



Australian Government

# 2023 APS Employee Census Action Plan



National Indigenous  
Australians Agency



## Our Plan

Our Census Plan sets out the actions we'll take over the next year to improve our working environment and practices. It has been created in response to what our staff told us in the 2023 APS Employee Census. It has been built through broad consultation with staff to reflect our shared ideas and aspirations for the NIAA.

The Plan is also supported by branch action plans. These focus on what NIAA teams will do to contribute to continuous improvement across the Agency.

The NIAA is committed to being inclusive and implementing this action plan so our staff and organisational culture are diverse, strong and thriving, and every individual in the Agency feels safe, valued and empowered. This puts us in the best position to deliver our vision and purpose.

## Our target areas

Our staff told us they wanted the plan to focus on:

1. Wellbeing at work
2. Workload management
3. An inclusive workplace culture, where action is taken to eliminate bullying, harassment and discrimination.

## Wellbeing at work

Staff said they wanted to make wellbeing part of everything we do, so we'll:

- Promote wellbeing supports, making sure staff know how to use and access them
- Talk more about wellbeing through Agency-wide communications
- Create a plan for new and updated ways to support wellbeing
- Revitalise the Wellbeing Network

## Workload management

Staff said they wanted more support to manage individual and team workloads, so we'll:

- Improve workforce planning (recruitment, retention, capability) and develop ways to support work/life balance
- Explore more ways to support innovation and reduce administrative burden
- Provide support to focus on continuous improvement
- Connect staff to internal resources that help with change and project management
- Create new tools to help staff prioritise work

## An inclusive workplace culture

Staff said they wanted to address bullying, harassment and discrimination, so we'll:

- Deliver more education and training on bullying, harassment and discrimination
- Deliver more education and training on working well in teams and how to deal with team tension
- Promote the role of our Harassment Contact officers and how they can support staff
- Promote our values and behaviours
- Launch a Diversity and Inclusion Framework
- Adopt the APSC Cultural Capability Framework



Pictured: Jody Broun, CEO, addressing NIAA employees at an all-staff event, 2023

## Target areas

### 1. Wellbeing at work

Action steps	Status and timing	Responsibility
1.1 Actively promote and consistently apply wellbeing supports and policies, including how to access them.	Ongoing	Regional Managers, Branch Managers and Group Managers, coordinated by Corporate Group
1.2 Regularly provide wellbeing information in Agency wide communication and promote regular manager to staff wellbeing conversations.	Ongoing	Corporate Group, supported by Wellbeing Network SES co-chair and driven by all managers
1.3 Deliver new and refreshed controls to manage psychosocial hazards and increase psychological safety.	Commenced for implementation by March 2024	Business Operations Support Branch, supported by Group Manager Corporate
1.4 Revitalise the Wellbeing Network.	Delivered by February 2024	Wellbeing Network SES co-chair



Pictured: NIAA employee at work, 2023

## 2. Workload management

Action steps	Status and timing	Responsible
2.1 By using the Integrated Business Planning process, supported by the People Strategy, more clearly define priorities to improve workforce planning to ensure the right people are in the right places at the right times and enable employees to balance work commitments.	From January 2024	Regional Managers, Branch Managers and Group Managers, supported by HR Business Partners
2.2 Support innovation and coming up with new or better ways of doing things, including implementing actions from the Ideas Challenge.	Ongoing	Chief Operating Officer, supported by all staff
2.3 Encourage and support staff in their suggestions for continuous improvement, including through business process mapping and standard operating procedures.	From January 2024	Grants and Finance Group, supported by Regional Managers and Branch Managers
2.4 Support better engagement with available internal change and project management resources.	From December 2023	Chief Operating Officer, with support from Enabling Services Portfolio
2.5 Deliver additional supports and tools to assist staff and managers to discuss work prioritisation.	Commencing February 2024	Corporate Group, supported by Regional Managers, Branch Managers and Group Managers

### 3. An inclusive workplace culture

Action steps	Status and timing	Responsibility
3.1 Reduce bullying, harassment and discrimination in the workplace through increasing understanding of what it is, its impact, how to notify and report it, and support available to address it.	From December 2023	Corporate Group, supported by all managers
3.2 Improve awareness and importance of work/team cohesion and strategies to de-escalate tension.	From February 2024	Corporate Group, supported by Regional Managers, Branch Managers and Group Managers
3.3 Promote and support Harassment Contact Officers in providing advice on workplace behaviours.	From January 2024	Corporate Group
3.4 Actively promote and embed our Values and Behaviours and connect these and all Agency work more directly with the Agency's vision and purpose through workshops, training and engagement with staff	From December 2023	Regional Managers, Branch Managers and Group Managers supported by Corporate Group
3.5 Launch and adopt the Diversity and Inclusion Framework.	January 2024	All staff, coordinated by Corporate Group
3.6 Adopt the APSC Cultural Capability Framework pending its release.	TBC	All staff, supported by Corporate Group

#### Target Measures

- **Improvement in Employee Engagement Index score by 1-3 percentage points (2023 result 74)**
- **Improvement in Wellbeing Index score to be on par or better than APS result (2023 result 67 vs 2023 APS result 68)**
- **Improvement in Innovation Index score by 1- 3 percentage points (2023 result 62)**