

2009 State of the Service report

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Australian Government

Australian Public Service Commission

APS foundations for reform are strong:

- High levels of employee commitment
 - 87% of APS employees are highly motivated and job satisfaction is relatively stable across the last three years, at around 80%.
 - 97% of SES employees are highly motivated and job satisfaction is 92%
- Very high levels of awareness and confidence in applying the APS Values and Code of Conduct

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APS foundations for reform are strong:

- Employees want to work across organisational boundaries, particularly the SES
 - Over 90% of employees want to learn about new things and ideas
- We are using new methods to engage with citizens and stakeholders
 - 26 out of 95 agencies reported using social media tools to engage with stakeholders
- We are increasingly well-educated
 - 68.1% of those engaged had graduate qualifications - up from 61.9% the previous year - the highest level for 20 years.

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Three key challenges

The focus of this year's report is to examine three ways of building workforce capability through:

1. More strategic workforce planning
2. Improved leadership and employee engagement within a values based framework
3. Improved cross government collaboration

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The APS Workforce

- 162,009 employees (1.4% growth)
- 57.8% women
- 53.8% have graduate qualifications
- SES - 5.4% growth in 2008/09
- EL - 5.7% growth in 2008/09
- APS 1 - 6 - 0.4% growth in 2008/09

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Diversity trends

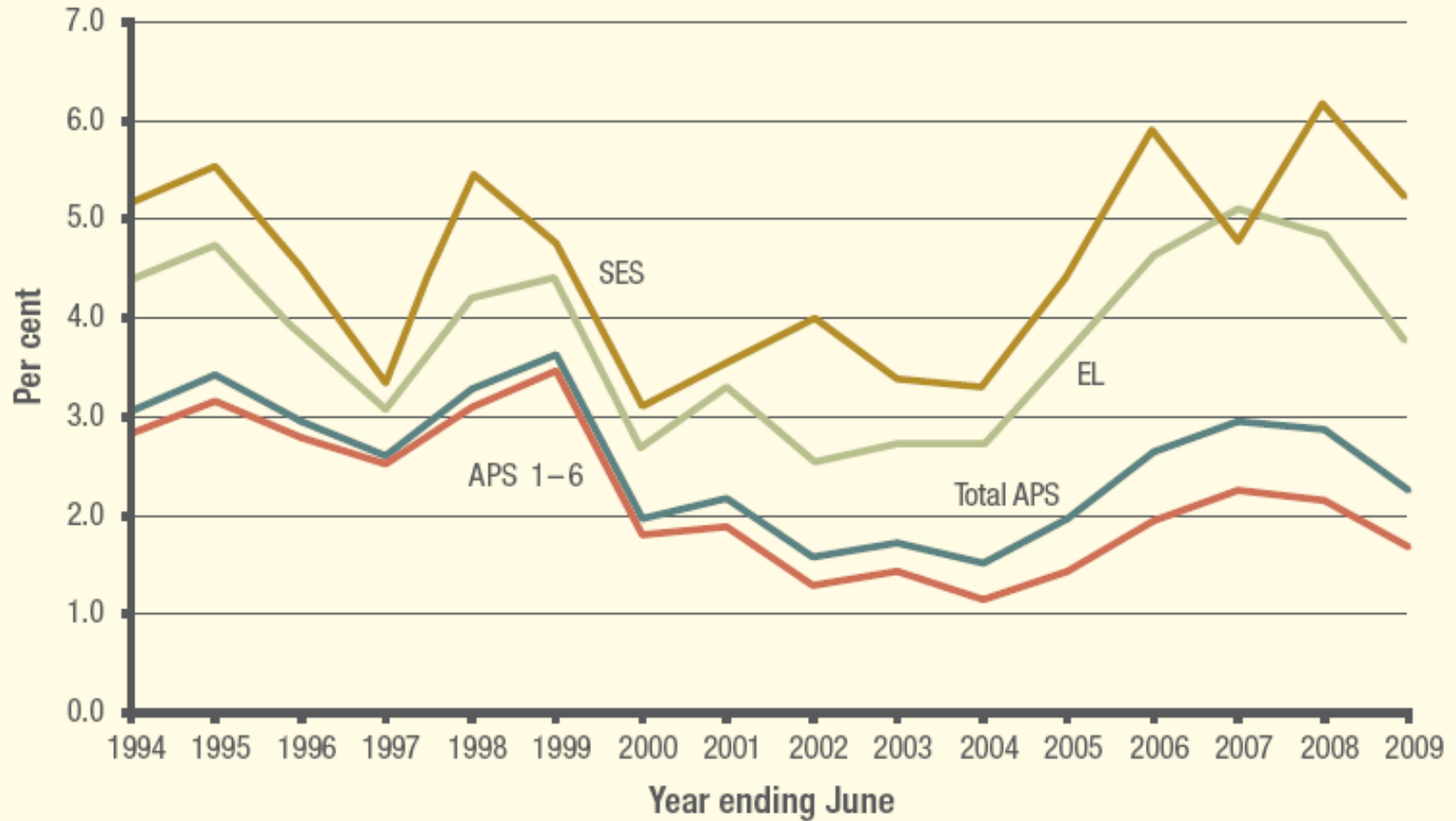
Representation of EEO groups among ongoing employees, 2004 to 2009

		2004 %	2005 %	2006 %	2007 %	2008 %	2009 %
Indigenous Australians	APS	2.5	2.4	2.2	2.2	2.1	2.1
People with disability	APS	4.1	4.0	3.7	3.4	3.2	3.0

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Mobility between agencies



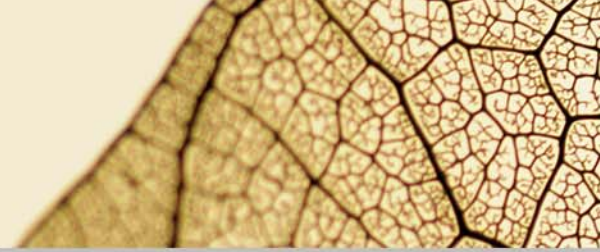
Type of work

	APS (%)
Policy	12
Research	6
Program design/management	11
Service delivery to the general public	20
Exercising regulatory authority	11
Legal	3
Corporate services	21
Administrative support/clerical	9
Other	5

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Challenge 1: Strategic Workforce Planning



“The APS must have its proper share of the nation’s most talented people, because...the challenges facing government are as tough, intellectually demanding and important for our nation’s future...only by hiring and promoting the best people can we solve the great challenges of our time...”

Prime Minister Rudd, September 3,2009

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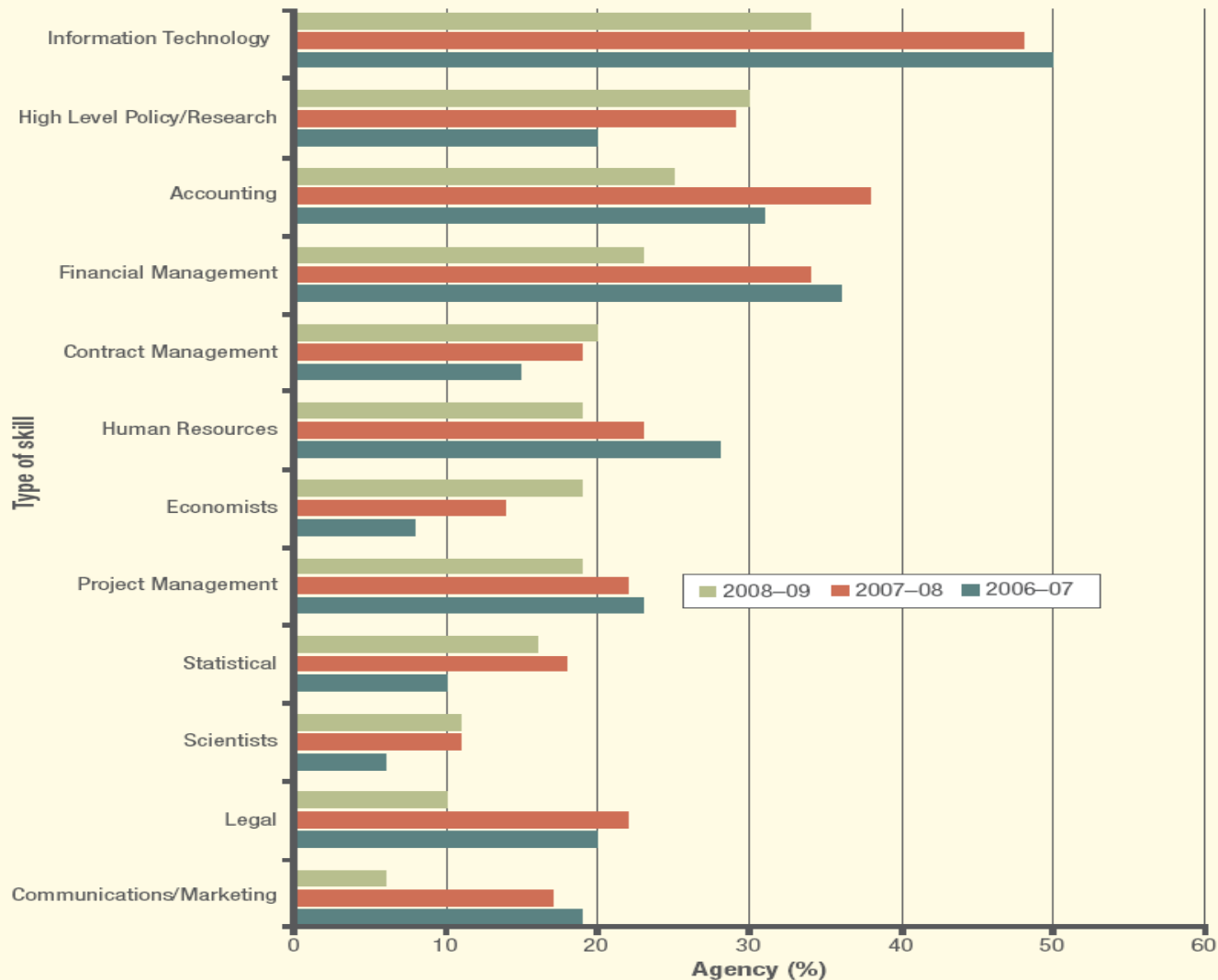
Challenge 1: Strategic Workforce Planning

- Around one-third of agencies (32%) had a formal workforce plan (covering 53% of APS employees)
- Just over two thirds (68%) of agencies had identified key workforce risks
- Recruitment performance was most frequently measured by days to finalise the position
 - average time to finalise the offer of employment was 61 days
 - range from 21 to 142 days

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Challenge 1: Strategic Workforce Planning- Skill Gaps



Challenge 1: Strategic Workforce Planning

- Skills shortages declined in 2008-09, but remained most pressing for
 - ICT 34%
 - high-level policy/research skills 29%
 - accounting 25%
 - financial management skills 23%
 - contract management 20%
 - human resources 19%
- For senior leaders, too, succession management is a high priority:
 - in next five years, over 45% of SES and 30% of EL1-2s will be eligible to retire
 - in next 10 years, over 70% of SES and 45% of EL2s will be eligible to retire.

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Challenge 1: Strategic Workforce Planning

- Gershon-whole of government strategic ICT workforce plan is being developed
- A small number of agencies reported having active talent management strategies in place (now 8% compared to 6% last year)
 - however, the number of agencies reporting they are developing talent management strategies has risen (now 36%).
- There is a greater focus on succession management; 36% of agencies now have succession plans in place, an increase of 10 percentage points on last year.

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Challenge 1: Strategic Workforce Planning



We know that strategic workforce planning is pivotal, and we can see where some of the holes are that we need to plug.

It won't happen unless we make human capital and its strategic management a key priority.

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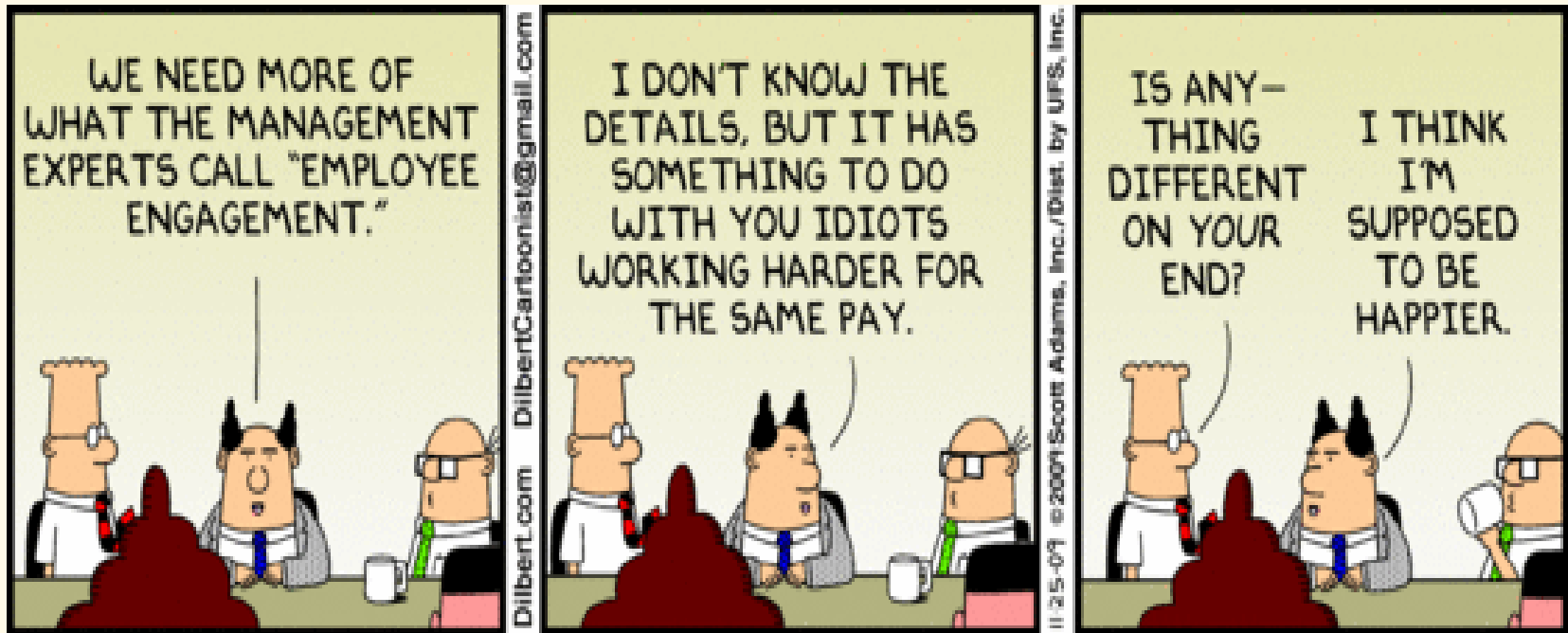
Challenge 2:

Improved leadership and employee engagement within a values framework

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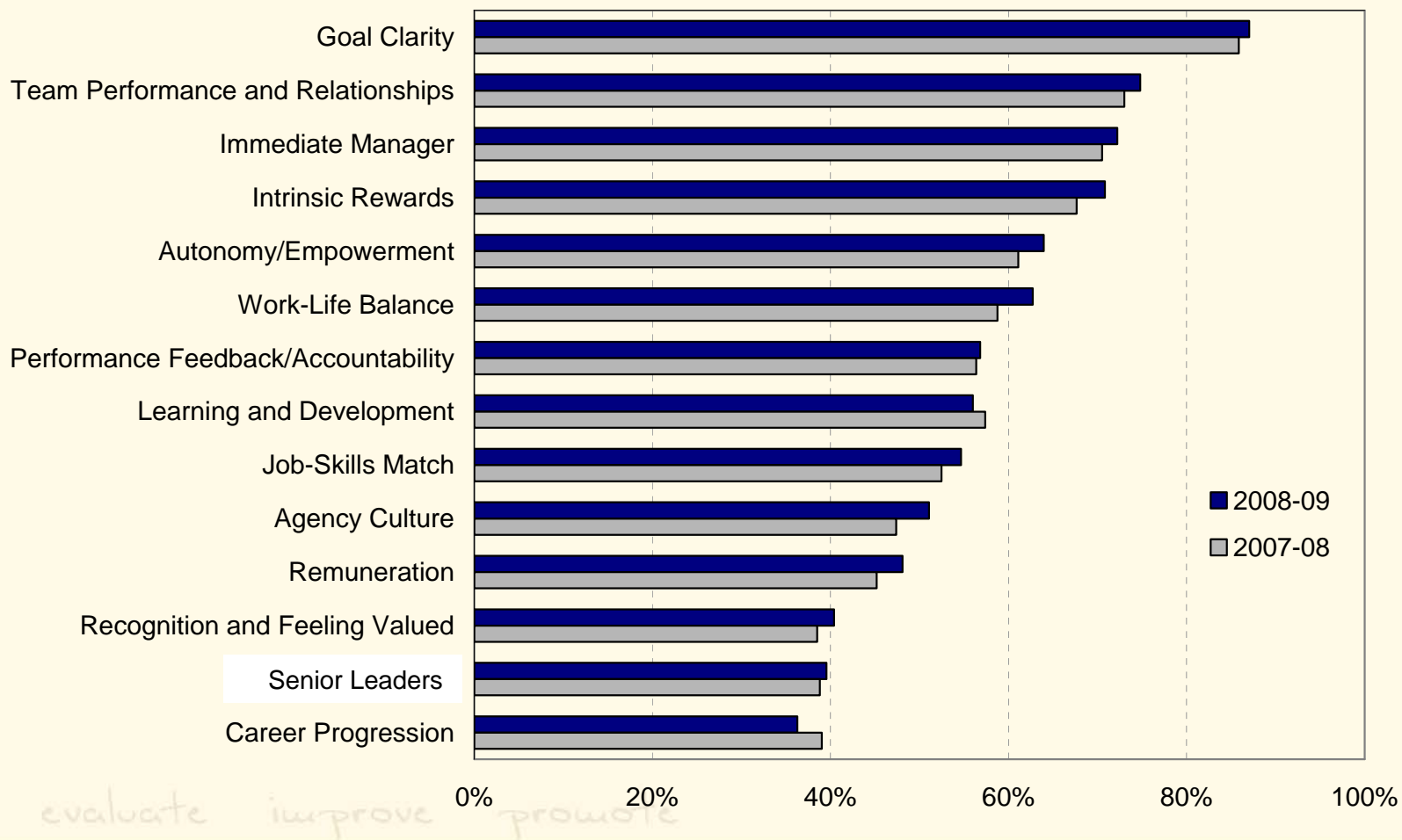
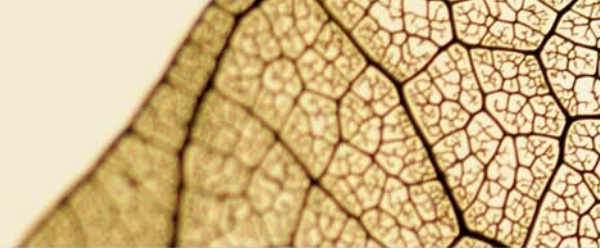
Challenge 2: Leadership, employee engagement with a values framework



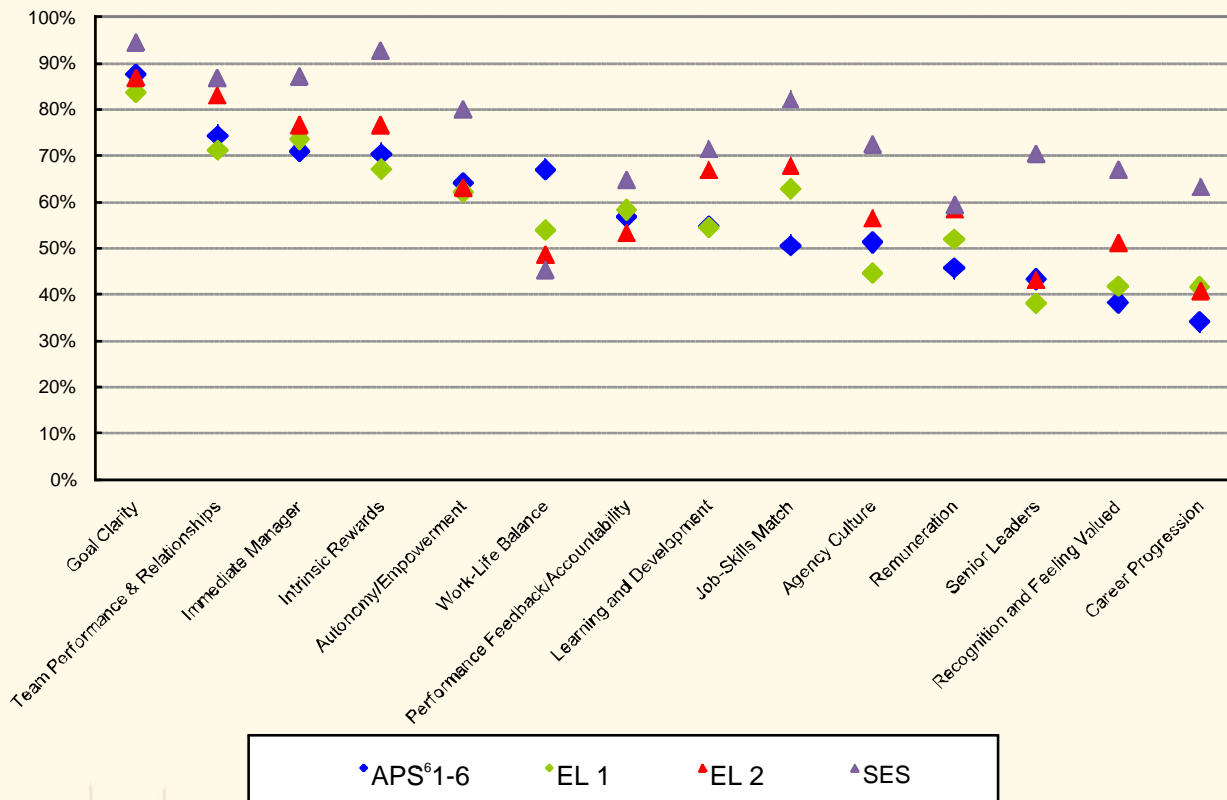
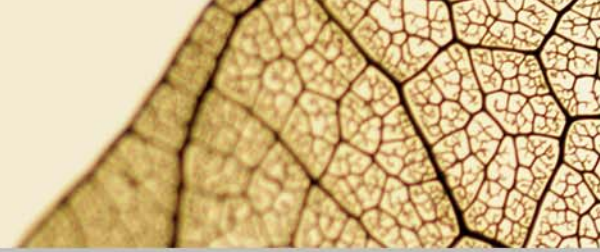
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Challenge 2: Improved leadership and employee engagement within values framework



Challenge 2: Improved leadership and employee engagement within values framework



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Challenge 2: Improved leadership and employee engagement within values framework



The APS Values and Code of Conduct

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Challenge 2: Leadership, employee engagement with a values framework

EMPLOYEE PERCEPTIONS

- 92% familiar with the Values
- 93% familiar with the Code of Conduct
- 72% agree their agency operates with a high level of integrity
- 82% agree people in their work group treat each other with respect
- 78% agree their manager demonstrates honesty and integrity
- 71% agree conflicts of interest managed well by employees

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Challenge 3: Improving collaboration

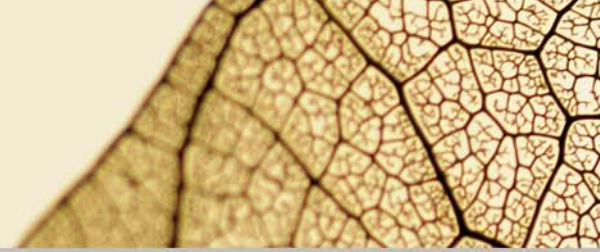


A more integrated networked approach across government and with external stakeholders is critical to better policy advice and service delivery

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Challenge 3: Improving collaboration



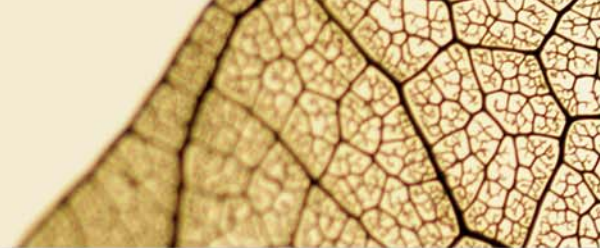
To meet the challenges ahead, in the next 5 years, SES employees identified the following three requirements:

- leaders who look outward to understand citizen and government needs (49%)
- breaking down silos across the APS to ensure whole-of-government solutions (47%)
- strengthened focus on strategic, long-term policy and planning (42%)

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Challenge 3: Improving collaboration



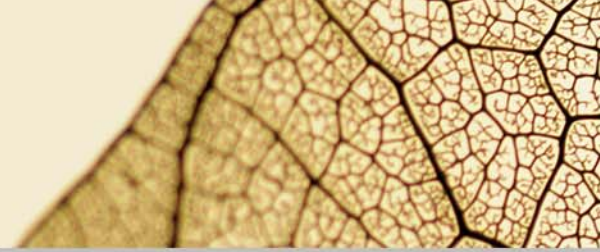
A unified Leadership cadre

- We have a motivated leadership cadre which needs to be more unified to meet future challenges
 - 97% of SES employees are highly motivated and job satisfaction is 92%
 - SES employees identified the opportunity to make a difference as the key factor for them to go above and beyond
 - However, just under 40% of SES employees definitely saw themselves as part of a broader APS leadership cadre.

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Challenge 3: Improving collaboration



Removing barriers to collaboration

- Employees continue to report barriers to better cross government collaboration
 - Only 27% of senior staff thought that current financial and accountability arrangements usually supported whole of government working
- Other systemic barriers:
 - incompatible ICT systems
 - constraints on information sharing
 - agency performance management systems that do not recognise and reward cross-agency outcomes

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Conclusion



The 2008-09 State of the Service Report highlights three ways of building workforce capability through:

1. More strategic workforce planning
2. Improved leadership and employee engagement within a values based framework
3. Improved cross government collaboration

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