<b>54</b>	<b>Response scale</b>	<b>% Positive</b>	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
				-10 ↓	-16 ↓	-16 ↓	-15 ↓

Communication	My supervisor communicates effectively	66	11	23	66%	-12 ↓	-16 ↓	-16 ↓	-13 ↓
	My SES manager communicates effectively	54	16	30	54%	-4	-17 ↓	-18 ↓	-17 ↓
	Internal communication within my agency is effective	36	15	49	36%	-14 ↓	-26 ↓	-24 ↓	-24 ↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	54	16	30	54%	-7 ↓	-13 ↓	-14 ↓	-15 ↓
	Staff are consulted about change at work	27	32	41	27%	-27 ↓	-24 ↓	-23 ↓	-24 ↓
	Change is managed well in my agency	17	23	60	17%	-16 ↓	-30 ↓	-26 ↓	-30 ↓

### Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Enabling Innovation



## Enabling Innovation

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

Your Enabling Innovation Index score		61	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	85	8	85%	+1	+2	-1	-3
	My immediate supervisor encourages me to come up with new or better ways of doing things	70	15	15	70%	-3	-6	-10
	People are recognised for coming up with new and innovative ways of working	46	27	27	46%	-10	-18	-19
	My agency inspires me to come up with new or better ways of doing things	51	25	25	51%	-5	-8	-9
	My agency recognises and supports the notion that failure is a part of innovation	37	30	33	37%	-6	-14	-12

### 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			60	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
						-13 ↓	-11 ↓	-13 ↓	-14 ↓

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing		55	21	24	55%	-13 ↓	-18 ↓	-20 ↓	-21 ↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing		51	27	23	51%	-20 ↓	-20 ↓	-22 ↓	-25 ↓
	My agency does a good job of promoting health and wellbeing		51	17	32	51%	-17 ↓	-20 ↓	-21 ↓	-22 ↓
	I think my agency cares about my health and wellbeing		49	24	27	49%	-21 ↓	-20 ↓	-24 ↓	-28 ↓
	I believe my immediate supervisor cares about my health and wellbeing		74	15	11	74%	-14 ↓	-13 ↓	-15 ↓	-13 ↓

### Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor		68	13	19	68%	-11 ↓	-8 ↓	-9 ↓	-10 ↓
	I receive the respect I deserve from my colleagues at work		71	24		71%	-5 ↓	-11 ↓	-11 ↓	-12 ↓
	My agency supports and actively promotes an inclusive workplace culture		56	19	25	56%	-16 ↓	-28 ↓	-27 ↓	-25 ↓

### 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
<b>In general, would you say that your health is:</b>						
Excellent		<b>10%</b>	-4	-2	-3	-5 ↓
Very good		<b>40%</b>	+2	+5 ↑	+3	+1
Good		<b>40%</b>	-3	+3	+4	+5 ↑
Fair		<b>8%</b>	+2	-5 ↓	-3	-2
Poor		<b>3%</b>	+3	0	0	0
<b>What best describes your current workload?</b>						
Well above capacity - too much work		<b>36%</b>	+12 ↑	+19 ↑	+17 ↑	+19 ↑
Slightly above capacity - lots of work to do		<b>36%</b>	-10 ↓	-4	-4	-5 ↓
At capacity - about the right amount of work to do		<b>25%</b>	+3	-12 ↓	-9 ↓	-9 ↓
Slightly below capacity - available for more work		<b>4%</b>	-1	-2	-3	-4
Well below capacity - not enough work		<b>0%</b>	-4	-1	-1	-1

## 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
<b>How often do you find your work stressful?</b>						
Always		<b>11%</b>	+7 	+6 	+7 	+8 
Often		<b>32%</b>	+14 	+9 	+11 	+14 
Sometimes		<b>36%</b>	-19 	-14 	-14 	-15 
Rarely		<b>20%</b>	0	0	-2	-5 
Never		<b>0%</b>	-1	-2	-2	-2
<b>To what extent is your work emotionally demanding?</b>						
To a very large extent		<b>15%</b>	+11 	+8 	+9 	+11 
To a large extent		<b>32%</b>	+16 	+12 	+15 	+19 
Somewhat		<b>29%</b>	-23 	-10 	-9 	-10 
To a small extent		<b>17%</b>	-2	-8 	-10 	-14 
To a very small extent		<b>7%</b>	-2	-3	-5 	-6 
<b>I feel burned out by my work</b>						
Strongly agree		<b>20%</b>	+13 	+13 	+13 	+14 
Agree		<b>22%</b>	+7 	0	+2	+5 
Neither agree nor disagree		<b>32%</b>	-3	0	+2	+4
Disagree		<b>20%</b>	-11 	-11 	-13 	-16 
Strongly disagree		<b>5%</b>	-6 	-2	-4	-7 

## Key

 At least 5 percentage points greater than comparator

 At least 5 percentage points less than comparator

# Flexible work



	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	75	75%	-7↓	-12↓	-13↓	-14↓
<b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>						
Part time		8%	+2	-4	-5↓	-5↓
Flexible hours of work		24%	-15↓	-6↓	-12↓	-8↓
Compressed work week		5%	+2	0	+1	0
Job sharing		0%	0	0	0	-1
Working away from the office/working from home		54%	-13↓	-13↓	-20↓	-18↓
None of the above		31%	+11↑	+11↑	+16↑	+16↑
<b>Working away from the office</b>						
All of the time		0%	-1	-7↓	-6↓	-7↓
Some of the time as a regular arrangement		34%	-3	-18↓	-21↓	-17↓
Only on an irregular basis		20%	-5↓	+12↑	+8↑	+6↑
None of the time		46%	+13↑	+13↑	+20↑	+19↑
Did not disclose their arrangement		0%	-3	0	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.

## Key

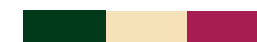


At least 5 percentage points greater than comparator

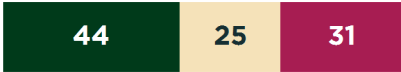





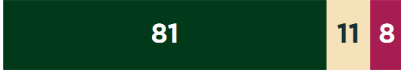





At least 5 percentage points less than comparator

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		44%	-16 ↓	-26 ↓	-26 ↓	-27 ↓
The people in my workgroup demonstrate stewardship		75%	-3	-2	-5 ↓	-8 ↓
The culture in my agency supports people to act with integrity		41%	-23 ↓	-40 ↓	-41 ↓	-39 ↓
I believe strongly in the purpose and objectives of the APS		88%	+5 ↑	-1	0	+3
I feel a strong personal attachment to the APS		63%	+11 ↑	-6 ↓	-1	+2
My workgroup considers the people and businesses affected by what we do		76%	-15 ↓	-9 ↓	-12 ↓	-15 ↓
The people in my workgroup value others' individual skills and talents		81%	-	-3	-5 ↓	-8 ↓
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something		80%	-	-9 ↓	-10 ↓	-11 ↓
The people in my workgroup are able to bring up problems and tough issues		72%	-8 ↓	-8 ↓	-10 ↓	-11 ↓
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)		58%	-	-9 ↓	-15 ↓	-20 ↓

## 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	60	16	24	60%	-6 ↓	-9 ↓	-11 ↓	-14 ↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	65	20	15	65%	-5 ↓	-1	-1	-8 ↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	71	16	13	71%	-11 ↓	-14 ↓	-15 ↓	-16 ↓
I am satisfied with the stability and security of my job	56	21	23	56%	-10 ↓	-30 ↓	-27 ↓	-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	88	9		88%	-8 ↓	-5 ↓	-5 ↓	-5 ↓
I am clear what my duties and responsibilities are	77	11	12	77%	0	-7 ↓	-6 ↓	-8 ↓
I have a choice in deciding how I do my work	67	25	8	67%	-9 ↓	-1	-9 ↓	-13 ↓
Where appropriate, I am able to take part in decisions that affect my job	62	14	24	62%	-4	-10 ↓	-12 ↓	-14 ↓

## 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
<b>In the last month, please rate your workgroup's overall performance</b>						
Excellent		<b>19%</b>	-6 ↓	-5 ↓	-7 ↓	-8 ↓
Very good		<b>44%</b>	-6 ↓	-12 ↓	-12 ↓	-13 ↓
Average		<b>21%</b>	-1	+5 ↑	+6 ↑	+7 ↑
Below average		<b>7%</b>	+6 ↑	+5 ↑	+5 ↑	+6 ↑
Well below average		<b>8%</b>	+7 ↑	+8 ↑	+8 ↑	+8 ↑

	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		<b>71%</b>	-14 ↓	-8 ↓	-10 ↓	-12 ↓
My workgroup has the tools and resources we need to perform well		<b>49%</b>	-10 ↓	-10 ↓	-7 ↓	-13 ↓
The people in my workgroup use time and resources efficiently		<b>77%</b>	-1	+2	0	-4
My job gives me opportunities to utilise my skills		<b>80%</b>	-1	+1	-2	-3
During the last 12 months, the formal learning I have accessed has improved my performance		<b>44%</b>	-6 ↓	-15 ↓	-13 ↓	-13 ↓

## 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
<b>Which of the following statements best reflects your thoughts about working in your current position?</b>						
I want to leave my position as soon as possible		<b>20%</b>	+11	+12	+13	+12
I want to leave my position within the next 12 months		<b>20%</b>	-3	-1	+1	-3
I want to stay working in my position for the next one to two years		<b>29%</b>	-11	-10	-14	-13
I want to stay working in my position for at least the next three years		<b>31%</b>	+3	0	+1	+4
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire		<b>4%</b>	0	-1	0	0
I am pursuing another position within my agency		<b>4%</b>	-5	-42	-24	-5
I am pursuing a position in another agency		<b>67%</b>	+17	+42	+31	+10
I am pursuing work outside the APS		<b>22%</b>	+10	+14	+8	+8
It is the end of my non-ongoing, casual or contracted employment		<b>0%</b>	-8	-2	-5	-6
Other		<b>4%</b>	-13	-10	-10	-6

## 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
<b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b> Senior leadership is of a poor quality	52%	-	-	-	-
My immediate supervisor's leadership is of a poor quality	12%	-	-	-	-
My current workgroup or agency lacks respect for employees	12%	-	-	-	-
I have experienced unacceptable behaviours (such as bullying or harassment)	12%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	4%	-	-	-	-

## 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
<b>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?</b>						
Yes		8%	+1	0	+2	+2
No		92%	-1	0	-2	-2
<b>Did this discrimination occur in your current agency?</b>						
Yes	<i>The data for this question has been hidden to preserve privacy.</i>					
No	<i>The data for this question has been hidden to preserve privacy.</i>					
<b>The discrimination came from: [Multiple Response]</b>						
Within my agency	<i>The data for this question has been hidden to preserve privacy.</i>					
Another agency	<i>The data for this question has been hidden to preserve privacy.</i>					
A customer, stakeholder or member of the public	<i>The data for this question has been hidden to preserve privacy.</i>					
Other	<i>The data for this question has been hidden to preserve privacy.</i>					
<b>Did you report the discrimination?</b>						
I reported the discrimination in accordance with my agency's policies and procedures	<i>The data for this question has been hidden to preserve privacy.</i>					
It was reported by someone else	<i>The data for this question has been hidden to preserve privacy.</i>					
I did not report the discrimination	<i>The data for this question has been hidden to preserve privacy.</i>					

## 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
<b>During the last 12 months, have you been subjected to bullying or harassment in your current workplace?</b>						
Yes		<b>27%</b>	+15	+18	+20	+18
No		<b>63%</b>	-14	-23	-25	-23
Not sure		<b>10%</b>	-1	+5	+5	+5
<b>Types of bullying or harassment experienced (3 highest responses):</b>						
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		<b>55%</b>	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		<b>55%</b>	-	-	-	-
Deliberate exclusion from work-related activities		<b>45%</b>	-	-	-	-
<b>Did you report the bullying or harassment?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		<b>42%</b>	+42	+5	+8	+5
It was reported by someone else		<b>11%</b>	+11	+3	+2	-2
I did not report the behaviour		<b>47%</b>	+47	-8	-10	-3

## 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
<b>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?</b>						
Yes		14%	+7	+12	+12	+11
No		64%	-15	-28	-28	-26
Not sure		15%	+4	+11	+11	+11
Prefer not to answer		7%	+4	+5	+5	+4
<b>Which of the following reflects the conduct you witnessed? [Multiple Response]</b>						
Abuse of office		100%	-	-	-	-
A breach of public trust		30%	-	-	-	-
Adversely affecting the honesty or impartiality of a public official		30%	-	-	-	-
Misuse of information or documents		10%	-	-	-	-
<b>Did you report the conduct?</b>						
I reported the behaviour in accordance with my agency's policies and procedures		10%	+10	-15	-9	-2
It was reported by someone else		0%	0	-17	-15	-4
I did not report the behaviour		90%	+90	+33	+24	+7

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Demographics

How do you describe your gender?	Responses
Man or male	29%
Woman or female	56%
Non-binary	0%
I use a different term	0%
Prefer not to say	16%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	0%
No	100%

Do you have an ongoing disability?	Responses
Yes	5%
No	95%

Do you have carer responsibilities?	Responses
Yes	59%
No	41%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	4%
No	96%

Do you identify as culturally or linguistically diverse?	Responses
Yes	37%
No	63%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	55%
Australian Aboriginal and/or Torres Strait Islander	0%
New Zealander (excluding Maori)	4%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	11%
Anglo-European	10%
North-West European (excluding Anglo-European)	1%
Southern and Eastern European	1%
South-East Asian	18%
North-East Asian	3%
Southern and Central Asian	7%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	0%
Sub-Saharan African	7%

Do you consider yourself to be neurodivergent?	Responses
Yes	8%
No	65%
Maybe	11%
I am unsure what neurodivergent means	16%

# Agency position



## Agency position

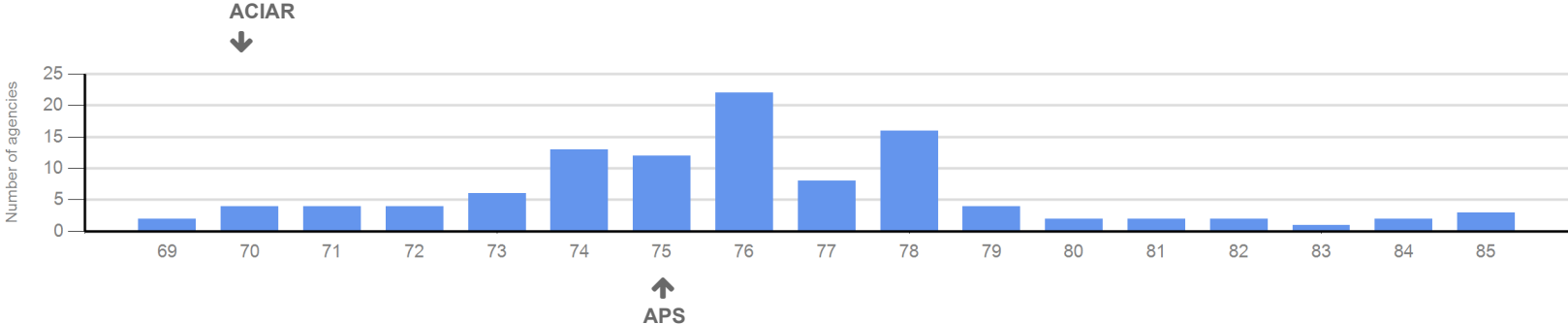
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

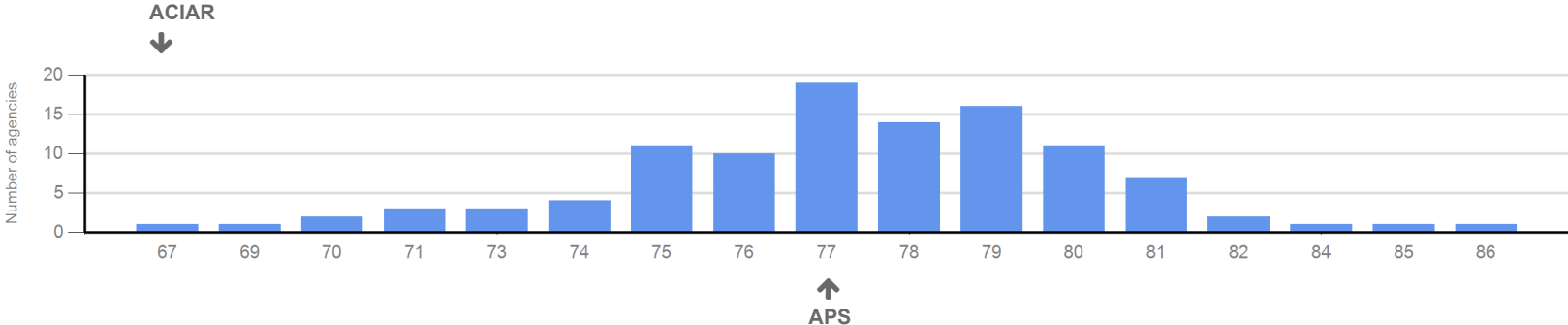
**Employee Engagement Index**

Ranking : 104th of 107



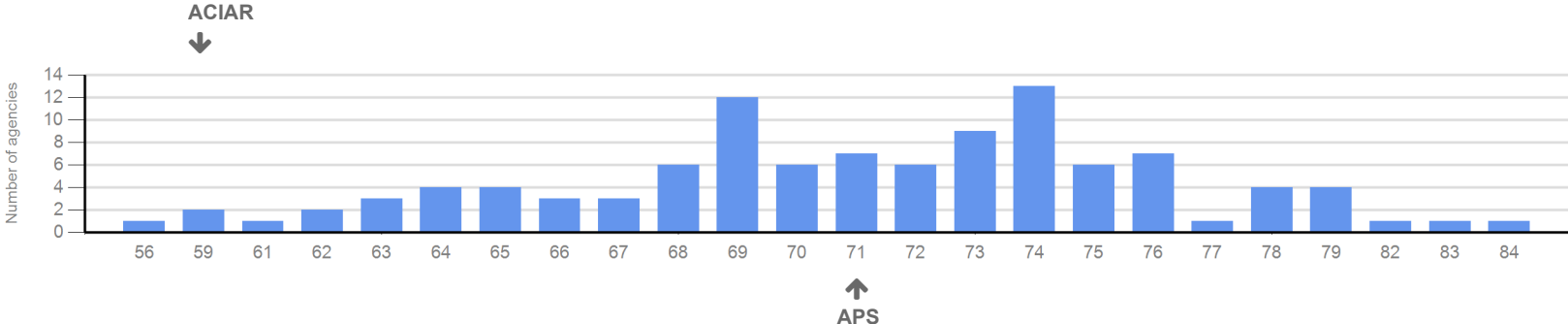
**Immediate Supervisor Index**

Ranking : 107th of 107



**SES Manager Index**

Ranking : 106th of 107



# Agency position



## Agency position

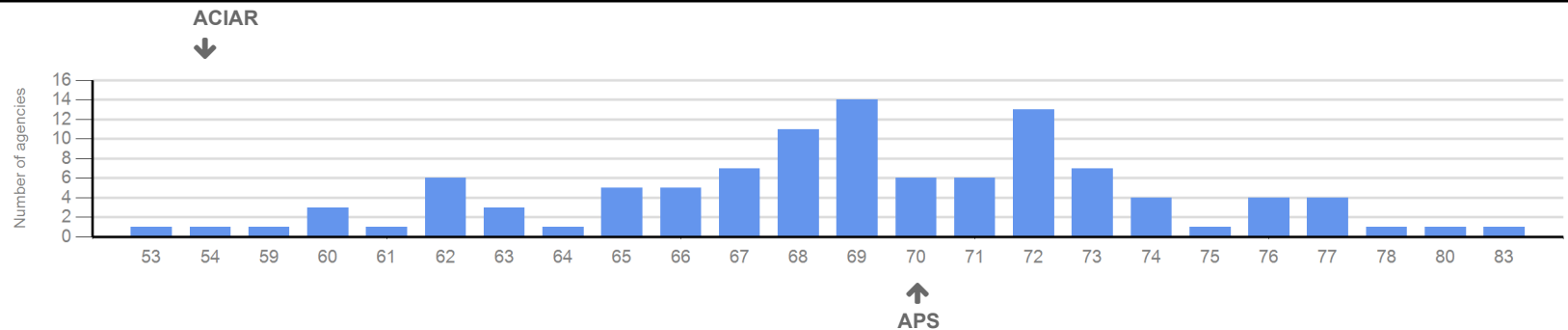
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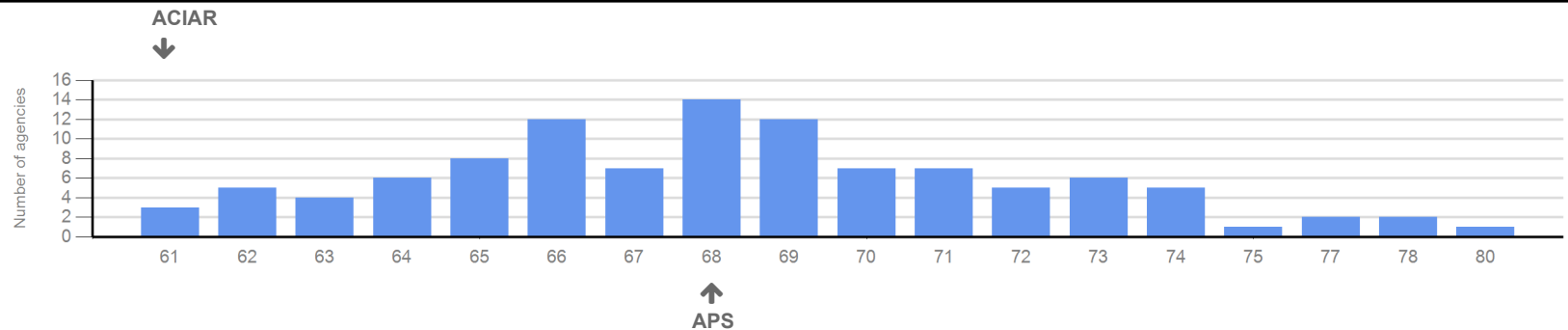
### Communication Index

Ranking : 106th of 107



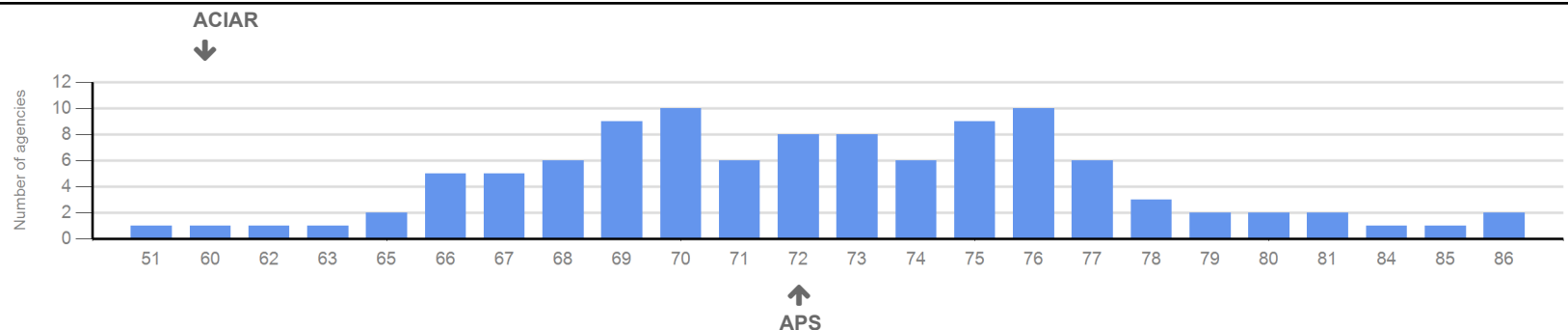
### Enabling Innovation Index

Ranking : 107th of 107



### Wellbeing Policies and Support Index

Ranking : 106th 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
<b>.1</b> My agency inspires me to come up with new or better ways of doing things			<b>51%</b>	-5	-8	-9	-17
<b>.2</b> Where appropriate, I am able to take part in decisions that affect my job			<b>62%</b>	-4	-10	-12	-14
<b>.3</b> I am supported to use my expertise to provide frank and fearless advice			<b>44%</b>	-16	-26	-26	-27
<b>.4</b> The people in my workgroup are able to bring up problems and tough issues			<b>72%</b>	-8	-8	-10	-11
<b>.5</b> I think my agency cares about my health and wellbeing			<b>49%</b>	-21	-20	-24	-28
<b>.6</b> My agency recognises and supports the notion that failure is a part of innovation			<b>37%</b>	-6	-14	-12	-14

# ACIAR specific questions

	Response scale			% Positive	Variance from 2024
The CEO provides effective leadership of ACIAR	30	29	41	30%	-28 ↓
The CEO clearly communicates ACIAR's future direction	36	22	42	36%	-28 ↓
My Branch General Manager role-models a positive, accountable and inclusive culture	57	22	21	57%	-
My Branch Directors role-model a positive, accountable and inclusive culture	67	23	10	67%	-
Overall, our Agency's culture and internal communication is heading in a more positive direction	30	26	44	30%	-26 ↓
I know where to access support and information, should I be subject to, or witness, discrimination, bullying, or harassment	62	22	16	62%	-17 ↓

## Key



At least 5 percentage points greater than comparator




At least 5 percentage points less than comparator

Positive Neutral Negative



# Time to take action



## Celebrate

What things do we do well?

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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?

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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:

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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.

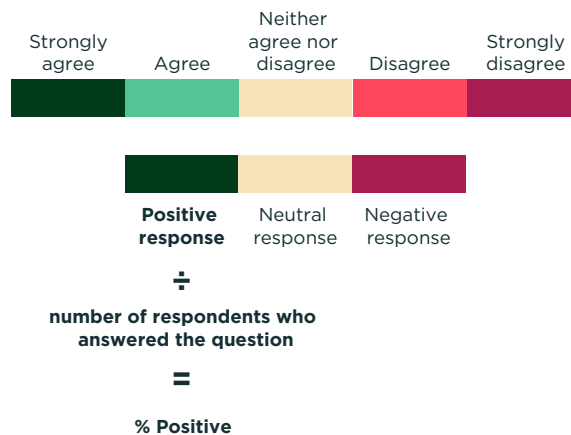
Prioritise 3 areas to take forward

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

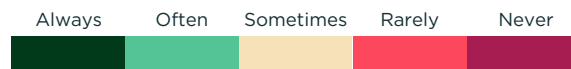
# Guide to this report

## % 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.

