

Role Description

Employee Relations Specialist



Department/Agency	Department of Creative Industries, Tourism, Hospitality and Sport/Museums of History NSW
Division/Branch/Unit	Corporate Services/People & Culture Team
Role number	
Classification/Grade/Band	Clerk Grade 9/10
Senior executive work level standards	Not Applicable
OSCA Code	132311
PCAT Code	3224992
Date of Approval	30 June 2026
Agency Website	www.mhnsw.au

Agency overview

Museums of History NSW brings together a portfolio of iconic museums, rich collections and heritage sites, the nation's oldest archive collection, vital recordkeeping services and expert staff.

We bring history to life by sharing the stories of our places and collections. Through the State Archives Collection, we manage NSW's official documentary heritage, supporting government transparency and the public's right to access information.

These two roles do not just sit side by side – they inform and enrich each other. By preserving and making accessible our places, collections and archives, we create opportunities for people to explore the past and better understand their own place in the world. By supporting lifelong learning and inviting people to come together, we promote civic literacy, empathy, wellbeing and belonging.

We believe that history belongs to everyone. This is the promise and the purpose of MHNSW.

Museums of History NSW is a state cultural institution, established under the Museums of History NSW Act 2022. It is an agency of the NSW Department of Creative Industries, Tourism, Hospitality and Sport (DCITHS).

Primary purpose of the role

Provides specialist advice in relation to employee relations matters. The role is responsible for the development and implementation of employee relations framework and conducts associated processes as required. The role also develops strategies to resolve issues and support skill development in employee matters across the organisation.

As a Corporate Services function, the People & Culture Team is an enabling partner that supports every area of MHNSW. It provides expert people advice, workforce planning and strategy, employee and industrial relations support, talent acquisition and development, and culture and engagement initiatives, ensuring MHNSW has the

people, capability and organisational environment that underpin day-to-day operations and enable MHNSW to achieve its strategic goals and long-term sustainability.

Key accountabilities

- Provide expert employee relations advice and support across the organisation, develop and implement strategic activities to ensure employee relations strategies are implemented effectively.
- Develop and implement an employee relations framework across the organisation to ensure all processes and procedures are consistent and conducted in accordance with policies and legislation.
- Support Managers with performance conversations, to develop and conduct Performance Improvement Plans and lead misconduct and disciplinary matters, in accordance with legislation and policy.
- Interpret policy and legislation and provide advice in response to employee relations and policy enquiries across the organisation.
- Prepare comprehensive reports and evidence-based recommendations for consideration and approval on employee relations and misconduct matters
- Prepare briefing notes, submissions, and other documentation, ensuring accurate and consistent information is provided to support decision-making on performance and misconduct matters.
- Develop performance and management capability across the organisation through tools, and materials, and support their implementation to strengthen consistency and compliance across the organisation.
- Develop and lead upskilling of managers to ensure the effective use of the employee relations framework to support consistent and compliant employee management and an engaged workforce.

Key challenges

- Managing employee relations issues, including performance conversations and disciplinary matters, to their best possible outcome within legislative/policy frameworks, whilst balancing the need for organisational consistency coupled with flexibility in response to specific circumstances.
- Engaging with people leaders across and at all levels of the organisation to increase understanding and capability in performance conversations, performance improvement and management.
- Balancing the competing needs and expectations of stakeholders, given the range of different stakeholder perspectives.

Key relationships

Internal

Who	Why
Head of People & Culture	• Receive guidance and direction from in relation to team and agency objectives. • Collaborate with to implement the People and Culture frameworks and facilitate continuous improvements. • Work with in the development of employee relations planning and contributing to organisation change initiatives that meet the changing needs of MHNSW • Collaborate with to deliver Team objectives.
Director, Corporate Services	• Provide advice and report on progress • Provide expert advice and contribute to decision making and policy development • Identify emerging risks/ issues and their implications and propose solutions

Who	Why
Employee Engagement and Wellbeing Manager	• Liaise with on the development and implementation of the employee relations framework and workforce management tools, and materials. • Collaborate with to conduct employee relations associated processes.
Executive & Leadership Team	• Provide coaching and advice for Team leaders to build connection, understanding and enhance and improve management of staff and teams in line with agreed values and capabilities. • Advise, influence and collaborate to determine proactive and preventive strategies to instil respectful behaviours • Collaborate to identify and address workplace values and behaviours • Provide leadership, guidance and support to deliver on agency needs • Share information and encourage contribution of ideas to improve deliver outcomes. • Collaborate with to perform core work functions, applying specialised knowledge, skills and professional judgement to achieve high quality outcomes. • Developing effective cross-departmental working relationships with specialist teams across MHNSW. • Act as a trusted adviser to Executive and team leaders on critical people issues and risks.
WHS Coordinator	• Collaborate with to ensure psychosocial safety and risk assessments relating to employee relations processes are in place and compliant.
Managers/Supervisors	• Coach and advise on processes for managing poor performance and in the use of performance improvement plans. • Developing effective cross-departmental working relationships with specialist teams across MHNSW.
People & Culture Team	• Guide, support, coach and mentor team members, as required. • Develop and maintain effective working relationships. • Participate as a team member to deliver P&C goals.
Employees across the agencies	• Provide high level ER advice and guidance. • Develop effective working relationships. • Communicate with to develop and maintain effective working relationships.

External

Who	Why
People and Culture staff in other NSW Government agencies and cultural institutions, unions and other relevant external stakeholders	• Identify, develop and maintain workforce development partnerships to support delivery of strategies, policies and processes. • Develop and maintain effective working relationships. • Build productive relationships and collaborative partnerships across the cluster and with key Government stakeholders. • Represent MHNSW in performance matters.

Role dimensions

Decision making

This role:

- Contributes to the development and implementation of Employee Relations strategies, policies and processes.

- Has a level of autonomy to deliver the initiatives and projects on time, within budget and to expectations in terms of quality, deliverables and outcomes.
- Refers to Head of People & Culture for decisions that require significant change to strategic approach; that are likely to escalate; cause undue risk; create substantial precedent; or are outside of delegation limits.
- Prioritises and manages multiple tasks and demands including matters with critical turnaround times.
- Ensures the effective management and use of human, financial and other resources with set budget and resource parameters.
- Demonstrates resilience and persistence in balancing the needs of competing demands within a complex, high work volume environment to facilitate the delivery of strategic and operational outcomes.
- Maintains outstanding interpersonal, communication, presentation and public relations skills that demonstrate the ability to establish and maintain effective relationships with diverse internal and external constituencies in a wide variety of settings.
- Works collaboratively as part of a team and on an independent basis.

Reporting line

This role reports to the Head of People & Culture.

Direct reports

Nil

Budget/Expenditure

Nil

Essential requirements

- Experience in implementing strategic ER plans and solutions, improving organisational performance and productivity in order to meet business objectives
- Substantial experience in managing poor performance, misconduct and disciplinary matters.
- Knowledge of public sector management, the machinery of NSW Government, and employment legislation with particular reference to managing unsatisfactory performance and misconduct.
- Ability to act within NSW Government sector core values, strategic plans and priorities, legislative and regulatory frameworks, delegations, agency policy and procedural frameworks and guidelines, and professional standards.
- Willingness to work across and ability to travel to multiple locations.

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 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 • Promote a workplace culture that values high ethical standards and behaviour • Act to prevent and report misconduct and inappropriate behaviour • Put strategies in place to manage and monitor conflicts of interest • Ensure that others are aware of and understand the legislation and policy framework within which they operate'	Adept
 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	Communicate Effectively Communicate clearly, pay attention to others and respond with understanding and respect	• Tailor communication to suit the needs, backgrounds and perspectives of diverse audiences and address barriers to participation • Clearly explain complex ideas and arguments to individuals and groups • Create opportunities for others to contribute • Share information with other teams and business units to enable informed decision-making • Write clearly and concisely in a range of styles and formats • Use contemporary communication channels to share information, engage and interact with diverse audiences • Pay attention and encourage others to express their views	Adept
 Relationships	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	• Negotiate from an informed and credible position • Lead and facilitate productive discussions with staff and stakeholders • Encourage others to share and debate ideas to help reach a consensus • Recognise diverse perspectives and the need for compromise when negotiating mutually agreed outcomes	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		- Influence others with a fair and thoughtful approach and sound arguments - Be sensitive and show understanding when resolving conflicts and differences - Manage challenging relationships with internal and external stakeholders - Anticipate and minimise conflict	
 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 - Analyse data and information to identify insights and communicate findings in a clear and meaningful way	Adept
 Business Enablers	Project Management Understand and use effective ways to plan, coordinate and control projects	- Understand all components of the project management process, including the need for change management to achieve business benefits - Prepare clear project proposals and accurate estimates of required costs and resources	Adept

Capability group/sets	Capability name	Behavioural indicators	Level
		- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements - Identify and evaluate risks associated with the project and develop mitigation strategies - Identify and consult with stakeholders, including people with lived experience to inform the project strategy - Communicate the project's objectives and its expected benefits - Monitor the completion of project milestones against goals and take steps to address any problems - Evaluate progress and identify improvements to inform future projects	
 People Management	Manage and Develop People Engage with and motivate staff, and develop their capability and potential	- Refine roles and responsibilities over time to achieve better business outcomes - Recognise talent, develop team capability and succession plan - Coach and mentor staff and encourage professional development and continuous learning - Prioritise dealing with team and individual performance issues and ensure your organisation uses a consistent approach - Implement performance development frameworks to align workforce capability with your organisation's current and future priorities and objectives - Develop systems to promote cultural capability as a means of ensuring the cultural safety of all colleagues	Advanced
 People Management	Manage Reform and Change Support and champion change, and help others to engage with change	- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty - Help others to address emerging challenges and risks and build support for change initiatives - Translate change initiatives into practical strategies and explain these to staff, including their role in implementing them - Implement structured change management processes to identify and develop responses to workplace cultural barriers - Create an environment where people are encouraged to share different views	Advanced

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
 Personal Attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Adept
 Relationships	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Intermediate
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Adept
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Adept
 Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Intermediate

Capability group/sets	Capability name	Description	Level
 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 technology to maximise efficiencies and effectiveness	Intermediate
 Business Enablers	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Intermediate
 People Management	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept