

# HEAD OF PEOPLE AND CULTURE

<b>Unit</b>	People and Culture	<b>Area</b>	Corporate & Communications
<b>Agency</b>	The NSW Institute of Sport	<b>Classification</b>	Grade 4, Level 1
<b>ANZSCO code</b>	111331	<b>PCAT code</b>	3224946
<b>Reports to</b>	Director, Corporate & Communications	<b>Date of approval</b>	30 January 2025

## ORGANISATIONAL OVERVIEW

The NSW Institute of Sport [NSWIS] is a high-performance sporting organisation that supports Australian athletes to become world’s best. We reach all regions of NSW with an Olympic and Paralympic training facility based at Sydney Olympic Park and high-performance hubs across NSW that provide world class daily training environments for our athletes and coaches. Our experts work in collaboration with partners within the national sporting system to create and deliver high performance support services and environments to prepare athletes and coaches for international competition.

## ROLE PURPOSE

The Head of People & Culture works with the Director, Corporate and Communications (DCC) to design, develop and implement workforce strategies that will attract, engage, and retain high quality staff. This position will provide strategic HR & IR advice, improve business practices, lead complex projects, and ensure strict compliance with relevant legislative and regulatory frameworks.

This position will also lead people and culture professionals to support the DCC, CEO and Executive team in the delivery of modern workplace practices that are inclusive for all, in which people belong, a positive culture is fostered, and productivity is enhanced. This will include ensuring a child safe and ethical environment, aligned with the principles of the national sport integrity framework and NSW Children’s Guardian, and overseeing Health and Safety requirements across the business, ensuring a safe workplace for all athletes and staff.

## KEY PERFORMANCE AREAS

- Lead People and Culture professionals to support the DCC, CEO and Executive team in the delivery of modern workplace practices that are inclusive for all, in which people belong, a positive culture is fostered, productivity is enhanced, and the health and wellbeing of employees is prioritised.
- Lead and manage all people & culture functions through a business partnering service model to provide relevant and responsive frameworks and procedures to support the effective functioning of the business.
- Provide sound and expert advice and solutions to senior managers on people matters, risks, issues, and trends to keep managers informed and supported including coaching managers in relation to change management, staff and community engagement, and workforce planning issues.
- Develop, implement, and monitor systems, policies, and procedures to ensure compliance relevant with legislative and regulatory obligations and NSWIS mandatory athlete and employee requirements.
- Support the DCC in the development of workplace and industrial relations reform that meets business needs and lead the provision of effective and timely advice and resolution of industrial matters including negotiating industrial instruments.

- Provide leadership and supervise the performance of the People and Culture team by setting clear work objectives, assessing performance, providing feedback, development and coaching to build employee capability.
- Manage complex workplace people issues including grievances, performance improvement, conduct and other investigations, disciplinary matters to build a harmonious and productive working environment. This will include coaching business leaders navigating difficult conversations and performance issues.
- Identify, analyse, and review emerging people and culture policy issues and trends, review and interpret relevant areas of research and provide evidence-based and industry best practice recommendations.
- Manage all organisational insurance requirements, working with relevant providers to ensure appropriate coverage is maintained and undertaken relevant activities associated with claims.
- Support the CEO and DCC in the management of responses to critical incidents and/ or employee or athlete breaches of the Code of Conduct.
- In collaboration with the Head of Operations and Projects, manage and develop our safety culture, maintain our safety frameworks and systems and lead risk management and mitigation process across the NSWIS facility and daily training environments. Address issues through targeted initiatives, training and programs and manage incident response processes. This will include ensuring a child safe and ethical environment, aligned with the principles of the National Sport Integrity Framework and NSW Children’s Guardian, and ensuring a safe workplace for all athletes and staff.
- Lead the People and Culture team in delivery of the NSWIS Diversity & Inclusion strategy including creation of the Commitment to Country Plan in alignment with the Australian Sports Commission.
- As the Institute’s Child Safe Officer, work with stakeholders to deliver the NSWIS Child Safety Action Plan and ensure ongoing compliance with the Child Safe Standards, delivering best practice environments for child athletes.
- Lead the People and Culture team in all aspects of delivery and reporting on the People Matter Employee Survey including support for the DCC in determining and agreeing the action items to be achieved annually.
- Identify opportunities to contribute to existing partner or NSW Government agency programs and initiatives.

## KEY CHALLENGES

- Maintaining strategic partnerships and relationships within the organisation, and externally, to collaboratively achieve business objectives and deliver outstanding customer service.
- Manage organisational change processes required to achieve strategic objectives by cultivating commitment to change and helping overcome resistance to change.
- Providing technical expertise to Board, Executive and internal staff and where needed external stakeholders (eg. Sport partners) based on specialised knowledge and experience, analysing needs and making recommendations.
- Partner with the Executive to promote and embed employee and community health and wellbeing initiatives.

## KEY RELATIONSHIPS

Who	Why
Director, Corporate & Communications	Line Manager
CEO	To provide people and culture expertise to support the achievement of

	organisational objectives and contribute to management of business strategies
NSWIS Executive & Senior Managers	To develop and maintain effective working relationships. Collaborate, exchange information, provide strategic advice, coaching and support.
NSWIS employees	To provide expertise, coaching, and advice.
Government and external agencies	To maintain effective governance, align with the system, reporting and advocating for the positioning of NSWIS.
Department of Planning Housing and Infrastructure	To ensure payroll service meets the agreed SLA.
NSWIS Athletes	To ensure best child safe practice and leave complaints and grievance processes.

### ROLE DIMENSIONS

<b>Budget</b>	TBA
<b>Authority / approval level</b>	\$20,000
<b>Direct reports</b>	Coordinator, People and Culture Our Connection to Country Advisor

### KEY EXPERIENCE AND KNOWLEDGE

Experience	Knowledge
<ul style="list-style-type: none"> <li>Proven understanding of what it takes to deliver a Diversity &amp; Inclusion strategy</li> <li>Track record of implementing employee engagement action plans with stakeholders</li> <li>Experience in implementing wellbeing initiatives that have impact and can be measured for their success</li> <li>Demonstrated experience working collaboratively with a range of internal stakeholders to implement large-scale workforce initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of employee reward and recognition systems in a government environment</li> <li>Knowledge of best practice of incorporating wellbeing in workplace strategies</li> <li>Knowledge of NSW Child Safe legislation and the how to apply this in the workplace.</li> <li>How to implement community engagement initiatives in the workplace.</li> </ul>






### ESSENTIAL REQUIREMENTS

Essential	Desirable
<ul style="list-style-type: none"> <li>Extensive experience in Human Resource Management and/or senior level experience in a complex human resources environment (government desirable)</li> <li>Extensive experienced in providing strategic and operational expertise, coaching and consultancy services across a broad range of human resource functions to management, staff and boards</li> <li>Demonstrated experience influencing and</li> </ul>	<ul style="list-style-type: none"> <li>Sport Integrity Australia Anti-doping Fundamentals</li> <li>Sport Integrity Australia (PBTR) Child Protection and Safeguarding</li> <li>Intermediate/advanced knowledge of MS Office programs</li> <li>Current First Aid and Resuscitation certificate</li> <li>Applied knowledge and understanding of contemporary people &amp; culture practices and performance management systems in sport</li> </ul>

<p>leveraging relationships at a senior level to gain commitment to action that support business objectives</p> <ul style="list-style-type: none"> <li>▪ Demonstrated experience in workforce planning, developing best-practice HR systems and driving organisational change projects to a successful completion</li> <li>▪ Experienced in overseeing end to end recruitment, induction and on-boarding, and learning and development processes</li> <li>▪ Experience with change management in an organisational setting</li> <li>▪ Highly developed communication skills with experience in the preparation of reports, plans and other business documents at the executive level</li> </ul>	<ul style="list-style-type: none"> <li>▪ Applied knowledge of workplace relations, specifically the development and management of industrial relations and negotiations, and Enterprise Agreements</li> <li>▪ Practical knowledge of WHS systems, Workers Compensation and WHS Committees</li> <li>▪ Knowledge of job design, analysis, and role evaluation</li> <li>▪ Knowledge of wellbeing best practice</li> </ul>
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## CAPABILITY SUMMARY

The [NSW Public Sector Capability Framework](#) is a foundational tool that supports the public sector to attract, recruit, develop and retain a responsive and capable workforce. Below are the capabilities and level required to successfully perform 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.

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

## FOCUS CAPABILITIES

The focus capabilities are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours expected at that level. Focus capabilities are aligned with the role's key performance areas.

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with integrity	Advanced	<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>
<b>Relationships</b> Communicate effectively	Advanced	<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>
<b>Relationships</b> Work collaboratively	Adept	<ul style="list-style-type: none"> <li>Encourage a culture that recognises the value of collaboration</li> <li>Build cooperation and overcome barriers to information sharing and communication across teams and units</li> <li>Share lessons learned across teams and units</li> <li>Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work</li> <li>Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services</li> </ul>
<b>Results</b> Plan & prioritise	Adept	<ul style="list-style-type: none"> <li>Consider the future aims and goals of the team, unit and organisation when prioritising own and others' work</li> <li>Initiate, prioritise, consult on and develop team and unit goals, strategies and plans</li> <li>Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses</li> <li>Ensure current work plans and activities support and are consistent with organisational change initiatives</li> <li>Evaluate outcomes and adjust future plans accordingly</li> </ul>
<b>Results</b> Think & solve problems	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>People management</b> Manage & develop people	Adept	<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>
<b>People management</b> Inspire direction & purpose	Adept	<ul style="list-style-type: none"> <li>Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders</li> <li>Translate broad organisational strategy and goals into tangible team goals and explain the links for the team</li> </ul>

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"><li>▪ Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders</li><li>▪ Work to remove barriers to achieving goals</li></ul>