



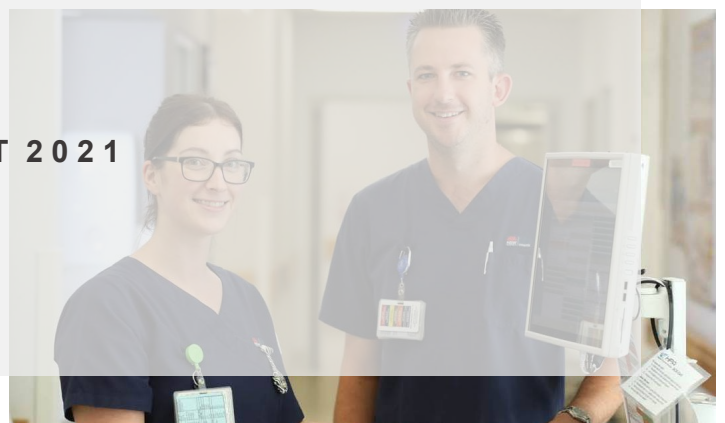
## DERWENT | CANDIDATE INFORMATION PACK



## SOUTHERN NSW LOCAL HEALTH DISTRICT DIRECTOR PEOPLE & WELLBEING



AUGUST 2021



*This document remains the property of Derwent and you are hereby notified that any disclosure, reproduction, alteration, distribution or other use of this document is strictly prohibited. The information contained within is not warranted or guaranteed by Derwent and any comment or opinions expressed are supplied on a strictly privilege & confidential basis.*

# derwent



# Health

## Southern NSW Local Health District

### Contents

Video Introduction .....	3
About Southern NSW Local Health District .....	4
People and Well Being Structure 2021 .....	5
Director People and Wellbeing – Role Description .....	6
Living in the Region .....	15
Useful Links .....	16
The Application and Selection Process .....	16

## Video Introduction

This is a short video introduction about the region, Health Service and the role.

<https://youtu.be/-TgGBV1-Fso>

---

*Welcome to*  
**Southern**



**Health**  
Southern NSW  
Local Health District

## About Southern NSW Local Health District

Southern NSW Local Health District covers a large area of the state, from Goulburn and Crookwell to the Victorian border and surrounds the ACT on three sides. It extends from the pristine beaches of the NSW South Coast, the farmlands of the Southern Tablelands, across the picturesque Great Dividing Range and the spectacular Snowy Mountains.

We invest in understanding the growing and changing health needs of our diverse communities. This investment includes transforming the way we work to respond to these changes and ensure we are prepared and proactive. We are passionate about pursuing the provision of the highest quality care and valuing innovation.

We are working to help our communities lead healthy lives and we provide patients and clients with exceptional care and positive experiences.

We are committed to working with community members and health care users. Community consultation committees act as a key medium between the Health District and our communities.

We are a major local employer, so our staff are part of our local communities.

We are home to four large Aboriginal nations – the Gundungurra, Ngannawal, Ngarigo and Yuin.

NSW Local Health Districts



Southern NSW Local Health District



## Values and Priorities

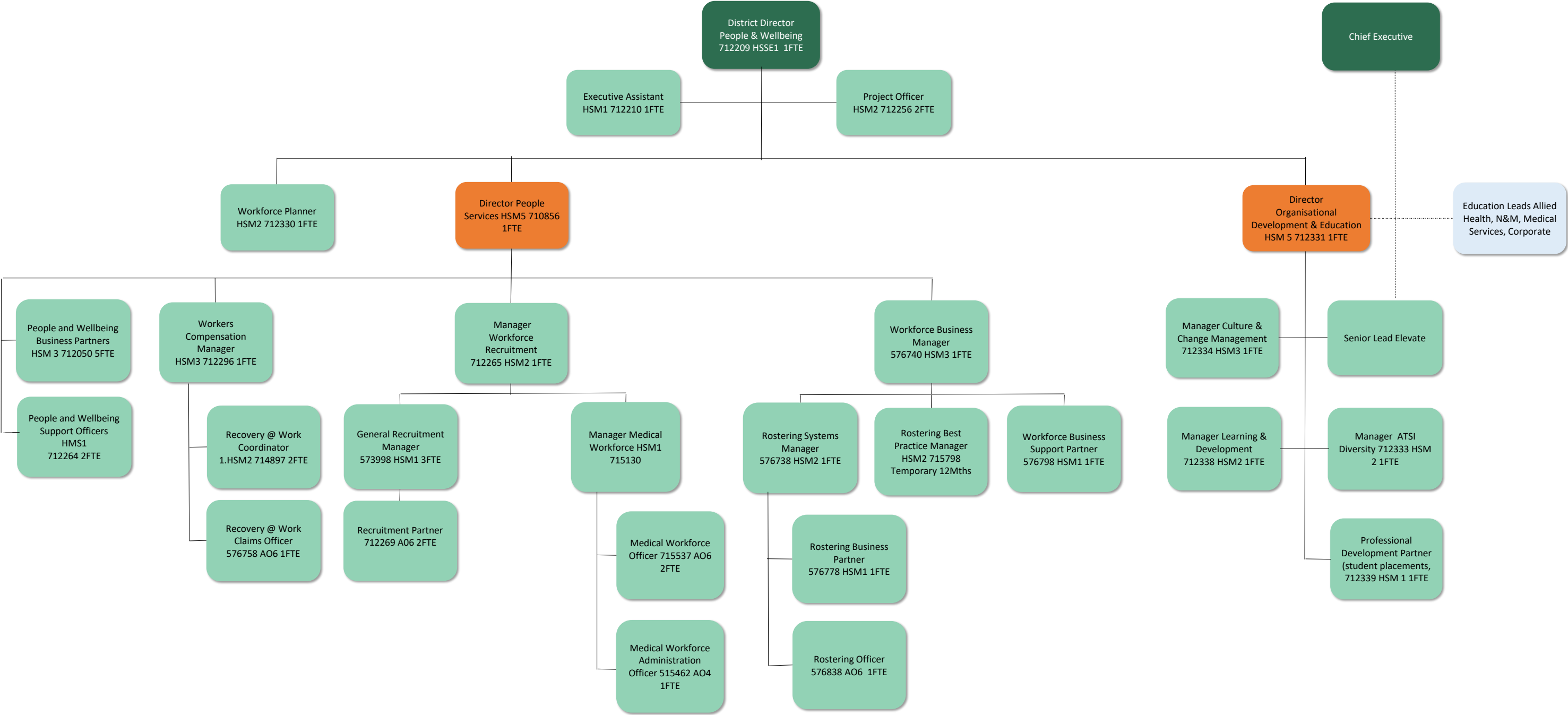
### Values:

- **Collaboration** — We are a team, we work collaboratively with each other, our partners and community to achieve the best possible outcomes for the consumers who are at the heart of our services.
- **Openness** — We encourage and actively seek feedback from our staff and community to better understand concerns and learn from mistakes, helping to improve on high quality and safe services.
- **Respect** — We are committed to respecting the feelings, wishes and rights of our consumers and their carers and families. We respect and acknowledge the key attributes all staff bring to our services.
- **Empowerment** — We empower our consumers to make well informed decisions about their care and treatment. We encourage all to seek out innovative and creative business models.

### Priorities:

- Ensure our communities have access to safe, appropriate, and quality health care services now and into the future.
- Attract and retain the right people.
- Maintain financial sustainability.

People & Wellbeing Structure July 2021



# Role Description

## Director People and Wellbeing

Cluster	NSW Health
Agency	Southern NSW Local Health District
Division/Branch/Unit	Workforce
Location	Queanbeyan
Classification/Grade/Band	HSSE Band 1
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
Role Number	696900
ANZSCO Code	132311
PCAT Code	2334911
Date of Approval	July 2021
Agency Website	<a href="http://www.snswhd.health.nsw.gov.au/">http://www.snswhd.health.nsw.gov.au/</a> and <a href="http://www.health.nsw.gov.au">www.health.nsw.gov.au</a>

### Agency overview

For more information go to <http://www.snswhd.health.nsw.gov.au/> and [www.health.nsw.gov.au](http://www.health.nsw.gov.au)

### Primary purpose of the role

The Director, People and Wellbeing leads the development and implementation of strategic objectives related to the management of people from a developmental, cultural and transactional perspective, provides authoritative counsel and advice to the LHD Executive and senior stakeholders on all workforce matters, and directs workforce services functions to ensure people service delivery and workplace culture enables and facilitates the achievement of the LHD business and service requirements

### Key accountabilities

- Provide leadership and authoritative counsel and advice in the development and implementation of strategies and policies in the strategic management of people; workforce planning and analytics; talent management/recruitment; injury management; organisational development, industrial relations, learning and development and organisational culture in line with LHD objectives and regulatory requirements to promote a positive workplace culture and foster an engaged, inclusive and high performing workforce
- Provide leadership and ongoing direction to executives and senior managers in the LHD to plan and implement people related programs, reforms, and workforce planning and performance that supports quality improvement, operational change, and maximum performance in meeting LHD objectives and requirements
- Provide strategic and operational people 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 HSSE 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 advice on people issues, 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 rehabilitation of injured workers consistent with legislative, Government, and NSW Health requirements
- Proactively lead the organisation industrial strategies and relationships with industrial organisations and associations, in conjunction with the Ministry of Health and within the broader Health policy settings
- Lead and effectively contribute to the contract negotiations and monitoring for the provision of people related 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

Partner with senior leaders to identify the required culture to support achievement of organisational objectives, and to design interventions to enhance culture aligned with business objectives and the operating environment.

## Key challenges

- Achieving a balance between the short-term day to day operational people management 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 people management strategies to minimise business risk and take advantage of opportunities
- Transforming culture and improving workplace wellbeing in a changing, high pressure environment with competing operational and performance demands.

## Key relationships

Who	Why
<b>Internal</b>	
Chief Executive	<ul style="list-style-type: none"> <li>• Act as subject matter expert on people matters, providing advice, counsel and recommendations to influence organisational decisions, initiatives and culture</li> </ul>
LHD/Agency Executive Team	<ul style="list-style-type: none"> <li>• Build relationships and provide expert people advice to influence decisions, create buy-in, share accountability and resolve conflicts</li> </ul>
Board	<ul style="list-style-type: none"> <li>• Provide advice on strategic workforce issues and performance to support organisational decisions and initiatives</li> </ul>
<b>External</b>	
Other LHD/Agency Director's People and Culture and Ministry of Health	<ul style="list-style-type: none"> <li>• Maintain effective relationships with specialist people and wellbeing staff participating in the formulation of people and wellbeing plans and strategies, and sharing of benchmarking and workforce information</li> </ul>
Ministry of Health, Health Executive Service Unit	<ul style="list-style-type: none"> <li>• Consult on Health Service Senior Executive employment matters to ensure compliance with legislation and NSW policy</li> </ul>
External Providers/Vendors	<ul style="list-style-type: none"> <li>• 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)</li> </ul>

Who	Why
Industry Stakeholders	<ul style="list-style-type: none"> <li>• Build and maintain constructive, collaborative working relationships to share information, maintain knowledge of emerging workplace issues and trends and to influence resolution in the pursuit of organisational objectives (e.g. with unions, industry bodies)</li> <li>• Exchange intelligence, consult and negotiate on matters on mutual interest to evaluate and enhance the effectiveness and quality of programs and services supporting both staff and patients</li> </ul>

## 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 Wellbeing reports to the Chief Executive

### Direct reports

5FTE (38FTE in Directorate – currently being reviewed)

### Budget/Expenditure

\$5m (approx.)

## 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](http://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	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Highly Advanced
	<b>Manage Self</b>	<b>Advanced</b>
	Value Diversity	Advanced
 Relationships	<b>Communicate Effectively</b>	<b>Highly Advanced</b>
	Commit to Customer Service	Advanced
	<b>Work Collaboratively</b>	<b>Advanced</b>
	<b>Influence and Negotiate</b>	<b>Highly Advanced</b>
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	<b>Think and Solve Problems</b>	<b>Highly Advanced</b>
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Advanced</b>
 People Management	<b>Manage and Develop People</b>	<b>Highly Advanced</b>
	Inspire Direction and Purpose	
	<b>Optimise Business Outcomes</b>	<b>Highly Advanced</b>
	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
<b>Personal Attributes</b> Manage Self	Advanced	<ul style="list-style-type: none"> <li>Act as a professional role model for colleagues, set high personal goals and take pride in their achievement</li> <li>Actively seek, reflect and act on feedback on own performance</li> <li>Translate negative feedback into an opportunity to improve</li> <li>Maintain a high level of personal motivation</li> <li>Take the initiative and act in a decisive way</li> </ul>
<b>Relationships</b> Communicate Effectively	Highly Advanced	<ul style="list-style-type: none"> <li>Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences</li> <li>Speak in a highly articulate and influential manner</li> <li>State the facts and explain their implications for the organisation and key stakeholders</li> <li>Promote the organisation's position with authority and credibility cross-government, cross jurisdictionally and outside of government</li> <li>Actively listen, and identify ways to ensure all have an opportunity to contribute</li> <li>Anticipate and address key areas of interest for the audience and adapt style under pressure</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>Build a culture of respect and understanding across the organisation</li> <li>Recognise outcomes which resulted from effective collaboration between teams</li> <li>Build co-operation and overcome barriers to information sharing and communication and collaboration across the organisation and cross government</li> <li>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</li> </ul>
<b>Relationships</b>	Advanced	<ul style="list-style-type: none"> <li>Influence others with a fair and considered approach and present persuasive counter-arguments</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Influence and Negotiate		<ul style="list-style-type: none"> <li>• Work towards mutually beneficial win/win outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts</li> <li>• Identify key stakeholders and gain their support in advance</li> <li>• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</li> <li>• Pre-empt and minimise conflict within the organisation and with external stakeholders</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</li> <li>• Work through issues, weigh up alternatives and identify the most effective solutions</li> <li>• Take account of the wider business context when considering options to resolve issues</li> <li>• Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</li> <li>• Implement systems and processes that underpin high quality research and analysis</li> </ul>
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• Monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• Develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>
<b>People Management</b> Manage and Develop People	Advanced	<ul style="list-style-type: none"> <li>• Refine roles and responsibilities over time to achieve better business outcomes</li> <li>• Recognise talent, develop team capability and undertake succession planning</li> <li>• Coach and mentor staff and encourage professional development and continuous learning</li> <li>• Provide timely, constructive and objective feedback to staff</li> <li>• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<b>People Management</b>	Highly Advanced	<ul style="list-style-type: none"> <li>• Ensure that organisational architecture is aligned to the organisation's goals and responds to changes over time</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Optimise Business Outcomes		<ul style="list-style-type: none"><li>Engage in strategic workforce planning, and strategic resource utilisation to ensure achievement of both the organisation's aims and goals and government's objectives</li><li>Align workforce resources and talent with organisational priorities</li></ul>

## Occupation / profession specific capabilities

### 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.



## Living in the Region

The main office of the LHD is based in Queanbeyan. Queanbeyan is located on the ACT-NSW border only 10km from Canberra CBD and the Canberra International Airport, in a snug valley near the junction of the Molonglo and Queanbeyan rivers. Queanbeyan's proximity to Canberra, the Snowy Mountains, South Coast NSW and the historic towns of Bungendore and Braidwood means it is an ideal base to explore the region.

### Education in Queanbeyan

Queanbeyan has a range of schooling options for families, including Queanbeyan Public Primary, Queanbeyan South Primary, Queanbeyan West & East Primary, Karabah High & Queanbeyan High School. In addition to schools within the ACT, there are also public schools located in the nearby villages of Bribbaree, Murringo, Koorawatha, Maimuru, Monteagle, Rye Park, Rugby, and Wombat. A range of private schools are also available in Canberra.

Australian National University and University of Canberra are located within a 20 minute drive of the main hospital site, and many other Australian universities have smaller campuses in the ACT.

### Sports, Arts and Culture

The historical towns and villages of the Tablelands open a window to the rich and colourful pioneering gold history of the region. From historic museums, churches, and cemeteries to cottages that the Region's settlers called home, the Tablelands has a wealth of Australian knowledge. The ACT also has a wealth of cultural sites available. This includes the National Gallery, National War Memorial, Questacon National Science and Technology Centre, National Portrait Gallery, and the National Library.

The region caters to a diverse range of sports enthusiasts, with Queanbeyan being approximately two and half hours away from the snow fields. It is also just under two hours away from the coast. Canberra hosts state level cricket at Manuka Oval, as well as the Canberra Raiders football team for the spectator, and many cycling paths and rowing clubs on Lake Burley Griffin.

The region also is host to several fresh food markets such as Queanbeyan Park Market. Queanbeyan Park Market is held in the Town Park on Lowe Street on the third Sunday of the Month.



## Useful Links

For additional information about the organisation and the region, please see links below:

- <https://www.snswhd.health.nsw.gov.au/>
- <https://www.snswhd.health.nsw.gov.au/our-services>
- <https://www.snswhd.health.nsw.gov.au/about-us>
- <https://www.snswhd.health.nsw.gov.au/about-us/southern-nsw-local-health-district-board>
- <https://www.snswhd.health.nsw.gov.au/about-us/newsroom>
- <https://www.snswhd.health.nsw.gov.au/about-us/publications-and-reports>
- <https://www.snswhd.health.nsw.gov.au/about-us/awards>
- <https://www.snswhd.health.nsw.gov.au/about-us/executive-team>
- <https://www.snswhd.health.nsw.gov.au/our-facilities>

## The Application and Selection Process



**Rob Macmillan – Partner Health, Derwent** is leading the delivery team for this search process, contributing to candidate sourcing, interviewing and overall assignment facilitation with Southern NSW LHD. Rob is based in Sydney and is a Partner in the Derwent Health and Human Services practice and works with public, not for profit and private hospital, health, aged care, disability, and associated organisations in the sourcing of their executive leadership talent. Rob has developed extensive networks, both nationally and internationally, and works closely with his clients to deeply understand their requirements; he then works with his team to engage with and attract the very best talent. Rob graduated from Warwick University in the UK with a BA (Hons) Politics and International Relations.

### *Candidate Care*

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent consultants are available to manage inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments including interviews will be offered a feedback session to discuss their experience and the assessment results.

### *Salary Package and Location*

This is an ongoing, full time, Band 1, Health Service Senior Executive (HSSE) role. An attractive remuneration package within the range of \$202,040 to \$225,094 per annum, with annual performance reviews, will be negotiated with the successful applicant.

The person appointed will spend time across the district and there is flexibility therefore on where the person will be based or choose to live. The district headquarters are located in Queanbeyan, just outside Canberra and this will be one of the key locations of the role.

### *Essential Requirements*

The successful candidate will have:

- 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.

### *To Apply*

To apply, please go to [www.derwentsearch.com.au](http://www.derwentsearch.com.au) and search the reference number 28687 and submit your application. You are requested to submit your CV and a one page covering letter, including a short statement in response to the two targeted questions below:

1. Explain how you have transformed culture and improved workplace wellbeing in a changing, high pressure environment with competing operational and performance demands.
2. Explain how you will provide strategic and operational people 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.

If you have any questions about this opportunity, please contact Rob Macmillan, Partner Health – Derwent Search or Madison Milliner at [healthservices@derwentsearch.com.au](mailto:healthservices@derwentsearch.com.au) or call 02 9091 3266.

**Closing date: Sunday, 29<sup>th</sup> August**

### *Timeline*

- Interviews with Derwent are anticipated to take place late August.
- Client interviews will take place early/mid-September.
- Offer and acceptance anticipated end of September.

### *Reference checks, pre-employment verification and background checks*

For candidates in final consideration, at least two referees will be contacted with permission before a formal written offer is made. Any written references provided will also be checked and additional referees may be sought to further understand a candidate's merits for the role. Additionally, any offer will be subject to some or all of the following checks: Academic Qualification Check; Professional Membership Check; Criminal History and Working With Children Check.