Australian Government
Commonwealth Grants Commission

2026 CENSUS ACTION PLAN

The Commonwealth Grants Commission's (CGC) 2026 APS Employee Census results continue to be positive, ranking highly compared to other agencies. Overall, the results confirm the CGC continues to be a high performing, engaged and inclusive workplace that gives priority to staff wellbeing. Our action plan identifies 3 areas for ongoing improvement.

WHAT WE ARE DOING WELL

ENGAGEMENT

Staff are highly engaged and committed to the CGC's purpose and objectives. Staff view the agency as a positive and rewarding place to work.

HEALTH, WELLBEING & SUPPORT

Staff recognise the CGC's commitment to health and wellbeing and value its inclusive, respectful and supportive workplace culture.

SPEAK UP CULTURE

Staff feel valued and psychologically safe, with confidence to raise concerns, identify problems and discuss challenging issues openly in a supportive, 'no blame' environment.

FOCUS AREAS & KEY ACTIONS

PERFORMANCE, CAPABILITY & DEVELOPMENT

Support staff to perform at their best through clear expectations, constructive feedback and opportunities for ongoing learning and professional development.

FOCUS AREAS

Implement the non-SES APSC performance framework: Following implementation of the SES APSC performance framework, embed the non-SES framework into the CGC's performance and development processes, with clear expectations, meaningful discussions and agreed performance and development goals.

Strengthen feedback and accountability: Support managers and staff to engage in regular, constructive feedback throughout the year, with managers actively providing ongoing guidance and support, and staff actively seeking and applying feedback to support their performance and development.

Support ongoing capability development: Prioritise learning and development opportunities aligned with individual and agency needs, including practical, cost-effective and on-the-job learning.

COMMUNICATION

Foster open, clear and two-way communication that keeps staff informed, encourages feedback and supports collaboration.

FOCUS AREAS

Strengthen internal communication: Review and clarify communication channels, meeting arrangements, responsibilities and decision-making processes, particularly across matrix teams.

Strengthen consultation, transparency and change management: Build on existing consultation processes through early engagement, clear expectations and meaningful staff participation. Communicate decisions transparently, including how staff feedback informed them, and support staff to understand, contribute to and adapt to change.

Streamline decision making: Review decision-making arrangements so decisions are made at the lowest appropriate level, balancing staff autonomy with appropriate oversight and reducing unnecessary approval layers.

INNOVATION & TECHNOLOGY

Encourage staff to explore and test new ideas and improvements across the agency, while fostering an environment where staff feel safe to take considered risks and recognise that learning from setbacks is part of innovation.

FOCUS AREAS

Prioritise practical improvements: Focus on improvements to systems, technology, processes and ways of working that deliver the greatest value.

Embed innovation and continuous improvement: Empower staff to identify and test new ideas, tools and technologies, using a practical test-and-learn approach to assess benefits and refine solutions.

Find practical solutions to technology constraints: Work within Whole of Australian Government requirements to identify opportunities for improvement and address barriers to effective and efficient technology use.