

2024 APS Employee Census Agency Action Plan

This action plan was developed through grassroots activities by all staff. All actions are due for completion by June 2025.

Target areas	Goals	Action steps	Why?
<p>1. Employee engagement</p>	<p>A workplace where our people are motivated, inspired and enabled to improve the ARC's outcomes.</p>	<p>Initiatives to strengthen staff engagement with ARC's mission:</p> <ul style="list-style-type: none"> • Shaping and telling the ARC's story through collaboration with staff on ways to highlight our mission to fund excellent research that benefits Australia's social, economic and cultural life • Senior Leadership to deliver regular feedback sessions on sector engagement and consultation. • Expand the external guest speaker series for all-staff webinars. 	<p>Our engagement index score has stabilised but remains lower than similar-sized agencies and the APS overall. This represents a risk to motivating and retaining key talent at the agency.</p>
		<p>Initiatives to increase visibility of and access to senior leadership:</p> <ul style="list-style-type: none"> • Senior leadership to undertake regular floor walks and consider digital alternatives. • Senior leadership to attend cross-agency Branch meetings to share information. 	
		<p>Initiative to support internal mobility:</p> <ul style="list-style-type: none"> • Implement a staff mobility framework. 	
		<p>Initiatives to strengthen staff contributions to workplace environment and culture:</p> <ul style="list-style-type: none"> • Establish a regular staff representative forum for APS and EL1 staff to engage directly with the CEO and senior leadership. • Establish an APS-level steering group to provide advice to SMCC on staff engagement matters (such as on Census Action Plan implementation and other initiatives). 	
<p>2. Communication and change</p>	<p>A workplace where change is managed well and our staff feel consulted.</p>	<p>Initiatives to embed and improve best practice change management processes:</p> <ul style="list-style-type: none"> • Continue timely communications with all staff; engagement of staff representatives for major decisions; and implementation of APS change principles. • Stand up a project workgroup for major change projects, to support change management and communication. 	<p>Change management is an area to continue to focus on. Our scores for consultation during change processes have increased this year, however there is still room to improve.</p>

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3. Enabling innovation	A workplace where our staff feel willing and able to innovate in their roles.	Initiatives to encourage innovation: <ul style="list-style-type: none"> • Broaden CEO standups to include speaking opportunities for staff and senior leaders to promote innovations. • Provide Microsoft Copilot training and establish a working group to investigate ARC-specific uses. • Develop an innovation hub for staff to anonymously submit ideas for innovations and organisational efficiencies. 	Change is required to ensure our people are encouraged to engage with risk and learn from mistakes. Staff indicated that ARC could do better in acknowledging failure as a part of innovation.
4. Health and wellbeing	A healthy working environment where our staff feel supported and cared for.	Initiatives to support staff health and wellbeing: <ul style="list-style-type: none"> • Deliver mental health training for supervisors and staff. • Implement a staff engagement and wellbeing survey. 	Most staff agree that the ARC cares about their health and wellbeing, although there was a slight decreased from the 2023 results. We need to continue to demonstrate our commitment to the health and wellbeing of our staff.
5. Integrity and transparency	A transparent workplace where our staff feel supported to act with integrity and are provided with organisational decisions.	Initiatives to increase transparency and support: <ul style="list-style-type: none"> • ARC Board Secretariat to provide all staff regular feedback on meeting outcomes. • Revamp the corporate directory, organisation chart and intranet. • Deliver integrity training, with a focus on implications and accountability. 	Most staff agree that the ARC’s culture supports them to act with integrity. There is scope for further improvement in this area, including greater work to ensure staff understand and have regular information about organisational decisions.