

2026-27 Census Action Plan

This year marks the Defence and Veterans' Service Commission (DVSC) first participation in the Australian Public Service (APS) Employee Census. Since commencing in September 2025, we have focussed on building strong foundations to enable our people to effectively and independently deliver on our purpose. We're proud of efforts made so far to shape our culture through our collectively developed agency values and promoting the importance of wellbeing for staff. We are committed to continuing to improve by listening and taking action on the things that matter to our people so they can continue to bring their best to work everyday.

Our leadership commitment

We are committed to fostering a trauma-informed, people-centred and collaborative culture that supports independent oversight, accountability and meaningful action to improve suicide prevention and wellbeing outcomes for serving and ex-serving ADF members and their families. Underpinning our commitments in this Census Action Plan is a strong focus on leading by example and with integrity, maintaining oversight of workforce morale and capacity to deliver on our priorities, and setting clear expectations for all staff whilst maintaining our pro-integrity and speak up culture. We will be accountable for the implementation of our census actions and regularly communicate progress with staff.

Ongoing focus areas



Staff wellbeing and maintaining psychological safety is our ongoing priority

- SES and managers will proactively monitor workloads through meaningful performance discussions, setting clear expectations and reviewing and redistributing tasks to reduce risk of burn out.
- We will continue to track and evaluate the effectiveness of wellbeing supports and policies.
- We will enhance capability in mental health and wellbeing including how to identify, respond to and manage psychosocial risk.

Strengthen our culture, capability and further connect with our purpose

- Professional development that promotes our values and purpose will be facilitated through structured opportunities with experts and colleagues.
- Leaders and managers will model behaviour and promote a *speak up culture* to support a safe work environment, providing space for collaboration and innovation.

Our staff receive the right information, at the right time, through effective communication channels

- Identify and breakdown any communication barriers by promptly sharing information to further support management of workloads and clarify priorities.
- Internal communication mechanisms will be explored to deliver timely and consistent information to staff, including a centralised staff information solution.
- Managers will provide pathways to uplift DVSC wide capability through pro-active and consistent information sharing, on-the-job learning and lead collaboration across teams.

We will continue to build strong foundations

- We will continue to refine our people policies, procedures and governance frameworks to support our staff and meet operational requirements.
 - Identify opportunities to use technology and digital platforms to safely and securely share information and increase productivity.
- Continuous improvement focus**
- Drive continuous improvement and embed a consistent approach to 'lessons learned' activities after significant pieces of work.
 - Develop and implement fit-for-purpose internal frameworks that streamline processes and increase efficiency.