Developing your team

Things to think about

The capabilities needed to deliver my organisation and team objectives now and in the future

My team as individuals – their capability, strengths, needs and aspirations

Creative opportunities to engage and develop my team

Curating mobility pathways

Key actions

Co-create an employee development plan

Work with each of your team members to identify and plan to achieve their development priorities for the coming year:

- Identify capabilities required for their role (and future aspirational roles), including focus and non-focus capabilities – you can find these in the role description and any workforce plan your agency has in place

- Complete the Capability Discovery Tool for each of your employees, to reflect on the indicative behaviours of each capability level for their role and obtain a customised report of suggested development tips based on your responses.

- You might also ask each employee to complete the Capability Discovery Tool for themselves.

- Follow up by talking through the development tips and discussing any "gaps" with your employee. Specifically discuss the employee's capabilities and technical knowledge, the range of experiences they have had, as well as their career plans.

Points to remember

- Help employees understand how capability development will assist them to meet the key accountabilities of their role and contribute to the organisation as a whole

- Encourage your employees to use the Capability Discovery Tool to reflect on their capabilities and obtain development tips

- Share your own capability building experiences with your employees through active mentoring and coaching.

- Use the language of the behavioural indicators from the Capability Framework to keep the focus on behavioural changes, and provide a clear path to improving performance

- Evaluate the impact of the different capability development opportunities undertaken by your employees

The **Capability Framework** describes the core capabilities or knowledge, skills and abilities public sector employees require to perform their roles effectively. The Framework provides a common foundation for workforce management and career development activities.

Capability Framework
NSW Public Sector

Key actions continued

Co-create an employee development plan *(continued)*

- Discuss available development opportunities that will close gaps in the employee's capability or performance, and which of these may be most appropriate for the employee (content, level, location, mode of delivery). Activities need not be limited to classroom based training or formal education programs, but may include:
  - Meaningful on-the-job experiences, such as "stretch" projects
  - Exposure to and exchange with others, such as mentoring and job shadowing
  - Joining a NSW Public Sector Community of Practice, to network with other professionals and develop channels for communication and information sharing.
- Consider agency talent review and succession planning outcomes: speak with your local Human Resources team to find out more about your agency's current capability profile and future requirements.

Prepare for regular development discussions

- Diarise regular meetings with each employee, explaining that the employee is responsible for their own capability development and you will support them.
- At each meeting, discuss successes and any disappointing outcomes over the preceding period and provide feedback based on your observations of their job performance. Take a coaching approach, asking questions to understand how your team member is progressing and helping them to think of solutions to any problems.
- Discuss their lessons learnt and what they'd do differently next time. Help them identify which capabilities they need to develop further.
- Encourage reflection on their development: work with the employee to review how they are applying what they have learned on the job, and adjust the plan if further capability growth is required.
- Measure the impact of different development opportunities: invite feedback from employees on the activities they find most useful for developing and applying their capability in their day-to-day work, and discuss the reasons for this.

Toolkit

- Capability Discovery Tool
- NSW Public Sector Communities of Practice resources
- Career Pathway Template
- ICT Career Pathway Framework (for ICT professionals)
- NSW Leadership Academy
- Senior Executive Fundamentals
- Personas for Executives, Leaders and Individuals in the State of Workforce Reform Report
- Aboriginal Employment and Development Program
- Aboriginal Career and Leadership Development Program
- Agency developed resources

Capability Framework
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