

Role Description



Director Resolution, Review and Engagement

Role Description Fields	Details
Department/Agency	Health Care Complaints Commission
Division/Branch/Unit	Resolution, Review and Engagement
Role number	50079211
Classification/Grade/Band	PSSE Band 1
Senior executive work level standards	Work Contribution Stream: Service/Operational Delivery
OSCA Code	121131
PCAT Code	3119192
Date of Approval	28 August 2026
Agency Website	www.hccc.nsw.gov.au

Agency overview

The Health Care Complaints Commission (HCCC) is an independent statutory body set up under the Health Care Complaints Act 1993. The work of the Health Care Complaints Commission (HCCC) contributes to ensuring the community is safe and confident in the standard and quality of health services in NSW.

The Commission protects the health and safety of the NSW community through independent, accessible, and effective management of health care complaints and regulatory action.

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

- Health organisations such as public and private hospitals, medical centres, cosmetic clinics, correction and detention facilities, pharmacies, and community health services,
- All registered health practitioners, such as medical practitioners, nurses and midwives, dentists and pharmacists, and
- All non-registered health practitioners, such as counsellors, speech therapists, naturopaths, massage therapists and alternative health care providers.

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

The Commission is committed to engaging with health consumers and health providers to ensure that our role as an independent regulator is understood, that our services are accessible, and that we are supporting effective complaints management and patient-centred care.

Primary purpose of the role

Lead the delivery of the resolution, reviews, and engagement functions of the Commission.

The role is a member of the Executive Team and works collaboratively across the organisation to promote a 'whole of Commission' and customer-centric approach throughout all stages of managing complaints

The role is responsible for identifying and leading initiatives that:

- Place a focus on the effective resolution of complaints through assisted resolution and formal Conciliation
- Ensure the statutory review of complaint assessment decision under section 28(9) of the HCC Act is undertaken expeditiously and consistent with principles of administrative law and procedural fairness.
- Engage with and provide outreach to community, service providers, stakeholders and partners to build awareness of the Commission and its role and functions and facilitate easy access to the Commission
- Utilise insights from resolutions, reviews and engagement to inform improvements to processes and practices that better respond to the needs and experiences of complainants and providers.

Key accountabilities

- Active participation in the Executive Leadership Group to influence the strategic direction of the Commission as a whole and as a champion and sponsor in selected major projects and actions.
- Set strategic directions and priorities for the Resolution, Review and Engagement Division that align with the Commission's overall strategic direction and lead the performance of the Division to deliver in accordance with these.
- Lead the Commission's Resolution Service (and Health Conciliation Registry) including:
 - Directing and promoting the role of the Resolution Service to maintain its strength and high quality to bring together service providers and complainants to better understand and resolve issues that have arisen in the delivery of health care.
 - Ensuring that staff have a sound knowledge of the Commission's legislation, functions and services as well as experience in working with people in challenging situations to assist in effective resolution of sensitive matters.
- Oversee reviews of assessment decisions when requested by the complainant in a manner consistent with the principles of administrative decision reviews, and to identify and drive improvements in the Commission's complaints management process.
- Oversee development and delivery of education and support programs to community, service providers, stakeholders and partners to promote awareness of the role and work of the Commission.
- Facilitate development of resolution skills throughout the Commission – including embedding early resolution strategies into complaints assessment practices.
- Lead strategies and initiatives to improve the accessibility and responsiveness of the Commission, including using data and customer feedback to gain insight into the profile and expectations of customers to inform improvements to Commission business practices and forward planning.
- Lead development and implementation of a customer engagement plan so that we have input and feedback from providers, health organisations, provider membership bodies as well as health consumers in designing and delivering our functions.
- Contribute to creating, leading and maintaining a constructive workplace culture.

Key challenges

- In a climate of increasing volume and complexity of complaints and in the context of resourcing constraints, there is a challenge of ensuring both timely and high-quality resolution services and review decisions.
- The workload of staff is consistent, and complaints raised are inherently sensitive and at times emotionally charged. Complainants and respondents have diverse and competing interests and expectations and all operations must treat the needs of complainants and those subject of complaints, in a timely and sensitive manner.
- An understanding of trauma-informed practice, and culturally safe practice is required. A high level of personal resilience and an ability to build resilient teams is essential.
- The engagement and communications function are important whole-of-Commission responsibilities anchored by a small team. Collaborating with and enlisting support from across the Commission Executive and workforce is critical to understanding the needs of the organisation itself and its community, service providers, stakeholders and partners.

Key relationships

Internal

Who	Why
Commissioner and Executive members	• Provide high level strategic and authoritative advice and recommendations to influence corporate priorities and direction, as required. • Prepare performance reports to support monitoring and reporting of corporate performance. • Collaboration is imperative with all executive members and leaders including related to designing and delivering necessary business and system improvements; achieving seamless transfer of matters from IAT to and from other teams and co-regulators; and delivering customer centricism throughout the complaint process.
Direct Reports	• Lead, direct and manage performance. • Encourage idea sharing and collaboration to develop and deliver efficient and effective service delivery and support the achievement of Division objectives.
Division staff	• Work in collaboration to ensure the seamless planning, scoping and delivery of team functions and priorities. • Lead and support a balanced focus on wellbeing, capability building and a learning mindset. • Building and valuing diversity and inclusion.

External

Who	Why
Health Professional Councils, HPCA, AHPRA, professional associations and stakeholders	• In the case of complaints about registered practitioners all decisions must be made in consultation with the relevant professional council. There are currently 15 professional councils with different practices and processes across the Councils. • Developing and maintaining strong and constructive relationships with: coregulators including the Health Professional Council Authority (HPCA) and Councils, and the Australian Health Practitioner Registration Authority (AHPRA); peak organisations

Who	Why
	for the professions, and medical and other professional defence organisations.
Local health district, Chief Executives and Directors of Clinical Governance	- The Commission is dependent on the provision of information, records and any relevant incident and investigative information to address complaints. - In a serious matter, actions of the LHD and HCCC may cross over. - Where complaints relate to a public health organisation or a practitioner working in a public setting excellent communication and effective information exchange is necessary at the assessment and any relevant review stages. - The Commission has expertise and knowledge to share and can provide feedback on complaint trends to assist LHDs to identify trends and options for improvement
Other regulation and enforcement agencies – eg NSW Health, NSW State Coroner, NSW Police, NDIS Quality and Safeguards Commission, Aged Care Quality and safety Commission	- These entities all have investigative and/or regulatory functions that complement or overlap with the HCCC functions. - NSW Health also has responsibility for health policy, including the review and development of the HCCC Act and the National Law for regulation of health practitioners. - There is a need to establish and maintain highly functional and secure information and intelligence exchange arrangements with other regulatory bodies
Complainants and Providers	Lead engagement with complainants and providers to educate, obtain feedback and strengthen the visibility and accessibility of the Commission and the complaint handling process.

Role dimensions

Decision making

The Director is a member of the Executive leadership team.

The role is fully accountable for the efficiency, effectiveness, consistency and quality of work conducted by the Resolution Reviews & Engagement Division.

The role exercises discretion in the management of complaints in the Division. The role determines Divisional complaint management priorities, risk and resource allocations, and determines what action related to complaints is proposed or whether alternative pathways for action are instigated.

The role also has delegations that apply in some case to determining the outcomes of resolutions, conciliations and reviews. Such decisions are taken with the overarching objective of protecting the health and safety of the public. Sound judgement and procedural fairness must be exercised in all cases.

The role has accountability for decisions relating to service delivery and performance; engagement and management of staff, consultants and contractors; budget management and expenditure of funds; adherence to Commission policies, procedures and delegations, and compliance with NSW Public Sector policies, guidelines and statutory requirements.

The role participates in the broad level strategic and corporate planning for the Commission and is responsible for the implementation of certain major projects within the corporate plan and development and delivery of the Divisional plan.

Reporting line

The role reports to the Commissioner.

Direct reports

The Director, Resolution, Review and Engagement has 3 direct reports:

- Manager Resolutions
- Case Review Lead
- Communications and Engagement Manager

Budget/Expenditure

Accountability and management of the Divisional budget, with financial delegations of up to \$50,000 for individual expenditure, to be exercised according to the Commission's Financial Delegations and within guidelines set by the NSW Procurement Board.

Essential requirements

- A record of executive level leadership and achievement in organisational development and change management.
- Experience in improving operational outcomes and processes in a high volume, multidisciplinary environment.
- Strong knowledge and experience of contemporary approaches to customer-focused complaints handling and risk-based decision making in a regulatory context.
- Demonstrated ability to interpret and apply legislation, legal concepts, agreements and standards in regulatory environment.
- Tertiary qualifications in a relevant discipline, or equivalent experience.

Desirable requirements

- Knowledge and experience of alternative dispute resolution principles and practices.

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.

The capabilities are separated into **focus capabilities** and **complementary capabilities**.

Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	• Create an organisational culture that encourages and supports openness, persistence and genuine debate about issues • Clearly explain and support agreed positions while staying open to valid suggestions for changes • Raise critical issues, make difficult decisions with clarity and accountability • Respond to significant, complex and new challenges with a high level of resilience and persistence • Use a range of strategies to respond constructively and act as a stabilising influence even in the most challenging situations • Recognise the need for change and create an environment that welcomes continuous improvement and adaptability	Highly Advanced
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	• Create an organisational culture that embraces high-quality customer service by listening to and valuing insights from customers and communities • Communicate and negotiate with stakeholders on strategic issues related to government policy, customer service standards and accessibility, and provide expert, influential advice • Ensure your organisation's strategic planning processes prioritise customer experience • Ensure management systems and processes support service delivery outcomes for diverse customers • Set overall performance standards for service delivery across your organisation and monitor compliance	Highly Advanced
 Relationships	Work Collaboratively Collaborate with others and value their contribution	• Recognise when effective collaboration between teams leads to achieving outcomes • Communicate with others in your organisation and across government to improve information sharing and collaboration • Facilitate opportunities to collaborate with stakeholders to develop solutions together • Network widely across government and other organisations to increase opportunities to collaborate	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		- Encourage others to use appropriate ways and tools to collaborate, including digital technology - Encourage diverse cultural perspectives in developing strong team relationships	
 Relationships	Influence and Negotiate Gain consensus and commitment from others, and resolve issues and conflicts	- Influence others with a fair and thoughtful approach and present persuasive counter arguments - Work towards mutually beneficial, win-win outcomes - Show sensitivity and understanding when resolving serious and complex conflicts and differences - Identify key stakeholders and gain their support in advance - Negotiate from a clear position, based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise - Anticipate and minimise conflict within your organisation and with external stakeholders - Use evidence, including data insights, to create persuasive stories	Advanced
 Results	Deliver Results Achieve results by using resources efficiently and committing to quality outcomes	- Seek and apply the expertise of key individuals to achieve business outcomes - Lead a culture of achievement and acknowledge others' input - Determine how outcomes will be measured and guide others on evaluation methods - Investigate and create opportunities to enhance the achievement of business objectives - Make sure others understand the need for on-time and on-budget results and how success is defined - Control business unit output to ensure government outcomes are achieved within budget and on time - Progress organisational priorities and ensure resources are acquired and used effectively	Advanced
 Business Enablers	Project Management Understand and use effective ways to plan, coordinate and control projects	- Prepare and review project scope and business cases for projects with multiple interdependencies - Use key subject matter experts' knowledge to inform project plans and directions	Advanced

Capability group/sets	Capability name	Behavioural indicators	Level
		- Design and implement effective stakeholder communication strategies for all project stages - Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning - Develop strategies to correct projects if they vary from their plans - Manage transitions between project stages and ensure any changes to projects are consistent with organisational goals - Participate in governance processes, such as project steering groups	
 People Management	Inspire Direction and Purpose Communicate goals, priorities and vision, and recognise achievements	- Champion the organisational vision and strategy, and communicate the way forward to achieve the vision and strategy - Create a culture of confidence and trust in your organisation's future direction - Generate enthusiasm and commitment to goals and ensure all levels of the organisation understand the goals - Communicate the scope and expected outcomes of organisational strategies - Celebrate organisational success and high performance, and implement initiatives to maintain morale	Highly Advanced
 People Management	Manage Reform and Change Support and champion change, and help others to engage with change	- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty - Help others to address emerging challenges and risks and build support for change initiatives - Translate change initiatives into practical strategies and explain these to staff, including their role in implementing them - Implement structured change management processes to identify and develop responses to workplace cultural barriers - Create an environment where people are encouraged to share different views	Advanced

Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identify performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes, however, may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Advanced
 Personal Attributes	Manage Self	Be persistent, self-reflect and commit to learning	Advanced
 Personal Attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Advanced
 Relationships	Communicate Effectively	Communicate clearly, pay attention to others and respond with understanding and respect	Advanced
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Advanced
 Results	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	Advanced
 Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Advanced

Capability group/sets	Capability name	Description	Level
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Adept
 Business Enablers	Technology	Understand and use available technology to maximise efficiencies and effectiveness	Advanced
 Business Enablers	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Adept
 People Management	Manage and Develop People	Engage with and motivate staff, and develop their capability and potential	Highly Advanced
 People Management	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Highly Advanced