



Census action plan 2025

The annual APS Employee Census allows staff to share feedback on what we are doing well and where we can improve.

This is the second year of operation of the NACC, and the first opportunity to objectively measure the performance of the 2024 Census Action plan against the 2025 results. We have maintained a good response rate (in numbers and percentage) and therefore can be confident that our approach to staff feedback is making an impact and that our continuous improvement journey is headed in the right direction.

1. What we are doing well

- 1.1 Our staff are committed to the work we perform. We strongly believe in the purpose and objectives of the Australian Public Service (APS) which ensures we are clear on our purpose and our responsibilities.
- 1.2 Our immediate supervisors and Senior Leadership clearly articulate the direction and purpose of the Commission ensuring our work directly contributes to the strategic direction of the APS.
- 1.3 Our staff feel well supported by their supervisors and through the provision of various forms of flexible work and health and wellbeing programs.

2. Where we have improved since our last census

Our employees have acknowledged areas of improvement in key areas since our last census which reflects commitments made in the 2024 Action Plan:

- 2.1 While our employees report a level of concern with the tools and resources required to perform well, they have acknowledged a significant improvement since the 2024 results.
- 2.2 During the last 12 months, our employees have acknowledged an improvement in the formal learning they have accessed and reported that it has improved their performance. This is also a significant improvement since 2024 results.
- 2.3 During the last 12 months staff have reported significant improvements of their relationships with their immediate supervisors. This is important from the perspective of developing more cohesive teams and will assist in the further development of a positive culture within the Commission.

3. Where we could do better

Our employees told us where we could do better. These are similar to the 2024 results which therefore means our staff are clear that these are the key areas on which we should continue to focus.

- 3.1 Our Senior Leaders will work as a team, collaborating to ensure that our direction and priorities are clearly established and communicated to all, to ensure that we are operating efficiently and effectively and within our capacity.
- 3.2 Change is inevitable and ongoing. Our leaders will clearly articulate the need for change and genuinely consult on how change is implemented. The need for change will be communicated as soon as practicable to enable our employees to prepare and embrace new ways of working.

- 3.3 We will support innovation through inspiring our employees and recognising them when they improve processes or design new ways of working. We will recognise that failure is a part of innovation without compromising the accuracy or quality of our work.
- 3.4 We will continue activities that support continuous improvement by providing the tools and resources we need to perform well.

4. What we will do

The following are key actions that we will undertake at the Commission, branch and individual levels.

- 4.1 Continue to develop and implement Corporate and Branch business plans and Branch census action plans and communicate these to our staff.
- 4.2 Ensure all staff have current performance agreements in place which includes discussions and agreements on business deliverables, working hours, and flexible work, with an increased focus on learning outcomes and career objectives. Ensure agreed formal learning is provided to staff, with the time required to undertake this learning being supported by managers.
- 4.3 Maintain our continuous improvement work through the provision of resources and tools, as detailed in our Enabling Services Branch Roadmap, including ICT improvements and a Commission-wide Capability Strategy.
- 4.4 Engage and consult with our staff through our Consultative and Work Health and Safety Committees, as well as consulting staff during the development of Commission policies that support the implementation of our Enterprise Agreement. Regularly update staff via the Health and Wellbeing Hub about new opportunities or important upcoming initiatives, as well as using diversity and inclusion days of significance to celebrate and communicate our ongoing commitment to a safe, supportive and healthy workplace.
- 4.5 Leaders will clearly articulate the basis for changes in the workplace to support changes in the Commission's operational environment. This includes regular engagement with all employees, the setting and sharing of branch business plans, formal consultation (including through the Consultative Committee and Directors' Leadership Group) and other mechanisms such as all staff

meetings and branch and team meetings. Our leaders will work together to promote cross-branch collaboration to deliver the Commission's operational objectives.

- 4.6 Report on the progress of implementing these actions to our governance committees and our staff on a regular basis.

5. How we will measure success

- 5.1 As we grow and mature, we will monitor our progress through our business planning and individual performance agreements processes.
- 5.2 We will detail our key deliverables and accountabilities to staff, with each branch involved in the Census action planning process.
- 5.3 We will continue to monitor our anonymous feedback process and exit surveys to gauge improvement in addressing staff concerns to help in addressing areas of concern.
- 5.4 We will measure progress through regular reflection and communications during the year and use short pulse surveys to check on our progress between the annual census.
- 5.5 We will report our progress through our internal governance framework.