



**Australian Government**  
**Australian Public Service Commission**

2022-26

Australian Public Service Commission  
**Corporate plan**

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## Contact us

The Commission welcomes your comments on this report. To make a comment or to ask for more information please contact:

Media enquiries  
Australian Public Service Commission  
B Block, Treasury Building, Parkes Place West, Parkes ACT 2600

Email: [media@apsc.gov.au](mailto:media@apsc.gov.au)  
Website: [www.apsc.gov.au](http://www.apsc.gov.au)

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2022-26

Australian Public Service Commission

# Corporate plan

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The role of the APS is unwavering  
and our values remain strong:  
to serve the government, and people,  
with integrity.



# Commissioner's foreword

As the accountable authority of the Australian Public Service Commission, I am pleased to present our 2022–26 Corporate Plan, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan is prepared for the financial year 2022–23 and covers the subsequent financial years 2023–24 to 2025–26.

The incoming Government has reinforced the unique and essential role of the APS in policy development and service delivery, and has outlined the importance of the APS as a model employer—one that attracts, grows and retains the capacity and capability to deliver better outcomes for Australia.

In positioning the APS workforce for the future, we do so against a backdrop of historic low unemployment, global skill shortages and changing employee expectations. Regardless, we are well placed to meet the Government's expectations and those of the Australian people.

The Independent Review of the APS set in motion APS-wide capability uplift. The APS Workforce Strategy 2025 now drives a whole-of-enterprise approach to workforce development, with the APS Academy focused on building core 'APS craft' while the APS Professions focus on growing specialist capability. We have shown that we can share capacity and capability across agencies, when and where it is needed, to manage crises and unexpected peaks in labour demand.

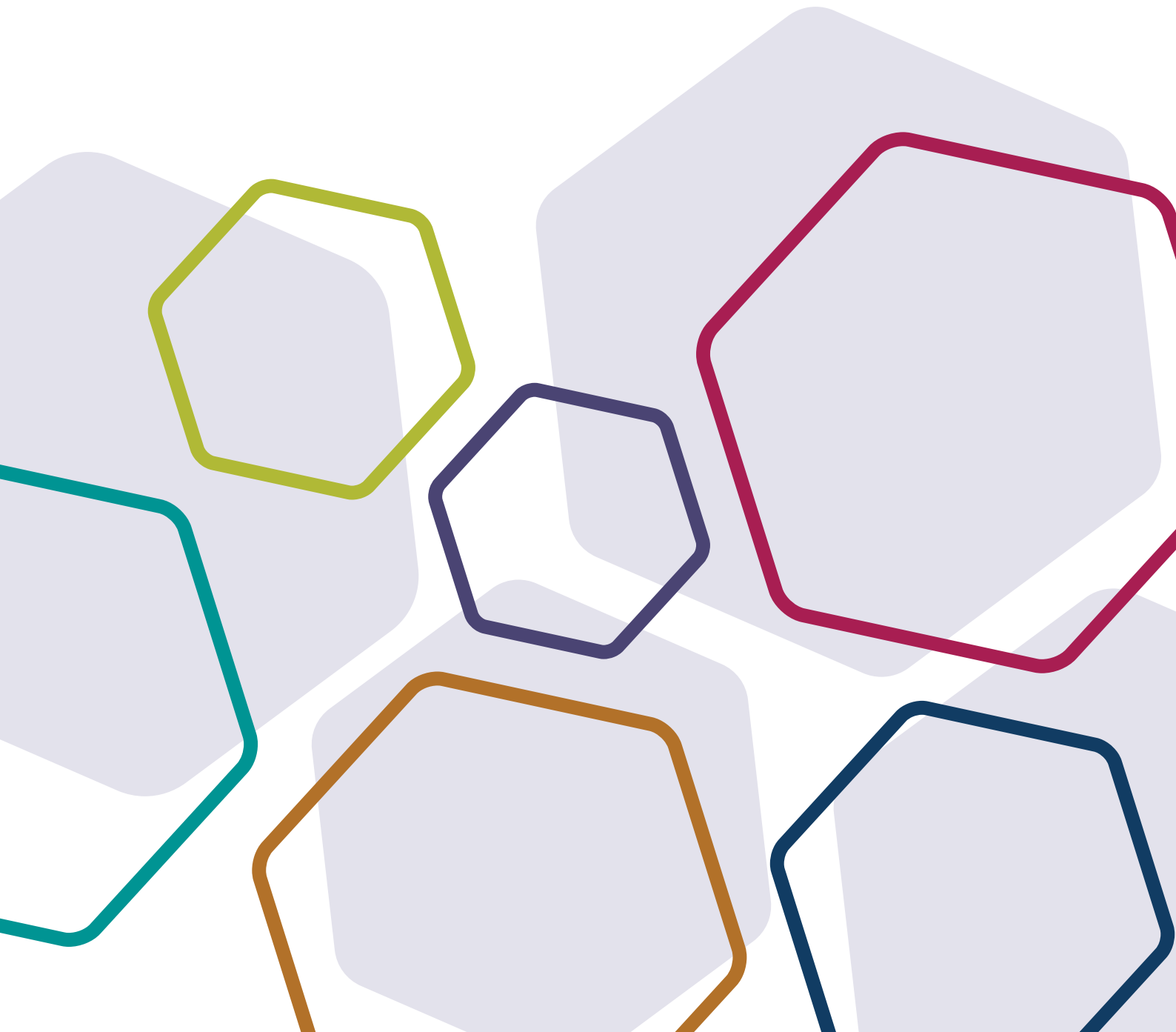
These are strong foundations. Building on this, the Secretaries Board and its Future of Work Sub-committee are progressing reforms to attract, grow and retain talent, strengthen the APS' employee value proposition and ensure that the APS has the right people, in the right places to meet existing and emerging workforce demands.

The role of the APS is unwavering and our values remain strong: to serve the government, and people, with integrity. The Commission stands ready to meet and address emerging workforce challenges, working collaboratively as a valued and trusted partner to the APS. Our 2022–23 Corporate Plan outlines how we will deliver against this aim.

**Peter Woolcott AO**

Australian Public Service Commissioner

26 August 2022



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Our purpose is to position the Australian Public Service (APS) workforce for the future to ensure it meets the demands and expectations of the Australian Government and people.





# Operating context

## Purpose

Our purpose is to position the Australian Public Service (APS) workforce for the future to ensure it meets the demands and expectations of the Australian Government and people.

## Approach

We work collaboratively as a valued and trusted partner to the APS; one that provides sound stewardship and advice, and is regarded as an exemplar of reform.

## Functions

The Australian Public Service Commission is a non-corporate Commonwealth entity within the Prime Minister and Cabinet portfolio that supports the statutory officer holder, the Australian Public Service Commissioner. The Commissioner's statutory functions are detailed in the *Public Service Act 1999* and include:

- strengthening the professionalism of the APS
- driving continuous improvement in workforce management
- promoting high standards of accountability, effectiveness, performance, integrity and conduct in the APS
- fostering and contributing to leadership, high quality learning and development, and career management in the APS
- fostering an APS workforce that reflects the diversity of the Australian population
- providing advice and assistance to agencies on public service matters
- partnering with agency heads in stewardship of the APS, and working with other governments, domestic and foreign, on matters relating to public sector workforce management, leadership and career management.

We support statutory office holders—the Parliamentary Service Commissioner and the Merit Protection Commissioner—as well as providing policy and secretariat support to the Remuneration Tribunal and the Defence Force Remuneration Tribunal. As part of the support provided to the Parliamentary Service Commissioner, we also provide corporate support to the Parliamentary Workplace Support Service.



## Environment

**We see challenges as opportunities—we seek to learn and grow in response to the rapid changes in our environment, and we seek to actively shape the future of our nation.**

Our APS people remain committed and resilient as our world continues to change. Amid local and international crises, Australia’s workforce participation is at a high rate not seen since World War II, combined with significant labour and skill shortages across key areas of the economy.

The APS is not immune to this challenge, particularly in areas of specialist and emerging skills. The [APS Workforce Strategy, Delivering for Tomorrow](#), provides a strong foundation for the APS to establish itself as an employer of choice, attracting talent and diversity, building capability and mobilising the right people to our highest priority work.

Over the course of this plan, the Commission—working closely with the Secretaries Future of Work Sub-committee—will be focussed on building the APS employee value proposition, ensuring that the APS is a place where people choose to work, taking up unique opportunities to shape the policies and programs that deliver positive outcomes for Australians.

The Government’s audit of employment will provide an important foundation for understanding our workforce and planning for the future. How the APS engages capability will be critical—that is, how we understand the capabilities that are core to a high performing APS, how we attract, retain and develop those capabilities, and when and how we engage

additional external support. An increasing sophistication in our workforce planning efforts, supported by the [Centre of Excellence in Workforce Planning](#), will ensure agencies can make deliberate and structured decisions about how they meet their workforce needs.

The [APS Academy](#) will embed its role to lift core skills in areas unique to the APS Craft, while the APS Professions will continue to lift skills and expertise in other areas of critical capability, including strategic HR, digital and data.

Our entry levels programs create meaningful pathways for Australians into the APS, along with the tools and support participants need to thrive. In 2022–23 we aim to attract more students and recent graduates into the APS from a diversity of backgrounds and locations. We are establishing new data and digital APS Academy Campuses in regional Australia, allowing cadets, apprentices, graduates and interns to pursue a public service career without leaving their communities. This initiative complements the work of the Future of Work Sub-committee to develop an APS location strategy that will encourage the APS to embrace the broader, nationwide talent pool.

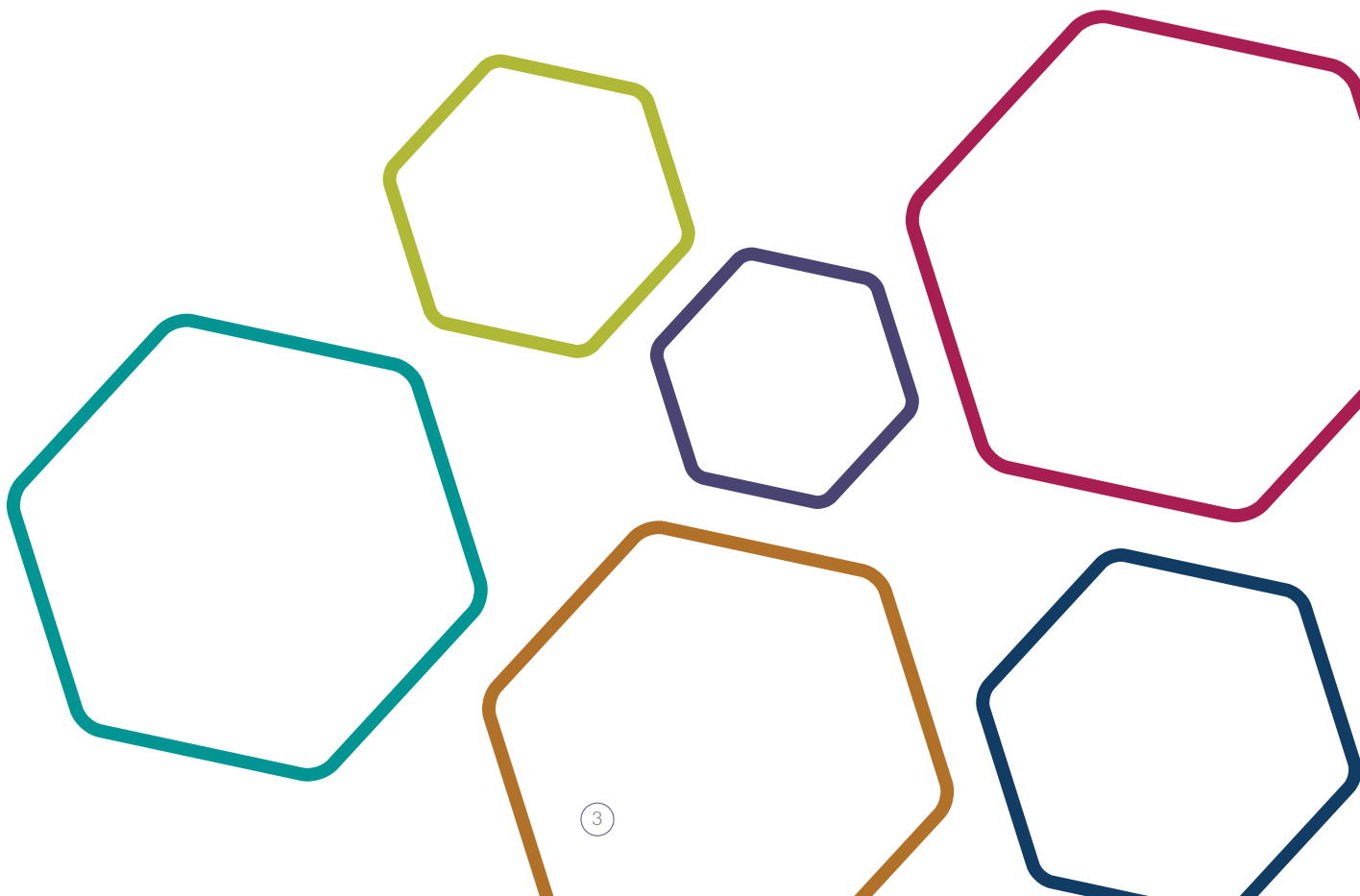
We will also start to understand the extent to which the progress on actions outlined in [Highly Capable, Future Ready: the APS Learning and Development Strategy and Action Plan](#) ,

are shifting the APS approach to learning and development and growing a stronger continuous learning culture.

We will continue to work with agencies to realise an APS that reflects a modern Australia –recognising, respecting and valuing differences based on ethnicity, gender and culture. More work needs to be done to increase opportunities for First Nations people to contribute their skills, experience and perspectives in the APS. The Government’s plan for the APS includes a very clear expectation for increasing the proportion of First Nations people in the service and we will work with agencies as part of our role to build a fairer and more inclusive Australia.

The Government has committed to work with APS employees and their representatives to establish pay and condition settings that set the APS apart as a model employer, enhancing our value proposition, and further reduce the gender pay gap in the APS. In 2022–23 we will consult with employees, their representatives and employers in support of these aims.

We know that reinforcing institutional integrity is important for building public trust in the APS. Our work to strengthen the integrity culture of the APS continues and we will engage closely with the Attorney General’s Department on establishing the National Anti-Corruption Commission, including APS-specific capability components.





## Risk oversight and management

**We are empowering our staff to identify, engage with and manage risk in order to realise the best outcomes for the organisation and to achieve our strategic priorities.**

Our risk management framework sets out the policy and governance arrangements for the identification, management and communication of risk. We regularly review the framework in the context of our operating environment and to ensure controls and treatment strategies remain effective. We identify and manage risk at the enterprise and Group level, with oversight provided by the Chief Risk Officer and governance committees.

In 2021–22 the Executive Board articulated risk appetite and tolerances for our major activities –recognising that embracing innovation and accepting risk is sometimes necessary to achieve our outcomes (particularly when delivering new initiatives and scoping of policy advice), while a more balanced or cautious approach is appropriate for matters such as the health and safety of our people and our compliance with legislation and government policy.

The key enterprise risks associated with the delivery of our purpose and priorities in 2022–23:

- We do not adequately engage with external expertise, relationships and services to support targeted outcomes and operations.
- We fail to understand and meet the needs of the APS. These needs are broad, varied and change over time.
- The APS Academy’s contribution to building core public sector capabilities across the Service are seen to be ineffective.

- Inadequate access to or management of resources (people, financial, IT, physical), including retention and empowerment of capability.
- The safety and wellbeing of our people is not effectively managed.

Our treatments include: renewed analysis of our stakeholders and their needs, with investment in a central engagement and communication capability; continued investment in both the foundations that enable the APS Academy to have greater reach across the Service and in APS Craft offerings and experiences; clear and disciplined prioritisation of work effort and the deliberate movement of resources to our highest priorities; and, further work to mature our enabling services toward being an exemplar of people and resource management.

In 2022–23 we will enhance supporting tools and training, alongside maintaining progress on priority treatments. These developments will further build awareness of our risk profile and priorities, better target risk conversations in our decision-making and strengthen our risk management capability.

Our Audit and Risk Management Committee continues to provide independent advice on the appropriateness of the Commission’s financial and performance reporting responsibilities, risk oversight and management and systems of internal control.

## Stakeholders

**We recognise that to effectively serve a modern Australia, we must work collaboratively and openly with our stakeholders, regardless of sector.**

- Engagement with stakeholders plays a critical role in delivering the Commission's ambitious agenda, and achieving the Government's vision for the APS.
- We provide high-quality and timely support to the Minister for the Public Service and her office, communicating key issues and providing a transparent picture of developments within the APS.
- We recognise that in order to solve complex problems we need to embrace diversity of thought, which comes from meaningful engagement with stakeholders both internal and external to government, domestically and internationally, from many backgrounds, bringing many perspectives.
- We recognise the opportunity to learn from, and contribute to, other sectors and jurisdictions—state and territory governments, our international counterparts, academia, the not-for-profit and private sectors. We welcome a porous environment, where people move in and out of sectors, taking with them their knowledge, ideas and experiences.
- We are committed to a meaningful and ongoing relationship with First Nations peoples. We celebrate and respect the unique place Aboriginal and Torres Strait Island peoples hold as our First Australians. We are committed to building an APS that reflects the communities that we serve, which includes creating genuine opportunities for First Nations people to contribute their capabilities and perspectives within the APS.
- Our focus on APS capability is strengthened by close ties to a range of educational institutions—those that specialise in working with the public sector and those partnering with us 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, in 2022–23 we welcome new partnerships with the University of Newcastle, University of Tasmania, James Cook University and Charles Darwin University. The universities are working with us to establish data and digital APS Academy campuses onsite, allowing more students to pursue a career with the public service while still studying and without leaving their communities.
- Importantly, we act as 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. It provides useful insights that help to shape the direction and culture of the service.
- We actively participate in the work of Secretaries Board and its sub-committees. In 2022–23, the Future of Work Sub-committee will be an important driver of APS reform, and we welcome the opportunity to work closely with the Secretary for Public Sector Reform and his office to ensure that the APS remains fit-for-purpose going forward.



## Capability

***Delivering for Tomorrow: the APS Workforce Strategy 2025 will inform our approach to attracting, building and retaining a high performing workforce to deliver against this plan.***

We are working with the APS Centre of Excellence for Workforce Planning to ensure that we have a long-term, evidence-based approach to meeting our current and future workforce needs, aligned with our strategic priorities.

We have grown from a small agency in 2021–22 to a medium-sized agency of 384 staff as of 1 July 2022. This reflects a number of new initiatives that aim to support the APS as a whole, including the establishment of four new APS Academy campuses in regional areas designed to attract staff with data and digital skills while they are still undertaking, or just completing, tertiary education. And, the growth of the APS Academy, which is helping APS people build their capability through 53,804 learner engagements in 2021–22.

Implementing the Government’s plan for the APS will draw on our expertise in workplace relations and employment policy, strategic workforce planning, data collection management and analysis, integrity, inclusion and capability development. The Digital Profession will continue to play a key role in helping our own staff and the broader APS acquire digital literacy, fluency and—where needed—mastery. Our investment into the redevelopment of the Australian Public Service Employment Database will ensure that we can continue to provide analysis and insights into the APS workforce for use across the system.

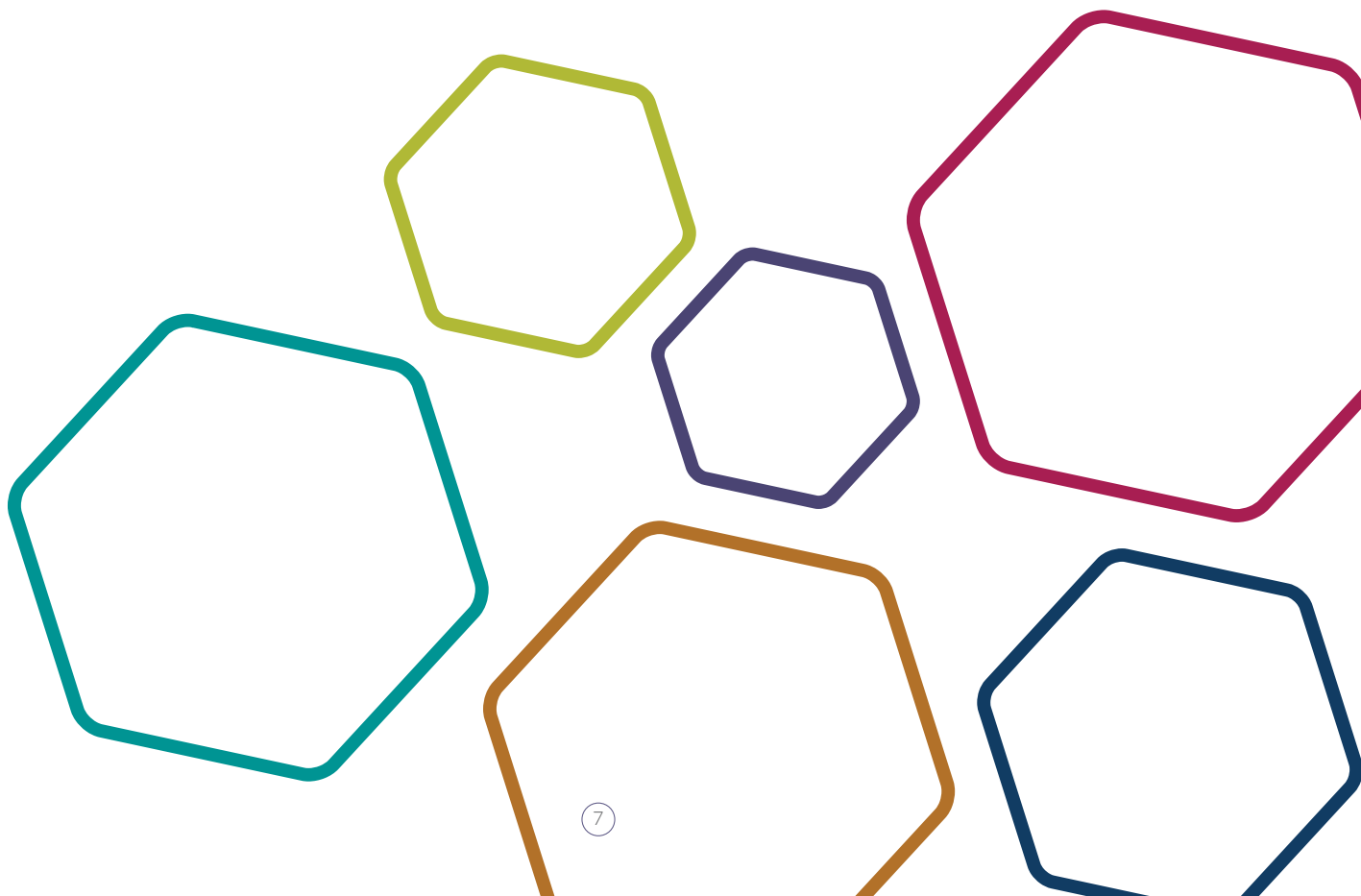
We understand that our ability to attract skills in demand, and a workforce that reflects the diversity of the communities we serve, means looking outside of Canberra. We have staff working in the Australian Capital Territory, New South Wales, Queensland, Tasmania, South Australia, Victoria and Western Australia. We are committed to an inclusive work culture and to flexible and hybrid work practices to position ourselves as an employer of choice. The implementation of our fifth Reconciliation Action Plan will provide a platform to develop and strengthen practices to attract, recruit, develop and retain First Nations staff.

Our People and Change Committee allows staff to co-design the evolution of the agency, and has identified three priorities for 2022–23: building manager capability, adopting a digital mindset and re-imagining mobility. Staff at all levels are empowered to progress these priorities in collaboration with our enabling services team, which continues to grow in maturity through the systematic review of our policies, processes and systems.

As part of our group planning process, all staff now contribute to a Priorities on a Page document. This will enable us to deliberately assess our work effort against our priorities in 2022–23, and adjust where we need to, to ensure that we meet the objectives laid out in this corporate plan.

We are focused on providing technology, systems and tools that enable digital transformation, are easier for staff to use and support new ways of working. Following a review of our Enterprise Architecture in 2021–22, we have developed a technology investment strategy—this will inform the Commission’s digital strategy, technology roadmap, and cyber security strategy in 2022–23.

A major refresh of our security policies and guidelines, including new training for all staff, completed in 2021–22, demonstrates our ongoing commitment to the requirements set out in the Protective Security Policy Framework and our desire to achieve a higher maturity level rating than achieved in the previous year.





# Strategic priorities

Our four strategic priorities remain fit-for-purpose for 2022–23 and beyond. These priorities shape our approach as we strive to achieve our purpose.

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## Support quality public service workforce management

High-quality workforce management is critical to fostering an effective and future-ready public service. We support quality public service workforce management through the continued implementation of *Delivering for Tomorrow: APS Workforce Strategy 2025*. Under the Strategy, we support the APS to build the capabilities and establish the systems that will enable the APS to recruit, develop and retain a diverse and inclusive, flexible and responsive, high-performing workforce.

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## Lift public service capability

A systematic, service-wide approach to lifting the capability of our people will improve the overall performance of the APS, today and into the future. We are igniting a culture of learning and enabling APS people, teams and organisations to excel as part of a high performing, skilled and connected enterprise.

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## Build leadership for the future

Empowered and accountable leaders are critical to a professional and effective public service. We work with Agency Heads to shape an APS leadership workforce that is future ready. We will build leadership for the future by managing SES succession planning, career pathways, diversity, mobility, talent identification and recruitment.

We remain clearly focused on developing leadership that reflects the diversity of the Australian community.

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## Foster trust in public service integrity

Creating and maintaining a strong culture of integrity is crucial to public confidence and trust in the APS. The APS Values, Code of Conduct and Employment Principles reflect an established framework for institutional integrity. We will provide the best possible advice to APS agencies and employees on applying this framework, and continue to model and promote a high standard of integrity. We will support the public, Australian Government, and our domestic and international partners to have trust in public service integrity by providing a compelling and transparent picture of the APS through information-sharing initiatives.

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# Activities

To support the achievement of these priorities, we continue to focus on eight key activities:

- 1. Strategic direction:** We provide strategic direction, in partnership with APS agencies, on whole-of-APS capability, integrity and workforce matters to ensure the APS is ready for future demands.
- 2. Policy and guidance:** We develop, implement, maintain and reform policy and guidance to support the APS to have a unified and effective approach on matters such as integrity, diversity and inclusion, temporary mobility, and workforce management.
- 3. Learning and development:** We enable learning and development opportunities through important initiatives, such as the APS Academy.
- 4. Information:** We collect and share important information about the APS.
- 5. Collaboration:** We facilitate collaboration between APS agencies, between the APS and other domestic and international government agencies, and between the APS and the private sector.
- 6. Platforms and services:** We provide key, APS-wide platforms and services that support efficiency and collaboration between APS agencies.
- 7. Advice and assistance:** We provide advice and assistance to agencies and our foreign partners on public service matters.
- 8. Strategic support:** We provide strategic and secretariat support to key forums to enable them to effectively deliver outcomes that prepare the APS for the future.



## APSC 2022–23 Performance measures map


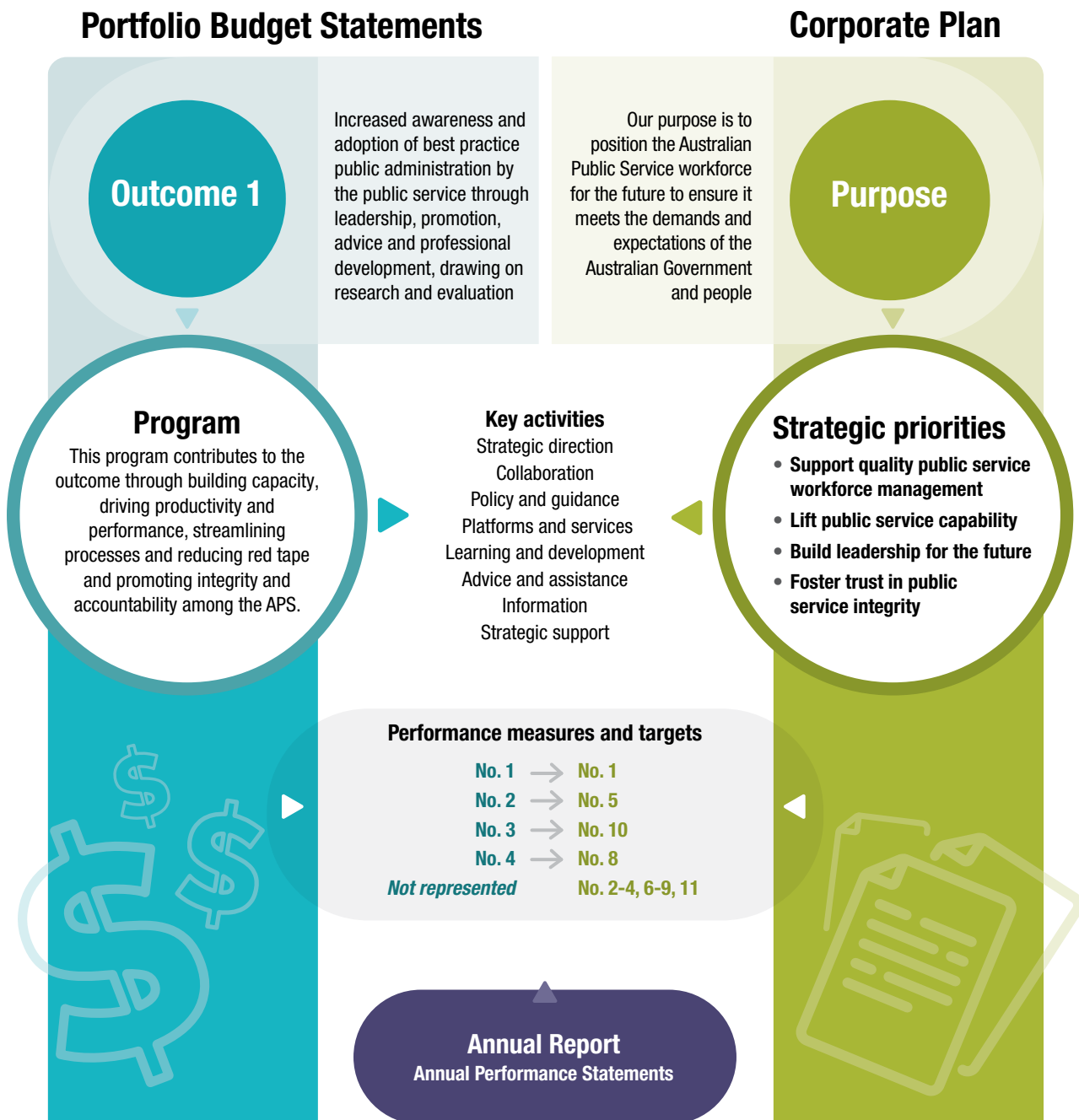
 <b>Performance measures</b>	Strategic priorities				Activities
	Workforce	Capability	Leadership	Integrity	
1. Engage with agencies to ensure that proposed collective workplace arrangements are compliant with the Public Sector Workplace Relations Policy	●				2, 7
2. Provide diversity and inclusion support, guidance and leadership to agencies		●	●	●	1, 2, 4, 7
3. The Australian Government Graduate Program (AGGP) enables more efficient recruitment of the capability the APS requires to deliver for Australia		●	●		1, 2, 5, 6
4. Commission initiatives improve the operating environment for temporary mobility in the APS, to assist the delivery of government priorities	●				1, 2, 5, 6
5. Support Secretaries Board to build a strong and diverse leadership pipeline via the Secretaries Talent Council and the Deputy Secretaries Talent Council		●			1, 3, 5, 8
6. Engage with foreign partners to strengthen public sector institutions, policies and practices, both within Australia and internationally	●		●	●	1, 4, 5, 7
7. Influence and shape the strategic direction of the APS by collecting, analysing and sharing workforce data	●			●	1, 4, 7
8. Develop and implement initiatives to strengthen integrity culture in the APS				●	2, 3, 7
9. Support Government's consideration of cultural, capability and structural reform of the APS, stemming from the Hierarchy and Classification Review, and assist agencies with implementation	●	●			1, 2, 4
10. Provide quality APS Craft learning, drawn from across the APS, leveraging expertise from within APS, and from industry and academia where required		●			1, 3, 5, 6
11. Support the APS to build a continuous learning culture and develop the critical capabilities identified in the APS Workforce Strategy		●			1, 3, 5, 6

Figure 1: Australian Public Service Commission performance framework




This diagram shows the alignment of the Commission’s Portfolio Budget Statement (PBS) and Corporate Plan. Both artefacts highlight the 8 key activities undertaken by the Commission. The 4 performance measures listed in the PBS are aligned to 4 of the 11 performance measures listed in the Corporate Plan. The remaining 7 performance measures in the Corporate Plan are not included in the Commission’s PBS. Achievements against all 11 performance measures will be reported in the Commission’s 2022–23 Annual Performance Statements.




# Performance measures

**1** Engage with agencies to ensure that proposed collective workplace arrangements are compliant with Public Sector Workplace Relations Policies<sup>1</sup>



<b>Strategic priorities</b>	Support quality public service workforce management
<b>Activities</b>	Policy and guidance, advice and assistance
<b>Rationale</b>	Ensuring workplace arrangements support quality public service workforce management to position the APS for the future.
<b>2022–23 Target</b>	100% of Commonwealth agency workplace arrangements approved by the Commissioner are compliant with Public Sector Workplace Relations Policy.
<b>2023–24 to 2025–26 Targets</b>	As per 2022–23
<b>Measurement methodology</b>	<p>Review of all proposed Commonwealth agency collective agreements.</p> <p>Commonwealth agency collective workplace arrangements are defined in the Policy, and considered proposed when provided by agencies to the APS Commissioner.</p>

<sup>1</sup> Aligns to APSC Portfolio Budget Statement (PBS), Budget Year 2022–23, performance measure: *support quality public service workforce management*

	<h2>2 Provide diversity and inclusion support, guidance and leadership to agencies</h2>
<b>Strategic priorities</b>	<p>Lift public service capability</p> <p>Build leadership for the future</p> <p>Foster trust in public service integrity</p>
<b>Activities</b>	<p>Strategic direction, policy and guidance, information, advice and assistance</p>
<b>Rationale</b>	<p>Ensuring the APS remains deeply connected and reflective of the community’s diversity will support the APS to design and deliver programs, services and policy that meets the demands and expectations of the Australian Government and people and foster trust in the integrity of the APS. Additionally, by ensuring all APS employees feel included, supported and valued, the APS will be more productive, innovative and effective—lifting public service capability and building leadership for the future. Reporting will enable the Commission to track agencies’ progress and identify opportunities to improve diversity and inclusion outcomes.</p>
<b>2022–23 Target</b>	<p>2022–23: Increase in the number of agencies that are embedding the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy, APS Disability Employment Strategy and APS Gender Equality Strategy, and those that are now acting as educators across the service.</p>
<b>2023–24 to 2025–26 Targets</b>	<p>As per 2022–23</p>
<b>Measurement methodology</b>	<p>APS Agency Survey<sup>2</sup></p> <p>Embedding: Agency is able to challenge existing systems and can demonstrate that they can improve systems/policies/practices to meet strategy deliverables.</p> <p>Educator: Agency can meet or exceed strategy deliverables, is able to identify and share their lessons, engage with other agencies and provide them with guidance on diversity and inclusion programs, activities and outcomes.</p>

<sup>2</sup> See Note 2



### 3



## The consolidation of entry-level programs (through the Career Pathways campaign) delivers more efficient recruitment of entry-level capability into the APS

### Strategic priorities

Lift public service capability

Build leadership for the future

### Activities

Strategic direction, collaboration, policy and guidance, platforms and services

### Rationale

Entry level employees are a key group that organisations recruit and develop in order to gain the required capabilities to deliver their business, as well as bring in fresh insight, innovation and critical thinking. Entry level recruitment and development in the APS will help to lift public service capabilities identified in the APS Workforce Strategy, which is critical to positioning the APS workforce for the future.

### 2022–23 Target

1. Increased number of entry-level candidates on-boarded to APS agencies via programs delivered under the whole of government Career Pathways campaign
2. Through increased participation in the Australian Government Graduate Program, reduce average spend per entry level employee participating in the Career Pathways programs.

### 2023–24 to 2025–26 Targets

As per 2022–23.

### Measurement methodology

Count of the entry level candidates successfully on-boarded into agencies from Whole of Government entry level Career Pathways programs (which includes the Australian Government Graduate Program)

Based on internal administered data

	<h2>Commission initiatives improve the operating environment for temporary mobility in the APS, to assist the delivery of government priorities</h2>
<b>Strategic priorities</b>	Support quality public service workforce management
<b>Activities</b>	Strategic direction, policy and guidance, collaboration, platforms and services
<b>Rationale</b>	<p>Temporary mobility is a tool that agencies can use as part of <b>quality public service workforce management</b> to access skills not available within their teams. As agencies implement the APS Workforce Strategy 2025, Commission initiatives and support to deliver temporary mobility will help position the APS for the future. These metrics provide indicators of the health of temporary mobility across the system, and of the impact of specific Commission-led initiatives such as the APS Surge Reserve.</p>
<b>2022–23 Target</b>	<ol style="list-style-type: none"> <li>1. Reduction in the proportion of APS employees reporting barriers to mobility.</li> <li>2. The APS Surge Reserve assists host agencies to deliver outcomes.</li> </ol>
<b>2023–24 to 2025–26 Targets</b>	As per 2022–23
<b>Measurement methodology</b>	<p>APS Employee Census<sup>3</sup>.</p> <p>Host agencies assess whether assistance from the APS Surge Reserve helped the agency achieve its outcome via an online survey<sup>4</sup>.</p>

<sup>3</sup> See Note 3

<sup>4</sup> See Note 7



# 5



## Support Secretaries Board to build a strong and diverse leadership pipeline via the Secretaries Talent Council and the Deputy Secretaries Talent Council<sup>5</sup>

<b>Strategic priorities</b>	Lift public service capability
<b>Activities</b>	Strategic direction, learning and development, collaboration, strategic support
<b>Rationale</b>	The role of the Deputy Secretaries and Secretaries Talent Councils is to build a strong and diverse leadership pipeline in the APS, on behalf of the Secretaries Board. The Commission supports the Talent Councils to achieve this by providing strategic advice, design services and management of key council activities, including leadership assessment and development rounds. By ensuring that these deliverables are high quality, the Commission is effectively supporting the talent councils to build leadership for the future.
<b>2022–23 Target</b>	Annual survey shows that a minimum of 80% of Talent Council members consider advice and design services are professional, fit-for-purpose and evidence-based and support them to fulfil their role building a strong and diverse pipeline of future leaders.  Assessment and development rounds are objective and timely.
<b>2023–24 to 2025–26 Targets</b>	As per 2022–23
<b>Measurement methodology</b>	Annual survey of Talent Council members <sup>6</sup> .  Talent Council assessment rounds will be considered objective if conducted by an independent service provider, and will be considered timely if conducted within timeframes agreed with the councils.

<sup>5</sup> Aligns to APSC PBS, Budget Year 2022–23, performance measure: *build leadership for the future*

<sup>6</sup> See Note 4



	<h2>6 Engage with foreign partners to strengthen public sector institutions, policies and practices, both within Australia and internationally</h2>
<b>Strategic priorities</b>	<ul style="list-style-type: none"> <li>Support quality public service workforce management</li> <li>Build leadership for the future</li> <li>Foster trust in public service integrity</li> </ul>
<b>Activities</b>	<p>Strategic direction, information, collaboration, advice and assistance</p>
<b>Rationale</b>	<p>Marshalling international best practice in public service administration will lift public service capability, support quality workforce management and foster trust in public service integrity in Australia and for our foreign partners.</p>
<b>2022–23 Target</b>	<ol style="list-style-type: none"> <li>1. Engagement with foreign partners contributes expertise, practices and perspectives to inform the work of the Commission.</li> <li>2. Engagement with foreign partners contributes expertise, practices and perspectives to inform the work of the Commission’s counterpart agencies in those nations/organisations.</li> </ol>
<b>2023–24 to 2025–26 Targets</b>	<p>As per 2022–23</p>
<b>Measurement methodology</b>	<p>Qualitative evaluation and case studies.</p>



# 7



## Influence and shape the strategic direction of the APS by collecting, analysing and sharing workforce data

### Strategic priorities

Support quality public service workforce management  
Foster trust in public service integrity

### Activities

Strategic direction, information, advice and assistance

### Rationale

Building understanding of the composition of the APS, the context in which it operates, and the initiatives achieved will improve workforce management and the contribution of the APS in delivering the Government's objectives and priorities. The collection, analysis and reporting of APS workforce data will ensure decision makers and managers have the information and analysis needed to support quality public service workforce management, and provide transparent APS workforce metrics that foster trust in the integrity of the APS. The Commission will determine its effectiveness in collecting and sharing the right information to influence and shape the strategic direction of the APS by measuring the level of engagement with key data collection and sharing outputs.

### 2022–23 Target

1. Agencies use our workforce data to develop and evaluate workforce policies and practices.
2. The response rate to the APS Employee Census has no more than a 5 percentage point reduction on the previous year.
3. Publish the APS Remuneration Report by 31 August each year.

### 2023–24 to 2025–26 Targets

As per 2022–23


### Measurement methodology

APS Agency Survey<sup>7</sup>.

Total number of responses compared to total number of survey recipients.

The APS Remuneration Report is published on the Commission's website. It presents a summary of remuneration paid to APS people employed under the *Public Service Act 1999*.

<sup>7</sup> See Note 2

	<h2>Develop and implement initiatives to strengthen integrity culture in the APS<sup>8</sup></h2>
<b>Strategic priorities</b>	Foster trust in public service integrity
<b>Activities</b>	Policy and guidance, learning and development, advice and assistance
<b>Rationale</b>	By ensuring that high-quality and current guidance and training materials on APS integrity culture are available to public servants, the Commission will support a strong culture of integrity in the APS and foster trust in the integrity of the public service.
<b>2022–23 Target</b>	Agencies value the guidance, advice and training we provide to strengthen integrity culture in the APS.
<b>2023–24 to 2025–26 Targets</b>	As per 2022–23
<b>Measurement methodology</b>	Assessed through Annual Pulse Survey <sup>9</sup> via ethics network across all agencies.

<sup>8</sup> Aligns to APSC PBS, Budget Year 2022–23, performance measure: *foster trust in public service integrity*

<sup>9</sup> Survey being developed



## 9



### Support the APS to drive cultural change and adopt ways of working that reduce hierarchical behaviours, better manage risk and empower decision-making at all levels

#### Strategic priorities

Support quality public service workforce management

Lift public service capability

Build leadership for the future

#### Activities

Strategic direction, policy and guidance, information

#### Rationale

Successive reviews of the APS have made recommendations to reform the APS' culture to ensure that it has the capability and characteristics to deliver better outcomes for the Australian community.

Cultural change and adopting better ways of working (including streamlining management, reducing hierarchical behaviours and empowering staff to engage with risk) seek to improve decision-making and position the APS to deliver outcomes that meet the demands and expectations of the Australian Government and people.

#### 2022–23 Target

1. Develop a plan that responds to the Hierarchy and Classification Review, with actions agreed by the APS Commissioner in consultation with the Secretaries Board.
2. Deliver initiatives against stipulated timeframes, including a framework to modernise and simplify organisational structures.

#### 2023–24 to 2025–26 Targets

To be developed

#### Measurement methodology

Develop an overarching plan to deliver this measure, including the Hierarchy and Classification Review component.

Timeframes as agreed by Secretaries Board and/or Government.

Development of targets and methodology for 2023 and beyond with an emphasis on qualitative measurement of positive cultural change, increase in leadership capability and recognition of specialists, and agency alignment with the framework.



## 10 Provide quality APS Craft learning, leveraging expertise from across the APS, and from industry and academia where required<sup>10</sup>

<b>Strategic priorities</b>	Lift public service capability Build leadership for the future
<b>Activities</b>	Strategic direction, learning and development, platforms and services, collaboration
<b>Rationale</b>	The APS Academy, guided by the continuous learning model and with a focus on practitioner-led learning, connects APS people with the best learning and development offerings to build public service capability and leadership for the future, while driving efficiencies in learning and development effort across the APS.
<b>2022–23 Target</b>	<ol style="list-style-type: none"> <li>1. Increase annual learner engagements to 32,000</li> <li>2. At least 90% of course participants: <ul style="list-style-type: none"> <li>• find the courses offered by the Academy relevant to their work</li> <li>• intend to implement learnings as a result of participating in the Academy course</li> <li>• would recommend the Academy course to others</li> <li>• report that the course was valuable in building their capability.</li> </ul> </li> </ol>
<b>2023–24 to 2025–26 Targets</b>	<p>As per 2022–23</p> <p>2023–24: APS people report that they have improved access to relevant learning and development.</p> <p>2024–25: Greater efficiency of learning and development effort through the One-APS approach led by the APS Academy.</p>
<b>Measurement methodology</b>	<p>Count of learner engagements compared to previous years. Learner engagements include any point where a learner seeks development from the APS Academy.</p> <p>Post course feedback survey<sup>11</sup>.</p>

<sup>10</sup> Aligns to APSC PBS, Budget Year 2022–23, performance measure: *lift public service capability*

<sup>11</sup> See Note 5



11



## Support the APS to build a continuous learning culture and develop the critical capabilities identified in the APS Workforce Strategy

### Strategic priorities

Lift public service capability

Build leadership for the future

### Activities

Strategic direction, learning and development, platforms and services, collaboration

### Rationale

Through the APS Learning and Development Strategy and Action Plan, 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; building an APS learning culture that encourages and supports continuous learning; and, developing an APS-wide collaborative learning ecosystem.

### 2022–23 Target

1. Actions from the APS Learning and Development Strategy and Action Plan where the Commission or APS Academy is listed as lead are complete within stipulated timeframes.
2. APS agencies report satisfaction with the effectiveness of learning and development for developing critical capabilities.

### 2023–24 to 2025–26 Targets

2023–24: As per 2022–23.

2024–25: Greater efficiency of learning and development effort through one-APS approach.

### Measurement methodology

Success measured through achievement of key milestones for actions from the APS Learning and Development Strategy and Action Plan.

Annual APS Learning and Development Survey<sup>12</sup>, scheduled for early 2023.

<sup>12</sup> Survey being developed

## Notes on assessment, methodologies and data sources

### ● Note 1. Assessment of performance measures with multiple targets

Where a **target** has multiple criteria, each criteria is equally weighted. A status is applied to each criteria then averaged\* to give an overall status for the **target**.

Where a **measure** has multiple targets, each target is equally weighted. A status is applied to each target then averaged\* to give an overall status for the measure.

When considering criteria for a target, or a target within a **measure**:

- *achieved* applies if all elements are met
- *substantially achieved* applies if elements have been predominantly met
- *partially achieved* applies if some elements have been met
- *not achieved* applies if no elements have been met.

Where there are multiple parts to a measure, the average\* (that is, the sum of all the data values divided by the count of values in the dataset), rounded\* to the nearest whole value, is applied to determine overall status in the context.

The data values for each achievement status are: *achieved* (3); *substantially achieved* (2); *partially achieved* (1); *not achieved* (0).

\*If the average is not a whole value, the number is rounded *down* to the whole value.

### ● Note 2. APS Agency Survey

#### **Rationale:**

The APS Agency Survey collects information from APS agencies on a range of workforce initiatives, strategies and compliance matters. The information collected through the survey is used to inform workforce strategies and for other research and evaluation purposes.

#### **Methodology:**

The APS Agency Survey is conducted and sent to agencies with at least 20 APS employees.

The survey is sent to contact officers nominated for each agency. These contact officers are responsible for coordinating the input from relevant areas and uploading responses. The survey requires each Agency Head to verify the agency's submission for completeness and accuracy of responses.



The survey typically achieves a 100% response rate from participating agencies.

The Commission manages and coordinates the APS Agency Survey and contracts an external service provider to support survey administration.

**Data/Data source:**

Survey responses are provided to the Commission for storage, analysis and reporting.

● **Note 3. APS Employee Census**

**Rationale:**

The APS Employee Census is an employee perception survey of the APS workforce. Results are used by the Commission and APS agencies to inform planning, reform and other initiatives.

**Methodology:**

The APS Employee Census is conducted annually, typically between May and June. All personnel employed under the *Public Service Act 1999* are eligible to participate and employee lists are provided by participating agencies. Individual agencies to set their eligibility criteria. For example, some agencies remove employees on long-term leave, while others contact employees on long-term leave to ask if they would like to participate.

Although participation is encouraged, the APS Employee Census is voluntary. If a respondent chooses to participate, only a limited number of demographic-type questions must be answered. The remaining questions do not require a response.

The APS Employee Census typical achieves a response rate of greater than 70%.

The Commission manages and coordinates the APS Employee Census and contracts an external service provider to support survey administration.

**Data/Data source:**

Survey responses are collected by the contracted external service provider. Results are reported within defined reports, online dashboards and datasets.

● **Note 4. Secretaries and Deputy Secretaries Talent Council—Annual Client Survey**

**Rationale:**

The Commission conducts an annual client survey to understand member satisfaction across Secretaries and Deputy Secretaries Talent Councils with the support, advice and design services internally administered.



**Methodology:**

The survey is conducted by the Commission using an online platform, which facilitates data analysis to identify strengths and opportunities for improvement.

The survey is sent to all members of the Secretaries and Deputy Secretaries Talent Councils. Members are asked to rate their agreement with 5 statements related to the quality and timeliness of the advice and support provided using the following scale:

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

Talent Council members are also invited to identify how the Commission has best supported the Talent Council and any areas for improvement via free text comments. The survey can also be conducted via phone where Talent Council members prefer that approach. The same questions and rating scale are used regardless of the platform.

**Data/Data source:**

Survey responses are stored in the survey platform and then provided to the Commission as a raw dataset. Free-text comments are also provided. The records of phone conversations are then added to dataset, with complete responses stored in the Commission's records management system.

### ● Note 5. Post course feedback survey

**Rationale:**

To capture participant feedback at the end of an APS Academy courses (both facilitated and e-learning). It aims to capture self-assessed capability shift, value of content, and intention to implement learning in the workplace

**Methodology:**

Online survey sent to participants post completion

**Data/Data source:**

Data is automatically collated and analysed monthly. Results are collated through quarterly dashboards and incorporated into bespoke reports, where required.



## ● Note 6. Learning and Development Survey

### **Rationale:**

The Learning and Development Survey aims to capture agency/practitioner work across the APS to strengthen learning and development offerings and contribution to the OneAPS capability development approach.

### **Methodology:**

Online survey targeted learning and development Practitioners and Senior Leaders involved in Learning and Development capability uplift across the APS (e.g. Learning Board, COO Committee, Faculty).

### **Data/Data source:**

Data will be voluntary and collated through online survey systems. Results will be incorporated into bespoke reports, online dashboards and datasets, where appropriate.

## ● Note 7. Post-Surge Host Agency Survey

### **Rationale:**

To capture host agency feedback upon the conclusion of a Surge Event to gauge whether assistance from the APS Surge Reserve helped the agency achieve its outcome.

### **Methodology:**

Online survey sent to host agency at the conclusion of a Surge Event.

### **Data/Data source:**

Data is collated and analysed for each reporting period.



