What's important to me

Planning Strategy
High performance Enabler
Business partner People
Culture Engagement
Development Budget
Workforce analytics Choice Value Funding

What I think about

- What value does my team deliver to the organisation?
- Does our HR team have the right mix of capabilities to deliver outcomes?
- Are workforce decisions underpinned by data and evidence rather than just good ideas?
- What technology, policies and processes in place to enable the business to manage the workforce effectively?
- Do business leaders have the capabilities required to manage our workforce?

What I say

- "I support my Agency to deliver its business outcomes through the workforce"
- "I contribute to solving complex business challenges using a workforce lens"
- "I provide data and systems to managers so that they can see the impact of workforce strategies on business outcomes"
- "I facilitate a partnership between our Agency and workforce based on mutual benefit"
- "I work with others to facilitate mobility and learn from their experiences"
- "I am empowered to ensure our organisation has the capabilities it needs now and in the future through Agency-wide development, recruitment and retention strategies"
- "I coach and mentor leaders in the organisation to ensure they have the capability to manage their people effectively"

How I act

- I use data and insights to inform and make decisions about our people strategy
- I develop and apply effective recruitment strategies for all segments of our workforce
- I regularly spend time with business leaders to discuss service delivery requirements and evolving work models, and the implications for our workforce
- I provide information about the workforce to support business leaders in making decisions
- I spend time building the people management capability of our organisation's leaders
- I drive continuous improvement in our HR function

How I know I have succeeded

- Workforce capability profile aligned with business needs
- Measurable positive impact of workforce strategy on business outcomes
- Increased employee diversity
- Increased productivity
- Increased employee engagement
- Internal and external customer satisfaction

Some of the supports I use

- Human Capital Management system to manage information about our workforce and make evidence-based decisions
- Capability Framework to inform workforce planning
- Merit Selection rules to recruit employees, and manage temporary employees and contingent labour
- Performance Development Framework to create a consistent approach to managing the workforce

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What's important to me

Customer Minister
Contestability Government
Choice Values State Priorities
Premier's Priorities Leadership pipeline Funding
Service delivery Productivity People Culture

What I think about

What I say

What I think about my Agency need to deliver over the next 1-3 years?

What work does my Agency need to deliver directly versus indirectly through others?

What kind of workplace culture do I need to shape for my Agency?

How do I work with my peers to make mobility happen?

How does my team create successful working relationships with outsourced providers?

How I act

• I consider workforce factors in every business issue I have to address

• I regularly collaborate with my peers to discuss workforce talent and mobility options to promote broad experience at all levels

• I conduct regular strategic workforce planning as an integral part of corporate planning

• I develop and test innovative service delivery models

• I have regular conversations with my direct reports on their career and development plans

• I analyse workforce and customer data for my business area to help generate ideas to optimise outcomes for the public

• I understand employee engagement and the key drivers and outcomes of this metric

What does my Agency need to deliver over the next 1-3 years?

“I believe in the importance of developing a talent pipeline for our Agency and the public sector”

“I explore new and different ways of delivering services”

“contestability”

“government”

“I align the work we do and how we do it to the strategic direction of our Agency”

“I plan for the capabilities my Agency will need in 1-3 years”

“I work with colleagues across the public sector to help solve business and workforce challenges”

Some of the supports I use

NSW Government Leadership Academy

Capability Framework to assess the current and future state capabilities of my business

Opportunities for mobility for my team across the public sector

A single public sector Senior Executive to support me with my career

Human Capital Management Systems provide the information I need about my workforce to make evidence-based decisions

How I know I have succeeded

• Increased productivity

• Increased customer satisfaction

• High employee engagement

• Retention of high potentials in the Agency and public sector

• People want to work at our organisation. We are a preferred employer.

Senior Business Leader
Workforce Management

“I believe in the importance of developing a talent pipeline for our Agency and the public sector”

“I take a whole-of-government approach to solving business and workforce challenges”

“I align the work we do and how we do it to the strategic direction of our Agency”

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Senior Business Leader Workforce Management
What I think about

• I identify priorities (aligned to strategic business goals) and the appropriate workforce resources (internally and externally) to deliver these

• I review the 6-12 month program to check that work design, capabilities and resources align with organisational priorities

• I identify how work can be delivered flexibly or virtually to meet both individual and organisational outcomes, and the required technology, policies or infrastructure to support them

• I have regular conversations with my team about how we are doing in achieving our goals and maintaining a positive work environment

• I ensure my team understands how their work contributes to the organisation’s objectives

• I see my most important job as creating the conditions for my team to do great work

• I create an inclusive and collaborative team culture where everyone’s views are valued

• I collaborate with people leaders across my Agency to make mobility a reality, finding staff with the right capabilities to fill roles and provide opportunities to develop our workforce’s skills base

• I give timely, regular and constructive feedback to my team

What I say

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• I regularly review my team’s career goals and look for opportunities for them

Some of the supports I use

- Hiring Manager’s guide to conduct fit for purpose recruitment and selection
- Ethical Framework and Behaving Ethically resources to ensure my team understands their roles and responsibilities in acting ethically
- Capability Framework to plan the workforce I need and build a team that is aligned with the organisation’s strategic objectives
- Performance Development Framework Guide for Managers to maximise individual and team performance

How I know I have succeeded

- High employee engagement
- Improved customer satisfaction
- Retention of high potential employees in the public sector
- Staff see our regular performance management conversations as a positive driver to their career progression