

Role Description

Associate Director People and Engagement

Cluster	Premier and Cabinet
Agency	Public Service Commission
Division/Branch/Unit	Corporate Division, People and Engagement
Role number	17530
Classification/Grade/Band	Clerk Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	132311
PCAT Code	1124992
Date of Approval	August 2021
Agency Website	www.psc.nsw.gov.au

Agency overview

The Public Service Commission (PSC) is headed by an independent Public Service Commissioner and is a separate agency under the Government Sector Employment Act 2013 (GSE Act) that supports the Commissioner in exercising his/her functions and powers.

The PSC leads the design, development and implementation of the full range of workforce management strategies - including workforce capability, recruitment and assessment and strategic workforce planning - to enhance the effectiveness and efficiency of the NSW public sector workforce.

Primary purpose of the role

The Associate Director People and Engagement leads the development and implementation of the people strategy and strategic people initiatives to facilitate the achievement of the PSC's strategic directions, provides expert professional and best practice advice to senior stakeholders and leads the human resource function to provide excellent service delivery in partnership with internal and external service providers.

Key accountabilities

- Lead the development and implementation of effective best practice workforce strategies, policies, processes and systems (including the HCM system, workforce planning, resource management, performance and talent management, industrial relations, diversity and inclusion, recruitment, onboarding, WHS, learning and development and other generalist human resource activities) to support the PSC to deliver the strategic directions, meet legislative and budgetary requirements, and build a capable and motivated workforce.
- Provide leadership, guidance and advice to senior executives and managers to facilitate the management of people issues and ensure a consistent and equitable approach to workforce management across the Commission.

- Monitor and report on workforce trends and performance measures which support the achievement of strategic initiatives and contribute to improving workforce capability and organizational performance.
- Contribute to the development of sector wide HR initiatives by participating in cross sector meetings, piloting initiatives within the PSC and providing feedback as required.
- Contribute to the PSC's broader management processes such as business, operational and budgetary planning that support the PSC's strategic priorities including managing the PSC's HR related engagement with the agency's outsourced services providers.
- Lead and develop team members by providing coaching and mentoring to ensure the provision of consistent and quality HR operational advice and services across the Commission.
- Manage the facilitation of redeployment of injured workers into suitable roles, including liaising with the Health Safety and Wellbeing team and managers.
- Manage the PSC's annual People Matters Employee Survey program including the development and implementation of agency wide action planning.
- Oversee the management and support for the PSC's Electronic Document Records Management System (Objective), admin support and facilities management functions in conjunction with Corporate Services.

Key challenges

- Achieve a balance between strategic people initiatives and day to day operational demands, maintaining a focus on those activities that require excellence and deliver the greatest return.
- Ensure that multiple PSC programs and projects are implemented within the PSC ahead of the timescales required by the sector.
- Maintain up to date knowledge of contemporary human resource practices, changing legislative requirements and initiatives, and industry and HR best practice trends in a fast moving internal and external environment.

Key relationships

Who	Why
Internal	
Commissioner/Deputy Commissioner/Directors/Associate Directors	<ul style="list-style-type: none"> • Provide advice support and updates on complex and sensitive issues as required • Escalate issues, keep informed, advise and receive instructions
Director Governance and Risk / CFO	<ul style="list-style-type: none"> • Liaise closely to provide workforce related insights and expertise regarding resource management • Support labour modelling and corporate related activities
Work team	<ul style="list-style-type: none"> • Lead, inspire and motivate staff, provide direction and manage performance
PSC staff	<ul style="list-style-type: none"> • Communicate complex, sensitive and contentious information; provide advice, support and guidance to the Executive Committee, managers, staff and other parties in addressing all HR activities • Deliver presentations and participate in meetings with the Commissioner and other senior stakeholders

Who	Why
External	
Key external stakeholders, including professional associations, higher learning institutions, and staff associations	<ul style="list-style-type: none"> • Develop and maintain effective working relationships and open channels of communication to facilitate liaison, consultation, engagement and/or participation on policy/program/project initiatives • Convene and, as required, lead working parties and committees (e.g. Joint Consultative Committee, WHS Committee) to assist the work of the organisation and lead consultation and provide guidance and support to the work of these bodies as required
Third party providers, including Govconnect, Recruitment agencies, workers compensation and rehabilitation providers	<ul style="list-style-type: none"> • Manage relationships through consultation and collaboration to ensure effective engagement and provision of services/products that inform policy and program development, planning, implementation and review • Manage the relationship with service providers to the agreed SLA standards

Role dimensions

Decision making

This role:

- has a high level of autonomy and is responsible for ensuring the timely allocation of appropriate internal and external resources to projects and the delivery of other resource management-related projects and tasks;
- escalates decisions that require significant change to project outcomes or timeframes, or are likely to create substantial or contentious precedent;
- plans, leads and organises the work of the team (including allocating work to team members and monitoring progress) to achieve agreed business objectives and performance outcomes.

Reporting line

This role reports to the Public Service Commissioner.

Direct reports

This role has eight direct reports (including three providing facilities and records management support). The role may also manage contractors on occasion.

Budget/Expenditure

\$1.5 million

Capabilities for the role



The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.


The capabilities are separated into **focus capabilities** and **complementary capabilities**.

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback and advice Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately Raise and work through challenging issues and seek alternatives Remain composed and calm under pressure and in challenging situations 	Adept
	Value Diversity and Inclusion Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	<ul style="list-style-type: none"> Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders Demonstrate cultural sensitivity, and engage with and integrate the views of others Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences Recognise and adapt to individual abilities, differences and working styles Support initiatives that create a safe and equitable workplace and culture in which differences are valued Recognise and manage bias in interactions and decision making 	Adept
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> Present with credibility, engage diverse audiences and test levels of understanding Translate technical and complex information clearly and concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Contribute to and promote information sharing across the organisation Manage complex communications that involve understanding and responding to multiple and divergent viewpoints Explore creative ways to engage diverse audiences and communicate information Adjust style and approach to optimise outcomes 	Advanced

	<ul style="list-style-type: none"> • Write fluently and persuasively in plain English and in a range of styles and formats 	
Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Take responsibility for delivering high-quality customer-focused services • Design processes and policies based on the customer's point of view and needs • Understand and measure what is important to customers • Use data and information to monitor and improve customer service delivery • Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers • Maintain relationships with key customers in area of expertise • Connect and collaborate with relevant customers within the community 	Adept
Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to talk, share and debate ideas to achieve a consensus • Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relationships with internal and external stakeholders • Anticipate and minimise conflict 	Adept
 Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> • Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness 	Adept



Project Management

Understand and apply effective planning, coordination and control methods

- Perform basic research and analysis to inform and support the achievement of project deliverables
- Contribute to developing project documentation and resource estimates
- Contribute to reviews of progress, outcomes and future improvements
- Identify and escalate possible variances from project plans

Intermediate



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others


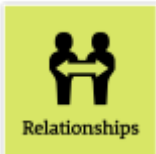
- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks




Adept

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

COMPLEMENTARY CAPABILITIES			
Capability group/sets	Capability name	Description	Level
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Advanced

	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept