



APS Employee Census 2024 Action Plan

The Department gains valuable insights from the APS Employee Census results and is committed to taking action to improve our working environment. We use the results to inform departmental initiatives and monitor the implementation of actions under the Department's Workforce Strategy and Capability Review Response. We also work with leaders across the Department to understand and respond to their local results.



Our successes



Inclusive and Flexible Work Environment

We have continued high employee engagement with staff telling us they feel a strong sense of pride to work in the department. We are proud to have an inclusive and flexible working environment, this will always be a focus area for us.



Retention

Our staff recommend us as a good place to work and most want to stay in their role for at least the next one to two years. Of those looking to leave their role in the next year, the preference is to pursue another role within the Department with the primary reason being career progression. We continue to promote the desirable features of a career with us.



Leadership

Perception of the Department's leadership remains strong with our Directors (EL2) continuing to receive the highest leadership satisfaction scores in the Department. Our results show our Directors demonstrate strong people management behaviours.



Our areas of focus



Supporting Our Mid-Level Executive Leaders

We are pleased staff feel we have strong leadership and we want to ensure our leaders are well supported. We are focused on their wellbeing, confidence leading geographically dispersed teams and ensuring they feel empowered to make decisions.



Communication & Change Management

Effective communication and change management are vital for a positive workplace. We want our internal communication to be strong with our SES working as a team articulating the priorities for the agency. We will continue our focus on supporting staff through change.



Enabling Innovation

Our employees are driven, productive and strive for continuous improvement. We want to ensure we have the systems, frameworks and processes in place to foster our innovation culture and support more experimentation of ideas and ways of doing things.



What we are doing

The department relies on a capable and experienced workforce to effectively deliver the government's health, aged care and sports priorities. In 2024–25 we will maintain a strong emphasis on developing our workforce capabilities, fostering a safe and respectful work environment, and implementing strategies to support a diverse and inclusive workforce.

We have a comprehensive program of implementation work underway aligned with findings from our Capability Review and annual Census results.



Our **Capability Review Response** focusses on our three key themes:

- Lifting our Strategy Policy capability
- Deepening our engagement with the community and stakeholders
- Unlocking our executive leader potential.

A key delivery project under our Capability Review Response is the **Strategic Capability Uplift Project**.

The project aims to:

- develop a strategic narrative and a set of strategic priorities for the department
- establish an investment strategy over 2 years
- build a policy playbook
- embed strategic policy thinking across the department through cultural change.



Our **Workforce Strategy** (the Strategy) outlines how we will navigate changes in our environment and attract, retain, engage and develop a highly capable workforce.

The Strategy has four focus areas:

- Compete for Talent
- Support and Build Agility
- Grow our Own
- Leadership and Culture.



Our Corporate Plan outlines who we are, what we are here to do, where we are heading and how we will get there.

[Corporate Plan 2024–25](#)

[Capability Review Response](#)



Feedback from the portfolio Ministers, Stakeholders and Employees provides critical data for measuring and evaluating the success of these initiatives.