



# 2024 APS Employee Census Action Plan

We aim to set the standard, as a model employer, for engaging, meaningful work putting employee wellbeing at the centre of what we do. **Our vision for our future workforce** is to be inclusive, curious, collaborative, adaptable and high-performing to realise our purpose.

Our 2024 APS Employee Census results indicate we are **purpose-driven, future-oriented and willing to go above and beyond** to achieve outcomes for government and Australian businesses and communities. Our Census Action Plan leverages strengths and opportunities to **set and communicate our priorities, transform our ways of working and promote wellbeing.**

**We all have a role to play in culture transformation at #TeamDEWR.** Our Census Action Plan organises actions across 3 priority areas and outlines **our shared collective responsibility** to improve ways of working.

## We will set and communicate priorities to deliver on our purpose



### ORGANISATION

- ✓ We will set our departmental priorities through our Corporate Plan and create a clear line of sight from our Corporate Plan outcomes to each division through Division Business Plans.
- ✓ We will target our Learning and Development investment towards building key capabilities to deliver our priorities.

### LEADERS

- ✓ We set clear direction for our teams and ensure staff understand the roles and responsibilities of them and their colleagues to achieve our shared outcomes.
- ✓ We regularly and collaboratively negotiate the scope, time and resources to prioritise our most urgent and impactful work.
- ✓ We have regular discussions about capability development and performance with our teams to support them working at their best.
- ✓ We know our roles and value-add when preparing, reviewing and clearing work, and proactively remove unnecessary hierarchical layers to achieving objectives.

### #TEAMDEWR

- ✓ We take ownership for delivering high quality work and proactively take responsibility for our own performance and development.
- ✓ We have regular conversations with our manager about priorities to ensure we are clear on roles and objectives.
- ✓ We negotiate the scope, time and resources of work to prioritise the most urgent and important outcomes.
- ✓ We look for opportunities to collaborate and connect with colleagues to share information, break down siloes and remove duplication.

### MEASURES

- 2025 APS Employee Census and pulse survey
- Learning and development expenditure and participation
- Exit survey results
- Performance Agreements

## We will transform ways of working to empower people



### ORGANISATION

- ✓ We will transform ways of working through a targeted culture agenda that promotes transparency, inclusivity and accountability.
- ✓ We will deliver staff empowerment and capability programs to reduce unnecessary layers or decision-making and increase capacity.
- ✓ We will deliver a business improvement program to innovate systems, uplift digital products, and streamline administrative processes.

### LEADERS

- ✓ We foster a psychologically safe work environment, where staff are supported to positively and intentionally engage with risk.
- ✓ We seek and listen to different perspectives on ways of working.
- ✓ We attract, develop and retain staff who are committed to identifying and implementing better ways of working.
- ✓ We delegate decision making to the lowest appropriate level.
- ✓ We agree with our teams on how work will be performed to minimise unnecessary complexity, and we are accountable to our people for fostering an empowering work environment.
- ✓ We recognise and reward innovation to promote streamlining administrative processes.

### #TEAMDEWR

- ✓ We apply critical thinking and good judgment to systems and processes and regularly suggest new ways of doing things.
- ✓ We take responsibility to simplify administrative practices to remove unnecessary steps and escalate for support when required.
- ✓ We use technology in an innovative and ethical way to do our best work.
- ✓ We explore and adopt better practice ways of working.
- ✓ We share ideas and innovations with colleagues.

### MEASURES

- 2025 APS Employee Census and pulse survey
- Secretary's Awards nominations
- Specific improvements to administrative processes implemented

## We will promote and protect staff wellbeing



### ORGANISATION

- ✓ We will comprehensively review our cultural safety and implement recommendations to boost cultural capability.
- ✓ We will define expectations for leaders' mindset, behaviours and capability to foster a safe, inclusive and respectful workplace.
- ✓ We will continue to implement and refresh our Working Well Framework.

### LEADERS

- ✓ We regularly monitor and manage workloads across our teams.
- ✓ We have frequent conversations with staff to promote positive wellbeing and share information on health and wellbeing resources.
- ✓ We proactively identify and manage risks to the health and wellbeing of staff using resources from the Working Well Hub.
- ✓ We collaborate with colleagues to ensure our resources are directed towards priorities to support wellbeing.
- ✓ We plan and manage resources to ensure staff wellbeing is at the centre of how we deliver our work.

### #TEAMDEWR

- ✓ We are proactively responsible for health and safety at work.
- ✓ We have regular conversations with our manager about workload, including the scope and timeframes of work.
- ✓ We speak up when we see wellbeing risks and raise solutions.
- ✓ We implement measures to maintain a healthy work-life balance, including accessing entitlements such as leave, and benefits such as wellbeing support services.

### MEASURES

- 2025 APS Employee Census and pulse survey
- Work Health and Safety (WHS) metrics
- Exit survey results