

This resource supports Phase 1 of the APS Location Framework good practice model, for use by corporate teams. It provides questions to assist with understanding your operating environment.

Subject	Questions to explore
Strategies and Plans	<ul style="list-style-type: none"> • Are there any Commonwealth policies or strategies that need to be considered? • What do agency operational strategies and plans say about the agency's workforce location?
Workforce Planning	<ul style="list-style-type: none"> • What do agency workforce plans say about the agency's workforce location? • What are the critical skills or capabilities required to deliver on the agency's strategic/business objectives? Are there any agency workforce risks that may impact location decisions? • Do business areas have plans about workforce location/s that are not included in agency workforce plans? If so, what are these? • What workforce data is available to inform planning?
Recruitment	<ul style="list-style-type: none"> • What do recruitment plans tell you about recruitment planning for specific locations? • What are the governance processes for getting approval on hiring location?
Employee Value Proposition	<ul style="list-style-type: none"> • Does the agency and/or division employee value proposition discuss geographic location of the agency and is it reflective of the lived experience for staff?
Property	<ul style="list-style-type: none"> • What is the existing agency property footprint? • What is the current geographic landscape of the workforce (both inside and outside of the agency footprint)? • What does our future property planning tell us? How does this align to workforce planning? • What property and supporting data is available and used to support decisions? • What scope is there for the existing agency footprint to be leveraged for accessing a broader talent market?
Finance	<ul style="list-style-type: none"> • What are the current Budget considerations that impact or enable workforce location decisions? • What do the agency financial policies and guidance tell us about costs related to: <ul style="list-style-type: none"> ○ work point set up either for home-based work or co-located with another agency? ○ on-going resource requirements (e.g. stationery, IT equipment) ○ travel arrangements for initial on-boarding, events etc. ○ reasonable adjustment costs ○ is there clear guidance within our agency about which business area/cost centre funds desks hosted in a co-located office?
Agencies sharing office space	<ul style="list-style-type: none"> • What is the current agency position on sharing office space with other agencies? • Does the agency currently have staff located within other agency offices?

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	<ul style="list-style-type: none"> • Do other agencies have staff located within our agency property footprint? • What requirements do we need to be aware of for sharing office space with other agencies (e.g. security)? • Do current shared office space MOUs / agreements between agencies discuss pastoral care/site leadership responsibilities? • Does the agency have formal pastoral care policies/site leadership, documentation or arrangements in place? <ul style="list-style-type: none"> ○ does it outline manager level (and appropriate support), expectations, communication requirements, accountability, emergency procedures? • Are line managers of staff in (hosted) co-located sites aware of the pastoral care arrangements and WHS responsibilities?
ICT and Security	<ul style="list-style-type: none"> • What are the agency specific parameters related to ICT? • Are staff required to connect to the network on commencement or to manage software updates etc.? • Is there proximity requirements for connection of devices? • What are the agency specific parameters related to security, including security classification of the network? • Are there ICT and security limitations when considering work being undertaken at locations outside of the agency footprint? • What does interoperability with other APS agencies look like? • What processes are in place for transport of IT equipment? • What are the guidelines on requesting or replacing IT equipment (e.g. headset) for staff not in an office location? • Does ICT support all staff, regardless of location? How does the service offer differ? • Is the security compliance guidance clear and consider staff who are office-based, co-located and fully remote?
Work Health and Safety	<ul style="list-style-type: none"> • Do the agency work health and safety and related human resources policies provide advice on considerations for all work locations? For example: <ul style="list-style-type: none"> ○ early intervention i.e. workstation assessment ○ psychosocial risks ○ Family and Domestic Violence Policy • How is psychosocial safety considered in role design, and changes to roles over time? • What are the available supports for managers and staff? (e.g. early intervention, Employee Assistance Program) • How does the agency ensure emergency communication with staff in various locations, including staff working from home? <ul style="list-style-type: none"> ○ how and when do staff communicate this information to the agency when located outside of the agency footprint? • How are host agency WHS responsibilities managed?

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Culture	<ul style="list-style-type: none"> • What are the processes around initial on-boarding of staff new to the agency/APS who are not located within their agency footprint or work in a geographically dispersed environment? • Are there requirements to attend an office for an initial period of time? • Are there requirements to attend an office at different time points in the year? How is this funded? • Where the agency has a culture plan, what does it tell us about the agency posture on geographic dispersion of the workforce? • What considerations are needed in relation to the agency’s diversity and inclusion plans? • What language does the agency use to describe geographically dispersed staff, workforce, and hybrid working arrangements? <ul style="list-style-type: none"> ○ is language consistent across the agency? ○ does language align with suggested terminology included in the APS Location Framework?
Employee Experience	<ul style="list-style-type: none"> • What does the APS Employee Census tell us about staff sentiment toward: <ul style="list-style-type: none"> ○ their agency? ○ their workgroup? ○ internal communication? ○ flexible work practices? ○ barriers to performance (incl. support for flexible work)? ○ employee engagement? ○ employee wellbeing? ○ reasons for staying in the APS (incl. location of work)? • Are there differences in staff sentiment across locations and work practices (i.e. working away from an office all the time)? • What other ways is staff sentiment or experience captured internally? Does the agency participate in the APS New Starters Survey? Does the agency have internal entry/exit surveys?
Development	<ul style="list-style-type: none"> • What supports are available and used to manage staff development for particular cohorts in a dispersed environment? For example, staff who are new to the APS/agency? • When support is needed to manage and uplift performance, what processes, practices and supports are available? How does this differ across office-based/remote arrangements?