Australian Government
Department of the Prime Minister and Cabinet

PM&C Employee Census Action Plan 2026-28

Celebrate our strengths and learn from what we do well	Opportunities for action
Engaged workforce – Our employees are highly engaged, strive to go above and beyond what is required, and are committed to PM&C's purpose and objectives. Leadership – Our immediate supervisors and senior leadership care about the health and wellbeing of staff and encourage all employees to share their views, gain new experiences, and respond to future challenges. Collaboration – Our staff actively work across teams and effectively collaborate with internal and external stakeholders to deliver priorities.	Workplace behaviours – PM&C aims to be a safe and respectful workplace free from discrimination, bullying and harassment. Although results improved in 2026, there is always more that can be done Wellbeing – Although PM&C has many wellbeing resources and supports, a decline in our Wellbeing Index suggests we need to improve accessibility through better promotion. Learning and Development – Access to development should not be barrier to performing our best. We need to ensure learning is prioritised. Change Management – Change is a constant and we need to improve how we manage it, ensuring we put people at the centre. Commitment to Action – PM&C's positive overall results, can mask challenges in different work areas. Local level action planning must be visible, tangible and meaningful.

Focus area	Key actions	Census result impact (by 2028)
Wellbeing	PM&C will progress actions from our WHS Risk Management Audit response, including a review and refresh of Work, Health and Safety policies and procedures, e.g. the WHS Risk Hazard and Incident Procedure. PM&C will centrally promote wellbeing resources, including workload management supports, through regular internal communication channels as well as for important significant dates, e.g. during Safe Work Month while locally SES leaders will drive wellbeing priorities in their areas. PM&C will continue to support the employee-led Wellbeing Network and its activities.	Increase in the Wellbeing Index score.

Focus area	Key actions	Census result impact (by 2028)
Learning and Development	PM&C will implement its refreshed L&D strategy to strengthen workforce capability through quality, impactful learning activities aligned with the Capability Review Action Plan and Strategic Workforce Plan. PM&C will implement a learning communications strategy to improve awareness and understanding of how to maximise learning experiences at PM&C as well as promoting APS Academy activities. PM&C will better equip and support managers to facilitate on-the-job employee development opportunities, including through initiatives such as Manager 101 training.	Decline in the proportion of respondents that indicate access to learning and development is a barrier to performing their best. Improvement in % of respondents who agree that formal learning they have accessed in the last 12 months has improved their performance.
Workplace behaviours	PM&C will develop and implement the PM&C Psychosocial Safety Guide to support individuals and managers to understand psychosocial hazards, psychosocial risk management and promote psychosocial safety at PM&C. PM&C will implement a Psychosocial Hazard Identification Program pilot to better understand psychosocial risks and identify additional supports that may be required for areas with moderate to high risk from psychosocial hazards. PM&C will continue our implementation of the APS Non-SES Performance Framework and integrating the Secretaries Charter of Leadership Behaviours for Executive Level staff to reinforce a safe, respectful culture and strengthen accountability against bullying, harassment, and discrimination.	Responses in relation to "Did you report this behaviour" for bullying, harassment and discrimination reflects a decrease in the percentage of employees who did not report the behaviour and/or an increase in the number of employees who reported the behaviour.
Change Management	PM&C will promote PM&C's new "People First Approach to Change Management" toolkit (advice, processes and templates), so that change is managed in a more holistic approach with staff wellbeing at its centre.	Responses in relation to Change management improve by 5%

Focus area	Key actions	Census result impact (by 2028)
Commitment to action	PM&C will communicate to all staff the PM&C Census Action Plan (this plan) through internal communication channels, including a progress update prior to the next census. PM&C will introduce a new section to the Divisional Business Planning template for 2026-27 dedicated to local actions being taken in response to Divisional and/or Branch results. PM&C's Executive Board will review business plans and include a discussion at Annual Divisional Conversations around local level results and actions, including how areas are managing communication with, and accountability to, their staff.	Increase to the proportion of respondents that are confident that PM&C will act on the census results.