

Role Description

Director People and Culture

Cluster	NSW Health
Agency	Far West Local Health District
Division/Branch/Unit	XX
Location	Broken Hill
Classification/Grade/Band	Health Manager 6
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Role Number	XX
ANZSCO Code	132311
PCAT Code	2334911
Date of Approval	October 2021

Agency overview

For more information go to www.fwlhd.health.nsw.gov.au and www.health.nsw.gov.au

Primary purpose of the role

The Director, People and Culture leads the development and implementation of strategic HR objectives, provides authoritative counsel and advice to the LHD Executive and senior stakeholders on all workforce matters, and directs workforce services functions to ensure HR service delivery enables and facilitates the achievement of the LHD business and service requirements. The role is responsible for managing people operations to ensure continuous effective service with a responsive, innovative, performance based and accountable customer focus. The People and Culture team work with business units to help them achieve their strategic, operational and performance goals and to build a constructive workplace culture through good leadership and management of people issues and the employee experience.

Key accountabilities

- Lead and manage the people and culture teams, including authoritative counsel and advice in the development and implementation of strategies and policies in strategic human resources management; workforce planning and analytics; talent management/recruitment; WHS and injury management; industrial relations; and learning and development in line with FWLHD objectives and regulatory requirements
- Provide leadership and ongoing direction to Executives and senior managers in the LHD to plan and implement human resources programs, strategies, reforms, and workforce performance and planning that support quality improvement, operational change and performance, and maximum performance in meeting LHD objectives and requirements
- Provide strategic and operational HR management advice to the Chief Executive, the Executive team, and other senior managers to ensure policies, strategies, and practices are applied effectively and consistently including overseeing Health Service senior executive employment arrangements in consultation with the Ministry's HES team

- Proactively contribute to strategic planning and decision making processes of the LHD, to ensure that policies, strategies, and plans are informed by high quality HR advice, opportunities to achieve organisational and service outcomes are maximised, and that risks are appropriately managed
- Introduce, implement and maintain a complex, new hybrid-model industrial and workplace relations framework for the Broken Hill Health Service including complex transition from the existing framework to the new model, and associated management of stakeholders and dispute processes.
- Oversee the development and implementation of frameworks, initiatives and processes across the LHD which underpin the effective prevention and management of incidents or injuries in the workplace and rehabilitation of injured workers consistent with legislative, Government, and NSW Health requirements
- Manage legal claims and litigation arising from historical and new industrial and workplace relations arrangements including engaging and briefing legal services. Lead and effectively contribute to the contract negotiations and monitoring for the provision of human resources information and support services delivered by HealthShare and other vendors of workforce systems to ensure the LHD receives value for money and effective services and support from providers
- Proactively manage and mitigate risk, and lead and monitor the efficiency and effectiveness of the workforce function's service delivery and day to day operations, to ensure policy, legal, legislative and regulatory compliance is met to the appropriate standards
- Build and maintain constructive relationships with key stakeholders and representative associations to share information, maintain knowledge of emerging workplace issues and trends, and to influence the resolution of issues

Key challenges

- Contribute to creating and maintaining a safe workplace and a constructive workplace culture, guiding the employee experience, role modeling the organization's values and expected behaviours and managing relationships to engage with purpose, insight and impact.
- Maintain a good awareness of the FWLHD strategic objectives, services and operational expectations, as well as contemporary people, culture and safe work best practice. Working across multiple stakeholders and ensuring the effective and efficient management of workforce issues associated with performance and reforms
- Identifying emerging challenges that may impact on core business delivery and future business requirements and developing and implementing HR strategies to minimise business risk and take advantage of opportunities
- Manage complex and unique industrial and workplace relations arrangements and associated negotiation and stakeholder management.

Key relationships

Who	Why
Internal	
Chief Executive	<ul style="list-style-type: none"> • Act as subject matter expert on HR matters, providing advice, counsel and recommendations to influence organisational decisions and initiatives
LHD Executive Team	<ul style="list-style-type: none"> • Build relationships and provide expert HR advice to influence decisions, create buy-in, share accountability and resolve conflicts
External	

Who	Why
Other LHD Director's People and Culture and Ministry of Health	<ul style="list-style-type: none"> Maintain effective relationships with specialist HR staff participating in the formulation of HR plans and strategies, and sharing of benchmarking and workforce information
Ministry of Health, HES Unit	<ul style="list-style-type: none"> Consult on Health Service Senior Executive employment matters to ensure compliance with legislation and NSW policy
External Providers/Vendors	<ul style="list-style-type: none"> Negotiate and approve contracts and service level agreements and ensure services provided are high quality, targeted and meet the organisation's needs (e.g. from consultants, lawyers)
Industry Stakeholders	<ul style="list-style-type: none"> Establish and maintain effective, collaborative working relationships in the pursuit of organisational objectives (e.g. with unions, industry bodies)

Role dimensions

Decision making

The Director:

- has considerable independence in determining how to achieve their objectives, including deciding on methods and approaches, business and project planning and allocation of resources
- is accountable for team operations and planning to achieve overall agreed work program commitments
- has autonomy and independence to determine day to day work priorities, deploy resources and allocate duties
- negotiates matters related to area of responsibility and make decisions in relation to the quality of work performed and methods and approaches for how to achieve business outcomes
- is fully accountable for the content, accuracy, validity and integrity of advice provided
- makes decisions and acts within Government, NSW Health, and LHD core values, legislative and regulatory frameworks, strategic plans and priorities, and delegations
- is accountable and responsible for the effective management and use of human, financial and other resources within set budget and resource parameters
- is required to ensure that decisions are based on sound evidence, but at times may be required to make effective judgments under pressure or in the absence of complete information or expert advice

Reporting line

The Director People and Culture reports to the Chief Executive

Direct reports

4-5 direct reports

Budget/Expenditure

TBA

Essential requirements

- Tertiary qualification in a relevant discipline and/or equivalent relevant experience
- Experience at a senior level in the design, delivery, and management of integrated people and business transformation strategies and programs
- Experience managing complex industrial and workplace relations environments and leading complex negotiations and stakeholder engagement strategies
- Thorough knowledge and understanding of relevant legislative provisions and regulations governing public sector employment and related issues, in particular as they relate to the Health Services sector

SELECTION CRITERIA

- Superior analytical skills including the ability to analyse and interpret complex information from numerous sources, prepare insightful advice, and deal with challenges creatively to achieve business focused people and culture solutions.
- Outstanding communication, engagement, negotiation, collaboration and influencing skills; with demonstrated capability to build, maintain and use relationships to successfully achieve business outcomes and to communicate and engage with purpose, insight and impact.

- Proven capacity to build a constructive workplace culture, keep a safe workplace, and lead and motivate a team, with a performance based, innovative, responsive and accountable customer service approach.






Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

This role also utilises an occupation specific capability set.

Capability summary

The full list of capabilities and the level required for this role are set out below. The focus capabilities appear in bold. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity and Inclusion	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Adept
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Highly Advanced
	Manage Reform and Change	Highly Advanced

Occupation / profession specific capabilities

Capability Set

Human Resources



Talent Management **Level 4**

Workforce Relations **Level 4**

Workforce Insights **Level 3**

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Display Resilience and Courage	Highly Advanced	<ul style="list-style-type: none"> • Create a culture that encourages and supports openness, persistence and genuine debate around critical issues • Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations
Personal Attributes Manage Self	Advanced	<ul style="list-style-type: none"> • Act as a professional role model for colleagues, set high personal goals and take pride in their achievement • Actively seek, reflect and act on feedback on own performance • Translate negative feedback into an opportunity to improve • Take the initiative and act in a decisive way • Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation
Relationships Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders • Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations anticipate and address key areas of interest for the audience and adapt style under pressure
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none"> • Influence others with a fair and considered approach and present persuasive counter-arguments • Work towards mutually beneficial 'win-win' outcomes • Show sensitivity and understanding in resolving acute and complex conflicts and differences • Identify key stakeholders and gain their support in advance

Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Advanced	<ul style="list-style-type: none"> • Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise • Anticipate and minimise conflict within the organisation and with external stakeholders <hr/> <ul style="list-style-type: none"> • Seek and apply the expertise of key individuals to achieve organisational outcomes • Drive a culture of achievement and acknowledge input from others • Determine how outcomes will be measured and guide others on evaluation methods • Investigate and create opportunities to enhance the achievement of organisational objectives • Make sure others understand that on-time and on-budget results are required and how overall success is defined • Control business unit output to ensure government outcomes are achieved within budgets • Progress organisational priorities and ensure that resources are acquired and used effectively
Results Think and Solve Problems	Advanced	<ul style="list-style-type: none"> • Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues • Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements • Implement systems and processes that are underpinned by high-quality research and analysis • Look for opportunities to design innovative solutions to meet user needs and service demands • Evaluate the performance and effectiveness of services, policies and programs against clear criteria
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare and review project scope and business cases for projects with multiple interdependencies • Access key subject-matter experts' knowledge to inform project plans and directions • Design and implement effective stakeholder engagement and communications strategies for all project stages • Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans and minimise impact • Manage transitions between project stages and ensure that changes are consistent with organisational goals • Participate in governance processes such as project steering groups

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning • Coach and mentor staff and encourage professional development and continuous learning • Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Optimise Business Outcomes	Highly Advanced	<ul style="list-style-type: none"> • Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time • Engage in strategic workforce planning and strategic resource utilisation to ensure that the organisation's aims and goals and the government's objectives can be achieved • Align workforce resources and talent with organisational priorities • Set clear boundaries and freedoms for the organisation in risk taking • Hold self and others accountable for implementing and maintaining inclusive workforce management practices
People Management Optimise Business Outcomes	Highly Advanced	<ul style="list-style-type: none"> • Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies • Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context • Create an organisational culture that actively seeks opportunities to improve • Anticipate, plan for and address cultural barriers to change at the organisational level

Talent Management -

Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation

Level 4 –

- Partner with senior leaders to define strategies which leverage capability development, promote talent mobility within and across agencies; and support sourcing from all sectors.
- Partner with senior leaders to develop and drive broad organisational talent management strategies, targeting groups that are under-represented in specific streams or leadership roles.
- Lead broad organisational adoption and implementation of integrated talent management strategies to build a diverse pipeline of future leaders, talent and capability.
- Promote organisational talent management strategies based on a comprehensive understanding of the organisation's existing capability levels, strategic business model, future priority directions and employee value proposition.
- Partner with senior leaders to define the most appropriate performance and recognition programs to support the organisation's business strategy and plans.
- Promote recognition of talent and high potentials as a whole of sector resource to support attractive career choices, nurture the development of leaders with broad experience, and enable flexible deployment of workforce resources in line with government service delivery priorities.
- Lead evaluation of organisational talent to identify and manage systemic issues through targeted interventions, to ensure capability needs are met.

Workforce Relations

Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements

Level 4 –

- Partner with senior leaders to instruct counsel and lead key consultations and negotiations with trade unions, employee representative forums and similar bodies, on a range of complex and critical workforce relations issues.
- Contribute strategic and expert advice to senior leaders on the implications of employment and workforce relations issues and reforms for the organisation, the sector, and government.
- Partner with senior leaders and external consultants to develop the workforce relations strategy to support the organisation's objectives.
- Anticipate potential changes in the industrial environment, and advise and partner with senior leaders to proactively modify the workforce relations strategy to mitigate risk.
- Lead the investigation of, and provide strategic advice to senior leaders in the resolution of complex or high-profile workforce relations issues.
- Lead the development of a proactive employee work health and safety strategy and action plan focused on prevention, ensuring full compliance with regulatory and legislative requirements.
- Lead the review of employee relations strategy, plan and policies to align workforce requirements, capabilities and best practice, and to reflect legislative and regulatory changes.
- Promote awareness of and contribute high-level advice to senior leaders on their workplace environment obligations and required actions.

Workforce Insights

Establish and maintain workforce management systems, data and analysis to support evidence-based decision making

Level 3 –

- 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.