

Australian Institute of Health and Welfare – 2025 Census Action Plan

AIHW’s 2025 APS Employee Census results reflect a committed and engaged workforce, with standout scores in areas such as job satisfaction, pride in the agency, and belief in our purpose.

The survey also highlights areas where we can improve, including change management, communication, role clarity and workload alignment, and ICT. This year's action plan is especially important as we navigate a period of organisational change.

We are focused on supporting staff, strengthening leadership, and maintaining a workplace where everyone can thrive.

Target area	Goals	Actions
 Change Management	Continue strengthening how we manage change by improving our frameworks and supporting our leaders in fostering psychological safety during ongoing organisational change.	<ul style="list-style-type: none"> We will embed an agency-wide program and project lifecycle management approach that will meet the unique needs of the institute. SES will host Q&A sessions during periods of change to encourage collaboration and provide staff with opportunities to ask questions and share feedback. We will increase manager capability in change management by providing training and resources focused on project delivery and change leadership.
 Communication & Collaboration	Improve communication channels and practices to promote transparency, reduce silos, and enable a more connected and informed workforce.	<ul style="list-style-type: none"> We will communicate summaries of decisions and updates following key meetings such as ExCo. We will provide managers with coaching and training to help them cascade messages effectively across the agency and within their teams. Unit Heads will invite their senior leaders to team meetings to share information and to hear directly from staff. The Enabling Services teams will prioritise delivering simplified, user-friendly access to corporate information, and empowering staff through intuitive self-service tools. We will implement the AIHW Annual Workplan, which aims to provide staff with a connection between their day-to-day activities and the institute’s overarching goals.
 Role Clarity & Workload Alignment	Enable a sustainable and high-performing workforce by clarifying roles and aligning workloads to support wellbeing and operational effectiveness.	<ul style="list-style-type: none"> We will strengthen organisational capability through the Workforce Development Plan Strategic Initiative by: <ul style="list-style-type: none"> co-designing clear and consistent role profiles prioritising the development of core managerial skills, particularly in delegation, priority-setting, workforce planning and team support. We will provide targeted resources and guidance to support managers in creating Performance & Development Agreements that promote role clarity, assist in balancing workloads, and foster meaningful career growth.
 Technology	Enable our workforce to better deliver AIHW's products and services by investing in modern technology.	<ul style="list-style-type: none"> We will implement the ICT Modernisation Roadmap to provide capabilities that improve our ability to deliver products and services, including a new Data and Analytics Ecosystem (note: this will be a multi-year program of work). We will improve ICT communications and provide staff with visibility of system upgrades, hardware improvements, digital transformation initiatives and other ICT changes that improve the way we work. We will support and enable innovation, whilst ensuring that our technology is secure by establishing environments for staff to trial and experiment with technology.