



Australian Government
Australian Secret Intelligence Service

PEOPLE STRATEGY 2026



FOREWORD

Director-General

The ASIS People Strategy 2026 recognises our commitment to the Service and the corresponding investment by ASIS in every person at every level - building stronger teams and delivering positive impact for Australia. We must continue to value and draw from our unique skills, knowledge and ingenuity, and place emphasis on enhancing our people-focused leadership team. Fostering a more inclusive, diverse and safe workplace culture reflecting contemporary Australia and its values is vital for our success.

As such, I am proud to publish ASIS's People Strategy 2023–2026 (PS2026).

ASIS's mission – to access secrets, disrupt threats and secure Australia's interests – is growing more critical, and the Service faces increasingly complex geostrategic and technological challenges.







Together, we must anticipate and embrace change and respond to tomorrow's challenges. This is what we are all motivated by and contribute to, every day. Ultimately, it is our people who will deliver ASIS's mission.

The strategy provides clear direction on how we will make ASIS an even better place to work and how to boost ASIS's reputation as an employer of choice: because we care for our people, and they are instrumental in delivering ASIS success.

The PS2026 has been developed with our people, for our people, informed through in-depth dialogue, by lessons learned, and shaped by our most recent Staff Survey. It outlines steps we will take in relation to attraction and retention, how we will expand learning and development, provide career support, and better instil positivity, inclusiveness and diversity throughout ASIS's culture.

ASIS PEOPLE STRATEGY 2026

The PS2026 prioritises effort on six areas of focus that, together, make up an ASIS employee's journey in the Service:

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Attract: the right talent, including through an employee value proposition that makes us the employer of choice within the National Intelligence Community
- 
Retain: through the right settings, engender a positive culture and investment in our people
- 
Develop: supporting the career goals of our people with robust frameworks and vocational pathways
- 
Lead: embedding a culture of positive, inclusive people-focused leadership in line with ASIS values and mission
- 
Secure: keeping our people, secrets and places secure
- 
Support: protecting the physical and psychological safety, wellbeing and resilience of our people.



PEOPLESTRATEGY 2026

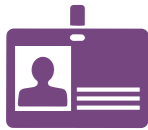


ASIS IS MISSION DRIVEN. AT EVERY LEVEL AND IN EVERY TEAM, IT IS OUR PEOPLE WHO ENABLE US TO ACCESS SECRETS, DISRUPT THREATS AND SECURE AUSTRALIA. THAT IS WHY WE ARE PEOPLE FOCUSED. WE INVEST IN OUR PEOPLE CAPABILITY THROUGH LEADERSHIP, LEARNING AND WELLBEING.

Success by 2026

What we'll do now

Why it matters



RETAIN, ATTRACT

Our people feel they are our most valued capability

- Fit-for-purpose and competitive employment conditions that attract and retain the skills, diversity and experience we need.
- Our workforce has diverse security clearance levels, is valued for its skills and capabilities and all our people know and connect to our culture and mission.
- Bespoke recruitment, onboarding and familiarisation programs embed our culture, values and integrity.
- People-related processes and policies are contemporary, accessible and consistently applied.

Reorient systems and decisions around our people

- Set out and embed the ASIS employee value proposition making us the NIC's employer of choice.
- Apply contemporary and agile recruitment practices to quickly address capacity and capability requirements.
- Ensure people processes and policies are consistently applied to maintain trust in our decision-making.
- Improve the way we use our systems to streamline our customer service and facilitate easier access to policies, tools and advice.

- We are confident the Service has the right skills, diversity, capacity and culture to achieve its mission.
- We feel valued and know where our work fits.
- We trust people processes as they are equitable and consistent with our values.
- We feel rewarded knowing our conditions of service reflect our skills and the level of complexity and risk inherent in our work.
- We are supported by our technology.



LEAD, DEVELOP

We invest in leadership, learning and professional development

- Established career guidance and leadership development is underpinned by a vocational pathways framework.
- We have increased internal and NIC-based opportunities to enhance mobility and learning.
- We value new skills, learning and professional development.
- Authentic leadership of ASIS values and ethics, exemplified by seniors is practised by everyone.

Grow leadership capability at all levels, systemise enterprise learning and professional development

- Develop and establish a career support and vocational capability function to provide career guidance.
- Invest in enterprise learning and development to build core skills and capability across all job families.
- Support our current leaders and grow our future leaders to yield the strongest leadership team, who uphold our ethics and values.
- SES take visible action with their own teams to show investment in our people capability, in order to achieve our mission.

- We know what is expected of us and invest time learning new skills or sharpening current skills.
- We can seek guidance and advice to advance varied career options.
- We invest in learning because it leads to better results and mission outcomes.
- Leaders feel confident and equipped to support the development of their people.
- We all exemplify, with daily actions, our commitment to our values and ethics.



SUPPORT, SECURE

We deliver the mission through our people who feel supported and secure

- Our property portfolio is capable of supporting growth with improved workplace environments.
- Our people feel supported. We nurture psychological safety, inclusion, wellbeing and address issues that may affect a healthy workforce.
- We plan for, and balance required skills, experience and resources to manage psychosocial risks and support people in delivering the mission.

Ensuring our people and places are supported and secure

- Create fit-for-purpose work environments that are secure and safe with better amenity for our people in future.
- Nurture psychological safety: focus on mental health, wellbeing, and inclusion to support resilience and a sense of belonging.
- Mature the tools we have available to manage risks that could affect our safety or wellbeing including: job demands, operational environments and support mechanisms.

- We feel included and a sense of belonging, through Speak Up principles.
- We know how to operate in a secure environment.
- We see asking for advice as a positive benefit, that makes us a stronger organisation.
- We thrive when our workloads are manageable and sustainable.
- Our staff have the support required to perform their role no matter what they do or where they work.

