BUILDING A HEALTHY AUSTRALIA

NHMRC

# NHMRC 2026 Census Action Plan

At NHMRC, our people are central to achieving our purpose of improving the health and wellbeing of all Australians. The APS Employee Census provides an important opportunity for staff to share their experiences and help shape our workplace.

Building on the strengths and opportunities identified in the 2026 APS Employee Census, this action plan outlines our commitment to strengthening leadership and communication, improving consultation and change management, supporting sustainable work practices, and fostering a healthy and enabling workplace.

**Key strengths to celebrate**

Our people, culture and performance continue to drive positive outcomes.

**3RD** **Consecutive year of growth**

Positive progress across key workforce indicators

**85%** **Job satisfaction**

↑ 5 points from 2025
↑ 10 points above APS average

**95%** **Connected to our purpose**

Believe strongly in our purpose and objectives

**79%** **Employee engagement**

Ranked 19TH of 112 APS agencies

| Focus area | Objective | Expected outcomes |
|---|---|---|
| **Leadership and communication** | Build organisational alignment through clear, consistent leadership communication, collaboration and development. | – Employees receive consistent information about priorities, decisions and change, including regular direct communication from the Chief Executive Officer.<br>– Leaders promote collaboration, knowledge sharing and organisational alignment.<br>– Employees are empowered to share feedback and insights that help shape effective leadership practices. |
| **Consultation and change management** | Strengthen access to reliable corporate information and improve consultation and communication during organisational change. | – Consultation, change and corporate information is accurate, current, easy to find, and supports informed staff participation and decision-making.<br>– Managers communicate change clearly and employees have meaningful opportunities to contribute.<br>– Significant organisational change is supported by proportionate planning, consultation, communication and governance. |
| **Sustainable work practices and wellbeing** | Support employees to perform at their best through clear priorities, sustainable workloads, streamlined decisions, effective systems and accessible wellbeing support. | – Teams have clear priorities, manageable competing demands and sustainable workloads.<br>– Internal services are supported by clear service standards, effective communication and closure of requests.<br>– Tools, systems and data reduce workload pressure.<br>– Employees and managers can easily access wellbeing support.<br>– Managers address wellbeing concerns early and constructively.<br>– Workload pressures are identified and addressed proactively. |

**All actions are underpinned by the NHMRC Values**

**Integrity** **Transparency** **Excellence** **Innovation** **Collaboration** **Inclusion**