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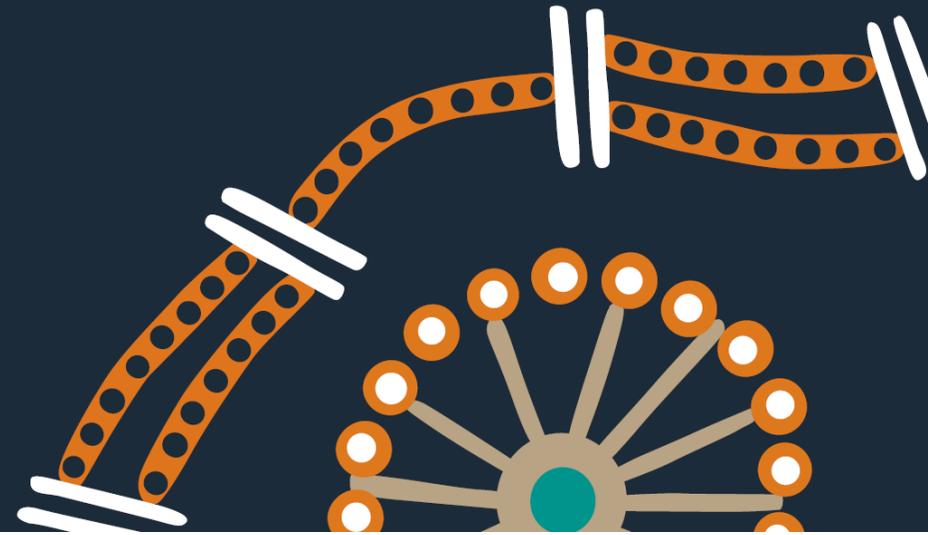
**NIAA**

# NIAA Census Action Plan 2024-27

Our plan



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## Our plan

The NIAA has identified 4 key Agency-level areas of focus, **operationalised by 8 headline actions**. These areas of focus have been based on response themes from branch and regional Census Action Plans, together with feedback received from staff during Census Cohort Sessions and review of Agency-level Census results. The areas of focus will be reviewed each year to ensure they remain fit for purpose and to make necessary adjustments. A new program of work will be developed for each 12-month period, as we make steady change to embed these activities in our workplace.

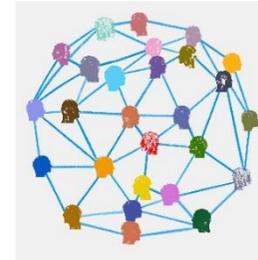
The priorities for the next 12-months (November 2024-November 2025) are set out over the following pages, as are our plans for how we will measure our success and hold ourselves accountable.

### 4 key areas of focus:

1. Prioritising the **wellbeing** of our staff and taking action to respond to psychosocial hazards, including demanding workloads and consultation on change
2. Building an **inclusive workplace culture**, where bullying, harassment and discrimination is called out and not tolerated
3. Improving our **communication** both at an Agency level and within our work areas.
4. Investing in the **capability** our people, to ensure they have the skills they need to drive organisational outcomes.

## 8 Agency headline actions

Figure 1. 8 headline actions mapped to the areas of focus



### Wellbeing

1. Aligning to the APS Mental Health Capability Framework
2. Implementing ADDRESS and responding to our psychosocial hazards, including demanding workloads and how we manage organisational change

### Inclusive culture

3. Implementing the Diversity and Inclusion Framework Action Plan
4. Continuing to take action against bullying, harassment and discrimination

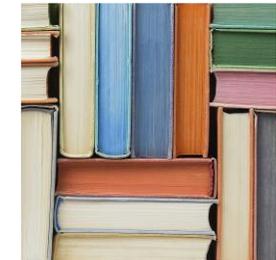


### Communication

5. Ensuring our Agency-wide communication is fit for purpose
6. Improving how we share information across all levels

### Capability

7. Refreshing our NIAA Leadership Continuum and associated resources
8. Implementing the NIAA Capability Development Framework



## Headline Action 1: Alignment to the APS Mental Health Capability Framework

**Why is this a priority?** Taking a systems-based and evidence-informed approach to building our workplace mental health and wellbeing capability is an important step for us. This will ensure our investments in mental health are sustainable overtime and that we are investing in things that work. Aligning to the broader APS-wide approach through the framework also supports us to be a model employer, in line with the APS Reform agenda.

Action	Key steps for next 12 months	Timeframe	Lead branch/group	Measuring success
1.1	Use the APSC’s Maturity Scale Assessment (MSA) tool to review current breadth of wellbeing offerings against the APS MHC Framework. Use outcomes of pre-assessment to inform action 1.2	Pre-assessment to be completed by 31 January 2025; post-assessment to be completed by 31 December 2025. To be repeated annually	People Branch; National Health and Safety Committee; Executive Board	Gains made in overall maturity of each framework domain at the MSA post assessment
1.2	Review and refresh wellbeing offerings and resources available to staff, ensuring a balance of offerings against each domain of the APS Mental Health Capability Framework	By December 2025. To be repeated annually	People Branch; Wellbeing Network	Gains made in maturity of individual items at the MSA post assessment
1.3	Develop an evidence-informed wellbeing strategy for the NIAA, underpinned by the APS Mental Health Capability Framework	By June 2025	People Branch; Wellbeing Network	Gains made in overall maturity of each framework domain at the MSA post assessment



## Headline Action 2: Implementing ADDRESS and responding to psychosocial hazards

**Why is this a priority?** We have a legislative and moral obligation to ensure our psychosocial hazards are identified, the risk associated with these assessed and controlled and that the effectiveness of our controls is reviewed. Implementing ADDRESS supports us to meet our obligations while building on what our staff have told us is important to them at a localised level, whilst also taking Agency-wide action in response to Census feedback regarding workload and resourcing.

Action	Key steps for next 12 months	Timeframe	Lead branch/group	Measuring success
2.1	Implement all stages of the ADDRESS model with branches and regions, integrating this into branch/region localised Census Action Planning. This will include development of localised controls designed to address identified risks with one-on-one support provided by Corporate Group.	Step 1: Completed – October 2024; Step 2: October-December 2024; Step 3: December 2024 onwards; Step 4: in line with risk register, at minimum annually	All branch and regional managers; All staff; People Branch; Business Operations Support Branch	Pulse surveys as needed for areas to track success of interventions; Census ADDRESS screener outcomes for 2025 data; risk register outcomes
2.2	Responding to workload concerns by reducing multiple layers of decision making. This includes reducing the HR delegations, lowering the authorisation rules for decision making and reviewing the structure of Executive Board and its subcommittees to align to best practice	HR delegations: Completed – October 2024; Authorisation rules by end of 2024; Review of Executive Board and subcommittee commenced in October 2024	Integrity Group; People Branch; Ministerial and Parliamentary team; All staff	Perceptions of multiple layers of decision-making and authority being higher than required as barriers to performance decreases in 2025 Census data
2.3	Responding to concerns around resourcing by stocktaking resourcing priorities across the Agency's key priorities and developing a surge workforce model which is supported by a longer-term recruitment strategy	By end of 2024 and then ongoing	Corporate Group; Grants and Finance Group; All SES	Release periods for surge adhered to; perceptions of resourcing constraints decrease in 2025 Census data



### Headline Action 3: Implementing the Diversity and Inclusion Framework 2024-27

**Why is this a priority?** We embrace diversity as a cornerstone of our values. We are committed to creating a workplace where diverse voices and perspectives are valued, and all staff are supported to bring their full selves to work. Aligned with our Agency’s transformation program (Galambany), APS Reform, our Reconciliation Action Plan and our People Strategy, the D&I Framework is the key mechanism in which we will drive our ambition to create an inclusive workplace culture.

Action	Key steps for next 12 months	Timeframe	Lead branch/group	Measuring success
3.1	Continue to build an inclusive workplace culture by implementing the D&I Framework’s action plan and strengthening the ongoing sustainability of our staff-led diversity networks	Throughout 2025	People Branch; All groups; All staff; Staff diversity networks	Progress on individual items met in line with the measures outlined in the D&I Framework
3.2	Recognise 22 days of significance at an Agency level in 2025 (7 all-staff events; 15 all-staff communiques) and build our inclusive capability through staff participation in these events and ongoing access to on-demand resources via the D&I HUB.	Throughout 2025	Staff diversity networks; People Branch; All staff	Staff attendance at events; click through rates on communiques; HUB downloads
3.3	Work with staff-led diversity networks to unpack trends in tailored Census analysis and work with them to address areas of concern for diverse staff	November 2024, throughout 2025	People Branch; Staff diversity networks	Decrease in employee experience gap between diverse staff and NIAA overall in 2025 Census data
3.4	Continue to build cultural safety and cultural competency through participation in our award-winning Footprints program and hosting localised footprints activities	Throughout 2025	All staff (supported by People Branch); Staff diversity networks	Digital footprints logged and collected; decreased perceptions of discrimination due to race



## Headline Action 4: Continuing to take action against bullying, harassment and discrimination

**Why is this a priority?** We have a zero tolerance for bullying, harassment and discrimination. Our Census results regularly indicate a higher prevalence than the APS average on these issues. We need to do more to ensure we all work in a way that is aligned with our values and behaviours. The impact of working in alignment with our values and behaviours goes beyond our internal work practices, it informs the way we do our business with our partners, our stakeholders and with each other.

Action	Key steps for next 12 months	Timeframe	Lead branch/group	Measuring success
4.1	Roll-out a values and behaviours-based training session for all staff, based on the successful model developed by Central Group	Throughout 2025	People Branch; Central Group; All staff	Proportion of staff trained; increased perceptions of inclusion; decreased perceptions of bullying, harassment and discrimination
4.2	Launch and implementation of the NIAA's Sexual Harassment Prevention Strategy, including good practice indicators within it	November 2024 (launch) and throughout 2025 (implementation)	People Branch; All staff	Progress on individual items met in line with the measures outlined in the Strategy
4.3	Hold HR open door sessions on key topics, including values and behaviours	Quarterly, starting March 2025	People Branch; All staff	Number of staff who attend; feedback on the sessions
4.4	Develop a resource hub that links staff to key materials and supports the prevention of bullying, harassment and discrimination, promoting an inclusive culture	December 2024 (will be updated throughout year as more resources become available to share)	People Branch; All staff	Click through rates on resources; increased perceptions of inclusion; decreased perceptions of bullying, harassment and discrimination



## Headline Action 5: Ensuring our Agency-wide communication is fit-for-purpose

**Why is this a priority?** Clear communication is a key to supporting our staff to work efficiently and deliver on key Agency outcomes that support our vision. We are committed to communicating with staff in a way that best meets their needs and supports them to perform their duties in alignment with the Agency's priorities.

Action	Key steps for next 12 months	Timeframe	Lead branch/group	Measuring success
5.1	Conduct an internal survey seeking feedback from staff on preferred communication mechanisms	30 November 2024	Communications Branch; All staff	Survey response rate
5.2	Develop a revised model for sharing internal communication messages informed by the outcomes of the survey, including communication around change management	31 December 2024 to be implemented in 2025	Communications Branch; All staff	Improved perceptions of internal communication; click through rates of relevant information
5.3	Taking a 'people' oriented approach to internal internet articles with increased use of stories and images instead of animated, text-based sliders	Throughout 2025	Communications Branch; All staff involved in development of articles; Staff-led diversity networks	Readership rates of news articles on the intranet; click through rates from articles to relevant information
5.4	Develop a revised model for executive messaging informed by the internal survey and leveraging EL2s to amplify SES messaging	31 December 2024 to be implemented in 2025	SES; EL2s; Supported by Communications Branch	Data analytics on executive messages including readership rates, completion rates on emails and click through rates
5.5	Refresh of HR/People-related intranet pages to ensure staff can access information they need in a timely manner	By March 2025, commencing with diversity and inclusion; inclusive workplace culture and Census Action Plan hubs	People Branch; Staff-led diversity networks; All staff	Click through rates of information and downloads of resources



## Headline Action 6: Improving how we disseminate information at all levels

**Why is this a priority?** Our staff have told us that communication at all levels needs to improve, including the way that rationale behind decision making is communicated.

Action	Key steps for next 12 months	Timeframe	Lead branch/group	Measuring success
6.1	Developing and implementing a model that supports tiered communication and messaging from CEO to EL2/direct manager level, called 'hierarchy of voice'. This will focus on funneling messaging from being conceptual and broad (relevant to whole-of-Agency) right down to the impact and meaning of the message for an individual's specific role	Developed by 31 December 2024 for implementation 2025.	Communications Branch	Messages are sent in line with the model; Attitudes towards internal communications improve in the 2025 Census
6.2	Continuation of the CEO Broadcast initiative	Monthly	CEO; Communications Branch; All staff	Watch rates of videos; Perceptions of clear priorities increase
6.3	Internal comms masterclasses for SES and EL staff	Held quarterly from January 2025.	Communications Branch	Attendance at the master classes; Attitudes towards communications improve in the 2025 Census
6.4	Progressing with our transformation program (Galambany) reset, including tailored communications for staff to build a shared understanding of our transformation journey.	December 2024 - ongoing	Transformation Management Office; All SES; All staff	Understanding of the Agency's transformation agenda increases as measured through pulse surveys and the 2025 Census



## Headline Action 7: Refreshing our NIAA Leadership Continuum and associated resources

**Why is this a priority?** Strong leadership critical to our ability to ensure First Nations people are heard, recognised and empowered. When it comes to leadership, we all have a role to play. Our staff have said they want a focus on leadership and manager capability and through leading ourselves, leading others or leading teams we can all-demonstrate leadership in our day-to-day work.

Action	Key steps for next 12 months	Timeframe	Lead branch/group	Measuring success
7.1	Refresh of the leadership continuum, including the resources that are available to support staff to lead ourselves, lead others and lead teams.	By end of 2025	People Branch; All staff	Click through rates of information; downloads of resources
7.2	Rollout NIAA Essentials modules including options for virtual and face to face delivery ensuring scalability of resources across our geographical footprint.	First quarter 2025	People Branch; All staff	Participation in NIAA Essentials and evaluation
7.3	Support staff to lead others through developing an induction checklist for managers, to ensure new starters are inducted into the NIAA's ways of working and receive tailored information necessary to deliver in their roles	By June 2025	People Branch; All managers; All new starters	Feedback from staff through new starter survey; improved retention of new starters
7.4	Expand resources available under each of the leading ourselves, leading others and leading teams pillars, including roll-out of 6R, the APSC's relational leadership self-reflection tool and guidance on embedding leadership development into Engage conversations	By end of 2025	People Branch; All staff	Engage on a page highlights leadership as a responsibility of all staff; perceptions of manager capability increases in 2025 Census data



## Headline Action 8: Implementing the NIAA Capability Development Framework

**Why is this a priority?** You’ve told us that building the capability of our workforce is important to you. Our Capability Development Framework supports strengths-based development for everyone, helping staff be effective in their current and future roles at the NIAA. It outlines the core capabilities to support the ways we work to best meet the needs, priorities and aspirations of First Nations peoples and communities.

Action	Key steps for next 12 months	Timeframe	Lead branch/group	Measuring success
8.1	All staff to review and develop the 12 foundational capabilities essential for all roles at NIAA	By end of 2025	All staff; All managers; Supported by People Branch	Click through rates of information and resources relating to foundational capability development
8.2	All staff to develop a capability plan focused on building job and professional specific capabilities, as required and supported by their managers.	By end of 2025, embedded into Engage cycle moving forward	All staff; All managers; Supported by People Branch	Click through rates of information and resources relating to capability development; L&D calendar click throughs; perceptions of capability increase in 2025 Census data
8.3	Commencement of a monthly learning challenge, with a different capability focus each month supporting micro-learning that can be done each day.	Commencement in Quarter 1 of 2025, continues monthly	All staff; All managers; Supported by People Branch	Click through rates from challenge; capability increase in selected focus area for month



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## We are driving cultural change through evidence-informed activities that will be tracked and monitored overtime

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### Measuring our success

Each year, the NIAA will complete a formal review of our progress against the Headline Actions (see figure 1) and the specific 12-month actions in this plan. This will be led by People Branch.

Key measures will include our Agency Census results, feedback from staff captured through internal surveys and a review of key workforce metrics. At this time, People Branch will also consult with staff to update this plan to take the next step forward in our phased approach, building on our actions overtime.

Importantly, each action within this plan has its own measurement, which will be tracked and reported on by the responsible area. While the Headline Actions are anticipated to remain our core areas of focus during the 2024-2027 period, and together we will shape the actions that fall beneath these each year, based on updated feedback from staff and the other strategies and processes driving cultural change.

### Holding ourselves accountable

As an agency, we need to hold ourselves accountable and be transparent about the progress we are making. To this end, for the first

time, People Branch is establishing an Intranet Census Action Plan Hub where staff will be able to see key progress updates against the Agency Plan but also find resources to support them to continue progress work against their branch and regional level plans, ensuring these remain living documents that drive local action.

There will be quarterly updates and key progress goals against our journey available on the Hub, and we will also keep you informed through our internal communication channels, such as our weekly all-staff emails from the Chief Executive Officer and Chief Operating Officer, our weekly wrap ups and the SES Monthly Messages.

**Figure 2. Keeping you informed**

