

# Role Description

## Senior HR Business Partner

Cluster	Department of Enterprise, Investment & Trade
Agency	Create NSW
Division/Branch/Unit	Create NSW
Role number	Various
Classification/Grade/Band	Grade 11/12
ANZSCO Code	511112
PCAT Code	1114992
Date of Approval	March 2022
Agency Website	<a href="http://www.create.nsw.gov.au">www.create.nsw.gov.au</a>

### Agency overview

The Department of Enterprise, Investment and Trade (DEIT) brings together the teams and institutions from across government which are integral to making NSW the best place in the world to live, invest, work, study, grow and play.

Comprising the state's key cultural, sports, hospitality, entertainment and tourism agencies, alongside our leading economic development and investment attraction organisations, the Department is charged with driving the state's economic transformation and future prosperity. It does so with an awareness that economic strength and liveability are deeply intertwined, and one can't succeed without the other. The DEIT is positioning NSW nationally and globally as a safe and attractive place to do business; where innovation, trade, tourism, sport and culture work together to create great jobs and an even better lifestyle.

Part of the DEIT cluster, Create NSW focusses specifically on achieving the NSW Government's priority of fostering excellence in arts, screen and culture in NSW. We work collaboratively with artists and arts workers, the arts and cultural sector and our partners within government to provide a range of support services including management of grants of varying scales to recipient government and non-government organisations; overseeing more than \$2.5b in cultural infrastructure projects to create the spaces where arts can flourish; and managing a portfolio of arts and heritage properties predominantly leased to cultural organisations.

At Create NSW, we are committed to growing, empowering and strengthening the arts, screen and culture sectors in our state. Support of the arts not only enriches the lives of all those who live in NSW but adds significant stimulus to the economy. We strive to embed arts in the everyday and deliver new, innovative and exciting arts and cultural services and experiences for the people of NSW.

### Primary purpose of the role

The HR Senior Business Partner leads and manages the effective and efficient delivery of HR services to Create NSW consistent with best practice and compliant with relevant policies and processes, including providing leadership, coaching and mentoring.

## Key accountabilities

- Lead, manage and promote HR and people management practices to achieve organisational success through excellent stakeholder relationships and continuous service improvement activities including the coordination, development and implementation of HR solutions that address key workforce challenges for the medium and long-term.
- Develop and deliver people focused cultural change initiatives and employee engagement action plans to create and sustain a constructive and safe workplace culture ensuring expected behaviours are embedded for leaders and team members and support future business strategies and aligned outcomes.
- Lead the establishment and delivery of learning, employee development, career planning and leadership programs.
- Provide strategic initiatives and guidance in the development of talent strategies, workforce planning, recruitment approaches and organisational structures.
- Establish relationships with Executive and Senior Managers to provide professional advice, coaching and support in the implementation of human resource strategies and the resolution of complex human resources issues.
- Manage and resolve employee relations and WH&S cases, ensuring that these are well managed and meet the requirements of the agency's policies, best practice and employment legislation. Provide advice, support and guidance to the Chief Executive, Executive and broader team on these matters.
- Lead the development and delivery of robust change and/or communications programs (including restructures and realignments) monitoring progress, reporting back on outcomes and providing advice and support to the Chief Executive, Executive and broader team.
- Role model high standards of professional behaviour and ethics and ensure team behaviour is consistent with the Code of Ethics and Conduct, values and other policies and participate in whole of sector initiatives, analyse and make recommendations about adoption across the Agency.

## Key challenges

- Providing advice to senior management when resolving issues and conflicts and developing solutions in a manner that is objective, rational and consistent, while also being sensitive to different procedures and cultures within the organisation.
- Initiating and identifying strategic and operational outcomes, while concurrently managing differing needs and projects across the organisation to ensure projects deliverables, operational responses and efficiency savings are implemented.
- Establishing relationships with clients and stakeholders and building effective, collaborative and high performing teams.

## Key relationships

Who	Why
<b>Internal</b>	
Chief Executive	<ul style="list-style-type: none"><li>• Provide expert strategic and technical advice, support and solutions to people-related issues.</li><li>• Consult on emerging people-related issues.</li></ul>

Who	Why
Create NSW Executive, Senior Managers and staff	<ul style="list-style-type: none"> <li>• Provide expert strategic and technical advice regarding human resource initiatives, practice and decisions to achieve people management, change and business improvement outcomes.</li> <li>• Facilitate adoption of best practice human resource strategies and programs where there are conflicting interests and opinions.</li> <li>• Provide advice to resolve issues and solutions to problems.</li> <li>• Provide information regarding agency and sector wide policies and standards.</li> <li>• Ensure compliance with agency and sector rules and legislation.</li> </ul>

External	
Public Service Commission and other external agencies	<ul style="list-style-type: none"> <li>• Liaise with various external consultants, seek advice and clarification on employment information and attend working groups as and when required.</li> <li>• Support and participate in central agency initiatives.</li> <li>• Work in partnership to deliver whole of sector change.</li> </ul>

## Role dimensions

- Prioritises and manages multiple tasks and demands including matters with critical turnaround times required by internal clients, including the Directors, Chief Executive, Group Deputy Secretary and Secretary.
- Accountable for the reports, analysis, briefings and other forms of written advice prepared for the Chief Executive, Group Deputy Secretary and Secretary, often on complex issues.
- Makes day to day decisions and provides guidance on appropriate courses of action that might be taken to address human resource 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 contributing team members

## Reporting line

Chief Executive

## Direct Reports

TBC

## Budget/Expenditure

TBC

## Essential requirements

- Relevant tertiary qualification and/or extensive knowledge of human resources management issues and relevant legislation, regulations, policies and systems and public sector trends.
- Demonstrated experience in partnering with business/leadership teams to design, develop and implement HR strategies to meet business objectives.

## 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	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>• Be flexible, show initiative and respond quickly when situations change</li> <li>• Give frank and honest feedback and advice</li> <li>• Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately</li> <li>• Raise and work through challenging issues and seek alternatives</li> <li>• Remain composed and calm under pressure and in challenging situations</li> </ul>	Advanced
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Model the highest standards of ethical and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</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 promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>• Present with credibility, engage diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	<p><b>Work Collaboratively</b> Collaborate with others and value their contribution</p>	<ul style="list-style-type: none"> <li>• Encourage a culture that recognises the value of collaboration</li> <li>• Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>• Share lessons learned across teams and units</li> <li>• Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>• Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>	Adept
	<p><b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li> </ul>	Advanced
	<p><b>Think and Solve Problems</b> Think, analyse and consider the broader context to develop practical solutions</p>	<ul style="list-style-type: none"> <li>• Research and apply critical-thinking techniques in analysing information, identify interrelationships and make recommendations based on relevant evidence</li> <li>• Anticipate, identify and address issues and potential problems that may have an impact on organisational objectives and the user experience</li> <li>• Apply creative-thinking techniques to generate new ideas and options to address issues and improve the user experience</li> <li>• Seek contributions and ideas from people with diverse backgrounds and experience</li> <li>• Participate in and contribute to team or unit initiatives to resolve common issues or barriers to effectiveness</li> <li>• Identify and share business process improvements to enhance effectiveness</li> </ul>	Adept

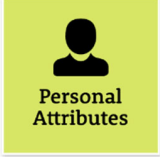




## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
 <p>Business Enablers</p>	<p><b>Project Management</b></p> <p>Understand and apply effective planning, coordination and control methods</p>	<ul style="list-style-type: none"> <li>• Understand all components of the project management process, including the need to consider change management to realise business benefits</li> <li>• Prepare clear project proposals and accurate estimates of required costs and resources</li> <li>• Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>• Identify and evaluate risks associated with the project and develop mitigation strategies</li> <li>• Identify and consult stakeholders to inform the project strategy</li> <li>• Communicate the project's objectives and its expected benefits</li> <li>• Monitor the completion of project milestones against goals and take necessary action</li> <li>• Evaluate progress and identify improvements to inform future projects</li> </ul>	Adept
 <p>People Management</p>	<p><b>Manage and Develop People</b></p> <p>Engage and motivate staff, and develop capability and potential in others</p>	<ul style="list-style-type: none"> <li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li> <li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li> <li>• Develop work plans that consider capability, strengths and opportunities for development</li> <li>• Be aware of the influences of bias when managing team members</li> <li>• Seek feedback on own management capabilities and develop strategies to address any gaps</li> <li>• Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way</li> <li>• Monitor and report on team performance in line with established performance development frameworks</li> </ul>	Adept

## 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
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Advanced
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	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	Adept
	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	Adept
	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