

Context

The APS Employee Census is a confidential survey conducted each year to better understand what APS employees think and feel about their workplace. This Action Plan is informed by analysis of the FWO APS Employee Census results, branch action plans, and consultation with the Agency Consultative Forum (ACF). The plan outlines what actions we'll undertake to build an engaging and effective workplace and support the Agency to achieve Strategic Objective 6 of the Corporate Plan "Our systems, capabilities, and ways of working support our people to deliver our objectives."

Strategic Objective 6 Our systems, capabilities, and ways of working support our people to deliver our objectives

Key Performance Indicator 6.1:
FWO employees are engaged, committed and prepared to achieve our objectives

Performance Measure:
The levels of engagement, commitment and preparedness of FWO staff in comparison to the APS average.

Key Performance Indicator 6.2:
FWO employees feel supported by the FWO

Performance Measure:
Evidence of wellbeing levels of FWO staff against the APS average.

Areas to Celebrate

Our 2024 APS Employee Census Results confirm that we have an engaged workforce who are proud to work here, and capable managers who are invested in the wellbeing and development of their staff. Our people tell us:

- 87% are proud to work here,
- 84% would recommend the Agency as a good place to work, and
- 92% believe strongly in the purpose and objective of the Agency.

Over the last year we have invested in developing genuine staff consultation and change management capabilities resulting in improvements in most change and communication related responses in our Employee Census Results. This plan will build on our work by embedding a change and consultation framework into our operations and building the capability of our leaders to ensure the FWO is a genuinely collaborative workplace.

Focus Areas

No	Focus area	Why	How	Target Date	Owner
1.	Continue to embed genuine and effective consultation and change management.	Genuine consultation has led to better outcomes by involving staff, and can help increase respect and trust between managers and employees. Effective change management enables employees to improve the workplace which will enhance service delivery and build an effective and engaged workforce.	1. In consultation with stakeholders across the Agency, develop a vision document for change management and consultation.	Q1 2025	Executive Director, People and Internal Communications
			2. Train and support managers to lead and implement change across the organisation.	May 2025	Executive Director, People and Internal Communications
			3. Continue the review of the ACF to ensure the group is an effective and efficient consultative mechanism for staff.	February 2025	Agency Consultative Forum
			4. People and Internal Communications Branch will continue to provide quarterly employee sentiment (e.g. entry and exit survey data) and workforce metrics to Corporate Board, ACF and all staff to help inform decision-making.	Ongoing	Executive Director, People and Internal Communications
2.	Support collaborative innovation and continuous improvement to improve employee and community outcomes.	Our employees are closest to the work we do and harnessing their ideas will create sustainable improvements for the Australian public.	1. Implement an innovation framework to cultivate a culture of innovation; encouraging creativity, pursuing ideas, valuing and recognising continuous improvement (including through failure).	June 2025	Executive Director, Technology
			2. Undertake a <i>Ways of Working</i> Project to design a work environment that allows staff to fully participate in the workplace regardless of where they work.	April 2025	Executive Director, People and Internal Communications
3.	Senior leaders are collaborative, respectful, value others and empower their people.	A transparent and collaborative senior leadership team will take an agency-wide approach, inspire trust, and ensure a clear connection between the work of their team and the purpose and priorities of the Agency.	1. Implement the SES Leadership Development Program, to identify the core leadership capabilities for the FWO, introduce 360 feedback and tailored development plans.	March 2025	Executive Director, People and Internal Communications
			2. Implement quarterly all-agency town hall meetings to enable the Fair Work Ombudsman to create a sense of shared purpose and provide all staff an opportunity to ask questions of the key decision makers.	Q1 2025	Fair Work Ombudsman
			3. Executive Directors provide a mid-year update to Corporate Board on progress against their branch census action plans.	February 2025	Executive Directors