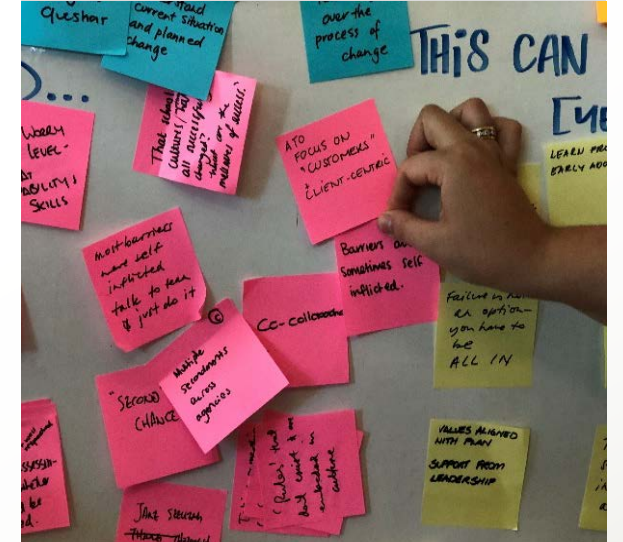


APS design workshop April 2019

Let's talk about
change



APS design workshop – 10 April 2019

Participants were drawn from 60 APS employees from 21 APS departments and agencies, including:

Graduates	2
APS4	6
APS5	10
APS6	5
EL1	11
EL2	15
SESB1	4
SESB2	5
SESB3	2

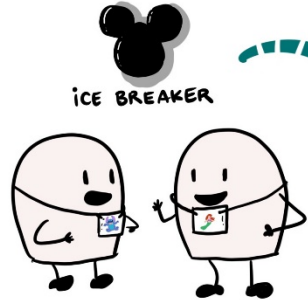
Key insights

- To enable change requires **support, drive and trust** from senior leaders to constantly experiment and foster real innovation and new ways of working.
- The need to ‘normalise’ **collaboration** early and maintain it as a constant in terms of how we work – it should be embedded as the way we do things.
- There is much power in **learning from failure** and being able to share and leverage those learnings more broadly across the APS.
- **Strategic allocation of funds and resources** was identified as the most challenging to achieve
- Another barrier was seen as the **lack of investment to develop people**.
- **Fragmented and outdated systems** present the third major barrier.
- Shift required to move away from a **risk averse culture** to a more empowered workforce
- Strategic recruitment is seen as a key driver and the need to focus on building a **whole-of-government capability marketplace**.

APS REVIEW

LET'S TALK ABOUT CHANGE

10 APRIL 2019



ICE BREAKER

UPON ENTRY, EACH PARTICIPANT WAS ASSIGNED A RANDOM DISNEY CHARACTER TO EMBODY FOR THE DAY. PARTICIPANTS THEN CONVERGED WITH EACH OTHER AS THEIR ASSIGNED CHARACTER. THE ICE BREAKER WAS INTENTIONALLY DESIGNED TO INSTANTLY REMOVE BARRIERS, DISSOLVE FORTIONS AND HIERARCHY.

"I WANT TO BE PART OF THIS ONCE IN A LIFETIME OPPORTUNITY, AND ASSIST MY COLLEAGUES & COMMUNITY"



INTRODUCTION AND WELCOME



WILLIAM STORY (PM&C, APS REVIEW PROJECT TEAM) OPENED THE DAY BY OUTLINING THE IMPORTANCE OF THE DAY, AND HOW CRUCIAL IT IS TO MAKE SURE ALL VOICES IN THE ROOM IS REPRESENTED AND HEARD TO MAKE SURE THE IMPLEMENTATION FOR CHANGE WILL LAST

SCOPE

ENGAGEMENT & IDEAS TO ENABLE FUTURE IMPLEMENTATION OF THE APS REVIEW

OBJECTIVES

- PROVIDE AN OVERVIEW OF THE APS REVIEW AND DISCUSS OUR ROLE AS CHAMPIONS OF THE APS.
- DISCUSS THE APS REVIEW PRIORITIES & INITIATIVES, AND HOW THESE RESONATE ACROSS THE GROUP.
- EXPLORE THE BARRIERS FOR CHANGE IN IMPLEMENTING THE APS REVIEW OUTCOMES, IDENTIFYING OBSTACLES, CONSIDERATIONS, OPPORTUNITIES & ENABLERS ACROSS ALL APS LEVELS.
- GATHER INSIGHTS & IDEAS ON ENGAGING THE BROADER WORKFORCE IN SERVICE-WIDE TRANSFORMATION.



THIS WAS A TIME FOR PERSONAL REFLECTION. THE QUESTIONS WERE WRITTEN TO FORM CONNECTIONS WITH PERSONAL & PROFESSIONAL ASPIRATIONS, ALONG WITH THE MOST IMPACTFUL CHANGES THEY HAVE EXPERIENCED IN THEIR LIVES.

"I JOINED THE APS BECAUSE I WANT TO LEARN MORE ABOUT HOW I CAN HELP PEOPLE AND MAKE A DIFFERENCE ON A LARGE SCALE"

GIVENS

- CITIZENS (CUSTOMERS) ARE AT THE HEART OF THE APS REVIEW INITIATIVES.
- THE ELECTION CARETAKER MODE IS COMING.
- WE ARE DESIGNING FOR THE FUTURE LANDSCAPE & WE NEED TO CONSIDER GENERATIONAL CONTINUITY.
- THIS IS A BIG CHANGE, AND IN ORDER FOR IT TO WORK IT NEEDS TO BE DESIGNED AS A WHOLE - ACROSS DIFFERENT APS ENVIRONMENT AND CULTURES.

INITIATIVES - HEAT MAPPING



TO GAUGE THE CONNECTION TO THE 17 INITIATIVES, PARTICIPANTS RANKED THE INITIATIVES BY WHICH INITIATIVES WILL HAVE THE GREATEST IMPACT ON THE FUTURE PUBLIC SERVICE? WHICH INITIATIVES WILL BE THE MOST CHALLENGING TO ACHIEVE?

EACH PARTICIPANT WAS EQUIPPED WITH TWO SETS OF COLOURED DOTS TO RANK THEM

Green dot = 5 points, Yellow dot = 4 points, Orange dot = 3 points

ACCORDING TO THE WEIGHTED SCORES, NETWORKED SYSTEMS AND AN OPEN APS ARE SEEN AS HIGH IMPACT BUT TOUGH TO DELIVER, WHILE STRATEGIC WORKFORCE DEVELOPMENT IS SEEN AS A 'CLEAR WIN' THE TOP 3 MOST IMPACTFUL INITIATIVES:



"THE IMPLEMENTATION OF THE REVIEW RECOMMENDATIONS WILL NOT ONLY FORM THE FOUNDATION FOR MY FUTURE CAREER, BUT ALSO HOW WE WILL SHAPE THE FUTURE OF THE NATION. LET'S GET THIS DONE RIGHT!"

ENGAGING THE WORKFORCE

IN DIFFERENT GROUPS, PARTICIPANTS WORKED TOGETHER TO IDENTIFY THE FIRST STEPS TO TAKE, TO ENGAGE THE WORKFORCE AND CHAMPION LASTING CHANGE



1. DEVELOP A SHARED VISION
2. INTEGRATION TO SHARE TECHNOLOGY, DATA & INFORMATION TOWARDS A SEAMLESS, WHOLE-OF-GOVERNMENT SERVICES
3. FOCUS ON LONG TERM CAPABILITIES AND AIM TOWARDS A WHOLE-OF-GOVERNMENT CAPABILITY MARKETPLACE

IN GROUPS, PARTICIPANTS IDENTIFIED THE ENABLERS, BARRIERS & CONSIDERATIONS FOR THE APS REVIEW INITIATIVES.

TOP 3 ENABLERS:

1. SUPPORT, DRIVE AND TRUST FROM SENIOR LEADERS TO CONSTANTLY EXPERIMENT AND FOSTER REAL INNOVATION
2. NORMALISE COLLABORATION EARLY, IN AND THROUGHOUT OUR PROCESSES
3. LEARN FROM FAILURES AND LEVERAGE THE OPPORTUNITIES THOSE LEARNINGS PROVIDE

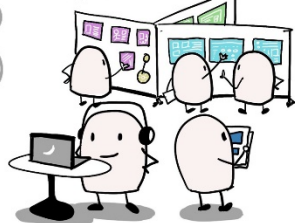
TOP 3 BARRIERS:

1. UNINFORMED BUDGET ALLOCATION, CONSTRAINTS, AND LACK OF INVESTMENT TO DEVELOP PEOPLE
2. FRAGMENTED & OUTDATED SYSTEMS
3. RISK FOCUSED AND BLAME CULTURE

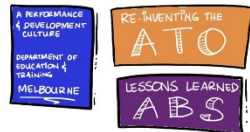
TOP 3 CONSIDERATIONS:

1. ONE SIZE DOES NOT FIT ALL
2. COMMUNICATIONS: MUST CONSTANTLY STAY CONNECTED, CURRENT & RELEVANT THROUGH AVAILABLE COMMUNICATION CHANNELS (FACEBOOK, INSTAGRAM, YOUTUBE, ETC)
3. LEVERAGE DHS' SAID STRATEGIC DESIGN HUB AS A MENTOR FOR COLLABORATION

LEARN AS MUCH AS YOU CAN



PARTICIPANTS IMMERSED THEMSELVES IN INFORMATION AVAILABLE ON A VARIETY OF MEDIA. THESE INCLUDE PARALLELS, EXAMPLES & CASE STUDIES;



SUPPORTING ASPECTS:

- PRIORITISATION
- TRANSPARENCY
- COLLABORATION
- DIVERSITY
- HUMAN CENTRED DESIGN
- ONGOING REVIEW AND EVALUATION



NEXT STEPS & WRAP UP

THE APS REVIEW PROJECT TEAM WILL ANALYSE THE OUTPUTS FROM THE DAY TO FURTHER PLAN & PROGRESS THE IMPLEMENTATION OF THE APS REVIEW INITIATIVES.