Your learning and development

Things to think about

The capabilities I need to deliver my work objectives

My capability strengths and gaps. What do I need to develop?

My career aspirations

Creative opportunities to develop my capabilities

## Key actions

Co-create your development plan

Work with your manager to identify and plan to achieve your development priorities for the coming year:

- Examine the capabilities required for your role (and future aspirational roles), including focus and non-focus capabilities – you can find these in your role description.

- Referring to the behavioural indicators for each capability provides a good starting point for considering your strengths and identifying areas for you to develop

- It's important to know that the behavioural indicators are indicative: the emphasis on particular behaviours will vary according to the organisational focus and key accountabilities of each role. Some indicators may not be relevant to the role.

- Complete the Capability Discovery Tool, to reflect on the requirements of each capability level for your role and obtain a customised report of suggested development tips based on your responses.

- You might also ask your manager to complete the Capability Discovery Tool, to identify any "gaps" in your perception of your level of capability. No matter how much of an expert you are (or think you are), getting feedback from someone who observes you at work always helps you perform better.

Points to remember

- Evolving technology is radically changing the workplace and how work is done. You must continually build your capabilities and collect experiences to deliver your work and to progress in your career across the NSW public sector

- The focus on mobility and "transferable" capabilities in the NSW public sector will enable you to move within an organisation or beyond it according to your capabilities and interests, as new opportunities become available. Look for opportunities to apply your capabilities in different roles and learn from varied experiences
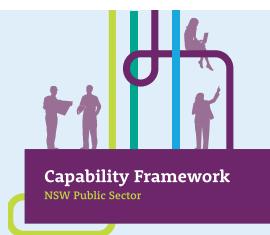
The **Capability Framework** describes the core capabilities or knowledge, skills and abilities public sector employees require to perform their roles effectively. The Framework provides a common foundation for workforce management and career development activities.

Key actions continued

- Follow up by talking through the development tips and discussing any "gaps" with your manager. Specifically discuss your capabilities and technical knowledge, the range of experiences you have had, and your career plans.

- Discuss available development opportunities that will close gaps in your capability or performance, and which of these may be most appropriate for you, taking into account location, cost, etc. Activities need not be limited to classroom-based training or formal education programs – be creative!
  You could try:
  - Meaningful on-the-job experiences, such as "stretch" projects.
  - Exposure to and exchange with others, such as mentoring, job-shadowing, job rotation or volunteering.
  - Joining a NSW Public Sector Community of Practice, to network with other professionals and develop channels for communication and information sharing.
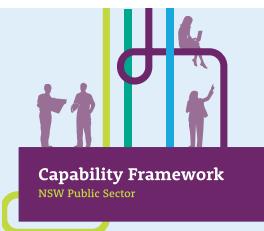
Prepare for regular development discussions

- Which capabilities do you need to develop further? Ask yourself what you are doing in your role that you could do better, and what is it you would like to be doing more of? Prepare to discuss with your manager how these activities can be incorporated into your work plan to assist you in developing the capabilities you need.

- Capability building is a daily and ongoing process: reflect on the importance of capability development in enabling you to meet the key accountabilities of your current role and previous roles and to contribute to an organisation as a whole.

- Diarise regular meetings with your manager, and talk to your manager about how they can best support you in developing your capabilities and performance.

- At each meeting, discuss successes and disappointing outcomes over the preceding period. Listen to feedback based on your manager's observations of your job performance and ask questions to understand how you are progressing. Discuss lessons learnt and what you'd do differently next time.

- Reflect on your development: work with your manager to review how you are applying what you have learned on the job, and adjust your plan if further capability growth is required.

Points to remember

- Connect with peers with shared interests or a similar practice area by joining one or more of the Communities of Practice, which are structured, sector-wide professional interest groups open to all NSW government employees.
  As a member, you will have the opportunity to attend events where you can share your own capability building experiences, as well as information and resources, with contacts from across the sector

Toolkit

- Capability Discovery Tool
- NSW Public Sector Communities of Practice resources
- ICT Career Pathway Framework (for ICT professionals)
- Performance Development Framework Employee Guide
- NSW Leadership Academy
- Aboriginal Employment and Development Program
- Aboriginal Career and Leadership Development Program
- Career Pathway Template
- Agency learning and development guides

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