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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure (DPHI)** |
| **Division/Branch/Unit** | **Strategic Services and Advice / People and Culture** |
| **Role ID** | **50031638** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **ANZSCO Code** | **223111** |
| **PCAT Code** | **1224392** |
| **Date of Approval** | **October 2024 (Updated from June 2024)** |
| **Agency Website** | **https://www.nsw.gov.au/departments-and-agencies/department-of-planning-housing-and-infrastructure** |

Agency overview

The Department of Planning, Housing and Infrastructure (DPHI) improves the liveability and prosperity of NSW. To achieve this, we:

* create vibrant, productive spaces and precincts;
* manage lands, assets and property effectively; and
* deliver affordable and diverse housing.

We strive to be a high performing, world class public service organisation that celebrates and reflects the full diversity of the community we serve and builds the cultural capability of our department to improve outcomes with, and for, Aboriginal people, communities and entities.

Primary purpose of the role

This role is responsible for guiding a team as a SME in the delivery, implementation and evaluation of innovative and best practice diversity, inclusion and belonging programs, initiatives and strategies to ensure leading workplace and diversity practice across the department and ensuring its alignment with the NSW community it serves The role oversees the operationalisation of these strategies through organisational wide implementation, project planning and strategic reporting.

Key accountabilities

* Lead the development and implementation of strategic diversity, inclusion, and belonging frameworks, policies, and programs to enhance departmental diversity, meet government targets, and reflect community diversity.
* Guide a team that supports the attraction and retention of a diverse workforce, and advocates for inclusion and belonging practice, and support managers and leaders to achieve business outcomes underpinned by the value of diversity.
* Direct the implementation of People and Culture elements across various internal and external action plans ,strategies and projects while ensuring inclusion and belonging objectives are delivered to NSW communities where required as part of external initiatives
* Oversee the governance framework and support a range of key strategic plans as well as Employee Reference Groups that celebrate and promote diversity and inclusion
* Maintain awareness of relevant issues, policy obligations, insights, challenges, industry trends, practices and opportunities in order to identify, evaluate, recommend and deliver innovative solutions and contribute to building a positive organisational culture and a best practice diversity and inclusion function.
* Coordinate workforce research and analysis, applying industry best practice to monitor the effectiveness of diversity and inclusion programs, strategies and practices, and provide evidence-based recommendations including the development of formal and informal reporting.
* Lead and manage effective relationships as a SME with both internal and external stakeholders to facilitate effective engagement and participation, ensuring the successful, timely and long-term success of programs and initiatives.

Key challenges

* Collaborating with all units within People and Culture and across the departments delivery groups to ensure seamless and consistent advice and service is delivered to people managers to meet their needs.
* Managing and implementing diversity and inclusion programs across the Department with diverse stakeholders with contrasting views.
* Understanding the operational environment and business drivers in order to act as an agent of change to meet current and future needs around building a diverse and inclusive workplace environment.

Key relationships

| Who |  Why |
| --- | --- |
| **Internal** |  |
| Executive Director, People and Culture & Director, Organisational Development and Culture | * Provide expert strategic and technical advice and collaborate on strategic and operational issues, undertaking business planning, and evaluating performance against identified key result areas
* Provide information regarding critical issues and status of projects and strategies.
* Participate in discussions and decisions regarding implementation of innovation and best practice.
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| Department’s Executive, Directors, Senior Managers, etc. | * Receive guidance and discuss priorities and provide regular updates on key issues and progress to ensure successful delivery of programs
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| People and Culture teams | * Ensure Diversity and Inclusion strategy is integrated within programs and learning initiatives
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| Internal clients (delivery groups and Executive.) | * Provide advice and guidance with regards to program and operational plan delivery

Advise and champion diversity and inclusion, raising awareness of issues and programs to enhance workplace culture and the diversity of talent |
| Team and Direct Reports | * Inspire and motivate team, provide direction and manage performance
* Encourage and support team to work collaboratively to achieve business outcomes
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| **External** |  |
| Office of the Public Service Commissioner and central agencies | * Support and participate in central agency initiatives
* Work in partnership to deliver whole of sector change
* Represent agency interests and influence outcomes
* Participate in inter-departmental committees
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| Key diversity and disability entities, employee reference groups  | * Participate in events, forums and groups to represent the Department and share information
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| Diversity and Inclusion Partners across the private and government sector | * Work with partner organisations to imbed best practice DI strategy
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# Role dimensions

## Decision making

The role:

* Acts independently in determining the priorities for work of the team.
* Prioritises and manages multiple tasks and demands including matters with critical turnaround times required by internal clients.
* Makes day to day decisions and provides guidance on appropriate courses of action that might be taken to address issues.
* Exercises discretion in determining the approach to work undertaken and is responsible for interpretation and recommendations made.

## Reporting line

Director, Organisational Development and Culture

## Direct reports

Up to 6

## Budget/Expenditure

Nil

Essential requirements

* Significant experience and/or qualifications related to human resources, diversity and inclusion or related disciplines.

# 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

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| --- | --- | --- | --- |
| **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 | Represent the organisation in an honest, ethical and professional way and encourage others to do soAct professionally and support a culture of integrityIdentify and explain ethical issues and set an example for others to followEnsure that others are aware of and understand the legislation and policy framework within which they operateAct to prevent and report misconduct and illegal and inappropriate behaviour | Adept |
| personal-attributes | **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 strategiesTake advantage of diverse views and perspectives to develop new approaches to delivering outcomesBuild and monitor a workplace culture that enables diversity and fair and inclusive practicesImplement practices and systems to ensure that individuals can participate to their fullest abilityRecognise the value of individual differences to support broader organisational strategiesAddress non-inclusive behaviours, practices and attitudes within the organisationChampion the business benefits generated by workforce diversity and inclusive practices | Advanced |
| relationships | **Communicate Effectively**Communicate clearly, actively listen to others, and respond with understanding and respect | Present with credibility, engage diverse audiences and test levels of understandingTranslate technical and complex information clearly and concisely for diverse audiencesCreate opportunities for others to contribute to discussion and debateContribute to and promote information sharing across the organisationManage complex communications that involve understanding and responding to multiple and divergent viewpointsExplore creative ways to engage diverse audiences and communicate informationAdjust style and approach to optimise outcomesWrite fluently and persuasively in plain English and in a range of styles and formats | Advanced |
| relationships | **Work Collaboratively**Collaborate with others and value their contribution | Recognise outcomes achieved through effective collaboration between teamsBuild cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across governmentFacilitate opportunities to engage and collaborate with stakeholders to develop joint solutionsNetwork extensively across government and organisations to increase collaborationEncourage others to use appropriate collaboration approaches and tools, including digital technologies | Advanced |
| results | **Plan and Prioritise**Plan to achieve priority outcomes and respond flexibly to changing circumstances | Understand the links between the business unit, organisation and the whole-of-government agendaEnsure business plan goals are clear and appropriate and include contingency provisionsMonitor the progress of initiatives and make necessary adjustmentsAnticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriatelyConsider the implications of a wide range of complex issues and shift business priorities when necessaryUndertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning | Advanced |
| business-enablers | **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 benefitsPrepare clear project proposals and accurate estimates of required costs and resourcesEstablish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirementsIdentify and evaluate risks associated with the project and develop mitigation strategiesIdentify and consult stakeholders to inform the project strategyCommunicate the project’s objectives and its expected benefitsMonitor the completion of project milestones against goals and take necessary actionEvaluate progress and identify improvements to inform future projects | Adept |
| people-management | **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 outcomesAdjust performance development processes to meet the diverse abilities and needs of individuals and teamsDevelop work plans that consider capability, strengths and opportunities for developmentBe aware of the influences of bias when managing team membersSeek feedback on own management capabilities and develop strategies to address any gapsAddress and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective wayMonitor and report on team performance in line with established performance development frameworks | Adept |

## Occupational Specific Focus Capabilities

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| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| human-resources-professionals-capability-set | **Workforce strategy**Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change | Develop and maintain an understanding of business goals and context through ongoing liaison with employees and managers, ensuring all advice given takes account of that context. Support managers to define business goals and identify best fit workforce strategies to enable their delivery. Support managers to identify capabilities required in the short and long term to deliver business outcomes, informed by analysis of the growing diversity of customer and stakeholder needs. Support communications to explain how capability-based workforce strategies can be used as a major input to achieving business goals and outcomes while also supporting rewarding careers for employees. Develop managers and employees in understanding changes in business strategies and translating these to their day-to-day responsibilities and roles in the context of the organisation. Develop managers in identifying the impact of change on key stakeholders in order to fully realise the benefits of change decisions.  | Level 2 |
| human-resources-professionals-capability-set | **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 are not relevant for recruitment purposes however may be relevant for future career development.

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| **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 | Adept |
| personal-attributes | Manage Self | Show drive and motivation, an ability to self-reflect and a commitment to learning | Intermediate |
| 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 | Think and Solve Problems | Think, analyse and consider the broader context to develop practical solutions | Advanced |
| 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 | Intermediate |
| business-enablers | 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 |
| people-management | Optimise Business Outcomes | Manage people and resources effectively to achieve public value | Intermediate |
| people-management | Manage Reform and Change | Support, promote and champion change, and assist others to engage with change | Adept |