

# Role Description

## Manager People and Culture



Cluster	Creative Industries, Tourism, Hospitality and Sport
Department/Agency	NSW Institute of Sport
Division	Corporate & Communications / People and Culture
Classification/Grade	NSWIS Grade 4 Level 2
Location	Sydney
ANZSCO Code	132311
PCAT Code	3224946
Date of Approval	13 May 2025
Agency Website	<a href="#">NSW Institute of Sport (NSWIS)</a>

### Agency 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.

### Primary purpose of the role

The role works with the CEO, Director Corporate and Communications (DCC), Executive team and the business to design, develop and implement workforce strategies to attract, engage, and retain high quality staff. The role provides strategic HR and IR advice, improves business practices, leads complex projects, and ensures strict compliance with relevant legislative and regulatory frameworks.

The role also leads people and culture professionals to support the CEO, DCC 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 includes 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 accountabilities

- Lead people and culture to support the CEO, DCC and Executive team in implementing modern, inclusive workplace practices that cultivate belonging, a positive culture, enhanced productivity, and prioritise employee health and well-being.
- 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 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.
- Manage the Enterprise Agreement (EA) process including the EA Committee and IRC requirements.
- Manage the annual People Matter Employee Survey (PMES) process, dissemination of results to Executive and Board and formation, delivery and implementation of the PMES action plan.
- 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.
- Lead, 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.
- As the Child Safe Officer, ensure 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.

## Key challenges

- Maintaining strategic partnerships and relationships within the organisation, and externally, to collaboratively achieve business objectives and deliver outstanding customer service.
- Managing 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 (e.g. Sport partners) based on specialised knowledge and experience, analysing needs and making recommendations.
- Partnering with the Executive to promote and embed employee and community health and wellbeing initiatives.

## Key relationships

Who	Why
<b>Internal</b>	
CEO and Director, Corporate & Communications	<ul style="list-style-type: none"> <li>To provide people and culture expertise to support the achievement of organisational objectives and contribute to management of business strategies</li> </ul>
NSWIS Executive and Senior Managers	<ul style="list-style-type: none"> <li>To develop and maintain effective working relationships.</li> <li>Collaborate, exchange information, provide strategic advice, coaching and support.</li> </ul>
NSWIS employees	<ul style="list-style-type: none"> <li>To provide expertise, coaching, and advice.</li> </ul>
NSWIS Athletes	<ul style="list-style-type: none"> <li>To ensure best child safe practice and manage complaints and grievance processes.</li> </ul>
<b>External</b>	
Government and external agencies	<ul style="list-style-type: none"> <li>To maintain effective governance, align with the system, and report and advocate for the positioning of NSWIS</li> </ul>
Department of Customer Service	<ul style="list-style-type: none"> <li>To ensure payroll service meets the agreed SLA.</li> </ul>

## Role dimensions

### Decision making

This role has autonomy and makes decisions that are under their direct control. Refers to the Executive decisions that require significant change to program outcomes or timeframes or are likely to escalate.

The role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables, and outcomes.

### Reporting line

This role accounts and reports to the Director, Corporate & Communications.

### Direct reports

Coordinator, People and Culture  
Our Connection to Country Advisor

### Budget/Expenditure

Budget \$1 million  
Authority / approval level \$20,000

## Key knowledge and experience

- Extensive experience in Human Resource Management and/or senior level experience in a complex human resources environment (government desirable)
- Extensive experience in providing strategic and operational expertise, coaching and consultancy services across a broad range of human resource functions to management, staff and boards
- Demonstrated knowledge of H&S legislation, regulation and best practice



- Demonstrated experience influencing and leveraging relationships at a senior level to gain commitment to action that support business objectives
- Demonstrated experience in workforce planning, developing best-practice HR systems and driving organisational change projects to a successful completion
- Experienced in overseeing end to end recruitment, induction and on-boarding, and learning and development processes
- Experience with change management in an organisational setting
- Highly developed communication skills with experience in the preparation of reports, plans and other business documents at the executive level
- Proven understanding of what it takes to deliver a Diversity & Inclusion strategy
- Track record of implementing employee engagement action plans with stakeholders
- Experience in implementing wellbeing initiatives that have impact and can be measured for their success
- Demonstrated experience working collaboratively with a range of internal stakeholders to implement large-scale workforce initiatives
- Understanding of employee reward and recognition systems in a government environment
- Knowledge of best practice of incorporating wellbeing in workplace strategies
- Knowledge of NSW Child Safe legislation and the how to apply this in the workplace
- How to implement community engagement initiatives in the workplace
- Knowledge of workplace relations, specifically the development and management of industrial relations and negotiations, and Enterprise Agreements
- Knowledge of job design, analysis, and role evaluation

## Essential requirements

- Relevant tertiary qualification (e.g. human resources, business management, or similar)
- Current Working with Children check
- Current First Aid and Resuscitation certificate
- Sport Integrity Australia Anti-doping Fundamentals
- Sport Integrity Australia (PBTR) Child Protection and Safeguarding
- Valid NSW Driver License

## Capabilities for the role

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
 Personal Attributes	<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 standard 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
 Relationships	<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
 Relationships	<b>Work Collaboratively</b> Collaborate with others and value their contribution	<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>	Adept



### 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' work
- Initiate, prioritise, consult on and develop team and unit goals, strategies and plans
- Anticipate and assess the impact of changes, including government policy and economic conditions, on team and unit objectives and initiate appropriate responses
- Ensure current work plans and activities support and are consistent with organisational change initiatives
- Evaluate outcomes and adjust future plans accordingly

Adept



### 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



### 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 frameworks

Adept





### Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose, and help the team to understand the strategic direction of the organisation and the needs of customers and stakeholders
- Translate broad organisational strategy and goals into tangible team goals and explain the links for the team
- Ensure that team objectives and outcomes lead to the implementation of government priorities and create value for customers and stakeholders
- Work to remove barriers to achieving goals




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	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	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	Adept
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Advanced
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	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
Business Enablers	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate

	Project Management	Understand and apply effective planning, coordination and control methods	Advanced
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Intermediate
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Intermediate