APS Census Action Plan 2023

	Outcome	Key Focus Area	Short Term Actions (3-6 months)	Long Term Actions (12-18 months)
1 WELLBEING	A sustainable, balanced and healthy working environment that supports employees to do their best work	*I think my agency cares about my health and wellbeing* *(38% positive / 27% neutral)*	1. Conduct a wellbeing survey to get input from staff on what wellbeing looks like for them. 2. Prioritise development of a Wellbeing Framework (which will include training and support resources for staff and leaders). 3. Leaders need to model working reasonable hours.	1. Leadership "toolbox" providing resources to support themselves and their team members. 2. Implement peer support initiatives such as a buddy system, local coffee clubs and mentoring.
2 INCLUSION & FLEXIBLE WORKING	We welcome and support diverse backgrounds and thinking and we enable our people to be agile in the way they work	*My agency supports and actively promotes an inclusive workplace culture* *(56% positive / 21% neutral)*	1. Prioritise development of employee diversity networks. 2. Introduce location based staff huddles to keep local connections. 3. Develop accessible email guidance for signatures and emails.	1. Development and implementation of Diversity and Inclusion Plan (within 12 months). 2. Prioritise accessibility of locations, documents, systems and attitudes.
3 COMMUNICATION & CHANGE	Employees are engaged, work together across teams, and have access to the information they need to effectively perform their role	*Internal communication within my agency is effective* *(37% positive / 24% neutral)* *Change is managed well in my agency* *(28% positive / 28% neutral)*	1. Implement cross-division engagement via information sharing through learning bites. 2. Ensure engagement of ALL leaders through tailored change programs and regular forums in supporting change messaging. 3. Ensure visible celebration of successes along the way.	1. Opportunities are provided for employees to communicate across teams and to engage with strategic priorities. 2. Change management training and resources to be integrated into broader leadership training.
4 TEAM LEADERSHIP	Immediate supervisors are trusted leaders who have appropriate support to achieve great results through their teams	*My supervisor ensures that my workgroup delivers on what we are responsible for* *(74% positive / 17% neutral)*	1. Ensure all leaders (EL1 up) attend Fundamentals of Leadership Program. 2. Continue Leadership Development Training. 3. Establishing standing agenda item in team meetings for sharing useful resources on health and wellbeing, flexibility and recognising staff success.	1. Professional supervision framework and expectations of supervisors. 2. Staff capability building to support career progression in to Executive level roles.
5 ORGANISATIONAL LEADERSHIP	Senior Executives are visible organisational stewards who create a positive working environment	*My SES manager creates an environment that enables us to deliver our best* *(44% positive / 28% neutral)*	1. Recognise importance of employee representatives e.g. HSR, Change Facilitators. 2. Model good wellbeing and flexibility practices. 3. Hold quarterly all staff forums and continue town hall type meetings with visible, two way communication.	1. Lead the change into a "coaching" rather than "management mindset". 2. Visible participation in key employee lifecycle events such as induction, training, etc. 3. Explore forums and mechanisms for frontline staff to engage directly with SES leaders.