

# Role Description

## Manager HR Advisory Services



<b>Cluster</b>	Stronger Communities
<b>Agency</b>	Fire and Rescue NSW (FRNSW)
<b>Directorate/Branch/Unit</b>	People & Culture/ HR & Organisational Development/ HR Business Partner - Corporate
<b>Classification/Grade/Band</b>	Clerk Grade 11/12
<b>Role Number</b>	52009974
<b>ANZSCO Code</b>	132311
<b>PCAT Code</b>	3224992
<b>Agency Website</b>	<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 undertake counter terrorism and urban search and rescue operations. We are prepared for anything – helping anyone, anywhere, anytime.

### Primary purpose of the role

As a human resources expert, will lead the HR Advisory Services unit in the monitoring, reporting and delivery of HR advisory services, including the provision of advice on role & structural change, entitlements, award provisions, performance management, workplace conflict and management of disagreements.

### Key accountabilities

- Manage the activities, staff and resources of the Unit
- Undertake research, identify, monitor, critique and report trends, develop, deliver and evaluate policies, strategies and programs to effect positive change across the portfolio
- Provide expert advice, and undertake analysis of program, planning and policy issues to ensure consistency of approach to complex and systemic issues; and inform the development of comprehensive response documents
- Manage data content across related hr systems; ensuring integrity, reviewing fit for purpose and overseeing UAE testing and use.
- Facilitate workforce strategy, business and change management associated with end to end elements of structural and role design and realignment including consultations with employees and unions; and management of job analysis and job evaluation for efficiency and industrial soundness
- Provide expert advice to managers and employees on the conduct of workplace issues and/or performance processes, undertaking case management for complex complaints and significant performance issues
- As a considered expert provide strategic advice on directions, issues, trends, policies and legislation to support informed decision making and policy development
- Inform and consult with other Unit managers and specialist staff on issues affecting their portfolios
- Determine strategic HR solutions to address workplace problems with reference to contemporary HR practice, HR branch plans and business practice
- Champion the use of new and/or updated corporate strategies, technology, systems, and business methods to deliver efficient and effective service in accordance with Department policy and the Directorate's business practices and protocol.

- Fostering sustainable customer relationships, and work collaboratively with colleagues in other areas to gain support for the implementation of related business reforms and to increase staff commitment to service delivery excellence
- Contribute to the branch's broader management processes

## Key challenges

- Maintain a current knowledge of public sector policy, procedures and legislation that impact on HR, finance and administration functions and activities
- Must balance a consideration of business requirements with the need for compliance with HR policy and legislation within the workplace
- Manage expectations and challenge preconceived ideas to convince managers to implement industrially sound, and efficient role and structural changes

## Key relationships

Who	Why
<b>Internal</b>	
Executive Director People & Culture/ Director Employee Relations/Other HR Managers	<ul style="list-style-type: none"> <li>• Prepare comprehensive and timely issues papers and briefing to advise of and respond to contentious issues; and liaise with Managers and Associate Directors within the Directorate on matters of broader significance and/or industrial implications to facilitate appropriate corporate response</li> </ul>
Professional Standards Branch	<ul style="list-style-type: none"> <li>• Must ensure that all allegations of misconduct, fraud, corruption, bullying and harassment are referred on and will work in consult with the Professional Standards Branch to ensure continuity of support to managers and employees</li> </ul>
In consultation with Health and Safety Branch Managers and staff	<ul style="list-style-type: none"> <li>• Identify redeployment opportunities for injured staff, and as required support their return to work</li> </ul>
FRNSW Business Managers	<ul style="list-style-type: none"> <li>• Provide a link between the Business Managers and the HR directorate in the delivery of HR support, work with the Business Managers cooperatively to effectively achieve corporate goals</li> </ul>
FRNSW employees	<ul style="list-style-type: none"> <li>• Provide advice and support to when dealing with complaints</li> </ul>
Managers, staff and unions	<ul style="list-style-type: none"> <li>• Must engage in consultative and productive working relationships to resolve conflicts and concerns across a wide range of HR and related personnel issues; including role &amp; structural change</li> </ul>

## Role dimensions

### Decision making

- Has independence and autonomy to manage work and unit within broad framework set by the Director
- Manages complex and confidential HR issues, and support managers, to ensure strategic HR solutions to address workplace problems with reference to contemporary HR practice, HR branch plans and business practice
- Key resource for the development of strategies to prevent and actions to resolve contentious workplace matters

**Reporting line:** Director HR & Organisational Development

**Direct reports:** Seven (7)

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

## Key knowledge and experience

- Demonstrated leadership skills and experience; with a record of achievement in human resource and/or employee relations management including structural change
- Experience in the interpretation and application of industrial instruments, legislation, policies, procedures and awards.

## 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
 <p>Personal Attributes</p>	<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 behaviour and reinforce them in others</li> <li>Represent the organisation in an honest, ethical and professional way and set an example for others to follow</li> <li>Ensure that others have a working understanding of the legislation and policy framework within which they operate</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 on reported breaches of rules, policies and guidelines</li> </ul>	<b>Advanced</b>
	<b>Manage Self</b> Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none"> <li>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li> <li>Actively seek, reflect and act on feedback on own performance</li> <li>Translate negative feedback into an opportunity to improve</li> <li>Maintain a high level of personal motivation</li> <li>Take the initiative and act in a decisive way</li> </ul>	<b>Advanced</b>
 <p>Relationships</p>	<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 varied audiences and test levels of understanding</li> <li>Translate technical and complex information concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Actively listen and encourage others to contribute inputs</li> <li>Adjust style and approach to optimise outcomes</li> <li>Write fluently and persuasively in a range of styles and formats</li> </ul>	<b>Advanced</b>
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<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 and explain the need for compromise</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 relations with internal and external stakeholders</li> <li>Pre-empt and minimise conflict</li> </ul>	<b>Adept</b>






## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
 <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>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>Take account of the wider business context when considering options to resolve issues</li> <li>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>Implement systems and processes that underpin high quality research and analysis</li> </ul>	<p><b>Advanced</b></p>
 <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>Prepare clear project proposals and define scope and goals in measurable terms</li> <li>Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements</li> <li>Prepare accurate estimates of costs and resources required for more complex projects</li> <li>Communicate the project strategy and its expected benefits to others</li> <li>Monitor the completion of project milestones against goals and initiate amendments where necessary</li> <li>Evaluate progress and identify improvements to inform future projects</li> </ul>	<p><b>Adept</b></p>
 <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 and responsibilities to achieve team/unit outcomes</li> <li>Negotiate clear performance standards and monitor progress</li> <li>Develop team/unit plans that take into account team capability, strengths and opportunities for development</li> <li>Provide regular constructive feedback to build on strengths and achieve results</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 performance of team in line with established performance development frameworks</li> </ul>	<p><b>Adept</b></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>Actively promote change processes to staff and participate in the communication of change initiatives across the organisation</li> <li>Provide guidance, coaching and direction to others managing uncertainty and change</li> <li>Engage staff in change processes and provide clear guidance, coaching and support</li> <li>Identify cultural barriers to change and implement strategies to address these</li> </ul>	<p><b>Adept</b></p>



## 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	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Advanced
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	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	Advanced
 Business Enablers	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	Advanced
	Procurement and Contract Management	Understand and apply 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
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept

# OCCUPATION SPECIFIC CAPABILITIES

Capability group/sets	Capability name	Description	Level
	<p><b>Employee Services</b></p> <p>Deliver customer focused human resources services to optimise the employment life-cycle experience at an individual and organisational level</p>	<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
	<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 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 manager 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</li> <li>•</li> </ul>	3

## OCCUPATION SPECIFIC CAPABILITIES

Capability group/sets	Capability name	Description	Level
 Human Resources	<b>Organisational Design</b> Define organisational structures and workforce plans required to support the business in delivering results	<ul style="list-style-type: none"><li>• Provide expert advice on translating business goals into organisational capability and capacity needs in the short and longer term.</li><li>• Identify current and future organisational design opportunities and issues, including the mix of workforce types best suited to service delivery.</li><li>• Collaborate with managers and leaders to design organisational structures and roles which respond to current and future organisational strategy, capability and business needs, taking account of labour market data and the organisation's employee value proposition.</li><li>• Manage organisational structure reviews and advise on configurations that will provide improved resource allocation flexibility, employee career paths and mobility, while achieving business outcomes.</li><li>• Collaborate with managers and leaders to consider any need for future changes in structure, role design and workforce capability mix, and plan for a transition that minimises organisational and workforce disruption.</li><li>• Collaborate with managers and leaders to influence and develop organisation-wide induction and transition management processes, identifying the drivers of change and how progress will be tracked.</li></ul>	3