

### **A Critical Assessment of Leadership Capability in the Australian Public Sector**

With increased public scrutiny and expectation, as well as a less flexible economic environment, international jurisdictions have begun proactively evaluating leadership capability in the public sector. This study evaluates leadership capability within the Australian Public Service (APS). It presents the results of the first aggregated analysis of the Australian Public Service Commission's Capability Review Programme (CRP) drawing on a content analysis from across twelve federal government departments. The CRP treats leadership as a composite of senior executives' ability to set direction, motivate people and develop people. To this end, the study identifies five key systemic leadership issues across the APS, pertaining to: culture; change management; workforce planning; learning and development; and performance management. These findings are explored throughout the study and are used to inform recommendations to shape the leadership reform agenda for the APS.

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