

2025 APS Employee Census

5 May - 6 June

Highlights Report

CASA

Responses:

710 of 853

Response rate:

83%



Exploring your results



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



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



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



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



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

Employee Engagement: Say, Stay, Strive



Employee Engagement

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

Your Employee Engagement Index score				73	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
							+2	-3	-4	-4
Say	Overall, I am satisfied with my job	71	16	13	71%	+4	-5⬇	-5⬇	-5⬇	
	I am proud to work in my agency	74	20		74%	+3	-7⬇	-8⬇	-8⬇	
	I would recommend my agency as a good place to work	65	22	13	65%	+7⬆	-11⬇	-12⬇	-10⬇	
	I believe strongly in the purpose and objectives of my agency	87	10		87%	+2	-2	-5⬇	-4	
Stay	I feel a strong personal attachment to my agency	61	26	12	61%	0	-3	-4	-4	
	I feel committed to my agency's goals	83	13		83%	+1	-5⬇	-7⬇	-6⬇	
Strive	I suggest ideas to improve our way of doing things	88	9		88%	-3	+1	0	-1	
	I am happy to go the 'extra mile' at work when required	89			89%	-1	-1	-1	-2	
	I work beyond what is required in my job to help my agency achieve its objectives	83	14		83%	0	+4	+7⬆	+5⬆	
	My agency really inspires me to do my best work every day	49	32	19	49%	+9⬆	-18⬇	-20⬇	-19⬇	

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Leadership - Immediate Supervisor



Immediate Supervisor

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

Your Immediate Supervisor Index score		75			Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	77	15	8	77%		+2	-3	-3	-3
	My supervisor can deliver difficult advice whilst maintaining relationships	77	15	8	77%		0	-3	-3	-2
	My supervisor invites a range of views, including those different to their own	80	12	7	80%		+2	-2	-4	-3
	My supervisor encourages my team to regularly review and improve our work	78	15	7	78%		-1	-5⬇️	-5⬇️	-4
	My supervisor is invested in my development	72	18	10	72%		0	-6⬇️	-5⬇️	-5⬇️
	My supervisor ensures that my workgroup delivers on what we are responsible for	87	8		87%		+4	-1	-2	-1
Other similar questions										
	My supervisor provides me with helpful feedback to improve my performance	75	16	9	75%		+3	-4	-3	-2
	My immediate supervisor encourages me	72	19	8	72%		+3	-5⬇️	-7⬇️	-6⬇️
	My supervisor actively ensures that everyone can be included in workplace activities	81	12	7	81%		+3	-4	-3	-3
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	76	16	8	76%		+2	-5⬇️	-6⬇️	-5⬇️
Key		At least 5 percentage points greater than comparator			At least 5 percentage points less than comparator			Positive Neutral Negative		

Leadership - SES Manager



SES Manager

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

Your SES Manager Index score	67	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
				+3	-4	-5↓	-5↓

SES Manager	My SES manager clearly articulates the direction and priorities for our area	65	20	15	65%	+8↑	-6↓	-7↓	-7↓
	My SES manager presents convincing arguments and persuades others towards an outcome	59	26	15	59%	+5↑	-4	-7↓	-6↓
	My SES manager promotes cooperation within and between agencies	64	27	10	64%	+6↑	-6↓	-8↓	-8↓
	My SES manager encourages innovation and creativity	60	25	15	60%	+6↑	-8↓	-10↓	-9↓
	My SES manager creates an environment that enables us to deliver our best	61	22	17	61%	+9↑	-6↓	-7↓	-7↓
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	70	21	10	70%	+8↑	-6↓	-9↓	-9↓

Other similar questions

	In my agency, the SES work as a team	46	32	23	46%	+7↑	-13↓	-10↓	-10↓
	In my agency, the SES clearly articulate the direction and priorities for our agency	52	25	22	52%	+10↑	-14↓	-14↓	-13↓
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	66	24	10	66%	+9↑	-3	-5↓	-5↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Communication and change



Communication

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

Change

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

Your Communication Index score	65	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
				+3	-5 ↓	-5 ↓	-4

Communication	My supervisor communicates effectively	79	11	10	79%	+3	-2	-2	-1
	My SES manager communicates effectively	65	18	17	65%	+6 ↑	-6 ↓	-8 ↓	-7 ↓
	Internal communication within my agency is effective	47	27	26	47%	+6 ↑	-15 ↓	-14 ↓	-11 ↓

Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	61	19	20	61%	+1	-6 ↓	-6 ↓	-5 ↓
	Staff are consulted about change at work	42	36	22	42%	+4	-10 ↓	-10 ↓	-7 ↓
	Change is managed well in my agency	30	29	41	30%	+7 ↑	-18 ↓	-16 ↓	-14 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Enabling Innovation



Enabling Innovation

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

Your Enabling Innovation Index score		64		Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
						+4	-4	-4	-4
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	80		14	80%	+4	-3	-3	-4
	My immediate supervisor encourages me to come up with new or better ways of doing things	73		18	73%	+5 ↑	-3	-4	-4
	People are recognised for coming up with new and innovative ways of working	55		28	55%	+10 ↑	-9 ↓	-10 ↓	-7 ↓
	My agency inspires me to come up with new or better ways of doing things	48		32	48%	+12 ↑	-11 ↓	-10 ↓	-11 ↓
	My agency recognises and supports the notion that failure is a part of innovation	37		42	37%	+11 ↑	-14 ↓	-13 ↓	-12 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing Policies and Support



Wellbeing

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

+	Your Wellbeing Policies and Support Index score	67	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
					+1	-5 ↓	-7 ↓	-5 ↓

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	64	23	13	64%	+3	-9 ↓	-12 ↓	-8 ↓
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	62	24	14	62%	+3	-9 ↓	-13 ↓	-9 ↓
	My agency does a good job of promoting health and wellbeing	58	28	14	58%	0	-13 ↓	-16 ↓	-13 ↓
	I think my agency cares about my health and wellbeing	61	23	16	61%	+6 ↑	-8 ↓	-13 ↓	-10 ↓
	I believe my immediate supervisor cares about my health and wellbeing	87		8	87%	+2	0	-2	-1

Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	72	14	14	72%	+4	-5 ↓	-5 ↓	-5 ↓
	I receive the respect I deserve from my colleagues at work	75	20		75%	+1	-7 ↓	-7 ↓	-6 ↓
	My agency supports and actively promotes an inclusive workplace culture	76	15	8	76%	+4	-7 ↓	-8 ↓	-6 ↓

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Wellbeing

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
In general, would you say that your health is:						
Excellent		10%	0	-2	-2	-2
Very good		35%	+4	0	-3	-2
Good		39%	-3	+2	+3	+3
Fair		13%	-1	0	+1	+1
Poor		3%	0	0	0	0
What best describes your current workload?						
Well above capacity - too much work		21%	-10⬇️	+4	+3	+1
Slightly above capacity - lots of work to do		42%	+2	+2	+2	+2
At capacity - about the right amount of work to do		32%	+7⬆️	-5⬇️	-3	-1
Slightly below capacity - available for more work		4%	0	-2	-2	-2
Well below capacity - not enough work		1%	+1	0	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Wellbeing

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
How often do you find your work stressful?						
Always		4%	-1	0	+1	0
Often		22%	-5⬇️	-1	+1	0
Sometimes		50%	+3	-1	-3	0
Rarely		22%	+3	+2	+1	0
Never		2%	+1	0	0	0
To what extent is your work emotionally demanding?						
To a very large extent		7%	-1	0	+1	+1
To a large extent		20%	-3	+1	+3	+2
Somewhat		39%	+1	0	0	+1
To a small extent		24%	+1	0	-3	-2
To a very small extent		10%	+2	0	-2	-2
I feel burned out by my work						
Strongly agree		7%	-3	0	0	0
Agree		22%	-3	+1	+2	+2
Neither agree nor disagree		33%	+1	+1	+3	+3
Disagree		30%	+3	-1	-4	-3
Strongly disagree		7%	+2	-1	-2	-2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Flexible work



The working away from the office responses present how often employees worked away from the office/worked from home during a usual working week. It includes the responses for all employees, not just those who indicated they accessed working from home as a flexible working arrangement.

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	81	81%	+3	-5	-10	-7
Do you currently access any of the following flexible working arrangements? [Multiple Response]						
Part time		6%	0	-6	-6	-5
Flexible hours of work		23%	+3	-7	-12	-9
Compressed work week		17%	0	+11	+7	+12
Job sharing		0%	0	0	0	0
Working away from the office/working from home		79%	+2	+12	-3	+8
None of the above		11%	0	-9	+3	-6
Working away from the office						
All of the time		3%	0	-4	-10	-7
Some of the time as a regular arrangement		69%	+2	+18	+6	+19
Only on an irregular basis		6%	0	-2	0	-4
None of the time		21%	-2	-12	+3	-8
Did not disclose their arrangement		0%	0	0	0	0

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Working in the APS

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
I am supported to use my expertise to provide frank and fearless advice	61 22 18	61%	+4	-9⬇️	-8⬇️	-8⬇️
The people in my workgroup demonstrate stewardship	74 19 8	74%	0	-3	-5⬇️	-5⬇️
The culture in my agency supports people to act with integrity	64 22 15	64%	+4	-17⬇️	-18⬇️	-17⬇️
I believe strongly in the purpose and objectives of the APS	75 21 4	75%	+5⬆️	-14⬇️	-15⬇️	-13⬇️
I feel a strong personal attachment to the APS	50 35 15	50%	+8⬆️	-19⬇️	-17⬇️	-15⬇️
My workgroup considers the people and businesses affected by what we do	81 13 6	81%	-3	-4	-7⬇️	-5⬇️
The people in my workgroup value others' individual skills and talents	81 12 7	81%	-	-3	-5⬇️	-4
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	87 9 4	87%	-	-2	-3	-3
The people in my workgroup are able to bring up problems and tough issues	80 12 8	80%	0	0	-1	0
If you make a mistake in my workgroup, it tends to be held against you (reverse scored : positive scores represent those who disagreed, or strongly disagreed with this statement)	66 23 11	66%	-	-1	-6⬇️	-5⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Job satisfaction

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
I am satisfied with the recognition I receive for doing a good job	59 25 16	59%	+3	-10⬇️	-11⬇️	-11⬇️
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	71 15 14	71%	+5⬆️	+6⬆️	+5⬆️	+4
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	83 9 8	83%	+4	-2	-6⬇️	-2
I am satisfied with the stability and security of my job	88	88%	+4	+2	+5⬆️	+6⬆️

Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	88 8	88%	+1	-5⬇️	-5⬇️	-5⬇️
I am clear what my duties and responsibilities are	82 13	82%	+6⬆️	-2	-1	0
I have a choice in deciding how I do my work	70 23	70%	+3	+3	-3	-3
Where appropriate, I am able to take part in decisions that affect my job	66 18 16	66%	+3	-6⬇️	-7⬇️	-7⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Performance

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
--	----------------	---	--------------------	---------------------------	-----------------------------------	-------------------------------------

In the last month, please rate your workgroup's overall performance

Excellent		23%	-1	-2	-2	-4
Very good		56%	+2	-1	-1	0
Average		17%	+1	+1	+1	+3
Below average		3%	-2	+1	+1	+1
Well below average		1%	0	0	0	0

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	75 14 11	75%	-1	-4	-4	-5⬇️
My workgroup has the tools and resources we need to perform well	51 22 27	51%	+3	-9⬇️	-3	-4
The people in my workgroup use time and resources efficiently	70 20 10	70%	-2	-5⬇️	-5⬇️	-5⬇️
My job gives me opportunities to utilise my skills	72 15 13	72%	-1	-7⬇️	-8⬇️	-7⬇️
During the last 12 months, the formal learning I have accessed has improved my performance	46 33 21	46%	+3	-14⬇️	-13⬇️	-13⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Retention



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

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance 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		8%	-2	-1	0	0
I want to leave my position within the next 12 months		16%	0	-5⬇	-4	-5⬇
I want to stay working in my position for the next one to two years		36%	+4	-3	-7⬇	-5⬇
I want to stay working in my position for at least the next three years		40%	-2	+9⬆	+11⬆	+10⬆
What best describes your plans involved with leaving your current position?						
I am planning to retire		12%	+2	+8⬆	+9⬆	+9⬆
I am pursuing another position within my agency		25%	-3	-21⬇	-8⬇	-2
I am pursuing a position in another agency		27%	+1	+2	-8⬇	-11⬇
I am pursuing work outside the APS		12%	-6⬇	+3	+1	+1
It is the end of my non-ongoing, casual or contracted employment		0%	-1	-2	-4	-6⬇
Other		24%	+7⬆	+11⬆	+10⬆	+10⬆

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Retention



Employees who indicated that they were pursuing another position within their agency, another agency, or outside the APS were asked for the primary reason behind their desire to leave. They could select one response from a list of 18 items.

Only the five reasons for leaving with the highest proportion of responses are presented here. These may vary between agencies, work units and with results for the APS overall, therefore those comparisons are not included.

	Response scale	%	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
What is the primary reason behind your desire to leave your current position? (5 highest responses):						
Senior leadership is of a poor quality		19%	-	-	-	-
I wish to pursue a promotion opportunity		13%	-	-	-	-
I am looking to further my skills in another area		12%	-	-	-	-
There are a lack of future career opportunities in my agency		10%	-	-	-	-
I am not satisfied with the work		9%	-	-	-	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



Employees who had perceived discrimination in the last 12 months in the course of their employment were asked where the discrimination came from and if they reported it.

Discrimination	Response scale	%	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance 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		12%	-6 ⬇	+4	+6 ⬆	+5 ⬆
No		88%	+6 ⬆	-4	-6 ⬇	-5 ⬇
Did this discrimination occur in your current agency?						
Yes		98%	+1	+4	+2	+3
No		2%	-1	-4	-2	-3
The discrimination came from: [Multiple Response]						
Within my agency		92%	-	-1	-3	+1
Another agency		5%	-	+1	+1	0
A customer, stakeholder or member of the public		8%	-	0	+3	0
Other		4%	-	-1	+1	0
Did you report the discrimination?						
I reported the discrimination in accordance with my agency's policies and procedures		14%	-	-5 ⬇	-4	-4
It was reported by someone else		5%	-	0	0	+1
I did not report the discrimination		81%	-	+4	+4	+3
Key ⬆ At least 5 percentage points greater than comparator ⬇ At least 5 percentage points less than comparator						

Unacceptable behaviour



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

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

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

Bullying and harassment	Response scale	%	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from medium sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?						
Yes		16%	0	+6 ↑	+7 ↑	+6 ↑
No		78%	+1	-7 ↓	-10 ↓	-8 ↓
Not sure		6%	-1	+1	+2	+2
Types of bullying or harassment experienced (3 highest responses):						
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		48%	-	-	-	-
Interference with work tasks (e.g. withholding needed information, undermining or sabotage)		48%	-	-	-	-
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		29%	-	-	-	-
Did you report the bullying or harassment?						
I reported the behaviour in accordance with my agency's policies and procedures		37%	-3	0	+1	+2
It was reported by someone else		8%	+1	+1	+1	0
I did not report the behaviour		54%	+2	-1	-1	-3

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Unacceptable behaviour



In 2025, the survey used an updated definition of corruption to align with the *National Anti-Corruption Commission Act 2022* and the Commonwealth Fraud and Corruption Control Framework.

Comparing results to 2024 should take this change in definition in context.

Corruption

Response scale

%

Variance from 2024

Variance from APS overall

Variance from regulatory agencies

Variance 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		5%	-5⬇️	+3	+2	+3
No		84%	+5⬆️	-8⬇️	-9⬇️	-8⬇️
Not sure		7%	+2	+3	+4	+3
Prefer not to answer		4%	-2	+2	+3	+2

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

Abuse of office		81%	-	-	-	-
Adversely affecting the honesty or impartiality of a public official		41%	-	-	-	-
Misuse of information or documents		31%	-	-	-	-
A breach of public trust		28%	-	-	-	-

Did you report the conduct?

I reported the behaviour in accordance with my agency's policies and procedures		24%	+7⬆️	-2	+1	+2
It was reported by someone else		21%	+4	+3	+4	+3
I did not report the behaviour		56%	-12⬇️	-1	-5⬇️	-5⬇️

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Demographics

How do you describe your gender?	Responses
Man or male	56%
Woman or female	36%
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	4%
No	96%

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

Do you have carer responsibilities?	Responses
Yes	45%
No	55%

Do you identify as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual (LGBTIQA+)?	Responses
Yes	6%
No	94%

Do you identify as culturally or linguistically diverse?	Responses
Yes	22%
No	78%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	72%
Australian Aboriginal and/or Torres Strait Islander	4%
New Zealander (excluding Maori)	4%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	19%
North-West European (excluding Anglo-European)	3%
Southern and Eastern European	4%
South-East Asian	8%
North-East Asian	2%
Southern and Central Asian	3%
North American	2%
South and Central American and Caribbean Islander	1%
North African and Middle Eastern	1%
Sub-Saharan African	1%

Do you consider yourself to be neurodivergent?	Responses
Yes	8%
No	75%
Maybe	8%
I am unsure what neurodivergent means	9%

Suggested questions to focus on



What to focus on?

Through driver analysis, these key questions have been identified as being important to employees in your agency and associated with employee engagement.

They are not necessarily the questions with the lowest scores.

Some will be areas to improve upon and some will be areas to maintain.

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



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

%
Positive

Variance from
2024

Variance from
APS overall

Variance from
regulatory
agencies

Variance from
medium
sized agencies

.1	I am supported to use my expertise to provide frank and fearless advice	61%	+4	-9↓	-8↓	-8↓
.2	The culture in my agency supports people to act with integrity	64%	+4	-17↓	-18↓	-17↓
.3	My agency inspires me to come up with new or better ways of doing things	48%	+12↑	-11↓	-10↓	-11↓
.4	Where appropriate, I am able to take part in decisions that affect my job	66%	+3	-6↓	-7↓	-7↓
.5	I am satisfied with the recognition I receive for doing a good job	59%	+3	-10↓	-11↓	-11↓
.6	I think my agency cares about my health and wellbeing	61%	+6↑	-8↓	-13↓	-10↓

CASA specific questions

	Response scale			% Positive	Variance from 2024
I think CASA is moving in the right direction	50	29	21	50%	+3
I understand the priorities for my work in the next six months	74	16	10	74%	+3
I am looking forward to 2025-26 at CASA	60	30	10	60%	+3
My immediate supervisor builds a positive work culture	81	11	7	81%	+4
My immediate supervisor is a great role model for employees	74	17	9	74%	+3
I can effectively collaborate with my colleagues irrespective of where they are located that day	89	8		89%	+1
I am comfortable discussing concerns about my workload with my immediate supervisor	83	10		83%	+3
I am able to complete my work without feeling unreasonably stressed	62	21	17	62%	+9 ⬆
My immediate supervisor supports me through periods of change	79	14		79%	+5 ⬆
I use my skills and abilities in my workgroup	83	9	8	83%	-2

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



CASA specific questions

	Response scale			% Positive	Variance from 2024
There is fit for purpose learning and development available so that I can do my current role well	46	27	27	46%	+2
I have access to the learning and development I need for future career progression	44	28	28	44%	0
The management of risk is an important strategy in the performance of my duties	75	18	7	75%	+3
My immediate supervisor supports me in my professional development	74	18	9	74%	0
CASA's regulatory philosophy is fit for purpose for today's aviation industry	63	25	13	63%	-

Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

Positive Neutral Negative



Time to take action



Celebrate

What things do we do well?

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



Investigate further with our teams

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

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



Opportunities

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

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



Use this page to start your local action plans

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

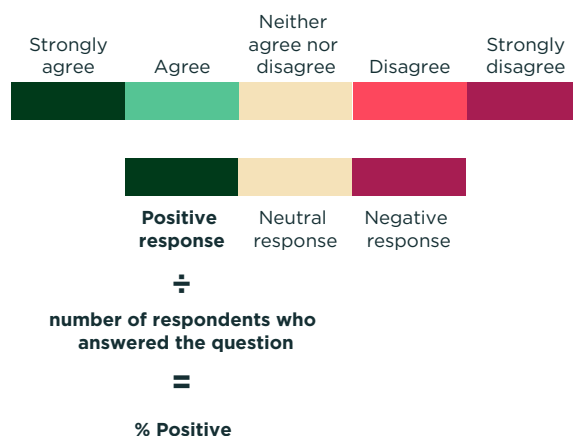
Prioritise 3 areas to take forward

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

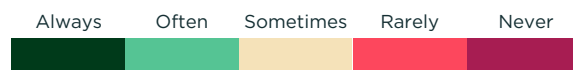
Guide to this report

% Positive

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



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



Rounding

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

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

Anonymity

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

Comparisons

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

Comparisons to previous years

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

