



2024 Census Action Plan

The department’s results from the 2024 APS Employee Census trended in a positive direction. The actions from the 2023 Census Action Plan led to improvements in the 2024 results, which highlights the importance of continuing our attention in these areas. The 2024 results also identified some additional areas of opportunity for improvement.

As a department we want everyone to lead and evolve our culture. Locally developed and led Census Action Plans and initiatives support this and allow the department action plan to complement these by taking a whole of system view of systemic or enterprise wide areas of opportunity.

The success of the action plan is not just in the goals and actions below, but in the energy and willingness with which our staff engage with them. We ask all of our staff to take a proactive approach to participating in the actions or utilising developed tools and materials whenever appropriate to achieve our goals. It is through our collective leadership and commitment to progress that we will continue our upward trajectory in future results.

We will continue to:

Promote and maintain a flexible, diverse and inclusive workplace | Empower staff to engage with risk, innovate and prioritise | Improve the employee experience by ongoing implementation of the IT Roadmap | Implement division-level Census actions to address local level issues | Offer fit for purpose workplaces through our Future Workplace Canberra project and similar initiatives in Townsville, Melbourne, Adelaide and Perth | Invest in a strong leadership cohort.

Areas we will work on:

2024 Target Areas	Goals	Actions (we will ...)
Wellbeing	<ul style="list-style-type: none"> To have a work environment where staff are aware of the health and wellbeing support materials available to enhance their safety. 	<ul style="list-style-type: none"> run targeted awareness campaigns for topical or high priority issues and staff wellbeing offerings. conduct the People@Work survey, release results and co-design an action plan with staff to enhance psychosocial safety in the workplace.
Performance (Individual and organisational)	<ul style="list-style-type: none"> To enhance our individual and collective performance by ensuring common purpose and clarity of expectations for staff. Provide guidance and support on how to implement a best-practice change management approach across the department. 	<ul style="list-style-type: none"> provide additional guidance on how to create good Thrive agreements, including incorporation of expectations and deliverables. offer additional Thrive Supervisor Essentials and How to Thrive: Performance Exchange training sessions. develop a position description template that articulates role requirements and alignment to objectives for staff and managers. ensure Division level business plans are developed and made available to staff via CONNECT to understand the priorities, key activities and associated risks within their division and how they contribute to the purpose and outcomes of the department. implement a Change Management Framework to provide detailed guidelines and best practices for managing change within the department. foster collaboration and knowledge sharing through the Change Management Community of Practice.
Resourcing and Manager Capability	<ul style="list-style-type: none"> Ensure that our managers have the tools and capabilities to effectively perform their role. Equip our managers to have discussions, plan and make informed decisions around resourcing and priorities within their areas of responsibility. 	<ul style="list-style-type: none"> develop templates to provide business areas with tools and support to undertake workforce planning, knowledge transfer and succession planning at local levels. give managers the tools to review and evaluate position responsibilities and classifications across the department, to ensure that they are consistent with APS Work Level Standards and enable adjustments to be made where necessary. develop a leadership and management capability uplift learning curriculum utilising available resources – people management, priority setting and resilience – with a focus on experience and exposure rather than formal training courses. encourage business areas to regularly review manager capability and work with relevant staff to address any shortcomings through either experiential, exposure or formalised learning opportunities.