

Role Description

Principal Manager Workplace Relations



Cluster	Transport
Agency	Sydney Trains
Division/Branch/Unit	People and Communications / Workplace Relations
Location	Sydney
Classification/Grade/Band	TSSM
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Role Number	50000501, 50000502, 50002883, 50002884
ANZSCO Code	223113
PCAT Code	1119192
Date of Approval	October 2017
Agency Website	www.transport.nsw.gov.au

Agency overview

Sydney Trains has c10000 staff and was established in July 2013. Its vision is to Keep Sydney Moving by putting the customer at the centre of everything it does and delivering safe, reliable and clean rail services to the people of Sydney. The organisation is focused on providing sustainable, efficient and cost effective services.

Sydney Trains has a 'make it happen' culture where each individual accepts both a personal and shared responsibility for being innovative, for making a difference and for developing organisational capability.

Joining Sydney Trains presents an exciting opportunity to shape the future of rail services in Sydney and make a genuine difference for the people of NSW by providing the rail system they deserve.

Primary purpose of the role

The primary purpose of the role is to enable the industrial strategy to support the organisation's business objectives and to ensure that all parts of the organisation act in a manner consistent with the industrial strategy. The role provides high level support to Sydney Trains executive management and makes a significant contribution to the development and delivery of the industrial relations strategy and function, including the development of effective strategies and options to deliver agreements and workplace reform initiatives which improve efficiency and productivity consistent with Transport for NSW policy and guidelines.

The role fosters an industrial environment in which the organisation can work to achieve continuous business improvement and efficient and effective service delivery.

Key accountabilities

- Model good leadership to inspire direction and delivery, develop people, and drive change

- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers
- Contribute to the development and implementation of appropriate and effective industrial relations strategy including systems to resolve industrial issues and to minimise industrial disruption
- Conduct strategic reviews and projects identifying the impact of work practices on the effectiveness of workplaces and identify opportunities to modernise and streamline industrial practices and instruments across the portfolio
- Provide professional Industrial Relations advice and input into the development and update of HR and IR policies, systems and procedures, and liaise with executive, senior and line managers as required building sound relationships and support networks
- Participate in negotiation and bargaining processes and where required take the lead role to achieve the best organisational results possible and ensure appropriate industrial relations records are maintained to support the organisation's position in industrial negotiations
- Maintain systems for identifying trends and patterns in industrial relations issues, put in place strategies to overcome any negative trends and monitor and report on trends, particularly in the transport sector, to ensure that the organisation is aware of current thinking and strategies
- Monitor and report on implementation of reform strategies as agreed under industrial instruments and put systems in place to gather statistics and information, both quantitative and qualitative to analyse performance standards and outcomes of agreements
- Execute safety responsibilities, authorities, and accountabilities consistent with Sydney Trains safety management system requirements which are defined in SMS document number SMS-02-RG-3058

Key challenges

- Remaining up to date with relevant Workplace Relations developments and particularly those in other transport entities or with similar workforces
- Maintaining comprehensive knowledge and understanding of current operations and future plans of the functional groups and groupings across the broader Transport portfolio
- Operating in a politically and industrially sensitive and complex environment and overcoming attitudes of mistrust of management and resistance to change

Key relationships

Who	Why
Internal	
Director Employee Relations, Policy & Transition Services	<ul style="list-style-type: none"> • Escalate issues, keep informed, advise and receive instructions • Provide regular updates on key projects and programs, issues and priorities • Contribute to strategic planning, policy development and decision making
Sydney Trains Executive Directors & Deputy Directors	<ul style="list-style-type: none"> • Provide key support for implementation of change and people management
HR and IR practitioners and management	<ul style="list-style-type: none"> • Provide expert and timely advice to management regarding industrial disputes and related issues • Consult with senior and executive managers throughout the

Who	Why
	<p>organisation to identify and quantify significant industrial relations issues and develop strategies to address these</p> <ul style="list-style-type: none"> • Make a substantial contribution to the wider business and policy issues of the Human Resources team • Work cooperatively within the team, exchange information and assist other team members to achieve team objectives and work outcomes • Provide support to HR and IR practitioners as needed to ensure that they act in accordance with the organisation's industrial relations strategy
<p>Other divisions of TfNSW and Transport operating agencies</p>	<ul style="list-style-type: none"> • Build collaborative working relationships • Keep HR and IR practitioners and management across the broader transport cluster well informed about the industrial relations issues to enable consistency of practice and advice
External	
<p>Federal and State Industrial Tribunals Ministry for Transport, Ministry for Roads and Ports, NSW Treasury Department of Premier and Cabinet and other Government organisations, contracted suppliers, providers and project managers, Unions</p>	<ul style="list-style-type: none"> • Maintain appropriate liaison with transport industrial organisations as required • Chair and actively participate in committees and working groups and represent Sydney Trains on external advisory committees as required • Represent Sydney Trains before appropriate Industrial Tribunals and other forums in relation to industrial disputation, award variations, unfair dismissals, disciplinary and conditions matters • Brief external solicitors or barristers acting in particular matters, as require • Develop and maintain open communication channels and productive working relationships with a number of unions

Role dimensions

Decision Making

As per the delegations for the role

Reporting line

The role reports to the Director Workplace Relations, Professional Conduct Unit & Transition Services

Direct Reports

The role will have direct reports

Budget/Expenditure

The budget/expenditure allocation for the role will be confirmed.

Essential Requirements

- Tertiary qualifications in a relevant field, or equivalent experience

- Knowledge of transport issues and trends in NSW and the NSW Government's overall transport and infrastructure objectives
- Knowledge and understanding of contemporary human resources management and Workplace Relations principles and practices, including change management
- Comprehensive knowledge of the WR discipline with strong and superior negotiating skills and a proven ability to be innovative in resolving industrial issues and conflict, with proven capacity to prepare and present submissions before Federal and State Industrial Tribunals with a strong record of success
- A strong record of achievement in business focused industrial relations management at senior levels in large, complex service or operational organisations including:
 - evidence of success in linking industrial relations strategy and planning to corporate and business planning and organisational objectives and
 - proven capacity to formulate, implement and provide specialist, strategic advice on current and emerging industrial relations issues

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






This role also utilises an occupation specific capability set which contains information from the Human Resource Professionals Capability Set. The capability set is available at

www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/human-resources-capability-set

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

Occupation / profession specific capabilities

Human Resource Professionals Capability Set

 Human Resources	Workforce Strategy	Level 3
	Workforce Relations	Level 4

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 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
Relationships Commit to Customer Service	Advanced	<ul style="list-style-type: none"> • Promote a culture of quality customer service in the organisation • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial win/win outcomes • Show sensitivity and understanding in resolving acute and complex conflicts • Identify key stakeholders and gain their support in advance • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Pre-empt and minimise conflict within the organisation and with external stakeholders
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

Group and Capability	Level	Behavioural Indicators
Results Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> 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 <hr/> <ul style="list-style-type: none"> • Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning
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 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

Occupation specific capability set (Human Resource Professionals)

Category, Sub-category	Level and Code	Skill and Level Description
Workforce Relations	Level 4	<ul style="list-style-type: none">• Partner with senior leaders to instruct counsel and lead key consultations and negotiations with trade unions, employee representative forums and similar bodies, on a range of complex and critical workforce relations issues.• Contribute strategic and expert advice to senior leaders on the implications of employment and workforce relations issues and reforms for the organisation, the sector, and government. Partner with senior leaders and external consultants to develop the workforce relations strategy to support the organisation's objectives.• Anticipate potential changes in the industrial environment, and advise and partner with senior leaders to proactively modify the workforce relations strategy to mitigate risk.• Lead the investigation of, and provide strategic advice to senior leaders in the resolution of complex or high-profile workforce relations issues• Lead the development of a proactive employee work health and safety strategy and action plan focused on prevention, ensuring full compliance with regulatory and legislative requirements.• Lead the review of employee relations strategy, plan and policies to align workforce requirements, capabilities and best practice, and to reflect legislative and regulatory changes.• Promote awareness of and contribute high-level advice to senior leaders on their workplace environment obligations and required actions.