



## 2024 APS Employee Census – Australian Submarine Agency Action Plan



As a recently established Agency, employee feedback is a key element in ensuring that the Australian Submarine Agency (ASA) is well equipped to meet the Government’s intent to safely and securely acquire, construct, deliver, technically govern, sustain and dispose of Australia’s conventionally-armed nuclear-powered submarine capability.

The Census results showed that we have a highly engaged workforce who are committed to ASA goals and

willing to go the “extra mile”. Our workforce growth and operating pace provides an opportunity to evolve as a high performing agency. To gain further insight from our people, we held several consultative sessions on health & wellbeing, change & prioritisation, and communication. Feedback showed there was a keen interest in greater clarity around roles and responsibilities, and alignment on priorities and deadlines. Our people provided input on initiatives that could address some of these opportunities

and to continue to evolve a psychologically safe and inclusive work environment.

Based on the feedback, this Action Plan has been developed, which outlines the steps that we will be taking to effectively address our identified focus areas, and continue to grow a workforce that is professional, committed and dedicated to excellence.

Themes	Goals	Key Actions	Timing	Measures of Success	Lead
 <b>Change Management</b>	We will equip our leaders to lead change in an engaging and consultative manner so that our people understand their roles and feel supported and heard.	<ol style="list-style-type: none"> <li>1. Implement ASA Change Management Guidelines with a focus on early, transparent and regular consultation.</li> <li>2. Establish Change Managers in each Division to ensure all staff are better informed and equipped to respond to change.</li> <li>3. Develop Service Offers for each Group, Division and Branch to provide clarity on roles, responsibilities and deliverables. These documents will be iterative, to reflect and communicate future organisational changes.</li> </ol>	<p>Q2 2025</p> <p>Q4 2024</p> <p>Q1 2025</p>	<p>Develop and promulgate the ASA Change Management Guidelines.</p> <p>Appointment of suitably qualified Divisional Change Managers.</p> <p>Release and continuous improvement of the interactive Service Offers.</p>	DC
 <b>Health &amp; wellbeing</b>	We will build capability so that managers and teams have a safe and inclusive environment where individuals can thrive.	<ol style="list-style-type: none"> <li>1. Develop the inaugural ASA Health &amp; Wellbeing Program that takes a preventative and proactive approach to supporting all ASA personnel.</li> <li>2. Tailor the Building Manager Capability Program with a focus on supporting supervisors in creating psychologically safe and inclusive teams.</li> <li>3. Implement the Mental Health Advisor Framework in line with ASA Enterprise Agreement 2024-2027.</li> </ol>	<p>Q1 2025</p> <p>Q2 2025</p> <p>Q1 2025</p>	<p>Program endorsed and initiatives resourced in accordance with identified timeframes.</p> <p>Delivery of targeted development sessions for supervisors in areas where an uplift in supervisor capability is needed.</p> <p>Framework and policy are consulted and endorsed by the workforce and their representatives.</p>	COO
 <b>Communication</b>	We will enhance internal communication to support stronger collaboration and connect personnel to the ASA mission and nuclear mindset.	<ol style="list-style-type: none"> <li>1. Develop an Internal Communication Strategy that reflects organisational communication preferences and needs.</li> <li>2. Enhance and modernise internal intranet pages to encourage two-way communication through blog posts and notice boards.</li> <li>3. Improve personnel access to senior leadership through short video messages, informal Q&amp;A sessions and dialogue prompts for branch-level discussions.</li> <li>4. Expand on the interactive induction plan, to ensure new starters understand the ASA mission, policies and processes.</li> </ol>	<p>Q2 2025</p> <p>Q2 2025</p> <p>Continuous</p> <p>Q1 2025</p>	<p>Strategy endorsed and promulgated to key stakeholders.</p> <p>Release of modernised intranet pages that are accessible for all staff.</p> <p>Employees have access to senior leaders through a range of forums.</p> <p>Delivery of the interactive induction plan.</p>	COO