

Role Description

Manager People Experience & Capability



Cluster	Parliament of NSW
Agency	Department of Parliamentary Services
Branch	Corporate Services/People, Property & Security
Location	Sydney, CBD
Grade	Clerk Grade 9/10
Role Number	50009487
ANZSCO Code	TBA
PCAT Code	TBA
Date of Approval	July 2025
Agency Website	www.parliament.nsw.gov.au

Agency overview

Administratively, the Parliament comprises three main Departments: The Department of Parliamentary Services (DPS); Department of the Legislative Council (LC); and the Department of the Legislative Assembly (LA). The Chief Executive is the head of the Department of Parliamentary Services, the Clerk of the Legislative Council and Clerk of the Legislative Assembly are the heads of their respective House Departments. These House Departments are responsible for providing procedural advice to the Council and Assembly, and their respective members, on parliamentary proceedings in each House and their Committees, undertaking protocol functions, providing corporate and executive support, House specific administrative/research services and generating content/engagement strategies relating to the activities of the House and its committees.

DPS is responsible for providing corporate and other common services across the Parliament as a whole. It comprises the following Divisions: Parliament Services and Corporate Services, and two project Branches; Digital Transformation and Capital Works Strategy Delivery.

The Parliament Services Division comprises administrative and support services specific to the institution of Parliament. This includes the Hansard, Library and Research Branch, the Communications, Engagement and Education branch and the Parliamentary Catering Unit.

The Corporate Services Division comprises of the corporate functions that provide services to all staff and Members across Parliament House. This includes: the Financial Services & Governance Branch; People, Property & Security Branch; IT Services Unit; and the Planning, Insights & Performance Unit.

The Parliament's ultimate governance body includes the Presiding Officers and the Chief Executive, DPS and the Clerks of the Legislative Council and Legislative Assembly, supported by a contemporary governance framework.

Primary purpose of the role

The Manager People Experience & Capability leads the development and implementation of learning programs across NSW Parliament Departments. The role is responsible for designing and developing the learning experience across the department, developing resources and the sourcing and facilitation of external training providers. Additionally, the role provides expert professional and best practice advice to senior stakeholders and leads the People Experience & Capability team.

Key accountabilities

- Design and deliver in-house, in person and e-learning strategies and programs to support individual, team and organisational capability.
- Facilitate learning programs and workshops.
- Research emerging trends and recommend fit-for-purpose solutions.
- Develop innovative and engaging collateral to support and enable capability uplift of the learner, e.g. storyboards, e-learning, presentations, learning guides and assessments.
- Develop inhouse e-learning and technology enabled solutions using multiple IT and media platforms to provide self-paced e-learning, virtual and face to face workshops, instructional videos and other interactive tools to value add to the employee learning experience.
- Coordinate and conduct analysis on the effectiveness, uptake and responses of learning and development strategies and provide detailed recommendations and findings.
- Source, evaluate and broker external service providers to meet whole of Parliament and individual stakeholders' business needs. Manage the procurement processes, negotiate contracts and monitor service delivery.
- Work in collaboration with other subject matter experts on the development and implementation of strategies, programs, initiatives and systems that contribute to improved employee experience, inclusion and engagement.
- Oversee the people and culture component of the PMES survey, budget estimates and other compliance related reporting.

Key challenges

- Delivering programs and activities across diverse people cohorts in a unique operating environment with multiple stakeholders and varying priorities.
- Be attuned to the nuances of the parliamentary environment and be sensitive to the role, reputation and prestige of the Parliament.

Key relationships

Who	Why
Internal	
Presiding Officers / House Department Clerks and Executives	<ul style="list-style-type: none">• Develop strategic/tactical relationships and provide expert advice to influence decisions, support initiatives and promote collaboration across Parliament• Collaborate and maintain open relationships to expedite responses and information transfer

Who	Why
Managers and Leaders	<ul style="list-style-type: none"> Build relationships and engage regularly to understand priorities, identify issues and develop solutions
Senior Manager, People & Capability	<ul style="list-style-type: none"> Key relationship manager, report to, receive advice and guidance, clarify instructions and report on progress against work plans as required Provide support to achieve operational priorities, exchange information and contribute to decision-making Escalate discuss issues and propose solutions
Managers in the People & Capability and Workplace Supports teams	<ul style="list-style-type: none"> Work collaboratively to achieve holistic people outcomes
Senior Executive and counterparts	<ul style="list-style-type: none"> Provide strategic and tactical advice to respond and deliver against emerging business priorities and wider Departmental initiatives
Division/Branch Leadership Team	<ul style="list-style-type: none"> Collaborate and build effective relationships Provide strategic advice and influence decision making processes Respond to requests for information or assistance and escalate sensitive issues
Work Team/Direct and Indirect Reports	<ul style="list-style-type: none"> Inspire and motivate, provide leadership and support Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes
External	
Public sector agencies/training and accreditation organisations/consultants and suppliers	<ul style="list-style-type: none"> Establish collaborative relationships and partnerships Establish effective networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues

Role dimensions

Decision making

The role operates with a high level of autonomy and is expected to determine key operational objectives within the limits of delegated authority. The role is accountable for the delivery of assigned work. The role is accountable for the quality, integrity and validity of the service provided.

The role defers to the Senior Manager on issues that have a significant political impact or issues outside of financial delegation.

Reporting line

Reports to the Senior Manager Human Services, People & Capability.

Direct reports

Number of staff reporting directly: 5

Budget/Expenditure

As per the approved DPS Financial Delegations.

Key knowledge and experience

- Experience in the design of adult learning and technology enhanced learning resources
- Demonstrated experience in learning & development and leadership development, including instructional design and facilitation
- Broad experience in strategic HR project delivery / project management

Essential requirements

- Degree qualification in learning and development, adult education or equivalent, or a related discipline, or equivalent experience

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
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none"> • Encourage and include diverse perspectives in the development of policies and strategies • Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes • Build and monitor a workplace culture that enables diversity and fair and inclusive practices • Implement practices and systems to ensure that individuals can participate to their fullest ability • Recognise the value of individual differences to support broader organisational strategies • Address non-inclusive behaviours, practices and attitudes within the organisation • Champion the business benefits generated by workforce diversity and inclusive practices 	Advanced
 Relationships	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> • Build a supportive and cooperative team environment • Share information and learning across teams • Acknowledge outcomes that were achieved by effective collaboration • Engage other teams and units to share information and jointly solve issues and problems • Support others in challenging situations • Use collaboration tools, including digital technologies, to work with others 	Intermediate
 Results	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<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 	Adept


	Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances	<ul style="list-style-type: none"> • 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 • Evaluate outcomes and adjust future plans accordingly 	Adept
	Technology Understand and use available technologies to maximise efficiencies and effectiveness	<ul style="list-style-type: none"> • Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements 	Adept
	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<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 • 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 	Adept



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	Adept
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Intermediate
 Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 Business Enablers	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	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

Occupational Specific Complimentary Capabilities

Capability group/sets	Capability name	Description	Level
 Human Resources	Organisational culture	Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	Level 3

	Workforce Relations	Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements	Level 1
	Workforce insights	Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	Level 2