

Role Description

Manager, Talent



Treasury

Cluster	Treasury
Department	NSW Treasury
Division/Branch/Unit	Human Resources / Talent & OD
Location	Sydney
Classification/Grade/Band	Clerk Grade 11/12
Senior Executive Work Level Standards:	N/A
Kind of Employment	Ongoing
ANZSCO Code	223311
Role Number	54834
PCAT Code	2113392
Date of Approval	February 2020
Agency Website	www.treasury.nsw.gov.au

Agency overview

The key customer of NSW Treasury is the NSW Government on behalf of the people of NSW. Our vision is ensuring that the people of NSW have access to services and infrastructure that deliver social and economic benefits underpinned by a strong and sustainable economic and financial position.

Information about the structure and functions of the NSW Treasury can be sourced on our website: <https://www.treasury.nsw.gov.au> (Refer to “About Treasury” and “Our Treasury Team”).

As part of our vision to become a World Class Treasury, we believe Treasury has a primary role to support and invest in our key partners (service delivery clusters). This includes a responsibility to lift the financial management capability and culture across the sector and support NSW Government’s commitment to achieve significant and sustainable financial management improvement.

The Human Resources (HR) team leads human resources, workforce development and management strategies, and addresses recruitment needs and the implementation of a robust workforce management strategy.

Primary purpose of the role

To ensure Treasury has access to the talent it needs when it needs it, through the development of a strategic approach to talent management, in collaboration with key internal and external partners.

To meet the changing resourcing needs of the organisation, design deliver workforce plans in partnership with the business and HR Business Partners. This includes the development, integration and maintenance of policies, processes, programs, tools, reporting and governance; coordinating the operational delivery of core talent resourcing.

This role is also accountable for partnering with the outsourced shared service provider and search providers to ensure successful delivery of recruitment services.

Key accountabilities

- Influence senior executives to take a broad and strategic view of talent for the future. Including contemporary approaches on how to source, develop and mobilise the future talent needed.
- Develop and support Strategic Workforce Planning (SWP) as an internal capability, performed by each Treasury department on a regular basis.
- Develop a talent mobility program, across Treasury (initially), sector and market, that meets both the needs of Treasury talent development and the gaps identified in SWP.
- Work as a collaborative, proactive, team with HR Business Partners, executives and senior managers to use the outcomes of SWP and Talent Review process to inform internal and external recruitment plans.
- Ensure transparency and integrity of recruitment process.
- Identify emergent issues, resourcing data and statistics, metrics and trends to inform internal mobility and workforce resourcing activities and planning.
- Lead Talent team to manage the end-to-end recruitment of key roles including analysing recruitment need, planning recruitment activities, undertaking activities to source, screen, interview, assessing, select and hire talent.
- Lead Talent team to ensure positive experiences for all candidates, including talent pool candidates, and key stakeholders. Drive a culture of stakeholder, and customer, centricity and continuous improvement in the team.
- Ensure data-driven and high-quality service for internal and external stakeholders.
- Provide leadership and guidance on the ongoing development of team by providing coaching, advice and guidance in support of the delivery of end to end talent mobility.

Key challenges

- Driving change through influencing internal stakeholders to take a more strategic and holistic view towards talent management.
- Developing an understanding of NSW Treasury's strategic and policy imperatives, operational challenges, and resourcing requirements to ensure talent management strategies and practices processes are integrated effectively into the business units' programs.
- Designing and advocating responsive and practical talent management strategies and issues solutions that meets business needs and customer expectations but do not compromise employment legislation or NSW Public Sector recruitment policy.
- Engaging business managers in accepting their role in timely, transparent and fair recruitment and selection activity, workforce planning and career transition practices on a consistent basis.

Key relationships

Who	Why
Internal	
Director Human Resources	<ul style="list-style-type: none">• Receive guidance and professional support, provide expert and strategic advice and exchange information
HR Team	<ul style="list-style-type: none">• Collaborate in developing and delivering client focused talent resourcing services and share information
Senior Managers/Executive Members	<ul style="list-style-type: none">• Engage, collaborate and influence to develop solutions to complex resourcing issues; provide expert opinion on contemporary talent management practice and influence the application on new approaches to recruitment
Managers	<ul style="list-style-type: none">• Influence and persuade acceptance of their role in the selection process; provide expert advice on contemporary talent management practice
NSW Treasury Staff	<ul style="list-style-type: none">• Provide information on role vacancies and career development opportunities
External	
Public Service Commission	<ul style="list-style-type: none">• Identify and maintain relationships with subject matter experts and networks to remain current with subject area best practice and principles
External Providers	<ul style="list-style-type: none">• Consult and advise on specific recruitment requirements, follow up on progress of recruitment action and exchange information

Role dimensions

Decision making

The Manager, Talent has considerable autonomy in negotiating and determining matters related to their area of responsibility; the position directly influences policies, programs, corporate objectives and professional practices within the organisation; is an authoritative source of advice and is fully accountable for the quality, integrity, validity and accuracy of information, and in directing forward planning and setting of priorities to government objectives.

Reporting line

The Associate Director, Talent reports to the Director Talent & Organisational Development and partners closely with the Director, HR Partnering

Direct Reports






5 - 6

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

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
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity and Inclusion	Adept
 Relationships	Communicate Effectively	Adept
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Advanced
	Project Management	Adept
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Adept

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
Personal Attributes		
Value Diversity and Inclusion	Adept	<ul style="list-style-type: none"> 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
Relationships		
Commit to Customer Service	Advanced	<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
Relationships		
Work Collaboratively	Advanced	<ul style="list-style-type: none"> Recognise outcomes achieved through effective 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
Relationships		
Influence and Negotiate	Advanced	<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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Anticipate and minimise conflict within the organisation and with external stakeholders 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
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate and include contingency provisions Monitor the progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately Consider the implications of a wide range of complex issues and shift business priorities when necessary Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning
Business Enablers Procurement and Contract Management	Advanced	<ul style="list-style-type: none"> Ensure that employees and contractors apply government and organisational procurement and contract management policies Monitor procurement and contract management risks and ensure that this informs contract development, management and procurement decisions Promote effective risk management in procurement Implement effective governance arrangements to monitor provider, supplier and contractor performance against contracted deliverables and outcomes Represent the organisation in resolving complex or sensitive disputes with providers, suppliers and contractors
People Management Manage and Develop People	Adept	<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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • Develop work plans that consider capability, strengths and opportunities for development • 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
People Management		
Optimise Business Outcomes	Advanced	<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