



Australian Public Service Employee Census Action Plan 2025-26

The APS Employee Census is an annual survey which is used to collect confidential attitude and opinion information from APS employees on issues in the workplace. It is an opportunity for APS employees to share their experiences of working in the APS. ASSEA gains insights from the find and is committed to taking action to improve our working environment.		What can we celebrate?		
		We are highly engaged, being motivated, inspired and enabled to improve the organisation's outcomes.	We are building a culture where we feel willing and able to be innovative.	A sustainable and healthy workplace is important, and people care about each other.
What do we commit to doing better?				
The Outcome	What we will do	What will we need to overcome	Who will do it	
1) We continue to feel pride in the work we do & recognise our alignment to the purpose of the agency.	• Ensure we have the opportunity to undertake meaningful work aligned to our roles. • Celebrate achievements and recognise progress of priority work.	• The natural tendency to move quickly to the next priority without recognising what has been achieved.	Executive Leaders Project Leads	
2) We value diverse capability development approaches (formal, mentoring, self-learning etc) and support these opportunities.	• Capability, Development & Performance Agreements (CDPs) identify training needs aligned to work objectives and capability opportunities. • Staff to consider their forward career plan in preparation of CDPs. • Value placed on training that leads to recognised qualifications for staff and accreditation for ASSEA. • Focus on use of data & digital including AI to support individual & organisational capability and capacity.	• A perceived lack of time and budget. • Passive approach by individuals relating to their career / capability development • A perception of some staff having more access to training than others.	Executive Leaders All staff	

3) We feel empowered, capable and supported to have open conversations with leaders and peers.	• Build capability on how to have challenging conversations. • Staff and peer catchups are prioritised and create opportunities for safe conversations. • Practice active listening. • Consult early with those impacted by change. • Increase ownership of personal responsibilities and priorities (as far as possible)	• Differing communication styles. • Lack of awareness of impact of communication style. • Balancing priorities and availability (time).	Executive Leaders All staff
4) Consultation on organisational changes and /or individuals work continues to be valued and promoted.	• Be explicit when identifying something as a change. • Approaches to change, including process, communication and rationale, are clear and timely. • Ongoing focus on developing change capabilities of executive and project leads.	• Varied perceptions of what change is, the impacts, and when consultation is required. • Too much change at once, dilutes opportunity to consult well. • Change management is only seen as a leadership issue and not at the tactical and/ or operational level.	Executive Leaders for organisational change All staff aligned to tactic and/or operational project work.
5) The leadership team have a cohesive / consistent understanding and application of the agency's operating approaches and priorities, including how our strategic outcomes to be achieved.	• Continue the ASSEA supplementary survey, including specific questions aligned to this outcome. • Executive leaders to engage in team meetings on areas where differences are apparent. • Ongoing focus on building leadership capabilities across ASSEA.	• Opportunity for staff to identify areas of improvements. • Efficient and timely planning sessions are limited to time constraints. • Limited funding to engage in and/ or access external support for targeted leadership development.	CEO Executive Leaders

6) Engagement and communication within our agency are effective and add value to our work and priorities.	• Communication is a key focus of staff planning days. • Maintain focus on messages from Executive Committee meeting, weekly all staff meeting, regular team meetings and ad hoc all staff meetings when required. • One on one catch ups with leaders and peers in other teams, are valued and planned. • Staff are consulted on the design and delivery of the ASSEA staff planning days and have the opportunity to provide feedback. • Responses provided on where staff feedback is adopted and not and why. • CEO and leadership team to continue to provide opportunities to engage one on one with staff and through safe processes obtain feedback.	• Loss of focus on the important over the urgent. • Meeting preparation, papers and delivery are inefficient and do not address the important issues at that time. • Inconsistent and/or poor timing of messages from the leadership team.	CEO Executive Leaders
7) ASSEA has the tools and resources to perform well.	• ASSEA tools and resources is a key focus of staff planning with a focus on prioritisation approach. • Review Project Steering Committee approach to provide clarity on process, and improved resource and interdependency planning. • ASSEA Operational Plan to reflect priority projects for the following year and informed by an analysis of project resource requirements. • Executive leaders to act quickly on vacancies and resource opportunities.	• Ability to service priorities within resource allocations. • Effective process to prioritise. • Managing expectations of external parties.	Executive Leaders Project Leads

8) Our health, safety and wellbeing are the highest priorities for our agency, supported by respectful behaviours.	• Continue to support WHS training, consultation, risk assessments, incident reporting and improved controls. • Review WHS policies at the nominated review date. • All staff participate in workplace mental health training. • All one-on-one catch ups include wellbeing check with staff and required support. • Continue to encourage staff to participate in annual census and ASSEA supplementary survey.	• HSR and WHS conversations loose focus during busy times. • Responsiveness of other agencies and/or facility management in relation to hazards. • New staff induction does not adequately cover WHS information and approach. • Complacency over time when risk appears low and/or incidents have not occurred for some time.	CEO Executive Leaders
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