



Highlights Report

DVSC

Responses:

32 of 33

Response rate:

97%

2026 APS

Employee Census

4 May–5 June

Have
your
say



Highest positive and highest negative questions

Highest positive scoring questions

% Positive

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

I am happy to go the 'extra mile' at work when required	100%
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	100%
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	100%
I believe strongly in the purpose and objectives of my agency	97%
The people in my workgroup value others' individual skills and talents	97%

Highest negative scoring questions

% Negative

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

Barrier to you performing at your best: Too many competing priorities <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	23%
Internal communication within my agency is effective	19%
Barrier to you performing at your best: Administrative processes within my agency <i>[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]</i>	19%
My workgroup has the tools and resources we need to perform well	16%
My supervisor communicates effectively	16%

Agency index scores

	2026 Score	APS Overall	Agency Rank
This table displays the overall index scores for your agency compared to the overall index scores for the APS. The ranks are to assist you to see where your agency sits in comparison to the overall APS index score and the scores of other agencies. E.g. a rank of 1 would indicate the highest score of all participating agencies.			
Employee Engagement Index	86	74	1 of 112
Immediate Supervisor Index	82	77	4 of 112
SES Manager Index	80	69	4 of 112
Communication Index	77	69	3 of 112
Enabling Innovation Index	79	67	1 of 112
Speak Up Culture Index	84	74	3 of 112
Wellbeing Policies and Support Index	89	70	1 of 112

Employee Engagement
Index Score:

86

Difference in %
positive from
**APS
overall**

Difference in %
positive from
**Specialist
agencies**

Difference in %
positive from
**Extra small
sized
agencies**

+12 **+11** **+10**

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	81%	6%	13%	+6	+5	+6
Say	I am proud to work in my agency	91%	9%	0%	+12	+8	+6
Say	I would recommend my agency as a good place to work	88%	9%	3%	+14	+14	+19
Say	I believe strongly in the purpose and objectives of my agency	97%	3%	0%	+10	+6	+4
Stay	I feel a strong personal attachment to my agency	75%	13%	13%	+12	+10	+14
Stay	I feel committed to my agency's goals	94%	6%	0%	+8	+6	+4
Strive	I suggest ideas to improve our way of doing things	94%	3%	3%	+7	+4	+3
Strive	I am happy to go the 'extra mile' at work when required	100%	0%	0%	+11	+10	+11
Strive	I work beyond what is required in my job to help my agency achieve its objectives	71%	29%	0%	-6	-7	-9
Strive	My agency really inspires me to do my best work every day	88%	3%	9%	+24	+22	+19

Key drivers of employee engagement index

			% Positive	Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
Drivers of Employee Engagement	1.	My job gives me opportunities to utilise my skills	84%	+6	+5	+3
	2.	My agency inspires me to come up with new or better ways of doing things	87%	+30	+28	+23
	3.	Change is managed well in my agency	81%	+37	+41	+33
	4.	My SES manager clearly articulates the direction and priorities for our area	75%	+6	+5	+6
Through driver analysis, these questions have been identified as being most strongly associated with employee engagement scores.	5.	The culture in my agency supports people to act with integrity	97%	+18	+17	+17
Develop actions and activities to improve upon these to drive higher levels of performance.	6.	My SES manager communicates effectively	82%	+12	+11	+13

Immediate Supervisor
Index Score:

82

Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
+6	+5	+5

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	84%	10%	6%	+4	+5	+7
My supervisor can deliver difficult advice whilst maintaining relationships	83%	10%	7%	+4	+4	+7
My supervisor invites a range of views, including those different to their own	94%	3%	3%	+11	+10	+11
My supervisor encourages my team to regularly review and improve our work	73%	13%	13%	-9	-8	-8
My supervisor is invested in my development	87%	6%	6%	+10	+9	+10
My supervisor ensures that my workgroup delivers on what we are responsible for	90%	3%	6%	+3	+2	+4

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	74%	16%	10%	-4	-3	-1
My immediate supervisor encourages me	87%	10%	3%	+10	+8	+8
My supervisor actively ensures that everyone can be included in workplace activities	87%	7%	7%	+3	+3	+3
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	84%	13%	3%	+3	+3	+2

SES Manager
Index Score:

80

Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
+11	+9	+8

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%	14%	11%	+6	+5	+6
My SES manager presents convincing arguments and persuades others towards an outcome	79%	18%	4%	+17	+13	+10
My SES manager promotes cooperation within and between agencies	82%	14%	4%	+14	+12	+5
My SES manager encourages innovation and creativity	82%	11%	7%	+16	+14	+8
My SES manager creates an environment that enables us to deliver our best	89%	7%	4%	+24	+22	+21
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	86%	14%	0%	+11	+8	+5

Other similar questions

In my agency, the SES work as a team	97%	3%	0%	+41	+45	+35
In my agency, the SES clearly articulate the direction and priorities for our agency	97%	0%	3%	+33	+36	+29
My SES manager routinely promotes the use of data and evidence to deliver outcomes	89%	7%	4%	+21	+18	+14

Communication

Communication
Index Score:

77

Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
+8	+8	+8

Communication

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

	% Positive	% Neutral	% Negative			
My supervisor communicates effectively	71%	13%	16%	-10	-9	-5
My SES manager communicates effectively	82%	11%	7%	+12	+11	+13
Internal communication within my agency is effective	71%	10%	19%	+12	+15	+12

Change

Change

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

	% Positive	% Neutral	% Negative	Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
When changes occur, the impacts are communicated well within my workgroup	81%	9%	9%	+16	+16	+16
Staff are consulted about change at work	87%	10%	3%	+38	+41	+36
Change is managed well in my agency	81%	13%	6%	+37	+41	+33

Enabling innovation

Enabling Innovation
Index Score:

79

Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
+12	+11	+9

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	100%	0%	0%	+17	+14	+12
My immediate supervisor encourages me to come up with new or better ways of doing things	87%	6%	6%	+11	+8	+7
People are recognised for coming up with new and innovative ways of working	81%	6%	13%	+18	+16	+13
My agency inspires me to come up with new or better ways of doing things	87%	3%	10%	+30	+28	+23
My agency recognises and supports the notion that failure is a part of innovation	68%	23%	10%	+17	+19	+16

Speak Up Culture
Index Score:

84

Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
+11	+8	+8

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	97%	0%	3%	+14	+11	+11
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	100%	0%	0%	+12	+10	+11
The people in my workgroup are able to bring up problems and tough issues	88%	6%	6%	+9	+7	+7
If you make a mistake in my workgroup, it tends to be held against you <i>[Reverse scored: % Positive score represents those who responded Disagree or Strongly disagree]</i>	81%	13%	6%	+14	+7	+8

Wellbeing Policies and Support Index Score:

89

Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
+19	+18	+16

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	97%	3%	0%	+26	+24	+24
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	97%	0%	3%	+29	+26	+25
My agency does a good job of promoting health and wellbeing	97%	3%	0%	+29	+28	+26
I think my agency cares about my health and wellbeing	97%	3%	0%	+32	+28	+23
I believe my immediate supervisor cares about my health and wellbeing	93%	7%	0%	+7	+5	+6

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	83%	13%	3%	+8	+7	+6
I receive the respect I deserve from my colleagues at work	90%	10%	0%	+10	+9	+11
My agency supports and actively promotes an inclusive workplace culture	90%	10%	0%	+8	+9	+9

	%	Difference from APS overall	Difference from Specialist agencies	Difference from Extra small sized agencies
In general, would you say that your health is:				
Excellent	16%	+5	+2	+2
Very good	32%	-2	-4	-4
Good	35%	-2	+1	-1
Fair	13%	-1	+1	+2
Poor	3%	0	0	+1
What best describes your current workload?				
Well above capacity – too much work	6%	-11	-12	-14
Slightly above capacity – lots of work to do	61%	+22	+20	+18
At capacity – about the right amount of work to do	19%	-17	-14	-12
Slightly below capacity – available for more work	13%	+7	+7	+9
Well below capacity – not enough work	0%	-1	-1	-1

	%	Difference from APS overall	Difference from Specialist agencies	Difference from Extra small sized agencies
How often do you find your work stressful?				
Always	0%	-5	-4	-5
Often	6%	-17	-16	-15
Sometimes	61%	+11	+12	+13
Rarely	32%	+13	+11	+10
Never	0%	-2	-2	-3
To what extent is your work emotionally demanding?				
To a very large extent	3%	-5	-3	-3
To a large extent	13%	-7	-5	-5
Somewhat	52%	+13	+14	+14
To a small extent	29%	+5	+2	+3
To a very small extent	3%	-6	-8	-8
I feel burned out by my work				
Strongly agree	0%	-8	-8	-9
Agree	6%	-16	-14	-11
Neither agree nor disagree	29%	-3	-1	+1
Disagree	48%	+19	+16	+14
Strongly disagree	16%	+9	+7	+5

				Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
	% Positive	% Neutral	% Negative			
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	91%	3%	6%	+4	+2	+3

	%	Difference from APS overall	Difference from Specialist agencies	Difference from Extra small sized agencies
Do you currently access any of the following flexible working arrangements? [Multiple Response]				
Part-time	13%	0	0	-1
Flexible hours of work	22%	-9	-14	-10
Compressed work week	0%	-7	-5	-6
Job sharing	0%	0	0	0
Working away from the office/working from home	84%	+14	+8	+8
None of the above	6%	-11	-8	-5
Working away from the office				
All of the time	0%	-8	-7	-9
Some of the time as a regular arrangement	72%	+19	+15	+19
Only on an irregular basis	13%	+4	0	-2
None of the time	16%	-14	-8	-8
Did not disclose their arrangement	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

				Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
	% Positive	% Neutral	% Negative			
I am supported to use my expertise to provide frank and fearless advice	87%	6%	6%	+19	+19	+16
The people in my workgroup demonstrate stewardship	91%	6%	3%	+14	+11	+11
The culture in my agency supports people to act with integrity	97%	3%	0%	+18	+17	+17
I believe strongly in the purpose and objectives of the APS	90%	10%	0%	+3	+3	+4
I feel a strong personal attachment to the APS	71%	13%	16%	+4	+9	+11
My workgroup considers the people and businesses affected by what we do	97%	3%	0%	+13	+10	+9

Job satisfaction

				Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
	% Positive	% Neutral	% Negative			
I am satisfied with the recognition I receive for doing a good job	78%	6%	16%	+12	+9	+8
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	81%	6%	13%	+20	+18	+11
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	81%	16%	3%	-2	-3	-3
I am satisfied with the stability and security of my job	84%	9%	6%	+2	+6	+8

Role clarity and autonomy

				Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
	% Positive	% Neutral	% Negative			
I understand how my role contributes to achieving an outcome for the Australian public	97%	3%	0%	+5	+4	+4
I am clear what my duties and responsibilities are	71%	23%	6%	-12	-11	-9
I have a choice in deciding how I do my work	81%	19%	0%	+14	+5	+4
Where appropriate, I am able to take part in decisions that affect my job	78%	16%	6%	+9	+6	+4

	%	Difference from APS overall	Difference from Specialist agencies	Difference from Extra small sized agencies
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In the last month, please rate your workgroup's overall performance

Excellent	29%	+4	+2	0
Very good	58%	+2	+3	+3
Average	10%	-7	-6	-4
Below average	3%	+1	+1	+1
Well below average	0%	-1	-1	0

				Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
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	% Positive	% Neutral	% Negative			
My workgroup has the appropriate skills, capabilities and knowledge to perform well	84%	6%	10%	+6	+4	+5
My workgroup has the tools and resources we need to perform well	58%	26%	16%	+1	+4	+3
The people in my workgroup use time and resources efficiently	78%	9%	13%	+5	+3	+3
My job gives me opportunities to utilise my skills	84%	6%	9%	+6	+5	+3
During the last 12 months, the formal learning I have accessed has improved my performance	82%	14%	5%	+25	+27	+24

	%	Difference from APS overall	Difference from Specialist agencies	Difference from Extra small sized agencies
Which of the following statements best reflects your thoughts about working in your current position?				
I want to leave my position as soon as possible	0%	-9	-8	-10
I want to leave my position within the next 12 months	13%	-8	-7	-9
I want to stay working in my position for the next one to two years	55%	+17	+14	+12
I want to stay working in my position for at least the next three years	32%	0	+2	+7
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.			

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

Unacceptable behaviour - discrimination

	%	Difference from APS overall	Difference from Specialist agencies	Difference from Extra small sized agencies	
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.	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	6%	-2	0	+1
	No	94%	+2	0	-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

	%	Difference from APS overall	Difference from Specialist agencies	Difference from Extra small sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?				
Yes	0%	-10	-9	-10
Not sure	10%	+5	+6	+5
No	90%	+4	+3	+5
Did you report the bullying or harassment?				
I reported the behaviour in accordance with my agency's policies and procedures	<i>Data hidden to preserve privacy.</i>			
It was reported by someone else	<i>Data hidden to preserve privacy.</i>			
I did not report the behaviour	<i>Data hidden to preserve privacy.</i>			

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

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

Unacceptable behaviour - corruption

Employees who perceived corruption in the last 12 months were asked what type of conduct they witnessed and if they reported it.

During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?

	%	Difference from APS overall	Difference from Specialist agencies	Difference from Extra small sized agencies
Yes	0%	-2	-2	-2
Prefer not to answer	0%	-2	-2	-2
No	97%	+5	+5	+5
Not sure	3%	-1	-1	0

Which of the following reflects the conduct you witnessed? [Multiple Response]

Abuse of office	Data hidden to preserve privacy.
Misuse of information or documents	Data hidden to preserve privacy.
A breach of public trust	Data hidden to preserve privacy.
Adversely affecting the honesty or impartiality of a public official	Data hidden to preserve privacy.

Did you report the conduct?

I reported the behaviour in accordance with my agency's policies and procedures	Data hidden to preserve privacy.
It was reported by someone else	Data hidden to preserve privacy.
I did not report the behaviour	Data hidden to preserve privacy.

				Difference in % positive from APS overall	Difference in % positive from Specialist agencies	Difference in % positive from Extra small sized agencies
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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			
I am confident my agency will act on the results of this survey	90%	7%	3%	+43	+42	+26

Use this page to start your local action plans

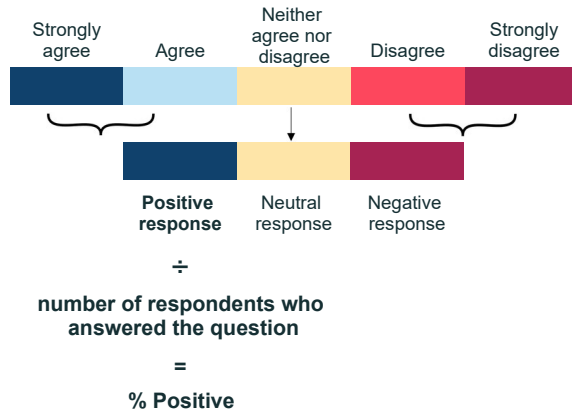
Identify areas to celebrate, areas which you need to investigate further and opportunities for improvement. Prioritise 3 areas to take forward.

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

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

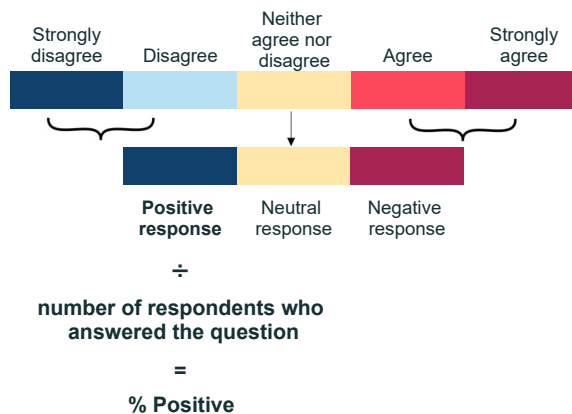
% Positive Score calculation

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



Reverse Scored questions

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



Calculation of index scores

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

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

Rounding

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

Anonymity

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