



2025 Employee Census Action Plan

Introduction

The 2025 APS Employee Census occurred between during 5 May and 6 June 2025, with results made available in late July 2025. At the Senior Management Team's request, the People Committee analysed the results of the Census, and proposed action areas for consideration. The response rate from our people is high, with 77% of employees participating.

The results of the Census for OPC are very positive¹.

- 99% of our results are similar to or higher than the APS overall result.
- We rank 4th out of 107 APS agencies on the communication index.
- We rank 5th on the employee engagement index.
- We rank 6th on leadership - SES manager index
- We rank 7th on the well-being policies and support index
- We rank 8th on the Enabling Innovation index.
- We rank 28th on the Immediate Supervisor index.
- All of these rankings are above the APS overall result for each index.

The People Committee analysis of the Census data developed themes for both celebration and maintenance, as well for monitoring and further action. OPC's People Committee is made up of employees from all of our four work groups.

There were are many areas to celebrate, however only three are highlighted. In each of these areas, as well as all of the other areas not highlighted, OPC will continue to embed and enhance our current strategies to continuously improve our workplace.

There are three areas where further action is needed. Each of these areas represents a challenge for OPC. We will continue to work, and to involve our people, to find and implement solutions to these challenges.

Implementation of agreed activities to address the Action and Monitoring areas identified in this Action Plan are incorporated in the OPC Strategic Plan implementation plan.

The quotes in italics in the Action Plan outlined below are from the comments OPC people made in the free text fields of the Census or during the People Committee's discussion of the results.

¹ See OPC Employee Census Highlights Report

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CELEBRATION AND MAINTENANCE AREAS

Work environment and culture

In many respects, OPC has a great culture, where we support and care for each other. We have worked hard to ensure our people have great working conditions, respect each other, and value working with integrity. We are committed to accessibility and workplace adjustments to support people of all abilities. We are friendly, hardworking, professional, and we take our values seriously. We celebrate successes and learn from mistakes.

"One thing OPC is doing really well is ensuring there's always a strong sense of caring about staff and their welfare in jobs that can be quite demanding."

Diversity and inclusion

OPC believes that for each individual to bring their best self forward, a sense of belonging must first be established. For us, inclusion is actively enabling genuine participation and contribution, where everyone, regardless of their background, identity or circumstances feels valued, accepted and supported to thrive at work. Our people have a range of identities and family structures, including caregivers and partners of all genders. We have put significant effort in recent years to ensure that everyone is supported to bring their whole selves to work.

"One thing OPC is doing really well is maintaining a friendly and inclusive workplace where all staff, regardless of working group, genuinely want to get to know you and value your opinion. I always feel supported and cared for."

Innovation

Innovation is essential to our organisation's ability to deliver high-quality legislative services in a rapidly evolving environment. By embracing new technologies, streamlining processes, and fostering a culture of continuous improvement, we enhance the clarity, accessibility, and responsiveness of legislation. Innovation enables us to better serve the public, support government priorities, and ensure our legislative frameworks remain fit for purpose in a changing world.

"One thing OPC is doing really well is maintaining an overall positive workplace culture, [which is] also very innovative and constantly striving for improvements."

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FURTHER ACTION AND MONITORING AREAS

Workloads

We work hard. Our fast-paced work is essential to Australia's democracy and society. Our workloads, while similar to many other APS agencies, are a point of pain.

"If I could change one thing about OPC, it would be to reduce the competing priorities and volume of work".

While we have enhanced our mechanisms over the past year to ensure our workloads are safe, outlined in a new Wellbeing framework and Working sustainably guidelines, we will continue to address this issue. We will implement the actions in our Work Health Safety Improvement Plan and continue to consider what else can we do to manage our workloads to prevent exhaustion and ensure psychological safety.

Supervisor support

Supporting supervisors is critical to the wellbeing and effectiveness of our organisation. Supervisors play a dual role—managing complex technical work while also supporting diverse team needs, recognising that each individual's professional and personal experience may differ.

"I know my supervisor is very busy, but sometimes I need more time with them and support for my workload, to help me manage with the deadlines amidst all of the change".

When supervisors are equipped with the right tools, training, and support, they are better able to foster a positive work environment, provide meaningful feedback, and help staff navigate change. Investing in our supervisors strengthens leadership at all levels and contributes to a more resilient, engaged, and high-performing workforce.

Learning and development

While OPC maintains a strong focus on learning and development, particularly our on-the-job programs to develop the specialist technical skills our people need to deliver their work, the last 12 months has seen a decrease in satisfaction with access to formal learning that supports improved performance. Further, some skill and capability gaps are becoming noticeable.

"If I could change one thing about OPC, it would be to enable me to carve out some time to go to external training, so I can reach my career goals".

We will work with our people to identify the most impactful skill and capability gaps in each work group, and to co-design mechanisms to address those gaps.