



2025 APS Employee Census Action Plan – Australian Submarine Agency

Where we will focus

Our 2025 ASA Action Plan is informed by the Census results and various staff engagements such as Divisional consultative sessions and targeted workshops on employee engagement, health and wellbeing, communication and senior leadership support. This year we will focus on three priority areas of opportunity.

Elevating Health & Wellbeing and Building a Positive Workplace Culture

Improving Internal Communication and Developing Mechanisms to Support Effective Decision-Making

Uplifting Senior Leadership Capability, Visibility & Support

What we will do



Horizon 1: Foundations (before December 2026)

Objective: Strengthen communication channels, establish greater leadership visibility and deliver immediate wellbeing and engagement

Wellbeing & Culture

- Establish equitable workload policies to ensure sustainability across teams and resources.

Internal Communication & Transparency

- Implement and socialise the ASA Workforce Plan to align talent with strategic needs and role requirements and effectively address skills gaps through targeted recruitment, upskilling and internal mobility.

Senior Leadership Group (SLG) Leadership & Support

- Review and update relevant HR, finance and travel delegations to support effective and timely decision-making.



Horizon 2: Embedding Change (From January 2027 - December 2028)

Objective: Embed leadership capability, structured communication and effective wellbeing practices into the Agency's long-term operating rhythm.

Wellbeing & Culture

- Strengthen Executive level capability through ongoing investment in professional development and succession planning to ensure they are equipped with the right skills to continue to lead and drive teams to achieving positive business outcomes.

Internal Communication & Transparency

- Facilitate regular employee engagement sessions to foster connection and two-way communication across the Agency on a continual basis and evaluate progress against achieving Agency goals.

Senior Leadership Group (SLG) Leadership & Support

- Strengthen senior leadership accountability through the embedment of an annual performance management processes that assesses both technical and behaviour proficiencies.