

APSC Reform Progress to March 2022

| Thodey Rec. | APSC Reform initiatives as at 31 March 2022 | Date achieved |
|-------------|--|---------------------|
| 7 | 1. Pro-integrity culture | |
| | <ul style="list-style-type: none"> Updated social media guidance released | Sept 2020 |
| | <ul style="list-style-type: none"> Report on APS pro-integrity culture by Mr Stephen Sedgwick publically released – implementation underway | Dec 2020 |
| | <ul style="list-style-type: none"> Foundational e-learning integrity training released, and an SES integrity masterclass series is currently under development. | Mar 2021 |
| | <ul style="list-style-type: none"> Updated <i>Guidance for Agency Heads - Gifts and Benefits</i> released | Dec 2021 |
| | <ul style="list-style-type: none"> <i>Handling Misconduct: a human resources manager's guide</i> published. | Feb 2022 |
| | <ul style="list-style-type: none"> New Commissioner's Directions released, including mandating the foundational integrity training and a requirement to consult with the Commissioner on APS Code of Conduct allegations made against SES employees and non-disclosure agreements to settle disputes about sexual harassment matters. | Feb 2022 |
| 11 | 2. Strengthening Partnerships | |
| | <ul style="list-style-type: none"> Established expert Ministerial Liaison Reference Panel to clarify the respective roles of Ministerial Offices and the APS | Sept 2020 |
| | <ul style="list-style-type: none"> APS Academy launch of the Strengthening Partnerships SES Learning Program | Nov 2021 |
| | <ul style="list-style-type: none"> Publication of four guidance papers for Ministerial staff and the APS: <i>Ministerial Transitions; The Operating Environment of a Ministerial Office; Working with Ministers; and Departmental Liaison Officers.</i> | Dec 2021 |
| | <ul style="list-style-type: none"> APS Academy commenced preliminary work on development of training for staff employed under the <i>Members of Parliament (Staff) Act 1984.</i> | Mar 2022 |
| 19 | 3. APS Workforce Strategy | |
| | <ul style="list-style-type: none"> APS Workforce Strategy 2025 launched | Mar 2021 |
| | <ul style="list-style-type: none"> First annual Implementation progress report detailing progress against the Strategy's five year action plan roadmap, including the yearly APS Strategic Labour Force Dashboard (2021 State of the Service Report refers) | Dec 2021 |
| | <ul style="list-style-type: none"> APS Workforce Planning Centre of Excellence established in mid-2020 to build internal workforce planning capability across the APS. As of 30 March 2022, the Workforce Planning Community of Practice had over 867 members. Over 87% of APS agencies are represented on the community. These agencies collectively employ over 99% of the APS workforce. | Jun 2020 – Mar 2022 |

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| 20 | 4. APS Professions Framework | |
| | <ul style="list-style-type: none"> Human Resources Profession Stream launched (3,650 members and ~41 senior HR panellists – as at 28/2/22) | Oct 2019 |
| | <ul style="list-style-type: none"> Digital Profession launched (3,727 members and ~200 SES – as at 28/2/22) | Apr 2020 |
| | <ul style="list-style-type: none"> Data Profession launched (1,685 members and ~50 SES members of the Data Champions Network – as at 28/2/22) | Sep 2020 |
| | <ul style="list-style-type: none"> Established Regulatory Essentials Pilot as an APS Academy measure in partnership with Department of Prime Minister and Cabinet and Department of Agriculture, Water and the Environment (78 participants have commenced training through the pilot under three cohorts – as at 31/3/22). | Oct 2021 |
| 20 | 5. Develop APS-wide learning and development (L&D) strategy | |
| | <ul style="list-style-type: none"> APS Academy commenced operation and launched. | Jul 2021 |
| | <ul style="list-style-type: none"> APS Learning and Development Strategy launched <ul style="list-style-type: none"> – APS Learning Quality Framework developed for release in mid-2022 – Project to ‘Identify Quality APS Learning’ underway to identify opportunities for efficiency and consistency in APS learning and development | Jul 2021 |
| | <ul style="list-style-type: none"> Learning Board inaugural meeting, key areas of focus include: <ul style="list-style-type: none"> – Developing a Learning Marketplace – Supporting external recruits into the SES – Evaluation of L&D | Aug 2021 |
| | <ul style="list-style-type: none"> In first six months of Academy (compared to 2020): <ul style="list-style-type: none"> – 40% increase in the number of participants in courses – 27% increase in participation in e-learning modules – 27,382 new users had viewed 138,726 pages on the Academy website New APSLearn learning management system launched (12,765 users as at March 2022) | Dec 2021 |
| | <ul style="list-style-type: none"> Since launch, APS Academy has achieved: <ul style="list-style-type: none"> – 23,468 course participants (Jul 21 – Feb 22), exceeding 2021-22 target in first 8 months of operation. – Delivering 101 learning programs and courses including the launch of: <ul style="list-style-type: none"> ○ Twelve new training programs, in partnership with subject matter experts across the APS, including: <ul style="list-style-type: none"> ▪ Delivering Great Policy: Foundations and Level Up! ▪ Strengthening Partnerships SES Learning Program ▪ Regulatory Training Pilot, <i>Excellence in Professional Regulation</i> ○ New e-learning modules, including <ul style="list-style-type: none"> ▪ Compassionate foundations ▪ Integrity in the APS (refreshed) | Mar 2022 |

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| | <ul style="list-style-type: none"> ▪ APS HR Foundational Learning Series Modules <ul style="list-style-type: none"> ○ New event programs, including: <ul style="list-style-type: none"> ○ Craft Conversations ○ MasterCraft Series ○ Secretaries' Challenge event | |
| 21 | 6. Agree and implement an APS mobility framework | |
| | <ul style="list-style-type: none"> • <i>National Framework for Public Sector Mobility</i> implemented by Commonwealth, State and Territory Commissioners to support the initial pandemic response | Jul 2020 |
| | <ul style="list-style-type: none"> • Surge Reserve Taskforce established to enable the temporary movement of APS staff to support the COVID-19 response | Nov 2020 |
| | <ul style="list-style-type: none"> • Updated <i>National Framework for Public Sector Surge Mobility</i> endorsed by Commonwealth, State and Territory Commissioners, expanding the scope of the National Framework beyond the pandemic | Apr 2021 |
| | <ul style="list-style-type: none"> • <i>APS Mobility Framework</i> released (targets can be established by Agencies) | Apr 2021 |
| | <ul style="list-style-type: none"> • APS Surge Reserve has been established as an enduring function of the APS: More than 4,500 people have deployed between APS Agencies and to States and Territories to undertake urgent work since the start of the pandemic. | Apr 2021 |
| 22 | 7. Embed a high performance culture in the APS | |
| | <ul style="list-style-type: none"> • <i>APS Commissioner's Directions 2016</i> amended, strengthening performance management obligations • <i>APS Commissioner's Directions 2022</i> released, with a requirement that Agency Heads are to engage all new APS employees on probation. Agency Heads must also ensure that, during the probation period, there are processes in place to assess the suitability of the APS employee to perform the duties they have been engaged for. | July 2019 Feb 2022 |
| 23 | 8. Building the leadership pipeline | |
| | <ul style="list-style-type: none"> • Partnered with Secretaries to complete initial analysis of senior leadership roles, and assess the strength and diversity of the leadership pipeline. This analysis has been embedded as an annual process overseen by the Secretaries Talent Council. | Oct 2020 |
| | <ul style="list-style-type: none"> • Benchmarked capability assessments completed of all Band 3s who were in their role at the time of the Review (98). All new Band 3s will complete this assessment after 12 months in role. | Dec 2021 |
| | <ul style="list-style-type: none"> • Continued benchmarking talent and capability assessments of Band 2s and 1s with 214 completed to date. This assessment has been embedded as an annual process overseen by the Deputy Secretaries Talent Council. | Mar 2022 |
| <ul style="list-style-type: none"> • Three of five EL2 talent assessment pilots complete. | Mar 2022 | |

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| 24 | 9. Overhaul APS Recruitment and induction to reflect best-practice, use the APS employee value proposition and target mid-career and senior talent outside the APS. | |
| | <ul style="list-style-type: none"> Launch of new graduate portal on APSJobs and APS graduate streams | Mar 2020 |
| | <ul style="list-style-type: none"> Australian Government Graduate Program (AGGP) 3-year Blueprint endorsed by Secretaries Board including whole of government graduate recruitment streams, incorporating centralised pre-qualification checks. | Oct 2020 |
| | <ul style="list-style-type: none"> AGGP branding designed and released including Graduate Employee Value Proposition (EVP). | Dec 2020 |
| | <ul style="list-style-type: none"> Consultation commences to inform development of a mature age action plan - release of the plan expected Q2 2022. | Oct 2020 |
| | <ul style="list-style-type: none"> Consolidated marketing of AGGP delivered including first AGGP Careers Fair. Achievements include <ul style="list-style-type: none"> – 38% increase in applications from 2020 to 2021 – an increase of 170,000 visits to the graduate portal from 2020 to 2021 (just 10,000 in 2020) – The demand for graduates by agencies recruited from the AGGP streams has steadily increased from 314 in the first year (2021 intake) to 527 in the second year and 720 positions are expected to be filled as part of the 2023 intake. | Feb 2021 |
| | <ul style="list-style-type: none"> Merit lists extended to 18 months through the 2022 Commissioner's Directions. AGGP merit lists are being shared across the APS and improvements underway to APSJobs to improve shared access to others merit lists. | Feb 2022 |
| | <ul style="list-style-type: none"> Career Pathways Portal launched on APSJobs. | Feb 2022 |
| 25 | 10. Increase diversity in the APS | |
| | <ul style="list-style-type: none"> Release of the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24 | July 2020 |
| | <ul style="list-style-type: none"> APS Disability Employment Strategy 2020-2025 launched | Dec 2020 |
| | <ul style="list-style-type: none"> APS Gender Equality Strategy 2021-26 launched | Dec 2021 |
| | <ul style="list-style-type: none"> APS Disability Contact Officer guidance for agencies released | Dec 2021 |
| 32 | 11. APS Hierarchy and Classification Review | |
| | <ul style="list-style-type: none"> APS Hierarchy and Classification Review commenced; Review Panel members announced | Mar 2021 |
| | <ul style="list-style-type: none"> Final report delivered to the Australian Public Service Commissioner | Dec 2021 |

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| 33 – Not agreed | <p>12. Consider options to inject greater discipline in SES remuneration as a means of facilitating greater SES mobility</p> <p>SES mobility progressed through the work of the Secretaries Talent Council and Deputy Secretaries Talent Council (initiative 8 refers), supporting SES mobility through career moves to broaden and deepen critical experiences for future leaders.</p> | |
| 38 | <p>13. APS Commissioner to establish an Advisory Board – intent met through alternate approach.</p> <ul style="list-style-type: none"> • External expertise has been drawn on extensively, including through: <ul style="list-style-type: none"> – The APS Learning Board to support APS Academy operations and implementation of the APS Learning and Development Strategy to provide one APS approach to L&D, including 4 external members representing the business, academic and learning community. – the Ministerial Liaison Reference Panel. | |
| 40 | <p>14. Reform and energise the APSC as a high-performing and accountable central agency</p> <ul style="list-style-type: none"> • Responded to the 2019 APSC Capability Review to build internal capacity and capability, including foundational workforce planning and management practices and amended governance arrangements. • Deputy Australian Public Service Commissioner is also Deputy Chair of the Chief Operating Officer’s Committee. • Implemented new funding arrangements, including streamlining Memoranda of Understanding (MoUs). This includes: <ul style="list-style-type: none"> – Appropriation funding transferred for activities that were previously funded via MOU. – Halved the non-appropriation funding. • Since 2019-20, APSC funding from Government has increased by 170%, from \$23.1 million to \$62.3 million in annual appropriations; and ASL by 48% (from 210 in 2019-20 to 311 in 2022-23). This increase includes the impact of streamlining MoUs. • The Commission will receive an additional \$51.4m over the forward estimates and an additional 42 ASL (2022-23 Budget). | |