2026 Employee Census Action Plan

The APS Employee Census offers a valuable opportunity for staff to confidentially share their experiences of working at the Australian Communications and Media Authority. The insights we gain from this feedback are invaluable in shaping how we work together. This Action Plan demonstrates our continued commitment to building a positive and supportive workplace, guided by survey insights and is intended to complement and support division and branch action plans.

What we're doing well

- **Strong leadership and supportive managers**: Employees continue to rate their immediate supervisors highly, with managers fostering supportive, accountable and inclusive teams that enable staff to perform at their best while supporting their wellbeing.
- **Positive team culture and collaboration**: Employees value the collaborative culture within the ACMA, where colleagues support one another, share knowledge and feel comfortable raising questions, concerns and ideas.
- **Strong commitment to purpose and service delivery**: Employees have a strong understanding of how their work contributes to the Agency's objectives and broader outcomes, demonstrating a high level of commitment, professionalism and willingness to contribute beyond their core responsibilities.
- **Innovation**: Feedback highlighted improvements in how we approach innovation, with staff feeling supported and recognised for coming up with new or better ways of working.

Where we'll focus

- **Wellbeing and sustainable work**: Employees identified a need for greater support in managing expanding priorities within our existing resource base, alongside continued improvements to the tools, systems and support that help them work effectively.
- **Capability and development**: Feedback indicated a need to strengthen learning and development initiatives that support capability growth, career development and adapting to new ways of working.
- **Innovation and organisational effectiveness**: Feedback indicated a need to streamline processes and enhance decision-making arrangements across the Agency.

Our commitment to improvement

1. Wellbeing and sustainable work

We will continue to foster a healthy, supportive and productive workplace by:

Action	What we will deliver	By when	Accountable owner
Implementing a wellbeing strategy tailored to staff **We will develop and implement a Wellbeing Strategy that promotes a psychologically safe and supportive work environment. The Strategy will support employees to work sustainably while maintaining their health and wellbeing.**	A Wellbeing Strategy that provides a structured, long-term plan designed to support and improve the physical, mental and emotional health of ACMA staff	By 30 June 2027	Human Resources & Communications Branch
Fostering sustainable and effective ways of working **2026-2027 division and branch plans have been developed that prioritise work, make the best use of resources and create capacity for high-impact work while keeping workloads manageable. Senior executives will regularly review priorities to sustain effective delivery.**	Division and branch business plans embed prioritisation arrangements that align resources to branch and division priorities. ACMA Executive groups will continue to regularly review priorities against available resources.	By 30 October 2026 (Complete) Ongoing	Executive and General Managers

2. Capability and development

Our focus in 2026-27 will be to support employees to build capability and develop their careers by:

Action	What we will deliver	By when	Accountable owner
Enhanced learning and development **We will strengthen our learning and development opportunities that build the capabilities needed now and into the future, informed by workforce planning and emerging workforce needs.**	We will review and enhance ACMA's Capability Framework and in-house learning offerings to better target development to ACMA's current and emerging capability needs. We will support managers and employees to ensure performance conversations identify learning and development opportunities that build capability, through targeted resources and communications.	By 30 June 2027 Ongoing	Human Resources & Communications Branch
Build leadership capability and support staff progression **We will strengthen our leadership and people management capability so managers can lead and support high-performing teams, manage change effectively and foster positive employee experiences at all levels of the Agency.**	Develop an approach to strengthen leadership capability across Executive Level classifications, including piloting talent segmentation across executive cohorts to inform targeted development, talent investment and succession planning.	By 28 February 2027	Human Resources & Communications Branch, General Managers and Executive Managers

3. Innovation and organisational effectiveness

We will continue to strengthen innovation while focussing on continuous improvement, effective and ethical decision-making across the Agency throughout 2026-27 by:

Action	What we will deliver	By when	Accountable owner
Encouraging innovation **Building on the launch of the Agency's first Innovation Statement, we will continue to strengthen our approach to innovation, fostering experimentation, collaboration and the sharing of ideas, lessons learned and better practices across the Agency.**	Quarterly communications discussing innovation. We will refresh our first Innovation Statement to reflect the progress we have made and to continue strengthening our approach.	Quarterly through 2026-27 By March 2027	Human Resources & Communications Branch and Innovation Champion
Improving our systems and tools **We will continue to support the responsible adoption of emerging technologies, including artificial intelligence, to improve efficiency, capability and the employee experience.** **We will continue to seek out opportunities to further automate our processes using emerging technology while retaining human decision-making.** **We will invest in uplifting systems and delivering digital and data solutions that support Agency priorities, simplify our ways of working, and reduce administrative effort for employees.**	Ongoing delivery of the ACMA Digital and Data Program Targeted investment to uplift our systems to modernise and simplify ways of working. Refresh AI Strategy and establish an AI Community of Practice to support responsible adoption, capability building and knowledge sharing.	Quarterly communications throughout 2026–27 Commenced by 28 February 2027 By 31 March 2027	EMC, EPG and Corporate & Research Division

How we will track progress

Progress will be reviewed quarterly by the ACMA Executive Management Committee and communicated to staff. This Action Plan will support division and branch plans in addressing local priorities.