Australian Government
Australian Public Service Commission

Highlights Report

DHA

Responses:
522 of 632

Response rate:
83%



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 understand how my role contributes to achieving an outcome for the Australian public	90%
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	89%
My supervisor ensures that my workgroup delivers on what we are responsible for	88%
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	88%
I am happy to go the 'extra mile' at work when required	88%

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

Highest negative scoring questions	% Negative
Barrier to you performing at your best: The technology within my agency *[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]*	37%
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]*	36%
Barrier to you performing at your best: Administrative processes within my agency *[Reverse scored: % Negative score represents those who responded this is a barrier to a great or very great extent]*	33%
I am expected to do too many different tasks in too little time *[Reverse scored: % Negative score represents those who responded Often or Always]*	33%
I feel burned out by my work *[Reverse scored: % Negative score represents those who responded Agree or Strongly agree]*	31%

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**
In my agency, the SES clearly articulate the direction and priorities for our agency	68%	+14
In my agency, the SES work as a team	59%	+12
People are recognised for coming up with new and innovative ways of working	64%	+11
My SES manager clearly articulates the direction and priorities for our area	69%	+10
My SES manager communicates effectively	66%	+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**
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	63%	-6
My agency does a good job of promoting health and wellbeing	59%	-5
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	56%	-4
I believe strongly in the purpose and objectives of the APS	82%	-4
Relationships at work are strained *[Reverse scored: % Positive score represents those who responded Rarely or Never]*	54%	-3

Agency index scores

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.

	2026 Score	APS Overall	Agency Rank
Employee Engagement Index	73	74	**74** of 112
Immediate Supervisor Index	77	77	**62** of 112
SES Manager Index	68	69	**74** of 112
Communication Index	68	69	**52** of 112
Enabling Innovation Index	68	67	**55** of 112
Speak Up Culture Index	73	74	**88** of 112
Wellbeing Policies and Support Index	68	70	**85** of 112

Employee Engagement Index Score:	73	Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Smaller operational agencies	Difference in % positive from Medium sized agencies
		0	-1	-1	-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	75%	15%	11%	+1	0	+1	+1
Say	I am proud to work in my agency	77%	18%	5%	0	-2	+1	-3
Say	I would recommend my agency as a good place to work	73%	17%	9%	0	0	+1	+1
Say	I believe strongly in the purpose and objectives of my agency	87%	11%	2%	+2	0	0	-2
Stay	I feel a strong personal attachment to my agency	62%	27%	11%	0	-1	+3	-1
Stay	I feel committed to my agency's goals	83%	14%	3%	-2	-2	-2	-3
Strive	I suggest ideas to improve our way of doing things	88%	10%	2%	+2	+1	0	-2
Strive	I am happy to go the 'extra mile' at work when required	88%	8%	4%	-1	-1	-1	-1
Strive	I work beyond what is required in my job to help my agency achieve its objectives	79%	18%	3%	+1	+2	+1	+2
Strive	My agency really inspires me to do my best work every day	62%	26%	11%	+3	-1	-1	-2

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 **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
1.	My job gives me opportunities to utilise my skills	77%	-2	-1	+1	-2
2.	I am supported to use my expertise to provide frank and fearless advice	68%	0	0	+1	+1
3.	My agency inspires me to come up with new or better ways of doing things	63%	+6	+5	+5	+4
4.	I think my agency cares about my health and wellbeing	62%	-1	-3	-6	-6
5.	The culture in my agency supports people to act with integrity	75%	0	-4	-2	-2
6.	I feel I have the same opportunities as anyone else of my ability or experience	64%	-3	-2	-4	-3

Leadership - immediate supervisor

Immediate Supervisor Index Score:	77	Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Smaller operational agencies	Difference in % positive from Medium sized agencies
		0	0	0	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%	14%	6%	-3	+1	+1	+1
My supervisor can deliver difficult advice whilst maintaining relationships	80%	13%	8%	-3	+1	+1	+1
My supervisor invites a range of views, including those different to their own	83%	10%	7%	0	+1	+1	0
My supervisor encourages my team to regularly review and improve our work	84%	10%	6%	0	+2	+2	+3
My supervisor is invested in my development	79%	12%	8%	+1	+2	+1	+2
My supervisor ensures that my workgroup delivers on what we are responsible for	88%	8%	4%	0	+1	+1	+1

Other similar questions

My supervisor provides me with helpful feedback to improve my performance	80%	12%	8%	-2	+1	+1	+3
My immediate supervisor encourages me	78%	15%	7%	-2	+1	0	0
My supervisor actively ensures that everyone can be included in workplace activities	83%	11%	6%	-1	-1	0	0
My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	81%	13%	6%	-2	0	0	0

Leadership - SES manager

SES Manager Index Score: **68**

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 **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
				+5	**-1**	**-1**	**-3**
My SES manager clearly articulates the direction and priorities for our area	**69%**	**21%**	**11%**	+10	-1	0	-1
My SES manager presents convincing arguments and persuades others towards an outcome	**59%**	**31%**	**10%**	+9	-3	-1	-6
My SES manager promotes cooperation within and between agencies	**64%**	**27%**	**9%**	+9	-4	-3	-7
My SES manager encourages innovation and creativity	**67%**	**24%**	**9%**	+9	0	+1	-2
My SES manager creates an environment that enables us to deliver our best	**63%**	**24%**	**13%**	+9	-3	-1	-4
My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	**71%**	**22%**	**7%**	+6	-3	-2	-6

Other similar questions

In my agency, the SES work as a team	**59%**	**28%**	**14%**	+12	+3	+6	+8
In my agency, the SES clearly articulate the direction and priorities for our agency	**68%**	**21%**	**10%**	+14	+4	+7	+7
My SES manager routinely promotes the use of data and evidence to deliver outcomes	**67%**	**25%**	**8%**	+10	-1	0	-3

Communication

Communication Index Score: **68**

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Smaller operational agencies	Difference in % positive from Medium sized agencies
				+4	**0**	**0**	**0**
My supervisor communicates effectively	83%	9%	8%	+1	+2	+2	+3
My SES manager communicates effectively	66%	22%	13%	+10	-4	-3	-5
Internal communication within my agency is effective	56%	26%	18%	+9	-3	+1	+2

Communication

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

Change

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Smaller operational agencies	Difference in % positive from Medium sized agencies
When changes occur, the impacts are communicated well within my workgroup	62%	21%	17%	+4	-3	-3	-3
Staff are consulted about change at work	44%	38%	19%	+7	-5	-5	-3
Change is managed well in my agency	42%	32%	26%	+6	-1	+1	+3

Change

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

Enabling innovation

Enabling Innovation Index Score:	68			Difference in % positive from **2025**	Difference in % positive from **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
				+3	**0**	**0**	**0**

Enabling Innovation

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

	% Positive	% Neutral	% Negative				
I believe that one of my responsibilities is to continually look for new ways to improve the way we work	**79%**	**15%**	**6%**	0	-4	-3	-7
My immediate supervisor encourages me to come up with new or better ways of doing things	**76%**	**16%**	**9%**	-3	-1	-1	-3
People are recognised for coming up with new and innovative ways of working	**64%**	**22%**	**14%**	+11	+1	+2	0
My agency inspires me to come up with new or better ways of doing things	**63%**	**26%**	**12%**	+6	+5	+5	+4
My agency recognises and supports the notion that failure is a part of innovation	**51%**	**35%**	**14%**	+2	+1	+2	+2

Speak up culture

Speak Up Culture Index Score: **73**

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 **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
				-	**-1**	**-2**	**-2**
The people in my workgroup value others' individual skills and talents	**81%**	**13%**	**6%**	+4	-2	-2	-3
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	**88%**	**8%**	**4%**	0	0	0	0
The people in my workgroup are able to bring up problems and tough issues	**80%**	**11%**	**9%**	+1	+1	0	0
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%**	**18%**	**14%**	+1	+1	-1	-3

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 **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
				-1	**-3**	**-4**	**-4**
I am satisfied with the policies/practices in place to help me manage my health and wellbeing	**66%**	**24%**	**11%**	-2	-5	-5	-5
My agency does a good job of communicating what it can offer me in terms of health and wellbeing	**56%**	**30%**	**14%**	-4	-12	-13	-13
My agency does a good job of promoting health and wellbeing	**59%**	**27%**	**14%**	-5	-9	-10	-9
I think my agency cares about my health and wellbeing	**62%**	**26%**	**13%**	-1	-3	-6	-6
I believe my immediate supervisor cares about my health and wellbeing	**86%**	**8%**	**5%**	-1	0	-1	-2

Other similar questions

If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	**78%**	**10%**	**12%**	+1	+2	+1	+1
I receive the respect I deserve from my colleagues at work	**78%**	**17%**	**5%**	0	-2	-1	-1
My agency supports and actively promotes an inclusive workplace culture	**81%**	**13%**	**6%**	-2	-1	-1	0

Wellbeing

	%	Difference from **2025**	Difference from **APS overall**	Difference from **Smaller operational agencies**	Difference from **Medium sized agencies**
In general, would you say that your health is:					
Excellent	**11%**	-	-1	-2	-1
Very good	**32%**	-	-2	-3	-4
Good	**38%**	-	+1	+3	+3
Fair	**15%**	-	+1	+2	+2
Poor	**3%**	-	0	0	0
What best describes your current workload?					
Well above capacity – too much work	**17%**	-	-1	-2	-3
Slightly above capacity – lots of work to do	**43%**	-	+4	+4	+2
At capacity – about the right amount of work to do	**36%**	-	0	+1	+4
Slightly below capacity – available for more work	**4%**	-	-2	-2	-2
Well below capacity – not enough work	**0%**	-	-1	-1	-1

	%	Difference from 2025	Difference from APS overall	Difference from Smaller operational agencies	Difference from Medium sized agencies
How often do you find your work stressful?					
Always	**6%**	-	+1	+1	+2
Often	**22%**	-	-1	-1	-1
Sometimes	**53%**	-	+3	+4	+3
Rarely	**17%**	-	-2	-3	-3
Never	**1%**	-	-1	-1	-1
To what extent is your work emotionally demanding?					
To a very large extent	**9%**	-	+1	+1	+2
To a large extent	**20%**	-	0	+2	+2
Somewhat	**40%**	-	+2	+2	+2
To a small extent	**22%**	-	-2	-2	-3
To a very small extent	**8%**	-	-1	-3	-3
I feel burned out by my work					
Strongly agree	**10%**	-	+1	+1	+1
Agree	**21%**	-	-1	+1	0
Neither agree nor disagree	**34%**	-	+2	+3	+3
Disagree	**28%**	-	-1	-2	-2
Strongly disagree	**7%**	-	-1	-2	-2

Flexible work

	% Positive	% Neutral	% Negative	Difference in % positive from 2025	Difference in % positive from APS overall	Difference in % positive from Smaller operational agencies	Difference in % positive from Medium sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	89%	7%	5%	+1	+3	-1	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.

	%	Difference from 2025	Difference from APS overall	Difference from Smaller operational agencies	Difference from Medium sized agencies
Do you currently access any of the following flexible working arrangements? [Multiple Response]					
Part-time	10%	-	-3	-1	-1
Flexible hours of work	28%	-	-3	0	-4
Compressed work week	13%	-	+6	+5	+6
Job sharing	1%	-	0	0	0
Working away from the office/working from home	77%	-	+7	-2	+4
None of the above	11%	-	-6	0	-4
Working away from the office					
All of the time	9%	-	+1	-6	-2
Some of the time as a regular arrangement	59%	-	+6	+2	+7
Only on an irregular basis	8%	-	0	+2	-2
None of the time	23%	-	-7	+2	-4
Did not disclose their arrangement	1%	-	0	0	0

Work environment

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
I am supported to use my expertise to provide frank and fearless advice	**68%**	**20%**	**13%**	0	0	+1	+1
The people in my workgroup demonstrate stewardship	**75%**	**19%**	**6%**	+1	-2	-1	-4
The culture in my agency supports people to act with integrity	**75%**	**15%**	**9%**	0	-4	-2	-2
I believe strongly in the purpose and objectives of the APS	**82%**	**17%**	**1%**	-4	-6	-6	-5
I feel a strong personal attachment to the APS	**62%**	**31%**	**7%**	-2	-5	-4	0
My workgroup considers the people and businesses affected by what we do	**83%**	**13%**	**4%**	+4	-1	-2	-3

Job satisfaction

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
I am satisfied with the recognition I receive for doing a good job	62%	18%	20%	+1	-4	-5	-6
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	63%	18%	18%	-6	+2	-1	-2
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	86%	9%	5%	-2	+3	0	+1
I am satisfied with the stability and security of my job	82%	12%	6%	+2	0	+2	+2

Role clarity and autonomy

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
I understand how my role contributes to achieving an outcome for the Australian public	90%	8%	2%	-2	-1	0	-1
I am clear what my duties and responsibilities are	83%	14%	2%	+1	0	-1	+2
I have a choice in deciding how I do my work	63%	24%	13%	0	-4	-8	-11
Where appropriate, I am able to take part in decisions that affect my job	69%	16%	15%	+3	0	-1	-2

	%	Difference from **2025**	Difference from **APS overall**	Difference from **Smaller operational agencies**	Difference from **Medium sized agencies**
In the last month, please rate your workgroup's overall performance					
Excellent	**21%**	-	-3	-4	-4
Very good	**59%**	-	+3	+4	+4
Average	**17%**	-	0	+1	+1
Below average	**2%**	-	0	-1	0
Well below average	**1%**	-	0	0	0

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
My workgroup has the appropriate skills, capabilities and knowledge to perform well	**78%**	**13%**	**9%**	+1	0	-1	-1
My workgroup has the tools and resources we need to perform well	**52%**	**20%**	**28%**	-1	-5	-2	+1
The people in my workgroup use time and resources efficiently	**71%**	**19%**	**9%**	+3	-2	-1	-3
My job gives me opportunities to utilise my skills	**77%**	**14%**	**9%**	-2	-1	+1	-2
During the last 12 months, the formal learning I have accessed has improved my performance	**49%**	**36%**	**16%**	-1	-8	-7	-7

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 APS overall	Difference from Smaller operational agencies	Difference from Medium sized agencies
Which of the following statements best reflects your thoughts about working in your current position?					
I want to leave my position as soon as possible	6%	-	-3	-1	-2
I want to leave my position within the next 12 months	15%	-	-6	-6	-6
I want to stay working in my position for the next one to two years	36%	-	-2	-3	-5
I want to stay working in my position for at least the next three years	43%	-	+10	+10	+12
What best describes your plans involved with leaving your current position?					
I am planning to retire	5%	-	0	+3	+1
I am pursuing another position within my agency	30%	-	-14	0	+3
I am pursuing a position in another agency	26%	-	+2	-10	-12
I am pursuing work outside the Commonwealth public sector	18%	-	+8	+4	+5
It is the end of my non-ongoing, casual or contracted employment	1%	-	-1	-2	-2
Other	20%	-	+5	+4	+4
What is the primary reason behind your desire to leave your current position? (5 highest responses):					
I wish to pursue a promotion opportunity	16%	-	-	-	-
I am not satisfied with the work	12%	-	-	-	-
There are a lack of future career opportunities in my agency	12%	-	-	-	-
I have achieved all I can in my current position	11%	-	-	-	-
I want to try a different type of work or I'm seeking a career change	8%	-	-	-	-

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 **APS overall**	Difference from **Smaller operational agencies**	Difference from **Medium sized agencies**
During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?					
Yes	**6%**	-	-2	-1	0
No	**94%**	-	+2	+1	0
Did this discrimination occur in your current agency?					
Yes	**100%**	-	+5	+5	+5
No	**0%**	-	-5	-5	-5
The discrimination came from: [Multiple Response]					
Within my agency	**100%**	-	+7	+8	+8
Another agency	**3%**	-	0	-1	-2
A customer, stakeholder or member of the public	**0%**	-	-9	-10	-8
Other	**0%**	-	-3	-3	-3
Did you report the discrimination?					
I reported the discrimination in accordance with my agency's policies and procedures	**35%**	-	+15	+8	+11
It was reported by someone else	**0%**	-	-4	-6	-3
I did not report the discrimination	**65%**	-	-11	-2	-8

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 **APS overall**	Difference from **Smaller operational agencies**	Difference from **Medium sized agencies**
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?					
Yes	**9%**	-	-1	0	0
Not sure	**5%**	-	0	0	0
No	**86%**	-	0	0	0
Types of bullying or harassment experienced (3 highest responses):					
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)	**44%**	-	-	-	-
Deliberate exclusion from work-related activities	**31%**	-	-	-	-
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	**27%**	-	-	-	-
Did you report the bullying or harassment?					
I reported the behaviour in accordance with my agency's policies and procedures	**41%**	-	+2	-3	+1
It was reported by someone else	**15%**	-	+9	+6	+8
I did not report the behaviour	**43%**	-	-11	-2	-9

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.

	%	Difference from **2025**	Difference from **APS overall**	Difference from **Smaller operational agencies**	Difference from **Medium sized agencies**
During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?					
Yes	**2%**	-	-1	-1	-1
Prefer not to answer	**2%**	-	0	-1	0
No	**94%**	-	+2	+2	+2
Not sure	**3%**	-	-1	-1	-1
Which of the following reflects the conduct you witnessed? [Multiple Response]					
Abuse of office	*Data hidden to preserve privacy.*				
Misuse of information or documents	*Data hidden to preserve privacy.*				
A breach of public trust	*Data hidden to preserve privacy.*				
Adversely affecting the honesty or impartiality of a public official	*Data hidden to preserve privacy.*				
Did you report the conduct?					
I reported the behaviour in accordance with my agency's policies and procedures	*Data hidden to preserve privacy.*				
It was reported by someone else	*Data hidden to preserve privacy.*				
I did not report the behaviour	*Data hidden to preserve privacy.*				

Demographics

How do you describe your gender?	Responses
Man or male	29%
Woman or female	66%
Non-binary	0%
I use a different term	0%
Prefer not to say	5%

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	9%
No	91%

Do you have carer responsibilities?	Responses
Yes	44%
No	56%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	5%
No	95%

Do you identify as culturally or linguistically diverse?	Responses
Yes	20%
No	80%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	79%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	9%
North-West European (excluding Anglo-European)	2%
Southern and Eastern European	4%
South-East Asian	7%
North-East Asian	2%
Southern and Central Asian	2%
North American	1%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	14%
No	72%
Maybe	9%
I am unsure what neurodivergent means	5%

DHA - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**
DHA recognises employee effort and contribution to the organisation effectively	53%	25%	22%	+2
In DHA, workgroups readily seek advice and share information with others	53%	27%	20%	+1
Overall, DHA's culture is heading in the right direction	61%	23%	16%	+2
Decisions being made by managers are adequately communicated	58%	25%	17%	-1
Senior Leaders engage with employees in making decisions that directly impact us	49%	28%	23%	+8
Senior Leaders demonstrate accountability for the performance of their teams	51%	32%	17%	-
I feel confident that my feedback will be heard and considered by the Senior Leaders at DHA	47%	32%	20%	+6
All staff communication (DHAsi articles, all staff emails, all-staff events, exterity screens) keeps me well informed about important DHA activities and priorities	73%	20%	7%	-
Managers in my business area are invested in improving people’s experience of change	63%	25%	12%	-
Environment, Social & Governance considerations are included in organisational decision making	53%	37%	10%	-

DHA - agency specific questions

	% Positive	% Neutral	% Negative	Difference in % positive from **2025**
I understand the record keeping responsibilities required for my role	**89**%	**9**%	**2**%	-

Taking action on census results

		% Positive	% Neutral	% Negative	Difference in % positive from **2025**	Difference in % positive from **APS overall**	Difference in % positive from **Smaller operational agencies**	Difference in % positive from **Medium sized agencies**
Taking action on Census results	I am confident my agency will act on the results of this survey	**44**%	**31**%	**25**%	-	-3	-6	-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.

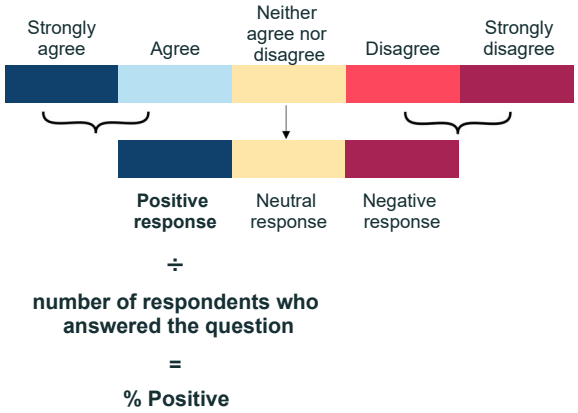
Celebrate	Investigate further with our teams	Opportunities
What things do we do well?	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
Think about how we can build on our strengths and learn from what we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

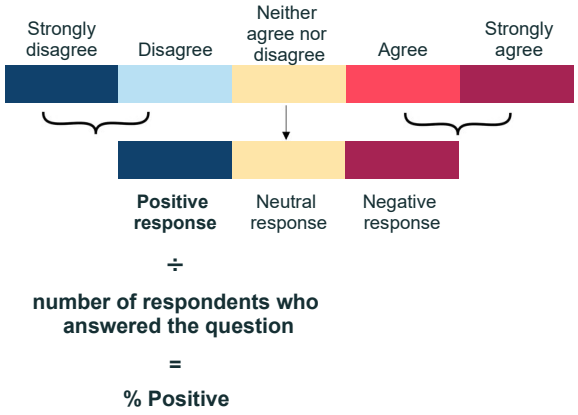
% Positive Score calculation

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.