

# Role Description

## Business Partner, People and Culture



Role Description Fields	Details
Cluster	Education
Department/Agency	TAFE NSW
Division/Branch/Unit	Capability Group
Position Description no	10115-01
Classification/Grade/Band	TAFE Worker Level 9
Senior executive work level standards	Not Applicable
ANZSCO Code	223111
PCAT Code	1224644
Date of Approval	June 2021
Agency Website	<a href="http://www.tafensw.edu.au">www.tafensw.edu.au</a>

### Agency overview

TAFE NSW's purpose is to skill the workforce of the future. It is Australia's leading provider of vocational education and training with over 500,000 annual enrolments and a proud history for setting the benchmark for quality service. As the NSW public provider, it supports the NSW Government's priority to grow skills for the economy and jobs of tomorrow. Critically, TAFE NSW plays a vital role in providing vocational education in rural and regional NSW, and job training pathways for the most vulnerable in the community.

TAFE NSW offers the best of campus-based delivery as well as flexible, online and work-based learning. The TAFE NSW values of Customer First, Collaboration, Integrity and Excellence guide our team in strengthening communities, delivering world-class training for our students and producing job ready graduates for employers. The operating environment for TAFE NSW is dynamic as we leverage our scale, expertise, passion and reputation to meet the rapidly changing VET landscape.

TAFE NSW is committed to its students and customers and the role it plays in changing lives and opening up opportunities through learning.

### Primary purpose of the role

This position is responsible for providing advice and consultancy to management on workforce solutions and issues to meet the goals specified in TAFE NSW and the People and Culture Strategic Plans.

## Key accountabilities

1. Support key stakeholders/ clients in the implementation of services to management and employees to meet the goals specified in the TAFE NSW and People and Culture Strategic Plan.
2. Build and sustain partnerships with management to ensure the role is an intrinsic part of the business operations providing tactical advice, support and solutions on a wide range of workforce matters.
3. Analyse data and develop reports and recommendations to resolve issues and assess the effectiveness of workforce management programs to inform management decisions and support recommended courses of action.
4. Work in collaboration with business management/leads in managing the workforce impact of transformational change to ensure business continuity and effective staff support throughout the change process.
5. Work collaboratively with Communities of Expertise (CoEs) and Workforce Services to manage and resolve workforce and employee related issues and promote and implement organisational values, culture and workforce initiatives.
6. Identify and act on opportunities to enhance the capability of business managers, through coaching and guidance, to implement workforce initiatives, programs and plans that improve workforce management and business performance on day to day operational basis.
7. Collaborate with business managers and key stakeholders to develop and implement tailored workforce planning strategies aligned to broader People and Culture plans and programs that ensure business workforce needs are met.
8. Participate in the review and evaluation of workforce strategies, programs and initiatives to determine the effectiveness and contribute to the continuous improvement of People and Culture products and delivery of services.
9. Participate in the presentation of relevant staff development programs for management to ensure senior staff have appropriate skills and knowledge to improve the management of employees in the workplace.
10. Reflect TAFE NSW's values in the way you work and abide by policies and procedures to ensure a safe, healthy and inclusive work environment.
11. Place the customer at the centre of all decision making.
12. Work with the Line Manager to develop and review meaningful performance management and development plans

## Key challenges

- Promoting, driving and educating the business on People and Culture business partnering and information initiatives and resources including effective use of the self-service model/ tools.
- Balancing a consistent state wide delivery approach across all business portfolios with the effective prioritisations of needs and expectations of key stakeholders.
- Effectively assessing workforce related matters and issues, and ensuring optimal engagement with CoEs in an environment of competing demand, priorities and tight deadlines.

## Key relationships

### Internal

Who	Why
Line Manager	<ul style="list-style-type: none"><li>• Receive leadership, direction and advice.</li></ul>
Senior Business Partners, People and Culture	<ul style="list-style-type: none"><li>• Collaborate to exchange ideas and approaches to ensure state wide consistency and meeting key stakeholders expectations and needs.</li></ul>
Business Managers/ Leads	<ul style="list-style-type: none"><li>• Consult and collaborate on business issues and requirements and other factor crucial to workforce related initiatives.</li><li>• Provide advice and support on plans and solutions to address issues and enhance business service delivery results</li></ul>
Student Experience Delivery Group (Head Teachers)	<ul style="list-style-type: none"><li>• Consult and collaborate on business issues and requirements and other factor crucial to workforce related initiatives.</li><li>• Provide advice and support on plans and solutions to address issues and enhance business service delivery results.</li></ul>
People and Culture Hub team	<ul style="list-style-type: none"><li>• Guide and mentor on workforce related matter, issues and activities.</li><li>• Liaise and collaborate on continual improvement and standardisation of operational systems, processes, procedures and tools.</li></ul>
Communities of Expertise (CoEs) and broader People and Culture teams	<ul style="list-style-type: none"><li>• Collaborate to ensure that business expectations and needs are effectively managed.</li></ul>
TAFE NSW employees	<ul style="list-style-type: none"><li>• Provide expert workforce related guidance and support.</li></ul>

### External

Who	Why
Contractors/ Consultant	<ul style="list-style-type: none"><li>• Liaise on workforce related projects and matters including workplace investigations and delivery of programs.</li></ul>

## Role dimensions

### Decision making

- Makes decisions on complex and sensitive issues that are based on professional judgment, evaluating risks and in the context of a complex and changing environment.
- Matters requiring a higher level of approval are referred to the Reporting Line Manager

### Reporting line

Manager, Workforce Alignment

### Direct reports

Nil

### Budget/Expenditure

TBA

## Essential requirements

1. A valid Working with Children Check (required prior to commencement).
2. Degree qualification in related field or equivalent skills, knowledge and experience
3. Demonstrated experience in the engagement of multiple stakeholders in a diverse, complex environment.
4. Successful history of building relationships and influencing key stakeholders.
5. Sound knowledge of HR related legislative and regulatory requirements and/or experience in a people leadership capacity.
6. Class C driver's licence with the capacity to travel for TAFE NSW business purposes as required.

## 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

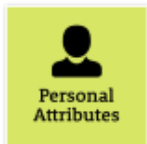
## Focus capabilities

*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>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li><li>• Act professionally and support a culture of integrity</li><li>• Identify and explain ethical issues and set an example for others to follow</li><li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li><li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li></ul>	Adept

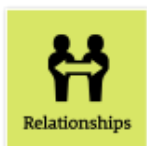


### **Value Diversity and Inclusion**

Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives

- Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders
- Demonstrate cultural sensitivity, and engage with and integrate the views of others
- Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences
- Recognise and adapt to individual abilities, differences and working styles
- Support initiatives that create a safe and equitable workplace and culture in which differences are valued
- Recognise and manage bias in interactions and decision making

Adept

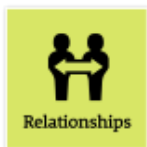


### **Commit to Customer Service**

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

Adept



### **Work Collaboratively**

Collaborate with others and value their contribution

- Recognise outcomes achieved through effective collaboration between teams
- Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government
- Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions
- Network extensively across government and organisations to increase collaboration
- Encourage others to use appropriate collaboration approaches and tools, including digital technologies

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

Adept




### **Project Management**

Understand and apply effective planning, coordination and control methods

- Perform basic research and analysis to inform and support the achievement of project deliverables
- Contribute to developing project documentation and resource estimates
- Contribute to reviews of progress, outcomes and future improvements
- Identify and escalate possible variances from project plans

Intermediate





## Occupational Specific Focus Capabilities







Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Workforce strategy</b> Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change	<ul style="list-style-type: none"> <li>Develop and maintain an understanding of business goals and context through ongoing liaison with employees and managers, ensuring all advice given takes account of that context.</li> <li>Support managers to define business goals and identify best fit workforce strategies to enable their delivery.</li> <li>Support managers to identify capabilities required in the short and long term to deliver business outcomes, informed by analysis of the growing diversity of customer and stakeholder needs.</li> <li>Support communications to explain how capability-based workforce strategies can be used as a major input to achieving business goals and outcomes while also supporting rewarding careers for employees.</li> <li>Develop managers and employees in understanding changes in business strategies and translating these to their day-to-day responsibilities and roles in the context of the organisation.</li> <li>Develop managers in identifying the impact of change on key stakeholders in order to fully realise the benefits of change decisions.</li> </ul>	Level 2

## 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	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept

	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
	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	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate

## Occupational Specific Complimentary Capabilities

Capability group/sets	Capability name	Description	Level
	Organisational design	Define the organisational structures and workforce plans required to support the business in delivering results	Level 2
	Talent Management	Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation	Level 1
	Organisational culture	Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	Level 1
	Workforce Relations	Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements	Level 2
	Workforce insights	Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	Level 2