# Role Description

# Business Partner, People and Culture

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| **Department/Agency** | **State Library of NSW** |
| **Division/Branch/Unit** | **Operations / People and Culture** |
| **Classification/Grade/Band** | **Clerk Grade 7/8** |
| **ANZSCO Code** | **223111** |
| **PCAT Code** | **124092** |
| **Date of Approval** | **01 September 2017** |
| **Agency Website** | **www.sl.nsw.gov.au** |

## Agency overview

The State Library of New South Wales is one of Australia’s oldest and most important public institutions. Collecting actively since 1826, the Library preserves and presents the social, cultural and scientific history of our State and our Nation for the benefit of all. Its rich collections, both physical and digital, alongside partnerships with the public library network across NSW and other vibrant collaborations enable Australians to examine their past and imagine their future. In short, the Library occupies a unique position at the very heart of our civil society.

The Operations Division provides strategic leadership, advice and solutions that deliver the highest quality service across the Library. The Division is responsible for a range of services that drive and measure overall organisational improvement. Key functional areas include Finance, People and Culture, Security, Facilities and Strategy and Government Relations. The Division also manages the Library’s visitor services activities and the work of the State Library Foundation.

The People and Culture Branch contributes to the achievement of organisational goals through the provision of strategic and operational advice, programs and services to Executive, managers and staff. The Branch develops, implements and reviews strategy, programs and policies and provides advice and services in relation to workforce management and planning, organisational development and change, industrial relations, learning and development, performance management, recruitment and staffing, remuneration and employee benefits, work health safety, workers compensation and injury management, equal employment opportunity, management reporting and HR program and policy development. The Branch also provides leadership and/or support to internal groups including the Joint Consultative, Work Health and Safety, Staff Recognition and Staff Wellbeing Committees and the Cultural Diversity and Disability working groups

## Primary purpose of the role

Provide strategic and operational Human Resource (HR) advice, initiatives and support to the business to ensure business objectives and organisational needs are met.

## Key accountabilities

* Operate as a partner to people leaders to identify and deliver human resources initiatives based on HR specific metrics and evidence-based workforce information.
* Build and manage effective client relationships by working with people leaders in identifying areas for improvement in their workforces to support and coach them in managing performance, employee relations, workforce planning and development of team capability
* Develop project plans, communication strategies, systems, tools and review processes to identity and address issues and to embed successful program and strategy delivery and implementation.
* Work collaboratively to implement employee engagement and retention programs, encompassing effective culture and communication strategies, leadership and team development
* Provide responsive and specialised HR advice, support and coaching of people leaders and staff and contribute to people management processes and strategies ensuring compliance with relevant policies and legislative requirements
* Contribute to and undertake job analysis, design and evaluation; organisation reviews; change management programs; and performance management.
* Review, develop and implement policies and procedures to support continuous improvement and delivery of HR initiatives and annual processes

## Key challenges

* Influencing and persuading managers, staff and stakeholders to ensure ‘buy in’ on programs, services and organisational objectives in an ever-changing environment and with tight resources.
* Developing and implementing contemporary and innovative workforce and case management solutions that are agile and that meet strategic objectives and organisational needs.
* Providing contemporary best practice strategic advice to people leaders to meet workforce capability requirements whilst working within the government sector with legislative, policy and compliance frameworks.

## Key relationships

**Internal**

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| Who | Why |
| Senior Advisor People and Culture | * Receive overall direction on work, work collaboratively, seek guidance and advice, consult with and provide timely and reliable feedback. * Escalate issues based on level of complexity and / or risk |
| Head of People and Culture | * Provide evidence-based advice and seek guidance to facilitate the delivery of organisational programs and services and the implementation of policy and strategy. |
| People and Culture Branch | * Work as a conduit across teams to share timely and reliable information and provide advice. * Work as one team in the delivery of joint and related projects; work in a cooperative, cross-functional, team-based approach to achieve the goals of the branch. |
| Internal clients | * Provide advice on operational and strategic human resource matters including capability development, employee performance issues, industrial relations and workforce planning. * Foster strong collaborative partnerships to be able to implement organisational development services and programs. |
| All Library staff | * Provide advice and services and share information to support the successful deployment of HR Services. |

**External**

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| Who | Why |
| External suppliers and consultants | * Maintain cooperative working relationships, to be able to engage, negotiate and oversee contracts and services, resolve issues, develop programs and ensure quality of delivery. |
| Networks / Industry communities | * Actively identify and participate in forums to maintain contemporary knowledge of HR practices and the delivery of programs and services. |
| Public Service Commission and other government agencies | * Exchange and manage the provision of information required to implement sector wide initiatives and changes to legislation and working conditions, resolve issues and leverage current practices. |

## Role dimensions

### Decision making

* This role requires considerable independent judgement and the ability to make informed decisions. These judgements must be made considering organisational priorities, policy and legislative requirements, evidence-based research, contemporary industry practices and advice from the Senior Advisor People and Culture and Head of People and Culture.

### Reporting line

The role reports to the Head of People and Culture.

### Direct reports

NIL

### Budget/Expenditure

N/A

## Essential requirements

* Tertiary qualifications in a relevant discipline such as Human Resources, Business and/or equivalent experience.

## Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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

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| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| personal-attributes | **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | Adapt existing skills to new situations  Show commitment to achieving work goals  Show awareness of own strengths and areas for growth, and develop and apply new skills  Seek feedback from colleagues and stakeholders  Stay motivated when tasks become difficult | Intermediate |
| relationships | **Communicate Effectively**  Communicate clearly, actively listen to others, and respond with understanding and respect | Tailor communication to diverse audiences  Clearly explain complex concepts and arguments to individuals and groups  Create opportunities for others to be heard, listen attentively and encourage them to express their views  Share information across teams and units to enable informed decision making  Write fluently in plain English and in a range of styles and formats  Use contemporary communication channels to share information, engage and interact with diverse audiences | Adept |
| relationships | **Influence and Negotiate**  Gain consensus and commitment from others, and resolve issues and conflicts | Negotiate from an informed and credible position  Lead and facilitate productive discussions with staff and stakeholders  Encourage others to talk, share and debate ideas to achieve a consensus  Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes  Influence others with a fair and considered approach and sound arguments  Show sensitivity and understanding in resolving conflicts and differences  Manage challenging relationships with internal and external stakeholders  Anticipate and minimise conflict | Adept |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply specialist advice when required  Complete work tasks within set budgets, timeframes and standards  Take the initiative to progress and deliver own work and that of the team or unit  Contribute to allocating responsibilities and resources to ensure the team or unit achieves goals  Identify any barriers to achieving results and resolve these where possible  Proactively change or adjust plans when needed | Intermediate |
| results | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence  Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience  Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience  Seek contributions and ideas from people with diverse backgrounds and experience  Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness  Identify and share business process improvements to enhance effectiveness | Adept |
| business-enablers | **Project Management**  Understand and apply effective planning, coordination and control methods | Perform basic research and analysis to inform and support the achievement of project deliverables  Contribute to developing project documentation and resource estimates  Contribute to reviews of progress, outcomes and future improvements  Identify and escalate possible variances from project plans | Intermediate |

## Occupational Specific Focus Capabilities

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| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
|  | **Workforce Relations**  Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements | * Apply knowledge of legislation, industrial awards, agreements and instruments to support the organisation's effective participation in workforce relations consultation and negotiation processes. * Apply knowledge of employment and contract law to assist managers and employees on more complex work-related enquiries, escalating matters as necessary. * Support managers to develop their knowledge of workforce relations strategy, policies, practices and procedures, including compliance requirements. * Develop and maintain relevant employee relations documentation, ensuring all contractual/legal documents, policies and handbooks are updated and comply with current legislation. * Advise and develop managers in employee health, safety and wellbeing best practices, to ensure internal policies, procedures and legislative requirements are followed appropriately. * Investigate and assist in the resolution of industrial relations issues in accordance with organisational policy, escalating matters to senior colleagues as required. | Level 2 |
|  | **Employee services**  Deliver customer focused services to optimise the employment life-cycle experience at an individual and organisational level | * 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. * Advise managers and employees on more complex employment issues, escalating matters as required. * Provide specialist support to managers and employees during the implementation of new or changed employee service offerings. * Use tools to analyse processes in order to identify opportunities to improve response times, increase quality and reduce costs. * Evaluate internal feedback to inform and facilitate high quality, responsive employee services. * Conduct analysis to determine the impacts of legislative or policy changes and implement required changes in order to maintain compliance. * Evaluate service levels and provide timely ad-hoc and regular feedback to third party suppliers | Level 2 |

## 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.

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| **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 | Intermediate |
| personal-attributes | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | Intermediate |
| relationships | Commit to Customer Service | Provide customer-focused services in line with public sector and organisational objectives | Foundational |
| relationships | Work Collaboratively | Collaborate with others and value their contribution | Adept |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Intermediate |
| results | Demonstrate Accountability | Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Adept |
| business-enablers | Finance | Understand and apply financial processes to achieve value for money and minimise financial risk | Intermediate |
| business-enablers | Technology | Understand and use available technologies to maximise efficiencies and effectiveness | Intermediate |
| business-enablers | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |