1 June 2023

APS Reform Office

Department of the Prime Minister and Cabinet

Ngunnawal Country

PO Box 6500 CANBERRA ACT 2600

Via email submission

Dear APS Reform Team,

APS Reform Consultation Paper – proposed changes to the *Public Service Act 1999* and subordinate legislation

The Institute of Public Administration Australia - ACT (IPAA ACT) Council welcomes the opportunity to comment on the APS Reform consultation paper relating to proposed changes to the Public Service Act 1999 and subordinate legislation.

IPAA ACT is committed to the promotion of excellence and professionalism in public administration. We are a non-profit and non-partisan organisation that works in partnership with the public sector, the private sector, academia, and other institutions, to provide a platform for debate and discussion about improving and striving for excellence in public administration in Australia.

The IPAA ACT Board and Council work to identify strategic drivers in public administration and ensure the implementation of the strategic direction of IPAA ACT as a company is reflective of these drivers and supports excellence in public administration in Australia. Further details on our Board Members and Councillors are included at Appendix A.

The IPAA ACT considers there to be sufficient evidence and scope to support the proposed changes to the Public Service Act 1999 and subordinate legislation.

IPAA ACT recognises the importance of genuine consultation through the provision of a platform for robust debate and discussion, inspiring excellence in public administration across the sector, supporting pride in service and building lasting partnerships to strengthen capability and integrity. These strategic themes should be considered in the APS reform implementation approach to ensure an enduring commitment to reform, providing benefits into the future.

This document is a submission made by the IPAA ACT in June 2023 to the APS Reform Office: Proposed changes to the *Public Service Act 1999* and subordinate legislation.

Observations have been included under the existing sub-headings identified in the consultation paper. The IPAA ACT notes that while observations and suggestions have been aligned to a primary theme/proposed update for ease of navigation, many are relevant for multiple proposed updates to deliver enduring reforms to the APS.

1.   Strengthen the core values and purpose of the APS

- APS Value of stewardship
    a. IPAA ACT supports the concept of adopting stewardship as a universal APS value in the PS Act and subordinate legislation and frameworks as necessary. This change will work towards embedding longer-term perspectives in individual and entity contributions and support an adaptive and evolving public service fit for the future.
    b. The focus on stewardship and integrity in various strands of the reform agenda is welcomed. As a service, attention needs to be paid to elevating attention to these issues while continuing to deliver results for the government of the day and broader Australian public. A balance must be maintained that promotes the highest levels of integrity and promotes stewardship but does not compromise our delivery capacity and capability.
    c. Stewardship, in the simplest terms, means 'we aim to make it better than what it was before we were there'. Keeping this in mind will support organisational and individual focus on always on serving the Australian public and communities. This will require a shift in policy and systems design and implementation to be truly user centric and modern.
    d. The presentation of stewardship as a universal value requires a considered and well-thought-out approach. The interpretation of 'stewardship' as a concept will vary across different APS levels, regions, job families, roles and length of service. Early consideration should be given to how this variation will impact the understanding of 'stewardship' as a concept, and how well the APS and broader public are able to engage with this as a value guiding their career and/or perception of a contemporary public service. To support clarity of roles, responsibilities and empower the APS as an entity to fully embrace the concept of 'stewardship' across the advice and services it provides, a universal understanding of what 'stewardship' means in relation to day-to-day operations and future thinking is needed by the government of the day.
    e. Stewardship requires a systems thinking approach, and this is a skill that needs further development across the APS. Implementing stewardship will require a focus on organisational change and future workforce design geared to agility and capability to deliver stewardship across government systems.
    f. In addition, consideration needs to be given to empowering the APS to broker solutions through active engagement with Australian communities. This will require

active collaboration to break down the silos and system barriers that impact practical support and engagement with Australian communities. This shift to put users and communities at the centre will be a shift for how the APS has traditionally operated.

- APS Purpose Statement
    a. Relationship to APS Entity Purpose statements and mission statements / vision is a factor to be considered in messaging and roll out. As purpose statements hold a specific legislative connotation under the *Public Governance, Performance and Accountability Act* (2013), careful messaging to ease confusion is required. We note the pending requirement under Capability Reviews (see paragraph 2a below) for entities to have a vision statement. This interaction should be carefully managed to ensure each aspect adds value and creates a clear line of sight for staff across each entity and the broader APS enterprise. Consideration should be given to how an APS purpose statement will contribute to a broader framework of strategic drivers. A single unifying purpose statement should remain the core focus; otherwise there is a risk it will get lost in the "noise" of multiple statements. Simplicity in messaging is key.

2. Build the capability and capacity of the APS

- Capability Reviews
    a. IPAA ACT offers cost effective and highly regarded capability programs – but these are sometimes run at less than full capacity. Feedback indicates organisations and individuals are often too busy to engage and prioritise capability development. This is indicative of a broader systemic issue where a disproportionate value is placed on tasks and urgent deliverables in comparison to capability development. There is an opportunity for the proposed capability review program to consider the optimal balance for entities to adopt when responding to this challenge and equipping their staff to perform both now, and in an APS that will continue to evolve at speed.
    b. The diversity of the APS could be better represented and celebrated. IPAA ACT's membership base has indicated this is an ongoing priority at all levels. Members report a lack of support for managers to make day to day decision that would lead to more diversity and capability in the APS system. If the APS does not reflect the diversity of the communities it serves, it risks being unable to craft long term insights, and build and maintain trust. Consideration may be given as part of Capability Reviews to how entities are building the service demographic now, to represent and serve the Australia of the future.

c. Capability Reviews should be complemented by a comprehensive capability framework fit for a contemporary APS. The existing Integrated Leadership System was developed 20 years ago but is still referenced across the service. This outdated framework will be superseded by the inclusion of 'stewardship' as a value and guiding principle. Consideration may be given to comparable governance structures that operate a service wide capability framework (for example, the NSW Government Canada, New Zealand etc), with the values of stewardship, future focused, and strategic long-term insights embedded as core capabilities.

d. As a service, there is an impetus to lift delivery capability and capacity. This should be actioned in a way that also builds long term resilience, strength and manifests professional integrity. The design of the proposed capability review and uplift programs should be cognisant of this issue.

e. A core set of accountabilities should apply to all APS roles regardless of level and location, with broader scope as levels increase in seniority. These core set of accountabilities may represent 'assumed knowledge' at core levels (APS 1-5; APS6-EL1; EL2; SES). If adopted, a consistent approach to change management should be implemented across the service, possibly through a central body or guiding framework, allowing the APS to embrace this change as one entity. The concept of micro-credentialing may be explored, further supporting mobility across different spheres of public administration. In the same way the APS provided foundational training for surge staff prior to being deployed in response to the COVID-19 pandemic, a similar approach may be adopted for core accountabilities. Fundamental agreement is needed across the public sector that investment in capability is an investment in stewardship and outcomes for the community we serve. This investment should be recognised that while it may be a cost to the bottom line for an individual entity, it is one that represents a current and future investment in performance uplift which will provide enduring benefits for the service as a whole.

f. In a similar vein to the recently concluded audit of government spending, consideration may be given to cyclical themes emerging from entities internal audit programs and large-scale reviews. Common themes often reappear over multiple reporting and election cycles, indicating a barrier in embedding new practices and cultural change, as opposed to new areas of strategic focus. The design of Capability Reviews may consider these enduring themes, and how well an entity is placed to achieve enduring change and embed this as part of their processes and values to withstand changes in the APS operating environment.

- Long-term Insights Briefings
    a. Capacity for over the horizon thinking is constrained as scope and breadth of responsibility expands with higher levels of management. Often, the only way over

the horizon thinking can be done successfully is by allocating specific staff to this function to support Executive to meaningfully engage with this type of work. At the moment, the system and speed of work occurring across the APS doesn't often allow for periods of deep thought, research or reflection in addition to day-to-day responsibilities. As such, long-term thinking is often the piece that is first compromised. To build capability and reduce a reliance on outsourcing (for example, Data61 and futurists), a change in the support structure for integrated strategic policy and delivery planning at the entity and enterprise level is needed. Consideration could be given to supporting the APS internal consultation model concept raised as part of the previous Review of the APS, building capacity for an internal APS team providing expert advice with capabilities closely aligned to 'futurists and horizon scanning professionals often more associated with private sector.

b. To continue to build capability and deepen knowledge in future-facing areas, there is a need for the APS to welcome diversity of employment and experience. Experience from the private and not-for profit sectors and academia must be valued and embraced. In return this will enable a modern and sustainable public service. Consideration may be given to lessons learned from the ATO induction model for SES joining the APS from outside the sector, and broadening application to also apply to Executive Level recruits. Such a framework would go towards better equipping external APS recruits to understand the APS operating environment, and mitigating the incorrect assumption that the APS is less capable than private sector.

3.   **Create greater transparency**

- Publish aggregate results of entities APS Employee Census
    a. Aggregate and de-aggregated results of the APS Employee Census should be made available to academics and to research hubs across APS entities to support continuous improvement and long-term thinking, as illustrated by then IPAA National President Dr Gordon de Brouwer utilising Census insights in his 2021 paper – Bullying and Harassment in the Public Sector in Australia: Practical Ways to Lift Respect in Public Service Workplaces.
    b. While publication of aggregated results of entities' APS Employee Census data is important, consideration should be given to also publishing, in a central and accessible location, broader comparable data sets that go towards core public administration skills (for example, Comcover benchmarking survey data, Commonwealth Integrity Maturity Framework assessment data etc) to create a rich data set that inspires excellence in public administration. Investment in building data

science and digital literacy skills will be paramount to ensure data repositories are able to be interrogated and understood.

4. Other proposed changes

- Decentralised decision making

    a. Empowering staff and encouraging leadership at all levels through decentralised decision making and harnessing of operational expertise is not a new concept. Given considerable discussion at IPAA ACT's first Future Leaders Hackathon in 2019-20, this theme and lack of progress in this space, with heavily centralised and hierarchical decision models, continues to be an area of interest and debate for IPAA ACT's members. A systemic issue continues to emerge if our decision-making structures are not designed to allow gradual exposure and expanded responsibility/risk management throughout an individual's career, resulting in an inability to effectively manage larger tasks when this becomes an expectation at more senior levels. For reference, an extract of previous IPAA ACT Hackathon recommendations which remain enduring themes for reform is included at Appendix C. To avoid overly managing risk at the individual level, consideration may be given to revisiting the Work Level Standards framework to ensure the mapping of appropriate delegation thresholds remain consistent with classification levels and support a whole-of-APS risk appetite for decentralised decision making.

- Engagement and communication opportunities through implementation

    a. There are a range of ways for IPAA ACT to support the proposals to deliver enduring reforms to the APS. This may include podcasts, events, capability and networking programs and co-designed Hackathons. IPAA ACT's hackathon model not only surfaces key issues for discussion with a broad membership base across public, private and academic sectors supporting excellence in public administration, but comes up with practical recommendations that the APS Reform Office could consider in implementation planning. IPAA ACT's alumni and reach is substantial, providing a platform to engage with a broad cross section of ACT members, and providing a connection through IPAA National to state offices who also have a regional APS presence.

    b. In designing the consultation and ongoing engagement / roll out approach for proposed reforms, lending support to the four priority reform areas outlined in the National Agreement on Closing the Gap should remain a focus. This may also inform reporting against the APS Reform Office effectiveness.

- A changing workforce and capability profile – transition insights

a. The reform program challenges us to think about the APS system as a whole, rather than a decentralised model. This needs to be supported through systems, platforms and processes that support consistency and/or interoperability. If not managed well, a siloed operating model may emerge.

b. Consideration should be given to recommendations arising from the [Royal Commission into Aged Care Quality and Safety](#) in relation to embedding stewardship in Australia's health sector, and the implementation challenges and lessons learned. Work is underway to implement stewardship across the Aged Care system and the practical experience – including challenges of organisational change, local engagement, empowerment of staff and brokering of solution – may provide useful insights for APS wide reforms.

c. There is a significant cultural and capability change for some aspects of the APS workforce. Skill sets and approach to critical thinking and problem solving are particularly different for those leading stewardship roles in comparison to those who are operational or process experts. There is an opportunity to consider job fit, emerging skills gaps, and how the APS as one enterprise may address this through entity training approaches, the APS Academy and its partnerships with IPAA ACT and the Academic sector.

d. Attracting and retaining talent outside the traditional recruitment practices and processes is essential to creating a diverse workforce needed to effectively deliver stewardship.

IPAA ACT welcomes the opportunity to contribute to the reform process. IPPA ACT is well positioned to help drive change and conversation across the APS through forums, events and development opportunities, in ways that allow people to challenge the norms and create curiosity.

We hope our comments will be of assistance to you. Should you wish to discuss any aspect of this submission in more detail or make contact with a particular Board Member or Councillor who has offered to provide further insight into an area of speciality (noted at Appendix A), please contact our CEO, Caroline Walsh, via Caroline.Walsh@act.ipaa.org.au or 0413 139 427, or our Company Secretary, Holly Noble, via Company.Secretary@act.ipaa.org.au or 0422 672 680.

Yours sincerely

Katherine Jones

IPAA ACT President

On behalf of the IPAA ACT Board and Council

Appendix A – IPAA ACT Board and Council

Individual		IPAA Role
	Katherine Jones PSM Secretary Attorney-General's Department	Chair and President
	Michael Manthorpe PSM FIPAA Principal, Manthorpe's Shop Fellow and Individual Member	Board Member and Deputy President
	David Hazlehurst Head NDIS Review Secretariat Department of the Prime Minister and Cabinet	Board Member and Deputy President
	Cath Ingram FIPAA Fellow and Individual Member	Board Member and Chair of the Finance, Audit and Risk Committee
	Barry Mewett FIPAA Fellow and Individual Member	Board Member
	Kathy Leigh FIPAA Head of Service ACT Public Service	Board Member and Councillor

	Letitia Hope Deputy Secretary Department of Social Services	Board Member and Councillor
	Caroline Walsh (ex officio) Chief Executive Officer Institute of Public Administration Australia (ACT)	Public Officer
	Holly Noble Director, Governance, Planning and Performance Department of Finance	Company Secretary
	Natalie Bekis State Manager, Victoria and Tasmania Department of Health and Ageing	Councillor
	Professor Andrew Campbell Chief Executive Officer Australian Centre for International Agricultural Research	Councillor
	Kylie Crane PSM First Assistant Secretary Department of Education	Councillor
	Cheryl-anne Moy Individual Member	Councillor

	Justine Greig Deputy Secretary, Defence People Department of Defence	Councillor
	Tamsyn Harvey Deputy Secretary Attorney-General's Department	Councillor
	Patrick Heatherington Chief Operating Officer Department of Social Services	Councillor
	Samantha Palmer FIPAA General Manager Australian Trade and Investment Commission	Councillor
	Harinder Sidhu Australian High Commissioner to New Zealand Department of Foreign Affairs and Trade	Councillor
	Professor Janine O'Flynn Director ANU Crawford School of Public Policy	Councillor

	Charlotte Tressler Chief Operating Officer Australia Federal Police	Councillor
	Jane Urquhart Deputy Secretary Department of Industry, Science and Resources	Councillor
	Clare Walsh Chief Operating Officer Department of Foreign Affairs and Trade	Councillor
	Dr Damien West PSM Deputy Director-General, Workforce Capability and Governance ACT Government	Councillor

STRATEGIC PLAN
2022-2025

IPAA INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA — ACT

OUR MISSION

PROMOTING EXCELLENCE AND PROFESSIONALISM IN PUBLIC ADMINISTRATION

OUR PRIORITIES

CONNECTING A TRUSTED PUBLIC SERVICE

PROVIDE A PLATFORM FOR DEBATE AND COLLABORATION TO ADDRESS CROSS-SECTIONAL CHALLENGES.

PROMOTING A SPIRIT OF SERVICE

PROMOTE THE IMPORTANCE, VALUE AND PROFESSION OF CONTEMPORARY PUBLIC SERVICE.

STRENGTHENING CAPABILITY AND PROFESSIONALISM

ENHANCE KNOWLEDGE, SKILLS AND EMBED PROFESSIONALISM OF THE PUBLIC SECTOR.

KEY INITIATIVES

A LEADING EVENT SERIES

Provide the public sector's leading platform for discussion and debate on the challenges and opportunities facing public administration.

CONTESTED IDEAS

Share and explore a range of internal and external perspectives to influence/shape the public sector of the future.

A FLAGSHIP CONFERENCE

Deliver a contemporary, flagship conference that targets the needs of the public sector, and secondary conferences where there is strategic alignment.

PROMOTING EXCELLENCE

Showcase public sector excellence and innovation with award programs for initiatives that drive positive change for the Australian population.

INCLUSIVE AND DIVERSE LEADERSHIP

Elevate diverse voices, stories and achievements of teams and leaders across the public sector.

SPIRIT OF SERVICE

Celebrate a contemporary public sector that is trusted, adaptive and collaborative.

DEVELOPING CAPABILITY

Develop and elevate expertise in the Australian and ACT public services in key areas via opportunities that:

- reinforce skills through learning from peers, respected leaders and experts
- develop, foster and support emerging and future leaders
- connect people across the public sector to meet, interact, and build networks.

ENABLERS

EXTENDING OUR REACH AND ENGAGEMENT

WE BUILD PARTNERSHIPS ACROSS THE PUBLIC, PRIVATE, AND ACADEMIC SECTORS AND WITH OTHER IPAA DIVISIONS TO DELIVER ON OUR MISSION, EXTEND OUR INFLUENCE AND ENGAGEMENT, AND CREATE MEANINGFUL VALUE FOR OUR MEMBERS.

BUILD YOUR CONNECTIONS
CHALLENGE YOUR THINKING

This document is a submission made by the IPAA ACT in June 2023 to the APS Reform Office: Proposed changes to the *Public Service Act 1999* and subordinate legislation.

Australian Government
Department of the Prime Minister and Cabinet

MEETING PAPER

DATE: 25 NOVEMBER 2020

TITLE	Agenda Item X – IPAA Future Leaders Hackathon outcomes
LEAD COO	Katherine Jones, Department of Defence

PURPOSE OF DISCUSSION/KEY ISSUES

To connect the COO Committee to insights from the IPAA ACT Future Leaders Hackathon.

Summary

The Future Leaders Hackathon addressed the question: *What should the APS look like in a year from now?* Proposed outcomes included:

- Senior leaders championing and supporting staff wishing to continue accessing flexible work arrangements, as the new norm
- Improved communication channels to support cross-government priorities that reach all employees working in the APS
- Established policy and employment framework to facilitate surge capacity and taskforces across agencies and departments
- A cross-agency digital roadmap that outlines platforms and systems to facilitate collaboration and digital working across the APS
- Leadership and training programs to incorporate 'leading in a digital workplace' topics.

A full list of insights and more detailed recommendations is at Attachment A. While recommendations are relevant across the APS, specific mention is made of:

- HR Professional Stream

- APS Digital Professional Stream
- Department of Finance
- APS Reform Taskforce, PM&C
- APSC.

CASCADE NOTE

The IPAA Future Leaders Committee, with support of the IPAA Council, have shared with the COO Committee key insights and recommendations from their recent cross APS Hackathon "what could or should the APS look like one year from now".

Insights and recommendations touch on:

- Senior leaders championing and supporting staff wishing to continue accessing flexible work arrangements, as the new norm
- Improved communication channels to support cross-government priorities that reach all employees working in the APS
- Established policy and employment framework to facilitate surge capacity and taskforces across agencies and departments
- A cross-agency digital roadmap that outlines platforms and systems to facilitate collaboration and digital working across the APS
- Leadership and training programs to incorporate 'leading in a digital workplace' topics.

COO Committee members have been invited to share detailed insights and recommendations from a Future Leaders Perspecive with their Senior Leader Cohorts for consideration.

The IPAA Future Leaders Committee is supporting the IPAA Council in pilot design and 'future of APS' initiative implementation. The COO Committee is invited to also utilise the IPAA Future Leaders Committee.

ACTION REQUIRED

- Committee to note insights from the IPAA Future Leaders Hackathon

- Committee to share key insights and recommendations with their entity Senior Leader Cohort, and relevant Professional Streams / Departments as appropriate
- Committee to agree to receive insights from planned 2021 IPAA Future Leaders Hackathon events.

ATTACHMENTS

A. Key Insights and Recommendations from IPAA Future Leaders Hackathon

LEAD AGENCY CONTACT

Name	Caroline Walsh
Role	CEO,IPAA ACT
Phone	0413 139 427
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Name	Holly Noble
Role	Chair, IPAA ACT Future Leaders Committee
Phone	0436 917 673
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Future Leaders | Digital Hackathon Event Summary

Summary

What should the APS look like in a year from now:

- Senior leaders championing and supporting staff wishing to continue accessing flexible work arrangements, as the new norm
- Improved communication channels to support cross-government priorities that reach all employees working in the APS
- Established policy and employment framework to facilitate surge capacity and taskforces across agencies and departments
- A cross-agency digital roadmap that outlines platforms and systems to facilitate collaboration and digital working across the APS
- Leadership and training programs to incorporate 'leading in a digital workplace' topics.

Key insights

Maintaining momentum with surge capacity to support greater mobility

- While the APS response to COVID-19 has facilitated take up of surge capacity mobility and highlighted a number of its benefits, ongoing senior support is required to drive lasting cultural change.
  - To support agile workforce movement and reduce mobility barriers, succession planning efforts should assume surge capacity may be proactive where cross-government priorities are known, or reactive to meet demand of unplanned events.
  - Communication of cross-government priorities could be improved through utilisation of existing channels (e.g. Connecting Us newsletter disseminated through the COO Committee).
  - Lack of process understanding, or confidence facilitating cross-APS transfers may be a barrier to greater uptake.
    - Centralised, principles based, guidance for establishing surge capacity, and definitions for work that meet the criteria for surge response would help. The HR Professional Stream should be consulted in development ensuring alignment with industry best practice.
    - A centrally released module on supporting surge capacity and staff mobility through succession planning could be included in managerial induction packs or formal workforce planning guidance.

Flexible working in a digital world

- Different strategies are needed to maintain resilience and manage staff effectively when working flexibly in a digital world.
- To ensure a cultural shift and confidence in adoption, flexible working resources should be regularly updated with input from a cross-section of APS staff and Comcare, and shared with central HR areas for entity roll out.
- Managing outcomes rather than outputs will increase receptiveness to digital, flexible working.
- Aspiring Future Leaders have less indirect Executive access when working flexibly and digitally. An over-reliance on mediums where emphasis/tone can be misleading (i.e. email and instant messaging) may encourage additional work and hierarchical decision making.
- There are varying levels of expertise engaging with technology to connect and collaborate. Use of GovTEAMS should be encouraged as a universal platform and transferrable skill for APS staff.

- A review of what technology platforms entities are using well would be beneficial. A pulse survey may help better understand successes and frustrations that may be shared across the APS.
- Parts of the SES Leading Digital Transformation Program could be made available more broadly to ensure Future Leaders are equipped to support the APS digital transformation journey. Distribution may be through: APS Reform Taskforce communications, Connecting Us Newsletter, APS Digital Professional Streams, etc.
- Digital adoption across the APS and efficacy of collaboration platforms to break down silos should be tracked. This may be through an additional measure in future APS Employee Census programs, or entity specific Pulse Surveys. Results may be used by the APS Reform Taskforce at PM&C.

Interdepartmental governance to enable greater collaboration

- COVID-19 demonstrated that the need to effectively collaborate, quickly, overrides 'silos' or lack of formal governance.
- A review of what aspects of governance (formal and informal) worked well during COVID-19, would be a worthwhile case study and lessons learned exercise.
- The framework for senior leader engagement and collaboration is well developed, but could improve at the APS6 – EL levels across agencies.
- A culture of competition can override the desire or expectation to proactively collaborate as one APS. Improving horizon scanning in line with the APS Reform, will help explicitly identify opportunities for collaboration that future leaders may contribute to.
- Connected budget outcomes, the APS 'big picture' and key partnerships for interdepartmental governance should be clear and accessible. Existing communication channels could be utilised (e.g. APS Reform communications, Connecting Us Newsletter, Secretaries Board communications etc), with a specific edition on partnerships.
- Having a decision made as close as possible to the person who will be responsible for implementation creates a sense of empowerment in staff, shares risk, develops capability and encourages autonomy and continuous improvement.
    - Shining a light on how to successfully adopt decentralised decision making models in different workplaces would be beneficial. This mitigates risks of managers centralising decisions to compensate for not being able to 'see' staff, as the APS transitions to a more flexible working.
- There is power in connections and networks. Motivated individuals will actively use collaboration avenues to the best of their abilities, with minimal long-term coordination required.
- There is scope to expand topics covered by centrally coordinated GovTEAMS communities, in a similar manner to the Professional Streams work underway through APSC. GovTEAMS communities should be advertised as the central directory for collaboration.

Knowledge and skill transfer opportunities

Strategy development
Innovation at speed
Creative problem solving

Current and emerging APS priorities

IPAA
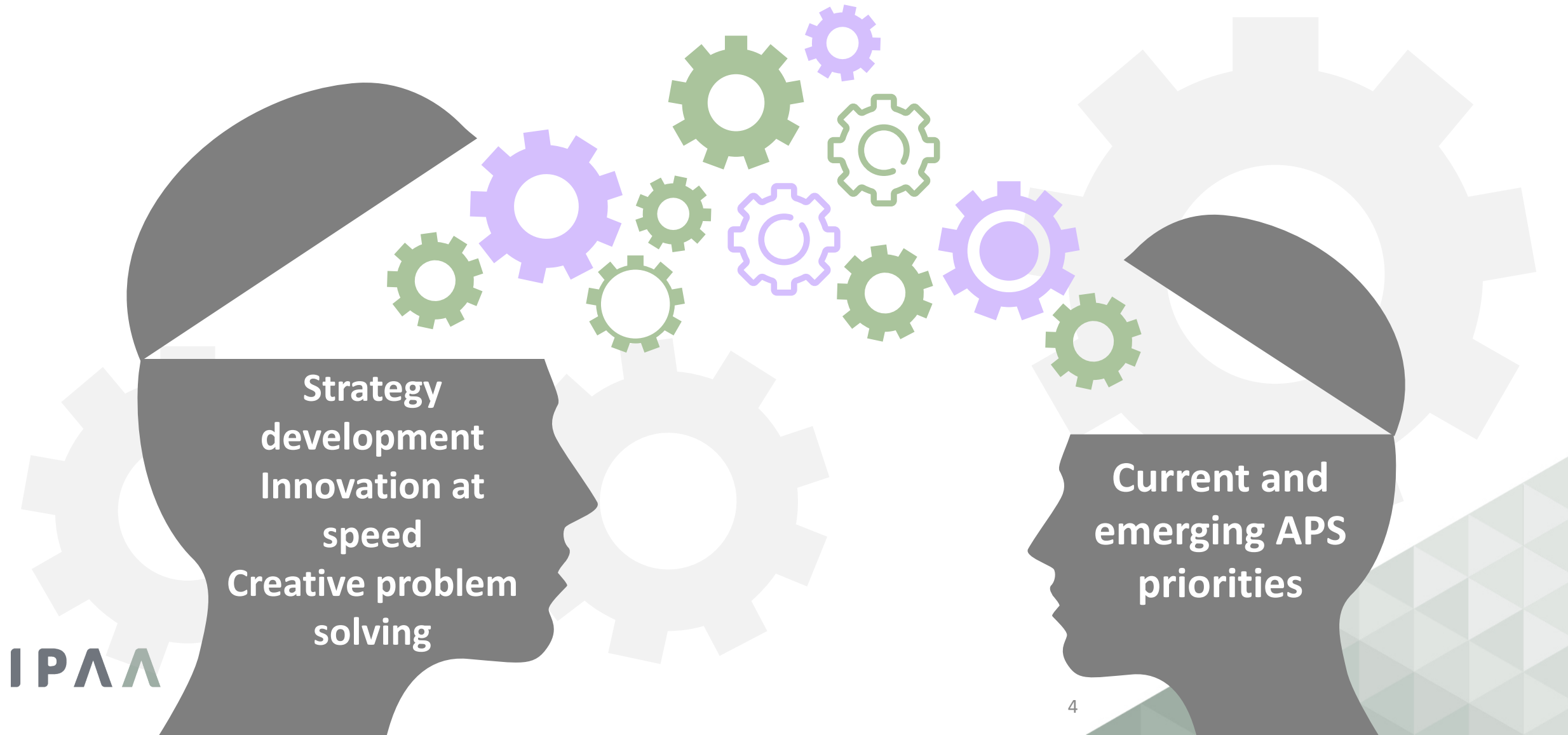
Maintaining momentum with surge capacity to support greater mobility

Improved communication of cross government priorities with amplified key messages across channels

Proactive and reactive surge capacity planning as the new norm – respond, recover, renew

Senior leadership championing reform to achieve lasting change

Improved understanding and confidence facilitating cross APS transfers

IPAA

Flexible working in a digital world

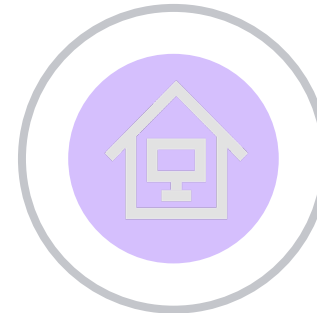Reskilling to manage outcomes, not outputs

Reduced informal access to, and visibility of, existing leaders should be counterbalanced

Regular updating of flexible working toolkits and role requirements, shared centrally to encourage confidence

Contemporary resilience strategies for staff and managers

Varying levels of technology expertise, comfort and clarity of messages delivered digitally create barriers to adoption and ongoing use

IPAA

Interdepartmental governance to enable greater collaboration

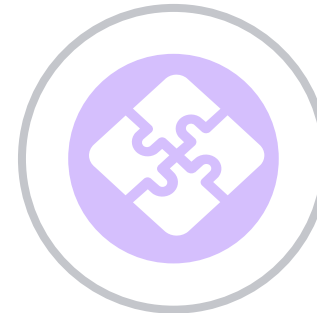Review of formal and informal governance structures

Improved collaboration frameworks for APS-EL levels

Best practice examples of decentralised decision making models in action

Improved horizon scanning to explicitly identify collaboration opportunities

There is power in connections and networks...if they are easily accessible

IPAA

Delivering for Tomorrow: A Workforce Strategy for the APS realised

Capability and Skills:
- Developing a culture where APS craft capabilities are developed, respected and valued
- Raising the levels of skill and capability across the country within a hybrid model of work

Citizen Centred:
- Creating genuine community consultation grounded in trusting and enduring relationships between Government, Stakeholders and Communities
- Creating a system that supports mobility, in out and across the APS built on multiple challenging relationships rather than individual connections

Agile and Collaborative:
- Solving system-wide adaptive challenges while ensuring individual accountability and performance rigour in agencies
- Improving collaboration, delegation and accelerated decision making and approach to risk adopted through COVID-19, to continuously improve the pace and effectiveness of quality service delivery

Professional Integrity:
- Building on the new levels of trust reported by the Australian public during COVID-19
- Keeping pace with the increasing expectation of the community on the APS

Digital and Data Enabled:
- Building individual and organisation confidence in the Security, integrity and utilisation of data gathered by government
- Improving the digital and data literacy and innovation to the APS to develop evidence based policy, encourage innovation and more effectively deliver quality services to Australians

IPAA
ACT

BUILD YOUR CONNECTIONS
CHALLENGE YOUR THINKING

2021 OUTCOMES

5 Challenges
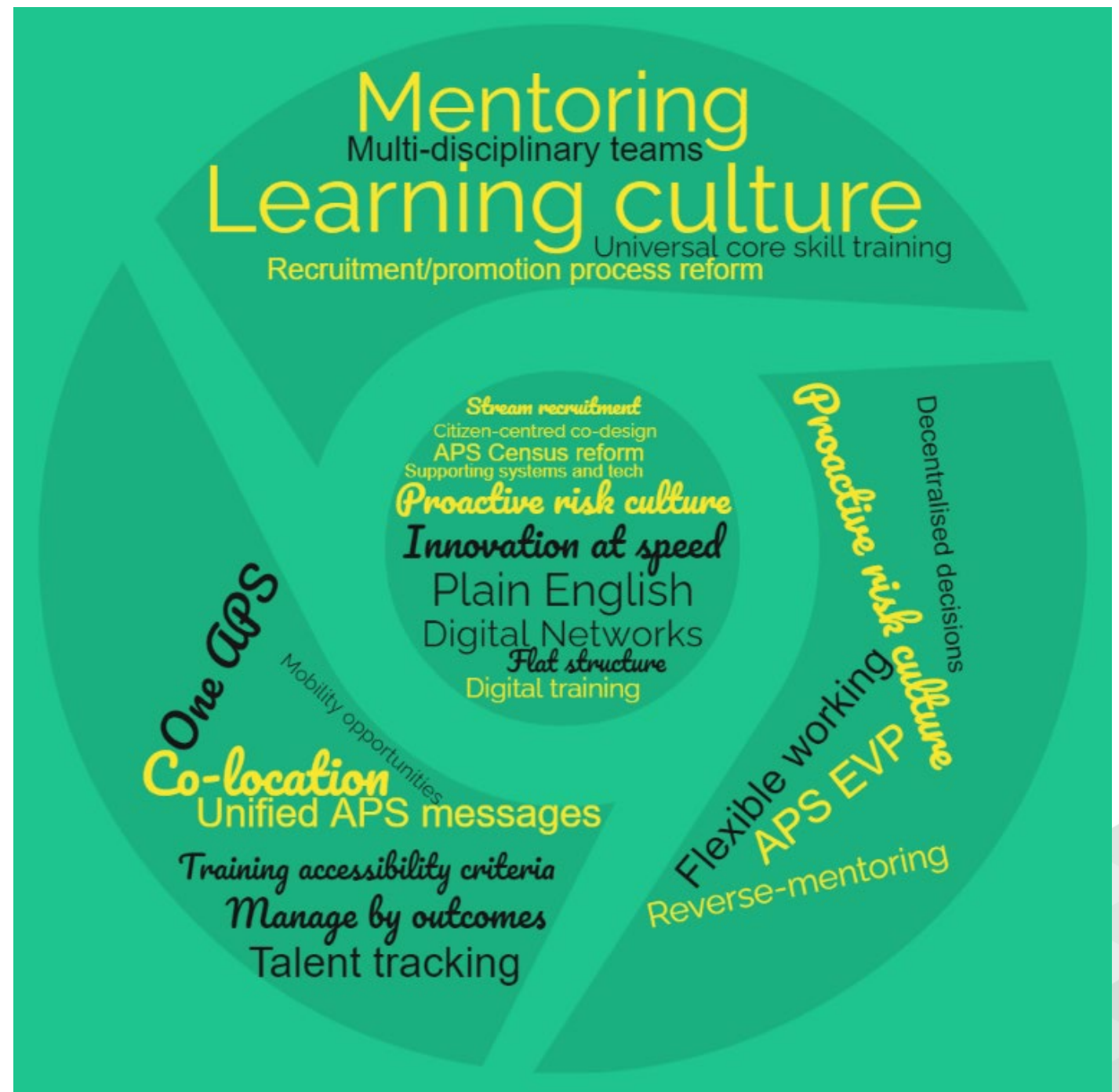
81 Participants

455 Ideas

38 Insights

28 Themes

11 Repeated

Recommendations

IPΛΛ

REPEATED RECOMMENDATIONS - 2020 AND 2021

2020 Future Leaders Hackathon – Recommendations Summary	Repeated in 2021
Senior leadership championing reform to achieve lasting change	✔
Improved communication of cross government priorities with amplified key messages across channels	✔
Improved understanding and confidence facilitating cross APS transfers	✔
Proactive and reactive surge capacity planning as the new norm – respond, recover, renew	✔
Reskilling to manage outcomes, not outputs	✔
Contemporary resilience strategies for staff and managers	
Reduced informal access to, and visibility of, existing leaders should be counterbalanced	
Varying levels of technology expertise, comfort and clarity of messages delivered digitally create barriers to adoption and ongoing use	✔
Regular updating of flexible working toolkits and role requirements, shared centrally to encourage confidence in adopting flexible work practices	✔
Review of formal and informal governance structures – decentralise where possible!	✔
Improved horizon scanning to explicitly identify collaboration opportunities	
Improved collaboration frameworks for APS-EL levels	✔
There is power in connections and networks…if they are easily accessible!	✔
Share best practice examples of decentralised decision making models in action	✔

PARTNERSHIP OPPORTUNITIES

- COO committee
- APS Learning Faculty
- APS Academy
- APSC
- APSC Employee Census Team
- Secretaries Digital Committee
- HR Professional Stream
- HR L&D CoP
- HR WFP CoP
- PM&C APS Reform Office
- Department of Finance
- ANAO

LINKS TO WORK UNDERWAY

- Reverse mentoring pilot (IPPA Council and FLC)
- IPAA FLP evolution – Innovation at speed
- Hierarchy Classification Review
- Whole of APS Graduate Recruitment
- Flexible working directions for the APS
- BizLab Human Centred Design
- Decentralisation agenda (14m^2 target density)
- APS Communications Strategy (APS Reform)
- PM&C Taskforce Toolkit
- One APS Purpose / Identity (APS Reform)
- APS Evaluation Toolkit
- Commonwealth Risk Management Policy Review
- APS Performance Audit Program

IPAA