



Workforce Strategy

17 September 2026

Our vision

Building a capable, agile, and future-ready workforce to deliver the health, disability and aged care systems for all Australians.

Our environment:

Digital disruption

- We are strengthening our digital capability, including the responsible use of AI and automation to improve productivity, enhance collaboration, and deliver better services more efficiently.

Government priorities and fiscal environment

- We are focused on delivering APS reform and are reprioritising our work to align with budget priorities and key government reform agendas.

Employee wellbeing

- We recognise that external factors, including geopolitical events and cost-of-living pressures, can affect the wellbeing of our staff, and we are committed to providing appropriate support.

Ways of working

- We are adapting our ways of working to support a geographically dispersed workforce, including through flexible and hybrid work arrangements.

Labour market conditions

- We are positioning ourselves to attract and retain the critical skills needed to deliver our priorities in an evolving labour market.

Future sustainability

- We are preparing for the future impacts of social, environmental and technological change on industries, roles and our workforce.

Strategic Objectives

Our strategic objectives support our vision:

1. Shape our workforce to meet our priorities

We enable a flexible, responsive and strategic approach to recruitment and resourcing.

2. Grow our own

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

3. Strengthen leadership and performance

We enable capable and professional leaders who strive for excellence and drive a culture of inclusion, high performance, integrity and engagement.

Current State

We have identified the following key risks:

- Change is not consistently managed in a way that builds confidence, supports adoption and enables sustainable outcomes.
- Fiscal pressures require greater workforce agility and the capacity to adapt quickly to changing priorities and reforms.
- Digital disruption, AI and automation are outpacing workforce capability and readiness.
- Current workforce planning, systems and data do not provide the agility and insights needed to respond effectively to changing priorities and capability requirements.
- Our workforce does not fully reflect the diversity of the communities we serve, limiting inclusion, innovation and representation.

Priorities

In 2026-27 we will continue to focus on:

- Investing in strengthening leadership and management capability to lead change with integrity, care and confidence.
- Developing resources to enable meaningful performance conversations, including upwards feedback.
- Aligning workforce effort to priorities, reforms and fiscal settings.
- Building and measuring workforce capability.
- Providing resources to enabling the safe and responsible adoption of AI and automation.

- Implementing our Inclusion Framework and Reconciliation Action Plan.
- Reviewing our requirements for our systems, data and workforce insights.
- Implementing our strategies to strengthen integrity, employee wellbeing and a speak up culture.

Future state

We will know when we have been successful when:

- Our workforce is agile, adaptable and responds positively to change.
- Managers are confident, capable and equipped to lead through challenges with integrity.
- Regular feedback and meaningful performance conversations are embedded in our culture.
- Workforce decisions across the employee lifecycle are informed by evidence, data and insights.
- We have the capabilities needed to deliver APS priorities and safely adopt emerging technologies, including AI and automation.
- Our workforce is diverse, flexible and resilient.
- Our work environment is psychologically safe, inclusive and supports people to speak up.