

Strategic Directions – Towards 2025

Our Ambition

A world class public service where our people can do their best work for the citizens of NSW.

Our Purpose

We are the NSW public sector’s trusted partner and advisor; shaping and aligning world class workforce strategy, to underpin the sector’s outcomes for the citizens of NSW.

Our Approach is to...

- **Align** and prioritise our work to match the strategic needs and desired outcomes of the sector
- **Collaborate** with people across the sector to design and deliver practical solutions to workforce issues
- Use **innovative and contemporary** design principles when developing and shaping our work
- Use **evidence and data** to drive insights and effective decision making
- Uphold the **values** of integrity, trust, service and accountability
- Present information in an **easy to understand** way, and create solutions that remove complexity and red tape
- **Measure** the impact of our work, and take a **continuous improvement** approach
- **Walk the talk**, we don’t ask of others things we aren’t prepared to test or implement ourselves.



Our Progress Indicators

- ≥65% average **employee engagement**
- Increase in internal and external **customer satisfaction**
- Government’s **overall progress** on its published goals
- YOY **increase in women in senior leadership** (50% gender equality by 2025)
- YOY **increase in Aboriginal participation at all levels** (114 Aboriginal leaders by 2025)
- YOY **increase in disability participation at all levels** (5.6% participation by 2027)
- YOY **decrease in reported bullying**
- Measurable **talent mobility** across the sector
- Recognised as an **Employer of Choice**

Our sector Enablers

- Sponsor, design and deliver leading **workforce strategy**
- Provide workforce and performance **data and analytics**
- Develop **thought leadership** on workforce challenges
- Deliver practical **frameworks, guidelines, tools and resources**
- Sponsor sector-wide **projects and events** that enable capability development
- Build high performing sector **capability**
- Deliver nation leading **digital platforms**
- Provide highly valued advice on **legislation**
- Act as the **sector connector**, ensuring great work is being shared to avoid reinventing wheels

Key Focus Areas – 2018-2021



Work of the Future

We strive to be strategically and operationally prepared for the work of the future, our leaders are equipped to lead our people through transformation and change and our people are skilled in the areas that best align with citizen outcomes.

1. Develop a **future of work roadmap and narrative**, including on-going reform planning that aligns to future workforce needs supported by a fit-for-purpose legislative and regulatory framework.
2. Deliver sector-wide guidelines for **strategic workforce planning**, including dynamic approaches with new sources of market intelligence that can chart the capabilities required to meet future work demands.
3. Drive development and uptake of new ways of working, including **flexible working, digital, agile, and co-design** methodologies to ensure effective and efficient outcomes.
4. Build **transformation and change capability** that will enable the sector to adapt more quickly, reduce the costs of change and realise benefits faster.
5. Scope for delivery of a sector-wide **Online Learning Academy** that is learner centred, and allows for scaled creation, curation and collaboration that will enhance public sector employee's ability to reskill and adapt faster to new demands.



Culture and Values

We foster a culture in which customer service, initiative, and the achievement of results is strongly valued. We aim to create a world-class employee experience, where values and ethics are upheld, the culture is inclusive and safe, and the environment is one where people are enabled to deliver their best work for citizens.

1. Embed the values of **integrity, trust, service and accountability** in sector systems and practices.
2. Develop ways to make/improve the **employee experience**, and therefore the **customer experience**, using digital approaches to cross-cluster work.
3. Continue to identify sector-wide themes, and help drive solutions, through the PMES results that will help us improve **culture and engagement**.
4. Continue to evolve and focus on the **employee value proposition** and employment brand to ensure the public sector is considered an employer of choice and a highly sought after place for talent.
5. Strive to create workplaces that are **ethical, positive and productive** and safe for employees and customers.



Capability and Performance

We apply leading practice leadership and capability development, recruitment, talent management, and performance management to ensure we are a high-performing and productive sector that always provides service excellence to citizens.

1. Evolve our **recruitment** strategy, approach and measures of success to meet future internal needs and external expectations, using the 2017 Recruitment Review report to guide our future thinking.
2. Drive the implementation of **talent management** approaches that focus on tailored development of talent pools, career development and purposeful mobility.
3. Continue to evolve sector wide executive **leadership** capability through the delivery of the Leadership Academy and our Graduate programs.
4. Deliver guidelines for contemporary **performance management** systems, processes and practice.
5. Build broader **capability** beyond leadership in areas such as Management, HR, Customer Experience and Digital to align with the future of work needs.



Performance Reporting, Data and Digital

We have the digital platforms, tools, capability and capacity to drive a consistent and high-quality workforce analytics program. This provides the insights and direction for senior leaders to, in addition to developing an increasingly engaged workforce, also provide evidence that supports continuous improvement to outcomes for citizens.

1. Co-ordinate and deliver the annual **PMES Survey** and results, the **State of the NSW Public Sector Report** and the **Workforce Profile** to drive focus and alignment of workforce priorities for the sector.
2. Provide an **advanced analytical function** through an enhanced **benchmarking capability**, linking workforce management initiatives to organisational and service outcomes.
3. Developing effective **data flow management**, to enable real-time data for reporting, whole-of-sector mobility and predictive analysis.
4. Develop and implement a **research agenda** through the use of our extensive data assets, capabilities and connections from within and outside the sector to provide thought leadership to our most difficult workforce challenges.
5. Develop a whole of sector **Workforce Technology Roadmap** that interfaces with cluster specific HCM systems, that will enable the sharing of critical workforce data to allow for improved recruitment outcomes, talent mobility, and other sector-wide workforce initiatives as they arise.



Diversity and Inclusion

We endeavour to exemplify best practice for a diverse, inclusive and accessible workforce that reflects the communities we serve, unlocking the ability to anticipate and deliver community needs more effectively.

1. Influence the **engagement of diversity and inclusion as a core strategy** across the sector – move beyond a compliance mindset and address the challenges involved in creating a diverse and inclusive workforce that is enabled through flexibility.
2. Evolve the **Aboriginal employment strategy** to progress us further towards our 2025 targets.
3. Evolve our **women in leadership** strategy to progress us further towards our 2025 targets.
4. Partner with Department of Family and Community Services (FACS) to progress towards our 2027 targets for **'Jobs for people with disability'**.
5. Develop and implement the **flexible working 'If Not, Why Not'** strategy by end of 2019, ensuring it is sustainable in its implementation.



Role Model Agency

The PSC strives to be a role model agency, with a strong customer focus, and we never ask of others what we aren't prepared to implement ourselves. We aim to be exemplary when it comes to living the values, and honouring our approach to our work in the sector.

1. We **live the values** of integrity, trust, service and accountability every day. We understand that we are **stewards of the PSC and the Public Service**, and always ensure that our work is delivered in an enduring and sustainable way for the future of the sector.
2. We strive to be a **role model agency**, we test our work on ourselves (where possible) before we launch anything new to the sector, and always try to see our work through lens of the audience.
3. We work hard to have **high standards of communication and project management** and do what we say we will when we say we will. If things do go off track (as they sometimes do), we keep everyone in the loop and up to speed on next steps.
4. We value our **people**, and we work as **one team** to achieve a highly engaged, collaborative, and high-performing culture. We recognise and appreciate that everyone at the Commission, regardless of role, plays a valuable part in the PSC producing its best work for the sector, and know our capability is far greater as a collective than as a group of individuals.
5. We aim to be **exemplary** in the way we deliver guidance, advice, and customer service to our colleagues across the sector.