

# Our shared approach to workforce management

To deliver value for NSW by thinking about what work we do, the capabilities we need, and the culture and conditions we create – and acting accordingly

## The outcomes we want

- What outcomes do we want to achieve at whole of government and agency level?
- What are the corresponding goals?
- How might the external and/or internal environment affect what we are trying to achieve?
- How will we measure success?

## The work we do

- What services/products need to be delivered?
- What are the core capabilities required to deliver them?
- Is there high labour market competition for those capabilities?
- Are there synergies with services/products delivered by other agencies?
- Is there a competitive non-government offer for the services/products?
- Which services/products should be delivered using internal workforce resources, delivered jointly with other agencies, and/or should be commissioned from non-government providers?
- How do we design our structures and roles to ensure goals are met for internal, cross-government and commissioned deliverables?
- How do we ensure structures and roles offer attractive career path opportunities?
- What strategies do we need to support ongoing adaptation of structures and roles in line with evolving external and/or internal factors?

## The capabilities we need

- What is the mix of skills, knowledge and abilities we need to fill our structures and roles, now and in the foreseeable future?
- What should be the mix of ongoing, term and contract employees?
- Are there gaps or weaknesses in our existing or anticipated workforce capability set?
- What talent retention, development and acquisition strategies do we need to adopt to fill those gaps, in our agency and collectively across the sector?

## The culture and conditions we create

- What organisational culture do we need?
- How do we create a workplace that meets both organisational and employee goals and needs?
- How do we achieve an engaged and high performing workforce?
- What kind of workforce practices, systems, and conditions do we need to underpin the culture and outcomes we want?

## The outcomes we delivered

- What outcomes have we achieved?
- How did workforce management strategy and practice contribute to those outcomes?
- What have we learned?

**Values-led** – integrity, trust, accountability and service

**Fit for purpose** – agile, flexible and able to adapt and respond

**Capability-based** – knowledge, skills and abilities to perform

## Principles

**Outcomes focused** – quality service for customers and citizens

**Diverse and inclusive** – positive workplaces for all people

**Evidence-based** – analytical and fact based decisions