

# Candidate Information Pack

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NSW Ambulance

Director People & Culture

May 2022

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## About NSW Ambulance

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 8 million, employing approximately 6,000 people and about 350 volunteers at more than 300 locations across NSW, operating a fleet of more than 1,500 Ambulance and other vehicles, with an annual expenditure budget in excess of \$1.1 billion.

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.

The vision of NSW Ambulance is "Excellence in Care". The Chief Executive has an Executive Leadership team which comprises: Clinical Operations; Aeromedical Operations; Clinical Systems; Finance & Corporate Services, People & Culture.

90 per cent of the 6,000 staff are operational and involved in the frontline delivery of services. This includes paramedics and specialised areas such as intensive care and extended care paramedics, special operations, counter disaster, aeromedical and medical retrieval. The remaining 10 per cent of the workforce are corporate and support staff who assist in the delivery of services, including mechanical workshops, finance and payroll, human resources and administration.





# Snapshot

## 2019-2020

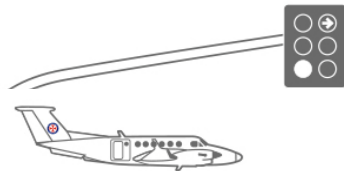


### Our patients

**7.65** minutes Median response time to our most critical patients  
**1,217,659** Ambulance responses  
**736,379** Patients transported  
**10,453** Aeromedical responses

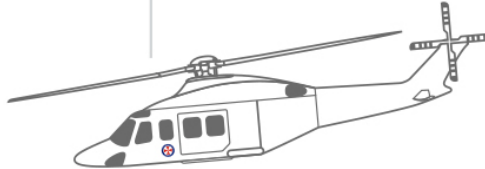
### Our people

**5,971** people work at NSW Ambulance  
**4,885** Paramedics  
**403** Control Centre staff  
**530** Corporate and Support staff  
**102** Doctors



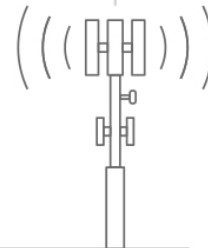
### Aeromedical

**12** Helicopters  
**7** Fixed wing aircraft



### Calls received

**1,084,454** Triple Zero (000) and emergency service calls received



### Stations

**221** Operational ambulance stations  
**17** Paramedic Response Points  
**6** Ambulance stations were rebuilt  
**1** Additional ambulance station was built



## NSW Ambulance Purpose, Vision and Values

### Purpose

NSW Ambulance is an integral part of the NSW Health System delivering mobile health services and providing high quality clinical care, rescue and retrieval services to those people of NSW with emergency and medical health needs.

### Vision & Values

An organisation's values are important in providing guidance to staff on the way they are meant to treat their colleagues and the people they deal with on a day-to-day basis. The values also align with the NSW Government sector core values of Integrity, Trust, Service and Accountability.

### Vision

Excellence in care.



**NSW Ambulance**

# OUR VALUES

### C

#### COLLABORATION

**Promote and encourage teamwork**

- Sticking together and helping each other
- Mentoring – sharing knowledge and skill
- Being cooperative, reliable and supportive
- Recognising the achievements of others

### O

#### OPENNESS

**Act responsibly**

- Doing your job to the best of your ability
- Following policy and procedure and the Code of Conduct
- Acting in the best interests of NSW Ambulance

**Be accountable**

- Being answerable for your actions
- Knowing the rules and the right way to do things
- Stepping up in difficult circumstances

### R

#### RESPECT

**Show care**

- Showing compassion and understanding
- Being courteous
- Acknowledging the feelings of others
- Supporting others – particularly in difficult situations

**Show respect**

- Listening to others and acknowledging differences
- Being sensitive to individual needs
- Accepting decisions gracefully
- Providing encouragement and feedback

### E

#### EMPOWERMENT

**Professional standards of behaviour**

- Taking pride in the NSW Ambulance and your work
- Dedication to the job – going the extra mile
- Being a role model
- Being honest and acting with integrity
- Maintaining your skills and knowledge
- Being conscientious and dependable

Our values are in line with the NSW Government sector core values which are Integrity, Trust, Service, Accountability.



## NSW Ambulance Executive Leadership Team



**Dr Dominic Morgan, ASM** – Commissioner and Chief Executive



**David Dutton** – Deputy Commissioner and Executive Director Clinical Operations



**Clare Beech** – Assistant Commissioner and Executive Director Clinical Systems



**Dr Sarah Coombes** - Executive Director, Aeromedical Operations

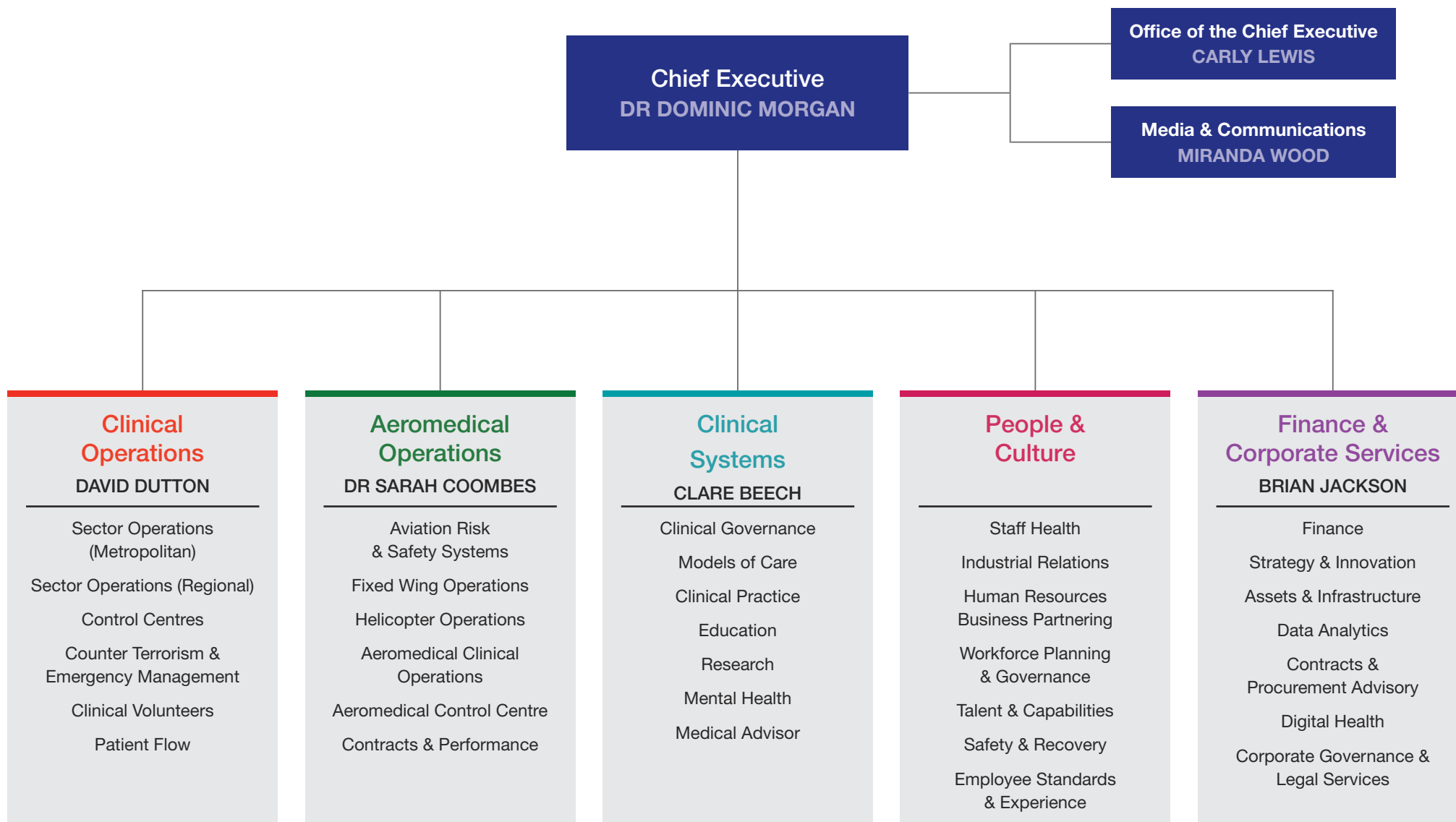


Executive Director, People & Culture



**Brian Jackson** – Executive Director, Finance & Corporate Services

# Executive Structure 2020



# 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	May 2022
Agency Website	<a href="http://www.ambulance.nsw.gov.au">www.ambulance.nsw.gov.au</a>

### 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 8 million, employing approximately 6000 people and about 350 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 \$1.1 billion.

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 plan. 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
<b>Internal</b>	
Chief Executive	<ul style="list-style-type: none"> <li>• Provide authoritative and expert advice and recommendations on all People &amp; Culture matters, providing counsel and recommendations which influence planning and decision making or issues management</li> <li>• 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</li> <li>• Report performance of People &amp; Culture programs and identify emerging issues/risk</li> </ul>
NSW Ambulance Executive	<ul style="list-style-type: none"> <li>• Provide advice and ensure that stakeholder feedback and information informs decisions at all levels</li> <li>• Develop productive and collaborative internal and external working relationships</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Inspire, motivate, provide direction and manage performance and development</li> </ul>
<b>External</b>	
Other NSW Health and NSW Government stakeholders	<ul style="list-style-type: none"> <li>• Build collaborative working relationships to benchmark, monitor industry trends, maintain currency, and respond to common emerging and future issues</li> </ul>
Professional Associations and Unions	<ul style="list-style-type: none"> <li>• 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</li> </ul>

## 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 statewide 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

## 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 organisation.
- 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](http://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	Highly Advanced
	Act with Integrity	Advanced
	<b>Manage Self</b>	<b>Advanced</b>
	Value Diversity and Inclusion	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>Advanced</b>
 Results	Deliver Results	Adept
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>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>Advanced</b>
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Highly Advanced
	<b>Manage Reform and Change</b>	<b>Advanced</b>

### 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>	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>Take the initiative and act in a decisive way</li> <li>Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation</li> </ul>
Manage Self		

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<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 across government, other jurisdictions and external organisations</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>• Recognise outcomes achieved through effective collaboration between teams</li> <li>• Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government</li> <li>• Facilitate opportunities to engage and collaborate with I stakeholders to develop joint solutions</li> <li>• Network extensively across government and organisations to increase collaboration</li> <li>• Encourage others to use appropriate collaboration approaches and tools, including digital technologies</li> </ul>
<b>Relationships</b> Influence and Negotiate	Advanced	<ul style="list-style-type: none"> <li>• Influence others with a fair and considered approach and present persuasive counter-arguments</li> <li>• Work towards mutually beneficial 'win-win' outcomes</li> <li>• Show sensitivity and understanding in resolving acute and complex conflicts and differences</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>• Anticipate 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 in collaboration with others</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 system, process and business improvements</li> <li>• Implement systems and processes that are underpinned by high-quality research and analysis</li> <li>• Look for opportunities to design innovative solutions to meet user needs and service demands</li> <li>• Evaluate the performance and effectiveness of services, policies and programs against clear criteria</li> </ul>

## NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
<b>Business Enablers</b> Project Management	Advanced	<ul style="list-style-type: none"> <li>• Prepare and review project scope and business cases for projects with multiple interdependencies</li> <li>• Access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• Design and implement effective stakeholder engagement and communications strategies for all project stages</li> <li>• Monitor project completion 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 impact</li> <li>• Manage transitions between project stages and ensure that changes are consistent with organisational goals</li> <li>• Participate in governance processes such as project steering groups</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>• Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation</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> Manage Reform and Change	Advanced	<ul style="list-style-type: none"> <li>• Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• Assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them</li> <li>• Implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>



## Useful Links

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

- <https://www.ambulance.nsw.gov.au/>
- <https://www.ambulance.nsw.gov.au/news>
- <https://www.ambulance.nsw.gov.au/our-services>
- <https://www.ambulance.nsw.gov.au/in-the-community>
- <https://www.ambulance.nsw.gov.au/about-us/honours-and-awards>
- <https://www.ambulance.nsw.gov.au/about-us/corporate-publications>

## 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 NSW Ambulance. 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 \$221,305 to \$224,935 per annum, with annual performance reviews, will be negotiated with the successful applicant.

This role will initially be based at the State Headquarters in Rozelle, Sydney with a planned relocation to Homebush in 2022.

### *Essential Requirements*

The successful candidate will have:

- 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 organisation.
- Sound understanding of all relevant employment related legislation and ability to gain knowledge of 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.

### *To Apply*

To apply, please go to [www.derwentsearch.com.au](http://www.derwentsearch.com.au) and search the reference number 28600 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. Describe a time where you have successfully implemented a robust and enterprise-wide cultural change and awareness program. What difficulties were associated with this and how did you overcome them?
2. Describe a recent example which demonstrates how you coach your team, build capability and elevate the performance of the team, sharing what elements of your management style help you achieve this.

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

**Closing date: Sunday 5th June**

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

### *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.