Workforce Strategy

25 February 2025

# 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

## Strategic objectives

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

### 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

### Grow our own

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

### Support and build agility

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

### Leadership and culture

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

## Capability

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.