

Role Description

Agency	NSW Ombudsman
Role Title	Deputy Ombudsman, Health Administration
Division/Branch/Unit	Chief Deputy Ombudsman Division
Location	Sydney CBD
Classification/Grade/Band	Band 1
Senior Executive Work Level Standards:	Work Contribution Stream: Regulatory/Compliance
Kind of Employment	Term
ANZSCO Code	134299
PCAT Code	2119192
Date of Approval	24 October 2023
Agency Website	www.ombo.nsw.gov.au

Agency Overview

The NSW Ombudsman is an independent integrity agency that pursues fairness for the people of NSW. Through complaint handling, review, monitoring, investigation, advice, training and community education, we seek to improve the administration and delivery of public and community services in NSW.

Primary purpose of the role

The Deputy Ombudsman, Health Administration is a key leadership role within the office of the NSW Ombudsman. The role is focused on the application of the Ombudsman's functions within the NSW public health system.

This is a highly visible role, which promotes awareness and understanding of the work of the Ombudsman in the health sector, increases the Ombudsman's accessibility and visibility to public health workers and health customers, monitors systemic issues of public administration in the health sector, and works collaboratively across all of the Ombudsman's Office's functional areas to ensure co-ordinated and impactful exercise of all statutory functions that impact the health sector - including complaints handling, investigations, public interest disclosures oversight, Aboriginal program monitoring, and child death reviews.

The Deputy Ombudsman will take responsibility for establishing a team and operating model to enhance the Ombudsman's role in responding to maladministration and improving public administration within the NSW public health system.

Key accountabilities

- Establish an effective health administration unit operating model and staff team.
- Collaborate with members of the executive and work with relevant functional areas to ensure that:
 - complaints or concerns about the administrative conduct of management of Local Health Districts and

NSW Health (including those raised through public interest disclosures (PIDs) are appropriately received, assessed, and addressed

- appropriate investigatory actions are undertaken where maladministration is reported or otherwise suspected including, where allocated, by performing the role of Executive Lead on relevant investigations and major projects
- issues in public health service administration in NSW are shared across relevant functional branches and pro-actively monitored.
- Build and maintain the NSW Ombudsman’s visibility and accessibility within the public health system, to both the public and public sector health workers. Subject to funding, this will include regular regional visits and engagement with staff and management within Local Health Districts.
- Provide timely, strategic, expert and authoritative advice to the Ombudsman, Chief Deputy Ombudsman and the executive to enable fully informed evidence-based strategic policy and operational recommendations and decisions.

Key challenges

- This is a new role which will lead the Ombudsman’s work in the largest system within the public sector, and one which is complex and geographically dispersed. The Deputy Ombudsman will need to establish and maintain effective networks and working relationships with the range of stakeholders in the public health system.
- The Deputy Ombudsman and the health administration unit will need to balance the work actively undertaken by the unit, with the work of collaborating on and supporting initiatives and responses relating to health administration that are the responsibility of other branches.
- The Ombudsman has jurisdiction to receive complaints about (and where appropriate investigate) conduct of public authorities where that conduct *relates to a matter of administration*. This generally does not include conduct that is of a purely clinical nature. Industrial and employment disputes affecting a particular person as an officer or employee are also excluded from the Ombudsman’s jurisdiction. Identifying conduct that can be the subject of complaint to, and investigation by, the Ombudsman can raise complex issues, and the Deputy Ombudsman will need to make critical decisions related to jurisdiction, with advice from the office’s Legal Counsel as required. The Deputy Ombudsman will also need to develop and maintain effective and efficient relationships with others involved in adjacent complaint, incident reporting and/or investigative systems (including NSW Health and the Clinical Excellence Commission, the Health Care Complaints Commission (HCCC) and the Coroner).

Key relationships

Who	Why
Internal	
Ombudsman and Chief Deputy Ombudsman	<ul style="list-style-type: none"> • Provide expert advice on critical issues, significant matters and investigations, and make recommendations to influence office decisions and actions. • Report on performance against allocated budgets and outcome measures.
Executive	<ul style="list-style-type: none"> • As a member of the executive, the Deputy Ombudsman works closely and collaboratively with the other executives, providing expert advice, guidance and support on work related to public health administration. • Take an active role in whole-of-office issues and priorities; collaborating to set strategic priorities; working in partnership on joint initiatives and to establish and nurture a collaborative and positive culture.
Other Branches	<ul style="list-style-type: none"> • Establish and foster collaborative working relationships. • Provide direct support, advice and guidance, particularly on work related to public health administration.
Unit staff	<ul style="list-style-type: none"> • Lead and provide strategic direction.

Who	Why
Direct Reports	<ul style="list-style-type: none"> • Inspire and motivate, provide leadership, guidance and support. • Set overall performance expectations and oversight the implementation of effective performance management frameworks and processes. • Ensure staff are appropriately managed and supported
External	
Other NSW Government Agencies	<ul style="list-style-type: none"> • Establish professional networks to promote the role and resources of the Ombudsman • Develop and maintain the Ombudsman’s engagement and relationship with NSW Health, local health districts and other public health authorities, as well as with adjacent external bodies in respect of their work in the health sector (including the HCCC, the Clinical Excellence Commission and the Coroner) • Through liaison with public health system agencies and the development of appropriate resources, promote good administrative practice, accountability and compliance with agency obligations.

Role dimensions

Decision making

The Deputy Ombudsman exercises powers and functions delegated by the Ombudsman, enabling the Deputy Ombudsman to take actions and make decisions across their areas of responsibility.

The Deputy Ombudsman raises critical and significant issues with the Chief Deputy Ombudsman and Ombudsman. Accordingly, the role carries considerable responsibility on matters with the potential to impact externally at the individual, agency/organisation and whole-of-government level.

The Deputy Ombudsman acts with a significant degree of day-to-day independence in planning, directing and managing the diverse range of activities undertaken by the branch.

The Deputy Ombudsman is delegated to make decisions concerning staffing and associated matters as well as having a financial delegation of \$100,000.

Reporting line

The role reports to the Chief Deputy Ombudsman. However, as the statutory officer, the Deputy Ombudsman will receive statutory directions from the Ombudsman in relation to relevant functions, which the Deputy Ombudsman will be expected to lead on a day-to-day basis with a significant degree of autonomy and authority.

Direct reports

The Deputy Ombudsman has up to 2 *direct* reports, but has a leadership role influencing all relevant functional branches of the office.

Budget/Expenditure

The Deputy Ombudsman manages a budget, mostly related to branch employee and related expenses.

Essential Requirements

Employment at the NSW Ombudsman's Office is subject to satisfactory completion of security and related vetting including, a criminal records check; signed understanding and acceptance of a range of governance policies; two statutory declarations relating to conflicts of interest, arrests, charges, convictions and a health declaration.

The Deputy Ombudsman is appointed under Section 8 of the Ombudsman Act 1974. This is a term appointment, usually of 5 years.

Essential requirements for the role include:

- A qualification in a relevant field, such as law, public administration, public health.
- Demonstrated leadership and strategic management skills and experience, preferably in roles related to public health administration, regulatory compliance or within an integrity agency. Ideally this experience would include a background in investigation and/or system reviews of an administrative nature.
- Strong understanding of public health systems, and related regulatory and oversight frameworks.
- Excellent communication and interpersonal skills and proven ability to build cooperative relationships with internal and external stakeholders, and to interact and provide advice at a senior level.

Additional Information and requirements

The occupant of the role will be expected to travel and develop in-person relationships with key stakeholders across the breadth of the NSW Health sector. As such, a current and valid Australian motor vehicle driver's license would be highly desirable for this role.



Depending on the specific need of the Ombudsman, the occupant of this role may be required to have a current WWCC clearance issued from the Office of the Children's Guardian. As there is always the potential for exposure to distressing material, the office has in place strategies to support staff. It may be a requirement that the occupant of the role participates in the office's wellness programs.

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	Highly Advanced
	Influence and Negotiate	Highly 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	Adept
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Adept

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 model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports • Act promptly and visibly to prevent and respond to unethical behaviour
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Work Collaboratively	Highly Advanced	<ul style="list-style-type: none"> Establish a culture and supporting systems that facilitate information sharing, communication and learning across the sector Publicly celebrate the successful outcomes of collaboration Seek out and facilitate opportunities to engage and collaborate with stakeholders to develop solutions across the organisation, government and other jurisdictions Identify and overcome barriers to collaboration with internal and external stakeholders
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy Use sound arguments, strong evidence and expert opinion to influence outcomes Determine and communicate the organisation's position and bargaining strategy Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional Achieve effective solutions when dealing with ambiguous or conflicting positions Anticipate and avoid conflict across organisations and with senior internal and external stakeholders Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
Results Deliver Results	Advanced	<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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
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
People Management Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none"> Promote a sense of purpose and enable others to understand the links between government policy and organisational goals Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes Create opportunities for recognising and celebrating high performance at the individual and team level Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none"> Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences Encourage team members to take calculated risks to support innovation and improvement Align systems and processes to encourage improved performance and outcomes