Australian Government
Defence

2026-2027 DEFENCE APS EMPLOYEE CENSUS ACTION PLAN

Supporting our people to deliver the Defence Mission in a safe and respectful environment.

Quality support **Better tools** **Less complexity**

PILLAR 1: LEADERSHIP, COMMUNICATION AND CHANGE

WHAT WE WILL DO

1.1 The Secretary will communicate regularly.

1.2 Defence Senior Leaders will ensure that their staff are aware of organisational reform and consulted where affected, and that supervisors and managers have the information needed to connect people, change and the Defence mission.

1.3 Defence Digital Group will implement Microsoft 365 tools to improve communication, collaboration and increase productivity (Project Mercury) - 40 percent rollout by June 2027.

1.4 Governance Group will implement a revised enterprise governance architecture to strengthen accountabilities and streamline enterprise decision making by June 2027.

WE EXPECT

OUR LEADERS TO:

- ✓ Support teams in connecting their contributions to organisational outcomes.
- ✓ Be accountable and transparent by providing context for decisions and changes by linking them to strategic priorities.
- ✓ Genuinely seek feedback throughout change processes and demonstrate how feedback has been considered.
- ✓ Maintain a focus on employee wellbeing, particularly through periods of change.
- ✓ Empower decision making at appropriate levels.

OUR PEOPLE TO:

- ✓ Actively participate in consultation and feedback opportunities.
- ✓ Support implementation of agreed improvements and reforms.
- ✓ Contribute to a culture of accountability, respect and continuous learning.

WE WILL SEE

- Leaders who are visible, accessible and accountable for action.
- Greater confidence in leadership decisions and organisational direction.
- Stronger connections between workforce effort, priorities and Defence outcomes.
- Stronger enterprise governance supporting informed decision making, effective oversight and delivery of Defence outcomes.

PILLAR 2: FOSTER RESPECTFUL WORKPLACES

WHAT WE WILL DO

2.1 All Group Heads and Service Chiefs will undertake Positive Duty risk assessments by March 2027.

2.2 Defence People Group will ensure ease of access for all staff to respectful workplace artefacts and tools via the Respect @ Work portal and the Psychosocial Risk Management Portal.

WE EXPECT

OUR LEADERS TO:

- ✓ Implement the Defence Leadership Framework, including the Defence Inclusion Toolkit, to support psychosocially safe work environments that foster inclusion and respectful behaviours.
- ✓ Identify and remove barriers that limit organisational performance.
- ✓ Identify and mitigate psychosocial and wellbeing risks within their work areas.

OUR PEOPLE TO:

- ✓ Contribute to psychosocially safe workplace practices.
- ✓ Raise wellbeing concerns and unacceptable behaviours early.
- ✓ Demonstrate inclusive and respectful workplace behaviours.

WE WILL SEE

- Increased confidence in raising concerns and speaking up.
- Fewer barriers preventing employees from performing effectively.
- Stronger perceptions of psychosocial safety and inclusion.