

# Role Description

## Chief People Officer

Cluster	Department of Premier and Cabinet
Department/Agency	Department of Premier and Cabinet
Division/Branch/Unit	People Group
Location	Sydney CBD
Classification/Grade/Band	Senior Executive Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist Roles
Kind of Employment	Ongoing
ANZSCO Code	132111
Role Number	28379
PCAT Code	3111311
Date of Approval	November 2019
Agency Website	<a href="http://www.dpc.nsw.gov.au">www.dpc.nsw.gov.au</a>

### Agency Overview

The NSW Department of Premier and Cabinet (DPC) is the lead central agency in the NSW Government.

We support the Premier and the Special Minister of State, the Cabinet, Ministers and agencies by driving service delivery, infrastructure and other priorities across government. We lead policy development, provide innovative ideas and support Government plans and projects.

Working with us will give you a broad overview in areas such as public policy formulation, public administration and state administrative matters and an opportunity to be involved in a range of state-wide policies, issues and projects.

For more information go to [http://www.dpc.nsw.gov.au/about/about\\_the\\_department](http://www.dpc.nsw.gov.au/about/about_the_department)

### Primary purpose of the role

The Chief People Officer leads and directs the strategic and operational aspects of the People Group, providing executive leadership and authoritative advice on all corporate, operational, people and service delivery aspects across the Group.

The Chief People Officer provides leadership across the Department and Cluster and coordinates related activities as required to cluster agencies to effectively support the organisation and meet relevant operational, legislative and policy requirements.

### Key accountabilities

- Lead and provide Senior Executive direction and oversight to the portfolio of functions across the People Group in the areas of finance, information technology, strategic projects, human resources and transport, security and facilities services to meet the needs of DPC and the Ministry in terms of relevance, quality, efficiency and effectiveness.

- Contribute to the development and implementation of strategic plans and decisions by the Secretary and participate as a member of the Executive to achieve DPC's strategic objectives and operational outcomes.
- Deputise or represent on behalf of the Secretary in relation to specific matters, issues or elements of DPC's operation, as delegated by the Secretary, ensuring a consistency of approach and decisions which align with the DPC's objectives.
- Lead the strategic corporate and business planning processes including oversight of mandatory cluster-wide reporting arrangements, (financial, management and performance reporting), and the production of statutory reports such as agencies' annual reports to meet both legislative requirements and business management objectives.
- Develop, manage and coordinate DPC's corporate risk management planning, mitigation, intervention processes and procedures, including business continuity and disaster recovery planning, to ensure compliance with relevant public sector policies and best practice.
- Oversee ongoing management, assessment and review of service delivery from the Department's service providers, leading the examination and implementation of innovative approaches to improving service efficiency, quality and cost-effectiveness.
- Manage the Chief Finance Officer, and have strategic oversight of DPC's financial management and accounting operations including the coordination and preparation of the annual budget; management of expenditure within allocated budget; compliance with the budget timeframes including reporting and Budget Estimates processes; statutory financial reporting requirements; and the presentation of the annual accounts.
- Oversee the human capital management function in the Department, ensuring that human resource strategies support the objectives of the organisation and that collaborative, constructive relations exist with the Public Service Commission, the integrity agencies and relevant unions and other stakeholders and service providers.
- Manage the Chief Information Officer, and have strategic oversight of the development, implementation and provision of DPC's strategic information and communication technology platforms and operations including project management, system design and architecture, and service delivery, including user support arrangements.
- Oversee the Briefings & Correspondence Unit (BCU) to ensure the provision of high quality and reliable executive services to the Secretary and ensure effective management of briefings and correspondence for the Secretary, Premier, Ministers and Parliament.
- Lead and ensure delivery of effective systems for the administration of appointments to government boards and committees, managing the register of nominees for appointments, monitoring performance in relation to government policy objectives and reporting as required.
- Control and oversee the planning and delivery of transport, security and place management services to support the offices of the Premier, Ministers, Leader of the Opposition and the Department and other supported offices, to ensure seamless business and operational service needs are met.
- Drive and direct processes within the Department, Ministry and, where relevant, the DPC cluster to effect change brought about by or in response to amendments or refinements to government directions, priorities or initiatives, whole-of-government policy, technological advances, legislative or regulatory reform, the political environment or performance improvement opportunities.
- Provide strategic and operational advice to ensure DPC's operations meet required standards of probity, equity and best practice in respect to public administration.

## Key challenges

- Leading implementation of critical and imperative changes and strategic initiatives across the organisation achieving high levels of ownership and compliance.
- Identifying and resolving significant, complex and sensitive issues related to a diverse range of corporate functions given the need for innovative, evidence based solutions and judgements, broader client implications and requirement for transparency
- Working to balance both medium and long term strategic corporate and operational plans that set out DPC's and the Ministry's priorities and future direction within the framework of overarching Government policies and directives.
- Maintaining up to date knowledge of contemporary trends and developments in relation to public administration, particularly as it applies to financial management, human capital management, information communication management, strategic planning and sourcing corporate transactional services from external providers.

## Key relationships

Who	Why
<b>Ministerial</b>	
Premier/Ministerial Staff	<ul style="list-style-type: none"> <li>• Consult directly with the Premier/Ministers, providing accurate information and interpretation of issues relevant to the delivery of key initiatives and timely responses to sensitive or contentious issues</li> <li>• Provide strategic advice and assistance to the Premier/Ministers' offices around operational issues in respect to the Department's role and responsibility to support the Premier's and Ministers' offices</li> <li>▪ Provide advice to ministerial staff to influence and ensure stakeholder engagement</li> </ul>
<b>Internal</b>	
Secretary	<ul style="list-style-type: none"> <li>• Alert the Secretary to issues which may escalate, or matters which may have unforeseen impact on achievement of a particular initiative</li> <li>• Communicate information related to performance against budget and potential variations which may impact on budgeting or budget performance at the Department or cluster level</li> <li>• Achieve endorsement of Group strategic and corporate plans and goals, and prioritisation of strategic initiative development and implementation</li> </ul>
Department Executive	<ul style="list-style-type: none"> <li>▪ Contribute to executive decision making processes and implementation of appropriate governance frameworks</li> </ul>
People Group	<ul style="list-style-type: none"> <li>• Provide professional leadership, direction, guidance, people management and development for the People Group</li> <li>• Set overall performance expectations and oversee the implementation of effective performance management frameworks and processes</li> </ul>
Cluster Executive	<ul style="list-style-type: none"> <li>• Engage across the cluster Executive to ensure that corporate services advice is available to optimise operational and service delivery performance</li> <li>• Contribute to quality of leadership across the cluster by participating in</li> </ul>

Who	Why
	leadership planning and communication initiatives.
<b>External</b>	
Other NSW Government stakeholders	<ul style="list-style-type: none"> <li>• Ensure that the branch maintains effective, collaborative relationships and partnerships with other NSW Government stakeholders outside of the cluster</li> </ul>
Broader government stakeholders	<ul style="list-style-type: none"> <li>• Maintain effective relationships with key stakeholders across other tiers of government and other jurisdictions, to exchange intelligence, performance benchmarking information, innovations, and other matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services.</li> </ul>

## Role dimensions

### Decision making

The Chief People Officer operates with a high level of autonomy and makes independent decisions about the management and operations of the People Group.

The role is fully accountable for the executive management of the provision of all finance, information technology, strategic projects, human resources and transport, security and facilities services to the Department and Ministry and for the quality, integrity and validity of strategic advice and reporting provided to the Department Executives and the Ministry.

The Chief People Officer is responsible for ensuring that the Deputy Secretary, Secretary and other departmental and cluster senior executives are fully informed on People Group matters relevant to services and functions across the Department.

The position is also responsible for assisting the efficient and cost effective management of the Group.

### Reporting line

The Chief People Officer reports to the Secretary.

### Direct reports

Number of staff reporting directly: 6 including 2 intra-band reports (the Chief Finance Officer and Chief Information Officer)

### Budget/Expenditure

Financial Delegation: Expenditure limit \$200,000

Administrative Delegation: Category B

Total Budget: TBA

## Essential requirements

- Extensive experience in strategic thinking, risk management and planning skills applied to the management of corporate service functions in a diverse organisation in the public, private or community sector where the requirement to initiate or develop innovative solutions to complex and multifaceted issues occur frequently.






- Thorough understanding of the complexity of government operations machinery of government including Cabinet and legislative processes and reform.
- Sound understanding of applying administration principles and implementing contemporary management practices, particularly as they relate to corporate services and governance functions.
- Appropriate tertiary qualifications or demonstrated relevant equivalent professional experience and training

## 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](http://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	Advanced
	Act with Integrity	<b>Advanced</b>
	Manage Self	Advanced
	Value Diversity	<b>Advanced</b>
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	<b>Highly Advanced</b>
	Work Collaboratively	<b>Advanced</b>
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	<b>Highly Advanced</b>
	Plan and Prioritise	Advanced
	Think and Solve Problems	<b>Highly Advanced</b>
	Demonstrate Accountability	<b>Advanced</b>
 Business Enablers	Finance	<b>Advanced</b>
	Technology	Advanced
	Procurement and Contract Management	<b>Adept</b>
	Project Management	Adept
 People Management	Manage and Develop People	<b>Advanced</b>
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	<b>Highly Advanced</b>
	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
<b>Personal Attributes</b> Act with Integrity	Advanced	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical behaviour and reinforce them in others</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Ensure that others have a working understanding of the legislation and policy framework within which they operate</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 on reported breaches of rules, policies and guidelines</li> </ul>
<b>Personal Attributes</b> Value Diversity	Advanced	<ul style="list-style-type: none"> <li>• Encourage and include diverse perspectives in the development of policies and strategies</li> <li>• Leverage diverse views and perspectives to develop new approaches to delivery of outcomes</li> <li>• Build and monitor a workplace culture that values fair and inclusive practices and diversity principles</li> <li>• Implement methods and systems to ensure that individuals can participate to their fullest ability</li> <li>• Recognise the value of individual differences to support broader organisational strategies</li> </ul>
<b>Relationships</b> Commit to Customer Service	Highly Advanced	<ul style="list-style-type: none"> <li>• Create a culture which embraces high quality customer service across the organisation, ensuring that management systems and processes drive service delivery outcomes</li> <li>• Engage and negotiate with stakeholders on strategic issues related to government policy, standards of customer service and accessibility, and provide expert, influential advice</li> <li>• Ensure that responsiveness to customer needs is central to the organisation's strategic planning processes</li> <li>• Set overall performance standards for service delivery across the organisation and monitor compliance</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>• Build a culture of respect and understanding across the organisation</li> <li>• Recognise outcomes which resulted from effective collaboration between teams</li> <li>• Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government</li> <li>• Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability Level	Behavioural Indicators
<b>Results</b> Deliver Results	Highly Advanced <ul style="list-style-type: none"> <li>• Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation</li> <li>• Identify, recognise and celebrate success</li> <li>• Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes</li> <li>• Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes</li> <li>• Initiate and communicate high level priorities for the organisation to achieve government outcomes</li> <li>• Use own professional knowledge and expertise of others to drive organisational and government objectives forward</li> </ul>
<b>Results</b> Think and Solve Problems	Highly Advanced <ul style="list-style-type: none"> <li>• Establish and promote a culture which encourages initiative and emphasises the value of continuous improvement</li> <li>• Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues</li> <li>• Identify and evaluate organisation-wide implications when considering proposed solutions to issues</li> <li>• Apply lateral thinking and develop innovative solutions that have long standing, organisation-wide impact</li> <li>• Ensure effective governance systems are in place to guarantee quality analysis, research and reform</li> </ul>
<b>Results</b> Demonstrate Accountability	Advanced <ul style="list-style-type: none"> <li>• Design and develop systems to establish and measure accountabilities</li> <li>• Ensure accountabilities are exercised in line with government and business goals</li> <li>• Exercise due diligence to ensure work health and safety risks are addressed</li> <li>• Oversee quality assurance practices</li> <li>• Model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>• Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>• Incorporate sound risk management principles and strategies into business planning</li> </ul>
<b>Business Enablers</b> Finance	Advanced <ul style="list-style-type: none"> <li>• Apply a thorough understanding of recurrent and capital financial terminology, policies and processes to planning, forecasting and budget preparation and management</li> <li>• Identify and analyse trends, review data and evaluate business options to ensure business cases are financially sound</li> <li>• Assess relative cost benefits of direct provision or purchase of services</li> <li>• Understand and promote the role of sound financial management and its impact on organisational effectiveness</li> <li>• Involve specialist financial advice in review and evaluation of systems and processes used to identify opportunities for</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability Level		Behavioural Indicators
<b>People Management</b> Manage and Develop People	Advanced	<p>improvement</p> <ul style="list-style-type: none"> <li>• Respond to financial and risk management audit outcomes, addressing areas of non-compliance</li> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
	Highly Advanced	<ul style="list-style-type: none"> <li>• Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time</li> <li>• Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals and government's objectives</li> <li>• Align workforce resources and talent with organisational priorities</li> </ul>