



APS Employee 2025 Census Action Plan

Successes



Enabling Innovation

Our staff are highly engaged in contributing new ideas and feel responsible for continuously improving the way we work. We have focused on having the systems, frameworks and processes in place to foster innovation and will continue to monitor the drivers of this success to ensure that it is sustained.



Immediate Supervisor Leadership

Our staff continue to report very high confidence in their direct supervisors, with strong results for managing team performance and supportive leadership.



Employee Engagement

Our staff have continuously demonstrated that they are committed to the department's goals, proud of the work they do and willing to go the extra mile. In 2025 our Inclusion Framework was developed through extensive consultation demonstrating our commitment to a culturally safe, accessible, inclusive and respectful workplace for all employees.

Areas to improve



Change Management

Clear communication and change management are vital for a positive workplace. Our 2025 results show the need for continued improvement. We will focus on enhancing our capabilities, particularly for our middle managers, to ensure better support for staff through change.



Supporting our Mid-Level Executive Leaders

Our Mid-Level Executive Leaders are the bridge between organisational strategy and delivery. However, these leaders face a lot of pressure and the 2025 Census results show us where we can focus to support them. They report feeling less confident in how change is managed, burdened by administrative processes and less supported by wellbeing policies.



Building Capabilities for a Modern Workforce

When staff have the right skills and opportunities, they feel empowered and confident to deliver. Our staff have seen progress in reducing crucial capability gaps, but results show opportunities to strengthen capability areas such as data, ICT and people management.

What we are doing



Our Capability Review Response...

helps drive continued improvement as we implement the Government's agenda and prepare for future challenges and opportunities.

A central focus of our response is the delivery of programs to support our mid-level executive leaders, with a particular focus on change management and wellbeing:

- Last year, we introduced the ELevate leadership program and speaker series for EL staff, along with enhanced mentoring and coaching services. These initiatives, designed to strengthen executive leadership and foster collaboration, have been positively received and will continue in 2025–26.
- The Activate Program launching in 2026, will focus on building management capability, particularly in performance management, leading change, and driving team performance.



Our Workforce Strategy...

focuses on building a capable, agile, and future-ready workforce, where people are empowered to grow, adapt, and deliver with purpose in a rapidly changing landscape.

The following actions are included in the workforce strategy for 2025–26:

- A review of the non-SES Performance Framework to support optimal performance and build a productive operating environment and positive workplace culture of collaboration, innovation, accountability, and continuous growth.
- Implementing the 2025–2026 Learning and Development Roadmap to align learning initiatives with organisational capability needs, while cultivating a culture of continuous learning. This year's priorities include building AI confidence, enhancing data analysis and communication skills, and strengthening people and business management practices for all managers.
- Reviewing our optimal management structures guidance to support senior leaders to design management structures that operate effectively.



Our Corporate Strategy...

sets out major projects that support the department's response to the Capability Review and help equip the department to continue to deliver high quality services.

Actions currently underway to support the corporate strategy include:

- Implementation of a new Service Centre (ServiceNow) to streamline processes and reduce administrative burden.
- Projects to leverage digital opportunities and change the way we work, including the implementation of our AI Strategy, the roll-out of Copilot and the delivery of associated training and support.



Future Directions

We will...

- continue to review our data capability gaps and co-design priority initiatives in the next iteration of our [Data Strategy](#).
- undertake a deeper analysis of the underlying drivers behind the identified areas to improve through our internal 2025 Culture Pulse survey. Actions to improve change management will be informed by these results to ensure interventions have the greatest impact.
- work with leaders across the department to understand and respond to their local results.
- continue to measure and evaluate the success of these initiatives through feedback from employees and stakeholders.

See our [Corporate Plan](#) which outlines who we are, what we do, where we are heading and how we will get there.



We remain committed to fostering a supportive, professional culture with a focus on integrity and inclusivity.



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