



Highlights Report

NMA

Responses:

228 of 308

Response rate:

74%

2026 APS

Employee Census

4 May–5 June

Have
your
say



Highest positive and highest negative questions

Highest positive scoring questions

% Positive

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

I suggest ideas to improve our way of doing things	92%
I understand how my role contributes to achieving an outcome for the Australian public	92%
I am proud to work in my agency	92%
I am happy to go the 'extra mile' at work when required	90%
I believe my immediate supervisor cares about my health and wellbeing	90%

Highest negative scoring questions

% Negative

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

Barrier to you performing at your best: Multiple layers of decision making within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	42%
I feel burned out by my work <i>[Reverse scored: % Negative score represents those who responded Agree or Strongly agree]</i>	33%
I am expected to do too many different tasks in too little time <i>[Reverse scored: % Negative score represents those who responded Often or Always]</i>	30%
Change is managed well in my agency	30%
Barrier to you performing at your best: Too many competing priorities <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	28%

Most and least improved questions

Most improved questions

% Positive
Difference
from
2025

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

My SES manager clearly articulates the direction and priorities for our area	73%	+9
My immediate supervisor encourages me to come up with new or better ways of doing things	80%	+7
My supervisor engages with staff on how to respond to future challenges	83%	+6
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	79%	+5
My SES manager encourages innovation and creativity	68%	+5

Least improved questions

% Positive
Difference
from
2025

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

Internal communication within my agency is effective	41%	-10
My workgroup has the tools and resources we need to perform well	51%	-9
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	65%	-9
Barrier to you performing at your best: Lack of clarity around priorities <i>[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]</i>	50%	-9
In my agency, the SES work as a team	55%	-9

Agency index scores

	2026 Score	APS Overall	Agency Rank
Employee Engagement Index	77	74	28 of 112
Immediate Supervisor Index	77	77	60 of 112
SES Manager Index	71	69	49 of 112
Communication Index	66	69	72 of 112
Enabling Innovation Index	68	67	56 of 112
Speak Up Culture Index	76	74	39 of 112
Wellbeing Policies and Support Index	71	70	58 of 112

This table displays the overall index scores for your agency compared to the overall index scores for the APS. The ranks are to assist you to see where your agency sits in comparison to the overall APS index score and the scores of other agencies. E.g. a rank of 1 would indicate the highest score of all participating agencies.

Employee Engagement
Index Score:

77

Difference in %
positive from
2025

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**National
cultural
institution
agencies**

Difference in %
positive from
**Medium
sized
agencies**

-1

+3

+2

+3

Employee Engagement

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

		% Positive	% Neutral	% Negative				
Say	Overall, I am satisfied with my job	78%	13%	9%	-3	+3	+2	+4
	I am proud to work in my agency	92%	7%	2%	+1	+13	+5	+12
	I would recommend my agency as a good place to work	79%	16%	6%	-7	+5	+4	+7
	I believe strongly in the purpose and objectives of my agency	86%	14%	0%	-6	0	0	-3
Stay	I feel a strong personal attachment to my agency	75%	21%	4%	-2	+12	+4	+11
	I feel committed to my agency's goals	87%	13%	0%	-4	+1	+1	0
Strive	I suggest ideas to improve our way of doing things	92%	7%	1%	+3	+6	+3	+3
Strive	I am happy to go the 'extra mile' at work when required	90%	7%	3%	+1	+1	+4	+1
Strive	I work beyond what is required in my job to help my agency achieve its objectives	79%	18%	2%	+2	+3	+5	+2
Strive	My agency really inspires me to do my best work every day	72%	20%	7%	-4	+9	+5	+8

Key drivers of employee engagement index

			% Positive	Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from National cultural institution agencies	Difference in % positive from Medium sized agencies
Drivers of Employee Engagement	1.	The culture in my agency supports people to act with integrity	80%	-4	+1	+6	+3
	2.	My job gives me opportunities to utilise my skills	83%	+1	+5	+2	+4
	3.	I am satisfied with the recognition I receive for doing a good job	69%	-1	+3	+3	+1
	4.	Change is managed well in my agency	38%	-6	-5	0	-1
Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores.	5.	I feel I have the same opportunities as anyone else of my ability or experience	68%	+2	+2	0	+1
	6.	My agency inspires me to come up with new or better ways of doing things	60%	+3	+3	+2	+2
Develop actions and activities to improve upon these to drive higher levels of performance.							

Leadership - immediate supervisor

Immediate Supervisor
Index Score:

77

Difference in %
positive from
2025

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**National
cultural
institution
agencies**

Difference in %
positive from
**Medium
sized
agencies**

+1

0

+1

0

Immediate Supervisor

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

	% Positive	% Neutral	% Negative				
My supervisor engages with staff on how to respond to future challenges	83%	12%	5%	+6	+3	+4	+3
My supervisor can deliver difficult advice whilst maintaining relationships	81%	14%	5%	+3	+2	+3	+2
My supervisor invites a range of views, including those different to their own	83%	11%	5%	+3	+1	+4	0
My supervisor encourages my team to regularly review and improve our work	79%	16%	5%	-1	-3	+1	-2
My supervisor is invested in my development	75%	19%	6%	-1	-2	-1	-3
My supervisor ensures that my workgroup delivers on what we are responsible for	87%	9%	4%	-1	-1	+1	-1

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	75%	17%	8%	+3	-3	0	-2
My immediate supervisor encourages me	78%	16%	6%	+1	+1	+2	0
My supervisor actively ensures that everyone can be included in workplace activities	83%	12%	5%	-1	-1	0	0
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	81%	16%	4%	+1	0	+2	0

SES Manager
Index Score:

71

Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from National cultural institution agencies	Difference in % positive from Medium sized agencies
+2	+1	+3	0

SES Manager

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

	% Positive	% Neutral	% Negative				
My SES manager clearly articulates the direction and priorities for our area	73%	16%	11%	+9	+3	+8	+3
My SES manager presents convincing arguments and persuades others towards an outcome	66%	25%	9%	+3	+4	+8	+1
My SES manager promotes cooperation within and between agencies	62%	32%	6%	+1	-6	-1	-9
My SES manager encourages innovation and creativity	68%	23%	8%	+5	+2	+4	0
My SES manager creates an environment that enables us to deliver our best	64%	26%	9%	+4	-1	+2	-2
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	79%	17%	5%	+5	+4	+4	+2

Other similar questions

In my agency, the SES work as a team	55%	28%	17%	-9	0	+2	+4
In my agency, the SES clearly articulate the direction and priorities for our agency	60%	23%	17%	-7	-4	-1	-1
My SES manager routinely promotes the use of data and evidence to deliver outcomes	69%	25%	6%	+4	+1	+7	-1

Communication
Index Score:

66

Difference in %
positive from
2025

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**National
cultural
institution
agencies**

Difference in %
positive from
**Medium
sized
agencies**

0

-3

0

-2

Communication

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

	% Positive	% Neutral	% Negative				
My supervisor communicates effectively	78%	13%	9%	+1	-2	0	-2
My SES manager communicates effectively	69%	21%	10%	+1	-1	+4	-2
Internal communication within my agency is effective	41%	32%	27%	-10	-17	-6	-13

Change

Change

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

	% Positive	% Neutral	% Negative				
When changes occur, the impacts are communicated well within my workgroup	64%	22%	14%	-5	-1	0	0
Staff are consulted about change at work	42%	40%	17%	-8	-7	-5	-4
Change is managed well in my agency	38%	32%	30%	-6	-5	0	-1

Enabling Innovation
Index Score:

68

Difference in %
positive from
2025

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**National
cultural
institution
agencies**

Difference in %
positive from
**Medium
sized
agencies**

+2

0

0

0

Enabling Innovation

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

	% Positive	% Neutral	% Negative				
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	83%	11%	5%	0	0	-1	-2
My immediate supervisor encourages me to come up with new or better ways of doing things	80%	14%	6%	+7	+4	+2	+2
People are recognised for coming up with new and innovative ways of working	60%	33%	8%	-1	-3	-1	-4
My agency inspires me to come up with new or better ways of doing things	60%	29%	11%	+3	+3	+2	+2
My agency recognises and supports the notion that failure is a part of innovation	43%	38%	19%	+2	-7	-2	-7

Speak Up Culture
Index Score:

76

Difference in %
positive from
2025

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**National
cultural
institution
agencies**

Difference in %
positive from
**Medium
sized
agencies**

-

+3

+2

+1

Speak Up Culture

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

	% Positive	% Neutral	% Negative				
The people in my workgroup value others' individual skills and talents	89%	8%	3%	0	+7	+5	+5
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	89%	8%	3%	-1	+1	+1	+1
The people in my workgroup are able to bring up problems and tough issues	82%	13%	5%	+4	+3	+3	+2
If you make a mistake in my workgroup, it tends to be held against you <i>[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]</i>	71%	18%	11%	-3	+4	+1	0

Wellbeing Policies and Support Index Score:

71

Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from National cultural institution agencies	Difference in % positive from Medium sized agencies
-1	+1	+2	-1

Wellbeing

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

	% Positive	% Neutral	% Negative				
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	66%	24%	10%	-2	-4	+2	-5
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	65%	26%	9%	-9	-3	+3	-4
My agency does a good job of promoting health and wellbeing	66%	26%	8%	-7	-2	+4	-2
I think my agency cares about my health and wellbeing	74%	19%	7%	-2	+9	+8	+6
I believe my immediate supervisor cares about my health and wellbeing	90%	7%	4%	+2	+3	+3	+1

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	74%	14%	12%	-4	-1	0	-2
I receive the respect I deserve from my colleagues at work	77%	20%	3%	-4	-4	0	-3
My agency supports and actively promotes an inclusive workplace culture	87%	9%	4%	-1	+5	+9	+6

	%	Difference from 2025	Difference from APS overall	Difference from National cultural institution agencies	Difference from Medium sized agencies
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In general, would you say that your health is:

Excellent	12%	-2	+1	+3	0
Very good	34%	+3	0	0	-2
Good	36%	-3	-2	-3	0
Fair	15%	+1	+2	+1	+2
Poor	3%	0	0	-1	0

What best describes your current workload?

Well above capacity – too much work	17%	+1	-1	-1	-3
Slightly above capacity – lots of work to do	41%	+1	+1	-1	0
At capacity – about the right amount of work to do	35%	+4	-1	+2	+3
Slightly below capacity – available for more work	6%	-4	0	0	0
Well below capacity – not enough work	1%	-1	0	0	0

	%	Difference from 2025	Difference from APS overall	Difference from National cultural institution agencies	Difference from Medium sized agencies
How often do you find your work stressful?					
Always	5%	+1	0	+1	+1
Often	24%	0	+1	+2	+1
Sometimes	47%	-3	-3	-3	-3
Rarely	22%	+3	+3	+1	+1
Never	2%	-1	0	-2	0
To what extent is your work emotionally demanding?					
To a very large extent	5%	-2	-2	0	-1
To a large extent	23%	+2	+3	+4	+5
Somewhat	41%	0	+2	0	+2
To a small extent	24%	+3	0	-1	-2
To a very small extent	7%	-2	-2	-4	-4
I feel burned out by my work					
Strongly agree	7%	-3	-2	-1	-2
Agree	26%	+5	+4	+3	+4
Neither agree nor disagree	31%	-5	-1	-1	+1
Disagree	27%	+3	-3	-1	-4
Strongly disagree	9%	0	+1	0	0

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from National cultural institution agencies	Difference in % positive from Medium sized agencies
	% Positive	% Neutral	% Negative				
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	79%	11%	10%	0	-7	-2	-10

	%	Difference from 2025	Difference from APS overall	Difference from National cultural institution agencies	Difference from Medium sized agencies
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	20%	+3	+7	+7	+9
Flexible hours of work	30%	+6	-2	-4	-3
Compressed work week	1%	0	-6	-2	-5
Job sharing	0%	-1	0	-1	0
Working away from the office/working from home	49%	+1	-21	0	-24
None of the above	27%	-6	+10	-1	+12
Working away from the office					
All of the time	1%	0	-7	0	-10
Some of the time as a regular arrangement	33%	+3	-20	+1	-19
Only on an irregular basis	15%	-1	+7	-1	+5
None of the time	51%	-1	+21	0	+24
Did not disclose their arrangement	0%	-1	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.

Work environment

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from National cultural institution agencies	Difference in % positive from Medium sized agencies
	% Positive	% Neutral	% Negative				
I am supported to use my expertise to provide frank and fearless advice	63%	25%	12%	-1	-5	+2	-4
The people in my workgroup demonstrate stewardship	82%	13%	5%	+1	+6	+3	+4
The culture in my agency supports people to act with integrity	80%	15%	5%	-4	+1	+6	+3
I believe strongly in the purpose and objectives of the APS	78%	21%	1%	-4	-9	-2	-8
I feel a strong personal attachment to the APS	51%	35%	14%	0	-16	-4	-11
My workgroup considers the people and businesses affected by what we do	88%	9%	3%	+1	+5	+2	+2

Job satisfaction

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from National cultural institution agencies	Difference in % positive from Medium sized agencies
	% Positive	% Neutral	% Negative				
I am satisfied with the recognition I receive for doing a good job	69%	15%	16%	-1	+3	+3	+1
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	65%	18%	17%	-3	+3	+3	-1
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	77%	15%	8%	-4	-6	-2	-8
I am satisfied with the stability and security of my job	68%	18%	14%	-1	-14	-6	-12

Role clarity and autonomy

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from National cultural institution agencies	Difference in % positive from Medium sized agencies
	% Positive	% Neutral	% Negative				
I understand how my role contributes to achieving an outcome for the Australian public	92%	8%	0%	-1	0	+1	+1
I am clear what my duties and responsibilities are	80%	16%	3%	-1	-3	-3	-1
I have a choice in deciding how I do my work	75%	19%	5%	+4	+9	+1	+1
Where appropriate, I am able to take part in decisions that affect my job	71%	16%	14%	+3	+1	-2	-1

	%	Difference from 2025	Difference from APS overall	Difference from National cultural institution agencies	Difference from Medium sized agencies
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In the last month, please rate your workgroup's overall performance

Excellent	27%	-15	+3	0	+2
Very good	60%	+15	+4	+3	+4
Average	12%	+1	-5	-3	-4
Below average	1%	-2	-1	-1	-2
Well below average	0%	0	0	0	0

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from National cultural institution agencies	Difference in % positive from Medium sized agencies
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	% Positive	% Neutral	% Negative				
My workgroup has the appropriate skills, capabilities and knowledge to perform well	84%	10%	6%	0	+6	+2	+6
My workgroup has the tools and resources we need to perform well	51%	29%	19%	-9	-6	-3	0
The people in my workgroup use time and resources efficiently	76%	16%	8%	-6	+3	+1	+3
My job gives me opportunities to utilise my skills	83%	8%	8%	+1	+5	+2	+4
During the last 12 months, the formal learning I have accessed has improved my performance	48%	33%	19%	-9	-9	-7	-8

	%	Difference from 2025	Difference from APS overall	Difference from National cultural institution agencies	Difference from Medium sized agencies
Which of the following statements best reflects your thoughts about working in your current position?					
I want to leave my position as soon as possible	3%	-3	-6	-3	-5
I want to leave my position within the next 12 months	16%	-2	-5	-3	-5
I want to stay working in my position for the next one to two years	41%	+1	+3	+4	0
I want to stay working in my position for at least the next three years	41%	+5	+8	+2	+10
What best describes your plans involved with leaving your current position?					
I am planning to retire	15%	+13	+10	+4	+11
I am pursuing another position within my agency	10%	-9	-35	-9	-17
I am pursuing a position in another agency	30%	+1	+5	-4	-8
I am pursuing work outside the Commonwealth public sector	15%	-6	+6	+3	+2
It is the end of my non-ongoing, casual or contracted employment	5%	-8	+3	+1	+2
Other	25%	+8	+11	+5	+10
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I want to try a different type of work or I'm seeking a career change	18%	-	-	-	-
My expectations for work in my current position have not been met	14%	-	-	-	-
I am expected to do more work than I reasonably can	9%	-	-	-	-
There are a lack of future career opportunities in my agency	9%	-	-	-	-
I am looking to further my skills in another area	9%	-	-	-	-

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.

Unacceptable behaviour - discrimination

	%	Difference from 2025	Difference from APS overall	Difference from National cultural institution agencies	Difference 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	8%	-3	-1	0	+1
No	92%	+3	+1	0	-1
Did this discrimination occur in your current agency?					
Yes	100%	0	+5	+4	+5
No	0%	0	-5	-4	-5
The discrimination came from: [Multiple Response]					
Within my agency	100%	+14	+7	+8	+8
Another agency	12%	+12	+8	+6	+7
A customer, stakeholder or member of the public	12%	-11	+3	-1	+4
Other	0%	0	-3	-1	-3
Did you report the discrimination?					
I reported the discrimination in accordance with my agency's policies and procedures	6%	-12	-14	-18	-19
It was reported by someone else	0%	0	-4	-3	-3
I did not report the discrimination	94%	+12	+19	+21	+22

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.

Unacceptable behaviour - bullying and harassment

	%	Difference from 2025	Difference from APS overall	Difference from National cultural institution agencies	Difference from Medium sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	7%	-8	-3	-4	-2
Not sure	7%	0	+3	+1	+2
No	86%	+8	0	+2	-1
Types of bullying or harassment experienced (3 highest responses):					
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	44%	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	38%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	31%	-	-	-	-
Did you report the bullying or harassment?					
I reported the behaviour in accordance with my agency's policies and procedures	31%	-10	-8	-9	-9
It was reported by someone else	6%	-1	0	-4	-1
I did not report the behaviour	63%	+11	+8	+13	+10

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

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

Unacceptable behaviour - corruption

	%	Difference from 2025	Difference from APS overall	Difference from National cultural institution agencies	Difference from Medium sized agencies	
Employees who perceived corruption in the last 12 months were asked what type of conduct they witnessed and if they reported it.	During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?					
	Yes	0%	0	-2	-2	
	Prefer not to answer	1%	-2	0	-1	0
	No	95%	+2	+3	+5	+3
	Not sure	3%	0	-1	-2	-1
Which of the following reflects the conduct you witnessed? [Multiple Response]						
Abuse of office		Data hidden to preserve privacy.				
Misuse of information or documents		Data hidden to preserve privacy.				
A breach of public trust		Data hidden to preserve privacy.				
Adversely affecting the honesty or impartiality of a public official		Data hidden to preserve privacy.				
Did you report the conduct?						
I reported the behaviour in accordance with my agency's policies and procedures		Data hidden to preserve privacy.				
It was reported by someone else		Data hidden to preserve privacy.				
I did not report the behaviour		Data hidden to preserve privacy.				

How do you describe your gender?	Responses
Man or male	28%
Woman or female	65%
Non-binary	3%
I use a different term	1%
Prefer not to say	3%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	4%
No	96%

Do you have an ongoing disability?	Responses
Yes	16%
No	84%

Do you have carer responsibilities?	Responses
Yes	32%
No	68%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	25%
No	75%

Do you identify as culturally or linguistically diverse?	Responses
Yes	15%
No	85%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	84%
Australian Aboriginal and/or Torres Strait Islander	3%
New Zealander (excluding Maori)	2%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	25%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	3%
South-East Asian	4%
North-East Asian	4%
Southern and Central Asian	1%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	0%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	21%
No	60%
Maybe	17%
I am unsure what neurodivergent means	2%

NMA - agency specific questions

				Difference in % positive from 2025
	% Positive	% Neutral	% Negative	
I understand the strategic priorities of the Museum and how my role supports its delivery	85%	13%	1%	-2
The Museum provides a working environment where I feel a sense of belonging and inclusivity	84%	12%	4%	+3
I see evidence the Museum are committed to creating a diverse and inclusive working environment	84%	12%	4%	-2
I am supported by my supervisor to develop my skills and knowledge	81%	13%	6%	+2
Professional development is a priority at the Museum	47%	35%	18%	-7
The Museum provides opportunities for me to develop deeper understanding of First Nations knowledge and culture in my day-to-day work	72%	24%	3%	-12
I believe that job opportunities available at the Museum are made visible to all staff	76%	17%	7%	+13
The Museum demonstrates clarity and transparency in the way that recruitment decisions are made	46%	35%	18%	-3
I understand what I need to do to report if I experience or witness unacceptable behaviour	86%	9%	5%	-4
I feel confident that if I report unacceptable behaviour that appropriate action will be taken to address it	63%	25%	12%	+5

NMA - agency specific questions

				Difference in % positive from 2025
	% Positive	% Neutral	% Negative	
I feel safe that if I report unacceptable behaviour that my privacy and confidentiality will be protected	63%	27%	10%	+2
I can see that organisational change is good for the Museum	72%	24%	5%	-1
In the Museum, leaders communicate change in a timely manner	46%	34%	20%	-10
I feel empowered and supported to initiate or respond to changes effectively	52%	34%	14%	-8
I see evidence that leaders in the Museum are committed to implementing a positive workplace culture	69%	23%	9%	-5

Taking action on census results

				Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from National cultural institution agencies	Difference in % positive from Medium sized agencies
				% Positive	% Neutral	% Negative	
Taking action on Census results							
I am confident my agency will act on the results of this survey				50%	34%	15%	- +3 +2 0

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

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

Use this page to start your local action plans

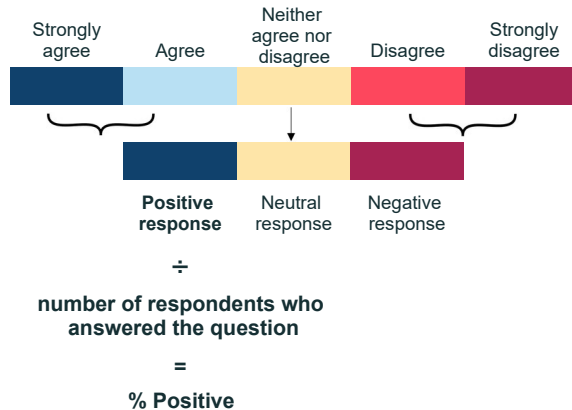
Identify areas to celebrate, areas which you need to investigate further and opportunities for improvement. Prioritise 3 areas to take forward.

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

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

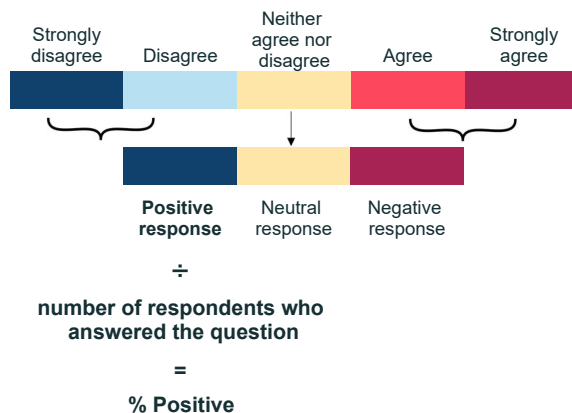
% Positive Score calculation

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



Reverse Scored questions

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



Calculation of index scores

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

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

Rounding

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

Anonymity

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

Comparisons to previous years

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