



# Role Description

## Director - Workforce Strategy & Analytics

Cluster	Stronger Communities
Agency	NSW Police Force
Command/Business Unit	People and Culture
Location	Parramatta
Classification/Grade/Band	Police Force Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: <a href="http://www.psc.nsw.gov.au/wls">www.psc.nsw.gov.au/wls</a>
ANZSCO Code	132311
PCAT Code	3119192
NSWPF Role Number	
Date of Approval	04/05/2018
Agency Website	<a href="http://www.police.nsw.gov.au">www.police.nsw.gov.au</a>

### Agency overview

The NSW Police Force (NSWPF) vision is for a *Safe and Secure New South Wales*, which is achieved by police working with the community to reduce violence, crime and fear.

It is one of the largest police forces in the western world, with more than 20,000 NSW Police Force employees, including more than 16,000 sworn officers providing a range of law and order services 24 hours a day, seven days a week to the socially, geographically and culturally diverse community of NSW.

The organisation has four function lines, based across a number of locations. Metropolitan Field Operations and Regional NSW Field Operations provide frontline services directly to the community. Investigations & Counter Terrorism provides investigative, technical and counter terrorism expertise. Corporate Services, provides business support services such as technology and communication, education and training and corporate human resources functions.

The NSW Police Force is a proud employer of a diverse range of people. This includes, but is not limited to, people who identify as Aboriginal or Torres Strait Islander, LGBTIQ, people, with disability, people who come from a variety of cultural, religious or ethnic backgrounds, and workers of all ages. The NSWPF is committed to reflecting the diverse community we serve and creating an inclusive and respectful workplace for all employees, where difference is embraced, contributions are valued, and everyone has a sense of connection and belonging. This enables the growth and development of a talented and diverse workforce across the state, in a wide range of roles, at all levels.

The NSWPF *Statement of Values* and *Code of Conduct & Ethics* outlines appropriate behaviour for all NSW Police Force staff. All employees of NSWPF are expected to ensure ethics are incorporated into all aspects of their work making ethical behaviour, practices and decision making a part of daily routine. This further extends to ensuring confidentiality and information security is maintained at all times.

Work, Health and Safety legislation requires all employees to have specific responsibilities. This role is responsible for identifying, assessing, prioritising and controlling health and safety risks, and ensuring that safe systems of work are developed, documented and followed by staff and contractors through appropriate training, supervision and monitoring.

The People and Culture team operate as a part of the Human Resources Command and is responsible for the provision of contemporary and strategic human resource services that ensure that the workforce supports the organisations vision and objectives.

### **Primary purpose of the role**

The Director - Workforce Strategy & Analytics is responsible for driving and partnering with senior leaders to develop contemporary strategic workforce, resource and talent plans that utilise broad ranging data and analytics to align the workforce to achieve medium and long term business outcomes and organisational objectives.

### **Key accountabilities**

- Provide high quality expert advice to the Commissioner of Police and the Commissioner's Executive Team to enable strategic thinking and optimise the strategic workforce planning process for the organisation.
- Partner with senior leaders to analyse business directions and establish practical long term capability-based workforce plans to enable achievement of business goals.
- Provide strategic advice and high-quality reporting to the Senior Executive to enable a shared understanding of best practice strategic workforce planning to ensure that outcomes are highly effective and well aligned with the objectives and directives of the organisation.
- Facilitate the strategic review of workforce planning processes to enable the development of aligned and integrated Human Resource and organisational business models, including the identification of opportunities and promotion of change to improve the implementation and evaluation of workforce planning processes in the organisation.
- Lead the development of strategic and resourcing planning to support workforce agility and replenishment in the short, medium and long term.
- Lead the provision of workforce data and metrics in order to inform robust analytical thinking and support decision making across the NSWPF.
- Develop and drive effective strategies, including the development of a Talent Strategy with particular focus on an organisational career pathway framework that is aligned and integrated with the NSWPF Strategic Workforce Plan, and the development of an effective Leadership strategy that promotes improved Command performance and culture.
- Identify and develop talent management approaches to influence organisational design and structural factors impacting on the nature of police careers as it relates to technology, the flexibility of employment, teaming, diversity and capability improvement.

### **Key challenges**

- Providing advice to senior management including resolving problems and developing solutions in a manner that is objective, rational and consistent, whilst also being sensitive to the different operational environments.
- Working to identify strategic and operational workforce planning outcomes, whilst concurrently managing differing needs and projects across the business units to ensure project deliverables, operational responses and appropriate efficiency savings are achieved.
- Research industry trends and analyse/interpret strategies to identify likely impacts on the organisation and use this information to demonstrate to management how this is critical to influence the executive decision making and strategic workforce planning processes.

## Key relationships

Who	Why
<b>Ministerial</b>	
Office for police	<ul style="list-style-type: none"> <li>Advice on workforce projections and progression of election commitment allocations</li> </ul>
<b>Internal</b>	
Commissioner and Deputy Commissioners	<ul style="list-style-type: none"> <li>Advice on strategic workforce projections and optimisation of workforce allocation from a whole of organisation perspective</li> </ul>
Organisational Development Unit and broader human resources team	<ul style="list-style-type: none"> <li>Collaborate in relation to the development of key organisational strategies</li> </ul>
Assistant Commissioners / Directors	<ul style="list-style-type: none"> <li>Advice on workforce planning, workforce design and optimisation</li> </ul>
<b>External</b>	
Public Service Commission	<ul style="list-style-type: none"> <li>Collaborate and advise on workforce profile and projections</li> </ul>

## Role dimensions

### Decision making

The position operates with significant operational autonomy and delegation to ensure that the business of the Workforce Planning Unit supports organisational needs and service demands.

### Reporting line

- Group Director - People & Culture

### Direct reports

- Manager, Strategic Workforce Planning – Clerk 11/12
- Manager, Talent, Leadership & Careers – Inspector
- Manager, Staffing Solutions – Clerk 11/12
- Manager, Workforce Reporting & Analytics – Clerk 11/12
- Workforce Strategy Support Officer – Clerk 3/4

### Indirect reports

- 9

### Budget/Expenditure

- Approximately \$2m Salary and Wages

## Essential requirements

- Obtain and maintain the requisite security clearances for this position.
- Relevant Tertiary Qualifications and/or extensive experience in strategic Human Resources Management with particular experience in the implementation of organisation wide strategic workforce and resource plans.






## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

This role also utilises an occupation specific capability set.

## Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	Act with Integrity	Highly advanced
	Manage Self	Advanced
	<b>Value Diversity</b>	<b>Advanced</b>
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	<b>Influence and Negotiate</b>	<b>Highly advanced</b>
 Results	Deliver Results	Adept
	<b>Plan and Prioritise</b>	<b>Highly advanced</b>
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Advanced</b>
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	<b>Optimise Business Outcomes</b>	<b>Advanced</b>
	<b>Manage Reform and Change</b>	<b>Advanced</b>

Occupation / profession specific capabilities		
Capability Set	Category	Level
 Occupation Specific	Human Resources - Workforce Strategy	Level 4
	Human Resources - Organisational Design	Level 4
	<b>Human Resources - Workforce Insights</b>	<b>Level 4</b>

## Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of strong, contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>
<b>Personal Attributes</b> Value Diversity	Advanced	<ul style="list-style-type: none"> <li>Encourage and include diverse perspectives in the development of policies and strategies</li> <li>Leverage diverse views and perspectives to develop new approaches to delivery of outcomes</li> <li>Build and monitor a workplace culture that values fair and inclusive practices and diversity principles</li> <li>Implement methods and systems to ensure that individuals can participate to their fullest ability</li> <li>Recognise the value of individual differences to support broader organisational strategies</li> </ul>
<b>Relationships</b> Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> <li>Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>Determine and communicate the organisation's position and bargaining strategy</li> <li>Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions</li> <li>Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>
<b>Results</b> Plan and Prioritise	Highly Advanced	<ul style="list-style-type: none"> <li>Establish broad organisational objectives, ensure that these are the focus for all planning activities and communicate to staff</li> <li>Understand the organisation's current and potential future role within government and the community, and plan appropriately</li> <li>Ensure effective governance frameworks and guidance enable high quality strategic corporate, business and operational planning</li> <li>Consider emerging trends, identify long-term opportunities and align organisational requirements with desired whole-of-government outcomes</li> <li>Drive initiatives in an environment of ongoing, widespread change, including whole-of-government policy directions</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>
<b>People Management</b> Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> <li>• Develop workforce plans that effectively distribute organisational resources to achieve business goals</li> <li>• Plan for strategic use of human resources that links to wider organisational aims and goals</li> <li>• Encourage others to strive for ongoing performance improvement</li> <li>• Align systems and processes to encourage improved performance and outcomes</li> </ul>
<b>People Management</b> Manage Reform and Change	Advanced	<ul style="list-style-type: none"> <li>• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff and their role in implementing them</li> <li>• Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>

## Occupation / profession specific capabilities

Group capability	Level	Behavioural indicators
Human Resources Workforce Insights	Level 4	<ul style="list-style-type: none"> <li>Contribute strategic and expert advice to and collaborate with senior executives to ensure that workforce information and reporting systems fully support organisational strategy and goals.</li> <li>Design and lead the business cases for and optimise use of workforce systems and track business benefit to demonstrate return on investment/value created.</li> <li>Advocate the right workforce management technology to enable the organisation to develop analytical capability and manage the workforce effectively.</li> <li>Contribute expert interpretation of workforce metrics and strategic insights to senior leaders and make evidence-based predictions to lead strategic decision making.</li> <li>Contribute strategic and expert advice to senior leaders on the evaluation of workforce strategies, to influence workforce management practises and support business priorities and organisational performance.</li> <li>Contribute workforce management systems data and cross-sector data to provide senior executives with a common view of capability, experience and aspirations across NSW Government.</li> <li>Leverage cross-government learnings to forecast and define priorities for ongoing investment in workforce management systems and protocols.</li> </ul>

## Version Control

Version	Summary of Changes	Date
V1.0	Position Description created.	04.05.2018
V1.1	Role Description created	23.07.2019
V1.2	Name Change (restructure), Agency Overview & Cluster, reporting line amended	03.09.2019