Australian Government

Department of Employment and Workplace Relations

2025–27 APS Employee Census Action Plan

We support people in Australia to have safe, secure and well-paid work with the skills for a sustainable future.

We are focussed on delivery to ensure our work drives effective, meaningful outcomes for the Australian community.

We are connected and integrated, operating as one enterprise with a united purpose to deliver on the government's priorities, now and into the future.

Our 2025 APS Employee Census results indicate a growing culture of **innovation** and that we are **future-oriented** and **committed to going above and beyond** to achieve outcomes for government and the Australian public. Our Census Action Plan leverages strengths and opportunities **to set and communicate our priorities, empower our people, transform our ways of working and manage and maintain wellbeing.**

Our Census Action Plan organises actions across 3 priority areas and outlines **our shared collective responsibility** to build a more sustainable, integrated and impactful enterprise.

We set and communicate priorities to deliver on our purpose

ENTERPRISE

- We set our departmental priorities through our Corporate Plan and create a clear line of sight to division outcomes through division business plans.
- We respond and adjust to emerging issues and give clarity about relative priorities when things change.
- We work as one enterprise to deliver integrated, strategic advice and services aligned with government priorities.
- We attract, retain and harness a diverse workforce in alignment with our Reconciliation Action Plan and Diversity and Inclusion Action Plan.
- We target our learning and development investment towards building key capabilities to deliver our priorities.

LEADERS

- We are clear about priorities and expected outcomes within legislative and enterprise frameworks. We use sound decision-making and project management tools to effectively manage risk, resources and delivery.
- We maximise impact through business prioritisation and active workforce and work program management.
- We have regular and informed discussions about capability development and performance with our teams.
- When issues emerge, we provide clarity and context to changing priorities and resource them accordingly.

TEAM MEMBERS

- We deliver high quality work and proactively take responsibility for our own performance and development.
- We regularly discuss our priorities with our managers to ensure we are clear on objectives and our role in a sustainable, integrated, impactful DEWR.
- We plan our work to understand dependencies and manage risk and change.

MEASURES

1. Improved APS Employee Census results on strategic direction, role clarity and communication.
2. Positive exit survey results regarding leadership and management, and connection to work.
3. Improved enterprise-wide performance agreement compliance rates at each performance cycle stage (start, mid and end-cycle).

We will transform ways of working to empower people

ENTERPRISE

- We support innovation and harness the power of technology to work more effectively and enhance our service delivery.
- We transform work practices to be more deliberate, innovative and united in how we deliver services and create impact, including stronger project management.
- We empower staff by investing in growing capability to reduce unnecessary layers of decision making and increase capacity.

LEADERS

- We value diverse perspectives on ways of working and create a sense of belonging and connectedness.
- We delegate work and decisions to the lowest appropriate level using a risk-based approach.
- We make connections across teams and Groups to take an enterprise approach to emerging challenges and opportunities.
- We recognise and reward innovation that improves delivery, efficiency and simplifies administrative processes.

TEAM MEMBERS

- We collaborate and connect with colleagues across the enterprise to share information, break down silos and remove duplication.
- We apply critical thinking and good judgement to systems and processes and suggest new ways of doing things.
- We embrace technology and build digital capability, driving productivity and innovation.
- We explore and adopt better practice ways of working.

MEASURES

1. Improved APS Employee Census results on innovation, technology and authorising environment.
2. Increased staff engagement with learning and development opportunities.
3. Positive exit survey results regarding learning and development opportunities and technology.

We manage and maintain our wellbeing

ENTERPRISE

- We will deliver a Cultural Capability Assessment Framework to build core skills and knowledge of diversity, intersectionality and inclusion.
- We will define expectations for leaders' mindset and behaviours and partner with them to foster a safe, inclusive and respectful workplace.
- We embed respectful relationships, increase opportunities and promote cultural safety for First Nations peoples through our inaugural Reconciliation Action Plan.

LEADERS

- We foster a psychologically safe work environment, and support staff to positively and intentionally engage with risk.
- We plan, monitor and manage resources to balance wellbeing with delivery, and individual with team preferences.
- We promote positive wellbeing and share information on health and wellbeing resources.
- We lead and navigate change with integrity, engage in meaningful consultation and prioritise transparency to empower people.

TEAM MEMBERS

- We actively embrace change and demonstrate resilience in the face of challenge.
- We regularly discuss workload with our manager including the scope and timeframes of work.
- We speak up when we identify wellbeing risks and raise solutions.
- We implement measures to maintain a healthy work-life balance, including accessing leave and support services.

MEASURES

1. Improved APS Employee Census results on health and wellbeing.
2. Increased early intervention and decreased work health and safety (WHS) incident and hazard reports.
3. Increased Working Well Framework engagement.