

Role Description

Senior Manager, People and Performance

Cluster	Stronger Communities
Agency	Trustee and Guardian
Division/Branch/Unit	Strategy and Governance
Role number	TBA
Classification/Grade/Band	Grade 11/12
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
ANZSCO Code	223111
PCAT Code	2224992
Date of Approval	2021
Agency Website	www.tag.nsw.gov.au

Agency overview

Supporting over 35,000 customers annually and administering more than six billion in customer assets, NSW Trustee and Guardian (NSWTG) is a statutory agency within the Stronger Communities (formerly Justice) Cluster. The Agency supports the Chief Executive Officer of the NSWTG and the Public Guardian (PG), to protect and promote the rights, dignity, choices and wishes of the people of New South Wales. We do this by providing independent and impartial financial management, guardianship and trustee services that support our customers and help them manage their health, lifestyle and financial affairs and ensure their wishes are respected. NSWTG also provides a fully accredited Will preparation service, writing more than 13,000 Wills, Power of Attorney and Enduring Guardianship documents each year, helping customers to document their last wishes and providing peace of mind that their instructions on the disbursement of their estate are fulfilled.

Our services help support and protect some of the most vulnerable members of the NSW community, and support people at vulnerable moments in their life.

Primary purpose of the role

Lead a team and partner with the business and other areas within People & Culture to deliver best practice human resource strategies, services and advice in the areas of workforce change management and organisational design, work health and safety, injury management, workers compensation, performance, conduct, employee relations and industrial relations to support the organisation to achieve its objectives and deliver on major reform and strategic priorities.

Key accountabilities

- Partner with the business to provide evidence based expert advice and fit for purpose human resource strategies, programs, tools and innovative best practice solutions that respond to current and future business needs and priorities.
- Provide effective leadership and human resource advice across substantial change programs, including organisational design, ensuring projects and change management are well considered and planned from a human resource perspective, address industrial risks and compliant with relevant workforce legislation.
- Manage the design and delivery of the work health and safety and injury management framework and deliver effective workers compensation and injury prevention management to ensure all of the organisation's obligations are met and risks are minimised.
- Oversee staff who manage, analyse, assess, and provide advice and recommendations on performance matters and complex conduct matters or end to end investigation processes, including substantial allegations of reportable conduct, reportable incidents and misconduct against employees ensuring all obligations are met.
- Oversee the management of the employee relations function, including management of litigation in employment tribunals (either in-house or by external solicitors) and contribution to major reform projects, ensuring effective consultation with employees, their representatives and the union.
- Manage and lead a team, including effective resource allocation, foster a strong sense of professionalism, confidentiality and ongoing development with an emphasis on quality people and customer orientated service and delivery of results to ensure optimal service delivery.
- Oversee management, review and implementation of a range of human resource policies, procedures, strategies, projects, plans, tools, processes and systems, including maintenance of the organisation's establishment, to respond to future challenges and ensure legislative and regulatory compliance and standards.
- Research and prepare advice in the form of reports, briefs, policy and discussion papers to contribute to a range of responses or Business requests.

Key challenges

- Supporting the organisation through significant change, supporting staff performance ensuring an effective workforce prepared for future challenges and opportunities.
- Integrating human resource strategies and advice into organisational-wide projects and programs during a period of significant change whilst balancing day to day business requirements.
- Exercising sound judgement, empathy and discretion when dealing with sensitive and complex human resource management matters

Key relationships

Who	Why
Internal	
CEO	<ul style="list-style-type: none"> • Provide advice on HR issues • Provide information and feedback
Director, Strategy & Governance	<ul style="list-style-type: none"> • Seek direction, advice and support • Provide information and feedback

Who	Why
Executive Leadership Team	<ul style="list-style-type: none"> • Develop strategic relationships to collaborate and provide direction and advice to influence decisions and support initiatives to deliver on performance objectives • Provide high level and strategic advice on workforce solutions to influence and inform strategic decisions and initiatives
Direct reports	<ul style="list-style-type: none"> • Provide day-to-day management and direction for direct reports • Ensure ongoing communication to ensure that the broader team is aligned on the strategy and priorities • Share learnings and best practices • Inspire and motivate team, provide direction and manage performance
Other HR Professionals across Department of Communities and Justice and Stronger Communities Cluster	<ul style="list-style-type: none"> • Liaise to ensure the provision of timely and accurate advice • Develop and maintain effective working relationships
Shared Services and Corporate Services	<ul style="list-style-type: none"> • Liaise to ensure consistent engagement with service delivery planning • Develop and maintain effective working relationships
External	
Unions	<ul style="list-style-type: none"> • Build effective relationships with Union representatives
Public Service Commission	<ul style="list-style-type: none"> • Ensure NSW TG frameworks and policies are consistent with NSW Government requirements
Other NSW Government senior HR staff	<ul style="list-style-type: none"> • Establish strong relationships and build professional networks with senior HR staff of other NSW Government agencies, and with similar agencies across other jurisdictions to maintain currency of issues, share ideas and learnings, and collaborate on common responses to emerging and/or overlapping issues.

Role dimensions

Decision making

The role sets own priorities and those of any staff/project staff supervised.

Maintain independence to develop a suitable approach in managing a team, allocating resources, determining the conceptual framework towards projects and development of strategic plans.

The role has a high level of responsibility for determining appropriate team actions undertaken, within government and legislative policies, and for ensuring quality control in the implementation of team work.

The role ensures team recommendations are based on sound evidence, and at times may be required to use their judgment under pressure or in the absence of complete information or as the source of expert advice to internal stakeholders.

Reporting line

This role reports to the Director, Strategy & Governance

Direct reports

This role has 4 direct reports

Budget/Expenditure

TBC

Essential requirements

- Qualifications in Human Resources Management and/or demonstrated high-level HR experience in performance, conduct, employee relations and work health & safety.
- Strong commitment to ongoing professional development
- Valid Driver's Licence and travel may be required

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.

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.

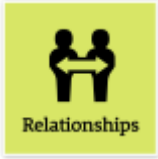
NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Adept
	Act with Integrity	Advanced
	Manage Self	Adept
	Value Diversity	Adept
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept

NSW Public Sector Capability Framework

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

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> Be flexible, show initiative and respond quickly when situations change Give frank and honest feedback/advice Listen when ideas are challenged, seek to understand the nature of the criticism and respond constructively Raise and work through challenging issues and seek alternatives Keep control of own emotions and stay calm under pressure and in challenging situations 	Adept
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> 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 	Advanced
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding Translate technical and complex information concisely for diverse audiences 	Advanced



- Create opportunities for others to contribute to discussion and debate
- Actively listen and encourage others to contribute inputs
- Adjust style and approach to optimise outcomes
- Write fluently and persuasively in a range of styles and formats

Work Collaboratively

Collaborate with others and value their contribution

- Recognise outcomes achieved through effective collaboration between teams **Advanced**
- 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



Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Take responsibility for delivering on intended outcomes **Adept**
- Make sure team/unit staff understand expected goals and acknowledge success
- Identify resource needs and ensure goals are achieved within budget and deadlines
- Identify changed priorities and ensure allocation of resources meets new business needs
- Ensure financial implications of changed priorities are explicit and budgeted for
- Use own expertise and seek others' expertise to achieve work outcomes

Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Research and analyse information, identify interrelationships and make recommendations based on relevant evidence **Adept**
- Anticipate, identify and address issues and potential problems and select the most effective solutions from a range of options
- Participate in and contribute to team/unit initiatives to resolve common issues or barriers to effectiveness
- Identify and share business process improvements to enhance effectiveness



Project Management

Understand and apply effective planning, coordination and control methods

- Prepare clear project proposals and define scope and goals in measurable terms **Adept**
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements

- Prepare accurate estimates of costs and resources required for more complex projects
- Communicate the project strategy and its expected benefits to others
- Monitor the completion of project milestones against goals and initiate amendments where necessary
- Evaluate progress and identify improvements to inform future projects



Manage and Develop People

Engage and motivate staff, and develop capability and potential in others

- 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
- Provide timely, constructive and objective feedback to staff
- Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Advanced

Human Resources specific capabilities






Capability Set	Category and Sub-category	Level and Code
	Organisational design Define organisational structures and workforce plans required to support the business in delivering results	Level 3
	Workforce Relations Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements	Level 2
	Employee Services Deliver customer focused human resources services to optimise the employment life-cycle experience at an individual and organisational level	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	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Advanced
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	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	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Advanced