

What we say

"We work people for who they are"

"The work we do is valued"

"We offer great careers, with choice"

"We seek out opportunities to collaborate on common problems across the public sector"

"Our leaders understand the importance of good workforce management to business"

"We think and act as part of one public sector"

"We respect our leaders"

nd d nt "We pilot new and innovative approaches to service delivery and work design"

"We are motivated to do our best work"

"We value diversity of experience, perspective and capability"

What we think about

How do we best design work to deliver outcomes?

What are the capabilities we need to do the work?

What does our Agency need to deliver?

What is our organisational culture and what does it need to be?

How do we think and act as part of one public sector? needs of our customers?

future?

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 fitfor-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

- 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

How we know we have succeeded

- High employee engagement
- Improved customer satisfaction
- Increased productivity
- Increased workforce diversity
 - Government/Minister satisfaction with capacity to deliver
 - Increased mobility throughout the public sector

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



NSW Government 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's important to me

State Priorities Premier's Priorities Government High performance Accountability Leadership Trust Digital Customer Choice Value **Employee engagement** Service delivery Stewardship Contestability



Commission

What I say

"I collaborate with my peers to optimise our workforce's contribution to Agency and public sector outcomes"

"I consider public, private and nongovernment options for delivery of public services"

"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"

"I create a high performance culture in my Agency"

What I think about

What is the role of government in service delivery?

How do we provide our workforce with an environment and the opportunities to have satisfying careers?

our organisation need to act to make our Agency an inspiring place to work?

What work will our Agency be doing in 5-10 years?

What capabilities does our organisation need in order to deliver services directly and through partner organisations?

How can we expand our talent network to include partnership with sector, borrowed, freelance and opensource talent?

How act

- 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

 I champion the Agency's values and ethics and expect the highest standard from my team

How know 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 luse



Employee Value Proposition for NSW Government to attract the best talent



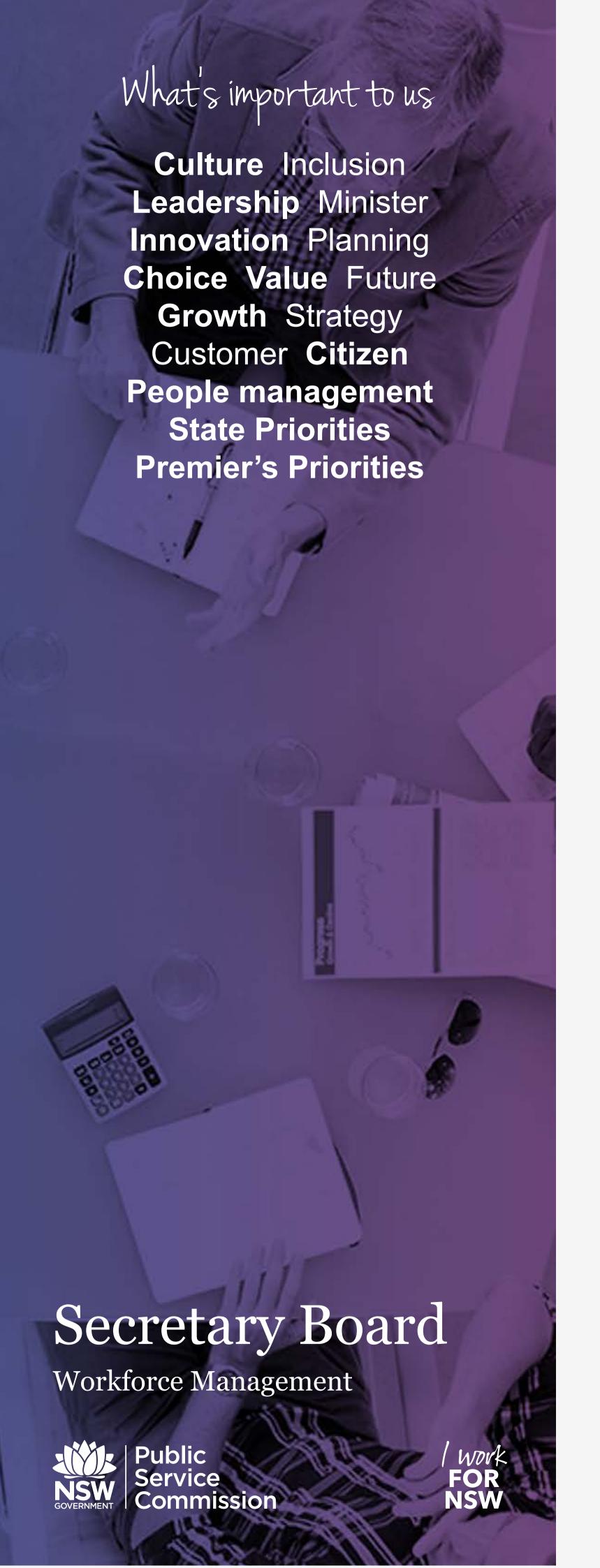
Workforce Profile and sectorwide and cluster data analysis to understand the current workforce and plan for the future



The KPI Framework to align workforce strategy with business outcomes and Workforce Dashboard to monitor and respond to workforce metrics.



NSW Government Leadership Academy to develop a pipeline of public sector leaders



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"

"The workforce is our main asset in giving effect to the Government's policies and services"

"We adjust our services to meet community needs and expectations"

What we think about

What is the role of Government in service delivery?

What trends or events in the external environment are impacting the public sector?

How can we select and develop public sector leaders to be great people managers?

What capabilities
do we need and
how do we ensure
we have a diverse
workforce with
those capabilities?

What are the priorities of the Government?

How do we create a workforce reflective of the community?

How do we

engage our

workforce such

that we deliver

on our EVP

promise to be

a preferred

employer?

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

 We share information with, and gather feedback from, all other Agency Heads in our Clusters

How we know we have succeeded

- High employee engagement
- Improved customer satisfaction
- Increased productivity
- Increased workforce diversity
- Government/Minister satisfaction with capacity to deliver
- Increased mobility throughout the public sector

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



NSW Government Leadership Academy to develop a pipeline of public sector leaders



People Matter Employee
Survey results to set priorities
to improve our people
management