

Role Description

Head of People & Culture



Cluster	NSW Premier & Cabinet
Agency	Sydney Living Museums
Division/Branch/Unit	Corporate and Commercial/People & Culture Team
Location	The Mint, Sydney and Western Sydney Records Centre, Kingswood
Classification/Grade/Band	Clerk Grade 11/12
Role Number	CC075
ANZSCO Code	132311
PCAT Code	3224992
Date of Approval	2 April 2020
Agency Website	www.sydneylivingmuseums.com.au

Agency overview

Sydney Living Museums (SLM) and The State Records Authority of NSW (State Records) came under the direction of a single Executive Director on 1 July 2019. Whilst maintaining two separate legal entities, services are provided under a shared model.

Sydney Living Museums is a leading government agency in Australia with responsibility for conserving, managing, interpreting and activating places and sites of local, national and international significance. Established in 1980, our collection includes the UNESCO World Heritage listed Hyde Park Barracks, The Mint, Australia's oldest surviving government building through to the twentieth century Rose Seidler House, which marks the arrival of the modernist movement to Australia. The collection is unlike other museums in that the significance of each is in the whole, and not just in the parts. The awareness of place frames each narrative. Our audiences are local, regional, national and international. Sydney Living Museums is a state cultural institution, reporting to the Minister for the Arts.

The State Records Authority of NSW is one of Australia's pre-eminent Archives and Records Authorities with a vast collection of historical records and archives dating back to the European settlement of Australia in 1788. The NSW State archives are one of NSW's premier cultural assets. Consisting of more than 12 million items the archives continues to grow each year through the transfer of new archives into the collection.

Primary purpose of the role

Provide strategic direction and leadership to design, deliver, implement and continuously improve People and Culture services.

Key accountabilities

- Develop and implement the People and Culture frameworks and strategies to facilitate continuous improvements.
- Provide coaching and high level advice for Team leaders to build HR capability, understanding and enhance and improve management of teams in line with agreed values and capabilities.
- Lead the implementation of strategies for appropriate workforce behaviour and improved staff management standards to assist in achievement of organisational performance and culture outcomes.

- Develop and implement leadership and management strategies and plans that build capabilities for managers to manage, lead and develop team members in an inclusive and evolving environment.
- Partner with Executive and Team Leaders to plan and implement actions to leverage capability development, the identification and retention of talent and succession planning.
- Implement practices for the Executive and leadership team to receive best practice human resources advice and analysis facilitating effective and strategic decision making.
- Monitor and analyse the performance of workforce behaviour indicators to report on trends and patterns, and implement appropriate actions to ensure that high standards of maintained.
- Build strategic and productive relationships and collaborative partnerships across the cluster and with key Government stakeholders.

Key challenges

- Analysing, interpreting and explaining complex and diverse information in straightforward and informative language, whilst maintaining knowledge of current to ensure emerging best practice, and relevant Government policy and statutory requirements are achieved.
- Demonstrating resilience and persistence in balancing the needs of competing demands within a complex, high work volume environment to facilitate the delivery of strategic and operational outcomes.
- Being proactive in identifying issues at an early stage to ensure they issue are resolved as soon as possible and provide consistent advice.

Key relationships

Who	Why
Internal	
Director, Corporate & Commercial	<ul style="list-style-type: none"> • . • Receive advice and report on progress • Provide expert advice and contribute to decision making and policy development • Identify emerging risks/ issues and their implications and propose solutions •
Executive & Leadership Team	<ul style="list-style-type: none"> • Advise, influence and collaborate to determine proactive and preventive strategies to instil respectful behaviours • Collaborate to identify and address workplace values and behaviours • Provide leadership, guidance and support to deliver on agency needs • Set and manage performance and development requirements. • Share information and encourage contribution of ideas to improve deliver outcomes. • Encourage team to work collaboratively to contribute to achieving the team's business outcomes. • Collaborate with to perform core work functions, applying specialised knowledge, skills and professional judgement to achieve high quality outcomes. • Collaborate with to identify opportunities to generate profitable revenue.
Executive /Team Management	<ul style="list-style-type: none"> • Collaborate, consult, liaise with and inform to ensure information exchange • Influence to achieve mutually agreeable outcomes regarding future

Who	Why
	<p>direction and purpose</p> <ul style="list-style-type: none"> Act as a trusted adviser to Executive and team leaders on critical people issues and risks.
People & Culture Team	<ul style="list-style-type: none"> Lead, inspire and motivate the team, provide direction and manage Performance. Guide, support, coach and mentor team members to deliver HR services to all employees and achieve Team strategic objectives. Provide clear direction and guidance to ensure objectives and tasks performed meet business expectations Develop and maintain effective working relationships.
Employees across the agency	<ul style="list-style-type: none"> Provide high level HR advice and guidance. Develop effective cross-departmental relationships. Communicate with to develop and maintain effective working relationships.
External	
External stakeholders, suppliers and vendors	<ul style="list-style-type: none"> Identify, develop and maintain workforce development partnerships to support delivery of programs. Liaise with in a polite and approachable manner. Develop and maintain effective working relationships.

Role dimensions

Decision making

This role:

- Is accountable for the operations and planning to achieve the overall agreed work program to deliver the strategy
- Has a high level of autonomy to deliver the initiatives and projects on time, within budget and to expectations in terms of quality, deliverables and outcomes.
- Refers to supervisor for decisions that require significant change to strategic approach; that are likely to escalate; cause undue risk; create substantial precedent; or are outside of delegations limits.
- Prioritises and manages multiple tasks and demands including matters with critical turnaround times.
- Is accountable and responsible for the effective management and use of human, financial and other resources with set budget and resource parameters.
- Makes decisions and acts within NSW Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, agency policy and procedural frameworks and guidelines, and professional standards.
- Acts as an advocate for the agency.
- Makes a positive impact in the community and works within organisational; values and behaviours to advance its mission.
- Maintains outstanding interpersonal, communication, presentation and public relations skills that demonstrate the ability to establish and maintain effective relationships with diverse internal and external constituencies in a wide variety of settings.
- Works collaboratively as part of a team and on an independent basis.

Reporting line

This role reports to the Director, Corporate & Commercial.

Direct reports

The following roles report directly to the Head of People & Culture:

- Head of Human Resources
- Principal HR Advisor
- WHS Coordinator

Budget/Expenditure

Nil

Essential requirements

- Broad understanding of general public sector management, the machinery of NSW Government, political processes and Ministerial requirements, with a specific knowledge of issues and trends in NSW.
- Knowledge of applicable WHS legislation including interpretation and practical application.
- Extensive experience in implementing strategic HR plans and solutions, improving organisational performance and productivity in order to meet business objectives.
- Current NSW Driver's licence.






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

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	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Adept
 People Management	Manage and Develop People	Adept
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Advanced

Human Resources Professionals Capability Set

Capability Group	Capability Name	Level
 Human Resources	Workforce strategy	Level 3
	Organisational culture	Level 3
	Employment services	Level 3

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 Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate 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 on reported breaches of rules, policies and guidelines
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Maintain a high level of personal motivation Take the initiative and act in a decisive way
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding Translate technical and complex information concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Actively listen and encourage others to contribute inputs Adjust style and approach to optimise outcomes Write fluently and persuasively in a range of styles and formats
Relationships Work Collaboratively	Adept	<ul style="list-style-type: none"> Encourage a culture of recognising the value of collaboration Build co-operation and overcome barriers to information sharing and communication across teams/units Share lessons learned across teams/units Identify opportunities to work collaboratively with other teams/ units to solve issues and develop better processes and approaches to work

Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Adept	<ul style="list-style-type: none"> • • Take responsibility for delivering on intended outcomes • Make sure team/unit staff understand expected goals and acknowledge success • Identify resource needs and ensure goals are achieved within budget and deadlines • Identify changed priorities and ensure allocation of resources meets new business needs • Ensure financial implications of changed priorities are explicit and budgeted for • Use own expertise and seek others' expertise to achieve work outcomes
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
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> • Prepare clear project proposals and define scope and goals in measurable terms • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Prepare accurate estimates of costs and resources required for more complex projects • Communicate the project strategy and its expected benefits to others • Monitor the completion of project milestones against goals and initiate amendments where necessary • Evaluate progress and identify improvements to inform future projects
People Management Manage Reform and Change	Adept	<ul style="list-style-type: none"> • Promote a sense of purpose within the team and enable others to understand the strategic direction of the organisation • Translate broad goals into operational needs and explain the links for the team • Link team performance goals to team/unit goals to ensure implementation of government policy • Ensure team objectives and outcomes lead to implementation of government policy • Recognise and acknowledge high individual/team performance

Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
Human Resources Professionals Capability Set Workforce strategy	Level 3	<ul style="list-style-type: none"> • Collaborate with managers and leaders to analyse workforce and business data to understand the workforce factors contributing to business opportunities and the potential solutions. • Provide managers and leaders with informed advice on workforce options for securing capabilities required in the short and long term, based on knowledge of service delivery models, diverse customer needs and internal and external labour market trends. • Provide evidence-based advice on best fit, capability-based workforce strategies to managers and leaders to facilitate effective implementation and regular review of business strategies. • Liaise with specialist human resources functions to ensure advice and support is provided to business units as an integrated suite of strategies and tools, calibrated to overarching and/or local business goals. • Encourage managers and leaders to understand the link between good workforce management and positive business outcomes and to take ownership of these strategies. • Coach managers and leaders on identifying, engaging and managing stakeholders to facilitate development and implementation of new business priorities or models.
Human Resources Professionals Capability Set Organisational strategy	Level 3	<ul style="list-style-type: none"> • Influence managers and leaders to promote understanding of the significance of workforce management and positive organisational culture in achieving organisational goals as well as personal career goals. • Provide expert advice to managers and leaders on integration and operationalisation of the organisational values, behaviour standards and Employee Value Proposition into all stages of the employment lifecycle in their areas of responsibility. • Collaborate with managers and leaders on action plans to support organisation-wide integration of culture and engagement strategies, based on unique business priorities and context. • Collaborate with managers and leaders to create and implement workforce programs and frameworks that motivate, recognise and reward employees and make the organisation a diverse, inclusive, innovative and meaningful place to work. • Provide expert advice to managers and leaders as they implement individual and organisation-wide changes to turn organisational values and behavioural standards into daily practice and eliminate unacceptable manager or employee behaviours.

Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
Human Resources Professionals Capability Set Employee services	Level 3	<ul style="list-style-type: none"> • Collaborate with managers and leaders to create and implement organisation-wide fit-for-purpose employee wellbeing strategies, addressing areas of staff resistance or ambivalence. • Coach managers and leaders in understanding the key drivers of employee engagement together with the importance of monitoring patterns and taking early action. • Develop benchmarks for key indicators of organisational culture and evaluate the effectiveness of workforce strategies in shaping organisational culture. <hr/> <ul style="list-style-type: none"> • Tailor service-level agreements to meet requirements and develop appropriate metrics. • Regularly manage the review and evaluation of the full life cycle of employee services, and identify and recommend possible HR process and service improvements. • Manage the delivery of high quality advice to managers and leaders on all employment matters. • Foster a culture of customer service excellence, continuous improvement, and value for money. • Identify and act on any legislative or sector/ organisation policy changes that may impact service delivery. • Develop business cases and implementation plans in support of service model changes. • Collaborate with managers and leaders to coordinate the implementation of new or changed employee service offerings. • Manage third party suppliers against service level agreements, KPIs and contracts.