

# Role Description

## HR Business Partner



Cluster	Transport & Infrastructure
Agency	Sydney Metro
Division/Branch/Unit	Corporate Services / People & Culture
Location	680 George Street, Sydney and other site locations
Classification/Grade/Band	Grade 9
Role Number	Various
ANZSCO Code	224711
PCAT Code	1119192
Date of Approval	February 2019
Agency Website	<a href="http://www.sydneymetro.info">www.sydneymetro.info</a>

### Agency overview

Sydney Metro is leading Australia's biggest public transport infrastructure program, developing and delivering a new world-class metro railway system for Sydney.

As a new NSW Government statutory authority, Sydney Metro has been tasked with developing and delivering metro railways, and managing their operations. Sydney Metro also leads the development of vibrant station precincts to meet customer and community needs, transforming the way Sydney travels and helping shape the future of Australia's largest city.

### Primary purpose of the role

The role partners with their business to drive people initiatives to deliver required business objectives. The role works constructively with business leadership teams to develop a highly engaged and productive workforce through successful workforce planning, leadership and capability development and sound and appropriate workforce behaviour and management standards.

### Key accountabilities

- Live the NSW Public Sector and organisational values to achieve outstanding outcomes for the organisation and customers
- Provide business with strategic and tactical advice, support and solutions on people matters to ensure organisational capability and leadership capability is built
- Partner with Organisational Effectiveness colleagues to develop and implement strategies and plans to develop and grow people capability and manage the associated change to ensure the organisation achieves its current and future business objectives
- Implement strategies and initiatives that address issues such as succession planning, superior workforce development, key employee retention and organisation design within the business to ensure that the business has the capability to deliver current and future business objectives

- Support the business to effectively manage the impact of transformational change through utilising change processes and developing mitigation strategies to ensure limited industrial impact and maintain business continuity.
- Implement strategies and programs to resolve identified significant current and future people capability issues within the business and to ensure that the risk is mitigated and the business achieves its objectives
- Identify, monitor and evaluate people issues to ensure that emerging risks and threats are identified and mitigation, minimisation and/or elimination strategies are developed and implemented
- Build and maintain effective relationships with key internal and external stakeholders to gain/maintain specialist and business knowledge and keep up with best practice to ensure ability to effectively influence and win respect of key business stakeholders
- Provide routine and ad-hoc reports and advice to key stakeholders to ensure informed business decisions are made regarding planning and resource allocation

## Key challenges

- Developing and maintaining external and internal relationships and communications with key stakeholders.
- Balance the competing needs and expectations of stakeholders, given the range of different stakeholder perspectives
- Keeping up to date with the range, pace and complexity of information and knowledge required to deliver quality service

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"> <li>• Escalate issues, keep informed, advise, receive guidance and instructions</li> <li>• Provide reports, data and analysis</li> </ul>
Work Team	<ul style="list-style-type: none"> <li>• Support team members and work collaboratively to contribute to achieving the teams project outcomes</li> <li>• Participate in meetings to share information and provide input on issues</li> </ul>
People & Culture Centres of Expertise	<ul style="list-style-type: none"> <li>• Develop and maintain effective relationships to facilitate outcomes</li> </ul>
Sydney Metro stakeholders	<ul style="list-style-type: none"> <li>• Build collaborative working relationships</li> <li>• Resolve and provide solutions to issues</li> <li>• Provide advice and influence outcomes</li> </ul>
<b>External</b>	
TfNSW and other Transport Operating Agencies	<ul style="list-style-type: none"> <li>• Develop and maintain effective relationships to facilitate outcomes</li> <li>• Resolve and provide solutions to issues</li> <li>• Provide advice and influence outcomes</li> </ul>
Industry professionals/ consultants	<ul style="list-style-type: none"> <li>• Participate in forums, groups to represent the organisation and share information</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>Maintain specialist knowledge and keep up with best practice in people management</li> </ul>

## Role dimensions

### Decision making

The role operates with a high level of autonomy within the requirements of the agreed work plan and establishes their strategic operational priorities in consultation with the Senior Manager. The position holder is expected to deliver assigned projects on time and at or below budget and is fully accountable for the quality, integrity and accuracy of expert advice provided

### Reporting line

This role reports to a Senior Manager HR Business Partnering

### Direct reports

This role has no direct reports

### Budget/Expenditure

There is no budget/expenditure allocation of the role

## Essential requirements

Tertiary qualification in a relevant discipline or relevant experience

## 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](http://www.psc.nsw.gov.au/capabilityframework)

This role also utilises an [occupation specific 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	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Adept
	<b>Commit to Customer Service</b>	<b>Adept</b>
	Work Collaboratively	Adept
	<b>Influence and Negotiate</b>	<b>Adept</b>
 Results	<b>Deliver Results</b>	<b>Adept</b>
	Plan and Prioritise	Intermediate
	<b>Think and Solve Problems</b>	<b>Adept</b>
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	<b>Technology</b>	<b>Intermediate</b>
	Procurement and Contract Management	Intermediate
	Project Management	Intermediate

## Human Resources Professionals Capability Set

Capability Group	Capability Name	Level
 Human Resources	Workforce Strategy	Level 2
	<b>Organisational Design</b>	<b>Level 2</b>
	Talent Management	Level 2
	<b>Organisational Culture</b>	<b>Level 2</b>
	Workforce Relations	Level 2
	Workforce Insights	Level 1
	<b>Employee Services</b>	<b>Level 2</b>

### 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
<b>Personal Attributes</b> Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>Stay calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in the face of strong, contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>
<b>Personal Attributes</b> Act with Integrity	Advanced	<ul style="list-style-type: none"> <li>Model the highest standards of ethical behaviour and reinforce them in others</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>Ensure that others have a working understanding of the legislation and policy framework within which they operate</li> <li>Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>Monitor ethical practices, standards and systems and reinforce their use</li> <li>Act on reported breaches of rules, policies and guidelines</li> </ul>
<b>Relationships</b> Commit to Customer Service	Adept	<ul style="list-style-type: none"> <li>Take responsibility for delivering high quality customer-focused services</li> <li>Understand customer perspectives and ensure responsiveness to their needs</li> <li>Identify customer service needs and implement solutions</li> <li>Find opportunities to co-operate with internal and external parties to improve outcomes for customers</li> <li>Maintain relationships with key customers in area of expertise</li> <li>Connect and collaborate with relevant stakeholders within the community</li> </ul>
<b>Relationships</b> Influence and Negotiate	Adept	<ul style="list-style-type: none"> <li>Negotiate from an informed and credible position</li> <li>Lead and facilitate productive discussions with staff and stakeholders</li> <li>Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>Recognise and explain the need for compromise</li> <li>Influence others with a fair and considered approach and sound arguments</li> <li>Show sensitivity and understanding in resolving conflicts and differences</li> <li>Manage challenging relations with internal and external stakeholders</li> <li>Pre-empt and minimise conflict</li> </ul>
<b>Results</b>	Adept	<ul style="list-style-type: none"> <li>Take responsibility for delivering on intended outcomes</li> <li>Make sure team/unit staff understand expected goals and</li> </ul>

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Group and Capability	Level	Behavioural Indicators
Deliver Results		<ul style="list-style-type: none"> <li>acknowledge success</li> <li>Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>Identify changed priorities and ensure allocation of resources meets new business needs</li> <li>Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>Use own expertise and seek others' expertise to achieve work outcomes</li> </ul>
<b>Results</b> Think and Solve Problems	Adept	<ul style="list-style-type: none"> <li>Research and analyse information, identify interrelationships and make recommendations based on relevant evidence</li> <li>Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of option</li> <li>Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness</li> <li>Identify and share business process improvements to enhance effectiveness</li> </ul>
<b>Business Enablers</b> Technology	Intermediate	<ul style="list-style-type: none"> <li>Apply computer applications that enable performance of more complex tasks</li> <li>Apply practical skills in the use of relevant technology</li> <li>Make effective use of records, information and knowledge management functions and systems</li> <li>Understand and comply with information and communications security and acceptable use policies</li> <li>Support the implementation of systems improvement initiatives and the introduction and roll-out of new technologies</li> </ul>

## Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
<b>Human Resources Professionals Capability Set</b> Organisational Design	Level 2	<ul style="list-style-type: none"> <li>Develop managers in understanding their business needs and assessing current and future resource and capability projections to determine the strengths, gaps and needs in the workforce</li> <li>Support managers in translating their required business outcomes into a set of criteria that will guide organisational design, including the mix of capabilities and workforce types</li> <li>Advise managers on flexible structure and role configurations tailored to planned expenditure fluctuations and variable capability needs over the budget forecast period</li> <li>Support managers by recommending structure and role design options that align with capability requirements, while also incorporating accessibility and flexibility; and provide clear career pathways, referencing sector practices, benchmarks and frameworks</li> </ul>

## Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
Human Resources Professionals Capability Set Organisational Culture	Level 2	<ul style="list-style-type: none"> <li>Advise managers on capability gaps and recommended interventions for workforce and succession planning</li> <li>Support managers to identify and quantify impacts of proposed changes in roles and structure on business operations</li> <li>Advise and coach managers on effective planning and management of transitional processes to implement and sustain organisational change activities</li> </ul>
		<ul style="list-style-type: none"> <li>Support managers to foster understanding of the relationships between the Employee Value Proposition, organisational culture, employee engagement, and achieving business outcomes.</li> <li>Advise managers on how to assess their workforce management practices and their team's culture and level of engagement against desired values, ethics and expected behaviours, to establish the basis for future action.</li> <li>Support managers to create and drive employee engagement initiatives, tailored to their employees' unique needs and motivations.</li> <li>Facilitate the conditions for employees to do good, innovative work by coaching managers to role model and shape a diverse, inclusive, flexible and collaborative team culture.</li> <li>Support employees and managers to understand and use proactive, confidential and supportive short-term, solution oriented coaching and advisory services on a wide range of personal and work-related issues.</li> <li>Develop managers and employees in taking early steps to address and/or report instances of behaviour contrary to organisational values and expectations.</li> <li>Support managers in identifying potential systemic issues affecting the workplace environment and employee wellbeing and developing and implementing solutions for these issues.</li> <li>Support managers in taking early steps to address issues that put positive workplace culture at risk.</li> </ul>
Human Resources Professionals Capability Set Employee Services	Level 2	<ul style="list-style-type: none"> <li>Deliver required workforce management services to employees and managers in line with service-level agreement for the division or organisation, ensuring compliance with legislative and regulatory requirements</li> <li>Advise managers and employees on more complex employment issues, escalating matters as required</li> <li>Provide specialist support to managers and employees during the implementation of new or changed employee service offerings</li> <li>Use tools to analyse processes in order to identify opportunities to improve response times, increase quality and reduce costs</li> <li>Evaluate internal feedback to inform and facilitate high</li> </ul>

## Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
		<p>quality, responsive employee services</p> <ul style="list-style-type: none"><li>• Conduct analysis to determine the impacts of legislative or policy changes and implement required changes in order to maintain compliance</li><li>• Evaluate service levels and provide timely adhoc and regular feedback to third party suppliers</li></ul>