

Role Description

Manager, People and Performance

Cluster	Education
Agency	NSW Department of Education
Division/Branch/Unit	SINSW/Business Enablement/Governance
Classification/Grade/Band	Clerk Grade 11/12
Role Number	221415
ANZSCO Code	132311
PCAT Code	1324992
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Agency Website	education.nsw.gov.au schoolinfrastructure.nsw.gov.au

Agency overview

The NSW Department of Education serves the community by providing world-class education for students of all ages.

We ensure young children get the best start in life by supporting and regulating the early childhood education sector. We are the largest provider of public education in Australia with responsibility for delivering high-quality public education to two-thirds of the NSW student population. We are committed to fostering vibrant, sustainable and high-performing vocational and higher education sectors.

We are responsible for enacting NSW Government policy, driving improvement in education, and overseeing policy, funding and compliance issues relating to non-government schools. We respect and value Aboriginal and Torres Strait Islander people as First Peoples of Australia.

School Infrastructure NSW (SINSW) is delivering new school buildings, major upgrades and maintenance strategies to ensure every school-aged child has access to high quality education facilities at their local public school. This encompasses the largest investment in public education infrastructure in the history of NSW.

Primary purpose of the role

Lead, manage and coordinate the delivery and implementation of human resource (HR) services to support effective people management across the SINSW division.

Key accountabilities

- Coordinate, develop and monitor the implementation of strategic human resource operational processes.
- Manage a team, provide guidance and monitor workflow of high volume human resource requests, implement/troubleshoot department processes and initiatives to achieve outcomes, improve service delivery and meet stakeholder needs.

- Provide consistent and accurate high level advice, solutions and recommendations to managers on workforce management matters and issues including recruitment, establishment, employee performance and development, and industrial relations, ensuring information is in accordance with departmental policy and relevant legislation, and seeking advice from the department's HR directorate where relevant.
- Coach, influence and empower managers to implement a diverse range of workforce strategies including recruitment, performance development, succession planning, and grievances procedures.
- Provide advice, support and guidance to staff where required to ensure matters of concern are addressed in a timely, professional and efficient manner.
- Lead the development, maintenance and effective distribution of information on HR systems to enhance the timeliness and integrity of establishment and personnel data flowing in and out of the division.
- Manage the development of databases, reports and tracking systems to simplify and streamline processes.
- Identify, monitor and report on emerging staffing and people management issues and trends to inform effective decision making, including delivering reports, submissions and information on recruitment activities.

Key challenges

- Managing complex and sensitive consultations and negotiations with diverse stakeholders, within agreed timelines, given their varying expectations, viewpoints and interests.
- Maintaining an up-to-date knowledge of all current practice and procedures in relation to human resources while managing high-level complex, timely and accurate information to be communicated to diverse audiences.
- Maintaining a holistic view of SINSW's HR needs and applying critical thinking to recommend and develop appropriate strategies and initiatives that meet current and future requirements.

Key relationships

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> • Receive advice and report on progress towards business objectives and discuss future directions. • Provide expert advice and contribute to decision making. • Identify emerging issues/risks and their implications and propose solutions
Direct reports	<ul style="list-style-type: none"> • Lead, direct and manage performance. • Encourage collaboration of ideas and cohesive working to develop and deliver efficient and effective service delivery and advice in the achievement of objectives
SINSW teams	<ul style="list-style-type: none"> • Engage in, consult and negotiate the development, delivery and evaluation of business outcomes. • Manage expectations and resolve issues. • Ensure compliance with agency and sector policies and legislation. • Facilitate adoption of best practice people and performance strategies and programs where there are conflicting interests and opinions.

Who	Why
Department's HR directorate	<ul style="list-style-type: none"> Engage in, consult and negotiate the development, delivery and evaluation of operational processes. Manage expectations and resolve issues. Communicate needs, facilitate routine business transactions and resolve issues.

Role dimensions

Decision making

The role acts independently in performing core work functions and applies specialised knowledge, skills and professional judgement to achieve outcomes.

In matters that are sensitive, high-risk or business-critical, consults with the Director, Governance to agree on decisions to support a suitable course of action.

Reporting line

Director, Governance

Direct reports

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Budget/Expenditure

Budget- Nil

Financial delegation of up to \$75,000

Key knowledge and experience

- Knowledge of, and commitment to implementing the Department's [Aboriginal Education Policy](#) and upholding the [Department's Partnership Agreement with the NSW AECG](#) and to ensure quality outcomes for Aboriginal people.

Essential requirements

- Tertiary qualification in human resource management, organisational development, learning and development, or a related discipline and/or equivalent experience.
- Demonstrated understanding of, and commitment to, the value of public education.

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
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback and advice Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately Raise and work through challenging issues and seek alternatives Remain composed and calm under pressure and in challenging situations 	Adept
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> Model the highest standards of ethical and professional behaviour and reinforce their use Represent the organisation in an honest, ethical and professional way and set an example for others to follow 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 promptly on reported breaches of legislation, policies and guidelines 	Advanced
 Relationships	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
	Influence and Negotiate	<ul style="list-style-type: none"> Negotiate from an informed and credible position 	Adept

	Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> • 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 	
	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> • 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
	Technology Understand and use available technologies to maximise efficiencies and effectiveness	<ul style="list-style-type: none"> • Identify opportunities to use a broad range of technologies to collaborate • Monitor compliance with cyber security and the use of technology policies • Identify ways to maximise the value of available technology to achieve business strategies and outcomes • Monitor compliance with the organisation's records, information and knowledge management requirements 	Adept
	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 	Advanced



- 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

Optimise Business Outcomes

Manage people and resources effectively to achieve public value

- Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives
- Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning
- When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences
- Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context
- Monitor performance against standards and take timely corrective actions
- Keep others informed about progress and performance outcomes





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
	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	Intermediate
	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	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	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	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Adept
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept