

# Role Description

## Executive Director, Workplace Relations



|                                       |                                                                  |
|---------------------------------------|------------------------------------------------------------------|
| Cluster                               | NSW Health                                                       |
| Agency                                | Ministry of Health                                               |
| Division/Branch/Unit                  | People, Culture and Governance/Workplace Relations               |
| Location                              | St Leonards                                                      |
| Classification/Grade/Band             | Band 2                                                           |
| Senior Executive Work Level Standards | Work Contribution Stream: Professional/Technical/Specialist      |
| Kind of Employment                    | Ongoing                                                          |
| Role Number                           | 637408                                                           |
| ANZSCO Code                           | 132311                                                           |
| PCAT Code                             | 2334411                                                          |
| Date of Approval                      | October 2021                                                     |
| Agency Website                        | <a href="http://www.health.nsw.gov.au">www.health.nsw.gov.au</a> |

### Agency overview

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

### Primary purpose of the role

The Executive Director Workplace Relations leads and directs the development, implementation and review of workplace relations (industrial relations – including wages policy and negotiation of industrial awards, human resource and WHS) policy and practices for the NSW public health system and Ministry of Health in accordance with Government legislation, public sector policy and NSW Health strategic direction. The Executive Director develops the Workplace Relations Branch as a specialist resource and source of expert advice on industrial, human resources and WHS issues for NSW Health and manages the confidential contractual arrangements, employment conditions and administration of the Ministry's Public Service senior executive and the NSW Health Executive Service.

### Key accountabilities

- Provide expert and authoritative advice to the Minister and Senior Executives on industrial, human resource and WHS matters and develop the Workplace Relations Branch as a source of expert advice for NSW Health on complex, high risk matters or issues of statewide significance to facilitate the effective management of workplace relations issues and to drive the development of capability across the HR function and alignment with [the Future Health vision](#).
- Manage the relationship with the health unions and peak medical organisations on all major industrial issues within NSW Health and oversight the development and review of industrial awards and instruments across NSW Health and negotiation with the industrial unions and associations on all major

industrial issues including wages bargaining in order to meet organisational objectives and avoid and settle disputes.

- Lead the envisioning, design and implementation through successful negotiation of workplace arrangements that are consistent with the requirements of “Future Health’ to unlock the ingenuity of NSW Health staff from the work practices of the past.
- Develop, implement and evaluate human resource and WHS policy across NSW Health to ensure that the policy framework and its application supports compliance with legislation, best practice and supports a fit for purpose workforce with the capabilities to deliver the Future Health vision. Deliver seamless change processes through appropriate policies, practices and strategies which consider human resource impacts, mitigate risks and support multidisciplinary collaboration.
- Direct the high quality and expert management of contractual arrangements, conditions, performance reviews and advice in relation to reform processes and emerging or contentious issues for the Ministry’s Public Service senior executives and the Health Service senior executives.
- Engage with senior management across the Health Cluster to promote the successful implementation and monitoring of all human resource and industrial relations strategy, policies and programs building strong relationships and support networks to ensure staff are engaged and well supported.
- Direct the Ministry’s human resource function including organizational design, positive culture development, recruitment, reporting, and human resource advice to proactively address, resolve and negotiate on matters of concern and to ensure transparency of operations.
- Lead the Workplace Relations Branch including managing and developing staff, projects and budget to provide an integrated state-wide approach to industrial, human resources and WHS initiatives that meets the current needs of the NSW public health system and aligns to the Future Health vision.

## Key challenges

- Developing modern employment mechanisms and systems that enable workforce reform to build the health workforce of the future.
- Delivering a high quality integrated workplace relations function that operates state-wide, incorporates changing business models and operations and balances limited staffing and budget resources .
- Conducting significant and complex industrial relations negotiations for the NSW public health system centrally which is consistent with the requirements of “Future Health’ in a highly political and industrial environment whilst balancing diverse stakeholder interests

## Key relationships

| Who                                                         | Why                                                                                                                                                                                           |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Ministerial</b>                                          |                                                                                                                                                                                               |
| The Ministers to whom the Ministry of Health is responsible | <ul style="list-style-type: none"> <li>• Provide expert advice on industrial and human resources policy issues.</li> </ul>                                                                    |
| <b>Internal</b>                                             |                                                                                                                                                                                               |
| Secretary of NSW Ministry of Health and Senior Management   | <ul style="list-style-type: none"> <li>• Provide expert advice and support on particular industrial and human resource matters and advice or organisational restructuring matters.</li> </ul> |
| Workforce Planning and Development Branch                   | <ul style="list-style-type: none"> <li>• Collaborate to develop and implement workforce reform, change management, recruitment and retention strategies.</li> </ul>                           |
| Local Health Districts (LHD) and Specialty Networks         | <ul style="list-style-type: none"> <li>• Liaise, consult and provide strategic Workplace Relations and policy advice.</li> </ul>                                                              |



| Who                                                                                     | Why                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>External</b>                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Public Service Commission and Public Service Industrial Relations                       | <ul style="list-style-type: none"> <li>Build and maintain robust relationships and manage effective interaction to support the program of public sector reform and implementation of other major workplace relations reforms and strategies in NSW Health.</li> <li>Advocate for and consult on, NSW Health positions regarding key reforms and developments affecting public sector industrial, human resource and policy matters.</li> </ul> |
| Other Government Agencies                                                               | <ul style="list-style-type: none"> <li>Communicate on industrial matters involving other portfolios.</li> </ul>                                                                                                                                                                                                                                                                                                                                |
| Counterparts in other State & Territory Government Departments & Agencies               | <ul style="list-style-type: none"> <li>Share information and consult on emerging workplace relations practice, policy alignment, implementation and response</li> </ul>                                                                                                                                                                                                                                                                        |
| Health Unions and Professional Associations                                             | <ul style="list-style-type: none"> <li>Liaise and negotiate on award claims and all employee matters with state-wide consequences.</li> </ul>                                                                                                                                                                                                                                                                                                  |
| Crown Solicitor's Office, Private Legal Firms, Barristers and other Legal Practitioners | <ul style="list-style-type: none"> <li>Instruct in industrial proceedings of state-wide significant or to obtain advice and to negotiate on terms and conditions of agreements and litigated matters.</li> </ul>                                                                                                                                                                                                                               |

## Role dimensions

### Decision making

The Executive Director Workplace Relations has considerable autonomy for determining appropriate management and development of workforce strategies, policies, programs and practices. The role makes decisions on the management of industrial matters within the constraints of Government and Ministry of Health policy.

The role has the authority to make decisions regarding the day-to-day operations of the Workplace Relations Branch including financial decisions, prioritising projects, reviewing allocated duties and decisions relating to the quality and conduct of the work.

### Reporting line

Deputy Secretary, People, Culture and Governance

### Direct reports

6

### Budget/Expenditure

\$7.7 Million

### Essential requirements






- Tertiary qualifications in industrial relations, law or related field or equivalent professional experience.
- Demonstrated experience in industrial relations at a senior level.
- Demonstrated knowledge and understanding of public sector policies, workplace relations and management issues and trends, and legislation affecting industrial relation and human resource practice.

## 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

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                  |
| <br>Personal Attributes | Display Resilience and Courage      | Advanced               |
|                                                                                                          | Act with Integrity                  | Advanced               |
|                                                                                                          | <b>*Manage Self</b>                 | <b>Highly Advanced</b> |
|                                                                                                          | Value Diversity and Inclusion       | Adept                  |
| <br>Relationships       | Communicate Effectively             | Highly Advanced        |
|                                                                                                          | Commit to Customer Service          | Advanced               |
|                                                                                                          | <b>*Work Collaboratively</b>        | <b>Advanced</b>        |
|                                                                                                          | <b>Influence and Negotiate</b>      | <b>Highly Advanced</b> |
| <br>Results           | Deliver Results                     | Advanced               |
|                                                                                                          | Plan and Prioritise                 | Advanced               |
|                                                                                                          | <b>*Think and Solve Problems</b>    | <b>Highly Advanced</b> |
|                                                                                                          | Demonstrate Accountability          | Advanced               |
| <br>Business Enablers | Finance                             | Adept                  |
|                                                                                                          | Technology                          | Adept                  |
|                                                                                                          | Procurement and Contract Management | Advanced               |
|                                                                                                          | <b>Project Management</b>           | <b>Advanced</b>        |
| <br>People Management | <b>*Manage and Develop People</b>   | <b>Advanced</b>        |
|                                                                                                          | Inspire Direction and Purpose       | Advanced               |
|                                                                                                          | Optimise Business Outcomes          | Advanced               |
|                                                                                                          | <b>Manage Reform and Change</b>     | <b>Highly 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><br>Manage Self       | Highly Advanced | <ul style="list-style-type: none"> <li>Promote and model the value of self-improvement</li> <li>and be proactive in seeking opportunities for growth and new learning</li> <li>Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour</li> <li>Manage challenging, ambiguous and complex issues calmly and logically</li> <li>Model initiative and decisiveness</li> </ul>                                                                                                                                                                                                                                                                                                                                                 |
| <b>Relationships</b><br>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><br>Influence and Negotiate | Highly Advanced | <ul style="list-style-type: none"> <li>Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy</li> <li>Use sound arguments, strong evidence, and expert opinion to influence outcomes</li> <li>Determine and communicate the organisation's position and bargaining strategy</li> <li>Represent the organisation in critical and challenging negotiations, including those that are cross-jurisdictional</li> <li>Achieve effective solutions when dealing with ambiguous or conflicting positions</li> <li>Anticipate and avoid conflict across organisations and with senior internal and external stakeholders</li> <li>Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution</li> </ul> |
| <b>Results</b><br>Think and Solve Problems      | Highly Advanced | <ul style="list-style-type: none"> <li>Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement</li> <li>Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues</li> <li>Identify and evaluate organisation-wide implications when considering proposed solutions to issues</li> <li>Apply lateral thinking and develop innovative solutions that have long-lasting, organisation-wide impact</li> <li>Ensure effective governance systems are in place to guarantee quality analysis, research and reform</li> </ul>                                                                                                                                       |



| NSW Public Sector Capability Framework                |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Group and Capability                                  | Level           | Behavioural Indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Business Enablers</b><br>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><br>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><br>Manage Reform and Change  | Highly Advanced | <ul style="list-style-type: none"> <li>• Drive a continuous improvement agenda, define high-level objectives and translate these into practical implementation strategies</li> <li>• Build staff support for and commitment to announced change, and plan and prepare for long-term organisational change, with a focus on the wider political, social and environmental context</li> <li>• Create an organisational culture that actively seeks opportunities to improve</li> <li>• Anticipate, plan for and address cultural barriers to change at the organisational level</li> </ul>                                                                                                                                                                                                                                |