

People Manager Frame

Role expectations and responsibilities of an effective People Manager.

Establish purpose and direction

Translate strategy into purpose

- Communicate the link between the strategy and team purpose
- Turn the vision and mission into tangible goals
- Simplify complexity through clarity and purpose

Set direction and goals

- Involve the team in planning and goal setting
- Set and communicate clear expectations and priorities aligned with the strategy
- Create actionable strategies and plan to achieve goals

Motivate and inspire team to execute

- Communicate information clearly and empathetically
- Embed the values in the way the team works every day
- Connect to and promote customer centricity

Manage and develop people

Establish positive team culture

- Create a positive, collaborative and inclusive team culture
- Promote team wellbeing whilst addressing low team morale
- Identify and resolve conflicts within the team

Enable growth and development

- Develop and coach others for growth
- Guide and monitor performance development plans and career progression
- Listen and respond to the needs of the team (including supporting through personal challenges)

Observe and address performance

- Recognise, celebrate and reward achievements and milestones
- Provide regular, positive and constructive feedback that builds on strengths
- Manage underperformance and approach difficult conversations constructively

Plan and organise resources

Plan and resource work

- Align and allocate resources effectively to key priorities
- Delegate work to team members clearly and effectively
- Allocate and balance team's workload fairly and efficiently

Organise and enable the team

- Design and refine roles and responsibilities to achieve goals
- Manage requests for flexible work arrangements for mutual benefit
- Source, recruit and retain capable people

Identify and mitigate risks

- Proactively identify issues and mitigate anticipated consequences
- Take risks responsibly and solve problems creatively
- Encourage calculated risk-taking to foster innovation

Lead through change

Prepare for and manage change

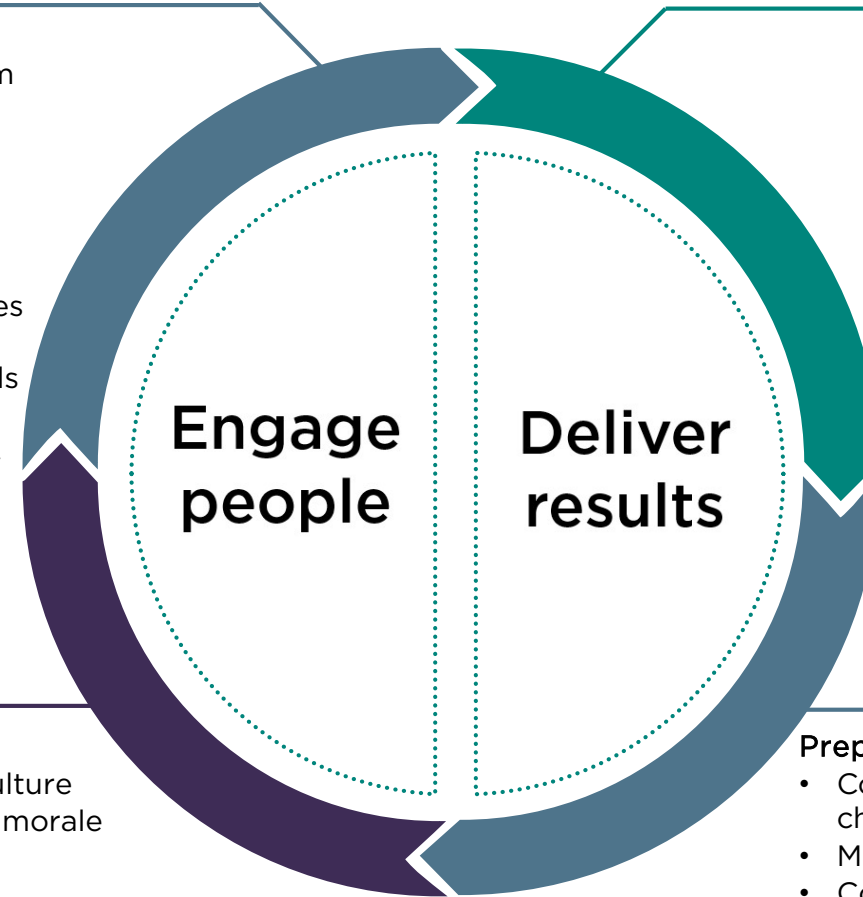
- Consider the broader context to predict and recognise the need for change
- Make confident and collaborative decisions through change
- Consider the impacts of change on people, systems and processes and establish clear pathways to meet challenges

Communicate change effectively

- Support, promote and communicate change
- Communicate clear reasons for change
- Bring people along on the journey

Support others to engage with change

- Create an environment that embraces continual improvement, adaptability and change
- Support team to deal with changing needs and priorities
- Adapt and role model embracing change



Engage
people

Deliver
results

	Growth Mindset	Accountable	Authentic	Inclusive
Attributes	<ul style="list-style-type: none"> • Take interest in continual learning • Build awareness of self and how others see them • Be open to feedback on how to improve • Seek to understand others 	<ul style="list-style-type: none"> • Take ownership of their performance, impact on others, and the performance of their team • Take initiative to change things when they are not working 	<ul style="list-style-type: none"> • Communicate honestly, openly and effectively • Demonstrate compassion and vulnerability • Establish and protect trust and legitimacy within their team 	<ul style="list-style-type: none"> • Leverage and promote diversity • Leverage the views, experiences and perspectives of the people around them • Model public sector values and ethics