

Supporting employee career planning and team mobility

Things to think about

Changes in the nature of work and career paths

The need for workforce agility in the context of continual change

The part of capabilities in building an agile workforce

Motivating and supporting my team members in their career aspirations

My own career development and what I model

Key actions

Consider current and future workforce trends and capability needs

- For each of your team members, review the capability levels they require to effectively perform their role as listed in their role description, and consider how capabilities should be applied to achieve the key accountabilities of their role.
- Explain to team members that they should look for opportunities to grow their capabilities through varied experience, exposure and education. Public sector employees today need to demonstrate agility and the ability to move between roles and agencies to enable delivery of solutions that meet the needs of the community and clients. The notion that a person will follow a linear career pathway is gone. Roles are evolving in response to changing organisational needs, and employees may be required to make multiple moves between occupations and areas of expertise.
- Role descriptions contain details of the capability levels required by an individual to perform a role effectively. As organisational needs evolve, regularly consider and, where necessary, revise focus capabilities and capability levels in role descriptions to reflect the organisation's changing priorities.

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Points to remember

- Motivate your team with a variety of lateral capability growth experiences, not only linear vertical role progression
- Discuss with your team members how capability development will improve their value or 'marketability'
- Actively seek out and broker development opportunities for members of your team, and reciprocate by offering opportunities for employees from other teams
- Role-model capability development for your team. Show your team how you are accessing career development experiences, such as job shadowing and on-the-job learning, and take advantage of mobility opportunities, such as secondments and temporary assignments

Key actions continued

- Encourage team members to be flexible in their work and career approach – discuss and explore the diverse options open to them.
- Work with each of your team members to design a potential career pathway, based around capability growth in a variety of different roles and organisational environments. Identify the experiences that will help each team member to develop the capabilities that they and the organisation will need now and in the future.

Broker development opportunities

- Become a broker of talent; work with your network of peers across the sector to source talent for your own team and to discover opportunities for your team members to work in other teams to gain broader experience and build their capabilities.
- Identify and leverage job opportunities that could help your team members develop capabilities that the organisation will need in the future:
 - Temporary assignments
 - Secondment opportunities
 - Transfers
- Encourage your team members to share and build their capabilities and to develop their professional networks. For example, by joining a NSW public sector Community of Practice for their functional area.
- Look for opportunities for team members to collaborate with other teams on specific projects or pieces of work to share their capabilities and help each other to grow. Discuss with your team members what insights they have gained into other types of work that may interest them and other career and capability development opportunities on offer.

Toolkit

- Capability Discovery Tool
- NSW Public Sector Communities of Practice resources
- Career Pathway Template
- ICT Career Pathway Framework (for ICT professionals)
- Workforce Planning Guides
- Agency developed resources