

2024 APS Employee Census: AER Action Plan

- The APS Employee Census is an annual survey which collects confidential attitude and opinion information from APS employees about issues in the workplace.
- AER leaders gain valuable insights from the results and are committed to taking actions to making the AER an even better place to work, year after year.
- Through consultation with leaders and team members, we have identified areas we are proud of and three priority areas to focus on improving over the next 12 months.

What we are proud of	Employee engagement	Leadership and immediate supervisors	Employee health and wellbeing
	Our people told us that they are more engaged than ever before. The employee engagement score of 76.6% is higher than the APS average of 74% and the AER's highest engagement score since records became available in 2019.	Our people told us that AER leaders foster environments that enable them to deliver their best. Leadership and supervisors scored above APS averages by 6 percentage-points and 3 percentage points respectively.	Some of our strongest improvements on 2023 results were that our people appreciated the AER fostering a caring environment, and valued the policies/practices in place to help them manage their health and wellbeing.

	Theme	Areas we are focussed on improving	Actions we will take	Outcomes we are seeking to achieve	How we know it is effective
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Our priorities	1. Change management	Incorporate more employee input into how major change is managed	<ul style="list-style-type: none"> • Establish and utilise the AER Change Advisory Group to inform major change being managed more effectively at the AER. 	<ul style="list-style-type: none"> • Major change is effectively managed in the AER • Reduce the stress our people experience from change. 	<ul style="list-style-type: none"> • Feedback from the Change Advisory Group • Employees' engagement with internal communications channels • Census, pulse-survey and psychosocial safety survey results.
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Our priorities	2. Workloads and competing priorities	Effectively prioritise and manage competing priorities and time pressures.	<ul style="list-style-type: none"> • Working hours are accurately reported and SES and people managers actively manage employee workloads. • Streamline decision-making and remove unnecessary layers of decision-making. • Maximise engagement with and benefits from the Optimal Management Structures project. 	<ul style="list-style-type: none"> • Working hours and workloads are more reasonable and sustainable. • The new TOIL, Flex-time and Unreasonable additional hours policies are implemented effectively. • Engagement with and benefits from the Optimal Management Structures project are maximised. • Workforce data and insights are leveraged to support resource planning, inform decision making and approved staffing level is optimised. 	<ul style="list-style-type: none"> • Census, pulse-survey and psychosocial safety survey results. • At the end of each quarter, no AER employee has excess flex (more than 37 hours and 5 minutes), exceeds the TOIL cap and/or more than 55 days annual leave without a plan in place. • Authority for decision making is set to the lowest appropriate level. • AER's year-to-date average staffing level (ASL) is +/- 5% of budget at the end of each quarter.
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Our priorities	3. Safe, inclusive and respectful workplace behaviours	Improve diversity and representation within the AER workforce.	<ul style="list-style-type: none"> • AER senior leaders provide visible support to employee networks. • AER Employee Value Proposition, recruitment materials and induction will be refreshed to reflect the AER commitment to diversity, safety, respect and inclusion. • Prepare for an AER specific Reconciliation Action Plan as the AER moves toward legal separation from the ACCC. 	<ul style="list-style-type: none"> • Clear commitment and demonstrated actions to improve diversity and inclusion. • A more diverse workforce profile that better represents the community we serve. 	<ul style="list-style-type: none"> • One or more AER senior champions per employee network. • 95% of AER people complete quarterly performance and development conversations and make active contributions to diversity and inclusion. • At least 24% of AER SES identify as culturally and/or linguistically diverse* • At least 7% of AER employees identify as a person with disability* • At least 3% of AER employees identify as First Nation* <p style="text-align: right;"><i>*Data source: APS Census</i></p>
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Our priorities	3. Safe, inclusive and respectful workplace behaviours	Facilitate a safer and more inclusive working environment	<ul style="list-style-type: none"> • Review our psychosocial health and safety and implement appropriate recommendations. • Rollout Bystander training and Radical candour training to finesse our workplace interactions. 	<ul style="list-style-type: none"> • Improved health and safety in our workplaces • Leaders and employees have the capability to identify respectful and inappropriate behaviours, can respond appropriately and can easily access quality support and reporting mechanisms. 	<ul style="list-style-type: none"> • All SES have completed Bystander training and Radical Candour training. • 95% of all employees completed Appropriate Workplace Behaviour training. • Census, pulse-survey and psychosocial safety survey results.
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