

Role Description

Director, People Operations and Services



Education

Agency	Department of Education
Division/Branch/Unit	Human Resources
Location	105 Philip Street, Parramatta NSW
Classification/Grade/Band	Public Service Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Kind of Employment	Ongoing
Child Related Role	No
ANZSCO Code	132311
Role Number	193097
PCAT Code	3119192
Date of Approval	18/03/2015
Agency Website	http://www.dec.nsw.gov.au/

Department of Education

The NSW Department of Education serves the community by leading the provision of world-class education. The department protects young children by regulating preschool and long day care providers. Once children move into school, we provide them with a world-class primary and secondary education. We also work to advance the wellbeing of Aboriginal people. Visit the Department's website above for more information.

The Department is one of the largest organisations and employers in Australia, and manages an annual budget that accounts for approximately one quarter of the State's total budget. Visit the Department's website above for more information.

Primary purpose of the role

Director, People Operations and Services is responsible for the delivery of all people related change and projects across the Department, incorporating innovative and best practice solutions in the development of methodologies, tools, change frameworks and efficient work practices. The role leads the management of all projects and change efforts for the function and Department, whilst also ensuring that general business administration and management activities are conducted effectively and efficiently for Human Resources. The focus will be split between providing the Department's customers with a best in class change and projects advisory service, whilst also ensuring the seamless management of business management and finance activities for key stakeholders within Human Resources. People Services is a recognised leader of their profession, a trusted advisor to internal customers and networked professional amongst industry peers.

Key accountabilities

- Lead and manage the People Operations and Services function to deliver upon the Human Resources strategy within established budget and policy parameters
- Design, develop and maintain a methodology, framework and approach for HR program management, change management, communications and organisation design
- Manage and deliver critical projects from initial scoping to implementation through a full service project management office, including core capabilities of project management and delivery, change management, organisation design and innovation
- Provide workforce transition and change coordination advisory service to customers within the Department undergoing workforce transformation or restructure
- Proactively manage key business administration support activities for the Human Resources function, including business compliance, supplier management, finance, administration, facilities management and correspondence
- Lead, motivate and mentor members of the People Operations and Services team, monitoring performance, fostering ongoing professional development and ensure staff have the knowledge and skills to achieve their work objectives
- Introduce best practices and innovation, including technologies, delivering continued process optimisation, efficiency, and improved service offerings through all projects delivered
- Work collaboratively with other senior members of the Human Resources function to identify opportunities to collaborate and deliver impactful and integrated human resources services
- Act as a subject matter expert and provide strategic advice to Departmental Executives on critical people projects, initiatives and business compliance or administration issues
- Monitor, evaluate and update the suite of People Operations and Services Business Excellence services provided to the Department to ensure continuous improvement and alignment to business needs by tracking key metrics.

Key challenges

- Managing the strategy and requirements for a diverse range of complex People Operations and Services projects with varying requirements and various customer groups
- Managing stakeholder expectations and competing priorities across the Department while making fair and balanced decisions in the context of resource availability and in the best interests of the entire organisation.

Key relationships

Who	Why
Internal	
Senior Executives	<ul style="list-style-type: none">• Provide strategic advice to Senior Executives on critical people projects• Participate in relevant meetings to understand the needs of the business and translate these into relevant initiatives
Schools Corporate	<ul style="list-style-type: none">• Provide regular updates on critical projects, issues and priorities• Identify opportunities to collaborate on projects• Share best practices

Who	Why
Centres of Excellence	<ul style="list-style-type: none"> Identify opportunities to collaborate on critical programs Share best practices
People Operations and Services team	<ul style="list-style-type: none"> Provide day-to-day management and direction for direct reports Ensure ongoing communication to ensure that the broader team is aligned on the strategy and priorities Share learnings and best practices
Human Resources function	<ul style="list-style-type: none"> Act as a subject matter expert and share best practices Develop and maintain effective working relationships and open channels of communication to consult, liaise, negotiation and participate in initiatives Ensure alignment of the People Operations and Services function with other Human Resources functions and the function overall
External	
NSW Public Sector HR Community	<ul style="list-style-type: none"> Share learnings and best practices Identify opportunities to collaborate on cross-sector programs or initiatives
NSW Public Service Commission	<ul style="list-style-type: none"> Ensure alignment with central direction and strategies Leverage sector-wide programs and resources
External forums/Consultants, including: <ul style="list-style-type: none"> - NSW Teachers Federation - Public Service Association - NSW Department of Premier and Cabinet - NSW Public Service Commission - Board of Studies, Teaching and Educational Standards (BOSTES) - NSW Secondary Principals' Council - NSW Primary Principals' Association 	<ul style="list-style-type: none"> Develop and maintain effective working relationships and open channels of communication to facilitate liaison, consultation and engagement Seek market benchmarks and best practice

Role dimensions

Decision making

- Has a significant level of autonomy and manages the day to day operations of the People Operations and Services function
- Must provide specific and authoritative advice and operational support on issues that have significant impact on the ability of the Department to meet Government policy and Departmental priorities
- Consults with the Executive Director on contentious matters or where a decision will make a significant change to major policy or organisational strategic direction
- Plans, leads and coordinates teams and projects to ensure that work remains on target, within budget and meets agreed standards of service delivery.

Reporting line

This role reports to the Executive Director, Human Resources.

Direct reports

This role has direct reports. Please refer to the relevant business unit organisational chart.

Budget/Expenditure

The role has a financial delegation of \$200,000.

Essential requirements



- Tertiary qualifications in a relevant field or relevant equivalent experience
- Demonstrated experience in the leadership and management of a project and change management function
- Proven experience in applying financial concepts and business administration practices, including budgeting, forecasting and business compliance.
- Capacity to lead staff in implementing the Department's Aboriginal Education and Training policies and to ensure quality outcomes for Aboriginal people

Capabilities for the role




The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at <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	Adept
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Adept
	Influence and Negotiate	Highly Advanced

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
	Deliver Results	Highly Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	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
Personal Attributes Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Personal Attributes Value Diversity	Adept	<ul style="list-style-type: none"> Seek to promote the value of diversity for the organisation Recognise and adapt to individual differences and working styles Support initiatives that create an environment in which diversity is valued

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy Use sound arguments, strong evidence, and expert opinion to influence outcomes Determine and communicate the organisation's position and bargaining strategy Represent the organisation in critical negotiations, including those that are crossjurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Results Deliver Results	Highly Advanced	<ul style="list-style-type: none"> Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation Identify, recognise and celebrate success Establish systems to ensure all staff are able to identify direct connection between their effort and organisational outcomes Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes Initiate and communicate high level priorities for the organisation to achieve government outcomes Use own professional knowledge and expertise of others to drive organisational and government objectives forward
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate including contingency provisions Monitor progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, such as government policy/economic conditions, to business plans and initiatives, and respond appropriately Consider the implications of a wide range of complex issues, and shift business priorities when necessary Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues Work through issues, weigh up alternatives and identify the most effective solutions Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements Implement systems and processes that underpin high quality research and analysis

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • 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 • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives