

# 2024 APS Employee Census Action Plan – We’re Listening!

## Our staff told us

**92%** We understand **how our role contributes** to achieving outcomes for the Australian public.

**89%** We feel a strong connection to the APS, our purpose and are **willing to go the extra mile**.

**85%** Our **Supervisors support us to deliver** and they care about our health and wellbeing.

## They also said

**57%** They want to feel more **empowered to contribute to cultural change** within Home Affairs.

**41%** Feeling inspired and **equipped to come up with new or better ways of doing things** is important.

**66%** **Communication** and collaboration needs to improve across all levels, for change to be enduring.

## Our Focus Areas

### SES Leadership and Performance



### Support for Middle Managers



## Our Commitment

**“Exemplary Leadership:**  
Our leaders epitomise excellence, they set high standards, they are authentic, they inspire, care for and invest in their people; and they model integrity, openness and collaboration.



## What we will do to improve

### 1. Our SES walk the talk

- Our SES lead by example; they engage with staff, they are visible, and they demonstrate the behaviours that align to our vision.
- Our SES are dedicated to modelling our culture, working as a team, and holding each other accountable.

### 2. Collaboration is at the core of everything we do

- We drive our cultural transformation journey, and ensure we put people and business at the centre of everything we do.
- We work together with our people and partners to achieve a shared sense of purpose.

### 3. Deliver a Leadership program for our EL cohort

- We invest in our leaders and managers to address emerging challenges and lead high performing teams.
- Our staff are exposed to industry leaders and dynamic opportunities; using research to guide an annual refresher.
- We embed inclusive leadership in Department and ABF leadership programs and training.

### 4. Develop a 360-feedback program to enhance performance feedback initially for SES and ELs

- Manager once removed discussions and feedback is a standard component of our performance process.

## Timing

Ongoing

Ongoing

Oct 25

From Apr 25

## Our Focus Areas

### Innovation, Training & Development



## Our Commitment

“ **Game-changing agenda:** We deliver enduring, positive change to Australia’s prosperity, security and unity. ”

“ **Collaboration at our core:** Our success depends on harnessing capability across government, business and the community: collaboration must be at the core of everything we do. ”

### Culture of Integrity, Wellbeing & Respectful Behaviours



## What we will do to improve

### 5. Deliver a workforce strategy that builds foresight capability and positions us into the future

- Deliver strategies and actions to enable and deliver a skilled and capable workforce.
- Attract, recruit, retain and develop deep expertise in our core functions.

### 6. Refresh the Capability Framework

- Support the development of critical capability in the Department and APS.
- Target investment in professional capability development for staff at all levels.

### 7. Embed Innovation in all we do

- Leaders support the ‘hour of power’ for staff to plan, discuss and report on innovation ideas at the Branch level.
- Hold Divisional ‘hackathons’ annually.
- Celebrate innovation month with an annual ‘showcase’.

### 8. Embed ‘One Home Affairs, including One ABF’ behaviours throughout the Organisation

- Review and refresh our performance and rewards frameworks to better recognise and reward staff who are innovative and collaborative.
- Design and roll-out ‘collaboration month’ and a ‘toolkit’.
- ABF continues to lead their cultural change, supported by the 5-year AHRC partnership.
- All leaders model respectful behaviours and create a safe, inclusive and diverse workplace for our staff.

### 9. Take active steps to eliminate unacceptable behaviour and ensure staff feel supported and safe to report bullying and harassment and discrimination in the workplace

- Deliver a Home Affairs’ Respectful Workplace plan inclusive of Respect@ABF priorities.
- Establish Workplace Respect Champions, a key action in our Diversity Strategy.
- Establish a ‘Fusion Hub’, combining performance, behaviours, case management, integrity support and ABF Speaksafe.
- Coach and support managers to take early action and encourage reporting.
- Support our people through targeted health and wellbeing programs.

## Timing

Jun 25

Jun 25

Ongoing

From Mar 25

Jan 25

Jun 25

Ongoing

### What we will continue

**74%** Support ideas to improve ways of working and deliver on what we are responsible for.

**75%** Provide helpful feedback to build performance; engaging on how to respond to future challenges.

**80%** Consider the people and businesses affected by what we do.

**71%** Support and actively promote inclusion, wellbeing and respect at work

## Outcomes we will achieve

- ✓ Greater accountability for, and ownership of workplace culture across the Department
- ✓ Deliver on our Diversity Strategy and Respectful Workplace plan, including Respect@ABF
- ✓ Model, advocate and uphold positive workplace behaviour across our workforce
- ✓ Provide a safe, inclusive, diverse and respectful workplace for our staff
- ✓ Contribute to a high functioning APS and the overall success of the public service
- ✓ Improved Census leadership, change and innovation index scores



- ✓ Improved tools and resources needed to perform our job well
- ✓ Building trust and greater transparency in our workforce data
- ✓ We have genuine partnerships with diverse stakeholders, built into the way we work
- ✓ Strengthened collaboration, within, across and outside Home Affairs
- ✓ Staff are recognised at all levels for driving innovation, change and collaboration

Census informed action planning: Supporting the Department of Home Affairs broader transformation