



Australian Government

Australian Public Service Commission

Corporate Plan

2025–29



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Acknowledgement of Country

The Australian Public Service Commission proudly acknowledges the Traditional Custodians of Country throughout Australia, and their continuing connection to land, sea, waterways, skies, and songlines woven throughout. We recognise and value the ongoing leadership, contributions and work of Aboriginal and Torres Strait Islander peoples and communities.

We celebrate the rich cultures of all Aboriginal and Torres Strait Islander Nations and pay our respects to their Elders past and present, for they are the holders of knowledge and wisdom.

Statement of preparation

As the accountable authority of the Australian Public Service Commission, I present the 2025–29 Australian Public Service Commission Corporate Plan, which covers the period 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). This plan has been prepared in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).



Dr Gordon de Brouwer

Australian Public Service Commissioner

29 August 2025

Table of Contents

Acknowledgement of Country	3
Statement of preparation	3
Table of Contents	4
Commissioner's foreword	5
Purpose	6
Vision	7
Key activities	8
Operating context.....	11
Environment	11
Capability and enablers	12
Risk oversight and management.....	16
Cooperation	17
System support.....	18
Performance	20
Continuous improvement	20
Our performance framework	21
Performance measures.....	22
Appendix A – Summary of changes to performance measures.....	44
Appendix B – PGPA Act requirements	47

Commissioner's foreword

I am proud to present the Australian Public Service Commission's Corporate Plan 2025-29. It is a strategic blueprint designed to guide our efforts in supporting the public service to deliver well, for Government and the Australian people. At the heart of this plan are the Commission's three foundational pillars: integrity, capability, and workforce management. Grounded in these pillars, we are building a resilient, adaptive and future-ready Commission to support the public service overall.

Integrity and capability are the bedrock of public trust.

In a time where transparency and accountability are more critical than ever, the APS is steadfast in its commitment to tangible and ethical delivery. We have developed robust frameworks and policies that ensure the public service's actions and decisions reflect the highest standards of honesty and responsibility. This commitment to integrity not only fosters trust among Australians but also strengthens our democracy and the institutions that support it.

Capability is essential to our enduring commitment to excellence. As the demands on the public sector evolve, so too must our skills and capacities. This plan outlines the Commission's focus on investing in people, leveraging innovative technologies, and improving processes to ensure that the APS remains agile and effective. By harnessing diverse talent and fostering a culture of continuous learning, we are equipping the APS workforce to meet the challenges and opportunities of a rapidly changing world.

Workforce management plays a crucial role in shaping an engaged and motivated public service. Recognising that people are our greatest asset, we are dedicated to an inclusive, flexible, and supportive workplace to make sure we can do our job the best we can. This plan articulates our strategy to enhance employee wellbeing, promote diversity, and provide opportunities for professional growth. By prioritising workforce planning and operations, we aim to create an APS that is not only efficient but also a model employer.

This Corporate Plan is not just a document, but a call to action. It reflects a collective ambition to harness integrity, capability, and workforce management to deliver great service to the Australian people. As public servants, we have the privilege and responsibility to drive change, uphold values, and build a stronger, more resilient Australia for all.

I am grateful for the dedication and work of the Commission's employees who embody these values every day. Together, as stewards of public trust, we are striving for excellence in delivery of the Government's priorities, ensuring that, as a unified public service, we meet the needs of today and prepare for the challenges of tomorrow.



Dr Gordon de Brouwer

Australian Public Service Commissioner
29 August 2025

Purpose

We are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability.

Given its central role, the Commission is in a strong position to collaborate across government, business, academia, and other sectors to share expertise, solve challenges and harness opportunities to deliver outcomes consistent with our purpose and key activities. This includes supporting the Australian Public Service Commissioner and the Merit Protection Commissioner to undertake their statutory functions under the *Public Service Act 1999* (the Act).

As **stewards** of the APS, we are future focused and outwardly engaged. We deliver APS integrity, workforce management and capability outcomes for the government and the Australian public.

The Commission has the expertise, authority and responsibility to foster APS capability, integrity and workforce management in accordance with the Act. We embrace innovation and risk, and deliver evidence-informed advice to support agencies to deliver.

The Commission achieves its purpose through exercising its functions under the Act, including:

- strengthening the professionalisation of the APS
- continually improving workforce management
- promoting high standards of integrity and conduct
- fostering leadership
- providing high quality learning and capability development
- inquiring into and reviewing matters relating to the APS consistent with section 41 of the Act.

In doing so, we ensure that we have a trusted, professional and enduring public service, now and into the future.

Vision

A trusted and contemporary Australian Public Service that delivers for Government and for Australia.

A **trusted APS** models transparency and continuous improvement, puts people, community and business at the centre of policy design and delivery, and promotes professionalism, diversity, respect and integrity.

A **contemporary APS** has the capabilities it needs now and into the future, underpinned by competitive working conditions that attract and retain diverse talent. It has a shared sense of purpose, empowers staff, is forward leaning, and predicts and adapts to challenges while delivering with empathy and authority.

An **APS that delivers for Government and for Australia** makes a difference on matters of national importance, including during times of uncertainty and risk.

Key activities

We achieve our purpose through our key activities:

Key Activity 1: Promote and uphold the high standards of integrity and conduct within the APS.

Integrity is at the heart of everything we do within the public service. As custodians of APS integrity and conduct, the Commission sets the standard on integrity and conduct within the APS so that all employees, regardless of their level, understand and behave with integrity and in a manner that is consistent with the standards of what it means to be a good public servant.

Our priorities are to:

- Promote, with agency partners, a pro-integrity culture across the APS.
- Evaluate the extent to which agencies incorporate and uphold APS Values, Code of Conduct and Employment Principles.
- Uphold the APS Values and Code of Conduct by inquiring into breaches and reviewing matters.
- Provide contemporary and authoritative policy and implementation advice to agencies on the APS Values, Code of Conduct and Employment Principles.

Key Activity 2: Lead and support the development of quality APS workforce management policy.

The Commission is a people business. As custodians of APS workforce management, we use our expertise to create effective workplaces and a quality experience for APS employees by staying abreast of shifts in the employment landscape, and developing and implementing policies and initiatives that position the APS as a desired employer.

Our priorities are to:

- Shape workforce management policies, including through advice to government and implementation of policies, that deliver remuneration and conditions that are modern, fit for purpose, and which attract and retain great talent to the public service.
- Contribute to building a workforce that reflects the diversity of the Australian community to ensure we can do our job well, through inclusive and respectful workplace cultures and genuine opportunities to participate in the public service.
- Use our expertise to provide clear, authoritative workforce management guidance and implementation advice to agencies in line with the *Public Service Act 1999* and other enabling legislation.

Key Activity 3: Build APS capability and leadership for the future.

A knowledgeable and skilled public service is essential in order to meet the challenges ahead and to maintain trust in government. As custodians of APS capability and leadership, and through the APS Academy we will continue to deliver targeted training, leadership programs and development initiatives to build the skills, expertise and adaptability of the public service workforce at all levels. We will provide clear entry pathways, a platform for the development of critical skills, and forecast and plan for the leadership capabilities that the APS needs for the future.

Our priorities are to:

- Bring capability and expertise into the APS by partnering with APS agencies to develop best practice workforce attraction, selection and retention solutions, including clear entry pathways for prospective employees.
- Build capability within the APS by identifying emerging capability requirements (e.g. APS Craft, cultural competency and literacy) and by supporting the development of APS staff through a networked model.
- Nurture and promote collective and inclusive leadership approaches that builds strong and diverse APS leaders, capable of harnessing the capability that exists throughout the APS.

Key Activity 4: Foster an APS that engages and partners with people, communities and business.

The Commission plays a key role in enabling and supporting the APS to continuously improve so that it can effectively deliver for the Government, Parliament, and the Australian people, now and into the future. As stewards of the APS, we recognise the increasing complexity within our broader operating environment and will contribute to building stronger public service institutions, domestically and internationally. We will foster an APS that is outward looking and which deploys strong relationship capability to solve complex systems problems in partnership with people, communities and business.

Our priorities are to:

- Ensure the APS is forward looking and future fit by building a culture of ongoing review, evaluation and improvement.
- Influence policy design and decisions through the collection and sharing of data, insights (e.g. trust) and trends regarding the APS workforce and the public, to tackle the most complex problems faced by the Parliament, Government and the public.
- Play a key role in building the ability of the APS to partner and engage with those we work with.
- Support the APS to deliver on priority reforms under the National Agreement on Closing the Gap.

- Contribute to building stronger public service institutions by exchanging experience and supporting capability uplift across the Pacific region, South East Asia, and through engagement with Organisation for Economic Co-operation and Development member countries.

Operating context

Environment

The public service is being challenged to adapt to changes in Australia's political, economic, technological, environmental and social domains, both locally and globally, in the interests of Australia. The Commission has a key role to play in supporting the public service to meet the Government's visions for the future to deliver simple, secure and connected services for Australian people and business.

In a complex environment, we will work to ensure the public service has the right people, the right skills and the right workforce policies in place so that the APS can deliver high quality and effective services and programs for Australians. Working collaboratively across government, business, academia, and other sectors to share expertise, we will help solve workforce challenges such as skill shortages, the growing demand for specialised expertise and the need for cultural change to support collective effort, innovation and the inclusion of diverse cohorts.

In Australia's rapidly evolving operating environment, strong public servant capability is essential to delivering effective, responsive, and trusted government services. With increasing complexity in policy challenges public servants must be equipped with the skills, capabilities and ways of working to deliver high quality outcomes. We will foster a public sector culture of continuous learning and ongoing development that is essential for navigating change and meeting new challenges. Through the APS Academy we will provide learning programs and leadership development opportunities in the areas of APS Craft, leadership and management, and integrity and ethics.

Integrity – honesty, transparency, and fairness – is a cornerstone of public trust in government and the public service. In today's complex and rapidly evolving operating environment, where public expectations are high, maintaining and strengthening integrity is more critical than ever. We are committed to upholding the highest standards of ethical conduct across the public sector. To achieve this, we will provide targeted, strategic support to agencies—enabling them to embed good practice, foster ethical leadership, and proactively prevent workforce integrity issues before they arise. This approach supports a resilient, trusted, and future-ready APS that can confidently meet the challenges of modern governance.

To support a contemporary and fit-for-purpose public service, we will monitor and respond to emerging economic and technological advancements to ensure the public service has the right settings in place and the capability to harness opportunities and meet future demands.

To achieve our purpose and vision, we will inform, respond to, and learn from various legislative and regulatory changes, reviews and findings, as well as listening to those with lived experience, to drive a culture of ongoing review, evaluation and improvement.

Capability and enablers

Governance

The Commission's committee structure works to promote good governance and establishes the Commission's strategic direction, priorities and accountabilities. Our governance arrangements promote decision-making that is evidence-based, ethical, efficient and effective to meet compliance obligations and support our teams to achieve our purpose and deliver on priorities.

Executive Board

The Executive Board is the primary advisory and decision-making body for the Commission. The Board provides advice to the Commissioner on the direction and strategic priorities for the Commission. It ensures that the Commission's operations are effective, economic and ethical.

The Board is supported by the following committees:

- **Audit and Risk Committee** provides independent advice to the Commissioner regarding the appropriateness of the Commission's fiscal and performance reporting, systems of risk and internal controls.
- **Executive Committee** explores priority policy and organisational challenges, and shares leadership messages and information on upcoming priorities.
- **Technology, Digital and Data Committee** oversees the integration of effective technology, digital and data practices within the Commission to ensure that they are aligned to objectives and needs.
 - **IT Project Board** governs, directs, oversees and monitors the Commission's IT programs and projects, reporting to the Technology, Digital and Data Committee.
- **Workplace Relations and Work Health and Safety Committee** serves as a mechanism for consultation and engagement on workplace relations, and health and safety matters.

People

Our people are our greatest asset. We are committed to building and maintaining a diverse, capable, inclusive and professional workforce, supported by enhanced tools and processes that enable our staff to perform at their best.

Over the next 4 years, the Commission will focus on maturing the capability of our workforce to ensure we have the right skills at the right time and in the right place, now and into the future.

Looking forward we are developing a workforce plan that will identify the current state of our workforce and set a pathway to deliver a fit-for-purpose future state.

Strengthening the Commission's capability is critical to delivering on our purpose. Investing in our people and systems enables us to lead by example, uphold public sector values, and

build the flexibility and expertise needed to meet evolving government and community expectations.

To ensure we can do our job well, we are focused on reflecting the diversity of the Australian community in our workforce and creating a safe, respectful and inclusive workplace. Our policies and guidance will continue to shape and support this work over the coming years.

With a focus on excellence, we will continue to invest in our people through a wide range of learning and development opportunities, including leadership programs and building our digital, data, HR and policy capability. At the same time, we are prioritising improvements to our assets, technology, systems, tools and processes so our people can do their jobs well.

In a highly competitive labour market, we continue to adapt our attraction, recruitment and workforce planning approaches to secure the skills and expertise required, now and into the future.

We will fully develop and implement a National Property Strategy that ensures our properties and their amenities enable our staff, geographically dispersed across the country, to collaborate and connect in a way that is efficient and caters for the variety of work we undertake.

Supporting the wellbeing of our people is equally important. We are committed to providing access to contemporary wellbeing supports and reasonable adjustments to ensure everyone can thrive at work. Our focus on both physical and psychological health reinforces our goal to be an employer of choice and maintain a psychologically safe and pro-integrity culture throughout our workplace.

Technology

Our ambition is to use modern technology and contemporary digital services to support the Commission to be a valued, credible and trusted partner to the APS.

Recent advancements in areas such as data analytics, artificial intelligence and assistive technology represent great opportunities for us to innovate. To make the most of these opportunities, we are focused on improving our technology foundations.

Our current technology strategy (2024–27) offers a carefully considered, structured approach to tackling this challenge. The strategy is guided by the following six core principles that will shape implementation over the next 3 years and help us respond effectively to current needs and emerging technology opportunities.

Table 1: Six core principles of our technology strategy

Core principles	How we will apply the principles
User-centred	We prioritise the needs and experience of our users – the Commission’s staff and clients – to deliver digital services that are intuitive, accessible and responsive.
Reliable	We ensure our technology is consistently available, performs as agreed, is well supported and recovers quickly from disruptions.

Core principles	How we will apply the principles
Secure	We protect the Commission's technology, digital and data assets from unauthorised access, data breaches and other cyber security threats.
Sustainable	We prioritise technology investments that improve the long-term viability and cost-effectiveness of our technology services.
Innovative	We facilitate the exploration and use of new technologies that have the potential to improve the Commission's operations and services.
Integrated	We enable the Commission to break down data silos and to combine, analyse and leverage our extensive data assets.

Our strategy centres on two technology priorities for the next 3 years, namely to provide a 'Modern Workplace' and to enable 'Modern Services'. Critical to the successful implementation of the technology strategy are our 5 core themes: technology, digital, data, cyber security and artificial intelligence.

Figure 1: Our technology priorities for 2024–27 underpinned by 5 implementation themes



Building on last year's foundations, our focus has turned to delivering key technology solutions to support staff and enhance operations. We will implement a new case management system, progress the replacement of our Enterprise Resource Management systems and continue rolling out modern workplace tools. The Technology, Digital and Data Committee is now well established, guiding our work to refine our technology operating model and business systems roadmap. Artificial Intelligence tools will be supported by effective governance, and we will continue strengthening our cyber security, enterprise information and data management capabilities over the coming year.

Strategic Commissioning Framework

Growing the capability of our workforce as part of our broader role in building APS capability will continue to be a priority for the Commission. Through our implementation of the Strategic Commissioning Framework, any use of external expertise will be based on our consideration of core work, and directed at circumstances that enhance our work and the knowledge of our team.

The Commission has identified its core work and confirmed that it does not currently outsource any APS-wide core work, as defined in the APS Strategic Commissioning Framework.

In 2025–26, the Commission will continue to working to bring core work in-house in line with the APS Strategic Commissioning Framework. We expect our targets for 2025–26 to focus on reduced outsourcing of service delivery work.

Capability Review

The [Commission's Capability Review](#), conducted in July 2023, confirmed that our expertise and partnership is highly sought after and valued by stakeholders that we work with. The review assessed the maturity of the Commission against 5 domains of:

- Leadership and Culture
- Collaboration
- Delivery
- People
- Resourcing and Risk.

The Commission published its response to the Capability Review in September 2023. The [Action Plan](#) identified 12 broad response actions, to enhance capability maturity over a 5 year horizon and better position the organisation for the future.

As at 30 June 2025, we have completed nearly three-quarters (73.7%) of our capability uplift initiatives. These initiatives have included work to:

- Clarify the purpose, vision and strategic priorities of the Commission, and better align our programs of work with our priorities.
- Introduce new governance and evaluation mechanisms to monitor and assess the progress of our activities against intended outcomes and our overall performance.
- Consider new opportunities for the Commission to strengthen relationships with APS entities and develop partnerships external to the APS.
- Encourage the sharing and use of data across the APS to support policy development, service delivery and foster transparency. This has included the release of more data in the State of the Service Report and proactively assisting APS agencies to utilise results from the APS Employee Census and Survey of Trust in Australian public services.

Risk oversight and management

Understanding, adapting and responding to changes in our operating environment is critical for the delivery and achievement of our purpose.

The Commission's Risk Management Framework and Policy outlines our approach to risk management, including the requirement for all Commission employees to proactively identify, engage with and manage risk. This approach supports us to prepare for and better respond to change, undertake informed decision-making and make continuous improvements to our operations and performance. Our Framework and Policy is consistent with the International Standard on Risk Management, ISO31000 – Risk Management and the Commonwealth Risk Management Policy.

Our appetite for risk is reviewed and set by the Commissioner each year, based on advice from the Executive Board and Chief Risk Officer. We continue to have a low risk appetite for matters that relate to our statutory obligations, due to the serious consequences that could occur. However, we are willing to accept more risk, within defined parameters, when there is potential for our work to result in reform or innovation that would strengthen the capability of the Australian Public Service. Risks above appetite are escalated to the Executive Board for monitoring and ensuring that appropriate controls and mitigation plans are implemented.

In 2024–25, the Commission refreshed its strategic risks, outlined below. Strategic risks are reviewed annually by the Executive Board in consideration of any changes to the operating environment of the Commission or its risk profile.

As the Accountable Authority, the Commissioner has ultimate responsibility for establishing and maintaining the Commission's systems for risk oversight, management, and control. Risk owners are responsible for managing, monitoring, reporting on, and escalating risks.

Table 2: Strategic risks and owners

Strategic risk	Owner
The Commission does not meet its legislative obligations and/or is unable to steward the Australian Public Service to meet their legislative obligations, particularly for the <i>Public Service Act 1999</i> , in relation to maintaining a framework for institutional integrity.	Deputy Commissioner, Integrity (External) Chief Operating Officer (Internal)
The Commission does not sustain the confidence of its stakeholders (including the Australian Government, Australian Public Service agencies and the Australian public) to be a valued, credible and trusted partner and service provider to the Australian Public Service.	Deputy Commissioners First Assistant Commissioners
The Commission does not provide policy guidance that is evidence-based, pragmatic to implement and/or aligns with the needs of its stakeholders.	Deputy Commissioners First Assistant Commissioners

Strategic risk	Owner
The Commission does not align workplace conditions with labour force expectations to attract and retain talent, increase engagement and support productivity to position the Australian Public Service as an agile and model employer.	First Assistant Commissioner, Workplace Reform and Diversity
The Commission's strategies, policies, training and initiatives are unable to build public sector leadership and capability to meet ongoing and future needs.	Deputy Commissioner, APS Academy & Capability
The Commission is unable to sustain the capacity and capabilities needed to continue meeting the expectations and growing delivery demands of its stakeholders in an environment of significant financial uncertainty.	Chief Operating Officer

In 2025–26, the Commission will continue work to improve its approaches to supporting a strong risk culture, and compliance with the Commonwealth Risk Management Policy. This will include consideration of any improvement opportunities to risk management practices identified from the 2025 Comcover Risk Management Benchmarking Survey.

The Audit and Risk Committee, supported by our internal audit function, maintains independent oversight of the Commission's risk management systems and provides advice on the appropriateness of those systems. The Committee directly reports and provides advice to the Commissioner.

Cooperation

The Commission plays an important role in delivering functions under the Act and in partnering with Secretaries in the stewardship of the APS. To effectively serve a modern Australia and drive APS integrity, workforce management and capability, we must work in genuine partnership with people, stakeholders and the community.

We provide **high-quality and timely advice** and support to the Minister for the Public Service and the Assistant Minister. We provide transparency through the Australian Parliament and its committees.

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. Similarly, we engage with the Australian community through the Survey of Trust in Australian public services.

We **actively participate** in the work of Secretaries Board and its committees, including as co-chair of the Capability and Workforce committee; Deputy Chair of the Chief Operating Officer committee; Secretaries Talent Council and Deputy Secretaries Talent Council, and as

members of the Secretaries Digital and Data Committee and the Partnership Priorities sub-committee.

We 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 that lead to better outcomes and public sector reforms.

We are committed to a **meaningful and ongoing relationship** with First Nations peoples and we continue to build an APS workforce that reflects the diverse dimensions of the communities that we serve.

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, we continue to build our partnerships with universities.

We **exchange knowledge, experience and insights** with foreign government partners in our region and multilateral institutions on public sector reform, workforce management, leadership and career management. We work closely with our counterpart agencies in Indonesia, ASEAN, New Zealand, Papua New Guinea, Fiji, Samoa, Tonga, the Solomon Islands, Kiribati, Nauru and Vanuatu. We represent Australia at the OECD Public Governance Committee and provide technical assistance to Indonesia on its OECD accession plans. We seek to meet demand from counterparts across Southeast Asia, including Thailand on its OECD accession preparations, and further across the Pacific. We have Memorandums of Understanding with our partners in Indonesia, Singapore, India, Papua New Guinea and Vanuatu.

We work with the Department of Foreign Affairs and Trade to strengthen public sector capacity and institutional linkages in the Indo-Pacific region through the Australian Aid Program.

System support

The Commission provides support across the system of Government through its provision of employees and capability to the Remuneration Tribunal, Defence Force Remuneration Tribunal, Merit Protection Commissioner, the Parliamentary Service Commissioner and Parliamentary Service Merit Protection Commissioner.

Remuneration tribunals

The remuneration tribunals perform an important role in determining, reporting and advising on allowances and entitlements for office holders, including parliamentarians, judicial and non-judicial court and tribunal holders and members of the Australian Defence Force.

Merit Protection Commissioner

The Merit Protection Commissioner supports agencies, departments and employees to meet their responsibilities, including through offering a system of review on a range of actions,

decisions and promotions, complaints investigation, and assistance with recruitment and selection processes.

Parliamentary Service Commissioner

The principal functions of the Parliamentary Service Commissioner are to advise the Presiding Officers of the Parliament on the management of policies and practices of the Parliamentary Service and to conduct any inquiries about the Parliamentary Service at the request of the Presiding Officers.

Parliamentary Service Merit Protection Commissioner

The Parliamentary Service Merit Protection Commissioner reviews parliamentary workplace decisions to make sure they are fair and correct through adjudicating disagreements about workplace decisions, inquiring into alleged misconduct in the workplace, reviewing agency decisions to ensure agencies have followed the appropriate processes and directions, and ensuring recruitment and promotion decisions are based on merit.

Performance

The Corporate Plan 2025–26 is our primary planning document.

Our performance framework provides a clear line of sight between the portfolio budget statements (PBS), corporate plan and annual report.

Our performance measures set out what we intend to achieve and provide a basis for assessing our performance over time. We use a mix of qualitative and quantitative performance measures covering a combination of output, efficiency and effectiveness.

Throughout the year we monitor and report on our progress against our performance measures. This provides our Executive Board with opportunities to address any risks and make improvements to ensure delivery against our purpose. Our Audit and Risk Committee provides us with advice on the appropriateness of our performance information.

Continuous improvement

In early 2024, we revised our purpose, vision and key activities to align to the Commissioner's functions as outlined in the Act. We revised our performance measures, which provide a basis for monitoring, assessing and reporting on our performance over time.

Building on the work undertaken in 2023–24 to transform our purpose, key activities and performance measures we have reviewed the appropriateness of our measures for 2025–26. We have made changes for 2025–26 to enhance our performance measures and targets to enhance the reliability and verifiability of performance information.

An explanation outlining changes to measures between our previous corporate plan, most recent PBS and this Corporate Plan are summarised at the bottom of each measure, and a consolidated list that outlines the description of the changes can be found in [Appendix A](#).

We will continue to review and refine our performance assessment methodologies through each reporting cycle. Uplifting, supporting and maintaining data integrity will remain a critical focus area for our performance reporting framework and the ongoing maturity of our performance measures.

Our performance framework

Portfolio Budget Statements 2025–26

Outcome 1

Increased awareness and adoption of best practice public administration by the public service through leadership, promotion, advice and professional development, drawing on research and evaluation.

Program 1.1

This program contributes to the outcome through building capacity, driving productivity and performance, streamlining processes, and promoting integrity and accountability.

Corporate Plan 2025–26

Purpose

We are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability.

Vision

A trusted and contemporary Australian Public Service that delivers for Government and for Australia.

Our key activities and performance measures

Key activity

Performance measures

Key Activity 1:

Promote and uphold the high standards of integrity and conduct within the APS

- 1.1 Promote the APS Values, APS Employment Principles and the Code of Conduct through identified promotion activities
- 1.2 Provide integrity and employment policy advice and assistance
- 1.3 Support the public sector to build a pro-integrity culture

Key Activity 2:

Lead and support the development of quality APS workforce management policy

- 2.1 Right settings are in place to support an effective APS workforce
- 2.2 Maintain First Nations representation at SES levels across the APS.

Key Activity 3:

Build APS capability and leadership for the future

- 3.1 Support APS leadership to develop their leadership capability
- 3.2 Contribute to an uplift in APS capability in the domains of APS Craft

Key Activity 4:

Foster an APS that engages and partners with people, communities and business

- 4.1 APS is better enabled to engage and partner with people, communities and business

Reporting on our progress against achieving our purpose

2025–26 Annual Performance Statements

Performance measures

Key activity 1: Promote and uphold the high standards of integrity and conduct within the APS

We measure our performance against this key activity using the following performance measures:

1.1 Promote the APS Values, APS Employment Principles and the Code of Conduct through identified promotion activities.

1.2 Provide integrity and employment policy advice and assistance.

1.3 Support the public sector to build a pro-integrity culture.

Performance measure 1.1: Promote the APS Values, APS Employment Principles and the Code of Conduct through identified promotion activities.

Targets and measurement

2025–26 Target	2026–27	2027–28	2028–29
1.1.1 Identified promotion activities are delivered, and if applicable, benchmark metrics are met.	As per 2025–26	As per 2025–26	As per 2025–26

Rationale

The Commission supports the APS to be aware of and understand its obligations, to achieve better outcomes across the whole of the service. The Commission upholds the *Public Service Act 1999* through an integrated program of engagement, education and communication that promotes the APS Values of commitment to service, ethics, respect, accountability, impartiality and stewardship, as well as APS Employment Principles such as fairness, merit, effective performance, safety and diversity. This performance measure provides a measure of the Commission's performance against key activity 1.

Type of measure

Output and effectiveness

Methodology

At the commencement of each reporting period promotional activities will be selected and documented in performance audit trails for the forward reporting year. We will define the promotional activity, delivery target, data sources and the promotional activity owner.

Promotional activities may:

- include engagement, education and communication activities that promote one or more of the APS Values, APS Employment Principles and the Code of Conduct
- be activities covering one or more reporting periods
- be undertaken by the Commission or in conjunction with other entities
- include a mix of specific campaigns and responsive promotional activities.

To achieve this measure, all promotional activities must be delivered. Where the promotional activity has benchmark metrics, they must be met for the activity to be 'delivered'.

Benchmark metrics provide us with information about the access to and quality of our promotion activities, reach and engagement, content effectiveness, user experience and business impact.

Case studies will be used to provide narrative to support reported results for promotional activities. Promotional activities that will be supported with a case study will be identified at the commencement of the reporting period.

Identified promotional activities for 2025–26:

- Promotion of the APS Values Code of Conduct and Employment Principles (case study)
- Strengthening Integrity in the APS: Horizon 1 - Capability and promotion of:
 - APSC.gov.au website update
 - APSC Flagship Product Suite
 - Integrity Communications Strategy
- Integrity Communications and Engagement Strategy 2025–26, with areas of focus being:
 - Conflicts of Interest (case study)
 - Gifts and Benefits
 - Record keeping
 - Integrity in recruitment

Data sources

Integrity Communications and Engagement Strategy 2025–26 and referenced benchmark data sources, Australian Public Service Commission website update project tracking documents, flagship product records and executive decision papers, internal communications strategies and individual campaign strategies. Benchmark data will vary depending on the promotional activity. It is provided through a range of platform including Google Analytics, Vision6, Sprinklr and Streem, and accessed and analysed by the Engagement and

Communication branch. An APS-wide benchmark survey will be undertaken using a statistically valid sample and modern research techniques.

Caveats and disclosures

Nil.

Owner

Engagement and Communications branch.

Changes from previous year

New measure in 2025–26. This measure replaces the 2024–25 Corporate Plan performance measure 1.2.1 and corresponding 2025–26 PBS performance measure.

Performance measure 1.2: Provide integrity and employment policy advice and assistance

Targets and measurement

2025–26 Target	2026–27	2027–28	2028–29
1.2.1 >80% of enquiries responded to in accordance with the Service Charter for the Ethics Advisory Service.	As per 2025–26	As per 2025–26	As per 2025–26
1.2.2 >80% of enquiries responded to in accordance with the Service Charter for the Employment Policy Advisory Service.	As per 2025–26	As per 2025–26	As per 2025–26
1.2.3 >80% of enquires for SES Code Consultations are responded to within 5 business days.	As per 2025–26	As per 2025–26	As per 2025–26

For the purpose of determining the overall results for this performance measure each target is equally weighted.

Rationale

The Commission's statutory functions include a requirement to provide advice and assistance to agencies on public service matters and to promote the APS Values, Employment Principles and Code of Conduct. In support of this, and the Commissioner's overarching function to uphold high standards of integrity and conduct in the APS, the Public Service Directions (s64) require APS agencies to consult with the Commissioner on Code of Conduct matters involving SES employees.

The Commission's advice lines, combined with Code of Conduct consultation processes managed by our Integrity Investigations and Conduct team, support these functions. Providing advice that is timely and according to stated processes assists in ensuring agencies and APS employees have trust and confidence in the advice and assistance the Commission provides.

Type of measure

Proxy for effectiveness.

Methodology

1.2.1 & 1.2.2 – To determine the performance results, databases for each advice line will be used to determine the percentage of the total queries received for the reporting period that were responded to within the timeframes as outlined in the applicable service charter.

The assessment scale for target 1.2.1 and 1.2.2 is:

- Achieved – >80% enquiries were responded to in accordance with the timeframes of the relevant service charter.
- Substantially achieved – 75% to 79% enquiries were responded to in accordance with the timeframes of the relevant service charter.
- Partially achieved – 70% to 74% enquiries were responded to in accordance with the timeframes of the relevant service charter.
- Not achieved – <70% enquiries were responded to in accordance with the timeframes of the relevant service charter.

1.2.3 – To determine the performance results, the database for the advice line will be used to determine the percentage of queries received for the reporting period that were within the timeframes set out for this target.

The assessment scale for this target is:

- Achieved – >80% enquiries were responded to in accordance with the target timeframe.
- Substantially achieved – 75% to 79% enquiries were responded to in accordance with the target timeframe.
- Partially achieved – 70% to 74% enquiries were responded to in accordance with the target timeframe.
- Not achieved – <70% enquiries were responded to in accordance with the target timeframe.

Data sources

Advisory lines have standard operating procedures that outline the requirements for recording the data in databases. These procedures are available to all members of each team and are used to support training of new team members. The procedures include data verification processes, including periodic random sampling to verify the accuracy of data and ensure exclusion bias and operational bias are minimised or eliminated.

1.2.1 & 1.2.2 – Ethics Advisory Service database and Employment Policy database advisory line data.

1.2.3 – SES Code Consultations database spreadsheets that capture advisory line data.

Caveats and disclosures

This measure could be impacted by instances of security breaches or system outages. Risks are managed by the Commission and relevant information security protocols are followed.

Owner

Integrity, Performance & Employment Policy Branch and General Counsel Branch.

Changes from previous year

This performance measure is similar to the 2024–25 Corporate Plan performance measure 1.1.2 and corresponding 2025–26 PBS performance measure. We have established a separate performance sub-measure focused on our integrity and employment policy advice and assistance. Each sub-measure reflects our core streams of integrity and employment advice services providing a better reflection of the Commission’s role in upholding high standards of integrity and conduct in the APS. Performance sub-measure 1.1.3 is a new measure and reflects guidance we provide in SES Code of Conduct matters.

Performance measure 1.3: Support the public sector to build a pro-integrity culture

Targets and measurement

2025–26 Target	2026–27	2027–28	2028–29
1.3.1 Percentage of APSC-led Integrity Roadmap initiatives on track for completion within the endorsed timeframe	As per 2025–26	N/A	N/A

Rationale

The Integrity Roadmap is the Commission’s commitment to shaping a pro-integrity culture for the APS, in partnership with APS agencies. The Roadmap consolidates a high volume of integrity initiatives led or co-led by the Commission. The Roadmap is a framework for the Commission to prioritise and sequence the initiatives into forward work plans and progressively embed them as business-as-usual. Implementation and the ongoing maturity of these initiatives strengthens the Commission in exercising its statutory integrity functions.

Type of measure

Output.

Methodology

Integrity Roadmap initiative progress updates will be captured twice yearly in November and May, until each initiative is complete or until the end of the Commission Integrity Roadmap's endorsed timeframe (2023–2026). Initiative leads will provide progress updates against each initiative through pre-existing reporting channels or via an approved reporting template specific to the roadmap. These reports will provide the initiative's current delivery status. Information will be drawn from the progress updates as required (including to provide periodic updates on tracking for the achievement of this Roadmap and/or the planned performance result).

Data sources

The Integrity Roadmap and initiative lead progress updates submitted to the Commission's Strategy and Transformation Branch. Progress reporting is undertaken in November and May.

Caveats and disclosures

Implementation of the Commission Integrity Roadmap is a fixed-term activity over an endorsed 3-year horizon (2023–2026). As a result this performance target is limited in its ability to provide an ongoing and meaningful measurement of performance. It is proposed to retain this measure for 2025–26 while investigating options as to whether specific initiatives under the Roadmap may provide a better measure of performance. For future years, this will be addressed in the next review cycle.

Owner

Strategy and Transformation Branch.

Changes from previous year

This performance measure is similar to the 2024–25 Corporate Plan performance measure 1.1.1 and corresponding 2025–26 PBS performance measure. It is now a stand-alone measure and the target has been amended to clarify that this measure looks to determine the percentage of initiatives that are on track toward completion within endorsed timeframes of the Integrity Roadmap.

Key activity 2: Lead and support the development of quality APS workforce management policy

We measure our performance against this key activity using the following performance measures:

2.1 Right settings are in place to support an effective APS workforce.

2.2 Maintain First Nations representation at SES levels across the APS.

Performance measure 2.1: Right settings are in place to support an effective APS workforce

Targets and measurement

2025–26 Target	2026–27	2027–28	2028–29
2.1.1 100% of collective workplace arrangements are compliant with the Public Sector Workplace Relations Policy	As per 2025–26	As per 2025–26	As per 2025–26
2.1.2 >90% APS agencies meet the required milestones under the Strategic Commissioning Framework	As per 2025–26	N/A - See caveats and disclosures	N/A - See caveats and disclosures
2.1.3 >80% of measurable metric targets achieved in APS Reform Outcome 6 - The APS sets the standard for equity, inclusion and diversity	As per 2025–26	As per 2025–26	As per 2025–26

This performance measure is a composite measure comprised of three sub-measures. The following weightings are applied to determine the overall result: 2.1.1 – 70%; 2.1.2 – 15%; 2.1.3 – 15%.

Rationale

This measure looks at the settings the Commission has in place to support the APS to attract, build and retain a skilled and robust APS workforce that reflects the diversity of the Australian community and enables effective delivery of government policies and services for the future.

Type of measure

Effectiveness

Methodology

2.1.1 – Review of all proposed Commonwealth agency collective agreements against the Government’s Policy and other authoritative guidance material.

The assessment scale for this target is:

- Achieved – 100% of Commonwealth agency workplace arrangements are assessed as compliant with the Public Sector Workplace Relations Policy and approved by the Commissioner.
- Substantially achieved – 85% to 99% of Commonwealth agency workplace arrangements are assessed as compliant with the Public Sector Workplace Relations Policy and approved by the Commissioner.
- Partially achieved – 70% to 85% of Commonwealth agency workplace arrangements are assessed as compliant with the Public Sector Workplace Relations Policy and approved by the Commissioner.
- Not achieved – <70% of Commonwealth agency workplace arrangements are assessed as compliant with the Public Sector Workplace Relations Policy and approved by the Commissioner.

2.1.2 – APS agencies will provide their Strategic Commissioning Framework reporting workbooks to the Capability and Workforce Committee Taskforce in the Workforce Strategies Branch of the Commission during the reporting period (August – September 2025). Agency data is received, recorded, counted and reconciled against the list of in-scope APS agencies. Corporate plan and annual report content will be collated from agencies’ publicly available documents. The result is calculated based on how many agencies meet the required reporting milestones under the Strategic Commissioning Framework.

The assessment scale for this target is:

- Achieved – $\geq 90\%$ of APS agencies meet the required reporting milestones under the Strategic Commissioning Framework.
- Substantially achieved – 75% to 89% of APS agencies meet the required reporting milestones under the Strategic Commissioning Framework.
- Partially achieved – 50% to 74% of APS agencies meet the required reporting milestones under the Strategic Commissioning Framework.
- Not achieved – <50% of APS agencies meet the required reporting milestones under the Strategic Commissioning Framework.

2.1.3 – The Strategy and Transformation Branch requests the following data from the Commission’s People Insights team to substantiate [10 performance metrics under outcome 6 of the APS Reform agenda](#). These metrics look to measure decreases in the gender pay gap, decreases in employees reporting workplace discrimination and APS workforce diversity.

The data for FY 2025–26 is compared to the 2023 baseline data published in the APS Reform Annual Progress Report 2024 against each performance metric under Outcome 6.

The assessment scale for this target is:

- Achieved – $\geq 80\%$ of performance metrics under APS Reform outcome 6 APS Reform outcome 6 meet the objective.
- Substantially achieved – 70% to 79% of performance metrics under APS Reform outcome 6 meet the objective specific to each metrics.
- Partially achieved – 50% to 69% of performance metrics under APS Reform outcome 6 meet the objective specific to each metrics.
- Not achieved – $<50\%$ of performance metrics under APS Reform outcome 6 meet the objective specific to each metrics.

Data sources

2.1.1 – The workplace arrangements provided by agencies, assessment comments provided by subject matter experts and internal approval briefs for Commission executives.

2.1.2 – Strategic Commissioning Framework reporting workbooks are completed and self-reported by agencies. The Commission provides guidance to agencies on what must be reported but does not require all agencies to use the same methodology. This acknowledges the differences that exist between agencies in terms of their focus, operating context, data systems and workforce. Agencies are advised to internally document the methodology and assumptions underpinning their 2025–26 targets to assist agencies to accurately assess progress against targets at end of financial year (agencies' internal documentation of their methodology is not reported to the APSC). Agency corporate plan and annual report content will be collated from agencies' publicly available documents.

2.1.3 – APS gender pay gap data from the APS Remuneration Survey, workplace discrimination data from the APS Employee Census and APS workforce diversity data from APSED.

Caveats and disclosures

2.1.1 – It is proposed that the wording of this measure be amended for the next reporting period (2026–27) to capture the arrangements that are approved by the Commissioner. This will support more accurate reporting against the measure.

2.1.2 – The initial implementation period for the Strategic Commissioning Framework runs from 2024–25 to 2026–27. Targets for this performance measure have been set for 2025–26 and 2026–27.

Owner

2.1.1 – Workplace Relations Branch.

2.1.2 – Workforce Strategies Branch.

2.1.3 – Strategy and Transformation Branch.

Changes from previous year

2.1.2 – Changes have been made to the methodology for sub-measure 2.1.2 as agency reporting requirements under the Strategic Commissioning Framework have expanded. It has expanded to include agency reporting for the Strategic Commissioning Framework in annual reports.

Performance measure 2.2: Maintain First Nations representation at SES levels across the APS

Targets and measurement

2025–26 Target	2026–27	2027–28	2028–29
2.2.1 Maintain First Nations representation at SES levels across the APS	Target to be established	As per 2026–27	As per 2026–27

Rationale

This performance measure directly contributes to the Closing the Gap Priority Reform Three to transform government institutions and organisations. First Nations employment across all levels of the APS has not improved in two decades, with representation stagnating at 3.5% of the APS workforce. As of 31 December 2024, First Nations SES leadership representation was at 2.86% with 100 First Nations SES within the total APS SES cohort of 3496.

First Nations leadership representation strengthens the integrity, legitimacy and capability of the public service by ensuring it reflects and serves the full diversity of the Australian community. In 2025–26, we will continue to support First Nations leadership representation through targeted programs such as the SES100 and First Nations talent and development programs Bulabul and Yawarra.

This performance measure demonstrates the Commission's efforts to continue transforming the APS to be more inclusive, responsive and future-fit, in line with the Commissioner's vision for a high-performing and trusted public service.

Type of measure

Output.

Methodology

The Commission's First Nations Unit receives First Nations workforce APSED data after the Commission's People Insight branch reviews and undertakes data quality assurance processes. To determine the increase in First Nations APS SES representation the number of First Nations SES are compared to the total SES cohort. Data takes into account ongoing and non-ongoing positions but does not include acting arrangements.

The assessment scale for this target is:

- Achieved – First Nations representation at SES levels across the APS is maintained or exceeds current level (2.86%).
- Not achieved – First Nations representation at SES levels across the APS is not maintained at current level (2.86%).

Data sources

APSED First Nations workforce data.

Caveats and disclosures

APSED data relies on information held by agency HR systems. APS employees may choose to identify as a First Nations person within their agency and may do so at any time, therefore APSED data may not provide a true indication of First Nations representation. It is however the most reliable and consistent data source for understanding First Nations representation in the service.

Data for the period 1 July to 31 December is available in March and data for 1 January to 30 June is available in September. Year on year comparisons and end-of-year reporting will rely on data available for the period ending 31 December of each year. As of 31 December 2024, there were 100 First Nations SES making up 2.86% of the total APS SES cohort (3496).

Owner

Diversity and Inclusion Branch.

Changes from previous year

This performance measure is similar to the 2024–25 Corporate Plan performance measure 2.2 and corresponding 2025–26 PBS performance measure. The performance measure retains the sub-measure 2.2.2 (now 2.2.1) with an amended target. The 2024–25 Corporate Plan planned performance results 2.2.1 and 2.2.3 have been removed following an assessment of their appropriateness.

Key activity 3: Build APS capability and leadership for the future

We measure our performance against this key activity using the following performance measures:

3.1 Support APS leadership to develop their leadership capability.

3.2 Contribute to an uplift in APS capability in the domains of APS Craft.

Performance measure 3.1: Support APS leadership to develop their leadership capability

Targets and measurement

2025–26 Target	2026–27	2027–28	2028–29
3.1.1 80% of learners report a moderate or significant expected impact on their performance against the course learning outcomes (baseline)	Targets to be set based on 2025–26 baseline	As per 2026–27	As per 2026–27
3.1.2 In courses that include practitioners, at least 85% of learners report that practitioner contributions enhanced their learning (baseline)	Targets to be set based on 2025–26 baseline	As per 2026–27	As per 2026–27
3.1.3 ≥ 440 SES participated in APS Academy leadership programs	As per 2025–26	As per 2025–26	As per 2025–26

Overall performance is determined based on the following assessment scale:

- Achieved – all targets are achieved the performance measure will be achieved.
- Substantially achieved – two targets are at least substantially achieved.
- Partially achieved – one target is at least partially achieved.
- Not achieved – where one or both targets are at least not achieved.

Rationale

Under section 41 of the *Public Service Act 1999*, the Commission is responsible for fostering, and contributing to, leadership, high quality learning and development and career management in the APS. This measure reflects the APSC's contribution, through the APS

Academy, to that role by supporting uplift in the foundational capabilities of the Australian Public Service. The APS Craft domains – including leadership and management - represent a core area of expertise that underpins effective performance in all roles and functions. The sub-measures focus on delivering quality programs, embedding practitioner insights to ensure learning is relevant and reflects the APS context, tracking the reach of the programs. The focus on leadership is reinforced through the APS Learning and Development Strategy and Action Plan which states 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.

To deliver on these commitments and build APS capability and leadership for the future the Commission provides high quality, one-APS senior executive leadership development and talent programs. Programs include SES Welcome, SES Orientation; SES Band 1 leadership; SES Band 2 leadership; and the Senior Executive Stewardship Program. In addition APS Secretaries Talent Councils', supported by the APSC, manage talent assessment and development programs for SES Band 3s and high potential SES Band 1 and Band 2s.

Type of measure

Effectiveness

Methodology

3.1.1 – Survey data is used to determine the results of this performance measure.

Participants respond to the survey question “To what extent do you expect this course will have a positive impact on your performance in the following areas” using a four-point scale (no impact, slight impact, moderate impact, significant impact). The “following areas” are a list of the course learning outcomes. The result is calculated as the proportion of respondents who selected “moderate impact” or “significant impact” against one or more learning outcome. Survey responses are aggregated across all deliveries of the same course in the reporting period.

The assessment scale for this target is:

- Achieved – 80% or more of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.
- Substantially achieved – 75% to 79% of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.
- Partially achieved – 60% to 74% of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.
- Not achieved – Fewer than 60% of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.

3.1.2 – Survey data is used to determine the results of this performance measure. In courses that include practitioners (described to learners in the survey as “guest speakers or presenters”), learners respond to the survey question “How did the contributions of the guest speakers or presenters enhance your learning?” Learners are provided with five positive response options. One mutually exclusive negative response is included (“did not enhance my learning”). The measure reports the percentage of respondents selecting at least one positive option.

The assessment scale for this target is:

- Achieved – 85% or more of respondents in applicable courses selected one or more positive responses indicating practitioner contributions enhanced learning.
- Substantially achieved – 80% to 84% of learners in applicable courses selected one or more positive responses indicating practitioner contributions enhanced learning.
- Partially achieved – 70% to 79% of learners in applicable courses selected one or more positive responses indicating practitioner contributions enhanced learning.
- Not achieved – Fewer than 70% of learners in applicable courses selected one or more positive responses indicating practitioner contributions enhanced learning.

3.1.3 – The results are calculated using enrolment data during the reporting period for each program. APSC Learn collects by program cohort, this relies on enrolment data at the commencement of each program. SES Orientation runs 12 cohorts per year; SES Band 1 leadership runs 6 cohorts per year; SES Band 2 leadership runs 1-2 cohorts per year; Senior Executive Stewardship runs 1 cohort per calendar year. Deputy Secretaries and Secretaries Talent Councils run 1 assessment each per year.

The assessment scale for this target is:

- Achieved – 10% increase of SES who participate in APS Academy leadership and APSC talent programs from, 2023-24 (440) indicates more SES are accessing leadership development tailored to the contemporary APS context.
- Substantially achieved – 8% to 9.9% increase of SES who participate in APS Academy leadership and APSC talent programs from, 2023-24 (440) indicates more SES are accessing leadership development tailored to the contemporary APS context.
- Partially achieved – 2% to 8% increase of SES who participate in APS Academy leadership and APSC talent programs from, 2023-24 (440) indicates more SES are accessing leadership development tailored to the contemporary APS context.
- Not achieved – 0% to 2% increase of SES who participate in APS Academy leadership and APSC talent programs from, 2023-24 (440) indicates similar numbers of SES are accessing leadership development tailored to the contemporary APS context

Data sources

3.1.1 & 3.1.2 – Survey data is collected at the conclusion of each facilitated program, including the talent programs. The survey is distributed to participants via two channels: a link provided by facilitators during the course and a follow-up email issued after course completion. Participation in the survey is voluntary and responses are anonymous. The

survey application for SES Leadership programs, Qualtrics, includes automated controls to detect invalid entries, duplicate submissions and incomplete responses allowing for manual review and inclusion assessment. MS Forms is used for talent programs.

Survey data is collected in Qualtrics and aggregated in GovTeams through an automated workflow. Data is collected continuously and updated weekly into Power BI dashboards developed and administered by the APS Academy Capability Strategy & Insights team. Access to the Academy's PowerBI workspace is controlled by the PM&C corporate analytics team.

3.1.3 – APSLearn attendance and enrolment is captured through APSLearn. Talent enrolment data is manually entered and available on request.

Caveats and disclosures

Nil.

Owner

Leadership and Talent Development Branch.

Changes from previous year

Target 2.1.3 is substantially similar to the 2024–25 Corporate Plan planned performance result 2.1.1 and corresponding 2025–26 PBS planned performance result. Targets 2.1.1 and 2.1.2 replace 2024–25 Corporate Plan planned performance result 2.1.2 and corresponding 2025–26 PBS planned performance result.

We have made changes to our targets to better align with their strategic intent and to ensure results are based on reliable, verifiable data sources. These amendments strengthen the link between the measures and the APS Academy's purpose, while improving clarity, relevance and integrity of reported results. Key improvements include:

- Strengthened rigor in measuring course performance – shifting from a broad satisfaction focus to a self-assessment of the learner's anticipated workplace performance against the course's stated learning outcomes. This ensures the measure reflects both course quality/relevance and the potential for transfer.
- Enhanced measurement of practitioner involvement – refining the measure to capture whether practitioner contributions have aided an individual's learning

A measure to assess the Academy's reach has been retained.

Performance measure 3.2: Contribute to an uplift in APS capability in the domains of APS Craft

Targets and measurement

2025–26 Target	2026–27	2027–28	2028–29
3.2.1 ≥ 80% of respondents report a moderate or significant expected impact on their performance against the course learning outcomes (baseline)	Targets to be set based on 2025–26 baseline	As per 2026–27	As per 2026–27
3.2.2 In courses that include practitioners, at least 85% of respondents report that practitioner contributions enhanced their learning (baseline)	Targets to be set based on 2025–26 baseline	As per 2026–27	As per 2026–27
3.2.3 ≥ 80% of APS agencies engage with the APS Academy through employee participation in courses or events (baseline)	Targets to be set based on 2025–26 baseline	As per 2026–27	As per 2026–27
3.2.4 ≥ 85% of actions from APS Learning and Development Strategy Adapt Action Plan are completed within their endorsed timeframes (baseline)	Targets to be set based on 2025–26 baseline	As per 2026–27	As per 2026–27

The overall measure results in the annual performance statements will be determined by the lowest rating target for the measure.

Rationale

Under section 41 of the *Public Service Act 1999*, the Commissioner is responsible for fostering, and contributing to, leadership, high quality learning and development and career management in the APS. This measure reflects the Commission's contribution, through the APS Academy, to that role by supporting uplift in the foundational capabilities of the APS. The APS Craft domains represent core areas of expertise across the service and underpin effective performance in all roles and functions. The sub-measures focus on delivering quality learning courses, embedding practitioner insights to ensure learning is relevant reflecting the APS context, tracking the percentage of APS agencies engaging with the APS Academy capability uplift activities, and supporting implementation of strategic actions that enhance a one-APS approach to capability development.

Type of measure

Effectiveness and efficiency

Methodology

3.2.1 – Survey data is used to determine the results of this performance measure.

Participants respond to the survey question “To what extent do you expect this course will have a positive impact on your performance in the following areas” using a four-point scale (no impact, slight impact, moderate impact, significant impact). The “following areas” are a list of the course learning outcomes. The result is calculated as the proportion of respondents who selected “moderate impact” or “significant impact” against one or more learning outcome. Survey responses are aggregated across all deliveries of the same course in the reporting period.

The assessment scale for this target is:

- Achieved – $\geq 80\%$ of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.
- Substantially achieved – 75% to 79% of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.
- Partially achieved – 60% to 74% of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.
- Not achieved – $< 60\%$ of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.

3.2.2 – Survey data is used to determine the results of this performance measure. Applicable courses are Academy courses in which an APS practitioner contributes to the delivery of the course in addition to a course facilitator. In courses that include practitioners (described to learners in the survey as “guest speakers or presenters”), learners respond to the survey question “How did the contributions of the guest speakers or presenters enhance your learning?” Learners are provided with five positive response options. One mutually exclusive negative response is included (“did not enhance my learning”). The measure reports the percentage of respondents selecting at least one positive option.

The assessment scale for this target is:

- Achieved – $\geq 90\%$ of respondents in applicable courses selected one or more positive responses indicating practitioner contributions enhanced learning.
- Substantially achieved – 85% to 89% of learners in applicable courses selected one or more positive responses indicating practitioner contributions enhanced learning.
- Partially achieved – 70% to 84% of learners in applicable courses selected one or more positive responses indicating practitioner contributions enhanced learning.
- Not achieved – $< 70\%$ of learners in applicable courses selected one or more positive responses indicating practitioner contributions enhanced learning.

3.2.3 –Attendance and enrolment data will be used to determine if an agency is engaging with APS Academy courses or events. An agency is counted as “engaged” if its employees have attended a live-learning course, event or enrolled in an eLearning course during the reporting period. The total number of engaged agencies will be calculated as a percentage of overall APS agencies as defined in the most recent APSED data tables published prior to the commencement of the reporting period.

The assessment scale for this target is:

- Achieved – $\geq 80\%$ of APS agencies have employees participating in courses or events.
- Substantially achieved – 70% to 79% of APS agencies have employees participating in courses or events.
- Partially achieved – 50% to 69% of APS agencies have employees participating in courses or events.
- Not achieved – $< 50\%$ of APS agencies have employees participating in courses or events.

3.2.4 – Data is drawn from the internal implementation register that tracks progress of all endorsed actions. The result is calculated as the percentage of all actions completed within their endorsed timeframes (baseline or revised with governance approval from Academy Management Committee). Completion is verified through governance reporting to Academy Management Committee and APS Learning Board. Delayed or deferred actions must have a documented and approved justification to be excluded from the count. In some documentation, ‘actions’ are described as ‘projects’.

The assessment scale for this target is:

- Achieved – $\geq 85\%$ of actions were completed on time, as recorded in the endorsed tracking framework.
- Substantially achieved – 75% to 84% of actions completed within endorsed timeframe.
- Partially achieved – 50% to 74% of actions completed within endorsed timeframe.
- Not achieved – $< 50\%$ of actions completed within endorsed timeframe.

Data sources

3.2.1 & 3.2.2 – Survey data is collected at the conclusion of each facilitated course using a standard post-course evaluation survey administered by the APS Academy. The survey is distributed to participants via two channels: a link provided by facilitators during the course and an automated follow-up email issued after course completion. Participation in the survey is voluntary and responses are anonymous. The survey application, Qualtrics, includes automated controls to detect invalid entries, duplicate submissions and incomplete responses allowing for manual review and inclusion assessment.

Post-course learner experience data collected in Qualtrics and aggregated in GovTEAMS. Data is collected continuously and updated weekly into Power BI dashboards developed and administered by the APS Academy Capability Strategy & Insights team. Access to the Academy’s PowerBI workspace is controlled by the PM&C corporate analytics team.

Courses are only included if there are at least 20 responses in a reporting period to avoid small sample bias. Response volumes will be accessible for audit purposes to ensure transparency.

3.2.3 – APSLearn attendance and enrolment data captured through APSLearn. Data is integrated with evaluation data and visualised through PowerBI.

3.2.4 – Data includes the Action Item Project Overview, Project Progress Reports, Implementation Tracking Register, Adapt Action Plan on a Page. Progress Reports are sourced from project leads once projects have been initiated. Project progress reports are submitted September, November, February and May. Implementation Tracking Register (ongoing); Plan on a Page (July 2025).

Caveats and disclosures

3.2.4 – This measure may shift in focus over time. Initially focused on completion, it may evolve to include impact of completed actions as evaluation maturity improves (e.g. evidence of uptake or contribution to system capability uplift). This will reflect the Academy's increasing role in enabling system outcomes, not just delivering outputs.

Owner

Craft and Learning Branch.

Changes from previous year

Targets 3.2.1 to 3.2.3 replace the 2024–25 Corporate Plan targets 3.2.1 and 3.2.2 and the corresponding 2025–26 PBS performance measures. Targets better align with the Commission's strategic intent and ensure that results are based on reliable, verifiable data sources. These amendments strengthen the link between the performance measures and the APS Academy's purpose, while improving the clarity, relevance and integrity of reported results. Key improvements include:

- Strengthened rigor in measuring course performance – shifting from a broad satisfaction focus to a self-assessment of the learner's anticipated workplace performance against the course's stated learning outcomes. This ensures the measure reflects both course quality/relevance and the potential for learning transfer.
- Enhanced measurement of practitioner involvement – refining the measure to capture whether practitioner contributions have aided an individual's learning.
- Assessment of the Academy's system reach – introducing a measure that tracks the proportion of APS agencies engaging with the Academy, providing an indicator of equitable access and breadth of system support and influence.
- Amendments to the APS L&D Strategy Action Plan reflect feedback from internal auditors and the new Adapt Horizon Action Plan that was implemented in May 2025.

Target 3.2.4 is substantially the same as sub-measure 2024–25 Corporate Plan performance measure 3.2.3 and corresponding 2025–26 PBS performance measure. The target has been adjusted to reflect the new Adapt Horizon Action Plan and to improve methodologies and data source information.

Key activity 4: Foster an APS that engages and partners with people, communities and business

We measure our performance against this key activity using the following performance measures:

4.1 The APS is better enabled to engage and partner with people, communities and business.

Performance measure 4.1: The APS is better enabled to engage and partner with people, communities and business

Targets and measurement

2025–26 Target	2026–27	2027–28	2028–29
4.1.1 ≥ 65% of APS agencies report they are supported to engage and partner.	Target to be determined	Target to be determined	Target to be determined
4.1.2 ≤ 15% of APS employees identify skills/capability gaps in their workgroup reference collaboration and stakeholder engagement as a gap.	Target to be determined	Target to be determined	Target to be determined
4.1.3 ≥ 85% of APS employees agree that their workgroup considers the people and businesses affected by what they do.	Target to be determined	Target to be determined	Target to be determined

The overall results of this performance measure 4.1 will be determined based on the following:

- Achieved – All 3 sub-measures are ‘achieved’.
- Partially achieved – 1 or 2 sub-measures are ‘achieved’.
- Not achieved – 0 sub-measures are ‘achieved’.

Rationale

As stewards of the Australian Public Service the Australian Public Service Commission is responsible for fostering an APS that can support the public interest now and into the future. An APS that engages and partners with people, communities and business is best placed to understand and deliver on the needs of Australians. Reporting against this performance measure will demonstrate the impact of the Commission’s activities and actions that enable the APS to engage and partner with people, communities and business.

Type of measure

Proxy for effectiveness

Methodology

4.1.1 – The APS Agency Survey is a census of all APS agencies with at least 20 employees employed under the Public Service Act 1999. Agencies must complete the survey to fulfil their duties under the Act.

The results for this measure are determined based on the responses provided to the survey question ‘Does your agency require greater partnership and engagement skills and/or capabilities to develop more fit for purpose polices and services?’ Response options are ‘yes’ or ‘no’. The result for this performance measure is determined by the percentage of agencies that respond ‘yes’.

The assessment scale for this target is:

- Achieved – Target is met or exceeded.
- Not achieved – Target is not met.

4.1.2 – The APS Employee Census is a survey of all eligible personnel who are employed under the Public Service Act 1999. However, participation is voluntary.

The results for this measure are determined based on a survey question that asks participants to reflect on the developing capability (2024 Employee Census questions 30 and 31 however numbering is subject to change). Participants are asked ‘Are there currently skills or capability gaps within your immediate workgroup’. Response options are ‘yes’ or ‘no’. When a participant responds ‘yes’ they are then asked to select the skills or capabilities that are missing via multiple choice where one option is ‘Collaboration and stakeholder engagement’.

The results for this performance measure are determined by counting the total number of responses that:

- Respond with ‘yes’ to identify a skill or capability gap; and
- Select ‘Collaboration and stakeholder engagement’ as the skill or capability gap.

This count is then used to determine the percentage based on the total number of responses to the APS Employee Census for the given year.

The assessment scale for this target is:

Achieved – Target is met or exceeded.

- Not achieved – Target is not met.

4.1.3 – The APS Employee Census is a survey of all eligible personnel who are employed under the *Public Service Act 1999*. However, participation is voluntary.

The results for this measure are determined based on a survey question that asks participants to reflect on the attributes of their immediate work group (2024 Employee Census question 18(f)). Participants are asked to rate their agreement in response to the following statement: ‘My workgroup considers the people and businesses affected by what

we do'. Response options are 'strongly agree', 'agree', 'neither agree nor disagree', 'disagree' or 'strongly disagree'.

The results for this performance measure are determined by counting the total number of responses that 'strongly agree' or 'agree', and then determining the percentage based on the total number of responses to the APS Employee Census for the given year.

The assessment scale for this target is:

- Achieved – Target is met or exceeded.
- Not achieved – Target is not met.

Data sources

4.1.1 – Raw data obtained from the annual APS Agency survey. The APS Agency survey is designed and tested by the APSC Workforce Research and Analysis team and reflects best practice survey design. An external party provides survey hosting services and the raw data to the Commission for interpretation. Data is collected and reported on once per year between June and July. Data is prepared and made available in August.

4.1.2 & 4.1.3 – Raw data obtained from the annual APS Employee Census. The APS Employee Census is conducted by the People Insights Branch with assistance from an external service provider. The Commission and external service provider report de-identified and aggregated Census results which are made available to the Commission, other agencies and other parties. The reliability and verifiability of the data can be reviewed via the Qualtrics survey platform which is used to administer the Census. Detailed information regarding data handling can be found in the participant information sheet. Data is collected and reported on once a year between June and July. Data is prepared and made available in August.

Caveats and disclosures

The data for these targets is released annually in August. The baseline targets for this measure were established in 2024–25. Future targets will be established once data trends become available. Targets may evolve to reflect government priorities. As a relatively new measure, the 2025–26 targets provide a basis for assessing how the Commission is performing against key activity 4.

Owner

Strategy and Transformation Branch.

Changes from previous year

Since the 2024–25 Corporate Plan, baseline targets have been established for 2025–26 measures. Description of sub-measures 4.1.1 and 4.1.2 have been amended to more accurately reflect the data source.

Appendix A – Summary of changes to performance measures

The table below provides a description of the changes made to the performance measures in the Commission's 2024–25 Corporate Plan, 2025–26 Portfolio Budget Statements, and this Corporate Plan.

Table 3: Summary of changes to performance measures

Performance measure and target description in the 2024–25 Corporate Plan		Description of change for PBS 2025–26	Description of change for Corporate Plan 2025–26
1.1	Contribute to a pro-integrity culture across the APS through performance of statutory functions and reform initiatives.	No change.	Amended targets.
1.1.1	At least 75% of APSC-led Integrity Roadmap initiatives completed within endorsed timeframes.	No change.	Amended. See measure 1.3.
1.1.2	>80% enquiries responded to in accordance with the Service Charter for the Ethics Advisory Service and Employment Policy Advisory Service.	No change.	Amended. See measure 1.2.
1.2	Uphold high standards of conduct within the APS.	No change.	Amended targets.
1.2.1	Framework developed and implemented to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the APS Code of Conduct.	No change.	Removed. Replaced by measure 1.1.
1.2.2	100% of Agencies have section 15(3) APS Code of Conduct Procedures published on their website which comply with section 15(4).	Removed.	Removed. Replaced by measure 1.1
2.1	Right settings are in place to support an effective APS workforce.	No change.	No change.
2.1.1	100% of collective workplace arrangements are compliant with the Public Sector Workplace Relations Policy.	No change.	No change.
2.1.2	>90% APS agencies meet the required milestones under the Strategic Commissioning Framework.	No change.	No change.

Performance measure and target description in the 2024–25 Corporate Plan		Description of change for PBS 2025–26	Description of change for Corporate Plan 2025–26
2.1.3	>80% of measurable metric targets achieved in APS Reform Outcome 6 – The APS sets the standard for equity, inclusion and diversity.	No change.	No change.
2.2	Enhanced First Nations representation and cultural capability across the APS.	No change.	Amended targets.
2.2.1	Percentage of EL2 and Senior Executive Service who have completed cultural capability training.	No change.	Removed.
2.2.2	The SES100 initiative boosts First Nations SES cohort numbers to at least 100 by June 2025.	Amended ref. date.	Amended. See measure 2.2.1.
2.2.3	>6 agencies have recruited from First Nations SES Merit List.	Removed.	Removed.
3.1	Support APS leadership to develop their leadership capability.	No change.	Amended targets.
3.1.1	10% increase on SES who participated in APS Academy leadership programs during 2023–24.	Amended ref. date.	Amended. See 3.1.3.
3.1.2	90% of courses where learners report a positive learning experience.	No change.	Removed. Replaced with 3.1.1 and 3.1.2.
3.2	Contribute to an uplift in APS capability in the domains of APS Craft.	No change.	Amended targets.
3.2.1	Increase on 2023–24 results for the number of co-branded learning offerings delivered arising from key partnership arrangements established with agencies.	Amended ref. date.	Removed.
3.2.2	90% of courses where learners report a positive learning experience.	No change.	Removed. Replaced by measures 3.2.1, 3.2.2 and 3.2.3.
3.2.3	100% of actions from APS Learning and Development Strategy and Action Plan that are completed within endorsed timeframes - where the Commission or APS Academy is listed as lead.	No change.	Amended. See measure 3.2.4.
4.1	The APS is better enabled to engage and partner with people, communities and business.	No change.	Amended target.

Performance measure and target description in the 2024–25 Corporate Plan		Description of change for PBS 2025–26	Description of change for Corporate Plan 2025–26
4.1.1	Number of APS agencies that report that they are supported to engage and partner (Baseline).	No change.	Amended.
4.1.2	<15% APS employees identify a collaboration and stakeholder engagement skills or capability gap.	No change.	Amended.
4.1.3	Percentage of APS employees that agree that their work group considers the people and businesses affected by what they do (Baseline).	No change.	Amended.

Appendix B – PGPA Act requirements

Table 4: PGPA Act requirements and location in plan

Requirement	Location in Corporate Plan
Introduction	
Statement of preparation	Page 3
the reporting period for which the plan is prepared	Page 3
the reporting periods covered by the plan	Page 3
Purpose	Page 6
Key activities	Page 8
Operating context	
environment	Page 11
risk oversight and management	Page 15
capability	Page 11
cooperation	Page 17
subsidiaries (if applicable)	N/A
Performance	Page 20
Other requirements: Strategic Commissioning Framework summary of targets	Page 14