



## POST-MEETING COMMUNIQUE

DATE: 5 MAY 2023

## FUTURE OF WORK SECRETARIES SUB-COMMITTEE

The Secretaries Board Future of Work Sub-committee met to discuss the following issues.

### UPDATED GUIDANCE ON OPTIMAL MANAGEMENT STRUCTURES

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The Sub-committee discussed work underway to refresh guidance for agencies on Optimal Management Structures. Updated guidance will be considered by Secretaries mid-year before being publicly released. The refresh remains largely consistent with the previous version but considers smaller spans for specialists and taskforces. It will be simple and user friendly, acknowledging strategy, structure, people and processes must work in alignment. The intent is for agencies to review their structures, with reference to the guidance, as operating environments change, moving to flatter and more responsive structures over time. The Sub-committee discussed the importance of flexible implementation and how progress can be tracked. Members discussed the influence of ways of working and workplace culture, and the role both play in guiding organisational structures.

### UPDATE ON THE AUDIT OF EMPLOYMENT

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The Sub-committee noted the findings of the [Audit of Employment](#), which has collected baseline data on the use of external labour in the APS. It noted the efforts already undertaken to convert external labour to ASL (Average Staffing Level), and the next steps for future data collection.

### UPDATE ON THE STRATEGIC COMMISSIONING FRAMEWORK

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The Sub-committee noted next steps in the development of the Strategic Commissioning Framework to support agencies to reduce reliance on the external workforce. The Framework will provide flexible, principles-based guidance for APS agencies to make well-informed resourcing decisions. It will help agencies implement workforce solutions, including through guidance to maximise value from the external workforce through knowledge transfer.

The Sub-committee agreed an engagement process with APS agencies to develop the Framework and associated Toolkit over the coming months.

## **STRATEGIC DIRECTION OF APS CAPABILITY**

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The Sub-committee discussed the future strategic direction for uplifting APS capability, including consideration of the current capability system and capability intelligence gathering and reporting. The Sub-committee will consider options to strengthen the system-wide approach to capability for consideration later in the year.

## **APS EMPLOYEE VALUE PROPOSITION**

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The Sub-committee received a verbal update on progress of the APS employee value proposition (EVP) project. It noted recent market research which provides key insights into public perceptions and awareness of the APS as an employer. Insights from market research, and other research and consultation activities, will inform a paper focusing on EVP communication. The paper will be presented to the Sub-committee in mid-2023.

Members noted that research insights will complement work underway by the APS Reform Office to develop an APS Purpose Statement.

## **NEXT MEETING**

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The Sub-committee agreed to consider the use of AI in the public sector and its implications for APS capability at its next meeting scheduled for Friday 30 June 2023.