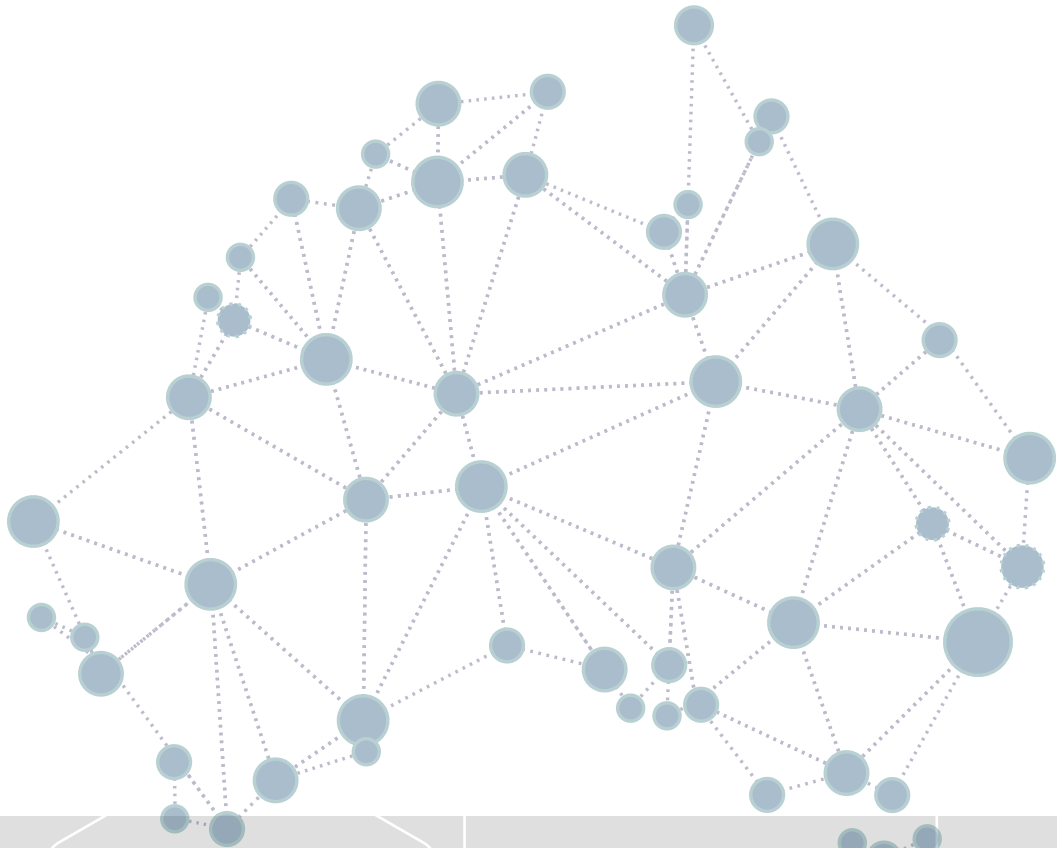




**Australian Government**  
**Australian Public Service Commission**



# **Corporate Plan**

## **2020–21**

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# Corporate Plan

## 2020–21

The Australian Public Service Commission's purpose is to strengthen the professionalism of the APS and facilitate continuous improvement in workforce management in the APS.

We support high standards of integrity and conduct in the APS and the review of employment decisions through our support for two statutory office holders, the Australian Public Service Commissioner and the Merit Protection Commissioner.

We work to be a valued, credible and trusted partner to the APS—promoting high standards of accountability, effectiveness and performance of the APS now and into the future.



# Commissioner's foreword

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'Our purpose is to position the APS workforce for the future.'

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As the accountable authority of the Australian Public Service Commission, I am pleased to present our 2020–21 corporate plan, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The Commission's purpose is to position the APS workforce for the future. This plan outlines the Commission's priorities for the year ahead, in the context of taking forward the lessons we have learned through 2020.

We have risen to the challenges 2020 has presented. In the face of workforce and workplace upheaval, we have ensured that we continue to deliver what the Government and the APS expect of us. The Commission has also been at the forefront of efforts to foster a cohesive enterprise approach to APS leadership and operations.

The impact of COVID-19 will be felt for some time. As we look ahead, the Australian Government's APS reform agenda outlines a pathway for supporting the post COVID-19 economy and investment, service delivery and APS performance.

In many respects, the COVID era has pushed us to 'live the future' now in regards to the Government's reform priorities, with the realisation of accelerated technological and workforce management outcomes that otherwise may have been years away.

In this environment, the role of the Commission in ensuring the professionalism, integrity and effectiveness of the APS remains critical.



Live  
the  
future

This plan allows the Commission to take a flexible approach in delivering our priorities for Government and the Australian people. Our focus will be on a culture of continuous improvement, emphasising collaboration, partnership and managing innovation, risk and change. We will continue to work with a wide range of stakeholders—including national and international jurisdictions, the private sector and academia—to make a practical difference to the current and future effectiveness of the APS.

Individual and organisational capability will be central to ensuring that the APS is able to deliver the Government's post COVID-19 recovery agenda. The Commission will take a service-wide approach to lifting APS capability through the implementation of a future-fit APS workforce strategy. We will also continue to invest in the governance, leadership, and integrity of the APS.

The Commission's ongoing focus on these priorities will ensure that the APS remains a strong institution, prepared to meet both current and future challenges.

I am proud of the work we do at the Commission. There is a proven commitment from staff to support the APS and ensure it remains a world-class public service. I look forward to leading the Commission as we capitalise on the momentum we have generated over the past 12 months and carry it forward to ensure that the APS remains adaptive, responsive and effective.

Peter Woolcott AO  
Australian Public Service Commissioner  
3 August 2020



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## Our purpose

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Our purpose is to position the Australian Public Service (APS) workforce for the future to ensure it meets the demands and expectations of the Australian Government and people.

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## Our approach

To work collaboratively and openly as a valued, credible and trusted partner to the APS.

## Our role

The Australian Public Service Commission is a non-corporate Commonwealth entity within the Prime Minister and Cabinet portfolio.

Our statutory responsibilities are detailed in the *Public Service Act 1999* and include:

- strengthening the professionalism of the APS, and driving continuous improvement in workforce management so the APS is ready for future demands
- promoting high standards of accountability, effectiveness, performance, integrity and conduct in the APS
- fostering and contributing to leadership, high quality learning and development and career management in the APS
- fostering an APS workforce that reflects the diversity of the Australian population
- providing advice and assistance to agencies on public service matters, and partnering with secretaries in stewardship of the APS

We support two statutory office holders, the Australian Public Service Commissioner and the Merit Protection Commissioner, as well as providing policy and secretariat support to the Remuneration Tribunal and the Defence Force Remuneration Tribunal.

## Our outcome

Our intended outcome is to help maintain the APSC at the forefront of best practice public administration, and to do this through high quality advice and the provision of outstanding service to the APS and the Government.



## Environment

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Understanding and responding to changes in our operating environment over the period of this corporate plan will influence our focus in supporting and positioning the APS workforce for the future.

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### Operating environment

Our operating environment has been shaped by the current period of uncertainty, encompassing the recovery from natural disasters and the outbreak of a pandemic and an economic crisis. Coupled with this, the APS must tackle increasingly interconnected, complex policy problems and engage with rapid advances in technology, data and automation, alongside societal change and geopolitical volatility.

The Government's APS reform agenda *Delivering for Australians* set clear expectations about the transformational change demanded of the APS to ensure we are a cohesive enterprise, fit for purpose in this environment. As the central agency with responsibility for the APS workforce and its people, the Commission has a role in delivering this reform agenda and in ensuring the APS is prepared for these challenges.

Our operating environment has rapidly accelerated reform. We have driven a strong and united focus for the APS on delivering the best outcomes for Australians. Our role in ensuring the continued professionalism, integrity and capability of the APS remains key.

We will work to build capability and prepare the APS workforce to support Australia's recovery, embedding the lessons learned to deliver Government priorities. We will continue to collaborate within and outside the APS and build an APS workforce that is more mobile, adaptive and diverse, maximising the opportunities that remote working can provide, while managing ongoing productivity.

We will also facilitate the Government's agenda to support the Pacific region, through our international relationships. The APS is seen as an exemplar of the effective and efficient delivery of public services. Countries in our region look to us for information that can assist them to improve their own public sectors. Our engagement with counterpart agencies builds Australia's regional relationships and enhances the reputation of the APS.

## Financial position

The Commission operates within the Commonwealth Financial Framework as set out in the *Public Governance, Performance and Accountability Act 2013*. The Commission operates in a tight fiscal environment, receiving approximately 75 per cent of resources through government appropriation and the remaining 25 per cent, mostly from government agencies, on a fee-for-service basis.

## Stakeholders

Our primary stakeholders include the Government and ministers, APS secretaries and agency heads, and APS employees.

## Capability

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Our people, culture, governance principles, processes, systems and knowledge combine to make up our organisational capability. To achieve our purpose and support the Government's priorities for the APS over the period of this corporate plan, we will continue to enhance our capability to ensure we can respond flexibly to the challenges, risks and opportunities in our environment.

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## Workforce

We employ around 210 staff. Most are located in our Canberra office, with a small number of staff working across various States.

We provide resources and support for two statutory office holders, the Australian Public Service Commissioner and the Merit Protection Commissioner, and also provide policy and secretariat support to the Remuneration Tribunal and the Defence Force Remuneration Tribunal.

To deliver on our purpose now and prepare for the future, we will develop and implement a workforce strategy that ensures we have the right capabilities and are positioned as an employer of choice in a competitive marketplace. This will include more agile approaches to the way we work, as well as a greater focus on recruiting the right skills, developing our people, and our diversity and inclusion strategies.

## **Digital and technology**

Digital and technology services are at the centre of enabling efficient and effective public administration and their evolution continues to change the way we work. Digital transformation within the Commission will enable more analysis, speed, flexibility and transparency. This will bring new opportunities and challenges in the areas of data management, security and privacy.

We will continue to respond to new priorities within the Commission to support future business requirements, implement strategies to improve digital maturity and governance of our corporate, business and whole-of-Government platforms, ultimately enabling a secure, responsive and connected environment and prioritise cyber security.

## **Investment**

We will develop a strategy to ensure resource allocation and investment is aligned to our outcomes. The strategy will enable us to meet Government priorities in an efficient and sustainable manner, in accordance with the Commonwealth Financial Framework. This will include a focus on cost benefit analysis and risk assessment.

## Strategic priorities and performance

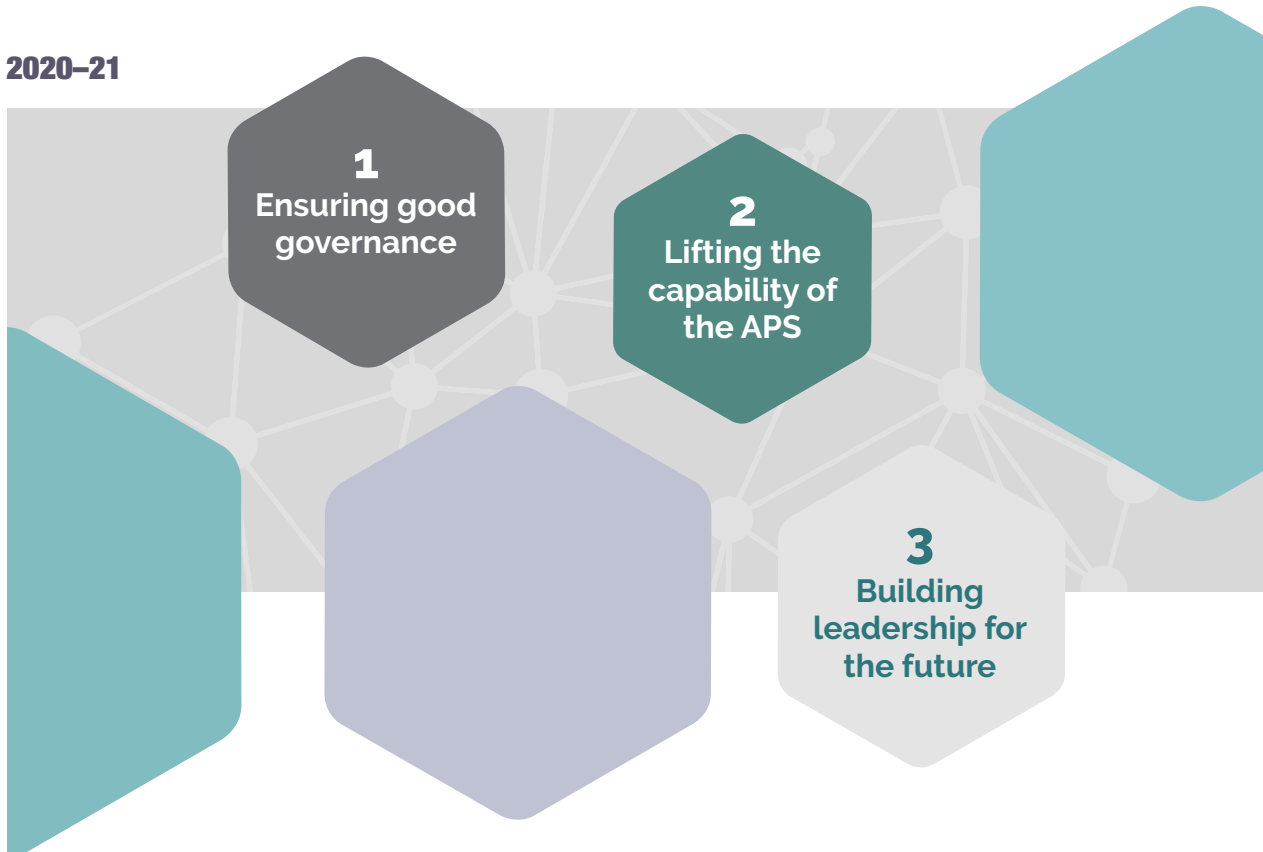
### Strategic priorities

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We have identified the following six strategic priorities that will guide our activities to help us achieve our purpose for 2020–21, with an eye to 2023 and beyond.

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**2020–21**



**1**  
Ensuring good  
governance

**2**  
Lifting the  
capability of  
the APS

**3**  
Building  
leadership for  
the future

**4**  
Preserving  
and enhancing  
the reputation  
of the APS

**5**  
Upholding  
the integrity  
of the APS

**6**  
Providing the  
right tools and  
workplace for  
our staff

## **STRATEGIC PRIORITY ONE—Ensuring good governance**

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Good governance with genuine transparency and accountability is pivotal to the professional performance of the APSC and its ability to deliver the Government's recovery agenda and the services Australians rely on.

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We will make a practical difference to the current and future effectiveness of the APS, in order to best serve the people of Australia. Our focus will be on a culture of continuous improvement, emphasising collaboration, partnership and managing innovation, risk and change.

We will work with our stakeholders to transition the APS employment framework, and promote a performance culture and high standards of accountability.

We will collaborate and encourage new approaches, including co-designing solutions, to strengthen the professionalism of the APS and facilitate continuous improvement in workforce management.

We will advise and assist agencies on public service matters, and promote the APS Values, the APS Employment Principles and the Code of Conduct.

We will work with agencies to strengthen culture, governance and leadership across the APS, including refining a fit for purpose employment framework that supports an engaged and effective workforce.

We will also focus on enabling new and dynamic ways of working by enhancing opportunities for staff mobility across the APS. We will continue to contribute to the effective operation of the workplace relations system.



**1**  
**Ensuring good  
governance**

<b>Activity: Monitor agency compliance</b>		
<b>Area of focus</b>	<b>Performance measure for 2020–21</b>	<b>Measure of success in 2020–21</b>
<b>Workplace Relations</b>	Assess the compliance of new Commonwealth workplace arrangements	100% of new Commonwealth workplace arrangements made are compliant with the Government's prevailing bargaining policy

<b>Activity: Support the Government's agenda through provision of advice on contemporary employment practices</b>		
<b>Area of focus</b>	<b>Performance measure for 2020–21</b>	<b>Measure of success in 2020–21</b>
<b>Employment Practices</b>	Increase capability of HR practitioners to apply an innovative employment framework in the APS	<p>Enable continued capability development of HR practitioners by establishing outreach program by the start of 2021 that engages directly on the APS employment practices and guidance</p> <p>Deliver workshops to HR practitioners to support implementation of best practice recruitment guidelines and other employment practices and guidance</p>

<b>Activity: Shape the APS Workforce</b>		
<b>Area of focus</b>	<b>Performance measure for 2020–21</b>	<b>Measure of success in 2020–21</b>
<b>Diversity and Inclusion</b>	Support the development of a more diverse and inclusive public service through the co-design and implementation of Diversity Strategies	<p>Successful development, through cross agency collaboration, of the:</p> <ul style="list-style-type: none"> <li>• APS Disability Employment Strategy</li> <li>• Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy, and</li> <li>• APS Gender Equality Strategy</li> </ul>

## STRATEGIC PRIORITY TWO—Lifting the capability of the APS

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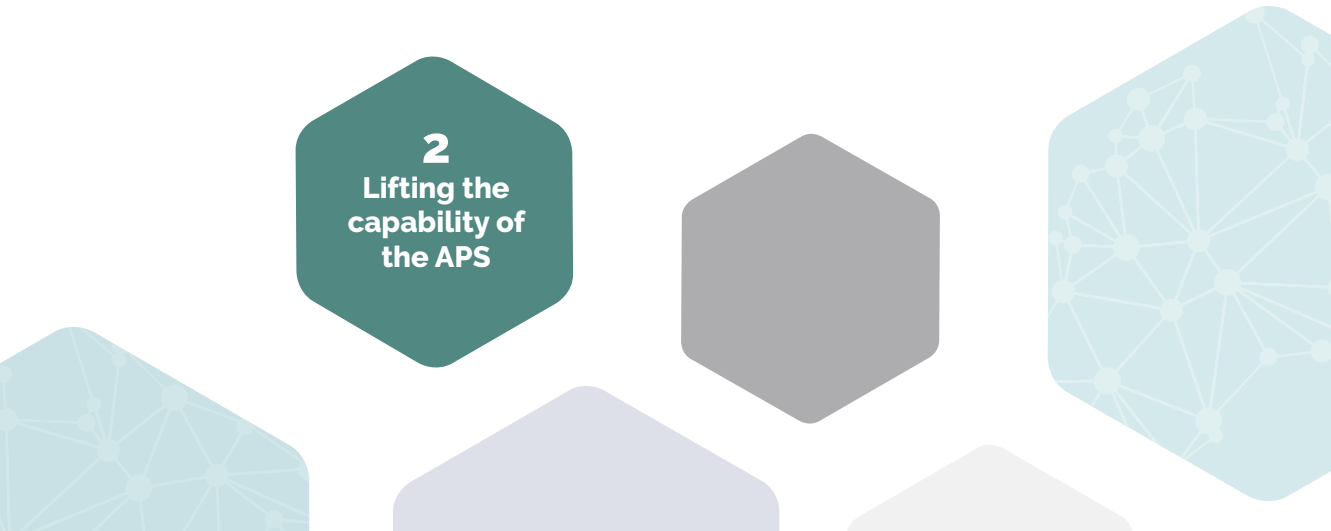
We need a systematic, service-wide approach to lifting people capability to improve the overall performance of the APS for today and the future. The response to COVID-19 has demonstrated the APS capacity and willingness to rapidly mobilise and deploy its workforce to work remotely to deliver critical functions and Government priorities. We will continue to drive improved mobility and support the recruitment, development and retention of a skilled, professional and high performing workforce through the implementation of a future-fit workforce strategy.

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We will help drive the Government’s APS reform agenda *Delivering for Australians* to build the capability and expertise of the APS workforce to meet current and emerging needs.

We will develop a whole-of-government workforce strategy to provide a roadmap for the future-fit APS workforce, and identify workforce development and investment priority areas, including commencing the classification and capability reviews. Our capability development initiatives will target the skills we know are needed into the future, including stronger capabilities in the areas of leadership, digital, data, service delivery, and commercial acumen.

We will be exemplars of public service, demonstrating impeccable stewardship and integrity to foster trust with Government and the Australian community. We will promote, support and reflect the need for, and benefits from, a diverse APS workforce and work to ensure our systems and structures support best practice ways of working and improve decision making.



**2**  
**Lifting the  
capability of  
the APS**



<b>Activity: Building Workforce Capability in the APS</b>		
<b>Area of focus</b>	<b>Performance measure for 2020–21</b>	<b>Measure of success in 2020–21</b>
<b>Workforce Strategy</b>	Develop an APS-wide Learning and Development (L&D) Strategy by the end of 2020	The APS-wide L&D Strategy is endorsed  Milestones for the first six months of the strategy implementation are completed by the end of June 2021
	Embed the Professions model, and implement against high level roadmap	Professions model introduced and agreed professional streams, including the Data Professional Stream, commenced  Continue to embed the professional streams already well underway, including the HR and Digital Professional Streams
<b>Workplace Relations</b>	Connect practitioners and build Workplace Relations capability	Delivery of tailored workplace relations workshops, connecting workplace practitioners
<b>Data and Research</b>	Provide the APS with data to inform and evaluate APS workforce policies and strategies	Data is used to inform and evaluate APS workforce policies and strategies  Respond to >90 per cent of data requests by the agreed due date  APS Employee Census response rates remain >70 per cent  >75 per cent of APS agencies publicly release APS Employee Census results
<b>Learning and Development</b>	Deliver learning and development programs through traditional and contemporary digital methods	Learning and Development programs reach an increased number of participants outside of Canberra compared to 2019–20  Evaluation indicates participant satisfaction equivalent to previous years  Learning and Capability Review will be complete
<b>Graduate Recruitment</b>	Strengthen the overall APS graduate recruitment process and One-APS presence in the graduate market to increase the capability and diversity of the APS over time	APS graduate recruitment is more coordinated across the service, with increased cross-agency collaboration  Updates to the APSJobs Graduate Portal and a more coordinated One-APS graduate marketing effort are helping to strengthen the APS's position in the graduate market and as a desired employer for graduates
<b>Mobility</b>	Improve the policy framework for temporary mobility to increase the responsiveness and performance of the APS	Mobility Framework is in place and implementation is on track  Employees can move more readily between agencies, and between the APS and other sectors in response to strategic needs of the APS

## **STRATEGIC PRIORITY THREE—Building leadership for the future**

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The Independent Review of the APS and the recent COVID-19 response have reinforced the importance of empowered and accountable leaders in the APS. We must support diversity, enhance leadership, and build core skills for all staff to strengthen the professionalism of the APS. We will build leadership for the future by managing Senior Executive Service (SES) succession planning, career pathways, diversity, mobility, talent identification and recruitment.

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We will work with Secretaries and Agency Heads to shape an APS leadership workforce that is future ready.

We will support best practice in leadership, including through whole-of-APS talent management for the SES and emerging workforce to identify and develop high performing and high potential Executive Level (EL) employees. We will look for ways to tailor common solutions so they are fit for purpose in developing our leaders of the future. We will remain clearly focused on developing leadership that reflects the diversity and talent of the Australian community.

To ensure our future success we will contribute expertise, contemporary thinking and whole-of-APS insights to shape the agenda for the future. We will focus on priority activities over the period of this plan including supporting SES and EL capability by building leadership and supporting the systematic development of future leaders.



**3**  
**building  
leadership for  
the future**

<b>Activity: Strengthen Leadership in the APS</b>		
<b>Area of focus</b>	<b>Performance measure for 2020–21</b>	<b>Measure of success in 2020–21</b>
<b>Leadership development</b>	Provide contemporary leadership development opportunities	Evaluation data from leadership development initiatives indicate an increase in participants' self-assessment of leadership capability
<b>Talent Management</b>	Effective guidance and support delivered to Talent Councils	<p>Talent Councils and Secretaries Board understand the strengths and diversity of the leadership pipeline, informed by objective data</p> <p>Feedback from Talent Councils shows that advice and guidance from the APSC helps them to build a stronger and more diverse leadership pipeline</p> <p>Assessments of SES Band 1 have commenced</p> <p>90% of participants in talent programs have agreed learning and development plans in place</p>



## **STRATEGIC PRIORITY FOUR—Preserving and enhancing the reputation of the APS**

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The Australian Public Service Commission will provide visibility of the collegial nature of the service, by highlighting APS successes and leadership domestically and internationally.

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We will bring APS employees together to generate citizen-centric solutions and promote the outcomes by providing high quality communications including APS-wide news and events, social media and other digital and online activities.

We will support the APS in celebrating successes, in collaborating and working across traditional boundaries, and in working with other governments and the private sector.

We will work to provide a compelling and transparent picture of the APS, through the State of the Service Report.

We will continue to work with the Secretaries Board and the Chief Operating Officers Committee on whole-of-Government approaches.



<b>Activity: Maintain and enhance the reputation of the APS</b>		
<b>Area of focus</b>	<b>Performance measure for 2020–21</b>	<b>Measure of success in 2020–21</b>
<b>Communication</b>	Facilitate engagement and collaboration between APS agencies through APS-wide and professional stream events	Curate and/or share regular social media posts every week across the Commission's and the APS social media platforms (LinkedIn, Facebook and Twitter)  Achieve an audience growth rate of 25 per cent in the 2020–21 financial year  Deliver a range of virtual or face-to-face events in the 2020–21 financial year, attracting participants from across APS agencies
	Provide high-quality and timely support to the Minister's Office, clearly communicating the issues and achievement of the APS	Action all ministerial correspondence, briefs and submissions within specified timeframes
<b>State of the Service Report</b>	Influence the public commentary and the level of reach and engagement with the report and its data analysis and insights	The State of the Service Report has a strong user-centred design, and is published within legislated timeframes, contributing to growing awareness and use within the APS  Stakeholders, including ministers and contributing agencies, are satisfied with the engagement process in developing the State of the Service Report
<b>International</b>	Deliver quality program outcomes and respond to requests to share information	Requests from International partners to share information on policies and practices increases
	Deliver knowledge sharing activities to our international partners	The activities we deliver in 2020–21 demonstrate we are meeting our partners' needs
<b>Employee Value Proposition</b>	Create an APS graduate Employee Value Proposition, as a first stage towards a whole-of-APS Employee Value Proposition	Development and release of an APS graduate Employee Value Proposition

## **STRATEGIC PRIORITY FIVE—Upholding the integrity of the APS**

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The principles of good public administration are at the heart of the democratic process and public confidence in the way the APS exercises authority when meeting government objectives. Creating and maintaining a culture of integrity is crucial and requires commitment at all levels of the APS. We will communicate what it means to be a public servant and, as a trusted partner, be vigilant in identifying and addressing integrity issues.

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The APS Values and Code of Conduct reflect an established framework for institutional integrity.

We will promote cohesion between integrity, performance, capability and effectiveness and will continue to model and promote a high standard of integrity in the APS.

Through advice, support, training and partnership we will build capability in ethical decision-making across the APS. We will collaborate with our stakeholders to foster a culture of integrity across the APS through a range of initiatives, and provide the best possible advice to APS agencies and employees on applying the APS Values, Employment Principles, and Code of Conduct.

In communicating what it means to be a public servant, we will partner with agencies to develop and support ethical behaviour, provide guidance and help on ethical reasoning in the APS, and identify integrity risks to the APS and provide advice on how to manage these.

We will assist in developing and implementing solutions to integrity challenges, through best practice advice and a contemporary approach to embedding integrity and living the APS Values.



**5**  
**Upholding  
the integrity  
of the APS**

<b>Activity: Promoting a high standard of integrity in the APS</b>		
<b>Area of focus</b>	<b>Performance measure for 2020–21</b>	<b>Measure of success in 2020–21</b>
<b>Build and uphold a pro-integrity culture within the APS</b>	Develop and effectively implement pro-integrity initiatives	<p>APS displays a consistently strong pro-integrity culture through the:</p> <ul style="list-style-type: none"> <li>• Development and implementation of renewed integrity training</li> <li>• Guidance materials are up-to-date and fit for purpose</li> <li>• APS integrity culture is clearly understood and a forward plan established for reinforcing pro-integrity culture</li> </ul>



## **STRATEGIC PRIORITY SIX—Providing the right tools and workplace for our staff**

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We are a professional organisation of people with strong technical and specialist skills. To continue to attract and retain high quality, high performing people who enable us to achieve our purpose, we will invest in providing the right tools and workplace culture for our staff to excel.

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We will support our staff to be strategically focused, engage with risk and seek opportunities.

We will provide an environment that supports diversity, and broad collaboration and engagement, driven by curiosity and actively engaged with technology.

We will make sure our staff feel empowered and trusted to deliver their best, and provide a workplace that complements their skills and experience. We will provide our staff with the right tools to ensure that they can work flexibly and deliver outcomes.

We will continue to embed the recommendations of our capability review, recognising that we are doing so in a different operating environment to when the recommendations were accepted, to ensure we have a strong and well equipped workforce able to meet the challenges in our environment today and into the future.

We will deliver and implement the APSC Workforce Strategy, Strategic Resource Framework and the Digital, Technology & Data Investment and Prioritisation Framework that prepares us for the future. We will continue to deliver the Governance Improvement Plan to meet our requirements under the PGPA Act.



**6**  
**Providing the right tools and workplace for our staff**



<b>Activity: Be an Employer of Choice in a competitive marketplace</b>		
<b>Area of focus</b>	<b>Performance measure for 2020–21</b>	<b>Measure of success in 2020–21</b>
<b>Corporate Strategies</b>	Execution of the Workforce Strategy including development of an Implementation and Evaluation Plan	Workforce Strategy endorsed and implementation milestones are completed in line with Implementation Plan
	Execution of the Strategic Resource Framework	Endorse and implement the Strategic Resource Framework as a fit for purpose resource allocation and reporting framework that supports strategic resource decisions and accountabilities
	Execution of the Digital, Technology & Data Investment and Prioritisation Framework	Implement the Digital, Technology & Data Investment and Prioritisation Framework to support the broader strategic budget and priority setting
	Continue to focus on enhancing cyber security within the APSC	Working with our partners, we will provide relevant training for our staff
	Continue to deliver the Governance Improvement Plan	Finalise actions in the Governance Improvement Plan to create a strong governance system which will support the Commission to achieve its overall organisational objectives



## Risk oversight and management

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The effective management of risk is integral to achieving our priorities and supporting our purpose over the life of this plan. We embed risk management into business-as-usual practices and in the management of our financial, environmental and social responsibilities. Our approach ensures clear oversight, management and control of risks, and meets our obligations under the *Public Governance, Performance and Accountability Act 2013*.

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Delivering the priorities of the Commission in a complex, challenging and uncertain environment requires us to pro-actively assess and manage risks and embrace and foster a positive risk culture.

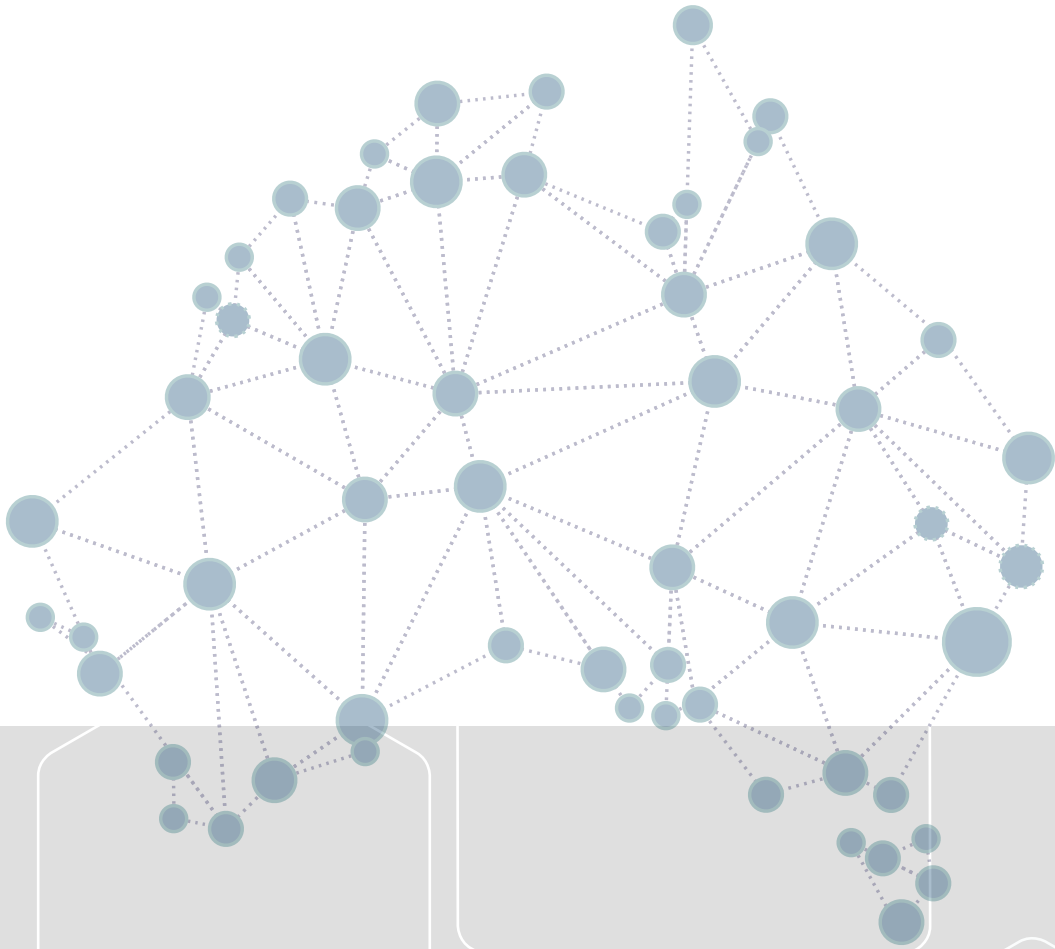
The Risk Management Framework identifies why and how we undertake risk management. The Risk Management Framework allocates certain roles, functions and responsibilities to specific individuals to ensure risks are identified, assessed and managed.

Our overall risk appetite is moderate, which reflects the importance of being able to engage with risk to pursue opportunity. However, our risk appetite is low in relation to dishonest, deceptive and fraudulent conduct, the unauthorised disclosure of official information, and the health, safety and wellbeing of our employees.

We regularly monitor and report our risks to the Commission's Audit and Risk Management Committee and Executive Board.

The Commission has identified four enterprise risks, which we manage in line with our Risk Management Framework. These enterprise risks are:

- 1. Failure to meet our statutory obligations under the Public Service Act**
- 2. Data integrity**
- 3. Failure to deliver on key outcomes and to be a valued, credible and trusted partner to APS agencies**
- 4. Inability to attract, develop and retain required workforce capabilities.**



# Attachment A:

## Activities and measures for the strategic priorities

### STRATEGIC PRIORITY 1: Ensuring good governance

<b>Activity: Monitor agency compliance</b>		
Area of focus	Performance measure for 2020–21	Measure of success in 2020–21
<b>Workplace Relations</b>	Assess the compliance of new Commonwealth workplace arrangements	100% of new Commonwealth workplace arrangements made are compliant with the Government's prevailing bargaining policy

<b>Activity: Support the Government's agenda through provision of advice on contemporary employment practices</b>		
Area of focus	Performance measure for 2020–21	Measure of success in 2020–21
<b>Employment Practices</b>	Increase capability of HR practitioners to apply an innovative employment framework in the APS	<p>Enable continued capability development of HR practitioners by establishing outreach program by the start of 2021 that engages directly on the APS employment practices and guidance</p> <p>Deliver workshops to HR practitioners to support implementation of best practice recruitment guidelines and other employment practices and guidance</p>

<b>Activity: Shape the APS Workforce</b>		
Area of focus	Performance measure for 2020–21	Measure of success in 2020–21
<b>Diversity and Inclusion</b>	Support the development of a more diverse and inclusive public service through the co-design and implementation of Diversity Strategies	<p>Successful development, through cross agency collaboration, of the:</p> <ul style="list-style-type: none"><li>• APS Disability Employment Strategy</li><li>• Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy, and</li><li>• APS Gender Equality Strategy</li></ul>

## STRATEGIC PRIORITY 2: Lifting the capability of the APS

### Activity: Building Workforce Capability in the APS

Area of focus	Performance measure for 2020–21	Measure of success in 2020–21
<b>Workforce Strategy</b>	Develop an APS-wide Learning and Development (L&D) Strategy by the end of 2020	The APS-wide L&D Strategy is endorsed  Milestones for the first six months of the strategy implementation are completed by the end of June 2021
	Embed the Professions model, and implement against high level roadmap	Professions model introduced and agreed professional streams, including the Data Professional Stream, commenced  Continue to embed the professional streams already well underway, including the HR and Digital Professional Streams
<b>Workplace Relations</b>	Connect practitioners and build Workplace Relations capability	Delivery of tailored workplace relations workshops, connecting workplace practitioners
<b>Data and Research</b>	Provide the APS with data to inform and evaluate APS workforce policies and strategies	Data is used to inform and evaluate APS workforce policies and strategies  Respond to >90 per cent of data requests by the agreed due date  APS Employee Census response rates remain >70 per cent  >75 per cent of APS agencies publically release APS Employee Census results
<b>Learning and Development</b>	Deliver learning and development programs through traditional and contemporary digital methods	Learning and Development programs reach an increased number of participants outside of Canberra compared to 2019–20  Evaluation indicates participant satisfaction equivalent to previous years  Learning and Capability Review will be complete
<b>Graduate Recruitment</b>	Strengthen the overall APS graduate recruitment process and One-APS presence in the graduate market to increase the capability and diversity of the APS over time	APS graduate recruitment is more coordinated across the service, with increased cross-agency collaboration  Updates to the APSJobs Graduate Portal and a more coordinated One-APS graduate marketing effort are helping to strengthen the APS's position in the graduate market and as a desired employer for graduates
<b>Mobility</b>	Improve the policy framework for temporary mobility to increase the responsiveness and performance of the APS	Mobility Framework is in place and implementation is on track  Employees can move more readily between agencies, and between the APS and other sectors in response to strategic needs of the APS

## Attachment A:

### STRATEGIC PRIORITY 3: Building leadership for the future

Activity: Strengthen Leadership in the APS		
Area of focus	Performance measure for 2020–21	Measure of success in 2020–21
Leadership development	Provide contemporary leadership development opportunities	Evaluation data from leadership development initiatives indicate an increase in participants' self-assessment of leadership capability
Talent Management	Effective guidance and support delivered to Talent Councils	<p>Talent Councils and Secretaries Board understand the strengths and diversity of the leadership pipeline, informed by objective data</p> <p>Feedback from Talent Councils shows that advice and guidance from the APSC helps them to build a stronger and more diverse leadership pipeline</p> <p>Assessments of SES Band 1 have commenced</p> <p>90% of participants in talent programs have agreed learning and development plans in place</p>

## STRATEGIC PRIORITY 4: Preserving and enhancing the reputation of the APS

Activity: Maintain and enhance the reputation of the APS		
Area of focus	Performance measure for 2020–21	Measure of success in 2020–21
Communication	Facilitate engagement and collaboration between APS agencies through APS-wide and professional stream events	Curate and/or share regular social media posts every week across the Commission's and the APS social media platforms (LinkedIn, Facebook and Twitter)  Achieve an audience growth rate of 25 per cent in the 2020–21 financial year  Deliver a range of virtual or face-to-face events in the 2020–21 financial year, attracting participants from across APS agencies
	Provide high-quality and timely support to the Minister's Office, clearly communicating the issues and achievement of the APS	Action all ministerial correspondence, briefs and submissions within specified timeframes
State of the Service Report	Influence the public commentary and the level of reach and engagement with the report and its data analysis and insights	The State of the Service Report has a strong user-centred design, and is published within legislated timeframes, contributing to growing awareness and use within the APS  Stakeholders, including ministers and contributing agencies, are satisfied with the engagement process in developing the State of the Service Report
International	Deliver quality program outcomes and respond to requests to share information	Requests from International partners to share information on policies and practices increases
	Deliver knowledge sharing activities to our international partners	The activities we deliver in 2020–21 demonstrate we are meeting our partners' needs
Employee Value Proposition	Create an APS graduate Employee Value Proposition, as a first stage towards a whole-of-APS Employee Value Proposition	Development and release of an APS graduate Employee Value Proposition

# Attachment A:

## STRATEGIC PRIORITY 5: Upholding the integrity of the APS

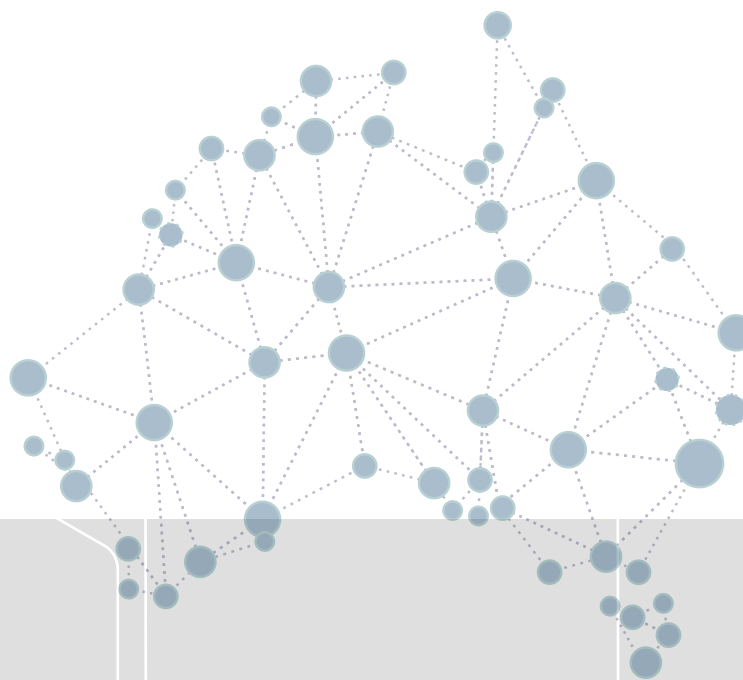
### Activity: Promoting a high standard of integrity in the APS

Area of focus	Performance measure for 2020–21	Measure of success in 2020–21
<b>Build and uphold a pro-integrity culture within the APS</b>	Develop and effectively implement pro-integrity initiatives	APS displays a consistently strong pro-integrity culture through the: <ul style="list-style-type: none"><li>• Development and implementation of renewed integrity training</li><li>• Guidance materials are up-to-date and fit for purpose</li><li>• APS integrity culture is clearly understood and a forward plan established for reinforcing pro-integrity culture</li></ul>



## STRATEGIC PRIORITY 6: Providing the right tools and workplace for our staff

Activity: Be an Employer of Choice in a competitive marketplace		
Area of focus	Performance measure for 2020–21	Measure of success in 2020–21
Corporate Strategies	Execution of the Workforce Strategy including development of an Implementation and Evaluation Plan	Workforce Strategy endorsed and implementation milestones are completed in line with Implementation Plan
	Execution of the Strategic Resource Framework	Endorse and implement the Strategic Resource Framework as a fit for purpose resource allocation and reporting framework that supports strategic resource decisions and accountabilities
	Execution of the Digital, Technology & Data Investment and Prioritisation Framework	Implement the Digital, Technology & Data Investment and Prioritisation Framework to support the broader strategic budget and priority setting
	Continue to focus on enhancing cyber security within the APSC	Working with our partners, we will provide relevant training for our staff
	Continue to deliver the Governance Improvement Plan	Finalise actions in the Governance Improvement Plan to create a strong governance system which will support the Commission to achieve its overall organisational objectives



**Contact us**

We welcome your comments on this plan. To make a comment or to ask for more information please contact:

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**Corporate  
Plan  
2020–21**