



Australian Government
Australian Public Service Commission

Corporate Plan

2026–27



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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 2026–27 Australian Public Service Commission Corporate Plan, which covers the period 2026–27 to 2029–30, 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 Subho Banerjee
Acting Australian Public Service Commissioner
24 August 2026



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Commissioner's foreword

The Australian Public Service Commission is entrusted to be a steward of capability, integrity, and workforce management across the Australian Public Service.

The Commission is at a turning point in its role shaping the APS and delivering on its statutory functions. In 2026-27, we will continue to help build the APS as a model employer that puts people and business at the centre of policy and service delivery while responding to a rapidly changing environment shaped by new technologies, evolving community expectations, and emerging national and global challenges.



This will be a significant year for the Commission. As reform and modernisation continue, we have an opportunity to strengthen capability, invest in leadership, embrace innovation, and help shape a workforce ready for the future. Our focus is on ensuring the APS remains trusted, high performing, and equipped to meet the needs of government and the Australian community.

This Corporate Plan sets out how we will deliver on that focus. We will support agencies and leaders to navigate complexity, build capability, and deliver outcomes with confidence, prioritising our effort and resources towards the areas of greatest impact across the APS.

Our priorities for the year ahead are clear. We will support agencies to implement APS-wide enterprise bargaining outcomes, help the APS realise opportunities presented by artificial intelligence and emerging technologies, and uphold the integrity, accountability, and trust that Australians expect of their public service. We will continue to shape a workforce equipped for the future through strategic workforce planning, contemporary employment practices, and a strong focus on attracting, retaining, and mobilising talent across the APS.

Building capability remains central to our purpose. Through the APS Academy, we will continue investing in the skills and training needed for an effective and enduring public service, with a particular focus on core public service skills, leadership development, and talent management.

Our success depends on our people. Across the Commission, our staff bring expertise, professionalism, and a deep commitment to public service. Their dedication enables us to support agencies, strengthen workforce capability, and contribute to a high-performing APS that reflects the diversity of the Australian community.

Partnership will be critical to achieving our objectives. The challenges facing the APS require collective effort and cannot be addressed by any one agency alone. We will continue to work closely across the APS and with government, academia, Indigenous Australians, business and other key stakeholders to share insights, develop practical solutions, and build collective capability.

Ms Jacqui Curtis PSM

Australian Public Service Commissioner

Purpose

The Australian Public Service Commission holds a central, trusted position within the Australian Public Service as a steward of integrity, workforce management and capability. We support the Australian Public Service Commissioner and the Merit Protection Commissioner to undertake their statutory functions under the *Public Service Act 1999* (Public Service Act).

We 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.

Our purpose

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

Our vision

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

Key activity 1

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

Performance measures:
1.1 & 1.2

Key activity 2

Lead and support the development of quality APS **workforce management** policy.

Performance measure:
2.1

Key activity 3

Build APS **capability and leadership** for the future.

Performance measures:
3.1 & 3.2

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, we set 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 the APS Values, Code of Conduct and Employment Principles.
- Uphold the APS Values and Code of Conduct by inquiring into potential breaches.
- 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. We monitor and respond to shifts in the employment landscape, developing and implementing policies and initiatives that position the APS as a model 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 great talent to and retain great talent within 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 and other enabling legislation.

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

A knowledgeable and skilled public service is essential to meet the future challenges and maintain trust in government. As custodians of APS capability and leadership, 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 expertise into the APS by partnering with agencies to develop best practice workforce attraction, selection and retention solutions, including clear entry pathways for prospective employees.
- Strengthen workforce capability by identifying emerging skill 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 build strong and diverse APS leaders, who can draw on and maximise the strengths that exist across the APS.

Operating context

Environment

The Australian Public Service exists to serve Australians. Whether it is delivering services, responding to emergencies, supporting government decisions or helping shape the country's future, people rely on the APS every day.

The environment in which the public service operates is changing. Expectations are rising, problems are becoming more complex, and the pace of change continues to accelerate. At the same time, agencies are asked to do more with finite resources while responding to rapid advances in technology and changing workforce expectations.

These pressures shape how the Commission supports agencies to build integrity, strengthen leadership and develop a skilled workforce that is ready for the future. In recent years there has been a focus on reform. However, the focus has shifted from implementing change to fostering a culture of continuous improvement. This requires leaders who are prepared to learn, adapt and strengthen the APS over time.

Australians deserve government institutions that are open, accountable and able to explain the decisions they make. Trust depends on what decisions are made, and how they are made. The Commission continues to remain focused on strengthening leadership, ethical decision-making and fostering workplace cultures that earn and maintain public confidence. The outcome is a trusted APS that acts in the public interest and maintains the confidence of government, Parliament and the Australian community.

Government needs a public service that can respond to today's priorities while preparing for tomorrow's challenges. This requires a public service workforce that can adapt, learn and apply new skills as the environment changes. Attracting and retaining people with the right skills remains an ongoing challenge across the APS. Employment arrangements and workforce expectations continue to shape how agencies attract, support and retain their people. The Commission works with agencies to strengthen workforce planning, support the development of new skills across the APS and build a pipeline of leaders ready for the challenges ahead. Our goal is an APS that remains capable, adaptable and prepared for an increasingly complex future.

Australian communities are diverse, and people's experiences of government are not the same. Effective decision-making depends on understanding the needs and experiences of our communities. The Commission continues to focus on mobility, talent development, career pathways and a diverse public service that broadens experience and strengthens connections within and between communities across Australia. We will continue to help build a public service that is connected to the people and communities it serves and equipped to make informed decisions in the interest of all Australians.

Technology is changing the way the public service does its work. We must move beyond simply adopting new technology and embracing using it well to improve productivity and empower people to focus on work that requires judgement, lived experience and human connection. The expectations for information governance, responsible data use and

cybersecurity continue to grow. In this environment, the Commission is focused on helping agencies build the skills and judgement needed to use new technologies effectively, and ethically, to adapt to changing ways of working, and make the most of the opportunities new technology creates. The outcome is a modern APS that uses technology to create capacity, improve decision-making and deliver better outcomes for Australians.

Good public institutions are built over time. They rely on people who are committed to serving others, making sound decisions and leaving the system stronger than they found it. That stewardship sits at the heart of the APS and continues to guide the Commission's work.

Capability

Workforce

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

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. We are developing a workforce plan that will support the Commission to adapt to changing needs, technology and policy priorities.

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.

We will continue to invest in our people through a range of learning and development opportunities, preparing our workforce to meet future demands. 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.

Supporting the wellbeing of our people is equally important to us. 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.

Our National Property Strategy ensures our properties and their amenities enable our staff, some of whom are geographically dispersed across the country, to collaborate and connect in a way that is efficient and aligns with the work we undertake.

Strategic Commissioning Framework

As required by the APS Strategic Commissioning Framework, for 2026–27 the Commission has identified the following job families as core work:

- Accounting and Finance
- Administration
- Communications and Marketing
- Compliance and regulation
- Data and research
- Human Resources
- ICT and digital solutions
- Information and knowledge management
- Intelligence
- Legal and parliamentary
- Monitoring and audit
- Policy
- Portfolio Program and Project Management
- Senior Executive
- Service delivery

In 2026–27, the Commission will further embed the APS Strategic Commissioning Framework by reviewing human resources and procurement policies and forms to ensure strategic commissioning principles are consistently applied across workforce and procurement decisions.

The Commission will also further strengthen internal capability and knowledge retention by prioritising APS employees and, where appropriate, partnering with other APS agencies where appropriate to deliver core work.

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 and artificial intelligence represent significant opportunities to improve how we deliver services, support decision-making and enhance workforce productivity. Our technology strategy responds to the changing expectations for digital service delivery, increasing cyber security threats, growing demand for data-driven insights and the need to support a modern and flexible workforce. To make the most of these opportunities, we are focused on strengthening our technology foundations and updating our technology strategy in 2026-27.

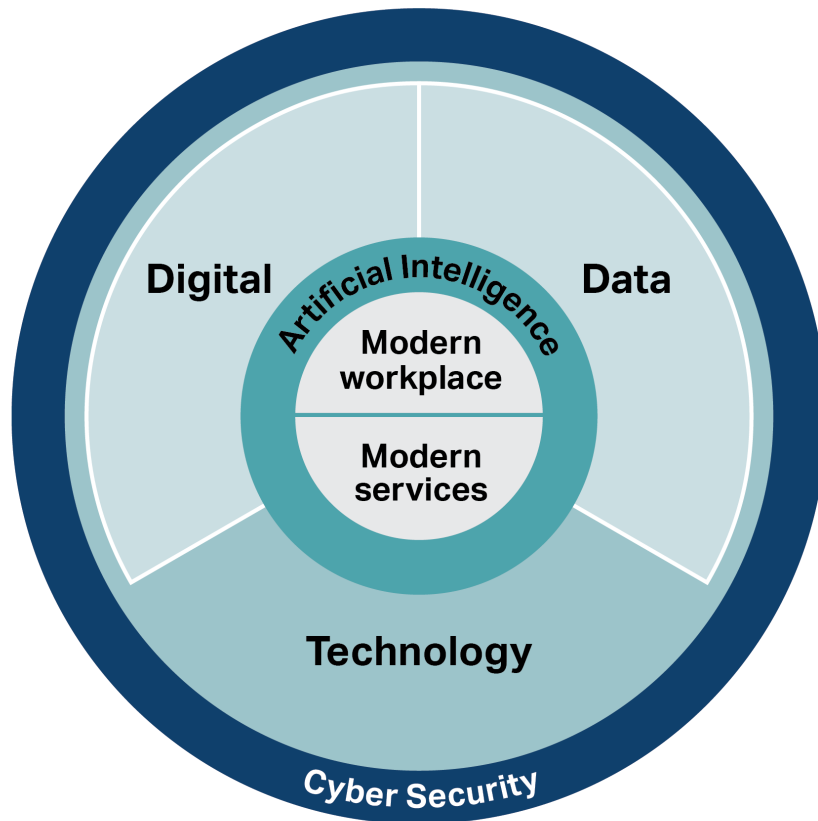
Our current approach to building ICT capability and positioning the Commission to respond to future business needs and emerging technologies is guided by the following six core principles. These help us respond effectively to current needs and future opportunities.

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.
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; 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 AI.

Figure 1: Our technology priorities are underpinned by 5 implementation themes



Our technology strategy aligns with broader Australian Government priorities for secure, user-centred and digitally enabled public services. We will continue to strengthen cyber security capabilities, adopt contemporary approaches to information and data management, and ensure the responsible use of AI through appropriate governance and oversight. We will also leverage whole-of-government platforms and collaborative opportunities where appropriate and meets our business needs to improve ICT capability, reduce duplication and maximise value from technology investments.

These initiatives will help ensure the Commission's technology capability evolves and continues to support us to achieve our purpose and key activities.

Risk management

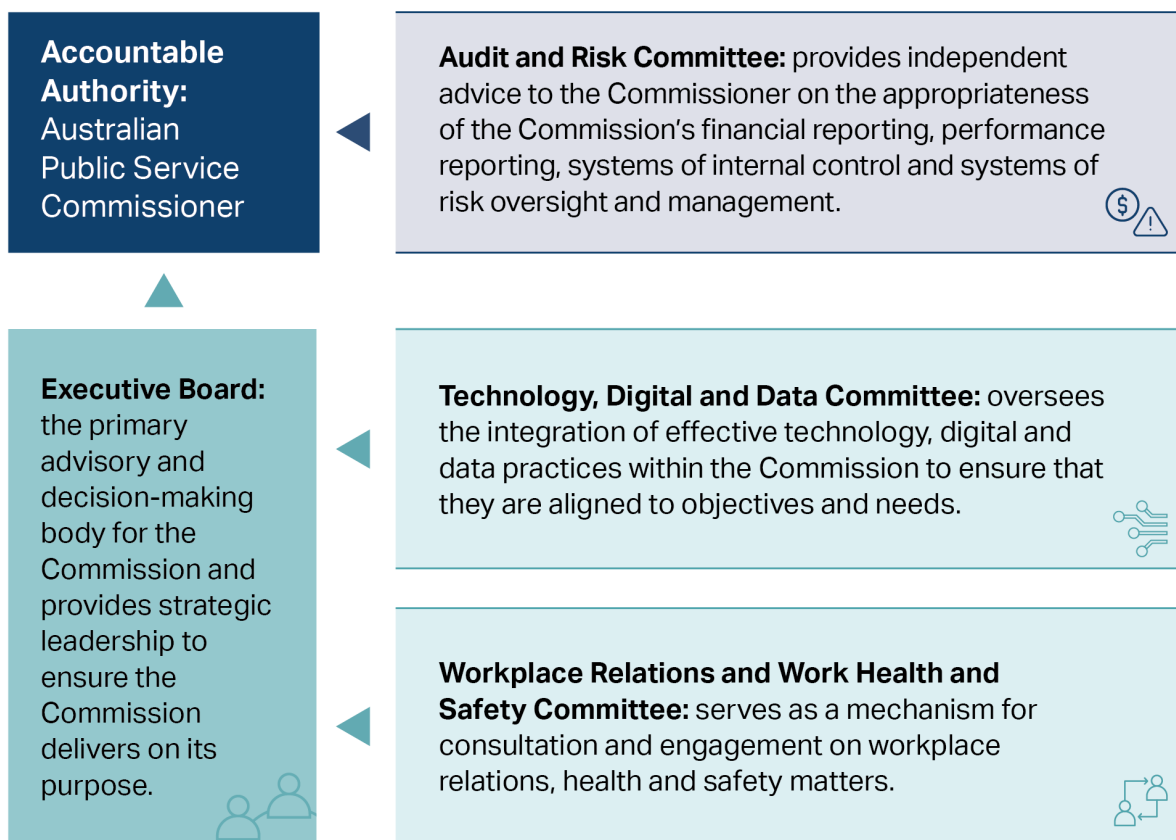
Governance arrangements

The Commission's committee structure works to promote good governance and supports our accountable authority to set 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 people to achieve our purpose and deliver on priorities.

We are currently reviewing our governance arrangements to ensure they continue to meet the Commission's needs and support effective decision-making. We are focused on strengthening governance capability, streamlining processes, and identifying opportunities to better use technology to improve the value of our governance forums.

Figure 2: Our governance committees



Risk oversight and management

Effective risk management is essential to achieving our purpose, improving our performance and meeting the expectations of the Australian Government and the public. By proactively identifying and managing risks, we can better respond to challenges that may affect the delivery of our work while also positioning ourselves to make the most of opportunities for innovation and reform.

The Commission's Risk Management Policy and Framework 2026–28 establishes our approach to the management of risk and embeds risk management in the Commission's operational, governance and decision-making processes. Our Policy and Framework is consistent with the requirements outlined in the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Risk Management Policy.

The Commission will continue to embed and strengthen the Commission's risk management framework to support consistent, informed decision-making and effective management of risk impacting on the delivery of our work. The focus in the coming year will be to uplift risk capability across the Commission to strengthen our organisational resilience and improve delivery of strategic outcomes.

The Commission's risk appetite and tolerance statements establish our parameters for acceptable risk-taking within certain categories of risk, including our ability to meet our legislative obligations or maintain effective systems to support our operations. We adopt a balanced level of risk to pursue opportunities, innovation and better outcomes, supported by evidence-based decision making and continuous learning. However, we take a more prudent approach to risk-taking when it may adversely affect the wellbeing of our people, ethical standards, reputation, or compliance with statutory requirements. Risks outside of these parameters are escalated to ensure appropriate oversight and monitoring.

Our strategic risks

Our strategic risks are the key risks that affect our strategic intent and impact on the achievement of our purposes, objectives and key activities.

The Executive Board reviews the Commission's strategic risks each year, considering changes to our operating environment, risk profile and emerging risks.

Table 2: Strategic risks, owners and mitigations

The Commission fails to maintain the foresight and adaptability required to effectively steward the Australian Public Service in a changing operating environment.	
Owner	First Assistant Commissioner, Integrity & Enabling Services
Mitigation	Governance and planning mechanisms support ongoing environmental scanning, emerging risk identification, business continuity preparedness and strategic response planning.
The Commission is unable to maintain the frameworks, systems and influence needed to uphold high standards of integrity and conduct across the Australian Public Service.	
Owner	First Assistant Commissioner, Integrity & Enabling Services
Mitigation	Maintenance of APS integrity frameworks, delivery of leadership integrity training and assessment of the effectiveness of integrity-related activities support strong integrity standards across the Australian Public Service.
The Commission is unable to align Australian Public Service workforce conditions with workforce expectations and labour market trends to attract and retain the talent needed for a future-ready Australian Public Service.	
Owner	First Assistant Commissioner, Workforce, Tribunals and Inclusion <i>Support: Chief Negotiator, APS Bargaining</i>
Mitigation	Workforce policy settings, bargaining arrangements, diversity initiatives and workforce insights support attraction, retention and workforce competitiveness across the Australian Public Service.
The Commission is unable to develop and implement effective initiatives, programs and training to build the capability and leadership of the Australian Public Service.	
Owner	Deputy Commissioner, APS Academy & Capability
Mitigation	APS-wide leadership and capability frameworks, targeted development programs and ongoing performance monitoring support workforce capability uplift across the Australian Public Service.

Cooperation

The Commission's work is underpinned by collaboration. We work with Ministers, APS agencies, government entities, employee representatives, strategic partners, academic institutions and international counterparts to strengthen the capability, integrity and effectiveness of the public service.

Many of these relationships span multiple areas of our work and make a significant contribution to achieving the Commission's purpose. Together, they help us identify emerging issues, shape policy, build capability, coordinate implementation and support continuous improvement across the APS.

Promoting and upholding high standards of integrity

Integrity is strengthened through collaboration across government. We work with APS agencies, Ministers, parliamentary committees, employees, and employee representatives to uphold the APS Values, Code of Conduct and Employment Principles, and strengthen integrity frameworks and support accountability across the APS.

Through governance forums including the APS Consultative Committee, Integrity Agencies Group, Secretaries Board and Chief Operating Officer (COO) Committee, we identify emerging issues, develop guidance and promote consistent approaches to promoting and upholding high standards of integrity and conduct across the service.

The Commission has established partnerships with other integrity agencies, key policy agencies and international counterparts such as the National Anti-Corruption Commission, Commonwealth Ombudsman, and the Department of Finance, and the Organisation for Economic Co-operation and Development (OECD) to strengthen public trust, improve integrity frameworks and ensure we continue to learn from leading practice.

Supporting high-quality workforce management

A capable workforce depends on a coordinated approach across government. We work with APS agencies to strengthen APS-wide workforce planning, recruitment, mobility and implementation of employment policies across the APS.

We leverage APS governance forums, interdepartmental committees and cross-government working groups to coordinate implementation of workforce policy, share expertise and respond to emerging priorities. This includes forums such as the COO Committee, Capability and Workforce Committee, Secretaries Digital and Data Committee and participation in interdepartmental committees supporting whole-of government priorities.

We also partner with agencies including the Department of Finance, Digital Transformation Agency, Department of Home Affairs, Department of Defence and the Australian Bureau of Statistics, together with state and territory governments, universities and industry partners. These partnerships provide the evidence, expertise and workforce insights needed to develop practical policy and prepare the APS for future workforce challenges.

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 Fiji, Indonesia, Kiribati, Naoero, New Zealand, Papua New Guinea, Samoa, the Solomon Islands,

Tonga and Vanuatu. We also engage with counterparts through ASEAN. We represent Australia at the OECD Public Governance Committee and provide technical assistance to Indonesia on its OECD accession plans.

Building leadership and APS capability

Building capability requires strong partnerships across the APS and beyond. We work with APS agencies, senior leaders and strategic partners to identify capability needs, develop leadership pathways and strengthen the skills needed to deliver for government and the Australian community.

Through the Secretaries Board, COO Committee, Capability and Workforce Committee, APS Learning Board, APS Academy Faculty, Heads of Professions, and Secretaries Talent Council and Deputy Secretaries Talent Council, we set capability priorities, guide learning and support continuous improvement across the APS.

The APS Academy brings together practitioners, subject matter experts and partner organisations to co-design and deliver learning that reflects the experience of the APS. We partner with organisations such as the Australia and New Zealand School of Government, the Sir Roland Wilson Foundation and the Institute of Public Administration Australia. We share learning and expertise beyond the APS and work with universities, research institutions and the OECD to bring together research, practical experience and international perspectives to ensure leadership development remains contemporary, relevant and effective.

Through Communities of Practice, APS professions and specialist capability hubs, these partnerships strengthen leadership, develop specialist expertise and prepare the APS for future challenges.

Supporting key government institutions and functions

Through the provision of employees, capability and secretariat services, the Commission supports a range of government institutions, statutory office holders and committees that contribute to the effective operation of government.

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.

Whole-of-Government Committees

The Commission provides secretariat support to the COO Committee, Collaboration Circle (a sub-committee of the COO Committee) and the Capability and Workforce Committee.

Subsidiaries

The Commission does not have any subsidiaries.

Performance

Our performance framework sets out what we intend to achieve and provides 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 to evaluate how we have achieved our purpose.

Over the reporting period, business areas are responsible for tracking, monitoring and reporting their performance against the relevant key activities and measures. All measures will be reported on using a predetermined performance methodology as detailed in our performance audit trails and outlined within each performance measure below.

Our mechanism for tracking, monitoring and reporting against our performance measures provides our Executive Board with regular opportunities to address any risks and to make improvements to ensure that we achieve our purpose.

Our Audit and Risk Committee provides advice to the Commissioner on the appropriateness of our performance information and our systems for assessing, monitoring and reporting on our performance.

Continuous improvement

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.

Since our 2026–27 Portfolio Budget Statements, we have made changes to our performance measures. The details and rationale for each change are outlined in a table at Appendix 1. The measurement and assessment of the performance measures outlined in our 2026–27 Corporate Plan will be reported in our 2026–27 Annual Performance Statements.

Assessment scale

In 2026–27, our assessment methodology has been standardised through the introduction of a three-point rating scale: Achieved, Partially Achieved and Not Achieved. This replaces the previous four-point scale used in earlier reporting periods. The revised scale supports a more consistent and transparent approach to assessing performance.

This change in methodology should be considered when comparing assessment outcomes with previous reporting periods.

Our performance framework

Portfolio Budget Statements 2026–27	Corporate Plan 2026–27
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.	Purpose We are stewards of the Australian Public Service as custodians of public service integrity, workforce management and capability.
Program 1.1 This program contributes to the outcome through building capacity, driving productivity and performance, streamlining processes, and promoting integrity and accountability.	Vision A trusted and contemporary Australian Public Service that delivers for Government and for Australia.

Key Activities and Performance Measures 2026–27

<i>Key activities</i>		<i>Performance measures</i>
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
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
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

Reporting on Performance

Annual Performance Statements
(Published in our 2026–27 Annual Report)

Our 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.

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

Targets and measurement

2026–27 Target	2027–28	2028–29	2029–30
1.1.1 Identified promotion activities are delivered, and if applicable, benchmark metrics are met.	As per 2026–27	As per 2026–27	As per 2026–27

Type of measure

Quantitative, qualitative and effectiveness.

Rationale

The Commission supports the Australian Public Service 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 through an integrated program of engagement, education and communication. These activities promote the APS Values of commitment to service, ethics, respect, accountability, impartiality and stewardship, the APS Code of Conduct, as well as APS Employment Principles such as fairness, merit, effective performance, safety and diversity. The Commission supports a strong integrity culture and a mindset of practical and ethical delivery for Government.

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.

To achieve this measure, all promotional activities must be delivered. Where the promotional activity has benchmark metrics, the benchmark metrics must also be met for the activity to be 'delivered'. Benchmark metrics provide us with information about the access and quality of our promotional activities such as reach and engagement, content effectiveness, user experience and impact.

Case studies will be used to provide narrative to support reported results. Case studies will be selected at the start of the reporting cycle.

Identified promotional activities for 2026–27:

- APS Values promotion
- Employment Principles
- Code of Conduct
- Driving traffic to APSC.gov.au

The assessment scale for this target is:

Achieved	≥ 80% of promotion activities identified are delivered. Where applicable, benchmark metrics are met.
Partially achieved	60% to 79% of identified promotion activities are delivered. Where applicable, benchmark metrics are met.
Not achieved	≤ 59% of the identified promotion activities are delivered. Where applicable, benchmark metrics are met.

Data sources

Delivery data is available at the completion of each campaign strategy or promotional activity. Benchmark data is provided through a range of platforms including Google Analytics, Vision6, Sprinklr and Streem.

Caveats and disclosures

Nil.

Changes since previous Corporate Plan

New promotional activities for 2026–27 have been identified in accordance with the methodology.

Assessment scale thresholds have been revised to provide a balanced and proportionate assessment of performance, and to ensure the scale remains meaningful as the number of identified promotional activities varies for year to year.

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

Targets and measurement

2026–27 Target	2027–28	2028–29	2029–30
1.2.1 >80% of enquiries are responded to in accordance with the service charter for the Ethics Advisory Service.	As per 2026–27	As per 2026–27	As per 2026–27
1.2.2 >80% of enquiries are responded to in accordance with the service charter for the Employment Policy Advisory Service.	As per 2026–27	As per 2026–27	As per 2026–27
1.2.3 >80% of enquires for SES Code Consultations are responded to within 7 business days.	As per 2026–27	As per 2026–27	As per 2026–27

Targets are equally weighted.

Type of measure

Quantitative and efficiency.

Rationale

The Commission's statutory functions include a requirement to provide advice and assistance to agencies on public service matters. In support of this, and the Commissioner's overarching function to uphold high standards of integrity and conduct in the APS, section 64 of the Australian Public Service Commissioner's Directions 2022 requires 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, 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.

Methodology

1.2.1 - To determine the performance results, the Ethics Advisory Service database 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 client service charter.

The assessment scale for this target is:

Achieved	≥80% of enquiries are responded to in accordance with the timeframes of the service charter.
Partially achieved	70% to 79% of enquiries are responded to in accordance with the timeframes of the service charter.
Not achieved	<70% of enquiries are responded to in accordance with the timeframes of the service charter.

1.2.2 - To determine the performance results, the Employment Policy database 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 client service charter.

The assessment scale for this target is:

Achieved	≥80% of enquiries are responded to in accordance with the timeframes of the service charter.
Partially achieved	70% to 79% of enquiries are responded to in accordance with the timeframes of the service charter.
Not achieved	<70% of enquiries are responded to in accordance with the timeframes of the service charter.

1.2.3 - To determine the performance results, the section 64 SES Code Consultations request database will be used to determine the percentage of requests responded to within 7 business days of receipt of all required material.

The assessment scale for this target is:

Achieved	≥80% of enquiries are responded to within the timeframe of 7 business days.
Partially achieved	70% to 79% of enquiries are responded to within the timeframe of 7 business days.
Not achieved	<70% of enquiries are responded to within the timeframe of 7 business days.

Data sources

1.2.1 - Ethics Advisory Service database.

1.2.2 - Employment Policy database.

1.2.3 - Section 64 SES Code Consultations request database.

Caveats and disclosures

1.2.1 - Data does not include spam, but it does include 'out of scope' contacts as provision of service may be partially if not wholly required for Commonwealth public sector stewardship and reputational risk management reasons. Multiple contacts with an enquirer on the same issue is counted as one contact, discrete contacts with the same enquirer are counted separately.

1.2.2 - There have been no changes to the methodology for collecting data. Updates to the information included in the database have been made to improve reporting for understanding trends in the types of queries received but does not change or impact on the data collected to record response times.

Changes since previous Corporate Plan

1.2.1 & 1.2.2 - Response timeframes within service charters have been extended.

1.2.3 - Target timeframe has changed from 5 business days to 7 business days.

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.

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

Targets and measurement

2026–27 Target	2027–28	2028–29	2029–30
2.1.1 100% of collective workplace arrangements approved by the Australian Public Service Commissioner are compliant with the Public Sector Workplace Relations Policy.	As per 2026–27	As per 2026–27	As per 2026–27

Type of measure

Quantitative and effectiveness.

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.

Methodology

The Commission undertakes a review of all proposed Commonwealth agency collective agreements against the Government's Public Sector Workplace Relations Policy and any other relevant authoritative guidance material that applies at the time of the assessment. Proposed workplace arrangements are approved by the Commissioner or delegate.

The assessment scale for this target is:

Achieved	100% of Commonwealth agency workplace arrangements approved by the Australian Public Service Commissioner are compliant with the Public Sector Workplace Relations Policy.
Partially achieved	70% to 99% of Commonwealth agency workplace arrangements approved by the Australian Public Service Commissioner are compliant with the Public Sector Workplace Relations Policy.
Not achieved	<70% of Commonwealth agency workplace arrangements approved by the Australian Public Service Commissioner are compliant with the Public Sector Workplace Relations Policy.

Data sources

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

Caveats and disclosures

Commonwealth agency collective workplace arrangements are defined in the Public Sector Workplace Relations Policy and considered proposed when provided by agencies to the Commission. All proposed workplace arrangements are assessed as part of the measure, meaning no bias in selecting which arrangements are considered.

Changes since previous Corporate Plan

Target 2.2.1 “>90% APS agencies meet the required milestones under the Strategic Commissioning Framework” has been removed to strengthen the Commission’s performance reporting framework. The removed target reflected the actions of Commonwealth agencies, rather than the effectiveness of the Commission’s own activities.

During the 2026–27 Portfolio Budget Statement process, the Commission removed performance measure 2.2 ‘Maintain First Nations representation at SES levels across the APS’. This performance measure relates to a time-limited terminating measure. Following the conclusion of the measure, no further funding was secured to continue the specific activities, and it ceased at the end of the funded period. The Commission continues to support and drive First Nations representations through other embedded activities and systems.

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

2026–27 Target	2027–28	2028–29	2029–30
3.1.1 80% of learners in leadership and talent programs report a moderate or significant expected impact on their performance against the course learning outcomes.	As per 2026–27	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.	As per 2026–27	As per 2026–27	As per 2026–27
3.1.3 ≥ 440 SES participated in APS Academy leadership programs and events.	As per 2026–27	As per 2026–27	As per 2026–27

Targets are equally weighted

Type of measure

Quantitative and effectiveness.

Rationale

Under section 41 of the Public Service Act, 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 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.

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 including SES Welcome events, SES Orientation, SES Band 1 leadership, SES Band 2 leadership, Senior Executive Stewardship Program, and talent assessment and development programs for SES Band 3s and high potential SES Band 1 and Band 2s.

Methodology

3.1.1 - 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% of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.
Partially achieved	60–79% 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.

3.1.2 - In courses that include an APS practitioner/s (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.
Partially achieved	70–84% 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 result for this sub-measure is calculated using enrolment data during the reporting period for each program. APS Learn collects data for each program cohort, relying on enrolment data at the commencement of each program.

The assessment scale for this target is:

Achieved	10% increase of SES who participate in APS Academy leadership and Commission talent programs from the 2023–24 baseline (440).
Partially achieved	2% to 9.9% increase of SES who participate in APS Academy leadership and Commission talent programs from the 2023–24 baseline.
Not achieved	0 to 1.9% increase of SES who participate in APS Academy leadership and Commission talent programs from the 2023–24 baseline.

Data sources

3.1.1 & 3.1.2 - For leadership programs, data is collected through the Qualtrics survey design tool. For SES talent programs, MS Forms is used and the data stored within limited access SharePoint site.

3.1.3 - APSLearn attendance and enrolment data is captured through APSLearn. Talent enrolment data is manually entered.

Caveats and disclosures

3.1.1 - Due to the relatively small number of programs, all responses are included and response volumes will be accessible for audit purposes to ensure transparency.

Changes since previous Corporate Plan

3.1.3 - The assessment scale for 'Not achieved' has been changed from 0 to 2% to 0 to 1.9% to avoid overlap with the start of the range for 'Partially effective'.

Targets have now been set for future years based on the baseline targets from 2023–24.

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

Targets and measurement

2026–27 Target	2027–28	2028–29	2029–30
3.2.1 ≥ 80% of respondents report a moderate or significant expected impact on their performance against the course learning outcomes.	As per 2026–27	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.	As per 2026–27	As per 2026–27	As per 2026–27
3.2.3 ≥ 85% of actions from APS Learning and Development Strategy Adapt Action Plan are completed within their endorsed timeframes.	Strategy ends in 2026–27.	N/A.	N/A.

The lowest target outcome will be the overall result for this measure.

Type of measure

Quantitative and effectiveness.

Rationale

Under section 41 of the Public Service Act, 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 Australian Public Service. 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, and supporting implementation of strategic actions that enhance a one-APS approach to capability development.

Methodology

3.2.1 - 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.

The assessment scale for this target is:

Achieved	≥ 80% of respondents who responded to the evaluation survey selected “moderate” or “significant” when asked about the expected impact on their performance.
Partially achieved	60–79% 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 - Applicable courses are Academy courses in which an APS practitioner/s 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	≥ 85% or more of respondents 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 - 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).

The assessment scale for this target is:

Achieved	≥ 85% of actions were completed on time, as recorded in the endorsed tracking framework.
Partially achieved	50% to 84% of actions completed within endorsed timeframe.
Not achieved	< 50% of actions completed within endorsed timeframe.

Data sources

3.2.1 & 3.2.2 - Data is collected through the Qualtrics survey design tool.

3.2.3 - Data is sourced from Action Item Project Overview, Project Progress Reports, Close out reports, Implementation Tracking Register, and Adapt Action Plan on a Page. Progress Reports are sourced from project leads once projects have been initiated.

Caveats and disclosures

3.2.1 & 3.2.2 - Courses are only included if there are at least 20 responses in a reporting period to avoid small sample bias.

Changes since previous Corporate Plan

3.2.1 & 3.2.2 -Targets have now been set for future years based on the baseline targets from 2023–24.

3.2.3 – The APS Learning and Development Strategy Adapt Action Plan concludes in 2026–27 therefore targets have not been set beyond the 2026–27 reporting period.

Since the Commission’s previous Corporate Plan, target 3.2.3 “At least 80% of APS agencies engage with the APS Academy through employee participation in courses or events” has been removed. This target was removed as it did not meaningfully reflect the Academy’s performance in delivering capability uplift.

Appendix A

Changes to performance information

Variation to the 2025–29 Corporate Plan

Following the 2025–26 Federal Budget, the Commission refined its key activities to align with its established priorities and legislative responsibilities, delivering integrity, workforce management and capability outcomes. These changes were needed so that the Commission could continue to meet current challenges and position itself to sustainably support a high-quality public service into the future.

On 2 March 2026, the Commission published a varied 2025–29 Corporate Plan that reflected the changes to the Commission’s performance framework, key activities and performance measures.

Details of the changes to the Commission’s performance framework at that point in time can be found within the varied 2025–29 Corporate Plan: www.apsc.gov.au/publication/corporate-plan-variation-2025-29.

Summary of changes

The table below provides an overview of changes made to the performance measures between the Commission’s varied 2025–29 Corporate Plan, 2026–27 Portfolio Budget Statements, and this Corporate Plan.

Ref.	Varied Corporate Plan 2025–29	Portfolio Budget Statements 2026–27	Corporate Plan 2026–27
1.1	Promote the APS Values, APS Employment Principles and the Code of Conduct through identified promotion activities.	No changes.	New promotion activities have been identified per the methodology.
1.2	Provide integrity and employment policy advice and assistance.	No changes.	No changes.
1.2.1	>80% of enquiries responded to in accordance with the Service charter for the Ethics Advisory Service.	No changes.	No changes.
1.2.2	>80% of enquiries responded to in accordance with the Service charter for the Employment Policy Advisory Service.	No changes.	No changes.
1.2.3	>80% of enquires for SES Code Consultations are responded to within 5 business days.	No changes.	Target timeframe changed from 5 to 7 business days.

Ref.	Varied Corporate Plan 2025–29	Portfolio Budget Statements 2026–27	Corporate Plan 2026–27
2.1	Right settings are in place to support an effective APS workforce	No changes.	A target has been removed.
2.1.1	100% of collective workplace arrangements are compliant with the Public Sector Workplace Relations Policy.	No changes.	No changes.
2.1.2	>90% APS agencies meet the required milestones under the Strategic Commissioning Framework.	No changes.	Removed. See full rationale at PM 2.1.
2.2	Maintain First Nations representation at SES levels across the APS.	Removed. See rationale at Key activity 2.	Not applicable.
3.1	Support APS leadership to develop their leadership capability.	No changes.	Future year targets have been set.
3.1.1	80% of learners report a moderate or significant expected impact on their performance against the course learning outcomes.	No changes.	Future year targets have been set.
3.1.2	In courses that include practitioners, at least 85% of learners report that practitioner contributions enhanced their learning.	No changes.	Future year targets have been set.
3.1.3	≥ 440 SES participated in APS Academy leadership programs.	No changes.	Future year targets have been set.
3.2	Contribute to an uplift in APS capability in the domains of APS Craft.	No changes.	A target has been removed.
3.2.1	≥ 80% of respondents report a moderate or significant expected impact on their performance against the course learning outcomes.	No changes.	Future year targets have been set.
3.2.2	In courses that include practitioners, at least 85% of respondents report that practitioner contributions enhanced their learning.	No changes.	Future year targets have been set.
3.2.3	≥ 80% of APS agencies engage with the APS Academy through employee participation in courses or events.	No changes.	Removed. See full rationale at PM 3.2.
3.2.4	≥ 85% of actions from APS Learning and Development Strategy Adapt Action Plan are completed within their endorsed timeframes.	No changes.	Number adjusted. Now 3.2.3. Future year targets have been set.

Appendix B

List of requirements

Required element	PGPA Rule reference	Page number(s)
Introduction	s16E(2) item 1	Page 1
Statement of preparation		Page 1
The reporting period for which the plan is prepared		Page 1
The reporting periods covered by the plan		Page 1
Purposes	s16E(2) item 2	Page 4
Key activities	s16E(2) item 3	Page 5-6
Operating context	s16E(2) item 4	Page 7-18
Environment		Page 7-8
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