

Role Description

People & Culture Manager

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Cluster	Health
Agency	Health Care Complaints Commission
Division/Branch/Unit	Corporate Operations
Location	Sydney
Classification/Grade/Band	Clerk Grade 11/12
ANZSCO Code	132311
PCAT Code	1224991
Date of Approval	1 September 2021 (updated August 2024)
Agency Website	www.hccc.nsw.gov.au

Agency overview

The Health Care Complaints Commission (HCCC) acts to protect public health and safety by resolving, investigating and prosecuting complaints about health care. It is an independent statutory body set up under the Health Care Complaints Act 1993. It has a central role in maintaining the integrity of the NSW health system, with the overarching aim of protecting the health and safety of individuals and the community.

The Commission deals with complaints about all types of health services and providers in NSW including:

- Health organisations such as public and private hospitals, medical centres, imaging and radiation services;
- All registered health practitioners, such as medical practitioners, nurses, dentists and pharmacists; and
- All non-registered health practitioners, such as naturopaths, massage therapists and alternative health care providers.

The Commission aims to provide a system of complaints handling which is customer-focused, accessible, responsive, transparent and accountable.

Primary purpose of the role

Lead and manage the People and Culture (P&C) function for the Commission, drive the development and implementation of a workforce strategy to support achievement of business objectives and manage the design and delivery of client focused P&C services across a range of areas including organisation design, recruitment, performance & talent management, and learning & development.

Key accountabilities

- Manage and lead the development of a cyclical long-term workforce strategy to support the delivery of the Commission's strategic objectives and ensure effective implementation of these strategies, policies, processes and systems in areas such as organisation design, recruitment, performance & talent

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management, learning & development, capability development, grievance management whilst ensuring compliance with public sector statutory requirements.

- Collaborate with the executive and leaders to build leadership and management capability to ensure the Commission has effective leaders with capability to deliver objectives set out in its strategic plan.
- Partner and coach managers in managing and supporting their staff and addressing emerging cultural, performance, grievance, wellbeing, or other issues to address and resolve matters.
- Collaborate with the executive and the wider leadership group to develop change management plans and manage organisational change programs effectively.
- Establish process and outcome KPIs for the P&C function and for workforce management practice, implement data collection systems to track performance, monitor and report performance, and adjust or develop strategies based on findings.
- Model, monitor and maintain the highest standards of probity, accountability and consistency in the team's work with stakeholders ensure compliance with legislative requirements.
- Manage the client relationship with the external service provider for payroll and personnel functions, monitoring performance and ensuring service delivery problems are addressed.
- Participate and contribute as a member of the Commission's leadership team, building effective working relationships with other divisions of the Commission to achieve a coordinated approach to the Commission's functions and an integrated and collaborative culture.

Key challenges

- Responding to changes in the workforce size and operating environment by leading and managing change that is well planned, consulted and implemented.
- Developing and evolving workforce strategies and operational services to enable the Commission's executive, managers, and staff to realise the Commission's strategic goals and objectives in an environment of increasing workload and complexity.
- Developing and implementing strategies in consultation with the Commissioner and the executive to build an organisational culture based on transparency, collaboration, accountability, and collegiality.

Key relationships

Who	Why
Internal	
The Commissioner	<ul style="list-style-type: none"> • Direct liaison on strategy, high priority or sensitive issues and change management.
Executive Director, Corporate Operations and CFO	<ul style="list-style-type: none"> • Receive strategic guidance and provide advice and regular updates on operational issues and priorities to contribute to decision making. • Reporting on P&C function plans and achievements against objectives, raising significant issues for discussion, including change management.
The Executive team	<ul style="list-style-type: none"> • Partner with the executive, as a group and individually, to develop workforce plans, programs and organisational culture objectives, and address and resolve emerging issues.
Managers across the HCCC divisions	<ul style="list-style-type: none"> • Provide expert advice enabling managers to own and manage workforce planning, staff leadership and management, and issues arising.

Who	Why
People & Culture team	<ul style="list-style-type: none"> Provide effective leadership, mentor support and advice to the P&C team, developing their knowledge and capabilities.
External	
Outsourced vendors	<ul style="list-style-type: none"> Manage the client interface with service providers, monitoring performance and addressing service issues.
Other Public Service agencies	<ul style="list-style-type: none"> Engage with the Public Service Commission and other agencies to remain abreast of current best practice and to contribute to development of sector-wide thinking on workforce management.

Role dimensions

Decision making

The People and Culture Manager:

- Operates with a high level of autonomy and is fully accountable for the quality, integrity and validity of the content of advice provided and for the delivery of P&C projects and programs on time.
- Builds and maintain collaborative relationships with the executive team and managers to ensure alignment of P&C strategies and services with organisational strategic and operational objectives.
- Operates as a trusted partner to the Commissioner and executive staff and makes authoritative decisions as the leader of the function.
- Independently manages and addresses highly sensitive conduct and/or grievance issues, providing advice and liaising with stakeholders.

Reporting line

The role reports to the Executive Director Corporate Operations and CFO.

Direct reports

This role has three direct reports – Senior P&C Advisor, Learning & Development Advisor and P&C Advisor.

Budget/Expenditure

Exercises financial delegation as per approved Financial and Purchasing delegations.

Essential requirements

- Tertiary qualifications in Human Resources and/or relevant discipline or relevant equivalent experience providing operational P&C advice and support.
- Understanding of employment matters and ability to interpret awards and conditions for a range of employees and the ability to interpret and apply Public Sector legislation and policy guidelines.
- The HCCC has a unique and critical part to play in maintaining the integrity of the NSW health system. As such, it is an essential requirement that all prospective employees are able to carry out their duties in an honest and consistent way, with uncompromising adherence to strong moral and ethical principles and values.






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

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	Adept
	Manage Self	Adept
	Value Diversity	Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Adept
	Work Collaboratively	Adept
	Influence and Negotiate	Adept
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Intermediate
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	Project Management	Adept
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Advanced

Human Resources Professionals Capability Set

Capability Group	Capability Name	Level
	Workforce Strategy	Level 3
	Organisational Design	not applicable
	Talent Management	Level 3
	Organisational Culture	Level 3
	Workforce Relations	not applicable
	Workforce Insights	not applicable
	Employee Services	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	Advanced	<ul style="list-style-type: none"> Stay calm and act constructively in highly pressured and unpredictable environments Give frank, honest advice in the face of strong, contrary views Accept criticism of own ideas and respond in a thoughtful and considered way Welcome new challenges and persist in raising and working through novel and difficult issues Develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> Present with credibility, engage varied audiences and test levels of understanding Translate technical and complex information concisely for diverse audiences Create opportunities for others to contribute to discussion and debate Actively listen and encourage others to contribute inputs Adjust style and approach to optimise outcomes Write fluently and persuasively in a range of styles and formats
Relationships Work Collaboratively	Adept	<ul style="list-style-type: none"> Encourage a culture of recognising the value of collaboration Build co-operation and overcome barriers to information sharing and communication across teams/units Share lessons learned across teams/units

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Identify opportunities to work collaboratively with other teams/units to solve issues and develop better processes and approaches to work
Results Deliver Results	Adept	<ul style="list-style-type: none"> Take responsibility for delivering on intended outcomes Make sure team/unit staff understand expected goals and acknowledge success Identify resource needs and ensure goals are achieved within budget and deadlines Identify changed priorities and ensure allocation of resources meets new business needs Ensure financial implications of changed priorities are explicit and budgeted for Use own expertise and seek others' expertise to achieve work outcomes
Business Enablers Project Management	Adept	<ul style="list-style-type: none"> Prepare clear project proposals and define scope and goals in measurable terms Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Prepare accurate estimates of costs and resources required for more complex projects Communicate the project strategy and its expected benefits to others Monitor the completion of project milestones against goals and initiate amendments where necessary Evaluate progress and identify improvements to inform future projects
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

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> • 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

Human Resources Professionals Capability Set

Capability Name	Level	
Workforce Strategy	Level 3	<ul style="list-style-type: none"> • Collaborate with managers and leaders to analyse workforce and business data to understand the workforce factors contributing to business opportunities and the potential solutions. • Provide managers and leaders with informed advice on workforce options for securing capabilities required in the short and long term, based on knowledge of service delivery models, diverse customer needs and internal and external labour market trends. • Provide evidence-based advice on best fit, capability-based workforce strategies to managers and leaders to facilitate effective implementation and regular review of business strategies. • Liaise with specialist human resources functions to ensure advice and support is provided to business units as an integrated suite of strategies and tools, calibrated to overarching and/or local business goals. • Encourage managers and leaders to understand the link between good workforce management and positive business outcomes and to take ownership of these strategies. • Coach managers and leaders on identifying, engaging and managing stakeholders to facilitate development and implementation of new business priorities or models.
Talent Management	Level 3	<ul style="list-style-type: none"> • Provide expert advice to managers and leaders on fit-for-purpose talent management strategies to close capability gaps, support informed selection choices, and align with the organisation's employee value proposition. • Encourage the capability growth of teams and of current and potential leaders, through the design and delivery of tailored development, mobility and career management programs. • Collaborate with peers across the sector to build talent pipelines for common roles and key professional streams, enhancing the sector's appeal as an employer.

Human Resources Professionals Capability Set

Capability Name

Level

- Encourage use of mobility provisions to support employees to acquire a broad base of experience through their careers and optimise flexible resource deployment.
- Collaborate with leaders to develop strategies to enhance managers' skills and confidence in having clear, candid and regular performance conversations and provide individuals with effective coaching.
- Manage the delivery of ongoing performance and recognition programs and evaluate these on a regular basis to ensure they deliver on intended outcomes.
- Manage the design of methods to assess the effectiveness of talent management programs in building capability and influence the development of future programs, ensuring integration across other workforce management practices.
- Provide expert advice to leaders and managers on the evaluation of assessments, performance management and talent management strategies, and collaborate on modifications as needed to build organisational capability and talent.

Organisational Culture

Level 3

- Influence managers and leaders to promote understanding of the significance of workforce management and positive organisational culture in achieving organisational goals as well as personal career goals.
- Provide expert advice to managers and leaders on integration and operationalisation of the organisational values, behaviour standards and Employee Value Proposition into all stages of the employment lifecycle in their areas of responsibility.
- Collaborate with managers and leaders on action plans to support organisation-wide integration of culture and engagement strategies, based on unique business priorities and context.
- Collaborate with managers and leaders to create and implement workforce programs and frameworks that motivate, recognise and reward employees and make the organisation a diverse, inclusive, innovative and meaningful place to work.
- Provide expert advice to managers and leaders as they implement individual and organisation-wide changes to turn organisational values and behavioural standards into daily practice and eliminate unacceptable manager or employee behaviours.
- Collaborate with managers and leaders to create and implement organisation-wide fit-for-purpose employee

Human Resources Professionals Capability Set

Capability Name	Level	
		<p>wellbeing strategies, addressing areas of staff resistance or ambivalence.</p> <ul style="list-style-type: none"> • Coach managers and leaders in understanding the key drivers of employee engagement together with the importance of monitoring patterns and taking early action. • Develop benchmarks for key indicators of organisational culture and evaluate the effectiveness of workforce strategies in shaping organisational culture.
Employee Services	Level 3	<ul style="list-style-type: none"> • Tailor service-level agreements to meet requirements and develop appropriate metrics. • Regularly manage the review and evaluation of the full life cycle of employee services, and identify and recommend possible P&C process and service improvements. • Manage the delivery of high quality advice to managers and leaders on all employment matters. • Foster a culture of customer service excellence, continuous improvement, and value for money. • Identify and act on any legislative or sector/ organisation policy changes that may impact service delivery. • Develop business cases and implementation plans in support of service model changes. • Collaborate with managers and leaders to coordinate the implementation of new or changed employee service offerings. • Manage third party suppliers against service level agreements, KPIs and contracts.