

2025 APS Employee Census

5 May - 6 June

Highlights Report

OOSGG

Responses:

71 of 89

Response rate:

80%



Exploring your results



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



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



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



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



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

Employee Engagement: Say, Stay, Strive



Employee Engagement

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

Your Employee Engagement Index score		73		Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
						-3	-4	-5
Say	Overall, I am satisfied with my job	70	7	23	70%	-7	-7	-8
	I am proud to work in my agency	77	14	9	77%	-4	-8	-11
	I would recommend my agency as a good place to work	64	10	26	64%	-12	-13	-9
	I believe strongly in the purpose and objectives of my agency	79	17		79%	-10	-12	-16
Stay	I feel a strong personal attachment to my agency	71	13	16	71%	+6	+4	+7
	I feel committed to my agency's goals	80	16		80%	-8	-9	-11
Strive	I suggest ideas to improve our way of doing things	87	10		87%	+1	-2	-4
	I am happy to go the 'extra mile' at work when required	84	10		84%	-6	-7	-6
	I work beyond what is required in my job to help my agency achieve its objectives	84	13		84%	+6	+6	+5
	My agency really inspires me to do my best work every day	56	26	19	56%	-11	-12	-16

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

64

Response scale

% Positive

Variance from APS overall
-13↓

Variance from specialist agencies
-13↓

Variance from extra small sized agencies
-13↓

Immediate Supervisor

My supervisor engages with staff on how to respond to future challenges

My supervisor can deliver difficult advice whilst maintaining relationships

My supervisor invites a range of views, including those different to their own

My supervisor encourages my team to regularly review and improve our work

My supervisor is invested in my development

My supervisor ensures that my workgroup delivers on what we are responsible for

60

24

16

60%

-20↓

-20↓

-21↓

68

12

20

68%

-12↓

-12↓

-11↓

67

14

19

67%

-16↓

-17↓

-15↓

70

13

17

70%

-13↓

-13↓

-11↓

55

26

19

55%

-23↓

-23↓

-21↓

74

13

13

74%

-14↓

-15↓

-13↓

Other similar questions

My supervisor provides me with helpful feedback to improve my performance

My immediate supervisor encourages me

My supervisor actively ensures that everyone can be included in workplace activities

My supervisor encourages me to take on new tasks and gain experience doing things I've never done before

58

19

23

58%

-21↓

-20↓

-20↓

59

26

15

59%

-19↓

-20↓

-20↓

68

13

19

68%

-17↓

-16↓

-16↓

61

22

17

61%

-20↓

-21↓

-19↓

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**

63

Response scale

% Positive

Variance from
APS overall

Variance
from
specialist
agencies

Variance
from
extra small
sized agencies

-8 ↓

-9 ↓

-9 ↓

SES Manager

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

57

24

19

57%

-14 ↓

-14 ↓

-14 ↓

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

53

32

15

53%

-11 ↓

-14 ↓

-17 ↓

My SES manager promotes cooperation within and between agencies

54

37

9

54%

-15 ↓

-17 ↓

-22 ↓

My SES manager encourages innovation and creativity

57

26

16

57%

-11 ↓

-11 ↓

-15 ↓

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

49

35

16

49%

-19 ↓

-20 ↓

-22 ↓

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

65

28

7

65%

-11 ↓

-13 ↓

-16 ↓

Other similar questions

In my agency, the SES work as a team

56

29

16

56%

-3

0

-7 ↓

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

48

37

15

48%

-19 ↓

-16 ↓

-21 ↓

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

57

27

16

57%

-12 ↓

-14 ↓

-17 ↓

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		55	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
					-15↓	-15↓	-14↓

Communication	My supervisor communicates effectively	61	14	25	61%	-21↓	-21↓	-18↓
	My SES manager communicates effectively	51	26	22	51%	-20↓	-20↓	-20↓
	Internal communication within my agency is effective	28	29	43	28%	-34↓	-32↓	-32↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	45	26	29	45%	-22↓	-23↓	-24↓
	Staff are consulted about change at work	29	43	28	29%	-22↓	-21↓	-22↓
	Change is managed well in my agency	20	32	48	20%	-27↓	-23↓	-27↓

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		63		Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
						-5 ⬇	-6 ⬇	-8 ⬇
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	81	12 7	81%	-2	-5 ⬇	-7 ⬇	
	My immediate supervisor encourages me to come up with new or better ways of doing things	64	19 17	64%	-13 ⬇	-15 ⬇	-16 ⬇	
	People are recognised for coming up with new and innovative ways of working	54	29 17	54%	-10 ⬇	-11 ⬇	-14 ⬇	
	My agency inspires me to come up with new or better ways of doing things	55	26 19	55%	-4	-5 ⬇	-13 ⬇	
	My agency recognises and supports the notion that failure is a part of innovation	38	39 23	38%	-13 ⬇	-11 ⬇	-13 ⬇	

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	62	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
					-9↓	-11↓	-12↓

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	52	26	22	52%	-21↓	-22↓	-23↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	54	28	19	54%	-17↓	-19↓	-22↓
	My agency does a good job of promoting health and wellbeing	54	19	26	54%	-16↓	-18↓	-19↓
	I think my agency cares about my health and wellbeing	62	13	25	62%	-6↓	-10↓	-14↓
	I believe my immediate supervisor cares about my health and wellbeing	76	12	12	76%	-11↓	-13↓	-11↓

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	67	10	23	67%	-9↓	-10↓	-11↓
	I receive the respect I deserve from my colleagues at work	71	26		71%	-11↓	-12↓	-12↓
	My agency supports and actively promotes an inclusive workplace culture	65	20	14	65%	-18↓	-18↓	-16↓

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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
In general, would you say that your health is:					
Excellent		7%	-5 ↓	-6 ↓	-7 ↓
Very good		42%	+7 ↑	+5 ↑	+4
Good		32%	-5 ↓	-3	-3
Fair		12%	-1	0	+1
Poor		7%	+4	+4	+5 ↑
What best describes your current workload?					
Well above capacity - too much work		31%	+14 ↑	+12 ↑	+14 ↑
Slightly above capacity - lots of work to do		44%	+5 ↑	+4	+4
At capacity - about the right amount of work to do		22%	-15 ↓	-11 ↓	-12 ↓
Slightly below capacity - available for more work		1%	-5 ↓	-5 ↓	-6 ↓
Well below capacity - not enough work		1%	0	0	+1

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
How often do you find your work stressful?					
Always		1%	-3	-2	-2
Often		29%	+6	+7	+11
Sometimes		43%	-7	-7	-8
Rarely		23%	+3	+1	-3
Never		3%	+1	+1	+1
To what extent is your work emotionally demanding?					
To a very large extent		12%	+5	+6	+7
To a large extent		22%	+2	+5	+8
Somewhat		32%	-7	-6	-7
To a small extent		26%	+2	-1	-5
To a very small extent		9%	-1	-3	-4
I feel burned out by my work					
Strongly agree		12%	+4	+5	+5
Agree		28%	+6	+8	+11
Neither agree nor disagree		23%	-9	-7	-5
Disagree		29%	-2	-5	-7
Strongly disagree		9%	+1	-1	-3

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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	74 13 13	74%	-12⬇️	-13⬇️	-15⬇️
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part time		11%	-1	-1	-2
Flexible hours of work		21%	-9⬇️	-15⬇️	-11⬇️
Compressed work week		0%	-5⬇️	-4	-5⬇️
Job sharing		0%	0	0	-1
Working away from the office/working from home		33%	-35⬇️	-41⬇️	-40⬇️
None of the above		50%	+30⬆️	+35⬆️	+35⬆️
Working away from the office					
All of the time		0%	-7⬇️	-6⬇️	-7⬇️
Some of the time as a regular arrangement		17%	-35⬇️	-38⬇️	-34⬇️
Only on an irregular basis		16%	+7⬆️	+3	+1
None of the time		67%	+35⬆️	+41⬆️	+40⬆️
Did not disclose their arrangement		0%	0	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am supported to use my expertise to provide frank and fearless advice	52 25 23	52%	-17⬇️	-18⬇️	-19⬇️
The people in my workgroup demonstrate stewardship	65 20 14	65%	-12⬇️	-14⬇️	-18⬇️
The culture in my agency supports people to act with integrity	67 14 19	67%	-15⬇️	-16⬇️	-14⬇️
I believe strongly in the purpose and objectives of the APS	75 19	75%	-13⬇️	-13⬇️	-10⬇️
I feel a strong personal attachment to the APS	46 32 22	46%	-22⬇️	-17⬇️	-14⬇️
My workgroup considers the people and businesses affected by what we do	84 12	84%	0	-3	-7⬇️
The people in my workgroup value others' individual skills and talents	68 19 13	68%	-16⬇️	-19⬇️	-21⬇️
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	80 12 9	80%	-9⬇️	-10⬇️	-11⬇️
The people in my workgroup are able to bring up problems and tough issues	68 16 16	68%	-12⬇️	-14⬇️	-15⬇️
If you make a mistake in my workgroup, it tends to be held against you (reverse scored : positive scores represent those who disagreed, or strongly disagreed with this statement)	58 17 25	58%	-9⬇️	-15⬇️	-20⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I am satisfied with the recognition I receive for doing a good job	57 23 20	57%	-11↓	-14↓	-16↓
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	53 10 37	53%	-13↓	-13↓	-20↓
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	79 13 9	79%	-6↓	-7↓	-8↓
I am satisfied with the stability and security of my job	79 13 9	79%	-7↓	-5↓	0

Clarity and autonomy

	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	88 10	88%	-4	-4	-5↓
I am clear what my duties and responsibilities are	75 14 10	75%	-9↓	-8↓	-10↓
I have a choice in deciding how I do my work	67 19 14	67%	-1	-9↓	-13↓
Where appropriate, I am able to take part in decisions that affect my job	61 16 23	61%	-11↓	-13↓	-15↓

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

Excellent		13%	-11⬇️	-13⬇️	-14⬇️
Very good		54%	-2	-2	-3
Average		24%	+8⬆️	+9⬆️	+10⬆️
Below average		7%	+5⬆️	+6⬆️	+6⬆️
Well below average		1%	+1	+1	+1

	Response scale	% Positive	Variance from APS overall	Variance from specialist agencies	Variance from extra small sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	72 17 10	72%	-6⬇️	-8⬇️	-10⬇️
My workgroup has the tools and resources we need to perform well	26 39 35	26%	-34⬇️	-30⬇️	-37⬇️
The people in my workgroup use time and resources efficiently	64 16 20	64%	-11⬇️	-14⬇️	-17⬇️
My job gives me opportunities to utilise my skills	67 17 16	67%	-12⬇️	-14⬇️	-16⬇️
During the last 12 months, the formal learning I have accessed has improved my performance	20 47 33	20%	-39⬇️	-37⬇️	-37⬇️

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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
Which of the following statements best reflects your thoughts about working in your current position?					
I want to leave my position as soon as possible		9%	0	+2	+1
I want to leave my position within the next 12 months		24%	+3	+4	+1
I want to stay working in my position for the next one to two years		30%	-9↓	-13↓	-11↓
I want to stay working in my position for at least the next three years		37%	+6↑	+7↑	+9↑
What best describes your plans involved with leaving your current position?					
I am planning to retire		10%	+5↑	+6↑	+6↑
I am pursuing another position within my agency		5%	-41↓	-23↓	-4
I am pursuing a position in another agency		52%	+27↑	+16↑	-5↓
I am pursuing work outside the APS		19%	+10↑	+5↑	+4
It is the end of my non-ongoing, casual or contracted employment		0%	-2	-5↓	-6↓
Other		14%	+1	+1	+5↑

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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I am expected to do more work than I reasonably can		13%	-	-	-
My immediate supervisor's leadership is of a poor quality		13%	-	-	-
I can receive a higher salary elsewhere		13%	-	-	-
I wish to pursue a promotion opportunity		13%	-	-	-
There are a lack of future career opportunities in my agency		6%	-	-	-

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
APS overall

Variance from
specialist
agencies

Variance from
extra small
sized agencies

During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?

Yes



7%

-1

+1

+1

No



93%

+1

-1

-1

Did this discrimination occur in your current agency?

Yes

The data for this question has been hidden to preserve privacy.

No

The data for this question has been hidden to preserve privacy.

The discrimination came from: [Multiple Response]

Within my agency

The data for this question has been hidden to preserve privacy.

Another agency

The data for this question has been hidden to preserve privacy.

A customer, stakeholder or member of the public

The data for this question has been hidden to preserve privacy.

Other

The data for this question has been hidden to preserve privacy.

Did you report the discrimination?

I reported the discrimination in accordance with my agency's policies and procedures

The data for this question has been hidden to preserve privacy.

It was reported by someone else

The data for this question has been hidden to preserve privacy.

I did not report the discrimination

The data for this question has been hidden to preserve privacy.

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



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

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

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

Bullying and harassment

Response scale

%

Variance from APS overall

Variance from specialist agencies

Variance from extra small sized agencies

During the last 12 months, have you been subjected to bullying or harassment in your current workplace?

Yes		21%	+11 ↑	+13 ↑	+12 ↑
No		74%	-12 ↓	-14 ↓	-13 ↓
Not sure		6%	+1	+1	+1

Types of bullying or harassment experienced (3 highest responses):

Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		71%	-	-	-
Deliberate exclusion from work-related activities		43%	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		36%	-	-	-

Did you report the bullying or harassment?

I reported the behaviour in accordance with my agency's policies and procedures		36%	-1	+1	-1
It was reported by someone else		14%	+7 ↑	+6 ↑	+2
I did not report the behaviour		50%	-5 ↓	-7 ↓	-1

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 APS overall	Variance from specialist agencies	Variance from extra small sized agencies
During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?					
Yes		7%	+5 ⬆	+5 ⬆	+5 ⬆
No		82%	-10 ⬇	-10 ⬇	-9 ⬇
Not sure		6%	+2	+2	+2
Prefer not to answer		4%	+3	+3	+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	39%
Woman or female	58%
Non-binary	0%
I use a different term	1%
Prefer not to say	1%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	1%
No	99%

Do you have an ongoing disability?	Responses
Yes	11%
No	89%

Do you have carer responsibilities?	Responses
Yes	34%
No	66%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	11%
No	89%

Do you identify as culturally or linguistically diverse?	Responses
Yes	14%
No	86%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	80%
Australian Aboriginal and/or Torres Strait Islander	0%
New Zealander (excluding Maori)	3%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	23%
North-West European (excluding Anglo-European)	9%
Southern and Eastern European	6%
South-East Asian	4%
North-East Asian	1%
Southern and Central Asian	0%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	0%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	15%
No	66%
Maybe	10%
I am unsure what neurodivergent means	8%

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
APS overall

Variance from
specialist
agencies

Variance from
extra small
sized agencies

.1	The culture in my agency supports people to act with integrity	67%	-15↓	-16↓	-14↓
.2	I am supported to use my expertise to provide frank and fearless advice	52%	-17↓	-18↓	-19↓
.3	I think my agency cares about my health and wellbeing	62%	-6↓	-10↓	-14↓
.4	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	54%	-17↓	-19↓	-22↓
.5	I am satisfied with the stability and security of my job	79%	-7↓	-5↓	0
.6	My agency does a good job of promoting health and wellbeing	54%	-16↓	-18↓	-19↓

Time to take action



Celebrate

What things do we do well?

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



Investigate further with our teams

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

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



Opportunities

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

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



Use this page to start your local action plans

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

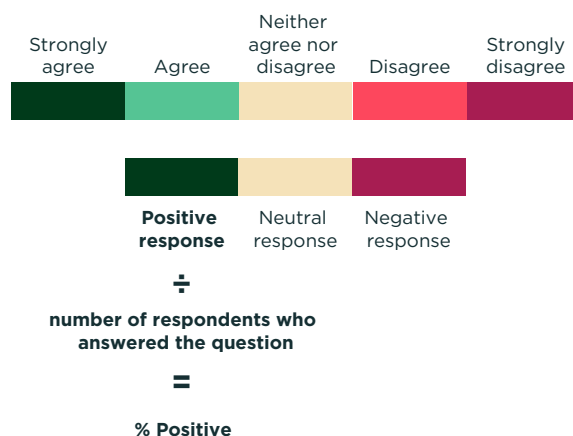
Prioritise 3 areas to take forward

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

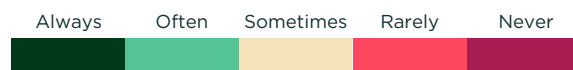
Guide to this report

% Positive

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



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



Rounding

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

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

Anonymity

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

Comparisons

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

Comparisons to previous years

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

