Health
Northern Sydney
Local Health District

NSW GOVERNMENT

Gerard Hayes
Secretary HSU
Level 2 109 Pitt Street
Sydney NSW

By email: info@hsu.asn.au

Attention: Denise O'Shaughnessy

**Proposed Restructure- Organisational Development and Capability**

Dear Mr Hayes,

I write to inform the Health Services Union of a proposed organisational change within the Organisational Development and Capability (ODC) team at Northern Sydney Local Health District. The ODC team sit within the broader People and Culture portfolio within the LHD.

Relevant for the Unions consideration is a summary below regarding proposed impacts to current roles:

- LMS Administrator role- Changed reporting lines from Management Leadership and Capability to Manager Scheduling and Systems ( Within the People and Culture Directorate)
- Regrading of the EA/Office Coordinator role (currently vacant) from Administration Officer level 6, to Health Manager level 1 and tiled Operations and Director Support Coordinator
- Regrading of existing Administration Officer level 5 roles (2.FTE currently vacant) to Health Manager level 1. New role titles are Organisational Development and Leadership Coordinator and Professional Development and Capability Coordinator.

It is proposed the vacant roles identified above are filled via a merit based process in accordance with Recruitment and Selection of Staff of the NSW Health Service. Consultation across the ODC team has comments with colleagues invited to provide direct feedback regarding the proposal.

I invite you to peruse the attached proposal document and revised role descriptions and welcome any comments you may have. Please forward any questions or comments to Adam Quested before 19 August 2021. Mr Quested can be contacted at adam.quested@health.nsw.gov.au or on 0405 530 057.

Yours Sincerely,

Ms Christine Tait Lees
Director Organisational Development and Capability
Northern Sydney Local Health District

Date: 2 August 2021

*Northern Sydney Local Health District is located on the traditional lands of the Eora Nation*

# POSITION DESCRIPTION

Health
Northern Sydney
Local Health District

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| **POSITION TITLE** | Organisational Development and Talent Officer |
| **STAFFLINK POSITION NO.** | |
| **COST CENTRE** | 251054 |
| **CLASSIFICATION** | Health Manager Level 1 |
| **AWARD** | Health Manager (State) Award |
| **REGISTRATION/LICENCE REQUIREMENTS** | Nil |
| **VACCINATION CATEGORY** | Category B |
| **PRE-EMPLOYMENT SCREENING CHECKS** | National Criminal Record Check |
| **RESPONSIBLE TO** | Manager Organisational Development and Leadership |
| **RESPONSIBLE FOR** | Nil |
| **PRIMARY PURPOSE OF THE ROLE** | To provide high-level administration support and organisational development/leadership (OD) project support to the Manager Organisational Development and Leadership (ODL) and Partners. The ODL portfolio is complex and varied and this role plays a proactive and integral part in ensuring administration responsibilities and elementary OD duties are undertaken efficiently, professionally and accurately to ensure successful implementation of strategic leadership, talent and culture initiatives for NSLHD. |
| **KEY ACCOUNTABILITIES** *(Maximum of 8)* | Contribute to the promotion, coordination, implementation and quality improvement of ODL projects, policies and initiatives, including rewards and recognition, employee experience, diversity and inclusion, leadership, succession planning and similar through project/event support, writing communications, collecting data, survey design etc. |
| | Contribute to regular reporting on ODL initiatives including Speaking Up for Safety, People Matter Engagement Survey, pulse checks, Exceptional People Awards, Diversity and Inclusion, Leadership Strategy and other ad hoc reports through minute taking, presenting data/results, project timeline traffic lights etc. |
| | Prepare and distribute communication about training programs and other ODL initiatives which may require writing emails, creating flyers, updating the intranet or similar communications |
| | Administer, coordinate, promote and monitor OD training programs including liaison with trainers, room bookings, tracking and monitoring completions via My Health Learning and analysing and reporting training evaluations |
| | Support and deliver the roll out of orientation/onboarding programs across the organisation, including stakeholder communications and coordination, analysing information and logistics support through trouble shooting, liaising with speakers, ensuring sufficient resources and presenting/facilitating the day when required |

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| | Coordinate maintenance, inventory systems and procurement for the team ensuring positive business partnerships with internal and external stakeholders including vendors through payment of invoices, customer service with vendors, use of iProcurement et | |
| | Maintain ODL pages on NSLHD intranet to ensure currency and accuracy | |
| | Take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing | |
| **KEY CHALLENGES** *(Maximum of 3)* | Prioritising work in accordance with fluctuating demands and schedules and managing competing demands effectively and efficiently | |
| | Establishing, fostering and maintaining strong a customer focussed approach within a busy and high demand environment | |
| | Ability to recognise a situation requiring escalation and escalating appropriately | |
| **KEY INTERNAL RELATIONSHIPS** *(Maximum of 3)* | WHO | WHY |
| | Manager Organisational Development and Leadership and Organisational Development Partners | Provide direct support |
| | Specialist People and Culture teams including HRBPs | Resolve queries and collaborate on initiatives |
| | Colleagues from other directorates engaged in culture and/or training initiatives | Establish and maintain sound working relationships to support and understand their queries and challenges |

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| **KEY EXTERNAL RELATIONSHIPS** *(Maximum of 2)* | WHO<br><br>Vendors | WHY<br><br>Procurement, customer service |
| **ESSENTIAL REQUIREMENTS** (what the applicant must have) | • Competent computer skills using Microsoft Word, Outlook, Excel, PowerPoint, TRIM and SharePoint (or equivalent)<br>• Strong interpersonal and communication skills with a customer service focus<br>• Demonstrated experience providing high level administrative support, including minute taking, roster preparation and drafting and reviewing communication materials, showing high level of accuracy and attention to detail | |
| **SELECTION CRITERIA**<br><br>*(Minimum of 3 maximum of 8)* | Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them. | |
| | Involvement in organisation wide initiatives with the ability to prioritise and organise a complex workload | |
| | Demonstrated commitment to creative approaches to solving a problem with multiple stakeholders | |
| | Demonstrated ability to work collaboratively with team and other stakeholders to complete projects and tasks | |
| | Demonstrated ability to assist the planning, implementation and reporting on time-critical projects | |
| | Ability to evaluate and report on project delivery and outcomes | |
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| **NSW Public Sector Capability Framework** | | |
|---|---|---|
| **Capability Group** | **Capability Name** | **Health Manager 1** |
| Personal Attributes | Display Resilience and Courage | Intermediate |
| | **Act with Integrity** | **Foundational** |
| | Manage Self | Foundational |
| | Value Diversity and Inclusion | Foundational |
| Relationships | Communicate Effectively | Intermediate |
| | Commit to Customer Service | Foundational |
| | **Work Collaboratively** | **Foundational** |
| | Influence and Negotiate | Foundational |
| | Deliver Results | Intermediate |
| | Plan and Prioritise | Foundational |

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| | **Think and Solve Problems** | **Foundational** |
| | Demonstrate Accountability | Foundational |
| | Finance | Foundational |
| | Technology | Foundational |
| | Procurement and Contract Management | Foundational |
| | Project Management | Intermediate |

## JOB DEMANDS CHECKLIST

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. This form is to be completed in consultation with the manager/supervisor of the position being recruited for.

| | |
|---|---|
| Infrequent: | intermittent activity exists for a short time on a very infrequent basis |
| Occasional: | activity exists up to 1/3 of the time when performing the job |
| Frequent: | activity exists between 1/3 and 2/3 of the time when performing the job |
| Constant: | activity exists for more than 2/3 or the time when performing the job |
| Repetitive: | activity involved repetitive movements |
| Not Applicable: | activity is not required to perform the job |

| Physical Demands | Frequency |
|---|---|
| **Sitting** - remaining in a seated position to perform tasks | Constant |
| **Standing** - remaining standing without moving about to perform tasks | Frequent |
| **Walking** - Floor type: even / uneven / slippery, indoors / outdoors, slopes | Frequent |
| **Running** - Floor type: even / uneven / slippery, indoors / outdoors, slopes | Infrequent |
| **Bend/Lean Forward from Waist** - Forward bending from the waist to perform tasks | Occasional |
| **Trunk Twisting** - Turning from the waist while sitting or standing to perform tasks | Occasional |
| **Kneeling** - remaining in a kneeling posture to perform tasks | Occasional |
| **Squatting / Crouching** - Adopting a squatting or crouching posture to perform tasks | Infrequent |
| **Leg / Foot Movement** - Use of leg and / or foot to operate machinery | Not applicable |
| **Climbing (stairs/ladders)** - Ascend / descend stairs, ladders, steps | Frequent |
| **Lifting / Carrying** - Light lifting & carrying: 0 - 9 kg | Occasional |
| **Lifting / Carrying** - Moderate lifting & carrying: 10 - 15 kg | Infrequent |
| **Lifting / Carrying** - Heavy lifting & carrying: 16kg & above | Not applicable |
| **Reaching** - Arms fully extended forward or raised above shoulder | Infrequent |
| **Pushing / Pulling / Restraining** - Using force to hold / restrain or move objects toward or away from the body | Not applicable |
| **Head / Neck Postures** - Holding head in a position other than neutral (facing forward) | Infrequent |
| **Hand & Arm Movements** - Repetitive movements of hands and arms | Frequent |
| **Grasping / Fine Manipulation** - Gripping, holding, clasping with fingers or hands | Infrequent |
| **Work At Heights** - Using ladders, footstools, scaffolding, or other objects to perform work | Not applicable |
| **Driving** - Operating any motor powered vehicle | Occasional |

| Sensory Demands | Frequency |
|---|---|
| **Sight** - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens | Constant |
| **Hearing** - Use of hearing is an integral part of work performance e.g. Telephone enquiries | Frequent |
| **Smell** - Use of smell is an integral part of work performance e.g. Working with chemicals | Not applicable |
| **Taste** - Use of taste is an integral part of work performance e.g. Food preparation | Not applicable |
| **Touch** - Use of touch is an integral part of work performance | Constant |
| **Psychosocial Demands** | **Frequency** |
| **Distressed People** - e.g. Emergency or grief situations | Infrequent |
| **Aggressive & Uncooperative People** - e.g. drug / alcohol, dementia, mental illness | Infrequent |
| **Unpredictable People** – eg dementia, mental illness, head injuries | Infrequent |
| **Restraining** - involvement in physical containment of patients / clients | Not applicable |
| **Exposure to Distressing Situations** - e.g. Child abuse, viewing dead / mutilated bodies | Not applicable |
| **Environmental Demands** | **Frequency** |
| **Dust -** Exposure to atmospheric dust | Infrequent |
| **Gases -** Working with explosive or flammable gases requiring precautionary measures | Not applicable |
| **Fumes -** Exposure to noxious or toxic fumes | Not applicable |
| **Liquids -** Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE | Not applicable |
| **Hazardous substances -** e.g. Dry chemicals, glues | Infrequent |
| **Noise -** Environmental / background noise necessitates people raise their voice to be heard | Infrequent |
| **Inadequate Lighting -** Risk of trips, falls or eyestrain | Not applicable |
| **Sunlight -** Risk of sunburn exists from spending more than 10 minutes per day in sunlight | Infrequent |
| **Extreme Temperatures -** Environmental temperatures are less than 15C or more than 35C | Infrequent |
| **Confined Spaces -** areas where only one egress (escape route) exists | Not applicable |
| **Slippery or Uneven Surfaces -** Greasy or wet floor surfaces, ramps, uneven ground | Occasional |
| **Inadequate Housekeeping -** Obstructions to walkways and work areas cause trips and falls | Occasional |
| **Working At Heights -** Ladders / stepladders / scaffolding are required to perform tasks | Infrequent |
| **Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases** | Not applicable |

# POSITION DESCRIPTION

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|---|---|
| **POSITION TITLE** | Operations and Director Support Coordinator |
| **STAFFLINK POSITION NO.** | |
| **COST CENTRE** | TBC |
| **CLASSIFICATION** | Health Manager Level 1 |
| **AWARD** | Health Manager (State) Award |
| **REGISTRATION/LICENCE REQUIREMENTS** | Nil |
| **VACCINATION CATEGORY** | Category B |
| **PRE-EMPLOYMENT SCREENING CHECKS** | National Criminal Record Check |
| **RESPONSIBLE TO** | Director Organisational Development and Capability |
| **RESPONSIBLE FOR** | Bookings Administrator |
| **PRIMARY PURPOSE OF THE ROLE** | The Organisational Development and Capability (ODaC) portfolio is complex and varied and this role plays a proactive and integral part in ensuring office management, administration, and procurement duties are undertaken efficiently, professionally and accurately to ensure successful implementation of education and training, talent development, organisational development and culture initiatives for NSLHD. The role will manage the office requirements, activities of the ODaC team and the ODaC intranet site, and provide of executive assistance to the Director. The role will support other Coordinator roles in the team in data entry and analysis working collaboratively to effect a responsive, high performing team. |
| **KEY ACCOUNTABILITIES** *(Maximum of 8)* | Develop, maintain and update consistent and efficient administrative practices, processes and systems for the ODaC team to improve effectiveness, customer focus and service delivery for all stakeholders |
| | Coordinate maintenance schedule, inventory systems and procurement for the ODaC team ensuring positive business partnerships with internal and external stakeholders including vendors through payment of invoices, customer service with vendors, use of iProcurement, and management of office stock levels and assets across the virtual team, ensuring a maturity and maintenance plan on all equipment. |
| | Collaboratively contribute to the promotion, coordination, implementation and quality improvement of ad hoc and perpetual ODaC projects, policies, initiatives and events in collaboration with others in the team, taking the lead when necessary |
| | End to end project management, (administration, coordination, promotion and monitoring) of ODaC education and training programs including liaison with trainers, room bookings, tracking and monitoring completions via My Health Learning and analysing and reporting training evaluations. |
| | Take responsibility for the effective recruitment, leadership, management, development and performance of direct reports and play an active role in team culture development and practices which value diversity. |

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| | Maintain ODaC pages on NSLHD intranet to ensure currency and accuracy as well as the recruitment, induction and orientation processes for the ODaC team and relevant documentation | |
| | Executive assistance to the Director including management and prioritisation of correspondence, briefs and referral notes, diary management, organisation of meeting papers and minute taking to meet business requirements and ensuring document compliance and professional look and feel. | |
| | Take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing | |
| **KEY CHALLENGES** *(Maximum of 3)* | Responding efficiently and effectively in a constantly changing environment | |
| | Communicating effectively and coordinating responsibilities in a virtual team. | |
| | Managing deadlines and remaining flexible and a variety of portfolios. | |
| **KEY INTERNAL RELATIONSHIPS** *(Maximum of 3)* | WHO | WHY |
| | Director Organisational Development and Capability | Provide direct support |
| | Specialist People and Culture teams including HRBPs | Resolve queries and collaborate on initiatives |
| | Colleagues from other directorates engaged in culture and/or training initiatives | Establish and maintain sound working relationships to support and understand their queries and challenges |

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|---|---|---|
| **KEY EXTERNAL RELATIONSHIPS** *(Maximum of 2)* | WHO<br><br>Vendors | WHY<br><br>Procurement, customer service |
| **ESSENTIAL REQUIREMENTS** (what the applicant must have) | • Competent computer skills using Microsoft Word, Outlook, Excel, PowerPoint, TRIM and SharePoint (or equivalent)<br>• Qualification Certificate lll in Health Administration or Management; and or extensive experience in an administrative role, preferably at executive assistant level.<br>• Strong interpersonal and communication skills with a customer service focus<br>• Demonstrated experience providing high level administrative support, including minute taking, roster preparation and drafting and reviewing communication materials, showing high level of accuracy and attention to detail<br>• Current drivers licence with access to a car to ensure ability to work across the LHD as required | |
| **SELECTION CRITERIA**<br><br>*(Minimum of 3 maximum of 8)* | Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them. | |
| | Demonstrated capacity to liaise with, and proactively meet the expectations of, multiple key stakeholders within coordinated timelines for delivery of outcomes. | |
| | Demonstrated ability to accurately problem solve, prioritise workloads, meet deadlines, and work without direct supervision using initiative and judgement. | |
| | Demonstrated leadership skills including, influence and negotiation skills, team building skills, effective listening and organisational skills. | |
| | Demonstrated ability to maintain confidentiality, and ensure integrity and discretion. | |
| | Demonstrated ability and experience managing individuals and teams | |
| | Experience with procurement, asset management and inventory to ensure the right items, equipment and supplies are available for effective delivery of services | |
| | Demonstrated ability to think creatively | |

| **NSW Public Sector Capability Framework** | | |
|---|---|---|
| **Capability Group** | **Capability Name** | **Health Manager 1** |
| | Display Resilience and Courage | Intermediate |
| | **Act with Integrity** | **Intermediate** |
| | Manage Self | Foundational |
| | Value Diversity and Inclusion | Foundational |

| | | |
|---|---|---|
| | Communicate Effectively | Intermediate |
| | Commit to Customer Service | Intermediate |
| | **Work Collaboratively** | **Foundational** |
| | Influence and Negotiate | Foundational |
| | Deliver Results | Intermediate |
| | Plan and Prioritise | Foundational |
| | **Think and Solve Problems** | **Foundational** |
| | Demonstrate Accountability | Foundational |
| | Finance | Foundational |
| | **Technology** | **Intermediate** |
| | Procurement and Contract Management | Intermediate |
| | Project Management | Foundational |
| | **Manage and Develop People** | **Foundational** |
| | Inspire Direction and Purpose | Foundational |
| | Optimise Business Outcomes | Foundational |
| | Manage Reform and Change | Foundational |

## JOB DEMANDS CHECKLIST

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. This form is to be completed in consultation with the manager/supervisor of the position being recruited for.

| | |
|---|---|
| Infrequent: | intermittent activity exists for a short time on a very infrequent basis |
| Occasional: | activity exists up to 1/3 of the time when performing the job |
| Frequent: | activity exists between 1/3 and 2/3 of the time when performing the job |
| Constant: | activity exists for more than 2/3 or the time when performing the job |
| Repetitive: | activity involved repetitive movements |
| Not Applicable: | activity is not required to perform the job |

| Physical Demands | Frequency |
|---|---|
| **Sitting** - remaining in a seated position to perform tasks | Constant |
| **Standing** - remaining standing without moving about to perform tasks | Frequent |
| **Walking** - Floor type: even / uneven / slippery, indoors / outdoors, slopes | Frequent |
| **Running** - Floor type: even / uneven / slippery, indoors / outdoors, slopes | Infrequent |
| **Bend/Lean Forward from Waist** - Forward bending from the waist to perform tasks | Occasional |
| **Trunk Twisting** - Turning from the waist while sitting or standing to perform tasks | Occasional |
| **Kneeling** - remaining in a kneeling posture to perform tasks | Occasional |
| **Squatting / Crouching** - Adopting a squatting or crouching posture to perform tasks | Infrequent |
| **Leg / Foot Movement** - Use of leg and / or foot to operate machinery | Not applicable |
| **Climbing (stairs/ladders)** - Ascend / descend stairs, ladders, steps | Frequent |
| **Lifting / Carrying** - Light lifting & carrying: 0 - 9 kg | Occasional |
| **Lifting / Carrying** - Moderate lifting & carrying: 10 - 15 kg | Infrequent |
| **Lifting / Carrying** - Heavy lifting & carrying: 16kg & above | Not applicable |
| **Reaching** - Arms fully extended forward or raised above shoulder | Infrequent |
| **Pushing / Pulling / Restraining** - Using force to hold / restrain or move objects toward or away from the body | Not applicable |
| **Head / Neck Postures** - Holding head in a position other than neutral (facing forward) | Infrequent |
| **Hand & Arm Movements** - Repetitive movements of hands and arms | Frequent |
| **Grasping / Fine Manipulation** - Gripping, holding, clasping with fingers or hands | Infrequent |
| **Work At Heights** - Using ladders, footstools, scaffolding, or other objects to perform work | Not applicable |
| **Driving** - Operating any motor powered vehicle | Occasional |

| Sensory Demands | Frequency |
|---|---|
| **Sight** - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens | Constant |
| **Hearing** - Use of hearing is an integral part of work performance e.g. Telephone enquiries | Frequent |
| **Smell** - Use of smell is an integral part of work performance e.g. Working with chemicals | Not applicable |
| **Taste** - Use of taste is an integral part of work performance e.g. Food preparation | Not applicable |
| **Touch** - Use of touch is an integral part of work performance | Constant |
| **Psychosocial Demands** | **Frequency** |
| **Distressed People** - e.g. Emergency or grief situations | Infrequent |
| **Aggressive & Uncooperative People** - e.g. drug / alcohol, dementia, mental illness | Infrequent |
| **Unpredictable People** – eg dementia, mental illness, head injuries | Infrequent |
| **Restraining** - involvement in physical containment of patients / clients | Not applicable |
| **Exposure to Distressing Situations** - e.g. Child abuse, viewing dead / mutilated bodies | Not applicable |
| **Environmental Demands** | **Frequency** |
| **Dust -** Exposure to atmospheric dust | Infrequent |
| **Gases -** Working with explosive or flammable gases requiring precautionary measures | Not applicable |
| **Fumes -** Exposure to noxious or toxic fumes | Not applicable |
| **Liquids -** Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE | Not applicable |
| **Hazardous substances -** e.g. Dry chemicals, glues | Infrequent |
| **Noise -** Environmental / background noise necessitates people raise their voice to be heard | Infrequent |
| **Inadequate Lighting -** Risk of trips, falls or eyestrain | Not applicable |
| **Sunlight -** Risk of sunburn exists from spending more than 10 minutes per day in sunlight | Infrequent |
| **Extreme Temperatures -** Environmental temperatures are less than 15C or more than 35C | Infrequent |
| **Confined Spaces -** areas where only one egress (escape route) exists | Not applicable |
| **Slippery or Uneven Surfaces -** Greasy or wet floor surfaces, ramps, uneven ground | Occasional |
| **Inadequate Housekeeping -** Obstructions to walkways and work areas cause trips and falls | Occasional |
| **Working At Heights -** Ladders / stepladders / scaffolding are required to perform tasks | Infrequent |
| **Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases** | Not applicable |

# POSITION DESCRIPTION

| | |
|---|---|
| **POSITION TITLE** | Professional Development and Capability Coordinator |
| **STAFFLINK POSITION NO.** | |
| **COST CENTRE** | TBC |
| **CLASSIFICATION** | Health Manager Level 1 |
| **AWARD** | Health Manager (State) Award |
| **REGISTRATION/LICENCE REQUIREMENTS** | Nil |
| **VACCINATION CATEGORY** | Category B |
| **PRE-EMPLOYMENT SCREENING CHECKS** | National Criminal Record Check |
| **RESPONSIBLE TO** | Manager Professional Development and Capability |
| **RESPONSIBLE FOR** | Nil |
| **PRIMARY PURPOSE OF THE ROLE** | To provide high-level administration support and professional development and capability project support to the Manager Professional Development and Capability (PDC) and Partners. The PDC portfolio is complex and varied and this role plays a proactive and integral part in ensuring administration responsibilities and elementary PDC duties are undertaken efficiently, professionally and accurately to ensure successful implementation of education and training, talent development and culture initiatives for NSLHD. |
| **KEY ACCOUNTABILITIES** *(Maximum of 8)* | Lead or contribute to the promotion, coordination, implementation and quality improvement of PDC projects, policies and initiatives, including education and training, capability mapping, professional development through project/event support, writing communications, collecting data, survey design, administrating courses etc. |
| | Contribute to regular reporting and project management of PDC initiatives to ensure value-add for audiences through effective minute taking, comms preparation, newsletter design and development, visually appealing presentation of data/results, project timeline traffic lights, and course reports |
| | Prepare, design and distribute communication about training programs and other PDC initiatives which may require writing emails, creating flyers, updating the intranet or similar communications |
| | Proactively administer, coordinate, promote and monitor PDC training programs including liaison with trainers, room bookings, tracking and monitoring completions via My Health Learning, and analysing and reporting training evaluations |
| | Coordinate maintenance, inventory systems and procurement for the team ensuring positive business partnerships with internal and external stakeholders including vendors through payment of invoices, customer service with vendors, use of iProcurement etc |
| | Maintain PDC pages on NSLHD intranet to ensure currency and accuracy |

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|---|---|---|
| | Take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing | |
| | | |
| **KEY CHALLENGES** *(Maximum of 3)* | Prioritising work in accordance with fluctuating demands and schedules and managing competing demands effectively and efficiently | |
| | Establishing, fostering and maintaining strong a customer focussed approach within a busy and high demand environment | |
| | Ability to recognise a situation requiring escalation and escalating appropriately | |
| **KEY INTERNAL RELATIONSHIPS** *(Maximum of 3)* | WHO | WHY |
| | Manager Professional Development and Capability and Professional Development Partners | Provide direct support |
| | Specialist People and Culture teams including HRBPs | Resolve queries and collaborate on initiatives |
| | Colleagues from other directorates engaged in culture and/or training initiatives | Establish and maintain sound working relationships to support and understand their queries and challenges |

| | | |
|---|---|---|
| **KEY EXTERNAL RELATIONSHIPS** *(Maximum of 2)* | WHO<br><br>Vendors | WHY<br><br>Procurement, customer service |
| **ESSENTIAL REQUIREMENTS** (what the applicant must have) | • Competent computer skills using Microsoft Word, Outlook, Excel, PowerPoint, TRIM and SharePoint (or equivalent)<br>• Strong interpersonal and communication skills with a customer service focus<br>• Demonstrated experience providing high level administrative support, including minute taking, roster preparation and drafting and reviewing communication materials, showing high level of accuracy and attention to detail | |
| **SELECTION CRITERIA**<br><br>*(Minimum of 3 maximum of 8)* | Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them. | |
| | Involvement in education and training initiatives with the ability to prioritise and organise a complex workload | |
| | Demonstrated commitment to creative approaches to solving a problem with multiple stakeholders | |
| | Demonstrated ability to work collaboratively with team and other stakeholders to complete projects and tasks | |
| | Demonstrated ability to assist the planning, implementation and reporting on time-critical projects | |
| | Ability to evaluate and report on project delivery and outcomes | |
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| **NSW Public Sector Capability Framework** | | |
|---|---|---|
| **Capability Group** | **Capability Name** | **Health Manager 1** |
| | Display Resilience and Courage | Intermediate |
| | **Act with Integrity** | **Foundational** |
| | Manage Self | Foundational |
| | Value Diversity and Inclusion | Foundational |
| | Communicate Effectively | Intermediate |
| | Commit to Customer Service | Foundational |
| | **Work Collaboratively** | **Foundational** |
| | Influence and Negotiate | Foundational |
| | Deliver Results | Intermediate |
| | Plan and Prioritise | Foundational |

| | | |
|---|---|---|
| | **Think and Solve Problems** | **Foundational** |
| | Demonstrate Accountability | Foundational |
| | Finance | Foundational |
| | Technology | Foundational |
| | Procurement and Contract Management | Foundational |
| | Project Management | Intermediate |

## JOB DEMANDS CHECKLIST

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. This form is to be completed in consultation with the manager/supervisor of the position being recruited for.

| | |
|---|---|
| Infrequent: | intermittent activity exists for a short time on a very infrequent basis |
| Occasional: | activity exists up to 1/3 of the time when performing the job |
| Frequent: | activity exists between 1/3 and 2/3 of the time when performing the job |
| Constant: | activity exists for more than 2/3 or the time when performing the job |
| Repetitive: | activity involved repetitive movements |
| Not Applicable: | activity is not required to perform the job |

| Physical Demands | Frequency |
|---|---|
| **Sitting** - remaining in a seated position to perform tasks | Constant |
| **Standing** - remaining standing without moving about to perform tasks | Frequent |
| **Walking** - Floor type: even / uneven / slippery, indoors / outdoors, slopes | Frequent |
| **Running** - Floor type: even / uneven / slippery, indoors / outdoors, slopes | Infrequent |
| **Bend/Lean Forward from Waist** - Forward bending from the waist to perform tasks | Occasional |
| **Trunk Twisting** - Turning from the waist while sitting or standing to perform tasks | Occasional |
| **Kneeling** - remaining in a kneeling posture to perform tasks | Occasional |
| **Squatting / Crouching** - Adopting a squatting or crouching posture to perform tasks | Infrequent |
| **Leg / Foot Movement** - Use of leg and / or foot to operate machinery | Not applicable |
| **Climbing (stairs/ladders)** - Ascend / descend stairs, ladders, steps | Frequent |
| **Lifting / Carrying** - Light lifting & carrying: 0 - 9 kg | Occasional |
| **Lifting / Carrying** - Moderate lifting & carrying: 10 - 15 kg | Infrequent |
| **Lifting / Carrying** - Heavy lifting & carrying: 16kg & above | Not applicable |
| **Reaching** - Arms fully extended forward or raised above shoulder | Infrequent |
| **Pushing / Pulling / Restraining** - Using force to hold / restrain or move objects toward or away from the body | Not applicable |
| **Head / Neck Postures** - Holding head in a position other than neutral (facing forward) | Infrequent |
| **Hand & Arm Movements** - Repetitive movements of hands and arms | Frequent |
| **Grasping / Fine Manipulation** - Gripping, holding, clasping with fingers or hands | Infrequent |
| **Work At Heights** - Using ladders, footstools, scaffolding, or other objects to perform work | Not applicable |
| **Driving** - Operating any motor powered vehicle | Occasional |

| Sensory Demands | Frequency |
|---|---|
| **Sight** - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens | Constant |
| **Hearing** - Use of hearing is an integral part of work performance e.g. Telephone enquiries | Frequent |
| **Smell** - Use of smell is an integral part of work performance e.g. Working with chemicals | Not applicable |
| **Taste** - Use of taste is an integral part of work performance e.g. Food preparation | Not applicable |
| **Touch** - Use of touch is an integral part of work performance | Constant |
| **Psychosocial Demands** | **Frequency** |
| **Distressed People** - e.g. Emergency or grief situations | Infrequent |
| **Aggressive & Uncooperative People** - e.g. drug / alcohol, dementia, mental illness | Infrequent |
| **Unpredictable People** – eg dementia, mental illness, head injuries | Infrequent |
| **Restraining** - involvement in physical containment of patients / clients | Not applicable |
| **Exposure to Distressing Situations** - e.g. Child abuse, viewing dead / mutilated bodies | Not applicable |
| **Environmental Demands** | **Frequency** |
| **Dust -** Exposure to atmospheric dust | Infrequent |
| **Gases -** Working with explosive or flammable gases requiring precautionary measures | Not applicable |
| **Fumes -** Exposure to noxious or toxic fumes | Not applicable |
| **Liquids -** Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE | Not applicable |
| **Hazardous substances -** e.g. Dry chemicals, glues | Infrequent |
| **Noise -** Environmental / background noise necessitates people raise their voice to be heard | Infrequent |
| **Inadequate Lighting -** Risk of trips, falls or eyestrain | Not applicable |
| **Sunlight -** Risk of sunburn exists from spending more than 10 minutes per day in sunlight | Infrequent |
| **Extreme Temperatures -** Environmental temperatures are less than 15C or more than 35C | Infrequent |
| **Confined Spaces -** areas where only one egress (escape route) exists | Not applicable |
| **Slippery or Uneven Surfaces -** Greasy or wet floor surfaces, ramps, uneven ground | Occasional |
| **Inadequate Housekeeping -** Obstructions to walkways and work areas cause trips and falls | Occasional |
| **Working At Heights -** Ladders / stepladders / scaffolding are required to perform tasks | Infrequent |
| **Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases** | Not applicable |

# Restructure – Consultation Document (Procedure reference PR2014_016)

**Document control sheet**

**Contact for enquiries and proposed changes:**

**Project sponsor**

| | |
|---|---|
| Name | [redacted] |
| Position | Director Organisational Development and Capability |

**Executive Project sponsor**

| | |
|---|---|
| Name: | [redacted] |
| Position: | Director People and Culture |

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# Stage 1 – Scope, Plan and Approval

## 1.1 The Need for Change

### 1.1.1 Description of Service

The Organisational Development and Capability (ODaC) team is comprised of the Organisational Development and Talent team and the Centre for Education and Talent Development. Together the teams are the primary organisational and professional development function for Northern Sydney Local Health District (NSLHD). The team has key programs of work that support uplift in NSLHD's performance outcomes in people management, career and professional development, culture, and leadership of staff, managers and the organisation. Some of the areas of work include:

### 1.1.2 Background

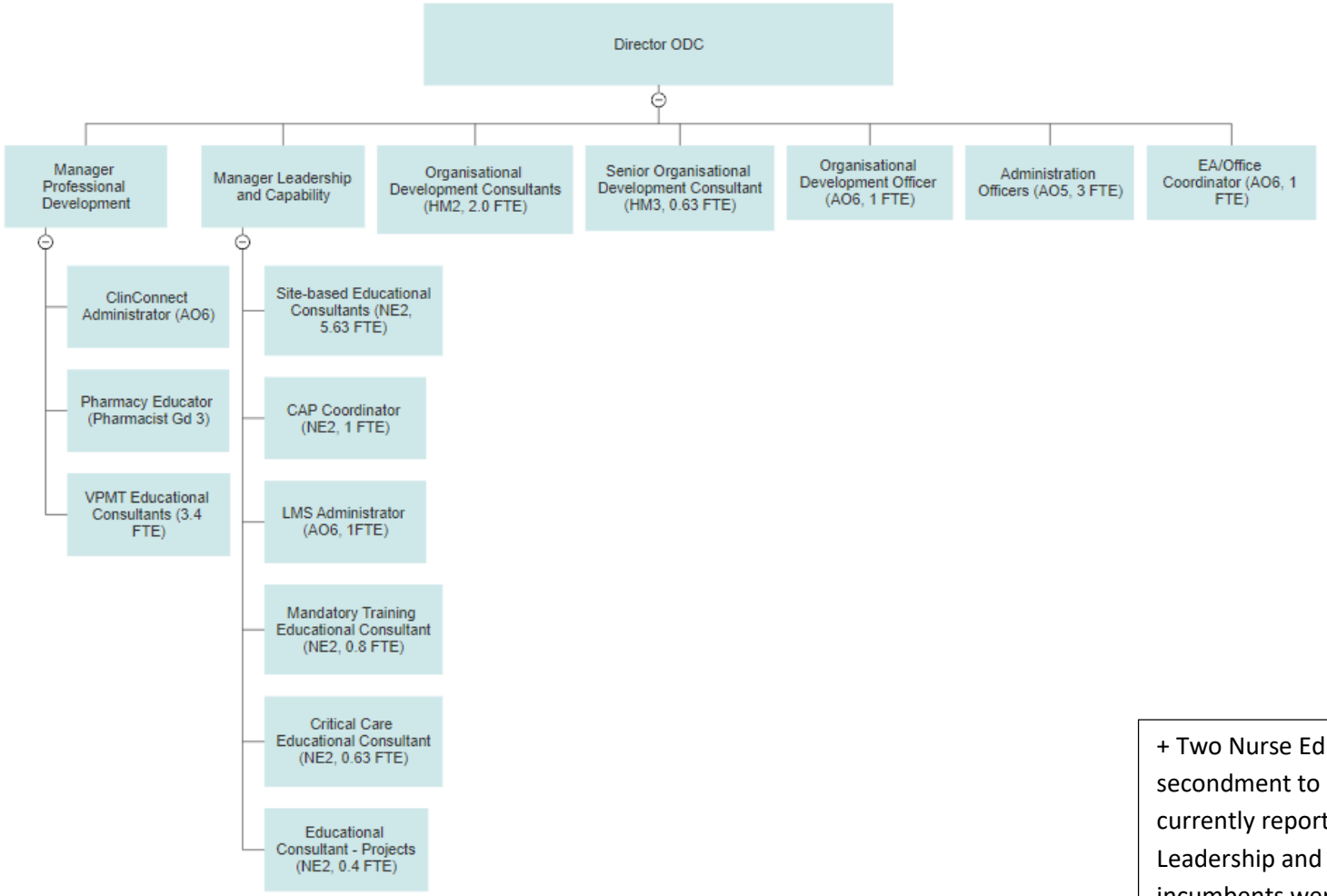
In March 2021 the Director Organisational Development and Capability was appointed, with the Organisational Development and Talent team and the staff in the Centre for Education and Talent Development reporting to the Director. Consultation with staff and industrial bodies relating to this changes was completed in January and February 2021.

At the time, the agenda of the team was determined to include the following six programs/ areas of work:

1. Capability, Professional Development and Career Management
2. Diversity, Inclusion and Belonging
3. Leadership Strategy
4. Talent Management and Workforce Planning
5. Organisational Culture
6. Employee Experience and Recognition

In order for NSLHD to create a sustainable model for the future, and accelerate the effective development and implementation of the Organisational Development and Capability brief, in line with contemporary organisations globally and now emerging within many NSW Health entities, the functions of organisational development and education and development need to be absolutely aligned and synergistic.

### 1.1.3 Current Structure




+ Two Nurse Educator 1 roles (FTE 1.4) on secondment to District HETI services, currently reporting to Manager Leadership and Capability. These incumbents were affected by an earlier restructure and have remained at HETI for the past five years. They are not impacted by this restructure.

| Current Title | FTE | Grade |
|---|---|---|
| Manager Professional Development | 1 | HM4 |
| Manager Leadership and Capability | 1 | NM4/HM4 |
| EA/Office Coordinator | 1 | AO6 |
| Organisational Development and Talent Officer | 1 | AO6 |
| Administration Officer | 2 | AO5 |
| Educational Consultant | 5.63 | NE2 |
| Educational Consultant – Projects | 0.4 | NE2 |
| Mandatory Training Educational Consultant | 0.8 | NE2 |
| LMS Administrator | 1 | AO6 |
| ClinConnect Administrator | 1 | AO6 |
| Educational Consultant - VPMT | 3.4 | NE2/ HP5 |
| Educational Consultant – Critical Care | 0.63 | NE2 |
| CAP Coordinator | NE2 | 1 |
| Pharmacy Educator | Pharm G3 | 0.63 |
| Bookings Administrator | AO5 | 1 |

## 1.2 Restructure Plan

### 1.2.1 Reason and Purpose of the Restructure

Following the appointment of the Director Position, the new leader's role has been to engage with the team to enable everyone to have an opportunity to contribute to the vision, identity and branding of the new team.

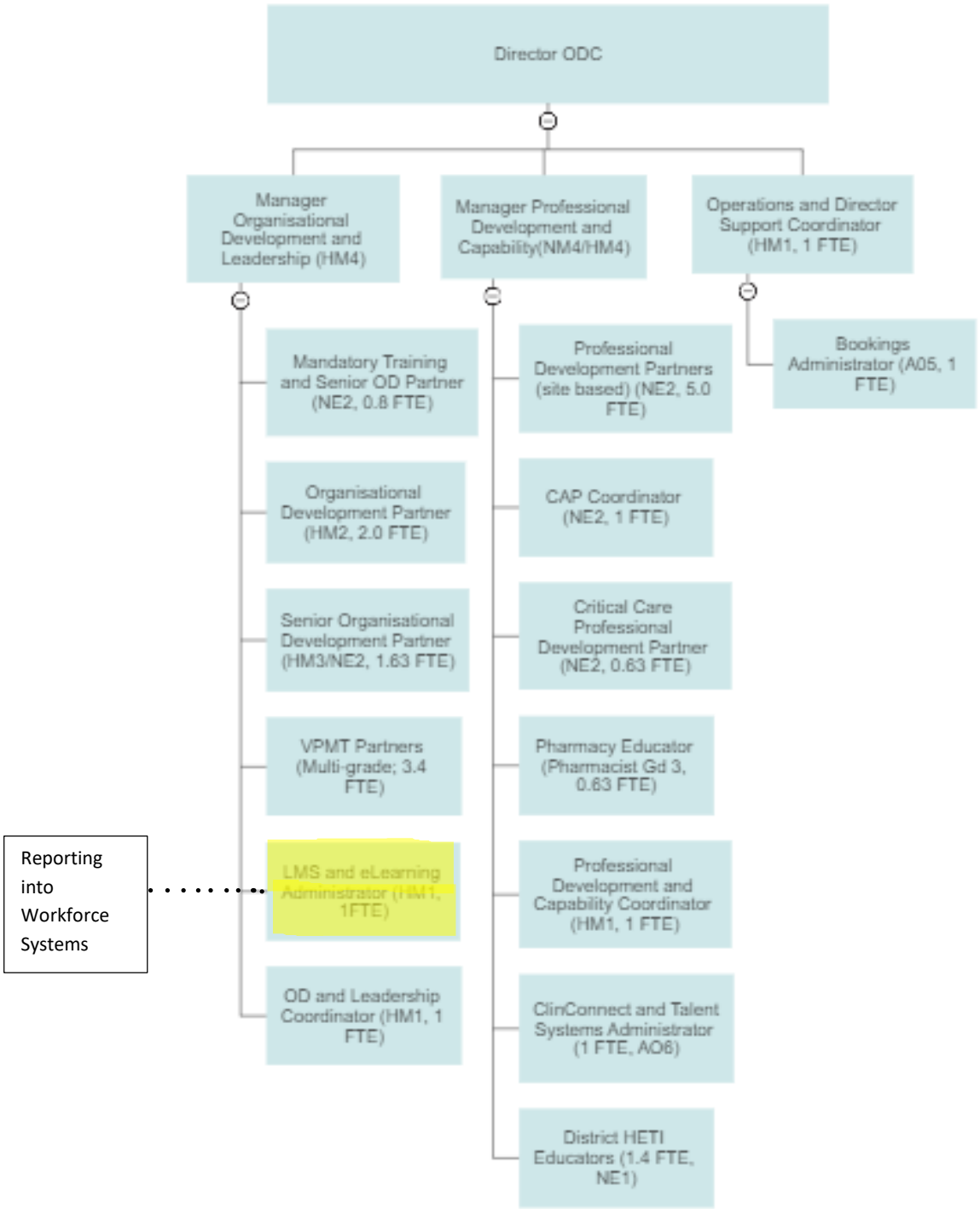
Consultation with the team highlighted a number of issues and concerns with the current structure and function of the ODaC team including reporting lines, prioritising work, ways of working, culture and flexible work practices.

The next step in achieving an agile and robust whole-of-district response to our people priorities and opportunities and to achieve career development opportunities for staff within the teams, is a restructure and realignment of positions within the team.

The key objectives of the restructure are:

- To implement an efficient and effective management structure
- To ensure the organisational structure is robust and can effectively implement all necessary changes to ensure activity and quality KPIs are met
- To ensure sustainable business and resource management model
- To enable career progression and professional development opportunities for staff
- To set the team up to be able to deliver exceptional service in a VUCA (Volatile, Uncertain, Complex, Ambiguous) world

### 1.2.2 Proposed New Structure



### 1.2.3 Proposed New and/or Amended Positions

The following tables outline the proposed changes to the role. Reporting lines are clearly articulated in the organisational chart above (1.2.2). Position Descriptions for the roles are available on request.

**Proposed Additions/Amendments to the Establishment**

| Classification | FTE |
|---|---|
| Health Manager 1 | 4 |

**Proposed Deletions from Establishment**

| Deleted Position | FTE | Grade |
|---|---|---|
| Administration Officer | 2 | AO5 |
| Organisational Development and Talent Officer | 1 | AO6 |
| EA/ Office Coordinator | 1 | AO6 |
| LMS Administrator | 1 | AO6 |

**Proposed New Positions**

| Proposed New Title | FTE | Grade |
|---|---|---|
| Manager Professional Development and Capability | 1 | HM4 |
| Manager Organisational Development and Leadership | 1 | HM4 |
| Operations and Director Support Coordinator | 1 | HM1 |
| Organisational Development and Leadership Coordinator | 1 | HM1 |
| Professional Development and Capability Coordinator | 1 | HM1 |
| Professional Development Partner | 5 | NE2 |
| Senior OD partner | 1.0 | NE2 or HM3 |
| Mandatory Training and Senior OD Partner | 0.8 | NE2 or HM3 |
| ClinConnect and Talent Systems Administrator | 1 | A06 |
| VPMT Partner | 3.4 | NE2/ HP5 |
| Critical Care Professional Development Partner | 0.63 | NE2 |

**All positions have proposed change in reporting lines**

**The following positions have no other changes other than reporting lines**

| Position | Grade | FTE |
|---|---|---|
| CAP Coordinator | NE2 | 1 |
| Pharmacy Educator | Pharm G3 | 0.63 |
| Bookings Administrator | AO5 | 1 |

Position Descriptions for the roles are available on request.

### 1.2.4 Impact on services and functions

The proposed structure has the benefit of both continuing to support and collaborate with key stakeholders such as the Directors of Nursing and Midwifery and provide a more balanced workforce into the organisational development component of the service. It enables us to be more agile and bolsters our services in key priority areas. The restructure will enable the service to meet organisational needs and the opportunity to innovate into the future.

The strengths of the proposed structure:

- Identifies operational streams of the ODC Team and establishes functional areas within these streams.
- Facilitates efficiencies in the management structure
- Strengthens the responsibilities of management team

- Is cost neutral, ensuring the ODC Team can continue to increase output while maintaining quality service delivery, supporting increasing participation
- Creates an environment that encourages both internal promotion (e.g. HM1, HM2, HM3, HM4 roles are all in the structure) and cross skilling to support staff satisfaction. Teams can work across functions (e.g. on specific projects) but who is leading the process will be clear from the reporting lines.
- Strengthens the leadership of Leadership programs.

### 1.2.5 Likely impact on employees

The impact of structural change cannot be underestimated. Many staff in the team are affected in some way by this proposed restructure. In terms of how the new structure looks from a grading perspective and head count, this is shown in the table below. It needs to also be said, that as positions become vacant the grading of roles will be reviewed to ensure the right fit for each role (note asterisks in the table below).

It is intended that roles that support nurses remain as Nurse Educator roles and no staff currently employed in the team under the *Public Health System Nurses' and Midwives' (State) Award 2019* will be required to change their grading or classification.

| **Position Grades** | **Current Structure** | | **Change** | |
|---|---|---|---|---|
| | **Headcount** | **FTE** | **FTE** | |
| HSM5 | **1** | **1.0** | **1.0** | **n/a** |
| HSM4/NM4[1] | **2** | **2.0** | **2.0** | **n/a** |
| HSM3 | **1** | **0.6** | **1.63[2]** | **+1** |
| HSM2 | **2** | **2.0** | **2.0** | **n/a** |
| HSM1 | **0** | **0.0** | **3.0** | **+3** |
| A06 | **4** | **4.0[3]** | **1.0** | **-2** |
| A05 | **3** | **3.0** | **1.0** | **-2** |
| NE2 | **14** | **11.86** | **10.86** | **-1** |
| **TOTAL FTE** | **26** | **24.46** | **22.46** | **-2FTE[4]** |

Professional supervision for nurses and midwives in the team will be arranged with the profession leads where there is no senior nurse/midwife in the team to provide this important, necessary function. This will be fully supported, encouraged and enabled by the Director and management team. In addition formal arrangements will be made for regular meetings, shared education and training planning with the Nursing and Midwifery Directorate and a community of practice or similar will be established for ongoing support, collaboration and engagement.

Professional supervision will also be arranged for the Pharmacy Educator in a manner similar to what is in place in the current structure including links to the Allied Health Director. This too will be supported, encouraged and enabled by the Director and management team.

The general administration function, currently comprising Administration Officers (2 x AO5) and the Executive Assistant/Office Coordinator (A06) and Organisational Development and Talent Officer (AO6) will be most affected by the proposed new structure. These four roles will be deleted and replaced by three HM1 roles. This is being done to reflect both the changing

[1] The NM4 position is multi-graded and currently occupied by a Nurse Manager

[2] 1 FTE will be filled by NE2 roles until such time as a vacancy exists impacted NE2 FTE count in proposed column too

[3] One AO6 was unfunded in 19/20 but funded for 20/21

[4] Constitutes deletion of one Admin role and the LMS Admin role from ODaC, although the LMS role will sit in Workforce Systems

nature of administration, increased demand for digital skills and the project support requirements of the team, to provide the two teams more specific support and also to provide career development within the team. It is expected that the new roles will be more stimulating, provide greater professional development and job satisfaction and result in improved retention of staff. Two of the administration roles are currently vacant thereby this change will create minimal impact to staffing.

The LMS Administrator role (AO6) has been regraded in this restructure and the reporting lines have transitioned to the Director Workforce Systems and Analytics. This role will maintain strong relationships with the Organisational Development and Capability team but it will receive greater professional support in the Workforce Systems team and have potentially greater career progression opportunities. The role is currently vacant.

Other specific changes of note are:

- Some of the roles that have primarily been involved with education and training will have a broader organisational development function as a result of the proposed structure. This will require some training and upskilling of these staff members.
- Some staff who have been directly reporting to the Director position will be reporting to a manager in the proposed structure.

# Stage 2 – Consultation

## 2.1 Notification to employees

Employees will be notified via a letter/memo about the intention to commence a restructure. A team meeting will be available for employees to attend to provide the opportunity for Q&A and further information.

In accordance with the *Restructuring in Northern Sydney Local Health District Procedure* (PR2014_016) the consultation period with key stakeholders will commence on (insert date) and will conclude on (insert date – at least two weeks) (close of business). ODC staff and relevant stakeholder groups will be provided with a copy of this consultation paper.

Any feedback, issues or concerns on the proposed restructure please contact Christine Tait Lees on telephone 0428 291 890 or email Christine.TaitLees@health.nsw.gov.au

Additional support during this process available via Employee Assistance Programs .

## 2.2 Notification to Union/Industrial Bodies and other relevant parties

The Health Services Union and NSW Nurses and Midwifery Association will be provided with a copy of the consultation paper and provided with a two week consultation period commencing on (insert date) and concluding on (insert date).

Any feedback, issues or concerns on the proposed restructure please contact Christine Tait Lees on telephone 0428 291 890 or email Christine.TaitLees@health.nsw.gov.au .

# Stage 3 – Implementation

Following consultation, the restructure will take a staged approach.

| Step | Action | Timeframe |
|---|---|---|
| 1 | All staff will receive affected letters in the first instance | August 2021 |
| 2 | Matching of ODaC staff to updated roles will take place | August 2021 |
| 3 | All new positions will be advertised concurrently. New positions are defined as positions that do not have a direct match within the team structure now. | From August 2021 |
| 4 | Any excess employees will be managed as per the PD2012_021 Managing Excess Staff of the NSW Health Service. Excess employees are defined as those who do not have a position in the final structure. | At conclusion of relevant recruitment episodes |

It is anticipated that the new structure will be fully finalised by January 2022.

The structure will be formally reviewed 12 months after it is fully implemented.