Australian Government
Digital Transformation Agency

2026-27 DTA Employee Census Action Plan

The APS Employee Census gives DTA employees a direct way to share their workplace experiences, concerns and ideas. This plan turns that feedback into practical, measurable action focused on the agency-wide priorities where it can make the greatest difference. Other issues will be addressed through existing agency, people and culture, branch and divisional activities.

What we're focusing on	What we'll do	Who's involved	When will it happen	How we'll know it's working
1. Leadership and change **Improve planning, communication and management of change and stay focused on agreed priorities** Implement an agency-wide prioritisation framework that sets clear priorities, supports deliberate trade-offs and ensures changes are communicated, understood and reflected in divisional, branch, team and individual work plans.	• Agency-wide prioritisation framework setting out how priorities are established, reviewed and changed. • Regular EB and ELT priority review cycles, including explicit consideration of what will stop, be deferred or receive less effort when priorities change. • Regular EB and ELT communication of agency priorities, decisions and changes, including the rationale and implications for employees. • Divisional, branch, team and individual work planning aligned to agreed agency priorities. • Consistent approach for communicating priority changes, including what has changed, why and the impact on existing work. • Mechanism for staff to raise workload, capacity and competing-priority issues early. • Leaders will consult on workplace matters that significantly affect or materially impact employees.	Accountable: Deputy CEO, Technology and Enabling Services and ELT Chair Responsible: EB, ELT, managers Delivery support: Corporate Finance and Assurance Contact: Chief Financial Officer	Prioritisation framework and leadership communication arrangements established by March 2027	• Staff can identify the agency's priorities and explain how their work contributes. • Material priority changes are communicated with the rationale, implications and required trade-offs. • Updated priorities are reflected in relevant work plans.

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2. Workload and prioritisation **Reprioritise work when priorities change** Conduct an annual agency-wide assessment to identify priority capability gaps, workload pressures and unclear responsibilities, and agree practical actions. Establish a quarterly ELT priority and capacity review within regular ELT meetings to identify workload pressures and agree what work should continue, be reprioritised, deferred or stopped as priorities change.	• Annual agency-wide assessment of capability, workforce capacity, workload and the distribution of work. • Documented review of branch responsibilities to identify and resolve material overlaps, gaps and unclear accountabilities. • Quarterly ELT priority and capacity reviews, with recommendations to EB on work to continue, reprioritise, defer or stop. • Agency workforce plan setting out agreed capability, capacity, workload and accountability actions. • Managers and staff raise workload pressures and competing priorities early, and implement agreed decisions. • Staff will raise workload pressures and competing priorities early with their manager.	Accountable: Deputy CEO, Technology and Enabling Services and ELT Chair Responsible: ELT Delivery support: Corporate Finance and Assurance and People and Culture Contacts: Chief Financial Officer / Chief People Officer	Quarterly priority and capacity review established by December 2026, with the first review completed by February 2027 and quarterly thereafter. Agency-wide workforce, capability, resources and workload assessment completed by May 2027 to align with corporate planning.	• Quarterly ELT priority and capacity reviews are completed. • Reprioritisation decisions are agreed, recorded, communicated and implemented. • An agency workforce plan is agreed, with documented actions addressing priority capability gaps, workload risks and the distribution of work. • Census results on manageable workload and on whether raised pressures are acted on improve against the 2026 baseline.
3. Working together **Set clear expectations for how we collaborate and share information** Establish principles for good collaboration across the DTA, including early engagement, effective information sharing and drawing on expertise across the DTA.	• EB will champion agency-wide collaboration and working across organisational boundaries. • ELT will develop, agree and model the expectations for good collaboration and information sharing. • Managers will involve relevant areas early and ensure staff have the information and expertise needed to do their work. • Staff will apply the principles in their day-to-day work, share relevant information and engage other areas early.	Accountable: ELT Chair Responsible: Executives set direction and model expectations; managers support collaboration and information sharing; staff apply the agreed principles and collaborate across boundaries. Delivery support: ELT Contact: ELT Chair	Principles agreed and communicated by December 2026 and embedded into ways of working by March 2027.	• Three agency-wide principles for good collaboration are established and communicated. • Census results on information sharing and cross-branch collaboration improve against the 2026 baseline.

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4. Employee development **Enable better conversations about performance, career and development** Implement a consistent approach to performance, development and career conversations, supported by practical and annual development planning.	• EB and ELT will champion employee development and reinforce expectations for regular career and development conversations. • Managers will have regular performance, career and development conversations and support staff to identify relevant development opportunities. • Staff will actively participate in development planning and pursue agreed development opportunities.	Accountable: Branch Manager, Corporate Responsible: Managers and staff Delivery support: People and Culture Contact: Chief People Officer	Structured performance, career and development approach implemented by March 2027. Guide and template available by December 2026.	• Development planning and career conversations are embedded into the performance cycle. • Census results on the quality of career conversations and access to development opportunities improve against the 2026 baseline.