Role Description
Chief People Officer

Cluster	Education
Agency	NSW Education Standards Authority
Directorate	People Operations
Location	117 Clarence Street, Sydney NSW 2000
Classification/Grade/Band	PSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Service/Operational Delivery
Role Number	B1549
ANZSCO Code	132311
PCAT Code	3224992
Date of Approval	21 August 2023

Agency overview

The NSW Education Standards Authority (NESA) works with the NSW community to drive improvements in student achievement.

We are an independent statutory authority reporting to an independent Board and the NSW Minister for Education and Early Childhood Learning.

Making sure all children and young people in NSW leave school ready to take advantage of life's opportunities, as well as to rise to its inevitable challenges, is at the heart of what we do.

We achieve this by supporting all school sectors (public, catholic and independent) to deliver the best possible outcomes for students through:

- high-quality syllabuses.
- assessment, including managing the HSC and NAPLAN.
- teaching standards, such as the accreditation of teachers to work in NSW schools.
- school environments, including setting and monitoring school standards.

To find out more about the important work we do for NSW visit our [website](#).

Primary purpose of the role

The Chief People Officer is the head of the People Operations Directorate which sits within NESA's Strategy and Capability Division. The purpose of the Directorate is to enable NESA in its mission to drive improvements in student achievement through effective workforce planning and management, talent acquisition and development, performance management, and organisational capability building particularly in the use of people analytics and data-informed decision making. The Chief People Officer is also responsible for effective governance, policy development, implementation and compliance to ensure the safety and wellbeing of our people and workplace.

The role leads a team of human resources subject matter experts in the provision of high quality strategic and operational advice, practices, systems and governance, and directs the effective planning and delivery of workforce solutions and services.

The Chief People Officer is a key partner and advisor to NESA'S Executive Leadership team and works collaboratively across the agency as well as with partner agencies (such as the Department of Education and the Public Service Commission) and specialist external providers.

Key accountabilities

- Oversee day-to-day core people operations, such as (but not limited to) HR business partnering (which includes employee and industrial relations), policy development, systems and technology management, payroll, talent acquisition, people analytics, learning and development, WHS and well-being..
- Advance the development of a service excellence and stakeholder partnering culture across the Directorate, supported by training, mentoring and continuous improvement of procedures and processes including digital approaches.
- Lead organisation wide initiatives and changes that enhance the efficacy of people operations, improve business unit outcomes, and the employee experience across NESA (for example, policy development, performance management, grievance handling, diversity and inclusion, hybrid working, talent management, leadership, cultural initiatives, staff engagement and satisfaction surveys, and WHS).
- Develop and drive NESA workforce planning and capability strategies, and support executives on workforce components of business planning to ensure that business and project plans are informed by high quality workforce strategies that support coherent business delivery across NESA.
- Support and coach executives in relation to people operations, including policy and procedure awareness, change management, performance management, leadership and management conversations, engagement and workforce planning issues.
- Provide expert advice and guidance on complex individual employee relations cases, ensuring that these are well managed and adhere to NESA's policies, best practice and employment legislation.
- Lead key consultations and negotiations with unions, employee representative groups and similar bodies, on a range of complex and critical workforce relations issues.
- Provide strategic and expert advice to senior leaders on the implications of employment and workforce relations issues and reforms for the organisation, the sector, and government and partner with senior leaders and external consultants (as required) to develop the workforce relations strategy to support the organisation's objectives.
- Evolve HR metrics to inform Directorate and organisational people priorities and measure the effectiveness of training, leadership and mentoring programs, new systems and processes.
- Accountable for ensuring regulatory compliance and controls, safety, and risk management for the people function.
- Develop collaborative and mutually supportive relationships with external partners and other Government agencies to knowledge share and drive improvements across NESA.
- Foster an organisation-wide understanding of the common benefits derived by the organisation and its employees from a positive and inclusive workplace environment, active employee contribution and an ethical, values-based organisational culture.
- Proactively collaborate with peers across Directorates and Divisions across NESA for the highest value outcomes and most productive people experiences.
- Maintain a fiscally responsible approach to budget and procurement activities with the people operations function.

Key challenges

- Procurement and implementation of a new HCMS in early 2024.
- Leading team through organisational transformation, lifting performance and service standards while maintaining engagement.
- Developing an organised and resourced program of policy, system and process reform to meet the outcome of an improved employee experience.
- Championing a long-term and strategic focus to improve the people experience and organisational capability, while maintaining operational service delivery.
- Developing collaborative relationships and active partnerships with executives and teams across NESA and with key partners, such as the Department of Education and the Public Service Commission.

Key relationships

Who	Why
Internal	
Executive Director for Strategy & Capability (supervisor) and the Executive Leadership Team	• Provide expert advice on diverse and multi-faceted issues, trends and initiatives, to inform decisions and drive change that aids the achievement of NESA's objectives • Be accountable for operational delivery of directorate functions, including innovation and adhere to legal and sector requirements
Directors and NESA teams	• Work collaboratively to deliver directorate functions in a manner that aids the delivery of line directorate outcomes and NESA's objectives • Provide expert advice on diverse and multi-faceted issues, and support capability development that aids the achievement of NESA's Objectives
External	
NSW Department of Education	• Identify potential project collaboration to more effectively utilise cluster resources and support capability development • Collaborate to deliver cluster-based activities, e.g. Leadership Academy placements
NSW Public Service Commission	• Identify potential project collaboration to more effectively utilise sector resources and deliver agreed and Government-mandated outcomes
Consultants and contractors	• Exploration of opportunities to enhance achievement of desired outcomes • Management of service provision
Teachers Federation and Public Service Association	• Liaise regarding workplace matters and resolve them in accordance with NSW public sector legislation and human resources best practice.
Legal governing bodies, such as the Industrial Relations Commission and Crown Solicitors Office	• Provide background information and receive recommendations and advice on human resource related legislative matters to resolve issues on behalf of NESA.

Role dimensions

Decision making

The Chief People Officer works towards broadly defined outcomes and within a framework of policies, professional standards and resource parameters. Within this framework the Chief People Officer has considerable autonomy to determine how to achieve their objectives, including deciding methods and deploying resources.

The Chief People Officer operates with a risk management and outcomes focus, anticipating and managing risk to achieve objectives, including being willing to take calculated risks to improve delivery and outcomes.

The Chief People Officer is accountable for the implications, scope and quality of expert counsel provided within the scope of the role, and for engagement with senior stakeholders to deliver outcomes within the scope of the role.

The Chief People Officer must collaborate effectively with internal and external decision makers to optimize delivery and benefits within the context of NESA's organisational strategies and the Government's objectives.

Reporting line

Executive Director, Strategy and Capability

Direct reports

4 at present (subject to change based on organisational need)

Budget/Expenditure

In the vicinity of $5 million to $8 million (subject to change)

Essential requirements

- Tertiary qualifications in an appropriate discipline
- Detailed understanding of and extensive experience working within legislative and policy frameworks relevant to the delivery of the unit functions
- Demonstrated record of success leading, defining and implementing strategic human resource and workforce plans and solutions to uplift organisational culture and performance and to meet business objectives
- Demonstrated experience and record of achievement at a senior level in developing and implementing employee and workforce relations strategies and solutions

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.

An occupation specific capability set from the Skills Framework for Information Age (SFIA) also applies to this role. The capability set is available at www.psc.nsw.gov.au/capabilityframework/ICT.

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	Advanced
	Act with Integrity	Advanced
	Manage Self	Adept
	Value Diversity	**Advanced**
Relationships	Communicate Effectively	Adept
	Commit to Customer Service	**Advanced**
	Work Collaboratively	**Highly Advanced**
	Influence and Negotiate	Adept
Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	**Advanced**
Business Enablers	Finance	Adept
	Technology	**Advanced**
	Procurement and Contract Management	Adept
	Project Management	Adept
People Management	**Manage and Develop People**	**Highly Advanced**
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	**Advanced**
	Manage Reform and Change	**Advanced**

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**
Personal Attributes Value Diversity	Advanced	• Encourage and include diverse perspectives in the development of policies and strategies • Leverage diverse views and perspectives to develop new approaches to delivery of outcomes • Build and monitor a workplace culture that values fair and inclusive practices and diversity principles • Implement methods and systems to ensure that individuals can participate to their fullest ability • Recognise the value of individual differences to support broader organisational strategies
Relationships Commit to Customer Service	Advanced	• Promote a culture of quality customer service in the organisation • Initiate and develop partnerships with customers to define and evaluate service performance outcomes • Promote and manage alliances within the organisation and across the public, private and community sectors • Liaise with senior stakeholders on key issues and provide expert and influential advice • Identify and incorporate the interests and needs of customers in business process design • Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Relationships Work Collaboratively	Highly Advanced	• Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector • Publicly celebrate the successful outcomes of collaboration • Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop organisational, whole-of-government and cross-jurisdictional solutions • Identify and overcome barriers to collaboration with internal and external stakeholders
Results Demonstrate Accountability	Advanced	• Design and develop systems to establish and measure accountabilities • Ensure accountabilities are exercised in line with government and business goals • Exercise due diligence to ensure work health and safety risks are addressed • Oversee quality assurance practices • Model the highest standards of financial probity, demonstrating respect for public monies and other resources • Monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks • Incorporate sound risk management principles and strategies into business planning

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
Business Enablers Technology	Advanced	• Show commitment to the use of existing and deployment of appropriate new technologies in the workplace • Implement appropriate controls to ensure compliance with information and communications security and use policies • Maintain a level of currency regarding emerging technologies and how they might be applied to support business outcomes • Seek advice from appropriate technical experts to leverage information, communication and other technologies to achieve business outcomes • Implement and monitor appropriate records, information and knowledge management systems protocols and policies
People Management Manage and Develop People	Highly Advanced	• Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning • Drive executive capability development and ensure effective succession management practices • Implement effective approaches to identify and develop talent across the organisation • Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences • Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded through the organisation
People Management Optimise Business Outcomes	Advanced	• Develop workforce plans that effectively distribute organisational resources to achieve business goals • Plan for strategic use of human resources that links to wider organisational aims and goals • Encourage others to strive for ongoing performance improvement • Align systems and processes to encourage improved performance and outcomes
People Management Manage Reform and Change	Advanced	• Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them • Implement structured change management processes to identify and develop responses to cultural barriers

Human Resources Professionals Capability Set

http://www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/human-resources-capability-set

NSW Human Resources Professionals Capability Set		
Group and Capability	**Level**	**Behavioural Indicators**
Workforce strategy Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change.	Level 3	• Collaborate with managers and leaders to analyse workforce and business data to understand the workforce factors contributing to business opportunities and the potential solutions. • 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. • 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. • 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. • Encourage managers and leaders to understand the link between good workforce management and positive business outcomes and to take ownership of these strategies. • Coach managers and leaders on identifying, engaging and managing stakeholders to facilitate development and implementation of new business priorities or models.
Talent Management Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation	Level 3	• Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition. • Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs. • Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer. • Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment. • Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching.

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		• Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes. • Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices. • Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management strategies, and collaborate on modifications as needed to build organisational capability and talent
Organisational Culture Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	Level 3	• 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, recognize 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.
Workforce Insights Establish and maintain workforce management systems, data and analysis to support	Level 3	• Manage the evaluation of workforce data and reporting in order to analyse trends, identify capability gaps and leverage insights to inform workforce planning. • Propose solutions to business problems through interpretation of workforce analytics outputs in combination with other

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evidence-based decision making		organisational data and determine correlations with service delivery outcomes and business results.
		• Design and deliver climate surveys or other methods to measure business activity and employee engagement; prepare advice to managers and leaders on key themes and proposed solutions.
		• Collaborate with managers and leaders to tailor existing workforce management technology to support changes to human resource processes and organisational design.
		• Conduct benchmarking exercises and set metrics to measure and optimise performance of workforce management systems.
		• Collaborate with managers and leaders to identify areas of improvement in the existing workforce management systems and initiate efficient developments in the systems, to ensure data integrity and quality assurance.
		• Collaborate with sector peers to ensure alignment of data definitions and calculation methods to ensure comparability and integrity of data provided for cross-sector analysis purposes.
Employee Services Deliver customer focused human resources services to optimise the employment life-cycle experience at an individual and organisational level	Level 3	• Tailor service-level agreements to meet requirements and develop appropriate metrics.
		• Regularly manage the review and evaluation of the full life cycle of employee services, and identify and recommend possible HR process and service improvements.
		• Manage the delivery of high quality advice to managers and leaders on all employment matters.
		• Foster a culture of customer service excellence, continuous improvement, and value for money.
		• Identify and act on any legislative or sector/ organisation policy changes that may impact service delivery.
		• Develop business cases and implementation plans in support of service model changes.
		• Collaborate with managers and leaders to coordinate the implementation of new or changed employee service offerings.
		• Manage third party suppliers against service level agreements, KPIs and contracts.