

# Role Description

## Manager Aboriginal Employment



Cluster	Justice
Agency	NSW Police Force
Command/Business Unit*	People and Culture
Location*	Police Headquarters
Classification/Grade/Band*	Clerk 11/12
Senior Executive Work Level Standards	Work Contribution Stream: <a href="http://www.psc.nsw.gov.au/wls">www.psc.nsw.gov.au/wls</a>
ANZSCO Code	132311
PCAT Code	1324992
NSWPF Role Number	
Date of Approval	10 / 05 / 2018
Agency Website	<a href="http://www.police.nsw.gov.au">www.police.nsw.gov.au</a>

### Agency overview

The NSW Police Force (NSWPF) vision is for a 'Safe and Secure New South Wales', which is achieved by police working with the community to reduce violence, crime and fear.

It is one of the largest police forces in the western world, with more than 20,000 NSW Police Force employees, including more than 16,000 sworn officers providing a range of law and order services 24 hours a day, seven days a week to the socially, geographically and culturally diverse community of NSW.

The organisation has five function lines, based across a number of locations. Metropolitan Field Operations and Regional NSW Field Operations provide frontline services directly to the community. Investigations & Counter Terrorism provides investigative, technical and counter terrorism expertise. Specialist Support provides an operational support function along with a range of specialised services. The fifth function line, Corporate Services, provides business support services such as technology and communication, education and training and corporate human resources functions.

The NSWPF *Statement of Values* and *Code of Conduct & Ethics* outlines appropriate behaviour for all NSW Police Force staff. All employees of NSWPF are expected to ensure ethics are incorporated into all aspects of their work making ethical behaviour, practices and decision making a part of daily routine. This further extends to ensuring confidentiality and information security is maintained at all times.

Work, Health and Safety legislation requires all employees to have specific responsibilities. This role is responsible for identifying, assessing, prioritising and controlling health and safety risks, and ensuring that safe systems of work are developed, documented and followed by staff and contractors through appropriate training, supervision and monitoring.

### Primary purpose of the role

The Manager Aboriginal Employment is responsible for the development, implementation and review of strategies, programs and initiatives for the attraction, development and retention of Aboriginal and Torres Strait Islander employees that complement culture and corporate strategy and maximise the contributions of the workforce.

## Key accountabilities

- Lead and manage the development of Aboriginal employment programs that are consistent with and support the broader diversity and inclusion framework.
- Build and maintain internal / external relationships that support attraction, retention and development of strategies under the Aboriginal Employment Strategy.
- Collaborate with NSWPF recruitment teams to anticipate, monitor and manage the gender and diversity talent pipeline
- Provide expert advice to leaders and managers on the status of the Aboriginal Employment Strategy and programs.
- Partner with other key internal and external stakeholders to deliver best practice approaches to Aboriginal employment.
- Evaluate Aboriginal employment programs established through the Aboriginal Employment Strategy to ensure they support the broader diversity and inclusion framework.
- Build the capabilities of the broader workforce to support the implementation of Aboriginal employment policies, programs and strategies.
- Set the reporting framework for Aboriginal employment evaluation to support evidence based decision making at the executive level.

## Key challenges

- Balancing the obligations and achievements of targets under government and local commitments concerning Aboriginal employment with operational efficiency, effectiveness and organisational culture change readiness.
- Developing strategies to support career development strategies and pathways for Aboriginal employees that also assist to complement strategies for other diversity groups.

## Key relationships\*

Who	Why
<b>Ministerial</b>	
Department of Prime Minister and Cabinet	Liaison and negotiation regarding the Indigenous Police Recruitment Our Way Delivery (IPROWD) program
Office for Police	Liaison regarding progress of Aboriginal employment initiatives
<b>Internal*</b>	
Director Organisational Development	Seek direction and guidance and negotiate and agree on overall performance goals
Executive Director People & Culture and Assistant Commissioner Human Resources	Seek broader strategic direction and collaborate regarding cultural change programs. Liaise as sponsors for executive programs and Commissioners Executive Team (CET) submissions.
Executive Team, Assistant Commissioners and Executive Directors	Engage to seek support and approval of corporate wide culture and engagement strategies, initiatives and programs
Work team	Provide direction and manage performance. Review work and proposals of team members. Obtain the work group perspective and share information.
People and Culture Units	Collaborate to coordinate and develop culture and engagement strategies that maximise human resources contributions
<b>External</b>	
Public Service Commission	Liaise and seek advice concerning broader NSW public service directions in relation to people and culture strategies. Participate in workshops and consultative forums as the NSWPF representative.
Education Institutions (University's, TAFENSW etc)	Liaise and seek support for the implementation of training, development and education programs that build the capabilities of NSWPF Aboriginal staff.
Aboriginal employment agencies, Aboriginal Land Councils and local Aboriginal community leaders	Network with and consult regarding local and state-wide employment initiatives, ceremonial events and celebrations.

## Role dimensions

### Decision making

The position works within a framework of Sector and NSWPF priorities, legislative and regulatory frameworks, professional standards, delegations and resource parameters. Within this framework the position acts independently and operates with a high degree of autonomy and provides authoritative advice that is relied upon by senior executives.

The position is required to consult with the Director Organisational Development for matters that are sensitive, high-risk or business critical, or for those issues that have implications for the public sector or state-wide for NSWPF.

## Reporting line

The position reports to the Director Organisational Development

## Direct reports

Advisor Aboriginal Employment (Clerk 9/10)  
 Advisor Aboriginal Employment (Sergeant)  
 Support Officer Aboriginal Employment (Clerk 5/6)

## Budget/Expenditure

\$600,000

## Essential requirements

Obtain and maintain the requisite security clearances for this position.  
 Aboriginality is a genuine occupational requirement for this position.



## 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)




This role also utilises an occupation specific capability set.

## 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	Display Resilience and Courage	Adept
	<b>Act with Integrity</b>	<b>Advanced</b>
	Manage Self	Adept
	<b>Value Diversity</b>	<b>Advanced</b>
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Adept
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept

**NSW Public Sector Capability Framework\***

Capability Group	Capability Name	Level
	<b>Deliver Results</b>	<b>Adept</b>
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>
	Manage and Develop People	Advanced
	<b>Inspire Direction and Purpose</b>	<b>Advanced</b>
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

**Occupation / profession specific capabilities**

Capability Set	Human Resource Management	
	<b>Workforce Strategy</b>	<b>Level 3</b>
	Organisational Culture	Level 3
	Workforce Relations	Level 2

**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> 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>

NSW Public Sector Capability Framework		
Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Value Diversity	Advanced	<ul style="list-style-type: none"> <li>• Encourage and include diverse perspectives in the development of policies and strategies</li> <li>• Leverage diverse views and perspectives to develop new approaches to delivery of outcomes</li> <li>• Build and monitor a workplace culture that values fair and inclusive practices and diversity principles</li> <li>• Implement methods and systems to ensure that individuals can participate to their fullest ability</li> <li>• Recognise the value of individual differences to support broader organisational strategies</li> </ul>
<b>Relationships</b> Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>• Present with credibility, engage varied audiences and test levels of understanding</li> <li>• Translate technical and complex information concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Actively listen and encourage others to contribute inputs</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in a range of styles and formats</li> </ul>
<b>Results</b> Deliver Results	Adept	<ul style="list-style-type: none"> <li>• Take responsibility for delivering on intended outcomes</li> <li>• Make sure team/unit staff understand expected goals and acknowledge success</li> <li>• Identify resource needs and ensure goals are achieved within budget and deadlines</li> <li>• Identify changed priorities and ensure allocation of resources meets new business needs</li> <li>• Ensure financial implications of changed priorities are explicit and budgeted for</li> <li>• Use own expertise and seek others' expertise to achieve work outcomes</li> </ul>
<b>Business Enablers</b> Project Management	Adept	<ul style="list-style-type: none"> <li>• Prepare clear project proposals and define scope and goals in measurable terms</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Prepare accurate estimates of costs and resources required for more complex projects</li> <li>• Communicate the project strategy and its expected benefits to others</li> <li>• Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>
<b>People Management</b> Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> <li>• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them</li> <li>• Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes</li> <li>• Create opportunities for recognising and celebrating high performance at the individual and team level</li> <li>• Work to remove barriers to achievement of goals</li> </ul>

## Occupation / profession specific capabilities

Group and Capability	Level	Behavioural Indicators
Human Resources Workforce Strategy	Level 3	<ul style="list-style-type: none"> <li>• Collaborate with managers and leaders to analyse workforce and business data to understand the workforce factors contributing to business opportunities and the potential solutions.</li> <li>• Provide managers and leaders with informed advice on workforce options for securing capabilities required in the short and long term, based on knowledge of service delivery models, diverse customer needs and internal and external labour market trends.</li> <li>• Provide evidence-based advice on best fit, capability-based workforce strategies to managers and leaders to facilitate effective implementation and regular review of business strategies.</li> <li>• Liaise with specialist human resources functions to ensure advice and support is provided to business units as an integrated suite of strategies and tools, calibrated to overarching and/or local business goals.</li> <li>• Encourage managers and leaders to understand the link between good workforce management and positive business outcomes and to take ownership of these strategies.</li> <li>• Coach managers and leaders on identifying, engaging and managing stakeholders to facilitate development and implementation of new business priorities or models.</li> </ul>

## Version Control

Version	Summary of Changes	Date
V1.0	Position Description translated into Role Description template	10.05.2018