

Role Description

Executive Director

People and Performance



Planning,
Industry &
Environment

Cluster	Planning, Industry & Environment
Agency	Department of Planning, Industry & Environment
Division/Branch/Unit	People, Performance & Culture
Location	Sydney
Classification/Grade/Band	Senior Executive Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	132311
PCAT Code	3544992
Date of Approval	May 2020
Agency Website	www.dpie.nsw.gov.au

Agency overview

The Planning, Industry and Environment Cluster brings together the functions from the former Planning & Environment and Industry Clusters.

The new Cluster will drive for 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.

Primary purpose of the role

The Executive Director, People and Performance leads the People and Performance portfolio to deliver critical cluster outcomes through the strategic positioning and alignment of people and operational business priorities. The Executive Director provides high quality strategic HR advice, practices, systems and frameworks and directs the efficient and effective delivery of People Partnering, Work Health & Safety and Industrial Relations.

Key accountabilities

- Align and focus the People and Performance function with government and cluster goals to ensure that the strategic and tactical People Partnering, Industrial Relations, Safety and Health & Wellbeing activities meet both current and future cluster requirements
- Lead the provision of high quality, reliable, well evidenced and solution orientated business partnering, advisory and support services that effectively facilitate the implementation of strategic and operational business objectives and initiatives
- Proactively contribute to strategic planning and decision-making processes at cluster level, to ensure that policy and plans are informed by high quality People and Performance advice, opportunities to achieve strategic and operational outcomes are maximised and that risks are appropriately managed
- Plan and provide executive leadership to the implementation of multiple, complex and integrated people change initiatives to improve outcomes for stakeholders and to build a shared sense of direction and culture of service and performance

- Direct high quality strategic and operational Safety and Health & Wellbeing solutions and service delivery to enable the execution of organisational policy, program and service strategies
- Analyse HR metrics and influence executives and senior decision makers to understand and use these to improve the quality of business decisions and outcomes
- Provide cluster wide expert and authoritative strategic and operational advice on industrial relations issues to support core business functions, ensuring advice is based on empirical evidence, is commercially viable and is in accordance with government protocols, policies and statutory requirements

Key challenges

- Achieving a balance between the short-term day to day operational People and Performance demands with the need for more strategic people initiatives and to identify and maintain a focus on core People and Performance activities that require excellence and deliver the highest return
- Identifying emerging challenges that may impact on core business delivery and future business requirements, developing and implementing People and Performance strategies to minimise business risk and take advantage of opportunities
- Managing complex issues that impact on sector wide industrial relations, Safety and Health & Wellbeing outcomes and resolve issues that meet our legislative and policy obligations but also reflect best practice in delivering a world class public service.

Key relationships

Who	Why
Internal	
Secretary	<ul style="list-style-type: none"> • Develop productive and collaborative working relationships • Liaise to understand requirements and interdependencies between strategic directions, programs and people and performance initiatives • Act as the escalation point for the business in relation to people and performance matters and provision of strategic advice • Seek feedback and evaluate stakeholder satisfaction with the quality of programs, initiatives, business partnering, business as usual activity, advice and support
Group Deputy Secretary People Performance and Culture	<ul style="list-style-type: none"> • Provide authoritative and expert advice on current and emerging human resource, safety, health & wellbeing and industrial relations management concepts and practices, compliance strategies, and current/emerging risks • Provide counsel and recommendations which influence cluster/agency strategy, planning, initiatives, decisions and critical issues response • Support in communications, briefs and responses to the Secretary • Establish funding and resourcing consistent with strategic plans and priorities • Communicate information related to outcomes against budgets and performance measures • Inform of emerging issues and conflicts arising during the course of work that impact Government and cluster/agency objectives
Executive Director, Capability and Inclusion	<ul style="list-style-type: none"> • Work in partnership to deliver a positive and strategically aligned leadership team for the People, Performance and Culture Division
Executive Director Communications,	

Who	Why
Marketing and Engagement Director Aboriginal People and Culture Director Office of the Group Deputy Secretary	<ul style="list-style-type: none"> Collaborate on projects that deliver key objectives in line with the PPC Strategic Plan
Senior Executives	<ul style="list-style-type: none"> Deliver a modern, vibrant and effective People and Performance service to the business Establish effective high-level networks and collaborate on common programs and responses to emerging and future issues Liaise to enable performance benchmarking and monitoring of practice trends and issues
Delivery team(s)	<ul style="list-style-type: none"> Provide leadership, guidance and support Set performance requirements and manage team performance and development Share information and encourage contribution of ideas to improve delivery outcomes

External

Other Executive Directors, Human Resources	<ul style="list-style-type: none"> Establish effective high-level networks with other NSW clusters and agencies and with similar roles across other jurisdictions Liaise to enable performance benchmarking and monitoring of practice trends and issues Collaborate on common responses to emerging and future issues
NSW Government Agencies and other stakeholders including NSW Public Service Commission, Public Sector Industrial Relations and various industrial organisations	<ul style="list-style-type: none"> Build and maintain strong relationships Liaise to keep informed of Government central directions and seek information to incorporate into cluster/agency strategies Contribute and share information to progress the aims of Government Collaborate to instruct on, advance cluster/agency strategic interests, optimise access to services and advice, respond to identified risks and resolve issues
External service providers and specialist services	<ul style="list-style-type: none"> Negotiate service arrangements on behalf of the cluster/agency Monitor performance standards and resolve issues to ensure high quality and effective outcomes Interact with specialised services to enhance cluster/agency work

Role dimensions

Decision making

The Executive Director:

- is accountable for the operations and planning to achieve overall agreed work program commitments
- has a large degree of independence to determine function portfolio priorities
- negotiates matters related to portfolio functions and makes decisions in relation to how to achieve business outcomes
- is fully accountable for the content, accuracy, validity and integrity of advice provided

- advice provided is considered critical and may impact the operations of the cluster and cluster agencies
- makes decisions and acts within Government sector core values, ethical standards, strategic plans and priorities, legislative and regulatory frameworks and policies, delegations, agency policy and procedural frameworks and guidelines
- is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters

Reporting line

The Executive Director reports to the Group Deputy Secretary, People, Performance & Culture

Director reports

- Director, People Partners X 2
- Director Safety
- Director, Health & Wellbeing
- Senior Manager, Industrial Relations

Essential requirements

- Tertiary qualification in a relevant discipline and/or equivalent relevant experience.
- Extensive experience in the management of people and performance functions and teams.
- Proven ability to design and deliver integrated people and business transformation programs.
- A thorough working knowledge of the complexity of operations of NSW Government including relevant health & safety and industrial relations legislative obligations within the NSW jurisdiction
- Proven track record in successfully managing complex industrial relations issues and delivering quality outcomes

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"> • Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines 	Advanced
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations • Anticipate and address key areas of interest for the audience and adapt style under pressure 	Highly Advanced
	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience • Ensure systems are in place to capture customer service insights to improve services • Initiate and develop partnerships with customers to define and 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 and encourage new ideas and innovative approaches • Ensure that the organisation's systems, processes, policies and programs respond to customer needs 	Advanced
	Work Collaboratively Collaborate with others and	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	value their contribution	<ul style="list-style-type: none"> collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial 'win-win' outcomes Show sensitivity and understanding in resolving acute and complex conflicts and differences Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Anticipate and minimise conflict within the organisation and with external stakeholders 	Advanced
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> Seek and apply the expertise of key individuals to achieve organisational outcomes Drive a culture of achievement and acknowledge input from others Determine how outcomes will be measured and guide others on evaluation methods Investigate and create opportunities to enhance the achievement of organisational objectives Make sure others understand that on-time and on-budget results are required and how overall success is defined Control business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively 	Advanced
	Demonstrate Accountability		Advanced


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning 	
 Business Enablers	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> Prepare and review project scope and business cases for projects with multiple interdependencies Access key subject-matter experts' knowledge to inform project plans and directions Design and implement effective stakeholder engagement and communications strategies for all project stages Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning Develop effective strategies to remedy variances from project plans and minimise impact Manage transitions between project stages and ensure that changes are consistent with organisational goals Participate in governance processes such as project steering groups 	Advanced
 People Management	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability and undertake succession planning Coach and mentor staff and encourage professional development and continuous learning Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation Implement performance development frameworks to align workforce capability with the 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		organisation's current and future priorities and objectives	
	Optimise Business Outcomes		Advanced
	Manage people and resources effectively to achieve public value	<ul style="list-style-type: none"> Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences Encourage team members to take calculated risks to support innovation and improvement Align systems and processes to encourage improved performance and outcomes 	

Human Resources Professionals Capability Set





Capability Group	Capability Name	Level
 Human Resources	Workforce Strategy	Level 4
	Organisational Culture	Level 3

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	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Highly Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Highly Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	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	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Advanced
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Highly Advanced

Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
Human Resources Professionals Capability Set Workforce Strategy	Level 4	<ul style="list-style-type: none"> • Partner with senior leaders to define organisational strategy and long-term business outcomes, balancing workforce strategy with diverse and changing customer needs • Contribute expert advice and a sector-wide workforce planning and management perspective to organisation resource and budget planning • Contribute expert knowledge of service delivery models and labour market trends to leadership discussions on workforce strategies, based on a concept of workforce management that includes direct employment, contractors, consultants, and external service providers • Partner with senior leaders to analyse business directions and establish practical long term capability-based workforce strategies to enable achievement of business goals • Promote an organisation-wide understanding of workforce management as a flexible, integrated set of tailored strategies, processes and tools adjusted over time to reflect changing needs and priorities • Contribute strategic and expert advice to senior leaders on change management strategies to support effective organisational transition to new business priorities or models • Partner with senior leaders to create a compelling narrative for change and to lead and influence change activities across the organisation • Commission evidence-based evaluations of the efficiency and effectiveness of the organisation's workforce strategies in achieving business outcomes to confirm direction and determine necessary adjustments
Human Resources Professionals Capability Set Organisational Culture	Level 3	<ul style="list-style-type: none"> • 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

Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
		<p>place to work</p> <ul style="list-style-type: none">• 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