



Australian Government
Department of Veterans' Affairs





DVA 2025 Census Action Plan



November 2025




DVA 2025 Census Action Plan

Over the past 12 months, we made a significant investment in the focus areas identified in our 2024-25 Census Action Plan. The questions related to our focus areas of authentic leadership, communicating with purpose, and wellbeing have all seen positive increases. Our strengths highlighted below are areas we will acknowledge by our commitment to action, celebrate and strive to maintain in the future.

Our Strengths	Our 2025 Census results highlighted	Over the last 12 months in support of these results we have
 Strength 01 We look after our people. Our enhanced wellbeing supports are supporting a psychologically safe workplace where innovation thrives	<ul style="list-style-type: none"> • 67 per cent of respondents feel the agency does a good job at promoting health and wellbeing (increase of 9 points) • 67 per cent of respondents feel the agency does a good job of communicating what it can offer me in terms of health and wellbeing (increase of 8 points), and • 65 per cent of respondents agree the agency cares about their health and wellbeing (increase of 4 points). 	<ul style="list-style-type: none"> ✓ Launched our Respect@Work workshops, Connection Sessions, and the part Wellbeing Presenter series. ✓ Provided manager resources to support psychosocial safety and launched updated intranet pages. ✓ Enhanced our training offerings to include sessions on communication, wellbeing and manager capability.
 Strength 02 We are a highly motivated, committed workforce. We are willing to go the extra mile to deliver for veterans and their families.	<ul style="list-style-type: none"> • 90 per cent of respondents are happy to go the extra mile at work when required (decrease of one point) • 88 per cent of respondents feel committed to our agency's goals (increase of 2 points), and • 64 per cent of respondents feel a strong attachment to DVA (increase of one point) . 	<ul style="list-style-type: none"> ✓ Launched our Curiosity Corner to embrace curiosity as part of our culture and look at better ways to do business. ✓ Established our Workplace Consultative Forum to enhance workforce engagement and participation. ✓ Delivered our Innovation Challenge to provide opportunities for our people to improve the way we work and deliver services to veterans and their families.
 Strength 03 We have a clear direction and goals for the department which drive team outcomes.	<ul style="list-style-type: none"> • 90 per cent of respondents believe strongly in the purpose and objectives of the agency (increase of 3 points) • 69 per cent of respondents agree their SES manager ensures work effort contributes to the strategic direction of the agency and the APS (increase of 3 points), and • 66 per cent of respondents agree their SES manager clearly articulates the direction and priorities for their area (increase of 6 points). 	<ul style="list-style-type: none"> ✓ Released our one-page strategic priorities. ✓ Defined and published our cultural vision. ✓ Launched the Secretary's Open-Door Sessions, followed by Deputy Secretaries and all SES (face-to-face and online), Town Halls and divisional conferences to ensure open dialogue and that the sharing of information is timely, frequent, and supports the delivery of outcomes.
 Strength 04 Our managers foster an inclusive environment where employees are recognised, encouraged and empowered to deliver results.	<ul style="list-style-type: none"> • 83 per cent of respondents agree their supervisor ensures everyone can be included in workplace activities (increase of 2 points) • 82 per cent of respondents feel their supervisor encourages their team to regularly review and improve their work (increase of 3 points), and • 78 per cent of respondents feel their immediate supervisor encourages them (increase of one point). 	<ul style="list-style-type: none"> ✓ Implemented a pulse survey check-in and have used this feedback to inform cultural reform. ✓ Launched Leading Hybrid Teams training to support managers to empower and encourage their dispersed teams. ✓ Provided manager training and guidance on change, decision-making and best practice communication. ✓ Updated our SES and non-SES performance templates and policies to incorporate the DRIVE leadership capabilities and place equal emphasis on behaviours and deliverables.

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Our 2025 Census Action Plan outlines our 3 focus areas over the next 12 months. We will leverage the success of our 2024-25 Census Action Plan to embed initiatives, programs and resources to support and strengthen a positive workplace culture, increase employee engagement and continue to be an employer of choice. We have more to do but we are heading in the right direction – and we are committed to that journey.

Focus areas	Our goals	What success looks like
<div>  Focus 01 Stewardship and integrity </div> <p><i>We will continue to strengthen leadership practices across all levels to reinforce our investment over the last 12 months.</i></p>	<ul style="list-style-type: none"> • Our people lead at all levels. • Our senior leaders are visible and transparent. • Integrity is at the centre of everything we do. • Our people understand and are accountable for the long-term impacts of the work we do to support veterans and their families. • Our people have trust in leadership decision making. 	<ul style="list-style-type: none"> • Our people embrace and model stewardship of our veteran systems and as a core APS value for the department. • Our people have the confidence to speak up by applying the 4Cs Framework (i.e. Listen with Compassion, Show Curiosity, Speak with Candour and Act with Courage) in how we engage and interact with one another, our stakeholders and clients. • Our senior leaders are visible and available including through regular Open Door Sessions (face-to-face and online) to share information, actively listen and respond to our people's feedback in a transparent and timely way. • Our Chief People Officer Division partners with the business to deliver resources to enable our people to navigate ethical dilemmas and foster an integrity-focused mindset.
<div>  Focus 02 Wellbeing and inclusion </div> <p><i>We will leverage the work over the last 12 months to embed and evaluate programs, initiatives and resources to support people's health and wellbeing.</i></p>	<ul style="list-style-type: none"> • Our people access the tools and resources available to support their personal wellbeing and feel supported by their manager. • Our people understand how to create and support an inclusive workplace, to ensure everyone feels safe and respected. • Our people have a sense of belonging where everyone feels they can bring their whole selves to work, reach their potential and feel culturally safe. 	<ul style="list-style-type: none"> • Our people take initiative for their own wellbeing and are well resourced to seek support early and often. • Our leaders foster psychologically safe spaces for our people to share ideas and experiences and encourage diversity in its many forms. • Our Chief People Officer Division continues to promote and enhance our wellbeing tools and resources. • Our Chief People Officer Division continues to deliver the Manager Information Sessions, Connection Sessions, Respect@Work and wellbeing programs in all locations to strengthen manager confidence, competence, collaboration and connection. • Our Chief People Officer Division partners with our people to develop and implement our Inclusion Strategy, Reconciliation Action Plan and the CALD Action Plan.
<div>  Focus 03 Innovation and change management </div> <p><i>We will continue the work of the last 12 months to strengthen a workplace culture that values and encourages innovation and embraces change as part of a dynamic way of working.</i></p>	<ul style="list-style-type: none"> • Our people continue to be curious and have access to the tools and resources to work efficiently and effectively in their roles. • Our people are confident and competent in managing change as a healthy part of being a responsive, progressive and productive agency. • Our people are engaged in the development of our change management principles and framework. • Our people have opportunities to be engaged and consulted on change that impacts them. • Our people are recognised for having a go, being courageous and embracing failure as a part of innovation. 	<ul style="list-style-type: none"> • Our people 'step up' to identify continuous improvements, new ways of doing things and innovative practices to support our work with veterans and their families. • Our people are recognised annually as part of the Secretary's Awards for their courage, and contributions to innovation and culture. • Our people participate in the annual Curiosity Month and APS Innovation Month activities. • Our people have access to training and resources to build their capability and confidence in using DVA tools and systems. • Our leaders provide safe spaces for our people to have a go and learn from success and failures. • Our leaders empower our people to reduce barriers to working productively by supporting new ways of working and processes to reduce red tape. • Our leaders and managers consult on change to encourage open dialogue and exchange of ideas to enhance change management processes.

Communication with our people, clients and stakeholders