

RECOMMENDATIONS

Recruitment in the APS

Recommendation 1

The Committee recommends that the APS Commission widely disseminate advice and guidance to agencies clarifying the flexibility with recruitment available under the legislation. This should include information on the exceptions that apply to requirements for advertising vacancies, Australian nationality and candidates who have accepted a redundancy benefit. (Para 2.89)

Recommendation 2

The Committee recommends that, to reduce barriers to mobility, the APS Commission provide clear guidance to all agencies on efficient, flexible and streamlined recruitment and selection processes. (Para 2.91)

Recommendation 3

The Committee recommends that the APS Commission provide clear guidance to all agencies on their responsibilities under the *Public Service Act 1999* regarding non-ongoing employees' entitlements and rights. (Para 2.103)

Recommendation 4

The Committee recommends that all APS agencies develop mandatory exit interview processes to monitor and report on retention and separation trends. The APS Commission should assist agencies in this process and also develop a set of standard questions to enable it to report on APS-wide retention and separation issues and developments. (Para 2.112)

Recommendation 5

The Committee recommends that all APS agencies, as a priority, develop a detailed analysis of their present workforce profile and a strategic action plan to meet their future workforce needs. (Para 2.116)

Recommendation 6

The Committee recommends that, as a priority, all agencies develop mentoring programs and activities to support new young recruits. (Para 2.124)

Recommendation 7

The Committee recommends that the APS Commission assist agencies to develop collaborative arrangements with industry to establish work experience arrangements for young people, especially in areas of key skills needs. (Para 3.64)

Recommendation 8

The Committee recommends that in its overall recruitment strategy the Government re-commit the Commonwealth to significantly increasing the number of trainees employed in the APS. (Para 3.66)

Recommendation 9

The Committee supports the APS Commission's initiative to establish an indigenous employment working group to assist development of recruitment and retention strategies. The Committee recommends that the APS Commission give priority to implementing and monitoring these initiatives and in particular improve information dissemination, awareness raising and communication strategies to indigenous people on employment in the APS. (Para 5.49)

Recommendation 10

The Committee recommends that the APS Commission have a dedicated budget to assist indigenous people to gain employment in the APS. The Committee also recommends that indigenous employees be provided with ongoing intensive support for career development and to improve retention rates. (Para 5.51)

Recommendation 11

The Committee recommends that all APS agencies develop a detailed recruitment strategy with a set of objectives for the next three years. Each agency should report annually to the APS Commission on progress in implementing its recruitment strategy. Agencies should also report on progress annually to the APS Commission. (Para 6.38)

Recommendation 12

The Committee recommends that the APS Commission present a detailed report annually, as part of the State of the Service report, outlining the progress made by each agency in achieving its objectives in recruitment. (Para 6.40)

Recommendation 13

The Committee recommends that the APS Commission assume a greater role in APS recruitment practices and in particular establish benchmarking of recruitment practices. (Para 6.40)

Recommendation 14

The Committee recommends that the government provide the APS Commission with such additional resources as are necessary to fulfil an enhanced role in guiding and monitoring APS recruitment strategies and practices. (Para 6.42)

Training in the APS

Recommendation 15

The Committee recommends that APS agencies review management processes to ensure that training outcomes are clearly and transparently linked to agency and individual goals. (Para 7.46)

Recommendation 16

The Committee recommends that the APS Commission enhance its advisory and reporting roles, including reporting to Parliament, by:

- **encouraging and supporting collection and analysis of APS-wide data on training and development; and**
- **analysing the costs and benefits of training at both an individual agency and whole-of-government level. (Para 7.26)**

Recommendation 17

The Committee recommends that centralised graduate and post-graduate training such as that offered by Australia New Zealand School of Government and other institutions, as well as the new Public Sector Management program, be promoted to employees across the APS. (Para 9.35)

Recommendation 18

The Committee recommends that all APS agencies demonstrate continuing support for employees' training and development aspirations by:

- **including a strong commitment to learning and development in corporate plans;**
- **developing structured training programs and career pathways built on accredited and articulated training where appropriate, publicise these to employees and to potential recruits in agency marketing strategies;**
- **providing sufficient funds and HR personnel to support integrated training for all employees; and**
- **reporting annually to the APS Commission on progress in achieving training objectives. (Para 9.60)**

Recommendation 19

The Committee recommends that the APS Commission present a detailed report annually, as part of the State of the Service report, outlining the progress made by each agency in achieving its training objectives. (Para 9.61)

Recommendation 20

The Committee recommends that all agencies include in their guidelines on training management a requirement that all training programs must include an evaluation phase, timetable and methodology. (Para 10.86)

Recommendation 21

The Committee recommends that agencies utilise experts with evaluation skills both in the design stage of training strategies and programs and during the post training evaluation stage. (Para 10.89)

Recommendation 22

The Committee recommends that agencies adopt the ANAO-APS Commission recommended minimum data set and performance indicators for training. The Committee also recommends that the APS Commission coordinate an evaluation of the effectiveness of these measures, to establish better practice principles and identify areas for refinement where necessary. (Para 10.95)

Recommendation 23

The Committee recommends that the Senior Executive Service in all APS agencies lead by example by undertaking training and demonstrating commitment to continuing professional development as a key factor in their employment. (Para 11.25)

Recommendation 24

The Committee recommends that the APS Commission provide greater leadership to facilitate coordinated cross-service training. Its aim should be to ensure efficiency in design and development of training programs, particularly for core APS-wide skills. (Para 11.40)

Recommendation 25

The Committee recommends that the APS Commission, in consultation with agencies, review the availability of training programs and opportunities in regional areas to ensure consistency with those available for APS employees in urban areas. (Para 11.44)

Recommendation 26

The Committee recommends that the APS Commission increase its efforts in coordinating and facilitating delivery of cross-service APS training programs in administrative law, record keeping, financial management and freedom of information requirements. (Para 11.80)

Recommendation 27

The Committee recommends that the APS Commission and APS agencies actively promote public administration as a major profession and develop measures to enhance a professional identity amongst APS employees. (Para 11.82)

Recommendation 28

The Committee recommends that the APS Commission be given enhanced powers and responsibilities to ensure greater coordination on ‘whole of service’ issues in recruitment and training. (Para 11.87)