Australian Government
Professional Services Review

2026 APS Employee Census: PSR Action Plan

The APS Employee Census is an annual perception survey used to collect employee opinions and perspectives on a range of topics such as employee engagement, leadership, communication, innovation and wellbeing.

Professional Services Review (PSR) gains insights from the results and is committed to taking action to improve our working environment. Through consultation with staff and senior managers, PSR has developed 3 key focus areas for the next 12 months. These areas will be tracked throughout the year.

What are we doing well? What are we proud of? Things to celebrate

Leadership	Engagement	Wellbeing (including policies and support)
Employee perceptions of immediate supervisors improved considerably from the 2025 survey, suggesting that efforts to strengthen leadership capability, support, and manager effectiveness have had a positive impact.	The findings indicate that employees remain strongly aligned with PSR's purpose, values and broader public sector contribution. Employees recognise how their individual roles support PSR's delivery of outcomes for the Australian community and continue to demonstrate a strong sense of pride in working for the organisation.	Employees report strong confidence in wellbeing policies, promotion activities, organisational care and workplace inclusion. The results indicate that wellbeing is a clear PSR strength and a positive contributor to employee experience.

Employees value working at PSR as they are motivated by the organisation's purpose and see the positive impact their work has on the Australian community. They take pride in contributing to PSR's outcomes and feel supported by an inclusive workplace culture, fostering a strong sense of belonging and commitment.

Areas where we could be doing more? Things we will focus on

Ways of Working	Communication and Connection	Leadership
Employees would like team functions and internal service standards clarified. Employees would like greater consistency and transparency in how changes and decisions are made across PSR. Employees would like a clear and accessible way to share ideas and suggestions for improvement, with confidence that their feedback will be genuinely considered and that they will receive transparent communication about outcomes and decisions.	Employees would like important organisational information to be communicated clearly, consistently and in a timely manner. Employees would like organisational messages to be clearly translated into the local context, helping them understand how decisions and changes affect their team, priorities and day-to-day work. Employees would like more opportunities to build connections across PSR, gain visibility of broader organisational priorities, and develop a stronger understanding of how decisions are made through greater engagement and inclusion in workplace discussions.	Employees want clear management accountability and decision-making arrangements. They also want greater ownership of their work, supported by clear delegations, while ensuring managers maintain appropriate oversight of risk, quality, and capability. Employees want a coaching-focused approach to feedback, where leaders explain the reasoning behind decisions, changes, and revisions. Employees want leaders to continually strengthen their leadership skills through practical, ongoing development.

What actions will we take to address the issues?

Our employees came together to reflect on and discuss the results and generated ideas on how we can address the three focus areas.

Ways of Working	Communication and Connection	Leadership
Each team/work area to develop service level agreements and process maps with end-to-end workflows.	Define a standard for important communications, identifying the matters that must be communicated directly.	Clarify management accountability, delegation and decision rights.
Teams to collaboratively develop and use a simple process that can be used across PSR when making changes to forms, procedures or local work practices, taking into consideration how those changes may affect other teams within PSR.	Review how essential messaging is delivered.	Adopt a coaching and feedback model that equips leaders to provide clear, constructive feedback, explain the reasoning behind decisions and work revisions, and support employees to build capability, apply learning, and improve future performance.
Provide procurement capability uplift through targeted training, guidance and support to build employees' understanding of procurement policies, processes and responsibilities.	Provide managers with guidance/training to translate organisational communications into clear, relevant messages for their teams.	Deliver leadership training that provides recurring short sessions relating to current workplace matters.
	Collaborate across teams to identify ways to build routine personal connections across PSR.	

As an agency, we are all committed to implementing these items and making a difference together.