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| **Cluster** | **Planning, Housing and Infrastructure** |
| **Agency** | **Department of Planning, Housing and Infrastructure** |
| **Division/Branch/Unit** | **Corporate Services / Cluster Finance** |
| **Classification/Grade/Band** | **Clerk Grade 11/12** |
| **Role Number** | **50029438** |
| **ANZSCO Code** | **139999** |
| **PCAT Code** | **1224992** |
| **Date of Approval** | **December 2023 (updated February 2024)** |
| **Agency Website** | [**https://www.nsw.gov.au/departments-and-agencies/department-o**](http://www.dpie.nsw.gov.au)**f-planning-housing-and-infrastructure** |

## **Agency overview**

The Department of Planning, Housing and Infrastructure is building the future of NSW through delivering diverse planning, housing solutions and infrastructure across the 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**

Lead team and projects to provide quality workforce analysis, interpretation and reporting that informs and supports the achievement of organisational workforce objectives.

## **Key accountabilities**

* Lead the research, analysis, evidence-based advice, and presentation of workforce data and reports to provide advice, insights, and recommendations on strategic issues.
* Lead analysis and reporting of performance and develop sophisticated tools which enable stakeholders to gain valuable insights data.
* Manage data requests and provide advice, including ministerial, questions on notice, budget estimates, etc.
* Engage with partners to understand challenges, leading applied research to explore available data, develop insights into the underlying reasons, and identify future research opportunities.
* Manage the evaluation of workforce data and reporting to analyse trends, identify capability gaps, and leverage insights for informed workforce planning.
* Lead and drive team management, work planning, coaching and professional development initiatives to align resources and deliver priorities.
* Incorporate and manage the annual workforce reporting requirements outlined by the Public Service Commission (PSC) and ensure compliance with PSC guidelines and standards in workforce analytics and reporting.

## **Key challenges**

* Providing consistent, robust data and analysis in a dynamic and changing environment.
* Managing several different sources of information, including legacy systems, and ensure accuracy.
* Dealing with sensitive, complex matters appropriately and confidentially.

Key relationships

| Who | Why |
| --- | --- |
| **Internal** |  |
| DPE Leadership Team | * Provide analysis and understanding of current and emerging human resource management trends and risks. |
| Director Analysis | * Provide expert advice and contribute to decision making; identify emerging issues/risks and their implications and propose solutions; receive advice and report on progress towards business objectives and discuss future directions. |
| People & Culture | * Provide guidance and direction as a subject matter expert. * Exchange information and provide feedback. * Liaise and respond to queries |
| Direct Reports | * Lead, direct, manage and support performance and development. |
| Stakeholders | * Liaise with and coordinate information between stakeholders; consult and collaborate with, to define mutual interests and determine strategies to achieve their realisation. * Optimise engagement to achieve desired outcomes. * Manage expectations and resolve issues. * Develop and maintain effective relationships. |
| **External** |  |
| Stakeholders | * Provide sound and reliable advice; manage expectations, resolve, and provide solutions to issues; negotiate outcomes and timeframes. |
| Public Service Commission | * Participate in sector-wide Workforce Profile reporting and reform initiatives. |

## **Role dimensions**

### **Decision making**

The role:

* Operates with a high level of autonomy.
* Plans and priorities work to address competing deadlines often with little or no supervision.
* Works within applicable legislation, and sector and Department policy, regulatory and procedural frameworks, and delegations to ensure business operations and project outcomes comply.

### **Reporting line**

The role reports to the Director, Analysis

### **Direct reports**

3-6 direct reports

### **Budget/Expenditure**

TBA

## Key knowledge and experience

* Demonstrated experience improving organisational performance through data analysis.
* Strong analytical skills, ability to collect and analyse, interpret and integrating data/new information for reporting purposes.
* Capacity to apply discretion and maintain a high level of confidentiality when handling sensitive information.
* Ability to develop and manage interpersonal relationships at all levels of the company.

## **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** |
| --- | --- | --- | --- |
| personal-attributes | **Manage Self**  Show drive and motivation, an ability to self-reflect and a commitment to learning | Act as a professional role model for colleagues, set high personal goals and take pride in their achievement  Actively seek, reflect and act on feedback on own performance  Translate negative feedback into an opportunity to improve  Take the initiative and act in a decisive way  Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation | 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 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 |
| relationships | **Commit to Customer Service**  Provide customer-focused services in line with public sector and organisational objectives | Take responsibility for delivering high-quality customer-focused services  Design processes and policies based on the customer’s point of view and needs  Understand and measure what is important to customers  Use data and information to monitor and improve customer service delivery  Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers  Maintain relationships with key customers in area of expertise  Connect and collaborate with relevant customers within the community | Adept |
| results | **Deliver Results**  Achieve results through the efficient use of resources and a commitment to quality outcomes | Seek and apply the expertise of key individuals to achieve organisational outcomes  Drive a culture of achievement and acknowledge input from others  Determine how outcomes will be measured and guide others on evaluation methods  Investigate and create opportunities to enhance the achievement of organisational objectives  Make sure others understand that on-time and on-budget results are required and how overall success is defined  Control business unit output to ensure government outcomes are achieved within budgets  Progress organisational priorities and ensure that resources are acquired and used effectively | Advanced |
| results | **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 |
| business-enablers | **Technology**  Understand and use available technologies to maximise efficiencies and effectiveness | Champion the use of innovative technologies in the workplace  Actively manage risk to ensure compliance with cyber security and acceptable use of technology policies  Keep up to date with emerging technologies and technology trends to understand how their application can support business outcomes  Seek advice from appropriate subject-matter experts on using technologies to achieve business strategies and outcomes  Actively manage risk of breaches to appropriate records, information and knowledge management systems, protocols, and policies | Advanced |
| A blue sign with black text and people  Description automatically generated | **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 outcomes  Adjust performance development processes to meet the diverse abilities and needs of individuals and teams  Develop work plans that consider capability, strengths and opportunities for development  Be aware of the influences of bias when managing team members  Seek feedback on own management capabilities and develop strategies to address any gaps  Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way  Monitor and report on team performance in line with established performance development framework | Adept |

## **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** |
| --- | --- | --- | --- |
| 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 | 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 | Work Collaboratively | Collaborate with others and value their contribution | Adept |
| relationships | Influence and Negotiate | Gain consensus and commitment from others, and resolve issues and conflicts | Adept |
| results | Plan and Prioritise | Plan to achieve priority outcomes and respond flexibly to changing circumstances | Adept |
| 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 | Procurement and Contract Management | Understand and apply procurement processes to ensure effective purchasing and contract performance | Intermediate |
| business-enablers | Project Management | Understand and apply effective planning, coordination, and control methods | Adept |
|  | Inspire Direction and Purpose | Communicate goals, priorities and vision, and recognise achievements | Adept |
|  | 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 | Adept |