



Workforce Strategy

Our vision: Building capability and preparing our workforce for the future, ensuring we have the right people, in the right place, at the right time.

Our landscape is changing:



Digital disruption

New technology
Increased connectivity and automation



Government Priorities

APS Reform
Integrity and Stewardship



Labour market conditions

Competitive labour market, low unemployment



Future sustainability

Social, environmental and technological forces
External disruptions and impacts on industries and people



Ways of working

Flexible and hybrid ways of working
Changes to where and how we work



Shifting values and expectations

Multigenerational workforce
Need for wellbeing and alignment to purpose

To respond to these changes and work towards our vision we have 4 strategic objectives:

1. Compete for talent

We use strategic approaches to meet challenges in the labour market, attracting and retaining the right talent which supports a positive culture



2. Grow our own

We invest in our people to build the capability required now and for the future



3. Support and build agility

We adopt a flexible, responsive, and strategic approach to resourcing, removing barriers to mobility and supporting the structures we need



4. Leadership and culture

Our strong and professional leadership strives for excellence and drives a culture of inclusion, high performance, integrity, and engagement



We are building our capability in:

Strategic policy

Stakeholder engagement

Leadership

Digital and data

APS craft

Current state:

- Skills gaps across priority capabilities – strategic policy, stakeholder engagement, leadership and core APS capabilities as identified in our Capability Review.
- We don't use evidenced-based methods to define the capability needed.
- We are not well equipped to respond and adapt to changing environments.
- We are not fully capitalising on our existing skills, knowledge and experience to identify and fill our priority roles or grow key capabilities.
- Our systems and processes do not support the management of skills and capabilities.



To get there we will focus on:

- Our Employee Value Proposition
- Our recruitment & retention strategies
- Building and measuring capability
- Building strategic partnerships
- Implementing our Inclusion Framework
- Building talent streams
- Improving our systems and data



Future state:

- We attract and retain people with the skills and attributes we need through our Employee Value Proposition.
- Workforce planning guides evidence-based decisions to manage retention risks and shifts in our capability, capacity and composition.
- Our recruitment approaches respond to changing needs and markets, and leverages our partnerships and networks.
- We build the skills and capabilities we need to build APS Capability (including engagement and collaboration through strategic partnerships).
- Services consider all stages of the employee lifecycle and provide data insights to inform systems and process improvement decision-making.
- Increased workforce representation from diverse backgrounds, experiences and skill sets.
- Our workforce is flexible and resilient, and ready to respond to priorities.
- Equipped with the tools they need, leaders are confident and capable to lead their teams.