

Role Description

Director Workforce Capability and Talent



Portfolio	Primary Industries and Regional Development
Agency	Department of Primary Industries and Regional Development
Group/Division/Branch	Enabling Services / People / Workforce Capability and Talent
Location	Various
Classification/Grade/Band	Senior Executive Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	223112
PCAT Code	1224292
Date of Approval	March 2021 (2024 language update to reflect new portfolio)
Agency Website	www.nsw.gov.au/departments-and-agencies/dpird

Agency overview

The Department of Primary Industries and Regional Development (DPIRD) is the department dedicated to growing primary industries and supporting regional economic development to deliver long term benefits to the state. Our focus is to protect, support and develop our primary industries, mining sector, and regions.

DPIRD brings together Agriculture and Biosecurity; Forestry and Fishing; Local Land Services; Mining, Exploration and Geoscience; Regional Development and Delivery; the Regional Growth NSW Development Corporation; NSW Public Works and Soil Conservation Service.

We have nearly 5,000 employees, with almost 80 per cent of us living and working in regional NSW.

Primary purpose of the role

The Director drives people strategies which ensure that DPIRD builds the necessary and desirable capabilities that meet current and future needs and provides expert advice around capability, talent management, learning and development, diversity and inclusion, and employee experience. The role reports to the Chief People Officer and works closely with People Branch Executives and the portfolio's broader executive cohort.

Key accountabilities

- Lead the development and delivery of innovative workforce capability and talent acquisition strategies for DPIRD and provide leadership in the development and deployment of diversity and inclusion strategy and associated frameworks aligned to the DPIRD shared vision around people.
- Commission and direct research, analysis and advice on trends based on available workforce data and research to derive evidence-based workforce capability development strategies.
- Implement employee development policies and practices which position DPIRD as an employer of choice, and foster a learning culture, building individual, team and organisational capabilities.
- Provide expert advice and support to the Chief People Officer, Divisional Executives, and DPIRD and agency Executives to ensure the implementation of appropriate, robust and sustainable learning and development plans at both the business and individual levels.
- Provide executive direction to the recruitment, learning & development, diversity & inclusion, employee

experience (induction and onboarding) functions to enable improved business outcomes through development of strategies that attract, retain and reward quality staff.

- Lead development and ongoing evaluation of key strategic frameworks across DPIRD including organisational capability, talent management, career planning, performance management, and learning and development.
- Provide high quality and effective responses on complex or significant issues as required to support stakeholders to make sound and proper decisions.
- Facilitate effective relationships and engage with other stakeholders in enabling functions across the portfolio to enable a cohesive approach to enhancing the capability and talent of DPIRD.

Key challenges

- Integrating and embedding Capability Development, Talent Management and diversity & inclusion strategies into business strategy and planning cycles, and securing executive awareness, commitment and proactive support around the value of programs and initiatives.
- Maintaining contemporary knowledge and understanding to assess and implement relevant, innovative and best practice capability, learning and development approaches and talent management tools that enhance performance.

Key relationships

Who	Why
Internal	
Chief People Officer	<ul style="list-style-type: none"> • Seek strategic direction and provide advice on business and emerging management issues. • Advising on the development of strategic capability, diversity & inclusion and talent management projects and initiatives across DPIRD. • Escalation of issues with broader implications or possible consequences for DPIRD. • Review of strategic projects and initiatives. • Consideration of staff performance and capability development matters.
People Branch Executives and Managers	<ul style="list-style-type: none"> • Participate in strategic planning, decision making and performance evaluation processes, identifying priorities for new initiatives or solutions, and to prioritise operational plans. • Represent the division as the principal subject matter expert and principle contact for capability, talent management, and learning and development policy and practices. • Collaborate to develop, implement, monitor and evaluate people management programs and projects.
Group executive teams and managers	<ul style="list-style-type: none"> • Build relationships and provide expert organisational and workforce strategy advice to influence decisions, support initiatives, create commitment and clarify accountability and resolve issues. • Provide leadership to talent management, capability development planning, and succession management activities.

External

NSW Public Service Commission	<ul style="list-style-type: none">• Build effective working relationships to seek and share information, resolve conflicts, gain a deeper appreciation of particular HR issues and government policy direction.• Keep abreast of NSW Government HR direction to incorporate into specific programs.
Other state and Australian public and private sector HR professionals	<ul style="list-style-type: none">• Establish professional networks and relationships with senior HR professionals of other NSW Government agencies, and with similar agencies across other jurisdictions, to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or overlapping issues.
External Providers/Vendors	<ul style="list-style-type: none">• Negotiate and approve contracts and service level agreements and ensure services provided are high quality, targeted and meet the organisation's needs (e.g., from consultants).

Role dimensions

Decision making

- Identify opportunities to improve efficiency and effectiveness of processes, develop revised policy and practice guidelines for approval by Chief People Officer.
- Drive awareness and utilisation of an effective strategic workforce planning function for the whole department.
- Proactively identify those issues which may have broader implications or consequences and require escalation to the Chief People Officer.

Reporting line

Reports to Chief People Officer

Direct reports

Up to 5

Budget/Expenditure

Not applicable

Essential requirements

- Tertiary qualifications in human resources, learning and development, public administration or equivalent demonstrated knowledge and experience with ongoing professional development.
- Demonstrated experience giving strategic and expert advice to senior executives and ensuring that appropriate strategy, frameworks and programs fully support organisational strategy and goals.
- Proven capability to deliver expert advice and guidance based on high quality research and analysis to enable effective executive decision making at executive levels.
- Demonstrated substantial ability in project development and management, recognising the relationship between the people management/human resources and the broader organisation, including the ability to engage with stakeholders and key staff across the organisation.

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	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	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> Present with credibility, engage diverse audiences and test levels of understanding Translate technical and complex information clearly and concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Contribute to and promote information sharing across the organisation Manage complex communications that involve understanding and responding to multiple and divergent viewpoints Explore creative ways to engage diverse audiences and communicate information Adjust style and approach to optimise outcomes Write fluently and persuasively in plain English and in a range of styles and formats 	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 	Highly Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<p>solutions across the organisation, government and other jurisdictions</p> <ul style="list-style-type: none"> Identify and overcome barriers to collaboration with internal and external stakeholders 	
	<p>Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy Use sound arguments, strong evidence and expert opinion to influence outcomes Determine and communicate the organisation's position and bargaining strategy Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional Achieve effective solutions when dealing with ambiguous or conflicting positions Anticipate and avoid conflict across organisations and with senior internal and external stakeholders Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution 	Highly Advanced
 <p>Results</p>	<p>Plan and Prioritise Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate and include contingency provisions Monitor the progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately Consider the implications of a wide range of complex issues and shift business priorities when necessary Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning 	Advanced
	<p>Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions</p>	<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 	Advanced

FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> • 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 	
 <p>Business Enablers</p>	<p>Project Management Understand and apply effective planning, coordination and control methods</p>	<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 	Advanced
 <p>People Management</p>	<p>Manage Reform and Change Support, promote and champion change, and assist others to engage with change</p>	<ul style="list-style-type: none"> • 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.

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	Advanced
	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	Advanced
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	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
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Advanced