

# Role Description

## HR Business Partner

Cluster	Education
Agency	Department of Education
Division/Branch/Unit	Information Technology Directorate
Role number	226654
Classification/Grade/Band	CL9/10
Senior executive work level standards	Not Applicable
ANZSCO Code	223111
PCAT Code	1224247
Date of Approval	January 2021
Agency Website	<a href="https://education.nsw.gov.au/">https://education.nsw.gov.au/</a>

### Agency overview

The NSW Department of Education serves the community by providing world-class education for students of all ages.

We ensure young children get the best start in life by supporting and regulating the early childhood education sector. We are the largest provider of public education in Australia with responsibility for delivering high-quality public education to two-thirds of the NSW student population. We are committed to fostering vibrant, sustainable and high-performing vocational and higher education sectors.

We are responsible for enacting NSW Government policy, driving improvement in education, and overseeing policy, funding and compliance issues relating to non-government schools. We respect and value Aboriginal and Torres Strait Islander people as First Peoples of Australia.

### Primary purpose of the role

The HR Business Partner supports the Information Technology Directorate (ITD)'s Executive Team, Branch Directors and their senior staff in relation to workforce management to deliver outcomes required for the Schools Digital Strategy.

Consulting with senior management and analysing available workforce data, the HR Business Partner is responsible for providing advice, support and delivery across the full spectrum of workforce management and organisational design. The role designs and implements solution focused workforce strategies that support a high performing organisational culture and builds long term capability and capacity.

### Key accountabilities

- Work in partnership with the broader leadership team to provide expert advice, support and solutions to business and organisational issues from a workforce management perspective

- Support and coach managers on a range of options, methods and implications related to workforce management issues, in particular recruitment approaches, staff mobility, performance management and capability development
- Identify, analyse and review emerging workforce issues and trends, review and interpret relevant areas of research in order to make recommendations about adoption of better practice
- Project manage the implementation of workforce and organisational development related projects in ITD
- Work in collaboration with other HR colleagues and with other directorates in DoE to deliver advice and services in a range of areas such as recruitment, industrial instruments, work health and safety, employee performance and conduct, HR policy, organisational development and workforce planning.
- Partner with ITD managers on the planning, design, change management and implementation of projects and programs
- Prepare high quality, accurate and timely written and verbal advice to inform, take action or respond to requests

## Key challenges

- Providing advice to the broader leadership team which includes resolving problems and developing solutions in a manner that is objective, rational and consistent, whilst also being sensitive to different cultures and workplace dynamics.
- Dealing with a diverse range of project matters and highly conceptual issues, in order to recommend practical solutions, often within limited time frames
- Identifying risks, issues, benefits and priorities and recommending solutions to better deliver effective results in relation to agreed project outcomes.

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>• Discuss business objectives, priorities, projects and issues as they arise</li> <li>• Provide specialist advice on reporting practices; inform decision-making and challenge current thinking as appropriate</li> </ul>
Executive and leadership team	<ul style="list-style-type: none"> <li>• Provide expert advice, support and coaching on strategic resourcing, recruitment, and workforce issues</li> </ul>
Work team	<ul style="list-style-type: none"> <li>• Build and maintain collaborative working relationships to resolve technical and/or service delivery issues; monitor performance and provide regular, appropriate feedback</li> <li>• Share technical advice and/or subject matter expertise; participate in decisions regarding innovation and best practice</li> </ul>

## Role dimensions

### Decision making

The HR Business Partner:

- Sets priorities and makes day-to-day decisions in accordance with Departmental and IT Directorate policies, procedures and operational guidelines
- Collaborates with the role supervisor to determine broad direction and deliverables
- Exercises autonomy and initiative in resolving issues that arise from service provision
- Exercises sound judgement in the provision of advice / guidance / support to staff and managers

## Reporting line

The role reports to Director, Schools Digital Agency Leadership

## Direct reports

Nil

## Budget/Expenditure

Nil

## Key knowledge and experience

- Demonstrated experience in partnering with business/executive teams to provide high level workforce advice and to design, develop and implement workforce strategies to meet business objectives
- Knowledge of relevant employment legislation and the legislative framework, NSW Government policies and reforms, and current government and IT sector trends

## Essential requirements

- Tertiary qualifications in workforce management, Human Resource Management or equivalent relevant experience
- Knowledge of and commitment to the Department's Aboriginal education policies
- Hold a valid clearance to work with Children (Working with Children Check)

## 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
 <b>Personal Attributes</b>	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	Adept
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way</li> <li>• Support a culture of integrity and professionalism</li> <li>• Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct</li> <li>• Recognise and report misconduct and illegal and inappropriate behaviour</li> <li>• Report and manage apparent conflicts of interest and encourage others to do so</li> </ul>	Intermediate
 <b>Relationships</b>	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced
	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<ul style="list-style-type: none"> <li>• Encourage a culture that recognises the value of collaboration</li> <li>• Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>• Share lessons learned across teams and units</li> <li>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> </ul>	Adept

		<ul style="list-style-type: none"> <li>Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>	
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> <li>Negotiate from an informed and credible position</li> <li>Lead and facilitate productive discussions with staff and stakeholders</li> <li>Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>Influence others with a fair and considered approach and sound arguments</li> <li>Show sensitivity and understanding in resolving conflicts and differences</li> <li>Manage challenging relationships with internal and external stakeholders</li> <li>Anticipate and minimise conflict</li> </ul>	Adept
 <b>Results</b>	<b>Plan and Prioritise</b> Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> <li>Understand the team and unit objectives and align operational activities accordingly</li> <li>Initiate and develop team goals and plans, and use feedback to inform future planning</li> <li>Respond proactively to changing circumstances and adjust plans and schedules when necessary</li> <li>Consider the implications of immediate and longer-term organisational issues and how these might affect the achievement of team and unit goals</li> <li>Accommodate and respond with initiative to changing priorities and operating environments</li> </ul>	Intermediate
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>Identify and share business process improvements to enhance effectiveness</li> </ul>	Adept



### Project Management

Understand and apply effective 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.

### COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	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	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	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	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
<b>Occupation specific capability set</b>			
	Workforce strategy	Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change	Level 3



Organisational design	Define the organisational structures and workforce plans required to support the business in delivering results	Level 2
Talent Management	Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation	Level 3
Workforce insights	Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	Level 2