



Australian Government  
Australian Public Service Commission

# Corporate Plan 2023–27





# Contact us

The Australian Public Service Commission welcomes your comments on this report. To make a comment or to ask for more information please contact:

Media enquiries

Australian Public Service Commission

B Block, Treasury Building, Parkes Place West, Parkes ACT 2600

Email: [media@apsc.gov.au](mailto:media@apsc.gov.au)

Website: [www.apsc.gov.au](http://www.apsc.gov.au)

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# Acknowledgment of Country

The Australian Public Service Commission acknowledges the Traditional Custodians of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respect to First Nations cultures and to Elders both past and present.

# Commissioner's foreword



At its heart, the Australian Public Service Commission is about people. The people who work in the Australian Public Service around the nation — in policy, programs and service delivery — proudly demonstrating their spirit of service each day and the people of this nation who the APS serves.

The requirements of public servants are set out in the *Public Service Act 1999* to serve the Australian Government, the Parliament and the public, and to uphold the APS Values by being committed to service, ethical, respectful, accountable and impartial.

The Commission sets the standards and expectations on integrity, behaviour and stewardship, making clear what it means to be a good public servant and a leader in the APS. The role of a public servant brings with it accountability. The Commission guides and positions the workforce for the future and uplifts the quality, capability and capacity of our workforce, to ensure it delivers the priorities of the Australian Government and people.

The year ahead will be one of transition and ambition as we partner across the APS to strengthen the public service through the Government's APS Reform agenda, for an APS that embodies integrity in everything it does, puts people and business at the centre of policy and services, is a model employer and has the capability to do its job well.

We will empower and enable the APS and its people with clear responsibilities and accountabilities to be the best they can be in their workplace.

The Commission is focussed on strengthening its central role in the APS through genuine partnerships and collaboration across all levels of government and the community. We will strive to support and strengthen the APS institution and systems by drawing on the findings of the APSC Capability Review, APS Reform, the Royal Commission into the Robodebt Scheme and the expectations of APS partners. While these reports and reviews shape and inform continuous improvement of the APS, there are important external drivers for change such as technology, the public's changing expectations of service delivery, misinformation and climate change.

The 2023–27 Corporate Plan articulates the Commission's next stage in a long-term roadmap to support and shape a strong, confident and trusted APS. We will continue to uplift our enterprise performance maturity to further demonstrate the positive impact our work has on the APS and wider community.

The Commission is committed to its purpose — to position the APS workforce for the future to ensure it meets the demands and expectations of the Australian Government and people.

I am proud of the commitment and spirit of service of the people in the APS and I am pleased to present the Commission's 2023–27 Corporate Plan, in accordance with subsection 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan is prepared for the financial year 2023–24 and covers the subsequent financial years 2024–25 to 2026–27.

**Dr Gordon de Brouwer**

Australian Public Service Commissioner  
August 2023

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# Purpose

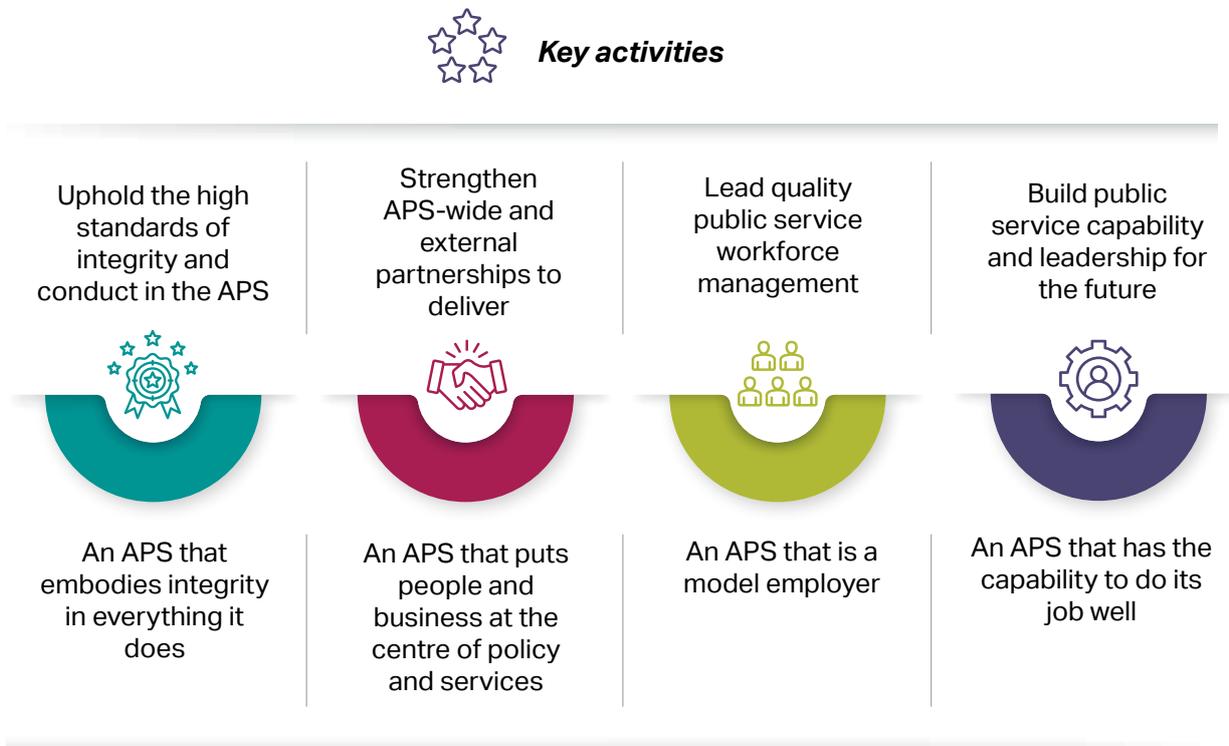
To position the APS workforce for the future to ensure it meets the demands and expectations of the Australian Government, Parliament and people.

# Key activities

Since the publication of the Portfolio Budget Statement for 2023–24, the Commission developed a refreshed suite of key activities which represent the significant contributions for how the Commission will achieve its purpose. Our four key activities will remain fit-for-purpose for 2023–27.

In developing these key activities, the Commission considered its strategic priorities, the intent of the Minister for the Public Service, the Portfolio Budget Statement 2023–24 outcome and program objective, legislative functions and alignment to the Government’s APS Reform priorities.

The following diagram outlines the four key activities aligned to the four APS Reform pillars:



## **APS Reform pillars**



## Key activity 1: Uphold the high standards of integrity and conduct in the APS

The Commission will set the standard for the APS on integrity and conduct to ensure the APS embodies integrity in everything it does. Focus areas include upholding the APS Code of Conduct, building a pro-integrity culture through capability uplift, leadership development and performance, and supporting staff through ethics advice helpline services. High standards of integrity and conduct aligned to the APS Values, APS Code of Conduct and Employment Principles, are crucial to building public confidence and trust in the APS.

The Commission will continue to evaluate the extent to which APS agencies incorporate and uphold the APS Values and the APS Employment Principles, partner with Secretaries in the stewardship of the APS and evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code of Conduct.

The Commission is leading initiatives to strengthen behaviour and outcomes-based performance management, launch the first APS Purpose Statement and add Stewardship as an APS Value to the *Public Service Act 1999*.

*Alignment to APS Reform Pillar One: The APS acts with integrity and fairness, and is accountable and transparent in everything it does. This will build public trust and strengthen standards of integrity in our federal government.*



## Key activity 2: Strengthen APS-wide and external partnerships to deliver

The Commission's role is to enable, support and steward the APS to deliver the Government's priorities.

To continue to be an APS that puts people and business at the centre of policy and services, partnerships between the public service and people, communities and businesses, the not-for-profit sector and academia, states and territories, and foreign governments are key. The Commission will work across the APS and with external partners to enable services to be brought together to make interactions with government easier.

The Commission will continue to take a proactive and outward looking approach to enable and support the APS to deliver on APS Reform, better partner with the community, and co-design solutions to improve the lives of the Australian community.

*Alignment to APS Reform Pillar Two: The APS works in genuine partnership with the community to solve problems and co-design the best solutions to improve the lives of the Australian community.*



## **Key activity 3: Lead quality public service workforce management**

The Commission leads workforce management for the APS to build a skilled and robust workforce that enables effective delivery of government policies and services for the future. *Delivering for Tomorrow: the APS Workforce Strategy 2025*, recognises that our people — and the capabilities they bring — are our greatest asset in delivering for the Government and the Australian people.

Building strong foundations for the APS is critical to manage the current and future workforce. The Commission's workforce management role across the APS is to ensure that the APS is a model employer and takes active steps to enable and support this. The Commission will continue to support the APS to implement the APS Workforce Strategy and shape effective workforce management initiatives. We will achieve this by enhancing APS career pathways and by collecting, analysing and sharing workforce data. We will support the workforce planning centre of excellence and draw on our expertise to support public workforce management undertaken by counterparts in our region.

To establish the APS as an employer of choice, attracting talent and diversity, the APS employee value proposition will articulate the benefits of working in the APS and the rewarding and enduring career options available in the public service. Through building leadership opportunities, delivering cultural competency training and quality workforce management for priority cohorts — First Nations peoples, culturally and linguistically diverse, gender diverse and disability groups — we aspire to set the standard for equity, inclusion and diversity of experience, background and where you live to foster an effective and future-ready public service.

*Alignment to APS Reform Pillar Three: The APS is a great place to work, offering staff a quality employee experience in a dynamic workplace that sets the standard for diversity and inclusion.*



## Key activity 4: Build public service capability and leadership for the future

The Commission works in partnership across the APS to build the capability of staff to create a skilled and confident workforce, and robust and trusted institutions that deliver modern policy and service solutions. In building public service capability, we will consider the role of consultancies and contractors for how and when the APS engages additional external support and capability.

We lead the APS Capability Review program to embed a culture of continuous improvement across the APS and ensure agencies can deliver government priorities and outcomes for Australians. These capability reviews are forward looking, identifying strengths and opportunities, and what new capabilities are needed to address emerging challenges for the APS and the Australian community.

Through the APS Academy, we take a One-APS approach in setting overall shared direction for capability development. The APS Academy operates a networked model, allowing us to use our strong partnerships to connect us to existing expertise and domains of excellence across the APS, industry and academia, and with other jurisdictions.

We remain focussed on improving approaches to performance management, including both Executive Level and the Senior Executive Service, to ensure behaviours are equally as important as outcomes achieved. We will build a diverse leadership pipeline by strengthening succession planning and APS partnerships with the Secretaries Talent Council and Deputy Secretaries Talent Council.

*Alignment to APS Reform Pillar Four: The APS builds the capability of its staff to create a skilled and confident workforce, and a robust and trusted institution that delivers modern policy and service solutions for decades to come.*

# Operating context

## APS Reform

APS Reform has been an ongoing effort for a number of years and momentum is accelerating. The 2019 Independent Review of the Australian Public Service remains an important bedrock for the APS Reform agenda. The operating context of the Australian Government and the APS has shifted since 2019. This includes Government election commitments, changes in the public's expectations of the APS and in the challenges and opportunities the service faces. The APS Reform agenda builds on a range of reform efforts to date and is repositioning the APS to be future fit and capable of adapting and evolving to meet changing and rising expectations.

The APS Reform priorities are driving significant change across the APS, including proposed amendments to the *Public Service Act 1999* to help the APS better serve the Government, the Parliament, and the Australian public. The Public Service Amendment Bill was introduced on 14 June 2023 to lock in key APS Reform initiatives that will strengthen the APS' core purpose and values, build the capability and expertise of the APS, and support good governance, accountability and transparency. APS Reform is supporting conversation around the role of consultancies and contractors, with consideration to how and when the APS engages additional external support and capability.

APS Reform reinforces the Government's commitment to the National Agreement on Closing the Gap, including the Priority Reforms. The Commission will work with agencies to boost cultural capability and increase the number and seniority of First Nations peoples and Culturally and Linguistic Diverse people in the service. It will actively shape the APS as an employer of choice, attracting talent and diversity, building capability with an increased focus to improve First Nations outcomes and opportunities.

Reinforcing institutional integrity is a priority for the APS to rebuild public trust. The Robodebt Royal Commission outlined failures and mistakes in the APS, and the APS has a lot to learn from these events. The Commission will play a central role in strengthening integrity through the Government's Robodebt Taskforce and across the APS by uplifting integrity across systems, people and culture.

Building on the foundational work done by the APS Integrity Taskforce, the Commission in partnership with relevant APS agencies, will scope and deliver data on core integrity metrics as they apply to the APS. This will inform future policy work on APS integrity, driven across the service.

# External influences

The findings of the APSC Capability Review, APS Reform, the Royal Commission into the Robodebt Scheme and the expectations of APS partners shape and inform the future APS. There are important external factors that are drivers for change, including technology, the public's changing expectations of service delivery, response to environmental disasters and climate change and cost of living pressures.

The Commission plays a role in being forward looking and uplifting the public service as a coherent and robust workforce to meet expectations of the public. A combination of the fast changing employment environment, with scarce skills and resources, and a perceived lack of trust in the public service has resulted in an increase in expectations of public servants to deliver and justify their actions. The cascading effect to meet these often impacts those required to deliver services with a constant need to be online and connected, that results in burnout.

Additionally, the pace of adoption of generative AI has been faster than any other application. While the use of AI paves the way for innovation in services and applications that can provide the maximum benefit to the public, it will have far greater implications for workers, employers and the Government.

Over the last few years, the modern career has evolved, with much higher levels of job mobility through surge deployments, taskforces and other placements. The Commission supports targeted use of mobility to benefit both the employees and the organisation. Through movement of locations as part of these arrangements, the modern career in the APS can appear non-linear, switching not only jobs but occupations and moving to virtual.

The Commission can play a role to support the APS through better workforce planning. The demand for digital, data, cyber and green economy skills is cutting across the economy with consequential impacts on labour affordability and scarcity. This demand is in part driven by the whole-of-government digital and data agenda with multiple APS agencies competing to draw on the same pool of talent. The general rise of the contingent workforce and increasing demand pressures across sectors and industries has created a patchwork labour market that is increasingly difficult for the APS to navigate. This challenge is amplified for small APS agencies which are competing with larger agencies for talent.

The Commission continues to reshape itself as a dynamic and agile organisation, ready to address environmental, societal and economic changes, and build a strong and enduring APS for generations to come.

# Our capability

The Commission seeks to empower, enable and support our people and the broader APS to be the best they can be in their workplace.

From performing our core legislative functions to supporting the APS Reform agenda, we are committed to ensuring we evolve our capability to meet the expectations of the Australian Government and people.

To ensure the APS is future fit, we lead regular capability reviews that support continuous improvement in public administration.

The APSC Capability Review undertaken in 2023 is part of a pilot of a wider Capability Review program. The review looked at the Commission's current and future capability needs across five domains: leadership and culture, collaboration, delivery, people, and resourcing and risk. The review made a range of findings that fall into two broad categories:

- improving our value proposition, influence and impact across the APS
- improving how we operate as an agency including how we plan, prioritise and resource, and how we attract and retain the right staff to deliver.

The Commission's Action Plan in response to the APSC Capability Review findings will look to build capability to ensure that we are well placed to deliver on our forward agenda, including delivering the APS Reform agenda, strengthen integrity across the APS and ensuring the APS has the capability to meet its future challenges and achieve outcomes for the Australian Community. As part of our response, we are refreshing the Commission's strategic vision and agenda for the future. Details on our progress in responding to the APSC Capability Review findings will be reported in future Corporate Plans and Annual Reports.

Ongoing implementation of the APS Workforce Strategy is a key focus for the Commission and informs our approach to attract, build and retain a high performing workforce across the APS. We will draw on our expertise in workplace relations and employment policy, strategic workforce planning, data collection management and analysis, integrity, inclusion and capability development, to deliver better workforce outcomes for the APS. The APSC Capability Review findings are timely in supporting our capability and workforce planning efforts, ensuring we attract and retain the appropriate staffing profiles and mix, to deliver into the future.

Our ability to attract in-demand skills and reflect the diversity of the community in our workforce, means seeking talented staff from across Australia and offering flexible and attractive working conditions that reduce or remove the barriers to employment among culturally and linguistically diverse communities. We have staff across the Australian Capital Territory, New South Wales, Queensland, Tasmania, South Australia, Victoria and Western Australia. We are committed to an inclusive work culture and to flexible and blended work practices to position ourselves as an employer of choice. The implementation of our fifth Reconciliation Action Plan provides a platform to develop and strengthen practices to attract, recruit, develop and retain First Nations employees.

## Risk oversight and management

In 2023–24, the Commission’s Executive Board articulated risk appetite and tolerances for our key activities — to uphold the high standards of integrity and conduct in the APS, strengthen APS-wide and external partnerships to deliver, lead quality public service workforce management and build public service capability and leadership for the future.

Our risk management framework sets out the policy and governance arrangements for the identification, management and communication of risk. We periodically review the framework in the context of our operating environment to ensure controls and treatment strategies remain effective. We identify and manage risk at the enterprise and group level, with oversight provided by the Chief Risk Officer and governance committees.

We are empowering our staff to identify, engage with and manage risk to realise the best outcomes for the enterprise and to achieve our outcomes. This means we recognise that embracing innovation and accepting risk is usually necessary to achieve our outcomes.

The year ahead for the Commission will be an ambitious one as we transition to leading APS Reform through the transition of the APS Reform Office from the Department of the Prime Minister and Cabinet.

In 2023–24 we will support our people to manage risk through enhanced tools and training and continue to monitor progress on our risk treatments. This will further build awareness of our risk profile and priorities, better target risk conversations in our decision-making and strengthen our risk management capability.

Our Audit and Risk Management Committee continues to provide independent advice on the appropriateness of the Commission’s financial and performance reporting responsibilities, risk oversight, risk management and internal control systems.

To achieve APS Reform outcomes, the Commission needs to embrace innovation. Confidently engaging with risk is an important part of a successful organisation.

The key enterprise risks and treatments associated with the delivery of our purpose and key activities in 2023–24 are:

Key activity	Key risks	Treatments
 <p data-bbox="165 591 368 831"><b>Uphold the high standards of integrity and conduct in the APS</b></p>	<ul style="list-style-type: none"> <li data-bbox="421 389 948 667">● Perceived or actual failures by the Commission to create systems and a culture that cultivates positive conduct and integrity in decision making and policy implementation across the APS.</li> <li data-bbox="421 689 948 1137">● Inadequate assurance processes to monitor agencies' adoption of the APS Values and Employment Principles and evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code of Conduct give rise to potential vulnerabilities that undermine the integrity of the APS.</li> <li data-bbox="421 1160 948 1397">● Perceived or actual failure to uphold integrity within the Commission, undermining trust, credibility and the Commission's ability to operate transparently and fairly.</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="995 389 1414 546">● Robust internal policies, procedures, training and frameworks for integrity matters.</li> <li data-bbox="995 568 1366 725">● Regular audit and assurance activities in relation to integrity matters.</li> <li data-bbox="995 748 1437 869">● Transparency is essential in demonstrating integrity in everything we do.</li> </ul>

Key activity	Key risks	Treatments
 <p data-bbox="167 501 368 696"><b>Strengthen APS-wide and external partnerships to deliver</b></p>	<ul style="list-style-type: none"> <li data-bbox="421 300 943 416">◆ Secretaries and agencies do not meet the ambition of the APS Reform agenda:</li> <li data-bbox="469 439 943 555">◆ A public service performing its craft with confidence but not arrogance.</li> <li data-bbox="469 577 943 779">◆ An APS that has highly effective management of complex issues in a complex system demonstrating respect and integrity.</li> <li data-bbox="469 801 943 1039">◆ An APS culture where behaviour really matters, and where excellent culture and inclusion are a part of the way the APS works every day.</li> <li data-bbox="421 1061 943 1218">◆ Lack of commitment to shared risk across Secretaries, leaders and APS Staff in the delivery of the APS Reform.</li> <li data-bbox="421 1240 943 1397">◆ We do not adequately engage with external expertise, partners and services to deliver outcomes.</li> <li data-bbox="421 1420 943 1536">◆ Data insights and intelligence across the APS is not gathered and managed effectively.</li> </ul>	<ul style="list-style-type: none"> <li data-bbox="995 300 1433 501">◆ Engaging with our partners, utilising our data and analytics to ensure our decisions and advice are evidenced-based.</li> <li data-bbox="995 524 1433 591">◆ A focus on two-way active communication.</li> <li data-bbox="995 613 1433 730">◆ Strong internal decision-making and prioritisation processes.</li> <li data-bbox="995 752 1433 990">◆ Regular strategic planning and prioritising process including horizon scanning, as well as regular engagement with external partners.</li> </ul>

Key activity	Key risks	Treatments
 <p><b>Lead quality public service workforce management</b></p>	<ul style="list-style-type: none"> <li>◆ Inadequate management of people including career pathways, retention, empowerment of capability and resources such as financial, IT and physical.</li> <li>◆ The safety and wellbeing of our people is not effectively managed leading to a demotivated public service, averse to risk-taking and more prone to future failures.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Further work to mature our enabling services toward being an exemplar of people and resource management.</li> <li>◆ A respectful values-driven culture supports effective workforce management and workplace diversity, fosters inclusion and innovation.</li> <li>◆ Strategies, frameworks and policies underpin advice.</li> </ul>
 <p><b>Build public service capability and leadership for the future</b></p>	<ul style="list-style-type: none"> <li>◆ The APS Academy's contribution across the APS is ineffective in building core public sector capabilities.</li> <li>◆ The Commission does not have the internal capability, people and skills mix to effectively lead and deliver APS Reform.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Support service-wide interventions to enable capability uplift.</li> <li>◆ Continued investment in both the foundations that enable the APS Academy to have a greater reach across the Service and in APS Craft offerings and experiences.</li> <li>◆ Attracting people with the right skills, qualifications and characteristics for the right roles.</li> <li>◆ Invest in developing leadership skills and expertise will enable the Commission to achieve its strategic objectives.</li> </ul>

# Stakeholders

We are a trusted advisor to Government and recognised for our implementation of the Government's APS Reform priorities and statutory obligations.

To effectively serve a modern Australia, we must work in genuine partnership with people, our stakeholders and the community.

We exist to serve the public effectively and efficiently, and we ensure the Australian Government achieves its priorities through the APS. We work to be a valued, credible and trusted partner — promoting high standards of accountability, effectiveness and performance.

Strengthening APS-wide and external partnerships is critical to achieving the Commission's ambitious vision for the APS.

We provide high-quality and timely advice and support to the Minister for the Public Service and the Assistant Minister, to communicate key issues, challenges and opportunities for the APS. We also provide transparency through the Australian Parliament and its committees.

We will be inclusive and collaborative in our approach to partnerships and engagement, embracing a diversity of thought and lived experience to solve complex problems.

We will seek opportunities to continue and expand our partnerships with other sectors and jurisdictions — state and territory governments, our international counterparts, academia, the not-for-profit and private sectors — to learn from, contribute to, and share information and insights.

We are committed to a meaningful and ongoing relationship with First Nations peoples. We celebrate and respect the unique culture and contribution of knowledge that First Nations peoples bring to the APS. We continue to build an APS that reflects the communities that we serve with a culturally and linguistically diverse workforce, creating genuine opportunities for First Nations peoples and those from culturally and linguistically diverse backgrounds building the breadth of experiences capabilities and perspectives across the APS.

Our focus on APS capability is strengthened by close partnerships with a range of educational institutions that specialise in working with the public sector — to build a pipeline of talent for the future. In addition to our existing relationships with the Australia and New Zealand School of Government, the Sir Roland Wilson Foundation and the Institute of Public Administration Australia, in 2023–24 we welcome new partnerships with the University of Newcastle, University of Tasmania, James Cook University and Charles Darwin University. We are working with the universities to establish data and digital APS Academy campuses onsite, allowing more students to pursue an APS career while continuing their studying in their local communities.

We are a trusted partner for APS agencies and value the views and perspectives of APS employees and their representatives. The annual APS Employee Census allows employees to tell us and their agencies what they think about working in the APS. It provides useful insights that help to shape the direction and culture of the service.

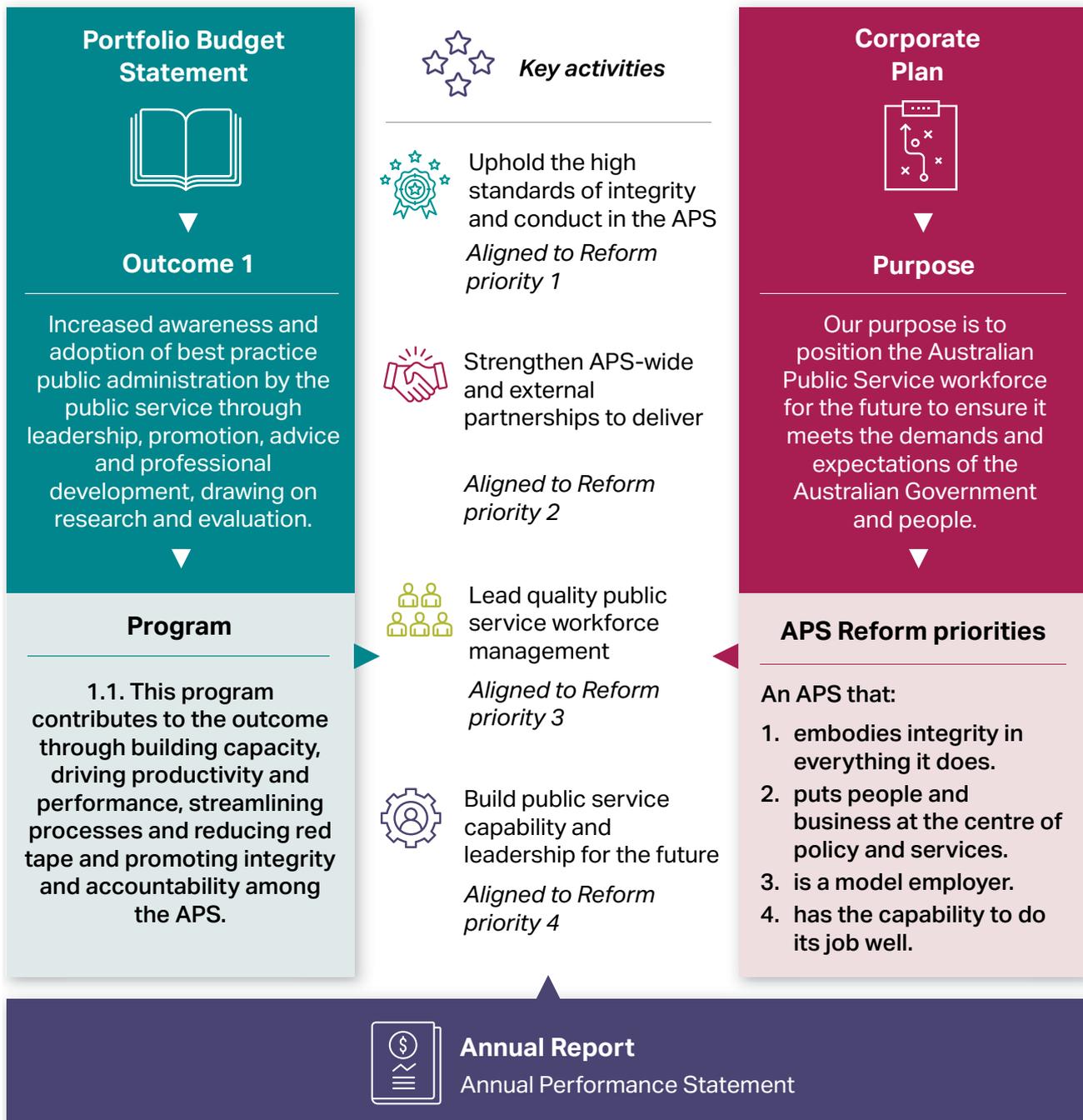
We support statutory office holders — the Parliamentary Service Commissioner and the Merit Protection Commissioner — as well as providing policy and secretariat support to the Remuneration Tribunal and the Defence Force Remuneration Tribunal. As part of the support provided to the Parliamentary Service Commissioner, we also provide corporate support to the Parliamentary Workplace Support Service, pending passage of the *Parliamentary Workplace Support Service Bill 2023* establishing PWSS as a standalone agency.

We actively participate in the work of Secretaries Board and its sub-committees, including as co-chair of the Future of Work sub-committee, deputy chair of the Chief Operating Officers sub-committee and as members of Secretaries Digital and Data Committee and the Partnership Priorities sub-committee.

In 2023–24, these sub-committees and the APS Reform Program Board will be important drivers of whole-of-government operational and implementation matters, and APS Reform. This work will continue to ensure the APS remains fit-for-purpose going forward. The APS Reform Program Board was established as a body to oversee the implementation of each tranche of the APS Reform agenda. The Program Board plays an important assurance role with a focus on the APS Reform Program governance framework and risk management framework, and the program’s overall maturity and readiness for evaluation and review.

We exchange knowledge, experience and insights with foreign government partners in our region and multilateral institutions on public sector workforce management, leadership and career management. We work closely with our counterpart agencies in Indonesia, Papua New Guinea, Fiji, Samoa, Tonga as well as with Kiribati, Nauru and Vanuatu. We have Memorandums of Understanding with our partners in Singapore and India as well.

# Australian Public Service Commission performance framework



This diagram shows the alignment of the Commission's Portfolio Budget Statement (PBS) program structure and Corporate Plan. Achievements against performance measures will be reported in the Commission's 2023–24 Annual Performance Statement.

# Australian Public Service Commission 2023–24 performance measures map

The below performance measures map illustrates how our performance measures are intended to demonstrate the achievement of our purpose through our four key activities.

**Uphold the high standards of integrity and conduct in the APS**



- 1 Effectively monitor and evaluate agencies' implementation of the APS Values and Code of Conduct

**Strengthen APS-wide and external partnerships to deliver**



- 2 Provide effective coordination, delivery and leadership with partners across the APS-enterprise for the APS Reform agenda

**Lead quality public service workforce management**



- 3 Engage with agencies to ensure that proposed collective workplace arrangements are compliant with the Public Sector Workplace Relations Policy
- 4 Influence and shape the strategic direction of the APS by collecting, analysing and sharing workforce data
- 5 Potential employees are supported to select the right career pathway to join the APS so agencies have a diverse pool of candidates to choose from

**Build public service capability and leadership for the future**



- 6 Support Secretaries Board to build a strong and diverse leadership pipeline via through the Secretaries Talent Council and the Deputy Secretaries Talent Council
- 7 Enable the APS to continue uplift of public service capability in the domains of APS Craft

# Australian Public Service Commission 2023–24 performance measures

We are in a period of transition, uplifting the Commission's enterprise performance maturity. The integration of the APS Reform priorities with the Commission's existing legislative functions further clarifies and strengthens our core purpose and vision.

This section of our Corporate Plan presents seven 2023–24 performance measures, aligned to our four key activities.

This suite of performance measures will demonstrate our effectiveness against the outcomes and impacts we want to achieve. In line with the theme of transition and ambition, this year reflects an uplift from the 2022–23 performance measures and results.

Looking ahead, we intend to develop a new suite of ambitious performance measures for 2024–25 to further evolve how we assess, report and evaluate our performance against key activities, with a balance of output, efficiency and effectiveness measures. This uplift for 2024–25 will integrate APS Reform indicators and metrics across all key activities.

We continue to work towards demonstrating the positive impact we have with our stakeholders and how our work achieves improved outcomes for the Australian Government and people.

# Performance measure 1

Performance measure 1	Effectively monitor and evaluate agencies' implementation of the APS Values and Code of Conduct
<b>Key activity</b>	Uphold high standards of integrity and conduct in the APS
<b>Rationale</b>	<p>The Commission has a legislative requirement to 'evaluate the extent to which agencies incorporate and uphold the APS Values and APS Employment Principles' and 'evaluate the adequacy of systems and procedures in agencies for ensuring compliance with the APS Code of Conduct'. Therefore, the Commission has a role in monitoring and evaluating the extent to which agencies comply with the requirement under section 15(7) of the <i>Public Service Act 1999</i> to 'ensure that the procedures established under subsection (3) are made publicly available.'</p> <p>This measure provides the foundation for the Commission having an increasingly authoritative role in influencing and enforcing APS Values, APS Employment Principles and compliance with the APS Code of Conduct. Several agencies are leading initiatives under the APS Reform agenda to create a pro-integrity culture and systems. With this shared responsibility, the Commission recognises its own role in contributing to a pro-integrity culture.</p> <p>*Under section 41(2)(f) and 41(2)(l) of the <i>Public Service Act 1999</i>.</p>
<b>2023–24 Planned Performance Result</b>	1.1 100% of agencies have section 15(3) of the <i>Public Service Act 1999</i> APS Code of Conduct Procedures published on their public websites.
<b>2024–25 to 2026–27 PPR</b>	As per 2023–24.
<b>Measurement methodology</b>	1.1 The Commission will conduct an annual audit of each agency's public website to determine whether they comply with section 15(7) of the <i>Public Service Act 1999</i> which requires that "An Agency Head must ensure that the procedures established under subsection 15(3) are made publicly available". Results will be recorded in a spreadsheet containing results of each year of a result of compliant or not compliant.

Performance measure 1	Effectively monitor and evaluate agencies' implementation of the APS Values and Code of Conduct
<a href="#">Link to 2023–24 Portfolio Budget Statement</a>	2023–24 PBS measure: Foster trust in public service integrity. 2023–24 PPR: Develop and implement initiatives to strengthen integrity culture in the APS.
Notes e.g. survey context	N/A

# Performance measure 2

Performance measure 2	Provide effective coordination, delivery and leadership with partners across the APS-enterprise for the APS Reform agenda
Key activity	Strengthen APS-wide and external partnerships to deliver
Rationale	<p>The Commission currently leads or will lead several APS Reform initiatives that require successful external collaborations and partnerships (e.g. with businesses, academia, First Nations communities and organisations, and the public more broadly). The reference to APS-wide partnerships captures the need for the Commission to collaborate across the service to guide and oversee the embedding of APS Reform outcomes.</p> <p>The reform outcomes include:</p> <ol style="list-style-type: none"> <li>1. Public sector employees act with and champion integrity.</li> <li>2. Public sector employees are stewards of the public service.</li> <li>3. The APS delivers human and user-centred policy and service excellence.</li> <li>4. The APS has effective relationships and partnerships with First Nations peoples.</li> <li>5. The APS employee value proposition is attractive.</li> <li>6. The APS sets the standard for equity, inclusion and diversity.</li> <li>7. The APS sets the standard for First Nations employment and cultural competency.</li> <li>8. The APS continuously improves its capabilities.</li> </ol> <p>As APS Reform outcomes mature in implementation, the Commission will uplift measurement beyond outputs towards effectiveness. For example, there could be a measure around how APS employees have greater understanding of how the APS Reform will be implemented in their own context and across the enterprise. This could be documented through surveys or case studies.</p> <p>The outcomes of the APS Reform agenda will take time to show material and tangible change. Internal and external data sources will need to be further developed from a mix of APS data sources as the APS Reform further matures.</p> <p>*Note: For each outcome there is a set of initiatives.</p>

<b>Performance measure 2</b>	<b>Provide effective coordination, delivery and leadership with partners across the APS-enterprise for the APS Reform agenda</b>
<b>2023–24 Planned Performance Result</b>	2.1 The Commission effectively led the implementation approach and progression of APS Reform in collaboration with the whole of APS, evidenced by progress across Government in delivering reform initiatives and the 8 program outcomes.
<b>2024–25 to 2026–27 PPR</b>	As per 2023–24.
<b>Measurement methodology</b>	<p>To determine the progress of APS Reform, progress against reform initiatives will be tracked through the existing APS Reform Reporting Model and the annual Minister for the Public Service Progress Report.</p> <p>Initiative leads will provide progress against each initiative, all major milestones, intended outputs and effects, which will be further assessed by the Secretaries Board and its sub-committees to ensure objectivity.</p>
<b>Link to 2023–24 Portfolio Budget Statement</b>	N/A – new key activity and measure.
<b>Notes e.g. survey context</b>	N/A

# Performance measure 3

<b>Performance measure 3</b>	<b>Engage with agencies to ensure proposed collective workplace arrangements are compliant with the Public Sector Workplace Relations Policy</b>
<b>Key activity</b>	Lead quality public service workforce management
<b>Rationale</b>	Ensuring workplace arrangements support quality public service workforce management to position the APS for the future.
<b>2023–24 Planned Performance Result</b>	3.1 100% of Commonwealth agency workplace arrangements approved by the Commissioner are compliant with Public Sector Workplace Relations Policy.
<b>2024–25 to 2026–27 PPR</b>	As per 2023–24.
<b>Measurement methodology</b>	<p>Review of all proposed Commonwealth agency collective agreements.</p> <p>Commonwealth agency collective workplace arrangements are defined in the Policy and considered proposed when provided by agencies to the APS Commissioner.</p>
<b>Link to 2023–24 Portfolio Budget Statement</b>	<p>2023–24 PBS measure: Support quality public service workforce management.</p> <p>2023–24 PPR: Engage with agencies to ensure proposed collective workplace arrangements are compliant with the public sector workplace relations policies.</p>
<b>Notes e.g. survey context</b>	N/A

# Performance measure 4

Performance measure 4	Influence and shape the strategic direction of the APS by collecting, analysing and sharing workforce data
<b>Key activity</b>	Lead quality public service workforce management
<b>Rationale</b>	Building an understanding of the composition of the APS — the context in which it operates, and the initiatives achieved — will improve workforce management and the ability of the APS to deliver the Government’s objectives and priorities. The collection, analysis and reporting and publication 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.
<b>2023–24 Planned Performance Result</b>	4.1 Agencies use our workforce data to develop and evaluate workforce policies and practices. 4.2 The response rate to the APS Employee Census has no more than a 5-percentage point reduction on the previous year.
<b>2024–25 to 2026–27 PPR</b>	As per 2023–24.
<b>Measurement methodology</b>	4.1 APS Agency Survey*. 4.2 Total number of responses compared to total number of survey recipients.
<b>Link to 2023–24 Portfolio Budget Statement</b>	Performance measure: Support quality public service workforce management.

Performance measure 4	Influence and shape the strategic direction of the APS by collecting, analysing and sharing workforce data
<p><b>Notes</b> e.g. survey context</p>	<p><b>*Rationale:</b></p> <p>The APS Agency Survey collects information from APS agencies on a range of workforce initiatives, strategies and compliance matters. The information collected through the survey is used to inform workforce strategies and for other research and evaluation purposes.</p> <p><b>Methodology:</b></p> <p>The APS Agency Survey is conducted and sent to agencies with at least 20 APS employees.</p> <p>The survey is sent to contact officers nominated for each agency. These contact officers are responsible for coordinating the input from relevant areas and uploading responses. The survey requires each Agency Head to verify the agency's submission for completeness and accuracy of responses.</p> <p>The survey typically achieves a 100% response rate from participating agencies.</p> <p>The Commission manages and coordinates the APS Agency Survey and contracts an external service provider to support survey administration.</p> <p><b>Data/Data source:</b></p> <p>Survey responses are provided to the Commission for storage, analysis and reporting.</p>

# Performance measure 5

<b>Performance measure 5</b>	<b>Potential employees are supported to select the right career pathway to join the APS so agencies have a diverse pool of candidates to choose from</b>
<b>Key activity</b>	Lead quality public service workforce management
<b>Rationale</b>	<p>Supported career pathways provide candidates with a foundation for a successful and long-term career in the APS. The diversity of these participants brings fresh insight, innovation and critical thinking to the APS. Employment pathways are a critical supply for the future pool of talent in the APS.</p> <p>The Commission plays a role in improving the visibility of the APS as a model employer, while enabling individual programs to undertake targeted recruitment, selection and development.</p>
<b>2023–24 Planned Performance Result</b>	5.1 Increased number of candidates who have indicated an interest in supported pathways to 6,000 from 5,000.
<b>2024–25 to 2026–27 PPR</b>	As per 2023–24.
<b>Measurement methodology</b>	5.1 Count of potential candidates who have indicated interest in a supported pathway program via the Commission’s online form on the APS Career Pathways Website.
<b>Link to 2023–24 Portfolio Budget Statement</b>	Performance measure: Support quality public service workforce management.
<b>Notes e.g. survey context</b>	N/A

# Performance measure 6

<b>Performance measure 6</b>	<b>Support Secretaries Board to build a strong and diverse leadership pipeline through the Secretaries Talent Council and the Deputy Secretaries Talent Council</b>
<b>Key activity</b>	Build public service capability and leadership for the future
<b>Rationale</b>	The role of the Deputy Secretaries and Secretaries Talent Councils is to build a strong and diverse leadership pipeline for the APS, on behalf of the Secretaries Board. The Commission supports the Talent Councils to achieve this by providing strategic advice, design services and management of 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.
<b>2023–24 Planned Performance Result</b>	6.1 Annual survey* shows that a minimum of 80% of Talent Council members consider advice and design services are professional, fit-for-purpose and evidence-based and support them to fulfil their role building a strong and diverse pipeline of future leaders. 6.2 Assessment and development rounds are objective and timely.
<b>2024–25 to 2026–27 PPR</b>	As per 2023–24.
<b>Measurement methodology</b>	6.1 Annual survey of Talent Council members*. 6.2 Talent Council assessment rounds will be considered objective if conducted by an independent service provider and will be considered timely if conducted within timeframes agreed with the councils.
<b>Link to 2023–24 Portfolio Budget Statement</b>	2023–24 PBS measure: Build leadership for the future. 2023–24 PPR: Support Secretaries Board to build a strong and diverse leadership pipeline via the Secretaries Talent Council and the Deputy Secretaries Talent Council.

Performance measure 6	Support Secretaries Board to build a strong and diverse leadership pipeline through the Secretaries Talent Council and the Deputy Secretaries Talent Council
Notes e.g. survey context	<p><b>*Rationale:</b></p> <p>The Commission conducts an annual client survey to understand member satisfaction across Secretaries and Deputy Secretaries Talent Councils with the support, advice and design services internally administered.</p> <p><b>Methodology:</b></p> <p>The survey is conducted by the Commission using an online platform, that facilitates data analysis to identify strengths and opportunities for improvement.</p> <p>The survey is sent to all members of the Secretaries and Deputy Secretaries Talent Councils. Members are asked to rate their agreement with five statements related to the quality and timeliness of the advice and support provided using the following scale:</p> <ol style="list-style-type: none"> <li>1. Strongly disagree</li> <li>2. Disagree</li> <li>3. Neither agree nor disagree</li> <li>4. Agree</li> <li>5. Strongly agree</li> </ol> <p>Talent Council members are also invited to identify how the Commission has best supported the Talent Council and any areas for improvement via free text comments. The survey can be conducted via phone where Talent Council members prefer. The same questions and rating scale are used regardless of the platform.</p> <p><b>Data/Data source:</b></p> <p>Survey responses are stored in the survey platform and then provided to the Commission as a raw dataset. Free-text comments are also provided. The records of phone conversations are added to the dataset, with complete responses stored in the Commission's records management system.</p>

# Performance measure 7

Performance measure 7	Enable the APS to continue uplift of public service capability in the domains of APS Craft
Key activity	Build public service capability and leadership for the future
Rationale	<p>To demonstrate performance against this measure there are two components:</p> <ol style="list-style-type: none"> <li>1. The APS Academy, through connecting across the APS network, is guided by the continuous learning model with a focus on continuous, practitioner-led learning, and connects APS people with the best learning and development offerings to build public service capability and leadership for the future, while driving efficiencies in learning and development effort across the APS.</li> <li>2. Through the APS Learning and Development Strategy and Action Plan, the Commission will support the uplift of public service capability and build leadership for the future by developing the critical capabilities identified in the APS Workforce Strategy, to build an APS learning culture that encourages and supports continuous learning; developing an APS-wide collaborative learning ecosystem.</li> </ol>
2023–24 Planned Performance Result	<p>7.1 Key partnership arrangements are established with agencies, resulting in a growth in the delivery of co-branded learning offerings.</p> <p>7.2 At least 90% of course participants:</p> <ul style="list-style-type: none"> <li>● find the courses offered by the APS Academy relevant to their work.</li> <li>● intend to implement learnings as a result of participating in the APS Academy course.</li> <li>● would recommend the APS Academy course to others.</li> <li>● report that the course was valuable in building their capability.</li> </ul> <p>7.3 Actions from the APS Learning and Development Strategy and Action Plan where the Commission or APS Academy is listed as lead are complete within stipulated timeframes.</p>

Performance measure 7	Enable the APS to continue uplift of public service capability in the domains of APS Craft
2024–25 to 2026–27 PPR	<p>7.1 10% growth financial year on financial year. Baseline to be identified and targets set for future reporting periods.</p> <p>7.2 As per 2023–24</p> <p>7.3 As per 2023–24</p>
Measurement methodology	<p>7.1 Note: This is a new measure that needs to be baselined. Percentage growth is not able to be captured as a result. Assessment of the learning products are made available through APS Academy platforms, in order to demonstrate change to the volume of co-branded offerings.</p> <p>7.2 Post course feedback survey*.</p> <p>7.3 Success measured through achievement of key milestones for actions from the APS Learning and Development Strategy and Action Plan.</p>
Link to 2023–24 Portfolio Budget Statement	<p>2023–24 PBS measure: Lift public service capability.</p> <p>2023–24 PPR: Provide quality APS Craft learning, leveraging expertise from across the APS, and from industry and academia where required.</p>
Notes e.g. survey context	<p><b>*Rationale:</b></p> <p>To capture participant feedback at the end of APS Academy courses (both facilitated and e-learning). It aims to capture self-assessed capability shift, value of content and intention to implement learning in the workplace.</p> <p><b>Methodology:</b></p> <p>Online survey sent to participants post completion.</p> <p><b>Data/Data source:</b></p> <p>Data is automatically collated and analysed monthly. Results are collated through quarterly dashboards and incorporated into bespoke reports, where required.</p>