



## POST-MEETING COMMUNIQUE

DATE: 18 OCTOBER 2022

### GOVERNANCE

The Future of Work Sub-committee agreed to revised Terms of Reference noting updates to the Sub-committee's work streams, priority actions, and interactions with other governance bodies. The work program will continue to be flexible to adapt to emerging priorities.

### CAPABILITY REVIEW PROGRAM

The Sub-committee considered the approach to Agency Capability Reviews, complemented by cross-cutting thematic reviews, based on strategic Government priorities. This included principles upon which Independent Reviewers would be selected. The reviews will be future focussed with the aim of building organisational capacity and accountability to ensure the service can continue to deliver Government priorities and outcomes for Australians.

Subject to endorsement by Secretaries Board and Government consideration, pilot arrangements for the four reviews will be finalised.

### ANALYSIS OF THE APS EMPLOYEE VALUE PROPOSITION

The Sub-committee is overseeing the development of a whole-of-service employee value proposition (EVP) that addresses APS attraction and retention issues at the enterprise level. The APS EVP will be a foundation – not a substitute for other value propositions that exist in the APS – upon which agencies and cohorts can build to showcase the unique benefits of their organisations.

The Sub-committee considered the drivers of attraction and retention in the APS which, when grouped together, comprise the main components of the APS EVP. It also considered insights into the public perception of the APS as an employer, provided through the Citizen Experience Survey. Examples of key attraction and retention drivers include the nature of work in the APS or agency, opportunity for career advancement, job security and access to flexible work.

Understanding the expectations of current and prospective employees, including that expectations differ across workforce segments and may change over time, is the first stage in the project to develop the APS EVP and position the APS as an employer of choice in the labour market.

The Sub-committee examined the areas of relative strength and weakness of the current employee 'offer' and identified where work is underway to enhance the value proposition through the Future of Work Sub-committee and other APS reform activities.

One key activity is the development of an APS purpose statement that identifies why the APS exists, what it seeks to achieve and for whom. This will look to heighten the sense of purpose already felt by APS employees and also convey that sense to people who are not already in the system, but looking for an employment opportunity where they can undertake interesting and challenging work that has real meaning and a social purpose.

### **REDUCING THE APS' RELIANCE ON CONSULTANTS AND CONTRACTORS**

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The Sub-committee considered the work underway to support the Government's commitment to reduce reliance on consultants and contractors in the APS.

The Sub-committee agreed next steps on the Audit of Employment being implemented by the Department of Finance and the Australian Public Service Commission (APSC); the in-house APS consulting model being developed by the Department of Prime Minister and Cabinet; and the Strategic Commissioning Framework being developed by the APSC. These complementary work streams will contribute to the APS becoming a model employer and support the Government to rebalance and build the capacity and capability of the APS workforce over time.