

# Role Description

## Manager People Partners



Planning,  
Industry &  
Environment

Cluster	Planning Industry and Environment
Agency	Department of Planning Industry and Environment
Division/Branch/Unit	People Performance and Culture/People and Performance/People Partners
Location	Parramatta or Orange
Classification/Grade/Band	Clerk Grade 11/12
Role Family	Bespoke/ People & Culture/ Lead
ANZSCO Code	132311
PCAT Code	1224992
Date of Approval	December 2019
Agency Website	<a href="http://www.dpie.nsw.gov.au">www.dpie.nsw.gov.au</a>

### Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

### Primary purpose of the role

The Manager, People Partners builds effective business partnerships providing expert advice regarding human resource initiatives, practice and programs to achieve people management, change and business improvement outcomes. The role leads a team of human resource specialists providing a range of strategic human resource planning and management programs and services.

### Key accountabilities

- Partner with client groups to drive and implement Departmental change management methodologies to support future business strategies and aligned outcomes.
- Provide client groups' executive and managers with professional advice and support in the implementation of human resource strategies and resolution of human resource issues.
- Build relationships and partner with executives and managers to ensure involvement in key business milestones including business planning, cultural change and business programs.
- Lead and develop a team of highly professional, customer oriented, innovative and future-focused human resource specialists by ensuring resources are managed and development strategies are in place to encourage commitment to the commercial success of the Department.
- Demonstrate standards of professional behaviour and ethics that promote and maintain public confidence and trust in the work of the Department.

- Develop a culture and ensure behaviour is consistent with the Code of Conduct and principles and policies of diversity and inclusion and WHS.
- Participate in whole of sector initiatives, analyse and make recommendations about adoption across the Department.

## Key challenges

- Engage and influence decision makers to align human resource activities with business objectives.
- Establish relationships with clients and stakeholders and build effective, high performing teams.
- Manage interdependencies and balance competing demands to ensure objectives are achieved.

## Key relationships

Who	Why
<b>Internal</b>	
Director, People Partners	<ul style="list-style-type: none"> <li>• Provide expert strategic and technical advice to influence decisions regarding human resource initiatives and innovation</li> <li>• Provide information regarding critical issues and status of projects and strategies</li> </ul>
Client group executive, managers and staff	<ul style="list-style-type: none"> <li>• Provide expert strategic and technical advice regarding human resource initiatives, practice and decisions to achieve people management, change and business improvement outcomes</li> <li>• Facilitate adoption of best practice human resource strategies and programs where there are conflicting interests and opinions</li> <li>• Provide advice to resolve issues and solutions to problems</li> <li>• Provide information regarding agency and sector wide policies and standards</li> <li>• Ensure compliance with agency and sector rules and legislation</li> </ul>
Direct reports	<ul style="list-style-type: none"> <li>• Inspire and motivate team, provide direction and manage performance</li> <li>• Encourage and support team to work collaboratively to achieve business outcomes for clients</li> </ul>
People Partners management team	<ul style="list-style-type: none"> <li>• Participate in meetings to represent work group perspective and share information</li> <li>• Participate in discussions and decisions regarding implementation of innovation and best practice</li> </ul>
<b>External</b>	
PSC and other external agencies	<ul style="list-style-type: none"> <li>• Support and participate in central agency initiatives</li> <li>• Work in partnership to deliver whole of sector change</li> </ul>

## Role dimensions

### Decision making

- Acts independently in determining the priorities for work of the team.

- Prioritises and manages multiple tasks and demands including matters with critical turnaround times required by internal clients, including the Executive Director, Deputy Secretary and Secretary.
- Makes day to day decisions and provides guidance on appropriate courses of action that might be taken to address human resource issues.
- Exercises discretion in determining the approach to work undertaken and is responsible for interpretation and recommendations made.
- Coordinates projects undertaken and provides guidance on organisational aspects of work, monitors work output and monitors and evaluates performance of staff.

## **Reporting line**

Director People Partners

## **Direct reports**

Up to 6 staff

## **Budget/Expenditure**

TBC

## **Essential requirements**

- Extensive knowledge of human resources management issues and relevant legislation, regulations, policies and systems.






## **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)

## **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
	<b>Act with Integrity</b>	<b>Adept</b>
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	<b>Commit to Customer Service</b>	<b>Adept</b>
	<b>Work Collaboratively</b>	<b>Advanced</b>
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Advanced</b>
	<b>Demonstrate Accountability</b>	<b>Adept</b>
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>
 People Management	<b>Manage and Develop People</b>	<b>Adept</b>
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Adept
	<b>Manage Reform and Change</b>	<b>Advanced</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> Act with Integrity	Adept	<ul style="list-style-type: none"> <li>Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>Demonstrate professionalism to support a culture of integrity within the team/unit</li> <li>Set an example for others to follow and identify and explain ethical issues</li> <li>Ensure that others understand the legislation and policy framework within which they operate</li> <li>Act to prevent and report misconduct, illegal and inappropriate behaviour</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>• Present with credibility, engage varied audiences and test levels of understanding</li> <li>• Translate technical and complex information concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Actively listen and encourage others to contribute inputs</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in a range of styles and formats</li> </ul>
<b>Relationships</b> Commit to Customer Service	Adept	<ul style="list-style-type: none"> <li>• Take responsibility for delivering high quality customer-focused services</li> <li>• Understand customer perspectives and ensure responsiveness to their needs</li> <li>• Identify customer service needs and implement solutions</li> <li>• Find opportunities to co-operate with internal and external parties to improve outcomes for customers</li> <li>• Maintain relationships with key customers in area of expertise</li> <li>• Connect and collaborate with relevant stakeholders within the community</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>• Build a culture of respect and understanding across the organisation</li> <li>• Recognise outcomes which resulted from effective collaboration between teams</li> <li>• Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government</li> <li>• Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Results</b> Demonstrate Accountability	Adept	<ul style="list-style-type: none"> <li>• Assess work outcomes and identify and share learnings to inform future actions</li> <li>• Ensure that actions of self and others are focused on achieving organisational outcomes</li> <li>• Exercise delegations responsibly</li> <li>• Understand and apply high standards of financial probity with public monies and other resources</li> <li>• Identify and implement safe work practices, taking a</li> </ul>

Group and Capability	Level	Behavioural Indicators
		systematic risk management approach to ensure health and safety of self and others <ul style="list-style-type: none"> <li>• Conduct and report on quality control audits</li> <li>• Identify risks to successful achievement of goals, and take appropriate steps to mitigate those risks</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>• Prepare clear project proposals and define scope and goals in measurable terms</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Prepare accurate estimates of costs and resources required for more complex projects</li> <li>• Communicate the project strategy and its expected benefits to others</li> <li>• Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>
<b>People Management</b> Manage and Develop People	Adept	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles and responsibilities to achieve team/unit outcomes</li> <li>• Negotiate clear performance standards and monitor progress</li> <li>• Develop team/unit plans that take into account team capability, strengths and opportunities for development</li> <li>• Provide regular constructive feedback to build on strengths and achieve results</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way</li> <li>• Monitor and report on performance of team in line with established performance development frameworks</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>