What we think about

- The role of Government in service delivery?
- What trends or events in the external environment are impacting the public sector?
- What is the role of Government in service delivery?
- What capabilities do we need and how do we ensure we have a diverse workforce with those capabilities?
- How do we engage our workforce such that we deliver on our EVP promise to be a preferred employer?
- How do we create a workforce reflective of the community?
- How can we select and develop public sector leaders to be great people managers?
- What are the priorities of the Government?

What we say

- “We look for the right mix of private, not-for-profit and government organisations to deliver public services”
- “We collaborate to act as one public sector in solving whole-of-government challenges”
- “We develop a pipeline of future public sector leaders”
- “We configure our work and how we do it to meet emerging priorities”
- “We adjust our services to meet community needs and expectations”
- “The workforce is our main asset in giving effect to the Government’s policies and services”

How we act

- We apply a range of different business models and innovate to make the public sector more efficient in its direct and indirect delivery of services
- We champion and role model the highest standards of ethical and professional behaviour
- We create working partnerships with our non-government service providers
- We foster a high performance culture through clear direction, effective conversations and strong employee engagement
- We work together to foster workforce mobility across the sector
- We lead and support the public sector through significant change and reform programs
- Share information with, and gather feedback from, all other Agency Heads in our Clusters

How we know we have succeeded

- Improved mobility throughout the public sector
- Increased workforce diversity
- Increased productivity
- Government/Minister satisfaction with capacity to deliver
- High employee engagement
- Employee results to set priorities to improve our people management
- People Matter Survey
- Employee Value Proposition for NSW Government to attract the best talent
- Workforce Profile and State of the public sector reporting to understand the current workforce and plan for the future
- Leadership Academy to develop a pipeline of public sector leaders

Some of the supports we use

- Employee Value Proposition for NSW Government to attract the best talent
- Workforce Profile and State of the public sector reporting to understand the current workforce and plan for the future
- Leadership Academy to develop a pipeline of public sector leaders
- People Matter Survey
- Employee results to set priorities to improve our people management
What we think about

How do we best design work to deliver outcomes?
What are the capabilities we need to do the work?
What is our organisational culture and what does it need to be?
How can we best meet the needs of our customers?
What work will our Agency be doing into the future?
How do we think and act as part of one public sector?

How we act

- We use **capabilities as the foundation** for every aspect of workforce management
- We use a **range of approaches** to source the capabilities we need (from within and beyond the sector)
- We use mobility provisions for **mutual benefit** – to develop careers and resource business priorities
- We recruit with confidence because we use **fit-for-purpose strategies** and assessments to meaningfully inform our decisions
- We make decisions based on good information, measure the effects of what we do on business outcomes and **employee engagement**, and look for stories in our data
- We design the work we do, and the way we do it, with **inclusion** in mind
- Our workforce planning prepares us to be **agile and responsive**, able to deliver on current and future business priorities
- We value **supportive and capable leadership**, and invest in our current leaders and future pipeline
- Our **workforce culture** is welcoming, respectful and collaborative

How we know we have succeeded

- We use a **range of strategies** to manage and engage people, understanding their aspirations, acknowledging their contributions, and encouraging them to grow
- We are **advocates** for the sector as an employer of choice
- Each of us is clear about our **contribution** to the organisation’s direction

Some of the supports we use

- **Employee Value Proposition** for NSW Government to attract the best talent
- **Human Capital Management** System to make decisions based on workforce information and data
- **Leadership Academy** to develop a pipeline of public sector leaders
- **Government Employee Number** to manage the workforce as one sector
- **Capability Framework** to inform workforce planning
What I think about

• I make performance development the top priority for my workforce, for mutual benefit
• I look at a wide range of options when considering how to best deliver services
• I see my Agency’s ability to partner with people from other sectors as a key measure of success
• I collaborate with other Agency Heads to build a strong leadership pipeline across the public sector
• I collaborate with peers across the public sector to develop solutions to service delivery and policy challenges
• I value and reward strong communication, collaboration and contract management capabilities in managers of outsourced service delivery arrangements
• I am visible as a leader and spend time with people of all levels in my organisation

What I act

• I champion the Agency’s values and ethics and expect the highest standard from my team
• I regularly review how work is designed and delivered, ensuring it aligns with business outcomes
• I cultivate an environment of trust and inclusion, inviting ideas from anyone, anywhere
• I build agile teams that can adapt to match challenging environments and stay ahead of future needs and problems

How I know I have succeeded

- High employee engagement
- Increased productivity
- Improved customer satisfaction
- Increased mobility and positive performance ratings for Executives across the Public Service
- Increased workforce diversity
- Government/Minister satisfaction

Some of the supports I use

- Employee Value Proposition for NSW Government to attract the best talent
- Workforce Profile and State of the sector reporting to understand the current workforce and plan for the future
- The KPI Framework to monitor and respond to workforce metrics
- Leadership Academy to develop a pipeline of public sector leaders