DISR - For release under the FOI Act

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Australian Government
Australian Public Service Commission

Highlights Report

Office of Industry, Innovation & Science Australia

Responses:
12 of 15

Response rate:
80%



2026 APS
Employee Census
4 May–5 June

Highest positive and highest negative questions

Highest positive scoring questions

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

	% Positive
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	92%
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	92%
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	91%
I believe strongly in the purpose and objectives of the APS	91%
My supervisor encourages my team to regularly review and improve our work	90%

Highest negative scoring questions

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

	% Negative
Change is managed well in my agency	45%
Where appropriate, I am able to take part in decisions that affect my job	42%
I am confident my agency will act on the results of this survey	40%
Internal communication within my agency is effective	36%
Staff are consulted about change at work	36%

Most and least improved questions

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

Most improved questions	% Positive	Difference from **2025**
Barrier to you performing at your best: The technology within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	64%	+33
If you make a mistake in my workgroup, it tends to be held against you *[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]*	83%	+14
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	92%	+7
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	91%	+6
I receive the respect I deserve from my colleagues at work	82%	+5

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

Least improved questions	% Positive	Difference from **2025**
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	33%	-67
I am satisfied with the stability and security of my job	25%	-60
My SES manager presents convincing arguments and persuades others towards an outcome	42%	-58
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	27%	-57
I understand how my role contributes to achieving an outcome for the Australian public	36%	-56

Employee engagement

Employee Engagement Index Score:	63	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-11	-8	-7	-11

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	67%	0%	33%	-10	-2	-3	-8
Say	I am proud to work in my agency	50%	33%	17%	-19	-21	-22	-29
Say	I would recommend my agency as a good place to work	58%	8%	33%	-34	-16	-13	-16
Say	I believe strongly in the purpose and objectives of my agency	83%	8%	8%	-1	+6	+8	-3
Stay	I feel a strong personal attachment to my agency	17%	50%	33%	-45	-36	-36	-46
Stay	I feel committed to my agency's goals	75%	25%	0%	-17	-4	0	-11
Strive	I suggest ideas to improve our way of doing things	83%	17%	0%	-1	-6	-6	-4
Strive	I am happy to go the 'extra mile' at work when required	83%	17%	0%	-1	-7	-4	-6
Strive	I work beyond what is required in my job to help my agency achieve its objectives	50%	50%	0%	-27	-24	-23	-27
Strive	My agency really inspires me to do my best work every day	25%	58%	17%	-52	-26	-29	-38

Key drivers of employee engagement index

Drivers of Employee Engagement

Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores.

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

		% Positive	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**	Difference in % positive from **APS overall**
1.	I am satisfied with the recognition I receive for doing a good job	67%	-26	+4	+4	+1
2.	My SES manager creates an environment that enables us to deliver our best	36%	-48	-17	-24	-29
3.	My SES manager communicates effectively	50%	-50	-9	-15	-20
4.	My SES manager presents convincing arguments and persuades others towards an outcome	42%	-58	-7	-17	-20
5.	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	45%	-47	-21	-21	-23
6.	My agency inspires me to come up with new or better ways of doing things	36%	-10	-14	-15	-21

Leadership - immediate supervisor

Immediate Supervisor Index Score:	79	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-4	+4	+4	+2

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	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
My supervisor engages with staff on how to respond to future challenges	73%	9%	18%	-20	-5	-3	-7
My supervisor can deliver difficult advice whilst maintaining relationships	80%	0%	20%	-5	+3	+4	+1
My supervisor invites a range of views, including those different to their own	90%	0%	10%	-10	+6	+9	+8
My supervisor encourages my team to regularly review and improve our work	90%	0%	10%	-2	+11	+12	+8
My supervisor is invested in my development	80%	10%	10%	-12	+10	+8	+3
My supervisor ensures that my workgroup delivers on what we are responsible for	82%	9%	9%	-18	-9	-5	-6

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	73%	9%	18%	-20	-5	0	-6
My immediate supervisor encourages me	73%	27%	0%	-12	+3	-1	-4
My supervisor actively ensures that everyone can be included in workplace activities	90%	10%	0%	-2	+7	+9	+6
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	91%	9%	0%	+6	+9	+15	+10

Leadership - SES manager

SES Manager Index Score: **52**

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	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
				-31	**-10**	**-16**	**-18**
My SES manager clearly articulates the direction and priorities for our area	58%	8%	33%	-34	-6	-6	-11
My SES manager presents convincing arguments and persuades others towards an outcome	42%	33%	25%	-58	-7	-17	-20
My SES manager promotes cooperation within and between agencies	67%	17%	17%	-33	+8	-1	-1
My SES manager encourages innovation and creativity	50%	25%	25%	-42	+2	-11	-16
My SES manager creates an environment that enables us to deliver our best	36%	36%	27%	-48	-17	-24	-29
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	33%	50%	17%	-67	-34	-39	-41
Other similar questions							
In my agency, the SES work as a team	42%	33%	25%	-35	-14	-10	-13
In my agency, the SES clearly articulate the direction and priorities for our agency	33%	33%	33%	-51	-21	-24	-31
My SES manager routinely promotes the use of data and evidence to deliver outcomes	45%	36%	18%	-55	-13	-20	-23

Communication

		Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
Communication Index Score:	**59**	**-20**	**-5**	**-6**	**-10**

Communication

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

	% Positive	% Neutral	% Negative				
My supervisor communicates effectively	73%	9%	18%	-12	-7	-4	-8
My SES manager communicates effectively	50%	17%	33%	-50	-9	-15	-20
Internal communication within my agency is effective	45%	18%	36%	-31	-7	-7	-13

Change

	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall

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	50%	25%	25%	-35	-19	-10	-15
Staff are consulted about change at work	36%	27%	36%	-17	-3	-7	-13
Change is managed well in my agency	18%	36%	45%	-51	-17	-18	-25

Enabling innovation

Enabling Innovation Index Score:	62	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-12	-3	-4	-5

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	82%	18%	0%	-10	-4	-3	-1
My immediate supervisor encourages me to come up with new or better ways of doing things	64%	27%	9%	-29	-9	-10	-12
People are recognised for coming up with new and innovative ways of working	45%	36%	18%	-31	-11	-13	-17
My agency inspires me to come up with new or better ways of doing things	36%	36%	27%	-10	-14	-15	-21
My agency recognises and supports the notion that failure is a part of innovation	36%	45%	18%	-33	-18	-10	-14

Speak up culture

Speak Up Culture Index Score:	74			Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
				-	+1	+1	+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	67%	17%	17%	-18	-15	-15	-16
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	92%	8%	0%	+7	+7	+5	+4
The people in my workgroup are able to bring up problems and tough issues	75%	17%	8%	-17	-3	-2	-4
If you make a mistake in my workgroup, it tends to be held against you *[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]*	83%	8%	8%	+14	+10	+13	+16

Wellbeing policies and support

Wellbeing Policies and Support Index Score: 62

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	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
				-16	**-6**	**-8**	**-8**
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	**27%**	**64%**	**9%**	-57	-41	-43	-43
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	**45%**	**27%**	**27%**	-47	-21	-21	-23
My agency does a good job of promoting health and wellbeing	**36%**	**45%**	**18%**	-56	-31	-30	-32
I think my agency cares about my health and wellbeing	**45%**	**36%**	**18%**	-31	-21	-19	-20
I believe my immediate supervisor cares about my health and wellbeing	**73%**	**27%**	**0%**	-20	-12	-15	-14

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	**73%**	**27%**	**0%**	-4	+1	-1	-3
I receive the respect I deserve from my colleagues at work	**82%**	**18%**	**0%**	+5	+1	+3	+1
My agency supports and actively promotes an inclusive workplace culture	**73%**	**27%**	**0%**	-27	-8	-10	-9

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
In general, would you say that your health is:					
Excellent	**0%**	-23	-13	-12	-12
Very good	**50%**	+27	+12	+17	+16
Good	**30%**	-16	-1	-7	-7
Fair	**10%**	+10	-4	-5	-3
Poor	**10%**	+2	+6	+7	+7
What best describes your current workload?					
Well above capacity – too much work	**9%**	-6	-7	-10	-9
Slightly above capacity – lots of work to do	**18%**	-13	-20	-20	-21
At capacity – about the right amount of work to do	**55%**	+16	+23	+22	+19
Slightly below capacity – available for more work	**18%**	+3	+10	+10	+12
Well below capacity – not enough work	**0%**	0	-6	-2	-1

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
How often do you find your work stressful?					
Always	**0%**	0	-2	-4	-5
Often	**18%**	-5	+2	-6	-5
Sometimes	**45%**	-8	-7	-6	-5
Rarely	**36%**	+13	+9	+17	+17
Never	**0%**	0	-1	-1	-2
To what extent is your work emotionally demanding?					
To a very large extent	**0%**	-8	-6	-7	-8
To a large extent	**9%**	+1	-3	-8	-11
Somewhat	**27%**	-11	-7	-10	-12
To a small extent	**36%**	+13	+2	+7	+12
To a very small extent	**27%**	+4	+14	+18	+18
I feel burned out by my work					
Strongly agree	**18%**	+10	+12	+8	+10
Agree	**0%**	-15	-17	-22	-22
Neither agree nor disagree	**45%**	+22	+16	+14	+13
Disagree	**36%**	-17	0	+7	+7
Strongly disagree	**0%**	0	-11	-7	-7

Flexible work

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	92%	8%	0%	-8	+2	+3	+5

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	0%	-8	-14	-11	-13
Flexible hours of work	42%	-12	+1	+10	+10
Compressed work week	0%	0	-8	-6	-7
Job sharing	0%	0	0	-1	0
Working away from the office/working from home	75%	-17	-3	+1	+5
None of the above	0%	0	-9	-14	-17
Working away from the office					
All of the time	25%	+10	+5	+14	+17
Some of the time as a regular arrangement	42%	-28	-11	-11	-11
Only on an irregular basis	8%	+1	+3	-2	0
None of the time	25%	+17	+3	-1	-5
Did not disclose their arrangement	0%	0	0	0	0

Work environment

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am supported to use my expertise to provide frank and fearless advice	45%	36%	18%	-39	-12	-17	-22
The people in my workgroup demonstrate stewardship	50%	42%	8%	-27	-20	-25	-26
The culture in my agency supports people to act with integrity	64%	18%	18%	-21	-11	-12	-15
I believe strongly in the purpose and objectives of the APS	91%	9%	0%	-1	+4	+8	+4
I feel a strong personal attachment to the APS	55%	36%	9%	-22	-13	-6	-12
My workgroup considers the people and businesses affected by what we do	83%	17%	0%	-9	+4	0	0

Job satisfaction

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am satisfied with the recognition I receive for doing a good job	67%	17%	17%	-26	+4	+4	+1
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	33%	42%	25%	-51	-23	-24	-28
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	67%	33%	0%	-26	-17	-15	-16
I am satisfied with the stability and security of my job	25%	50%	25%	-60	-34	-42	-57

Role clarity and autonomy

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	36%	45%	18%	-56	-45	-50	-56
I am clear what my duties and responsibilities are	73%	27%	0%	-4	-13	-5	-11
I have a choice in deciding how I do my work	73%	18%	9%	+3	-2	+3	+6
Where appropriate, I am able to take part in decisions that affect my job	50%	8%	42%	-35	-18	-15	-19

	%	Difference from **2025**	Difference from **Parent work unit**	Difference from **DISR**	Difference from **APS overall**
In the last month, please rate your workgroup's overall performance					
Excellent	**18%**	+3	-3	-6	-6
Very good	**64%**	-6	-1	+9	+8
Average	**18%**	+3	+8	+1	+2
Below average	**0%**	0	-2	-3	-2
Well below average	**0%**	0	-2	-1	-1

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**	Difference in % positive from **APS overall**
My workgroup has the appropriate skills, capabilities and knowledge to perform well	**58%**	**33%**	**8%**	-11	-20	-18	-20
My workgroup has the tools and resources we need to perform well	**33%**	**33%**	**33%**	-36	-23	-22	-24
The people in my workgroup use time and resources efficiently	**67%**	**25%**	**8%**	-18	+5	-2	-6
My job gives me opportunities to utilise my skills	**58%**	**17%**	**25%**	-19	-9	-16	-20
During the last 12 months, the formal learning I have accessed has improved my performance	**30%**	**60%**	**10%**	-28	-8	-15	-27

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
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	**18%**	+10	+10	+6	+9
I want to leave my position within the next 12 months	**45%**	+15	+11	+19	+25
I want to stay working in my position for the next one to two years	**36%**	-10	+6	-2	-2
I want to stay working in my position for at least the next three years	**0%**	-15	-26	-24	-32
What best describes your plans involved with leaving your current position?					
I am planning to retire	*Data hidden to preserve privacy.*				
I am pursuing another position within my agency	*Data hidden to preserve privacy.*				
I am pursuing a position in another agency	*Data hidden to preserve privacy.*				
I am pursuing work outside the Commonwealth public sector	*Data hidden to preserve privacy.*				
It is the end of my non-ongoing, casual or contracted employment	*Data hidden to preserve privacy.*				
Other	*Data hidden to preserve privacy.*				

Unacceptable behaviour - discrimination

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
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	**0%**	0	-7	-8	-8
No	**100%**	0	+7	+8	+8
Did this discrimination occur in your current agency?					
Yes	*Data hidden to preserve privacy.*				
No	*Data hidden to preserve privacy.*				
The discrimination came from: [Multiple Response]					
Within my agency	*Data hidden to preserve privacy.*				
Another agency	*Data hidden to preserve privacy.*				
A customer, stakeholder or member of the public	*Data hidden to preserve privacy.*				
Other	*Data hidden to preserve privacy.*				
Did you report the discrimination?					
I reported the discrimination 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 discrimination	*Data hidden to preserve privacy.*				

Unacceptable behaviour - bullying and harassment

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	**0%**	0	-6	-10	-10
Not sure	**9%**	+9	+6	+5	+5
No	**91%**	-9	-1	+5	+5
Did you report the bullying or harassment?					
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.*				

DISR - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**
My immediate supervisor encourages collaboration	**90%**	**10%**	**0%**	-10	+4	+5
My immediate supervisor helps me understand how my work relates to the department's priorities	**60%**	**40%**	**0%**	-32	-19	-14
My immediate supervisor actively helps me to manage my work and reprioritise as needed	**80%**	**20%**	**0%**	-12	0	+5
I am comfortable providing my immediate supervisor with feedback and suggestions	**70%**	**20%**	**10%**	-30	-14	-13
My immediate supervisor demonstrates integrity and APS values	**90%**	**10%**	**0%**	-10	+2	+1
My immediate supervisor supports my wellbeing by managing workload and priorities with me	*Data hidden to preserve privacy.*					
I am confident my immediate supervisor can support me through changes that impact me	**60%**	**40%**	**0%**	-32	-17	-18
I feel connected to my immediate work unit	*Data hidden to preserve privacy.*					
My Head of Division encourages and supports innovation	**50%**	**20%**	**30%**	-	+3	-7
My Head of Division actively communicates our division's direction and priorities	**50%**	**20%**	**30%**	-	-11	-13

DISR - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**
My Head of Division leads and actively promotes an inclusive workplace culture	**50**%	**50**%	**0**%	-42	-14	-22
My SES Manager actively works to simplify processes and approvals	**50**%	**10**%	**40**%	-	0	0
I believe that decisions and approvals are delegated to the appropriate level	**45**%	**45**%	**9**%	-	-2	+1
I feel confident in my ability to use emerging technologies (including AI tools) to assist me with my work tasks	**91**%	**9**%	**0**%	-	+17	+22
Emerging technologies (including AI tools) help improve my efficiency at work	**73**%	**27**%	**0**%	-	+3	+8

Taking action on census results

Taking action on Census results

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.

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am confident my agency will act on the results of this survey	30%	30%	40%	-	-4	-11	-17

Time to take action

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.

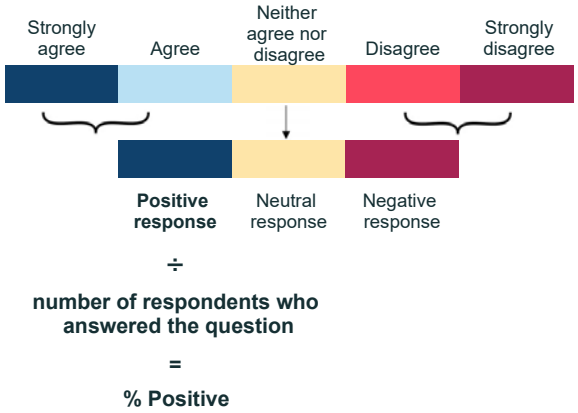
Celebrate	Investigate further with our teams	Opportunities
What things do we do well?	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
Think about how we can build on our strengths and learn from what we 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.				

Guide to this report

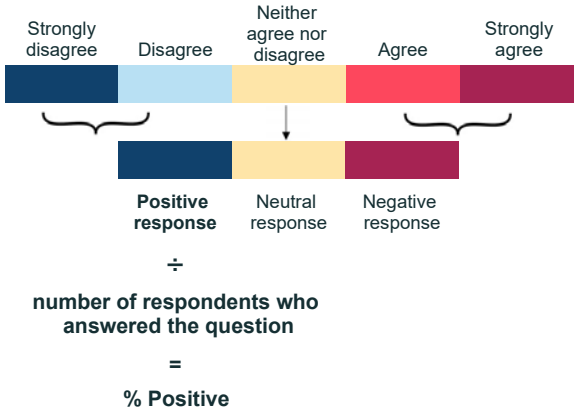
% Positive Score calculation

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.

DISR - For release under the FOI Act

Document 2 - FOI 300726

Australian Government
Australian Public Service Commission

Highlights Report

Industry Growth

Responses:
25 of 39

Response rate:
64%



2026 APS
Employee Census
4 May–5 June

Highest positive and highest negative questions

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

Highest positive scoring questions	% Positive
I am happy to go the 'extra mile' at work when required	96%
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	96%
The people in my workgroup value others' individual skills and talents	96%
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	96%
My supervisor ensures that my workgroup delivers on what we are responsible for	96%

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

Highest negative scoring questions	% Negative
Barrier to you performing at your best: Multiple layers of decision making within my agency *[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]*	39%
My SES manager encourages innovation and creativity	33%
My SES manager presents convincing arguments and persuades others towards an outcome	32%
Change is managed well in my agency	32%
I am confident my agency will act on the results of this survey	30%

Most and least improved questions

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

Most improved questions	% Positive	Difference from **2025**
Barrier to you performing at your best: The technology within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	58%	+24
I am expected to do too many different tasks in too little time *[Reverse scored: % Positive score represents those who responded Rarely or Never]*	61%	+22
When changes occur, the impacts are communicated well within my workgroup	72%	+15
Barrier to you performing at your best: Administrative processes within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	42%	+12
Barrier to you performing at your best: Lack of clarity around my role and responsibilities *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	88%	+12

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

Least improved questions	% Positive	Difference from **2025**
I am satisfied with the stability and security of my job	52%	-38
My SES manager creates an environment that enables us to deliver our best	46%	-36
My SES manager clearly articulates the direction and priorities for our area	44%	-36
My agency inspires me to come up with new or better ways of doing things	33%	-34
Internal communication within my agency is effective	40%	-33

Employee engagement

Employee Engagement Index Score:	73	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-5	+2	+2	-1

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	64%	24%	12%	-20	-5	-6	-10
Say	I am proud to work in my agency	76%	16%	8%	-8	+5	+4	-3
Say	I would recommend my agency as a good place to work	76%	12%	12%	-18	+2	+4	+2
Say	I believe strongly in the purpose and objectives of my agency	76%	16%	8%	-20	-2	+1	-11
Stay	I feel a strong personal attachment to my agency	56%	32%	12%	-24	+3	+4	-7
Stay	I feel committed to my agency's goals	80%	12%	8%	-14	+1	+5	-6
Strive	I suggest ideas to improve our way of doing things	92%	8%	0%	+6	+2	+2	+5
Strive	I am happy to go the 'extra mile' at work when required	96%	0%	4%	0	+6	+8	+7
Strive	I work beyond what is required in my job to help my agency achieve its objectives	80%	20%	0%	+7	+6	+7	+3
Strive	My agency really inspires me to do my best work every day	44%	44%	12%	-23	-7	-10	-19

Key drivers of employee engagement index

Drivers of Employee Engagement

Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores.

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

		% Positive	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**	Difference in % positive from **APS overall**
1.	The culture in my agency supports people to act with integrity	80%	-14	+5	+5	+1
2.	My job gives me opportunities to utilise my skills	58%	-21	-9	-16	-20
3.	My agency inspires me to come up with new or better ways of doing things	33%	-34	-17	-18	-24
4.	Internal communication within my agency is effective	40%	-33	-13	-12	-19
5.	The people in my workgroup use time and resources efficiently	56%	-9	-6	-13	-17
6.	In my agency, the SES clearly articulate the direction and priorities for our agency	35%	-33	-20	-22	-29

Leadership - immediate supervisor

Immediate Supervisor Index Score:	77	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		0	+2	+2	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	80%	12%	8%	-8	+3	+4	0
My supervisor can deliver difficult advice whilst maintaining relationships	84%	8%	8%	+2	+7	+8	+5
My supervisor invites a range of views, including those different to their own	88%	4%	8%	0	+3	+7	+5
My supervisor encourages my team to regularly review and improve our work	83%	13%	4%	-9	+5	+5	+1
My supervisor is invested in my development	79%	13%	8%	+6	+9	+7	+2
My supervisor ensures that my workgroup delivers on what we are responsible for	96%	0%	4%	-2	+5	+9	+8

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	88%	8%	4%	+10	+11	+16	+10
My immediate supervisor encourages me	67%	25%	8%	-13	-3	-7	-10
My supervisor actively ensures that everyone can be included in workplace activities	92%	0%	8%	+4	+9	+11	+8
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	84%	8%	8%	+4	+2	+8	+3

Leadership - SES manager

SES Manager Index Score:	53	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-19	-8	-14	-16

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	44%	28%	28%	-36	-21	-20	-25
My SES manager presents convincing arguments and persuades others towards an outcome	36%	32%	32%	-23	-13	-22	-26
My SES manager promotes cooperation within and between agencies	40%	44%	16%	-21	-18	-28	-28
My SES manager encourages innovation and creativity	33%	33%	33%	-32	-14	-28	-33
My SES manager creates an environment that enables us to deliver our best	46%	33%	21%	-36	-8	-15	-19
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	64%	24%	12%	-22	-3	-8	-10

Other similar questions

In my agency, the SES work as a team	50%	32%	18%	-10	-6	-2	-5
In my agency, the SES clearly articulate the direction and priorities for our agency	35%	43%	22%	-33	-20	-22	-29
My SES manager routinely promotes the use of data and evidence to deliver outcomes	52%	32%	16%	-28	-7	-13	-17

Communication

		Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
Communication Index Score:	**61**	**-12**	**-3**	**-5**	**-8**

Communication

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

	% Positive	% Neutral	% Negative				
My supervisor communicates effectively	84%	0%	16%	+2	+4	+8	+4
My SES manager communicates effectively	52%	20%	28%	-28	-7	-13	-18
Internal communication within my agency is effective	40%	36%	24%	-33	-13	-12	-19

Change

		Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall

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	72%	20%	8%	+15	+3	+12	+7
Staff are consulted about change at work	25%	46%	29%	-16	-14	-18	-24
Change is managed well in my agency	40%	28%	32%	-11	+5	+4	-4

Enabling innovation

Enabling Innovation Index Score: **64**

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	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
				-6	**-1**	**-2**	**-3**
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	**88%**	**4%**	**8%**	-2	+1	+3	+5
My immediate supervisor encourages me to come up with new or better ways of doing things	**79%**	**17%**	**4%**	-2	+7	+5	+3
People are recognised for coming up with new and innovative ways of working	**48%**	**32%**	**20%**	-23	-8	-10	-15
My agency inspires me to come up with new or better ways of doing things	**33%**	**54%**	**13%**	-34	-17	-18	-24
My agency recognises and supports the notion that failure is a part of innovation	**50%**	**29%**	**21%**	-15	-4	+4	0

Speak up culture

Speak Up Culture Index Score:	77	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-	+3	+4	+3

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	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
The people in my workgroup value others' individual skills and talents	96%	4%	0%	+8	+14	+15	+14
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	96%	4%	0%	+2	+11	+9	+8
The people in my workgroup are able to bring up problems and tough issues	76%	24%	0%	-10	-2	-1	-3
If you make a mistake in my workgroup, it tends to be held against you *[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]*	75%	17%	8%	+7	+1	+5	+8

Wellbeing policies and support

Wellbeing Policies and Support Index Score: 72

	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
	-6	**+4**	**+3**	**+2**

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	84%	12%	4%	-6	+16	+13	+14
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	72%	12%	16%	-8	+6	+6	+4
My agency does a good job of promoting health and wellbeing	76%	16%	8%	-10	+9	+10	+8
I think my agency cares about my health and wellbeing	64%	24%	12%	-22	-2	-1	-1
I believe my immediate supervisor cares about my health and wellbeing	92%	0%	8%	-2	+8	+4	+5

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	84%	12%	4%	+4	+12	+10	+9
I receive the respect I deserve from my colleagues at work	83%	8%	8%	0	+3	+5	+3
My agency supports and actively promotes an inclusive workplace culture	84%	4%	12%	-10	+3	+1	+2

	%	Difference from **2025**	Difference from **Parent work unit**	Difference from **DISR**	Difference from **APS overall**
In general, would you say that your health is:					
Excellent	**8%**	-2	-5	-3	-3
Very good	**38%**	+9	0	+4	+3
Good	**38%**	-3	+6	+1	0
Fair	**17%**	0	+3	+2	+3
Poor	**0%**	-4	-4	-3	-3
What best describes your current workload?					
Well above capacity – too much work	**4%**	-6	-12	-15	-13
Slightly above capacity – lots of work to do	**38%**	+5	0	0	-2
At capacity – about the right amount of work to do	**17%**	-32	-15	-16	-19
Slightly below capacity – available for more work	**25%**	+17	+17	+16	+19
Well below capacity – not enough work	**17%**	+17	+10	+14	+15

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
How often do you find your work stressful?					
Always	**0%**	-2	-2	-4	-5
Often	**8%**	-6	-8	-16	-15
Sometimes	**46%**	-4	-7	-5	-4
Rarely	**42%**	+8	+14	+22	+22
Never	**4%**	+4	+3	+3	+2
To what extent is your work emotionally demanding?					
To a very large extent	**4%**	0	-2	-3	-4
To a large extent	**13%**	+6	0	-5	-8
Somewhat	**33%**	-12	-1	-4	-5
To a small extent	**42%**	+7	+7	+12	+18
To a very small extent	**8%**	-2	-5	-1	-1
I feel burned out by my work					
Strongly agree	**0%**	-2	-6	-10	-8
Agree	**13%**	-2	-4	-9	-10
Neither agree nor disagree	**33%**	+1	+4	+2	+1
Disagree	**46%**	+1	+10	+16	+16
Strongly disagree	**8%**	+2	-3	+1	+1

Flexible work

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	88%	4%	8%	-10	-1	-1	+2

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	24%	+3	+10	+13	+11
Flexible hours of work	48%	+13	+7	+16	+17
Compressed work week	12%	+4	+4	+6	+5
Job sharing	0%	0	0	-1	0
Working away from the office/working from home	68%	-22	-10	-6	-2
None of the above	16%	+12	+7	+2	-1
Working away from the office					
All of the time	28%	-1	+8	+17	+20
Some of the time as a regular arrangement	40%	-14	-12	-12	-13
Only on an irregular basis	0%	-6	-5	-11	-8
None of the time	32%	+22	+10	+6	+2
Did not disclose their arrangement	0%	0	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

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am supported to use my expertise to provide frank and fearless advice	60%	24%	16%	-9	+3	-2	-8
The people in my workgroup demonstrate stewardship	83%	17%	0%	+4	+13	+9	+7
The culture in my agency supports people to act with integrity	80%	12%	8%	-14	+5	+5	+1
I believe strongly in the purpose and objectives of the APS	84%	12%	4%	-6	-3	+1	-3
I feel a strong personal attachment to the APS	57%	35%	9%	-19	-11	-4	-10
My workgroup considers the people and businesses affected by what we do	92%	8%	0%	-4	+13	+8	+8

Job satisfaction

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am satisfied with the recognition I receive for doing a good job	60%	28%	12%	-7	-3	-2	-6
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	76%	8%	16%	+5	+20	+19	+15
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	96%	0%	4%	0	+12	+14	+13
I am satisfied with the stability and security of my job	52%	28%	20%	-38	-7	-15	-30

Role clarity and autonomy

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	88%	8%	4%	-10	+6	+1	-4
I am clear what my duties and responsibilities are	88%	4%	8%	-4	+1	+10	+4
I have a choice in deciding how I do my work	75%	13%	13%	-15	0	+5	+8
Where appropriate, I am able to take part in decisions that affect my job	67%	21%	13%	-13	-1	+1	-3

Performance

	%	Difference from **2025**	Difference from **Parent work unit**	Difference from **DISR**	Difference from **APS overall**
In the last month, please rate your workgroup's overall performance					
Excellent	**29%**	+11	+8	+5	+5
Very good	**63%**	-19	-2	+8	+7
Average	**8%**	+8	-2	-9	-8
Below average	**0%**	0	-2	-3	-2
Well below average	**0%**	0	-2	-1	-1

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**	Difference in % positive from **APS overall**
My workgroup has the appropriate skills, capabilities and knowledge to perform well	**83%**	**17%**	**0%**	+4	+5	+7	+5
My workgroup has the tools and resources we need to perform well	**64%**	**36%**	**0%**	-9	+7	+9	+7
The people in my workgroup use time and resources efficiently	**56%**	**40%**	**4%**	-9	-6	-13	-17
My job gives me opportunities to utilise my skills	**58%**	**21%**	**21%**	-21	-9	-16	-20
During the last 12 months, the formal learning I have accessed has improved my performance	**24%**	**47%**	**29%**	-17	-15	-22	-33

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
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	4%	-2	-4	-8	-5
I want to leave my position within the next 12 months	42%	+17	+7	+15	+21
I want to stay working in my position for the next one to two years	25%	-14	-6	-13	-13
I want to stay working in my position for at least the next three years	29%	-1	+3	+5	-3
What best describes your plans involved with leaving your current position?					
I am planning to retire	9%	+2	+5	+7	+4
I am pursuing another position within my agency	36%	-17	+6	+8	-8
I am pursuing a position in another agency	18%	+5	-17	-20	-7
I am pursuing work outside the Commonwealth public sector	27%	+27	+21	+17	+18
It is the end of my non-ongoing, casual or contracted employment	0%	0	-4	-2	-2
Other	9%	-18	-10	-10	-5

Unacceptable behaviour - discrimination

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
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	**0%**	-4	-7	-8	-8
No	**100%**	+4	+7	+8	+8
Did this discrimination occur in your current agency?					
Yes	*Data hidden to preserve privacy.*				
No	*Data hidden to preserve privacy.*				
The discrimination came from: [Multiple Response]					
Within my agency	*Data hidden to preserve privacy.*				
Another agency	*Data hidden to preserve privacy.*				
A customer, stakeholder or member of the public	*Data hidden to preserve privacy.*				
Other	*Data hidden to preserve privacy.*				
Did you report the discrimination?					
I reported the discrimination 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 discrimination	*Data hidden to preserve privacy.*				

Unacceptable behaviour - bullying and harassment

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	**4%**	0	-1	-6	-6
Not sure	**0%**	-4	-3	-5	-4
No	**96%**	+4	+4	+10	+10
Did you report the bullying or harassment?					
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.*				

DISR - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**
My immediate supervisor encourages collaboration	**92%**	**0%**	**8%**	-2	+6	+7
My immediate supervisor helps me understand how my work relates to the department's priorities	**88%**	**4%**	**8%**	+4	+8	+14
My immediate supervisor actively helps me to manage my work and reprioritise as needed	**92%**	**4%**	**4%**	+6	+12	+17
I am comfortable providing my immediate supervisor with feedback and suggestions	**88%**	**4%**	**8%**	-10	+4	+5
My immediate supervisor demonstrates integrity and APS values	**96%**	**4%**	**0%**	-4	+8	+7
My immediate supervisor supports my wellbeing by managing workload and priorities with me	**83%**	**8%**	**8%**	-	+3	+5
I am confident my immediate supervisor can support me through changes that impact me	**79%**	**13%**	**8%**	-9	+2	+2
I feel connected to my immediate work unit	**83%**	**13%**	**4%**	-5	+2	+3
My Head of Division encourages and supports innovation	**39%**	**39%**	**22%**	-	-8	-18
My Head of Division actively communicates our division's direction and priorities	**58%**	**25%**	**17%**	-	-3	-5

DISR - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**
My Head of Division leads and actively promotes an inclusive workplace culture	**79%**	**17%**	**4%**	-9	+15	+7
My SES Manager actively works to simplify processes and approvals	**43%**	**35%**	**22%**	-	-6	-6
I believe that decisions and approvals are delegated to the appropriate level	**39%**	**39%**	**22%**	-	-8	-6
I feel confident in my ability to use emerging technologies (including AI tools) to assist me with my work tasks	**88%**	**4%**	**8%**	-	+14	+18
Emerging technologies (including AI tools) help improve my efficiency at work	**75%**	**13%**	**13%**	-	+5	+11

Document 2 - FOI 300726

Taking action on census results

Taking action on Census results

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.

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am confident my agency will act on the results of this survey	26%	43%	30%	-	-8	-15	-21

Time to take action

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.

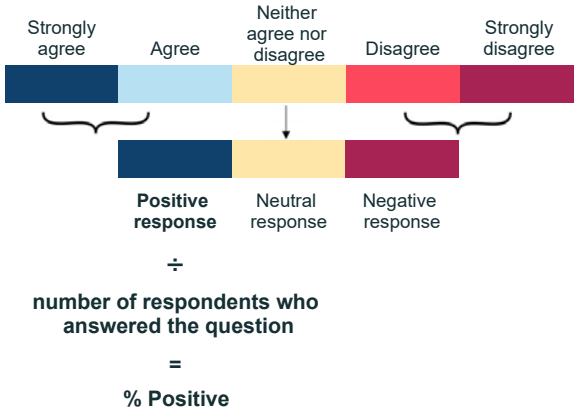
Celebrate	Investigate further with our teams	Opportunities
What things do we do well?	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
Think about how we can build on our strengths and learn from what we 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.				

Guide to this report

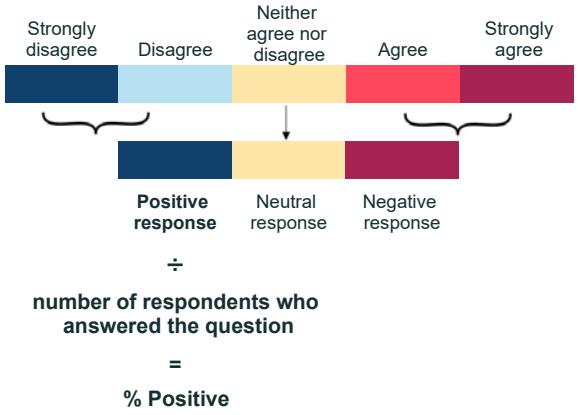
% Positive Score calculation

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.

DISR - For release under the FOI Act

Australian Government
Australian Public Service Commission

Highlights Report

Research & Development Tax Incentive

Responses:
58 of 101

Response rate:
57%



2026 APS
Employee Census
4 May–5 June

Highest positive and highest negative questions

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

Highest positive scoring questions	% Positive
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	91%
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	89%
My supervisor ensures that my workgroup delivers on what we are responsible for	89%
I believe strongly in the purpose and objectives of the APS	89%
I understand how my role contributes to achieving an outcome for the Australian public	89%

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

Highest negative scoring questions	% Negative
Change is managed well in my agency	28%
Barrier to you performing at your best: Multiple layers of decision making within my agency *[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]*	27%
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	26%
Barrier to you performing at your best: Authority for decision making is at a higher level than required *[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]*	26%
I am expected to do too many different tasks in too little time *[Reverse scored: % Negative score represents those who responded Often or Always]*	25%

Most and least improved questions

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

Most improved questions	% Positive	Difference from **2025**
Barrier to you performing at your best: The technology within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	56%	+22
The people in my workgroup are able to bring up problems and tough issues	81%	+13
Where appropriate, I am able to take part in decisions that affect my job	75%	+12
Barrier to you performing at your best: Lack of clarity around priorities *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	68%	+12
Barrier to you performing at your best: Multiple layers of decision making within my agency *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	32%	+10

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

Least improved questions	% Positive	Difference from **2025**
Barrier to you performing at your best: The lack of access to learning and development opportunities *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	53%	-23
During the last 12 months, the formal learning I have accessed has improved my performance	40%	-18
I am satisfied with the stability and security of my job	70%	-17
My SES manager routinely promotes the use of data and evidence to deliver outcomes	63%	-12
My agency really inspires me to do my best work every day	57%	-12

Employee engagement

Employee Engagement Index Score:	72	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-1	+1	+2	-2

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	72%	12%	16%	-2	+3	+2	-3
Say	I am proud to work in my agency	74%	19%	7%	-10	+2	+2	-5
Say	I would recommend my agency as a good place to work	77%	14%	9%	-5	+3	+5	+3
Say	I believe strongly in the purpose and objectives of my agency	79%	16%	5%	-2	+1	+4	-8
Stay	I feel a strong personal attachment to my agency	54%	35%	11%	+1	+2	+2	-9
Stay	I feel committed to my agency's goals	77%	18%	5%	-8	-1	+2	-9
Strive	I suggest ideas to improve our way of doing things	88%	11%	2%	-2	-1	-2	+1
Strive	I am happy to go the 'extra mile' at work when required	88%	9%	4%	-2	-3	0	-1
Strive	I work beyond what is required in my job to help my agency achieve its objectives	74%	23%	4%	+3	0	+1	-3
Strive	My agency really inspires me to do my best work every day	57%	32%	11%	-12	+6	+3	-6

Key drivers of employee engagement index

Drivers of Employee Engagement

Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores.

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

		% Positive	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**	Difference in % positive from **APS overall**
1.	My job gives me opportunities to utilise my skills	74%	-3	+6	-1	-4
2.	The people in my workgroup demonstrate stewardship	70%	-5	0	-5	-6
3.	I am satisfied with the recognition I receive for doing a good job	70%	+8	+8	+8	+4
4.	People are recognised for coming up with new and innovative ways of working	61%	-2	+5	+3	-1
5.	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	84%	-3	-2	0	+1
6.	Where appropriate, I am able to take part in decisions that affect my job	75%	+12	+8	+10	+6

Leadership - immediate supervisor

Immediate Supervisor Index Score:	73	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-3	-2	-2	-4

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	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
My supervisor engages with staff on how to respond to future challenges	77%	9%	14%	-2	0	+2	-2
My supervisor can deliver difficult advice whilst maintaining relationships	74%	12%	14%	-7	-3	-2	-5
My supervisor invites a range of views, including those different to their own	79%	5%	16%	+1	-5	-2	-3
My supervisor encourages my team to regularly review and improve our work	75%	11%	14%	-11	-3	-3	-7
My supervisor is invested in my development	67%	16%	18%	-10	-4	-5	-10
My supervisor ensures that my workgroup delivers on what we are responsible for	89%	5%	5%	+3	-1	+2	+2

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	74%	12%	14%	-1	-4	+1	-5
My immediate supervisor encourages me	70%	16%	14%	-6	+1	-4	-7
My supervisor actively ensures that everyone can be included in workplace activities	79%	9%	12%	-8	-4	-2	-5
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	79%	12%	9%	+5	-3	+3	-2

Have your say 2026 APS Employee Census 4 May–5 June

Leadership - SES manager

SES Manager Index Score:	65	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-4	+3	-2	-5

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	71%	18%	11%	+4	+7	+7	+2
My SES manager presents convincing arguments and persuades others towards an outcome	54%	36%	11%	-9	+5	-5	-8
My SES manager promotes cooperation within and between agencies	61%	27%	13%	-8	+3	-7	-7
My SES manager encourages innovation and creativity	52%	29%	20%	-11	+4	-9	-15
My SES manager creates an environment that enables us to deliver our best	57%	25%	18%	-10	+3	-3	-8
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	75%	18%	7%	+6	+8	+3	+1

Other similar questions

In my agency, the SES work as a team	59%	28%	13%	+4	+3	+7	+4
In my agency, the SES clearly articulate the direction and priorities for our agency	65%	19%	17%	-4	+10	+8	+1
My SES manager routinely promotes the use of data and evidence to deliver outcomes	63%	30%	7%	-12	+4	-3	-6

Communication

Communication Index Score: **66**

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
				-4	**+2**	**+1**	**-3**
	% Positive	% Neutral	% Negative				
Communication The Communication Index measures communication at the individual, group and agency level.							
My supervisor communicates effectively	77%	9%	14%	-4	-3	+1	-3
My SES manager communicates effectively	60%	24%	16%	-11	+1	-5	-10
Internal communication within my agency is effective	63%	19%	18%	-2	+10	+11	+5

Change

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
	% Positive	% Neutral	% Negative				
Change Effective communication is an important part of any change process. Note these questions do not contribute to the above index score.							
When changes occur, the impacts are communicated well within my workgroup	67%	23%	11%	+3	-3	+6	+1
Staff are consulted about change at work	46%	35%	19%	-10	+7	+3	-3
Change is managed well in my agency	39%	33%	28%	-7	+3	+2	-5

Enabling innovation

Enabling Innovation Index Score:	65	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-4	0	0	-2

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	84%	9%	7%	-3	-2	0	+1
My immediate supervisor encourages me to come up with new or better ways of doing things	70%	16%	14%	-5	-2	-4	-6
People are recognised for coming up with new and innovative ways of working	61%	18%	21%	-2	+5	+3	-1
My agency inspires me to come up with new or better ways of doing things	60%	21%	19%	-7	+9	+8	+3
My agency recognises and supports the notion that failure is a part of innovation	60%	26%	14%	+1	+6	+14	+9

Speak up culture

Speak Up Culture Index Score:	72			Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
				-	-2	-2	-2

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	79%	11%	11%	-2	-3	-2	-4
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	82%	9%	9%	-7	-2	-4	-5
The people in my workgroup are able to bring up problems and tough issues	81%	9%	11%	+13	+3	+4	+2
If you make a mistake in my workgroup, it tends to be held against you *[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]*	68%	23%	9%	-8	-5	-2	+1

Wellbeing policies and support

Wellbeing Policies and Support Index Score: 68

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	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
				-4	0	-1	-2
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	68%	16%	16%	-7	+1	-2	-2
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	68%	23%	9%	-10	+2	+2	0
My agency does a good job of promoting health and wellbeing	70%	16%	14%	-2	+3	+4	+2
I think my agency cares about my health and wellbeing	70%	14%	16%	-2	+4	+5	+5
I believe my immediate supervisor cares about my health and wellbeing	82%	7%	11%	-6	-2	-5	-5

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	61%	26%	12%	-11	-10	-12	-14
I receive the respect I deserve from my colleagues at work	81%	12%	7%	0	0	+2	0
My agency supports and actively promotes an inclusive workplace culture	81%	11%	9%	0	0	-2	-2

	%	Difference from **2025**	Difference from **Parent work unit**	Difference from **DISR**	Difference from **APS overall**
In general, would you say that your health is:					
Excellent	**18%**	+4	+5	+6	+6
Very good	**36%**	+6	-2	+3	+1
Good	**30%**	-7	-1	-6	-7
Fair	**14%**	-4	0	-1	+1
Poor	**2%**	0	-2	-2	-1
What best describes your current workload?					
Well above capacity – too much work	**23%**	+10	+7	+4	+5
Slightly above capacity – lots of work to do	**40%**	-5	+2	+3	+1
At capacity – about the right amount of work to do	**30%**	-5	-2	-3	-6
Slightly below capacity – available for more work	**2%**	-4	-7	-7	-4
Well below capacity – not enough work	**5%**	+5	-1	+3	+4

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
How often do you find your work stressful?					
Always	**4%**	+2	+2	-1	-2
Often	**18%**	+6	+1	-6	-6
Sometimes	**58%**	-13	+5	+7	+8
Rarely	**21%**	+5	-7	+2	+2
Never	**0%**	0	-1	-1	-2
To what extent is your work emotionally demanding?					
To a very large extent	**11%**	+8	+4	+4	+3
To a large extent	**11%**	-7	-2	-7	-10
Somewhat	**35%**	-8	+1	-2	-4
To a small extent	**37%**	+7	+3	+8	+13
To a very small extent	**7%**	0	-6	-2	-2
I feel burned out by my work					
Strongly agree	**9%**	+3	+2	-1	0
Agree	**16%**	-8	-1	-6	-6
Neither agree nor disagree	**28%**	0	-2	-3	-4
Disagree	**37%**	+4	+1	+7	+7
Strongly disagree	**11%**	+2	-1	+4	+3

Flexible work

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	91%	5%	4%	-4	+2	+2	+5

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	14%	+4	0	+3	+1
Flexible hours of work	43%	+11	+2	+11	+12
Compressed work week	10%	+5	+2	+4	+3
Job sharing	0%	0	0	-1	0
Working away from the office/working from home	83%	+4	+5	+9	+13
None of the above	5%	-1	-4	-8	-12
Working away from the office					
All of the time	22%	-1	+2	+11	+14
Some of the time as a regular arrangement	55%	+6	+3	+3	+2
Only on an irregular basis	5%	-1	0	-6	-3
None of the time	17%	-4	-5	-9	-13
Did not disclose their arrangement	0%	0	0	0	0

Work environment

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am supported to use my expertise to provide frank and fearless advice	60%	19%	21%	-11	+2	-3	-8
The people in my workgroup demonstrate stewardship	70%	21%	9%	-5	0	-5	-6
The culture in my agency supports people to act with integrity	79%	11%	11%	+5	+4	+4	0
I believe strongly in the purpose and objectives of the APS	89%	9%	2%	0	+2	+6	+2
I feel a strong personal attachment to the APS	74%	19%	7%	+8	+6	+13	+7
My workgroup considers the people and businesses affected by what we do	75%	18%	7%	-7	-4	-8	-8

Job satisfaction

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am satisfied with the recognition I receive for doing a good job	70%	16%	14%	+8	+8	+8	+4
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	58%	16%	26%	+1	+2	+1	-3
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	89%	7%	4%	-5	+6	+8	+7
I am satisfied with the stability and security of my job	70%	16%	14%	-17	+11	+3	-12

Role clarity and autonomy

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	89%	7%	4%	-5	+8	+3	-2
I am clear what my duties and responsibilities are	88%	7%	5%	-2	+2	+10	+4
I have a choice in deciding how I do my work	75%	11%	14%	-8	0	+5	+9
Where appropriate, I am able to take part in decisions that affect my job	75%	16%	9%	+12	+8	+10	+6

	%	Difference from **2025**	Difference from **Parent work unit**	Difference from **DISR**	Difference from **APS overall**
In the last month, please rate your workgroup's overall performance					
Excellent	**19%**	+8	-2	-5	-5
Very good	**67%**	-1	+2	+12	+11
Average	**9%**	-9	-1	-9	-8
Below average	**2%**	0	0	-1	0
Well below average	**4%**	+2	+2	+3	+3

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**	Difference in % positive from **APS overall**
My workgroup has the appropriate skills, capabilities and knowledge to perform well	**84%**	**11%**	**5%**	+6	+6	+8	+6
My workgroup has the tools and resources we need to perform well	**58%**	**25%**	**18%**	-1	+1	+3	+1
The people in my workgroup use time and resources efficiently	**63%**	**21%**	**16%**	-5	+1	-6	-10
My job gives me opportunities to utilise my skills	**74%**	**14%**	**12%**	-3	+6	-1	-4
During the last 12 months, the formal learning I have accessed has improved my performance	**40%**	**42%**	**18%**	-18	+2	-5	-17

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
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	11%	-1	+2	-1	+2
I want to leave my position within the next 12 months	26%	+3	-8	0	+6
I want to stay working in my position for the next one to two years	30%	-7	-1	-8	-8
I want to stay working in my position for at least the next three years	33%	+5	+7	+10	+1
What best describes your plans involved with leaving your current position?					
I am planning to retire	5%	-4	0	+2	0
I am pursuing another position within my agency	33%	-4	+3	+5	-11
I am pursuing a position in another agency	33%	+4	-1	-5	+8
I am pursuing work outside the Commonwealth public sector	0%	-4	-7	-10	-9
It is the end of my non-ongoing, casual or contracted employment	0%	0	-4	-2	-2
Other	29%	+8	+9	+9	+14
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
There are a lack of future career opportunities in my agency	21%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	14%	-	-	-	-
I am looking to further my skills in another area	14%	-	-	-	-
Senior leadership is of a poor quality	14%	-	-	-	-
I wish to pursue a promotion opportunity	14%	-	-	-	-

Unacceptable behaviour - discrimination

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
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%**	-5	0	-1	-1
No	**93%**	+5	0	+1	+1
Did this discrimination occur in your current agency?					
Yes	*Data hidden to preserve privacy.*				
No	*Data hidden to preserve privacy.*				
The discrimination came from: [Multiple Response]					
Within my agency	*Data hidden to preserve privacy.*				
Another agency	*Data hidden to preserve privacy.*				
A customer, stakeholder or member of the public	*Data hidden to preserve privacy.*				
Other	*Data hidden to preserve privacy.*				
Did you report the discrimination?					
I reported the discrimination 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 discrimination	*Data hidden to preserve privacy.*				

Unacceptable behaviour - bullying and harassment

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	**7%**	-3	+1	-3	-3
Not sure	**4%**	-1	+1	-1	-1
No	**89%**	+4	-2	+4	+3
Did you report the bullying or harassment?					
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.*				

Demographics

How do you describe your gender?	Responses
Man or male	36%
Woman or female	57%
Non-binary	0%
I use a different term	0%
Prefer not to say	7%

Do you identify as an Aboriginal and/or Torres Strait Islander person?	Responses
Yes	2%
No	98%

Do you have an ongoing disability?	Responses
Yes	12%
No	88%

Do you have carer responsibilities?	Responses
Yes	47%
No	53%

Do you identify as culturally or linguistically diverse?	Responses
Yes	36%
No	64%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	68%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	4%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	0%
Anglo-European	16%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	4%
South-East Asian	16%
North-East Asian	11%
Southern and Central Asian	4%
North American	0%
South and Central American and Caribbean Islander	0%
North African and Middle Eastern	2%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	7%
No	77%
Maybe	14%
I am unsure what neurodivergent means	2%

DISR - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**
My immediate supervisor encourages collaboration	**82%**	**11%**	**7%**	-6	-4	-3
My immediate supervisor helps me understand how my work relates to the department's priorities	**77%**	**14%**	**9%**	+2	-2	+3
My immediate supervisor actively helps me to manage my work and reprioritise as needed	**79%**	**14%**	**7%**	-1	-1	+4
I am comfortable providing my immediate supervisor with feedback and suggestions	**86%**	**7%**	**7%**	-1	+2	+3
My immediate supervisor demonstrates integrity and APS values	**84%**	**11%**	**5%**	-6	-4	-5
My immediate supervisor supports my wellbeing by managing workload and priorities with me	**84%**	**9%**	**7%**	-	+3	+6
I am confident my immediate supervisor can support me through changes that impact me	**79%**	**13%**	**9%**	-6	+1	+1
I feel connected to my immediate work unit	**80%**	**11%**	**9%**	-5	0	+1
My Head of Division encourages and supports innovation	**54%**	**30%**	**16%**	-	+6	-3
My Head of Division actively communicates our division's direction and priorities	**70%**	**21%**	**9%**	-	+9	+6

DISR - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**
My Head of Division leads and actively promotes an inclusive workplace culture	**66%**	**25%**	**9%**	-1	+2	-6
My SES Manager actively works to simplify processes and approvals	**53%**	**31%**	**16%**	-	+3	+3
I believe that decisions and approvals are delegated to the appropriate level	**57%**	**27%**	**16%**	-	+10	+12
I feel confident in my ability to use emerging technologies (including AI tools) to assist me with my work tasks	**66%**	**21%**	**13%**	-	-8	-3
Emerging technologies (including AI tools) help improve my efficiency at work	**70%**	**18%**	**13%**	-	0	+5

Taking action on census results

		% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
Taking action on Census results	I am confident my agency will act on the results of this survey	41%	43%	17%	-	+7	0	-6

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.

Time to take action

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.

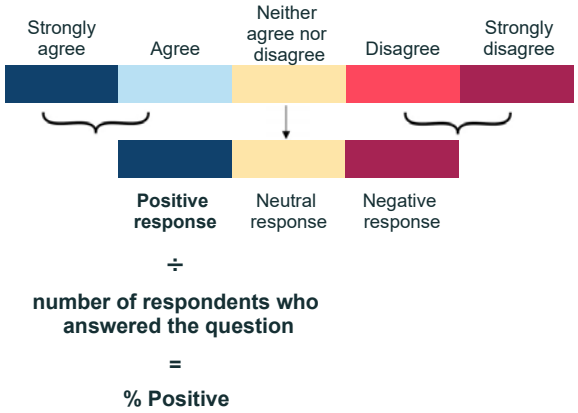
Celebrate	Investigate further with our teams	Opportunities
What things do we do well?	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
Think about how we can build on our strengths and learn from what we 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.				

Guide to this report

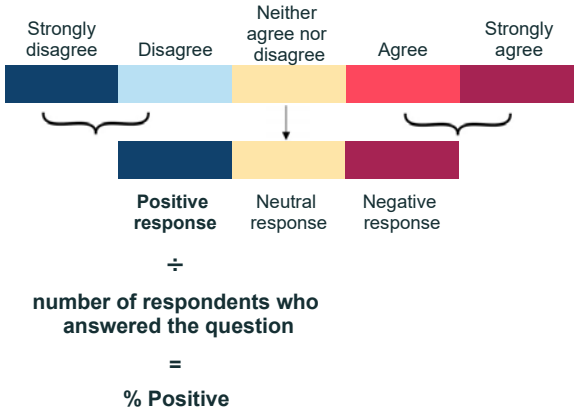
% Positive Score calculation

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.

DISR - For release under the FOI Act

Document 4 - FOI 300726

Australian Government
Australian Public Service Commission

Highlights Report

Commercialisation Policy & Programs

Responses:
17 of 30

Response rate:
57%



2026 APS
Employee Census
4 May–5 June

Highest positive and highest negative questions

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

Highest positive scoring questions	% Positive
I suggest ideas to improve our way of doing things	100%
Barrier to you performing at your best: The lack of inclusiveness in my workgroup *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	100%
I am happy to go the 'extra mile' at work when required	94%
My supervisor ensures that my workgroup delivers on what we are responsible for	94%
My supervisor invites a range of views, including those different to their own	94%

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

Highest negative scoring questions	% Negative
Change is managed well in my agency	50%
I am confident my agency will act on the results of this survey	43%
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	41%
I feel burned out by my work *[Reverse scored: % Negative score represents those who responded Agree or Strongly agree]*	40%
Barrier to you performing at your best: Multiple layers of decision making within my agency *[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]*	40%

Most and least improved questions

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

Most improved questions	% Positive	Difference from **2025**
I work beyond what is required in my job to help my agency achieve its objectives	88%	+35
I feel a strong personal attachment to my agency	71%	+26
My SES manager presents convincing arguments and persuades others towards an outcome	60%	+25
I am clear what my duties and responsibilities are	87%	+24
My SES manager creates an environment that enables us to deliver our best	63%	+20

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

Least improved questions	% Positive	Difference from **2025**
Barrier to you performing at your best: The lack of access to learning and development opportunities *[Reverse scored: % Positive score represents those who responded this is not at all a barrier or is to a very little extent]*	20%	-42
I am satisfied with the recognition I receive for doing a good job	41%	-34
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	35%	-22
My job gives me opportunities to utilise my skills	65%	-21
I feel I have the same opportunities as anyone else of my ability or experience	47%	-21

Employee engagement

Employee Engagement Index Score:	72	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		+2	+1	+2	-2

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	65%	24%	12%	-3	-4	-5	-10
Say	I am proud to work in my agency	76%	18%	6%	+11	+5	+4	-2
Say	I would recommend my agency as a good place to work	76%	18%	6%	+1	+2	+5	+3
Say	I believe strongly in the purpose and objectives of my agency	76%	6%	18%	+4	-1	+1	-10
Stay	I feel a strong personal attachment to my agency	71%	18%	12%	+26	+18	+18	+8
Stay	I feel committed to my agency's goals	82%	12%	6%	+13	+4	+7	-3
Strive	I suggest ideas to improve our way of doing things	100%	0%	0%	+11	+11	+11	+13
Strive	I am happy to go the 'extra mile' at work when required	94%	6%	0%	+12	+4	+7	+5
Strive	I work beyond what is required in my job to help my agency achieve its objectives	88%	12%	0%	+35	+14	+15	+11
Strive	My agency really inspires me to do my best work every day	65%	24%	12%	+3	+13	+11	+1

Key drivers of employee engagement index

Drivers of Employee Engagement

Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores.

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

		% Positive	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**	Difference in % positive from **APS overall**
1.	I think my agency cares about my health and wellbeing	67%	+4	+1	+2	+1
2.	The culture in my agency supports people to act with integrity	56%	-18	-18	-19	-23
3.	My agency does a good job of promoting health and wellbeing	60%	-10	-7	-6	-8
4.	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	60%	-7	-6	-6	-8
5.	My job gives me opportunities to utilise my skills	65%	-21	-3	-10	-13
6.	My agency inspires me to come up with new or better ways of doing things	56%	+8	+6	+5	-1

Leadership - immediate supervisor

Immediate Supervisor Index Score:	75	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		0	0	+1	-2

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	75%	19%	6%	-3	-2	-1	-5
My supervisor can deliver difficult advice whilst maintaining relationships	75%	25%	0%	-3	-2	-1	-4
My supervisor invites a range of views, including those different to their own	94%	6%	0%	+12	+9	+13	+12
My supervisor encourages my team to regularly review and improve our work	75%	25%	0%	+5	-4	-3	-7
My supervisor is invested in my development	63%	31%	6%	-8	-8	-10	-15
My supervisor ensures that my workgroup delivers on what we are responsible for	94%	6%	0%	+1	+3	+7	+6

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	81%	13%	6%	+11	+4	+9	+3
My immediate supervisor encourages me	73%	20%	7%	-1	+4	0	-4
My supervisor actively ensures that everyone can be included in workplace activities	81%	19%	0%	+11	-1	0	-3
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	88%	13%	0%	+2	+6	+11	+7

Leadership - SES manager

				Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
SES Manager Index Score:	**69**			**+6**	**+7**	**+2**	**-1**

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	75%	19%	6%	+17	+10	+11	+6
My SES manager presents convincing arguments and persuades others towards an outcome	60%	40%	0%	+25	+11	+2	-2
My SES manager promotes cooperation within and between agencies	69%	25%	6%	+3	+11	+1	+1
My SES manager encourages innovation and creativity	50%	44%	6%	-8	+2	-11	-16
My SES manager creates an environment that enables us to deliver our best	63%	25%	13%	+20	+9	+2	-3
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	69%	31%	0%	+11	+1	-4	-6

Other similar questions

In my agency, the SES work as a team	67%	33%	0%	+17	+11	+15	+12
In my agency, the SES clearly articulate the direction and priorities for our agency	63%	25%	13%	+1	+8	+6	-1
My SES manager routinely promotes the use of data and evidence to deliver outcomes	63%	31%	6%	+1	+4	-3	-6

Communication

Communication Index Score: **64**

		% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
					-2	**0**	**-2**	**-5**
Communication The Communication Index measures communication at the individual, group and agency level.	My supervisor communicates effectively	88%	6%	6%	+10	+8	+11	+7
	My SES manager communicates effectively	69%	13%	19%	+9	+10	+4	-1
	Internal communication within my agency is effective	38%	38%	25%	-20	-15	-15	-21

Change

		% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
Change Effective communication is an important part of any change process. Note these questions do not contribute to the above index score.	When changes occur, the impacts are communicated well within my workgroup	88%	13%	0%	+13	+18	+27	+22
	Staff are consulted about change at work	33%	47%	20%	-13	-6	-10	-16
	Change is managed well in my agency	25%	25%	50%	-13	-10	-11	-19

Enabling innovation

Enabling Innovation Index Score: **68**

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	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
				-1	**+3**	**+2**	**+1**
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	**94%**	**6%**	**0%**	+5	+8	+9	+11
My immediate supervisor encourages me to come up with new or better ways of doing things	**81%**	**19%**	**0%**	+11	+9	+7	+5
People are recognised for coming up with new and innovative ways of working	**56%**	**19%**	**25%**	-1	0	-2	-7
My agency inspires me to come up with new or better ways of doing things	**56%**	**19%**	**25%**	+8	+6	+5	-1
My agency recognises and supports the notion that failure is a part of innovation	**56%**	**31%**	**13%**	+16	+2	+10	+6

Speak up culture

Speak Up Culture Index Score:	73	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
		-	0	0	0

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	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
The people in my workgroup value others' individual skills and talents	81%	13%	6%	0	-1	0	-1
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	69%	31%	0%	-16	-16	-18	-19
The people in my workgroup are able to bring up problems and tough issues	73%	27%	0%	+10	-5	-4	-6
If you make a mistake in my workgroup, it tends to be held against you *[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]*	81%	19%	0%	+15	+8	+11	+14

Wellbeing policies and support

Wellbeing Policies and Support Index Score:	66			Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
				-7	-3	-4	-5

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	67%	20%	13%	-15	-1	-4	-4
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	60%	20%	20%	-7	-6	-6	-8
My agency does a good job of promoting health and wellbeing	60%	20%	20%	-10	-7	-6	-8
I think my agency cares about my health and wellbeing	67%	7%	27%	+4	+1	+2	+1
I believe my immediate supervisor cares about my health and wellbeing	87%	7%	7%	+5	+2	-1	0

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	87%	7%	7%	+20	+15	+13	+11
I receive the respect I deserve from my colleagues at work	80%	20%	0%	+6	-1	+1	0
My agency supports and actively promotes an inclusive workplace culture	81%	6%	13%	-8	0	-2	-1

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
In general, would you say that your health is:					
Excellent	**13%**	-5	0	+2	+2
Very good	**40%**	-4	+2	+7	+6
Good	**20%**	-2	-11	-17	-17
Fair	**13%**	+2	-1	-2	0
Poor	**13%**	+10	+10	+10	+10
What best describes your current workload?					
Well above capacity – too much work	**13%**	-1	-2	-5	-4
Slightly above capacity – lots of work to do	**47%**	+10	+9	+9	+7
At capacity – about the right amount of work to do	**40%**	-1	+9	+7	+4
Slightly below capacity – available for more work	**0%**	-7	-8	-9	-6
Well below capacity – not enough work	**0%**	0	-6	-2	-1

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
How often do you find your work stressful?					
Always	**0%**	0	-2	-4	-5
Often	**27%**	+15	+10	+3	+3
Sometimes	**53%**	+7	+1	+2	+3
Rarely	**20%**	-18	-8	+1	+1
Never	**0%**	-4	-1	-1	-2
To what extent is your work emotionally demanding?					
To a very large extent	**0%**	-4	-6	-7	-8
To a large extent	**20%**	+13	+8	+3	0
Somewhat	**40%**	+7	+6	+3	+1
To a small extent	**13%**	-31	-21	-16	-11
To a very small extent	**27%**	+16	+14	+17	+17
I feel burned out by my work					
Strongly agree	**0%**	0	-6	-10	-8
Agree	**40%**	+18	+23	+18	+18
Neither agree nor disagree	**20%**	-2	-10	-11	-12
Disagree	**13%**	-16	-23	-16	-16
Strongly disagree	**27%**	+1	+16	+20	+19

Flexible work

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	88%	12%	0%	-5	-1	-1	+2

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	12%	-6	-2	+1	-1
Flexible hours of work	24%	+2	-17	-8	-8
Compressed work week	0%	0	-8	-6	-7
Job sharing	0%	0	0	-1	0
Working away from the office/working from home	76%	+1	-1	+2	+7
None of the above	18%	+3	+9	+4	+1
Working away from the office					
All of the time	0%	-14	-20	-11	-8
Some of the time as a regular arrangement	65%	+22	+12	+12	+12
Only on an irregular basis	12%	-6	+6	+1	+3
None of the time	24%	-1	+1	-2	-7
Did not disclose their arrangement	0%	0	0	0	0

Work environment

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am supported to use my expertise to provide frank and fearless advice	56%	38%	6%	+1	-1	-6	-12
The people in my workgroup demonstrate stewardship	63%	38%	0%	-18	-8	-12	-14
The culture in my agency supports people to act with integrity	56%	44%	0%	-18	-18	-19	-23
I believe strongly in the purpose and objectives of the APS	81%	13%	6%	0	-6	-2	-6
I feel a strong personal attachment to the APS	69%	6%	25%	+13	+1	+8	+2
My workgroup considers the people and businesses affected by what we do	75%	19%	6%	-14	-4	-9	-9

Job satisfaction

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am satisfied with the recognition I receive for doing a good job	41%	53%	6%	-34	-21	-21	-25
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	35%	24%	41%	-22	-21	-22	-26
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	59%	24%	18%	-13	-25	-23	-24
I am satisfied with the stability and security of my job	53%	24%	24%	-18	-6	-14	-29

Role clarity and autonomy

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I understand how my role contributes to achieving an outcome for the Australian public	75%	13%	13%	-10	-7	-12	-17
I am clear what my duties and responsibilities are	87%	13%	0%	+24	+1	+9	+3
I have a choice in deciding how I do my work	73%	27%	0%	+16	-2	+3	+7
Where appropriate, I am able to take part in decisions that affect my job	59%	35%	6%	-5	-9	-6	-10

Performance

	%	Difference from **2025**	Difference from **Parent work unit**	Difference from **DISR**	Difference from **APS overall**
In the last month, please rate your workgroup's overall performance					
Excellent	**20%**	+1	-1	-4	-5
Very good	**60%**	+14	-5	+5	+4
Average	**13%**	-10	+3	-4	-3
Below average	**7%**	-5	+5	+4	+4
Well below average	**0%**	0	-2	-1	-1

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**	Difference in % positive from **APS overall**
My workgroup has the appropriate skills, capabilities and knowledge to perform well	**63%**	**19%**	**19%**	-3	-16	-14	-15
My workgroup has the tools and resources we need to perform well	**56%**	**19%**	**25%**	-14	-1	+1	-1
The people in my workgroup use time and resources efficiently	**63%**	**25%**	**13%**	0	0	-6	-10
My job gives me opportunities to utilise my skills	**65%**	**24%**	**12%**	-21	-3	-10	-13
During the last 12 months, the formal learning I have accessed has improved my performance	**58%**	**17%**	**25%**	-4	+20	+13	+2

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
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	**0%**	-19	-8	-12	-9
I want to leave my position within the next 12 months	**47%**	+10	+12	+20	+26
I want to stay working in my position for the next one to two years	**40%**	+7	+9	+2	+2
I want to stay working in my position for at least the next three years	**13%**	+2	-13	-10	-19
What best describes your plans involved with leaving your current position?					
I am planning to retire	*Data hidden to preserve privacy.*				
I am pursuing another position within my agency	*Data hidden to preserve privacy.*				
I am pursuing a position in another agency	*Data hidden to preserve privacy.*				
I am pursuing work outside the Commonwealth public sector	*Data hidden to preserve privacy.*				
It is the end of my non-ongoing, casual or contracted employment	*Data hidden to preserve privacy.*				
Other	*Data hidden to preserve privacy.*				

Unacceptable behaviour - discrimination

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
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	**20%**	+13	+13	+12	+12
No	**80%**	-13	-13	-12	-12
Did this discrimination occur in your current agency?					
Yes	*Data hidden to preserve privacy.*				
No	*Data hidden to preserve privacy.*				
The discrimination came from: [Multiple Response]					
Within my agency	*Data hidden to preserve privacy.*				
Another agency	*Data hidden to preserve privacy.*				
A customer, stakeholder or member of the public	*Data hidden to preserve privacy.*				
Other	*Data hidden to preserve privacy.*				
Did you report the discrimination?					
I reported the discrimination 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 discrimination	*Data hidden to preserve privacy.*				

Unacceptable behaviour - bullying and harassment

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.

	%	Difference from 2025	Difference from Parent work unit	Difference from DISR	Difference from APS overall
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	**7%**	-8	+1	-3	-3
Not sure	**0%**	-7	-3	-5	-4
No	**93%**	+16	+2	+8	+7
Did you report the bullying or harassment?					
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.*				

DISR - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**
My immediate supervisor encourages collaboration	**87%**	**13%**	**0%**	+6	+1	+2
My immediate supervisor helps me understand how my work relates to the department's priorities	**87%**	**13%**	**0%**	+10	+8	+13
My immediate supervisor actively helps me to manage my work and reprioritise as needed	**67%**	**20%**	**13%**	0	-13	-8
I am comfortable providing my immediate supervisor with feedback and suggestions	**80%**	**20%**	**0%**	-1	-4	-3
My immediate supervisor demonstrates integrity and APS values	**87%**	**13%**	**0%**	+5	-1	-2
My immediate supervisor supports my wellbeing by managing workload and priorities with me	**73%**	**13%**	**13%**	-	-7	-5
I am confident my immediate supervisor can support me through changes that impact me	**80%**	**20%**	**0%**	+10	+3	+2
I feel connected to my immediate work unit	**87%**	**7%**	**7%**	+5	+6	+7
My Head of Division encourages and supports innovation	**33%**	**47%**	**20%**	-	-14	-24
My Head of Division actively communicates our division's direction and priorities	**40%**	**33%**	**27%**	-	-21	-23

DISR - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **Parent work unit**	Difference in % positive from **DISR**
My Head of Division leads and actively promotes an inclusive workplace culture	**43%**	**43%**	**14%**	-23	-22	-29
My SES Manager actively works to simplify processes and approvals	**47%**	**20%**	**33%**	-	-3	-3
I believe that decisions and approvals are delegated to the appropriate level	**27%**	**40%**	**33%**	-	-21	-18
I feel confident in my ability to use emerging technologies (including AI tools) to assist me with my work tasks	**67%**	**27%**	**7%**	-	-7	-3
Emerging technologies (including AI tools) help improve my efficiency at work	**60%**	**20%**	**20%**	-	-10	-4

Taking action on census results

Taking action on Census results

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.

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from Parent work unit	Difference in % positive from DISR	Difference in % positive from APS overall
I am confident my agency will act on the results of this survey	21%	36%	43%	-	-12	-19	-26

Time to take action

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.

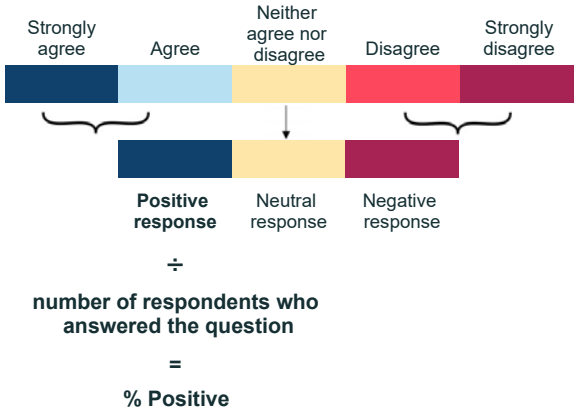
Celebrate	Investigate further with our teams	Opportunities
What things do we do well?	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
Think about how we can build on our strengths and learn from what we 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.				

Guide to this report

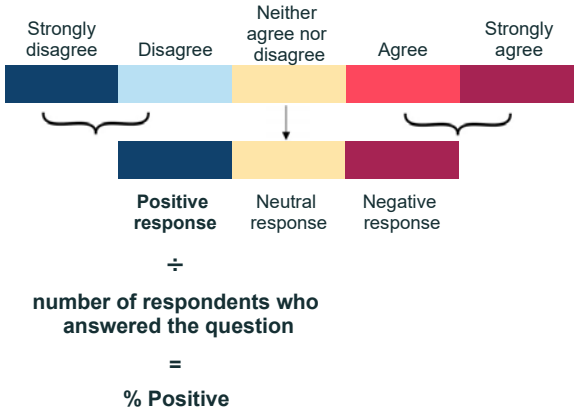
% Positive Score calculation

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.

From: Inclusion
To: Inclusion
Subject: EL 2 Cultural Competency Training - new sessions. [SEC=OFFICIAL]
Date: Friday, 12 June 2026 11:46:13 AM
Attachments: image001.png
image002.jpg

OFFICIAL

Dear colleagues,

Two additional sessions for EL2 Cultural Competency Training have been scheduled:

Monday 22 June – 10:00 am to 3:30 pm (AEST)
Wednesday 24 June – 10:00 am to 3:30 pm (AEST)

Links to the session can be found here - https://industry.learn.acendre.com/v3/catalog/ilt/878. You will need to be signed into your Learn account to enrol.

This training is a mandatory requirement for all EL2 staff under the DISR Enterprise Agreement 2024-2027and forms part of your broader leadership responsibilities. Our records show you have not yet completed Cultural Competency training. Please advise if this is not the case.

The program is designed to support EL2 leaders to build practical cultural capability, including:

- strengthening understanding of First Nations histories, cultures and perspectives
- recognising the impact of policy and organisational practices on First Nations staff
- building culturally safe, inclusive team environments
- developing practical strategies for engaging with First Nations colleagues, communities and stakeholders

As leaders, EL2s play a critical role in shaping workplace culture and ensuring a safe, respectful and inclusive environment. This training focuses on practical application, supporting you to lead effectively and meet your obligations as a manager in the APS.

Action required:

Please enrol in one of the above sessions via Learn as soon as possible. Places are limited and sessions are capped.

If you have any questions, please contact Inclusion@industry.gov.au

Stu

s 22(1)(a)(ii)
Manager | Inclusion
Property and Place | Chief Operating Officer Division
P s 22(1)(a)(ii) @industry.gov.au

Department of Industry, Science and Resources | www.industry.gov.au

-

Acknowledgement of Country

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From: s 22(1)(a)(ii)
To: s 22(1)(a)(ii)
Subject: FW: IDPwD Training [SEC=OFFICIAL]
Date: Wednesday, 26 November 2025 11:06:00 AM
Attachments: image001.png
image004.jpg

FYI – this L&D came across my desk and I thought you might find some value from it or be interested to expand your knowledge in these areas.

From: Commercialisation Coordination
Sent: Monday, 24 November 2025 11:50 AM
To: ICG - Commercialisation
Subject: IDPwD Training [SEC=OFFICIAL]

OFFICIAL

Colleagues,
This year our division is the event sponsor for the department's International Day of People with Disability (IDPwD) events.
As part of our recognition of IDPwD, we have partnered with the Australian Disability Network to deliver disability inclusion training.
We'd like to encourage any staff interested to attend these sessions.

Australian Disability Network: Disability confidence workforces training

By the completion of the training, participants will:

- understand the importance of disability confidence for individuals and the whole organisation
- have greater awareness of what disability is in the Australian society
- be confident in using the right language and doing the right things
- understand the value of inclusive behaviours and environments
- have greater awareness of workplace adjustments
- know where to find further information and assistance.

Session details

- **Date**: Wednesday 3 December
- **Time**: 1:00 pm – 2:00 pm AEDT
- **Location**: Online through MS Teams.
- **Registration**: Sign up through the Australian Disability Network MS Teams events pageexternal link .

Australian Disability Network: Neuroinclusion training

By completion of the training, participants will:

- understand the importance of neuroinclusion in the workplace
- have greater awareness of neurodiversity in Australia, including examples such as Attention-Deficit/Hyperactivity Disorder, autism, dyslexia and dyscalculia
- have greater awareness of inclusive language and behaviour
- have greater awareness of workplace adjustments that support neurodivergent people, including how to have conversations with employees about adjustments
- know where to find further information and assistance.

Session details

- **Date**: Tuesday 9 December
- **Time**: 12:30 pm – 1:30 pm AEDT
- **Location**: Online through MS Teams

- **Registration**: Sign up through the Australian Disability Network MS Teams event page.external link

Please reach out to the Inclusion team at Inclusion@industry.gov.au if you have any questions.

Thanks

s 22(1)(a)(ii)

Executive Assistant to Carl Chang – Head of Division, Commercialisation

Ngunnawal Country, 10 Binara Street, GPO Box 2013 Canberra ACT 2601 Australia

Department of Industry, Science and Resources

Phone s 22(1)(a)(ii) @industry.gov.au

| **industry.**gov.au ABN 74 599 608 295



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OFFICIAL

From: s 22(1)(a)(ii)
To: s 22(1)(a)(ii)
Subject: FW: Respectful Workplace Behaviours Mandatory Training Reminder
Date: Wednesday, 10 June 2026 12:50:00 PM
Attachments: ~WRD3025.jpg

FYI – you have some mandatory training. I don't think they send these to the person they're for though so no worries if you haven't completed it yet.

From: CapabilityandTalent@hrd.industry.gov.au
Sent: Wednesday, 10 June 2026 11:37 AM
To: s 22(1)(a)(ii)
Subject: Respectful Workplace Behaviours Mandatory Training Reminder



Dear s 22(1)(a)(ii)

This is an automatic system reminder that s 22(1)(a)(ii) is due to complete Respectful Workplace Behaviours Mandatory Training by 12/06/2026.

Mandatory training is a key part of meeting our obligations as a department and helps ensure staff have the knowledge and capability to manage risks and perform their roles effectively.

Managers are asked to support their staff to complete required training by:

- scheduling dedicated time during work hours for completion
- encouraging staff to complete modules in a single, uninterrupted session where possible

Providing uninterrupted time helps ensure staff can fully engage with the content and complete training efficiently.

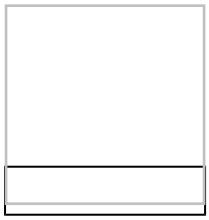
Staff can view their assigned modules and due dates via Learn under the 'My Learning' tab.

If you experience any issues accessing or completing training, please lodge a ServiceNow request with the Capability and Performance team.

Regards,

Capability and Talent

Department of Industry, Science and Resources



From:	s 22(1)(a)(ii)
To:	s 22(1)(a)(ii)
Subject:	RE: EOI for Cross-Cultural Facilitation Coaching: By 17 March 2026 [SEC=OFFICIAL]
Date:	Tuesday, 10 March 2026 3:51:00 PM
Attachments:	image001.png image002.jpg image003.png image004.png image005.jpg

---

I saw her cc'd and had a suspicion she's a go-to person should anyone have questions!

Great to hear!

From: s 22(1)(a)(ii)
Sent: Tuesday, 10 March 2026 4:01 PM
To: s 22(1)(a)(ii)
Subject: RE: EOI for Cross-Cultural Facilitation Coaching: By 17 March 2026 [SEC=OFFICIAL]

OFFICIAL

Thanks for forwarding s 22(1)(a)(ii)

Note, s 22(1)(a)(ii) has been working on this as part of her responsibilities in the CALD Network .

s 22(1)(a)(is also happy to discuss if you have any questions (and encourages people to put in an EOI!).

Thanks!

s 22(1)(a)(ii)

OFFICIAL

From: s 22(1)(a)(ii) ence@industry.gov.au>
Sent: Tuesday, 10 March 2026 3:50 PM
To: s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>
Subject: FW: EOI for Cross-Cultural Facilitation Coaching: By 17 March 2026 [SEC=OFFICIAL]

OFFICIAL

Hi Team,

Let me and the CALD contact know if anyone is interested in this opportunity to do L&D and host listening circles related to CALD topics.

Cheers,

s 22(1)(a)(ii)

OFFICIAL

From: Jeffries, Mary <Mary.Jeffries@industry.gov.au>
Sent: Tuesday, 10 March 2026 2:45 PM
To: s 22(1)(a)(ii) @industry.gov.au>; Crawshaw, Matthew <Matthew.Crawshaw@industry.gov.au>; s 22(1)(a)(ii)

s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; Nielsen, Heather <Heather.Nielsen@industry.gov.au>; Chuter, David <David.Chuter@industry.gov.au>
Cc: s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; Blight, Tanya <Tanya.Blight@industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; Chang, Carl <Carl.Chang@industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>; s 22(1)(a)(ii) @industry.gov.au>
Subject: EOI for Cross-Cultural Facilitation Coaching: By 17 March 2026 [SEC=OFFICIAL]

OFFICIAL

Dear Commercialisation Division SES and EL2 colleagues,

Sharing the below on behalf of the CALD Network Co-Chair, s 22(1)(a)(ii)

The CALD Network Committee is planning to run a series of CALD Listening Circles (more info in the email below) in DISR.

As part of this process, we found that most departments including DISR do not have staff skilled in cross-cultural facilitation and have relied on consultants to bridge the gap.

As part of this process, we are planning to avail this training: https://www.alphacrane.com.au/AC06-listening-circles. s 22(1)(a)(ii) has extensive public sector experience in running listening circles for the APSC, PM&C and DCCEEW and provided input to the APS CALD Employment Strategy to 2030.

I would really appreciate if you could share these details with staff in the Division who you think may be a good fit for this training.

Criteria for participation:

- APS6 or above
- confidence and willingness to facilitate listening circles
- emotional sensitivity and maturity
- intercultural awareness and openness to facilitate an informal session in the future (can be for any diversity group, not necessarily CALD).

There will be two sessions:

- The first coaching session will be to gain skills in the process of running listening circles for diverse audiences. Tentative dates are 26 or 27 March, 12pm onwards for 90 mins (likely 12 – 1:30pm).
- The second session will help participants gain skills in intercultural facilitation. Tentative dates are 30 or 31 March, 12pm onwards for 90 mins. This coaching will be capped at 6 participants per session. We may schedule an additional session pending demand and avail an additional session if participants would like to build more confidence.

For those interested in taking up this opportunity and are available on the dates above, please let the CALD Committee know s 22(1)(a)(ii) @industry.gov.au) by 17 March 2026.

Thank you for your consideration.

Kind Regards,

Mary

Mary Jeffries
General Manager
Commercialisation Division | IGP & CRC Policy Branch
Department of Industry, Science and Resources
Ngunnawal Country, 10 Binara Street, GPO Box 2013 Canberra ACT 2601 Australia

P: s 22(1)(a)(ii)

EA: s 22(1)(a)(ii) @industry.gov.au

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OFFICIAL

OFFICIAL

From: s 22(1)(a)(ii) @industry.gov.au>
Sent: Wednesday, 10 December 2025 10:04 AM
Subject: Message from Neal Mason | EOI for Culturally and Linguistically Diverse Listening Circles [SEC=OFFICIAL]

OFFICIAL

Department of Industry, Science and Resources

Deputy Secretary Neal Mason Important information

Message from Deputy Secretary Neal Mason

Colleagues

I would like to invite you all to participate in **Culturally and Linguistically Diverse (CALD) Listening Circles**, which we will be holding in February and March 2026. The Listening Circles will be safe and respectful spaces where you can share lived experiences and ideas.

Your experiences and insights will help:

- inform implementation of the APS CALD Employment Strategy and Action Plan

- build a better understanding of CALD staff experiences
- build cultural literacy across the department
- identify actionable steps for meaningful organisational change.

What is involved?

Participants will attend a 2-hour virtual session with a maximum of 6 participants per group. Sessions will include facilitated and confidential conversations with a clear goal.

Get involved

If you would like to take part in the Listening Circles, or provide input in writing, please submit your expression of interest by online through Qualtrics. You will be asked to provide your name, classification, Branch and Division and to select a preferred date and time.

The EOI process closes at **5:00 pm (AEDT) on Monday 15 January 2026**.

For more information, you can:

- Read the Listening Circles framing document
- Email the CALD Network Committee at CALD@industry.gov.au.

Regards

Neal Mason
Deputy Secretary, Enabling and Business Services

Ngunnawal Country, Industry House, 10 Binara Street (GPO Box 2013) Canberra ACT 2601 Australia
Department of Industry, Science and Resources



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Document Created under Section 17 of the Freedom of Information Act 1982

'Any…aggregate records of attendance for EL2s and above for disability and inclusion training, aggregated by branch'

HR Reporting has identified the following 21 people who have a substantive EL1 Role in Commercialisation Division and who completed at least one day acting as an EL2 between 1 January 2026 and 14 September 2026.

Employee Number	Full Name
s 22(1)(a)(ii)	s 22(1)(a)(ii)

Please find below the requested figures for EL2s and above relating to disability and inclusion training enrolled and completed during the reporting period:

Training Course	EL2s and above	
	Enrolled	Completed
Making Accessible Documents – Delivered by BioText	2	2
SBS Core Inclusion	3	0
SBS Cultural Diversity	1	0
SBS Disability	1	0
SBS First Nations	0	3

SBS Gender Equity	1	0
SBS Generational Diversity	1	0
SBS Inclusive Recruitment	0	0
SBS LGBTI+	1	0
SBS Neurodiversity	0	0
Digital Training – Making Documents Accessible	0	0

Please find below the requested figures for All APS/EL/SES classifications relating to disability and inclusion training enrolled and completed during the reporting period:

Training Course	All Divisions	
	Enrolled	Completed
Making Accessible Documents – Delivered by BioText	2	8
SBS Core Inclusion	9	6
SBS Cultural Diversity	4	4
SBS Disability	12	20
SBS First Nations	11	41
SBS Gender Equity	4	6
SBS Generational Diversity	2	4
SBS Inclusive Recruitment	1	1
SBS LGBTI+	4	6
SBS Neurodiversity	7	6
Digital Training – Making Documents Accessible	22	14

'Aggregate numbers of OHS incidents reported through the department's work health and safety platform, by branch from 1 January 2026 to the date of processing.'

1 incident reported within the time period of 1 January 2026 and 14 September 2026. This incident happened outside the workplace on 31 August 2026.