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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Unit** | **Strategic Services and Advice / People and Culture** |
| **Location** | **Parramatta** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **ANZSCO Code** | **223112** |
| **PCAT Code** | **1224292** |
| **Date of Approval** | **March 2020 (updated 20 October 2020; October 2022; October 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

The role leads and manages the Executive or/and non-Executive Talent Acquisition function, to ensure the delivery of proactive and client focused recruitment services, the design and implementation of contemporary recruitment solutions and strategies, and the provision of expert and timely advice to clients.

Key accountabilities

* Lead the Executive or non-Executive Talent Acquisition function to ensure the seamless delivery of end-to end recruitment services whilst leading the development and implementation of a range innovative strategies designed to attract and build a skilled workforce that meets the Department’ current and future needs.
* Provide leadership and direction to the team and support direct reports to set clear objectives, assess performance and provide feedback; develop and coach their teams to deliver on their work objectives; and manage resourcing across the team to ensure equity of workload and appropriate support to the Department.
* Provide specialist expert and data-led recruitment advice to stakeholders to ensure an outstanding recruitment experience for both hiring managers and candidates, mitigating risks and ensuring the integrity of the recruitment process.
* Collaborate with hiring managers and the wider People and Culture team to manage and provide solutions for escalations and deliver a service orientated, innovative and proactive recruitment service.
* Lead annual recruitment planning by working closely with leaders across the Department and Strategic HR Projects Group to understand future recruitment requirements and design and implement proactive recruitment solutions to address demand.
* Drive a continuous improvement program to ensure all recruitment processes, technologies and practices provide consistent high-quality outcomes which are compliant with government and legislative requirements and build and maintain relationships with external organisations such as other government agencies, search firms and the private sector to identify partnership opportunities and to ensure recruitment services embrace best practice.
* Provide input and oversight to the Recruitment budget ensuring optimized investment in the rights tools and technologies and the effective management of team resources.
* Develop and implement reporting tools and indicators to identify insights and provide intelligence for recruitment related activities and monitor, review and evaluate recruitment activities to provide evidence-based recommendations to improve processes and efficiency in recruitment service.

Key challenges

* Influencing and negotiating with high level stakeholders to encourage their engagement with a range of People and Culture initiatives and processes, whilst modelling the highest standards of ethical behaviour, confidentiality and discretion.
* Balancing a high volume of complex current and future recruitment activities, whilst developing and implementing targeted recruitment initiatives and strategies to address short and long-term capability requirements across the department.
* Managing and driving change to continuously improve and streamline service delivery, ensuring alignment to strategic workforce plans.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| Director Talent Acquisition and Strategy | * Collaborate on strategic and operational issues, undertake business planning and evaluate performance against identified key result areas * Provide information regarding resourcing, budget, critical issues and status of projects and strategies |
| Hiring Managers, Senior Executives | * Partner to coordinate and deliver client-centric recruitment process management * Provide expert recruitment advice, guidance and support Coach and guide to develop organisational capability |
| Team | * Inspire and motivate team, provide direction and manage performance * Encourage and support team to work collaboratively to achieve business outcomes for clients * Lead discussions and decisions regarding implementation of innovation and best practice |
| **External** |  |
| Office of the Public Service Commission and central agencies | * Obtain information and advice on the delivery of recruitment activities * Collaborate and share information Identify opportunities for partnering to address current and future recruitment needs |
| Specialist recruitment agencies, service providers | * Act as a conduit between external agencies and hiring managers to ensure the consistent provision of advice of service * Manage relationships and expectations |

# Role dimensions

## Decision making

* Acts independently in planning, leading and 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 has autonomy to deliver
* 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.
* Refers to the Director those decisions that may have a significant impact or which require a higher delegation

## Reporting line

Director Talent Acquisition and Strategy

## Direct reports

2-4 Direct reports

## Budget/Expenditure

TBC

Essential requirements

* Substantial experience in leading recruitment teams/functions including the development and implementation of targeted recruitment strategies and the management and optimization of a customer service focused team.

# 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.

| **Capability group/sets** | **Capability name** |  | **Behavioural indicators** | **Level** |
| --- | --- | --- | --- | --- |
|  | **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 reinforce their use  Represent the organisation in an honest, ethical and professional way and set an example for others to follow  Promote a culture of integrity and professionalism within the organisation and in dealings external to government  Monitor ethical practices, standards and systems and reinforce their use  Act promptly on reported breaches of legislation, policies and guidelines | Advanced |
|  | **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 |
|  | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | | * Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience * Ensure systems are in place to capture customer service insights to improve services * Initiate and develop partnerships with customers to define and evaluate service performance outcomes * Promote and manage alliances within the organisation and across the public, private and community sectors * Liaise with senior stakeholders on key issues and provide expert and influential advice * Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches   Ensure that the organisation’s systems, processes, policies and programs respond to customer needs | Advanced |
|  | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | | Use own and others’ expertise to achieve outcomes, and take responsibility for delivering intended outcomes  Make sure staff understand expected goals and acknowledge staff success in achieving these  Identify resource needs and ensure goals are achieved within set budgets and deadlines  Use business data to evaluate outcomes and inform continuous improvement  Identify priorities that need to change and ensure the allocation of resources meets new business needs  Ensure that the financial implications of changed priorities are explicit and budgeted for | Adept |
|  | **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 |
|  | **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 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 stakeholders to inform the project strategy  Communicate the project’s objectives and its expected benefits  Monitor the completion of project milestones against goals and take necessary action  Evaluate progress and identify improvements to inform future projects | Adept |
|  | **Manage and Develop People**  Engage and motivate staff, and develop capability and potential in others | | Refine roles and responsibilities over time to achieve better business outcomes  Recognise talent, develop team capability and undertake succession planning  Coach and mentor staff and encourage professional development and continuous learning  Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation  Implement performance development frameworks to align workforce capability with the organisation’s current and future priorities and objectives | Advanced |
|  | **Optimise Business Outcomes**  Manage people and resources effectively to achieve public value | | Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives  Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning  When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences  Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context  Monitor performance against standards and take timely corrective actions  Keep others informed about progress and performance outcomes | Adept |

**Occupation 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.  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. | 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** |
| --- | --- | --- | --- | --- |
|  | Display Resilience and Courage | | Be open and honest, prepared to express your views, and willing to accept and commit to change | Adept |
|  | 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 | Adept |
|  | Work Collaboratively | | Collaborate with others and value their contribution | Adept |
|  | Influence and Negotiate | | Gain consensus and commitment from others, and resolve issues and conflicts | Advanced |
|  | 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 | Adept |
|  | 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 | Adept |
|  | Procurement and Contract Management | | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
|  | Inspire Direction and Purpose | | Communicate goals, priorities and vision, and recognise achievements | Intermediate |
|  | Manage Reform and Change | | Support, promote and champion change, and assist others to engage with change | Adept |