

Role Description

Senior Manager, People and Capability



Cluster	NSW Parliament
Agency	Department of Parliamentary Services
Division/Branch/Unit	Corporate Services/People, Property & Security
Role number	50006951
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	TBA
PCAT Code	TBA
Date of Approval	July 2024
Agency Website	www.parliament.nsw.gov.au

Agency overview

Administratively, the Parliament comprises three main Departments: the Department of Parliamentary Services (DPS); Department of the Legislative Council (LC); and the Department of the Legislative Assembly (LA). The Chief Executive is the head of the Department of Parliamentary Services, the Clerk of the Legislative Council and Clerk of the Legislative Assembly are the heads of their respective House Departments. These House Departments are responsible for providing procedural advice to the Council and Assembly, and their respective members, on parliamentary proceedings in each House and their Committees, undertaking protocol functions, providing corporate and executive support, House specific administrative/research services and generating content/engagement strategies relating to the activities of the House and its committees.

DPS is responsible for providing corporate and other common services across the Parliament as a whole. It comprises the following Divisions; Parliament Services and Corporate Services, and two project Branches; Digital Transformation and Capital Works Strategy Delivery.

The Parliament Services Division comprises administrative and support services specific to the institution of Parliament. This includes the Hansard, Library and Research Branch, the Communications, Engagement and Education branch and the Parliamentary Catering Unit.

The Corporate Services Division comprises of the corporate functions that provide services to all staff and Members across Parliament House. This includes: the Financial Services & Governance Branch; People, Property & Security Branch; IT Services Unit; and the Planning, Insights & Performance Unit.

The Parliament's ultimate governance body includes the Presiding Officers and the Chief Executive, DPS and the Clerks of the Legislative Council and Legislative Assembly, supported by a contemporary governance framework.

Primary purpose of the role

The Senior Manager, People and Capability provides strategic leadership to the People and Capability team and is responsible for the management of human resource services across a number of areas including recruitment, workforce planning, performance management, industrial relations, payroll and leave management, people experience and capability. The Senior Manager develops people initiatives and programs to ensure that services are aligned with the Parliament's strategic priorities and are consistent with the requirements of public sector employment framework. The position will ensure the team delivers professional human resources and advice across all areas of responsibility.

Key accountabilities

- Lead and engage with the appropriate specialists within the team to ensure high level service and effective solutions are provided to stakeholders across the Parliament.
- Lead the formulation, development and maintenance of a people focus across the Parliament to meet legislative requirements and workplace needs.
- Ensure the team supports the Parliament's workforce including advice on business unit structures and position analysis, design and evaluation. Monitor and report on the Parliament's workforce profile, including retention rates, age, gender and various diversity targets.
- Lead the team, and act as a reference point and coach for other members of the team.
- Mentor and provide advice to the line management of Manager, People Experience and Capability, Manager, Human Resource Operations and Manager, Recruitment.
- Provide expertise in formulating, designing and implementing a range of strategic HR initiatives aligned with the Parliament's strategic priorities.
- Provide expert advice in the resolution of HR issues, the interpretation of agreements, policy and legislation for the purposes of payroll, leave and recruitment.
- Undertake and coordinate projects, often with very tight timeframes, within budget and to agreed service standards.
- Ensure that the work area is safe and without risk to the health of staff, Members, contractors and members of the public.
- Analyse, assess and provide recommendations to senior management relating to the position's areas of responsibility.
- Responsible for the management and administration of remuneration, employee entitlements, and the fortnightly staff and monthly Member payrolls.
- Makes recommendations for decision to the Director, People, Property & Security, the Executive Director, Corporate Services, DPS, the Chief Executive, DPS and the Clerks and Presiding Officers.
- Model collaborative behaviours to achieve the greater good for the community, celebrate a diverse workforce, create an environment where people can create and thrive, or support people's wellbeing.

Key challenges

- Analysing organisational needs and understanding strategic priorities and translating these into HR strategies, programs, policies, and procedures.
- Interpreting complex legislation, policy and guidelines and ensuring quality advice and services are provided across the all areas of responsibility.

- Maintaining knowledge and understanding of contemporary HR best practice and innovative approaches, including developments across the public sector, to develop solutions that meet organisational needs and strategic objectives.
- Managing relationships at all levels to gain support for the initiation, development and implementation of HR programs and policies. This will involve the negotiation with multiple stakeholders and clients and will require discretion, tact, confidentiality and at times, tight timeframes.
- Be attuned to the nuances of the parliamentary environment and be sensitive to the role, reputation and prestige of the Parliament and of the Department of Parliamentary Services.
- Developing and implementing HR business improvement activities, standardising and streamlining processes, policies, procedures and HR systems, to meet stakeholder and client needs and achieve best practice standards in service delivery.
- Managing the Human Services budget and resources by monitoring, reporting and managing resources allocation, and approving expenditure within agreed policy and procedure.

Key relationships

Who	Why
Internal	
Presiding Officers / House Department Clerks and Executives	<ul style="list-style-type: none"> • Develop strategic relationships and provide expert advice to influence decisions, support initiatives and promote collaboration across Parliament • Collaborate and maintain open relationships to expedite responses and information transfer
Director, People Property & Security	<ul style="list-style-type: none"> • Key relationship manager, report to, receive advice and guidance, clarify instructions and report on progress against work plans as required • Provide support to achieve operational priorities, exchange information and contribute to decision-making • Escalate discuss issues and propose solutions
Senior Executive and counterparts	<ul style="list-style-type: none"> • Provide strategic and tactical advice to respond and deliver against emerging business priorities and wider Departmental initiatives
Division/Branch Leadership Team	<ul style="list-style-type: none"> • Collaborate and build effective relationships • Provide strategic advice and influence decision making processes • Respond to requests for information or assistance and escalate sensitive issues
Work Team/Direct and Indirect Reports	<ul style="list-style-type: none"> • Inspire and motivate, provide leadership and support • Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes
External	
Other Government and Parliamentary Departments stakeholders	<ul style="list-style-type: none"> • Establish collaborative relationships and partnerships • Establish effective high level networks to enable performance benchmarking, monitor industry trends, maintain currency, and collaborate on common responses to emerging and future issues
Broader Public Service stakeholders	<ul style="list-style-type: none"> • Maintain effective relationships with key stakeholders to exchange market intelligence, performance benchmarking information, innovations,

Who	Why
	and other matters of mutual interest to enhance the effectiveness and quality of programs and services

Role dimensions

Decision making

The role operates with significant autonomy in the management and delivery of the unit. The role allocates work to the team and is an escalation point for complex or contentious matters. The role develops frameworks, policies and procedures across the Agency to drive efficiency and effectiveness in Human Services for DPS. The role is fully accountable for the quality and integrity of the advice provided.

The role determines strategic priorities in consultation with the Manager/Director and defers complex issues of a legislative or political nature or decisions that will substantially alter the outcome or timeframes, major issues or conflicts arising in the course duties or matters requiring a higher delegated authority, including approval for expenditure or sensitive issues.

Reporting line

The role accounts and reports to the relevant reporting line manager/director

Direct reports

Number of staff reporting directly: 3

Manager HR Operations

Manager Recruitment

Manager People Experience and Capability

Budget/Expenditure

As per the approved DPS Financial Delegations.

Key knowledge and experience

- Extensive experience in the provision of strategic and tactical advice and support in the areas of recruitment, HR and WHS legislation, workforce planning, performance management, industrial relations, payroll and leave management, policy development, training and induction.
- High standards of integrity, tact and discretion and excellent interpersonal, communication and negotiation skills, with a capacity to provide confidential and impartial advice to Members, senior parliamentary officers and other key stakeholders.
- Strong people management, leadership, and motivational skills, and experience in directing, managing and motivating teams.
- Sound financial skills and experience in managing a budget within guidelines.
- Thorough knowledge or capacity to develop knowledge of the parliamentary environment, and the operations of government.

Essential requirements

- Appropriate tertiary qualifications in Human Resources, Industrial Relations or demonstrated, equivalent professional experience.

Capabilities for the role

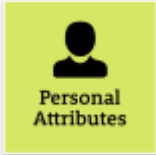

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for 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
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none">• Represent the organisation in an honest, ethical and professional way and encourage others to do so• Act professionally and support a culture of integrity• Identify and explain ethical issues and set an example for others to follow• Ensure that others are aware of and understand the legislation and policy framework within which they operate• Act to prevent and report misconduct and illegal and inappropriate behaviour	Adept
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none">• Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences• Speak in a highly articulate and influential manner• State the facts and explain their implications for the organisation and key stakeholders• Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations	Highly Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> Anticipate and address key areas of interest for the audience and adapt style under pressure 	
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Seek and apply the expertise of key individuals to achieve organisational outcomes Drive a culture of achievement and acknowledge input from others Determine how outcomes will be measured and guide others on evaluation methods Investigate and create opportunities to enhance the achievement of organisational objectives Make sure others understand that on-time and on-budget results are required and how overall success is defined Control business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively 	Advanced
	Finance Understand and apply financial processes to achieve value for money and minimise financial risk	<ul style="list-style-type: none"> Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures Understand the impacts of funding allocations on business planning and budgets Identify discrepancies or variances in financial and budget reports, and take corrective action Know when to seek specialist advice and support and establish the relevant relationships Make decisions and prepare business cases, paying due regard to financial considerations 	Adept
	Project Management		Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups 	
 <p>People Management</p>	Manage and Develop People Engage and motivate staff, and develop capability and potential in others	<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 • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	Advanced
Occupation specific capability set			
 <p>Human Resources</p>	Workforce strategy 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"> • 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 	Level 3

FOCUS CAPABILITIES

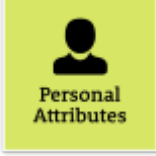


Capability group/sets	Capability name	Behavioural indicators	Level
		managers and leaders to facilitate effective implementation and regular review of business strategies.	
		<ul style="list-style-type: none"> • Liaise with specialist human resources functions to ensure advice and support is provided 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. 	

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	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	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	Adept
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept