Australian Government

Australian Public Service Commission

Corporate Plan

2021–22

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COMMISSION
REPORT
SERIES

Corporate Plan

2021–22

COMMISSIONER'S FOREWORD

As the accountable authority of the Australian Public Service Commission, I am pleased to present our 2021–22 Corporate Plan, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan is prepared for the financial year 2021–22, and also covers the subsequent financial years 2022–23 to 2024–25.

This plan outlines the Commission's priorities and strategies for the year ahead to achieve our purpose—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.

Throughout 2020–21, the APS has worked as one enterprise to solve challenges and deliver essential support to all Australians. Close collaboration across the Service has allowed the APS to leverage a wide range of skills and expertise, and sees us emerge from challenging times with new strengths and greater diversity of insight. The last 18 months demonstrated that we can never fully anticipate what the future may hold. However we can be confident that our continuing investment in the capability of our workforce will ensure the APS remains equipped and ready to support the Government and the public.

Individual and organisational capability and leadership will be central to ensuring that the APS is able to deliver the Government's priorities. In partnership with APS agencies, the Commission is committed to taking a collaborative, service-wide approach to lifting APS capability, building leadership and maintaining an APS of the highest standards.

In my time as Australian Public Service Commissioner, I have observed the increasingly important role of the Secretaries Board and the central agencies, including the Commission, in stewarding the APS. The Government's response to the unfolding COVID-19 crisis launched us into the future, with the Commission playing a key role in accelerating realisation of technological and workforce management outcomes for the whole APS, as outlined in the Government's reform agenda *Delivering for Australians*. In 2021–22, we will build on this momentum, and continue our evolution towards an organisation that is an exemplar of reform.

As the focus of our work continues to expand, we will support our people to develop new skills and provide them with the tools they need to deliver crucial initiatives that support the success of the APS. In 2021–22, we will embed our agency Workforce Strategy, and deliver enhanced evaluation and data analytics capabilities and infrastructure, supporting our ability to implement, measure and adapt APS Reform initiatives.

I am proud of the work that we do at the Commission, and of the committed and service-oriented people who support the Commission to fulfil its purpose. The Commission's continued focus on the strategic priorities outlined in this plan will ensure that we remain a valued and credible partner that will support the APS in rising to the challenges of the future.

Peter Woolcott AO

Australian Public Service Commissioner
30 August 2021

'OUR ONGOING INVESTMENT IN THE CAPABILITY OF OUR WORKFORCE WILL ENSURE THE APS REMAINS EQUIPPED AND READY TO SUPPORT THE GOVERNMENT AND THE PUBLIC.'

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PURPOSE

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.

APPROACH

We work collaboratively as a valued and trusted partner to the APS; one that provides sound stewardship and advice, and is regarded as an exemplar of reform.

FUNCTIONS

The Australian Public Service Commission is a non-corporate Commonwealth entity within the Prime Minister and Cabinet portfolio that supports the statutory officer holder, the Australian Public Service Commissioner. The Commissioner's statutory functions are detailed in the *Public Service Act 1999* and include:

- strengthening the professionalism of the APS
- driving continuous improvement in workforce management
- 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
- partnering with agency heads in stewardship of the APS
- working with other governments, domestic and foreign, on matters relating to public sector workforce management, leadership and career management.

We also support statutory office holders, the Parliamentary 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.

WE WILL ADAPT TO & DRIVE CHANGES IN OUR ENVIRONMENT TO ENSURE WE REMAIN POISED TO SUPPORT THE APS TO MEET THE DEMANDS & EXPECTATIONS OF THE AUSTRALIAN GOVERNMENT & PEOPLE

OPERATING CONTEXT

WE WILL ADAPT TO AND DRIVE CHANGES IN OUR ENVIRONMENT TO ENSURE WE REMAIN POISED TO SUPPORT THE APS TO MEET THE DEMANDS AND EXPECTATIONS OF THE AUSTRALIAN GOVERNMENT AND PEOPLE.

ENVIRONMENT

We continue to operate in a fast-paced environment, characterised by rapid change, technological advancement and accelerated demand for skills and talent. The challenges facing the APS are interconnected, requiring collaborative and adaptive responses by government, industry and the Australian people.

These trends are playing out against a backdrop of a continued response to the COVID-19 pandemic and a range of natural disasters, reinforcing the importance of a flexible, high-performing APS workforce that is equipped to operate as one enterprise. This is not unique to us. All major workforces both domestically and internationally are facing similar challenges, with renewed focus on citizen-centric services that people trust, and rapid delivery to meet rising community expectations.

To support the APS to design and deliver programs, services and policy that reflect the needs of all Australians, we will provide diversity and inclusion support, guidance and leadership to APS agencies, enabling them to maintain and build an APS workforce that reflects the diversity of Australia.

The Commission's role in ensuring the continued professionalism, integrity and capability of the APS remains key. Through *Delivering for Tomorrow: APS Workforce Strategy 2025*, we will continue to develop APS people and the skills they bring.

Recognising the increasing importance of, and demand for skills and talent, the recently launched APS Academy will lift core skills in areas unique to the APS Craft, and the Professionalising APS Capabilities approach will continue to lift skills and expertise in other areas of critical capability, including core digital and data skills.

In July 2021, the Prime Minister agreed that the function within the Digital Transformation Agency that supports the work of the Digital Profession will transfer to the Commission. This change provides closer alignment of the Digital Profession with the Commission's broader responsibilities for APS-wide capability, including the APS Academy and the APS Workforce Strategy. It also brings valuable, additional digital capability to the Commission.

It is critical to ensure the APS attracts and retains the right people with the rights skills, but also that those people are supported by appropriate structures. Permanently embedding the APS Surge Reserve and the APS Mobility Framework will ensure our people are able to rapidly mobilise in response to crises. To ensure that these staff are supported by appropriate and efficient decision-making structures and simple and clear workforce management guidelines, an independent review panel is exploring, on our

behalf, opportunities to improve the hierarchy and classification structure of the APS. Continued efforts in the workplace relations space will also support entities to create and implement workplace arrangements that enable sustainable, high-performing public sector workplaces.

To support the continued delivery of APS Reform initiatives, including those mentioned above, the Commission received additional funding and an increase in Average Staffing Level (ASL) in the 2021–22 Budget. As outlined in the 2021–22 Budget, priority initiatives include:

- building the leadership pipeline, including design and delivery of capability assessments for the Senior Executive Service (SES)
- strengthening APS integrity culture including implementation of recommendations from the *Report into consultations regarding APS approaches to institutional integrity*
- enhancements to APS employment data infrastructure and the establishment of new evaluation and economic analysis capability for the Commission
- phase two of the *Australia's Public Service—for the Government of the Day* exhibition at the Museum of Australian Democracy
- strengthening public sector reporting to the Workplace Gender Equality Agency in alignment with the Government's response to the *Respect@Work report*.

RISK OVERSIGHT AND MANAGEMENT

WE WILL EMBED A POSITIVE RISK CULTURE WITHIN OUR ORGANISATION, ENCOURAGING AND SUPPORTING OUR STAFF TO EFFECTIVELY ENGAGE WITH RISK TO DELIVER ON OUR STRATEGIC PRIORITIES AND FULFIL OUR PURPOSE.

The Commission's Risk Management Framework articulates how and why we undertake risk management. It enables us to proactively engage with strategic and operational risks, *provide confidence that informed decisions* are being made and foster a stronger and more positive risk culture. We review our Risk Management Framework regularly.

To support our ability to effectively engage with and manage risk, we will continue to improve risk assessment tools and treatment registers and report progress against the implementation of risk treatments to the Commission's primary decision-making forum, the Executive Board.

Our overall risk appetite reflects the importance of being able to engage with risk to pursue opportunity and create value. We are committed to embedding a positive risk culture and enhancing risk maturity within the agency.

We have identified five risks that have the potential to affect our ability to achieve our purpose:

- failure to effectively coordinate workforce risks across the APS
- failure to meet our statutory obligations under the *Public Service Act 1999*
- failure to maintain integrity of the data we hold
- failure to deliver on key outcomes and to be a valued, credible and trusted partner to APS agencies
- inability to attract, develop and retain required workforce capabilities.

To manage these risks, we have a number mitigation strategies in place:

- targeted, annual program of internal audit to assist us to identify and correct any system-based weaknesses
- engagement with established APS-wide governance bodies, such as the Secretaries Board, Chief Operating Officers Committee and Heads of Professions
- monitoring of key objectives and associated funding through our Executive Board
- learning and development opportunities to develop staff capabilities
- key strategies and plans, as outlined in our description of "capability".

Our Audit and Risk Management Committee provides assurance and advice to the Commissioner on matters pertaining to performance and financial reporting, systems of internal control and other systems of risk oversight and management.

STAKEHOLDERS

WE WILL COLLABORATE WITH APS AGENCIES AND STAKEHOLDERS FROM OTHER JURISDICTIONS AND SECTORS TO ENSURE THE APS IS PRODUCTIVE, CONNECTED, PROFESSIONAL AND OF A WORLD-CLASS STANDARD.

We partner with agencies and agency heads in the stewardship of the APS, work with other governments to share learnings and seek the views of, and provide assistance to, APS employees.

The Commission operates within the Prime Minister and Cabinet portfolio and works in partnership with the Secretaries Board, the Department of the Prime Minister and Cabinet and the Department of Finance to provide leadership to the APS in delivering high quality public services to the Australian Government and people.

We support our Minister, the Assistant Minister to the Minister for the Public Service, by providing high-quality and timely support to the Minister's Office, clearly communicating key issues and providing a transparent picture of developments within the APS.

We work with other governments, both international and domestic, to marshal best practice to inform our work, and contribute to whole-of-government efforts to strengthen our partners' public sector institutions. We embed partnerships across state and territory jurisdictions, as well as with academia and the private sector.

The Commission has close ties with educational institutions that specialise in the workings of the public sector, including the Australia and New Zealand School of Government, the Sir Roland Wilson Foundation and the Institute of Public Administration Australia. Working collaboratively with industry is also critical to our work to build the digital and data capability of the APS. We seek the views and perspectives of APS employees via the annual Census, and use that data to provide insights and strategic direction to the whole of the service.

The Commission actively participates in and supports a range of high level committees and bodies to progress new initiatives and to promote and strengthen public sector values. These include:

- Secretaries Board
- Chief Operating Officers Committee
- Secretaries Talent Council
- Deputy Secretaries Talent Council
- Australia-New Zealand Public Service Commissioners Conference
- Public Service Fale (formerly the Pacific Public Service Commissioners' Conference).

The Commission does not have any subsidiaries.

CAPABILITY

WE WILL INVEST IN OUR INTERNAL CAPABILITY, EMPOWERING OUR PEOPLE TO DELIVER THEIR BEST AND INSPIRING THEM TO BE EXEMPLARS OF REFORM.

As outlined in *Delivering for Tomorrow: APS Workforce Strategy 2025*, we believe it is important to prioritise workforce management, including how we recruit the right people, grow our people through learning and development, and ensure our leadership and performance remains of the highest standards expected by the Australian Government and people. In 2021–22, we will continue to implement our own workforce strategy with an immediate focus on maturing workforce planning capability and re-engineering recruitment processes in support of an effective employee value proposition.

Our workforce comprises approximately 240 staff, most of whom are located in our Canberra office, with a small number of staff working in New South Wales, Queensland and Victoria. With a forecast increase in our staffing footprint, we will procure additional resources to support a larger workforce, as well as specialist hardware to support the increasingly complex work of the Commission, particularly in relation to data analysis.

The Government's *Digital Transformation Strategy 2018—2025* outlines how better data integration and analysis will give us new insights into important and complex policy questions, and increase the efficiency of delivery of government programs to produce better outcomes.

We are committed to building the digital and data capability of our staff to enable them to derive complex insights and effectively mitigate risks in an efficient, flexible and transparent way. With the transition of the Digital Profession function from the Digital Transformation Agency to the Commission in early 2021–22, the Commission's digital capability will grow considerably. Our new colleagues bring a unique set of skills and experiences in digital policy governance and investment, digital strategy and capability and digital delivery and operations.

As announced in the 2021–22 Budget, we are enhancing our evaluation and data analytics capabilities and infrastructure, supporting our ability to implement, measure and adapt APS Reform initiatives.

We will implement strategies to improve digital maturity and governance of our corporate, business and whole-of-government platforms that enable a secure, responsive and connected environment.

Building these digital and data capabilities brings both new opportunities and challenges in the areas of cyber security and data integrity practices. We pursue continuous improvement in these areas, aligned with the Australian Cyber Security Centre's Essential Eight Maturity Model, to ensure we remain a valued, credible and trusted partner to the APS.

The Commission applies robust practices to ensure resources are appropriately allocated to priorities. In 2021–22, we will embed our Strategic Resource Framework, applying the lessons learned from the previous year, to centralise and streamline decision-making and documentation relating to resourcing and investment decisions

To support our people to operate effectively, we provide contemporary, cost-effective, safe, secure and sustainable office accommodation and facilities that meet business needs. In 2021–22 we will continue to provide a fit-for-purpose accommodation setting that supports the planned digital and hardware enhancements.

STRATEGIC PRIORITIES

We have identified four strategic priorities that will guide our activities to help us achieve our purpose for 2021–22 and beyond:

SUPPORT QUALITY PUBLIC SERVICE WORKFORCE MANAGEMENT

High-quality workforce management is critical to fostering an effective and future-ready public service. We will support quality public service workforce management through the implementation of *Delivering for Tomorrow: APS Workforce Strategy 2025*. Under the Strategy, we will support the APS to build the capabilities and establish the systems that will enable the APS to recruit, develop and retain a diverse and inclusive, flexible and responsive, high-performing workforce.

WORKFORCE

BUILD LEADERSHIP FOR THE FUTURE

Empowered and accountable leaders are critical to a professional and effective public service. We will work with Agency Heads to shape an APS leadership workforce that is future ready. We will build leadership for the future by managing SES succession planning, career pathways, diversity, mobility, talent identification and recruitment. We will remain clearly focused on developing leadership that reflects the diversity of the Australian community.

LEADERSHIP

LIFT PUBLIC SERVICE CAPABILITY

A systematic, service-wide approach to lifting the capability of our people will improve the overall performance of the APS, today and into the future. We will ignite a culture of learning and enable APS people, teams and organisations to excel as part of a high performing, skilled and connected enterprise.

CAPABILITY

FOSTER TRUST IN PUBLIC SERVICE INTEGRITY

Creating and maintaining a strong culture of integrity is crucial to public confidence and trust in the APS. The APS Values, Code of Conduct and Employment Principles reflect an established framework for institutional integrity. We will provide the best possible advice to APS agencies and employees on applying this framework, and continue to model and promote a high standard of integrity. We will support the public, Australian Government, and our domestic and international partners to have trust in public service integrity by providing a compelling and transparent picture of the APS through information-sharing initiatives.

INTEGRITY

ACTIVITIES

To support the achievement of these priorities, there are eight key activities that the Commission undertakes:

STRATEGIC DIRECTION

We provide strategic direction, in partnership with APS agencies, on whole-of-APS capability, integrity and workforce matters to ensure the APS is ready for future demands.

POLICY AND GUIDANCE

We develop, implement, maintain and reform policy and guidance to support the APS to have a unified and effective approach on matters such as integrity, diversity and inclusion, temporary mobility, and workforce management.

LEARNING AND DEVELOPMENT

We enable learning and development opportunities through important initiatives such as the APS Academy.

INFORMATION

We collect and share important information about the APS.

COLLABORATION

We facilitate collaboration between APS agencies, between the APS and other domestic and international government agencies, and between the APS and the private sector.

PLATFORMS AND SERVICES

We provide key, APS-wide platforms and services that support efficiency and collaboration between APS agencies.

ADVICE AND ASSISTANCE

We provide advice and assistance to agencies and our foreign partners on public service matters.

STRATEGIC SUPPORT

We provide strategic and secretariat support to key forums to enable them to effectively deliver outcomes that prepare the APS for the future.

The below performance measures map illustrates how our performance measures are intended to demonstrate the achievement of our strategic priorities.

APSC 2021–22 PERFORMANCE MEASURES MAP

	Performance measure	Workforce	Leadership	Capability	Integrity
1	Engage with Commonwealth agencies to ensure proposed collective workplace arrangements are compliant with the public sector workplace relations policy.	✓			
2	Provide diversity and inclusion support, guidance and leadership to agencies.		✓	✓	✓
3	Support the APS to build a continuous learning culture and develop the critical capabilities identified in the APS Workforce Strategy through the implementation of an APS-wide Learning and Development Strategy and Action Plan.		✓	✓	
4	The Australian Government Graduate Program enables more efficient recruitment of the capability the APS requires to deliver for Australia.		✓	✓	
5	Commission initiatives improve the operating environment for temporary mobility in the APS, to assist delivery of government priorities.	✓			
6	Support Secretaries Board to build a strong and diverse leadership pipeline via the Secretaries Talent Council and the Deputy Secretaries Talent Council.			✓	
7	Engage with foreign partners to strengthen public sector institutions, policies and practices, both within Australia and internationally.	✓	✓		✓
8	Support workforce planning capability development across the public service.	✓			
9	Influence and shape the strategic direction of the APS by collecting, analysing and sharing workforce data.	✓			✓
10	Connect practitioners and build workplace relations capability.	✓			
11	Develop and implement initiatives to strengthen integrity culture in the APS.				✓
12	Complete the APS Hierarchy and Classification Review, including practical recommendations for a clear, effective and efficient classification structure that is fit for the future and an optimal management structure for the APS.	✓	✓	✓	
13	APS Academy offers quality APS Craft learning, drawn from across the APS, co-designed with agencies and drawing on external expertise where required.		✓	✓	
14	Build digital capability and support digital ways of working in the APS through delivery of the Digital Profession.			✓	

PERFORMANCE MEASURES

1. ENGAGE WITH COMMONWEALTH AGENCIES TO ENSURE PROPOSED COLLECTIVE WORKPLACE ARRANGEMENTS ARE COMPLIANT WITH THE PUBLIC SECTOR WORKPLACE RELATIONS POLICY

ACTIVITIES

Policy and guidance

Advice and assistance

RATIONALE

Ensuring workplace arrangements do not contain restrictive work practices, unduly limit flexibility or otherwise impede workplace reform will **support quality public service workforce management** to position the APS for the future**.**

2021–22 TARGET

100% of Commonwealth agency collective workplace arrangements approved by the Commissioner are compliant with the Policy.

2022–23 TO 2024–25 TARGETS

As per 2021–22.

MEASUREMENT METHODOLOGY

Review of all proposed Commonwealth agency collective agreements.

The Policy refers to the current public sector workplace relations policy.

Commonwealth agency collective workplace arrangements are defined in the Policy, and considered proposed when provided by agencies to the APS Commissioner.

2. PROVIDE DIVERSITY AND INCLUSION SUPPORT, GUIDANCE AND LEADERSHIP TO AGENCIES

ACTIVITIES

Strategic direction

Policy and guidance

Information

Advice and assistance

RATIONALE

Ensuring the APS remains deeply connected and reflective of the community's diversity will support the APS to design and deliver programs, services and policy that meets the demands and expectations of the Australian Government and people and **foster trust in the integrity of the APS**. Additionally, by ensuring all APS employees feel included, supported and valued, the APS will be more productive, innovative and effective—**lifting public service capabilit**y and **building leadership for the future**. Reporting will enable the Commission to track agencies' progress and identify opportunities to improve diversity and inclusion outcomes.

2021–22 TARGET

Deliver the actions in the diversity strategies that are the responsibility of the Commission.	Report on whole of service progress to implement and embed the diversity strategies.

2022–23 TO 2024–25 TARGETS

As per 2021–22.	As per 2021–22. 2022–23: Interim Strategy evaluations completed with recommendations endorsed. 2024–25: Final Strategy evaluations completed with recommendations endorsed.

MEASUREMENT METHODOLOGY

Delivery of strategy actions.	Qualitative and quantitative evaluation. Recommendations will be endorsed by the Band 2 Steering Committee.

3. SUPPORT THE APS TO BUILD A CONTINUOUS LEARNING CULTURE AND DEVELOP THE CRITICAL CAPABILITIES IDENTIFIED IN THE APS WORKFORCE STRATEGY THROUGH THE IMPLEMENTATION OF AN APS-WIDE LEARNING AND DEVELOPMENT (L&D) STRATEGY AND ACTION PLAN

ACTIVITIES

Strategic direction

Learning and development

Collaboration

RATIONALE

Through the L&D Strategy and Action Plan, the Commission will **lift public service capability** and **build leadership for the future** by:

- developing the critical capabilities identified in the APS Workforce Strategy
- building an APS learning culture that encourages and supports continuous learning
- developing an APS-wide collaborative learning ecosystem.

2021–22 TARGET

APS-wide L&D Strategy and Action Plan released, for implementation in APS Academy and APS agencies.	First 12 months of the Strategy and implementation plan established by the end of 2021.

2022–23 TO 2024–25 TARGETS

2022–23 to 2024–25: APS agencies report increased effectiveness and impact of L&D for developing critical capabilities.

2023–24: APS people report that they have improved access to relevant L&D.

2024–25: Greater efficiency of L&D effort through the One-APS approach led by the APS Academy.

MEASUREMENT METHODOLOGY

Success measured through achievement of key project milestones and the annual APS Agency Survey.

4. THE AUSTRALIAN GOVERNMENT GRADUATE PROGRAM (AGGP) ENABLES MORE EFFICIENT RECRUITMENT OF THE CAPABILITY THE APS REQUIRES TO DELIVER FOR AUSTRALIA

ACTIVITIES

Strategic direction | Collaboration | Policy and guidance | Platforms and services

RATIONALE

Graduates are a key group that organisations recruit in order to gain the required capabilities to deliver their business, as well as bring in fresh insight, innovation and critical thinking. Graduate recruitment in the APS will help to **lift public service capabilities** identified in the APS Workforce Strategy, which is critical to positioning the APS workforce for the future.

2021–22 TARGET

Increased number of agencies and applicants participating in AGGP streams and initiatives.	Through increased participation in the AGGP, reduce average spend on graduate recruitment marketing and promotion per candidate added to a graduate merit list.	Number of offers made to graduates meets the demand of participating agencies.

2022–23 TO 2024–25 TARGETS

As per 2021–22.	As per 2021–22.	As per 2021–22.

MEASUREMENT METHODOLOGY

Count of agencies participating compared to previous year. Count of applicants compared to previous year.	Calculation of approximate average cost based on survey data from participating agencies, and compared across years.	Count of offers compared to agency demand, as indicated in intent to recruit notification.

5. COMMISSION INITIATIVES IMPROVE THE OPERATING ENVIRONMENT FOR TEMPORARY MOBILITY IN THE APS, TO ASSIST THE DELIVERY OF GOVERNMENT PRIORITIES

ACTIVITIES

Strategic direction | Policy and guidance | Collaboration | Platforms and services

RATIONALE

Temporary mobility is a tool that agencies can use as part of **quality public service workforce management** to access skills not available within their teams. As agencies implement the APS Workforce Strategy 2025, Commission initiatives and support to deliver temporary mobility will help position the APS for the future. These metrics provide indicators of the health of temporary mobility across the system, and of the impact of specific Commission-led initiatives such as the APS Surge Reserve.

2021–22 TARGET

Increase in nominees for the APS Surge Reserve.	The APS Surge Reserve assists host agencies to deliver outcomes.

2022–23 TO 2024–25 TARGETS

As per 2021–22.	As per 2021–22.

MEASUREMENT METHODOLOGY

Count of Commonwealth employees that have volunteered to be members of the APS Surge Reserve and agreed to be contacted to redeploy to another agency.	Host agencies assess whether assistance from the APS Surge Reserve helped the agency achieve its outcome.

6. SUPPORT SECRETARIES BOARD TO BUILD A STRONG AND DIVERSE LEADERSHIP PIPELINE VIA THE SECRETARIES TALENT COUNCIL AND THE DEPUTY SECRETARIES TALENT COUNCIL

ACTIVITIES

Strategic direction | Learning and development | Collaboration | Strategic support

RATIONALE

The role of the talent councils is to build a strong and diverse leadership pipeline in the APS. The Commission supports the talent councils to achieve this by providing strategic advice, design services and secretariat support to manage key council activities, including leadership assessment and development rounds. By ensuring that these deliverables are high quality, the Commission is effectively supporting the talent councils to **build leadership for the future**.

2021–22 TARGET

Provide fit-for-purpose and evidence-based design services and advice to talent councils.	Assessment and development rounds are objective and timely.

2022–23 TO 2024–25 TARGETS

As per 2021–22.	As per 2021–22.

MEASUREMENT METHODOLOGY

Annual survey shows that 80% of Talent Council members consider advice and design services are fit for purpose.	Rounds will be considered objective if conducted by an independent service provider, and will be considered timely if conducted within time frames agreed with the councils.

7. ENGAGE WITH FOREIGN PARTNERS TO STRENGTHEN PUBLIC SECTOR INSTITUTIONS, POLICIES AND PRACTICES, BOTH WITHIN AUSTRALIA AND INTERNATIONALLY

ACTIVITIES

Strategic direction | Information | Collaboration | Advice and assistance

RATIONALE

Marshalling international best practice in public service administration will **lift public service capability, support quality workforce management** and **foster trust in public service integrity** in Australia and for our foreign partners.

2021–22 TARGET

Engagement with foreign partners contributes expertise, practices and perspectives to inform the work of the Commission.	Engagement with foreign partners contributes expertise, practices and perspectives to inform the work of the Commission's counterpart agencies in those nations/organisations.

2022–23 TO 2024–25 TARGETS

As per 2021–22.	As per 2021–22.

MEASUREMENT METHODOLOGY

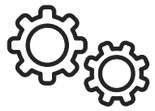
Qualitative evaluation and case studies.

8. SUPPORT WORKFORCE PLANNING CAPABILITY DEVELOPMENT ACROSS THE APS

ACTIVITIES

Strategic direction

Learning and development


Platforms and services

Collaboration

RATIONALE

Supporting strategic workforce planning across the public service enables agencies to implement workforce management transformation initiatives in line with the APS Workforce Strategy and other centrally run initiatives—**supporting quality public service workforce management.**

2021–22 TARGET

80% of APS agencies represented within the Workforce Planning Community of Practice.	Partnerships established with APS portfolio agencies to build workforce planning capability.	Establish the Centre of Excellence in partnership with APS agencies.

2022–23 TO 2024–25 TARGETS

Nil.	Nil.	Nil.

MEASUREMENT METHODOLOGY

Success measured through tracking of engagement via the GovTEAMS Community of Practice.	Total number of responses compared to total number of individuals the survey is sent to.

9. INFLUENCE AND SHAPE THE STRATEGIC DIRECTION OF THE APS BY COLLECTING, ANALYSING AND SHARING WORKFORCE DATA

ACTIVITIES

Strategic direction

Information

Advice and assistance

RATIONALE

Building understanding of the composition of the APS, the context in which it operates, and the initiatives achieved will improve workforce management and the contribution of the APS in delivering the Government's objectives and priorities. The collection, analysis and reporting of APS workforce data will ensure decision makers and managers have the information and analysis needed to **support quality public service workforce management**, and provide transparent APS workforce metrics that **foster trust in the integrity of the APS**.

The Commission will determine its effectiveness in collecting and sharing the right information to influence and shape the strategic direction of the APS by measuring the level of engagement with key data collection and sharing outputs.

2021–22 TARGET

Agencies use our workforce data to develop and evaluate workforce policies and practices.	APS Employee Census response rates are maintained above 70%.	Publish the APS Remuneration Report by 31 July each year.

2022–23 TO 2024–25 TARGETS

As per 2021–22.	As per 2021–22.	As per 2021–22.

MEASUREMENT METHODOLOGY

Agencies self-report via the APS Agency Survey.	Total number of responses compared to total number of individuals the survey is sent to.	The APS Remuneration Report is published on the Commission's website. It presents a summary of remuneration paid to APS people employed under the *Public Service Act 1999*.

10. CONNECT PRACTITIONERS AND BUILD WORKPLACE RELATIONS CAPABILITY

ACTIVITIES

Learning and development | Information | Collaboration | Advice and assistance

RATIONALE

The Commission will connect practitioners by delivering workshops to build workplace relations capability and **support quality public service workforce management**.

2021–22 TARGET

75% of survey respondents report that the content of the workshops was relevant to their work and contributed to improving their workplace relations capability.

2022–23 TO 2024–25 TARGETS

As per 2021–22.

MEASUREMENT METHODOLOGY

Survey of workshop participants.

11. DEVELOP AND IMPLEMENT INITIATIVES TO STRENGTHEN INTEGRITY CULTURE IN THE APS

ACTIVITIES

Policy and guidance | Learning and development | Advice and assistance

RATIONALE

By ensuring that high-quality and current guidance and training materials on APS integrity culture are available to public servants, the Commission will support a strong culture of integrity in the APS and **foster trust in the integrity of the public service**.

2021–22 TARGET

Continue implementation of recommendations from the *Report into consultations regarding APS approaches to institutional integrity*, including updating key integrity resources and developing an integrity masterclass training series for the SES cohort.

2022–23 TO 2024–25 TARGETS

Collaborate with the APS Academy to identify additional target groups and develop relevant integrity training.

Continue updating integrity guidance material as recommended by the Report.

MEASUREMENT METHODOLOGY

Success measured through achievement of key project milestones.

12. COMPLETE THE APS HIERARCHY AND CLASSIFICATION REVIEW, INCLUDING PRACTICAL RECOMMENDATIONS FOR A CLEAR, EFFECTIVE AND EFFICIENT CLASSIFICATION STRUCTURE THAT IS FIT FOR THE FUTURE AND AN OPTIMAL MANAGEMENT STRUCTURE FOR THE APS

ACTIVITIES

Strategic direction

Policy and guidance

Information

RATIONALE

The Review's recommendations will explore opportunities to best position the APS workforce for the future and ensure it is well equipped to deliver outcomes that meet the demands and expectations of the Australian Government and people. This will **support quality APS workforce management** by advising on ways to most effectively drive cultural and structural change in the APS both now and in the future. It will seek to understand how best to **lift public service capability** and **build public service leadership** through recognising the behaviours that drive productivity and minimise unnecessary hierarchy.

2021–22 TARGET

Support the Independent Review Panel to deliver a final report and recommendations.

2022–23 TO 2024–25 TARGETS

Future targets will be dependent on the findings and recommendations of the review.

MEASUREMENT METHODOLOGY

Success measured through achievement of key project milestones.

13. APS ACADEMY OFFERS QUALITY APS CRAFT LEARNING, DRAWN FROM ACROSS THE APS, CO-DESIGNED WITH AGENCIES AND DRAWING ON EXTERNAL EXPERTISE WHERE REQUIRED

ACTIVITIES

Strategic direction

Learning and development

Platforms and services

Collaboration

RATIONALE

The establishment and evolution of the APS Academy will connect APS people with the best L&D offerings through a single entrance. The Academy will support the development of APS Craft to **lift public service capability** and **build leadership for the future**, while generating efficiencies in L&D effort across the APS. APS Craft reflects the capabilities we need to deliver great policy and services, along with the way we go about it.

2021–22 TARGET

Increase annual learner engagements to 20,000.	L&D initiatives are valuable to participants and increase capability.

2022–23 TO 2024–25 TARGETS

"Evolve" phase of implementation commences, to broaden product and service offering.

MEASUREMENT METHODOLOGY

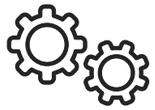
Count of learner engagements compared to previous years. Learner engagements include any point where a learner seeks development from the APS Academy.	Survey of participants.

14. BUILD DIGITAL CAPABILITY AND SUPPORT DIGITAL WAYS OF WORKING IN THE APS THROUGH DELIVERY OF THE DIGITAL PROFESSION

ACTIVITIES

Strategic direction

Learning and development


Platforms and services

Collaboration

RATIONALE

The Digital Profession aims to improve the digital expertise of individuals and organisations in the APS to build a digital-ready workforce, **lift public service capability** and develop the ability of the APS to lead the transformation of government to deliver services fit for the digital age.

2021–22 TARGET

80% increase in the total number of Digital Profession members.	Agency requests for Digital Stream Emerging Talent placements continue to be met.

2022–23 TO 2024–25 TARGETS

Future targets will be iterated based on 2021–22 performance and emerging needs. Opportunities to measure broader impact on digital capability will be explored, including through the recently established Digital Review.

MEASUREMENT METHODOLOGY

Tracking of memberships. Digital Profession members include all people registered as a member at any membership tier.	Reconciliation of agency requests and fulfilments.