



Australian Government
Australian Research Council

ARC

2023 APS Employee Census Agency Action Plan

22 November 2023

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Australian Research Council
2023 APS Employee Census
Agency Action Plan

Target areas	Goals	Action steps	Why?	Lead	Timeframe
1. Employee engagement	A workplace our people are proud of and where they feel engaged with our work.	1.1 Implement the ARC’s People Strategy (outlining our delivery on our strategic priority of empowered people).	The People Strategy will commit the agency to renewing our people policies and practices to make them more modern, human-centred, and aligned to our strategy.	Branch Manager, Corporate Services	Launch expected end of 2023 with full implementation commencing early 2024
		1.2 Conduct regular pulse surveys – seeking their views on which topics to continue to survey them on and for their views on matters important to them.	During consultation on the 2023 Employee Census results, our people said they wanted to offer feedback more regularly, rather than emphasis on one point in time survey mechanism.	Branch Manager, Corporate Services	From late 2023 up until opening of next Census
		1.3 Ensure staff engagement is included in the development of items on this action plan so that our people can be connected to the work of the agency and this action plan to provide feedback and inform these policies, strategies, and frameworks.	During consultation, our people wanted to feel better connected with the work being done in this action plan and a better say on what will and won’t work.	All Branch Managers with corporate enabling functions across the agency	Ongoing
2. Communication and change	A workplace where change is managed well, and our people feel consulted.	2.1 Implement a concise decision making framework to provide structure for staff in identifying decision makers and consultation.	This Framework will formalise a structure that makes the agency better disciplined at managing change and decision making.	Branch Manager, Strategy and Communications	Before 30 June 2024
		2.2 Implement an Internal Communications Framework to articulate a comprehensive approach to internal communications.	During consultation on the 2023 results, our people expressed a desire to try new ways of communicating internally, and increase the frequency of high quality messaging.	Branch Manager, Strategy and Communications	Forecast to be completed by end of financial year 2023-24
		2.3 Stand up a temporary engage, change, and consultation (ECC) working group led by staff to recommend tangible options for better managing staff engagement including change in the agency.	Staff engagement was a key item discussed during our staff consultation, and our people want to be involved, including in creating solutions for better managing change at the agency.	Branch Manager, Programs	From November 2023

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3. Leadership	A workplace where people feel connected to our shared purpose.	3.1 Members of ALG will share minutes, decisions, and papers from ALG with staff. ALG will share agendas with EL staff ahead of time to keep them inform of the topics being discussed.	During consultation our people expressed a desire to have better connection to ALG meetings and the decisions made there. This includes greater connection between Directors and ALG.	ARC Leadership Group	Ongoing
		3.2 Members of ALG will participate in other Branches activities to share work from their own Branch and hear the work being done in others.	During consultation our people said they wanted to break down siloes and hear more about the work across the agency to feel better connected to our purpose and output.	ARC Leadership Group	Ongoing
		3.3 Refresh the existing LEAD Series (internal seminar series for EL employees) and create a new all-agency collaborative learning opportunity where all staff are invited to attend and share their work.	During consultation our people said they wanted to break down siloes and hear more about the work across the agency to feel better connected to our purpose and output.	Branch Manager, Corporate Services	November 2023
4 Retention	A workplace where our people have clear expectations about their role, professional growth and career path within the ARC.	4.1 Launch the agency's new Capability Framework and embed it with updates to learning and development activities.	Through a clear capability framework our people will have tangible expectations on skills and career development.	Branch Manager, Corporate Services	Consultation and engagement with staff expected to commence early 2024.
		4.2 Develop Branch workforce plans that identify critical roles and skills across the agency.	Through consultation we learned our people are concerned about losing critical skills and corporate knowledge. Through workforce planning in the agency we can build clear succession plans, identify key roles that need to be retained, and determine the best way to engage skills (either ongoing, non-ongoing, or temporary surge work).	Branch Manager, Corporate Services	Before 30 June 2024