

Office of the Commissioner for Public Employment

Policy Drivers in the Public Employment Environment

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Today's seminar

1. Acknowledgement of Country
2. The policy challenges which impact on public employment
3. A modern public service
4. Responding to the policy challenge from an employment perspective

Acknowledgement of Country

Policy Drivers in the Public Employment Environment

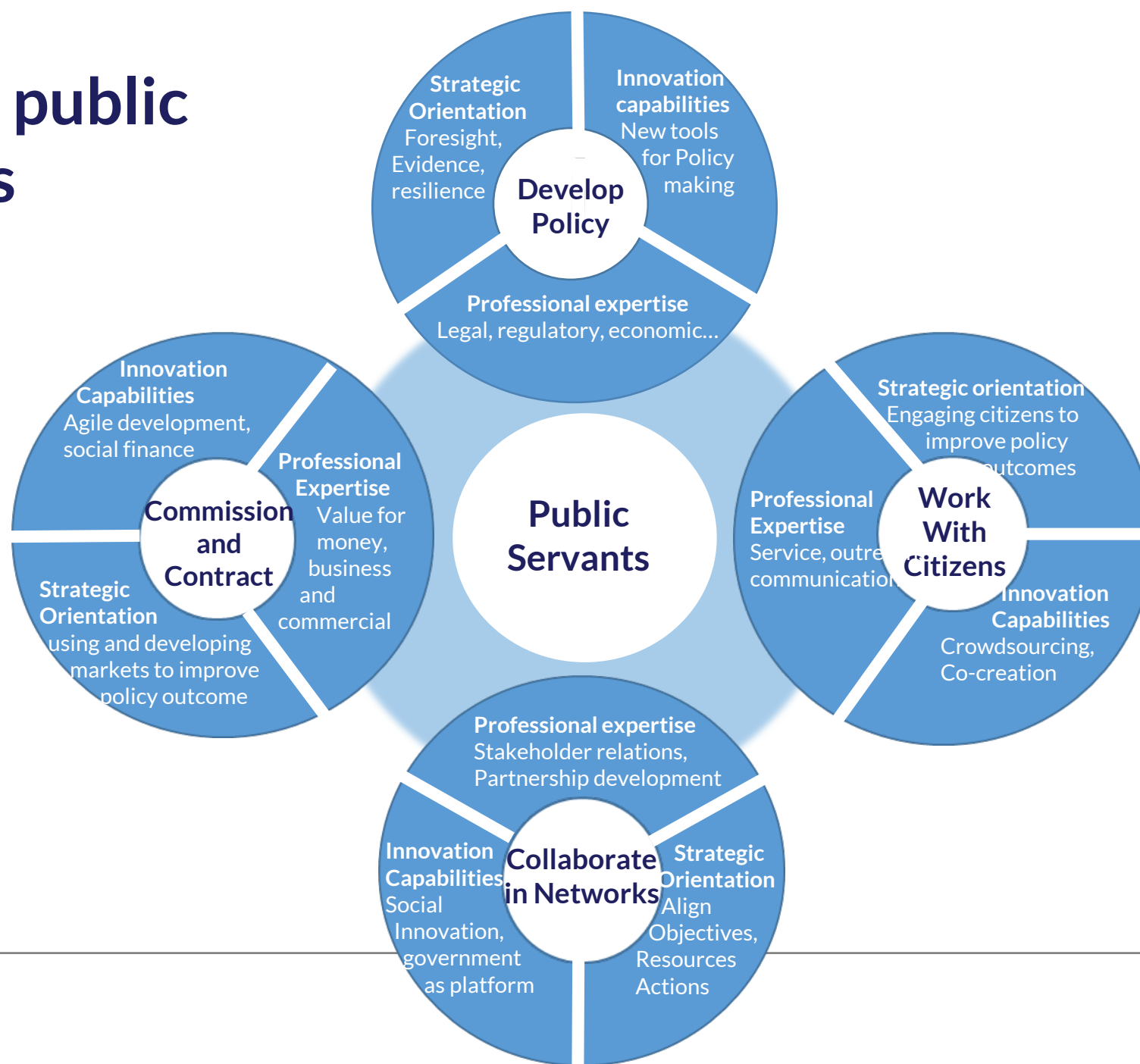
‘the scale and complexity of the challenges governments are facing today require public institutions to adopt novel ways to think and implement public policies. This means being able to develop innovative responses to tackle long term transformations such as those related to aging societies and automatisisation of work while keeping the public sector productive and responsive to urgent needs.’

(OECD OPSI: [Tackling Policy Challenges Through Public Sector Innovation: A strategic portfolio approach](https://www.oecd.org/opsi/tackling-policy-challenges-through-public-sector-innovation-a-strategic-portfolio-approach/) - Observatory of Public Sector Innovation ([oecd-opsi.org](https://www.oecd.org/opsi/)))

The public policy challenges

- Changing community demographics, different expectations of responsive and digital government services and changing trust in public institutions
- Increasing demand for collaborative, adaptive and rapid responses by government, industry and citizens
- Modern public servants are expected to focus on more than just service delivery or public policy advice
- Changing employee expectations of work and workplaces
- An increasingly dynamic labour market which is also mobile

Modern public servants



OECD (2017), *Skills for a High Performing Civil Service*, OECD Public Governance Reviews, OECD Publishing, Paris, <https://doi.org/10.1787/9789264280724-en>, p31

We need a public service which is

- Forward-looking
 - knows how to transform its workforce to get the work done
- Values-driven, ethical, focused on outcomes
 - where commonly understood values guide a results-oriented and citizens-centred culture, leadership and policy and services design
- Trusted and capable
 - skills and competencies aligned to employment systems
- Responsive and adaptive
 - empowered, with agility to effectively and efficiently address fast changing, ongoing and emerging challenges

NTPS, the known environment

- We operate in an increasingly competitive labour market, in particular for specialist skills and deep expertise.
- We need to build/maintain engagement.
- We need to grow and develop our own capability, and attract and retain skills and capabilities.
- Build and attract diverse talent from across Australia but that need is increasing.
- Build leadership to deliver on our current policy challenges.

NTPS people

- Are engaged
- Know their role is important
- Are motivated by a 'greater purpose'
- Are values driven
- Know their customers are important

NTPS employees value

- Flexibility
 - How and where work is done
- Receiving regular and timely feedback
- Employee voice and autonomy
- Senior leaders showing the way
 - Vision for the future
 - Modelling behaviours
- Safe respectful workplaces that doesn't tolerate bullying and harassment

NTPS workforce strategy premised on ‘right people, right place, right time’

- A well functioning government positioned to serve the needs of Territorians is delivered through people who have the needed capabilities at the time and places they’re needed.
- Every interaction Territorians have with public servants has the potential to build trust in public institutions and government.
- The right workforce capabilities:
 - Deliver quality outcomes no matter the fiscal situation
 - NTPS employees enabled to maximise their contribution to the Territory
 - Ethical and values driven

NTPS workforce strategy: Customers at the centre of all we do

- Be responsive to our customers.
 - Think about 'government' from their perspective, not through a fixed agency perspective.
- Territorians want convenient access to services and don't care which government agency delivers it.
 - Work beyond traditional government silos to deliver more sustainable, efficient and effective government services
 - Working across agencies
 - Working across government
 - Working with our community partners

NTPS workforce strategy: not just customer but also employee focused

- Customers must always be at the centre of everything we do

AND

- We must always inspire our employees to excel
 - We can only do that if we value our employees and support them to deliver

Valuing employees through 'fit for purpose' employment offering

- Employees are driven by
 - Purpose
 - Well-being and belonging
- Keep remuneration competitive, while affordable.
- NTPS EAs: building contemporary employment conditions to support a flexible, mobile and agile workforce. For example,
 - Flexible work as routine
 - Kinship obligation leave
 - Improved compassionate leave
 - Improved parental leave superannuation
 - Gender transition leave

NTPS workforce strategy:

Engagement

- Engagement matters
 - Discretionary effort
 - Employees go 'above and beyond'
 - Employer of choice promotion for recruitment
- Values matter
- A strong employee value proposition
 - Meet employee expectations of work and workplaces
 - Having a flexible approach to where and how work is done makes a huge difference to engagement

NTPS workforce strategy: capability build

- Continuous capability development and reskilling activities to transition our workforce to the areas and capabilities which are growing
 - Leadership
 - Policy advice
 - Service delivery and citizen engagement
 - Partnerships
 - Commissioning and contract management
 - Values and behaviours
 - Digital skills

NTPS workforce strategy: diversity, respect and workforce management

- Diversity drives innovation and leads to better business outcomes.
 - A diverse workforce brings diversity of perspective, skills, experience and background.
 - Inclusive workplace cultures have deep-rooted respect for all people including their rights and their gender, age, heritage and cultural background, skills, experience, work styles and ideas.
- Promote safe, respectful work places and expected workplace behaviours and values.
- Modern and innovative approaches to workforce management.
 - Draw from talent pools that are under utilised such as older workers, people with disability and Aboriginal people.
 - Attract and retain this diverse talent.

Leadership matters

- Recognise that leadership is a job in its own right
- Long-established leadership capabilities, such as conceptual and analytical thinking and strategic planning, remain essential.
- So-called ‘soft’ skills are no longer optional (if they ever were) but are core leadership capabilities.
 - Deliver through others
 - Engage with multiple stakeholders
 - Effectively mobilise diverse teams
 - Coach and enable others
 - Partner and collaborate
 - Lead the way on values and ethical behaviour

Leadership matters (cont'd)

- Need foundational people management capability.
 - Effective performance and career conversations.
- Grow leaders who understand, value and promote diversity, inclusion and cultural safety.
- Talent management and succession planning for leadership roles.
 - Identify, develop and retain high-potential employees and succession management
 - Build talent pipelines for critical and leadership pipelines.

Summary

- The policy challenge:
 - Changing community expectations, digital transformation, increasingly competitive labour market, changing workforce profiles and employee expectations bring varied challenges that we must plan for.
- The employment response:
 - Plan for our future state workforce, to be in the best position to respond to these challenges.
 - 'Fit for purpose' employment offering
 - Anticipate the skills and capabilities needed ahead so employees are ready to be deployed at the moment they are needed

Questions