

# Role Description

## Chief People Officer



Regional  
NSW

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Corporate/People
Role number	52004348
Classification/Grade/Band	Band 2 Senior Executive
Senior executive work level standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	132311
PCAT Code	3119192
Date of Approval	31 May 2021
Agency Website	<a href="https://www.regional.nsw.gov.au/">https://www.regional.nsw.gov.au/</a>

### Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

### Primary purpose of the role

Drive the development and delivery of corporate workforce strategy, programs and planning to support the cluster in achieving its objectives. The role directs and oversees industrial relations, workforce advice and business partnering, work health, safety and wellbeing, workforce planning, recruitment, organisation realignment and change, performance management frameworks, remuneration, learning and development and diversity and inclusion for the cluster.

### Key accountabilities

- Direct and deliver strategic cluster-wide and group-specific workforce policies, strategies and plans as agreed with the Deputy Secretary and ensure their effectiveness
- Facilitate quality strategic human resource services and advice, embedding customer-centric services, partnering with businesses to enable best-practice workforce management for their business, change and operational strategies, including performance management support and encompassing advice, tools, policy, programs, training and line management coaching
- Oversee the development and delivery of People projects and programs, partnering with executives to share workforce insights, identifying opportunities and challenges of current and future workforce requirements, leading the integration of workforce concerns with business planning and programs, and leveraging workforce metrics in strategic and operational business planning cycles

- Structure and deliver organisation-wide learning and development programs and supporting systems for developing leaders and managers, and meeting operational and compliance training requirements across the cluster.
- Oversee and drive talent pipelines including an attraction, development and retention agenda to ensure ongoing skills and capabilities are available and diversity and inclusion targets are met; developing talent mobility and succession planning strategies to ensure the retention and growth of talent across the cluster
- Develop and implement cluster-wide work, health and safety strategies, including supporting systems and policy that drives a strong safety culture, managing workers compensation costs effectively, ensures people risk to business continuity is mitigated, drives a performance culture and ensures safety of employees at work, achieving relevant policy and statutory compliance
- Drive effective planning and management of the People function, ensuring the development of strategic and operational plans, ways of working, systems and behaviours consistent with overall cluster directions, budget and other financial accountabilities.

## Key challenges

- Balancing a whole-of-cluster perspective and responsibilities with the varying requirements of the respective operating groups, devising and negotiating consistent services across groups who have experienced varying levels of service and standards
- Balancing the need to step beyond advice and get directly involved and lead on workforce programs and services with the longer-term goal of coaching, developing and empowering people leaders across the cluster to step up and lead their teams
- Contributing to the development, implementation and evaluation of continuing changes across policy, services, programs, processes, tools and communication to meet changing government priorities.

## Key relationships

Who	Why
<b>Internal</b>	
Secretary and Deputy Secretary	<ul style="list-style-type: none"> <li>• Receive broad guidance, exchange information and provide expert advice</li> </ul>
Direct Reports and Teams	<ul style="list-style-type: none"> <li>• Provide direction, guidance, updates and feedback, communicate high-level priorities</li> <li>• Seek feedback on work milestones and deliverables</li> <li>• Create a customer centric culture focused on achievement and accountability</li> </ul>
Cluster Senior executive cohort	<ul style="list-style-type: none"> <li>• Strong, action focused relationships, providing advice and support to ensure that business outcomes are achieved</li> </ul>
<b>External</b>	
Stakeholders including Public Service Commission, Public Sector Industrial Relations and other Chief People Officers	<ul style="list-style-type: none"> <li>• Effective relationship management to contribute to and enhance the cluster's interests and outcomes.</li> </ul>

## Role dimensions

### Decision making

The Chief People Officer operates with a high level of autonomy and is expected to assess and determine the appropriate approach, both from a strategic, cluster perspective as well as a group perspective that will contribute optimally to the achievement of required outcomes.

The role is also expected to exercise a high level of judgement and decision-making, taking into account a wide range of variables in interpreting and translating the cluster, Secretary and Deputy Secretaries' vision and requirements for both short and long-term decision-making.

### Reporting line

Deputy Secretary Corporate

### Direct reports

Up to 5 Direct reports, including but not limited to:

- Director HR and IR Business Partnering
- Director Work Health and Safety
- Director Talent and Capability
- Executive Assistant

### Budget/Expenditure

Approximately \$7 Million

## Capabilities for the role

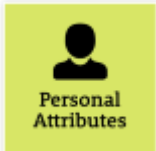
The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for 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>• Champion and model the highest standards of ethical and professional behaviour</li><li>• Drive a culture of integrity and professionalism within the organisation, and in dealings across</li></ul>	Highly Advanced

	<p>government and with other jurisdictions and external organisations</p> <ul style="list-style-type: none"> <li>• Set, communicate and evaluate ethical practices, standards and systems and reinforce their use</li> <li>• Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports</li> <li>• Act promptly and visibly to prevent and respond to unethical behaviour</li> </ul>	
 <p><b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect</p>	<ul style="list-style-type: none"> <li>• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>• Speak in a highly articulate and influential manner</li> <li>• State the facts and explain their implications for the organisation and key stakeholders</li> <li>• Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations</li> <li>• Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>	Highly Advanced
<p><b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives</p>	<ul style="list-style-type: none"> <li>• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li> <li>• Ensure systems are in place to capture customer service insights to improve services</li> <li>• Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>• Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>• Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>• Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>• Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>	Advanced
<p><b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> <li>• Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>• Use sound arguments, strong evidence and expert opinion to influence outcomes</li> <li>• Determine and communicate the organisation's position and bargaining strategy</li> </ul>	Highly Advanced

		<ul style="list-style-type: none"> <li>• Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional</li> <li>• Achieve effective solutions when dealing with ambiguous or conflicting positions</li> <li>• Anticipate and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>• Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul>	
	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Use own professional knowledge and the expertise of others to drive forward organisational and government objectives</li> <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 connections between their efforts and organisational outcomes</li> <li>• Identify and remove potential barriers or hurdles to achieving outcomes</li> <li>• Initiate and communicate high-level priorities for the organisation to achieve government outcomes</li> </ul>	Highly Advanced
	<b>Demonstrate Accountability</b> Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	<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>	Advanced
	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> </ul>	Advanced

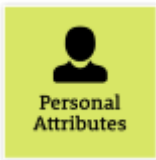
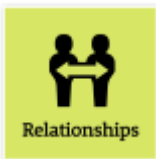



	<ul style="list-style-type: none"> <li>• Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans and minimise impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>• Participate in governance processes such as project steering groups</li> </ul>	
	<p><b>Manage and Develop People</b></p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning</li> <li>• Drive executive capability development and ensure effective succession management practices</li> <li>• Implement effective approaches to identify and develop talent across the organisation</li> <li>• Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences</li> <li>• Drive a culture of high performance and ensure performance issues are addressed as a priority</li> </ul> <p>Highly Advanced</p>
	<p><b>Inspire Direction and Purpose</b></p> <p>Communicate goals, priorities and vision, and recognise achievements</p>	<ul style="list-style-type: none"> <li>• Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value</li> <li>• Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these</li> <li>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes</li> <li>• Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>• Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges</li> </ul> <p>Advanced</p>
	<p><b>Manage Reform and Change</b></p> <p>Support, promote and champion change, and assist others to engage with change</p>	<ul style="list-style-type: none"> <li>• Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies</li> <li>• Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context</li> </ul> <p>Highly Advanced</p>

- Create an organisational culture that actively seeks opportunities to improve
- Anticipate, plan for and address cultural barriers to change at the organisational level

## 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	Advanced
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced