Role Description
Manager People - Generalist
[Generic Role Description: Principal HR Officer – Generalist 11/12]

Role description essentials

Cluster/Agency	Family and Community Services (FACS)
Division/Branch/Unit	Corporate Services / People / Various
Location	TBC
Classification/Grade/Band	Clerk Grade 11/12
Kind of Employment	TBC
ANZSCO Code	223111
Role Number	TBC
PCAT Code	Varies depending on team and client
Date of Approval	TBC
Agency Website	www.facs.nsw.gov.au

This role description applies to multiple roles across FACS. Please see job notes and/or advertisement for more information on specific role qualification requirements and relevant experience.

Agency overview

The Department of Family and Community Services (FACS) directly supports approximately 800,000 people every year and reaches a further million people through local community-based programs.

Our vision is to empower all people to live fulfilling lives and achieve their potential in inclusive communities. We collaborate with government, non-government and community partners to work with children, adults, families and communities to improve lives and realise potential, with a focus on breaking, rather than managing, disadvantage.

Primary purpose of the role

Lead a team and partner with the business to deliver HR best practice strategies and services that build and sustain leadership, workforce capabilities and culture enabling FACS to deliver on major reform and strategic priorities.

Key accountabilities

- Partner with the business to design and deliver tailored programs, change strategies, services and initiatives that support reform, change, capability and capacity build across FACS ensuring customer needs are delivered to.
- Identify, develop and design and implement innovative best practice HR strategies, frameworks, policy and solutions that support the delivery of organisational strategic priorities.
- Manage, lead and develop a team, including effective resource allocation, foster a strong sense of professionalism and ongoing development with an emphasis on quality and client orientated service and delivery of results to ensure optimal service delivery.
- Manage HR services and systems to ensure provision of accurate high quality information to enable sound evidence based decision making and continuous improvement.
- Provide proactive and evidence based HR advice to Executives and key stakeholders to plan and manage the delivery of FACS priorities and the reform agenda.

- Evaluate the effectiveness of strategies, programs and services making appropriate modifications to increase effectiveness of current and future initiatives as well as report on emerging trends and risks.
- Research and prepare advice in the form of briefs, policy and discussion papers to contribute to responses to Ministerial, Cabinet or FACS requests.
- Work across the HR Directorate to contribute to a seamless end-to-end HR service that is client orientated and outcomes focussed.

Key challenges

- Identifying emerging issues and recommending potential improvements to business processes and workflows in consultation with external and internal stakeholders in an environment of ongoing change.
- Exercising sound judgement, empathy and discretion when dealing with sensitive and complex human resource management matters.
- Building and maintaining productive and inclusive relationship with the executive and management of client groups.

Key relationships

Internal relationships

Who you'll work with	Why
Manager	• Report directly to manager • Seek direction, advice and support • Provide information and feedback
Team Members	• Provide information and advice • Provide an effective and valuable two way liaison
Other FACS Divisions	• Ensure the provision of timely and accurate advice • Develop and maintain effective working relationships • Negotiate/agree on solutions and timeframes
FACS Districts and Clusters	• Ensure consistent engagement with service delivery planning and service providers • Develop and maintain effective working relationships • Negotiate/agree on solutions and timeframes

External relationships

Who you'll work with	Why
Non-government Organisations	• Engage with service providers
Community	• Engage with service providers and client groups

Role dimensions

Decision making

The role

- sets own priorities and those of any staff/project staff supervised.

- maintains independence to develop a suitable approach in managing a unit/team, allocating resources, determining the conceptual framework towards projects and development of strategic plans.
- has a high level of responsibility for determining appropriate unit/team actions undertaken, within government and legislative policies, and for ensuring quality control in the implementation of unit/team work.
- ensures unit/team recommendations are based on sound evidence, and at times may be required to use their judgment under pressure or in the absence of complete information or as the source of expert advice to internal stakeholders across the Department as well as externally to Ministerial level.

Refer to the FACS Delegations for specific financial and/ or administrative delegations for this role.

Reporting line

See divisional structure and supplementary material.

Direct reports

See divisional structure and supplementary material.

Budget/Expenditure

See divisional structure and supplementary material.

Essential requirements

- Formal qualifications in Human Resources or a related discipline and significant knowledge, skills and experience with demonstrated commitment to ongoing professional development.

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:
- National Criminal History Record Check in accordance with the *Disability Inclusion Act 2014*
- Working with Children Check clearance in accordance with the *Child Protection (Working with Children) Act 2012*

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at http://www.psc.nsw.gov.au/sector-support/capability-framework.

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	Display Resilience and Courage	Adept
	Act with Integrity	**Adept**
	Manage Self	Adept
	Value Diversity	Advanced

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Capability Group	Capability Name	Level
Relationships	Communicate Effectively	Adept
	Commit to Customer Service	**Advanced**
	Work Collaboratively	Advanced
	Influence and Negotiate	**Adept**
Results	**Deliver Results**	**Adept**
	Plan and Prioritise	Adept
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Adept
Business Enablers	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	**Advanced**
People Management	**Manage and Develop People**	**Adept**
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	**Adept**

NSW Public Sector Human Resources Professionals Capability Set

The NSW Public Sector Human Resources Professionals Capability Set defines the additional knowledge, skills and abilities required for roles within the human resources function. A copy of the Human Resource Professionals Capability Set can be found at www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/human-resources-capability-set

These capabilities depend on the focus of the responsibilities within the area of HR the role is located.

*Separate specialist role descriptions for these streams

Capability Group	Capability Name	Workforce Strategy & Policy	Organisational Development & Learning	Employee Relations*	People Partnerships	Talent Advisory	Payroll*
Human Resources	Workforce Strategy	Level 3	Level 3		Level 3		
	Organisational Design				Level 2		
	Talent Management		Level 3		Level 3	Level 3	
	Organisational Culture		Level 3		Level 3		
	Workforce Relations						
	Workforce Insights	Level 3					
	Employee Services	Level 3			Level 3	Level 3	

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

Personal attributes

Capability Name	Level	Behavioural Indicators
Act with Integrity	Adept	- Represent the organisation in an honest, ethical and professional way and encourage others to do so - Demonstrate professionalism to support a culture of integrity within the team/unit - Set an example for others to follow and identify and explain ethical issues - Ensure that others understand the legislation and policy framework within which they operate - Act to prevent and report misconduct, illegal and inappropriate behaviour

Relationships

Capability Name	Level	Behavioural Indicators
Commit to Customer	Advanced	- Promote a culture of quality customer service in the organisation - Initiate and develop partnerships with customers to define and

Capability Name	Level	Behavioural Indicators
Service		evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Influence and Negotiate	Adept	• 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 and explain the need for compromise • Influence others with a fair and considered approach and sound arguments • Show sensitivity and understanding in resolving conflicts and differences • Manage challenging relations with internal and external stakeholders • Pre-empt and minimise conflict

Results

Capability Name	Level	Behavioural Indicators
Deliver Results	Adept	• Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
Think and Solve Problems	Advanced	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis

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Business enablers

Capability Name	Level	Behavioural Indicators
Project Management	Advanced	• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals

People management

Capability Name	Level	Behavioural Indicators
Manage and Develop People	Adept	• Define and clearly communicate roles and responsibilities to achieve team/unit outcome • Negotiate clear performance standards and monitor progress • Develop team/unit plans that take into account team capability, strengths and opportunities for development • Provide regular constructive feedback to build on strengths and achieve results • Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way • Monitor and report on performance of team in line with established performance development frameworks
Manage Reform and Change	Adept	• Actively promote change processes to staff and participate in the communication of change initiatives across the organisation • Provide guidance, coaching and direction to others managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support • Identify cultural barriers to change and implement strategies to address these

Workforce Strategy & Policy

Occupation specific capability set – Human Resources		
Category and Sub-category	Level and Code	Level Descriptions

Occupation specific capability set – Human Resources		
Category and Sub-category	Level and Code	Level Descriptions
Workforce Strategy	Level 3	• Collaborate with managers and leaders to analyse workforce and business data to understand the workforce factors contributing to business opportunities and the potential solutions. • Provide managers and leaders with informed advice on workforce options for securing capabilities required in the short and long term, based on knowledge of service delivery models, diverse customer needs and internal and external labour market trends. • Provide evidence-based advice on best fit, capability-based workforce strategies to managers and leaders to facilitate effective implementation and regular review of business strategies. • Liaise with specialist human resources functions to ensure advice and support is provided to business units as an integrated suite of strategies and tools, calibrated to overarching and/or local business goals. • Encourage managers and leaders to understand the link between good workforce management and positive business outcomes and to take ownership of these strategies. • Coach managers and leaders on identifying, engaging and managing stakeholders to facilitate development and implementation of new business priorities or models.
Workforce Insights	Level 3	• Manage the evaluation of workforce data and reporting in order to analyse trends, identify capability gaps and leverage insights to inform workforce planning. • Propose solutions to business problems through interpretation of workforce analytics outputs in combination with other organisational data and determine correlations with service delivery outcomes and business results. • Design and deliver climate surveys or other methods to measure business activity and employee engagement; prepare advice to managers and leaders on key themes and proposed solutions. • Collaborate with managers and leaders to tailor existing workforce management technology to support changes to human resource processes and organisational design. • Conduct benchmarking exercises and set metrics to measure and optimise performance of workforce management systems. • Collaborate with managers and leaders to identify areas of improvement in the existing workforce management systems and initiate efficient developments in the systems, to ensure data integrity and quality assurance. • Collaborate with sector peers to ensure alignment of data definitions and calculation methods to ensure comparability and integrity of data provided for cross-sector analysis purposes.

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Occupation specific capability set – Human Resources		
Category and Sub-category	**Level and Code**	**Level Descriptions**
Employee Services	Level 3	• Tailor service-level agreements to meet requirements and develop appropriate metrics. • Regularly manage the review and evaluation of the full life cycle of employee services, and identify and recommend possible HR process and service improvements. • Manage the delivery of high quality advice to managers and leaders on all employment matters. • Foster a culture of customer service excellence, continuous improvement, and value for money. • Identify and act on any legislative or sector/ organisation policy changes that may impact service delivery. • Develop business cases and implementation plans in support of service model changes. • Collaborate with managers and leaders to coordinate the implementation of new or changed employee service offerings. • Manage third party suppliers against service level agreements, KPIs and contracts.

Organisational Development and Learning

Occupation specific capability set – Human Resources		
Category and Sub-category	**Level and Code**	**Level Descriptions**
Workforce Strategy	Level 3	• Collaborate with managers and leaders to analyse workforce and business data to understand the workforce factors contributing to business opportunities and the potential solutions. • Provide managers and leaders with informed advice on workforce options for securing capabilities required in the short and long term, based on knowledge of service delivery models, diverse customer needs and internal and external labour market trends. • Provide evidence-based advice on best fit, capability-based workforce strategies to managers and leaders to facilitate effective implementation and regular review of business strategies. • Liaise with specialist human resources functions to ensure advice and support is provided to business units as an integrated suite of strategies and tools, calibrated to overarching and/or local business goals. • Encourage managers and leaders to understand the link between good workforce management and positive business outcomes and to take ownership of these strategies. • Coach managers and leaders on identifying, engaging and managing stakeholders to facilitate development and implementation of new business priorities or models.

Occupation specific capability set – Human Resources		
Category and Sub-category	Level and Code	Level Descriptions
Talent Management	Level 3	• Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition. • Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs. • Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer. • Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment. • Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching. • Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes. • Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices. • Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management strategies, and collaborate on modifications as needed to build organisational capability and talent.

Occupation specific capability set – Human Resources		
Category and Sub-category	**Level and Code**	**Level Descriptions**
Organisational Culture	Level 3	• Influence managers and leaders to promote understanding of the significance of workforce management and positive organisational culture in achieving organisational goals as well as personal career goals. • Provide expert advice to managers and leaders on integration and operationalisation of the organisational values, behaviour standards and Employee Value Proposition into all stages of the employment lifecycle in their areas of responsibility. • Collaborate with managers and leaders on action plans to support organisation-wide integration of culture and engagement strategies, based on unique business priorities and context. • Collaborate with managers and leaders to create and implement workforce programs and frameworks that motivate, recognise and reward employees and make the organisation a diverse, inclusive, innovative and meaningful place to work. • Provide expert advice to managers and leaders as they implement individual and organisation-wide changes to turn organisational values and behavioural standards into daily practice and eliminate unacceptable manager or employee behaviours. • Collaborate with managers and leaders to create and implement organisation-wide fit-for-purpose employee wellbeing strategies, addressing areas of staff resistance or ambivalence. • Coach managers and leaders in understanding the key drivers of employee engagement together with the importance of monitoring patterns and taking early action. • Develop benchmarks for key indicators of organisational culture and evaluate the effectiveness of workforce strategies in shaping organisational culture.

People Partnerships

Occupation specific capability set – Human Resources		
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Organisational Design	Level 2	• Develop managers in understanding their business needs and assessing current and future resource and capability projections to determine the strengths, gaps and needs in the workforce. • Support managers in translating their required business outcomes into a set of criteria that will guide organisational design, including the mix of capabilities and workforce types. • Advise managers on flexible structure and role configurations tailored to planned expenditure fluctuations and variable capability needs over the budget forecast period. • Support managers by recommending structure and role design options that align with capability requirements, while also incorporating accessibility and flexibility; and provide clear career pathways, referencing sector practices, benchmarks and frameworks. • Advise managers on capability gaps and recommended interventions for workforce and succession planning. • Support managers to identify and quantify impacts of proposed changes in roles and structure on business operations. • Advise and coach managers on effective planning and management of transitional processes to implement and sustain organisational change activities.

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Employee Services	Level 3	• Tailor service-level agreements to meet requirements and develop appropriate metrics. • Regularly manage the review and evaluation of the full life cycle of employee services, and identify and recommend possible HR process and service improvements. • Manage the delivery of high quality advice to managers and leaders on all employment matters. • Foster a culture of customer service excellence, continuous improvement, and value for money. • Identify and act on any legislative or sector/ organisation policy changes that may impact service delivery. • Develop business cases and implementation plans in support of service model changes. • Collaborate with managers and leaders to coordinate the implementation of new or changed employee service offerings. • Manage third party suppliers against service level agreements, KPIs and contracts.

Talent Advisory

Occupation specific capability set – Human Resources		
Category and Sub-category	**Level and Code**	**Level Descriptions**
Talent Management	Level 3	• Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition. • Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs. • Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer. • Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment. • Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching. • Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes. • Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices. • Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management strategies, and collaborate on modifications as needed to build organisational capability and talent.
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