

Workforce Strategy

Our vision: Building capability and preparing our workforce for the future.
 Ensure we have the right people with the right skills with the right culture for growth and innovation.

Our landscape is changing:



Digital disruption

- ✓ New technology
- ✓ Increased connectivity and automation



Government Priorities

- ✓ APS Reform
- ✓ Strategic Commissioning Framework



Labour market conditions

- ✓ Competitive labour market
- ✓ Disperse workforce



Higher Expectation

- ✓ Emerging health challenges
- ✓ Higher consumer and community expectations



Ways of working

- ✓ Flexible and hybrid ways of working
- ✓ Digital environment



Shifting values and expectations

- ✓ Multigenerational workforce
- ✓ Need for wellbeing and growth

To respond to these changes and work towards our vision we have 3 pillars:



Capability

Building priority skills and knowledge at individual, leadership and enterprise levels.



Culture

Creating an innovative culture that strengthens our employee experience through nurturing a safe, inclusive and continuous learning environment.



Capacity

Attracting and keeping the best people that can adopt quickly to evolving external directions, growing good leaders and empowering them to lead.

We are building our capability in:



Digital and data



Leadership



Prioritising and achieving results



Communicating with influence



Exemplifying or showing personal drive and integrity

Current state:

- Skills gaps across priority capabilities as identified in our L&D capability review
- Fragmented capability and capacity building
- We are not well equipped to respond and adapt to changing environments
- We are not fully capitalising on our existing skills, knowledge and experience to identify and fill our priority roles or grow key capabilities
- Roles and resourcing decisions are not transparent or well understood
- Limited career pathway or mobility opportunities

To get there we will focus on:

- Our Employee Value Proposition
- Our recruitment & retention strategies
- Building and measuring capability
- Building strategic partnerships
- Improving our systems and data
- A talent register & Internal and external mobility opportunities
- A partnering HR function & Compelling Employee Value Proposition on a page
- Review and align workforce resourcing to core and demand-driven functions
- Deliver talent management programs (succession) for leadership and critical roles
- A centrally coordinated and funded graduate program

Future state:

- We attract and retain people with the skills and attributes we need through our Employee Value Proposition.
- Workforce planning guides evidence-based decisions to manage retention risks and shifts in our capability, capacity and composition.
- Our recruitment approaches respond to changing needs and markets, and leverages our partnerships and networks.
- Proactive workforce planning aligned to budget and priorities.
- A stable and fair workforce supported by flexible resourcing model
- Roles and resourcing decisions are transparent and well understood.
- Capability is targeted and future focused with leadership that models APS values
- Culture is inclusive, collaborative and supports wellbeing and performance
- Increased workforce representation from diverse backgrounds, experiences and skill sets.
- Our workforce is flexible and resilient, and ready to respond to priorities.
- Equipped with the tools they need, leaders are confident and capable to lead their teams.