



## PM&C Employee Census Action Plan 2024-25

Celebrate our strengths and learn from what we do well	Risks and opportunities for action
<p><b>Engaged workforce</b> – Our employees are highly engaged and strive to go above and beyond what is required. They are proud to work at PM&amp;C and are committed to PM&amp;C’s purpose and objectives.</p> <p><b>Stewardship and Integrity</b> – PM&amp;C’s culture supports all staff to act with integrity and demonstrate stewardship in all that they do.</p> <p><b>Leadership</b> – Our immediate supervisors and senior leadership encourage all employees to share their views, gain new experiences, invest in their development and respond to future challenges.</p>	<p><b>Inappropriate behaviour</b> – PM&amp;C aims to provide a safe and respectful workplace free from discrimination, bullying and harassment.</p> <p><b>Workload management</b> – Employee workloads must be reasonable and sustainable, enabling a balance between work and personal commitments.</p> <p><b>Engagement with Leadership</b> – PM&amp;C wants to cultivate a sense of leadership in the EL2 cohort through building engagement with senior leadership.</p> <p><b>Local focus</b> - PM&amp;C overall results, while positive and consistent across years, can mask challenges faced across different work areas.</p>

Action	Timing	Owner	Evaluation
Promote behaviours that support a safe and respectful workplace through a refresh and promotion of PM&C’s Appropriate Workplace Behaviour Policy and development of a new internal Complaints Policy.	By end of 2024	People Branch	Completion and promotion of policies, monitoring of reporting trends, and the 2025 Census results related to behaviours, and reporting of behaviours.
Develop a new Workload Review Policy aimed at ensuring employees and managers are empowered to appropriately prioritise tasks and implement strategies to manage the impact of workload pressures.	By March 2025	People Branch	Completion and promotion of policy, monitoring of the 2025 Census results related to workload and burnout, as well as monitoring of workload matters raised.
Build a stronger sense of leadership in the EL2 cohort through increased engagement with SES, e.g. EL2 Forum	By end May 2025	People Branch	Delivery of forum, monitoring of census results for EL2 employees.
Provide the Executive Board, Inclusion and Diversity Committee, and Group/Divisional level briefings on Census results for greater insight and informed local action planning. Division and/or Branch Heads to address local Census results and develop Action Plans.	By end November 2024  Ongoing	People Branch  All SES	Completion of analysis and presentations to EB, IDC and Group SES. EB to regularly discuss local action, evaluation of Index scores (e.g. engagement levels) to maintain or improve in 2025. Greater consistency between business planning and local action planning.

In addition to the Census Action plan, PM&C continues to make great strides through a range of other workforce initiatives. More information on how we support our workforce and build capability can be found in PM&C’s [Corporate Plan](#) and [Annual Report](#).