

Treasury 2026 Census Action Plan

Treasury's 2026 Australian Public Service (APS) Employee Census results show a committed workforce with a strong connection to purpose, pride in delivery and a willingness to keep improving.

Treasury continues to perform strongly against APS benchmarks, including on communication, enabling innovation, speak-up culture and wellbeing. These strengths are to be celebrated, and we will continue to focus our efforts on improving prioritisation, promoting performance and innovation, and supporting a safe and inclusive workplace over the next 3 years.

The Census Action Plan aligns with Treasury's Strategic Workforce Plan 2024–30 and Integrity Strategy 2024–28, which set the enterprise direction for a capable, agile and diverse workforce; a culture of performance, wellbeing and inclusion; and clear accountability for inclusive leadership. It translates the 2026 Census results into a practical 3-year action plan, with behavioural expectations and success indicators that support business areas to understand their results, engage their teams and embed improvement through everyday leadership and operational practices. The Executive Board is committed to strengthening Treasury's culture and employee experience and will monitor progress through this Treasury-wide Action Plan and divisional people plans.

Over 2026–2029, Treasury will focus on the 3 goals outlined in the table below.

Treasury 2026 Census Action Plan goals

Sustainable delivery through clear priorities, communication and change

Good looks like:

- Staff understand Treasury's priorities and how their work contributes to outcomes.
- Workload, risk, resourcing and wellbeing are discussed openly, and leaders make clear decisions about priorities and trade-offs.
- Organisational change involves employee consultation, underpinned by regular ongoing communication.

Capability, performance and innovation that enable people to be highly productive

Good looks like:

- Staff have the skills, tools and feedback they need to be productive and perform well.
- Performance expectations are clear across outcomes, behaviours and development, and learning supports current and future capability needs.
- Innovation is encouraged, with staff empowered to use their expertise, exercise judgement and contribute ideas.

Safe, respectful and inclusive workplaces

Good looks like:

- Safe, respectful and inclusive workplaces value different perspectives and experiences, helping everyone feel like they belong and contribute to Treasury's priorities.
- Staff understand how to raise matters with management and trust their views and perspectives will be considered.
- Different thoughts, perspectives and expertise is embedded into decisions, systems and workplace practices, using workforce data and lived experience insights to improve hot spots.

Continued on next page

Treasury 2026 **Census Action Plan**



Treasury 2026 Census Action Plan goals (continued)

Sustainable delivery through clear priorities, communication and change

Executive Board will:

- Executive Board will regularly review priorities and discuss HR data metrics and Census results over the forward years relating to change management, communication, workload and wellbeing. This information will be used to identify and address emerging risks, target resources and support, measure progress on an annual basis and hold leaders accountable for delivering measurable improvements in employee outcomes.

SES and leaders should:

- Translate the strategic drivers into tangible outcomes and set clear priorities and manage workloads effectively by communicating expectations, sequencing work appropriately within staffing levels, escalating risks early and allowing for recovery after peak periods.
- Implement organisational change by consulting and communicating with staff as early as possible, providing the context for change, encouraging questions and creating opportunities for meaningful input and feedback.
- Create a team environment where staff can be curious and encouraged to ask questions, raise concerns and respectfully contest workload pressures.

Staff should:

- Support effective planning and change by asking for clarity when priorities, roles or deadlines are unclear.
- Raise workload, wellbeing or delivery risks early and suggest practical ways to sequence, simplify or improve work.
- Take part in local Census discussions and help identify what would make the biggest difference at a local level.
- Support colleagues through change by participating in consultation on options, sharing information, listening and staying open to different views and provide constructive feedback on proposed changes.

Capability, performance and innovation that enable people to be highly productive

Executive Board will:

- Executive Board will oversee the quality and completion of SES and non-SES performance agreements, and Census results relating to innovation, recognition and workforce performance over the forward years. The Executive Board will use this information to identify improvement opportunities and to track measurable improvements in performance culture, employee recognition and organisational effectiveness over time.

SES and leaders should:

- Articulate how employee roles align to Treasury's objectives and priorities, ensure performance agreements are in place and hold regular and meaningful performance and development conversations.
- Invest in capability and future leadership by using development plans to support career aspirations, build skills for future roles and create pathways for growth and progression.
- Recognise contribution and foster innovation by valuing effort, stewardship, collaboration and innovation, and creating a culture where expertise, ideas and constructive debate are actively encouraged.

Staff should:

- Actively engage in performance and development conversations; seek feedback, building skills for current and future work, and apply learning to improve delivery.
- Embrace continuous improvement and innovation by suggesting better ways to work, including simpler processes and smarter use of technology.
- Strengthen organisational capability by sharing knowledge and expertise across teams to help build capability.
- Be open to using new technologies, including AI, where they can improve outcomes or reduce administrative burden, while maintaining appropriate oversight and judgement.

Safe, respectful and inclusive workplaces

Executive Board will:

- Executive Board will regularly review and discuss HR data metrics and Census results relating to inclusion, respect and speak up culture, together with workforce indicators that may signal emerging risks. This includes reports of bullying, harassment and discrimination, performance management compliance, and diversity workforce data. These insights will be used to identify and address issues, direct corrective action, and monitor progress against agreed workforce, culture and inclusion outcomes.

SES and leaders should:

- Model the APS Values and behaviours of being inclusive, respectful and ethical; promptly and fairly respond to poor behaviour, holding themselves, peers and team members accountable for inclusion and respect.
- Provide employees with a platform where it is safe for staff to speak up and raise matters.
- Consider inclusion, accessibility and skills when recruiting, designing work, policies, team practices and opportunities.
- Actively engage with employee-led networks to build cultural awareness and model continuous learning and better understand diverse experiences.
- Use evidence and workforce insights to understand where experiences differ across groups, locations and cohorts, and take targeted action to address barriers and drive continuous improvement in workforce practices and opportunities.

Staff should:

- Model the APS Value and Behaviours by treating colleagues with respect, empathy and curiosity, valuing different perspectives in everyday work and respectfully addressing poor behaviour.
- Speak up, report or respectfully challenge inappropriate behaviour.
- Participate in Census discussions, sharing practical improvement ideas about building a safe, respectful and inclusive workplace.
- Engage with employee-led networks to build cultural awareness and own learning opportunities.