

Role Description

Manager Employee Relations



Transport
for NSW

Cluster	Transport
Agency	Transport for NSW
Division/Branch/Unit	People and Culture / Business Partnering
Role number	TBC
Classification/Grade/Band	Transport Grade 9
ANZSCO Code	223113
PCAT Code	1129192
Date of Approval	April 2021
Agency Website	www.transport.nsw.gov.au

Agency overview

At Transport, we're passionate about making NSW a better place to live, work and visit. Our vision is to give everyone the freedom to choose how and when they get around, no matter where they live. Right now, we're delivering the [largest infrastructure program](#) that Australia has ever seen - to keep people and goods moving, connect communities and shape the future of our cities, centres and regions. At Transport, we're also committed to creating a diverse, inclusive and flexible workforce, which reflects the community and the customers we serve.

Our organisation – Transport for NSW – is comprised of numerous integrated divisions that focus on achieving community outcomes for the greater good and on putting our customers at the centre and our people at the heart of everything we do.

Primary purpose of the role

The role leads the employee relations function through partnering with line managers in the effective engagement and management of staff. The role enables the employee and industrial relations strategy to support Transport for NSW's business objectives and ensures that the interests of both staff and the organisation are reflected in the industrial relations environment and that there is a collaborative and engaged workforce during a period of significant change.

Key accountabilities

- Provide professional advice and support and coach leaders to foster collaborative workplace relations, enhance productivity, employee relations, understanding of industrial instruments and interpreting and meeting requirements identified under the Enterprise Agreement and addressing potential industrial relation requirements.
- Shape and implement Employee Relations frameworks and strategies aimed at enabling the workforce priorities and ensure high levels of engagement and a collaborative approach to issues resolution and change.

- Provide professional industrial relations advice on and input into policies, procedures and systems, and the development and implementation of initiatives to improve management practices across the organisation.
- Ensure the maintenance of appropriate records and represent Transport for NSW before appropriate Industrial Tribunals and other forums.
- Conduct high level negotiations dealing with important industrial matters including Enterprise Bargaining negotiations, promoting interest-based bargaining.
- Liaise with transport industrial organisations and Unions on matters relating to the development and implementation of new and amended policies, strategies or programs, ensuring the organisation responds to current and emerging industrial relations issues given the risks and public perception issues that have potential to arise.
- Provide impetus for change through the provision of data which supports both the purpose of the Transport Cluster, identifies trends and areas of opportunity and the development of customer and employee focused change strategies, programs and initiatives, as well as becoming a key driver of change.
- Demonstrate the [five ways of leading](#) behaviours to deliver organisational outcomes for our customers, our people and communities for the greater good.

Key challenges

- Encouraging a focus on employee relations as a management technique to enhance employee relationships and reduce the incidence and severity of industrial disputes.
- Operating in a politically and industrially sensitive and complex environment that will continue to undergo significant structural, cultural and technological change.
- Lifting the performance of Transport for NSW through identifying and targeting areas for workforce and workplace reform and driving employee and industrial relations reform.

Key relationships

Who	Why
Internal	
Relevant Reporting Line Manager	<ul style="list-style-type: none"> • Key relationship manager, report to, receive advice and guidance, clarify instructions and report on progress against work plans as required • Provide support to achieve operational priorities, exchange information and contribute to decision making • Escalate discuss issues and propose solutions
Senior Executive and Counterparts	<ul style="list-style-type: none"> • Provide strategic and tactical advice to respond and deliver against emerging business priorities and wider agency initiatives
Division/ Branch Leadership Team	<ul style="list-style-type: none"> • Collaborate and build effective relationships to ensure the optimisation of project milestones • Respond to requests for information or assistance and escalate sensitive issues
Work Team/ Direct and Indirect Report(s)	<ul style="list-style-type: none"> • Provide guidance and professional support, exchange information, determine work priorities and oversee progress to facilitate their ongoing professional development

Who	Why
	<ul style="list-style-type: none"> Collaborate to continually improve knowledge, build capability, and improve consistency and service quality Provide an escalation point for issues or complex decision-making.
Division/ Branch/ Wider Team	<ul style="list-style-type: none"> Work within a matrix management structure where support services are embedded within program office delivery teams
External	
External Stakeholders/ Customers	<ul style="list-style-type: none"> Engage with relevant stakeholders/ customers to open channels of communication, provide expert advice, gather and exchange relevant information Resolve and provide solutions to issues Seek/ maintain specialist knowledge/ advice and collaborate on the implementation of organisation strategies, to keep abreast of best practice in Business Management.
Other Federal, State and Local Government Agencies	<ul style="list-style-type: none"> Build effective relationships and share information Establish professional networks and relationships with other Government agencies Key interdependencies across the public sector that will enable and support project success Collaborate on common responses to project issues

Role dimensions

Decision making

The role operates with a high level of autonomy and is expected to determine key operational objectives within the limits of delegated authority. The role is accountable for the delivery of assigned work and is responsible for the quality, integrity and validity of the service provided.

The role defers to the manager on issues that have a significant political impact or issues outside of financial delegation.

Reporting line

The role accounts and reports to the relevant reporting line manager.

Direct reports

The role will have a variable number of direct and indirect reports (depending on business/ project requirements).

Budget/Expenditure

As per the approved TfNSW Financial Delegations.

Key knowledge and experience

- Proven high level strategic thinking, analytical and problem solving skills in an industrial environment.
- Comprehensive knowledge of the industrial relations discipline.
- Strong negotiation skills and proven ability to be innovative in resolving conflict.

Essential requirements

- Tertiary qualifications in a relevant field or equivalent experience.

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	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> • Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations 	Advanced
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> • Represent the organisation in an honest, ethical and professional way and encourage others to do so • Act professionally and support a culture of integrity • Identify and explain ethical issues and set an example for others to follow • Ensure that others are aware of and understand the legislation and policy framework within which they operate • Act to prevent and report misconduct and illegal and inappropriate behaviour 	Adept


FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> Encourage a culture that recognises the value of collaboration Build cooperation and overcome barriers to information sharing and communication across teams and units Share lessons learned across teams and units Identify opportunities to leverage the strengths of others to solve issues and develop better processes and approaches to work Actively use collaboration tools, including digital technologies, to engage diverse audiences in solving problems and improving services 	Adept
	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	<ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial 'win-win' outcomes Show sensitivity and understanding in resolving acute and complex conflicts and differences Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Anticipate and minimise conflict within the organisation and with external stakeholders 	Advanced
	Deliver Results Achieve results through the efficient use of resources and a commitment to quality outcomes	<ul style="list-style-type: none"> Use own and others' expertise to achieve intended outcomes, and take responsibility for delivering intended outcomes Make sure staff understand expected goals and acknowledge staff success in achieving these Identify resource needs and ensure goals are achieved within set budgets and deadlines Use business data to evaluate outcomes and inform continuous improvement Identify priorities that need to change and ensure the allocation of resources meets new business needs Ensure that the financial implications of changed priorities are explicit and budgeted for 	Adept
	Project Management Understand and apply effective planning, coordination and control methods	<ul style="list-style-type: none"> Identify opportunities to use a broad range of technologies to collaborate Monitor compliance with cyber security and the use of technology policies 	Adept

FOCUS CAPABILITIES

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> Identify ways to maximise the value of available technology to achieve business strategies and outcomes Monitor compliance with the organisation's records, information and knowledge management requirements 	
 <p>People Management</p>	<p>Manage Reform and Change Support, promote and champion change, and assist others to engage with change</p>	<ul style="list-style-type: none"> Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty Assist others to address emerging challenges and risks and generate support for change initiatives Translate change initiatives into practical strategies and explain these to staff and their role in implementing them Implement structured change management processes to identify and develop responses to cultural barriers 	Advanced

Occupation specific capability set

 <p>Human Resources</p>	<p>Workforce Relations Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements</p>	<ul style="list-style-type: none"> Advise managers and leaders, instruct counsel, and represent the organisation in consultations and negotiations with employee representative forums on a range of employment issues. Manage external consultants and providers and work with managers and leaders to ensure ongoing communication, assessment, compliance, and effective implementation of the employee relations plan and strategy as part of the organisation's workforce management practice. Manage the development of policies and practices to support the employee relations plan and strategy and address key industrial relations issues based on contemporary practices and evolving needs of the organisation. Encourage understanding of industrial relations principles and employee relations policies, practices and procedures within the organisation, and their consistent integration into the organisation's workplace practices and documentation, in line with the organisation's values. Design frameworks for provision of advice to the organisation on employment law, industrial arrangements and contractual matters. 	Level 3
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FOCUS CAPABILITIES


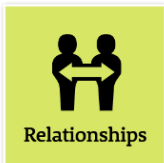
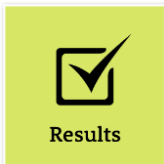

Capability group/sets	Capability name	Behavioural indicators	Level
		<ul style="list-style-type: none"> Manage the investigation and resolution of difficult, complex or high-profile workforce relations issues, in accordance with organisational policy. Design and maintain employ health, safety and wellbeing policies, practices and procedures ensuring full compliance with relevant legislation and a proactive approach to risk management, in accordance with organisational strategy. 	

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.

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Advanced
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Adept
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate

COMPLEMENTARY CAPABILITIES

Capability group/sets	Capability name	Description	Level
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Advanced
	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		Advanced

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	Level 2
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