



The APS Employee Census is an annual survey, that gives our employees the chance to share their thoughts about working at TEQSA. The responses and insights help us identify areas of strong performance (and what we should continue doing) and opportunities for further development.

Responses were collected from our employees between May and June 2025. This year, 91% of TEQSA's eligible employees responded to the census, providing valuable feedback on our employees' experiences and an opportunity to strengthen our workplace environment and culture.

80% of our staff responded positively to 'I am proud to work in my agency', up 9 points on last year. TEQSA made strong improvements in employee engagement, leadership (immediate supervisor), wellbeing policies and support, and role clarity and autonomy.

2025 highlights include:

- 82% of employees responded positively to 'I am clear what my duties and responsibilities are', up 15 points from last year
- 78% of employees responded positively to discussing their mental health and wellbeing with their supervisor, up 14 points from last year
- 89% of employees responded positively to 'The people in my workgroup are able to bring up problems and tough issues', 9 points higher than the APS overall.

While we are pleased with these responses, we recognise that delivering a robust and healthy workplace culture requires a sustained, ongoing effort.

In 2025 and beyond, we'll seek to continue our journey, building on our previous successes to further strengthen our workplace culture, through our Census Action Plan.

The Census Action Plan will focus on continuing our efforts in 4 key areas:

- Communication
- Continuous improvement
- Learning and Development
- Culture

TEQSA is committed to taking purposeful action to enhance our culture and working environment. These focus areas will guide our actions for the next 12 months.

To our staff, thank you for sharing your valuable insights through the APS Employee Census and helping to build a culture that champions our TEQSA values of trust, respect, collaboration and accountability.



**Mary Russell**

Chief Executive Officer

Tertiary Education Quality and Standards Agency

# 2025 APS Employee Census

5 May - 6 June

## Highlights Report

TEQSA

Responses:

96 of 106

Response rate:

91%



# 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  $\pm$  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		71	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
Say	Overall, I am satisfied with my job	74	17 9	74%	-1	-3	-3	+1
	I am proud to work in my agency	80	14	80%	+9 ↑	-1	-3	+1
	I would recommend my agency as a good place to work	62	22 16	62%	+7 ↑	-15 ↓	-15 ↓	-6 ↓
	I believe strongly in the purpose and objectives of my agency	86	7	86%	+7 ↑	-2	-6 ↓	-2
Stay	I feel a strong personal attachment to my agency	51	34 15	51%	+2	-14 ↓	-14 ↓	-11 ↓
	I feel committed to my agency's goals	79	15	79%	+3	-9 ↓	-10 ↓	-7 ↓
Strive	I suggest ideas to improve our way of doing things	94		94%	0	+7 ↑	+5 ↑	+4
	I am happy to go the 'extra mile' at work when required	89		89%	-1	-1	-1	+1
	I work beyond what is required in my job to help my agency achieve its objectives	80	18	80%	+4	+2	+4	+2
	My agency really inspires me to do my best work every day	65	16 19	65%	+6 ↑	-1	-3	+4

Key

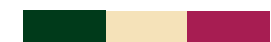


At least 5 percentage points greater than comparator



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		76	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
Immediate Supervisor	My supervisor engages with staff on how to respond to future challenges	78	11 12	78%	+3	-3	-3	0
	My supervisor can deliver difficult advice whilst maintaining relationships	83	10 8	83%	+7 ↑	+3	+3	+5 ↑
	My supervisor invites a range of views, including those different to their own	87	8	87%	+11 ↑	+5 ↑	+3	+5 ↑
	My supervisor encourages my team to regularly review and improve our work	78	14 9	78%	+3	-5 ↓	-5 ↓	-2
	My supervisor is invested in my development	76	16 8	76%	+6 ↑	-2	-2	+1
	My supervisor ensures that my workgroup delivers on what we are responsible for	84	12	84%	+2	-4	-5 ↓	-2
Other similar questions								
	My supervisor provides me with helpful feedback to improve my performance	81	12 7	81%	+12 ↑	+2	+2	+7 ↑
	My immediate supervisor encourages me	77	18	77%	+8 ↑	0	-2	+1
	My supervisor actively ensures that everyone can be included in workplace activities	84	11	84%	+3	-1	-1	+2
	My supervisor encourages me to take on new tasks and gain experience doing things I've never done before	81	15	81%	+2	-1	-1	+1
Key		↑ At least 5 percentage points greater than comparator    ↓ At least 5 percentage points less than comparator						
		Positive Neutral Negative <div> <span></span> <span></span> <span></span> </div>						

# 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		Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies		
				-	-	-	-		
SES Manager	My SES manager clearly articulates the direction and priorities for our area	The data for this question has been hidden to preserve privacy.							
	My SES manager presents convincing arguments and persuades others towards an outcome	The data for this question has been hidden to preserve privacy.							
	My SES manager promotes cooperation within and between agencies	The data for this question has been hidden to preserve privacy.							
	My SES manager encourages innovation and creativity	The data for this question has been hidden to preserve privacy.							
	My SES manager creates an environment that enables us to deliver our best	The data for this question has been hidden to preserve privacy.							
	My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS	The data for this question has been hidden to preserve privacy.							
Other similar questions									
Key	In my agency, the SES work as a team	The data for this question has been hidden to preserve privacy.							
	In my agency, the SES clearly articulate the direction and priorities for our agency	The data for this question has been hidden to preserve privacy.							
	My SES manager routinely promotes the use of data and evidence to deliver outcomes	The data for this question has been hidden to preserve privacy.							
<div><div>⬆</div><div>At least 5 percentage points greater than comparator</div></div>				<div><div>⬇</div><div>At least 5 percentage points less than comparator</div></div>				<div>Positive Neutral Negative</div> <div><div></div><div></div><div></div></div>	

# 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 small sized agencies
				-2	-5 ↓	-5 ↓	-1

Communication	My supervisor communicates effectively	79	10	12	79%	+1	-3	-3	+1
	My SES manager communicates effectively	The data for this question has been hidden to preserve privacy.							
	Internal communication within my agency is effective	45	24	31	45%	-9 ↓	-17 ↓	-16 ↓	-7 ↓

### Other similar questions

Change	When changes occur, the impacts are communicated well within my workgroup	69	15	16	69%	-4	+2	+2	+3
	Staff are consulted about change at work	37	40	23	37%	-4	-15 ↓	-15 ↓	-9 ↓
	Change is managed well in my agency	33	32	34	33%	-2	-14 ↓	-12 ↓	-5 ↓

### 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		65		Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
						-1	-2	-3	0
Enabling Innovation	I believe that one of my responsibilities is to continually look for new ways to improve the way we work	85		11	85%	-1	+2	+2	+1
	My immediate supervisor encourages me to come up with new or better ways of doing things	79		11 10	79%	+6 ↑	+3	+2	+3
	People are recognised for coming up with new and innovative ways of working	58		26 16	58%	-4	-6 ↓	-7 ↓	-2
	My agency inspires me to come up with new or better ways of doing things	53		27 20	53%	-3	-6 ↓	-6 ↓	-1
	My agency recognises and supports the notion that failure is a part of innovation	48		35 17	48%	+5 ↑	-3	-3	+6 ↑

### 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	74	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
					+3	+3	+1	+4

Wellbeing Policies and Support	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	76	17	76%	+7 ⬆	+4	+1	+6 ⬆
	My agency does a good job of communicating what it can offer me in terms of health and wellbeing	84	12	84%	+4	+14 ⬆	+10 ⬆	+15 ⬆
	My agency does a good job of promoting health and wellbeing	81	14	81%	+12 ⬆	+10 ⬆	+7 ⬆	+14 ⬆
	I think my agency cares about my health and wellbeing	73	16	73%	-1	+5 ⬆	0	+5 ⬆
	I believe my immediate supervisor cares about my health and wellbeing	82	13	82%	-1	-5 ⬆	-7 ⬆	-6 ⬆

### Other similar questions

Wellbeing	If I felt it was needed, I would feel comfortable discussing my mental health and wellbeing with my supervisor	78	9	13	78%	+14⬆	+2	+2	+4
	I receive the respect I deserve from my colleagues at work	82	17		82%	-1	0	0	+3
	My agency supports and actively promotes an inclusive workplace culture	81	11	9	81%	+5⬆	-3	-4	+4

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 small sized agencies
In general, would you say that your health is:						
Excellent	<div><div></div></div>	8%	-5⬇️	-4	-5⬇️	-5⬇️
Very good	<div><div></div></div>	41%	+6⬆️	+6⬆️	+3	+4
Good	<div><div></div></div>	34%	-13⬇️	-3	-2	-1
Fair	<div><div></div></div>	16%	+11⬆️	+3	+5⬆️	+4
Poor	<div><div></div></div>	1%	+1	-2	-2	-2
What best describes your current workload?						
Well above capacity - too much work	<div><div></div></div>	32%	0	+15⬆️	+14⬆️	+9⬆️
Slightly above capacity - lots of work to do	<div><div></div></div>	35%	-6⬇️	-4	-4	-6⬇️
At capacity - about the right amount of work to do	<div><div></div></div>	31%	+6⬆️	-6⬇️	-3	+2
Slightly below capacity - available for more work	<div><div></div></div>	2%	0	-4	-5⬇️	-3
Well below capacity - not enough work	<div><div></div></div>	0%	0	-1	-1	-1

## 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 small sized agencies
<b>How often do you find your work stressful?</b>						
Always	<div></div>	3%	+2	-1	0	-1
Often	<div></div>	19%	-2	-4	-2	-5↓
Sometimes	<div></div>	58%	0	+8↑	+6↑	+8↑
Rarely	<div></div>	19%	+1	-1	-1	0
Never		0%	-1	-2	-2	-2
<b>To what extent is your work emotionally demanding?</b>						
To a very large extent	<div></div>	6%	+1	-1	+1	0
To a large extent	<div></div>	13%	-3	-7↓	-5↓	-5↓
Somewhat	<div></div>	49%	+10↑	+10↑	+10↑	+8↑
To a small extent	<div></div>	21%	-6↓	-3	-5↓	-3
To a very small extent	<div></div>	11%	-3	+1	-1	+1
<b>I feel burned out by my work</b>						
Strongly agree	<div></div>	13%	+8↑	+6↑	+6↑	+4
Agree	<div></div>	22%	-4	+1	+2	-1
Neither agree nor disagree	<div></div>	26%	+4	-6↓	-4	-5↓
Disagree	<div></div>	32%	-7↓	0	-2	+2
Strongly disagree	<div></div>	8%	-1	0	-1	0

## 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 small sized agencies
I am confident that if I request a flexible work arrangement, my request would be given reasonable consideration	<div><div>85</div><div>11</div></div>	85%	-8⬇️	-1	-6⬇️	-2
<b>Do you currently access any of the following flexible working arrangements? [Multiple Response]</b>						
Part time	<div><div></div></div>	7%	-4	-5⬇️	-5⬇️	-5⬇️
Flexible hours of work	<div><div></div></div>	38%	+2	+7⬆️	+2	+2
Compressed work week	<div><div></div></div>	5%	-3	0	-4	-2
Job sharing	<div><div></div></div>	0%	0	0	0	-1
Working away from the office/working from home	<div><div></div></div>	91%	+2	+23⬆️	+9⬆️	+17⬆️
None of the above	<div><div></div></div>	4%	-1	-15⬇️	-4	-9⬇️
<b>Working away from the office</b>						
All of the time	<div><div></div></div>	33%	+5⬆️	+26⬆️	+20⬆️	+24⬆️
Some of the time as a regular arrangement	<div><div></div></div>	54%	-4	+2	-9⬇️	+2
Only on an irregular basis	<div><div></div></div>	4%	+1	-4	-2	-9⬇️
None of the time	<div><div></div></div>	9%	-2	-23⬇️	-9⬇️	-17⬇️
Did not disclose their arrangement	<div><div></div></div>	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 small sized agencies
I am supported to use my expertise to provide frank and fearless advice	<div><div>60</div><div>27</div><div>13</div></div>	60%	-7↓	-10↓	-9↓	-5↓
The people in my workgroup demonstrate stewardship	<div><div>83</div><div></div><div>11</div></div>	83%	+5↑	+6↑	+5↑	+5↑
The culture in my agency supports people to act with integrity	<div><div>77</div><div>11</div><div>12</div></div>	77%	0	-4	-5↓	+3
I believe strongly in the purpose and objectives of the APS	<div><div>89</div><div></div><div>9</div></div>	89%	+1	+1	-1	+2
I feel a strong personal attachment to the APS	<div><div>66</div><div>26</div><div>8</div></div>	66%	+3	-2	-1	+7↑
My workgroup considers the people and businesses affected by what we do	<div><div>88</div><div></div><div></div></div>	88%	+3	+4	+1	+2
The people in my workgroup value others' individual skills and talents	<div><div>92</div><div></div><div></div></div>	92%	-	+9↑	+7↑	+8↑
People in my workgroup are comfortable checking with each other if they have questions about the right way to do something	<div><div>92</div><div></div><div></div></div>	92%	-	+4	+2	+3
The people in my workgroup are able to bring up problems and tough issues	<div><div>89</div><div></div><div></div></div>	89%	+6↑	+9↑	+8↑	+8↑
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)	<div><div>77</div><div>15</div><div>8</div></div>	77%	-	+10↑	+5↑	+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 small sized agencies
I am satisfied with the recognition I receive for doing a good job	74 16 10	74%	+7 ⬆	+6 ⬆	+5 ⬆	+8 ⬆
I am fairly remunerated (e.g. salary, superannuation) for the work that I do	55 24 21	55%	+4	-11 ⬇	-12 ⬇	-11 ⬇
I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	86 11	86%	-6 ⬇	+2	-2	+1
I am satisfied with the stability and security of my job	86 9	86%	+4	0	+3	+7 ⬆

## Clarity and autonomy

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
I understand how my role contributes to achieving an outcome for the Australian public	90	90%	-2	-2	-3	0
I am clear what my duties and responsibilities are	82 13	82%	+15 ⬆	-2	-2	-1
I have a choice in deciding how I do my work	77 17	77%	-4	+9 ⬆	+3	+3
Where appropriate, I am able to take part in decisions that affect my job	69 19 12	69%	-6 ⬇	-2	-3	-1

### 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 small sized agencies
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In the last month, please rate your workgroup's overall performance

Excellent	<div><div></div></div>	22%	-3	-3	-3	-5⬇️
Very good	<div><div></div></div>	55%	+1	-2	-2	+1
Average	<div><div></div></div>	20%	0	+4	+4	+4
Below average	<div><div></div></div>	2%	+1	0	0	0
Well below average	<div><div></div></div>	1%	+1	0	0	0

	Response scale	% Positive	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
My workgroup has the appropriate skills, capabilities and knowledge to perform well	<div><div>82</div><div>14</div></div>	82%	+2	+3	+3	+3
My workgroup has the tools and resources we need to perform well	<div><div>39</div><div>19</div><div>42</div></div>	39%	0	-21⬇️	-15⬇️	-11⬇️
The people in my workgroup use time and resources efficiently	<div><div>78</div><div>11</div><div>11</div></div>	78%	+9⬆️	+4	+3	+4
My job gives me opportunities to utilise my skills	<div><div>80</div><div>12</div><div>8</div></div>	80%	-1	+1	0	+1
During the last 12 months, the formal learning I have accessed has improved my performance	<div><div>62</div><div>30</div><div>8</div></div>	62%	+11⬆️	+3	+4	+8⬆️

## 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 small sized agencies
<b>Which of the following statements best reflects your thoughts about working in your current position?</b>						
I want to leave my position as soon as possible	<div></div>	10%	-3	+1	+1	+1
I want to leave my position within the next 12 months	<div></div>	30%	+8 ⬆	+9 ⬆	+10 ⬆	+10 ⬆
I want to stay working in my position for the next one to two years	<div></div>	41%	-1	+2	-1	+1
I want to stay working in my position for at least the next three years	<div></div>	19%	-4	-12 ⬇	-10 ⬇	-12 ⬇
<b>What best describes your plans involved with leaving your current position?</b>						
I am planning to retire	<div></div>	8%	+1	+3	+5 ⬆	+5 ⬆
I am pursuing another position within my agency	<div></div>	11%	-3	-35 ⬇	-22 ⬇	-5 ⬇
I am pursuing a position in another agency	<div></div>	62%	+22 ⬆	+37 ⬆	+28 ⬆	+13 ⬆
I am pursuing work outside the APS	<div></div>	5%	-11 ⬇	-3	-6 ⬇	-9 ⬇
It is the end of my non-ongoing, casual or contracted employment	<div></div>	3%	-11 ⬇	+1	-1	-3
Other	<div></div>	11%	+1	-3	-3	-1

## 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 small sized agencies
<b>What is the primary reason behind your desire to leave your current position? (5 highest responses):</b>						
There are a lack of future career opportunities in my agency		<b>24%</b>	-	-	-	-
Senior leadership is of a poor quality		<b>24%</b>	-	-	-	-
I have experienced unacceptable behaviours (such as bullying or harassment)		<b>10%</b>	-	-	-	-
I wish to pursue a promotion opportunity		<b>10%</b>	-	-	-	-
My immediate supervisor's leadership is of a poor quality		<b>7%</b>	-	-	-	-

## 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 small sized agencies
During the last 12 months, and in connection with your work, have you experienced discrimination on the basis of your background or a personal characteristic?						
Yes	<div></div>	4%	0	-4	-2	-4
No	<div></div>	96%	0	+4	+2	+4
Did this discrimination occur in your current agency?						
Yes	The data for this question has been hidden to preserve privacy.					
No	The data for this question has been hidden to preserve privacy.					
The discrimination came from: [Multiple Response]						
Within my agency	The data for this question has been hidden to preserve privacy.					
Another agency	The data for this question has been hidden to preserve privacy.					
A customer, stakeholder or member of the public	The data for this question has been hidden to preserve privacy.					
Other	The data for this question has been hidden to preserve privacy.					
Did you report the discrimination?						
I reported the discrimination in accordance with my agency's policies and procedures	The data for this question has been hidden to preserve privacy.					
It was reported by someone else	The data for this question has been hidden to preserve privacy.					
I did not report the discrimination	The data for this question has been hidden to preserve privacy.					

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# Unacceptable behaviour



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

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

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

Bullying and harassment	Response scale	%	Variance from 2024	Variance from APS overall	Variance from regulatory agencies	Variance from small sized agencies
During the last 12 months, have you been subjected to bullying or harassment in your current workplace?						
Yes	<div><div></div></div>	6%	-1	-3	-2	-4
No	<div><div></div></div>	85%	-5⬇️	-1	-3	+1
Not sure	<div><div></div></div>	9%	+6⬆️	+4	+5⬆️	+3
Did you report the bullying or harassment?						
I reported the behaviour in accordance with my agency's policies and procedures	The data for this question has been hidden to preserve privacy.					
It was reported by someone else	The data for this question has been hidden to preserve privacy.					
I did not report the behaviour	The data for this question has been hidden to preserve privacy.					

## Key



At least 5 percentage points greater than comparator



At least 5 percentage points less than comparator

# 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 small sized agencies
During the last 12 months, excluding behaviour reported to you as part of your duties, have you observed a public official engaging in conduct in your agency that you would consider to be corruption?						
Yes	<div></div>	13%	+5 ⬆	+11 ⬆	+10 ⬆	+9 ⬆
Not sure	<div></div>	6%	+3	+2	+3	0
Prefer not to answer	<div></div>	1%	-3	-1	0	-2
No	<div></div>	80%	-5 ⬆	-12 ⬆	-13 ⬆	-7 ⬆
Which of the following reflects the conduct you witnessed? [Multiple Response]						
Abuse of office	<div></div>	92%	-	-	-	-
Adversely affecting the honesty or impartiality of a public official	<div></div>	50%	-	-	-	-
Misuse of information or documents	<div></div>	17%	-	-	-	-
A breach of public trust	<div></div>	8%	-	-	-	-
Did you report the conduct?						
I reported the behaviour in accordance with my agency's policies and procedures	<div></div>	17%	+17 ⬆	-9 ⬆	-5 ⬆	+1
It was reported by someone else	<div></div>	0%	0	-17 ⬆	-17 ⬆	-13 ⬆
I did not report the behaviour	<div></div>	83%	+83 ⬆	+26 ⬆	+22 ⬆	+12 ⬆

## 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	36%
Woman or female	56%
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	1%
No	99%

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

Do you have carer responsibilities?	Responses
Yes	48%
No	52%

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

Do you identify as culturally or linguistically diverse?	Responses
Yes	43%
No	57%

How would you describe your cultural background? [Multiple Response]	Responses
Australian (excluding Australian Aboriginal and/or Torres Strait Islander)	61%
Australian Aboriginal and/or Torres Strait Islander	2%
New Zealander (excluding Maori)	1%
Maori, Melanesian, Papuan, Micronesian, and Polynesian	1%
Anglo-European	12%
North-West European (excluding Anglo-European)	5%
Southern and Eastern European	9%
South-East Asian	17%
North-East Asian	0%
Southern and Central Asian	12%
North American	2%
South and Central American and Caribbean Islander	3%
North African and Middle Eastern	1%
Sub-Saharan African	0%

Do you consider yourself to be neurodivergent?	Responses
Yes	11%
No	74%
Maybe	14%
I am unsure what neurodivergent means	2%

# Agency position



## Agency position

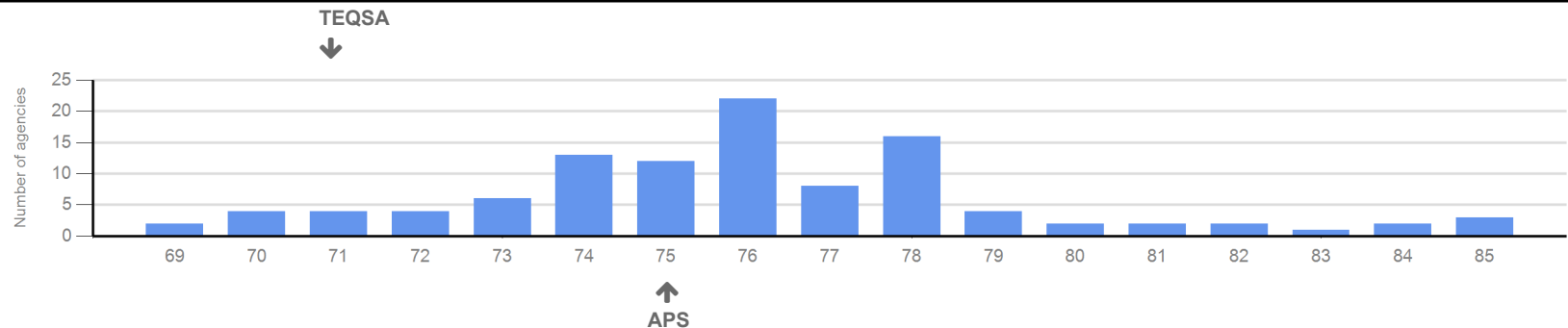
These graphs display the overall index score of each agency for the Employee Engagement, Immediate Supervisor, SES Manager, Communication, Enabling Innovation and Wellbeing Policies and Support indices. These are to assist you to see where your agency sits in comparison to the overall APS index score and the scores of other agencies.

Along the bottom line (x-axis) are the index scores. The height of the bar (y-axis) is how many agencies have that index score.

Please note, the x-axis values are not consecutive as only index scores received by an agency are represented.

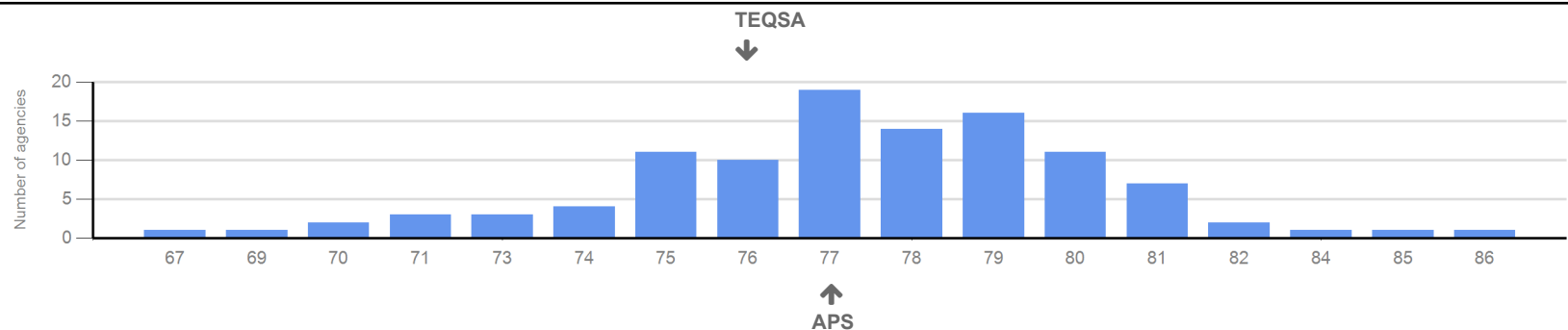
### Employee Engagement Index

Ranking : 98th of 107



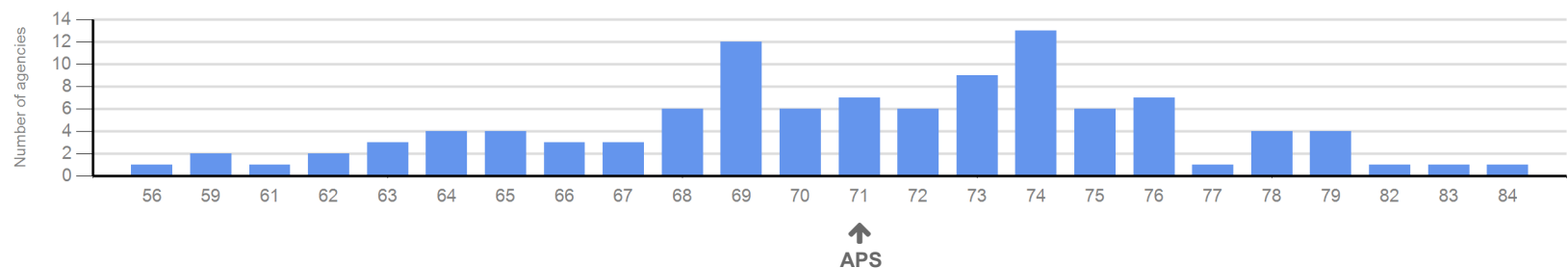
### Immediate Supervisor Index

Ranking : 77th of 107



### SES Manager Index

The agency data for this index has been hidden for anonymity reasons.



# Agency position



## Agency position

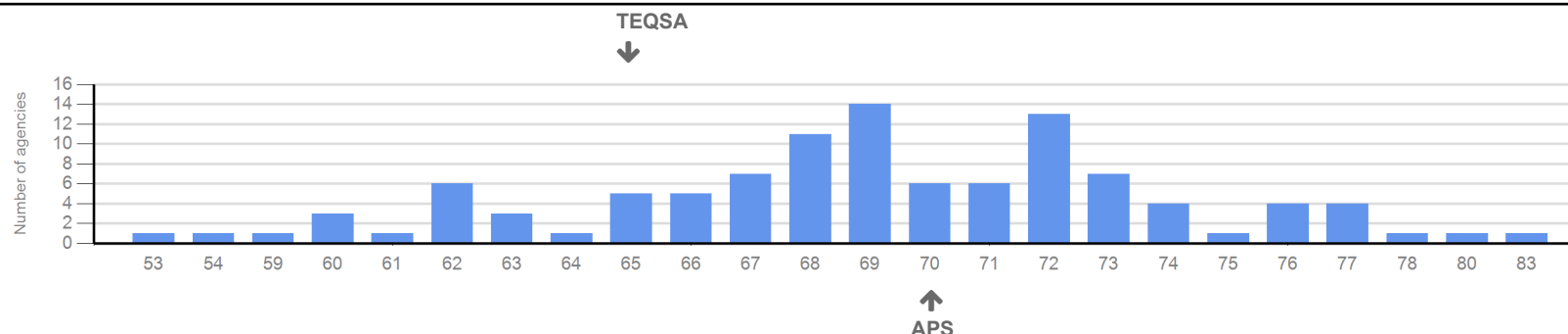
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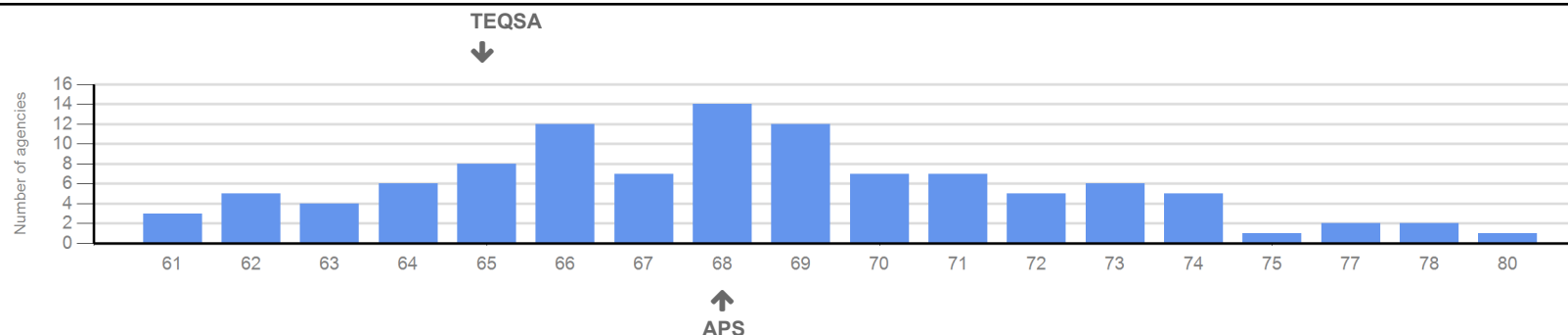
### Communication Index

Ranking : 87th of 107



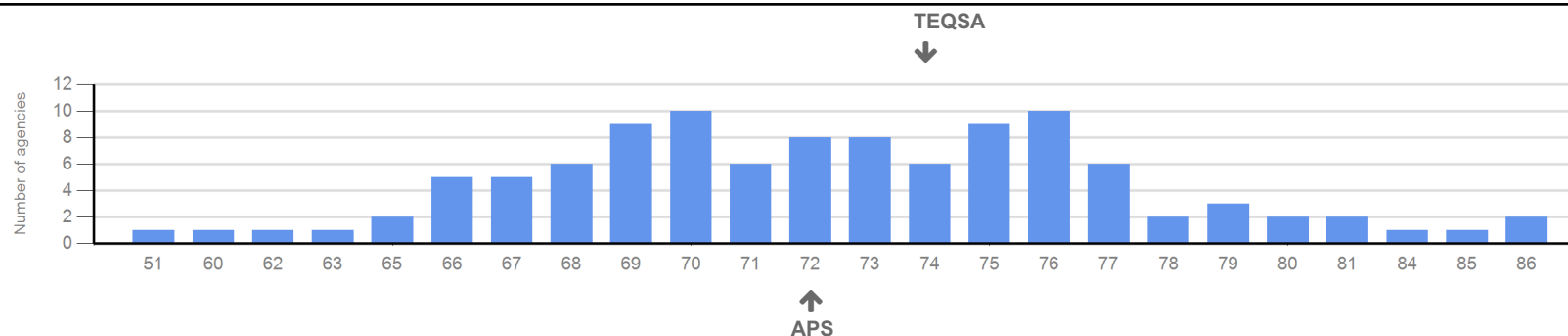
### Enabling Innovation Index

Ranking : 82nd of 107



### Wellbeing Policies and Support Index

Ranking : 41st of 107



# 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  
small  
sized agencies

<b>.1</b>	My agency inspires me to come up with new or better ways of doing things	<b>53%</b>	-3	-6↓	-6↓	-1
<b>.2</b>	I am satisfied with the recognition I receive for doing a good job	<b>74%</b>	+7↑	+6↑	+5↑	+8↑
<b>.3</b>	My agency supports and actively promotes an inclusive workplace culture	<b>81%</b>	+5↑	-3	-4	+4
<b>.4</b>	The culture in my agency supports people to act with integrity	<b>77%</b>	0	-4	-5↓	+3
<b>.5</b>	Where appropriate, I am able to take part in decisions that affect my job	<b>69%</b>	-6↓	-2	-3	-1
<b>.6</b>	My agency recognises and supports the notion that failure is a part of innovation	<b>48%</b>	+5↑	-3	-3	+6↑



# TEQSA specific questions

	Response scale	% Positive	Variance from 2024
The culture of TEQSA promotes and supports cooperative and respectful relationships with colleagues	82 11	82%	+1
The culture of TEQSA is improving	53 30 16	53%	-7⬇️
The Executive Leadership Team (ELT) communicates a vision that motivates me	37 35 28	37%	-9⬇️
I feel TEQSA has adequate controls in place to support a psychologically safe workplace	59 23 18	59%	-
I believe my immediate supervisor cares about my psychological health	82 9 9	82%	-
My immediate supervisor creates a psychologically safe space for me to share my thoughts and ideas	80 10 10	80%	-
My relevant Executive Leadership Team (ELT) member acts quickly to correct issues that affect employees' psychological health and safety	55 28 17	55%	-
Employees are encouraged to report psychological safety hazards	61 28 11	61%	-
I am satisfied with TEQSA's efforts to promote a safe work environment	68 20 12	68%	-

## 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?

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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?

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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:

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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.

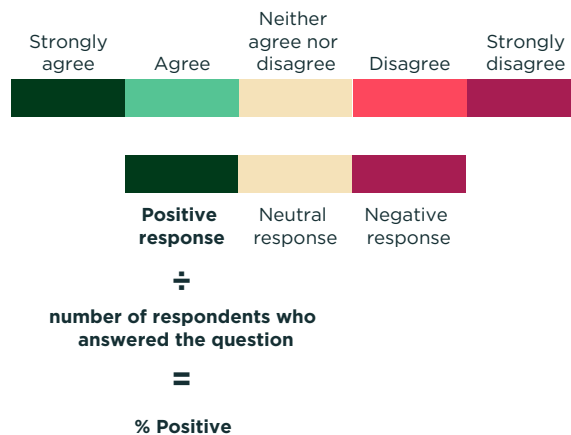
Prioritise 3 areas to take forward

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

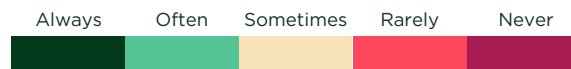
# Guide to this report

## % 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.

