

# Role Description

## Senior Manager, Talent Acquisition



Planning,  
Industry &  
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry and Environment
Division/Branch/Unit	People Performance Culture/ / Capability and Inclusion/ Capability Development
Location	Parramatta
Classification/Grade/Band	Clerk Grade 11/12
Role Family	Bespoke/ People & Culture/ Lead
ANZSCO Code	223112
PCAT Code	1224292
Date of Approval	March 2020
Agency Website	<a href="http://www.dpie.nsw.gov.au">www.dpie.nsw.gov.au</a>

### Agency overview

The Planning, Industry and Environment Cluster was formed in 2019. The Cluster drives greater levels of integration and efficiency across key areas such as long-term planning, precincts, housing, property, infrastructure priorities, open space, the environment, our natural resources – land, water, mining – energy, and growing our industries. There is a strong emphasis on regional NSW.

### Primary purpose of the role

The role leads and manages the Executive and non-Executive recruitment function, delivering proactive, client focused, capability-based recruitment services, contemporary recruitment solutions and strategies and advice across the cluster.

### Key accountabilities

- Manage the delivery of end to end recruitment services across the cluster, providing specialist expert and authoritative recruitment advice to enable hiring managers to source the best candidate for roles and to ensure successful candidates have the best possible recruitment and on-boarding experience.
- Provide team leadership and supervise the performance of direct reports by setting work objectives, assessing performance and providing feedback, development and coaching to build staff capabilities and meet work objectives.
- Drive a continuous improvement program to ensure all recruitment processes, technologies and practices provide consistent high-quality outcomes which are compliant with government and legislative requirements.
- Partner with hiring managers, including Executive to understand pipeline recruitment needs and recommend targeted recruitment initiatives and strategies.
- Network, build and maintain relationships with employees, candidates, external organisations such as other government agencies, search firms and the private sector and proactively promote the cluster through partnership opportunities to attract potential employees.

- Develop and implement reporting tools and indicators to identify insights and provide intelligence into recruitment related activities and monitor, review and evaluate recruitment activities to provide evidence-based recommendations to improve processes and efficiency in recruitment service.
- Design and develop appropriate sourcing and assessment strategies for recruitment needs such as advertising channels, social media and marketing campaigns, recruitment pools and capability-based activity, testing, psychometric assessments and interview question design to effectively attract and assess talent that meets business needs.
- Collaborate with other HR functions to support the implementation and transformation of recruitment and workforce planning across the cluster to deliver a service orientated, innovative and proactive recruitment service.

## Key challenges

- Influencing and negotiating with high level stakeholders to adopt and engage with a range of People Performance and Culture initiatives and processes whilst modelling the highest standards of ethical behaviour, confidentiality and discretion.
- Balancing high volume and complex recruitment activities, both current and future recruitment needs and recommending targeted recruitment initiatives to address short and long term capability requirements within the cluster.
- Managing change to continuously improve and streamlines service delivery and ensure it is aligned to strategic workforce plans.

## Key relationships

Who	Why
<b>Internal</b>	
Director Talent Acquisition	<ul style="list-style-type: none"> <li>• Collaborate on strategic and operational issues, undertake business planning and evaluate performance against identified key result areas</li> <li>• Provide information regarding critical issues and status of projects and strategies</li> </ul>
Hiring Managers, Senior Executives	<ul style="list-style-type: none"> <li>• Partner to coordinate and deliver client-centric recruitment process management</li> <li>• Provide expert recruitment advice, guidance and support Coach and guide to develop organisational capability</li> </ul>
Team	<ul style="list-style-type: none"> <li>• Inspire and motivate team, provide direction and manage performance</li> <li>• Encourage and support team to work collaboratively to achieve business outcomes for clients</li> <li>• Lead discussions and decisions regarding implementation of innovation and best practice</li> </ul>
<b>External</b>	
Public Service Commission and central agencies	<ul style="list-style-type: none"> <li>• Obtain information and advice on the delivery of recruitment activities</li> </ul>

Who	Why
	<ul style="list-style-type: none"> <li>Collaborate and share information Identify opportunities for partnering to address current and future recruitment needs</li> </ul>
Specialist recruitment agencies, service providers	<ul style="list-style-type: none"> <li>Act as a conduit between external agencies and hiring managers to ensure the consistent provision of advice of service</li> <li>Manage relationships and expectations</li> </ul>

## Role dimensions

### Decision making

- Acts independently in planning, leading and determining the priorities for work of the team.
- Prioritises and manages multiple tasks and demands including matters with critical turnaround times required by internal clients has autonomy to deliver
- Makes day to day decisions and provides guidance on appropriate courses of action that might be taken to address issues.
- Exercises discretion in determining the approach to work undertaken and is responsible for interpretation and recommendations made.
- Refers to the Director those decisions that may have a significant impact or which require a higher delegation

### Reporting line

Director Talent Acquisition

### Direct reports

2-4 direct reports

### Budget/Expenditure

TBC

## Essential requirements

- Substantial experience in recruitment management including approaches, marketing and social media initiatives and in leading and managing a customer service focused team.

## 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	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>• Act professionally and support a culture of integrity</li> <li>• Identify and explain ethical issues and set an example for others to follow</li> <li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li> <li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li> </ul>	Adept
	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced
	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<ul style="list-style-type: none"> <li>• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience</li> <li>• Ensure systems are in place to capture customer service insights to improve services</li> <li>• Initiate and develop partnerships with customers to define and evaluate service performance outcomes</li> <li>• Promote and manage alliances within the organisation and across the public, private and community sectors</li> <li>• Liaise with senior stakeholders on key issues and provide expert and influential advice</li> <li>• Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches</li> <li>• Ensure that the organisation's systems, processes, policies and programs respond to customer needs</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Deliver Results</b> Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> <li>• Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>• Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>• Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>• Use business data to evaluate outcomes and inform continuous improvement</li> <li>• Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>• Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>	Adept
	<b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements</li> <li>• Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>• Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	Advanced
	<b>Technology</b> Understand and use available technologies to maximise efficiencies and effectiveness	<ul style="list-style-type: none"> <li>• Identify opportunities to use a broad range of technologies to collaborate</li> <li>• Monitor compliance with cyber security and the use of technology policies</li> <li>• Identify ways to maximise the value of available technology to achieve business strategies and outcomes</li> <li>• Monitor compliance with the organisation's records, information and knowledge management requirements</li> </ul>	Adept

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Project Management</b> Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> <li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>• Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>• Identify and consult stakeholders to inform the project strategy</li> <li>• Communicate the project's objectives and its expected benefits</li> <li>• Monitor the completion of project milestones against goals and take necessary action</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>	Adept
 People Management	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>• Develop work plans that consider capability, strengths and opportunities for development</li> <li>• Be aware of the influences of bias when managing team members</li> <li>• Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>• Monitor and report on team performance in line with established performance development frameworks</li> </ul>	Adept

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Manage Reform and Change</b>		Advanced
	Support, promote and champion change, and assist others to engage with change	<ul style="list-style-type: none"> <li>• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>• Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>	






## 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
 <b>Personal Attributes</b>	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	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 <b>Relationships</b>	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
 <b>Results</b>	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
 <b>Business Enablers</b>	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
 <b>People Management</b>	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept