Role Description
People & Culture Business Partner

Role Description Fields	Details
Department/Agency	Office of the Children's Guardian
Division/Branch/Unit	People & Culture
Role number	Multiple
Classification/Grade/Band	Clerk Grade 7/8
Senior executive work level standards	Not Applicable
OSCA Code	223111
PCAT Code	1224992
Date of Approval	01 April 2026
Agency Website	https://www.ocg.nsw.gov.au/

Agency overview

The Office of the Children's Guardian (OCG) upholds NSW children and young people's right to be safe by overseeing, regulating and monitoring organisations and individuals that provide services to children. We influence and lead change by building capability in organisations to be child safe. We are a trusted authority on quality in child safe practices, in out-of-home care, worker screening and reportable conduct. We have a dynamic and committed workforce, and a culture that encourages and promotes innovation and strives for continuous improvement.

The Office of the Children's Guardian is led by the Children's Guardian, an independent statutory officer. To find out more about the functions of the Office of the Children's Guardian please visit our website at www.ocg.nsw.gov.au.

Primary purpose of the role

The People & Culture Business Partner provides strategic, consistent and professional people and culture advice and services, partnering with leaders and key stakeholders to align workforce outcomes with the Office of the Children's Guardian's objectives and broader strategic plan.

The role translates business needs into practical people strategies and solutions, proactively identifies and mitigates workforce risks, and supports the effective implementation of organisational, system and process change. It ensures people practices are aligned with relevant policy, legislation and contemporary P&C practices, while building leader capability to navigate change and embed sustainable ways of working.

Key accountabilities

- Provide client-focused HR services and advice across resource management, learning and development, performance management, employee engagement, equity and diversity, recruitment, work health and safety, HR legislation and policy, project management and other generalist HR activities to support strategic outcomes.

- Identify and advise on people-related issues, exercising sound judgement, empathy and discretion when supporting sensitive and complex human resource matters to achieve positive workforce outcomes.
- Maintain and analyse high-quality workforce information and data to provide insights, reports and presentations that support effective decision-making and fit-for-purpose HR strategies and initiatives.
- Provide quality HR advice to employees and managers on policies, procedures, legislation and conditions of employment, promoting compliance and best-practice outcomes.
- Contribute to the review and evaluation of HR strategies, policies, processes and programs, recommending innovative and best-practice solutions that support organisational priorities.
- Prepare and deliver high-quality, engaging and accessible written and verbal communications to support key HR projects and initiatives, including maintaining the People and Culture SharePoint site.
- Build and maintain strong relationships with key business stakeholders through consultation, collaboration and responsive advice and service to support business outcomes.

Key challenges

- Identifying emerging issues and suggesting potential improvements to business processes and workflows in consultation with external and internal stakeholders in an environment of ongoing change.
- Exercising sound judgement, empathy and discretion when dealing with sensitive and complex human resource management matters.
- Maintaining current knowledge of relevant legislation, awards, agreements and policies that pertain to the Office of the Children's Guardian.

Key relationships

Internal

Who	Why
Manager	• Provide support and sound input regarding human resource initiatives and innovation. • Receive guidance and provide regular updates on projects, issues and priorities. • Escalate issues and propose solutions.
Team Members	• Work collaboratively to achieve business outcomes for stakeholders. • Participate in discussions and decisions regarding implementation of solutions and best practice.

External

Who	Why
Service Providers	• Provide timely advice and accurate information in accordance with statutory requirements and ad-hoc requests. • Build and maintain a collaborative working relationship with service providers to ensure strategic goals and business priorities are met.
Other NSW Government Agencies	• Provide timely and accurate information in accordance with statutory requirements and ad-hoc requests.

Who	Why
	• Foster collaborative working relationships with other NSW Government agencies

Role dimensions

Decision making

Exercises discretion and judgement in determining the approach to work undertaken by the role and is responsible for interpretation and recommendations made.

Reporting line

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

Direct reports

Nil

Budget/Expenditure

Nil

Key knowledge and experience

- Relevant tertiary qualifications and/or significant related work experience.
- High level knowledge of human resources legislation, policies, practices and strategies with an ability to interpret awards and conditions for a range of employees and the ability to interpret and apply Public Sector legislation and policy guidelines.
- Demonstrated experience in the use of human resources management information systems.

Essential requirements

- Qualifications in Human Resources Management or demonstrated equivalent, relevant professional experience.
- Employment at the Office of the Children's Guardian is subject to the satisfactory completion of security and vetting checks.
- All roles associated with the Office of the Children's Guardian are required to have a current NSW Working with Children Check.

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	**Act with Integrity** Be ethical and professional, and uphold and promote the public sector values	• Represent your organisation in an honest, ethical and professional way • Support a culture of integrity and professionalism • Understand and help others to recognise their obligations to comply with legislation, policies, guidelines and codes of conduct • Report misconduct and inappropriate behaviour • Report and manage conflicts of interest and encourage others to do so	Intermediate
 Personal Attributes	**Manage Self** Be persistent, self-reflect and commit to learning	• Keep up to date with contemporary knowledge and practices • Seek and take advantage of opportunities to learn and apply new skills • Commit to achieving challenging goals • Seek and respond positively to constructive feedback and advice • Examine and reflect on your performance	Adept
 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
 Relationships	**Work Collaboratively** Collaborate with others and value their contribution	• Encourage a workplace culture that values collaboration • Communicate with other teams to improve information sharing	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		• Share lessons learned with other teams and business units • Identify opportunities to collaborate with stakeholders, including people with lived experience, to develop better processes and solutions • Actively use digital information platforms, collaboration tools and other digital technologies to share information and work with diverse audiences to solve problems and improve services • Consider diverse cultural perspectives to provide insights into collaborative work	
 Results	**Deliver Results** Achieve results by using resources efficiently and committing to quality outcomes	• Use your own and others' expertise to achieve outcomes, and take responsibility for delivering intended outcomes • Ensure staff understand expected goals and acknowledge staff success in achieving these • Identify the resources people need and ensure goals are achieved within budget and on time • Use business data to evaluate outcomes and inform continuous improvement • Identify priorities that need to change and ensure the way resources are allocated meets new business needs • Ensure you budget for and clearly state the financial impacts of new priorities	Adept
 Results	**Think and Solve Problems** Think, analyse and consider the broader context to develop practical solutions	• Make recommendations based on evidence by researching and critically analysing information and identifying interrelationships • Anticipate, identify and deal with issues and potential problems that may impact organisational goals and the customer experience • Think creatively to come up with new ideas to resolve issues and improve customer experience • Seek input and ideas from people with different backgrounds and experiences • Participate in and contribute to team or business unit initiatives to resolve common issues or barriers to effectiveness • Identify and share business process improvements to enhance effectiveness	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		• Analyse data and information to identify insights and communicate findings in a clear and meaningful way	
 Business Enablers	**Technology** Understand and use available technology to maximise efficiencies and effectiveness	• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks • Use available technology to improve individual performance and effectiveness • Use records, information and knowledge management systems effectively • Support system improvement initiatives and new technology when it is deployed • Identify where technology or automation supports tasks, and raise issues when applications may be inappropriate or inaccurate	Intermediate
 Business Enablers	**Project Management** Understand and use effective ways to plan, coordinate and control projects	• Research and analyse data at a basic level to inform and support the achievement of project deliverables • Contribute to developing project documents and resource estimates • Contribute to reviews of progress, outcomes and future improvements • Identify when projects differ from their plans and tell your supervisor	Intermediate

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identify 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	Intermediate

Capability group/sets	Capability name	Description	Level
 Personal Attributes	**Value Diversity and Inclusion**	Be inclusive and respect diverse backgrounds, experiences and perspectives	Intermediate
 Relationships	**Communicate Effectively**	Communicate clearly, pay attention to others and respond with understanding and respect	Intermediate
 Relationships	**Influence and Negotiate**	Gain consensus and commitment from others, and resolve issues and conflicts	Intermediate
 Results	**Plan and Prioritise**	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Intermediate
 Results	**Demonstrate Accountability**	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Intermediate
 Business Enablers	**Finance**	Understand and apply financial processes to achieve value for money and minimise financial risk	Foundational
 Business Enablers	**Procurement and Contract Management**	Understand and use procurement processes to ensure effective purchasing and contract performance	Foundational