

2025/26 Employee Census Action Plan

The National Emergency Management Agency (NEMA) values our employees’ responses to the APS Employee Census and commits to continually taking action to improve our employee experience and build on our positive workplace environment.

OUR GOAL	
To reflect on our employees’ experiences and continuously improve and promote a positive and productive working environment. In so doing, we aim to attract, retain and develop employees to elevate organisational performance and deliver high quality outcomes for the Australian Government and community through enabling secure, stronger and resilient communities before, during and after emergencies.	
AREAS TO CELEBRATE	OPPORTUNITIES FOR IMPROVEMENT
Our employees are dedicated and passionate about our work. We have effective and supportive managers leading our culture, ensuring we meet our purpose and objectives. We are celebrating: • Improvements across all indices, compared to 2024 – indicating actions taken since 2024 are making a positive impact. • Highly engaged employees - who are committed to our purpose and objectives. • Supportive Managers – our employees reported high levels of managerial support to meet responsibilities and deliverables. • Employees who go the extra mile – our employees demonstrate willingness to go the extra mile for our agency.	Our employees recognise the need for continued investment in communication, health and wellbeing support and the need to further empower employees . We will focus on: • Empowering our highly engaged employees – recognising the need to manage workloads effectively with the resources we have and identifying what is needed to improve day-to-day experiences of NEMA employees. • Wellbeing initiatives – our wellbeing policies and support have improved as NEMA has matured and we will keep this area in focus to promote continuous improvement. • Refining change and communication – we understand the expressed interest for more targeted communication from leadership, including how change will be managed. • Developing leaders – our leaders display the characteristics needed to support, engage and inspire a contemporary workforce to deliver quality outcomes for Australian communities.

AREAS OF FOCUS AND HIGH-LEVEL ACTIONS	
EMPOWERING EMPLOYEES	WELLBEING
1. Uplift mid-level Manager guidance to support employees through each stage of the employee life cycle, for example regular information sessions on performance, learning and development opportunities, reviewing mandatory training impact. 2. In consultation with the Department of Home Affairs ICT leadership, develop and publish a roadmap for the uplift of the corporate ICT applications and platforms that create barriers for employees to perform well. 3. Determine the Agency’s capability needs and respond with appropriate training and development opportunities. 4. Support workload management and capacity by embedding a culture of regularly reviewing and communicating priorities and pausing lower priority work, if necessary, to support employee wellbeing.	1. Finalise implementation of actions in the Psychosocial Risk Management Action Plan. 2. Continue to review and improve policies and supports to meet the Agency’s evolving wellbeing needs. For example, uplifting our Bullying, Harassment and Discrimination Prevention Policy, supporting guidance and intranet content. Promote through information sessions and updated guidance. 3. Launch a Mentoring program that supports connection and capability building across the Agency to promote career development and employee retention. 4. Review, develop and consult on internal strategies to advance our positive culture, for example a Workforce Strategy and Diversity, Equity and Inclusion Framework.
SUCCESS INDICATORS	SUCCESS INDICATORS
1. Measures to uplift mid-level Managers implemented. 2. Agreed roadmap items are achieved within published timeframes, or adjustments are communicated to staff where this is required. 3. Capability needs identified and training and development opportunities offered. 4. Improved sentiment in 2026 Census results related to enabling tools and resources for our employees to perform well. 5. Improved sentiment in 2026 Census results related to formal learning opportunities.	1. Psychosocial Risk Management Action Plan finalised. 2. Policies and support mechanisms are relevant and widely known. 3. Mentoring program in place and operating at capacity, with high user satisfaction. 4. Workforce Strategy and Diversity, Equity and Inclusion Framework delivered. 5. 2026 APS Employee Census results show a positive shift in relation to workloads and capacity pressures, intent to leave position for reasons other than retirement, the effectiveness and communication of wellbeing policies and support services and a positive and inclusive working environment.
COMMUNICATION AND CHANGE MANAGEMENT	LEADERSHIP
1. Integrate a best practice Change Management framework for changes that affect all employees, for example VSIRA (Vision, Skills, Incentive, Resources, Action/Project plan). Strengthen the capability to lead and manage change by sharing fit-for-purpose resources, timely information, and practical tools to support effective change management. 2. Review our internal communication outreach (including for key committees such as the People and Culture Committee), consult widely and further understand the barriers that are impacting the effectiveness of internal communication. 3. Embed consistent practices that promote information sharing to increase access and visibility of information within the agency.	1. Continue to develop, improve and invest in critical leadership capabilities across the SES with an emphasis on collaboration. 2. Continue to develop, improve and invest in critical leadership capabilities all levels of the Agency, including through training, mentoring, secondments and acting arrangements. 3. Further clarify expectations of leaders by defining the behaviours and capabilities that foster a respectful and psychologically safe environment. 4. Develop 360⁰-feedback guidance and resources to facilitate opportunities for leaders to receive feedback and continuously reflect and improve approach to leadership and people support. 5. Seek opportunities to include mid-level Executive Leaders in Senior level meetings to encourage cohesion and support teamwork across the Agency.
SUCCESS INDICATORS	SUCCESS INDICATORS
1. Change Management framework and resources used consistently across the Agency. 2. Internal communications reviewed and where necessary, improved. 3. Consistent practices embedded, leading to improved sentiment in 2026 Census results related to change management and internal communication.	1. Results from the 2026 APS Employee Census and other agency-level feedback mechanisms show improvement in sentiment related to ‘Leadership – SES Manager’, in particular working as a team and clearly articulating direction and priorities. 2. Results from the 2026 APS Employee Census and other agency-level feedback mechanisms show improvement in sentiment related to immediate supervisors. 3. Strong uptake of 360⁰-feedback guidance and resources.