The state of workforce reform
Detailed findings and recommendations on individual elements of the reform program

A companion to *The state of workforce reform: summary assessment*

The NSW Public Service Commission (PSC, or Commission) recently commissioned Deloitte to find out how the public service is faring with the workforce reform agenda, based on the principles and settings of the *Government Sector Employment (GSE) Act 2013*.

It wasn't a compliance audit. The review was done to take a sounding of agencies' and individuals' experience so far; understand the extent to which the reform intent is realised in practice; identify any GSE settings needing adjustment; and develop an approach for the broader sector to complete a successful transformation.

In June and July 2015, Deloitte met with a cross-section of 120 staff from five different clusters (FACS, Justice, DPE, DPC and the then DTIRIS) including Secretaries, business leaders, HR and GSE leads, people managers and non-executive staff. We thank the individuals and agencies involved for their contribution.

Developed collaboratively by the PSC and Deloitte, this report details what people said about each of the core elements of the reform agenda (defined as mobility, capability, recruitment, values and ethics, performance management, leadership, diversity and inclusion, better evidence and data, and workforce planning).

Specifically, it provides detail on people's: understanding of, and commitment to each reform element; sense of their ability to implement; and progress to date. It also recommends ways the PSC and clusters might address the challenges and opportunities raised.

It should be read as a companion to *The state of workforce reform: summary assessment* (draft, as at 7 September 2015), which outlines overarching findings, observations and recommendations for both clusters and the PSC in realising the full potential of reform.

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For each reform element, three slides have been developed which detail findings, data points and recommendations.

1

The Findings slide outlines the insights and evidence point for that reform area mapped to the Current State Assessment framework of measuring commitment to the vision, ability to implement and progress to date.

2

The Data slide outlines the findings from the worksheets that participants completed in the focus groups, as well as the frequency of suggestions mapped to themes as generated in the focus groups. More details on these are in the Appendix.

3

The Recommendations slide outlines recommendations mapped to various categories and assigned to different owners.

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The potential of the mobility reform is widely appreciated, however the new provisions are not being used regularly.

Theme	Insight	Evidence
Commitment	**Mobility is seen as an enabler for a more responsive and flexible public sector**	• Mobility is seen to have great potential and is one of the cornerstones of the GSE reforms. Secretaries are already utilising it for moving senior level positions around.
Ability	**Implementation of mobility is obstructed by a lack of clarity around processes and the fact that systems are yet available to allow viewing of opportunities**	• There is a lack of information or visibility of information about individual needs and cluster or sector-wide opportunities. People managers are looking for the ability to view and access talent pools from other clusters within the public sector. Employees would like to be able to search, filter through and get alerts of mobility opportunities based on preferences. • Processes and rules around mobility are seen as complicated and elongated, obstructing the realisation of the mobility intent, "either streamline the rules or make them easier to understand". • The requirements for transfer and secondment are too tight/labour intensive, maybe due to misinterpretation of the statutory requirements by agencies. • People did not demonstrate understanding of the different types of mobility, i.e. transfer, secondment, assignment to role and can't see how the settings might work in practice.
	Manager capability and mindset is critical to facilitating mobility	• Lack of management support (identifying opportunities, understanding and facilitation of the process and "letting go" of people) is a key challenge for enabling mobility.
	There is a predominant culture of "job ownership" which hinders mobility	• For employees there is a prevalent culture of "owning a job" and for managers there is a prevailing culture of "owning a resource" and "establishment". • "Assignment to role" is not consistently understood.

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The potential of the mobility reform is widely appreciated, however the new provisions are not being used regularly.

Theme	Insight	Evidence
Progress	**The full potential of mobility is not yet being realised**	• At the moment there is "more talk than walk" in this reform area and stakeholders haven't seen enough people moving across clusters, within a cluster or more broadly across the sector. • The good news stories are yet to be shared and the business benefits are not apparent. • There is a perception that talent pools will provide a mechanism for mobility but without sector-wide commitment and the systems to share data, mobility is not yet a lived experience. • (Note: stakeholders are focused on the value generated by movement between clusters but didn't talk a lot about how they are operationalising it within their own agencies, where much of the benefit is to be found).

The full potential of the mobility reform is not yet being experienced by any of the stakeholder groups

Secretaries (n=5): "Our organisation can move staff (through reassignment, transfer or secondment) easily and rapidly to optimise business outcomes." — 2.8

Business Leaders (n=19): "Our organisation can move staff (through reassignment, transfer or secondment) easily and rapidly to optimise business outcomes." — 2.9

People Managers (n=38): "I look across the organisation and public sector to find and source the best talent." — 2.4

Employees (n=36): "I can see opportunities for a career in the public sector and can grow and develop through transfers and secondments." — 2.9

Employees and managers are most concerned with the application and implementation of GSE, whilst HR is focused on enhancing the settings
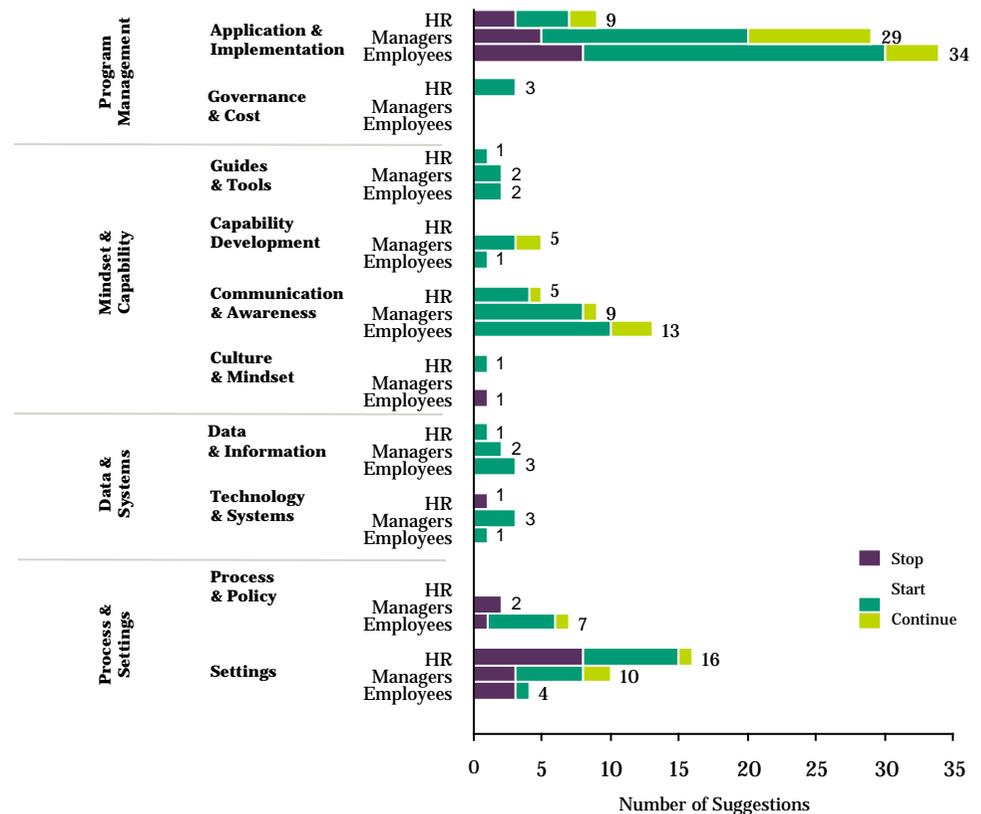
Program Management		HR	Managers	Employees
Application & Implementation		9	29	34
Governance & Cost		3		

Mindset & Capability		HR	Managers	Employees
Guides & Tools		1	2	2
Capability Development		5	1	
Communication & Awareness		5	9	13
Culture & Mindset		1		1

Data & Systems		HR	Managers	Employees
Data & Information		1	2	3
Technology & Systems		1	3	1

Process & Settings		HR	Managers	Employees
Process & Policy		2	7	
Settings		16	10	4

Legend: Stop, Start, Continue

Number of Suggestions

A number of recommendations have been developed for consideration by the PSC and clusters.

- **PSC and clusters should communicate the mobility value proposition for career development across the sector**: and showcase how it can be achieved. Provide examples and case studies of how mobility works in practice including individual real life success stories to enhance a leader's understanding of the benefits of mobility.
- **Clusters should embed a culture encouragement and support by people managers and business leaders:** for people to look for opportunities outside of their current area or cluster; consider some sort of recognition program for "mobility advocates".

Data & Systems

- **Introduce greater transparency in the mobility process and encourage succession planning:** ensure that there are HCM systems and databases in place for clusters and employees to be able to view and search for the current mobility opportunities and people interested across the public sector.

Process & Settings

- **The PSC and clusters should increase clarity around the different forms of mobility** (assignments, secondments, transfers): by clarifying the differences and simplifying and streamlining rules in order to facilitate and promote more mobility.
- **The PSC and clusters should make talent pool lists available and give more focus to succession planning**: especially on roles that are easily transferable across clusters, e.g. financial management, policy development.

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The capability framework has been very well received and implementation is underway - the next opportunity is to embed it into all elements of workforce management.

Theme	Insight	Evidence
Commitment	**There is resounding support for the capability framework**	• The capability framework is seen as a positive tool for recruitment, development and performance management. • Some stated that the Capability Framework is a "world class tool".
	The benefits of a capability-based approach are not yet understood by all	• Some employees were not fully aware of the capability framework or the capabilities required for their role. • There is a need to continue to raise awareness and sell the benefits of this approach for both individuals and the clusters.
Ability	**There are some concerns about the capabilities being too generic**	• The capability approach is seen to have limitations in recruitment when specific technical expertise or "cultural fit" is required (i.e. role descriptions can be too generic). This concern was raised by employees, managers and HR. • There are some misinterpretations of the capability framework and a capability-based approach more broadly.
	There is a need for further training and communications to embed the framework	• There is a need to develop knowledge across the sector to create a solid understanding of how to apply the framework. Managers in particular are looking for more training and guidance on how to use the framework. • There are some misconceptions around application of the capabilities in the recruitment process, such as meeting the standard required for all capabilities vs the focus capabilities.
Progress	**The capability-based approach is still being implemented and not yet fully embedded into the employee lifecycle**	• There is varied progress in the updating of role descriptions to match the capability approach. • Clusters are more progressed in linking the capability framework to recruitment, rather than other aspects of workforce management such as designing team structures based on capability needs or performance development conversations.

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The capability-based approach seems to have been far more embedded for managers of all levels, than employees

Secretaries (n=5): "Our organisation takes a capability-based approach to recruiting, understanding, developing, and deploying our workers." — 3.4

Business Leaders (n=19): "Our organisation takes a capability-based approach to recruiting, understanding, developing, and deploying our workers." — 3.5

People Managers (n=38): "I use the capability framework as a basis for creating roles, recruiting to roles, managing performance, capability development, career planning and, more broadly, workforce planning." — 3.5

Employees (n=36): "I use the capability framework to understand the core capabilities required for my role and to plan my development." — 2.7

Scale: 1 (Does not reflect my experience at all) — 5 (Completely reflects my experience)

All stakeholders are most concerned with the application and implementation of the capability reform

Category	Subcategory	Stakeholder	Value
Program Management	Application & Implementation	HR	9
		Managers	30
		Employees	19
	Governance & Cost	HR	
		Managers	
		Employees	
Mindset & Capability	Guides & Tools	HR	4
		Managers	
		Employees	3
	Capability Development	HR	6
		Managers	10
		Employees	4
	Communication & Awareness	HR	1
		Managers	9
		Employees	12
	Culture & Mindset	HR	
		Managers	
		Employees	
Data & Systems	Data & Information	HR	
		Managers	
		Employees	
	Technology & Systems	HR	1
		Managers	
		Employees	1
Process & Settings	Process & Policy	HR	
		Managers	3
		Employees	3
	Settings	HR	
		Managers	4
		Employees	4

Legend: Stop, Start, Continue

X-axis: Number of Suggestions (0, 5, 10, 15, 20, 25, 30)

A number of recommendations have been developed for consideration by the PSC and clusters.

Program Management

- **Clusters should continue embedding the capability framework further into all aspects of workforce management:** so that the value of the capability framework can be leveraged across the full spectrum of workforce planning and the employee lifecycle.

Mindset & Capability

- **Clusters should deliver more information to raise awareness and understanding of the capability-based approach:** as an informing principle across all aspects of workforce management and also how to apply the capability framework.
- **The PSC and clusters should provide more examples of how the capability framework applies in the day-to-day:** such as role descriptions, performance management, recruitment, and promote it as such.

Data & Systems

- **Clusters should start capturing capability-based information in their HCMS:** to support the linkages to other areas of workforce management and decision making (note: most clusters are already working on implementing HCM systems and PSC is encouraging uptake, including seed funding to support agencies).

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The principles of the recruitment reform are not always well understood and have had mixed outcomes.

Theme	Insight	Evidence
Commitment	**The principles of recruitment reform are supported**	• There is consensus that a merit and evidence-based approach to recruitment is the right thing. However, the GSE settings have not yet been translated into consistent practice.
Ability	**Recruitment settings have been misinterpreted**	• In some cases, to help people comply with the statutory settings and streamline advice to the organisation, agency HR have created their own local rules. This has got in the way of fit-for-purpose approaches, and in some cases has misinterpreted or over-cooked the statutory requirements. • People are having trouble transitioning to a principles-based environment, and don't always have the skills or knowledge (e.g. which assessment is right to assess x capability?) to design fit-for-purpose and compliant processes. • People managers expressed that a 'one size fits all' approach to recruitment seems to be the result of local rules or advice (and not intended by GSE). • The GSE settings do not prescribe that only capabilities should be considered as part of the recruitment short-listing process, but that does seem to be happening in some places - leading to more work than necessary and potentially worse decisions.
	There is a need to develop hiring manager capability	• With the use of more sophisticated assessment methods, such as psychometric tests, there is a need to develop the capability of hiring managers to design fit-for-purpose assessment strategies and interpret the assessments accurately. • There were concerns that some of the assessments discriminated against certain groups.
	The value for money of assessments needs to be communicated	• There is a sense that assessment centres are not providing value for money and in some cases hiring managers are disregarding the results where they conflict with the interview experience. Hiring managers don't appear to understand when and what type of assessments need to be used.

The principles of the recruitment reform have not successfully translated into practice and in some cases have created mixed outcomes.

Theme	Insight	Evidence
Progress	**The new recruitment settings have delivered mixed outcomes**	• People managers noted that the new recruitment settings result in a longer/rigorous process which in turn results in greater time to fill a role. In some instances this resulted in a greater quality hire, whilst for others it is too rigorous. • Some hiring managers are viewing the rules around assessments as a "tick and flick" exercise. • Other hiring managers are doing a lot of the administration work associated with the new process and that this is prolonging the time to fill. In some cases managers are looking for ways to circumnavigate the rules.

Secretaries and employees in particular, are not yet experiencing the potential of the recruitment reform.

Secretaries (n=5): "Our organisation is able to recruit the best people, in an efficient way." — 2.2

Business Leaders (n=19): "Our organisation is able to recruit the best people, in an efficient way." — 3.1

People Managers (n=38): "I conduct 'fit for purpose' recruitment and selection am able to attract and retain the best candidates." — 3.4

Employees (n=36): "Recruitment processes are fair and timely." — 2.8

1 — Does not reflect my experience at all
5 — Completely reflects my experience

Employees and managers are most concerned with the application and implementation of Recruitment, whilst HR is focused on enhancing the settings

Program Management

Application & Implementation
- HR — 10
- Managers — 27
- Employees — 31

Governance & Cost
- HR
- Managers — 1
- Employees — 1

Mindset & Capability

Guides & Tools
- HR — 4
- Managers — 11
- Employees — 9

Capability Development
- HR — 4
- Managers — 8
- Employees — 5

Communication & Awareness
- HR — 2
- Managers — 7
- Employees — 3

Culture & Mindset
- HR — 1
- Managers
- Employees

Data & Systems

Data & Information
- HR — 1
- Managers — 1
- Employees — 1

Technology & Systems
- HR — 1
- Managers — 12
- Employees — 2

Process & Settings

Process & Policy
- HR
- Managers — 12
- Employees — 16

Settings
- HR — 13
- Managers — 14
- Employees — 5

Legend: Stop, Start, Continue

Number of Suggestions

A number of recommendations have been developed for consideration by the PSC and clusters.

Mindset & Capability

- **The PSC should create a set of central resources for the sector:** such as roles descriptions, work sample assessments and guidance on selecting assessment methods to support clusters with their recruitment processes (note: a central bank of role descriptions already exists and is being added to all the time).
- **Enhance people's understanding of assessment rules, how to use them and the value:** of conducting assessments as part of the recruitment process. Effort should be invested firstly with HR to ensure good advice and support is provided within a cluster.
- **Clusters should use information from the assessment process:** as the basis for the new appointee's new performance development agreement.

Process & Settings

- **Streamline the recruitment process:** to ensure the recruitment process is simplified and time to fill a role is reduced. The PSC should review the requirements for different types of employment. The PSC should also assess the potential for the Taleo system to automate more of the process, including culling. The role of HR in screening should also be reviewed by clusters, so that the panel is only assessing candidates who are genuinely in contention.
- **Review assessments in the recruitment process:** to ensure that assessments used in the recruitment process by clusters are robust and relevant to the role.
- **Review talent pool management:** to provide clearer guidelines and communications on the establishment and use of talent pools (note: PSC is piloting the first whole sector talent pools in 2015, but there is nothing to stop clusters and agencies getting started with their own).

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Values and ethics seem to be well understood across the sector and agencies are performing reasonably well on this front, although with some opportunities for improvement.

Theme	Insight	Evidence
Commitment	**Values and ethics are core to the public sector**	• There is a common understanding that having a strong sense of values and ethics is implicit in working for the public sector. • There is unanimous agreement and commitment to the ethical framework and core values.
Ability	**Practical capability development would enable a deeper understanding and embedding behaviours**	• Stakeholders of all levels called for the greater use of case studies and practical examples to further develop capability and that this would help to translate somewhat abstract values into application. • Employees wanted more clarity regarding who the best point of contact is for ethical dilemmas within their agency.
	There is an opportunity to raise awareness of the existing support materials	• Awareness of the values and ethics resources and support from the PSC is varied, with some not aware at all of its existence. • Those who attended the Ethics Roadshow spoke very positively of it.
Progress	**The sector considers itself to be well progressed in realising the intent of this reform area**	• Stakeholders responded more positively to the statements of intent relating to values and ethics, than any other reform areas. • However most people only demonstrated a basic understanding of the deeper meaning of this reform area.

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Employees and people managers are having more positive experiences of the reform, compared with Secretaries and business leaders.

Secretaries (n=5): "Our workforce is clear on how to behave, consistent with the Government's ethical framework and core values." — 2.9

Business Leaders (n=19): "Our workforce is clear on how to behave, consistent with the Government's ethical framework and core values." — 3.7

People Managers (n=38): "I understand how to act ethically and in the public interest and how I can foster this within my team." — 4.6

Employees (n=36): "I know what my responsibilities are in acting ethically and in the public interest." — 4.7

1 — Does not reflect my experience at all
5 — Completely reflects my experience

All stakeholders are most concerned with the application and implementation of the values and ethics reform

Category	Subcategory	Role	Value
Program Management	Application & Implementation	HR	7
		Managers	22
		Employees	13
	Governance & Cost	HR	
		Managers	
		Employees	
Mindset & Capability	Guides & Tools	HR	8
		Managers	
		Employees	5
	Capability Development	HR	1
		Managers	6
		Employees	9
	Communication & Awareness	HR	4
		Managers	10
		Employees	12
	Culture & Mindset	HR	1
		Managers	4
		Employees	3
Data & Systems	Data & Information	HR	2
		Managers	
		Employees	
	Technology & Systems	HR	
		Managers	
		Employees	
Process & Settings	Process & Policy	HR	3
		Managers	3
		Employees	3
	Settings	HR	1
		Managers	
		Employees	

Legend: ■ Stop ■ Start ■ Continue

Number of Suggestions

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A number of recommendations have been developed for consideration by the PSC and clusters.

Mindset & Capability

- **The PSC and clusters should provide more guides and tools to bring values and ethics to life:** and use practical exercises such as case studies, scenarios, and real life examples to showcase ethical behaviour and to build capability in this area. (note: the PSC has already provided resources using scenarios).
- **Rebalance the communication focus at a cluster level:** and start focusing on positive values, rather than misconduct and policy in order to shape the culture around values.
- **The PSC and clusters should communicate a stronger message:** about the need for this reform and a focus on the transformation message, not compliance.
- **Clusters should empower employees to participate in decision making:** in order to increase the likelihood of ethical behaviour.

A culture and mindset shift needs to take place before the performance management reforms will be optimised and benefits realised.

Theme	Insight	Evidence
Commitment	**There is not yet a common understanding of performance management**	• Stakeholders feel that performance management is still approached as a procedural requirement, and that the experience is inconsistent across the sector. They would prefer it to be about having meaningful conversations and individual development. • It is seen to be process driven and mainly focused on managing poor performance, rather than meaningful conversations and support for each employee. "We have to educate people to focus on the conversation, rather than the ratings".
Ability	**Manager capability is a critical enabler**	• Employees found the experience of performance management to be highly variable and dependent on the quality of the manager, be they positive or negative. • Managers are not yet seen to all have the required capability to have feedback conversations, develop their teams and provide recognition. Some people managers called for training on how to have meaningful conversations.
	The process needs to be de-emphasised and simplified	• There is currently too much focus on the process, with the process seen to be too "tick and flick" oriented. • Current agency processes are complex, time consuming and involve significant paperwork.
	There needs to be an equal focus on positive feedback	• Some employees felt that performance management is too heavily focused on "problem children" and not on the value of the whole process and positive feedback. • Whilst it is recognised that there needs to be a way to manage underperformance, recognition and development should be equally important.
Progress	**Progress in this area is slow and benefits are still to be realised**	• Some clusters are piloting new performance management frameworks, which may lead to the realisation of benefits, however this is yet to be seen. • Performance management is not currently seen to be consistently creating value across the sector. Not all employees have a formal performance management plan or discussion.

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People managers are more positive in their experience of performance management when contrasted with Secretaries and employees

Secretaries (n=5): "Our organisation is able to align individual, team, agency and public service objectives." — 2.3

Business Leaders (n=19): "Our organisation is able to align individual, team, agency and public service objectives." — 3.1

People Managers (n=38): "I frequently spend time with my team to set and clarify expectations, monitor and develop performance, plan and review objectives and develop capabilities." — 3.9

Employees (n=36): "I get timely and useful feedback from my manager on my performance and know what I am working towards." — 3.2

Scale: 1 (Does not reflect my experience at all) to 5 (Completely reflects my experience)

All stakeholders are most concerned with the application and implementation of the performance management reform

Category	Subcategory	Stakeholder	Value
Program Management	Application & Implementation	HR	
		Managers	11
		Employees	29 / 38
	Governance & Cost	HR	
		Managers	
		Employees	
Mindset & Capability	Guides & Tools	HR	
		Managers	5
		Employees	4
	Capability Development	HR	5
		Managers	11
		Employees	11
	Communication & Awareness	HR	3
		Managers	14
		Employees	8
	Culture & Mindset	HR	3
		Managers	7
		Employees	7
Data & Systems	Data & Information	HR	
		Managers	3
		Employees	1
	Technology & Systems	HR	1
		Managers	2
		Employees	
Process & Settings	Process & Policy	HR	3
		Managers	7
		Employees	7
	Settings	HR	2
		Managers	1
		Employees	

Legend: Stop, Start, Continue

Number of Suggestions (0–40)

A number of recommendations have been developed for consideration by the PSC and clusters.

Program Management

- **Clusters should create greater alignment between individual performance objectives and organisational goals:** in order to enhance the impact of people's performance in the organisation's success.
- **Clusters should align their performance management strategies:** to their talent management strategies and overall organisation objectives.

Mindset & Capability

- **The PSC and clusters should clearly articulate the purpose and benefits of performance management:** for individuals, managers and the organisations, using practical case studies, showing what 'good' looks like and saying how it should feel – including the benefits in terms of capability and career development, employee engagement, recognition and awards, and positive impact on productivity.
- **Clusters should build a focus on capabilities into performance management processes and develop manager capability:** to enable them to consider both the achievements (the what) and the behaviours (the how) in evaluating performance and providing feedback. The PSC should give renewed emphasis to performance management in the forthcoming wave of reform effort.

Process & Settings

- **Review the performance management process:** to ensure each individual can link their contribution to the overall organisation effort and there is more of a focus on the conversation.
- **Clusters should give priority to understanding each individual's strengths and development needs:** matching them to opportunities which utilise their strengths while stretching the range of their capabilities. A relevant development plan should be drawn up and activated as part of performance management.

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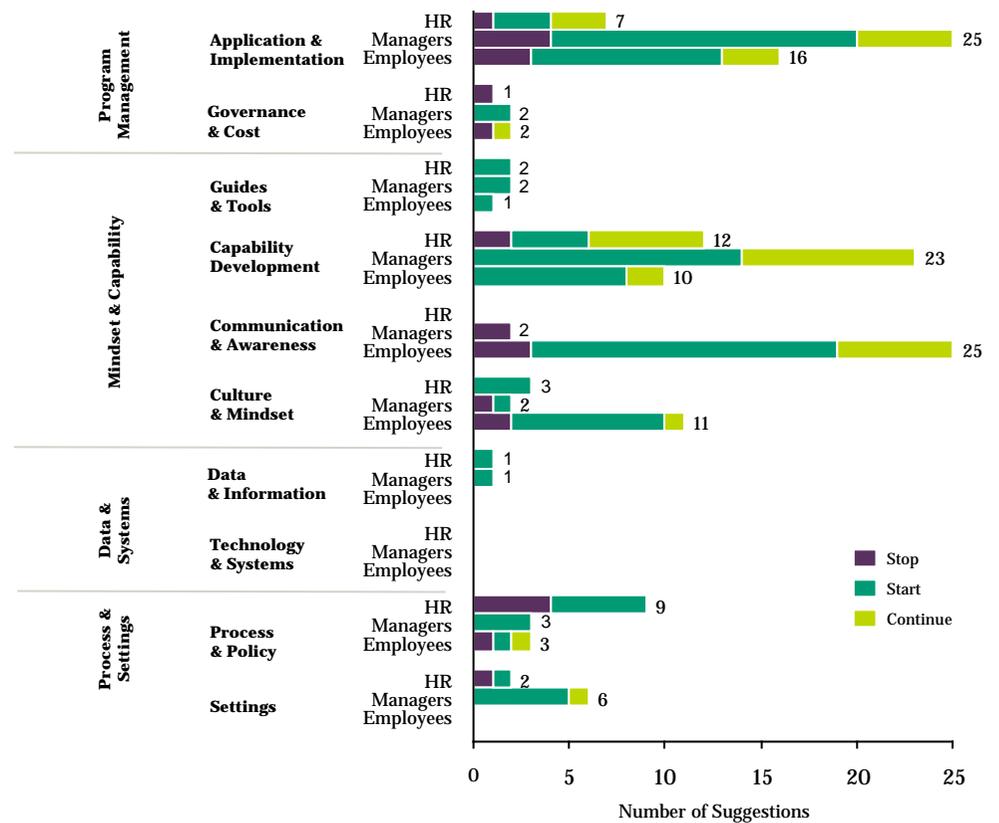**Deloitte.**

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Leadership is variable across the public sector, both in terms of the approach and progress with regard to the senior executive transition and the perceptions of leadership capability.

Theme	Insight	Evidence
Commitment	Some clusters have recognised the potential of the Senior Executive transition	• The senior executive transition is generating good outcomes in some clusters, including clear signals about a strong performance culture and the opportunity to review and refresh capabilities. • Others have described the experience as a frustrating, costly and time consuming process with limited positive value. • It appears that those with an appetite for significant change and reform have greater commitment to the process.
Ability	People are looking for supportive leaders who actively engage them	• Employees and people managers are looking for leaders to play a more active and visible role in the organisation, they would like more opportunities to engage with senior leaders. • Capability gaps identified for leaders were around mentoring, communication and change management skills.
	There is a desire for broader leadership development	• Business leaders commented that leadership development emerging from the Leadership Academy is largely focused on band three and that there is a need for broader leadership development for bands one and two (note: the rollout of the Leadership program has been modified to take account of this feedback and will extend to all executive bands and grade 11/12 from 2016.)
	The role of public sector leaders needs to be clearly defined	• There is a need for a common definition of the role of NSW public sector leaders. This is a key enabler for mobility of senior leaders.
Progress	Progress in the Senior Executive transition is varied	• Some clusters have completed their senior executive transition whilst others are still mid-way due to difficulties completing the transition in certain bands and the associated costs.

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Most stakeholders are experiencing the intent of the reform, with the exception of people managers

Secretaries (n=5): "Our organisation has the right senior executives and the means to develop a robust talent pipeline." — 3.6

Business Leaders (n=19): "Our organisation has the right senior executives and the means to develop a robust talent pipeline." — 3.4

People Managers (n=38): "I have access to a range of Opportunities (such as stretch roles, formal education and coaching / mentoring) to develop my skills as a public service leader and manager." — 2.7

Employees (n=36): "Leaders in my organisation are positive role models." — 3.6

Does not reflect my experience at all (1) — Completely reflects my experience (5)

Managers are most concerned with the application and implementation of the reform, Employees with communication and awareness and HR with capability development

Program Management			
Application & Implementation	HR	7	
	Managers	25	
	Employees	16	
Governance & Cost	HR	1	
	Managers	2	
	Employees	2	

Mindset & Capability			
Guides & Tools	HR	2	
	Managers	2	
	Employees	1	
Capability Development	HR	12	
	Managers	23	
	Employees	10	
Communication & Awareness	HR	2	
	Managers		
	Employees	25	
Culture & Mindset	HR	3	
	Managers	2	
	Employees	11	

Data & Systems			
Data & Information	HR	1	
	Managers	1	
	Employees		
Technology & Systems	HR		
	Managers		
	Employees		

Process & Settings			
Process & Policy	HR	9	
	Managers	3	
	Employees	3	
Settings	HR	2	
	Managers	6	
	Employees		

Legend: Stop, Start, Continue

Number of Suggestions (0, 5, 10, 15, 20, 25)

A number of recommendations have been developed for consideration by the PSC and clusters.

Program Management

- **The PSC should continue to dedicate a team of people:** to support the clusters through the senior executive transition.

Mindset & Capability

- **The PSC should define what good leadership looks like:** by establishing common principles, capabilities and leadership objectives.
- **Clusters should increase the level of engagement between leaders and employees:** to ensure that leaders have the right people management capabilities to act as role models and mentors in order to be more visible and present in the workplace.
- **Provide Leadership with more capability development opportunities:** and better define what it means to be a senior executive, making a greater investment in leadership capability.
- **Clusters should adopt a leader teaching leaders approach where possible:** to develop high potentials. Outside expertise and knowledge should also be used to deliver effective leadership development where knowledge is lacking.
- **The PSC should share leading practice examples:** of effective senior executive transitions and how leaders have embraced the opportunity to bring about significant change through effective workforce management practice.
- **Communicate the expectation and opportunity to be a leader in a NSW public sector:** including recognition or a formal induction program when people transition to executive levels.
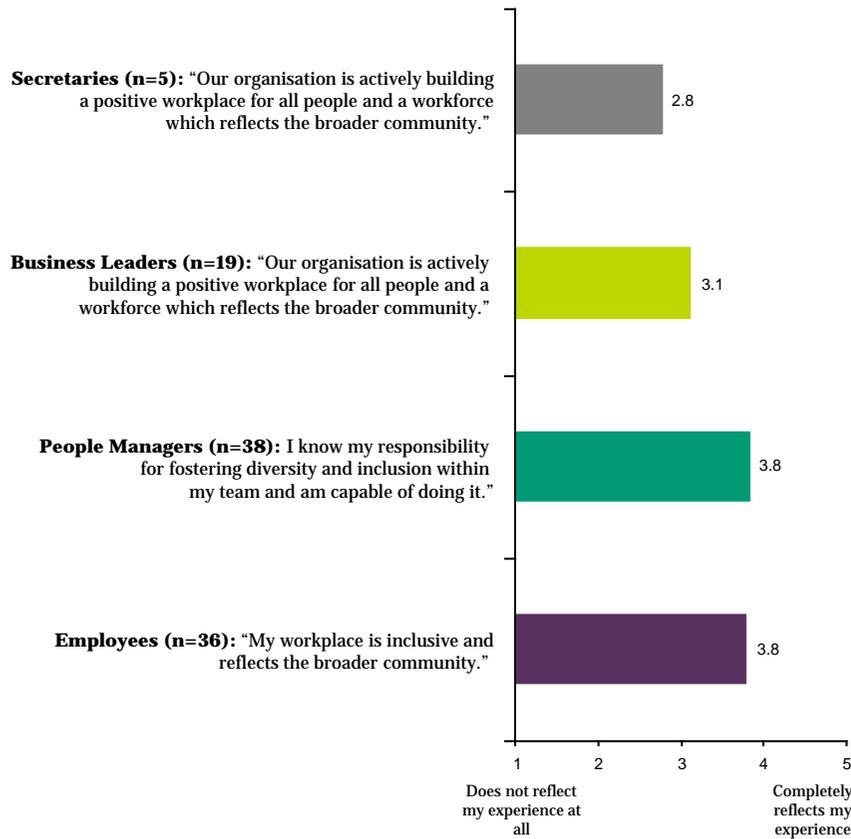
Process & Settings

- **The PSC should accelerate the rollout of the Leadership Academy strategy and programs:** and also consider including people below band 3 as they are key to the leadership pipeline (note: the Leadership Academy does include plans for other bands).

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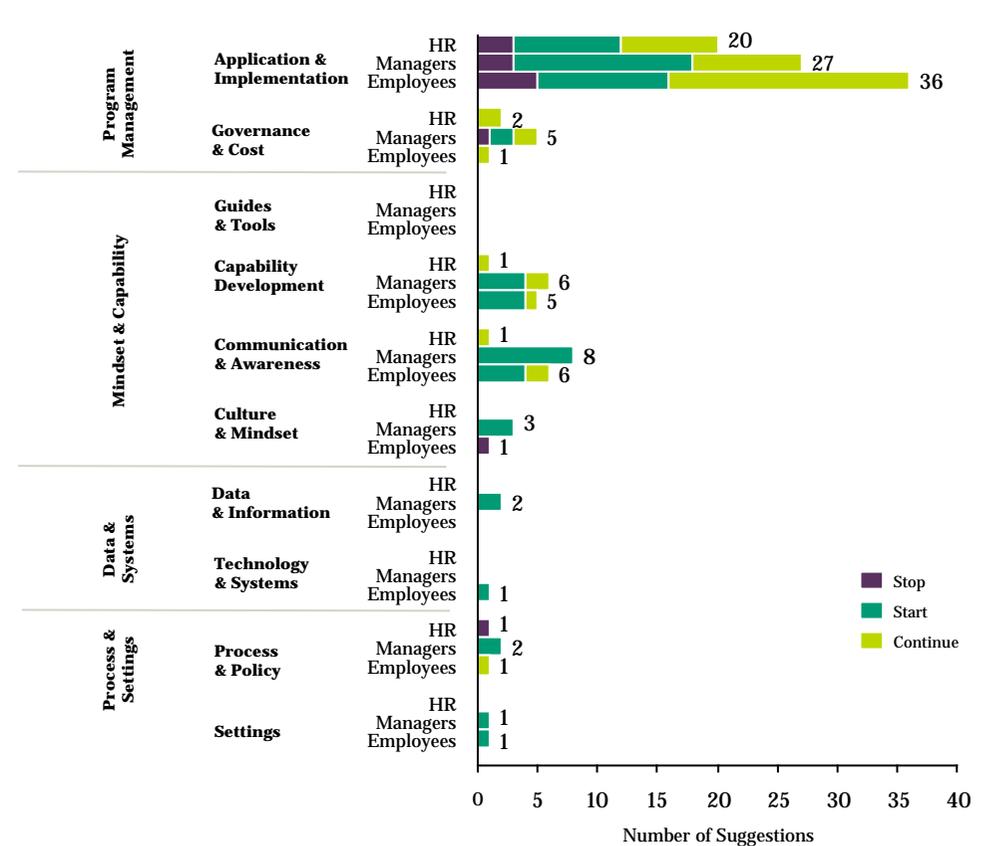Service & Accountability

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Diversity and inclusion, whilst well supported, is relatively immature in terms of realising business benefits and addressing the area more comprehensively.

Theme	Insight	Evidence
Commitment	There is a resounding commitment to diversity and inclusion	• All stakeholders appear to support the principles of diversity and inclusion. • However there is a lack of understanding of the benefits of diversity and inclusion for organisational culture and productivity. There is also a tendency to think of diversity solely in terms of cultural background, women and disability, rather than a more inclusive definition.
Ability	Initiatives and efforts to date are well regarded	• A number of initiatives underway at a cluster and public sector level were positively regarded by HR, including Aboriginal Cadetships, Disability and Inclusion Action Plans and the Graduate Program. Only some employees and people managers know of these initiatives.
	Diversity and inclusion needs to be further embedded into other areas of workforce management	• To realise diversity and inclusion to its full extent there's a need to move to "inclusion by design". Diversity needs to be considered in workforce planning and role design (designing out the barriers from the outset) as well as recruitment to address potential structural or unconscious bias issues.
Progress	There is still work to do in this space	• There is an opportunity to develop an overarching public sector diversity and inclusion strategy, as well as cluster level strategies. • People managers made many suggestions regarding workers with a disability, remarking that there should be clearer communication of the support systems available to make adjustments for workers with disability.

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The experience of diversity & inclusion improves lower down the organisation

Secretaries (n=5): "Our organisation is actively building a positive workplace for all people and a workforce which reflects the broader community." — 2.8

Business Leaders (n=19): "Our organisation is actively building a positive workplace for all people and a workforce which reflects the broader community." — 3.1

People Managers (n=38): I know my responsibility for fostering diversity and inclusion within my team and am capable of doing it." — 3.8

Employees (n=36): "My workplace is inclusive and reflects the broader community." — 3.8

Scale: 1 = Does not reflect my experience at all — 5 = Completely reflects my experience

All stakeholders are most concerned with the application and implementation of the diversity & inclusion reform

Category	Subcategory	Role	Number of Suggestions
Program Management	Application & Implementation	HR	20
		Managers	27
		Employees	36
	Governance & Cost	HR	2
		Managers	5
		Employees	1
Mindset & Capability	Guides & Tools	HR	
		Managers	
		Employees	
	Capability Development	HR	1
		Managers	6
		Employees	5
	Communication & Awareness	HR	1
		Managers	8
		Employees	6
	Culture & Mindset	HR	
		Managers	3
		Employees	1
Data & Systems	Data & Information	HR	
		Managers	2
		Employees	
	Technology & Systems	HR	
		Managers	
		Employees	1
Process & Settings	Process & Policy	HR	1
		Managers	2
		Employees	1
	Settings	HR	
		Managers	1
		Employees	1

Legend: Stop, Start, Continue

Number of Suggestions

A number of recommendations have been developed for consideration by the PSC and clusters.

Program Management

- **The PSC should develop an overarching public sector diversity and inclusion strategy:** that sets out, at a principles level, what is expected in this area.
- **Clusters should anchor diversity and inclusion:** into their business strategy to achieve organisational objectives.
- **Clusters should focus on the attraction of diverse groups to the public sector:** and target their efforts to reflect the current status of different groups: Indigenous employees and women are well represented in the sector as a proportion of the total workforce but are not strongly represented in the management and leadership grades; people with disability are under-represented as a proportion of the total workforce and appear to have low success rates in recruitment.

Mindset & Capability

- **The PSC should provide more concrete examples on how to get and keep a diverse workforce:** and how diversity is woven into workforce management so that clusters can improve their results in this area and foster a diverse workforce.
- **The PSC and clusters should promote diversity and inclusion as good for business:** so that people develop a deeper understanding of it and the benefits for business and individuals.

Process & Settings

- **Clusters should ensure that there are no biases inherent in the recruitment processes:** through informing and training managers on bias selection, utilising diverse selection panels, blind screening of CV's and providing alternative recruitment strategies to help disadvantaged candidates.
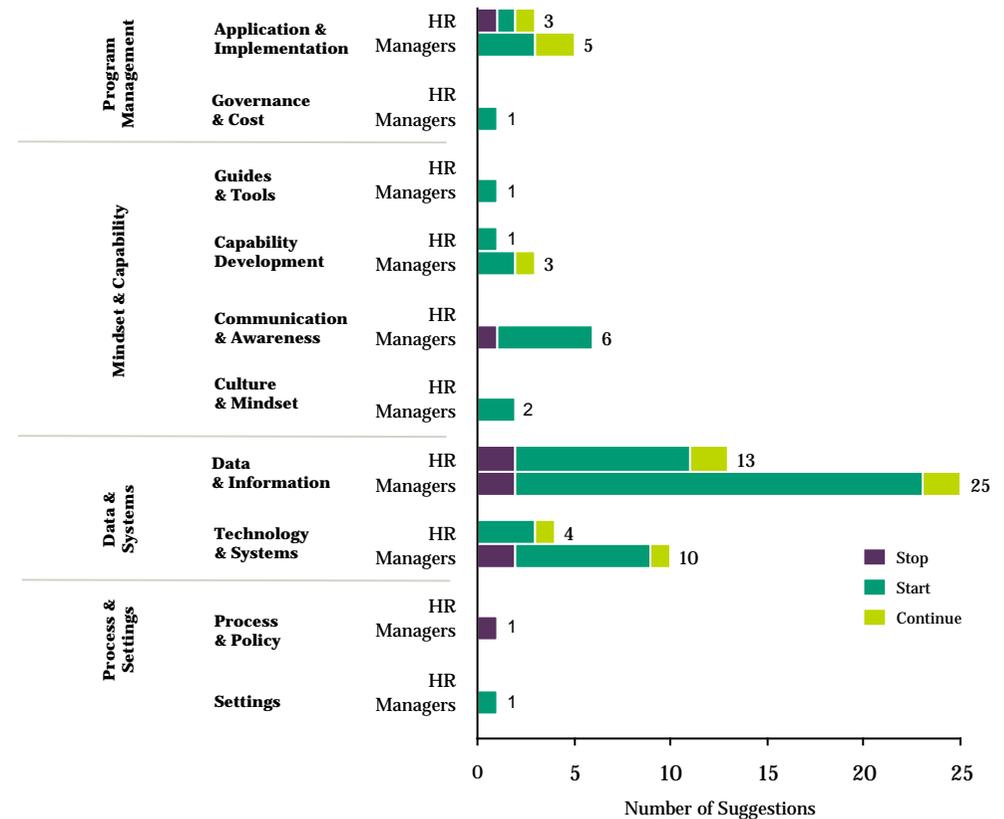
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The potential benefits of better evidence & data are yet to be seen across the sector as people are only just getting started in this area.

Theme	Insight	Evidence
Commitment	**There is an appetite for evidence-based decision making and more advanced analysis of workforce information**	• Across the sector, better evidence and data is considered to be very important to support better workforce management. • HR leads noted that there is a large appetite to use data in workforce management and planning. There is a need for metrics and more predictive modelling. • Managers are also calling out for budget and corporate planning information, and more authority to make use of it.
Ability	**The capability does not yet exist to translate data into insight**	• The data exists, however there is not the capability required to appropriately analyse it and generate insight, both in HR teams and amongst people managers.
	Technology and systems is a key enabler	• Human Capital Management Systems (HCMS) are seen to be a critical enabler for this area, given the challenges that exist with multiple systems and inaccurate data. To date some people struggle to even get accurate headcount data. • People managers focused their suggestions on the importance of having reliable and more centralised HR data available to support their people decisions.
Progress	**The majority are just getting started**	• There is not yet the maturity of systems or capability to fully realise the potential of better evidence and data, as such all clusters are relatively immature in this space. • The present call is for better access to better workforce data. There is little understanding of the value of that data for planning and measuring business outcomes, when analysed in conjunction with financial and business data.

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People managers seem to have a slightly better experience in accessing workforce information to make evidence-based decisions, than Secretaries and business leaders

Secretaries (n=5): "Our organisation has, and is able to, use the data and information we need to plan and manage our workforce effectively." — 2.2

Business Leaders (n=19): "Our organisation has, and is able to, use the data and information we need to plan and manage our workforce effectively." — 2.3

People Managers (n=38): "I have access to the information I need about my team/people in order to make timely, evidence-based decisions." — 3.1

Scale: 1 (Does not reflect my experience at all) to 5 (Completely reflects my experience)

All stakeholders are most concerned with the data and information available to achieve the better evidence and data reforms

Program Management	Application & Implementation	HR	3
		Managers	5
	Governance & Cost	HR	
		Managers	1
Mindset & Capability	Guides & Tools	HR	
		Managers	1
	Capability Development	HR	1
		Managers	3
	Communication & Awareness	HR	
		Managers	6
	Culture & Mindset	HR	
		Managers	2
Data & Systems	Data & Information	HR	13
		Managers	25
	Technology & Systems	HR	4
		Managers	10
Process & Settings	Process & Policy	HR	
		Managers	1
	Settings	HR	
		Managers	1

Legend: ■ Stop ■ Start ■ Continue

X-axis: Number of Suggestions (0, 5, 10, 15, 20, 25)

A number of recommendations have been developed for consideration by the PSC and clusters.

Mindset & Capability

- **Clusters should foster a data driven decision making culture:** for all future workforce management decisions. Assessing the success of workforce strategies and settings in supporting organisational outcomes should also be data driven.
- **Clusters should develop capability in analytics:** to support the business in its workforce decisions. Mature analytics teams develop effective dashboards enabling HR leaders to filter and sort data according to needs, drawing in related data sets, and allowing managers to access required information efficiently and gain real insight into workforce drivers of organisational outcomes.
- **Clusters should identify the workforce factors contributing to the achievement of business aims:** that might need to change or be improved to lift business outcomes.
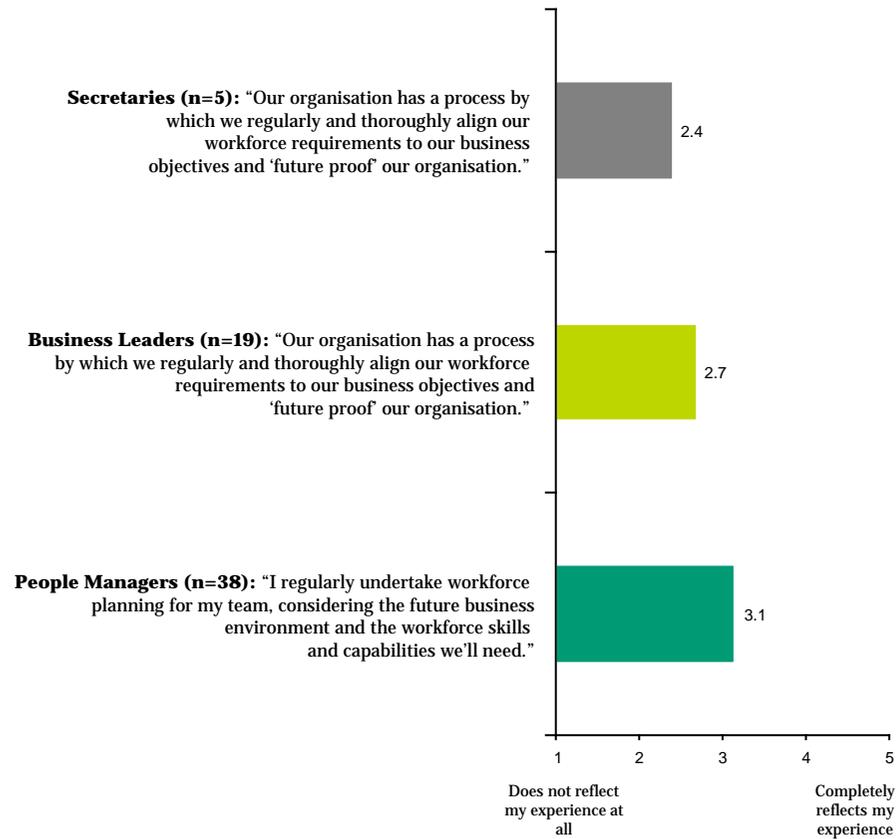
Data & Systems

- **The PSC and clusters should continue pushing the business case for HCMS:** in order to provide managers with more workforce data, such as team capabilities, succession statistics, diversity information, and employee turnover. This will better inform and support them in their workforce decisions. Good technological infrastructures including software systems are required to ensure data is of high quality, up to date and metrics/reports are updated **in real time.**
- **The PSC should work with clusters to develop and demonstrate a sophisticated approach to data analysis** linked to business outcomes: based on workforce, financial and core business data.
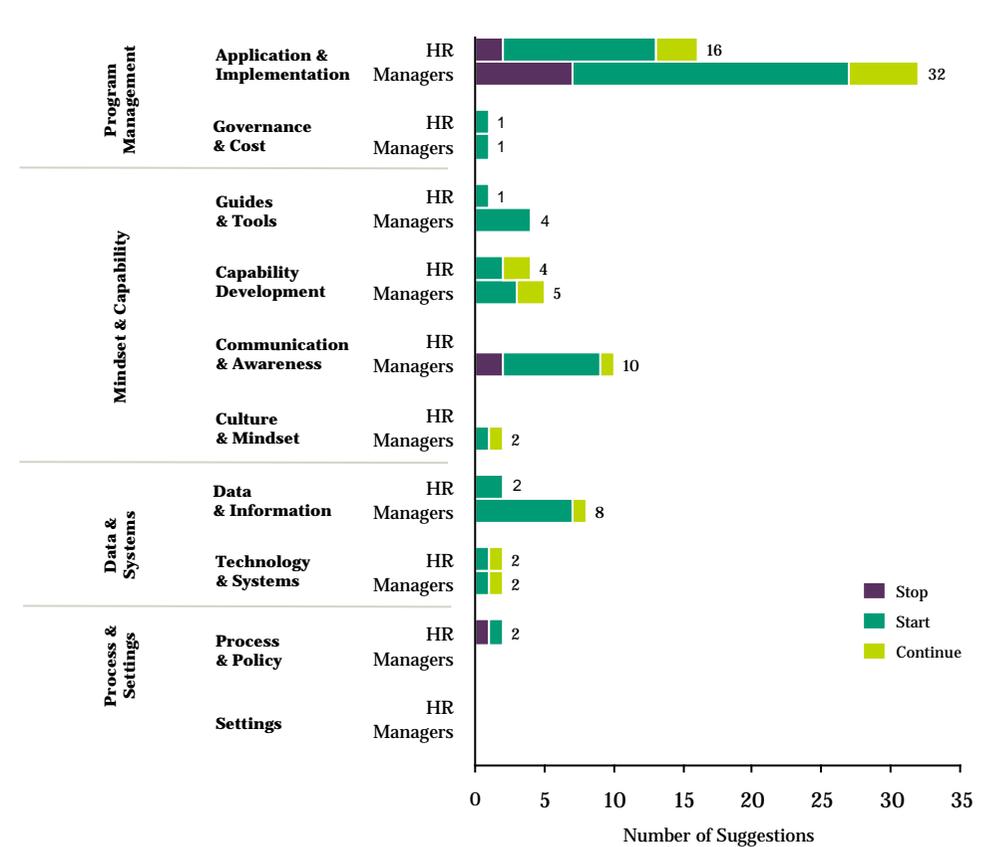
Workforce planning is seen to have significant potential when applied strategically and led by the business, however progress to date is limited.

Theme	Insight	Evidence
Commitment	**Workforce planning has great potential**	• There is a strong view that workforce planning has great potential however this has not yet been realised.
Ability	**Workforce planning is not yet strategic**	• Workforce planning is currently viewed as being quite reactive to short term changes, rather than being strategic and focused on structural change and long-term workforce requirements. • HR leads noted that there is a need to define a cluster-wide approach that links recruitment, succession planning, and performance management with strategic workforce planning and business planning.
	Workforce planning needs to be business-led	• There is a view that workforce planning needs to be business-led and viewed as a strategic business enabler, not just the domain of HR. • People managers noted that constant changes of direction, not having a clear vision of the future and not knowing what are the business drivers affecting their organisation, hinder the ability to perform quality workforce planning.
	A lack of information and systems impacts on the ability to conduct workforce planning	• An opportunity exists to use data and systems to better inform workforce planning. • People managers noted that having data is crucial to do more informed analysis and allow them to do more sophisticated strategic workforce planning.
Progress	**The majority of clusters are just getting started**	• In general, stakeholders were not yet experiencing the benefits of workforce planning, and no cluster has a clearly defined approach.

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The experience of workforce planning by stakeholders indicate that the Sector is not yet experiencing the intent of the reform

Secretaries (n=5): "Our organisation has a process by which we regularly and thoroughly align our workforce requirements to our business objectives and 'future proof' our organisation." — 2.4

Business Leaders (n=19): "Our organisation has a process by which we regularly and thoroughly align our workforce requirements to our business objectives and 'future proof' our organisation." — 2.7

People Managers (n=38): "I regularly undertake workforce planning for my team, considering the future business environment and the workforce skills and capabilities we'll need." — 3.1

Scale: 1 (Does not reflect my experience at all) to 5 (Completely reflects my experience)

All stakeholders are most concerned with the application and implementation of the workforce planning reform

Category	Subcategory	Role	Number of Suggestions
Program Management	Application & Implementation	HR	16
		Managers	32
	Governance & Cost	HR	1
		Managers	1
Mindset & Capability	Guides & Tools	HR	1
		Managers	4
	Capability Development	HR	4
		Managers	5
	Communication & Awareness	HR	
		Managers	10
	Culture & Mindset	HR	
		Managers	2
Data & Systems	Data & Information	HR	2
		Managers	8
	Technology & Systems	HR	2
		Managers	2
Process & Settings	Process & Policy	HR	
		Managers	2
	Settings	HR	
		Managers	

Legend: Stop, Start, Continue

Number of Suggestions

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A number of recommendations have been developed for consideration by the PSC and clusters.

Program Management

- **The PSC and clusters should define an approach for workforce planning that is strategic and consistent:** with the objectives and goals of the organisation, this helps align organisational, managerial and employee goals to produce an engaged and productive workforce.
- **Clusters should connect workforce planning to business strategy and the state plan:** in order to have the right people, in the right role at the right time. All workforce planning activities should be clearly scheduled and planned over a 12 month period to ensure integration with financial and business strategies to maximise impact.
- **The effectiveness and efficiency of workforce planning settings in contributing to organisational outcomes:** should be measured and evaluated on a regular basis.

Mindset & Capability

- **Clusters should develop the capability and data:** to allow people to undertake sophisticated workforce planning. Infrastructure, data analysis and HR systems should be established and in place to accurately track and monitor workforce planning structures and their progress.
- **The PSC should identify the elements of workforce planning that would benefit from a whole of sector approach:** there is an opportunity to look at macro trends and influence policy in collaboration with the appropriate parties (note: the PSC is developing an approach to data-based problem identification and solving of business issues; setting high level KPIs for workforce management; developing a workforce data dashboard and predictive bullying dashboard for use by clusters by the end of 2015; and providing a method for analysing workforce data in combination with finance and core business data to identify core business issues and solutions).

All stakeholders completed worksheets asking them the extent to which they felt that their experiences were reflected by the statement of intent for each reform area as part of the interview or focus group. The statements were tailored to stakeholder position in the cluster, which may account for some of the variation. The full statements of intent can be found on the slides by reform element. The graph below shows their responses.
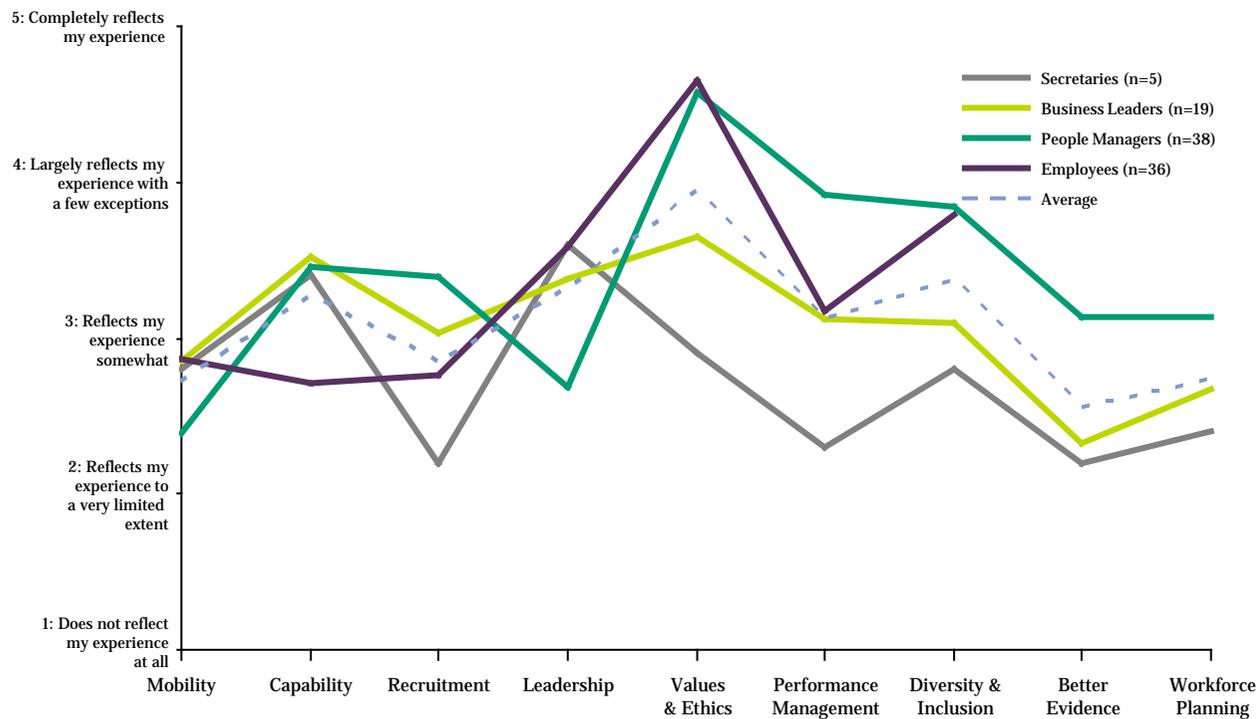
Note: Employees were not asked to provide a rating for better evidence & data and workforce planning.

Some reform areas had more variation than others
- Whilst there is a high level of congruence in the responses of stakeholders in the reform areas of 'capability' and 'mobility', others, such as 'performance management' and 'diversity and inclusion' had a large degree of variance in stakeholder responses.

'Values and ethics' is closest
- Stakeholders ranked the reform area of 'Values and Ethics' highest, with the mean response from Employees and People Managers indicating that their experiences in this reform area were almost completely reflected by the statement of intent.
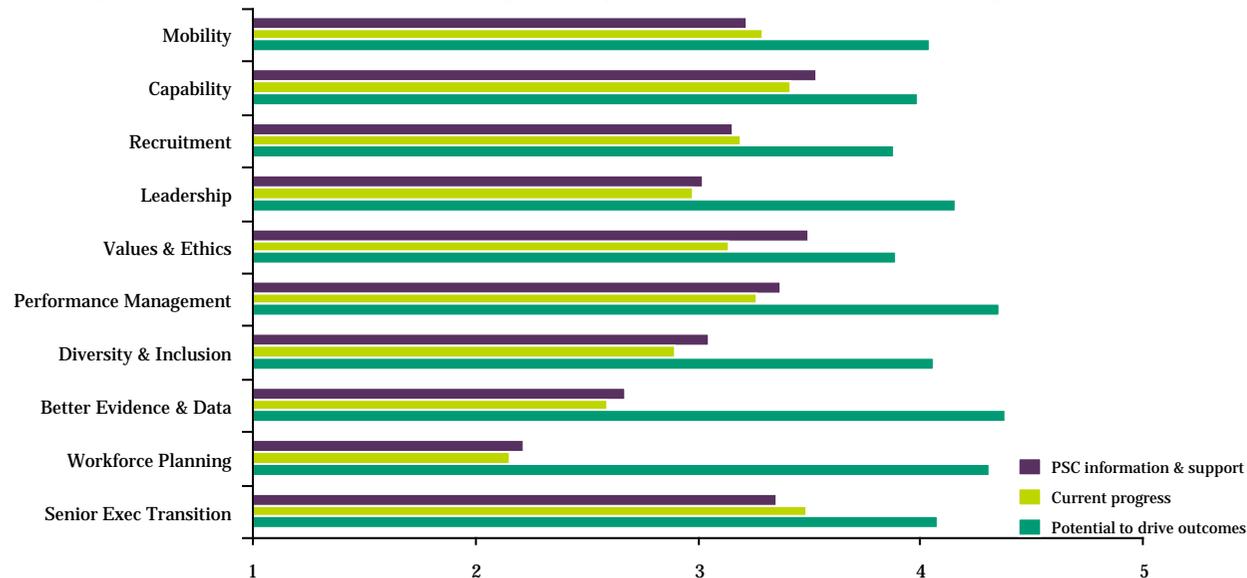
'Better evidence and data', 'workforce planning' and 'mobility' require further attention
- These reform areas were consistently ranked lowest by stakeholders across all of the agencies.

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19 GSE reform and HR leads completed a worksheet as part of the focus group, asking them the following questions:

1. How have you been informed and supported by the PSC?
2. What is the current progress of your agency in the implementation?
3. Do you believe that this reform area has significant potential to drive outcomes in your agency?

Chart legend:
- PSC information & support
- Current progress
- Potential to drive outcomes

Categories (top to bottom): Mobility, Capability, Recruitment, Leadership, Values & Ethics, Performance Management, Diversity & Inclusion, Better Evidence & Data, Workforce Planning, Senior Exec Transition

SCALE	1	2	3	4	5
Q1	I have not received any information about this reform area	I know/am aware that that this reform exists (through informal networks or otherwise)	I have the information, tools and support I need to get started	I am using the information, tools and support provided to deliver outcomes	I am evolving these principles to suit my organisation
Q2	We haven't started	We are planning to start	We have started and are in transition	We have completed implementation to a basic extent	We have implemented to a high standard across the agency
Q3	I don't see the need	It is just a compliance activity	It will deliver some benefits	It will positively impact our agency	It is core to driving outcomes for our agency

The PSC have provided more information and support in some areas than others

- GSE reform and HR leads indicated that they had all of the information, tools and support from the PSC to begin implementation of all reform areas apart from 'better evidence and data' and 'workforce planning', where they advised that they were only aware of these reform areas (note: this is correct – guidance and tools for these areas are due for release in late 2015). A few HR people noted that despite having the tools and information, they didn't always think they were the right ones.

All reform areas are seen to have the potential to positively impact the agencies

- The average response of GSE reform and HR leads shows that, on the whole, these stakeholders perceive that the GSE reforms will positively impact their agencies.

The progress of implementation varies across the reform areas

- The implementation of the 'senior exec transition' had begun and was near completion in most clusters, 'better evidence and data' and 'workforce planning' were on average the two least progressed areas. These were also seen to be two of the reform areas that would have the highest potential to drive outcomes in the clusters.

Appendices

- **Assessment design**

- **Survey scales and design**

- **Codes for qualitative feedback on what to 'start, stop or continue'**

The Current State Assessment covered two topics:

STRATEGIC WORKFORCE MANAGEMENT & WORKFORCE REFORM

GSE REFORM ENABLERS

- Mobility
- Capability
- Recruitment
- Leadership
- Values & Ethics
- Performance Management
- Better Data & Evidence
- Diversity & Inclusion
- Workforce Planning

1 **Strategic workforce management and workforce reform**
Cluster perspectives on the role of the workforce and work practices in delivering cluster outcomes, including the opportunities and challenges in applying workforce reform (GSE).

2 **GSE reform Settings & enablers**
Considering for specific reform areas, key opportunities and gaps for clusters as they progress toward implementation.

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Assessment design: focus areas

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We assessed the progress of workforce reform against three categories. These were chosen as they provide a solid foundation for development of the change roadmap which supports future implementation.

Commitment

Understanding intent
What does your organisation understand about the role of the workforce and work practices in delivering business outcomes? Does your organisation understand how workforce reform can support this?

Understanding commitment
How does your organisation prioritise workforce reform in order to enable business outcomes?

Ability

Understanding the organisation
Is your organisation equipped to optimise its workforce and deliver workforce reform? This includes
- Process, policy or tools
- Governance
- People
- Technology
- Information and data

Understanding roles
How do these things help employees, managers and organisational leaders to be successful in their roles? Where are the gaps?

PROGRESS

Understanding the journey
How has the organisation used the workforce to deliver outcomes? What stage is your organisation at in the implementation of workforce reform?

Understanding outcomes
What outcomes has your organisation achieved as a result of workforce reform or other workforce-related activities?

Below are the statements used for the Secretary worksheet.

	Statement
Mobility	Our organisation can move staff (through reassignment, transfer or secondment) easily and rapidly to optimise organisation outcomes.
Capability	Our organisation takes a capability-based approach to recruiting, understanding, developing, and deploying our workers.
Recruitment	Our organisation is able to recruit the best people, in an efficient way.
Leadership	Our organisation has the right senior executives and the means to develop a robust talent pipeline.
Values & Ethics	Our workforce is clear on how to behave, consistent with the Government's ethical framework and core values.
Performance Management	Our organisation is able to align individual, team, agency and public sector objectives.
Better Evidence & Data	Our organisation has, and is able to, use the data and information we need to plan and manage our workforce effectively.
Diversity & Inclusion	Our organisation is actively building a positive workplace for all people and a workforce which reflects the broader community.
Workforce Planning	Our organisation has a process by which we regularly and thoroughly align our workforce requirements to our business objectives and 'future proof' our organisation.

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Below are the statements used for the Business Leader worksheet.

	Statement
Mobility	Our organisation can move staff (through reassignment, transfer or secondment) easily and rapidly to optimise business outcomes.
Capability	Our organisation takes a capability-based approach to recruiting, understanding, developing, and deploying our workers.
Recruitment	Our organisation is able to recruit the best people, in an efficient way.
Leadership	Our organisation has the right senior executives and the means to develop a robust talent pipeline.
Values & Ethics	Our workforce is clear on how to behave, consistent with the Government's ethical framework and core values.
Performance Management	Our organisation is able to align individual, team, agency and public sector objectives.
Better Evidence & Data	Our organisation has, and is able to, use the data and information we need to plan and manage our workforce effectively.
Diversity & Inclusion	Our organisation is actively building a positive workplace for all people and a workforce which reflects the broader community.
Workforce Planning	Our organisation has a process by which we regularly and thoroughly align our workforce requirements to our business objectives and 'future proof' our organisation.

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Below are the statements used for the People Manager worksheet.

	Statement
Mobility	I look across the organisation and public service to find and source the best talent.
Capability	I use the capability framework as a basis for creating roles, recruiting to roles, managing performance, capability development, career planning and, more broadly, workforce planning.
Recruitment	I conduct 'fit for purpose' recruitment and selection am able to attract and retain the best candidates.
Leadership	I have access to a range of opportunities (such as stretch roles, formal education and coaching / mentoring) to develop my skills as a public sector leader and manager.
Values & Ethics	I understand how to act ethically and in the public interest and how I can foster this within my team.
Performance Management	I frequently spend time with my team to set and clarify expectations, monitor and develop performance, plan and review objectives and develop capabilities.
Better Evidence & Data	I have access to the information I need about my team/people in order to make timely, evidence-based decisions.
Diversity & Inclusion	I know my responsibility for fostering diversity and inclusion within my team and am capable of doing it.
Workforce Planning	I regularly undertake workforce planning for my team, considering the future business environment and the workforce skills and capabilities we'll need.

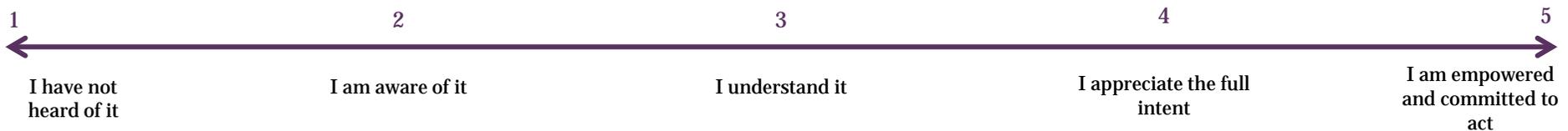Below are the statements used for the Employee worksheet.

	Statement
Mobility	I can see opportunities for a career in the public sector and can grow and develop through transfers and secondments.
Capability	I use the capability framework to understand the core capabilities required for my role and to plan my development.
Recruitment	Recruitment processes are fair and timely.
Leadership	Leaders in my organisation are positive role models.
Values & Ethics	I know what my responsibilities are in acting ethically and in the public interest.
Performance Management	I get timely and useful feedback from my manager on my performance and know what I am working towards.
Diversity & Inclusion	My workplace is inclusive and reflects the broader community.

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Below are the statements used for the GSE Reform / HR Lead worksheet.

	Statement
Mobility	Our organisation can move staff (through reassignment, transfer or secondment) easily and rapidly to optimise business outcomes.
Capability	Our organisation takes a capability-based approach to recruiting, understanding, developing, and deploying our workers.
Recruitment	Our organisation is able to recruit the best people, in an efficient way.
Leadership	Our organisation has the right senior executives and the means to develop a robust talent pipeline.
Values & Ethics	Our workforce is clear on how to behave, consistent with the Government's ethical framework and core values.
Performance Management	Our organisation is able to align individual, team, agency and public service objectives.
Better Evidence & Data	Our organisation has, and is able to, use the data and information we need to plan and manage our workforce effectively.
Diversity & Inclusion	Our organisation is actively building a positive workplace for all people and a workforce which reflects the broader community.
Workforce Planning	Our organisation has a process by which we regularly and thoroughly align our workforce requirements to our business objectives and 'future proof' our organisation.
Senior Executive Transition	workforce reform provides the foundation for a single, leaner, flatter, and more mobile executive structure for the public sector.

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Below are the rating scales used for the worksheets.

Q1. I understand this reform area

1	2	3	4	5
I have not heard of it	I am aware of it	I understand it	I appreciate the full intent	I am empowered and committed to act

Q2. My agency is well progressed in delivering this reform area

1	2	3	4	5
We haven't started	We are planning to start	We have started and are in transition	We have completed implementation to a basic extent	We have implemented to a high standard across the agency

Q3. I believe this reform area has significant potential to drive outcomes in my agency

1	2	3	4	5
The need is not recognised	It is just a compliance activity	It will deliver some benefits	It will positively impact our agency	It is core to driving outcomes for our agency

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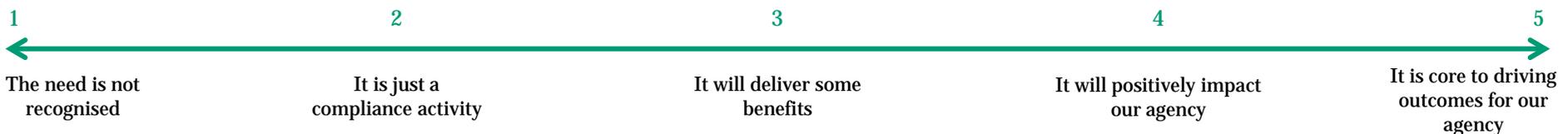
Below are the definitions of the categories used to analyse the suggestions from the Innovation Café.

Category	Sub-category	Definition
Program Management	Application & Implementation	• The roll out of workforce reform / timing • How settings or guides have been applied in an organisation • The status of implementation
	Governance & Cost	• Rule-making and decision making • Oversight and hierarchy • Bureaucracy • Value for money • Expense
Mindset & Capability	Guides & Tools	• Case studies, templates and examples • Guidelines
	Capability Development	• The need for training and increased understanding of how to apply tools
	Communication & Awareness	• Clarity of messaging • Building awareness • Selling the benefits – WIIFM • Sharing of information across the sector • Collaborating and networking with others
	Culture and Mindset change	• Placing value or priority on workforce management • Setting expectations • Politics

Category	Sub-category	Definition
Data & Systems	Data & Information	• Information about the workforce • Access to information • Accuracy of information
	Technology & Systems	• Systems such as Taleo, SAP, Success Factors • Reporting from systems
Process & Settings	Process & Policy	• Processes, procedures, and policies for implementation
	Settings	• Specific rules in the legislation or directives