



Government of South Australia

Department for Environment
and Water



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A scenic landscape photograph showing a river flowing through a valley with red, eroded cliffs. A boat is visible on the river. The sky is a soft orange, suggesting sunset or sunrise.

CANDIDATE BRIEFING DOCUMENT

GENERAL MANAGER HUMAN RESOURCES

DEPARTMENT FOR ENVIRONMENT AND WATER

DECEMBER 2023

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Overview: about the Agency

About Us

The department manages a broad and complex portfolio of assets that are critical to the economic prosperity and wellbeing of all South Australians.

It is the department's objective to help South Australians conserve, sustain and prosper. The department's policy and regulatory remit includes issues such as climate change, conservation, biodiversity and water security. These issues are each of critical relevance to South Australia's future. They underpin the foundations of our state, socially and economically, and are issues in relation to which we possess both data and expertise.

Our Purpose

To help South Australians conserve, sustain and prosper. To achieve our purpose, we pursue four complimentary goals:

1. South Australia's natural places, ecosystems and wildlife are conserved.
2. Secure water for the future.
3. People access and enjoy South Australia's national parks, gardens, coasts and heritage places.
4. Play our part in making South Australia's economy resilient and positioned for the future.

Our Vision

A thriving state built on sound stewardship of our environment and water.

Our Values

Our behaviours and practices are guided by the South Australian Public Sector Code of Ethics and the South Australian Public Sector Values shared across government encompassing:

Services; Professionalism; Trust; Respect; Collaboration and Engagement; Honesty and Integrity; Courage and Tenacity; Sustainability.

Our Functions, Objectives and Deliverables

We work to conserve South Australia's natural resources, native species and natural places for their intrinsic value and for people's benefit now and into the future.

We are an authority on environment, heritage and natural resources, helping community, industry, and government make good long-term decisions. We guide the sustainable use of South Australia's natural resources and heritage, to deliver economic prosperity, health and wellbeing.



Corporate Plan 2022 – 2026



Department for Environment and Water Corporate Plan 2022-2026

Our purpose

To help South Australians conserve sustain and prosper

Goal 1: A healthy, resilient environment

South Australia's biodiversity, ecosystems and wildlife are conserved, restored and resilient to climate change. We run world-class national parks and botanic gardens to protect our iconic places and recognise the intrinsic value of nature.

Goal 2: Improved liveability and wellbeing

Our natural resources and cultural heritage provide for the needs of our communities and are used to deliver enhanced lifestyle and cultural values for all peoples.

Goal 3: A prosperous South Australia for current and future generations

Our sustainably managed natural resources underpin the growth of a climate-resilient economy through increased productivity, competitiveness, innovation and private investment.

Our approach

We put nature first

We respect the intrinsic value of nature by:

- protecting and enhancing biodiversity
- restoring ecosystems and native species
- maintaining the ecological character of water-dependent ecosystems
- protecting and conserving our iconic natural places, parks, botanic gardens, rivers, wetlands and coastline
- building resilience to climate change in our natural systems
- regulating the clearance of native vegetation
- mitigating development impacts to our coastline
- using science as a basis for sound decision making and policy setting.

We engage community in our work

We work to ensure the liveability of our state and its ongoing attractiveness to local communities, visitors and business by:

- ensuring that secure water supplies are available to support our needs
- mitigating the risk of bushfires
- respecting Aboriginal culture, knowledge, experience and connection to country
- providing opportunities to connect with nature and heritage
- protecting the welfare of animals
- managing dogs and cats as part of our community
- protecting our built and natural heritage
- creating greener and cooler urban environments
- helping to build resilience to a changing climate
- supporting private land conservation and the broader environmental sector.

We enable sustainable growth

We support South Australia's ongoing prosperity by:

- supporting action to reduce emissions and support climate change adaptation through leadership and policy
- sustainably managing the condition of and access to natural resources
- proactively managing pastoral leases and Crown land tenure
- reducing the inundation of land and the impacts of dryland salinity in the South East
- creating unique and highly valued tourism opportunities
- implementing efficient and robust regulatory environments that create environmental and heritage sustainability and provide certainty and security to stakeholders
- providing access to natural resource information that encourages investment and enables more efficient and better quality decision making
- coordinating flood management (prevention, preparedness, response and recovery).

Foundational goal: A high-performing agency

Effective policy, programs and assets delivered by a capable workforce equipped with strong governance and robust systems. Stakeholders are supported to sustainably manage and enhance South Australia's natural and built environment and make sound long-term decisions for the benefit of all.



Partnerships and collaboration

We achieve meaningful outcomes by building trust and collaborating genuinely across government, and with the community, research partners, businesses, industry, and First Nations.



Community at the centre

We are genuine, creative and authentic when we engage with stakeholders and the community. We clearly communicate if we are engaging to inform, consult, involve, collaborate or empower.



High performance and adaptive management

We deliver important public value by pursuing efficiency, being accountable, valuing and empowering our people, and focusing on getting the right things done. Our governance - the decisions we make and the actions we take - are informed by evidence, engagement, analysis and expert advice.



People, diversity and inclusion

We support and value our people, their safety and their professional and personal development. We encourage diversity and inclusion to create a resourceful and vibrant workplace, and to truly represent the community we serve.



Respect for First Nations

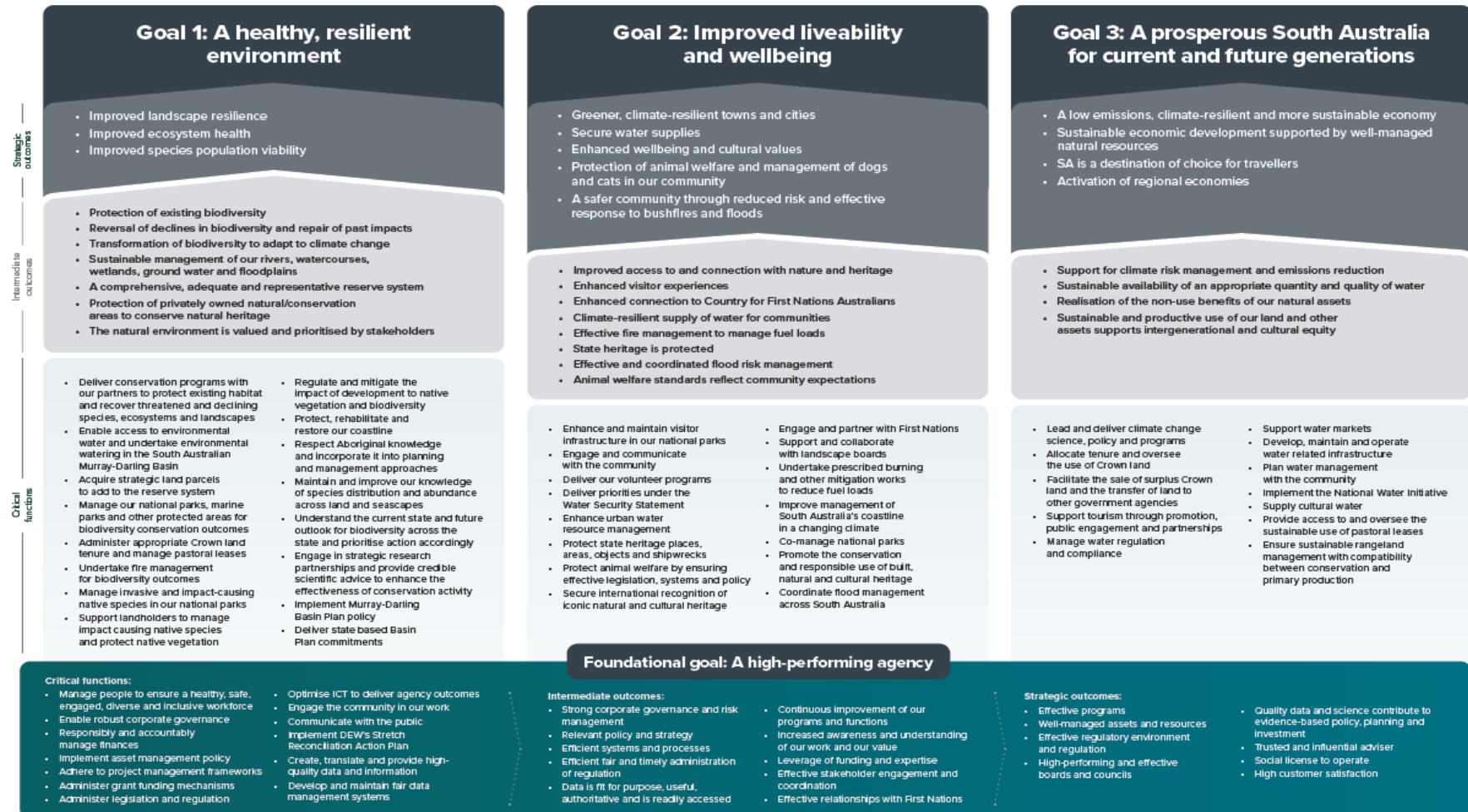
We are committed to taking action with First Nations groups to support their objectives through engendering respect, building relationships, and creating opportunities. We respect the need for meaningful reconciliation and connection to Country.



Customer service

We are focused on our customers and take a 'yes if... rather than a 'no, because...' approach. We work hard to understand and anticipate their needs and what they value. We provide service of the highest possible standard and where possible, develop innovative solutions to achieve the best possible outcomes.

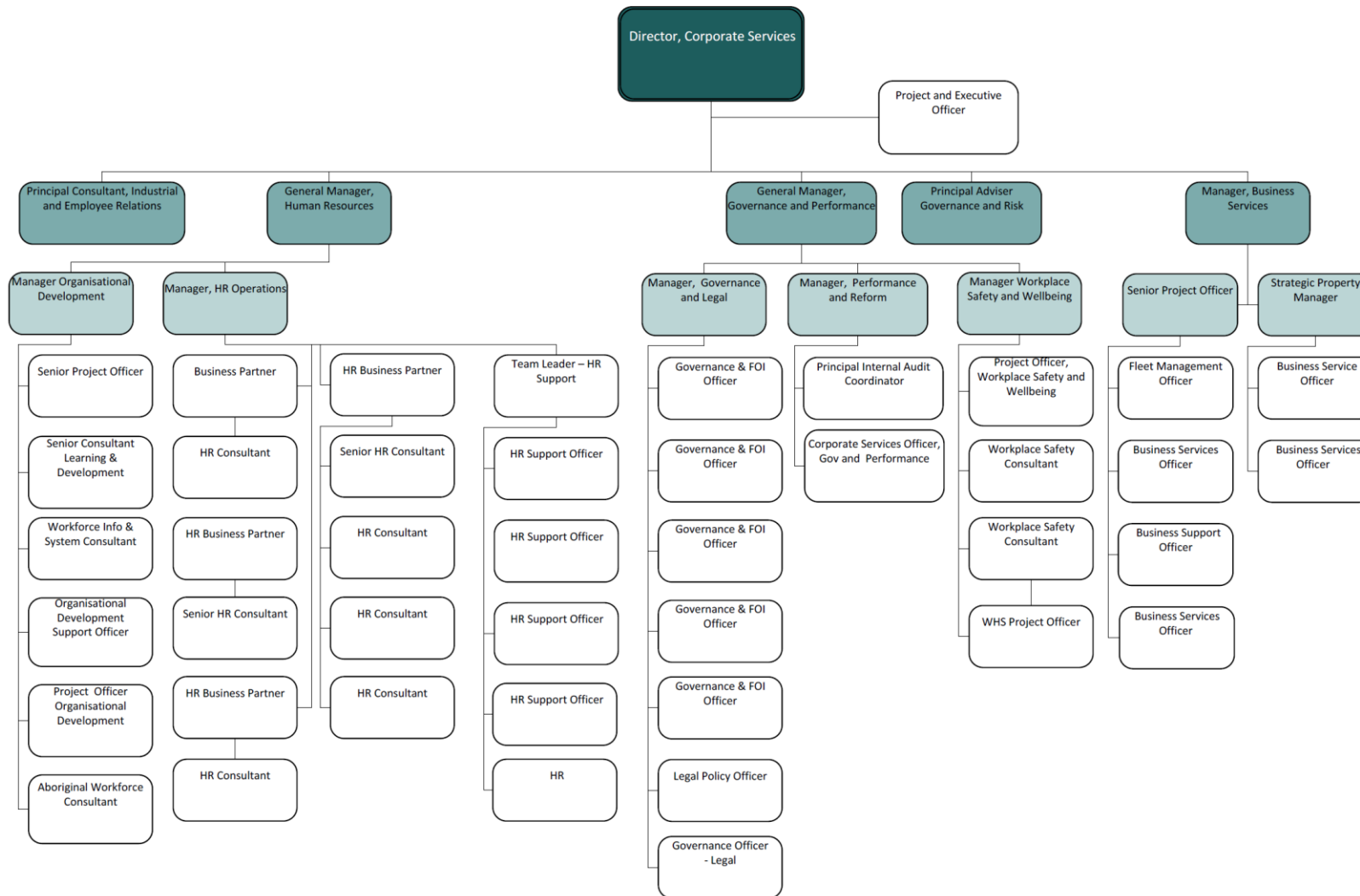
Our outcomes and priorities



To view the full corporate plan please visit the [DEW website](#)

Organisation Structure

SS&CS – Corporate Service Branch Organisational Chart October 2023



The Advertised Role

GENERAL MANGER, HUMAN RESOURCES

The Department for Environment and Water (DEW) drives the sustainable development of South Australia's natural resources and heritage, to deliver economic prosperity and a vibrant and healthy society. DEW consists of a passionate team of around 1400 people working across metropolitan and regional SA.

Reporting to the Director, Corporate Services, the General Manager Human Resources is responsible for providing strategic leadership and services of critical importance to the agency and the public sector including; technical Human Resources Employee Relations and Workforce Transition advice and people management in DEW. This includes participation in, and providing leadership to, whole of government reforms, working with Shared Services South Australia in the provision of payroll services, and with the Human Resources team to implement improvement opportunities.

The position works with other leaders and managers across Corporate Services to ensure efficient and coordinated Human Resource services are delivered to the organisation and in leading sensitive negotiations on behalf of the Agency.

The General Manager, Human Resources develops strategic partnership opportunities on behalf of the whole agency, and links partners and businesses across the agency and State Government. The successful candidate will:

- Be an emotionally intelligent and strong people leader who is able to maintain a positive team culture.
- Have deep, delivery focused experience in influencing senior leaders and facilitating change in an agile business environment.
- Possess detailed knowledge of government and agency, human resource and change management policies, guidelines and processes, and their application in relation to agency operations.

Applications are welcome from suitably skilled candidates with capabilities reflective of the core Competencies with tertiary qualifications in Business Administration, Law, Human Resources, Psychology or related areas being highly desirable.

For a copy of the role description visit the VUCA website www.vuca.com.au/dew, and for a confidential discussion regarding the position, please contact VUCA Senior Associate, Mr Paul Bell on +61 412 552 302. Applications, including your current CV and a letter of introduction are to be forwarded in Word format to gmhrdew@vuca.com.au

Applications close 5pm Sunday 17th December 2023.

lworkfor.sa.gov.au job reference number 566263

Position Description

Reporting to: Director, Corporate Services

Our Organisation

The Department for Environment and Water (DEW) is committed to providing a highly supportive work environment that values the participation and contribution of every employee in shaping the future of the department. DEW is a high performing organisation that encourages excellence, improvement and growth at both an organisational and individual level. DEW has a flexible approach to doing business and is committed to ensuring our people have flexibility around the number of hours worked, scheduling of hours and location of work.

Everything we do is underpinned by our core values and consequently we value and respect our people; we encourage active participation and leadership; we continuously seek to be better and we achieve results.

About the branch/business unit

The Human Resources Branch is responsible for the effective management of human resources across the Agency. This involves efficient delivery of people-related services including learning and development. Human Resources helps DEW deliver its goals and priorities by working with staff, particularly Managers, through the provision of sound advice, efficient processing of HR transactions, and assistance with workforce planning considerations.

Regularly review, update and manage business priorities to ensure the invasive species, plant protection and plant market access programs are effective and that strategies are in place to ensure effective, long-term functionality and resourcing capability.

Continually examine data and information relating to field operations activities, inspections, and investigations to improve efficiency and to identify emerging risks and trends to improved response actions.

About the Role

The General Manager, Human Resources is responsible for providing strategic leadership and services of critical importance to the agency and the public sector

including; technical Human Resources Employee Relations and Workforce Transition advice and people management in DEW. This includes participation in, and providing leadership to, whole of government reforms, working with Shared Services South Australia in the provision of payroll services, and with the Human Resources team to implement improvement opportunities.

The position works with other leaders and managers across Corporate Services to ensure efficient and coordinated Human Resource services are delivered to the organisation and in leading sensitive negotiations, including Enterprise Agreement Bargaining, on behalf of the Agency. The General Manager, Human Resources develops strategic partnership opportunities on behalf of the whole agency, and links partners and businesses across the agency and State Government.

The role requires an emotionally intelligent, dynamic and strong people leader who is able to maintain a positive team culture, has a deep, delivery focused experience in influencing senior leaders and facilitating change in an agile business environment.

Key Role Outcomes

- ▶ The Human Resources team is led, developed and engaged to have the capabilities to be positive, proactive and strategic employees working across the Agency in the provision of high quality HR administration, advice, case management, workforce transition and employee relations programs and services.
- ▶ Strong and trusting partnerships with DEW leaders are initiated, developed and managed to identify critical business intelligence and challenges, influence and lead sensitive negotiations, including Enterprise Agreement Bargaining, and develop innovative and pragmatic solutions to mitigate whole of Agency people risks.
- ▶ DEW business decisions, legislative and regulatory frameworks and HR policies and plans are informed by high quality information relating to performance management, recruitment, workforce transition and Employee Relations matters.
- ▶ A range of critical workforce and organisational development programs, projects and initiatives are planned, developed and managed within budget, meet DEW business requirements and the team are recognised as an essential strategic partner that co-designs timely, practical and innovative solutions across the business.
- ▶ DEW is recognised by staff and the community as a high performing organisation, supported by high quality learning and development and workforce management and planning practices.

- ▶ Executive and leaders are supported with strategic decision making, resource allocation and positioning through the provision of high quality

Key Relationships

- ▶ Director, Corporate Services.
- ▶ Leaders and Senior Managers across the Agency, particularly within Corporate Services.
- ▶ Chief Executive and Group Executive Directors.
- ▶ Office for the Commissioner for Public Sector Employment.

Special Conditions

- ▶ Some out of works will be required.
- ▶ Intrastate and interstate travel, including overnight absences may be required.
- ▶ May be required to participate in fire management or associated duties.
- ▶ This role has been designated as a position of trust pursuant to the standards required in the Australian Government Protective Security Policy Framework. By applying for this role you consent to being screened under the process of obtaining a National Police Clearance, and to the Department requiring you to obtain a National Police Clearance.

Core Competencies

Core Competencies	Elements	Behavioural Indicators
Shapes Strategic Thinking and changes	<ul style="list-style-type: none"> • Creating Vision and Direction • Leading and Influencing Change 	<ul style="list-style-type: none"> • Regularly and consistently communicates a direction that enables staff to understand the links to the Agency's and State's strategic directions. • Ensures linkage of operational activities to the Agency's objectives and program strategies. • Anticipates the drivers and obstacles to change and identifies ways to build on or decrease their impact.
Achieves Results	<ul style="list-style-type: none"> • Delivering effective outcomes • Making decisions 	<ul style="list-style-type: none"> • Demonstrates a purpose and persistence in driving for outcomes in programs and projects • Uses performance data – reports and measures – to monitor, encourage and develop team outcomes

		<ul style="list-style-type: none"> • Predicts and assesses the political impact of a decision as well as the impact on relevant stakeholders. • Takes into account information from a range of sources, including factual data and opinions of others.
Drives Business Excellence	<ul style="list-style-type: none"> • Facilitating Quality and Continuous Improvement 	<ul style="list-style-type: none"> • Proactive in identifying opportunities for and introducing future improvements. • Encourages others to continually challenge existing thinking, systems and processes and make recommendations for improvements.
Forges Relationships and Engages Others	<ul style="list-style-type: none"> • Influencing and negotiating • Using Political savvy 	<ul style="list-style-type: none"> • Effectively uses data and understanding of specific audience's perspectives to present a compelling argument, engage others and achieve positive outcomes. • Is proactive in recognising areas of political sensitive and risk and taking action towards a beneficial outcome. • Pays attention to working collaboratively with a diverse range of internal and external stakeholders for the benefit of the Agency.
Exemplifies Personal Drive and Professionalism	<ul style="list-style-type: none"> • Demonstrating commitment to learning and development 	<ul style="list-style-type: none"> • Keeps up to date with relevant trends/developments and keeps well-informed on a wide range of issues appropriate to the Agency.

Technical, Professional/Knowledge and Experience

Qualifications

- ▶ A tertiary qualification in Business Administration, Law, Human Resources, Psychology or related area is desirable.

Planning and Organising Work

- ▶ Demonstrated ability to work under very broad direction only, determine goals and priorities within the framework of an organisation's objectives and deliver a major program of critical importance and impact beyond the agency.
- ▶ Demonstrated capacity to exercise significant independence of action in the use, allocation and management of both financial and human resources within the constraints laid down by executive management.

Technical Knowledge

- ▶ Demonstrated previous experience in exercising original thinking, creativity, significant levels of independent judgment and delegated authority in the pragmatic negotiation and resolution of critical HR, ER and Workforce Transition matters in a changing environment and the planning, development and implementation of human resource management programs and initiatives.
- ▶ Detailed knowledge of government and agency human resource and change management policies, guidelines and processes, and their application in relation to agency operations.
- ▶ Strong capability to interpret and implement EBA's and government policies and tailor their application to business need.
- ▶ Demonstrated previous experience as an emotionally intelligent, dynamic and strong people leader who develops and maintains a positive team culture, influences and supports senior leaders on complex people and culture matters and delivers high level projects.

Work, Health and Safety

Lead workplace safety procedures and programs

- ▶ Proactively ensures all direct reports understand workplace health and safety requirements and responsibilities.
- ▶ Leads and participates in health and safety discussions in the workplace.
- ▶ Identifies hazards, assesses risks and implements procedures for controlling risks.
- ▶ Implements procedures for dealing with incidents and emergency events.
- ▶ Maintains appropriate workplace safety records.
- ▶ Implements procedures for managing injured workers.

Corporate Responsibilities

- ▶ Demonstrate appropriate and professional workplace behaviours that are in line with the Code of Ethics for the South Australian Public Sector.
- ▶ Maintain a commitment to EEO, Diversity, Ethical Conduct, and record keeping within legislative requirements, according to the principles of the Public Sector Act 2009.
- ▶ Actively participate in the Department's Performance Development and Review Program.
- ▶ Demonstrate appropriate and professional workplace behaviours that align closely with the White Ribbon message.



Living & Working in Adelaide, South Australia

Adelaide is one of the most liveable cities on the planet, in fact it's the third most liveable city in the world. It is well known for its arts, festivals, fine foods and wine, retail and dining experience and spirit of entrepreneurship and innovation. It has an advanced economy, world class universities and a flourishing multicultural heritage. Adelaide is the traditional home of the Kurna people and has a strong indigenous culture today.

LIFESTYLE

Adelaide is known for its **Mediterranean style climate**, where the weather is pleasant and moderate most of the year. Year-round big blue skies mean average winter temperatures of 16 degrees Celsius (°C) and 28°C in summer. Hot days can be real sizzlers and easily reach 40°C though!

Adelaide is a city that offers the physical and emotional space to breathe. There is a sense of freedom here – of expression, of movement, of thought. With a **diverse and eclectic array of accessible experiences**, it's a city that allows time for immersion, paired with a sense of space and freedom that actively encourages true indulgence.

The Adelaide Hills which are home to many villages, towns, wildlife parks and natural resources to explore, are less than half an hour drive from the city centre. You'll never be far away from some of the most **pristine beaches** and water sanctuaries in the world, with almost 30km of beaches bordering Adelaide. Our beaches are famous for the beautiful waters and wide sandy foreshores. Beachside areas like Glenelg, Brighton and Henley Beach are only 15-minute drives from the city and offer **cosmopolitan hearts with retail and dining opportunities**. Within short drives from the city centre are Port Willunga where you can scuba dive in natural and man-made reefs, Port Adelaide where you can frolic with dolphins and St Kilda where you can wander the mangroves and natural reserves, also home to dolphins and other Australian fauna.

A number of international measures rate metropolitan Adelaide highly for liveability, quality of life and cost of living. The

Economic Intelligence Unit undertakes an annual Liveability Ranking and Overview of 140 cities around the world and Adelaide has most recently ranked 3rd in the world. The Property Council of Australia undertakes its own annual survey on liveability of Australia's top 10 biggest cities. In this survey Adelaide is ranked second only to Canberra, our nation's capital, and above all other capital cities.

REGIONAL EXPERIENCE:

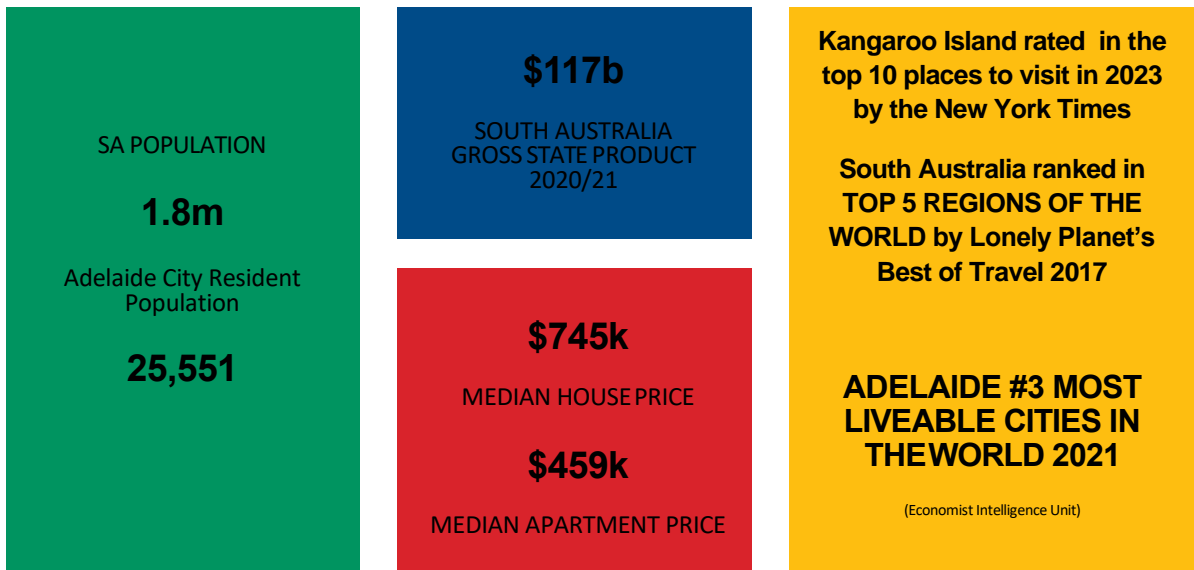
The regions surrounding Adelaide offer a unique experience with gourmet food offerings, internationally renowned wine, villages to explore and wildlife and natural attractions.

Adelaide is a city that lives well beyond its conveniently designed square mile epicentre, flowing seamlessly into world-famous wine and food regions such as Barossa, just an hour's drive north, or coastal escapes in the Fleurieu or Yorke Peninsula. You'll be spoilt for choice.

Travel another hour north and you'll reach the Clare Valley, which is famous for its Rieslings. The Adelaide Hills has some stunning whites and there's McLaren Vale and Langhorne Creek on the Fleurieu Peninsula – about an hour's drive south of the city. Drive yourself or join a guided tour of Adelaide and its surrounds – the choice is yours. Take a road trip and discover the reds from the Coonawarra on the Limestone Coast.

Kangaroo Island is an iconic destination, just two hours' drive and a short ferry ride south of Adelaide. It has pristine beaches, unique wildlife, awesome sunsets and fantastic food and wine.

South Australia & Adelaide, Fast Facts



One of the world's most liveable cities

Adelaide offers a relaxed, easy-going lifestyle, and was rated as the world's 3rd most liveable city in the world in 2021 (Economist Intelligence Unit). It is located in a beautiful region of South Australia, which is also ranked in the top 5 of the world's regions.

Australia's most affordable mainland capital

Your money will go much further in Adelaide. Studies show it costs 18% more to live in Melbourne and 30% more to live in Sydney than Adelaide. Adelaide is around 11% cheaper than Brisbane and Perth, meaning you will have more money to discover Australia during your weekends and holidays.



Contact Information

For a confidential discussion regarding the Human Resource Manager position, please contact VUCA Senior Associate, Paul Bell on +61 412 552 302 during business hours.

Applications; including your current CV and letter of application are to be forwarded in Word format to gmrhdew@vuca.com.au

Applications close Sunday 17th December 2023.

Important Information

Please note that VUCA Trusted Advisors believes that while the information contained in this document is true to the best of the Company's knowledge at the time of writing, such information may change without notice. Further, the information herein is the property of the Company and must not be published or attributed unless explicitly agreed.