

Mr Gerald Hayes
Secretary
Health Services Union
Locked Bag 3
Australia Square
Sydney NSW 2007
Email: secretary@hsu.asn.au

Attn: Josh McDonald, Industrial Officer, josh.mcdonald@hsu.asn.au

Delivered via email

Dear Mr Hayes,

Re: Proposed Restructure of the People and Culture (P&C) Employee Relations Advisory and Consultancy Team, Sydney Children's Hospitals Network (SCHN) Consultation Document

The SCHN P&C Directorate (transitioning from "Workforce Services") plays a key role in supporting managers and staff across the Network to deliver safe, reliable person/family-centred care and driving the best outcomes and experiences for our patients.

The attached document provides an overview of the structural and service delivery change proposed for the P&C Employee Relations Advisory and Consultancy team, to bring service delivery in line with the people and culture priorities and contemporary employee relations practices as part of a business partnering model.

The document has been provided to the staff and outlines the proposed new structure to ensure the team is well positioned and has the capacity and capability to deliver adequate services to support the evolving strategic and operational needs of SCHN.

Staff have been requested to provide formal feedback by 29 June 2022. Please provide any additional feedback to the proposal within two weeks from the date of this letter.

If you have any questions, please contact Sharon Bau, Associate Director Workforce Operations at sharon.bau@health.nsw.gov.au.

Yours sincerely,



Sam Galluccio
Director People and Culture
Date: 16.6.2022

Attachment:

1. Consultation Document – ER Restructure 20220616



The Sydney
children's
Hospitals Network

care, advocacy, research, education

Sydney Children's Hospitals Network

People and Culture Directorate

Employee Relations Advisory and Consultancy Team

June 2022

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Background and Current Status

The SCHN *People and Culture* (P&C) Directorate (transitioning from “Workforce Services”) plays a key role in supporting managers and staff across the Network to deliver safe, reliable person/family-centred care and driving the best outcomes and experiences for our patients.

This document provides an overview of the structural and service delivery change proposed for the P&C Employee Relations Advisory and Consultancy team, to bring service delivery in line with the people and culture priorities and contemporary employee relations practices as part of a business partnering model.

The intent of a revised operating model is to support and enable higher levels of leadership capability and effectiveness across a range of clinical and operational settings. Ongoing there will be an increasing emphasis on manager capability development and support through education / coaching activities, including effective engagement with, and transfer of knowledge to line managers with regards to fulfilling their people management responsibilities.

The proposed change includes a review of the respective roles, responsibilities, and the appropriate focus and new reporting lines for the Employee Relations Advisory and Consultancy team. The change will essentially realign the business partnership model across the Network including the establishment of a People Management Advice & Service Hub (PMASH) to support managers. As well as capture the proposed changes, the document provides team members with an invitation to provide feedback.

Case for Proposed Changes

The Employee Relation Advisory and Consultancy team has traditionally been aligned and resources allocated according to the two hospital sites, noting the people management issues vary across the two sites in terms of number, scope and complexity.

The two current Employee Relations Advisory and Consultancy teams were established within Workforce Operations as a part of the SCHN Workforce structure in 2014/2015. Currently the team consists of one FTE manager (Workforce / HR Manager) and two FTE Workforce Consultants at The Children’s Hospital at Westmead (CHW), and 1.8 FTE Workforce Consultants at Sydney Children’s Hospital, Randwick (SCH) which includes the Network Clinical Programs (Critical Care and Priority Populations).

The team portfolio is a traditional set up based on geographical location and employee numbers. This model does not take into account the complexity or workload of various services delivered at each site. The other factor is the varying levels of leadership and management capability of line managers.

With the recent resignation of the Workforce Consultants (1.8 FTE) at SCH in December 2021 and February 2022, the Teams now carry 3.8 FTE Workforce Consultant vacancies.

It has been a significant challenge to fill the Workforce Consultant roles within CHW. Despite multiple advertisements including the recent engagement of a recruitment agency, the CHW vacancies remain vacant. This not only has a substantial impact on workload but also a significant impact on the psychological wellbeing of staff. In addition, there is a large skill gap between the manager and consultant level resulting in inability to cover manager leave.

With an increasing level of industrial activity and expectations, as well as changing requirements within the healthcare setting due to COVID-19, the existing structure does not provide the required level of coverage and flexibility to respond to new and different workplace demands and expectations. Hence, the need to consider alternative options, which would make the roles and the SCHN more attractive to prospective employees.

There is also a need to align the function with the SCHN's strategic people and culture priorities. In 2020 the SCHN Board commissioned an independent review of the culture, where the report highlighted the importance of organisational culture and provided a strong signal for the rebrand of the Workforce Directorate to *People and Culture*. The reframe would make a clear statement to the organisation that SCHN employees are integral to the culture in which they work. The transition would include a culture transformation process in the strategic intent of the Directorate. The review also identified the recommendation to transition to a business partnership model for support functions such as People & Culture, and Finance.

Fundamentals of Human Resources Business Partnering Model

In the last two decades many organisations throughout Australia have adopted various forms of the *HR Business Partnership* model. The title of "Human Resources (HR) business partner" was first championed by Dave Ulrich in 1997 as the way forward for the HR profession. Ulrich argued the roles within HR must be redefined to meet the competitive challenges faced by organisations.

The term HR business partner implies that HR practitioners proactively work with line managers at senior levels of the business they work in. Ulrich defined four distinct roles for HR professionals within his model – strategic player, administrative expert, employee champion, and change agent.

This approach has enabled a shift from traditional HR functions where purpose, priorities and successes were usually defined according to administrative processes, employee advocacy, and the 'policing' of workplace rules.

From a contemporary management perspective, there is an expectation that HR (People & Culture) will add value with a more strategic change management influence and expert 'know-how' around complex people issues including talent management and capability development.

Under this model, some administrative tasks and case management would be taken care of by shared-services, while a team of 'business partners' with the support of functional experts, concentrate on people strategies, people management techniques including coaching and change management support.

Role of Business Partner

The fundamental role of the People & Culture Business Partner is to support senior people leaders manage individual team members more effectively, while also supporting people leadership capability. On a day-to-day basis, there may be the need for more tactical and strategic advice on how to address low completion of performance reviews; leave management; increasing psychological and workers compensation claims; poor compliance with mandatory training; an absence of talent identification and succession planning.

A decision has been made to replace the existing two Workforce / HR Manager positions with three Principal Business Partners, People & Culture, assigned with equal client functional portfolios. The intent is to transition to this model once the three occupants are in place.

The Principal Business Partners will work with their client leaders to understand their needs and create tailored solutions using the available resources in the People Management Advice & Service Hub, and other People & Culture experts in Organisational Development & Learning, and Health Safety & Wellbeing and the various employment services functions.

The Principal Business Partners will be focused on managing client relationships, diagnosing issues, coordinating advice from the specialist teams and working with the client on the relevant staff related solutions. This may include leveraging the relevant people metrics and providing data driven insights to help people leaders make evidence based people related decisions.

People Management Advice & Service Hub (PMASH)

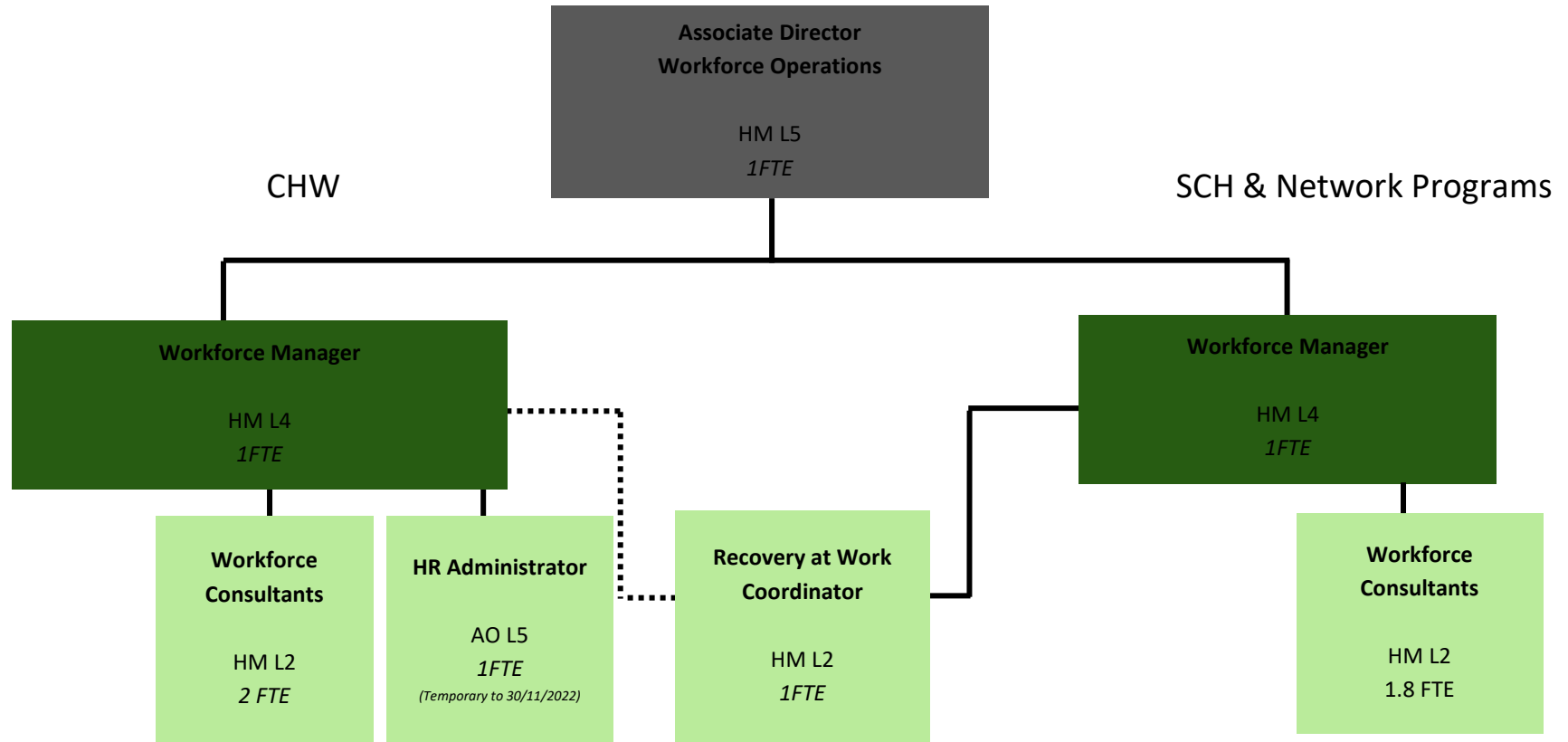
PMASH will operate as a Network-wide shared service resource, linking managers with a team of People & Culture experts providing advice on a wide range of people management matters, enquiries relating to general conditions of employment and workplace related policies (e.g. grievance management, regrading, and performance management, etc.) and provide guidance on relevant systems and practices.

It is expected the PMASH team will respond to more routine enquiries and issues from managers, and will potentially act as a “first response triage” and a referral service as required for the relevant Principal Business Partner for the more complex issues and serious matters.

PMASH will be managed by a Health Manager Level 3 who will operate as the key interface with the Principal Business Partners to ensure seamless service delivery across the Workforce Operations Teams. The Health Manager Level 3 would also allocate cases and oversee the work undertaken by the Health Managers Level 2 and 1 within PMASH.

PMASH is a specialist resource service centre for managers, and general enquiries from staff members should be directed to their managers in the first instance.

Current Organisational Structure



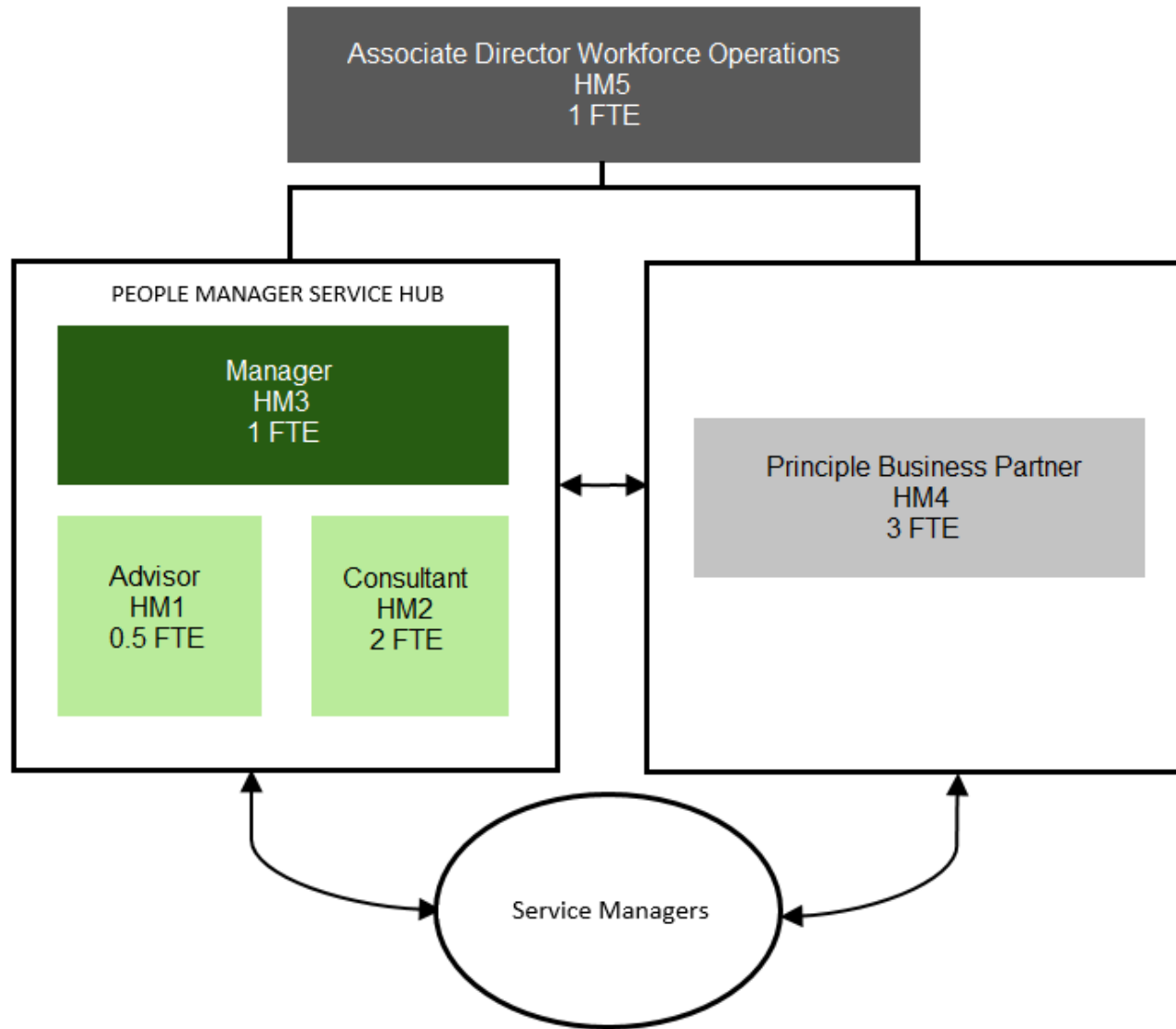
Affected Positions

Position	FTE	Classification	Description
Workforce Managers	2	Health Manager L4	Permanent positions
Recovery at Work Coordinator	1	Health Manager L2	Permanent position
HR Administrator	1	Administration Officer L5	Temporary position until 30 November 2022

Proposed Positions

Position	FTE	Classification	Description
Principal Business Partner	3	Health Manager L4	Permanent position
People Manager Service Hub - Manager	1	Health Manager L3	Permanent position
People Manager Service Hub - Consultant	2	Health Manager L2	Permanent positions
People Manager Service Hub - Advisor	0.5	Health Manager L1	Permanent position

Proposed Structure



Method of Filling Positions in the Proposed Structure

Individual meetings with staff member who may be affected will take place throughout the change process.

Where a change is proposed, this will be discussed with staff members who may be affected.

The incumbent of the Workforce Manager positions will be matched to the proposed Principal Business Partner roles. The incumbent of the Recovery at Work Coordinator position will be matched to the Consultant role with the People Manager Service Hub.

Recruitment and appointment of the remaining positions will be undertaken in accordance with NSW Health Policy Directive PD2017_040 *Recruitment and Selection of Staff to the NSW Health Service*.

Proposed Timeframes

	Stage	Timescale
A.	Consultations with staff	16 June 2022
B.	Notification to union	16 June 2022
C.	Consultation Close	29 June 2022
D.	Feedback reviewed and considered	6 July 2022
E.	Communication of new structure	7 July 2022
F.	Continue to work with staff affected by changes	Ongoing
G.	Implementation of new structure: 1. Aligning business partnering model 2. Establishing a People Manager Service Hub	Commencing 11 July 2022

Employee Assistance Program

Employee Assistance Program (EAP) is a free strictly confidential and professional counselling service provided by the Sydney Children's Hospitals Network to all staff. Staff can access the program via the following contact details:

- AccessEAP (1800 818728)
- Converge International Free call 1800 337 068

Feedback and Contact Details

Enquiries and feedback regarding the proposed structure to Sam Galluccio, Director People and Culture sam.galluccio@health.nsw.gov.au

Appendix A – Position Descriptions

The proposed roles position descriptions are detailed in the below table:

Position	Page
Principal Business Partner	11
Manager, People Manager Service Hub	20
Consultant, People Manager Service Hub	24
Advisor, People Manager Service Hub	28

POSITION DESCRIPTION



The Sydney
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Hospitals Network

care, advocacy, research, education



Collaboration

Openness

Respect

Empowerment

POSITION TITLE (200 characters limit)	Principal Business Partner, People & Culture
POSITION NUMBER (from Stafflink) MANDATORY If this is a new position, acquire the position number after the new position has been created.	
AWARD	Health Managers (State) Award
POSITION CLASSIFICATION	<i>Health Manager Level 4</i>
LOCATION	Sydney Children's Hospitals Network
DOES THIS ROLE MANAGE/ SUPERVISE OTHERS?	<input type="checkbox"/> Yes <input type="checkbox"/> No
DOES THIS REQUIRE SENIOR EXECUTIVE LEVEL STANDARDS?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
PRIMARY PURPOSE (2800 characters limit in ROB)	<p>The Principal Business Partner (PBP) works with senior leaders ('client leaders') within an allocated business portfolio to align and drive appropriate people and culture initiatives, and interventions required to support the very best care for children and young people in NSW.. This includes identifying and defining specific people management issues and providing advice and guidance to client leaders on the resolution of such issues, and recommending appropriate capability development options to support an environment where people are respected, valued, and supported to provide the best quality healthcare. .</p> <p>The PBP operates as a trusted and experienced <i>people and culture</i> specialist with highly developed communication and interpersonal skills to engage with client leaders to directly influence the effective resolution of complex people management matters in line with legislative requirements, and relevant policies and procedures.. The PBP is expected to engage with client leaders on a variety of complex and highly sensitive people issues including workplace investigations, industrial disputes, mediation and conflict resolution, as well as undertaking</p>

research and analysis to identify and address any undesirable workforce / people-related trends in a manner that is solution focused.

The PBP will engage with and leverage support from other *People and Culture* teams such as organisational development and health, safety and wellness, as well as specialist transactional teams who carry out recruitment and general employment functions. The aim is to support a truly integrated and timely delivery of services from the People and Culture Directorate.

The PBP also requires well developed skills to deal with challenging issues, to manage multiple relationships and matters relating to diverse occupational groups, and complex regulatory requirements.

The role will also lead an allocated people and culture function such as industrial relations or organisational change management to provide high level advice as the Network's subject matter expert for that function.

KEY ACCOUNTABILITIES

(3100 characters limit in ROB)

A high level description of the outcomes the role is expected to deliver.

'Key Accountabilities' should be:

- outcome focused, rather than process focused

- ordered in importance and/or frequency

- as specific to the role as possible while not detailing tasks.

There should be no more than 6-8 'Key Accountabilities' in total.

- Provide leadership in employment legislation, awards and agreements, policies and best practice to identify and resolve complex workforce issues.
- Initiate, influence and manage working relationships with senior managers including a broad range of stakeholders and unions to ensure the delivery of contemporary, best practice people strategies and solutions.
- Foster a collaborative engagement approach with senior managers to embed a coaching culture and improve the leadership and people capability of SCHN to achieve its strategic objectives.
- Act as the conduit between the expertise from within specialist people and culture functions to identify and drive improvements in the quality of service being delivered.
- Provide influential consultancy and advice to inform and support senior managers to address complex workforce issues, particularly in relation to organisational design, change management, restructuring, process redesign and workforce planning.
- Develop and use insights to coach and influence senior managers to understand and anticipate impacts of people issues and opportunities
- Research and interpret issues providing people management advice and recommendations to senior managers on key workforce challenges within a complex employment framework, which support achievement of both the local business and the Network's objectives.
- Use workforce data, analysis, problem-solving and evaluation skills to inform risk identification and decision making and to develop and implement innovative service delivery solutions that support the achievement of business outcomes.
- Provide informed and evidence based people management advice and consultancy to senior managers within portfolio on a range of complex workforce related challenges across the employment cycle, operating within policy and industrial frameworks to support achievement of required people and culture objectives.
- Work in partnership with senior managers to enable the development and facilitation of change initiatives in line with the strategic workforce plan within industrial and business parameters; ensuring stakeholders are consulted and well informed throughout all facets of all change management processes.
- Provide guidance and advice to senior managers in relation to core people imperatives including talent management, succession planning, strategic workforce planning, performance management, employee engagement and action planning.
- Provide responsive support whilst coaching, influencing and empowering senior managers to develop and implement a diverse range of workforce strategies including recruitment, performance management, learning and development, team work, structure, industrial/employee relations, grievance and disciplinary matters.
- Provide dedicated end to end support and guidance to senior managers to achieve strategic outcomes
- Foster an engaged, committed and customer centric workforce, where staff embrace change, are flexible and agile in their work
- As the allocated functional lead facilitate the development, implementation and review of policies, processes and procedures in line with business requirements.

KEY CHALLENGES (max 3) (700 characters limit) <i>The challenges that are regularly encountered in the role.</i> <i>The Key Challenges should not restate the Key Accountabilities. There should be minimum of 1 and maximum of 3 "Key Challenges" in total.</i>	Developing a pragmatic People and Culture service that incorporates the values of SCHN and considers how the organisation will continue to develop its practice.	
	Demonstrating resilience and persistence in balancing the needs of competing demands within a complex, high work volume environment encompassing the delivery of strategic and operational outcomes.	
	The development and implementation of organisational change strategies given the complexities, magnitude and environments within which NSW Health functions and the continuing changes to the structure of the health system.	
KEY RELATIONSHIPS (internal) (max 3) (200 characters limit) <i>The key stakeholders and customers the role is expected to interact with routinely, rather than periodically. Relationships with both internal (within the department/agency) and external (outside the department/agency) stakeholders should be included where relevant. All roles require interaction with internal stakeholders, however some roles may not interact with external stakeholders.</i>	WHO	WHY
	1. Director People and Culture, Associate Director Workforce Operations	Work closely with the Director/Associate Director in the development and implementation of workforce plans and strategies within SCHN
	2. SCHN senior managers	Work in partnership with the senior managers to align and drive people and culture initiatives to achieve SCHN objectives.
	3. People and Culture Leadership Team, Business Partners and specialist teams	Work in collaboration with the leadership team to implement People and Culture initiatives and strategies and to facilitate integrated and timely outcomes
KEY RELATIONSHIPS (external) (max 2) (200 characters limit) <i>As above</i>	WHO	WHY
	1. Ministry of Health	Work in partnership with the Ministry of Health to improve the health and wellbeing of the children of NSW.
	2. Industrial organisations/unions /external agencies	Manage working relationships to address issues and ensure early resolutions of concerns where possible
IS THIS A PUBLIC SENIOR EXECUTIVE ROLE WHICH MANAGES RELATIONSHIPS AT THE MINISTERIAL LEVEL?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Other \$ _____ please specify the monetary value of the financial delegation (ex: 5000.00).

FINANCIAL DELEGATION	<input checked="" type="checkbox"/> As per delegation manual
ESSENTIAL REQUIREMENTS (700 characters in word)	<p>Vaccination Category (A or B):</p> <p>WWCC (Yes/No):</p> <p>Qualifications/ Licenses/ Registrations (award requirement):</p> <hr/> <p>Work Health and Safety:</p> <p>Select which of the following applies:</p> <p><input type="checkbox"/> Supervisor As a leader you are expected to support the organisation achieve the aims of the safety management system, to establish and maintain a positive health and safety culture in the workplace and to consult with workers and others when making decisions that may impact upon the health, safety and welfare of those in the workplace.</p> <p style="text-align: center;"><u>OR</u></p> <p><input type="checkbox"/> Non-Supervisor You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing</p>
SELECTION CRITERIA (700 characters for each criteria in word) (max 8)	<ol style="list-style-type: none"> 1. Relevant tertiary qualifications in Employee Relations, Employment Law, other relevant field and/or extensive experience in human resources management in a large diverse service industry organisation and/or a combination of study and work experience. 2. Proficient in contemporary workplace legislation, industrial awards and application of same to complex people and workforce matters. 3. Highly developed interpersonal communication, business acumen and be a strong and effective relationship builder, influencer and coach and have strength in dealing with senior stakeholders. 4. Demonstrated experience in a business partnering, developing and implementing strategic people solutions that align with business objectives to address key workforce challenges. 5. Extensive experience in providing expert technical and specialised strategic Workforce /ER and change management advice and services at a senior level. 6. Demonstrated experience and skills in managing high leave complex people management matters. 7. High level organisational skills and proven ability in working with a team and able to deliver initiatives through others in a timely manner. 8. Demonstrated ability to solve people management problems innovatively using insight and makes effective data and evidence based judgements.

OTHER REQUIREMENTS

(Standard text do not amend)

(3100 characters in word)

Understand and practice person centred care.

Work in partnership with consumers on improving and evaluating the delivery of services.

Actively participate in quality improvement activities.

Ensure timely and accurate reporting of near or actual, incidents or patient safety concerns.

Be familiar with SCHN Child Protection Policy and Procedures and notify any allegations of suspected child abuse and neglect in line with policies.

Adhere to all current SCHN and NSW Health policies and procedures, including the NSW Health Code of Conduct.

Job Demands Checklist (editable)

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.

Job Demands Frequency Key:

I = Infrequent intermittent activity exists for a short time on a very infrequent basis

O = Occasional activity exists up to 1/3 of the time when performing the job

F = Frequent activity exists between 1/3 and 2/3 of the time when performing the job

C = Constant activity exists for more than 2/3 or the time when performing the job

R = Repetitive activity involved repetitive movements

N = Not Applicable activity is not required to perform the job

Note: any entries not assigned a value will be automatically set to "N"

PHYSICAL DEMANDS - Description (comment)	FREQUENCY					
	N	I	O	F	C	R
Sitting – remaining in a seated position to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standing – remaining standing without moving about to perform tasks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking – floor type: even/uneven/slippery, indoors/outdoors, slopes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Running – floor type: even/uneven/slippery, indoors/outdoors, slopes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bend/Lean Forward from Waist – forward bending from the waist to perform tasks	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trunk Twisting – turning from the waist while sitting or standing to perform tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kneeling – remaining in a kneeling posture to perform tasks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Squatting/Crouching – adopting a squatting or crouching posture to perform tasks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leg/Foot Movement – use of leg and/or foot to operate machinery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climbing (stairs/ladders) – ascend/descend stairs, ladders, steps	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifting/Carrying – light lifting and carrying (0 to 9 kg)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifting/Carrying – moderate lifting and carrying (10 to 15 kg)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifting/Carrying – heavy lifting and carrying (16kg and above)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reaching – arms fully extended forward or raised above shoulder	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/Pulling/Restraining – using force to hold/restrain or move objects toward or away from the body	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Head/Neck Postures – holding head in a position other than neutral (facing forward)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hand and Arm Movements – repetitive movements of hands and arms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Slippery or Uneven Surfaces - greasy or wet floor surfaces, ramps, uneven ground	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inadequate Housekeeping - obstructions to walkways and work areas cause trips and falls	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working At Heights – ladders/stepladders/scaffolding are required to perform tasks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Biological Hazards – exposure to body fluids, bacteria, infectious diseases	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

POSITION DESCRIPTION

Manager – People Management Advice & Service Hub



 <i>It starts with me</i>	
Organisation	NSW Health
Local Health District / Agency	Sydney Children's Hospital Network
Position Classification	Health Manager Level 3
State Award	Health Managers (State) Award
Category	Human Resources and Recruitment Workforce Operations
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

Sydney Children's Hospitals Network is one of the largest paediatric health care entity in Australia. We care for thousands of children each year in our hospitals and in their homes — with one purpose in mind — to help young people live their healthiest lives.

This role sits within the People and Culture Directorate as part of the Employee Relations Advisory & Consultancy Team and is responsible for leading and managing activities of the Network's People Management Advice & Service Hub (PMASH) in line with a best practice and client focused service delivery model.

PMASH operates as a Network-wide shared service resource, linking managers with a team of People & Culture experts providing advice on a wide range of people management matters, enquiries relating to general conditions of employment and workplace related policies (e.g. grievance management, regrading, and performance management, return to work programs for non-work related matters, etc.) and provide guidance on relevant systems and practices.

Reporting to the Associate Director Workforce Operations, lead a team of general human resource practitioners to deliver employee relations advice, guidance and services to managers to enable effective people management. The position will provide support to, and work in collaboration with the Principal Business Partners and other People and Culture Teams in the development of initiatives, as well as maintain a transparent framework for case management and the resolution of complex issues and organisational change.

Success in this role is determined by the quality and the timeliness of the advice and guidance provided by the PMASH team, including the level of engagement with key stakeholders, and the ability to establish and maintain effective working relationships with senior managers, Principal Business Partners and other People and Culture Teams.

ESSENTIAL REQUIREMENTS

Vaccination Category:

Category A -

B -

Qualifications/Licenses/Registration?

WWCC

Yes No

Work Health and Safety:

Non-Supervisor

You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing

POSITION DESCRIPTION

Manager – People Management Advice & Service Hub



KEY ACCOUNTABILITIES

- Manage the delivery of a client focused Shared Service Hub for managers including advice and a broad range of services to enable and guide managers in the effective management of their people..
- Lead the provision of technical and tactical advice to managers in relation to workforce performance, including appropriate interventions and solutions to deal with people issues, and support the development of high performing teams to enable the effective delivery of health care services.
- Manage work assignments and functional team activities to align PMASH resources with service delivery priorities.
- Manage workplace investigations and employee relations matters (grievances, complaints, industrial consultation, and processes relating to employee non-work related injuries and illnesses) referred to PMASH to ensure compliance with the relevant policies and established management practices.
- Work in collaboration with Principal Business Partners to coordinate the management of complex conflict matters and disputes leveraging specialist team knowledge and resources as needed to ensure an integrated and streamlined solution and timely case closure.
- Manage the end to end grading and regrading processes and provide advice and guidance to ensure grading reviews are undertaken in line with appropriate evaluation tools, industrial instruments, policies and procedures;
- Oversee manager's resources on the SCHN intranet including reviewing, updating and developing policies and resources to complement the people management advice and services provided to managers..
- Foster and maintain positive relationships with Principal Business Partners and other People and Culture teams and managers to ensure effective definition of and delivery of People Manager's Service Hub.
- Contribute to valuation and improvement of business focused people and workforce systems, programs, projects and policy initiatives and work in collaboration with Principal Business Partners and other People and Culture Teams to support innovative solutions and contemporary people focused outcomes.
- Support senior managers and Principal Business Partners in the analysis of workforce profiles and trends to identify any workforce related risks and emerging people issues and trends, and recommend solutions and implement improvements and risk management strategies as required.
- Oversee and manage provision of informed and evidence based practical advice and consultancy service to managers on a range of complex workforce related challenges, operating within policy and industrial frameworks to support the achievement of the required people and culture objectives.
- Oversee and manage provision of practical advice and guidance to enable managers to carry out disciplinary and conduct related discussions in a manner that is respectful and procedurally fair.
- Maintain an understanding of contemporary people management practices as well as a comprehensive understanding of relevant legislation, industrial agreements, policies and procedures and ensure that practices within client groups are consistent with these.
- Contribute to the development and delivery of specific management training programs.
- To be an EEO and Diversity champion and make sure this is incorporated into all practices.

POSITION DESCRIPTION

Manager – People Management Advice & Service Hub



KEY CHALLENGES

- Developing and maintaining relationships and balancing competing demands and priorities to ensure the operation of the PMASH meets service standards and business requirements.
- Maintaining up to date expertise and knowledge on a range of employee relations, as well as contemporary trends and developments in best practice given the fast paced and high-volume working environment.
- Achieving quality service standards whilst managing service operations, processes, facilities and staff with resource constraints and competing priorities.
- Demonstrating resilience and persistence in balancing the needs of competing demands within a complex, high work volume environment.

KEY RELATIONSHIPS

Who	Why
Direct reports (People Management Advice & Service Hub Consultant and Advisor)	<p>Guide, support, coach, mentor and manage performance</p> <p>Oversee the work practices of the team to ensure integrity and accountability of decision making.</p> <p>Provide own perspective and share information Work collaboratively with, inspire and motivate.</p>
Principal Business Partners and other People & Culture managers and teams	<p>Develop and maintain effective relationships and work collaboratively to contribute to achieving the Directorate's business outcomes.</p> <p>Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice.</p> <p>Manage the flow of information, seek clarification and provide customer focused advice and responses to ensure prompt resolution of issues.</p> <p>Address/respond to queries to provide advice where possible, or redirect/escalate to relevant party for review and resolution.</p>
SCHN leaders and managers	<p>Provide information and advice to managers. Build and maintain collaborative relationships.</p> <p>Develop and maintain effective relationships and provide a client focused approach to service delivery.</p> <p>Manage client expectations, flow of information, seek clarification and provide customer focused advice and responses to ensure prompt resolution of issues.</p> <p>Articulate the needs and requirements of the service and collaborate with to negotiate solutions, provide expert advice and regular updates.</p>
Unions/ Employee Representatives	Consultation, liaison and negotiation
External agencies and reporting bodies	Mandatory reporting, liaison

POSITION DESCRIPTION

Manager – People Management Advice & Service Hub



SELECTION CRITERIA

1. Relevant tertiary qualifications in human resources management, employee relations or other relevant field and / or professional experience in human resources management in a complex and diverse service industry organisation.
2. Demonstrated record of achievement and leadership in the provision of shared employee relations services that meet business and people outcomes.
3. A sound knowledge of the legislation, regulative requirements and contemporary trends relating to employment related matters.
4. Ability to influence and build positive and effective business relationships with key stakeholders as well as facilitating cross learning to build expertise and best practice
5. Demonstrated superior communication, interpersonal, analytical and problem solving skills, including demonstrated ability to oversee complex written documents including briefs and reports.
6. Proven ability to balance multiple responsibilities in a complex and high volume setting and within specific timeframes while exemplifying resilience.
7. Excellent policy and process development skills to support people management best practice
8. Demonstrated ability to consult and negotiate effectively with key stakeholders including management, staff, industrial organisations, and external agencies.

OTHER REQUIREMENTS

- Understand and practice person centred care.
- Work in partnership with consumers on improving and evaluating the delivery of services.
- Actively participate in quality improvement activities.
- Ensure timely and accurate reporting of near or actual, incidents or patient safety concerns.
- Be familiar with SCHN Child Protection Policy and Procedures and notify any allegations of suspected Child-abuse and neglect in line with policies.
- Adhere to all current SCHN and NSW Health policies and procedures, including the NSW Health Code of Conduct.

POSITION DESCRIPTION

Consultant – People Management Advice & Service Hub



    	
Organisation	NSW Health
Local Health District / Agency	Sydney Childrens Hospital Network
Position Classification	Health Manager Level 2
State Award	Health Managers (State) Award
Category	Human Resources and Recruitment Workforce Operations
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

Sydney Children's Hospitals Network is one of the largest paediatric health care entity in Australia. We care for thousands of children each year in our hospitals and in their homes — with one purpose in mind — to help young people live their healthiest lives.

The Consultant is responsible to the Manager – People Management Advice & Service Hub (PMASH) for the delivery of professional advisory and consultancy services in line with contemporary and values-based people management practices and techniques.

PMASH operates as a Network-wide shared service resource, linking managers with a team of People & Culture experts providing advice on a wide range of people management matters, enquiries relating to general conditions of employment and workplace related policies (e.g. grievance management, regrading, and performance management, return to work programs for non-work related matters, etc.) and provide guidance on relevant systems and practices. Success in this role is determined by the quality and the timeliness of the advice and guidance provided by the Consultant, including the level of engagement with key stakeholders, and the ability to establish and maintain effective working relationships with managers and stakeholders.

The Consultant will also collaborate with other People & Culture staff and teams to ensure there is an integrated and coordinated approach towards workforce engagement and development initiatives, as well as a transparent framework for the case management and resolution of complex people management issues.

ESSENTIAL REQUIREMENTS

Vaccination Category:

Category A -

B -

**Qualifications/ Licenses/
Registrations? WWCC**

Yes **No**

Work Health and Safety:

Non-Supervisor

You must take all reasonable care for yourself and others and comply with any reasonable instruction, policies and procedures relating to work health safety and wellbeing

POSITION DESCRIPTION

Consultant – People Management Advice & Service Hub



KEY ACCOUNTABILITIES

- Provide informed and evidence based practical advice and consultancy to managers on a range of workplace matters, operating within policy and industrial frameworks to support the achievement of the required people and culture objectives;
- Manage key stakeholder relationships to ensure workforce management requirements are understood and supported within the workplace;
- Provide practical advice, guidance, and coaching so managers are appropriately equipped to carry out disciplinary and conduct related discussions in a manner that is respectful and procedurally fair;
- Provide guidance on the management of employment and industrial relations issues including grievances, complaints, industrial consultation, non-work related conditions and other related matters;
- Undertake workplace investigations as directed in accordance with the relevant policies and established management practices, e.g. misconduct, grievance, bullying and harassment etc.;
- Maintain close working relationships with other People & Culture support functions and specialist roles, to ensure consistency and alignment of advice in relation to recruitment, employment services and pay and conditions, safety & wellbeing, capability development, etc.;
- Case manage escalated complex conflict matters and disputes leveraging specialist team knowledge and resources as needed to ensure an integrated and streamlined solution and timely case closure;
- Provide support and guidance to the Advisor with regards to complex employee relations matters;
- Securely manage sensitive information and knowledge in line with NSW Health policies, particularly the confidentiality and privacy of employee information;
- Encourage managers to practice good employee relations by involving employee representatives and Unions, as appropriate;
- Maintain an understanding of contemporary people management practices as well as a comprehensive understanding of relevant legislation, industrial agreements, policies and procedures and ensure that practices within client groups are consistent with these;
- Undertake grading reviews and provide professional advice in line with appropriate evaluation tools, industrial instruments, policies and procedures. Support the Manager – PMASH to ensure effective end to end process management.
- Support organisational change by advising managers on and contributing to the consultation process in line with relevant policies;
- Work with the Manager – PMASH to develop practices /guidelines that meet employee relations best practice and people management outcomes.
- Contribute to the development and delivery of specific management training programs to include
- Managing Sickness Absence, Disciplinary and Grievance procedures, Appraisal/performance review and Equality and Diversity issues;
- Undertake regular reviews to ensure the SCHN intranet remains up to date with current policies, practices and guidelines;
- To be an EEO and Diversity champion and make sure this is incorporated into all practices.

POSITION DESCRIPTION

Consultant – People Management Advice & Service Hub



KEY CHALLENGES

- Exercise initiative and problem solving skills. Developing an understanding and acceptance by managers of their people management accountabilities and assisting them in exercising the authority, skills, knowledge and experience necessary to fulfil them.
- Demonstrating resilience and persistence in balancing the needs of competing demands within a complex, high work volume environment. Assist the development and implementation of Workforce policy and guidelines and organisational change strategies.
- Establishing, fostering and maintaining a strong people culture focus in the delivery of services, programs and initiatives which meet customer service needs. Maintaining a high level of discretion and confidentiality and using sound judgement in the provision of advice. Work within remit of limited supervision and meet competing deadlines.

KEY RELATIONSHIPS

Who	Why
Manager – PMASH	<p>Escalate issues, keep informed, advise, receive guidance and instructions</p> <p>Provide recommendations and inform through reporting any sensitive and emerging issues</p> <p>Participate in meetings and discussions to share information and provide input and feedback</p>
Work team	<p>Support the Advisor and work collaboratively to contribute to achieving the team's business outcomes</p> <p>Participate in discussions and decisions regarding resolution of issues and implementation of innovation and best practice</p> <p>Represent work group perspective and share information</p> <p>Review work and proposals of the Advisor</p>
SCHN leaders and managers	<p>Provide information and advice within the scope of the People Manager's Service Hub. Build and maintain collaborative relationships</p>
Principal Business Partners and Other People and Culture managers and teams	<p>Develop and maintain effective relationships and provide a client focused approach to service delivery</p> <p>Manage the flow of information, seek clarification and provide client focused advice and responses to ensure prompt resolution of issues and complaints</p> <p>Address/respond to queries to provide advice where possible, or redirect to relevant staff/team for review and resolution</p>
Unions/ Employee Representatives	<p>Consultation, liaison and negotiation</p>
External agencies and reporting bodies	<p>Mandatory reporting as directed by the Manager – PMASH</p>

POSITION DESCRIPTION

Consultant – People Management Advice & Service Hub



SELECTION CRITERIA

1. Relevant tertiary qualifications in HR management, business, or other relevant field and / or professional experience in human resources management in a complex and diverse service industry organisation.
2. Proven experience in providing human resource advice and consultancy services, including the ability to manage multiple complex cases as well as a sound understanding of operational human resources and employee relations.
3. Ability to influence and build positive and effective business relationships with key stakeholders
4. Well-developed communication, interpersonal, analytical and problem solving skills, including demonstrated ability to prepare complex written documents including briefs and reports.
5. Resilience and ability to work at a fast pace with multiple priorities and challenges.
6. Experience in the development of effective and contemporary human resources policies and strategies, and the potential to contribute to people and culture projects
7. Demonstrated ability to consult effectively with key stakeholders including management, staff, industrial organisations, and external agencies.
8. A sound knowledge of the legislation, regulative requirements and contemporary trends relating to employment related matters.


OTHER REQUIREMENTS

- Understand and practice person centred care.
- Work in partnership with consumers on improving and evaluating the delivery of services.
- Actively participate in quality improvement activities.
- Ensure timely and accurate reporting of near or actual, incidents or patient safety concerns.
- Be familiar with SCHN Child Protection Policy and Procedures and notify any allegations of suspected Child-abuse and neglect in line with policies.
- Adhere to all current SCHN and NSW Health policies and procedures, including the NSW Health Code of
- Conduct.

POSITION DESCRIPTION

Advisor – People Management Advice & Service Hub



 C ollaboration O penness R espect E mpowerment	
Organisation	NSW Health
Local Health District / Agency	Sydney Childrens Hospital Network
Position Classification	Health Manager Level 1
State Award	Health Managers (State) Award
Category	Human Resources and Recruitment Consulting and Generalist HR
Website	www.schn.health.nsw.gov.au

PRIMARY PURPOSE

Sydney Children's Hospitals Network is one of the largest paediatric health care entity in Australia. We care for thousands of children each year in our hospitals and in their homes — with one purpose in mind — to help young people live their healthiest lives.

The Advisor is a key member of the People Management Advice & Service Hub (PMASH) within the People and Culture Directorate, as part of the Employee Relations Advisory and Consultancy team, supporting employee relations activities in line with contemporary and values-based people management and techniques across the Network.

PMASH operates as a Network-wide shared service resource, linking managers with a team of People & Culture experts providing advice on a wide range of people management matters, enquiries relating to general conditions of employment and workplace related policies (e.g. grievance management, regrading, and performance management, return to work programs for non-work related matters, etc.) and provide guidance on relevant systems and practices.

Reporting to the Manager - PMASH, the Advisor will work as a part of a team for the delivery of professional and timely employee relations advice and consultancy services to managers to enable effective people management.

The Advisor will engage with key stakeholders and establish and maintain effective working relationships with managers and stakeholders as required. The Advisor will also collaborate with other People and Culture managers and staff to support an integrated and coordinated approach towards people management best practice and outcomes.

COVID-19 VACCINATION COMPLIANCY

All NSW Health workers are required to have completed a primary course of a COVID-19 vaccine which has been approved or recognised by the Therapeutics Goods Administration (TGA). New applicants must have completed the vaccination course prior to commencement with NSW Health, or provide an approved medical contraindication certificate certifying the worker cannot have any approved COVID-19 vaccines available in NSW.

Acceptable proof of vaccination is the Australian Immunisation Register (AIR) Immunisation History Statement or AIR COVID-19 Digital Certificate. Booster doses are highly recommended for all health care workers who have completed the primary course of COVID-19 vaccinations. Please provide proof of booster vaccination if available.

POSITION DESCRIPTION

Advisor – People Management Advice & Service Hub



ESSENTIAL REQUIREMENTS

Vaccination Category: B

WWCC: No

Work Health and Safety:

You must 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 ACCOUNTABILITIES

- Be the first point of contact for the People Management Advice & Service Hub (PMASH), exercising judgement to address enquiries as appropriate.
- Assist with providing informed and evidence based practical advice and consultancy to managers on a range of employee relations matters, operating within policy and industrial frameworks to support the achievement of the required people and culture objectives.
- Assist with workplace investigations as directed in accordance with the relevant policies and established management practices, e.g. misconduct, grievance, bullying and harassment etc.
- Case manage low level concerns and escalate complex conflict matters and disputes to Manager – PMASH as well as leveraging specialist team knowledge and resources as needed to ensure an integrated and streamlined solution and timely case closure.
- Assist the Manager – PMASH with the development of practices /guidelines that are influenced by internal and external factors, to shape the future employee relations practices including (but not exclusively) engagement, bullying and harassment, equality and diversity, talent management, employee retention and managing for performance
- Undertake grading reviews and provide professional advice in line with appropriate evaluation tools, industrial instruments, policies and procedures. Provide administration support to the SCHN Grading, Regrading and Reclassification Committee.
- Undertake regular reviews to ensure the SCHN intranet remains up to date with current policies, practices and guidelines.
- With guidance from the Manager and Consultant of PMASH, support managers during the management of unsatisfactory sickness absence or performance.
- With guidance from the Manager and Consultant of PMASH provide support to managers in misconduct and grievance investigations and staffing matters, taking into account employment legislation and ensuring fairness and consistency of approach.
- Assist in the support of change management process including industrial consultation, position and organisation redesign, displacement and redeployment of staff.
- Provide Human Resources data and information internally and externally as directed by the Manager – PMASH.
- Maintain close working relationships with other People and Culture support functions and specialist roles, to ensure consistency and alignment of advice in relation to recruitment, employment services and pay and conditions, safety & wellbeing, capability development, etc.
- Securely manage sensitive information and knowledge in line with NSW Health policies, particularly the confidentiality and privacy of employee information
- Maintain an understanding of contemporary people management practices as well as a comprehensive understanding of relevant legislation, industrial agreements, policies and procedures.
- Other adhoc tasks as allocated by the Manager PMASH.

POSITION DESCRIPTION

Advisor – People Management Advice & Service Hub



KEY CHALLENGES

- Exercise initiative and problem solving skills. Assisting managers in exercising the authority, skills, knowledge and experience necessary to fulfil them.
- Demonstrating resilience and persistence in balancing the needs of competing demands within a complex, high work volume environment. Assist the development and implementation of Workforce policy and guidelines and organisational change strategies.
- Establishing, fostering and maintaining a strong people culture focus in the delivery of services, programs and initiatives which meet customer service needs. Maintaining a high level of confidentiality and using sound judgement in the provision of advice. Work within remit of supervision and meet competing deadlines.

KEY RELATIONSHIPS

Who	Why
Manager – People Management Advice & Service Hub and Consultant – People Management Advice & Service Hub	Escalate issues, keep informed, advise, receive guidance and instructions Provide recommendations and inform through reporting any sensitive and emerging issues Participate in meetings and discussions to share information and provide input and feedback
SCHN managers	Provide information and advice within the scope of the People Manager's Service Hub. Build and maintain collaborative relationships
Principal Business Partners and Other People and Culture managers and teams	Develop and maintain effective relationships and provide a client focused approach to service delivery Manage the flow of information, seek clarification and provide client focused advice and responses to ensure prompt resolution of issues and complaints Address/respond to queries to provide advice where possible, or redirect to relevant staff/team for review and resolution
Unions/ Employee Representatives	Provide support in relation to consultation, liaison and negotiation
External agencies and reporting bodies	Mandatory reporting as directed by the Manager – People Management Advice & Service Hub

POSITION DESCRIPTION

Advisor – People Management Advice & Service Hub



SELECTION CRITERIA

1. Relevant tertiary qualification in human resources management or business, or equivalent experience in the provision of generalist human resources advice and consultancy services.
2. Sound knowledge of the legislative and regulative requirements relating to human resources management and industrial/employee relations, and the ability to provide practical advice on Human Resources matters.
3. Proven ability to conduct low-level workplace investigations and manage multiple basic employee relations matters.
4. Ability to work independently with limited direction as to work priorities with demonstrated experience managing and meeting deadlines.
5. Experience in assisting in the development of effective and contemporary human resources policies and strategies, and the potential to contribute to people and culture projects
6. Excellent oral and written communication skills, with the proven ability to analyse and problem solve combined with the ability to prepare briefs, reports and submissions.
7. Demonstrated ability to interact effectively with key stakeholders including management, staff, industrial organisations, other industry bodies and external agencies.
8. Advanced computing skills including proficiency in MS Word, Excel and PowerPoint as well as experience using human resource information systems and records management systems.

OTHER REQUIREMENTS

- Understand and practice person centred care.
- Work in partnership with consumers on improving and evaluating the delivery of services.
- Actively participate in quality improvement activities.
- Ensure timely and accurate reporting of near or actual, incidents or patient safety concerns.
- Be familiar with SCHN Child Protection Policy and Procedures and notify any allegations of suspected child abuse and neglect in line with policies.
- Adhere to all current SCHN and NSW Health policies and procedures, including the NSW Health Code of Conduct.