

APS Census 2025 Action Plan

We are committed to listening, learning and acting on the insights shared by our people through the 2025 APS Employee Census. These results show where we are making progress—such as stronger engagement, improved communication and a more inclusive culture—and where we need to do better.

We have developed an action plan that builds on our strengths and addresses areas for improvement. This is part of our ongoing commitment to create a workplace that reflects our values and empowers every person to contribute their best. Together, we will continue to grow as One Commission, with transparency, accountability and respect for human rights at the heart of everything we do.

What we're doing well in 2025



Employee engagement

We are proud to work here, recommend the Commission as a good place to work and are happy to go the 'extra mile' when required.



Leadership

Our supervisors are inclusive and help create an environment that enables us to do our best.



Communication

Our internal communication is more effective.



Wellbeing

Our wellbeing is supported by supervisors and our inclusive workplace culture.



Job satisfaction

Job security has improved and we value the flexibility we experience in our work and our workplace.

What we heard we can do better



Managing workload and supporting wellbeing

Many of us experience stressful work with workloads well above our capacity and emotionally demanding subject matter.



Addressing unacceptable behaviour

While the incidence is relatively low, we need to focus on prevention and hold ourselves to a higher standard than others.



Change management

We need to implement and communicate change in a structured, inclusive way that is paced so it minimises disruption.



Enabling innovation

While we feel more comfortable coming up with new or better ways of doing things in our teams, there is room for improvement across the whole agency.

Our commitment to acting on what we heard

Inclusive and empowering culture

Building a safe and inclusive workforce

Key actions:

- Leadership charter for statutory office holders.
- Staff training on bullying and harassment.
- Communicate clear pathways for raising and addressing concerns.
- Manager 'check ins' as part of performance discussions.
- Build diversity measures.

Continue to:

- Run diversity and inclusion events.
- Finalise First Nations Cultural Safety Strategy.
- Implement initiatives to support recruitment of a diverse workforce including via a First Nations talent register.

Communication and collaboration

Improving collaboration across the Commission to work intersectionally and manage cross-Commission impacts

Key actions:

- New Strategic Plan to drive cross-cutting projects as we are stronger, more efficient and more effective when we work together.
- Project management framework to support collaboration and build capability.

Continue to:

- Refine and develop internal communication channels.
- Build internal engagement practices.

Sustainability and resilience

Measures to improve staff wellbeing

Key actions:

- Conduct pulse surveys on wellbeing and workplace culture.
- Develop learning and professional development framework
- Focus on better workload management via the new Strategic Plan.

Continue to:

- Implement our wellbeing program including training (eg. vicarious trauma).
- Monitor workload implications to protect against burnout.
- Review annual leave balances to encourage staff to take leave to support their wellbeing.

Innovation and change

Foster a culture of innovation through ongoing learning and experimentation

Key actions:

- Embed retrospectives in projects.
- Celebrate all attempts at experimentation regardless of outcome.

Continue to:

- Reinforce importance of communicating about changes in a timely manner, especially in time of uncertainty.
- Use existing forums for consultation.
- Phase implementation of initiatives to reduce change fatigue.