

Role Description

Director People & Culture



Cluster	Communities and Justice
Department/Agency	Office of Sport
Division/Branch/Unit	Office of the Chief Executive / People & Culture
Role number	51000063
Classification/Grade/Band	PSSE Band 1
Senior executive work level standards	Work Contribution Stream: Professional/Specialist
ANZSCO Code	132311
PCAT Code	3444992
Date of Approval	01 July 2023 (minor review April 2024)
Agency Website	www.sport.nsw.gov.au

Agency overview

The Office of Sport is the lead NSW Government agency for sport and active recreation.

With a vision of sport and active recreation creating healthier people, connecting communities and making a stronger NSW, we provide the people of NSW with the leadership, policies, programs, funding and infrastructure necessary to maximise the social, health and economic benefits realised through this valued sector.

Our work is spread across NSW, with ten Sport and Recreation Centres, five Olympic Sport Venues and offices throughout the state.

Primary purpose of the role

The Director People & Culture leads the development and delivery of all people related services, undertakes strategic workforce planning and drives enhancements to organisational culture that supports the Office of Sport's strategic and operational objectives. The role is responsible for the leadership, oversight and direction of the People & Culture Branch, which incorporates the following functions:

- Workforce Management
- Work Health and Safety
- Workplace Relations
- Organisational Development
- HR Programs & Services

Key accountabilities

- Provide strategic and authoritative leadership on the full range of people related matters and approaches to the Chief Executive, Executive Director Corporate, Executive Directors and Leadership team.
- Lead and manage the People & Culture Branch as a centre of excellence and provide a business partnering service model, which provides relevant and responsive advice, frameworks and procedures to support and facilitate effective functioning of the Office of Sport and its Divisions and Entities.

- Design and oversee the implementation of innovative and proactive workforce strategies to attract, develop, monitor and retain a capable and qualified workforce to deliver on the Office of Sport's goals both now and into the future.
- Contribute to the development of a collaborative organisational culture that supports and enables the achievement of strategic and operational priorities.
- Provide leadership, guidance and advice to senior executives to facilitate the effective management of people and culture matters, industrial relations and WHS across the Office, and deliver the development of capability across the People and Culture function.
- Lead the development of workplace and industrial relations reform that meet business needs and lead the provision of effective and timely advice and resolution of matters.
- Ensure the delivery of high quality, integrated strategic and operational people services to all Divisions and Entities.
- Lead the People & Culture Branch to deliver contemporary, responsive and high quality strategies and services that support the Branch's clients to achieve their objectives.
- Support a high performance, client focused culture and a professional, efficient and effective working environment.
- Identify opportunities for improvement in human capital management systems and services to support the organisation and HR efficiencies.
- Manage and oversee the shared service arrangement and identify opportunities to improve and enhance HR operations.

Key challenges

- Promoting and facilitating the development of an organisational culture that supports capability development, people and culture initiatives, industrial relations and WHS requirements while balancing the Office's goals and objectives;
- Balance competing deadlines in a highly complex and demanding work environment and providing considered, timely responses to support Executive decision making; and
- Establish credibility with all Divisions and Entities in order to best support the development and implementation of business objectives.

Key relationships

Internal

Who	Why
Executive Director Corporate	<ul style="list-style-type: none"> • Provide high level and expert advice on strategic and operational HR matters and initiatives. • Provide strategic employment relations, organisation development and design advice.
Chief Executive	<ul style="list-style-type: none"> • Provide specialist advice and reports on operational priorities • Provide strategic advice on all people related and IR matters
Executive Directors	<ul style="list-style-type: none"> • Provide high level advice and expert recommendations
Direct Reports	<ul style="list-style-type: none"> • Provide leadership, guidance and support and build a culture of continual improvement.
Colleagues of Office of Sport	<ul style="list-style-type: none"> • Collaborate on Office of Sport wide initiatives

External

Who	Why
Public Service Commission	<ul style="list-style-type: none">• Ensure Office of Sports' frameworks and policies are compliant and consistent with NSW Government requirements
Stronger Communities Portfolio	<ul style="list-style-type: none">• Ensure Office of Sports' frameworks and policies are compliant and consistent with the portfolio's strategic direction
Industrial Relations Commission	<ul style="list-style-type: none">• Liaise on major industrial relations matters
Unions and other representative groups	<ul style="list-style-type: none">• To resolve matters and negotiate industrial instruments
Vendors/shared service providers	<ul style="list-style-type: none">• Collaborate, establish and manage business partnerships, contracts and arrangements for service provision

Role dimensions

Decision making

The Director People & Culture operates with a high degree of autonomy and is fully accountable for the leadership and management of the People Culture Branch's operations, budget and service delivery across all Divisions and Entities within the Office of Sport. The role is required to make decisions regarding workforce strategies and people related issues, major change programs, industrial relations reform and health, safety and wellbeing approaches across the Office and its Divisions and Entities. The role reports to the Executive Director Corporate and consults with the Chief Executive and Executive Directors as necessary, especially on substantial decisions or sensitive matters and those with political implications and/or media interest.

Reporting line

Executive Director, Corporate

Direct reports

Number of staff reporting to the role – five

Budget/Expenditure

\$2.7m / annum

Key knowledge and experience

- A proven record, in a senior HR leadership role, responsible for managing human resources in a diverse and complex organisation and managing multi-disciplinary teams in the achievement of business goals.
- Substantial knowledge of Government relations, human resource management, organisational development and employment relations.

Essential requirements

- Tertiary qualifications and / or extensive equivalent experience in human resources or related discipline.
- National Criminal History Check
- Current Working with Children Check (WWCC) Clearance.

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.


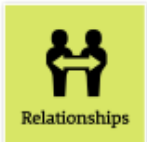
The capabilities are separated into focus capabilities and complementary capabilities.

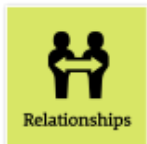
Focus capabilities

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">• Champion and model the highest standards of ethical and professional behaviour• Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations• Set, communicate and evaluate ethical practices, standards and systems and reinforce their use• 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• Act promptly and visibly to prevent and respond to unethical behaviour	Highly Advanced
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none">• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector• Publicly celebrate the successful outcomes of collaboration• Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions• Identify and overcome barriers to collaboration with internal and external stakeholders	Highly Advanced

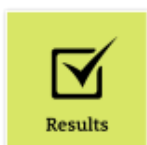


Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- 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 and differences
- 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
- Anticipate and minimise conflict within the organisation and with external stakeholders

Advanced



Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- 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



Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- 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 in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria

Advanced

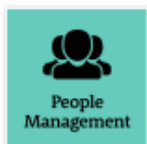


Project Management

Understand and apply effective planning, coordination and control methods

- 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

Advanced

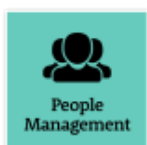


Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- Ensure performance development frameworks are in place to manage staff performance, drive the development of organisational capability and undertake succession planning
- Drive executive capability development and ensure effective succession management practices
- Implement effective approaches to identify and develop talent across the organisation
- Model and encourage a culture of continuous learning and leadership that values high levels of constructive feedback and exposure to new experiences
- Drive a culture of high performance and ensure performance issues are addressed as a priority

Highly Advanced

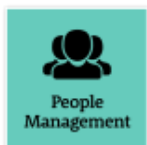


Optimise Business Outcomes

Manage people and resources effectively to achieve public value

- Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals
- Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences
- Encourage team members to take calculated risks to support innovation and improvement
- Align systems and processes to encourage improved performance and outcomes

Advanced



Manage Reform and Change

Support, promote and champion change, and assist others to engage with change












- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty
- Assist others to address emerging challenges and risks and generate support for change initiatives
- Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them
- Implement structured change management processes to identify and develop responses to cultural barriers

Advanced

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.

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
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
 Personal Attributes	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept