

# Role Description

## Human Resources Business Partner



Cluster	Stronger Communities
Agency	Fire and Rescue NSW (FRNSW)
Directorate/Branch/Unit	People and Culture/HR Advisory
Location	Greenacre
Classification/Grade/Band	Clerk Grade 9/10
Role Number	Generic
ANZSCO Code	223111
PCAT Code	1224992
Agency Website	<a href="http://www.fire.nsw.gov.au">www.fire.nsw.gov.au</a>

### Agency overview

Fire and Rescue NSW (FRNSW) is one of the world's largest urban fire and rescue services and is the busiest in Australia. Our overriding purpose is to enhance community safety, quality of life, and confidence by minimising the impact of hazards and emergency incidents on the people, property, environment and on the economy of NSW. Our capabilities extend far beyond fighting fires. FRNSW firefighters are among the most highly trained in the world. Our teams provide fire prevention, they respond to hazardous materials incidents, natural disasters and medical emergencies. Our teams also support counter terrorism operations and lead urban search and rescue operations. We are prepared for anything – helping anyone, anywhere, anytime.

### Primary purpose of the role

Provide comprehensive and consolidated consultancy and advisory services to designated clients, across the full range of people and culture aspects including health and safety, grievance management, behavioural standards, organisational design, workforce planning, talent management, recruitment, induction, and performance and development.

### Key accountabilities

- Operate as a strategic partner and act as the conduit role for designated client managers, staff and other inquirers in terms of support and advice across the full range of human resources aspects of the employee lifecycle
- Consult with subject matter experts; and consolidate and convey recommendations and advice to clients that is comprehensive, practical and industrially sound
- Provide end to end services including oversight of the implementation of innovative strategies, tools, systems and processes for the resolution of complex and multifaceted inquiries and issues, and for continuous enhancement in terms of the management of people and the workforce
- Investigate complex and sensitive matters, formulate strategic advice; and identify systemic issues requiring People and Culture Directorate level attention
- Attend and orchestrate meetings and other forums to keep clients informed; to mitigate risks and to promote proactivity for innovative and best practice human resources management and facilitate change management at the local level.

### Key challenges

- Providing timely and tailored support to clients for best practice human resources management at the local level, while ensuring legislative compliance and objectives and priorities at the People and Culture Directorate and corporate level are observed
- Working collaboratively with People and Culture Executive team to drive currency and consistency of advice and solutions while meeting the expectations and needs of individual client groups
- Maintaining knowledge and understanding of employment related legislations, policies, practices and precedence across the range of People and Culture areas.

## Key relationships

Who	Why
<b>Internal</b>	
Director Human Resources/ Manager HR Advisory Services	<ul style="list-style-type: none"><li>Alert to any significant issues, trends and industrial implications</li><li>Discuss strategies for complex and sensitive matters</li><li>Provide input to the team's work programs to influence decisions regarding human resource initiatives and innovation</li><li>Provide status advice</li></ul>
Client group executive management and staff	<ul style="list-style-type: none"><li>Provide accurate and timely 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 provide solutions to problems</li><li>Provide information regarding agency and sector wide policies and standards</li></ul>
Business Partnering Team	<ul style="list-style-type: none"><li>Participate in meetings; represent work group perspective and share information</li><li>Work collaboratively to achieve business outcomes for clients</li><li>Participate in discussions and decisions regarding implementation of innovation and best practice</li></ul>
People and Culture Directorate	<ul style="list-style-type: none"><li>Draw information on and seek clarification from specialists</li></ul>
<b>External</b>	
Public Service Commission	<ul style="list-style-type: none"><li>Seek information, clarifications, adjudications as necessary for the implementation of government/cluster and local initiatives; and the resolve of issues in the FRNSW context.</li></ul>

## Role dimensions

### Decision making

- Has independence and autonomy to manage work within broad framework set by the Manager HR Advisory Services
- Expected to exercise sound judgement in tailoring responses to ensure recommendations and actions can withstand review and scrutiny

**Reporting line:** Manager HR Advisory Services

**Direct reports:** Nil

**Budget/Expenditure:** As per FRNSW Delegations Manual

### Key knowledge and experience

- Demonstrated experience in the provision of Human Resources advice and in coaching managers in the management of workplace issues
- High level knowledge of human resources legislation, policies, practices and strategies; and experience in the use of human resources information systems
- Demonstrated experience in case management services

### Essential requirements

- Tertiary qualifications in a related discipline or equivalent HR experience
- Valid driver's licence

NOTE: The role may involve travel



## 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 *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>	Adept
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>• Represent the organisation in an honest, ethical and professional way and encourage others to do so</li> <li>• Act professionally and support a culture of integrity</li> <li>• Identify and explain ethical issues and set an example for others to follow</li> <li>• Ensure that others are aware of and understand the legislation and policy framework within which they operate</li> <li>• Act to prevent and report misconduct and illegal and inappropriate behaviour</li> </ul>	Adept
 Relationships	<b>Commit to Customer Service</b> Provide customer-focused services in line with public sector and organisational objectives	<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


## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
	<p><b>Work Collaboratively</b></p> <p>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></p> <p>Gain consensus and commitment from others, and resolve issues and conflicts</p>	<ul style="list-style-type: none"> <li>• Negotiate from an informed and credible position</li> <li>• Lead and facilitate productive discussions with staff and stakeholders</li> <li>• Encourage others to talk, share and debate ideas to achieve a consensus</li> <li>• Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes</li> <li>• Influence others with a fair and considered approach and sound arguments</li> <li>• Show sensitivity and understanding in resolving conflicts and differences</li> <li>• Manage challenging relationships with internal and external stakeholders</li> <li>• Anticipate and minimise conflict</li> </ul>	Adept
 <p>Results</p>	<p><b>Think and Solve Problems</b></p> <p>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
	<p><b>Demonstrate Accountability</b></p> <p>Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines</p>	<ul style="list-style-type: none"> <li>• Be proactive in taking responsibility and being accountable for own actions</li> <li>• Understand delegations and act within authority levels</li> <li>• Identify and follow safe work practices, and be vigilant about own and others' application of these practices</li> <li>• Be aware of risks and act on or escalate risks, as appropriate</li> </ul> <p>Use financial and other resources responsibly</p>	Intermediate


## 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 project 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 Reform and Change</b></p> <p>Support, promote and champion change, and assist others to engage with change</p>	<ul style="list-style-type: none"> <li>• Promote change processes and communicate change initiatives across the team or unit</li> <li>• Accommodate changing priorities and respond flexibly to uncertainty and ambiguity</li> <li>• Support others in managing uncertainty and change</li> </ul>	Intermediate

## FOCUS CAPABILITIES - Occupation Specific Capability Set

Capability group/sets	Capability name	Description	Level
 <p>Human Resources</p>	<p><b>Organisational Culture</b></p> <p>Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Collaborate with managers and leaders to create and implement organisation-wide fit-for-purpose employee wellbeing strategies, addressing areas of staff resistance or ambivalence.</li> <li>• 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.</li> </ul>	3

## FOCUS CAPABILITIES - Occupation Specific Capability Set






Capability group/sets	Capability name	Description	Level
	<b>Employee Services</b> Deliver customer focused human resources services to optimise the employment life-cycle experience at an individual and organisational level	<ul style="list-style-type: none"> <li>• Tailor service-level agreements to meet requirements and develop appropriate metrics.</li> <li>• Regularly manage the review and evaluation of the full life cycle of employee services and identify and recommend possible HR process and service improvements.</li> <li>• Manage the delivery of high-quality advice to managers and leaders on all employment matters.</li> <li>• Foster a culture of customer service excellence, continuous improvement, and value for money.</li> <li>• Identify and act on any legislative or sector/ organisation policy changes that may impact service delivery.</li> <li>• Develop business cases and implementation plans in support of service model changes.</li> <li>• Collaborate with managers and leaders to coordinate the implementation of new or changed employee service offerings.</li> <li>• Manage third party suppliers against service level agreements, KPIs and contracts</li> </ul>	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	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
 Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Intermediate
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	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	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	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



## COMPLEMENTARY CAPABILITIES - Occupation Specific Capability Set

Capability group/sets	Capability name	Description	Level
 Human Resources	<b>Workforce Strategy</b>	<ul style="list-style-type: none"><li>Contribute to defining business objectives, create evidence-based workforce strategies to achieve outcomes and guide the organisation through the required change.</li></ul>	3
	<b>Workplace Relations</b>	<ul style="list-style-type: none"><li>Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements</li></ul>	2
	<b>Talent Management</b>	<ul style="list-style-type: none"><li>Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation</li></ul>	1

Refer to: NSW Public Service Commission – Human Resources Occupation Specific Capability Set for behavioural indicators per level: <https://www.psc.nsw.gov.au/workforce-management/capability-framework/occupation-specific-capability-sets/legal-capability-set>