Role Description
Senior Manager Recruitment and Workforce Strategy

Cluster	Stronger Communities
Department/Agency	NSW State Emergency Service
Division/Branch/Unit	People and Development
Location	State Headquarters
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	132311
Role Number	52016110
PCAT Code	2124991
Date of Approval	February 2022
Agency Website	www.ses.nsw.gov.au

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

Lead and drive the talent acquisition and workforce strategy function to deliver strategic end-to-end recruitment and onboarding that will be efficient, contemporary and business outcome focused while maintaining the highest level of customer engagement.

Develop and lead the agency's talent management practice and strategy to achieve business and service objectives in relation to workforce reporting, recruitment, employee engagement, position maintenance (establishment), organisational design and change management, job evaluation, onboarding, employee and volunteer assignment changes and personnel records management.

Shape, develop, and manage a team of professionals in identifying, attracting, onboarding and retaining talent to efficiently and effectively meet changing organisational needs.

Manage key stakeholder relationships including candidates, stakeholders, vendors, negotiating with internal and external stakeholders to identify key service requirements/issues and provide effective customer-centric

solutions through effective contract negotiations, budgeting, and management of service level agreements and delivery of ROI metrics.

Key accountabilities

- Design and implement strategies and plans, to continually improve all talent and promotional processes across the SES. This includes utilising technology to modernise practices to attract and retain talent, to identify, select and support development of current and future talent, effectively engage with the business and integrate with succession planning, talent management, career transition and leadership development initiatives to ensure organisational effectiveness.

- Lead and develop the NSW SES Talent Acquisition strategy and framework including identifying, designing and developing talent resourcing services, candidate experience, embedding effective diversity and inclusion strategy into our talent management and retention, including; attraction, selection, assessment, pipeline management, and career transition ensuring compliance with relevant NSW public sector recruitment policies, practices and statutory requirements.

- Lead, develop and maintain the framework, systems and processes in job design and analysis/ evaluation processes, organisational structure design and organisational change, to ensure a flexible and effective workforce.

- Manage, develop and lead a team with an emphasis on customer-centric service ensuring continuous improvement and development by establishing and reviewing performance indicators and relevant reporting systems and solutions

- Develop Hiring Manager capability by providing coaching, support and expert advice on current practice and legislative requirements and provide support and guidance to the recruitment processes.

- Manage and monitor the effectiveness of the HR systems and liaise with the relevant HR and IT Systems Managers in relation to management of issues and developing strategies for continual improvement in systems functionality to ensure responsive, comprehensive and timely information for management planning, benchmarking and decision-making

- Oversee all reporting requirements for the Directorate, including provision of statistics and   information to external bodies and provide a comprehensive suite of metrics to key stakeholders which provide insights into operational effectiveness and customer experiences to assist with improving, supporting and guiding decision-making processes

- Lead, manage and plan to ensure effective and compliant utilisation of assets and resources (includes encouraging and supporting mobility, responsibility for budget/financial performance, and compliance with governance, work health & safety and other requirements

Key challenges

- Participating in consultations with internal and external stakeholders often where there are competing needs/objectives

- Balancing limited resources to meet competing customer needs and expectations and dealing with high volume workloads whilst concurrently managing to achieve positive outcomes and meeting deadlines

- Providing strategic advice on the maintenance of a diverse and geographically dispersed establishment, including change management

- Case management of employees affected by organisational change

Key relationships

Who	Why
Internal	
Director People and Development	• Provide updates, advice, information and recommendations on matters, programs, projects and priorities
Team	• Maintain effective working relationships to ensure collaboration and performance outcomes are achieved • Manage, mentor and coach and determine day-to-day work priorities • Communicate strategic priorities and direction from senior management
Senior Executives and Managers	• Provide advice and information on policy, process, legislation and instruments
NSW SES Staff and Members	• Provide advice and support on human resources and industrial relations matters, policy, programs and initiatives
External	
Other Government Agencies	• Consultation, negotiations and information sharing on human resources, systems and processes involving membership and establishment data • Data and reporting
Fire & Rescue NSW and Emergency Services Cluster	• Managing parent system improvements and reporting (eg SAP)
Vendors	• Negotiating, procuring and contracting with external service providers such as contingent labour hire firms, advertising agencies, job evaluation providers and system service providers.

Role dimensions

Decision making

This role has autonomy in managing the work of the team and makes decisions on matters under their direct control. The role manages the development and delivery of a range of strategies, programs and initiatives that relate to the agency's strategic objectives.

Decisions referred to the Director include matters that are sensitive, complex or have a significant organisational or political impact.

Reporting line

This role reports directly to the Director People and Development.

Direct reports

This role has 6 direct reports:

Member Relations Advisors (1 x ongoing and 2 x temporary)

Coordinator Membership

Recruitment Support Officer x 2

Budget/Expenditure

$55,000

Essential requirements

- Relevant tertiary qualifications in human resources and/or extensive HR experience in a complex operational environment

- Extensive experience in the design and maintenance of organisational staffing establishment and resource planning

- Thorough knowledge of AIIMS principles and processes, and/or willingness to obtain competence within 12 months

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

This role 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
	Act with Integrity	**Advanced**
	Manage Self	Adept
	Value Diversity	Intermediate
Relationships	**Communicate Effectively**	**Advanced**
	Commit to Customer Service	**Advanced**
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	**Advanced**
	Demonstrate Accountability	Adept

NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
Business Enablers	Finance	Adept
	Technology	**Adept**
	Procurement and Contract Management	Intermediate
	Project Management	Adept
People Management	**Manage and Develop People**	**Advanced**
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

Occupation / profession specific capabilities

Capability Group	Capability Name	Level
Human Resources	**Employee Services**	**Level 3**
Human Resources	**Workforce Insights**	**Level 3**

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 Act with Integrity	Advanced	• Model the highest standards of ethical and professional behaviour and reinforce their use • Represent the organisation in an honest, ethical and professional way and set an example for others to follow • Promote a culture of integrity and professionalism within the organisation and in dealings external to government • Monitor ethical practices, standards and systems and reinforce their use • Act promptly on reported breaches of legislation, policies and guidelines
Relationships Communicate Effectively	Advanced	• Present with credibility, engage diverse audiences and test levels of understanding

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• 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
Relationships Commit to Customer Service	Advanced	• Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
		• Ensure systems are in place to capture customer service insights to improve services
		• 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 and encourage new ideas and innovative approaches
		• Ensure that the organisation's systems, processes, policies and programs respond to customer needs
Results Think and Solve Problems	Advanced	• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
		• Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
		• Take account of the wider business context when considering options to resolve issues
		• Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
		• Implement systems and processes that are underpinned by high-quality research and analysis
		• Look for opportunities to design innovative solutions to meet user needs and service demands
		• Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Business Enablers Technology	Adept	• Identify opportunities to use a broad range of technologies to collaborate
		• Monitor compliance with cyber security and the use of technology policies
		• Identify ways to maximise the value of available technology to achieve business strategies and outcomes

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• Monitor compliance with the organisation's records, information and knowledge management requirements
People Management Manage and Develop People	Advanced	• Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Occupation / profession specific capabilities		
Category Set	**Level**	**Category and Sub-category**
Employee Services	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.
Workforce Insights	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 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.

NSW Public Sector Capability Framework		
Group and Capability	**Level**	**Behavioural Indicators**
		• 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.