**APS Census Action Plan 2023 – Accessible Version**

Theme 1: Wellbeing

Desired outcome: **A sustainable, balanced and healthy working environment that supports employees to do their best work**

Key Focus Area: *I think my agency cares about my health and wellbeing (2023 response 38% positive/27% neutral)*

Short Term Actions (3-6 months)

Action 1: Conduct a wellbeing survey to get input from staff on what wellbeing looks like for them.

Action 2: Prioritise development of a Wellbeing Framework (which will include training and support resources for staff and leaders).

Action 3: Leaders need to model working reasonable hours.

Long Term Actions (12-18 months)

Action 1: Leadership “toolbox” providing resources to support themselves and their team members.

Action 2: Implement peer support initiatives such as a buddy system, local coffee clubs and mentoring.

Theme 2: Inclusion & Flexible Working

Desired Outcome: **We welcome and support diverse backgrounds and thinking and we enable our people to be agile in the way they work**

Key Focus Area: *My agency supports and actively promotes an inclusive workplace culture (2023 response 56% positive/21% neutral)*

Short Term Actions (3-6 months)

Action 1: Prioritise development of employee diversity networks.

Action 2: Introduce location based staff huddles to keep local connections.

Action 3: Develop accessible email guidance for signatures and emails.

Long Term Actions (12-18 months)

Action 1: Development and implementation of Diversity & Inclusion Plan (within 12 months).

Action 2: Prioritise accessibility of locations, documents, systems and attitudes.

Theme 3: Communication & Change

Desired Outcome: **Employees are engaged, work together across teams, and have access to the information they need to effectively perform their role**

Key Focus Areas: *1* *Internal communication within my agency is effective (37% positive/24% neutral) 2 Change is managed well in my agency (2023 response 28% positive/28% neutral)*

Short Term Actions (3-6 months)

Action 1: Implement cross-division engagement via information sharing through learning bites.

Action 2: Ensure engagement of ALL leaders through tailored change programs and regular forums in supporting change messaging.

Action 3: Ensure visible celebration of successes along the way.

Long Term Actions (12-18 months)

Action 1: Opportunities are provided for employees to communicate across teams and to engage with strategic priorities.

Action 2: Change management training and resources will be integrated into broader leadership training.

Theme 4: Team Leadership

Desired Outcome: **Immediate supervisors are trusted leaders who have appropriate support to achieve great results through their teams**

Key Focus Area: My supervisor ensures that my workgroup delivers on what we are responsible for *(2023 response 74% positive/17% neutral)*

Short Term Actions (3-6 months)

Action 1: Ensure all leaders (EL1 up) attend Fundamentals of Leadership Program.

Action 2: Continue Leadership Development Training.

Action 3: Establish standing agenda item in team meetings for sharing useful resources on health and wellbeing, flexibility and recognising staff success.

Long Term Actions (12-18 months)

Action 1: Professional supervision framework and expectations of supervisors.

Action 2: Staff capability building to support career progression in to Executive level roles.

Theme 5: Organisational Leadership

Desired Outcome: **Senior Executives are visible organisational stewards who create a positive working environment**

Key Focus Area: *My SES manager creates an environment that enables us to deliver our best (2023 response 44% positive/ 28% neutral)*

Short Term Actions (3-6 months)

Action 1: Recognise importance of employee representatives for example Health & Safety Representatives and Change Facilitators.

Action 2: Model good wellbeing and flexibility practices.

Action 3: Hold quarterly all staff forums and continue town hall type meetings with visible, two way communication.

Long Term Actions (12-18 months)

Action 1: Lead the change into a “coaching” rather than “management” mindset.

Action 2: Visible participation in key employee lifecycle events such as induction and training.

Action 3: Explore forums and mechanisms for frontline staff to engage directly with Senior Executive leaders.