

# Role Description

## Senior Human Resources Manager



Cluster	NSW Premier & Cabinet
Agency	Sydney Living Museums
Division/Branch/Unit	Corporate and Commercial/People & Culture Team
Location	The Mint, Sydney and Western Sydney Records Centre, Kingswood
Classification/Grade/Band	Clerk Grade 9/10
Role Number	CC094
ANZSCO Code	132311
PCAT Code	3224992
Date of Approval	TBC
Agency Website	<a href="http://www.sydneylivingmuseums.com.au">www.sydneylivingmuseums.com.au</a> / <a href="http://www.records.nsw.gov.au">www.records.nsw.gov.au</a>

### Agency overview

Sydney Living Museums (SLM) and The State Archives and Records Authority of NSW (SARA) are NSW Government agencies which operate under the leadership of a single Executive Director. Whilst maintaining two separate legal entities, services are provided under a shared model.

The agencies form part of the NSW Department of Premier & Cabinet and report to the Minister for the Arts. Sydney Living Museums is also recognised as a State Cultural Institution.

SLM cares for a group of 12 of the most important historic houses, gardens and museums in NSW on behalf of the people of NSW. The agency is administered under the Historic Houses Act 1980, which confers the responsibility for conserving, managing, interpreting and activating places and sites of local, national and international significance.

Our property portfolio includes the UNESCO World Heritage listed Hyde Park Barracks, Australia's oldest surviving government building, the Mint, and Rose Seidler House, which marks the arrival of the modernist architecture movement to Australia.

The portfolio is unlike other museums in that the significance of each is in the whole, and not just in the parts. The awareness of place frames each narrative. Our audiences are local, regional, national and international.

SARA is administered under the State Records Act 1998 and is responsible for developing, preserving and promoting access to the NSW State Archives Collection, which pre-dates the European settlement of Australia in 1788.

SARA is the custodian and advocate for the State Archives Collection, which is one of the most complete and important collections documenting colonisation in the world. This vast cultural collection of more than 13 million items, valued at \$1 billion and which grows each year, details the development of this place and the wielding of colonial power, with multiple series of documents now included as inscriptions on the UNESCO Memory of the World Register.

SARA's Recordkeeping Standards and Advice function assists public offices in meeting their recordkeeping obligations under the State Records Act 1998, which is vital in the preservation of the memory of government

for current and future generations. SARA’s Government Records Repository provides commercial storage, records management, digitisation and consultancy services and generates the majority of SARA’s operating revenue.

## Primary purpose of the role

Manage Human Resources functions and provide expert advice to ensure the delivery a range of human resource services and initiatives across the SARA and SLM.

## Key accountabilities

- Liaise and collaborate with managers, team leaders and staff in regard to employment issues; coaching and advising managers on processes for managing poor performance and the use of performance development plans.
- Provide coaching and advice for managers and team leaders to build HR capability; understanding, enhance and improve management of teams in line with agreed values and capabilities.
- Oversee and ensure organisational compliance with all relevant HR policy and legislative requirements that pertain to SARA and SLM.
- Participate in the development, implementation and review of HR policies and procedures to maintain currency and relevance.
- Monitor and oversee monthly Governance, Executive, cluster and other reporting to provide quality assurance and ensure deadlines are adhered to.
- Provide advice and support to staff at all levels in regards to industrial relations issues and act as the key contact between the agencies and the union.
- Develop and review strategies to create continual improvement in the provision of HR services across both agencies.
- Provide advice and support to managers and staff on matters relating to employment conditions including leave entitlements, award and policy interpretation and application to workplace issues in accordance with relevant legislation.

## Key challenges

- Being proactive in identifying issues at an early stage to ensure issues are resolved as soon as possible and provide consistent advice.
- Maintaining detailed knowledge of relevant HR legislation and policy that pertains to supporting SARA and SLM staff.
- Balancing and being sensitive to the particular, and often complex, operational needs of HR and SARA and SLM staff.

## Key relationships

Who	Why
<b>Internal</b>	
Head of People & Culture	<ul style="list-style-type: none"> <li>• Receive guidance and direction from in relation to team and agency objectives.</li> <li>• Collaborate with to implement the People and Culture frameworks and facilitate continuous improvements.</li> <li>• Work with to contribute to human resource planning and contributing to organisational change initiatives that meet the changing needs of SARA and SLM.</li> <li>• Identify emerging risks/ issues and their implications and propose solutions</li> </ul>

Who	Why
Director, Corporate & Commercial Services	<ul style="list-style-type: none"> <li>• Collaborate with to deliver operational team objectives.</li> <li>• Provide advice and report on progress</li> <li>• Provide expert advice and contribute to decision making and policy development</li> </ul>
Executive & Leadership Team	<ul style="list-style-type: none"> <li>• Provide coaching and advice for managers and team leaders to build HR capability, understanding and enhance and improve management of teams in line with agreed values and capabilities.</li> <li>• Advise, influence and collaborate to determine proactive and preventive strategies to instil respectful behaviours</li> <li>• Collaborate to identify and address workplace values and behaviours</li> <li>• Provide leadership, guidance and support to deliver on agency needs</li> <li>• Share information and encourage contribution of ideas to improve deliver outcomes.</li> <li>• Collaborate with to perform core work functions, applying specialised knowledge, skills and professional judgement to achieve high quality outcomes.</li> <li>• Developing effective cross-departmental working relationships with specialist teams across the SARA and SLM.</li> <li>• Act as a trusted adviser to Executive and team leaders on critical people issues and risks.</li> </ul>
Managers/Supervisors	<ul style="list-style-type: none"> <li>• Coach and advise on processes for managing poor performance and in the use of development plans.</li> <li>• Developing effective cross-departmental working relationships with specialist teams across the SARA and SLM.</li> <li>• Provide advice and guidance on leave provisions, including parental, study and special leave.</li> </ul>
HR Advisor	<ul style="list-style-type: none"> <li>• Provide support and direction to in relation to key strategies and objectives.</li> <li>• Collaborate with to ensure the delivery of projects and reporting.</li> </ul>
People & Culture Team	<ul style="list-style-type: none"> <li>• Guide, support, coach and mentor team members, as required, to deliver HR services to all employees and achieve Team strategic objectives.</li> <li>• Develop and maintain effective working relationships.</li> <li>• Manage, coach and develop team members to ensure quality delivery of HR services to the organisation in accordance with organisational needs.</li> </ul>
Employees across the agencies	<ul style="list-style-type: none"> <li>• Provide high level HR advice and guidance.</li> <li>• Develop effective cross-departmental relationships.</li> <li>• Communicate with to develop and maintain effective working relationships.</li> <li>• Developing effective cross-departmental working relationships with specialist teams across the SARA and SLM.</li> <li>• Provide support to staff at all levels by providing ongoing HR advice within a public sector environment.</li> <li>• Provide advice and guidance on leave provisions, including parental, study and special leave.</li> </ul>

Who	Why
<b>External</b>	
People and culture staff in other NSW Government agencies and cultural institutions, unions and other relevant external stakeholders	<ul style="list-style-type: none"> <li>Identify, develop and maintain workforce development partnerships to support delivery of programs.</li> <li>Liaise with in a polite and approachable manner.</li> <li>Develop and maintain effective working relationships.</li> <li>Build productive relationships and collaborative partnerships across the cluster and with key Government stakeholders.</li> <li>Represent the SARA and SLM in negotiation with unions on industrial matters.</li> </ul>

## Role dimensions

### Decision making

This role:

- Contributes to the operations and planning to achieve the overall agreed HR program to deliver the strategy
- Has a level of autonomy to deliver the initiatives and projects on time, within budget and to expectations in terms of quality, deliverables and outcomes.
- Refers to the Head of People & Culture for decisions that require significant change to strategic approach; that are likely to escalate; cause undue risk; create substantial precedent; or are outside of delegation limits.
- Prioritises and manages multiple tasks and demands including matters with critical turnaround times.
- Ensures the effective management and use of human, financial and other resources within set budget and resource parameters.
- Demonstrates resilience and persistence in balancing the needs of competing demands within a complex, high work volume environment to facilitate the delivery of strategic and operational outcomes.
- Maintains outstanding interpersonal, communication, presentation and public relations skills that demonstrate the ability to establish and maintain effective relationships with diverse internal and external constituencies in a wide variety of settings.
- Works collaboratively as part of a team and on an independent basis.

### Reporting line

This role reports to the Head of People & Culture.

### Direct reports

The following roles report directly to the Senior Human Resources Manager:

- HR Advisor

### Budget/Expenditure

Nil

### Essential requirements

- Extensive in-depth knowledge of public sector management, the machinery of NSW Government, and employment legislation.
- Experience in implementing strategic HR plans and solutions, improving organisational performance and productivity in order to meet business objectives.
- Experience in managing/supervising direct reports.
- Extensive experience in workplace relations and negotiations.

- The ability to use, and experience working with, HR systems at a high level.
- Acts within NSW Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, agency policy and procedural frameworks and guidelines, and professional standards.
- Willingness to work across SARA/SLM sites and ability to travel to multiple locations.






## Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)

### Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

#### NSW Public Sector Capability Framework

Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Intermediate
	<b>Act with Integrity</b>	<b>Adept</b>
	<b>Manage Self</b>	<b>Adept</b>
	Value Diversity	Adept
 Relationships	<b>Communicate Effectively</b>	<b>Adept</b>
	Commit to Customer Service	Intermediate
	Work Collaboratively	Adept
	<b>Influence and Negotiate</b>	<b>Adept</b>
 Results	<b>Deliver Results</b>	<b>Adept</b>
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Adept</b>
	Demonstrate Accountability	Intermediate
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>
 People Management	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Intermediate
	Optimise Business Outcomes	Intermediate
	<b>Manage Reform and Change</b>	<b>Advanced</b>

## Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

### NSW Public Sector Capability Framework


Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> <b>Act with Integrity</b>	Adept	<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>
<b>Personal Attributes</b> <b>Manage Self</b>	Adept	<ul style="list-style-type: none"> <li>• Keep up to date with relevant contemporary knowledge and practices</li> <li>• Look for and take advantage of opportunities to learn new skills and develop strengths</li> <li>• Show commitment to achieving challenging goals</li> <li>• Examine and reflect on own performance</li> <li>• Seek and respond positively to constructive feedback and guidance</li> <li>• Demonstrate and maintain a high level of personal motivation</li> </ul>
<b>Relationships</b> <b>Communicate Effectively</b>	Adept	<ul style="list-style-type: none"> <li>• Tailor communication to diverse audiences</li> <li>• Clearly explain complex concepts and arguments to individuals and groups</li> <li>• Create opportunities for others to be heard, listen attentively and encourage them to express their views</li> <li>• Share information across teams and units to enable informed decision making</li> <li>• Write fluently in plain English and in a range of styles and formats</li> <li>• Use contemporary communication channels to share information, engage and interact with diverse audiences</li> </ul>
<b>Relationships</b> <b>Influence and Negotiate</b>	Adept	<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</li> </ul>

Group and Capability	Level	Behavioural Indicators
<b>Results</b> <b>Deliver Results</b>	Adept	<ul style="list-style-type: none"> <li>stakeholders</li> <li>Anticipate and minimise conflict</li> <li>Use own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes</li> <li>Make sure staff understand expected goals and acknowledge staff success in achieving these</li> <li>Identify resource needs and ensure goals are achieved within set budgets and deadlines</li> <li>Use business data to evaluate outcomes and inform continuous improvement</li> <li>Identify priorities that need to change and ensure the allocation of resources meets new business needs</li> <li>Ensure that the financial implications of changed priorities are explicit and budgeted for</li> </ul>
<b>Results</b> <b>Think and Solve Problems</b>	Adept	<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>
<b>Results</b> <b>Project Management</b>	Adept	<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>
<b>People Management</b> <b>Manage and Develop People</b>	Advanced	<ul style="list-style-type: none"> <li>Refine roles and responsibilities over time to achieve better business outcomes</li> <li>Recognise talent, develop team capability and undertake succession planning</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> <li>• Coach and mentor staff and encourage professional development and</li> <li>• continuous learning</li> <li>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</li> <li>• Implement performance</li> <li>• development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People Management Manage Reform and Change</b>	Advanced	<ul style="list-style-type: none"> <li>• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>• Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>

## Human Resources Professionals Capability Set

Capability Group	Capability Name	Level
	<b>Workforce strategy</b>	<b>Level 3</b>
	<b>Organisational culture</b>	<b>Level 3</b>
	<b>Talent Management</b>	<b>Level 3</b>
	<b>Workforce Relations</b>	<b>Level 3</b>
	<b>Employment services</b>	<b>Level 3</b>

## Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
<b>Human Resources Professionals Capability Set Workforce strategy</b>	Level 3	<ul style="list-style-type: none"> <li>• Collaborate with managers and leaders to analyse workforce and business data to understand the workforce factors contributing to business opportunities and the potential solutions.</li> <li>• Provide managers and leaders with informed advice on workforce options for securing capabilities required in the short and long term, based on knowledge of service delivery models, diverse customer needs and internal and external labour market trends.</li> <li>• Provide evidence-based advice on best fit, capability-based workforce strategies to managers and leaders to facilitate effective implementation and regular review of business strategies.</li> <li>• Liaise with specialist human resources functions to ensure advice and support is provided to business units as an integrated suite of strategies and tools, calibrated to</li> </ul>



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Group and Capability	Level	Behavioural Indicators
<b>Talent Management</b>	Level 3	<p>overarching and/or local business goals.</p> <ul style="list-style-type: none"> <li>• Encourage managers and leaders to understand the link between good workforce management and positive business outcomes and to take ownership of these strategies.</li> <li>• Coach managers and leaders on identifying, engaging and managing stakeholders to facilitate development and implementation of new business priorities or models.</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment.</li> <li>• 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.</li> <li>• Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Human Resources Professionals Capability Set</b> <b>Organisational Culture</b>	Level 3	<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</li> </ul>

## Human Resources Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
		<p>implement workforce programs and frameworks that motivate, recognise and reward employees and make the organisation a diverse, inclusive, innovative and meaningful place to work.</p> <ul style="list-style-type: none"> <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.</li> <li>• Develop benchmarks for key indicators of organisational culture and evaluate the effectiveness of workforce strategies in shaping organisational culture.</li> </ul>
<b>Workforce Relations</b>	Level 3	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment.</li> <li>• 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.</li> <li>• Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Human Resources Professionals Capability</b>	Level 3	<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</li> </ul>

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Group and Capability	Level	Behavioural Indicators
<b>Set</b> <b>Employee services</b>		<p>cycle of employee services, and identify and recommend possible HR process and service improvements.</p> <ul style="list-style-type: none"><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>