

2025 CENSUS ACTION PLAN



Our vision

We build our nation and secure our future by fostering an environment where we can all succeed through a culture of excellence, integrity, openness and collaboration

72% of our staff told us through Census 2025 that...

we're on the right track:

- More staff feel proud to work here and would recommend Home Affairs as a good place to work
- Our staff are increasingly feeling inspired to come up with new or better ways of doing things
- Our staff appreciate the leadership of their immediate supervisors
- We increasingly have an environment that enables teams to deliver their best

but there's more to do:

- We need to support our ELs to increase their engagement and job satisfaction
- We need to continue addressing problematic behaviours
- We need to make it easier for staff to get things done by managing change well, improving our aging technology, and reducing our multiple layers of decision making
- We need to better support our middle managers to engage with risk and make decisions
- We need to boost confidence in the collective leadership of our SES

Our continuing priorities:

- Take active steps to eliminate unacceptable behaviour and ensure staff feel supported and safe to report bullying and harassment and discrimination in the workplace
- Continue to be visible and engaged with our people as an SES cohort
- Deliver the EL Leadership Program and support ELs to invest in their personal learning journeys
- Broaden out the 360-feedback program
- Deliver on our workforce strategy commitments
- Foster a culture of innovation, and make sure our people feel safe to suggest new or better ways of doing things

Enterprise initiatives:

Exemplary leadership

✓ Active engagement, targeted action:

Our SES will engage with their EL2s to listen, share ideas, and co-design meaningful local actions in response to their Census results

✓ Clear prioritisation:

To ensure our work aligns with what matters most, all SES and EL2s will lead a collaborative prioritisation process to decide, together, where to continue to focus our energy, and where to pull back

Game-changing agenda

✓ Reducing barriers:

Each Branch Head will review and identify three areas to improve with their staff and co-design solutions to make it easier get things done

✓ Smart integration:

We will continue to roll out AI and support our staff and SES to safely integrate it into our work where appropriate

Collaboration at our core

✓ Visible cohesion:

We will promote and communicate examples of great collaboration between teams

✓ Collaboration; not optional:

All significant proposals, advice, and new initiatives must include clear evidence of cross-team consultation and collaboration