

# Role Description

## Director, Human Resources & Industrial Relations



Regional  
NSW

Role Description Fields	Details
Cluster	Regional NSW
Portfolio/Agency	Portfolio of Regional NSW
Division/Branch/Unit	Corporate & Performance/People
Role number	51049337
Classification/Grade/Band	Senior Executive Band 1
Senior executive work level standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	132311
PCAT Code	3224643
Date of Approval	13 March 2023
Agency Website	<a href="http://www.nsw.gov.au/regional-nsw">www.nsw.gov.au/regional-nsw</a>

### Agency Overview

The Portfolio of Regional NSW is the central agency responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

### Primary purpose of the role

The Director of Human Resources and Industrial Relations leads and manages Human Resources and Industrial Relations teams that deliver strategic advice, policy development, HR plans, strategies and programs to achieve strategic business outcomes through an engaged and productive workforce. This role also represents the portfolio in matters impacting the NSW Public Sector.

### Key Accountabilities

- Lead and manage Human Resource and Industrial Relations teams within the Portfolio and represent the Portfolio in external forums including leading consultation with unions on the development and implementation of industrial relations and organisational changes and other employment matters impacting employees;
- Deliver definitive and timely advice to the Secretary, Deputy Secretaries and Agency Heads on the interpretation and implementation of employment legislation, industrial instruments, employment policies and procedures to protect the interests of the Portfolio;
- Formulate holistic and sustainable HR and IR policies, people plans and strategies, creating a shared vision around people, providing direction and focus on the leadership, communication and implementation of organisationally aligned people objectives;
- Lead the delivery of the IR function that includes managing industrial disputes, performance and misconduct cases, terminations and matters raised in the Industrial Relations Commission, Australian Human Rights Commission and NSW Anti-Discrimination Board per the relevant legislation and Government policy to achieve outcomes that are in the Portfolio's best interests.

- Deliver industrial relations reform to improve effectiveness and efficiency in employment arrangements and systems. Lead and drive change in Industrial Relations to deliver high-quality and valued industrial relations services and contemporary HR and IR approaches that are aligned with the Portfolio's requirements.
- Integrate the HR & IR contribution into the Portfolio's outcomes by implementing the full range of effective and targeted HR strategies and identify, initiate and execute complex people projects to progress the organisation to be better positioned to anticipate and respond to future challenges;
- Proactively manage and mitigate risk and lead and monitor the efficiency and effectiveness of the HR and IR team's service delivery, budget and day-to-day operations to ensure policy, legal, legislative and regulatory compliance to the appropriate standards;
- Maintain and manage relationships with central government agencies and other external stakeholders to implement organisational strategies that align with business requirements. Keep abreast of, assess, and implement relevant, innovative, best-practice solutions that enhance organisational performance and meet significant and complex Portfolio requirements.

## Key challenges

- Achieving a balance between the short-term day-to-day operational HR and IR demands with the need for more strategic people initiatives and identifying and maintaining a focus on core HR activities that require excellence and deliver the highest return;
- Delivering expert HR and IR services in a complex environment of divergent portfolio perspectives and changing priorities within critical time constraints.
- Making effective judgements under pressure, anticipating developing issues, and responding to changes in the operating environment while continuing to deliver excellence in services to stakeholders.

## Key relationships

### Internal

Who	Why
Secretary, Deputy Secretaries, Agency Heads	<ul style="list-style-type: none"> <li>• Act as subject matter expert on HR matters, providing advice, counsel and recommendations to influence organisational decisions and initiatives</li> </ul>
Chief People Officer	<ul style="list-style-type: none"> <li>• Support the delivery of expert advice and support across the Portfolio</li> <li>• Maintain effective working relationships and assist with the formulation of the Portfolio People Plan and strategies and sharing of benchmarking and workforce information</li> </ul>
Group leadership teams and people managers	<ul style="list-style-type: none"> <li>• Build relationships and provide expert HR advice to influence decisions and support initiatives, create buy-in, invite accountability and support delivery of outcomes</li> </ul>
People Branch Leadership Team	<ul style="list-style-type: none"> <li>• Provide expert strategic and technical advice to the People leadership team to influence decisions regarding initiatives and innovation</li> <li>• Influence decisions regarding the implementation of innovative, best-practice HR and IR solutions</li> <li>• Conduct/participate in meetings to represent the work group perspective and share information</li> </ul>
Direct reports	<ul style="list-style-type: none"> <li>• Inspire and motivate the team, provide direction and manage performance</li> <li>• Provide guidance, professional support, coaching and mentoring</li> </ul>

## External

Who	Why
Other HR IR Directors	<ul style="list-style-type: none"><li>Establish professional networks and relationships with peers in other NSW Government agencies and across other jurisdictions to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and overlapping issues</li></ul>
External Providers/Vendors	<ul style="list-style-type: none"><li>Negotiate and approve contracts and service level agreements and ensure services provided are high quality, targeted and meet the Portfolio's needs</li></ul>
Industry Stakeholders	<ul style="list-style-type: none"><li>Establish and maintain effective, collaborative working relationships in the pursuit of organisational objectives (e.g. with unions and industry bodies)</li></ul>
NSW Public Service Commission, Premiers Portfolio and other central government agencies	<ul style="list-style-type: none"><li>Build effective working relationships to seek and share information, gain a deeper appreciation of particular HR issues and government policy direction and keep abreast of NSW Government People related direction to incorporate into Agency specific programs</li></ul>

## Role dimensions

### Decision making

- This role operates with a high level of autonomy. The key decision-making requirement for this role is to assess and determine the appropriate approach, both from a strategic Portfolio perspective and a functional perspective, that will optimise the achievement of organisational objectives.
- This role exercises several high-level human resources delegations and represents the Portfolio in external decision-making forums. It requires a high level of judgement and decision-making, taking into account a wide range of changing variables, including interpreting and translating the Portfolio's vision, whole-of-sector requirements, and the requirements of a highly diverse and complex organisation.
- The role is responsible for delivering the Portfolio's HR and IR services to Groups across the Portfolio. It is important that HR and IR service delivery is consistent and continuously improved.
- There are high levels of expectations of the team as a support and enabler of organisational change, and this position determines the approach and direction in HR and IR across the portfolio to ensure both short- and long-term organisational goals are met.
- The role is fully accountable for decisions regarding the day-to-day management of the HR and IR teams. Decisions relating to changes in the direction of the HR and IR functions are made in consultation with the Chief People Officer.

### Reporting line

This role reports to the Chief People Officer

### Direct reports

4 Direct reports

### Budget/Expenditure

\$3 million

## Essential Requirements

- Tertiary qualifications in Human Resource Management or equivalent combination of relevant experience and education and training

## 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>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"><li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li><li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li><li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li><li>• Monitor ethical practices, standards and systems and reinforce their use</li><li>• Act promptly on reported breaches of legislation, policies and guidelines</li></ul>	Advanced
	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"><li>• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li><li>• Speak in a highly articulate and influential manner</li><li>• State the facts and explain their implications for the organisation and key stakeholders</li><li>• Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations</li><li>• Anticipate and address key areas of interest for the audience and adapt style under pressure</li></ul>	Highly Advanced

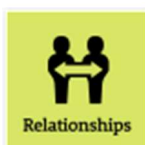


### **Commit to Customer Service**

Provide customer-focused services in line with public sector and organisational objectives

- Take responsibility for delivering high-quality customer-focused services
- Design processes and policies based on the customer's point of view and needs
- Understand and measure what is important to customers
- Use data and information to monitor and improve customer service delivery
- Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers
- Maintain relationships with key customers in area of expertise
- Connect and collaborate with relevant customers within the community

Advanced

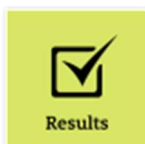


### **Influence and Negotiate**

Gain consensus and commitment from others, and resolve issues and conflicts

- 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

Highly Advanced



### **Deliver Results**

Achieve results through the efficient use of resources and a commitment to quality outcomes

- 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

Advanced



### **Demonstrate Accountability**

Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines

- Assess work outcomes and identify and share learnings to inform future actions
- Ensure that own actions and those of others are focused on achieving organisational outcomes
- Exercise delegations responsibly
- Understand and apply high standards of financial probity with public monies and other resources
- Identify and implement safe work practices, taking a systematic risk management approach to ensure own and others' health and safety
- Conduct and report on quality control audits
- Identify risks to successfully achieving goals, and take appropriate steps to mitigate those risks

Highly Advanced

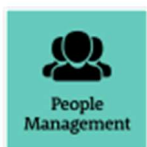


### **Project Management**

Understand and apply effective planning, coordination and control methods

- 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

Adept

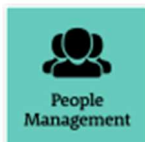


### **Manage and Develop People**

Engage and motivate staff, and develop capability and potential in others

- 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

Advanced

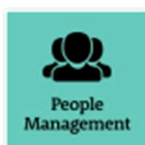


### Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
- Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
- Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
- Create opportunities for recognising and celebrating high performance at the individual and team level
- Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges

Advanced



### Manage Reform and Change

Support, promote and champion change, and assist others to engage with change




- 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
- Implement structured change management processes to identify and develop responses to cultural barriers

Advanced








## 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
	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	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced



	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	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
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept