Role Description
People and Culture Business Partner

Role Description Fields	Details
Cluster	Education
Department/Agency	NSW Education Standards Authority
Division/Branch/Unit	Strategy & Capability People and Culture directorate
Role number	B1985
Classification/Grade/Band	Clerk Grade 7/8
ANZSCO Code	223111
PCAT Code	1224992
Date of Approval	17 May 2024

Agency overview

The NSW Education Standards Authority (NESA) works with the NSW community to drive improvements in student achievement.

We are an independent statutory authority reporting to an independent Board and the NSW Minister for Education and Early Childhood Learning

Making sure all children and young people in NSW leave school ready to take advantage of life's opportunities, as well as to rise to its inevitable challenges, is at the heart of what we do.

We achieve this by supporting all school sectors (public, catholic and independent) to deliver the best possible outcomes for students through:
- high-quality syllabuses.
- assessment, including managing the HSC and NAPLAN.
- teaching standards, such as the accreditation of teachers to work in NSW schools.
- school environments, including setting and monitoring school standards.

To find out more about the important work we do for NSW visit our website.

Primary purpose of the role

The People and Culture Business Partner delivers consistent, high-quality people and culture advice and services to business areas. This enables leaders and teams to effectively manage, develop and engage their workforce. They also resolve people management issues, successfully implement organisational change and foster a positive workplace culture. This role proactively partners with the business to understand workforce challenges and opportunities, supports the implementation of government and organisational priorities, programs and initiatives across teams, effectively manages the full range of employee case matters to resolution, supports change initiatives and employee mobility, and coaches people leaders to build capability and deliver improved workforce management practices across the organisation.

Key accountabilities

- Deliver services, advice, information sessions and coaching across the full range of people related issues, exercising judgement and discretion when dealing with sensitive matters and cases, identifying risks and making sound recommendations to provide effective solutions
- Build positive relationships with leaders and teams across the organisation to maintain an understanding of business priorities, identify risks and provide clear, consistent and practical advice to support the achievement of business plans and deliverables
- Undertake case management across a range of employment matters including performance, conduct and grievances, working with the Safety and Wellbeing and Industrial and Employee Relations functions as required, and applying sound judgement and discretion to manage sensitive issues effectively and enable timely resolution
- Interpret and provide timely and accurate advice to managers and employees on relevant legislation, Awards, policies and conditions of employment to ensure effective and consistent application across the business in line with government requirements
- Support the delivery of change management initiatives including undertaking role design and evaluation, preparing communications and consultation content, coordinating workforce mobility and redeployment activities, and working with other teams including Payroll to effectively operationalise changes to meet business needs
- Undertake research and analysis, review workforce data, prepare documentation and reports on workforce information and trends to support evidence-based decision making, and collaborate with other teams to identify opportunities to improve procedures and processes to streamline operations and deliver consistent quality outcomes
- Coordinate and implement a range of projects, applying sound project management principles and supporting project lead/s in the delivery of organisational and/or business projects to ensure key milestones and outcomes are delivered successfully
- Maintain awareness of relevant legislation, policy obligations, and people and culture trends and practices to ensure services and practices comply with requirements and deliver effective outcomes

Key challenges

- Consistently delivering stakeholder-focused people and culture services and solutions which are strongly aligned with business needs
- Influencing stakeholders, including senior executives, to apply best practice in a complex and dynamic organisation to consistently meet the needs of stakeholders
- Working to tight deadlines and managing competing priorities while consistently meeting service levels, providing accurate advice and ensuring quality outcomes

Key relationships

Who	Why
Internal	
Senior People and Culture Business Partner (Manager)	- Provide sound advice and contribute to decision making - Escalate issues and receive guidance - Proactively share information, input and feedback - Identify risks, opportunities and emerging and contentious issues, propose solutions and facilitate informed decision making - Provide regular updates on key programs, issues and priorities
Work team	- Work closely and collaboratively to develop and implement integrated services and programs across the organisation - Provide strategic and operational advice to influence decisions and facilitate adoption of best practice approaches - Provide guidance, professional support, coaching and mentoring - Conduct/participate in meetings to represent work group perspective and share information

People and Culture work teams	• Collaborate to problem solve HR issues and deliver a seamless HR service • Participate in meetings to represent work group perspective and share information
Divisional leaders and people managers	• Provide operational advice to inform decisions regarding workforce management • Provide coaching to support capability uplift and effective management approaches • Ensure compliance with agency and sector policies and legislation
External	
Public Service Commission /other government agencies	• Identify and maintain relationships with subject matter experts and networks to remain current with subject area best practices and principles • Support central agency initiatives
Other government agencies	• Collaborate to share information and jointly develop initiatives and business solutions • Benchmarking and maintaining awareness of cross-sector practices and outcomes
External suppliers/providers and subject matter experts	• Obtain knowledge of industry best practices and principles • Obtain value for money quotes and services

Role dimensions

Decision Making

Decisions are made in accordance with NESA and/or Directorate documented policies and procedures including the Code of Ethics and Conduct.

Reporting line

This role reports to the Senior People and Culture Business Partner.

Direct reporting

Nil.

Essential Requirements

- Formal qualifications in human resources and/or relevant industry experience
- Demonstrated knowledge and experience in the delivery of people partnering advice and services across the full employee lifecycle in complex organisational settings with defined legislative and policy requirements
- Demonstrated experience in successfully developing and maintaining positive relationships with stakeholders

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	**Manage Self** Show drive and motivation, an ability to self-reflect and a commitment to learning	• Keep up to date with relevant contemporary knowledge and practices • Look for and take advantage of opportunities to learn new skills and develop strengths • Show commitment to achieving challenging goals • Examine and reflect on own performance • Seek and respond positively to constructive feedback and guidance • Demonstrate and maintain a high level of personal motivation	**Adept**
Personal Attributes	**Value Diversity and Inclusion** Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	• 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	**Commit to Customer Service** Provide customer-focused services in line with public sector and organisational objectives	• 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**

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
Relationships	**Work Collaboratively** Collaborate with others and value their contribution	• 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**
Relationships	**Influence and Negotiate** Gain consensus and commitment from others, and resolve issues and conflicts	• 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**
Results	**Deliver Results** Achieve results through the efficient use of resources and a commitment to quality outcomes	• 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**
Results	**Plan and Prioritise** Plan to achieve priority outcomes and respond flexibly to changing circumstances	• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work • Initiate, prioritise, consult on and develop team and unit goals, strategies and plans • Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses • Ensure current work plans and activities support and are consistent with organisational change initiatives	**Adept**

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		• Evaluate outcomes and adjust future plans accordingly	
Business Enablers	**Project Management** Understand and apply effective project 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**

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.

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	Intermediate
Personal Attributes		Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
Relationships		Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
Results		Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
Results		Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
Business Enablers		Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Foundational

Business Enablers		Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
Business Enablers		Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Foundational
People Management		Inspire Direction and Purpose	Engage and motivate staff, and develop capability and potential in others	Intermediate
People Management		Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
People Management		Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

NSW GOVERNMENT