



# Strategic Human Resources Plan

2012-2017

## Students and communities at the centre of what we do

World class education and training and strong, sustainable communities are what students and communities across NSW expect of us. The quality of our staff and leaders is critical to how effective we are as an organisation.

The purpose of this new Strategic Human Resources Plan is to drive significantly better outcomes for students and communities through improved workforce capacity.

## Our priorities

### Highest quality staff in all locations

We will attract, manage and retain high performing, committed staff in all locations and support continuous improvement in their capacity to deliver excellent outcomes.

### Empowered and capable leaders and managers

We will develop leader capabilities to drive education reform and partner with communities. We will build the capacity of our leaders and managers to demonstrate innovative and efficient leadership and management practices.

### New and better ways of doing business

Our organisational effectiveness will be enhanced. We will innovate and improve our ways of doing business through evidence-based workforce planning, flexible recruitment and management practices and streamlined processes.

### A high performing inclusive workplace

We will ensure a workplace that is high performing, fair, safe and accountable. The diversity of our leaders and staff will enhance their capacity to engage with and respond to NSW communities.



## Introduction

As a teacher, parent and education leader I want to ensure that our effort, resources and innovative practices are always targeted at the learning and development of our students and the wellbeing of our communities.

The quality of our staff and leaders is critical to how effective and successful we are.

The Strategic Human Resources Plan 2012-2017 provides a strong framework for leaders and managers across the organisation to attract, manage and retain high performing staff and support them in improving our response to the needs of students and communities.

This plan also focuses on developing leadership and management capacity so that policy, practice and performance sustain education reforms, decision making is relevant to local needs and strong partnerships with communities are forged.

Our workplaces will reflect high expectations and achievement. They will be responsive, accountable and inclusive. Working for our organisation will be an admired and competitive career choice.

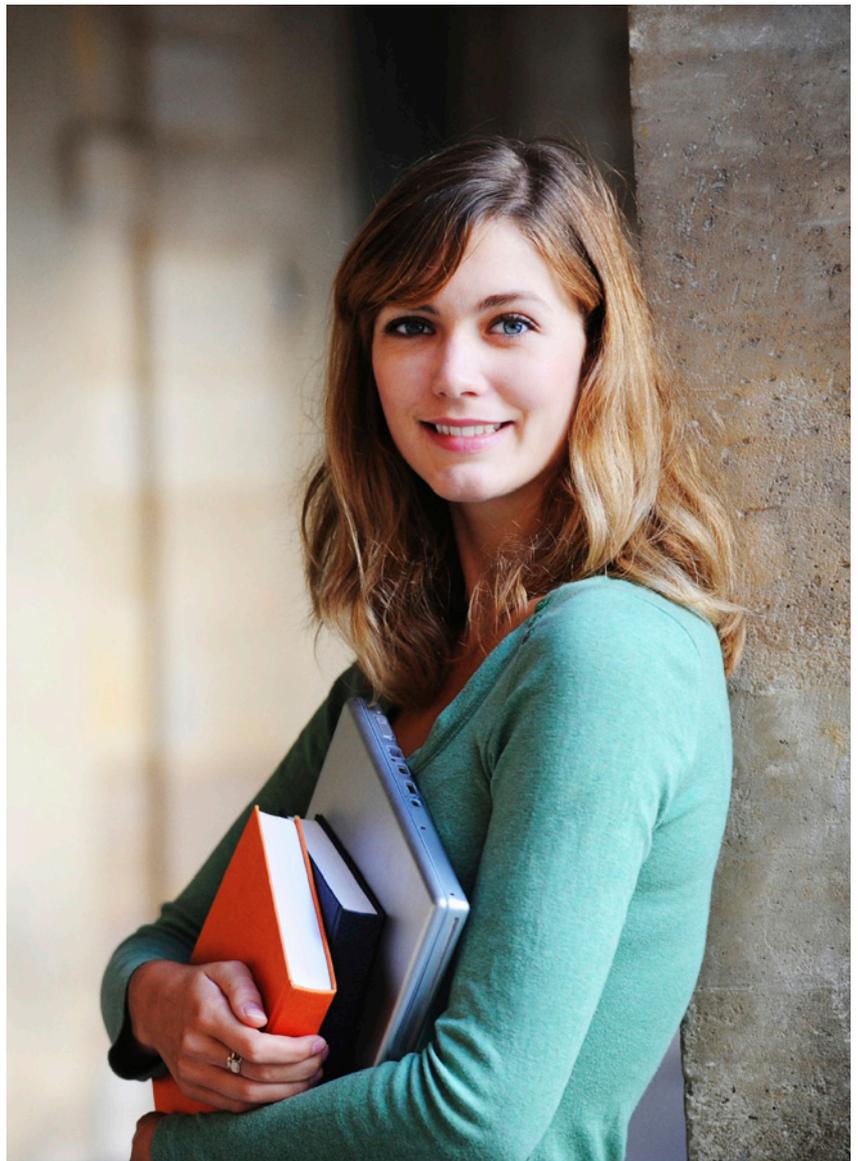
*Michele Bruniges*

**Dr Michele Bruniges AM**  
Director-General of Education  
and Communities  
Managing Director of TAFE NSW

# Highest quality staff in all locations

To attract, manage and retain high performing, committed staff in all locations and support continuous improvement in their capacity to deliver excellent outcomes, we will:

- Attract the best and brightest people into our workforce
- Strengthen capabilities of staff to deliver improved services to students and communities across NSW
- Continue to implement performance planning, management and development for all staff to ensure organisational success
- Provide more pathways for career development for staff
- Recognise and retain high performing, committed staff
- Continue to develop quality teaching and leadership practices aligned to professional standards to improve student success
- Expand the skills of teachers and other staff in TAFE to ensure TAFE's competitive advantage.



## By 2017, our success will be measured by:

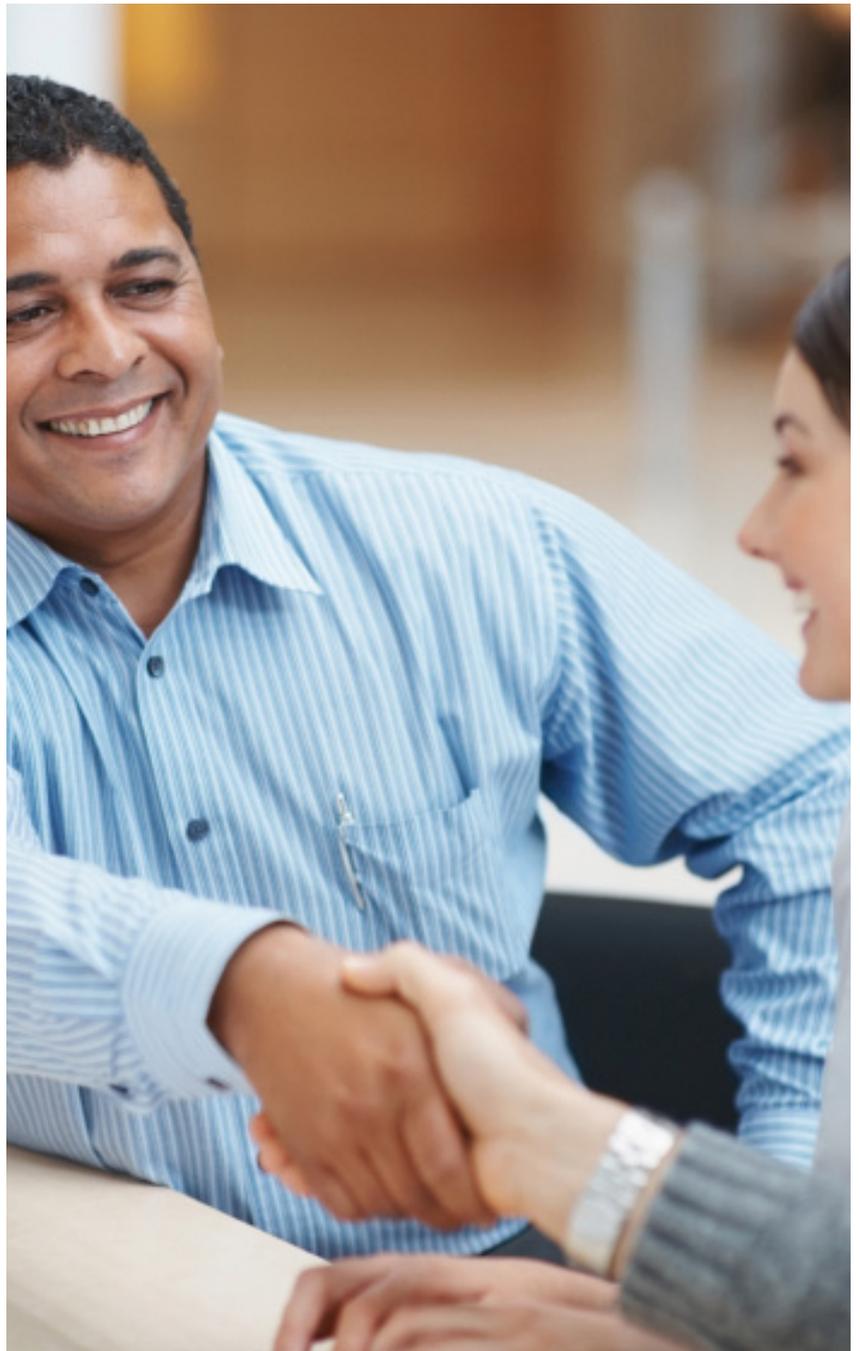
- Increased number of high quality graduates in all locations
- Individualised performance plans for all staff
- Capability development opportunities available for all staff through a range of delivery modes
- Increased proportion of staff participating in professional learning and capability development activities
- Increased numbers of teachers seeking and gaining accreditation at Professional Accomplishment and Professional Leadership levels
- 2.6% or higher representation of high quality Aboriginal staff employed in our workforce.

Recruiting the right people and developing their capacity is the way to deliver effective outcomes for student learning and strong involved communities

# Empowered and capable leaders and managers

To empower and develop innovative and effective leaders and managers who will improve learning outcomes for our students and better contribute to the NSW economy, we will:

- Attract high performing leaders and managers in all locations
- Develop leadership and management capabilities to build a high performing organisation
- Develop leader capabilities to inform, shape and implement education reform and strengthen communities
- Improve the capabilities of leaders and managers to work collaboratively with others to build strategic partnerships across and beyond the organisation
- Increase commercial acumen capabilities of leaders and managers and improve management practices
- Ensure all leaders and managers plan, manage and develop the performance of staff, and encourage staff to undertake career planning
- Recognise and retain high performing, committed leaders and managers.



## By 2017, our success will be measured by:

- Improved workforce capacity to drive and sustain reform
- Local decision-making models supported by targeted professional learning and capability development of leaders and managers
- Capability development for leaders and managers underpinned by professional standards and /or capability frameworks
- Performance planning, management and development for staff implemented by all leaders and managers
- Aspiring leaders and managers encouraged to plan and manage their own career development
- 50% or higher representation of women in senior positions.

Our leaders must have the ability to inspire and work with others to address complex challenges

# New and better ways of doing business

To innovate and improve our ways of doing business through evidence-based workforce planning, flexible recruitment and management practices and streamlined processes, we will:

- Expand our strategic partnerships to support the organisation in achieving its priorities
- Expand workforce planning capabilities and practices across the organisation
- Promote flexibility in recruitment, management and retention practices
- Expand succession planning and knowledge continuity practices across the organisation
- Ensure robust data and evidence inform human resources planning and practice
- Improve human resources service delivery through the shared services model and innovative technological solutions
- Develop innovative pathways into teaching to address workforce challenges.



## By 2017, our success will be measured by:

- Increased use of workforce planning
- Recruitment processes that facilitate local selection of high quality staff
- LMBR reforms that facilitate new ways of doing business and support increased local decision-making
- New resourcing models that support local decisions
- Reduced red tape
- Digital media and information technology enhances transparent communication with staff, customers and communities.

Community expectations are met for better services and greater accountability

# A high performing, inclusive workplace

To ensure a workplace that is high performing, fair, safe and accountable and reflects the diversity of our communities, we will:

- Increase the diversity of our workforce to better engage and partner with communities across NSW
- Ensure that the workplace is fair, safe and inclusive and that all staff are culturally aware
- Promote and maintain the highest levels of integrity, impartiality and accountability
- Motivate and inspire staff by fostering a culture of collaboration, engagement and innovation
- Ensure all staff put a high value on individual responsibility, initiative and working with others to deliver responsive customer service.



## By 2017, our success will be measured by:

- Increased overall workforce diversity including:
  - 50% or higher representation of women in senior leadership roles
  - 2.6% or higher representation of Aboriginal and/or Torres Strait Islander people
  - Progress towards 19% representation of people whose first language was not English and members of racial, ethnic and ethno-religious minority groups, and
  - 1.5% or higher representation of people with a disability requiring a workplace adjustment.
- Increased number of Aboriginal communities we partner with to improve local outcomes
- Increased professional development opportunities in Aboriginal cultural competencies available for staff
- Reduction in the number of workplace injuries and average cost of claims.

Talent is now overwhelmingly represented by people from a diverse array of backgrounds and life experiences