



DHA 2023 APS Employee Census: Action Plan

Defence Housing Australia (DHA) participated in the latest Australian Public Service (APS) employee census—an annual employee perception survey of the APS workforce. Employee feedback is an integral input to the actions we take to improve employee experience and engagement, and to drive an inclusive and high performing culture across DHA. Following our 2023 results, DHA has developed an action plan which outlines the actions that we will be taking to effectively address our identified focus areas, ensuring that we continue to deliver on our goal that our people are committed, capable, and operate within a high performing culture.

What we are doing well

Wellbeing Policies and Support

Our people feel higher satisfaction with policies and practices offered by DHA to support employee health and wellbeing.

Inclusive Workplace Culture

Our people feel proud to work at DHA and believe that DHA supports and actively promotes an inclusive workplace culture.

Committed to DHA's goals

Our people strongly believe in our purpose and objectives and are committed to DHA's goals.

Supported by Immediate Supervisor

DHA's managers and supervisors create a high performing and supportive work culture for their teams.

What we are focused on

Work Design

Embed effective work design practices to enhance employee wellbeing and increase productivity.

Communication and collaboration

Enhance communication and collaboration to improve culture, break silos and provide more opportunities for cross-team collaboration.

Internal Processes

Streamline internal processes for easier accessibility of information and clear direction for procedures.

Recognition

Improve recognition at work by providing more opportunities to recognise employees for their contribution to DHA.

Our commitment to action

Action: integrate workforce planning into annual business planning processes to identify critical and emerging skills needed to deliver on DHA's objectives.

Outcome: workforce strategies that support effective resourcing decisions, team structures and work design.

Action: train team leaders on SMART work design principles to provide a deep understanding of work design and its impact on wellbeing, engagement and productivity.

Outcome: team leaders will be equipped with skills and resources to build and maintain high performing and thriving teams.

Action: enhance pathways for senior leadership team to regularly communicate with our regionally dispersed workforce.

Outcome: senior leaders are connected to our people, and are visible champions of inclusion, culture and change.

Action: introduce "stray for a day" to provide employees the opportunity to spend the day in another team.

Outcome: employees will have the opportunity to build connections across functions, learn new skills, and deepen their knowledge of DHA's purpose.

Action: functional review of end-to-end business processes across Service Operations to identify better ways of delivering on our objectives.

Outcome: core business processes will be streamlined and leverage new technologies, meaning that our people fulfil meaningful and valuable work activities.

Action: review and update intranet pages to ensure that information is relevant and up-to-date, including contact details for key roles.

Outcome: timely access to the information that our people need in their day-to-day work, including ease of finding relevant contacts within DHA.

Action: review reward and recognition framework in line with our Employee Value Proposition and develop tools for managers and leaders to provide instant recognition.

Outcome: our people will feel motivated to contribute to DHA's outcomes and managers will be empowered to reinforce positive workplace behaviours.

Action: identify initiatives which contributed to strong improvement in sentiment and use as a case study on effective strategy design.

Outcome: lessons learned from our successes will inform the design and development of future initiatives enhancing employee sentiment.