



2025 APSC Employee Census Action plan



Commissioner's foreword

This year's Census results reflect the voices of 92 per cent of staff who took the time to share their perspectives on our workplace. This strong level of participation shows trust and engagement and gives us a solid foundation to understand what matters to you and take meaningful action.

The Census helps us assess how we're performing as an employer — what we're doing well, and where we can improve. Your feedback helps us shape a workplace that reflects our values, supports our people, and enables everyone to contribute meaningfully to the Commission's work.

Our results show that staff are proud to work at the Commission and believe strongly in our purpose, with 82 per cent saying they are proud to work here and 89 per cent confident in our objectives. It's encouraging to see improvement in how we manage change and support innovation, with more staff recognising that new ideas and continuous learning are valued. Staff also acknowledged the care shown for health and wellbeing, with 80 per cent agreeing the Commission genuinely supports them in this space.

At the same time, you've told us where we need to improve. Workloads and competing priorities remain a challenge. We also need to ensure that everyone has the tools, systems, and support to do their jobs effectively. Strengthening leadership capability, feedback, and collaboration will be key areas of focus in the year ahead.

The 2025 Census Action Plan outlines the practical steps we'll take in response to what you've told us. It addresses the areas you've identified for improvement, while reinforcing our ongoing commitment to wellbeing, inclusion, and a workplace where everyone can thrive.

Thank you to everyone who participated in this year's Census. Your feedback continues to guide our progress and ensure the Commission remains a high-performing agency, where people feel supported, respected and proud to serve.

Dr Gordon de Brouwer
APS Commissioner



Our Progress



What we achieved in 2024

Our key themes from last year continue to guide targeted actions and measurable progress. The full 2024 Action Plan is available on our website.

We continued to deliver on key themes from our 2024 Action Plan, which guided targeted actions and measurable progress. Highlights include the development and executive approval of the Technology Strategy, and significant progress under the TransformIT Program, which delivered foundational artefacts to support staff in working effectively, with further work underway to address emerging priorities.

Through our wellbeing initiatives, we hosted lunch-and-learn sessions, conducted a comprehensive psychosocial risk assessment, and began developing a Mental Health Action Plan aligned with the APS Mental Health Capability Framework. These efforts support a mentally healthy workplace through early intervention and targeted support.

Branch business plans were aligned with the Corporate Plan, helping prioritise work and inform individual performance plans. We advanced initiatives across our focus areas – communication and collaboration, managing priorities and workloads, wellbeing, and providing tools and resources – with several actions completed and others continuing into the year ahead.



What we're doing well

The 2025 Census results demonstrate that we continue to perform strongly overall, with positive outcomes across most indices and staff maintaining confidence in our work and purpose.

Strong overall performance and engagement: The 2025 Census results show continued strength across most indices, with staff expressing confidence in the Commission's work and purpose. The Employee Engagement Index reflects meaningful gains in pride, motivation, and personal connection to the organisation.

Improved wellbeing support: Staff satisfaction with health and wellbeing initiatives increased notably in 2025. Improvements in policy awareness, confidence in communication, and overall support reflect a more positive and caring workplace culture.

Growing innovation and integrity: The Enabling Innovation Index reached 74, with staff feeling motivated to try new approaches and supported in learning from failure. Integrity remains a cultural strength, with improvements in providing frank advice and acting ethically – even on newly introduced measures.

What we want to work on

Goals	Focus areas	Opportunities
Strengthen and invest in our workforce and leadership capability	• Build workforce capability and confidence by equipping staff with AI tools • Strengthen leadership effectiveness through consistent strategic communications, improved feedback practices and support for handling difficult conversations • Foster a collaborative and growth-oriented culture by encouraging team reflection, continuous improvement and empowering staff to lead and work across teams	• Use approved AI tools with clear guidance and training to improve efficiency and support responsible, future-ready work practices. <i>This will be led by the Information, Data & Digital Engagement Team with support by all staff.</i> • Strengthen leadership through continued promotion of APS Academy offerings and relevant learning aligned with APS Craft and professional streams. <i>This will be led by the People Team with support by all staff.</i> • Foster collaboration and alignment by promoting peer mentoring, cross-branch initiatives, and regularly reviewing business plans to prioritise key work and resources. <i>This will be led by all SES and EL staff, with feedback from all staff.</i>
Foster a culture of innovation and collaboration	• Promote a culture of innovation by clearly communicating its value and encourage staff to challenge existing approaches • Enable collaborative idea-sharing through a staff environment of open dialogue and strengthen cross-branch knowledge sharing	• Promote and celebrate innovation by sharing success stories, highlighting examples, and encouraging staff to contribute ideas that improve ways of working. <i>This will be led by all SES and EL staff, with feedback from all staff.</i> • Strengthen collaboration and insight gathering through shared digital spaces e.g. innovation hubs or idea boards, and staff feedback to identify and address collaboration barriers. <i>This will be led by all branches.</i>
Continue embedding best-practice change management	• Build leadership and staff capability to manage change effectively and operate confidently within structures, processes, and ways of working. • Foster an adaptable and supportive culture that promotes transparency and resilience during transition.	• Engage staff early and consistently in the change process using a range of consultation mechanisms, ensuring accessible ways to provide feedback and maintain open, transparent dialogue. <i>This will be led by all SES and supported by People Team.</i> • Support staff through change by acknowledging the impact, celebrating progress and milestones, and recognising adaptability, collaboration and contributions throughout the transition. <i>This will be led by all SES and supported by People Team.</i>