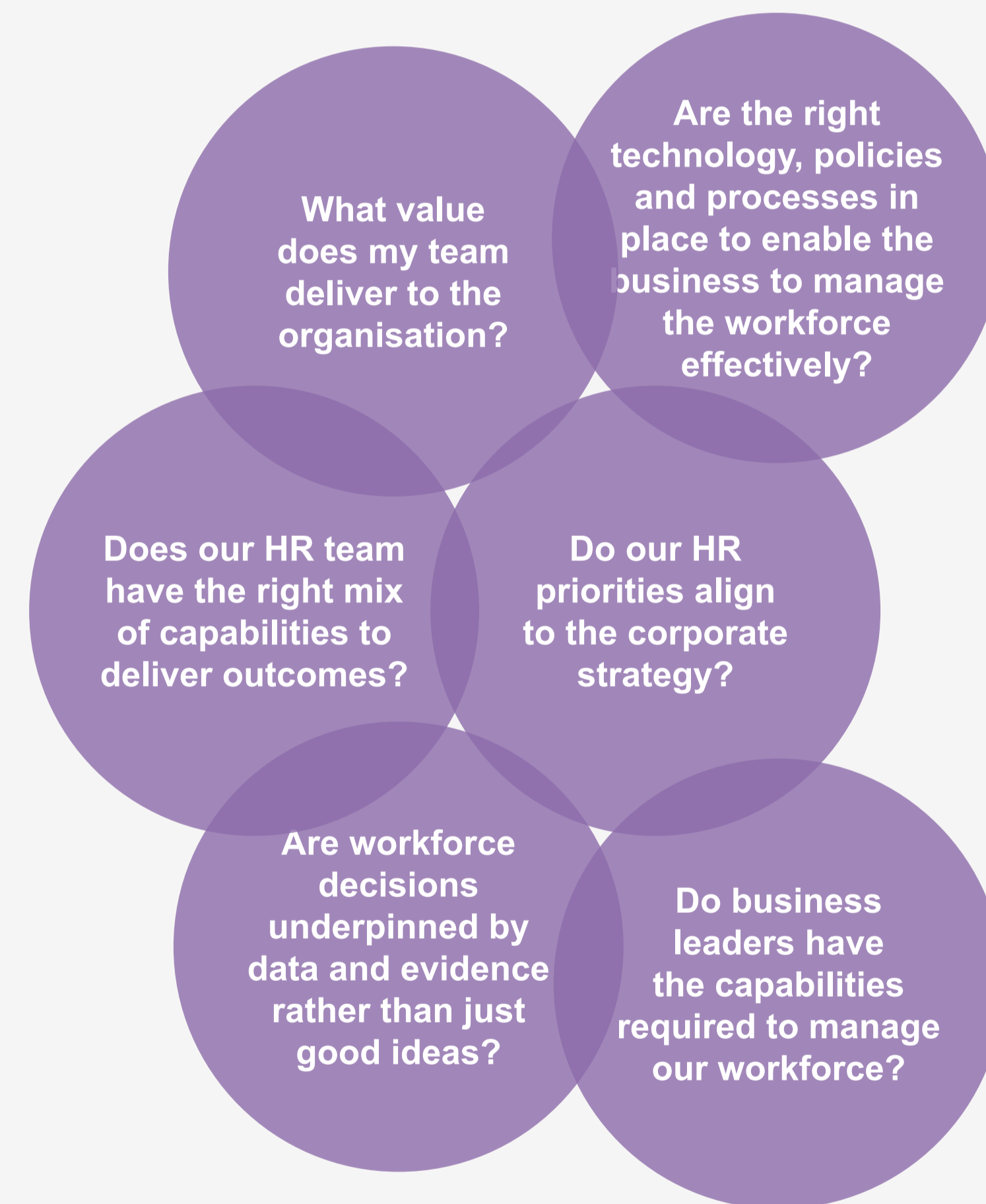## What's important to me

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

HR Leader
Workforce Management

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 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"

"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"

What I think about

What value does my team deliver to the organisation?

Are the right technology, policies and processes in place to enable the business to manage the workforce effectively?

Does our HR team have the right mix of capabilities to deliver outcomes?

Do our HR priorities align to the corporate strategy?

Are workforce decisions underpinned by data and evidence rather than just good ideas?

Do business leaders have the capabilities required to manage our workforce?

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
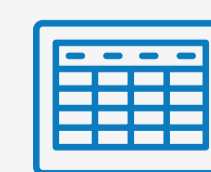
Capability Framework to inform workforce planning

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

What's important to me

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

Senior Business Leader

Workforce Management

What I say

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

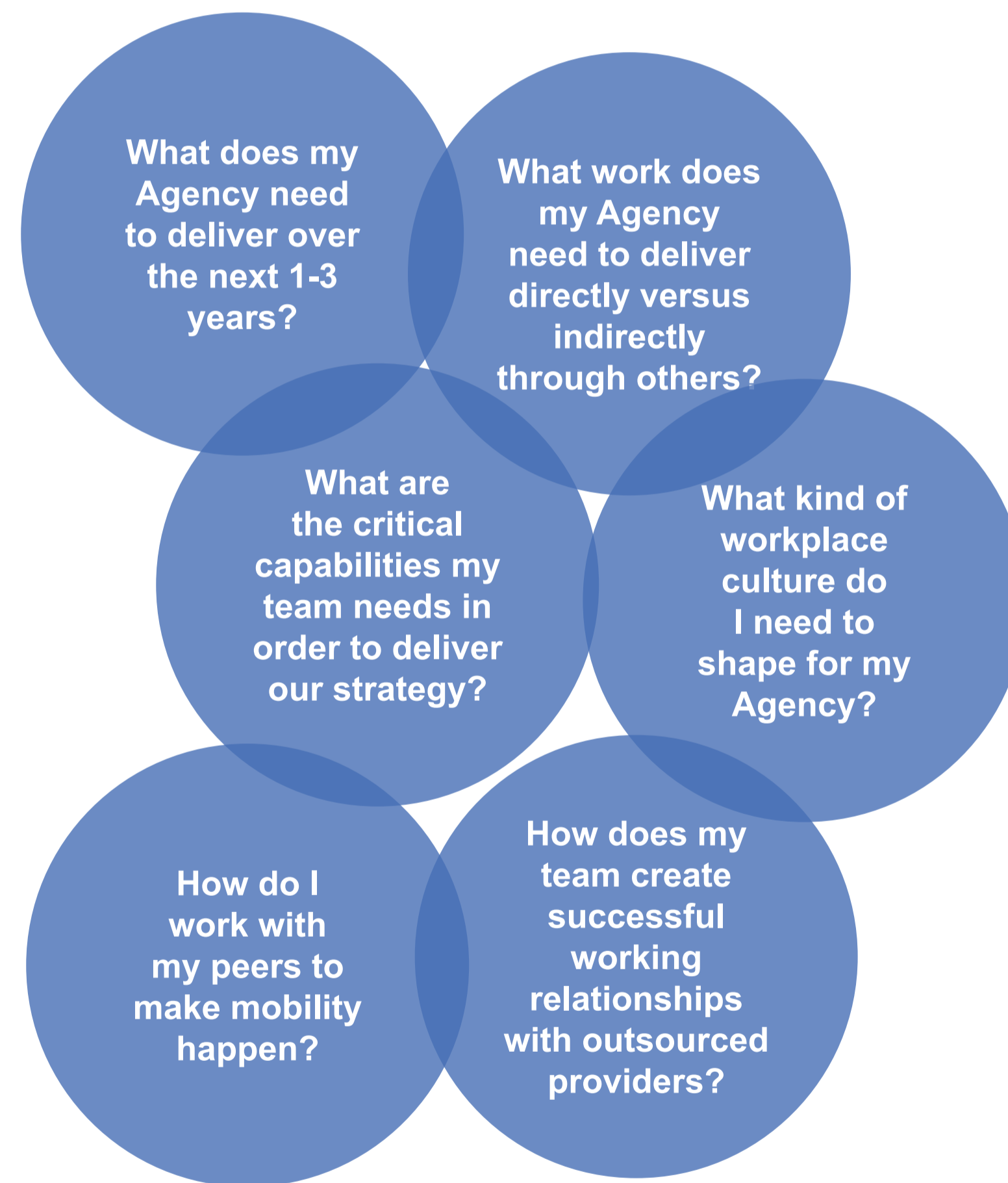"I explore new and different ways of delivering services"

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

"I plan for the capabilities our Agency will need in 1-3 years"

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

"I work with colleagues across the public sector to help solve problems and source great talent"

What I think about

- What does 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 are the critical capabilities my team needs in order to deliver our strategy?
- 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

- My workforce management practice gives high priority to the drivers of high **employee engagement**

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

Some of the supports I use
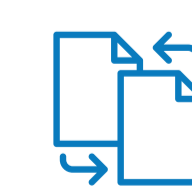
- NSW Government Leadership Academy
- Capability Framework to assess the current and future state capabilities of my business
- Opportunities for mobility for my team across the public sector
- A single public sector Senior Executive to support me with my career
- Human Capital Management Systems provide the information I need about my workforce to make evidence-based decisions
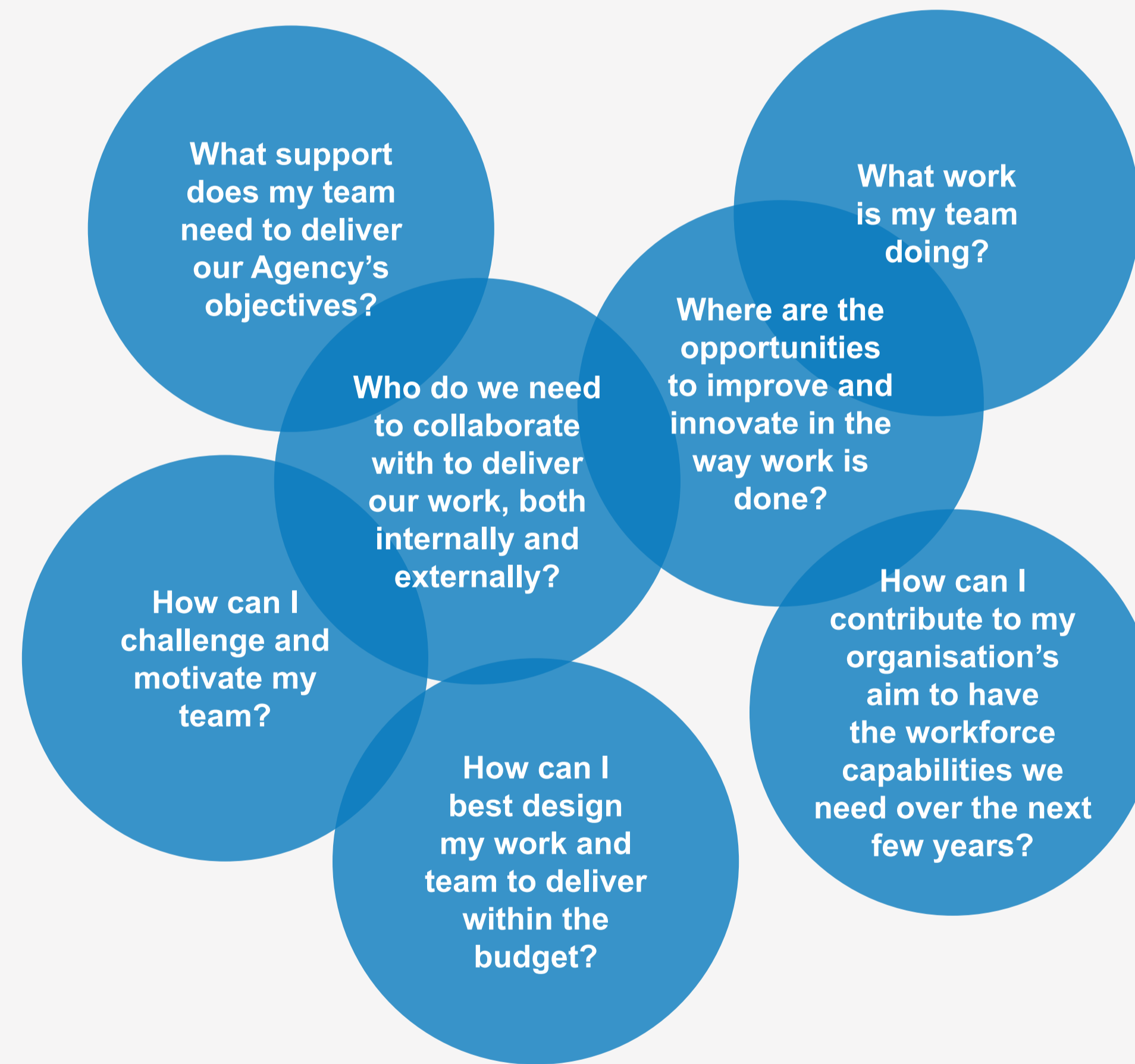
Team Leader

Workforce Management

What I say

"I ensure my team understands how their work contributes to the organisations 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"

"I adapt the way that work gets done to align with the organisation's priorities and my team's capability, strengths and development"

What I think about

What support does my team need to deliver our Agency's objectives?

What work is my team doing?

Where are the opportunities to improve and innovate in the way work is done?

Who do we need to collaborate with to deliver our work, both internally and externally?

How can I challenge and motivate my team?

How can I best design my work and team to deliver within the budget?

How can I contribute to my organisation's aim to have the workforce capabilities we need over the next few years?

How I act

• 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 regularly review my team's career goals and **look for opportunities** for them

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
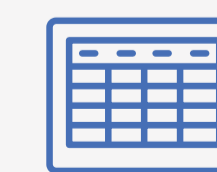
Some of the supports I use

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