



PM&C Employee Census Action Plan 2025

Celebrate our strengths and learn from what we do well	Risks and opportunities for action
Engaged workforce – Our employees are highly engaged and strive to go above and beyond what is required. They are proud to work at PM&C and are committed to PM&C’s purpose and objectives. Stewardship and Integrity – PM&C’s culture supports all staff to act with integrity and demonstrate stewardship in all that they do. Leadership – Our immediate supervisors and senior leadership encourage all employees to share their views, gain new experiences, invest in their development and respond to future challenges.	Workplace behaviour – PM&C aims to be a safe and respectful workplace free from discrimination, bullying and harassment. Strengthening EL2 and SES cohesion – PM&C wants to grow a sense of leadership and connection in the EL2 cohort by building engagement and relationships with senior leaders. Building productivity – PM&C aims to enable staff to perform at their best by removing barriers to productivity. Local focus – PM&C’s positive overall results, can mask challenges in different work areas.

Focus area	Key actions	Census result impact
Workplace behaviours	Promoting the Appropriate Workplace Behaviour Policy, including complaint handling processes and outcomes. Updating WHS hazard reporting forms to include psychosocial factors and permit anonymous reporting, to encourage employees to speak up	Unacceptable behaviour responses in relation to “Did you report this behaviour” reflects a decrease in the % of employees who did not report the behaviour.
Leadership	Empowering managers at the Executive Levels, especially EL2 through appropriate delegation including: 1. Expanding attendance for key meetings to include non-SES 2. Reviewing systems and processes to support decision making and delegations 3. Explaining PM&C’s risk tolerance to all employees, and how they should apply it 4. Highlighting examples of good management practices across the department to grow comfort and capability	Your SES Manager Index responses improve by 2%
Communication and change	Launch “People First Approach to Change Management” toolkit, to promote the department’s holistic support for change management, processes and templates.	Responses in relation to Change improve by 5%