

# 2025 APS Employee Census

5 May - 6 June

## Highlights Report

NMA

Responses:

207 of 310

Response rate:

67%



# 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 national cultural institution agencies | Variance from medium sized agencies |
|--------------------------------------|-----------------------------------------------------------------------------------|----|----------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| Say                                  | Overall, I am satisfied with my job                                               | 81 | 11 8           | 81%        | 0                  | +4                        | +2                                                   | +5 ↑                                |
|                                      | I am proud to work in my agency                                                   | 91 | 7              | 91%        | +5 ↑               | +10 ↑                     | +5 ↑                                                 | +8 ↑                                |
|                                      | I would recommend my agency as a good place to work                               | 86 | 7              | 86%        | +12 ↑              | +9 ↑                      | +12 ↑                                                | +11 ↑                               |
|                                      | I believe strongly in the purpose and objectives of my agency                     | 93 |                | 93%        | +3                 | +4                        | +3                                                   | +2                                  |
| Stay                                 | I feel a strong personal attachment to my agency                                  | 77 | 16 7           | 77%        | +2                 | +12 ↑                     | +5 ↑                                                 | +11 ↑                               |
|                                      | I feel committed to my agency's goals                                             | 91 | 7              | 91%        | +4                 | +3                        | +4                                                   | +2                                  |
| Strive                               | I suggest ideas to improve our way of doing things                                | 90 | 7              | 90%        | +1                 | +3                        | -2                                                   | +1                                  |
|                                      | I am happy to go the 'extra mile' at work when required                           | 90 | 8              | 90%        | 0                  | -1                        | 0                                                    | -1                                  |
|                                      | I work beyond what is required in my job to help my agency achieve its objectives | 77 | 19             | 77%        | -5 ↓               | -1                        | 0                                                    | -1                                  |
|                                      | My agency really inspires me to do my best work every day                         | 76 | 14 9           | 76%        | +12 ↑              | +10 ↑                     | +9 ↑                                                 | +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 |                                                                                                          | 76                                                     | Response scale |   | % Positive | Variance from 2024                                  | Variance from APS overall | Variance from national cultural institution agencies | Variance from medium sized agencies |
|---------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------|----------------|---|------------|-----------------------------------------------------|---------------------------|------------------------------------------------------|-------------------------------------|
|                                       |                                                                                                          |                                                        |                |   |            | +1                                                  | -1                        | -1                                                   | -1                                  |
| Immediate Supervisor                  | My supervisor engages with staff on how to respond to future challenges                                  | 76                                                     | 17             |   | 76%        | -1                                                  | -4                        | -3                                                   | -4                                  |
|                                       | My supervisor can deliver difficult advice whilst maintaining relationships                              | 78                                                     | 17             |   | 78%        | +1                                                  | -2                        | -1                                                   | -1                                  |
|                                       | My supervisor invites a range of views, including those different to their own                           | 81                                                     | 13             |   | 81%        | +6 ↑                                                | -2                        | -2                                                   | -2                                  |
|                                       | My supervisor encourages my team to regularly review and improve our work                                | 80                                                     | 13             |   | 80%        | +6 ↑                                                | -3                        | 0                                                    | -2                                  |
|                                       | My supervisor is invested in my development                                                              | 76                                                     | 15             | 8 | 76%        | +1                                                  | -2                        | -2                                                   | -2                                  |
|                                       | My supervisor ensures that my workgroup delivers on what we are responsible for                          | 88                                                     | 9              |   | 88%        | -1                                                  | -1                        | -1                                                   | -1                                  |
| Other similar questions               |                                                                                                          |                                                        |                |   |            |                                                     |                           |                                                      |                                     |
|                                       | My supervisor provides me with helpful feedback to improve my performance                                | 72                                                     | 19             | 9 | 72%        | -1                                                  | -7 ↓                      | -4                                                   | -5 ↓                                |
|                                       | My immediate supervisor encourages me                                                                    | 77                                                     | 15             | 7 | 77%        | +5 ↑                                                | -1                        | 0                                                    | -1                                  |
|                                       | My supervisor actively ensures that everyone can be included in workplace activities                     | 85                                                     | 11             |   | 85%        | +3                                                  | 0                         | 0                                                    | +1                                  |
|                                       | My supervisor encourages me to take on new tasks and gain experience doing things I've never done before | 80                                                     | 15             |   | 80%        | +3                                                  | -2                        | -1                                                   | -1                                  |
| 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 | 69 | Response scale | % Positive | Variance from 2024 | Variance from APS overall | Variance from national cultural institution agencies | Variance from medium sized agencies |
|------------------------------|----|----------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
|                              |    |                |            | +2                 | -2                        | 0                                                    | -2                                  |

|             |                                                                                                          |    |    |    |     |     |     |     |      |
|-------------|----------------------------------------------------------------------------------------------------------|----|----|----|-----|-----|-----|-----|------|
| SES Manager | My SES manager clearly articulates the direction and priorities for our area                             | 64 | 24 | 13 | 64% | +3  | -7↓ | -4  | -8↓  |
|             | My SES manager presents convincing arguments and persuades others towards an outcome                     | 64 | 27 | 10 | 64% | +6↑ | 0   | 0   | -2   |
|             | My SES manager promotes cooperation within and between agencies                                          | 61 | 34 |    | 61% | -3  | -9↓ | -5↓ | -11↓ |
|             | My SES manager encourages innovation and creativity                                                      | 63 | 28 | 9  | 63% | +3  | -5↓ | -4  | -6↓  |
|             | My SES manager creates an environment that enables us to deliver our best                                | 61 | 30 | 9  | 61% | -1  | -7↓ | -3  | -8↓  |
|             | My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS | 73 | 22 |    | 73% | +2  | -2  | -2  | -5↓  |

### Other similar questions

|  |                                                                                      |    |    |    |     |      |     |     |     |
|--|--------------------------------------------------------------------------------------|----|----|----|-----|------|-----|-----|-----|
|  | In my agency, the SES work as a team                                                 | 63 | 34 |    | 63% | -4   | +5↑ | +8↑ | +8↑ |
|  | In my agency, the SES clearly articulate the direction and priorities for our agency | 67 | 19 | 14 | 67% | +5↑  | 0   | +3  | +2  |
|  | My SES manager routinely promotes the use of data and evidence to deliver outcomes   | 65 | 29 |    | 65% | +12↑ | -4  | 0   | -5↓ |

### 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 | 66 | Response scale | % Positive | Variance from 2024 | Variance from APS overall | Variance from national cultural institution agencies | Variance from medium sized agencies |
|--------------------------------|----|----------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
|                                |    |                |            | +2                 | -4                        | -1                                                   | -3                                  |

| Communication | My supervisor communicates effectively               | 77 | 14 | 8  | 77% | +3   | -4    | -2 | -3   |
|---------------|------------------------------------------------------|----|----|----|-----|------|-------|----|------|
|               | My SES manager communicates effectively              | 68 | 20 | 12 | 68% | +6 ↑ | -4    | -1 | -4   |
|               | Internal communication within my agency is effective | 52 | 21 | 27 | 52% | +8 ↑ | -10 ↓ | +1 | -6 ↓ |

### Other similar questions

| Change | When changes occur, the impacts are communicated well within my workgroup | 69 | 14 | 16 | 69% | +2    | +2 | +1   | +3 |
|--------|---------------------------------------------------------------------------|----|----|----|-----|-------|----|------|----|
|        | Staff are consulted about change at work                                  | 50 | 36 | 15 | 50% | +7 ↑  | -2 | +4   | 0  |
|        | Change is managed well in my agency                                       | 44 | 29 | 27 | 44% | +10 ↑ | -4 | +6 ↑ | 0  |

### 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 |                                                                                                          | 66 |    | Response scale | % Positive | Variance from 2024 | Variance from APS overall | Variance from national cultural institution agencies | Variance from medium sized agencies |
|--------------------------------------|----------------------------------------------------------------------------------------------------------|----|----|----------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| Enabling Innovation                  | I believe that one of my responsibilities is to continually look for new ways to improve the way we work | 84 | 12 |                | 84%        | +4                 | 0                         | -2                                                   | -1                                  |
|                                      | My immediate supervisor encourages me to come up with new or better ways of doing things                 | 73 | 18 | 9              | 73%        | +3                 | -3                        | -5⬇️                                                 | -5⬇️                                |
|                                      | People are recognised for coming up with new and innovative ways of working                              | 61 | 24 | 16             | 61%        | +8⬆️               | -3                        | 0                                                    | -2                                  |
|                                      | My agency inspires me to come up with new or better ways of doing things                                 | 57 | 30 | 13             | 57%        | +8⬆️               | -2                        | -2                                                   | -2                                  |
|                                      | My agency recognises and supports the notion that failure is a part of innovation                        | 41 | 38 | 22             | 41%        | +8⬆️               | -10⬇️                     | -2                                                   | -8⬇️                                |

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Wellbeing Policies and Support



## Wellbeing

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

| + | Your Wellbeing Policies and Support Index score | 72 | Response scale | % Positive | Variance from 2024 | Variance from APS overall | Variance from national cultural institution agencies | Variance from medium sized agencies |
|---|-------------------------------------------------|----|----------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
|   |                                                 |    |                |            | +3                 | 0                         | +3                                                   | 0                                   |

| Wellbeing Policies and Support | I am satisfied with the policies/practices in place to help me manage my health and wellbeing    | 68 | 21 | 11 | 68% | +5 ⬆  | -5 ⬇ | +2    | -4   |
|--------------------------------|--------------------------------------------------------------------------------------------------|----|----|----|-----|-------|------|-------|------|
|                                | My agency does a good job of communicating what it can offer me in terms of health and wellbeing | 74 | 18 | 8  | 74% | +11 ⬆ | +4   | +10 ⬆ | +3   |
|                                | My agency does a good job of promoting health and wellbeing                                      | 73 | 17 | 10 | 73% | +13 ⬆ | +3   | +10 ⬆ | +3   |
|                                | I think my agency cares about my health and wellbeing                                            | 75 | 15 | 10 | 75% | +9 ⬆  | +7 ⬆ | +10 ⬆ | +5 ⬆ |
|                                | I believe my immediate supervisor cares about my health and wellbeing                            | 88 | 9  |    | 88% | 0     | 0    | -2    | -1   |

### Other similar questions

| Wellbeing | If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor | 78 | 11 | 11 | 78% | +7 ⬆  | +2 | +1   | +1   |
|-----------|----------------------------------------------------------------------------------------------------------------|----|----|----|-----|-------|----|------|------|
|           | I receive the respect I deserve from my colleagues at work                                                     | 81 | 15 |    | 81% | +1    | -1 | +2   | 0    |
|           | My agency supports and actively promotes an inclusive workplace culture                                        | 88 | 8  |    | 88% | +10 ⬆ | +4 | +8 ⬆ | +5 ⬆ |

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 national cultural institution agencies | Variance from medium sized agencies |
|----------------------------------------------------|----------------|-----|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| In general, would you say that your health is:     |                |     |                    |                           |                                                      |                                     |
| Excellent                                          | <div></div>    | 14% | +2                 | +3                        | +4                                                   | +2                                  |
| Very good                                          | <div></div>    | 31% | -6 ⬇️              | -4                        | -4                                                   | -6 ⬇️                               |
| Good                                               | <div></div>    | 39% | +4                 | +1                        | +1                                                   | +3                                  |
| Fair                                               | <div></div>    | 14% | +1                 | +1                        | 0                                                    | +2                                  |
| Poor                                               | <div></div>    | 2%  | -1                 | -1                        | -1                                                   | 0                                   |
| What best describes your current workload?         |                |     |                    |                           |                                                      |                                     |
| Well above capacity - too much work                | <div></div>    | 16% | -9 ⬇️              | 0                         | -2                                                   | -3                                  |
| Slightly above capacity - lots of work to do       | <div></div>    | 40% | 0                  | +1                        | -3                                                   | +1                                  |
| At capacity - about the right amount of work to do | <div></div>    | 32% | +2                 | -5 ⬇️                     | 0                                                    | -1                                  |
| Slightly below capacity - available for more work  | <div></div>    | 10% | +5 ⬆️              | +4                        | +4                                                   | +4                                  |
| Well below capacity - not enough work              | <div></div>    | 2%  | +1                 | +1                        | +1                                                   | 0                                   |

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Wellbeing

|                                                           | Response scale | %   | Variance from 2024 | Variance from APS overall | Variance from national cultural institution agencies | Variance from medium sized agencies |
|-----------------------------------------------------------|----------------|-----|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| <b>How often do you find your work stressful?</b>         |                |     |                    |                           |                                                      |                                     |
| Always                                                    | <div></div>    | 4%  | +2                 | 0                         | 0                                                    | 0                                   |
| Often                                                     | <div></div>    | 24% | -1                 | +1                        | +1                                                   | +1                                  |
| Sometimes                                                 | <div></div>    | 51% | 0                  | 0                         | +2                                                   | +1                                  |
| Rarely                                                    | <div></div>    | 19% | 0                  | -1                        | -3                                                   | -3                                  |
| Never                                                     | <div></div>    | 2%  | -1                 | 0                         | 0                                                    | 0                                   |
| <b>To what extent is your work emotionally demanding?</b> |                |     |                    |                           |                                                      |                                     |
| To a very large extent                                    | <div></div>    | 7%  | -1                 | 0                         | +1                                                   | +1                                  |
| To a large extent                                         | <div></div>    | 22% | -1                 | +2                        | +3                                                   | +3                                  |
| Somewhat                                                  | <div></div>    | 41% | +6⬆                | +2                        | +3                                                   | +2                                  |
| To a small extent                                         | <div></div>    | 21% | -7⬇                | -3                        | -4                                                   | -5⬇                                 |
| To a very small extent                                    | <div></div>    | 9%  | +3                 | -1                        | -3                                                   | -2                                  |
| <b>I feel burned out by my work</b>                       |                |     |                    |                           |                                                      |                                     |
| Strongly agree                                            | <div></div>    | 10% | 0                  | +3                        | +2                                                   | +3                                  |
| Agree                                                     | <div></div>    | 21% | -5⬇                | 0                         | 0                                                    | 0                                   |
| Neither agree nor disagree                                | <div></div>    | 36% | +13⬆               | +4                        | +4                                                   | +6⬆                                 |
| Disagree                                                  | <div></div>    | 25% | -7⬇                | -6⬇                       | -6⬇                                                  | -8⬇                                 |
| Strongly disagree                                         | <div></div>    | 8%  | -1                 | +1                        | 0                                                    | -1                                  |

## 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 national cultural institution agencies | Variance from medium sized agencies |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|-----|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration | <div><div>79</div><div>12</div><div>9</div></div> | 79% | 0                  | -7↓                       | -3                                                   | -8↓                                 |
| <b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>           |                                                   |     |                    |                           |                                                      |                                     |
| Part time                                                                                                        | <div><div></div></div>                            | 17% | -4                 | +4                        | +5↑                                                  | +5↑                                 |
| Flexible hours of work                                                                                           | <div><div></div></div>                            | 24% | -6↓                | -6↓                       | -10↓                                                 | -8↓                                 |
| Compressed work week                                                                                             | <div><div></div></div>                            | 1%  | -1                 | -4                        | 0                                                    | -4                                  |
| Job sharing                                                                                                      | <div><div></div></div>                            | 1%  | 0                  | +1                        | 0                                                    | +1                                  |
| Working away from the office/working from home                                                                   | <div><div></div></div>                            | 49% | +3                 | -19↓                      | -1                                                   | -23↓                                |
| None of the above                                                                                                | <div><div></div></div>                            | 33% | +5↑                | +14↑                      | +3                                                   | +16↑                                |
| <b>Working away from the office</b>                                                                              |                                                   |     |                    |                           |                                                      |                                     |
| All of the time                                                                                                  | <div><div></div></div>                            | 1%  | +1                 | -6↓                       | 0                                                    | -8↓                                 |
| Some of the time as a regular arrangement                                                                        | <div><div></div></div>                            | 30% | -1                 | -22↓                      | 0                                                    | -21↓                                |
| Only on an irregular basis                                                                                       | <div><div></div></div>                            | 16% | +1                 | +8↑                       | -2                                                   | +6↑                                 |
| None of the time                                                                                                 | <div><div></div></div>                            | 51% | -3                 | +19↑                      | +1                                                   | +23↑                                |
| Did not disclose their arrangement                                                                               | <div><div></div></div>                            | 1%  | +1                 | +1                        | +1                                                   | +1                                  |

**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 national cultural institution agencies | Variance from medium sized agencies |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| I am supported to use my expertise to provide frank and fearless advice                                                                                                            | <div><div>64</div><div>21</div><div>15</div></div> | 64%        | +9⬆                | -6⬇                       | -1                                                   | -4                                  |
| The people in my workgroup demonstrate stewardship                                                                                                                                 | <div><div>81</div><div>16</div><div></div></div>   | 81%        | +2                 | +4                        | -1                                                   | +3                                  |
| The culture in my agency supports people to act with integrity                                                                                                                     | <div><div>84</div><div>11</div><div></div></div>   | 84%        | +11⬆               | +3                        | +7⬆                                                  | +3                                  |
| I believe strongly in the purpose and objectives of the APS                                                                                                                        | <div><div>82</div><div>16</div><div></div></div>   | 82%        | +6⬆                | -7⬇                       | 0                                                    | -7⬇                                 |
| I feel a strong personal attachment to the APS                                                                                                                                     | <div><div>50</div><div>34</div><div>15</div></div> | 50%        | +4                 | -18⬇                      | -2                                                   | -14⬇                                |
| My workgroup considers the people and businesses affected by what we do                                                                                                            | <div><div>88</div><div>10</div><div></div></div>   | 88%        | 0                  | +3                        | 0                                                    | +2                                  |
| The people in my workgroup value others' individual skills and talents                                                                                                             | <div><div>89</div><div>8</div><div></div></div>    | 89%        | -                  | +6⬆                       | +1                                                   | +5⬆                                 |
| People in my workgroup are comfortable checking with each other if they have questions about the right way to do something                                                         | <div><div>91</div><div></div><div></div></div>     | 91%        | -                  | +2                        | -1                                                   | +1                                  |
| The people in my workgroup are able to bring up problems and tough issues                                                                                                          | <div><div>78</div><div>14</div><div>7</div></div>  | 78%        | -2                 | -2                        | -4                                                   | -2                                  |
| 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) | <div><div>74</div><div>18</div><div>8</div></div>  | 74%        | -                  | +7⬆                       | 0                                                    | +3                                  |

## 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 national cultural institution agencies | Variance from medium sized agencies |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| I am satisfied with the recognition I receive for doing a good job                                                 | <div><div>70</div><div>15</div><div>15</div></div> | 70%        | +1                 | +1                        | 0                                                    | +1                                  |
| I am fairly remunerated (e.g. salary, superannuation) for the work that I do                                       | <div><div>67</div><div>15</div><div>18</div></div> | 67%        | +2                 | +2                        | +5⬆                                                  | 0                                   |
| I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits) | <div><div>81</div><div>13</div><div></div></div>   | 81%        | -3                 | -4                        | 0                                                    | -4                                  |
| I am satisfied with the stability and security of my job                                                           | <div><div>69</div><div>13</div><div>18</div></div> | 69%        | +5⬆                | -17⬇                      | -4                                                   | -13⬇                                |

## Clarity and autonomy

|                                                                                        | Response scale                                     | % Positive | Variance from 2024 | Variance from APS overall | Variance from national cultural institution agencies | Variance from medium sized agencies |
|----------------------------------------------------------------------------------------|----------------------------------------------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| I understand how my role contributes to achieving an outcome for the Australian public | <div><div>93</div><div></div><div></div></div>     | 93%        | 0                  | 0                         | +1                                                   | 0                                   |
| I am clear what my duties and responsibilities are                                     | <div><div>81</div><div>13</div><div></div></div>   | 81%        | +4                 | -3                        | -3                                                   | -1                                  |
| I have a choice in deciding how I do my work                                           | <div><div>72</div><div>22</div><div></div></div>   | 72%        | +1                 | +4                        | -3                                                   | -2                                  |
| Where appropriate, I am able to take part in decisions that affect my job              | <div><div>67</div><div>14</div><div>19</div></div> | 67%        | +1                 | -5⬇                       | -6⬇                                                  | -6⬇                                 |

### 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 national cultural institution agencies | Variance from medium sized agencies |
|--|----------------|---|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
|--|----------------|---|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|

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

|                    |                        |     |    |     |     |     |
|--------------------|------------------------|-----|----|-----|-----|-----|
| Excellent          | <div><div></div></div> | 42% | +1 | +17 | +12 | +15 |
| Very good          | <div><div></div></div> | 44% | -5 | -12 | -11 | -11 |
| Average            | <div><div></div></div> | 10% | +2 | -6  | -2  | -4  |
| Below average      | <div><div></div></div> | 3%  | +2 | +1  | +1  | +1  |
| Well below average | <div><div></div></div> | 0%  | -1 | 0   | 0   | 0   |

|                                                                                            | Response scale                                     | % Positive | Variance from 2024 | Variance from APS overall | Variance from national cultural institution agencies | Variance from medium sized agencies |
|--------------------------------------------------------------------------------------------|----------------------------------------------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| My workgroup has the appropriate skills, capabilities and knowledge to perform well        | <div><div>85</div><div>10</div><div></div></div>   | 85%        | 0                  | +6                        | 0                                                    | +5                                  |
| My workgroup has the tools and resources we need to perform well                           | <div><div>60</div><div>22</div><div>17</div></div> | 60%        | +6                 | +1                        | +6                                                   | +6                                  |
| The people in my workgroup use time and resources efficiently                              | <div><div>82</div><div>11</div><div></div></div>   | 82%        | +3                 | +8                        | +4                                                   | +7                                  |
| My job gives me opportunities to utilise my skills                                         | <div><div>82</div><div>11</div><div></div></div>   | 82%        | -6                 | +3                        | 0                                                    | +2                                  |
| During the last 12 months, the formal learning I have accessed has improved my performance | <div><div>57</div><div>32</div><div>12</div></div> | 57%        | -4                 | -3                        | +3                                                   | -1                                  |

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# Retention



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

|                                                                                                              | Response scale | %          | Variance from 2024 | Variance from APS overall | Variance from national cultural institution agencies | Variance from medium 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                                                              | <div></div>    | <b>6%</b>  | -1                 | -3                        | 0                                                    | -2                                  |
| I want to leave my position within the next 12 months                                                        | <div></div>    | <b>18%</b> | +2                 | -3                        | -1                                                   | -3                                  |
| I want to stay working in my position for the next one to two years                                          | <div></div>    | <b>40%</b> | +1                 | +1                        | 0                                                    | -1                                  |
| I want to stay working in my position for at least the next three years                                      | <div></div>    | <b>36%</b> | -1                 | +5                        | +1                                                   | +6                                  |
| <b>What best describes your plans involved with leaving your current position?</b>                           |                |            |                    |                           |                                                      |                                     |
| I am planning to retire                                                                                      | <div></div>    | <b>2%</b>  | -2                 | -3                        | -3                                                   | -1                                  |
| I am pursuing another position within my agency                                                              | <div></div>    | <b>19%</b> | +6                 | -27                       | -1                                                   | -8                                  |
| I am pursuing a position in another agency                                                                   | <div></div>    | <b>29%</b> | -3                 | +4                        | -7                                                   | -9                                  |
| I am pursuing work outside the APS                                                                           | <div></div>    | <b>21%</b> | -3                 | +12                       | +10                                                  | +10                                 |
| It is the end of my non-ongoing, casual or contracted employment                                             | <div></div>    | <b>13%</b> | -3                 | +10                       | 0                                                    | +6                                  |
| Other                                                                                                        | <div></div>    | <b>17%</b> | +6                 | +3                        | +1                                                   | +2                                  |

## 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 national cultural institution agencies | Variance from medium sized agencies |
|-------------------------------------------------------------------------------------------------------------|------------------------|------------|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| <b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b> |                        |            |                    |                           |                                                      |                                     |
| I want to try a different type of work or I'm seeking a career change                                       | <div><div></div></div> | <b>18%</b> | -                  | -                         | -                                                    | -                                   |
| I wish to pursue a promotion opportunity                                                                    | <div><div></div></div> | <b>12%</b> | -                  | -                         | -                                                    | -                                   |
| Senior leadership is of a poor quality                                                                      | <div><div></div></div> | <b>9%</b>  | -                  | -                         | -                                                    | -                                   |
| I can receive a higher salary elsewhere                                                                     | <div><div></div></div> | <b>9%</b>  | -                  | -                         | -                                                    | -                                   |
| I have achieved all I can in my current position                                                            | <div><div></div></div> | <b>9%</b>  | -                  | -                         | -                                                    | -                                   |

## 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 national cultural institution agencies | Variance from medium 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                                                                                                                                                            | <div></div>    | 11%  | -2                 | +3                        | +3                                                   | +4                                  |
| No                                                                                                                                                             | <div></div>    | 89%  | +2                 | -3                        | -3                                                   | -4                                  |
| Did this discrimination occur in your current agency?                                                                                                          |                |      |                    |                           |                                                      |                                     |
| Yes                                                                                                                                                            | <div></div>    | 100% | +12 ⬆              | +6 ⬆                      | +7 ⬆                                                 | +6 ⬆                                |
| No                                                                                                                                                             |                | 0%   | -12 ⬆              | -6 ⬆                      | -7 ⬆                                                 | -6 ⬆                                |
| The discrimination came from: [Multiple Response]                                                                                                              |                |      |                    |                           |                                                      |                                     |
| Within my agency                                                                                                                                               | <div></div>    | 86%  | -                  | -6 ⬆                      | +1                                                   | -5 ⬆                                |
| Another agency                                                                                                                                                 |                | 0%   | -                  | -4                        | -3                                                   | -5 ⬆                                |
| A customer, stakeholder or member of the public                                                                                                                | <div></div>    | 23%  | -                  | +14 ⬆                     | +9 ⬆                                                 | +15 ⬆                               |
| Other                                                                                                                                                          |                | 0%   | -                  | -4                        | -5 ⬆                                                 | -4                                  |
| Did you report the discrimination?                                                                                                                             |                |      |                    |                           |                                                      |                                     |
| I reported the discrimination in accordance with my agency's policies and procedures                                                                           | <div></div>    | 18%  | -                  | -1                        | -7 ⬆                                                 | 0                                   |
| It was reported by someone else                                                                                                                                |                | 0%   | -                  | -4                        | -2                                                   | -4                                  |
| I did not report the discrimination                                                                                                                            | <div></div>    | 82%  | -                  | +5 ⬆                      | +9 ⬆                                                 | +4                                  |
| <b>Key</b> <div>⬆ At least 5 percentage points greater than comparator</div> <div>⬆ At least 5 percentage points less than comparator</div>                    |                |      |                    |                           |                                                      |                                     |

# 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 national cultural institution agencies | Variance from medium sized agencies |
|---------------------------------------------------------------------------------------------------------|----------------|-----|--------------------|---------------------------|------------------------------------------------------|-------------------------------------|
| During the last 12 months, have you been subjected to bullying or harassment in your current workplace? |                |     |                    |                           |                                                      |                                     |
| Yes                                                                                                     | <div></div>    | 15% | +2                 | +6 ⬆                      | +4                                                   | +6 ⬆                                |
| No                                                                                                      | <div></div>    | 78% | -1                 | -8 ⬇                      | -5 ⬇                                                 | -8 ⬇                                |
| Not sure                                                                                                | <div></div>    | 7%  | -2                 | +2                        | +1                                                   | +3                                  |
| Types of bullying or harassment experienced (3 highest responses):                                      |                |     |                    |                           |                                                      |                                     |
| Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)                       | <div></div>    | 40% | -                  | -                         | -                                                    | -                                   |
| Interference with work tasks (e.g. withholding needed information, undermining or sabotage)             | <div></div>    | 40% | -                  | -                         | -                                                    | -                                   |
| Deliberate exclusion from work-related activities                                                       | <div></div>    | 33% | -                  | -                         | -                                                    | -                                   |
| Did you report the bullying or harassment?                                                              |                |     |                    |                           |                                                      |                                     |
| I reported the behaviour in accordance with my agency's policies and procedures                         | <div></div>    | 41% | -4                 | +4                        | +1                                                   | +6 ⬆                                |
| It was reported by someone else                                                                         | <div></div>    | 7%  | +3                 | -1                        | -2                                                   | -1                                  |
| I did not report the behaviour                                                                          | <div></div>    | 52% | +2                 | -4                        | 0                                                    | -5 ⬇                                |

## 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 national cultural institution agencies

Variance from medium 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%  | -5↓  | -1 | -3 | -2 |
| No                   |  | 93% | +11↑ | +1 | +3 | +1 |
| Not sure             |  | 3%  | -3   | -1 | -1 | -1 |
| Prefer not to answer |  | 3%  | -3   | +2 | +1 | +2 |

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

# Demographics

| How do you describe your gender? | Responses |
|----------------------------------|-----------|
| Man or male                      | 30%       |
| Woman or female                  | 66%       |
| Non-binary                       | 1%        |
| I use a different term           | 0%        |
| Prefer not to say                | 2%        |

| Do you identify as an Aboriginal and/or Torres Strait Islander person? | Responses |
|------------------------------------------------------------------------|-----------|
| Yes                                                                    | 5%        |
| No                                                                     | 95%       |

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

| Do you have carer responsibilities? | Responses |
|-------------------------------------|-----------|
| Yes                                 | 36%       |
| No                                  | 64%       |

| Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)? | Responses |
|---------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Yes                                                                                                                                   | 20%       |
| No                                                                                                                                    | 80%       |

| Do you identify as culturally or linguistically diverse? | Responses |
|----------------------------------------------------------|-----------|
| Yes                                                      | 16%       |
| No                                                       | 84%       |

| How would you describe your cultural background? [Multiple Response]       | Responses |
|----------------------------------------------------------------------------|-----------|
| Australian (excluding Australian Aboriginal and/or Torres Strait Islander) | 82%       |
| Australian Aboriginal and/or Torres Strait Islander                        | 5%        |
| New Zealander (excluding Maori)                                            | 1%        |
| Maori, Melanesian, Papuan, Micronesian, and Polynesian                     | 1%        |
| Anglo-European                                                             | 23%       |
| North-West European (excluding Anglo-European)                             | 3%        |
| Southern and Eastern European                                              | 4%        |
| South-East Asian                                                           | 4%        |
| North-East Asian                                                           | 3%        |
| Southern and Central Asian                                                 | 1%        |
| North American                                                             | 1%        |
| South and Central American and Caribbean Islander                          | 2%        |
| North African and Middle Eastern                                           | 1%        |
| Sub-Saharan African                                                        | 1%        |

| Do you consider yourself to be neurodivergent? | Responses |
|------------------------------------------------|-----------|
| Yes                                            | 16%       |
| No                                             | 64%       |
| Maybe                                          | 17%       |
| I am unsure what neurodivergent means          | 3%        |

# Agency position



## Agency position

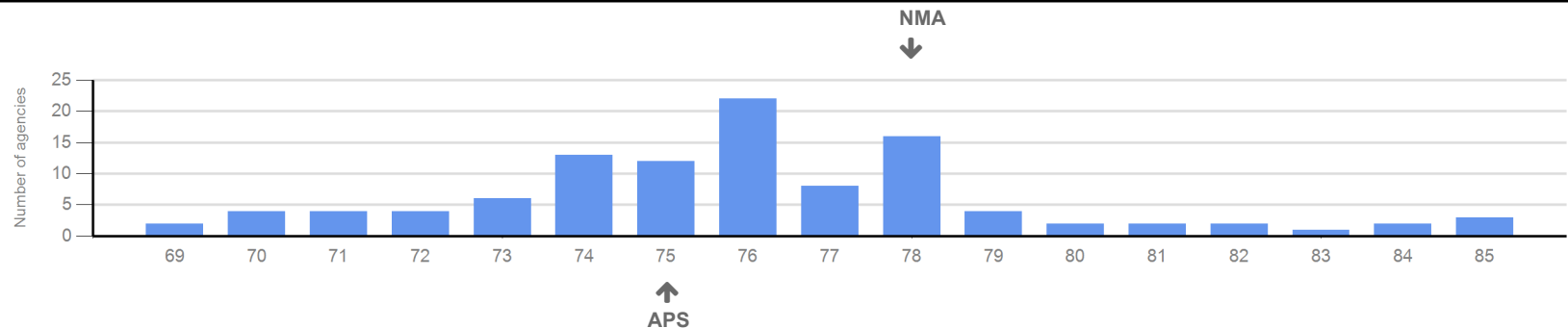
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score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

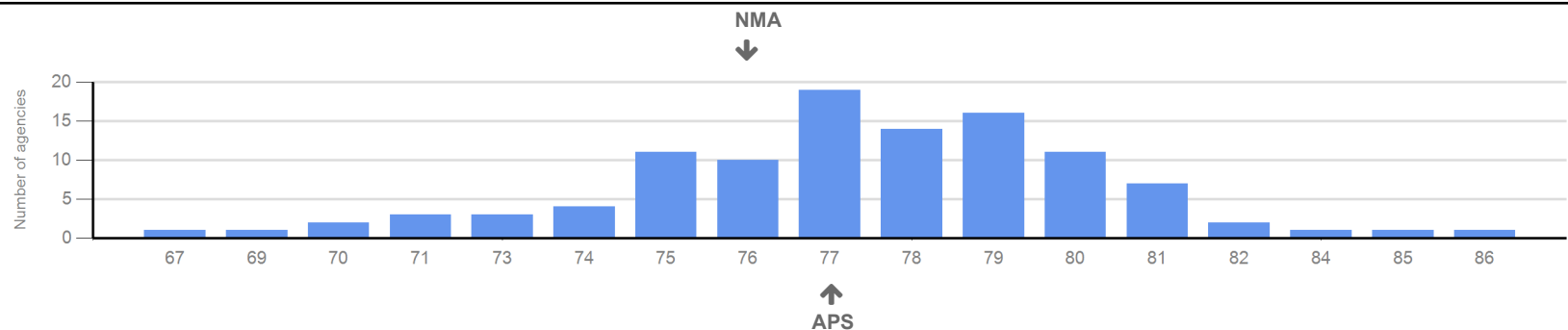
### Employee Engagement Index

Ranking : 18th of 107



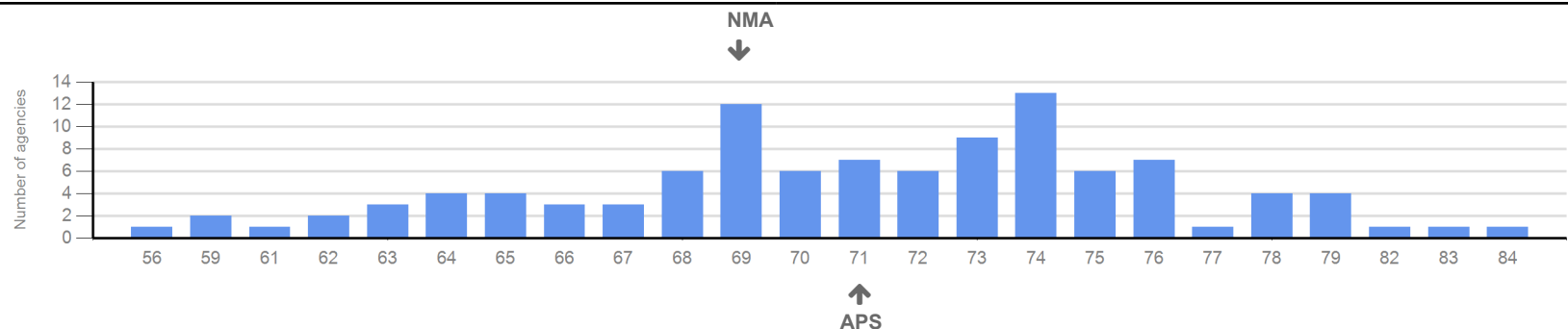
### Immediate Supervisor Index

Ranking : 76th of 107



### SES Manager Index

Ranking : 75th of 107



# Agency position



## Agency position

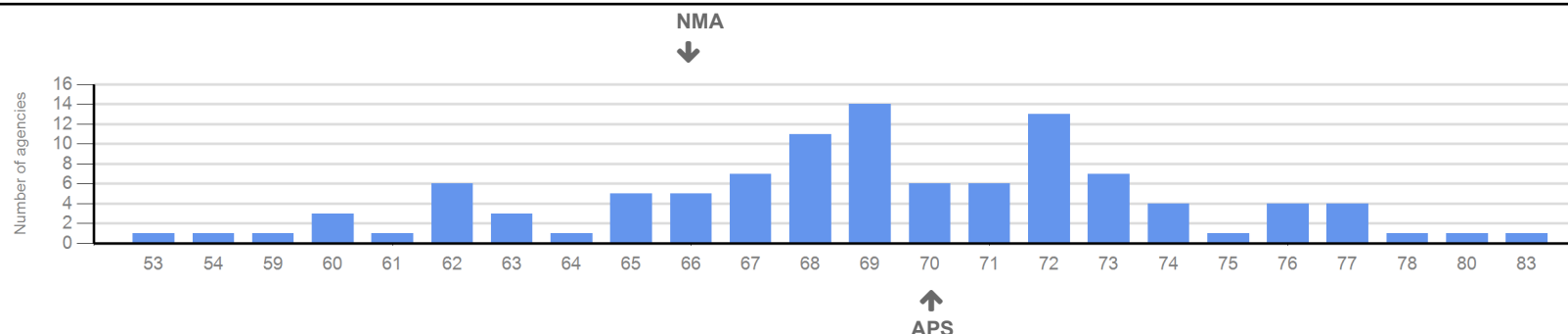
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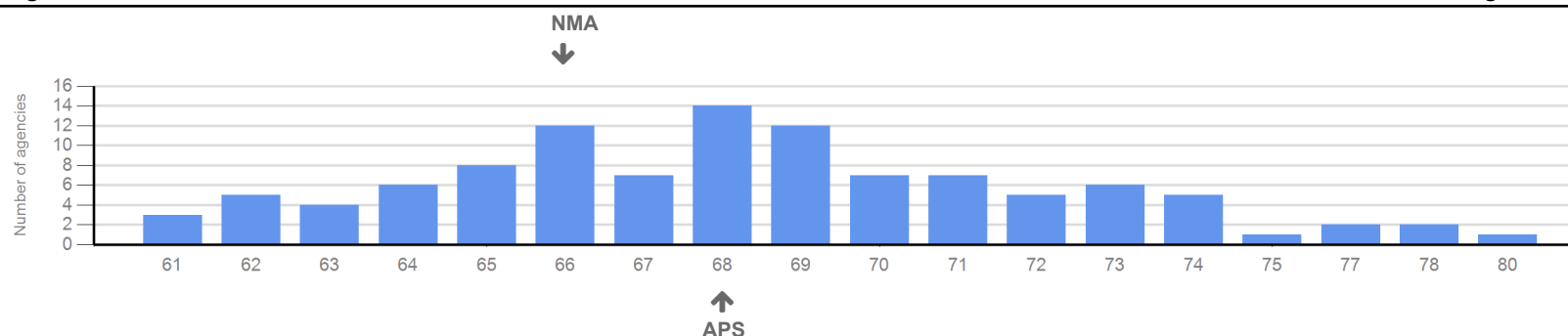
### Communication Index

Ranking : 81st of 107



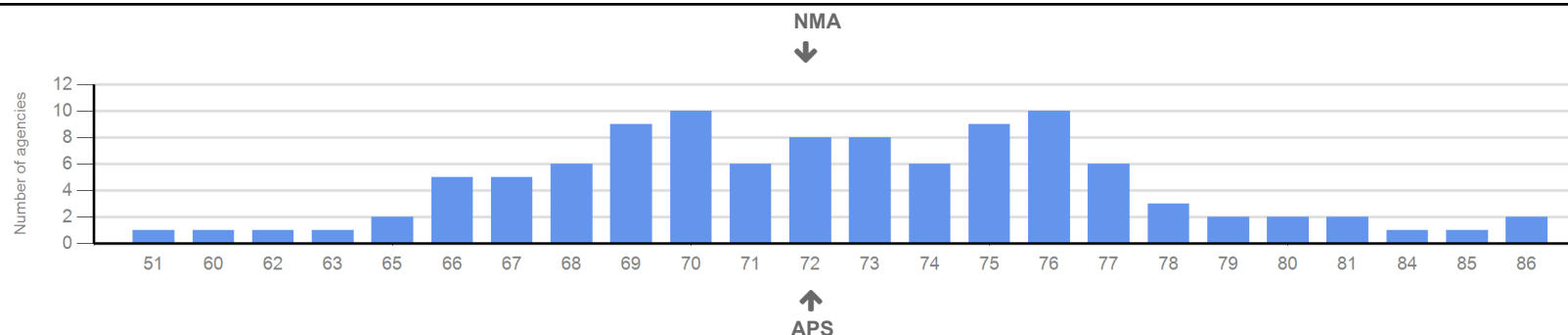
### Enabling Innovation Index

Ranking : 74th of 107



### Wellbeing Policies and Support Index

Ranking : 57th 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 national cultural institution agencies

Variance from medium sized agencies

|           |                                                                                 |            |      |     |      |     |
|-----------|---------------------------------------------------------------------------------|------------|------|-----|------|-----|
| <b>.1</b> | The culture in my agency supports people to act with integrity                  | <b>84%</b> | +11↑ | +3  | +7↑  | +3  |
| <b>.2</b> | I think my agency cares about my health and wellbeing                           | <b>75%</b> | +9↑  | +7↑ | +10↑ | +5↑ |
| <b>.3</b> | I am satisfied with the recognition I receive for doing a good job              | <b>70%</b> | +1   | +1  | 0    | +1  |
| <b>.4</b> | I feel I have the same opportunities as anyone else of my ability or experience | <b>66%</b> | -3   | -2  | -4   | -4  |
| <b>.5</b> | I am supported to use my expertise to provide frank and fearless advice         | <b>64%</b> | +9↑  | -6↓ | -1   | -4  |
| <b>.6</b> | My agency inspires me to come up with new or better ways of doing things        | <b>57%</b> | +8↑  | -2  | -2   | -2  |

# NMA specific questions

|                                                                                                                                       | Response scale | % Positive | Variance from 2024 |
|---------------------------------------------------------------------------------------------------------------------------------------|----------------|------------|--------------------|
| I understand the strategic priorities of the Museum and how my role supports its delivery                                             | 87 10          | 87%        | -2                 |
| The Museum provides a working environment where I feel a sense of belonging and inclusivity                                           | 81 13          | 81%        | +1                 |
| I see evidence the Museum are committed to creating a diverse and inclusive working environment                                       | 86 13          | 86%        | +11⬆               |
| I am supported to my supervisor to develop my skills and knowledge                                                                    | 79 14          | 79%        | +1                 |
| Professional development is a priority at the Museum                                                                                  | 54 28 18       | 54%        | +21⬆               |
| The Museum provides opportunities for me to develop deeper understanding of First Nations knowledge and culture in my day-to-day work | 84 11          | 84%        | -                  |
| I believe that job opportunities available at the Museum are made visible to all staff                                                | 62 22 16       | 62%        | +3                 |
| The Museum demonstrates clarity and transparency in the way that recruitment decisions are made                                       | 49 26 26       | 49%        | -4                 |
| I understand what I need to do to report if I experience or witness unacceptable behaviour                                            | 90 9           | 90%        | +7⬆                |
| I feel confident that if I report unacceptable behaviour that appropriate action will be taken to address it                          | 58 31 12       | 58%        | +5⬆                |

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



# NMA specific questions

|                                                                                                           | Response scale |    |    | % Positive | Variance from 2024 |
|-----------------------------------------------------------------------------------------------------------|----------------|----|----|------------|--------------------|
| I feel safe that if I report unacceptable behaviour that my privacy and confidentiality will be protected | 61             | 26 | 13 | 61%        | +5 ⬆               |
| I can see that organisational change is good for the Museum                                               | 73             | 23 | 4  | 73%        | -3                 |
| In the Museum, leaders communicate change in a timely manner                                              | 56             | 27 | 18 | 56%        | +14 ⬆              |
| I feel empowered and supported to initiate or respond to changes effectively                              | 60             | 28 | 12 | 60%        | +7 ⬆               |
| I see evidence that leaders in the Museum are committed to implementing a positive workplace culture      | 74             | 16 | 11 | 74%        | +2                 |

## 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.

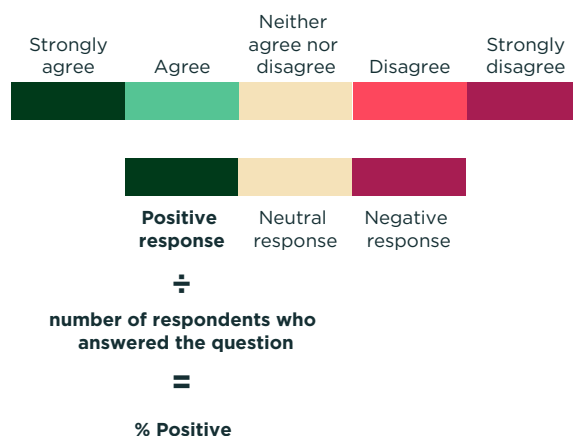
Prioritise 3 areas to take forward

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

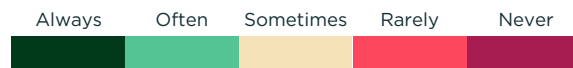
# Guide to this report

## % 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.

