

Role Description

Associate Director People Systems and Analytics



Department of Enterprise,
Investment and Trade

Portfolio	Creative Industries, Tourism, Hospitality and Sport
Agency	Department of Creative Industries, Tourism, Hospitality and Sport
Division/Branch/Unit	Corporate Services / People & Capability
Location	Sydney / Regional NSW
Classification/Grade/Band	Clerk Grade 11/12
OSCA Code	111331
PCAT Code	3334892
Date of Approval	August 2026
Agency Website	www.nsw.gov.au/dciths

Agency overview

At the Department of Creative Industries, Tourism, Hospitality and Sport we bring vibrancy to NSW by growing our creative industries and workforces, driving strong visitor and night-time economies, ensuring a responsible hospitality sector, and putting arts, culture and sport at the heart of our communities.

Together we:

- create social and economic opportunities for the state
- support the creation of jobs across the creative, visitor and night-time economies
- prioritise First Nations artists, stories and culture
- ensure arts, culture and sport are at the heart of every community to be enjoyed and accessed by all
- drive visitation through events, campaigns and visitor experience development
- activate our night-time and creative economies to unlock unique precincts and community spaces
- deliver a vibrant and responsible hospitality, liquor, racing and gaming environment
- support NSW's key Cultural Institutions to ensure access for all, enable community experiences and education and preserve the state's diverse cultural assets and history.

Primary purpose of the role

Lead the management and enhancement of people systems to ensure accuracy, efficiency, and usability to support human resource management and organisation development. The role provides expert advice and manages the relationship with the shared services provider to promote the delivery of efficient, effective, compliant, secure and value for money services to the organisation.

Key accountabilities

- Manage and lead the department's people systems, including myCareer, GovConnect, payroll and SAP, to ensure the provision of regular and ad hoc reporting and analytics for key people indicators to identify actionable insights and data trends to improve business outcomes and achieve strategic and operational objectives.

- Oversee the management of people systems and applications including reporting, auditing, analysis, and system changes to inform decision making and continually improve the quality of workforce data and systems.
- Partner with relevant stakeholders to resolve service provision and system issues and provide expert advice and assistance to ensure that HR systems are current, compliant, sustainable, and meet ongoing business needs.
- Review and analyse the quality of workforce data, recommend, and implement improvements, and upskill customers and stakeholders to improve the quality of data to ensure it represents the organisation accurately and completely.
- Gather business requirements and provide expert advice and coaching to key customers and stakeholders including shared services, in relation to processes, services, workforce systems and reporting to improve effectiveness and to ensure outcomes are meeting business needs.
- Manage requests for data, complex enquiries, and issues to ensure the timely provision of accurate data, reporting and analytics.
- Make recommendations for the enhancement of workforce systems to enable agile and responsive systems and continuous improvement to reflect business developments.
- Lead and/or contribute to the development, implementation, monitoring, and evaluation of projects to support the achievement of department strategic and operational objectives.

Key challenges

- Maintaining up to date knowledge of best practice in industry and technological developments, developing strategies to increase the effectiveness of existing systems in an environment of constant change and where practice is constantly improving.
- Developing workforce systems to meet the needs of the organisation while remaining within the constraints of the existing workforce systems, statutory and government reporting requirements, and the capacities of the outsourced service provider.
- Effectively engaging with key customers and stakeholders, providing advice, and coaching in relation to workforce systems and reporting given potentially competing priorities.

Key relationships

Who	Why
Internal	
Executive	• Provide expert advice and support to respond to and deliver against strategic and business plans, agreed projects and new initiatives. • Represent the Executive in discussions establishing the appropriateness and timing of the Executive's involvement. • Facilitate information flow and effective feedback.
Manager	• Receive guidance and instruction, seek clarification and advice, and report on progress against work plans. • Identify emerging issues/risks and their implications and propose solutions. • Report on progress towards business objectives and discuss future directions.
Work Team	• Participate in meetings, share information, and provide input on issues.

	- Support team members and work collaboratively to contribute to achieving team outcomes. - Develop and maintain effective working relationships and open channels of communication.
Direct Reports	Support, guide, and manage performance.
Internal Stakeholders	Respond to queries, exchange information, and work collaboratively to resolve issues.
External	
Other NSW Government Agencies	Establish professional networks and relationships across NSW Government, share ideas and learnings, and collaborate on common responses to emerging and/or developing issues.
External Stakeholders	- Engage with relevant stakeholders to open channels of communication, provide expert advice, gather, and exchange relevant information. - Resolve and provide solutions to issues, ensuring the Executive is apprised of emerging issues.
Vendors/Suppliers/Consultants	- Manage contracts for quality, on time service delivery and performance targets. - Negotiate, collaborate, and engage with suppliers to facilitate on-time delivery of projects, business products and services.

Role dimensions

Decision making

This role has autonomy and makes decisions that are under their direct control. It refers to the Executive decisions that require significant changes to program outcomes or timeframes or are likely to escalate. This role is fully accountable for the delivery of work assignments on time and to expectations in terms of quality, deliverables and outcomes. This role submits reports, business cases and other forms of written advice with minimal input from the Director.

Reporting line

The role reports to the Director, Talent and People Operations.

Direct reports

This role has up to 3 direct reports depending on operational requirements.

Budget/Expenditure

Budget and expenditure will be in line with DCITHS delegations.

Key knowledge and experience

- Extensive experience and understanding of workforce systems, payroll management and data analytics within a large complex and diverse service industry organisation.

- Stakeholder management expertise and experience navigating through government processes combined with strong leadership skills and the ability to drive performance in complex, politically and commercially sensitive environment.
- Demonstrated experience working at a senior level in a complex organisation delivering specialist and authoritative advice to executive leadership.

Essential requirements

- Tertiary qualifications in a relevant discipline or demonstrated equivalent relevant professional 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.

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Manage Self Be persistent, self-reflect and commit to learning	• Be a professional role model for colleagues, set high personal goals and take pride in achieving them • Actively seek, reflect on and act on feedback about your performance • Reflect on and use negative feedback as an opportunity for growth and improvement • Take the initiative and act in a decisive way • Pursue and apply new knowledge and practices relevant to your organisation to improve outcomes	Advanced
 Relationships	Communicate Effectively Communicate clearly, pay attention to others and respond with understanding and respect	• Present with credibility, engage diverse audiences and test whether they understand you • Translate technical and complex information clearly and concisely for different audiences • Create opportunities for others to contribute to discussion and debate • Set an example by promoting information sharing across your organisation	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		- Manage complex communications that involve understanding and responding to multiple and divergent viewpoints - Explore creative ways to share information and communicate with diverse audiences - Leverage insights from people with lived experience to shape communication and engagement strategies - Write clearly, concisely and persuasively in a range of styles and formats	
 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 customers' experience and engage people with lived experience to inform service improvements - Create opportunities to learn about and measure what is important to customers by engaging with a wide range of customer experience - Use customer data, feedback and insights to improve service delivery - Find opportunities to collaborate with internal and external stakeholders to improve outcomes for customers - Maintain relationships with key customers in your area of expertise - Connect and collaborate with relevant customers from the community	Adept
 Results	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	- Undertake objective, critical analysis to reach accurate conclusions that recognise and manage contextual issues - Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others - Consider the wider business context when thinking about options to resolve issues - Explore a range of possibilities and creative alternatives to improve systems, processes and business practices - Put systems and processes in place that are supported by high-quality research and analysis - Look for opportunities to design innovative solutions to meet customers' needs and service demands	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		Evaluate the performance and effectiveness of services, policies and programs against clear criteria	
 Business Enablers	Technology Understand and use available technology to maximise efficiencies and effectiveness	- Promote using creative and accessible technology in your organisation - Actively manage risk to ensure compliance with cyber security and acceptable use of technology, including record keeping, cybersecurity, privacy, and responsible artificial intelligence use - Keep up to date with new technology and technological trends to understand how using them can support business outcomes - Seek advice from appropriate subject matter experts about using technology to achieve business strategies and outcomes - Lead the appropriate use of digital systems, ensuring outputs are aligned with legal, ethical, and organisational standards	Advanced
 Business Enablers	Project Management Understand and use effective ways to plan, coordinate and control projects	- Prepare and review project scope and business cases for projects with multiple interdependencies - Use key subject matter experts' knowledge to inform project plans and directions - Design and implement effective stakeholder communication strategies for all project stages - Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning - Develop strategies to correct projects if they vary from their plans - Manage transitions between project stages and ensure any changes to projects are consistent with organisational goals - Participate in governance processes, such as project steering groups	Advanced
 People Management	Manage and Develop People Engage with and motivate staff, and develop their capability and potential	- 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 effects of bias when managing team members	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		- Seek feedback about your management capabilities and develop strategies to improve on them - Address and resolve team and individual performance issues, including unsatisfactory performance, promptly and effectively - Monitor and report on team performance in line with established performance development frameworks - Develop positive relationships to ensure cultural safety and trust between team members	

Occupation specific capability set	Behavioural indicators	Level
 Workforce insights Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	- Manage the evaluation of workforce data and reporting in order to analyse trends, identify capability gaps and leverage insights to inform workforce planning. - Propose solutions to business problems through interpretation of workforce analytics outputs in combination with other organisational data and determine correlations with service delivery outcomes and business results. - Design and deliver climate surveys or other methods to measure business activity and employee engagement; prepare advice to managers and leaders on key themes and proposed solutions. - Collaborate with managers and leaders to tailor existing workforce management technology to support changes to human resource processes and organisational design. - Conduct benchmarking exercises and set metrics to measure and optimise performance of workforce management systems. - Collaborate with managers and leaders to identify areas of improvement in the existing workforce management systems and initiate efficient developments in the systems, to ensure data integrity and quality assurance. - Collaborate with sector peers to ensure alignment of data definitions and calculation methods to ensure comparability and integrity of data provided for cross-sector analysis purposes.	Level 3

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
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Adept
 Results	Deliver Results	Achieve results by using resources efficiently and committing to quality outcomes	Adept
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Adept
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Intermediate
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Intermediate

Capability group/sets	Capability name	Description	Level
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support and champion change, and help others to engage with change	Adept

Occupation specific capability set	Behavioural indicators	Level
 Human Resources	Employee services Deliver customer focused services to optimise the employment life-cycle experience at an individual and organisational level	Level 2