

Role Description

Manager, People & Talent Operations



Role Description Fields	Details
Department/Agency	NSW Reconstruction Authority
Division/Branch/Unit	Enabling Services People and Culture
Role number	50017115
Classification/Grade/Band	Clerk Grade 11/12
OSCA Code	111331
PCAT Code	3224649
Date of Approval	1/05/2026
Agency Website	https://www.nsw.gov.au/departments-and-agencies/nsw-reconstruction-authority

Agency overview

The NSW Reconstruction Authority (RA) is an executive agency within the Premier's Department, established to strengthen the State's capability to anticipate, withstand, and recover from disasters.

The RA plays a central leadership role in shaping how New South Wales prepares for and responds to disruptive events. This includes driving strategic planning and preparedness across government, industry, and communities to reduce disaster risk and minimise impacts before they occur.

In the aftermath of disasters, the RA leads the coordination of recovery and reconstruction efforts, ensuring rapid mobilisation, clear accountability, and alignment across agencies and stakeholders. The Authority works to restore communities efficiently and effectively, while embedding resilience to support faster, more sustainable recovery for New South Wales.

Primary purpose of the role

Lead the people and talent team to deliver the agency's People & Culture strategy and provide strategic, data-informed and risk-aware people advice to senior leaders. The role partners with executives to lift workforce capability, steward organisational change, and oversee talent management, so the agency can meet current and future business objectives with a diverse, highly engaged, and capable workforce.

Key accountabilities

Lead the delivery of the People & Culture strategy and provide practical, relevant and expert advice, ensuring initiatives are responsive, customer-focused and aligned to agency priorities.
Work strategically, proactively, and collaboratively across the agency and with relevant external stakeholders to build engaging relationships, deliver, and implement employee lifecycle practices, processes and principles that support the creation of a positive employee experience.
Proactively manage the injury management and return to work case matters on behalf of the RA.

• Use workforce analytics and reporting to surface insights, track outcomes, and continuously improve organisational culture and business results and enabling informed decision-making.
• Oversee recruitment and attraction, translating workforce plans into sourcing strategies, advise on role design and evaluation, guide selection processes, and ensure robust onboarding/offboarding and establishment governance.
• Lead and coach staff including people leaders to ensure they have the knowledge, skills and support to achieve agency objectives and drive a culture of high performance, best practice and continuous improvement, and can navigate change and people matters with confidence and consistency.
• Lead the operational implementation of change and transformation programs
• Contribute to budget, strategic planning and reporting processes to ensure financial and organisational probity, risk management, compliance and assurance.

Key challenges

• Achieving a balance between the day-to-day operational demands and the implementation of strategic people initiatives and management of the people advisory and talent functions with a focus on excellence
• Manage complex and sensitive workforce consultations and negotiations with diverse stakeholders
• Exercising sound judgement, empathy and discretion when dealing with sensitive and complex human relations matters.

Key relationships

Internal

Who	Why
Director / Manager	• Escalate issues, keep informed, receive guidance and instructions and contribute to decision making • Participate in meetings and discussions to share information, provide advice, input and feedback • Identify sensitive issues, risk & opportunities and recommend potential solutions • Provide regular updates on key projects/programs and priorities
Direct report/s	• Inspire, guide, support, motivate, coach, mentor, develop and manage performance • Review work and proposals to ensure integrity and accountability of decision making • Provide own perspective and share information • Demonstrate the importance of and work collaboratively with to achieve outcomes
Work team	• Guide, support, coach and mentor team members • Support team members and work collaboratively to contribute to achieving business outcomes

Who	Why
	• Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice • Represent work group perspective and share information • Review work and proposals of team members
Customers / Stakeholders	• Manage the flow of information, seek clarification, and provide customer focused advice and responses to ensure prompt resolution of issues • Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert customer focused advice and regular updates • Address/respond to queries to provide advice where possible, or redirect to relevant party for review and resolution • Optimise engagement to achieve defined outcomes and manage expectations

External

Who	Why
Customers / Stakeholders	• Respond and resolve queries, provide information and/or resources or redirect to the appropriate person or business unit if required • Develop and maintain effective working relationships and open channels of communication to provide and obtain information, and ensure effective management and implementation of expectations and standards • Engage with, consult, seek clarification and provide customer focused advice and responses to ensure the prompt resolution of issues

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control as directed by their Executive. It refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

Director People & Culture

Direct reports

Up to 6 direct reports.

Budget/Expenditure

Nil

Key knowledge and experience

- Extensive knowledge and experience in delivering and deploying people and talent solutions, advice and services in a complex multifaceted environment.

Essential requirements

- Tertiary qualifications in a related discipline and/or equivalent level experience in a relevant field.

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 group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	• Model the highest standards of ethical and professional behaviour and encourage others to do the same • Set an example for others to follow by representing your organisation in an honest, ethical and professional way • Promote a culture of integrity and professionalism within your organisation and when dealing with external organisations • Reinforce and monitor the use of ethical practices, standards and systems • Promote practices and systems that create a workplace culture that values high ethical standards and behaviour	Advanced
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• Promote an inclusive, customer-focused culture in your organisation and consider new ways of working to improve customer experience • Ensure that your organisation's systems, processes, policies and programs collect customer feedback and insights, and use these to inform your response to customer needs	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		- Initiate and develop partnerships with customers to define and evaluate service performance outcomes - Promote and manage partnerships within your organisation and across the public, private and community sectors - Communicate with senior stakeholders about key issues and provide expert and influential advice - Consider customers' experience when designing business processes and improving services - Encourage new ideas and creative ways to involve customers in designing business processes and improving services	
 Relationships	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	- Negotiate from an informed and credible position - Lead and facilitate productive discussions with staff and stakeholders - Encourage others to share and debate ideas to help reach a consensus - Recognise diverse perspectives and the need for compromise when negotiating mutually agreed outcomes - Influence others with a fair and thoughtful approach and sound arguments - Be sensitive and show understanding when resolving conflicts and differences - Manage challenging relationships with internal and external stakeholders - Anticipate and minimise conflict	Adept
 Results	Deliver Results Achieve results by using resources efficiently and committing to quality outcomes	- Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes - Ensure staff understand expected goals and acknowledge staff success in achieving these - Identify the resources people need and ensure goals are achieved within budget and on time - Use business data to evaluate outcomes and inform continuous improvement - Identify priorities that need to change and ensure the way resources are allocated meets new business needs - Ensure you budget for and clearly state the financial impacts of new priorities	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
 Results	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	• Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Consider the wider business context when thinking about options to resolve issues • Explore a range of possibilities and creative alternatives to improve systems, processes and business practices • Put systems and processes in place that are supported by high-quality research and analysis • Look for opportunities to design innovative solutions to meet customers' needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria	Advanced
 Business Enablers	Project Management Understand and use effective ways to plan, coordinate and control projects	• Understand all components of the project management process, including the need for change management to achieve 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 with stakeholders, including people with lived experience to inform the project strategy • Communicate the project's objectives and its expected benefits • Monitor the completion of project milestones against goals and take steps to address any problems • Evaluate progress and identify improvements to inform future projects	Adept
	Manage and Develop People Engage with and motivate staff, and develop their capability and potential	• 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	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
People Management		- Develop work plans that consider capability, strengths and opportunities for development - Be aware of the effects of bias when managing team members - Seek feedback about your management capabilities and develop strategies to improve on them - Address and resolve team and individual performance issues, including unsatisfactory performance, promptly and effectively - Monitor and report on team performance in line with established performance development frameworks - Develop positive relationships to ensure cultural safety and trust between team members	
 People Management	Manage Reform and Change Support and champion change, and help others to engage with change	- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty - Help others to address emerging challenges and risks and build support for change initiatives - Translate change initiatives into practical strategies and explain these to staff, including their role in implementing them - Implement structured change management processes to identify and develop responses to workplace cultural barriers - Create an environment where people are encouraged to share different views	Advanced

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identify 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.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Display Resilience & Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
 Personal Attributes	Manage Self	Be persistent, self-reflect and commit to learning	Adept
 Personal Attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Communicate Effectively	Communicate clearly, pay attention to others, and respond with understanding and respect	Adept
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Adept

Capability group/sets	Capability name	Description	Level
Results			
 Business Enablers	Finance	Understand and apply financial processes to get value for money and minimise financial risk	Adept
 Business Enablers	Technology	Understand and use available technology to maximise efficiencies and effectiveness	Intermediate
 Business Enablers	Procurement and Contract Management	Understand and use 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
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate

Occupation specific capability set

Human Resources Professionals Capability Set

Capability group/sets	Capability name	Description	Level
	Talent management	Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation	Level 2
	Organisational culture	Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	Level 3