



2024 DFAT APS EMPLOYEE CENSUS ACTION PLAN

We celebrate

The **pride and commitment** we feel toward the purpose and work that DFAT and the broader APS performs, with 93% of us **happy to go the extra mile** to help the department achieve its objectives.

Improved **satisfaction with SES leadership** and recognition that they are **working together as a team**. This is important in enabling staff to deliver their best and is something we will continue to build on.

Our highest ever Census response rate of 74%. This indicates employees feel **safe to provide their thoughts** on matters that are important to them in the workplace.

Focus areas	LEADERSHIP & CULTURE	SAFETY, HEALTH & WELLBEING	INCLUSION, EQUITY & DIVERSITY	TECHNOLOGY & DATA
GOAL	Foster a consultative workforce culture that is underpinned by integrity and encourages innovation.	Promote safety, respect and wellbeing in our workplace.	Build inclusive workplaces that celebrate and value diversity.	Improve adaptation of technology and leverage data to deliver outcomes.
EXISTING STRATEGIES	DFAT Integrity Strategy 2024-26	Mental Health & Wellbeing Strategy 2023-26	Inclusion, Equity & Diversity Strategy 2024-2027	DFAT ICT Strategy 2023-25
NEW INITIATIVES	<ul style="list-style-type: none"> Increase collaboration and promote a culture of information sharing across the workforce by conducting a series of masterclasses on consultation, change management, prioritisation and workload management. Review and reshape processes and leadership capability with regard to risk management and business planning in a way that enhances innovation. Finalise development of the DFAT People Strategy. The strategy will build on the 2023 HR Services Improvements and guide our people priorities over the next three years, as well as enhance DFAT's people capability and support the implementation of the Ten-Year Capability Plan. From 2025, incorporate conversations about Census results into SES performance appraisals to increase accountability, ownership and action of results. 	<ul style="list-style-type: none"> Develop and launch a DFAT Work Health and Safety (WHS) Strategy. The strategy will include clear actions on leadership and capability required to promote health and wellbeing and manage workplace safety risks. Further embed APS Optimal Management Structure principles in DFAT to ensure our workforce structures have depth, are resilient, and able to better manage priorities and workloads. Actively embed a supportive workplace culture that reduces bullying and harassment: <ul style="list-style-type: none"> Finalise and launch the unacceptable behaviour policy. Increase awareness campaigns of support services including SafeSpace. Improve manager capability to identify and call out unacceptable behaviour in the workplace. 	<ul style="list-style-type: none"> Finalise implementation planning for the Inclusion, Equity and Diversity Strategy, with a strong focus on evidence-based initiatives that address systemic enterprise-wide barriers for individuals across diversity cohorts. The new Inclusion Sub-Committee will provide a direct voice for diversity networks to influence workplace initiatives. Implement the new Reconciliation Action Plan (RAP) and embed actions to build positive, respectful relationships with First Nations staff, emphasising cultural capability and eliminating indigenous specific bullying and discrimination. Develop a workforce diversity dashboard to enable diversity trends to be better analysed, monitored, and used to inform targeted action. 	<ul style="list-style-type: none"> Through the ICT strategy, focus on three key priorities to improving DFAT's ICT: <ul style="list-style-type: none"> Sustainability User experience Security Further enhance our approach on leveraging HR data to diagnose and respond to emerging workforce risks. Continue to leverage workforce data to inform workforce plans and practices across all levels of the department. Fully embed the newly created Data Champion role to improve the quality and accessibility of data and strengthen our ability to apply data in DFAT's work.
SES, MANAGER & STAFF EXPECTATIONS*	<ul style="list-style-type: none"> All staff uphold the APS and DFAT values, act with integrity at all times and abide by applicable Codes of Conduct (APS/LES/Overseas). All managers will also lead by example through upholding obligations – such as PDAs, acquittals, mandatory training, and accessing of leave. All SES will also actively engage with managers and staff on matters that impact the workforce to best manage change and harness innovation. This includes the management of priorities and resources. 	<ul style="list-style-type: none"> All staff engage in regular check-ins with their managers, focusing on wellbeing. All managers will also respond promptly and appropriately to unacceptable behaviour, and utilise dedicated support options such as mental health and wellbeing officers and diversity and anti-harassment officers. All SES will also ensure priorities are clearly articulated to support effective workload management. 	<ul style="list-style-type: none"> All staff actively contribute to an inclusive workplace culture through adopting inclusive language and respectful behaviours. All managers will also adapt local level work practices in line with principles set out in the Inclusion, Equity & Diversity Strategy 2024-17. All SES will also lead by example and role model inclusive leadership practices that demonstrate commitment through local action. 	<ul style="list-style-type: none"> All staff develop foundation level literacy of data and evidence relevant to their role. All managers will also identify where technology can be used to support and enhance productivity in the local work area. All SES will also actively promote the use of data and evidence when delivering outcomes; encourage managers and staff to utilise MS Teams and SharePoint to collaborate; and create space for staff to innovate with better use of new tools such as AI pilots.

*Expectations are applicable to all APS, LES and contractors ('SES' includes HOMs and HOPs; 'Manager' typically applies to Executive Level or equivalent staff).