Role Description
People Manager

Cluster	Premier and Cabinet
Agency	Museum of Applied Arts & Sciences
Division/Branch/Unit	Corporate Resources/Human Resources
Location	Sydney
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	132311
PCAT Code	3224992
Date of Approval	06 January 2020
Agency Website	maas.museum

Agency overview

The Museum of Applied Arts and Sciences sits at the intersection of the arts, design, science, and technology and plays a critical role in engaging communities with contemporary ideas and issues. Established in 1879, the museum includes the Powerhouse Museum, Sydney Observatory and the Museums Discovery Centre. The Museum is custodian to over half a million objects of national and international significance and is considered one of the finest and most diverse collections in Australia.

The Powerhouse Precinct at Parramatta is one of the largest cultural infrastructure projects currently being undertaken in Australia. The project will transform and renew one of Australia's oldest and most important cultural institutions and carry forward its legacy to reflect the changing needs of the contemporary communities of NSW.

Primary purpose of the role

The People Manager is responsible for managing the development and delivery of operational HR services and initiatives aligned to public sector policy, legislation and innovative, best practice approaches including, workforce planning, employee relations, industrial relations, performance management and policy interpretation.

Key accountabilities

- Manage the HR staff including work allocation, capability development and performance management and drive high levels of team engagement and customer service to deliver a range of value-adding operational HR services and initiatives to the business.
- Provide expert advice, guidance and coaching to leaders across a broad range of legislative and policy issues including employee relations, award and policy interpretation to support the delivery of business objectives.
- Manage a range of sensitive issues including disciplinary actions, performance management, grievances and absence management ensuring alignment to organisational and public sector policy to support outcomes that align to business goals.

- Work with the Employee Experience Manager in policy development, training programs and reporting across a range of areas to ensure consistency, transparency, fairness and alignment that meet current and future business goals.
- Develop and implement robust operational models that ensure efficient use of resources and delivery of high-level service outcomes.
- Develop, implement and maintain People policies ensuring awareness and compliance across the organisation and monitor changes in legislation and government policy and proactively provide information and advice to stakeholders to facilitate compliance with public sector policy and legislative compliance.
- Develop and present detailed reports on key People metrics such as workforce planning, attrition, productivity and other ad-hoc reports, correspondence and documentation and gather an analyse statistical data for the annual report, the NSW Public Sector workforce profile and the EEO annual report to facilitate high level decision making and planning.
- Provide support to the Head of HR and other programs and projects to develop and design initiatives and strategies that drive culture, behaviours and performance across the organisation.

Key challenges

- Building collaborative relationships and partnering with a range of stakeholders to align HR service delivery and programs and deliver a seamless and integrated, customer focused offering.
- Exercising sound judgement, empathy and discretion when dealing with sensitive and complex HR matters to support a harmonious business environment.
- Maintaining a detailed knowledge of relevant HR legislation, Awards, policies and NSW public sector employment matters to ensure the effective and appropriate application of HR programs and advice.

Key relationships

Who	Why
Internal	
Head of Human Resources	- Obtain guidance and direction - Escalate complex and sensitive issues
Human Resources Team	- Manage performance and provide opportunities for development - Allocate work, priorities and resolve escalate issues
Employee Experience Manager	- Work collaboratively and provide support
People Managers / Stakeholders	- Provide expert advice on workforce management practice and provide support in People related matters
Finance Team	- Work collaboratively with payroll and provide timely and accurate advice as required
External	
Industrial Relations Commission	- Obtain advice in relation to IR and workplace relations issues
Public Service Commission	- Obtain advice and guidance on sector wide workforce policies and interpretation of legislation
PSA	- Work collaboratively

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Role dimensions

Decision making

The People Manager operates with a high degree of autonomy across the operational aspects and service delivery within the HR team. The role is responsible for overseeing work and monitoring the progress of allocated HR team members. The role is fully accountable for the quality and integrity of HR advice and support provided and ensures compliance with relevant organizational, government and legislative requirements.

The role refers to the Head of HR for decisions considered high risk or requiring significant change.

Reporting line

Head of Human Resources

Direct reports

- 2 x HR Business Partners
- 3 x Senior HR Business Partners

Budget/Expenditure

As per financial delegation

Essential requirements

- Tertiary qualifications in Human Resource Management or equivalent experience.
- Demonstrated experience in the provision of strategic HR advice and people management combined with a sound understanding of HR policies and practices preferable in the NSW Public Sector environment.
- Demonstrated experience managing the end-to-end recruitment and selection process.

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

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.

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NSW Public Sector Capability Framework		
Capability Group	**Capability Name**	**Level**
Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	**Advanced**
	Manage Self	Adept
	Value Diversity	Adept
Relationships	**Communicate Effectively**	**Adept**
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	**Adept**
Results	**Deliver Results**	**Adept**
	Plan and Prioritise	Intermediate
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Adept
Business Enablers	Finance	Intermediate
	Technology	**Adept**
	Procurement and Contract Management	Intermediate
	Project Management	**Adept**
People Management	**Manage and Develop People**	**Adept**
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	Manage Reform and Change	Intermediate

Human Resources Professionals Capability Set		
Capability Group	**Capability Name**	**Level**
Human Resources	Workforce Insights	Level 2
	Organisational Culture	Level 2
	Workforce Relations	**Level 3**

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.

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Personal Attributes Act with Integrity	Advanced	Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate 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 on reported breaches of rules, policies and guidelines
Relationships Communicate Effectively	Adept	Tailor communication to the audience Clearly explain complex concepts and arguments to individuals and groups Monitor own and others' non-verbal cues and adapt where necessary Create opportunities for others to be heard Actively listen to others and clarify own understanding Write fluently in a range of styles and formats
Relationships Influence and Negotiate	Adept	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 and explain the need for compromise Influence others with a fair and considered approach and sound arguments Show sensitivity and understanding in resolving conflicts and differences Manage challenging relations with internal and external stakeholders Pre-empt and minimise conflict
Results Deliver Results	Adept	Take responsibility for delivering on intended outcomes Make sure team/unit staff understand expected goals and acknowledge success Identify resource needs and ensure goals are achieved within budget and deadlines Identify changed priorities and ensure allocation of resources meets new business needs Ensure financial implications of changed priorities are explicit and budgeted for Use own expertise and seek others' expertise to achieve work outcomes
Results Think and Solve Problems	Advanced	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 Take account of the wider business context when considering options to resolve issues

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NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements
		Implement systems and processes that underpin high quality research and analysis
Business Enablers Technology	Adept	Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks
		Identify opportunities to use a broad range of communications technologies to deliver effective messages
		Understand, act on and monitor compliance with information and communications security and use policies
		Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business
		Support compliance with the records, information and knowledge management requirements of the organisation
Business Enablers Project Management	Adept	Prepare clear project proposals and define scope and goals in measurable terms.
		Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements
		Prepare accurate estimates of costs and resources required for more complex projects
		Communicate the project strategy and its expected benefits to others
		Monitor the completion of project milestones against goals and initiate amendments where necessary
		Evaluate progress and identify improvements to inform future projects
People Management Manage and Develop People	Adept	Define and clearly communicate roles and responsibilities to achieve team/unit outcomes
		Negotiate clear performance standards and monitor progress
		Develop team/unit plans that take into account team capability, strengths and opportunities for development
		Provide regular constructive feedback to build on strengths and achieve results
		Address and resolve team and individual performance issues, including unsatisfactory performance in a timely and effective way
		Monitor and report on performance of team in line with established performance development frameworks

Human Resources Professionals Capability Set		
Group and Capability	**Level**	**Behavioural Indicators**
Human Resources Professionals Capability Set Workforce Relations	Level 3	• Advise managers and leaders, instruct counsel, and represent the organisation in consultations and negotiations with employee representative forums on a range of employment issues. • Manage external consultants and providers and work with managers and leaders to ensure ongoing communication, assessment, compliance, and effective implementation of the

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Group and Capability	Level	Behavioural Indicators
		employee relations plan and strategy as part of the organisation's workforce management practice. • Manage the development of policies and practices to support the employee relations plan and strategy and address key industrial relations issues based on contemporary practices and evolving needs of the organisation. • Encourage understanding of industrial relations principles and employee relations policies, practices and procedures within the organisation, and their consistent integration into the organisation's workplace practices and documentation, in line with the organisation's values. • Design frameworks for provision of advice to the organisation on employment law, industrial arrangements and contractual matters. • Manage the investigation and resolution of difficult, complex or high-profile workforce relations issues, in accordance with organisational policy. • Design and maintain employ health, safety and wellbeing policies, practices and procedures ensuring full compliance with relevant legislation and a proactive approach to risk management, in accordance with organisational strategy.