**NSW Health**

# NSW Health
# Talent Strategy 2022-2032

## Horizon 1 Implementation Plan (Years 1-3)

The NSW Health Talent Strategy 2022-2032 is broken down into delivery over three horizons. This Implementation Plan provides information on the activities to be delivered over the first horizon (2022-2024). The Implementation Plan should be read alongside the Talent Strategy.

### Key:

- **WPTD:** Workforce Planning and Talent Development Branch, Ministry of Health

- **WR:** Workplace Relations Branch, Ministry of Health

- **NaMO:** Nursing and Midwifery Office, Ministry of Health

- **HETI:** Health Education and Training Institute

- **ACI:** Agency for Clinical Innovation

- **Health Agencies:** all organisations that make up NSW Health, including Local Health Districts and Specialty Networks, State-wide Health Services, Shared Services, Pillars and the Ministry of Health (where otherwise not specifically mentioned).

# Actions to deliver the Strategy

| Outcome | Initiative | Lead | Partners | Activities | | |
|---|---|---|---|---|---|---|
| | | | | 2022 | 2023 | 2024 |
| 1 | 1.1 Develop and publish Leader Success Profiles for Executive roles | WPTD | WR<br>NaMO<br>eHealth<br>ACI<br>CEC | • Finalise and publish Set 1, including 'How to Use' Guide:<br>– General Manager<br>– Director of Nursing and Midwifery<br>– Director of Allied Health<br>– Health Service Manager<br>– District Director of Nursing<br>– Facility Director of Nursing<br>– Nurse Unit Manager<br><br>• Develop and publish Set 2, including:<br>– Director of Medical Services<br>– Director of Clinical Operations<br>– Director of Clinical Governance<br>– Director of People and Culture | • Evaluate Set 1, 12 months in<br>• Determine how to use LSPs with model profiles in PAT<br>• Add LSPs into model profiles in PAT<br>• Identify priorities for Set 3 development, including non-service delivery Executives such as Director of Finance<br>• Develop and publish Set 3<br>• Identify methods for fast-track development of LSPs for other roles | |

| Outcome | Initiative | Lead | Partners | Activities | | |
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| | | | | **2022** | **2023** | **2024** |
| 1 | 1.2 Roll out state-wide Talent Review Committees based on a standardised talent identification methodology and matrix | WPTD | WR eHealth HealthShare Health Agencies | • Develop and consult on methodology, including lessons learned from HealthShare pilot, previous Ministry Band 2 review project and NHS (UK) Regional Talent Boards<br>• Agree on group to be included in pilot<br>• Health Agencies to nominate individuals for inclusion in pilot<br>• Talent Review Committee membership agreed<br>• PAT system set up to support pilot<br>• Performance ratings submitted<br>• Potential assessed and submitted<br>• Talent Review meeting held and staff assessed and mapped onto nine box matrix<br>• Results discussed with staff and development plans updated to align to feedback and their career goals<br>• Identified top talent linked to succession plans | • Evaluation of pilot<br>• Further piloting/rolling out to other groups as required based on standardised methodology | • Further piloting/ rolling out to other groups as required based on standardised methodology |

| Outcome | Initiative | | Lead | Partners | Activities | | |
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| | | | | | **2022** | **2023** | **2024** |
| 2 | 2.1 | Implement improvements to existing state-wide leadership and development programs and roll out new programs | HETI | WPTD WR Health Agencies | • Review outcomes data ('where are they now') for staff who have completed courses<br>• Launch new General Managers Program<br>• Launch new Nursing/Midwifery Unit Manager Leadership Program.<br>• Undertake literature review into how to conduct state-wide Learning Needs Analysis (LNA)<br>• Undertake statewide LNA | • Identify improvements that can be made to existing programs, including:<br>  – Linking the process of who is nominated to attend these courses to those assessed as 'high performing and high potential'<br>  – Identifying what additional post course development activities and support structures can be provided so that staff can action the knowledge they have learned from the course, including future coaching and skills placements they could undertake, use of action learning sets<br>  – Implementing targeted places for current and aspiring Aboriginal leaders in all leadership and management programs<br>• Implement identified improvements to existing programs<br>• Develop business case(s) for new programs based on results of LNA<br>• Develop recommended list of psychometric tools (including cultural considerations) and identify where economies of scale in purchasing can be achieved | • Implement identified improvements to existing programs<br>• Secure funding for new programs<br>• Design, develop and implement new programs |

| Outcome | Initiative | Lead | Partners | Activities | | |
|---------|-----------|------|----------|------------|------------|------------|
| | | | | **2022** | **2023** | **2024** |
| 2 | 2.2 Establish new mentoring, shadowing, coaching and secondment opportunities to help develop staff | WPTD | HETI<br>WR<br>Health Agencies | • Liaise with PSC and other stakeholders to identify any new whole of government placement/ secondment approaches that are in development<br>• Identify process improvements to the existing NSW Health process for advertising and backfilling secondments, including how staff are made aware of them, our remote working policy and staff exchange opportunities, particularly between pillar and support agencies and LHDs | • Implement process improvements to the existing NSW Health process for advertising and backfilling secondments<br>• Design and implement new opportunities, focusing first on:<br>  – Career coach program pilot for high potential future executive leaders<br>  – Cross Health Agency virtual mentoring programs for key groups<br>  – Pilot of Cultural Mentoring Program for Aboriginal staff with the Allied Health workforce | • Design and implement new opportunities, including:<br>  – Further implementation and evaluation of Career coach program pilot for high potential future executive leaders<br>  – Reviewing where roles could be seconded or provide virtual assistance from metro to rural/ regional sites at key points during year<br>• Roll out Cultural Mentoring Program to further workforces |
| | 2.3 Develop and publish career pathways guidance and case studies | WPTD | WR<br>Health Agencies | • Develop and publish career pathways and case studies for Allied Health<br>• Publish on new Talent Hub when ready (see 4.2 below) | • Develop and publish career pathways and case studies for other key groups/professions, including those in non-clinical roles<br>• Develop an Interactive Allied Health Career Pathway Navigator Tool<br>• Review enhancements/new content that could be made to the mapmyhealthcareer website | • Develop and publish career pathways and case studies for other groups/professions, including those in non-clinical roles<br>• Implement mapmyhealthcareer enhancements/new content |

| Outcome | Initiative | Lead | Partners | Activities | | |
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| | | | | **2022** | **2023** | **2024** |
| 3 | 3.1 Improve the effectiveness of the performance and development review process, including greater standardisation across NSW Health | WPTD | eHealth WR Health Agencies | • Identify priority process improvements and PAT system enhancements (e.g., improvements to training materials)<br>• Align dates of performance reviews across the system for the 2022/23 performance review period | • Develop state-wide guidance for managers and staff (such as a charter of expectations) on the performance and development review process e.g., frequency of performance conversations<br>• Develop and consult on a standardised performance review template<br>• Implement the standardised performance review template<br>• Enhance the usability of the PAT system | • Develop and pilot a moderation process for annual performance and development reviews<br>• Develop and run manager training sessions in how to give feedback effectively and how to build consistency in how they run performance and development discussions and apply performance ratings<br>• Develop Performance Goals Library in PAT<br>• Enhance the usability of the PAT system |
| | 3.2 Develop succession plans for key roles | WPTD | WR eHealth Health Agencies | • Develop guidance/policy framework on succession planning for NSW Health<br>• Provide written versions of succession plan templates based on PAT fields to support 'early adopter' Health Agencies who want to start their own succession plans and pilot with them | • Identify first set of business critical roles to review and map their development pathways<br>• Review roles identified and develop succession plans<br>• Create development plans for those identified in the succession plans<br>• Develop guidance and templates for Health Agencies on how to undertake succession planning<br>• Pilot the succession planning module in PAT with an Executive group that are going through a Talent Review Committee (see 1.2) | • Continue reviewing roles identified and develop succession and development plans<br>• Continue PAT succession planning pilot<br>• Wider roll out and training in PAT succession planning functionality |

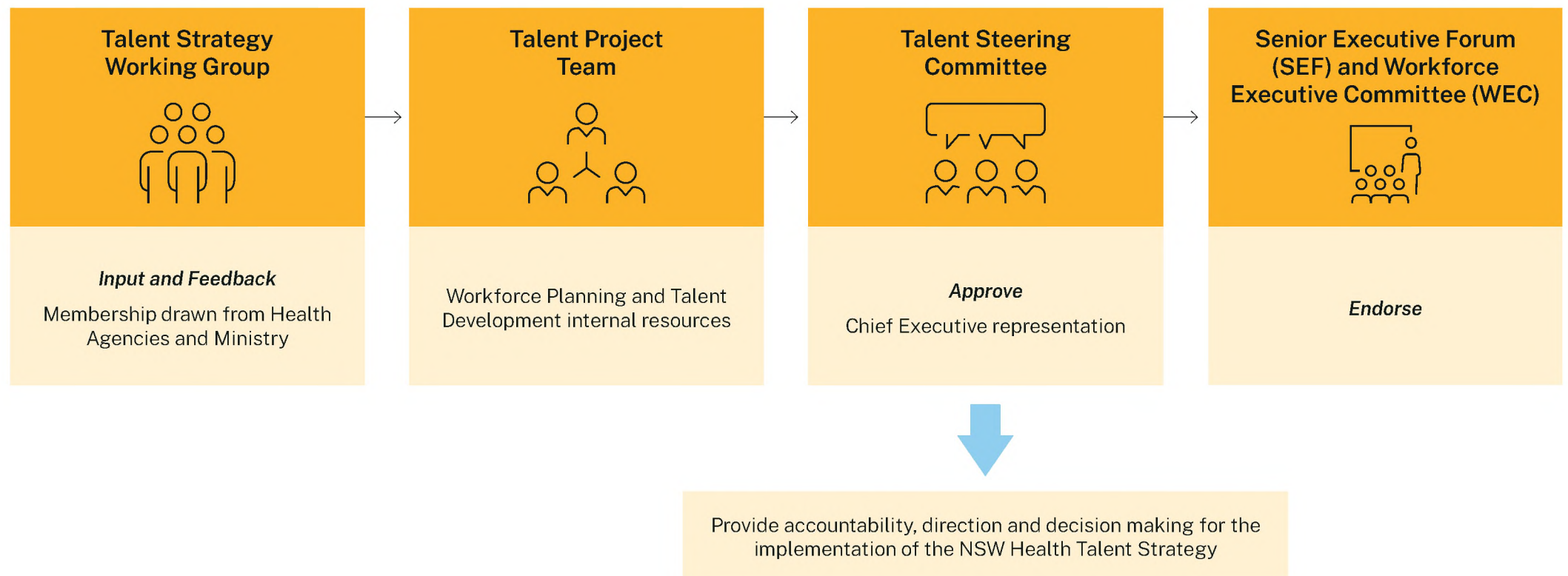| Outcome | Initiative | Lead | Partners | Activities | | |
|---|---|---|---|---|---|---|
| | | | | **2022** | **2023** | **2024** |
| 3 | 3.3 Enable staff to build online talent and skills profiles | eHealth | WPTD Health Agencies | • Incremental build of skills and qualifications in PAT system | • Expand talent profile functionality within HCM system<br>• Alignment of HCM data to Talent Strategy and identify quick wins | • Expand talent profile functionality within HCM system<br>• Alignment of HCM data to Talent Strategy and identify quick wins/ longer term vision |
| | 3.4 Improve data collection for key talent metrics and establish a talent dashboard | WPTD | WR eHealth Health Agencies ACI | • Identify list of metrics relating to talent management<br>• Develop business requirements for new talent dashboard<br>• Design, build and roll out Phase 1 of new talent dashboard (focused on Ministry users)<br>• Design, build and roll out Phase 2 of new talent dashboard (focused on Health Agency users) | • Continue dashboard enhancements | • Continue dashboard enhancements<br>• Incremental build of supporting HCM dashboards around talent and succession planning<br>• Gather additional qualitative data, such as review of exit interview data, and undertake and publish analysis on results |

| Outcome | Initiative | Lead | Partners | Activities | | |
|---|---|---|---|---|---|---|
| | | | | 2022 | 2023 | 2024 |
| 4 | 4.1 Establish a new centralised Talent Team to deliver system-wide activities and support Health Agencies | WPTD | | • Determine team structure<br>• Recruit to and establish team | | |
| | 4.2 Develop an online 'Talent Hub' for sharing information | WPTD | | • Design and build Hub and add first set of resources<br>• Set up Community of Practice | • Enhance Hub | • Enhance Hub |
| | 4.3 Apply the PSC Capabilities Framework consistently across Health Agencies and develop new occupational specific capability sets | WPTD | WR eHealth Health Agencies | • Communicate statement on incremental adoption of the PSC Capabilities Framework and develop guidance on how it should be used and implementation approach. This will build on existing work undertaken by Health Agencies and include publication of support resources on Talent Hub | • Develop plan for adoption of PSC Capabilities and occupational capability sets into HCM system via goals libraries and model profiles<br>• Pilot *Healthcare Safety and Quality Capabilities* (already created) as first occupation specific set added into HCM system<br>• Develop cultural capabilities for leaders via the new *Respecting the Difference: Lead the Difference* leadership training module | • Develop new occupational specific capability sets<br>• Continue to build capabilities into HCM system |

| Outcome | Initiative | Lead | Partners | Activities | | |
|---|---|---|---|---|---|---|
| | | | | **2022** | **2023** | **2024** |
| 4 | 4.4 Modernise employee attraction, recruitment, recognition and retention policies and approaches | WR | WPTD Health Agencies | • Identify policies, legislation, technologies and other existing attraction, recruitment, recognition and retention channels/systems in scope<br>• Run workshops to gather feedback on potential improvements/new initiatives<br>• Launch inaugural NSW Health Excellence in Allied Health Awards<br>• Conduct reviews and identify improvements (to include PD2017-040 *'Recruitment and Selection of Staff to the NSW Health Service'*, due for review by 13 Nov 2022, and PD2016-040 *'Managing for Performance'*)<br>• Develop NSW Health Employee Value Proposition (EVP)<br>• Link to Initiative 2.2. re: 'Identify process improvements to the existing NSW Health process for advertising and backfilling secondments, including how staff are made aware of them and our remote working policy' | • Roll out NSW Health Employee Value Proposition (EVP)<br>• Conduct reviews and identify improvements, share good practices<br>• Launch inaugural NSW Health Excellence in Medical Education and Teaching Awards<br>• *Note: linkages to Workplace Relations work to review existing industrial awards* | • Conduct reviews and identify improvements, share good practices<br>• Audit existing e-lists/talent pools and identify and implement improvements<br>• Establish new talent pools for Aboriginal staffing and leadership roles<br>• *Note: linkages to Workplace Relations work to review existing industrial awards* |
| | 4.5 Upskill People and Culture Teams talent management capabilities within Health Agencies | WPTD | WR Health Agencies | • Scope project proposal around enhancing skills and capability of People and Culture teams<br>• Procure consultancy firm to support development of People and Culture Capability Development Strategy<br>• Develop People and Culture Capability Development Strategy<br>• Begin developing the framework and governance for required Aboriginal workforce representatives in each Health Agency | • Begin implementation of actions from Capability Development Strategy<br>• Continue developing and rolling out the framework for Aboriginal workforce representatives | • Implement actions from Capability Development Strategy |

# Governance

Responsibility for overseeing the Talent Strategy and Implementation Plan sits within the Workforce Planning and Talent Development Branch in the Ministry of Health.

A new Talent Steering Committee and a new Talent Strategy Working Group were established in 2021 to guide the development of this Strategy. These groups will play an ongoing role in implementation advice and support.

| Talent Strategy Working Group | Talent Project Team | Talent Steering Committee | Senior Executive Forum (SEF) and Workforce Executive Committee (WEC) |
|---|---|---|---|
| *Input and Feedback*<br><br>Membership drawn from Health Agencies and Ministry | Workforce Planning and Talent Development internal resources | *Approve*<br><br>Chief Executive representation | *Endorse* |

Provide accountability, direction and decision making for the implementation of the NSW Health Talent Strategy

# Measuring, Reporting and Evaluation

The Implementation Plan will be reviewed annually to reflect progress and changes as necessary and a progress report published.

Key performance indicators we will be monitoring that are connected to this work include:

- Improvements in performance against Premier's Priorities relating to 'world-class public service'

- Improved diversity of those in senior roles, reflective of the diversity of the wider staff population

- Average time to recruit to a role

- Average length of time posts are vacant (where aiming to fill)

- Staff attrition and analysis of reasons for exit

- Number of candidates in talent pipelines for critical roles

- Rated succession planning (e.g., red/amber/green status rating based on numbers of staff available to fill) for critical roles

- Number of vacancies filled via internal Talent Management vs external

- Improvements in relevant People Matters Employee Survey (PMES) results.

A Monitoring and Evaluation Framework for the Talent Strategy is available separately, covering all relevant qualitative and quantitative indicators, including targets and baseline data.

Developing a Talent Dashboard is one of the key initiatives in the Talent Strategy and will be used to measure these performance indicators where data is available in existing systems. New initiatives will be evaluated to validate if they are achieving the desired outcomes and impact.

Prior to the Implementation Plan for Horizon 2 being developed, further stakeholder engagement and a review of the emerging evidence will be undertaken to ensure new talent trends and insights are captured and factored into future planning.