Adapt Horizon Action Plan

# May 2025 – Jun 2026

The *Highly Capable, Future-Ready: APS Learning and Development Strategy* sets the direction for liftinglearning and development across the Australian Public Service. It outlines our shared vision for a high-performing APS workforce equipped with the critical skills needed to deliver for the Government and the Australian community.

This Adapt Action Plan marks the next horizon in realising that vision. It builds upon the progress achieved in the initial horizons, *Activate* and *Elevate* and encompasses 17 actions across the Strategy’s four pillars: Culture, Governance, Capabilities and Technology. These actions have been designed to address six critical objectives:

1. **Enhance learning culture:** ensure leaders actively champion and prioritise a culture where learning is an integral part of operational success.
2. **Promote best practice:** encourage excellence in learning and the adoption of high-impact capability development solutions.
3. **Network the system:** strengthen the ability for APS L&D teams to work as a cohesive system, maximising the impact of individual agency efforts and supporting a One-APS learning ecosystem.
4. **Drive efficiencies:** optimise resource allocation that sustains and expands L&D efforts and maximises the value of investments.
5. **Lift leadership and management capability**: targeting people managers across the APS.
6. **Improve discoverability and accessibility of learning:** developing the capability of L&D practitioners to establish, implement and maintain learning technology, and to improve the discoverability of learning for APS employees.

This horizon introduces new indicators to signal the expected changes in behaviour across the service.

# Pillar 1 – Culture

| Action | Lead | Partner |
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| **1.1 Clarify and align capability focus between key committees**  We will clarify and align the focus on capability across senior APS committees such as the Secretaries Board, COO Committee, Learning Board and Capability & Workforce Committee. We will work with senior governance groups to develop accountability statements that outline their role in shaping capability culture and development. These statements will be aligned with the APS Values and the SES Performance Framework, helping to ensure consistent expectations and reinforce leadership accountability for building capability across the service.  **What is the expected change we will see?**   * Strategic forward agendas of committees include discussions on APS wide capability challenges and opportunities | APSC | Committee Secretariats |
| **1.2 Develop a non-SES Performance Framework that includes clear expectations for Executive Level officers for developing self and others**  We will develop a performance framework for non-SES employees. The framework will set clear expectations for leaders to prioritise their own development and actively support the growth of their teams. By making these expectations explicit, the framework will reinforce accountability and help embed a culture of continuous learning. It will align with the SES Performance Framework and consultation will be undertaken with the APS Talent Council.  **What is the expected change we will see?**   * Executive Level officers actively develop themselves and their teams. | APSC | APS agencies |
| **1.3 Develop learning culture toolkits**  We will develop learning culture toolkits to help agencies strengthen learning mindsets and practices in the workplace.  The toolkits will include practical resources such as case studies, team activities, on-the-job learning strategies, leadership guides and change management templates.  **What is the expected change we will see?**   * People managers actively advocate for and promote the importance of learning. * People managers embed learning into the everyday work of their teams. | Dept. of Defence | NOPSEMA,  APS Academy,  APS agencies |
| **1.4 Facilitate and promote agency development secondment opportunities**  We will facilitate and promote secondment opportunities to develop capability through practical, on-the-job learning.  Secondments offer a valuable form of development by enabling employees to learn through the flow of work.  **What is the expected change we will see?**   * APS Academy acts as a broker to connect agencies who could partner or mentor other agencies in development secondment approaches. * Agencies actively share their expertise and mentor their colleagues. | APS Academy | APS agencies |

# Pillar 2 – Governance

| Action | Lead | Partner |
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| **2.1 Develop a capability governance landscape map, including relevant Academies, Communities of Practice, Centres of Excellence, and Professions**  We will develop a capability landscape governance map to clarify who is responsible for what across the APS.  We will work with key entities to map their roles, responsibilities and reach. The map will also outline relevant accountability arrangements and reporting mechanisms to APS committees, helping to strengthen coordination and visibility across the learning eco-system.  **What is the expected change we will see?**   * Entities align and enhance capability-building efforts across the APS, reducing duplication and targeting known gaps. | APS Academy | Professions |
| **2.2 Establish Learning Technology Governance Group to guide implementation of a One-APS learning technology approach**  We will establish a Learning Technology Governance Group to guide implementation of a One-APS approach to learning technology. The group will operate as a sub-committee of the APS Learning Board and include representatives from a diverse mix of agencies. It will guide the implementation of the APS Learning Technology Roadmap and provide strategic oversight to support alignment, efficiency and innovation in the use of learning technologies across the service.  **What is the expected change we will see?**   * Agencies incorporate guidance and best practice recommended by the Governance Group. | APS Academy | Digital Transformation Agency,  Digital Profession |
| **2.3 Establish a Hub for Learning Evaluation**  We will establish a central hub to support and strengthen learning evaluation across the APS.  The hub will provide expertise, resources and guidance to help agencies improve their evaluation practices. By building capability in this area, the APS can better understand the impact of learning investments and drive improved capability outcomes across the service.  **What is the expected change we will see?**   * Agencies and practitioners build evaluation into learning design. | APS Academy | Professions,  Australian Taxation Office |
| **2.4 Implement annual APS Agency L&D Survey**  We will implement an annual APS-wide survey of agencies to build a picture of L&D practices, capability and learning culture across the service.  The survey will track progress on key actions, identify system needs and pain points, and assess the maturity of L&D practices. It will also provide valuable data to support agency benchmarking and inform ongoing planning and investment.  **What is the expected change we will see?**   * Agencies demonstrate thorough and thoughtful participation, using the survey to communicate their L&D efforts, needs and priorities. * Agencies use the survey results to benchmark and set future priorities. | APS Academy | APS agencies |
| **2.5 Develop and publish APS L&D procurement principles & resources**  We will develop and publish a set of APS-wide L&D procurement principles and supporting resources to guide agencies in commissioning learning solutions.  The principles will promote a One-APS posture, encouraging the design of learning that meets collective needs of the APS, ensures cross-agency use and allows for customisation if needed to address specific agency contexts. The resources will include standard clauses and guidance on Intellectual Property (including sharing and reuse), learning technology specifications, Learning Quality Standards, and essential artefact production (such as facilitator guides, workplace tools and evaluation strategies).  **What is the expected change we will see?**   * Agencies engage in procurement activities that seek to develop L&D solutions and artefacts for the APS rather than their individual agency. | APS Academy | Department of Defence,  APS agencies |
| **2.6 Establish L&D IP Register**  We will establish a register to record Intellectual Property related to learning assets owned by the Commonwealth.  The register will help agencies understand how learning assets can be accessed, used, shared or protected. It will support better use of existing resources, reduce duplication and ensure the appropriate management of APS owned learning materials.  **What is the expected change we will see?**   * Agencies access the register to service their needs prior to procuring new learning assets. | APS Academy | APS agencies |
| **2.7 Establish an Agency Partnership EOI Procurement Register**  We will establish a shared register where agencies can express their interest in partnering with others to develop learning initiatives or undertake collective purchasing.  **What is the expected change we will see?**   * Agencies publish an Expression of Interest (EOI) prior to procuring new learning assets. | APS Academy | APS agencies |

# Pillar 3 – Capabilities

| Action | Lead | Partner |
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| **3.1 Signal the priority focus areas of leadership and management capability on an annual basis**  We will establish an annual, evidence-based process to identify priority focus areas for leadership and management capability across the APS.  By highlighting emerging issues and critical capability gaps, this approach will support consistent and effective development of people who manage others, ensuring they build a common foundation of skills, knowledge and system understanding.  It will also promote alignment in management practices and increase opportunities to reuse and scale effective development initiatives*.*  **What is the expected change we will see?**   * Agencies use priority areas to inform design and development of learning programs. | APS Academy | Department of Home Affairs,  Australian Taxation Office,  National Blood Authority |
| **3.2 Establish a Leadership Community Platform for Executive Level Officers**  We will establish a leadership community platform to support the continuous professional development of Executive Level officers across the APS.  The platform will provide the infrastructure to address capability gaps, support targeted development for specific groups, including diversity cohorts, and promote a culture of continuous, practitioner-led learning.  It will also serve as a direct communication channel between the APS Commissioner, senior leaders and Executive Level cohort, strengthening leadership capability and connection across the service.  **What is the expected change we will see?**   * Executive Level officers identify as part of a connected, APS-wide leadership community and contribute to a culture of shared growth and capability uplift. * Executive Level officers proactively develop priority capabilities. * Executive Level development is integrated into performance management, promotion and talent processes. | APS Academy | APS agencies,  National Blood Authority |
| **3.3 Develop L&D Good Practice Guide**  We will develop guidance to support consistent, high-quality learning and development across the APS.  The guide will bring together key resources such as the APS Learning Design Manual, L&D policy guidance, and case studies from across the public sector.  It will provide practical advice and examples to help agencies design, deliver and evaluate effective learning that meets both agency and individual needs.  **What is the expected change we will see?**   * Practitioners access the guide in developing learning solutions. | Department of Veterans’ Affairs | APS Academy,  Department of Defence,  National Blood Authority |

# Pillar 4 – Technology

| Action | Lead | Partner |
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| **4.1 Enhance interoperability by connecting existing systems and enabling integrated channels**  We will strengthen the connections between existing platforms and expand mechanisms, such as the APS Learning Bank, which facilitates the exchange of L&D solutions.  Subject to the forward work plan of the Learning Technology Governance Group, we will also explore the potential for a learning passport, allowing learning to be recognised and transferred across roles and agencies, and conduct a Request for Information process to build a contemporary view of current learning functionality, best-of-breed platforms and opportunities to consolidate platforms, volume licensing and innovative pricing arrangements.  **What is the expected change we will see?**   * Agencies access the APS Learning Bank (or other platforms) prior to procuring new learning assets. * Agencies deposit learning solutions into APS Learning Bank (or other platforms) as they are developed for others to use. | APS Academy | APS Agencies |
| **4.2 Build L&D capability across the APS to optimise the impact of learning technology investments**  We will co-design and implement a deliberate, coordinated approach to build capability and confidence in this area.  We will support practitioners with practical resources, training, guidance and networks to help them make the most of learning technologies.  **What is the expected change we will see?**   * L&D Practitioners advocate for and champion technology as a central design to L&D solutions. | APS Academy | Digital Profession |
| **4.3 Scope an APS Learning Technology Policy**  We will scope the development of an APS-wide Learning Technology Policy to guide how learning technologies are selected, used and managed across the APS. We will explore what such a policy should include and how it should guide investment decisions, covering procurement, deployment and the use of learning technologies. It will also recommend the consistent use of key standards for technology integration, accessibility and AI.  The Learning Technology Governance Group will help shape the policy parameters and provide input on implementation considerations and recommendations.  **What is the expected change we will see?**   * Agencies proactively engage with drafting process, ensuring the policy is informed by a broad perspectives and expertise. | APS Academy | Digital Transformation Agency,  Digital Profession |