



Terms of Reference

Capability and Workforce Committee

Purpose

The Capability and Workforce Committee provides advice to Secretaries Board to build and retain APS workforce capability and meet APS workforce challenges and opportunities.

The Committee will focus on 2 key work streams:

1. Attraction, Employment and Retention
2. Capability

The Committee's work takes into account findings and recommendations from other APS reviews and initiatives, and work being delivered through the APS Professions, COO Committee, the APS Learning Board and other committees. A list of the Committee's priority actions is available on the [Committee's webpage](#).

Roles

Within its remit, the Committee sets the strategic direction, progresses priority actions, makes decisions on programs that are ready for rollout across the APS, and ensures its work program is aligned with the Secretaries Board (including other sub-committees).

The Committee will work with others to:

- explore data-driven approaches to understanding workforce pressures across the APS
- drive change to create the best value proposition for the APS in the employment market
- develop organisational and workforce capability of the APS in key areas, including policy, managerial and cultural capability, build strategic knowledge and support diverse cohorts
- provide advice to the Secretaries Board for new or expanded initiatives that will ensure that the APS is a model employer and able to meet existing and emerging workforce demands, and
- provide strategic oversight of pilots or trials as agreed by the Committee and/or Secretaries Board.

Sponsors

Members of the Committee will sponsor priority actions where there is alignment with agency policy responsibilities. Where priority actions do not neatly align with policy responsibilities, the Co-Chairs may ask other members to assume sponsorship responsibility. Sponsors will:

- drive work on opportunities, risks and recommendations for consideration by the Committee
- determine when to refer issues to other bodies for action and advice, including Secretaries Board and/or its sub-committees
- maintain oversight of priority actions and provide updates to the Committee as required

- recommend when the priority action is ready for implementation and can be removed from the Committee's work plan
- contribute resources to deliver priorities and ensure alignment and engagement with the work within their agency.

It is expected that all members of the Committee will have sponsorship responsibilities. Over time Co-Chairs may decide to co-opt agency heads who are not members of the Committee, but have relevant expertise or portfolio linkages, to oversee specific projects.

Other APS governance boards and committees

In addition to consulting with other Secretaries Board sub-committees, the Committee and/or sponsors may engage other bodies to contribute to work priorities, including:

- COO Committee: to provide advice on operationalisation and implementation of priorities and to drive pilots;
- APS Learning Board: to provide advice on the design and implementation of APS wide learning and development opportunities; and
- Heads of Professions: to provide advice on the design and implementation of APS wide learning and development priorities to lift APS capability in critical areas.

The Committee may also decide to establish project-specific steering committees to maintain oversight, drive progress, and determine when to engage the Committee for further action and advice.

Membership

Co-Chairs:

- Ms Katherine Jones PSM, Secretary, Attorney-General's Department
- Dr Subho Banerjee, acting Australian Public Service Commissioner

Members:

- Mr Jim Betts, Secretary, Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts
- Mr Blair Comley PSM, Secretary of the Department of Health, Disability and Ageing
- Ms Jacqui Curtis, Head of HR Profession, Chief Operating Officer, Australian Taxation Office
- Mr Chris Fechner, Head of Digital Profession, Chief Executive Officer, Digital Transformation Agency
- Ms Stephanie Foster PSM, Secretary, Department of Home Affairs
- Dr David Gruen AO, Head of Data Profession, Australian Statistician, Australian Bureau of Statistics
- Ms Julie-Ann Guivarra, Chief Executive Officer, National Indigenous Australians Agency
- Mr David Hazlehurst, Chief Executive Officer, Services Australia
- Mr Michael Lye, Secretary, Department of Social Services
- Mr Matt Yannopoulos PSM, Secretary, Department of Finance
- Ms Victoria Anderson, Secretary of the Department of Agriculture, Fisheries and Forestry
- Mr Simon Duggan, Secretary of the Department of Employment and Workplace Relations

Changes to membership are agreed by the Co-Chairs in consultation with members.

A quorum will be more than 50 per cent of members, including at least one of the Co-Chairs.

Observers:

Co-Chairs may invite observers to attend and participate in Committee meetings, such as Chairs of the COO Committee or other sub-committees, APS Learning Board or other members of the APS Executive directly responsible for policy or project delivery.

Responsibilities of members

Committee members are representatives and stewards of the APS as a whole, as well as their individual agencies. Members are expected to attend all meetings. Proxies may attend at the discretion of the Co-Chairs.

Decision-making authority

The Committee is authorised by the Secretaries Board to progress and make decisions regarding the responsibilities outlined in these Terms of Reference. Substantive recommendations will be presented to Secretaries Board for decision, as required.

Meetings

The Committee will meet quarterly.

Resourcing

The Committee will be supported by a small secretariat team within the Australian Public Service Commission.

Reporting

The Committee will receive updates twice per year on active priority action items. Sponsors may bring back a priority action to the Committee when strategic discussions and decisions are required.

The Committee will report to the Secretaries Board at six-monthly intervals, to ensure alignment with the work programs of other committees and provide sufficient visibility of progress.

Meeting outcomes may also be reported verbally to the Secretaries Board, APS Learning Board and Heads of Professions, through the Co-Chairs, and to the COO Committee.

A communique outlining the key discussion points and decisions of the Committee will be published to the [Australian Public Service Commission website](#), following each meeting, consistent with Secretaries Board governance and reporting arrangements.

Secretariat

The Australian Public Service Commission will provide secretariat support to the Committee.

Agendas and papers will be provided approximately five business days ahead of each meeting, or as agreed by the Co-Chairs. Draft minutes will be circulated out-of-session after each meeting and put forward for endorsement by members at the subsequent meeting.

Review

Terms of reference agreed by Sub-committee	12 April 2022
Revised Terms of reference agreed by Sub-committee	18 October 2022
Revised Terms of reference agreed by Sub-committee	13 July 2023
Revised Terms of reference agreed by Secretaries Board	11 October 2023
Revised Terms of reference agreed by Sub-committee	3 May 2024
Revised Terms of reference agreed by Secretaries Board	10 July 2024
Revised Terms of reference agreed by Sub-committee	24 April 2026
Revised Terms of reference agreed by Secretaries Board	20 May 2026

The Terms of Reference may be reviewed at the discretion of the Co-Chairs in consultation with members.

Document Control

Version	Date of Endorsement	Endorsed by	Key changes
0.2	12 April 2022	Sub-committee	Nil
0.3	18 October 2022	Sub-committee	Update to Sub-committee role, membership and governance Revised scope to include new work stream (Capability)
0.4	13 July 2023 11 Oct 2023	Sub-committee Secretaries Board	Update to Sub-committee membership, quorum and reporting requirements Update to governance diagram (Attachment A) Update to priority action decision framework (Attachment B)
0.5	3 May 2024 10 July 2024	Sub-committee Secretaries Board	Substantive review and update of the Terms of Reference Changing the name of the Committee and taskforce Update to Committee membership Refresh of priority actions, including addition of the psychological safety project (Attachment A)
0.6	24 April 2026 20 May 2026	Sub-committee Secretaries Board	Updates to sub-committee purpose, membership, resourcing for projects, frequency of meetings and the timeframe within which minutes will be circulated. Removal of attachments, noting the webpage contains a list of the sub-committee's priority actions and the ToRs include information about how the sub-committee will work with other governance bodies.