

# NEMA 2024 Employee Census Action Plan

The Australian Public Service (APS) Employee Census is an annual survey which is used to collect confidential attitude and opinion information from APS employees on their experience in the workplace. National Emergency Management Agency (NEMA) highly values the results from this annual survey and is committed to continually taking action to improve our employee experience and build on our positive workplace environment

Our 2024 Census Action Plan focuses on NEMA-wide initiatives and outlines the actions we are taking to strengthen and improve on our three focus areas. Business areas across NEMA have also participated in creating local census action plans. The creation of local action plans will support and build on our positive workplace culture and contribute to improving the NEMA employee experience. These important planning activities unify the NEMA team and will assist us in moving forward as an agency as we mature into our third year.

CELEBRATE STRENGTHS	OPPORTUNITIES FOR IMPROVEMENT
<p>Our workforce is highly engaged, <b>proud to work for NEMA</b> and committed to our purpose and goals.  <b>SES Leaders and Managers are high quality.</b> Our results demonstrate this is a significant area of improvement since 2023.  <b>Our staff value an inclusive and diverse workplace</b> and actively promote this through their actions on a daily basis.</p>	<p>Our employees recognise the need for <b>continued investment</b>, promotion and communication of <b>health and wellbeing support</b> and <b>psychological safety</b> initiatives.            We value the response from our staff who acknowledge the requirement for a holistic review and response to support staff <b>retention</b>.            Our staff are dedicated and have shared they would like to see an increased <b>appetite for innovation</b> and <b>opportunities to drive this</b>.            NEMA staff are engaged and would like <b>increased effort in internal communication</b>.</p>

ACTIONS	TIMING (delivered by)	SUCCESS INDICATORS
<b>WELLBEING</b>		
<p><b>Health and wellbeing</b></p> <ul style="list-style-type: none"> <li>Q2.1. Strengthen our WHS Management System by implementing recommendations made through internal audit and assurance activities</li> <li>Q2.2. Embed support and training for workplace responsibility roles</li> <li>Q3.1. Review and provide additional wellbeing support and resources for all NEMA staff</li> <li>Q3.2. Psychosocial risk review recommendations communicated to staff, including commitment to action. Monitor and manage psychosocial risks and fully implement recommendations to increase psychosocial safety</li> </ul>	<p>Q2.1 2024</p> <p>Q2.2 2024</p> <p>Q3.1 2025</p> <p>Q3.2 2025</p>	<ul style="list-style-type: none"> <li>Q2.1. Improved Census results relating to health and wellbeing</li> <li>Q2.2. Workplace responsibility roles including Mental Health First Aid Officers and Harassment Contact Officers feel supported to do these roles in addition to their business as usual activities</li> <li>Q3.1. Increased use of resources available and reduction in rehabilitation cases</li> <li>Q3.2. Increase in psychosocial risk maturity rating, improved unplanned leave rates</li> </ul>
<p><b>Unacceptable behaviour</b></p> <ul style="list-style-type: none"> <li>Q3.3. Continue to develop, publish and promote resources and support that address unacceptable behaviour, including mechanism to report unacceptable behaviour</li> <li>Q3.4. Enhance awareness of training opportunities relating to unacceptable behaviour and prevention of discrimination</li> <li>Q3.5. Deliver information sessions on behaviour, including how unacceptable behaviour is addressed at NEMA</li> </ul>	<p>Q3.3 2025</p> <p>Q3.4 2025</p>	<ul style="list-style-type: none"> <li>Q3.3. Improved Census results relating to unacceptable behaviour</li> <li>Q3.4. High participation rates in unacceptable behaviour information and training sessions</li> <li>Q3.5. Increased understanding of the reporting process, providing certainty and clarity to NEMA staff on actions taken when unacceptable behaviour is reported, increased awareness of what constitutes unacceptable behaviour and reasonable management actions</li> </ul>
<b>CULTURE</b>		
<p><b>Belonging</b></p> <ul style="list-style-type: none"> <li>Q2.3. Continued investment in internal communication to ensure all staff are aware of support, resources and events available for NEMA employees</li> <li>Q3.5. Develop and launch inaugural Reconciliation Action Plan (RAP)</li> <li>Q3.6. Develop and promote policies, initiatives and resources that support cultural diversity, inclusion and belonging</li> <li>Q3.7. Enhance promotion and or development of training opportunities, that address cultural competency, disability, inclusivity and leadership</li> </ul>	<p>Q2.3 2025</p> <p>Q3.5 2025</p> <p>Q3.6 2025</p> <p>Q3.7 2025</p>	<ul style="list-style-type: none"> <li>Q2.3. Improved Census results relating to internal communication and staff awareness of ongoing cultural opportunities providing the chance to connect with colleagues</li> <li>Q3.5. Awareness of and engagement with the RAP, implementation of deliverables and outcomes</li> <li>Q3.6. Increased awareness of cultural competency across NEMA, staff engaging with resources available</li> <li>Q3.7. Maintained visibility of cultural training opportunities through continued internal promotion</li> </ul>
<p><b>Retention</b></p> <ul style="list-style-type: none"> <li>Q3.8. Develop People Strategy to inform strategic initiatives focussed on enhancing our employee experience</li> <li>Q4.1. Identify what factors are impacting staff retention, develop appropriate actions in response</li> <li>Q4.2. Identify core capabilities for NEMA, develop Capability Framework and communicate to staff</li> <li>Q4.3. Review, update and embed Culture Action Plan deliverables</li> <li>Q4.4. Review and enhance resources to support clarity around roles and responsibilities</li> </ul>	<p>Q3.8 2025</p> <p>Q4.1 2025</p> <p>Q4.2 2025</p> <p>Q4.3 2025</p> <p>Q4.4 2025</p>	<ul style="list-style-type: none"> <li>Q3.8. Enhanced opportunities for talent pathways for staff to achieve career aspirations</li> <li>Q4.1. Improved Census results in staff retention</li> <li>Q4.2. Capability Framework assisting staff with Performance Excellence goals</li> <li>Q4.3. Continued improvement in sentiment on culture through Census results</li> <li>Q4.4. Census results indicate workloads and capacity pressures have improved</li> </ul>
<b>INNOVATION</b>		
<p><b>Innovation</b></p> <ul style="list-style-type: none"> <li>Q3.9. Develop and publish Innovation guidelines that support an environment that enables innovation at section, branch and division levels</li> <li>Q4.5. Promote a continuous learning culture through organised internal activities that provide staff the platform and opportunity to provide suggestions for innovation</li> <li>Q4.6. Uplift data capability to enable data-driven decision making to enhance NEMA's services across the emergency management continuum</li> </ul>	<p>Q3.9 2025</p> <p>Q4.5 2025</p> <p>Q4.6 2025</p>	<ul style="list-style-type: none"> <li>Q3.9. Common understanding and use of Innovation guidelines across NEMA</li> <li>Q4.5. Increased positive innovation results in the 2025 APS Census</li> <li>Q4.6. Clarity of investment priorities for NEMA and a shared understanding across the agency</li> </ul>

*\*Please note, the timing referred to in the table starts from the date this Census Action Plan is released publically. Monday 25 November 2024 – November 2025. Quarter 1 (Q1): Last week of November, December, January, February. Quarter 2 (Q2): March, April, May. Quarter 3 (Q3): June, July, August. Quarter 4 (Q4): September, October, November.*