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| **Cluster** | Stronger Communities | |
| **Department** | Department of Communities and Justice | |
| **Division/Branch/Unit** | People, Organisational Development and Learning | |
| **Location** | Various | |
| **Classification/Grade/Band** | Clerk Grade 11/12 | |
| **Role Number** | Various | |
| **ANZSCO Code** | 223111 | |
| **PCAT Code** | 2224992 | |
| **Date of Approval** | 16 March 2022 | **Ref: HR 080** |
| **Agency Website** | www.dcj.nsw.gov.au | |

***Please see job notes and/or advertisement for more information on specific role qualification requirements and relevant experience.***

# Agency overview

The Department of Communities and Justice (DCJ) is the lead agency under the Stronger Communities Cluster. DCJ works to enable everyone's right to access justice and help for families through early intervention and inclusion, with benefits for the whole community. Stronger Communities is focussed on achieving safe, just, inclusive and resilient communities by providing services that are effective and responsive to community needs.

# Primary purpose of the role

Lead a team and partner with the business to deliver best practice Aboriginal Cultural Development and Learning strategies, services and advice in the relevant area within Organisational Development and Learning to support the business in achieving their objectives and deliver on strategic priorities.

# Key accountabilities

* Manages, coordinates and implements organisation wide cultural development strategies and activities throughout the employee lifecycle.
* Evaluate the effectiveness of development strategies, programs and services making appropriate modifications to increase effectiveness of current and future initiatives as well as report on emerging trends and risks.
* Partner with HR and Business leaders and employees to design, develop and deliver evidence based expert advice and fit for purpose cultural development and learning strategies, programs, tools and innovative best practice solutions that respond to current and future business needs and priorities.
* Works across Organisational Development and Learning and the People branch, linking cultural development to performance, engagement and people strategies to build capacity and cultural responsiveness and proficiency across the organisation.
* Manage and lead a team, including effective resource allocation, foster a strong sense of professionalism, safety and ongoing development with an emphasis on quality and client orientated service and delivery of results to ensure optimal service delivery.
* Contribute to, manage, review and implement a range of HR and development strategies, projects, plans, tools, processes and systems to respond to future challenges and ensure legislative and regulatory compliance and standards.
* Manage relevant high-quality information and data and analysis to provide insights and comprehensive reports that contribute to effective decision-making and people management solutions and continuous improvements.
* Research and prepare advice in the form of briefs, strategies policy and discussion papers to contribute to responses to Secretary, Ministerial, Cabinet or Business requests.

# Key challenges

* Identifying emerging issues and suggesting potential improvements to business processes and workflows in consultation with external and internal stakeholders in an environment of ongoing change.
* Exercising sound judgement, empathy and discretion when dealing with sensitive and complex organisation capability matters.

# Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director | * Report directly to manager * Seek direction, advice and support * Provide information and feedback |
| Team Members | * Provide information and advice * Provide an effective and valuable two way liaison |
| Other HR Professionals across  Department of Communities and  Justice and Stronger Communities  Cluster | * Liaise to ensure the provision of timely and accurate advice when requested * Develop and maintain effective working relationships * Negotiate/agree on timeframes |
| Shared Services and Corporate  Services | * Liaise to ensure consistent engagement with service delivery planning and service providers * Develop and maintain effective working relationships * Negotiate/agree on timeframes |
| Aboriginal employee groups and service delivery units | * Develop and maintain effective working relationships * Provide information and advice * Provide an effective and valuable two way liaison |
| **External** |  |
| Other Government Agencies | * Information Sharing |
| Non-government Organisations  External Service Providers | * Engage with service providers and community groups |

# 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 unit/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 unit/team actions undertaken, within

## government and legislative policies, and for ensuring quality control in the implementation of unit/team

## work.

## The role ensures unit/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 across the Department as well as externally to Ministerial level.

## Refer to the financial and/ or administrative delegations for this role.

## Reporting line

## The role reports to the Director

## Direct reports

## Varies - Refer to organisation chart

## Budget/Expenditure

Nil

# Key Knowledge & Experience

* Strong cultural knowledge, including Aboriginal communities and history, lived experience, connections, and relationships and ties to community.
* Experience partnering on cultural workforce development related programs and projects, including program design and evaluation within in diverse organisations.
* Experience in effectively managing teams and providing a culturally safe environment.

# Essential requirements

* Aboriginality
* Qualifications in a related discipline or equivalent knowledge, skills, and experience, including skills in the co-design, development and delivery of Cultural education resources to a large organisation and a demonstrated commitment to ongoing professional development.
* Strong, demonstrable understanding of cultural development and learning, stakeholder, community and executive engagement skills, project and team leadership with a high customer focus.
* High level skills in cross collaboration, partnerships and building positive relationships with stakeholder groups to reach a desired outcome.
* Valid Driver’s Licence and travel may be required

Appointments are subject to reference checks. Some roles may also require the following checks/ clearances:

* National Criminal History Record Check in accordance with the Disability Inclusion Act 2014
* Working with Children Check clearance in accordance with the Child Protection (Working with Children) Act 2012

# Capabilities for the role

The [NSW public sector capability framework](https://www.psc.nsw.gov.au/workforce-management/capability-framework/the-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 logo | **Act with Integrity**  Be ethical and professional, and uphold and promote the public sector values | * Represent the organisation in an honest, ethical and professional way and encourage others to do so * Act professionally and support a culture of integrity * Identify and explain ethical issues and set an example for others to follow * Ensure that others are aware of and understand the legislation and policy framework within which they operate * Act to prevent and report misconduct and illegal and inappropriate behaviour | | | Adept | |
| Personal Attributes logo | **Value Diversity and Inclusion**  Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | * Encourage and include diverse perspectives in the development of policies and strategies * Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes * Build and monitor a workplace culture that enables diversity and fair and inclusive practices * Implement practices and systems to ensure that individuals can participate to their fullest ability * Recognise the value of individual differences to support broader organisational strategies * Address non-inclusive behaviours, practices and attitudes within the organisation * Champion the business benefits generated by workforce diversity and inclusive practices | | | Advanced | |
| Relationships logo | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | * 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 | | | Advanced | |
| Relationships logo | **Work Collaboratively**  Collaborate with others and value their contribution | * Recognise outcomes achieved through effective collaboration between teams * 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 | | | Advanced | |
| Results logo | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | * Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomes * Make sure staff understand expected goals and acknowledge staff success in achieving these * Identify resource needs and ensure goals are achieved within set budgets and deadlines * Use business data to evaluate outcomes and inform continuous improvement * Identify priorities that need to change and ensure the allocation of resources meets new business needs * Ensure that the financial implications of changed priorities are explicit and budgeted for | | | Adept | |
| Results logo | **Think and Solve Problems**  Think, analyse and consider the broader context to develop practical solutions | * 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 | | | Advanced | |
| Business Enablers logo | **Project Management**  Understand and apply effective planning, coordination and control methods | * Understand all components of the project management process, including the need to consider change management to realise business benefits * Prepare clear project proposals and accurate estimates of required costs and resources * Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements * Identify and evaluate risks associated with the project and develop mitigation strategies * Identify and consult stakeholders to inform the project strategy * Communicate the project’s objectives and its expected benefits * Monitor the completion of project milestones against goals and take necessary action * Evaluate progress and identify improvements to inform future projects | | | Adept | |
| People Management logo | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | * Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes * Adjust performance development processes to meet the diverse abilities and needs of individuals and teams * Develop work plans that consider capability, strengths and opportunities for development * Be aware of the influences of bias when managing team members * Seek feedback on own management capabilities and develop strategies to address any gaps * Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way * Monitor and report on team performance in line with established performance development frameworks | | | Adept | |

This role also utilises the HR Professionals Capability Set. The capability set is available at [www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/human-resources-capability-set](http://www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/human-resources-capability-set)

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| **Focus Occupation Specific Capabilities** | | | |
| Human Resources logo | **Capability name**  Capability description | **Capability Set** | **Level** |
| **Talent Management**  Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation | Advise and support managers in applying sound talent management principles, insights and practices, to inform talent acquisition and build leadership development pipelines in line with current and future business needs.  Design talent management solutions, such as capability assessments, appropriate to specific business needs across all stages of the employment lifecycle, and guide their implementation by managers.  Recommend and customise recruitment and assessment processes to enable managers to make informed selections in line with business planning and capability requirements.  Advise managers on opportunities to integrate talent management practices into daily management activities, in order to support the development of individual and sector organisational capability and increase workforce mobility.  Advise and support managers to enhance their skills and confidence in having clear, candid and regular performance conversations and providing employees with effective development opportunities.  Support managers in identifying and developing appropriate initiatives to respond to individual capability development needs.  Support managers to deliver performance and recognition programs and advise on development of new initiatives.  Review data and insights to assess efficiency and effectiveness of assessments, performance management and other talent management strategies, suggesting modifications as appropriate | Level 2 |
| **Organisational Culture**  Identify, assess and encourage workplace values and behaviours to  foster an engaged, inclusive and high performing workforce | Support managers to foster understanding of the relationships between the Employee Value Proposition, organisational culture, employee engagement, and achieving business outcomes.  Advise managers on how to assess their workforce management practices and their team’s culture and level of engagement against desired values, ethics and expected behaviours, to establish the basis for future action.  Support managers to create and drive employee engagement initiatives, tailored to their employees’ unique needs and motivations.  Facilitate the conditions for employees to do good, innovative work by coaching managers to role model and shape a diverse, inclusive, flexible and collaborative team culture.  Support employees and managers to understand and use proactive, confidential and supportive short-term, solution oriented coaching and advisory services on a wide range of personal and work-related issues.  Develop managers and employees in taking early steps to address and/or report instances of behaviour contrary to organisational values and expectations.  Support managers in identifying potential systemic issues affecting the workplace environment and employee wellbeing and developing and implementing solutions for these issues.  Support managers in taking early steps to address issues that put positive workplace culture at risk. | Level 2 |

# 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 is not relevant for recruitment purposes however may be relevant for future career development.

| COMPLEMENTARY CAPABILITIES | | | |
| --- | --- | --- | --- |
| **Capability Group/Sets** | **Capability Name** | **Description** | **Level** |
| Personal Attributes logo |  |  |  |
| Display Resilience and Courage | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
| Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Advanced |

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| --- | --- | --- | --- |
| Relationships logo |  |  |  |
| Communicate Effectively | Communicate clearly, actively listen to others, and respond with understanding and respect | Adept |
| Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| Results logo |  |  |  |
| 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 |
| Business Enablers logo |  |  |  |
| 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 logo |  |  |  |
| Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
| Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Intermediate |
| Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |