Developing the New England North West Regional Workforce Strategy

Using the Strategic Workforce Planning Framework to get the right people in the right roles at the right time

NSW Public Service Commission partnered with:

* NENW Regional Leaders Network
* Regional Leaders Executive
* Department of Regional NSW.

# Align stage

## Align organisation strategy and strategic workforce planning priorities

We started by identifying:

* Common challenges:
  + Attract staff
  + Retain staff
  + Digital capabilities
* Agreed common vision
  + Best world class
  + Customer centred
  + Tailored and targeted
  + Integrated and inclusive
  + Trusted partner
* Attributes critical to success
  + Stickability
  + Resilient
  + Digitally enabled
  + Customer focused
  + Innovative
  + Creative

# Compare stage

## Compare options to achieve outcomes

We analysed the region’s workforce data to understand the current composition.Through environmental scanning, we were able to identify trends affecting the workforce. These were:

1. Loneliness epidemic
2. Citizen driven policies
3. Increased connectivity
4. Aging population
5. De-urbanisation

We brainstormed plausible future scenarios and built a scenario of where we’d be in 10 years. We backcasted by developing a scenario that may occur in 10 years’ time and built a story connecting the future scenarios back to today.

# Identify stage

## Identify gaps and workforce initiatives

Using the outputs from the previous stages, we developed three key themes:

1. The more technology we use, the more human we need to be.
2. The more empowered citizens become, the more responsive and inclusive we need to be.
3. The more our citizens demand of us, the more we need to invest in our employees.

We explored the range of workforce strategies through the six B’s model:

* Build
* Buy
* Borrow
* Build
* Bounce
* Boost

We brainstormed specific workforce strategies:

* Focus on happiness and wellbeing of employees
* Embed continuous learning in our culture
* Redefine what ‘good performance’ looks like and modernise how it is tracked and measured
* Broaden scope of working flexibly
* Connect across government
* Relationship-based customer service that recognise citizens are the experts
* Value and use information and data
* Use outcome focused system and processes

# Implement stage

## Develop and implement the plan

Through our themes we identified 20 specific workforce initiatives and assessed the impact and effort of each initiative and prioritise initiatives to reduce 20 initiatives down to 8:

1. Soft skill induction
2. Internal consultants
3. Data learning
4. Employee wellbeing
5. Investing in fulfilment
6. Google Fridays
7. Personal working guides
8. Recruitment for attributes

…and assigned individuals and working groups to project plans.

We then socialised the workforce initiatives with the Regional Leadership Executive. They added an additional three initiatives:

1. Concierge recruitment
2. Mobility
3. Government sector hubs

# Review stage

## Monitor, evaluate and review

Next steps:

1. Refine and pilot workforce initiatives.
2. Evaluate and share outcomes.