

# Role Description

## Diversity and Inclusion Partner



Regional  
NSW

Cluster	Regional NSW
Agency	Department of Regional NSW
Division/Branch/Unit	Corporate/People/Capability and Talent
Classification/Grade/Band	Clerk Grade 9/10
Role Family	Bespoke/People/Delivery
ANZSCO Code	223111
PCAT Code	1224692
Date of Approval	February 2021 (24 February 2021)
Agency Website	<a href="http://www.regional.nsw.gov.au">www.regional.nsw.gov.au</a>

### Agency overview

The Department of Regional NSW was formed in 2020 as a central agency for regional issues. The Department is responsible for building resilient regional economies and communities, strengthening primary industries, managing the use of regional land, overseeing the state's mineral and mining resources and ensuring government investment in regional NSW is fair and delivers positive outcomes for local communities and businesses.

### Primary purpose of the role

Coordinate and project manage the delivery of Diversity & Inclusion initiatives and programs across the Department. The role contributes to the shaping of programs and operational plans, and partners with key stakeholders to ensure a holistic and integrated approach to the embedding of diversity and inclusion within practices and plans across our business units. The role works closely with teams across the Corporate and People function to embed Department wide initiatives with the aim of meeting the Premiers Priorities and creating an inclusive workplace that draws potential employees from diverse backgrounds.

### Key accountabilities

- Prepare and manage project plans, including project bids and supplier contracts associated with diversity and inclusion initiatives.
- Coordinate the operational delivery of diversity and inclusion programs across the Department
- Identify opportunities for the Manager Diversity and Inclusion and the Director Capability and Talent to collaborate with key stakeholders on diversity initiatives, programs, opportunities and cultural change issues.
- Contribute to the development of strategic action plans to address key issues and barriers faced by underrepresented people in the workplace
- Provide advice to stakeholders and relevant networks in the effective implementation of diversity and inclusion activities and events, engaging their support to promote and deliver program objectives and provide logistical support for specific key events.

- Act as a conduit and touchpoint to ensure plans and initiatives are effectively explained, promoted and encouraged, in order to ensure that business operations are culturally sensitive and meet employee needs and organisational objectives.
- Employ various methods of communication and promotion of Diversity and Inclusion at the department, including writing briefs, managing intranet content and creating presentations
- Develop and maintain strong stakeholder relationships through broad consultation, responsive advice and service ensuring relevance of service to ongoing business outcomes.
- Coordinate and conduct analysis on the effectiveness, uptake and responses of strategies and provide detailed recommendations and findings.
- Gathering information and evidence for peak body certification processes and coordinating related audits and applications.
- Coordinate the management of relevant diversity working groups, committees and consultation groups, as well as managing associated reporting.

## Key challenges

- Obtaining the support and engagement of employees at all levels in the implementation of diversity initiatives in a complex environment with industrially sensitive considerations.
- Achieving deadlines and milestones to the required standards and targets whilst supporting multiple projects and meeting operational requirements.
- Ensuring culturally appropriate consideration is given in developing projects, programs, systems and processes across the Department.
- Working with stakeholders from a range of different cultures and backgrounds with diverse views and levels of understanding, across a range of issues related to promoting diversity and inclusion within the Department

## Key relationships

Who	Why
<b>Internal</b>	
Director Capability and Talent	<ul style="list-style-type: none"> <li>• Receive guidance on strategic direction of the Department and priorities of the Capability and Talent team</li> <li>• Collaborate on Diversity and Inclusion activities within the Capability and Talent team and across the People Group.</li> </ul>
Manager Diversity and Inclusion	<ul style="list-style-type: none"> <li>• Collaborate on strategies, planning and prioritisation of Diversity and Inclusion initiatives</li> <li>• Provide timely support and advice on operational issues as they arise</li> <li>• Receive direction and guidance, and evaluation of performance against areas of responsibility.</li> </ul>
Wider Capability & Talent Team, Managers of Recruitment and Learning & Development	<ul style="list-style-type: none"> <li>• Work collegially to ensure Diversity and Inclusion initiatives are integrated within recruitment and learning initiatives; and that initiatives have the widest impact</li> </ul>
Directors and Senior Leaders within People & Corporate DRNSW	<ul style="list-style-type: none"> <li>• Receive guidance and discuss priorities and provide regular updates on key issues and progress.</li> </ul>
Relevant Diversity and Inclusion Networks	<ul style="list-style-type: none"> <li>• Receive guidance and work partner to deliver specific outcomes, events and initiatives</li> <li>• Provide support and oversight of employee networks</li> </ul>

Who	Why
<b>External</b>	
Central agencies including Public Service Commission	<ul style="list-style-type: none"> <li>• Support and participate in central agency initiatives</li> <li>• Work in partnership to deliver whole of sector change</li> <li>• Represent the Department's interests and influence outcomes</li> </ul>
External Service Providers	<ul style="list-style-type: none"> <li>• Liaise to ensure high quality services are provided to meet Department needs</li> </ul>

## Role dimensions

### Decision making

The role is expected to operate with autonomy, makes day to day decisions relating to work priorities and workload management for themselves. The role is accountable for the quality, integrity and accuracy of content of advice provided.

### Reporting line

Manager, Diversity and Inclusion

### Direct reports

Nil

### Budget/Expenditure

Nil

## Knowledge and Experience

- Qualification in HR, or other relevant experience in Diversity and Inclusion, HR or Learning and Development.
- Previous experience implementing and monitoring diversity and inclusion plans and programs.

## 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
 <p>Personal Attributes</p>	<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>Value Diversity and Inclusion</b> Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	<ul style="list-style-type: none"> <li>• Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders</li> <li>• Demonstrate cultural sensitivity, and engage with and integrate the views of others</li> <li>• Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences</li> <li>• Recognise and adapt to individual abilities, differences and working styles</li> <li>• Support initiatives that create a safe and equitable workplace and culture in which differences are valued</li> <li>• Recognise and manage bias in interactions and decision making</li> </ul>	Adept
 <p>Relationships</p>	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>	Adept

## FOCUS CAPABILITIES


Capability group/sets	Capability name	Behavioural indicators	Level
	<p><b>Work Collaboratively</b></p> <p>Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> <li>• Recognise outcomes achieved through effective collaboration between teams</li> <li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>• Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions</li> <li>• Network extensively across government and organisations to increase collaboration</li> <li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>	Advanced
 <p>Results</p>	<p><b>Plan and Prioritise</b></p> <p>Plan to achieve priority outcomes and respond flexibly to changing circumstances</p>	<ul style="list-style-type: none"> <li>• Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work</li> <li>• Initiate, prioritise, consult on and develop team and unit goals, strategies and plans</li> <li>• Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses</li> <li>• Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>• Evaluate outcomes and adjust future plans accordingly</li> </ul>	Adept

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Business Enablers</p>	<p><b>Project Management</b></p> <p>Understand and apply effective planning, coordination and control methods</p>	<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

### Occupation specific capability set

## FOCUS CAPABILITIES






Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Human Resources</p>	<p><b>Organisational culture</b></p> <p>Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce</p>	<ul style="list-style-type: none"> <li>• Support managers to foster understanding of the relationships between the Employee Value Proposition, organisational culture, employee engagement, and achieving business outcomes.</li> <li>• Advise managers on how to assess their workforce management practices and their team's culture and level of engagement against desired values, ethics and expected behaviours, to establish the basis for future action.</li> <li>• Support managers to create and drive employee engagement initiatives, tailored to their employees' unique needs and motivations.</li> <li>• Facilitate the conditions for employees to do good, innovative work by coaching managers to role model and shape a diverse, inclusive, flexible and collaborative team culture.</li> <li>• Support employees and managers to understand and use proactive, confidential and supportive short-term, solution oriented coaching and advisory services on a wide range of personal and work-related issues.</li> <li>• Develop managers and employees in taking early steps to address and/or report instances of behaviour contrary to organisational values and expectations.</li> <li>• Support managers in identifying potential systemic issues affecting the workplace environment and employee wellbeing and developing and implementing solutions for these issues.</li> <li>• Support managers in taking early steps to address issues that put positive workplace culture at risk.</li> </ul>	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.

## 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	Intermediate
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Intermediate
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
<b>Occupation specific capability set</b>			
 Human Resources	Workforce strategy	Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change	Level 2
	Talent Management	Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation	Level 1