

Role Description

Manager, Workforce Strategy



Cluster	Premier's Department
Agency	NSW Reconstruction Authority
Division/Branch/Unit	People & Culture
Role number	TBC
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	511112
PCAT Code	1119192
Date of Approval	July 2026
Agency Website	www.nsw.gov.au/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 RA 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 development and delivery of the RA's workforce strategy including strategic workforce planning, change and organisational effectiveness initiatives that support the achievement of organisational objectives. Drive evidence-based workforce solutions, organisational design, capability frameworks and workforce programs to ensure the organisation has the capacity, capability and structure required to meet current and future business needs.

Support the development of sustainable workforce strategies and organisation-wide initiatives that enhance workforce capability, organisational performance, talent management, leadership effectiveness and workforce resilience.

Key accountabilities

- Lead the development, coordination and implementation of a short, medium and long term workforce strategic plan, strategic workforce planning frameworks and organisational effectiveness initiatives that support business and people objectives.
- Develop and maintain workforce planning methodologies, tools and processes to identify current and future workforce requirements, capability gaps, workforce risks and opportunities.

- Utilise workforce data, technology and analytical tools to develop, analyse and report on workforce trends, organisational performance and people metrics, providing regular insights and recommendations to senior management.
- Lead organisational reviews, workforce planning projects, organisational design initiatives and transformation programs to improve organisational effectiveness and operational performance.
- Partner with business leaders and stakeholders to identify workforce priorities and implement strategic workforce solutions aligned to organisational objectives.
- Develop business cases, project plans and recommendations to support workforce investment decisions, organisational change and future workforce readiness.
- Work collaboratively with the Director People and Culture and broader People & Culture team to design and implement workforce strategies, organisational development initiatives and change programs across the organisation.

Key challenges

- Establishing and maintaining effective working relationships with diverse stakeholders who may have competing priorities, perspectives and business requirements.
- Influencing leaders and stakeholders to adopt workforce planning, organisational design and change initiatives that support long-term organisational outcomes.
- Balancing strategic workforce priorities with operational business needs in a dynamic and changing environment.
- Ensuring workforce strategies and organisational effectiveness initiatives are successfully adopted and embedded across the organisation.

Key relationships

Who	Why
Internal	
Director People and Culture	• Provide expert strategic and technical advice to ensure excellence in organisational effectiveness initiatives • Provide information regarding critical issues and status of projects and strategies.
Executives, Managers and employees	• Provide expert advice to achieve long-term organisational performance outcomes • Provide information regarding agency and sector wide programs and policies • Ensure compliance with agency and sector policies and legislation
HR Business Partner teams	• Work closely with Business Partners in the implementation of strategic workforce initiatives and solutions
P&C Team	• Inspire and motivate team, provide thought leadership and direction

Who	Why
	• Encourage and support team to work collaboratively to achieve business outcomes • Participate in meetings to represent project team perspective and share information • Participate in discussions and decisions regarding implementation of innovation and best practice
External	
NSW Public Sector forums	• Support and participate in sector wide initiatives and work in partnership to deliver whole of sector change • Represent the Agencies interests and influence outcomes.

Role dimensions

Decision making

The position operates with a high degree of autonomy in coordinating and managing strategic workforce planning, development of workforce strategy and organisational effectiveness projects and programs.

The role makes decisions on matters within its area of responsibility and negotiates project objectives, outcomes, timeframes and resources with project sponsors and key stakeholders.

The position holder has discretion in determining project methodologies, stakeholder engagement approaches, consultation requirements and implementation strategies. More complex, high-risk or sensitive matters may be escalated to the Director People and Culture or project sponsor for consideration.

The role is responsible for providing evidence-based recommendations that influence workforce, organisational design and business decisions across the organisation.

Reporting line

Director People and Culture

Direct reports

TBC

Budget/Expenditure

Nil

Key knowledge and experience

- Experience in strategy development diversity and targeted employment programs

Essential requirements

- Relevant tertiary qualifications or equivalent experience.

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.

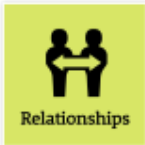
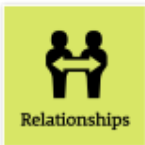
The capabilities are separated into focus capabilities and complementary capabilities

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	Value Diversity and Inclusion Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	• Promote the value of diversity and inclusive practices for the organisation, customers and stakeholders • Demonstrate cultural sensitivity, and engage with and integrate the views of others • Look for practical ways to resolve any barriers to including people from diverse cultures, backgrounds and experiences • Recognise and adapt to individual abilities, differences and working styles • Support initiatives that create a safe and equitable workplace and culture in which differences are valued • Recognise and manage bias in interactions and decision making	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
	Communicate Effectively Communicate clearly, actively listen to others, and respond with understanding and respect	• Present with credibility, engage diverse audiences and test levels of understanding • 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	Advanced
	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
	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

Capability group/sets	Capability name	Behavioural indicators	Level
	Project Management Understand and apply effective planning, coordination and control methods	• Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups	Advanced

Occupational Specific Focus Capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
	Talent Management Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation	• Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition. • Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs. • Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer. • Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment. • Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching. • Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes.	Level 3

Capability group/sets	Capability name	Behavioural indicators	Level
		- Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices. - Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management strategies, and collaborate on modifications as needed to build organisational capability and talent.	
	Organisational culture Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	- Influence managers and leaders to promote understanding of the significance of workforce management and positive organisational culture in achieving organisational goals as well as personal career goals. - Provide expert advice to managers and leaders on integration and operationalisation of the organisational values, behaviour standards and Employee Value Proposition into all stages of the employment lifecycle in their areas of responsibility. - Collaborate with managers and leaders on action plans to support organisation-wide integration of culture and engagement strategies, based on unique business priorities and context. - Collaborate with managers and leaders to create and implement workforce programs and frameworks that motivate, recognise and reward employees and make the organisation a diverse, inclusive, innovative and meaningful place to work. - Provide expert advice to managers and leaders as they implement individual and organisation-wide changes to turn organisational values and behavioural standards into daily practice and eliminate unacceptable manager or employee behaviours. - Collaborate with managers and leaders to create and implement organisation-wide fit-for-purpose employee wellbeing strategies, addressing areas of staff resistance or ambivalence. - Coach managers and leaders in understanding the key drivers of employee engagement together with the importance of monitoring patterns and taking early action. - Develop benchmarks for key indicators of organisational culture and evaluate the effectiveness of workforce strategies in shaping organisational culture.	Level 3

Capability group/sets	Capability name	Behavioural indicators	Level
	Workforce insights Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	• 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. • 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.	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.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
 Personal Attributes	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
 Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Results	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
 Business Enablers	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Advanced
 Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate