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ABORIGINAL
HOSTELS LIMITED

2025-28 ABORIGINAL HOSTELS LIMITED CENSUS ACTION PLAN

November 2025

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INTRODUCTION

The 2025 Australian Public Service (APS) Employee Census results revealed encouraging progress for AHL, with improvements across most engagement and leadership measures. Our employee engagement index score represents a 3-point uplift on 2024 results and places us above the APS average, demonstrating growing alignment to our organisational purpose and a positive employee experience.

At the same time, the census results highlight opportunities for AHL. Areas for strengthening include bullying and harassment, discrimination, workload management, flexible work practices, and work group performance. Addressing these issues will be essential to maintaining employee trust, strengthening culture, and ensuring we remain an employer of choice.

This 3-year action plan sets out our company's commitment to addressing key focus areas, building on our strength, and ensuring accountability, through measurable outcomes. It is designed to be a living document and will continue to evolve. Actions outlined will be updated regularly to remain aligned as our goals, priorities, and business needs change.



2025-2028 Aboriginal Hostels Limited Census Action Plan

AHL gains insights from the results and is committed to consultation and action across 6 focus areas, delivered over three years and reviewed annually.

	AHL EMPLOYEES TOLD US WE ARE IMPROVING IN THESE AREAS						
	Employee Engagement	Clarity and Autonomy	Leadership – SES Manager	Communication & Change	Job Satisfaction	Enabling Innovation	Wellbeing
	Employees are happy to go the extra mile when required and feel a strong attachment to our company.	Majority of our employees are clear on what their duties and responsibilities are and feel that they have an opportunity to take part in decisions that affect their job.	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 are satisfied with the recognition they receive for doing a good job and feel stable and secure in their job.	Employees feel inspired to produce 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.

	AHL EMPLOYEES TOLD US WE NEED TO DO BETTER IN THESE AREAS					
	Workload Pressure	Bullying, Harassment and Discrimination	Retention	Workgroup Performance	Wellbeing	Inclusion & Flexible Working Arrangements
	Some employees expressed concerns that their workload was well above or slightly above their capacity.	24% of our employees said they had been subjected to harassment or bullying in their current workplace.	About half of our employees want to stay working in their position for at least the next three years. This number has not changed from 2024 results. Some employees still feel that they are expected to do more work than they reasonably can and that they do not have a sense of belonging in their workgroup.	Some employees feel that the people in their workgroup do not use time and resources efficiently.	Some employees said that work was stressful and emotionally demanding, and they felt burned out.	More than half of the employees said they are not accessing any flexible working arrangements e.g. part time, compressed, flexible.

	HOW WILL AHL DO BETTER?					
	Participation Rates	Leadership Capability & Accountability	Psychological Safety, Culture & Inclusion	Action Against Bullying, Harassment & Discrimination	Workload Management, Role Clarity & Flexibility	Retention & Career Development
	1. Participation in APS 2. Engagement	3. Leadership Capability	4. Culture and Inclusion 5. Wellbeing and Safety 6. Diversity Framework	7. Bullying, harassment, and discrimination	8. Workload and flexibility 9. Team effectiveness	10. Engagement and retention

PARTICIPATION RATES

To ensure our results accurately reflect all staff voices, we need to increase participation rates. Results inform how AHL invests in areas like wellbeing, training and workplace culture.

Focus area	Key actions	Timeframe	Lead	Measures of success
Participation in APS Employee Census	Manager-created Census sessions – managers to allocate 20–30 minutes during, at the end or beginning of shifts (hostel network) for staff to complete the Census.	During Census periods each year	AHL team leaders – e.g. hostel managers, Ops managers, EL1s	Hostel participation rate increases each year.
	Targeted communications – develop clear visual campaign materials explaining why participation matters and focus on confidentiality.	From April each year	Workforce Planning & Analytics / Communication & Reporting	Communications materials (posters, screens, intranet tiles) are published and visible in all relevant locations by the start of the Census period.
	Leadership visibility – CEO and Executive to record a short message encouraging completion, reinforcing confidentiality and purpose to post on the intranet.	From May each year	Workforce Planning & Analytics / Communication & Reporting	CEO/Executive message is published to the intranet and distributed via internal channels before Census opens.
Engagement	Create a Census Working Group to discuss how to increase participation e.g. local Census champions.	By March 2026	AHL Directors	Census working group established. Hostel staff make up 50%.
	Provide updates on the Census Action Plan to demonstrate progress on areas employees had said required improving.	Beginning April 2026 for Jan-Mar quarter and then quarterly	Workforce Planning & Analytics	Delivery of updates to all staff.

LEADERSHIP CAPABILITY AND ACCOUNTABILITY

Strong, accountable leadership is critical to building trust, driving engagement, and ensuring staff feel supported and valued. Leaders set the tone for culture, wellbeing, and performance across AHL.

Focus area	Key actions	Timeframe	Lead	Measures of success
Leadership capability	Pilot a National Supervisor Leadership Program to uplift supervisor capability.	By November 2026	Capability	National Supervisor Leadership Pilot Program launched with a view to provide more comprehensively in future years.
	Introduce an SES and EL2 360-degree feedback program including Manager Once Removed conversations.	By November 2026	Workplace Relations & Performance	360-degree feedback program implemented and embedded into the annual performance agreement process for EL2 and SES staff.

PSYCHOSOCIAL SAFETY, CULTURE AND INCLUSION

A safe and inclusive workplace ensures staff feel respected and supported at work, which directly impacts wellbeing and performance.

Focus area	Key actions	Timeframe	Lead	Measures of success
Culture and Inclusion	Introduce a respect at work policy with clear reporting process.	By July 2026	WHS / Workplace Relations & Performance	Respect at work policy and associated processes have been created and embedded.
	Introduce an 'Ask Anything Anonymously' at Branch and Section levels to provide a safe space for questions and concerns.	By July 2026	SES / Directors	The "Ask Anything Anonymously" initiative is implemented.
	Mandatory cultural awareness and inclusion training.	By November 2027	Capability / Workplace Relations & Performance	Training program fully implemented, with completion records verified and follow-up measures in place to address any discrimination incidents.
Wellbeing and Safety	Integrate and promote 'wellbeing' in our new starters' induction program.	By April 2026	Capability	Updated induction program includes a dedicated wellbeing module, supporting tools and guidance for new starters.
	Introduce trauma-informed training.	By November 2027	Capability	Trauma Informed training is delivered as a pilot to Secondary Education hostel and selected priority staff with a view to provide more broadly in future years.

Focus area	Key actions	Timeframe	Lead	Measures of success
Diversity framework	Establish a Diversity and Inclusion Staff Network.	By November 2027	SES	Network launched with active participation across work areas, demonstrated through regular meetings and staff-led initiatives.
	Implement the Diversity and Inclusion Framework's action plan.	By July 2028	SES / Directors	All planned actions from the Diversity and Inclusion Framework are executed, with governance and reporting mechanisms in place to ensure accountability and timely delivery.

ACTION AGAINST BULLYING, HARASSMENT AND DISCRIMINATION

We are committed to maintaining a workplace where respect, fairness and inclusion are non-negotiable, and where bullying, harassment and discrimination have no place. Our Census results show there is more work to do in this area, and we recognise the importance of aligning our daily actions with our values and expected behaviours. Strengthening this alignment not only improves how we support one another internally but also shapes the way we engage with our stakeholders.

Focus area	Key actions	Timeframe	Lead	Measures of success
Bullying, harassment and discrimination	Implement clear policies with established confidential reporting systems including early resolution.	By November 2026	WHS	New policies and procedures are developed and implemented.
	Pilot of anti-bullying, harassment and discrimination training to raise awareness including outlining reasonable management actions.	By July 2027	Capability / Workplace Relations and Performance	Mandatory awareness training on bullying, harassment, and discrimination is piloted by July 2027, with a view to delivering to all staff by July 2028, including guidance on reasonable management actions. Post-training evaluations show increased understanding, and APS Employee Census results indicate a reduction in reported incidents.

WORKLOAD MANAGEMENT, ROLE CLARITY AND FLEXIBILITY

When staff have manageable workloads and clarity on their roles, they are more engaged, productive, and confident in delivering outcomes.

Focus area	Key actions	Timeframe	Lead	Measures of success
Workload and Flexibility	Refresh the Fatigue Management and Flexible Work policies to APS standards and AHL's Enterprise Agreement.	By November 2026	WHS / Workplace Relations and Performance	Updated policies are implemented.
	Deliver team effectiveness workshops/team building.	By July 2028	Capability	Training is delivered across AHL and then built into Capability service offering.

RETENTION AND CAREER DEVELOPMENT

Investing in career pathways and professional development supports employee growth, strengthens retention, and build future organisational capability.

Focus area	Key actions	Timeframe	Lead	Measures of success
Engagement and retention	Develop Employee Value Proposition (EVP).	By November 2027	Recruitment	EVP has been developed and published on our webpage.
	Introduce career pathways for Hostel workers.	By November 2027	People Branch	Pathways have been identified, developed and introduced.
	Introduce succession planning framework.	By July 2028	Workforce Planning & Analytics	Succession planning framework implemented.