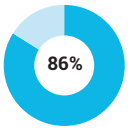
Australian Government

Services Australia

2026 Census Agency Action Plan

The 2026 APS Employee Census results identified 4 areas for focused action, building on work already underway across our agency. The commitments include short and long-term actions that will continue to build capability, leadership and staff experience over time.

Staff across our agency experience many of the same challenges, but some experience them more frequently, more intensely or with greater impact. These commitments focus on improving the conditions that matter to everyone, while helping us better understand and respond to those differences.



The 2026 APS Employee Census achieved a response rate of 86%.

Focus area	What we heard	Our commitments
Workload, capacity and wellbeing Creating the conditions for everyone to do their best work	Our agency is at its best when priorities are clear, workloads are manageable and people have the capacity to do their best work.	• Improve how we plan and prioritise work. • Consider workload and wellbeing when introducing change. • Act on staff insights to address workload pressures.
Trust, respect and confidence to speak up Building confidence that every voice matters	Staff value workplaces where different perspectives are welcomed, there are respectful conversations and people feel comfortable sharing ideas, concerns and expertise.	• Empower staff to have open, respectful conversations. • Show staff how their feedback shapes decisions. • Listen to, act on and respond to feedback and concerns.
Leadership, connection and meaningful engagement Supporting leaders and supervisors to engage, empower and involve staff earlier	Staff want to understand the context for decisions, contribute to change, feel trusted and supported to exercise judgment and take ownership in their role.	• Continue building strong leaders who involve and empower their staff. • Support staff to make decisions, take ownership and feel included.
Making it easier to get work done Removing unnecessary steps, delays and approvals so work can get done more easily	Staff want simpler processes and clearer approval pathways that support them to work effectively.	• Continue to enable and support staff to identify local improvements that make it easier to get work done. • Use staff feedback to target broader improvements and keep staff informed of progress. • Act on the improvements by supporting changes that matter most.

The census gives staff an important opportunity to share their experiences and ideas.

We're committed to listening and acting on staff feedback and keeping everyone informed of our progress.

By building on our strengths and addressing areas for improvement, we can continue to create a workplace where people feel supported, valued and able to do their best work.

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