

Role Description

Director People and Culture

Cluster	NSW Health
Agency	Western Sydney Local Health District
Division/Branch/Unit	Workforce
Location	LHD Executive Office
Classification/Grade/Band	HSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Role Number	XX
ANZSCO Code	132311
PCAT Code	2334911
Date of Approval	April 2018
Agency Website	www.wslhd.health.nsw.gov.au and www.health.nsw.gov.au

Agency overview

For more information go to www.wslhd.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

Key accountabilities

- Lead and manage the workforce services function and 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; industrial relations; and learning and development in line with LHD 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 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

- 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
- 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

- Achieving a balance between the short-term day to day operational HR demands with the need for more strategic people initiatives
- 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

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	
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

6

Budget/Expenditure

Approximately \$11M

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
- 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

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	Advanced
 Relationships	Communicate Effectively	Highly Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	Deliver Results	Adept
	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	Advanced

Occupation / profession specific capabilities

Capability Set	Human Resources	
 Occupation Specific	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 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 Maintain a high level of personal motivation Take the initiative and act in a decisive way
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 cross-government, cross jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure
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 and communication and collaboration across the organisation and cross government Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions
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 Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Pre-empt and minimise conflict within the organisation and with external stakeholders
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Business Enablers Project Management	Advanced	<ul style="list-style-type: none"> • Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts • Access key subject-matter experts' knowledge to inform project plans and directions • Implement effective stakeholder engagement and communications strategy for all stages of projects • Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning • Develop effective strategies to remedy variances from project plans, and minimise impacts • Manage transitions between project stages and ensure that changes are consistent with organisational goals
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 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 achievement of both the organisation's aims and goals and government's objectives • Align workforce resources and talent with organisational priorities

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.