2024 NMA Census Action Plan

national museum australia

Focus area 1: A balanced and inclusive workplace

Goal: To increase our wellbeing index score from 69 to 75

Foster a supportive and inclusive work environment that prioritises mental health, work-life balance and employee engagement at all levels.

What does success look like?

- We cultivate a culture where employee wellbeing is embedded into daily operations and decision-making.
- Employees feel supported in the physical, mental and emotional health, knowing that their wellbeing is a priority across the Museum.
- We provide clear access to resources, open communication channels and a commitment to a balanced work-life approach.
- All teams are actively engaged in initiatives that promote a healthy, inclusive and respectful workplace.

Priority	Goal	Activities	Lead	Timeframe
Improving access to information	Equip the Museum with resources and practices that address mental health proactively, support stress management and build resilience across teams	1.1 Introduce a Wellbeing Pulse Survey every quarter to gather feedback on employee stress levels and identify areas needing support 1.2 Strengthen the Employee Assistance Program (EAP) to offer a wider range of services, such as counselling, coaching and stress management workshops	Executive Office People and Culture IT Services	TBD
Work-life balance and flexible work policies	Establish a balanced work environment that supports employees' personal and professional responsibilities through flexible options and policies	1.3 Encourage managers to actively monitor workload within their teams, preventing overextension and supporting balanced workloads (refresh and modernising policies see 2.7)	People and Culture Business Unit Managers	TBD
Diversity and Inclusion Action Plans	Foster an inclusive workplace culture that values diversity and supports employee wellbeing, making all	1.4 Create comprehensive action plans for key D & I focus areas with clear goals and timelines	People and Culture D&I Working Group	TBD

	employees feel respected, valued and empowered	1.5 Share updates on progress, milestones and new initiatives, fostering transparency and engagement		
Inclusive culture and psychological safety	Strengthen our commitment to an inclusive and respectful culture where employees feel safe, valued and able to contribute fully	1.6 Expand the Museum's Respectful Conversations and Inclusion programs to promote a culture where diverse perspectives are welcomed and valued 1.7 Ensure that employees are aware of reporting mechanisms for any workplace issues and feel confident that they can report without fear of reprisal	People and Culture Business Unit Managers	TBD
Access to wellbeing resources and support	Enhance accessibility to wellbeing resources and ensure all employees are aware of available support services and programs	1.8 Provide a Wellbeing Resource Guide to all employees, outlining available services, contact points and how to access wellbeing programs	People and Culture	TBD

Focus area 2: Improving clarity and connection

Goal: To increase our communication index from 64 to 70

- Foster a culture of transparency, clarity and openness across all levels, ensuring employees feel informed, engaged and valued.

What does success look like?

- We consistently communicate updates, decisions and strategic priorities clearly and transparently.
- Employees feel that communication is timely, relevant and easy to understand, with opportunities to ask questions to receive feedback.
- Clear communication channels are established, allowing information to flow seamlessly between leadership teams and individual employees.
- All teams across the Museum are aligned and aware of organisational priorities, changes and goals, leading to a cohesive and well-informed workforce.

Priorities	Goal	Activities	Lead	Timeframe
Leadership communication and transparency	Enhance leadership communication practices to ensure consistent, transparent and timely updates across the Museum	2.1 Develop a practice of sharing the rationale behind major decisions and organisational changes, helping employees understand the context and implications	Executive Office People and Culture Governance	TBD
Supervisor communication skills and tools	Equip supervisors with the tools and training needed to deliver clear, concise and relevant information to their teams	2.2 Provide training for supervisors focused on effective communication, including active listening, delivering clear updates and managing team feedback 2.3 Create a Supervisor Communication Toolkit that includes guides, best practices and resources to help supervisors communicate consistently and clearly	People and Culture	TBD
Aligning all position descriptions to re-aligned Museum structure and strategic direction	Ensure that all employees understand their roles, responsibilities and alignment with the Museum's restructured organisation and strategic direction	2.4 Review and revise position descriptions to ensure they align with new strategic priorities 2.5 Provide updated position descriptions to all employees and highlight changes and role impacts through team meetings or dedicated communication sessions	People and Culture Business Unit Managers	TBD

		2.6 Incorporate updated position descriptions into the onboarding process, ensuring new hires understand their role's alignment with the Museum's strategic direction		
Refreshing and modernising policies	Update policies to reflect current Museum values and modern work practices, ensuring employees have clear guidelines that support transparency and open communication	2.7 Assess current policies, prioritise updates for relevance and clarity and ensure alignment with the Museum's strategic direction and values 2.8 Communicate all policy updates clearly to the workforce, providing summaries of key changes and their implications 2.9 Host policy refresher sessions, encouraging employees to ask questions and understand the updates	Executive Office People and Culture Governance	TBD

Focus area 3: Empowering supervisors

Goal: To increase our immediate supervisor index score from 75 to 80

Improve employee engagement, leadership effectiveness, communication and workplace culture across the Museum.

What does success look like?

- Immediate supervisors actively support an inclusive, innovative and communicative work environment.
- Supervisors demonstrate openness to diverse views, encourage improvement and provide constructive feedback.
- Supervisors are perceived as approachable, supportive and capable of fostering team alignment with Museum objectives.
- Supervisors effectively communicate changes, motivate their teams and address issues related to job satisfaction and wellbeing.

Purpose	Goal	Activities	Lead	Timeframe
Leadership development and supervisor support	To enhance immediate supervisor capabilities in line with APS Leadership Capability Framework to strengthen team engagement and support	3.1 Expand the EL training programs, focusing on communication, people management and performance feedback 3.2 Implement targeted leadership training for middle management to build skills in motivation, team alignment and fostering a growth-oriented culture 3.3 Introduce middle management roundtables for knowledge-sharing and peer support	People and Culture Business Unit Managers	TBD
Communication and change management	Improve communication strategies, especially during organisational realignment, to build transparency and trust	3.4 Create communication guides for supervisors to convey changes effectively and transparently	People and Culture	TBD
Employee wellbeing for inclusive culture	Foster a supportive and inclusive workplace that prioritises health, wellbeing and integrity	3.5 Strengthen programs supporting mental health, work-life balance and resilience 3.6 Encourage supervisors to check in regularly on team wellbeing and adaptively manage workload and stress 3.7 Expand the Respectful Conversations program to reinforce inclusive practices and respectful engagement across teams	People and Culture Business Unit Managers	TBD

Career development and workforce stability	Strengthen career development pathways and improve perceptions of job security and remuneration, especially for junior classifications	3.8 Launch targeted development plans, especially for APS1-4 classifications, to improve engagement by offering clear career pathways 3.9 Address stability concerns by providing transparent updates on employment status and job security	People and Culture	TBD
Refreshing performance management with clear expectations	Establish a transparent performance management system that sets clear expectations, supports constructive feedback and motivates employees to meet their potential	3.10 Set clear performance expectations for each role, aligned with the updated position descriptions (2.4) and Museum goals, and communicate them to all employees 3.11 Offer training for supervisors to provide constructive feedback, recognise achievements and address performance concerns effectively 3.12 Establish regular performance check-ins, allowing employees to receive timely feedback and supervisors to monitor progress towards goals	Executive Office People and Culture Business Unit Managers	TBD