

NHMRC census action plan

Overview

This action plan outlines our agency's commitment to building a workplace that is inclusive, innovative, and future-ready. It reflects insights from our engagement briefing, aligns with our strategic objectives, and sets a clear path forward across six key domains.

Action plan objectives



Leadership and inclusion

Strengthen leadership culture and create a collaborative, innovative and inclusive workplace.



Innovation

Embed innovative practices into everyday work.



Health and wellbeing

Sustain and expand wellbeing initiatives across all teams.



Resourcing and capability

Allocate resources transparently, flexibly and strategically.



Learning and development

Make growth opportunities visible, attainable, and impactful.



Technology

Ensure tools and systems are accessible, effective, and futureproof.

Accountability

- We will track progress via engagement pulse surveys.
- We will monitor KPIs across each focus area.
- We will report quarterly to Executive Board. We will share results transparently with staff and stakeholders.



Leadership and inclusion

Agency result	Our action
✓ 89% AGREE they are proud to work in their agency. — 8% neutral ✗ 3% disagree	✓ Promote NHMRC's values and sustain the new staff awards framework to recognise excellence and integrity.
✓ 88% AGREE their agency actively promotes inclusivity. — 9% neutral ✗ 3% disagree	✓ Evaluate and strengthen the Internal Communication Strategy to support continuous improvement, transparency and connection across all teams.
✓ 86% AGREE the agency supports acting with integrity. — 8% neutral ✗ 6% disagree	✓ Embed the SES Performance Leadership Framework to support accountable, values-driven leadership. ✓ Apply affirmative measures across recruitment to build a diverse and representative workforce. ✓ Design a Culturally and Linguistically Diverse Action Plan. ✓ Implement our Disability Inclusion Action Plan to ensure accessibility and equity in the workplace.



Innovation

Agency result	Our action
 13% AGREE they would like streamlined administrative processes within my agency to optimise their performance.	✓ Use Copilot to automate routine tasks and reduce admin burden. Embrace generative AI and automation to reduce administrative burden.
 70% AGREE people are recognised for innovative ways of working. — 23% neutral ✗ 7% disagree	✓ Promote AI literacy through initiatives such as Promptathon.
 64% AGREE the agency inspires better ways of doing things. — 28% neutral ✗ 8% disagree	✓ Embed innovation into our culture through Innovation Awards.
 43% AGREE they have sufficient time to pursue new idea. — 27% neutral ✗ 30% disagree	✓ Identify opportunities to streamline processes for better and more efficient way of working. ✓ Pilot AI-driven tools (e.g. HR Agent) to support easier knowledge transfer and support smarter workflows. ✓ Integrate innovation capability modules into L&D programs.



Health and wellbeing

Agency result



93% AGREE

their immediate supervisor cares about their health and wellbeing.

- neutral/disagree data unavailable



77% AGREE

their agency cares about their health and wellbeing.

— 15% neutral **X** 9% disagree



93% AGREE

flexible arrangements enhance productivity.

- neutral/disagree data unavailable

Our action

✓ Continue to implement the Health and Wellbeing Strategy.

✓ Embed psychosocial risk assessments in consultation and change processes.

✓ Track wellbeing metrics in quarterly reports and branch dashboards.



Resourcing and capability

Agency result	Our action
 14% AGREE they would like fewer competing priorities to optimise their performance.	✓ Develop and implement an agency-wide planning and performance framework.
 65% AGREE at NHMRC, tasks are prioritised based on their urgency, supporting evidence and availability of resources. — 24% neutral ✗ 11% disagree	✓ Promote use of prioritisation and decision-making frameworks.
 27% AGREE at NHMRC, resources are allocated fairly across branches. — 50% neutral ✗ 23% disagree	✓ Evaluate and strengthen the role of the Strategic Leadership Forums at the EL2 level.
 73% AGREE they are well-informed about the strategic direction of NHMRC. — 22% neutral ✗ 5% disagree	✓ Implement the NHMRC Workforce Strategy to ensure fair resource allocation and capability growth. ✓ Deploy an accountable, transparent, flexible and responsive internal budget process. ✓ Allocate flexible budget to support capability growth and collaboration.



Learning and development

Agency result	Our action
 20% AGREE they would like greater access to learning and development opportunities to optimise their performance.	✓ Continue to implement the Learning and Development Strategy.
 43% AGREE during the last 12 months, the formal learning they have accessed has improved their performance. — 33% neutral ✗ 24% disagree	✓ Provide dedicated funds to support personalised learning opportunities.
 84% AGREE their workgroup has the appropriate skills, capabilities and knowledge to perform well. — 10% neutral ✗ 6% disagree	✓ Create cross-branch mobility opportunities to spark innovative problem solving through learning and collaboration.
 79% AGREE their supervisor provides them with helpful feedback to improve their performance. — 14% neutral ✗ 7% disagree	✓ Launch and embed LinkedIn learning. ✓ Launch LinkedIn Learning and leadership development programs.



Technology

Agency result	Our action
 15% AGREE they would like improved technology and a more digital environment to optimise their performance	 Maintain our AI Assurance and Governance framework.
 52% AGREE their workgroup has the tools and resources needed to perform well  23% neutral  25% disagree	 Implement digital workflows to improve user experience.
 72% AGREE technology is adding value to the way they work  19% neutral  9% disagree	 Implement the NHMRC Information and Data Strategy to ensure teams have access to high-quality, usable data.
 65% AGREE they have access to opportunities for collaboration with teams in other sections across NHMRC  24% neutral  11% disagree	 Embrace new technology and generative AI to streamline routine tasks and reduce admin burden  Implement the ICT Digital Business Strategy to align technology enablement with priorities.  Invest in new technology to improve in office experience to support connection and collaboration.