

Role Description

Senior Workforce Analyst



Customer
Service

Cluster	Customer Service
Agency	Department of Customer Service
Division/Branch/Unit	People and Culture
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	223111
PCAT Code	1224691
Date of Approval	August 2020

Primary purpose of the role

Develop, coordinate and manage workforce analysis initiatives, activities, reporting and solutions to provide input to management, planning, strategy and practice improvement of human resource management and organisation development.

Key accountabilities

- Provision of workforce analytics/reporting for executive and senior managers and peers to enable informed decision making on matters relating to the workforce.
- Analyse and interpret information, undertake research, review internal and external workforce trends, identifying emerging issues and risks to organisational capability to provide advice, explanation and recommendations on appropriate actions and solutions.
- Investigate and analyse data to identify errors and system issues and work with relevant areas including working with external providers to implement remedial action which continually improves data reliability and quality
- Develop and improve workforce systems and analytics within the constraints of the existing workforce systems, statutory and government reporting requirements and within the capacities of the outsourced service provider to meet the needs of the organisation
- Maintain an appreciation and understanding of the business, its challenges, and objectives and develop strong client and team relationships to ensure analytics effectively reflect needs and meet client requirements.
- Monitor and review programs and their implementation and prepare internal and external reports, including the Workforce Profile to inform management of performance and support decision making in relation to the workforce analysis function.
- Manage, coach and assist in the development of team members to deliver high quality, efficient and compliant systems, information and services.
- Manage projects, including developing plans, identifying and coordinating resources to deliver programs and initiatives that meet organisational workforce analysis needs.

Key challenges

- Maintaining up to date knowledge of best practice in industry and technological developments in workforce analysis to increase the effectiveness of systems and analytics in an environment of constant change and where practice is constantly improving.
- Working closely with other areas to monitor and improve data quality given that the data is generated mostly by an external service provider as well as other areas of the Organisation.

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none">• Receive guidance and direction.• Escalate issues, keep informed, provide feedback.• Advise on program/project status and improvements.
Work team	<ul style="list-style-type: none">• Manage, guide, support, coach and mentor team members. and work collaboratively to achieve business outcomes.• Provide advice, reports, data, analysis.• Participate in meetings, present information on program/project status.
Customers/Stakeholders	<ul style="list-style-type: none">• Work collaboratively to resolve data issues and increase reliability as well as develop improved systems and reports.• Maintain strong business knowledge and relationships to better inform reporting and analysis.
External	
External suppliers/subject matter experts	<ul style="list-style-type: none">• Identify and maintain relationships with subject matter experts and networks to remain current with subject area best practices and principles.• Work with external service providers to obtain and improve data.
Other jurisdictions/Government agencies	<ul style="list-style-type: none">• Benchmarking and keeping up to date with workforce data collection and analysis strategies.• Sharing information and collaborating on key issues.

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to a Manager's decision that require significant change to program outcomes or timeframes or are likely to escalate or require submission to a higher level of management. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the manager.

Reporting line

Manager, Workforce Systems, Insights and Service Delivery.

Direct reports

Nil

Budget/Expenditure

N/A

Key knowledge and experience

Knowledge and experience in statistical analysis and interpretation of workforce data and insights.

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
 Personal Attributes	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
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<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	Adept

	<ul style="list-style-type: none"> • 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 	
Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> • 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 	Adept
Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<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 	Adept
 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

Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Research and apply critical thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence
- 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

Adept

**Project Management**

Understand and apply effective project 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

Occupation specific capability set

**Workforce Insights**

Establish and maintain workforce management systems, data and analysis to support evidence-based decision making

- Manage the evaluation of workforce data and reporting in order to analyse trends, identify capability gaps and leverage insights to inform workforce planning.
- Propose solutions to business problems through interpretation of workforce analytics outputs in combination with other organisational data and determine correlations with service delivery outcomes and business results.
- Design and deliver climate surveys or other methods to measure business activity and

Level 3

employee engagement; prepare advice to managers and leaders on key themes and proposed solutions





- Collaborate with managers and leaders to tailor existing workforce management technology to support changes to human resource processes and organisational design.
 - Conduct benchmarking exercises and set metrics to measure and optimise performance of workforce management systems.
 - Collaborate with managers and leaders to identify areas of improvement in the existing workforce management systems and initiate efficient developments in the systems, to ensure data integrity and quality assurance
 - Collaborate with sector peers to ensure alignment of data definitions and calculation methods to ensure comparability and integrity of data provided for cross-sector analysis purposes.
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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.

COMPLEMENTARY CAPABILITIES

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
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Intermediate
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate