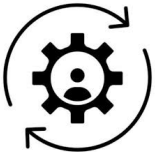


2025 APS Employee Census: AER Action Plan

- 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	Innovation
	Our people told us that: ✓ AER people remain highly engaged, with an overall employee engagement score of 76	Our people told us that: ✓ AER leaders foster environments that enable them to deliver their best, with an overall immediate supervisor index score of 81	Our people told us that: ✓ The AER's culture is increasingly enabling employees to be innovative, with an overall innovation index score of 70

	Theme	Outcome	Actions we will take	Owner / Governance	How we know it is effective
Our priorities	A. Change management 	Lift change readiness and improve trust in change processes	A1: Equip senior leaders to have greater visibility of upcoming major changes so that they can lead people through change. We will do this by implementing the AER change radar and Legal Separation Program (LSP) change strategy .	Legal Separation Program and Senior Management Forum (SMF)	• Feedback from the Change Advisory Group • Employees' engagement with internal communications channels • % of change initiatives with a documented impact assessment before implementation (target 90%) • % of staff completing the training (target 70%), • Census and pulse survey results.
			A2: Enable staff with capability to lead through change. Run ' Change Conversations ' training (micro-learning) for all staff, and a masterclass for leaders (SES-EL).	AER Human Resources (HR) team and SES-EL leaders	
	B. Workloads and competing priorities 	Work is aligned to priorities, realistic, and sustainable	B1. Clarify the role of people leaders in managing workload and wellbeing and examples of good practice. Ensure priorities are clear, performance plans are in place, clear lines of sight to business plans, and regular feedback conversations are happening.	Senior Leadership Team (SLT) + SMF	• Performance Plans to include accountabilities - target 95% • TOIL and Flex balances actively managed - 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. • Ad hoc feedback that Directors set expectations at team levels, EDs and GMs at Branch levels • Staff feedback about utilisation of AI tools • Census and pulse-survey results.
			B2. People leaders increase practices and protocols in place to provide space for structured work time and promote wellbeing. (e.g. no contact unless urgent after hours or during periods of leave, 'no meeting' block out periods etc).	AER General Managers, Executive Directors and Directors	
			B3. Experiment with AI tools and develop understanding of how AI can create efficiencies at the AER. We will do this by developing staff knowledge and capabilities to utilise AI tools to streamline transactional tasks and more space to focus on strategic priorities.	ACCC/SLT/Board	
	C. Safe, inclusive and respectful workplace behaviours 	Deepen psychological safety, respectful behaviours and inclusion	C1. Appoint AER site leaders to foster stronger local community connections, inclusion and safety in the AER.	SMF	• Census results by office location in 2026.
			C2. Identify and address barriers identified through the bullying and harassment survey , provide feedback on outcomes (suitably anonymised), and act on the results.	AER HR	