

## 2023 Finance Census Action Plan

Census focus areas	Goals	Actions
<b>Communication and change</b>	Strengthen internal communication, including the role of SES in providing clear, regular communication	<ul style="list-style-type: none"> <li>• Finalise and implement a Finance Communication Strategy including a forward schedule of communications and all staff messages e.g diversity and inclusion messages, significant events, key corporate messages (annual report, corporate plan, SES appointments)</li> <li>• The Secretary continues to regularly communicate leadership expectations to the SES and ELs.</li> <li>• SES regularly engage with staff in informal settings, hold regular meetings with key employee cohorts and are encouraged to communicate through short regular updates in simple clear language, even when all facts are not available.</li> <li>• SES continue to hold regular Branch and Division meetings to deliver key messages, clarify projects and priorities and make clear linkages of the projects and priorities to Finance’s strategic objectives.</li> <li>• SES and managers provide regular opportunities for junior employees to be included in key meetings and briefings on areas of their responsibility, debrief relevant staff that are unable to attend meetings and provide regular feedback on work delivered.</li> </ul>
	SES and managers engage employees throughout organisational change	<ul style="list-style-type: none"> <li>• Finalise and promote the Finance Change Management Framework and supporting resources.</li> <li>• Promote existing training and advisory resources to support staff going through change.</li> <li>• SES and managers plan for genuine engagement with staff throughout change using different channels (focus groups, surveys, opt-in sessions, test-labs, face to face sessions, pilots) and simple language that explains the reasons supporting the change.</li> <li>• Continue to engage directly with diversity networks during change to understand the impact on their members and any additional considerations.</li> </ul>

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		<ul style="list-style-type: none"> <li>• Continue to provide guidance to managers and employees about new processes and policies to support consistent application, implementation and messaging.</li> <li>• Embed new APSC Leadership Expectations of SES into annual performance agreements</li> </ul>
<b>Empowering others</b>	Support improved productivity through ongoing streamlining of administrative processes	<ul style="list-style-type: none"> <li>• Review administrative requirements to scope ways to streamline corporate processes, including the automation of processes using online forms and technology.</li> <li>• Increase promotion of the capability for business optimisation, including highlighting successes achieved.</li> </ul>
	The Executive Board and SES set levels of decision-making authority at the appropriate levels to balance risk with streamlined workflow.	<ul style="list-style-type: none"> <li>• Review organisational design of business areas under continued work pressure to establish more streamlined work structures and clearance processes.</li> <li>• Review the benchmarks and guidance for appropriate management/employee ratios based on APSC advice to ensure the size of organisational groups supports appropriate levels of decision-making authority.</li> </ul>
	Strengthen engagement with performance management to empower staff to maximise development and career opportunities	<ul style="list-style-type: none"> <li>• Review our performance management processes to strengthen staff engagement.</li> <li>• Review induction guidance for managers to ensure performance expectations for new starters are agreed within 4 weeks of commencement.</li> <li>• Enhance support for managers to engage in productive career conversations with staff and promote career pathways within Finance.</li> <li>• The Executive Board and SES continue to promote the value of regular performance conversations for all staff and ensure compliance with performance management requirements.</li> </ul>
<b>Health and Wellbeing</b>	Provide evidence-based programs and services that contribute to sustaining the health and wellbeing of our people.	<ul style="list-style-type: none"> <li>• Continue to promote and provide staff with safe and appropriate access to facilities and activities to improve health, wellbeing and safety at work. For example, flu vaccinations, workstation assessments, eyesight testing, and access to EAP services and the gym.</li> </ul>

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		<ul style="list-style-type: none"> <li>• Develop and implement focused and targeted mental health, psycho-social and wellbeing training to increase awareness and reduce stigma.</li> </ul>
	<p>Empower employees to prioritise their wellbeing, including a focus on work-life balance, knowing they have the support of their manager.</p>	<ul style="list-style-type: none"> <li>• Continue to provide appropriate tools, resources and early intervention supports so staff can care for themselves and each other – and ensure they are easily accessible on the Intranet (HR Connect) and through the Health and Wellbeing calendar.</li> <li>• Promote existing policies and arrangements including leave arrangements (including Domestic and Family Violence leave) reasonable adjustment options and flexible working.</li> </ul>
	<p>Ensure our Health and Wellbeing Strategy and Action Plan responds to the needs of our people and is flexible and adaptable to changing environments.</p>	<ul style="list-style-type: none"> <li>• Continue to develop and implement an annual health and wellbeing calendar.</li> <li>• Divisions monitor and actively manage overall levels of TOIL and annual leave to ensure employees are taking timely and regular breaks from work.</li> </ul>
	<p>Ensure our SES and Executive Board proactively address relevant health and safety concerns</p>	<ul style="list-style-type: none"> <li>• The Executive Board and SES continue to actively monitor workloads and implement measures to manage work pressure and stress.</li> <li>• Provide appropriate education and training for leaders and managers on the types of factors that are likely to influence the health of their staff, and the negative repercussions poor work design may have on a person's health.</li> <li>• Provide education and guidance for managers to support effective workload management.</li> </ul>