



Australian Government
Australian Public Service Commission



Thank you for your submission to the 2025 APS Agency Survey.

For your records you are encouraged to download a copy of your responses below. If required, the APSC team can export and send at a later date.

This is the only time you can download a copy – your responses will not be emailed to you.

Once you have finished you can close this window.

2025 APS Agency Survey

16 June to 1 August 2025

What is the purpose of the Agency Survey?

The Agency Survey is a survey of all Australian Public Service (APS) agencies with at least 20 employees employed under the *Public Service Act 1999*.

The Australian Public Service Commissioner requires the completion of the Agency Survey to fulfil a range of duties specified in the *Public Service Act 1999*. These duties include, but are not limited to:

- informing the annual State of the Service Report (s44(1)),
- strengthening the professionalism of the APS and facilitating continuous improvement in workforce management in the APS (s41(1)(a)),
- upholding high standards of integrity and conduct in the APS (s41(1)(b)), and
- monitoring, reviewing and reporting on APS capabilities (s41(1)(c)).

With specific regards to the State of the Service Report, the obligation of an Agency Head (or their delegate) to provide the information required in this Survey is outlined at s44(2) of the *Public Service Act 1999*.

The information collected through the Agency Survey will also be used to inform workforce planning and people management strategies and initiatives, and for other research and evaluation purposes as required.

When is the survey due and how do we provide the Agency Head or delegate certification?

The survey needs to be submitted online by **COB Friday 1 August 2025**. Prior to this, Agency Survey Coordinators will need to ensure that their Agency Head (or delegate) has approved the content.

When an agency's response has been approved by the Agency Head (or delegate), the Agency Survey Coordinator should submit the response after providing the name, position and email of your Agency Head (or delegate) and person submitting the response on the 'certification' page of the platform.

Once submitted, an email will be sent to the Agency Head (or delegate) and the Coordinator, providing notification of the submission.

Does the Agency Survey collect personal information?

The Agency Survey takes care to ask questions where the results would not identify an individual person.

Besides providing Agency Head (or delegate) and submitting officer contact information for certification, please be careful not to provide information that may inadvertently identify an individual (i.e. role title).

Can we request a copy of our agency response?

Agencies should keep records of their final submission. A PDF summary of responses can be downloaded from the survey platform after Agency Head or delegate certification and final submission.

If agencies would like a copy of their response as a draft/work-in-progress (i.e. before their final submission) that can be requested by emailing APSSurveys@apsc.gov.au.

I am trying to go to another section but I can't progress past the page.

All questions in the survey are mandatory and must be completed before you move to another page or section. If you don't yet have a response, you can place a dummy answer and come back to complete later. You can also navigate to new sections using the menu on the left hand side of the page.

A question is requiring an answer but we do not have one (zero and NA)

There are a number of questions that require reporting of instances. If the answer is zero or did not occur you must enter a zero "0" in boxes. For sections that require text, enter "NA".

What if an agency needs to clarify or qualify survey answers?

General comment boxes have been provided at the end of each section of the survey. The comment boxes can be used to provide comments, clarifications and/or qualifications on any of the questions in that section.

Who do I talk to for further information?

For any questions related to this survey, the survey process and/or general enquiries about the State of the Service Report, please contact the Australian Public Service Commission's Agency Survey team at APSSurveys@apsc.gov.au or on 1800 464 926.

A. DIVERSITY AND INCLUSION

1. During 2024–25, what strategies/action plans, employee or advocate networks, and champions did your agency have in place to improve diversity and inclusion? For agencies that are not portfolio departments, please do not include strategies/action plans, employee or advocate networks or champions developed by portfolio departments that your agency adheres to or participates in.

	Strategy / Action plan	Employee or advocate network	Champion	No strategy/action plan, employee or advocate network, or champion
a. Aboriginal and Torres Strait Islander	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Carer's	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Culturally and linguistically diverse (CALD)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e. Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f. LGBTIQ+	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g. Mature age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
i. Mental health/Wellbeing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
i. Neurodiversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
j. Other [Please specify] Diversity & Inclusion Strategy; RAP and Diversity Working Groups	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

A. DIVERSITY AND INCLUSION

2. Does your agency actively consult with your networks on initiatives and programs?

- ☒ Yes
☐ No

3. How does your agency consult with your networks on initiatives and programs?

The Diversity and Inclusion and RAP working group meetings are used to facilitate consultation on D&I initiatives and programs.

A. DIVERSITY AND INCLUSION

4. What supports does your agency engage to help undertake diversity and inclusion work?
(These supports may be available through the APSC, other agencies, or internally)
[Please select all that apply]

- ☐ Engagement with APSC Circulars
- ☒ **Engagement with APSC newsletters (such as Diversity and Inclusion newsletter, APS Academy newsletter)**
- ☐ Engagement with case studies
- ☐ Engagement with cross-agency diversity employee networks
- ☐ Engagement with diversity champion networks
- ☒ **Engagement with guidance documents**
- ☒ **Engagement with IT or in-person platforms for sharing communications, knowledge or best practice information (such as GovTeams)**
- ☐ Engagement with policy templates
- ☒ **Engagement with senior leadership (either internally or externally)**
- ☒ **Engagement with short videos to explain concepts information**
- ☒ **Engagement with the APSC website**
- ☐ Participating in diversity and inclusion actions led by another agency/agencies
- ☒ **Participation in drop-in sessions or webinars**
- ☒ **Strategic direction from the four diversity strategies released by the APSC**
- ☐ Other [Please specify]

A. DIVERSITY AND INCLUSION

5. What actions has your agency taken to improve diversity and inclusion in the APS?

[Please select all that apply]

For each of the activities below, should your agency offer an activity to all employees generally, please do not select each of the diversity cohorts. Only select a diversity cohort if you have a program that is specifically targeted to that cohort.

	Aboriginal and Torres Strait Islander	Disability	CALD	Gender	LGBTIQA+	Neurodivergent	All employees (not targeted)
a. Accessibility supports (including IT, property, accessible communications)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b. Advertise all roles as open to RecruitAbility scheme ¹	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Career mobility programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Centralised agency hub/hubs for communicating D&I information ²	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e. Data collection and reporting of targets and diversity demographics	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Dedicated career development programs or initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g. Dedicated use of Affirmative Measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aboriginal and Torres Strait Islander	Disability	CALD	Gender	LGBTIQA+	Neurodivergent	All employees (not targeted)
h. Developed diversity policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
i. Disability Contact Officer (or equivalent)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Indigenous Liaison Officer (or equivalent)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Embedding diverse voices into consultative mechanisms (such as consultative committees)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
l. Employee pulse surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Formal dedicated leadership training or programs ³	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
n. Formal mentoring program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Aboriginal and Torres Strait Islander	Disability	CALD	Gender	LGBTIQA+	Neurodivergent	All employees (not targeted)

[illegible]

	Other [Please specify]	Our agency has not taken this action
a. Accessibility supports (including IT, property, accessible communications)	<input type="checkbox"/>	<input type="checkbox"/>
b. Advertise all roles as open to RecruitAbility scheme ¹	<input type="checkbox"/>	<input type="checkbox"/>
c. Career mobility programs	<input type="checkbox"/>	<input type="checkbox"/>
d. Centralised agency hub/hubs for communicating D&I information ²	<input type="checkbox"/>	<input type="checkbox"/>
e. Data collection and reporting of targets and diversity demographics	<input type="checkbox"/>	<input type="checkbox"/>
f. Dedicated career development programs or initiatives	<input type="checkbox"/>	<input type="checkbox"/>
g. Dedicated use of Affirmative Measures	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Other [Please specify]	Our agency has not taken this action
h. Developed diversity policies	<input type="checkbox"/>	<input type="checkbox"/>
i. Disability Contact Officer (or equivalent)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
j. Indigenous Liaison Officer (or equivalent)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
k. Embedding diverse voices into consultative mechanisms (such as consultative committees)	<input type="checkbox"/>	<input type="checkbox"/>
l. Employee pulse surveys	<input type="checkbox"/>	<input checked="" type="checkbox"/>
m. Formal dedicated leadership training or programs ³	<input type="checkbox"/>	<input type="checkbox"/>
n. Formal mentoring program	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Other [Please specify]	Our agency has not taken this action
o. Guidance on cohort specific protocols (such as cultural protocols)	<input type="checkbox"/>	<input type="checkbox"/>
p. Participation in external accreditation activities (such as breastfeeding friendly accreditation)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
q. Participation in external benchmarking activities (such as AWEI, Access and Inclusion Index)	<input type="checkbox"/>	<input type="checkbox"/>
r. Peer learning ⁴	<input type="checkbox"/>	<input type="checkbox"/>
s. Publicly released statement of commitment to diversity and inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>
t. Publish diversity data on intranet and make available to all employees	<input type="checkbox"/>	<input checked="" type="checkbox"/>
u. Recognise Days of Significance	<input type="checkbox"/>	<input type="checkbox"/>
	Other [Please specify]	Our agency has not taken this action
v. Review and update diversity related policies	<input type="checkbox"/>	<input type="checkbox"/>
w. Tailored career pathway programs	<input checked="" type="checkbox"/>	<input type="checkbox"/>
x. Tailored recruitment activities to attract specific diversity cohorts (not related to Affirmative Measures)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
y. Training	<input type="checkbox"/>	<input type="checkbox"/>
z. Other [Please specify]	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="text"/>		

For each of the actions in question 5 where 'Other' has been selected, please specify which diversity cohort is the target. If you have selected 'Other' multiple times, please indicate which action targets the other diversity cohort

N/A

¹ Please only select the second column if the answer is yes

² Centralised agency hub/hubs refer to provision of a centralised location for information, factsheets, guides, FAQs, research, toolkits and reporting.

³ Dedicated formal training refers to training such as Cultural Competency, Civility, Challenging perceptions and bias, Affirmative Measure Recruitment, Macroaggression Understanding, See it Say it, Measuring and reporting D&I change, D&I leadership, D&I and I, self-reflection and change.

⁴ Peer learning refers to Communities of Practice, Forums, Webinars, Lunch and Learn and other agency learning.

A. DIVERSITY AND INCLUSION

6. What are the top 5 diversity and inclusion priorities for your agency?

Building awareness through events and promotion; finalising our draft employee value proposition; uplifting supervisor and manager capability to build an inclusive team culture; progressing the RAP, and D&I actions plans through dedicated working groups, and seeking feedback from new employees on their lived experience.

7. Has your agency commenced a CALD Action Planning process?

☐ Yes

☒ No

8. What anti-racism activities is your agency undertaking?

[Please select all that apply]

☐ Agency strategy or framework

☐ Training/awareness programs

☐ Specific policy and guidance

☐ Reporting on incidents of racism

☐ Reporting on implementation of anti-racism activities

☒ Other [Please specify]

Anti-racism content is addressed through the SBS Inclusion eLearning training modules; Staff are able to report incidents of racism through HR reporting channels.

☐ Our agency does not undertake anti-racism activities

A. DIVERSITY AND INCLUSION

9. Does your agency provide 'Perimenopause and Menopause' support in the workplace?
For all that apply, please describe how.

- ☐ Guidance as stand-alone policy guidance [Please specify]
- ☐ Guidance in broader WHS policy [Please specify]
- ☐ Guidance in broader Inclusion policy [Please specify]
- ☐ Coverage in leave policy [Please specify]
- ☐ Coverage in flexible work policy [Please specify]
- ☐ Planning underway to explore appropriate workplace supports [Please specify]
- ☒ **Awareness raising [Please specify]**
- ☐ Networks [Please specify]
- ☐ Other [Please specify]
- ☐ Our agency does not provide 'Perimenopause and Menopause' support

10. Does your agency provide 'Family and Domestic Violence' support in the workplace?
For all that apply, please describe how.

- ☒ **Guidance as stand-alone policy guidance [Please specify]**
- ☐ Guidance in broader WHS policy [Please specify]
- ☐ Guidance in broader Inclusion policy [Please specify]
- ☐ Coverage in leave policy [Please specify]
- ☒ **Coverage in flexible work policy [Please specify]**
- ☐ Planning underway to explore appropriate workplace supports [Please specify]
- ☒ **Awareness raising [Please specify]**
- ☐ Networks [Please specify]
- ☐ Other [Please specify]
- ☐ Our agency does not provide 'Family and Domestic Violence' support

A. DIVERSITY AND INCLUSION

11. Please indicate which of the following best describes your agency's ability to implement the APS Mental Health Capability Framework in the next 12 months.

- ☒ **Our agency is currently prioritising action to align corporate practice with the framework**
- ☐ Our agency is currently in consultation to onboard
- ☐ Our agency is unlikely to be able to progress this agenda
- ☐ Our agency is not aware of the APS Mental Health Capability Framework

12. Please indicate which of the following best describes your agency's ability to implement the Compassionate Foundations, APS Suicide Prevention eLearning suite in the next 12 months.

- ☒ **Our staff are currently accessing the eLearning suite**
- ☐ Promotion is underway but not commenced
- ☐ Compassionate Foundations eLearning is not currently promoted in our agency
- ☐ Our agency is not aware of Compassionate Foundations eLearning

13. Please indicate which of the following best describes your agency's ability to implement the Connections: Core capabilities for workplace peer supporters eLearning suite in the next 12 months.

- ☐ Our staff are currently accessing the Connections eLearning suite
- ☐ Promotion is underway but not commenced
- ☒ **The Connections eLearning suite is not currently promoted in our agency**
- ☐ Our agency is not aware of the Connections eLearning suite

14. Please indicate which of the following best describes your agency's ability to implement the 6R Relational Leadership self-reflection tool in the next 12 months.

- ☐ Our staff are currently accessing the 6R Relational Leadership self-reflection tool
- ☐ Promotion is underway but not commenced
- ☐ The 6R Relational Leadership self-reflection tool is not currently promoted in our agency
- ☒ **Our agency is not aware of the 6R Relational Leadership self-reflection tool**

15. Please indicate which of the following best describes your agency's ability to implement the ADDRESS: APS Psychosocial Hazard Suite in the next 12 months.

- ☐ Our agency is utilising ADDRESS resources to identify and respond to psychosocial hazards
- ☐ Our agency is in consultation to consider implementation of ADDRESS
- ☒ **Our agency is aware of ADDRESS but it is not currently being considered in our agency**
- ☐ Our agency is not aware of ADDRESS

A. DIVERSITY AND INCLUSION

16. Please outline your agency's existing top 3 mental health capability initiatives or programs.

Speak Up series commenced in August 2024 covering topics below; - promote psychosocial and psychological safety in our workplace - embed a pro-integrity culture - raise awareness of our ethical and professional obligations - strengthen our capability to identify and address integrity issues - take accountability for our decisions. Promotion of our new Mental Health Ambassador including the promotion of our internal resources and supports. Living Well Converge International Information session about EAP services – February 2025

17. Does your agency offer any of the following mental health peer support programs to your staff?
[Please select all that apply]

- ☐ Mental health peer support
- ☒ **Mental Health First Aid Officers**
- ☐ Other [Please specify]

- ☐ Our agency does not offer mental health peer support programs to staff

A. DIVERSITY AND INCLUSION

Evaluation of the APS Disability Employment Strategy 2020-25

18. Using the following scale, please assess your agency's maturity with the implementation of the [APS Disability Employment Strategy 2020-25](#).

- ☐ **Entry Level** – Agency has not moved beyond trying to comprehend the strategy and specific actions that relate to it
- ☒ **Emerging** – Agency can demonstrate some compliance with strategy deliverable requirements, but has experienced implementation setbacks
- ☐ **Establishing** – Agency has a clear understanding of the value of the strategy, and has developed systems/policies/practices to meet strategy deliverables
- ☐ **Embedding** – Agency has challenged existing systems and improved systems/policies/practices to meet or exceed strategy deliverables
- ☐ **Educator** – Agency has met or exceeded strategy deliverables, is able to identify and share their lessons, engage with other agencies and provide them with guidance on strategy programs, activities and outcomes

19. Has your agency provided disability awareness and capability uplift for managers and senior leaders in the last 5 years (Following the introduction of the [APS Disability Employment Strategy 2020-25](#))?

- ☒ Yes
- ☐ No

20. In what ways has your agency increased disability awareness and capability for managers and senior leaders?

[Please select all that apply]

- ☐ Information on the intranet
- ☐ Mentoring programs
- ☒ **Recognise days of significance**
- ☐ Seminars
- ☐ Staff networks
- ☐ Standard operating procedures, guides, induction packs or similar
- ☐ Training
- ☐ Workplace initiatives (i.e. improving processes)
- ☒ **Other [Please specify]**

Reasonable adjustment fact sheet is available on our Intranet; Disability content is addressed through SBS Inclusion eLearning training modules available to all staff

21. Does your agency have a disability liaison officer(s) to support employees with disability?

- ☐ Yes
- ☒ No

A. DIVERSITY AND INCLUSION

23. In what ways does your agency have supports for **managers** of employees with a disability?
[Please select all that apply]

- ☐ Information on the intranet
- ☐ Mentoring programs
- ☒ **Standard operating procedures, guides, induction packs or similar**
- ☒ **Training**
- ☐ Other [Please specify]

24. Has your agency reviewed its business practices to include workplace adjustments in the last 5 years (Following the introduction of the [APS Disability Employment Strategy 2020-25](#))?

- ☒ Yes
- ☐ No

25. Are conversations about workplace adjustments embedded into all stages of the employee life cycle? The stages of the employee life cycle include attraction, recruitment, onboarding, performance and career management, succession planning, and separation.

- ☐ Conversations about workplace adjustments are embedded into all stages of the employee life cycle
- ☒ **Conversations about workplace adjustments are embedded into some stages of the employee life cycle**
- ☐ Conversations about workplace adjustments are not embedded into any stages of the employee life cycle

Comment Box A. Diversity and Inclusion

