

Director People and Culture Leader Success Profile



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1

Understanding the Leader Success Profile

Leader Success Profile overview

The Director People and Culture Leader Success Profile defines the leadership elements required to be an outstanding Director People and Culture in the Health Service (see Figure 1), and can be used to inform better decision making across the career and talent development lifecycle.

This document defines what "outstanding" looks like for a Director People and Culture, and is consistent across size, geography, rural, regional and metro district or health services, and should be considered in the context of the Director People and Culture role at NSW Health. It outlines the ideal Director People and Culture characteristics, and as such, is aspirational. A Director People and Culture would be expected to meet/develop many of the characteristics, but not all.



Figure 1: Leader Success Profile framework

The Leader Success Profile details the following:

- | | | | |
|--|---|--|---|
| <p>1
The role in context and vision for NSW Health, to provide direction on what future leaders need to achieve.</p> | <p>2
The vision for the role, to provide insight into what future Director People and Culture need to strive towards.</p> | <p>3
The key challenges and opportunities Director People and Culture will face in leading health into the future.</p> | <p>4
The experiences leaders will need to have gained to successfully overcome leadership challenges.</p> |
| <p>5
The capabilities required to be an outstanding Director People and Culture and successfully navigate the context in which they operate.</p> | <p>6
The leadership styles and derailers that should be understood to best support success within the Director People and Culture role.</p> | <p>7
The ideal motivations of leaders aligned with the NSW Health direction and values.</p> | <p>8
The ideal level of cognitive abilities and emotional intelligence to effectively navigate role requirements and the environment.</p> |







This profile was formed based on research conducted into the DPC role across different industries and within healthcare; a desktop review of existing role descriptions; interviews with a sample of incumbents in the DPC role and roles that report into the DPC role within NSW Health; and surveying the NSW Health DPC group on key capabilities, attributes and experiences.

How to use the Leader Success Profile

The Director People and Culture Leader Success Profile defines the leadership elements required to be an outstanding Director People and Culture in the Health Service. It does not replace the position description for the Director People and Culture role.

The Director People and Culture Success Profile informs decision-making across the employee lifecycle in a number of ways. It will provide:

A strong foundation for the leadership recruitment process to increase reliability and validity of measurement	Consistency in data collection of leadership candidates during recruitment through to individual ongoing development	Clear criteria to inform the design of any Director People and Culture leadership development programs
Clear criteria to inform the NSW Health high potential identification and talent programs	Clear criteria to inform succession planning activities	A basis to inform recognition, reward and retention activities (where applicable)

How to use the Director People and Culture Leader Success Profile			
 Recruitment, Selection and Onboarding	 Leadership, Organisation and Development	 Performance and Recognition	 Career and Mobility
Example Applications			
<ul style="list-style-type: none"> Attraction Job advertisement Interviews Job-related assessment Identifying candidates Onboarding 	<ul style="list-style-type: none"> Workforce management/planning Leadership development (curriculum and assessment) Succession planning/ talent review (future leaders assessment) 	<ul style="list-style-type: none"> Personal and professional development plans and career conversations High potential assessments/ identifications Recognition programs 360-degree feedback surveys 	<ul style="list-style-type: none"> Career pathways/planning Secondment opportunities and work placements Redeployment (Future) talent pools
Relevant Leader Success Profile components			
<ul style="list-style-type: none"> Role in context/vision for NSW Health Vision for the role Challenges Experiences Capabilities Leadership styles and derailers Motivations Cognitive abilities and emotional intelligence 	<ul style="list-style-type: none"> Challenges Experiences Capabilities Leadership styles and derailers Cognitive abilities and emotional intelligence 	<ul style="list-style-type: none"> Challenges Experiences Capabilities Leadership styles and derailers 	<ul style="list-style-type: none"> Challenges Experiences Capabilities Motivations



For more information on how to use Leader Success Profiles, please visit the [Leader Success Profile User Guide](#), which is a comprehensive guide to using the Leader Success Profile within the employee lifecycle for managers and individuals.



“The DPC role can’t be everything to everyone. We are there to role model and to provide the framework of what we can offer staff but also the organisation’s expectations of them. You have to have your open-door policy and an open mind. Don’t assume. If we could just spend more time up front, getting the right people into roles and getting them the right development, we would minimise the issues down the track. I really believe that.”

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Role in context
Vision for
NSW Health
Vision for the role

Role in
Context/
Vision for
NSW Health

Vision for
the role

Challenges
and
Opportunities

Experiences

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Role in context

Detailing the evolving landscape and critical leadership role of the Director People and Culture

NSW Health is the largest public health system in Australia, providing safe, high-quality healthcare to the citizens of NSW.¹ It is a complex system that is actively managing key changes that impact healthcare and the way it is delivered. These include evolving models of care, constrained budgets, increasingly savvy consumer preferences and ongoing digital transformation. These changes, along with the COVID-19 pandemic and natural disasters such as floods and bushfires, have highlighted the importance of strong leadership to drive outcomes for our workforce, consumers and society at large.

The Director of People and Culture (DPC) plays a significant role in the strategic leadership of the workforce, people, and culture responsibilities within their Local Health District/Specialty Network /Pillar/Organisation (Health Agency). These responsibilities include empowerment of the workforce in their culture, learning, development and safety; shaping and influencing culture and organisational design; being the authoritative counsel and providing advice on employment legislation and regulation; and leading the development and implementation of key workforce strategies.

Following several years of pressure on services, the focus for the DPC role must continue to be the attraction, retention and recruitment of staff, including the wellbeing and culture of the workforce. To achieve this, the DPC role needs to drive a flexible, agile and human-centred agenda to create an impactful and positive workforce experience for employees.

“I see this role as really focusing on staff experience from the student, right through to the point that people leave us.”

“Health is a people business. We need to be able to recruit the right people, have the right model, policies, procedures and systems to deal with all the matters that come across our desks.”

Navigating societal, healthcare and workforce trends



Figure 2: Director People and Culture's evolving landscape



Societal trends

Opportunities for Director People and Culture...

Changing Demographics

Evolving demographics, such as an ageing population, increases in consumer demand and the rise of mental health issues place varied pressures on the delivery of key services in metro and rural settings. These key demographic trends bring workforce challenges to the system that requires the refocusing and redistribution of resources and strategies.

The DPCs are the strategic thinkers and advisors behind the development and adoption of key workforce strategies that effectively anticipate and meet the changing demographics. These strategies work to effectively attract, recruit, retain, upskill, develop and support the workforce to meet the ever-changing demands that enable the service delivery and workforce models around the districts. A key opportunity for the DPCs is to continue to influence and negotiate the value of these strategies across the Executive Leadership Team

Navigating disruptions and the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment

NSW Health is a complex ecosystem with its own unique disruptions and overarching VUCA environment. These include the strong political landscape, natural disasters (bushfires, floods etc) and the global pandemic. There is an increasing requirement to balance these internal and external complexities with the patient outcomes at the core of the decision-making.

There is an opportunity for the DPCs to capitalise on lessons learned and continue shaping a new generation of healthcare policies, strategies and services. The DPCs can play an important role in influencing and negotiating new opportunities for integration across a diverse pool of stakeholders as well as reconciling differences to progress towards mutually beneficial outcomes in their LHD, primarily linking the people aspect of the business to the operations.

Digital and Data

The rising adoption of digital technologies such as cloud, artificial intelligence and telehealth is increasing the need for greater data fluency and analytical skills amongst the workforce.

DPCs play a key role in workforce planning and leading the upskilling and development of the data literacy of the entire organisation through programs and a culture of continuous learning. Additionally, there are opportunities to leverage data and technology to promote evidence-based practices in the delivery of key workforce strategies.



Healthcare trends

Opportunities for Director People and Culture...

Changing models of care

The health systems' increasing costs are forcing organisations to adapt and change their care delivery models to manage demand and continue to meet quality and access targets. The health systems' increasing costs are forcing the systems to change their care delivery models to continue to meet quality and access targets efficiently.

As Executive Leaders, the DPC are well placed to influence on the people and culture responsibilities of the organisations that can enable these efficiencies to meet these delivery models. By providing strategic direction to the district, the DPC can influence delivery models to promote innovative solutions and enable the best from their people.

Workforce Challenges

The increased pressures on the system require an effective utilisation of human resources to maintain the high-quality operational services, as well as an adaptable workforce that can actively respond to unexpected challenges.

NSW is experiencing an increased demand for services which will place additional pressures on the workforce. Workforce planning, recruitment and retention need to be prioritised to maintain a high-quality, fit-for-purpose system.

The DPC has the responsibility to respond to the challenges by leading key workforce strategies to create a positive and impactful staff experience including shaping culture, management of safety and wellbeing of staff. They collaboratively work with the Executive clinical representatives to ensure staff are at the right capability levels and are equipped with resources to provide the high-quality patient care.

Climate change and sustainability in healthcare

Climate change is perhaps the greatest physical and mental health threat facing the world, and without urgent action it will have serious and worsening consequences for public health and wellbeing.

Tied to this but also separate, is the need to improve sustainability within the health system infrastructure and performance. NSW Health is one of the largest energy consumers compared to other NSW Government agencies.

A renewed focus on sustainability will both reduce the high energy costs as well as lower carbon emissions with a positive impact to the environment and ultimately the health of our communities.

There is an opportunity for the DPCs to capitalise on lessons learned and continue shaping a new generation of healthcare policies, strategies and services that support sustainability. The DPCs can play an important role in influencing and negotiating new opportunities for integration across a diverse pool of stakeholders as well as reconciling differences to progress towards mutually beneficial outcomes in their Health Agency, primarily linking the people aspect of the business to the operations and highlighting workforce implications of decisions.



Workforce trends

Opportunities for Director People and Culture...

Empowerment of the workforce

Employees want to be seen as more than workers; they want to be seen as people. The employee experience and people-centric approach is necessary to put the human into work and enable connection between employees and the organisation they work for.

Employees want to be heard, understood and valued. The employee experience (EX) is crucial to attracting and retaining talent and, is linked to the overall Employee Value Proposition (EVP). The DPC has a role in leading the conversation around addressing the 'voice and expectation gap' (the influence employees say they have versus the greater influence they believe they should have) and provide employees with forums to contribute to outcomes that impact them.

Flexible, agile and human-centred ways of working

Employers need to embrace different ways of working to attract, retain, engage and empower employees. Where, when and how work is done are critical questions surrounding flexibility for employees.

The DPC role has an important leadership role in supporting organisations to shift to be more people-centric, flexible, innovative and adaptable. Organisations need greater cross-functional collaboration, allowing employees to iterate ideas to deliver a desired outcome, and 'the where and how' of working that supports productivity. Agile practices and ways of working, including asynchronous working options, should form part of development and the culture of the organisation.

Holistic employee wellbeing

A holistic focus on wellbeing has become more important, not just for the individual employee but the overall health and wellbeing of the organisation's total workforce.

Organisations need to support the six key dimensions of employee wellbeing – financial, relational, purposeful, physical, employable and emotional/mental health to support attraction, retention and resilience of employees and unlock their potential. P&C leaders need to pay particular attention to the strongest drivers of worker behaviour, relational and emotional dimensions. If these dimensions are not addressed, the risk is burnout.

Vision for NSW Health

Bringing NSW Health’s vision, strategic and workforce priorities and values to life

Beyond navigating change and workforce complexities, the Director People and Culture plays an essential role in upholding and embedding NSW Health’s vision, Future Health strategic priorities, the workforce priorities and the NSW Health CORE values.

NSW Health vision

A sustainable health system that delivers outcomes that matter to patients and the community, is personalised, invests in wellness and is digitally enabled.

NSW Health values

Collaboration

Openness

Respect

Empowerment

NSW Health strategic priorities¹

1. Patients and carers have positive experiences and outcomes that matter
2. Safe care is delivered across all settings
3. People are healthy and well
4. **Our staff are engaged and well supported**
5. Research and innovation, and digital advances inform service delivery
6. The health system is managed sustainably

NSW Health workforce priorities²

1. Build positive work environments that bring out the best in everyone
2. Strengthen diversity in our workforce and decision-making
3. Empower staff to work to their full potential around the future care needs
4. Equip our people with the skills and capabilities to be an agile, responsive workforce
5. Attract and retain skilled people who put patients first
6. Unlock the ingenuity of our staff to build work practices for the future

“[the DPC role] is about influencing and setting the strategic vision and the right culture and values within the People and Culture team and the wider organisation.”

“We are a key part of the Executive Leadership Team (ELT) that helps enable the district to deliver on its strategic goals.”

“We ensure that everybody understands we can’t deliver a health service without a sustainable, competent and skilled workforce into the future”

Vision for the role

Defining the future purpose and direction for Director People and Culture

The below vision statement has been crafted through extensive consultation and reiteration with current Directors of People and Culture.

“Directors of People and Culture are **change leaders, trusted strategic advisors, and critical drivers of organisational culture, workforce standards, values and behaviours** within their Health Agency. They use analytical reasoning skills to **anticipate and overcome workforce issues and risks** and through inclusive, human-centred, collaborative approaches, they work with their teams and fellow Executive leaders to **elevate the experience** of employees to support the delivery of safe, high-quality person-centred healthcare.”

“My role has evolved significantly because of the support from the Exec team, the culture of the Exec and the way they see their part in People Strategy.”

“The role of the DPC is around advocating change, advocating to look after the humans we employ, and looking at the big picture to ensure we have the right people, right roles, and right skills to deliver the organisational Strategy.”

“People look to you for leadership – direction, strategy, what we will achieve, energy and visibility.”

Note: The remit of the Director People and Culture may vary between Health Agencies. This vision statement provides a high-level understanding of the commonalities of the core and aspirational aspects of the role across HAs.

The vision statement for the Director People and Culture role is underpinned by three key concepts: **lead** Health agency wide **change/transformation** with a focus on people outcomes; being a **strategic and visionary** adviser positioned within the Health Agency Executive Leadership team; and elevating the connection of the organisation's **employee experience (EX)** and its customers' experience (patients/consumers/carers) (CX).

Transformation/Change leader

- Leaders who challenge the status quo, focus on outcomes but understand processes when necessary and consult extensively to engage stakeholders
- Use data to influence decisions at the executive level
- Collaborate and partner across the state and leverage strong relationships and political nous to drive people outcomes in a sophisticated and effective way
- Influence and negotiate with key groups to transform the way work is done and the employee impact
- Drive people change initiatives using co-design to authentically include those who are impacted by change

“Managing senior level, wide-scale organisational change with impact is an essential experience for the role”

Trusted Executive strategic advisor

- Strategic and visionary thinkers who can see the bigger picture, influence and plan for the longer term.
- Critical strategic advisor to the Chief Executive on all people matters
- Set the strategic direction for people initiatives for their health agencies aligned to state-wide priorities and industry best practice
- Exhibit systems thinking and where appropriate challenge the status quo in strategic discussions about issues impacting people including clinical and operational issues
- Bring an informed perspective to decision-making

“It is great to have such a strong workforce focus at the moment, even at the Board level – everyone is lining up next to me now, it is becoming everyone’s business”

Elevate and empower employee experience

- Elevate the connection between EX and patient experience to drive the people agenda and support the organisation to deliver safe healthcare that matters
- Approach all people initiatives with a person-centred lens and support culture and leadership that is compassionate and empathetic
- Enable people initiatives across the employee lifecycle that continuously improve employee experience and support people to bring their whole selves to work
- Empower employees to deliver on operational tasks and solve day-to-day issues

“I'm responsible for end-to-end employee experience. That's how I look at my role. How we attract and bring people into the organisation, everything that they need to do across their employee life cycle while they work for us and then enter their separation, whatever that separation pathway might look like”

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Challenges and Opportunities

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Challenges and opportunities

Outlining the key challenges and opportunities for Director People and Culture

Directors People and Culture identified the following key **challenges** faced in their roles presently and the short and long-term **opportunities** that may mitigate these challenges:

Challenges

- Strategic workforce planning in increasingly disruptive times (resourcing and capability)
- Filling vacancies and enabling cost-effective workforce availability
- Recruiting and retaining people with the right skills and capabilities to the health system and into P&C
- Maintaining visibility and influence across multiple sites and with multiple stakeholders with competing needs
- Acquiring effective resourcing (often short-term financial view, impacts long-term people strategies)
- Setting and maintaining a high-performing, professional and accountable organisational culture
- Taking care of people – wellbeing, managing psychosocial risks
- Working with outdated tools (Awards, policies, equipment)
- Maturing the leadership capability of people leaders within the organisation

Opportunities

- Building capability of P&C teams
- Prioritising effectively
- Promoting project/program management disciplines in the P&C function
- Working collaboratively across Health Agencies and with the Ministry of Health
- Developing a strong Employee Value Proposition including enhancing organisational culture
- Setting a solid roadmap and staying the path
- Communicating the wins, big and small to bring people on the journey
- Digitising and automating in the P&C space
- Data dashboarding for transparency of people metrics
- Building effective relationships with the business
- Demonstrating the value of P&C and what it can do for the business
- Ensuring P&C programs and initiatives are evaluated to build an evidence base and measure impact
- Minimising duplication, using resources smarter

How might DPCs overcome these challenges?

“There’s a challenge in the care space (wellbeing) - not just about being tired and burnt out – it is broader... it is getting called out in PMES... we need to make progress on getting it lower... burnout scores need to go down... if that gets away, you have built the culture that this is a bad place to work...”

“Making sure we can deliver to the needs of the business - we have had to step back from some things because the org isn’t mature enough or doesn’t have system knowledge”

“Technology is the other opportunity - any inch of efficiency that you can gain in order to move away from processing and to add value to what the managers are trying to achieve in particular”

“Challenges we face in access and flow are about systems, processes but also about people. Being able to have a conversation about clinical issues (understanding the business) and having a role to play in big issues that impact the District”

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Experiences

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Context/
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Experiences

Indicating the key behaviours and experiences for the Director People and Culture

The following **experiences** have been identified as critical by Director People and Culture and are supported by example experience indicators, which are provided for reference. These experiences will be applied regardless of location and setting for the DPC role in health. They may be seen as pre-requisite experiences for success in the role and will be enhanced further through working in the role.

EXPERIENCE 1

People leadership and strategic human resource management

Experience leading, engaging, developing and managing people to achieve positive employee and patient experiences for the benefit of the organisation

Experience indicators:

- Engaging, leading and influencing senior executive peers to align and deliver on state-wide and local vision and strategic people goals
- Developing, leading and empowering large teams across a variety of people and culture functions to deliver optimal outcomes
- Driving high performance by inspiring others and motivating teams to deliver on objectives aligned to strategic goals and expectations
- Identifying, recruiting and developing staff to ensure the right workforce into the future
- Developing and coaching others to feel empowered in their roles to achieve successful outcomes.
- Managing people challenges (e.g. underperformance, disengagement, resourcing limitations)

"You need to be trusted as a leader... I have a lot of trust from my CE, and you couldn't do this role unless you were trusted and able to work autonomously"

EXPERIENCE 2

Building networks, managing stakeholders and influencing others

Engaging with diverse stakeholders to balance interests and meet strategic objectives

Experience indicators:

- Demonstrating a high level of communication skills and emotional intelligence to engage with a diverse range of stakeholders
- Influencing and negotiating with different internal and external stakeholders to achieve strategic objectives
- Facilitating engagement and communication across a large organisation to build a strong organisational culture and gain support for key strategies
- Building networks and relationships across the health agency and state-wide in utilising a wider support network to learn and share ideas
- Managing and leading senior leaders to facilitate support and buy-in to achieve strategic goals and vision
- Actively engaging with other areas of business (outside the P&C functions) to understand their point of view and improve achievement of the strategic objectives

"There's a lot of negotiation [in the role]. There's a lot of deal making. There's a lot of seeking out. The best way to do things is being able to communicate effectively and collaborate well."

Experiences

EXPERIENCE 3

Lead change and transformation

Experience leading significant change and transformation and implementing large scale initiatives that deliver on strategic priorities

Experience indicators:

- Leading and managing complex and/or large-scale projects that lead to change and transformation within the health agency
- Setting clear goals and measures for the health agency and negotiating effectively to achieve change and transformation
- Providing direction, guidance and enabling the Executive Leadership team to align local strategies and deliver on the overarching strategic priorities
- Influencing and negotiating with key stakeholders to inspire action and enact change
- Collating, analysing and utilising data that will support and influence the direction of investment into key people and culture initiatives within the health agency.

"You've got to have experience leading some of that work [change management]. Someone who has experience of changing the way services or organisations deliver that touches all elements of the business, not just people."

EXPERIENCE 4

Development and alignment to strategy

Establishing cohesion across the Executive Leadership team in the health agency in aligning local strategy to the NSW Health strategic priorities for People and Culture

Experience indicators:

- Driving and influencing strategic decision-making at an organisation
- Understanding, embedding and communicating the people strategies from the Ministry of Health to ensure alignment with local strategies, policies and procedures
- Advising, supporting and operationalising the strategic initiatives that set the vision and direction for the health agency
- Supporting, advising and communicating with the operational areas, business and services to ensure an overall fit-for-purpose health workforce
- Communicating the link between the people and culture strategy and operations effectively leveraging key metrics and data to influence stakeholders

"A key part of my role is ensuring all our strategies cascade down and link back to delivering and achieving what we need to achieve"

5

NSW Public Sector Capability Levels

Role in
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NSW Public Sector Capability Levels

The identified capabilities for a high performing Director People and Culture

To enable the greatest success for Director People and Culture in NSW Health, the following aspirational proficiency levels outline are outlined. The capabilities lists the ideal characteristics and experiences of an outstanding leader in the role. An individual can develop and where possible meet these capability levels over time, rather than when they first start in the role, hence the levels used in the Position Description may differ.

The capabilities have been developed in accordance with the limits for each grade/band from the [PSC's Capability Comparison Table](#).

	Capability	Definition	Level*
Personal Attributes	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change/challenges	
	Act with Integrity	Be ethical, professional, and adhere to Public Sector values	
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	
Relationships	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	
	Work Collaboratively	Collaborate with others and value their contribution	
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	













“The DPC role needs a very high level of resilience to manage the differing stakeholders, interests and conflicting requirements under a high pressure environment”

“The DPC must gain trust and build good productive working relationships with stakeholders.”

Key	
	Foundational
	Intermediate
	Adept
	Advanced
	Highly Advanced

*Proficiency levels (see Appendix B) have been determined through interview consultation. Stakeholders were asked to identify the desired level for an exemplary Director People and Culture.

NSW Public Sector Capability Levels

	Capability	Definition	Level*
Results	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	
Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	
	Project Management	Understand and apply effective planning, coordination and control methods	
People Management	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	








“[The DPC role] really becomes the enabler of people. Leading different minded functions and influencing and building the relationship with the Senior Executive Team (SLT) to deliver results.”





“[The DPC roles] Require strong communication and interpersonal skills, are effective change leaders and can lead by example to create culture change.”

Key

-  Foundational
-  Intermediate
-  Adept
-  Advanced
-  Highly Advanced

The Director People and Culture role has also been mapped to the occupation-specific capabilities from the Human Resources Professionals Capability Set (HRPCS). The seven capabilities define additional knowledge, skills and abilities required for roles within the people and culture professions. Please note: there is no direct link between the Levels in the HRPCS and the Capability Framework as these describe specialised knowledge, skills and abilities, usually developed through tertiary education, training and/or relevant occupational experience and as such, Level 1 reflects more complex behaviours than those contained at Foundational Level in the Capability Framework. There is also no link between Levels and grades or Award classifications, i.e. Level 4 is not exclusively for roles at the highest grade in the function. To find out more about the HRPCS, please visit [Capability Framework - Human Resource Professionals Capability Set \(nsw.gov.au\)](https://www.nsw.gov.au/capability-framework-human-resource-professionals-capability-set)

Human Resources Capabilities	Capability	Definition	Level*
	Workforce Strategy	Contribute to defining business objectives, create evidence based workforce strategies to achieve outcomes and guide the organisation through the required change	
	Organisational Design	Define organisational structures and workforce plans required to support the business in delivering results	
	Talent Management	Develop approaches to proactively manage the supply of diverse leaders, talent and capabilities across the organisation	
	Organisational Culture	Identify, assess and encourage workplace values and behaviours to foster an engaged, inclusive and high performing workforce	
	Workforce Relations	Develop and deliver effective workplace practices aligned with organisational objectives and regulatory and legislative requirements	
	Workforce Insights	Establish and maintain workforce management systems, data and analysis to support evidence-based decision making	
	Employee Services	Deliver customer focused human resources services to optimise the employment life-cycle experience at an individual and organisational level	

Key	
	Level 1
	Level 2
	Level 3
	Level 4

*Proficiency levels have been determined through review and analysis of job descriptions. To discover more about the HRPCS, please visit [Capability Framework - Human Resource Professionals Capability Set \(nsw.gov.au\)](https://www.nsw.gov.au/capability-framework-human-resource-professionals-capability-set)

6

Leadership Style
Derailers
Motivators

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Leadership styles

Defining the personality traits that influence how a Director People and Culture works, leads and is successful

The below leadership styles are the **personality attributes** most appropriate to support leadership success for Director People and Culture in NSW Health.

Essential	Attribute	Definition	Why it's important?
	Resilient [HPI: Adjustment*]	<ul style="list-style-type: none"> • Remains calm and confident under pressure, but is still able to make decisions and actively engage with problems and seek solutions • Provide confidence to their team • Maintains control during crises • Expresses optimism of outcomes 	“The DPC role requires a high level of resilience and commitment to deliver. These are intense roles, with a lot of pressure often with competing demands across a district”
	Curious [HPI: Inquisitive]	<ul style="list-style-type: none"> • Demonstrates curiosity and openness to new ideas / opportunities • Courageous and innovative in their approach to problem solving • Visionary, can understand and talk about the big picture 	“[A DPC] needs to ask the right questions, check the right data. You don't need to be an expert but you need to have the experience to know what you should ask”

*Please see Appendix B for explanation of the Hogan Personality Inventory (HPI)

Leadership styles

Desirable	Attribute	Definition	Why it's important?
	Consultative [HPI: Sociability]	<ul style="list-style-type: none"> Engages in communication across different groups Treats people across the organisation equally, with value and respect Understands the difference between codesign and providing information Seeks to build positive relationships Actively listens and asks questions in order to learn from others 	"The role manages different stakeholders with different needs ...part of the work is aligning different streams of workforces with different agendas in order to foster success"
	Matter-of-fact [HPI: Interpersonal Sensitivity]	<ul style="list-style-type: none"> Willing to challenge others, and maintain unpopular opinions Enforce standards of performance Can be seen as hard-nosed and tough 	"Sometimes it's about getting stuff done. Delivering what needs to be delivered and kind of pushing through the discomfort"
	Insights Seeking [HPI: Learning Approach]	<ul style="list-style-type: none"> Identifies knowledge gaps, and learns from past experiences Team will usually have a grounded, pragmatic approach to problem-solving Seeks insight into own behaviour and performance 	"[DPCs] need to keep up with evolving best practice"
	Goal-Driven [HPI: Ambition]	<ul style="list-style-type: none"> Constantly sets / accepts goals and strives towards attainment Exudes a competitive energy Comfortably assumes leader-like roles but does not seek status 	"Part of being a good leader is achievement. You should not underestimate knowing how to get things done."
	Flexible [HPI: Prudence]	<ul style="list-style-type: none"> Highly flexible, ability to work well with ambiguity and lack of structure Teams are agile and can change directions quickly Open to change, teams can revise plans as they go along 	"A DPC needs to be able to take on competing priorities, make sense of them, understand what's driving those views and be able to solve for them"

Potential derailers

Defining the possible derailment tendencies which are capable of impeding success for a Director People and Culture

The following tendencies may emerge when a Director People and Culture is under pressure, stressed or tired, and can result in potential **derailment** to a Director People and Culture's leadership success. At times these tendencies can come across as positive, however depending on context, they are capable of impeding work relationships, adversely impacting an individual's leadership style or limiting overall effectiveness

Attribute	Definition	Why it's a derailers?
Mistrusting [HDS: Sceptical*]	<p>Typically alert and attuned to organisational politics; difficult to fool</p> <p>Under pressure or stress, they can:</p> <ul style="list-style-type: none"> • Be overly fault finding and suspicious of others' motives • Take criticism personally and expect to be betrayed 	<p>"We work in a political environment... You can't let certain group's opinions drive your response."</p>
Risk averse [HDS: Cautious]	<p>Typically gracious, obliging and adhering to rules.</p> <p>Under pressure or stress, they can:</p> <ul style="list-style-type: none"> • Be reluctant to take risks regardless of risk assessment, do not challenge and may be indecisive and slow to act • Hard to work with as reluctant to try new solutions, change-averse and avoid taking controversial positions 	<p>"The main derailers in my view is being too scared to take risks or invest in experiments and innovations."</p>
Reserved [HDS: Reserved]	<p>Typically self-sufficient and not influenced by others emotions</p> <p>Under pressure or stress, they can:</p> <ul style="list-style-type: none"> • Withdraw or appear preoccupied/unapproachable • Appear uninterested in others' problems and unaware of how their actions affect others 	<p>"The busyness of the transactional functions can prevent you from having the time to really focus other people. Sometimes you really have to force yourself to look up."</p>

*Please see Appendix B for explanation of the Hogan Development Survey (PDS)

Potential derailers

Attribute	Definition	Why it's a derailer?
<p>Self-interested</p> <p>[HDS: Leisurely]</p>	<p>Typically seem obliging and pleasant, whilst remaining focused on their own goals</p> <p>Under pressure or stress, they may:</p> <ul style="list-style-type: none"> • Avoid work or do the bare minimum if it is not aligned to their agenda, reluctant to be pushed or hurried • Be hard to work with as they procrastinate, are stubborn and may under-deliver 	<p>“It is a bit of a survival tactic as a way of coping when the roles are so huge... it is yes, yes, yes... when your plate is already full and you know it”</p>
<p>Overly conscientious</p> <p>[HDS: Diligent]</p>	<p>Typically desire to work hard, detail conscious, thorough and conscientious, and have high standards.</p> <p>Under pressure or stress, they may:</p> <ul style="list-style-type: none"> • Be overly perfectionistic • Struggle to prioritise • Hard to work with as they are unable to delegate, seem fussy, critical and stubborn about their work. 	<p>“If you get into too much of the detail your judgement gets clouded... this impacts your decision making and the confidence from your team as a leader”</p>

Potential motivators

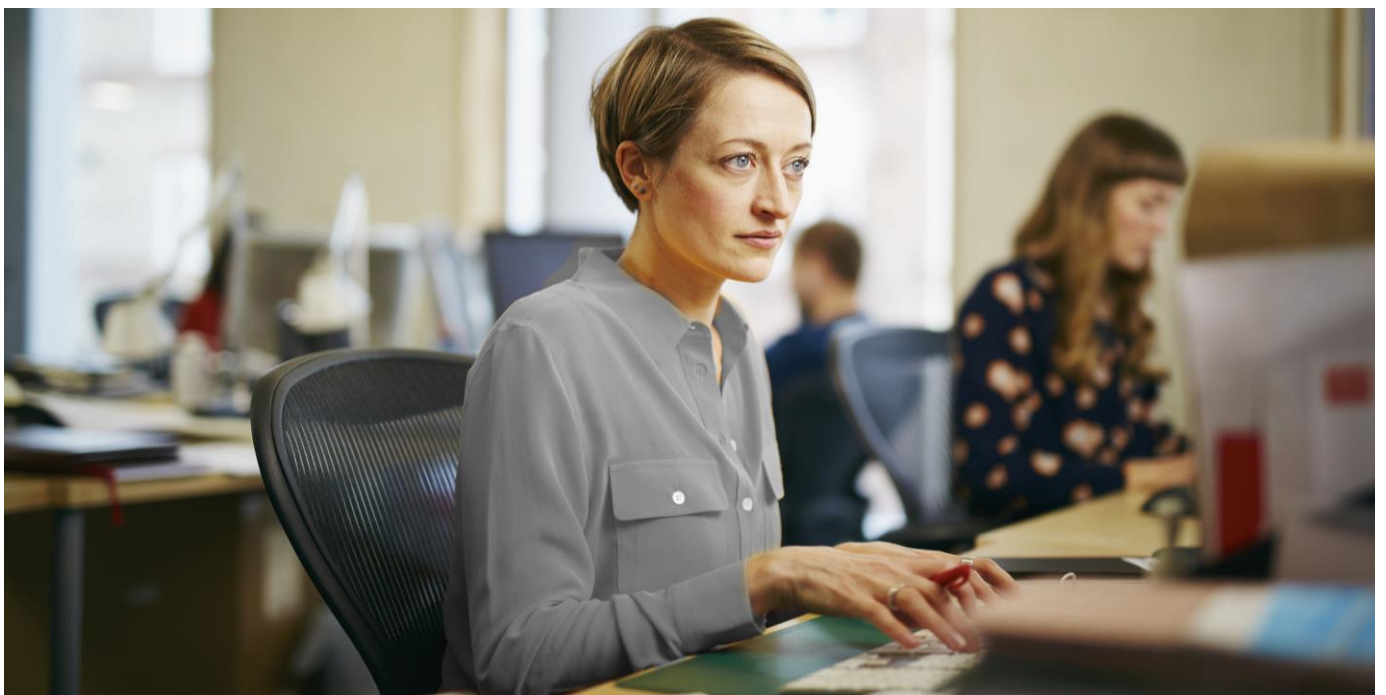
Defining the core motives, values, interests and beliefs of a Director People and Culture

The Director People and Culture will likely possess the following **motivators** and values that drive them to be an outstanding leader.

Attribute	Definition and example behaviours	Preferred work environment	Why it's important?
Team Recognition [MVPI: Recognition]	<ul style="list-style-type: none"> Seeks to achieve recognition for their team's field of expertise Aims to achieve fairness/equity in the organisation Desire to celebrate success and recognise a job well done 	<ul style="list-style-type: none"> Desires to work in an environment that appreciates and recognises good performance and rewards value 	"An effective DPC doesn't seek credit but rather empowers and enables others to do their work and come to work to contribute and enjoy their roles, feeling part of something bigger"
Enjoyment [MVPI: Hedonism]	<ul style="list-style-type: none"> Seeks to encourage expression, spontaneity and good will Emphasises entertaining and helping others enjoy themselves at work Preference to be informal and relaxed Appreciates the motivational impact of encouraging staff to unwind and have fun on the job 	<ul style="list-style-type: none"> Desires to work in an environment where one can set their own priorities, where people know how to have fun and which emphasises a balance between work and play 	"It is important for those of us in leadership positions to role-model a sense of fun goes hand-in-hand with productivity and engagement"
Helping Others [MVPI: Altruistic]	<ul style="list-style-type: none"> Motivated to help the less fortunate Want to make people's lives better They want to improve the organisation Desire to help others and contribute to society 	<ul style="list-style-type: none"> Organisations that emphasise concern for people and encourage activities that benefit society Working with people who care about staff morale, training and development 	"Everyone is actually trying to make things better for people... our responsibility is the end to end experiences of our employees"

*Please see Appendix B for explanation of the Hogan Motives Values, & Preferences Inventory (MVPI)

Attribute	Definition and example behaviours	Preferred work environment	Why it's important?
Collaboration [MVPI: Affiliation]	<ul style="list-style-type: none"> • Team worker, seeks out group projects and collaborative activities to achieve better outcomes • Builds strong internal and external relationships • Wants to belong to a cause/ team/ purpose 	<ul style="list-style-type: none"> • Most satisfied working in organisations that emphasise effective teamwork / collaboration • Prefer to work in organisations that value good communication, listening and respect for differing opinions 	<p>“I think it's absolutely critical that the role sees the NSW Health DPC Network as their primary team to be a truly collaborative player in the system working with others.”</p>
Risk Taking [MVPI: Security]	<ul style="list-style-type: none"> • Prefers to be independent • Open to criticism, and willing to take risks • Is less concerned about job security 	<ul style="list-style-type: none"> • Prefers to work in environments where risk taking, innovation, and taking the initiative are rewarded 	<p>“Part of that is I think that pushing, you know, trying to push the boundaries, being an advocate for change has to be front and centre of what we do”</p>
Innovation [MVPI: Tradition]	<ul style="list-style-type: none"> • Values innovation and progress • Anti-conservative, wants to change the status quo when required • Is determined to drive change and ‘do more’ with what they have 	<ul style="list-style-type: none"> • Organisations that value diversity, innovation and experimentation, and have less regard for traditional values 	<p>“With limited resources... I mean you need to push yourself to have innovative and different ways.”</p>



7

Cognitive Abilities and Emotional Intelligence

Role in
Context/
Vision for
NSW Health

Vision for
the role

Challenges
and
Opportunities

Experiences

Capabilities

Leadership
Styles &
Derailers

Motivations

Cognitive
Abilities and
Emotional
Intelligence

Cognitive abilities and emotional intelligence

Showcasing the desired proficiency levels for a Director People and Culture

Directors People and Culture need strong **cognitive abilities** and very strong **emotional intelligence** to successfully lead their teams. Based on the Hogan Business Reasoning Inventory (HBRI), these scales measure how people process information and make decisions to inform how a person is likely to cope with common workplace issues and challenges.

It is important for Director People and Culture to have the following abilities:

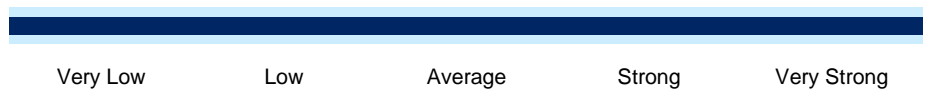
Numeric reasoning

Ability to analyse complex numerical data and draw logical conclusions.



Verbal reasoning

Ability to analyse verbal or written communication and make decisions or inferences from the data.



Logical reasoning

Ability to quickly analyse patterns and trends within new or unique sets of data.



Emotional intelligence

Ability to recognise, understand and influence own and others' emotions.




“The DPC role can be supported by other roles that are very strong in numeric reasoning and logical reasoning. However, the individual will not be successful if they do not have very strong verbal reasoning and emotional intelligence.”

Appendix A

Defining the NSW Public
Sector Capability Levels
for the Director People
and Culture role





NSW Public Sector Capability Levels

		Level*
Personal Attributes	Display Resilience and Courage <ul style="list-style-type: none"> Create a culture that encourages and supports openness, persistence and genuine debate around critical issues Provide clear exposition and argument for agreed positions while remaining open to valid suggestions for change Raise critical issues and make tough decisions Respond to significant, complex and novel challenges with a high level of resilience and persistence Consistently use a range of strategies to remain composed and calm and act as a stabilising influence even in the most challenging situations 	Highly Advanced 
	Act with integrity <ul style="list-style-type: none"> Model the highest standards of ethical and professional behaviour and reinforce their use Represent the organisation in an honest, ethical and professional way and set an example for others to follow Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act promptly on reported breaches of legislation, policies and guidelines 	Advanced 
	Manage Self <ul style="list-style-type: none"> Act as a professional role model for colleagues, set high personal goals and take pride in their achievement Actively seek, reflect and act on feedback on own performance Translate negative feedback into an opportunity to improve Take the initiative and act in a decisive way Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation 	Advanced 
	Value Diversity and Inclusion <ul style="list-style-type: none"> Encourage and include diverse perspectives in the development of policies and strategies Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes Build and monitor a workplace culture that enables diversity and fair and inclusive practices Implement practices and systems to ensure that individuals can participate to their fullest ability Recognise the value of individual differences to support broader organisational strategies Address non-inclusive behaviours, practices and attitudes within the organisation Champion the business benefits generated by workforce diversity and inclusive practice 	Advanced 
Relationships	Communicate Effectively <ul style="list-style-type: none"> Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences Speak in a highly articulate and influential manner State the facts and explain their implications for the organisation and key stakeholders Promote the organisation's position with authority and credibility across government, other jurisdictions and external organisations Anticipate and address key areas of interest for the audience and adapt style under pressure 	Highly Advanced 
	Commit to Customer Service <ul style="list-style-type: none"> Take responsibility for delivering high-quality customer-focused services Design processes and policies based on the customer's point of view and needs Understand and measure what is important to customers Use data and information to monitor and improve customer service delivery Find opportunities to cooperate with internal and external stakeholders to improve outcomes for customers Maintain relationships with key customers in area of expertise Connect and collaborate with relevant customers within the community 	Adept 
	Work Collaboratively <ul style="list-style-type: none"> Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced 
	Influence and negotiate <ul style="list-style-type: none"> Influence others with a fair and considered approach and present persuasive counter-arguments Work towards mutually beneficial 'win-win' outcomes Show sensitivity and understanding in resolving acute and complex conflicts and differences Identify key stakeholders and gain their support in advance Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise Anticipate and minimise conflict within the organisation and with external stakeholders 	Advanced 

NSW Public Sector Capability Levels

		Level*
Results	Deliver Results <ul style="list-style-type: none"> Seek and apply the expertise of key individuals to achieve organisational outcomes Drive a culture of achievement and acknowledge input from others Determine how outcomes will be measured and guide others on evaluation methods Investigate and create opportunities to enhance the achievement of organisational objectives Make sure others understand that on-time and on-budget results are required and how overall success is defined Control business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively 	Advanced 
	Plan and Prioritise <ul style="list-style-type: none"> Understand the links between the business unit, organisation and the whole-of-government agenda Ensure business plan goals are clear and appropriate and include contingency provisions Monitor the progress of initiatives and make necessary adjustments Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately Consider the implications of a wide range of complex issues and shift business priorities when necessary Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning 	Advanced 
	Think and Solve Problems <ul style="list-style-type: none"> Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others Take account of the wider business context when considering options to resolve issues Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements Implement systems and processes that are underpinned by high-quality research and analysis Look for opportunities to design innovative solutions to meet user needs and service demands Evaluate the performance and effectiveness of services, policies and programs against clear criteria 	Advanced 
	Demonstrate Accountability <ul style="list-style-type: none"> Design and develop systems to establish and measure accountabilities Ensure accountabilities are exercised in line with government and business goals Exercise due diligence to ensure work health and safety risks are addressed Oversee quality assurance practices Model the highest standards of financial probity, demonstrating respect for public monies and other resources Monitor and maintain business-unit knowledge of and compliance with legislative and regulatory frameworks Incorporate sound risk management principles and strategies into business planning 	Advanced 
	Finance <ul style="list-style-type: none"> Understand core financial terminology, policies and processes, and display knowledge of relevant recurrent and capital financial measures Understand the impacts of funding allocations on business planning and budgets Identify discrepancies or variances in financial and budget reports, and take corrective action Know when to seek specialist advice and support and establish the relevant relationships Make decisions and prepare business cases, paying due regard to financial considerations 	Adept 
Business Enablers	Technology <ul style="list-style-type: none"> Identify opportunities to use a broad range of technologies to collaborate Monitor compliance with cyber security and the use of technology policies Identify ways to maximise the value of available technology to achieve business strategies and outcomes Monitor compliance with the organisation's records, information and knowledge management requirements 	Adept 
	Procurement and Contract Management <ul style="list-style-type: none"> Apply legal, policy and organisational guidelines and procedures relating to procurement and contract management Develop well-written, well-structured procurement documentation that clearly sets out the business requirements Monitor procurement and contract management processes to ensure they are open, transparent and competitive Be aware of procurement and contract management risks, and actions to manage or mitigate risk in monitoring contract performance Evaluate tenders and select providers in an objective and rigorous way, in line with established guidelines and principles Escalate procurement and contract management issues, where required 	Adept 
	Project Management <ul style="list-style-type: none"> Understand all components of the project management process, including the need to consider change management to realise business benefits Prepare clear project proposals and accurate estimates of required costs and resources Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Identify and evaluate risks associated with the project and develop mitigation strategies Identify and consult stakeholders to inform the project strategy Communicate the project's objectives and its expected benefits Monitor the completion of project milestones against goals and take necessary action Evaluate progress and identify improvements to inform future projects 	Adept 

NSW Public Sector Capability Levels

		Level*
People Management	Manage and Develop People <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 Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives 	Advanced 
	Inspire Direction and Purpose <ul style="list-style-type: none"> Champion the organisational vision and strategy, and communicate the way forward Create a culture of confidence and trust in the future direction Generate enthusiasm and commitment to goals and cascade understanding throughout the organisation Communicate the parameters and expectations surrounding organisational strategies Celebrate organisational success and high performance, and engage in activities to maintain morale 	Highly Advanced 
	Optimise Business Outcomes <ul style="list-style-type: none"> Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences Encourage team members to take calculated risks to support innovation and improvement Align systems and processes to encourage improved performance and outcomes 	Advanced 
	Manage Reform and Change <ul style="list-style-type: none"> Support teams in developing new ways of working and generating innovative ideas to approach challenges Actively promote change processes to staff and participate in communicating change initiatives across the organisation Provide guidance, coaching and direction to others who are managing uncertainty and change Engage staff in change processes and provide clear guidance, coaching and support Identify cultural barriers to change and implement strategies to address these 	Adept 



Appendix B

Mapping psychometric tools to the profile

Mapping Psychometric Tools to the Profile

Leadership Styles

The leadership styles of Director People and Culture can be assessed using the **Hogan Personality Inventory** (HPI) as the framework. These styles reference personal characteristics that impact how individuals approach work and interact with others. A group of People and Culture leaders (n=13) identified preferences for the low and high definitions of the scale in relation to success in the DPC role and the following outlines their responses.

	Our scale name	Hogan HPI scale name	Low definition		High definition
Essential	Resilient	Adjustment	Self-critical, moody		Calm, optimistic, patient
	Curious	Inquisitive	Practical, uninventive		Imaginative
Desirable	Consultative	Sociability	Works alone, quiet		Works with others, talkative
	Matter-of-fact	Interpersonal Sensitivity	Direct and frank; willing to confront		Friendly; conflict averse
	Insights Seeking	Learning Approach	Hands-on learners		Learn through formal channels
	Goal-Driven	Ambition	Unassertive		Competitive
	Flexible	Prudence	Flexible, open-minded		Organised, follows rules

the range that a Director People and Culture is expected to fall within

Low (0-35) Moderate (36-64) High (65+)

These ratings are indicative and based on the outputs of consultation in developing the Leader Success Profile. A qualified psychometric assessor should be engaged if assessing the potential leadership styles of a candidate or individual post holder in the Director People and Culture.

Potential Derailers

The potential leadership derailers of Director People and Culture can be assessed through the **Hogan Development Survey (HDS)**. These derailers reference tendencies that occur when under stress or pressure, or when a leader is not paying attention. It is advised for leaders to be cognisant of these derailers.¹

How to interpret derailer scores:

Low to no risk (69 and under)	Moderate to High risk on derailers not captured below (70+)	Moderate risk on the below derailers (70-89)	High risk on the below derailers (90-100)
Are unlikely to impact the success of a leader.	Most leaders will have a couple of derailers, with those in the 'high risk' classification being of most concern. Leaders who demonstrate derailers not captured in the list below are less likely to have their success as a Director People and Culture impacted by these derailers (particularly for high risk derailers).	Leaders who are classified as moderate risk have an increased likelihood of being unsuccessful in the Director People and Culture role. Such leaders may still be appropriate for the Director People and Culture role where they have demonstrated mechanisms to cope with/avoid their derailers.	Leaders who are classified as high risk on the below derailers are at high risk of being unsuccessful in the Director People and Culture role. Such leaders may still be appropriate for the Director People and Culture role if they only demonstrate some (and not all) of the below derailers and, can clearly demonstrate mechanisms to cope with/avoid their derailers.

Our scale name	Hogan HDS scale name	Low definition	High definition
Mistrusting	Sceptical	Overly trusting	Cynical, expect to be betrayed
Risk averse	Cautious	Risk taker	Risk adverse
Reserved	Reserved	Too concerned about others' feelings	Indifferent to others' feelings
Self-interested	Leisurely	Lack direction	Agenda-driven
Overly-conscientious	Diligent	Over-delegate	Detailed orientated

the range that a Director People and Culture is expected to fall within

No Risk (0-35)	Low Risk (36-69)	Moderate Risk (70-89)	High Risk (90+)
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¹ Targeted interpretive ranges are indicative and based on the outputs of consultation in developing the Leader Success Profile. A qualified psychometric assessor should be engaged if assessing the potential derailers of a candidate or individual post holder in the Director People and Culture role.

Motivators

Leadership motivators can be assessed through the **Hogan Motive Values Preferences Inventory (MVPI)**. These motivators reference an individual’s core values, goals, interests, and information that relates to (a) the environment in which the person will perform best and derive the most motivation, and (b) the kind of culture the person will be motivated to create as a leader. The below ranges were derived from a group of People and Culture leaders (n=13) who identified preferences for the low and high definitions of the scale in relation to success in the DPC role.

Motivations	Hogan MVPI scale name	Low definition		High definition
Team Recognition	Recognition	Share credit		Public acknowledgement
Enjoyment	Hedonism	Businesslike		Pleasure and fun
Helping Others	Altruistic	Self-reliance		Customer focused/improve society
Collaboration	Affiliation	Working alone		Social interaction
Risk taking	Security	Risk taking		Consistency
Innovation	Tradition	Change the status quo		Respect hierarchy /authority

the range that a Director People and Culture is expected to fall within

Low (0-25) Below average (0-35) Above average (51-75) High (76+)

These ranges are indicative and based on the outputs of consultation in developing the Leader Success Profile. A qualified psychometric assessor should be engaged if assessing the potential motivators of a candidate or individual post holder in the Director People and Culture role.

