

# Role Description

## Strategic People & Development Partner



Cluster	Stronger Communities
Department/Agency	NSW State Emergency Service
Division/Branch/Unit	Corporate Services
Location	State Headquarters
Classification/Grade/Band	Clerk Grade 9/10
ANZSCO Code	223111
Role Number	52018672
PCAT Code	2224692
Date of Approval	June 2023
Agency Website	<a href="http://www.ses.nsw.gov.au">www.ses.nsw.gov.au</a>

### Agency overview

Our Mission: NSW SES saving lives and creating safer communities.

Our Vision: A trusted volunteer-based emergency service, working together to deliver excellence in community preparedness and emergency response.

The NSW State Emergency Service (NSW SES) is an emergency and rescue service made up almost entirely of volunteers and supported by a small staff contingent. NSW SES is a key influencer of other emergency service agencies and works closely with these partners to modernise and grow volunteering to save lives and protect communities.

While major responsibilities are for flood, storm operations and tsunamis, the NSW SES also provides the majority of general rescue effort in the rural parts of the state. This includes road accident rescue, vertical rescue, bush search and rescue, evidence searches (both metropolitan and rural), other forms of specialist rescue that may be required due to local threats, Urban Search and Rescue and Community First Response.

### Primary Purpose of the role

To provide high level value-add expertise to NSW SES members (volunteers and staff) in a range of complex, strategic People and Development (P&D) activities and programs.

The Strategic People and Development Partner effectively builds partnerships with senior leaders, managers, local and unit commanders and members within NSW SES. The role requires the development and implementation of People and Development strategies and solutions that achieve business goals and the strategic directions of the agency, within policy, risk and legislative frameworks.

The role provides leadership, guidance, support, coaching and advice in People and Development activities in relation to but not limited to, change management, recruitment, member experience (volunteers and employee), workforce planning, employee and volunteer legislative, policy and award compliance.

## Key accountabilities

- Review, develop and implement creative People and Development approaches and initiatives that will enable the achievement of the agency goals.
- Design and support the implementation of a considered staff placement strategy, which encompasses organisational design, job analysis, robust consultation, the inclusion of recruitment activities whilst ensuring best practice employee experience is upheld through an induction and onboarding program.
- Develop and implement workplace change management by drafting change proposals, ensure support to senior leaders with consultation of staff, unions and the Volunteer Association about proposed changes.
- Exercise professional judgement and implement effective, innovative and practical solutions that address people management risks, resistance and talent gaps in organisational initiatives and changes.
- Establish and maintain internal and external stakeholder relationships through the provision of People and Development advice, whilst ensuring deliverables are being met.
- Collaborate with all units of the People and Development directorate to ensure NSW SES members (volunteers and staff) receive a best practice experience, advice and assistance on people related matters.

## Key challenges

- Maintaining current knowledge of People and Development best practice and its application within NSW SES in a volunteering environment.
- Providing high quality people focused strategic advice in an increasingly diverse and complex employment environment and sector.
- Maintaining an understanding of the importance of volunteers to NSW SES' delivery of its services, and the unique importance and requirements of volunteers in a geographically diverse hub-and-spoke structure.
- Managing and guiding multiple projects and change initiatives to successful completion with optimal engagement and commitment from stakeholders

## Key relationships

Who	Why
<b>Internal</b>	
Director, People and Development	<ul style="list-style-type: none"><li>• Receive guidance and direction regarding direction and strategic priorities</li></ul>
Senior Manager Strategic People Partnering	<ul style="list-style-type: none"><li>• Report on and provide advice on People and Development initiatives and projects</li><li>• Receive feedback regarding performance and respond in a thoughtful and considered way</li></ul>
People and Development Directorate	<ul style="list-style-type: none"><li>• Develop and maintain effective working relationship to ensure the successful collaboration and delivery of People and Development initiatives across all people functions and services</li></ul>
NSW SES members	<ul style="list-style-type: none"><li>• Provide advice and support on human resources and industrial relations matters, policy, applicable employee and volunteer legislation, programs and initiatives</li></ul>

Who	Why
<b>External</b>	
External stakeholders	<ul style="list-style-type: none"> <li>Develop and maintain effective working relationships to ensure the successful delivery of various projects</li> </ul>

## Role dimensions

### Decision making

The Strategic People and Development Partner exercises independence and autonomy in day to day matters, including engagement with staff and volunteers in determining how to achieve agreed objectives and produces reports, evaluations and recommendations as required, correspondence and briefs and determines the content of advice and information.

The role refers the following matters to the supervisor: decisions that will significantly impact on agreed objectives; major capability issues, risks or conflicts; issues requiring a higher delegated authority (i.e. travel/expenditure approval).

### Reporting line

This role reports directly to Senior Manager Strategic People Partnering.

### Direct reports

This position has a direct report:

Safety and Wellbeing Officer

### Budget/Expenditure

Nil

## Essential requirements

- Demonstrated problem solving skills, strong attention to detail with the ability to critically analyze complex people issues, take ownership of complex problems, identify creative solutions and see them through to completion.
- Sound interpersonal skills including the ability to establish and influence highly effective working stakeholder relationships at all levels of the agency.
- Understanding or experience in managing complexities associated with working in a volunteer organisation particularly in the leadership and management of volunteers
- Relevant tertiary qualifications in human resources and/or extensive HR experience in a complex operational environment.
- Thorough knowledge of AIIMS principles and processes, and/or willingness to obtain competence within 12 months.
- Experience as a volunteer in a not for profit or government agency highly desirable

*You may be required to participate in activities to support the agency during operational or emergency responses at NSW SES locations in the state, where the requirements are within the scope of your skills, knowledge and capabilities. You may also be required to participate in an on-call roster.*

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

### 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 and advice</li> <li>Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>Raise and work through challenging issues and seek alternatives</li> <li>Remain composed and calm under pressure and in challenging situations</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<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>
<b>Relationships</b> Work Collaboratively	Adept	<ul style="list-style-type: none"> <li>Encourage a culture that recognises the value of collaboration</li> <li>Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>Share lessons learned across teams and units</li> <li>Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>
<b>Relationships</b> Influence and Negotiate	Intermediate	<ul style="list-style-type: none"> <li>Use facts, knowledge and experience to support recommendations</li> <li>Work towards positive and mutually satisfactory outcomes</li> <li>Identify and resolve issues in discussion with other staff and stakeholders</li> <li>Identify others' concerns and expectations</li> <li>Respond constructively to conflict and disagreements and be open to compromise</li> <li>Keep discussions focused on the key issues</li> </ul>
<b>Results</b> Plan and Prioritise	Adept	<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> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Results</b> Think and Solve Problems	Adept	<ul style="list-style-type: none"> <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>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>Identify and share business process improvements to enhance effectiveness</li> </ul>
<b>People Management</b> Manage Reform and Change	Intermediate	<ul style="list-style-type: none"> <li>Support teams in developing new ways of working and generating innovative ideas to approach challenges</li> <li>Actively promote change processes to staff and participate in communicating change initiatives across the organisation</li> <li>Provide guidance, coaching and direction to others who are managing uncertainty and change</li> <li>Engage staff in change processes and provide clear guidance, coaching and support</li> <li>Identify cultural barriers to change and implement strategies to address these</li> </ul>

