

Role Description

Director People & Culture



Cluster	NSW Health
Agency	NSW Ambulance
Division/Branch/Unit	People & Culture Directorate
Location	State Headquarters Rozelle
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical
Kind of Employment	Ongoing
Role Number	52013
ANZSCO Code	132311
PCAT Code	2334611
Date of Approval	November 2017
Agency Website	www.ambulance.nsw.gov.au

Agency overview

NSW Ambulance operates a mobile health service for the community of NSW providing emergency and non-emergency health care, retrieval and specialist transport services; major event planning and response; and community education. It is one of the largest Ambulance services in the world servicing a population in excess of 7 million, employing approximately 4,500 people and about 250 volunteers at more than 300 locations across NSW, operating a fleet of more than 1500 Ambulance and other vehicles, with an annual expenditure budget in excess of \$890 million.

NSW Ambulance is a division of the NSW Ministry of Health. The *Health Services Act (1997)* and Part 4 of the *Health Services Regulation (2013)* is the legislative framework under which NSW Ambulance functions. The organisation is managed from State Headquarters located at Rozelle.

The vision of NSW Ambulance is "excellence in care". NSW Ambulance recognises that quality of service, equity, meeting community needs, investing in our people and organisational performance will be the basis for the development of NSW Ambulance's future. These concepts are represented in the principle of "Patient Centred and Staff Focused" and are underpinned by NSW Health's core values of Collaboration, Openness, Respect and Empowerment. Key objectives of the organisation are contained within the NSW Ambulance Strategic Plan.

Primary purpose of the role

The Director leads the design, delivery and implementation of an innovative People & Culture strategy to deliver an engaged, inclusive and high performing workforce that is aligned to and supports NSW Ambulance's strategic goals. The role drives cultural change to develop and embed an agile and responsive workforce focused on the customer experience. The role pro-actively develops systems, programs and strategic reporting that deliver value for money and inform decision making, and directly supports NSW Ambulance change reforms and challenges.

Key accountabilities

- Provide leadership and direction to the People & Culture function, ensuring that current and long term People & Culture strategies and programs are aligned to overall strategic objectives
- Develop and implement strategies, systems, programs, policies and procedures to support NSW Ambulance goals and deliver the needs of staff throughout their employment life cycle including attraction, recruitment and retention and lead the development of workforce strategies and plans for recruitment and retention of NSW Ambulance staff that meet current and projected workforce requirements
- Deliver robust industrial relations frameworks which pro-actively identify, manage and minimise financial and reputational risks and comply with regulatory and legislative requirements
- Drive cultural change management processes that will transform NSW Ambulance, are future focused and encompass best practice, research, benchmarking and the realisation of opportunities
- Lead and direct Work Health and Safety for the organisation, including implementing, monitoring and evaluating strategies and initiatives to ensure that the organisation provides a safe and healthy working environment and effective management of injured workers
- Lead and direct the development of policies and procedures as they relate to investigative practices and the assessment of serious conduct matters and work with the Executive and senior management to build capacity, expertise and confidence among staff in relation to the management of concerns about the conduct of staff and complaint resolution policies and procedures
- Manage the development and provision of broadly based legal advice to the Chief Executive and Executive on the interpretation and application of legislation, law and other legal authority, and resolve litigation and legal issues
- Facilitate leadership and development programs to ensure properly prepared staff, including managers, are developed and available for recruitment

Key challenges

- Lead and / or support transformational change to build, develop and engage employees to deliver their best and contribute to quality customer outcomes
- Lead the delivery of effective people solutions to a diverse geographically dispersed workforce and oversight the management of a complex and sensitive industrial relations framework
- Lead, set and deliver a positive workplace culture where bullying, harassment and inappropriate workplace behaviors are not tolerated

Key relationships

Who	Why
Internal	
Chief Executive	<ul style="list-style-type: none">• Provide authoritative and expert advice and recommendations on all People & Culture matters, providing counsel and recommendations which influence planning and decision making or issues management• Ensure the effectiveness of organisational change programs, the application of the new operating model, service delivery planning, decision making and governance relevant to NSW Ambulance• Report performance of People & Culture programs and identify emerging issues/risk
NSW Ambulance Executive	<ul style="list-style-type: none">• Provide advice and ensure that stakeholder feedback and information informs decisions at all levels• Develop productive and collaborative internal and external working relationships
Direct Reports	<ul style="list-style-type: none">• Inspire, motivate, provide direction and manage performance and development
External	
Other NSW Health and NSW Government stakeholders	<ul style="list-style-type: none">• Build collaborative working relationships to benchmark, monitor industry trends, maintain currency, and respond to common emerging and future issues
Professional Associations and Unions	<ul style="list-style-type: none">• Exchange intelligence, consult, and negotiate on matters of mutual interest to evaluate and enhance the effectiveness and quality of programs and services supporting both staff and patients

Role dimensions

Decision making

- The Director is a member of the NSW Ambulance Executive Leadership Team and acts with autonomy within the overall decision making and accountability limits for the People & Culture Directorate
- NSW Ambulance has state wide significance and is a complex organisation providing services that are often high profile and/or politically sensitive with a high level of community expectation in service delivery. The position holder is expected to be able to exercise sound judgement and capacity for independent decision making on complex and sensitive matters

Reporting line

Chief Executive

Direct reports

7

Budget/Expenditure

Approximately \$23 million

Essential requirements

- Relevant tertiary qualifications in a relevant field such as human resource management, organisation change / psychology, employment law and significant experience in human resources and/or extensive experience at a senior management and executive level across a diverse and complex organization.
- Sound understanding of all relevant employment related legislation and NSW Health policies including relating to workplace relations, complaints and grievances, workplace health, safety and rehabilitation legislation and principles and their application in a NSW Health context.






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

Capability summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. 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	Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Advanced
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Adept
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	Project Management	Adept
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

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 Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> • Champion and act as an advocate for the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism across the organisation, and in dealings cross-government, cross-jurisdiction and outside of government • Define, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a climate in which staff feel able to report apparent breaches of rules, policies and guidelines

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Manage Self	Advanced	<p>and act promptly and visibly in response to such reports</p> <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 • Maintain a high level of personal motivation • Take the initiative and act in a decisive way
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Build a culture of respect and understanding across the organisation • Recognise outcomes which resulted from effective collaboration between teams • Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation and cross-government • Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
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 • Take account of the wider business context when considering options to resolve issues • Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements • Implement systems and processes that underpin high quality research and analysis
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 • Provide timely, constructive and objective feedback to staff • Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way • Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage Reform and Change	Advanced	<ul style="list-style-type: none"> • Clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty • Assist others to address emerging challenges and risks and generate support for change initiatives • Translate change initiatives into practical strategies and explain these to staff and their role in implementing them

- Implement structured change management processes to identify and develop responses to cultural barriers