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FIGHTING FINANCIAL CRIME TOGETHER

AUSTRAC's 2026 APS Employee Census

Our response: building on our strengths and making practical improvements for our people

Our commitment: we will continue listening to our people, delivering practical improvements and reviewing progress through the Executive Board three times a year.

WHAT YOU TOLD US	OUR SUSTAINED FOCUS	WHAT WE'LL DO
✓ Our people remain engaged and connected to AUSTRAC's purpose.	**01 Leadership, connection and shared direction** Strengthen leadership engagement, visibility and understanding of our decisions, connecting our people to AUSTRAC's direction.	**Leadership and connection** Regular leadership engagement, clearer decision context and continued leadership development.
✓ Local leadership and day-to-day team experience are strengths.	**02 Working together to deliver** Strengthen how we plan, coordinate and work across divisions to achieve shared outcomes.	**Coordinated delivery** Strengthen integrated planning, cross-divisional coordination and practical process improvements.
✓ Clear communication, visibility and understanding decisions remain important.		
✓ Working across teams and having effective tools and support matter to our people.	**03 Making everyday work easier** Improve the tools, systems, processes and services that support our people.	**Tools and support** Progress employee service improvements, workplace technology and support for using digital tools.

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AUSTRAC continued to have high engagement from employees in our 2026 APS Employee Census survey.

This valuable feedback has been analysed and reviewed by our executive leadership group who have endorsed this action plan.

The progress of the plan will be tracked and reported to the executive board on a triannual basis.

AUSTRAC 2026 APS Employee Census Action Plan

	Commitments	Goals	Actions	Due date	Responsible SES	Review
1	Leadership, connection and shared direction	Strengthen leadership engagement, visibility and understanding of our decisions, connecting our people to AUSTRAC's direction.	1. Set a regular SES communication and employee engagement rhythm. 2. SES leaders to agree shared priorities and resolve cross-agency impacts together. 3. Explain decisions, rationale, trade-offs and accountabilities through existing forums. 4. Monitor leadership communication and decision confidence through feedback, Census and governance reporting.	Ongoing, embed and monitor through 2026–27.	Chief of Staff (CoS) and Office of the CEO (OCEO)	Executive Board or nominated executive governance body.
2	Working together to deliver	Strengthen how we plan, coordinate and work across divisions to achieve shared outcomes.	1. Translate priorities and change into clear division, branch and team expectations. 2. Equip leaders with concise briefings, tools, guidance and local implementation support. 3. Use accessible channels and pulse feedback to test understanding and adjust.	Ongoing	Chief of Staff (CoS) and Office of the CEO (OCEO)	Executive Board or nominated executive governance body.
3	Making everyday work easier	Improve the tools, systems, processes and services that support our people.	1. Communicate progress and benefits from technology initiatives. 2. Build capability to adopt digital, automation and AI-enabled tools. 3. Simplify employee processes and reduce administrative burden. 4. Use Census measures and employee feedback to guide continuous improvement.	Ongoing	DCEO Enterprise Enablement	Executive Board or nominated executive governance body.

DCEO Enterprise Enablement Division sponsors the 2026 Census Action Plan. People and Business Solutions branch is the owner with the Capability Committee providing oversight.