

# Role Description

## Manager, People & Performance



Education

Agency	NSW Department of Education
Division/Branch/Unit	SINSW/Business Enablement/People & Performance
Location	George St, Sydney
Classification/Grade/Band	Clerk Grade 11/12
Kind of Employment	Temporary
Role Number	BE053
ANZSCO Code	132311
PCAT Code	1324992
Date of Approval	November 2019
Agency Website	<a href="http://education.nsw.gov.au">education.nsw.gov.au</a> <a href="http://schoolinfrastructure.nsw.gov.au">schoolinfrastructure.nsw.gov.au</a>

### Agency overview

The NSW Department of Education provides, funds and regulates education services for NSW students from early childhood to secondary school, delivering world-class education through its public schools and providing funding support to non-government schools. We employ, develop and support teachers, leaders and other staff to deliver the best outcomes for students and to advance the wellbeing of Aboriginal people.

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

Who	Why
	<ul style="list-style-type: none"> <li>Communicate needs, facilitate routine business transactions and resolve issues.</li> </ul>

## Role dimensions

### Decision making

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, People & Performance to agree on decisions to support a suitable course of action.

### Reporting line

Director, People & Performance

### Direct reports

6

### Budget/Expenditure

Budget- Nil

Financial delegation of up to \$75,000

## Essential requirements

- Tertiary qualification in human resource management, organisational development, learning and development, or a related discipline and/or equivalent experience.
- Knowledge of and commitment to the department's Aboriginal education policies.


## 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](http://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.

## NSW Public Sector Capability Framework

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

### 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.

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Display Resilience and Courage	Adept	<ul style="list-style-type: none"> <li>Be flexible, show initiative and respond quickly when situations change</li> <li>Give frank and honest feedback/advice</li> <li>Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively</li> <li>Raise and work through challenging issues and seek alternatives</li> <li>Keep control of own emotions and stay calm under pressure and in challenging situations</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with Integrity	Advanced	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical behaviour and reinforce them in others</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>• Ensure that others have a working understanding of the legislation and policy framework within which they operate</li> <li>• Promote a culture of integrity and professionalism within the organisation and in dealings external to government</li> <li>• Monitor ethical practices, standards and systems and reinforce their use</li> <li>• Act on reported breaches of rules, policies and guidelines</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>• Build a culture of respect and understanding across the organisation</li> <li>• Recognise outcomes which resulted from effective collaboration between teams</li> <li>• Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government</li> <li>• Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Relationships</b> Influence and Negotiate	Adept	<ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>• Recognise and explain the need for compromise</li> <li>• Influence others with a fair and considered approach and sound arguments</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Manage challenging relations with internal and external stakeholders</li> <li>• Pre-empt and minimise conflict</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<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</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 systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Business Enablers</b> Technology	Adept	<ul style="list-style-type: none"> <li>• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Identify opportunities to use a broad range of communications technologies to deliver effective messages</li> <li>• Understand, act on and monitor compliance with information and communications security and use policies</li> <li>• Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business</li> <li>• Support compliance with the records, information and knowledge management requirements of the organisation</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People Management</b> Optimise Business Outcomes	Adept	<ul style="list-style-type: none"> <li>• Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives</li> <li>• Allocate resources to ensure achievement of business outcomes and contribute to wider workforce planning</li> <li>• Ensure that team members base their decisions on a sound understanding of business principles applied in a public sector context</li> <li>• Monitor performance against standards and take timely corrective actions</li> <li>• Keep others informed about progress and performance outcomes</li> </ul>