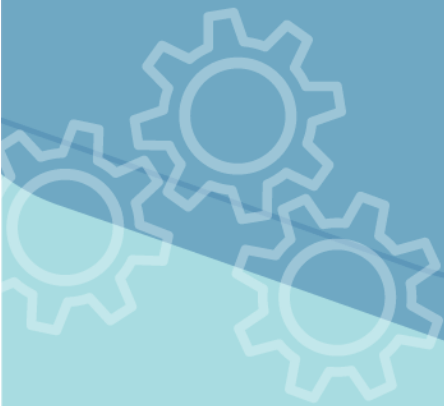




**Australian Government**  
**Department of Industry,  
Science and Resources**



# People Strategy

2024–26

People | April 2024



Our purpose is to help the government build a better future for all Australians through enabling a productive, resilient and sustainable economy, enriched by science and technology.

| [industry.gov.au](https://industry.gov.au)

# Copyright

© Commonwealth of Australia 2024

## Ownership of intellectual property rights

Unless otherwise noted, copyright (and any other intellectual property rights, if any) in this publication is owned by the Commonwealth of Australia.



## [Creative Commons Attribution 4.0 International Licence CC BY 4.0](https://creativecommons.org/licenses/by/4.0/)

All material in this publication is licensed under a Creative Commons Attribution 4.0 International Licence, with the exception of:

- the Commonwealth Coat of Arms
- content supplied by third parties
- logos
- any material protected by trademark or otherwise noted in this publication.

Creative Commons Attribution 4.0 International Licence is a standard form licence agreement that allows you to copy, distribute, transmit and adapt this publication provided you attribute the work. A summary of the licence terms is available from <https://creativecommons.org/licenses/by/4.0/>. The full licence terms are available from <https://creativecommons.org/licenses/by/4.0/legalcode>.

Content contained herein should be attributed as *People Strategy: 2024–26, Australian Government Department of Industry, Science and Resources*.

This notice excludes the Commonwealth Coat of Arms, any logos and any material protected by trademark or otherwise noted in the publication, from the application of the Creative Commons licence. These are all forms of property which the Commonwealth cannot or usually would not licence others to use.

# Contents

Secretary's foreword .....	2
Attract, develop and retain people .....	3
Focus areas .....	4
Outcomes and actions.....	4
Modern ways of working.....	5
Focus areas .....	6
Outcomes and actions.....	6
Inclusive, safe and people-centred workplace .....	8
Focus areas .....	9
Outcomes and actions.....	9
Our goals .....	11
For more information.....	12



## Secretary's foreword

I am pleased to release our department's People Strategy 2024-2026.

Our people are at the centre of delivering our purpose of building a better future for all Australians through enabling a productive, resilient and sustainable economy, enriched by science and technology.

Our strategy highlights our commitment to our people, culture and workplace – now and into the future. Maintaining and developing a skilled, diverse workforce in a collaborative, supportive and inclusive workplace, is at the core of this strategy. A department focused on its people delivers better outcomes for the Australian community.

Our strategy aligns with several government priorities to make the APS a model employer such as APS Reform, Closing the Gap, Commonwealth Aboriginal and Torres Strait Islander Workforce strategy, Disability strategy, Gender strategy and Culturally and Linguistically Diverse (CALD) strategy.

We will deliver our targeted people initiatives under 3 pillars:

1. Attract, develop and retain people
2. Modern ways of working
3. Inclusive, safe and people-centred workplace

Everyone of us has a role to play in implementing this strategy, as we work collaboratively and operate inclusively to support the breadth of our work and solve challenges. In all that we do, embracing the 4 Cs will continue to shape our culture and how we work together:

- Curious: being open to new ideas, embracing learning, and building feedback into our everyday work life
- Connected: broadening and deepening our ties with each other and our stakeholders
- Collaborative: working together, and with others to solve challenges
- Caring: supporting staff wellbeing and ensuring we thrive, both individually and as a team.

Our annual APS Employee Census results and other data will measure our success in achieving the targeted people initiatives within this strategy.

I look forward to working with you all as we continue to make this department a great place to work.

**Meghan Quinn PSM**  
Secretary



## Attract, develop and retain people

We strive to be a great place to work and to have a high-performing workforce that we're proud of. We know that continuing to build our workforce diversity and capability underpins our ability to positively contribute to the lives and communities of many Australians.

We work effectively thanks to the capability of our people, systems and practices. We do everything with integrity and strive to be a model employer.

To continue to build on this strong foundation, we will focus on:

- capability
- improving recruitment
- talent and leadership
- mobility.

**We'll ensure our workforce is diverse, skilled, high-performing and reflects the communities we serve.**

Our people's experience will align to our values, purpose, and future organisational needs.

We need to consider how the changing and flexible workforce is accessing new labour markets and adapt our thinking in our recruitment practices to match.

Being an employer of choice ensures we can attract the right people with the right skills to meet our organisational priorities.

We'll foster a culture that attracts and retains adaptable and agile people who can help us navigate a substantial reform and change agenda.

# Focus areas

## Capability

We'll invest in our people by understanding, recognising and developing our core competencies, behaviours, critical and specialist skills. We'll forecast the skills we need and support our people to develop and reach their potential. We will maintain a strong focus on building manager capability and confidence in a complex people management environment.

## Employer of choice

Being an employer of choice will help us have the right people with the right skills, at the right place and time. We'll continue to attract the most skilled and diverse people we can to build the best workforce possible to meet our organisational priorities. Our processes to attract people, in a faster and more agile way, means we can better respond to business needs.

## Talent and leadership

We'll help our managers and leaders to develop the skills and knowledge needed to perform at their best in their current and future roles. We'll continue to invest in our graduate and employment programs to build participant confidence. This will result in their ability to make their best contribution to the department, the Australian Government and broader community.

## Mobility

Mobility in the public sector is one of the effective ways we serve the Australian community. It also offers our people opportunities to expand their skills and networks and leads to higher engagement and retention.

# Outcomes and actions

## We have a highly skilled workforce.

- Develop and implement a capability framework.

## We have a values-based attraction strategy.

- Review and ensure the department's employee value proposition aligns with the Australian Public Service (APS) strategy and promote it across the employee lifecycle.

## Our recruitment processes are clear and attract the diversity and talent we seek.

- Streamline recruitment processes, introducing tools to decrease the time to recruit.
- Develop a department specific induction program.

## We promote excellence and high performance and encourage regular feedback.

Support productive and ongoing performance conversations through training, policies, and processes.



## Modern ways of working

We continue to show we are flexible and can pivot in response to change. We know that being flexible and adaptable is important to embracing opportunities and responding to challenges.

We'll stay connected by broadening and deepening our ties with each other and our stakeholders.

We'll promote collaboration, innovation and modern ways of working, giving our people the right tools to do their jobs.

We'll maintain and develop an innovative, skilled and professional workforce through:

- workforce planning
- harnessing change
- improved human resources (HR) systems
- management training.

**We'll ensure our people systems, policies and processes reflect the modern ways we're working.**

We'll have a future-focused workforce with the right skills and attributes that we need.

We'll respond positively to ongoing change. Flexibility and resilience underpin the way we work as we adapt and maintain our influence as a department.

We'll be curious by embracing learning, accepting failure, and building feedback into our daily work life.

We'll embed the new Australian Public Service (APS) Value of 'stewardship' by building our capability and institutional knowledge. By understanding the long-term impacts of what we do we will support the public interest now and into the future.

# Focus areas

## Workforce planning

We'll ensure our systems, policies and processes reflect optimal job design. A future focused workforce ensures we have the skills we need and that we can strategically plan for recruitment, capability, and succession.

## Harnessing change

Our culture will foster organisational agility, resilience, and adaptability. We will support our people with meaningful consultation and embrace good change management principles. Better access to and use of technology will help us give our departmental clients and the community better user-centred and responsive programs and services.

## Improved HR systems

We'll develop suitable people systems that support people policies and practices, increasing productivity and efficiency. Analysis of data from these systems will give insights to help shape the way we work. This will result in better workforce planning, employee experience, retention rate and talent acquisition.

## Management training

We'll uplift manager capability to support modern ways of working, including embracing AI where appropriate.

# Outcomes and actions

## We have attractive conditions that support our workforce.

- Undertake department specific enterprise bargaining – develop and implement a new enterprise agreement.
- Implement new and enhanced conditions within the department's new enterprise agreement for 2024–2027, including:
  - working and studying flexibly
  - supporting primary and secondary carers of children including access to vacation care subsidy
  - improved entry level program arrangements for our graduates
  - increased allowances including for workplace responsibilities
  - supporting First Nations employees.
- Undertake a review of the individual flexibility agreement process to ensure it remains fit for purposes.

## Everyone can contribute to the future of the department and the APS.

- Continue participating in the annual APS Employee Census.
- Implement APS reform people initiatives, examples include:
  - stewardship values



- Strategic Commissioning Framework
- updated optimal management structures.

## **The structure of our workforce meets the needs of our department.**

- Undertake operational and strategic workforce planning, including encouraging a dispersed workforce where appropriate, to access capability and people to deliver departmental outcomes.

## **Our workforce has the tools it needs to achieve people outcomes.**

- Continue investing in human resources technology systems.
- Replace the work health and safety system.



## Inclusive, safe and people-centred workplace

We have a large state and territory network and diverse portfolio of responsibilities. We're strong collaborators and operate inclusively to support the breadth of our work and solve challenges.

In all that we do, we'll apply the '4Cs':

- Curious: being curious to new ideas, embracing learning, and building feedback into our everyday work life.
- Connected: broadening and deepening our ties with each other and our stakeholders.
- Collaborative: working together, and with others to solve challenges.
- Caring: supporting staff wellbeing and ensuring we thrive, both individually and as a team.

We'll continue to strengthen our culture, where our people feel they are safe and belong, by focusing on:

- health and wellbeing
- nurturing and celebrating our inclusive culture
- diversity
- reward and recognition.

**We'll continue to strengthen our inclusive organisational culture where everyone feels safe and has a strong sense of belonging.**

We'll promote an environment that supports us to achieve our potential, evaluates our performance fairly, and recognises and rewards our contributions.

We'll celebrate our diversity, shared values, and purpose.

We commit to achieving the highest levels of safety for our people, to manage psychosocial risks and foster mentally healthy workplaces.

## Focus areas

### Health and wellbeing

We commit to achieving the highest levels of safety for our people, supporting the physical, and psychological wellbeing of everyone at work. We recognise that health, safety and wellbeing is a shared responsibility, and will support our people to continue taking control of their health and wellbeing. We'll support leaders to create safe work environments, especially in remote areas and during periods of increased uncertainty.

### Nurturing and celebrating our inclusive culture

Building an inclusive organisational culture brings our people together around shared values and purpose, creating a strong sense of connection. Our culture will help everyone provide service excellence, and to live the department's '4Cs' of care, curiosity, collaboration and connection.

### Diversity

We recognise diversity is important and value the different skills, knowledge and perspectives our people bring with them.

### Reward and recognition

We reward and recognise the efforts and achievements of the teams and people who represent our values and make significant contributions to the workplace.

## Outcomes and actions

### Everyone feels physically and psychologically safe at work

- Develop and implement the Safety, Health and Wellbeing Plan.
- Develop and implement the Psychosocial Framework.

### Our people have an equal opportunity to participate, contribute and progress

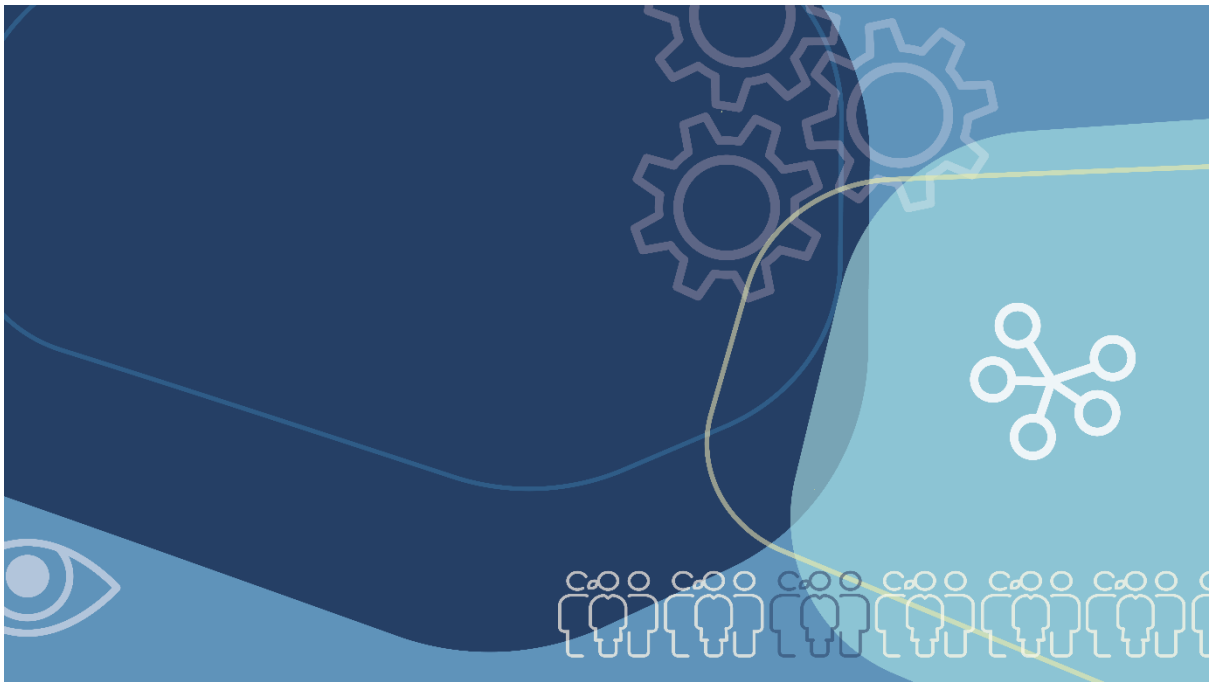
- Continue to deliver the *Accessibility Action Plan 2020–2025*.
- Review our inclusion strategy and implement a refreshed inclusion plan which includes the department's 4Cs.
- Continue to take a people centric and consultative approach to developing our policies and procedures.

### Our Aboriginal and Torres Strait Islander workforce reaches its full potential

- Continue to deliver the *Stretch Reconciliation Action Plan 2023–26*.
- Develop and implement a First Nations workforce plan.

## Support and contribute to whole-of-government inclusion priorities

- Continue to implement government inclusion priorities. Examples of focus areas include:
  - Closing the Gap
  - *Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24*
  - *Australian Public Service Disability Employment Strategy 2020–25*
  - *Australian Public Service Gender Equality Strategy 2021–26*
  - *APS Culturally and Linguistically Diverse (CALD) Employment Strategy.*



## Our goals

- Maintain and improve our culture and people engagement.
- Lift our people capability.
- Maintain a safe work environment that promotes wellbeing.
- Maintain a high-performing workforce.

# For more information

Email People Branch: [WorkforcePlanning@industry.gov.au](mailto:WorkforcePlanning@industry.gov.au).