

Role Description



Senior Review Officer

Role Description Fields	Details
Department/Agency	Health Care Complaints Commission
Division/Branch/Unit	Resolution, Review and Engagement
Role number	Multiple
Classification/Grade/Band	Clerk Grade 7/8
Senior executive work level standards	Not Applicable
OSCA Code	591999
PCAT Code	1119192
Date of Approval	02 September 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

The Senior Review Officer has carriage of a mixed portfolio of Reviews that are complex, multi-faceted, high risk and, on occasion, of significant public interest. The role is expected to provide

support to the Case Review Lead in the implementation of improvements to case management processes to improve efficiency and effectiveness.

Key accountabilities

- Manage a complex and varied case load in a high volume work setting within set timeframes.
- Work with complainants to understand their complaints and the basis for the review request, and to explain the review process.
- Ensure systematic and focused analysis of the initial case assessment and undertake additional actions as required to arrive at recommended action.
- Critically analyse material gathered, prepare review briefs and review decision letters for approval.
- Liaise with other officers in the Commission as necessary in the review process.
- Deliver well considered and clear review outcome recommendations and supporting documentation.
- Manage unreasonable complainant conduct appropriately as well as the sensitivities evident in a review.
- Assist the Case Review Lead with the delivery of continuous improvements initiatives that build knowledge and capability in key areas of complaints management practice.
- Provide feedback to the Case Review Lead on patterns and themes in reviews, to help guide their decision making and communication on potential improvements in assessment practices and processes that would assist to improve the complaints experience for customers and avoid increases in reviews.
- Support the Case Review Lead and Director in delivery of their operational functions, with the ability to deputise for the Case Review Lead where necessary.

Key challenges

- The number of requests for Reviews is unpredictable and susceptible to fluctuations - there are currently around 650 per year but they do not come at an even rate. Adeptness in managing a constant and fluctuating caseload is therefore essential.
- The review process, including the existing triage and case management practices needs to be refined to ensure timeliness and quality. The Senior Review Officer will be central to implementing necessary changes.
- These matters are inherently difficult as the person seeking the review will, by definition, be dissatisfied with either the outcome or the process of managing the complaint – or both. Many sensitivities in a review need to be navigated and as this will require a commitment to a high level of interaction with the parties to the complaint.

Key relationships

Internal

Who	Why
Case Review Lead	• Position reports directly to the Case Review Lead to receive instruction, guidance and direction. • Escalate issues, keep informed and advise on outcome. • Advise on status of Reviews matters.
Other Commission staff	• Understanding what has happened in an assessment matter and the basis for decisions and actions. Will require good communication with Assessment and Inquiries staff in particular.

Who	Why
	• Consideration of outcomes will also require consultation with others. • Some matters will need to be referred back for consultation with the relevant professional council – which needs to occur through formal channels. • There will be instances where additional input from Clinical Advisors will be required.

External

Who	Why
Professional Councils, Local Health Districts, registered and unregistered health providers and other government departments	• To facilitate interagency cooperation and the necessary exchange of information pursuant to the Commission's legislation.
Complainants	• Communicate with complainants to understand the nature of their review and what can and cannot be achieved in a review process. • Update them on progress and maintain good communication. • Be prepared to discuss the outcome of the review with them.
Providers	• May need to reconnect with them in the review process.

Role dimensions

Decision making

The Senior Review Officer is required to exercise sound judgement and within an individual review to make appropriate decisions on outcomes.

Reporting line

Reports directly to the Case Review Lead.

Direct reports

Nil.

Budget/Expenditure

Nil.

Key knowledge and experience

- Ability to analyse and identify key issues on complex matters.
- Demonstrated capability to make well justified and reasoned recommendations for decision makers.
- Excellent writing skills – good plain English communicators.
- Advanced interpersonal skills and customer engagement skills (to talk to complainants).

Essential requirements

The HCCC has a unique and critical part to play in maintaining the integrity of the NSW health system.

As such, it is an essential requirement that all prospective employees are able to carry out their duties in an honest and consistent way, with uncompromising adherence to strong moral and ethical principles and HCCC and public sector values.

This role is classified by the Office of the Children's Guardian (OCG) as child-related employment under the Child Protection (Working with Children) Act 2012 (NSW). The successful applicant must hold a current, paid Working with Children Check (WWCC) clearance from the OCG through Service NSW and maintain this clearance for the duration of their employment.

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	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Acknowledge when someone challenges your ideas, seek to understand why and respond appropriately • Raise and work through challenging issues and seek alternatives • Respond professionally when under pressure and in challenging situations	Adept
 Personal Attributes	Manage Self Be persistent, self-reflect and commit to learning	• Adapt your existing skills to new situations • Commit to achieving work goals • Be aware of your strengths and areas for growth, and develop and apply new skills • Seek feedback from colleagues and stakeholders	Intermediate

Capability group/sets	Capability name	Behavioural indicators	Level
		Persist when tasks are difficult	
 Relationships	Communicate Effectively Communicate clearly, pay attention to others and respond with understanding and respect	- Tailor communication to suit the needs, backgrounds and perspectives of diverse audiences and address barriers to participation - Clearly explain complex ideas and arguments to individuals and groups - Create opportunities for others to contribute - Share information with other teams and business units to enable informed decision-making - Write clearly and concisely in a range of styles and formats - Use contemporary communication channels to share information, engage and interact with diverse audiences - Pay attention and encourage others to express their views	Adept
 Relationships	Commit to Customer Service Provide customer-focused services in line with public sector and organisational objectives	- Focus on providing a positive customer experience - Support a customer-focused culture in your organisation - Demonstrate a thorough knowledge of the available services and share relevant information with customers - Identify and respond quickly to customer needs - Consider different customer needs and experiences when developing solutions to meet needs - Resolve complex customer issues - Cooperate across work areas to improve outcomes for customers	Intermediate
 Results	Deliver Results Achieve results by using resources efficiently and committing to quality outcomes	- Seek and apply specialist advice when needed - Complete work tasks within set budgets, timeframes and standards - Take the initiative to progress and deliver your own work and that of the team or business unit - Contribute to assigning responsibilities and resources to ensure the team or business unit achieves goals - Identify any barriers to achieving results and resolve these where possible	Intermediate

Capability group/sets	Capability name	Behavioural indicators	Level
		Proactively change or adjust plans when needed	
 Results	Think and Solve Problems Think, analyse and consider the broader context to develop practical solutions	- Understand a problem or explore an opportunity by finding data that is relevant, trustworthy and high quality - Research and analyse information to make recommendations based on relevant evidence - Identify and find appropriate solutions for issues that may stop people from completing their tasks - Be willing to seek others' input and share your ideas to achieve best outcomes - Come up with ideas and identify ways to improve systems and processes to meet organisational and customer needs	Intermediate
 Business Enablers	Technology Understand and use available technology to maximise efficiencies and effectiveness	- Be familiar with and confident when using technology in your role - Comply with policies for using technology, including records, privacy, communication and document control policies - Comply with policies for acceptable use of technology, including cyber security, automation and artificial intelligence - Ask for help when unsure how to use a system or when something doesn't seem right	Foundational

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	Foundational

Capability group/sets	Capability name	Description	Level
 Personal Attributes	Value Diversity and Inclusion	Be inclusive and respect diverse backgrounds, experiences and perspectives	Foundational
 Relationships	Work Collaboratively	Collaborate with others and value their contribution	Foundational
 Relationships	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Foundational
 Results	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	Foundational
 Results	Demonstrate Accountability	Be proactive and responsible for your actions, and follow legislation, policy and guidelines	Foundational
 Business Enablers	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Foundational
 Business Enablers	Procurement and Contract Management	Understand and use procurement processes to ensure effective purchasing and contract performance	Foundational

Capability group/sets	Capability name	Description	Level
 Business Enablers	Project Management	Understand and use effective ways to plan, coordinate and control projects	Foundational