

Role Description

PEOPLE & CULTURE MANAGER

Role Description Fields	Details
Department/Agency	NSW Crime Commission
Division/Branch/Unit	Corporate & Enterprise Services / People & Culture
Role number	PCM
Classification/Grade/Band	Grade 11/12
Senior executive work level standards	Not Applicable
ANZSCO Code	132311
PCAT Code	1224992
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Agency Website	https://www.crimecommission.nsw.gov.au/

Role of the NSW Crime Commission

The NSW Crime Commission is established to disrupt, reduce and prevent the incidence of organised crime and other serious crime and to pursue confiscation of the proceeds of crime in New South Wales. The Commission is structured into a number of sections consisting of operational divisions, support teams and specialist units.

Corporate and Enterprise Services is responsible for the delivery of a sustainable agency and includes supporting the core business of the Commission through the Office of the Commissioner, Technology Services, Finance and Facility Services, People and Culture, Governance and Audit. The division provides all security, facilities, finance, budget, procurement, HR, personnel security, governance, audit, ICT, IMT, strategy, planning, communications and ministerial liaison services to the Commission and other stakeholders.

The People and Culture team are integral enablers of the Commission's strategic objective of 'Investing in our People & Culture' to deliver the strategic outcome of a skilled and capable workforce collectively driving the Commission's objectives.

Primary Purpose of the Role

The position is responsible for leading the operational delivery of HR services for the NSW Crime Commission. Reporting to the Chief Operating Officer, the role is designed to provide subject matter expert human resource management, people and culture expertise, advice and support to managers and staff across the Crime Commission. With a strong focus on customer service, continuous improvement and enhancing employee experience, this role will be responsible for the design, delivery and evaluation of high quality workforce programs and initiatives that drive a high performance culture, build leadership and workforce capability, foster a positive and inclusive workplace culture, promote health and wellbeing and enable the Crime Commission to deliver its strategic priorities and outcomes.

Key Accountabilities

- Provide high level strategic input and operational human resource management, people and culture focus, advice and support across a number of key areas such as workforce planning, performance management, legislation, industrial relations, wellbeing and recruitment.
- In consultation with the Chief Operating Officer, provide leadership and direction to the HR Services team in overseeing the day-to-day operations of all functions of Human Resources with a strong focus upon people and culture.
- In consultation with the Chief Operating Officer, provide leadership and direction to the Personnel Security team with responsibility for all Commission security vetting activities and management.
- Responsible for researching and implementing HR best practices and developing and recommending specialist human resource tools, advice and strategies to various stakeholders throughout the Commission.
- Implement strategies for streamlining all HR functions within the Crime Commission, including providing support and training to key personnel across the Commission.
- Provide expert advice to the business about complex and/or high-risk HR matters particularly relating to Government Sector Employment and Work Health and Safety legislation.
- Assist with and advise on the development of appropriate policies and procedures as well as assisting with the design and delivery of learning and development programs across the Commission.
- Develop and maintain key external relationships with public sector agencies, consultants and customers to enhance service delivery, ensure industry standards and legislative requirements are met and best practice is followed to provide contemporary human resource solutions.
- Lead a positive team environment that fosters productivity, efficiency, client service and continuous improvement regarding service delivery.
- Behave in accordance with Crime Commission values.

Key Recordkeeping Accountabilities

- Ensure that records are created, managed and destroyed within the business unit in a way which complies with the Commission's *Records Management Policy* and relevant statutory requirements.
- Ensure that all business unit staff and/or service providers receiving information and/or training regarding the creation, management and disposal of records.

Key Challenges

- Balancing numerous and often competing demands across human resources, people and culture, recruitment, performance development and other Crime Commission activities.
- Demonstrating a high level of tact and discretion at all times and sharing information appropriately in a team setting while maintaining confidentiality and secrecy of matters.
- Providing consistent, efficient and responsive services and managing the expectations of internal clients given the range of tasks to be performed by the role.
- Maintaining a detailed knowledge of relevant and current human resource legislation and policies that pertain to the Crime Commission as well as maintaining open and effective communication with managers and staff in order to provide quality and timely HR advice.
- Liaising effectively with a broad range of internal and external stakeholders.

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Key Relationships

WHO <i>(i.e. who is the relationship with)</i>	WHY <i>(i.e. purpose of the relationship)</i>
Internal	
Chief Operating Officer	<ul style="list-style-type: none"> • Provide strategic and tactical advice to respond and deliver against emerging business priorities and wider agency initiatives. • Receive direction, supervision, support and feedback and seek guidance regarding function priorities. • Provide support regarding HR activities, case management, recruitment. • Contribute to the development of procedures and systems. • Receive guidance on operational and/or business matters and collaborate to find creative / lateral solutions to matters arising. • Receive feedback regarding performance and respond in a thoughtful, appropriate and considered way.
Intelligence Manager (Personnel Security)	<ul style="list-style-type: none"> • Collaborate on sharing of information and resources to support HR activities and vetting requirements of the Commission. • Inspire, motivate and provide leadership and support. • Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes.
Direct Reports	<ul style="list-style-type: none"> • Inspire, motivate and provide leadership and support. • Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes.
Management Staff	<ul style="list-style-type: none"> • Provide independent advice and support on HR and security clearance issues, with a view to managing sometimes complex matters and minimising organisational risk.
Commission Staff	<ul style="list-style-type: none"> • Provide guidance and advice on HR and security clearance issues in a respectful, transparent manner to help facilitate a healthy and enriching employment relationship.
External	
Government, Law Enforcement partner, Vetting related agencies	<ul style="list-style-type: none"> • Collaborate on inductions and internal investigations. • Share / disseminate appropriate levels of information as required. • Act as a point of contact for HR matters. • Build and maintain relationships and productive networks.

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 and for the quality, integrity and validity of the service provided. The role sets its own priorities in line with the operational and strategic objectives of the Crime Commission.

The role is expected to apply sound judgment to solve complex problems, identify risks and escalate matters when appropriate.

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Reporting Line

This role reports directly to the Chief Operation Officer

Direct Reports

Intelligence Manager (Personnel Security)

Learning & Development Coordinator

Personnel Security Intelligence Officer (this role has dual reporting)

Budget / Expenditure

This role exercises delegations in accordance with the Commission's Administrative Authorisations and Delegations as amended from time to time.

Key Knowledge and Experience

- Solid experience in the provision of high-level advice and strategic direction in the human resources fields of recruitment, employee relations, performance management, compensation, remuneration and benefits, legislation and compliance and policy development.
- Demonstrated experience in interpreting, understanding and applying employment related legislation.
- Expert understanding, or the ability to quickly attain expert understanding, of the Government Sector Employment Act, Regulation and Rules and relevant Work, Health & Safety legislation.
- Experience in dealing with, conducting and managing internal employment related investigations.
- Understanding of the role and functions of the Crime Commission, including the capacity to deal with confidential and sensitive information with tact, discretion and judgement.

ESSENTIAL REQUIREMENTS

- Appropriate tertiary qualifications in Human Resources and/or demonstrated equivalent professional experience.
- Obtain and maintain a Negative 1 level national security clearance.

All roles are underpinned by the Commission's values:

- Integrity
- Measured
- Professionalism
- Accountability
- Collaboration
- Trust

Security Vetting

It is a condition of employment at the Commission that a member of staff obtain and maintain:

- a) a security clearance issued by the Commissioner, and
- b) a security clearance issued by the Australian Government Security Vetting Agency that the Commissioner determines in necessary for the position

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This requires providing details of financial interests and other relevant personal and professional information about themselves and their associates. Appointments are subject to attaining appropriate security clearances.

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
	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
	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

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 <p>Relationships</p>	Communicate Effectively	<ul style="list-style-type: none">• Present with credibility, engage diverse audiences and test levels of understanding• Translate technical and complex information clearly and concisely for diverse audiences• Create opportunities for others to contribute to discussion and debate• Contribute to and promote information sharing across the organisation• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints• Explore creative ways to engage diverse audiences and communicate information• Adjust style and approach to optimise outcomes• Write fluently and persuasively in plain English and in a range of styles and formats	Advanced
 <p>Relationships</p>	Work Collaboratively	<ul style="list-style-type: none">• Encourage a culture that recognises the value of collaboration• Build cooperation and overcome barriers to information sharing and communication across teams and units• Share lessons learned across teams and units• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services	Adept
 <p>Relationships</p>	Influence and Negotiate	<ul style="list-style-type: none">• Use facts, knowledge and experience to support recommendations• Work towards positive and mutually satisfactory outcomes• Identify and resolve issues in discussion with other staff and stakeholders• Identify others' concerns and expectations• Respond constructively to conflict and disagreements and be open to compromise• Keep discussions focused on the key issues	Adept

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	<p>Deliver Results</p> <p>Achieve results through the efficient use of resources and a commitment to quality outcomes</p>	<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 	<p>Adept</p>
	<p>Manage and Develop People</p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<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 	<p>Adept</p>
	<p>Manage Reform and Change</p> <p>Support, promote and champion change, and assist others to engage with change</p>	<ul style="list-style-type: none"> • Promote change processes and communicate change initiatives across the team or unit • Accommodate changing priorities and respond flexibly to uncertainty and ambiguity • Support others in managing uncertainty and change 	<p>Intermediate</p>

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.

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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	Adept
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
 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	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
 Business Enablers	Procurement & Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 Business Enablers	Project Management	Understand and apply effective project planning, coordination and control methods	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept