



The APS Census is an annual survey that gathers insights from Australian Public Service employees about their workplace experience, culture, and leadership. ASQA's Census action plan outlines targeted initiatives in response to staff feedback. Our 2024 census results indicate that we have strong connection to ASQA's purpose, objectives and goals, with clear mission around VET sector integrity and regulation, supportive wellbeing and work practices, and a strong innovation culture.

Our 2025 census action plan is centred around 3 priority areas, outlining our shared responsibility in creating meaningful change in our organisation.

We will cultivate a workplace that inspires connection and engagement

Our agency will:

- Appoint a network of site leaders to promote positive office culture and lead site-based engagement initiatives
- Conduct regular surveys and discussions to understand staff experiences
- Implement a clear internal communications messaging framework and tiered communication cascade tools
- Update information on Reggie about team functions and responsibilities
- Invite nominated staff to attend Executive Committee to improve visibility of SES and strategic decision making
- Share and communicate stories of success and contributions
- Implement dedicated events and mechanisms for staff to engage directly with senior executives

Our staff will:

- Actively participate in engagement surveys and feedback mechanisms
- Engage in honest and respectful dialogue about workplace experiences
- Regularly attend the office to connect with colleagues and participate in engagement activities
- Acknowledge and celebrate our colleagues' contributions and successes

Success looks like:

- Increased employee engagement index score
- Increase in positive responses to:
 - Internal communication within my agency is effective
 - I would recommend my agency as a good place to work
 - I feel a strong personal attachment to my agency
 - I find value in attending the office as part of my working week
 - I understand ASQA's governance structure and the role of the Committees and Working Groups in making operational and corporate decisions

We will build organisational resilience and leadership through change

Our agency will:

- Consult and communicate regularly about change
- Design and implement a culture and resilience framework
- Communicate more regularly about how the Digital Transformation Program will assist our work
- Review, update, and deliver our change management maturity roadmap
- Implement a new Regulatory Governance Committee
- Implement a manager development program, including coaching skills and career development pathways
- Enhance the performance management framework to support development that drives key results
- Implement strategies at the branch-level to prioritise and allocate work based on urgency, impact and effort

Our staff will:

- Actively engage and support each other through change
- Apply change management in team-level projects
- Share insights and lessons learned to support organisational learning
- Actively contribute to cross-functional approaches and project
- Effectively use digital collaboration platforms
- Share information proactively across teams and branches
- Seek and act on feedback from peers and managers

Success looks like:

- Increased communication and change index score
- Increase in positive responses to:
 - When changes occur, the impacts are communicated well within my workgroup
 - Staff are consulted about change at work
 - Change is managed well in my agency
 - My supervisor provides me with helpful feedback to improve my performance
 - I am expected to do too many different tasks in too little time
 - The digital transformation program is improving the way we work

We will drive behavioural excellence to support a respectful and inclusive work culture

Our agency will:

- Embed Diversity Champions to foster a respectful and inclusive work culture
- Embed a speak up culture
- Drive integrity by developing culture, acting on feedback, and ensuring reporting mechanisms are safe, accessible and trusted
- Raise awareness of how to report unacceptable behaviour
- Define and communicate expected behaviours and integrate these into performance agreements.
- Implement clear processes to strengthen the declaration and management of conflicts of interest

Our staff will:

- Report unacceptable behaviour
- Encourage and support a safe speak-up culture
- Respond constructively and confidentially to feedback about behaviour
- Participate in training, initiatives, and conversations about diversity, equity and inclusion
- Treat all people with fairness, dignity and respect
- Declare, manage and monitor conflicts of interest

Success looks like:

- Decrease in positive responses to:
 - Discrimination
 - Bullying and harassment
 - Corruption
- Increase in positive responses to:
 - The work of ASQA's Diversity Working Group has improved my knowledge and awareness of diversity and inclusion matters