



Australian Government  
Australian Public Service Commission

# Delivering for Tomorrow

## APS Workforce Strategy 2025

*Small Agency Forum – 9 June 2021*



# Change is shaping our workforce and how we deliver

Alongside many other public and private sector institutions across the world, the **APS workforce** is being impacted by **rapid change**, both domestically and internationally.

- **Changing citizen demographics** and expectations of government services and trust in public institutions
- **Digital transformation** shaping policy and service delivery responses, and the demand for rapid solutions
- Increasing demand for skills and talent in a **highly competitive labour market**
- Changing **workforce profiles**, altering work structures and employee expectations
- **Geopolitical challenges**, requiring collaborative and adaptive responses by government, industry and citizens.



'The context and challenges of the public sector are changing at a rapid pace and the capabilities of public servants and those that lead them must keep up'<sup>4</sup>

- OECD



# Delivering for Tomorrow: APS Workforce Strategy 2025

The APS Workforce Strategy builds on momentum created by the crises of 2020.



Rapid workforce mobilisation across the service for deploying capacity where needed to support service delivery to the Australian community



Fast progress in digital transformation and digital upskilling



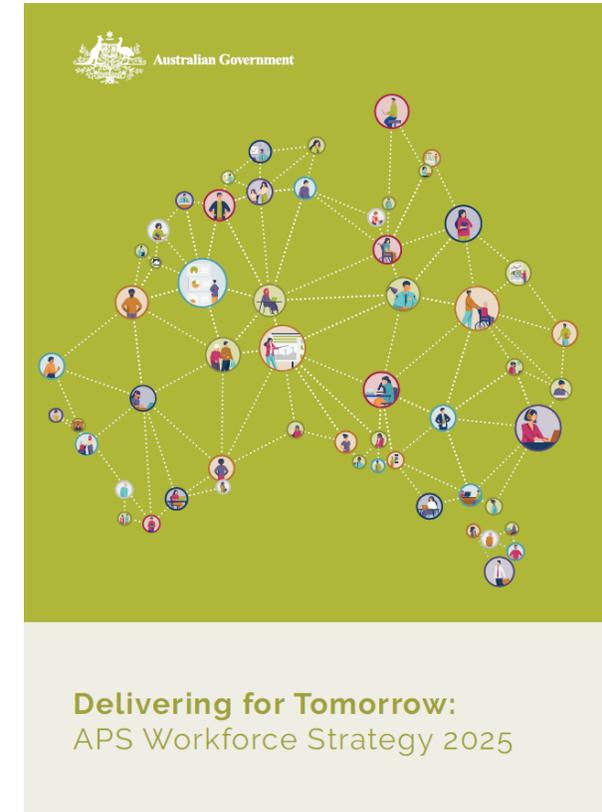
Flexible working, embracing different types of workforce flexibility.



Direction on actions and resources most needed to support agencies in working towards future APS workforce



The Strategy complements, but does not replace, agency-level strategic and operational planning processes.



Change is impacting the context in which the APS delivers services to all Australians and the skills it needs across its workforce. These changes include:

Changing community demographics, different expectations of responsive and digital government services and changing trust in public institutions

Digital transformation is driving policy and service delivery responses, and the demand for rapid development and implementation of solutions tailored to business and community needs

Increasing demand for emerging and specialist skills and talent in an increasingly dynamic labour market

Changing workforce profiles, altering work structures and employee expectations of work and workplaces

Geopolitical challenges, requiring collaborative, adaptive and rapid responses by government, industry and citizens

The objective of the APS Workforce Strategy

For the APS to operate as one enterprise, with a high-performing workforce to deliver effectively and efficiently for the Government, the Parliament and the Australian public.

Our workforce will operate in accordance with the APS Values and Code of Conduct



Impartial



Committed to Service



Accountable



Respectful



Ethical

To be positioned for the future we need our workforce to be:



Agile, collaborative, responsive and able to navigate complexity



Skilled, knowledgeable and committed to life-long learning



Maximising data and technology, and digital engagement



Professional, engaged and committed to integrity



Citizen-centred in approach, inclusive and representative of our diverse communities

Our Action Plan – To build towards our vision for the APS workforce we are committed to three areas of action:



Attract, build and retain skills, expertise and talent

We will recruit and develop the capabilities and skills needed to be a diverse, high-performing workforce that facilitates career pathways across an outcomes-focused enterprise



Embrace data, technology and flexible and responsive workforce models

We will lead digital transformation and deploy skills, expertise and talent to where it is needed to deliver the outcomes that the Government and Australians expect



Strengthen integrity and purposeful leadership

We will ensure that our leadership continues to shape our behaviour, our purpose and our delivery of outcomes, and that the APS is highly regarded for our integrity and citizen-centric focus

Diversity and inclusion underpins all actions we undertake through implementation of the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy, the APS Disability Employment Strategy and the Gender Equality Strategy

Development for whole-of-enterprise capabilities through Professional Streams and the APS Academy



Workforce insights and planning

To support our objectives and actions, agencies will have modern, data-driven workforce management practices integrated as a key component of business planning



Short-term measures of success

- A workforce focused on developing strong capabilities aligned to current and emerging enterprise-wide requirements
- A strong learning culture and growth mindset, and commitment to continuous development
- Compelling EVP that is well positioned to attract top Australian talent to choose a career with the APS
- One APS workforce that is seamlessly mobilised to respond to shifts in government priorities
- A high-performing workforce, actively seeking out and embracing technology development to work more innovatively and efficiently in a digital world
- Strong and capable leadership pipelines for APS leadership roles, and a commitment to succession planning and development
- An APS workforce that models and promotes a pro-integrity culture

Longer-term measures of success

- A workforce demonstrating our defined future-ready characteristics
- A highly skilled, high-performing, effective and efficient workforce evidenced through the delivery and quality of government services
- A workforce that delivers high-quality outcomes and trustworthy experiences for the community
- A workforce that maximises data and technology for decision making, policy and service design and delivery
- Flexible and responsive workforce models that are able to be deployed quickly to adapt to changes in our operating environment



# Key action areas



## Attract, build and retain skills, expertise and talent

We will recruit and develop the capabilities and skills needed to be a diverse, high-performing workforce that facilitates career pathways across an outcomes-focused enterprise



## Embrace data, technology and flexible and responsive workforce models

We will lead digital transformation and deploy skills, expertise and talent to where it is needed to deliver the outcomes that the Government and Australians expect



## Instil integrity and purposeful leadership

We will recognise the role our leadership plays in shaping our behaviours, purpose and delivery of outcomes, and be renowned for our integrity and citizen-centric focus

- **‘One APS’** approach: direction for strategic workforce management
- **Business linked:** connects workforce management practices to our business strategy through 3 priority action areas
- **Future focused:** support the ‘human’ component of our enterprise transformation
- **Evidence-based:** supply and demand analysis utilising labour market intelligence and research
- Informed by **best practice** in workforce capability management
- **Co-designed** with leaders and workforce strategists, to ensure outcome and future focus



# Research and consultation for the APS Workforce Strategy 2025

The Commission conducted research, consultation and refined the Strategy in light of achievements made in the management of the APS workforce during the response to the COVID-19 pandemic in 2020.

➤ Focus groups  
Business leaders  
**September 2019**

➤ HR Hackathons  
Melbourne and Brisbane  
**December 2019**

➤ Discussions with state jurisdictions and international counterparts  
Canada, Ireland, New Zealand, Singapore and the UK  
**March 2020**

**August 2019**

➤ Focus groups  
Senior HR leaders

**October 2019**

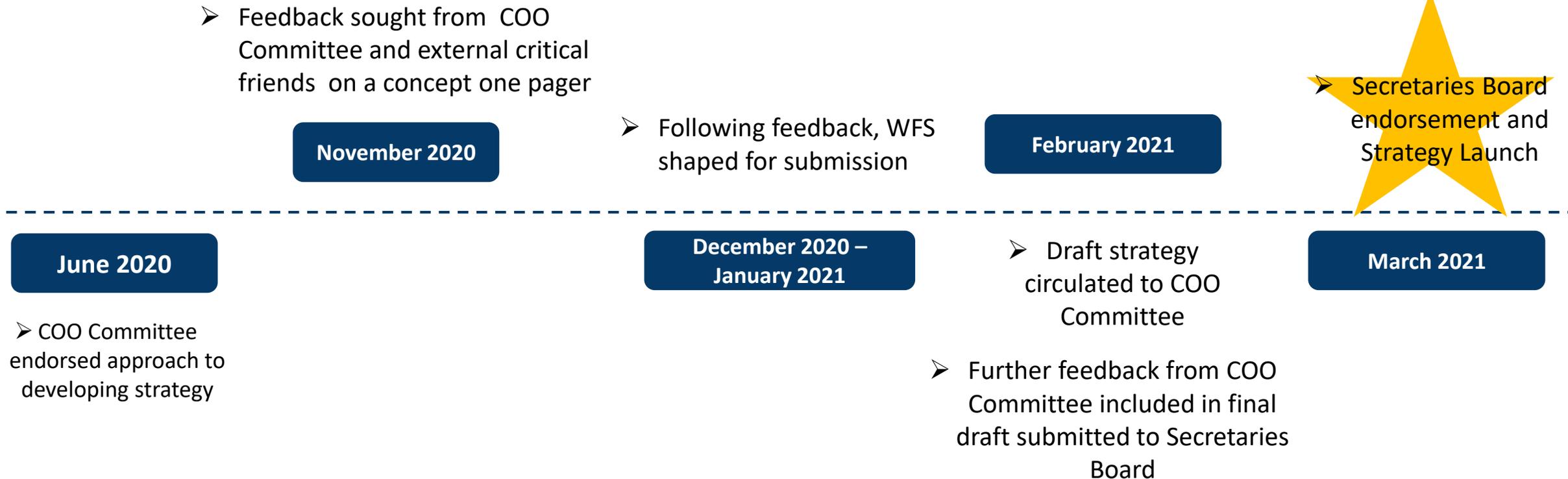
➤ Focus groups round two  
Senior HR leaders

**January 2020**

➤ HR Hackathons  
Canberra

Research and analysis 🔍

# Conceptualising and development process



# Understanding and addressing skills and capability gaps

Extensive research & analysis informed the development of strategic workforce initiatives to build our future workforce

18%

of tasks and up to 40% in time in some roles performed by APS employees could be automated by 2030.<sup>1</sup>

1810%

increased demand for **data science skills** over 5 years.<sup>2</sup>

>2M

is the projected number of skill shortages in government services by 2030. **Digital literacy** ranks in top skill shortages for government.<sup>3</sup>

33%

of skills that were present in an average job posting in 2017 won't be needed in 2021.<sup>4</sup>

- **Digital dexterity, data literacy, user centred design, evidence informed policy** are critical capabilities that support digital transformation and the use of data at scale.
- We are working to build these critical capabilities through the **APS Workforce Strategy** and the **APS Academy**.
- We can prepare for changes by **upskilling** and **reskilling** our workforce, and building a workforce with a growth mindset, committed to **lifelong learning**.



# Aligning the workforce to deliver on digital transformation



**Digital technologies** are transforming the way we **deliver** and how our workforce **operates**.

- Demand for most in-demand digital roles increased by ~700% over 5 years
- **Digital** is one of the **top 5 job functions** with the largest projected growth in the APS
- COVID-19 has fast-tracked digital transformation and demand for digital skills
- 2020 Federal Budget included over AUD\$3bn of investment in data and digital technology-enabled initiatives

APS strategies driving the need for digital skills:

## Digital Transformation Strategy 2018 – 2025

**74%** of the APS workforce is employed by agencies with major deliverables under the Digital Transformation Roadmap 2025

## Cyber Security Strategy 2020

**1700** cyber security experts will be required across private and public sectors over the next five years to 2026 (or more)



# Innovative approaches

## Skills based workforce planning pilot

Run out of the APS Centre of Excellence for Workforce Planning.



A central team of workforce planning experts partner with pilot agencies to set-up, conduct and implement skill-based workforce plans with a focus on digital transformation.



Approach utilises a 'free agent' type approach for deployment of specialist capabilities.

Approach has been successfully used by other jurisdictions.

## Digital workers

AI/Robot solutions are already forming part of the workforce in our largest agencies.

APSC starting are reviewing AI/robotic workforce management processes from a data collection point of view, to start with.

# APS Professional Streams

APSC worked collaboratively to establish Professional Streams in Human Resources, Digital and Data.

Initiatives can be grouped under 3 key focus areas:

## Getting it right from the start

- Attracting talent to the APS in specific Professional Streams
- Lifting entry-level skills and
- Creating diversity among the people in professional stream roles.

## Developing sophisticated and specialist capabilities

- Identifying and promoting learning and development opportunities and
- Designing role profiles for professional stream roles, including Senior Executive roles.

## Embedding a professional workforce

- Defining profession-specific capabilities
- Building career pathways
- Professional communities and
- Professional standards.



# Whole of Government Centres of Excellence

The APS has **Centres of Excellences (CoE)** to enable development and application of specialist skills, and leverage expertise across the service.

The APS has CoEs in areas including:

- behavioural economics (Department of the Prime Minister and Cabinet)
- automation (Department of Finance)
- augmented intelligence (Services Australia)
- innovation (Department of Industry, Science, Energy and Resources)
- user centred design (Digital Transformation Agency, Services Australia, Industry)
- change management (Department of Home Affairs)
- workforce planning (Australian Public Service Commission)
- Gov't procurement (Department of Finance)
- portfolio, program and project management (Department of Home Affairs) - *upcoming*
- information and records management (National Archives of Australia) - *upcoming*

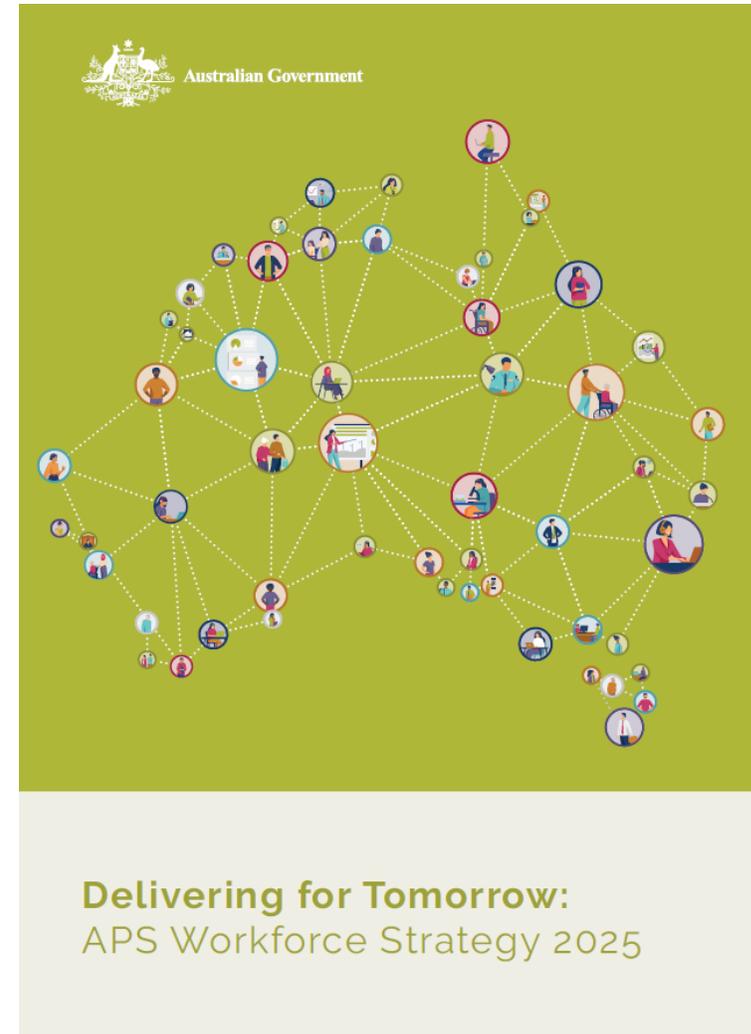


***Communities of Practice*** – set up to enable best practice sharing and dissemination across agencies in an accessible way

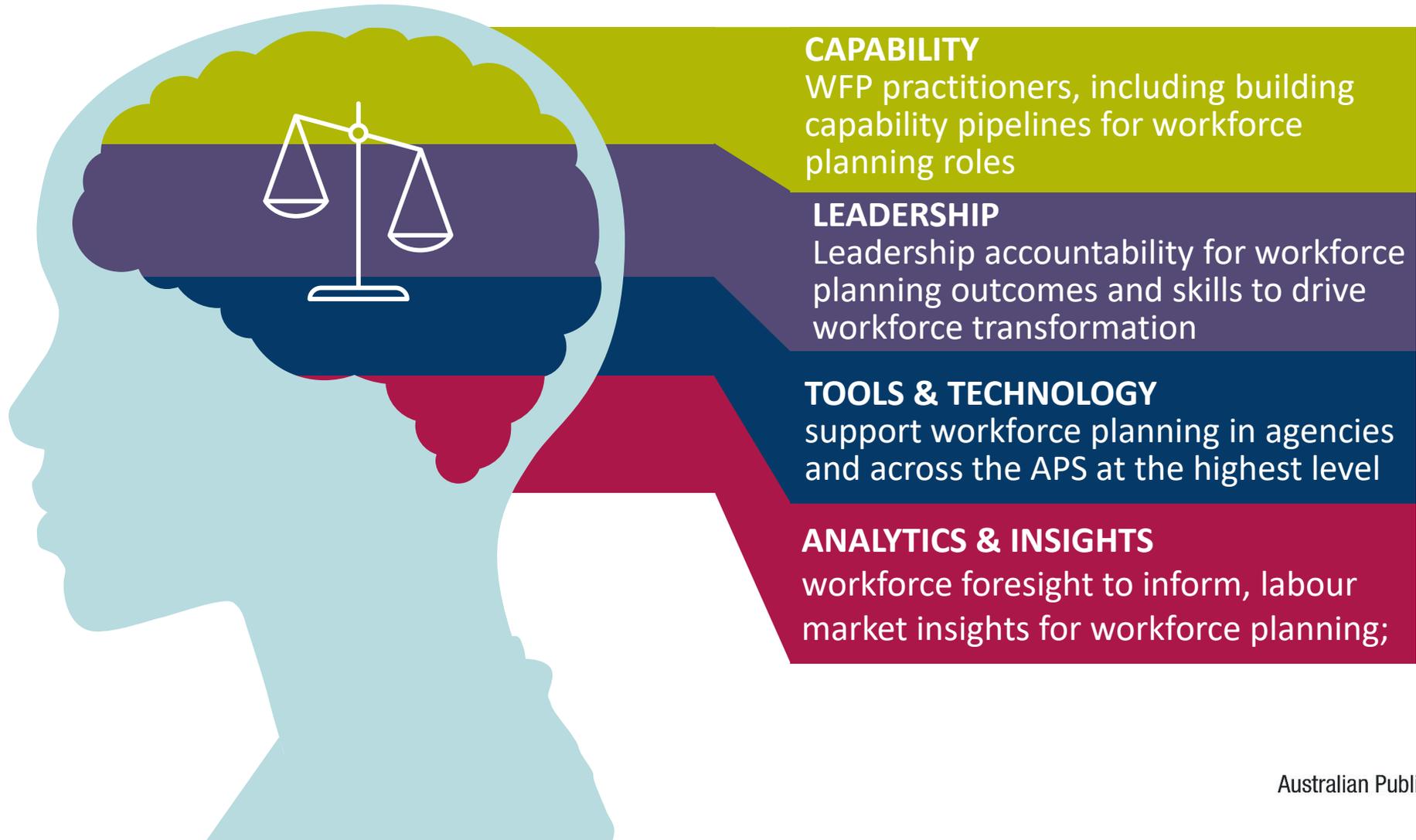
# Centre of Excellence APS Workforce Planning

*Workforce planning capability is key to successful implementation of  
Delivering for Tomorrow: APS Workforce Strategy*

- **Centre of Excellence for APS Workforce Planning will support agencies in developing robust workforce planning approaches and capability.**
- **This will ensure agency workforce plans drive intended workforce transformation and drive business outcomes.**



# WFP CoE Development & Streams



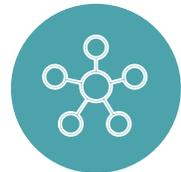
# APS Academy



The APS Academy will **transform the APS learning and development practice** and promote excellence in capability development.



It will deliver a more **integrated** and a single APS approach to learning and development, with a focus on leadership, integrity and **core APS craft capabilities**.



The APS Academy will connect to existing **APS centres of excellence**, as well as developing external networks with academic institutions and specialist providers.



The APS Academy will deliver specific public service learning programs **from mid-2021**.

# Questions?

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