

Role Description

Employee Relations Manager



Cluster	DEIT
Agency	Museums of History NSW
Division/Branch/Unit	Corporate Services/People & Culture Team
Location	The Mint, Sydney and Western Sydney Records Centre, Kingswood
Classification/Grade/Band	Clerk Grade 9/10
Role Number	CCXXXX
ANZSCO Code	132311
PCAT Code	3224992
Date of Approval	January 2023
Agency Website	www.mhnsw.au

Agency overview

Museums of History NSW (MHNSW) is an executive agency within the NSW Department of Enterprise, Investment and Trade and reports to the NSW Minister for the Arts. MHNSW is administered under the Museums of History NSW Act 2022.

Museums of History NSW is the first cultural institution in the state with history as its core mandate. As a custodian and storyteller, MHNSW is committed to preserving and presenting our state's unique history and bringing its stories to life through diverse voices and viewpoints. We place history before us not behind us, making it immersive, discoverable and relevant through interpretation, exhibitions, public programs and online resources.

MHNSW brings together the museums, historic houses and associated collections previously in the care of Sydney Living Museums with the vast collection of more than 13 million items held by the NSW State Archives. This includes one of the world's most complete and important collections documenting colonisation.

Providing greater access to and understanding of our state's rich and varied histories, stories and cultures is paramount to MHNSW with truth-telling and respect at the core of our approach. With a formidable asset base worth \$1.6 billion, we are focused on growing, managing, preserving and providing public access to the State Archives Collection and the objects, materials, buildings, places and stories that shape the historical, social, political and cultural identity of NSW.

MHNSW also operates commercial services that contribute significantly to the organisation's sustainability, including retail, food and beverage, venue hire, commercial records storage, records management, digitisation and consultancy services.

Primary purpose of the role

Manage the development and implementation of employee strategies, policies and processes that provide a positive, engaging and connected workforce.

Key accountabilities

- Develop People and Culture strategies and policies that support MHNSW staff to connect positively with the workplace to achieve a harmonious work environment and organisational goals
- Support the embedding of diversity and inclusion across the organisation through implementation of strategies and collaboration with leaders and employees.
- Collaborate and influence across the organisation to develop and embed employee relations policies and processes, including leading the implementation of the annual Employee Engagement Plan.
- Manage the organisation's Performance Development Plan, guiding managers and staff to develop and implement to maximise the benefits.
- Facilitate poor performance conversations, manage all Performance Improvement Plans, manage misconduct and disciplinary matters in accordance with legislation and policy.
- Ensure wellbeing strategies are developed and implemented that enhance and support the holistic health, welfare and wellbeing of staff, including the management of the EAP service.
- Partner with leaders and staff across the organisation to ensure employee relations practices are appropriate, welcomed and mirror the direction of the organisation
- Drive employee relations projects in line with organisational needs and goals to achieve determined outcomes.

Key challenges

- Developing strategies and policies which enhance connection and positive relations across the organisation.
- Partnering with diverse groups, coaching and influencing to increase uptake of strategies.
- Managing performance issues to their best possible outcome within legislative/policy frameworks.

Key relationships

Who	Why
Internal	
Head of People & Culture	<ul style="list-style-type: none"> • Receive guidance and direction from in relation to team and agency objectives. • Collaborate with to implement the People and Culture frameworks and facilitate continuous improvements. • Work with in the development of employee relations planning and contributing to organisation change initiatives that meet the changing needs of MHNSW • Collaborate with to deliver Team objectives.
Director, Corporate Services	<ul style="list-style-type: none"> • Provide advice and report on progress • Provide expert advice and contribute to decision making and policy development • Identify emerging risks/ issues and their implications and propose solutions
Executive & Leadership Team	<ul style="list-style-type: none"> • Provide coaching and advice for Team leaders to build connection, understanding and enhance and improve management of teams in line with agreed values and capabilities. • Advise, influence and collaborate to determine proactive and preventive strategies to instil respectful behaviours • Collaborate to identify and address workplace values and behaviours • Provide leadership, guidance and support to deliver on agency needs

Who	Why
	<ul style="list-style-type: none"> • Share information and encourage contribution of ideas to improve deliver outcomes. • Collaborate with to perform core work functions, applying specialised knowledge, skills and professional judgement to achieve high quality outcomes. • Developing effective cross-departmental working relationships with specialist teams across MHNSW. • Act as a trusted adviser to Executive and team leaders on critical people issues and risks.
Managers/Supervisors	<ul style="list-style-type: none"> • Coach and advise on processes for managing poor performance and in the use of performance development plans. • Developing effective cross-departmental working relationships with specialist teams across MHNSW.
ER Coordinator	<ul style="list-style-type: none"> • Provide support and direction to in relation to key strategies and objectives. • Collaborate with to ensure the delivery of BAU, projects and reporting.
People & Culture Team	<ul style="list-style-type: none"> • Guide, support, coach and mentor team members, as required. • Develop and maintain effective working relationships. • Participate as a team member to deliver P&C goals.
Employees across the agencies	<ul style="list-style-type: none"> • Provide high level ER advice and guidance. • Develop effective working relationships. • Communicate with to develop and maintain effective working relationships.
External	
People and Culture staff in other NSW Government agencies and cultural institutions, unions and other relevant external stakeholders	<ul style="list-style-type: none"> • Identify, develop and maintain workforce development partnerships to support delivery of strategies, policies and processes. • Liaise with in a polite and approachable manner. • Develop and maintain effective working relationships. • Build productive relationships and collaborative partnerships across the cluster and with key Government stakeholders. • Represent MHNSW in performance matters.

Role dimensions

Decision making

This role:

- Contributes to the development and implementation of Employee Relations strategies, policies and processes
- Has a level of autonomy to deliver the initiatives and projects on time, within budget and to expectations in terms of quality, deliverables and outcomes.
- Refers to Head of People & Culture for decisions that require significant change to strategic approach; that are likely to escalate; cause undue risk; create substantial precedent; or are outside of delegations limits.
- Prioritises and manages multiple tasks and demands including matters with critical turnaround times.
- Ensures the effective management and use of human, financial and other resources with set budget and resource parameters.
- Demonstrates resilience and persistence in balancing the needs of competing demands within a complex, high work volume environment to facilitate the delivery of strategic and operational outcomes.

- Maintains outstanding interpersonal, communication, presentation and public relations skills that demonstrate the ability to establish and maintain effective relationships with diverse internal and external constituencies in a wide variety of settings.
- Works collaboratively as part of a team and on an independent basis.

Reporting line

This role reports to the Head of People & Culture.

Direct reports

The following roles report directly to the Employee Relations Manager:

- ER Coordinator

Budget/Expenditure

Nil

Essential requirements

- Experience in implementing strategic ER plans and solutions, improving organisational performance and productivity in order to meet business objectives
- Experience in managing poor performance, misconduct and disciplinary matters.
- Knowledge of public sector management, the machinery of NSW Government, and employment legislation.
- The ability to use and experience working with HR systems at a high level.
- Ability to Act within NSW Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, agency policy and procedural frameworks and guidelines, and professional standards.
- Willingness to work across and ability to travel to multiple locations.






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

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 Act with Integrity	Adept	<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
Personal Attributes	Adept	<ul style="list-style-type: none"> • Keep up to date with relevant contemporary knowledge and practices

NSW Public Sector Capability Framework


Group and Capability	Level	Behavioural Indicators
Manage Self		<ul style="list-style-type: none"> • 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
Relationships Communicate Effectively	Adept	<ul style="list-style-type: none"> • Tailor communication to diverse audiences • Clearly explain complex concepts and arguments to individuals and groups • Create opportunities for others to be heard, listen attentively and encourage them to express their views • Share information across teams and units to enable informed decision making • Write fluently in plain English and in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences
Relationships Influence and Negotiate	Adept	<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 • 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
Results Deliver Results	Adept	<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
Results Think and Solve Problems	Adept	<ul style="list-style-type: none"> • Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence

Group and Capability	Level	Behavioural Indicators
Results Project Management	Adept	<ul style="list-style-type: none"> • Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience • Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience • Seek contributions and ideas from people with diverse backgrounds and experience • Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness <hr/> <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
People Management Manage and Develop People	Advanced	<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 organisation's current and future priorities and objectives
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> • Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Implement structured change management processes to identify and develop responses to cultural barriers

Human Resources Professionals Capability Set

Capability Group	Capability Name	Level
	Workforce strategy	Level 3
	Organisational culture	Level 3
	Talent Management	Level 3
	Workforce Relations	Level 3
	Employment services	Level 3

Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
Human Resources Professionals Capability Set Workforce strategy	Level 3	<ul style="list-style-type: none"> Collaborate with managers and leaders to analyse workforce and business data to understand the workforce factors contributing to business opportunities and the potential solutions. Provide managers and leaders with informed advice on workforce options for securing capabilities required in the short and long term, based on knowledge of service delivery models, diverse customer needs and internal and external labour market trends. Provide evidence-based advice on best fit, capability-based workforce strategies to managers and leaders to facilitate effective implementation and regular review of business strategies. Liaise with specialist human resources functions to ensure advice and support is provided to business units as an integrated suite of strategies and tools, calibrated to overarching and/or local business goals. Encourage managers and leaders to understand the link between good workforce management and positive business outcomes and to take ownership of these strategies. Coach managers and leaders on identifying, engaging and managing stakeholders to facilitate development and implementation of new business priorities or models.
Talent Management	Level 3	<ul style="list-style-type: none"> Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition. Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs.

Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
Human Resources Professionals Capability Set Organisational Culture	Level 3	<ul style="list-style-type: none"> • Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer. • Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment. • Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching. • Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes. • Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices. • Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management strategies, and collaborate on modifications as needed to build organisational capability and talent. <hr/> <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 place to work. • 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.

Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • 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.
Workforce Relations	Level 3	<ul style="list-style-type: none"> • Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition. • Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs. • Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer. • Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment. • Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching. • Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes. • Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices. • Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management strategies, and collaborate on modifications as needed to build organisational capability and talent.
Human Resources Professionals Capability Set Employee services	Level 3	<ul style="list-style-type: none"> • Tailor service-level agreements to meet requirements and develop appropriate metrics. • Regularly manage the review and evaluation of the full life cycle of employee services, and identify and recommend possible HR process and service improvements. • Manage the delivery of high quality advice to managers and leaders on all employment matters. • Foster a culture of customer service excellence, continuous improvement, and value for money. • Identify and act on any legislative or sector/ organisation policy changes that may impact service delivery. • Develop business cases and implementation plans in support of service model changes. • Collaborate with managers and leaders to coordinate the implementation of new or changed employee service offerings.

Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none">• Manage third party suppliers against service level agreements, KPIs and contracts.