

Role Description

Manager Human Resource Operations



Cluster	NSW Parliament
Agency	Department of Parliamentary Services
Division/Branch/Unit	Corporate Services/People, Property & Security
Role number	50003760
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	TBA
PCAT Code	TBA
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Agency Website	www.parliament.nsw.gov.au

Agency overview

Administratively, the Parliament comprises three main Departments: the Department of Parliamentary Services (DPS); Department of the Legislative Council (LC); and the Department of the Legislative Assembly (LA). The Chief Executive is the head of the Department of Parliamentary Services, the Clerk of the Legislative Council and Clerk of the Legislative Assembly are the heads of their respective House Departments. These House Departments are responsible for providing procedural advice to the Council and Assembly, and their respective members, on parliamentary proceedings in each House and their Committees, undertaking protocol functions, providing corporate and executive support, House specific administrative/research services and generating content/engagement strategies relating to the activities of the House and its committees.

DPS is responsible for providing corporate and other common services across the Parliament as a whole. It comprises the following Divisions; Parliament Services and Corporate Services, and two project Branches; Digital Transformation and Capital Works Strategy Delivery.

The Parliament Services Division comprises administrative and support services specific to the institution of Parliament. This includes the Hansard, Library and Research Branch, the Communications, Engagement and Education branch and the Parliamentary Catering Unit.

The Corporate Services Division comprises of the corporate functions that provide services to all staff and Members across Parliament House. This includes: the Financial Services & Governance Branch; People, Property & Security Branch; IT Services Unit; and the Planning, Insights & Performance Unit.

The Parliament's ultimate governance body includes the Presiding Officers and the Chief Executive, DPS and the Clerks of the Legislative Council and Legislative Assembly, supported by a contemporary governance framework.

Primary purpose of the role

The position is responsible for leading the operational delivery of HR services for NSW Parliament. The key pillars of responsibility are leadership, operational excellence, governance, and compliance. With a strong focus on customer service, continuous improvement and employee experience, this role oversees a team of HR Operations specialists in the day to day activities across all functions of Human Resources to ensure effective delivery of HR services and support for processes and key initiatives across the entire employee lifecycle.

Key accountabilities

- Provide high level strategic and tactical human resource advice and support across a number of key areas such as workforce planning, performance management, legislation, industrial relations policy development, recruitment as well as specialist advice and service in payroll management and staff entitlements.
- Operate as a senior member of the Human Services leadership team to lead and drive efficiencies through HR Systems integration and enhancement of HR best practices.
- Manage and coordinate general human resource services provided by the Human Services team and act as a reference point and coach for direct reports and other staff in the team.
- In consultation with the Director People Property & Security and the Manager Workplace Relations and Safety and the Manager Recruitment and Training, provide leadership and direction to the HR Services team in overseeing the day to day operations of all functions of Human Resources.
- Responsible for researching HR best practices, developing and recommending specialist human resource tools, advice and strategies to various stakeholders throughout the Parliament.
- Oversees the payroll function including providing expert advice and direction to ensure that staff and Members of the Parliament are remunerated correctly and in a timely manner and that all legislative requirements in regards to taxation, superannuation and staff entitlements are met.
- Develop and maintain key external relationships with public sector agencies, consultants and customers to enhance service delivery, ensure industry standards and legislative requirements are met and best practice is followed to provide contemporary human resource solutions.
- Undertake and coordinate projects, often with very tight timeframes, within budget and to agreed service standards.
- Assist with and advise on the development of appropriate policies and procedures as well as assisting with the design and delivery of training to implement the same including strategies for the Parliament that support organisational change, innovation and ongoing review processes.
- Ensure that the work area is safe and without risk to the health of employees, members, contractors and members of the public.

Key challenges

- Being pro-active and responsive to organisational requirements, while ensuring tight timeframes are met. At times this can be extremely difficult, as activities will usually involve multiple stakeholders and service providers and may need to be undertaken when parliament is operating
- Maintaining a detailed knowledge of relevant and current human resource legislation and policies that pertain to the Parliament as well as maintaining open and effective communication with managers and staff in order to provide quality and timely HR advice.

- Be attuned to the operation and nuances of the parliamentary environment and be sensitive to the role, reputation and prestige of the Parliament.

Key relationships

Who	Why
Internal	
Presiding Officers / House Department Clerks and Executives	<ul style="list-style-type: none"> • Develop strategic/tactical relationships and provide expert advice to influence decisions, support initiatives and promote collaboration across Parliament • Collaborate and maintain open relationships to expedite responses and information transfer
Relevant Reporting Line Manager	<ul style="list-style-type: none"> • Key relationship manager, report to, receive advice and guidance, clarify instructions and report on progress against work plans as required • Provide support to achieve operational priorities, exchange information and contribute to decision-making • Escalate discuss issues and propose solutions
Senior Executive and counterparts	<ul style="list-style-type: none"> • Provide strategic and tactical advice to respond and deliver against emerging business priorities and wider Departmental initiatives
Division/Branch Leadership Team	<ul style="list-style-type: none"> • Collaborate and build effective relationships • Provide strategic advice and influence decision making processes • Respond to requests for information or assistance and escalate sensitive issues
Work Team/Direct and Indirect Reports	<ul style="list-style-type: none"> • Inspire and motivate, provide leadership and support • Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes
External	
Public sector agencies /trade union industrial officials/industrial organisations/consultants and suppliers	<ul style="list-style-type: none"> • Establish collaborative relationships and partnerships • Establish effective high level networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues

Role dimensions

Decision making

The role operates with a high level of autonomy and is expected to determine key operational objectives within the limits of delegated authority. The role is accountable for the delivery of assigned work. The role is accountable for the quality, integrity and validity of the service provided.

The role defers to the Manager on issues that have a significant political impact or issues outside of financial delegation.

Reporting line

The role accounts and reports to the relevant reporting line manager.

Direct reports

Number of staff reporting directly: 5

HR Systems Analyst

Payroll Supervisor

Coordinator, HR & Payroll Advice

2 x HR Advice Officer Payroll

Budget/Expenditure

As per the approved DPS Financial Delegations.

Key knowledge and experience

- Extensive experience in the provision of high level advice and strategic direction in the human resources fields of recruitment, employee relations, performance management, compensation, remuneration and benefits, legislation and compliance and policy development.
- Demonstrated ability to handle highly confidential information effectively and provide impartial advice demonstrating sound strategic judgment, tact and discretion.
- Knowledge of, or capacity to develop knowledge of, the parliamentary environment and the operations of government.
- Proven experience with HRIS and related HR analytics including data collection and application to make data driven HR decisions

Essential requirements

- Appropriate tertiary qualifications in Human Resources, &/or demonstrated, equivalent professional experience.

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	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
	 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • Encourage a culture that recognises the value of collaboration • Build cooperation and overcome barriers to information sharing and communication across teams and units • Share lessons learned across teams and units • Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work • Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services 	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 	Adept

		<ul style="list-style-type: none"> • 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 	
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> • Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Make sure staff understand expected goals and acknowledge staff success in achieving these • Identify resource needs and ensure goals are achieved within set budgets and deadlines • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the allocation of resources meets new business needs • Ensure that the financial implications of changed priorities are explicit and budgeted for 	Adept
	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • Understand all components of the project management process, including the need to consider change management to realise business benefits • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects 	Adept
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> • 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 	Adept

- 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

Occupation specific capability set



Employee services

Deliver customer focused services to optimise the employment life-cycle experience at an individual and organisational level

Level 2

Deliver required workforce management services to employees and managers in line with service-level agreement for the division or organisation, ensuring compliance with legislative and regulatory requirements. Advise managers and employees on more complex employment issues, escalating matters as required.

Provide specialist support to managers and employees during the implementation of new or changed employee service offerings.

Use tools to analyse processes in order to identify opportunities to improve response times, increase quality and reduce costs.

Evaluate internal feedback to inform and facilitate high quality, responsive employee services.

Conduct analysis to determine the impacts of legislative or policy changes and implement required changes in order to maintain compliance.






Evaluate service levels and provide timely ad-hoc and regular feedback to third party suppliers

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
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Intermediate
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	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	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	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	Intermediate