

# Manager Industrial Relations Strategy



<b>Cluster</b>	Stronger Communities
<b>Agency</b>	Fire and Rescue NSW (FRNSW)
<b>Directorate/Branch/Unit</b>	People and Culture (P&C)/ Workforce Relations, Planning & Analytics/ Industrial Relations
<b>Classification/Grade/Band</b>	Superintendent/ Clerk Grade 11/12
<b>Role Number</b>	52016710
<b>ANZSCO Code</b>	139112 / 223113
<b>PCAT Code</b>	3229192
<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

Facilitate the development and implementation of the FRNSW Strategic Industrial Relations Framework, leading stakeholder engagement processes and providing integrated plans and strategies to advance FRNSW's industrial relations priorities.

Assess and prioritise industrial relations issues and manage the research, review and administration functions of the team including the provision of expert advice and specialist support in developing strategies to manage a broad range of industrial relations issues.

## Key accountabilities Limit

- Develop and implement Industrial Relations strategies and recommendations in terms of Award enhancements, challenges and negotiations; and provide strategic specialist advice and initiatives to best position FRNSW on the wider industrial platform.
- Manage associated Award documentation and policy adjustments and disseminations; and drive the ongoing cyclical review and contemporising of all FRNSW's Industrial Relations doctrine
- Appear before industrial tribunals to defend FRNSW in relation to individual claims and dispute matters, provide advice as appropriate in relation to industrial matters and liaise with senior executive to obtain settlement and other instructions.
- Advise the business on complex and contentious employee relations matters and develop strategies and programs to enhance FRNSW industrial relations capability at a Management level.
- Identify emerging and systemic issues impacting the credibility and effectiveness of FRNSW's industrial relations agenda; and engage key parties for a wholistic approach to their resolution and provide strategic advice to the Director to mitigate risks and address exigencies and provide operational intelligence and perspective to strategies, plans and negotiations
- Contribute to the development and implementation of industrial plans linked to business planning and operational improvements across the organisation
- Manage the logistical and participative requirements of joint consultative committees and lead/participate in discussion negotiations in a variety of forums internally and externally



- Manage the more complex and/or protracted matters, particularly those centred on optimising operational management capability
- Provide proactive consultation, advice and Award interpretation to facilitate understanding and practical application of workforce management strategies
- Lead, manage and develop staff responsible for updating policies and practices; and undertaking research, preliminary analysis, Award interpretation and records maintenance to support the development of industrially sound strategies

## Key challenges

- Maintain current knowledge of industrial relations issues impacting FRNSW, the industrial climate and the employment related legislation, Awards and determinations under which it operates
- Determine and deliver strategies to support FRNSW's managers to carry out their role in observance of industrial implications and limitations
- Recognise and integrate synergies across issues, structures, processes, Awards and Agreements
- Leading productive relationships with Unions and other employee representatives

## Key relationships

Who	Why
<b>Internal</b>	
Director Industrial Relations People and Culture Directorate	<ul style="list-style-type: none"> <li>• Provide comprehensive and timely advice, recommendations and strategies</li> <li>• Alert to and discuss exigencies</li> <li>• Liaise with managers within the Directorate on matters of broader significance and/or industrial implications to facilitate integrated and appropriate corporate response from the HR perspective</li> </ul>
Industrial Relations Unit	<ul style="list-style-type: none"> <li>• Proactively and holistically manage issues</li> <li>• Provide operational interpretation</li> <li>• Work collaboratively</li> </ul>
FRNSW Directorate and Commands	<ul style="list-style-type: none"> <li>• Interpret industrial limitations and applications</li> <li>• Support strategy development to minimise risk/impact</li> <li>• Facilitate consultations with unions</li> <li>• Seek subject matter expertise to inform the development and implementation of integrated strategies</li> </ul>
Commissioner's Office	<ul style="list-style-type: none"> <li>• Exchange information and support with areas such as Legal and Regulatory Services, Government Relations and Media, Communication and Engagement</li> <li>• Contribute to planning, auditing and assurance</li> </ul>
<b>External</b>	
Unions	<ul style="list-style-type: none"> <li>• Maintain productive relationships</li> <li>• Discuss issues and advocate the FRNSW position</li> <li>• Contribute to joint working parties/committees and consultative processes</li> </ul>
Other government Agencies, particularly the Emergency Services Sector	<ul style="list-style-type: none"> <li>• Represent FRNSW and present matters before the IRC, ADB, ICAC or other relevant jurisdiction on matters which have FRNSW wide implications (financial and/or staffing) and employee relations policy matters in general</li> </ul>

## Role dimensions

### Decision making

- Has independence and autonomy to manage workload within broad framework set by the Director
- Manages confidential and sensitive matters and supports operational commanders to interpret and select strategic and industrially sound solutions
- Represents the Unit and the organisation's position in negotiations and at various internal and external forums
- Provides well researched and considered advice that is relied upon by the Director in make decisions and recommendations

**Reporting line:** Director Industrial Relations

**Direct reports:** Two (2)

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

### Key knowledge and experience

1. Understanding of industrial relations issues impacting FRNSW
2. Demonstrated experience interpreting and applying legislation

### Essential requirements

1. Relevant tertiary qualifications or equivalent demonstrated experience in industrial relations

For Superintendent only

1. Must hold requisite licences, certifications and authorities.
2. Tertiary qualifications in related technical and/or management field or equivalent relevant experience

### Capabilities

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.

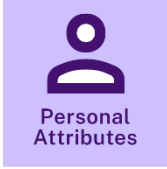
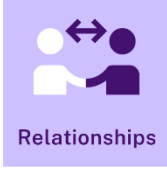
The capabilities are separated into **focus capabilities** and **complementary capabilities**.

### 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 and professional behaviour and reinforce their use</li> <li>• Represent the organisation in an honest, ethical and professional way and set an example for others to follow</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 promptly on reported breaches of legislation, policies and guidelines</li> </ul>	Advanced
	<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>• Take the initiative and act in a decisive way</li> <li>• Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation</li> </ul>	Advanced
 <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 diverse audiences and test levels of understanding</li> <li>• Translate technical and complex information clearly and concisely for diverse audiences</li> <li>• Create opportunities for others to contribute to discussion and debate</li> <li>• Contribute to and promote information sharing across the organisation</li> <li>• Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> <li>• Explore creative ways to engage diverse audiences and communicate information</li> <li>• Adjust style and approach to optimise outcomes</li> <li>• Write fluently and persuasively in plain English and in a range of styles and formats</li> </ul>	Advanced


## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
	<b>Influence and Negotiate</b> Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"><li>• Influence others with a fair and considered approach and present persuasive counterarguments</li><li>• Work towards mutually beneficial 'win-win' outcomes</li><li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</li><li>• Identify key stakeholders and gain their support in advance</li><li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li><li>• Anticipate and minimise conflict within the organisation and with external stakeholders</li></ul>	Advanced


## 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 in collaboration with others</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 system, process and business improvements</li> <li>• Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>• Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>	Advanced
 <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

## FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural Indicators	Level
 People Management	<b>Manage and Develop People</b> Engage and motivate staff, and develop capability and potential in others	<ul style="list-style-type: none"><li>• Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes</li><li>• Adjust performance development processes to meet the diverse abilities and needs of individuals and teams</li><li>• Develop work plans that consider capability, strengths and opportunities for development</li><li>• Be aware of the influences of bias when managing team members</li><li>• Seek feedback on own management capabilities and develop strategies to address any gaps</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 team performance in line with established performance development frameworks</li></ul>	Adept

## FOCUS CAPABILITIES - Occupation specific capability set

Capability group/sets	Capability name	Behavioural indicators	Level
	<b>Workforce Relations</b> Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements	<ul style="list-style-type: none"> <li>Advise managers and leaders, instruct counsel, and represent the organisation in consultations and negotiations with employee representative forums on a range of employment issues.</li> <li>Manage external consultants and providers and work with managers and leaders to ensure ongoing communication, assessment, compliance, and effective implementation of the employee relations plan and strategy as part of the organisation's workforce management practice.</li> <li>Manage the development of policies and practices to support the employee relations plan and strategy and address key industrial relations issues based on contemporary practices and evolving needs of the organisation.</li> <li>Encourage understanding of industrial relations principles and employee relations policies, practices and procedures within the organisation, and their consistent integration into the organisation's workplace practices and documentation, in line with the organisation's values.</li> <li>Design frameworks for provision of advice to the organisation on employment law, industrial arrangements and contractual matters.</li> <li>Manage the investigation and resolution of difficult, complex or high-profile workforce relations issues, in accordance with organisational policy.</li> <li>Design and maintain employee health, safety and wellbeing policies, practices and procedures ensuring full compliance with relevant legislation and a proactive approach to risk management, in accordance with organisational strategy.</li> </ul>	Level 3





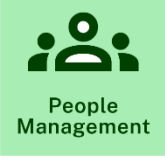
### Complementary capabilities

*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.



## 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	Adept
 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	Adept
	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	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate

## Firefighter Occupation Specific Focus Capabilities

Firefighter Occupation Specific Focus Capabilities are applied at the substantive rank.

### OCCUPATION SPECIFIC FOCUS CAPABILITIES – FRNSW FIREFIGHTERS

Capability Group	Capability Name	Level
 FIRE + RESCUE	Operational Expertise	Superintendent
	Community Safety & Resilience	Superintendent
	Emergency Management	Superintendent

## Superintendent

### Capability 1: Operational Expertise

## *Maintain and apply operational and technical knowledge and understanding*

- Maintain knowledge and understanding to exercise authority; and to advise on and monitor the appropriate interpretation and application of operational legislation, policies, protocols and guidelines; including the *Fire and Rescue NSW Act 1989*, the *State Emergency and Rescue Management Act 1989*, the NSW State Emergency Management Plan (EMPLAN); and FRNSW Standard Operational Guidelines, Commissioner's Orders and Standing Orders
- Ensure systems and processes for the identification and redress of operational knowledge and proficiency gaps across the area of responsibility
- Contribute to FRNSW advancing knowledge, strategies, tactics and techniques
- Maintain own capability in the range of emergency management techniques; and in the use of operational systems, tools, appliances and equipment, including personal protective gear
- Understand the principles of fire development, fire behaviour, basic chemistry, performance of fire affected buildings, and apply incident management systems
- Maintain competence in casualty assessment and care (including basic life support)

## **Capability 2: Community Safety and Resilience**

*Embed prevention and risk management for enhanced community safety and resilience as fundamental principles of duties, research, strategies, tactics policies and plans*

- Maintain comprehensive understanding of the fire and other emergency risks associated with the area of responsibility
- Provide advice and information relating to actual and potential dangers to the public; and support ensuing safety measures
- Ensure implementation of the strategic direction for emergency risk management across the area of responsibility
- Drive contemporary risk management planning and programming to ensure community safety and stakeholder engagement programs are reflective of the needs of diverse communities and with particular emphasis on communities at risk
- Applicable to the role, participate in meetings and other forums to engage and educate the community on prevention
- Participate in cross-jurisdictional emergency management planning and review
- Ensure support for investigations and research

## **Capability 3: Emergency Management**

*Manage emergency incidents to control the situation and minimise the impact on lives, properties and the environment*

- Maintain awareness of the emergency management environment and, applicable to the role, ensure operational readiness
- Ensure incident management protocols are adhered to; and assume command at incidents as required (particularly those of a protracted and/or complex nature) including:
  - developing and implementing incident safety plans
  - assessing and directing courses of action to take control of the situation
  - developing and applying incident action plans
  - supervising and directing resources
  - monitoring incident conditions maintaining situational awareness; and directing actions for the safety of firefighters, the public and other emergency services personnel at the scene
  - implementing and managing systems; and directing operational communications
  - overseeing attention to casualties
  - leading initial recovery operations
  - conducting operational debriefs; and
  - initiating investigations, as required
- Determine and arrange escalations where necessary and provide associated handover briefings
- Assume functional roles within the Incident Management Team as required