

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 2025 APS Employee Census Results build on the strong results achieved in 2024 and confirm that we have an engaged and committed workforce, supported by capable managers who are invested in the wellbeing and development of their staff. Our people tell us:

- 90% are proud to work here,
- 91% would recommend the Agency as a good place to work, and
- 95% believe strongly in the purpose and objectives of the Agency.

Over the past year, we've worked hard to ensure our people feel heard, valued and involved. We've begun formalising our approach to innovation, while investing in a transparent and collaborative senior leadership team. This plan will outline how we will continue to build on this work by establishing a clear and consistent approach to consultation, better understanding what innovation means across the Agency, and expanding our work with the senior leadership team to all leaders.

Focus Areas

No.	Focus area	Why	How	Target Date	Owner
1.	Continue to embed genuine and effective consultation and change management.	An effective change and consultation function builds employee engagement and embeds change into our daily work. We've clarified our vision and established a productive dialogue. Now, we're focused on supporting meaningful participation in Agency decision-making, aligned with our employees' desire and ability to contribute.	1. Develop a strategy that outlines how we are operationalising the Agency enterprise consultation and change management vision.	Q2 2026	Executive Director, People and Internal Communications
			2. Continue to equip and support managers with the skills and resources needed to lead and implement change and consultation effectively.	Ongoing	Executive Director, People and Internal Communications
			3. 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 enhance 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. This year we'll formalise our agency approach, and support managers to implement this with their teams.	1. Undertake agency-wide consultation and implement the Innovation Framework and the Artificial Intelligence Strategy and gain Corporate Board endorsement.	March 2026	Executive Director, Technology
			2. Deliver manager workshop focusing on facilitating innovation and continuous improvement within their teams.	Feb 2026	Executive Director, People and Internal Communications
			3. Review agency delegations to ensure they are at the appropriate level to support innovation and continuous improvement, while still maintaining a balanced approach to risk management.	May 2026	Executive Directors, People and Internal Communications and Corporate Services
3.	Leaders are collaborative, respectful, value others and empower their people.	All leaders and managers continue to be transparent, collaborative, and take an agency-wide perspective to their work. This approach builds trust and ensures a clear connection between their team's efforts and the Agency's purpose and priorities.	1. Identify manager development needs through consultation as part of the People and Capability Strategies and establish indicative timelines for implementing solutions.	March 2026	Executive Director, People and Internal Communications
			2. Continue regular all-agency town hall meetings to enable the Fair Work Ombudsman to create a sense of shared purpose, improve the visibility of senior leaders, and provide all staff an opportunity to ask questions of the key decision makers.	Ongoing	Fair Work Ombudsman
			3. Executive Directors provide a mid-year update to Corporate Board on progress against their branch census action plans.	February 2026	Executive Directors