Australian Government
Australian Centre for International Agricultural Research

ACIAR 2026 APS Employee census action plan

ACIAR's 2026 Census response focuses on clearer communication, manageable workloads and safe, accountable leadership.

Clarity and communication

What staff told us:

Staff told us they need clearer information about priorities, decisions, responsibilities and changes affecting their work.

What we will do:

Hold an annual ACIAR Day; implement the communications and engagement strategy; share significant decisions; coordinate work through monthly branch meetings and a forward calendar; and clarify delegations and approval responsibilities.

Who will lead it:

CEO: ACIAR Day each November. GM Corporate: communications, late 2026 through 2027. All General Managers: branch coordination, ongoing; delegations review by March 2027.

How you will know it's working:

Staff feedback and comparable future Census responses show improved understanding of priorities, decisions and responsibilities.

Safe, accountable leadership

What staff told us:

Staff told us they need leadership expectations to be applied consistently, respectful behaviour in the workplace and confidence that they can raise concerns safely.

What we will do:

Finalise and embed the Integrity Framework; develop a psychosocial risk framework; keep complaints, early-intervention and support information accessible and current; identify branch development priorities and learning goals; and support equitable access to training, mentoring and on-the-job learning.

Who will lead it:

CEO and Executive: Integrity Framework through 2027 and Psychosocial risk framework by March 2027. All General Managers: professional development of staff – ongoing.

How you will know it's working:

Future Census results demonstrate improved confidence in SES leadership, respectful workplace behaviour, psychological safety and confidence that concerns will be addressed appropriately.

Workload and ways of working

What staff told us:

Staff told us they need clearer prioritisation of work, clearer roles and simpler processes to help them manage their workloads.

What we will do:

Implement the procurement operating model and agreed Travel Working Group actions; finalise and implement the corporate services review; simplify processes and approvals; and establish a prioritised policy review schedule following completion of the Enterprise Agreement.

Who will lead it:

GM Corporate: procurement, travel and policy review schedule through 2027; Corporate review finalised first quarter 2027, implementation thereafter. All General Managers: process simplification over nine months from October 2026.

How you will know it's working:

Staff feedback indicates clearer responsibilities and more manageable workloads; process reviews demonstrate reduced duplication and unnecessary approval steps.



Delivery and review

CEO and Executive will oversee delivery using one tracker of actions, owners, timeframes and progress.

Proposed review: May 2027 Census

As at 19 November 2026