



Australian Government



Highly Capable, Future-Ready: APS Learning and Development Strategy

Commissioner's foreword



The Australian Public Service (APS) continues to evolve to meet the growing challenges of the future. As part of this, I am pleased to sponsor the *Highly Capable, Future-Ready: APS Learning and Development Strategy*, which focuses on the development of our greatest asset – our people.

A knowledgeable and skilled public service is central to meeting the challenges that lay ahead and delivering outcomes for Government and the Australian community.

The Highly Capable, Future-Ready: APS Learning and Development Strategy highlights the need for a one-APS approach to lifting the skills and capability of our workforce to ensure a high performing, driven and trusted APS.

Encouraging a culture of continuous individual and organisational investment in learning, sharing of learning resources, and partnering across the APS will be crucial. Our people will need not only to develop new skills but stay open to new ideas and new ways of working.

The establishment of the APS Academy will support building the unique public service ‘craft’ capabilities to ensure we have access to the right learning at the right time.



The APS Professions model has also been established to target priority capabilities, such as Data, Digital and Human Resources. The APS Academy and APS Professions will deliver consistently high quality learning and development options to our APS workforce, whatever their role and wherever they are located.

The Highly Capable, Future-Ready: APS Learning and Development Strategy is for all of us. It is a continuous investment in the development of our people and builds a stronger foundation on which to deliver outcomes for Government and the Australian community.

Mr Peter Woolcott AO

Commissioner, Australian Public Service Commission

I acknowledge the Traditional Owners and Custodians of the land on which we operate. We pay our respect to the Elders, past, present and emerging, acknowledging their history and continued connection to Country.

Objective



A highly capable and future-ready APS workforce; always learning and adapting to deliver for the Government and Australians.

Pillars



Culture

Foster an organisational culture that encourages and supports APS people, teams, managers and leaders to learn and develop continuously.



Governance

Enable relevant, effective and contemporary learning and development initiatives through alignment with organisational needs, APS-wide collaboration, quality standards and evaluation practices.



Capabilities

Target priority capability-building aligned with APS Workforce Strategy. Strive for a common, yet contextualised, approach that enhances workforce adaptability, mobility and performance.



Technology

Provide access for all to high quality learning experiences, performance support and knowledge sharing anywhere and anytime.

The APS L&D Action Plan details the practical steps to deliver on these pillars of action. All contributors to APS capability development have responsibilities for implementing the action plan.

Why learning and development matters

In today's dynamic business environment, where change is rapid, complex and unrelenting, workplace learning has become a key lever for success. To respond to this change, people need to not only develop new skills more rapidly, they also need to develop new mindsets and capabilities.

Learning at the speed of change is now critical for individuals and organisations to adapt, deliver and perform.



Organisations that effectively build a culture of continuous learning are able to adapt to change and sustain growth.

Formal learning through workshops and eLearning is no longer enough to provide the level of responsiveness and adaptation needed in the environment of constant change outlined in the *APS Workforce Strategy 2025*. There is abundant opportunity to learn from our work and others every day, which must be leveraged to drive APS performance.

The COVID-19 pandemic has accelerated changes that were already occurring in learning and development – namely, the need for a greater alignment with strategic business outcomes; the increased use of digital technology and forms of learning other than face-to-face training; and new skillsets for learning and development teams, such as co-design and community engagement. This acceleration presents an opportunity to improve the efficiency and impact of learning through fostering a culture of continuous learning and high performance.

Principles

The Learning and Development Strategy is underpinned by a common set of principles to guide decision-making, to support a consistent, one-APS approach to learning and development. These decision-making principles will help us stay on track and achieve our goals.

We take every opportunity to learn from our work and others every day.

We share responsibility for learning between individuals, managers and leaders.

We optimise technology to enable access to high quality learning and support for everyone, anywhere, anytime.

We align our work to organisational strategy and demonstrate effectiveness and performance impact.

Our learning initiatives are inclusive and focus on user needs.

We create efficiencies by developing common solutions that scale and adapt.

APS Continuous Learning Model

The Learning and Development Strategy focuses on the broad range of learning methods people use to build their capability continuously, including learning through work, people, resources and courses.

This model brings an extended focus, beyond formal training and development, to learning which occurs most frequently in and through work, and by connecting with other people and resources. Adopting the continuous learning model will enable the APS workforce to learn and adapt at the speed of change.



What it means for you

Through the APS Learning and Development Action Plan we will develop a continuous learning culture to support APS people, managers and leaders to take up their responsibility for learning. This includes:

- Individuals and managers having regular conversations about performance, and identifying development needs.
- Individuals driving their own development and career.
- Managers providing time and space for their people and teams to build capability through work, people, resources and courses.

Commitment to continuous learning will create value for all:

As an individual



I am encouraged, supported and equipped to develop myself continuously, thus improving my performance, resilience and career opportunities.

As a manager

I care about my people and invest in individual and team development. As a result, the teams I lead are high-performing and engaged, and deliver strong results.



As a leader

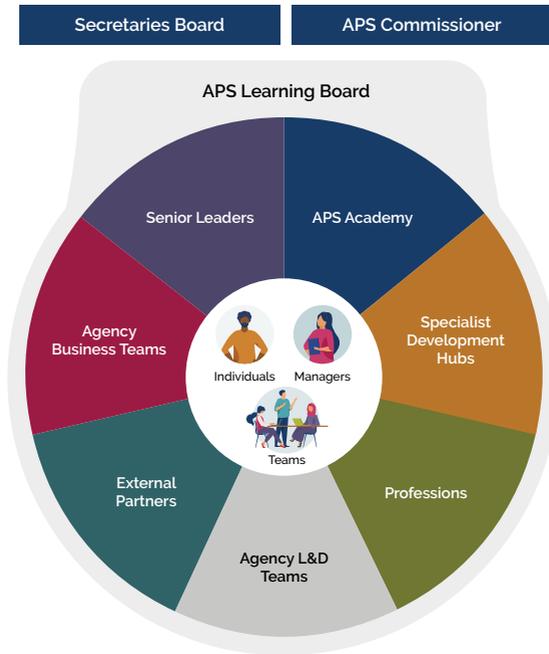


I create an environment that supports a culture of continuous learning in the APS. This contributes to an APS workforce that is capable and engaged, and delivers for Government and Australians.

One-APS learning and development

We all have a role to play in fostering a continuous learning environment. Learning and development is a shared responsibility between portfolio and agency heads, learning and development teams and providers, managers, and every APS employee.

One-APS learning ecosystem: Shared responsibility for building APS capability



The APS Academy is a new addition to this ecosystem, and will provide additional support to the APS workforce in developing public service capabilities. See Appendix 1 for more detail.

The APS L&D Action Plan details the roles and responsibilities of all contributors to one-APS capability development.

What does success look like?

To accomplish the vision and objectives of this Strategy over the next five years, the APS Learning and Development Action Plan details how we will monitor and evaluate our progress to ensure real and lasting change is delivered. Our measures of success are:

-  A high-performing APS workforce with the critical skills needed to deliver for the Government and Australians.
-  APS people are aware of their capability and development needs and are committed to continuous learning and performance growth.
-  APS employees with access to high quality and relevant learning opportunities anywhere, anytime.
-  APS managers and leaders who invest in the development of their people.
-  APS invests in and shares learning resources in the most effective and efficient way to develop common capabilities and build a future-ready workforce.
-  Demonstrated effectiveness and impact of our contemporary learning solutions delivered at scale to support APS performance.

[Click here](#) to access the APS L&D Action Plan.



The APS Academy

The APS Academy is a networked hub of learning and development excellence for the public service. Working with APS and industry partners, the APS Academy delivers APS craft capability development to equip people and teams with the skills, tools and knowledge to shape and deliver excellent outcomes for Government and the Australian community.

Mission

The Academy's mission is to foster an APS-wide culture of learning that builds core public sector capabilities and drives high performance.



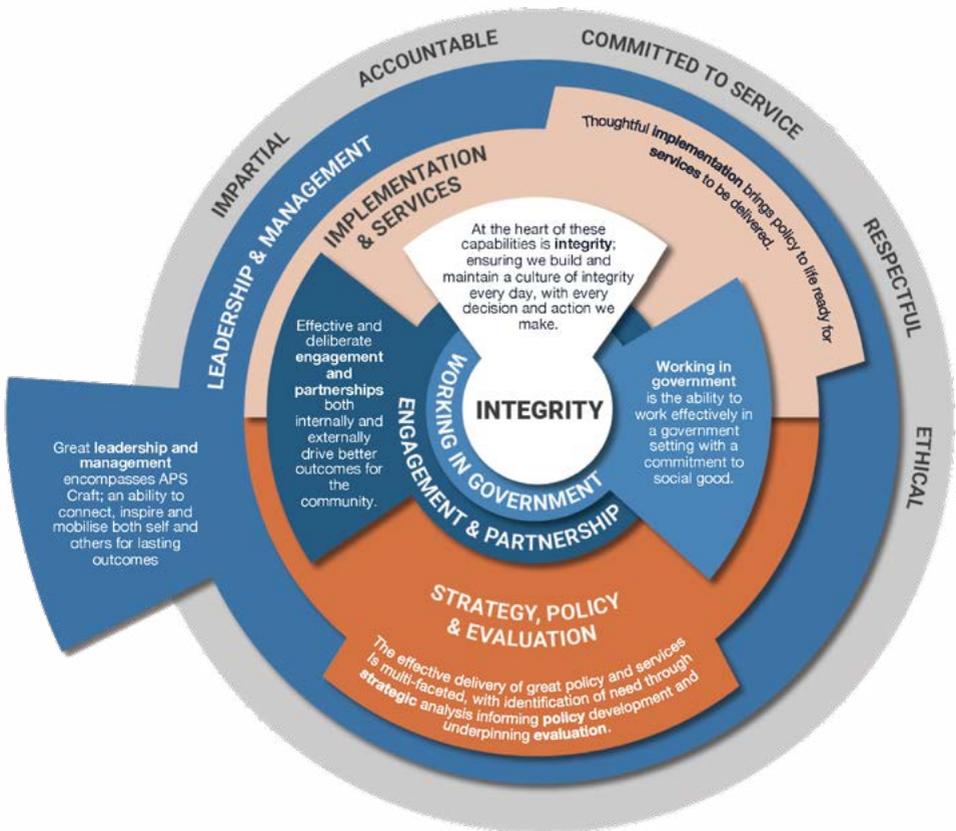
Objectives

- Build public service craft capabilities, and enable APS people and teams to share knowledge, networks and collaborate.
- Provide access to leading learning and development programs, resources, and experiences across the APS.
- Maximise the impact of learning and development expertise and investment in the APS.
- Engage, grow, retain and deploy one-APS talent and capability in a purposeful way.

Academy footprint

The Academy will deliver a range of learning products and services online, available to all APS employees located across Australia and the world, as well as host live events and workshops at various locations.

Building APS craft capability



The APS Academy takes up a central role in developing one-APS craft capability – that is, the key skills and knowledge the APS needs to deliver great policy and services for Australians.

The APS Academy focuses on what good craft looks like, how it is developed and how it may be considered over a career. The Academy leverages the knowledge and experience of current and former craft practitioners to contextualise learning, maximise its impact and support individual, team and agency performance.

Visit www.apsacademy.gov.au for more information on how the APS Academy can support your learning and development.