

Our work means so
much to so many.



AUSTRALIAN DIGITAL HEALTH AGENCY

WORKFORCE STRATEGY

2021-2026

Version 2
Updated September 2022



Australian Government
Australian Digital Health Agency



Acknowledgement of Country.

The Australian Digital Health Agency acknowledges the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to Elders past, present and emerging.



1. Foreword

Chief Executive Officer Foreword



I am very pleased to release the Agency's 2021-2026 Workforce Strategy. While it covers a five-year period so that we can plan for and support our most critical resource – our people – in line with our strategic priorities, it is a living document to be reviewed and adapted every year as new opportunities and priorities for digital health emerge. Some of the most important work we are currently delivering could not have been predicted before the pandemic. This reinforces the dynamic nature of our work and the environment we work in, as well as the need for agility, adaptability and above all an ear firmly on the needs and expectations of Australian health consumers and practitioners.

The Government has recognised how important it is that the Agency has a capable and stable workforce to deliver for Australians going forward

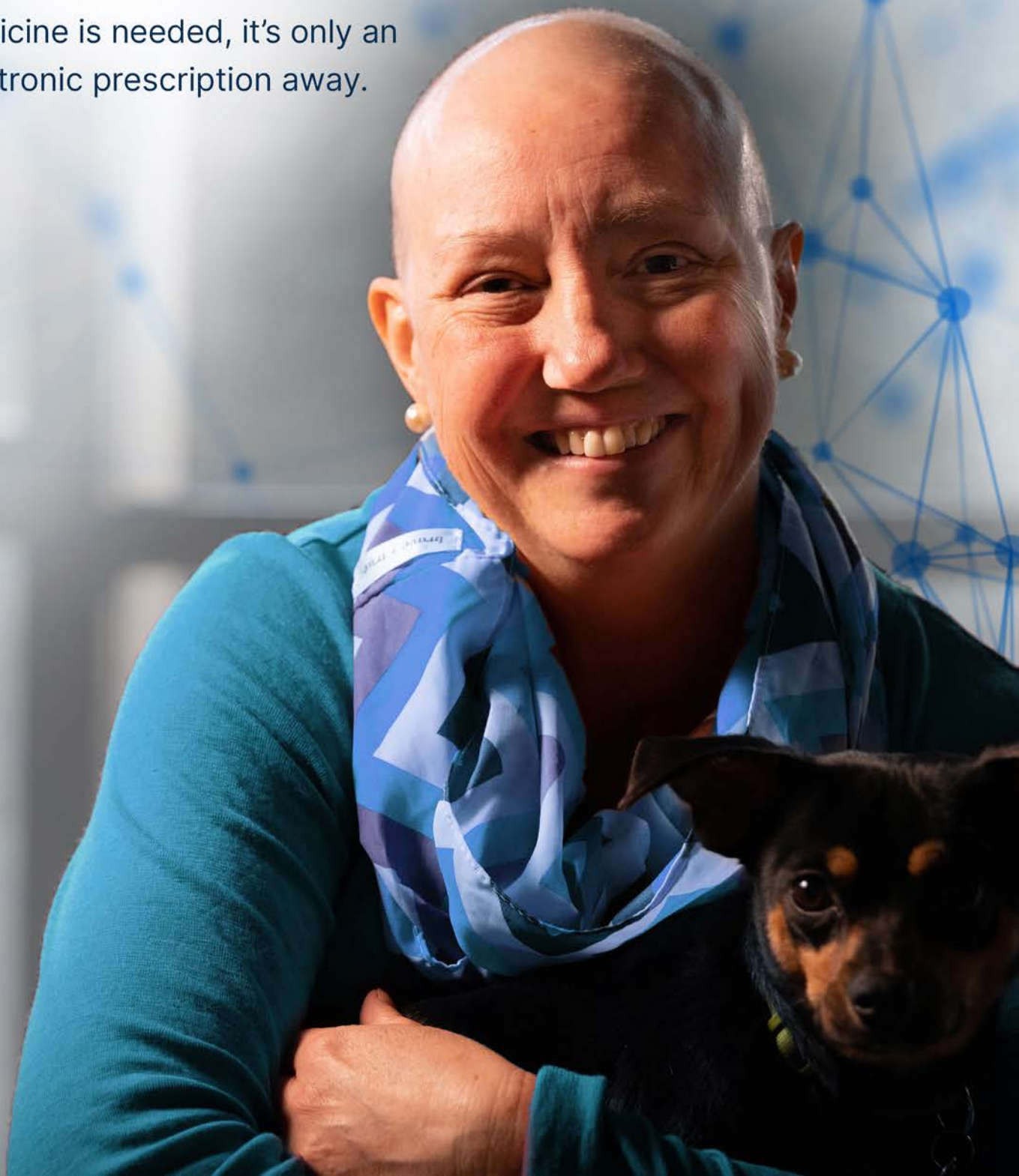
by authorising us to transition 170 of our labour hire roles to permanent roles through the 2021-22 Budget. This is a significant reform process for the Agency to ensure that we have a staff cohort with the technical skills and behavioural attributes to deliver the Agency's vision and mission, while also helping ensure that the Agency is a great place to work.

Our culture and behaviours bring our work to life. They are fundamental to who we are, what drives us, and how we work together and with others. This approach is front and centre in the Strategy and will manifest in actions each year that prioritise our focus areas. I encourage you to read the Strategy and get involved in implementing the plan.

This is not a human resource or a corporate responsibility. This is the responsibility of every leader in this Agency. It ensures that we live our values, recruit not only the best but those who are best to come on the journey with us, support and develop our people, and make this the best place to work that we can make it. That is the way that we will deliver on our vision to support the better health and wellbeing of all Australians.

Our work means so much to those undergoing medical treatment.

Our work means important health information is always available, whenever it's needed. It means speaking to a doctor from the comfort of home and if medicine is needed, it's only an electronic prescription away.



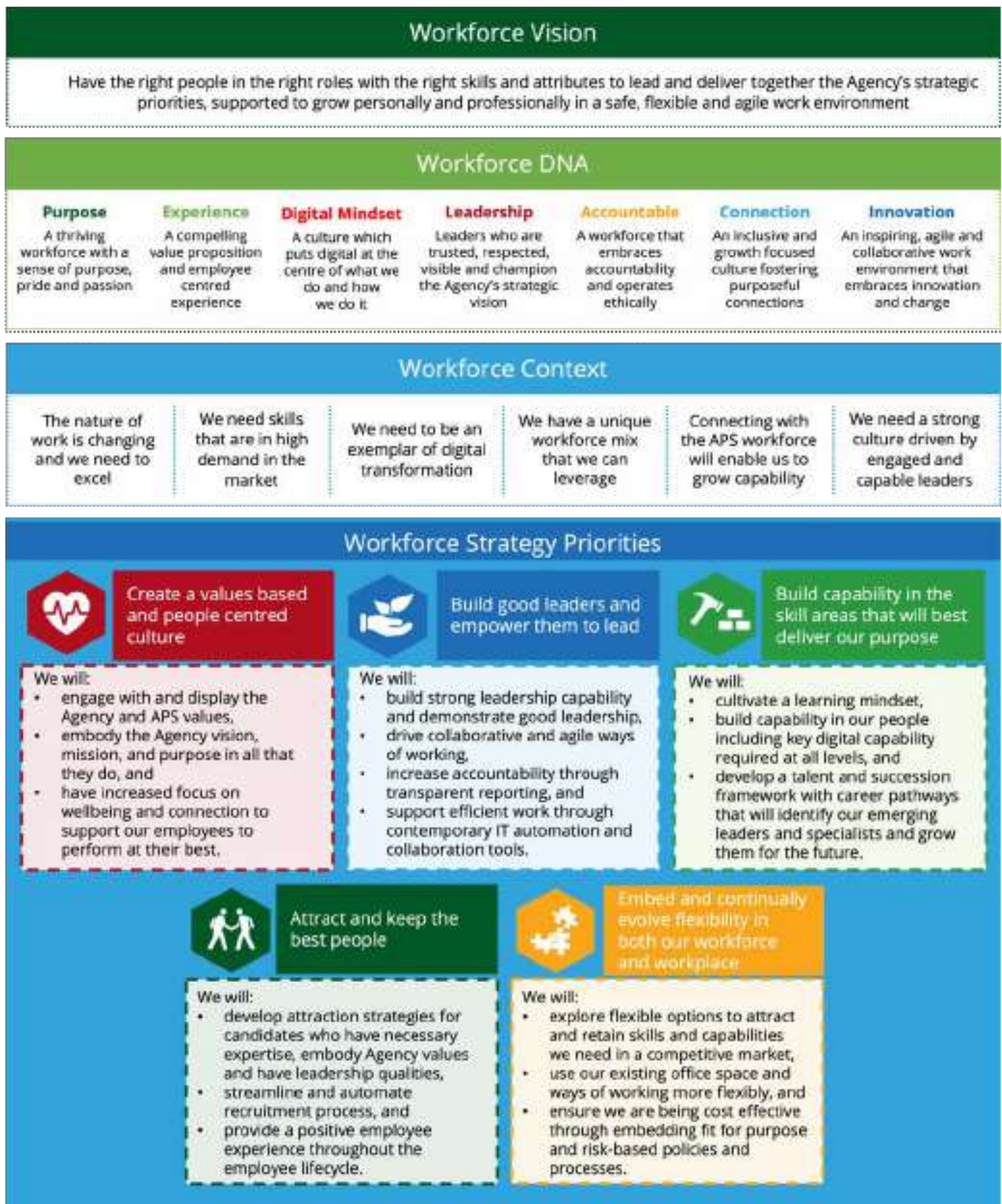
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2. Strategy summary




3. Strategy objective and vision

How we will build, strengthen and future proof our workforce over the next 5 years

The Australian Digital Health Agency's Workforce Strategy 2021-2026 has been developed to govern how we as an Agency will build, strengthen and future proof our workforce over the next five years.

The aim of the Agency's Workforce Strategy is to...



guide and embed our culture, as a high performing, adaptable, transparent and accountable Agency, through our leadership approach, our professional development priorities, our recruitment decisions and the essential elements of attraction and retention underpinned by capability development.

The Strategy focuses on how we can enable a high performing, adaptable and capable workforce to support the quality delivery of our Strategic Priorities and specifically progress the delivery of the Agency Strategic Objective to 'enable our people to operate as a high performing team and to the highest standards'. Our vision as an Agency is to create a healthier future for Australians through connected healthcare and our workforce plays a vital role in supporting this vision.

Now is the time for our Agency to embrace the opportunities the future holds for us

We are all living in an age of exponential disruption both personally and at work. As an Agency we are at the precipice of our own change journey. We are focused on moving from a newly established organisation centred around delivering critical outcomes, to a maturing public service agency. To do this we need to focus on how we can embed the principles of the public service. This will include how we can leverage the broader public service to drive even better, more integrated outcomes. As a technologically advanced organisation, we need to remain agile in order to respond to an ever-changing, complex environment. This change is not an easy one, however, this Strategy provides a blueprint for how we will manage this journey from a workforce perspective and how we can establish the 'DNA' of our workforce to set ourselves up for success. The DNA of our workforce is the culture, capabilities, mindset, and attitudes that are intrinsic to our Agency.

As an Agency, we currently face a number of internal and external opportunities and challenges which are shaping our workforce needs both now and into the future. External factors include the changing nature of work, the high demand for skills that are critical to our Agency and the increasingly digital landscape in which we operate. Internal factors include our unique and changing workforce mix, our connection with the Australian Public Service, and the need to have a strong culture driven by capable and engaged leaders.

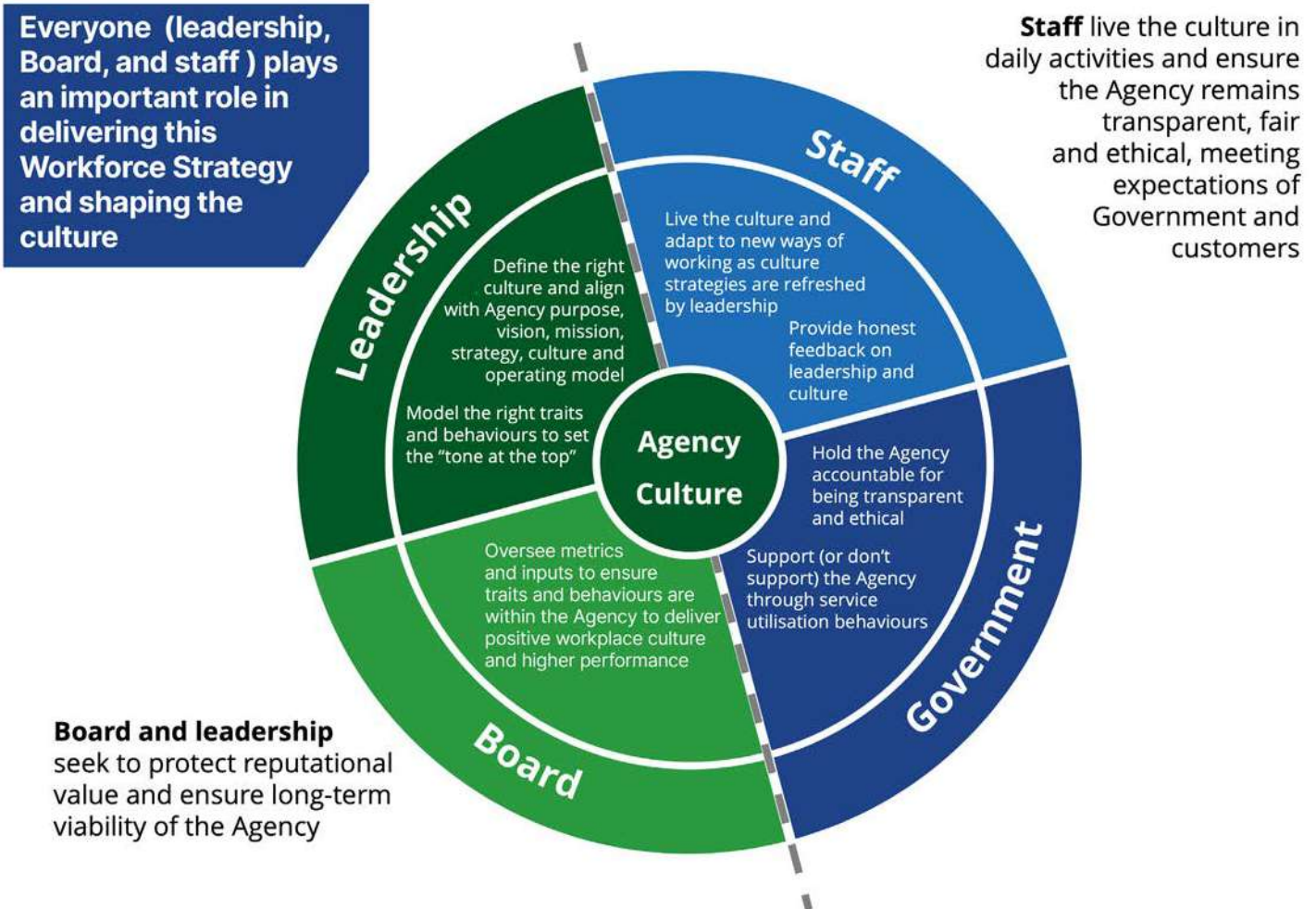
The Workforce Strategy takes into account these contextual factors to identify five priority areas of focus which together will enable us to deliver on our workforce vision.



We have a clear vision for how we will build and use our workforce, leveraging the Agency’s unique DNA to drive the culture we need to succeed in the future.

Contemporary organisations flourish in the rapidly changing, modern, digital world, when they nurture three key features; digital maturity, agility to adapt to change and disruption, and a relentless focus on employee and customer experience. Building and maintaining a culture that promotes the right behaviours which underpin these features is critical to the success of any organisation. Culture is more than just the soft intangible stuff, it is a critical construct that unifies management, employees, and communities. It is how our people collaborate, how decisions are made, how value is created and protected, and how we motivate each other.

To create the culture we aspire to, we need capable and empowered leaders who not only possess the right mix of skills, qualities, and attributes but who are empowered to think differently and bring innovation to everything we do. Leaders need to define the culture they want to have and implement it so that it is recognised and enacted at all levels in the Agency, from the Board, CEO and employees through to the expectations customers should have of our services and products.



Now is the time for us to embed the DNA of our Agency, focused on the culture, capabilities, mindset, and attitudes we want to be known for. Developing a capable, agile, and thriving workforce with underlying digital citizenship, provides us with the resilience to drive digital health transformation and respond with agility to inherent unforeseen challenges and opportunities. Our workforce vision is the mechanism which will guide this.

Our vision for the Agency workforce is to...

have the right people in the right roles with the right skills and attributes to lead and deliver together the Agency's strategic priorities, supported to grow personally and professionally in a safe, flexible, and agile work environment.

This vision is underpinned by our Workforce DNA which shows the crucial elements of our culture, capabilities, mindsets and attitudes which will be critical to the success of our Agency now and into the future.

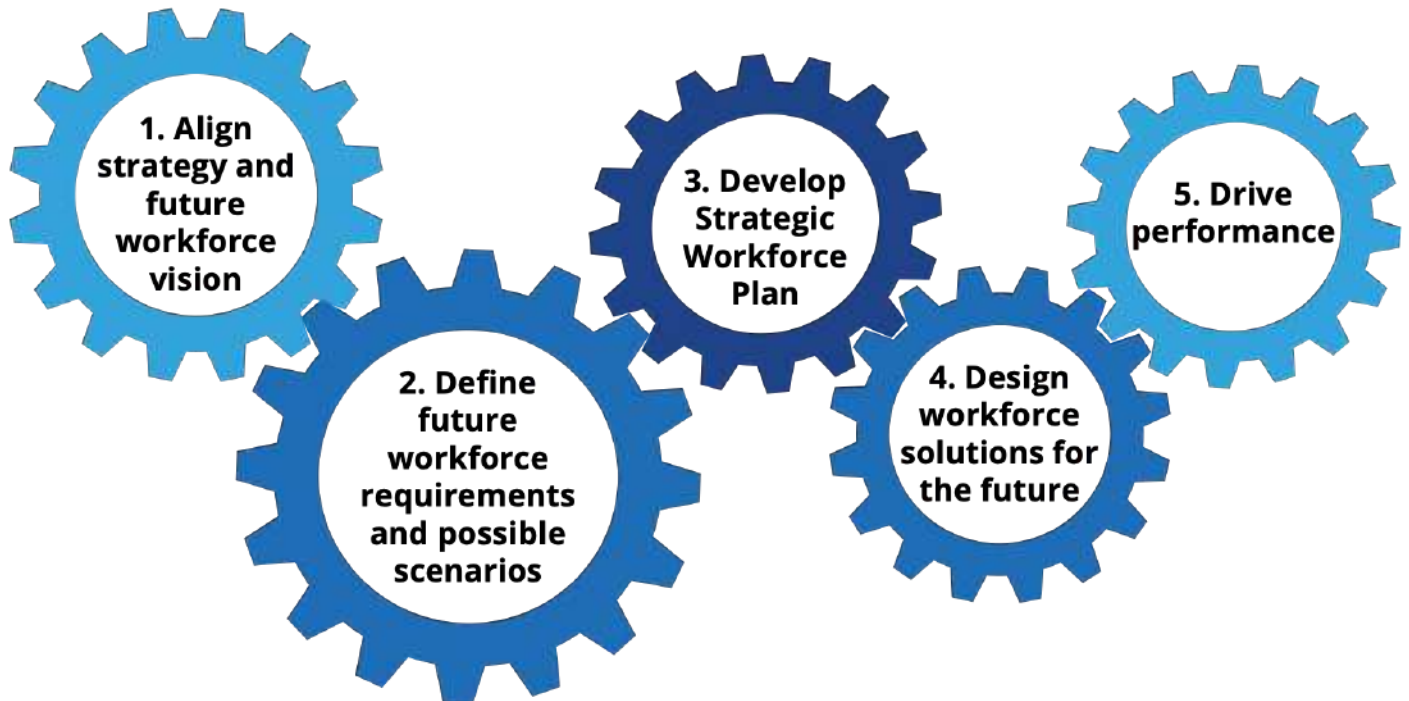


Our approach to developing the Strategy was underpinned by data analysis and insights, consultation and a focus on strategic workforce planning

The Strategy was developed using a broad range of data and insight resulting from extensive consultation with the Agency, analysis of workforce data, assessment of Agency context including risks and challenges, and refinement from the Senior Executive Committee and the Agency’s Board. It has also been developed in alignment with [Delivering for Tomorrow: APS Workforce Strategy](#) which sets out a clear vision to assist all APS agencies to build their workforces for the future.

An initial Agency-wide strategic workforce planning process was undertaken as part of the development of the Workforce Strategy to create the data and evidence that informed the priority areas within this Strategy. The Strategy will now serve as a key guiding document for how the Agency will strategically manage its workforce which will then be used to inform future Workforce Planning efforts, including annual operational planning as well as longer-term strategic planning.

Agency Workforce Strategy and Strategic Workforce Planning approach



Strategic Statement

Vision



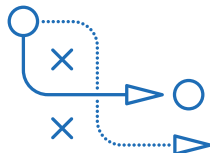
A healthier future for Australians through connected healthcare.

Mission



To create a collaborative environment to accelerate adoption and use of innovative digital services and technologies.

Strategic Objectives



- Provide intuitive, seamless, secure and accessible national digital health services that add value and benefit.
- Empower people to be active participants in the digital health environment.
- Advance governance, drive collaboration and promote conformance with standards to increase trust in digital health services.
- Build capability, engagement and innovation in the health system.
- Enable our people to operate as a high performing team and to the highest standards

Agency Values



Working together collaboratively

We get our best results working collaboratively – this is how we excel.

Respect and trust

We care about each other, and we treat everyone in a way that we would want to be treated. We know with conviction that we can rely on each other because it is only together that we can achieve greatness.



Transparent

We share our knowledge and our skills because, when we work in an open and frank way, we demonstrate that we trust and respect each other.

Accountable

We are all accountable for living our values and taking responsibility for our actions. When we think this way, we will always be focusing on doing things that are right and good.

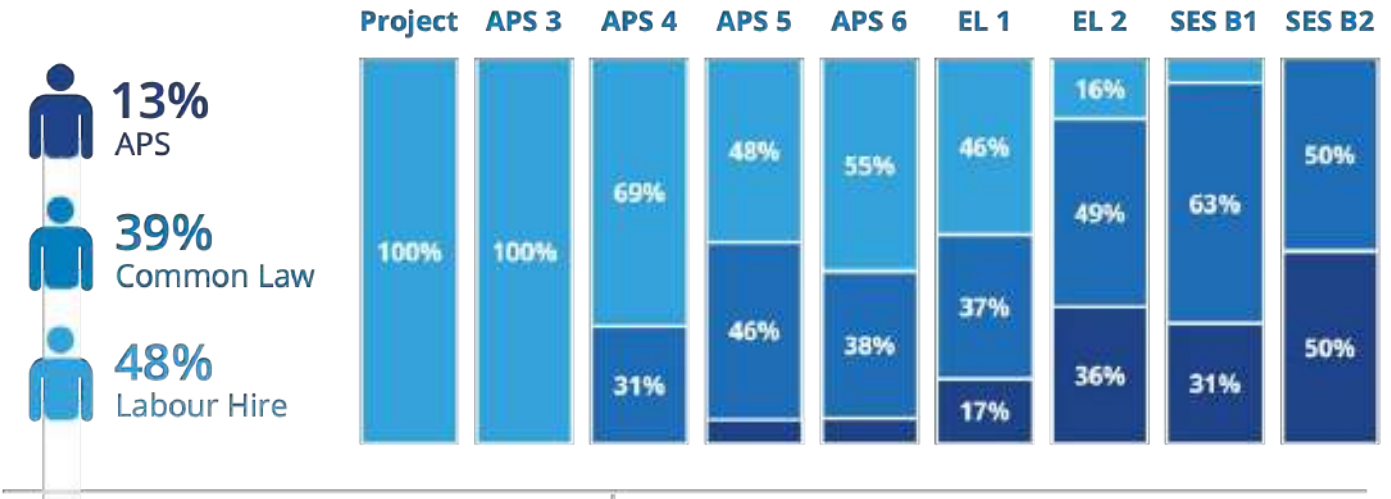


Innovative

We seek to understand new and different ways to improve delivery and performance for digital health.

4. Workforce demographics

Agency workforce seniority distribution



Staff composition

460 staff Comprised of 63 APS employees, 171 common law staff and 226 labour hire staff

Of Agency staff are women **54% female**
 ~4% lower than the average for the APS

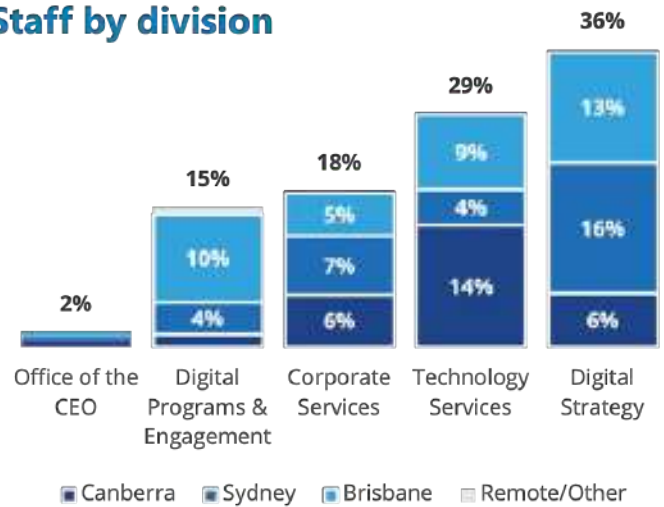
60% flexible working Of Agency staff have accessed flexible working
 ~11% lower than the average for the APS

16% turnover* Employee turnover rate across the Agency in 2020-21

- ▲ Up 3.5% from 19/20
- ▼ Down 0.5% from 18/19

*excludes contractors and involuntary turn over

Staff by division



Staff geographic distribution



5. Workforce context

There are many environmental factors that will influence the way our Agency sources, recruits, develops and retains talent into the future. Understanding the workforce context is critical for building a practical Workforce Strategy that responds to the growing threats and opportunities in the labour market.

There are six macro-opportunities and threats which have been identified, which will shape the way the Agency strategically builds our workforce for the future.



Understanding the environmental factors that will influence our workforce is critical to building a practical Workforce Strategy

External factors

-  The nature of work is changing, we need to stay ahead of our competitors to ensure we attract and retain the critical talent and capabilities we need.
-  We need skills that are in high demand in the market and will continue to grow in demand as we move to a more digitally enabled future.
-  The future is digital, we need to be an exemplar of digital transformation not only in what we deliver but how we manage our Agency workforce.

Internal factors

-  We have a unique workforce mix that we can leverage to create the agility and adaptability we need in a digitally focused government Agency.
-  Better connect with the broader APS to enable us to grow capabilities in policy influence and stakeholder engagement.
-  Now more than ever, we need a strong culture driven by engaged and capable leaders.



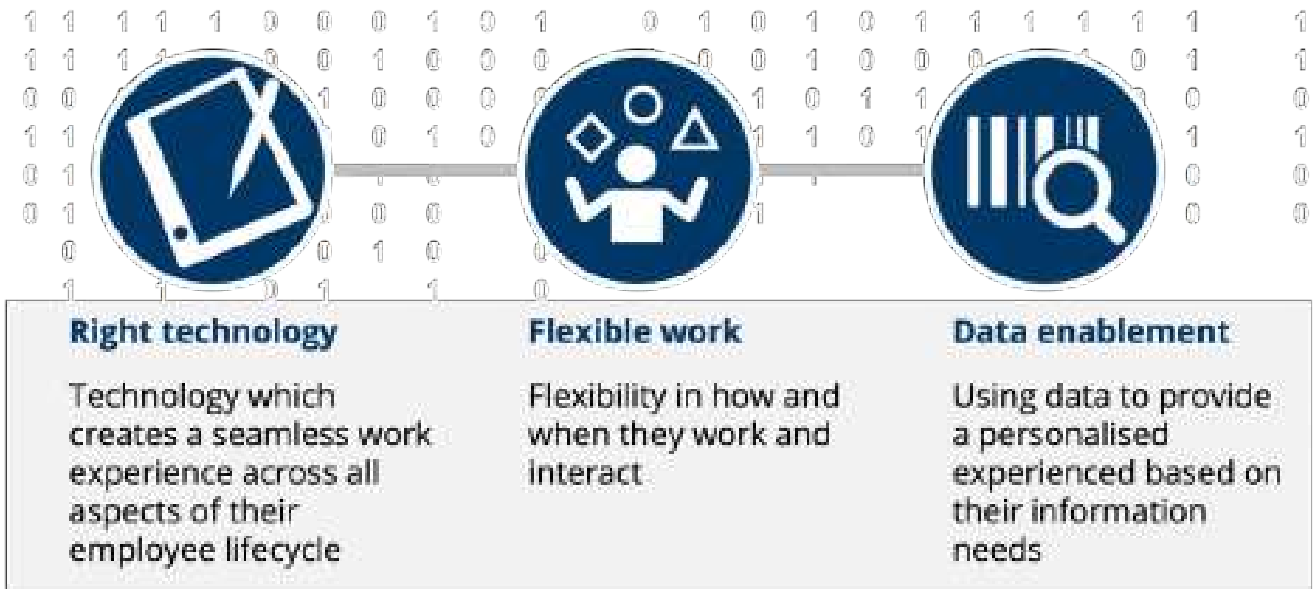
The nature of work is changing, we need to stay ahead of our competitors to ensure we attract and retain the critical talent and capabilities we need

One of the key impacts we are seeing now which will continue over the next 5 years is the changing nature of work as we move towards a future of work paradigm, accelerated globally by the COVID-19 pandemic. This shift in the way we work has produced changing expectations for key talent on how they work and build their careers. This change to how we work is not new. Even before the COVID-19 pandemic, the expectations of the workforce were changing and the rise in digitisation, transformation and automation were creating new ways of working across the labour market. Organisations now more than ever must reshape the way they operate to keep up with the changing digital expectations of citizens, customers, and staff. This provides a new landscape and a new future of work that is impacting our ability to source and retain key talent.

The evolution of digital is shaping how we work now more than ever

Digital experiences as a consumer have impacted expectations of what people want to experience inside the workplace. As our employees grow accustomed to greater digital enablement in almost all other facets of their lives, they expect the same level of digital enablement, if not more, at work. As a digitally focused Agency employing innovative, technically and digitally advanced people, this is even more prevalent in our workforce.


Now more than ever our people expect:



Our people and those we want to attract to the Agency will demand flexibility as standard


Flexible work is now a major expectation across most of the workforce and we need to respond to this if we want to be able to compete in the market. Moreover, to be considered an employer of choice we will need to think even more creatively about how we can maximise flexible work opportunities which enable greater choice for our people. According to the December 2020 Gartner HR lessons from COVID-19 Webinar Poll, 90% of organisations plan to continue allowing employees to work remotely at least part of the time even as the crisis of the pandemic eases.

EY's Work Reimagined Survey surveyed 16,264 respondents across 16 countries, representing 23 industries and multiple generations. This survey asked respondents for their views on how their employers had responded to the pandemic and what their expectations are for the future of work. The survey found that despite the challenges posed by the pandemic, employees remain positive about their work, but they demand permanent flexibility going forward. They also want investments from their employers to enable their work preferences, and they are prepared to quit if they don't get it.



Outcomes from EY's Work Reimagined Survey

- **67%** of respondents agree that productivity in their job can be accurately measured by their employer irrespective of where they work
- On average respondents expect to work between **2-3 days a week remotely** once the worst of the pandemic has passed
- **54%** of respondents indicated they are likely to quit if they aren't offered the flexibility they want – with Millennials two times as likely as Baby Boomers to quit



What this means for the Agency

- We need to determine our position on offering increased flexibility to employees and how this can be positioned as a key attraction mechanism for the Agency
- This includes ongoing management of flexibility, meeting the expectations of employees, as a business-as-usual policy beyond the height of the pandemic
- We also need to look beyond flexibility in terms of remote working, to consider how we will use our office space more productively to facilitate and promote collaboration, connection and innovation
- As Baby Boomers reach retirement age the Agency will need to prepare to meet the needs of other generations to retain key talent

This broader cultural change in flexibility across the Australian labour market means we are no longer competing with just public sector employers to offer talent flexible working options. Once predominately the realm of public sector employers, flexibility is now offered by all our competitors for talent including the private sector. Some private sector employers have even adopted blanket whole of workforce approaches to flexibility, including Telstra and Atlassian, offering 'work anywhere' policies.

We are well equipped to offer flexibility, but we need to keep reviewing and broadening our approach to ensure we are optimising our talent pools and retention strategies

To get the best talent, we need to be more flexible, change where we access talent, and offer the necessary flexibility of their desired workplace. We are already doing well, as the Agency is experienced at affording flexibility to our people. Our Flexible Work Agreement is available to all staff in the Agency and currently has a participation rate of 60% across both employees and labour hire. The Agency already offers a significant advantage in being able to recruit to three different geographical locations and a 3/5 working in the office arrangement. Although not a unique proposition, many public sector entities and private enterprises have moved one step further. Other organisations now offer working from home as a standard as well as offering completely remote working options, particular where staff live in a different geographic location to the office.

To remain competitive in the market we will need to continue to explore additional flexible options that allow us to attract and retain the critical skills and capabilities we need. This will include a continuation of looking at options to increase remote working including considering the 'work from anywhere' construct. By continuing to explore these options, we hope to meet business and individual requirements and allow us to broaden our talent pools beyond our three existing locations. This will not only allow us to attract and retain the critical skills and capabilities we require, it will also allow us to tap into more diverse talent pools helping us increase the diversity of our workforce. As connecting our people and utilising the knowledge of others remains a core part of our culture, we will look for opportunities to co-locate our staff with other government agencies in other geographic locations, or with key stakeholders, such as Digital Health Cooperative Research Centres. We will also support secondment opportunities that will provide learning and development opportunities for staff, and create an exchange of skills and knowledge that will build on the Agency's data and health capabilities.

We will also actively consider how we use our existing office space more flexibly as our workforce grows, through activity-based working environments to ensure we are being cost-efficient, but also cognisant of the type of work we do and the optimum space to enable this. To achieve this, through pilots and continuing to explore our options, we can position ourselves as a 'hybrid' employer, providing a broad range of options to our people. A hybrid work model can offer flexibility by blending in-office and remote work while delivering a seamless employee and customer experience regardless of physical location. Hybrid working resets the purpose of "the office" – making it an anchor or connector space to bring employees together for a key purpose rather than just as a place to "work".

Flexible work will need to be underpinned by enabling technology, clear governance, and a focus on creating safe and connected work practices and environments

To enable greater flexibility, we will need to position ourselves to respond seamlessly by establishing the right foundations. Having the appropriate technology in place to allow for remote working, including access to the tools we need to maintain

productivity and network effectively, will be critical. While our IT systems have proven capable of managing a shift to remote working quickly, we need to ensure that we have a sustainable solution that would allow staff to work remotely for the long term. This requires strong records management and digitisation capabilities, appropriate access to equipment such as dual monitors, keyboards, and other ergonomic equipment, and a digital-first approach, such that our staff are not reliant on printers and hard copy documents, and physical signatures on contracts. In addition to these traditional forms of ICT enablement hardware, we also need responsive and flexible forms of instant messaging, video calling, and web-based seminars and meeting spaces. It also requires fast access to subject matter experts to engage with and share potential solutions as issues emerge.

Clear governance arrangements will also be essential to the success of flexible working, including how decisions are made in a hybrid construct and how we can work together effectively and at speed to deliver our critical outcomes. There will also be a need for a renewed focus on how we can create a connected culture even when physical connections are not possible.



We need skills that are in high demand in the market, and will continue to grow in demand as we move to a more digitally enabled future

As a digitally focused Agency, our skill requirements are of a particularly technical nature and are aligned with the skills that are most in-demand in the market right now. This demand will only continue to grow with the increase in digital transformation. To enable us to access the skills we require, we need to have a good understanding of where they exist and how we might be able to grow them from existing talent.

The growth of digital transformation around the world has increased the focus on digital and technical skills

The Agency requires access to deep expertise in a range of technical skills and digital transformation capability. The World Economic Forum's Future of Jobs Survey 2020 found that of the organisations surveyed, the top technologies they were most likely to adopt by 2025 are cloud computing, big data analytics, Internet of Things, and artificial intelligence, with an increased focus on cybersecurity. With this acceleration of digital adoption comes the requirement to upskill or reskill talent, pivot redundant roles that are no longer relevant, and the quick appearance of completely new roles that both the private and public sectors compete to recruit.

As the environment continues to drive towards automation and digital transformation, this will alter how all our employees work and the skills they need. This in turn will inform our learning and development, secondment, attraction, and retention strategies. The acceleration of digital adoption will have an impact on our workforce in the future by influencing trends in the public sector and digital health.



Public sector trends

- Government as an enabler instead of a solution provider
- Providing personalised services to communities
- Distributed governance by co-creating solutions with citizens
- Data-smart government
- Alternative forms of government funding
- Changes to the public sector's talent model to increase staff capabilities and expand talent networks
- A new basis of national prosperity



What this means for the Agency

- A greater focus on user experience capability and user centred design to meet the public's expectations for government digital service delivery
- The requirement to build stakeholder engagement user testing skills to keep connected with citizens when co-designing
- A 'total workforce' model that takes a consistent approach to engaging talent differently: seamlessly blending APS, common law, labour hire, etc., to get the best skills



Digital health trends

- Raising AI to benefit providers, health care plans and patients and building AI with responsibility, fairness, and transparency
- Potential use of extended reality technologies to reduce gaps of distance, providing a bridge that connects people, places, and information
- Data veracity and security to enable better health decision-making
- Greater need for strategic partnerships to achieve sustainable differentiation and growth
- Develop and enhance systems and infrastructure to seize the full potential of emerging health technologies



What this means for the Agency

- Skills requirement in collaboration with linkages into industry to remain connected with growing technology
- Skills in managing big data, including the ethics of handling citizen's data
- Data security skills, including connections with industry to keep updated on new cybersecurity trends and threats
- Capability in AI and extended reality technologies
- A base understanding of automation in all our business areas and for staff to see problem solving and solution development as everyone's role

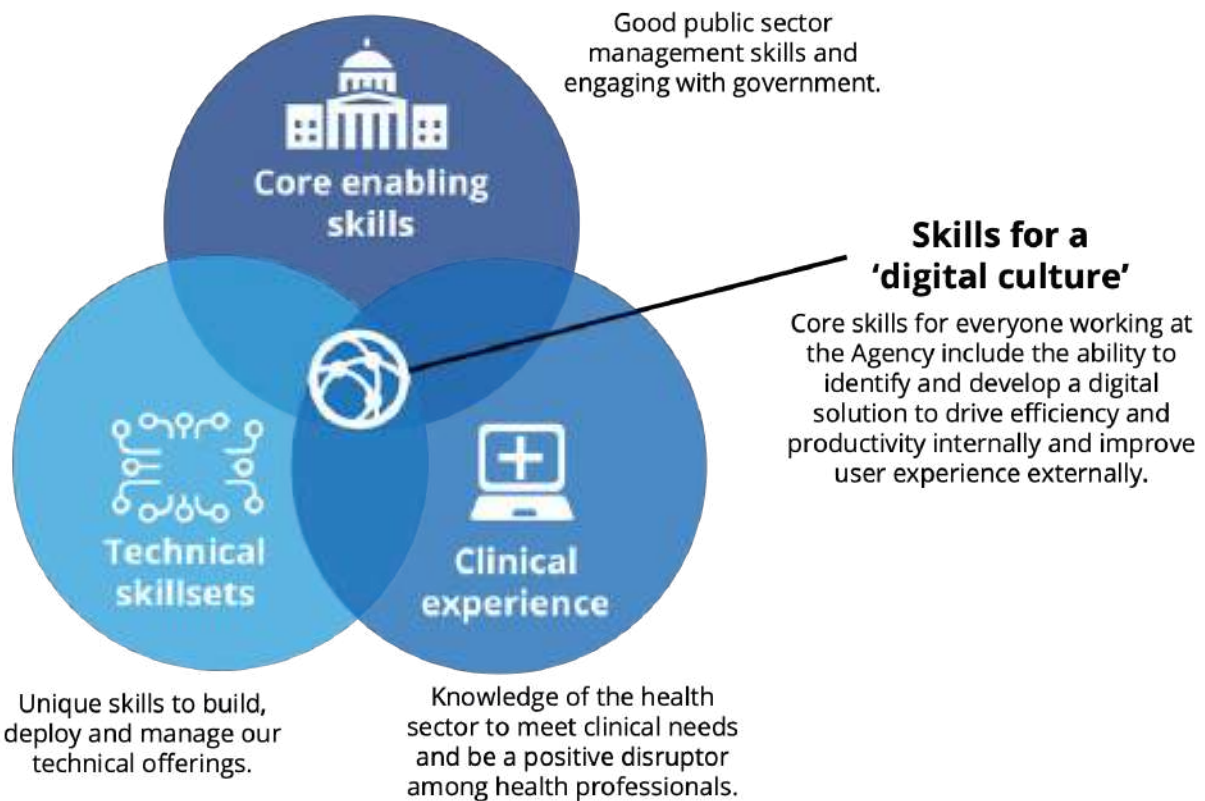
We need the right mix of technical and enabling skills to deliver on government requirements, however these are in high demand in the broader market

Our Agency requires a mix of technical and core enabling skills to deliver on the Government’s expectations. The skills we need for our work is influenced by the growing digital and technology sector and growing areas of innovation.

As a digitally focused organisation, there are core skills that all our people will need

Given the nature and focus of our work, the need to foster a ‘digital culture’ through digital ways of working and thinking will be critical. To enable this, we will require everyone in our Agency regardless of role or classification to have a base level of digital literacy. This will supplement the specific technical and core enablement skills that we need to deliver our priorities for Government.

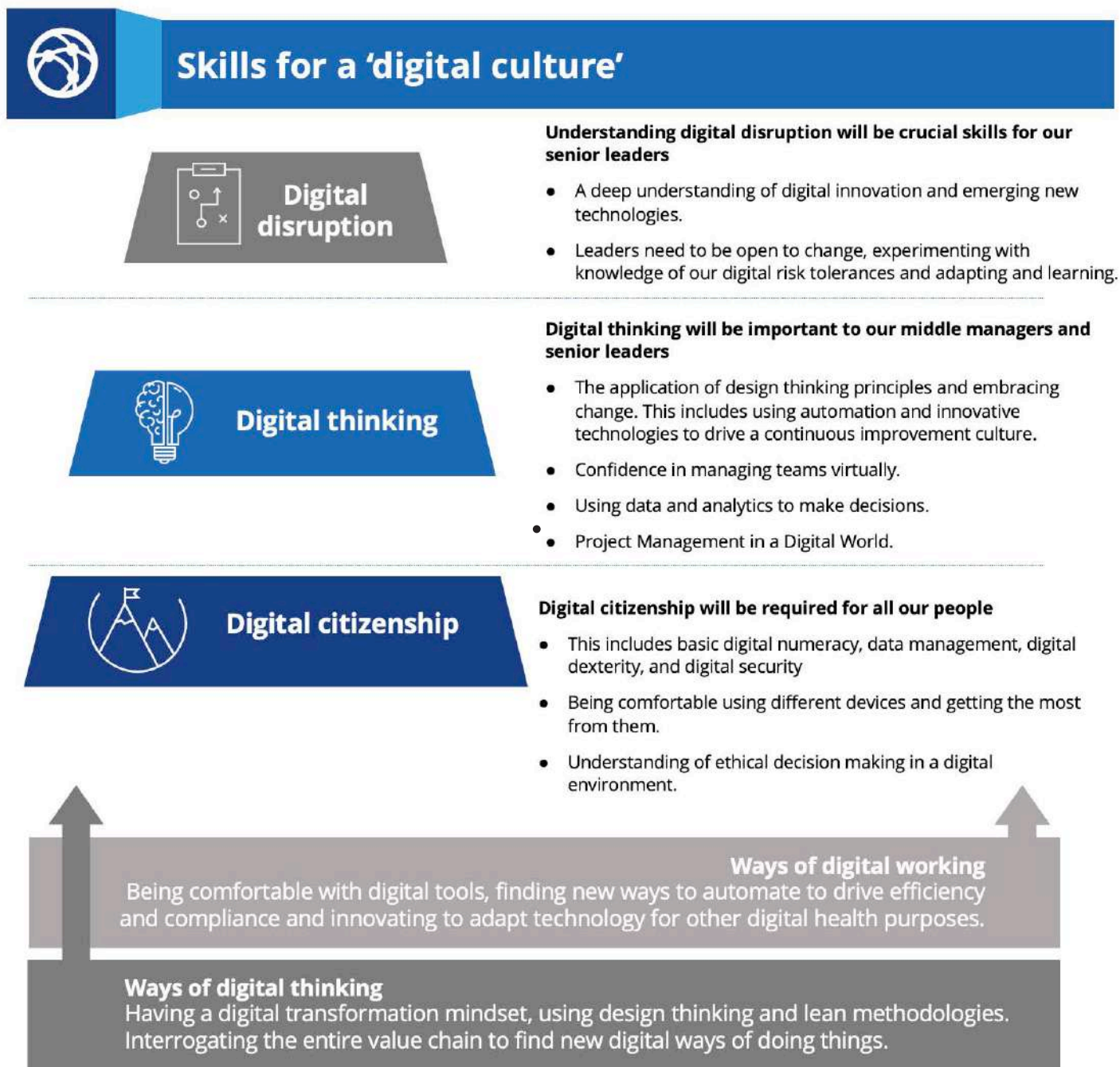
Our skills blend for the Agency



Some capabilities will become increasingly important as our Agency learns to adopt and integrate them into our work, such as artificial intelligence and other digital skills. Although not a new concept, the way this is used in healthcare is evolving and we need people with the right skills to keep on top of these changes and adapt them for use in digital health.

These growing digital and technical skills will need to be matched with clinical skills in healthcare and core corporate enabling skills that any organisation needs to remain accountable, in our case to government and to Parliament. This Workforce Strategy helps us hone in on the skills we should target in acquiring new talent and developing within to best serve the long term interests of the Agency.

The diagram below explains some of these key skills:



In addition to core skills to build a digital culture, this Strategy identifies specific skills we will need to deliver on our mission as an Agency

As an Agency we have a mission to create a collaborative environment to accelerate the adoption and use of innovative digital services and technology. To achieve this we need to be a leader of digital transformation underpinned by critical digital capabilities. The following are considered to be mission-critical capabilities for any digitally-focused organisation:

Skills for a future focused digital organisation

Environmental context

- All organisations around the globe are investing in digital products and technology.
- ICT functions within organisations are more critical to delivering on business strategy.
- ICT roles and skills are rapidly changing. While this is a challenge, it provides an ongoing opportunity for ICT professionals to transform organisations as they transform their skills.
- The ICT function itself needs to keep pace with the growing development of machine learning, artificial intelligence, data and analytics. This represents innovation at scale for business leaders, ICT professionals and customers.

Critical digital capabilities for organisations of the future

- Vendor Management
- Information and Data Governance
- Service/Platform Management
- Artificial Intelligence
- IT Security & Risk Management
- Data and Analytics

These capabilities are all relevant to the work of the Agency. This includes vendor management, a critical enabler that will allow us to procure, support and manage external resources in the development of technology solutions to support our work. We also need professionals that can support the services and platforms we develop to ensure that any advancements in digital healthcare receive ongoing support and sustainment. Critically, we will need skills in IT security, risk management, and data governance. These skills will enable us to manage our data and digital assets appropriately and keep this data and our products safe from rapidly changing cyber threats.

The technological nature of the Agency’s work means a specific focus on attracting and retaining the following specific technical skills:

Technical skillsets

| | | | | |
|---|--|--|---|---|
|  Customer and User Experience |  Research and Evaluation |  Cybersecurity / Intelligence |  Design / Service Design |  Strategy, Insights and Analytics |
|  Digital / IT Architect |  Product Management and Operations |  Artificial Intelligence |  Genomics |  Clinical Expertise |
|  Cloud Computing |  Solution Architects |  Information and Data Architects |  Vendor management |  Clinical Informatics |

These skill requirements will increase in the future as we see even greater innovations in digital technologies, not only for our externally facing deliverables, but also for our internal operations. Additionally, all staff will need a base level capability in data sciences to support My Health Record (MHR) activity as well as talent development.

The Agency has a broad range of roles to support our objectives, including specialist positions which have been identified as critical to achieving the Agency’s strategic priorities, these include:

Critical specialist positions

| | | | |
|--|---|--|--|
|  Digital Health Architects |  Cybersecurity / Intelligence |  Data Analytics / Scientists |  User Experience |
|--|---|--|--|

While digital capabilities are critical to our Agency, we also rely on a core set of enabling skills to function as a Public Sector Agency.



Indicative future supply of key skills for the Agency

The Australian Government's National Skills Commission is responsible for providing expert advice on Australia labour market and emerging workforce trends. Through the Commission's Skills Priority List, released in June 2021, we can find indicators for how "in demand" certain skills are projected to be in the future, and consider the impact this will have on our ability to obtain these skills for the life of the Strategy to 2026.

The Skills Priority List uses standardised occupation listings based on the ANZSCO standard. The table below includes selected occupations to give a snapshot of the types of positions and skillsets the Agency needs as part of core enabling skills in the future. Many of these example occupations that the Agency will need may not currently be in short supply as at the Commission's reporting in June 2021, but the demand is growing strongly into the future. This represents a key risk to the Agency's ability to attract these example occupations and others that have similar skillsets.

Indicative future supply of key skills for the Agency based on the Australian Government's National Skills Commission

| Core enabling skills (as identified by this Strategy) | Example occupations found on the Skills Priority List | Current National Shortage Status | Current State/Territory Shortage Status | Future Demand Status |
|---|---|----------------------------------|---|----------------------|
| IT | ICT Project Manager | Shortage | | Strong |
| | ICT Security Specialist | Shortage | | Strong |
| | Database Administrator | No Shortage | Shortage in NSW | Strong |
| | Systems Administrator | No Shortage | Shortage in NSW | Strong |
| Program and Projects | Program or Project Administrator | No Shortage | Shortage in NSW | Strong |
| Research, Policy and Information | Policy and Planning Manager | No Shortage | | Strong |
| | Policy Analyst | No Shortage | | Strong |
| HR | Human Resources Manager | No Shortage | | Strong |
| | Human Resources Advisor | No Shortage | Shortage in NSW and NT | Strong |
| Accounting and Finance | Accountant (General) | Shortage | | Strong |
| | Finance Manager | No Shortage | | Strong |
| Communications and Marketing | Public Relations Manager | No Shortage | | Strong |



Forecast growth in demand

- These example occupations above from the national Skills Priority List are indicative of the core enabling skillsets the Agency will need.
- While many of these occupations are not experiencing shortages in the labour market at the moment, the future demand for all of these occupations has been labelled 'Strong' by the National Skills Commission.



What this means for the Agency

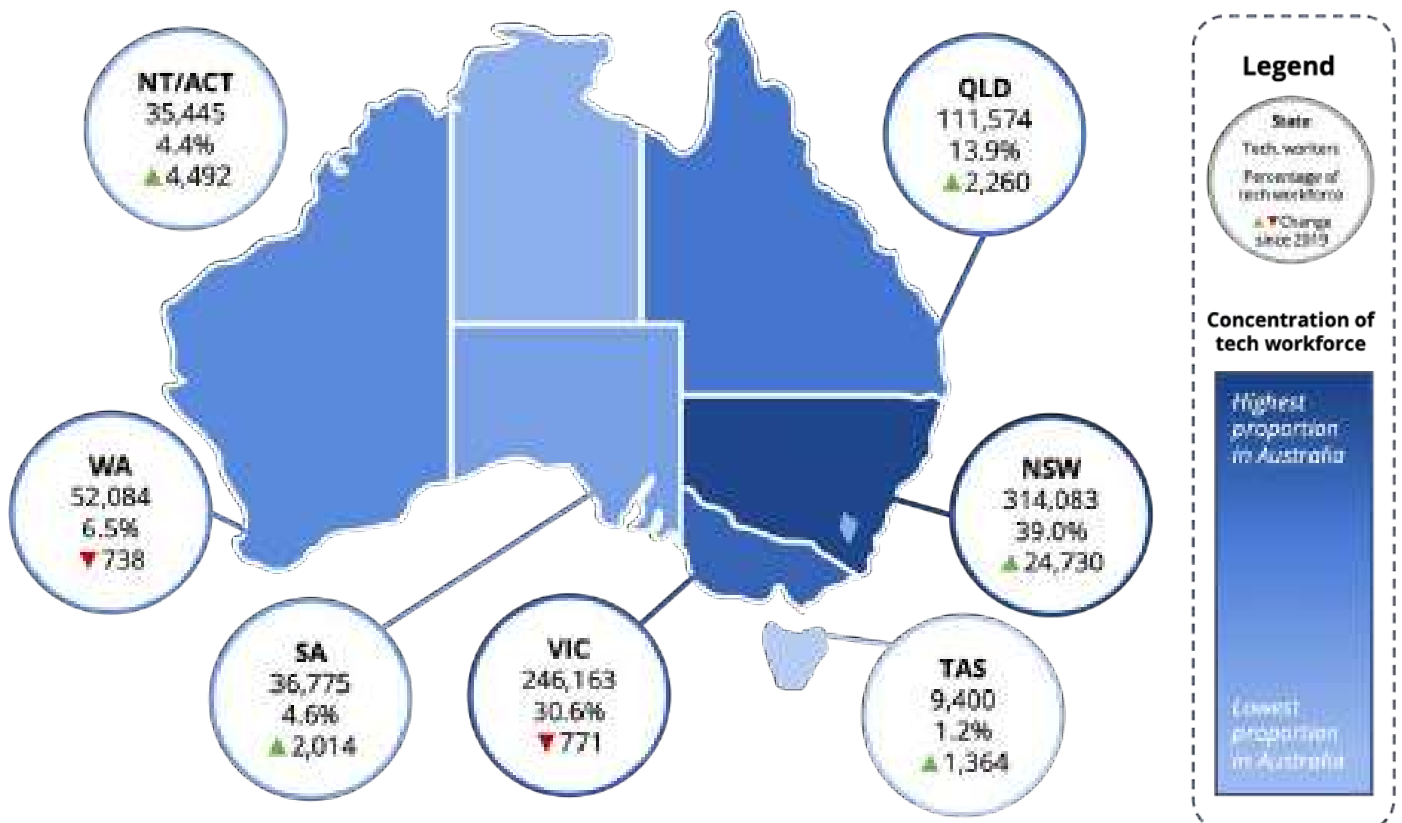
- The Agency will need to grow attraction and retention strategies for these core enabling skillsets to compete with growing demand for these types of occupations.
- This will mean that the Agency should not lose focus of these core skillsets while it focusing on growing other more technical skills.

To maximise our ability to secure the capabilities we need, we require targeted sourcing strategies focused on where key talent exists

Despite the current shortages in some IT occupations, Australia’s technology workforce is growing steadily – seeing an increase in workers in this sector by 4.3% in 2020. By 2026 there is expected to be over 1.1 million technology workers in Australia, with an annual growth rate of 5.4%. This workforce will be in high demand even as the overall pool of talent increases, and the Agency needs to consider targeted strategies to attract this talent to meet its skill requirements. This includes targeting geographical locations with known high density of technology workers.

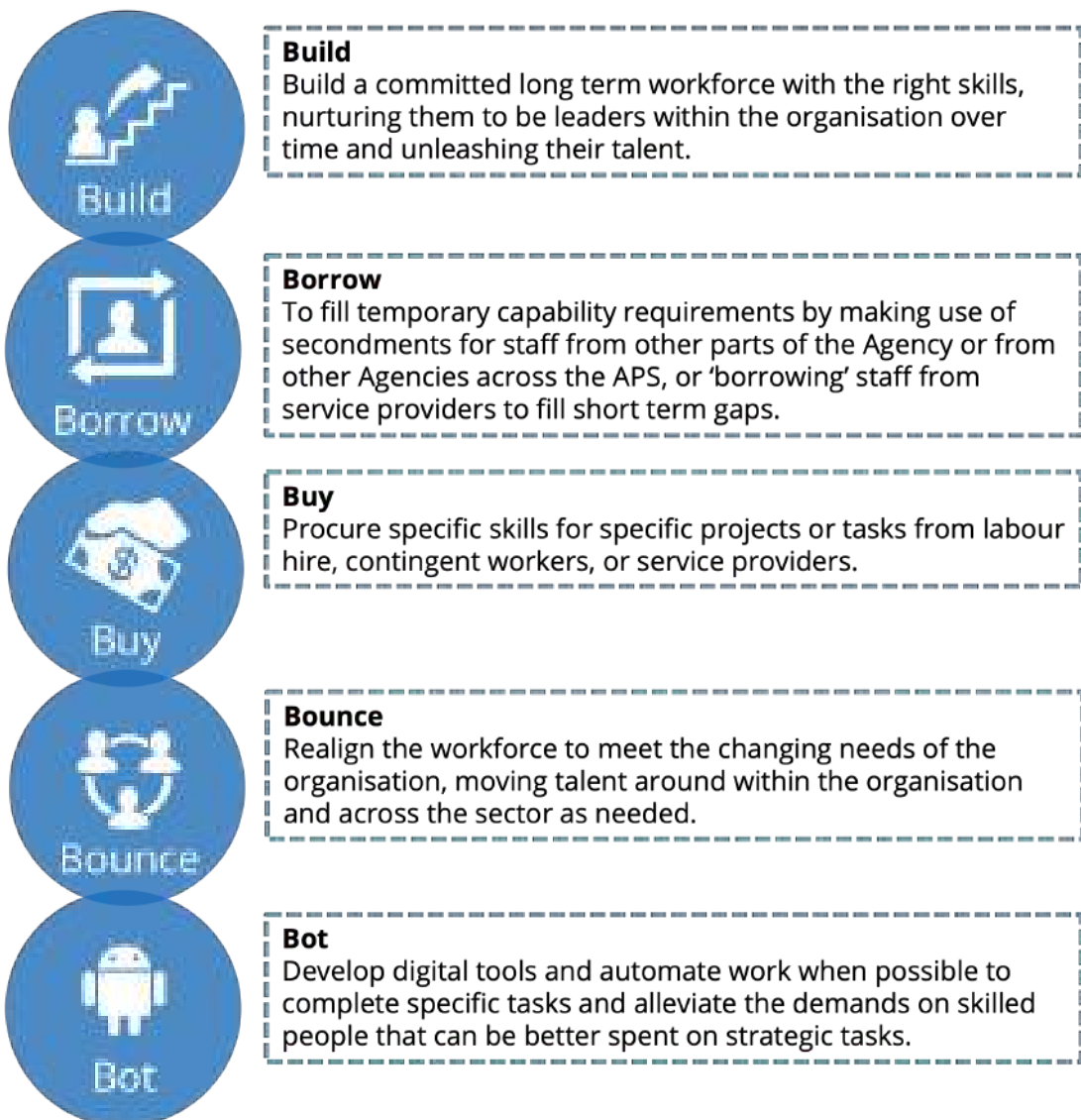
Data provided by the Australian Bureau of Statistics compiled for the Australian Computing Society shows that NSW has the highest share of the overall technology workforce in Australia at 39%. This is followed by Victoria with 30.6% and Queensland with 13.9% of the total share of Australia’s technology workforce. Although Victoria currently has the second-highest proportion of the technology workforce, the number of technology workers in that state reduced by just over 700 between 2019 and 2020. A similar distribution occurs when looking at the geographical breakdown of IT graduates in Australia. NSW has the highest rate of IT graduates at 37% of the national share, followed by Victoria at 31% and Queensland at 16% based on data from the Department of Education, Skills and Employment as of 2019.

Technology workforce at 2020 by location of employment



We need to better understand the costs (and changes over time in these costs) associated with critical skills and develop a detailed workforce plan to identify where we will build, borrow, buy, bounce, or bot these skills

Capability sourcing options available to contemporary organisations



Now that we have a better understanding of our skill requirements and the relative availability in the labour market, we will need to undertake detailed workforce planning to come up with a specific action plan for how we will build, borrow, buy, bounce or bot these skills now and into the future.

To underpin the workforce plan we will also need to develop a remuneration strategy which will address the challenges experienced when sourcing 'unique and highly competitive' positions which may not be secured within the Agency's remuneration band that is relevant for the position's classification. Key to this Strategy will be an increased focus on improved data collection on remuneration to understand what we are currently paying for these skills and support our predictions for what we anticipate we should be paying in the future (and informing changes in that cost over time as demand and the uniqueness of skillsets changes).

Buying in these key skills is only one of the mechanisms available to us, and there are challenges for us as an Agency in terms of what we can defensibly pay (where market rates are high). For this reason, we also need to look at developing these skills in-house through greater investment in internal capability development through our 'grow your own' strategy. A robust learning and development program will need to be in place to develop the base level of capability required by all staff across the agency as well as more technically specific training to build our specific technical capability both for now and the future.



The future is digital, we need to be an exemplar of digital transformation not only in what we deliver but how we manage our Agency workforce

As an Agency we deliver innovative technical solutions to provide better health for all Australians, however, our approach to managing our workforce is a largely manual process with a lack of digital enablement. As we grow in maturity as an Agency, we will need to further develop our digital landscape to enable automation in the management of our workforce, as well as to align our use of internal technology with the expectations of our innovative digitally focused talent.

We need to develop a digital landscape within the Agency that attracts the best people, instils innovation, and helps us achieve our purpose

Organisations adopting innovative technology to enable work and collaboration remotely has been accelerated by the COVID-19 pandemic. Respondents to EY's Work Reimagined survey reported 64% of respondents want better technology in the office, including faster Internet and innovative platforms for videoconferencing. When asked about working remotely, 48% of respondents wanted their employer to invest in technology hardware items such as monitors, headsets and webcams.

Given our Agency’s role in digital innovation, there may be a heightened expectation from incoming recruits about the technology enablers they will have access to in their role. This goes beyond an expectation of digital hardware or remote working enablement. Staff expect automated workflows which make internal processes as efficient as possible. As an Agency we will need to focus on how we can bot as many of these workflows as possible. This will not only free staff up for more value-adding activity, it will also enable the Agency to gather better data and improve knowledge capture and transfer to allow our people to move around the Agency more flexibly. It is important the Agency meets these expectations within reason, to not only better enable innovative work, but also to match the expectations of the digitally focused talent we are trying to recruit, and ensure they are utilising their specialist skills, instead of spending their time on administrative processes.

We need to strengthen our people data capabilities to build on the development of the Workforce Strategy

The Agency currently has a shared services arrangement with the Department of Health to provide HR data management. While this shared services arrangement allows the Agency to leverage the capacity, and technology of the Department, it comes with some limitations. The SAP HR IT System used by the Department of Health, through our Shared Services arrangement, is not configured appropriately to capture the required workforce data on the Agency’s three employment types. There are also restrictions in place on the data we can access. Additionally, aside from a Learning Management System (LMS), the Agency currently does not have adequate system solutions to manage recruitment activities, performance, and succession. This not only impacts the efficacy of our Agency’s people management function, it also hinders our ability to use digital insights about our people to make quicker and more accurate workforce planning decisions.

A key component of the workforce strategy is to mature the Agency’s workforce data capture and analytic capability to ensure data can inform approaches to recruitment, talent management, retention strategies and succession planning processes, and the ability to track the impact of workforce strategies. The Agency’s current data analytic capability requires considerable uplift to support strategic workforce planning activities. Automating the Agency’s workflows and corporate processes is a priority for 2021-22 and 2022-23, both for efficiency, but also to enable data collection and analysis.

To help progress our organisational priorities we need to mature and enhance our HR data maturity, as demonstrated by the diagram below:





Now more than ever, we need a strong culture driven by engaged and capable leaders

As an Agency we want to be known as a great place to work, creating a culture that continuously helps people to thrive and feel connected and supported. Flexibility in the way we work will become a core part of our culture, ensuring we learn how to lead in a more diverse workplace, including building buy-in to the Agency’s purpose and values, a sense of belonging to a team and work community, together with opportunities for growth and capability building. The success of this culture will come down to having engaged and capable leaders who can guide the workforce on this journey.

APS Employee Census 2021

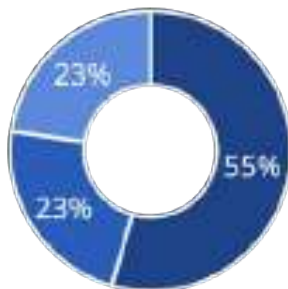
Positive Neutral Negative

“Overall, I am satisfied with my job”



▼ 4% from 2020
▼ 12% than APS avg

“I would recommend my agency as a good place to work”



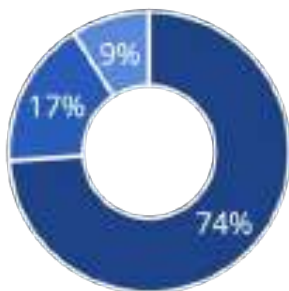
▼ 9% from 2020
▼ 13% than APS avg

“I believe strongly in the purpose and objectives of my agency”



▲ 0% from 2020
▲ 3% than APS avg

“My agency supports and actively promotes an inclusive workplace culture”



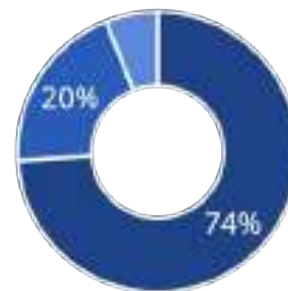
▼ 12% from 2020
▼ 6% than APS avg

“I think my agency cares about my health and wellbeing”



▼ 12% from 2020
▲ 7% than APS avg

“My agency does a good job of promoting health and wellbeing”



▼ 13% from 2020
▲ 11% than APS avg

Our census survey reveals key opportunities for us to improve our culture

The Agency's 2021 APS Census survey results reveal areas for improvement to use as a platform for improving employee engagement and experience.

The key takeaways from the census survey are that overall, job satisfaction is lower relative both to results from the previous year and the APS average. This is combined with a decrease in the number of people who said they would recommend the Agency to others, which was also lower than the APS average.

While these scores show a reduction in employee engagement from our scores last year, there are positive metrics we can use to build on our Agency's culture. When asked about the purpose of the Agency, 86% of respondents believe strongly in the purpose and objectives of the Agency, 3% higher than the APS average. We can build on this positive connection to purpose to improve engagement and workplace culture.

In terms of what employees thought about specific cultural metrics, the results suggested that the Agency supports and promotes an inclusive workplace culture, however, these results were lower than last years. When asked about the Agency's approach to wellbeing, the Agency typically scored higher than the APS average. About 65% of respondents believe that the Agency cares about wellbeing and 74% of respondents believe we do a good job of promoting health and wellbeing. Both these scores are 7-11% higher than the APS average, however, also represent a 12-13% drop from our results last year. While staying higher than the APS average shows our strong starting position when considering building an inclusive culture, the reduction in our Agency score indicates the Agency must continue to make wellbeing a priority, including focusing on achieving a sustainable work-life balance to ensure this doesn't continue to slip.

Our leaders are critical in helping us establish the culture we are trying to create

To retain and grow the right people, we must have leaders who lead people with clarity, emotional intelligence, empowerment, accountability, and transparency. Additionally, as an Agency we believe that how our leaders and staff go about their roles every day is as critical as what we deliver.

A key focus of this Strategy will be on developing the fundamentals of good leadership to drive the culture and outcomes for our organisation and to deliver on this Strategy. Our leaders will also need to embed a stronger connection to the APS, given it is with this sector that we must continue to influence and partner to realise our objectives. Moreover, a stronger connection to the APS will ensure we have aligned cultures and values to reinforce the importance of accountability to government and the Parliament and to the citizens of Australia whose taxpayer dollars we are spending.



We have a unique workforce profile, that we can leverage to create the agility and adaptability we need in a digitally focused Agency

We are in a fortunate position as an Agency to be able to flexibly tap into a workforce with a mix of skills from a range of employment markets. The employment engagement tools our legislation enables (APS, common law and labour hire agreements) allows us to have the flexibility and agility we need to access diverse and unique talent. As we embark on a journey to shift our workforce composition, now is the time to focus on how we can best take advantage of a more permanent workforce to maintain stability while also flexing to demand. Critical to the success of our workforce will be creating cohesion as ‘one workforce’ driving to achieve common objectives and retaining this workforce through utilising and growing their skills.

Our workforce profile is changing. With a 70% growth in our ASL numbers, we need to take advantage of this increase in capacity, mix and permanency

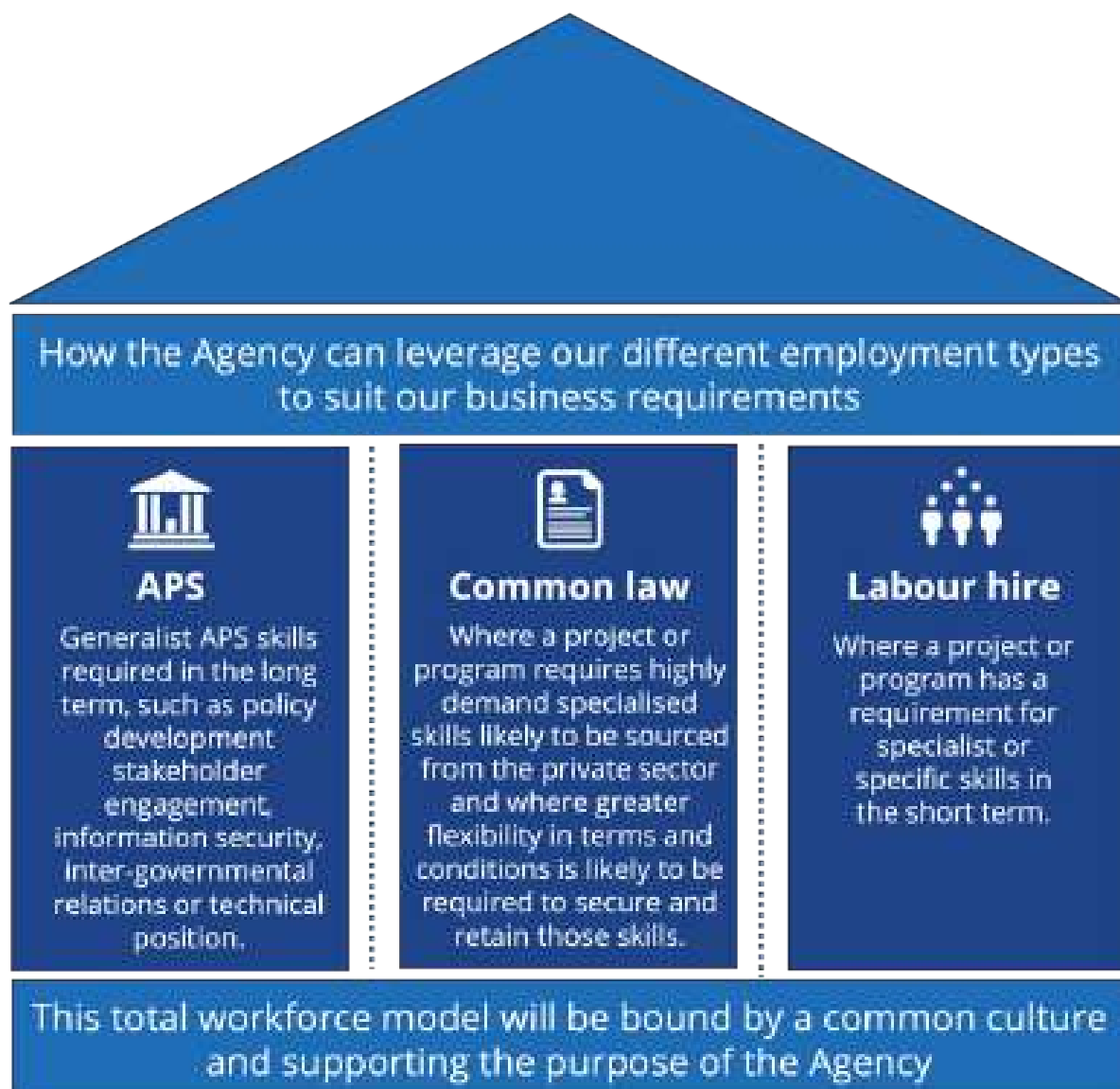


When the Agency was established in 2016, and for a period following, the Agency preference was to employ staff under common law arrangements or through the use of labour hire contractors with APS engagement only used where specific public service skills were required. As the Agency has evolved its operations and expanded in size in terms of the overall workforce (employees and labour hire contractors), the proportion of labour hire contractors to permanent staff (APS and common law employees) has grown due to a cap on the Average Staffing Level (ASL) allocation. In the 2021 Budget, the Australian Government increased the Agency’s ASL allocation from 250 to 420 by 30 June 2022.

The growth in the Agency’s ASL allows us to strategically consider our workforce requirements now and into the future to determine our most appropriate workforce mix. We have the opportunity now to transition some of our labour hire contractor workforce to permanent roles where we have an ongoing requirement for that capability. This will allow us to achieve benefits from having a larger pool of permanent employees who are able to drive longer-term outcomes for the Agency. Our Agency’s use of technical IT skills in project work means there will be an ongoing need for short term labour hire contractors, but also some flexibility in employment arrangements.

A process has already been undertaken to identify 170 positions to transition from labour hire contractor to permanent (either APS or common law) with the recruitment of these roles to commence in 2021-22. This discipline, to determine the long or short-term nature of a position and the associated employment arrangement that best suits, will be applied more broadly in the future including to future budget processes. Forward year budget proposals will consider the resource impact to the Agency of different employment types and skills (and associated costs) required to implement new measures and seek increases in the ASL and SES caps where appropriate. Further consideration will also be required on how the Agency manages the ASL for programs that are funded through the Department of Health, such as aged care, where funding and deliverables are negotiated after the Budget process and ASL changes therefore cannot be incorporated.

The following provides a guide to how we can use our blended workforce in the future to our advantage to remain flexible and agile:



With the change in our overall workforce mix, there is an opportunity to maximise benefit from our blended workforce composition, using a 'one workforce' approach

The use of blended workforce composition is not a new concept in Australian Government agencies, as the Independent Review into the APS notes the benefits of having a blend between buying talent externally and building talent in-house. Although a need for a blended workforce is shared by other Agencies, we have a greater reliance on external capability due to the technically specific nature of our work and skill requirements.

***“There is clearly benefit in the APS leveraging the best external capability”
but that “the APS needs to find the right balance”***

~ Independent Review of the Australian Public Service

Our blended workforce provides us a great opportunity to take advantage of an agile and adaptable workforce, allowing us to tap into specific capability requirements as we need them. However, if not managed effectively, it poses risk in terms of a siloed culture, employee commitment to the Agency, equity between individuals undertaking similar roles and the higher cost of administering different entitlements. To manage these key risks, we need to shift our focus and dialogue from talking about three discrete employment groups to seeing our workforce as “one workforce” driving towards a common goal, but each underpinned by different arrangements, where needed, to ensure Agency efficiency and staff attraction and retention. While it is acknowledged that from an administrative standpoint there are differences, from a communication and culture perspective all should be seen as one.



Better connecting with the broader APS will enable us to grow the key capability we need

The APS is going through its own broader transformation journey, to ensure it best serves the Australian government and people. This will be implemented through providing security, driving productivity and jobs in the economy, improving citizens' experience of government, and delivering fair and equitable support where it is most needed. To put the reform priorities into action, the Australian Government has released the APS Workforce Strategy 2025. Central to the reform agenda is a digital focus, specifically providing a better digital product to citizens and better digitised streamlining for corporate effectiveness. This has a dual impact on the Agency's workforce. Firstly, it secures the purpose the Agency plays by committing the Australian Government to deliver digital solutions to sectors such as health. This can allow the Agency to invest in recruiting talent by offering a clear value to be part of this ongoing digital transformation agenda. We should leverage the work being done and tools being developed across the APS to embed greater digital capability and workflow across our workforce. This will lead to us operating more efficiently through the use of digital solutions, improved data to inform decisions, and openness to the application of technology to improve efficiency and effectiveness. However, given this upskilling in data capability will be widespread across the APS, we will need to compete with other Agencies for strong talent. We can leverage our broader APS connections through the secondment opportunities across the APS which will allow us to create and exchange skills and knowledge that will provide further learning and development opportunities within the Agency and improve the capability in the broader APS.

Our Agency purpose is central to the Public Services reform agenda of embracing data and digital

The Independent Review of the Australian Public Service, which was released in 2019, laid the foundation for the Australian Government's APS reform agenda. The final report "Our Public Service Our Future" identified eight core transformation themes to build a trusted APS that can serve Australians well into the future. This transformation agenda directly relates to the purpose of the Agency. The themes for transforming the APS in the Final Report are found below, including impacts for the Agency.

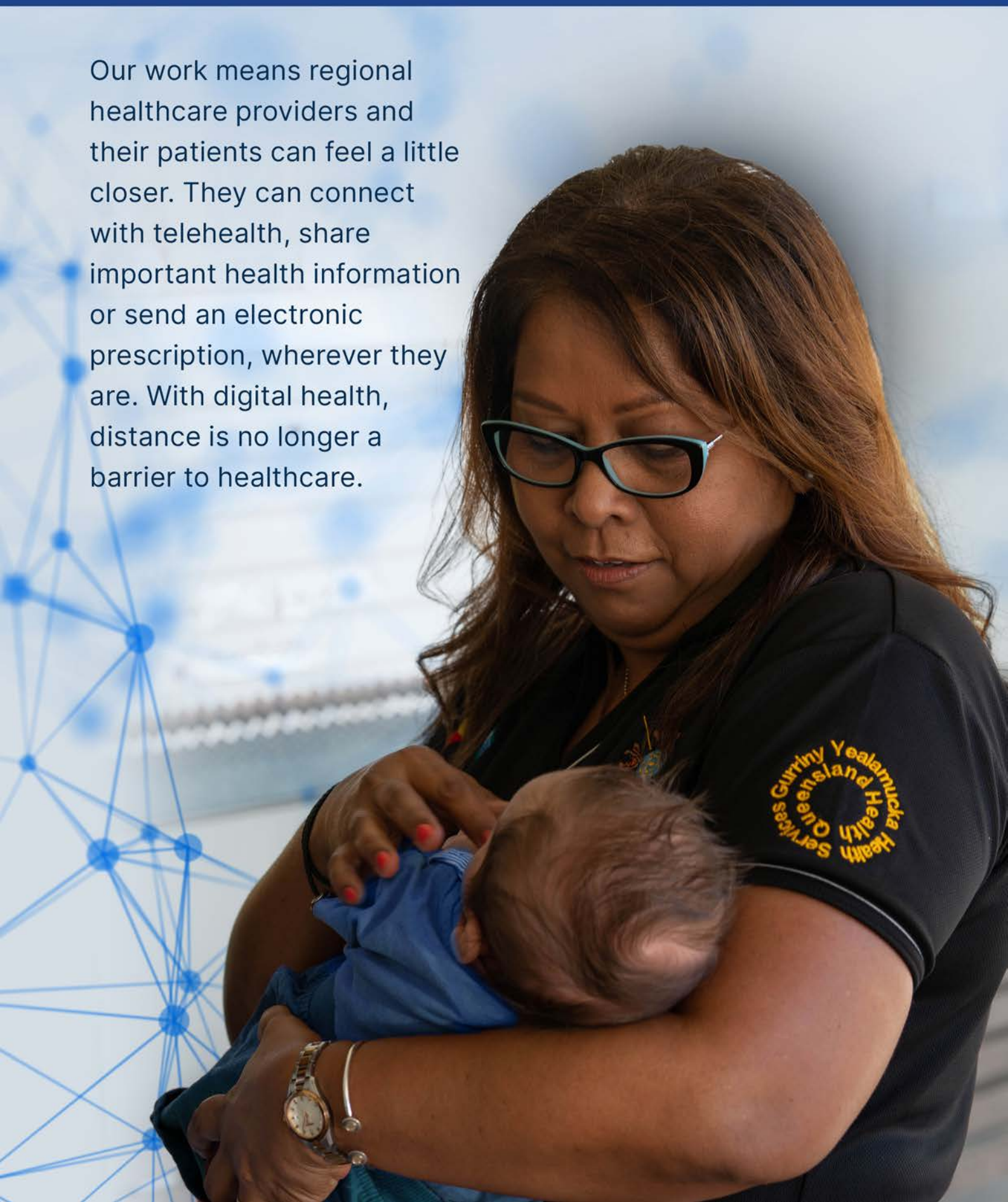
|  Pathway to the transformation of the APS |  What this means for the Agency |
|--|---|
| <ol style="list-style-type: none"> 1. Deliver better outcomes 2. Transform the future 3. Unite to succeed 4. Partner for greater impact 5. Embrace data and digital 6. Invest in people 7. Build a dynamic and responsive organisation 8. Empower leaders to make a difference | <ul style="list-style-type: none"> • The Agency will be required to rapidly adopt new data and digital capabilities, including people with the right skills • Partnerships within industry and the broader APS are a key focus for transforming the APS, and the Agency will need a blended workforce that can leverage the best of both public and private sectors • Empowering our people and leaders is important, and the Agency will need suitable cultural and leadership programs to be in alignment with the broader APS |

These themes of focusing on data, digital and ongoing adoption of change to support a revitalisation of the APS is continued in the Australian Government's formal response to the Independent Review of the APS. In "Delivering for Australians" the Australian Government accepts the need for transformation of the APS as recommended by the Final Report and sets out a formal APS reform agenda. Aspects of this reform agenda of particular importance to the Agency and the development of our future workforce include the focus on lifting data capability and adapting to change.

In "Delivering for Australians" the Australian Government makes clear that the APS needs to use data better and continue the digital transformation of government. To achieve this goal, the APS needs to have the right capability and tools to use data better to build better services, regulations and policy advice for Australians. The focus is on both providing better digital products to citizens and better digitised streamlining for corporate effectiveness. This reinforces the need to rapidly embed digital DNA as core to the Agency, including in how we internally build capability, and who we recruit.

Our work means so much to healthcare workers in remote communities.

Our work means regional healthcare providers and their patients can feel a little closer. They can connect with telehealth, share important health information or send an electronic prescription, wherever they are. With digital health, distance is no longer a barrier to healthcare.



6. Workforce strategy priority areas

The *Agency Workforce Strategy 2021 – 2026* identifies five workforce strategy priority areas which will guide the strategic management of our people.





1. Create a values based and people centred culture

Our people will engage with and display the Agency and APS values, and will embody the Agency vision, mission, and purpose in all that they do. There will be an increased focus on wellbeing and connection to support our employees to perform at their best.

As an Agency we have a strong culture aligned with our vision to create a healthier future for Australians through connected health care. There is an opportunity to achieve greater alignment of the Agency's organisational culture to the purpose and objectives of the APS more broadly. We also want to create a culture that continuously helps people to thrive and feel connected and supported. Our culture will also focus on creating an inclusive workplace where everyone feels safe and where we encourage and celebrate all types of diversity.

We will focus on what it means to operate as a Commonwealth Agency and responsibilities around community expectations, integrity, and high performance central to effective government. The annual Census results will be key to future culture and measurement of success.

We recognise the Agency's leaders will play a key role in driving culture change and to this end we will have a strong focus on leadership capability uplift. We will leverage opportunities within our leadership development to ensure leaders are aware of the important balance between delivering on tasks, whilst supporting their teams to deliver with purpose. Moreover, all staff will have a responsibility to engage with and display the Agency values and to embody the vision, mission, and purpose of the Agency.

We will drive a culture of "one team" focused on achieving common goals regardless of employment type. Additionally, where conditions of employment do vary between staff performing similar positions and functions, we will look to implement changes to the Agency's conditions of employment to reduce discrepancies between our employee cohorts where legislation and government policy permits and where it makes sense to do so.

As an Agency whose purpose is aligned to bettering the health of the Australian people, it is essential that wellbeing is embedded within our culture and is a core focus for the Agency. Wellbeing and connection is important to support our employees to perform at their best in a high performing, agile work environment through providing a balance between work and other activities. This enables the Agency to work towards a common set of goals, operate efficiently and understand each other's roles and skillsets.

There will be a focus on making our Agency a great and safe place to work with recognition of the importance of connecting people face to face to share knowledge, ideas and take a collaborative approach to solving problems.



1. Create a values based and people centred culture



Specific actions

- **Invest in Agency wellbeing activities** that strengthen workplace relationships and how we work together.
- **Align Agency's conditions of employment** to reduce discrepancies between our employee cohorts where legislation and government policy permits and where it makes sense to do so.
- **Improve our internal communications capability** to ensure our people are updated and connected with Agency priorities and initiatives.
- **Deliver the ASL transition project**, with follow up actions to appropriately induct these new staff, build more permanent capability and create talent and leadership pathways.
- **Improve onboarding for all staff** to ensure they are onboarded in terms of role requirements but also to better familiarise them with the Agency values, vision, mission and purpose.
- **Leverage the annual Census results** including use of Agency specific questions to improve our performance year on year through specific actions.
- **Improve recognition processes** and embedding this into the Agency's culture to ensure people are recognised for good work and feel valued and we celebrate our successes.
- **Use pulse surveys to measure the impact** of culture initiatives between the annual census to hear from staff to ensure we are moving in the right direction.

Note: Refer to Implementation Plan for timeframes and key milestones for the listed specific actions.



Success measures

If this workforce strategy priority area is successfully implemented, we will:

- provide a great experience for our employees, leaders, and people managers across the end-to-end employee life cycle;
- reduce turnover to levels in line with benchmarks;
- have a culture that continuously helps people to thrive, feel connected and supported;
- improve our people's wellbeing and work-life balance;
- have engaged and motivated staff who have a clear sense of the Agency's purpose and how their work contributes to it;
- have greater alignment in employment conditions between the Agency's differing employment cohorts and;
- have a systematic and consistent approach to allocating ASL.



2. Build good leaders and empower them to lead

We will build a strong leadership base through role modelling, driving collaborative and agile ways of working, increased accountability and connecting people and teams through contemporary IT collaboration tools.

The Agency requires a high-performance culture, underpinned by a strong leadership base. Leaders must shape the Agency by role modelling and facilitating collaborative and agile ways of working. This requires leaders to engage staff in the design and implementation of change initiatives.

It is important to enable cross-functional and virtual collaboration to support increasingly complex business demands and pressures for urgent responses. Increased collaboration across teams will ensure agile and innovative approaches, motivating effective and relevant responses within a rapidly evolving health care and technological landscape.

The Agency will finalise its Leadership Development Strategy in 2021, which identifies the leadership capabilities of most value to the Agency, as we progress through a period of change, digitisation, growth and collaboration with others outside the Agency.

We will need our leaders to lead collaboratively, accessing and exploiting the knowledge both within the Agency and outside it. This will assist the Agency in capturing opportunities as they present, while utilising our national infrastructure to maximise the benefit to all users of the health system. Our leaders need to continuously learn, reflect be accountable and operate in a digital environment. This means leaders must learn how to work with and create digital disruption and make ethical decisions when using bots. To complement this, leaders will be expected to embed digital thinking and digital citizenship within the Agency and support growth in these capabilities.

This Strategy will be underpinned by the leadership and organisation capability development stream outlined in the following priority area to ensure we develop the underlying leadership capability we need now and into the future.



2. Build good leaders and empower them to lead



Specific actions

- **Finalise and implement the Agency Leadership Strategy** to articulate leadership expectations and behaviours aligned to our culture and values. This includes embedding an Agency leadership program aligned to the APSC integrated leadership skills and delegated requirements for working in the Commonwealth.
- **Develop and embed RACIs** (Responsibility, Accountability, Consultation and Information) for key projects and processes to articulate responsibilities and points of interface between divisions and branches where collaboration is required.
- **Increase community and connection among staff** by developing new ways to connect teams and people through implementing IT collaboration tools and physical collaboration spaces.
- **Drive collaboration and understanding** of interfaces between functions by using committee structures and leveraging our governance structures.
- **Implement stronger cross-team planning**, such that teams can easily identify dependencies on other teams and stakeholders, understand the timeframes to engage and produce and take accountability for timely delivery as an individual, but also as a team.
- **Utilise cross-functional and multidisciplinary teams** from across the Agency to rapidly pivot to solve problems through co-design and co-production (as seen in the COVID-19 Response).
- **Enhance core operational and enabling activities** through programs such as the Workplan development, operational Workforce Planning, Integrated Business Planning (IBP), Enterprise Reporting for Projects and Capital (ERPAC) program.
- **Mature the Agency's workforce analytics capability** to ensure up-to-date and relevant data which benefits recruitment, talent management and succession planning processes and the ability to track the impact of workforce strategies

Note: Refer to Implementation Plan for timeframes and key milestones for the listed specific actions.



Success measures

If this workforce strategy priority area is successfully implemented, we will:

- have a workforce with the right capability and capacity that is easily deployed to deliver on the Agency's work plan and respond to possible future scenarios;
- receive strong feedback from staff on Agency leadership capabilities;
- understand where we have capability, skills and capacity with transferable skills which are mapped and used optimally across the Agency;
- allocate resources to projects and programs of work across the Agency to where they will deliver most value;
- make evidence-based resourcing and workload management decisions enabled by digital tools;
- have leaders and people managers who are relationship-oriented and model collaborative behaviour; and
- have a structure and culture that supports innovation co-design, co-production methodologies and more agile and cross-functional ways of working.



3. Build capability in the skill areas that will best deliver our purpose

We will cultivate a learning mindset, build capability in our people, including clear digital capability required at all levels, develop a talent and succession framework, with career pathways that will identify our emerging leaders and specialists and grow them for the future.

In order to respond to the demands of digital health services within an evolving health and technical landscape, the Agency workforce will be required to have both strong organisational knowledge and technological capability. To facilitate this, there will be a focus on two capability streams:

- Technical stream - technical skills relevant to the Agency's digital focus
- Leadership and organisation – broad skills focused on increased leadership capability, organisational knowledge and organisation enabling.

These skills will be developed through targeted learning and development linked to the Agency's Leadership Strategy and Technical Skills and Capability Framework, Learning and Development Strategy and the APSC's strategic workforce framing documents.

The technical stream will be aligned to emerging requirements as the Agency continues to drive towards automation and digital transformation. Remaining agile in an ever-changing technological world will not only alter how our employees work but will also influence the skills they need. Therefore, in building a digital culture within the Agency, we require a base (awareness) level of capability for all employees in the areas of:

- Digital design
- Data analysis – using data to make business decisions
- Project management in a digital world
- Data visualisation
- Design thinking
- Managing teams remotely
- Digital disruption
- Enabling innovation
- Digital citizenship – data literacy, data management etc.
- Digital privacy
- Ethics
- Digital Security
- Bot technology
- Health & Care

The above list may be refined and updated in line with emerging capability requirements identified through the process to update the Agency's capability framework. We will also require our IT management, IT design, user centred design and cyber security staff to possess a further set of skills, at the application and specialist level in:

- Cyber security
- Digital health architecture
- Data analytics and data science
- User experience



3. Build capability in the skill areas that will best deliver our purpose

The Agency's Learning and Development (L&D) strategy will be reviewed to incorporate a focus on the above capability. There will be increased L&D investments to prioritise professional development in digital, data and technology to ensure staff across the Agency have access to the right development to broaden their skills in this area. There will be a specific focus on offering development through online learning to increase accessibility for all staff.

The leadership and organisational knowledge stream will be aligned to the APSC Human Resources Workforce Strategy, launched in August 2021. The strategy recognises the importance of growing the human resources capability across government entities. Consequently, this means that for staff within HR we will require the following skill to be a core professional capability:

- Human Resources Management

The leadership stream will focus on building a core leadership capability, not only for those who supervise others, but for all employees within the Agency who supervise others or may in the near future. All staff should have the ability to drive change, provide clarity, build capability and collaborate effectively to best utilise the knowledge we have available in our Agency. The Agency will identify targeted development for current and emerging leaders to foster connection and collaboration as well as recognising and empowering employees. Uplifting leadership capability and the ability to lead teams remotely will further promote a positive culture aligned to values and behavioural skills that contribute towards the Agency being a great place to work.

L&D will need to have a new focus on career pathways and opportunities for existing staff to re-skill in emerging areas of demand such as AI and cyber security. The Agency will also leverage the APS Academy, a networked hub of learning and development established to develop skills and capabilities integral to working within the public sector and leverage this to support relevant secondment opportunities within the Agency, APS and the Agency's digital and health partners.

Talent and succession foundations are in place and will be matured over the life of the Strategy. This will provide clarity on likely successors for senior/complex leadership roles, targeted development to support them and an understanding of critical individuals we need to retain. The initial focus is with the EL2 and SES1 leaders. This builds capability at our senior levels in relation to understanding high potential, embedding career conversations and development discussions that build core leadership skills. This is the foundation that positions the Agency for maturing talent and succession in future years.



3. Build capability in the skill areas that will best deliver our purpose



Specific actions

- **Review and redefine the performance framework** to align the workforce with the Agency's purpose, vision, mission, and strategic priorities and incorporate capability proficiency into performance assessment and individual L&D plans.
- **Review the L&D strategy to ensure employees have access to training in the core skill areas of leadership and organisation, data, digital and technology** to build this as a core capability in the Agency.
- **Revise the capability framework** to be inclusive of digital and leadership capability expectations, aligned to APS work level standards and job family framework.
- **Implement and support learning and development aligned to capability gaps** and emerging skill areas to allow us to grow our own capability rather than rely on the market to provide it.
- **Undertake a workforce capability review** to both capture key skills and capabilities already in place (and be able to mobile these skills to emerging priorities), but also identify critical gaps and develop solutions to address identified gaps.
- **Support secondment opportunities** to develop and build an exchange of skills and knowledge across the Agency, APS and agency partners.
- **Identify career pathways for different work streams** and the learning and development opportunities on offer to support progression through those pathways, such as cyber and IT security; software design; program and project management; corporate and administrative skills; communications; data analytics; and leadership streams.
- **Develop a talent and succession framework**, which incorporates career pathways for different streams of employees, which identifies not only the leaders of the future, but also our specialists of the future who can teach others and evolve their skills.

Note: Refer to Implementation Plan for timeframes and key milestones for the listed specific actions.



Success measures

If this workforce strategy priority area is successfully implemented, we will:

- achieve a learning mindset at both the individual and organisational level that ensures the right capabilities are available at the right time to deliver on the Agency's work plan;
- have employees who are active stewards of their future;
- have employees proficient in the technical and core skill sets required for their job family and APS level who strive to broaden their skill base;
- have leaders actively driving change, performance, and engagement of their teams; and
- have a workforce who understands where development opportunities are available, and take action to enhance their own skills and capabilities.



4. Attract and keep the best people

In order to attract and retain the best talent we will develop an attraction strategy, streamline and automate the recruitment process and provide a positive employee experience throughout the employee lifecycle.

The Agency requires varied and diverse skillsets across a range of core and technically specific areas. Implementing an attraction and retention strategy is crucial to ensuring the availability of the right skills at the right time. In particular, this Strategy takes into account the Agency's technical capability requirement, which is not only in high demand, but also scarce in its availability.

Currently, the Agency advertises vacancies in Brisbane, Canberra, and Sydney. At present this is sufficient to attract talent, with the Brisbane market proving value for money for IT skills which are a major demand area for the Agency. Over time, as competition for these skills increases, we will need to increase the flexibility we offer in remuneration and benefits, increase our investment in building internal capability and broaden our scope in terms of labour market locations. The Agency will need to adapt to future ways of working and expand our flexibility offer to persons outside the three office locations. To enable this, we will need to further evaluate the possibility of offering a fully remote work construct or a hybrid model focused on using the office as a connector or utilising co-working spaces with Agency partners in other locations. Through this we will expand our talent pool but will also increase our alignment to the APS diversity strategy and emerging employee expectations of flexibility. If undertaken well, we may also increase the depth of our partnerships and industry knowledge.

Recruitment processes will also need to be optimised to make them more efficient, seamless and digitally-enabled to provide an overall positive applicant experience and improve the speed of recruitment outcomes. Technological and digital skills are particularly sought after in the market, making it crucial for the Agency to have an efficient recruitment process to rapidly source, secure and onboard talent. Additionally, a well-developed and promoted employee value proposition will enhance the ability to attract a high-quality applicant pool. The Agency also needs to invest in articulating its 'offer' to potential job applicants and understanding future workforce demands and better linking these with recruitment to ensure a proactive approach to recruitment can be undertaken. Furthermore, we will look to create additional pipelines for hard to source capabilities including digital apprenticeships, graduate programs, and other entry pathways through partnering with other larger agencies and leveraging programs.

We want to become an employer of choice and retain key talent, through increasing our focus on enhancing the overall employee experience. We will do this through improved induction, learning and development opportunities, talent management, and a robust performance management framework. Additionally, we will look to implement solutions which will allow employees to see direct career paths and progression opportunities.

The Agency will continue to focus on attracting and retaining a diverse workforce, including meeting our Indigenous employment targets. As part of this we will continue to implement the key actions outlined in the Reconciliation Action Plan (RAP).



4. Attract and keep the best people



Specific actions

- **Develop an attraction and retention strategy** which includes provisions for accessing talent in new broader geographies to maximise access to the widest pool of talent, supporting APS Diversity strategies.
- **Continue to revise and implement strategies to attract and retain a diverse workforce** including the delivery of actions within the RAP.
- **Develop a remuneration strategy considering market conditions** to attract and retain talent.
- **Consider alternative entry pathways** such as Indigenous programs, cadets, graduates and internships and target experience to specific skill sets to both support a positive outcome and address key risk areas within the Agency and leverage graduate programs from other Agencies to attract new digital and IT skills, who we can keep investing in to grow this talent pool over time.
- **Build a digitally enabled organisation** to make the Agency an attractive career building opportunity to increase market attraction, and to ensure the skills we attract can be fully utilised on strategic objectives (by reducing the administration overhead).
- **Streamline, automate and uplift maturity** of the recruitment and onboarding process to enhance the applicant experience and enable data collection and analysis.
- **Build the desired employee experience** by identifying and addressing critical gaps and pain points throughout their Agency career pathway and create a culture that continuously helps people to thrive and feel connected and supported to be an employer of choice.
- **Increase the APS SES cap** to enable access to core public service skills and to provide internal succession planning options in the Agency for APS employees.
- **Develop the Agency's employment value proposition** to allow us to position ourselves competitively in the labour market and improve the engagement of our staff. This will include promoting the breadth and diversity of opportunities available and the capability building.

Note: Refer to Implementation Plan for timeframes and key milestones for the listed specific actions.



Success measures

If this workforce strategy priority area is successfully implemented, we will:

- understand the Agency's Employment Value Proposition and use a strong Employer Branding strategy to attract talent;
- use an optimised and automated recruitment and onboarding process;
- deliver a great employee experience to retain and grow top talent;
- have competitive workforce cost structures, and an employment and remuneration strategy that provides flexibility and attracts top talent in a competitive market;
- create career pathways that grow internal capabilities; and
- understand what our critical roles are and how to attract them for the right price.



5. Embed and continually evolve flexibility in both our workforce and workplace

We will explore flexible options to attract and retain skills and capabilities we need in a competitive market, using our existing office space and ways of working more flexibly, to ensure we are being cost-effective and aligned to the type of work we do.

The Agency is operating in Brisbane, Sydney, and Canberra. Offices are laid out in a traditional manner with one person per desk. Collaboration space options are growing, with a new collaboration space designed into the Brisbane lease for level 18 and a new design space built in Sydney.

COVID-19 has shifted expectations, opportunities, and demand about how we maximise opportunities to operate in a virtual environment. To access the best talent, we need to be more flexible and change where we access our people and how much flexibility they can have in their workplace choice. The Agency already offers a significant advantage in being able to recruit to three different geographical locations, and a 3 out of 5 days working between home and office option. Most agencies now offer working from home options on an ongoing basis as well as remote working. Most employees not only demand more flexibility around working arrangements but also now expect organisations to be matched with the appropriate technology to support flexible working, including having access to better technology within the office.

The Agency will continue to explore flexible options that ensure we can attract and retain the skills and capabilities we need in a competitive market as flexible working is becoming a key element of the Employee Value Proposition. This includes attracting staff who do not work in our three office locations, allowing more remote work arrangements and using our existing office space more flexibly, through desk sharing or activity-based working environments to ensure we are being cost-efficient. In transitioning to this new working environment, the Agency needs to balance employee and business requirements across various job types to deliver balanced outcomes and ensure program delivery. This will involve leveraging the use of teams and collaboration, both face to face and virtually, for the best outcomes.

The Agency must also position itself to respond seamlessly to a work from home environment safely, both in the current COVID-19 pandemic and during future disruptions. While our IT systems have proven capable in managing this shift quickly, we need to also ensure our staff are well equipped to work for extended periods from home, when necessary. This requires strong records management and digitisation capabilities, appropriate access to equipment such as dual monitors, keyboards and other ergonomic equipment and a digital-first approach, such that our staff are not reliant on printers and hard copy documents, minimising the necessity of physical signatures on contracts wherever possible.



5. Embed and continually evolve flexibility in both our workforce and workplace



Specific actions

- **Evaluate internal staff use of the new collaboration spaces** to determine if spaces like this should be incorporated, at the cost of individual desk allocations.
- **Conduct an assessment of workforce roles based on remote, hybrid working and in-office working.** This will help to identify where we can offer more flexibility.
- **Develop arrangements to enable remote working and office connections** including options for utilising office space of other Government Agencies and key partners in new geographies.
- **Conduct an employment market review** to determine the location of our most in-demand and emerging demand skill sets to determine if a change to our flexible workforce approach is required.
- **Seek a four-year budget appropriation in the 2022-23 Budget** to embed our ability to make long term learning and development investments in our specialist employee streams, attract more people to make a long-term commitment to the Agency and allow for longer term contractual (including property) planning to be undertaken.
- **Implement new flexible ways of working,** such as remote, hybrid and in-office working models, based on the assessment of roles within the Agency.
- **Implement an electronic records management system** that makes record retrieval quick and complete.
- **Continue automating workflows to digitise our work** such that accessing information is easy and developing documents can be undertaken by multiple users collaboratively and to free up time to focus on the tasks that matter the most.

Note: Refer to Implementation Plan for timeframes and key milestones for the listed specific actions.



Success measures

If this workforce strategy priority area is successfully implemented, we will:

- have workspaces and tools that improve collaboration and support flexible ways of working;
- understand the location of our most in-demand and emerging demand skill sets and have ways to support remote working, if required;
- be able to compete for talent and attract the best talent and retain them through offering different ways of working;
- look at ways of maximising the use of our existing property footprint, to support future growth and increase cost efficiency in managing our office spaces;
- develop a property strategy that is aligned to new flexible working environment;
- have automated (digitised) workflows that create both audit trails and useful data to inform future decisions; and
- complete and accessible records.

7. Review and reporting

A clear definition of success underpinned by a dynamic approach to review and adaptation supports the Strategy

The Workforce Strategy 2021-2026 is underpinned by a detailed implementation plan that outlines the approach to delivering the outcomes and associated activities that form the Strategy. The implementation plan sets out the activities and timescales so we can proactively monitor our progress over the next five years.

Critical to the success of the Strategy is a dynamic approach to review and adaptation. The Agency's Senior Executive Committee is accountable for implementing the strategy and achieving its outcomes. They will support the overall implementation of the Workforce Strategy and the agreed outcomes using a cyclical model.

Workforce Strategy implementation model

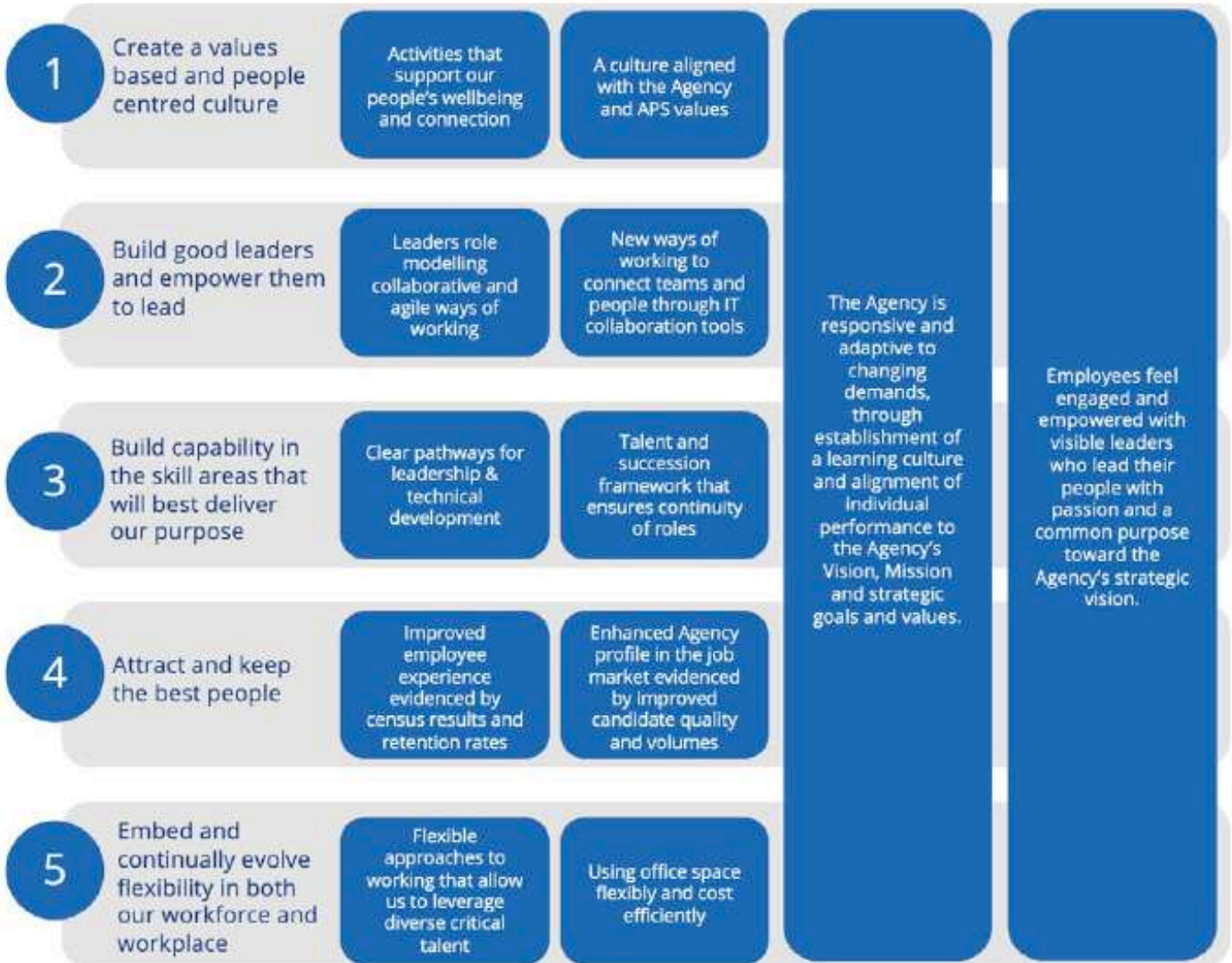


The Senior Executive Committee will undertake the following:

- Determine targets for the key measures in the Strategy, which we will work towards achieving on an annual basis.
- Determine the prioritisation of activities and the resources implemented (cost, time, and people).
- Develop an evaluation method for the workforce strategy.
- Monitor and report on the Strategy's implementation progress on a quarterly and annual basis.
- Undertake an annual review of the implementation plan and establish the future goals and activities for the following years (to coincide with the Agency's business planning and operational workforce planning cycle).
- Report on progress to the Agency on an annual basis.

Definitions of success

The success of the Workforce Strategy has been defined across the five key priority areas. Further work will be done to identify and develop key measures to supplement success definitions.



8. Implementation Plan

A holistic approach to implementation will ensure success of the Workforce Strategy

Key to the success of the Workforce Strategy will be an underlying holistic strategic change program to support the implementation plan. The change program will focus on how our Agency can effectively implement the strategy through creating leadership alignment and employee adoption. The change program will incorporate the following elements:

Communications Plan

Developing and executing a communications plan to promote the content, scope and impact of the Strategy is required to create the foundation for implementation and improved workforce planning capability across the Agency at all levels.

Given the complexity and scope of the Strategy, the adoption of an agreed program and project management methodology will be important in guiding implementation. This includes governance, including who will be accountable for the program as a whole as well as discrete actions, in addition to detailed planning and reporting.

Project Management

Leadership Alignment

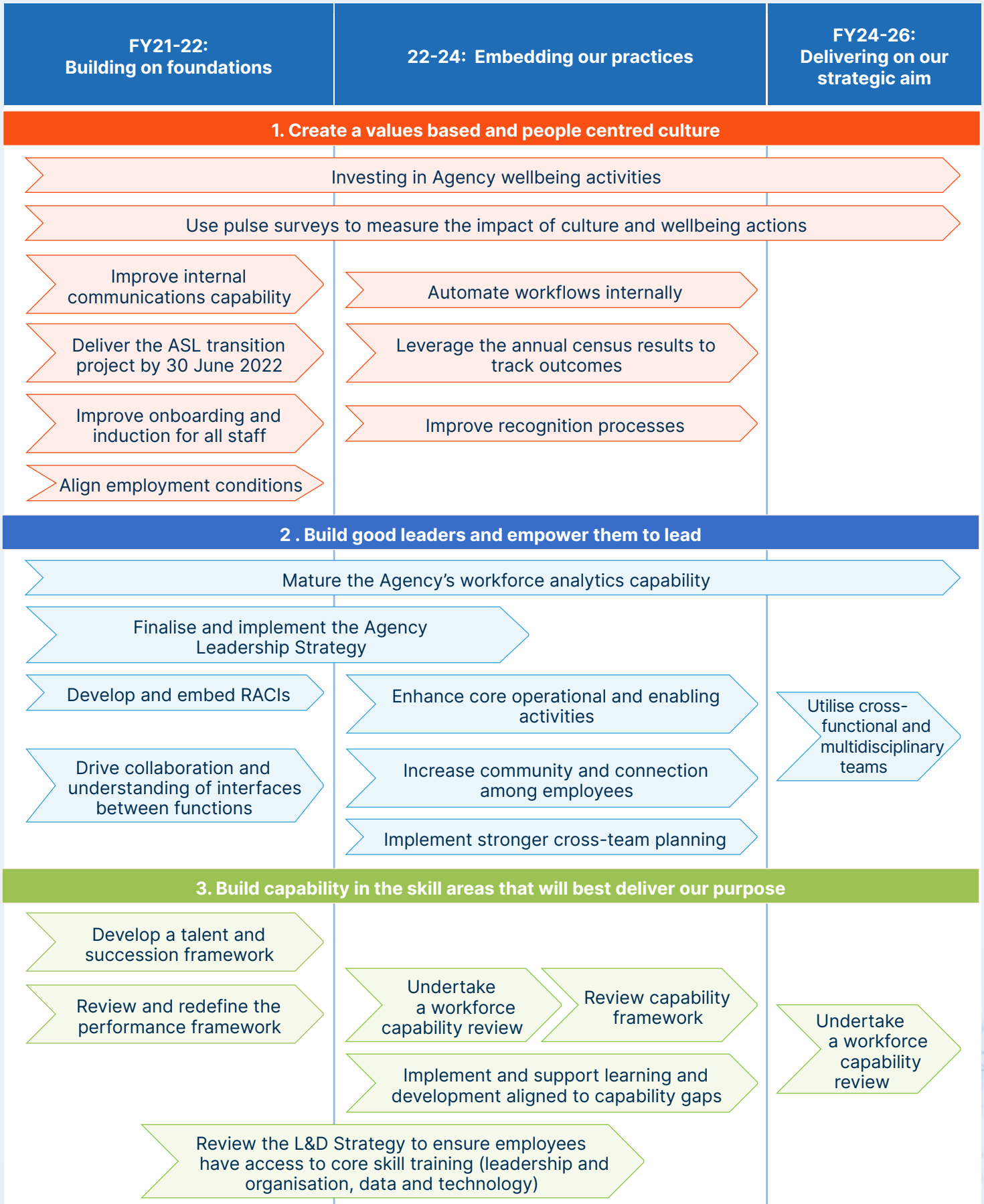
Leadership alignment and “buy-in” from business leaders across the Agency is critical to the realisation of the Strategy. The first step in this will be the acceptance of the Strategy by the Board, but there will need to be a structured approach to engaging with the Agency’s leadership.

Engaging with stakeholders beyond the leadership of the Agency is needed to provide transparency and encourage “buy-in” about the Strategy and how it is being implemented. This helps stakeholders to understand the changes and the potential benefits and impacts.

Stakeholder Engagement

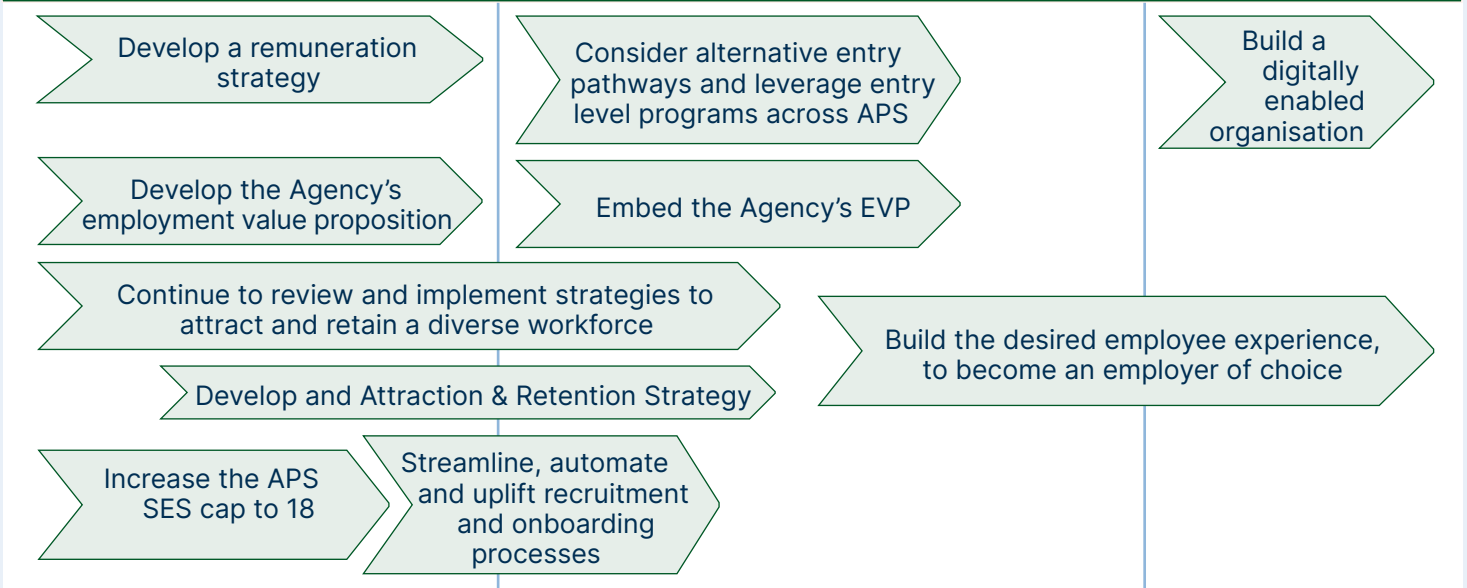


Our five-year implementation plan to deliver will be continuously reviewed and updated to reflect emerging workforce trends

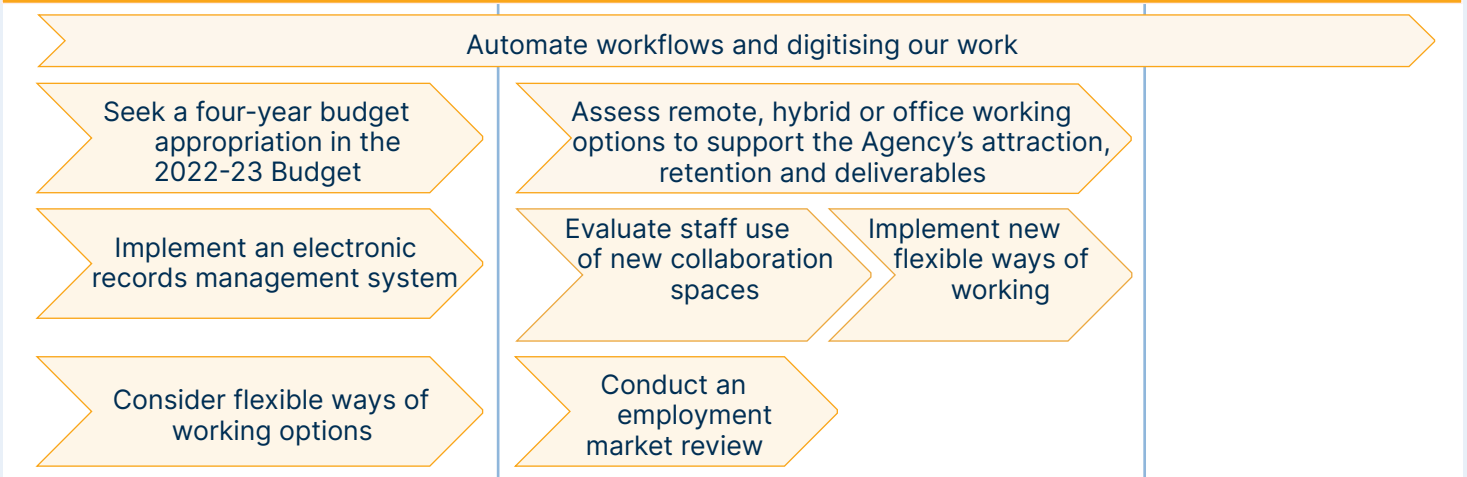


| | | |
|---|---------------------------------------|---|
| FY21-22: Building on foundations | 22-24: Embedding our practices | FY24-26: Delivering on our strategic aim |
|---|---------------------------------------|---|

4. Attract and keep the best people



5. Embed and continually evolve flexibility in both our workforce and workplace



Create a values based and people centred culture

Build good leaders and empower them to lead

Build capability in the skill areas that will best deliver our purpose

Attract and keep the best people

Embed and continually evolve flexibility in both our workforce and workplace

Australian Digital Health Agency
2021-2026 Workforce Strategy
Implementation Plan

Note: Chevrons represent where the bulk of the work will be completed. However, some actions may require pre-work preceding the completion of the action

Our work means so much to all Australians.

From newborns to golden oldies, today our work means all Australians have access to connected health care. Doctors are closer than ever, important health information is always available and medicine is an electronic prescription away. And as digital health continues to grow, tomorrow it will mean even more.





Australian Government

Australian Digital Health Agency