

Role Description

Manager, Diversity & Inclusion Strategy



Planning,
Industry &
Environment

Cluster	Planning, Industry and Environment
Agency	Department of Planning, Industry Environment
Division/Branch/Unit	People Performance Culture/ Capability Inclusion/ Diversity Inclusion
Role Family	Adapted/People & Culture/Lead
Classification/Grade/Band	Clerk Grade 11-12
ANZSCO Code	223112
PCAT Code	1224292
Date of Approval	March 2020
Agency Website	www.dpie.nsw.gov.au

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

Leads a team in developing, implementing and monitoring strategies and plans to shape and promote Department-wide diversity and inclusion initiatives aligned to NSW Government Priorities. The role is responsible for ensuring that the strategies are innovative, adopt best practice and foster an open, diverse and inclusive environment whilst meeting our legislative, reporting and policy requirements. The role works closely with Aboriginal People & Culture and Capability Development teams to ensure strategy alignment and integration within program development.

Key accountabilities

- Lead the development and implementation of organisational wide strategy to advance diversity and inclusion across the Department's workforce and developing plans to meet the governments targets and objectives.
- Lead the development of strategy that reflects the government's and the department's values with regard to recruitment, retention, inclusion and development of key target groups to create an inclusive and supportive work culture.
- Lead the development and implementation of strategies and tools for the continuous monitoring and evaluation of diversity and inclusion initiatives and other activities to ensure that quality data is available to report on outcomes of programs and benchmark activities.
- Lead research projects into current trends emerging from data and drawing on best practice, nationally and internationally to identify approaches and systems which best support an inclusive and diverse culture and business objectives with potential for adoption by the Department.

- Embed systems that identify and report on trends and patterns in diversity and inclusion issues within the Department and develop strategies to mitigate potential workplace culture issues.
- Partner with Managers and Executive to develop and implement diversity strategies to support the shaping of an inclusive culture across the Department.
- Interpret data, prepare reports to profile the effectiveness of diversity and inclusion programs and provide recommendations for improvement to enable leaders to make decisions.

Key challenges

- Collaborating with all units within People Performance and Culture to ensure seamless and consistent advice and service is delivered to people managers to meet their needs.
- Developing strategy that works across multiple target groups and issues and has wide impact across the Department with diverse stakeholders.
- Understanding the operational environment and business drivers in order to act as an agent of change to meet current and future needs around building a diverse and inclusive workplace environment.

Key relationships

Who	Why
Internal	
Director Diversity and Inclusion & Director of Aboriginal People and Culture	<ul style="list-style-type: none"> • Collaborate on strategic and operational issues, undertaking business planning, and evaluating performance against identified key result areas.
Manager Diversity & Inclusion Programs; Capability & Development teams	<ul style="list-style-type: none"> • Works collegially to ensure Diversity and Inclusion strategy is integrated within programs and learning initiatives; and those strategy initiatives have the widest impact.
Directors, Senior Managers of People, Performance Culture	<ul style="list-style-type: none"> • Receive guidance and discuss priorities and provide regular updates on key issues and progress.
Team	<ul style="list-style-type: none"> • Inspire and motivate team, provide direction and manage performance • Encourage and support team to work collaboratively to achieve business outcomes
External	
Public Service Commission and central agencies	<ul style="list-style-type: none"> • Support and participate in central agency initiatives. • Work in partnership to deliver whole of sector change. • Represent agency interests and influence outcomes. • Participate in interdepartmental committees.
External Diversity and Inclusion Partners	<ul style="list-style-type: none"> • Work with partner organisations such as Australian Network on Disability and Diversity Council Australia to imbed best practice D&I strategy.

Role dimensions

Decision making

- Acts independently in 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.
- 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.
- Coordinates projects undertaken and provides guidance on organisational aspects of work, monitors work output and monitors and evaluates performance of project staff.

Reporting line

Director Diversity & Inclusion

Direct reports

Up to 4 Direct reports

Budget/Expenditure

Nil

Key knowledge and experience

- Significant experience and/or qualifications related to human resources, diversity and inclusion or related disciplines.

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	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept
	Value Diversity and Inclusion Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	<ul style="list-style-type: none"> • Encourage and include diverse perspectives in the development of policies and strategies • Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes • Build and monitor a workplace culture that enables diversity and fair and inclusive practices • Implement practices and systems to ensure that individuals can participate to their fullest ability • Recognise the value of individual differences to support broader organisational strategies • Address non-inclusive behaviours, practices and attitudes within the organisation • Champion the business benefits generated by workforce diversity and inclusive practices 	Advanced
 Relationships	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats 	Advanced
	Work Collaboratively Collaborate with others and	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective 	Advanced

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	value their contribution	<ul style="list-style-type: none"> collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	
	Influence and Negotiate		Adept
	Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> 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 diverse perspectives and the need for compromise in negotiating mutually agreed outcomes Influence others with a fair and considered approach and sound arguments Show sensitivity and understanding in resolving conflicts and differences Manage challenging relationships with internal and external stakeholders Anticipate and minimise conflict 	
	Deliver Results		Adept
 Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes Make sure staff understand expected goals and acknowledge staff success in achieving these Identify resource needs and ensure goals are achieved within set budgets and deadlines Use business data to evaluate outcomes and inform continuous improvement Identify priorities that need to change and ensure the allocation of resources meets new business needs Ensure that the financial implications of changed priorities are explicit and budgeted for 	
	Project Management		Adept
	Understand and apply effective planning, coordination and	<ul style="list-style-type: none"> Understand all components of the project management process, including the need to consider change management to realise 	

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Business Enablers</p>	control methods	<p>business benefits</p> <ul style="list-style-type: none"> • Prepare clear project proposals and accurate estimates of required costs and resources • Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements • Identify and evaluate risks associated with the project and develop mitigation strategies • Identify and consult stakeholders to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take necessary action • Evaluate progress and identify improvements to inform future projects 	
	<p>Manage and Develop People</p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> • Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes • Adjust performance development processes to meet the diverse abilities and needs of individuals and teams • Develop work plans that consider capability, strengths and opportunities for development • Be aware of the influences of bias when managing team members • Seek feedback on own management capabilities and develop strategies to address any gaps • Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way • Monitor and report on team performance in line with established performance development frameworks 	Adept
	<p>Manage Reform and Change</p> <p>Support, promote and champion change, and assist others to engage with change</p>	<ul style="list-style-type: none"> • Support teams in developing new ways of working and generating innovative ideas to approach challenges • Actively promote change processes to staff and participate in communicating change initiatives across the organisation • Provide guidance, coaching and direction to others who are managing uncertainty and change • Engage staff in change processes and provide clear guidance, coaching and support 	Adept

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
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- Identify cultural barriers to change and implement strategies to address these

Occupation specific capability set



Organisational culture

Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce

- Influence managers and leaders to promote understanding of the significance of workforce management and positive organisational culture in achieving organisational goals as well as personal career goals.
- Provide expert advice to managers and leaders on integration and operationalisation of the organisational values, behaviour standards and Employee Value Proposition into all stages of the employment lifecycle in their areas of responsibility.
- Collaborate with managers and leaders on action plans to support organisation-wide integration of culture and engagement strategies, based on unique business priorities and context.
- Collaborate with managers and leaders to create and implement workforce programs and frameworks that motivate, recognise and reward employees and make the organisation a diverse, inclusive, innovative and meaningful place to work.
- Provide expert advice to managers and leaders as they implement individual and organisation-wide changes to turn organisational values and behavioural standards into daily practice and eliminate unacceptable manager or employee behaviours.
- Collaborate with managers and leaders to create and implement organisation-wide fit-for-purpose employee wellbeing strategies, addressing areas of staff resistance or ambivalence.
- Coach managers and leaders in understanding the key drivers of employee engagement together with the importance of monitoring patterns and taking early action.
- Develop benchmarks for key indicators of organisational culture and evaluate the effectiveness of workforce strategies in shaping organisational culture.






Level 3

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	Adept
	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	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 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
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate

Occupation specific capability set

 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
	Workforce insights	Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	Level 2