

The State of Workforce Reform

We worked in consultation with the sector to:

- better understand the status of workforce reform and the broader maturity of workforce management in the NSW public service;
- develop a model for good workforce management incorporating all of the reform areas, and a narrative about its value; and
- consider how the PSC might work with agencies to promote an integrated approach to workforce management that provides a performance-focused, positive work environment as a means to deliver stronger business performance.

The findings, observations and recommendations for both clusters and the PSC are outlined in **The State of Workforce Reform: Summary Assessment**. It draws out overarching issues for the reform program, and explores commitment to reform, ability to implement, and progress to date – all critical aspects of any successful institutional change.

The summary assessment should be read in conjunction with the detailed findings report which captures what people said about each of the core elements of the reform agenda. 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.

In consultation with the sector, a conceptual model for Workforce Management was developed along with a series of personas for key stakeholders:

The conceptual model articulates a common approach for determining how to best align the workforce to achieve business outcomes and what workforce management practices are necessary to develop the capabilities and culture required to deliver results.

The 'personas' illustrate the desired behaviours that will make this new model a reality. Individual personas are available for each key category of stakeholder, including Secretaries Board, Agency Heads, Team Leaders, and Employees.

[The State of the Workforce Reform Report](#)



[The State of Workforce Reform: Detailed Findings](#)

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[Workforce Management Conceptual Model](#)

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[Personas - Executive](#)

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[Personas - Leaders](#)

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[Personas - Individuals](#)

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