



2023 CENSUS ACTION PLAN

The APS Employee Census is an annual survey which is used to collect confidential attitude and opinion information from APS employees on issues in the workplace. It is an opportunity for APS employees to share their experiences of working in the APS. AHL gains insights from the results and is committed to taking action to improve on our working environment. Through consultation, AHL has developed key priorities and these areas will be tracked with a final review.

AHL EMPLOYEES TOLD US WE ARE IMPROVING IN THESE AREAS

Employee Engagement	Immediate Supervisor	Leadership – SES Manager	Communication & Change	Workplace Conditions	Inclusion and Flexible Working	Enabling Innovation	Wellbeing	Performance	Retention	Unacceptable Behaviour
Employees are happy to go the extra mile when required and feel a strong attachment to our company.	Employees said their supervisors invite a range of their views even if it differs from their own and provide helpful feedback to improve performance.	Employees said their SES managers present convincing arguments and can persuade others towards an outcome, and create an environment that enables them to deliver their best.	Employees feel their supervisors and SES communicate effectively and that they are consulted about changes in AHL.	Employees strongly believe in the purpose and objectives of the APS. Employees feel they have a choice in deciding how to do their work and are satisfied with the stability and security offered by AHL.	Employees feel that AHL supports and promotes an inclusive workplace culture and that supervisors actively include everyone in workplace activities.	Employees feel inspired to come up with new and better ways to improve the way we work and feel recognized when they do.	Employees feel AHL cares for their health and wellbeing, and communicates health and wellbeing offerings.	Employees feel their workgroup's performance during the month of the survey was very good.	Employees feel they want to stay working in their position for the next one to two years and are interested in pursuing other positions within AHL.	The majority of employees said they did not experience discrimination, harassment or bullying in AHL nor had they witnessed any.

AHL EMPLOYEES TOLD US WE NEED TO DO BETTER IN THESE AREAS

Performance	Workplace Conditions	Wellbeing	Inclusion & Flexible Working Arrangements
A majority of employees expressed concerns that the people in their workgroup were not using time and resources efficiently, nor were they able to readily adapt to new priorities and tasks.	More employees told us they did not understand how their role contributes to achieving an outcome for the Australian public, and they felt they are working above capacity with lots of work to do.	A majority of employees said that work was stressful and emotionally demanding, and they felt burned out. Concerningly, 22% of our employees said they had been subjected to harassment or bullying in their current workplace.	About half of the employees said they are not accessing any flexible working arrangements e.g. part time, compressed, flexible.

HOW WILL AHL DO BETTER?

Performance	Workplace Condition	Wellbeing	Inclusion & Flexible Working Arrangements
AHL will: P1. Increase learning & development opportunities to ensure all employees have a more comprehensive understanding of core APS capabilities and requirements.	AHL will: WC1. Improve alignment between employee Performance Agreement's (PA) and AHL's purpose, outcomes and priorities. This will support employees to gain a deeper understanding of how their work contributes to broader AHL and APS outcomes.	AHL will: W1. Focus on ensuring greater staff coverage in affected areas, noting that adequate staffing levels are important to ensure people are supported in dealing with the challenges of daily work demands. W2. Review and promote wellbeing initiatives to promote resilience and adaptability through psychologically safe, respectful workplace practices and culture. W3. Produce clearer guidance on reasonable management direction and early identification of unreasonable behaviour, including situations likely to increase the risk of workplace bullying; implement stronger measures for early management of bullying and harassment; and increase our monitoring and reviewing of the effectiveness of the guidance material.	AHL will: IFW1. Review AHL's flexible working arrangements and increase communication about the benefits of flexible work/life balances where appropriate to job roles.