# DPE logoRole Description

# Workforce Planning and Organisation Design Partner

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| **Role Description Fields** | **Details** |
| **Cluster** | **Planning and Environment** |
| **Department/Agency** | **Department of Planning and Environment** |
| **Division/Branch/Unit** | **PCC / Talent & Culture** |
| **Role number** |  |
| **Classification/Grade/Band** | **Clerk Grade 9/10** |
| **Senior executive work level standards** | **Not Applicable** |
| **ANZSCO Code** | **223111** |
| **PCAT Code** | **1244692** |
| **Date of Approval** | **May 2022** |
| **Agency Website** | **www.dpie.nsw.gov.au** |

## Agency overview

Our vision is to create thriving environments, communities and economies for the people of New South Wales. We focus on some of the biggest issues facing our state. We deliver sustainable water resource and environment management, secure our energy supply, oversee our planning system, maximise community benefit from government land and property, and create the conditions for a prosperous state. 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 seeks to embed Aboriginal cultural awareness and knowledge throughout the department.

## Primary purpose of the role

To provide contemporary, subject matter expertise in regard to workforce planning, organisation design and change management advice and solutions to support the delivery of workforce strategies aligned to organisational priorities, long term business outcomes and workforce needs.

## Key accountabilities

* Partner with managers, executive and People Partners to identify and understand high level workforce needs, future priorities and critical roles/skills to design effective future proofed workforce plans and strategies
* Implement and oversee regular reviews of workforce plans to maintain alignment with organisational and workforce strategies
* Develop practices and toolkits, processes and procedures to support workforce management strategies and link these to talent management, succession planning and capability development
* Contribute to the development of strategic plans to fill identified skill gaps within the business, factoring in the impact of technology, digitisation and automation on future workforce needs
* Facilitate the understanding of how workforce strategies contribute to achievement of business goals and outcomes

* Provide the business with informed advice on organisation design 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.
* Support the design of solutions and implementation to align organisation structure across the business, encompassing of our change management framework and organisation design principles
* Input into design and delivery of effective workforce analytics. Work collaboratively to provide evidence based advice on best fit workforce strategies and facilitate effective implementation and review of these strategies

## Key challenges

* Contributing to multiple projects and new initiatives within an environment undergoing significant change
* Partner, influence and facilitate aligned outcomes, related to workforce strategies, organisation design and change.

## Key relationships

**Internal**

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| Who | Why |
| Managers and Executives | * Receive guidance and provide updates on key issues and progress
* Contribute to the development of workforce planning strategy
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| People Partners  | * Receive information and advice on the workforce and client base
* Contribute to the development of workforce planning strategy and engagement of the business
* Engage and partner to align outcomes with regard to workforce planning, organisation design and change
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| Team | * Provide support to team members
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## Role dimensions

### Decision making

* Consults with the Manager in delivering workforce design outcomes
* Prioritises and manages multiple tasks and demands including matters with critical turnaround times required by internal clients, including clients’ Executive and management teams
* Makes day to day decisions and provides guidance on appropriate courses of action that might be taken to address analytics design issues
* Exercises discretion and shows initiative in determining the approach to work undertaken by the position and is responsible for interpretation, advice and recommendations made

### Reporting line

This role reports to the Manager Organisation Effectiveness

### Direct reports

Nil

### Budget/Expenditure

Nil

## **Key knowledge and experience**

* Tertiary qualifications in Human Resources and or Business Management, or equivalent significant experience.

## 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

| **Capability group/sets** | **Capability name** | **Behavioural indicators** | **Level** |
| --- | --- | --- | --- |
| personal-attributes | **Display Resilience and Courage**Be open and honest, prepared to express your views, and willing to accept and commit to change | Be flexible, show initiative and respond quickly when situations changeGive frank and honest feedback and adviceListen when ideas are challenged, seek to understand the nature of the comment and respond appropriatelyRaise and work through challenging issues and seek alternativesRemain composed and calm under pressure and in challenging situations | Adept |
| personal-attributes | **Manage Self**Show drive and motivation, an ability to self-reflect and a commitment to learning | Keep up to date with relevant contemporary knowledge and practicesLook for and take advantage of opportunities to learn new skills and develop strengthsShow commitment to achieving challenging goalsExamine and reflect on own performanceSeek and respond positively to constructive feedback and guidanceDemonstrate and maintain a high level of personal motivation | Adept |
| 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 teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network 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 | Consider the future aims and goals of the team, unit and organisation when prioritising own and others’ workInitiate, prioritise, consult on and develop team and unit goals, strategies and plansAnticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responsesEnsure current work plans and activities support and are consistent with organisational change initiativesEvaluate outcomes and adjust future plans accordingly | Adept |
| results | **Demonstrate Accountability**Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines | Be proactive in taking responsibility and being accountable for own actionsUnderstand delegations and act within authority levelsIdentify and follow safe work practices, and be vigilant about own and others’ application of these practicesBe aware of risks and act on or escalate risks, as appropriateUse financial and other resources responsibly | Intermediate |
| 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 |

| **Occupation specific 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** |
|  | **Organisational design**Define the organisational structures and workforce plans required to support the business in delivering results | Develop managers in understanding their business needs and assessing current and future resource and capability projections to determine the strengths, gaps and needs in the workforce.Support managers in translating their required business outcomes into a set of criteria that will guide organisational design, including the mix of capabilities and workforce types.Advise managers on flexible structure and role configurations tailored to planned expenditure fluctuations and variable capability needs over the budget forecast period.Support managers by recommending structure and role design options that align with capability requirements, while also incorporating accessibility and flexibility; and provide clear career pathways, referencing sector practices, benchmarks and frameworks.Advise managers on capability gaps and recommended interventions for workforce and succession planning.Support managers to identify and quantify impacts of proposed changes in roles and structure on business operations.Advise and coach managers on effective planning and management of transitional processes to implement and sustain organisational change activities. | **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 | Act with Integrity | Be ethical and professional, and uphold and promote the public sector values | Adept |
| personal-attributes | Value Diversity and Inclusion | Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives | 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 | Intermediate |
| 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 | 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 |