Australian Government
Asbestos and Silica Safety and Eradication Agency

ASBESTOS AND SILICA SAFETY

ASSEA APS Employee Census Action Plan 2026–27

Turning staff feedback into visible, practical, and accountable action

The APS Employee Census provides confidential insight into employees' experiences of working in the APS. ASSEA will use the 2026 Census results and subsequent staff feedback to strengthen our working environment. This plan retains the strengths identified in the 2025 action plan, carries forward actions not yet completed, and focuses on practical changes that staff can see and assess.

What can we celebrate?

Commitment to purpose and public impact	Flexible work and employment conditions	Staff effort, ideas, and stakeholder focus	Credibility, cooperation, and supportive supervision
85% believe strongly in ASSEA's purpose and objectives	**100% are confident flexible-work requests will receive reasonable consideration**	**90% are willing to go the extra mile**	**89% view ASSEA as credible,**
89% understand how their role contributes to outcomes for the Australian public.	**95% are satisfied with non-monetary employment conditions.**	**85% suggest improvements, and 95% say their workgroup considers affected people and businesses.**	**89% value cross-team engagement, and the Immediate Supervisor Index remains aligned with the APS overall.[1]**

Areas of focus

1. Work Accountability
2. Consultation
3. Communication, Visibility & Transparency
4. Pragmatism
5. Capability

[1] 87% of staff (20 out of 23) completed the census and percentages represent the response rate for the question, individual questions may not have had 20 responses.

The outcome	Actions for 2026–27	Ongoing practice	What we will need to overcome	Who will do it	Timing and success measures
1. Work accountability	1.1 Review delegations to ensure approval occurs as close to the point of responsibility as possible. 1.2 Teams to identify where they believe unnecessary duplicate approvals exist and/or don't align assurance effort with risk.	• As per the ASSEA Project Management Framework Project Management use the National Strategic Plans, the annual ASSEA Operational Plan (OP) Operational Plan 2026-27.pdf, and individual performance agreements as the basis for prioritisation. • Quarterly Strategy Meeting (QSM) to continually review priorities, considering PSC project plans, strategic alignment, resources. Report back to staff post QSM. • Directors monitor delivery against plans and with project leads provide regular progress updates at team meetings, including decisions, changed priorities, accountable owners and impacts on other work.	• Competing priorities and unrealistic time pressures. • Inconsistent application across teams. • Multiple approval layers and unclear authority. • Resource constraints and external expectations.	Project Steering Committee Project Leads	**Outcome** Work accountability, priorities, and decisions are clear, consistent, and transparent. **By December 2026:** PSC templates in use by all project leads, including for executive sponsored projects, aligned to Plans. Status reporting provides agency-wide progress report against the Operational Plan 2026. **Measures:** Improved results for decision-making barriers, role clarity, and confidence that ASSEA acts on Census results.

		• Continue to act promptly on vacancies and other resource opportunities.			

The outcome	Actions for 2026–27	Ongoing practice	What we will need to overcome	Who will do it	Timing and success measures
2. Consultation	2.1 Engage with staff to better understand what is considered change for the purpose of consultation, noting change can be different for everyone. Ref: Managing change at work | Comcare 2.2 ASSEA Workforce Plan to prioritise capability in change-management, active listening and challenging conversations for leaders and staff.	• Engage early with the those impacted including those with corporate and/or specialist knowledge. Also ensure there are effective feedback loops to clarify why decisions were made. • Scale consultation to the significance and urgency of the issue, allowing realistic time and capacity for staff to contribute. • Do not treat silence as agreement; use varied and safe channels, including team discussion, one-to-one conversations, and confidential feedback where appropriate	• Consultation fatigue and insufficient time. • Different views about what constitutes change. • Previous experiences of feedback not appearing to influence outcomes. • Communication-style differences and psychological safety concerns.	CEO and Executive Leaders Change and Project Leads All staff	**Outcome** Consultation and change are meaningful, right size, timely, safe, and supported by visible feedback loops. **2026 Staff Bi-Annual Engagement Forum:** Culture Focus - Engage with staff on consultation approach. **By March 2027:** Complete change and difficult-conversation development. **Measures:** Improved results for consultation, feedback being acted on, ability to influence change and change being managed well.

The outcome	Actions for 2026–27	Ongoing practice	What we will need to overcome	Who will do it	Timing and success measures
3. Communication, visibility & transparency	3.1 Engage staff to review current methods of communication, the methods of most value and for what purpose. 3.2 Update meeting agenda template to include a clear statement on the purpose of meeting at the top & a question for general business if the purpose was achieved. 3.3 Establish bi-annual opportunities for one-to-one engagement with the CEO and leadership team through safe feedback processes.	• Maintain reporting of decisions & outcomes from Executive Committee meetings and use ad hoc all-staff briefings for time-critical matters. • Team planning includes meeting with other teams where future support is required to delivery their projects. i.e. interdependencies (RACI) • Ensure meeting preparation, papers and follow-up add value. • 'All Staff' meetings to include update on unplanned work by Directors • Continue to invite staff to provide input on all staff planning-day design.	• Urgent work displacing important communication. • Late, inconsistent, or duplicated messages. • Information overload and unclear ownership.	CEO and Executive Leaders Secretariat staff – for formal committees For other meetings -those who call the meeting	**Outcome** Internal communication is useful and transparent. **2026 Staff Bi-Annual Engagement Forum:** Culture Focus - Engage with staff to review communication methods. **Monthly:** Update provided on executive meetings. **Measures:** Improved results for communication from the 2026 baseline of 26%; staff pulse checks show improved clarity about decisions, priorities, and progress.

The outcome	Actions for 2026–27	Ongoing practice	What we will need to overcome	Who will do it	Timing and success measures
4. Pragmatism	4.1 In the review of ASSEA's policies and procedures, include (where appropriate) short standard operating procedures, flow charts, clear review points, and named process owners. 4.2 Use biannual staff planning to identify & discuss process pain points and identify efficiencies.	• Adopt the ASSEA Project Framework tools and processes • Continue the focus on data, digital and AI where these can safely improve capability, capacity, and service delivery.	• Risk aversion and unclear ownership. • Limited time to redesign processes while delivering business-as-usual work.	Executive Leaders Corporate Team Project leads	**Outcome** Processes, tools, and ways of working are practical, proportionate, and efficient. **2026 Staff Bi-Annual Engagement Forum:** Process pain points discussion **By December 2026:** PSC templates in use by all project leads, including for executive sponsored projects, aligned to Plans. **By June 2027:** Revised policies, procedures & processes implemented and reviewed. **Measures:** Improved results for administrative processes, tools, and resources.

The outcome	Actions for 2026–27	Ongoing practice	What we will need to overcome	Who will do it	Timing and success measures
5. Capability	5.1 ASSEA Workforce Plan to prioritise asbestos & silica technical training including regular whole-of-agency learning events 5.2 Mid-term review of Capability, Development and Performance plans (CDPPs) ensure learning needs linked to role description, work objectives, and career plans. 5.3 Maintain a visible learning calendar and report participation across teams.	• Provide access to formal learning, mentoring, self-directed learning, and recognised qualifications. • CDPPs reviews check on progress of individual development plans & activities.	• Perceived lack of time or budget. • Unequal access to development. • Passive career planning and limited mentoring capacity.	Executive Leaders and supervisors Corporate Team All staff	**Outcome** Staff capability, career development, and agency knowledge are supported. **By December 2026:** Annual learning calendar in place. Midterm Capability, Development and Performance Plans review commenced including review of individual learning plans. **By March 2027:** all staff have current development actions. **Measures:** Improved results career mentoring and development score from the 2026 baseline of 32%; increased participation and positive post-learning evaluation.

The outcome	Actions for 2026–27	Ongoing practice	What we will need to overcome	Who will do it	Timing and success measures
6.Fostering a positive culture	5.1 Start building low-key connection through regular social activities, celebrations, shared office days and other inclusive activities, coordinated by a rotating staff group 5.2 Engage with staff on what meaningful recognition means to them, using regular communications to recognise staff contributions and achievements. 5.3 Review ASSEA values and what this means for leaders and staff.	• Continue WHS focus - training, consultation, risk assessment, incident reporting (including near misses) and improvement of controls, and review WHS policies when due. • Include genuine wellbeing checks with staff and respond as agreed. • Continue to provide clear information about available health and wellbeing support / programs. • Reinforce respectful behaviours and safe pathways for raising concerns.	• Wellbeing activity being seen as administrative rather than practical. • Busy periods displacing WHS and connection activities. • Distributed working arrangements and differing preferences.	CEO and Executive Leaders Corporate Team Health, Safety Representative All staff	**Outcome** Clear and demonstrated commitment to valuing staff health and wellbeing in practice. **2026 Staff Bi-Annual Engagement Forum – Culture Focus –** Review ASSEA values Recognition exercise Volunteers for low key connection activities **By December 2026:** Ways to better connect online and in person in place. **Measures:** Improved results wellbeing support, recognition, and respect scores